



Annual Budget

Fiscal Year 2019

City Manager Keith Van Beek

City Manager Ryan Cotton resigned effective June 30, 2017 and Greg Robinson was appointed as Interim City Manager until January 31, 2018. At that time, Public Safety Chief Matt Messer was appointed Interim City Manager until the search committee could make a recommendation on the new city manager. Under the direction of Mr. Messer, the FY-2019 proposed budget was prepared and presented to City Council.

Keith Van Beek began his duties as the new City Manager on April 9, 2018. He comes to the City from Ottawa County, where he served as the Deputy Administrator for nine (9) years. Prior to his employment at Ottawa County, he served twelve (12) years with the City of Kentwood with the last eight (8) as Deputy City Administrator.

Keith is a graduate of Holland Christian High School, Calvin College, and has a Master of Public Administration degree from Grand Valley State University. Born in Zeeland and raised in Holland, Keith is enjoying working again in his “home” community. He applied for the City Manager position because it is an “intersection of his passions. It’s coming full circle being able to do this in a community where I was raised. I don’t have a desire to go anywhere else.”

West 8th Street Project

Geenen DeKock Properties LLC and West 8th Development LLC (collectively “GDK”) currently own most of the property on the City block between 8th and 9th Streets, between River and Pine Avenues. In 2016 GDK demolished existing obsolete structures on the northeast end of the block and began construction of a mixed-use building consisting of retail space and 21 residential units. This building is complete and the obsolete buildings on the northwest end of the block demolished in preparation for five new mixed-use buildings. Two of those are currently under construction. The total investment by GDK is expected to be approximately \$30 million, with an estimated completion date of 2020.

As part of this project, the City of Holland Brownfield Redevelopment Authority is constructing a 380-space parking structure, funded by the proceeds of a bond sale and tax increment financing (TIF) capture of state and local property taxes.

The top picture on the budget cover is a drawing of the West 8th Street, between River and Pine Avenues, once the project is complete. The bottom drawing is the completed 9th Street parking structure.

Please visit our website at www.cityofholland.com or contact us with any questions at:
City of Holland, City Hall, 270 S. River Avenue, Holland MI 49423
General Information: 616.355.1300 or Finance and Budget: 616.355.1370

CITY OF HOLLAND, MICHIGAN

ANNUAL BUDGET

For the Fiscal Year
July 1, 2018 - June 30, 2019

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
Raul Garcia
Brian Lynn
Scott Corbin
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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FISCAL YEAR 2019**

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- > BUDGET PROCESS & CALENDAR
- > 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

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Holland, MI 49423

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CITY MANAGER BUDGET MESSAGE:

May 2, 2018

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

It is my pleasure to submit the FY 19 Budget (July 1, 2018 to June 30, 2019). The budget represents the composite efforts of the City Council, City Manager, Department Directors, Finance Office, and various boards and citizen advisory committees. This document is more than a set of financial figures; it represents the City's Vision, Missions and Action Plans as an organization whose purpose it is to provide the citizens of Holland with the best possible programs and services for the dollars appropriated to **Maximize Livability** in the City of Holland.

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, and the City's dedicated and professional staff. Please do not hesitate to call upon Tim Vagle, Director of Finance for any questions (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. Despite an improving economy, FY 19 was not an easy year to fund. Growth restricted by Proposition "A" was 2.1%, the first time in several years the amount has exceeded 1%.

The total budget sources and uses are \$158,105,379. This is a balanced budget, with various fund balances increasing by a total of \$26,409,600. These funds will support numerous capital improvement projects and several operating budgets.

The General City operations account for \$57,638,370 in sources, excluding use of fund balances, and \$65,554,402 in uses. The City's BPW utilities account for \$126,876,609 in sources, excluding use of fund balances, and \$92,549,977 in uses.

The total General Fund expenditures are recommended to be \$22,272,632 to be paid for by revenues of \$22,272,632. At year end, any operating surplus/fund balance from FY 18 will be transferred to the Municipal Capital Improvement Fund for future appropriations.

General Fund revenues will be 3% more than FY 18 and General Fund expenditures will also be 3% more. There is a slight adjustment to the millage rate, and growth in taxable value. Collective Bargaining Agreements require a 2.5% pay increase, which is also recommended to non-union employees.

This year's budget is intended to:

1. Fund City Council goals established in January 2018, such as additional staffing related to the Management, Organizational Structure, and Efficiency Study (MOSES), James DeYoung property vision development, increased funding for fire apparatus, and the community-wide inclusive and diversity initiative;
2. Retain prior year overall City property tax millage rates;

3. Preserve targeted Fund Balance levels in current and five-year projections;
4. Cover debt service costs which now includes public safety pension obligation bonds;
5. Operate Holland Board of Public Works utilities with 5.7% decrease in rates for electric, 3.6% increase in wastewater and 1.9% increase in water rates;
6. Maintain City infrastructure with numerous street and facility improvement projects;
7. Provide baseline improvement funding for parks and buildings as unbudgeted needs arise;
8. Address succession planning in the Finance Department;
9. Accommodate a new management structure and re-opening of the renovated Civic Center;
10. Continue sustainability goals with expanded funding for Holland Energy Fund;
11. Implement new Solid Waste contract including changes in customer service and billing with no changes in rate structure; and
12. Facilitate issuance of debt and construction costs for the 9th Street Parking Deck.

The summary below of significant budgetary changes and recommendations for the General Fund in FY 19 illustrates revenue and expenditure differences from the FY 18 budget.

Major Changes in General Fund Revenue from FY 18

Property Tax Revenues	\$491,717
(Millage rate adjusted from 7.5064 to 7.7317)	
Additional Dividend from HBPW	\$272,724
Net Transfers from Other Funds	(\$458,676)
(Pension Debt Related)	
Michigan Personal Property Tax Reimbursement	\$548,655
Reduction in Permit and Other Fees	<u>(\$211,663)</u>
Total Major New General Fund Revenues	\$642,757

Major Changes in General Fund Expenditures from FY 18

Employee Costs	\$444,754
Transfer to Civic Center	\$200,000
Fire Truck Fund (increase from FY18)	\$150,000
Net Transfers Out	(\$196,251)
Other	\$44,254
Total Major New General Fund Costs	\$642,757

The differences between the new revenues and expenditures relate primarily to timing of pension debt issuance in FY 18, restoration of Personal Property Tax reimbursement that was erroneously withheld from the 2017 distribution from the State, general inflationary increases and various one-time expenditures.

Key Variables

Fund Balance: This budget is intended to have no impact on the General Fund Balance, but a \$93,300 transfer from the Budget Stabilization Fund to fund the Deputy Finance Director position is included as planned. A \$200,000 transfer to the BSF was made in a prior FY as part of the City's succession plan to address the planned retirement of the current Finance Director. When the projected General Fund Balance of \$3,721,148 is combined with the Budget Stabilization Fund Balance of \$973,200 there is approximately \$4.7 million available, or 21.0% of annual expenditures.

Millage Rate: This budget includes a slight increase (.2253) in the FY 18 operating millage rate from 7.5064 to 7.7317 in FY 19. A similar amount was reduced from the Street Capital Reserve Fund, which will receive approximately the same amount of additional funds from the State in the current fiscal year.

Staffing Study: The 2017 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. This budget includes some of those recommendations, others to be phased in as Council priorities are confirmed.

Snowmelt Fund: One of the FY 19 goals of Council is to address how Snowmelt assessments are handled in residential areas, to ensure the cost/benefit is equitably allocated. While this is a policy issue that will be addressed in the months ahead, this budget includes a \$50,000 transfer from the Capital Improvement Fund to the Snowmelt Fund to address a financial component of this issue.

Five-Year Financial Plan: The attached five-year financial summary reflects stability in the General Fund in the next five years. This assumes conservative growth in property tax revenues and flat transfers in from the Electric Fund as rate decreases are anticipated, due to decreased operating costs. A portion of the city operating millage is allocated to the Debt Service Fund to cover debt obligations, showing slight deficits after FY 22. At that time, operating millage could be adjusted to cover any deficit, as a substantial amount of debt will be paid off. This will free up a significant amount of property tax revenue which could be allocated as needed. The Five-Year General Fund Financial Plan does not reflect this potential revenue, rather assumes current millage rate allocation.

Fire Aerial Truck: \$250,000 will be placed in the Fire Vehicle Replacement Fund with a similar amount being planned to be added to the fund in FY 20. In addition, if the personal property tax monies owed to the City as a reimbursement are received, some portion may be allocated to this fund.

City Growhouse: There is currently \$417,000 in the Municipal Capital Improvement Fund allocated for a new growhouse. With an estimate of approximately \$550,000 to build a new one, it is anticipated that there will be excess funds from other Parks and Recreation Department projects that will help to complete the growhouse project.

Closing Comment

As you are reviewing the fiscal year 2019 City budget, it is comprehensive and contains a substantial amount of detail. You have also received a budget message outlining some of the key issues. However, I felt it would be beneficial to highlight this year's budget process:

- Several pre-budget process discussions with the Leadership Team to set strategies to minimize expenses;
- 13 separate department director budget meetings;
- Analyze and coordinate 35 separate City General Fund departmental budgets, as well as dozens of other funds (roads, capital improvements, internal service funds, etc.). This included the exercise of going through each budget line-item and reducing expenses sometimes by as little as \$500 or \$1000;
- Several strategic meetings with staff throughout the budget process;
- Discussions with the Holland Board of Public Works (HBPW) staff regarding the BPW transfer amounts; and
- Two (2) final budget meetings with the Leadership Team. These meetings were brainstorming type meetings to gather all possible ideas from the entire team on increasing revenues and reducing expenditures in the overall budget.

Our goal was to build a budget that is sustainable, continues to allow us to provide essential services to Holland residents, and reflects our core values as a city. In addition, the budget was established with the City Council priorities in mind throughout the process. Our target was to provide some funding for as many of the priorities as possible.

Our budget situation is constantly evolving and the City's revenue sources are consistently changing. This "moving target" each year can make the budget process somewhat difficult and many times challenging in terms of being sustainable and constant. This is probably true for most municipalities throughout the state during these times of recurring change in the legislative processes at the state level.

My belief is that with the estimated revenue sources over the next two (2) to three (3) years, the City budget process should somewhat stabilize during this timeframe. The thought processes and strategic thinking should focus toward year three and beyond. Of course, this will be under the direction of new City leadership. Any ideas and/or trends put in place during this time of transition can be easily navigated in new directions with the flexibility left in this budget and the expected increase in revenues for the next fiscal year.

It has been an honor and privilege to work closely with the Leadership Team, staff at City Hall and City Council throughout the budget process and beyond. The great people in this organization have made my time at City Hall easy and enjoyable. Our team looks forward to a prosperous fiscal year 2019.

Respectfully Submitted,



Matt Messer
Interim City Manager
Chief of Public Safety Services

Attachments

- A. Five-Year Financial Plan
- B. Long-term Debt Service with New Potential Capital Projects:
- C. 2017 Municipal Tax Rate Survey

Attachment A: Five Year Financial Plan – General Fund

FY 2024 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.

	FY 16 Final	FY 17 Final	FY 18 Estimated	FY 19 Adopted	FY 20 Projected	FY 21 Projected	FY 22 Projected	FY 23 Projected	FY 24 Projected
Total Funding Sources	\$21,662,777	\$21,928,588	\$21,629,875	\$22,272,632	\$22,666,178	\$23,260,553	\$23,768,422	\$24,188,139	\$24,680,222
Total Funding Uses	\$21,833,776	\$21,928,588	\$21,613,689	\$22,272,632	\$22,693,312	\$23,233,644	\$23,777,681	\$24,335,159	\$24,912,025
Net Increase (Decrease) from Operations	(\$170,999)	-	16,186	-	(\$27,134)	\$26,909	(\$9,259)	(\$147,020)	(\$231,803)
Fund Equity	\$3,704,962	\$3,704,962	\$3,721,148	\$3,721,148	\$3,694,014	\$3,720,923	\$3,711,664	\$3,564,644	\$3,332,841

Note: Bond proceeds are excluded from total funding sources and uses.

GENERAL FUND

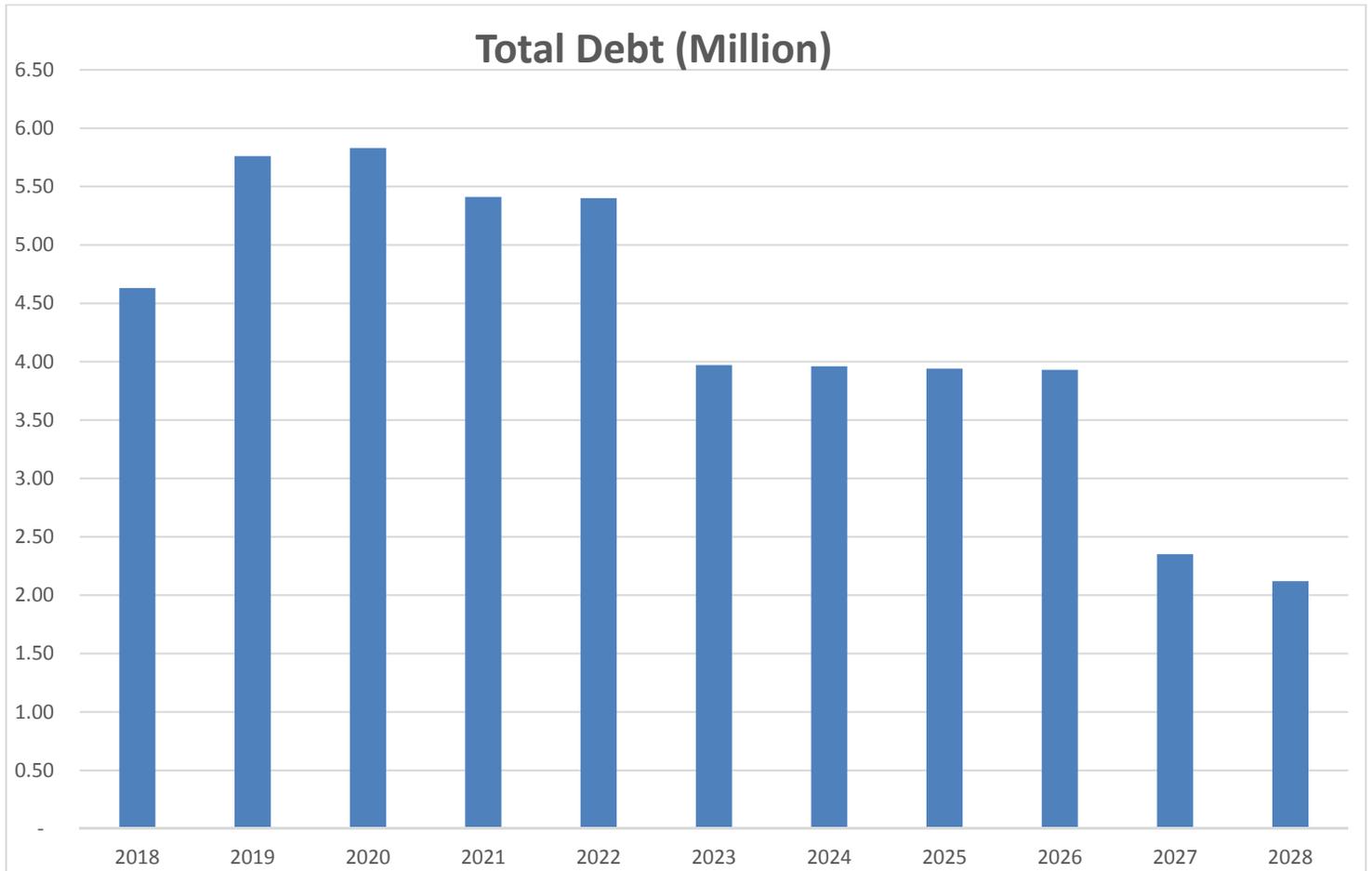
FIVE YEAR FORECAST: FISCAL YEAR 2019 - 2024

Description	FY-2019 Projected	FY-2020 Projected	FY-2021 Projected	FY-2022 Projected	FY-2023 Projected	FY-2024 Projected
Taxes	\$ 8,905,632	\$ 9,083,745	\$ 9,465,420	\$ 9,754,728	\$ 9,949,823	\$ 10,148,819
Intergovernmental	4,037,300	4,118,046	4,200,407	4,284,415	4,370,103	4,457,505
Licenses & Permits	706,200	734,448	763,826	794,379	826,154	859,200
Charges for Services	1,825,985	1,899,024	1,974,985	2,053,985	2,136,144	2,221,590
Fines & Forfeits	136,600	136,600	136,600	136,600	136,600	136,600
Interest & Rents	426,100	450,000	475,000	500,000	525,000	550,000
Other Revenue	15,500	25,000	25,000	25,000	25,000	25,000
Transfers from Other Funds	6,219,315	6,219,315	6,219,315	6,219,315	6,219,315	6,281,508
Total Operating Revenue	\$ 22,272,632	\$ 22,666,178	\$ 23,260,553	\$ 23,768,422	\$ 24,188,139	\$ 24,680,222
Use of Fund Balance	-	27,134	-	9,259	147,020	231,803
Total Revenue	\$ 22,272,632	\$ 22,693,312	\$ 23,260,553	\$ 23,777,681	\$ 24,335,159	\$ 24,912,025
Personnel Services	\$ 15,252,234	\$ 16,056,417	\$ 16,492,673	\$ 16,941,515	\$ 17,407,661	\$ 17,892,044
Other Operating Expenditures	5,848,524	5,961,895	6,050,971	6,141,166	6,232,498	6,324,981
Capital Outlay	57,640	65,000	75,000	75,000	75,000	75,000
Transfers Out	550,000	350,000	350,000	350,000	350,000	350,000
Contingencies	564,234	260,000	265,000	270,000	270,000	270,000
Total Operating Expenditures	\$ 22,272,632	\$ 22,693,312	\$ 23,233,644	\$ 23,777,681	\$ 24,335,159	\$ 24,912,025
Contribution to Fund Balance	-	-	26,909	-	-	-
Total Expenditures	\$ 22,272,632	\$ 22,693,312	\$ 23,260,553	\$ 23,777,681	\$ 24,335,159	\$ 24,912,025

Assumptions

Tax Revenues	Assumes operating millage rate of 7.7332 in FY19-20; 7.9 in FY21 and 8.0 in FY22, as Long Term Debt is paid off. Assumes 2% growth in Property tax valuation in FY20 and thereafter. Additional Long Term Debt will paid off in FY23 and could be applied to operating millage to balance.
Intergovernmental	State Shared Revenue assumes a 2% increase each fiscal year.
Transfers from Other Funds	HBPW dividend to General Fund. In FY19-23 flat allocation of \$6 million as electric rate decreases are expected.
Personnel Services	Assumes a 2.5% increase in wages for FY19-20 with 2% thereafter, which is consistent with tax growth. FY19 includes \$93,300 additional funding for Deputy Finance Director (Budget Stabilization Fund transfer). Health Insurance - 6% increase in health insurance premiums for FY19 and 7% increases in FY20-24. Pension Contribution - 1% increase FY19; 5% increase in FY20 and 2% thereafter.
Other	Most other revenues and expenses are assumed to be flat.
Contingencies	FY19 and beyond assumes annual contributions to WEMET Grant funding for Compensated Absences.

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



Attachment C: 2017 Municipal Tax Rate Survey

2017 MUNICIPAL TAX RATE COMPARISON (OF SELECTED MICHIGAN CITIES) ¹ April 4, 2018						
City	Parcel Count 2015	(Estimated) Population 2015 Census	Income Tax City ²	Total City Millage Rate 2017	Rate Rank City Millage	Property Taxes 2017 (City Only) ³
Inkster	11,948	24,672	No	38.4014	55	\$ 2,502.50
Oak Park	11,913	29,752	No	36.1688	54	\$ 2,357.01
Detroit*	384,597	677,116	Yes	32.8264	53	\$ 2,139.20
Taylor	25,764	61,568	No	28.5409	52	\$ 1,859.92
Warren	61,385	135,358	No	27.7659	51	\$ 1,809.42
Southgate	11,666	29,330	No	27.4161	50	\$ 1,786.62
Dearborn	37,412	95,171	No	26.44	49	\$ 1,723.02
Southfield	30,360	73,156	No	26.4226	48	\$ 1,721.88
Allen Park	13,707	27,425	No	25.8279	47	\$ 1,683.13
Eastpointe	n/a	32,657	No	25.443	46	\$ 1,658.04
Madison Heights	13,177	30,198	No	25.2114	45	\$ 1,642.95
Hamtramck	n/a	22,002	No	24.8564	44	\$ 1,619.82
Roseville	20,468	47,637	No	24.1112	43	\$ 1,571.25
Dearborn Heights	26,000	56,145	No	23.9099	42	\$ 1,558.14
Ferndale	11,192	20,177	No	23.6286	41	\$ 1,539.80
East Lansing	9,197	48,471	No	23.18939	40	\$ 1,511.18
Wyandotte	11,421	25,156	No	22.75	39	\$ 1,482.55
Garden City	12,645	26,920	No	22.2148	38	\$ 1,447.67
St. Clair Shores	28,833	59,903	No	22.05	37	\$ 1,436.93
Bay City	15,400	33,917	No	21.4085	36	\$ 1,395.13
Lincoln Park	15,358	37,012	No	20.8949	35	\$ 1,361.66
Lansing*	48,101	115,056	Yes	19.7	34	\$ 1,283.79
Flint*	58,577	98,310	Yes	19.1	33	\$ 1,244.69
Westland	30,563	82,000	No	18.8846	32	\$ 1,230.65
Monroe	9,325	20,092	No	17.9787	31	\$ 1,171.62
Royal Oak	27,791	59,008	No	17.6389	30	\$ 1,149.47
Jackson*	15,973	33,133	Yes	17.1889	29	\$ 1,120.15
Marquette	7,772	21,297	No	17.0971	28	\$ 1,114.17
Pontiac*	n/a	59,917	Yes	17.0011	27	\$ 1,107.91
Port Huron*	12,942	29,293	Yes	16.6798	26	\$ 1,086.97
Mount Pleasant	6,434	26,060	No	16.25	25	\$ 1,058.96
Sterling Heights	48,255	132,052	No	16.1557	24	\$ 1,052.82
Ann Arbor	36,650	117,070	No	16.139	23	\$ 1,051.73
Battle Creek*	23,987	51,589	Yes	15.749	22	\$ 1,026.32
Midland	18,602	42,200	No	15.1385	21	\$ 986.53
Saginaw*	27,719	49,347	Yes	14.883	20	\$ 969.88

2017 MUNICIPAL TAX RATE COMPARISON
(OF SELECTED MICHIGAN CITIES)¹
April 4, 2018

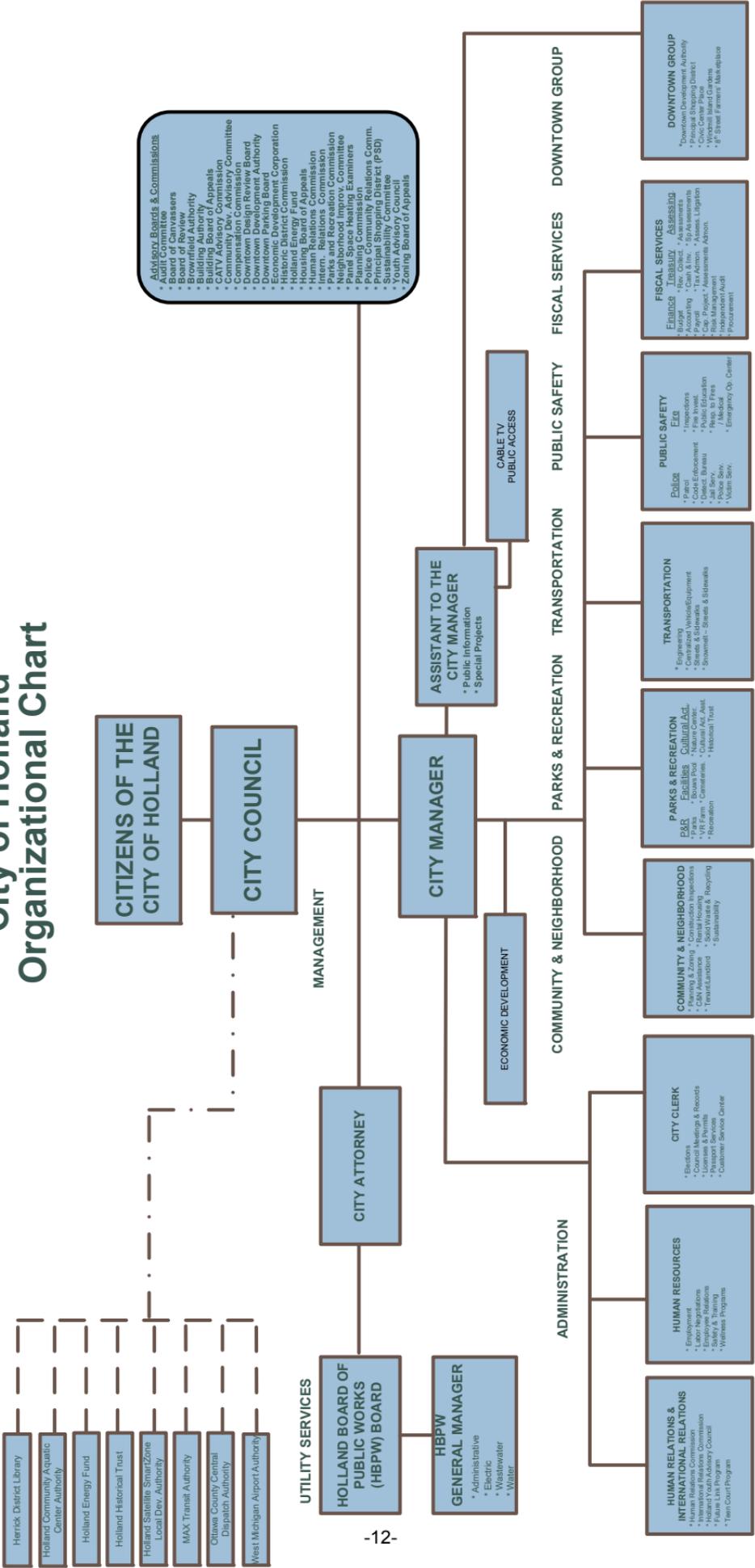
City	Parcel Count 2015	(Estimated) Population 2015 Census	Income Tax City ²	Total City Millage Rate 2017	Rate Rank City Millage	Property Taxes 2017 (City Only) ³
Birmingham	11,281	20,691	No	14.6739	19	\$ 956.25
Farmington Hills	30,500	81,330	No	14.6569	18	\$ 955.15
Adrian	8,137	20,857	No	14.6039	17	\$ 951.69
Romulus	11,253	23,417	No	14.0869	16	\$ 918.00
Livonia	44,773	94,635	No	13.8993	15	\$ 905.78
Holland	13,565	33,742	No	13.8682	14	\$ 903.75
Kalamazoo	26,752	76,041	No	13.8	13	\$ 899.30
Burton	13,749	28,788	No	13.4876	12	\$ 878.95
Muskegon*	16,619	38,401	Yes	13.0908	11	\$ 853.09
Wyoming	25,652	75,275	No	12.1192	10	\$ 789.77
Auburn Hills	8,366	22,672	No	11.2998	9	\$ 736.37
Norton Shores	12,232	24,208	No	10.95	8	\$ 713.58
Portage	19,372	48,177	No	10.9205	7	\$ 711.66
Novi	21,022	58,723	No	10.5376	6	\$ 686.70
Rochester Hills	27,460	73,424	No	10.4605	5	\$ 681.68
Troy	n/a	83,280	No	10.3582	4	\$ 675.01
Kentwood	18,122	51,357	No	9.6066	3	\$ 626.03
Grand Rapids*	66,455	195,097	Yes	9.0258	2	\$ 588.18
Walker*	9,573	24,647	Yes	1.336	1	\$ 87.06

¹This 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. Millages issued by other authorities were excluded. For example, the Holland Area Community Swimming Pool Authority millage was not included in the rate for Holland.

²With 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.

³These taxes are based on a taxable value of **\$65,167**, which is the average taxable value of a single-family residence in the City of Holland for 2017.

City of Holland Organizational Chart



Community Profile: Holland, Michigan

The City of Holland is located near the shores of Lake Michigan, in the southwest corner of Ottawa County and the northwest corner of Allegan County. According to the 2010 census the population was 33,051. This places Holland as the 53rd largest municipality in Michigan. City limits span 17.35-square miles, with 9.1 located in Ottawa County and 8.1 in Allegan County. The City of Holland is located 30 miles southwest of Grand Rapids, 186 miles northwest of Detroit and 150 northeast of Chicago Illinois.



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 Indians 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 caused much strife. Eventually, the Dutch settlers purchased the land from the natives, who moved north in an effort to preserve their way of life and culture.

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 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.

Community Profile: Holland, Michigan

Culture

The city's Dutch heritage is a part of its cultural identity, but also the local economy with the Tulip Time Festival in May and various Dutch-themed attractions welcoming thousands of tourists annually. Fiesta and Tulipanes Latino Art & Film Festival celebrate the Latino contribution to the culture. 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 increased to 602,000 square feet, with the completion of the Holland Energy Park.

Tourism

Holland enjoys tourism during all seasons, which helps local businesses thrive. The Tulip Time Festival, which began in 1930, 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. Currently, six million tulips are planted for the festival: along city streets, in parks, outside municipal buildings and at tourist attractions like Dutch Village, Windmill Island Gardens and Veldheer Tulip Gardens. Among the area attractions are museums explaining both Michigan and Dutch history, a recognized Michigan State Park and historical landmark attractions like the 250-year-old DeZwaan Dutch Windmill and Holland Harbor Lighthouse. The main downtown area features a diverse selection of locally owned small businesses and restaurants.

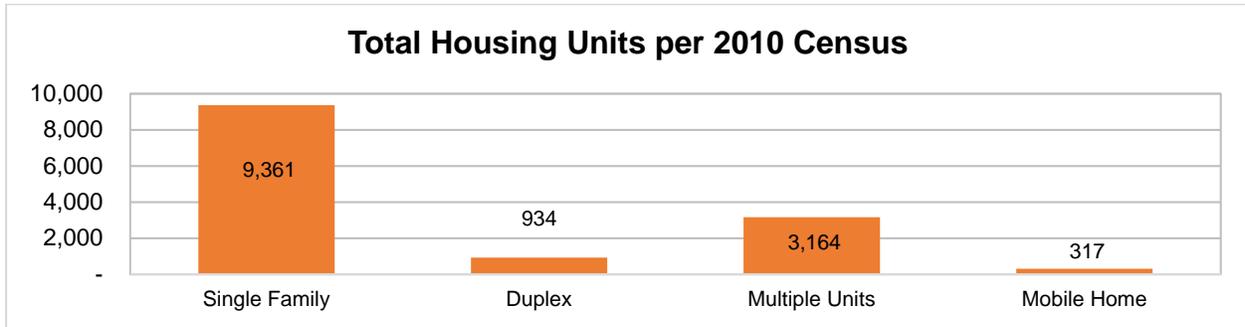
In 2013, Forbes Magazine name Holland one of "America's Prettiest Towns". Impulcity listed Holland as #2 on the list of "19 Most Beautiful Towns in America" in 2014 and America in Bloom gave Holland a special award for "Coolest Downtown" in 2016. The December 2017 edition of the "Birds & Blooms" magazine listed Tulip Time as one of the 8 Must-See Flower Festivals.



Housing

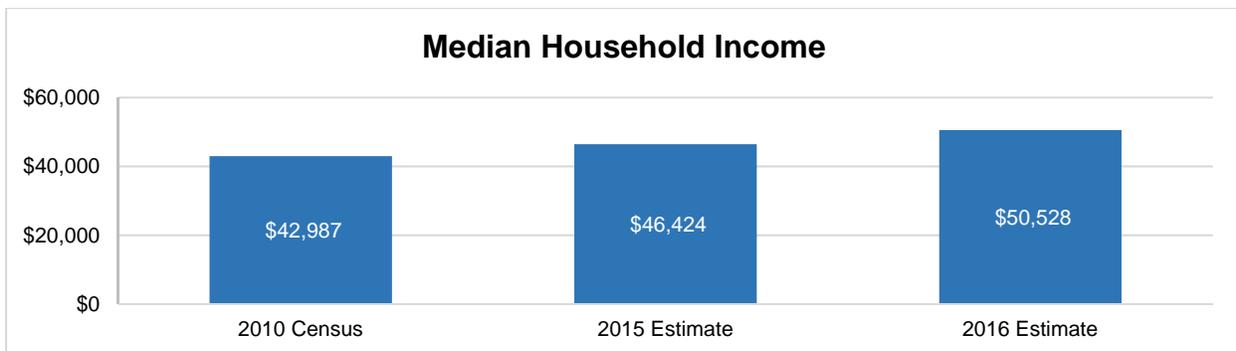
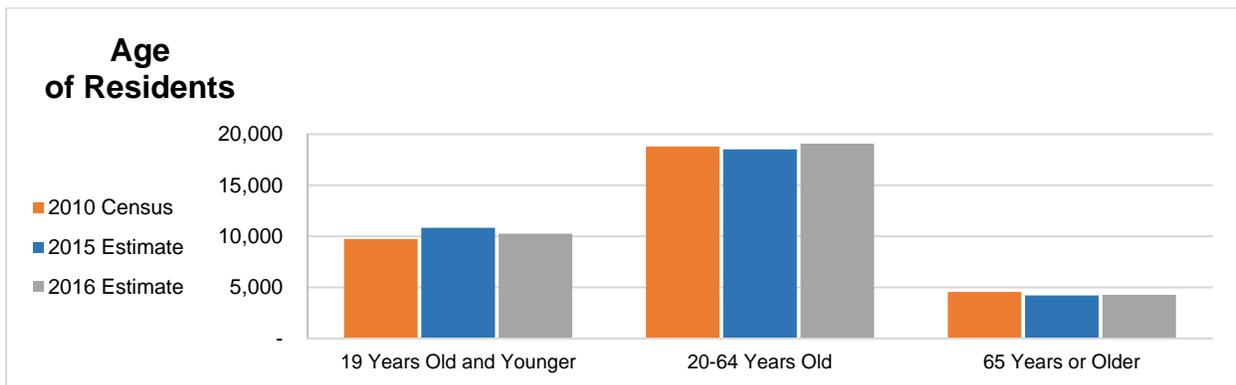
Holland offers a wide variety of housing options to meet the needs of local residents. Available housing includes single-family homes, duplexes, condominiums and multiple family apartments. Rental housing, both furnished and unfurnished, is available through the City with the units near Hope College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

Community Profile: Holland, Michigan

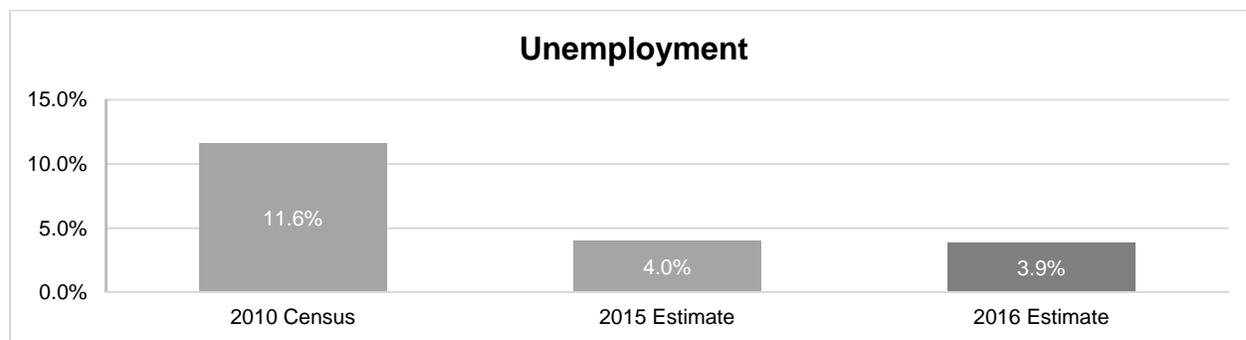


Economy and Population Statistics

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, Lumir, Adient, Yanfeng US Automotive Interiors and Semco Energy. A list of the top 10 taxpayers is included in the “Property Tax” section. The city also offers several options for banking, insurance, realtors, advertising agencies, employment services and consulting firms to meet the needs of visitors and residents.



Community Profile: Holland, Michigan



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 to continue their education.

<u>Education Levels:</u>	<u>2010 Census</u>	<u>2015 Estimate</u>	<u>2016 Estimate</u>
Percent of persons who completed four years of high school or more	83.9%	85.6%	86.8%
Percent of persons who completed four years of college or more	31.6%	29.5%	29.2%

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

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.

The city is serviced by the 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.

Several highways are located near Holland, making it easily accessible. They include I-196 (Gerald R Ford Freeway), BL I-196, US-31 and M-40.

Community Profile: Holland, Michigan

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 used to compile the profile, statistics from the U.S. Census Bureau.

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	2,535
Miles of streets	149.0
Street resurfacing	6.9 (miles)

Fire:

Number of stations	3
Emergency responses	3,083
Inspections	113

Police:

Physical arrests	1,333
Parking violations	4,161
Traffic violations	3,034

Water:

Average daily consumption	13,073 (thousands of gallons)
Miles of water mains	249.0
Daily capacity	38,500 (thousands of gallons)

Wastewater:

Average daily consumption	8,036 (thousands of gallons)
Miles of sanitary sewers	183.55
Miles of storm sewers	152.0
Daily capacity	14,400 (thousands of gallons)

Parks & Recreation:

Number of cemeteries	2
Number of parks	22
Baseball/softball diamonds	10
Soccer fields	11
Swimming pools	1
Tennis Courts	11
Pickleball Courts	10
Nature centers	1
Community centers	1

Source: Comprehensive Annual Financial Report for Fiscal Year Ended June 30, 2017 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. Year-end amendments are approved in June for governmental funds; to make sure expenditures do not exceed appropriations at the legal level of budgetary control. 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 Year 2018 is at 18% and Fiscal Year 2019 is at 21%.

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 comply 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 2019 Budget will be submitted to the GFOA Distinguished Budget Presentation Program. The City received the GFOA Distinguished Budget Award for its Fiscal Year 2018 submission, its fifteenth 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 and Holland Board of Public Works board members meet with citizens in an informal setting. Two meetings (known as "Coffee with Council") were held in January 2018 to give citizens more opportunities to provide feedback.

This is followed by the Leadership Team meeting for their annual retreat to discuss department priorities and concerns. The distribution of the budget preparation materials to Leadership Team members coincides with this meeting. Next, team members meet with City Council to give an update on department activities and summarize the priorities and concerns discussed at their retreat.

Following this meeting, City Council members gather for an "Advance" to review the concerns and priorities presented by the Leadership Team and citizens. During this meeting the operating services and capital project priorities guiding the City Manager during budget preparation will be determined.

OPERATING SERVICES

Under the present administrative structure, operations are organized into the following groups:

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

While the Leadership Team is preparing their financial budget requests, the Finance staff is estimating General Fund unallocated revenue and calculating wage and fringe benefit costs for employees. When the Finance Office receives the department budget requests, the information is reviewed and proposed department budgets are prepared. The City Manager, Finance Director and Department Director meet to review the budget, make changes as needed then the Finance Office staff prepares the proposed budget submitted to City Council in April.

CAPITAL PROJECTS

For capital improvement projects, a perpetual five-year development plan is updated periodically during the months of July through December by Department Directors, City Manager, Utilities Manager, Boards & Committees, and City Council. The plan includes streets, utilities, and municipal capital projects. Requests for projects to begin in FY-2019 are submitted in late January, to be incorporated into the five-year plan.

Council Priorities for Fiscal Year 2019

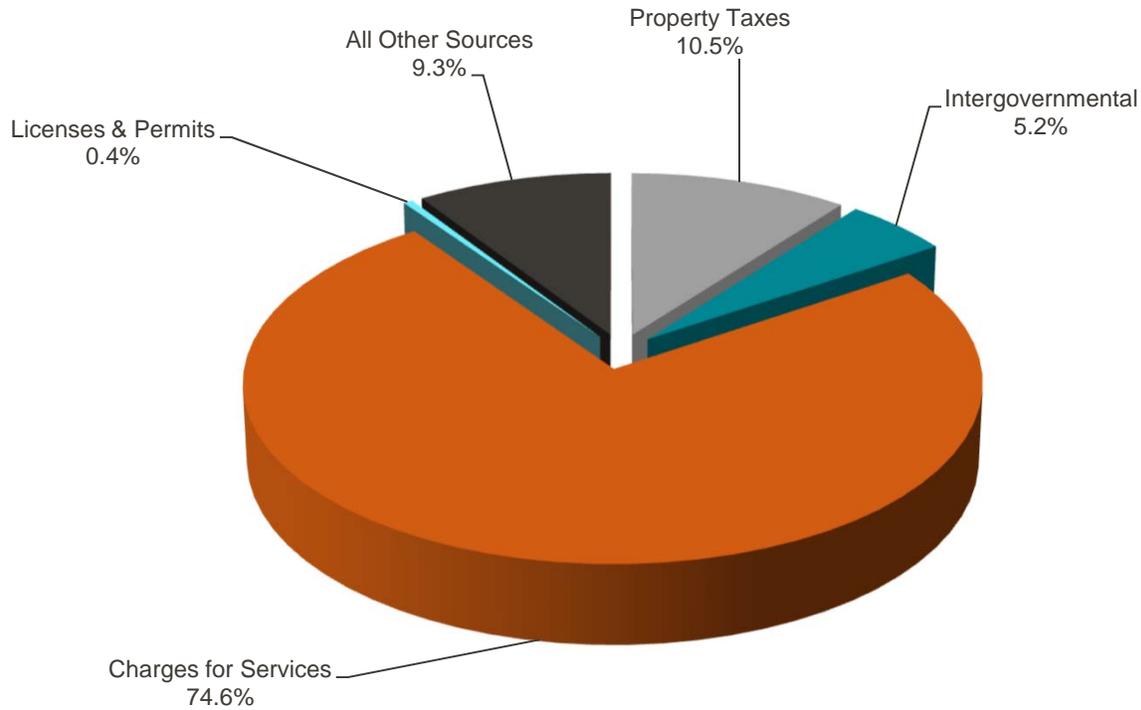
Rank	Priorities	(0 – 5 Points System)
1	JDY Property Vision Development	35
2	City Manager	34
3	O & M Funding for Snowmelt – Residential Arteries	29
3	Maintenance of Facilities	29
5	Staffing Study Recommendations	28
5	Public Safety Resources, Staff and Equipment	28
5	Continued Long-Term Financial Planning	28
5	Senior Leadership Succession Planning	28
5	Community-Wide Inclusion and Diversity	28
10	Growhouse Final Plan	27
11	Consider a Housing Commission or Task Force, Including Regional Representation	26

BUDGET CALENDAR

Fiscal Year 2018-19

Coffee with City Council & HBPW Board	Jan 10 and 13, 2018
Leadership Team Retreat	Jan 22, 2018
Budget packets distributed to Leadership Team	Jan 22, 2018
City Council meets with Leadership Team to discuss priorities	Jan 26, 2018
City Council Advance Meeting	Jan 27, 2018
Leadership Team submit Action Plans to City Manager	Jan 31, 2018
City Council approves Budget Calendar with extension	Feb 7, 2018
Computer equipment requests submitted to Tech Services	Jan 31, 2018
Personnel reclassification requests submitted to HR Director	Jan 31, 2018
City Manager and HR Director make recommendations regarding wages, reclassifications and union negotiations	Feb 9, 2018
Leadership Team submit budgets to Finance Office	Feb 9, 2018
Finance Office assembles budgets	Feb 12 – Mar 2, 2018
City Manager reviews budgets with Leadership Team members	Feb 19 – Mar 9, 2018
City Manager & Budget Team make final decisions	Mar 12 - 16, 2018
Finance Office prepares proposed budget document	Mar 19 - Apr 6, 2018
Proposed budget formally submitted to City Council and date of public hearing is set	Apr 11, 2018
City Council budget study sessions	Apr 11 and 12, 2018
Public hearing held on Proposed Budget; and formal adoption of FY-2019 Budget Resolution	May 2, 2018

2019 BUDGETED REVENUE



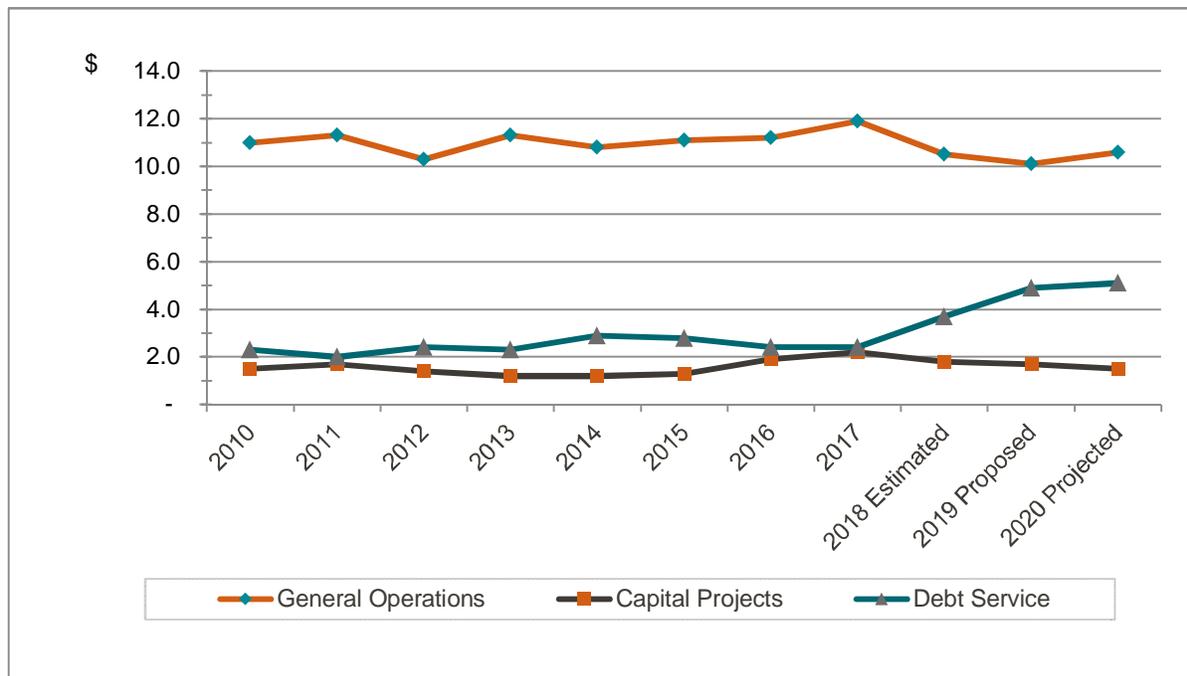
TOTAL \$177,514,979

Primary revenue sources, across all funds, are grouped into the classifications listed below. All other sources include special assessments, fines & forfeitures, interest, rent and other miscellaneous revenues. Transfers-In and Bond Proceeds are excluded.

Revenue Classification	2016 Actual	2017 Actual	2018 Estimated	2019 Budget
Property Taxes	17,808,934	17,370,049	16,736,127	18,541,209
Intergovernmental	7,176,067	10,023,773	7,907,119	9,210,370
Charges for Services	133,097,674	139,471,016	137,094,878	132,405,491
Licenses & Permits	598,718	866,877	988,980	792,450
All Other Sources	13,973,457	13,679,703	19,109,235	16,565,459
Total Revenues	\$ 172,654,850	\$ 181,411,418	\$ 181,836,339	\$ 177,514,979

MAJOR REVENUE SOURCE ANALYSIS

PROPERTY TAXES (MILLIONS OF DOLLARS)



Property Taxes represent the primary revenue source for General Municipal Operations and General Obligation Debt Service. A portion of the tax millage is also used to fund Municipal and Street Capital Projects.

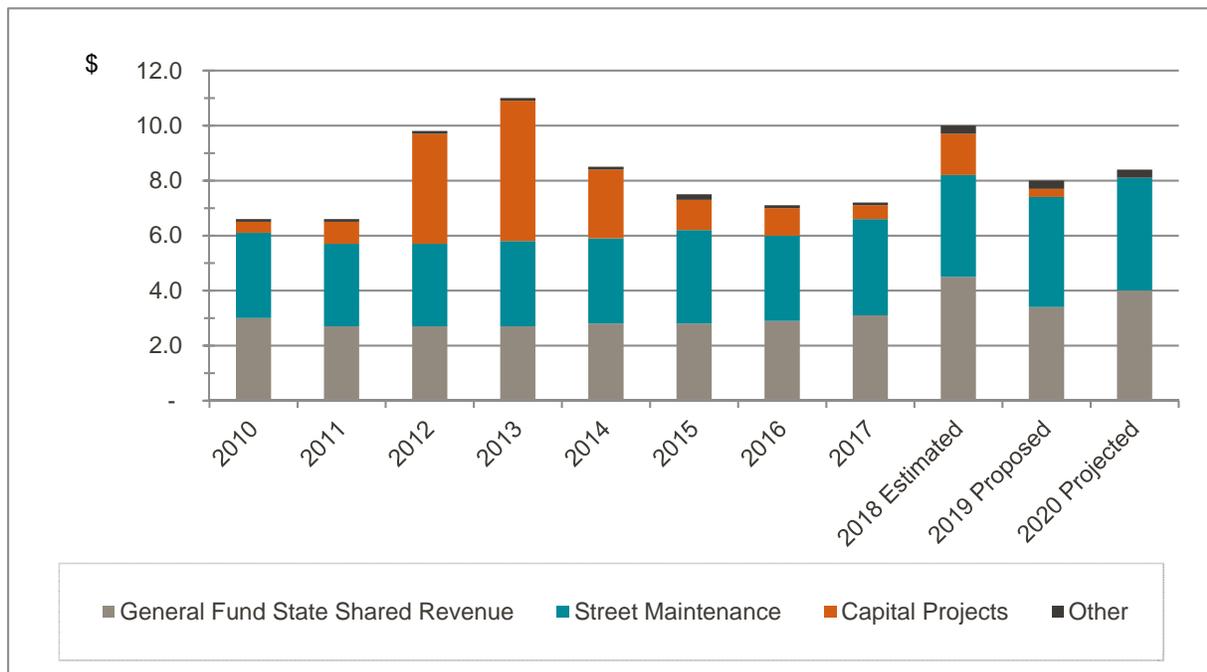
The City of Holland's taxable valuation base increased 3.18% in Fiscal Year 2019 and is projected to increase 2.0% in Fiscal Year 2020. The original millage rate authorized by City Charter of 17.5 has been reduced to 15.7471 by the Headlee Rollback. As a general guideline City Council prefers to levy a tax rate not to exceed 14.00 mills. The property tax millage rates for Fiscal Year 2019 include:

- General Operations: 7.7317 mills
- Capital Projects: 1.4085 mills
- Debt Service: 4.6290 mills

The West Michigan Airport Authority (WMAA) is comprised of the City of Holland, Park Township and City of Zeeland. Residents of these municipalities voted to approve a .1000 millage to fund the Authority's operations. The WMAA is not its own taxing authority therefore this millage is levied by the City of Holland. This rate is in addition to the rates shown above.

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 2020. 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 7% increase for Fiscal Year 2020.
- 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 2020.

Federal and State Grants for Capital Projects

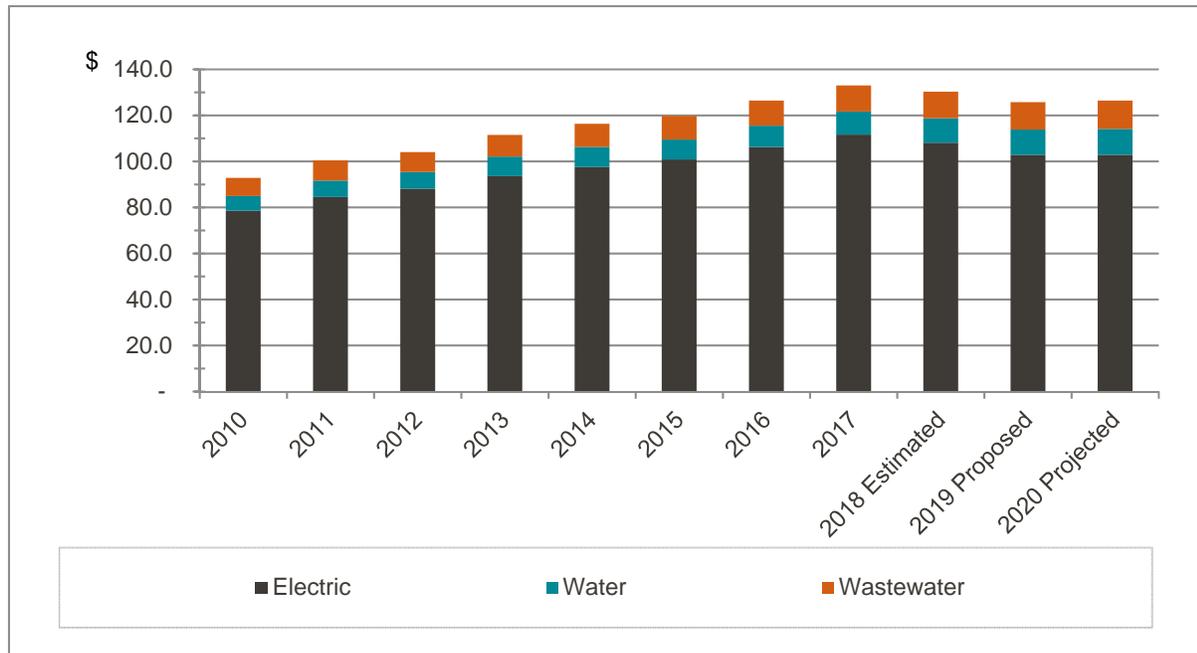
The revenue shown from federal and state grants is for municipal and infrastructure projects; these grants are one-time non-recurring in nature. The projected amount for Fiscal Year 2020 is based on an estimate included in the five (5) year plan.

Other

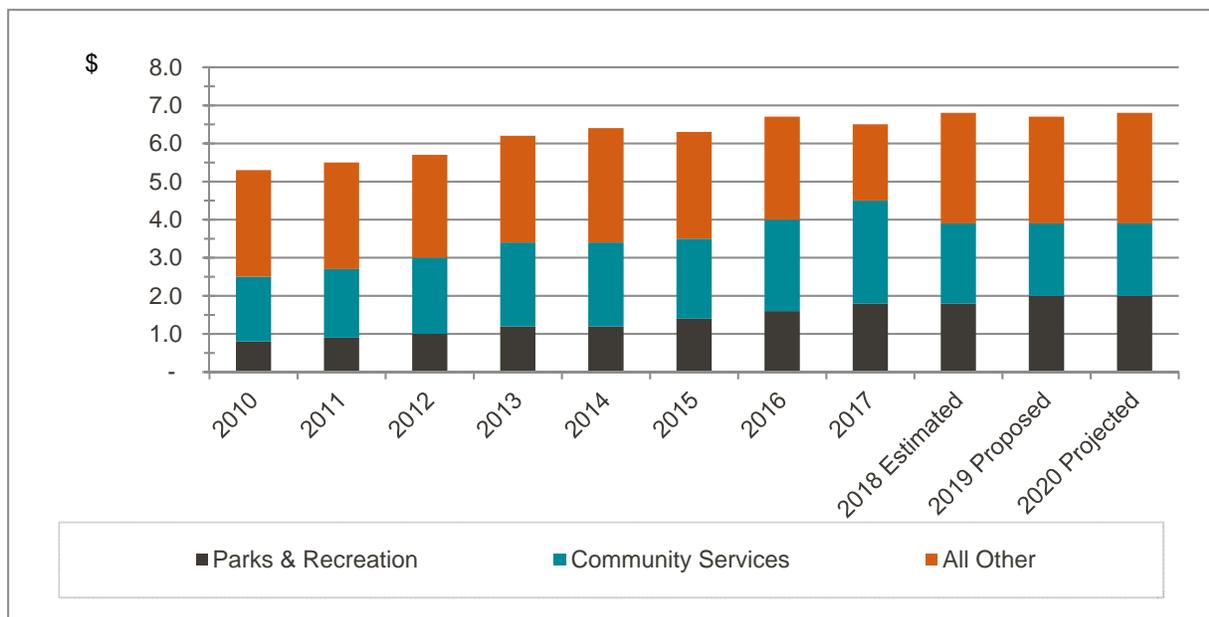
Funding for State of Michigan for Criminal Justice and the Fair Food Network for the 8th Street Market are included in this category.

MAJOR REVENUE SOURCE ANALYSIS

CHARGES FOR SERVICES - UTILITIES (MILLIONS OF DOLLARS)



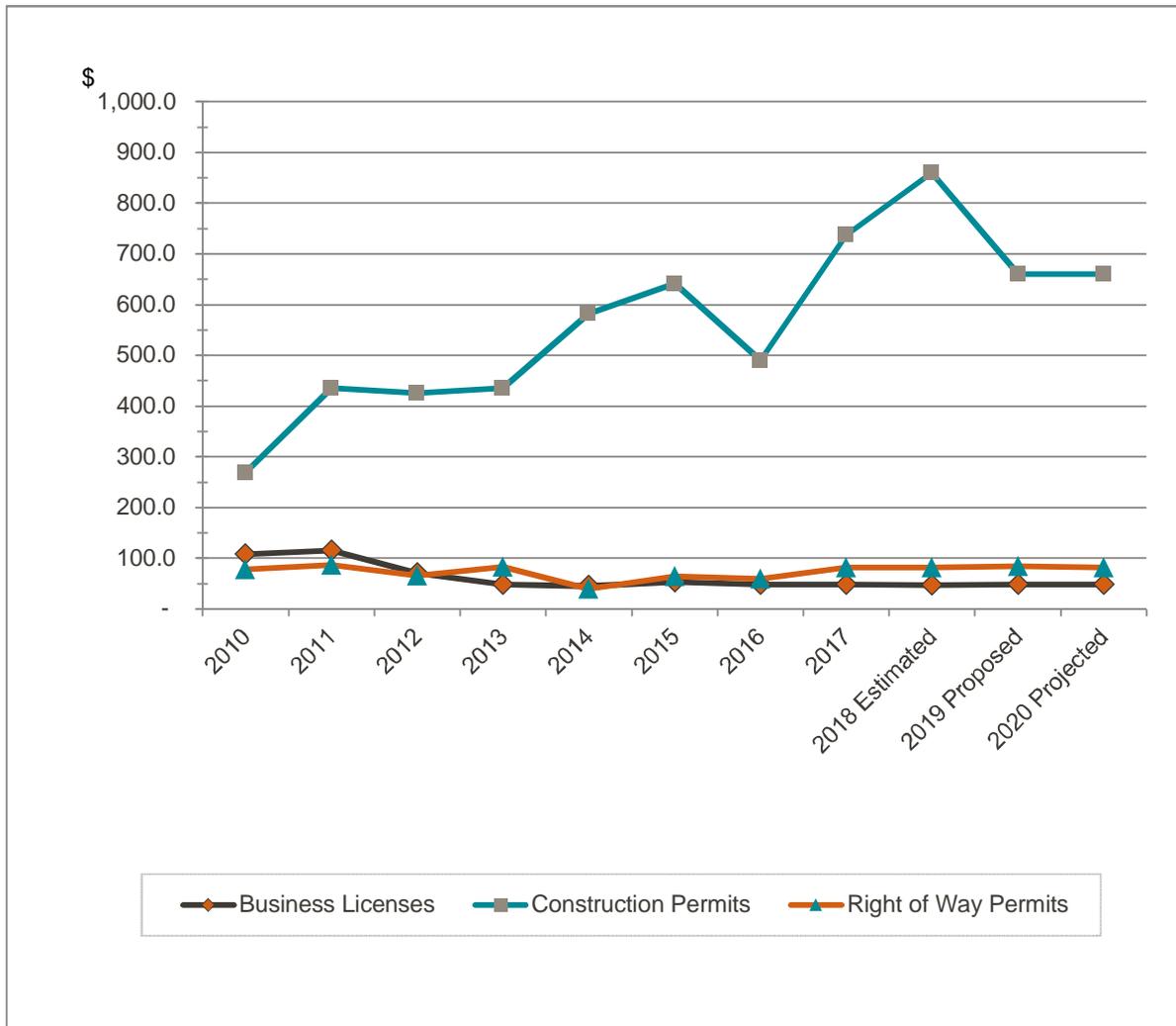
CHARGES FOR SERVICES - OTHER THAN UTILITIES (MILLIONS OF DOLLARS)



Charges for Services is the largest single revenue source. Customer charges for the municipal utilities comprise 70% of all revenue sources. Anticipated rate changes for Fiscal Year 2020 include 2.0% for water and 4.0% for wastewater. After decreasing 5.7% in Fiscal Year 2019, electric utility rates are expected to remain the same in Fiscal Year 2020. Revenue for Community Services (including inspections), Parks & Recreation and All Other groups are estimated to increase 2% in Fiscal Year 2020.

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 2020 revenue is to remain the same as Fiscal Year 2019.

CITY OF HOLLAND
ANNUAL BUDGET RESOLUTION
FOR THE FISCAL YEAR JULY 1, 2018 - JUNE 30, 2019

May 2, 2018

WHEREAS, notification of a public hearing on the annual budget for fiscal year 2018-19 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 2, 2018 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, 2018 through June 30, 2019; 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 2017-18, to the extent that such adjustments do not exceed the *2017-18 Revised Estimates*, as outlined in the fiscal year 2018-19 annual budget; and

ANNUAL BUDGET RESOLUTION - Continued

BE IT FURTHER RESOLVED, that all open encumbrances in Governmental-Type Funds at June 30, 2018 will be liquidated and re-established as of July 1, 2018. The City Finance Office is hereby authorized to increase overall fund appropriations in the fiscal year 2018-19, 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, 2018 - June 30, 2019 is adopted as follows:

<u>Designated Purpose</u>	<u>Property Tax Millage</u>	
	<u>Rate</u>	<u>Amount</u>
CITY OF HOLLAND		
<u>Operating:</u>		
– General Government Operations	7.7317	\$ 8,224,639
<u>Capital Projects and Acquisitions:</u>		
– Sidewalk Development & Improvement Projects	0.0500	53,188
– Street Development & Improvement Projects	1.2000	1,276,507
– Municipal Capital Projects	0.1585	168,605
<u>Debt Service Obligations:</u>		
– General Obligation Debt	4.6290	5,112,063
<u>Total Property Tax Millage Levy</u>	<u>13.7692</u>	<u>14,835,002</u>
<u>WEST MICHIGAN AIRPORT AUTHORITY</u>	<u>0.1000</u>	<u>106,376</u>
<u>GRAND TOTAL - TAX MILLAGE LEVY</u>	<u>13.8692</u>	<u>\$ 14,941,378</u>
<u>DOWNTOWN DEVELOPMENT AUTHORITY</u>	<u>1.6034</u>	<u>\$ 205,343</u>

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, 2018, 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 2017-18: \$25,000 is appropriated to cover property tax rebates & reductions anticipated for prior tax years (those years prior to Tax Year 2017).

Fiscal Year 2018-19: \$25,000 is appropriated to cover property tax rebates & reductions estimated for prior tax years (those years prior to Tax Year 2018) and \$93,300 is appropriated for a transfer to the General Fund.

BE IT FURTHER RESOLVED, that at the end of the fiscal year ending June 30, 2018, in the event 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, 2018 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, 2018.

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 2018-19 budget as adopted by the Holland City Council on May 2, 2018.

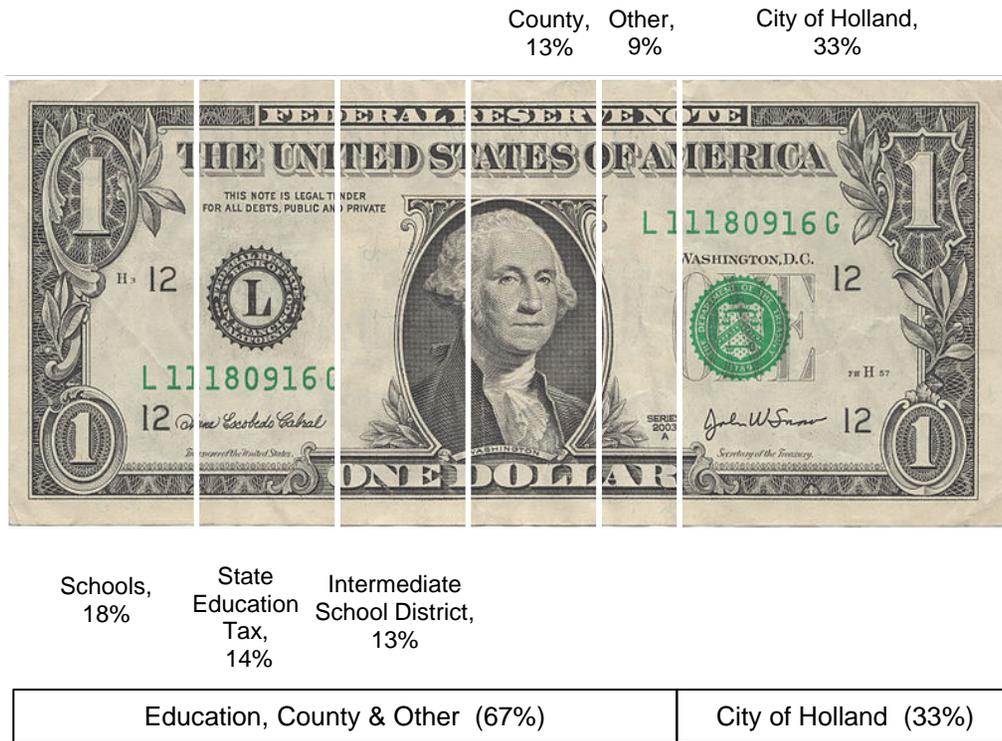


Tim Vagle
City Clerk

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 2017 AND 2018

-- BY PROPERTY CLASSIFICATION --

	Tax Year		Increase (Decrease)	
	2017	2018	\$	%
REGULAR ASSESSMENT ROLL EXPRESSED AT TAXABLE VALUATION				
<u>Residential</u>				
Real Property + NEZ (\$936,767)	\$ 589,333,160	\$ 624,543,695	\$ 35,210,535	5.97%
<u>Business</u>				
<u>Real Property:</u>				
- Industrial	\$ 119,479,496	\$ 126,776,599	\$ 7,297,103	6.11%
- Commercial	264,535,785	277,124,046	12,588,261	4.76%
- Agricultural	1,243,879	1,187,319	(56,560)	-4.55%
- Developmental	564,461	533,252	(31,209)	-5.53%
- <u>Total Business Real Property</u>	<u>\$ 385,823,621</u>	<u>\$ 405,621,216</u>	<u>\$ 19,797,595</u>	<u>5.13%</u>
<u>Personal Property:</u>				
- Industrial	\$ 80,594,900	\$ 61,115,800	\$ (19,479,100)	-24.17%
- Commercial	41,016,100	40,481,700	(534,400)	-1.30%
- Utilities	7,373,000	9,154,600	1,781,600	24.16%
- <u>Total Business Personal Property</u>	<u>\$ 128,984,000</u>	<u>\$ 110,752,100</u>	<u>\$ (18,231,900)</u>	<u>-14.14%</u>
<u>Total Business Property</u>	<u>\$ 514,807,621</u>	<u>\$ 516,373,316</u>	<u>\$ 1,565,695</u>	<u>0.30%</u>
<u>Total Regular Assessment Roll</u>	<u>\$ 1,104,140,781</u>	<u>\$ 1,140,917,011</u>	<u>\$ 36,776,230</u>	<u>3.33%</u>

INDUSTRIAL FACILITIES TAX (IFT) ABATEMENT ASSESSMENT ROLL

<u>@ Regular Valuations</u>				
<u>Real Property:</u>				
- New	\$ 16,106,417	\$ 17,554,294	\$ 1,447,877	8.99%
- Rehabilitated	333,140	402,840	69,700	0.00%
- <u>Total Real Property</u>	<u>\$ 16,439,557</u>	<u>\$ 17,957,134</u>	<u>\$ 1,517,577</u>	<u>9.23%</u>
<u>Personal Property:</u>				
- New	\$ 14,123,200	\$ 10,226,900	\$ (3,896,300)	-27.59%
- Rehabilitated	- 0 -	- 0 -	- 0 -	0.00%
- <u>Total Personal Property</u>	<u>\$ 14,123,200</u>	<u>\$ 10,226,900</u>	<u>\$ (3,896,300)</u>	<u>-27.59%</u>
<u>Total Real and Personal Property</u>	<u>\$ 30,562,757</u>	<u>\$ 28,184,034</u>	<u>\$ (2,378,723)</u>	<u>-7.78%</u>
<u>@ Taxable Valuation Equivalency</u>	<u>\$ 15,447,949</u>	<u>\$ 14,293,437</u>	<u>\$ (1,154,512)</u>	<u>-7.47%</u>

COMBINED SUMMARY OF CITY-WIDE PROPERTY ASSESSMENT ROLL

Regular Assessment Roll + NEZ	\$ 1,104,140,781	\$ 1,140,917,011	\$ 36,776,230	3.33%
Tax Abatement Assessment Roll (IFT)	15,447,949	14,293,437	\$ (1,154,512)	-7.47%
<u>Grand Total</u>	<u>\$ 1,119,588,730</u>	<u>\$ 1,155,210,448</u>	<u>\$ 35,621,719</u>	<u>3.18%</u>

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2018 (fiscal year 2019), 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 2018 (fiscal year 2019) amount to \$37,689,298.

TAXABLE VALUATIONS ABATED FOR RENAISSANCE RECOVERY ZONE

For tax year 2018 (fiscal year 2019), P.A. 376 Tool & Die abatements amount to \$4,255,839.
For tax year 2018 (fiscal year 2019), P.A. 376 Michigan Strategic Fund abatements amount to \$46,370,248.

SUMMARY OF PROPERTY TAXABLE VALUATION ROLL FOR TAX YEAR 2018

BY SCHOOL DISTRICT JURISDICTIONS WITHIN THE CITY OF HOLLAND

	<u>Holland Public Schools</u>	<u>Hamilton Public Schools</u>	<u>Zeeland Public Schools</u>	<u>Combined</u>
<u>REGULAR ASSESSMENT ROLL:</u>				
Real Property + NEZ (\$936,767)	\$ 928,579,605	\$ 101,585,306	\$ - 0 -	\$ 1,030,164,911
Personal Property	63,056,700	47,687,100	8,300	110,752,100
Total	<u>\$ 991,636,305</u>	<u>\$ 149,272,406</u>	<u>\$ 8,300</u>	<u>\$ 1,140,917,011</u>
<u>IFT ABATEMENT ASSESSMENT ROLL:</u>				
New Property	\$ 13,980,656	\$ 13,397,698	\$ - 0 -	\$ 27,378,354
Rehabilitated Property	402,840	- 0 -	- 0 -	402,840
Total	<u>\$ 14,383,496</u>	<u>\$ 13,397,698</u>	<u>\$ - 0 -</u>	<u>\$ 27,781,194</u>
<u>Valuation for Budgeting Purposes</u>	<u>\$ 7,393,168</u>	<u>\$ 6,698,849</u>	<u>\$ - 0 -</u>	<u>\$ 14,092,017</u>
<u>TOTAL TAXABLE VALUATION</u>	<u>\$ 999,029,473</u>	<u>\$ 155,971,255</u>	<u>\$ 8,300</u>	<u>\$ 1,155,009,028</u>

BY COUNTY GOVERNMENT JURISDICTIONS WITHIN THE CITY OF HOLLAND

	<u>County Of</u>		
	<u>Ottawa</u>	<u>Allegan</u>	<u>Combined</u>
<u>REGULAR ASSESSMENT ROLL:</u>			
Real Property + NEZ (\$936,767)	\$ 714,492,781	\$ 315,672,130	\$ 1,030,164,911
Personal Property	44,024,600	66,727,500	110,752,100
Total	<u>\$ 758,517,381</u>	<u>\$ 382,399,630</u>	<u>\$ 1,140,917,011</u>
<u>IFT ABATEMENT ASSESSMENT ROLL:</u>			
New Property	\$ 4,432,221	\$ 22,946,133	\$ 27,378,354
Rehabilitated Property	69,700	333,140	402,840
Total	<u>\$ 4,501,921</u>	<u>\$ 23,279,273</u>	<u>\$ 27,781,194</u>
<u>Valuation for Budgeting Purposes</u>	<u>\$ 2,285,811</u>	<u>\$ 11,806,207</u>	<u>\$ 14,092,017</u>
<u>TOTAL TAXABLE VALUATION</u>	<u>\$ 760,803,192</u>	<u>\$ 394,205,837</u>	<u>\$ 1,155,009,028</u>

TAXABLE VALUATIONS 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2018 (fiscal year 2019), 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 2018 (fiscal year 2019) amount to \$37,689,298.

TAXABLE VALUATIONS ABATED FOR RENAISSANCE RECOVERY ZONE

For tax year 2018 (fiscal year 2019), P.A. 376 Tool & Die abatements amount to \$4,255,839.

For tax year 2018 (fiscal year 2019), P.A. 376 Michigan Strategic Fund abatements amount to \$46,370,248.

COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2017 AND 2018

-- BY PROPERTY TYPE --

Property Type	TAX YEAR 2017		TAX YEAR 2018	
	Taxable Valuation	% Of Total Taxable Valuation	Taxable Valuation	% Of Total Taxable Valuation
TAXABLE VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY				
<u>Residential Property</u>				
Regular Assessment Roll:				
- Real Property + NEZ (\$936,767)	\$ 589,349,885		\$ 624,543,695	
Total - All Residential Property	\$ 589,349,885	52.65%	\$ 624,543,695	54.06%
<u>Business Property</u>				
Regular Assessment Roll:				
- Real Property	\$ 385,823,621		\$ 405,621,216	
- Personal Property	128,984,000		110,752,100	
- Total	\$ 514,807,621		\$ 516,373,316	
IFT Abatement Assessment Roll:				
- Real Property	\$ 8,219,779		\$ 9,179,987	
- Personal Property	7,061,600		5,113,450	
- Total	\$ 15,281,379		\$ 14,293,437	
Total - All Business Property	\$ 530,089,000	47.35%	\$ 530,666,753	45.94%
<u>Grand Total - All Property</u>	\$ 1,119,438,885	100.00%	\$ 1,155,210,448	100.00%
TAXABLE VALUATIONS - REAL PROPERTY AND PERSONAL PROPERTY				
Total - All Real Property	\$ 983,393,285	87.85%	\$ 1,039,344,898	89.97%
Total - All Personal Property	136,045,600	12.15%	115,865,550	10.03%
Grand Total - All Property	\$ 1,119,438,885	100.00%	\$ 1,155,210,448	100.00%
TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS				
<p>For tax year 2018 (fiscal year 2019), 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 2018 (fiscal year 2019) amount to \$37,689,298.</p>				
TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE				
<p>For tax year 2018 (fiscal year 2019), P.A. 376 Tool & Die abatements amount to \$4,255,839.</p> <p>For tax year 2018 (fiscal year 2019), P.A. 376 Michigan Strategic Fund abatements amount to \$46,370,248.</p>				

COMPARISON OF PROPERTY TAXABLE VALUATION COMPARED TO ASSESSED VALUATION ROLL 2018

-- BY PROPERTY TYPE --

<u>Property Type</u>	<u>Assessed Valuation</u>	<u>Taxable Valuation</u>	<u>Difference</u>
VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY			
<u>Residential Property</u>			
Regular Assessment Roll + NEZ:	\$ 781,249,500	\$ 624,517,662	\$ 156,731,838
Land Bank Assessment Roll:			
- Total	\$ 33,600	\$ 26,033	\$ 7,567
- Total (Taxable Equivalency)	\$ 16,800	\$ 13,017	\$ 3,784
Total - All Residential Property (Taxable Equivalency)	<u>\$ 781,266,300</u>	<u>\$ 624,530,679</u>	<u>\$ 156,735,622</u>
<u>Business Property</u>			
Regular Assessment Roll:	\$ 596,124,400	\$ 516,373,316	\$ 79,751,084
Land Bank Assessment Roll:			
- Total	\$ 35,300	\$ 28,448	\$ 6,852
- Total (Taxable Equivalency)	\$ 17,650	\$ 14,224	\$ 3,426
IFT Abatement Assessment Roll:			
- Real Property	\$ 21,046,800	\$ 17,221,154	\$ 3,825,646
- Real Rehab Property	\$ 333,200	\$ 333,140	\$ 60
- Personal Property	10,226,900	10,226,900	\$ -
- Total	\$ 31,606,900	\$ 27,781,194	\$ 3,825,706
- Total (Taxable Equivalency)	\$ 15,970,050	\$ 14,057,167	\$ 1,912,883
Total - All Business Property (Taxable Equivalency)	<u>\$ 612,112,100</u>	<u>\$ 530,444,707</u>	<u>\$ 81,667,393</u>
Grand Total - All Property	<u>\$ 1,393,378,400</u>	<u>\$ 1,154,975,386</u>	<u>\$ 238,403,015</u>
			Reduction Percentage 17.11%

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2018 (fiscal year 2019), 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 \$37,689,298.

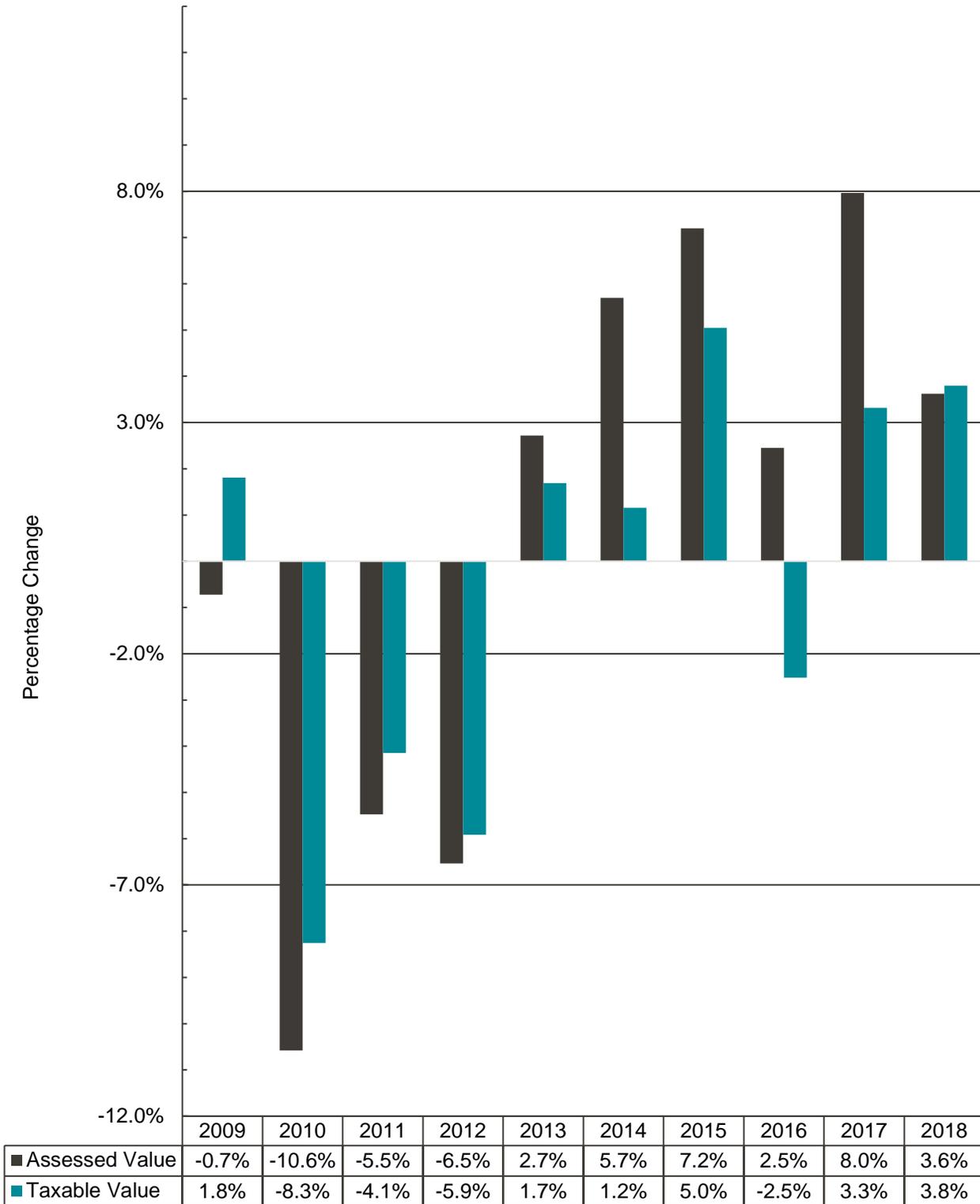
TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

For tax year 2018 (fiscal year 2019), P.A. 376 Tool & Die abatements amount to \$4,255,839.

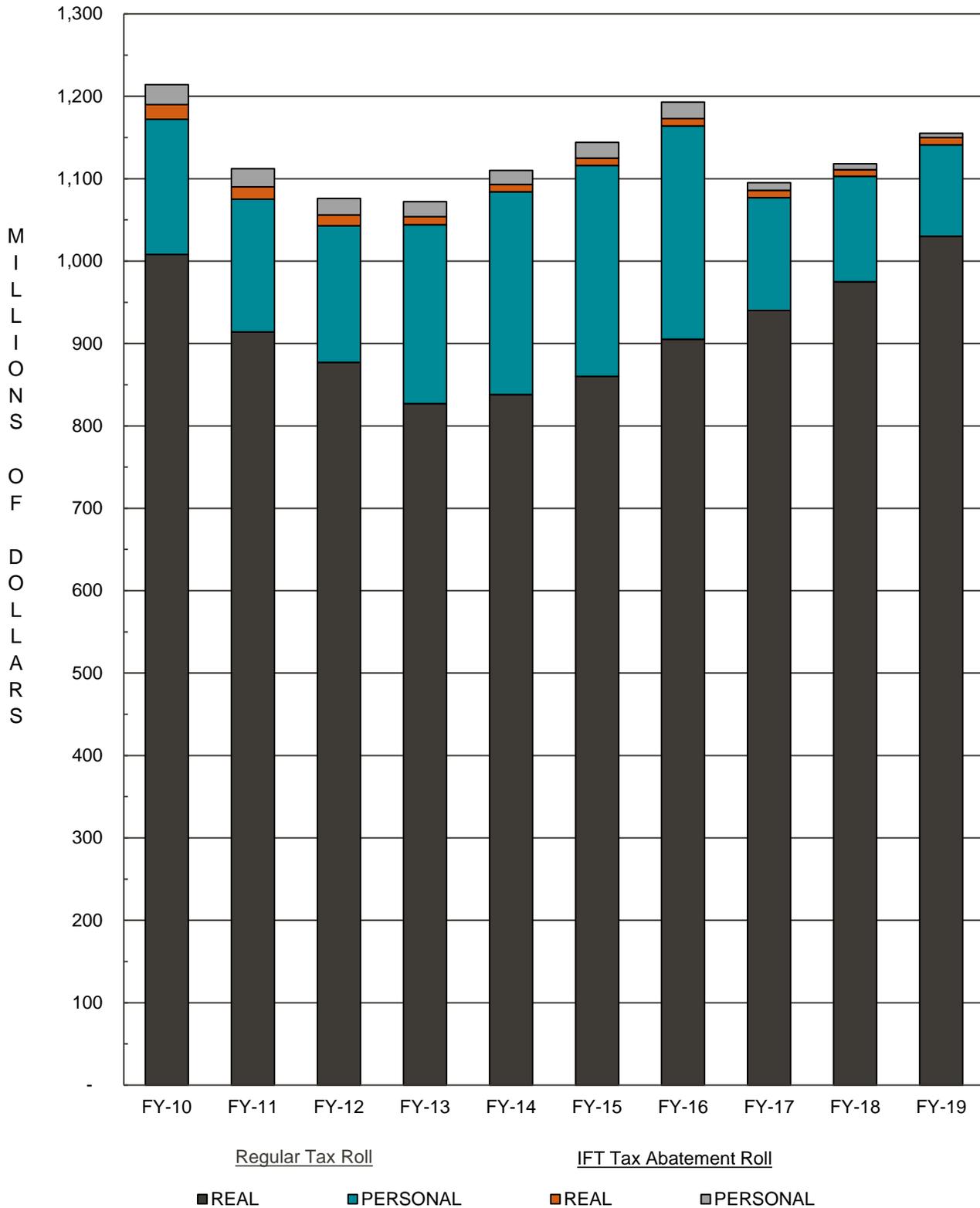
For tax year 2018 (fiscal year 2019), P.A. 376 Michigan Strategic Fund abatements amount to \$46,370,248.

PERCENTAGE CHANGE IN SEV & TAXABLE VALUE TAX YEAR 2009-2018

(ad-valorem parcels not including LG Ren Zone)

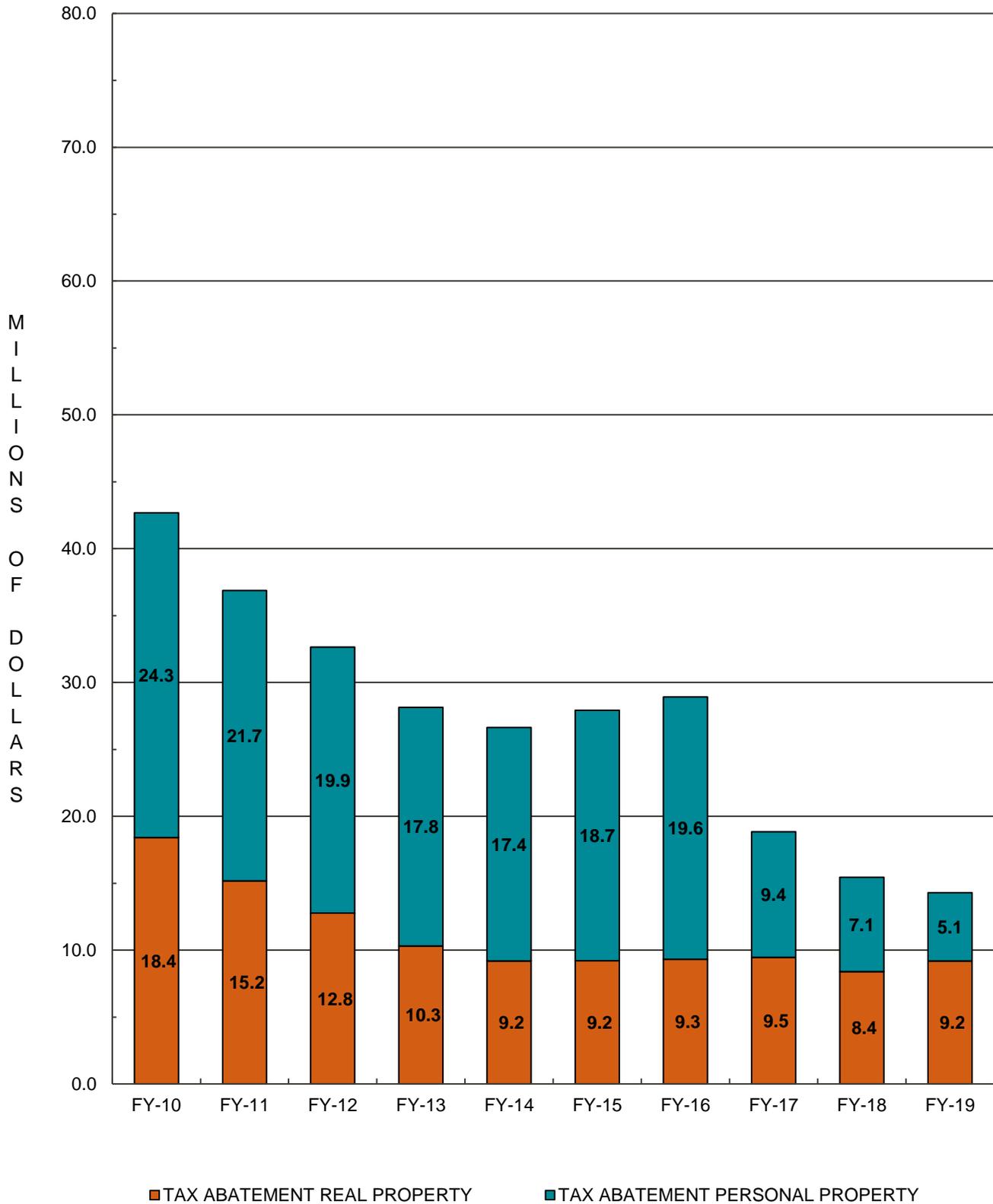


CITY OF HOLLAND REGULAR/IFT ASSESSMENT COMPOSITION



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 2018 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	8th-9th St. River to Pine (GDK)		156 W 11th St. (WSF 2015 LLC)		Crescent Shores (561 Crescent Dr)		665 E.48th St. (E 48th St Properties)	
	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation
CITY OF HOLLAND								
-Debt Service Levies:								
Gen.Obligation Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
-Operating Levies:								
General	Y	2,023,829	Y	3,668,855	Y	4,997,767	Y	258,145
-Capital Levies:								
Property Acquisition	Y	2,023,829	Y	3,668,855	Y	4,997,767	Y	258,145
Street Improv.	Y	2,023,829	Y	3,668,855	Y	4,997,767	Y	258,145
Sidewalk Improv.	Y	2,023,829	Y	3,668,855	Y	4,997,767	Y	258,145
Municipal Cap.Improv.	Y	2,023,829	Y	3,668,855	Y	4,997,767	Y	258,145
-All Other:								
Special Assessments	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Misc. Assm'ts & Fees	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
D.D.A. Operating	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
1% Tax Admin Fee	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
MACATAWA TRANS. AUTH.								
Operating	Y	2,023,829	Y	3,668,855	Y	4,997,767	Y	258,145
WEST MI AIRPOR AUTH.								
Operating	Y	2,023,829	Y	3,668,855	Y	4,997,767	Y	258,145
DISTRICT LIBRARY								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,023,829	Y	3,668,855	Y	4,997,767	Y	258,145
COMMUNITY POOL								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,023,829	Y	3,668,855	Y	4,997,767	Y	258,145
COUNTY OF ALLEGAN								
Operating	---	-----	---	-----	---	-----	Y	258,145
Road Improvements	---	-----	---	-----	---	-----	Y	258,145
Emergency 911	---	-----	---	-----	---	-----	Y	258,145
COUNTY OF OTTAWA								
Operating	Y	2,023,829	Y	3,668,855	Y	4,997,767	---	-----
Parks and Emergency 911	Y	2,023,829	Y	3,668,855	Y	4,997,767	---	-----
Roads and CMH	Y	2,023,829	Y	3,668,855	Y	4,997,767	---	-----
INTERMEDIATE SCHOOL								
General Education	Y	2,023,829	Y	3,668,855	Y	4,997,767	Y	258,145
Special Education	Y	2,023,829	Y	3,668,855	Y	4,997,767	Y	258,145
Vocational Education	Y	2,023,829	Y	3,668,855	Y	4,997,767	Y	258,145
HOLLAND SCHOOL								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,023,829	Y	2,089,026	Y	2,313,819	Y	7,400
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
STATE OF MICHIGAN								
State Education Tax	Y	2,023,829	Y	1,834,428	Y	4,997,767	Y	7,400

**BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS
TAX YEAR 2018 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)		154 E 15th St. (Minit Mart)		7th Street (City Parking Deck)		146 River Ave. (Scrap Yard Lofts)	
	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	8,134,722	Y	69,719	Y	16,986,890	Y	1,526,109
-Capital Levies:								
Property Acquisition	Y	8,134,722	Y	69,719	Y	16,986,890	Y	1,526,109
Street Improv.	Y	8,134,722	Y	69,719	Y	16,986,890	Y	1,526,109
Sidewalk Improv.	Y	8,134,722	Y	69,719	Y	16,986,890	Y	1,526,109
Municipal Cap.Improv.	Y	8,134,722	Y	69,719	Y	16,986,890	Y	1,526,109
-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	8,134,722	Y	69,719	Y	16,986,890	Y	1,526,109
<u>WEST MI AIRPOR AUTH.</u>								
Operating	Y	8,134,722	Y	69,719	Y	16,986,890	Y	1,526,109
<u>DISTRICT LIBRARY</u>								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	8,134,722	Y	69,719	Y	16,986,890	Y	1,526,109
<u>COMMUNITY POOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	8,134,722	Y	69,719	Y	16,986,890	Y	1,526,109
<u>COUNTY OF ALLEGAN</u>								
Operating	---	-----	---	-----	---	-----	---	-----
Road Improvements	---	-----	---	-----	---	-----	---	-----
Emergency 911	---	-----	---	-----	---	-----	---	-----
<u>COUNTY OF OTTAWA</u>								
Operating	Y	8,134,722	Y	69,719	Y	16,986,890	Y	1,526,109
Parks and Emergency 911	Y	8,134,722	Y	69,719	Y	16,986,890	Y	1,526,109
Roads and CMH	Y	8,134,722	Y	69,719	Y	16,986,890	Y	1,526,109
<u>INTERMEDIATE SCHOOL</u>								
General Education	Y	8,134,722	Y	69,719	Y	16,986,890	Y	1,526,109
Special Education	Y	8,134,722	Y	69,719	Y	16,986,890	Y	1,526,109
Vocational Education	Y	8,134,722	Y	69,719	Y	16,986,890	Y	1,526,109
<u>HOLLAND SCHOOL</u>								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	N	- 0 -	N	- 0 -	Y	16,986,890	Y	1,526,109
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
<u>STATE OF MICHIGAN</u>								
State Education Tax	N	- 0 -	N	- 0 -	Y	16,986,890	Y	1,526,109

BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS

**TAX YEAR 2018 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	380 W 16th St. (DeBoer Bakkerij)		Grand
	Capture	Captured Taxable Valuation	Totals Captured Taxable Valuation
<u>CITY OF HOLLAND</u>			
-Debt Service Levies:			
Gen.Obligation Debt	N	- 0 -	- 0 -
-Operating Levies:			
General	Y	23,262	37,689,298
-Capital Levies:			
Property Acquisition	Y	23,262	37,689,298
Street Improv.	Y	23,262	37,689,298
Sidewalk Improv.	Y	23,262	37,689,298
Municipal Cap.Improv.	Y	23,262	37,689,298
-All Other:			
Special Assessments	N	- 0 -	- 0 -
Misc. Assm'ts & Fees	N	- 0 -	- 0 -
D.D.A. Operating	N	- 0 -	- 0 -
1% Tax Admin Fee	N	- 0 -	- 0 -
<u>MACATAWA TRANS. AUTH.</u>			
Operating	Y	23,262	37,689,298
<u>WEST MI AIRPOR AUTH.</u>			
Operating	Y	23,262	37,689,298
<u>DISTRICT LIBRARY</u>			
Debt Service	N	- 0 -	- 0 -
Operating	Y	23,262	37,689,298
<u>COMMUNITY POOL</u>			
Debt	N	- 0 -	- 0 -
Operating	Y	23,262	37,689,298
<u>COUNTY OF ALLEGAN</u>			
Operating	---	-----	258,145
Road Improvements	---	-----	258,145
Emergency 911	---	-----	258,145
<u>COUNTY OF OTTAWA</u>			
Operating	Y	23,262	37,431,153
Parks and Emergency 911	Y	23,262	37,431,153
Roads and CMH	Y	23,262	37,431,153
<u>INTERMEDIATE SCHOOL</u>			
General Education	Y	23,262	37,689,298
Special Education	Y	23,262	37,689,298
Vocational Education	Y	23,262	37,689,298
<u>HOLLAND SCHOOL</u>			
Debt	N	- 0 -	- 0 -
Operating	Y	23,262	24,970,335
Bldg & Site Sinking Fd	N	- 0 -	- 0 -
<u>STATE OF MICHIGAN</u>			
State Education Tax	Y	11,631	18,524,630

**PROPERTY TAX LEVY
MILLAGE RATES AND AMOUNTS FOR THE FISCAL YEAR 2018-19**

	Tax Year 2017	Tax Year 2018	Increase (Decrease)	
	<u>FY 2017-18</u>	<u>FY 2018-19</u>	<u>Amount</u>	<u>Percent</u>
PROPERTY TAX MILLAGE RATES				
<u>City of Holland</u>				
- Operating Levies:				
General	7.5064	7.7317	0.2253	3.00%
Total Operating	<u>7.5064</u>	<u>7.7317</u>	<u>0.2253</u>	<u>3.00%</u>
- Capital Levies:				
Property Acquisition	0.0000	0.0000	0.0000	0.00%
Street Improvement Projects	1.4268	1.2000	(0.2268)	- 15.90%
Sidewalk Improvement Projects	0.0500	0.0500	0.0000	0.00%
Municipal Capital Projects	0.1585	0.1585 (1)	0.0000	0.00%
Total Capital	<u>1.6353</u>	<u>1.4085</u>	<u>(0.2268)</u>	<u>- 13.87%</u>
- Debt Service Levies:				
General Obligation Debt	4.6290	4.6290	0.0000	0.00%
- Total City of Holland	<u>13.7707</u>	<u>13.7692</u>	<u>(0.0015)</u>	<u>- 0.01%</u>
<u>Airport Authority</u>	<u>0.0985</u>	<u>0.1000 (1)</u>	<u>0.0015</u>	<u>1.52%</u>
<u>Total Millage Levy Rate</u>	<u><u>13.8692</u></u>	<u><u>13.8692</u></u>	<u><u>0.0000</u></u>	<u><u>0.00%</u></u>

PROPERTY TAX MILLAGE AMOUNTS				
<u>City of Holland</u>				
- Operating Levies:				
General	7,734,479	8,224,639	490,160	6.34%
Total Operating	<u>\$ 7,734,479</u>	<u>\$ 8,224,639</u>	<u>\$ 490,160</u>	<u>6.34%</u>
- Capital Levies:				
Property Acquisition	- 0 -	- 0 -	- 0 -	0.00%
Street Improvement Projects	1,470,153	1,276,507	(193,646)	- 13.17%
Sidewalk Improvement Projects	51,519	53,188	1,669	3.24%
Municipal Capital Projects	163,316	168,605	5,289	3.24%
Total Capital	<u>\$ 1,684,988</u>	<u>\$ 1,498,300</u>	<u>\$ (186,688)</u>	<u>- 11.08%</u>
- Debt Service Levies:				
General Obligation Debt *	4,879,062	5,112,063	233,001	4.78%
- Total City of Holland	<u>\$ 14,298,529</u>	<u>\$ 14,835,002</u>	<u>\$ 536,473</u>	<u>3.75%</u>
<u>Airport Authority</u>	<u>101,493</u>	<u>106,376</u>	<u>4,883</u>	<u>4.81%</u>
<u>Total Millage Levy Amount</u>	<u><u>\$ 14,400,022</u></u>	<u><u>\$ 14,941,378</u></u>	<u><u>\$ 541,356</u></u>	<u><u>3.76%</u></u>

* 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

	Tax Year 2017	Tax Year 2018	Change	
	FY 2017-18	FY 2018-19		
Regular Roll (Includes Frozen NEZ)	\$ 1,104,140,781	\$ 1,140,917,011	\$ 36,776,230	3.33%
- Less Renaissance Zones				
- STM Manufacturing Tool & Die	(400,485)	(269,435)	131,050	
- Buhler Prince	(2,420,566)	(2,517,365)	(96,799)	
- LG Chem/Compact Power	(48,217,244)	(44,929,498)	3,287,746	
Subtotal Renaissance Zones	<u>(51,038,295)</u>	<u>(47,716,298)</u>	<u>3,321,997</u>	
- Less Brownfields:				
- 29 East 6th Street (5th St Partners)	(2,920,137)	- 0 -	2,920,137	
- 665 East 48th Street (Lifesavers)	(149,379)	(258,145)	(108,766)	
- 570 East 16th Street (GE)	(2,668,355)	- 0 -	2,668,355	
- 573 Columbia Ave (Baker-Lofts)	(7,923,150)	(8,134,722)	(211,572)	
- 99 East 8th Street (Plaza East)	(3,515,020)	- 0 -	3,515,020	
- 146 River Ave (Scrap Yard Lofts)	(1,496,126)	(1,526,109)	(29,983)	
- 7th Street Project (Parking Deck)	(12,862,747)	(16,986,890)	(4,124,143)	
- 1110 Lincoln Ave (Lincolnshire)	(191,967)	- 0 -	191,967	
- 561 Crescent Drive (Crescent Shores)	(3,140,918)	(4,997,767)	(1,856,849)	
- 154 East 15th Street (Minit Mart)	(56,562)	(69,719)	(13,157)	
- 380 West 16th Street (DeBoer Bakeri)	- 0 -	(23,262)	(23,262)	
- 156 West 11th Street (Wash School)	- 0 -	(3,668,855)	(3,668,855)	
- West 8th Street (GDK)	- 0 -	(2,023,829)	(2,023,829)	
Subtotal Brownfields	<u>(34,924,361)</u>	<u>(37,689,298)</u>	<u>(2,764,937)</u>	
- Less Smartzone	(1,522,733)	(2,910,824)	(1,388,091)	
- Less Landbank	(26,681)	(27,241)	(560)	
Subtotal Regular Roll	1,016,628,711	1,052,573,350	\$ 35,944,639	3.54%
Tax Abatement Roll (Expressed at Equivalency)	15,447,949	14,092,017	(1,355,932)	- 8.78%
- Less Renaissance Zones			- 0 -	
- STM Manufacturing Tool & Die	(324,915)	(207,969)	116,946	
- Buhler Prince	(1,367,130)	(1,261,070)	106,060	
- LG Chem/Compact Power	- 0 -	(1,440,750)	(1,440,750)	
Subtotal Renaissance Zones	<u>(1,692,045)</u>	<u>(2,909,789)</u>	<u>(1,217,744)</u>	
Subtotal Abatement Roll	13,755,904	11,182,228	\$ (2,573,676)	- 18.71%
Total - All Rolls Adjusted	<u>\$ 1,030,384,615</u>	<u>\$ 1,063,755,578</u>	<u>\$ 33,370,963</u>	3.24%
Valuation to Add Back to Debt Levies	34,924,361	40,600,122	5,675,761	16.25%
Valuation of Brownfields/Renaissance Zones/Smart	87,654,701	91,226,209	3,571,508	4.07%

FY18 Note - the adjustments in the formulas of the Debt Services levies (City) 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.

FY19 Note - the adjustments in the formulas of the Debt Services levies (City) of \$40,600,122 relate to the Brownfield & Smartzone captured portions which is not applicable to be deducted from the debt service levies. The total FY19 Taxable Valuation used for Debt Service computation is \$1,104,355,700.

CITY OF HOLLAND
1% PROPERTY TAX ADMINISTRATION FEE
SUMMARY OF PROJECTED REVENUES TO BE GENERATED
FOR FISCAL YEAR 2018-19

Taxing Jurisdiction	2018 Taxable Value		2018-19 Millage		Projected 1% Administration Fee
	Within	City of Holland	Rates	Amounts	
City of Holland	\$	1,107,320,526	13.7692	\$ 15,246,918	\$ 152,469
- Unfrozen NEZ Property		813,667	11.8941	9,678	97
Special Assessments/Operating Assessments				700,000	7,000
Downtown Development Authority		130,347,139	1.6034	208,999	2,090
Herrick District Library		1,108,134,193	1.4268	1,581,086	15,811
West Michigan Airport Authority		1,108,134,193	0.1000	110,813	1,108
State of Michigan		1,039,191,043	6.0000	6,235,146	62,351
- Commercial Personal Property		40,471,500	6.0000	242,829	2,428
- Industrial Personal Property		28,471,650	- 0 -	- 0 -	0
Holland Public School District:					
- Principal Residence Exempt Properties (a)		529,914,021	7.9291	4,201,741	42,017
- Non-Principal Residence Properties		409,187,289	25.6981	10,515,336	105,153
- Commercial Personal Property		36,085,800	13.6981	494,307	4,943
- Industrial Personal Property		18,795,250	7.9291	149,029	1,490
- Renaissance Zones - Debt Only		5,039,504	6.8000	34,269	343
Hamilton Community School District:					
- Principal Residence Exempt Properties (a)		20,461,002	4.5000	92,075	921
- Non-Principal Residence Properties		79,620,431	22.5000	1,791,460	17,915
- Commercial Personal Property		4,385,700	10.5000	46,050	460
- Industrial Personal Property		9,676,400	4.5000	43,544	435
- Renaissance Zones - Debt Only		49,172,944	4.5000	221,278	2,213
Zeeland Public School District:					
- Principal Residence Exempt Properties (a)		- 0 -	8.7500	- 0 -	- 0 -
- Non-Principal Residence Properties		8,300	26.7500	222	2
Ottawa Intermediate School District		1,108,134,193	5.4577	6,047,864	60,479
Holland Area Community Pool Authority		993,982,360	1.5089	1,499,820	14,998
MAX Authority		1,108,134,193	0.3964	439,264	4,393
County of Allegan		292,510,563	6.0424	1,767,466	17,675
County of Ottawa		701,027,025	5.1525	3,612,042	36,120
- Unfrozen NEZ Property		813,667	4.2525	3,460	35
Total				<u>\$ 55,291,235</u>	<u>\$ 552,912</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 2018. Any adjustments will affect the amounts to be received for the 1% Property Tax Administration Fee.

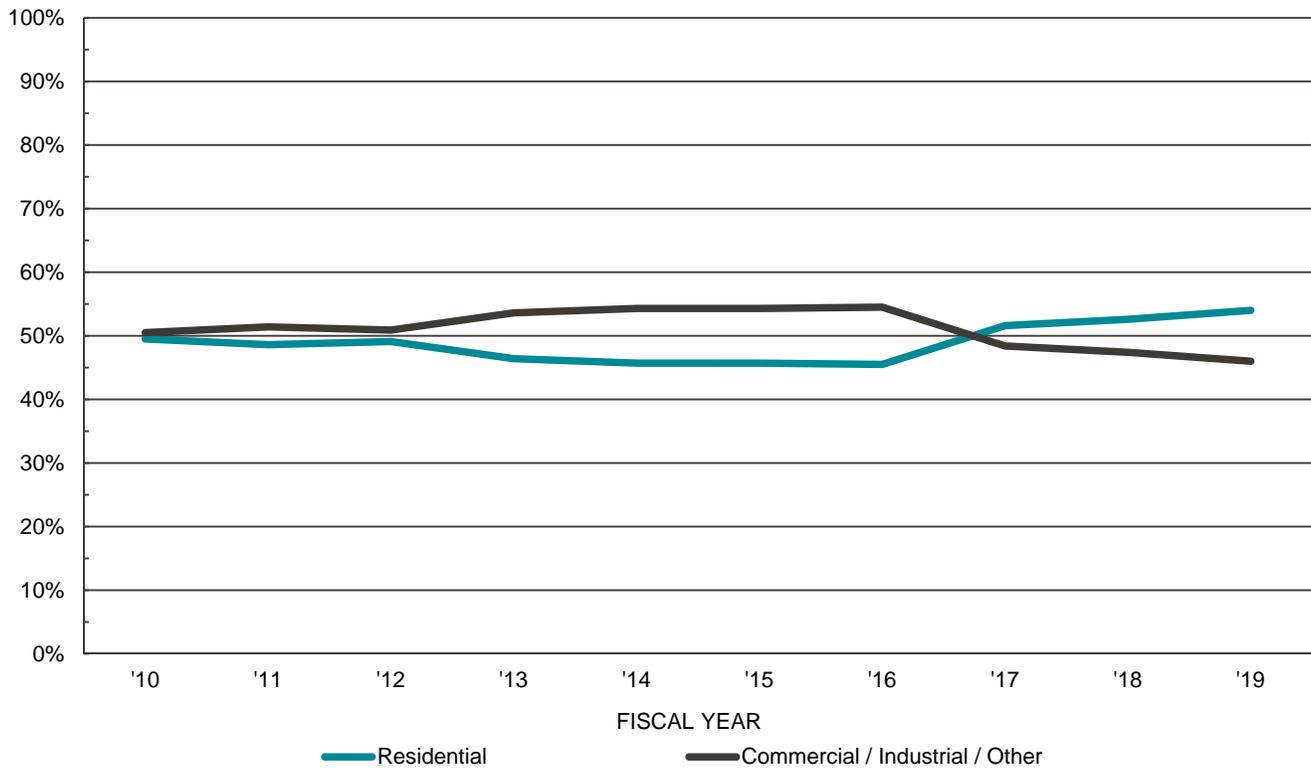
Valuations are adjusted downward by the LG Chem Renaissance Zone - school debt shown separately.

DOWNTOWN DEVELOPMENT AUTHORITY
SUMMARY OF PROPERTY ASSESSMENT ROLL, TAX RATE AND TAX LEVY
FISCAL YEAR 2017-18 AND FISCAL YEAR 2018-19

	Tax Year 2017 FY 2017-18	Tax Year 2018 FY 2018-19	Increase (Decrease)	
			Amount	Percent
<u>PROPERTY TAXABLE VALUATION ROLL</u>				
Regular Roll:				
- Real Property	\$ 116,736,859	\$ 121,673,922	\$ 4,937,063	4.23%
- Personal Property	9,861,300	7,264,400	(2,596,900)	-26.33%
- Total	\$ 126,598,159	\$ 128,938,322	\$ 2,340,163	1.85%
Tax Abatement Roll				
- Real Property (includes NEZ)	\$ 989,742	\$ 1,006,467	\$ 16,725	1.69%
- Personal Property	958,200	874,400	(83,800)	-8.75%
- Total:	\$ 1,947,942	\$ 1,880,867	\$ (67,075)	-3.44%
- Total (Taxing Equivalency):	\$ 1,468,842	\$ 1,443,667	(25,175)	-1.71%
Total Assessment Rolls	\$ 128,067,001	\$ 130,381,989	\$ 2,314,988	1.81%
<u>PROPERTY TAX MILLAGE RATE LEVY</u>				
<u>Operating Rate</u>				
- For Operations & Maintenance	1.6034	1.6034	- 0 -	0.00%
<u>PROPERTY TAX MILLAGE AMOUNT LEVY</u>				
<u>Operating Levy</u>				
- For Operations & Maintenance	\$ 205,343	\$ 209,054	\$ 3,712	1.81%

**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)**

	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	TY2018 FY-19
Agricultural	0.2%	0.1%	0.1%	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
Commercial	24.7%	26.0%	25.3%	24.0%	23.0%	22.0%	23.4%	27.0%	27.3%	27.5%
Industrial	25.2%	24.7%	24.8%	28.6%	30.5%	31.5%	30.3%	20.5%	19.2%	17.5%
Residential	49.5%	48.6%	49.1%	46.4%	45.7%	45.7%	45.5%	51.6%	52.6%	54.0%
Utility	0.4%	0.5%	0.6%	0.6%	0.6%	0.6%	0.6%	0.7%	0.7%	0.8%
Developmental	0.0%	0.1%	0.1%	0.2%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%
Total	<u>100.0%</u>									



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

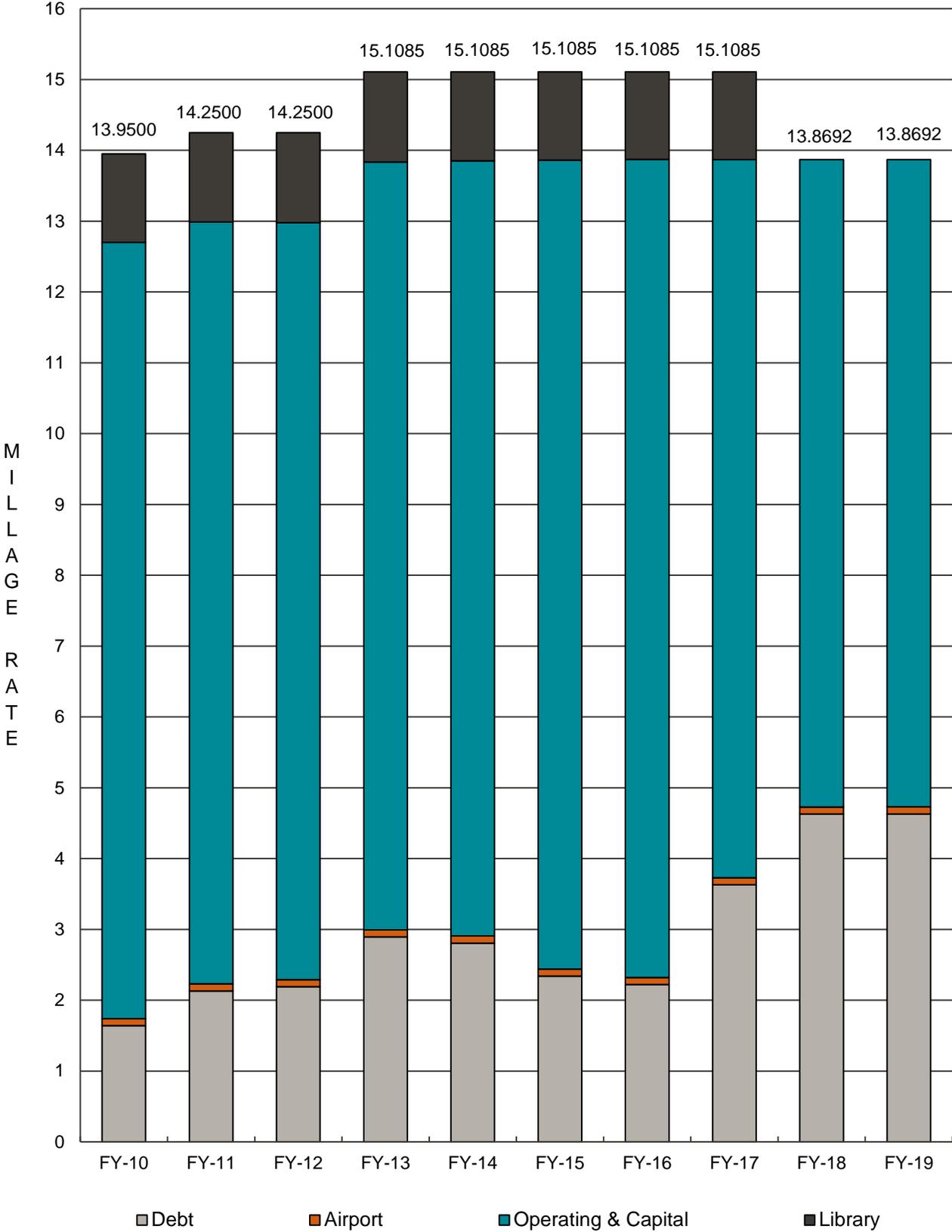
Fiscal Year	Millage Rate Levies										% Change Increase (Decr.) In Total Rate
	LTGO		Capital Projects				MAX	West		Total	
	Debt Service	General Operating	Property Acquis.	Street Improv.	Sidewalk	Municipal Projects	Public Transit	Michigan Airport Authority	Herrick District Library		
2000	1.2500	8.8000	0.2500	1.0000	0.2500	1.1000	0.1500	0.0000	1.3827	14.1827	0.00%
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%
2019	4.6290	7.7317	0.0000	1.2000	0.0500	0.1585	0.0000	0.1000	0.0000	13.8692	0.00%

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



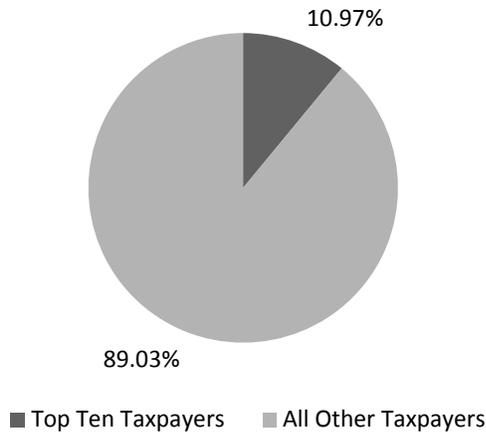
CITY OF HOLLAND, MICHIGAN

PRINCIPAL TAXPAYERS
 TAX YEAR 2018 (FY-2019)
 CITY WIDE

TAXPAYER	TYPE OF BUSINESS	TAXABLE VALUATION	PERCENTAGE OF TOTAL TAXABLE VALUATION
1. ARC Holland Real Estate Holdings	Retirement Village	\$ 32,193,406	3.01%
2. Haworth Inc	Office Furniture Manufacturing	18,879,662	1.76%
3. Lumir LLC	Real Estate Holdings	12,218,774	1.14%
4. Holland Waverly LLC	Automotive Parts Manufacturing	11,119,900	1.04%
5. Adient US LLC	Automotive Parts Manufacturing	9,126,534	0.85%
6. Hotel Holdings Holland DTW LLC	Hotel	7,560,639	0.71%
7. Semco Energy	Utility	6,994,079	0.65%
8. Gen 123 Properties LLC	Yacht Manufacturing	6,576,200	0.61%
9. Yanfeng US Automotive Interiors	Automotive Parts Manufacturing	6,499,535	0.61%
10. Challenge Mfg. Company	Automotive Parts Manufacturing	6,241,500	0.58%
Totals		<u>\$ 117,410,229</u>	<u>10.97%</u>

2018 Total Taxable Value is \$1,070,416,169 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





Holland
MICHIGAN

FUND SUMMARIES

- > SUMMARY OF BUDGETED FINANCIAL DATA:
 - BUDGET FUND STRUCTURE
 - DEPARTMENT / FUND RELATIONSHIP
 - FUND DESCRIPTIONS
 - SUMMARY OF BUDGET BY FUND TYPE
 - 3 YEAR COMPARISON OF FUNDING SOURCES & USES
 - SUMMARY OF CHANGES IN FUND EQUITY

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

Component Units (Modified Accrual)

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

Proprietary Funds

Enterprise Funds (Full Accrual)

- Solid Waste Fund
- Windmill Island Gardens Fund
- Depot Operations Fund
- Airport Facilities & Management Fund
- Civic Center Place 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

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					
Downtown Holland			x			
Solid Waste & Recycling					x	
Windmill Island					x	
Civic Center Place					x	
Water				x		
Electric				x		
Wastewater				x		
Technology Services			x			x
Vehicle & Equipment Mntc						x

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

FUND DESCRIPTIONS

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 reserve.

GENERAL FUND - BUDGET STABILIZATION

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 Reserve*.

By City Ordinance and State of Michigan statutes, the balance maintained may be used to meet General Fund operating 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 offset General Fund state revenue sharing reductions and the loss of personal property tax revenue.

As part of the annual budgeting process, the balance of this reserve is examined and, as much as possible, maintained at 10% of the General Fund operating appropriations for the upcoming fiscal year. Each year the balance may be adjusted by transferring money from or to the General Fund.

PERMANENT FUNDS

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

CEMETERY PERPETUAL CARE FUND

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

FUND DESCRIPTIONS

SPECIAL REVENUE FUNDS

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

MOTOR VEHICLE HIGHWAY MAJOR STREET FUND

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

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

MOTOR VEHICLE HIGHWAY LOCAL STREET FUND

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

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

ALLEGAN & OTTAWA COUNTY ROAD TAX FUND

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

STREET IMPROVEMENTS RESERVE FUND

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

PARKING SYSTEM FUND

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

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

DOWNTOWN SNOWMELT FUND

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

FUND DESCRIPTIONS

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.

FUND DESCRIPTIONS

DEBT SERVICE FUNDS

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

GENERAL OBLIGATION AND BUILDING AUTHORITY DEBT FUND

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

SPECIAL ASSESSMENT DEBT FUND

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

ACT 99 DEBT FUND

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

CAPITAL PROJECT FUNDS

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

CAPITAL PROJECT FUNDS

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

Financing for capital projects is derived from various sources, including property taxes and special assessments, grants from government and non-government agencies, inter-fund transfers and contributions from the private sector. Larger projects may require financing through the issuance of debt instruments.

FUND DESCRIPTIONS

ENTERPRISE FUNDS

Enterprise Funds are proprietary funds that account for operations (a) financed and operated in a manner similar to private-sector business entities – where the intent of the governing body is that expenses (including depreciation and debts service) of providing goods or services to the general public be financed primarily through user charges; or, (b) where the governing body has issued debt backed solely by fees and charges and/or there is a legal requirement to recover all costs.

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.

CIVIC CENTER PLACE FUND

Effective July 1, 2018 this fund accounts for the revenues and expenses associated with the daily operations of the newly renovated Civic Center Place. The majority of revenue will be generated by the firm contracted to manage the events booked at the facility.

EMPLOYEES BENEFIT FUNDS

Various facilities provide a coffee shop / lunch room for staff. This fund provides financial accountability. Revenues are from merchandise sales and payroll deductions. Expenses include the purchase of inventory items and costs associated with special events (retirements, marriages, birth of baby and employee accomplishments).

FUND DESCRIPTIONS

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 to residential, commercial, industrial and other users within the City of Holland. The City of Holland has entered into joint agreements with several of the surrounding governmental jurisdictions for the sale and distribution of water to various areas outside of the City.

FUND DESCRIPTIONS

INTERNAL SERVICE FUNDS

Internal Service Funds are used to account for the financing of services provided by one department to the other departments of the City, and possibly to other governmental units, on a cost reimbursement basis. These funds are established and operated as a proprietary type operation, providing accountability for all financial activity.

TECHNOLOGY SERVICES FUND

The Technology Services Department provides computer-processing capabilities to all departments; and to a small extent, 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*, *Holland Public School District* and *Macatawa Area Transportation Authority* 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

FUND DESCRIPTIONS

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 and medical claims retroactive to a time when the City's workers' compensation coverage was partially self-insured. All medical claims related to the time when the City was partially self-insured have reached the stop-loss limit 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 LIABILITY FUND

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

FUND DESCRIPTIONS

COMPONENT UNIT FUNDS

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

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

BROWNFIELD REDEVELOPMENT AUTHORITY FUNDS

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

DOWNTOWN DEVELOPMENT AUTHORITY FUND

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

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

HOLLAND HISTORICAL TRUST FUND

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



Holland
MICHIGAN

CITY OF HOLLAND

FY-2019 BUDGET - BY FUND TYPE

GOVERNMENTAL-TYPE FUNDS

	GENERAL FUND	PERMANENT FUNDS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	COMPONENT UNIT FUNDS
FUND EQUITY - PROJECTED BEGINNING BALANCE						
As of July 1, 2018	\$ 4,812,648	\$ 1,717,648	\$ 2,554,595	\$ 437,643	\$ 2,393,363	\$ 3,175,518
FUNDING SOURCES						
Taxes & Special Assessments	8,905,632	-	2,071,025	5,574,294	221,850	1,664,358
Intergovernmental	3,987,300	-	5,145,700	-	45,850	31,520
Licenses and Permits	706,200	-	82,000	-	-	4,250
Charges for Services	1,825,985	33,000	565,950	-	-	94,400
Fines and Forfeits	136,600	-	-	-	-	-
Interest & Rents	426,100	15,000	73,762	15,825	11,000	47,553
Other	65,500	-	39,400	1,901,243	2,575,000	533,985
Total Financing Sources	16,053,317	48,000	7,977,837	7,491,362	2,853,700	2,376,066
FUNDING USES						
Management & Admin	2,499,160	-	297,307	-	-	-
Fiscal Services	1,475,358	-	-	-	-	-
Public Safety	10,567,754	-	10,450	-	-	-
Transportation	1,348,268	-	3,301,675	-	-	-
Community & Neighborhood	1,693,145	-	12,900	-	-	759,152
Parks & Recreation	3,982,996	-	-	-	-	871,789
Downtown Group	180,951	-	561,492	-	-	210,935
General Debt Service	-	-	-	7,943,940	-	-
Internal Services	-	-	-	-	-	-
Capital Projects	-	-	1,270,000	-	13,782,000	-
Utilities	-	-	-	-	-	-
Total Financing Uses	21,747,632	-	5,453,824	7,943,940	13,782,000	1,841,876
Sources Over (Under) Uses	(5,694,315)	48,000	2,524,013	(452,578)	(10,928,300)	534,190
OTHER FUNDING SOURCES (USES)						
Bond Proceeds	-	-	-	-	7,000,000	-
Transfers In	6,219,315	-	648,258	429,097	3,463,000	100,000
Transfers Out	(643,300)	(26,000)	(3,674,671)	(8,501)	(295,000)	(351,198)
Net Change in Fund Equity	(118,300)	22,000	(502,400)	(31,982)	(760,300)	282,992
FUND EQUITY - PROJECTED ENDING BALANCE						
As of June 30, 2019	\$ 4,694,348	\$ 1,739,648	\$ 2,052,195	\$ 405,661	\$ 1,633,063	\$ 3,458,510

CITY OF HOLLAND

FY-2019 BUDGET - BY FUND TYPE

PROPRIETARY-TYPE FUNDS		
ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	TOTAL
\$ 404,485,433	\$ 11,748,750	\$ 431,325,598
104,050	-	18,541,209
-	-	9,210,370
-	-	792,450
128,049,106	1,837,050	132,405,491
-	-	136,600
1,419,682	2,002,309	4,011,231
851,100	6,451,400	12,417,628
130,423,938	10,290,759	177,514,979
-	-	2,796,467
5,000	-	1,480,358
3,300	110,000	10,691,504
609,983	2,271,125	7,531,051
1,904,020	-	4,369,217
300	-	4,855,085
1,939,310	-	2,892,688
-	-	7,943,940
-	7,729,309	7,729,309
-	-	15,052,000
100,344,626	-	100,344,626
104,806,539	10,110,434	165,686,245
25,617,399	180,325	11,828,734
-	-	7,000,000
395,000	350,000	11,604,670
(6,606,000)	-	(11,604,670)
19,406,399	530,325	18,828,734
\$ 423,891,832	\$ 12,279,075	\$ 450,154,332

FUND EQUITY - PROJECTED BEGINNING BALANCE
As of July 1, 2018

FUNDING SOURCES

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

Total Financing Sources

FUNDING USES

- Management & Admin
- Fiscal Services
- Public Safety
- Transportation
- Community & Neighborhood
- Parks & Recreation
- Downtown Group
- General Debt Service
- Internal Services
- Capital Projects
- Utilities

Total Financing Uses

Sources Over (Under) Uses

OTHER FUNDING SOURCES (USES)

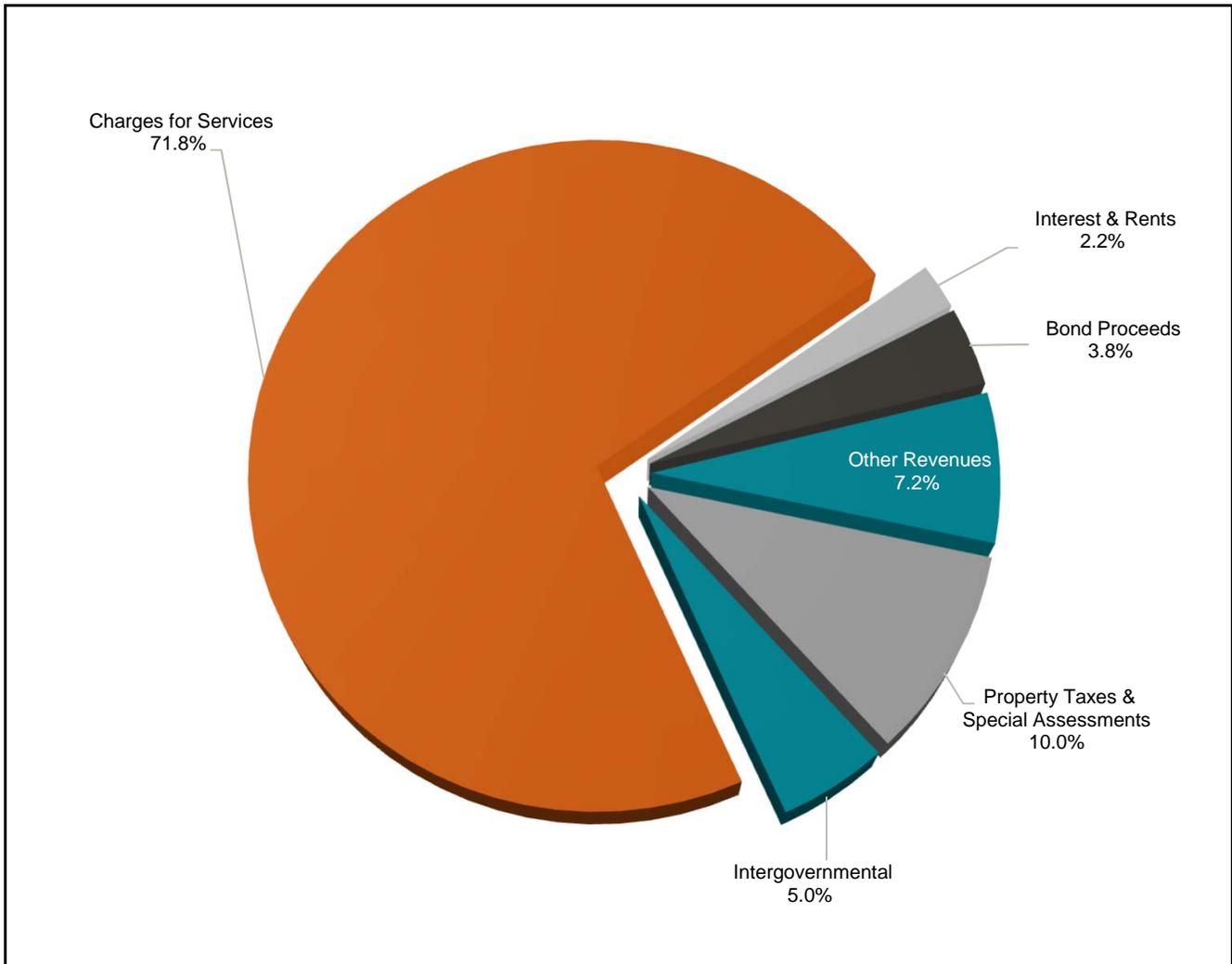
- Bond Proceeds
- Transfers In
- Transfers Out

Net Change in Fund Equity

FUND EQUITY - PROJECTED ENDING BALANCE
As of June 30, 2019

(Concluded)

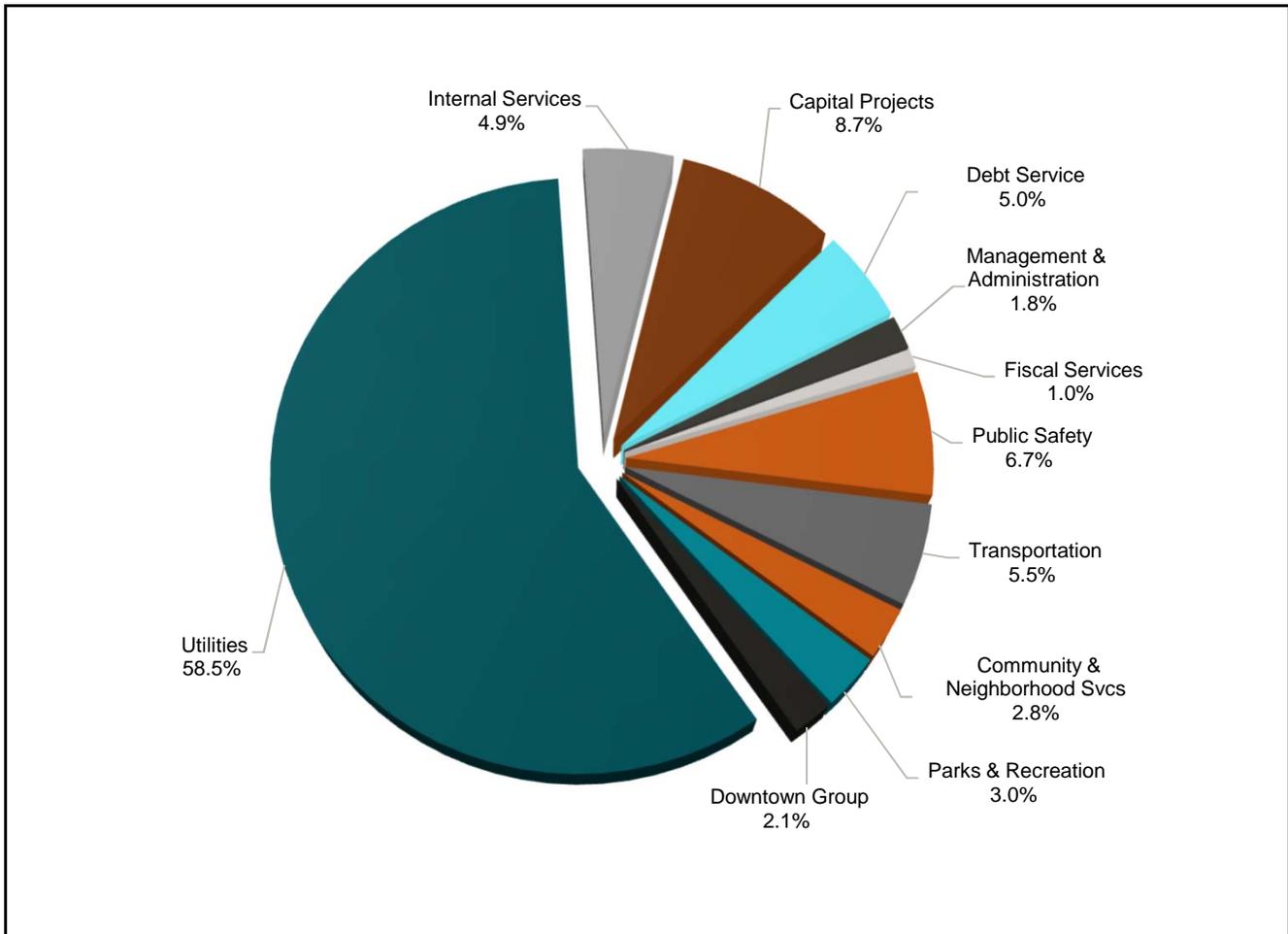
SOURCES ACROSS ALL FUND TYPES



	FY-2018 Adopted Budget	FY-2019 Adopted Budget	Budget Change From FY19 to FY18	
Property Taxes & Special Assessments	18,163,800	18,541,209	377,409	2.0%
Intergovernmental	11,239,344	9,260,370	(1,978,974)	-21.4%
Charges for Services	140,092,914	132,405,491	(7,687,423)	-5.8%
Interest & Rents	2,865,492	4,011,231	1,145,739	28.6%
Bond Proceeds	-	7,000,000	7,000,000	100.0%
Other Revenues	14,018,924	13,296,678	(722,246)	-5.4%
Total Revenues	\$ 186,380,474	\$ 184,514,979	\$ (1,865,495)	-1.0%

Note: Excludes Transfers In

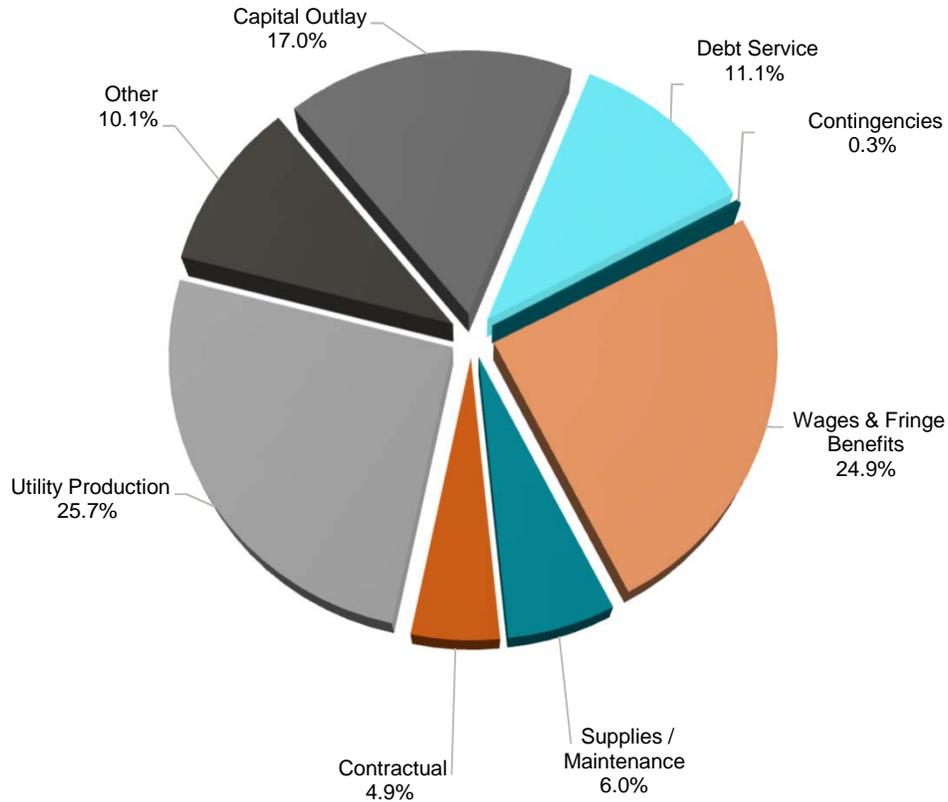
USES ACROSS ALL FUND TYPES BY FUNCTION



	FY-2018 Adopted Budget	FY-2019 Adopted Budget	Budget Change From FY19 to FY18	
Management & Administration	2,628,324	2,796,467	168,143	6.0%
Fiscal Services	1,403,829	1,480,358	76,529	5.2%
Public Safety	10,291,612	10,581,504	289,892	2.7%
Transportation	7,256,427	8,762,511	1,506,084	17.2%
Community & Neighborhood Svcs	3,953,811	4,369,217	415,406	9.5%
Parks & Recreation	4,528,700	4,750,281	221,581	4.7%
Downtown Group	3,818,178	3,395,188	(422,990)	-12.5%
Utilities	114,312,088	92,549,977	(21,762,111)	-23.5%
Internal Services	8,509,385	7,693,936	(815,449)	-10.6%
Capital Projects	7,767,435	13,782,000	6,014,565	43.6%
Debt Service	7,776,139	7,943,940	167,801	2.1%
Total Expenditures	\$ 172,245,928	\$ 158,105,379	\$ (14,140,549)	-8.9%

Note: Excludes Transfers Out & Depreciation

USES ACROSS ALL FUND TYPES BY CLASSIFICATION



	FY-2018 Adopted Budget	FY-2019 Adopted Budget	Budget Change From FY19 to FY18	
Wages & Fringe Benefits	36,486,317	39,317,810	2,831,493	7.2%
Supplies / Maintenance	9,276,802	9,468,951	192,149	2.0%
Contractual	10,295,484	7,814,653	(2,480,831)	-31.7%
Utility Production	50,431,652	40,629,547	(9,802,105)	-24.1%
Other	15,632,174	15,978,547	346,373	2.2%
Capital Outlay	27,488,357	26,849,213	(639,144)	-2.4%
Debt Service	22,114,341	17,517,424	(4,596,917)	-26.2%
Contingencies	520,801	529,234	8,433	1.6%
Total Expenditures	\$ 172,245,928	\$ 158,105,379	\$ (14,140,549)	-8.9%

Note: Excludes Transfers Out and Depreciation

CITY OF HOLLAND

THREE YEAR COMPARISON BY FUND

	FUNDING SOURCES			FUNDING USES		
	Actual	Revised	Adopted	Actual	Revised	Adopted
	FY-2017	Estimate FY-2018	Budget FY-2019	FY-2017	Estimate FY-2018	Budget FY-2019
GENERAL FUND						
Operating	21,928,588	41,519,875	22,272,632	21,928,588	41,503,689	22,272,632
Budget Stabilization	200,000	-	-	47,286	25,000	118,300
Subtotal	\$ 22,128,588	\$ 41,519,875	\$ 22,272,632	\$ 21,975,874	\$ 41,528,689	\$ 22,390,932
PERMANENT FUND						
Cemetery Perpetual Care	43,896	48,000	48,000	14,938	16,000	26,000
SPECIAL REVENUE FUNDS						
MVH Major Streets	2,753,427	3,501,029	3,383,550	2,009,349	3,503,852	3,417,250
MVH Local Streets	1,295,050	1,329,705	1,490,600	1,295,050	1,329,705	1,490,600
Allegan County Road Tax	378,495	457,000	457,000	162,881	560,000	907,000
Ottawa County Road Tax	335,313	350,100	350,100	331,371	350,100	330,100
Street Improvement Reserve	2,346,212	1,706,067	1,416,384	2,019,193	1,810,000	1,530,000
Downtown Parking System	232,959	240,235	273,340	188,230	255,603	302,832
Downtown Snowmelt System	279,942	378,733	358,420	228,925	385,015	375,981
Principal Shopping District	266,197	291,873	280,500	241,932	242,684	268,775
CATV TV Public Access	487,156	476,600	479,900	471,948	677,370	472,307
Herrick District Library Taxation	1,253,796	108	-	1,253,796	108	-
Police Criminal Justice Training	10,274	10,450	10,450	8,309	10,450	10,450
Revolving Cash Assistance	641,410	148,948	113,851	659,434	-	-
Dangerous Structures	83,967	12,000	12,000	56,905	11,250	23,200
Subtotal	\$ 10,364,198	\$ 8,902,848	\$ 8,626,095	\$ 8,927,323	\$ 9,136,137	\$ 9,128,495
DEBT SERVICE FUNDS						
Taxation & Cash Control	4,339,738	5,606,896	7,436,452	3,914,757	5,853,554	7,455,259
Building Authority Bonds	9,018,686	1,484,514	140,001	9,017,804	1,484,414	153,001
Act 99 Purchase Agreement	353,201	335,681	335,681	353,201	335,681	335,681
Special Assessment Bonds	29,479	8,738	8,325	69,416	8,002	8,500
Subtotal	\$ 13,741,104	\$ 7,435,829	\$ 7,920,459	\$ 13,355,178	\$ 7,681,651	\$ 7,952,441
CAPITAL PROJECTS						
Municipal Capital Improvements	17,745,127	3,211,070	10,367,050	8,880,442	16,109,100	11,160,000
Sidewalk Improvements	119,891	227,608	182,650	119,891	223,186	150,000
Street Improvements	2,526,905	2,670,000	2,767,000	2,526,905	2,670,000	2,767,000
Subtotal	\$ 20,391,923	\$ 6,108,678	\$ 13,316,700	\$ 11,527,238	\$ 19,002,286	\$ 14,077,000
COMPONENT UNITS						
Downtown Development Authority	206,864	251,068	216,334	223,049	222,926	250,935
Brownfield Redevel. Authority	1,342,267	1,701,260	1,472,013	1,136,763	895,317	1,070,350
Holland Historical Trust	551,432	1,023,633	787,719	755,488	982,883	871,789
Subtotal	\$ 2,100,563	\$ 2,975,961	\$ 2,476,066	\$ 2,115,300	\$ 2,101,126	\$ 2,193,074
GOVERNMENTAL FUNDS TOTAL	\$ 68,770,272	\$ 66,991,191	\$ 54,659,952	\$ 57,915,851	\$ 79,465,889	\$ 55,767,942

CITY OF HOLLAND

THREE YEAR COMPARISON BY FUND

	FUNDING SOURCES			FUNDING USES		
	Actual	Revised	Adopted	Actual	Revised	Adopted
	FY-2017	Estimate FY-2018	Budget FY-2019	FY-2017	Estimate FY-2018	Budget FY-2019
ENTERPRISE FUNDS						
Solid Waste & Recycling	2,301,610	1,599,672	1,379,000	1,723,085	1,706,270	1,904,020
Windmill Island Gardens	1,079,134	1,503,131	1,759,300	1,110,636	1,004,904	1,924,210
Depot Operations	1	1	1	24,539	24,540	24,540
Municipal Airport Facilities Management	123,984	136,643	138,693	567,579	581,648	583,693
Civic Center Place	-	-	656,000	-	-	902,600
Police Employees Benefits	3,088	3,345	3,350	3,870	3,300	3,300
City Hall Employees Benefits	3,539	4,460	4,460	3,853	6,000	5,000
Transportation Employees Benefits	1,359	1,370	1,370	2,136	1,750	1,750
Park & Cemetery Employees Benefits	194	155	155	160	200	300
Electric Utility	108,938,919	108,808,069	103,615,089	108,596,985	92,756,164	88,369,277
Wastewater Utility	12,042,459	14,697,666	12,046,561	18,274,364	16,042,021	17,388,562
Water Utility	10,012,459	10,713,993	11,214,959	13,393,320	12,594,708	13,709,452
Subtotal	\$ 134,506,746	\$ 137,468,505	\$ 130,818,938	\$ 143,700,527	\$ 124,721,505	\$ 124,816,704
INTERNAL SERVICES FUNDS						
Technology Services	835,801	926,056	821,550	913,413	958,450	888,226
Fuel Dispensing	572,569	635,700	649,200	569,177	645,005	658,065
Postage Services	20,055	19,330	19,330	19,902	19,376	19,400
Telephony Services	121,809	121,500	121,500	145,197	132,408	132,608
Centralized Vehicle/Equipment	2,380,064	2,391,860	2,455,079	2,822,742	3,304,900	3,202,125
Fire Vehicle and Equipment	101,263	141,818	252,000	114,993	378,405	110,000
Compensated Absences	58,334	42,000	52,000	58,334	42,000	52,000
Workers Compensation Insurance	377,911	385,000	405,000	375,048	402,500	420,000
Employee Disability Insurance	114,157	118,500	120,000	144,408	124,150	103,600
Health & Dental Insurance	5,390,872	5,651,355	5,484,600	5,412,795	5,518,902	5,288,210
Vehicle Insurance	93,540	101,300	103,200	75,892	90,133	84,400
Property Insurance	26,383	36,600	30,500	33,164	36,600	29,500
Liability Insurance	122,869	124,300	126,800	128,082	148,300	150,800
Subtotal	\$ 10,215,627	\$ 10,695,319	\$ 10,640,759	\$ 10,813,147	\$ 11,801,129	\$ 11,138,934
PROPRIETARY FUNDS TOTAL	\$ 144,722,373	\$ 148,163,824	\$ 141,459,697	\$ 154,513,674	\$ 136,522,634	\$ 135,955,638
TOTAL	\$ 213,492,645	\$ 215,155,015	\$ 196,119,649	\$ 212,429,525	\$ 215,988,523	\$ 191,723,580

CITY OF HOLLAND

SUMMARY OF CHANGES IN FUND EQUITY

	Estimated Fund Equity 07/01/2018	Funding Sources	Funding Uses	Estimated Fund Equity 06/30/2019	Change	% Change
<u>GENERAL FUND</u>						
Operating	3,721,148	22,272,632	22,272,632	3,721,148	-	0.0%
Budget Stabilization ⁽¹⁾	1,091,500	-	118,300	973,200	(118,300)	-10.8%
Subtotal	4,812,648	22,272,632	22,390,932	4,694,348	(118,300)	-2.5%
<u>PERMANENT FUND</u>						
Cemetery Perpetual Care	1,717,648	48,000	26,000	1,739,648	22,000	1.3%
<u>SPECIAL REVENUE FUNDS</u>						
MVH Major Streets	762,888	3,383,550	3,417,250	729,188	(33,700)	-4.4%
MVH Local Streets	2,000	1,490,600	1,490,600	2,000	-	0.0%
Allegan County Road Tax ⁽²⁾	520,548	457,000	907,000	70,548	(450,000)	-86.5%
Ottawa County Road Tax ⁽³⁾	8,316	350,100	330,100	28,316	20,000	240.5%
Street Improvement Reserve ⁽²⁾	240,060	1,416,384	1,530,000	126,444	(113,616)	-47.3%
Downtown Parking System ⁽⁴⁾	291,145	273,340	302,832	261,653	(29,492)	-10.1%
Downtown Snowmelt System ⁽⁴⁾	44,735	358,420	375,981	27,174	(17,561)	-39.3%
Principal Shopping District ⁽⁵⁾	100,519	280,500	268,775	112,244	11,725	11.7%
CATV TV Public Access	215,137	479,900	472,307	222,730	7,593	3.5%
Herrick District Library Taxation	-	-	-	-	-	0.0%
Police Criminal Justice Training	5,737	10,450	10,450	5,737	-	0.0%
Revolving Cash Assistance ⁽³⁾	335,698	113,851	-	449,549	113,851	33.9%
Dangerous Structures ⁽⁴⁾	27,812	12,000	23,200	16,612	(11,200)	-40.3%
Subtotal	2,554,595	8,626,095	9,128,495	2,052,195	(502,400)	-19.7%
<u>DEBT SERVICE FUNDS</u>						
Taxation & Cash Control	422,862	7,436,452	7,455,259	404,055	(18,807)	-4.5%
Building Authority Bonds ⁽⁴⁾	14,021	140,001	153,001	1,021	(13,000)	-92.7%
Act 99 Purchase Agreement	-	335,681	335,681	-	-	0.0%
Special Assessment Bonds ⁽⁴⁾	760	8,325	8,500	585	(175)	-23.0%
Subtotal	437,643	7,920,459	7,952,441	405,661	(31,982)	-7.3%
<u>CAPITAL PROJECTS</u>						
Municipal Capital Improvements ⁽²⁾	2,330,554	10,367,050	11,160,000	1,537,604	(792,950)	-34.0%
Sidewalk Improvements ⁽³⁾	9,036	182,650	150,000	41,686	32,650	361.3%
Street Improvements	53,773	2,767,000	2,767,000	53,773	-	0.0%
Subtotal	2,393,363	13,316,700	14,077,000	1,633,063	(760,300)	-31.8%
<u>COMPONENT UNITS</u>						
Downtown Development Authority ⁽⁴⁾	162,330	216,334	250,935	127,729	(34,601)	-21.3%
Brownfield Redevel. Authority ⁽⁵⁾	1,267,139	1,472,013	1,070,350	1,668,802	401,663	31.7%
Holland Historical Trust	1,746,049	787,719	871,789	1,661,979	(84,070)	-4.8%
Subtotal	3,175,518	2,476,066	2,193,074	3,458,510	282,992	8.9%

CITY OF HOLLAND

SUMMARY OF CHANGES IN FUND EQUITY

	Estimated Fund Equity 07/01/2018	Funding Sources	Funding Uses	Estimated Fund Equity 06/30/2019	Change	% Change
<u>ENTERPRISE FUNDS</u>						
Solid Waste & Recycling ⁽⁴⁾	1,018,079	1,379,000	1,904,020	493,059	(525,020)	-51.6%
Windmill Island Gardens ⁽⁵⁾	2,855,505	1,759,300	1,036,710	3,578,095	722,590	25.3%
Depot Operations	723,904	1	24,540	699,365	(24,539)	-3.4%
Municipal Airport Facilities Management	8,983,042	138,693	583,693	8,538,042	(445,000)	-5.0%
Civic Center Place	14,360,540	656,000	902,600	14,113,940	(246,600)	-1.7%
Police Employees Benefits	512	3,350	3,300	562	50	9.8%
City Hall Employees Benefits	5,469	4,460	5,000	4,929	(540)	-9.9%
Transportation Employees Benefits ⁽⁴⁾	1,393	1,370	1,750	1,013	(380)	-27.3%
Park & Cemetery Employees Benefits ⁽⁴⁾	432	155	300	287	(145)	-33.6%
Electric Utility	264,138,325	103,615,089	88,369,277	279,384,137	15,245,812	5.8%
Wastewater Utility	68,301,875	12,046,561	11,374,088	68,974,348	672,473	1.0%
Water Utility	44,096,357	11,214,959	7,207,261	48,104,055	4,007,698	9.1%
Subtotal	404,485,433	130,818,938	111,412,539	423,891,832	19,406,399	4.8%
<u>INTERNAL SERVICES FUNDS</u>						
Technology Services	621,926	821,550	790,726	652,750	30,824	5.0%
Fuel Dispensing	291,365	649,200	658,065	282,500	(8,865)	-3.0%
Postage Services	7,796	19,330	19,400	7,726	(70)	-0.9%
Telephony Services ⁽⁴⁾	68,630	121,500	132,608	57,522	(11,108)	-16.2%
Centralized Vehicle/Equipment	5,019,858	2,455,079	2,271,125	5,203,812	183,954	3.7%
Fire Vehicle and Equipment	1,488,176	252,000	110,000	1,630,176	142,000	9.5%
Compensated Absences	-	52,000	52,000	-	-	0.0%
Workers Compensation Insurance	545,338	405,000	420,000	530,338	(15,000)	-2.8%
Employee Disability Insurance ⁽⁵⁾	108,346	120,000	103,600	124,746	16,400	15.1%
Health & Dental Insurance	2,717,981	5,484,600	5,288,210	2,914,371	196,390	7.2%
Vehicle Insurance	299,718	103,200	84,400	318,518	18,800	6.3%
Property Insurance	381,195	30,500	29,500	382,195	1,000	0.3%
Liability Insurance ⁽⁴⁾	198,421	126,800	150,800	174,421	(24,000)	-12.1%
Subtotal	11,748,750	10,640,759	10,110,434	12,279,075	530,325	4.5%
TOTAL	\$ 431,325,598	\$ 196,119,649	\$ 177,290,915	\$ 450,154,332	\$ 18,828,734	4.4%

Explanation of Change in Fund Equity Greater than 10%:

- (1) Budget Stabilization Fund reserve used to pay for new Deputy Finance Director position.
- (2) Planned use of fund equity for capital projects.
- (3) Planned accumulation of fund equity to finance future capital projects.
- (4) Planned use of fund equity.
- (5) Planned accumulation of fund equity to finance future operating costs.

GENERAL FUND SUMMARY

- > FUND SUMMARY - OPERATING & BUDGET STABILIZATION
- > FUND SUMMARY - OPERATING
- > OPERATING FUNDING SOURCES
- > OPERATING FUNDING USES
- > HISTORY OF OPERATING 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.

GENERAL FUND SUMMARY

OPERATING AND BUDGET STABILIZATION

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Estimate	FY-2019 Adopted
Funding Sources:					
Operating	32,572,777	21,928,588	21,462,053	41,519,875	22,272,632
Budget Stabilization	-	200,000	-	-	-
TOTAL FUNDING SOURCES	32,572,777	22,128,588	21,462,053	41,519,875	22,272,632
Funding Uses:					
Operating	32,869,045	21,928,588	21,718,525	41,503,689	22,272,632
Budget Stabilization	17,427	47,286	75,000	25,000	118,300
TOTAL FUNDING USES	32,886,472	21,975,874	21,793,525	41,528,689	22,390,932
Net Increase (Decrease)	(313,695)	152,714	(331,472)	(8,814)	(118,300)
FUND EQUITY - June 30:					
Reserved:					
- NIP/MSHDA Devel. Fees	\$ 5,667	\$ 5,667	\$ 5,667	\$ -	\$ -
- Budget Stabilization	963,786	1,116,500	1,041,500	1,091,500	973,200
Unreserved:					
- Designated-Market Adj.	-	-	-	-	-
- Undesignated	3,699,295	3,699,295	3,442,823	3,721,148	3,721,148
Total Ending Fund Equity	\$ 4,668,748	\$ 4,821,462	\$ 4,489,990	\$ 4,812,648	\$ 4,694,348
Change from Prior Fiscal Year	-6.3%	3.3%	-6.9%	-0.2%	-2.5%
Fund Equity Expressed as					
A Percentage of Expenditures	14.2%	21.9%	20.6%	11.6%	21.0%

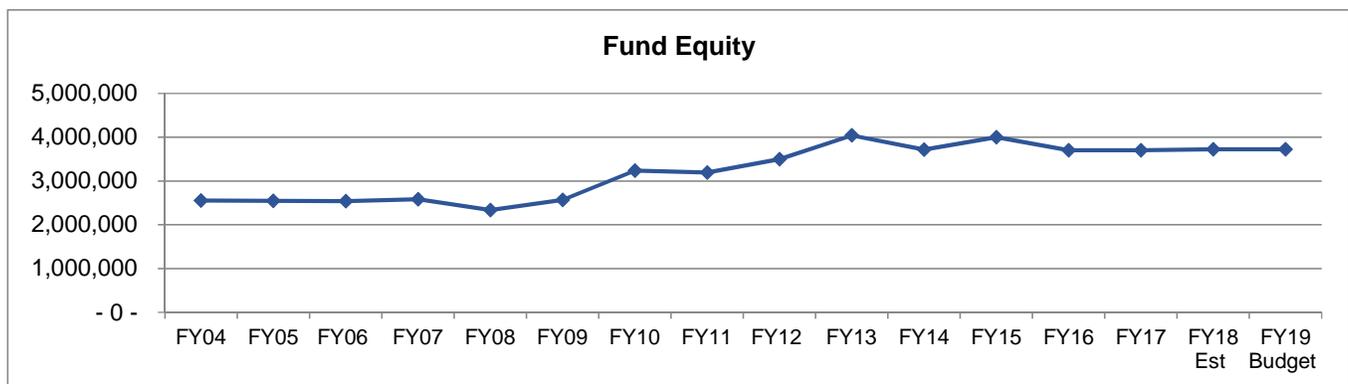
GENERAL FUND

OPERATING - FUND SUMMARY

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Estimate	FY-2019 Adopted
TOTAL FUNDING SOURCES	32,572,777	21,928,588	21,462,053	41,519,875	22,272,632
TOTAL FUNDING USES	32,869,045	21,928,588	21,756,435	41,503,689	22,272,632
Net Increase (Decrease)					
From Operations	(296,268)	-	(294,382)	16,186	-
FUND EQUITY - June 30:					
Reserved:					
- NIP/MSHDA Devel. Fees	\$ 5,667	\$ 5,667	\$ 5,667	\$ -	\$ -
Unreserved:					
- Designated	-	-	-	-	-
- Undesignated	3,699,295	3,699,295	3,404,913	3,721,148	3,721,148
Total Ending Fund Equity	\$ 3,704,962	\$ 3,704,962	\$ 3,410,580	\$ 3,721,148	\$ 3,721,148
Change from Prior Fiscal Year	-7.4%	0.0%	-7.9%	0.4%	0.0%

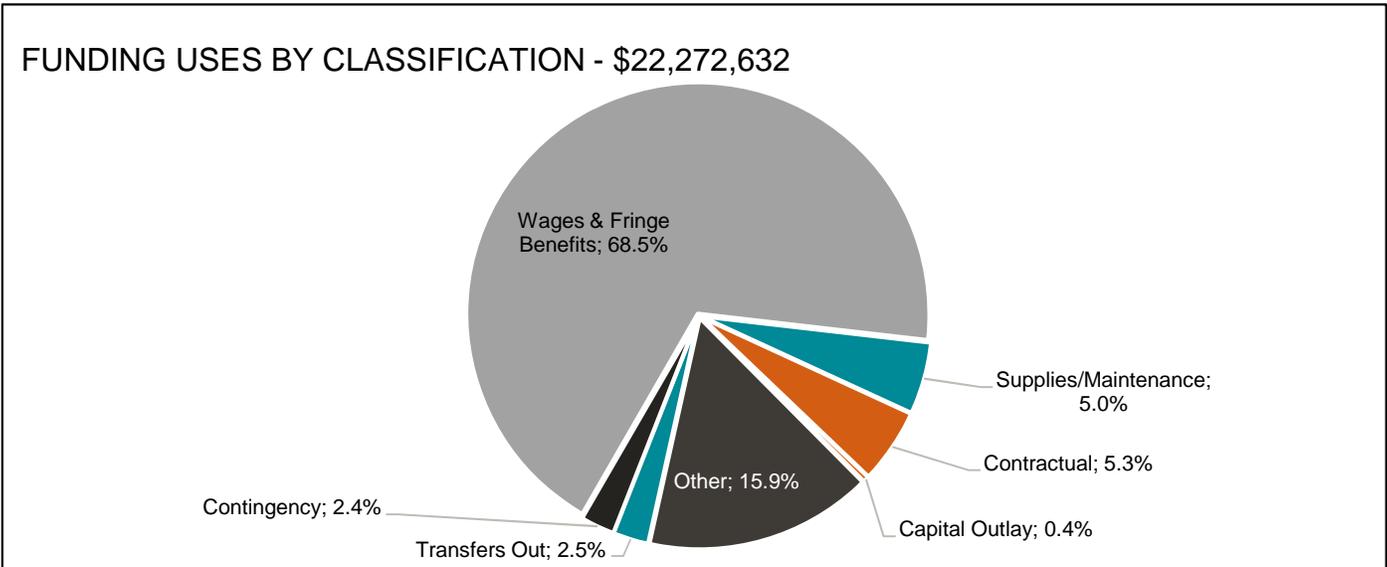
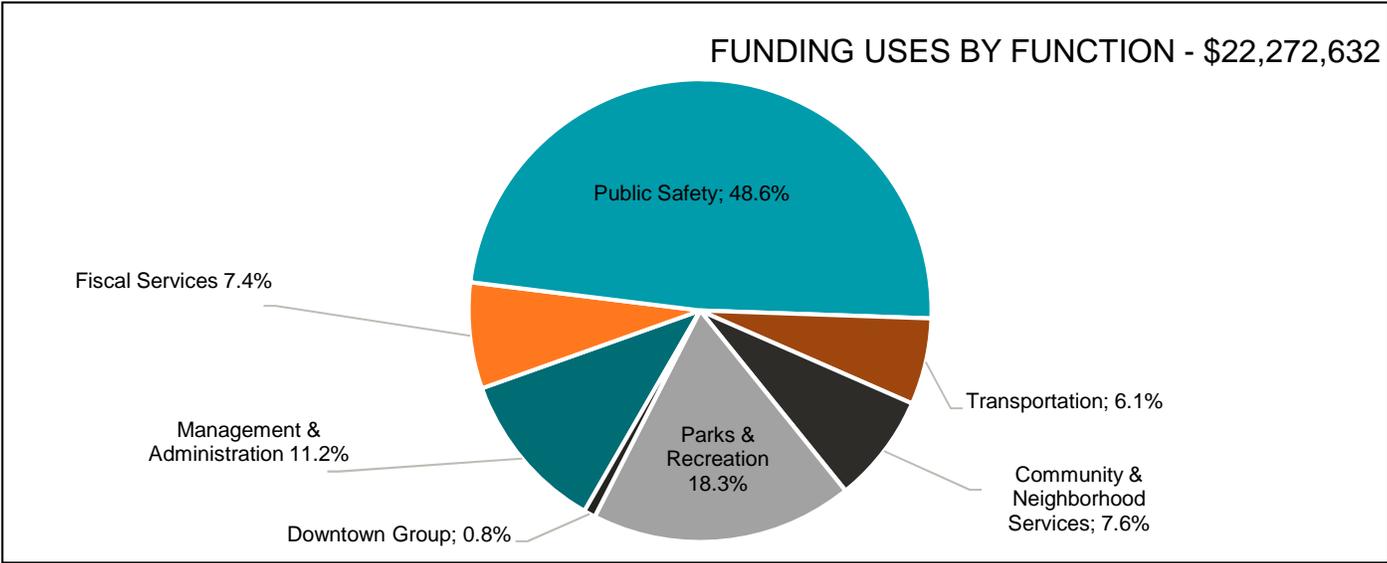
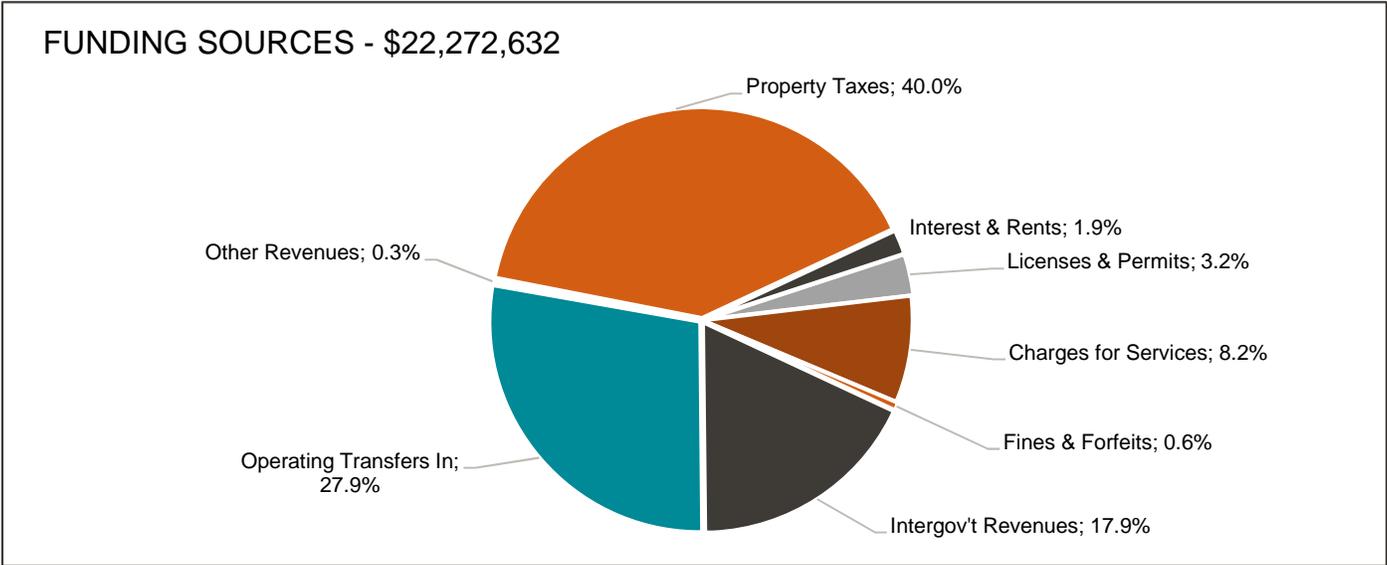
Fund Equity Expressed as A

A Percentage of Funding Uses	11.3%	16.9%	15.7%	9.0%	16.7%
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General Fund department activities is included in the Group tabs of: Management & Administration, Fiscal Services, Public Safety, Transportation, Community & Neighborhood Services, Parks & Recreation and Downtown Group.

GENERAL FUND - OPERATING



GENERAL FUND

OPERATING - FUNDING USES BY FUNCTION

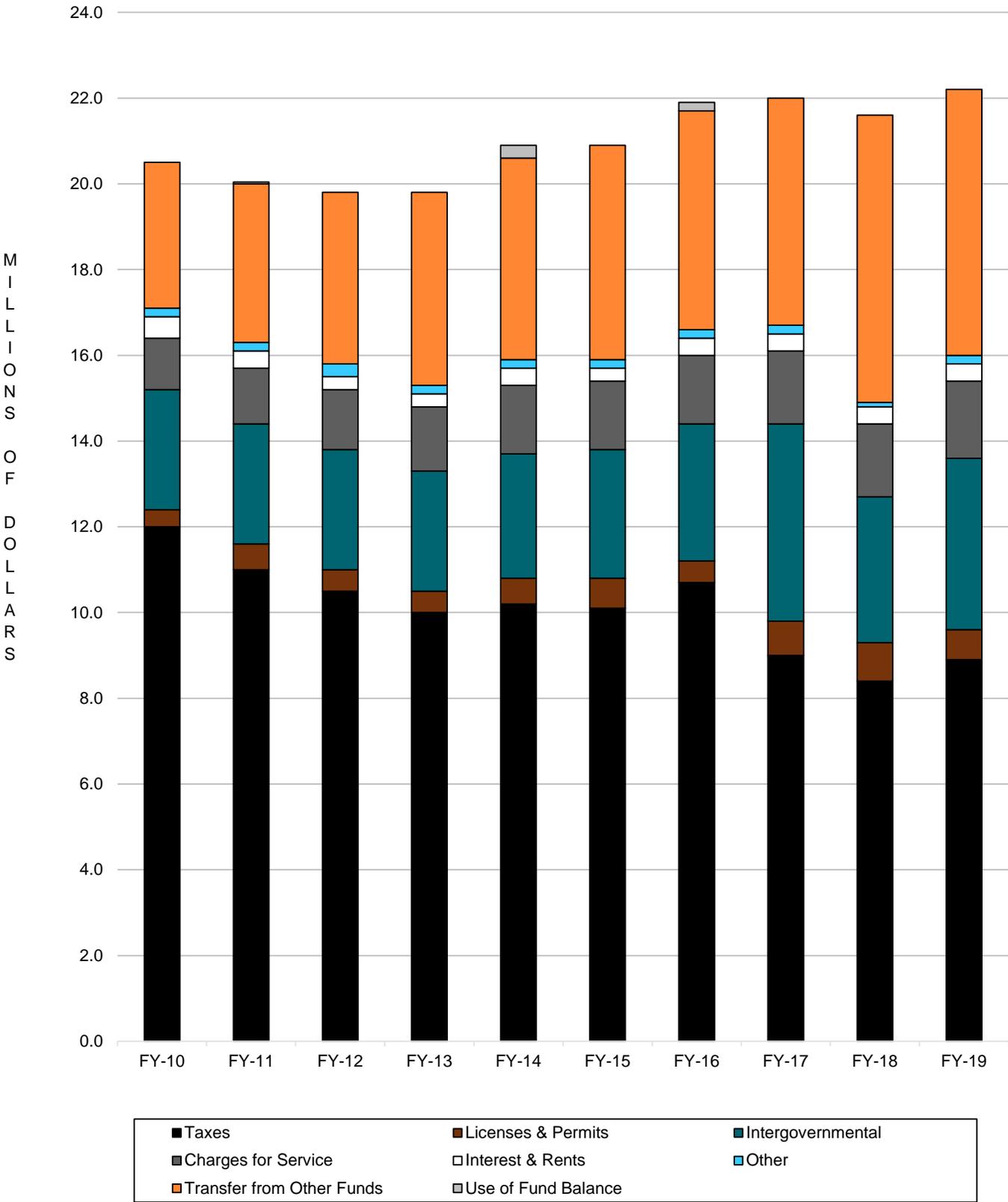
Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Estimate	FY-2019 Adopted	FY-18 Amended to FY-19
<u>Management & Administration</u>						
City Council	175,472	253,008	208,974	220,652	207,338	-0.8%
City Manager	331,908	346,293	452,208	447,188	490,887	8.6%
Elections / Voter Registration	67,142	86,757	56,921	55,151	91,035	59.9%
City Attorney	197,270	193,552	201,600	193,600	193,600	-4.0%
City Clerk	271,666	291,490	321,111	314,089	332,387	3.5%
Human Resources	212,204	328,561	286,761	337,625	370,907	29.3%
Board & Commissions	4,321	6,969	9,247	7,678	8,988	-2.8%
Economic Devel. Assistance	88,466	61,791	71,434	71,226	66,380	-7.1%
Human Relations Commission	129,413	133,135	190,005	174,436	208,404	9.7%
Contingencies Appropriation	-	-	40,000	40,000	529,234	1223.1%
Function Subtotal	1,477,862	1,701,556	1,838,261	1,861,645	2,499,160	36.0%
<u>Fiscal Services</u>						
Finance Office	507,516	524,025	547,925	545,871	666,554	21.7%
Independent Audit	46,060	42,670	46,950	48,780	46,350	-1.3%
Property Assessing Office	414,835	411,366	445,687	415,887	449,085	0.8%
Treasurer's Office	197,712	177,270	188,584	185,688	198,369	5.2%
Unallocated Insurance	79,798	87,808	89,000	88,250	90,000	1.1%
Pension Bonds Payment	11,035,269	-	-	19,890,000	-	0.0%
Transfers to Other Funds	1,676,303	1,607,438	283,000	496,281	200,000	0.0%
Function Subtotal	13,957,493	2,850,577	1,601,146	21,670,757	1,650,358	3.1%
<u>Public Safety</u>						
Management	890,755	786,142	774,775	788,856	816,508	5.4%
Police Division	6,579,215	6,630,273	7,085,375	6,866,792	6,741,647	-4.9%
Fire Division	2,867,998	2,839,248	2,965,929	2,887,212	2,890,059	-2.6%
Facilities	362,168	360,232	358,467	362,603	369,540	3.1%
Function Subtotal	10,700,136	10,615,895	11,184,546	10,905,463	10,817,754	-3.3%
<u>Transportation</u>						
Street Division	1,046,673	1,009,490	1,067,490	1,057,831	1,101,486	3.2%
Transportation Mgmt/Engineering	195,252	165,412	228,379	233,906	246,782	8.1%
Function Subtotal	1,241,925	1,174,902	1,295,869	1,291,737	1,348,268	4.0%

GENERAL FUND

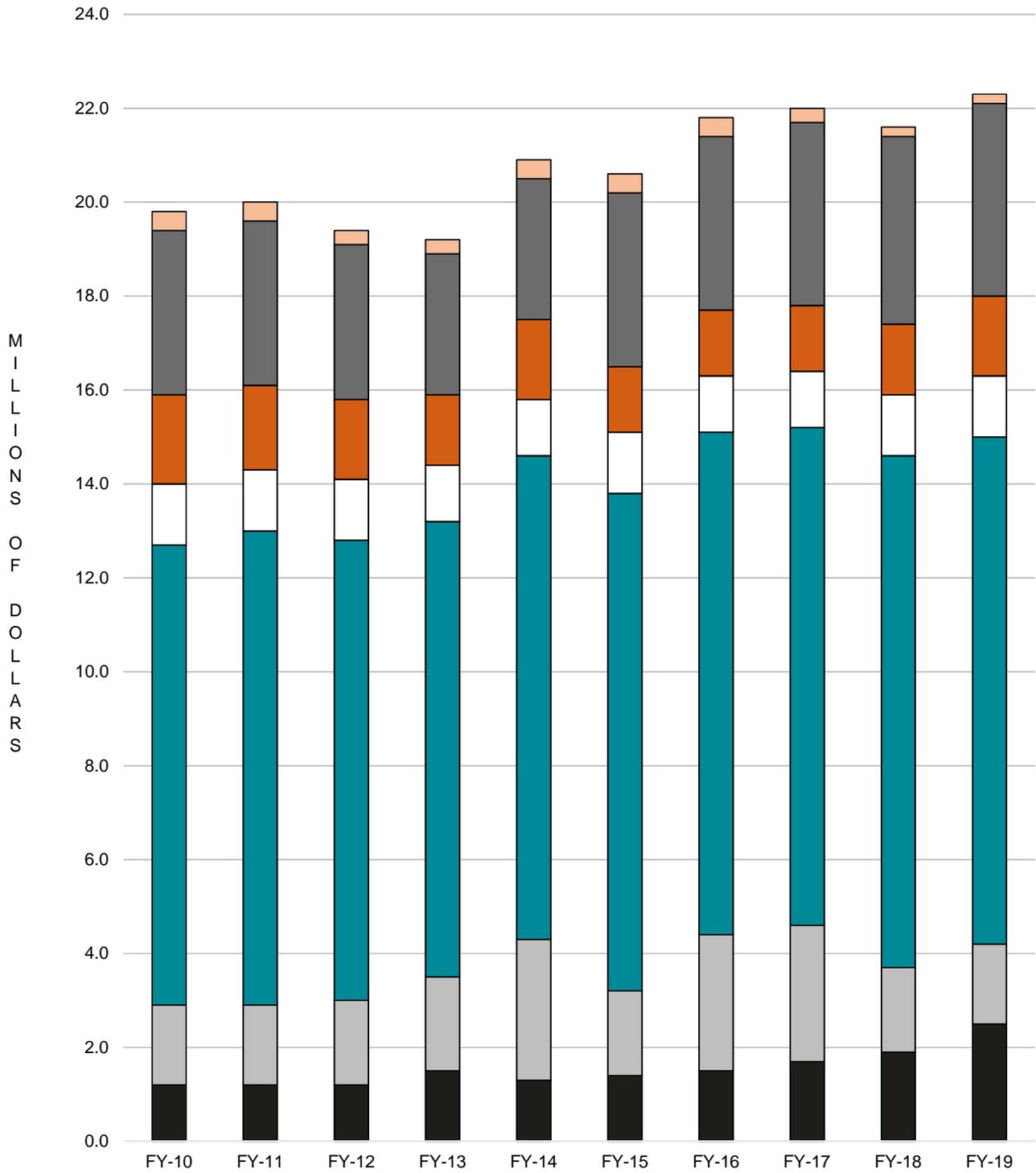
OPERATING - FUNDING USES BY FUNCTION

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Estimate	FY-2019 Adopted	FY-18 Amended to FY-19
<u>Community & Neighborhood Services</u>						
Planning & Zoning	184,335	141,571	195,606	201,534	224,858	15.0%
Environmental Health & Inspections	410,562	402,651	411,218	404,362	456,863	11.1%
Construction Inspections	586,485	615,224	653,696	642,455	692,850	6.0%
Social Assistance	-	30,000	40,000	40,000	40,000	0.0%
Housing & Neighborhoods	210,285	221,580	260,987	247,931	278,574	6.7%
Function Subtotal	1,391,667	1,411,026	1,561,507	1,536,282	1,693,145	8.4%
<u>Parks & Recreation</u>						
City Hall	196,366	186,878	192,218	189,369	184,751	-3.9%
Cemeteries	434,186	512,185	506,921	534,076	525,551	3.7%
Parks & Recreation Administration	56,373	58,073	63,294	62,568	63,812	0.8%
Recreation	967,526	1,049,455	1,204,295	1,159,920	1,094,380	-9.1%
Parks	1,697,791	1,631,502	1,624,998	1,609,129	1,745,015	7.4%
DeGraaf Nature Center	269,220	303,248	340,956	345,713	360,187	5.6%
Cultural Activities Assistance	97,780	108,814	109,200	109,018	109,300	0.1%
Function Subtotal	3,719,242	3,850,155	4,041,882	4,009,793	4,082,996	1.0%
<u>Downtown Group</u>						
8th Street Market	150,757	149,172	170,724	171,962	180,951	6.0%
Civic Center	229,982	175,325	62,500	56,050	-	-100.0%
Function Subtotal	380,739	324,497	233,224	228,012	180,951	-22.4%
Total Funding Uses	\$ 32,869,064	\$ 21,928,608	\$ 21,756,435	\$ 41,503,689	\$ 22,272,632	2.4%
Change from Previous Year	59.2%	-33.3%	-0.8%	89.3%	-46.3%	

GENERAL FUND - FUNDING SOURCES



GENERAL FUND - FUNDING USES

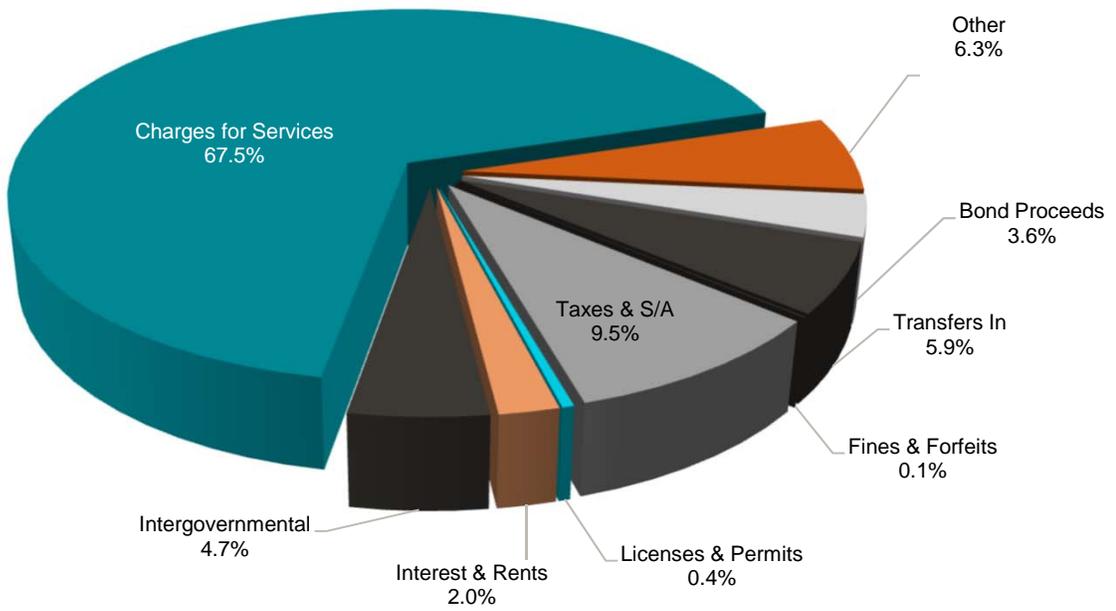




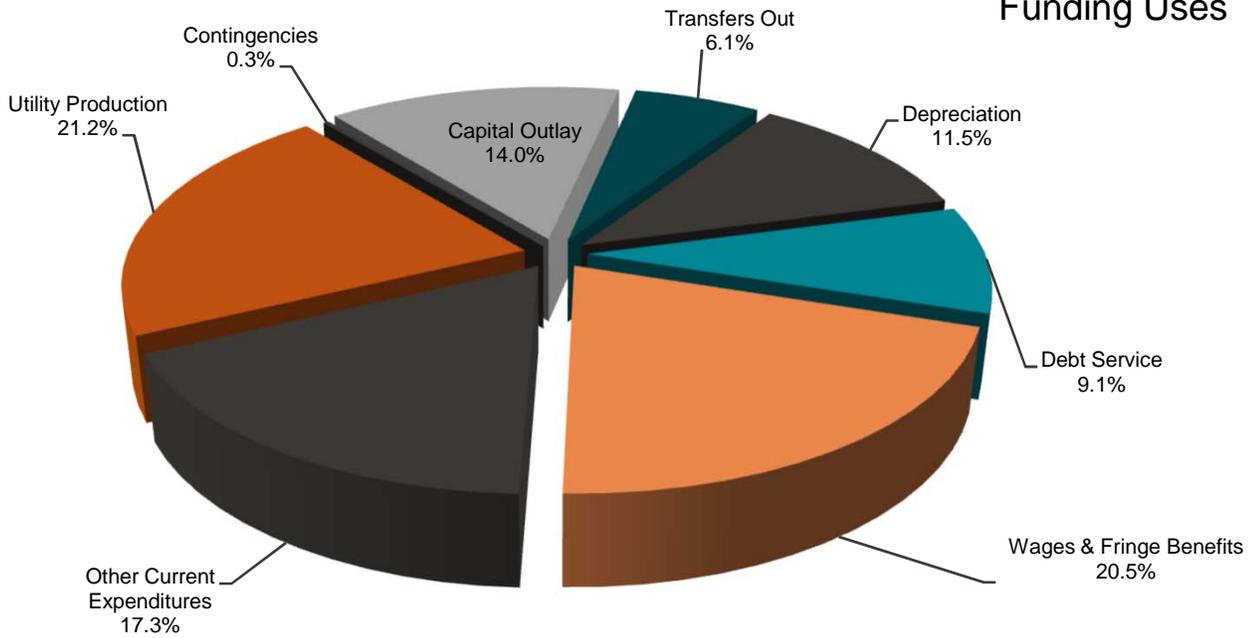
Holland
MICHIGAN

ALL SERVICE GROUPS

Funding Sources



Funding Uses



SUMMARY OF ALL GROUPS

Description	FY-2019 Adopted Budget
- - FUNDING USES ACROSS FUNDS - -	
FUND TYPES -	
General	\$ 22,390,932
Permanent	26,000
Special Revenue	9,128,495
Debt Service	7,952,441
Capital Projects	14,077,000
Enterprise	124,816,704
Internal Service	11,138,934
Component Unit	2,193,074
FUND TYPE - TOTALS	<u>\$ 191,723,580</u>
- - FUNDING SOURCES & USES - -	
FUNDING SOURCES -	
Taxes & Special Assessments	18,541,209
Licenses & Permits	792,450
Intergovernmental	9,260,370
Charges for Services	132,405,491
Fines & Forfeits	136,600
Interest & Rents	4,011,231
Other	12,367,628
Bond Proceeds	7,000,000
Transfers In	11,604,670
TOTAL SOURCES	<u>\$ 196,119,649</u>
FUNDING USES -	
Personnel Services -	
* Salaries & Wages - Working	\$ 25,317,967
* Benefits - Includes NonWorking Wages	11,800,534
* Mandatory Employer Costs	2,199,309
Other Current Expenditures -	
* Supplies / Maintenance	9,468,951
* Contractual	7,814,653
* Utility Production	40,629,547
* Other	15,978,547
Capital Outlay	26,849,213
Debt Service Payments	
* Principal Maturities	8,055,138
* Interest & Fee Payments	9,462,286
Transfers Out	11,604,670
Depreciation Expense	22,013,531
Contingencies	529,234
TOTAL USES	<u>\$ 191,723,580</u>
Personnel Services Total Amount	
	<u>\$ 39,317,810</u>
* Full-Time Positions	362.45
* Part-Paid Fire Positions (Not @ F.T.E.)	30.00
* Part-Time Positons @ F.T.E.	62.20

SUMMARY OF ALL GROUPS

	General Fund Unallocated	Debt Service Funds	Total Excluded from Groups	Ten Groups	Grand Total
- - FUNDING USES ACROSS FUNDS - -					
FUND TYPES -					
General	\$ -	\$ -	\$ -	\$ 22,390,932	\$ 22,390,932
Permanent	-	-	-	26,000	26,000
Special Revenue	-	-	-	9,128,495	9,128,495
Debt Service	-	7,952,441	7,952,441	-	7,952,441
Capital Projects	-	-	-	14,077,000	14,077,000
Enterprise	-	-	-	124,816,704	124,816,704
Internal Service	-	-	-	11,138,934	11,138,934
Component Unit	-	-	-	2,193,074	2,193,074
FUND TYPE - TOTALS	<u>\$ -</u>	<u>\$ 7,952,441</u>	<u>\$ 7,952,441</u>	<u>\$ 183,771,139</u>	<u>\$ 191,723,580</u>
- - FUNDING SOURCES & USES - -					
FUNDING SOURCES -					
Taxes & Special Assessments	8,905,632	5,574,294	14,479,926	4,061,283	18,541,209
Licenses & Permits	1,500	-	1,500	790,950	792,450
Intergovernmental	3,956,300	-	3,956,300	5,304,070	9,260,370
Charges for Services	58,000	-	58,000	132,347,491	132,405,491
Fines & Forfeits	-	-	-	136,600	136,600
Interest & Rents	162,000	15,825	177,825	3,833,406	4,011,231
Other	-	1,901,243	1,901,243	10,466,385	12,367,628
Bond Proceeds	-	-	-	7,000,000	7,000,000
Transfers In	6,178,600	429,097	6,607,697	4,996,973	11,604,670
TOTAL SOURCES	<u>\$ 19,262,032</u>	<u>\$ 7,920,459</u>	<u>\$ 27,182,491</u>	<u>\$ 168,937,158</u>	<u>\$ 196,119,649</u>
FUNDING USES -					
Personnel Services -					
* Salaries & Wages - Working		-	-	25,317,967	25,317,967
* Benefits - Includes NonWorking Wages		-	-	11,800,534	11,800,534
* Mandatory Employer Costs		-	-	2,199,309	2,199,309
Other Current Expenditures -					
* Supplies / Maintenance		-	-	9,468,951	9,468,951
* Contractual		-	-	7,814,653	7,814,653
* Utility Production		-	-	40,629,547	40,629,547
* Other		501	501	15,978,046	15,978,547
Capital Outlay			-	26,849,213	26,849,213
Debt Service Payments					
* Principal Maturities		5,913,546	5,913,546	2,141,592	8,055,138
* Interest & Fee Payments		2,029,893	2,029,893	7,432,393	9,462,286
Transfers Out		8,501	8,501	11,596,169	11,604,670
Depreciation Expense		-	-	22,013,531	22,013,531
Contingencies		-	-	529,234	529,234
TOTAL USES	<u>\$ -</u>	<u>\$ 7,952,441</u>	<u>\$ 7,952,441</u>	<u>\$ 183,771,139</u>	<u>\$ 191,723,580</u>

Note - The summary excludes Building Authority and Notes Payable Rental Receipts & Rental Payments of \$475,681 for two related bond issues as those Sources & Uses are already included in Taxes (Sources) and Principal/Interest Maturities (Uses).

SUMMARY OF ALL GROUPS

Description	General Fund	HBPW Utility Funds	All Other Funds	FY-2019 Adopted Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	\$ 8,905,632	\$ -	\$ 9,635,577	\$ 18,541,209
Licenses & Permits	706,200	-	86,250	792,450
Intergovernmental	4,037,300	-	5,223,070	9,260,370
Charges for Services	1,825,985	125,708,523	4,870,983	132,405,491
Fines & Forfeits	136,600	-	-	136,600
Interest & Rents	426,100	976,086	2,609,045	4,011,231
Other	15,500	192,000	12,160,128	12,367,628
Bond Proceeds	-	-	7,000,000	7,000,000
Transfers In	6,219,315	-	5,385,355	11,604,670
TOTAL SOURCES	\$ 22,272,632	\$ 126,876,609	\$ 46,970,408	\$ 196,119,649
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	\$ 10,271,353	\$ 12,243,948	\$ 2,802,666	\$ 25,317,967
* Benefits - Includes NonWorking Wages	4,192,519	6,522,665	1,085,350	11,800,534
* Mandatory Employer Costs	788,362	1,128,666	282,281	2,199,309
Other Current Expenditures -				
* Supplies / Maintenance	1,123,210	5,681,541	2,664,200	9,468,951
* Contractual	1,174,600	3,948,113	2,691,940	7,814,653
* Utility Production	-	40,629,547	-	40,629,547
* Other	3,575,714	2,446,439	9,956,394	15,978,547
Capital Outlay	92,640	10,375,073	16,381,500	26,849,213
Debt Service Payments				
* Principal Maturities	-	2,141,592	5,913,546	8,055,138
* Interest & Fee Payments	-	7,432,393	2,029,893	9,462,286
Transfers Out	643,300	6,606,000	4,355,370	11,604,670
Depreciation Expense	-	20,311,314	1,702,217	22,013,531
Contingencies	529,234	-	-	529,234
TOTAL USES	\$ 22,390,932	\$ 119,467,291	\$ 49,865,357	\$ 191,723,580

- - STAFFING - -

Personnel Services Total Amount	\$ 15,252,234	\$ 19,895,279	\$ 4,170,297	\$ 39,317,810
* Full-Time Positions				362.45
* Part-Paid Fire Positions (Not @ F.T.E.)				30.00
* Part-Time Positons @ F.T.E.				62.20

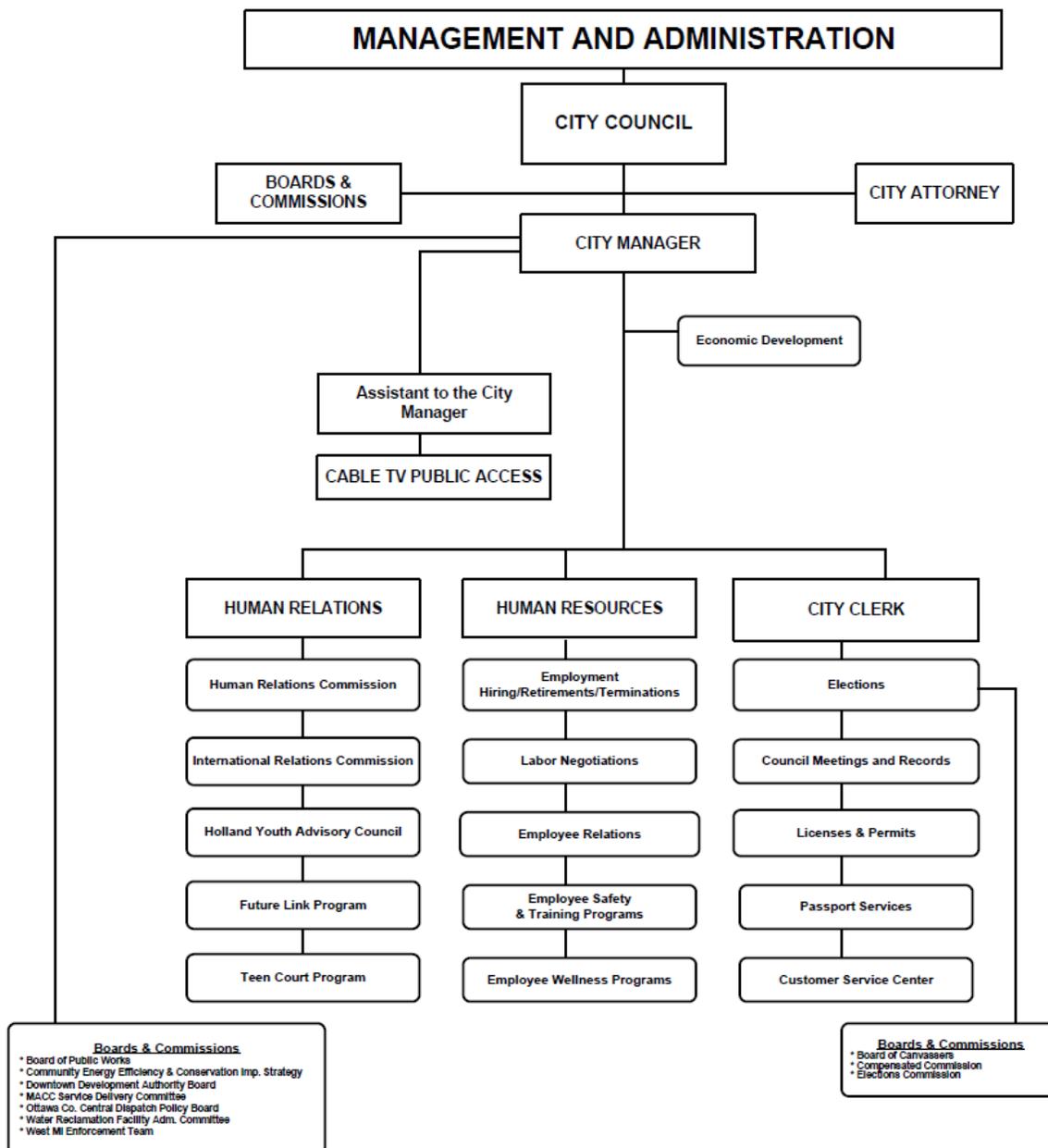
MANAGEMENT & ADMINISTRATION

INTRODUCTION

The City Manager is appointed by City Council and is the Chief Administrative Officer for the City. The Management & Administration Group includes six departments: City Manager, City Clerk, Cable TV Public Access, Human Resources, Human Relations and Board and Commissions.

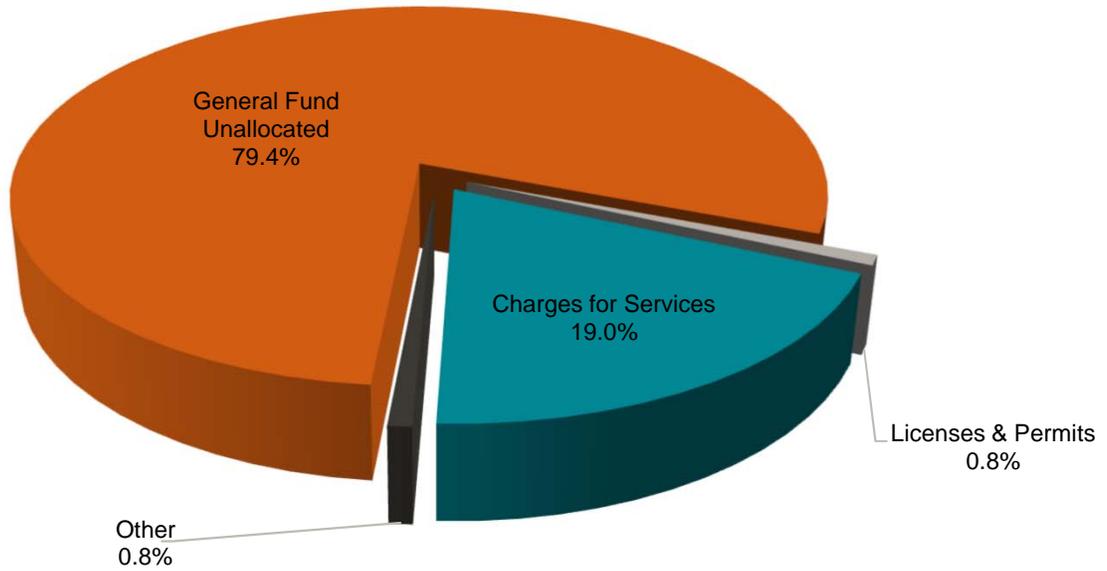
This group is responsible for the implementation of legislative responsibilities through adoption of ordinances and establishment of policies, communications to citizens and overall management of the general city, including the employees.

GROUP ORGANIZATION CHART

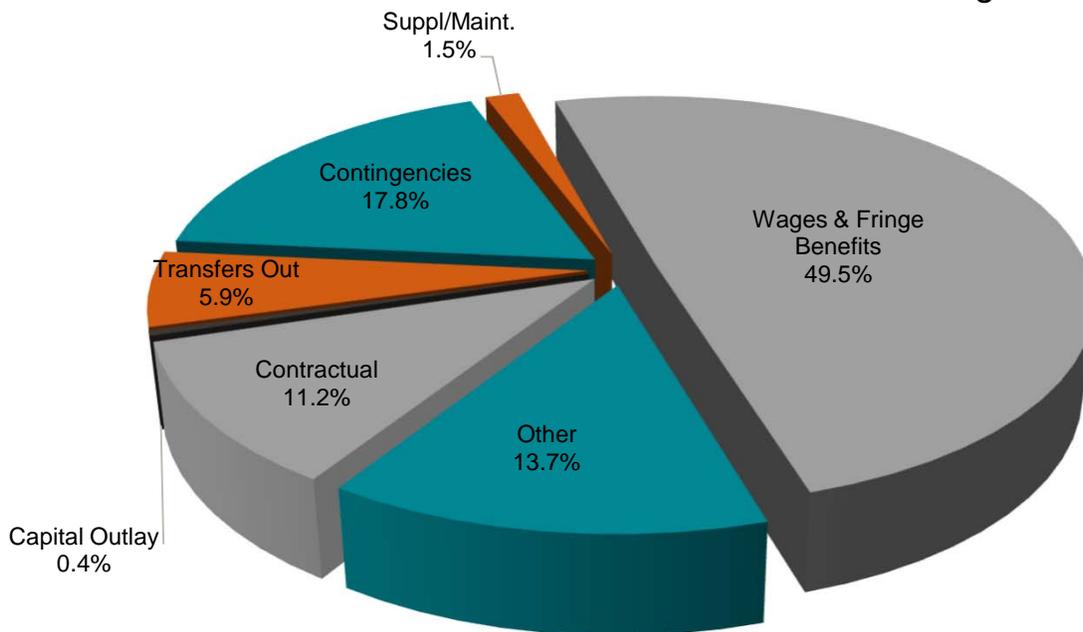


MANAGEMENT & ADMINISTRATION

Funding Sources



Funding Uses



MANAGEMENT & ADMINISTRATION

GROUP SUMMARY

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING USES ACROSS FUNDS - -

FUND TYPES -

General	\$ 1,477,855	\$ 1,701,553	\$ 1,838,261	\$ 1,861,645	\$ 2,499,160
Special Revenue	549,157	471,948	690,790	677,370	472,307
TOTAL FUND TYPE	\$ 2,027,012	\$ 2,173,501	\$ 2,529,051	\$ 2,539,015	\$ 2,971,467

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 2,550	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	23,485	25,607	24,000	25,000	25,000
Charges for Services	569,880	542,712	553,200	569,500	566,200
Interest & Rents	4,800	2,008	3,000	2,200	2,200
Other	-	170	500	3,600	7,000
Transfers In	104	4,234	3,563	3,563	14,715
TOTAL SOURCES	\$ 600,819	\$ 574,731	\$ 584,263	\$ 603,863	\$ 615,115

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 711,415	\$ 789,225	\$ 862,730	\$ 856,027	\$ 1,050,362
* Benefits - Incl. NonWorking Wages	224,389	236,910	272,965	275,319	335,003
* Mandatory Employer Costs	57,744	61,530	73,131	73,445	86,683
Other Current Expenditures -					
* Supplies / Maintenance	43,021	59,013	42,700	38,830	44,000
* Contractual Expenditures	294,754	382,013	390,370	432,942	331,950
* Other	347,523	390,735	436,655	415,252	407,235
Capital Outlay	53,666	19,075	19,500	16,200	12,000
Transfers Out	294,500	235,000	391,000	391,000	175,000
Contingencies	-	-	40,000	40,000	529,234
TOTAL USES	\$ 2,027,012	\$ 2,173,501	\$ 2,529,051	\$ 2,539,015	\$ 2,971,467

- - STAFFING - -

Personnel Services Total Amount	\$ 993,548	\$ 1,087,665	\$ 1,208,826	\$ 1,204,791	\$ 1,472,048
* Full-Time Positions	9.17	9.25	10.25	10.50	11.50
* Part-Time Positions @ F.T.E.	4.95	6.70	5.80	5.95	7.30
* Elected Officials (Not @ F.T.E.)	9.00	9.00	9.00	9.00	9.00

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

ADMINISTRATIVE

Goal

- Develop a Structure, Staffing, and Succession plan that is fiscally sustainable and empowers the City Manager to execute City Council's goals.
 - **Have begun discussions with members of the Leadership Team to build a formal succession plan, to meet the unique needs of each department. Have also begun targeted training opportunities and cross-training for key employees within various departments.**

Action

- Completion of Management Organization Structure and Efficiency Study (MOSES).
 - **Completed the first year/phase one of implementation.**
- 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).
 - **No Action.**
 - Determine total annual cost to maintain target building quality levels and to replace.
 - **No Action.**
 - Provide existing revenue projections and debt service projections.
 - **No Action.**

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.
 - **Inventory of Park assets has been completed. Remainder of project to be completed Spring/Summer 2018.**

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

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.
 - **Status: Bonds were sold on January 18, 2018 with estimated savings of \$18,545,881.**
- Research total annual costs and evaluate the need for additional Public Safety Headcount and Structure Changes.
 - **Status: Both police and fire are still well below staffing levels compared to previous staffing counts. We continue to attempt to increase staffing levels for key positions in both departments.**

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 %.
 - **Status: Complete – The parties agreed to continue to use 5.75% of gross electric retail sales revenue. It was also agreed to use a process of looking back after the completion of the year to identify the additional net income generated by wholesale electric sales and determine an appropriate sharing based on the needs of both entities.**
- Successfully implement Fiber Internet to Downtown Holland based on the business case and begin tracking results.
 - **Status: In progress – Four different capital recovery models were shared with the Board and Council. Next step will be to show the capital cost for building out to a defined area to identify the necessary subscription level (take rate) to pay for the investment under a rate recovery model as well as a possible assessment process to achieve the same. The schedule is to have this presented in February.**
- Implement engineering plan and fully fund Fiber Internet Downtown.
 - **Status: In progress – Engineering is complete, >80 new customers are being connected and service will commence by January 31, 2018.**

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

Action

- Joint sessions with HBPW Board and City Council.
 - **Status: Complete – Joint meeting was held on May 24, 2017.**

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.
 - **On track.**
- Sidewalks repair and infill annual cost.
 - **On track.**
- Traffic study (two-way on 7th and 9th).
 - **Underway.**
- Evaluating existing truck routes.
 - **Underway.**

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).
 - **Under City Manager's Office. Contract recommendation in February 2018.**
- 6th Street Development Opportunities.
- Waterfront Vision.
 - **In progress – Committee moving forward.**
- Review Downtown management.
 - **Under City Manager's Office.**
- Review assessment of hotels.
 - **In progress.**
- Find PSD outside funding/sponsorships for events.
 - **In progress.**

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

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.
- 6th 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.

The City Council serves as the legislative branch of the Holland City government by establishing the final policy decisions affecting City government developed through a cooperative effort with the Holland Board of Public Works, and all other citizen advisory commissions, special task forces, and neighborhood organizations; by developing a climate which will continue to provide a strong residential, commercial and industrial base which will enhance and sustain the social, economic and cultural quality of life for its citizens; and by participating in the Macatawa Area Coordinating Council to continue to strengthen the area cooperation of the Holland/Zeeland area governmental units. In order to identify priorities to give direction to staff, Council members vote on their highest priorities each year at an annual Advance event. The City Council held its 2018 Advance on Saturday, January 27, 2018. The priorities that received support via a modified dotocracy process were:

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

Rank	Priorities (0 – 5 Points System)	
1	James DeYoung Property Vision Development	35
2	City Manager	34
3	Operations and Maintenance Funding for Snowmelt – Residential Arteries	29
3	Maintenance of Facilities	29
5	Staffing Study Recommendations	28
5	Public Safety Resources, Staff and Equipment	28
5	Continued Long-Term Financial Planning	28
5	Senior Leadership Succession Planning	28
5	Community-Wide Inclusion and Diversity	28
10	Growhouse Final Plan	27
11	Consider a Housing Commission or Task Force, Including Regional Representation	26

1. James DeYoung Vision Development.
 - Budgeting to include project development funds (\$50,000).
 - Advisory Task Force in place and reviewing future steps.
2. City Manager.
 - Governance Training (\$9,200). Scheduled to begin August 2018.
3. Operations and Maintenance Funding for Snowmelt (\$50,000).
4. Maintenance of Facilities.
 - Municipal Capital Improvement Fund Dollars (\$75,000 Buildings; \$50,000 Parks).
 - Individual department capital improvements and funding for designated facilities in place.
5. Staffing Study Recommendations.
 - Management, Organizational Structure, and Efficiency Study (MOSES) Evaluating and completing Priority #1 Recommendations.
 - Assistant City Manager, Succession Planning, Community & Neighborhood Services Assistant Director in the proposed FY 19 budget.
6. Public Safety Resources, Staff and Equipment.
 - Fire Vehicle Replacement Fund – \$250,000 for Fiscal Year 2019.
 - Evaluating and determining future additional funding. Personal Property Tax Reimbursement.

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

7. **Continued Long-Term Financial Planning.**
 - Evaluate and determine current trends and potential revenue changes in the future.
8. **Senior Leadership Succession Planning.**
 - Priority for all department directors.
 - Implementation of the MOSES Study recommendations.
 - Human Resources priority.
 - Deputy Finance Director position (\$93,300) in the proposed FY 19 budget.
9. **Community-Wide Inclusion and Diversity.**
 - Research and determine cost to implement quantitative study and establishment of focus groups (\$15,000).
10. **Growhouse Final Plan.**
 - \$550,000 in Municipal Capital Improvement Fund (\$471,000 growhouse and remaining amount from Windmill Island Gardens excess.
 - Completion with current budget funding.
11. **Consider a Housing Commission or Task Force with Regional Representation.**

MANAGEMENT & ADMINISTRATION

GENERAL FUND - CITY COUNCIL

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Number of Regular Scheduled Legislative Sessions	24	24	24	24
	Number of Special Called Legislative Sessions	10	5	10	10
	Number of Study Sessions	19	24	20	20
	Number of Council Actions (Calendar Year)	701	716	715	715
	Number of Ordinances Adopted	22	19	40	20
	*Facebook Posts on Legislative-Policy-Related	8	8	4	5
	Post Reach (Post is Viewed in Users Newsfeed)	-	20,091	22,000	22,000

*Data from Public Information Coordinator

MANAGEMENT & ADMINISTRATION

GENERAL FUND - CITY COUNCIL

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -
General Fund Unallocated Revenue	175,472	253,008	208,974	220,652	207,338
TOTAL SOURCES	\$ 175,472	\$ 253,008	\$ 208,974	\$ 220,652	\$ 207,338

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 63,449	\$ 68,409	\$ 67,650	\$ 70,162	\$ 70,750
* Benefits - Incl. NonWorking Wages	2,045	4,595	5,333	3,970	3,755
* Mandatory Employer Costs	4,840	5,776	5,291	5,452	5,483

Other Current Expenditures -

* Supplies / Maintenance	3,485	3,262	2,700	2,200	2,200
* Contractual	10,263	12,078	11,000	12,365	8,000
* Other	91,390	158,888	117,000	126,503	117,150

TOTAL USES	\$ 175,472	\$ 253,008	\$ 208,974	\$ 220,652	\$ 207,338
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- - STAFFING - -

Personnel Services Total Amount	\$ 70,334	\$ 78,780	\$ 78,274	\$ 79,584	\$ 79,988
* Full-Time Positions	0.20	0.20	0.20	0.20	0.20
* Elected Officials	9.00	9.00	9.00	9.00	9.00

MANAGEMENT & ADMINISTRATION

CITY MANAGER

DEPARTMENT MISSION STATEMENT

To improve the service and program capabilities of the City organizations through the effective and efficient forecasting and planning of financial, manpower and material needs of the City; to assist the City Council in developing the City's needs in services and programs; and 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 PLAN

- 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).
 - 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).

ADMINISTRATIVE

- Middle-Management Leadership Academy II (September 1, 2017--Assuming FY18 Budget Approval).
 - Nothing implemented as of end of 2017. Anticipated to begin process in Spring 2018, once new City Manager is onboard.
- Citywide Recognition Program Strategic Plan (September 30--Human Resources Director).
 - Not implemented as of end of 2017. Have begun the planning process and hope to roll out the strategic plan document in Spring or early summer 2018.
- Succession Plan Identified for all Departments (by November 1, 2017) with Internal and/or External Succession Processes Initiated (November 1, 2017).
 - Currently working with Department Directors to identify key staff for succession plan. Have provided training opportunities (West Coast Leadership enrollment, certification programs, etc.) to some of these individuals already and anticipate further training opportunities for the remainder of the FY. Will have a formal succession plan document drafted, after new City Manager is onboard, and is able to give input.
- Succession Appointments Made when financial feasible and phase in the remainder (January 30, 2018).
 - Nothing completed on this item, due to vacancy of City Manager.

FINANCIAL

- Assess building conditions for a PASER-type rating system and report at a study session (July 19, 2017).
 - No action taken yet.
- 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).
 - There has not been a specific Sinking Fund established, but \$679,873 was transferred into the Municipal Capital Improvement Fund (MCIF) at the end of FY17, which

MANAGEMENT & ADMINISTRATION

CITY MANAGER

represented the excess of revenues over expenses for the year. Those funds can be appropriated by Council as needed.

PARKS

- Assess park conditions for a PASER-type rating system and report at a study session (May 24, 2017).
 - Inventory of assets has been completed. Rating will take place in Spring/Summer of 2018.

PUBLIC SAFETY

- Include high priority changes (K-9) and positions in FY 2018 proposed budget (\$22,000 in FY 18 budget).
 - K9 has been added and is operational. We continue to look at other positions that were lost to potentially bring back.
- Review a Five-Year Plan for Fire Station Renovations from the growing Sinking Fund (Municipal Capital Improvement Fund Five Year Plan).
 - Captain Tinney has met with building professionals to develop a mid-range (3 to 4-year plan) related to building renovations.

HOLLAND BOARD OF PUBLIC WORKS DIVIDEND/TRANSFER

- Schedule special and joint meeting for May or June 2017.
 - Complete - Joint meeting was held on May 24, 2017.
- Determine if satisfied with progress at the above special joint meeting and budget accordingly in successive fiscal years.
 - Complete – The parties agreed to continue to use 5.75% of gross electric retail sales revenue. It was also agreed to use a process of looking back after the completion of the year to identify the additional net income generated by wholesale electric sales and determine an appropriate sharing based on the needs of both entities.
- Implement engineering plan and fully fund Fiber Internet Downtown Holland.
 - In progress – Engineering is complete, >80 new customers are being connected and service will commence by January 31, 2018.
- 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.
 - In progress – Four different capital recovery models were shared with the Board and Council. Next step will be to show the capital cost for building out to a defined area to identify the necessary subscription level (take rate) to pay for the investment under a rate recovery model as well as a possible assessment process to achieve the same. The schedule is to have this presented in February.

STREETS

- 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).
 - Complete.
- Budget increased capital allocations toward sidewalk repair and in-fill according to a Five-Year Plan to be developed (\$75,000 in FY18 Budget).
 - Complete.

MANAGEMENT & ADMINISTRATION

CITY MANAGER

- Two-Way Traffic Study and Truck Route Review Study (\$25,000 in FY 18 budget).
 - Underway.

DOWNTOWN

- Review a contract with private sector event management firms after a RFP/RFQ process (Complete by June 30, 2017).
 - In progress, Civic Center Board to recommend in early February 2018.
- 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).
 - Consolidated under City Manager to evaluate assessments.
- Conduct a charrette for creation of a detailed Business Plan for the 8th Street Marketplace expansion (in numbers and types of markets) (September and October 2017).
 - Held until event manager is in place.
- Collaborate with the James De Young Decommissioning process and conduct a charrette on re-development of this site when no larger needed for any power purpose. Coordinate this outcome with West 8th Street and Lake Macatawa land ownership evolution (\$25,000 in FY 18 Budget, Date TBD).
 - Land review progress is in place (Jan. 2018); Community stakeholders being involved in the process.
- Complete paperwork for undergrounding power, snowmelt and other utilities under the CSX railroad tracks for the 6th Street innovation District Redevelopment (By December 2017).
 - July 2018.

ECONOMIC DEVELOPMENT

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

COMMUNITY RELATIONS

- Determine and assign affordable housing strategies to the Community and Neighborhood Services Department’s planners (Upon start in May 2017).
 - In process with the NIC and CNS Dept. staff. Set up workshops and training sessions with Ryan Kilpatrick of Ottawa Next.
- 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).
 - The City Council meets with representatives from Holland Public Schools monthly and then with full board of education and Brian Davis quarterly. The Human Relations Commission currently hosts the quarterly Community Network for Education. The boards and commissions continue to build on the Building Bridges Calendar for our Community.

MANAGEMENT & ADMINISTRATION

CITY MANAGER

- Budget for more staff assistance to the Human Relations Coordinator's efforts (\$23,400 in FY 18 budget).
 - A part-time employee was hired in August 2017.
- Assign the Deputy City Clerk to collaborate with the Human Relations Coordinator to develop consistent non-discrimination ordinance language (By December 2017).
 - Collaboration to date.
- Eliminate barriers to new development and re-development.
 - In process. We continually look for opportunities to streamline our processes. We submitted our Redevelopment Ready Community Inventory and Plan to the State last summer and look forward to identifying additional streamlining and business friendly review/permitting processes as well as marketing processes.
- Add a water feature for Downtown and/or a neighborhood park.
- 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).
 - Interpretive Plan has been completed. Landscaping plan will follow with recommendations on how to implement the Interpretive Plan.
- 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).
 - We continue to post events and otherwise all "good things about Holland" via Facebook, Twitter, Instagram, City Website, and monthly e-news. Videos are posted to our YouTube channel. We try to create interesting, informative and engaging posts in an effort to widen our reach and gain more likes and subscribers. The "behind the scenes" posts give the viewer an inside look at a something they might not otherwise get to see. For example: Holland artists in ArtPrize, Downtown Living. We have increased our "likes" on Facebook and Instagram, "followers" on Twitter and subscribers to our monthly e-news. We tag other organizations in a post when relevant. We link to "National Calendar" days when relevant to promote Holland. For example: "National Cut Your Energy Costs Day" promoting Holland Energy Fund. We link to other organizations posts about Holland, when relevant, to further our reach. We have just started the revamp of the www.enjoyhollandmichigan.org website. The target audience for this website is anyone thinking about moving to Holland or is interested about the community of Holland. The completion date is targeted for May 2018. A launch campaign will be forthcoming. We are working with Fairly Painless Advertising on this project.
- Work to complete the FY 18 City Manager's Budget Theme to focus on Master Plan 2017 Implementation and Infrastructure and Service Reinvestment by:
- 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 (8th Street Marketplace improvements, ice rink, water play feature, community message boards).
 - Fundraising is in process. Construction is on time. Est. completion by November 2018.
- 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).
 - Have backfilled several vacant and new positions already (IT, Transportation, Fire, Police,

MANAGEMENT & ADMINISTRATION

CITY MANAGER

DDA/PSD, Human Resources, CNS, Human Relations, Parks and Rec.). The Deputy Finance Director position is not being recruited for, per the request of the Finance Director (on hold for now).

- 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).
 - Ongoing process, which has been well received.
- 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.
 - In process.
- 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).
 - Included in MCIF for 2019.
- 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).
 - No action.
- Sustain the Holland Youth Connections program and work to integrate at-risk youth into the fabric of the community and eliminate recruitment opportunities for gangs (\$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%.
 - During the 2017 Summer Session we employed 67 youth. We worked with 11 Employers (4 new employers) and 4 non-profit employers. Revenue source breakdown 42% donations and 58% contribution from employers. The program was completed in August 2017.
- Ramp-up Downtown neighborhood investments via getting to 95% in rental inspections per year.
 - We have stabilized at 92%.
- 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).
 - TAP Grant that was funding major aspects of project was withdrawn by MDOT after bridge crossing was not approved by landowner. Pathway and water main projects are currently under review for being completed during the 2018 calendar year.
- 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

- **A fund-raising effort for the Civic Center has raised \$2.1 million to date with the expectation of additional funds. DeGraaf Nature Center received significant amounts of grant funding and donations for the renovation project. A \$100,000 grant forestry grant was received to replace the City's tree canopy.**

CIVIC CENTER PLACE

- **Completion of building construction and site improvements.**
- **Establish initial programming.**

ORGANIZATION

- **Orientation for new City Manager.**
 - **Assistant City Manager.**
 - **Clerk's Office.**
 - **Deputy Finance Director.**
 - **Downtown organization.**
 - **Assistant in Community & Neighborhood Services.**
 - **Evaluate snowmelt assessment formulas.**
 - **Personal property tax losses.**
-
- **James DeYoung/waterfront/north downtown area planning effort.**
 - **Renovation/transformation of greenhouse.**
 - **Significantly increase minority representation on Boards/Commissions/Committees.**

MANAGEMENT & ADMINISTRATION

GENERAL FUND - CITY MANAGER

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-		
General Fund Unallocated Revenue		331,908		346,294		452,208		447,188	490,887	
TOTAL SOURCES	\$	331,908	\$	346,294	\$	452,208	\$	447,188	\$	490,887

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$	188,860	\$	197,932	\$	179,730	\$	176,238	\$	302,417
* Benefits - Incl. NonWorking Wages		80,058		77,373		80,940		90,765		127,299
* Mandatory Employer Costs		15,215		16,584		15,638		17,175		25,946

Other Current Expenditures -

* Supplies / Maintenance		3,712		3,200		2,550		3,460		3,000
* Contractual		1,859		417		101,000		101,000		1,000
* Other		42,204		50,788		72,350		58,550		31,225

TOTAL USES	\$	331,908	\$	346,294	\$	452,208	\$	447,188	\$	490,887
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- - STAFFING - -

Personnel Services Total Amount	\$	284,133	\$	291,889	\$	276,308	\$	284,178	\$	455,662
* Full-Time Positions		1.97		2.05		2.05		2.35		3.35
* Part-Time Positions @ F.T.E.		1.00		0.85		0.15		0.10		0.00

MANAGEMENT & ADMINISTRATION

ELECTIONS AND VOTER REGISTRATION

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN

- To provide supplies, materials, voting machines and trained staff for polling places for 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.
 - **Successfully completed 3 elections.**
- To obtain inspectors from both political parties and train them in the use of the E-Poll book for all elections and polling locations.
 - **On-going.**
- To purchase various election equipment to replace privacy screens and precinct supply cases for all polling locations (\$1,914).
 - **On order 02/2018.**
- To collaborate with other jurisdictions to purchase E-Poll books (15-17 laptops) to replace exiting laptops for FY 2018 (\$6,500).
 - **Completed 9/2017 \$6000.**
- 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.
 - **Held voter registration event at HPS 5/2017; demonstration of new election equipment at Herrick Library 9/2017.**
- To coordinate with new Allegan County Clerk.
 - **Minimal.**
- To establish safety plans at all polling locations.
 - **1 location in progress.**
- To provide supplies, materials, voting machines and trained staff for polling places for elections in August 2018 (State Primary), November 2018 (General), and probable May 2019 (Special - Holland Schools or other proposals); process voters and tabulate results.
- To recruit inspectors from both major political parties; train and certify all inspectors on the use of the new voting equipment; provide additional training for inspectors on the use of the E-Poll book.
- To purchase various election equipment to replace privacy screens for all polling locations. July 15, 2018.
- To work with all schools and senior centers in the City of Holland, including Hope College, to help inform voters and prospective voters of all elections and procedures; increase use of social media for elections communications.

MANAGEMENT & ADMINISTRATION

ELECTIONS AND VOTER REGISTRATION

- **To coordinate more with the Allegan County Clerk.**
- **To establish safety plans at all polling locations, in collaboration with Holland Public Safety October 1, 2018.**
- **To reclassify staff as 1 FTE, which would include Elections responsibilities (see Clerk's Office Plan) September 1, 2018.**

MANAGEMENT & ADMINISTRATION

GENERAL FUND - ELECTIONS / VOTER REGISTRATION

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Number of Registered Voters for November Election	23,825	25,250	24,624	25,000
	August	-	24,183	-	25,000
	May	23,989	24,325	25,000	25,000
	Total Number of Elections	4	3	3	3
	Regular	3	2	2	2
	Special	1	1	1	1
	Average Number of Election Workers per Precinct	6	5	5	5
	Voting Station Election Officials				
	Chairperson	17	16	16	16
	Election Worker	65	65	65	65
	Voter Turnout				
	August	-	5,917	-	9,000
	November	3,732	15,260	5,954	9,000
	February	8,784	-	-	-
	May	2,167	2,698	2,200	2,500
	Absentee Voters				
	August	-	1,520	-	1,600
	November	1,207	3,286	1,555	1,600
	February	1,540	-	-	-
	May	1,078	1,156	1,100	1,000
Efficiency	% Turnout per Election				
	August	-	24.47%	-	36.00%
	November	16.00%	60.44%	24.18%	36.00%
	February	36.69%	-	-	-
	May	9.03%	11.09%	8.80%	10.00%

MANAGEMENT & ADMINISTRATION

GENERAL FUND - ELECTIONS / VOTER REGISTRATION

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 2,550	\$ -	\$ -	\$ -	-
Charges for Services	36,294	10,552	23,000	23,200	15,000
General Fund Unallocated Revenue	28,297	76,204	33,921	31,951	76,035
TOTAL SOURCES	\$ 67,141	\$ 86,756	\$ 56,921	\$ 55,151	\$ 91,035

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 41,745	\$ 67,291	\$ 30,375	\$ 27,505	\$ 63,500
* Benefits - Incl. NonWorking Wages	42	111	116	40	50
* Mandatory Employer Costs	749	1,360	355	360	560
Other Current Expenditures -					
* Supplies / Maintenance	9,931	8,776	6,400	6,400	8,000
* Contractual	9,288	2,940	6,250	9,350	12,000
* Other	5,386	6,278	13,425	11,496	6,925
TOTAL USES	\$ 67,141	\$ 86,756	\$ 56,921	\$ 55,151	\$ 91,035

- - STAFFING - -

Personnel Services Total Amount	\$ 42,536	\$ 68,762	\$ 30,846	\$ 27,905	\$ 64,110
* Full-Time Positions	0.00	0.00	0.00	0.00	0.00
* Part-Time Positions @ F.T.E.	1.50	2.25	0.95	0.95	2.00

MANAGEMENT & ADMINISTRATION

CITY ATTORNEY

DEPARTMENT 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-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-
General Fund Unallocated Revenue		197,270		193,553		201,600		193,600
TOTAL SOURCES	\$	197,270	\$	193,553	\$	201,600	\$	193,600

FUNDING USES -

Other Current Expenditures -

* Contractual	\$	197,270	\$	193,553	\$	201,600	\$	193,600	\$	193,600
TOTAL USES	\$	197,270	\$	193,553	\$	201,600	\$	193,600	\$	193,600

- - STAFFING - -

Positions: Not Applicable

MANAGEMENT & ADMINISTRATION

CITY CLERK

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN

- To assist all departments with records management for paper documents; to establish an accurate inventory of stored documents; to work with the Holland Historical Trust to allow for storage of and access to permanently retained City documents and artifacts.
 - Ongoing; New contract with HHT in process and targeted for June 1, 2018 approval.
- To complete the re-codification of the city ordinances with General Code (entering third year of process) and maintain every 15 years (\$10,500).
 - Completed; notices published 2/2018.
- To send Deputy City Clerk and Administrative Aide to conferences for continuing education to obtain Certified and Masters Certifications (\$3,665).
 - AA targeted to complete CMC program 3/2018; continuing education ongoing; possible IIMC Conference attendance in May.
- To send staff annually to Customer Service seminars (\$440.00).
 - Attended Notary Public Workshop.
- 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).
 - Laptop set up, freeing counter space.
- Annually Passport Fairs; Hope College and Civic Center when completed (\$0).
 - Held 1 (One) Fair at Hope College 10/2017.
- Update Plat Map to be available for use online with links to property documents (\$0).
 - In process; currently setting up data in uniform layout.
- Additional Lobby signage indicating Customer Service location (\$200).
 - Not yet done.
- Increase offerings at Customer Service desk, serving all departments (\$0).
 - Ongoing.
- To include Welcoming / Family Link funding into City Clerk's budget by increasing operational line item for brochures, magnets, bags, postage (\$1,000).
 - Name changed to Welcome Initiative; no separate line item created; spent about \$700 so far; postage is part of Postage General line item.
- Hire new City Clerk.
 - Before July 1, 2018.
- Evaluate Clerk's Office staffing (\$0).
 - September 1, 2018.

MANAGEMENT & ADMINISTRATION

CITY CLERK

- **Reclassify or add Records Management / Risk Management position to include oversight of insurance requirements in regards to contracts (reclassify PT position to FT).**
 - **September 1, 2018.**
- **Assist all departments with records management for paper documents; conduct an accurate inventory of stored documents (\$0).**
 - **September 1, 2018.**
- **Send City Clerk and Executive Assistant to conferences for continuing education to obtain Certified and Masters Certifications (\$3,335).**
 - **April 1, 2019.**
- **Evaluate Front Desk duties/staffing.**
 - **September 1, 2018.**
- **Send staff to Customer Service Seminars (\$440).**
 - **May 1, 2019.**
- **Continue the 50% funding of Customer Service personnel, shared with CNS, and increase services to the community during all regular business hours.**
 - **June 30, 2019.**
- **Evaluate Passport Program.**
 - **September 1, 2018.**
- **Hold Passport Fair at updated Civic Center \$(0).**
 - **March 1, 2019.**
- **Update Plat Map to be available for use online with links to property documents (\$0).**
 - **June 1, 2019.**
- **Add operational line item in City Clerk's budget for Welcome Initiative funding for brochures, magnets, bags, postage costs (\$0).**
 - **July 1, 2018.**

MANAGEMENT & ADMINISTRATION

GENERAL FUND - CITY CLERK

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Licenses & Applications				
	Business Licenses and Permits Issued	271	314	320	320
	Passports	643	1,008	2,132	2,200
	Ordinances				
	Ordinance Adopted	22	19	40	20
	Council - Regular, Special, Closed Meetings (Total)	55	56	56	55
	Compensation Commission Meetings	-	1	-	1

MANAGEMENT & ADMINISTRATION

GENERAL FUND - CITY CLERK

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Licenses & Permits	\$ 23,485	\$ 25,607	\$ 24,000	\$ 25,000	\$ 25,000
Charges for Services	24,859	35,732	31,200	71,200	76,200
General Fund Unallocated Revenue	223,322	230,153	265,911	217,889	231,187
TOTAL SOURCES	\$ 271,666	\$ 291,492	\$ 321,111	\$ 314,089	\$ 332,387

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 159,775	\$ 177,166	\$ 186,975	\$ 185,525	\$ 196,772
* Benefits - Incl. NonWorking Wages	52,923	55,908	62,816	57,550	62,663
* Mandatory Employer Costs	12,650	13,878	16,025	15,425	16,582

Other Current Expenditures -

* Supplies / Maintenance	8,317	7,890	7,600	7,550	7,300
* Contractual	8,844	4,211	8,400	8,400	4,900
* Other	29,157	32,439	39,295	39,639	44,170

TOTAL USES	\$ 271,666	\$ 291,492	\$ 321,111	\$ 314,089	\$ 332,387
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- - STAFFING - -

Personnel Services Total Amount	\$ 225,348	\$ 246,952	\$ 265,816	\$ 258,500	\$ 276,017
* Full-Time Positions	2.00	2.00	2.00	2.00	2.00
* Part-Time Positions @ F.T.E.	1.75	2.50	2.30	2.55	2.65

MANAGEMENT & ADMINISTRATION

HUMAN RESOURCES

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.
 - Status: Completed phase I with hiring FY18 budgeted positions. On-going implementation for future phases.
- 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).
 - Status: Completed & on-going. We have hired three Holland HS students (two semesters and one summer "intern") and experienced a positive employee/employer benefit from this partnership.
- Retain current talent through employee development and engagement and build a succession plan for all City departments.
 - Status: On-going. Have had employees attend the West Coast Leadership Program, various certification programs, and encouraged employees to take advantage of the City's tuition reimbursement program. I have also begun to meet with Department leaders to build a customized approach based off their specific needs and concerns. Departments have been taking the approach of cross training to expose high potential employees to other areas of their departments, as well. This will continue into the next Fiscal year, once we have a new City Manager onboard and receive further direction.
- 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.
 - Status: Completed. We had a great turnout to our annual Benefits Open Enrollment meeting and have seen a positive shift towards more cost-effective health insurance elections, through these educational efforts. The City (not BPW) went from an 18% enrollment to a 34.8% enrollment in the High Deductible Health Plan with Health Savings Account, for the 2018 plan year. We have also experienced more employee engagement in regards to retirement savings, including new hires. We will continue to offer educational meetings and begin to tie wellness incentives (financial wellness) to retirement planning.
- Implement a robust safety program, in collaboration with Holland Board of Public Works (\$15,000) and form a City Safety Committee (August 2017).
 - Status: On-going. We partnered with HBPW to offer some safety training for our Parks and Transportation Departments. The City Safety Committee will be formed in Spring 2018.

MANAGEMENT & ADMINISTRATION

HUMAN RESOURCES

- Create a Short-Term Disability summary plan document, in collaboration with Holland BPW (July 2017).
 - **Status: In-progress. I am working with Jon Hofman from the BPW to implement this document. We did make a significant change to the length of the benefit (from a year to six months), which went into effect January 1, 2018.**
- Reduce Work Related Injuries through several different avenues, such as: continued safety training and education efforts through our partnership with Holland BPW, utilizing tools through the City's Workers Compensation insurance carrier and Workplace Health provider, and tying wellness incentives to the City's safety program. All of this will involve the safety committee's efforts and initiatives.
 - **Ongoing. Estimated date of completion is May 2019.**
- Improve the City's new hire onboarding and orientation program. This will create a consistent and positive experience for new talent and streamline our internal processes.
 - **Estimated completion is January 2019.**
- Implement a formal succession plan for each City Department. This customized approach will meet the unique needs of each department, as we begin to plan for the future, capitalizing the strengths and ambitions of our current employees, and identifying potential gaps throughout the organization. These gaps can help to guide our future hiring strategies and recruiting efforts.
 - **Estimated completion is October 2018.**
- Provide employees more online resources for health and wellness programming. Implement an open enrollment online tool through existing City technology, encourage and educate employees to take advantage of Priority Health web tools (virtual visits, MyHealth, WebMD), and offer wellness training tools and incentives.
 - **Estimated completion time February 2019.**

MANAGEMENT & ADMINISTRATION

GENERAL FUND - HUMAN RESOURCES

PERFORMANCE MEASURES		FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Number of Employees (Full-Time and Part-Time A)	186	176	179	181
	Number of New Hires (Full-time and Part-Time A)	10	13	12	20
	Number of Labor Contract Settlements	0	2	0	0
	Number of Recordable Work Compensation Claims (Calendar Year)	16	21	24	15
	Number of Lost Time Accidents (Calendar Year)	6	2	4	3
	Number of Lost Days (Calendar Year)	468	203	300	200

MANAGEMENT & ADMINISTRATION

GENERAL FUND - HUMAN RESOURCES

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ -	\$ -	\$ -	\$ -	-
General Fund Unallocated Revenue	212,204	328,559	286,761	337,625	370,907
TOTAL SOURCES	\$ 212,204	\$ 328,559	\$ 286,761	\$ 337,625	\$ 370,907

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 68,239	\$ 82,606	\$ 127,000	\$ 132,897	\$ 143,748
* Benefits - Incl. NonWorking Wages	29,255	35,975	56,075	55,274	71,505
* Mandatory Employer Costs	8,339	7,779	11,709	12,025	13,823
Other Current Expenditures -					-
* Supplies / Maintenance	2,884	4,454	2,800	5,350	3,800
* Contractual	55,040	166,331	27,170	83,227	73,000
* Other	48,447	31,414	62,007	48,852	65,031
TOTAL USES	\$ 212,204	\$ 328,559	\$ 286,761	\$ 337,625	\$ 370,907

- - STAFFING - -

Personnel Services Total Amount	\$ 105,833	\$ 126,360	\$ 194,784	\$ 200,196	\$ 229,076
* Full-Time Positions	1.60	1.60	2.60	2.60	2.60
* Part-Time Positions @ F.T.E.	- 0 -	0.15	0.20	0.40	0.60

MANAGEMENT & ADMINISTRATION

GENERAL FUND - BOARDS AND COMMISSIONS

PERFORMANCE MEASURES		FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	CVS Boards/Project/Program Volunteers				
	Boards and Commissions Volunteers	211	220	35	35
	Females	75	80	74	80
	Minorities	25	25	17	25
	DeGraaf Nature Center Volunteers	150	150	150	150
	Teen Court Coordinator, Jurors and Assistants	60	70	82	90
	Victims Services Unit	20	18	14	20
	Recreation Dept. Volunteers	250	256	317	317
	Youth Council Volunteers	50	55	38	40
	Miscellaneous Volunteers (Downtown Events, Interns, Etc.)	2,300	125	125	125
	Total	3,041	894	761	777
	CVS/Boards/Project/Program Hours				
	Boards and Commissions	5,462	4,950	5,000	5,000
	DeGraaf Nature Center Volunteers	900	1,110	1,181	1,200
	Teen Court Coordinator, Jurors and Assistants	145	150	357	400
	Victims Services Unit Volunteers	250	560	359	400
	Recreation Dept. Volunteers	4,000	4,761	4,985	4,985
Youth Council Volunteers	734	920	650	650	
Miscellaneous Volunteers (Downtown Events, Interns, Etc.)	7,472	750	750	750	
Total	18,963	13,201	13,282	13,385	

MANAGEMENT & ADMINISTRATION

GENERAL FUND - BOARDS AND COMMISSIONS

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$	-	\$	-	\$	-	\$	-		
General Fund Unallocated Revenue		4,319		6,970		9,247		7,678	8,988	
TOTAL SOURCES	\$	4,319	\$	6,970	\$	9,247	\$	7,678	\$	8,988

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$	2,965	\$	4,204	\$	3,800	\$	3,825	\$	4,125
* Benefits - Incl. NonWorking Wages		1,024		2,298		2,245		1,998		2,188
* Mandatory Employer Costs		257		322		327		305		350

Other Current Expenditures -

* Supplies / Maintenance		1		2		400		400		400
* Contractual		-		-		1,400		600		900
* Other		72		144		1,075		550		1,025

TOTAL USES	\$	4,319	\$	6,970	\$	9,247	\$	7,678	\$	8,988
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- - STAFFING - -

Personnel Services Total Amount	\$	4,246	\$	6,824	\$	6,372	\$	6,128	\$	6,663
* Full-Time Positions		0.10		0.10		0.10		0.10		0.10
* Part-Time Positions @ F.T.E.		0.00		0.00		0.00		0.00		0.00

MANAGEMENT & ADMINISTRATION

ECONOMIC DEVELOPMENT ASSISTANCE

DEPARTMENT MISSION STATEMENT

To foster an environment wherein businesses desire to locate, expand, and remain. Provide a quality of life in the City that is attractive to existing and potential new employees for area businesses. Work in partnership with other area organizations in order to provide a region that is strong and dynamic from an economic perspective. Utilize the financial tools available to the City to retain and attract businesses. 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. Join forces with area employers on providing a quality workforce. Establish a local point of contact in City Hall that is actively in communication and working with small and startup businesses.

ACTION PLAN

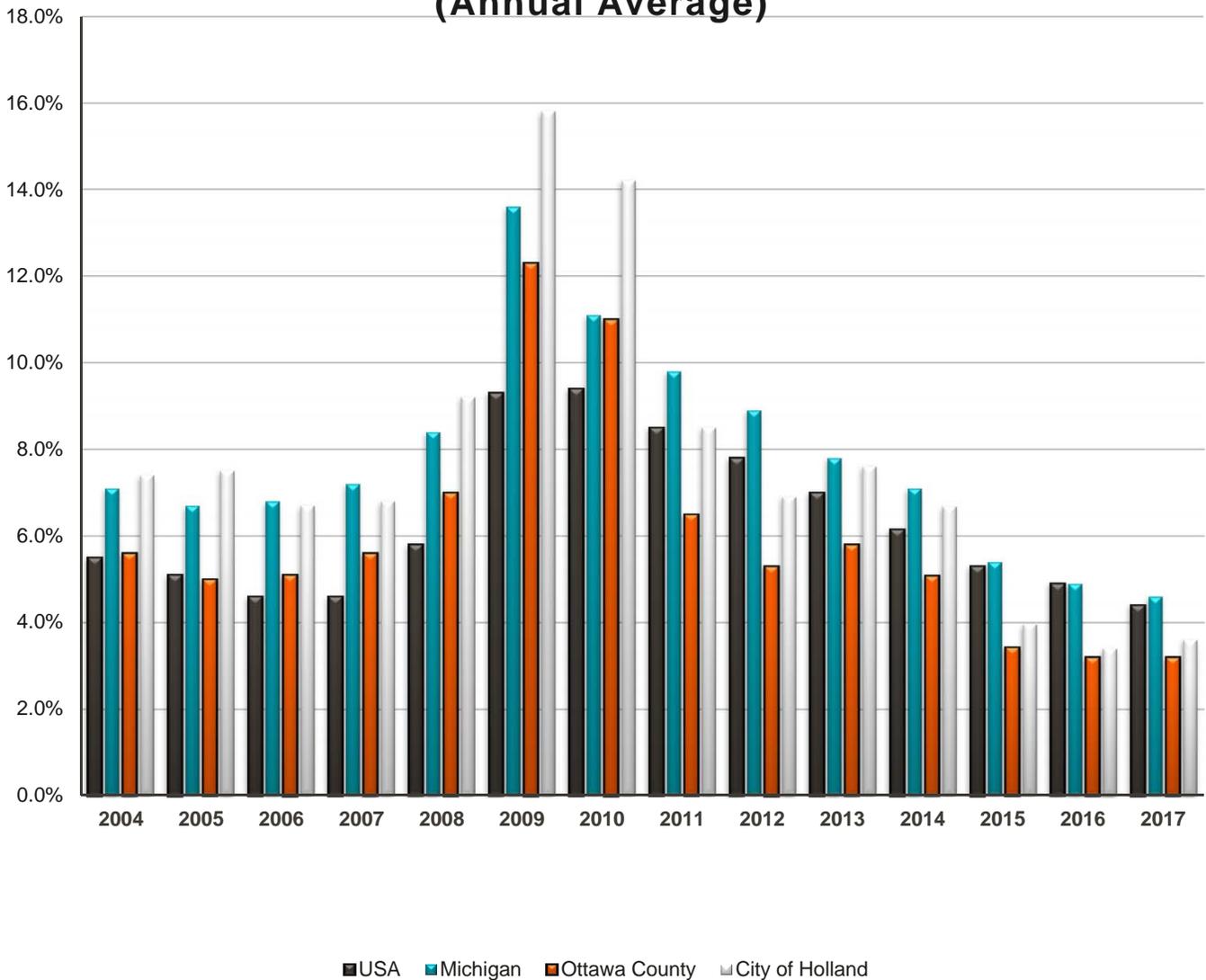
- **To continue collaboration and support of Lakeshore Advantage to enhance economic opportunity in the City and area (\$50,000).**
- **Provide in kind fiscal services to Lakeshore Advantage and the LDFA/SmartZone including accounting, coordination of the audit, funds management and coordination of insurance 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-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Brownfield Projects Adopted / Amended	1	2	1	1
	Brownfield Projects Actively Capturing Tax Dollars	10	9	10	9
	Tax Abatement Projects	5	5	5	5
	Neighborhood Enterprise Zones Created	0	2	0	0

Comparison of Unemployment Rates (Annual Average)



MANAGEMENT & ADMINISTRATION

GENERAL FUND - ECONOMIC DEVELOPMENT ASSISTANCE

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 7,350	\$ 11,450	\$ 3,000	\$ 4,300	\$ 4,300
Transfers In	104	4,234	3,563	3,563	14,715
General Fund Unallocated Revenue	81,013	46,105	64,871	63,363	47,365
TOTAL SOURCES	\$ 88,467	\$ 61,789	\$ 71,434	\$ 71,226	\$ 66,380

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 5,019	\$ 4,981	\$ 5,025	\$ 5,275	\$ 5,450
* Benefits - Incl. NonWorking Wages	5,089	2,844	3,039	3,063	3,124
* Mandatory Employer Costs	397	419	470	466	506
Other Current Expenditures -					
* Supplies / Maintenance	-	-	300	200	200
* Contractual	694	363	10,100	10,050	5,050
* Other	77,268	53,182	52,500	52,172	52,050
TOTAL USES	\$ 88,467	\$ 61,789	\$ 71,434	\$ 71,226	\$ 66,380

- - STAFFING - -

Personnel Services Total Amount	\$ 10,505	\$ 8,244	\$ 8,534	\$ 8,804	\$ 9,080
* Full-Time Positions	0.10	0.10	0.10	0.10	0.10
* Part-Time Positions @ F.T.E.	0.00	0.00	0.00	0.00	0.00

MANAGEMENT & ADMINISTRATION

HUMAN RELATIONS, INTERNATIONAL RELATIONS, YOUTH SERVICES AND BOARD & COMMISSIONS

HUMAN RELATIONS DEPARTMENT 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).
 - **Completed August 2017.**
- Complete annual training module and execute one staff training December 2017 (\$2,500). (community / staff February 2017.)
 - **Training Module is developed, African American Story Teller and trainer, LaRon Williams, will be doing community training on February 2, 2018. He will also be at Holland Early College and the Boys and Girls Club Feb. 1, 2018.**
- Expand the Crisis Response team to include healthcare and more neighborhood collaboration September 2017 (\$2,000).
 - **February 2018, community sectors meetings.**
- 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).
 - **Completed three (3) SAFE events and one (1) Identifying Hidden Obstacles in Holland, Michigan, Racial-bias Incident discussion, and interfaith film module and interview with Rabbi Sarna at NYU.**
- Submit Title VI and Title VII federal mandate compliance reports (October 2017). Completed 2017.
 - **Completed October 2017.**
- Educate community on those issues that impact community vibrancy. The commission has S.N.A.P. initiative, refugee/immigrant series to collaborate with the Little/Big Read, the Community Reading Project, and community education around path to citizenship (\$1,500).
 - **Completed Big/Little Read collaboration in November 2017; Launching “We Need Diverse Books” in March; working with local Refugee Network to assist in finding partner for community center.**
- 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). Ongoing initiative.
 - **Community Network for Education: DHS overview, continue development of Building Community Bridges Calendar, and Anthony Ianni promoting abilities; rather than disabilities.**

MANAGEMENT & ADMINISTRATION

HUMAN RELATIONS, INTERNATIONAL RELATIONS, YOUTH SERVICES AND BOARD & COMMISSIONS

- **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).
 - **This initiative was taken over by another group. Currently we have one HRC representative.**
- **Complete annual training module and execute one community and staff training.**
- **Update Crisis Response Plan.**
 - **Fall 2018.**
- **Engage community dialogue that promote social justice, cultural understanding, and builds bridges in our community.**
 - **Ongoing.**
- **Submit Title VI and Title VII federal mandate compliance reports.**
 - **October 2019.**
- **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.**
 - **Ongoing.**
- **Facilitate Building Strong Communities through Faith.**
 - **Quarterly.**
- **Community Network for Education.**
 - **Quarterly.**
- **Expand the Diversity Rocks the Books initiative.**
 - **Annual Event.**
- **Inclusive Cities City-Wide Initiative: Engage 3rd party. Community and stakeholder engagement.**
 - **Pending council approval.**
- **Board and Commission Training.**
 - **Ongoing.**

MANAGEMENT & ADMINISTRATION

HUMAN RELATIONS, INTERNATIONAL RELATIONS, YOUTH SERVICES AND BOARD & COMMISSIONS

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.
 - **Completed August 2017.**
- 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 complete the 2nd Annual Mental Health Awareness campaign for youth in the community. The Sweat for your Brains 5K Run/Walk will occur on April 28, 2018. Educational Forum will be held on April 25th, 2018 (\$1,500).
 - **April 2018**
- The Social Services committee will expand the Coffee Cup Program for the Homeless by June 2018. 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 annual recreational events for HYAC and youth in the community (\$1,500).
 - **Tentative Dates: Lip Sync (March 2018) and Scavenger Hunt (May 2018).**
- 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.
 - **Completed three truancy cases. Developing and implementing measurement by December 2017.**
- Increase Holland Youth Connections employer-sponsor donations by \$22,000 (increase of 20 weeks of employment).
 - **Completed: Recruited four new employers and 1 non-profit.**
- Develop measurement tool for the truancy program.
 - **June/July 2019.**
- End of Year Incoming/Outgoing HYAC Leadership Conference. Leadership Conference will focus on those initiatives that youth are facing in our community June 2019.
 - **Pending council approval.**

MANAGEMENT & ADMINISTRATION

HUMAN RELATIONS, INTERNATIONAL RELATIONS, YOUTH SERVICES AND BOARD & COMMISSIONS

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.
 - **Queretaro Cultural visit, April 2018. Pending 15 participants.**
- Renewal of Sister City Agreement with Queretaro (\$1,700)
 - **Pending after the election in 2018.**
- Quarterly Film Series: The New American Life: A Quarterly Film Series on Finding Home in a Foreign Land (\$1,000).
 - **Completed. This will become an annual event.**
- 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.
 - **Ongoing.**
- Renewal of Sister City Agreement with Queretaro (\$1,700).
 - **Pending after the Election in 2018). August 2019.**
- Quarterly Film Series: The New American Life: A Quarterly Film Series on American international influence in the areas of economics, government, immigration, and the environment.
 - **Quarterly.**
- Begin planning the 2019 International Festival and dedication of the Fountain.
 - **Tentatively, August 2019.**

MANAGEMENT & ADMINISTRATION

HUMAN RELATIONS, INTERNATIONAL RELATIONS,
YOUTH SERVICES AND BOARD & COMMISSIONS

- Immigration Advocacy.
 - Ongoing.

BOARDS & COMMISSIONS 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).
 - Promoting on our website and personal interaction.
- Activate database with volunteers and volunteer position descriptions July 2017.
 - Not completed
- Develop orientation process and package May/June 2017 (\$500).
 - (1st edit completed).
- Plan one “Thank You” volunteer appreciation event (\$2,000).
 - August/September 2018.
- Finalize orientation process and package.
 - (Spring 2019).
- Plan one “Thank You” volunteer appreciation event.
 - Pending budget.

MANAGEMENT & ADMINISTRATION

GENERAL FUND - HUMAN RELATIONS COMMISSION

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Total Complaints and Request for Information	291	318	318	328
	Total Requests for Information and Assistance	212	224	224	234
	By Service Area:				
	Education	-	1	-	-
	Employment	7	5	10	20
	Housing	195	152	209	209
	Government/Community				
	Consumer	3	13	4	4
	Public Services / Accommodations	39	31	31	31
	Welfare Eligibility	-	3	3	3
	Teen Court	15	3	6	6
	Immigration/ DACA	*	16	16	16
	HRC Community Concerns Total	79	94	94	94
	By Service Area:				
	Education	-	1	1	1
	Employment	7	5	5	5
	Housing	26	40	40	40
	Government/Community		4	5	5
	Consumer	3	13	15	15
	Public Services / Accommodations	39	28	25	25
	Welfare Eligibility	-	3	-	-

MANAGEMENT & ADMINISTRATION

GENERAL FUND - HUMAN RELATIONS COMMISSION

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -
General Fund Unallocated Revenue	71,345	74,374	109,790	104,828	135,109
TOTAL SOURCES	\$ 71,345	\$ 74,374	\$ 109,790	\$ 104,828	\$ 135,109

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 38,321	\$ 41,029	\$ 65,400	\$ 61,225	\$ 64,075
* Benefits - Incl. NonWorking Wages	16,027	12,828	13,212	13,298	13,769
* Mandatory Employer Costs	2,984	3,282	5,488	4,965	5,425

Other Current Expenditures -

* Supplies / Maintenance	395	1,095	2,800	2,450	3,300
* Contractual	497	960	1,200	1,200	16,200
* Other	13,121	15,180	21,690	21,690	32,340

TOTAL USES	\$ 71,345	\$ 74,374	\$ 109,790	\$ 104,828	\$ 135,109
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- - STAFFING - -

Personnel Services Total Amount	\$ 57,332	\$ 57,139	\$ 84,100	\$ 79,488	\$ 83,269
* Full-Time Positions	0.70	0.70	0.70	0.70	0.70
* Part-Time Positions @ F.T.E.	0.00	0.00	0.65	0.45	0.50

MANAGEMENT & ADMINISTRATION

GENERAL FUND - INTERNATIONAL RELATIONS

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Regular Meetings with Regional Economic Development Organizations	1	-	1	1
	Attain Coverage of IRC Programming in Traditional Media	20	5	3	3
	Increase Social Media Presence and Update Regularly	15	14	10	10
	Develop & Update Website for International Festival	1	-	1	3
	Participate in Tulip Time Parade (IRC Members Only)	3	6	6	6
	IRC Members Attend Governor's Luncheon	3	2	2	2
	Participate in World Affairs Council Programming	1	3	4	4
	Attend Mexican Consulate Activities	1	-	2	2
	Host Queretaro Delegation	-	-	-	-
	Citizen Cultural Tour	-	1	1	-
	*Youth Cultural Exchange	-	-	-	1
	Promote IRC Membership	-	3	2	2
	The New American Life Series	-	4	4	4
	International Festival Fundraising	35	-	40	40
	International Festival Event Planning	-	2	4	6
	Coordinate Efforts to Permanently Fix Queretaro Fountain	-	-	1	-

*New event for FY18 & FY19

MANAGEMENT & ADMINISTRATION

GENERAL FUND - INTERNATIONAL RELATIONS

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-	
General Fund Unallocated Revenue		30,445		35,336		32,139		32,043	35,379
TOTAL SOURCES	\$	30,445	\$	35,336	\$	32,139	\$	32,043	\$ 35,379

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$	16,423	\$	17,412	\$	18,000	\$	18,000	\$	18,550
* Benefits - Incl. NonWorking Wages		4,403		5,489		5,670		5,701		5,917
* Mandatory Employer Costs		1,278		1,407		1,569		1,542		1,632

Other Current Expenditures -

* Supplies / Maintenance		18		116		-		250		2,050
* Contractual		219		464		450		700		500
* Other		8,104		10,448		6,450		5,850		6,730

TOTAL USES	\$	30,445	\$	35,336	\$	32,139	\$	32,043	\$	35,379
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- - STAFFING - -

Personnel Services Total Amount	\$	22,104	\$	24,308	\$	25,239	\$	25,243	\$	26,099
* Full-Time Positions		0.30		0.30		0.30		0.30		0.30
* Part-Time Positions @ F.T.E.		0.00		0.00		0.00		0.00		0.00

MANAGEMENT & ADMINISTRATION

GENERAL FUND - YOUTH SERVICES

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Holland Youth Advisory Council (HYAC) Total Members	57	54	54	46
	Females	36	28	26	28
	Males	-	26	28	18
	Minorities	13	17	17	17
	Special Events Committee	12	8	12	8
	Recreation Committee	12	8	12	7
	Social Services Committee	12	10	12	10
	Youth on Adult Boards	21	21	21	21
	HYAC Core	-	9	10	9
	Planned Events by HYAC				
	Recreation Committee				
	Lip Sync Battles	-	1	1	1
	Youth Scavenger Hunt	-	1	1	1
	HYAC Social Event	-	-	1	1
	Social Services Committee				
	** Energy Wars	1	-	1	1
	Special Events Committee				
	Mental Health Awareness Speaker's Bureau	-	1	1	-
	5k Run/Walk Mental Health Awareness	-	1	1	1
	Mental Health Community Education	-	1	1	1
	HYAC Core				
	Mayor's Round table				
	Total High School Students Involved	-	67	60	68
	Total 6th Grade Students Impacted	-	-	-	-
	Teen Court - Number of Cases	12	13	13	13

** Pending Coffee is an ongoing activity in collaboration with Holland Rescue Mission and local coffee houses

MANAGEMENT & ADMINISTRATION

GENERAL FUND - YOUTH SERVICES

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Other	\$	-	\$	-	\$	-	\$	-		
General Fund Unallocated Revenue		27,618		23,422		48,076		37,565	37,916	
TOTAL SOURCES	\$	27,618	\$	23,422	\$	48,076	\$	37,565	\$	37,916

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$	18,535	\$	14,602	\$	24,400	\$	21,000	\$	23,400
* Benefits - Incl. NonWorking Wages		-		-		-		-		-
* Mandatory Employer Costs		1,447		423		1,912		1,645		1,816

Other Current Expenditures -

* Supplies / Maintenance		640		730		750		870		2,150
* Contractual		625		696		900		950		1,900
* Other		6,371		6,971		20,114		13,100		8,650

TOTAL USES	\$	27,618	\$	23,422	\$	48,076	\$	37,565	\$	37,916
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- - STAFFING - -

Personnel Services Total Amount	\$	19,982	\$	15,025	\$	26,312	\$	22,645	\$	25,216
* Full-Time Positions		- 0 -		- 0 -		- 0 -		- 0 -		- 0 -
* Part-Time Positions @ F.T.E.		0.50		0.50		0.65		0.60		0.65

MANAGEMENT & ADMINISTRATION

CONTINGENCIES

DEPARTMENT 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 2019.

MANAGEMENT & ADMINISTRATION

GENERAL FUND - CONTINGENCIES

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-
General Fund Unallocated Revenue		-		-	40,000		40,000	529,234
TOTAL SOURCES	\$	-	\$	-	\$ 40,000	\$	40,000	\$ 529,234

FUNDING USES -

Contingencies	\$	-	\$	-	\$ 40,000	\$	40,000	\$ 529,234
TOTAL USES	\$	-	\$	-	\$ 40,000	\$	40,000	\$ 529,234

- - STAFFING - -

Positions: Not Applicable

MANAGEMENT & ADMINISTRATION

CABLE TV PUBLIC ACCESS FUND

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Televised Programs				
	Government Meetings	56	59	60	60
	Staff Produced	216	220	240	240
	Producer Shows	850	828	720	720
	Online Video Hits				
	YouTube	113,600	123,474	170,000	170,000
	Vimeo	17,200	12,997	6,000	6,000
	Facebook (30 Seconds or More)	410,000	1,674,135	1,800,000	1,900,000
	Facebook (3 Seconds +)	918,000	400,000	600,000	600,000

MANAGEMENT & ADMINISTRATION

CABLE TV PUBLIC ACCESS FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 501,377	\$ 484,978	\$ 496,000	\$ 470,800	\$ 470,700
Interest & Rents	4,800	2,008	3,000	2,200	2,200
Other	-	170	500	3,600	7,000
TOTAL SOURCES	\$ 506,177	\$ 487,156	\$ 499,500	\$ 476,600	\$ 479,900

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 108,084	\$ 113,593	\$ 154,375	\$ 154,375	\$ 157,575
* Benefits - Incl. NonWorking Wages	33,523	39,489	43,519	43,660	44,733
* Mandatory Employer Costs	9,588	10,300	14,347	14,085	14,560

Other Current Expenditures -

* Supplies / Maintenance	13,638	29,488	16,400	9,700	11,600
* Contractual	10,155	-	20,900	11,500	14,900
* Other	26,003	25,003	30,749	36,850	41,939
Capital Outlay	53,666	19,075	19,500	16,200	12,000
Transfers Out	294,500	235,000	391,000	391,000	175,000

TOTAL USES	\$ 549,157	\$ 471,948	\$ 690,790	\$ 677,370	\$ 472,307
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (42,980)	\$ 15,208	\$ (191,290)	\$ (200,770)	\$ 7,593
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ENDING BALANCE -

Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	400,699	415,907	224,617	215,137	222,730
TOTAL FUND EQUITY	\$ 400,699	\$ 415,907	\$ 224,617	\$ 215,137	\$ 222,730

- - STAFFING - -

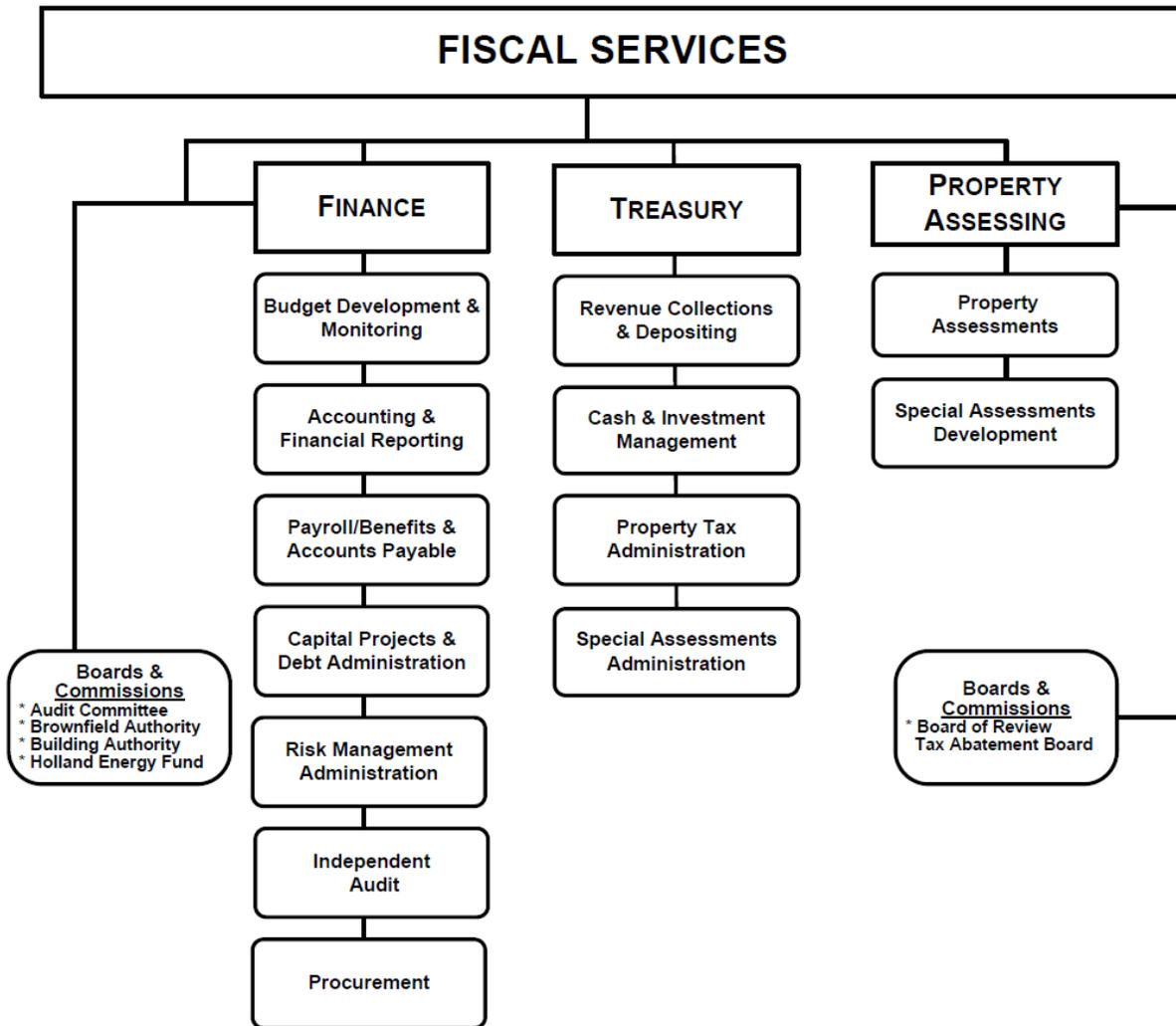
Personnel Services Total Amount	\$ 151,195	\$ 163,382	\$ 212,241	\$ 212,120	\$ 216,868
* Full-Time Positions	2.20	2.20	2.20	2.15	2.15
* Part-Time Positions @ F.T.E.	0.20	0.45	0.90	0.90	0.90

FISCAL SERVICES

INTRODUCTION

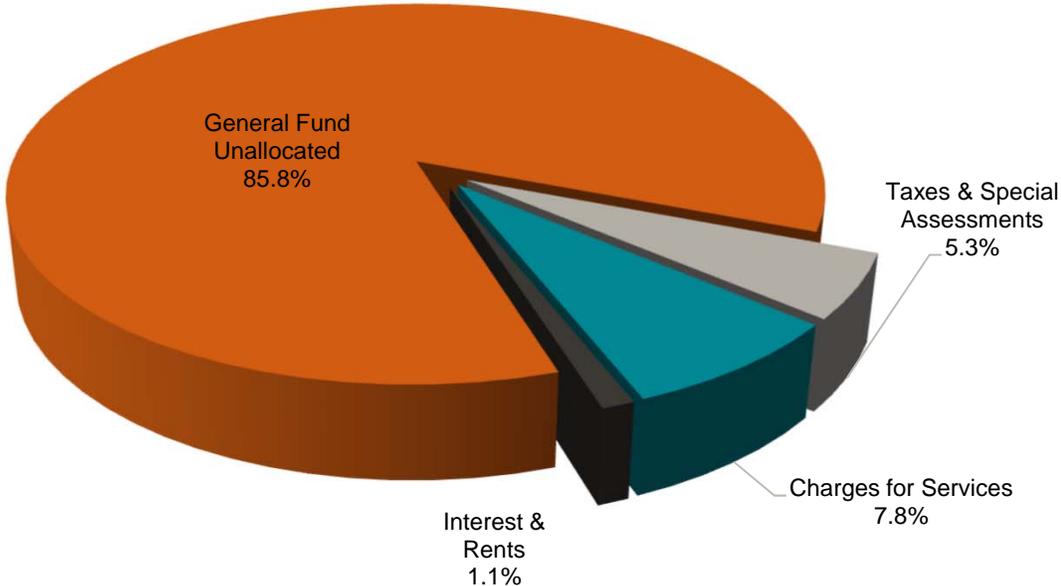
The Fiscal Services Group includes three departments: Finance, Treasurer and Assessor. These departments provide a broad array of financial services such as financial planning and budgeting, routine report of the City's financial activities, process and deposit all revenue, manage cash, investments and debt service; assess property within the city limits, levy property taxes and special assessments in accordance with city charter and state statutes and maintain a procurement system.

GROUP ORGANIZATION CHART

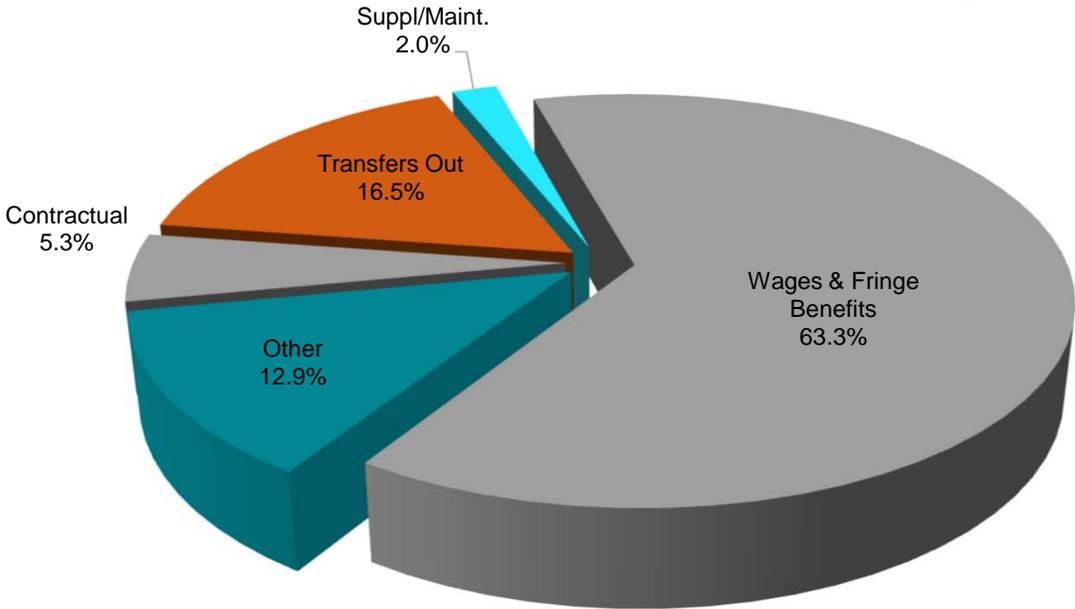


FISCAL SERVICES

Funding Sources



Funding Uses



FISCAL SERVICES

GROUP SUMMARY

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING USES ACROSS FUNDS - -

FUND TYPES -

General Fund	\$ 13,974,918	\$ 2,897,862	\$ 1,676,146	\$ 21,695,757	\$ 1,768,658
Special Revenue Funds	-	659,434	-	-	-
Enterprise Funds	3,365	3,853	3,500	6,000	5,000
TOTAL - ALL FUND TYPES	\$ 13,978,283	\$ 3,561,149	\$ 1,679,646	\$ 21,701,757	\$ 1,773,658

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 184,556	\$ 621,920	\$ 124,766	\$ 129,912	\$ 94,489
Intergovernmental	-	-	-	2,500	-
Charges for Services	132,346	130,794	124,445	126,524	138,275
Interest & Rents	15,864	19,534	18,095	18,596	19,422
Bond Proceeds	10,910,000	-	-	19,890,000	-
Transfers In	-	200,000	-	500	-
TOTAL SOURCES	\$ 11,242,766	\$ 972,248	\$ 267,306	\$ 20,168,032	\$ 252,186

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 591,871	\$ 624,060	\$ 633,384	\$ 629,499	\$ 724,327
* Benefits - Incl. NonWorking Wages	307,946	265,066	287,415	278,441	329,888
* Mandatory Employer Costs	52,881	55,545	60,783	57,780	68,235
Other Current Expenditures -					
* Supplies / Maintenance	33,454	32,747	36,750	35,450	34,850
* Contractual Items	96,994	82,631	97,750	81,540	94,750
* Other	11,148,548	234,228	230,564	19,975,601	228,308
Capital Outlay	70,286	-	-	147,165	-
Transfers Out	1,676,303	2,266,872	333,000	496,281	293,300
TOTAL USES	\$ 13,978,283	\$ 3,561,149	\$ 1,679,646	\$ 21,701,757	\$ 1,773,658

- - STAFFING - -

Personnel Services Total Amount	\$ 952,698	\$ 944,671	\$ 981,582	\$ 965,720	\$ 1,122,450
* Full-Time Positions	12.90	11.90	11.90	11.90	12.90
* Part-Time Positions @ F.T.E.	0.60	1.30	1.10	1.15	1.15

FISCAL SERVICES

FINANCE, TREASURER & ASSESSING

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN

- Issue Pension Obligation Bonds for Public Safety.
 - Pension bonds issued February 7, 2018.
- Upgrade/outsource Finance Server.
 - The finance software moved to a Tyler hosted environment mid-January 2018.
- Implement Departmental Succession Plan (\$50,000) .
 - Cross training of staff continues. Since the City Manager resigned, hiring a possible replacement for the Finance Director was delayed.
- Evaluate Holland Energy Fund duties/staffing.
 - Workload is heavier than anticipated; certain responsibilities of the PTB Municipal Accountant II position have been transferred to other staff to accommodate the additional work.
- Streamline budget process.
 - To be implemented during the FY-2019 budget prep season, to be complete by 4/01/2018.
- Create Business Analytics tool template by 12/15/2017.
 - Staff has not had time to attempt this.
- Eliminate difference between Proposed and Adopted document by 04/01/2018.
 - On schedule to be complete by date listed.
- Update Purchasing Ordinance and Policy.
- Educate staff on creating and using Business Analytics templates.
- Update Departmental Succession Plan after the City Manager is on board and all re-structuring has been implemented.

FISCAL SERVICES

GENERAL FUND - FINANCE & TREASURER

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Accounts Payable Invoices Paid - City	10,340	10,119	10,200	10,200
	Accounts Payable Invoices Paid - As Fiscal Agent	3,034	3,156	3,200	3,250
	Purchase Orders Issued - City	1,125	1,113	1,000	750
	Purchase Orders Issued - Fiscal Agent	66	48	55	55
	Bid Requests Issued	29	39	35	35
	Investment Portfolio - City at FY end (incl. HEF & Smartzone) *	\$25,723,928	\$35,742,483	\$30,000,000	\$26,000,000
	Investment Portfolio - Fiscal Agent at FY end	\$7,950,789	\$9,553,909	\$10,790,000	\$10,800,000
	Utility Billings Processed for Holland Board of Public Works	3,584	2,997	2,750	2,850
	Dog Licenses Issued on behalf of Ottawa County	84	31	40	40
	Number of Cash Receipts Collected - City	15,875	15,401	15,500	15,500
	Value of Cash Receipts Collected - City	\$20,212,111	\$30,216,165	\$32,000,000	\$33,000,000
	Number of Cash Receipts Collected - Fiscal Agent	7,068	7,325	7,400	7,400
	Value of Cash Receipts Collected - Fiscal Agent	\$5,195,513	\$5,470,007	\$5,500,000	\$5,500,000
	Number of Delinquent Personal Property Taxes	48	55	55	55
Efficiency	Average Days to Compile Monthly Financial Statements	20	25	20	20
	Property Tax Billings Processed On Time	95%	96%	97%	97%
	W-2s and 1099s mailed & online before Jan 31 - City	100%	100%	100%	100%
	W-2s and 1099s mailed & online before Jan 31 - Fiscal Agent	100%	100%	100%	100%
	Employees receiving Payroll via ACH - City	84%	85%	84%	84%
	Employees receiving Payroll via ACH - Fiscal Agent	81%	85%	83%	83%
	Accounts Payable Invoices Paid Net 30 days - City	100%	100%	99%	100%
	Accounts Payable Invoices Paid Net 30 days - Fiscal Agent	100%	100%	100%	100%
	Delinquent Personal Property Taxes Collected	70%	88%	75%	75%
	Bank Reconciliations Completed w/in 30 Days - City	89%	92%	92%	92%
	Bank Reconciliations Completed w/in 30 Days - Fiscal Agent	96%	96%	96%	96%
	Years Received G.F.O.A. Budget Award	14	15	16	17
	Bond Rating - Standard and Poor's	AA	AA	AA	AA
	Bond Rating - Dun & Bradstreet	Aa3	Aa3	Aa3	Aa3

* FY17 holding Civic Center bond issue during construction

FISCAL SERVICES

GENERAL FUND - FINANCE

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 83,250	\$ 82,900	\$ 76,140	\$ 76,140	\$ 84,060
General Fund Unallocated Revenue	424,267	441,125	471,785	469,731	582,494
TOTAL SOURCES	\$ 507,517	\$ 524,025	\$ 547,925	\$ 545,871	\$ 666,554

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 295,359	\$ 314,068	\$ 307,437	\$ 308,487	\$ 384,973
* Benefits - Incl. NonWorking Wages	133,736	123,147	138,751	135,209	176,303
* Mandatory Employer Costs	26,437	27,675	29,362	28,610	35,384

Other Current Expenditures -

* Supplies / Maintenance	12,676	12,483	13,200	13,300	11,600
* Contractual	5,006	7,275	8,450	6,340	6,550
* Other	34,303	39,377	50,725	53,925	51,744

Capital Outlay

Capital Outlay	-	-	-	-	-
TOTAL USES	\$ 507,517	\$ 524,025	\$ 547,925	\$ 545,871	\$ 666,554

- - STAFFING - -

Personnel Services Total Amount	\$ 455,532	\$ 464,890	\$ 475,550	\$ 472,306	\$ 596,660
* Full-Time Positions	5.00	5.50	5.50	5.50	6.50
* Part-Time Positions @ F.T.E.	0.60	0.80	0.60	0.60	0.60

FISCAL SERVICES

GENERAL FUND - TREASURER

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 41,529	\$ 38,739	\$ 41,185	\$ 41,959	\$ 45,565
General Fund Unallocated Revenue	156,184	138,532	147,399	143,729	152,804
TOTAL SOURCES	\$ 197,713	\$ 177,271	\$ 188,584	\$ 185,688	\$ 198,369

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 90,142	\$ 78,484	\$ 76,082	\$ 79,087	\$ 85,254
* Benefits - Incl. NonWorking Wages	53,240	43,365	46,033	43,107	49,024
* Mandatory Employer Costs	8,268	7,639	8,415	8,190	9,231

Other Current Expenditures -

* Supplies / Maintenance	8,802	8,911	11,150	10,250	10,800
* Contractual	16,442	18,452	20,100	19,500	19,500
* Other	20,819	20,420	26,804	25,554	24,560

Capital Outlay

Capital Outlay	-	-	-	-	-
TOTAL USES	\$ 197,713	\$ 177,271	\$ 188,584	\$ 185,688	\$ 198,369

- - STAFFING - -

Personnel Services Total Amount	\$ 151,650	\$ 129,488	\$ 130,530	\$ 130,384	\$ 143,509
* Full-Time Positions	2.80	2.30	2.30	2.30	2.30
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -

FISCAL SERVICES

GENERAL FUND - ASSESSING

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Total Properties	13,493	13,425	-	-
	Special Assessment Projects (New/Ongoing)	1/3	1/3	1/3	1/3
	Board of Review Appeals:				
	Board of Review Meeting Minutes	1	3	3	3
	*Appointments	21	25	28	30
	*Letters	12	10	10	5
	*Recommendations	149	141	140	140
	Total Parcels Appealed	182	176	178	175
	MTT Assessment Appeal Properties				
	Full Tribunal	5	3	4	3
Small Claims Division	2	2	1	2	

*May reflect more than one parcel being appealed

FISCAL SERVICES

GENERAL FUND - ASSESSING

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 4,195	\$ 5,660	\$ 3,220	\$ 4,025	\$ 4,250
General Fund Unallocated Revenue	410,636	405,704	442,467	411,862	444,835
TOTAL SOURCES	\$ 414,831	\$ 411,364	\$ 445,687	\$ 415,887	\$ 449,085

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 206,370	\$ 231,508	\$ 249,865	\$ 241,925	\$ 254,100
* Benefits - To Incl. NonWorking Wages	120,970	98,554	102,631	100,125	104,561
* Mandatory Employer Costs	18,176	20,231	23,006	20,980	23,620

Other Current Expenditures -

* Supplies / Maintenance	10,007	9,268	10,300	9,850	10,400
* Contractual	30,766	15,407	23,600	8,100	23,600
* Other	28,542	36,396	36,285	34,907	32,804

Capital Outlay

Capital Outlay	-	-	-	-	-
TOTAL USES	\$ 414,831	\$ 411,364	\$ 445,687	\$ 415,887	\$ 449,085

- - STAFFING - -

Personnel Services Total Amount	\$ 345,516	\$ 350,293	\$ 375,502	\$ 363,030	\$ 382,281
* Full-Time Positions	5.10	4.10	4.10	4.10	4.10
* Part-Time Positions @ F.T.E.	0.00	0.50	0.50	0.55	0.55

FISCAL SERVICES

GENERAL FUND - INDEPENDENT AUDIT

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Audit Coordinated				
	General City	1	1	1	1
	As Fiscal Agent:	1	1	1	1
	Herrick District Library	1	1	1	1
	Holland Energy Fund	-	1	1	1
	Macatawa Area Transportation Authority	1	1	1	1
	West Michigan Airport Authority	1	1	1	1
	Holland Smart Zone Local Development Authority	-	1	1	1
	Audit Committee Meetings Held	2	2	2	2
Efficiency	Years Received G.F.O.A. CAFR Award	26	27	28	29

FISCAL SERVICES

GENERAL FUND - INDEPENDENT AUDIT

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ -	\$ -	\$ -	\$ 2,500	\$ -
General Fund Unallocated Revenue	46,060	42,670	46,950	46,280	46,350
TOTAL SOURCES	\$ 46,060	\$ 42,670	\$ 46,950	\$ 48,780	\$ 46,350

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 65	\$ 43	\$ 100	\$ 50	\$ 50
* Contractual	44,780	41,497	45,600	47,600	45,100
* Other	1,215	1,130	1,250	1,130	1,200
TOTAL USES	\$ 46,060	\$ 42,670	\$ 46,950	\$ 48,780	\$ 46,350

- - STAFFING - -

Positions: Not Applicable

FISCAL SERVICES

GENERAL FUND - UNALLOCATED INSURANCE PREMIUMS

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-
General Fund Unallocated Revenue		79,798		87,808		89,000		88,250
TOTAL SOURCES	\$	79,798	\$	87,808	\$	89,000	\$	88,250
			\$			89,000	\$	88,250
							\$	90,000

FUNDING USES -

Other Current Expenditures -

* Other	\$	79,798	\$	87,808	\$	89,000	\$	88,250	\$	90,000
TOTAL USES	\$	79,798	\$	87,808	\$	89,000	\$	88,250	\$	90,000

- - STAFFING - -

Positions: Not Applicable

FISCAL SERVICES

GENERAL FUND - PENSION BONDS

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Bond Proceeds	\$ 10,910,000	\$ -	\$ -	\$ 19,890,000	\$ -
General Fund Unallocated Revenue	125,269	-	-	-	-
TOTAL SOURCES	\$ 11,035,269	\$ -	\$ -	\$ 19,890,000	\$ -

FUNDING USES -

Other Current Expenditures -

* Other	\$ 10,964,983	\$ -	\$ -	\$ 19,742,835	\$ -
Capital Outlay	70,286	-	-	147,165	-
TOTAL USES	\$ 11,035,269	\$ -	\$ -	\$ 19,890,000	\$ -

- - STAFFING - -

Positions: Not Applicable

FISCAL SERVICES

GENERAL FUND - TRANSFERS TO OTHER FUNDS

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-		
General Fund Unallocated Revenue		1,676,303		1,607,438		283,000		496,281	200,000	
TOTAL SOURCES	\$	1,676,303	\$	1,607,438	\$	283,000	\$	496,281	\$	200,000

FUNDING USES -

Transfers Out	\$	1,676,303	\$	1,607,438	\$	283,000	\$	496,281	\$	200,000
TOTAL USES	\$	1,676,303	\$	1,607,438	\$	283,000	\$	496,281	\$	200,000

- - STAFFING - -

Positions: Not Applicable

FISCAL SERVICES

GENERAL FUND - BUDGET STABILIZATION

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

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

FUNDING USES -

Other	\$ 17,427	\$ 47,286	\$ 25,000	\$ 25,000	\$ 25,000
Transfers Out	-	-	50,000	-	93,300
TOTAL USES	<u>\$ 17,427</u>	<u>\$ 47,286</u>	<u>\$ 75,000</u>	<u>\$ 25,000</u>	<u>\$ 118,300</u>

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (17,427)	\$ 152,714	\$ (75,000)	\$ (25,000)	\$ (118,300)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	963,786	1,116,500	1,041,500	1,091,500	973,200
TOTAL FUND EQUITY	<u>\$ 963,786</u>	<u>\$ 1,116,500</u>	<u>\$ 1,041,500</u>	<u>\$ 1,091,500</u>	<u>\$ 973,200</u>

- - STAFFING - -

Positions: Not Applicable

- - COMPARISON TO TARGET BALANCE - -

10% Target of General Fund Total Funding Uses	\$ 2,239,093
Projected FY-2019 Fund Equity - General Fund Operating and Budget Stabilization	4,694,348
Projected FY-2019 Fund Equity as a Percentage of General Fund Expenditures	21.0%

FISCAL SERVICES

REVOLVING CASH ASSISTANCE FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Special Assessments	\$ 184,556	\$ 621,920	\$ 124,766	\$ 129,912	\$ 94,489
Interest & Rents	15,787	19,490	18,045	18,536	19,362
Other	-	-	-	-	-
Transfers In	-	-	-	500	-
TOTAL SOURCES	\$ 200,343	\$ 641,410	\$ 142,811	\$ 148,948	\$ 113,851

FUNDING USES -

Transfers Out	\$ -	\$ 659,434	\$ -	\$ -	\$ -
TOTAL USES	\$ -	\$ 659,434	\$ -	\$ -	\$ -

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 200,343	\$ (18,024)	\$ 142,811	\$ 148,948	\$ 113,851
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	204,774	186,750	329,561	335,698	449,549
TOTAL FUND EQUITY	\$ 204,774	\$ 186,750	\$ 329,561	\$ 335,698	\$ 449,549

- - STAFFING - -

Positions: Not Applicable

FISCAL SERVICES

CITY HALL EMPLOYEES BENEFIT FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 3,372	\$ 3,495	\$ 3,900	\$ 4,400	\$ 4,400
Interest & Rents	77	44	50	60	60
Other	-	-	-	-	-
TOTAL SOURCES	\$ 3,449	\$ 3,539	\$ 3,950	\$ 4,460	\$ 4,460

FUNDING USES -

Other Current Expenses -

* Supplies / Maintenance	\$ 1,904	\$ 2,042	\$ 2,000	\$ 2,000	\$ 2,000
* Other	1,461	1,811	1,500	4,000	3,000
TOTAL USES	\$ 3,365	\$ 3,853	\$ 3,500	\$ 6,000	\$ 5,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 84	\$ (314)	\$ 450	\$ (1,540)	\$ (540)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	7,323	7,009	7,459	5,469	4,929
TOTAL FUND EQUITY	\$ 7,323	\$ 7,009	\$ 7,459	\$ 5,469	\$ 4,929

- - STAFFING - -

Positions: Not Applicable



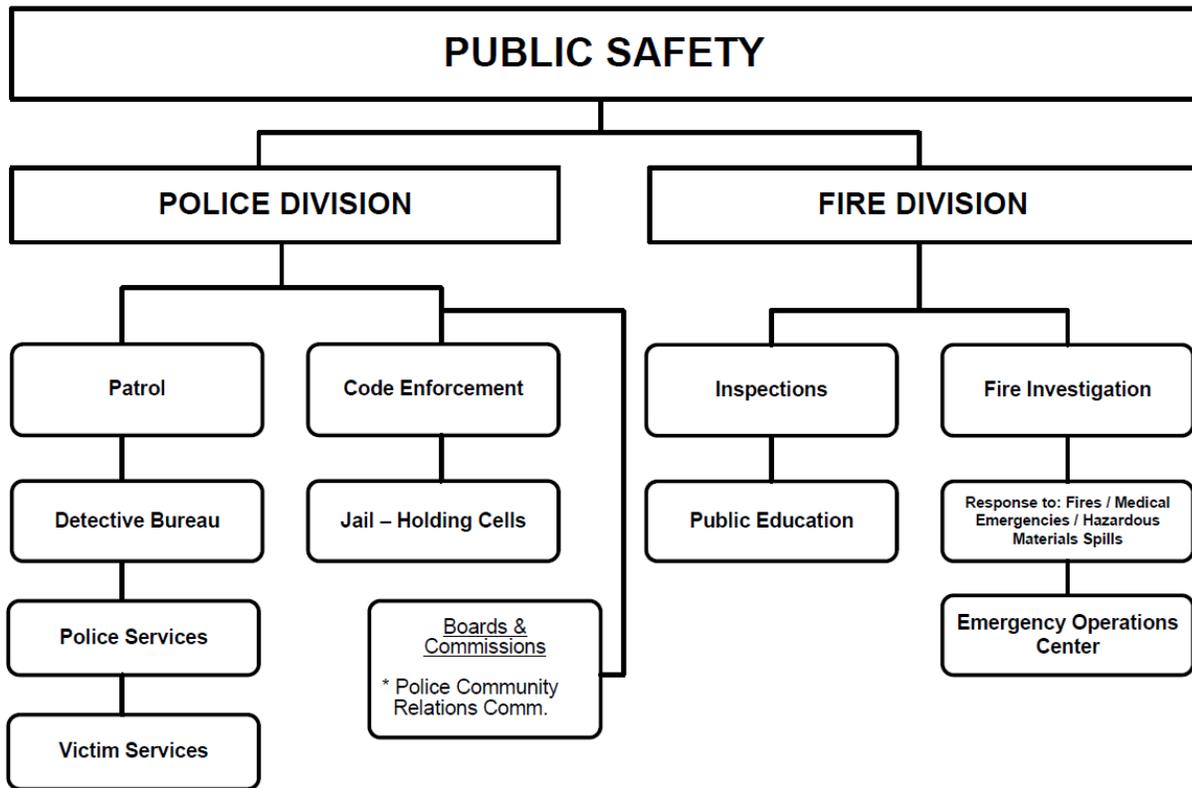
Holland
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PUBLIC SAFETY

INTRODUCTION

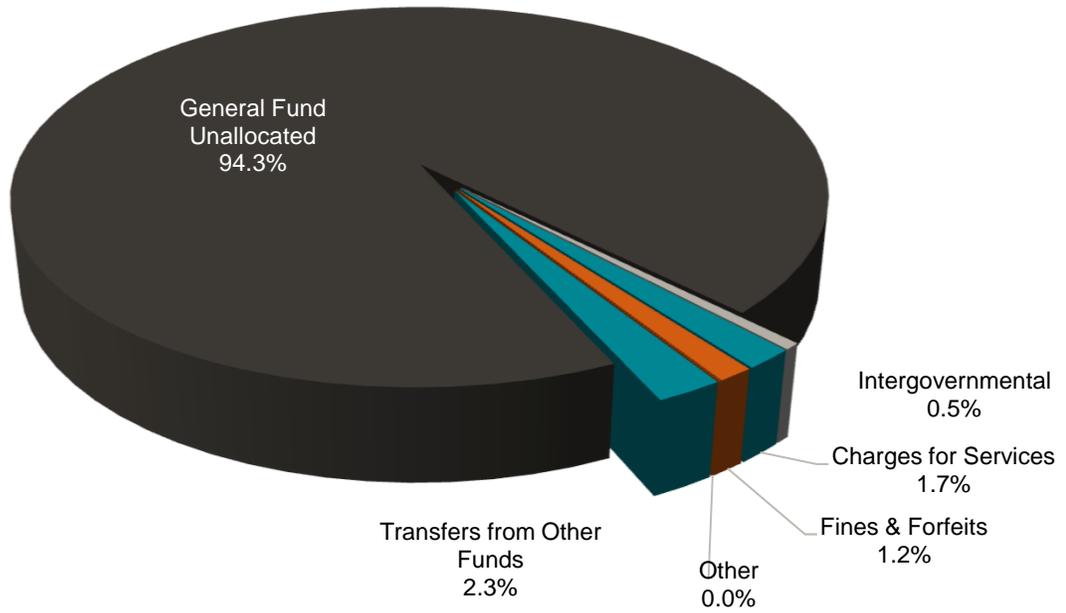
The Public Safety Group is comprised of a Police and Fire Division and is managed by an administrative team. These divisions provide an array of services including: police patrol, traffic enforcement, parking and code enforcement, police and fire investigations, community engagement, citywide emergency preparedness, fire operations, inspections and fire safety.

GROUP ORGANIZATION CHART

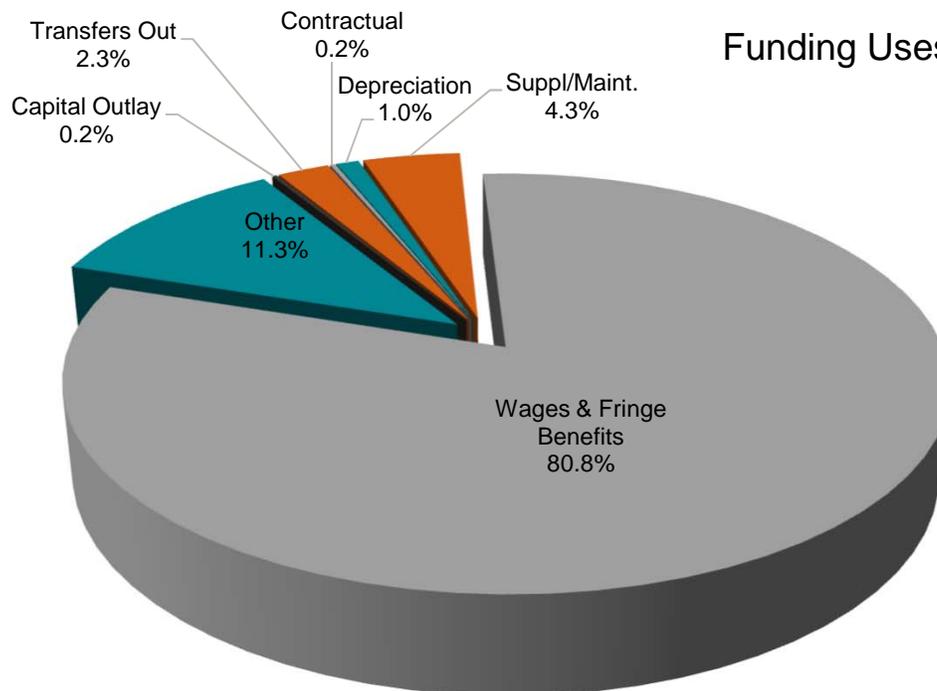


PUBLIC SAFETY

Funding Sources



Funding Uses



PUBLIC SAFETY

GROUP SUMMARY

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
- - FUNDING USES ACROSS FUNDS - -					
FUND TYPES -					
General	\$ 10,700,127	\$ 10,615,890	\$ 11,184,546	\$ 10,905,463	\$ 10,817,754
Special Revenue	9,462	8,309	10,450	10,450	10,450
Enterprise	3,199	3,870	2,500	3,300	3,300
Internal Service	101,234	114,993	384,705	378,405	110,000
TOTAL - ALL FUND TYPES	\$ 10,814,022	\$ 10,743,062	\$ 11,582,201	\$ 11,297,618	\$ 10,941,504

- - FUNDING SOURCES & USES - -					
FUNDING SOURCES -					
Intergovernmental	\$ 48,583	\$ 47,102	\$ 60,450	\$ 60,450	\$ 60,450
Charges for Services	109,897	123,994	183,250	182,050	185,650
Fines & Forfeits	134,859	142,905	132,000	136,000	136,000
Interest & Rents	727	1,272	1,510	2,505	2,010
Other	(2,387)	1,704	54,903	39,818	500
Transfers In	100,000	100,000	100,000	100,000	250,000
TOTAL SOURCES	\$ 391,679	\$ 416,977	\$ 532,113	\$ 520,823	\$ 634,610

FUNDING USES -					
Personnel Services -					
* Salaries & Wages - Working	\$ 5,240,334	\$ 5,189,564	\$ 5,841,528	\$ 5,519,115	\$ 5,870,247
* Benefits - Incl. NonWorking Wages	3,587,437	3,376,395	3,140,207	3,194,753	2,626,278
* Mandatory Employer Costs	265,447	282,941	325,931	316,889	348,768
Other Current Expenditures -					
* Supplies / Maintenance	411,813	481,720	473,826	468,488	467,660
* Contractual Expenditures	12,492	23,636	25,000	25,150	25,150
* Other	1,083,699	1,125,615	1,210,131	1,214,045	1,220,361
Capital Outlay	11,566	72,744	364,278	364,178	23,040
Transfers Out	100,000	100,000	100,000	100,000	250,000
Depreciation Expense	101,234	90,447	101,300	95,000	110,000
TOTAL USES	\$ 10,814,022	\$ 10,743,062	\$ 11,582,201	\$ 11,297,618	\$ 10,941,504

- - STAFFING - -					
Personnel Services Total Amount	\$ 9,093,218	\$ 8,848,900	\$ 9,307,666	\$ 9,030,757	\$ 8,845,293
* Full-Time Positions	83.00	83.00	84.50	84.50	85.00
* Part-Time Positions @ F.T.E.	30.00	30.00	30.00	30.00	30.00
* Part-Paid Fire Positions (Not @ F.T.E.)	9.55	9.65	9.70	9.70	9.70

DEPARTMENT 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

- 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).

- **Training / Safety Officer funded in budget – to start on January 1, 2018.**

- 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).

- **Fourth K9 Team in place.**

PUBLIC SAFETY

POLICE & FIRE DIVISIONS

- **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)

- **In-car cameras and interview camera system have been upgraded and operational.**
- **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). Scheduled to occur in the late spring of 2018.
 - **Mid-year budget adjustment in process to fund additional vehicle equipment needed for new radios and MCT's.**
- **To create employment opportunities for the Holland Youth Connections program by hiring youth to paint fire hydrants.** (Summer 2017). Fire budget \$11,000.
 - **Completed.**
- **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.
 - **Scheduled to occur in the spring.**
- **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.
 - **\$100,000 budgeted in replacement fund. We have been working on mechanisms to help fund a new aerial truck within the next 2 to 3 years.**
- **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.
 - **We have been somewhat successful this year in increasing our police reserve officers and keeping existing number of paid on-call firefighters.**

PUBLIC SAFETY

POLICE & FIRE DIVISIONS

- 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).
 - **We continue to add to the number of ideas and events to promote community trust and relationship building. Requests will be made to increase this budget to help with funding an increase in community events and Operation Polar Patrol.**
- Fire Vehicle Replacement Funding – This funding through the budget process is lagging behind. The main priority here is to develop proactive funding for a new aerial truck that will need to be replaced within the next 2 to 3 years. (\$1.2 million)
- Police Building In-door Range – The shooting range hardware and software are from 2004 and no longer are operational. The range system is outside warranty and the vendor has ceased service and communication with customers. (Funded by budget = \$75,000)
- 800 MHz Radio System and Cruiser Interiors – Radios will be provided by Ottawa County Central Dispatch and completed by third quarter of 2018. Cruiser consoles are 25 years old and will be replaced through current and next year’s budget. (Radio project funded by OCCDA and cruiser interiors through the budget process).
- Community Policing / Outreach Funding – Continue to increase specified funding for unique community policing and fire training opportunities, programs, and capital requests to facilitate community trust and relationship building. The department’s goal is to continue to expand in this area through innovative ideas and community involvement. (Funded by community donations and budget requests).
- Barricades to Increase Pedestrian Safety – Staff is researching options for barricades to deter vehicle assaults on pedestrians at large outdoor events such as Tulip Time and many other downtown events. This will be a county-wide joint project to purchase and share safety barricades. (Funding through the budget process / MCIF)

PUBLIC SAFETY

GENERAL FUND - POLICE DIVISION

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Police Calls				
	Total Police Calls	18,744	18,600	18,500	18,500
	Part I Criminal Offenses	2,478	2,552	2,500	2,500
	Part II Criminal Offenses	2,713	2,307	2,300	2,300
	Service Calls	11,966	12,139	12,000	12,000
	Accidents Reported				
	Total Crashes Investigated	1,587	1,602	1,550	1,550
	Injury	178	241	220	220
	Property Damage	1,403	1,359	1,350	1,350
	Fatalities	6	2	2	2
	Bookings/Arrests				
	Total Bookings	2,169	1,753	1,750	1,750
	Adult Arrests	1,325	1,154	1,150	1,150
	Juvenile Arrests	312	358	325	325
	Court Commitments / Transfers	844	599	600	600
	Police Vehicle Report				
	Total Miles Driven	415,696	393,662	400,000	400,000
	Preventable Cruiser Accidents	14	8	8	8
	Non-Preventable Accidents	-	3	2	2
	Training				
	Total Hours-FTO, Reserve, & Regular Officers	12,526	11,087	12,000	12,000
	Domestic Animal Complaint Investigated	157	184	175	175
	Court Citations Issued	3,034	2,600	2,800	2,800
	Written Warnings not sent to Court	977	831	900	900
	Parking Enforcement				
	Overnight Violations	3,744	2,559	2,500	2,500
	Handicapped Violations	30	21	25	25

PUBLIC SAFETY

GENERAL FUND - POLICE DIVISION

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
	Parking Fines Collected	54,155	59,745	58,000	58,000
	Park Patrol - Total Incidents	15	5	10	10
	Abandoned Vehicles - Total Processed	15	23	20	20
	Found/Recovered Bicycles - Total Processed	221	233	230	230
Efficiency	Call Response Time % on Total Police Calls				
	10 Minutes & Under	86.1%	Not available	Not available	Not available
	5 Minutes & Under	64.5%	Not available	Not available	Not available

PUBLIC SAFETY

POLICE DIVISION - COMMUNITY RELATIONS

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	School Programs				
	College	2	-	2	2
	High School	9	15	15	15
	Middle & Elementary (K-7)	19	6	7	7
	Community Programs				
	Speaking Engagements (Fraud, K9, Safety)	28	15	15	15
	Citizen Police Academy	1	1	1	1
	Junior Police Academy	1	1	1	1
	National Night Out	1	1	1	1
	Winterim	1	1	1	1
	Operation Polar Patrol	-	65	65	65
	Cookout with Cops	2	3	3	3
	Coffee with a Cop	2	2	2	2
	Victim Service Unit				
	Call-Outs	25	22	23	23
	Call-Out Hours	141	97	110	110
	Meeting/Training Hours	374	263	270	270

PUBLIC SAFETY SERVICES GROUP - POLICE DIVISION - COMPARABLES

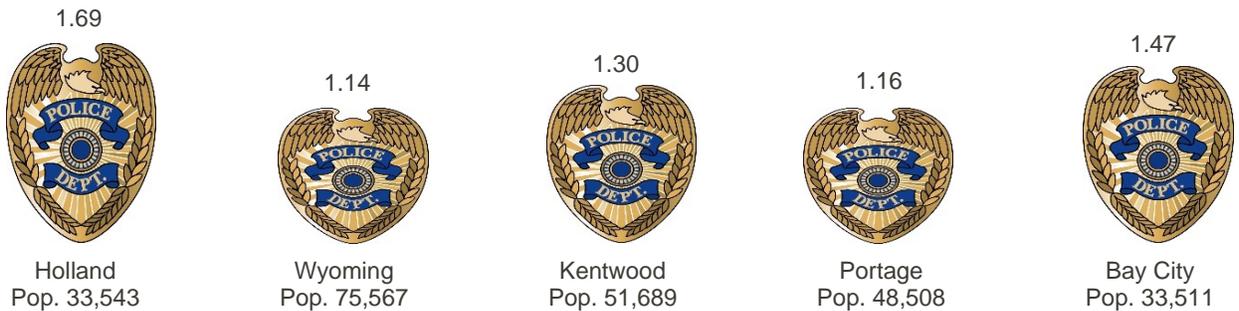
Crime Calls



Accident Crashes



Sworn Officers Per 1,000 Population



Department Expenditures per 1,000 Population



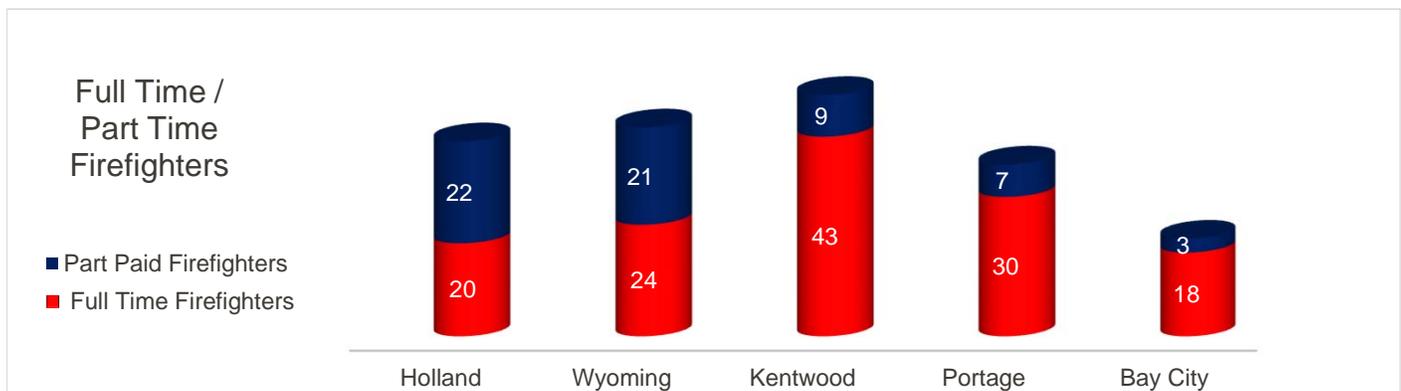
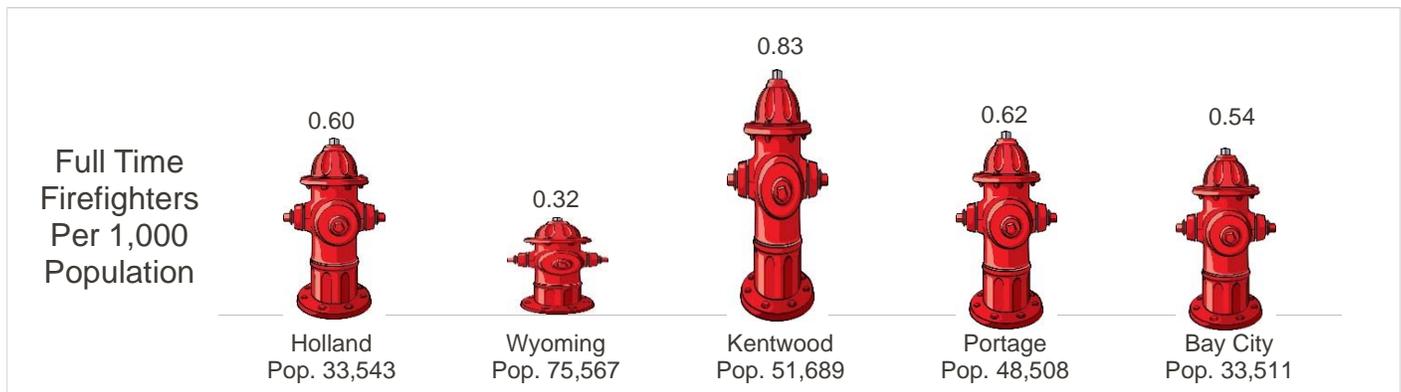
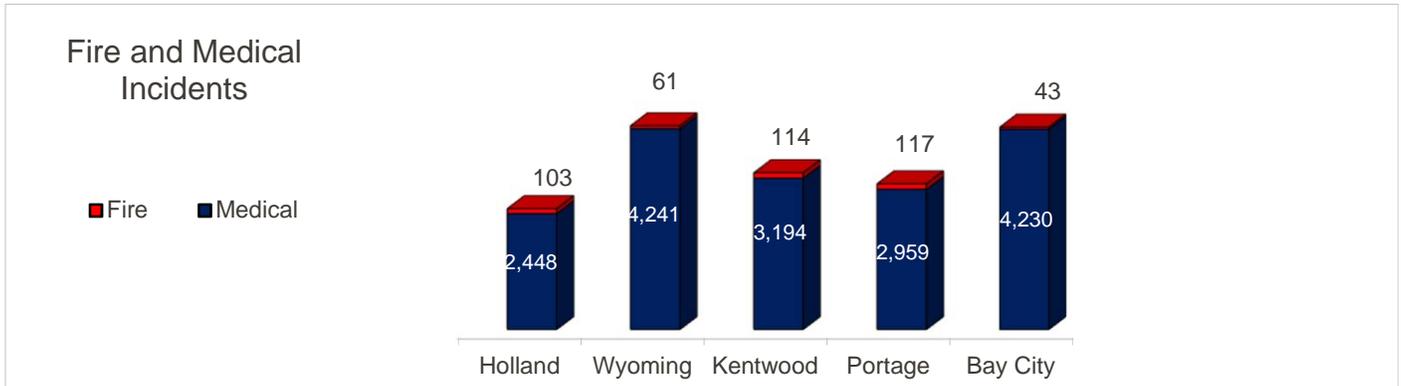
Note: Comparable Michigan Cities, Based on Calendar Year 2017 Data and 2016 Population Census.

PUBLIC SAFETY

GENERAL FUND - FIRE DIVISION

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Total Fire Incidents	101	111	100	100
	Structure Fires	54	53	50	50
	Outside of Structure Fires	5	7	6	6
	Vehicle Fires	13	19	15	15
	Vegetation Fires	5	6	8	8
	Refuse Fires	19	10	10	10
	Explosion with no After-Fire	3	12	8	8
	Fire or Explosion not Otherwise Classified	2	4	3	3
	Medical Emergencies	2,265	2,368	2,390	2,400
	Flammable Liquid/Gas Emergencies & Hazardous Conditions	152	145	155	155
	Service Calls	271	350	370	370
	Good Intent Calls	379	430	430	430
	False Alarms/Alarm Malfunctions	355	342	350	350
	Other/Miscellaneous Calls	2	3	2	2
	Total Incidents	3,525	3,749	3,897	3,907
	Change from Previous Year	7.63%	6.35%	3.95%	0.26%
	Value of Property Exposed to Fire	\$ 132,266,009	\$ 36,764,350	\$ 71,978,800	\$ 50,000,000
	Combined Real and Personal Property Lost	\$ 550,770	\$ 793,070	\$ 950,000	\$ 764,613
	Percent of Exposed Property Saved	99.58%	97.84%	98.70%	98.50%
	Training and Safety Activities				
	Total Personnel-Hours Spent in Training	3,216	9,254	3,000	3,000
	Civilian Fire-Related Injuries	7	6	-	-
	Firefighter Duty-Related Injuries	2	1	-	-
	Fire Prevention Activities				
	Fire Code Inspections Performed	210	114	100	200
	Fire Investigations Conducted	Est 10	11	10	10
	Outside Fire Prevention Programs Presented	91	-	-	-
	Child Passenger Safety Seat Installations & Inspections	70	43	40	40
	Insurance Service Office Rating	3	3	3	3
	Number of Fire Stations	3	3	3	3
	Fire Hydrant Maintenance & Flowing	1,739	1,739	1,739	-
	Emergency Management				
	Conduct Emergency Warning Systems Tests	9	9	9	9
Maintain and Update City Emergency Plan	1	-	1	1	
Department Head Semi-Annual Tabletop Exercises	-	-	1	1	
Plan and Implement City Emergency Plan Test Exercise	-	-	-	1	

PUBLIC SAFETY SERVICES GROUP - FIRE DIVISION - COMPARABLES



Note: Comparable Michigan Cities, Based on Department Calendar Year 2017 Data and 2016 U.S. Census Bureau Data.

PUBLIC SAFETY

GENERAL FUND - POLICE & FIRE DIVISIONS

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 37,281	\$ 36,828	\$ 50,000	\$ 50,000	\$ 50,000
Charges for Services	106,884	121,240	180,400	178,710	182,310
Fines & Forfeits	134,859	142,905	132,000	136,000	136,000
Other	130	1,379	15,585	500	500
General Fund Unallocated Revenue	10,420,973	10,313,538	10,806,561	10,540,253	10,448,944
TOTAL SOURCES	\$ 10,700,127	\$ 10,615,890	\$ 11,184,546	\$ 10,905,463	\$ 10,817,754

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 5,240,334	\$ 5,189,564	\$ 5,841,528	\$ 5,519,115	\$ 5,870,247
* Benefits - Incl. NonWorking Wages	3,587,437	3,376,395	3,140,207	3,194,753	2,626,278
* Mandatory Employer Costs	265,447	282,941	325,931	316,889	348,768

Other Current Expenditures -

* Supplies / Maintenance	408,814	478,950	471,626	465,388	464,560
* Contractual	12,492	23,636	25,000	25,150	25,150
* Other	1,074,037	1,116,206	1,199,381	1,203,395	1,209,711
Capital Outlay	11,566	48,198	80,873	80,773	23,040
Transfers Out	100,000	100,000	100,000	100,000	250,000
TOTAL USES	\$ 10,700,127	\$ 10,615,890	\$ 11,184,546	\$ 10,905,463	\$ 10,817,754

- - STAFFING - -

Personnel Services Total Amount	\$ 9,093,218	\$ 8,848,900	\$ 9,307,666	\$ 9,030,757	\$ 8,845,293
* Full-Time Positions	83.00	83.00	84.50	84.50	85.00
* Part-Paid Positions (Not @ F.T.E.)	30.00	30.00	30.00	30.00	30.00
* Part-Time Positions @ F.T.E.	9.55	9.65	9.70	9.70	9.70

PUBLIC SAFETY

POLICE CRIMINAL JUSTICE TRAINING FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 11,302	\$ 10,274	\$ 10,450	\$ 10,450	\$ 10,450
TOTAL SOURCES	\$ 11,302	\$ 10,274	\$ 10,450	\$ 10,450	\$ 10,450

FUNDING USES -

Other Current Expenditures -

* Other	\$ 9,462	\$ 8,309	\$ 10,450	\$ 10,450	\$ 10,450
TOTAL USES	\$ 9,462	\$ 8,309	\$ 10,450	\$ 10,450	\$ 10,450

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 1,840	\$ 1,965	\$ -	\$ -	\$ -
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	3,772	5,737	5,737	5,737	5,737
TOTAL FUND EQUITY	\$ 3,772	\$ 5,737	\$ 5,737	\$ 5,737	\$ 5,737

- - STAFFING - -

Positions: Not Applicable

PUBLIC SAFETY

POLICE EMPLOYEES BENEFIT FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 3,013	\$ 2,754	\$ 2,850	\$ 3,340	\$ 3,340
Interest & Rents	15	9	10	5	10
Other	-	325	-	-	-
TOTAL SOURCES	\$ 3,028	\$ 3,088	\$ 2,860	\$ 3,345	\$ 3,350

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 2,999	\$ 2,770	\$ 2,200	\$ 3,100	\$ 3,100
* Other	200	1,100	300	200	200
TOTAL USES	\$ 3,199	\$ 3,870	\$ 2,500	\$ 3,300	\$ 3,300

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (171)	\$ (782)	\$ 360	\$ 45	\$ 50
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	1,249	467	827	512	562
TOTAL FUND EQUITY	\$ 1,249	\$ 467	\$ 827	\$ 512	\$ 562

- - STAFFING - -

Positions: Not Applicable

PUBLIC SAFETY

FIRE VEHICLE AND EQUIPMENT FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 712	\$ 1,263	\$ 1,500	\$ 2,500	\$ 2,000
Other	(2,517)	-	39,318	39,318	-
Transfers In	100,000	100,000	100,000	100,000	250,000
TOTAL SOURCES	\$ 98,195	\$ 101,263	\$ 140,818	\$ 141,818	\$ 252,000

FUNDING USES -

Capital Outlay	\$ -	\$ 24,546	\$ 283,405	\$ 283,405	\$ -
Depreciation Expense	101,234	90,447	101,300	95,000	110,000
TOTAL USES	\$ 101,234	\$ 114,993	\$ 384,705	\$ 378,405	\$ 110,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (3,039)	\$ 10,816	\$ 39,518	\$ 46,818	\$ 142,000
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 1,235,212	\$ 1,169,312	\$ 1,351,417	\$ 1,357,717	\$ 1,247,717
Undesignated / Unreserved	195,330	272,046	129,459	130,459	382,459
TOTAL FUND EQUITY	\$ 1,430,542	\$ 1,441,358	\$ 1,480,876	\$ 1,488,176	\$ 1,630,176

- - STAFFING - -

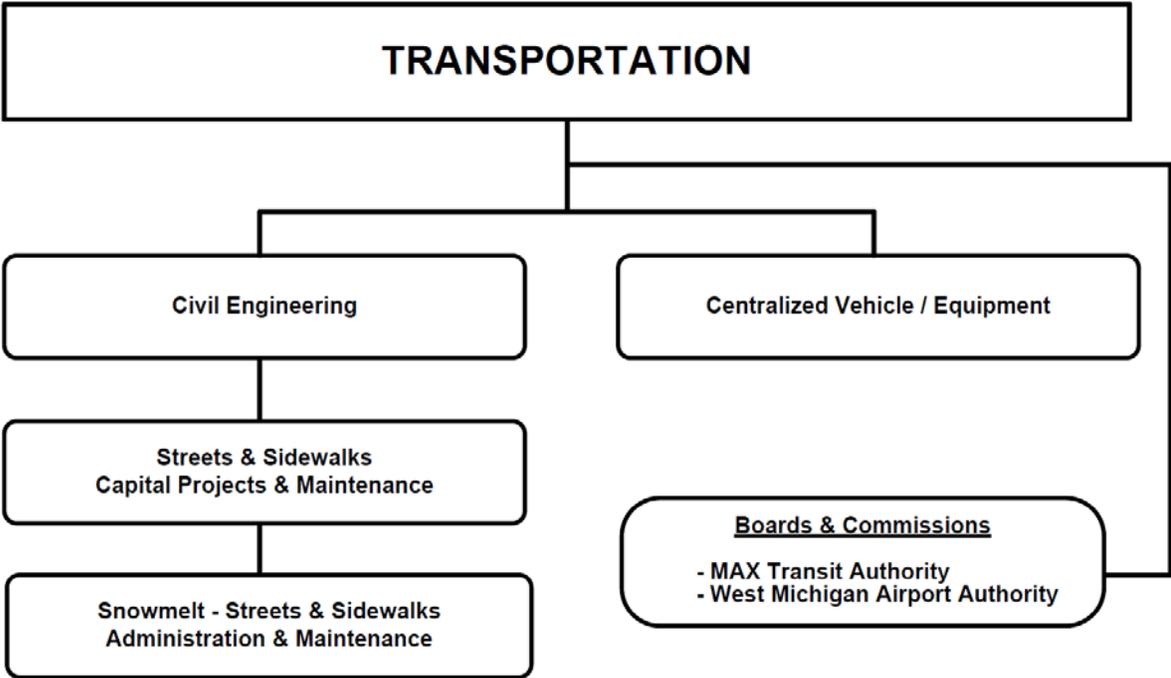
Positions: Not Applicable

TRANSPORTATION

INTRODUCTION

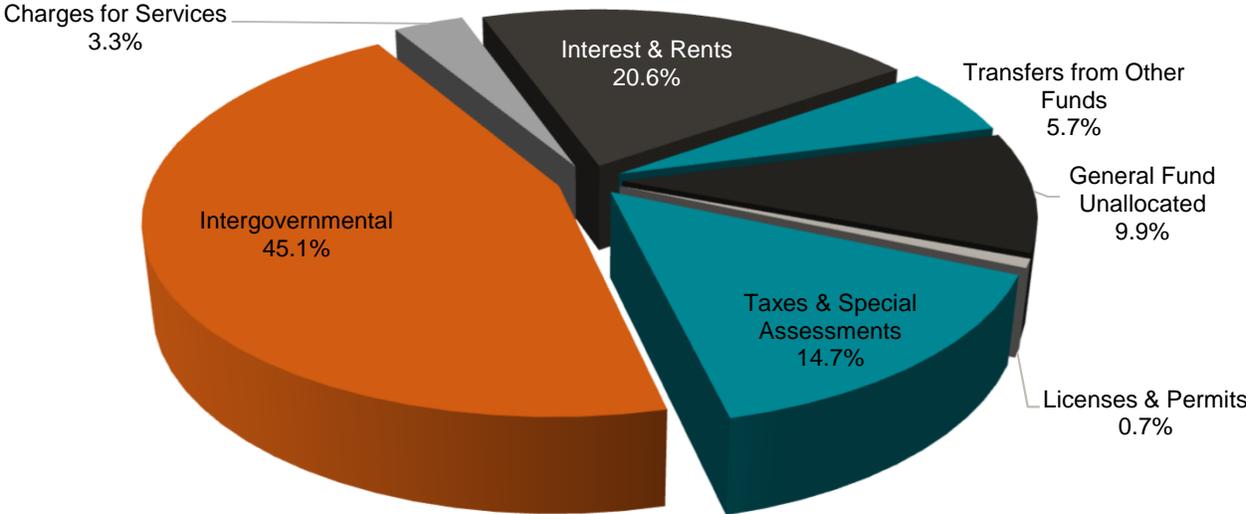
The Transportation Group is responsible for all activities related to the provision, maintenance and upgrade of the city's transportation network. The overall objective is to provide a quality, efficient and diversified network, that includes the maintenance and enhancement of city streets, alleys, sidewalks and storm drain systems.

GROUP ORGANIZATION CHART

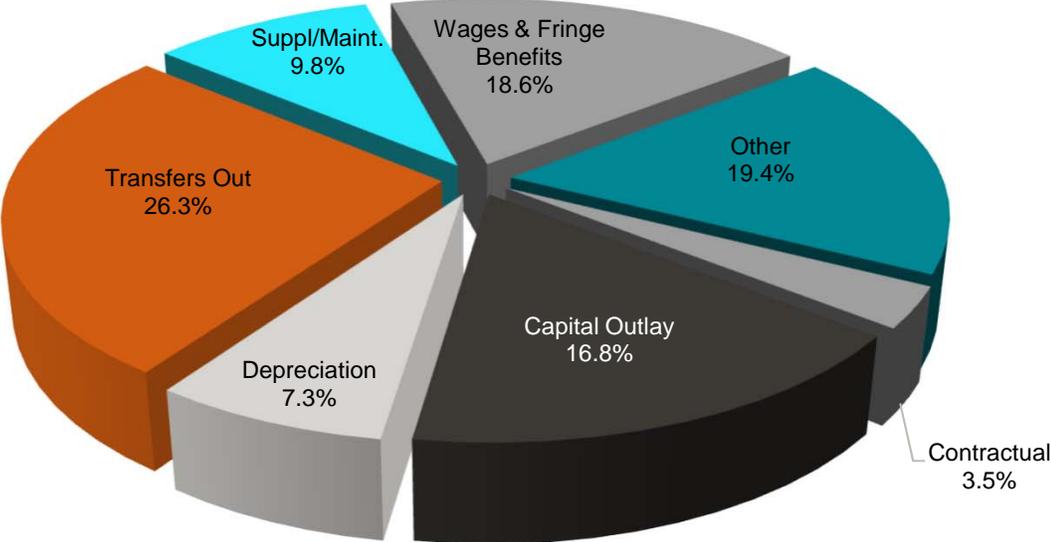


TRANSPORTATION

Funding Sources



Funding Uses



TRANSPORTATION

GROUP SUMMARY

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
- - FUNDING USES ACROSS FUNDS - -					
FUND TYPES -					
General	\$ 1,241,929	\$ 1,174,894	\$ 1,295,869	\$ 1,291,737	\$ 1,348,268
Special Revenue	11,410,495	6,046,769	8,028,471	7,938,672	8,050,931
Enterprise	690,036	594,254	626,087	607,938	609,983
Internal Service	3,287,040	2,822,742	3,303,643	3,304,900	3,202,125
TOTAL - ALL FUND TYPES	\$ 16,629,500	\$ 10,638,659	\$ 13,254,070	\$ 13,143,247	\$ 13,211,307

- - FUNDING SOURCES & USES - -					
FUNDING SOURCES -					
Taxes & Special Assessments	\$ 1,777,649	\$ 1,800,210	\$ 1,835,688	\$ 1,854,234	\$ 1,676,996
Intergovernmental	4,256,358	4,372,636	5,192,424	5,211,379	5,135,250
Licenses & Permits	60,060	81,732	81,000	82,000	84,000
Charges for Services	346,219	341,873	398,305	355,285	372,593
Fines & Forfeits	36	-	100	100	100
Interest & Rents	2,056,666	2,009,805	2,074,568	2,123,058	2,183,100
Other	179,775	49,172	167,041	191,000	166,000
Transfers In	2,119,792	1,433,594	725,918	643,612	648,258
TOTAL SOURCES	\$ 10,796,555	\$ 10,089,022	\$ 10,475,044	\$ 10,460,668	\$ 10,266,297

FUNDING USES -					
Personnel Services -					
* Salaries & Wages - Working	\$ 1,229,033	\$ 1,238,549	\$ 1,533,720	\$ 1,422,720	\$ 1,535,505
* Benefits - Incl. NonWorking Wages	777,354	653,016	687,340	673,276	741,939
* Mandatory Employer Costs	130,695	137,185	176,391	162,980	181,581
Other Current Expenditures -					
* Supplies / Maintenance	1,128,714	1,059,346	1,262,765	1,191,541	1,288,425
* Contractual	279,297	347,213	442,975	427,290	423,500
* Other	2,223,613	2,239,018	2,356,125	2,335,588	2,373,861
Capital Outlay	4,472,270	934,663	1,893,317	2,718,330	2,217,700
Transfers Out	5,440,347	3,069,328	3,915,887	3,241,982	3,479,256
Depreciation Expense	948,177	960,341	985,550	969,540	969,540
TOTAL USES	\$ 16,629,500	\$ 10,638,659	\$ 13,254,070	\$ 13,143,247	\$ 13,211,307

- - STAFFING - -					
Personnel Services Total Amount	\$ 2,137,082	\$ 2,028,750	\$ 2,397,451	\$ 2,258,976	\$ 2,459,025
* Full-Time Positions	26.16	27.20	27.30	27.30	27.30
* Part-Time Positons @ F.T.E.	3.50	3.45	3.55	3.40	3.55

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.
 - **Underway.**
- 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.
 - **Nearly complete.**
- Complete the design for the reconstruction of Lincoln Avenue between 32nd Street and US-31 in addition to the reconstruction of Hope Avenue between 16th Street and Paw Paw Drive. Both Lincoln and Hope Avenue have opportunities for sidewalk infill. Ready to bid, winter 2017/2018.
 - **On Track.**
- 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.
 - **No Action.**
- Complete the survey and design of the reconstruction of 6th Street between Columbia Avenue and River Avenue and include College Avenue between 8th Street and 6th Street. Target expense \$50,000. Complete by spring of 2018.
 - **Underway.**
- 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.
 - **Just took delivery on January 11, 2018 – it is COOL!!!**
- Plan for staffing turnover resulting from impending retirements in both the streets department and vehicle maintenance.

TRANSPORTATION

STREETS DIVISION

- Work with the Macatawa Area Coordinating Council (MACC) on the downtown traffic study will be completed at the end of FY 2018. FY 2019 to include planning for implementation of the traffic study recommendations.
 - Complete in 2019.
- Continue to complete non-motorized improvements within the City. Continue annual concrete sidewalk restoration program and continue to resurface HMA pathways. Proceed with sidewalk infill where appropriate.
 - Complete in 2019.
- 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 within the community.
- Work with GIS to expand asset management and explore the possibility of tracking complaints with ERSI software.
 - Complete by the end of calendar year 2018.
- Explore funding opportunities for the reconstruction of 6th Street between Columbia Avenue and River Avenue including College Avenue between 8th Street and 6th Street.
 - Complete in 2019.
- Begin electronically archiving full size plans with new scanner/plotter/copier combo machine.
 - Complete by 2019.

TRANSPORTATION

GENERAL FUND - STREETS DIVISION

PERFORMANCE MEASURES		FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Total Mileage of Street System Maintained (Does Not Include State Trunkline Miles)	148.97	148.97	149.32	149.32
	Mileage per MDOT Act 51 Approved Map:				
	Major Streets	56.88	56.88	56.88	57.50
	Local Streets	92.09	92.09	92.44	91.82
	Street Cut Permits Issued For Utility Repair or New Construction	366	363	370	375
	Amount of Asphalt Used for Street Patching and Repairing (in Tons - Reflects February to February)	1,971	922	2,000	2,000
	Amount of Salt Used for Winter Road Maintenance (in Tons) Calendar Year 2017	3,112	2,695	3,000	3,000
	Amount Liquid Deicing Used - Winter Road Maintenance (in Gallons) Calendar Year 2017	24,507	22,610	24,000	24,000
	Number of Street Sweeper Hours Operated (Reflects February to February)	2,328	1,802	2,000	2,000
		CY2016 Actual	CY2017 Actual	CY2018 Projected	CY2019 Projected
	Fall Leaf Pickup:				
	Streets Division Costs (Personnel and Equipment)	\$ 134,620	\$ 130,506	\$ 135,000	\$ 135,000
	Removal Costs	\$ 31,959	\$ 21,326	\$ 25,000	\$ 25,000
	Number of Hours Worked by Streets Division Personnel	2,200	1,867	2,100	2,100
Spring Cleanup:					
Streets Division Costs (Personnel and Equipment)	\$ 58,323	\$ 69,413	\$ 62,000	\$ 62,000	
Removal Costs	\$ 17,057	\$ 18,358	\$ 18,000	\$ 18,000	
Number of Hours Worked by Streets Division Personnel	923	960	1,000	1,000	

TRANSPORTATION

GENERAL FUND - STREETS DIVISION

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 8,721	\$ 2,730	\$ 8,500	\$ 6,500	\$ 7,500
Licenses & Permits	1,725	1,700	2,000	2,000	2,000
Fines & Forfeits	36	-	100	100	100
Interest & Rents	180,000	187,200	196,560	196,560	202,500
General Fund Unallocated Revenue	856,196	817,854	860,330	852,671	889,386
TOTAL SOURCES	\$ 1,046,678	\$ 1,009,484	\$ 1,067,490	\$ 1,057,831	\$ 1,101,486

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 158,047	\$ 173,304	\$ 203,900	\$ 183,350	\$ 201,750
* Benefits - Incl. NonWorking Wages	69,692	6,697	(8,786)	44,765	42,522
* Mandatory Employer Costs	30,929	33,359	39,155	37,245	39,528
Other Current Expenditures -					
* Supplies / Maintenance	41,660	50,708	65,140	64,506	76,350
* Contractual Expenditures	83,537	101,063	98,900	89,465	98,900
* Other	662,813	644,353	659,501	628,820	632,236
Capital Outlay	-	-	9,680	9,680	10,200
TOTAL USES	\$ 1,046,678	\$ 1,009,484	\$ 1,067,490	\$ 1,057,831	\$ 1,101,486

Personnel Services Total Amount	\$ 258,668	\$ 213,360	\$ 234,269	\$ 265,360	\$ 283,800
Full-Time Positions	15.65	16.65	16.65	16.65	16.65
Part-Time Positions @ F.T.E.	1.10	1.05	1.00	1.00	1.00

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

TRANSPORTATION

GENERAL FUND - MANAGEMENT & ENGINEERING

	PERFORMANCE MEASURES	CY2016 Actual	CY2017 Actual	CY2018 Projected	CY2019 Projected
Workload	Construction Projects in Process (Calendar)	11	10	10	10
	Total Miles of Streets Reconstructed (Calendar)	1	2	1	1
	Total Miles of Streets Resurfaced (Calendar)	6	5	7	8
	Total Miles of Path Construction or Resurfacing (Calendar)	1	1	1	1
	Sidewalk Repair Activities in Square Feet (Calendar)	10,000	12,000	15,000	15,000

TRANSPORTATION

GENERAL FUND - MANAGEMENT & ENGINEERING

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ -	\$ -	\$ 50,000	\$ -	\$ -
Charges for Services	2,016	3,545	2,000	3,000	3,000
General Fund Unallocated Revenue	193,235	161,865	176,379	230,906	243,782
TOTAL SOURCES	\$ 195,251	\$ 165,410	\$ 228,379	\$ 233,906	\$ 246,782

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 100,531	\$ 78,109	\$ 136,150	\$ 127,900	\$ 133,900
* Benefits - Incl. NonWorking Wages	46,687	42,740	35,437	49,838	54,629
* Mandatory Employer Costs	10,206	8,762	14,079	13,355	13,934

Other Current Expenditures -

* Supplies / Maintenance	3,192	4,890	3,950	4,050	3,850
* Contractual	2,233	500	2,000	2,000	2,000
* Other	32,402	30,409	36,763	36,763	38,469

TOTAL USES	\$ 195,251	\$ 165,410	\$ 228,379	\$ 233,906	\$ 246,782
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- - STAFFING - -

Personnel Services Total Amount	\$ 157,424	\$ 129,611	\$ 185,666	\$ 191,093	\$ 202,463
Full-Time Positions	3.35	3.35	3.35	3.35	3.35
Part-Time Positions @ F.T.E.	0.30	0.35	0.40	0.40	0.35

TRANSPORTATION

MOTOR VEHICLE HIGHWAY MAJOR STREETS

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
- - FUNDING SOURCES & USES - -					
FUNDING SOURCES -					
Intergovernmental	\$ 2,731,866	\$ 2,718,224	\$ 3,297,500	\$ 3,375,300	\$ 3,347,550
Licenses & Permits	21,382	36,468	32,000	28,000	30,000
Interest & Rents	27,353	(1,265)	1,000	6,000	6,000
Transfers In	-	-	-	91,729	-
TOTAL SOURCES	\$ 2,780,601	\$ 2,753,427	\$ 3,330,500	\$ 3,501,029	\$ 3,383,550
FUNDING USES -					
Personnel Services -					
* Salaries & Wages - Working	\$ 266,221	\$ 257,990	\$ 376,150	\$ 335,950	\$ 374,200
* Benefits - Incl. NonWorking Wages	193,266	183,573	238,550	194,625	213,800
* Mandatory Employer Costs	22,425	22,752	37,525	32,170	38,200
Other Current Expenditures -					
* Supplies / Maintenance	212,507	179,691	229,500	196,950	228,500
* Contractual	146,112	182,344	234,975	231,275	214,500
* Other	421,590	430,691	456,900	483,256	504,900
Capital Outlay	3,448,100	195,154	825,000	1,650,000	1,273,250
Transfers Out	547,734	557,154	893,531	379,626	569,900
TOTAL USES	\$ 5,257,955	\$ 2,009,349	\$ 3,292,131	\$ 3,503,852	\$ 3,417,250
- - FUND EQUITY - -					
INCREASE (DECREASE)	\$ (2,477,354)	\$ 744,078	\$ 38,369	\$ (2,823)	\$ (33,700)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	21,633	765,711	804,080	762,888	729,188
TOTAL FUND EQUITY	\$ 21,633	\$ 765,711	\$ 804,080	\$ 762,888	\$ 729,188
- - 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-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 706,110	\$ 693,882	\$ 805,350	\$ 805,350	\$ 867,700
Licenses & Permits	36,953	43,564	47,000	52,000	52,000
Interest & Rents	1,422	450	1,000	1,000	1,000
Transfers In	525,374	557,154	616,675	471,355	569,900
TOTAL SOURCES	\$ 1,269,859	\$ 1,295,050	\$ 1,470,025	\$ 1,329,705	\$ 1,490,600

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 306,590	\$ 314,677	\$ 370,900	\$ 335,400	\$ 389,900
* Benefits - Incl. NonWorking Wages	228,218	234,125	243,900	198,500	224,225
* Mandatory Employer Costs	25,584	27,911	37,025	32,305	39,825

Other Current Expenditures -

* Supplies / Maintenance	216,758	196,187	239,000	194,800	241,500
* Contractual	37,883	56,483	97,900	95,700	98,900
* Other	454,828	465,667	482,600	473,000	493,000

Capital Outlay	-	-	-	-	3,250
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FUNDING USES - TOTALS	\$ 1,269,861	\$ 1,295,050	\$ 1,471,325	\$ 1,329,705	\$ 1,490,600
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (2)	\$ -	\$ (1,300)	\$ -	\$ -
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	2,000	2,000	700	2,000	2,000
TOTAL FUND EQUITY	\$ 2,000	\$ 2,000	\$ 700	\$ 2,000	\$ 2,000

- - STAFFING - -

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

TRANSPORTATION

ALLEGAN COUNTY ROAD TAX FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 453,706	\$ 376,834	\$ 455,000	\$ 450,000	\$ 450,000
Interest & Rents	4,128	1,661	4,000	7,000	7,000
TOTAL SOURCES	<u>\$ 457,834</u>	<u>\$ 378,495</u>	<u>\$ 459,000</u>	<u>\$ 457,000</u>	<u>\$ 457,000</u>

FUNDING USES -

Transfers Out	\$ 532,936	\$ 162,881	\$ 650,000	\$ 560,000	\$ 907,000
TOTAL USES	<u>\$ 532,936</u>	<u>\$ 162,881</u>	<u>\$ 650,000</u>	<u>\$ 560,000</u>	<u>\$ 907,000</u>

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (75,102)	\$ 215,614	\$ (191,000)	\$ (103,000)	\$ (450,000)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	407,934	623,548	432,548	520,548	70,548
TOTAL FUND EQUITY	<u>\$ 407,934</u>	<u>\$ 623,548</u>	<u>\$ 432,548</u>	<u>\$ 520,548</u>	<u>\$ 70,548</u>

- - STAFFING - -

Positions: Not Applicable

TRANSPORTATION

OTTAWA COUNTY ROAD TAX FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 334,374	\$ 335,430	\$ 350,000	\$ 350,000	\$ 350,000
Interest & Rents	-	(117)	500	100	100
TOTAL SOURCES	<u>\$ 334,374</u>	<u>\$ 335,313</u>	<u>\$ 350,500</u>	<u>\$ 350,100</u>	<u>\$ 350,100</u>

FUNDING USES -

Other Current Expenditures -

* Other	-	1,371	-	100	100
Transfers Out	\$ 330,000	\$ 330,000	\$ 350,000	\$ 350,000	\$ 330,000
TOTAL USES	<u>\$ 330,000</u>	<u>\$ 331,371</u>	<u>\$ 350,000</u>	<u>\$ 350,100</u>	<u>\$ 330,100</u>

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 4,374	\$ 3,942	\$ 500	\$ -	\$ 20,000
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	4,374	8,316	8,816	8,316	28,316
TOTAL FUND EQUITY	<u>\$ 4,374</u>	<u>\$ 8,316</u>	<u>\$ 8,816</u>	<u>\$ 8,316</u>	<u>\$ 28,316</u>

- - STAFFING - -

Positions: Not Applicable

TRANSPORTATION

STREET IMPROVEMENTS RESERVE

DEPARTMENT 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 PASER 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 goals, improving the condition of our street network and increase balances in our streets funds.
 - **On target (with all bullet points).**
- Current fund balances within our streets funds are 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 PASER 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 increasing the balances in our streets funds, however, if increases to road funding revenue beyond FY 2019 do not materialize, increases to fund balances are not likely.

TRANSPORTATION

STREET IMPROVEMENTS RESERVE FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 1,498,564	\$ 1,431,085	\$ 1,469,950	\$ 1,460,863	\$ 1,275,141
Intergovernmental	30,302	248,266	234,574	230,729	120,000
Interest & Rents	(18,917)	52	3,000	3,000	3,000
Transfers In	1,514,700	666,809	13,434	11,475	18,243
TOTAL SOURCES	\$ 3,024,649	\$ 2,346,212	\$ 1,720,958	\$ 1,706,067	\$ 1,416,384

FUNDING USES -

Other Current Expenditures -

* Other	\$ 132	\$ -	\$ -	\$ -	\$ -
Transfers Out	3,805,458	2,019,193	1,880,000	1,810,000	1,530,000
TOTAL USES	\$ 3,805,590	\$ 2,019,193	\$ 1,880,000	\$ 1,810,000	\$ 1,530,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (780,941)	\$ 327,019	\$ (159,042)	\$ (103,933)	\$ (113,616)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	16,974	343,993	184,951	240,060	126,444
TOTAL FUND EQUITY	\$ 16,974	\$ 343,993	\$ 184,951	\$ 240,060	\$ 126,444

- - STAFFING - -

Positions: Not Applicable

TRANSPORTATION

DOWNTOWN SNOWMELT SYSTEM OPERATING FUND

DEPARTMENT 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.
 - **No Action.**
- Complete snowmelt distribution improvements along College Avenue between 7th and 8th Street. Includes extension of snow melted 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.
 - **Complete.**
- Plan ahead for next major construction project that will involve snowmelt improvements. Possibly reconstruction of 6th Street & College Avenue or reconstruction of Columbia Avenue south of 9th Street. 2017 and 2018 implementation.
 - **Sixth Street planning underway.**
- Develop long-term snowmelt planning and financing strategy utilizing the downtown snowmelt vision map developed by the planning, downtown and transportation staff.
- Participate with snowmelt distribution improvements associated with the following developments.
 - Condos at 4th Street & Central Avenue (Brownfield).
 - Church at 9th Street & College Avenue.
 - Commercial building at 7th Street & College Avenue
- Design snowmelt improvements associated with the reconstruction of 6th Street. Project to include snow melted sidewalk connection between existing network at 7th Street & Columbia Avenue and Freedom Village.
- Plan ahead for next major street reconstruction project that will involve snowmelt improvements. Possibly the reconstruction of Columbia Avenue south of 9th Street or 10th Street west of Lincoln Avenue.

TRANSPORTATION

DOWNTOWN SNOWMELT SYSTEM OPERATING FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 174,653	\$ 270,188	\$ 261,138	\$ 293,563	\$ 297,805
Interest & Rents	(76)	220	200	350	500
Other	-	-	-	25,000	-
Transfers In	39,538	9,534	86,676	59,820	60,115
TOTAL SOURCES	\$ 214,115	\$ 279,942	\$ 348,014	\$ 378,733	\$ 358,420

FUNDING USES -

Other Current Expenditures -

* Other	\$ 197,953	\$ 228,925	\$ 242,659	\$ 242,659	\$ 233,625
Transfers Out	16,200	-	142,356	142,356	142,356
TOTAL USES	\$ 214,153	\$ 228,925	\$ 385,015	\$ 385,015	\$ 375,981

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (38)	\$ 51,017	\$ (37,001)	\$ (6,282)	\$ (17,561)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	-
Undesignated / Unreserved	-	51,017	14,016	44,735	27,174
TOTAL FUND EQUITY	\$ -	\$ 51,017	\$ 14,016	\$ 44,735	\$ 27,174

- - STAFFING - -

Positions: Not Applicable

TRANSPORTATION

DEPOT OPERATIONS FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 1	\$ 1	\$ 1	\$ 1	\$ 1
TOTAL SOURCES	<u>\$ 1</u>				

FUNDING USES -

Depreciation Expense	\$ 24,539	\$ 24,539	\$ 24,550	\$ 24,540	\$ 24,540
TOTAL USES	<u>\$ 24,539</u>	<u>\$ 24,539</u>	<u>\$ 24,550</u>	<u>\$ 24,540</u>	<u>\$ 24,540</u>

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (24,538)	\$ (24,538)	\$ (24,549)	\$ (24,539)	\$ (24,539)
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 772,973	\$ 748,434	\$ 723,884	\$ 723,894	\$ 699,354
Undesignated / Unreserved	8	9	10	10	11
TOTAL FUND EQUITY	<u>\$ 772,981</u>	<u>\$ 748,443</u>	<u>\$ 723,894</u>	<u>\$ 723,904</u>	<u>\$ 699,365</u>

- - STAFFING - -

Positions: Not Applicable

TRANSPORTATION
MUNICIPAL AIRPORT FACILITIES MANAGEMENT

DEPARTMENT 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-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 104,432	\$ 98,937	\$ 104,600	\$ 99,808	\$ 104,050
Charges for Services	18,661	25,047	41,055	36,835	34,643
Other	92,000	-	-	-	-
TOTAL SOURCES	\$ 215,093	\$ 123,984	\$ 145,655	\$ 136,643	\$ 138,693

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 15,871	\$ 20,529	\$ 27,650	\$ 30,500	\$ 28,505
* Benefits - Incl. NonWorking Wages	2,041	2,884	3,870	3,935	3,743
* Mandatory Employer Costs	1,237	1,565	2,267	2,400	2,395
Other Current Expenditures -					
* Other	103,087	97,877	104,750	99,813	104,050
Capital Outlay	92,000	-	-	-	-
Depreciation Expense	449,538	444,724	461,000	445,000	445,000
TOTAL USES	\$ 663,774	\$ 567,579	\$ 599,537	\$ 581,648	\$ 583,693

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (356,681)	\$ (443,595)	\$ (453,882)	\$ (445,005)	\$ (445,000)
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 9,869,372	\$ 9,424,648	\$ 8,963,648	\$ 8,979,648	\$ 8,534,648
Undesignated / Unreserved	2,270	3,399	10,517	3,394	3,394
TOTAL FUND EQUITY	\$ 9,871,642	\$ 9,428,047	\$ 8,974,165	\$ 8,983,042	\$ 8,538,042

- - STAFFING - -

Personnel Services Total Amount	\$ 19,149	\$ 24,978	\$ 33,787	\$ 36,835	\$ 34,643
Full-Time Positions	0.16	0.20	0.30	0.30	0.30
Part-Time Positions @ F.T.E.	0.35	0.35	0.35	0.35	0.35

TRANSPORTATION

TRANSPORTATION EMPLOYEES BENEFIT FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 1,362	\$ 1,347	\$ 1,350	\$ 1,350	\$ 1,350
Interest & Rents	27	12	20	20	20
TOTAL SOURCES	<u>\$ 1,389</u>	<u>\$ 1,359</u>	<u>\$ 1,370</u>	<u>\$ 1,370</u>	<u>\$ 1,370</u>

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 364	\$ 554	\$ 500	\$ 500	\$ 500
* Other	1,359	1,582	1,500	1,250	1,250
TOTAL USES	<u>\$ 1,723</u>	<u>\$ 2,136</u>	<u>\$ 2,000</u>	<u>\$ 1,750</u>	<u>\$ 1,750</u>

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (334)	\$ (777)	\$ (630)	\$ (380)	\$ (380)
ENDING BALANCE -					
Net Investment in Capital Assets	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	2,550	1,773	1,143	1,393	1,013
TOTAL FUND EQUITY	<u>\$ 2,550</u>	<u>\$ 1,773</u>	<u>\$ 1,143</u>	<u>\$ 1,393</u>	<u>\$ 1,013</u>

- - STAFFING - -

Positions: Not Applicable

TRANSPORTATION

CENTRALIZED VEHICLE / EQUIPMENT FUND

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	General Motor Pool				
	Vehicles	65	65	65	65
	Equipment	73	73	73	73
	Two Way Radios	37	37	37	37
	Street				
	Vehicles	29	29	30	30
	Equipment	85	85	85	85
	Two Way Radios	47	47	47	47
	Police				
	Vehicles	24	24	25	25
	Macatawa Area Express				
	*Vehicles (Maintenance Only, Purchase excluded)	38	38	38	38
	Fire				
	Vehicles (Maintenance Only, Purchase excluded)	8	8	8	8
	Total				
	Vehicles (not Including MAX or Fire)	118	118	120	120
	Equipment	158	158	158	158
	Two Way Radios	84	84	84	84

*FY17 & FY18 projected 34 buses & 4 support vehicles

TRANSPORTATION

CENTRALIZED VEHICLE / EQUIPMENT FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 315,459	\$ 309,204	\$ 345,400	\$ 307,600	\$ 326,100
Interest & Rents	1,862,728	1,821,591	1,868,287	1,909,027	1,962,979
Other	87,775	49,172	167,041	166,000	166,000
Transfers In	40,180	200,097	9,133	9,233	-
TOTAL SOURCES	\$ 2,306,142	\$ 2,380,064	\$ 2,389,861	\$ 2,391,860	\$ 2,455,079

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 381,773	\$ 393,940	\$ 418,970	\$ 409,620	\$ 407,250
* Benefits - Incl. NonWorking Wages	237,450	182,997	174,369	181,613	203,020
* Mandatory Employer Costs	40,314	42,836	46,340	45,505	47,699

Other Current Expenditures -

* Supplies / Maintenance	654,233	627,316	724,675	730,735	737,725
* Contractual	9,400	6,823	9,200	8,850	9,200
* Other	349,581	338,143	371,452	369,927	366,231
Capital Outlay	932,170	739,509	1,058,637	1,058,650	931,000
Transfers Out	208,019	100	-	-	-
Depreciation Expense	474,100	491,078	500,000	500,000	500,000

TOTAL USES	\$ 3,287,040	\$ 2,822,742	\$ 3,303,643	\$ 3,304,900	\$ 3,202,125
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (48,728)	\$ 296,831	\$ 144,855	\$ 145,610	\$ 183,954
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ENDING BALANCE -

Reserved for Asset Replacement	\$ 900,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Net Investment in Capital Assets	3,332,003	3,529,535	4,088,172	4,088,185	4,519,185
Undesignated / Unreserved	345,414	1,044,713	630,931	631,673	384,627

TOTAL FUND EQUITY	\$ 4,577,417	\$ 4,874,248	\$ 5,019,103	\$ 5,019,858	\$ 5,203,812
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- - STAFFING - -

Personnel Services Total Amount	\$ 659,537	\$ 619,773	\$ 639,679	\$ 636,738	\$ 657,969
Full-Time Positions	7.00	7.00	7.00	7.00	7.00
Part-Time Positions @ F.T.E.	1.75	1.70	1.80	1.65	1.85



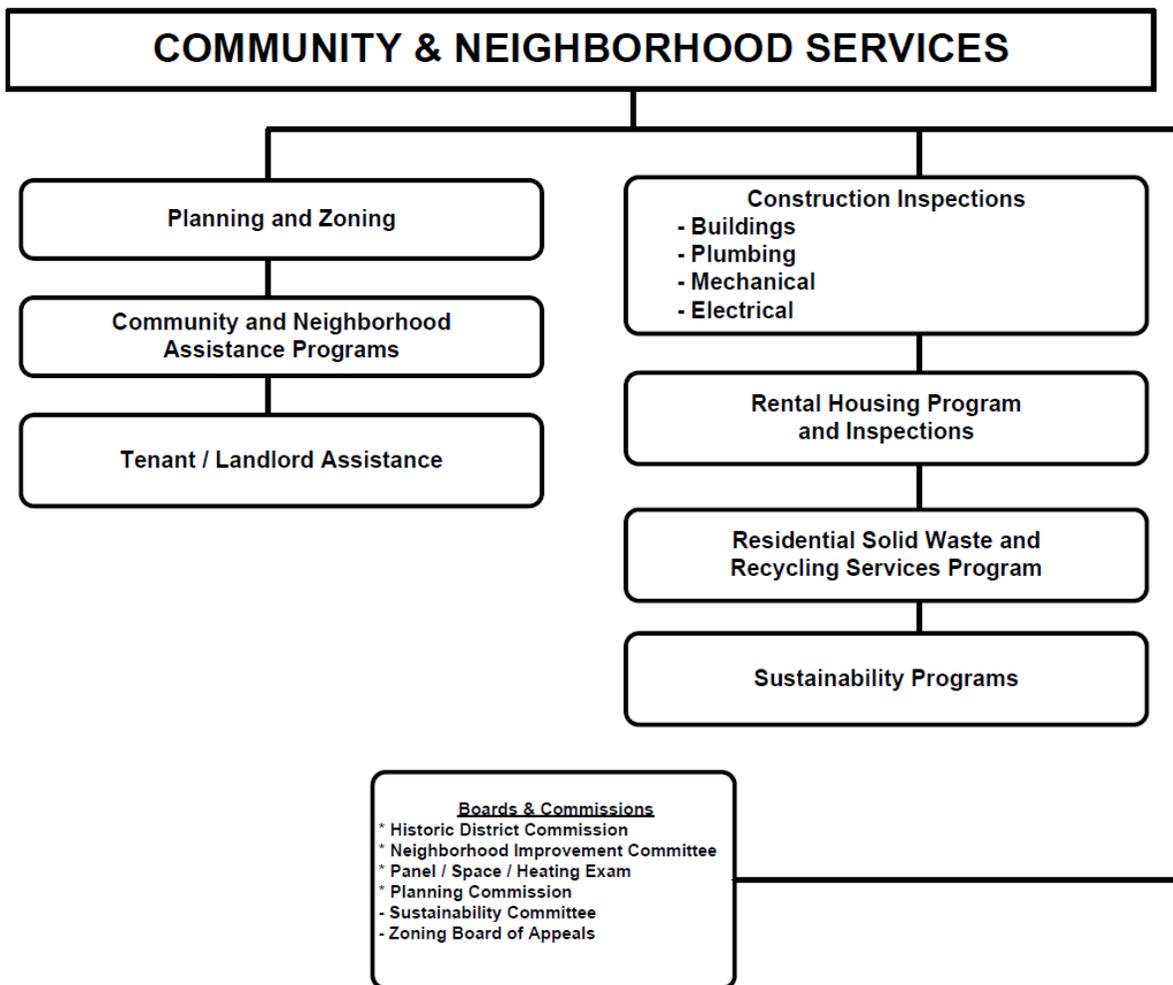
Holland
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COMMUNITY & NEIGHBORHOOD SERVICES

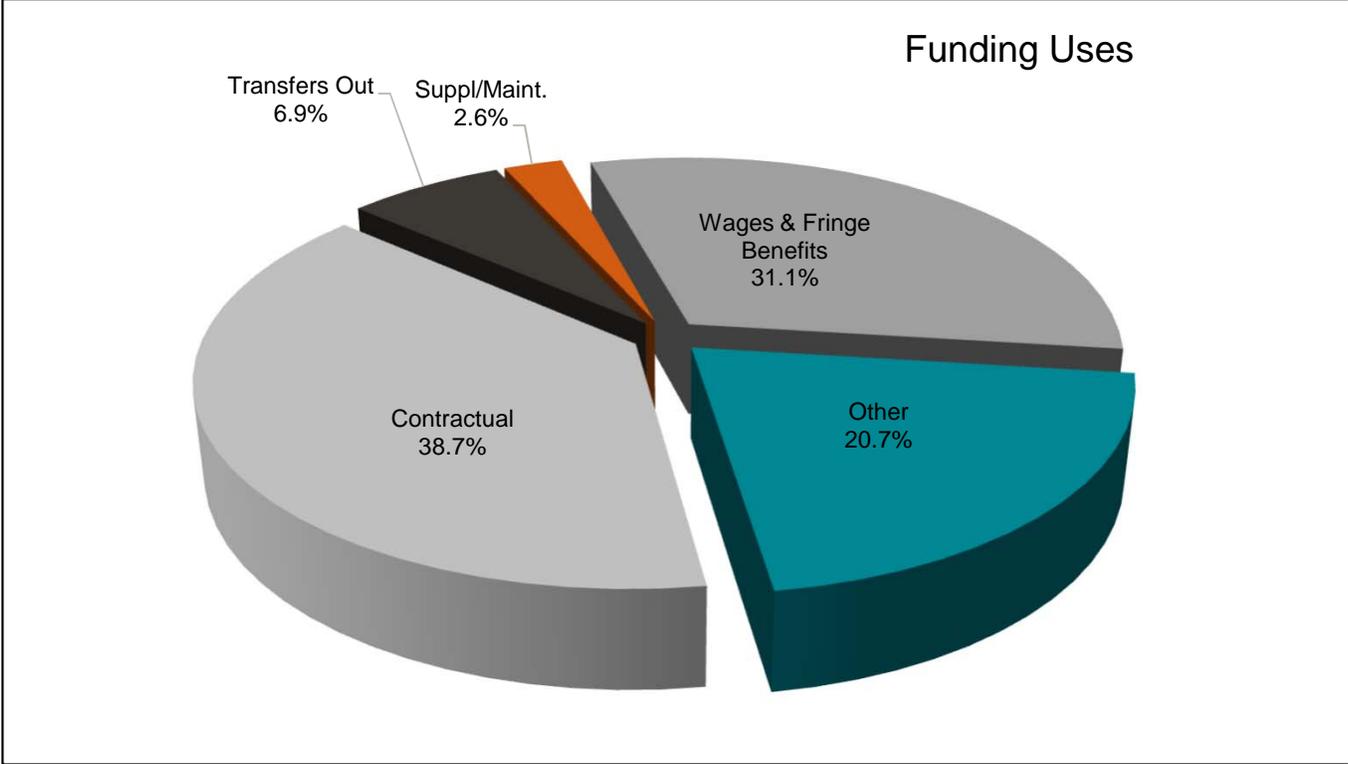
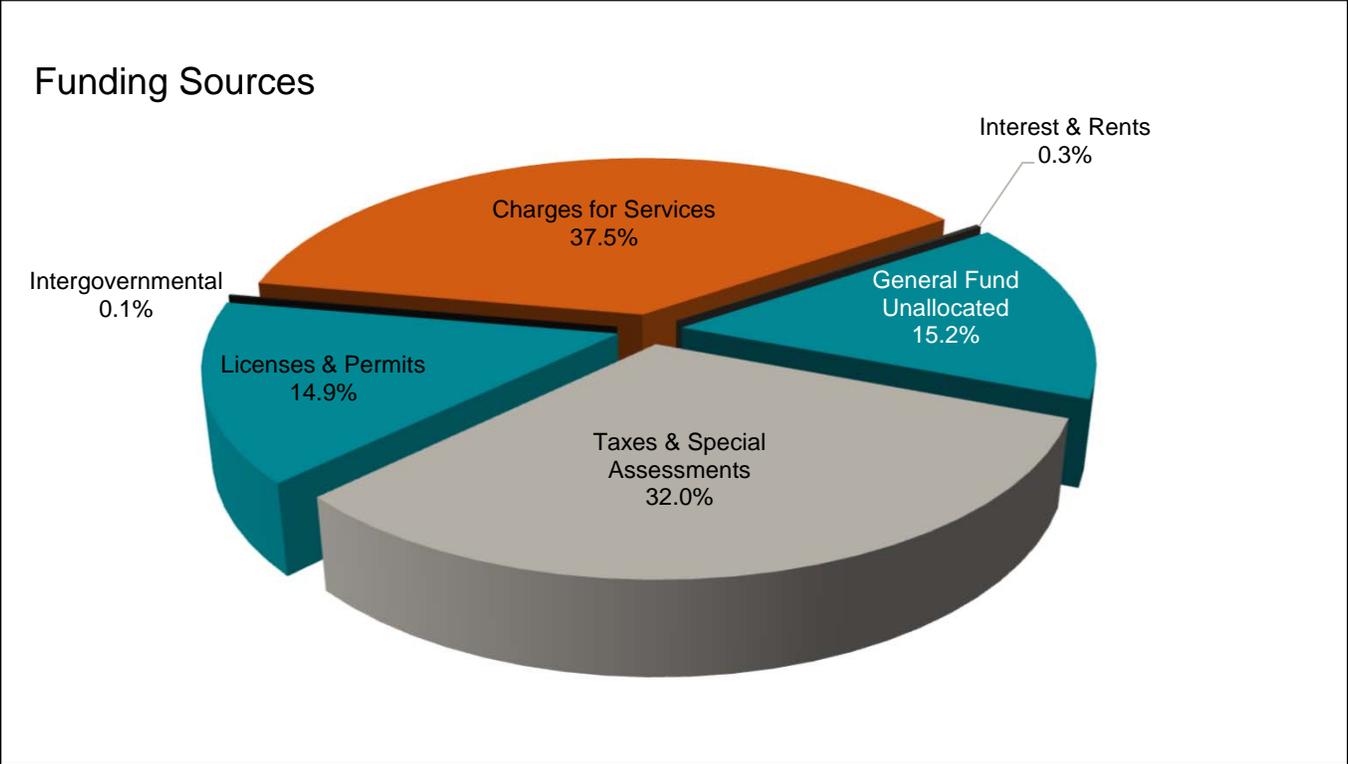
INTRODUCTION

The Community and Neighborhood Services Group includes five departments: Planning and Zoning, Environmental Health, Construction Inspections, Housing and Neighborhoods and Solid Waste and Recycling. 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 diversified and viable downtown, commercial and industrial area.

GROUP ORGANIZATION CHART



COMMUNITY & NEIGHBORHOOD SERVICES



COMMUNITY & NEIGHBORHOOD SERVICES

GROUP SUMMARY

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING USES ACROSS FUNDS - -

FUND TYPES -

General	\$ 1,391,669	\$ 1,411,025	\$ 1,561,507	\$ 1,536,282	\$ 1,693,145
Special Revenue	67,385	56,905	12,900	11,250	23,200
Enterprise	1,694,994	1,723,085	1,583,171	1,706,270	1,904,020
Component Unit	943,853	1,136,763	1,123,440	895,317	1,070,350
TOTAL ACROSS FUND TYPES	\$ 4,097,901	\$ 4,327,778	\$ 4,281,018	\$ 4,149,119	\$ 4,690,715

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 970,593	\$ 1,237,195	\$ 1,422,248	\$ 1,492,390	\$ 1,457,474
Licenses & Permits	508,959	754,368	599,300	877,330	677,700
Intergovernmental	10,966	15,092	14,128	16,899	6,520
Charges for Services	2,256,378	2,508,117	2,160,425	1,934,672	1,708,900
Fines & Forfeits	1,950	(854)	400	500	500
Interest & Rents	6,591	7,756	7,846	14,358	12,019
Other	-	296,000	-	-	-
Transfers In	88,182	94,804	85,455	182,613	-
TOTAL SOURCES	\$ 3,843,619	\$ 4,912,478	\$ 4,289,802	\$ 4,518,762	\$ 3,863,113

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 755,628	\$ 812,033	\$ 841,961	\$ 845,565	\$ 929,771
* Benefits - Incl. NonWorking Wages	442,058	359,333	375,438	376,960	443,349
* Mandatory Employer Costs	66,287	70,874	78,343	77,360	87,031
Other Current Expenditures -					
* Supplies / Maintenance	117,203	109,885	123,452	116,725	121,500
* Contractual	1,593,594	1,638,277	1,523,100	1,624,925	1,817,240
* Other	778,565	962,077	958,482	719,942	970,326
Transfers Out	344,566	375,299	380,242	387,642	321,498
TOTAL USES	\$ 4,097,901	\$ 4,327,778	\$ 4,281,018	\$ 4,149,119	\$ 4,690,715

- - STAFFING - -

Personnel Services Total Amount	\$ 1,263,973	\$ 1,242,240	\$ 1,295,742	\$ 1,299,885	\$ 1,460,151
Positions: Full-Time	14.12	14.95	14.90	14.85	15.85
Positions: Part-Time @ F.T.E.	2.05	2.65	2.25	2.50	2.70

COMMUNITY & NEIGHBORHOOD SERVICES

PLANNING, ZONING & HISTORIC PRESERVATION

DEPARTMENT 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).
 - **Poised to commence activity in spring 2018. Suggested FY 2019: Completion of Chapter 39 Zoning and Chapter 33 Subdivisions re-write into a Unified Land Use Development Code format. (Budget Impact \$37,500).**
- Coordination for further development of the Waverly Road/Chicago Drive/8th 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.
 - **No action to date. Suggested FY 2019: Meet with Holland Township planning staff to discuss land use coordination opportunities for the Waverly Road/Chicago Drive/8th Street area. Anticipate completion by October 2018.**
- Coordination with the 6th Street Corridor stakeholders, the Transportation Services Department and Holland Board of Public Works to develop engineered construction plans for the redevelopment of the public infrastructure in the 6th Street right-of-way.
 - **Anticipate completion of engineered construction plans and breakdown of short-term and long-term improvements and implementation plan by June 2018. Suggested FY 2019: Implementation of short-term improvements such as the planting of right-of-way trees, crosswalk striping, filling in sidewalk gaps, and on-street striping for parking. Anticipate completion by November 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).
 - **Anticipate commencement of activities by March 2018 with completion by March 2019. Suggested FY 2019: Establish a Steering Committee and a Planning Work Group to undertake charrettes and other land planning exercises regarding future land uses and development scenarios associated with the repurposing of the JDY Power Plant property (Budget Impact \$25,000).**
- Implementation of the adopted 2017 City of Holland Master Plan inclusive, but not limited to mixed-use development opportunities along the River Avenue and Michigan Avenue corridor and along the Waverly Road corridor; developing an Airport Business District; and further implementation of sustainable infrastructure best practices.

COMMUNITY & NEIGHBORHOOD SERVICES

PLANNING, ZONING & HISTORIC PRESERVATION

- 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). Completion of Chapter 39 Zoning and Chapter 33 Subdivisions re-write into a Unified Land Use Development Code format. (Budget Impact \$37,500).
- Coordination for further development of the Waverly Road/Chicago Drive/8th 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. Meet with Holland Township planning staff to discuss land use coordination opportunities for the Waverly Road/Chicago Drive/8th Street area. Anticipate completion by October 2018.
- Coordination with the 6th Street Corridor stakeholders, the Transportation Services Department and Holland Board of Public Works to develop engineered construction plans for the redevelopment of the public infrastructure in the 6th Street right-of-way. Anticipate completion of plans by June 2018. Implementation of short-term improvements such as the planting of right-of-way trees, crosswalk striping, filling in sidewalk gaps, and on-street striping for parking. Anticipate completion by November 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). Establish a Steering Committee and a Planning Work Group to undertake charrettes and other land planning exercises regarding future land uses and development scenarios associated with the repurposing of the JDY Power Plant property (Budget Impact \$25,000).

ACTIVITY MISSION STATEMENT

HISTORIC PRESERVATION

To preserve significant architectural and historic resources throughout the City, the Historic District Commission and staff work with residents, property owners, and City Commissions to provide education, direction and project approvals within the historic districts.

ACTION PLAN

- Review and update the contractual agreement between the City of Holland and the Holland Historic Trust.
- Review and streamline the Historic District Commission and building official permitting process to include revising the Historic District Commission Design Guidelines and clarifying review and approval procedures for each project.

COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - PLANNING & ZONING

PERFORMANCE MEASURES		FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Planning Commission				
	Site Plan Reviews				
	Approvals	10	16	17	15
	Extensions	1	-	1	1
	Amendments	3	1	1	1
	Approved Administrative Non-Res Sq. Ft.	100,240	70,210	75,000	70,000
	Approved Non-Res Sq. Ft. (PC)	46,000	299,025	400,000	250,000
	New Construction	4	13	13	12
	Additions	1	3	4	3
	Approved Residential Units	72	75	300	125
	Infill Review (Commission)	-	1	1	1
	Infill Review (by Staff)	11	16	12	12
	Recommendations to City Council				
	Rezoning	6	8	8	6
	Text Amendments	9	2	13	5
	Street Vacations	-	-	1	1
	Master Plan Amendments	-	1	-	-
	Other	3	2	3	2
	Review of Zoning Board of Appeals Referrals	1	-	-	1
	Study Session Items	24	16	25	20
	Historic District Commission				
	Community Education Sessions	1	-	1	1
	Certificates of Appropriateness Reviewed	40	37	35	35
	Certificates of Appropriateness Approved	37	36	34	34

COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - PLANNING & ZONING

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 7,534	\$ 13,805	\$ 9,300	\$ 10,000	\$ 8,900
General Fund Unallocated Revenue	176,803	127,767	186,306	191,534	215,958
TOTAL SOURCES	\$ 184,337	\$ 141,572	\$ 195,606	\$ 201,534	\$ 224,858

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 97,566	\$ 84,599	\$ 82,050	\$ 82,655	\$ 105,750
* Benefits - Incl. NonWorking Wages	56,940	24,780	37,937	42,225	42,297
* Mandatory Employer Costs	8,167	7,271	6,749	7,675	9,461

Other Current Expenditures -

* Supplies / Maintenance	4,743	4,240	3,700	3,850	4,200
* Contractual	2,822	7,180	41,700	41,400	41,600
* Other	14,099	13,502	23,470	23,729	21,550

TOTAL USES	\$ 184,337	\$ 141,572	\$ 195,606	\$ 201,534	\$ 224,858
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- - STAFFING - -

Personnel Services Total Amount	\$ 162,673	\$ 116,650	\$ 126,736	\$ 132,555	\$ 157,508
Full-Time Positions	1.60	1.60	1.60	1.60	1.70
Part-Time Positions @ F.T.E.	0.30	0.30	0.30	0.30	0.30

COMMUNITY & NEIGHBORHOOD SERVICES

ENVIRONMENTAL HEALTH & INSPECTIONS

DEPARTMENT MISSION STATEMENT

To protect and improve the environment and well-being of Holland's citizens by regulating, inspecting and investigating 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).
 - **Process about to commence for entire zoning ordinance, the sign section is currently under development. (February 2018)**

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)
 - **Ongoing with 92% compliance.**
- 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.
 - **No progress.**
- Investigate unregistered short-term rental properties and ensure all properties meet the City Code requirements as adopted by City Council.
 - **Ongoing.**
- Work with the Department of Public Safety to ensure that all public lodging facilities maintain compliance with the City Ordinances.
 - **Ongoing.**

COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - ENVIRONMENTAL HEALTH & INSPECTIONS

PERFORMANCE MEASURES		FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Rental Housing - Initial Inspections (Properties)	614	438	500	600
	Rental Housing - Initial Inspections (Units)	1,885	801	1,000	1,300
	Public Lodging Facility (Annual + Complaints)	10	25	20	20
	Land Use Permits	266	237	250	250
	Inoperable Vehicles - Violations Corrected	212	306	320	320
	Garbage and Rubbish - Investigations	379	375	375	375
	Weeds - Investigations	966	1,058	1,000	1,000
	Point of Sale Smoke Detectors	654	522	500	500
	Home Business Inspections	2	2	2	2
	Home Business Type I Renewals	2	-	4	4
	NEZ Inspections	3	-	-	-
	Vacant and Abandoned Registration	34	17	15	15
	Monthly Inspections (Fire) Vacant and Abandoned	255	149	100	100
	Vacant Recheck (Rental and Other than Vacant and Abandoned)	13	14	10	10
	Pre-Sale Inspections	30	18	15	15
	Vacant Occupancy Inspections	41	20	15	20
Vacant Other Inspections	184	36	30	30	

COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - ENVIRONMENTAL HEALTH & INSPECTIONS

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Licenses & Permits	\$ 18,629	\$ 17,078	\$ 19,300	\$ 17,330	\$ 17,700
Charges for Services	323,795	302,535	315,000	295,400	295,400
Fines & Forfeits	1,625	(1,657)	200	300	300
General Fund Unallocated Revenue	66,513	84,692	76,718	91,332	143,463
TOTAL SOURCES	\$ 410,562	\$ 402,648	\$ 411,218	\$ 404,362	\$ 456,863

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 215,296	\$ 211,469	\$ 217,650	\$ 216,007	\$ 238,075
* Benefits - Incl. NonWorking Wages	126,956	110,102	111,162	108,525	130,256
* Mandatory Employer Costs	20,463	18,678	21,326	20,500	23,224

Other Current Expenditures -

* Supplies / Maintenance	6,814	6,680	6,200	6,500	6,300
* Contractual	10,352	14,641	18,300	15,300	15,300
* Other	30,681	41,078	36,580	37,530	43,708

TOTAL USES	\$ 410,562	\$ 402,648	\$ 411,218	\$ 404,362	\$ 456,863
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- - STAFFING - -

Personnel Services Total Amount	\$ 362,715	\$ 340,249	\$ 350,138	\$ 345,032	\$ 391,555
Full-Time Positions	4.51	4.36	4.36	4.36	4.66
Part-Time Positions @ F.T.E.	0.00	0.00	0.00	0.00	0.20

COMMUNITY & NEIGHBORHOOD SERVICES

CONSTRUCTION INSPECTIONS

DEPARTMENT MISSION STATEMENT

To protect and improve the environment and well-being of Holland's citizens by regulating, inspecting and investigating new and existing structures, 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.
 - Ongoing.
- To continue to provide quality mechanical inspection services for Holland Township and plumbing inspections services to Zeeland City.
 - Ongoing. The Holland Township contract was permitted to expire. It was determined that the Holland Township workload was too much for current staffing. However, it was determined that we did have enough staffing to continue mechanical inspections and add plumbing inspections for Zeeland City.
- Manage increase in permits and inspection requests by shifting clerical duties currently done by the inspector to clerical staff.
 - Ongoing.
- Provide additional attention to neglected data to maintain efficiencies.
 - Ongoing.
- Create a new administrative plan given the current leadership retirement.
 - No action taken. Currently using team coordinator system but with the intentions of implementing an Assistant Director structure in accordance with completed staffing study.
- Determine succession planning opportunities and opportunities for expanded collaborations and joint inspection efforts with area governments on construction code processes as staffing transitions occur.
- To continue to provide quality mechanical inspection services for 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 current leadership retirement. Hire Assistant Director to assist in the management of the department.

COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - CONSTRUCTION INSPECTIONS

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Plumbing - Permits	415	724	430	400
	Mechanical - Permits	649	470	650	600
	Electrical - Permits	738	760	630	600
	Building - Permits	586	634	720	700
	Building - Construction Valuation	\$ 50,932,264	\$ 77,755,021	\$122,000,000	\$100,000,000
	Holland Township Mechanical Inspections Contract	1,235	1,635	133	-
	Zeeland City Mechanical & Plumbing Inspections Contract	257	327	350	350

COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - CONSTRUCTION INSPECTIONS

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Licenses & Permits	\$ 490,330	\$ 737,290	\$ 580,000	\$ 860,000	\$ 660,000
Charges for Services	80,169	114,780	77,000	22,600	17,600
Fines & Forfeits	325	803	200	200	200
General Fund Unallocated Revenue	15,659	(237,650)	(3,504)	(240,345)	15,050
TOTAL SOURCES	\$ 586,483	\$ 615,223	\$ 653,696	\$ 642,455	\$ 692,850

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 276,297	\$ 330,054	\$ 326,638	\$ 325,575	\$ 356,155
* Benefits - Incl. NonWorking Wages	157,282	135,436	156,422	152,813	172,870
* Mandatory Employer Costs	23,608	27,568	31,511	30,250	33,425

Other Current Expenditures -

* Supplies / Maintenance	34,756	37,884	31,652	31,700	31,800
* Contractual	54,805	39,204	48,200	42,200	42,200
* Other	39,735	45,077	59,273	59,917	56,400

TOTAL USES	\$ 586,483	\$ 615,223	\$ 653,696	\$ 642,455	\$ 692,850
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- - STAFFING - -

Personnel Services Total Amount	\$ 457,187	\$ 493,058	\$ 514,571	\$ 508,638	\$ 562,450
Full-Time Positions	5.47	5.82	6.07	5.82	6.22
Part-Time Positions @ F.T.E.	1.00	1.60	1.15	1.40	1.40

COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - SOCIAL SERVICES ASSISTANCE

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-
General Fund Unallocated Revenue		-	30,000	40,000	40,000	40,000	40,000	40,000
TOTAL SOURCES	\$	-	\$ 30,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000

FUNDING USES -

Other Current Expenditures -

* Other		-	30,000	40,000	40,000	40,000	40,000	40,000
TOTAL USES	\$	-	\$ 30,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000

- - STAFFING - -

Positions: Not Applicable

COMMUNITY & NEIGHBORHOOD SERVICES

HOUSING & NEIGHBORHOODS

DEPARTMENT MISSION STATEMENT

The Housing and Neighborhood Division of Community and Neighborhood Services provides administration for 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).
 - This is the second year this program has been funded through the general fund. Contracts are in place for four Neighborhood Groups. Ongoing communication and collaboration continues. Staff and representatives from the neighborhood groups communicate regularly and will meet this Spring to update contracted activities for next fiscal year. Suggested FY 2019: Contract with Four Neighborhood Groups to provide continuing Support for neighborhood improvement and development activities with one to one matching grants of up to \$10,000 for the Neighborhood Connectors (Total Budget impact \$40,000 from the general fund).
- 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 \$,3000).
 - There has been not action on this due to lack of demand and staff capacity. Suggested FY 2019: Eliminate Action Plan Item.
- 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.
 - Staff met with the Director of Ottawa Housing Next to begin Identifying specific actions the City of Holland can take to facilitate affordable housing. Staff was trained on available development incentives. A sub-committee of the Neighborhood Improvement Committee is developing a potential pilot rental rehabilitation program to improve properties in exchange for lowered rents housing options. Suggested FY 2019: Continue collaboration with Ottawa Housing Next and other affordable housing groups and increase the number of affordable housing units.
- Conduct a charrette or similar land and transportation planning exercise targeting the 17th Street corridor with the expressed goal of making 17th Street more livable.
 - Staff constraints have prevented this actin form being implemented. Suggested FY 2019: Eliminate Action Plan items.
- Update the Neighborhood Improvement Strategy with an intentional public participation process (Budget impact \$2,000).

COMMUNITY & NEIGHBORHOOD SERVICES

HOUSING & NEIGHBORHOODS

- **Completion of MEDC Redevelopment-Ready Community Certification to facilitate new housing and community development.**
- **Continuation of the Home Energy Retrofit Program with a goal of retrofitting 200 homes for FY 2019.**

COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - HOUSING & NEIGHBORHOODS

PERFORMANCE MEASURES		FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Social/Human Relations Activities				
	Coordinate Fair Housing Activities				
	Fair Housing Workshop Breakfast	1	1	1	1
	Complaint Based or Survey Tests	6	8	7	7
	1-3 Hr Class for Industry Personnel	1	2	2	2
	Number of Education/Outreach hours for Protected Classes for Social Services Agencies	9	13	10	10
	Coordinate with and Promote Visibility of Neighborhood Groups				
	Hold Meetings with Neighborhood Connectors	10	10	10	10
	Provide grants for connectors to support community development work	4	3	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	146	141	155	140
	Provide Neighborhood Mini Grants				
	Neighbor LED Initiative	6	4	4	4
	Neighborhood Celebrations				
	Annual National Night Out Celebration	1	1	1	1
	Serve as a Liaison for the Neighborhood Commercial Districts				
	Attend Washington Square Merchant Meetings	-	-	2	2
	Member of the Washington Square Business Improvement District Board	8	-	3	4
	Graffiti Complaints	25	48	25	25

COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - HOUSING & NEIGHBORHOODS

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-
General Fund Unallocated Revenue		210,287		221,582		260,987		247,931
TOTAL SOURCES	\$	210,287	\$	221,582	\$	260,987	\$	247,931
			\$		\$		\$	278,574

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$	105,419	\$	123,509	\$	152,975	\$	151,300	\$	160,563
* Benefits - Incl. NonWorking Wages		72,793		64,099		46,961		46,206		67,721
* Mandatory Employer Costs		9,357		12,444		14,101		13,875		15,540

Other Current Expenditures -

* Supplies / Maintenance		603		1,434		3,900		1,100		1,200
* Contractual		1,000		2,590		8,000		8,000		8,000
* Other		21,115		17,506		35,050		27,450		25,550

TOTAL USES	\$	210,287	\$	221,582	\$	260,987	\$	247,931	\$	278,574
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- - STAFFING - -

Personnel Services Total Amount	\$	187,569	\$	200,052	\$	214,037	\$	211,381	\$	243,824
Full-Time Positions		1.87		1.90		1.80		1.90		2.00
Part-Time Positions @ F.T.E.		0.05		0.75		0.80		0.80		0.80

COMMUNITY & NEIGHBORHOOD SERVICES

DANGEROUS STRUCTURE FUND

DEPARTMENT 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.
 - Ongoing.

COMMUNITY & NEIGHBORHOOD SERVICES

DANGEROUS STRUCTURES FUND

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Number of Dangerous Structures Public Hearings	3	3	2	4
	Number of Housing Board of Appeals Public Hearings	3	3	2	3
	Number Repaired by the Owner	-	-	1	1
	Number Repaired by the City	3	3	1	2
	City Cost of Repairs/Demolition	\$ 42,549	\$ 50,476	\$ 30,000	\$ 45,000
	Number of Vacant Properties	-	3	1	2
	Non-Rental Properties	1	3	2	4
	Residential	2	3	2	4

COMMUNITY & NEIGHBORHOOD SERVICES

DANGEROUS STRUCTURES FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 55,642	\$ 73,663	\$ 12,000	\$ 12,000	\$ 12,000
Transfers In	11,743	10,304	900	-	-
TOTAL SOURCES	\$ 67,385	\$ 83,967	\$ 12,900	\$ 12,000	\$ 12,000

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 248	\$ 71	\$ 300	\$ 150	\$ 300
* Contractual	1,047	1,983	2,600	1,100	2,600
* Other	66,090	54,851	10,000	10,000	10,000
Transfers Out	-	-	-	-	10,300
TOTAL USES	\$ 67,385	\$ 56,905	\$ 12,900	\$ 11,250	\$ 23,200

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ -	\$ 27,062	\$ -	\$ 750	\$ (11,200)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	-	27,062	27,062	27,812	16,612
TOTAL FUND EQUITY	\$ -	\$ 27,062	\$ 27,062	\$ 27,812	\$ 16,612

- - STAFFING - -

Positions: Not Applicable

COMMUNITY & NEIGHBORHOOD SERVICES

SOLID WASTE RECYCLING

DEPARTMENT 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)
 - **In process.**
- 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)
 - **Decision made to go out for bids. Bids due February 19, 2018 and final decision to award the contract will occur in March 2018.**
- Investigate “on tax” billing vs. “individual” billing for refuse collections.
 - **Decision made to stay with individual billing.**
- Study and begin preparations for a comprehensive sustainable materials maintenance plan.
 - **Commence after the awarding of the new contract.**
- 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.
 - **Completed.**
- 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) Upon completion of the Residential Waste Audit, identify and report on performance metrics to better measure work output and better allocate limited resources as it relates to our Solid Waste and Recycling Program.
- Study and begin preparations for a comprehensive sustainable materials maintenance plan. Commence after the awarding of the new contract.
- Successfully transition solid waste billing and customer service to the Holland Board of Public Works.
- Work with hauler for 2018-2023 Solid Waste Agreement on all aspects of this new contract including a Residential Waste Audit.
- Expand metrics and establish a diversion goal contingent on the Waste Audit.

COMMUNITY & NEIGHBORHOOD SERVICES

SOLID WASTE RECYCLING FUND

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	PROJECT PRIDE				
	Est. Pounds trash collected through coupons redeemed	812,240	724,080	760,284	750,300
	Coupons redeemed	1,442	1,557	1,635	1,700
	RECYCLABLE MATERIALS				
	Pounds of recyclable materials not sent to landfill	2,994,000	2,732,000	2,868,000	3,000,000
	CURB SIDE RECYCLING				
	Type of Waste Recycles - In Pounds				
	Fiber	2,589,363	2,533,901	2,660,533	2,670,000
	Newsprint	1,651,188	1,615,821	1,696,612	1,700,000
	Corrugated	938,175	918,080	963,921	970,000
	Total Commingle	1,153,754	880,916	924,965	944,000
	Dairy plastic / #1 & #2 Colored	388,203	389,356	408,824	409,000
	Aluminum	15,011	28,644	30,076	35,000
	Tin				
	Steel Cans	187,635	183,616	192,797	200,000
	Glass	562,905	279,300	293,265	300,000
	Total Pounds Collected Curbside	3,743,117	3,414,817	3,585,497	3,614,000
	REFUSE				
	1 Bag/month	184	174	164	164
	2 Bag/month	112	93	98	101
	32 Gallon weekly	2,659	2,413	2,534	2,550
	65 Gallon weekly	3,323	3,333	3,500	3,400
	90 Gallon weekly	2,643	2,625	2,756	2,800
	Subtotal Refuse	8,921	8,638	9,052	9,015
	Multi Family - 2 Yard	8	9	10	10
	Multi Family - 4 Yard	1	-	-	-
	Multi Family - 6 Yard	-	3	3	3
	Subtotal Multi-Family	9	12	13	13
	Multi Family - 4 Units	7	8	9	9
	Multi Family - 8 Units	1	3	3	3
Multi Family - 12 Units	1	1	1	1	
Subtotal Multi-Family	9	12	13	13	

***All above information based on Chef Container reports

COMMUNITY & NEIGHBORHOOD SERVICES

SOLID WASTE RECYCLING FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 1,789,238	\$ 2,003,334	\$ 1,747,125	\$ 1,594,672	\$ 1,375,000
Interest & Rents	1,959	2,276	1,000	5,000	4,000
Other	-	296,000	-	-	-
TOTAL SOURCES	\$ 1,791,197	\$ 2,301,610	\$ 1,748,125	\$ 1,599,672	\$ 1,379,000

FUNDING USES -

Personnel Service Expenses

* Salaries & Wages - Working	\$ 61,050	\$ 62,402	\$ 62,648	\$ 70,028	\$ 69,228
* Benefits - Incl. NonWorking Wages	28,087	24,916	22,956	27,191	30,205
* Mandatory Employer Costs	4,692	4,913	4,656	5,060	5,381

Other Current Expenses

* Supplies / Maintenance	70,039	59,576	77,700	73,425	77,700
* Contractual	1,523,568	1,572,679	1,404,300	1,516,925	1,707,540
* Other	7,558	(1,401)	10,911	13,641	13,966

TOTAL USES	\$ 1,694,994	\$ 1,723,085	\$ 1,583,171	\$ 1,706,270	\$ 1,904,020
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 96,203	\$ 578,525	\$ 164,954	\$ (106,598)	\$ (525,020)
ENDING BALANCE -					
Designated / Reserved:	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved:	546,152	1,124,677	1,289,631	1,018,079	493,059
TOTAL FUND EQUITY	\$ 546,152	\$ 1,124,677	\$ 1,289,631	\$ 1,018,079	\$ 493,059

- - STAFFING - -

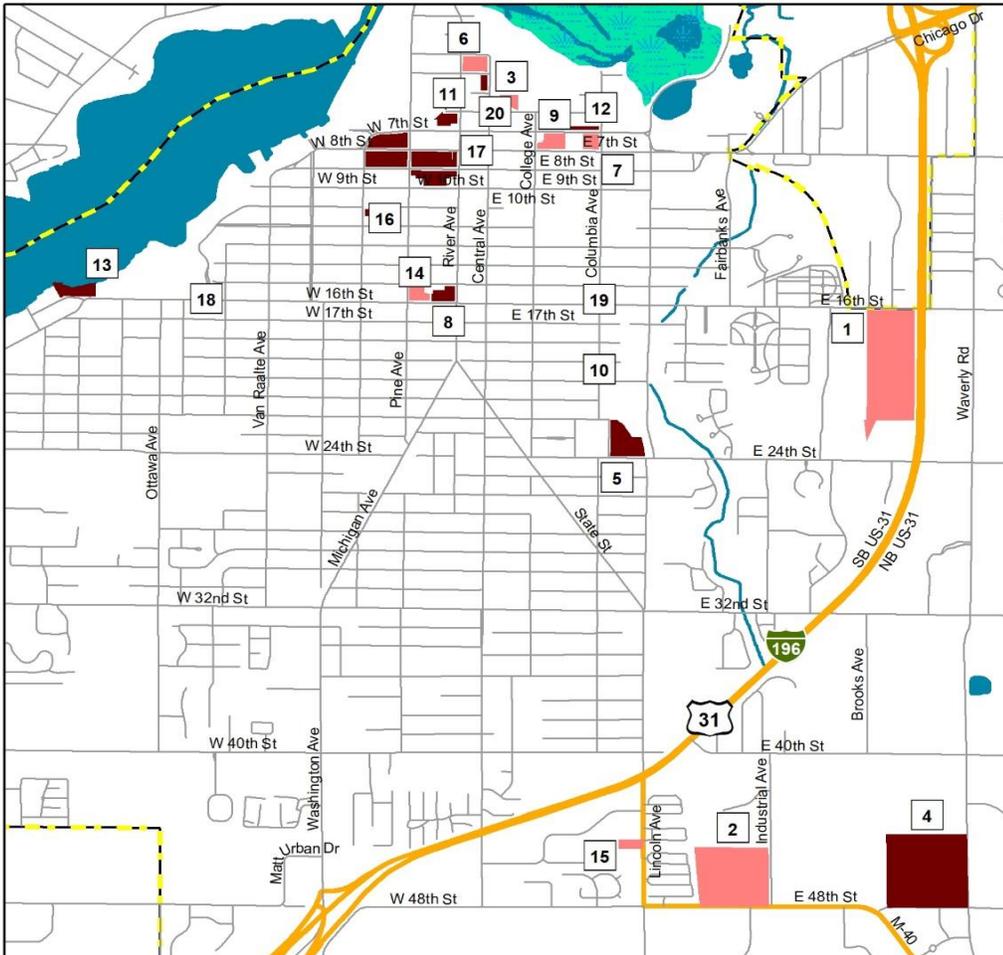
Personnel Services Total Amount	\$ 93,829	\$ 92,231	\$ 90,260	\$ 102,279	\$ 104,814
Full-Time Positions	0.67	1.27	1.07	1.17	1.27
Part-Time Positions @ F.T.E.	0.70	0.00	0.00	0.00	0.00

COMMUNITY & NEIGHBORHOOD SERVICES

BROWNFIELD REDEVELOPMENT AUTHORITY

PERFORMANCE MEASURES		FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Number of Active Projects (Capturing Taxes)	10	9	10	9
	Number of Active Projects (Not Capturing Taxes)	1	3	4	1
	Total Number of Active Projects	11	12	14	10
	Taxable Valuation Capture (IFT at Equivalency)	\$ 23,636,069	\$ 30,289,778	\$ 34,924,361	\$ 35,951,469

City of Holland - Brownfield Sites



Status

- Active
- Inactive

1. GE Site - inactive
2. Landmark Center - inactive
3. Fifth Street Partners - inactive
4. Lifesafers - active
5. Baker Lofts - active
6. Steketee Van Huis - inactive
7. Macatawa Bank - inactive
8. CCRC - inactive
9. Plaza East - inactive
10. Purple House Productions - inactive
11. Scrap Yard Lofts - active
12. City of Holland Parking Deck - active
13. Crescent Shores - active
14. Liberty Village - active
15. Lincolnshire - inactive
16. Washington School - active
17. West 8th St Development - active
18. DeBoer Bakkerij - active
19. Minit Mart East - active
20. Uptown - active



COMMUNITY & NEIGHBORHOOD SERVICES

BROWNFIELD REDEVELOPMENT AUTHORITY FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 970,593	\$ 1,237,195	\$ 1,422,248	\$ 1,492,390	\$ 1,457,474
Intergovernmental	10,966	15,092	14,128	16,899	6,520
Interest & Rents	4,632	5,480	6,846	9,358	8,019
Transfers In	76,439	84,500	84,555	182,613	-
TOTAL SOURCES	\$ 1,062,630	\$ 1,342,267	\$ 1,527,777	\$ 1,701,260	\$ 1,472,013

FUNDING USES -

Other Current Expenditures -

* Other	\$ 599,287	\$ 761,464	\$ 743,198	\$ 507,675	\$ 759,152
Transfers Out	344,566	375,299	380,242	387,642	311,198
TOTAL USES	\$ 943,853	\$ 1,136,763	\$ 1,123,440	\$ 895,317	\$ 1,070,350

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 118,777	\$ 205,504	\$ 404,337	\$ 805,943	\$ 401,663
ENDING FUND EQUITY -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	255,692	461,196	865,533	1,267,139	1,668,802
TOTAL FUND EQUITY	\$ 255,692	\$ 461,196	\$ 865,533	\$ 1,267,139	\$ 1,668,802

- - STAFFING - -

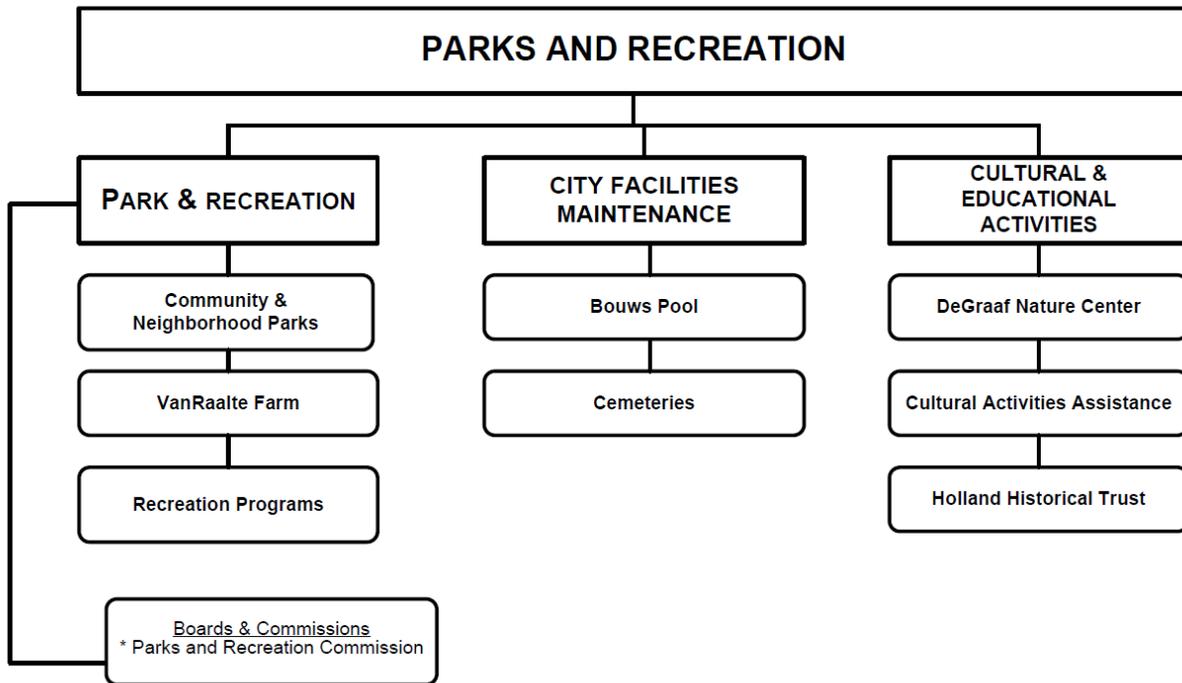
Positions: Not Applicable

PARKS & RECREATION

INTRODUCTION

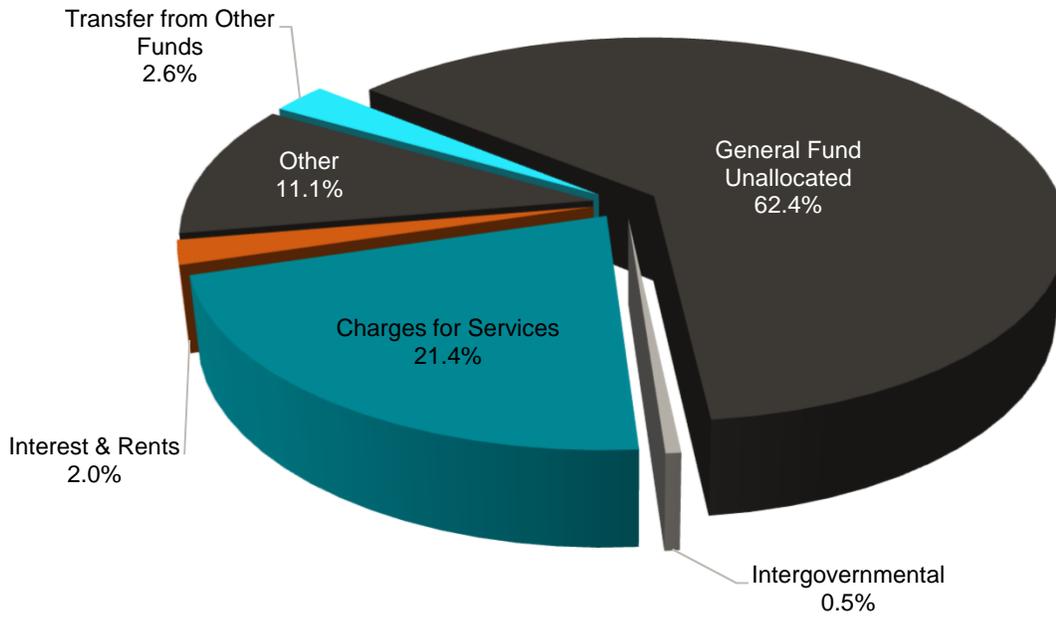
The Parks & Recreation Group is responsible for the coordination and quality of all recreational and cultural opportunities for city residents, and for the maintenance of all facilities. The overall objective is to provide safe, functional and beautiful facilities that can be utilized by all age groups.

GROUP ORGANIZATION CHART

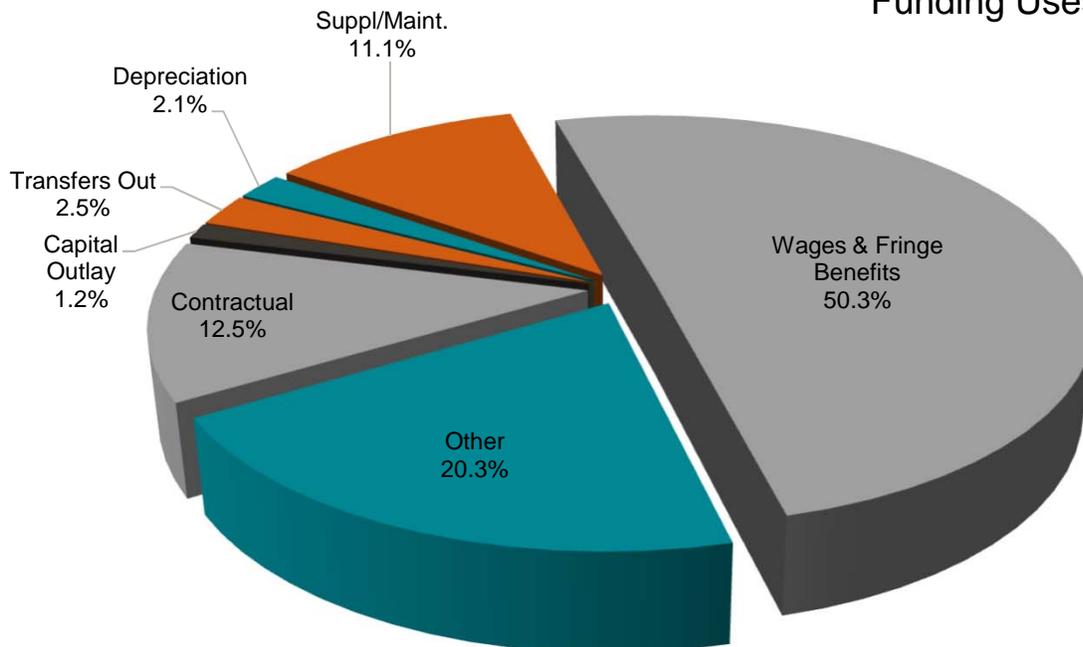


PARKS & RECREATION

Funding Sources



Funding Uses



PARKS & RECREATION

GROUP SUMMARY

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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-- FUNDING USES ACROSS FUNDS --

FUND TYPES-

General Fund	\$ 3,719,229	\$ 3,850,154	\$ 4,041,882	\$ 4,009,793	\$ 4,082,996
Permanent	16,688	14,938	11,000	16,000	26,000
Special Revenue Funds	1,306,647	1,253,796	300	108	-
Enterprise Funds	162	160	150	200	300
Component Unit	832,251	755,488	982,883	982,883	871,789
TOTAL- ALL FUND TYPES	\$ 5,874,977	\$ 5,874,536	\$ 5,036,215	\$ 5,008,984	\$ 4,981,085

-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Taxes & Special Assessments	\$ 1,306,496	\$ 1,253,696	\$ -	\$ 108	\$ -
Intergovernmental	50,000	50,000	50,000	50,000	25,000
Charges for Services	841,776	925,965	1,052,950	1,023,491	1,054,450
Interest & Rents	48,746	123,382	92,038	99,038	98,939
Other	238,254	243,780	742,500	713,600	545,985
Transfers In	105,785	115,038	111,000	116,000	126,000
TOTAL SOURCES	\$ 2,591,057	\$ 2,711,861	\$ 2,048,488	\$ 2,002,237	\$ 1,850,374

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 1,614,158	\$ 1,651,146	\$ 1,825,075	\$ 1,815,298	\$ 1,845,049
* Benefits - Incl. NonWorking Wages	458,255	419,358	457,834	443,520	469,175
* Mandatory Employer Costs	160,913	171,363	187,226	184,090	191,686
Other Current Expenditures -					
* Supplies / Maintenance	508,671	570,952	583,342	572,780	551,750
* Contractual	511,242	606,340	617,450	607,967	621,450
* Other	2,397,496	2,206,512	1,147,405	1,147,146	1,011,771
Capital Outlay	5,242	20,501	-	15,300	59,400
Depreciation Expense	113,312	113,329	106,883	106,883	104,804
Transfers Out	105,688	115,035	111,000	116,000	126,000
TOTAL USES	\$ 5,874,977	\$ 5,874,536	\$ 5,036,215	\$ 5,008,984	\$ 4,981,085

-- STAFFING --

Personnel Services Total Amount	\$ 2,233,326	\$ 2,241,867	\$ 2,470,135	\$ 2,442,908	\$ 2,505,910
* Full-Time Positions	22.45	22.45	24.40	24.90	23.90
* Part-Time Positions @ F.T.E.	22.43	22.50	22.00	21.50	22.00

PARKS & RECREATION

CITY HALL & GROUNDS

DEPARTMENT 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).
 - A portion of this has been completed. The balance of work will be done spring 2018.
- Investigate/Repair snowmelt located in the sidewalk adjacent to City Hall.
 - Snowmelt seems to be working fine this winter. Staff will continue to monitor.
- 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).
 - Completed
- 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).
 - To be completed in spring 2018.
- Re-caulk, re-mortar, and seal exterior stone, brick, and concrete around the building, to prevent water from entering.
 - To be completed by June 2019.
- Finish entry door repairs.
 - To be completed by November 2018.
- Investigate and develop a work ticket system for maintenance at City Hall and other facilities throughout the City.
 - To be completed by June 2019.

PARKS & RECREATION

GENERAL FUND - CITY HALL & GROUNDS

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Total Electrical Usage (Kilowatts)	664,000	448,000	445,000	445,000
	Total Water Usage (CCF)	1,171	1,261	1,260	1,260
	Total Gas Usage (CCF)	18,276	10,632	10,650	10,650

PARKS & RECREATION

GENERAL FUND - CITY HALL & GROUNDS

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

No Funding Sources	\$ -	\$ -	\$ -	\$ -	\$ -
General Fund Unallocated Revenues	196,365	186,876	192,218	189,369	184,751
TOTAL SOURCES	\$ 196,365	\$ 186,876	\$ 192,218	\$ 189,369	\$ 184,751

FUNDING USES -

Personnel Services					
* Salaries & Wages - Working	\$ 25,470	\$ 18,324	\$ 22,410	\$ 10,050	\$ 24,055
* Benefits - Incl. NonWorking Wages	17,883	5,729	3,155	3,255	3,178
* Mandatory Employer Costs	2,746	1,945	2,285	991	2,468
Other Current Expenditures					
* Supplies / Maintenance	16,644	42,895	43,293	41,793	35,300
* Contractual	44,853	44,335	47,800	45,800	45,800
* Other	88,769	73,648	73,275	72,180	73,950
Capital Outlay	-	-	-	15,300	-
TOTAL USES	\$ 196,365	\$ 186,876	\$ 192,218	\$ 189,369	\$ 184,751

- - STAFFING - -

Personnel Services Total Amount	\$ 46,099	\$ 25,998	\$ 27,850	\$ 14,296	\$ 29,701
Full-Time Positions	0.60	0.40	0.10	0.10	0.10
Part-Time Positions @ F.T.E.	0.00	0.00	0.50	0.00	0.50

PARKS & RECREATION

PARKS & CEMETERIES

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN

- 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. To date, electrical work, new drinking fountains, and irrigation repairs have been made, more to follow in spring 2018.
- Continue to learn the operations of the HVAC units and other mechanical systems in all City buildings.
 - Ongoing throughout 2017. Staff is learning more each day and will continue throughout the year.
- Construct Dog Park located at Van Raalte Farm (\$75,000 budgeted from a Passport Grant).
 - To be completed by August 2017. The grant was completed, however the City was not awarded a grant for this project, so the project is on hold for the time being until other funding sources can be sought out.
- Complete the Myrtle Street end and Thomas street end (\$5,000 in Municipal Capital Improvement Fund), including signage (\$1,000) by July 2017.
 - These street ends will be improved the spring of 2018.
- Develop improvement plan for Lakeview School Park. This will be a collaborative project with Laketown Township.
 - To be completed by October 2018.
- Develop a Five Year Master Plan for the Parks and Recreation Department. The current plan expires December 31, 2018.
 - To be completed by December 2018.
- Construct a new growhouse and/or renovate existing greenhouse. Determine whether the existing site can be delisted from the Historic Landmark Properties list.
 - To be completed by November 2018.
- Renovate the interior of the Columbarium at Pilgrim Home Cemetery. Improvements will include new paint, lighting, and decorations.
 - To be completed by spring 2019.

PARKS & RECREATION

GENERAL FUND - CEMETERIES

PERFORMANCE MEASURES		FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Lot Sales				
	Pilgrim Home Cemetery	109	83	80	90
	Graafschap Cemetery	31	29	35	31
	Burials				
	Pilgrim Home Cemetery - Annual				
	Graveside Services	137	127	120	128
	Drop Services	70	59	26	48
	Total Pilgrim Home Cemetery Burials	207	186	146	176
	Full Body Burial	139	124	86	116
	Cremation Burial	68	62	60	60
	Total Burials	207	186	146	176
	Percentage of Cremation Burial to Full Body Burial	48.92%	50.00%	69.77%	51.72%
	Graafschap Cemetery - Annual				
	Graveside Services	43	36	43	41
	Drop Services	21	13	10	14
	Total Graafschap Cemetery Burials	64	49	53	55
	Full Body Burial	51	34	48	45
	Cremation Burial	13	15	6	10
	Total Burials	64	49	54	55
	Percentage of Cremation Burial to Full Body Burial	25.49%	44.12%	12.50%	22.22%
	Marker Foundation Installations:				
	Pilgrim Home Cemetery	143	184	123	150
	Graafschap Cemetery	42	56	50	49
	Niche Sales				
	Pilgrim Home Cemetery	2	3	4	4

PARKS & RECREATION

GENERAL FUND - PARKS

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Forestry Activities				
	Trees Planted	352	401	313	376
	Trees Trimmed	922	1,070	781	996
	Trees Removed	408	282	345	345
	Stump Removal	306	234	270	270
	Tulip Beds & Lanes - Annual Tulip Plantings	306,500	316,500	328,520	328,520
	Greenhouse Plantings (Currently at Capacity)	100,000	100,000	100,000	100,000
	Total Area Maintained by Park Personnel (Acres)	385	385	385	385
	Number of Events in Park Facilities	93	105	99	99

PARKS & RECREATION

GENERAL FUND - CEMETERIES

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 237,594	\$ 249,816	\$ 272,000	\$ 264,500	\$ 269,000
Transfers In	16,688	14,938	11,000	16,000	26,000
General Fund Unallocated Revenues	179,901	247,430	223,921	253,576	230,551
TOTAL SOURCES	\$ 434,183	\$ 512,184	\$ 506,921	\$ 534,076	\$ 525,551

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 150,042	\$ 189,863	\$ 179,100	\$ 205,314	\$ 196,479
* Benefits - Incl. NonWorking Wages	57,658	63,973	59,183	55,850	58,312
* Mandatory Employer Costs	14,599	18,893	19,582	21,045	21,713

Other Current Expenditures -

* Supplies / Maintenance	43,325	46,436	47,850	47,372	40,250
* Contractual	59,967	70,306	67,200	67,200	67,200
* Other	103,350	117,212	134,006	137,295	131,597
Capital Outlay	5,242	5,501	-	-	10,000

TOTAL USES	\$ 434,183	\$ 512,184	\$ 506,921	\$ 534,076	\$ 525,551
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-- STAFFING --

Personnel Services Total Amount	\$ 222,299	\$ 272,729	\$ 257,865	\$ 282,209	\$ 276,504
Full-Time Positions	2.35	2.85	2.85	2.85	2.85
Part-Time Positions @ F.T.E.	3.05	3.05	3.05	2.65	2.65

PARKS & RECREATION

GENERAL FUND - PARKS

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 37,747	\$ 45,224	\$ 32,000	\$ 43,000	\$ 48,000
Interest & Rents	14,576	25,404	15,600	18,600	20,600
Other	-	15,000	-	100	-
General Fund Unallocated Revenues	1,645,468	1,545,874	1,577,398	1,547,429	1,676,415
TOTAL SOURCES	\$ 1,697,791	\$ 1,631,502	\$ 1,624,998	\$ 1,609,129	\$ 1,745,015

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 678,062	\$ 684,962	\$ 699,850	\$ 688,480	\$ 710,350
* Benefits - Incl. NonWorking Wages	220,325	175,454	185,877	181,485	208,597
* Mandatory Employer Costs	67,317	73,448	73,561	71,285	76,025

Other Current Expenditures -

* Supplies / Maintenance	202,536	195,190	199,899	196,950	193,950
* Contractual	70,682	94,290	102,800	103,800	104,800
* Other	458,869	393,158	363,011	367,129	406,893

Capital Outlay	-	15,000	-	-	44,400
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TOTAL USES	\$ 1,697,791	\$ 1,631,502	\$ 1,624,998	\$ 1,609,129	\$ 1,745,015
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-- STAFFING --

Personnel Service Total Amount	\$ 965,704	\$ 933,864	\$ 959,288	\$ 941,250	\$ 994,972
Full-Time Positions	9.55	8.25	8.55	8.55	8.55
Part-Time Positions @ F.T.E.	14.50	14.20	13.50	14.00	14.00

PARKS & RECREATION

GENERAL FUND - PARKS AND RECREATION ADMINISTRATION

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

No Funding Sources	\$	-				
General Fund Unallocated Revenues		56,373	58,072	63,294	62,568	
TOTAL SOURCES	\$	56,373	\$	58,072	\$	63,812

FUNDING USES -

Personnel Services -										
* Salaries & Wages - Working	\$	34,913	\$	35,924	\$	37,350	\$	37,350	\$	37,775
* Benefits - Incl. NonWorking Wages		14,439		15,551		17,415		17,413		18,039
* Mandatory Employer Costs		3,146		3,277		3,729		3,605		3,798
Other Current Expenditures -										
* Supplies / Maintenance		1,703		1,071		2,100		2,100		2,100
* Other		2,172		2,249		2,700		2,100		2,100
TOTAL USES	\$	56,373	\$	58,072	\$	63,294	\$	62,568	\$	63,812

-- STAFFING --

Personnel Services Total Amount	\$	52,498	\$	54,752	\$	58,494	\$	58,368	\$	59,612
Full-Time Positions		0.50		0.50		0.50		0.50		0.50
Part-Time Positions @ F.T.E.		0.00		0.00		0.00		0.00		0.00

PARKS & RECREATION

RECREATION

DEPARTMENT 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)
 - Software was purchased in fall of 2017. Team Sideline is the company, and it has proven to be an upgrade from the previous software.
- Create an annual report for Parks & Recreation beginning this year.
 - The report is currently in a draft format and will be completed in February 2018.
- Evaluate the current mission, vision and goals for the Holland Recreation. Include staff input for determining if a new mission, vision and goals are needed for Holland Recreation.
 - December 2018.
- Create a Marketing Plan for the Recreation Division.
 - September 2018.
- Develop five (5) new Special Event programs for Holland Recreation.
 - December 2018.
- Adopt a formal cost recovery goal for recreation programs.
 - March 2019.

PARKS & RECREATION

GENERAL FUND - RECREATION

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Youth Athletic Programs	2,783	2,976	4,053	5,000
	Adult Athletic Programs	6,990	6,578	7,623	8,500
	Family Special Events	11,081	12,595	13,175	15,000
	Non-Athletic Youth Programs	1,600	1,500	1,700	2,000
	Bouws Pool Attendance	10,250	13,338	14,000	15,000

PARKS & RECREATION

GENERAL FUND - RECREATION

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 346,820	\$ 349,619	\$ 414,600	\$ 397,414	\$ 423,800
Interest & Rents	20,365	21,021	23,000	23,000	26,000
Other	1,000	-	25,000	-	-
General Fund Unallocated Revenues	599,332	678,819	741,695	739,506	644,580
TOTAL SOURCES	\$ 967,517	\$ 1,049,459	\$ 1,204,295	\$ 1,159,920	\$ 1,094,380

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 334,142	\$ 364,273	\$ 454,800	\$ 442,389	\$ 409,800
* Benefits - Incl. NonWorking Wages	83,631	98,717	123,356	117,702	101,560
* Mandatory Employer Costs	31,975	34,725	43,214	42,524	38,986

Other Current Expenditures -

* Supplies / Maintenance	147,656	189,143	178,400	173,265	157,500
* Contractual	204,129	206,534	228,300	214,062	204,300
* Other	165,984	156,067	176,225	169,978	177,234

Capital Outlay

Capital Outlay	-	-	-	-	5,000
TOTAL USES	\$ 967,517	\$ 1,049,459	\$ 1,204,295	\$ 1,159,920	\$ 1,094,380

- - STAFFING - -

Personnel Services Total Amount	\$ 449,748	\$ 497,715	\$ 621,370	\$ 602,615	\$ 550,346
Full-Time Positions	3.50	4.50	5.45	5.95	4.95
Part-Time Postions @ F.T.E.	1.20	1.25	0.85	0.75	0.75

PARKS & RECREATION

DEGRAAF NATURE CENTER

DEPARTMENT 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, while creating 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 2018. The building improvements have been completed and parking area to begin spring 2018.**
- 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 scheduling next year's tours.
 - **This new position is still under investigation and being vetted. Current staff is filling this role for the time being.**
- 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.
 - **This play area will be built after the construction of the parking area is completed in summer 2018.**
- Explore a more formal connection between the Holland Public Schools and the Nature Center education programs, with the schools' requirements and budget. Either students come to the nature center or we work out on-sight programing.
 - **Contacts to be made in time to initiate this program during the school year of a 2018-19.**
- Design and plan new trail signage for the Van Raalte Farm.
 - **To be planned over the summer of 2018.**
- Design and create a "free-play" trail in the meadow at the nature center. The goal is to make available a safe outdoor play area for families and young children.
 - **This project to begin after the completion of the new picnic pavilion.**
- Plant perennial wildflower beds in the new landscaping areas around the parking lot. One garden will be labeled and located by the entry. Themes for the gardens include butterfly and hummingbird gardens.
 - **Work with Horticultural Club and Garden Club to get assistance in the planning and planting.**

PARKS & RECREATION

GENERAL FUND - DE GRAAF NATURE CENTER

	PERFORMANCE MEASURES	FY16 Actual	FY17 Actual	FY18 Projected	FY19 Projected
Workload	Attendance				
	Summer Recreation Department Classes	316	410	400	400
	School Classroom Programs	8,313	6,807	8,000	9,000
	*Public Program (Special Events, Classes, etc.)	6,021	14,637	12,000	12,000
	After School Programs (Birthday Parties, Scouts, etc.)	300	300	300	300
	*Natural History Tour Participants	36	68	65	65
	Outside Groups Utilizing the Nature Center	350	350	400	400

*Events such as Halloween, VanRaalte Farm, Water Festival at Windmill and Eco Tours have gained popularity

PARKS & RECREATION

GENERAL FUND - DE GRAAF NATURE CENTER

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 99,845	\$ 132,425	\$ 175,500	\$ 159,727	\$ 189,100
Other	9,427	9,096	12,000	8,000	12,000
General Fund Unallocated Revenues	159,948	161,726	153,456	177,986	159,087
TOTAL SOURCES	\$ 269,220	\$ 303,247	\$ 340,956	\$ 345,713	\$ 360,187

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 139,144	\$ 145,214	\$ 152,565	\$ 152,715	\$ 152,590
* Benefits - Incl. NonWorking Wages	36,811	39,784	43,848	42,815	43,389
* Mandatory Employer Costs	13,862	14,662	15,955	15,740	16,196

Other Current Expenditures -

* Supplies / Maintenance	21,488	21,030	22,850	22,300	21,300
* Contractual	31,867	57,083	78,850	84,605	99,850
* Other	26,048	25,474	26,888	27,538	26,862

TOTAL USES	\$ 269,220	\$ 303,247	\$ 340,956	\$ 345,713	\$ 360,187
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-- STAFFING --

Personnel Services Total Amount	\$ 189,817	\$ 199,660	\$ 212,368	\$ 211,270	\$ 212,175
Full-Time Positions	1.95	1.95	1.95	1.95	1.95
Part-Time Positions @ F.T.E.	1.85	2.15	2.20	2.20	2.20

PARKS & RECREATION

CULTURAL ACTIVITIES ASSISTANCE

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

No Funding Sources	\$	-	\$	-	\$	-	\$	-		
General Fund Unallocated Revenues		97,780		108,814		109,200		109,018	109,300	
TOTAL SOURCES	\$	97,780	\$	108,814	\$	109,200	\$	109,018	\$	109,300

FUNDING USES -

Other Current Expenditures -

* Other	\$	8,780	\$	8,814	\$	9,200	\$	9,018	\$	9,300
Transfers Out		89,000		100,000		100,000		100,000		100,000
TOTAL USES	\$	97,780	\$	108,814	\$	109,200	\$	109,018	\$	109,300

-- STAFFING --

Positions: Not Applicable

PARKS & RECREATION

CEMETERY PERPETUAL CARE FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 35,560	\$ 34,205	\$ 33,000	\$ 33,000	\$ 33,000
Interest & Rents	16,688	9,691	11,000	15,000	15,000
TOTAL SOURCES	\$ 52,248	\$ 43,896	\$ 44,000	\$ 48,000	\$ 48,000

FUNDING USES -

Transfers Out	\$ 16,688	\$ 14,938	\$ 11,000	\$ 16,000	\$ 26,000
TOTAL USES	\$ 16,688	\$ 14,938	\$ 11,000	\$ 16,000	\$ 26,000

-- FUND EQUITY --

INCREASE (DECREASE)	\$ 35,560	\$ 28,958	\$ 33,000	\$ 32,000	\$ 22,000
ENDING BALANCE -					
Designated / Reserves	\$ 1,586,387	\$ 1,616,632	\$ 1,646,632	\$ 1,646,632	\$ 1,676,632
Undesignated / Unreserved	70,303	69,016	72,016	71,016	63,016
TOTAL FUND EQUITY	\$ 1,656,690	\$ 1,685,648	\$ 1,718,648	\$ 1,717,648	\$ 1,739,648

-- STAFFING --

Positions: Not Applicable

PARKS & RECREATION

HERRICK DISTRICT LIBRARY TAXATION FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Taxes & Special Assessments	\$ 1,306,496	\$ 1,253,696	\$ -	\$ 108	\$ -
Transfers In	97	100	-	-	-
TOTAL SOURCES	<u>\$ 1,306,593</u>	<u>\$ 1,253,796</u>	<u>\$ -</u>	<u>\$ 108</u>	<u>\$ -</u>

FUNDING USES -

Other Current Expenditures					
* Other - Tax Payments to Library	\$ 1,306,647	\$ 1,253,699	\$ 300	\$ 108	-
Transfers Out	-	97	-	-	-
TOTAL USES	<u>\$ 1,306,647</u>	<u>\$ 1,253,796</u>	<u>\$ 300</u>	<u>\$ 108</u>	<u>\$ -</u>

-- FUND EQUITY --

INCREASE (DECREASE)	\$ (54)	\$ -	\$ (300)	\$ -	\$ -
ENDING BALANCE -					
Designated / Reserved	\$ -	-	-	-	-
Undesignated / Unreserved	-	-	-	-	-
TOTAL FUND EQUITY	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (300)</u>	<u>\$ -</u>	<u>\$ -</u>

-- STAFFING --

Positions: Not Applicable

PARKS & RECREATION

PARK & CEMETERY EMPLOYEES BENEFIT FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 201	\$ 192	\$ 150	\$ 150	\$ 150
Interest & Rents	5	2	5	5	5
TOTAL SOURCES	\$ 206	\$ 194	\$ 155	\$ 155	\$ 155

FUNDING USES -

Other Current Expenditures					
* Supplies / Maintenance	\$ 162	\$ 160	\$ 150	\$ 200	\$ 300
TOTAL USES	\$ 162	\$ 160	\$ 150	\$ 200	\$ 300

-- FUNDEQUITY --

INCREASE (DECREASE)	\$ 44	\$ 34	\$ 5	\$ (45)	\$ (145)
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	443	477	482	432	287
TOTAL FUND EQUITY	\$ 443	\$ 477	\$ 482	\$ 432	\$ 287

-- STAFFING --

Positions: Not Applicable

PARKS & RECREATION SERVICES

HOLLAND HISTORICAL TRUST

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Total Attendance at museums	15,566	14,820	15,000	16,000
	Rentals at all sites	355	3,925	2,500	3,000
	Education tours participation	756	625	690	800
	Memberships	423	433	500	550

PARKS & RECREATION

HOLLAND HISTORICAL TRUST FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 25,000
Charges for Services	84,009	114,484	125,700	125,700	91,400
Rental Income:					
* Armory	5,000	6,860	19,000	19,000	15,600
* Other Than Armory	500	1,275	3,000	3,000	1,000
Investment Income (Net of Market)	(8,388)	59,129	20,433	20,433	20,734
Other:					
* Other Private Contributions	227,827	219,684	705,500	705,500	533,985
Transfers In - City of Holland Gen Fd	89,000	100,000	100,000	100,000	100,000
TOTAL SOURCES	\$ 447,948	\$ 551,432	\$ 1,023,633	\$ 1,023,633	\$ 787,719

FUNDING USES -

Personnel Services -					
* Salaries & Wages - Working	\$ 252,385	\$ 212,586	\$ 279,000	\$ 279,000	\$ 314,000
* Benefits - Incl. NonWorking Wages	27,508	20,150	25,000	25,000	36,100
* Mandatory Employer Costs	27,268	24,413	28,900	28,900	32,500
Other Current Expenditures -					
* Supplies / Maintenance	75,157	75,027	88,800	88,800	101,050
* Contractual	99,744	133,792	92,500	92,500	99,500
* Other	236,877	176,191	361,800	361,800	183,835
Depreciation Expense	113,312	113,329	106,883	106,883	104,804
TOTAL USES	\$ 832,251	\$ 755,488	\$ 982,883	\$ 982,883	\$ 871,789

ALTERNATIVE PRESENTATION OF FUNDING USES

CURRENT OPERATIONS:

* Holland Historical Trust	\$ 733,344	\$ 652,572	\$ 939,883	\$ 941,133	\$ 830,039
* Armory	37,807	44,316	43,000	41,750	41,750

OTHER APPLIED PURPOSES:

* Capital / Collections / Donated Facil.	61,100	58,600	-	-	-
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TOTAL USES	\$ 832,251	\$ 755,488	\$ 982,883	\$ 982,883	\$ 871,789
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(This Fund Continues On Next Page)

PARKS & RECREATION

HOLLAND HISTORICAL TRUST FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
- - FUND EQUITY - -					
INCREASE (DECREASE)	\$ (384,303)	\$ (204,056)	\$ 40,750	\$ 40,750	\$ (84,070)
ENDING BALANCE -					
Non-Expendable	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000	\$ 110,000
Investment in Fixed Assets	1,294,011	1,180,682	1,073,779	1,073,779	966,896
Expendable:					
* Designated Restrictions -					
Temporary (Legal Restrictions)	253,565	336,106	271,001	271,001	260,412
Board of Directors (Board Action)	292,440	166,788	158,087	158,087	175,006
* Unreserved / Undesignated	(40,661)	(88,277)	133,182	133,182	149,665
TOTAL FUND EQUITY	\$ 1,909,355	\$ 1,705,299	\$ 1,746,049	\$ 1,746,049	\$ 1,661,979

- - STAFFING - -					
Personnel Services Total Amount	\$ 307,161	\$ 257,149	\$ 332,900	\$ 332,900	\$ 382,600
Full-Time Positions	4.00	4.00	5.00	5.00	5.00
Part-Time Positions @ F.T.E.	1.83	1.85	1.90	1.90	1.90



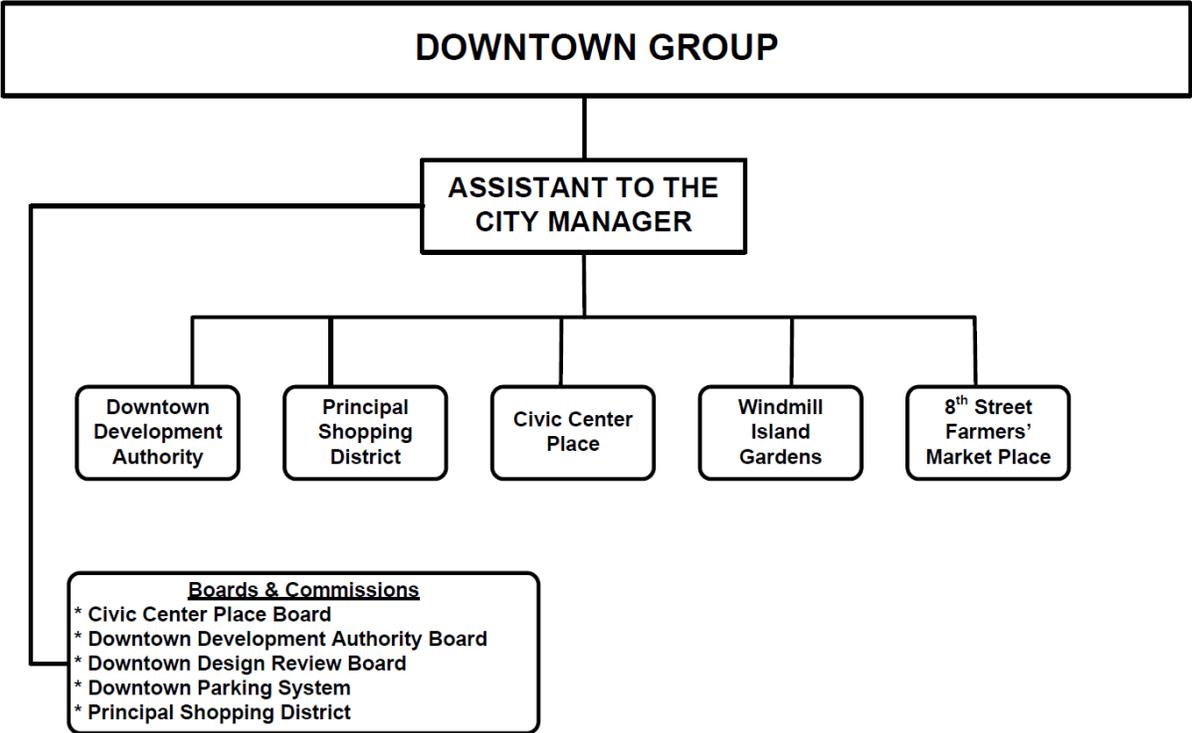
Holland
MICHIGAN

DOWNTOWN GROUP

INTRODUCTION

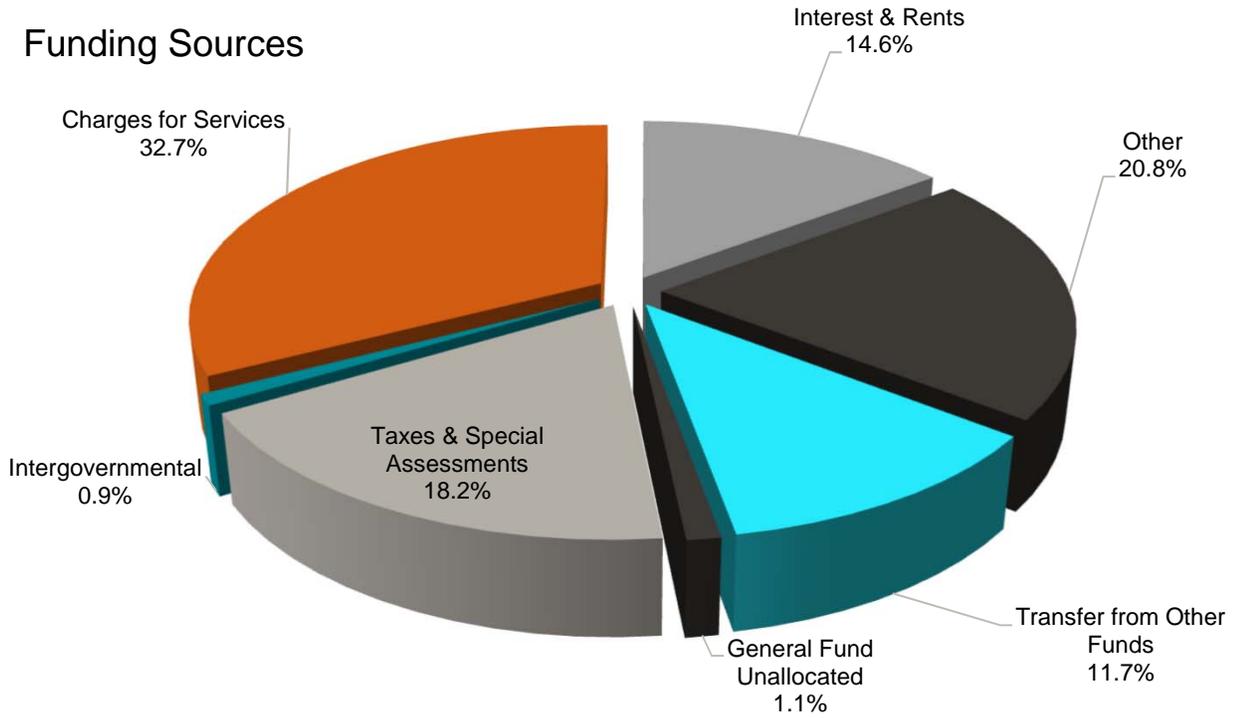
The Downtown Group includes the: 8th Street Market, Civic Center Place, Public Parking System, Downtown Development Authority, Principal Shopping District and Windmill Island Gardens. The objective is to create and maintain quality attractions for the Holland community and its visitors with the intention of increasing overall appeal for the area; resulting in increased values and profits for local businesses.

GROUP ORGANIZATION CHART

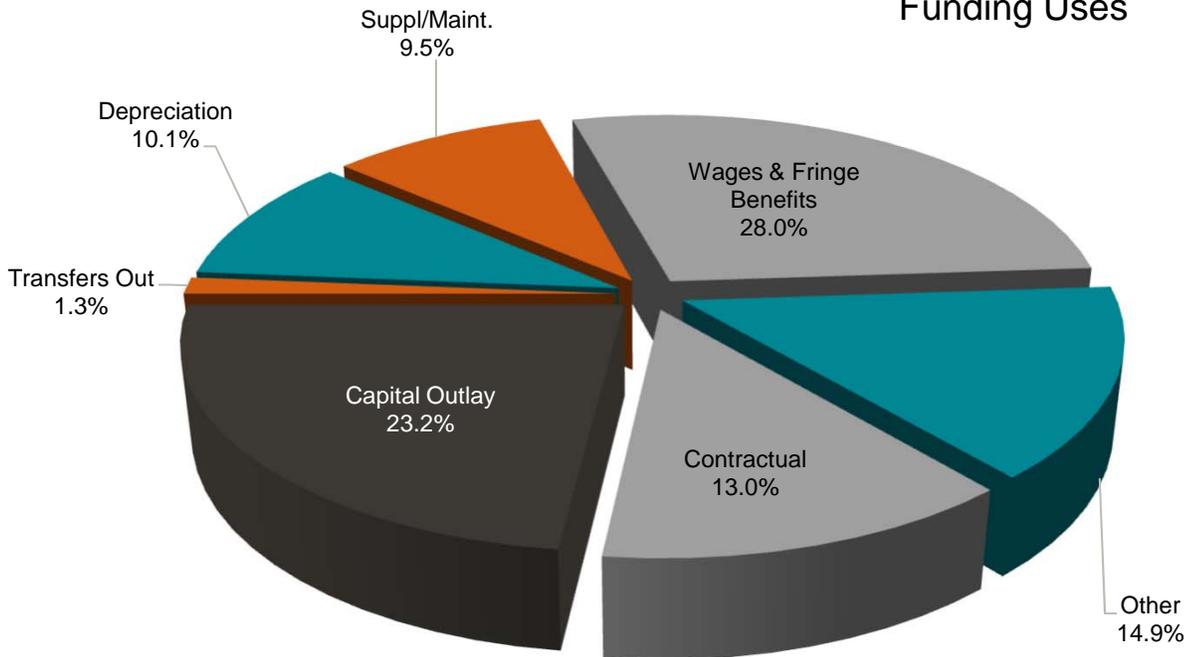


DOWNTOWN GROUP

Funding Sources



Funding Uses



DOWNTOWN GROUP

GROUP SUMMARY

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING USES ACROSS FUNDS - -

FUND TYPES -

General	\$ 380,736	\$ 324,496	\$ 233,224	\$ 228,012	\$ 180,951
Special Revenue	543,199	430,162	520,566	498,287	571,607
Enterprise	890,776	1,110,636	3,002,994	1,004,904	2,826,810
Component Unit	236,934	223,049	285,982	222,926	250,935
TOTAL ACROSS FUND TYPES	\$ 2,051,645	\$ 2,088,343	\$ 4,042,766	\$ 1,954,129	\$ 3,830,303

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 567,399	\$ 583,717	\$ 599,479	\$ 599,045	\$ 610,474
Licenses & Permits	4,560	3,765	3,000	3,150	4,250
Intergovernmental	32,233	25,102	1,466,500	27,750	31,000
Charges for Services	918,804	1,056,823	699,100	982,926	1,101,950
Interest & Rents	146,372	144,499	112,800	119,100	491,300
Other	45,703	103,032	881,599	627,220	694,500
Transfers In	14,039	-	461,166	51,166	395,000
TOTAL SOURCES	\$ 1,729,110	\$ 1,916,938	\$ 4,223,644	\$ 2,410,357	\$ 3,328,474

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 791,080	\$ 785,738	\$ 718,410	\$ 695,664	\$ 832,488
* Benefits - Incl. NonWorking Wages	141,890	154,288	130,848	127,950	160,330
* Mandatory Employer Costs	71,868	68,457	70,692	67,470	82,257
Other Current Expenditures -					
* Supplies / Maintenance	264,480	254,727	264,588	279,596	362,875
* Contractual	92,984	99,627	167,350	131,374	499,800
* Other	502,149	438,766	493,042	495,488	569,938
Capital Outlay	74,754	174,608	2,018,016	6,767	887,500
Depreciation Expense	103,184	102,598	130,000	130,000	385,000
Transfers Out	9,256	9,534	49,820	19,820	50,115
TOTAL USES	\$ 2,051,645	\$ 2,088,343	\$ 4,042,766	\$ 1,954,129	\$ 3,830,303

- - STAFFING - -

Personnel Services Total Amount	\$ 1,004,838	\$ 1,008,483	\$ 919,950	\$ 891,084	\$ 1,075,075
Positions: Full-Time	6.60	6.60	5.15	5.15	6.15
Positions: Part-Time @ F.T.E.	17.10	16.25	15.05	14.25	15.80

DOWNTOWN GROUP

8th STREET MARKET

DEPARTMENT MISSION STATEMENT

The Holland Farmers Market is a producer's market whose goal is to connect the surrounding community with high-quality local food while supporting the livelihoods of our farmers and vendors. We aim to educate the community on the local food system, while making healthy food accessible for all in a welcoming atmosphere.

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.
 - On-going. Three required meetings were held in March prior to the start of the season to accommodate all vendor's schedules. At the meeting, the new Market Master introduced herself, reviewed the rules and regulations and discussed how the Civic Center Place Construction would affect the Market. In addition, by scheduling time to complete paperwork on Thursdays, the Market Master was able to spend majority of her time on Wednesdays and Saturdays interacting with vendors to listen and address any concerns. \$100 for meeting refreshments.
- 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.
 - Ongoing. We were able to successfully navigate the first summer of Civic Center construction by renting a temporary office trailer and portable restrooms, through increased signage for parking and by extending the Holland Farmers Market along 8th Street between Pine and River Avenues. As a result, the vendors overwhelmingly agreed that construction had little to no effect on their sales this season. \$11,500.00. (Includes \$4,000 ramp purchase.)
- Working alongside our partners at the Ottawa County Health Department, Michigan Farmers Market Association (MiFMA), 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. Summer 2017.
 - Market staff worked closely with Ottawa Food (formerly the Ottawa County Food Policy Council) to promote the Holland Farmers Market to Bridge Card users through new printed marketing materials. We also partnered with them to bring a new Produce Donation Program to the Market for the first time ever to benefit local food pantries. Working with the MiFMA, the Holland Farmers Market was the recipient of a grant that allowed us to purchase a new wireless EBT machine from the MiFMA. The Marketing Coordinator was also invited to give two webinar presentations to MiFMA members to share our knowledge and promote what we do at the Holland Farmers Market. No expenses outside of printing costs.
- Continue to successfully navigate the challenges brought on by the Civic Center Place Construction and the new challenge that we will be facing during the 2018 season due to the construction of the Sperry Moviehouse development, which will likely eliminate our ability to extend vendors on 8th Street between Pine and River Avenue (\$7,000).
 - Spring 2018.
- Introduce the Prescription for Health Program at the Holland Farmers Market through a partnership with Ottawa Food. As part of the program, low income individuals who receive a prescription from their doctor for a healthier diet can exchange tokens for free fruits and vegetables at the Holland Farmers Market. Participants then see their doctor for regular check-ups, which will allow Ottawa Food is to determine what effect healthy eating habits have on an

DOWNTOWN GROUP

8th STREET MARKET

individual's overall health. The Market has received a \$4,000 grant to participate in the program \$4,000.

- **Spring 2018.**
- Introduce new promotional merchandise that can be sold alongside the Market Tote Bags and Market Bucks gift certificates both online and at the Holland Farmers Market. Magnets will likely be sold first to test the market, though we hope to expand the selection to include hats, t-shirts, coffee mugs and other products \$1,000.
 - **Spring 2018.**
- Increase sponsorship revenue with the goal of obtaining at least \$3,000 in sponsorship revenue by actively seeking out sponsors for the Chef Series, Kids Activities, Ambassador Program and other new events and programs at the Market. No expense anticipated.
- With the completion of the Civic Center Place, move the annual Outdoor Winter Market indoors from January through April and expand the offerings with more vendors, a larger variety of products and additional programs. Expenses unknown.
 - **January 2019.**

DOWNTOWN GROUP

GENERAL FUND - 8TH STREET MARKET

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	8th Street Market Place Usage				
	Wednesday Markets Held Each Season	30	30	33	33
	Saturday Market Markets Held Each Season	30	30	32	32
	Total Number Daily Stalls Rented	39	48	48	48
	Total Number of Seasonal Stalls Rented	44	42	42	42
	External Events Held in Tandem with Market	4	4	4	4
	Saturday Chef Series Demonstrations Held	17	17	17	17
	Wednesday Kids Activities Held	12	12	12	10
	Special Events Held at Market	2	2	1	1
	Outdoor Winter Markets Held	6	6	8	8
	Other Events Held at Eighth Street Market Place	16	15	15	15
	8th Street Market Place Revenue				
	Total Market Stall Rental Revenue	\$ 73,386	\$ 75,130	\$ 75,000	\$ 75,000
	Revenue from 8th Street Market Place Rental	\$ 18,644	\$ 12,330	\$ 11,955	\$ 12,000
	EBT Program (Bridge Cards)	\$ 23,161	\$ 17,232	\$ 15,000	\$ 15,000
	WIC and Senior Project FRESH Coupons	\$ 7,852	\$ 6,963	\$ 11,000	\$ 11,000
	Sponsorships and Grants	\$ 5,500	\$ 500	\$ 3,000	\$ 3,000
	Event Revenue	\$ 4,156	\$ 460	\$ -	\$ 500
	5% Bridge Card Vendor Fees	\$ 1,220	\$ 907	\$ 750	\$ 750
	Market Bucks Sold	\$ 1,688	\$ 2,857	\$ 5,500	\$ 3,000
Market Merchandise Sold	\$ 258	\$ 321	\$ 300	\$ 500	

*Figures involving dates are calculated on a calendar year basis

DOWNTOWN GROUP

GENERAL FUND - 8TH STREET MARKET

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 32,233	\$ 25,102	\$ 27,500	\$ 27,750	\$ 31,000
Interest & Rents	18,644	14,670	15,000	15,000	15,000
Charges for Services	77,289	78,768	77,000	81,300	94,000
Other	7,699	500	3,000	-	3,000
General Fund Unallocated Revenue	14,888	30,130	48,224	47,912	37,951
TOTAL SOURCES	\$ 150,753	\$ 149,170	\$ 170,724	\$ 171,962	\$ 180,951

FUNDING USES -

Personnel Services					
* Salaries & Wages - Working	\$ 47,725	\$ 48,091	\$ 53,350	\$ 47,725	\$ 56,750
* Benefits - Incl. NonWorking Wages	6,662	3,084	2,556	2,470	2,713
* Mandatory Employer Costs	4,025	4,147	4,568	4,070	4,938
Other Current Expenditures					
* Supplies / Maintenance	5,388	12,256	15,300	23,304	19,300
* Contractual	4,567	5,312	10,600	7,700	7,700
* Other	82,386	76,280	84,350	86,693	89,550
TOTAL USES	\$ 150,753	\$ 149,170	\$ 170,724	\$ 171,962	\$ 180,951

- - STAFFING - -

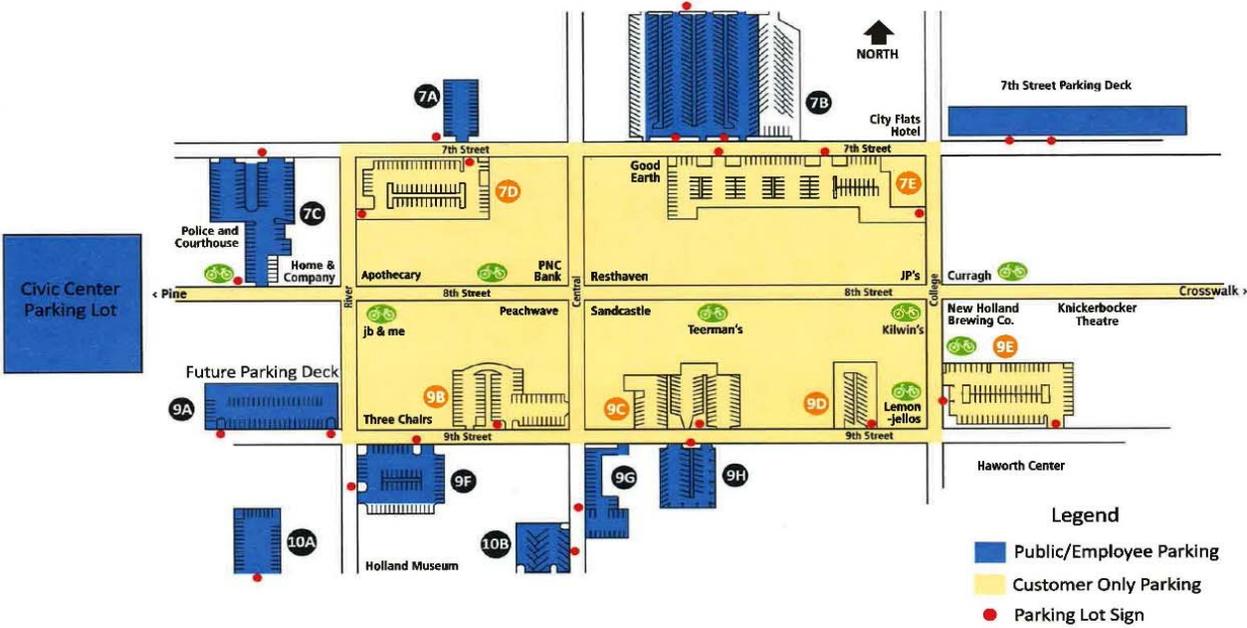
Personnel Services Total Amount	\$ 58,412	\$ 55,322	\$ 60,474	\$ 54,265	\$ 64,401
Full-Time Positions	0.40	0.10	0.10	0.10	0.10
Part-Time Positions @ F.T.E.	0.75	0.90	1.35	1.10	1.35

DOWNTOWN GROUP

DOWNTOWN PUBLIC PARKING FUND

PERFORMANCE MEASURES		FY-16 Actual	FY-17 Actual	FY-18 Projected	Fy-19 Projected
Workload	Overnight Parking Permits Issued				
	Lots				
	Number	141	163	168	170
	Revenue	\$ 12,790	\$14,560	\$ 15,000	\$ 15,500
	Deck				
	Number	5	-	-	10
	Revenue	\$,750.00	\$ -	\$ -	\$ 5,000
	Public Off-Street Parking Supply Downtown				
	Lots	16	16	15	16
	Spaces	933	933	889	899
	Deck Spaces	256	256	256	492
	Spaces Available 24/7	-	-	-	10

Downtown Holland Parking Zone Map



DOWNTOWN GROUP

DOWNTOWN PUBLIC PARKING FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 199,511	\$ 206,290	\$ 212,479	\$ 213,185	\$ 219,590
Charges for Services	16,520	18,320	18,850	18,850	19,350
Interest & Rents	3,825	8,349	7,700	8,200	34,400
TOTAL SOURCES	\$ 219,856	\$ 232,959	\$ 239,029	\$ 240,235	\$ 273,340

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 45,467	\$ 53,623	\$ 95,600	\$ 81,717	\$ 87,917
* Benefits - Incl. NonWorking Wages	4,263	6,553	8,212	8,218	9,468
* Mandatory Employer Costs	4,181	4,892	9,524	8,050	8,705

Other Current Expenditures -

* Supplies / Maintenance	35,340	33,692	49,625	51,175	64,375
* Contractual	1,413	216	8,350	4,400	5,250
* Other	108,304	79,720	90,217	92,223	117,002
Transfers Out	9,256	9,534	9,820	9,820	10,115
TOTAL USES	\$ 208,224	\$ 188,230	\$ 271,348	\$ 255,603	\$ 302,832

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 11,632	\$ 44,729	\$ (32,319)	\$ (15,368)	\$ (29,492)
ENDING BALANCE -					
Designated / Reserved (Deck O&M)	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Undesignated / Unreserved	231,784	276,513	244,194	261,145	231,653
TOTAL FUND EQUITY	\$ 261,784	\$ 306,513	\$ 274,194	\$ 291,145	\$ 261,653

- - STAFFING - -

Personnel Services Total Amount	\$ 53,911	\$ 65,068	\$ 113,336	\$ 97,985	\$ 106,090
Full-Time Positions	0.15	0.55	0.55	0.55	0.55
Part-Time Positions @ F.T.E.	0.85	0.85	1.30	0.75	0.75

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

DOWNTOWN GROUP

Downtown Development Authority/Principal Shopping District

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

- Determine the best Downtown Management Structure for the DDA, PSD, Farmers Market and Civic Center to facilitate the expansion of Downtown from Fairbanks Avenue to the Waterfront by conducting a charrette of all Downtown stakeholders and budget for a consultant to assist in process. July and August 2017. \$10,000.
 - Tabled with the resignation of the former City Manager in June 2017.
- Implement Parking Program based on the results of the parking study. Ongoing through 2017. Approximately \$17,000 for Parking Ambassador salary.
 - Completed as of August 2017. Included new parking lot signs, 15-minute parking signs and hiring a Parking Ambassador for a 20-hour work week instead of 28 hours, reducing total costs to \$12,480.00
- Refresh and expand the holiday décor. Fall 2017. \$10,000.
 - Completed in October 2017. Received over \$40,000 in private donations enabling us to wrap all the trees in Downtown Holland with lights each holiday season through 2020.
- Develop a Downtown Annual Report that would summarize initiatives, events and sponsorship results in the fiscal year. December 2017. In house production.
 - Completed in January 2018. The 18-page Downtown Holland Annual Report will be distributed to stakeholders at the Annual All-Member Meeting on January 24, 2018.
- Implement changes to the PSD assessment policy and/or rate to keep up with current expenses and to fund new marketing initiatives. Summer 2017. No expenses anticipated.
 - On-going as of January 2018. Plans to implement changes to the PSD assessment policy and rate were tabled in 2017 in anticipation of a new Downtown Management Structure and are being considered again for 2018 as part of FY19.
- Continue to build on to the City Wayfinding Program by installing new Downtown Wayfinding Signs.
 - Summer 2018 \$70,000 from the Municipal Capital Improvement Fund.
- Conduct comprehensive study of changes implemented as part of the Parking Program in 2017.
 - August 2018. No expenses anticipated.
- Use part of current Parking Fund Balance and a portion of Municipal Capital Improvement Fund to resurface the surface parking lots most in need of repair.
 - Fall 2018. Lots 7B & 7E for an estimated total of \$200,000.
- Implement changes to the Parking Assessment rate to keep up with the additional cost of maintenance for the Ninth Street Parking Deck as well as unforeseen parking lot maintenance.
 - Fall 2018 No expenses anticipated.

DOWNTOWN GROUP

Downtown Development Authority/Principal Shopping District

- **Implement changes to the PSD Assessment rate and policy to add basement-level retail and restaurant space to the assessment role and to update the rate for upper level spaces so it is no longer based on how the space is used (i.e.: retail vs. office). No expenses anticipated.**
- **Compile a formal Request for Proposals (RFP) from local design firms for a marketing package for Downtown Holland to include logo design, brand standards development and a new website. No expenses anticipated in FY19.**
- **Strengthen media relations through increased advertising, personal invitations to media personalities to special events and seeking media sponsorships for additional promotional opportunities for Downtown Holland \$5,000 - \$10,000.**

DOWNTOWN GROUP

DOWNTOWN DEVELOPMENT AUTHORITY FUND

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Building Improvement Expenditures	\$ 1,400,000	\$ 8,100,000	\$ 24,700,000	\$ 15,000,000
	Net New Downtown Businesses Recruited	2	3	5	5
	Street Performer Permits	152	155	160	160
	Number of Businesses Downtown	174	174	180	185
	*Square Footage Total	1,357,680	1,325,124	1,436,787	1,501,787
	Square Footage Use				
	Office	532,067	532,067	532,067	532,067
	Retail	294,187	330,582	442,245	507,245
	Vacant / Storage / Other / Hotel	462,475	462,475	462,475	462,475
	Amenities				
	Public Benches (Victor Stanley & Porter)	35	41	41	43
	Private Benches	25	26	26	26
	Trash Cans	57	56	57	58
	Trees Total in Tree Management District	186	266	256	263
	Trees Replaced	-	-	7	-
	Bike Racks	10	13	13	14
	Bikes Accommodated	76	94	94	100

*Square footage reflects the C-3 district

DOWNTOWN GROUP

DOWNTOWN PRINCIPAL SHOPPING DISTRICT FUND

PERFORMANCE MEASURES		FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Additional Revenue Sources				
	Associate Membership	5	4	4	4
	Corporate Sponsorship	4	11	13	13
	Grants Awarded	-	1	1	1
	Revenue-Generating Events	3	5	6	6
	Marketing & Promotion Initiatives				
	Calendar of Event Brochures	2	3	3	3
	Dining Guides	1	1	1	1
	Downtown Holland Email Newsletters	-	-	12	12
	Downtown Holland Magazine Spreads	3	-	-	-
	Event Posters and Handouts	5	16	20	20
	Press Releases	30	30	30	30
	Shopping and Dining Directories (Tear Off Maps)	5	5	5	5
	Social Media Accounts	5	5	5	5
	Events Organized				
	Community Events	6	6	5	5
	Business Promotion Events	5	4	8	8
	Business Advocacy				
	D-Coffees and Annual Meetings	6	6	7	7
	Member Newsletters	12	12	12	12
	Additional Workshops and Seminars	1	-	-	-
	Revenues				
	Annual Assessment	\$ 178,580	\$ 180,762	\$ 185,083	\$ 184,000
	Associate Memberships	\$ 3,053	\$ 2,050	\$ 2,650	\$ 2,650
	Event Revenues	\$ 47,008	\$ 49,160	\$ 49,000	\$ 49,500
	Sponsorships and Grants	\$ 15,525	\$ 31,225	\$ 33,000	\$ 30,000
	Use of Street/Parking Lot Rental	\$ 500	\$ 3,000	\$ -	\$ -

DOWNTOWN GROUP

DOWNTOWN DEVELOPMENT AUTHORITY FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 189,308	\$ 196,665	\$ 202,000	\$ 200,777	\$ 206,884
Licenses & Permits	4,560	3,765	3,000	3,150	4,250
Charges for Services	3,225	3,375	2,950	2,950	3,000
Interest & Rents	2,351	1,559	-	2,200	2,200
Other	1,722	1,500	41,991	41,991	-
TOTAL SOURCES	\$ 201,166	\$ 206,864	\$ 249,941	\$ 251,068	\$ 216,334

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 68,084	\$ 52,845	\$ 39,160	\$ 41,150	\$ 43,075
* Benefits - Incl. NonWorking Wages	10,950	12,988	10,982	11,481	8,797
* Mandatory Employer Costs	5,733	4,473	3,714	3,935	4,008

Other Current Expenditures -

* Supplies / Maintenance	95,718	89,323	80,400	77,445	80,900
* Contractual	3,457	2,052	7,100	4,650	4,450
* Other	52,992	61,368	104,626	74,265	69,705

Transfers Out

TOTAL USES	\$ 236,934	\$ 223,049	\$ 285,982	\$ 222,926	\$ 250,935
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (35,768)	\$ (16,185)	\$ (36,041)	\$ 28,142	\$ (34,601)
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ENDING FUND EQUITY -

Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	150,373	134,188	98,147	162,330	127,729
TOTAL FUND EQUITY	\$ 150,373	\$ 134,188	\$ 98,147	\$ 162,330	\$ 127,729

- - STAFFING - -

Personnel Services Total Amount	\$ 84,767	\$ 70,306	\$ 53,856	\$ 56,566	\$ 55,880
Full-Time Positions	0.45	0.60	0.55	0.55	0.55
Part-Time Positions @ F.T.E.	0.65	0.65	0.35	0.35	0.35

DOWNTOWN GROUP

DOWNTOWN PRINCIPAL SHOPPING DISTRICT FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 178,580	\$ 180,762	\$ 185,000	\$ 185,083	\$ 184,000
Charges for Services	47,508	52,261	48,000	69,640	63,900
Interest & Rents	437	(101)	100	200	200
Other	18,578	33,275	27,000	36,950	32,400
TOTAL SOURCES	\$ 245,103	\$ 266,197	\$ 260,100	\$ 291,873	\$ 280,500

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 132,825	\$ 84,651	\$ 83,500	\$ 70,747	\$ 86,800
* Benefits - Incl. NonWorking Wages	38,689	24,648	24,189	23,346	26,482
* Mandatory Employer Costs	11,619	7,516	7,716	6,370	7,893

Other Current Expenditures -

* Supplies / Maintenance	7,200	5,060	5,413	6,112	7,700
* Contractual	18,928	18,665	18,000	16,324	17,600
* Other	125,714	101,392	110,400	119,785	122,300

TOTAL USES	\$ 334,975	\$ 241,932	\$ 249,218	\$ 242,684	\$ 268,775
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (89,872)	\$ 24,265	\$ 10,882	\$ 49,189	\$ 11,725
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ENDING BALANCE -

Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	27,065	51,330	62,212	100,519	112,244
TOTAL FUND EQUITY	\$ 27,065	\$ 51,330	\$ 62,212	\$ 100,519	\$ 112,244

- - STAFFING - -

Personnel Services Total Amount	\$ 183,133	\$ 116,815	\$ 115,405	\$ 100,463	\$ 121,175
Full-Time Positions	2.15	0.90	0.95	0.95	0.95
Part-Time Positions @ F.T.E.	1.35	0.70	0.70	0.70	0.70

DOWNTOWN GROUP

WINDMILL ISLAND GARDENS

DEPARTMENT 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

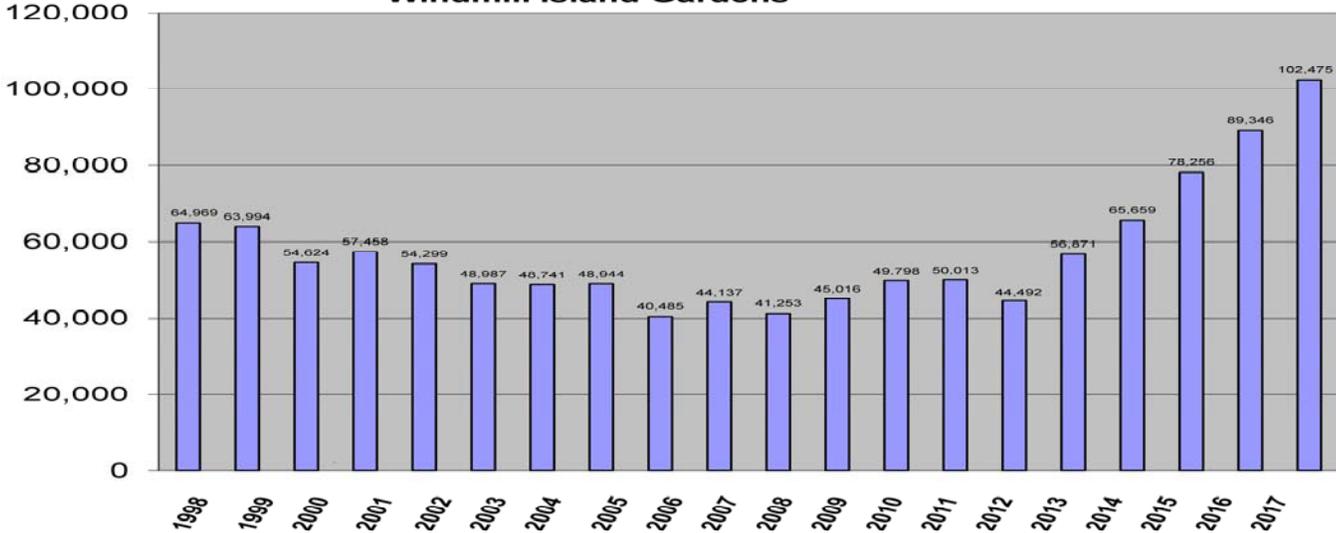
- Increase number of corporate and private (non-wedding) events in the Celebration Pavilion and elsewhere on the Island, from eleven in FY 16 to more than fourteen in FY 18.
 - The Island had 13 non-wedding events in 2017. The Conservatory was added in 2017 as an additional rental space.
- Continue to expand gardens/landscaped areas to enhance reputation as public garden.
 - A third tulip field was added in 2017 (will bloom in 2018 for first time.) A groomed canal walk was added with brush trimmed away so visitors can enjoy a scenic natural walk. Gardens themes continue to grow in popularity (Art in 2017, Birds in 2018).
- 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).
 - Interpretive Plan complete in Winter 2017/18 with suggestions beginning to be implemented and planned. (Changes to shops underway, planned enhanced visitor flow at Tulip Time, etc.)
- Introduce new technology to enhance the visitor experience, especially for a younger generation. (\$10,000)
 - Added weather station in Winter 2017/18 with live information available online. Placed TV with rotating informational 'ads' in Posthouse for 2017 season. Added looped tulip information movie to Conservatory during 2017 Tulip Time. Filled previous 'gap time' between introductory movie showings with videos, information and countdown timer.
- Begin implementation of the Interpretive Plan by updating interpretive signage and the entry into the Island. Plot a course for major interpretive changes (food service, windmill interpretive building, etc.)
- Develop a consistent branding feel including development of a new logo and brand standards. Continue to streamline marketing opportunities in conjunction with DDA, CVB and other partners.
- Continue to expand program opportunities for a variety of audiences at Windmill Island Gardens during all seasons.
- Develop a more robust and consistent online presence on website and across public sites.

DOWNTOWN GROUP

WINDMILL ISLAND GARDENS FUND

PERFORMANCE MEASURES		FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Regular Paid Visitors				
	Total Number of Paid Visitors (Excluding Special Events)	89,346	102,475	105,000	110,000
	Total Number of Bus Groups (Includes Student Groups)	203	195	200	200
	Visitors during Tulip Time Dates Only	43,427	52,072	50,000	50,000
	Percent of Visitors during Tulip Time	49%	51%	48%	45%
	Friends of WIG Memberships Sold	27	29	40	50
	Unpaid Visitors				
	Local Visitors - Free Admission during Opening Hours	8,348	9,716	10,000	11,000
	Visitors Community Day (Rotates between Hope College & WIG)	269	1,409	300	1,400
	Wedding & Facility Rental				
	Number of Weddings	27	36	36	36
	Number of Hosted Events	1	6	10	12
	Number of Guest Visits to Windmill Island through Rentals	6,137	8,653	9,000	9,200
	Other				
	Horticultural Volunteer Hours	331	80	100	120
Run of the Mill Registrants	93	210	200	200	

**Yearly Attendance 2017
Windmill Island Gardens**



DOWNTOWN GROUP

WINDMILL ISLAND GARDENS FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 773,796	\$ 903,665	\$ 552,300	\$ 810,186	\$ 811,700
Intergovernmental	-	-	1,439,000	-	-
Interest & Rents	84,429	107,712	90,000	93,500	93,500
Other	17,704	67,757	809,608	548,279	659,100
Transfers In	14,039	-	461,166	51,166	195,000
TOTAL SOURCES	\$ 889,968	\$ 1,079,134	\$ 3,352,074	\$ 1,503,131	\$ 1,759,300

FUNDING USES -

Personnel Services:

* Salaries & Wages - Working	\$ 393,441	\$ 456,508	\$ 446,800	\$ 454,325	\$ 491,500
* Benefits - Incl. NonWorking Wages	40,940	89,259	84,909	82,435	86,924
* Mandatory Employer Costs	36,470	38,778	45,170	45,045	49,705

Other Current Expenses:

* Supplies / Maintenance	95,525	96,550	113,850	121,560	121,800
* Contractual	61,718	70,911	73,300	73,300	73,800
* Other	84,744	81,424	90,949	91,472	82,981

Capital Outlay	74,754	174,608	2,018,016	6,767	887,500
Depreciation Expense	103,184	102,598	130,000	130,000	130,000
TOTAL USES	\$ 890,776	\$ 1,110,636	\$ 3,002,994	\$ 1,004,904	\$ 1,924,210

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 73,946	\$ 143,106	\$ 2,367,096	\$ 504,994	\$ 722,590
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 1,953,641	\$ 2,018,176	\$ 3,906,192	\$ 1,894,943	\$ 2,652,443
Undesignated / Unreserved	253,764	332,335	811,415	960,562	925,652
FUND EQUITY - END OF YEAR	\$ 2,207,405	\$ 2,350,511	\$ 4,717,607	\$ 2,855,505	\$ 3,578,095

- - STAFFING - -

Personnel Services Total Amount	\$ 470,851	\$ 584,545	\$ 576,879	\$ 581,805	\$ 628,129
Full-Time Positions	2.00	3.00	3.00	3.00	3.00
Part-Time Positions @ F.T.E.	11.70	11.80	11.35	11.35	12.00

DOWNTOWN GROUP

CIVIC CENTER PLACE FUND

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	*FY-18 Projected	FY-19 Projected
Workload	Building Use				
	Entire Facility	356	325	-	40
	Gymnasium Only	492	480	-	40
	North Hall	36	32	-	40

* FY18 Renovation

DOWNTOWN GROUP

GENERAL FUND - CIVIC CENTER

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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-- FUNDING SOURCES & USES --

FUNDING SOURCES -

Charges for Services	\$ 466	\$ 434	\$ -	\$ -	-
Interest & Rents	36,686	12,310	-	-	-
General Fund Unallocated Revenues	192,831	162,582	62,500	56,050	-
TOTAL SOURCES	\$ 229,983	\$ 175,326	\$ 62,500	\$ 56,050	\$ -

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 103,538	\$ 90,020	\$ -	\$ -	-
* Benefits - Incl. NonWorking Wages	40,386	17,756	-	-	-
* Mandatory Employer Costs	9,840	8,651	-	-	-

Other Current Expenditures -

* Supplies / Maintenance	25,309	17,846	-	-	-
* Contractual	2,901	2,471	50,000	25,000	-
* Other	48,009	38,582	12,500	31,050	-

TOTAL USES	\$ 229,983	\$ 175,326	\$ 62,500	\$ 56,050	\$ -
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-- STAFFING --

Personnel Services Total Amount	\$ 153,764	\$ 116,427	\$ -	\$ -	-
Full-Time Positions	1.45	1.45	0.00	0.00	0.00
Part-Time Positions @ F.T.E.	1.80	1.35	0.00	0.00	0.00

Renovation of the Civic Center Place began in March 2017. Once construction began the only operating costs associated with the building were property insurance premiums and utility charges. The Civic Center Place will be open in the fall of 2018 and all financial activity will be accounted for in enterprise fund 593-805.

DOWNTOWN GROUP

CIVIC CENTER PLACE FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$	-	\$	-	\$	-	\$	110,000
Interest & Rents		-		-		-		346,000
Transfers In		-		-		-		200,000
TOTAL SOURCES	\$	-	\$	-	\$	-	\$	656,000

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$	-	\$	-	\$	-	\$	66,446
* Benefits - Incl. NonWorking Wages		-		-		-		25,946
* Mandatory Employer Costs		-		-		-		7,008

Other Current Expenses:

* Supplies / Maintenance		-		-		-		68,800
* Contractual		-		-		-		391,000
* Other		-		-		-		88,400

Depreciation Expense

TOTAL USES	\$	-	\$	-	\$	-	\$	902,600
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$	-	\$	-	\$	-	\$	(246,600)
ENDING BALANCE -								
Net Investment in Capital Assets*	\$	-	\$	-	\$	14,360,540	\$	14,105,540
Undesignated / Unreserved		-		-		-		8,400
FUND EQUITY - END OF YEAR	\$	-	\$	-	\$	14,360,540	\$	14,113,940

- - STAFFING - -

Personnel Services Total Amount	\$	-	\$	-	\$	-	\$	99,400
Full-Time Positions		0.00		0.00		0.00		1.00
Part-Time Positions @ F.T.E.		0.00		0.00		0.00		0.65

* At June 30, 2018 the value of the newly renovated Civic Center Place asset will be transferred from the General Fund Asset Account Group to this fund.



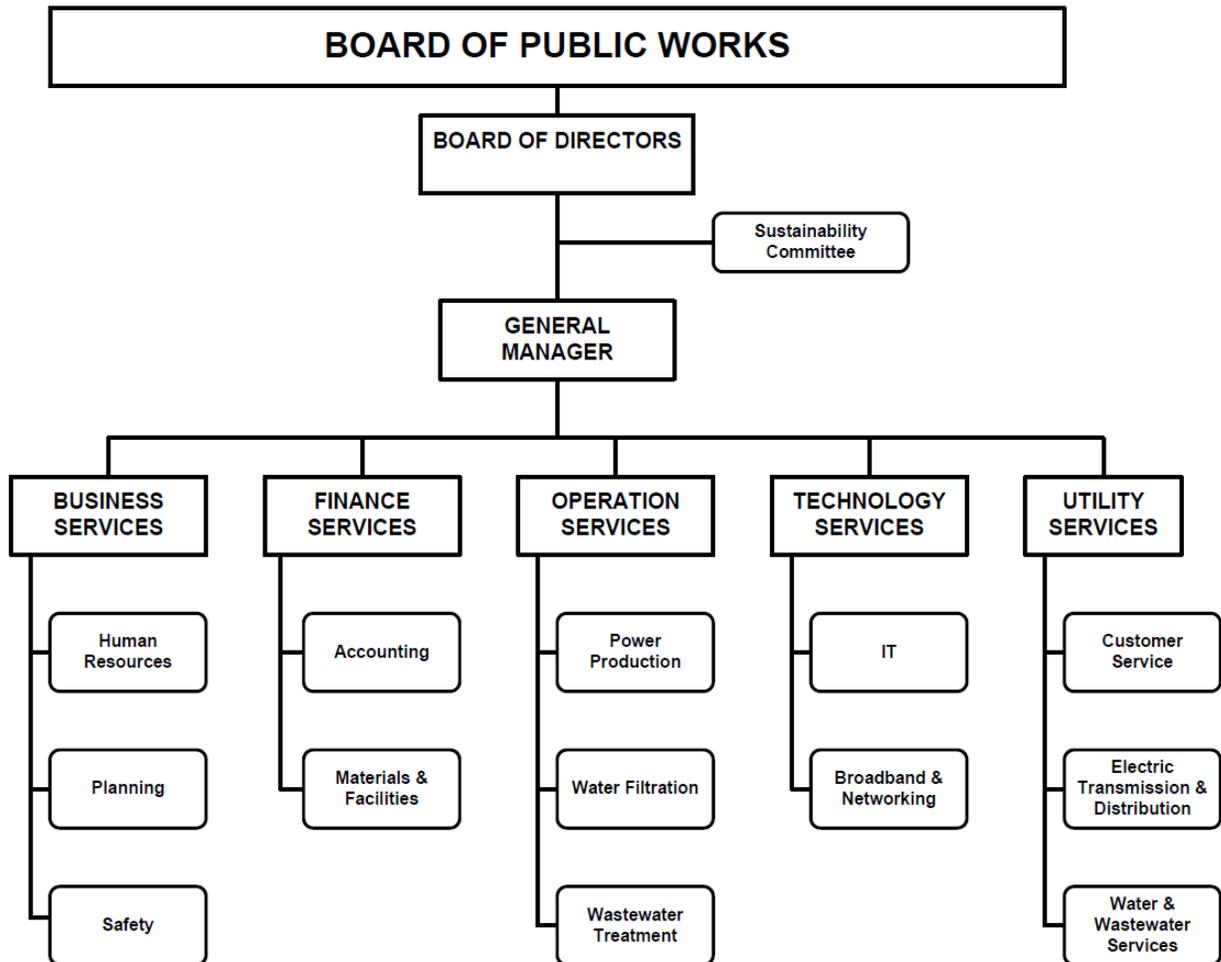
Holland
MICHIGAN

UTILITY SERVICES

INTRODUCTION

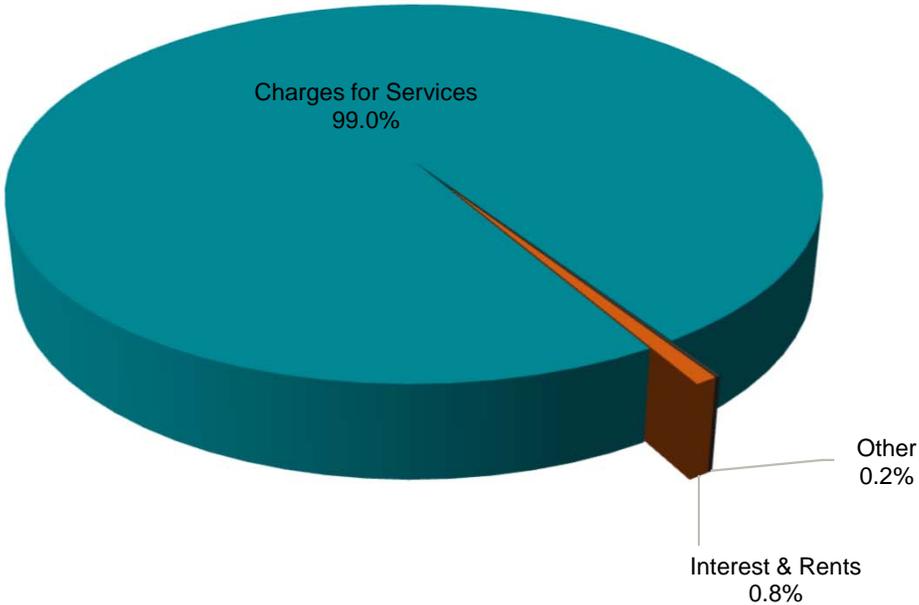
This group provides essential, economical and innovative utility services for the Holland community, including energy, water, wastewater and infrastructure for communications. It operates socially and environmentally responsible utility enterprises that are able to expand and sustain a highly functional, reliable and efficient local infrastructure.

GROUP ORGANIZATION CHART

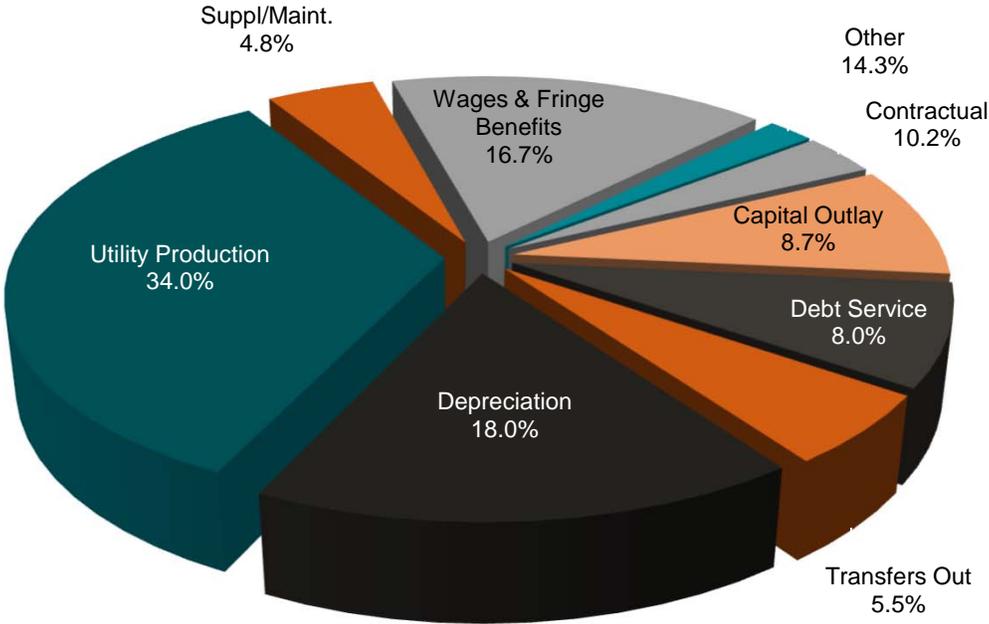


UTILITY SERVICES

Funding Sources



Funding Uses



UTILITY SERVICES

GROUP SUMMARY

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING USES ACROSS FUNDS - -

FUND TYPES -

Enterprise	\$ 244,594,541	\$ 140,264,669	\$ 129,724,269	\$ 121,392,893	\$ 119,467,291
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 126,368,492	\$ 132,979,734	\$ 133,011,807	\$ 130,246,274	\$ 125,708,523
Interest & Rents	1,073,411	545,089	499,604	748,980	976,086
Other	7,703,420	(2,530,986)	3,211,703	3,224,474	192,000
Bond Proceeds	77,847,101	-	-	-	-
TOTAL SOURCES	\$ 212,992,424	\$ 130,993,837	\$ 136,723,114	\$ 134,219,728	\$ 126,876,609

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 10,887,424	\$ 10,976,856	\$ 11,883,494	\$ 11,469,580	\$ 12,243,948
* Benefits - Incl NonWorking Wages	6,434,600	5,980,324	6,399,613	6,201,146	6,522,665
* Mandatory Employer Costs	974,086	934,890	1,093,773	1,027,664	1,128,666
Other Current Expenses -					
* Supplies / Maintenance	3,254,236	3,150,401	5,518,486	5,400,319	5,681,541
* Contractual	3,551,045	2,945,324	4,309,687	3,828,545	3,948,113
* Utility Production	57,792,200	56,944,911	50,431,101	46,405,828	40,629,547
* Other	1,993,471	2,019,856	2,415,560	2,315,847	2,446,439
Capital Outlays	141,070,943	36,930,189	10,475,533	8,582,511	10,375,073
Debt Service Payments -					
* Principal Maturities	1,118,263	1,979,321	2,019,224	2,019,224	2,141,592
* Interest & Fee Payments	675,966	800,440	7,415,727	7,279,040	7,432,393
Transfers Out	5,535,000	5,850,000	6,296,016	6,296,016	6,606,000
Special Item	1,341,005	-	-	-	-
Depreciation Expense	9,966,302	11,752,157	21,466,055	20,567,173	20,311,314
TOTAL USES	\$ 244,594,541	\$ 140,264,669	\$ 129,724,269	\$ 121,392,893	\$ 119,467,291

- - STAFFING - -

Personnel Services Total Amount	\$ 18,296,110	\$ 17,892,070	\$ 19,376,880	\$ 18,698,390	\$ 19,895,279
* Full-Time Positions	174.00	173.00	176.50	176.00	175.50

BOARD OF PUBLIC WORKS UTILITIES SERVICES

ADMINISTRATIVE & GENERAL

DEPARTMENT 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.

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

DEPARTMENT 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-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	ELECTRIC PRODUCTION AND DISTRIBUTION				
	Peak kW	221.0	231.0	225.0	230.0
	Total Number of Customers	28,345	28,578	28,585	28,590
	kWh Sales Total	1,074,861,581	1,114,011,244	1,087,383,110	1,097,218,817
	Revenue per unit	0.09763	0.09608	0.09615	0.09538
	Cost per unit	0.00727	0.07082	0.07232	0.06739
	Res. Avg.usage - kWh per month	595.7	612.6	597.2	606.7
	KWH SALES				
	Residential	169,635,521	176,302,750	171,886,511	174,652,049
	Commercial	322,678,893	330,060,773	323,945,076	326,679,678
	Industrial	578,948,079	604,134,560	588,261,154	592,866,812
	Wholesale	0	0	0	13,000
	Street Lighting	3,599,088	3,513,161	3,290,369	3,007,278
	TOTAL	1,074,861,581	1,114,011,244	1,087,383,110	1,097,218,817

Operational Activity	FY-18 Projected			FY-19 Projected			PERCENT DIFFERENCE		
	MWH	COST	COST MWH	MWH	COST	COST MWH	MWH	COST	COST MWH
ENERGY									
JDY	-	-	-	-	-	-	0.00%	0.00%	0.00%
Holland Energy Park Purchases	561,260	14,758,728	26.30	647,390	13,986,796	21.60			
Renewable	144,929	9,277,036	64.01	153,697	9,570,487	62.27	6.05%	3.16%	-2.72%
Non-Renewable	57,537	650,518	11.31	2,491	70,947	28.48	-95.67%	-89.09%	151.91%
CT #6,7,8,9	25,173	1,709,684	67.92	44	2,387	54.25	-99.83%	-99.86%	-20.12%
Belle River	205,679	4,343,070	21.12	211,038	5,823,838	27.60	2.61%	34.09%	30.69%
Campbell	78,282	2,180,671	27.86	84,751	2,399,654	28.31	8.26%	10.04%	1.64%
Transmission		467,527			260,000			-44.39%	
Fremont	18,526	681,585	36.79	21,101	844,752	40.03	13.90%	23.94%	8.81%
Subtotal	1,091,386	\$ 34,068,819	\$ 31.22	1,120,512	\$ 32,958,861	\$ 29.41	2.67%	-3.26%	-5.77%
CAPACITY									
Belle River		5,758,538			1,046,494			-81.83%	
Campbell		2,210,127			2,003,371			-9.35%	
Fremont		238,059			427,971			79.78%	
TOTAL	1,091,386	\$ 42,275,543	\$ 38.74	1,120,512	\$ 36,436,697	\$ 32.52	2.67%	-13.81%	-16.05%

UTILITY SERVICES

BOARD OF PUBLIC WORKS - ELECTRIC FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
- - FUNDING SOURCES & USES - -					
FUNDING SOURCES -					
Charges for Services	\$ 106,199,176	\$ 111,611,236	\$ 111,380,568	\$ 108,096,175	\$ 102,803,907
Interest & Rents	941,196	384,509	435,104	711,894	811,182
Other	(696,588)	(3,056,826)	-	-	-
Bond Proceeds	77,716,102	-	-	-	-
TOTAL SOURCES	\$ 184,159,886	\$ 108,938,919	\$ 111,815,672	\$ 108,808,069	\$ 103,615,089
FUNDING USES -					
Personnel Services -					
* Salaries & Wages - Working	\$ 7,203,963	\$ 7,197,500	\$ 7,846,212	\$ 7,553,492	\$ 8,183,516
* Benefits - Incl NonWorking Wages	4,161,332	3,875,418	4,145,534	4,010,982	4,267,686
* Mandatory Employer Costs	629,141	600,135	707,048	663,236	738,768
Other Current Expenses -					
* Supplies / Maintenance	1,634,326	1,729,576	4,110,721	3,918,056	4,188,292
* Contractual	2,933,151	2,421,444	3,594,630	3,181,410	3,227,037
* Electric Utility Production	54,528,146	53,835,372	47,063,762	43,061,118	37,119,210
* Other	1,683,944	1,717,910	1,999,840	1,919,571	2,014,627
Capital Outlays	121,227,574	23,632,703	-	-	-
Debt Service Payments -					
* Interest & Fee Payments	189,500	220,554	6,732,366	6,609,478	6,730,679
Transfers Out	5,535,000	5,850,000	6,296,016	6,296,016	6,606,000
Special Item	1,341,005	-	-	-	-
Depreciation Expense	6,443,446	7,516,373	15,611,657	15,542,805	15,293,462
TOTAL USES	\$ 207,510,528	\$ 108,596,985	\$ 98,107,786	\$ 92,756,164	\$ 88,369,277
- - FUND EQUITY - -					
INCREASE (DECREASE)	\$ 20,160,830	\$ 23,974,637	\$ 13,707,886	\$ 16,051,905	\$ 15,245,812
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 140,341,503	\$ 150,603,690	\$ 150,115,358	\$ 163,242,255	\$ 150,098,997
Designated / Reserved	17,393,755	52,531,319	52,809,704	54,000,841	56,063,622
Undesignated / Unreserved	74,161,492	52,736,377	66,654,211	46,895,229	73,221,518
TOTAL FUND EQUITY	\$ 231,896,750	\$ 255,871,386	\$ 269,579,273	\$ 264,138,325	\$ 279,384,137
- - STAFFING - -					
Personnel Services Total Amount	\$ 11,994,436	\$ 11,673,053	\$ 12,698,794	\$ 12,227,710	\$ 13,189,970
* Full-Time Positions	94.00	93.00	93.25	92.75	93.25

BOARD OF PUBLIC WORKS UTILITIES SERVICES

WASTEWATER

DEPARTMENT 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.
 - 21st Street Van Raalte to Cleveland.
 - 28th Street
- To plan and construct necessary sanitary sewer improvements to meet customer needs.
- To make improvements to 16th St and Crescent Lift Stations to upgrade operations and reliability.

UTILITY SERVICES

HOLLAND BOARD OF PUBLIC WORKS - WASTEWATER FUND

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Total gallons treated (mg)	3,194	3,689	3,775	3,732
	Total number of customers	12,454	12,524	12,550	12,575
	CCF Sales (Retail only)	1,598,808	1,661,033	1,699,361	1,688,939
	Revenue per unit (Retail)	4	4	4	4
	Cost per unit (All units)	2	2	3	3
	Residential. Avg. usage - CCF per month	4.9	4.9	-	-
	CCF Sales (Wholesale)	2,213,189	2,260,134	2,244,444	2,259,319
	Revenue per unit (Wholesale)	1.199	1.108	0.984	1.068
	CCF Sales				
	Residential	628,844	626,915	628,884	625,698
	Commercial	686,826	722,663	701,768	742,344
	Industrial	283,138	311,455	322,745	320,897
	Wholesale	2,213,189	2,260,134	2,244,444	2,259,319
	Total	3,811,997	3,921,167	3,897,841	3,948,258

UTILITY SERVICES

BOARD OF PUBLIC WORKS - WASTEWATER FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 10,852,692	\$ 11,382,631	\$ 11,396,320	\$ 11,583,115	\$ 11,867,757
Interest & Rents	69,733	99,058	33,000	25,759	86,804
Other	7,351,105	560,770	2,957,213	3,088,792	92,000
TOTAL SOURCES	\$ 18,273,530	\$ 12,042,459	\$ 14,386,533	\$ 14,697,666	\$ 12,046,561

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 2,007,322	\$ 2,057,727	\$ 2,286,076	\$ 2,178,491	\$ 2,248,665
* Benefits - Incl NonWorking Wages	1,235,153	1,149,506	1,260,187	1,205,886	1,231,015
* Mandatory Employer Costs	183,861	181,090	213,770	196,324	210,436

Other Current Expenses -

* Supplies / Maintenance	1,095,620	818,089	780,535	880,446	816,345
* Contractual	324,946	274,457	364,861	328,980	405,003
* Wastewater Utility Production	2,572,708	2,391,008	2,633,801	2,639,262	2,782,991
* Other	188,771	161,085	231,714	214,524	237,707

Capital Outlays

	16,280,655	7,949,172	4,985,166	4,403,864	5,359,433
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Debt Service Payments -

* Principal Maturity Payments	-	631,116	641,293	641,293	655,041
* Interest & Fee Payments	75,998	180,033	287,590	289,280	282,984

Depreciation Expense

	1,943,444	2,481,081	3,759,915	3,063,671	3,158,942
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TOTAL USES	\$ 25,908,478	\$ 18,274,364	\$ 17,444,908	\$ 16,042,021	\$ 17,388,562
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 8,645,707	\$ 2,348,383	\$ 2,568,084	\$ 3,700,802	\$ 672,473
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ENDING BALANCE -

Net Investment in Capital Assets	\$ 47,326,548	\$ 49,433,902	\$ 57,679,067	\$ 50,522,714	\$ 55,863,749
Designated / Reserved	5,663,952	11,207,956	9,389,754	10,556,196	11,125,088
Undesignated / Unreserved	9,732,250	4,429,275	570,396	7,222,965	1,985,511

FUND EQUITY - END OF YEAR	\$ 62,722,750	\$ 65,071,133	\$ 67,639,217	\$ 68,301,875	\$ 68,974,348
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- - STAFFING - -

Personnel Services Total Amount	\$ 3,426,336	\$ 3,388,323	\$ 3,760,033	\$ 3,580,701	\$ 3,690,116
* Full-Time Positions	43.00	44.00	45.40	45.40	44.50

BOARD OF PUBLIC WORKS UTILITIES SERVICES

WATER

DEPARTMENT 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
 - 32nd St.
 - 28th, Pine to Lincoln
 - 36th 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-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Peak (MG)	26,190	29,334	27,360	28,347
	Gallons Treated (MG)	4,879	4,914	5,260	5,312
	Total number of customers	13,516	13,594	13,600	13,605
	CCF Sales (Retail only)	2,651,623	2,847,474	2,969,813	3,047,707
	Revenue per unit (Retail only)	2.56	2.55	2.58	2.59
	Cost per unit	0.952	0.987	1.008	1.034
	Residential Avg. usage - CCF per month	7.76	7.94	7.79	7.98
	CCF Sales (Wholesale)	3,319,686	3,531,152	3,533,760	3,550,760
	Revenue per unit (Wholesale)	0.621	-	-	-
	CCF Sales				
	Residential	994,473	1,032,034	1,013,180	1,038,040
	Commercial/Industrial	1,078,298	1,162,764	1,304,990	1,355,113
	Industrial	578,852	652,676	651,643	654,554
	Resales	3,319,686	3,531,152	3,533,760	3,550,760
	Total	5,971,309	6,378,626	6,503,573	6,598,467

UTILITY SERVICES

BOARD OF PUBLIC WORKS - WATER FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 9,316,624	\$ 9,985,867	\$ 10,234,919	\$ 10,566,984	\$ 11,036,859
Interest & Rents	62,482	61,522	31,500	11,327	78,100
Other	917,904	(34,930)	254,490	135,682	100,000
Bond Proceeds	130,999	-	-	-	-
TOTAL SOURCES	\$ 10,428,009	\$ 10,012,459	\$ 10,520,909	\$ 10,713,993	\$ 11,214,959

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 1,676,139	\$ 1,721,629	\$ 1,751,206	\$ 1,737,597	\$ 1,811,767
* Benefits - Incl NonWorking Wages	1,038,115	955,400	993,892	984,278	1,023,964
* Mandatory Employer Costs	161,084	153,665	172,955	168,104	179,462

Other Current Expenses -

* Supplies / Maintenance	524,290	602,736	627,230	601,817	676,904
* Contractual	292,948	249,423	350,196	318,155	316,073
* Water Utility Production	691,346	718,531	733,538	705,448	727,346
* Other	120,756	140,861	184,006	181,752	194,105

Capital Outlays	3,562,714	5,348,314	5,490,367	4,178,647	5,015,640
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Debt Service Payments -

* Principal Maturity Payments	1,118,263	1,348,205	1,377,931	1,377,931	1,486,551
* Interest & Fee Payments	410,468	399,853	395,771	380,282	418,730

Depreciation Expense	1,579,412	1,754,703	2,094,483	1,960,697	1,858,910
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TOTAL USES	\$ 11,175,535	\$ 13,393,320	\$ 14,171,575	\$ 12,594,708	\$ 13,709,452
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 3,802,452	\$ 3,315,658	\$ 3,217,632	\$ 3,675,863	\$ 4,007,698
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ENDING BALANCE -

Net Investment in Capital Assets	\$ 26,804,501	\$ 31,597,603	\$ 33,098,399	\$ 31,144,178	\$ 38,001,310
Designated / Reserved	2,299,387	8,096,118	9,346,610	9,595,075	9,326,328
Undesignated / Unreserved	9,299,966	2,025,791	2,492,135	3,357,104	776,417

TOTAL FUND EQUITY	\$ 38,403,854	\$ 41,719,512	\$ 44,937,144	\$ 44,096,357	\$ 48,104,055
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- - STAFFING - -

Personnel Services Total Amount	\$ 2,875,338	\$ 2,830,694	\$ 2,918,053	\$ 2,889,979	\$ 3,015,193
* Full-Time Positions	37.00	36.00	37.85	37.85	37.75



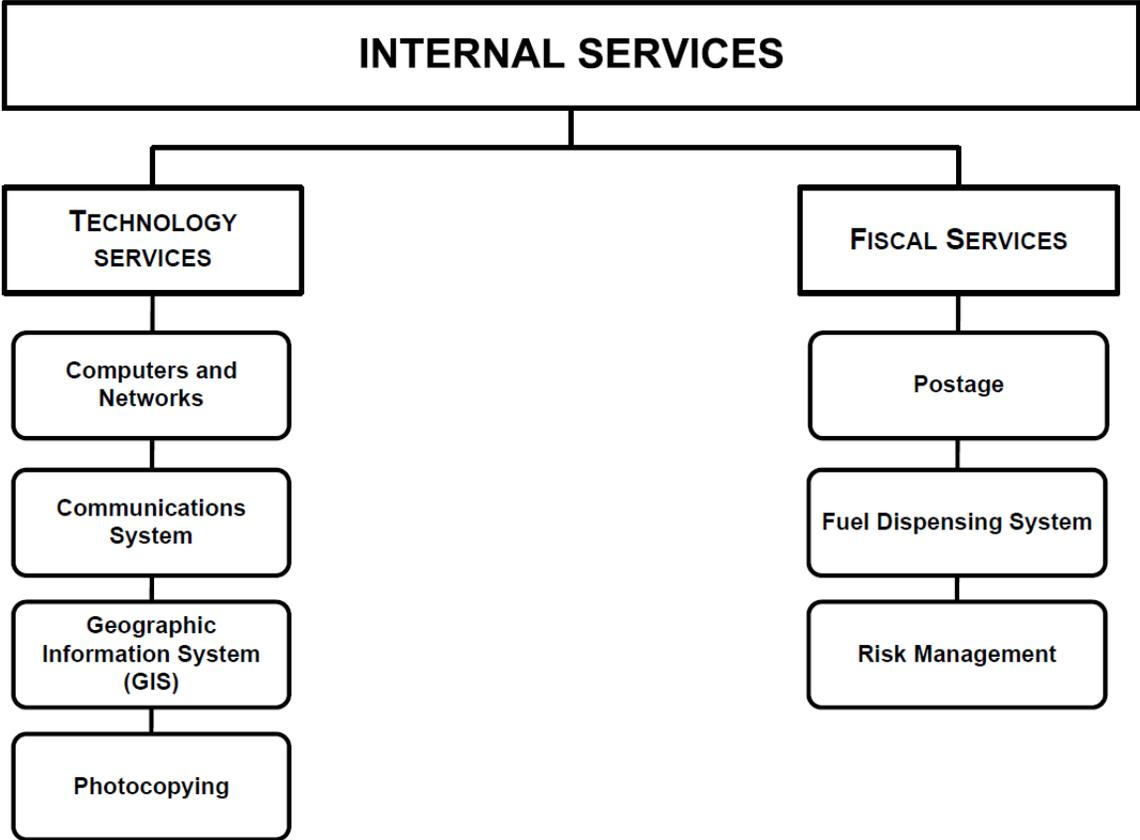
Holland
MICHIGAN

INTERNAL SERVICES

INTRODUCTION

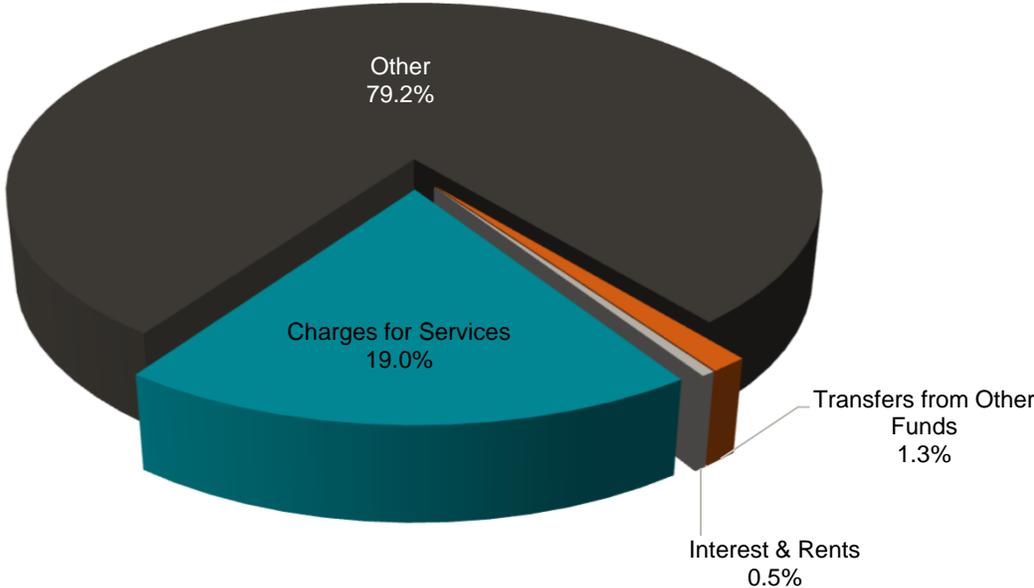
This group of Internal Service Funds accounts for the services provided by one city department to other departments, or to other governmental units, on a cost-reimbursement basis. The overall objective of this group is to accurately account for such transactions, and to record revenues and expenditures in a fair and accurate manner.

GROUP ORGANIZATION CHART

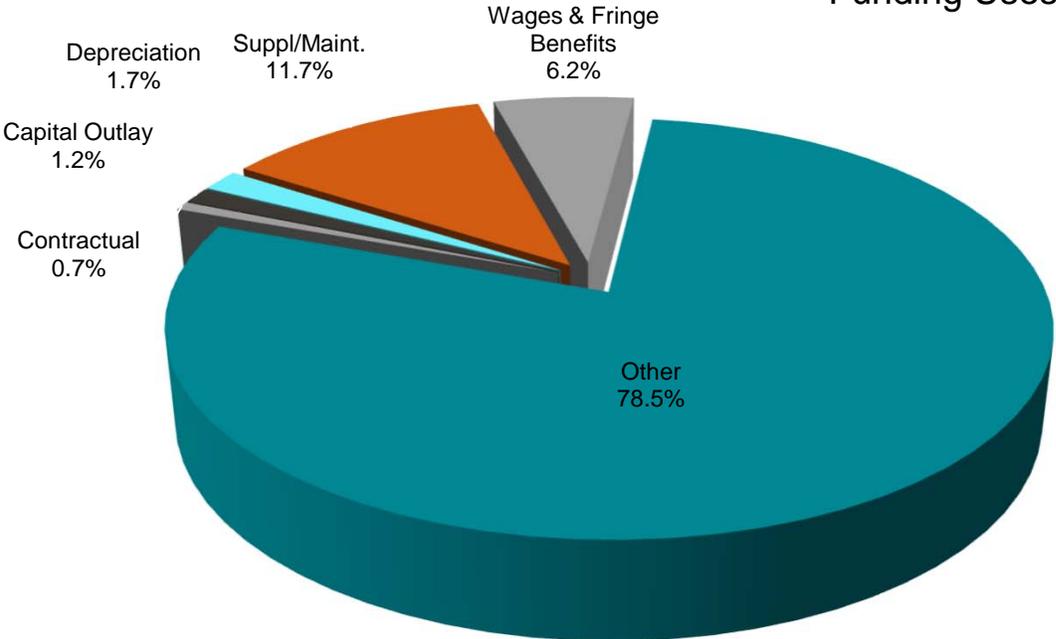


INTERNAL SERVICES

Funding Sources



Funding Uses



INTERNAL SERVICES

GROUP SUMMARY

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING USES ACROSS FUNDS - -

FUND TYPES -

Internal Service	\$ 7,573,608	\$ 7,875,412	\$ 8,594,681	\$ 8,117,824	\$ 7,826,809
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 1,223,955	\$ 1,429,426	\$ 1,695,750	\$ 1,548,456	\$ 1,510,950
Interest & Rents	37,882	21,574	36,830	37,730	37,330
Other	6,431,284	6,163,300	6,684,700	6,422,455	6,285,400
Transfers In	179,500	120,000	153,000	153,000	100,000
TOTAL SOURCES	\$ 7,872,621	\$ 7,734,300	\$ 8,570,280	\$ 8,161,641	\$ 7,933,680

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 244,482	\$ 290,081	\$ 274,953	\$ 274,710	\$ 286,270
* Benefits - Incl. NonWorking Wages	133,809	194,338	169,120	166,417	171,907
* Mandatory Employer Costs	19,715	24,439	24,023	24,930	24,402

Other Current Expenditures -

* Supplies / Maintenance	678,703	814,995	1,043,300	902,650	916,350
* Contractual Expenditures	47,612	42,510	53,600	48,449	52,700
* Other	6,081,548	6,244,415	6,716,552	6,382,462	6,144,807

Capital Outlay	251,627	111,410	188,700	176,200	97,500
Transfers Out	-	22,100	9,133	9,133	-
Depreciation Expense	116,112	131,124	115,300	132,873	132,873

TOTAL USES	\$ 7,573,608	\$ 7,875,412	\$ 8,594,681	\$ 8,117,824	\$ 7,826,809
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- - STAFFING - -

Personnel Services Total Amount	\$ 398,006	\$ 508,858	\$ 468,096	\$ 466,057	\$ 482,579
* Full-Time Positions	3.60	4.60	4.35	4.35	4.35
* Part-Time Positions @ F.T.E.	0.00	0.00	0.00	0.00	0.00

DEPARTMENT 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).
 - **This effort is being converted to cloud-based GIS hosting. Several new applications have been created to enhance GIS efforts.**
- Begin moving to Office 365 for office applications hosted in the cloud (September 2017).
 - **In testing phase.**
- Upgrade existing backup appliance to new hardware and version. Leverage the FY17 SAN project to improve all backup processes (November 2017-\$25,000).
 - **Complete.**
- Replace Aging Hardware for the New World Financial System (October 2017-TBD).
 - **Moving to a New World Hosted System. Expected completion date is Early January 2018.**
- Continue to promote the positive things that happen in the City of Holland through all forms of communication.
 - **On-going. Progress is being made with Holland Public Schools and the Downtown.**
- In conjunction with the City Clerk's Office, implement a Comprehensive E-Document Management Schedule to help manage the size of our digital document storage.
- Evaluate printing costs across the enterprise.
- Evaluate and implement public Wi-fi in spaces that make sense.
- In partnership with Windmill Island Gardens, pursue grant funding for, and take a video trip to the Netherlands. This will allow us to have footage of the Netherlands to use at Windmill Island, Parks and the general City.
- Explore new opportunities to help promote the Civic Center Place and the Downtown ribbon with all of our partners.

INTERNAL SERVICES

TECHNOLOGY SERVICES FUND

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Equipment Maintained				
	Servers	43	45	37	45
	Desktop & Mobile Computers	280	280	279	285
	Printers	74	74	80	81
	Surveillance Cameras	82	86	92	99
	Help Desk Tickets Addressed	591	386	280	390
	City of Holland Website Visitors	1,146,000	1,250,000	1,308,635	1,740,397
	Tax Bills Viewed via Internet	69,037	71,345	64,670	65,000

INTERNAL SERVICES

TECHNOLOGY SERVICES FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 617,526	\$ 715,146	\$ 775,650	\$ 772,056	\$ 721,050
Interest & Rents	416	655	500	1,000	500
Other	(2,129)	-	-	-	-
Transfers In	100,000	120,000	153,000	153,000	100,000
TOTAL SOURCES	\$ 715,813	\$ 835,801	\$ 929,150	\$ 926,056	\$ 821,550

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 218,640	\$ 262,736	\$ 248,017	\$ 247,775	\$ 257,600
* Benefits - Incl. NonWorking Wages	103,790	121,281	112,623	109,920	108,049
* Mandatory Employer Costs	17,654	21,972	22,173	21,580	22,602

Other Current Expenditures -

* Supplies / Maintenance	229,519	263,928	266,850	255,200	253,900
* Contractual	1,819	649	4,000	3,000	3,000
* Other	39,054	33,186	49,200	44,775	45,575

Capital Outlay

Capital Outlay	64,003	111,410	188,700	176,200	97,500
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Depreciation Expense

Depreciation Expense	98,238	98,251	100,000	100,000	100,000
TOTAL USES	\$ 772,717	\$ 913,413	\$ 991,563	\$ 958,450	\$ 888,226

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 7,099	\$ 33,798	\$ 126,287	\$ 143,806	\$ 30,824
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ENDING BALANCE -

Net Investment in Capital Assets	\$ 267,480	\$ 280,639	\$ 369,339	\$ 356,839	\$ 354,339
Reserved for Asset Replacement	163,000	100,000	100,000	100,000	100,000
Undesignated / Unreserved	13,842	97,481	135,068	165,087	198,411

TOTAL FUND EQUITY	\$ 444,322	\$ 478,120	\$ 604,407	\$ 621,926	\$ 652,750
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- - STAFFING - -

Personnel Services Total Amount	\$ 340,084	\$ 405,989	\$ 382,813	\$ 379,275	\$ 388,251
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* Full-Time Positions	3.60	4.60	4.35	4.35	4.35
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* Part-Time Positions @ F.T.E.	0.00	0.00	0.00	0.00	0.00
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INTERNAL SERVICES

FUEL DISPENSING FUND

FUND MISSION STATEMENT

To provide for an efficient and environmentally sound fuel dispersion system at the Holland Public School Waverly Road maintenance facility for all City, Macatawa Area Express Transportation Authority and Holland Public Schools vehicles, equipment and school buses.

ACTION PLAN

- To maintain the fuel system to meet all environmental requirements.
- To continue to build a reserve for equipment replacement from per gallon surcharges assessed.
- 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 19.
- Historical actual per gallon overhead charge:

FY 18	\$0.060000
FY 17	\$0.060000
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

INTERNAL SERVICES

FUEL DISPENSING FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 452,170	\$ 572,569	\$ 781,800	\$ 635,700	\$ 649,200
Transfers In	22,100	-	-	-	-
TOTAL SOURCES	\$ 474,270	\$ 572,569	\$ 781,800	\$ 635,700	\$ 649,200

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 4,219	\$ 4,338	\$ 3,836	\$ 3,836	\$ 3,875
* Benefits - Incl. NonWorking Wages	2,271	2,335	2,061	2,061	2,090

Other Current Expenditures -

* Supplies / Maintenance	411,180	522,539	741,000	620,000	633,000
* Contractual	863	609	900	900	900
* Other	(3,341)	1,681	3,133	2,633	2,625

Capital Outlay

	187,624	-	-	-	-
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Transfers Out

	-	22,100	-	-	-
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Depreciation Expense

	8,387	15,575	8,300	15,575	15,575
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TOTAL USES	\$ 611,203	\$ 569,177	\$ 759,230	\$ 645,005	\$ 658,065
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 50,691	\$ 3,392	\$ 22,570	\$ (9,305)	\$ (8,865)
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ENDING BALANCE -

Net Investment in Capital Assets	\$ 297,244	\$ 281,667	\$ 273,367	\$ 266,092	\$ 250,517
Undesignated / Unreserved	34	19,003	49,873	25,273	31,983
TOTAL FUND EQUITY	\$ 297,278	\$ 300,670	\$ 323,240	\$ 291,365	\$ 282,500

- - STAFFING - -

Positions: A small portion of the time listed under "Staffing" for General Fund - Finance and General Fund - Treasurer is allocated to this fund.

INTERNAL SERVICES

POSTAGE SERVICES FUND

FUND MISSION STATEMENT

Provide a centralized and efficient automated postage application system to be used by departments for applying proper postal rates to envelopes and packages which are mailed through the U.S. Postal Service; together with efficient and easy-to-use procedures for departments to record use of the system.

ACTION PLAN

- **To implement anticipated changes to postal rates in a timely manner.**
- **To deliver the mail to the U.S. Post Office in a timely manner, at least once daily (and whenever feasible, twice daily).**
- **To utilize savings by discounting postage of 1st class mail pieces that are picked up daily by a mailing service courier.**

INTERNAL SERVICES

POSTAGE SERVICES FUND

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Mail Piece Count				
	City Hall	40,394	35,629	37,000	37,000
	*Total Cost of Postage for All Fund Types	\$ 22,998	\$ 22,025	\$ 25,000	\$ 25,000

*FY18 Postage Increase .453 to .458

INTERNAL SERVICES

POSTAGE SERVICES FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 22,998	\$ 20,024	\$ 20,500	\$ 19,300	\$ 19,300
Interest & Rents	30	31	30	30	30
TOTAL SOURCES	\$ 23,028	\$ 20,055	\$ 20,530	\$ 19,330	\$ 19,330

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 20,416	\$ 18,226	\$ 18,700	\$ 17,700	\$ 17,700
* Other	1,676	1,676	1,700	1,676	1,700
TOTAL USES	\$ 22,092	\$ 19,902	\$ 20,400	\$ 19,376	\$ 19,400

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 936	\$ 153	\$ 130	\$ (46)	\$ (70)
ENDING BALANCE -					
Designated / Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	7,689	7,842	7,972	7,796	7,726
TOTAL FUND EQUITY	\$ 7,689	\$ 7,842	\$ 7,972	\$ 7,796	\$ 7,726

- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICES

TELEPHONY SERVICES FUND

	PERFORMANCE MEASURES	FY-16 Actual	FY-17 Actual	FY-18 Projected	FY-19 Projected
Workload	Equipment Maintained				
	Telephones	242	242	200	200
	Fax Machines	19	19	19	19
	Pagers	81	81	81	81
	Cell Phones Issued to Employees	15	8	8	7
	Subsidy Paid to Employees				
	Cell Phone - \$150 Semi-Annually	35	35	35	37
	Smart Phone - \$360 Semi-Annually	19	30	60	67

INTERNAL SERVICES

TELEPHONY SERVICES FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 131,261	\$ 121,687	\$ 117,800	\$ 121,400	\$ 121,400
Interest & Rents	192	122	100	100	100
Other	(4,371)	-	-	-	-
Transfers In	79,500	-	-	-	-
TOTAL SOURCES	\$ 206,582	\$ 121,809	\$ 117,900	\$ 121,500	\$ 121,500

FUNDING USES -

Other Current Expenditures -					
* Supplies / Maintenance	\$ 4,955	\$ 1,889	\$ 1,750	\$ 1,750	\$ 1,750
* Other	120,669	126,010	115,100	113,360	113,560
Depreciation Expense	9,487	17,298	7,000	17,298	17,298
TOTAL USES	\$ 135,111	\$ 145,197	\$ 123,850	\$ 132,408	\$ 132,608

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 71,471	\$ (23,388)	\$ (5,950)	\$ (10,908)	\$ (11,108)
ENDING BALANCE -					
Net Investment in Capital Assets	\$ 80,128	\$ 62,830	\$ 55,830	\$ 45,532	\$ 28,234
Undesignated / Unreserved	22,798	16,708	17,758	23,098	29,288
TOTAL FUND EQUITY	\$ 102,926	\$ 79,538	\$ 73,588	\$ 68,630	\$ 57,522

- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICES

COMPENSATED ABSENCES FUND

FUND MISSION STATEMENT

Provide funding for expenditures related to annual adjustment of compensated absences for full-time employees paid from governmental funds. Compensated absences include:

- **Comp time.**
- **Payments in lieu of holiday (Fire Union).**
- **Paid Time Off (Non-Union).**
- **Unused sick leave payoff (Police Union).**
- **Vacation (Police and Fire Union).**

Mandatory employer costs and pension contribution costs that apply are also financed.

ACTION PLAN

- **Maintain funding for each of the individual compensated absences at the annually calculated amount.**
- **To stay updated on additional requirements concerning compensated absences, as determined by the Government Accounting Standards Board (GASB).**

INTERNAL SERVICES

COMPENSATED ABSENCES FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Charges for Services	\$ 16,106	\$ 58,334	\$ 42,000	\$ 42,000	\$ 52,000
TOTAL SOURCES	<u>\$ 16,106</u>	<u>\$ 58,334</u>	<u>\$ 42,000</u>	<u>\$ 42,000</u>	<u>\$ 52,000</u>

FUNDING USES -

Personnel Services -

* Benefits - Incl. NonWorking Wages	\$ 16,106	\$ 58,334	\$ 42,000	\$ 42,000	\$ 52,000
TOTAL USES	<u>\$ 16,106</u>	<u>\$ 58,334</u>	<u>\$ 42,000</u>	<u>\$ 42,000</u>	<u>\$ 52,000</u>

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ -	\$ -	\$ -	\$ -	\$ -
ENDING BALANCE -					
Designated / Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	-	-	-	-	-
TOTAL FUND EQUITY	<u>\$ -</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 self-funded reserve balance sufficient to meet the cost of commercial premiums and costs associated with claims occurring while the City was self-insured. This will be accomplished by assessing premiums to individual department budgets using rates provided by the insurance carrier (currently Accident Fund).
- Continue contractual arrangement with the insurance agency and a third-party administrator to provide claims services for claims occurring while self-insured.

B. Disability Insurance Fund

- Maintain a self-funded reserve balance sufficient to meet the cost of short-term disability claims resulting from employee illness or non-occupational injury; within the limitations established by City Council or the applicable union contract.
- Provide a commercial insurance policy for 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 self-funded reserve balance sufficient to meet the costs of health and dental claims incurred by City of Holland, Board of Public Works and Macatawa Area Express Transportation Authority employees, retirees, and family members.
- Purchase specific stop-loss coverage for health and prescription drug claims.
- Continue the contractual arrangement with Priority Health (third-party administrator) for claims services.
- Provide a wellness program that motivate employees to improve their overall health.

D. Vehicle Insurance Fund

- Maintain a self-funded reserve balance sufficient to meet the cost of repairs resulting from damage to city-owned vehicles. A \$200 per vehicle surcharge will continue to be levied to all departments with vehicles covered by insurance, as a means of increasing fund balance. The surcharge will be reduced to \$150 for vehicles with physical damage coverage.
- Renew a commercial insurance policy 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.

E. Property Insurance Fund

- Maintain a self-funded reserve balance sufficient to meet the cost of repairs or replacement

INTERNAL SERVICES

RISK MANAGEMENT

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 that:
 - Indemnifies for individual claim occurrences, to the extent the established self-insured retention is exceeded.
 - Indemnifies for multiple losses in the same fiscal year by establishing an aggregate threshold, adding protection against the total amount of risk retentions in a single year, regardless of the number of individual property loss occurrences.

F. **Liability Insurance Fund**

- Maintain a self-funded reserve balance considered sufficient to meet the potential cost of approved claims resulting from oversight, carelessness, neglect, errors and omissions on the part of the city government officials and employees, up to the established stop-loss threshold.
- Renew a commercial insurance program that:
 - Indemnifies for individual claim occurrences, to the extent the established self-insured retention is exceeded.
 - Indemnifies for multiple losses within the same fiscal year by establishing an aggregate threshold, adding protection against the total amount of risk retentions in a single year, regardless of the number of individual loss occurrences.
- Continue a contractual arrangement with the insurance agent and a third-party claims administrator to provide claims services on behalf of the City of Holland.

INTERNAL SERVICES

SUMMARY OF RISK MANAGEMENT

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 37,244	\$ 20,766	\$ 36,200	\$ 36,600	\$ 36,700
Other	6,421,678	6,104,966	6,642,700	6,380,455	6,233,400
TOTAL SOURCES	\$ 6,458,922	\$ 6,125,732	\$ 6,678,900	\$ 6,417,055	\$ 6,270,100

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 21,623	\$ 23,007	\$ 23,100	\$ 23,099	\$ 24,795
* Benefits - Incl. NonWorking Wages	11,642	12,388	12,436	12,436	9,768
* Mandatory Employer Costs	2,061	2,467	1,850	3,350	1,800

Other Current Expenditures -

* Supplies / Maintenance	17,746	9,838	20,000	11,800	15,000
* Contractual	39,817	39,827	43,700	40,749	43,800
* Other	5,923,490	6,081,862	6,547,419	6,220,018	5,981,347

Transfers Out

	-	-	9,133	9,133	-
TOTAL USES	\$ 6,016,379	\$ 6,169,389	\$ 6,657,638	\$ 6,320,585	\$ 6,076,510

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 442,543	\$ (43,657)	\$ 21,262	\$ 96,470	\$ 193,590
ENDING BALANCE -					
Designated / Reserves	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Undesignated / Unreserved	4,125,576	4,124,529	4,145,791	4,220,999	4,414,589
TOTAL FUND EQUITY	\$ 4,155,576	\$ 4,111,919	\$ 4,133,181	\$ 4,208,389	\$ 4,401,979

- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICES

EMPLOYEE WORKERS COMPENSATION INSURANCE FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 5,082	\$ 2,542	\$ 5,100	\$ 5,000	\$ 5,000
Other	367,530	375,369	400,300	380,000	400,000
TOTAL SOURCES	\$ 372,612	\$ 377,911	\$ 405,400	\$ 385,000	\$ 405,000

FUNDING USES -

Other Current Expenditures -

* Other	\$ 375,899	\$ 375,048	\$ 404,300	\$ 402,500	\$ 420,000
TOTAL USES	\$ 375,899	\$ 375,048	\$ 404,300	\$ 402,500	\$ 420,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (3,287)	\$ 2,863	\$ 1,100	\$ (17,500)	\$ (15,000)
ENDING BALANCE -					
Designated / Reserves	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Undesignated / Unreserved	544,975	547,838	548,938	530,338	515,338
TOTAL FUND EQUITY	\$ 559,975	\$ 562,838	\$ 563,938	\$ 545,338	\$ 530,338

- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICES

EMPLOYEE HEALTH & DENTAL INSURANCE FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 22,675	\$ 13,488	\$ 23,000	\$ 25,000	\$ 25,000
Other	<u>5,702,207</u>	<u>5,377,384</u>	<u>5,886,700</u>	<u>5,626,355</u>	<u>5,459,600</u>
TOTAL SOURCES	<u>\$ 5,724,882</u>	<u>\$ 5,390,872</u>	<u>\$ 5,909,700</u>	<u>\$ 5,651,355</u>	<u>\$ 5,484,600</u>

FUNDING USES -

Personnel Services -

* Salaries & Wages - Working	\$ 21,623	\$ 23,007	\$ 23,100	\$ 23,099	\$ 24,795
* Benefits - Incl. NonWorking Wages	11,642	12,388	12,436	12,436	9,768
* Mandatory Employer Costs	79	73	150	200	200

Other Current Expenditures -

* Supplies / Maintenance	5,113	1,425	5,000	3,800	5,000
* Contractual	39,817	39,827	43,700	40,749	43,800
* Other	<u>5,187,729</u>	<u>5,336,075</u>	<u>5,803,319</u>	<u>5,438,618</u>	<u>5,204,647</u>

TOTAL USES	<u>\$ 5,266,003</u>	<u>\$ 5,412,795</u>	<u>\$ 5,887,705</u>	<u>\$ 5,518,902</u>	<u>\$ 5,288,210</u>
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- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 458,879	\$ (21,923)	\$ 21,995	\$ 132,453	\$ 196,390
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ENDING BALANCE -

Designated / Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	<u>2,607,451</u>	<u>2,585,528</u>	<u>2,607,523</u>	<u>2,717,981</u>	<u>2,914,371</u>
TOTAL FUND EQUITY	<u>\$ 2,607,451</u>	<u>\$ 2,585,528</u>	<u>\$ 2,607,523</u>	<u>\$ 2,717,981</u>	<u>\$ 2,914,371</u>

- - STAFFING - -

Positions: A small portion of the time listed under "Staffing" for General Fund - Finance and General Fund - Treasurer is allocated to this fund.

INTERNAL SERVICES

VEHICLE INSURANCE FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 2,332	\$ 1,211	\$ 2,400	\$ 2,000	\$ 2,000
Other	106,688	92,329	94,600	99,300	101,200
TOTAL SOURCES	\$ 109,020	\$ 93,540	\$ 97,000	\$ 101,300	\$ 103,200

FUNDING USES -

Other Current Expenditures -

* Supplies / Maintenance	\$ 12,633	\$ 8,413	\$ 15,000	\$ 8,000	\$ 10,000
* Other	81,788	67,479	69,000	73,000	74,400
Transfers Out	-	-	9,133	9,133	-
TOTAL USES	\$ 94,421	\$ 75,892	\$ 93,133	\$ 90,133	\$ 84,400

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 14,599	\$ 17,648	\$ 3,867	\$ 11,167	\$ 18,800
ENDING BALANCE -					
Designated / Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	270,903	288,551	292,418	299,718	318,518
TOTAL FUND EQUITY	\$ 270,903	\$ 288,551	\$ 292,418	\$ 299,718	\$ 318,518

- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICES

PROPERTY INSURANCE FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 3,826	\$ 2,145	\$ 3,500	\$ 2,600	\$ 2,700
Other	23,344	24,238	24,300	34,000	27,800
TOTAL SOURCES	\$ 27,170	\$ 26,383	\$ 27,800	\$ 36,600	\$ 30,500

FUNDING USES -

Other Current Expenditures -

* Other	\$ 23,077	\$ 33,164	\$ 29,000	\$ 36,600	\$ 29,500
TOTAL USES	\$ 23,077	\$ 33,164	\$ 29,000	\$ 36,600	\$ 29,500

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 4,093	\$ (6,781)	\$ (1,200)	\$ -	\$ 1,000
ENDING BALANCE -					
Designated / Reserves	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	387,976	381,195	379,995	381,195	382,195
TOTAL FUND EQUITY	\$ 387,976	\$ 381,195	\$ 379,995	\$ 381,195	\$ 382,195

- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICES

LIABILITY INSURANCE FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Interest & Rents	\$ 1,792	\$ 561	\$ 1,200	\$ 1,000	\$ 1,000
Other	111,601	122,308	124,800	123,300	125,800
TOTAL SOURCES	\$ 113,393	\$ 122,869	\$ 126,000	\$ 124,300	\$ 126,800

FUNDING USES -

Other Current Expenditures -

* Other	\$ 138,512	\$ 128,082	\$ 132,800	\$ 148,300	\$ 150,800
TOTAL USES	\$ 138,512	\$ 128,082	\$ 132,800	\$ 148,300	\$ 150,800

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (25,119)	\$ (5,213)	\$ (6,800)	\$ (24,000)	\$ (24,000)
ENDING BALANCE -					
Designated / Reserves	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000
Undesignated / Unreserved	212,634	207,421	200,621	183,421	159,421
TOTAL FUND EQUITY	\$ 227,634	\$ 222,421	\$ 215,621	\$ 198,421	\$ 174,421

- - STAFFING - -

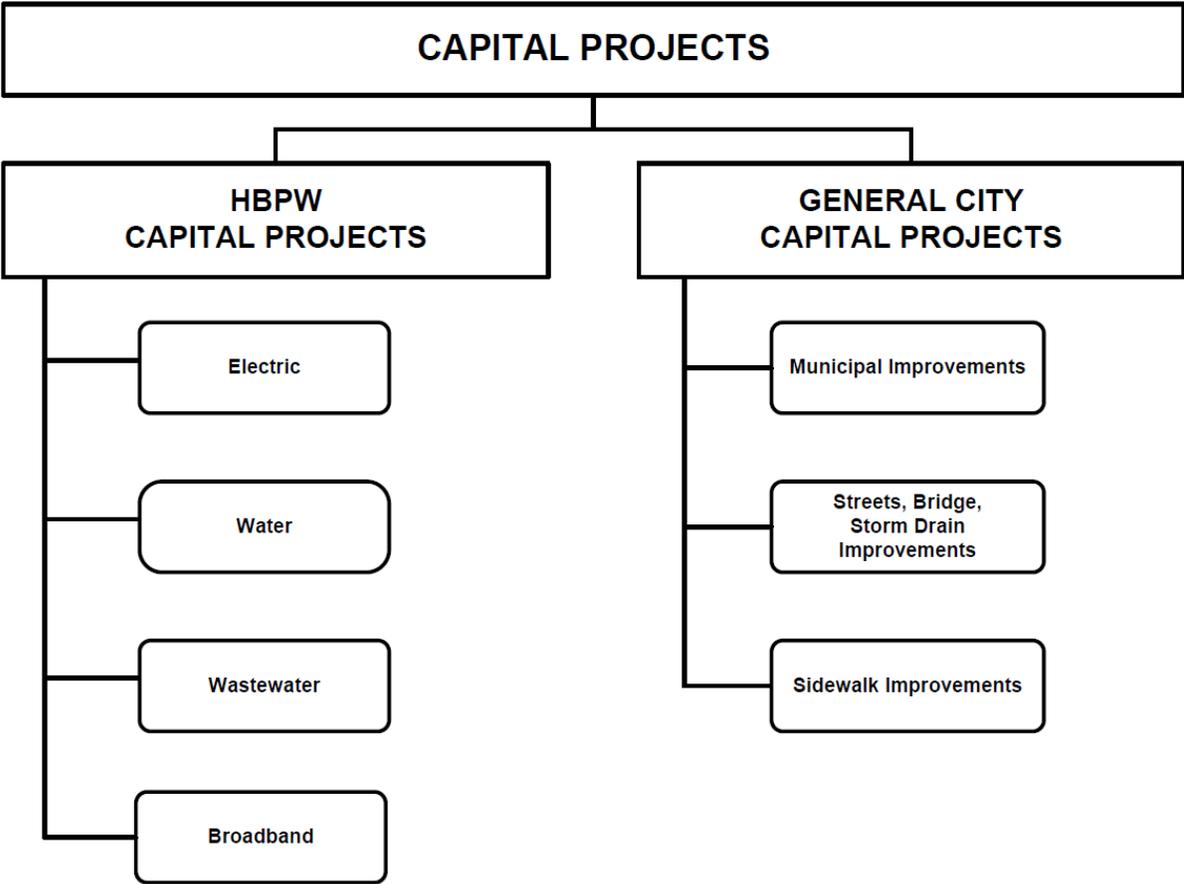
Positions: Not Applicable

CAPITAL PROJECTS

INTRODUCTION

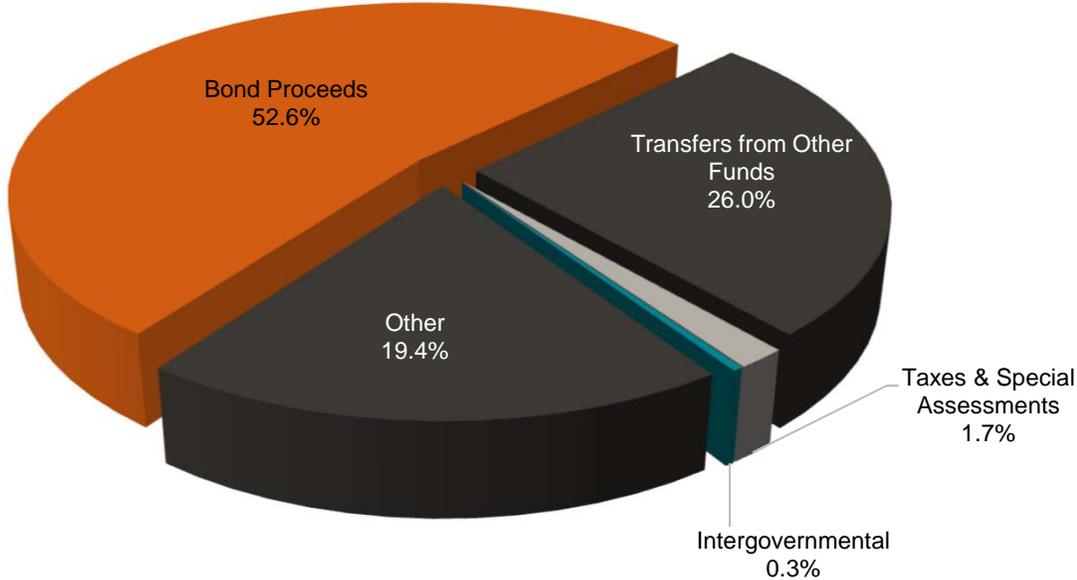
The Capital Projects Group accounts for Capital Improvement projects. The purpose of this group is to make sure the Management Team plans and appropriates funds for maintaining, expanding and constructing new infrastructure and facilities which will assure the City will be a quality place to live, work and play.

GROUP ORGANIZATION CHART

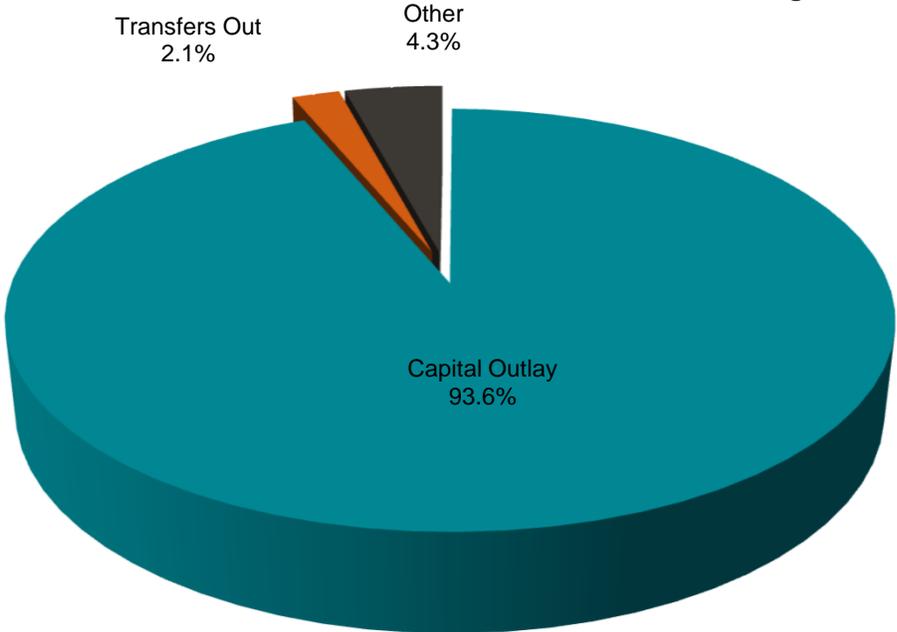


CAPITAL PROJECTS

Funding Sources



Funding Uses



OVERVIEW OF MULTI-YEAR CAPITAL PROJECT BUDGETS

Capital Projects to be Implemented During Fiscal Year 2019

GOVERNMENTAL - TYPE FUNDS

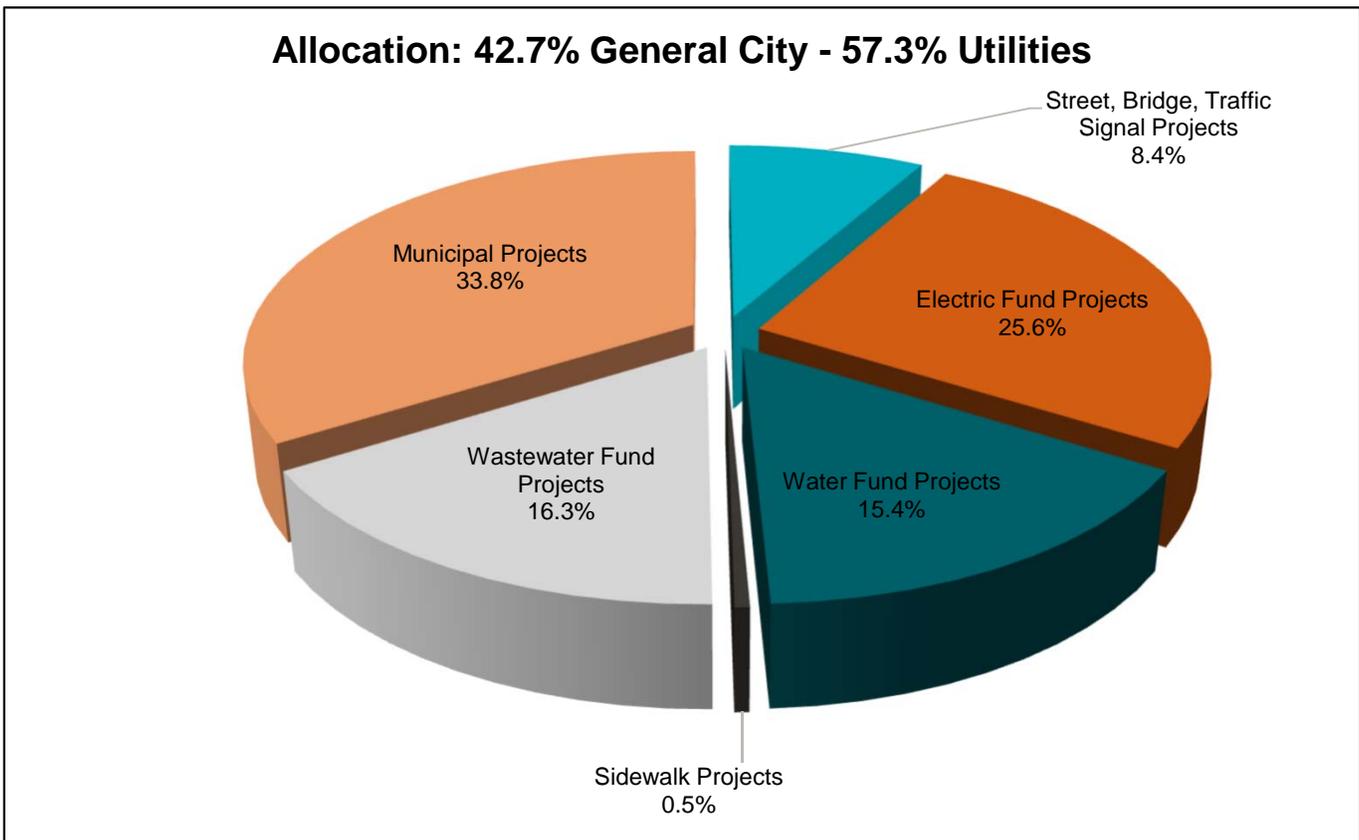
Municipal Improvements Projects:	\$	11,160,000
Street, Bridge, Traffic Signal, Storm Sewer Projects - City Share		2,767,000
Sidewalk Improvements Projects		150,000

PROPRIETARY - TYPE FUNDS

Enterprise - Fund Capital Projects:		
See Electric Utility Fund		8,467,485
See Water Utility Fund		5,089,740
See Wastewater Utility Fund		5,408,832

TOTAL CAPITAL PROJECTS OVERVIEW - ACROSS ALL FUNDS	\$	33,043,057
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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

GROUP SUMMARY

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING USES ACROSS FUNDS - -

FUND TYPES -

Capital Projects	\$ 12,464,403	\$ 11,527,238	\$ 20,639,239	\$ 19,002,286	\$ 14,077,000
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 658,058	\$ 366,668	\$ 288,600	\$ 214,136	\$ 221,850
Intergovernmental	480,173	1,532,128	443,906	266,714	45,850
Interest & Rents	52,782	52,806	11,003	151,000	11,000
Other	2,009,954	651,678	559,000	1,500,373	2,575,000
Bond Proceeds	3,000,000	13,603,266	-	-	7,000,000
Transfers In	10,124,418	4,185,377	4,949,732	3,976,455	3,463,000
TOTAL SOURCES	\$ 16,325,385	\$ 20,391,923	\$ 6,252,241	\$ 6,108,678	\$ 13,316,700

FUNDING USES -

Other Current Expenditures -

* Other	\$ 303,100	\$ 3,846,217	\$ 680,813	\$ 411,853	\$ 605,000
Capital Outlay	10,630,553	7,298,026	19,238,711	18,006,978	13,177,000
Transfers Out	1,530,750	382,995	719,715	583,455	295,000
TOTAL USES	\$ 12,464,403	\$ 11,527,238	\$ 20,639,239	\$ 19,002,286	\$ 14,077,000

- - STAFFING - -

Positions: Not Applicable

CAPITAL PROJECTS

MUNICIPAL CAPITAL IMPROVEMENTS

FUND MISSION STATEMENT

Develop a comprehensive capital improvement budget that addresses short and long-term improvements to the City's infrastructure, public facilities and buildings, in order to assure the City will maximize its return on its investment and provide citizens with public facilities that improve the economic, social, and environmental quality of life in the City.

ACTION PLAN

- Use 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.
 - **This is on schedule and planning for renovation is on-going.**
- 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.
 - **Construction work in progress.**
 - In-Car Video Replacement for Police Cruisers.
 - **Complete.**
 - Police Station Boiler Replacement.
 - **Complete.**
 - Greenhouse Renovation.
 - **Evaluation of best way to proceed in process.**
 - Wayfinding Signage.
 - **FY18 budgets are spent. Wayfinding Signage will continue in future years.**
 - DeGraaf Nature Center Entrance Improvements.
 - **Construction work in progress.**
 - VanRaalte Farm Improvements.
 - **Ongoing.**
 - New Parking Structure on 9th Street.
 - Address Parking Needs at the Civic Center Place.

MUNICIPAL CAPITAL IMPROVEMENTS FUND

FY-2019 PROJECT DESCRIPTION

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. 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 22, 2018.

PUBLIC INPUT:

Citizens were provided an opportunity to share ideas, remarks and concerns regarding current issues and capital needs with City of Holland and HBPW officials on January 10, 2018 and January 13, 2018. In addition, two budget study sessions open to the public with the City Council will be held on April 11th and 12th; as well as the Public Hearing scheduled for May 2, 2018.

APPROVAL OF THE CAPITAL IMPROVEMENT PLAN:

The Municipal Capital Improvement Plan is scheduled to be approved on May 2, 2018.

MANAGEMENT & ADMINISTRATIVE SERVICES PROJECTS:

Waterfront Planning Funds: \$25,000: Waterfront redevelopment planning.

Redevelopment Ready Community Planning \$25,000: Marketing/land use planning for obsolete commercial strips on US-31 and Washington Avenue.

DOWNTOWN PROJECTS:

Parking & Wayfinding Signage \$10,000: Continue to add downtown wayfinding signage.

Snowmelt \$50,000: Contribution to the Snowmelt Fund to assist with operating costs for the snowmelt network.

Ice Rink Planning \$10,000: Initial planning for a community ice rink. Donations of \$41,400 have been received to assist with the cost of this project.

Parking Lot Paving \$40,000: Various parking lots are in need of maintenance, these will be repaved to fix the cracks and potholes that have developed.

9th Street Parking Deck \$7,000,000: A three level parking structure facing 9th Street, between River and Pine Avenue.

Connections to Waterfront & Kollen Park \$25,000: Expand boardwalk along the waterfront and connect it to the existing walkway at Kollen Park.

PUBLIC SAFETY PROJECTS:

Fire Station Renovation (Waverly) \$50,000: Renovations needed at the Waverly Road Fire Station.

Outdoor Warning Siren Controller \$25,000: A new controller for the emergency sirens.

HPD Conference Room Furniture \$40,000: Replace existing conference room furniture, that has reached the end of its useful life.

HPD Parade Barriers \$60,000: Crowd control barriers for the various parades.

Shooting Range Renovation/Replacement \$75,000: Repair/upgrade the existing shooting lane, which is currently not functioning properly.

MUNICIPAL CAPITAL IMPROVEMENTS FUND

FY-2019 PROJECT DESCRIPTION

PARKS AND RECREATION PROJECTS:

Civic Center Construction \$2,500,000: Funding to make improvements to the parking lot of the newly renovated Civic Center Place.

Civic Center – Maintenance \$10,000: To pay operating costs associated to maintain the Civic Center Place.

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.

Baseline Maintenance Costs – Facilities \$75,000: 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.

Baseline Fix It First Costs - Parks \$50,000: 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.

Dog Parks – West and East Side \$25,000: To pay for the Dog Parks at the West End and the VanRaalte Farm.

Moran Park Improvements \$100,000: Upgrades to the Play Area and other improvements at Moran Park

Windmill Island Gardens – Waterline Replacement \$195,000: A contribution toward the cost of replacing the original 6” line to provide fire protection to the DeZwaan Windmill. The current galvanized line is 50+ years old and corroded to only enable 1” of water flow when 6” is necessary.

Windmill Island Gardens – Business Plan Completion \$100,000: To pay for improvements identified during development of the master plan.

Kayak Launches \$25,000: Evaluate and install kayak launches along Lake Macatawa.

Pickle ball Courts \$10,000: Repair pickle ball courts at Holland Heights Park.

Project Clarity \$30,000: Payment to Outdoor Discovery Center to help pay for costs associated with the clean up of the Lake Macatawa watershed and improve water quality in Lake Macatawa.

TRANSPORTATION PROJECTS:

Sidewalk Repair Citywide \$50,000: Continue dedicating Capital Improvement Funds to Sidewalk repair and infill connections. Proposed to continue in future years.

Repaving at Transportation Building \$75,000: Repave the deteriorating parking areas at the Transportation Services Facility.

Compost Expansion \$10,000: Expand the recycling facility off of 48th Street for the disposal and composting of leaves.

COMMUNITY & NEIGHBORHOOD SERVICES PROJECTS:

Cappon and Settlers Home Improvements \$5,000: To be determined by the Holland Historical Trust.

Holland Museum Maintenance \$25,000: To pay for regular maintenance at the Museum.

Gateway/Wayfinding Signs \$45,000: This is the current year’s cost for a comprehensive wayfinding, entryway signage and community value signage program. Phased implementation costs will continue.

MUNICIPAL CAPITAL IMPROVEMENTS FUND

FY-2019 PROJECT DESCRIPTION

COMMUNITY & NEIGHBORHOOD SERVICES PROJECTS - continued:

Kensington Park Planning \$25,000: Initial planning to construct a park at the south end of City limits, near Kensington Park Circle.

JDY Waterfront Planning \$25,000: Planning for land use at the James DeYoung Site.

COMMUNITY ENERGY STRATEGIES PROJECTS:

Holland Energy Fund \$300,000: Contribution to the non-profit Holland Energy Fund for the Home Energy Retrofit Program.

CAPITAL PROJECTS

MUNICIPAL CAPITAL IMPROVEMENTS FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 605,427	\$ 316,401	\$ 238,036	\$ 163,036	\$ 169,200
Intergovernmental	48,674	186,898	420,206	265,206	40,850
Interest & Rents	53,138	52,770	11,000	151,000	11,000
Other	1,733,779	397,789	417,000	1,450,373	2,500,000
Bond Proceeds	3,000,000	13,603,266	-	-	7,000,000
Transfers In	1,952,008	3,188,003	961,455	1,181,455	646,000
TOTAL SOURCES	\$ 7,393,026	\$ 17,745,127	\$ 2,047,697	\$ 3,211,070	\$ 10,367,050

FUNDING USES -

Other Current Expenditures -

* Other	\$ 303,100	\$ 3,846,217	\$ 680,813	\$ 411,853	\$ 605,000
Capital Outlay	1,728,238	4,661,900	15,033,434	15,113,792	10,260,000
Transfers Out	1,474,837	372,325	719,715	583,455	295,000
TOTAL USES	\$ 3,506,175	\$ 8,880,442	\$ 16,433,962	\$ 16,109,100	\$ 11,160,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 3,886,851	\$ 8,864,685	\$ (14,386,265)	\$ (12,898,030)	\$ (792,950)
ENDING BALANCE -					
Reserved - Fire Station	\$ 472,395	\$ 729,480	\$ 832,516	\$ 832,516	\$ 951,716
Reserved - Civic Center	1,430,550	11,141,907	-	-	-
Assigned - Legacy Projects	1,239,543	1,152,348	-	261,417	261,417
Undesignated / Unreserved	3,221,411	2,204,849	9,803	1,236,621	324,471
TOTAL FUND EQUITY	\$ 6,363,899	\$ 15,228,584	\$ 842,319	\$ 2,330,554	\$ 1,537,604

- - STAFFING - -

Positions: Not Applicable

MUNICIPAL CAPITAL PROJECTS

FIVE YEAR PROJECTION SUMMARY

	FY-2019 Adopted	FY-2020 Potential	FY-2021 Potential	FY-2022 Potential	FY-2023 Potential
- - ESTIMATED BEGINNING FUND BALANCE AT JULY 1 - -					
Reserved:					
- Fire Station Renovation	832,516	951,716	1,074,300	-	-
- Civic Center Place	-	-	-	-	-
Assigned - Legacy Funds	261,417	261,417	261,417	261,417	261,417
Unassigned	1,236,621	324,471	111,971	(1,618,693)	(1,420,136)
Total	2,330,554	1,537,604	1,447,688	(1,357,276)	(1,158,719)
- - FINANCING SOURCES - -					
<u>PROPERTY TAX & ASSESSMENTS:</u>					
General Millage	-	-	-	179,557	183,148
Fire Station Renovation Millage	169,200	172,584	176,036	-	-
Personal Property Tax Reimbursement	15,850	16,500	20,000	22,000	24,000
<u>GRANTS:</u>					
Federal Grant - Forestry	-	-	25,000	-	-
MI DNR - Lakeview Park	-	-	200,000	-	-
Coastal Zone Kayak ADA Kollen	-	-	-	-	100,000
Recreation - Various	25,000	25,000	-	25,000	25,000
Macatawa Greenway	-	-	250,000	-	-
<u>BONDS:</u>					
Fire Station Renovation	-	-	4,200,000	-	-
Parking Deck (West 9th Street)	7,000,000	-	-	-	-
Smallenburg Recreation Center (3 Gym)	-	-	-	-	10,000,000
<u>PRIVATE DONATIONS:</u>					
Civic Center Fundraising	2,500,000	-	-	-	-
<u>TRANSFERS IN:</u>					
BPW - Dividend	606,000	660,000	438,000	426,000	372,000
Downtown Development Authority	40,000	-	-	100,000	-
General Fund	-	275,000	275,000	275,000	275,000
Investment Income	10,000	10,000	10,000	10,000	10,000
Rent-Agricultural Land Lease	1,000	1,000	1,000	1,000	1,000
TOTAL FINANCING SOURCES	10,367,050	1,160,084	5,595,036	1,038,557	10,990,148

MUNICIPAL CAPITAL PROJECTS

FIVE YEAR PROJECTION SUMMARY

	FY-2019 Adopted	FY-2020 Potential	FY-2021 Potential	FY-2022 Potential	FY-2023 Potential
- - FINANCING USES - -					
MANAGEMENT & ADMINISTRATIVE PROJECTS:					
Special Planning Funds: Waterfront	25,000	25,000	-	-	-
Redevelopment Ready Community Funds	25,000	-	25,000	-	25,000
Land Acquisition (via Land Contract)	-	25,000	-	-	10,000
Total	50,000	50,000	25,000	-	35,000
DOWNTOWN PROJECTS:					
Parking and Wayfinding Signage	10,000	10,000	10,000	-	-
Transfer to Snowmelt Fund	50,000	-	-	-	-
Ice Rink Planning	10,000	-	250,000	-	-
Parking Lot Paving	40,000	-	-	100,000	-
Parking Deck (West 9th Street)	7,000,000	-	-	-	-
Connections to Waterfront & Kollen Park	25,000	-	25,000	-	-
Total	7,135,000	10,000	285,000	100,000	-
PUBLIC SAFETY PROJECTS:					
Fire Station Addition/Renovation (Waverly)	50,000	50,000	6,000,000	-	-
Outdoor Warning Siren Controller	25,000	-	-	-	-
HPD Conference Room Furniture	40,000	-	-	-	-
HPD Parade Barriers	60,000	-	-	-	-
HPD Roof Replacement	-	-	175,000	-	-
Use of Force Video Simulation	-	-	150,000	-	-
Shooting Range Renovation/Replacement	75,000	-	-	-	-
Total	250,000	50,000	6,325,000	-	-
PARKS & RECREATION PROJECTS:					
City Hall Maintenance & Security	-	50,000	-	-	-
City Hall Window Mortar Repair	-	35,000	-	-	-
Civic Center - Renovation	2,500,000	-	-	-	-
Civic Center - Maintenance	10,000	25,000	25,000	25,000	25,000
City-Wide Tree Planting	50,000	50,000	50,000	50,000	50,000
Baseline Maintenance Costs Facilities	75,000	75,000	50,000	50,000	50,000
Lake Macatawa Street Ends	-	25,000	-	25,000	25,000
Lakeview Park adj to Laketown Township	-	-	300,000	-	-
Baseline Fix It First Costs - Parks	50,000	50,000	50,000	50,000	50,000
Central and Decentralized Splash Pads (3)	-	100,000	-	-	100,000
Dog Parks - West and East Side	25,000	-	-	-	-
Moran Park Improvements	100,000	-	-	-	-
WIG - Water Line Replacement	195,000	-	-	-	-

MUNICIPAL CAPITAL PROJECTS

FIVE YEAR PROJECTION SUMMARY

	FY-2019 Adopted	FY-2020 Potential	FY-2021 Potential	FY-2022 Potential	FY-2023 Potential
WIG - Bandshell/Concert Venue	-	-	200,000	-	-
WIG - Business Plan Completion	100,000	100,000	-	-	-
Kayak Launches	25,000	-	25,000	-	100,000
Tennis Court Resurfacing	-	50,000	-	50,000	50,000
Heinz Boardwalk - New Pier & Dock	-	100,000	-	-	-
Kollen Park - Outdoor Performing Facility	-	-	100,000	-	-
Pickle ball Courts	10,000	-	-	-	-
Smallenburg Recreation Center Planning	-	-	-	150,000	-
Smallenburg Recreation Center (3 Gym)	-	-	-	-	10,000,000
Project Clarity	30,000	-	30,000	-	30,000
Macatawa Greenway	-	-	250,000	-	-
Total	3,170,000	660,000	1,080,000	400,000	10,480,000
TRANSPORTATION PROJECTS:					
Sidewalk Repair City Wide	50,000	50,000	50,000	50,000	50,000
Repaving at Transportation Building	75,000	-	-	-	-
Compost Expansion	10,000	-	-	-	-
Total	135,000	50,000	50,000	50,000	50,000
COMMUNITY & NEIGHBORHOOD SERVICES PROJECTS:					
Museum Repairs	25,000	10,000	10,000	10,000	10,000
Cappon & Settlers Homes	5,000	5,000	5,000	5,000	5,000
Gateway/Wayfinding Signs & Message Boards	45,000	90,000	-	-	-
Kensington Park Planning	20,000	-	20,000	-	-
JDY Waterfront Planning	25,000	-	-	-	-
Chicago Drive Entryway Streetscape	-	-	300,000	-	-
Holland Heights Neighborhood Initiative	-	50,000	-	-	-
Total	120,000	155,000	335,000	15,000	15,000
COMMUNITY ENERGY STRATEGIES PROJECTS:					
Contribution to Holland Energy Fund	300,000	275,000	300,000	275,000	300,000
TOTAL FINANCING USES	11,160,000	1,250,000	8,400,000	840,000	10,880,000

- - ESTIMATED ENDING FUND BALANCE AT JUNE 30 - -

Reserved:

- Fire Station Renovation	951,716	1,074,300	-	-	-
Assigned - Legacy Funds	261,417	261,417	261,417	261,417	261,417
Unassigned	324,471	111,971	(1,618,693)	(1,420,136)	(1,309,988)
Total	1,537,604	1,447,688	(1,357,276)	(1,158,719)	(1,048,571)

CAPITAL PROJECTS

STREET, BRIDGE AND DRAIN PROJECTS

DEPARTMENT 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.
 - **Complete.**
 - MDOT M-40 Safety Project / Realignment of 64th Street.
 - **On-Track.**
 - Drainage improvements at 29th Street & Ottawa Avenue and 24th Street & Plasman Avenue.
 - **Complete.**
 - Planning for Lincoln Avenue project, 32nd Street to US-31 (2018 construction).
 - **Complete.**
 - Planning for Hope Avenue project, 16th Street to Paw Paw Drive (2018 construction).
 - **Complete.**
- To develop a resurfacing program for the summer of 2017 and 2018, using street ratings developed through asset management techniques.
 - **2017 Complete, working on 2018.**
- To develop a crack sealing program for the summer of 2017 and 2018, using street ratings developed through asset management techniques.
 - **2017 Complete, working on 2018.**
- To identify planning needs for additional projects included in our 5-year streets plan (2019-2022).
 - **In progress.**
- 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.
 - **Underway.**
- 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).
 - **Completed 1st year, need to continue in future years.**
- Plan, design and construct the following street and storm drainage improvement projects for the 2018 and 2019 construction seasons:
 - Lincoln Avenue from US-31 to 32nd Street.
 - Hope Avenue from 16th Street to Paw Paw Drive.
 - Drainage improvements in Holland Heights (Dartmouth Avenue and Sterling Drive).
 - Drainage improvements at 21st Street & Cleveland Avenue.
 - Planning for 19th Street from Central to Cleveland Avenue (2019 construction).
 - Planning for Waverly Road Resurfacing from 16th to 48th Street (2019 construction).

CAPITAL PROJECTS

STREET, BRIDGE AND DRAIN PROJECTS

- Develop a resurfacing program for the summer of 2018 and 2019, using street ratings determined through asset management techniques.
- Develop a crack sealing program for the summer of 2018 and 2019, using street ratings determined through asset management techniques.
- Develop, on a trial basis, new surfacing coating program for the summer of 2018.
- Apply for funding to rehabilitate Paw Paw Drive bridge.
 - Complete by 2019.
- Identify planning needs for additional projects included in our 5-year streets plan (2019-2023).

STREET, BRIDGE AND DRAIN PROJECTS

As part of the annual budget process, the City of Holland staff prepares a long-term Capital Improvement Plan for Streets, identifying projects and cash flows for a five-year period.

The list of street projects is developed using an asset management plan as a guide. Careful consideration is given the application of the right pavement treatment for specific conditions. Annually a visual rating of the City road network is performed and each road segment is given a PASER condition rating. The rating is used to help determine how best to invest available resources. PASER ratings are defined in the tables below.

Asphalt		
PASER Rating	Condition	Treatment
9 & 10	Excellent	No maintenance required
8	Very Good	Little or no maintenance
7	Good	Crack sealing and minor patching
5 & 6	Fair – Good	Preservative treatments (non-structural)
3 & 4	Poor – Fair	Structural renewal (overlay)
1 & 2	Failed	Reconstruction

Concrete		
PASER Rating	Condition	Treatment
9 & 10	Excellent	No maintenance required
7 & 8	Very Good	Routine maintenance
5 & 6	Fair – Good	Surface repairs, sealing, partial-depth patching
3 & 4	Poor – Fair	Extensive slab or joint rehabilitation
1 & 2	Failed	Reconstruction

Additionally, City staff meets with BPW staff each November in an attempt to match pavement investment dollars with utility improvements being considered. Using these methods a Five Year Street Improvement Plan is developed.

CAPITAL PROJECTS

STREET, BRIDGE AND DRAIN CAPITAL PROJECTS FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Intergovernmental	\$ 431,295	\$ 1,336,530	\$ 15,000	\$ -	\$ -
Other	276,175	253,889	142,000	-	-
Transfers In	8,052,410	936,486	3,863,277	2,670,000	2,767,000
TOTAL SOURCES	\$ 8,759,880	\$ 2,526,905	\$ 4,020,277	\$ 2,670,000	\$ 2,767,000

FUNDING USES -

Capital Outlay	\$ 8,742,706	\$ 2,526,905	\$ 4,020,277	\$ 2,670,000	\$ 2,767,000
Transfers Out	17,177	-	-	-	-
TOTAL USES	\$ 8,759,883	\$ 2,526,905	\$ 4,020,277	\$ 2,670,000	\$ 2,767,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (3)	\$ -	\$ -	\$ -	\$ -
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	53,773	53,773	53,773	53,773	53,773
TOTAL FUND EQUITY	\$ 53,773				

- - STAFFING - -

Positions: Not Applicable

NOTE:

Electric, Water and Wastewater Fund portions of these projects are not included above, but are included in the Utility Services Group.

STREET CAPITAL PROJECTS

FISCAL YEARS JULY 1, 2018 - JUNE 30, 2019

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 2019</u>					
Estimated Fund Balance - July 1, 2018	\$ 762,888	\$ 520,548	\$ 8,316	\$ 240,060	\$ 1,531,812
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,275,141	1,275,141
Intergovernmental	3,347,550	450,000	350,000	120,000	4,267,550
Fees	30,000	-	-	-	30,000
Investment Income	6,000	7,000	100	3,000	16,100
Transfer from Other Funds	-	-	-	-	-
- Brownfield Fund (Crescent Shores)	-	-	-	18,243	18,243
TOTAL SOURCES	<u>3,383,550</u>	<u>457,000</u>	<u>350,100</u>	<u>1,416,384</u>	<u>5,607,034</u>
FUNDING USES -					
Trunkline Maintenance	7,000	-	-	-	7,000
Admin, Engineering & Recordkeeping	19,500	-	100	-	19,600
Street Maintenance	1,547,600	-	-	-	1,547,600
Capital Outlay	3,250	-	-	-	3,250
Projects:					
- Resurfacing Program	-	250,000	-	800,000	1,050,000
- Crack Sealing Program	-	25,000	-	50,000	75,000
- Retaining Wall Project	-	-	-	100,000	100,000
- Sealcoat Project	50,000	-	-	-	50,000
- Hope Avenue; 16th St to Paw Paw	920,000	-	330,000	500,000	1,750,000
- Lincoln Ave; 32nd to US-31 Bike Lanes	-	632,000	-	-	632,000
- Drain Projects & Assessments	300,000	-	-	30,000	330,000
- Paw Paw Dr Bridge Rehabilitation	-	-	-	50,000	50,000
Transfer to Other Funds	-	-	-	-	-
- MVH Local Street Fund	569,900	-	-	-	569,900
TOTAL USES	<u>3,417,250</u>	<u>907,000</u>	<u>330,100</u>	<u>1,530,000</u>	<u>6,184,350</u>
Estimated Fund Balance - June 30, 2019	<u>\$ 729,188</u>	<u>\$ 70,548</u>	<u>\$ 28,316</u>	<u>\$ 126,444</u>	<u>\$ 954,496</u>

STREET CAPITAL PROJECTS

FISCAL YEARS JULY 1, 2019 - JUNE 30, 2020

PROJECTED CASH FLOW

	<u>MVH Major Street Fund</u>	<u>Allegran 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 2020</u>					
Estimated Fund Balance - July 1, 2019	\$ 729,188	\$ 70,548	\$ 28,316	\$ 126,444	\$ 954,496
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,200,600	1,200,600
Intergovernmental	3,221,000	459,000	357,000	140,000	4,177,000
Fees	30,000	-	-	-	30,000
Investment Income	2,000	-	500	2,000	4,500
Transfer from Other Funds					
- Brownfield Fund (Crescent Shores)	-	-	-	8,000	8,000
TOTAL SOURCES	<u>3,253,000</u>	<u>459,000</u>	<u>357,500</u>	<u>1,350,600</u>	<u>5,420,100</u>
FUNDING USES -					
Trunkline Maintenance	8,000	-	-	-	8,000
Admin, Engineering & Recordkeeping	20,000	-	-	-	20,000
Street Maintenance	1,625,000	-	-	-	1,625,000
Projects:					
- Resurfacing Program	-	100,000	-	900,000	1,000,000
- Crack Sealing Program	-	25,000	-	50,000	75,000
- Retaining Wall Project	-	-	-	100,000	100,000
- Sealcoat Project	-	-	-	-	-
- Waverly Road; 16th St to 48th St	-	340,000	-	-	340,000
- 19th St; Cleveland to Central	900,000	-	380,000	220,000	1,500,000
- 16th St & US-31 Landscaping	-	-	-	100,000	100,000
- Drain Projects & Assessments	100,000	-	-	30,000	130,000
Transfer to Other Funds					
- MVH Local Street Fund	683,500	-	-	-	683,500
TOTAL USES	<u>3,336,500</u>	<u>465,000</u>	<u>380,000</u>	<u>1,400,000</u>	<u>5,581,500</u>
Estimated Fund Balance - June 30, 2020	<u>\$ 645,688</u>	<u>\$ 64,548</u>	<u>\$ 5,816</u>	<u>\$ 77,044</u>	<u>\$ 793,096</u>

STREET CAPITAL PROJECTS

FISCAL YEARS JULY 1, 2020 - JUNE 30, 2021

PROJECTED CASH FLOW

	MVH Major Street Fund	Allegan County Road Tax Fund	Ottawa County Road Tax Fund	Street Improvement Reserve Fund	Total
<hr/>					
Fiscal Year 2021					
Estimated Fund Balance - July 1, 2020	\$ 645,688	\$ 64,548	\$ 5,816	\$ 77,044	\$ 793,096
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,224,600	1,224,600
Intergovernmental	3,221,000	468,200	364,100	160,000	4,213,300
Fees	30,000	-	-	-	30,000
Investment Income	2,000	-	500	1,000	3,500
Transfer from Other Funds					
- Brownfield Fund (Crescent Shores)	-	-	-	8,000	8,000
TOTAL SOURCES	3,253,000	468,200	364,600	1,393,600	5,479,400
FUNDING USES -					
Trunkline Maintenance	8,000	-	-	-	8,000
Admin, Engineering & Recordkeeping	20,000	-	-	-	20,000
Street Maintenance	1,706,300	-	-	-	1,706,300
Projects:					
- Resurfacing Program	550,000	200,000	-	550,000	1,300,000
- Crack Sealing Program	-	25,000	-	50,000	75,000
- Retaining Wall Project	-	-	-	100,000	100,000
- Sealcoat Project	50,000	-	-	-	50,000
- 16th St; River to Lane Ave	-	-	300,000	100,000	400,000
- 32nd St; Old Orchard to Lincoln	250,000	-	50,000	100,000	400,000
- Drain Projects & Assessments	-	250,000	-	430,000	680,000
Transfer to Other Funds					
- MVH Local Street Fund	763,900	-	-	-	763,900
TOTAL USES	3,348,200	475,000	350,000	1,330,000	5,503,200
Estimated Fund Balance - June 30, 2021	\$ 550,488	\$ 57,748	\$ 20,416	\$ 140,644	\$ 769,296

STREET CAPITAL PROJECTS

FISCAL YEARS JULY 1, 2021 - JUNE 30, 2022

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 2022</u>					
Estimated Fund Balance - July 1, 2021	\$ 550,488	\$ 57,748	\$ 20,416	\$ 140,644	\$ 769,296
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,249,100	1,249,100
Intergovernmental	3,225,000	468,200	371,400	180,000	4,244,600
Fees	30,000	-	-	-	30,000
Investment Income	1,000	-	500	1,000	2,500
Transfer from Other Funds					
- Brownfield Fund (Crescent Shores)	-	-	-	8,000	8,000
TOTAL SOURCES	<u>3,256,000</u>	<u>468,200</u>	<u>371,900</u>	<u>1,438,100</u>	<u>5,534,200</u>
FUNDING USES -					
Trunkline Maintenance	8,500	-	-	-	8,500
Admin, Engineering & Recordkeeping	22,000	-	-	-	22,000
Street Maintenance	1,791,600	-	-	-	1,791,600
Projects:					
- Resurfacing Program	680,000	300,000	-	145,000	1,125,000
- Crack Sealing Program	-	50,000	-	50,000	100,000
- Retaining Wall Project	-	-	-	100,000	100,000
- 10th St; Pine to Lincoln	-	-	390,000	1,110,000	1,500,000
- Country Club Road; North of 8th St	200,000	-	-	-	200,000
- MDOT Recon of US-31; I-196 split to Central	-	100,000	-	-	100,000
- Drain Projects & Assessments	-	-	-	130,000	130,000
Transfer to Other Funds					
- MVH Local Street Fund	845,100	-	-	-	845,100
TOTAL USES	<u>3,547,200</u>	<u>450,000</u>	<u>390,000</u>	<u>1,535,000</u>	<u>5,922,200</u>
Estimated Fund Balance - June 30, 2022	<u>\$ 259,288</u>	<u>\$ 75,948</u>	<u>\$ 2,316</u>	<u>\$ 43,744</u>	<u>\$ 381,296</u>

STREET CAPITAL PROJECTS

FISCAL YEARS JULY 1, 2022 - JUNE 30, 2023

PROJECTED CASH FLOW

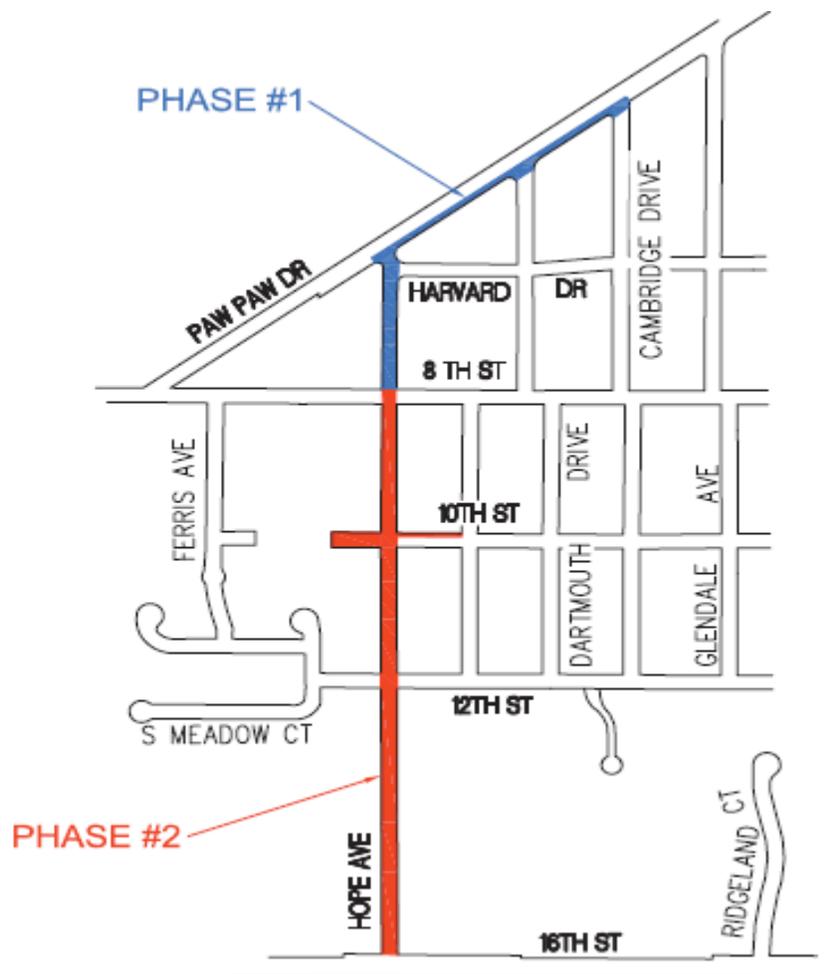
	MVH Major Street Fund	Allegan County Road Tax Fund	Ottawa County Road Tax Fund	Street Improvement Reserve Fund	Total
<hr/>					
Fiscal Year 2023					
Estimated Fund Balance - July 1, 2022	\$ 259,288	\$ 75,948	\$ 2,316	\$ 43,744	\$ 381,296
FUNDING SOURCES -					
Property Taxation & Assessments	-	-	-	1,274,100	1,274,100
Intergovernmental	3,550,000	468,200	378,800	200,000	4,597,000
Fees	30,000	-	-	-	30,000
Investment Income	1,000	-	500	1,000	2,500
Transfer from Other Funds	-	-	-	-	-
- Brownfield Fund (Crescent Shores)	-	-	-	8,000	8,000
TOTAL SOURCES	3,581,000	468,200	379,300	1,483,100	5,911,600
FUNDING USES -					
Trunkline Maintenance	8,500	-	-	-	8,500
Admin, Engineering & Recordkeeping	23,000	-	-	-	23,000
Street Maintenance	1,881,200	-	-	-	1,881,200
Projects:					
- Resurfacing Program	-	350,000	-	850,000	1,200,000
- Crack Sealing Program	-	-	25,000	75,000	100,000
- Retaining Wall Project	-	-	-	100,000	100,000
- Pine Avenue; 7th to 22nd St	850,000	-	350,000	300,000	1,500,000
- Drain Projects & Assessments	-	100,000	-	30,000	130,000
Transfer to Other Funds					
- MVH Local Street Fund	928,400	-	-	-	928,400
TOTAL USES	3,691,100	450,000	375,000	1,355,000	5,871,100
Estimated Fund Balance - June 30, 2023	\$ 149,188	\$ 94,148	\$ 6,616	\$ 171,844	\$ 421,796

2018 Hope Avenue Reconstruction

Estimated Budget: \$1.8 million

Project Description - Holland Board of Public Works and the City of Holland are working jointly to reconstruct Hope Avenue, from 16th Street to Paw Paw Drive. The project involves construction of a new roadway with new concrete curb and gutters, storm drainage and some utility improvements. Some storm sewer work along Paw Paw Drive between Hope and Cambridge Avenue will be done to connect the storm sewer improvements to an existing storm sewer main located at the intersection of Cambridge and Paw Paw Drive. The contractor for this project is Kamminga & Roodvoets.

Phases – Construction will be done in two phases, with planned detours restricting traffic to these roads. The project is expected to begin May 29, 2018 and completed in late August 2018 (before the start of the school year).



2018 Crack Sealing Project

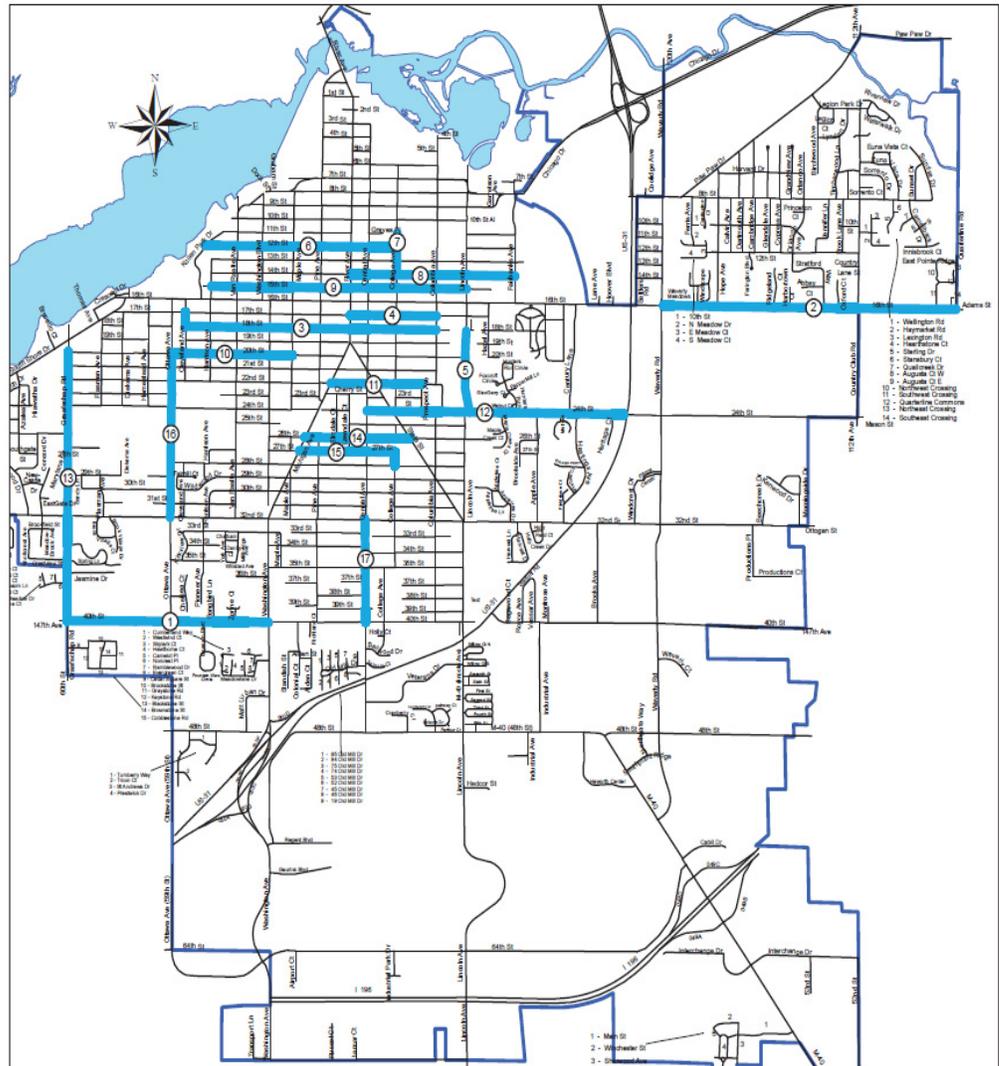
Estimated Budget: \$75,000

Project Description - Crack sealing is intended to maintain and repair public roadways. Streets selected are normally those that have not yet shown signs of significant deterioration and can have their life extended by sealing over surface cracks. The contractor for this project is Scodeller Construction.

CITY OF HOLLAND

 2018 Crack Sealing Candidates

1. 40th St - Graafschap Rd to S Washington Ave
2. 16th St - Waverly Rd to Quarterline Rd
3. Cleveland Ave - 17th to 18th St
18th St - Cleveland Ave to Columbia Ave
4. 17th St - River Ave to Columbia Ave
5. Lincoln Ave - 24th St to Lincoln Ridge
6. 12th St - Kollen Park Dr to College Ave
7. College Ave - 14th St to Graves Pl
8. 14th St - River Ave to Fairbanks Ave
9. 15th St - Harrison Ave to Lincoln Ave
10. 20th St - Ottawa Ave to Maple Ave
11. 22nd St - Pine Ave to Prospect Ave
12. 24th St - Central Ave to US-31
13. Graafschap Rd - 20th St to 40th St
14. 26th St - Michigan Ave to State St
15. 27th St - Michigan Ave to College Ave
College Ave - 27th St to 28th St
16. Ottawa Ave - 20th St to 32nd St
17. Central Ave - 32nd St to 40th St



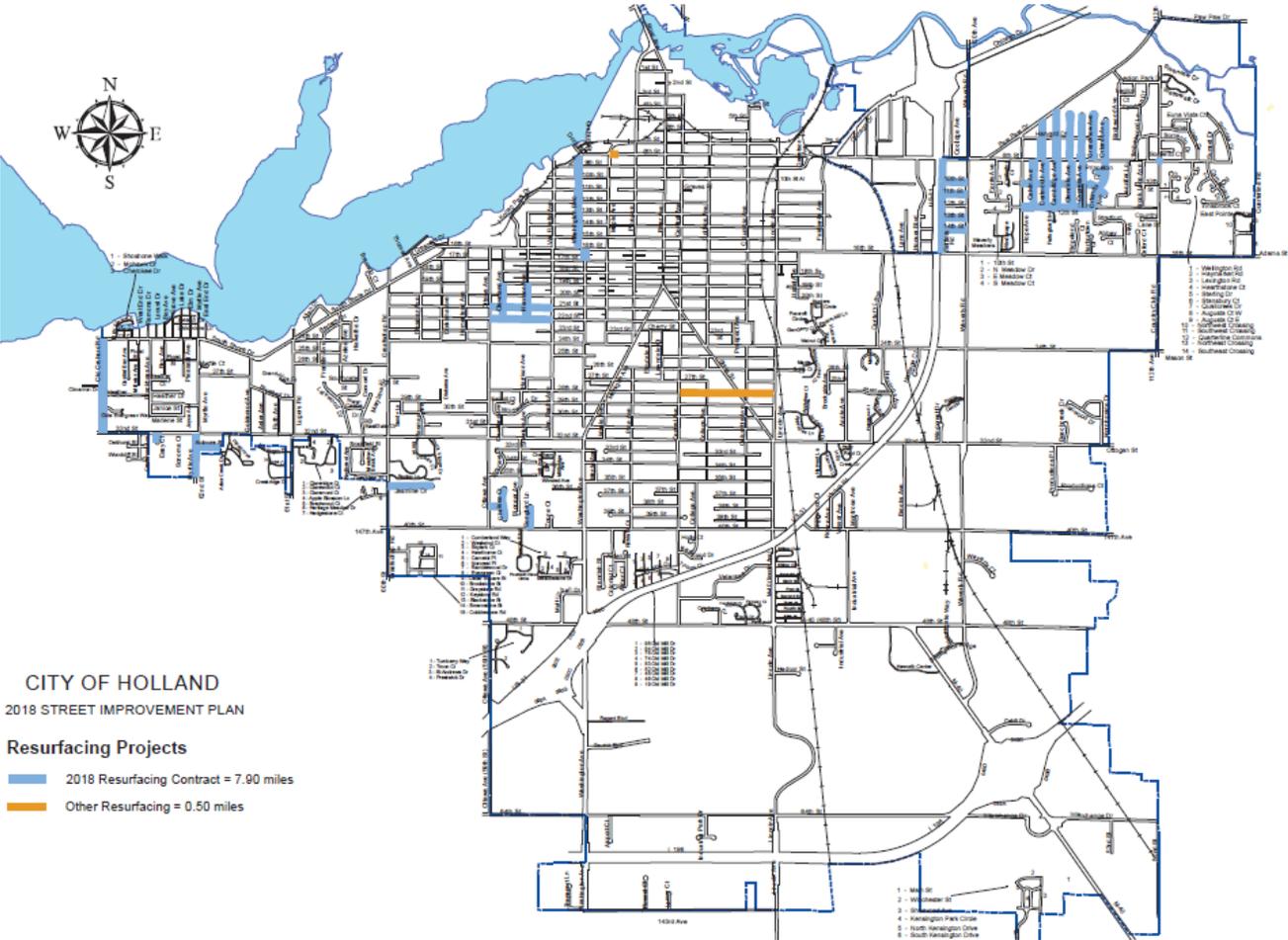
2018 Resurfacing Project

Estimated Budget: \$1 million

Project Description - Resurfacing streets involves removal (milling) of the overlay surface but leaving the base layer. Additional work, beyond the scope of this project, is needed on two (2) streets which are part of the resurfacing program:

- The Holland Board of Public Works (HBPW) will be installing a watermain on 28th Street, from Central to Lincoln Avenue. Initially ½ of this area was planned to be resurfaced but after completion of the watermain work the entire width will be resurfaced.
- As part of the Civic Center Place project, snowmelt mains between 9th and 8th Street need to be connected. Once this is complete, a short section of 8th Street east of Maple Avenue will be resurfaced.

The contractor for this project is Superior Asphalt.



CAPITAL PROJECTS

SIDEWALK IMPROVEMENTS FUND

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes & Special Assessments	\$ 52,631	\$ 50,267	\$ 50,564	\$ 51,100	\$ 52,650
Intergovernmental	204	8,700	8,700	1,508	5,000
Interest & Rents	(356)	36	3	-	-
Other	-	-	-	50,000	75,000
Transfers In	120,000	60,888	125,000	125,000	50,000
TOTAL SOURCES	\$ 172,479	\$ 119,891	\$ 184,267	\$ 227,608	\$ 182,650

FUNDING USES -

Repairs	\$ 82,560	\$ 64,548	\$ 150,000	\$ 127,822	\$ 85,000
Asphalt Walkways	75,718	43,999	35,000	85,000	50,000
Brick Maintenance/Repairs	1,331	674	-	10,364	15,000
Transfers Out	38,736	10,670	-	-	-
TOTAL USES	\$ 198,345	\$ 119,891	\$ 185,000	\$ 223,186	\$ 150,000

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ (25,866)	\$ -	\$ (733)	\$ 4,422	\$ 32,650
ENDING BALANCE -					
Designated / Reserved	\$ -	\$ -	\$ -	\$ -	\$ -
Undesignated / Unreserved	4,614	4,614	3,881	9,036	41,686
TOTAL FUND EQUITY	\$ 4,614	\$ 4,614	\$ 3,881	\$ 9,036	\$ 41,686

- - STAFFING - -

Positions: Not Applicable

MUNICIPAL UTILITIES CAPITAL PROJECTS

FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

ELECTRIC - WATER - WASTEWATER

	FY-2019 Budgeted	FY-2020 Projected	FY-2021 Projected	FY-2022 Projected	FY-2023 Projected
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- - FUNDING SOURCES & USES - -

ELECTRIC UTILITY PROJECTS (Further Information on Various Pages in Utilities Service Group):

Financing Sources:

Electric Fund - Net Revenues & Earnings	15,153,383	19,357,055	16,987,834	19,368,721	19,497,550
Financed from Cash Reserves	<u>(6,685,898)</u>	<u>(13,018,555)</u>	<u>(11,750,834)</u>	<u>(13,243,721)</u>	<u>(14,912,550)</u>
	<u>8,467,485</u>	<u>6,338,500</u>	<u>5,237,000</u>	<u>6,125,000</u>	<u>4,585,000</u>

Financing Uses:

Power Resources	2,559,500	800,000	600,000	1,750,000	70,000
Electric Transmission and Distribution & Allocated Admin Projects	<u>5,496,320</u>	<u>5,517,000</u>	<u>4,637,000</u>	<u>4,375,000</u>	<u>4,515,000</u>
	<u>411,665</u>	<u>21,500</u>	<u>-</u>	<u>-</u>	<u>-</u>
	<u>8,467,485</u>	<u>6,338,500</u>	<u>5,237,000</u>	<u>6,125,000</u>	<u>4,585,000</u>

WATER UTILITY PROJECTS (Further Information on Various Pages in Utilities Service Group):

Financing Sources:

Water Fund - Net Revenues & Earnings	3,971,326	4,245,205	4,055,888	4,184,099	4,305,729
Financed from Cash Reserves	<u>1,118,414</u>	<u>245,545</u>	<u>(961,888)</u>	<u>25,076</u>	<u>1,284,791</u>
	<u>5,089,740</u>	<u>4,490,750</u>	<u>3,094,000</u>	<u>4,209,175</u>	<u>5,590,520</u>

Financing Uses:

Water Plant	1,559,907	544,000	196,000	179,175	708,520
Water Distribution & Allocated Admin	<u>3,529,833</u>	<u>3,946,750</u>	<u>2,898,000</u>	<u>4,030,000</u>	<u>4,882,000</u>
	<u>5,089,740</u>	<u>4,490,750</u>	<u>3,094,000</u>	<u>4,209,175</u>	<u>5,590,520</u>

WASTEWATER UTILITY PROJECTS (Further Information on Various Pages in Utilities Service Group):

Financing Sources:

Wastewater Fund - Net Revenues & Earnings	672,474	626,945	735,011	806,825	754,018
Financed from Cash Reserves	<u>4,736,358</u>	<u>2,914,805</u>	<u>3,058,989</u>	<u>6,126,175</u>	<u>2,895,982</u>
	<u>5,408,832</u>	<u>3,541,750</u>	<u>3,794,000</u>	<u>6,933,000</u>	<u>3,650,000</u>

Financing Uses:

Wastewater Plant	2,320,000	965,000	869,000	4,110,000	710,000
Wastewater Collection & Allocated Admin	<u>3,088,832</u>	<u>2,576,750</u>	<u>2,925,000</u>	<u>2,823,000</u>	<u>2,940,000</u>
	<u>5,408,832</u>	<u>3,541,750</u>	<u>3,794,000</u>	<u>6,933,000</u>	<u>3,650,000</u>

Holland Energy Park

The state-of-the-art combined-cycle natural gas-fired power plant project provides this public power community with a new, cleaner source of baseload power. At the same time, the project turned a brownfield into a park and put a new face on the city's eastern gateway.

The project includes a visitor's center with an observation gallery where residents see firsthand how their power is produced and learn about many aspects of the electric industry through hands-on exhibits.

The project also expanded Holland's snowmelt system 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 makes the snowmelt system expandable up to a possible 2.5 million square feet.

The Energy Park includes walking paths through the park that will eventually connect to Macatawa Greenway trail system. Environmentally sensitive landscaping and water retention features reduce runoff to the wetlands surrounding the Energy Park.

Estimated Final Cost: TBD upon Final Completion

Major Milestones:

Ribbon-cutting:	October 2, 2017
Substantial Completion:	October 20, 2017
Final Completion:	pending



Inside the Visitor's Center



Steam turbine and condenser



Control room

Pine Avenue Substation Project

The Holland Board of Public Works (HBPW) completed construction of a new substation located at the corner of Pine Avenue and 3rd St in downtown Holland. The new “Pine Substation” was constructed to replace the outdated substation that was located at the James DeYoung Power (JDY) plant and to also allow continued distribution of power to customer areas once the James DeYoung plant was no longer in use. The construction of the new station enabled the HBPW’s 138kV loop to be disconnected from the James DeYoung Power Plant after the plant was closed in 2017. The HBPW’s loop is now fed from the newly constructed Holland Energy Park.

The new station is one of twelve substations in the HBPW’s power system and distributes power to customers in the downtown Holland, Waukazoo Woods and Howard Avenue areas.

Budget: \$6 Million

Current Status: Complete and in Operation

Major Milestones:

Design Completion:	March 2016
Construction Start:	June 2016
Substation Substantially Complete:	March 2017
Disconnected from JDY Power Plant:	February 2018



IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGETS

Project	Amount
<u>Municipal Capital Improvement Projects</u>	
Projects affecting maintenance/repairs needs thereby changing operating budgets:	
- Snowmelt Contribution	\$ (50,000)
- Outdoor Warning Siren Controller	(25,000)
- Civic Center Maintenance	(10,000)
- Baseline Maintenance Costs for Facilities	(75,000)
- Baseline Fix It First Costs for Parks	(50,000)
- Pickle ball Courts	(10,000)
- Project Clarity	(30,000)
- Sidewalk Repairs	(50,000)
- Holland Museum Maintenance	(25,000)
Downtown Parking Lot Paving	
- Reduces the need for maintenance	(2,000)
9th Street Parking Deck	
- This new structure will have maintenance costs that include snow removal, utilities and snowmelt assessments. The costs shown are net of \$26,200 received for spaces leased.	17,700
Connections to Waterfront & Kollen Park	
- Grounds maintenance	800
Civic Center Construction	
- Additional costs related to management company and event advertising; net of revenue.	100,000
Dog Parks - West and East Side	
- Grounds maintenance	1,000
Moran Park Improvements	
- Grounds maintenance	500
Windmill Island Gardens Waterline Replacement	
- Utility costs	1,500
Windmill Island Gardens Business Plan Completion	
- Grounds maintenance	2,000
Kayak Launches	
- Grounds maintenance	600
Total for Municipal Capital Improvement Projects	\$ (202,900)

IMPACT OF CAPITAL PROJECTS ON OPERATING BUDGETS

Project	Amount
<u>Street Projects</u>	
2018 Resurfacing & Crack Sealing	
- Reduces the need for road maintenance	(5,000)
Hope Avenue; 16th to Paw Paw Drive	
- Storm Sewer maintenance	1,200
Lincoln Avenue; 32nd to US-31	
- Road maintenance	1,500
Total for Street Projects	<u>\$ (2,300)</u>
Total Impact on Operating Budgets	<u>\$ (205,200)</u>

Projects with no impact on the operating budget because they are still in the planning stages include:

- Waterfront Planning
- Redevelopment Ready Community Planning
- Fire Station Renovation
- Ice Rink Planning
- Kensington Park Planning
- JDY Waterfront Planning

Projects considered one time expenditures, with no immediate impact on the operating budget include:

- Downtown Parking & Wayfinding Signage
- HPD Conference Room Furniture
- HPD Parade Barriers
- Shooting Range Renovation/Replacement
- City Wide Tree Planting
- Gateway/Wayfinding Signs
- Holland Energy Fund Contribution

APPENDIX A

PERSONNEL SCHEDULE

- > FULL-TIME EMPLOYEE TRENDS

- > PART-TIME EMPLOYEE TRENDS

- > FULL-TIME SUMMARY BY GROUP AND FUND

- > PART-TIME SUMMARY BY GROUP AND FUND

- > POSITION DETAIL BY GROUP

PERSONNEL SUMMARY

Almost 90% of wages and fringe benefits for general city employees are charged to the General Fund. Below is the FY-2019 budgeted change in major revenues for this fund, compared to FY-2018:

Property Tax (millage rate was increased)	+ 7.0%
State Revenue Sharing	+ 1.8%
HBPW Dividend	+ 4.8%

The HBPW water utility rate will increase 2% in FY-2019 and the wastewater rate will increase 3.6%. Due to a significant improvement in the Holland Energy Park operating efficiencies, the electric rates will decrease 5.7%. The decreasing electric utility rates result in the total HBPW revenue for utility charges dropping 3%.

The number of full-time employees for FY-2019 is budgeted to increase by 3.0 FTE. Below is a summary of the department/funds (by group) that will experience a change in staff.

<u>General Fund Group and Department</u>	<u>Position</u>
Management & Admin - City Manager	+ 1.00
Fiscal Services - Finance	+ 1.00
Public Safety – Fire Division	+ 0.50
CNS - Planning	+ 0.10
CNS - Environmental Health	+ 0.30
CNS - Construction Inspections	+ 0.40
CNS - Housing & Neighborhoods	+ 0.10
<u>Other Funds</u>	
CNS - Solid Waste Recycling	+ 0.10
HBPW - Utilities	- 0.50

The Training Officer position in Public Safety – Fire Division was approved to be filled on January 1, 2018 and reported as a 0.50 FTE increase in department positions for FY-2018. The increase shown above represents the remaining 0.50 FTE, as this is a full-time position.

The unexpected resignation of the City Manager on June 30, 2017 resulted in the Assistant City Manager and Deputy Finance Director positions being removed from the FY-2018 budget. These positions are added back in for FY-2019.

The addition of an Assistant CNS Director restores funding for a position eliminated several years ago. Wages and fringes will be allocated to the departments shown above.

Various employees have time allocated to more than one (1) department/fund. 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 following grants fund employees' wages and fringe benefits:

<u>Grant</u>	<u>Positions</u>
CDBG	1.0
Public Safety - WEMET	3.0

PERSONNEL WORKSHEET

FULL TIME EMPLOYEE TRENDS - GENERAL FUND

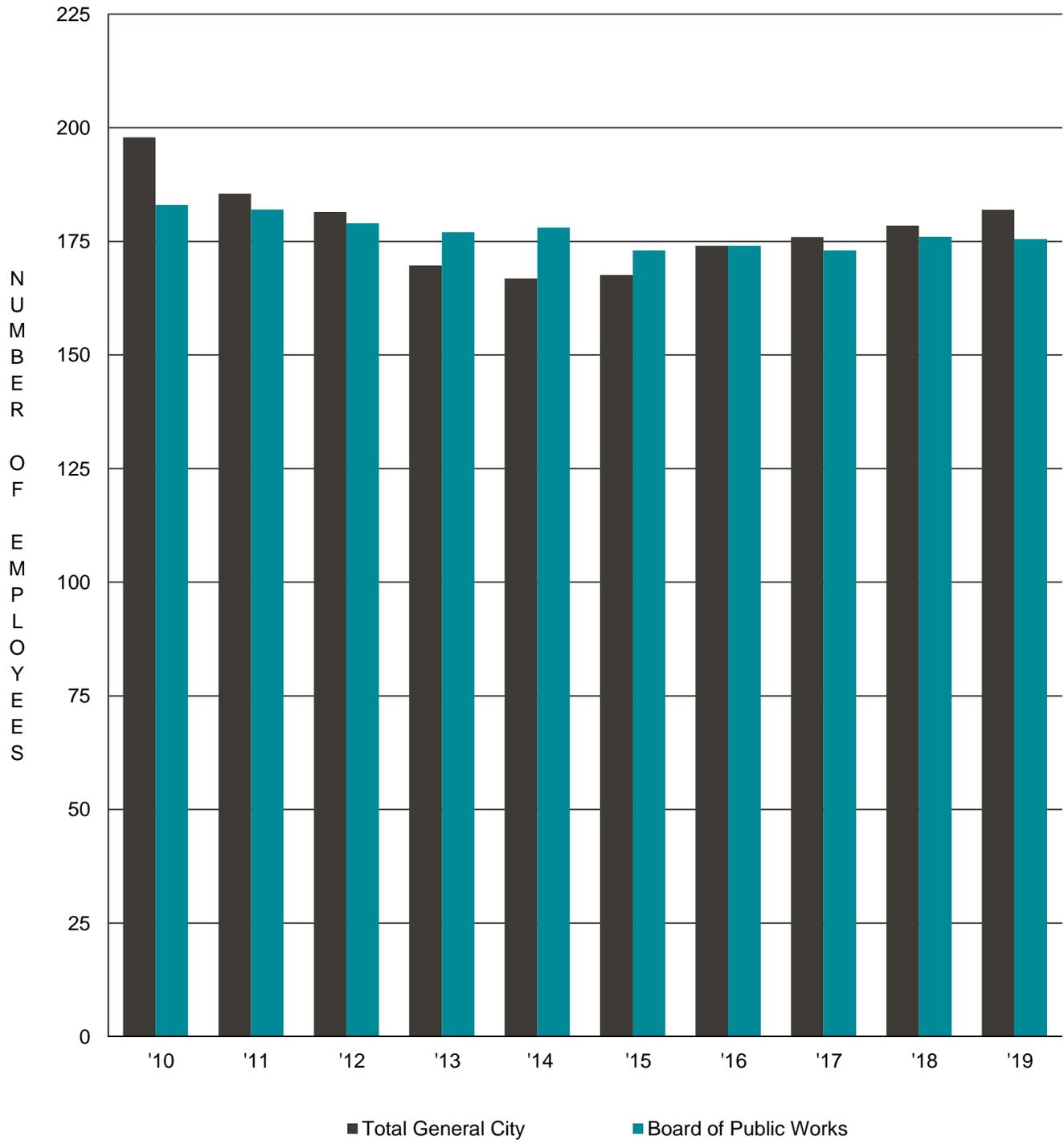
	<u>FY-10</u>	<u>FY-11</u>	<u>FY-12</u>	<u>FY-13</u>	<u>FY-14</u>	<u>FY-15</u>	<u>FY-16</u>	<u>FY-17</u>	<u>FY-18</u>	<u>FY-19</u>
City Council	0.24	0.25	0.25	0.25	0.25	0.20	0.20	0.20	0.20	0.20
City Manager	2.60	2.50	2.50	2.50	2.35	2.05	1.97	2.05	2.35	3.35
Finance	5.90	6.15	6.15	6.20	6.00	4.50	5.00	5.50	5.50	6.50
Property Assessing	5.10	5.10	5.10	4.10	5.10	5.10	5.10	4.10	4.10	4.10
City Clerk	2.25	2.25	2.25	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Human Resources	2.24	2.25	2.25	1.25	1.25	1.60	1.60	1.60	2.60	2.60
Procurement	0.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Treasurer	1.90	1.90	1.90	1.85	1.85	2.35	2.80	2.30	2.30	2.30
City Hall & Grounds	1.00	1.00	1.00	1.00	1.00	1.00	0.60	0.40	0.10	0.10
Cemeteries	3.15	2.40	2.90	2.90	2.35	2.35	2.35	2.85	2.85	2.85
Boards and Commissions	0.24	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Planning & Zoning	3.20	2.67	2.60	2.40	1.90	1.90	1.60	1.60	1.60	1.70
Public Safety - Management	0.00	0.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Public Safety - Police Division	67.00	66.00	59.00	59.00	58.00	58.00	58.00	58.00	59.00	59.00
Public Safety - Fire Division	26.00	25.00	22.00	19.00	19.00	19.00	19.00	19.00	19.50	20.00
Environmental Health & Insp	5.38	5.48	5.28	4.11	3.31	4.51	4.51	4.36	4.36	4.66
Construction Inspections	4.57	3.17	3.37	3.37	3.42	3.42	5.47	5.82	5.82	6.22
Streets Division	19.90	17.90	18.15	16.10	15.65	15.65	15.65	16.65	16.65	16.65
Transp. Mgmt & Engineering	3.00	2.90	2.60	2.58	2.35	2.35	3.35	3.35	3.35	3.35
Community Social Services	0.05	0.05	0.05	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Housing & Neighborhood Svcs	2.05	1.05	1.05	1.05	1.50	1.90	1.87	1.90	1.90	2.00
Economic Development	0.44	0.90	0.90	0.90	1.10	0.10	0.10	0.10	0.10	0.10
Human Relations	1.75	1.75	1.75	1.00	0.00	1.00	1.00	1.00	1.00	1.00
Parks & Recreation Admin	0.60	0.60	1.25	0.39	0.70	0.50	0.50	0.50	0.50	0.50
Recreation	4.00	4.00	3.50	3.45	3.45	3.50	3.50	4.50	5.95	4.95
Parks	9.40	9.15	8.20	7.00	8.15	8.15	9.55	8.25	8.55	8.55
Municipal Stadium	0.30	0.30	0.75	0.00	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	0.15	0.40	0.10	0.10	0.10
Civic Center	1.50	1.50	1.30	1.30	1.30	1.45	1.45	1.45	0.00	0.00
General Fund Total	176.26	168.37	164.20	151.85	150.13	150.78	155.62	155.63	158.43	160.83

PERSONNEL WORKSHEET

FULL TIME EMPLOYEE TRENDS - OTHER FUNDS

	<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>	<u>FY-19</u>
Downtown Public Parking	0.20	0.20	0.20	0.30	0.15	0.15	0.15	0.55	0.55	0.55
Downtown Develop. Authority	1.10	1.10	1.10	1.45	0.475	0.475	0.45	0.60	0.55	0.55
Principal Shopping District	0.90	1.90	1.90	1.45	2.375	2.525	2.15	0.90	0.95	0.95
CATV Public Access Television	0.01	0.01	0.02	0.20	0.20	0.20	2.20	2.20	2.15	2.15
Solid Waste Recycling	0.20	0.20	0.20	0.87	0.67	0.67	0.67	1.27	1.17	1.27
Windmill Island Gardens	2.00	2.00	2.05	2.00	2.00	2.00	2.00	3.00	3.00	3.00
Municipal Airport Fac & Mgmt	0.24	0.00	0.00	0.00	0.00	0.20	0.16	0.20	0.30	0.30
Public Transp Facilities & Mgmt	4.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Civic Center Place	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.00
Technology Services	4.00	3.99	3.98	3.80	3.80	3.60	3.60	4.60	4.35	4.35
Centralized Vehicle / Equipment	8.44	7.75	7.80	7.78	7.00	7.00	7.00	7.00	7.00	7.00
Other Funds Total	<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>20.02</u>	<u>21.12</u>
General City Total	<u>197.85</u>	<u>185.52</u>	<u>181.45</u>	<u>169.70</u>	<u>166.80</u>	<u>167.60</u>	<u>174.00</u>	<u>175.95</u>	<u>178.45</u>	<u>181.95</u>
Board of Public Works	183.00	182.00	179.00	177.00	178.00	173.00	174.00	173.00	176.00	175.50
Holland Historical Trust	<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>	<u>5.00</u>
Grand Total	<u><u>386.85</u></u>	<u><u>371.52</u></u>	<u><u>364.45</u></u>	<u><u>350.70</u></u>	<u><u>350.80</u></u>	<u><u>344.60</u></u>	<u><u>352.00</u></u>	<u><u>352.95</u></u>	<u><u>359.45</u></u>	<u><u>362.45</u></u>

CITY OF HOLLAND EMPLOYMENT TREND



NOTE: THE EMPLOYMENT TREND INCLUDES FULL-TIME AND PART-TIME "A" EMPLOYEES.

PERSONNEL WORKSHEET

PART TIME EMPLOYEE TRENDS

	FY-10	FY-11	FY-12	FY-13	FY-14	FY-15	FY-16	FY-17	FY-18	FY-19
City Manager	0.00	0.00	0.00	0.05	0.10	1.05	1.00	0.85	0.10	0.00
Election	0.00	0.00	0.00	1.20	0.75	1.50	1.50	2.25	0.95	2.00
Finance	0.00	0.00	0.00	0.05	0.00	0.45	0.60	0.80	0.60	0.60
Property Assessing	0.50	0.50	0.70	0.70	0.00	0.00	0.00	0.50	0.55	0.55
City Clerk	0.40	0.45	0.50	0.50	0.70	1.50	1.75	2.50	2.55	2.65
Human Resurces	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.15	0.40	0.60
Treasurer	1.00	1.00	0.60	0.60	0.60	0.70	0.00	0.00	0.00	0.00
City Hall & Grounds	0.05	0.05	0.05	0.10	0.00	0.00	0.00	0.00	0.00	0.50
Cemeteries	2.25	2.80	2.80	2.95	2.30	2.65	3.05	3.05	2.65	2.65
Planning & Zoning	0.20	0.20	0.20	1.00	0.30	0.30	0.30	0.30	0.30	0.30
Public Safety - Management	0.00	0.00	0.65	0.65	0.65	0.65	0.65	0.75	0.70	0.70
Public Safety - Police Division	9.60	9.55	8.50	8.15	8.20	9.25	8.90	8.90	9.00	9.00
Public Safety - 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.	0.10	0.10	0.10	0.35	0.30	0.10	0.00	0.00	0.00	0.20
Construction Inspections	0.15	0.65	0.65	0.85	0.75	0.75	1.00	1.60	1.40	1.40
Streets Division	1.15	0.95	1.10	1.20	1.20	1.10	1.10	1.05	1.00	1.00
Transp. Mgmt & Engineering	0.10	0.50	0.45	0.35	0.30	0.30	0.30	0.35	0.40	0.35
Housing & Neighborhoods	0.60	0.65	0.65	0.40	0.65	0.65	0.05	0.75	0.80	0.80
Economic Development	0.00	0.20	0.45	0.60	0.40	0.00	0.00	0.00	0.00	0.00
Human Relations	0.50	0.50	0.50	0.50	1.10	0.80	0.50	0.50	1.05	1.15
Recreation	0.95	0.95	0.70	0.90	1.20	1.20	1.20	1.25	0.75	0.75
Parks	11.45	11.45	11.55	11.40	11.70	14.15	14.50	14.20	14.00	14.00
DeGraaf Nature Center	2.25	2.15	2.20	2.20	1.80	1.80	1.85	2.15	2.20	2.20
8th Street Market	0.80	0.85	0.90	0.90	1.00	1.05	0.75	0.90	1.10	1.35
Civic Center	2.00	2.00	1.90	1.90	1.85	2.10	1.80	1.35	0.00	0.00
General Fund Total	64.05	65.50	65.15	67.50	65.85	72.05	70.80	74.15	70.50	72.75
Downtown Public Parking	0.55	0.60	0.60	0.75	0.85	0.90	0.85	0.85	0.75	0.75
Downtown Develop. Authority	0.40	0.40	0.40	0.45	0.60	0.65	0.65	0.65	0.35	0.35
Principal Shopping District	1.20	0.70	0.95	2.50	1.40	1.35	1.35	0.70	0.70	0.70
CATV Public Access Television	0.00	0.00	0.00	1.40	1.40	1.40	0.20	0.45	0.90	0.90
Solid Waste Recycling	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.00	0.00	0.00
Windmill Island Gardens	12.15	11.55	11.10	11.10	11.10	11.40	11.70	11.80	11.35	12.00
Municipal Airport Fac & Mgmt	0.00	0.00	0.00	0.00	0.00	0.35	0.35	0.35	0.35	0.35
Public Transp Facilities & Mgmt	1.85	0.35	0.35	0.15	0.00	0.00	0.00	0.00	0.00	0.00
Civic Center Place	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.65
Centralized Vehicle / Equipment	1.00	1.05	1.00	1.15	1.15	1.70	1.75	1.70	1.65	1.85
Other Funds Total	17.85	15.35	15.10	18.20	17.20	18.45	17.55	16.50	16.05	17.55
General City Total	81.90	80.85	80.25	85.70	83.05	90.50	88.35	90.65	86.55	90.30
Holland Historical Trust	2.23	4.11	2.36	2.36	1.76	1.32	1.83	1.85	1.90	1.90
Grand Total	84.13	84.96	82.61	88.06	84.81	91.82	90.18	92.50	88.45	92.20

PERSONNEL WORKSHEET

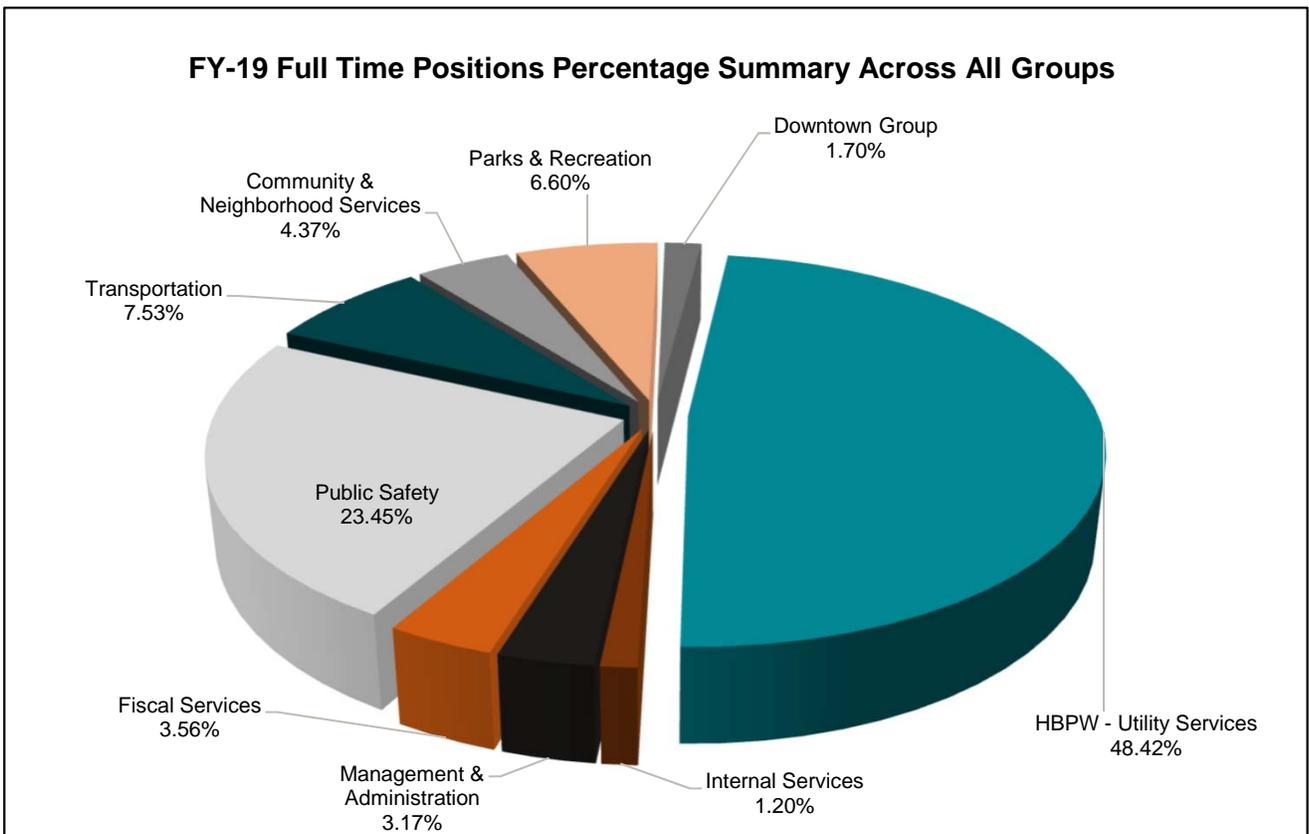
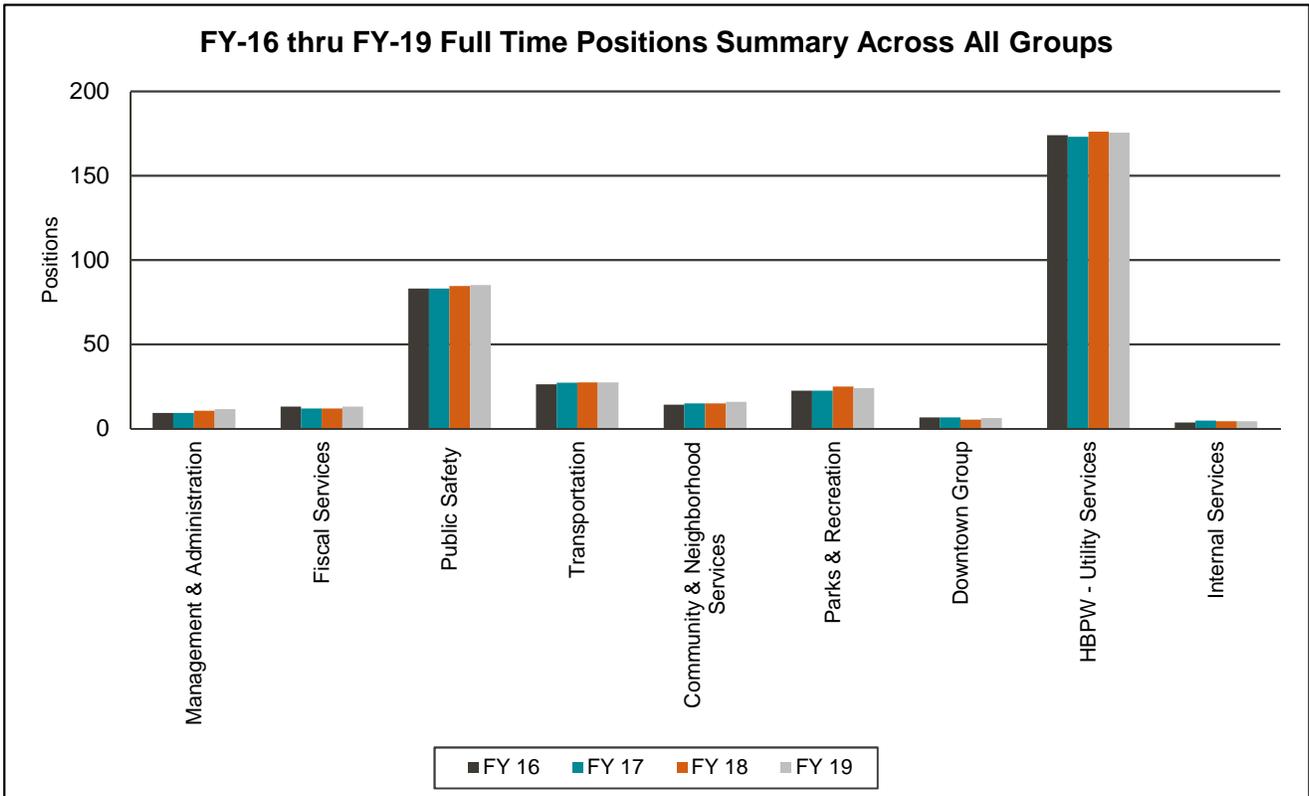
FULL TIME POSITIONS - BY SERVICE GROUP & FUND

GROUP	POSITIONS			FY 19	
	FY 16	FY 17	FY 18	POSITIONS	PERCENT
Management & Administration	9.17	9.25	10.50	11.50	3.17%
Fiscal Services	12.90	11.90	11.90	12.90	3.56%
Public Safety	83.00	83.00	84.50	85.00	23.45%
Transportation	26.16	27.20	27.30	27.30	7.53%
Community & Neighborhood Services	14.12	14.95	14.85	15.85	4.37%
Parks & Recreation	22.45	22.45	24.90	23.90	6.60%
Downtown Group	6.60	6.60	5.15	6.15	1.70%
HBPW - Utility Services	174.00	173.00	176.00	175.50	48.42%
Internal Services	3.60	4.60	4.35	4.35	1.20%
TOTAL	352.00	352.95	359.45	362.45	100.00%

FUND	POSITIONS			FY 19	
	FY 16	FY 17	FY 18	POSITIONS	PERCENT
General Operating	155.62	155.63	158.43	160.83	44.37%
Downtown Public Parking	0.15	0.55	0.55	0.55	0.15%
Mainstreet/DDA	0.450	0.60	0.55	0.55	0.15%
Principal Shopping District	2.150	0.90	0.95	0.95	0.26%
CATV Public Access Television	2.20	2.20	2.15	2.15	0.59%
Solid Waste Recycling	0.67	1.27	1.17	1.27	0.35%
Windmill Island Gardens	2.00	3.00	3.00	3.00	0.83%
Municipal Airport Facilities Management	0.16	0.20	0.30	0.30	0.09%
Civic Center Place	0.00	0.00	0.00	1.00	0.28%
HBPW - Utility Services	174.00	173.00	176.00	175.50	48.42%
Technology Services	3.60	4.60	4.35	4.35	1.20%
Centralized Vehicle / Equipment	7.00	7.00	7.00	7.00	1.93%
Holland Historical Trust	4.00	4.00	5.00	5.00	1.38%
TOTAL	352.00	352.95	359.45	362.45	100.00%

PERSONNEL CHART PRESENTATION

TOTAL FULL-TIME POSITIONS WITHIN GROUPS



PERSONNEL WORKSHEET

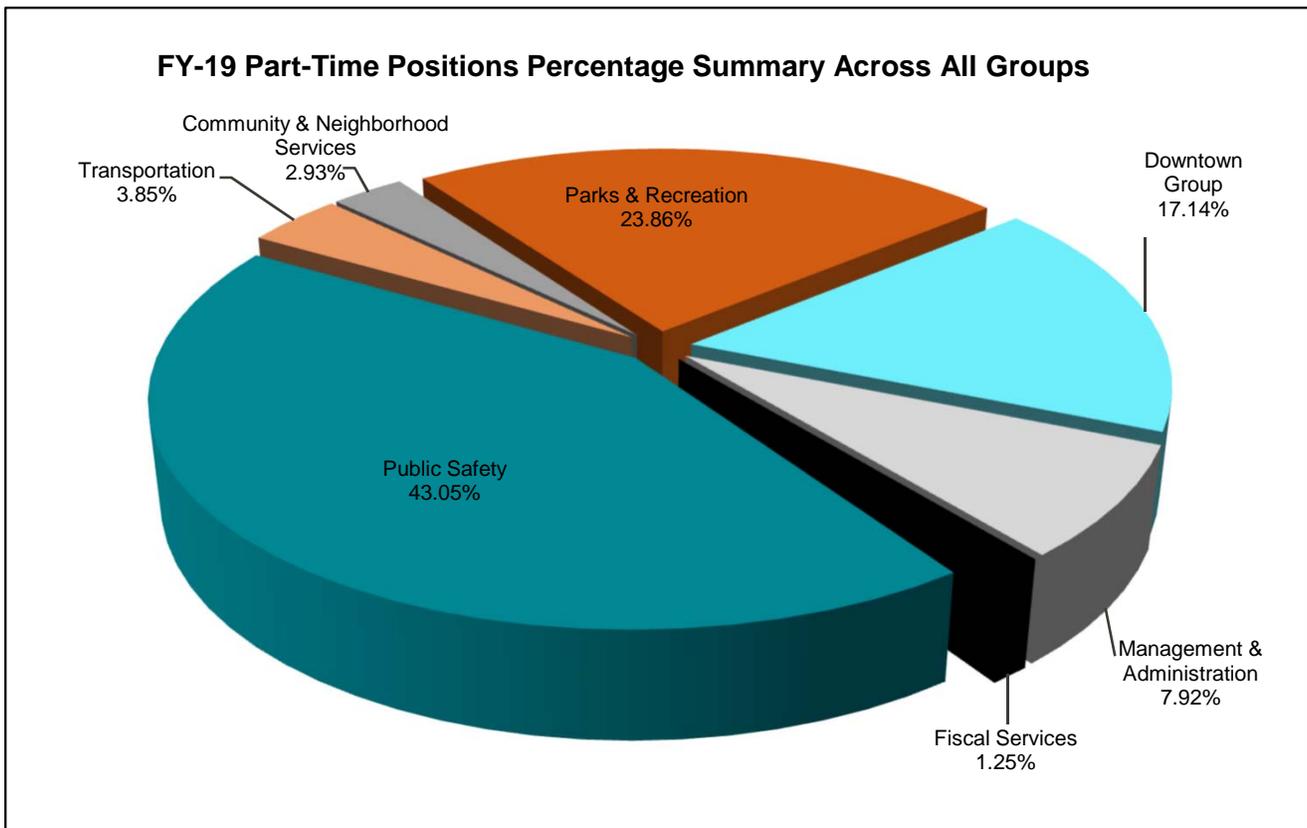
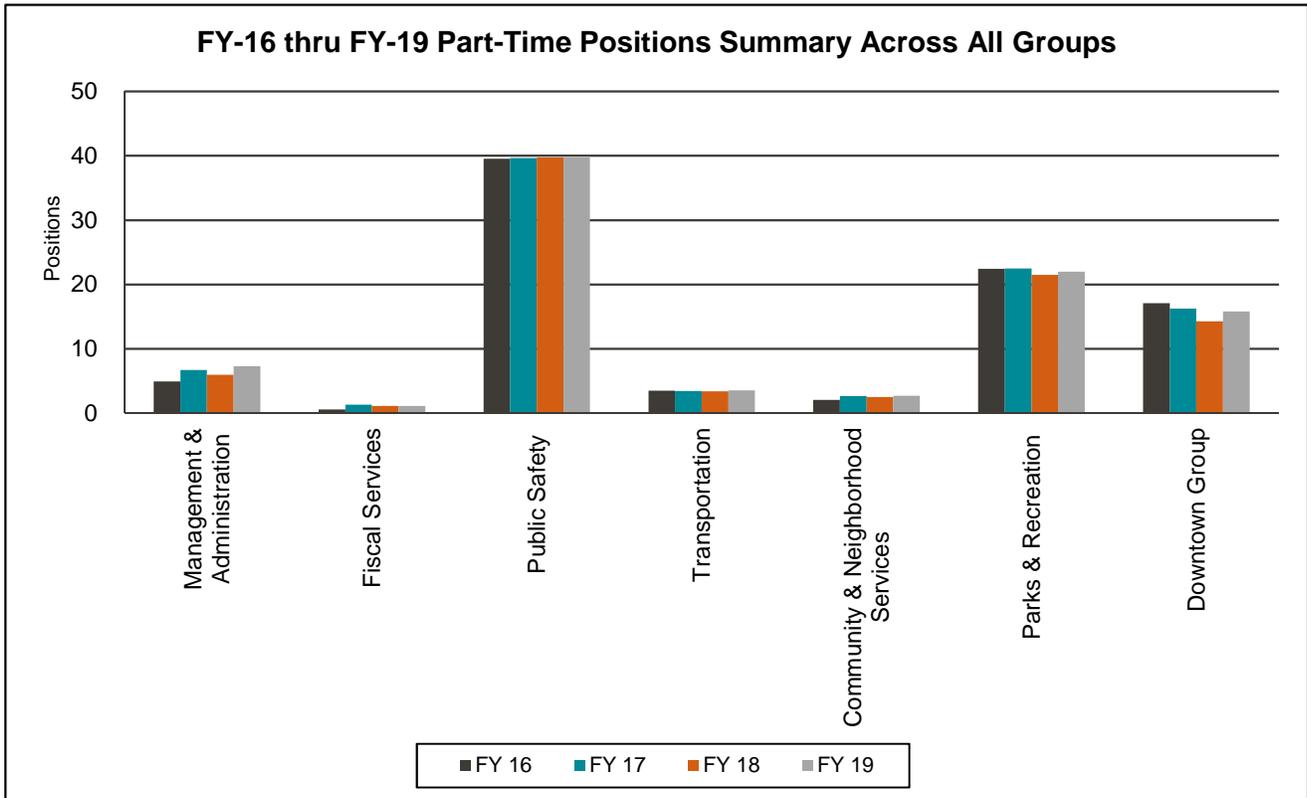
PART TIME POSITIONS - BY SERVICE GROUP & FUND

GROUP	POSITIONS			FY 19	
	FY 16	FY 17	FY 18	POSITIONS	PERCENT
Management & Administration	4.95	6.70	5.95	7.30	7.92%
Fiscal Services	0.60	1.30	1.15	1.15	1.25%
Public Safety	39.55	39.65	39.70	39.70	43.05%
Transportation	3.50	3.45	3.40	3.55	3.85%
Community & Neighborhood Services	2.05	2.65	2.50	2.70	2.93%
Parks & Recreation	22.43	22.50	21.50	22.00	23.86%
Downtown Group	17.10	16.25	14.25	15.80	17.14%
TOTAL	90.18	92.50	88.45	92.20	100.00%

FUND	POSITIONS			FY 19	
	FY 16	FY 17	FY 18	POSITIONS	PERCENT
General Operating	70.80	74.15	70.50	72.75	78.90%
Downtown Public Parking	0.85	0.85	0.75	0.75	0.81%
Downtown Development Authority	0.65	0.65	0.35	0.35	0.38%
Downtown Principal Shopping District	1.35	0.70	0.70	0.70	0.76%
CATV Public Access Television	0.20	0.45	0.90	0.90	0.98%
Solid Waste Recycling	0.70	0.00	0.00	0.00	0.00%
Windmill Island Gardens	11.70	11.80	11.35	12.00	13.02%
Municipal Airport Facilities Mgmt	0.35	0.35	0.35	0.35	0.38%
Civic Center Place	0.00	0.00	0.00	0.65	0.70%
Centralized Vehicle / Equipment	1.75	1.70	1.65	1.85	2.01%
Holland Historical Trust	1.83	1.85	1.90	1.90	2.06%
TOTAL	90.18	92.50	88.45	92.20	100.00%

PERSONNEL CHART PRESENTATION

TOTAL PART-TIME POSITIONS WITHIN GROUPS



MANAGEMENT & ADMINISTRATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</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	0.85	0.85	0.95	0.95
Assistant City Manager	-	-	-	1.00
Assistant to City Manager	0.20	0.20	0.40	0.40
Executive Assistant IV	0.82	0.90	0.90	0.90
Executive Assistant I	0.10	0.10	0.10	0.10
Total Full Time	<u>1.97</u>	<u>2.05</u>	<u>2.35</u>	<u>3.35</u>
*** PART TIME ***				
Intern	0.30	0.15	0.10	-
Public Information Coordinator	0.70	0.70	-	-
Total Part-Time	<u>1.00</u>	<u>0.85</u>	<u>0.10</u>	<u>-</u>
Total Full & Part Time FTE	<u>2.97</u>	<u>2.90</u>	<u>2.45</u>	<u>3.35</u>
<u>ELECTION</u>				
*** PART TIME ***				
Clerical Assistant	1.50	2.25	0.95	2.00
<u>CITY CLERK</u>				
*** FULL TIME ***				
Deputy City Clerk	1.00	1.00	1.00	1.00
Administrative Aide I	1.00	1.00	-	-
Executive Assistant I	-	-	1.00	1.00
Total Full Time	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>

MANAGEMENT & ADMINISTRATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>
<u>CITY CLERK</u>				
*** PART TIME ***				
Clerical Assistant	1.50	2.00	2.05	2.15
Customer Service Rep	0.25	0.50	0.50	0.50
Total Part-Time	<u>1.75</u>	<u>2.50</u>	<u>2.55</u>	<u>2.65</u>
Total Full & Part Time FTE	<u><u>3.75</u></u>	<u><u>4.50</u></u>	<u><u>4.55</u></u>	<u><u>4.65</u></u>
 <u>HUMAN RESOURCES</u>				
*** FULL TIME ***				
Director of Human Resources	1.00	1.00	1.00	1.00
Human Resources Assistant	-	-	1.00	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>2.60</u>	<u>2.60</u>
*** PART TIME ***				
Intern	-	0.15	0.40	0.60
Total Full & Part Time FTE	<u><u>1.60</u></u>	<u><u>1.75</u></u>	<u><u>3.00</u></u>	<u><u>3.20</u></u>
 <u>BOARDS AND COMMISSIONS</u>				
*** FULL TIME ***				
Executive Assistant I	0.10	0.10	0.10	0.10
Total Full Time	<u><u>0.10</u></u>	<u><u>0.10</u></u>	<u><u>0.10</u></u>	<u><u>0.10</u></u>
 <u>ECONOMIC DEVELOPMENT</u>				
*** FULL TIME ***				
Executive Assistant IV	0.10	0.10	0.10	0.10
Total Full Time	<u><u>0.10</u></u>	<u><u>0.10</u></u>	<u><u>0.10</u></u>	<u><u>0.10</u></u>
 <u>HUMAN RELATIONS</u>				
*** FULL TIME ***				
Human/International Relations Coord	1.00	1.00	1.00	1.00

MANAGEMENT & ADMINISTRATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>
<u>HUMAN RELATIONS</u>				
*** PART TIME ***				
Youth Services Coordinator	0.50	0.50	0.60	0.65
Administrative Aide	-	-	0.45	0.50
Total Part-Time	<u>0.50</u>	<u>0.50</u>	<u>1.05</u>	<u>1.15</u>
Total Full & Part Time FTE	<u><u>1.50</u></u>	<u><u>1.50</u></u>	<u><u>2.05</u></u>	<u><u>2.15</u></u>
 <u>CATV PUBLIC ACCESS TELEVISION</u>				
*** FULL TIME ***				
Technology Services Coordinator	0.20	0.20	0.15	0.15
Multi-Media Specialist	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>
Total Full Time	<u>2.20</u>	<u>2.20</u>	<u>2.15</u>	<u>2.15</u>
*** PART TIME ***				
Multi-Media Specialist	0.20	0.45	0.20	0.20
Public Information Coordinator	-	-	0.70	0.70
Total Part-Time	<u>0.20</u>	<u>0.45</u>	<u>0.90</u>	<u>0.90</u>
Total Full & Part Time FTE	<u><u>2.40</u></u>	<u><u>2.65</u></u>	<u><u>3.05</u></u>	<u><u>3.05</u></u>
 <u>MANAGEMENT & ADMINISTRATIVE TOTAL</u>				
Full Time	9.17	9.25	10.50	11.50
Part Time	4.95	6.70	5.95	7.30
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>23.12</u></u>	<u><u>24.95</u></u>	<u><u>25.45</u></u>	<u><u>27.80</u></u>

FISCAL SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>
<u>FINANCE</u>				
*** FULL TIME ***				
Director of Finance	0.80	0.80	0.80	0.80
Deputy Finance Director	-	-	-	1.00
Assistant Finance Director	0.95	0.95	0.95	0.95
Assistant Treasurer	0.50	0.50	0.50	0.50
Municipal Accountant II	-	-	-	0.50
Municipal Accountant I	0.50	0.50	0.50	-
Account Clerk / Payables	1.00	1.00	1.00	1.00
Payroll Benefits Clerk	1.00	1.00	1.00	1.00
Account Clerk / Cashier	0.25	0.75	0.75	0.75
Total Full Time	<u>5.00</u>	<u>5.50</u>	<u>5.50</u>	<u>6.50</u>
*** PART TIME ***				
Municipal Accountant II	<u>0.60</u>	<u>0.80</u>	<u>0.60</u>	<u>0.60</u>
Total Full & Part Time FTE	<u><u>5.60</u></u>	<u><u>6.30</u></u>	<u><u>6.10</u></u>	<u><u>7.10</u></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
Account Clerk / Cashier	1.65	1.15	1.15	1.15
Total Full Time	<u>2.80</u>	<u>2.30</u>	<u>2.30</u>	<u>2.30</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	-	-	-
Appraiser I	-	2.00	2.00	2.00
Appraiser	2.00	-	-	-
Departmental Assistant I	1.00	1.00	1.00	-
Departmental Assistant II	-	-	-	1.00
Total Full Time	<u>5.10</u>	<u>4.10</u>	<u>4.10</u>	<u>4.10</u>

FISCAL SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>
<u>ASSESSING</u>				
*** PART TIME ***				
Technical Assistant	-	0.50	0.55	0.55
Total Full & Part Time FTE	<u>5.10</u>	<u>4.60</u>	<u>4.65</u>	<u>4.65</u>
 <u>FISCAL SERVICES TOTAL</u>				
Full Time	12.90	11.90	11.90	12.90
Part Time	<u>0.60</u>	<u>1.30</u>	<u>1.15</u>	<u>1.15</u>
Total Full & Part Time FTE	<u>13.50</u>	<u>13.20</u>	<u>13.05</u>	<u>14.05</u>

PUBLIC SAFETY

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</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	<u>0.65</u>	<u>0.75</u>	<u>0.70</u>	<u>0.70</u>
Total Full & Part Time FTE	<u><u>6.65</u></u>	<u><u>6.75</u></u>	<u><u>6.70</u></u>	<u><u>6.70</u></u>
 <u>POLICE DIVISION</u>				
*** FULL TIME ***				
Police Sergeant	14.00	14.00	15.00	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	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time	<u>58.00</u>	<u>58.00</u>	<u>59.00</u>	<u>59.00</u>
*** PART TIME ***				
Police Desk Assistant	0.70	0.70	0.70	0.70
Police Cadet	4.75	4.75	4.75	4.75
Police Reserve Officer	1.75	1.75	1.75	1.75
School Crossing Guards	1.10	1.10	1.10	1.10
General Maintenance Worker	<u>0.60</u>	<u>0.60</u>	<u>0.70</u>	<u>0.70</u>
Total Part Time	<u>8.90</u>	<u>8.90</u>	<u>9.00</u>	<u>9.00</u>
Total Full & Part Time FTE	<u><u>66.90</u></u>	<u><u>66.90</u></u>	<u><u>68.00</u></u>	<u><u>68.00</u></u>
 <u>FIRE DIVISION</u>				
*** FULL TIME ***				
Training & Safety Officer	0.00	0.00	0.50	1.00
Fire Sergeant	7.00	7.00	7.00	7.00
Firefighter	<u>12.00</u>	<u>12.00</u>	<u>12.00</u>	<u>12.00</u>
Total Full Time	<u>19.00</u>	<u>19.00</u>	<u>19.50</u>	<u>20.00</u>

PUBLIC SAFETY

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>
<u>FIRE DIVISION</u>				
*** PART TIME ***				
Part-Paid Firefighter	27.00	27.00	27.00	27.00
Part-Paid Firefighter Sergeant	3.00	3.00	3.00	3.00
Total Part Time	<u>30.00</u>	<u>30.00</u>	<u>30.00</u>	<u>30.00</u>
<u>PUBLIC SAFETY TOTAL</u>				
Full Time	83.00	83.00	84.50	85.00
Part-Paid Fire (Not @ F.T.E.)	30.00	30.00	30.00	30.00
Part Time	<u>9.55</u>	<u>9.65</u>	<u>9.70</u>	<u>9.70</u>
Total Full & Part Time FTE	<u>122.55</u>	<u>122.65</u>	<u>124.20</u>	<u>124.70</u>

TRANSPORTATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</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	1.00	1.00	1.00
Supervisor	2.00	2.00	2.00	2.00
Coordinator - Sign & Paint	1.00	1.00	1.00	1.00
Coordinator - Storm Sewers	1.00	1.00	1.00	1.00
Heavy Equipment Operator	9.00	9.00	9.00	9.00
Equipment Operator	1.00	1.00	1.00	1.00
Total Full Time	<u>15.65</u>	<u>16.65</u>	<u>16.65</u>	<u>16.65</u>
*** PART TIME ***				
Maintenance	<u>1.10</u>	<u>1.05</u>	<u>1.00</u>	<u>1.00</u>
Total Full & Part Time FTE	<u><u>16.75</u></u>	<u><u>17.70</u></u>	<u><u>17.65</u></u>	<u><u>17.65</u></u>
<u>TRANSPORTATION MANAGEMENT & ENGINEERING</u>				
*** FULL TIME ***				
Transportation Services Director	1.00	1.00	1.00	1.00
Project Engineer	1.00	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>3.35</u>	<u>3.35</u>	<u>3.35</u>	<u>3.35</u>
*** PART TIME ***				
Technical Assistant	<u>0.30</u>	<u>0.35</u>	<u>0.40</u>	<u>0.35</u>
Total Full & Part Time FTE	<u><u>3.65</u></u>	<u><u>3.70</u></u>	<u><u>3.75</u></u>	<u><u>3.70</u></u>
<u>MUNICIPAL AIRPORT FACILITIES MANAGEMENT FUND</u>				
*** FULL TIME ***				
Community & Nghbr Svcs Director	0.08	0.00	0.00	0.00
Recycling Sustainability Coordinator	0.00	0.20	0.30	0.30
Executive Assistant IV	<u>0.08</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Full Time	<u><u>0.16</u></u>	<u><u>0.20</u></u>	<u><u>0.30</u></u>	<u><u>0.30</u></u>

TRANSPORTATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>
<u>MUNICIPAL AIRPORT FACILITIES MANAGEMENT FUND</u>				
*** PART TIME ***				
Communications Assistant	0.35	0.35	0.35	0.35
Total Full & Part Time FTE	<u>0.51</u>	<u>0.55</u>	<u>0.65</u>	<u>0.65</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
Total Full Time	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>	<u>7.00</u>
 *** PART TIME ***				
Administrative Aide I	0.70	0.70	0.70	0.70
Mechanic Assistant	1.05	1.00	0.95	1.15
Total Part Time	<u>1.75</u>	<u>1.70</u>	<u>1.65</u>	<u>1.85</u>
Total Full & Part Time FTE	<u>8.75</u>	<u>8.70</u>	<u>8.65</u>	<u>8.85</u>
 <u>TRANSPORTATION TOTAL</u>				
Full Time	26.16	27.20	27.30	27.30
Part Time	<u>3.50</u>	<u>3.45</u>	<u>3.40</u>	<u>3.55</u>
Total Full & Part Time FTE	<u>29.66</u>	<u>30.65</u>	<u>30.70</u>	<u>30.85</u>

COMMUNITY & NEIGHBORHOOD SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>
<u>PLANNING & ZONING</u>				
*** FULL TIME ***				
Asst Community & Nghbr Svcs Director	-	-	-	0.10
Senior Planner	1.00	1.00	1.00	1.00
Departmental Assistant II	0.20	0.20	0.20	0.20
Departmental Assistant I	0.40	0.40	0.40	0.40
Total Full Time	<u>1.60</u>	<u>1.60</u>	<u>1.60</u>	<u>1.70</u>
*** PART TIME ***				
Preservation Planner	0.30	0.30	0.30	0.30
Total Full & Part Time FTE	<u>1.90</u>	<u>1.90</u>	<u>1.90</u>	<u>2.00</u>
<u>ENVIRONMENTAL HEALTH & INSPECTIONS</u>				
*** FULL TIME ***				
Asst Community & Nghbr Svcs Director	0.50	-	-	0.30
Building Inspector / Zoning Administrator	0.10	0.40	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	-	0.05	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>4.36</u>	<u>4.36</u>	<u>4.66</u>
*** PART TIME ***				
Administrative Assistant	-	-	-	0.20
Total Full & Part Time FTE	<u>4.51</u>	<u>4.36</u>	<u>4.36</u>	<u>4.86</u>
<u>CONSTRUCTION INSPECTIONS</u>				
*** FULL TIME ***				
City Manager	0.05	0.05	0.05	0.05
Asst Community & Nghbr Svcs Director	0.30	-	-	0.40
Building Inspector/Zoning Administrator	0.90	0.60	0.60	0.60
Building Inspector I	-	0.95	0.95	0.95
Plumbing Inspector	1.00	1.00	1.00	1.00
Electrical Inspector	1.00	1.00	1.00	1.00
Housing Inspector II	0.12	0.12	0.12	0.12
Permit Technician	1.00	1.00	1.00	1.00
Departmental Assistant II	0.40	0.40	0.40	0.40
Departmental Assistant I	0.60	0.60	0.60	0.60
Account Clerk / Cashier	0.10	0.10	0.10	0.10
Total Full Time	<u>5.47</u>	<u>5.82</u>	<u>5.82</u>	<u>6.22</u>

COMMUNITY & NEIGHBORHOOD SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>
<u>CONSTRUCTION INSPECTIONS</u>				
*** PART TIME ***				
Electrical Inspector	0.15	-	-	-
Clerical Assistant	0.85	1.60	1.40	1.40
Total Part-Time	<u>1.00</u>	<u>1.60</u>	<u>1.40</u>	<u>1.40</u>
 Total Full & Part Time FTE	<u><u>6.47</u></u>	<u><u>7.42</u></u>	<u><u>7.22</u></u>	<u><u>7.62</u></u>
 <u>HOUSING & NEIGHBORHOODS</u>				
*** FULL TIME ***				
Community & Nghbr Svcs Director	0.47	1.00	1.00	1.00
Asst Community & Nghbr Svcs Director	-	-	-	0.10
Housing & Neighborhood Specialist	1.00	0.50	0.50	0.50
Department Assistant I	0.40	0.40	0.40	0.40
Total Full Time	<u>1.87</u>	<u>1.90</u>	<u>1.90</u>	<u>2.00</u>
 *** PART TIME ***				
Graffiti Removal	0.05	0.05	0.10	0.10
Technical Assistant	-	0.70	0.70	0.70
Total Part-Time	<u>0.05</u>	<u>0.75</u>	<u>0.80</u>	<u>0.80</u>
 Total Full & Part Time FTE	<u><u>1.92</u></u>	<u><u>2.65</u></u>	<u><u>2.70</u></u>	<u><u>2.80</u></u>
 <u>SOLID WASTE RECYCLING</u>				
*** FULL TIME ***				
Asst Community & Nghbr Svcs Director	0.20	-	-	0.10
Recycling Sustainability Coordinator	-	0.80	0.70	0.70
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>1.27</u>	<u>1.17</u>	<u>1.27</u>
 *** PART TIME ***				
Recycle Education Coordinator	0.70	-	-	-
Total Full & Part Time FTE	<u><u>1.37</u></u>	<u><u>1.27</u></u>	<u><u>1.17</u></u>	<u><u>1.27</u></u>

COMMUNITY & NEIGHBORHOOD SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>
<u>COMMUNITY & NEIGHBORHOOD SERVICES TOTAL</u>				
Full Time	14.12	14.95	14.85	15.85
Part Time	<u>2.05</u>	<u>2.65</u>	<u>2.50</u>	<u>2.70</u>
Total Full & Part Time FTE	<u><u>16.17</u></u>	<u><u>17.60</u></u>	<u><u>17.35</u></u>	<u><u>18.55</u></u>

PARKS & RECREATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>
<u>CITY HALL & GROUNDS</u>				
*** FULL TIME ***				
Sr Building Custodian	0.50	0.30	-	-
Irrigation Tech/Facilities Coordinator	0.10	0.10	0.10	0.10
Total Full Time	<u>0.60</u>	<u>0.40</u>	<u>0.10</u>	<u>0.10</u>
*** PART TIME ***				
Maintenance	-	-	-	0.50
Total Full & Part Time FTE	<u>0.60</u>	<u>0.40</u>	<u>0.10</u>	<u>0.60</u>
<u>CEMETERIES</u>				
*** FULL TIME ***				
Parks & Recreation Director	0.20	0.20	0.20	0.20
Supervisor	-	0.50	0.50	0.50
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	0.50	0.50	0.50	0.50
Total Full Time	<u>2.35</u>	<u>2.85</u>	<u>2.85</u>	<u>2.85</u>
*** PART TIME ***				
Clerical Assistant	0.70	0.70	0.70	0.70
Grounds Maintenance	2.35	2.35	1.95	1.95
Total Part Time	<u>3.05</u>	<u>3.05</u>	<u>2.65</u>	<u>2.65</u>
Total Full & Part Time FTE	<u>5.40</u>	<u>5.90</u>	<u>5.50</u>	<u>5.50</u>
<u>PARKS & RECREATION ADMINISTRATION</u>				
*** FULL TIME ***				
Parks & Recreation Director	0.40	0.40	0.40	0.40
Departmental Assistant II	0.10	0.10	0.10	0.10
Total Full Time	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>	<u>0.50</u>

PARKS & RECREATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>
<u>RECREATION PROGRAMS</u>				
*** FULL TIME ***				
Recreation & Civic Center Manager	1.00	1.00	1.00	1.00
Recreation Coordinator	-	1.00	1.00	1.00
Departmental Assistant II	0.45	0.45	0.90	0.90
Sr. Building Custodian	-	-	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>4.50</u>	<u>5.95</u>	<u>4.95</u>
*** PART TIME ***				
Maintenance/Grounds	0.35	0.35	-	-
Recreation Program Assistant	0.40	0.40	-	-
Recreation Officials Assistant	0.10	0.10	0.05	0.05
Clerical Assistant	0.35	0.40	0.70	0.70
Total Part Time	<u>1.20</u>	<u>1.25</u>	<u>0.75</u>	<u>0.75</u>
Total Full & Part Time FTE	<u><u>4.70</u></u>	<u><u>5.75</u></u>	<u><u>6.70</u></u>	<u><u>5.70</u></u>
 <u>PARKS</u>				
*** FULL TIME ***				
Parks & Recreation Director	0.40	0.40	0.40	0.40
Supervisor	3.00	1.50	1.50	1.50
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	0.65	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	0.50	0.70	1.00	1.00
Total Full Time	<u>9.55</u>	<u>8.25</u>	<u>8.55</u>	<u>8.55</u>
*** PART TIME ***				
Grounds Maintenance	12.00	9.40	10.25	10.25
Tree Trimmer	1.10	2.05	2.35	2.35
Gardener	1.00	2.35	1.00	1.00
Security Maintenance	0.40	0.40	0.40	0.40
Total Part Time	<u>14.50</u>	<u>14.20</u>	<u>14.00</u>	<u>14.00</u>
Total Full & Part Time FTE	<u><u>24.05</u></u>	<u><u>22.45</u></u>	<u><u>22.55</u></u>	<u><u>22.55</u></u>

PARKS & RECREATION

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>
<u>DEGRAAF NATURE CENTER</u>				
*** FULL TIME ***				
Nature Center Coordinator	1.00	1.00	1.00	1.00
Staff Naturalist	0.95	0.95	0.95	0.95
Total Full Time	<u>1.95</u>	<u>1.95</u>	<u>1.95</u>	<u>1.95</u>
*** PART TIME ***				
Grounds Maintenance	0.35	0.30	0.35	0.35
Intern Naturalist	0.20	0.50	0.50	0.50
Educational Assistant	0.65	0.70	0.70	0.70
Staff Naturalist	0.65	0.65	0.65	0.65
Total Part Time	<u>1.85</u>	<u>2.15</u>	<u>2.20</u>	<u>2.20</u>
Total Full & Part Time FTE	<u><u>3.80</u></u>	<u><u>4.10</u></u>	<u><u>4.15</u></u>	<u><u>4.15</u></u>
<u>HOLLAND HISTORICAL TRUST</u>				
*** FULL TIME ***				
Director	1.00	1.00	1.00	1.00
Registrar	1.00	1.00	1.00	1.00
Operations Manager	1.00	1.00	1.00	1.00
Volunteer and Tour Coordinator	-	-	1.00	1.00
Education & Outreach Manager	1.00	1.00	1.00	1.00
Total Full Time	<u>4.00</u>	<u>4.00</u>	<u>5.00</u>	<u>5.00</u>
*** PART TIME ***				
Museum Attendant	0.50	0.60	0.60	0.60
Facility Manager	0.20	0.20	0.20	0.20
Facilities / Maintenance	0.38	0.30	0.30	0.30
Development and Communications	-	-	0.80	0.80
Volunteer & Tour Coordinator	0.75	0.75	-	-
Total Part Time	<u>1.83</u>	<u>1.85</u>	<u>1.90</u>	<u>1.90</u>
Total Full & Part Time FTE	<u><u>5.83</u></u>	<u><u>5.85</u></u>	<u><u>6.90</u></u>	<u><u>6.90</u></u>
<u>PARKS & RECREATION TOTAL</u>				
Full Time	22.45	22.45	24.90	23.90
Part Time	<u>22.43</u>	<u>22.50</u>	<u>21.50</u>	<u>22.00</u>
Total Full & Part Time FTE	<u><u>44.88</u></u>	<u><u>44.95</u></u>	<u><u>46.40</u></u>	<u><u>45.90</u></u>

DOWNTOWN GROUP

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>
<u>8th STREET MARKET</u>				
*** FULL TIME ***				
PSD Marketing & Promotions Coordinator	0.10	0.10	0.10	0.10
Event Coordinator	0.30	-	-	-
Total Full Time	<u>0.40</u>	<u>0.10</u>	<u>0.10</u>	<u>0.10</u>
*** PART TIME ***				
Market Master	0.45	0.35	0.55	0.55
Assisant Market Master	-	0.05	0.05	0.25
Marketing Assistant	-	0.25	0.25	0.25
Event Coordinator	-	0.10	0.10	0.10
Intern	0.30	0.05	0.05	0.05
Market Ambassador	-	0.10	0.10	0.15
Total Part Time	<u>0.75</u>	<u>0.90</u>	<u>1.10</u>	<u>1.35</u>
Total Full & Part Time FTE	<u><u>1.15</u></u>	<u><u>1.00</u></u>	<u><u>1.20</u></u>	<u><u>1.45</u></u>
<u>DOWNTOWN PUBLIC PARKING</u>				
*** FULL TIME ***				
Downtown Manager	0.10	-	-	-
Downtown Development Coordinator	-	0.50	0.50	0.50
Irrigation Tech/Facilities Coordinator	0.05	0.05	0.05	0.05
Total Full Time	<u>0.15</u>	<u>0.55</u>	<u>0.55</u>	<u>0.55</u>
*** PART TIME ***				
Clerical Assistant	0.50	0.50	0.25	0.25
Parking Enforcement	0.25	0.25	-	-
Parking Ambassador	-	-	0.50	0.50
Maintenance	0.10	0.10	-	-
Total Part-Time	<u>0.85</u>	<u>0.85</u>	<u>0.75</u>	<u>0.75</u>
Total Full & Part Time FTE	<u><u>1.00</u></u>	<u><u>1.40</u></u>	<u><u>1.30</u></u>	<u><u>1.30</u></u>
<u>DOWNTOWN DEVELOPMENT AUTHORITY</u>				
*** FULL TIME ***				
City Manager	0.10	0.10	-	-
Assistant to City Manager	-	-	0.05	0.05
Downtown Manager	0.35	-	-	-
Downtown Development Coordinator	-	0.50	0.50	0.50
Total Full Time	<u>0.45</u>	<u>0.60</u>	<u>0.55</u>	<u>0.55</u>

DOWNTOWN GROUP

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>
<u>DOWNTOWN DEVELOPMENT AUTHORITY</u>				
*** PART TIME ***				
Clerical Assistant	0.55	0.55	0.25	0.25
Maintenance	0.10	0.10	0.10	0.10
Total Part-Time	<u>0.65</u>	<u>0.65</u>	<u>0.35</u>	<u>0.35</u>
 Total Full & Part Time FTE	<u><u>1.10</u></u>	<u><u>1.25</u></u>	<u><u>0.90</u></u>	<u><u>0.90</u></u>
 <u>DOWNTOWN PRINCIPAL SHOPPING DISTRICT</u>				
*** FULL TIME ***				
Assistant to City Manager	-	-	0.05	0.05
Downtown Manager	0.55	-	-	-
PSD Marketing & Promotions Coordinator	0.90	0.90	0.90	0.90
Event Coordinator	0.70	-	-	-
Total Full Time	<u>2.15</u>	<u>0.90</u>	<u>0.95</u>	<u>0.95</u>
*** PART TIME ***				
Clerical Assistant	0.20	0.10	0.10	0.10
Event Coordinator	-	0.25	0.25	0.25
Event Staff	0.35	0.05	0.05	0.05
Marketing Assistant	0.50	0.25	0.25	0.25
Intern	0.30	0.05	0.05	0.05
Total Part-Time	<u>1.35</u>	<u>0.70</u>	<u>0.70</u>	<u>0.70</u>
 Total Full & Part Time FTE	<u><u>3.50</u></u>	<u><u>1.60</u></u>	<u><u>1.65</u></u>	<u><u>1.65</u></u>
 <u>CIVIC CENTER</u>				
*** FULL TIME ***				
Departmental Assistant II	0.45	0.45	-	-
Sr Building Custodian	1.00	1.00	-	-
Total Full Time	<u>1.45</u>	<u>1.45</u>	<u>-</u>	<u>-</u>
*** PART TIME ***				
Clerical Assistant	0.35	0.35	-	-
Custodian	1.45	1.00	-	-
Total Part Time	<u>1.80</u>	<u>1.35</u>	<u>-</u>	<u>-</u>
 Total Full & Part Time FTE	<u><u>3.25</u></u>	<u><u>2.80</u></u>	<u><u>-</u></u>	<u><u>-</u></u>

DOWNTOWN GROUP

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>
<u>CIVIC CENTER PLACE</u>				
*** FULL TIME ***				
Sr Building Custodian	-	-	-	1.00
*** PART TIME ***				
Custodian	-	-	-	0.65
Total Full & Part Time FTE	-	-	-	1.65
<u>WINDMILL ISLAND GARDENS</u>				
*** FULL TIME ***				
Windmill Island Development Manager	1.00	1.00	1.00	1.00
Supervisor	-	1.00	1.00	1.00
Events Coordinator/Miller	1.00	1.00	1.00	1.00
Total Full Time	2.00	3.00	3.00	3.00
*** PART TIME ***				
Tulip Time Worker	0.60	0.65	0.65	0.65
Klompes Dancer/Tour Guide	2.50	2.65	-	-
Ticket Taker	0.70	0.70	-	-
Tour Guide	0.80	0.85	3.00	3.00
Event Organizer	-	0.50	0.50	0.40
Assistant Event Organizer	0.20	0.20	0.20	0.20
Grounds Maintenance	5.90	5.25	5.25	5.65
Clerical Assistant	1.00	1.00	1.75	1.75
Program Assistant	-	-	-	0.35
Total Part Time	11.70	11.80	11.35	12.00
Total Full & Part Time FTE	13.70	14.80	14.35	15.00
<u>DOWNTOWN GROUP TOTAL</u>				
Full Time	6.60	6.60	5.15	6.15
Part Time	17.10	16.25	14.25	15.80
Total Full & Part Time FTE	23.70	22.85	19.40	21.95

BOARD OF PUBLIC WORKS - UTILITY SERVICES

ELECTRIC

DEPARTMENT / POSITION	ACTUAL			PROPOSED
	FY 16	FY 17	FY 18	FY 19
<u>ELECTRIC PRODUCTION</u>				
*** FULL TIME ***				
Education and Visitor Programs Specialist ⁽¹⁾	-	-	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 Operations Supervisor	1.00	1.00	1.00	1.00
Electric Production Superintendent	1.00	1.00	1.00	1.00
Environmental and Regulatory Specialist ⁽²⁾	1.00	1.00	1.00	2.00
Instrumentation & Controls Technician - Operator ⁽³⁾	2.00	3.00	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 ⁽³⁾	3.00	3.00	3.00	3.00
Plant Operator ⁽³⁾	8.00	12.00	11.00	11.00
Regulatory Compliance Specialist	-	1.00	1.00	1.00
Stockkeeper	1.00	1.00	1.00	1.00
Utility - Electric Production ⁽⁴⁾	4.00	2.00	2.00	1.00
Auxiliary Operator	4.00	1.00	-	-
Electric Production Mechanical Lead	1.00	1.00	-	-
Electric Production Services Supervisor	1.00	-	-	-
Utility Operator	2.00	-	-	-
Total Full Time	37.00	35.00	33.00	33.00

⁽¹⁾ Position was approved during FY18.

⁽²⁾ Second Specialist budgeted for succession purposes.

⁽³⁾ Includes apprentices in this job classification.

⁽⁴⁾ Previously titled Utility I and Utility II.

BOARD OF PUBLIC WORKS - UTILITY SERVICES

ELECTRIC

DEPARTMENT / POSITION	ACTUAL			PROPOSED
	FY 16	FY 17	FY 18	FY 19
<u>ELECTRIC TRANSMISSION & DISTRIBUTION</u>				
*** FULL TIME ***				
Electric Dispatch Coordinator	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	2.00
Electric Distribution Technician ⁽¹⁾	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	3.00	2.00	2.00	2.00
Line Crew Supervisor	1.00	1.00	1.00	1.00
Lineworker ⁽¹⁾	7.00	8.00	8.00	8.00
Operations & Metering Supervisor	1.00	1.00	1.00	1.00
System Engineer	-	-	-	1.00
System Operations Technician	5.00	5.00	6.00	6.00
Vegetation Management Technician	-	-	1.00	1.00
Total Full Time	27.00	27.00	29.00	29.00
ELECTRIC UTILITY TOTAL	64.00	62.00	62.00	62.00

⁽¹⁾ Includes apprentices in this job classification.

BOARD OF PUBLIC WORKS - UTILITY SERVICES

WATER & WASTEWATER

DEPARTMENT / POSITION	ACTUAL			PROPOSED
	FY 16	FY 17	FY 18	FY 19
<u>WASTEWATER TREATMENT</u>				
*** FULL TIME ***				
Engineering Specialist ⁽¹⁾	-	-	-	0.60
Environmental Compliance Supervisor	1.00	1.00	1.00	1.00
Industrial Electrician ⁽²⁾	1.00	1.00	1.70	1.70
Lead Maintenance - WRF	1.00	1.00	1.00	1.00
Lead Plant Operator - WRF	-	-	-	1.00
Maintenance - WRF	2.00	2.00	2.00	2.00
Operations & Maintenance Supervisor - WRF	1.00	1.00	1.00	1.00
Plant Operator - WRF	6.00	6.00	6.00	6.00
Pollution Control Technician	2.00	2.00	2.00	2.00
Utility - WRF O&M	1.00	1.00	1.00	1.00
Wastewater Treatment Plant Superintendent	1.00	1.00	1.00	1.00
Administrative Assistant - Operations ⁽³⁾	1.00	0.60	0.60	-
Laboratory Analyst	1.00	1.00	1.00	-
Utility II - WWTP	1.00	1.00	1.00	-
Total Full Time	19.00	18.60	19.30	18.30
 <u>WATER TREATMENT</u>				
*** FULL TIME ***				
Engineering Specialist ⁽¹⁾	-	-	-	0.40
Industrial Electrician ⁽²⁾	1.00	1.00	1.10	1.10
Lead Maintenance - WTP	1.00	1.00	1.00	1.00
Maintenance - WTP	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
Administrative Assistant - Operations ⁽³⁾	-	0.40	0.40	-
Total Full Time	11.00	11.40	11.50	11.50

⁽¹⁾ Full-time employee with split duties at Water Reclamation and Water Treatment.

⁽²⁾ One Industrial Electrician is allocated: 70% WRF; 10% WTP; 20% W/WW Services.

⁽³⁾ Administrative Assistant position will be replaced with Engineering Specialist position.

BOARD OF PUBLIC WORKS - UTILITY SERVICES

WATER & WASTEWATER

DEPARTMENT / POSITION	ACTUAL			PROPOSED
	FY 16	FY 17	FY 18	FY 19
<u>WATER DISTRIBUTION / WASTEWATER COLLECTION</u>				
*** FULL TIME ***				
Engineering Field Technician	2.00	3.00	3.00	3.00
GIS Specialist	1.00	1.00	1.00	1.00
Industrial Electrician ⁽¹⁾	-	-	0.20	0.20
Lead Service and Maintenance	3.00	3.00	3.00	3.00
Maintenance Supervisor	1.00	1.00	1.00	1.00
Service and Maintenance ⁽²⁾	7.00	6.00	8.00	7.00
Service Supervisor ⁽³⁾	-	-	1.00	1.00
Service Technician	-	-	-	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	1.00	1.00	1.00
W / WW Services Superintendent	1.00	1.00	1.00	1.00
Asset Management Specialist	-	1.00	-	-
Total Full Time	19.00	19.00	21.20	21.20
WATER & WASTEWATER UTILITY TOTAL	49.00	49.00	52.00	51.00

⁽¹⁾ One Industrial Electrician is allocated: 70% WRF; 10% WTP; 20% W/WW Services.

⁽²⁾ Includes apprentices in this job classification.

⁽³⁾ Originally titled Cross Connection and Asset Management Supervisor in FY18 budget.

BOARD OF PUBLIC WORKS - UTILITY SERVICES

ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 16	FY 17	FY 18	FY 19
ADMINISTRATION				
*** 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
Planing Specialist ⁽¹⁾	1.00	1.00	1.00	1.00
Utility Services Director	1.00	1.00	1.00	1.00
	5.00	5.00	5.00	5.00
Total Full Time	5.00	5.00	5.00	5.00
BUSINESS SERVICES				
*** 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	2.00	2.00
Planning Engineering Manager	1.00	1.00	1.00	1.00
Records Management Coordinator	1.00	1.00	1.00	1.00
Safety Coordinator ⁽²⁾	-	-	-	1.00
Safety Specialist	1.00	1.00	1.00	1.00
Administrative Assistant - Business Services	1.00	1.00	0.50	-
	10.00	10.00	8.50	9.00
Total Full Time	10.00	10.00	8.50	9.00
CUSTOMER SERVICE, MARKETING & ENERGY OPTIMIZATION				
*** FULL TIME ***				
Community Energy Services Manager	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	1.00	1.00	1.00	2.00
Meter Information Systems Specialist	1.00	1.00	1.00	1.00
Administrative Assistant - Conservation Programs	1.00	1.00	0.50	0.50
	15.00	15.00	14.50	15.50
Total Full Time	15.00	15.00	14.50	15.50

⁽¹⁾ Moved from Business Services in FY18.

⁽²⁾ Restructure of Administrative Assistant role.

BOARD OF PUBLIC WORKS - UTILITY SERVICES

ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 16	FY 17	FY 18	FY 19
FINANCE & ACCOUNTING				
*** FULL TIME ***				
Accounting Manager	1.00	1.00	1.00	1.00
Accounts Payable Clerk	2.00	2.00	2.00	1.00
Billing Coordinator	2.00	2.00	2.00	1.00
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	4.00
Payroll Specialist	1.00	1.00	1.00	1.00
Total Full Time	11.00	11.00	11.00	10.00
INFORMATION TECHNOLOGY				
*** FULL TIME ***				
Administrative Assistant - Broadband ⁽¹⁾	-	-	1.00	1.00
Business Systems Specialist	1.00	1.00	1.00	1.00
Boardband Services Manager	-	1.00	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
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	1.00	1.00	1.00
Outside Plant (OSP) Engineer	-	-	1.00	1.00
Programmer / Analyst	1.00	1.00	1.00	1.00
Systems Specialist	-	1.00	1.00	1.00
Technology Director	1.00	1.00	1.00	1.00
Total Full Time	11.00	12.00	14.00	14.00

⁽¹⁾ Budgeted as "Field Services Specialist" in FY18.

BOARD OF PUBLIC WORKS - UTILITY SERVICES

ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL			APPROVED
	FY 16	FY 17	FY 18	FY 19
<u>PURCHASING, FACILITIES, WAREHOUSING AND METER READING</u>				
*** FULL TIME ***				
Buyer	1.00	1.00	1.00	1.00
Courier	1.00	1.00	1.00	1.00
Facility Maintenance	1.00	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	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
Total Full Time	9.00	9.00	9.00	9.00
ADMINISTRATION & GENERAL TOTAL	61.00	62.00	62.00	62.50
<u>UTILITY SERVICES TOTAL</u>				
Full Time	174.00	173.00	176.00 ⁽¹⁾	175.50

⁽¹⁾ Actual staffing: FY18 budget included 176.50.

INTERNAL SERVICES

<u>DEPARTMENT / POSITION</u>	<u>ACTUAL</u>			<u>APPROVED</u>
	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>
<u>TECHNOLOGY SERVICES</u>				
*** FULL TIME ***				
Technology Services Coordinator	0.60	0.60	0.35	0.35
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	1.00	1.00	1.00
Technology Specialist	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>	<u>1.00</u>
Total Full Time	<u>3.60</u>	<u>4.60</u>	<u>4.35</u>	<u>4.35</u>

APPENDIX B

CAPITAL OUTLAY

- > CAPITAL OUTLAY - CONTROLLED ITEMS BY SERVICE GROUP
- > CAPITAL OUTLAY BY SERVICE GROUP

CAPITAL OUTLAY

CONTROLLED ITEMS

Department	Description	New or Replace	Approved Amount	
MANAGEMENT & ADMINISTRATION				
CABLE TV PUBLIC ACCESS	MacBook Pro Streaming/Switcher	Replace	3,000	
	Mavic Drone Kit	New	2,200	
	DSLR Wireless Mics	Replace	2,000	
	Downtown Sky Cam	New	1,800	
	Intern workspace	Replace	1,500	
	SD Storage Cards	Replace	1,000	
	Total Cable TV Public Access			<u>11,500</u>
TOTAL MANAGEMENT & ADMINISTRATION			<u><u>11,500</u></u>	
PUBLIC SAFETY				
PUBLIC SAFETY - POLICE SERVICES (GENERAL FUND)	(4) 800 MHz Radio System Misc. Equipment	Replace	3,800	
	(3) Lifeloc Technologies FC10 PBT	Replace	780	
	(2) Kustom Signal Golden Eagle II Dual Antenna Radar Units	Replace	3,080	
	Simunitions Training Protection Equipment (misc. pieces)	Replace	500	
	Total Public Police Services (General Fund)			<u>8,160</u>
PUBLIC SAFETY - FIRE SERVICES (GENERAL FUND)	Fire Hose of Various Lengths (failed testing in FY18)	Replace	13,500	
	(5) Structural Firefighting PPE (turnout gear)	Replace	12,500	
	(3) RAI Instruments Qrae III 4 Gas Meters	Replace	3,400	
	Auto Calibration Cradle for Qrae III 4 Gas Meters	Replace	1,300	
	(3) 5" Storz Intake Valves for Fire Pumpers	Replace	6,000	
	Ramfan EX500 Electric Variable Speed Positive Pressure Fan	Replace	2,200	
	Ramfan GEX500 Gas Variable Speed Positive Pressure Fan	Replace	2,200	
	(10) Structural Firefighting Helmets for new personnel	New	3,500	
	Total Fire Services (General Fund)			<u>44,600</u>
	TOTAL PUBLIC SAFETY			<u><u>52,760</u></u>

CAPITAL OUTLAY

CONTROLLED ITEMS

Department	Description	New or Replace	Approved Amount
TRANSPORTATION			
CENTRALIZED VEHICLE & EQUIPMENT	#270 Refurbish Pickup Box	Replace	3,500
	Z-Mower Buy Back Program	Replace	5,000
	#157 Handheld Blower	Replace	250
	#167 Handheld Blower	Replace	250
	Air Tools	Replace	2,000
	Die Cutter Sets	New	1,500
	Storage bins and drawers	Replace	4,900
	Storage Shelving	Replace	4,900
	Total Centralized Vehicle & Equipment		<u>22,300</u>
	TOTAL TRANSPORTATION		<u><u>22,300</u></u>
COMMUNITY & NEIGHBORHOOD SERVICES			
SOLID WASTE/RECYCLING	Recycling Containers	Replace	<u>67,000</u>
	TOTAL COMMUNITY & NEIGHBORHOOD SERVICES		<u><u>67,000</u></u>
PARKS & RECREATION			
CEMETERIES (GENERAL FUND)	Backpack Blower BR700	Replace	<u>600</u>
RECREATION (GENERAL FUND)	Bubble Ball Equipment	New	<u>3,000</u>
PARKS (GENERAL FUND)	(4) Benches	Replace	2,400
	(6) Stihl Weed Whip	Replace	2,400
	Stihl Pruning Saw	Replace	700
	(2) Stihl Hedge Trimmer	Replace	600
	Front Tine Rototiller	Replace	2,000
	(3) Stihl Back Pack Blower	Replace	<u>1,800</u>
	Total Parks (General Fund)		<u>9,900</u>
HOLLAND HISTORICAL TRUST	Logo & Brand Development	Replace	<u>8,355</u>
	TOTAL PARKS & RECREATION		<u><u>21,855</u></u>

CAPITAL OUTLAY

CONTROLLED ITEMS

Department	Description	New or Replace	Approved Amount
DOWNTOWN GROUP			
DOWNTOWN DEVELOPMENT AUTHORITY	(2) Benches	New	1,000
	Bike Rack	New	1,500
	Trash Can	New	<u>1,000</u>
	Total Downtown Development Authority		<u>3,500</u>
WINDMILL ISLAND GARDENS	Logo & Brand Development	Replace	5,000
	(12) Interpretive signage	Replace	<u>12,000</u>
	Total Windmill Island Gardens		<u>17,000</u>
	TOTAL DOWNTOWN GROUP		<u><u>20,500</u></u>
INTERNAL SERVICES			
TECHNOLOGY SERVICES	(2) Police 2 in 1	Replace	2,400
	BEAST License	New	1,200
	Multi Purpose Crestron-Police	New	1,400
	Mobile ID	New	3,800
	Assessing Tablet	Replace	500
	CNS Mobile PCs	Replace	6,000
	(37) PCs	Replace	<u>59,200</u>
	Total Technology Services		<u>74,500</u>
HEALTH/DENTAL INSURANCE FUND - WELLNESS	City Hall Exercise Equipment	Replace	<u>5,000</u>
	TOTAL INTERNAL SERVICES FUND		<u><u>79,500</u></u>
TOTALS			
	GRAND TOTAL - GENERAL FUND		66,260
	GRAND TOTAL - OTHER FUNDS		<u>209,155</u>
	GRAND TOTAL		<u><u>\$ 275,415</u></u>

CAPITAL OUTLAY
MANAGEMENT & ADMINISTRATION

Department	Type	Description	New or Replace	Approved Amount
CABLE TV PUBLIC ACCESS FUND	Machinery & Equipment			
		Intern Camera X2	Replace	6,000
		Mac Edit Workstation	Replace	<u>6,000</u>
		Total - Machinery & Equipment		<u>12,000</u>
		Total Cable TV Public Access Fund		<u><u>12,000</u></u>
		TOTAL MANAGEMENT & ADMINISTRATION		<u><u>\$ 12,000</u></u>

CAPITAL OUTLAY
PUBLIC SAFETY SERVICES

Department	Type	Description	New or Replace	Approved Amount
PUBLIC SAFETY - POLICE SERVICES (GENERAL FUND)	Machinery & Equipment	(4) X2 Tasers with Holster & 5 yr. warranty	Replace	<u>7,040</u>
PUBLIC SAFETY - FIRE SERVICES (GENERAL FUND)	Buildings & Structures	Share of Regional Fire Training Building	New	<u>16,000</u>
TOTAL PUBLIC SAFETY SERVICES				<u>\$ 23,040</u>

**CAPITAL OUTLAY
TRANSPORTATION**

Department	Type	Description	New or Replace	Approved Amount		
STREETS DIVISION (GENERAL FUND)	Machinery & Equipment	Power Washer including Install	Replace	<u>10,200</u>		
MOTOR VEHICLE HIGWAY MAJOR STREETS FUND	Machinery & Equipment	Trench Box	Replace	<u>3,250</u>		
MOTOR VEHICLE HIGWAY LOCAL STREETS FUND	Machinery & Equipment	Trench Box	Replace	<u>3,250</u>		
CENTRALIZED VEHICLE & EQUIPMENT FUND	Machinery & Equipment	Loader #130	Replace	169,000		
		Tact Trailer	New	18,000		
		Heated Hot Patcher	Replace	28,500		
		Message Board	Replace	21,000		
		(3) Z-Mowers 60"	Replace	24,600		
		Z-Mower 72"	Replace	8,400		
		Slide in Salt Box	Replace	<u>6,500</u>		
		Total - Machinery & Equipment			<u>276,000</u>	
		Vehicle		(2) Plow Truck - Salt Combo	Replace	348,000
				(4) Police Tahoe's #19, #20, #21 & #23	Replace	140,000
(4) Police Change Overs	Replace			16,000		
4X4 Pickup with Service Body #273	Replace			50,000		
4X4 Pickup with Plow #142	New			37,000		
4X4 Pickup with Topper for Fire Department	New			50,000		
(2) Refurbish Plow Trucks	Replace			<u>14,000</u>		
Total - Vehicle					<u>655,000</u>	
		Total Centralized Vehicle & Equipment Fund		<u>931,000</u>		
TOTAL TRANSPORTATION				<u>\$ 947,700</u>		

CAPITAL OUTLAY
PARKS & RECREATION

Department	Type	Description	New or Replace	Approved Amount
CEMETERIES (GENERAL FUND)	Buildings & Structures			
		Indoor Columbarium Repairs & Painting	Replace	<u>10,000</u>
RECREATION (GENERAL FUND)	Machinery & Equipment			
		Vertical Slit Seeder	New	<u>5,000</u>
PARKS (GENERAL FUND)	Administrative			
		Update Master Plan	Replace	35,000
	Land Improvements			
		Paint/Refurbish Centennial Park Gazebo	Replace	<u>9,400</u>
		Total Parks (General Fund)		<u><u>44,400</u></u>
TOTAL PARKS & RECREATION				<u><u>\$ 59,400</u></u>

CAPITAL OUTLAY
DOWNTOWN GROUP

Department	Type	Description	New or Replace	Approved Amount
WINDMILL ISLAND GARDENS FUND	Land Improvements			
		Water Line	New	410,000
		Non-Motorized Pathway	New	440,000
		Entry Area Signage	Replace	<u>15,000</u>
		Total Land Improvements		<u>865,000</u>
	Building & Structures			
		Curtain Ceiling for Wedding Pavilion	Replace	15,000
	Machinery & Equipment			
		Website Development	New	<u>7,500</u>
		Total Windmill Island Garden Funds		<u>887,500</u>
		TOTAL DOWNTOWN GROUP		<u>\$ 887,500</u>

CAPITAL OUTLAY
BOARD OF PUBLIC WORKS UTILITIES

Department	Description	Approved FY2019 Amount	Multi-Year Budget
Electric Production	Unit 9 Hot Gas Path Inspection	1,500,000	1,500,000
	Electric Forklift	110,000	110,000
	Units 7, 8 and 9 Station Power relays	75,000	75,000
	Unit 7 Painting	75,000	75,000
	Unit 9 Generator Protection Relay	75,000	75,000
	Unit 8 Painting	75,000	75,000
	HEP Exhibits and Displays	75,000	75,000
	Replace 3 CCVT's	60,000	60,000
	48th St Forklift	60,000	60,000
	Boom Lift	59,000	59,000
	Unit 7 AC & DC Lube Oil Pump Overhaul	50,000	50,000
	Odorization station driveway/culvert widening	50,000	50,000
	Concrete Pad for screens pumphouse and bollards	32,000	32,000
	All Remaining projects	<u>263,500</u>	<u>263,500</u>
	Total Power Plant	<u><u>2,559,500</u></u>	<u><u>2,559,500</u></u>
Electric Transmission and Distribution	Utility Services Building	1,000,000	1,000,000
	Underground Lines and Equipment replacements	900,000	900,000
	Transformer Upgrades and Replacements	700,000	700,000
	Overhead Lines Upgrade and replacements	500,000	500,000
	Transmission Poles inspections and Upgrades	300,000	300,000
	Replace Digger derrick 46	300,000	300,000
	Quincy recloser replacement	250,000	250,000
	Wildlife Protection Equipment	200,000	200,000
	Switchgear Upgrades	200,000	200,000
	James St / Industrial CCVT replacements	150,000	150,000
	SEL Relay Upgrade for Waverly, Quincy, S Holland, Ottawa and Unit 9	125,000	125,000
	Smart grid Upgrades	100,000	100,000
	Distribution Capacitor Additions	90,000	90,000
	All Remaining projects	<u>150,000</u>	<u>150,000</u>
	Total Electric Transmission and Distribution	<u><u>4,965,000</u></u>	<u><u>4,965,000</u></u>

CAPITAL OUTLAY
BOARD OF PUBLIC WORKS UTILITIES

Department	Description	Approved FY2019 Amount	Multi-Year Budget
Broadband	GPON Expansion - Saugatuck Underground	84,000	84,000
	Fiber distribution Cabinets	66,000	66,000
	GPON Expansion - Saugatuck Overhead	56,000	56,000
	GPON Expansion - Overhead	50,000	50,000
	GPON Expansion - Underground	50,000	50,000
	GPON Expansion - Hudsonville Overhead	47,000	47,000
	Distribution Zeeland east	40,000	40,000
	All Remaining projects	<u>138,320</u>	<u>138,320</u>
	Total Broadband	<u><u>531,320</u></u>	<u><u>531,320</u></u>
Water Plant	Plant Controls System Upgrades	495,000	495,000
	Programmable Logic Controls Upgrade	204,675	204,675
	Roof replacements	200,000	200,000
	Wonderware Upgrade	119,337	212,000
	High Service Pumps 5 & 6	100,000	100,000
	Replace Invasive Species Control System	80,000	80,000
	All Remaining projects	<u>360,895</u>	<u>360,895</u>
	Total Water Plant	<u><u>1,559,907</u></u>	<u><u>1,652,570</u></u>
Wastewater Plant	Primary Clarification Improvements	1,900,000	2,300,000
	New Waste activated Sludge Pump for West Plant	135,000	135,000
	PLC Control Upgrade CP600	90,000	100,000
	Replace West Return Activated Sludge Mag Meters and Transmitters	35,000	35,000
	Replace Disinfection Chemical Storage Tanks	30,000	100,000
	Replace Influent and Primary Effluent Samplers	27,000	27,000
	Replace Solid Handling Building Boiler	20,000	60,000
	Spare Grit Pump	20,000	20,000
	Replace FOG Building Make Up Air Unit	20,000	20,000
	All Remaining projects	<u>43,000</u>	<u>43,000</u>
	Total Wastewater Plant	<u><u>2,320,000</u></u>	<u><u>2,840,000</u></u>

CAPITAL OUTLAY
BOARD OF PUBLIC WORKS UTILITIES

Department	Description	Approved FY2019 Amount	Multi-Year Budget
Water Distribution	Water Main Replacement 21st St Van Raalte - Cleveland	500,000	500,000
	Transmission main 36 inch Replacement and Redundancy	500,000	6,750,000
	19th St Water and Transmission Improvements	500,000	2,000,000
	Transmission Replacement on Waverly Road near Waverly Reservoir	300,000	1,100,000
	Water Main Replacement Cypress Ave	200,000	350,000
	22nd St Services Galvanized Replacement Project	200,000	200,000
	Repairs and Painting at Elevated Tanks	170,000	290,000
	Various Distribution Main Replacements	155,000	155,000
	New and Replacement Meters	150,000	150,000
	28th St Galvanized Service Replacements	140,000	140,000
	Service Replacements on 21st ST w./Sanitary Sewer project	130,000	130,000
	All Remaining Projects	379,000	379,000
	Total Water Distribution	<u>3,324,000</u>	<u>12,144,000</u>
Wastewater Collection	Sewer Main Lining and Manhole Rehab	1,000,000	2,000,000
	Sewer Main Replacement 21st VanRaalte - Cleveland	500,000	500,000
	19th St Sanitary Sewer Improvements	500,000	1,550,000
	Steketee and Beechwood Lift Station Improvements	450,000	450,000
	Various Sewer Improvements	155,000	155,000
	New Meters	103,000	103,000
	Lift Station Pump, Valve and Electrical Improvements	75,000	75,000
	Street Resurfacing and Manhole Adjustments	50,000	50,000
	Two Area Velocity Portable Flow Monitors	40,000	40,000
	Truck for Additional Electrician Controls Tech	10,000	10,000
	Total Wastewater Collection	<u>2,883,000</u>	<u>4,933,000</u>
Administration	Warehouse Office Spaces, Furniture and Data Cable	88,530	88,530
	Accounting Software Implementation	85,000	85,000
	Yard Reorganization	80,000	80,000
	Replace Office Air Conditioning System	80,000	80,000
	20 Additional Infor Licenses	60,000	60,000
	Replace Garage Door with high speed energy efficient doors	120,000	120,000
	Skid Steere	58,000	58,000
	Replacement for Truck #20	45,000	45,000
	Security System Servers	42,500	42,500
	All Remaining Projects	164,300	164,300
	Total Administration	<u>823,330</u>	<u>823,330</u>
TOTAL BOARD OF PUBLIC WORKS UTILITIES		<u>\$ 18,966,057</u>	<u>\$ 30,448,720</u>

CAPITAL OUTLAY
INTERNAL SERVICES

Department	Type	Description	New or Replace	Approved Amount
TECHNOLOGY SERVICES FUND	Machinery & Equipment			
		Server Replacement Cycle	Replace	15,000
		Switches	Replace	10,000
		Panic Buttons in Booking	New	8,500
		Website Overhaul	Replace	40,000
		Disaster Recovery Plan	New	11,000
		Clerk Printer	Replace	5,000
		CNS Printer	Replace	8,000
		Total - Machinery & Equipment		<u>97,500</u>
		Total Technology Services Fund		<u><u>97,500</u></u>
		TOTAL INTERNAL SERVICES		<u><u>\$ 97,500</u></u>



Holland
MICHIGAN

APPENDIX C

DEBT SERVICE

> LEGAL DEBT LIMITATION AND LEGAL DEBT MARGIN

> SUMMARY LISTING

> FUND SUMMARIES (see note below)

- ACROSS ALL LTGO BOND ISSUES
- TAXATION & CASH CONTROL
- BUILDING AUTHORITY BONDS
- SPECIAL ASSESSMENT BONDS
- 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, 2018

DEBT LIMITATION AT JULY 1, 2018

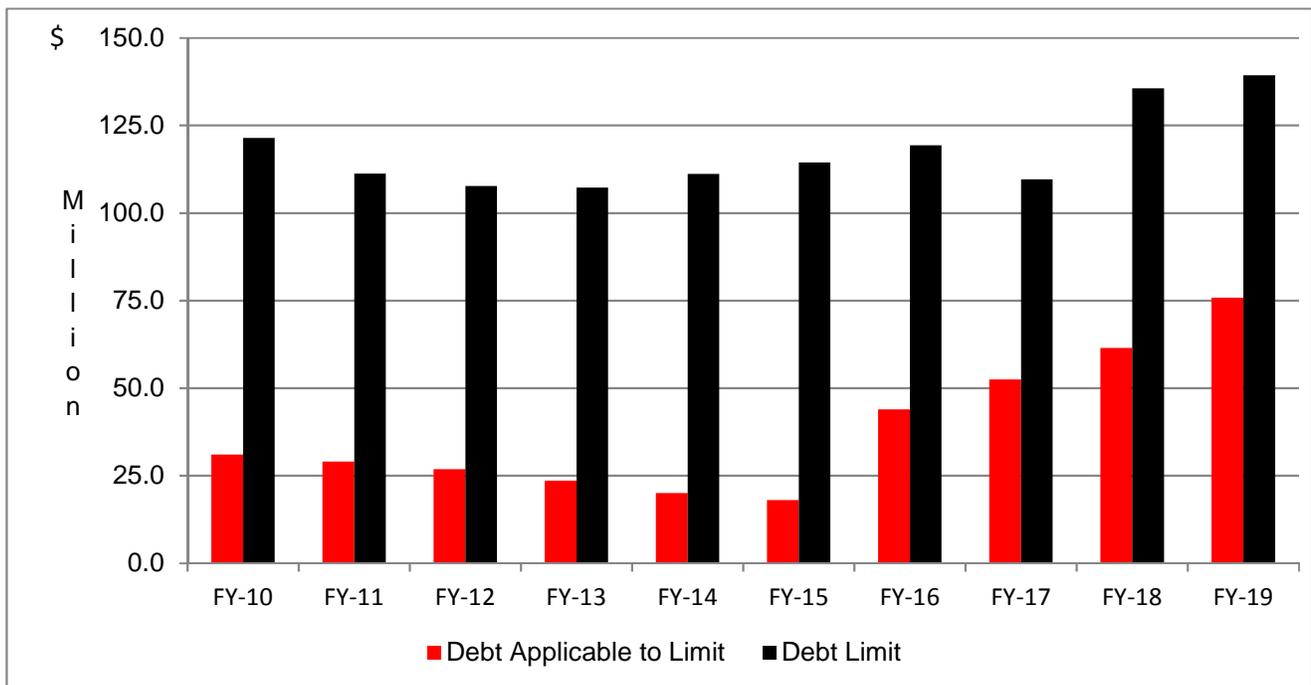
Total State Equalized Value Across All Property Classifications	\$ 1,393,378,400
Percentage Limit of Total Value (In Accordance with the City Charter)	10%
Debt Limitation	\$ 139,337,840

DEBT APPLICABLE TO LIMITATION AT JULY 1, 2018

Total Bonded Debt at July 1, 2018 (excludes Capital Leases)	\$ 243,968,604
Less the Following:	
- Debt Items Not Subject to Limitation :	
Revenue Bonded Debt (excludes Sewage Disposal Bond Issue)	(167,735,000)
- Amount Available for Repayment of G.O. and L.T.G.O. Bonds at July 1, 2018:	
Estimated Fund Balance in G.O. and L.T.G.O. Debt Service Funds	(405,076)
Debt Amount Applicable to Debt Limitation	\$ 75,828,528

AVAILABLE LEGAL DEBT MARGIN AT JULY 1, 2018

Debt Limitation Minus Debt Applicable to Limitation Equals Available Legal Debt Margin	\$ 63,509,312
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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 @ 07/01/18	
		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	3,210,000	1,349,965
Street Improvements, Series 2010	Property Taxation	05-26-10	08-01-19	2.744873%	5,500,000	826,255	1,400,000	44,938
Total Act 34 Capital Improv. Issues					9,500,000	3,765,725	4,610,000	1,394,903
<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	150,000	2,250
<u>Pension Obligation, Series 2015 Issue</u>								
	Property Taxation & Utility Funds	11-18-15	12-01-25	2.862191%	25,000,000	4,039,168	20,425,000	2,573,779
<u>Act 99 Installment Purchase Agrmt</u>								
	Property Taxation	02-25-16	06-01-26	2.190000%	3,000,000	374,331	2,451,104	234,344
<u>Refunding Issue, Series 2016</u>								
	Property Taxation	08-18-16	04-01-22	1.460000%	6,975,000	365,511	6,855,000	206,846
<u>Civic Center Issue, Series 2016A</u>								
	Property Taxation	12-08-16	08-01-26	2.275000%	3,475,000	905,063	3,475,000	771,244
<u>Civic Center Issue, Series 2016B</u>								
	Property Taxation	12-08-16	02-01-37	0.980000%	9,835,000	1,195,445	9,660,000	1,108,748
<u>Pension Obligation, Series 2018 Issue</u>								
	Property Taxation	01-18-18	06-01-40	3.693426%	19,890,000	9,397,453	19,890,000	9,179,056
Total Governmental Funds					85,100,000	21,247,021	67,516,104	15,471,170
<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	8,975,000	1,146,406
Drinking Water Program Bond	Water Fund	09-23-11	04-01-32	2.50000%	6,026,500	1,428,768	4,520,000	854,744
Electric Series 2014-A Revenue Bond	Electric Fund	04-22-14	07-01-39	4.06000%	158,840,000	95,900,678	154,240,000	89,325,272
Sewage Disposal Series 2015 Bond	Wastewater Fund	04-15-15	06-01-35	2.75640%	9,500,000	3,175,265	8,717,500	2,460,985
Total Board of Public Works Issues					184,106,500	103,140,430	176,452,500	93,787,407
Total Enterprise Funds					184,106,500	103,140,430	176,452,500	93,787,407
Grand Total					269,206,500	124,387,451	243,968,604	109,258,577

DEBT SERVICE

LIMITED TAX GENERAL OBLIGATION (LTGO)

SUMMARY ACROSS ALL LTGO BOND ISSUES

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
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- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

Taxes	\$ 2,444,655	\$ 4,381,174	\$ 5,090,417	\$ 5,048,051	\$ 5,566,794
Special Assessments	35,985	8,317	7,617	7,500	7,500
Interest & Rents					
* Building Authority Rental Receipts - from Herrick District Library	482,488	448,425	-	-	-
* Special Assessment Interest	3,466	1,710	1,257	1,238	825
* Investment Income	3,845	28,030	6,150	15,100	15,000
Other	-	8,594,758	1,935,394	1,935,391	1,901,243
Transfers In	268,097	278,690	421,047	428,549	429,097
TOTAL SOURCES	<u>\$ 3,238,535</u>	<u>\$ 13,741,104</u>	<u>\$ 7,461,882</u>	<u>\$ 7,435,829</u>	<u>\$ 7,920,459</u>

FUNDING USES -

Other Current Expenditures -					
* Other Miscellaneous	\$ 190	\$ 50,930	\$ 1,001	\$ 501	\$ 501
Debt Service Payments -					
* Principal	2,445,000	12,225,741	5,122,437	5,122,437	5,913,546
* Interest	696,683	1,000,692	1,737,824	1,720,710	2,029,893
Transfers Out	23,981	19,108	830,001	838,003	8,501
TOTAL USES	<u>\$ 3,165,854</u>	<u>\$ 13,296,471</u>	<u>\$ 7,691,263</u>	<u>\$ 7,681,651</u>	<u>\$ 7,952,441</u>

- - FUND EQUITY - -

INCREASE (DECREASE)	\$ 72,681	\$ 444,634	\$ (229,381)	\$ (245,822)	\$ (31,982)
ENDING BALANCE -					
- General Municipal Long-term Debt	\$ 257,577	\$ 683,441	\$ 445,136	\$ 436,883	\$ 405,076
- Special Assessment Long-term Debt	39,961	24	8,948	760	585
TOTAL FUND EQUITY	<u>\$ 297,538</u>	<u>\$ 683,465</u>	<u>\$ 454,084</u>	<u>\$ 437,643</u>	<u>\$ 405,661</u>

Note - The summary excludes Building Authority and Notes Payable Rental Receipts & Rental Payments of \$475,681 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-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
FUNDING SOURCES -					
Taxes	\$ 2,444,655	\$ 4,381,174	\$ 5,090,417	\$ 5,048,051	\$ 5,566,794
Investment Income	3,447	8,923	6,000	15,000	15,000
Other	-	1,619,758	1,935,394	1,935,391	1,901,243
Transfers In	268,097	278,690	421,046	428,548	429,096
TOTAL SOURCES	\$ 2,716,199	\$ 6,288,545	\$ 7,452,857	\$ 7,426,990	\$ 7,912,133
FUNDING USES -					
Other Current Expenditures -					
* Other					
- Miscellaneous	\$ 189	\$ 412	\$ 1,000	\$ 500	\$ 500
- Principal - 2015 Pension Bond	-	2,275,000	2,300,000	2,300,000	2,335,000
- Intr & Fees- 2015 Pension Bond	500	598,949	575,699	575,699	540,780
- Principal - Act 34 Cap Improvement	110,000	125,000	130,000	130,000	135,000
- Intr & Fees- Act 34 Cap Improve	157,815	153,690	148,690	148,690	143,490
- Principal - Act 34 Streets	605,000	630,000	660,000	660,000	685,000
- Intr & Fees - Act 34 Streets	89,374	72,998	54,600	54,600	34,248
- Principal - 2016A Civic Bond	-	-	-	-	-
- Intr & Fees - 2016A Civic Bond	-	500	134,569	134,319	120,938
- Principal - 2016B Civic Bond	-	-	175,000	175,000	175,000
- Intr & Fees - 2016B Civic Bond	-	500	404,150	403,890	361,309
- Principal - 2016 Refunding Bond	-	-	120,000	120,000	1,510,000
- Intr & Fees - 2016 Refunding Bond	-	57,707	101,709	101,709	89,810
- Principal - 2018 Pension Bond	-	-	-	-	640,000
- Intr & Fees - 2018 Pension Bond	-	-	235,750	219,146	684,183
- Building Auth. Rent Payments	1,683,344	1,595,606	1,484,413	1,484,413	140,000
- Energy Performance Payment	-	353,201	335,681	335,681	335,681
Transfers Out	1	1	830,001	830,001	1
TOTAL USES	\$ 2,646,223	\$ 5,863,564	\$ 7,691,262	\$ 7,673,648	\$ 7,930,940
- - FUND EQUITY - -					
INCREASE (DECREASE)	\$ 69,976	\$ 424,982	\$ (238,405)	\$ (246,658)	\$ (18,807)
ENDING FUND EQUITY	\$ 244,538	\$ 669,520	\$ 431,115	\$ 422,862	\$ 404,055

DEBT SERVICE

LIMITED TAX GENERAL OBLIGATION (LTGO) BUILDING AUTHORITY CONSTRUCTION BONDS (SUMMARY OF THREE OUTSTANDING ISSUES)

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
FUNDING SOURCES -					
Interest & Rents:					
* Building Authority Rental Receipts -					
- from Debt Svc Cash Control-Taxes	\$ 1,683,344	\$ 1,595,606	\$ 1,484,413	\$ 1,484,413	\$ 140,000
- from Herrick District Library	482,488	448,425	-	-	-
* Investment Earnings	132	(345)	100	100	-
* Other	-	6,975,000	-	-	-
* Transfers In	-	-	1	1	1
TOTAL SOURCES	<u>\$ 2,165,963</u>	<u>\$ 9,018,686</u>	<u>\$ 1,484,514</u>	<u>\$ 1,484,514</u>	<u>\$ 140,001</u>
FUNDING USES -					
Other Current Expenditures -					
* Other	\$ 1	\$ 50,518	\$ 1	\$ 1	\$ 1
Debt Service Payments -					
* Principal	1,720,000	8,874,255	1,460,000	1,460,000	150,000
* Interest & Fees	445,831	93,031	24,413	24,413	3,000
TOTAL USES	<u>\$ 2,165,832</u>	<u>\$ 9,017,804</u>	<u>\$ 1,484,414</u>	<u>\$ 1,484,414</u>	<u>\$ 153,001</u>
- - FUND EQUITY - -					
INCREASE (DECREASE)	\$ 131	\$ 882	\$ 100	\$ 100	\$ (13,000)
ENDING FUND EQUITY	<u>\$ 13,039</u>	<u>\$ 13,921</u>	<u>\$ 14,021</u>	<u>\$ 14,021</u>	<u>\$ 1,021</u>

DEBT SERVICE

ACT 99 PURCHASE AGREEMENT

ENERGY PERFORMANCE BONDS

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
FUNDING SOURCES -					
Interest & Rents:					
from Debt Svcs Cash Control- Taxes	\$ -	\$ 353,201	\$ 335,681	\$ 335,681	\$ 335,681
TOTAL SOURCES	<u>\$ -</u>	<u>\$ 353,201</u>	<u>\$ 335,681</u>	<u>\$ 335,681</u>	<u>\$ 335,681</u>
FUNDING USES -					
Debt Service Payments					
Principal	\$ -	\$ 271,486	\$ 277,437	\$ 277,437	\$ 283,546
Interest & Fees	-	81,715	58,244	58,244	52,135
TOTAL USES	<u>\$ -</u>	<u>\$ 353,201</u>	<u>\$ 335,681</u>	<u>\$ 335,681</u>	<u>\$ 335,681</u>
- - FUND EQUITY - -					
INCREASE (DECREASE)	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
ENDING FUND EQUITY	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

DEBT SERVICE

LIMITED TAX GENERAL OBLIGATION (LTGO)

SPECIAL ASSESSMENT BONDS

(SUMMARY OF THREE OUTSTANDING ISSUES)

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
FUNDING SOURCES -					
Taxes & Special Assessments:					
* Special Assessment Principal	\$ 35,985	\$ 8,317	\$ 7,617	\$ 7,500	\$ 7,500
Interest & Rents:					
* Special Assessment Interest	3,466	1,710	1,257	1,238	825
* Investment Income	266	19,452	50	-	-
TOTAL SOURCES	<u>\$ 39,717</u>	<u>\$ 29,479</u>	<u>\$ 8,924</u>	<u>\$ 8,738</u>	<u>\$ 8,325</u>
FUNDING USES -					
Debt Service Payments -					
* Principal	\$ 10,000	\$ 50,000	\$ -	\$ -	\$ -
* Interest & Fees	3,163	309	-	-	-
Transfers Out	23,980	19,107	-	8,002	8,500
TOTAL USES	<u>\$ 37,143</u>	<u>\$ 69,416</u>	<u>\$ -</u>	<u>\$ 8,002</u>	<u>\$ 8,500</u>
- - FUND EQUITY - -					
INCREASE (DECREASE)	\$ (36,877)	\$ (69,416)	\$ -	\$ (8,002)	\$ (8,500)
ENDING FUND EQUITY	<u>\$ 39,961</u>	<u>\$ 24</u>	<u>\$ 8,948</u>	<u>\$ 760</u>	<u>\$ 585</u>

DEBT SERVICE

SPECIAL ASSESSMENT BOND SERIES 2002A

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
FUNDING SOURCES -					
Special Assessments	\$ 27,117	\$ -	\$ -	\$ -	-
Interest on Special Assessment Installment	1,271	-	-	-	-
TOTAL SOURCES	\$ 28,388	\$ -	\$ -	\$ -	-
FUNDING USES -					
Principal Retirement	\$ -	\$ -	\$ -	\$ -	-
Interest & Fees	127	-	-	-	-
Transfer Out	23,980	16,456	-	-	-
TOTAL USES	\$ 24,107	\$ 16,456	\$ -	\$ -	-
- - FUND EQUITY - -					
INCREASE (DECREASE)	\$ 4,281	\$ (16,456)	\$ -	\$ -	-
ENDING FUND EQUITY	\$ 16,456	\$ -	\$ -	\$ -	-

DEBT SERVICE

SPECIAL ASSESSMENT BOND SERIES 2006A

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
FUNDING SOURCES -					
Special Assessments	\$ 7,704	\$ 8,317	\$ 7,617	\$ 7,500	\$ 7,500
Interest on Special Assessment Installme	2,119	1,710	1,257	1,238	825
Investment Income	205	(173)	50	-	-
Investment Income - Market Adjustment	41	2	-	-	-
Transfer In	-	19,607	-	-	-
TOTAL SOURCES	\$ 10,069	\$ 29,463	\$ 8,924	\$ 8,738	\$ 8,325
FUNDING USES -					
Principal Retirement	\$ 10,000	\$ 50,000	\$ -	\$ -	\$ -
Interest & Fees	3,036	309	-	-	-
Transfer Out	-	-	-	8,000	8,500
TOTAL USES	\$ 13,036	\$ 50,309	\$ -	\$ 8,000	\$ 8,500
- - FUND EQUITY - -					
INCREASE (DECREASE)	\$ (2,967)	\$ (20,846)	\$ 8,924	\$ 738	\$ (175)
ENDING FUND EQUITY	\$ 20,868	\$ 22	\$ 8,946	\$ 760	\$ 585

DEBT SERVICE

SPECIAL ASSESSMENT BOND SERIES 2000A

Description	FY-2016 Final Actual	FY-2017 Final Actual	FY-2018 Amended Budget	FY-2018 Final Revised Est.	FY-2019 Adopted
FUNDING SOURCES -					
Special Assessments	\$ 1,164	\$ -	\$ -	\$ -	\$ -
Interest on Special Assessment Installme	76	-	-	-	-
Investment Income	15	16	-	-	-
Investment Income - Market Adjustment	5	-	-	-	-
TOTAL SOURCES	\$ 1,260	\$ 16	\$ -	\$ -	\$ -
FUNDING USES -					
Transfer Out	\$ -	\$ 2,651	\$ -	\$ 2	\$ -
TOTAL USES	\$ -	\$ 2,651	\$ -	\$ 2	\$ -
- - FUND EQUITY - -					
INCREASE (DECREASE)	\$ 1,260	\$ (2,635)	\$ -	\$ (2)	\$ -
ENDING FUND EQUITY	\$ 2,637	\$ 2	\$ 2	\$ -	\$ -

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>
2018-19	685,000	33,498	718,498
2019-20	715,000	11,440	726,440
Total	<u>1,400,000</u>	<u>44,938</u>	<u>1,444,938</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>
2018-19	150,000	2,250	152,250
			0
Total	<u>150,000</u>	<u>2,250</u>	<u>152,250</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>
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>3,210,000</u>	<u>1,349,965</u>	<u>4,559,965</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>
2018-19	2,335,000	540,280	2,875,280
2019-20	2,380,000	494,261	2,874,261
2020-21	2,435,000	439,459	2,874,459
2021-22	2,500,000	376,861	2,876,861
2022-23	2,570,000	305,967	2,875,967
2023-24	2,645,000	227,312	2,872,312
2024-25	2,735,000	141,332	2,876,332
2025-26	2,825,000	48,308	2,873,308
Total	<u>20,425,000</u>	<u>2,573,779</u>	<u>22,998,779</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>
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>2,451,104</u>	<u>234,344</u>	<u>2,685,449</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>
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>6,855,000</u>	<u>206,846</u>	<u>7,061,846</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>
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>771,244</u>	<u>4,246,244</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>
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>9,660,000</u>	<u>1,108,748</u>	<u>10,768,748</u>

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS (continued)

PENSION OBLIGATION BOND ISSUE, Series 2018

With Limited Tax General Obligation Pledge

\$19,890,000 Non-Voted Bond Issue dated January 18, 2018

Total Original Bond Issue: 22 Annual Serial Maturities from December 1, 2018 to June 1, 2040

Principal & Interest maturities are financed 100% by Property Taxation

<u>Fiscal Year</u>	<u>Principal</u>	<u>Interest</u>	<u>Total</u>
2018-19	640,000	683,433	1,323,433
2019-20	650,000	669,718	1,319,718
2020-21	670,000	654,035	1,324,035
2021-22	685,000	636,751	1,321,751
2022-23	705,000	617,629	1,322,629
2023-24	725,000	596,708	1,321,708
2024-25	745,000	574,285	1,319,285
2025-26	770,000	550,418	1,320,418
2026-27	795,000	524,980	1,319,980
2027-28	825,000	498,044	1,323,044
2028-29	850,000	469,350	1,319,350
2029-30	885,000	438,545	1,323,545
2030-31	915,000	405,688	1,320,688
2031-32	950,000	370,948	1,320,948
2032-33	985,000	334,420	1,319,420
2033-34	1,025,000	295,718	1,320,718
2034-35	1,065,000	254,963	1,319,963
2035-36	1,110,000	212,550	1,322,550
2036-37	1,155,000	168,383	1,323,383
2037-38	1,200,000	122,460	1,322,460
2038-39	1,245,000	74,783	1,319,783
2039-40	1,295,000	25,253	1,320,253
Total	<u>19,890,000</u>	<u>9,179,056</u>	<u>29,069,056</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).

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>
2018-19	1,145,000	275,831	(6,153)	1,414,678
2019-20	1,185,000	245,175	(5,321)	1,424,854
2020-21	1,235,000	208,875	(4,454)	1,439,421
2021-22	1,280,000	171,150	(3,556)	1,447,594
2022-23	1,325,000	132,075	(2,626)	1,454,449
2023-24	1,375,000	84,700	(1,339)	1,458,361
2024-25	1,430,000	28,600	0	1,458,600
Total	<u><u>8,975,000</u></u>	<u><u>1,146,406</u></u>	<u><u>(23,449)</u></u>	<u><u>10,097,957</u></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>
2018-19	275,000	110,312		385,312
2019-20	280,000	103,437		383,437
2020-21	290,000	96,437		386,437
2021-22	295,000	89,187		384,187
2022-23	300,000	81,812		381,812
2023-24	310,000	74,312		384,312
2024-25	315,000	66,562		381,562
2025-26	325,000	58,687		383,687
2026-27	335,000	50,562		385,562
2027-28	340,000	42,187		382,187
2028-29	350,000	33,687		383,687
2029-30	360,000	24,937		384,937
2030-31	370,000	15,937		385,937
2031-32	375,000	6,687		381,687
Total	<u>4,520,000</u>	<u>854,744</u>	<u>0</u>	<u>5,374,744</u>

Note - BPW makes entire debt payment and is reimbursed in part by the City of Wyoming.

**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>
2018-19	405,000	225,129		630,129
2019-20	417,500	220,066		637,566
2020-21	427,500	214,013		641,513
2021-22	437,500	206,959		644,459
2022-23	450,000	198,865		648,865
2023-24	462,500	189,640		652,140
2024-25	472,500	179,465		651,965
2025-26	485,000	168,598		653,598
2026-27	500,000	156,958		656,958
2027-28	512,500	144,208		656,708
2028-29	532,500	130,626		663,126
2029-30	550,000	115,716		665,716
2030-31	570,000	99,766		669,766
2031-32	590,000	82,096		672,096
2032-33	612,500	63,216		675,716
2033-34	635,000	43,310		678,310
2034-35	657,500	22,355		679,855
Total	<u>8,717,500</u>	<u>2,460,985</u>	<u>0</u>	<u>11,178,485</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

CAFR – Comprehensive Annual Financial Report

CATV – Cable Access Television

CVB – Convention and Visitors Bureau

CCF – Cubic Foot

CDBG – Community Development Block Grant

DDA – Downtown Development Authority

FTE – Full Time Equivalent

FY – Fiscal Year (July 1 – June 30)

GAAP – Generally Accepted Accounting Principles

GASB – Governmental Accounting Standards Board

GFOA – Government Finance Officer Association

HBPW (or BPW) – Holland Board of Public Works

HRC – Human Relations Commission

IRC – International Relations Commission

JDY – James DeYoung

KWH – Kilowatt Hour

LTGO – Long Term General Obligation

MAX – Macatawa Area Express

MCIF – Municipal Capital Improvement Fund

MERS – Municipal Employees Retirement System

MDOT – Michigan Department of Transportation

MG – Million Gallons

MSHDA – Michigan State Housing Development Authority

MVH – Motor Vehicle Highway

MWH – Megawatt Hour

NIP – Neighborhood Improvement Program

PSD – Principal Shopping District

SEV – State Equalized Value

TIF – Tax Increment Financing

WEMET – West Michigan Enforcement Team

WMAA – West Michigan Airport Authority