



FISCAL YEAR

2025



PROPOSED BUDGET



**Holland**  
MICHIGAN



# CITY OF HOLLAND, MICHIGAN

## ANNUAL BUDGET

For the Fiscal Year

July 1, 2024—June 30, 2025

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

Nathan Bocks	Mayor
Tim Vreeman	Council Member, First Ward
Lyn Raymond	Council Member, Second Ward
Bylnda Sól	Council Member, Third Ward
Kim Rowan	Council Member, Fourth Ward
Scott Corbin	Council Member, Fifth Ward
Devin Shea	Council Member, Sixth Ward
Quincy Byrd	Council Member, At Large
Michael Schultheis	Council Member, At Large



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Holland  
Michigan**

For the Fiscal Year Beginning

**July 01, 2023**

*Christopher P. Morill*

**Executive Director**

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Holland for its Annual Budget for the Fiscal Year beginning July 1, 2023. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device. This is the twenty-first year that the City has received this prestigious award.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine it's eligibility for another award.

Guided by the City's Strategic and Business Plan, Council priorities, and operating policies, the Annual Operating Budget details the budget recommendations for the Fiscal Year that begins July 1, 2024 and continues through June 30, 2025. The budget document is organized into several sections, designated by tabs in the printed copy and described below.

## Introduction

This section begins with the *Budget Message*. This is a communication from the City Manager to the Mayor and members of the City Council. It highlights the major initiatives and how the budget addresses the priorities established by the City Council. Also included is the *Budget in Brief*, which provides highlights from the Fiscal Year 2025 proposed budget in an easy-to-read format. Finally, the section includes the *Community Profile*, which presents the City's history along with other interesting statistics about the community.

## Budget Overview

The Budget Overview section provides an overview of the budget development process, beginning with the *City's Vision and Mission Statement* and *City Organization Chart*. Following this is the *City's Strategic and Business Plan* which provides an overview of the process and details the priorities and goals established by the City Council as well as strategies to achieve desired outcomes. *Financial Policies* provide guidelines for management of City finances and the *Financial Forecast* analyzes economic factors and historical trend analysis to forecast revenue and expenditures for the General Fund. Completing the section is information on the *budget process and calendar* and the *annual budget resolution*.

## Budget Summary

The Budget Summary section provides a summary of the Fiscal Year 2025 Proposed Budget. Leading the section is a description of the City's Fund Structure and Department/Fund Relationship. Summary tables and charts include the Summary of Budget by Fund Type, a 3 Year Comparison of Funding Sources & Uses, a Summary of Changes in Fund Equity, and an analysis of Trends of Significant Revenues.

## General Fund Budget by Department

The General Fund is the main operating fund for the City. This section includes a General Fund Summary. Following the summary, departments are grouped by function. Each department is presented with a Budget Summary, Fiscal Year 2025 Department Objectives, and Performance Measures.

## Budget by Fund

A Fund Description and Budget Summary is presented for all other funds. Funds are arranged by fund type beginning with Permanent Funds, Special Revenue Funds, Debt Service Funds, Capital Project Funds, Component Units, Utility Funds (Holland Board of Public Works), other Enterprise Funds, and Internal Service Funds.

## Capital Funds

The Capital Improvement Plan is a comprehensive planning document that forecasts the City's multi-year investment in infrastructure and equipment. It is updated each year and projects are prioritized based upon need, condition of existing infrastructure, and available resources. This is a planning tool designed to help the City anticipate and provide for necessary capital improvements throughout the community. Also included is a proposed funding plan to provide guidance to the City Council in considering available resources to pay for these vital community infrastructure improvements.

## Appendices

This contains supplementary information to assist the reader in better understanding the City. It is divided into the following sections:

- ◆ Property Taxes
- ◆ Personnel
- ◆ Capital Improvement Plan
- ◆ Capital Outlay
- ◆ Debt Service
- ◆ Glossary and Acronyms

The budget is available for inspection at City Hall, Herrick District Library, and on the City's website at <https://www.cityofholland.com/157/Budget-Fiscal-Information>

## Fun Facts

Look for the Windmill Icon throughout the budget document. This will highlight interesting facts about the City and provide insight into the FY 2025 Budget.

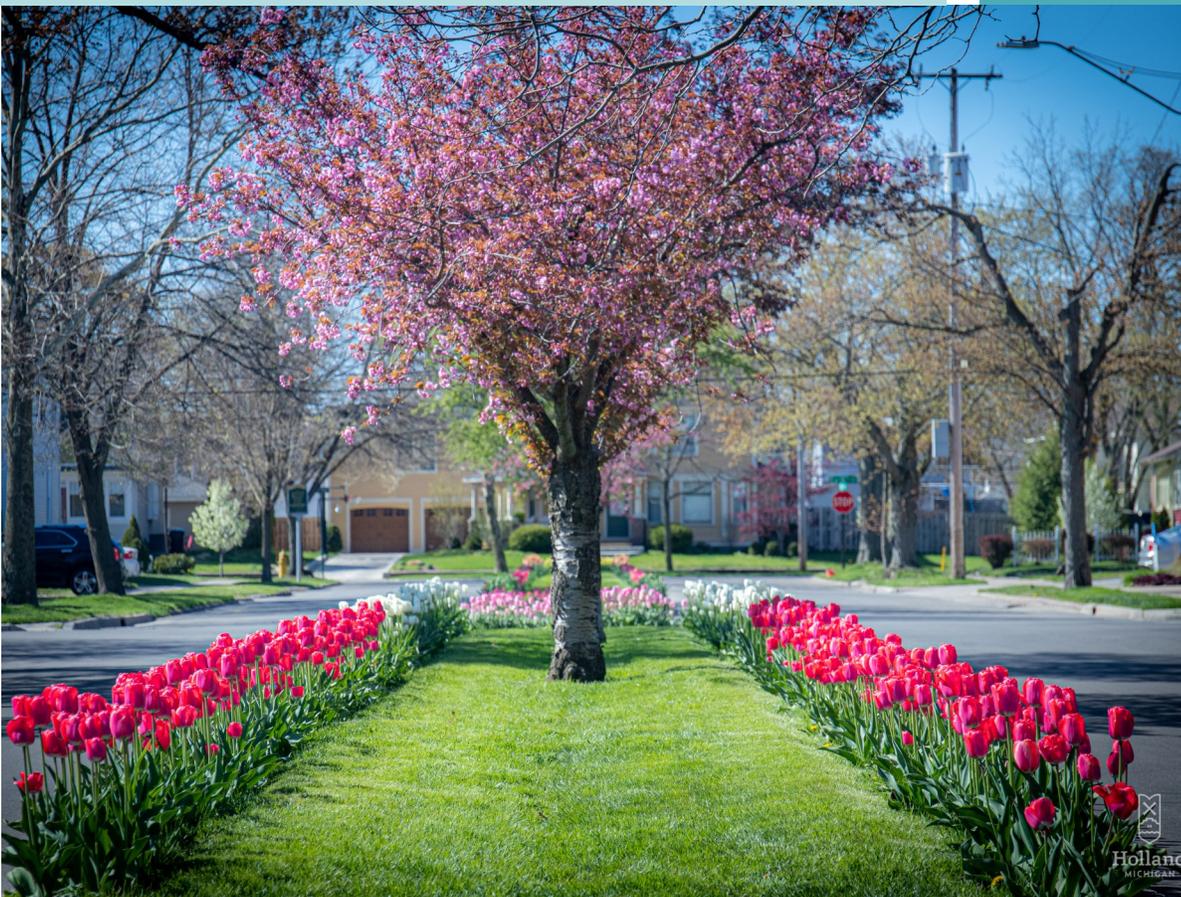


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# BUDGET INTRODUCTION



April 5, 2024

## To the Honorable Mayor Nathan Bocks and Members of the City Council

It is my pleasure to submit the Fiscal Year 2025 (FY 2025) budget which outlines projected revenues and expenditures for the fiscal year that begins July 1, 2024 and concludes on June 30, 2025. The annual budget is a policy document that establishes the spending guidelines for the City and has been prepared on a basis consistent with Generally Accepted Accounting Principles (GAAP) and in accordance with all applicable local, state, and federal laws. The budget presented represents the City's Vision, Mission, and Values, and works in combination with the Strategic and Business Plan 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.

## Closing FY 2024: Continued Optimism and Long-Term Focus

The City of Holland has a robust strategic planning and long-term forecasting process. The City's careful management of finances provided optimism when developing the FY 2024 budget despite ongoing inflationary pressures and escalating geopolitical concerns. The FY 2024 budget emphasized key priorities and investment while maintaining a focus on long-term financial health. When originally adopted, the budget anticipated the use of Budget Stabilization funding to balance the budget. However, careful management of expenditures along with strong investment income and permit revenue enabled the City to project a surplus for FY 2024 without requiring a transfer from Budget Stabilization. Some of the key activities and projects that positively impacted our projected ending FY 2024 financial position and provide stability and hope for the future include:

- ◇ Work began on the open-access community-owned broadband fiber network, for which voters approved a debt millage to support the initial capital investment. Bonds were issued in fall 2023 for the project and City Council designated a portion of the State and Local Fiscal Recovery Funds (SLFRF) for the project.
- ◇ Continued strong development interest and investment in Holland, including: LG Energy Solutions \$1.7 billion "Phase Two" project in development and announced \$2.5 billion "Phase Three" project, six additional large projects totaling \$95 million in new investment and an estimated 580 new jobs, and several new housing initiatives including apartments and the Resthaven Farmstead project on 24th street.
- ◇ Strategic planning for a strong and resilient community, including: City Council annual strategic and business planning, the City's 50-year capital planning process and the enhanced long-term financial forecast.

- ◇ Commitment to sustainability, including: a Home Energy 101 residential energy conservation program, a Holland Board of Public Works (HBPW) beneficial electrification rebate program, additional purchases of alternative fuel vehicles, and ongoing composting initiatives. The HBPW was certified by the American Public Power Association as a “Smart Energy Provider” for its commitment to and proficiency in energy efficiency, distributed generation, renewable energy and environmental initiatives.
- ◇ Completed work on the new Waverly Road Fire Station and finalized plans for the remodel of the Kollen Park Station.
- ◇ Construction of electric utility infrastructure to support the \$1.7 billion “Phase Two” investment by LG Energy Solutions.
- ◇ Finalized plans and groundbreaking for a new \$11.4 million community ice rink in the North Downtown area, a key City investment supported in large part by private donors and grants.
- ◇ The City of Holland voters approved the sale of City property, including the James De Young (JDY) former coal fired power plant on Lake Macatawa, creating the path forward for the Waterfront Holland vision to become a reality.
- ◇ Continuation of capital investments so our public infrastructure is maintained, including: public utilities projects such as the anaerobic digester project, 6th street reconstruction project including snowmelt, ongoing neighborhood road resurfacing and a “fix-it-first” mindset to maintain our buildings.
- ◇ A continued focus and advancement of strategies to deal with pension and other post-employment-benefit (OPEB) liabilities.

## Building FY 2025: Delivering our Major Projects

The City’s long-term planning is driven by City Council, and reflected in the annual adoption of a Fiscal Year Strategic and Business Plan. The FY 2024 plan was adopted in May of 2023, and Council discussed priorities for the FY 2025 budget at the Council Retreat on January 20, 2024. The City also maintains a 50-year capital plan and a long-term financial forecast, which was presented to City Council on March 27, 2024. These planning components not only played a critical role in assisting the City and staff in monitoring and maintaining the City’s finances through the challenges over the past several years, but enabled the City to focus on strategic long-term investments. When developing the FY 2025 budget, the focus is on delivering the next steps for several key long-term initiatives such as community-owned broadband, Waterfront Holland and investments in city infrastructure, while conservatively managing finances given potential challenges over the next few years.

This FY 2025 budget responds to the priorities of Council, maintaining the City's long-term fiscal health while identifying areas for key priorities and investment. Some key considerations include:

- ◇ Continue with the implementation of an open-access community-owned broadband fiber network funded by a community approved millage to support the initial capital investment and \$4.2 million investment of the SLFRF funds.
- ◇ Move forward with the Waterfront Holland vision following approval by voters in 2023 to sell City property, including the former James DeYoung site, previously home to HBPW's coal firing power plant on Lake Macatawa.
- ◇ Continue with North Downtown investments including the completion of the new community ice rink.
- ◇ Complete the remodel of the Kollen Park station and add a Fire Captain position, providing coverage for expanding community needs, especially in the Waverly Road corridor.
- ◇ Continue to focus on efforts to provide housing at all price points (including affordable housing), and work with State provided resources related to the LG Energy Solutions expansion to support additional housing options.
- ◇ Continue to focus on the long-term financial health of the City through continued enhancements to the comprehensive long-term capital plan and long-term financial forecast.
- ◇ Continue to invest in the City's capital needs, including \$1.6 million for a new recycling center.
- ◇ Elevate discussions around sustainability. This is demonstrated financially in our long-term financial forecast, in the Community Energy Plan implementation and other efforts such as our updated Holland Energy Fund program.
- ◇ Continue to implement our strategies to reduce liabilities in our pension and other post-employment benefits (OPEB).
- ◇ Explore and expand relationships and partnerships with other government, business and non-profit partners. This includes additional funding in the Community Enhancement Program and funding to Lakeshore Ethnic Diversity Alliance (LEDA) for the Welcoming Plan.
- ◇ Strategically utilize the "wholesale" funding available for a period of time from the Holland Board of Public Works (HBPW) to advance long-term financial and community goals.
- ◇ Continue and strengthen internal and external strategies and efforts in Diversity, Equity, and Inclusion (DEI).

## Fiscal Year 2025 Budget Summary

Consistent with prior budgets, the objective of the proposed FY 2025 budget is to continue to provide the citizens of Holland with the best possible programs and services while remaining fiscally conservative given potential economic uncertainty in the coming years.

The FY 2025 proposed budget provides for total sources of \$232,002,159 and uses of \$233,803,181 across the City's operational funds, excluding transfers between funds plus a \$1,801,022 planned use of reserves. The General City operations account for \$80,996,228 in sources, \$102,638,270 in uses, a net transfer in of \$9,163,402 and \$12,478,640 planned use of reserves primarily related to the timing of the Fire Station project. The City's Holland Board of Public Works (HBPW) utilities account for \$151,005,931, in sources, \$131,164,911 in uses and a net transfer out of \$9,163,402.

The General Fund is the main operating fund for the City. Total FY 2025 proposed operating revenues, excluding transfers from the Budget Stabilization Fund, are \$32,858,381 and expenditures are \$33,036,654, representing a deficit of \$178,273. This deficit is the prime reason for our continued caution regarding requests for additional expense into the budget. The proposed budget is primarily consistent with the prior year, but does include an additional Fire Captain position filled for three months in FY 2025. Continued growth, especially in the Waverly Road corridor and the completion of the new Waverly Road Fire Station has created additional demand for fire leadership. The proposed budget also includes funding for a temporary solution for the Kollen Park Fire Station remodel project to allow for fire response during the construction period. The property tax revenues and continued strong building permit revenues offset a portion of the increase, but State shared sales and use taxes are anticipated to be relatively flat. The City conservatively budgets the state shared personal property tax revenue given the uncertainty surrounding this revenue source. Fortunately, the City estimates ending FY 2024 with a General Fund surplus of revenues over expenditures of \$802,137 after allocating an additional \$233,000 to the unfunded pension liability, mainly because of disciplined management of expenditures. This surplus proved to be an essential part of balancing the proposed FY 2025 budget. City Ordinance provides for the use of the Budget Stabilization Fund in balancing future budgets in order to prevent reductions in levels of public service. Therefore, a portion of the surplus from FY 2024 (\$178,273) will be allocated to the Budget Stabilization Fund for use in balancing the proposed FY 2025 General Fund budget. We are comfortable in recommending this solution for the FY 2025 budget given our commitment to the long-term planning process and continued monitoring of our future financial health.

Looking forward, the City's careful management of finances continues to contribute to a strong financial position and has enabled the City to present a balanced FY 2025 General Fund budget. Development interest in the City continues to be strong, with the recent announcement of a third phase of investment by LG Energy Solutions for a \$2.5 billion expansion to supply Toyota with lithium-ion batteries for its EV vehicles. In addition, several other industrial and residential developments are in various stages of the development process. However, the City remains cautious when planning for the upcoming years. While the property tax base is holding strong, the City is still monitoring future impacts of state property tax limitations. The future stability of state revenue sharing and personal property tax replacement revenues remain uncertain given the potential for economic impacts on the state budget which in the past has resulted in reductions of certain revenue sources that are shared with local governments. Finally, while the City has taken several steps to contain pension costs, changes in actuarial assumptions and market performance continue to stress the General Fund. For these reasons, the City remains committed to continuing the long-term financial forecast process as we plan for an even stronger future.

## Closing Comment

The budget process is a time-consuming process, but together with the Strategic and Business planning efforts, it is critically important as a foundational element for the services we provide. The goal of the proposed budget is to continue to provide the essential services while building a foundation for long-term financial health. We are cautiously optimistic about our prospects for continued growth in FY 2025 and our ability to address future challenges.

The budget reflects the dedicated efforts of the Mayor and Council, City Manager's Office, Department Directors, Finance Office, Holland Board of Public Works (HPBW), and various boards and citizen advisory committees. It has been an honor and privilege to work closely with Lynn McCammon, Michelle Price, Michelle Ferguson, the rest of the Finance Team, the Leadership Team, staff at City Hall and City Council throughout the budget process and beyond. The great people in this organization make my time at City Hall rewarding and enjoyable. Our team looks forward to a prosperous Fiscal Year 2025.

Respectfully Submitted,



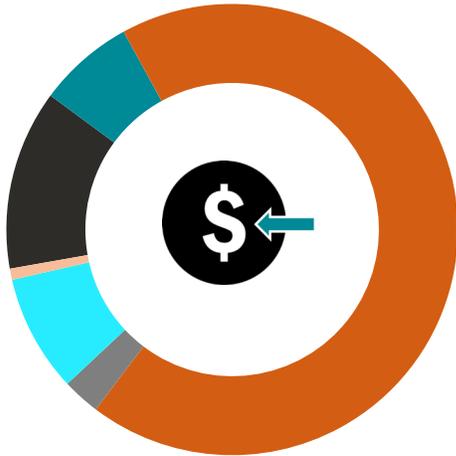
Keith Van Beek  
City Manager



Welcome to the City of Holland’s Fiscal Year 2025 budget, which begins July 1, 2024 and continues through June 30, 2025. The annual budget represents the City’s vision, mission and values, and works in combination with the Strategic and Business Plan 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. The Budget in Brief is meant to provide you with a simplified overview of the annual budget, including information on the process, total budgeted revenues and expenditures and other highlights.

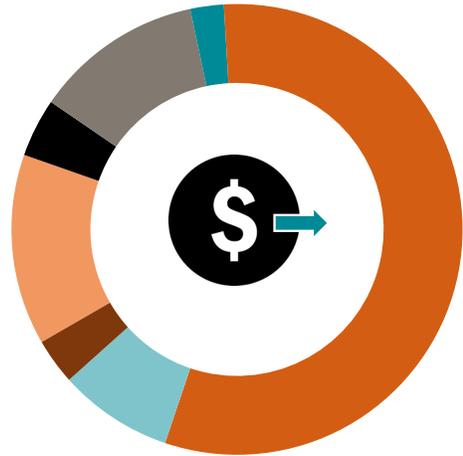
## Total Sources \$233,803,181      Total Uses \$233,803,181

Total Sources—All Funds



- Charges for Services—68.3%
- Intergovernmental —6..9%
- Taxes & Assessments —12.9%
- Planned Use of Reserves—0.8%
- Other Sources —8.4%
- Interest & Rents —2.7%

Total Uses—All Funds



- Utility Funds—56.1%
- Component Unit Funds —2.4%
- Capital Project Funds —12.1%
- Special Revenue Funds —4.2%
- General Fund —13.7%
- Debt Service Funds —3.3%
- Other Proprietary Funds—8.2%

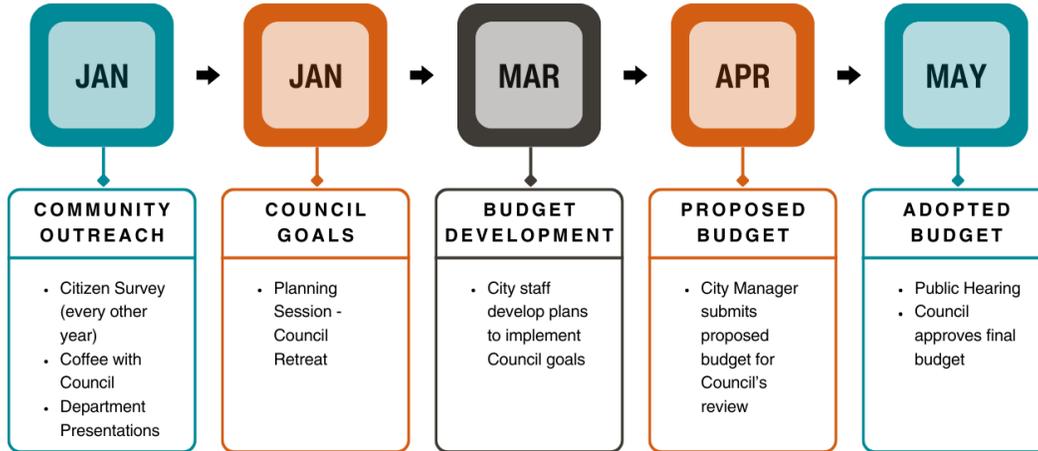
The City’s total budget is comprised of multiple funds. The Holland Board of Public Works (HBPW) represents the largest at \$131.2 million, or 56.1%. The General Fund totals \$31.9 million (13.7%), capital project funds \$28.3 million (12.1%) and all other funds account for the remaining \$42.4 million (18.1%).





# CITY BUDGET CALENDAR

For detailed information on the City’s budget process please visit the [Budget & Fiscal Information](#) page on the City’s website.



# Building fiberhoods in Holland.



For updates on Fiber in your neighborhood, visit <https://www.hollandbpw.com/en/find-your-fiberhood>

# CITY COUNCIL PRIORITIES 2025

### Finances

- Municipal Capital Improvement Fund (MCIF)
- Long-Term Financial Forecast
- Waterfront Holland Management
- Fix-it-First Approach

### Quality Services

- Holland City Fiber
- Ice Rink Park
- World-Class Utility Services
- Election Administration

### Connections to Stakeholders

- Implement Citizens Academy
- Collaborate with Community Partners
- Diversity, Equity, Inclusion and Accessibility

### Organizational Improvement

- Council Governance Model
- Strategically Manage Community Growth
- New Holland Civic Center Place Management

For more details visit the [Strategic and Business Plan](#) page of the City website



# CITY OF HOLLAND AT A GLANCE

## City Stats



17.5 Square Miles



Variety of Housing Options



Incorporation 1867



Home of the largest public-owned snowmelt system in the country

Including Single-Family, Condominiums, and Apartments

Population 34,006

## Principal Employers

Manufacturing

Healthcare

Energy

Education

HAWORTH



LG Energy Solution



MillerKnoll

## Community



Downtown Farmer's Market



100 + Boutiques & Eateries in Downtown Holland

Featuring more than 75 vendors



112 Recreational Programs

23 Parks

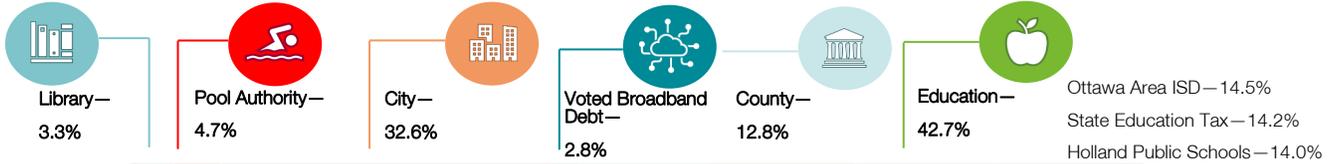


Windmill Island Gardens features a 250 year old working Dutch windmill "de Zwaan", 36 acres of exhibits, gardens and natural areas, and their newest experience Magic at the Mill



# GENERAL FUND REVENUES \$33.0 MILLION

The City’s property tax millage rate for Fiscal Year 2025 is 13.8692, which has not been increased since Fiscal Year 2013. Each resident’s tax dollar paid to the City Treasurer is distributed to the various taxing units as depicted below.



Revenues by Source



## What do you get for your property taxes?



### Parks & Recreation

- ✓ Beautiful Parks
- ✓ Cemetery Maintenance
- ✓ Tree Planting Program
- ✓ Recreation Programs



### Public Safety Services

- ✓ Police & Fire Protection



### Transportation

- ✓ Well Maintained Roads
- ✓ Sidewalk Plowing
- ✓ Spring Cleanup
- ✓ Fall Leaf Pickup



## GENERAL FUND EXPENDITURES

The City's General Fund budget is a plan for providing essential services to the public. Total General Fund budgeted expenditures are allocated as follows:



### Public Safety

48% (\$15.8M)

Police patrol, Fire operations, Police & Fire investigation, Citywide emergency preparedness and Traffic enforcement



### Citywide Support

20% (\$6.5M)

City Council, City Manager, City Clerk, Human Resources, Technology, Finance and Assessing



### Parks & Recreation

18% (\$5.8M)

Cemetery, Facilities Maintenance, Parks and Recreation



### Community & Neighborhood Services

8% (\$2.7M)

Planning, Zoning, Environmental Health & Inspections, Social Assistance, Construction Inspections, Housing & Neighborhoods



### Transportation

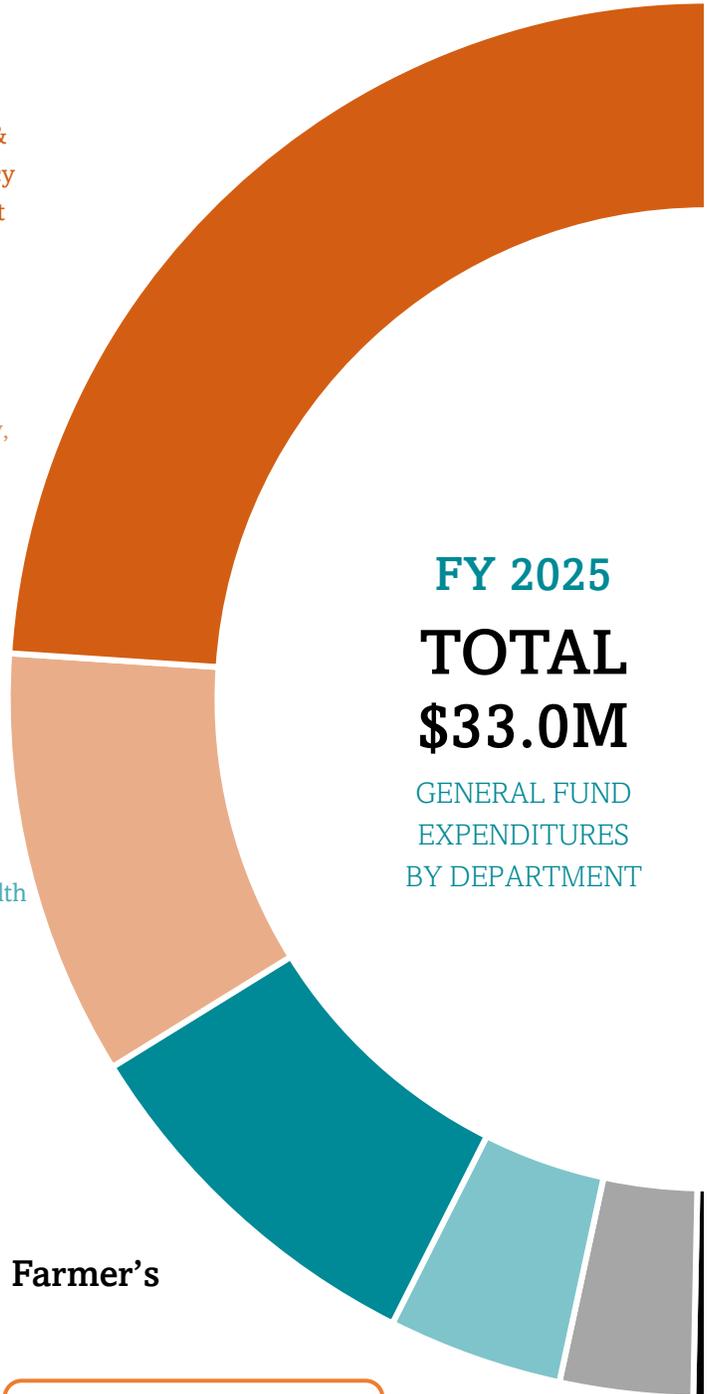
6% (\$2.0M)

Streets maintenance and Engineering



### Downtown Group/8th St. Farmer's Market

<1% (\$0.2M)



Downtown businesses pay extra taxes and assessments to support the additional services and amenities downtown. FY 2025 budget is \$298,959.



# LONG-TERM FOCUS LOOKING AHEAD

The City and Holland Board of Public Works (HBPW) have a robust long-term planning process which includes planning for capital expenditures. The HBPW plans for all utility-related capital expenditures while the City maintains the Municipal Capital Improvement Fund (MCIF) for City projects. Additionally, road and sidewalk improvement projects are managed by the City's Transportation Group. The City not only plans for the expenditures, but also prepares a forecast of funding sources needed to pay for the planned projects. The combined City/HBPW planned capital projects for the next five years total \$305 million broken out by year as depicted here.



## HIGHLIGHTED CAPITAL PROJECTS

Downtown Ice Rink



The City plans to invest just over \$11 million to construct a state-of-the-art outdoor ice rink at Window on the Waterfront. When complete, it will be one of the larger rinks of its kind in North America and will help draw people to 6th Street year-round.

The City plans to invest money received from a private donation to remodel the interior public spaces, and repair roofing and exterior issues at DeGraaf Nature Center. The improvements will create a more enjoyable visitor experience as well as providing a sealed, weather tight exterior and roof.



DeGraaf Nature Center

Fire Station Renovation



The City plans to invest \$6.5 million to renovate the existing Kollen Park fire station. The renovation will include updating the facility to have individual dorm rooms, updated offices, and integrate the latest in firefighter safety technology. The facility will maintain the four bays and expand slightly to the south and the west.



# City Council

Nathan Bocks—Mayor

Quincy Byrd—At Large

Michael Schultheis—At Large

Tim Vreeman—Ward 1

Lyn Raymond—Ward 2

Bylinda Sól—Ward 3

Kim Rowan—Ward 4

Scott Corbin—Ward 5

Devin Shea—Ward 6

**For Questions Contact:** Council Members—contact information for each council member can be found at [www.cityofholland.com/941/ContactLearn-about-Council-Members](http://www.cityofholland.com/941/ContactLearn-about-Council-Members), City Manager Keith Van Beek—[hccitymanager@cityofholland.com](mailto:hccitymanager@cityofholland.com), or Finance Director Lynn McCammon—[hcfinance@cityofholland.com](mailto:hcfinance@cityofholland.com)

## Connect With Us!



### Online



Website: [cityofholland.com](http://cityofholland.com)



Downtown: [downtownholland.com](http://downtownholland.com)



Rec Programs: [hollandrecreation.com](http://hollandrecreation.com)



Events: [Holland.org](http://Holland.org)



Farmer's Market: [hollandfarmersmarket.com](http://hollandfarmersmarket.com)



### Social Media



[Facebook.com/hollandmichigan](https://Facebook.com/hollandmichigan)



[Instagram.com/cityofholland](https://Instagram.com/cityofholland)



[Twitter.com/CityofHolland](https://Twitter.com/CityofHolland)



[Youtube.com/cityofholland](https://Youtube.com/cityofholland)



[Vimeo.com/cityofholland](https://Vimeo.com/cityofholland)

Sign-up for #MiHolland City E-Newsletter at <https://cityofholland.com/872/Sign-Up-for-the-MiHolland-City-E-Newslet> to stay up to date on everything City of Holland!

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 2020 census, the population was 34,378. This places Holland as the 51<sup>st</sup> largest municipality in Michigan and the largest city in Ottawa County. City limits span 17.5 square miles, with 9.1 located in Ottawa County and 8.4 in Allegan County. The City of Holland is located 30 miles southwest of Grand Rapids, 186 miles northwest of Detroit and 150 miles northeast of Chicago, Illinois.



## History

Holland was settled in 1847 by Dutch Calvinist separatists under the leadership of Reverend 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. Upon arriving in the area, Van Raalte established a congregation of the Reformed Church (now the First Reformed Church of Holland).



Van Raalte chose the area in part for its natural port (Lake Macatawa) with proximity to Lake Michigan and the Black River, but he and his colony settled on the ancestral lands of indigenous people. At the time of the Dutch settlers' arrival, the Ottawa in the area were associated with Old Wing Mission, a Protestant mission led by Reverend George Smith. Joint occupation of the land by the two communities caused much strife. Eventually, the Dutch settlers purchased the land from the Ottawa, who moved north in an effort to preserve their way of life and culture.

On March 25, 1867, Holland was incorporated as a City and local tannery owner Isaac Cappon was elected as the first mayor. In 1871, Holland suffered a major fire that began late in the evening of October 8th and destroyed two-thirds of the city by morning. Drought conditions and high winds led to fires across the Midwest the same day, including the Great Chicago Fire, the Peshtigo Fire (Wisconsin), and fires in Manistee, Michigan and Port Huron, Michigan.



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 also home to the church that started the trend of the “What Would Jesus Do?” bracelets in 1989.

## Culture

While the City’s Dutch heritage is an important part of our local history and traditions, the City celebrates the rich tapestry of its diverse community. The City of Holland has grown to include a diverse population of approximately 23% Hispanic, 4% Black or African American, 3% Asian, and 5% people who identify as two or more races.

As agriculture thrived along the Lakeshore area, many migrant workers from Mexico and Texas came to work on local farms. With a strong work ethic and a desire to make a better future for their families, many stayed and continue to contribute to the life and economy of our community.

Many resettled newcomers fleeing conflict or persecution in their home countries were and continue to be welcomed to Holland through collaboration with the faith community, local non-profits, employers, healthcare professionals and many other organizations, and caring residents. Here, they have found a place to call home.

The City of Holland also welcomes scholars to Hope College and Western Theological Seminary from around the world.

## Tourism

The Tulip Time Festival in May and local Dutch-themed attractions bring thousands of tourists each year from around the world. In 2023, Windmill Island Gardens welcomed 173,610 visitors for tours of its historic Dutch buildings and attractions, special events, and programs.

The Holland Museum tells the stories of Holland’s diverse community through cultural, historical, and art exhibits, a hands-on invention space for families, and regular programs for all ages. The museum also operates the historic Cappon House Museum and the Settler’s House Museum, which together paint a picture of Holland’s early years.

Each year, Latin Americans United for Progress hosts Fiesta, a multi-day community celebration of Hispanic culture, cuisine, and music traditions that draws thousands of people to Holland.



In 2019, the City’s International Relations Commission launched the first International Festival of Holland to celebrate and recognize that Holland “is connected to and growing with the wider world.”



Holland has experienced the challenges of its changing tapestry as a diverse community. As we celebrate our Dutch history and the rich cultures of all who live here, we recognize the endless opportunities in the City of Holland for everyone to live and thrive.

The downtown area features buildings with brick facades, flower-lined streets, boutiques, and art galleries to complement a diverse selection of locally-owned small businesses and restaurants.



In 2018, Fodor’s Travel included Holland on the list of “America’s 25 Cutest Main Streets in Small(er) Towns” and Architectural Digest named Holland as Michigan’s “Prettiest Town.” In 2017 and 2018, WalletHub.com ranked Holland first in “Best Small Cities for Starting a Business.” In 2019, the World Tulip Summit Society recognized Holland’s Tulip Time Festival as a “World Tulip Destination Worth Traveling For.” Pure Michigan lists the Tulip Time Festival as one of the “20+ Things to Do in Michigan: Your Ultimate Spring Bucket List.”



Holland State Park, in nearby Park Township, is a popular destination for all, offering swimming, fishing, boating, picnicking, and camping. At the park, a channel connects Lake Macatawa and Lake Michigan. The often-photographed Holland Harbor Lighthouse, “Big Red,” sits at the entrance of the channel.

## 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 with the units near Hope College area reserved for students.

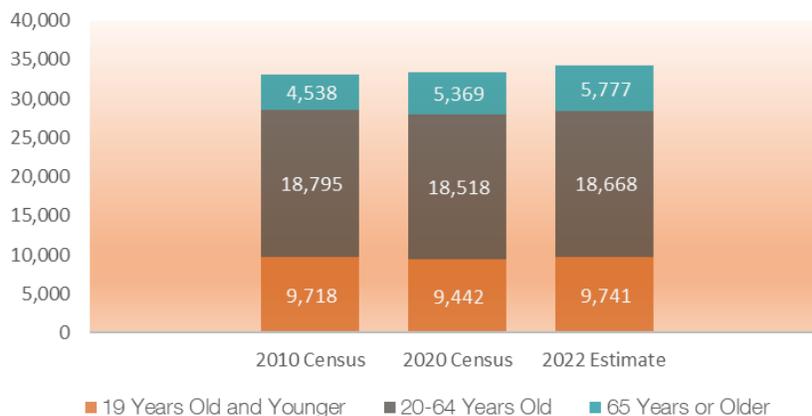
### OCCUPIED HOUSING UNITS



## 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 ARC Holland Real Estate Holdings, Haworth, Lumir, and Holland Waverly LLC. 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.

### AGE OF RESIDENTS



## Principal Employers

Employer	2023			2014		
	Employees	Rank	Percentage of Total	Employees	Rank	Percentage of Total
Haworth Inc	1,821	1	10.49%	1,608	3	9.27%
LG Chem Michigan Inc	1,469	2	8.46%	-	-	-
Holland Community Hospital	1,216	3	7.01%	1,790	2	10.32%
Hope College	927	4	5.34%	550	7	3.17%
Challenge Mfg Company	768	5	4.42%	1,100	4	6.34%
Tiara Yachts	680	6	3.92%	-	-	-
Holland Public Schools	586	7	3.38%	551	6	3.18%
City of Holland/HBPW	383	8	2.21%	353	10	2.04%
Herman Miller	368	9	2.12%	385	9	2.22%
Benteler Aluminum Systems	348	10	2.01%	461	8	2.66%
Johnson Controls Interiors	-	-	-	2,827	1	16.30%
L&W Engineering	-	-	-	556	5	3.21%
<b>Total</b>	<b>8,566</b>		<b>49.36%</b>	<b>10,181</b>		<b>58.71%</b>

## Higher Education

There is 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 a variety of options, Holland provides an exceptional opportunity for continuing education.

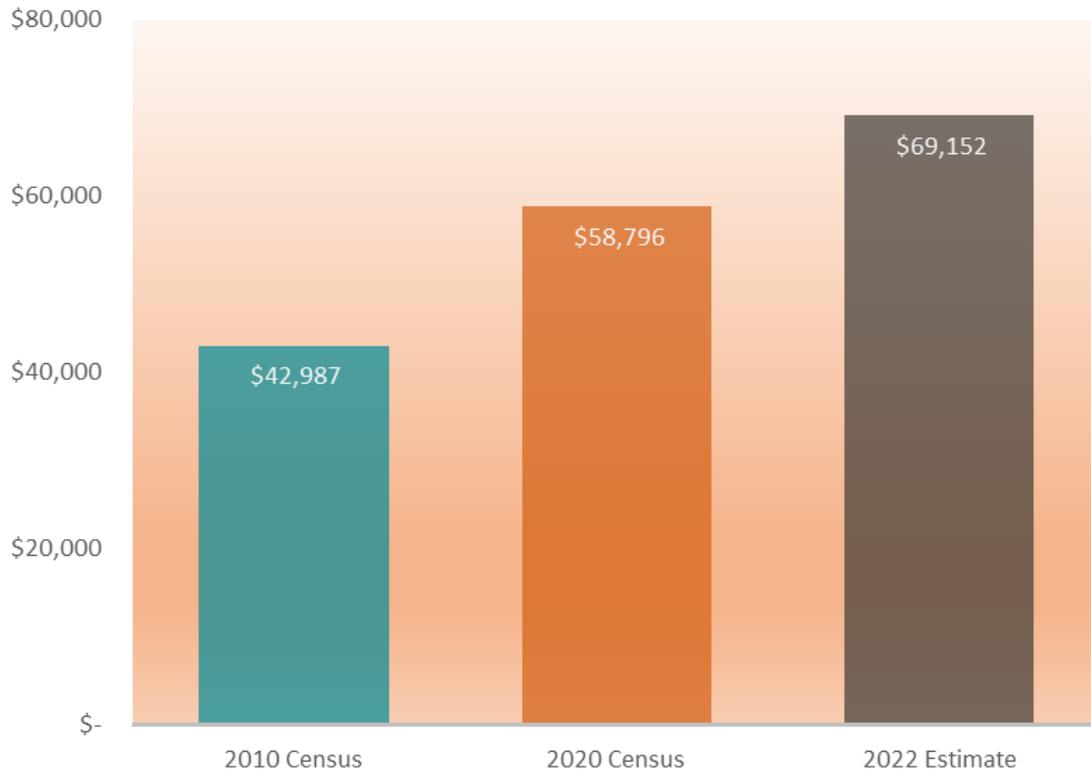


**91.4%** Percent of persons completing  
4 years of high school or more

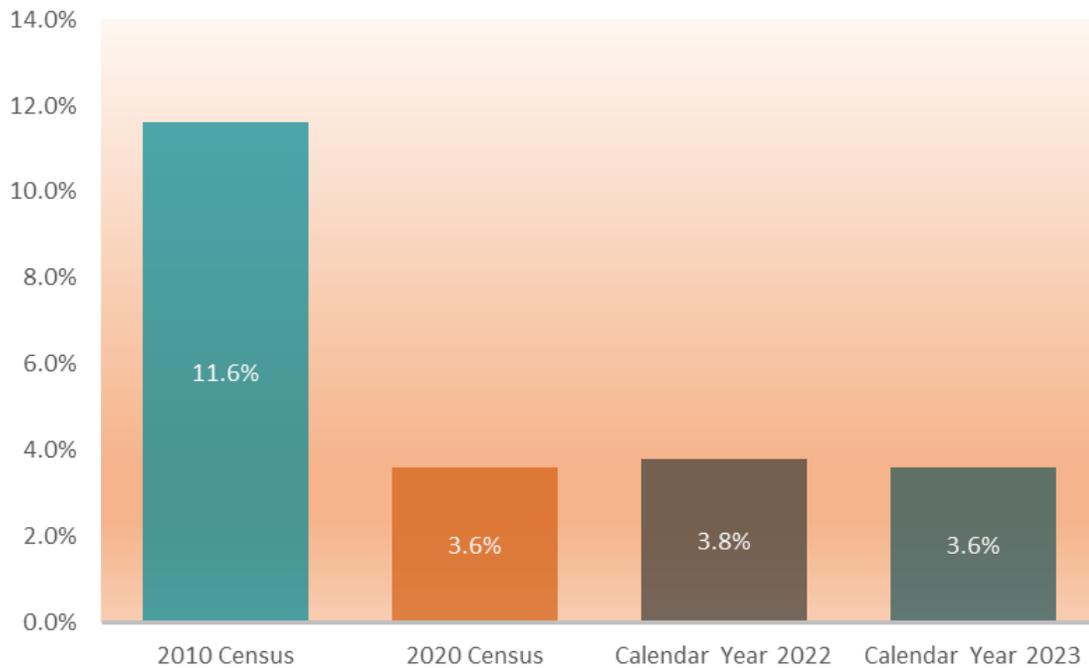


**33.3%** Percent of persons completing  
4 years of college or more

### MEDIAN HOUSEHOLD INCOME



### UNEMPLOYMENT



## 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 and is one of the major employers in the area, serving the needs of more than 400,000 people on an annual basis. Holland Hospital has been repeatedly recognized for excellence, including being listed as a Healthgrades 50 Best Hospitals, Truven Top 100 Hospitals, Healthgrades Outstanding Patient Experience, and Healthgrades Distinguished Hospital for Clinical Excellence.



## Transportation

Macatawa Area Express Transportation Authority (MAX) provides public bus transportation for citizens living in the City and surrounding townships. With the relative proximity of places to go in the City and outside, MAX offers citizens a safe and reliable form of public transportation. Amtrak service via its Pere Marquette route offers regular service between Grand Rapids and Chicago.



The corporate and charter jet West Michigan Regional Airport offers air service. The facility cannot schedule commercial carriers; the nearest airport with this type of service is Gerald R. Ford International Airport in Grand Rapids.

Several highways are near Holland allowing for faster travel to surrounding areas. They include I-196 (Gerald R. Ford Freeway), BL I-196, US-31, M-40, and A-2.

## Utilities

The Holland Board of Public Works (HBPW) is responsible for supplying utilities to residents in the City of Holland and surrounding areas. Established in 1893, the purpose is to provide reliable and economical electric, water, and wastewater treatment services while also maintaining environmental responsibility. The award-winning Holland Energy Park, a natural gas power plant, opened in October 2017. For more information about the Holland Energy Park or to schedule a tour of any of the HBPW facilities, go to [www.hollandenergypark.com](http://www.hollandenergypark.com).



HBPW maintains the City's snowmelt system, which is the largest publicly-owned snowmelt system in North America. Hot water in cooling systems supplies heat to the 602,000-square-foot snowmelt system.



In August 2022, citizens of Holland voted to make a community investment in a high-speed fiber optic broadband network that will be available to every address in the City. HBPW will build and manage the broadband infrastructure, adding onto the backbone fiber network that the utility began creating 30 years ago. The first service node is expected to go live during the summer of 2024 and final phases are expected to be completed in 2026 or 2027. Visit [www.hollandcityfiber.com](http://www.hollandcityfiber.com) to learn more.

Natural gas is supplied by Semco Energy.

Source: City departments, Lakeshore Advantage, [www.Wikipedia.com](http://www.Wikipedia.com), [www.michigan.org](http://www.michigan.org) and 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
2020	34,378



### Fire:

Number of stations 3  
 Emergency responses 4,062  
 Inspections 331

### Police:

Physical arrests 761  
 Parking violations 2,260  
 Traffic violations 2,471

### Public Services:

Number of street lights 2,548  
 Miles of streets 149.0  
 Street resurfacing 7.9 miles

### Water:

Average daily consumption 15,000 gallons  
 Miles of water mains 200.0  
 Daily capacity 38,500 gallons

### Wastewater:

Average daily consumption 8,861 gallons  
 Miles of sanitary sewers 190.0  
 Miles of storm sewers 148.0  
 Daily capacity 14,400 gallons

### Parks & Recreation:

Number of cemeteries 2  
 Number of parks 23  
 Baseball/softball diamonds 10  
 Soccer fields 11  
 Swimming pools 1  
 Tennis Courts 11  
 Pickleball Courts 10  
 Nature centers 1  
 Community centers 1



Source: Annual Audit Report for Fiscal Year Ended June 30, 2023 and U.S. Census Bureau.



## 2023 MUNICIPAL TAX RATE COMPARISON (OF SELECTED MICHIGAN CITIES)<sup>1</sup>

March 11, 2024

City	Parcel Count 2020	(Estimated) Population 2022 Census <sup>1</sup>	Income Tax City <sup>2</sup>	Total City Millage Rate	Rank City Millage Rate	Property Taxes 2023 (City Only) <sup>3</sup>
Walker*	9,401	25,175	Yes	1.3360	1	\$123.89
Saginaw*	21,542	44,316	Yes	7.3830	2	\$684.62
Grand Rapids*	64,438	198,096	Yes	8.9950	3	\$834.10
Kentwood	18,535	54,042	No	9.5429	4	\$884.91
Troy	35,190	87,170	No	10.0154	5	\$928.72
Novi	22,012	65,870	No	10.2000	6	\$945.84
Rochester Hills	27,908	76,041	No	10.4496	7	\$968.99
Norton Shores	11,233	24,984	No	10.5500	8	\$978.30
Auburn Hills	8,412	24,593	No	10.5602	9	\$979.24
Portage	19,415	48,936	No	10.6400	10	\$986.64
Wyoming	26,105	76,732	No	11.8947	11	\$1,102.99
Farmington Hills	31,615	83,562	No	12.3806	12	\$1,148.05
Muskegon*	14,764	38,286	Yes	12.9722	13	\$1,202.91
Romulus	10,747	25,055	No	13.0780	14	\$1,212.72
Livonia	44,442	94,928	No	13.2480	15	\$1,228.48
Burton City	14,256	29,568	No	13.4372	16	\$1,246.03
Birmingham	11,305	21,738	No	13.5896	17	\$1,260.16
Kalamazoo	24,688	73,342	No	13.8000	18	\$1,279.67
 <b>Holland</b>	<b>12,859</b>	<b>34,186</b>	<b>No</b>	<b>13.8692</b>	<b>19</b>	<b>\$1,286.09</b>
Adrian	7,805	20,607	No	14.5746	20	\$1,351.50
Battle Creek*	22,044	52,469	Yes	14.7360	21	\$1,366.46
Midland	17,860	42,404	No	15.0800	22	\$1,398.36
Sterling Heights	47,146	133,744	No	15.1858	23	\$1,408.17
Jackson*	15,151	31,420	Yes	15.9789	24	\$1,481.72
Mount Pleasant	6,037	21,826	No	16.2500	25	\$1,506.86
East Lansing	9,410	45,403	No	16.3552	26	\$1,516.61
Ann Arbor	36,441	122,216	No	16.5720	27	\$1,536.71
Port Huron*	12,731	28,881	Yes	16.7083	28	\$1,549.35
Bay City	15,591	32,664	No	16.9615	29	\$1,572.83
Pontiac*	26,519	61,965	Yes	17.0553	30	\$1,581.53
Marquette	7,404	20,673	No	17.2139	31	\$1,596.24
Monroe	8,928	20,400	No	17.3350	32	\$1,607.47
Royal Oak	28,049	58,053	No	17.4679	33	\$1,619.79
Westland	30,021	84,806	No	18.8823	34	\$1,750.95
Flint*	38,567	81,863	Yes	19.1000	35	\$1,771.14
Lansing*	43,888	112,986	Yes	19.7000	36	\$1,826.77
Lincoln Park	15,961	39,807	No	20.9404	37	\$1,941.79
St. Clair Shores	28,800	58,656	No	20.9950	38	\$1,946.86

2023 MUNICIPAL TAX RATE COMPARISON (OF SELECTED MICHIGAN CITIES) <sup>1</sup> March 11, 2024						
City	Parcel Count 2020	(Estimated) Population 2022 Census <sup>1</sup>	Income Tax City <sup>2</sup>	Total City Millage Rate	Rank City Millage Rate	Property Taxes 2023 (City Only) <sup>3</sup>
Garden City	12,476	27,203	No	22.2658	39	\$2,064.70
Wyandotte	11,916	24,857	No	22.7500	40	\$2,109.60
Madison Heights	13,202	28,521	No	22.9680	41	\$2,129.81
Dearborn Heights	24,795	62,474	No	23.5646	42	\$2,185.14
Roseville	20,075	47,476	No	23.8494	43	\$2,211.55
Allen Park	13,513	28,395	No	23.9087	44	\$2,217.04
Hamtramck*	7,086	27,842	Yes	24.1380	45	\$2,238.31
Southgate	12,142	29,948	No	24.3936	46	\$2,262.01
Southfield	31,200	76,107	No	24.5011	47	\$2,271.98
Taylor	24,804	62,937	No	25.9386	48	\$2,405.28
Eastpointe	14,644	34,087	No	26.1583	49	\$2,425.65
Dearborn	37,235	108,414	No	26.6700	50	\$2,473.10
Warren	59,109	138,588	No	27.2265	51	\$2,524.70
Ypsilanti	5,615	20,204	No	31.2817	52	\$2,900.74
Detroit*	374,633	636,787	Yes	33.5827	53	\$3,114.11
Inkster	10,104	25,839	No	33.8414	54	\$3,138.10
Oak Park	11,675	29,495	No	33.8541	55	\$3,139.28

<sup>1</sup>This report was prepared by the City of Holland Assessing Office using information from the Michigan Department of Treasury for selected Michigan cities. The selection criterion was a population of at least 20,000 people. Estimated population provided by 2022 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. [https://www.michigan-demographics.com/cities\\_by\\_population](https://www.michigan-demographics.com/cities_by_population)

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

<sup>3</sup>These taxes are based on a taxable value of \$92,729, which is the average taxable value of a single-family residence in the City of Holland for 2024.

# BUDGET OVERVIEW

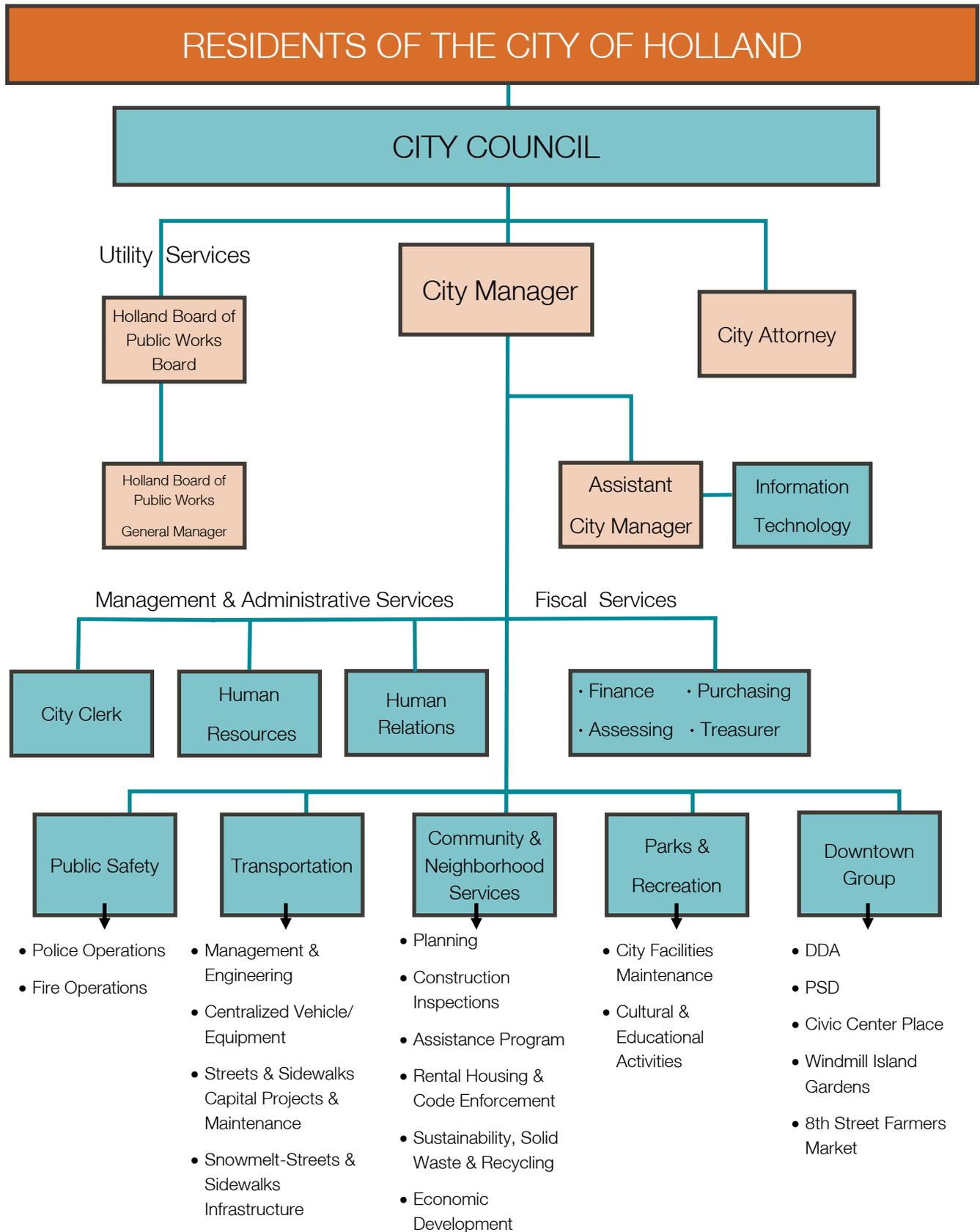




***Vision:*** A vibrant world-class community in a beautiful lakefront environment where people work together, celebrate community, and realize dreams

***Mission:*** Maximize Livability

- Maintain respect for each other and the public
- Foster a positive environment to accomplish our mission, encouraging and supporting each other to perform our work, and reach our full potential
- Perform each responsibility with pride and integrity
- Continually improve channels of communications both internally and externally, being especially mindful to be inclusive of all people and groups in our community
- Encourage participation in the development and improvement of services
- Strive for excellence and satisfaction in the provision of public services
- Recognize our strengths and weaknesses and how we can learn from them
- Build upon the diversity of our community and experiences and hold it as a basic value to treat all people with courtesy and respect
- Remember the importance of stewardship of public money operating in a responsible, cost-effective manner, always remembering, and respecting the source of our funding



## Strategic and Business Planning

The Strategic and Business Planning process provides overall direction for the City of Holland. The process provides opportunities for input from residents, City Council, City staff, and other stakeholders. The resulting goals reflect the priorities, strategies, and desired outcomes and are reflected in an annual plan that is adopted by City Council. The most recent plan was adopted in May of 2023. (See complete plan at [https://cityofholland.com/DocumentCenter/View/6598/2024-Strategic-and-Business-Plan-20230503?bidId=.](https://cityofholland.com/DocumentCenter/View/6598/2024-Strategic-and-Business-Plan-20230503?bidId=))

## The Process

The City values input from all interested stakeholders and provides for the following:

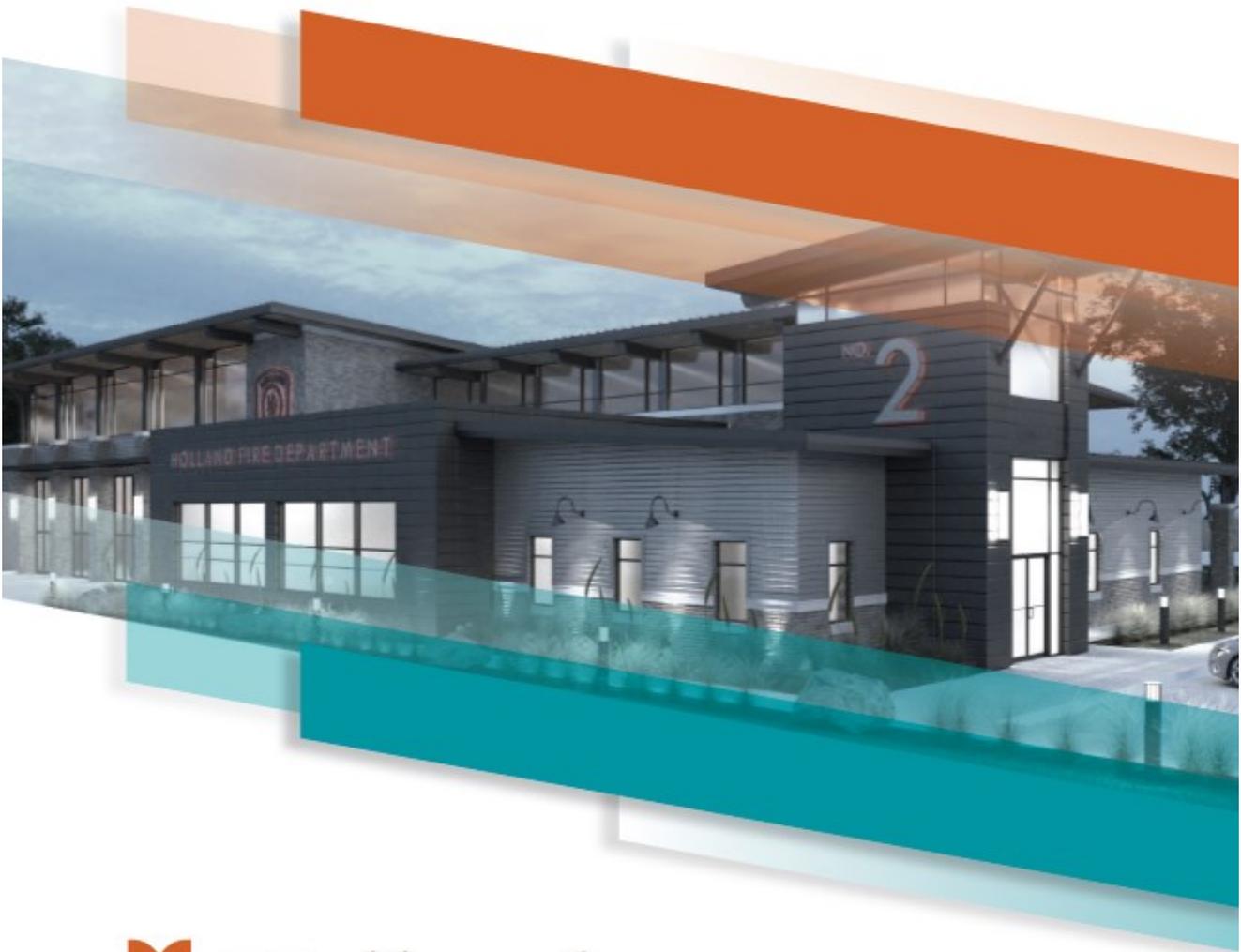
- ◆ The City partners with a local college to conduct a biennial survey measuring residents' experiences that help inform future city planning and services. The most recent survey was completed in 2022 (results available at <https://www.cityofholland.com/793/City-of-Holland-Survey-Results>).
- ◆ On an annual basis, the City hosts opportunities for public input, called "Coffee with Council." FY 2025 budget events were held on January 3rd and January 6th.
- ◆ Each January, the City Council meets for a retreat to kick-off the budget process. The City Manager and Leadership Team provide updates on City operations and Council discusses their priorities.

From the input and outcomes of these public events, under the direction of City Council, the City Manager constructs a longer-term strategic plan for the City, with an associated business plan that focuses on the near-term and drives the annual budget. The strategic plan provides a basis of the vision, mission, and values of the City. It transitions by examining the Strengths, Weaknesses, Opportunities, Threats (SWOT) facing the City and ranking specific priorities in four overarching goal areas. The business plan provides strategies, resources, and timelines to move those priorities forward, and is updated quarterly to reflect the current status and approved by City Council. The City Council met in January 2024 to review the most recent update and provide additional guidance on priorities for the proposed Fiscal Year 2025 budget process. (See quarterly updates at <https://www.cityofholland.com/875/Strategic-Plan-and-Business-Plan>).

## Strategic Goals and Performance Measures

The City confirmed four strategic goals during the strategic planning process. Each of the goals identifies specific Objectives and Strategies designed to move the City toward each desired Outcome. The most recently adopted plan is outlined in the following pages. Please reference the "Budget by Department" section for specific actions each department is taking to achieve these goals as well as performance measures designed to assess the progress.

STRATEGIC PLAN  
**2024**  
BUSINESS PLAN



## CITY OF HOLLAND COUNCIL MEMBERS

Nathan Bocks	Mayor
Tim Vreeman	Ward 1
Jay Peters	Ward 2
Belinda Coronado	Ward 3
Nicki Arendshorst	Ward 4
Scott Corbin	Ward 5
Dave Hoekstra	Ward 6
Quincy Byrd	At-Large
Lyn Raymond	At-Large



*Group photograph—  
Front row (standing, from left to right): Scott Corbin, Lyn Raymond,  
Nicki Arendshorst (seated), Belinda Coronado  
Back row (standing, from left to right): Tim Vreeman, Dave Hoekstra,  
Nathan Bocks, Jay Peters, Quincy Byrd*

## LEADERSHIP TEAM

Keith Van Beek	City Manager
Matt VanDyken	Assistant City Manager
Kathy Grimm	City Clerk
Jennifer Orme	Human Resources
Lynn McCammon	Finance
Matt Messer	Public Safety Services
Brian White	Transportation
Mark Vanderploeg	Community & Neighborhood Services
Andy Kenyon	Parks & Recreation
Esther Fifelski	Human Relations

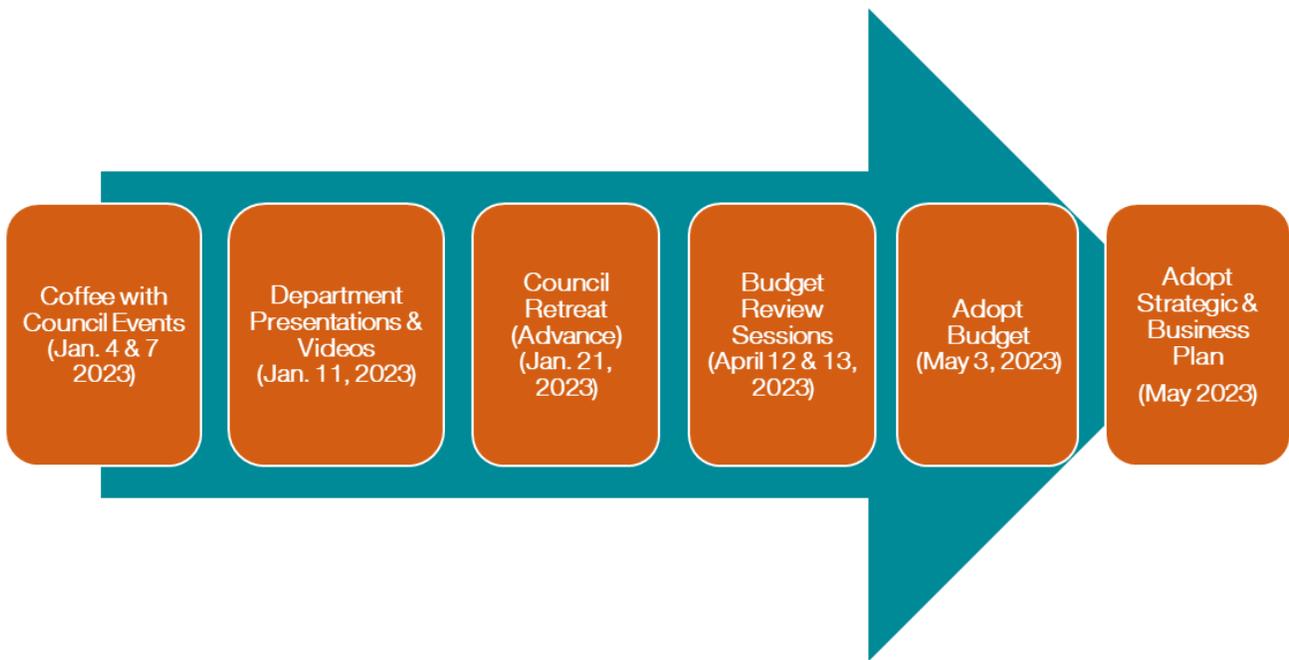
## TABLE OF CONTENTS

- Strategic Planning Overview
- Vision, Mission, Value Statements
- Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis
- Category Ranking
- City Council Priorities
- Goals, Objectives, Strategies:
  - Goal 1: To Maintain and Improve a Strong Financial Position
  - Goal 2: To Enhance Connections with Stakeholders
  - Goal 3: To Continually Improve the City Organization
  - Goal 4: To Provide Quality Services to All Stakeholders

## STRATEGIC PLANNING OVERVIEW

Strategic Planning is a vital component and high value for the City to guide our actions. Vision, Mission, and Value Statements are among the more static elements, reviewed annually by City Council to establish consistency of purpose. SWOT Analysis, Objective Identification, and establishing Council Priorities provide staff direction to create a Business Plan that identifies strategies and resources to achieve desired outcomes.

The 2024 Strategic and Business Plan is the result of a series of meetings and inputs that culminated in both the Plan and the Budget for Fiscal Year 2024. This is represented in the graphic below:



Once adopted, both the budget and the strategic and business plan guides the use of resources and staff work for the following year. Every item on City Council regular meeting agendas is linked to the budget and strategic and business plan, noting how the agenda item advances the priorities of the City on the Action Request form. (The Action Request form has been attached for reference.)



ACTION REQUEST FORM					
<b>Requesting Department:</b>		<b>Submitted By:</b>		<b>Meeting Date:</b>	
City Manager 2022		Keith Van Beek		June 1,	
<b>Agenda Item:</b>				<b>Agenda</b>	
<b>Item #:</b>					
Adoption of the 2023 Strategic Plan and Business Plan				12E6.6	
<b>Meeting Type:</b>		City Council Regular		<b>Attachments:</b> Proposed Strategic and Business Plan for 2023	
<b>Suggested Caption / Motion / Recommendation:</b>					
It is recommended that City Council accept as information the 2023 Strategic Plan and Business Plan as a framework document to define the goals that Council and the Leadership Team will deliver over 2023.					
<b>Summary of Request:</b>					
<p>Strategic Planning is a vital component of high value for the City to guide our actions. Vision, Mission, and Value Statements are among the more static elements, reviewed annually by the City Council to establish consistency of purpose. SWOT Analysis, Objective Identification, and establishing Council Priorities provide staff direction to create a Business Plan that identifies strategies and resources to achieve desired outcomes. The 2023 Strategic and Business Plan is the result of a series of meetings and inputs that culminated in both the Plan and the Budget for Fiscal Year 2023.</p> <p>Once adopted, both the budget and the strategic and business plan guide the use of resources and staff work for the following year. Every item on City Council's regular meeting agendas is linked to the budget and strategic and business plan, noting how the agenda item advances the priorities of the City on the Action Request form.</p>					
<b>Financial Information</b>					
<b>Total Cost:</b> 0		<b>General Fund Cost:</b> 0		<b>Included in the budget:</b> Yes No NA	
<b>If not included in budget, recommended funding source:</b>					
<b>Action is related to the Strategic Plan and Business Plan</b>					
<b>Goal:</b>					
1: To maintain and Improve a strong financial position					
2: To enhance connections with stakeholders					
3: To continually improve the City organization					
4: To provide quality services to all stakeholders					
<b>Objective:</b>					
What do we want to do; What will we do to get there; and How will we know our actions were effective					
<b>City Manager</b>		Recommended <input checked="" type="checkbox"/>		Not Recommended <input type="checkbox"/>	
				Without Recommendation <input type="checkbox"/>	
<b>Board/Commission/Committee Approval Date:</b> NA					

## VISION, MISSION, VALUE STATEMENTS

### VISION

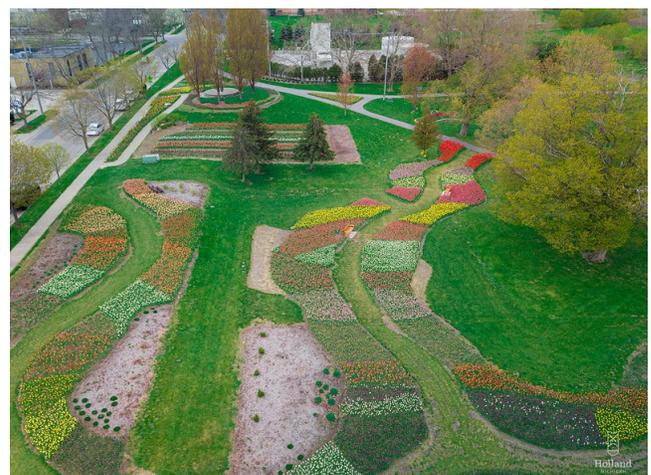
A vibrant, world class community in a beautiful lakefront environment where people work together, celebrate community, and realize dreams.

### MISSION

Maximize Livability.

### VALUE STATEMENTS

- We will maintain respect for each other and the public.
- We will foster a positive environment to accomplish our mission, encouraging and supporting each other to perform our work and reach our full potential
- We will perform each responsibility with pride and integrity.
- We will continually improve channels of communications both internally and externally, being especially mindful to be inclusive of all people and groups in our community.
- We will encourage participation in the development and improvement of services.
- We will strive for excellence and satisfaction in the provision of public services.
- We will recognize our strengths and weakness and how we can learn from them.
- We will build upon the diversity of our community and experiences and hold it as a basic value to treat all people with courtesy and respect.
- We will remember the importance of stewardship of public money operating in a responsible, cost-effective manner, always remembering, and respecting the source of our funding.





STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS

Holland City Council and Leadership Team members examined the strengths, weaknesses, opportunities, and threats affecting the City as a whole. The items in each category are not ranked by importance, nor is this intended to be an all-inclusive list. In addition, the items identified provide a view of potential issues that may impact the environment in which the City provides services in the near- or long-term future.

Strengths

- Proactive and visionary fiscal planning
Staff and culture of City Hall
Neighborhood Connector Program
Good relations with Public Safety
Diverse, strong economy
Vibrant Downtown scene
Ownership of power company
Community and business support
Parks & Recreation work, programs
Energy/Sustainability conscious
Windmill Island Gardens
Community leaders work together
Strong economic base
Residents satisfied with current status of community
Collaboration spirit
Strong organization structure in the city
Strong financial position of city
Long term planning tools
Location, location, location
Forward thinking community leaders and residents
Community leaders committed to stable process
Diversity of people and thought
Government and private sector collaboration
Fiscal responsibility
Culture of City employment
Diversity growth
Visionary minded
Planning
Manufacturing and other business
Economic development
Housing growth
Community support / nonprofits
Community Energy Plan
Long term financial and capital improvement projection
Community awareness /support of DEI
Growth
Fiber buildout
Municipal utility
Long view of financial realities
Volunteers - Tulip Time, etc.
Great work ethic
Faith-Based family assistance
Community support for fiber
Water and sewer capacity
HYAC (future)
High property values

Weaknesses

- Deteriorating condition of 17th Street Housing (Washington Avenue to Van Raalte)
Consistent and far-ranging mass transit lacking; car dependent
Communication of City events
Engagement with civics classes and programs in schools
Civic Center Place vendor services
Land locked
Housing shortage
Lack of non-motorized transportation system
Lack of fully effective public transportation system (local and connections to regional and national)
Lack of diversity in positions of leadership
Homelessness
Affordable housing
Public transit
Landlord integrity
Residents not able to lay out blankets for Tulip Time as before
Difficulties associated with MAX Transit
Progress on regional partnerships
Civic engagement other than significant projects
Divisive Politics
Handicapped Accessibility
Persons with Disabilities in Government Work Force
WMRA North-South Runway
Neighborhood Connector in Southside
Connections South of 31 and 96
Armored Vehicle for PD
Election Resources Capacity
Master Plan - Expanding South of 196 M40 and 16th
South End (DDA)/Commercial Development
Public Docks (Marina)

Opportunities

- Increase communication with residents, including signage at the Civic Center Place
Broadband initiative
Waterfront Holland
Hope College, churches, nonprofits—all supportive
Collaborate with surrounding municipalities: traffic, transportation, housing
Economic growth
Downtown development
Community engagement
Local education institutions
Waterfront development
Collaborative local leaders
Civic engagement
Household energy programs
Continue to grow a diverse city workforce
Food trucks Downtown
Long-term Council visioning...5-10 year (what does Holland look like down the road)
Regional leadership
Regional partnerships
Strong support for Principal Shopping District (PSD) Diversity, Equity, & Inclusion (DEI) efforts
Review and assess Civic Center programming
Investments in Centennial Park
Finding common ground on social justice issues
Holland Civic Center
Western part of 8th Street development

Threats

- Schools: lingering effects of COVID shutdown, teacher recruitment
Lansing rental bill
Ongoing low housing stock
Direction of new Ottawa County Commission
Tourists in summer
Relationships with regional governments
Lack of affordable housing
Possible economic downturn
Lack of community involvement (board membership, candidates for elected offices)
Fine line between small town and too much growth
Upstream political wonkiness
Compacency
Downtown continues to be less welcoming to many owners
Traffic resulting from aggressive housing developments
Pressures for upscale waterfront development
Short-term issues with County leadership
Hope College's swelling enrollment and impact on adjacent neighborhoods
Party politics - Influence
Changes to technology - Electrification
Housing shortage (All price points)

Council Retreat
January 21, 2023



**CATEGORY RANKING**

Goal	Weighted Vote	Category Ranking	# of Votes	Weighted Vote
<b>Financials</b>	<b>31</b>	Long-term Financial Plan	6	83
		Economic Development - Balance Growth and Impacts	4	69
		Municipal Capital Improvement Fund (MCIF)	5	66
		Housing - Affordable and other (Diversity/Diversity)	4	43
		MCIF Projects: Fire Stations; Greenhouse; Finance Office Remodel; DeGraaf Nature	3	34
		MCIF Project: City Hall exterior	2	22
		MCIF Project: Centennial Park	3	19
		Finance: Annual budget process - Enhanced Capital Plan documentation	1	18
		MCIF Project: Band Shell	3	13
<b>Connections to Stakeholders</b>	<b>36</b>	Macatawa Area Express (MAX) - Dynamics/Service	5	72
		Diversity, Equity & Inclusion (DEI) External Work-Community/PSD/Downtown	5	71
		What Council does? Communicate better to community	5	47
		Neighborhood Involvement: Ex: South Shore Village/HRC	4	47
		Community Enhancement Program at Macatawa Area Coordinating Council (MACC)	4	47
		City Manager: Regional Partnerships (Allegan, Fillmore, Water Extension)	4	35
		City Manager: Homelessness	3	33
		Civic Education and Engagement (Citizen Academy)	2	23
		Citizen/Volunteer Ownership	3	23
HeartSafe Community	1	12		
<b>Organizational Improvement</b>	<b>51</b>	Holland Civic Center Place - Operational, capital, budget, evaluation	6	72
		Maintain/Maintain/Maintain (What Services We Have)	5	62
		Diversity, Equity & Inclusion (DEI) Internal Work-Human Resources & Human Relations	3	53
		Human Resources: Hiring and Retention	6	46
		Take Care of Facilities - Fit-It-First	6	44
		Projects: Ice Rink, Fiber, Waterfront Holland, etc./	3	40
		"Staff Bandwith" Discuss/Unpack	4	38
		Public Safety: Potential future increase to fire command	2	25
		City Manager: Waterfront Holland	3	24
		Talent and Workforce Issues	1	19
		City Manager: Recreation Center planning	2	16
		City Manager: Outdoor Ice-Skating Park	3	12
		Human Resources: Employee Hiring and Development	2	12
<b>Quality Services</b>	<b>52</b>	HBPW: Broadband construction starts in 2023; completion expected in 2026	5	59
		City Elections	4	47
		Affordable Housing	4	43
		Update Master Plan	4	41
		Public Marina	5	41
		City Manager: Mobile Command Unit	4	41
		Finance: Implement New Finance System	3	41
		Transportation: 6th Street Reconstruction Project	2	36
		Neighborhood Improvement Committee (NIC) Report Review	2	33
		Transportation: Incorporate HBPW vehicles into the Vehicle Maintenance Operations	2	26
		Parks and Recreation Five-Year Master Plan	3	26
		Transportation: Planning for Fleet Maintenance/Incorporation of Electric Vehicles	3	24
		Transportation: Sidewalk Projects	3	23
		Transportation: Support new hires and seek out best candidates	2	23
		City Clerk's Office: Budgeting for safe, secure and accurate elections	2	23
		Finance: Policies - Formalized Fund Balance & Debt Management policies	1	17
Human Resources: Employee Safety	1	16		
Neighborhood Connector Program	2	12		

CITY COUNCIL PRIORITIES 2023



STRONG FINANCES

- ✓ Maintain long-term financial forecast
- ✓ Update 50-year Municipal Capital Improvement Fund
- ✓ Significant industrial and residential growth

QUALITY SERVICES

- ✓ Holland Fiber implementation
- ✓ Ice Rink Project
- ✓ Waterfront Holland

CONNECTIONS TO  
STAKEHOLDERS

- ✓ Diversity, Equity, and Inclusion (DEI) Partnerships
- ✓ Establish Citizen Academy
- ✓ Regional Partnerships (MAX, LAUP, and others)

ORGANIZATIONAL  
IMPROVEMENT

- ✓ Fire Stations Upgrades
- ✓ Holland Civic Center Place Evaluation
- ✓ Maintain Services within Budget





**Goal 1: To Maintain and Improve a Strong Financial Position**

	What do we want to do	What will we do to get there		How will we know our actions were effective
		Strategy, Tactic,	Assignment,	Outcomes
1.1	Adopt a balanced budget.	Provide necessary information for Council to make key decisions in order to adopt a balanced budget.	Finance Adopt budget 1st meeting in May	Annually City Council adopts a budget on time without deficits.
1.2	Adopt a long-term plan for the Municipal Capital Improvement Fund (MCIF).	Maintain a plan that matches needs with funding, so Council can prioritize projects (ice rink, recreation center, roof repairs, etc.)	Assistant City Manager Finance Adopt annually as part of the budget in May	The City is able to fund facility, park and equipment needs.
1.3	Adopt a long term financial forecast.	Maintain and improve the long term financial forecast in support of the annual budget and MCIF.	Finance Adopt annually as part of the budget in May	The City is able to make financial decisions in the context of long term financial information.
1.4	Grow the City tax base, while balancing impacts of growth on services and quality of life.	Continue efforts to make the City desirable, attracting residential, commercial and industrial investment.	All Departments Lakeshore Advantage Ongoing	The City experiences growth in our tax base beyond annual inflation, while maintaining high quality of life amenities.
1.5	Review housing policies, strategies and projects, for all price points but especially for residents earning less than 80% AMI.	Council will consider housing policies, strategies, and projects that address housing in the City.	Community & Neighborhood Services (CNS) - Housing Next Ongoing	The City has housing options for all residents.
1.6	Implement strategies to address pension & other post-employment benefit (OPEB) liabilities.	Continue to monitor existing and develop new strategies to address pension and OPEB liabilities.	Finance Ongoing	The City eliminates pension and OPEB liabilities.
1.7	Facilitate succession plan and economic development role in CNS Director position.	Utilize this position to increase focus on several priorities, including; economic development, housing, and sustainability.	CNS Ongoing	The City sees a return on the increased investment in related Council priorities.
1.8	Maintain current tax rate.	Evaluate the millage rate annually, informed by a long term budgetary perspective.	Finance Annually as part of the budget	The City remains competitive with providing quality services at value.



## Goal 2: To Enhance Connections with Stakeholders

	What do we want to do	What will we do to get there		How will we know our actions were effective
		Strategy, Tactic,	Assignment,	Outcomes
2.1	Maintain and enhance regional partnerships with stakeholders. Focus this year includes; MAX Transit, MACC Community Enhancement Program, and HeartSafe community efforts.	Examine opportunities for increased cooperation and collaboration with stakeholders.	All Departments Ongoing	The City is recognized as a trusted partner and collaborator.
2.2	Continue work on the priority of Diversity, Equity and Inclusion (DEI), specifically with focus on external partnerships.	Maintain and deepen partnerships with other organizations so that we become a larger community that is diverse, equitable, and inclusive. Examples include; LAUP, LEDA (Welcoming Ottawa), Downtown PSD, OTL and others.	All departments Ongoing	The City is a welcoming place to live, work, and visit. Evaluate in citizen survey on biannual basis.
2.3	Provide effective information and citizen engagement plans for large City initiatives (Waterfront Holland, Holland Fiber, Master Plan Update, and others).	Provide a budget and staffing resources for effective public information plans on important programs.	Mayor – Council All Departments Ongoing	Citizens are provided information they need on large City initiatives or questions.
2.4	Maintain and expand programs that connect citizens to city government, increasing city engagement and improving civic discourse.	Council will consider opportunities and associated cost for citizen engagement programs. Implement Citizen Academy in FY2024.	Mayor - Council April 2024	Citizens are aware of and involved in City government.
2.5	Council has a budget for and participates in trainings and community events.	Council is informed of opportunities and regularly attends trainings and community events.	Council Ongoing	Council is involved in the community and has access to desired training.
2.6	Maintain and improve communications to promote and market Holland.	Expand Public Information Coordination to full-time status.	Assistant City Manager Ongoing	Information is known locally and regionally on City events.
2.7	Implement recommendations of the BCC report, connecting with potential citizen volunteers. Continue focus on neighborhood opportunities, like South Shore Village planning or neighborhood connector programs.	Improve the web presence and communication tactics to inform and engage citizens to serve on our BCCs.	Council All Departments	We have an active and engaged group of citizens that reflect our community and serve on our BCCs.



**Goal 3: To Continually Improve the City Organization**

	What do we want to do	What will we do to get there		How will we know our actions were effective
		Strategy, Tactic,	Assignment,	Outcomes
3.1	Maintain and regularly review the governance framework and process manual and review of citizen survey results.	Provide reporting and time for Council to evaluate the governance framework and citizen survey.	Council Ongoing	Council is an effective governance body.
3.2	City has an effective performance evaluation system in place.	The City implements and maintains an effective performance evaluation system for all employees.	Human Resources Ongoing	The City employees are regularly evaluated in order to increase their effectiveness.
3.3	City has an effective staff training and development program in place for our employees.	The City has an adequate budget and provides for the development of our employees.	Human Resources Ongoing	City employees are engaged and prepared to provide excellent services to the community.
3.4	City effectively invests in the human resources and talent of our organization, enhancing our ability to attract and retain talent.	The City reviews and maintains competitive wage and benefit packages. The City also is advancing the best hiring and retention strategies.	Human Resources Ongoing	The City is able to attract and retain the highest quality employees.
3.5	Maintain and enhance the culture of collaboration and teamwork among City departments, including a focus on internal DEI work.	A partnership among employees and expectation for a strong culture is cultivated. The DEI Employee Committee is active and advancing their work.	All Departments Ongoing	Clients and visitors to the City notice the culture and service provided by employees.
3.6	Implement large project work: Broadband, Community Energy Plan, Capital improvements, Holland Fiber, Waterfront Holland, Ice Rink and more.	Resources and staffing are provided to move large projects forward for consideration and completion.	Council - City Manager Ongoing	Large projects are presented to Council and the community, and brought to completion.
3.7	Continue to monitor and make needed changes to staffing levels and the challenges in competing for talent in the workplace.	As the community grows and we add new amenities, monitor and provide for staffing levels to meet citizen demand for services.	City Manager Human Resources Ongoing	The City is able to provide for citizen services and maintain facilities without burdening existing staff.
3.8	Review, improve, and implement a system for City policies.	Investigate and propose to Council an improved system to catalogue City policies.	City Manager January 2025	Council staff and the community can easily access and read City policies.



## Goal 4: To Provide Quality Services to All Stakeholders

	What do we want to do	What will we do to get there		How will we know our actions were effective
		Strategy, Tactic,	Assignment,	Outcomes
4.1	Public Safety - provide for the safety of all through partnerships with the community, prevention and education efforts, and service.	Specific areas of emphasis include; fire stations, community partnerships, Crisis Intervention Team (CIT), hiring and staffing, mobile command unit.	Police and Fire Operations Ongoing	We have a safe community with residents that partner with us.
4.2	Community and Neighborhood - provide a vibrant and sustainable community that is a great place to live, work, and play.	Specific areas of emphasis include; master plan update, sustainability education plan, NIC flourishing neighborhoods report, neighborhood connectors.	Community and Neighborhood Services Ongoing	We are a location of choice for all, with places to live, work, and play.
4.3	Parks and Recreation - provide a beautiful community with ample leisure and recreation options.	Specific areas of emphasis include; preparation for Recreation Center planning, additions to cemeteries, incorporate new staffing, "fix-it-first" facility approach, prep for ice rink staffing, Five-Year Park Master Plan.	Parks and Recreation Ongoing	We have ample opportunities for leisure and recreation, in a beautiful setting.
4.4	Transportation Services - provide a well maintained and effective infrastructure.	Specific areas of emphasis include; additional fleet maintenance and staffing, alternative fuel vehicle/ equipment projects (6th Street), and sidewalk / non-motorized enhancements.	Transportation Services Ongoing	We have a safe, efficient and well maintained infrastructure.
4.5	HBPW - provide competitive, reliable, and innovative public utility solutions in a socially, environmentally, and financially responsible manner.	Specific areas of emphasis include; manage significant growth in demand, implementation of CEP goals/targets, several capital projects, Holland Fiber implementation.	HBPW Ongoing	We have reliable, affordable and sustainable public utilities.
4.6	Management/Administrative Services - provide effective leadership and support for citizens and operations.	Specific areas of emphasis include; leadership culture, long-term financial plan, large project management, elections, new finance system.	City Manager, Finance, Human Resources, Clerk, and Human/International/ Youth Relations	We have effective and efficient support services for our organization.
4.7	Downtown Group – provide a vibrant downtown that is a place of choice for all stakeholders.	Specific areas of emphasis include; capital investment at WIG, manage growth and success at DDA/PSD, evaluate contract for management of HCCP, preparation for streetscape refresh, DEI focus at PSD.	Assistant City Manager, DDA, PSD, WIG, & HCCP	We maintain and improve a downtown that is celebrated and enjoyed by all.

## Budget Policy

- A. **Balanced Budget** : The City will adopt an annual General Fund budget that is balanced each fiscal year. The City considers the budget balanced when total revenues are equal to or exceed total expenditures. The City's FY 2025 General Fund budget is balanced.
- B. **Multi-Year Financial Projections**: To support the City's budgetary planning and decision making process, the City will prepare a multi-year financial plan that analyzes key factors impacting recurring revenues and expenditures. The annual budget will include a 10-year General Fund projection, with major assumptions identified.
- C. **Budget Processed on an Annual Cycle**: As required by 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.
- D. **Budget Amendments**: 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. 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 account for unanticipated expenditures. 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.
- E. **Capital Project Budgeting**: The City shall develop a 10-year 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 consistency with the City's strategic goals. Funding sources will be identified, with an effort to minimize the need for new debt. The City will maintain its physical assets at a level adequate to protect the capital investment and minimize future maintenance and replacement costs. All future operating and maintenance costs will be forecasted and included in the appropriate operating budget.

## Fund Balance Policy

An appropriate level of fund balance reserve is established for the City's General Fund to provide for operational stability and for needs caused by unforeseen events. A minimum fund balance of 20-35% of the General Fund adopted budget expenditures shall be maintained in the General and Budget Stabilization Fund. Reserve requirements for other funds are based on the individual characteristics, financial capabilities, and constraints of the fund.

## Cash and Investments

Cash and investments will be maintained in accordance with the City Charter and adopted investment policy, investing in instruments that are allowed by both statute and policy. The purpose of the policy is to provide guidelines for the investment of public funds in a prudent manner with an emphasis on safety of principal, liquidity, and financial return on investment.

## Revenue Policy

- A. **Diversification**: The City shall attempt to develop and maintain a diversified revenue base to protect itself from fluctuations in any one revenue source. Management will vigilantly seek new sources, to include grants made available by local, state, and federal government agencies.
- B. **User Fees**: The City will regularly review all charges for services, fees, permits, and fines to ensure that rates are maintained at a level that is sufficient to cover the cost of providing the service.
- C. **Collections**: The City will follow an aggressive approach toward collection of past due taxes receivable and all other types of receivables.
- D. **Non-recurring revenue**: The City will actively seek grant funding and other one-time revenue sources, but these will not be used to support ongoing operating expenditures. Instead, non-recurring revenues will be used for one-time expenditures, including capital, increasing reserves, or paying down unfunded liabilities.

## Capital Assets

- A. **Capital Asset Accounting**: The City will maintain a complete and accurate accounting of its capital assets. Capital assets include property, plant, equipment, and infrastructure assets that have an initial, individual cost of \$5,000 or more and an estimated useful life in excess of two years. Capital assets are valued at historical cost. The costs of normal maintenance and repairs that do not add to the value of the asset or materially extend asset lives are not capitalized. Major outlays for capital assets and improvements are capitalized as projects are constructed. Depreciation is computed using the straight-line method over the useful life of the asset.
- B. **Capital Projects**: The City shall annually update a ten-year 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 identifying possible outside funding sources that minimize the need for additional debt.

## Introduction

The City of Holland has a robust strategic planning effort, which establishes goals and objectives for the organization. Long-term financial planning is an extension of strategic planning and is designed to support not only the strategic goal of maintaining and improving a strong financial position (goal number 1), but also assist with the identification of resources available in the long-term to allow the City to achieve the other service and infrastructure goals identified in the strategic plan (see complete plan at [https://cityofholland.com/DocumentCenter/View/6598/2024-Strategic-and-Business-Plan-20230503?bidId=.](https://cityofholland.com/DocumentCenter/View/6598/2024-Strategic-and-Business-Plan-20230503?bidId=))

The City has prepared a 10-year Financial Forecast for the fiscal years ending June 30, 2025 through June 30, 2034. The forecast focuses on the General Fund, which is the City's main operating fund, and incorporates the long-term capital plan to ensure the future capital needs can be appropriately funded. The forecast is designed to work in tandem with the City's Strategic and Business Plan, the 50-Year Municipal Capital Plan, and the 10-Year Streets Infrastructure Plan, and will be updated annually as part of the City's budget process. This annual update provides a visualization of the future impact of current year budget decisions.

The forecast includes projections based on historical information and the most recent economic data available at the time of the forecast. It is important to keep in mind that the forecast is not a budget, but rather a vehicle that provides a look at what the future financial position could be given the assumptions used in the forecast. While the uncertainty of the forecast increases with the length of the period predicted, the forecast can provide insight into future financial capacity so that strategies can be developed to achieve long-term sustainability in light of the City's service objectives and financial challenges.

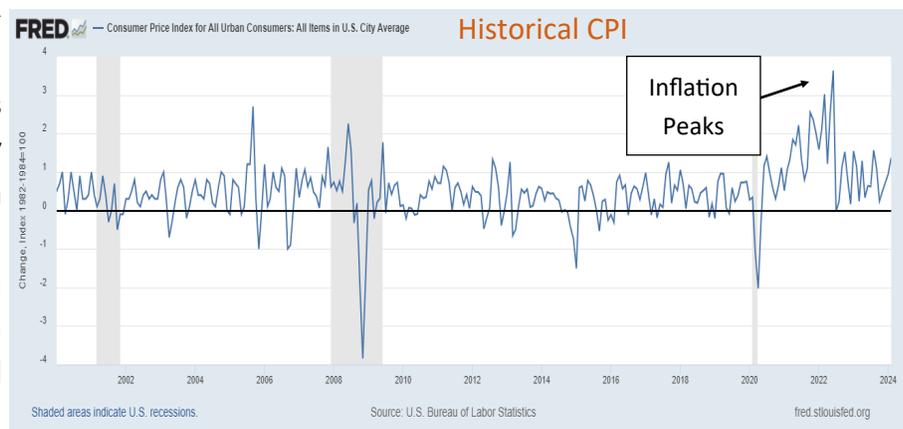
## Executive Summary

The City has a history of conservative management of finances, which along with the focus on long-term planning, has enabled the City to end FY 2023 with General Fund reserves near the top of the policy recommended range. As we look forward to the future, the City has been monitoring challenges related to property tax revenues as well as increasing future defined benefit pension contribution projections. These and near term continued inflationary pressures are projected to stress the fund balance over the next few years. However, this trend begins turning around starting in FY 2027 as U.S. macroeconomic data is forecasted to return to levels consistent with the years prior to the pandemic. In addition, several outstanding debt issues, including the 2015 pension bond, are paid in full allowing the millage to be redirected to operations. Additionally, several economic development incentives related to projects approved coming out of the last recession begin to expire which increases taxable value. The projections included in this forecast are based on information available today with an understanding that projections may change based on a variety of factors. Included in this document is information on the assumptions as well as a discussion of potential future opportunities and challenges.

## Economic Overview

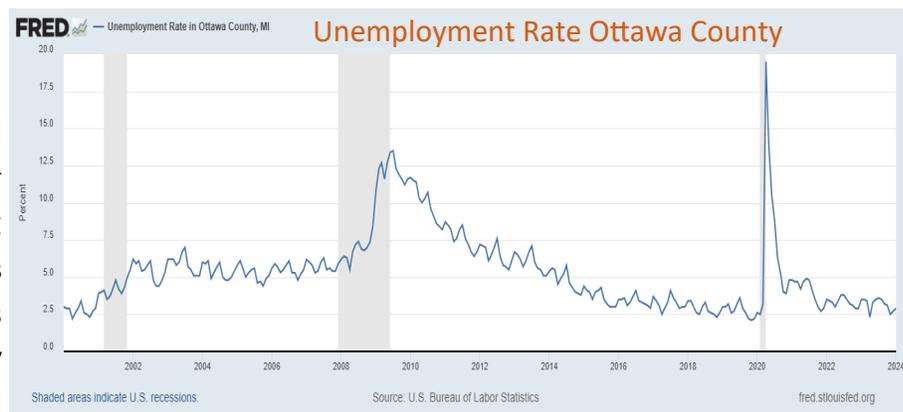
### Inflation

The Federal Reserve increased interest rates eleven times between March 2022 and January 2024 in an attempt to ease post-pandemic inflation. While this helped lower inflation rates from the peak in 2023, the levels still remain above the Federal Reserve’s target of 2% and inflation rates increased slightly in early 2024. This potentially “sticky” inflation and continued strong employment numbers supports Federal Reserve suggestions that more progress is needed before cutting interest rates. However, the general consensus among economists is that rate cuts will begin sometime in 2024. At the local level, the City is seeing prices level off and supplies return to pre-pandemic levels. Additionally, the number of bidders is generally increasing for City projects, contributing to much more competitive pricing. Automobiles continue to be an exception to this, with continued backorders and high prices for the City’s fleet.



### Labor Market

Unemployment at the national level remains under historical levels given the tight labor market. State unemployment at the end of 2023 was impacted by the auto worker’s strike, but is expected to fully rebound in 2024. At the local



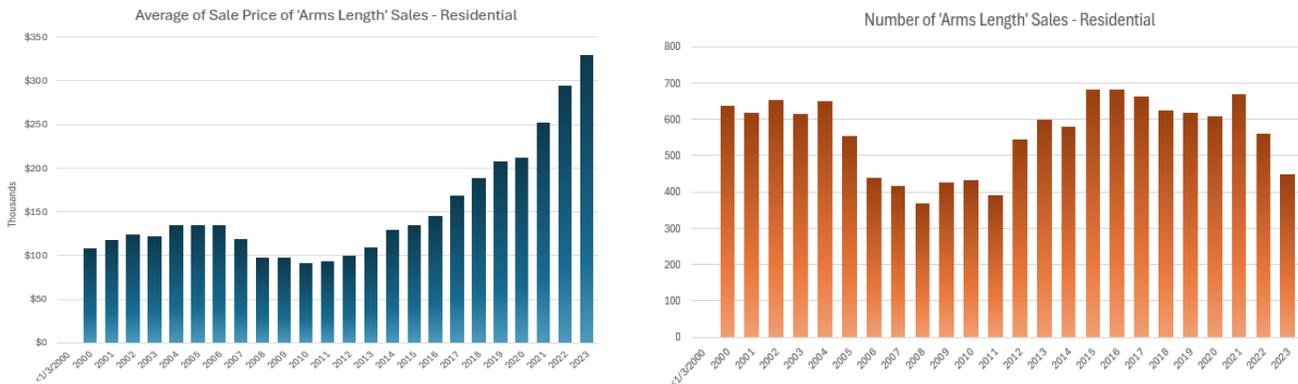
level, unemployment in Ottawa County as of January 2024 was 2.9% which ties for the lowest rate of all counties in Michigan. For the forecast, unemployment is expected to rise slightly and then level off on average from 2025 through 2034. The labor market is expected to grow as high rates of net immigration offset a projected decline related to increasing rates of baby boomer retirements. At the local level, the City has experienced challenges in hiring certain positions, especially temporary and part-time positions as well as positions requiring specialized skills. However, the City continues to be a desirable employer for full-time hires, so does not anticipate any negative impacts in the coming years.

## Economic Overview

### Residential and Commercial/Industrial Real Estate Markets

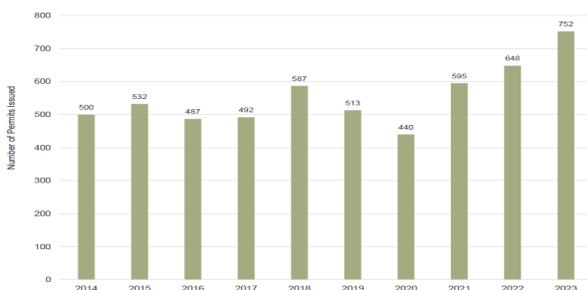
The national residential housing market continues to be impacted by higher mortgage rates. While price increases have slowed, the number of sales has declined as home owners are choosing to stay in their homes with their low interest mortgages that were locked in during the post-pandemic low interest rate environment. On the local level, residential home sales are trending in-line with national slowing, but demand for housing remains strong.

**City of Holland Residential Sales History**

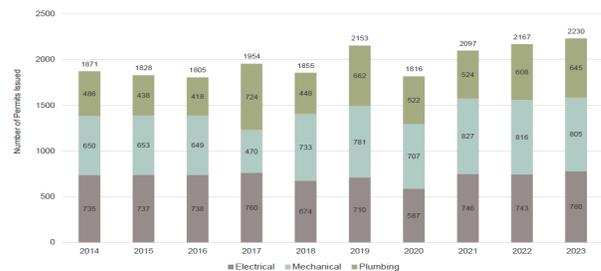


The City continues to experience significant growth in new commercial/industrial developments, with several large projects in various stages of the development process. While building permits have declined on the national level, the City building permits for both large projects and home owner updates continue to track higher than anticipated.

**Number of Residential Permits Issued  
Community & Neighborhood Services**



**Number of Electrical, Mechanical, Plumbing Permits Issued  
Community & Neighborhood Services**



### Recession Outlook

At the beginning of 2023, a recession within eighteen months was considered highly likely. However, consumer spending has continued to surprise the markets to the upside, inflation has moderated, and employment remains strong. As 2023 came to a close, projections of a recession migrated to talks of a “soft landing”. While there is still much uncertainty, the City will maintain its conservative approach to finances and monitor any potential threats related to a possible economic downturn. In addition, the City has recently increased its General Fund reserves, which will help buffer against potential impacts of any future economic instability.

## Forecast Assumptions

Revenue and expenditure projections are essential components in developing a long-term financial outlook. The forecast utilizes key revenue and expenditure assumptions as the foundation for the projections. Due to practical limitations, the forecast focuses on some specific items while forecasting the remainder by category.

Revenue forecasts combine an analysis of economic factors, State limitations, and historical trends. Property tax, personal property tax reimbursement revenue, and state revenue sharing together account for more than 54% of General Fund revenues. While these revenues are forecast in detail, other revenues are grouped into categories for the purpose of forecasting. The transfers from other funds primarily represents the dividend received from the Holland Board of Public Works and is forecasted separately based on projected electric utility revenue.

Personnel expenditures represent 66% of total General Fund expenditures and are broken down into salaries, health insurance, pension, and other benefits for purposes of forecasting. Other operating expenditures are forecast by category.

The following chart highlights some of the key revenue and expenditure forecast assumptions. Additional detail can be found later in this report.

Category	Assumption Basis	Current Trend	Future Challenges/Opportunities
<b>REVENUES</b>			
Property Tax	CPI <sup>(1)</sup> , Historical Growth Trend		State's Property Tax Limitation Laws (Headlee), Expiring Ren Zone, IFTs
State Revenue Sharing	State projection; Historical Trend		State historical reductions of Statutory Formula, Future impact of inflation
PPT Reimbursement	No Growth		Unclear calculation methodology
Utility Dividend	HBPW Estimates		Increase near-term (LG expansion), long-term downward trend (energy conservation)
<b>EXPENDITURES</b>			
Salaries/wages	ECI <sup>(2)</sup> , Wage Progression Factor		Bargaining contracts completed, City continues to be an Employer of Choice
Employee Benefits	Historical Trend		Positive impact of Health Savings Account (HSA) plan options & Wellness Program offset by recent healthcare inflation
Pension Unfunded Liability	MERS Estimates		Closed plans (positive) Actuarial Assumption Changes, Investment Returns (downside risk)
Supplies, Contractual	PCE <sup>(3)</sup>		Inflation moderating, Supply Chain Improvements

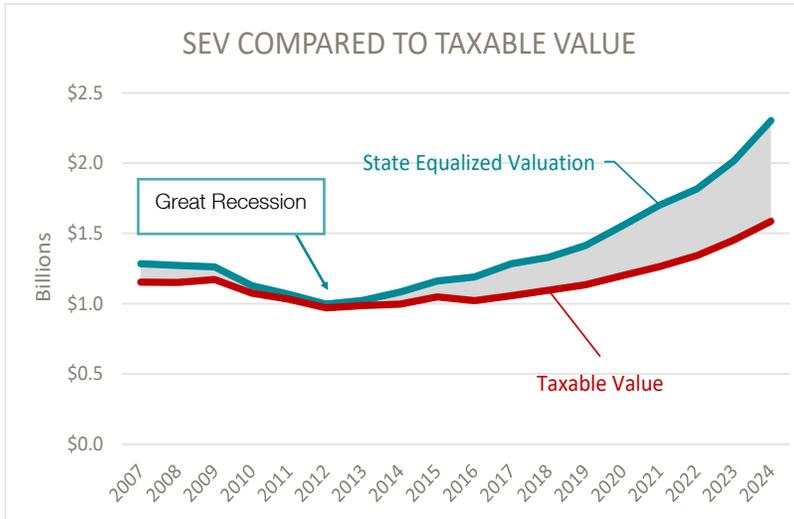
<sup>(1)</sup> CPI: Consumer Price Index

<sup>(2)</sup> ECI: Employment Cost Index  
Fiscal Year 2025 Proposed Budget

## General Fund Revenue Assumptions

### Property Tax Revenue: Outlook - Stable (near term)

Property tax revenue is the largest source of revenue for the General Fund, representing more than 38% of total revenues. Property *equalized* values (State Equalized Values, or SEV) which are based on the property assessed values increased by 14.3% for tax year 2024, consistent with significant increases experienced across the county. Michigan has a complicated set of



rate limits that restrict annual increases in property *taxable* value, generally coinciding with the rate of inflation (CPI) or 5%, whichever is less, plus an allowance for net new property additions. Total taxable value increased by 9.2% for the same period. As the chart illustrates, the gap between the equalized value and taxable value has been widening. While the annual increase is limited, when

property tax values decline, this gap provides a buffer as reflected in the 2008 to 2013 recovery from the Great Recession

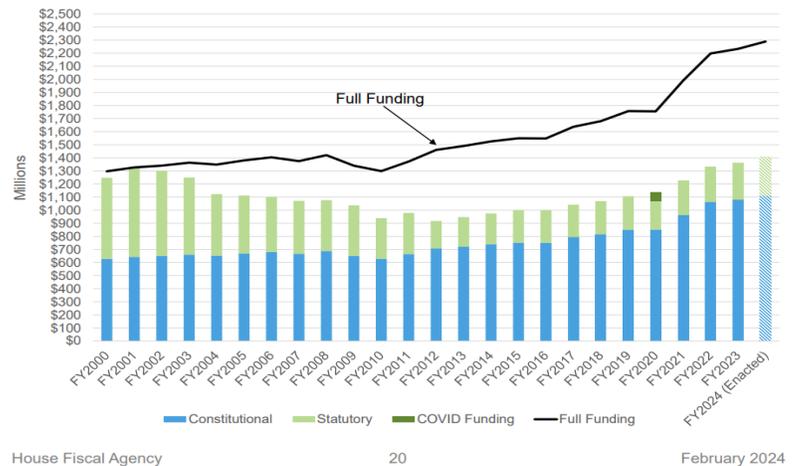
The forecast for this revenue source will be based on the taxable value multiplied by the millage rate designated for General Fund operations, projected as follows:

- o *taxable* property value projected to increase by CPI (per February 2024 Congressional Budget Office “The Budget and Economic Outlook: 2024 to 2034”): 2.3% in 2025; 2.2% declining to 2.0% in years 2 through 5; 2.0% holding steady in years 6 through 10.
- o *new growth* estimate based on historical growth in the City: 1.6% for the first three years of the forecast and then decreased to 1.0% for the remaining term to reflect reduced open buildable land in the City.
- o *millage rate* projected as the current general operations millage (9.4220) adjusted for any additional millage that can be redirected from debt service as debt obligations are paid off. Projected operational millage ranges from 9.2778 in FY 2026 to 9.8949 in FY 2034. Note: Debt service is accounted for in a separate Debt Service Fund, but the overall property tax millage supports both general operations and debt service.

State Revenue Sharing: Outlook - Monitoring

State revenue sharing consists of both constitutional and statutory payments. Constitutional payments are calculated as a percentage of total state sales tax revenue, distributed based on population and not subject to legislative changes. Statutory payments have been distributed based on a formula rather than per capita. While the pool of funds available for distribution is based on sales tax and use tax collections, this funding source has been cut several times over the past decade. Prior to 2010, statutory payments accounted for more than 25% of this revenue source, but now only represents 12%. In FY 2024, the state increased the appropriation by 7% of which 5% was ongoing and the remaining 2% a one-time increase tied to public safety initiatives. In addition, legislation has been introduced that would establish a trust fund for this revenue source as an attempt to provide future diversion of this revenue source.

**Total Revenue Sharing Payments to Cities, Villages, and Townships**



The Michigan Department of Treasury forecasts the current year and future budget year, which provides the basis for the FY 2025 budget. The remaining years are based on the long-term growth of total revenue sharing payments since 2007 (1.8%), which serves as a conservative indicator of future sales tax collections given the past history of state diversions from this revenue source.

Personal Property Tax Reimbursement (continued): Outlook - Uncertain

In 2016 the state adopted legislation which resulted in exemptions for small tax payers and initiated phasing out the eligible manufacturing personal property (EMPP). To replace the revenue source, the Local Community Stabilization Authority (LCSA) Act requires Personal Property Tax (PPT) reimbursement to municipalities. The complex calculation is designed to reimburse for the essential services (police and fire) and a portion of the qualified loss.

A change to the formula began to be phased in starting in FY 2022 and effective for tax year 2023, the state increased the threshold for small business exemption from \$80,000 to \$180,000. Given the complexity of the calculation and lack of available data surrounding inputs in the formula, this revenue source was conservatively budgeted at zero growth for the General Fund for the entirety of the forecast.

## Other Revenues: Forecast by Category

Other revenues are forecast as follows:

- \* Building, Mechanical, Plumbing, and Electrical Permits: As the chart illustrates, the City has experienced significant growth in the industrial sector in recent years. These large projects



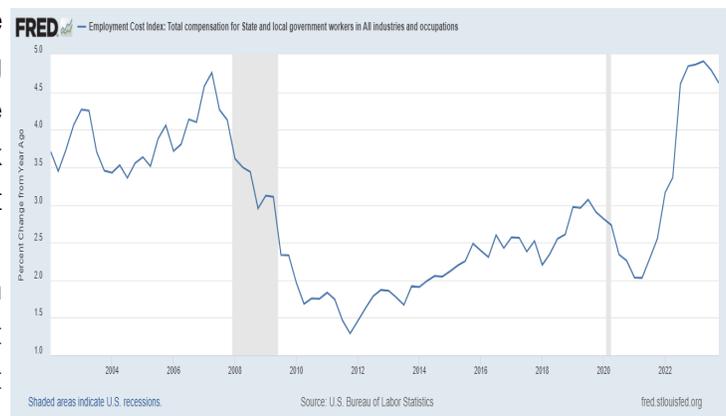
have significant building permit fees. This category is conservatively forecasted to return to levels consistent with years prior to the onset of recent large projects and then grow by 2%, which is more consistent with the overall increase in other permit categories.

- \* Charges for Services, License & Permits (excluding building related), Fines & Forfeits: Increase of 2% for the length of the forecast, conservatively budget on the lower end of historical data.
- \* Transfers from Other Funds: Utility dividend based on projections provided by HBPW with longer-term projected decline corresponding to fluctuations in electric utility revenues as the portfolio composition changes. NOTE: The Utility Enterprise funds are managed by a separate leadership team and report to a separate board. They prepare a 5-year forecast of the utility dividend which was utilized in this forecast. The remaining years are conservatively forecast to decline by 1.5% per year to reflect energy conservation efforts.

## General Fund Expenditures

### Personnel Expenditures: Outlook - Monitoring Wage Inflation & Future Growth

Personnel costs comprise almost 70% of total General Fund expenditures. After the great recession, approved positions decreased from a high of 223 full-time positions in FY 2003 and remains below that level, with only 202 full-time positions in FY 2025. Included in General Fund wages are employees represented by two bargaining units. The forecast for personnel wage expenditures will be based on the approved increase in the bargaining contracts for FY 2026 adjusted for a wage progression factor based on the City's six step wage scale and the Employer Cost Index (ECI) for the remaining years, which ranges from a high of 3.8% in FY 2026, declining steadily for the next three years and ends at 3.0% for the last six years of the forecast.



## General Fund Expenditure Assumptions

### Health Insurance: Outlook - Monitoring Recent Trend

The City maintains a self-funded health insurance plan for employees. To help manage cost increases, the City has placed greater emphasis on the high deductible plans, incentivizing participation in these plans and adding a wellness program. As a result, the City's increases have generally been less than the open marketplace. The forecast will conservatively include a 9% increase in the first two years, reflecting recent increases in costs related to overall inflation and increased usage as medical procedures put on hold during the pandemic are now being scheduled. Long-term this expenditure category will conservatively be forecast at 6%, in-line with historical increases for the City.

### Pension Cost: Outlook Increasing (short term) Stable (long term)

The City participates in the Municipal Employees' Retirement System of Michigan (MERS) to provide retirement pension benefits for employees. The City has been proactive in managing rising costs by closing all defined benefit plans (2003 and 2017) and issuing two pension obligation bonds for the unfunded liabilities. The first bond will be fully repaid in FY 2027, which will bring relief to the General Fund.

Each year MERS prepares an Actuarial Valuation Report. This report includes a determination of liabilities and contribution rates resulting from participation in MERS. It also measures the funding progress of the closed defined benefit plans as of the end of each calendar year. The

**Distribution of Employers by Funding Level**



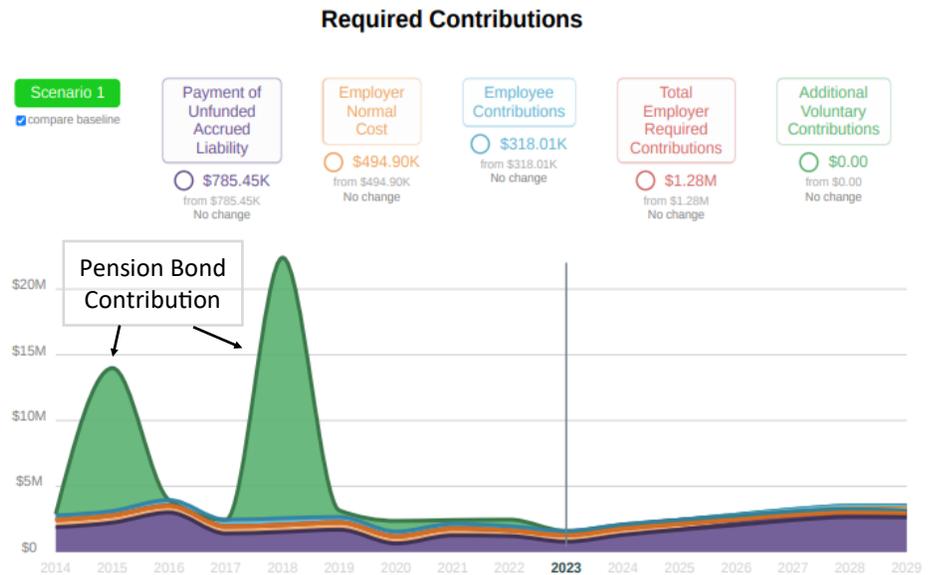
most recent report available is the December 2022 report. Prior to 2022, the City plans were 93% funded. However, investment performance during 2022 led to a decrease in overall funding to 90% and a corresponding increase in projected future employer contributions. This funding level is still desirable, especially as compared to the MERS Peer Group illustrated in the chart. The City continues to monitor the projected future contributions for any impact based on the maturity level of the plan.

City closed defined benefit plans are 90% funded at 12/31/22

## General Fund Expenditure Assumptions

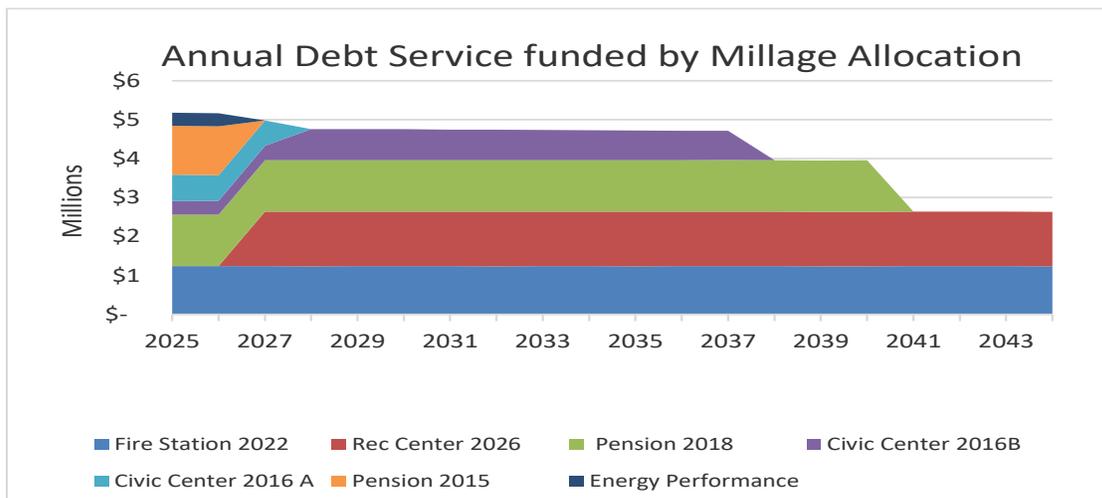
### Pension Cost (continued): Outlook Increasing (short term) Stable (long term)

The October 2023 mid-year update to the financial forecast included an in-depth analysis of the factors that impact funding levels for the defined benefit plans. While the calendar year 2023 Actuarial Valuation Report is not yet available, MERS investment earnings were in excess of 11%, which will offset some of the loss from 2022. The forecast includes a “normal cost” assumption of 8% of employee salaries based on the current employee defined contribution benefit plan. The payment of the remaining unfunded liability for the closed defined benefit plans will be based on the MERS projections (obtained from MERS GovInvest tool). In addition, the assumptions will include a factor to account for the maturing plan as more defined benefit members retire and therefore less active payroll is available for “normal” pension contributions.



### Debt Obligations: Outlook Declining Outstanding Debt

Debt service is not a direct expenditure of the General Fund, however, the City’s millage is allocated partly to general operations, capital projects, and debt service. As debt is repaid, the millage can be reallocated to general operations as noted in the discussion of the property tax assumptions. The chart illustrates the future debt service.





## General Fund Ten Year Summary

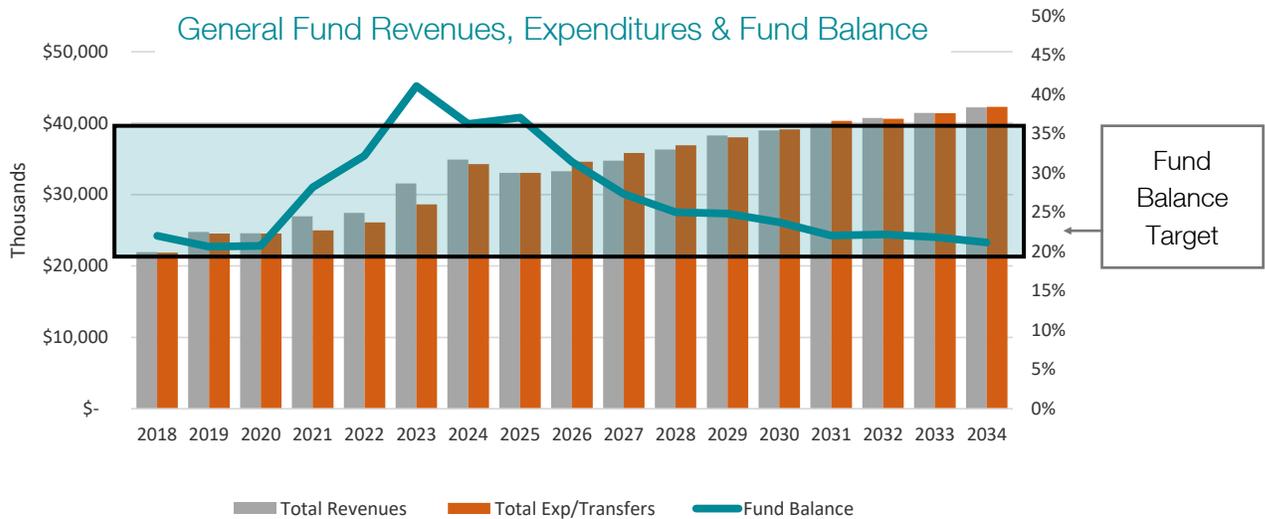
The following summary is based on the assumptions discussed in the forecast. It is important to remember that this summary is an estimate of potential future finances and *not* a budget. However, the forecast serves as a useful tool in evaluating the future impact of current budget decisions.

### City of Holland General Fund Summary For the Fiscal Years 2025 through 2034

	FY-2024 Estimate	FY-2025 Proposed	FY-2026 Forecast	FY-2027 Forecast	FY-2028 Forecast	FY-2029 Forecast	FY-2030 Forecast	FY-2031 Forecast	FY-2032 Forecast	FY-2033 Forecast	FY-2034 Forecast
-- ESTIMATED BEGINNING FUND BALANCE AT JULY 1 --											
Total Fund Balance, July 1	\$ 11,430,240	\$ 12,419,853	\$ 12,246,976	\$ 10,883,584	\$ 9,799,188	\$ 9,227,656	\$ 9,456,164	\$ 9,298,897	\$ 8,894,209	\$ 9,004,696	\$ 9,043,662
-- FUNDING SOURCES --											
Funding Sources											
Property Taxes	\$ 13,560,450	\$ 15,211,250	\$ 15,961,016	\$ 16,996,616	\$ 17,765,720	\$ 18,377,789	\$ 19,075,472	\$ 19,943,999	\$ 20,679,970	\$ 21,355,563	\$ 22,046,897
License & Permits	1,944,800	1,795,100	1,403,738	1,431,812	1,460,448	1,489,656	1,519,449	1,549,836	1,580,833	1,612,450	1,644,698
Federal Grants	3,476,880	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000	36,000
State Revenue Sharing	6,088,500	6,147,600	6,183,188	6,261,358	6,340,935	6,421,945	6,504,413	6,588,365	6,673,828	6,760,830	6,849,398
Local Unit Contributions	138,600	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000	144,000
Charges for Services	2,021,067	2,212,577	2,475,829	2,525,345	2,575,852	2,627,369	2,679,915	2,733,511	2,788,182	2,843,944	2,900,822
Fines & Forfeits	125,700	130,600	133,212	135,876	138,593	141,365	144,192	147,076	150,017	153,017	156,077
Interests & Rents	1,016,250	831,375	848,280	749,641	667,153	641,855	631,546	644,555	646,494	641,380	651,329
Other Revenue	32,737	25,250	25,250	25,250	25,250	25,250	25,250	25,250	25,250	25,250	25,250
Transfers In	6,478,327	6,502,902	6,045,864	6,434,463	7,167,147	8,353,401	8,228,100	8,104,678	7,983,108	7,863,362	7,745,411
Budget Stabilization	370,749	-	-	-	-	-	-	-	-	-	-
Total Sources	\$ 35,254,060	\$ 33,036,654	\$ 33,256,377	\$ 34,740,361	\$ 36,321,098	\$ 38,258,630	\$ 38,988,337	\$ 39,917,270	\$ 40,707,683	\$ 41,435,796	\$ 42,199,882
-- FUNDING USES --											
Funding Uses											
Personnel Services	19,821,104	21,911,279	23,412,132	24,480,541	25,416,293	26,419,614	27,405,554	28,450,441	28,592,249	29,256,465	30,006,618
Supplies/Maintenance	1,713,474	1,654,390	1,690,789	1,726,296	1,760,821	1,796,036	1,830,159	1,864,934	1,900,367	1,936,473	1,973,266
Contractual	1,286,272	1,349,675	1,379,368	1,408,335	1,436,502	1,465,231	1,493,067	1,521,435	1,550,343	1,579,801	1,609,818
Other Revenue	6,145,279	6,308,171	6,377,563	6,444,530	6,508,973	6,574,059	6,636,512	6,699,555	6,763,201	6,827,451	6,892,307
Capital Outlay	350,266	225,825	154,200	154,200	154,200	154,200	154,200	154,200	154,200	154,200	154,200
Transfers Out	4,768,052	1,111,617	1,119,317	1,119,317	1,119,317	1,119,317	1,119,317	1,119,317	1,119,317	1,119,317	1,119,317
Contingencies	175,000	475,700	481,400	486,538	491,524	496,665	501,794	507,077	512,518	518,123	523,896
Budget Stabilization	5,000	172,874	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Total Uses	\$ 34,264,447	\$ 33,209,531	\$ 34,619,769	\$ 35,824,756	\$ 36,892,629	\$ 38,030,122	\$ 39,145,603	\$ 40,321,958	\$ 40,597,195	\$ 41,396,830	\$ 42,284,422
-- ESTIMATED ENDING FUND BALANCE AT JUNE 30 --											
Net Surplus (Deficit)	\$ 989,613	\$ (172,877)	\$ (1,363,392)	\$ (1,084,395)	\$ (571,531)	\$ 228,509	\$ (157,267)	\$ (404,688)	\$ 110,487	\$ 38,966	\$ (84,540)
Total Fund Balance, June 30	\$ 12,419,853	\$ 12,246,976	\$ 10,883,584	\$ 9,799,189	\$ 9,227,657	\$ 9,456,165	\$ 9,298,897	\$ 8,894,209	\$ 9,004,697	\$ 9,043,662	\$ 8,959,122
Fund Balance %	36.2%	36.9%	31.4%	27.4%	25.0%	24.9%	23.8%	22.1%	22.2%	21.8%	21.2%

## General Fund Reserves

The City’s Fund Balance Policy recommends an ending unassigned fund balance between 20% and 35% of budgeted expenditures for the combined General Fund and Budget Stabilization Fund. Maintaining a strong fund balance position allows the City to weather any unexpected events, such as the recent pandemic, without impacting service levels. Based on the assumptions included in the forecast, the ending fund balance dips in the near term before leveling off, but stays within the targeted range for the remainder of the forecast. As noted earlier, the assumptions are based on the best information available at the time of the forecast and the City will continue to monitor this in light of changing economic data that may impact the forecast.



## Challenges and Opportunities

The forecast has been prepared using recent experience, trends, and assumptions as discussed above. However, there are several challenges and opportunities that could significantly impact the outlook, including:

### *Property Tax Revenue: Impact of State Limitations (Challenge)*

The State of Michigan has limits on property taxation including a levy cap, a rate limit, and an assessment limit. The Headlee Amendment was adopted in 1978 and requires a local unit of government to reduce its millage when annual growth on existing property is greater than the rate of inflation. The calculation factors in new growth and losses. The State approved legislation that provides exemptions for small taxpayers personal property (effective 2014) and eliminated personal property tax on Eligible Manufacturing Personal Property (EMPP) beginning in 2016. This had the unintended consequence of rollbacks in the rate as the removal of personal property is treated as a loss in the Headlee calculation. Further reductions are anticipated in the future, especially considering the State just increased the small taxpayer exemption limit from \$80,000 to \$180,000 effective in tax year 2023.

## Challenges and Opportunities (continued)

### *Property Tax Revenue: Impact of AxMiTax (Challenge)*

The AxMiTax ballot initiative is led by a group seeking to eliminate all property taxes in Michigan. The group plans to circulate petitions to get the measure on the state ballot in November 2024. While the committee suggests a constitutional amendment could save taxpayers money, it would have a very serious negative impact to services such as schools, parks, libraries, community colleges, elections, trash collection, and public safety, which provide benefits to every resident of Michigan. An initiative like this would face several hurdles, but the City will continue to monitor this and potential future initiatives for any impact to the City's financial stability.

### *State Revenue Sharing: Monitoring Impact of Inflation and State Diversions (Challenge/Opportunity)*

This revenue source is based on sales tax collections and includes a constitutional based allocation and a statutory based allocation. Historically, the statutory portion has been subject to state diversions and therefore, the long-term forecast is conservatively based on the trend over the past sixteen years. As the state budget settles into post pandemic stimulus funding levels, the City will be carefully monitoring this revenue source for any possible reductions if the state looks to solve their own financial challenges (challenge). However, legislation has recently been introduced at the state level that would establish a revenue sharing trust fund with the goal of preventing any future reductions in this revenue source (opportunity).

### *Personnel Expenditures: Monitoring Wage Inflation & Future Growth (Challenge), Pension Debt Repayments (Opportunity)*

A record number of employees left the workforce during the pandemic, contributing to a labor shortage on the national level. As a result of increased competition for employees, wages and benefits have increased on the national level. While the City of Holland continues to be an employer of choice for full-time employees, filling certain technical positions and temporary positions has presented a recent challenge. In addition, full-time employee count remains below 2008 levels, even though service levels have increased. The City will continue to monitor the impacts on future budgets.

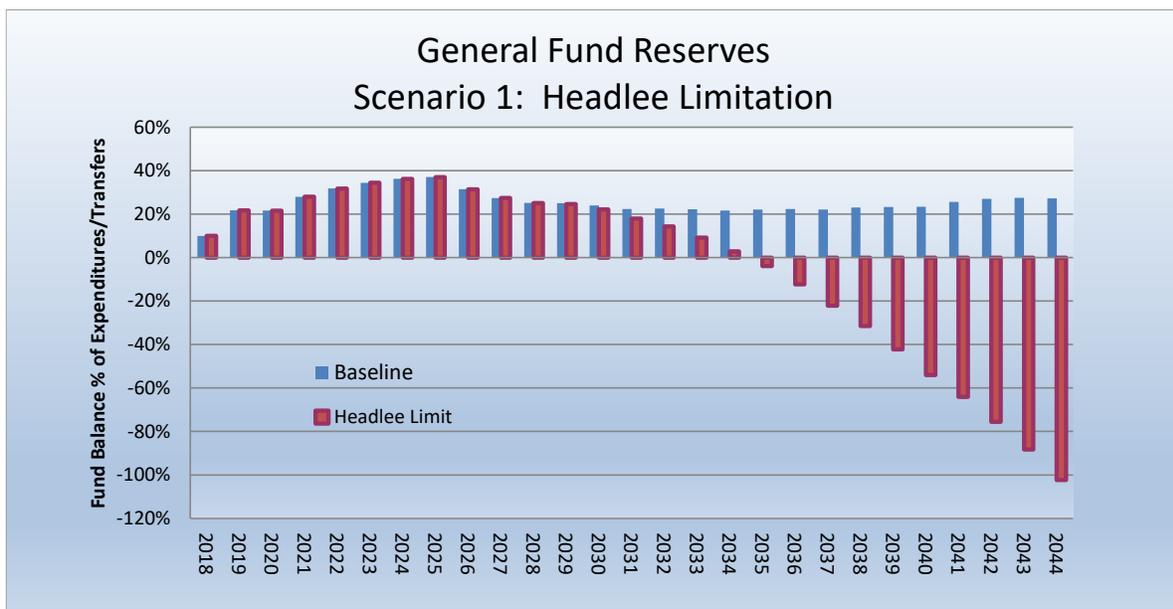
The City also continues to monitor pension costs. The City has taken several steps to manage rising costs, including closing all defined benefit plans (2003 and 2017) and issuing two pension obligation bonds for the unfunded liabilities. The first will be fully repaid in FY 2027, which will bring relief to the General Fund. While the long-term outlook is stable due to the action taken, changes in actuarial assumptions and variability in investment performance continue to present challenges to the unfunded pension liability for the closed plans.

## Scenario Analysis

The City’s long-term forecast is a useful tool to evaluate the current fiscal condition and identify areas of concern. Reviewing this on a semi-annual basis provides an opportunity to further assess any notable changes that may identify new opportunities or challenges that can impact decisions in the near term. While the most recent modifications to the baseline forecast identified stress on future reserves from changing economic data, there are other factors that could alter the outcome. This report will look at one scenario that is currently being monitored by the City and how the General Fund reserve position would be impacted in the event this materializes.

### Scenario 1: Headlee Limitation

The State of Michigan has limits on property taxation including a levy cap, a rate limit, and an assessment limit. The Headlee Amendment was adopted in 1978 and requires a local unit of government to reduce its millage when annual growth on existing property is greater than the rate of inflation. The City has historically levied a rate less than the Headlee limitation, but due to some unintended consequences of the rollback calculation, specifically related to the removal of personal property tax, the gap between the Headlee limited rate and the actual City millage has been narrowing in recent years. It is not yet clear how the higher inflation or the final removal of personal property tax in 2023 will impact the calculation, but is important to monitor this given property tax represents more than 38% of General Fund revenues. This scenario assumes a reduction in annual Headlee limit rate equal to 0.9850 (reduction for tax year 2022). Based on this, the City would not be able to levy the current millage rate (which has remained consistent for more than thirteen years) as soon as FY 2029. The following chart illustrates the potential impact on the General Fund.



## Conclusion

The City of Holland has a history of conservative management of finances, which has contributed to a stable level of General Fund reserves. This has allowed the City to respond to unforeseen challenges, such as the COVID-19 pandemic. The 10-year forecast suggests the continued focus on local development efforts and controlling costs will continue to allow the City to maintain reserves above the recommended minimum level.

In conjunction with the forecast of the General Fund, which includes the impact of debt supported by the City millage, the City also prepares a 10-year Municipal Capital Improvement Fund and 10-Year Street Improvement Fund plans. These components are all combined for a comprehensive analysis of the future property tax millage allocation as the City's operational millage is allocated to each of these funds. The complete capital plan summaries and related project details can be found in the Capital Improvement Plan Appendix C. The analysis was presented to City Council in March 2024 and concluded that funding was available to achieve the 10-year projected capital needs without any further injection from the General Fund.

While the General Ledger baseline forecast suggests financial stability, the City has identified potential challenges that could significantly impact the future. The City's commitment to long-term planning will be key to identifying any developments in these areas as well as any new challenges. The data model supporting the forecast will also provide the City with the ability to develop scenario analysis to determine the potential impact of future challenges and corresponding strategies to minimize any downside risk.

The City of Holland prepares an Annual Budget in accordance with requirements set forth in Section 9.5 of the Holland City Charter and State of Michigan Act 621 of 1978, as amended. The City's fiscal year covers the period of July 1 through June 30.

## *Stakeholder Input*

The City provides the following opportunities to include stakeholder input into the planning and budgeting process:

- ◆ On a biennial basis, the City partners with a local college to conduct a citizen survey. This was completed in January 2024.
- ◆ City Council and Holland Board of Public Works Board Members meet with residents in an informal setting, known as “Coffee with Council”.
- ◆ City Leadership Team presents information on Department operations, goals and objectives to City Council. For a video presentation of the current year, please see <https://www.cityofholland.com/157/Budget-Fiscal-Information>.
- ◆ In late January, City Council and the Leadership Team members gather for a retreat to review the information gathered from stakeholders, establish Fiscal Year priorities, and update the Strategic and Business Plan.

## *Annual Budget Preparation*

- ◆ Department Directors prepare budget requests and related worksheets for submission to the Finance Department.
- ◆ Finance staff estimates general revenues, debt service requirements, calculates wage and fringe benefit costs for all employees, and updates long-term financial plans.
- ◆ Finance staff assembles Department budget requests, reviews the data, and prepares documentation for Budget Team review.
- ◆ Finance staff reviews budget for compliance with City policies (FY 2025 budget is in compliance).
- ◆ The City Manager, Finance Director, and Department Director meet to review the budget request. The City Manager may adjust the department request.
- ◆ Finance staff incorporate any changes noted during the department review meetings and prepares the City Manager Recommended Budget and the Budget-in-Brief.
- ◆ In accordance with the City Charter, the annual proposed budget is presented to Council by the first day of April.

## *Budget Review and Approval*

The City Manager's Recommended Budget is discussed at two study sessions in April. The proposed budget is modified for any changes noted during Council review and presented at a public hearing in May. Once the public hearing is completed, the budget is presented for Council approval.

## *Proposed vs Adopted Budget*

The proposed budget represents the document as presented by the City Manager to the City Council on or before April 1. After review of the proposed budget and the required public hearings, the City Council takes action to approve an Annual Budget Resolution. The Adopted Budget refers to the official budgetary totals adopted by the City Council.

## *Budget Monitoring and Amendments*

The Adopted Budget serves as a valuable resource for all stakeholders. The City continuously monitors the budget and reports on the status throughout the year. Amendments to the budget may become necessary based on changing needs and priorities, or for unforeseen events. Amendments require approval by City Council.

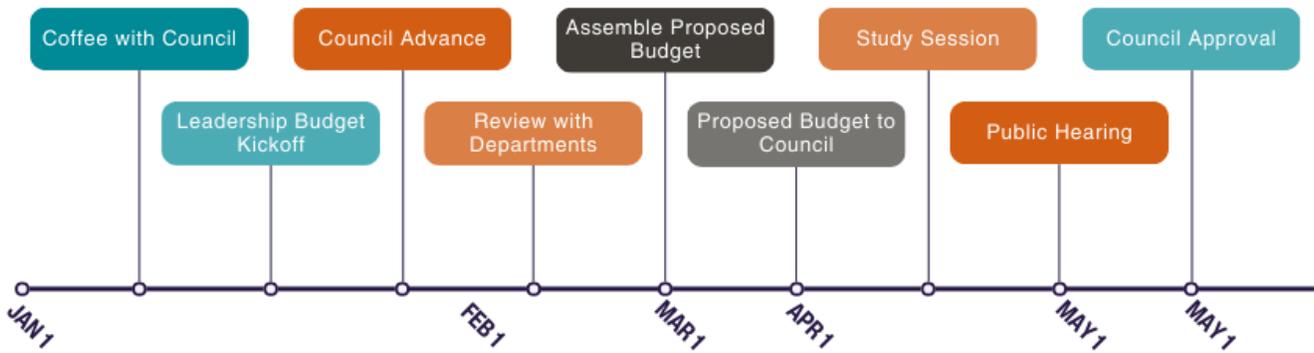
## *Basis of Budgeting*

The adopted budget is prepared on a modified accrual basis consistent with Generally Accepted Accounting Principles (GAAP) and is consistent with the basis used for the Annual Comprehensive Financial Report.

## *Funds Not Budgeted*

The City occasionally receives grant funding and establishes a new fund to account for the revenues and expenditures associated with the grant. As these are not known at the time the budget is prepared, these are not included in the budget document.

## Fiscal Year 2025 Budget



December 27, 2023	Budget “folders” available to Leadership Team
January 3, January 6, 2024	Coffee with City Council & HBPW Board
January 10, 2024	Budget Video Presentation to City Council
January 12, 2024	Computer equipment capital outlay requests to Technology Services
January 12, 2024	Equipment & vehicle capital outlay requests to Transportation Director
January 19, 2024	Leadership Team submits budget requests to Finance Office
January 20, 2024	City Council Retreat
January 19-February 10, 2024	Finance Office Budget Team reviews department budgets
February 2-February 14, 2024	City Manager reviews budgets with Leadership Team
February 15-February 29, 2024	City Manager & Leadership Team make final decisions
March 1-March 31, 2024	Finance Office Budget Team finalizes proposed budget document
April 1, 2024	Budget-in-Brief submitted to City Council
April 10, 2024	Proposed Budget formally submitted to City Council
April 10-April 11, 2024	City Council budget study sessions
May 1, 2024	Budget public hearing
May 1, 2024	Adopt budget

# BUDGET SUMMARY





## Governmental Funds

### General Fund\* (Modified Accrual)

-includes Budget Stabilization

### Special Revenue Funds (Modified Accrual)

- MVH Major Streets
- MVH Local Streets
- Allegan County Road Tax
- Ottawa County Road Tax
- Street Improvements Reserve
- Downtown Public Parking
- Downtown Snowmelt System
- Principal Shopping District
- Cable TV Public Access
- Herrick District Library Taxation <sup>(1)</sup>
- Police Criminal Justice Training
- Revolving Cash Assistance
- Dangerous Structures
- Holland Energy Fund

### Debt Service Funds (Modified Accrual)

-General Obligation

### Capital Project Funds (Modified Accrual)

- Municipal Capital Improvement Fund
- Sidewalks
- Street Infrastructure

### Permanent Funds (Modified Accrual)

-Cemetery Perpetual Care

### Component Units (Modified Accrual)

- Brownfield Redevelopment Authority
- Downtown Development Authority
- SmartZone
- Holland Historical Trust

## Proprietary Funds

### Enterprise Funds (Full Accrual)

- Solid Waste Recycling
- Windmill Island Gardens
- Depot Operations <sup>(1)</sup>
- Municipal Airport Facilities Management
- Civic Center Place
- Police Employees Benefit
- City Hall Employees Benefit
- Transportation Employees Benefit
- Parks & Recreation Employees Benefit
- Fire Employees Benefit
- Electric Utility \*
- Wastewater Utility \*
- Water Utility \*

### Internal Service Funds (Full Accrual)

- Technology Services
- Fuel Dispensing
- Postage Services
- Telephony Services <sup>(1)</sup>
- Centralized Vehicle / Equipment
- Fire Vehicle and Equipment <sup>(1)</sup>
- Compensated Absences <sup>(1)</sup>
- Workers Compensation Insurance
- Employee Disability Insurance
- Employee Health and Dental Insurance
- Vehicle Insurance
- Property Insurance
- Liability Insurance

<sup>(1)</sup> This fund will be closed with City Council approval.

\* Considered a major fund for budgetary purposes.



# DEPARTMENT/DIVISION FUND SUMMARY

Governmental Funds

Proprietary Funds

Department / Function	Governmental Funds				Proprietary Funds		
	General Fund	Debt Service	Capital Projects	Other Govt.	Utility Funds	Other Enterprise	Internal Service
Management & Administration							
City Council	X						
City Manager	X		X				
Elections	X						
City Clerk	X						
Human Resources	X					X	X
Board & Commissions	X						
Human Relations Commission	X						
International Relations Commission	X						
Holland Youth Advisory Council	X						
Technology Services				X			X
Fiscal Services							
Finance	X	X		X			X
Assessing	X						
Treasurer	X						
Transfers Out	X	X	X	X			X
Public Safety							
Public Safety - Management	X						
Public Safety - Police	X		X	X		X	
Public Safety - Fire	X		X				
Transportation							
Streets Division	X		X	X			
Management & Engineering	X		X	X			
Vehicle & Equipment Maintenance							X
Community & Neighborhood Services							
Planning	X						
Environmental Health & Inspections	X			X			
Construction Inspections	X						
Housing & Neighborhoods	X						
Economic Development & Sustainability	X						
Solid Waste / Recycling						X	
Parks & Recreation							
Cemeteries	X			X			
City Hall & Grounds	X						
Recreation	X		X				
Parks	X		X			X	
DeGraaf Nature Center	X						
Downtown Services							
8th St Farmers Market	X						
Downtown Development Authority			X	X			
Principal Shopping District				X			
Windmill Island Gardens						X	
Civic Center Place						X	
HBPW Utilities							
Electric Utility					X		
Wastewater Utility					X		
Water Utility					X		

# SUMMARY OF FISCAL YEAR 2025 BUDGET

GOVERNMENTAL FUNDS						
	GENERAL FUND			PERMANENT FUND		
	FY 2023	FY 2024	FY 2025	FY 2023	FY 2024	FY 2025
	Actual	Revised Estimated	Proposed Budget	Actual	Revised Estimated	Proposed Budget
<b>FUND EQUITY - BEGINNING BALANCE</b>						
As of July 1	\$ 8,400,905	\$ 11,408,801	\$ 12,398,414	\$ 2,309,237	\$ 2,542,739	\$ 2,494,339
<b>FUNDING SOURCES</b>						
Property Taxes & Assessments	12,175,338	13,560,450	15,211,250	-	-	-
Intergovernmental	6,597,238	9,703,980	6,327,600	-	-	-
Licenses and Permits	3,039,686	1,944,800	1,795,100	-	-	-
Charges for Services	1,890,138	2,021,067	2,212,577	84,563	60,000	64,500
Fines and Forfeitures	152,115	125,700	130,600	-	-	-
Interest & Rents	824,793	1,016,250	831,375	154,970	6,600	4,000
Other	420,151	32,737	25,250	-	-	-
<b>Total Financing Sources</b>	<b>25,099,459</b>	<b>28,404,984</b>	<b>26,533,752</b>	<b>239,533</b>	<b>66,600</b>	<b>68,500</b>
<b>FUNDING USES</b>						
Personnel Services	18,704,754	19,821,104	21,911,276	-	-	-
Other Current Uses -						
- Supplies / Maintenance	1,479,347	1,713,474	1,665,890	-	-	-
- Contractual	1,389,085	1,555,972	1,625,250	-	-	-
- Utility Production	-	-	-	-	-	-
- Other	5,180,349	5,892,829	6,085,721	-	-	-
Capital Outlay	390,845	338,016	159,200	-	-	-
Debt Service	-	-	-	-	-	-
Depreciation	-	-	-	-	-	-
Contingency	-	175,000	482,700	-	-	-
<b>Total Financing Uses</b>	<b>27,144,380</b>	<b>29,496,395</b>	<b>31,930,037</b>	<b>-</b>	<b>-</b>	<b>-</b>
Sources Over (Under) Uses	(2,044,921)	(1,091,411)	(5,396,285)	239,533	66,600	68,500
<b>OTHER FUNDING SOURCES (USES)</b>						
Transfers In	6,599,916	6,849,076	6,502,902	-	-	-
Transfers Out	(1,547,099)	(4,768,052)	(1,289,890)	(6,031)	(115,000)	(58,000)
<b>Net Change in Fund Equity</b>	<b>3,007,896</b>	<b>989,613</b>	<b>(183,273)</b>	<b>233,502</b>	<b>(48,400)</b>	<b>10,500</b>
<b>FUND EQUITY - ENDING BALANCE</b>						
As of June 30	\$ 11,408,801	\$ 12,398,414	\$ 12,215,141	\$ 2,542,739	\$ 2,494,339	\$ 2,504,839

# SUMMARY OF FISCAL YEAR 2025 BUDGET

	GOVERNMENTAL FUNDS					
	SPECIALREVENUE FUNDS			DEBT SERVICE FUNDS		
	FY 2023 Actual	FY 2024 Revised Estimated	FY 2025 Proposed Budget	FY 2023 Actual	FY 2024 Revised Estimated	FY 2025 Proposed Budget
<b>FUND EQUITY - BEGINNING BALANCE</b>						
As of July 1	\$ 6,131,102	\$ 7,224,657	\$ 7,347,605	\$ 800,979	\$ 1,512,149	\$ 1,441,967
<b>FUNDING SOURCES</b>						
Property Taxes & Assessments	2,455,416	2,918,526	2,937,648	4,668,546	4,475,075	6,499,498
Intergovernmental	6,854,067	6,844,110	6,957,230	740,780	714,528	672,450
Licenses and Permits	40,642	70,000	70,000	-	-	-
Charges for Services	551,919	614,719	507,745	-	-	-
Fines and Forfeitures	-	-	-	-	-	-
Interest & Rents	223,198	198,750	148,903	52,681	60,000	40,000
Other	122,188	118,148	94,100	-	-	-
<b>Total Financing Sources</b>	<b>10,247,430</b>	<b>10,764,253</b>	<b>10,715,626</b>	<b>5,462,007</b>	<b>5,249,603</b>	<b>7,211,948</b>
<b>FUNDING USES</b>						
Personnel Services	1,625,870	1,769,031	1,988,083	-	-	-
Other Current Uses -						
- Supplies / Maintenance	603,670	618,458	673,875	-	-	-
- Contractual	354,831	815,497	809,127	-	-	-
- Utility Production	-	-	-	-	-	-
- Other	1,613,832	1,863,085	1,939,591	-	-	-
Capital Outlay	1,978,481	3,176,952	4,480,000	-	-	-
Debt Service	-	-	-	5,431,817	5,999,639	7,729,289
Depreciation	-	-	-	-	-	-
Contingency	-	-	-	-	-	-
<b>Total Financing Uses</b>	<b>6,176,685</b>	<b>8,243,023</b>	<b>9,890,676</b>	<b>5,431,817</b>	<b>5,999,639</b>	<b>7,729,289</b>
Sources Over (Under) Uses	4,070,745	2,521,230	824,950	30,190	(750,036)	(517,341)
<b>OTHER FUNDING SOURCES (USES)</b>						
Transfers In	449,029	1,201,166	475,000	680,980	679,854	718,129
Transfers Out	(3,426,219)	(3,599,448)	(5,083,885)	-	-	-
<b>Net Change in Fund Equity</b>	<b>1,093,555</b>	<b>122,948</b>	<b>(3,783,935)</b>	<b>711,170</b>	<b>(70,182)</b>	<b>200,788</b>
<b>FUND EQUITY - ENDING BALANCE</b>						
As of June 30	\$ 7,224,657	\$ 7,347,605	\$ 3,563,670	\$ 1,512,149	\$ 1,441,967	\$ 1,642,755

# SUMMARY OF FISCAL YEAR 2025 BUDGET

	GOVERNMENTAL FUNDS					
	CAPITAL PROJECT FUNDS			COMPONENT UNIT FUNDS		
	FY 2023 Actual	FY 2024 Revised Estimated	FY 2025 Proposed Budget	FY 2023 Actual	FY 2024 Revised Estimated	FY 2025 Proposed Budget
<b>FUND EQUITY - BEGINNING BALANCE</b>						
As of July 1	\$ 9,019,854	\$ 27,360,105	\$ 13,560,126	\$ 4,593,703	\$ 5,393,790	\$ 3,776,075
<b>FUNDING SOURCES</b>						
Property Taxes & Assessments	522,848	560,915	614,806	2,800,522	3,723,484	4,697,400
Intergovernmental	1,132,117	1,403,449	1,633,534	510,487	886,315	830,213
Licenses and Permits	-	-	-	4,885	3,000	3,950
Charges for Services	-	-	-	95,485	131,100	118,280
Fines and Forfeitures	-	-	-	-	-	-
Interest & Rents	959,855	1,205,600	304,100	188,118	167,679	90,500
Other	18,669,992	1,050,000	10,023,000	696,657	422,125	496,780
<b>Total Financing Sources</b>	<b>21,284,812</b>	<b>4,219,964</b>	<b>12,575,440</b>	<b>4,296,154</b>	<b>5,333,703</b>	<b>6,237,123</b>
<b>FUNDING USES</b>						
Personnel Services	36,317	51,000	60,000	511,680	625,849	675,022
Other Current Uses -						
- Supplies / Maintenance	269,698	3,620,000	640,000	180,061	212,095	238,800
- Contractual	6,500	-	-	304,098	288,455	1,811,584
- Utility Production	-	-	-	-	-	-
- Other	19,062	42,500	47,500	1,050,124	2,211,915	2,865,649
Capital Outlay	9,868,455	25,714,499	27,573,339	119,045	-	10,000
Debt Service	-	-	-	-	-	-
Depreciation	-	-	-	52,664	52,664	52,664
Contingency	-	-	-	-	-	-
<b>Total Financing Uses</b>	<b>10,200,032</b>	<b>29,427,999</b>	<b>28,320,839</b>	<b>2,217,672</b>	<b>3,390,978</b>	<b>5,653,719</b>
Sources Over (Under) Uses	11,084,780	(25,208,035)	(15,745,399)	2,078,482	1,942,725	583,404
<b>OTHER FUNDING SOURCES (USES)</b>						
Transfers In	7,780,726	17,561,685	8,615,412	125,000	213,016	100,000
Transfers Out	(525,255)	(6,153,629)	(50,000)	(1,403,395)	(3,773,456)	(1,352,883)
<b>Net Change in Fund Equity</b>	<b>18,340,251</b>	<b>(13,799,979)</b>	<b>(7,179,987)</b>	<b>800,087</b>	<b>(1,617,715)</b>	<b>(669,479)</b>
<b>FUND EQUITY - ENDING BALANCE</b>						
As of June 30	<u>\$ 27,360,105</u>	<u>\$ 13,560,126</u>	<u>\$ 6,380,139</u>	<u>\$ 5,393,790</u>	<u>\$ 3,776,075</u>	<u>\$ 3,106,596</u>

# SUMMARY OF FISCAL YEAR 2025 BUDGET

## PROPRIETARY FUNDS

	ENTERPRISE FUNDS			INTERNAL SERVICE FUNDS		
	FY 2023	FY 2024	FY 2025	FY 2023	FY 2024	FY 2025
	Actual	Revised Estimated	Proposed Budget	Actual	Revised Estimated	Proposed Budget
<b>FUND EQUITY - BEGINNING BALANCE</b>						
As of July 1	\$ 497,700,296	\$ 512,678,286	\$ 525,982,238	\$ 16,290,728	\$ 15,029,828	\$ 14,511,731
<b>FUNDING SOURCES</b>						
Property Taxes & Assessments	120,830	129,625	140,896	-	-	-
Intergovernmental	16,986	38,590	-	448,330	-	-
Licenses and Permits	-	-	-	-	-	-
Charges for Services	136,581,968	138,747,857	153,694,854	3,049,366	2,768,625	2,988,650
Fines and Forfeitures	-	-	-	-	-	-
Interest & Rents	2,169,635	3,703,955	1,839,507	2,712,190	3,336,213	3,022,428
Other	(233,843)	12,000	12,000	7,101,477	7,069,317	6,961,435
<b>Total Financing Sources</b>	<b>138,655,576</b>	<b>142,632,027</b>	<b>155,687,257</b>	<b>13,311,362</b>	<b>13,174,155</b>	<b>12,972,513</b>
<b>FUNDING USES</b>						
Personnel Services	22,632,042	24,607,659	27,562,958	1,490,070	1,591,089	1,737,553
Other Current Uses -						
- Supplies / Maintenance	12,142,198	11,019,203	11,431,138	2,693,508	2,857,995	2,612,875
- Contractual	8,909,213	9,651,275	10,566,070	104,722	64,310	59,625
- Utility Production	43,992,167	46,775,300	58,373,946	-	-	-
- Other	7,897,376	7,211,694	6,197,443	8,976,751	8,439,858	8,730,574
Capital Outlay	-	-	-	-	-	-
Debt Service	901,288	984,463	1,145,463	-	-	-
Depreciation	19,261,964	20,088,406	21,158,976	808,772	839,000	702,000
Contingency	-	-	-	-	-	-
<b>Total Financing Uses</b>	<b>115,736,248</b>	<b>120,338,000</b>	<b>136,435,994</b>	<b>14,073,823</b>	<b>13,792,252</b>	<b>13,842,627</b>
Sources Over (Under) Uses	22,919,328	22,294,027	19,251,263	(762,461)	(618,097)	(870,114)
<b>OTHER FUNDING SOURCES (USES)</b>						
Transfers In	515,518	651,157	486,617	100,000	100,000	100,000
Transfers Out	(8,456,856)	(9,641,232)	(9,163,402)	(598,439)	-	-
<b>Net Change in Fund Equity</b>	<b>14,977,990</b>	<b>13,303,952</b>	<b>10,574,478</b>	<b>(1,260,900)</b>	<b>(518,097)</b>	<b>(770,114)</b>
<b>FUND EQUITY - ENDING BALANCE</b>						
As of June 30	<u>\$ 512,678,286</u>	<u>\$ 525,982,238</u>	<u>\$ 536,556,716</u>	<u>\$ 15,029,828</u>	<u>\$ 14,511,731</u>	<u>\$ 13,741,617</u>

# SUMMARY OF FISCAL YEAR 2025 BUDGET

	TOTAL		
	FY 2023 Actual	FY 2024 Revised Estimated	FY 2025 Proposed Budget
<b>FUND EQUITY - PROJECTED BEGINNING BALANCE</b>			
As of July 1	\$ 545,246,804	\$ 583,150,355	\$ 581,512,495
<b>FUNDING SOURCES</b>			
Property Taxes & Assessments	22,743,500	25,368,075	30,101,498
Intergovernmental	16,300,005	19,590,972	16,421,027
Licenses and Permits	3,085,213	2,017,800	1,869,050
Charges for Services	142,253,439	144,343,368	159,586,606
Fines and Forfeitures	152,115	125,700	130,600
Interest & Rents	7,285,439	9,695,047	6,280,813
Other	26,776,622	8,704,327	17,612,565
Total Financing Sources	<u>218,596,333</u>	<u>209,845,289</u>	<u>232,002,159</u>
<b>FUNDING USES</b>			
Personnel Services	45,000,733	48,465,732	53,934,892
Other Current Uses -			
- Supplies / Maintenance	17,368,482	20,041,225	17,262,578
- Contractual	11,068,449	12,375,509	14,871,656
- Utility Production	43,992,167	46,775,300	58,373,946
- Other	24,737,494	25,661,881	25,866,478
Capital Outlay	12,356,826	29,229,467	32,222,539
Debt Service	6,333,105	6,984,102	8,874,752
Depreciation	20,123,400	20,980,070	21,913,640
Contingency	-	175,000	482,700
Total Financing Uses	<u>180,980,657</u>	<u>210,688,286</u>	<u>233,803,181</u>
Sources Over (Under) Uses	<u>37,615,676</u>	<u>(842,997)</u>	<u>(1,801,022)</u>
<b>OTHER FUNDING SOURCES (USES)</b>			
Transfers In	16,251,169	27,255,954	16,998,060
Transfers Out	<u>(15,963,294)</u>	<u>(28,050,817)</u>	<u>(16,998,060)</u>
Net Change in Fund Equity	<u>37,903,551</u>	<u>(1,637,860)</u>	<u>(1,801,022)</u>
<b>FUND EQUITY - ENDING BALANCE</b>			
As of June 30	<u>\$ 583,150,355</u>	<u>\$ 581,512,495</u>	<u>\$ 579,711,473</u>

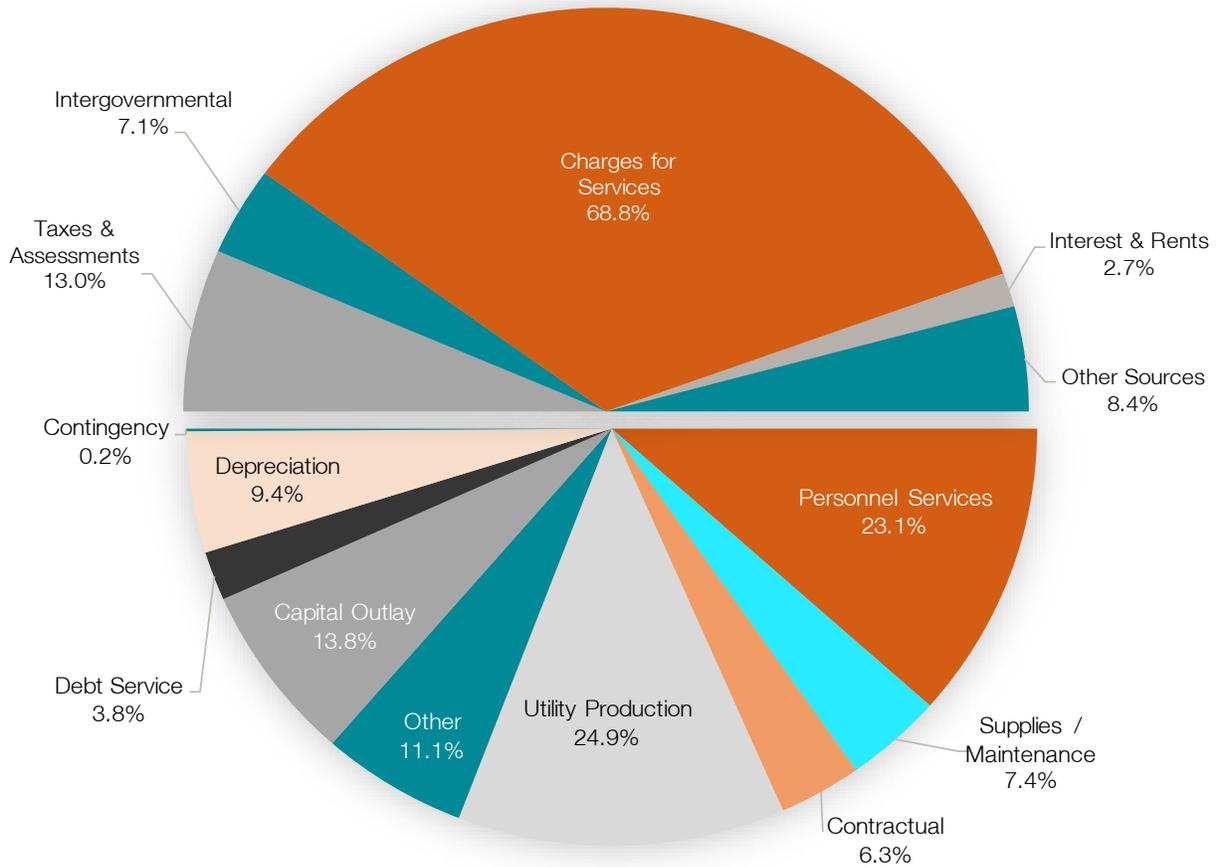


# SOURCES & USES BY CLASSIFICATION

SOURCES ACROSS ALL FUND TYPES

Source	Actual		Estimated	Proposed	Percent
	FY-2022	FY-2023	FY-2024	FY-2025	
Taxes & Assessments	21,268,297	22,743,500	25,368,075	30,101,498	13.0%
Intergovernmental	14,259,872	16,300,005	19,590,972	16,421,027	7.1%
Charges for Services	135,074,033	142,134,825	144,343,368	159,586,606	68.8%
Interest & Rents	802,887	7,285,121	9,695,047	6,280,813	2.7%
Bond Proceeds	1,955,000	18,330,699	-	-	0.0%
Other Sources	16,311,435	11,683,251	10,847,827	19,612,215	8.4%
<b>Total</b>	<b>\$ 189,671,524</b>	<b>\$ 218,477,401</b>	<b>\$ 209,845,289</b>	<b>\$ 232,002,159</b>	<b>100.0%</b>

Note: Excludes Transfers In



USES ACROSS ALL FUND TYPES

Classification	Actual		Estimated	Proposed	Percent
	FY-2022	FY-2023	FY-2024	FY-2025	
Personnel Services	43,146,401	45,000,733	48,465,732	53,934,892	23.1%
Supplies / Maintenance	15,093,985	17,368,482	20,041,225	17,262,578	7.4%
Contractual	10,131,328	11,068,449	12,370,509	14,871,656	6.3%
Utility Production	45,073,306	43,992,167	46,775,300	58,373,946	24.9%
Other	17,730,693	24,557,235	25,666,881	25,866,478	11.1%
Capital Outlay	10,643,412	12,356,826	23,827,004	32,222,539	13.8%
Debt Service	9,049,180	6,333,105	6,984,102	8,874,752	3.8%
Depreciation	20,057,854	20,123,400	20,980,070	21,913,640	9.4%
Contingency	-	-	175,000	482,700	0.2%
<b>Total</b>	<b>\$ 170,926,159</b>	<b>\$ 180,800,397</b>	<b>\$ 205,285,823</b>	<b>\$ 233,803,181</b>	<b>100.0%</b>

Note: Excludes Transfers Out and Proprietary Funds Capital Outlay



## FUNDING SOURCES - BY FUND

	FY 2022	FY 2023	FY 2024	FY 2025
	Actual	Actual	Revised Estimate	Proposed Budget
<u>GENERAL FUND</u>				
Operating	27,446,449	31,545,305	34,883,311	33,036,654
Budget Stabilization	89,010	154,070	370,749	-
Subtotal	<u>\$ 27,535,459</u>	<u>\$ 31,699,375</u>	<u>\$ 35,254,060</u>	<u>\$ 33,036,654</u>
<u>PERMANENT FUND</u>				
Cemetery Perpetual Care	<u>\$ 70,670</u>	<u>\$ 239,533</u>	<u>\$ 66,600</u>	<u>\$ 68,500</u>
<u>SPECIAL REVENUE FUNDS</u>				
Motor Vehicle Highway Major Streets	4,212,236	4,541,706	4,694,134	4,723,439
Motor Vehicle Highway Local Streets	1,361,261	1,327,338	1,381,376	1,407,291
Allegan County Road Tax	972,143	661,238	570,000	550,000
Ottawa County Road Tax	413,978	448,479	502,700	407,000
Street Improvements Reserve	1,638,437	1,740,348	2,469,066	2,013,399
Downtown Public Parking	305,005	353,750	339,562	349,808
Downtown Snowmelt System	358,925	356,585	416,992	420,089
Principal Shopping District	274,688	337,794	358,552	388,700
CATV TV Public Access	452,530	442,289	446,900	385,400
Herrick District Library Taxation	-	-	5	-
Police Criminal Justice Training	7,259	12,721	12,000	17,200
Revolving Cash Assistance	125,351	110,905	396,182	213,300
Dangerous Structures	28,299	19,529	48,950	-
Holland Energy Fund	333,167	343,777	329,000	315,000
Subtotal	<u>\$ 10,483,279</u>	<u>\$ 10,696,459</u>	<u>\$ 11,965,419</u>	<u>\$ 11,190,626</u>
<u>DEBT SERVICE FUND</u>				
Taxation & Cash Control	<u>\$ 7,801,823</u>	<u>\$ 6,142,987</u>	<u>\$ 5,929,457</u>	<u>\$ 7,930,077</u>
<u>CAPITAL PROJECTS</u>				
Municipal Capital Improvements	8,570,227	23,770,860	12,289,357	16,264,865
Street Improvements	6,729,638	5,026,657	9,207,112	4,622,000
Sidewalk Improvements	250,774	268,021	285,180	303,987
Subtotal	<u>\$ 15,550,639</u>	<u>\$ 29,065,538</u>	<u>\$ 21,781,649</u>	<u>\$ 21,190,852</u>
<u>COMPONENT UNITS</u>				
Downtown Development Authority	260,937	302,418	284,521	285,911
Brownfield Redevelopment Authority	2,219,363	2,686,042	3,676,664	4,442,269
SmartZone	332,034	568,090	670,200	685,285
Holland Historical Trust	779,798	864,604	915,334	923,658
Subtotal	<u>\$ 3,592,132</u>	<u>\$ 4,421,154</u>	<u>\$ 5,546,719</u>	<u>\$ 6,337,123</u>
<b>GOVERNMENTAL FUNDS TOTAL</b>	<u><b>\$ 65,034,002</b></u>	<u><b>\$ 82,265,046</b></u>	<u><b>\$ 80,543,904</b></u>	<u><b>\$ 79,753,832</b></u>



## FUNDING SOURCES - BY FUND

	FY 2022	FY 2023	FY 2024	FY 2025
	Actual	Actual	Revised Estimate	Proposed Budget
<u>ENTERPRISE FUNDS</u>				
Solid Waste Recycling	2,422,853	2,784,062	2,887,840	2,960,200
Windmill Island Gardens	1,733,525	2,058,391	1,595,394	1,565,100
Depot Operations	1	1	-	-
Municipal Airport Facilities Management	115,398	436,117	129,625	140,896
Civic Center Place	616,864	516,237	651,157	486,617
Police Employees Benefit	2,947	4,174	6,130	6,140
City Hall Employees Benefit	4,964	5,171	4,900	5,450
Transportation Employees Benefit	1,370	1,463	1,045	1,045
Park & Cemetery Employees Benefit	(7)	10	7	7
Fire Employees Benefit	-	2,008	1,440	2,488
Electric Utility	98,533,254	105,954,100	108,833,460	120,942,141
Wastewater Utility	14,622,579	13,921,050	15,065,180	14,250,028
Water Utility	12,604,298	13,488,310	14,107,006	15,813,762
Subtotal	<u>\$130,658,046</u>	<u>\$139,171,094</u>	<u>\$143,283,184</u>	<u>\$156,173,874</u>
<u>INTERNAL SERVICES FUNDS</u>				
Technology Services	996,065	1,494,583	1,425,425	1,630,850
Fuel Dispensing	874,632	914,210	733,100	733,100
Postage Services	18,530	25,522	20,075	22,550
Centralized Vehicle / Equipment	2,878,908	3,678,280	4,041,650	3,740,953
Fire Vehicle and Equipment	-	-	-	-
Compensated Absences	(13,503)	25,210	-	-
Workers Compensation Insurance	303,712	373,655	97,080	402,100
Employee Disability Insurance	91,533	104,153	110,375	110,000
Employee Health & Dental Insurance	6,006,465	6,170,297	6,250,114	5,787,900
Vehicle Insurance	60,128	155,938	156,825	163,800
Property Insurance	22,460	89,593	147,030	162,560
Liability Insurance	178,945	260,989	292,481	318,700
Subtotal	<u>\$ 11,417,875</u>	<u>\$ 13,292,430</u>	<u>\$ 13,274,155</u>	<u>\$ 13,072,513</u>
PROPRIETARY FUNDS TOTAL	<u>\$142,075,921</u>	<u>\$152,463,523</u>	<u>\$156,557,339</u>	<u>\$169,246,387</u>
TOTAL	<u>\$207,109,923</u>	<u>\$234,728,569</u>	<u>\$237,101,243</u>	<u>\$249,000,219</u>



## FUNDING USES—BY FUND

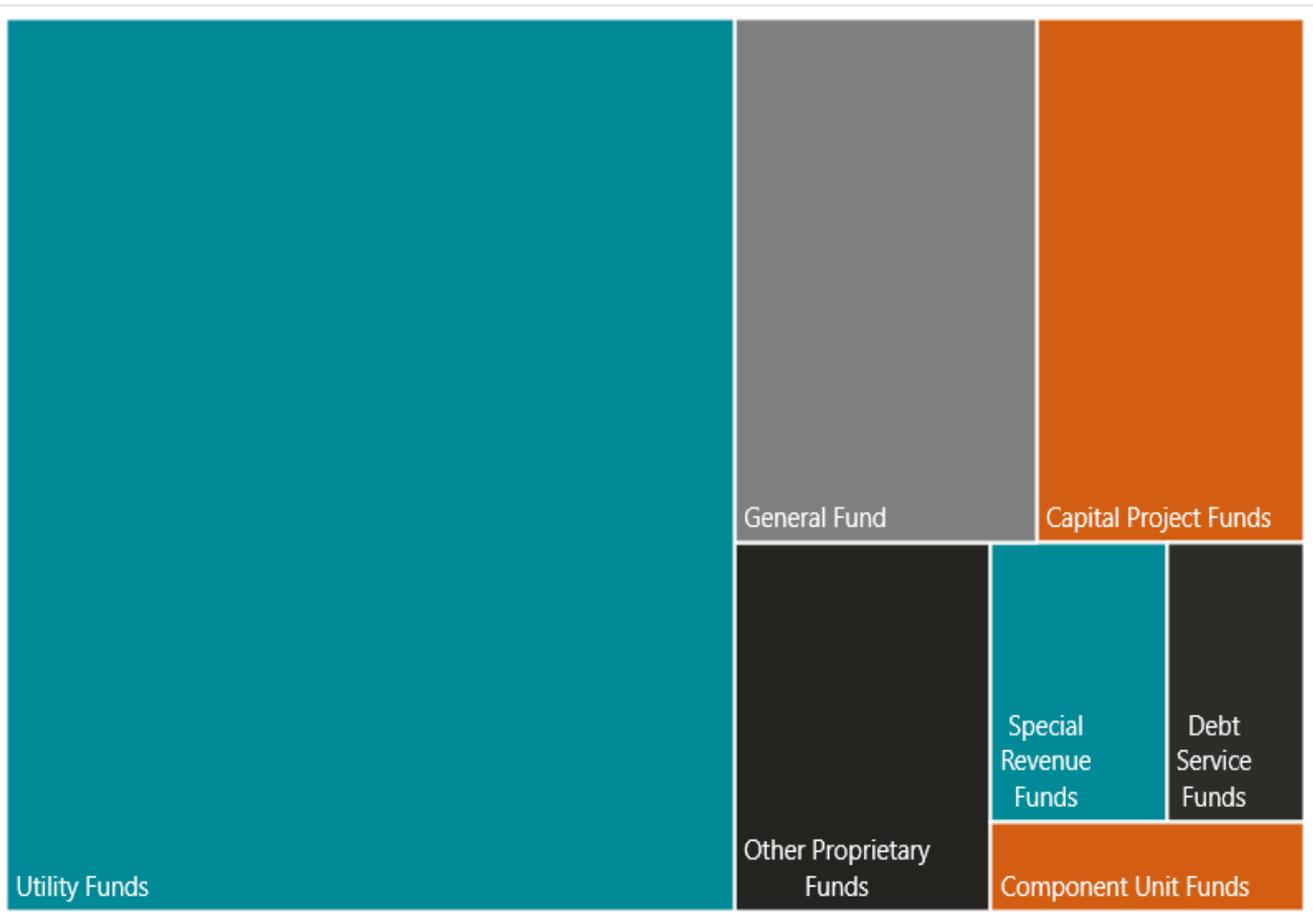
	FY 2022	FY 2023	FY 2024	FY 2025
	Actual	Actual	Revised Estimate	Proposed Budget
<u>GENERAL FUND</u>				
Operating	26,170,413	28,632,346	34,259,447	33,036,654
Budget Stabilization	10,287	59,133	5,000	183,273
Subtotal	<u>\$ 26,180,700</u>	<u>\$ 28,691,479</u>	<u>\$ 34,264,447</u>	<u>\$ 33,219,927</u>
<u>PERMANENT FUND</u>				
Cemetery Perpetual Care	<u>\$ 205,711</u>	<u>\$ 6,031</u>	<u>\$ 115,000</u>	<u>\$ 58,000</u>
<u>SPECIAL REVENUE FUNDS</u>				
Motor Vehicle Highway Major Streets	4,663,274	3,656,455	5,284,324	6,673,281
Motor Vehicle Highway Local Streets	1,361,262	1,160,731	1,384,655	1,558,840
Allegan County Road Tax	153,147	954,818	1,080,100	865,000
Ottawa County Road Tax	350,000	500,000	325,000	500,000
Street Improvements Reserve	1,675,152	1,423,660	1,220,479	3,257,000
Downtown Public Parking	343,067	384,629	370,529	437,749
Downtown Snowmelt System	356,663	360,057	413,216	393,955
Principal Shopping District	262,437	339,570	419,552	389,144
CATV TV Public Access	442,140	419,753	438,148	459,628
Herrick District Library Taxation	-	(3)	5	-
Police Criminal Justice Training	9,518	5,832	12,000	17,200
Revolving Cash Assistance	400,478	147,385	531,513	-
Dangerous Structures	28,299	19,529	1,060	25,429
Holland Energy Fund	202,586	230,488	361,890	397,335
Subtotal	<u>\$ 10,248,023</u>	<u>\$ 9,602,904</u>	<u>\$ 11,842,471</u>	<u>\$ 14,974,561</u>
<u>DEBT SERVICE FUND</u>				
Taxation & Cash Control	<u>\$ 8,250,972</u>	<u>\$ 5,431,817</u>	<u>\$ 5,999,639</u>	<u>\$ 7,729,289</u>
<u>CAPITAL PROJECTS</u>				
Municipal Capital Improvements	5,203,495	5,476,829	26,097,516	23,450,339
Street Improvements	6,729,638	5,026,657	9,207,112	4,622,000
Sidewalk Improvements	173,749	221,801	277,000	298,500
Subtotal	<u>\$ 12,106,882</u>	<u>\$ 10,725,287</u>	<u>\$ 35,581,628</u>	<u>\$ 28,370,839</u>
<u>COMPONENT UNITS</u>				
Downtown Development Authority	275,905	345,102	270,622	298,959
Brownfield Redevelopment Authority	1,314,628	2,134,885	5,590,069	3,970,177
SmartZone	147,837	316,079	342,841	1,768,644
Holland Historical Trust	895,105	825,001	960,902	968,822
Subtotal	<u>\$ 2,633,475</u>	<u>\$ 3,621,067</u>	<u>\$ 7,164,434</u>	<u>\$ 7,006,602</u>
<b>GOVERNMENTAL FUNDS TOTAL</b>	<u><b>\$ 59,625,763</b></u>	<u><b>\$ 58,078,585</b></u>	<u><b>\$ 94,967,619</b></u>	<u><b>\$ 91,359,218</b></u>



## FUNDING USES—BY FUND

	FY 2022	FY 2023	FY 2024	FY 2025
	Actual	Actual	Revised Estimate	Proposed Budget
<u>ENTERPRISE FUNDS</u>				
Solid Waste Recycling	2,493,139	2,601,632	2,931,741	2,979,425
Windmill Island Gardens	1,019,347	1,215,298	1,531,258	1,734,945
Depot Operations	24,009	24,009	24,000	-
Municipal Airport Facilities Management	423,945	1,132,739	437,625	448,896
Civic Center Place	616,864	516,237	651,157	486,617
Police Employees Benefit	2,075	2,183	3,500	4,000
City Hall Employees Benefit	5,201	6,579	5,500	5,500
Transportation Employees Benefit	1,601	1,467	1,100	1,100
Park & Cemetery Employees Benefit	145	-	100	100
Fire Employees Benefit	-	410	800	500
Electric Utility	120,289,238	126,687,419	134,735,211	148,747,541
Wastewater Utility	24,435,189	29,355,341	24,294,336	26,718,682
Water Utility	18,211,492	23,168,200	21,519,795	23,501,385
Subtotal	<u>\$167,522,245</u>	<u>\$184,711,514</u>	<u>\$186,136,123</u>	<u>\$204,628,691</u>
<u>INTERNAL SERVICES FUNDS</u>				
Technology Services	1,139,240	1,222,872	1,641,838	1,584,735
Fuel Dispensing	846,224	940,968	748,105	750,066
Postage Services	19,586	25,961	21,470	23,975
Centralized Vehicle / Equipment	3,159,952	4,927,963	5,451,440	4,790,581
Fire Vehicle and Equipment	165,352	712,398	141,000	-
Compensated Absences	(13,503)	25,210	-	-
Workers Compensation Insurance	322,104	573,858	429,250	367,650
Employee Disability Insurance	45,828	90,863	72,400	77,500
Employee Health & Dental Insurance	5,660,199	7,119,812	6,937,739	7,159,220
Vehicle Insurance	60,868	166,526	148,722	160,600
Property Insurance	29,219	137,403	145,450	165,000
Liability Insurance	207,648	256,264	285,050	330,200
Subtotal	<u>\$ 11,642,717</u>	<u>\$ 16,200,098</u>	<u>\$ 16,022,464</u>	<u>\$ 15,409,527</u>
PROPRIETARY FUNDS TOTAL	<u>\$179,164,962</u>	<u>\$200,911,612</u>	<u>\$202,158,587</u>	<u>\$220,038,218</u>
TOTAL	<u>\$238,790,725</u>	<u>\$258,990,197</u>	<u>\$297,126,206</u>	<u>\$311,397,436</u>

Note: Includes Proprietary Funds Capital Outlay



Fund	Actual		Estimated FY-2024	Proposed FY-2025	Percent
	FY-2022	FY-2023			
General Fund	24,896,996	27,144,380	29,496,395	31,930,037	13.7%
Special Revenue Funds	7,125,665	6,176,685	8,243,023	9,890,676	4.2%
Debt Service Funds	8,250,972	5,431,817	5,999,639	7,729,289	3.3%
Capital Project Funds	8,047,420	10,200,032	24,025,536	28,320,839	12.1%
Component Unit Funds	1,980,387	2,217,672	3,390,978	5,653,719	2.4%
Utility Funds	104,704,935	110,235,694	114,966,219	131,164,911	56.1%
Other Proprietary Funds	15,715,377	19,455,763	19,164,033	19,113,710	8.2%
<b>Total</b>	<b>\$ 170,721,752</b>	<b>\$ 180,862,043</b>	<b>\$ 205,285,823</b>	<b>\$ 233,803,181</b>	<b>100.0%</b>

Note: Excludes Transfers Out and Capital Outlay from Proprietary Funds



# SUMMARY OF CHANGES IN FUND EQUITY

	Estimated Fund Equity 07/01/2024	Increase (Decrease)	Estimated Fund Equity 06/30/2025	Change
<u>GENERAL FUND</u>				
Operating	10,257,218	-	10,257,218	0.0%
Budget Stabilization	2,141,196	(183,273)	1,957,923	-8.6%
Subtotal	<u>12,398,414</u>	<u>(183,273)</u>	<u>12,215,141</u>	<u>-1.5%</u>
<u>PERMANENT FUND</u>				
Cemetery Perpetual Care	2,494,339	10,500	2,504,839	0.4%
<u>SPECIAL REVENUE FUNDS</u>				
Motor Vehicle Highway Major Streets <sup>(2)</sup>	2,332,252	(1,949,842)	382,410	-83.6%
Motor Vehicle Highway Local Streets <sup>(1)</sup>	165,328	(151,549)	13,779	-91.7%
Allegan County Road Tax <sup>(2)</sup>	631,369	(315,000)	316,369	-49.9%
Ottawa County Road Tax <sup>(2)</sup>	314,831	(93,000)	221,831	-29.5%
Street Improvements Reserve <sup>(2)</sup>	2,050,564	(1,243,601)	806,963	-60.7%
Downtown Public Parking <sup>(1)</sup>	165,390	(87,941)	77,449	-53.2%
Downtown Snowmelt System <sup>(4)</sup>	95,838	26,134	121,972	27.3%
Principal Shopping District	120,595	(444)	120,151	-0.4%
CATV TV Public Access <sup>(1)</sup>	312,313	(74,228)	238,085	-23.8%
Herrick District Library Taxation	132	-	132	0.0%
Police Criminal Justice Training	10,561	-	10,561	0.0%
Revolving Cash Assistance <sup>(5)</sup>	243,304	213,300	456,604	87.7%
Dangerous Structures <sup>(1)</sup>	47,890	(25,429)	22,461	-53.1%
Holland Energy Fund	857,238	(82,335)	774,903	-9.6%
Subtotal	<u>7,347,605</u>	<u>(3,783,935)</u>	<u>3,563,670</u>	<u>-51.5%</u>
<u>DEBT SERVICE FUNDS</u>				
Taxation & Cash Control <sup>(3)</sup>	1,441,967	200,788	1,642,755	13.9%
<u>CAPITAL PROJECTS</u>				
Municipal Capital Improvements <sup>(2)</sup>	13,327,870	(7,185,474)	6,142,396	-53.9%
Street Improvements	53,773	-	53,773	0.0%
Sidewalk Improvements	178,483	5,487	183,970	3.1%
Subtotal	<u>13,560,126</u>	<u>(7,179,987)</u>	<u>6,380,139</u>	<u>-53.0%</u>
<u>COMPONENT UNITS</u>				
Downtown Development Authority	266,499	(13,048)	253,451	-4.9%
Brownfield Redevelopment Authority <sup>(4)</sup>	1,112,638	472,092	1,584,730	42.4%
SmartZone <sup>(1)</sup>	1,083,360	(1,083,359)	1	-100.0%
Holland Historical Trust	1,313,578	(45,164)	1,268,414	-3.4%
Subtotal	<u>3,776,075</u>	<u>(669,479)</u>	<u>3,106,596</u>	<u>-17.7%</u>



# SUMMARY OF CHANGES IN FUND EQUITY

	Estimated Fund Equity 07/01/2024	Increase (Decrease)	Estimated Fund Equity 06/30/2025	Change
<u>ENTERPRISE FUNDS-UTILITY</u>				
Electric Utility	373,413,093	7,227,607	380,640,700	1.9%
Wastewater Utility	68,111,719	(824,909)	67,286,810	-1.2%
Water Utility	70,673,058	4,274,920	74,947,978	6.1%
Subtotal	<u>512,197,870</u>	<u>10,677,618</u>	<u>522,875,488</u>	<u>2.1%</u>
<u>ENTERPRISE FUNDS-OTHER</u>				
Solid Waste Recycling	1,270,809	(19,225)	1,251,584	-1.5%
Windmill Island Gardens	5,392,403	220,155	5,612,558	4.1%
Depot Operations	580,041	-	580,041	0.0%
Municipal Airport Facilities Mgmt	6,529,209	(308,000)	6,221,209	-4.7%
Civic Center Place	-	-	-	0%
Police Employees Benefit <sup>(4)</sup>	6,240	2,140	8,380	34.3%
City Hall Employees Benefit	772	(50)	722	-6.5%
Transportation Employees Benefit	2,265	(55)	2,210	-2.4%
Park & Cemetery Employees Benefit <sup>(1)</sup>	391	(93)	298	-23.8%
Fire Employees Benefit <sup>(4)</sup>	2,238	1,988	4,226	88.8%
Subtotal	<u>13,784,368</u>	<u>(103,140)</u>	<u>13,681,228</u>	<u>-0.8%</u>
<u>INTERNAL SERVICES FUNDS</u>				
Technology Services <sup>(4)</sup>	443,407	360,615	804,022	81.3%
Fuel Dispensing	256,164	(16,966)	239,198	-6.6%
Postage Services <sup>(1)</sup>	5,474	(1,425)	4,049	-26.0%
Centralized Vehicle / Equipment	7,014,149	202,772	7,216,921	2.9%
Fire Vehicle and Equipment	1,861,535	-	1,861,535	0.0%
Compensated Absences	-	-	-	0.0%
Workers Compensation Insurance <sup>(4)</sup>	21,813	34,450	56,263	157.9%
Employee Disability Insurance <sup>(4)</sup>	310,464	32,500	342,964	10.5%
Employee Health & Dental Insurance <sup>(6)</sup>	3,771,031	(1,371,320)	2,399,711	-36.4%
Vehicle Insurance	320,362	3,200	323,562	1.0%
Property Insurance	348,627	(2,440)	346,187	-0.7%
Liability Insurance	158,387	(11,500)	146,887	-7.3%
Subtotal	<u>14,511,412</u>	<u>(770,114)</u>	<u>13,741,298</u>	<u>-5.3%</u>
TOTAL	<u>\$ 581,512,176</u>	<u>\$ (1,801,022)</u>	<u>\$ 579,711,154</u>	<u>-0.3%</u>

Explanation of Change in Fund Equity Greater than 10%:

- (1) Planned use for operating costs.
- (2) Planned use for capital projects.
- (3) Planned accumulation for debt service payments.
- (4) Planned accumulation to finance future operating costs.
- (5) Planned accumulation to finance future capital projects.
- (6) Planned reduction in premiums due to fund equity balance.

## Property Taxes

Property Taxes represent the primary revenue source for the General Fund, accounting for 38% of Fiscal Year 2025 budgeted General Fund revenues. A portion of the City’s property tax millage rate also funds General Obligation Debt Service, Municipal and Street Capital Projects, and Municipal Sidewalk Capital Projects. Properties are assessed as of December 31 and become a lien at that time. The related property taxes are levied and billed on July 1 of the following year, and are due without penalty on or before August 15.

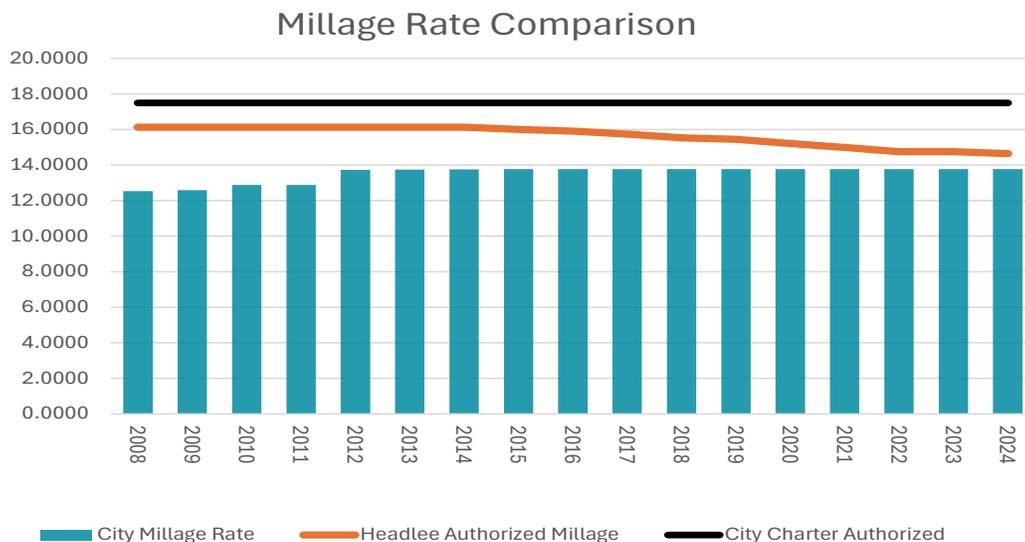
The City has identified maintaining the City’s millage rate as a priority in the Strategic Plan. In Fiscal Year 2025, the City of Holland’s taxable valuation base increased by 9.2%. The Holland City Charter authorized an original millage rate of 17.5, which has been reduced to 14.6442 by the Headlee Rollback.

The West Michigan Airport Authority (WMAA) is comprised of the City of Holland, Park Township, and the City of Zeeland. Residents of these municipalities voted to approve a 0.1000 millage to fund the Authority’s operations. The WMAA is not its own taxing authority and therefore, this millage is levied by the City of Holland.

The proposed Fiscal Year 2025 Budget City tax rate of 13.8692 is consistent with the prior year and below both the Charter authorized rate and the Headlee limit, are allocated as follows:

- ◆ General Operations      9.4220 mills
- ◆ Capital Projects        1.6045 mills
- ◆ Debt Service            2.7500 mills
- ◆ WMAA Airport         0.0927 mills

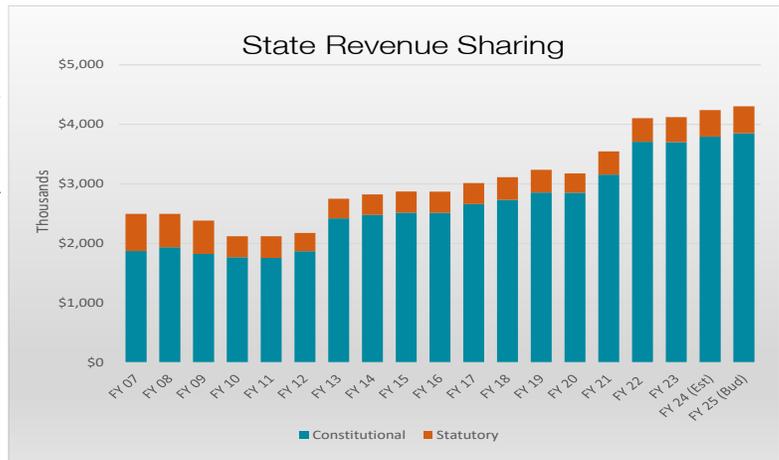
The budgeted revenue reflects the taxable value provided by the City’s assessing office after the March Board of Review was completed multiplied by the taxable rates above (see Appendix A for additional detail on this revenue source).



## Intergovernmental

### *State Revenue Sharing*

State shared revenue from sales tax and use tax, authorized in part by the State Constitution and partly by state statute, provides funding for local units of government. The state prepares forecasts for this revenue source, which serves as the basis for both the projected FY 2024 and proposed FY 2025 budget amounts. Total FY 2025 budgeted revenues are \$4,266,000, or 13% of total General Fund revenues. The revenue is budgeted to increase less than one percent, representing a projected slowdown in consumer spending, especially on goods.



### *Personal Property Tax Reimbursement*

Prior to 2014, taxable personal property included all commercial and manufacturing personal property. However, in 2014, a small taxpayer exemption was granted for all businesses with personal property valued less than \$80,000; in 2022, this was increased to \$180,000. Additionally, in 2016, eligible manufacturing personal property also became exempt from personal property taxes. The state designates a pool of funds to be used to reimburse for the value lost on the exempt personal property. The reimbursement calculation provides for a reimbursement of 100% of qualifying losses plus an additional distribution based on a proportional share of the remaining funds available in the fund. This additional payment has lessened the impact of the tax exemption, but the calculation methodology is unclear and data is not readily available to accurately estimate the additional distribution portion of this revenue source. Therefore, the proposed FY 2025 budget will conservatively reflect the 100% reimbursement of qualifying losses along with a reduced additional payment amount.

### *Street Maintenance Funding*

The City's funding sources that are designated for street maintenance are derived from:

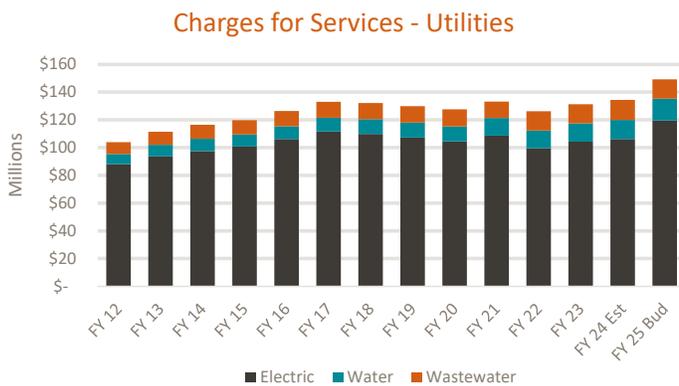
- ◆ State revenue sharing from gas & weight tax (Act 51 funds)
- ◆ Annual maintenance fee payment as provided by Public Act 48 of 2002
- ◆ Allegan & Ottawa County revenue sharing from the Road & Bridge Tax. This is a voted county tax requiring periodic voter re-approval.

Estimates for the FY 2025 budget are based on estimates provided by the state.

## Charges for Services-Utilities

Charges for Services is the largest single revenue source due to the municipal utility. Customer charges comprise 99% of all utility revenue sources. The utilities are managed by a separate Board and management team. They contract with an independent rate consultant every five years to perform a Cost of Service (COS) study for each utility. The over-arching principles of the process include:

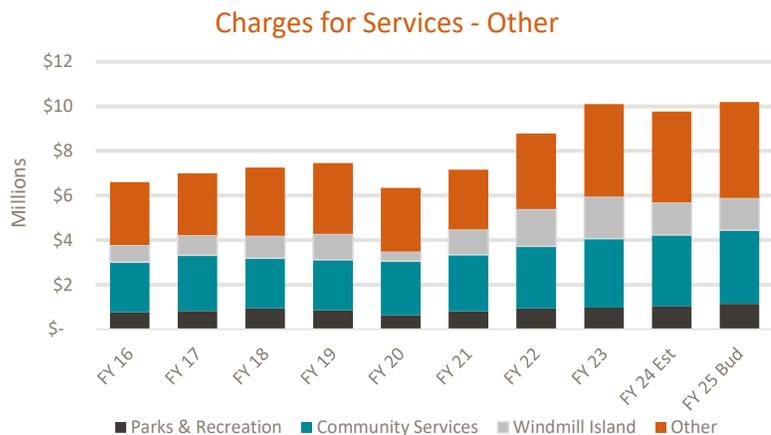
- Simplicity/understandability of rates
- Effectively recovering costs
- Revenue and cash flow stability
- Rate stability (minimizing unexpected changes that adversely impact rate payers)
- Equitable apportioning cost recovery among various customer classes
- Promoting efficient use of utilities



This serves as the basis for rate development. Rates are then adjusted each year based on an internal evaluation to insure appropriate cost recovery related to changing market conditions. There is no planned rate increase for the Electric and Wastewater Utilities, but a 13% rate increase is proposed for the Water utility, driven by capital and debt servicing needs related to distribution system improvements.

## Charges for Services-Other

Community Services, Parks & Recreation, Windmill Island, and Other Charges for Services Revenue is projected to increase 4% in FY 2025. Each department provides input into the FY 2025 budget based on proposed services and related fees. Contributing to the increase is the Community Services increase in fees for the solid waste program, coinciding with the increase in contract price for the vendor. Parks and Recreation projects an increase in programming. Windmill Island FY 2025 revenues are consistent with the prior year, and other increases primarily relate to increased fees to cover the cost of providing the service.



## GENERAL FUND

(Modified Accrual)

- Includes Budget Stabilization

The General Fund is the basic and primary operating fund of general government operations. Following each group tab is the department information related to the group activity.

PERMANENT FUND

SPECIAL REVENUE FUNDS

DEBT SERVICE FUNDS

CAPITAL PROJECTS FUNDS

COMPONENT UNITS

## Fund Overview

The General Fund is a governmental fund and represents the basic and primary operating fund for general government operations. This fund records financial resources used for day-to-day service activities, such as City Administration, Public Safety, Community & Neighborhood Services, and Parks & Recreation. 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 received the majority of its financing from four primary sources: property taxes, state shared revenues, fees & charges for services, and an annual transfer from the City Electric Utility Fund as authorized by City Charter provisions.

The policy is to maintain the fund balance within 25% to 30% range of the ensuing year's adopted budget appropriation for this fund. This is in addition to the balance in the Budget Stabilization reserve.

## Budget Stabilization Fund Overview

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 the *Budget Stabilization Reserve*.

By City Ordinance and State of Michigan statutes, the balance in this fund 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 reviewed for compliance with the City charter, which requires a balance equal to 5% to 15% 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.



## Fund Summary—Operating and Budget Stabilization

	FY 2022 Actual	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Revised Estimate	FY 2025 Proposed Budget
<b>Beginning Fund Balance as of July 1</b>					
Budget Stabilization	1,601,787	1,680,510	1,775,447	1,775,447	2,141,196
Unreserved / Undesignated	5,444,359	6,720,395	9,633,354	9,633,354	10,257,218
<b>Total</b>	<b>\$ 7,046,146</b>	<b>\$ 8,400,905</b>	<b>\$ 11,408,801</b>	<b>\$ 11,408,801</b>	<b>\$ 12,398,414</b>
<b>Revenues</b>					
Operating	27,446,449	31,545,305	34,425,516	34,883,311	33,036,654
Budget Stabilization	89,010	154,070	200,000	370,749	-
<b>Total Revenues</b>	<b>27,535,459</b>	<b>31,699,375</b>	<b>34,625,516</b>	<b>35,254,060</b>	<b>33,036,654</b>
<b>Expenditures</b>					
Operating	26,170,413	28,632,346	34,137,048	34,259,447	33,036,654
Budget Stabilization	10,287	59,133	159,070	5,000	183,273
<b>Total Expenditures</b>	<b>26,180,700</b>	<b>28,691,479</b>	<b>34,296,118</b>	<b>34,264,447</b>	<b>33,219,927</b>
<b>Net Increase (Decrease)</b>	<b>1,354,759</b>	<b>3,007,896</b>	<b>329,398</b>	<b>989,613</b>	<b>(183,273)</b>
<b>Ending Fund Balance as of June 30</b>					
Budget Stabilization	1,680,510	1,775,447	1,816,377	2,141,196	1,957,923
Unreserved / Undesignated	6,720,395	9,633,354	9,921,822	10,257,218	10,257,218
<b>Total</b>	<b>\$ 8,400,905</b>	<b>\$ 11,408,801</b>	<b>\$ 11,738,199</b>	<b>\$ 12,398,414</b>	<b>\$ 12,215,141</b>
<b>Unreserved Fund Balance as Percentage of Operating Expenditures</b>					
	25.7%	33.6%	29.1%	29.9%	31.0%
<b>Total Fund Balance as Percentage of Total Expenditures</b>					
	32.1%	39.8%	34.2%	36.2%	36.8%

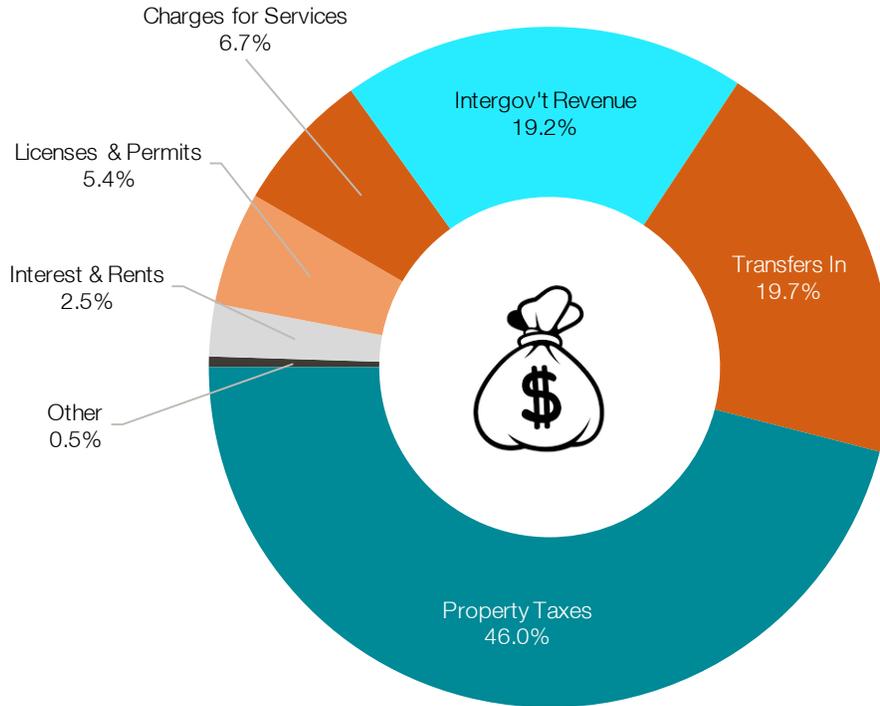


## Fund Summary—Operating

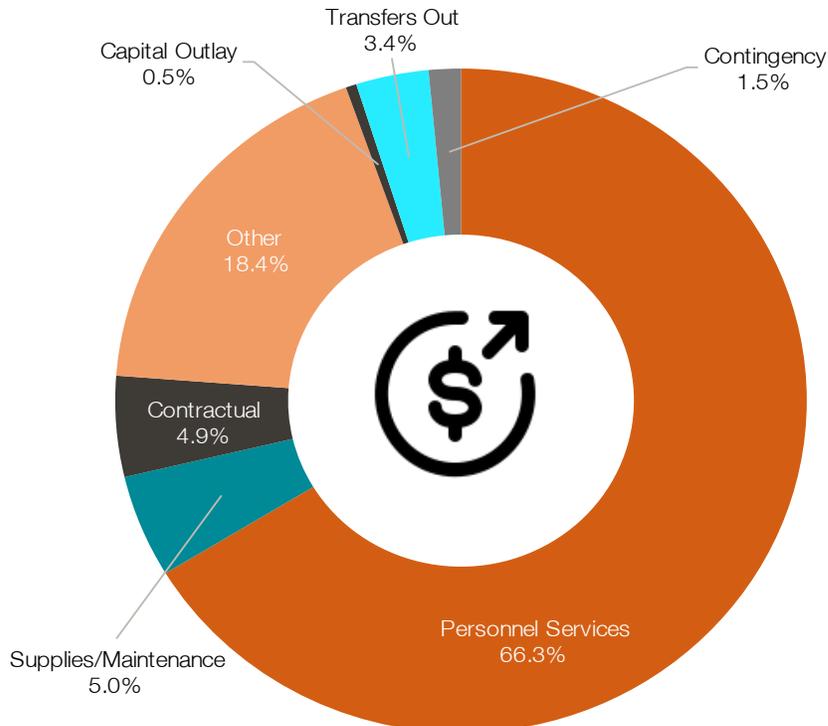
	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY 24 to FY 25	
						\$	%
<b>FUNDING SOURCES -</b>							
Property Taxes	\$11,406,455	\$12,175,338	\$13,598,700	\$13,560,450	\$15,211,250	1,612,550	11.9%
Licenses & Permits	1,375,622	3,039,686	1,943,500	1,944,800	1,795,100	(148,400)	-7.6%
Federal Grants	58,706	787,389	3,480,602	3,476,880	36,000	(3,444,602)	-99.0%
State Grants	-	22,500	-	19,500	17,200	17,200	0.0%
State Revenue Sharing	6,353,942	5,659,315	5,907,905	6,069,000	6,130,400	222,495	3.8%
Local Unit Contributions	79,359	128,034	140,000	138,600	144,000	4,000	2.9%
Charges for Services	1,821,722	1,890,138	2,037,490	2,021,067	2,212,577	175,087	8.6%
Fines & Forfeitures	164,325	152,115	130,300	125,700	130,600	300	0.2%
Interests & Rents	-	824,793	486,155	1,016,250	831,375	345,220	71.0%
Other Revenue	96,241	420,151	67,473	32,737	25,250	(42,223)	-62.6%
Transfers In	6,090,077	6,445,846	6,633,391	6,478,327	6,502,902	(130,489)	-2.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$27,446,449</b>	<b>\$31,545,305</b>	<b>\$34,425,516</b>	<b>\$34,883,311</b>	<b>\$33,036,654</b>	<b>\$ (1,388,862)</b>	<b>-4.0%</b>
<b>FUNDING USES -</b>							
Personnel Services	\$17,712,973	\$18,704,754	\$19,932,551	\$19,821,104	\$21,911,276	1,978,725	9.9%
<b>Other Current Expenditures -</b>							
- Supplies / Maintenance	1,426,817	1,479,347	1,732,019	1,713,474	1,665,890	(66,129)	-3.8%
- Contractual	1,163,689	1,389,085	1,591,113	1,555,972	1,625,250	34,137	2.1%
- Other	4,325,835	5,121,216	5,875,561	5,887,829	6,080,721	205,160	3.5%
Capital Outlay	267,682	390,845	311,016	338,016	159,200	(151,816)	-48.8%
Contingency	-	-	175,000	175,000	482,700	307,700	175.8%
Transfers Out	1,273,417	1,547,099	4,519,788	4,768,052	1,111,617	(3,408,171)	-75.4%
<b>TOTAL FUNDING USES</b>	<b>\$26,170,413</b>	<b>\$28,632,346</b>	<b>\$34,137,048</b>	<b>\$34,259,447</b>	<b>\$33,036,654</b>	<b>\$ (1,100,394)</b>	<b>-3.2%</b>



Revenue — \$33,036,654



Expenditures By Classification — \$33,036,654





# GENERAL FUND EXPENDITURES BY DEPARTMENT

## Fund Summary—Operating

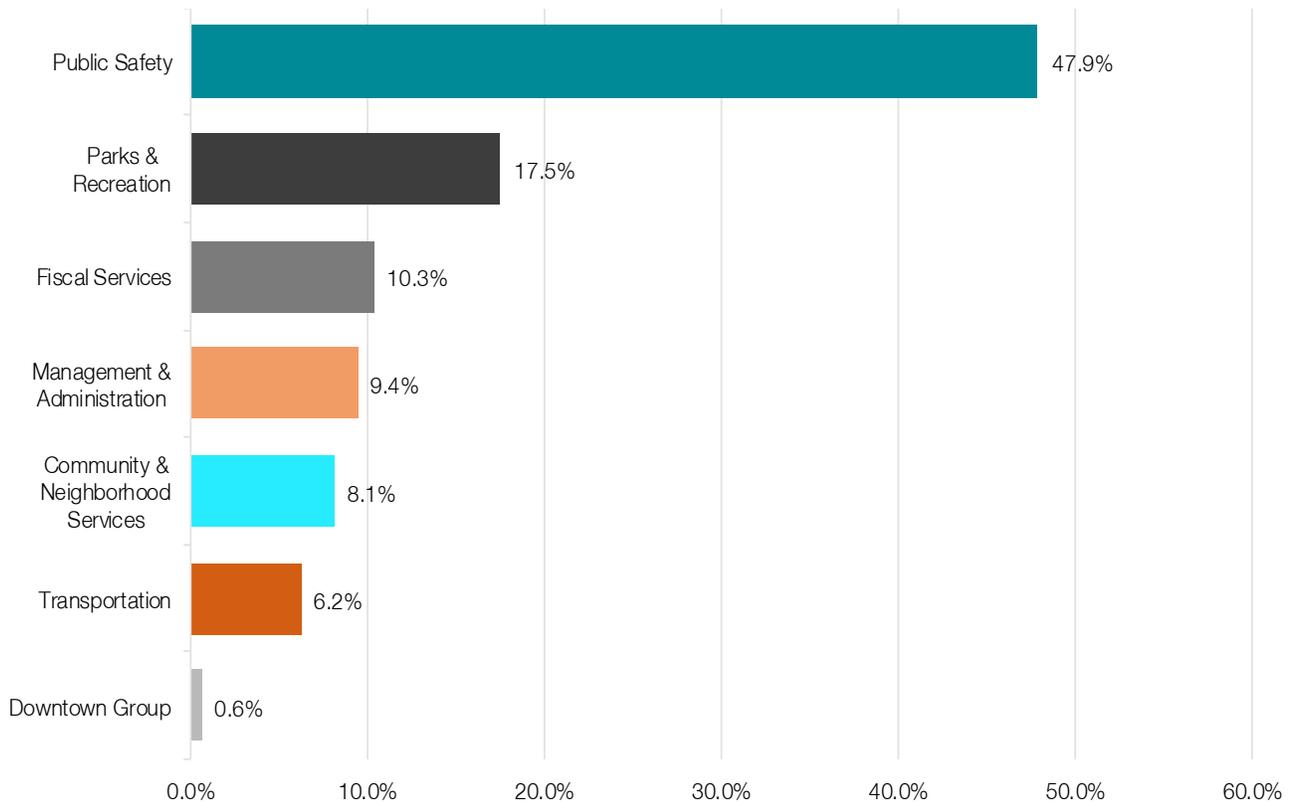
	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025 \$	%
<u>Management &amp; Administration</u>							
City Council	195,513	241,432	342,344	327,524	321,723	(20,621)	-6.0%
City Manager	404,962	463,791	497,771	493,973	504,254	6,483	1.3%
Elections and Voter Registration	50,697	115,680	125,442	145,255	299,487	174,045	138.7%
City Attorney	241,476	288,491	243,000	269,450	274,450	31,450	12.9%
City Clerk	286,087	331,170	332,653	340,888	321,728	(10,925)	-3.3%
Human Resources	390,583	403,555	553,256	508,306	522,598	(30,658)	-5.5%
Board & Commissions	7,489	8,155	10,013	9,207	9,916	(97)	-1.0%
Human Relations Commission	172,686	153,840	183,885	178,412	201,365	17,480	9.5%
International Relations Commission	38,627	86,990	127,385	126,830	126,265	(1,120)	-0.9%
Holland Youth Advisory Council	32,915	39,472	47,636	45,838	55,468	7,832	16.4%
Contingency	-	-	175,000	175,000	475,700	300,700	171.8%
<b>Total</b>	<b>1,821,035</b>	<b>2,132,576</b>	<b>2,638,385</b>	<b>2,620,683</b>	<b>3,112,954</b>	<b>474,569</b>	<b>18.0%</b>
<u>Fiscal Services</u>							
Finance	679,380	766,386	849,724	842,052	864,336	14,612	1.7%
Independent Audit	43,624	49,399	52,900	47,725	56,300	3,400	6.4%
Assessing	473,813	518,797	539,740	527,803	540,238	498	0.1%
Treasurer	162,555	175,910	187,252	185,769	202,188	14,936	8.0%
Administrative Services	770,083	662,904	580,837	538,527	633,496	52,659	9.1%
Transfers Out	1,155,416	1,429,095	4,519,788	4,768,052	1,111,617	(3,408,171)	-75.4%
<b>Total</b>	<b>3,284,871</b>	<b>3,602,491</b>	<b>6,730,241</b>	<b>6,909,928</b>	<b>3,408,175</b>	<b>(3,322,066)</b>	<b>-49.4%</b>
<u>Public Safety</u>							
Management	1,005,429	1,092,686	1,051,627	1,089,725	1,186,070	134,443	12.8%
Police Division	8,396,587	9,245,293	9,736,990	9,653,576	10,541,481	804,491	8.3%
Fire Division	3,298,538	3,640,298	3,845,001	3,759,215	4,096,575	251,574	6.5%
<b>Total</b>	<b>12,700,554</b>	<b>13,978,277</b>	<b>14,633,618</b>	<b>14,502,516</b>	<b>15,824,126</b>	<b>1,190,508</b>	<b>8.1%</b>
<u>Transportation</u>							
Street Division	1,136,409	1,310,231	1,373,602	1,542,115	1,659,005	285,403	20.8%
Management & Engineering	237,867	248,093	298,153	285,010	371,067	72,914	24.5%
<b>Total</b>	<b>1,374,276</b>	<b>1,558,324</b>	<b>1,671,755</b>	<b>1,827,125</b>	<b>2,030,072</b>	<b>358,317</b>	<b>21.4%</b>
<u>Community &amp; Neighborhood Services</u>							
Planning	319,161	377,776	385,263	413,996	465,473	80,210	20.8%
Environmental Health & Inspections	471,252	538,608	536,813	530,613	555,915	19,102	3.6%
Construction Inspections	1,033,532	979,174	1,218,967	1,194,376	1,213,487	(5,480)	-0.4%
Housing & Neighborhoods	150,468	160,221	151,120	148,410	145,310	(5,810)	-3.8%
Economic Develop & Sustainability	244,438	265,867	351,473	363,111	288,925	(62,548)	-17.8%
<b>Total</b>	<b>2,218,851</b>	<b>2,321,646</b>	<b>2,643,636</b>	<b>2,650,506</b>	<b>2,669,110</b>	<b>25,474</b>	<b>1.0%</b>



# GENERAL FUND EXPENDITURES BY DEPARTMENT

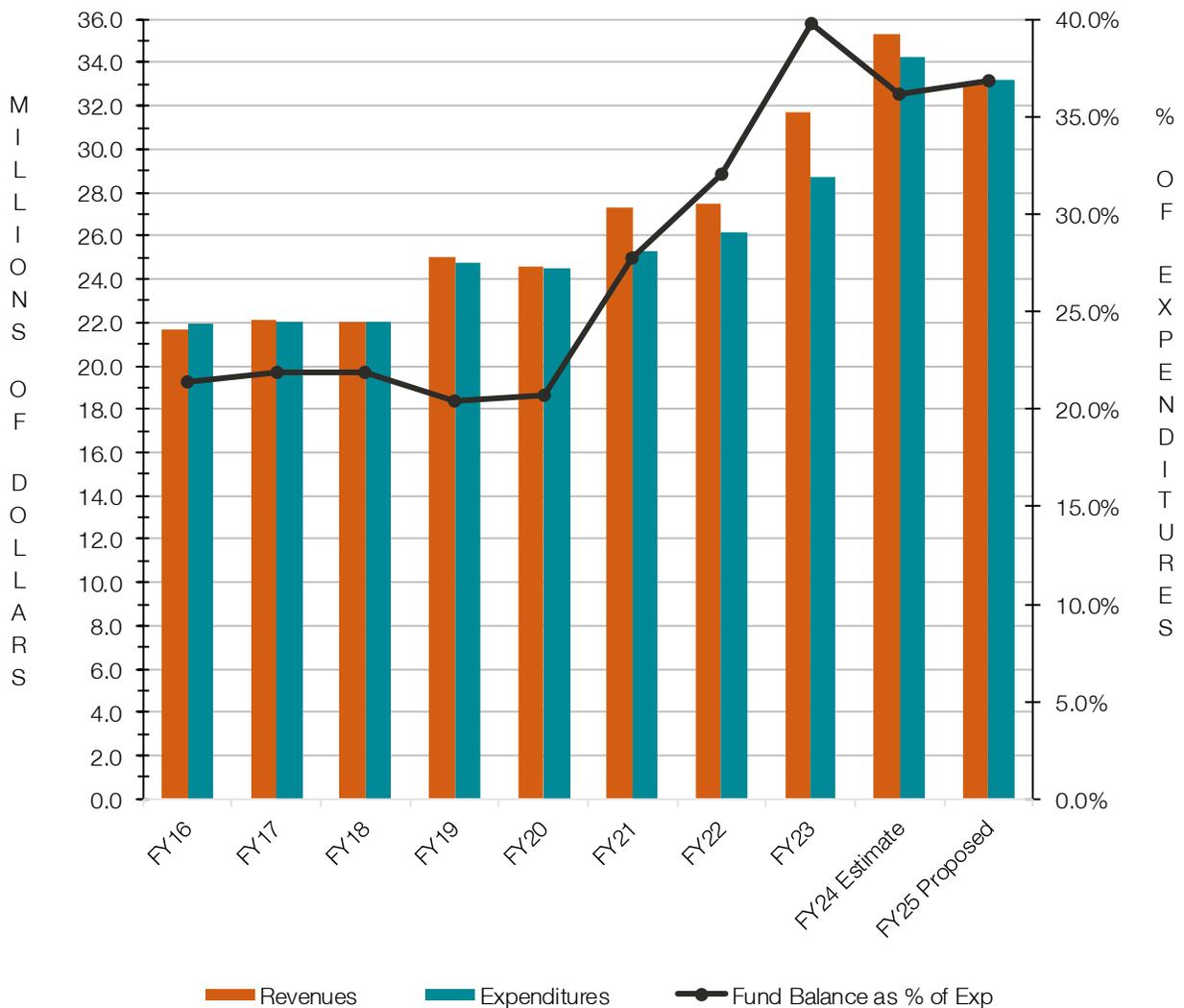
## Fund Summary—Operating

	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended	Revised	Proposed	FY2024 to FY2025	
			Budget	Estimate	Budget	\$	%
<u>Parks &amp; Recreation</u>							
City Hall & Grounds	218,480	207,612	255,745	242,475	239,733	(16,012)	-6.3%
Cemeteries	622,626	667,959	960,999	933,966	931,009	(29,990)	-3.1%
Recreation	1,282,762	1,510,580	1,819,144	1,781,785	1,931,012	111,868	6.1%
Parks	2,269,923	2,276,634	2,483,029	2,501,183	2,628,131	145,102	5.8%
DeGraaf Nature Center	56,930	79,395	87,016	85,536	54,735	(32,281)	-37.1%
Cultural Activities Assistance	101,423	101,367	-	-	-	-	0.0%
<b>Total</b>	<b>4,552,144</b>	<b>4,843,547</b>	<b>5,605,933</b>	<b>5,544,945</b>	<b>5,784,620</b>	<b>178,687</b>	<b>3.2%</b>
<u>Downtown Group</u>							
8th Street Farmers Market	218,682	195,485	213,480	203,744	207,597	(5,883)	-2.8%
<b>Total Expenditures</b>	<b>\$26,170,413</b>	<b>\$28,632,346</b>	<b>\$34,137,048</b>	<b>\$34,259,447</b>	<b>\$33,036,654</b>	<b>\$ (1,100,394)</b>	<b>-3.2%</b>
Change from Previous Year	3.5%	9.4%	19.2%	19.7%	-3.6%		





	FY 2022 Actual	FY 2023 Actual	FY 2024 Amended Budget	FY 2024 Revised Estimate	FY 2025 Proposed Budget
<u>Revenues</u>					
Operating	27,446,449	31,545,305	34,425,516	34,883,311	33,036,654
Budget Stabilization	89,010	154,070	200,000	370,749	-
<b>Total Revenues</b>	<b>27,535,459</b>	<b>31,699,375</b>	<b>34,625,516</b>	<b>35,254,060</b>	<b>33,036,654</b>
<u>Expenditures</u>					
Operating	26,170,413	28,632,346	34,137,048	34,259,447	33,036,654
Budget Stabilization	10,287	59,133	159,070	5,000	183,273
<b>Total Expenditures</b>	<b>26,180,700</b>	<b>28,691,479</b>	<b>34,296,118</b>	<b>34,264,447</b>	<b>33,219,927</b>
<b>Net Change in Fund Balance</b>	<b>\$ 1,354,759</b>	<b>\$ 3,007,896</b>	<b>\$ 329,398</b>	<b>\$ 989,613</b>	<b>\$ (183,273)</b>

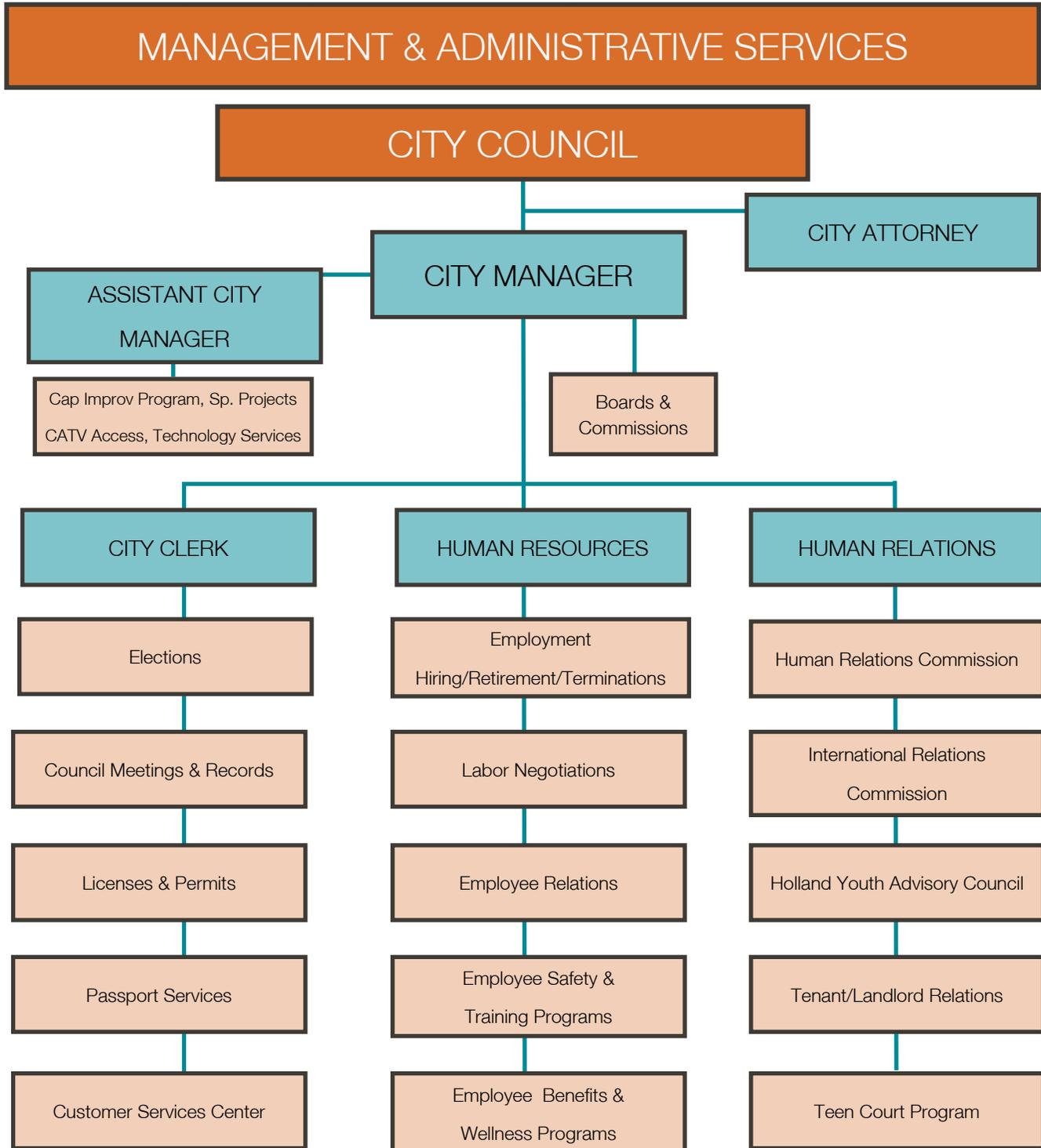




Overview

The Management and Administration Departments are responsible for the implementation of legislative responsibilities through the adoption of ordinances and establishment of policies. This includes communication to citizens and overall management of the general City and its employees. For more information please visit:

<https://www.cityofholland.com/153/Management-Administrative-Services>





### Overview

The City of Holland has a City Council/City Manager form of government. The City Council is comprised of a Mayor and eight members. The City Council is responsible for establishing policy decisions for the present and future of the City of Holland. Working together with the Holland Board of Public Works, citizen advisory commissions, special task forces, and neighborhood organizations, the Council works to develop a strong residential, commercial, and industrial network to enhance and sustain the social, economic, and quality of life for citizens.

### Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Unallocated Revenue	195,525	241,435	342,344	327,524	321,723	(20,621)	-6.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 195,525</b>	<b>\$ 241,435</b>	<b>\$ 342,344</b>	<b>\$ 327,524</b>	<b>\$ 321,723</b>	<b>\$ (20,621)</b>	<b>-6.0%</b>
FUNDING USES -							
Personnel Services	84,119	85,183	88,319	89,624	91,098	2,779	3.1%
Other Expenditures							
- Supplies / Maintenance	2,150	1,136	1,850	1,550	1,850	-	0.0%
- Contractual	7,944	25,984	36,125	30,550	3,800	(32,325)	-89.5%
- Other	101,312	129,132	216,050	205,800	224,975	8,925	4.1%
<b>TOTAL FUNDING USES</b>	<b>\$ 195,525</b>	<b>\$ 241,435</b>	<b>\$ 342,344</b>	<b>\$ 327,524</b>	<b>\$ 321,723</b>	<b>\$ (20,621)</b>	<b>-6.0%</b>

<b>STAFFING</b>					
Full-Time Positions	0.20	0.20	0.20	0.20	0.20
Part-Time Positions	9.00	9.00	9.00	9.00	9.00





## Overview

Improves the service and program capabilities of the City organizations through effective and efficient forecasting and planning of financial, staffing and material needs. Assists City Council in developing the services and program needs and implements the services and programs through continual evaluation of the organization and structure of the City while monitoring and coaching performance to maximize livability in the City of Holland.

## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Unallocated Revenue	404,960	463,787	497,771	493,973	504,254	6,483	1.3%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 404,960</b>	<b>\$ 463,787</b>	<b>\$ 497,771</b>	<b>\$ 493,973</b>	<b>\$ 504,254</b>	<b>\$ 6,483</b>	<b>1.3%</b>
<b>FUNDING USES -</b>							
Personnel Services	377,682	416,137	441,996	439,498	447,729	5,733	1.3%
Other Expenditures							
- Supplies / Maintenance	1,260	1,342	1,450	1,150	1,550	100	6.9%
- Contractual	4,388	8,484	3,000	3,000	3,000	-	0.0%
- Other	21,630	37,824	51,325	50,325	51,975	650	1.3%
<b>TOTAL FUNDING USES</b>	<b>\$ 404,960</b>	<b>\$ 463,787</b>	<b>\$ 497,771</b>	<b>\$ 493,973</b>	<b>\$ 504,254</b>	<b>\$ 6,483</b>	<b>1.3%</b>

<b>STAFFING</b>					
Full-Time Positions	2.45	2.45	2.45	2.45	2.45

## Performance Measures—City Council/City Manager

	FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*				
	Actual	Actual	Projected	Projected	1	2	3	4	
<b>-- PERFORMANCE MEASURES --</b>									
Output	Number of Regular Scheduled Legislative Sessions	23	24	25	24	✓			
	Number of Special Called Legislative Sessions	3	3	3	3	✓			
	Number of Study Sessions	17	17	18	20	✓			
	Number of Council Actions (Calendar Year)**	540	523	550	540			✓	
	Number of Ordinances Adopted**	43	20	20	20			✓	
	Reach on Facebook***	N/A	671,500	1,040,010	1,100,000	✓			
	Reach on Instagram***	N/A	50,100	17,800	18,000	✓			
	Households Reached via Nextdoor	N/A	N/A	4,600	4,700	✓			

\* Data from Public Information Coordinator

\*\* Adjusted due to Covid-19

\*\*\* "Reach" is the number of people who saw any content from your page or about your page. This metric is estimated, per Facebook.

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders

## Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City's Strategic and Business Plan, the City Manager Department has identified the following objectives that support the City's strategic goals:

### Goal 1: To Maintain and Improve a Strong Financial Position

- ✓ To involve those who donated to the Ice Rink project as we proceed with construction and opening.
- ✓ Continue work on "Waterfront Holland" specifically with the GDK concept to bring forward for community, Planning Commission, and City Council consideration.
- ✓ Continue monitoring and further refining the Long-Term Financial Forecast and Municipal Capital Improvements Fund (MCIF) with the Finance Director.
- ✓ Be involved with potential legislative advocacy such as "Axe MI Tax" and revenue sharing trust fund.

### Goal 2: To Enhance Connections with Stakeholders

- ✓ Continue to facilitate positive relationships with other regional governments and partners.
- ✓ Support Macatawa Area Express Transportation Authority with finance and maintenance services and facilitate further study and enhancements for our citizens.
- ✓ Monitor and collaborate with our many public, private, and non-profit partners on issues and opportunities that fall outside of direct City responsibility. Examples include but are not limited to: mental health, homelessness, talent development, and affordable housing.

### Goal 3: To Continually Improve the City Organization

- ✓ Support and work with the Holland Board of Public Works to implement the Holland Fiber workplan to extend broadband past every address in Holland.
- ✓ Continue progress on regular reporting on, and progress towards, the goals established in the Community Energy Plan.
- ✓ Continue to implement opportunities outlined in the Housing Development Support Policy, utilizing tools to support the expansion of housing at all price points, especially affordable housing.

### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Continue the internal work by all departments on Diversity, Equity, Inclusion, and Accessibility (DEIA) priorities. Continue our external work with multiple community partners (other municipalities, PSD, LEDA, LAUP) on various DEIA priorities.
- ✓ Expand citizen engagement opportunities by implementing a Citizen Academy.
- ✓ Continue the investment in staff (training, staffing levels, pay) while managing work assignments to avoid burning staff out and losing staff or accelerating staff turnover.



## Overview

Conducts regular and special elections as State law and City Charter mandate, at the lowest possible cost and as effectively and accurately as possible. Process and maintain voter registrations in cooperation with the State of Michigan Qualified Voter File. Partnership with Ottawa and Allegan County Clerks during elections to maintain consistency throughout the counties. To ensure the highest level of election outcome, the City of Holland City Clerk, staff and inspectors receive training to maintain their certification.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Intergovernmental	-	1,932	-	6,680	-	-	0.0%
Charges for Services	3,806	7,462	25,200	37,200	30,200	5,000	19.8%
Unallocated Revenue	46,890	106,286	100,242	101,375	269,287	169,045	168.6%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 50,696</b>	<b>\$ 115,680</b>	<b>\$ 125,442</b>	<b>\$ 145,255</b>	<b>\$ 299,487</b>	<b>\$ 174,045</b>	<b>138.7%</b>
<b>FUNDING USES -</b>							
Personnel Services	15,633	66,747	45,552	75,675	147,982	102,430	224.9%
Other Expenditures							
- Supplies / Maintenance	11,725	25,854	21,900	13,800	15,000	(6,900)	-31.5%
- Contractual	9,170	15,019	47,740	46,300	74,000	26,260	55.0%
- Other	14,168	8,060	10,250	9,480	62,505	52,255	509.8%
<b>TOTAL FUNDING USES</b>	<b>\$ 50,696</b>	<b>\$ 115,680</b>	<b>\$ 125,442</b>	<b>\$ 145,255</b>	<b>\$ 299,487</b>	<b>\$ 174,045</b>	<b>138.7%</b>

<b>STAFFING</b>					
Full-Time Positions	0.00	0.00	0.00	0.00	0.75
Part-Time Positions	0.95	2.29	2.29	2.43	2.42



Official ballot drop boxes are located at City Hall and the Holland Board of Public Works Service Center at 625 Hastings Avenue.

## Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City's Strategic and Business Plan, the Elections and Voter Registration has identified the following objectives that support the City's strategic goals:

### Goal 1: To Maintain and Improve a Strong Financial Position

- ✓ Adopt a balanced budget.
- ✓ Explore grant options – equipment and security.
- ✓ Collaboration with other jurisdictions in both counties for polling locations, staffing, and supplies.

### Goal 2: To Enhance Connections with Stakeholders

- ✓ Increase election information available on website.
- ✓ Communicate with organizations interested in elections processes.
- ✓ Connect with Hope College to streamline voter roles.
- ✓ Expand work with HYAC students.

### Goal 3: To Continually Improve the City Organization

- ✓ Run efficient and secure elections.
- ✓ Increase security for election materials and equipment.

### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Provide election worker training in-house when possible.
- ✓ Maintain collaboration between Ottawa and Allegan Counties.
- ✓ Increase staffing/hours as needed for elections.



In 2023, Michigan voters passed a referendum to provide for early voting. The increase in costs beginning in FY 2023 reflect the cost to the City to provide this service.



## Performance Measures

		FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*			
		Actual	Actual	Projected	Projected	1	2	3	4
<b>-- PERFORMANCE MEASURES --</b>									
Output	Number of Registered Voters								
	August		26,900	27,200	30,000		✓		
	November		27,344	30,500	30,000		✓		
	February		-	30,500	-		✓		
	May		27,020	30,500	30,000		✓		
	Total Number of Elections	1	3	3	3				
	Regular	1	2	2	2			✓	✓
	Special	-	1	1	1			✓	✓
	Average Number of Election Workers per Precinct	6	6	6	6			✓	✓
	Voting Station Election Officials								
	Chairperson	9	17	17	14			✓	✓
	Election Worker	60	75	75	70			✓	✓
	Voter Turnout								
	August	-	8,001	-	8,100			✓	
	November	5,138	13,902	9,150	18,000			✓	
	February	-	-	5,500	-			✓	
	May	-	5,740	6,000	6,000			✓	
	Absentee Voters								
	August	-	3,764	-	4,000			✓	✓
	November	3,134	5,620	4,000	5,000			✓	✓
February	-	-	5,000	-			✓	✓	
May	-	3,500	4,000	2,500			✓	✓	
Efficiency	% of Turnout per Election								
	August		29.85%	-	27.00%			✓	
	November	19.06%	50.95%	26.48%	60.00%			✓	
	February		-	30.00%	-			✓	
	May		21.20%	20.00%	20.00%			✓	

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders

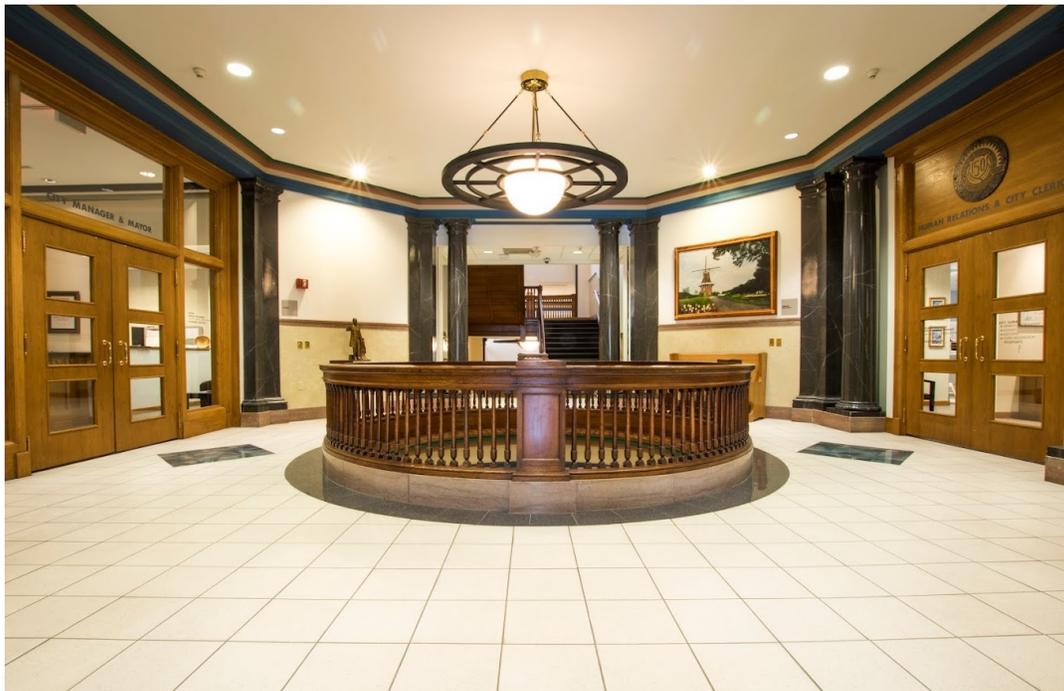


### Overview

Provides legal services to City Council, City staff, boards, and advisory commissions; ensures City departments perform in accordance with the City Charter and Code, state statutes, federal laws, and regulations; and prosecutes for City Ordinance violations and defends the City in litigations.

### Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Unallocated Revenue	241,476	288,490	243,000	269,450	274,450	31,450	12.9%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 241,476</b>	<b>\$ 288,490</b>	<b>\$ 243,000</b>	<b>\$ 269,450</b>	<b>\$ 274,450</b>	<b>\$ 31,450</b>	<b>12.9%</b>
<b>FUNDING USES -</b>							
Other Expenditures							
- Contractual	241,476	288,490	243,000	269,450	274,450	31,450	12.9%
<b>TOTAL FUNDING USES</b>	<b>\$ 241,476</b>	<b>\$ 288,490</b>	<b>\$ 243,000</b>	<b>\$ 269,450</b>	<b>\$ 274,450</b>	<b>\$ 31,450</b>	<b>12.9%</b>





### Overview

The City Clerk’s Department establishes, provides, and maintains administrative services as mandated by City Charter, local ordinances, state statute, City Council, and the City Manager for the public and City departments, boards, and commissions. The City Clerk also serves to preserve and protect all public documents of the City.

### Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Licenses and Permits	24,621	26,336	20,000	20,000	20,000	-	0.0%
Charges for Services	55,132	74,420	70,300	74,250	70,350	50	0.1%
Unallocated Revenue	206,333	230,412	242,353	246,638	231,378	(10,975)	-4.5%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 286,086</b>	<b>\$ 331,168</b>	<b>\$ 332,653</b>	<b>\$ 340,888</b>	<b>\$ 321,728</b>	<b>\$ (10,925)</b>	<b>-3.3%</b>
<b>FUNDING USES -</b>							
Personnel Services	247,781	271,628	264,743	276,243	255,583	(9,160)	-3.5%
Other Expenditures							
- Supplies / Maintenance	6,318	7,395	9,550	7,200	7,600	(1,950)	-20.4%
- Contractual	1,965	5,700	8,200	8,200	8,200	-	0.0%
- Other	30,022	46,445	50,160	49,245	50,345	185	0.4%
<b>TOTAL FUNDING USES</b>	<b>\$ 286,086</b>	<b>\$ 331,168</b>	<b>\$ 332,653</b>	<b>\$ 340,888</b>	<b>\$ 321,728</b>	<b>\$ (10,925)</b>	<b>-3.3%</b>

<b>STAFFING</b>					
Full-Time Positions	2.00	3.00	3.00	3.00	2.25
Part-Time Positions	1.85	1.13	1.83	1.13	1.13





### Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City’s Strategic and Business Plan, the City Clerk’s Department has identified the following objectives that support the City’s strategic goals:

#### Goal 2: To Enhance Connections with Stakeholders

- ✓ Increase online visibility for passport and photo services.
- ✓ Work with ordinance vendor to publish updates quarterly.

#### Goal 3: To Continually Improve the City Organization

- ✓ Move to more digital documents and records and less paper.
- ✓ Link City Plat Map to supporting documents for employee and public use.
- ✓ Update Records Retention Policy .

#### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Extend Passport Program service hours.
- ✓ Provide specialized training including customer service, records management, and related topics.
- ✓ Staff Customer Service desk 8-5 with personnel that are cross trained to answer questions, direct citizens to the proper departments, and assist departments with additional clerical work and mailings.

### Performance Measures

		FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*			
		Actual	Actual	Projected	Projected	1	2	3	4
<b>- - PERFORMANCE MEASURES - -</b>									
Output	Licenses & Applications								
	Business Licenses and Permits Issued	230 (1,2)	244	250	250	✓			
	Passports	1,405	1,545	1,600	1,605	✓			
	Ordinances								
	Ordinances Adopted	43 (3)	20	15	15			✓	
	Total Council Meetings - Regular, Special, & Closed	43	40	41	41			✓	
	FOIA's		114	135	150				✓
	Project Pride Coupons - Customer Service Desk	1,043	1,050	1,060	1,060	✓			✓
	City Main Phone Line (355-1300)	7,018	7,200	7,200	7,200	✓			✓
	All CS functions - includes phone calls, directions, instructions and information to persons visiting City Hall, delivery services, Project Pride coupons issuance	21,356	21,500	21,500	21,500	✓			✓
Compensation Commission Meetings	-	1	-	1	✓			✓	

1 Due to COVID-19, many 2020 Use of City Facilities application fees were applied in 2021, affecting FY21 & FY22.

2 Business Licenses includes: Annual Business Licensing, Use of City Facilities, Tulip Time Vendors and Tulip Time Entertainment

3 Ordinance increase due to UDO

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders



### Overview

Provides leadership in all areas of Human Resources for the City of Holland. Works closely with management and employees to promote a positive connection through consistent policies and procedures, facilitating clear communication, and maintaining a high level of quality performance.

### Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Charges for Services	-	1,250	-	-	-	-	-
Unallocated Revenue	390,584	402,302	553,256	508,306	522,598	(30,658)	-5.5%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 390,584</b>	<b>\$ 403,552</b>	<b>\$ 553,256</b>	<b>\$ 508,306</b>	<b>\$ 522,598</b>	<b>\$ (30,658)</b>	<b>-5.5%</b>

<b>FUNDING USES -</b>							
Personnel Services	255,061	267,249	289,421	285,131	295,073	5,652	2.0%
Other Expenditures							
- Supplies / Maintenance	1,240	1,407	1,700	1,400	1,500	(200)	-11.8%
- Contractual	21,877	31,053	116,000	86,000	46,000	(70,000)	-60.3%
- Other	112,406	103,843	146,135	135,775	180,025	33,890	23.2%
<b>TOTAL FUNDING USES</b>	<b>\$ 390,584</b>	<b>\$ 403,552</b>	<b>\$ 553,256</b>	<b>\$ 508,306</b>	<b>\$ 522,598</b>	<b>\$ (30,658)</b>	<b>-5.5%</b>

<b>STAFFING</b>					
Full-Time Positions	2.60	2.60	2.60	2.60	2.60
Part-Time Positions	0.00	0.07	0.00	0.57	0.00



## Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City's Strategic and Business Plan, the Human Resources Department has identified the following objectives that support the City's strategic goals:

### Goal 1: To Maintain and Improve a Strong Financial Position

- ✓ Continue to offer a competitive benefit package to employees, all while controlling the cost to our self-funded plan. This can be accomplished through effective plan design strategy, offering consumer-driven health insurance plans, and providing wellness incentives to our employees.
- ✓ Address and reduce the City's pension and Other Post-Employment Benefits (OPEB) liabilities through plan design strategy.
- ✓ Continue to keep our employees safe at work and reduce Workers Compensation claims through our Employee Safety Program, Central Safety Team efforts, preventative measures, and remaining flexible to meet work restrictions.

### Goal 2: To Enhance Connections with Stakeholders

- ✓ Continue our efforts in Diversity, Equity, Inclusion, and Accessibility (DEIA) through the employee training and professional development program, with the Employee DEIA committee efforts, and through an unbiased candidate selection and hiring process to attract and retain a talented and diverse workforce.

### Goal 3: To Continually Improve the City Organization

- ✓ Continue to maintain and track an effective and consistent performance evaluation process for all non-seasonal employees.
- ✓ Continue to offer relevant employee training and development opportunities for City employees to engage in, covering a large scope of topics and skillsets.

### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Continue to promote a positive work environment and keep employees engaged through various efforts, which improve the organization's efficiency. This includes: a smooth hiring and onboarding process, employee recognition, employee events, physical and mental health programming to support employees, a formal evaluation process, stay and exit interviews, and a robust professional development program.



## Performance Measures

		FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*			
		Actual	Actual	Projected	Projected	1	2	3	4
<b>- - PERFORMANCE MEASURES - -</b>									
Output	Number of Full Time Positions	189	198	200	202	✓			
	Number of Full Time New Hires	10	27	12	10	✓			
	Number of Full Time Racial Minority New Hires	2	5	3	3			✓	
	Turnover Percentage	6%	2%	2%	5%			✓	
	Number of Labor Contract Settlements	-	2	-	-	✓			
	Number of Recordable Work Compensation Claims (CY)	12	10	9	12		✓		
	Number of Lost Time Accidents (CY)	4	3	2	2			✓	
	Number of Lost Days (CY)	72	55	40	30				✓
	Number of Full Time Employees Enrolled in Consumer Driven High Deductible Health Plan with Health Savings Account (CY)	91	101	110	112	✓			
	Number of Employee Trainings Offered	11	10	11	12			✓	
	Number of Employee that Attended a City Offered Training	139	130	140	140			✓	

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders





Acts as a liaison between City departments and volunteers, also manages the advisory boards and commissions; maintains records of volunteers, their placement, and hours worked.

## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Unallocated Revenue	7,489	8,156	10,013	9,207	9,916	(97)	-1.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 7,489</b>	<b>\$ 8,156</b>	<b>\$ 10,013</b>	<b>\$ 9,207</b>	<b>\$ 9,916</b>	<b>\$ (97)</b>	<b>-1.0%</b>
<b>FUNDING USES -</b>							
Personnel Services	7,096	7,542	8,063	7,982	8,391	328	4.1%
Other Expenditures							
- Supplies / Maintenance	23	45	500	300	500	-	0.0%
- Contractual	-	-	300	300	300	-	0.0%
- Other	370	569	1,150	625	725	(425)	-37.0%
<b>TOTAL FUNDING USES</b>	<b>\$ 7,489</b>	<b>\$ 8,156</b>	<b>\$ 10,013</b>	<b>\$ 9,207</b>	<b>\$ 9,916</b>	<b>\$ (97)</b>	<b>-1.0%</b>

<b>STAFFING</b>						
Full-Time Positions	0.10	0.10	0.10	0.10	0.10	

## Performance Measures

		FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*					
		Actual	Actual	Projected	Projected	1	2	3	4		
<b>-- PERFORMANCE MEASURES --</b>											
Output	CVS Boards/Project/Program Volunteers										
	Boards and Commissions Volunteers		235	229	235	245				✓	
	Females		82	98	98	100				✓	
	Minorities		33	32	35	37				✓	
	Teen Court Coordinator, Jurors, and Assistants		24	24	23	25				✓	✓
	Victim Services Unit		10	12	14	14				✓	
	Youth Council Volunteers		30	37	40	45				✓	
	Misc. Volunteers (Downtown Events, Interns, etc.)		38	40	40	45				✓	
<b>Total</b>		<b>337</b>	<b>342</b>	<b>352</b>	<b>374</b>						

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders



## Overview

Promote diversity, equity and inclusion in housing, education, employment, and public services. Advocate for all with special care to underserved communities. Perform these duties through research, advocacy, education, mediation, and empowerment.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Charges for Services	-	-	-	100	-	-	0.0%
Other	1,551	1,150	-	3,000	-	-	0.0%
Transfers In	-	-	-	-	-	-	-
Unallocated Revenue	146,796	152,690	183,885	175,312	201,365	17,480	9.5%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 148,347</b>	<b>\$ 153,840</b>	<b>\$ 183,885</b>	<b>\$ 178,412</b>	<b>\$ 201,365</b>	<b>\$ 17,480</b>	<b>9.5%</b>
<b>FUNDING USES -</b>							
Personnel Services	104,747	107,508	118,480	119,057	125,785	7,305	6.2%
Other Expenditures							
- Supplies / Maintenance	4,142	2,657	4,400	4,900	5,300	900	20.5%
- Contractual	20,526	10,914	16,600	15,600	16,000	(600)	-3.6%
- Other	18,932	32,761	44,405	38,855	54,280	9,875	22.2%
<b>TOTAL FUNDING USES</b>	<b>\$ 148,347</b>	<b>\$ 153,840</b>	<b>\$ 183,885</b>	<b>\$ 178,412</b>	<b>\$ 201,365</b>	<b>\$ 17,480</b>	<b>9.5%</b>

### STAFFING

Full-Time Positions	0.70	0.70	0.70	0.70	0.70
Part-Time Positions	0.45	0.44	0.44	0.44	0.44



## Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City's Strategic and Business Plan, the Human Relations Commission has identified the following objectives that support the City's strategic goals:

### Goal 1: To Maintain and Improve a Strong Financial Position

- ✓ Leverage budget dollars and facilitate partnerships to realize cost efficiencies.

### Goal 2: To Enhance Connections with Stakeholders

- ✓ Partner with local stakeholders long-term to facilitate diversity, equity, and inclusion regionally.
- ✓ Participate in the Diversity Forum Collaborative with community stakeholders (\$5,000 in funding).
- ✓ Build upon existing collaboration with local municipalities, non-profit organizations, schools, and
- ✓ Sponsorship of city-based organizations in the City of Holland that support the City's vision to maximize livability for all residents including support and sponsorship (LAUP, DNL, OOTL, I AM,
- ✓ Launch community building messages.

### Goal 3: To Continually Improve the City Organization

- ✓ Develop and build Government Alliance on Race and Equity framework, including:
  - \* Normalize racial equity framework.
  - \* Build organizational capacity through development opportunities.
  - \* Operationalize culture of learning and action.
- ✓ Develop the work of the Diversity, Equity, and Inclusion Employee Committee (\$15,000 training

### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Build a culture of learning in City organization to enhance service to our residents.
- ✓ Provide continued tenant/landlord learning and relationship building opportunities.
- ✓ Initiate cultural collaboration and community engagement.
- ✓ Provide greater opportunity and access to encourage government service.
- ✓ Develop a set of Customer Service Excellence in Equity (CSEE) leadership behaviors and standards.
- ✓ Conduct the Customer Service Excellence in Equity (CSEE) city audit.
- ✓ Provide opportunities to promote the City as an inclusive, welcoming community that fosters a



Performance Measures

		FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*			
		Actual	Actual	Projected	Projected	1	2	3	4
- - PERFORMANCE MEASURES - -									
Output	Total Concern and Requests for Information	213	209	215	240			✓	
	By Service Area								
	Education	1		1	1				✓
	Employment	7	3	3	5				✓
	Housing	161	131	175	190				✓
	Government/Community								
	Consumer	16	37	15	15			✓	
	Public Services/Accommodations	6	13	10	10			✓	
	Welfare Eligibility	4	8	4	4			✓	
	Volunteer Opportunities	3	-	-					
	Translations	2,652	4,967	5,000	5,000	✓			✓
	Alleged Discrimination Concerns	14	15	15	15	✓	✓		✓
	Teen Court**	5	3	6	6	✓			
	Community and Programming								
	MLK/Black History Month	X	X	X	X	✓	✓		
	Hispanic Heritage Month	X	X	X	X	✓	✓		
	LGBTQIA+	X	X	X	X	✓	✓		
	Community Conversations: Civic Discourse	X	X	X	X	✓	✓		
	Equity of Access:	-	X	X	X	✓	✓		✓
	Social Justice Awards	X	X	X	X	✓			
	Government Alliance on Race & Equity	X	X	X	X	✓	✓		✓
	**GARE County Subcommittee	X	X	-	-	✓	✓		✓
	*City DEI Core Team/Employee Committee	X	X	X	X	✓	✓		✓
	Microaggressions Workshop	-	X	X	X	✓	✓	✓	✓
	Employee "Know Your Community Lunch & Learns					✓	✓	✓	✓
Title VI Reporting	X	X	X	X	✓	✓	✓	✓	

Reported January - December

\* Core Committee Transferred to Employee Committee

\*\* GARE transferred to LEDA - G4G

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders





### Overview

Build and maintain relationships between the people of Holland and the wider world through cultural, educational, and professional contact. Values of the International Relations Commission: Respect, Reliability, Collaboration, and Hospitality. Fulfill commitments to Holland residents, its government, and for our local and global partners.

### Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Unallocated Revenue	62,964	86,990	127,385	126,830	126,265	(1,120)	-0.9%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 62,964</b>	<b>\$ 86,990</b>	<b>\$ 127,385</b>	<b>\$ 126,830</b>	<b>\$ 126,265</b>	<b>\$ (1,120)</b>	<b>-0.9%</b>
FUNDING USES -							
Personnel Services	45,075	46,202	50,860	51,080	53,940	3,080	6.1%
Other Expenditures							
- Supplies / Maintenance	864	438	3,000	2,700	2,700	(300)	-10.0%
- Contractual	90	1,665	3,300	2,000	2,000	(1,300)	-39.4%
- Other	16,935	38,685	70,225	71,050	67,625	(2,600)	-3.7%
<b>TOTAL FUNDING USES</b>	<b>\$ 62,964</b>	<b>\$ 86,990</b>	<b>\$ 127,385</b>	<b>\$ 126,830</b>	<b>\$ 126,265</b>	<b>\$ (1,120)</b>	<b>-0.9%</b>

<b>STAFFING</b>					
Full-Time Positions	0.30	0.30	0.30	0.30	0.30
Part-Time Positions	0.20	0.19	0.19	0.19	0.19





## Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City's Strategic and Business Plan, the International Relations Commission has identified the following objectives that support the City's strategic goals:

### Goal 1: To Maintain and Improve a Strong Financial Position

- ✓ Continue to connect with local business and establish relationships to sustain the International Festival of Holland.
- ✓ Engage a wider spectrum of partners in the International Festival Advisory Board.

### Goal 2: To Enhance Connections with Stakeholders

- ✓ Partner with local cultural organizations, schools, colleges, and universities.
- ✓ Build greater engagement with the World Affairs Council of Western Michigan.
- ✓ Continue Quality Programming to build cultural awareness.
- ✓ Identify and execute opportunities to engage local Consulates in the state of Michigan.

### Goal 3: To Continually Improve the City Organization

- ✓ Expand International Festival of Holland in attendance, caliber of performers, and vendors.
- ✓ Provide opportunities to promote the City as an inclusive, welcoming community that fosters a culture of belonging as an integral part of the greater community.
- ✓ Provide greater opportunities for cultural learning.
- ✓ Focus on Sister/Friendship Cities with Queretaro de Santiago and city of Assen.
- ✓ Plan for welcoming signage (Bienvenidos, in addition to Welkom).

### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Build a culture of global learning through collaboration with local and regional partners.
- ✓ Identify and execute opportunities to engage local Consulates in the state of Michigan.
- ✓ Investigate Welcoming Cities Certification.



Performance Measures

		FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*			
		Actual	Actual	Projected	Projected	1	2	3	4
-- PERFORMANCE MEASURES --									
Output	Develop & Update Website for International Festival	ongoing	ongoing	ongoing	ongoing	✓	✓	✓	✓
	Host Consulate Visits	1	1	1	4	✓	✓		
	Queretaro Cultural Tour*	-	-	-	Tentative		✓		
	Promote IRC Membership	full	full	full	full	✓	✓	✓	
	Reel Time Film Series	100	130	120	120	✓	✓		✓
	International Festival of Holland	1	1	1	1	✓	✓		✓
	Naturalization Ceremony	184	209	220	230	✓	✓		✓
	International Festival Fundraising	\$ 32,090	\$ 30,700	\$ 35,050	\$ 40,000	✓	✓	✓	✓
	In-kind Donations	\$ 24,950	\$ 20,450	\$ 12,775	\$ 17,500	✓	✓	✓	✓
	Participate in World Affairs Council Programming					✓	✓	✓	✓
Great Decisions Global Discussions (8 annual speakers)	8	8	8	8	✓	✓	✓	✓	
Invite Speaker to Holland (Haworth Corporation Hosts)	1	1	1	2	✓	✓	✓	✓	

Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders





### Overview

The Holland Youth Advisory Council (HYAC), in partnership with other community leaders, develops the leadership skills of ourselves and others, provides advice regarding youth issues, serves the community, and promotes youth participation and civic involvement.

### Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Unallocated Revenue	32,915	39,472	47,636	45,838	55,468	7,832	16.4%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 32,915</b>	<b>\$ 39,472</b>	<b>\$ 47,636</b>	<b>\$ 45,838</b>	<b>\$ 55,468</b>	<b>\$ 7,832</b>	<b>16.4%</b>
<b>FUNDING USES -</b>							
Personnel Services	25,923	27,598	33,241	34,243	38,448	5,207	15.7%
Other Expenditures							
- Supplies / Maintenance	646	469	2,300	1,050	2,575	275	12.0%
- Contractual	427	254	500	600	600	100	20.0%
- Other	5,919	11,151	11,595	9,945	13,845	2,250	19.4%
<b>TOTAL FUNDING USES</b>	<b>\$ 32,915</b>	<b>\$ 39,472</b>	<b>\$ 47,636</b>	<b>\$ 45,838</b>	<b>\$ 55,468</b>	<b>\$ 7,832</b>	<b>16.4%</b>

<b>STAFFING</b>						
Part-Time Positions	0.65	0.63	0.63	0.63	0.63	



## Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City's Strategic and Business Plan, the Human Relations/Youth Advisory Council (HYAC) has identified the following objectives that support the City's strategic goals:

### Goal 1: To Maintain and Improve a Strong Financial Position

- ✓ Leverage collaborations and partnerships to promote youth engagement in government and public services.
- ✓ Leverage youth leadership fundraising skills to raise monies for youth engagement activities and service to local non-profit organizations.

### Goal 2: To Enhance Connections with Stakeholders

- ✓ Partner with local youth organizations and leverage learning opportunities.
- ✓ Collaboration with local non-profit organizations to bring youth recreational, environmental, and social service activities to the community.

### Goal 3: To Continually Improve the City Organization

- ✓ Recruit, engage, and work to promote diverse and inclusive Holland Youth Advisory Council and Youth on Boards.
- ✓ Assess opportunities for Youth on Boards program to enhance learning and engagement.
- ✓ Increase area youth participation in Holland Youth Advisory Council (HYAC) and Youth on Boards (YOBS).

### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Implement Youth Leadership training module exercise to area youth organizations.
- ✓ Provide learning opportunities for youth to be informed about community needs.
- ✓ Host area-wide youth leadership event.



The HYAC Environmental Committee installed energy-saving insulating gaskets for outlet covers at City Hall, watch the video at <https://www.youtube.com/watch?v=geimegn1v3w>.



## Performance Measures

		FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*				
		Actual	Actual	Projected	Projected	1	2	3	4	
-- PERFORMANCE MEASURES --										
Output	Holland Youth Advisory Council (HYAC) Members	30	37	*40	45	✓	✓	✓		
	Females	13	23	22	26	✓	✓	✓		
	Males	17	14	18	19	✓	✓	✓		
	Minorities	5	12	20	21	✓	✓	✓		
	Environmental Committee	7	10	11	12	✓	✓	✓		
	Recreation Committee	6	7	10	11	✓	✓	✓		
	Social Services Committee	5	8	10	11	✓	✓	✓		
	Youth on Adult Boards	7	12	12	12	✓	✓	✓		
	HYAC Core **	10	11	12	12	✓	✓	✓		
	Planned Events by HYAC***									
	Recreation Committee***									
	Online Pumpkin Carving Contest	1	1	-	-	✓	✓	✓		
	Easter Egg Hunt	1	1	1	1	✓	✓	✓		
	Decorated lunch bags for Kid's Food Basket	1	1	-	-	✓	✓	✓		
	Leprechaun Hunt	1	1	1	1	✓	✓	✓		
	Holiday Cookie Decorations at Boys & Girls Club	1	1	1	1	✓	✓	✓		
	Trunk or Treat at Jefferson School			1	1					
	Farm Fest at Farmer's Market			1	1					
	Election & Registration instruction			1	1					
	End of year fun event			1	1					
	Social Services Committee***									
	Resilience Birthday Boxes	1	-	-	-	✓	✓	✓		
	Community Action House - Food Club Volunteer	1	1	1	1	✓	✓	✓		
	Used Children's Book Drive	1	-	-	-	✓	✓	✓		
	Used Clothing Drive		1	-	-	✓	✓	✓		
	Food Drive for CAH			1	1					
	Freedom Village Bunco		2	-	-	✓	✓	✓		
	Build a Bag - Foster youth		1	-	-	✓	✓	✓		
	Great Thanksgiving Banquet volunteer			1	1					
	Craft project at Resthaven			1	1					
	Community Kitchen volunteer			1	1					
	Election & Registration instruction			1	1					
	Environmental Committee***									
	Beach clean-up	2	2	-	-	✓	✓	✓		
	Parks clean-up			1	1					
	Online Recycled Art Contest	1	1	-	-	✓	✓	✓		
	Skip the straw day	1	1	-	-	✓	✓	✓		
	Green Lunch program at Black River, WO, Holland High			1	1					
	Installing Socket Sealers at home			1	1					
	HYAC on kayaks			1	1					
Election & Registration instruction			1	1						
HYAC Core***										
Youth Social Justice Awards	1	1	1	1	✓	✓	✓			
Board Member Training Leadership	1	1	1	1	✓	✓	✓			
Election Workers (volunteers and inspectors)	2	5	1	3	✓	✓	✓			
Strategic Planning	1	1	1	1	✓	✓	✓			
HYAC Team Building Experience	1	1	1	1	✓	✓	✓			
STEM night at WO			1	1						
CPR Training			1	-						
Election & Registration instruction			1	1						
Update website	ongoing	ongoing	ongoing	ongoing	✓	✓	✓			

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders

\*\* Students on Core Council serve on a subcommittee or Youth on Boards

\*\*\* Planned events by HYAC Committees may change with new co-hort each year.



### Overview

The Contingencies Department is used to budget for items that are not yet finalized at the time of budget. This primarily includes cost of living adjustments, employee benefit renewal adjustments, and WEMET grant participation. Once these amounts become finalized, the City prepares a budget amendment to reclassify the budget to the correct account.

### Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Unallocated Revenue	-	-	175,000	175,000	475,700	300,700	171.8%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>	<b>\$ 475,700</b>	<b>\$ 300,700</b>	<b>171.8%</b>
FUNDING USES -							
- Contingency	-	-	175,000	175,000	475,700	300,700	171.8%
<b>TOTAL FUNDING USES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 175,000</b>	<b>\$ 175,000</b>	<b>\$ 475,700</b>	<b>\$ 300,700</b>	<b>171.8%</b>

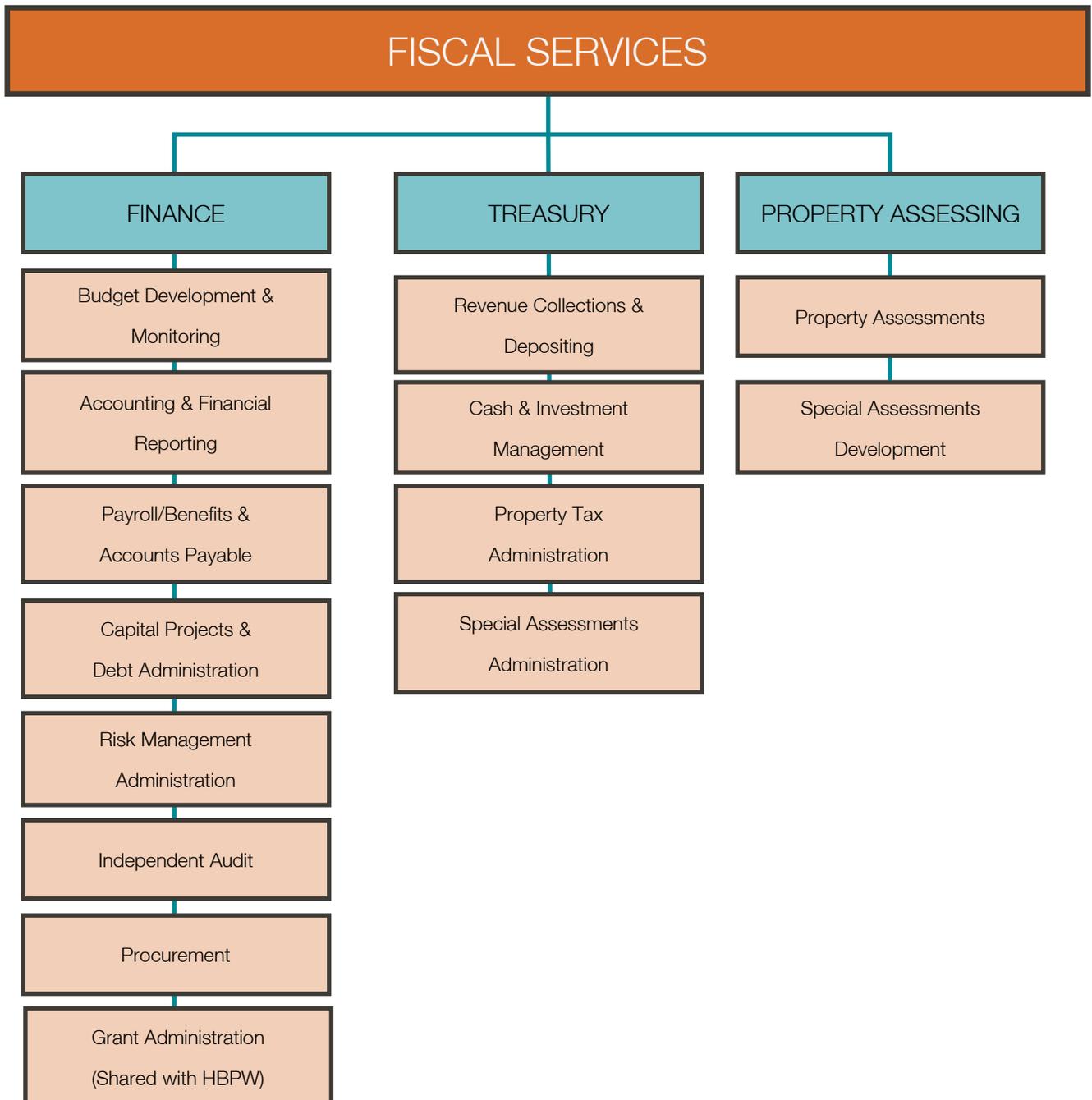




Overview

The Fiscal Services Group provides a broad array of financial services for the City, and strives to provide exceptional service to residents, businesses, City departments, and other governmental agencies by maintaining fiscal responsibility, monitoring and reporting financial activity on a regular basis, and maintaining procedural controls that are consistent with City policies. The group is organized into the three departments including Finance, Treasury, and Property Assessing. For more information please visit:

<https://www.cityofholland.com/194/Fiscal-Services>





### Overview

The Finance Department provides accounting and budgeting for financial transactions, maintains the procurement system, manages the annual financial audit, processes payroll and accounts payable, evaluates and manages the City’s insurance programs, provides financial reporting and other information to City Council and management to assist with decision making.

### Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Charges for Services	125,376	139,095	156,165	156,465	187,462	31,297	20.0%
Unallocated Revenue	554,003	627,290	693,559	685,587	676,874	(16,685)	-2.4%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 679,379</b>	<b>\$ 766,385</b>	<b>\$ 849,724</b>	<b>\$ 842,052</b>	<b>\$ 864,336</b>	<b>\$ 14,612</b>	<b>1.7%</b>
<b>FUNDING USES -</b>							
Personnel Services	601,966	673,934	733,771	733,152	777,286	43,515	5.9%
Other Expenditures							
- Supplies / Maintenance	9,375	10,449	12,250	12,100	12,300	50	0.4%
- Contractual	5,847	5,367	19,428	14,500	13,100	(6,328)	-32.6%
- Other	62,191	76,635	84,275	82,300	61,650	(22,625)	-26.8%
<b>TOTAL FUNDING USES</b>	<b>\$ 679,379</b>	<b>\$ 766,385</b>	<b>\$ 849,724</b>	<b>\$ 842,052</b>	<b>\$ 864,336</b>	<b>\$ 14,612</b>	<b>1.7%</b>

<b>STAFFING</b>					
Full-Time Positions	7.00	7.00	7.00	8.00	8.00
Part-Time Positions	0.65	0.65	0.60	0.00	0.00





## Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City's Strategic and Business Plan, the Finance Department has identified the following objectives that support the City's strategic goals:

### Goal 1: To Maintain and Improve a Strong Financial Position

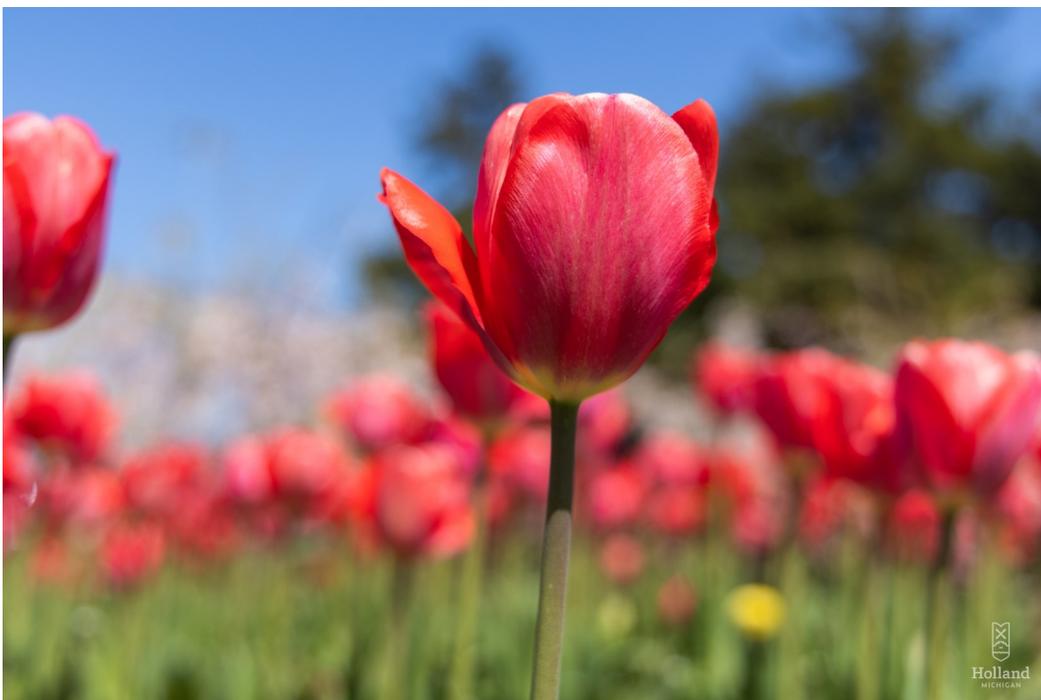
- ✓ Update/add financial policies, including Purchasing Policy and Fixed Asset Policy.
- ✓ Continue to enhance long-term planning process to provide a more comprehensive outlook for the City's financial position and include street capital project long-term forecast.
- ✓ Evaluate Finance Department procedures and identify opportunities for enhancements that compliment the new ERP system.

### Goal 2: To Enhance Connections with Stakeholders

- ✓ Enhance reporting, focusing on report options available with the new ERP system.
- ✓ Act as Fiscal Agent for Herrick District Library, MAX, SmartZone, Holland Energy Fund, and WMAA.

### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Earn GFOA Award for Popular Annual Financial Report.
- ✓ Earn GFOA Award for Distinguished Budget Presentation.
- ✓ Earn GFOA Award for Excellence in Financial Reporting.





## Performance Measures

		FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*			
		Actual	Actual	Projected	Projected	1	2	3	4
-- PERFORMANCE MEASURES --									
Output	Purchase Orders Issued - City	711	787	675	675	✓			
	Purchase Orders Issued - Fiscal Agent	79	76	60	60	✓			
	Bids Posted	30	57	60	60	✓			
	Bids Posted via MITN (electronic) as a percent of total	100%	100%	100%	100%	✓			
Efficiency	Property Tax Billings Paid by the Final City Collection Date	99%	98%	99%	97%	✓			
	Distribution of Tax Payments to Other Jurisdictions on Time	100%	100%	100%	100%	✓			
	Employees receiving Payroll via ACH - City	95%	95%	96%	97%	✓			
	Employees receiving Payroll via ACH - Fiscal Agent	96%	96%	96%	98%	✓			
	Vendor pmts sent via electronic platform - % of total pmts	20%	22%	27%	35%				
	Policy Development - New/Reviewed/Unpdated	-	2	2	2	✓			
	Years Received GFOA Budget Award	20	21	22	23	✓			
	Years Received GFOA Audit Award	31	32	33	34	✓			
	Years Received GFOA PAFR Award (started creating FY22)	1	2	3	4	✓			
	Bond Rating - Standard and Poor's	AA	AA	AA	AA	✓			
Bond Rating - Moody's	Aa2	Aa2	Aa2	Aa2	✓				

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders





## Overview

The Independent Audit Department accounts for the expenditures related to the annual financial audit.

## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Unallocated Revenue	43,624	49,399	52,900	47,725	56,300	3,400	6.4%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 43,624</b>	<b>\$ 49,399</b>	<b>\$ 52,900</b>	<b>\$ 47,725</b>	<b>\$ 56,300</b>	<b>\$ 3,400</b>	<b>6.4%</b>
FUNDING USES -							
Other Expenditures							
- Supplies / Maintenance	5	-	-	-	-	-	-
- Contractual	42,394	48,163	51,400	46,500	54,800	3,400	6.6%
- Other	1,225	1,236	1,500	1,225	1,500	-	0.0%
<b>TOTAL FUNDING USES</b>	<b>\$ 43,624</b>	<b>\$ 49,399</b>	<b>\$ 52,900</b>	<b>\$ 47,725</b>	<b>\$ 56,300</b>	<b>\$ 3,400</b>	<b>6.4%</b>

## Performance Measures

	FY-2022 Actual	FY-2023 Actual	FY-2024 Projected	FY-2025 Projected	Strategic Goals*				
					1	2	3	4	
<b>- - PERFORMANCE MEASURES - -</b>									
Output	Audit Coordinated								
	General City	1	1	1	1	✓			
	As Fiscal Agent:								
	Herrick District Library	1	1	1	1		✓		
	Holland Energy Fund	1	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	1		✓		
Implement new GASB pronouncements	1	1	1	-	✓				
Audit Committee Meetings Held	1	1	1	1			✓		
Efficiency									
Years Received G.F.O.A. Award for Financial Reporting	32	33	34	35				✓	

\* Strategic Goals:

- To Maintain and Improve Strong Financial Position
- To Enhance Connections with Stakeholders
- To Continually Improve the City Organization
- To Provide Quality Services to All Stakeholders



## Overview

The Assessing Department assesses property within the city limits, and levies property taxes and special assessments in accordance with City Charter and state statutes.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Charges for Services	4,392	3,900	3,350	3,225	3,225	(125)	-3.7%
Unallocated Revenue	469,419	514,897	536,390	524,578	537,013	623	0.1%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 473,811</b>	<b>\$ 518,797</b>	<b>\$ 539,740</b>	<b>\$ 527,803</b>	<b>\$ 540,238</b>	<b>\$ 498</b>	<b>0.1%</b>

FUNDING USES -							
Personnel Services	373,681	413,672	443,837	432,000	445,497	1,660	0.4%
Other Expenditures							
- Supplies / Maintenance	9,669	8,649	10,300	10,300	10,800	500	4.9%
- Contractual	58,738	50,997	37,600	37,600	37,600	-	0.0%
- Other	31,723	45,479	48,003	47,903	46,341	(1,662)	-3.5%
<b>TOTAL FUNDING USES</b>	<b>\$ 473,811</b>	<b>\$ 518,797</b>	<b>\$ 539,740</b>	<b>\$ 527,803</b>	<b>\$ 540,238</b>	<b>\$ 498</b>	<b>0.1%</b>

<b>STAFFING</b>					
Full-Time Positions	4.10	4.10	4.10	4.10	4.10
Part-Time Positions	0.50	0.50	0.50	0.50	0.29





### Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City’s Strategic and Business Plan, the Assessing Department has identified the following objectives that support the City’s strategic goals:

#### Goal 1: To Maintain and Improve a Strong Financial Position

- ✓ Facilitate IFT projects.
- ✓ Develop a report for IFT proposals that provides key information in a summarized manner, utilizing graphs and charts to illustrate impact on the City and other taxing districts.
- ✓ Parcel review for 20% of properties.
- ✓ Continue to evaluate Headlee impact on future budgets.
- ✓ Achieve a successful outcome of the State Tax Commission Assessment Roll Audit, required by Public Act 660 of 2018.

### Performance Measures

		FY-2022 Actual	FY-2023 Actual	FY-2024 Actual	FY-2025 Projected	Strategic Goals*			
		-- PERFORMANCE MEASURES --				1	2	3	4
Output	Total Properties	13,608	13,710	13,766	13,800			✓	
	Special Assessment Projects (New/Ongoing)	1/3	0/3	1/3	0/3			✓	
	Board of Review Appeals								
	Board of Review Meeting Minutes	3	3	3	3	✓			
	* Appointments	14	25	46	25	✓			
	* Letters	-	3	3	5	✓			
	* Recommendations	73	80	124	120	✓			
	Total Parcels Appealed	87	108	173	150				
	MTT Assessment Appeal Properties								
	Full Tribunal	6	3	3	3	✓			
Small Claims Division	3	1	-	1	✓				

\* May reflect more than one parcel being appealed.

\* MTT Appeals are by Calendar Year Filed

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders



### Overview

The Treasurer’s Department collects property taxes and other revenues, invests surplus funds, and oversees debt issuance.

### Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Charges for Services	25,241	24,330	46,175	46,430	52,715	6,540	14.2%
Unallocated Revenue	137,315	151,583	141,077	139,339	149,473	8,396	6.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 162,556</b>	<b>\$ 175,913</b>	<b>\$ 187,252</b>	<b>\$ 185,769</b>	<b>\$ 202,188</b>	<b>\$ 14,936</b>	<b>8.0%</b>
<b>FUNDING USES -</b>							
Personnel Services	131,287	138,304	145,126	143,548	153,009	7,883	5.4%
Other Expenditures							
- Supplies / Maintenance	10,672	12,243	12,250	12,400	12,700	450	3.7%
- Contractual	5,394	5,774	5,100	6,000	6,600	1,500	29.4%
- Other	15,203	19,592	24,776	23,821	29,879	5,103	20.6%
<b>TOTAL FUNDING USES</b>	<b>\$ 162,556</b>	<b>\$ 175,913</b>	<b>\$ 187,252</b>	<b>\$ 185,769</b>	<b>\$ 202,188</b>	<b>\$ 14,936</b>	<b>8.0%</b>

<b>STAFFING</b>						
Full-Time Positions	1.80	1.80	1.80	1.80	1.80	

### Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City’s Strategic and Business Plan, the Treasurer’s Department has identified the following objectives that support the City’s strategic goals:

#### Goal 1: To Maintain and Improve a Strong Financial Position

- ✓ Implement a Revenue and Cash Management Policy.
- ✓ Implement new bank reconciliation process utilizing new BS&A system.
- ✓ Develop Cash Flow Forecast.

#### Goal 2: To Enhance Connections with Stakeholders

- ✓ Act as Fiscal Agent for Herrick District Library, MAX, SmartZone, Holland Energy Fund, WMAA.



## Overview

The Administrative Services Department accounts for items that are not specific to an individual department, including expenditures for the Defined Benefit Unfunded Liability pension costs, transfer for Fire Equipment, and other smaller costs.

## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Unallocated Revenue	770,083	662,904	580,837	538,527	633,496	52,659	9.1%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 770,083</b>	<b>\$ 662,904</b>	<b>\$ 580,837</b>	<b>\$ 538,527</b>	<b>\$ 633,496</b>	<b>\$ 52,659</b>	<b>9.1%</b>
<b>FUNDING USES -</b>							
Personnel Services	637,868	458,840	301,787	301,787	373,704	71,917	23.8%
Other Expenditures							
- Other	132,215	204,064	279,050	236,740	259,792	(19,258)	-6.9%
<b>TOTAL FUNDING USES</b>	<b>\$ 770,083</b>	<b>\$ 662,904</b>	<b>\$ 580,837</b>	<b>\$ 538,527</b>	<b>\$ 633,496</b>	<b>\$ 52,659</b>	<b>9.1%</b>



The City remains committed to reducing the unfunded pension liability and when there is available funding at the end of the fiscal year designates a portion for this purpose. The FY 2024 estimate includes an additional \$220,000 payment towards the unfunded pension liability.





## Overview

The City accounts for Transfers out of the General Fund in this department. Transfers include the City’s support for the WEMET Grant, MCIF capital funding, Holland Energy Fund, and Budget Stabilization.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Unallocated Revenue	1,173,417	1,447,099	4,519,788	4,768,052	1,111,617	(3,408,171)	-75.4%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1,173,417</b>	<b>\$ 1,447,099</b>	<b>\$ 4,519,788</b>	<b>\$ 4,768,052</b>	<b>\$ 1,111,617</b>	<b>\$ (3,408,171)</b>	<b>-75.4%</b>
FUNDING USES -							
Transfer Out-Budget Stab	89,010	154,070	200,000	370,749	-	(200,000)	-100.0%
Transfer Out-Dangerous Stuct	7,912	19,529	-	-	-	-	-
Transfer Out-WEMET Grant	209,631	232,982	252,500	263,371	-	(252,500)	-100.0%
Transfer Out-MCIF	250,000	250,000	3,107,775	3,107,775	250,000	(2,857,775)	-92.0%
Transfer Out-Civic Center Place	616,864	515,518	584,513	651,157	486,617	(97,896)	-16.7%
Transfer Out-Holland Energy Fd	-	275,000	275,000	275,000	275,000	-	0.0%
Transfer Out-Holland Historical Trst	-	-	100,000	100,000	100,000	-	0.0%
<b>TOTAL FUNDING USES</b>	<b>\$ 1,173,417</b>	<b>\$ 1,447,099</b>	<b>\$ 4,519,788</b>	<b>\$ 4,768,052</b>	<b>\$ 1,111,617</b>	<b>\$ (3,408,171)</b>	<b>-75.4%</b>



The City was awarded \$8.4 million in State and Local Fiscal Recovery Funds as part of the American Rescue Plan Act. A portion of this funding was designated for the City Ice Rink project, and is reflected in the transfer to the MCIF Fund.





### Overview

The Public Safety Group is comprised of a Police Division 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. For more information please visit:

<https://www.cityofholland.com/261/Public-Safety>





## Overview

Three divisions comprise Public Safety—Management, Police, and Fire. They provide leadership and direction by maintaining an environment of continuous learning along with promoting teamwork, honesty, and integrity while delivering effective and efficient public safety to the citizens of Holland.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Unallocated Revenue	1,005,430	1,092,686	1,051,627	1,089,725	1,186,070	134,443	12.8%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1,005,430</b>	<b>\$ 1,092,686</b>	<b>\$ 1,051,627</b>	<b>\$ 1,089,725</b>	<b>\$ 1,186,070</b>	<b>\$ 134,443</b>	<b>12.8%</b>
<b>FUNDING USES -</b>							
Personnel Services	962,196	988,701	983,877	1,021,405	1,129,625	145,748	14.8%
Other Expenditures							
- Supplies / Maintenance	4,121	2,637	4,000	4,000	4,000	-	0.0%
- Contractual	5,000	45,000	-	-	-	-	-
- Other	34,113	56,348	63,750	64,320	52,445	(11,305)	-17.7%
<b>TOTAL FUNDING USES</b>	<b>\$ 1,005,430</b>	<b>\$ 1,092,686</b>	<b>\$ 1,051,627</b>	<b>\$ 1,089,725</b>	<b>\$ 1,186,070</b>	<b>\$ 134,443</b>	<b>12.8%</b>

<b>STAFFING</b>					
Full-Time Positions	6.00	6.00	6.00	6.00	7.00
Part-Time Positions	0.70	0.70	0.70	0.70	0.87





## Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City's Strategic and Business Plan, the Public Safety Department has identified the following objectives that support the City's strategic goals:

### Goal 1: To Maintain and Improve a Strong Financial Position

- ✓ Minimize pension and OPEB liabilities through union contract negotiations.
- ✓ Limit overtime expenditures.
- ✓ Identify grant opportunities and state budget resources and apply for applicable funding.

### Goal 2: To Enhance Connections with Stakeholders

- ✓ Community Fire and Policing philosophies and events.
- ✓ Build community trust through outreach, partnerships, citizen academies, and boards.
- ✓ Continue quarterly meetings with the faith-based leadership community.

### Goal 3: To Continually Improve the City Organization

- ✓ Continue current partnerships with Crisis Intervention Team (CIT).
- ✓ WatchGuard Body Cameras have been implemented and in use.
- ✓ Brain Health—Reviewing organizational data and establishing long-term strategies for groups within the organization.
- ✓ Succession planning to assist with current and future leadership positions.
- ✓ Police Department accreditation obtained and continued annually.
- ✓ Strategic planning facilitated to assist with a three-year vision toward continuous improvement.

### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Quality and continuous training for all team members.
- ✓ Continue to promote a team environment with all other City departments and staff.
- ✓ Continuous use of the Guardian Employee Tracking Software as an early warning and employee performance system.
- ✓ Update and improve equipment and facilities (new and renovated fire stations) to assist employees in providing the best service to our community.
- ✓ Installation of a new video training simulator to continuously improve public safety training.



## Overview

The Holland Department of Public Safety Police Operations consist of three Divisions: Patrol, Administrative Services, and Criminal Investigations.

## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Intergovernmental	82,492	92,034	100,000	162,000	145,200	45,200	45.2%
Charges for Services	161,380	189,355	185,100	199,400	200,900	15,800	8.5%
Fines and Forfeitures	163,811	151,698	130,000	125,000	130,000	-	0.0%
Other	551	219,123	57,373	15,150	15,150	(42,223)	-73.6%
Unallocated Revenue	7,988,351	8,575,084	9,264,517	9,152,026	10,050,231	785,714	8.5%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 8,396,585</b>	<b>\$ 9,227,294</b>	<b>\$ 9,736,990</b>	<b>\$ 9,653,576</b>	<b>\$ 10,541,481</b>	<b>\$ 804,491</b>	<b>8.3%</b>
<b>FUNDING USES -</b>							
Personnel Services	6,798,869	7,171,516	7,603,974	7,471,673	8,285,478	681,504	9.0%
Other Expenditures							
- Supplies / Maintenance	321,762	358,578	405,200	399,660	402,875	(2,325)	-0.6%
- Contractual	62,102	91,758	145,100	146,300	146,100	1,000	0.7%
- Other	1,175,114	1,320,886	1,510,716	1,563,943	1,667,428	156,712	10.4%
Capital Outlay	38,738	284,556	72,000	72,000	39,600	(32,400)	-45.0%
<b>TOTAL FUNDING USES</b>	<b>\$ 8,396,585</b>	<b>\$ 9,227,294</b>	<b>\$ 9,736,990</b>	<b>\$ 9,653,576</b>	<b>\$ 10,541,481</b>	<b>\$ 804,491</b>	<b>8.3%</b>

<b>STAFFING</b>					
Full-Time Positions	61.15	61.30	61.30	61.30	61.30
Part-Time Positions	8.12	8.22	8.22	8.20	8.74





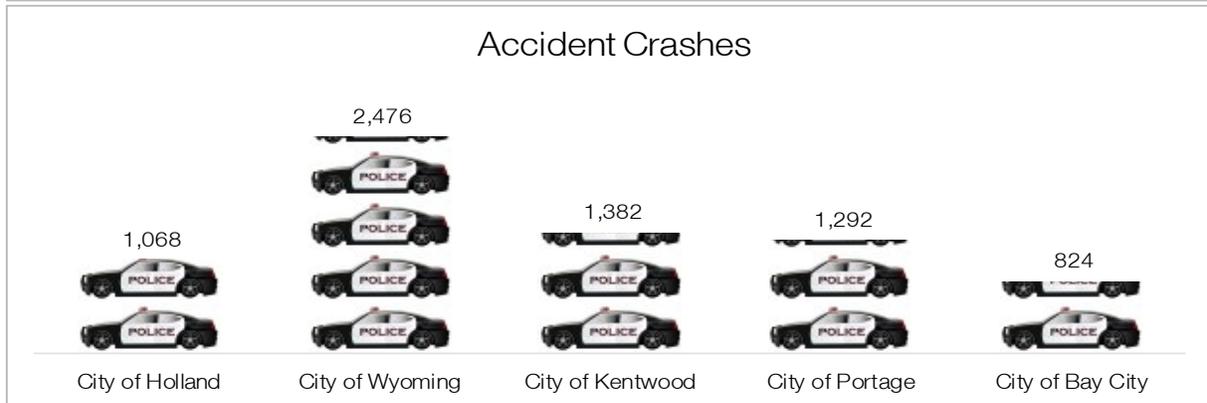
Performance Measures

		FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*			
		Actual	Actual	Actual	Projected	1	2	3	4
<b>-- PERFORMANCE MEASURES --</b>									
Output	Police Calls								✓
	Part I Criminal Offenses	1,737	1,750	1,903	1,900				
	Part II Criminal Offenses	2,201	2,200	2,513	2,500				
	Service Calls	13,068	13,200	13,070	13,100				
	Accidents Reported								✓
	Injury	220	220	207	210				
	Property Damage	988	1,000	859	900				
	Fatalities	1	1	2	1				
	Total Criminal Offenses & Incidents	18,215	18,371	18,554	18,700				
	Bookings/Arrests								✓
	Adult Arrests	723	725	662	670				
	Juvenile Arrests	199	200	290	250				
	Police Vehicle Report								✓
	Total Miles Driven	414,080	415,000	472,950	470,000				
	Preventable Cruiser Accidents	9	8	6	6				
	Non-Preventable Accidents	4	4	5	4				
	Training								✓
	Total Hours - FTO, Reserve & Regular Officers	11,482	12,000	13,830	13,500				
	Animal Complaints Investigated	469	470	545	500				✓
	Court Citations	2,356	2,400	2,460	2,400				✓
	Written Warnings not sent to Court	966	970	1,291	1,200				✓
	Parking Enforcement								✓
	Overnight Violations	2,453	2,500	1,693	1,800				
	Handicapped Violations	28	30	50	50				
	Ordinance Violations	614	615	763	750				
Total Parking Enforcement	3,095	3,145	2,506	2,600					
Parking Fines Collected	\$90,836	\$92,000	\$71,475	\$75,000					
Abandoned Vehicles	323	325	231	240					
Found/Recovered Bicycles	95	100	123	120					

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders

POLICE DIVISION - COMPARABLES



Source: Department Calendar Year 2023 Data and 2022 U.S. Census Bureau Data Estimates.



## Overview

The Holland Fire Department is a combination fire department, employing a mixture of career and volunteer (part-paid) fire fighters.

## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Unallocated Revenue	3,298,532	3,640,297	3,845,001	3,759,215	4,096,575	251,574	6.5%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 3,298,532</b>	<b>\$ 3,640,297</b>	<b>\$ 3,845,001</b>	<b>\$ 3,759,215</b>	<b>\$ 4,096,575</b>	<b>\$ 251,574</b>	<b>6.5%</b>
FUNDING USES -							
Personnel Services	2,581,016	2,884,741	2,980,956	2,862,109	3,306,208	325,252	10.9%
Other Expenditures							
- Supplies / Maintenance	335,755	271,990	379,603	425,750	298,940	(80,663)	-21.2%
- Contractual	11,309	9,275	6,100	6,200	6,300	200	3.3%
- Other	323,389	401,297	428,726	385,540	472,727	44,001	10.3%
Capital Outlay	47,063	72,994	49,616	79,616	12,400	(37,216)	-75.0%
<b>TOTAL FUNDING USES</b>	<b>\$ 3,298,532</b>	<b>\$ 3,640,297</b>	<b>\$ 3,845,001</b>	<b>\$ 3,759,215</b>	<b>\$ 4,096,575</b>	<b>\$ 251,574</b>	<b>6.5%</b>

<b>STAFFING</b>						
Full-Time Positions	20.10	23.20	23.20	23.20	23.20	
Part-Time Positions Not @ FTE	30.00	30.00	30.00	30.00	30.00	





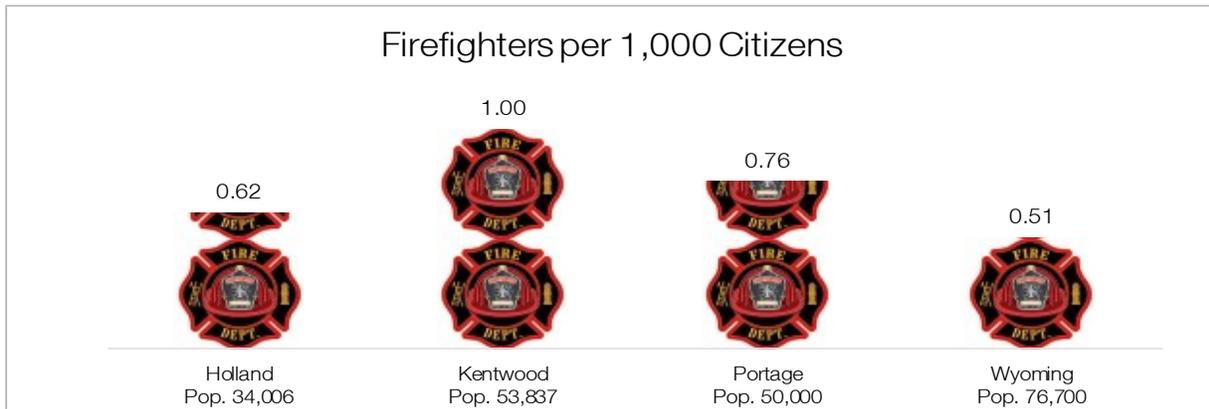
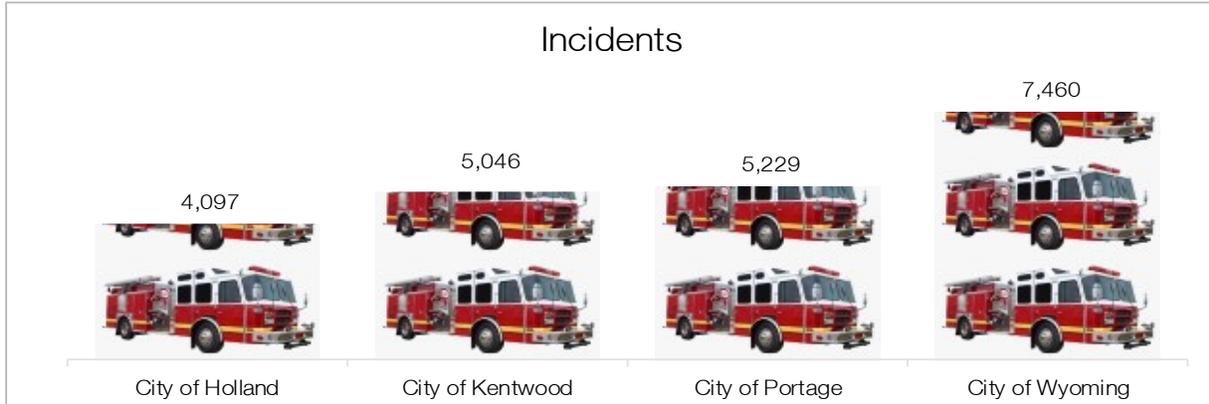
		FY-2022	CY-2023**	CY-2024	CY-2025	Strategic Goals*				
		Actual	Actual	Projected	Projected	1	2	3	4	
<b>-- PERFORMANCE MEASURES --</b>										
Output	Fire Incidents									✓
	Structure Fires	44	38	40	40					✓
	Outside of Structure Fires	2	4	4	4					
	Vehicle Fires	10	13	13	13					
	Vegetation Fires	2	7	5	5					
	Refuse Fires	11	14	12	12					
	Explosion with no After-Fire	10	6	10	10					
	Fire or Explosion not Otherwise Classified	1	3	3	3					
	<b>Total Fire Incidents</b>	<b>80</b>	<b>85</b>	<b>87</b>	<b>87</b>					
	Medical Emergencies	2,590	2,686	2,785	2,887					✓
	Flammable Liquid/Gas Emergencies & Hazardous Conditions	106	112	110	110					✓
	Service Calls	349	278	285	280					✓
	Good Intent Calls	497	409	410	410					✓
	False Alarms/Alarm Malfunctions	419	523	475	475					✓
	Other/Miscellaneous Calls	2	4	2	2					✓
	<b>Total Incidents</b>	<b>4,043</b>	<b>4,097</b>	<b>4,154</b>	<b>4,251</b>					
	Change from Previous Year	3.30%	1.33%	1.39%	2.33%					
	Value of Property Exposed to Fire	\$51,080,967	\$47,547,317	\$45,000,000						
	Combined Real and Personal Property Lost	\$845,398	\$914,500	\$500,000						
	Percent of Exposed Property Saved	98.34%	98.08%	98.90%						
Training and Safety Activities									✓	✓
Total Personnel Hours Spent in Training	4,303	4,726	4,700	4,700						
Civilian Fire-Related Injuries	2	-	-	-						
Firefighter Duty-Related Injuries	3	4	-	-						
Fire Prevention Activities									✓	✓
Fire Code Inspections Performed	361	401	400	400						
Fire Investigations (Conducted by Fire Marshal)	41	33	40	40						
Child Passenger Safety Seat Installations & Inspections	56	63	65	65						
Insurance Service Office Rating	3	3	3	3					✓	✓
Number of Fire Stations	3	3	3	3						✓
Emergency Management									✓	✓
Conduct Emergency Warning Systems Tests	9	9	9	9						
Maintain and Update City Emergency Plan	-	-	1	1						
Department Head Semi-Annual Tabletop Exercises	-	-	1	-						
Plan and Implement City Emergency Plan Test Exercise	-	-	-	1						

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders

\*\* Effective in 2023 Fire Services will now report performance measures by calendar year (CY).

FIRE DIVISION - COMPARABLES



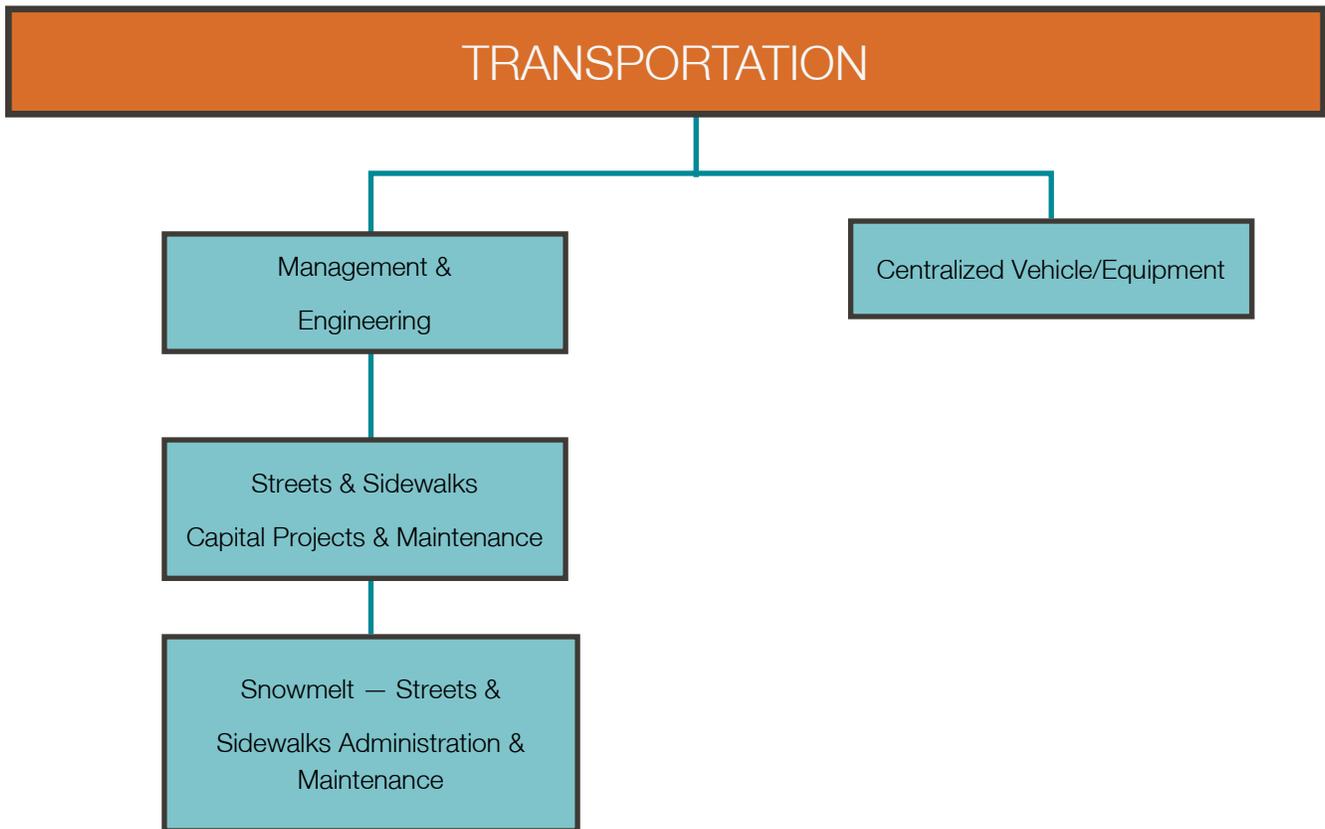
Source: Department Calendar Year 2023 Data and 2022 U.S. Census Bureau Data Estimates.



### Overview

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. Operations consist of the General Fund Street Division Department and Management & Engineering Department. For more information please visit:

<https://www.cityofholland.com/436/Transportation-Services>



The Transportation Group also oversees the Centralized Vehicle/Equipment Internal Service Fund, the Snowmelt System Fund, and several capital improvement funds (see *Budget By Fund* section for detail).



### Overview

Maintains and enhances the City’s street system, alleys, sidewalks, and storm drain systems and provides construction administration and design for City capital projects relating to the transportation network. Negotiates and administers contracts between the City and the Michigan Department of Transportation (MDOT) and other funding from county, state, and federal programs.

Provides recordkeeping for the transit facilities, maintains vehicles and equipment leased to various departments, and maintains a financing mechanism for the replacement of vehicles and equipment.

### Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Licenses and Permits	1,700	2,700	2,000	3,000	3,000	1,000	50.0%
Charges for Services	3,675	7,676	5,000	5,000	4,800	(200)	-4.0%
Fines and Forfeitures	-	-	100	100	100	-	0.0%
Interest & Rents	222,400	229,100	240,555	240,600	249,000	8,445	3.5%
Other	-	-	100	100	100	-	0.0%
Unallocated Revenue	908,631	1,070,758	1,125,847	1,293,315	1,402,005	276,158	24.5%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1,136,406</b>	<b>\$ 1,310,234</b>	<b>\$ 1,373,602</b>	<b>\$ 1,542,115</b>	<b>\$ 1,659,005</b>	<b>\$ 285,403</b>	<b>20.8%</b>
<b>FUNDING USES -</b>							
Personnel Services	262,399	376,573	348,825	467,932	563,006	214,181	61.4%
Other Expenditures							
- Supplies / Maintenance	75,078	69,127	95,950	109,250	93,300	(2,650)	-2.8%
- Contractual	75,296	75,943	84,600	88,650	92,050	7,450	8.8%
- Other	723,633	788,591	844,227	876,283	910,649	66,422	7.9%
<b>TOTAL FUNDING USES</b>	<b>\$ 1,136,406</b>	<b>\$ 1,310,234</b>	<b>\$ 1,373,602</b>	<b>\$ 1,542,115</b>	<b>\$ 1,659,005</b>	<b>\$ 285,403</b>	<b>20.8%</b>

<b>STAFFING</b>						
Full-Time Positions	16.66	16.67	16.67	16.67	16.67	
Part-Time Positions	1.09	0.84	1.19	1.01	1.09	



## Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City's Strategic and Business Plan, the Streets Division has identified the following objectives that support the City's strategic goals:

### Goal 1: To Maintain and Improve a Strong Financial Position

- ✓ Look for grant opportunities and allocate resources to help support the transition of our fleet to hybrid and fully electric.
- ✓ Submit competitive applications for additional infrastructure funding.
- ✓ Increase the number of BPW vehicles we maintain without needing to increase staffing.

### Goal 2: To Enhance Connections with Stakeholders

- ✓ Continue to work with the BPW on shared capital improvement projects, particularly as the BPW prioritizes water main and water service replacements.
- ✓ Work with businesses / developers to identify opportunities to improve City infrastructure.

### Goal 3: To Continually Improve the City Organization

- ✓ Improve the vehicle lease program and expand the future planning effort.
- ✓ Invest training vehicle maintenance staff on transition to greener fleet.

### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Continue to maintain and build out our asset management system.
- ✓ Maintain the annual investment into our streets capital improvement program.
- ✓ Evaluate and identify opportunities to improve the City's storm sewer system.





## Performance Measures

		CY-2022 Actual	CY-2023 Actual	CY-2024 Projected	CY-2025 Projected	Strategic Goals*					
						1	2	3	4		
<b>-- PERFORMANCE MEASURES --</b>											
<b>Output</b>	Total Mileage of Street System Maintained (does not include State Trunk Line miles)	149.59	149.59	149.59	149.59	✓					
	Mileage Per MDOT Act 51 Approved Map:									✓	
	Major Streets	56.88	56.88	56.88	56.88						
	Local Streets	92.71	92.71	92.71	92.71						
	Street Cut Permits issued: Utility Repair or New Construction (calendar year)	286	280	300	300					✓	
	Amount of Asphalt Used for Street Patching & Repairing (tons) (reflects January to December)	306	839	600	600					✓	
	Amount of Concrete Used for Sidewalk Repairs (yards) (calendar year)	106	135	125	125					✓	
	Amount of Salt Used for Winter Road Maintenance (tons) (calendar year)	3,354	1,723	2,500	2,500					✓	
	Amount of Liquid De-icing Used - Winter Road Mtce (gallons) (calendar year)	41,100	19,160	30,000	30,000					✓	
	Number of Street Sweeper Hours Operated (reflects January to December)	2,190	2,005	2,000	2,000					✓	
			CY2022 Actual	CY2023 Actual	CY2024 Projected	CY2025 Projected					
	Fall Leaf Pickup:										
	Streets Division Costs (personnel and equipment)	\$228,242	\$247,150	\$225,000	\$230,000	✓					
	Removal Costs	\$8,250	\$8,250	\$8,500	\$9,000	✓					
	Number of Loads to Renewed Earth (Special Load)	1	1	1	1	✓					
	Number of Loads to City Compost Site (approximate)	1,000	1,000	1,000	1,000	✓					
	Number of Hours Worked by Streets Division Personnel	2,049	2,441	2,000	2,000	✓					
Spring Cleanup:											
Streets Division Costs (personnel and equipment)	\$110,000	\$99,319	\$105,000	\$110,000	✓						
Removal Costs	\$21,749	\$17,834	\$20,000	\$21,000	✓						
Number of Hours Worked by Streets Division Personnel	1,075	1,038	1,075	1,075	✓						

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders



Due to City composting efforts, zero topsoil is purchased by departments.



## Overview

The Management and Engineering Department accounts for those expenditures that are not specifically allocated to a designated project.

## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Charges for Services	19,245	5,316	3,500	23,500	25,000	21,500	614.3%
Unallocated Revenue	218,621	242,777	294,653	261,510	346,067	51,414	17.4%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 237,866</b>	<b>\$ 248,093</b>	<b>\$ 298,153</b>	<b>\$ 285,010</b>	<b>\$ 371,067</b>	<b>\$ 72,914</b>	<b>24.5%</b>
<b>FUNDING USES -</b>							
Personnel Services	186,506	169,222	203,018	193,875	287,675	84,657	41.7%
Other Expenditures							
- Supplies / Maintenance	2,845	6,725	5,200	5,150	5,400	200	3.8%
- Contractual	8,960	7,140	15,300	11,350	10,300	(5,000)	-32.7%
- Other	39,555	65,006	74,635	74,635	67,692	(6,943)	-9.3%
<b>TOTAL FUNDING USES</b>	<b>\$ 237,866</b>	<b>\$ 248,093</b>	<b>\$ 298,153</b>	<b>\$ 285,010</b>	<b>\$ 371,067</b>	<b>\$ 72,914</b>	<b>24.5%</b>

<b>STAFFING</b>					
Full-Time Positions	3.35	3.35	3.35	3.35	3.35
Part-Time Positions	0.20	0.20	0.62	0.30	0.69

## Performance Measures

	FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*			
	Actual	Actual	Projected	Projected	1	2	3	4
<b>-- PERFORMANCE MEASURES --</b>								
Calendar Year					✓			
Output								
Construction Projects in Process	10	12	18	16				✓
Total Miles of Streets Reconstructed	2.29	2.24	1.85	1.00				✓
Total Miles of Streets Resurfaced	4.67	2.11	4.50	5.40				✓
New Sidewalk Constructed/Reconstructed	0.23	1.80	2.10	2.25				✓
Sidewalk Repair Activities (square feet)	12,500	10,755	10,000	10,000				✓
Total Miles of Bike Lane Added	1.40	-	-	1.50				✓

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders



## Overview

The Community and Neighborhood Services Department provides a coordinated and comprehensive approach to community planning by focusing on the physical, social, and economic needs of the community. Efforts include an emphasis on residential neighborhood improvements and maintenance of diversified and viable downtown, commercial, and industrial areas. The Department also provides the full array of inspection services for all construction trades and the rental housing program. For more information please visit:

<https://www.cityofholland.com/225/Community-Neighborhood-Services>





### Overview

Coordinates a comprehensive approach to community planning and design, focusing on the needs and goals of the community to provide the best conditions for living, working, learning, and recreation. Assists in implementing policies, plans, and ordinances, striving for high quality neighborhoods.

In an effort 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 approval within the historic districts.

### Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Intergovernmental	-	22,500	-	7,500	-	-	0.0%
Charges for Services	10,801	8,209	6,700	6,500	7,525	825	12.3%
Unallocated Revenue	308,360	347,067	378,563	399,996	457,948	79,385	21.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 319,161</b>	<b>\$ 377,776</b>	<b>\$ 385,263</b>	<b>\$ 413,996</b>	<b>\$ 465,473</b>	<b>\$ 80,210</b>	<b>20.8%</b>
<b>FUNDING USES -</b>							
Personnel Services	252,839	268,773	275,613	307,913	299,423	23,810	8.6%
Other Expenditures							
- Supplies / Maintenance	4,089	5,348	5,600	5,700	5,700	100	1.8%
- Contractual	46,266	77,359	70,900	69,000	129,400	58,500	82.5%
- Other	15,967	26,296	33,150	31,383	30,950	(2,200)	-6.6%
<b>TOTAL FUNDING USES</b>	<b>\$ 319,161</b>	<b>\$ 377,776</b>	<b>\$ 385,263</b>	<b>\$ 413,996</b>	<b>\$ 465,473</b>	<b>\$ 80,210</b>	<b>20.8%</b>

<b>STAFFING</b>					
Full-Time Positions	2.55	2.55	2.55	2.90	2.90
Part-Time Positions	0.38	0.38	0.25	0.00	0.07



The FY 2025 Proposed Budget includes funding for planning efforts for implementing the updated master plan completed in FY 2024 and new planning for North Downtown and some of the neighborhood corridors.



Performance Measures

		FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*				
		Actual	Actual	Projected	Projected	1	2	3	4	
-- PERFORMANCE MEASURES --										
Output	Planning Commission and Staff									✓
	Site Plan Reviews									✓
	Planning Commission Approvals	19	20	20	20					
	Administrative Approvals	15	24	24	24					
	Extensions	-	1	1	1					
	Amendments	4	2	2	2					
	Approved Administrative Non-Res. Sq.Ft.	406,799	450,000	450,000	450,000					
	Approved Non-Res. Sq.Ft.(PC)	1,408,717	450,000	450,000	450,000					
	New Construction	15	15	15	15					
	Additions	10	10	10	10					
	Approved Residential Units	250	350	350	350					✓
	Infill Review (Commission)	1	-	-	-					✓
	Infill Review (by Staff)	5	5	5	5					✓
	Recommendations to City Council									✓
	Rezoning	6	3	2	2					
	Text Amendments	6	2	1	1					
	Street Vacations	-	1	-	-					
	Master Plan Amendments	-	1	-	-					
	Other	1	1	-	-					
	Study Session Items	19	15	15	15					✓
Historic District Commission										
Community Education Sessions	-	1	2	2		✓			✓	
Certificates of Appropriateness Reviewed	41	50	55	55					✓	
Certificates of Appropriateness Approved	38	50	55	55					✓	
Certificates of Appropriateness Denied	2	-	-	-					✓	

\* Strategic Goals:

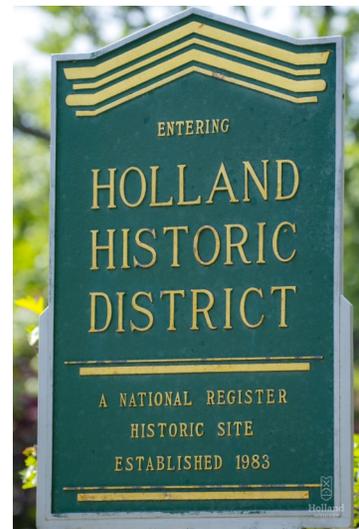
1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders

## Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City’s Strategic and Business Plan, the Planning Department has identified the following objectives that support the City’s strategic goals:

### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Continue to make progress with the implementation of:
  - City Master Plan
  - Historic Preservation Program
  - Neighborhood Visioning Plans
  - Neighborhood Improvement Committee’s Blueprint for Flourishing Neighborhoods
  - Non-Motorized Transportation Plan
- ✓ Coordinate with other departments/agencies to assist with the promotion of items from the City of Holland Master Plan.
- ✓ Hold community education session (s) to cultivate relationship between Historic District Commission and community.
- ✓ Create and distribute handouts/flyers/resources for new residents, realtors, and advocates about the historic districts.
- ✓ Work with MEDC to identify willing property owners to market property through the Redevelopment Ready Communities program.





## Overview

Protects and improves the environment and well-being of Holland’s citizens health, safety, and welfare by regulating, inspecting, and investigating existing structures, including electrical, mechanical, and plumbing systems to ensure all remain in compliance with City Ordinances.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Licenses and Permits	25,135	21,157	20,500	20,800	21,100	600	2.9%
Charges for Services	284,469	291,722	289,200	294,750	338,800	49,600	17.2%
Fines and Forfeitures	-	100	100	100	100	-	0.0%
Unallocated Revenue	161,648	225,627	227,013	214,963	195,915	(31,098)	-13.7%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 471,252</b>	<b>\$ 538,606</b>	<b>\$ 536,813</b>	<b>\$ 530,613</b>	<b>\$ 555,915</b>	<b>\$ 19,102</b>	<b>3.6%</b>

FUNDING USES -							
Personnel Services	418,676	459,766	452,238	447,338	475,027	22,789	5.0%
Other Expenditures							
- Supplies / Maintenance	6,726	6,952	7,500	7,800	7,800	300	4.0%
- Contractual	8,808	15,731	21,300	19,550	19,600	(1,700)	-8.0%
- Other	37,042	56,157	55,775	55,925	53,488	(2,287)	-4.1%
<b>TOTAL FUNDING USES</b>	<b>\$ 471,252</b>	<b>\$ 538,606</b>	<b>\$ 536,813</b>	<b>\$ 530,613</b>	<b>\$ 555,915</b>	<b>\$ 19,102</b>	<b>3.6%</b>

<b>STAFFING</b>					
Full-Time Positions	4.88	4.88	4.85	4.60	4.60





### Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City’s Strategic and Business Plan, the Environmental Health and Inspections Department has identified the following objectives that support the City’s strategic goals:

#### Goal 2: To Enhance Connections with Stakeholders

- ✓ Work with realtors, property owners, and investors to provide code related information and documentation for sale, transfer, and development of properties.
- ✓ Provide a newsletter to landlords notifying them of upcoming events, educational opportunities, and code changes.

#### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Ensure UDO continues to be a uniform, consistent, and easy to understand zoning code with occasional updates as necessary to reflect the goals of the City.
- ✓ Maintain a high rate of rental and code enforcement inspections to ensure properties are well maintained in a clean, safe, and sanitary condition for occupants and the community.

### Performance Measures

		FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*			
		Actual	Actual	Projected	Projected	1	2	3	4
-- PERFORMANCE MEASURES --									
Output	Rental Housing - Initial Inspections - Properties	406	524	450	450				✓
	Rental Housing - Initial Inspections - Units	1,071	1,700	1,300	1,400				✓
	Zoning Permits Issued	403	341	360	360				✓
	Inoperable Vehicles Inspections	1,487	1,094	900	900				✓
	Garbage and Rubbish Inspections	1,123	784	800	800				✓
	Housing Code Enforcement Inspections	793	1,001	950	900				✓
	Long Grass Inspections	1,821	1,421	1,500	1,500				✓
	Point of Sale Smoke Detector Inspections	466	385	400	400				✓

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders



## Overview

Protects and improves the environment and well-being of Holland citizens' health, safety, and welfare by regulating, inspecting, and investigating new and existing structures including electrical, mechanical, and plumbing systems to ensure all remain in compliance with State Construction Code.

## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Licenses and Permits	1,323,115	2,988,895	1,900,000	1,900,000	1,750,000	(150,000)	-7.9%
Charges for Services	39,983	33,573	22,150	24,100	24,200	2,050	9.3%
Fines and Forfeitures	514	317	100	500	400	300	300.0%
Unallocated Revenue	(330,080)	(2,043,612)	(703,283)	(730,224)	(561,113)	142,170	-20.2%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1,033,532</b>	<b>\$ 979,173</b>	<b>\$ 1,218,967</b>	<b>\$ 1,194,376</b>	<b>\$ 1,213,487</b>	<b>\$ (5,480)</b>	<b>-0.4%</b>
<b>FUNDING USES -</b>							
Personnel Services	681,401	761,230	949,724	932,658	992,643	42,919	4.5%
Other Expenditures							
- Supplies / Maintenance	38,730	38,315	46,289	46,739	41,650	(4,639)	-10.0%
- Contractual	67,918	66,343	98,100	94,100	64,100	(34,000)	-34.7%
- Other	69,477	108,059	121,854	120,879	115,094	(6,760)	-5.5%
Capital Outlay	176,006	5,226	3,000	-	-	(3,000)	-100.0%
<b>TOTAL FUNDING USES</b>	<b>\$ 1,033,532</b>	<b>\$ 979,173</b>	<b>\$ 1,218,967</b>	<b>\$ 1,194,376</b>	<b>\$ 1,213,487</b>	<b>\$ (5,480)</b>	<b>-0.4%</b>

<b>STAFFING</b>					
Full-Time Positions	6.50	7.50	8.00	9.25	9.25
Part-Time Positions	1.63	1.14	1.39	1.00	1.00





## Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City’s Strategic and Business Plan, the Construction Inspections Department has identified the following objectives that support the City’s strategic goals:

### Goal 2: To Enhance Connections with Stakeholders

- ✓ Continued collaboration with the City of Zeeland for conducting plumbing and mechanical inspections.
- ✓ Enhance inter-departmental communication regarding permit and inspection requirements for large, on-going, construction projects.

### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Continue to improve efficiencies within the office to expedite the intake and processing of construction permits.
- ✓ Continue engaging contractors with our online access for obtaining permits and paying permit fees.
- ✓ Enhance our electronic plan review process for all trades to reduce the amount of paper coming into the department.
- ✓ Continue “housekeeping” efforts to archive old data, scan documents for retention, and maintain current permit records.

## Performance Measures

		FY-2022 Actual	FY-2023 Actual	FY-2024 Projected	FY-2025 Projected	Strategic Goals*			
		-- PERFORMANCE MEASURES --				1	2	3	4
Output	Plumbing Permits	608	645	860	750				✓
	Mechanical Permits	816	805	900	820				✓
	Electrical Permits	743	780	900	800				✓
	Building Permits	788	940	850	800				✓
	Building Construction Valuation	\$176,421,057	\$534,708,482	\$340,000,000	\$250,000,000				✓
	Zeeland City Mechanical & Plumbing Inspections Contract	286	337	350	300				✓

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders



## Overview

Provides administration to improve the physical and social structures in Holland’s neighborhoods, facilitates communication and collaboration among neighborhood-based groups and promotes improvement initiatives.

## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Other	2,700	4,476	-	4,487	-	-	0.0%
Unallocated Revenue	147,766	155,745	151,120	143,923	145,310	(5,810)	-3.8%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 150,466</b>	<b>\$ 160,221</b>	<b>\$ 151,120</b>	<b>\$ 148,410</b>	<b>\$ 145,310</b>	<b>\$ (5,810)</b>	<b>-3.8%</b>
<b>FUNDING USES -</b>							
Personnel Services	82,450	84,807	62,045	63,063	54,388	(7,657)	-12.3%
Other Expenditures							
- Supplies / Maintenance	420	1,802	900	800	900	-	0.0%
- Contractual	-	445	1,800	1,200	1,800	-	0.0%
- Other	67,596	73,167	86,375	83,347	88,222	1,847	2.1%
<b>TOTAL FUNDING USES</b>	<b>\$ 150,466</b>	<b>\$ 160,221</b>	<b>\$ 151,120</b>	<b>\$ 148,410</b>	<b>\$ 145,310</b>	<b>\$ (5,810)</b>	<b>-3.8%</b>

<b>STAFFING</b>						
Full-Time Positions	0.75	0.75	0.50	0.50	0.50	

## Performance Measures

	FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*			
	Actual	Actual	Projected	Projected	1	2	3	4
<b>- - PERFORMANCE MEASURES - -</b>								
Community Development Block Grant								
Home Repair Program - completed projects	20	47	40	40				✓
Number of CDBG subgrantees (non-profit partners)	3	4	4	4				✓
Fair Housing Ctr of WMI - hours of education provided	27	27	20	20				✓
Neighborhood Development								
Number of Neighborhood Connection grantees	5	6	6	6	✓			
Events held by NC organizations	118	123	125	130	✓			
Neighborhood Block Parties	38	43	45	48	✓			
Neighborhood Mini-Grants funded	3	1	3	4	✓			
Home Energy Improvement Programs								
Home Energy Retrofit Program - (discontinued in FY 23)	14	-	-	-				✓
Home Energy 101 - residential units audited	-	326	250	250				✓

\* Strategic Goals:

- To Maintain and Improve Strong Financial Position
- To Enhance Connections with Stakeholders
- To Continually Improve the City Organization
- To Provide Quality Services to All Stakeholders



## Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City's Strategic and Business Plan, the Housing & Neighborhoods Department has identified the following objectives that support the City's strategic goals:

### Goal 2: To Enhance Connections with Stakeholders

- ✓ Continue support of the five current Neighborhood Connection organizations working within six neighborhoods in order to support their neighborhood improvement and development efforts.
- ✓ Evaluate need and feasibility with respect to creation of new Neighborhood Connection organizations to represent other neighborhoods not currently served.
- ✓ Strategic implementation of the Blueprint for Flourishing Neighborhoods document, in particular the prioritized strategies identified by the Neighborhood Improvement Committee.
- ✓ Continue collaboration with area affordable housing groups for the purpose of increasing the supply of affordable housing units.
- ✓ Continue and enhance partnerships with CDBG subrecipient organizations.

### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Continue operation of the Home Repair program.
- ✓ Continue operation of the Home Energy 101 program.
- ✓ Continue to conduct "need and feasibility evaluations" relative to establishing additional programs designed to preserve and improve affordable housing within the City.
- ✓ Implement ADA/accessibility improvements as recommended in recently completed accessibility reviews and continue assessment of other ADA compliance needs or recommendations.



## Overview

Fosters an environment where businesses desire to locate, expand, and remain; providing quality of life that is attractive to area businesses and utilizing the financial tools available to the City to retain and attract businesses.

Internalize and implement a sustainability lens for City programs, projects, and plans and incorporate sustainable planning as a foundational element of increasing livability throughout the City.

## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Charges for Services	15,600	32,002	20,900	13,475	20,800	(100)	-0.5%
Other	-	20,000	-	-	-	-	-
Transfers In	38,773	67,815	104,721	135,327	109,100	4,379	4.2%
Unallocated Revenue	190,064	146,048	225,852	214,309	159,025	(66,827)	-29.6%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 244,437</b>	<b>\$ 265,865</b>	<b>\$ 351,473</b>	<b>\$ 363,111</b>	<b>\$ 288,925</b>	<b>\$ (62,548)</b>	<b>-17.8%</b>
<b>FUNDING USES -</b>							
Personnel Services	62,730	69,388	121,048	148,511	114,280	(6,768)	-5.6%
Other Expenditures							
- Supplies / Maintenance	12,366	37,053	50,300	50,300	300	(50,000)	-99.4%
- Contractual	63,826	54,852	66,900	51,900	56,600	(10,300)	-15.4%
- Other	105,515	104,572	113,225	112,400	117,745	4,520	4.0%
<b>TOTAL FUNDING USES</b>	<b>\$ 244,437</b>	<b>\$ 265,865</b>	<b>\$ 351,473</b>	<b>\$ 363,111</b>	<b>\$ 288,925</b>	<b>\$ (62,548)</b>	<b>-17.8%</b>

<b>STAFFING</b>						
Full-Time Positions	0.60	0.60	1.25	0.90	0.90	
Part-Time Positions	0.00	0.57	0.57	0.13	0.00	

## Performance Measures

		FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*				
		Actual	Actual	Projected	Projected	1	2	3	4	
<b>- - PERFORMANCE MEASURES - -</b>										
Output	Industrial Expansions	*	*	7	5	✓				✓
	Industrial Investment	*	*	\$180 million	\$2.5 billion	✓				✓
	Industrial Jobs Created	*	*	N/A	580	✓				✓
	Housing Developments	*	*	6	2	✓				✓
	Housing Units	*	*	403	263	✓				✓
	Industrial Facilities Tax Abatements	*	*	4	4	✓				✓
	Housing Incentives Granted	*	*	4	2	✓				✓

\* Began tracking in FY2024.

\* Strategic Goals:

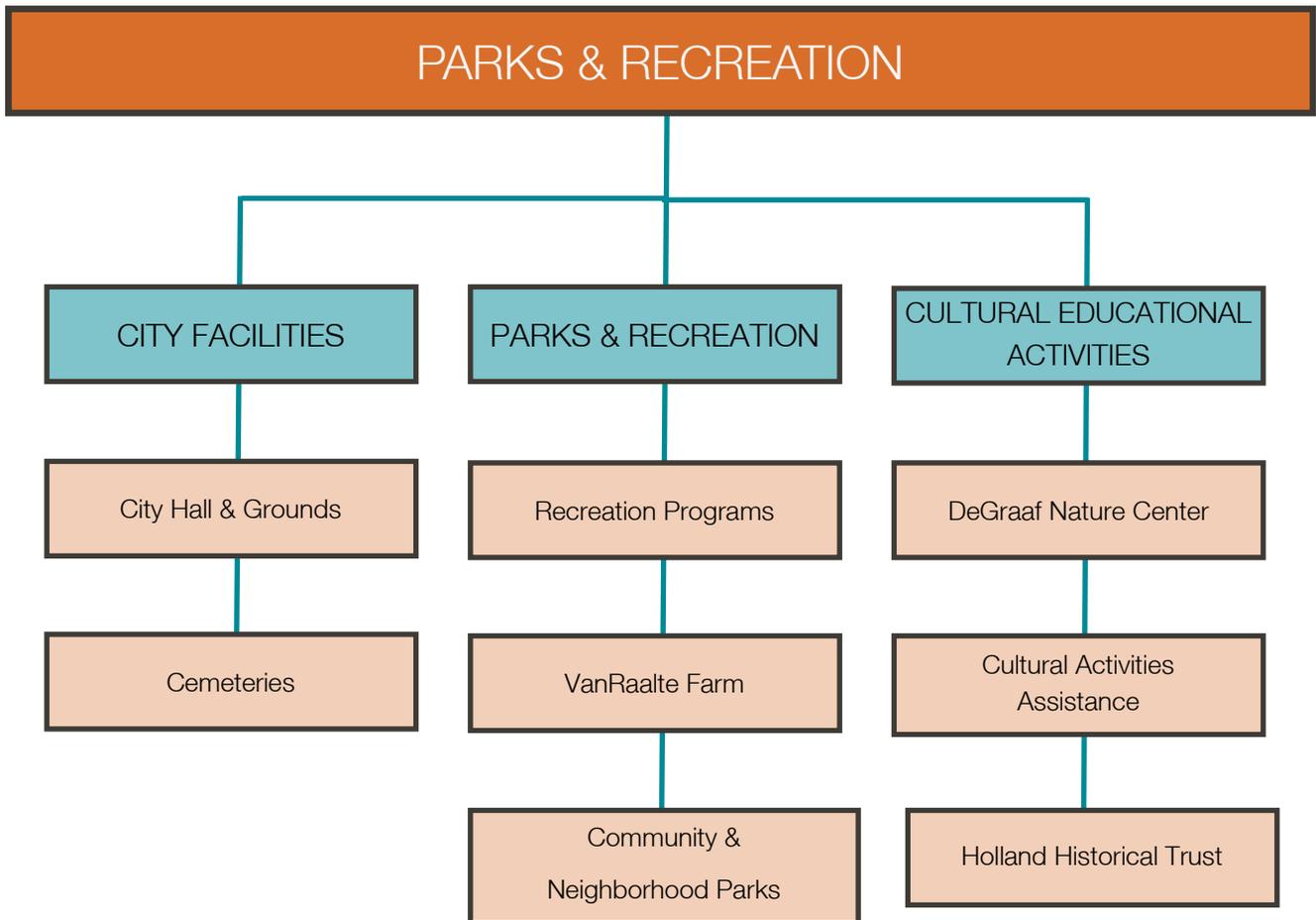
1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders



## Overview

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. For more information please visit:

<https://www.cityofholland.com/429/Parks-Recreation>





### Overview

Maintains the structure serving as a focal point for City government and the citizens of the community in a manner which represents the quality of the community.

### Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Unallocated Revenue	218,479	207,611	255,745	242,475	239,733	(16,012)	-6.3%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 218,479</b>	<b>\$ 207,611</b>	<b>\$ 255,745</b>	<b>\$ 242,475</b>	<b>\$ 239,733</b>	<b>\$ (16,012)</b>	<b>-6.3%</b>
FUNDING USES -							
Personnel Services	16,675	29,892	50,095	41,025	52,758	2,663	5.3%
Other Expenditures							
- Supplies / Maintenance	75,961	36,652	62,000	59,500	35,500	(26,500)	-42.7%
- Contractual	50,188	51,080	48,700	48,700	49,200	500	1.0%
- Other	75,655	89,987	94,950	93,250	97,275	2,325	2.4%
Capital Outlay	-	-	-	-	5,000	5,000	-
Transfers Out	-	-	-	-	-	-	-
<b>TOTAL FUNDING USES</b>	<b>\$ 218,479</b>	<b>\$ 207,611</b>	<b>\$ 255,745</b>	<b>\$ 242,475</b>	<b>\$ 239,733</b>	<b>\$ (16,012)</b>	<b>-6.3%</b>

<b>STAFFING</b>						
Full-Time Positions	0.15	0.30	0.30	0.30	0.30	
Part-Time Positions	0.00	0.00	0.48	0.24	0.48	

### Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City’s Strategic and Business Plan, the City Hall & Grounds Department has identified the following objectives that support the City’s strategic goals:

#### Goal 2: To Enhance Connections with Stakeholders

- ✓ Maintain and expand opportunities for civic engagement.

#### Goal 3: To Continually Improve the City Organization

- ✓ Maintain and enhance the culture of collaboration and teamwork.

#### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Specific areas of emphasis include projects as listed in the MCIF budget.
- ✓ Continue to maintain building and grounds at an excellent level.



### Overview

Enhances the community by providing outstanding and safe, functional, and beautiful cemetery facilities.

### Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Charges for Services	382,644	347,389	430,000	351,800	397,000	(33,000)	-7.7%
Transfers In	1,304	6,030	109,300	115,000	58,000	(51,300)	-46.9%
Unallocated Revenue	238,676	314,539	421,699	467,166	476,009	54,310	12.9%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 622,624</b>	<b>\$ 667,958</b>	<b>\$ 960,999</b>	<b>\$ 933,966</b>	<b>\$ 931,009</b>	<b>\$ (29,990)</b>	<b>-3.1%</b>
<b>FUNDING USES -</b>							
Personnel Services	382,707	378,674	524,445	516,981	566,955	42,510	8.1%
Other Expenditures							
- Supplies / Maintenance	43,836	51,038	56,200	54,200	60,000	3,800	6.8%
- Contractual	19,721	30,043	37,300	36,600	38,300	1,000	2.7%
- Other	176,360	208,203	237,754	220,885	215,754	(22,000)	-9.3%
Capital Outlay	-	-	105,300	105,300	50,000	(55,300)	-52.5%
<b>TOTAL FUNDING USES</b>	<b>\$ 622,624</b>	<b>\$ 667,958</b>	<b>\$ 960,999</b>	<b>\$ 933,966</b>	<b>\$ 931,009</b>	<b>\$ (29,990)</b>	<b>-3.1%</b>

<b>STAFFING</b>					
Full-Time Positions	3.25	4.62	6.12	5.62	5.62

### Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City’s Strategic and Business Plan, the Cemeteries Department has identified the following objectives that support the City’s strategic goals:

- Goal 1: To Maintain and Improve a Strong Financial Position**
  - ✓ Continue to work towards a balanced budget.
- Goal 2: To Enhance Connections with Stakeholders**
  - ✓ Continue work on being a welcoming community by providing a tranquil and peaceful location for families to mourn and celebrate loved ones.
  - ✓ Encourage and promote use of cemetery technology/mapping.
- Goal 3: To Continually Improve the City Organization**
  - ✓ Maintain and enhance the culture of collaboration and teamwork.
  - ✓ Trim all trees within Pilgrim Home Cemetery that are in need.
- Goal 4: To Provide Quality Services to All Stakeholders**
  - ✓ Enhance options for burials within cemeteries.
  - ✓ Increase sales of Niches by 10%.



Performance Measures

		FY-2022 Actual	FY-2023 Actual	FY-2024 Projected	FY-2025 Projected	Strategic Goals*				
						1	2	3	4	
- - PERFORMANCE MEASURES - -										
Output	Lot Sales:									
	Pilgrim Home Cemetery	139	136	94	119				✓	
	Graafschap Cemetery	65	46	29	30				✓	
	Pilgrim Home Cemetery Burials (Annual):									
	Full Body Burial	141	106	94	116				✓	
	Cremation Burial	89	118	70	84				✓	
	Total Burial	230	224	164	200					
	% of Full Body to Cremation Burial	63.12%	83.19%	74.47%	72.41%				✓	
	Graafschap Cemetery Burials (Annual):									
	Full Body Burial	44	42	20	36				✓	
	Cremation Burial	28	18	32	27				✓	
	Total Burial	72	60	52	63					
	% of Full Body to Cremation Burial	63.64%	42.86%	160.00%	75.00%				✓	
	Marker Foundation Installations:									
	Pilgrim Home Cemetery	133	188	162	145				✓	
	Graafschap Cemetery	73	40	63	60				✓	
	Niche Sales									
	Pilgrim Home Cemetery Indoor Columbarium	7	20	4	5				✓	
Pilgrim Home Outdoor Columbarium	-	-	-	5				✓		
Graafschap Cemetery Outdoor Columbarium	-	-	-	5				✓		

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders





Overview

Provides various recreational and leisure time activities which appeal to citizens of all ages and interests. Assures proper and adequate supervision at facilities and keeps them in good working condition to provide the participants with safe, enjoyable activities.

Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Charges for Services	347,144	426,542	497,700	507,300	605,500	107,800	21.7%
Interest & Rents	13,902	19,562	29,000	24,000	23,000	(6,000)	-20.7%
Other	250	700	-	-	-	-	-
Unallocated Revenue	540,580	1,064,338	1,292,444	1,250,485	1,302,512	10,068	0.8%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 901,876</b>	<b>\$ 1,511,142</b>	<b>\$ 1,819,144</b>	<b>\$ 1,781,785</b>	<b>\$ 1,931,012</b>	<b>\$ 111,868</b>	<b>6.1%</b>
<b>FUNDING USES -</b>							
Personnel Services	601,903	846,838	1,108,260	1,090,499	1,151,887	43,627	3.9%
Other Expenditures							
- Supplies / Maintenance	50,062	194,916	197,600	189,200	241,550	43,950	22.2%
- Contractual	140,756	214,416	214,520	209,622	271,050	56,530	26.4%
- Other	109,155	226,903	267,764	261,464	241,525	(26,239)	-9.8%
Capital Outlay	-	28,069	31,000	31,000	25,000	(6,000)	-19.4%
<b>TOTAL FUNDING USES</b>	<b>\$ 901,876</b>	<b>\$ 1,511,142</b>	<b>\$ 1,819,144</b>	<b>\$ 1,781,785</b>	<b>\$ 1,931,012</b>	<b>\$ 111,868</b>	<b>6.1%</b>

<b>STAFFING</b>					
Full-Time Positions	6.96	9.44	9.44	9.44	9.44
Part-Time Positions	0.88	0.87	0.72	0.72	0.72





## Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City's Strategic and Business Plan, the Recreation Department has identified the following objectives that support the City's strategic goals:

### Goal 1: To Maintain and Improve a Strong Financial Position

- ✓ Launch Field Sponsorship Program.
- ✓ 80% of programs reach 80% of program capacity.
- ✓ Hit or surpass all cost recovery goals.

### Goal 2: To Enhance Connections with Stakeholders

- ✓ One connection with varsity programs each year.
- ✓ \$5,000 of Sal Perez awarded scholarships.
- ✓ 15% growth of newsletter subscribers and 15% of social media subscribers/likes.

### Goal 3: To Continually Improve the City Organization

- ✓ Increase adult sports participation by 10%.
- ✓ Meet with an existing/potential community partner each month.
- ✓ Run five new programs.

### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ 80% of participants are participating in multiple programs each year.
- ✓ 80% of participants would recommend their program to a friend.
- ✓ 50% of participation for each elementary school.





### Performance Measures

		FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*			
		Actual	Actual	Projected	Projected	1	2	3	4
-- PERFORMANCE MEASURES --									
Output	Youth Athletic Programs Registrations	2,277	3,179	3,300	3,400		✓	✓	✓
	Adult Registrations	2,188	2,536	2,650	2,800	✓	✓	✓	✓
	Non-Athletic Youth Programs Registrations	1,298	1,338	1,500	1,700		✓	✓	✓
	Bouws Pool Attendance	14,568	15,500	16,000	16,500		✓	✓	✓
Efficiency	Scholarship Distribution	\$3,129.60	\$5,683.00	\$6,000.00	\$6,500.00		✓	✓	✓
	Repeat Registrations	80%	81%	82%	83%		✓	✓	✓

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders





### Overview

Enhances the community by providing outstanding and safe, functional and beautiful parks and facilities for the preservation of the natural beauty of the City and for the enjoyment of all age groups.

### Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Intergovernmental	30,282	36,000	40,000	36,600	40,000	-	0.0%
Charges for Services	125,099	110,736	111,600	116,500	63,000	(48,600)	-43.5%
Interest & Rents	92,483	47,103	65,600	50,500	60,500	(5,100)	-7.8%
Other	-	50	-	-	-	-	-
Unallocated Revenue	2,022,063	2,082,746	2,265,829	2,297,583	2,464,631	198,802	8.8%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 2,269,927</b>	<b>\$ 2,276,635</b>	<b>\$ 2,483,029</b>	<b>\$ 2,501,183</b>	<b>\$ 2,628,131</b>	<b>\$ 145,102</b>	<b>5.8%</b>

FUNDING USES -							
Personnel Services	1,297,269	1,146,243	1,192,622	1,163,803	1,306,448	113,826	9.5%
Other Expenditures							
- Supplies / Maintenance	257,159	296,759	297,927	308,250	362,300	64,373	21.6%
- Contractual	118,148	128,359	162,300	177,300	177,500	15,200	9.4%
- Other	597,351	705,274	780,080	801,730	754,683	(25,397)	-3.3%
Capital Outlay	-	-	50,100	50,100	27,200	(22,900)	-45.7%
<b>TOTAL FUNDING USES</b>	<b>\$ 2,269,927</b>	<b>\$ 2,276,635</b>	<b>\$ 2,483,029</b>	<b>\$ 2,501,183</b>	<b>\$ 2,628,131</b>	<b>\$ 145,102</b>	<b>5.8%</b>

<b>STAFFING</b>					
Full-Time Positions	11.90	11.36	10.86	10.36	10.36
Part-Time Positions	14.19	10.12	8.45	8.05	8.01





### Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City’s Strategic and Business Plan, the Parks & Cemeteries Department has identified the following objectives that support the City’s strategic goals:

#### Goal 1: To Maintain and Improve a Strong Financial Position

- ✓ Continue to work towards a balanced budget.

#### Goal 2: To Enhance Connections with Stakeholders

- ✓ Encourage and promote use of forestry technology/mapping throughout the community.
- ✓ Engage with one new stakeholder group to increase volunteerism.
- ✓ Continue work on being a welcoming community by maintaining and beautifying our public spaces.

#### Goal 3: To Continually Improve the City Organization

- ✓ Increase volunteer opportunities for Parks & Recreation Commission.
- ✓ Maintain and enhance the culture of collaboration and teamwork.

#### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Reduce sidewalk plow damage by 25%.
- ✓ Plant more trees than we remove in the City.

### Performance Measures

		FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*			
		Actual	Actual	Projected	Projected	1	2	3	4
<b>-- PERFORMANCE MEASURES --</b>									
Output	Forestry Activities								✓
	Trees Planted	46	154	101	100				
	Trees Trimmed	335	552	567	500				
	Trees Removed	226	120	230	150				
	Stump Removal	165	134	188	150				
	Tulip Beds & Lanes - Annual Tulip Planting	363,500	363,500	372,000	370,000				✓
	Greenhouse Planting - (Greenhouse at capacity)	100,000	100,000	83,130	85,000				✓
	Total Area Maintained by Park Personnel (Acres)	416 acres	416 acres	416 acres	416				✓
	Number of Events in Park Facilities	151	150	150	150				✓

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders



### Overview

Provides nature, environmental, conservation, and historical learning experiences in an outdoor classroom supplementing and enhancing classroom teaching. Plans and implements a variety of classes, lectures, field trips, natural history tours, and special events for the Holland community. Fosters a greater appreciation of nature and our relationship to it while providing a place for people to relax and enjoy.

### Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Unallocated Revenue	56,930	79,396	87,016	85,536	54,735	(32,281)	-37.1%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 56,930</b>	<b>\$ 79,396</b>	<b>\$ 87,016</b>	<b>\$ 85,536</b>	<b>\$ 54,735</b>	<b>\$ (32,281)</b>	<b>-37.1%</b>
<b>FUNDING USES -</b>							
Personnel Services	10,526	9,402	11,684	11,804	12,067	383	3.3%
Other Expenditures							
- Supplies / Maintenance	13,596	21,879	25,300	25,300	24,800	(500)	-2.0%
- Contractual	4,845	6,757	6,200	5,200	6,200	-	0.0%
- Other	27,963	41,358	43,832	43,232	11,668	(32,164)	-73.4%
<b>TOTAL FUNDING USES</b>	<b>\$ 56,930</b>	<b>\$ 79,396</b>	<b>\$ 87,016</b>	<b>\$ 85,536</b>	<b>\$ 54,735</b>	<b>\$ (32,281)</b>	<b>-37.1%</b>

<b>STAFFING</b>					
Full-Time Positions	0.02	0.04	0.04	0.04	0.04
Part-Time Positions	0.32	0.31	0.24	0.24	0.23

### Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City’s Strategic and Business Plan, the DeGraaf Nature Center has identified the following objectives that support the City’s strategic goals:

#### Goal 2: To Enhance Connections with Stakeholders

- ✓ Maintain and enhance regional partnerships with local schools and governments.
- ✓ Continue work on being a welcoming community by providing a space for the community to recreate and learn about the environment.
- ✓ Maintain and expand opportunities for civic engagement.

#### Goal 3: To Continually Improve the City Organization

- ✓ Maintain and enhance the culture of collaboration and teamwork.

#### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Update and improve trail system at DeGraaf.
- ✓ Continue to work with Outdoor Discovery Center to offer exceptional programming opportunities.
- ✓ Work to move the Log Cabin to a different location in the City.



### Overview

The City provides an annual contribution to the Holland Historical Trust for the Holland Museum operations. The City also contributes towards the annual fireworks display.

### Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Unallocated Revenue	101,423	101,367	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 101,423</b>	<b>\$ 101,367</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>
FUNDING USES -							
- Other	1,423	1,367	-	-	-	-	-
Transfers Out	100,000	100,000	-	-	-	-	-
<b>TOTAL FUNDING USES</b>	<b>\$ 101,423</b>	<b>\$ 101,367</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>



Effective FY 2024, activity has been transferred to other funds and will no longer be reported as a separate General Fund department.





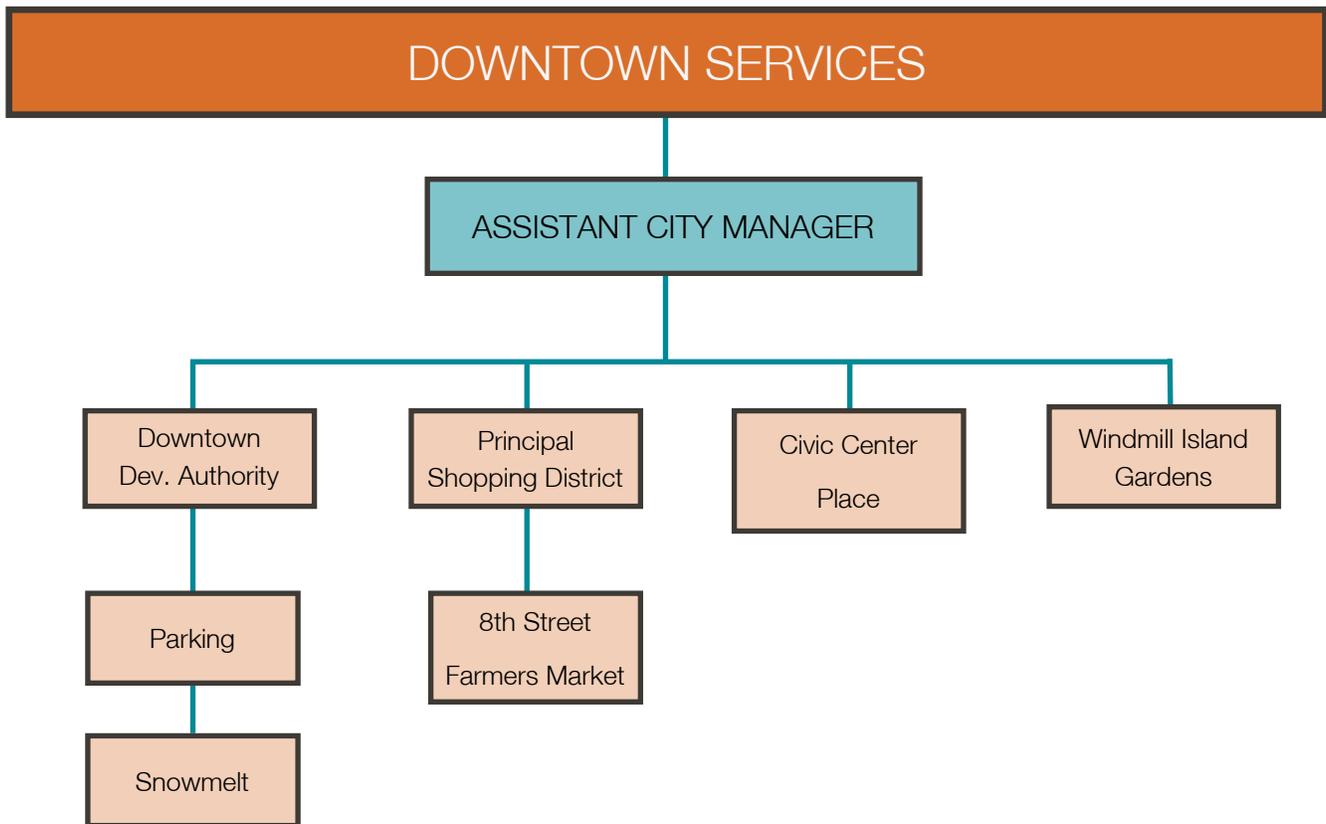
## Overview

The Downtown Group is made up of: 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. For more information visit:

<https://www.downtownholland.com>

<https://www.cityofholland.com/825/General-Information>

<https://www.cityofholland.com/471/Windmill-Island-Gardens>



The 8th Street Market is accounted for in the General Fund. The other operations in this group are supported by other revenue sources and accounted for in separate funds. See the *Budget By Fund* section for additional information.



## Overview

A producer's market intending to connect the surrounding community with high-quality local food while supporting the livelihood of our farmers and vendors. Educates the community on the local food system while making healthy food accessible for all in a welcoming atmosphere.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Intergovernmental	54,606	43,084	31,000	31,000	36,000	5,000	16.1%
Charges for Services	117,886	109,792	95,450	86,472	104,400	8,950	9.4%
Other	10,820	8,724	10,000	10,000	10,000	-	0.0%
Unallocated Revenue	17,371	33,885	77,030	76,272	57,197	(19,833)	-25.7%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 200,683</b>	<b>\$ 195,485</b>	<b>\$ 213,480</b>	<b>\$ 203,744</b>	<b>\$ 207,597</b>	<b>\$ (5,883)</b>	<b>-2.8%</b>
<b>FUNDING USES -</b>							
Personnel Services	72,234	71,398	93,882	86,446	89,647	(4,235)	-4.5%
Other Expenditures							
- Supplies / Maintenance	9,592	7,493	6,500	6,500	6,500	-	0.0%
- Contractual	15,875	16,718	23,700	23,700	16,300	(7,400)	-31.2%
- Other	102,982	99,876	89,398	87,098	95,150	5,752	6.4%
<b>TOTAL FUNDING USES</b>	<b>\$ 200,683</b>	<b>\$ 195,485</b>	<b>\$ 213,480</b>	<b>\$ 203,744</b>	<b>\$ 207,597</b>	<b>\$ (5,883)</b>	<b>-2.8%</b>

<b>STAFFING</b>					
Full-Time Positions	0.20	0.40	0.40	0.40	0.40
Part-Time Positions	1.05	1.05	1.05	0.93	0.93





## Performance Measures

		FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*					
		Actual	Actual	Projected	Projected	1	2	3	4		
-- PERFORMANCE MEASURES --											
Output	Holland Farmers Market Program Measurements									✓	
	Wednesday Markets Held Each Season	28	29	29	29						
	Saturday Markets Held Each Season	31	31	31	31						
	Winter Markets Held Each Season	7	8	8	8						
	Total Number of Daily Vendors	62	56	60	60						
	Total Number of Seasonal Vendors	37	27	28	28						
	Special Events and Promotions	6	2	2	2						
	Kids Activity Dates	N/A	10	10	10						
	Classes and Workshops Held	N/A	5	5	5						
	Ottawa Food Donation Program Dates	15	25	25	25						
	Community Action House Gleaning Dates	N/A	31	31	31						
	Holland Farmers Market Revenues										✓
	Total Market Stall Rental Revenue	\$ 90,000	\$ 101,000	\$ 85,000	\$ 90,000						
	EBT Program (Bridge Cards)	\$ 45,000	\$ 32,000	\$ 20,000	\$ 25,000						
	Double Up Food Bucks Grant Funds	\$ 35,000	\$ 15,000	\$ 15,000	\$ 15,000						
	WIC and Senior Project FRESH Coupons	\$ 9,000	\$ 10,000	\$ 10,000	\$ 10,000						
	Corporate Sponsorships	\$ 6,000	\$ 9,000	\$ 10,000	\$ 10,000						
	5% Bridge Card Vendor Fees	\$ 2,000	\$ 2,000	\$ 1,000	\$ 1,000						
Market Bucks Sold	\$ 3,000	\$ 7,000	\$ 3,000	\$ 5,000							
Market Merchandise Sold	\$ 3,000	\$ 1,000	\$ 6,000	\$ 6,000							
Classes and Events **	N/A	\$ 500	\$ 900	\$ 1,000							
Efficiency	Occupancy of Market Stalls									✓	
	Spring (May - June)	75%	84%	90%	90%						
	Summer (July - August)	100%	86%	95%	95%						
	Fall (September - October)	50%	84%	90%	90%						
	Winter (November - December)	25%	68%	75%	75%						
	Indoor Winter Market (January - April)	100%	88%	90%	90%						

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders

\*\* New Performance Measure Starting FY23.



## Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City's Strategic and Business Plan, the 8th Street Farmers' Market has identified the following objectives that support the City's strategic goals:

### Goal 1: To Maintain and Improve a Strong Financial Position

- ✓ Work strategically to increase overall revenues by on-boarding new vendors for the shoulder seasons (Spring, Fall and Winter), creating additional sponsorship opportunities, and increase sales of newly designed Market Bucks gift certificates and Market merchandise.

### Goal 2: To Enhance Connections with Stakeholders

- ✓ Improve communication with our vendors through mandatory vendor meetings prior to the start of the market season and through regular and timely email communications and to improve communication with potential vendors by implementing a new web form based wait list procedure.

### Goal 3: To Provide Quality Services to All Stakeholders

- ✓ Work with other City departments, the Holland Civic Center, Holland Parks and Recreation, and the Sustainability staff to enhance Market programming, including the continuation of our Summer Enrichment Series classes.

### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Help fill the gaps of food access in our community through our continued partnership with Community Action House, while exploring new partnerships with Holland Public Schools, Community Schools Network, Latin Americans United for Progress and MAX Transit, among others.





## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Transfers In	89,010	154,070	200,000	370,749	-	(200,000)	-100.0%
Unallocated Revenue	(78,723)	(94,938)	(40,930)	(365,749)	183,273	224,203	-547.8%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 10,287</b>	<b>\$ 59,132</b>	<b>\$ 159,070</b>	<b>\$ 5,000</b>	<b>\$ 183,273</b>	<b>\$ 24,203</b>	<b>15.2%</b>
<b>FUNDING USES -</b>							
Other Expenditures							
- Other	10,287	59,132	5,000	5,000	5,000	-	0.0%
Transfers Out			154,070	-	178,273	24,203	15.7%
<b>TOTAL FUNDING USES</b>	<b>\$ 10,287</b>	<b>\$ 59,132</b>	<b>\$ 159,070</b>	<b>\$ 5,000</b>	<b>\$ 183,273</b>	<b>\$ 24,203</b>	<b>15.2%</b>



GENERAL FUND

**PERMANENT FUND**

(Modified Accrual)

- Cemetery Perpetual Care

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

SPECIAL REVENUE FUNDS

DEBT SERVICE FUNDS

CAPITAL PROJECTS FUNDS

COMPONENT UNITS

## Summary

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

The following is a summary of all permanent funds. Each fund is detailed in the following pages.

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025 Proposed Budget	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate		\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Charges for Services	74,863	84,563	60,000	60,000	64,500	4,500	7.5%
Interest & Rents	(4,193)	154,970	4,000	6,600	4,000	-	0.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 70,670</b>	<b>\$ 239,533</b>	<b>\$ 64,000</b>	<b>\$ 66,600</b>	<b>\$ 68,500</b>	<b>\$ 4,500</b>	<b>7.0%</b>
<b>FUNDING USES -</b>							
Other Expenditures							
- Other	204,407	-	-	-	-	-	-
Transfers Out	1,304	6,031	109,300	115,000	58,000	(51,300)	-46.9%
<b>TOTAL FUNDING USES</b>	<b>\$ 205,711</b>	<b>\$ 6,031</b>	<b>\$ 109,300</b>	<b>\$ 115,000</b>	<b>\$ 58,000</b>	<b>\$ (51,300)</b>	<b>-46.9%</b>



In FY 2024, Perpetual Care funded the addition of two columbariums in Pilgrim Home Cemetery. The FY 2025 budget includes planning for future expansion of the Pilgrim Home Cemetery. Details of the proposed project are included in Appendix C: Municipal Capital Improvement Plan.



## Overview

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 specific to enhancements and/or development of municipal cemetery facilities.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Charges for Services	74,863	84,563	60,000	60,000	64,500	4,500	7.5%
Interest & Rents	(4,193)	154,970	4,000	6,600	4,000	-	0.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 70,670</b>	<b>\$ 239,533</b>	<b>\$ 64,000</b>	<b>\$ 66,600</b>	<b>\$ 68,500</b>	<b>\$ 4,500</b>	<b>7.0%</b>
FUNDING USES -							
Other Expenditures							
- Other	204,407	-	-	-	-	-	-
Transfers Out	1,304	6,031	109,300	115,000	58,000	(51,300)	-46.9%
<b>TOTAL FUNDING USES</b>	<b>\$ 205,711</b>	<b>\$ 6,031</b>	<b>\$ 109,300</b>	<b>\$ 115,000</b>	<b>\$ 58,000</b>	<b>\$ (51,300)</b>	<b>-46.9%</b>
<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ (135,041)	\$ 233,502	\$ (45,300)	\$ (48,400)	\$ 10,500		
ENDING BALANCE -							
Designated / Reserved	2,237,802	-	-	-	-		
Undesignated / Unreserved	71,435	2,542,739	2,497,439	2,494,339	2,504,839		
<b>FUND EQUITY</b>	<b>\$ 2,309,237</b>	<b>\$ 2,542,739</b>	<b>\$ 2,497,439</b>	<b>\$ 2,494,339</b>	<b>\$ 2,504,839</b>		

GENERAL FUND

PERMANENT FUND

**SPECIAL REVENUE FUNDS**

(Modified Accrual)

- MVH Major Streets
- MVH Local Streets
- Allegan County Road Tax
- Ottawa County Road Tax
- Street Improvements Reserve
- Downtown Public Parking
- Downtown Snowmelt System
- Principal Shopping District
- Cable TV Public Access
- Herrick District Library Taxation
- Police Criminal Justice Training
- Revolving Cash Assistance
- Dangerous Structures
- Holland Energy Fund

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

DEBT SERVICE FUNDS

CAPITAL PROJECTS FUNDS

COMPONENT UNITS

## Summary

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

The following is a summary of all special revenue funds. Each fund is detailed in the following pages.

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Property Taxes & Assessments	2,369,570	2,455,416	2,692,630	2,918,526	2,937,648	245,018	9.1%
Intergovernmental	6,612,526	6,854,067	6,597,419	6,844,110	6,957,230	359,811	5.5%
Licenses and Permits	45,896	40,642	39,000	70,000	70,000	31,000	79.5%
Charges for Services	552,212	551,919	614,570	614,719	507,745	(106,825)	-17.4%
Interest & Rents	(82,817)	223,198	106,960	198,750	148,903	41,943	39.2%
Other	110,319	122,188	110,250	118,148	94,100	(16,150)	-14.6%
Transfers In	875,573	449,029	692,811	1,201,166	475,000	(217,811)	-31.4%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 10,483,279</b>	<b>\$ 10,696,459</b>	<b>\$ 10,853,640</b>	<b>\$ 11,965,419</b>	<b>\$ 11,190,626</b>	<b>\$ 336,986.00</b>	<b>3.1%</b>
<b>FUNDING USES -</b>							
Personnel Services	1,715,531	1,625,870	2,012,210	1,769,031	1,988,083	(24,127)	-1.2%
Other Expenditures							
- Supplies / Maintenance	530,272	603,670	594,280	618,458	673,875	79,595	13.4%
- Contractual	346,082	354,831	805,328	815,497	809,127	3,799	0.5%
- Other	1,720,099	1,613,832	1,949,519	1,863,085	1,939,591	(9,928)	-0.5%
Capital Outlay	2,813,486	1,978,481	2,204,000	3,176,952	4,480,000	2,276,000	103.3%
Transfers Out	3,122,553	3,426,219	3,435,945	3,599,448	5,083,885	1,647,940	48.0%
<b>TOTAL FUNDING USES</b>	<b>\$ 10,248,023</b>	<b>\$ 9,602,904</b>	<b>\$ 11,001,282</b>	<b>\$ 11,842,471</b>	<b>\$ 14,974,561</b>	<b>\$ 3,973,279.00</b>	<b>36.1%</b>



# MOTOR VEHICLE HIGHWAY MAJOR STREETS 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 (also known as 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 to use on designated *local* streets and bridges (ref: Michigan P.A. 51 of 1951, as amended).

## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Intergovernmental	4,256,583	4,445,024	4,478,222	4,569,134	4,643,439	165,217	3.7%
Licenses and Permits	24,571	16,538	17,000	30,000	30,000	13,000	76.5%
Charges for Services	-	10,054	-	-	-	-	-
Interest & Rents	(75,491)	59,831	20,000	75,000	40,000	20,000	100.0%
Other	6,573	10,259	-	20,000	10,000	10,000	100.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 4,212,236</b>	<b>\$ 4,541,706</b>	<b>\$ 4,515,222</b>	<b>\$ 4,694,134</b>	<b>\$ 4,723,439</b>	<b>\$ 208,217</b>	<b>4.6%</b>
<b>FUNDING USES -</b>							
Personnel Services	637,859	629,718	710,344	678,836	736,200	25,856	3.6%
Other Expenditures							
- Supplies / Maintenance	250,588	256,317	264,400	300,206	274,300	9,900	3.7%
- Contractual	192,629	190,106	387,557	389,650	399,200	11,643	3.0%
- Other	540,974	467,937	583,480	563,680	583,581	101	0.0%
Capital Outlay	2,800,534	1,957,876	2,165,000	3,151,952	4,480,000	2,315,000	106.9%
Transfers Out	240,690	154,500	417,811	200,000	200,000	(217,811)	-52.1%
<b>TOTAL FUNDING USES</b>	<b>\$ 4,663,274</b>	<b>\$ 3,656,455</b>	<b>\$ 4,528,592</b>	<b>\$ 5,284,324</b>	<b>\$ 6,673,281</b>	<b>\$ 2,144,689</b>	<b>47.4%</b>
<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ (451,038)	\$ 885,251	\$ (13,370)	\$ (590,190)	\$ (1,949,842)		
ENDING BALANCE -							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	2,037,191	2,922,442	2,909,072	2,332,252	382,410		
<b>FUND EQUITY</b>	<b>\$ 2,037,191</b>	<b>\$ 2,922,442</b>	<b>\$ 2,909,072</b>	<b>\$ 2,332,252</b>	<b>\$ 382,410</b>		
<b>STAFFING</b>							

NOTE: Several staffing positions listed under Street O&M Dept are charged to this fund.

## Overview

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 (also known as 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 P.A. 51 of 1951, as amended).

## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Intergovernmental	1,099,933	1,145,449	1,151,797	1,140,976	1,167,091	15,294	1.3%
Licenses and Permits	21,325	24,104	22,000	40,000	40,000	18,000	81.8%
Charges for Services	-	357	-	-	-	-	-
Interest & Rents	(816)	2,346	500	400	200	(300)	-60.0%
Other	129	582	100	-	-	(100)	-100.0%
Transfers In	240,690	154,500	417,811	200,000	200,000	(217,811)	-52.1%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1,361,261</b>	<b>\$ 1,327,338</b>	<b>\$ 1,592,208</b>	<b>\$ 1,381,376</b>	<b>\$ 1,407,291</b>	<b>\$ (184,917)</b>	<b>-11.6%</b>
<b>FUNDING USES -</b>							
Personnel Services	602,020	518,473	712,008	513,455	638,140	(73,868)	-10.4%
Other Expenditures							
- Supplies / Maintenance	167,531	172,188	207,500	202,000	208,000	500	0.2%
- Contractual	35,411	27,793	134,200	149,200	184,200	50,000	37.3%
- Other	556,300	441,566	538,500	495,000	528,500	(10,000)	-1.9%
Capital Outlay	-	711	25,000	25,000	-	(25,000)	-100.0%
<b>TOTAL FUNDING USES</b>	<b>\$ 1,361,262</b>	<b>\$ 1,160,731</b>	<b>\$ 1,617,208</b>	<b>\$ 1,384,655</b>	<b>\$ 1,558,840</b>	<b>\$ (58,368)</b>	<b>-3.6%</b>
<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ (1)	\$ 166,607	\$ (25,000)	\$ (3,279)	\$ (151,549)		
<b>ENDING BALANCE -</b>							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	2,000	168,607	143,607	165,328	13,779		
<b>FUND EQUITY</b>	<b>\$ 2,000</b>	<b>\$ 168,607</b>	<b>\$ 143,607</b>	<b>\$ 165,328</b>	<b>\$ 13,779</b>		

## STAFFING

NOTE: Several staffing positions listed under Street O&M Dept are charged to this fund.

## Overview

The Allegan County Road Tax fund receives 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 are in the form of interfund transfers to designated street, bridge, and right-of-way projects located within the corresponding county.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Intergovernmental	663,855	634,003	390,000	540,000	540,000	150,000	38.5%
Interest & Rents	(26,807)	27,235	5,000	30,000	10,000	5,000	100.0%
Other	3,854	-	-	-	-	-	-
Transfers In	331,241	-	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 972,143</b>	<b>\$ 661,238</b>	<b>\$ 395,000</b>	<b>\$ 570,000</b>	<b>\$ 550,000</b>	<b>\$ 155,000</b>	<b>39.2%</b>
<b>FUNDING USES -</b>							
Transfers Out	153,147	954,818	375,000	1,080,100	865,000	490,000	130.7%
<b>TOTAL FUNDING USES</b>	<b>\$ 153,147</b>	<b>\$ 954,818</b>	<b>\$ 375,000</b>	<b>\$ 1,080,100</b>	<b>\$ 865,000</b>	<b>\$ 490,000</b>	<b>130.7%</b>
<b>FUND EQUITY</b>							
<b>INCREASE (DECREASE)</b>	<b>\$ 818,996</b>	<b>\$ (293,580)</b>	<b>\$ 20,000</b>	<b>\$ (510,100)</b>	<b>\$ (315,000)</b>		
<b>ENDING BALANCE -</b>							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	1,435,049	1,141,469	1,161,469	631,369	316,369		
<b>TOTAL FUND EQUITY</b>	<b>\$ 1,435,049</b>	<b>\$ 1,141,469</b>	<b>\$ 1,161,469</b>	<b>\$ 631,369</b>	<b>\$ 316,369</b>		

## Overview

The Ottawa County Road Tax fund receives 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 are in the form of interfund transfers to designated street, bridge, and right-of-way projects located within the corresponding county.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Intergovernmental	417,291	441,577	400,000	400,000	405,000	5,000	1.3%
Interest & Rents	(3,313)	6,902	2,000	2,700	2,000	-	0.0%
Transfers In	-	-	-	100,000	-	-	0.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 413,978</b>	<b>\$ 448,479</b>	<b>\$ 402,000</b>	<b>\$ 502,700</b>	<b>\$ 407,000</b>	<b>\$ 5,000</b>	<b>1.2%</b>
FUNDING USES -							
Transfers Out	350,000	500,000	450,000	325,000	500,000	50,000	11.1%
<b>TOTAL FUNDING USES</b>	<b>\$ 350,000</b>	<b>\$ 500,000</b>	<b>\$ 450,000</b>	<b>\$ 325,000</b>	<b>\$ 500,000</b>	<b>\$ 50,000</b>	<b>11.1%</b>
<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ 63,978	\$ (51,521)	\$ (48,000)	\$ 177,700	\$ (93,000)		
ENDING BALANCE -							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	188,652	137,131	89,131	314,831	221,831		
<b>TOTAL FUND EQUITY</b>	<b>\$ 188,652</b>	<b>\$ 137,131</b>	<b>\$ 89,131</b>	<b>\$ 314,831</b>	<b>\$ 221,831</b>		

## Overview

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 construction project. Outlays are in the form of interfund transfers for streets, bridges, and right-of-way projects.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Property Taxes & Assessments	1,458,264	1,551,418	1,674,600	1,664,400	1,823,899	149,299	8.9%
Intergovernmental	167,605	167,098	165,400	182,000	184,500	19,100	11.5%
Interest & Rents	12,568	21,832	12,000	-	5,000	(7,000)	-58.3%
Transfers In	-	-	-	622,666	-	-	0.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1,638,437</b>	<b>\$ 1,740,348</b>	<b>\$ 1,852,000</b>	<b>\$ 2,469,066</b>	<b>\$ 2,013,399</b>	<b>\$ 161,399</b>	<b>8.7%</b>

<b>FUNDING USES -</b>							
Transfers Out	1,675,152	1,423,660	1,913,478	1,220,479	3,257,000	1,343,522	70.2%
<b>TOTAL FUNDING USES</b>	<b>\$ 1,675,152</b>	<b>\$ 1,423,660</b>	<b>\$ 1,913,478</b>	<b>\$ 1,220,479</b>	<b>\$ 3,257,000</b>	<b>\$ 1,343,522</b>	<b>70.2%</b>

<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ (36,715)	\$ 316,688	\$ (61,478)	\$ 1,248,587	\$ (1,243,601)		
<b>ENDING BALANCE -</b>							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	485,289	801,977	740,499	2,050,564	806,963		
<b>TOTAL FUND EQUITY</b>	<b>\$ 485,289</b>	<b>\$ 801,977</b>	<b>\$ 740,499</b>	<b>\$ 2,050,564</b>	<b>\$ 806,963</b>		





## Overview

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

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

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Property Taxes & Assessments	239,488	251,016	258,545	260,957	268,785	10,240	4.0%
Intergovernmental	-	1,391	-	-	-	-	-
Charges for Services	37,723	41,593	38,195	38,195	41,645	3,450	9.0%
Interest & Rents	27,794	59,750	38,310	40,410	39,378	1,068	2.8%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 305,005</b>	<b>\$ 353,750</b>	<b>\$ 335,050</b>	<b>\$ 339,562</b>	<b>\$ 349,808</b>	<b>\$ 14,758</b>	<b>4.4%</b>
<b>FUNDING USES -</b>							
Personnel Services	107,835	109,472	112,066	114,826	113,101	1,035	0.9%
Other Expenditures							
- Supplies / Maintenance	94,357	135,187	104,160	94,794	170,975	66,815	64.1%
- Contractual	9,347	8,101	10,552	10,552	9,427	(1,125)	-10.7%
- Other	120,798	131,869	146,963	150,357	144,246	(2,717)	-1.8%
Transfers Out	10,730	-	-	-	-	-	-
<b>TOTAL FUNDING USES</b>	<b>\$ 343,067</b>	<b>\$ 384,629</b>	<b>\$ 373,741</b>	<b>\$ 370,529</b>	<b>\$ 437,749</b>	<b>\$ 64,008</b>	<b>17.1%</b>
<b>FUND EQUITY</b>							
<b>INCREASE (DECREASE)</b>	<b>\$ (38,062)</b>	<b>\$ (30,879)</b>	<b>\$ (38,691)</b>	<b>\$ (30,967)</b>	<b>\$ (87,941)</b>		
<b>ENDING BALANCE -</b>							
Designated / Reserved	30,000	-	-	-	-		
Undesignated / Unreserved	197,236	196,357	157,666	165,390	77,449		
<b>TOTAL FUND EQUITY</b>	<b>\$ 227,236</b>	<b>\$ 196,357</b>	<b>\$ 157,666</b>	<b>\$ 165,390</b>	<b>\$ 77,449</b>		
<b>STAFFING</b>							
Full-Time Positions	0.42	0.44	0.44	0.44	0.44		
Part-Time Positions	0.36	0.36	0.36	0.36	0.36		

## Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City’s Strategic and Business Plan, the Downtown Public Parking Fund has identified the following objectives that support the City’s strategic goals:

### Goal 1: To Maintain and Improve a Strong Financial Position

- ✓ Effectively manage the Downtown Parking budget to meet the needs of the current infrastructure while efficiently maintaining the system.

### Goal 2: To Enhance Connections with Stakeholders

- ✓ Engage with new and current Downtown businesses and residents about the Downtown Parking System.

### Goal 3: To Continually Improve the City Organization

- ✓ Continue to work and communicate with the Transportation and Parks Departments to maintain and support the entire Downtown.

### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Work with all stakeholders to communicate all aspects of Downtown permitting including but not limited to parking but use of sidewalk and signage as well.



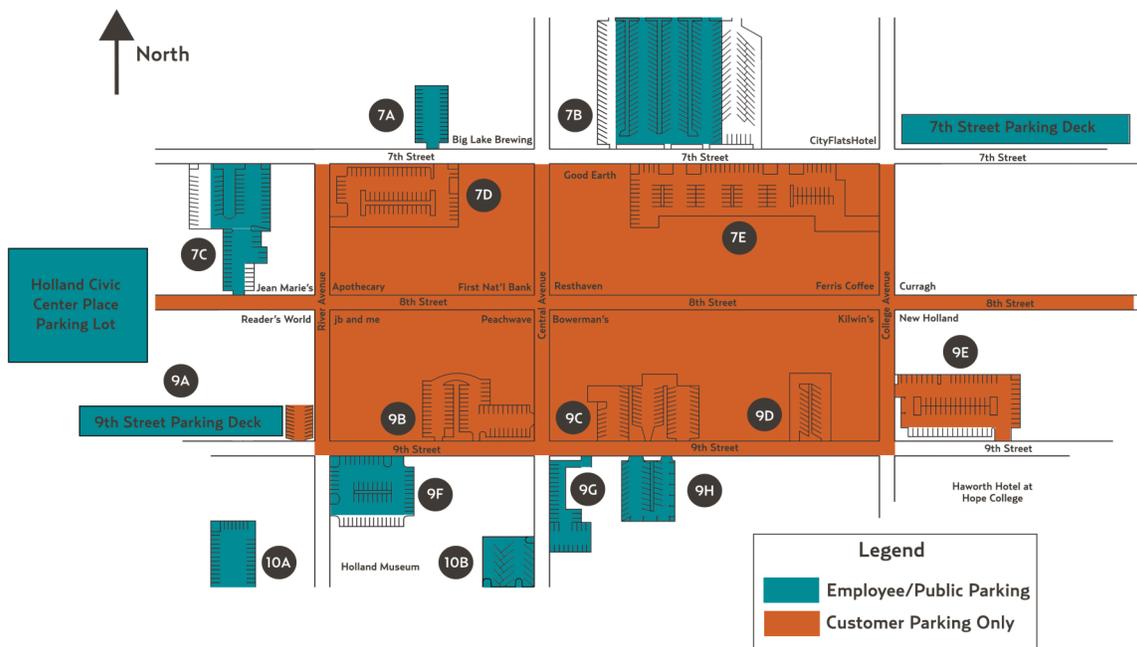
## Performance Measures

		FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*			
		Actual	Projected	Projected	Projected	1	2	3	4
<b>-- PERFORMANCE MEASURES --</b>									
Output	Overnight Parking Permits Issued					✓			
	Lots								
	Number	150	150	150	150				
	Revenue	\$24,000	\$26,000	\$25,000	\$25,000				
	Deck								
	Number	7	10	10	10				
	Revenue	\$3,000	\$5,750	\$5,750	\$5,750				
	Public Off-Street Parking Supply Downtown					✓			
	Lots	16	16	15	15				
	Spaces	899	899	886	868				
	Civic Center Spaces	610	610	610	610				
	Deck Spaces	492	492	492	492				
Deck Spaces Available 24/7	10	10	10	10					

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders

## Downtown Holland Parking Zone Map





## Overview

Revenues are received from an annual operating special assessment levied against property owners within a designated downtown district benefiting from the snowmelt system. Public space assessments for the Police and Ottawa County Court Complex parking lot and parking deck, the 8th Street Market Area, and the 7th Street & 9th Street Parking Decks are also received. The Motor Vehicle Highway Major Streets Fund and the Parking System Fund also pay space assessments. Expenditures include operating and maintaining the snowmelt system.

## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Property Taxes & Assessments	340,221	354,880	422,139	411,492	419,089	(3,050)	-0.7%
Interest & Rents	(2,026)	1,705	1,000	2,000	1,000	-	0.0%
Transfers In	20,730	-	-	3,500	-	-	0.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 358,925</b>	<b>\$ 356,585</b>	<b>\$ 423,139</b>	<b>\$ 416,992</b>	<b>\$ 420,089</b>	<b>\$ (3,050)</b>	<b>-0.7%</b>

FUNDING USES -							
- Other	214,307	214,201	251,315	270,860	251,599	284	0.1%
Transfers Out	142,356	145,856	142,356	142,356	142,356	-	0.0%
<b>TOTAL FUNDING USES</b>	<b>\$ 356,663</b>	<b>\$ 360,057</b>	<b>\$ 393,671</b>	<b>\$ 413,216</b>	<b>\$ 393,955</b>	<b>\$ 284</b>	<b>0.1%</b>

<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ 2,262	\$ (3,472)	\$ 29,468	\$ 3,776	\$ 26,134		
ENDING BALANCE -							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	95,534	92,062	121,530	95,838	121,972		
<b>TOTAL FUND EQUITY</b>	<b>\$ 95,534</b>	<b>\$ 92,062</b>	<b>\$ 121,530</b>	<b>\$ 95,838</b>	<b>\$ 121,972</b>		



## Overview

This fund promotes 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 the designated downtown district benefiting from the PSD and from special event fees. Expenditures include advertising & marketing, consultants, and special event fees designed to benefit the downtown.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Property Taxes & Assessments	207,984	211,602	212,331	212,330	255,000	42,669	20.1%
Intergovernmental	-	2,585	-	-	-	-	-
Charges for Services	40,810	67,229	85,975	85,574	84,600	(1,375)	-1.6%
Interest & Rents	(3,311)	2,979	2,000	3,000	1,500	(500)	-25.0%
Other	29,205	53,399	57,650	57,648	47,600	(10,050)	-17.4%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 274,688</b>	<b>\$ 337,794</b>	<b>\$ 357,956</b>	<b>\$ 358,552</b>	<b>\$ 388,700</b>	<b>\$ 30,744</b>	<b>8.6%</b>
<b>FUNDING USES -</b>							
Personnel Services	130,486	138,726	151,494	151,682	160,819	9,325	6.2%
Other Expenditures							
- Supplies / Maintenance	1,319	1,568	1,300	1,828	1,700	400	30.8%
- Contractual	15,660	29,260	77,700	74,495	35,700	(42,000)	-54.1%
- Other	114,972	170,016	202,730	191,547	190,925	(11,805)	-5.8%
<b>TOTAL FUNDING USES</b>	<b>\$ 262,437</b>	<b>\$ 339,570</b>	<b>\$ 433,224</b>	<b>\$ 419,552</b>	<b>\$ 389,144</b>	<b>\$ (44,080)</b>	<b>-10.2%</b>
<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ 12,251	\$ (1,776)	\$ (75,268)	\$ (61,000)	\$ (444)		
<b>ENDING BALANCE -</b>							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	183,371	181,595	106,327	120,595	120,151		
<b>TOTAL FUND EQUITY</b>	<b>\$ 183,371</b>	<b>\$ 181,595</b>	<b>\$ 106,327</b>	<b>\$ 120,595</b>	<b>\$ 120,151</b>		
<b>STAFFING</b>							
Full-Time Positions	1.05	1.25	1.25	1.25	1.25		
Part-Time Positions	0.17	0.17	0.17	0.17	0.17		

## Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City’s Strategic and Business Plan, the Principal Shopping District Fund has identified the following objectives that support the City’s strategic goals:

### Goal 1: To Maintain and Improve a Strong Financial Position

- ✓ Educate PSD members on the need to amend the PSD boundaries so the PSD can continue to grow with future development and on the need to increase the assessment rate so that the PSD can continue to offer the same level of marketing, promotion, and event planning services without making significant cuts.

### Goal 2: To Enhance Connections with Stakeholders

- ✓ Encourage our businesses to utilize our newly branded marketing materials and our newly launched Downtown Holland website to their advantage by keeping their business information current, adding their special events to the event calendar, and sharing Downtown Holland event information with their followers.

### Goal 3: To Continually Improve the City Organization

- ✓ Building on the success of the Holland on Ice Snowmelt 5K, continue to explore options for event partnerships with other City Departments, including the Holland Civic Center Place, Holland Parks and Recreation, and Windmill Island Gardens.

### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Help meet the current and future needs of our business (and in turn better serve the entire community) by providing diversity, equity, and inclusion training opportunities and by working with our partners at Latin Americans United for Progress and the I Am Academy to launch a new small business workforce development program in Downtown Holland.



## Performance Measures

		FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*			
		Actual	Actual	Projected	Projected	1	2	3	4
<b>-- PERFORMANCE MEASURES --</b>									
Output	Additional Revenue Sources					✓			
	Associate Memberships	4	4	4	4				
	Corporate Sponsorships	12	12	14	14				
	Grants Awarded	1	1	1	1				
	Revenue Generating Events	2	2	3	3				
	Marketing & Promotion Initiatives								✓
	Brochures Produced	2	1	1	3				
	Digital Flyers and Social Media Graphics Created	20	20	23	23				
	Downtown Holland Email Newsletters	12	12	12	12				
	Event Posters and Handouts Produced	9	7	8	8				
	Paid Advertising Outlets	11	11	11	11				
	Websites and Social Media Accounts Managed	6	8	5	5				
	Events Organized								✓
	Community-Focused Events	4	6	7	7				
	Business Promotion Events	8	7	8	8				
	Business Advocacy							✓	
	D-Coffees and Merchant Workshops	-	6	6	6				
	Member Newsletters	12	12	12	12				
	PSD Board Meetings	10	10	12	12				
	Revenues						✓		
	Annual Assessment/Associate Memberships	\$ 208,000	\$ 215,000	\$ 215,000	255,000				
	Fund Balance	\$ 183,000	\$ 181,000	\$ 113,000	100,000				
	Event Revenues	\$ 41,000	\$ 45,000	\$ 60,000	60,000				
	Sponsorships and Grants	\$ 25,000	\$ 51,000	\$ 50,000	30,000				

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders



Overview

In accordance with terms of a licensing agreement with the cable television firms Comcast, Inc. and AT&T, Inc. and Michigan P.A. 480 of 2006 entitled Uniform Video Service 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.

Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Intergovernmental	-	4,219	-	-	-	-	-
Charges for Services	453,292	432,686	441,500	442,000	381,500	(60,000)	-13.6%
Interest & Rents	(2,753)	3,794	1,000	3,400	2,400	1,400	140.0%
Other	1,991	1,590	2,500	1,500	1,500	(1,000)	-40.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 452,530</b>	<b>\$ 442,289</b>	<b>\$ 445,000</b>	<b>\$ 446,900</b>	<b>\$ 385,400</b>	<b>\$ (59,600)</b>	<b>-13.4%</b>
<b>FUNDING USES -</b>							
Personnel Services	237,331	229,481	285,109	282,462	301,488	16,379	5.7%
Other Expenditures							
- Supplies / Maintenance	16,410	38,311	16,600	19,300	16,300	(300)	-1.8%
- Contractual	5,586	2,182	3,000	1,000	2,000	(1,000)	-33.3%
- Other	19,861	29,885	40,816	35,386	39,840	(976)	-2.4%
Capital Outlay	12,952	19,894	14,000	-	-	(14,000)	-100.0%
Transfers Out	150,000	100,000	100,000	100,000	100,000	-	0.0%
<b>TOTAL FUNDING USES</b>	<b>\$ 442,140</b>	<b>\$ 419,753</b>	<b>\$ 459,525</b>	<b>\$ 438,148</b>	<b>\$ 459,628</b>	<b>\$ 103</b>	<b>0.0%</b>
<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ 10,390	\$ 22,536	\$ (14,525)	\$ 8,752	\$ (74,228)		
<b>ENDING BALANCE -</b>							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	281,025	303,561	289,036	312,313	238,085		
<b>FUND EQUITY</b>	<b>\$ 281,025</b>	<b>\$ 303,561</b>	<b>\$ 289,036</b>	<b>\$ 312,313</b>	<b>\$ 238,085</b>		
<b>STAFFING</b>							
Full-Time Positions	2.10	2.10	3.10	3.10	3.10		
Part-Time Positions	0.85	0.91	0.63	0.63	0.63		

## Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City's Strategic and Business Plan, the Cable TV Public Access Fund has identified the following objectives that support the City's strategic goals:

### Goal 1: To Maintain and Improve a Strong Financial Position

- ✓ Review revenues generated from the cable franchise agreements to ensure ongoing financial viability.
- ✓ Enhance revenues by other departments and local business by attracting businesses and visitors to Holland.

### Goal 2: To Enhance Connections with Stakeholders

- ✓ Continue valued partnerships with Downtown, CVB, Tulip Time, etc.
- ✓ Continue to make the citizens aware of all the City does and all of the great things in Holland.

### Goal 3: To Continually Improve the City Organization

- ✓ Continue to evaluate the best technology to communicate with our Citizens and our Visitors.

### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Work on Partnerships with Stakeholders.
- ✓ Explore new opportunities with groups that we have not yet engaged.



The City of Holland Television Department has received several awards, including a Regional EMMY. Stories are featured on various social media platforms and on local cable access. Each year the department's videos average over 1 million views per year. To see some of their award winning videos check out their website <https://cityofholland.com/644/Holland-Cable-TV-HCTV>.



## Overview

*Herrick Public Library* (municipally-owned by the 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 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. Effective July 1, 2017 Herrick District Library became a taxing authority. Delinquent receivables in this fund are for tax year 2016 and prior.

## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Property Taxes & Assessments	-	-	15	5	-	(15)	-100.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 15</b>	<b>\$ 5</b>	<b>\$ -</b>	<b>\$ (15)</b>	<b>-100.0%</b>

FUNDING USES -							
- Other	-	(3)	15	5	-	(15)	-100.0%
<b>TOTAL FUNDING USES</b>	<b>\$ -</b>	<b>\$ (3)</b>	<b>\$ 15</b>	<b>\$ 5</b>	<b>\$ -</b>	<b>\$ (15)</b>	<b>-100.0%</b>

<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ -	\$ 3	\$ -	\$ -	\$ -		
ENDING BALANCE -							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	129	132	132	132	132		
<b>TOTAL FUND EQUITY</b>	<b>\$ 129</b>	<b>\$ 132</b>	<b>\$ 132</b>	<b>\$ 132</b>	<b>\$ 132</b>		



## Overview

State of Michigan Act 302 of 1982 requires district courts to impose an added assessment on civic 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 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 supplements training appropriations in the Public Safety Police Division. The funding is not in the form of a grant.

## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Intergovernmental	7,259	12,721	12,000	12,000	17,200	5,200	43.3%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 7,259</b>	<b>\$ 12,721</b>	<b>\$ 12,000</b>	<b>\$ 12,000</b>	<b>\$ 17,200</b>	<b>\$ 5,200</b>	<b>43.3%</b>
FUNDING USES -							
- Other	9,518	5,832	12,000	12,000	17,200	5,200	43.3%
<b>TOTAL FUNDING USES</b>	<b>\$ 9,518</b>	<b>\$ 5,832</b>	<b>\$ 12,000</b>	<b>\$ 12,000</b>	<b>\$ 17,200</b>	<b>\$ 5,200</b>	<b>43.3%</b>
<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ (2,259)	\$ 6,889	\$ -	\$ -	\$ -		
ENDING BALANCE -							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	3,672	10,561	10,561	10,561	10,561		
<b>TOTAL FUND EQUITY</b>	<b>\$ 3,672</b>	<b>\$ 10,561</b>	<b>\$ 10,561</b>	<b>\$ 10,561</b>	<b>\$ 10,561</b>		



## Overview

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.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Property Taxes & Assessments	123,613	86,500	125,000	369,342	170,875	45,875	36.7%
Interest & Rents	1,738	24,405	20,150	26,840	42,425	22,275	110.5%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 125,351</b>	<b>\$ 110,905</b>	<b>\$ 145,150</b>	<b>\$ 396,182</b>	<b>\$ 213,300</b>	<b>\$ 68,150.00</b>	<b>47.0%</b>

FUNDING USES -							
Transfers Out	400,478	147,385	-	531,513	-	-	0.0%
<b>TOTAL FUNDING USES</b>	<b>\$ 400,478</b>	<b>\$ 147,385</b>	<b>\$ -</b>	<b>\$ 531,513</b>	<b>\$ -</b>	<b>\$ -</b>	<b>0.0%</b>

<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ (275,127)	\$ (36,480)	\$ 145,150	\$ (135,331)	\$ 213,300		
ENDING BALANCE -							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	415,115	378,635	523,785	243,304	456,604		
<b>TOTAL FUND EQUITY</b>	<b>\$ 415,115</b>	<b>\$ 378,635</b>	<b>\$ 523,785</b>	<b>\$ 243,304</b>	<b>\$ 456,604</b>		



## Overview

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. Legal actions the city government can 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.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Charges for Services	20,387	-	48,900	48,950	-	(48,900)	-100.0%
Transfers In	7,912	19,529	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 28,299</b>	<b>\$ 19,529</b>	<b>\$ 48,900</b>	<b>\$ 48,950</b>	<b>\$ -</b>	<b>\$ (48,900)</b>	<b>-100.0%</b>

FUNDING USES -							
Other Expenditures							
- Supplies / Maintenance	-	10	200	210	100	(100)	-50.0%
- Contractual	879	-	1,400	800	800	(600)	-42.9%
- Other	27,420	19,519	10,000	50	5,000	(5,000)	-50.0%
Transfers Out	-	-	37,300	-	19,529	(17,771)	-47.6%
<b>TOTAL FUNDING USES</b>	<b>\$ 28,299</b>	<b>\$ 19,529</b>	<b>\$ 48,900</b>	<b>\$ 1,060</b>	<b>\$ 25,429</b>	<b>\$ (23,471)</b>	<b>-48.0%</b>

FUND EQUITY							
INCREASE (DECREASE)	\$ -	\$ -	\$ -	\$ 47,890	\$ (25,429)		
ENDING BALANCE -							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	-	-	-	47,890	22,461		
<b>TOTAL FUND EQUITY</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 47,890</b>	<b>\$ 22,461</b>		

## Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City's Strategic and Business Plan, the Dangerous Structures Fund has identified the following objectives that support the City's strategic goals:

### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Continue to investigate and remediate dangerous structures.

## Overview

The Holland Energy Fund is a Michigan non-profit corporation as authorized by the Home Rule Cities Act and the Municipal Utility Residential Clean Energy Program Act. The Board of Directors consist of three members of the City Council and up to two members of the Holland Board of Public Works. Activities include facilitating and/or financing residential building energy improvements in the City with approved efficiency measures.

## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Interest & Rents	(10,400)	12,419	5,000	15,000	5,000	-	0.0%
Other	68,567	56,358	50,000	39,000	35,000	(15,000)	-30.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 333,167</b>	<b>\$ 343,777</b>	<b>\$ 330,000</b>	<b>\$ 329,000</b>	<b>\$ 315,000</b>	<b>\$ (15,000.00)</b>	<b>-4.5%</b>
<b>FUNDING USES -</b>							
Personnel Services	-	-	41,189	27,770	38,335	(2,854)	-6.9%
<b>Other Expenditures</b>							
- Supplies / Maintenance	67	89	120	120	2,500	2,380	1983.3%
- Contractual	86,570	97,389	190,919	189,800	177,800	(13,119)	-6.9%
- Other	93,878	113,162	150,000	130,500	165,000	15,000	10.0%
<b>Debt Service Payment</b>							
- Interest & Fees	22,071	19,848	13,700	13,700	13,700	-	0.0%
<b>TOTAL FUNDING USES</b>	<b>\$ 202,586</b>	<b>\$ 230,488</b>	<b>\$ 395,928</b>	<b>\$ 361,890</b>	<b>\$ 397,335</b>	<b>\$ 1,407</b>	<b>0.4%</b>
<b>FUND EQUITY</b>							
<b>INCREASE (DECREASE)</b>	<b>\$ 130,581</b>	<b>\$ 113,289</b>	<b>\$ (65,928)</b>	<b>\$ (32,890)</b>	<b>\$ (82,335)</b>		
<b>ENDING BALANCE -</b>							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	776,839	890,128	824,200	857,238	774,903		
<b>TOTAL FUND EQUITY</b>	<b>\$ 776,839</b>	<b>\$ 890,128</b>	<b>\$ 824,200</b>	<b>\$ 857,238</b>	<b>\$ 774,903</b>		
<b>STAFFING</b>							
Full-Time Positions	0.00	0.00	0.67	0.67	0.67		

## Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City's Strategic and Business Plan, the Holland Energy Fund has identified the following objectives that support the City's strategic goals:

### Goal 2: To Enhance Connections with Stakeholders

- ✓ Continue enhancing new Holland Home Energy 101 program which opens the program to more residents that were not previously qualified to participate.
- ✓ Develop a new Home 201 program to help residents with installation of energy saving measures.
- ✓ Provide fundraising opportunities that will support efforts to provide future grant opportunities for residential home energy enhancements.
- ✓ Develop a new Business/Building 101 program for all BPW and city business owners.

### Goal 3: To Continually Improve the City Organization

- ✓ Continue to partner with HBPW staff in the administration of the Holland Energy Fund program.
- ✓ Work with the Community Energy Plan steering committee in the efforts related to the plan's sustainability goals.
- ✓ Continue to identify new opportunities and programs to meet the needs of the community as new technologies emerge and new data helps refine the program's focus.

### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Focus on educational efforts for the community, partnering with local non-profit organizations, to provide more energy savings per dollar and reach a greater number of households.



GENERAL FUND

PERMANENT FUND

SPECIAL REVENUE FUNDS

**DEBT SERVICE FUNDS**

(Modified Accrual)

- General Obligation

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.

Current City of Holland bond ratings:

- Moody's Investor Service Aa2
- Standard & Poor's AA.

(Reviewed and rated in 2023.)

CAPITAL PROJECTS FUNDS

COMPONENT UNITS

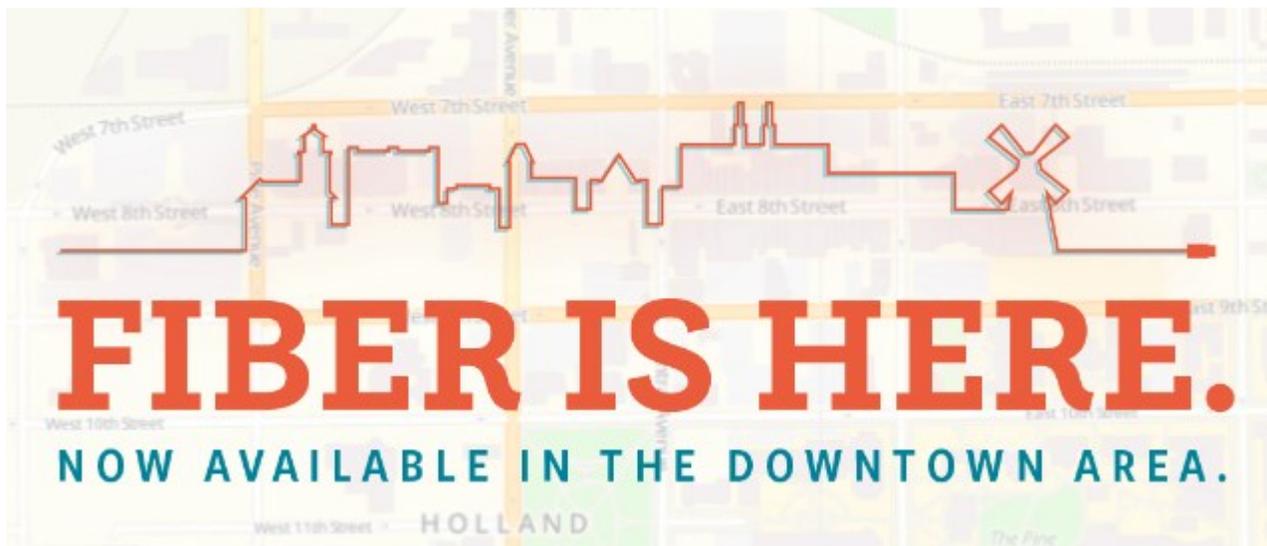


## Summary

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.

The following is a summary of all debt service funds. Each fund is detailed in the following pages.

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Property Taxes & Assessments	4,396,079	4,668,546	4,509,000	4,475,075	6,499,498	1,990,498	44.1%
Bond Proceeds	1,955,000					-	-
State Revenue Sharing	480,468	476,230	415,600	457,200	422,900	7,300	1.8%
Local Unit Contributions	271,072	264,550	257,328	257,328	249,550	(7,778)	-3.0%
Interest & Rents	(1,748)	52,681	10,000	60,000	40,000	30,000	300.0%
Transfers In	700,952	680,980	686,259	679,854	718,129	31,870	4.6%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 7,801,823</b>	<b>\$ 6,142,987</b>	<b>\$ 5,878,187</b>	<b>\$ 5,929,457</b>	<b>\$ 7,930,077</b>	<b>\$ 2,051,890</b>	<b>34.9%</b>
<b>FUNDING USES -</b>							
Other Expenditures							
- Other	(150)	(1,002)	-	-	-	-	-
Bond Issuance Cost	33,156	-	-	-	-	-	-
Debt Service	8,217,966	5,431,817	5,998,139	5,999,639	7,729,289	1,731,150	28.9%
<b>TOTAL FUNDING USES</b>	<b>\$ 8,250,972</b>	<b>\$ 5,430,815</b>	<b>\$ 5,998,139</b>	<b>\$ 5,999,639</b>	<b>\$ 7,729,289</b>	<b>\$ 1,731,150</b>	<b>28.9%</b>



In August 2022, the citizens voted to approve the issuance of an Unlimited General Tax Obligation debt for the capital investment in Holland City Fiber. The first series of bonds were issued in FY 2024, and are reflected in the increased proceeds and debt service amounts above.

## Overview

The fund accounts for revenues from property taxes, internal transfers in, and investments used for payment of principal and interest of the general obligation bonds sold. For additional information please see Appendix E.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimated	Proposed Budget	FY 24 to FY25	
						\$	%
<b>- - FUNDING SOURCES AND USES - -</b>							
<b>FUNDING SOURCES -</b>							
Property Taxes	4,396,079	4,668,546	4,509,000	4,475,075	6,499,498	1,990,498	44.1%
Intergovernmental	751,540	740,780	672,928	714,528	672,450	(478)	-0.1%
Investment Income	(1,748)	52,681	10,000	60,000	40,000	30,000	300.0%
Bond Proceeds	1,955,000	-	-	-	-	-	-
Transfers In	700,952	680,980	686,259	679,854	718,129	31,870	4.6%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 7,801,823</b>	<b>\$ 6,142,987</b>	<b>\$ 5,878,187</b>	<b>\$ 5,929,457</b>	<b>\$ 7,930,077</b>	<b>2,051,890</b>	<b>34.9%</b>
<b>FUNDING USES -</b>							
<b>Debt Service Payments -</b>							
- Principal, 2015 Pension Bond	1,091,000	1,121,548	1,154,278	1,154,278	1,193,554	39,276	3.4%
- Int & Fees, 2015 Pension Bond	164,681	133,742	99,417	99,417	61,895	(37,522)	-37.7%
- Principal, Act 34 Cap Improv	1,993,004	-	-	-	-	-	-
- Int & Fees, Act 34 Cap Improv	76,143	-	-	-	-	-	-
- Principal, 2016A Civic Bond	200,000	600,000	615,000	615,000	615,000	-	0.0%
- Int & Fees, 2016A Civic Bond	114,050	102,550	84,325	84,325	62,800	(21,525)	-25.5%
- Principal, 2016B Civic Bond	275,000	275,000	275,000	275,000	275,000	-	0.0%
- Int & Fees, 2016B Civic Bond	345,027	338,111	330,452	330,452	322,202	(8,250)	-2.5%
- Principal, 2016 Refund Bond	1,805,000	-	-	-	-	-	-
- Int & Fees, 2016 Refund Bond	13,177	-	-	-	-	-	-
- Principal, 2018 Pension Bond	685,000	705,000	725,000	725,000	745,000	20,000	2.8%
- Int & Fees, 2018 Pension Bond	637,251	618,129	597,208	597,208	574,785	(22,423)	-3.8%
- Energy Performance Payment	335,681	335,681	335,681	335,681	335,681	-	0.0%
- Principal, 2018 Cap Improv	100,000	100,000	100,000	100,000	130,000	30,000	30.0%
- Int & Fees, 2018 Cap Improv	231,344	228,094	224,844	224,844	221,106	(3,738)	-1.7%
- Principal, 2022 Refund Bond	180,000	180,000	190,000	190,000	200,000	10,000	5.3%
- Int & Fees, 2022 Refund Bond	4,764	31,030	27,934	27,934	24,666	(3,268)	-11.7%
- Principal, 2022 Cap Improv	-	200,000	385,000	385,000	405,000	20,000	5.2%
- Int & Fees, 2022 Cap Improv	-	462,932	854,000	855,500	836,250	(17,750)	-2.1%
- Principal, 2023 UTGO	-	-	-	-	380,000	380,000	-
- Int & Fees, 2023 UTGO	-	-	-	-	1,346,350	1,346,350	-
<b>TOTAL FUNDING USES</b>	<b>\$ 8,251,122</b>	<b>\$ 5,431,817</b>	<b>\$ 5,998,139</b>	<b>\$ 5,999,639</b>	<b>\$ 7,729,289</b>	<b>1,731,150</b>	<b>28.9%</b>
<b>- - FUND EQUITY - -</b>							
Increase (Decrease)	(449,299)	711,170	(119,952)	(70,182)	200,788		
Ending Balance							
- Municipal Long-term Debt	\$ 800,979	\$ 1,512,149	\$ 1,392,197	\$ 1,441,967	\$ 1,642,755		

GENERAL FUND

PERMANENT FUND

SPECIAL REVENUE FUNDS

DEBT SERVICE FUNDS

**CAPITAL PROJECTS FUNDS**

(Modified Accrual)

- Municipal Capital Improvement Fund
- Sidewalks
- Street Infrastructure

COMPONENT UNITS

## Summary

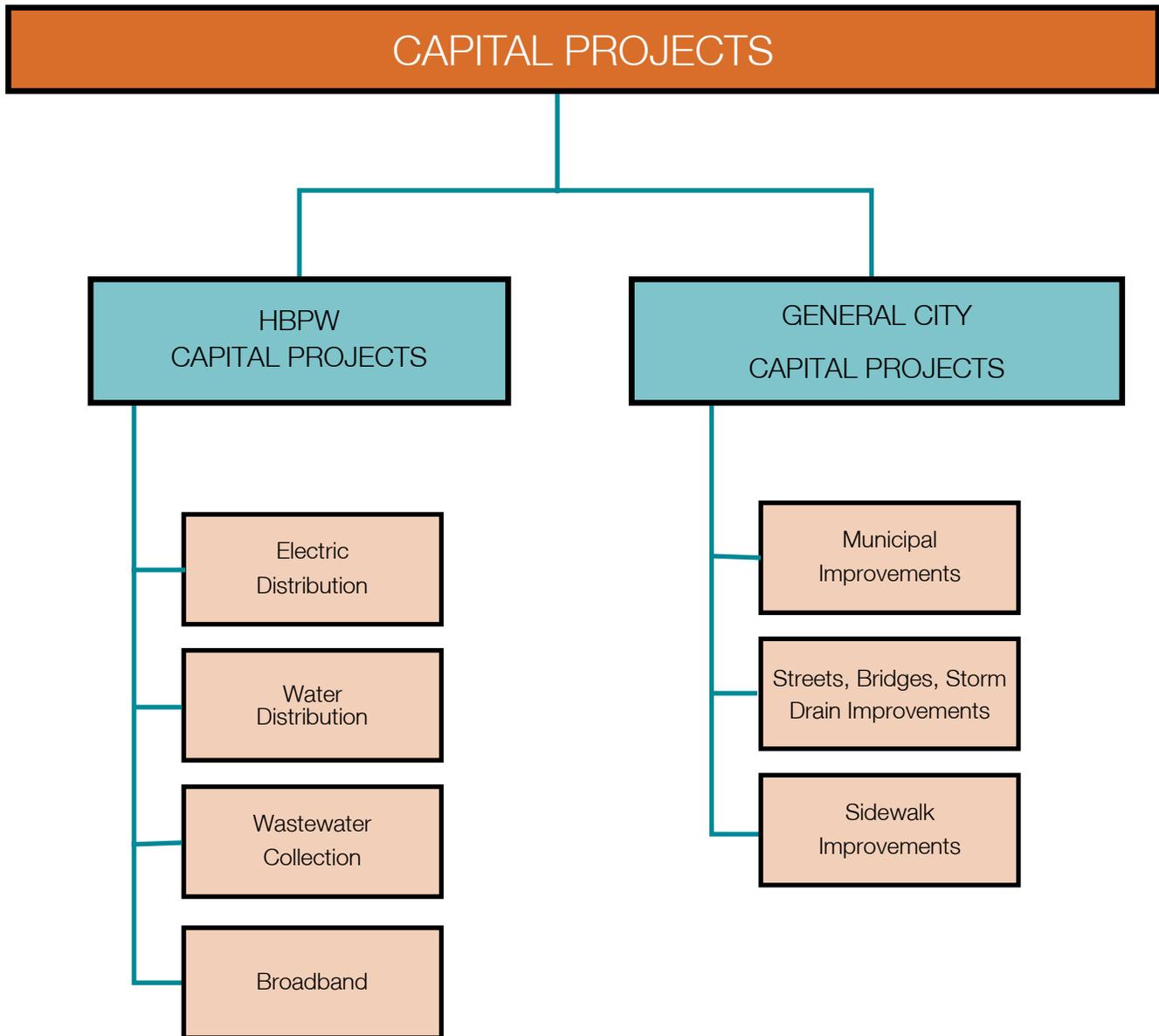
Capital Project Funds are governmental funds that account for financial resources designated for maintaining, expanding, and constructing new infrastructure and facilities. HBPW projects are financed by utility operations reported in the appropriate proprietary funds.

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Property Taxes & Assessments	489,628	522,848	564,400	560,915	614,806	50,406	8.9%
Intergovernmental	827,769	1,132,117	1,510,922	1,403,449	1,633,534	122,612	8.1%
Interest & Rents	(174,174)	959,855	102,100	1,205,600	304,100	202,000	197.8%
Other	5,484,316	18,669,992	7,500,000	1,050,000	10,023,000	2,523,000	33.6%
Transfers In	8,923,100	7,780,726	14,405,188	17,561,685	8,615,412	(5,789,776)	-40.2%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 15,550,639</b>	<b>\$ 29,065,538</b>	<b>\$ 24,082,610</b>	<b>\$ 21,781,649</b>	<b>\$ 21,190,852</b>	<b>\$ (2,891,758)</b>	<b>-12.0%</b>
<b>FUNDING USES -</b>							
Personnel Services	38,622	36,317	70,000	51,000	60,000	(10,000)	-14.3%
Other Expenditures							
- Supplies / Maintenance	350,595	269,698	3,098,110	3,620,000	640,000	(2,458,110)	-79.3%
- Contractual	-	6,500	-	-	-	-	-
- Other	22,962	19,062	62,500	42,500	47,500	(15,000)	-24.0%
Capital Outlay	10,835,954	9,868,455	36,250,415	25,714,499	27,573,339	(8,677,076)	-23.9%
Transfers Out	858,749	525,255	100,000	6,153,629	50,000	(50,000)	-50.0%
<b>TOTAL FUNDING USES</b>	<b>\$ 12,106,882</b>	<b>\$ 10,725,287</b>	<b>\$ 39,581,025</b>	<b>\$ 35,581,628</b>	<b>\$ 28,370,839</b>	<b>\$ (11,210,186)</b>	<b>-28.3%</b>



## Overview

Capital Project Funds are governmental funds that account for financial resources designated for maintaining, expanding, and constructing new infrastructure and facilities. HBPW projects are financed by utility operations reported in the appropriate proprietary funds.



The information presented in this section is a summary only. Please see Appendix C for details.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Property Taxes & Assessments	307,404	328,980	355,100	352,935	386,819	31,719	8.9%
Intergovernmental	35,690	887,152	683,400	276,700	1,610,534	927,134	135.7%
Interest & Rents	(171,773)	956,589	101,100	1,201,100	301,100	200,000	197.8%
Other	5,464,441	18,559,992	7,500,000	900,000	10,023,000	2,523,000	33.6%
Transfers In	2,934,465	3,038,147	6,736,723	9,558,622	3,943,412	(2,793,311)	-41.5%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 8,570,227</b>	<b>\$ 23,770,860</b>	<b>\$ 15,376,323</b>	<b>\$ 12,289,357</b>	<b>\$ 16,264,865</b>	<b>\$ 888,542</b>	<b>5.8%</b>

FUNDING USES -							
Other Expenditures							
- Supplies / Maintenance	341,917	258,853	3,068,110	3,590,000	605,000	(2,463,110)	-80.3%
- Contractual	-	6,500	-	-	-	-	-
- Other	-	2,149	-	-	-	-	-
Capital Outlay	4,023,829	4,684,072	27,679,028	16,353,887	22,795,339	(4,883,689)	-17.6%
Transfers Out	837,749	525,255	100,000	6,153,629	50,000	(50,000)	-50.0%
<b>TOTAL FUNDING USES</b>	<b>\$ 5,203,495</b>	<b>\$ 5,476,829</b>	<b>\$ 30,847,138</b>	<b>\$ 26,097,516</b>	<b>\$ 23,450,339</b>	<b>\$ (7,396,799)</b>	<b>-24.0%</b>

<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ 3,366,732	\$ 18,294,031	\$ (15,470,815)	\$ (13,808,159)	\$ (7,185,474)		
ENDING BALANCE -							
- Regional Initiatives	1,422,644	2,057,598	1,956,495	1,947,891	3,083,052		
- Recreation Center	4,963,789	4,963,789	4,963,789	4,963,789	4,863,789		
- Fire Station Renovation	1,436,631	17,025,379	7,906,225	7,025,379	-		
Undesignated / Unreserved	1,018,934	3,089,263	(3,161,295)	(609,189)	(1,804,445)		
<b>TOTAL FUND EQUITY</b>	<b>\$ 8,841,998</b>	<b>\$ 27,136,029</b>	<b>\$ 11,665,214</b>	<b>\$ 13,327,870</b>	<b>\$ 6,142,396</b>		





## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Intergovernmental	771,128	224,078	806,922	1,104,049	-	(806,922)	-100.0%
Other	19,875	110,000	-	150,000	-	-	0.0%
Transfers In	5,938,635	4,692,579	7,618,465	7,953,063	4,622,000	(2,996,465)	-39.3%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 6,729,638</b>	<b>\$ 5,026,657</b>	<b>\$ 8,425,387</b>	<b>\$ 9,207,112</b>	<b>\$ 4,622,000</b>	<b>\$ (3,803,387)</b>	<b>-45.1%</b>

<b>FUNDING USES -</b>							
Capital Outlay	6,729,638	5,026,657	8,425,387	9,207,112	4,622,000	(3,803,387)	-45.1%
<b>TOTAL FUNDING USES</b>	<b>\$ 6,729,638</b>	<b>\$ 5,026,657</b>	<b>\$ 8,425,387</b>	<b>\$ 9,207,112</b>	<b>\$ 4,622,000</b>	<b>\$ (3,803,387)</b>	<b>-45.1%</b>

<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$	-	\$	-	\$	-	\$
<b>ENDING BALANCE -</b>							
Designated / Reserved							
Undesignated / Unreserved	53,773	53,773	53,773	53,773	53,773		
<b>TOTAL FUND EQUITY</b>	<b>\$ 53,773</b>						



## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Property Taxes & Assessments	182,224	193,868	209,300	207,980	227,987	18,687	8.9%
Intergovernmental	20,951	20,887	20,600	22,700	23,000	2,400	11.7%
Interest & Rents	(2,401)	3,266	1,000	4,500	3,000	2,000	200.0%
Transfers In	50,000	50,000	50,000	50,000	50,000	-	0.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 250,774</b>	<b>\$ 268,021</b>	<b>\$ 280,900</b>	<b>\$ 285,180</b>	<b>\$ 303,987</b>	<b>\$ 23,087</b>	<b>8.2%</b>

<b>FUNDING USES -</b>							
Personnel Services	38,622	36,317	70,000	51,000	60,000	(10,000)	-14.3%
Other Expenditures							
- Supplies / Maintenance	8,678	10,845	30,000	30,000	35,000	5,000	16.7%
- Other	22,962	16,913	62,500	42,500	47,500	(15,000)	-24.0%
Capital Outlay	82,487	157,726	146,000	153,500	156,000	10,000	6.8%
Transfers Out	21,000	-	-	-	-	-	-
<b>TOTAL FUNDING USES</b>	<b>\$ 173,749</b>	<b>\$ 221,801</b>	<b>\$ 308,500</b>	<b>\$ 277,000</b>	<b>\$ 298,500</b>	<b>\$ (10,000)</b>	<b>-3.2%</b>

<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ 77,025	\$ 46,220	\$ (27,600)	\$ 8,180	\$ 5,487		
<b>ENDING BALANCE -</b>							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	124,083	170,303	142,703	178,483	183,970		
<b>TOTAL FUND EQUITY</b>	<b>\$ 124,083</b>	<b>\$ 170,303</b>	<b>\$ 142,703</b>	<b>\$ 178,483</b>	<b>\$ 183,970</b>		



GENERAL FUND

PERMANENT FUND

SPECIAL REVENUE FUNDS

DEBT SERVICE FUNDS

CAPITAL PROJECTS FUNDS

**COMPONENT UNITS**

(Modified Accrual)

- Brownfield Redevelopment Authority
- Downtown Development Authority
- Holland Historical Trust
- SmartZone

Component units are entities for which the elected officials of a government are financially accountable and organizations whose exclusion would cause a government's financial statements to be misleading.



## Summary

Component units are entities for which the elected officials of a government are financially accountable and organizations whose exclusion would cause a government’s financial statements to be misleading.

The following is a summary of all component units. Each fund is detailed in the following pages.

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025 \$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Property Taxes & Assessments	2,491,019	2,800,522	4,165,700	3,723,484	4,697,400	531,700	12.8%
Intergovernmental	364,009	510,487	882,688	886,315	830,213	(52,475)	-5.9%
Licenses and Permits	4,665	4,885	3,950	3,000	3,950	-	0.0%
Charges for Services	89,140	95,485	131,200	131,100	118,280	(12,920)	-9.8%
Interest & Rents	(49,409)	188,118	152,439	167,679	90,500	(61,939)	-40.6%
Other	592,708	696,657	379,625	422,125	496,780	117,155	30.9%
Transfers In	100,000	125,000	100,000	213,016	100,000	-	0.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 3,592,132</b>	<b>\$ 4,421,154</b>	<b>\$ 5,815,602</b>	<b>\$ 5,546,719</b>	<b>\$ 6,337,123</b>	<b>\$ 521,521</b>	<b>9.0%</b>
<b>FUNDING USES -</b>							
Personnel Services	532,866	511,680	628,216	625,849	675,022	46,806	7.5%
Other Expenditures							
- Supplies / Maintenance	231,430	180,061	229,138	212,095	238,800	9,662	4.2%
- Contractual	214,918	304,098	1,091,147	288,455	1,811,584	720,437	66.0%
- Other	876,921	1,050,124	2,450,876	2,211,915	2,865,649	414,773	16.9%
Capital Outlay	10,000	119,045	-	-	10,000	10,000	-
Transfers Out	653,083	1,403,395	3,622,115	3,773,456	1,352,883	(2,269,232)	-62.6%
Depreciation	114,257	52,664	52,664	52,664	52,664	-	0.0%
<b>TOTAL FUNDING USES</b>	<b>\$ 2,633,475</b>	<b>\$ 3,621,067</b>	<b>\$ 8,074,156</b>	<b>\$ 7,164,434</b>	<b>\$ 7,006,602</b>	<b>\$ (1,067,554)</b>	<b>-13.2%</b>

## Overview

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.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Property Taxes & Assessments	2,262,147	2,563,504	3,911,900	3,469,982	4,437,069	525,169	13.4%
Intergovernmental	4,629	5,459	5,375	3,902	5,200	(175)	-3.3%
Interest & Rents	(47,413)	75,979	33,290	89,764	-	(33,290)	-100.0%
Other	-	41,100	-	-	-	-	-
Transfers In	-	-	-	113,016	-	-	0.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 2,219,363</b>	<b>\$ 2,686,042</b>	<b>\$ 3,950,565</b>	<b>\$ 3,676,664</b>	<b>\$ 4,442,269</b>	<b>\$ 491,704</b>	<b>12.4%</b>
FUNDING USES -							
- Other	661,545	731,490	2,029,241	1,816,613	2,617,294	588,053	29.0%
Transfers Out	653,083	1,403,395	3,622,115	3,773,456	1,352,883	(2,269,232)	-62.6%
<b>TOTAL FUNDING USES</b>	<b>\$ 1,314,628</b>	<b>\$ 2,134,885</b>	<b>\$ 5,651,356</b>	<b>\$ 5,590,069</b>	<b>\$ 3,970,177</b>	<b>\$ (1,681,179)</b>	<b>-29.7%</b>
<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ 904,735	\$ 551,157	\$ (1,700,791)	\$ (1,913,405)	\$ 472,092		
ENDING BALANCE -							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	2,474,886	3,026,043	1,325,252	1,112,638	1,584,730		
<b>TOTAL FUND EQUITY</b>	<b>\$ 2,474,886</b>	<b>\$ 3,026,043</b>	<b>\$ 1,325,252</b>	<b>\$ 1,112,638</b>	<b>\$ 1,584,730</b>		

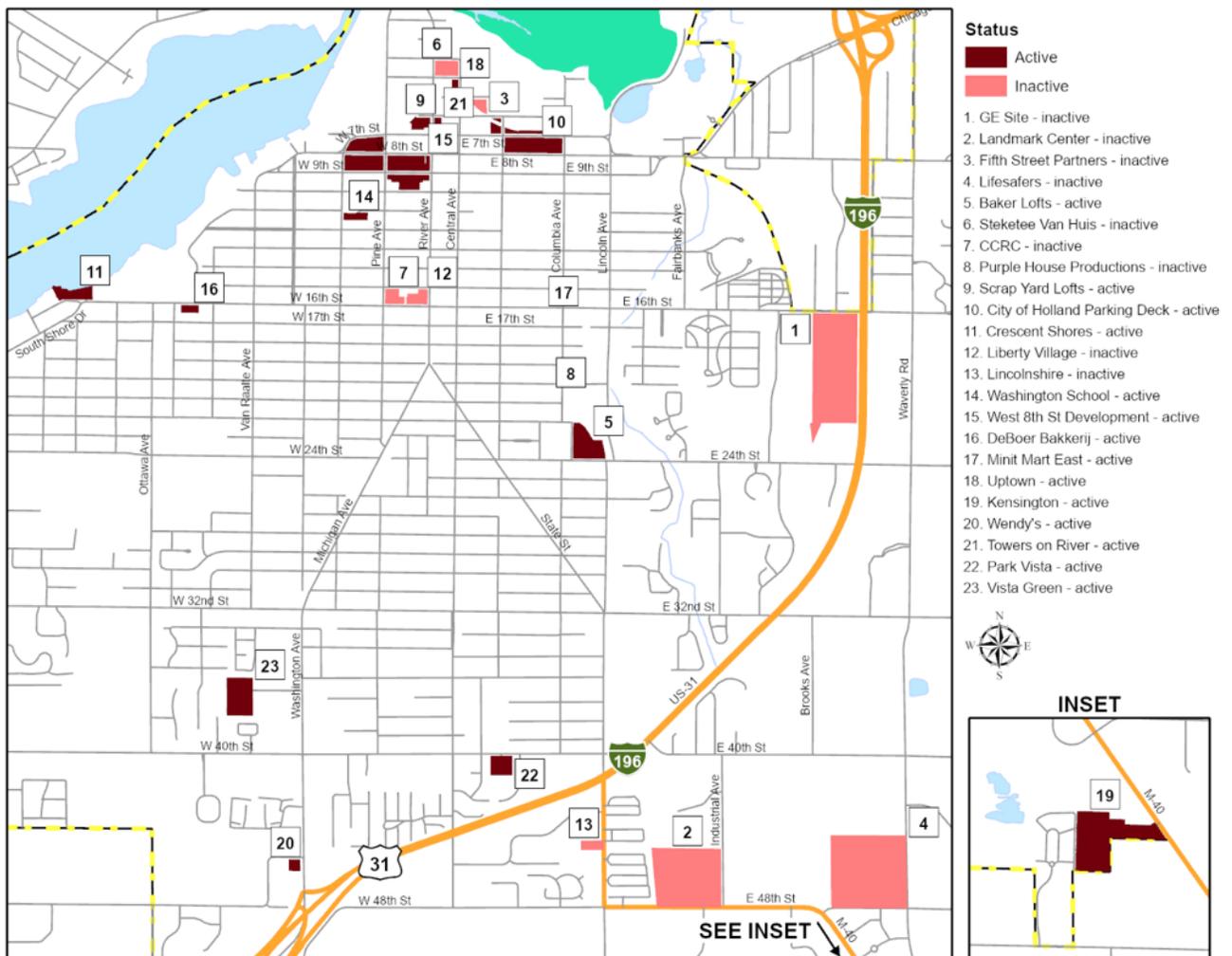
## Performance Measures

	FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*			
	Actual	Actual	Projected	Projected	1	2	3	4
-- PERFORMANCE MEASURES --								
Number of Active Projects (Capturing Taxes)	12	13	13	14				✓
Number of Active Projects (Not Capturing Taxes)	1	1	1	0				✓
Total Number of Active Projects	13	14	14	14				✓
Taxable Valuation Capture (IFT at Equivalency)	\$ 59,738,516	\$ 67,578,706	\$ 89,891,018	\$ 109,354,781				
% of Regular Roll Taxable Value	4.56%	4.92%	6.11%	6.79%				

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders

### City of Holland - Brownfield Sites



## Budget Summary

Description	FY2022 Actual	FY2023 Actual	FY2024	FY2024	FY2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Property Taxes & Assessments	228,872	237,018	253,800	253,502	260,331	6,531	2.6%
Intergovernmental	18,250	10,362	8,600	11,000	11,550	2,950	34.3%
Licenses and Permits	4,665	4,885	3,950	3,000	3,950	-	0.0%
Charges for Services	5,965	5,873	6,300	6,200	4,980	(1,320)	-21.0%
Interest & Rents	(4,585)	7,540	2,500	10,819	5,000	2,500	100.0%
Other	7,770	11,740	-	-	100	100	-
Transfers In	-	25,000	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 260,937</b>	<b>\$ 302,418</b>	<b>\$ 275,150</b>	<b>\$ 284,521</b>	<b>\$ 285,911</b>	<b>\$ 10,761</b>	<b>3.9%</b>

<b>FUNDING USES -</b>							
Personnel Services	80,655	88,957	101,753	99,386	98,929	(2,824)	-2.8%
Other Expenditures							
- Supplies / Maintenance	145,352	108,224	135,713	118,670	128,600	(7,113)	-5.2%
- Contractual	13,039	1,430	3,400	2,050	4,500	1,100	32.4%
- Other	36,859	42,772	51,900	50,516	56,930	5,030	9.7%
Capital Outlay	-	103,719	-	-	10,000	10,000	-
<b>TOTAL FUNDING USES</b>	<b>\$ 275,905</b>	<b>\$ 345,102</b>	<b>\$ 292,766</b>	<b>\$ 270,622</b>	<b>\$ 298,959</b>	<b>\$ 6,193</b>	<b>2.1%</b>

<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ (14,968)	\$ (42,684)	\$ (17,616)	\$ 13,899	\$ (13,048)		
<b>ENDING BALANCE -</b>							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	295,284	252,600	234,984	266,499	253,451		
<b>TOTAL FUND EQUITY</b>	<b>\$ 295,284</b>	<b>\$ 252,600</b>	<b>\$ 234,984</b>	<b>\$ 266,499</b>	<b>\$ 253,451</b>		

<b>STAFFING</b>					
Full-Time Positions	0.70	0.75	0.75	0.75	0.75
Part-Time Positions	0.31	0.31	0.31	0.31	0.31

## Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City's Strategic and Business Plan, the Downtown Development Authority (DDA) Fund has identified the following objectives that support the City's strategic goals:

### Goal 1: To Maintain and Improve a Strong Financial Position

- ✓ Continue to guide the DDA budget to be able to fully support Downtown Streetscape revitalization including finishing the 6<sup>th</sup> Street reconstruction project and the Holland Ice Skating Park.
- ✓ Effectively manage the Downtown Parking budget to meet the needs of aging infrastructure.

### Goal 2: To Enhance Connections with Stakeholders

- ✓ Engage Downtown stakeholders in the Streetscape revitalization plan including informing progress of the Holland Ice Skating Park.
- ✓ Continue to engage with new and current Downtown businesses and residents about the Downtown Parking System.

### Goal 3: To Continually Improve the City Organization

- ✓ Continue to work and communicate with the Transportation and Parks Departments to maintain and support the entire Downtown.

### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Work with all stakeholders to communicate all aspects of Downtown permitting including but not limited to signs, use of sidewalk, and parking.



## Performance Measures

		FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*				
		Actual	Actual	Projected	Projected	1	2	3	4	
-- PERFORMANCE MEASURES --										
Output	Building Improvement Expenditures	\$13,800,000	\$12,000,000	\$10,000,000	\$10,000,000	✓				
	Net New Downtown Businesses Recruited	1	1	2	2	✓				
	Street Performer Permits	132	160	150	150	✓				
	Number of Businesses Downtown	198	200	202	202	✓				
	* Square Footage Total	1,999,321	3,615,585	3,630,522	3,630,522					
	Square Footage Use									
	Office	709,821	636,618	636,618	636,618					
	Retail	492,041	344,258	347,841	347,841					
	Residential	379,084	1,102,335	1,117,037	1,117,037					
	Vacant/Storage/Other/Hotel	418,375	1,532,375	1,529,026	1,529,026					
	Amenities						✓			
	Public Benches (Victor Stanley & Porter)	47	47	51	51					
	Private Benches	28	28	28	28					
	Trash Cans	67	67	70	70					
	Recycle Cans	2	6	6	6					
	Planter Urns	58	58	75	75					
	Trees Total in Tree Management District	268	268	268	268					
	Bike Racks	14	14	14	14					
	Bikes Accommodated	100	100	100	100					

\* Square footage reflects the C-3 district.

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders





## Overview

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 historical buildings: the Holland Museum, the Holland Armory (currently offices), the Cappon House, and the Settlers House. The buildings, with exception of the Armory, are owned by the City of Holland.





## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025 \$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Intergovernmental	-	-	251,213	251,213	163,178	(88,035)	-35.0%
Charges for Services	83,175	89,612	124,900	124,900	113,300	(11,600)	-9.3%
Interest	(6,860)	45,583	15,549	7,096	7,500	(8,049)	-51.8%
Rent							-
- Armory	18,545	1,820	71,100	7,000	40,000	(31,100)	-43.7%
- Other Than Armory	-	8,772	-	3,000	3,000	3,000	100.0%
Other	584,938	618,817	379,625	422,125	496,680	117,055	30.8%
Transfers In	100,000	100,000	100,000	100,000	100,000	-	0.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 779,798</b>	<b>\$ 864,604</b>	<b>\$ 942,387</b>	<b>\$ 915,334</b>	<b>\$ 923,658</b>	<b>\$ (18,729)</b>	<b>-2.0%</b>

<b>FUNDING USES -</b>							
Personnel Services	452,211	422,723	526,463	526,463	576,093	49,630	9.4%
Other Expenditures							
- Supplies / Maintenance	86,078	71,837	93,425	93,425	110,200	16,775	18.0%
- Contractual	68,951	93,995	54,765	54,765	109,365	54,600	99.7%
- Other	173,608	183,782	252,185	233,585	120,500	(131,685)	-52.2%
Depreciation	114,257	52,664	52,664	52,664	52,664	-	0.0%
<b>TOTAL FUNDING USES</b>	<b>\$ 895,105</b>	<b>\$ 825,001</b>	<b>\$ 979,502</b>	<b>\$ 960,902</b>	<b>\$ 968,822</b>	<b>\$ (10,680)</b>	<b>-1.1%</b>

<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ (115,307)	\$ 39,603	\$ (37,115)	\$ (45,568)	\$ (45,164)		
<b>ENDING BALANCE -</b>							
Non-Expendable	210,000	210,000	210,000	210,000	210,000		
Net Investment in Capital Assets	841,532	788,868	51,688	768,167	715,503		
Restricted - Legally	449,117	510,509	259,296	259,926	129,296		
Restricted - Board Action	870,426	870,426	972,682	972,682	972,682		
Undesignated / Unreserved	(1,051,532)	(1,020,657)	(171,635)	(897,197)	(759,067)		
<b>TOTAL FUND EQUITY</b>	<b>\$ 1,319,543</b>	<b>\$ 1,359,146</b>	<b>\$ 1,322,031</b>	<b>\$ 1,313,578</b>	<b>\$ 1,268,414</b>		

<b>STAFFING</b>					
Full-Time Positions	7.00	7.00	7.00	7.00	7.00
Part-Time Positions	2.82	2.72	2.57	2.97	2.97



## Overview

The Holland Local Development Finance Authority (LDFA) was created in October 2014, pursuant to State of Michigan P.A. 281 of 1986. The board consists of four City of Holland appointees, three Holland Charter Township appointees, one Ottawa County appointee, two West Ottawa Schools appointees, two Holland Public Schools appointees, and six ex officio members. The operating purpose is to eliminate the causes of unemployment, underemployment, joblessness, recruitment, retention, and to promote economic growth in Holland through the capture of certain taxes in the SmartZone area.

## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Intergovernmental	341,130	494,666	617,500	620,200	650,285	32,785	5.3%
Interest & Rents	(9,096)	48,424	30,000	50,000	35,000	5,000	16.7%
Other	-	25,000	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 332,034</b>	<b>\$ 568,090</b>	<b>\$ 647,500</b>	<b>\$ 670,200</b>	<b>\$ 685,285</b>	<b>\$ 37,785</b>	<b>5.8%</b>
<b>FUNDING USES -</b>							
Other Expenditures							
- Contractual	132,928	208,673	1,032,982	231,640	1,697,719	664,737	64.4%
- Other	4,909	92,080	117,550	111,201	70,925	(46,625)	-39.7%
Capital Outlay	10,000	15,326	-	-	-	-	-
<b>TOTAL FUNDING USES</b>	<b>\$ 147,837</b>	<b>\$ 316,079</b>	<b>\$ 1,150,532</b>	<b>\$ 342,841</b>	<b>\$ 1,768,644</b>	<b>\$ 618,112</b>	<b>53.7%</b>
<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ 184,197	\$ 252,011	\$ (503,032)	\$ 327,359	\$ (1,083,360)		
<b>ENDING BALANCE -</b>							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	503,990	756,001	252,969	1,083,360	-		
<b>TOTAL FUND EQUITY</b>	<b>\$ 503,990</b>	<b>\$ 756,001</b>	<b>\$ 252,969</b>	<b>\$ 1,083,360</b>	<b>\$ -</b>		

## ENTERPRISE FUNDS—UTILITIES

(Full Accrual)

- Electric Utility
- Wastewater Utility
- Water Utility

Enterprise Funds are proprietary funds that account for operations (a) financed and operated in a manner similar to private-sector entities—where the intent of the governing body is expenses (including depreciation and debt service) of providing goods or services to the general public to 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.

## INTERNAL SERVICE FUNDS

## Summary

Enterprise Funds are proprietary funds that account for operations: (a) financed and operated in a manner similar to private-sector entities—where the intent of the governing body is expenses (including depreciation and debt service) of providing goods or services to the general public to 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.

The following is a summary of all enterprise funds—utilities. Each fund is detailed in the following pages.

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025 \$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Charges for Services	126,174,611	131,220,670	134,242,510	134,456,913	149,286,606	15,044,096	11.2%
Interest & Rents	(1,203,049)	2,052,129	781,695	3,548,733	1,719,325	937,630	119.9%
Other	788,569	90,661	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 125,760,131</b>	<b>\$ 133,363,460</b>	<b>\$ 135,024,205</b>	<b>\$ 138,005,646</b>	<b>\$ 151,005,931</b>	<b>\$ 15,981,726</b>	<b>11.8%</b>
<b>FUNDING USES -</b>							
Personnel Services	21,214,472	21,809,997	24,079,648	23,653,208	26,587,087	2,507,439	10.4%
Other Expenditures							
- Supplies / Maintenance	10,535,998	11,936,205	11,754,847	10,790,776	11,230,766	(524,081)	-4.5%
- Contractual	5,490,403	6,053,448	6,350,442	6,387,525	7,436,783	1,086,341	17.1%
- Utility Production	45,071,054	43,992,167	52,034,817	46,775,300	58,373,946	6,339,129	12.2%
- Other	2,994,550	6,779,285	7,402,185	6,785,541	5,706,890	(1,695,295)	-22.9%
Capital Outlay	25,131,962	44,465,201	45,724,651	52,083,667	55,954,384	10,229,733	22.4%
Debt Service	25,301,692	16,954,497	4,793,383	4,842,687	3,830,374	(963,009)	-20.1%
Transfers Out	8,595,384	8,456,856	9,641,232	9,641,232	9,163,402	(477,830)	-5.0%
Depreciation	18,600,404	18,763,304	20,285,092	19,589,406	20,683,976	398,884	2.0%
<b>TOTAL FUNDING USES</b>	<b>\$ 162,935,919</b>	<b>\$ 179,210,960</b>	<b>\$ 182,066,297</b>	<b>\$ 180,549,342</b>	<b>\$ 198,967,608</b>	<b>\$ 16,901,311</b>	<b>9.3%</b>

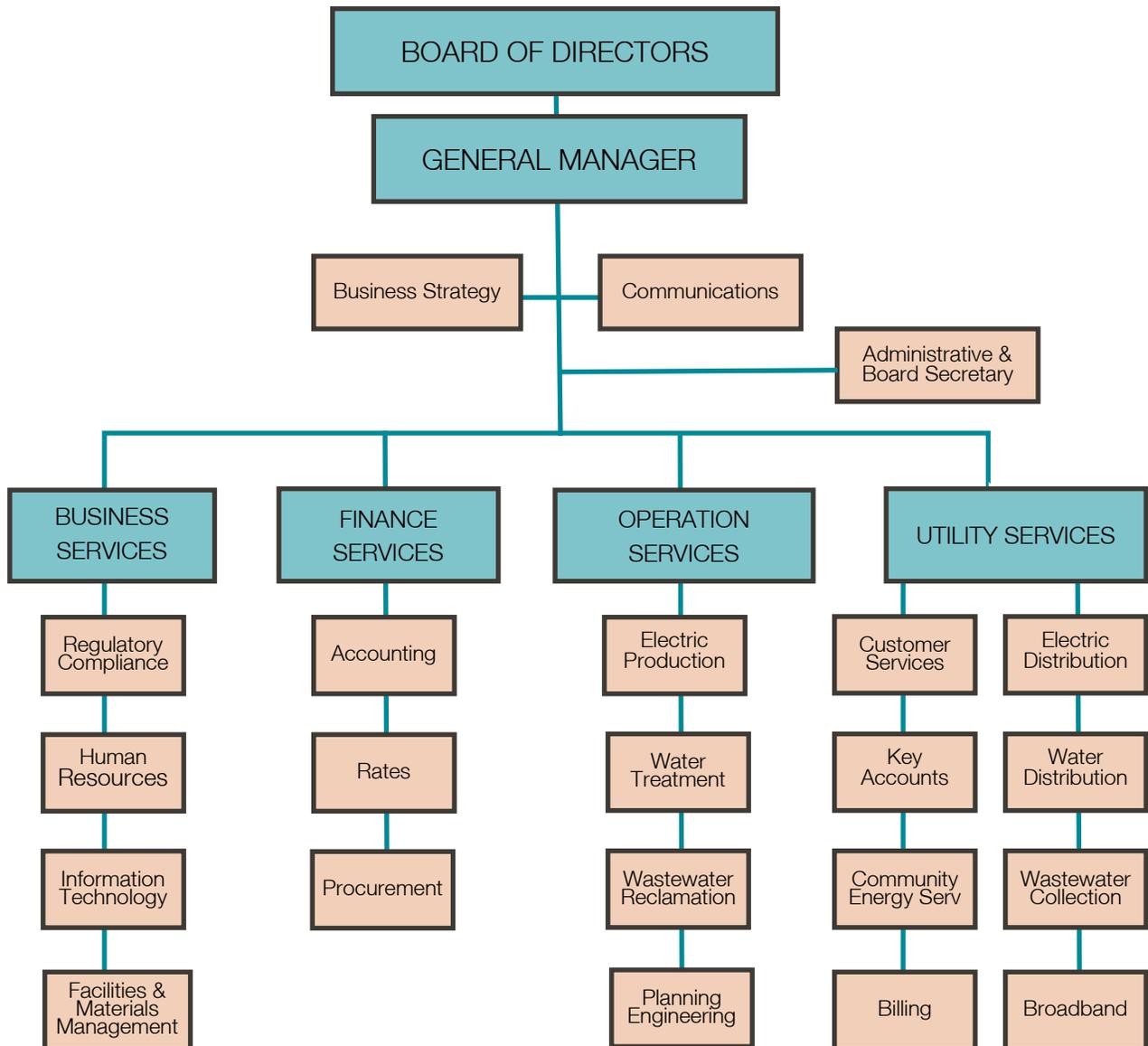


Overview

This group provides essential, economical, and innovative utility solutions for the Holland community, including electricity, water, wastewater, and broadband services. It operates socially and environmentally responsible utility enterprises that are able to expand and sustain a highly functional, reliable, and efficient local infrastructure, supporting economic development and quality of life in the community. For more information please visit:

<https://www.hollandbpw.com/>

HOLLAND BOARD OF PUBLIC WORKS





Overview

Mandated by chapter 12 of the City Charter, the Electric Utility Fund provides 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 the City.

Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Charges for Services	99,604,264	104,288,260	106,551,719	106,192,027	119,687,269	13,135,550	12.3%
Interest & Rents	(1,071,010)	1,613,753	393,548	2,641,433	1,254,872	861,324	218.9%
Other	-	52,087	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 98,533,254</b>	<b>\$ 105,954,100</b>	<b>\$ 106,945,267</b>	<b>\$ 108,833,460</b>	<b>\$ 120,942,141</b>	<b>\$ 13,996,874</b>	<b>13.1%</b>
<b>FUNDING USES -</b>							
Personnel Services	13,604,974	13,424,221	15,827,171	15,128,058	16,738,359	911,188	5.8%
Other Expenditures							
- Supplies / Maintenance	7,208,874	7,338,177	7,567,233	7,817,813	7,871,684	304,451	4.0%
- Contractual	4,263,244	4,692,634	4,979,209	4,951,508	5,723,564	744,355	14.9%
- Electrical Utility Production	42,428,069	40,916,461	48,856,050	43,725,508	55,152,782	6,296,732	12.9%
- Other	2,419,848	6,283,690	6,801,445	6,277,148	4,954,795	(1,846,650)	-27.2%
Capital Outlay	7,308,593	18,377,873	27,570,022	32,232,191	34,015,653	6,445,631	23.4%
Debt Service Payments							
- Principal	20,929,940	13,715,978	983,876	983,876	1,017,354	33,478	3.4%
- Interest & Fees	69,278	(35,380)	82,002	77,726	49,800	(32,202)	-39.3%
Transfers Out	8,595,384	8,456,856	9,641,232	9,641,232	9,163,402	(477,830)	-5.0%
Depreciation	13,461,034	13,516,909	14,299,052	13,900,151	14,060,148	(238,904)	-1.7%
<b>TOTAL FUNDING USES</b>	<b>\$ 120,289,238</b>	<b>\$ 126,687,419</b>	<b>\$ 136,607,292</b>	<b>\$ 134,735,211</b>	<b>\$ 148,747,541</b>	<b>\$ 12,140,249</b>	<b>8.9%</b>
<b>-- FUND EQUITY --</b>							
INCREASE (DECREASE)	\$ 6,482,549	\$ 11,360,532	\$ (1,108,127)	\$ 7,314,316	\$ 7,227,607		
<b>ENDING BALANCE -</b>							
Investment in Capital Assets	275,735,722	280,633,710	297,874,872	283,319,748	268,973,046		
Designated / Reserved	5,823,914	18,581,811	7,653,252	7,626,267	9,336,520		
Undesignated / Unreserved	73,178,609	66,883,256	59,462,526	82,467,078	102,331,134		
<b>TOTAL FUND EQUITY</b>	<b>\$ 354,738,245</b>	<b>\$ 366,098,777</b>	<b>\$ 364,990,650</b>	<b>\$ 373,413,093</b>	<b>\$ 380,640,700</b>		
<b>-- STAFFING --</b>							
Total Positions	95.75	97.89	107.82	107.82	106.70		

In August 2022, the citizens of Holland voted to make a community investment in a high-speed fiber optic broadband network that will be available to every address in the City. Construction is underway, and the proposed FY 2025 budget includes additional personnel and costs. Service is anticipated to begin in Summer 2025. See <https://hollandcityfiber.com/> for additional details.

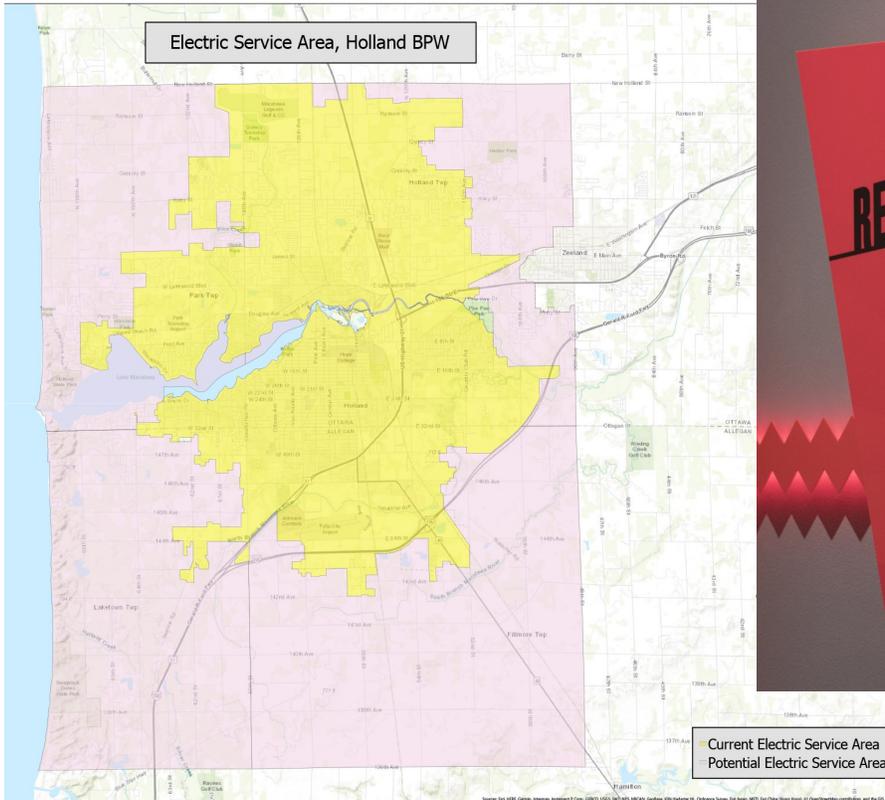


## Performance Measures

		FY-2022 Actual	FY-2023 Actual	FY-2024 Projected	FY-2025 Projected	Strategic Goals*			
		-- PERFORMANCE MEASURES --				1	2	3	4
Output	<b>ELECTRIC PRODUCTION AND DISTRIBUTION</b>					✓			
	Peak kW	233.6	223.1	231.1	236.5				
	Total Number of Customers	30,009	30,855	30,179	30,875				
	kWh Sales Total	1,095,396,053	1,114,086,992	1,150,897,244	1,301,344,550				
	Revenue per Unit	0.08043	0.07908	0.08027	0.07099				
	Cost per Unit	0.07470	0.07345	0.07223	0.07176				
	Residential Avg. Usage - kWh per month	620.1	569.1	611.5	596.9				
	<b>KWH SALES</b>					✓			
	Residential	188,944,820	173,379,755	188,572,150	184,170,892				
	Commercial	313,719,075	314,778,308	317,020,351	316,137,220				
Industrial	592,732,158	625,928,929	645,304,743	801,036,437					
<b>Total</b>	<b>1,095,396,053</b>	<b>1,114,086,992</b>	<b>1,150,897,244</b>	<b>1,301,344,549</b>					

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders





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 acted to construct another large expansion of the treatment plant capacity to service the ever-increasing volumes of sewage treatment requirements.

Budget Summary

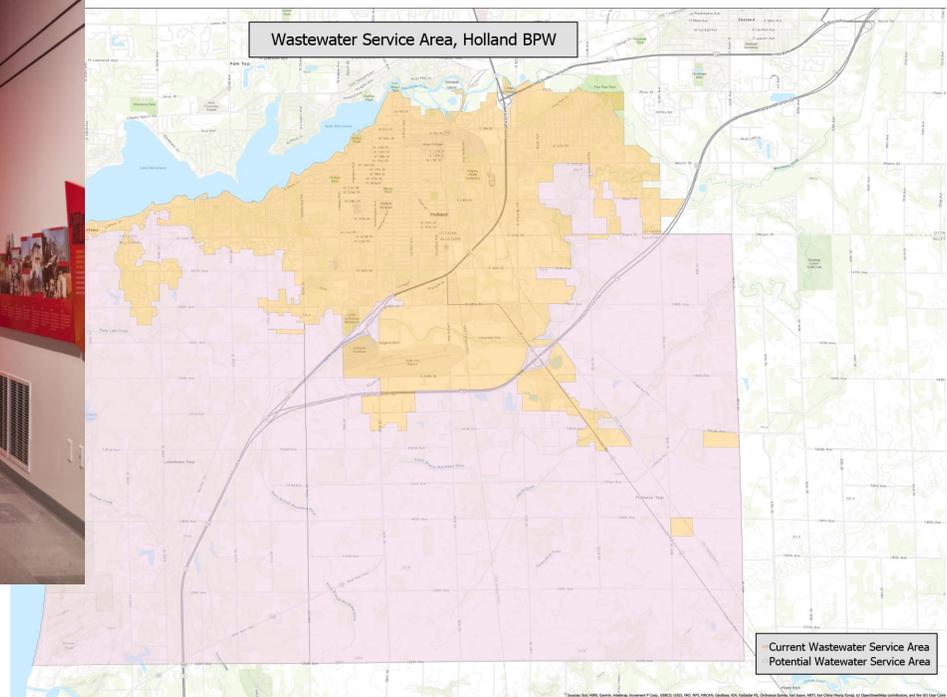
Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Charges for Services	13,898,929	13,660,417	13,677,572	14,478,564	14,025,575	348,003	2.5%
Interest & Rents	(64,919)	222,059	234,592	586,616	224,453	(10,139)	-4.3%
Other	788,569	38,574	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 14,622,579</b>	<b>\$ 13,921,050</b>	<b>\$ 13,912,164</b>	<b>\$ 15,065,180</b>	<b>\$ 14,250,028</b>	<b>\$ 337,864</b>	<b>2.4%</b>
<b>FUNDING USES -</b>							
Personnel Services	4,107,914	4,574,407	4,427,606	4,586,259	5,571,882	1,144,276	25.8%
Other Expenditures							
- Supplies / Maintenance	2,533,967	2,806,782	1,961,853	1,481,075	1,944,335	(17,518)	-0.9%
- Contractual	677,407	714,755	725,347	731,845	917,315	191,968	26.5%
- Wastewater Utility Production	1,852,481	2,081,335	2,035,307	2,104,558	2,171,645	136,338	6.7%
- Other	215,205	237,608	314,713	277,188	390,884	76,171	24.2%
Capital Outlay	11,179,640	14,890,460	9,595,673	10,518,245	10,370,031	774,358	8.1%
Debt Service Payments							
- Principal	705,210	725,206	1,240,737	1,240,737	1,273,714	32,977	2.7%
- Interest & Fees	250,959	370,089	296,854	364,612	412,948	116,094	39.1%
Depreciation	2,912,406	2,954,699	3,250,670	2,989,817	3,665,928	415,258	12.8%
<b>TOTAL FUNDING USES</b>	<b>\$ 24,435,189</b>	<b>\$ 29,355,341</b>	<b>\$ 23,848,760</b>	<b>\$ 24,294,336</b>	<b>\$ 26,718,682</b>	<b>\$ 2,869,922</b>	<b>12.0%</b>
<b>-- FUND EQUITY --</b>							
INCREASE (DECREASE)	\$ 2,072,240	\$ 181,375	\$ 899,814	\$ 2,529,826	\$ (824,909)		
<b>ENDING BALANCE -</b>							
Investment in Capital Assets	59,715,153	58,310,589	55,968,699	55,406,845	47,150,639		
Designated / Reserved	4,608,296	6,009,788	6,963,067	11,799,859	19,911,615		
Undesignated / Unreserved	1,077,069	1,261,516	3,549,941	905,015	224,556		
<b>TOTAL FUND EQUITY</b>	<b>\$ 65,400,518</b>	<b>\$ 65,581,893</b>	<b>\$ 66,481,707</b>	<b>\$ 68,111,719</b>	<b>\$ 67,286,810</b>		
<b>-- STAFFING --</b>							
Total Positions	42.53	43.19	44.43	44.43	48.27		

## Performance Measures

		FY-2022 Actual	FY-2023 Actual	FY-2024 Projected	FY-2025 Projected	Strategic Goals*					
						1	2	3	4		
-- PERFORMANCE MEASURES --											
Output	Total gallons treated (mg)	5,476	3,234	3,268	3					✓	
	Total number of customers	12,995	13,172	13,069	13,082					✓	
	CCF Sales (Retail only)	1,773,949	1,677,690	1,738,257	1,676,673					✓	
	Revenue per Unit (Retail only)	6.186	4.671	4.953	5.183					✓	
	Cost per unit (all units)	3.262	3.594	3.450	4.074					✓	
	Residential Avg. Usage - CCF per month	3.3	4.7	5.1	4.8					✓	
	CCF Sales (Wholesale)	2,000,259	2,029,778	1,947,299	1,945,003					✓	
	Revenue per Unit (Wholesale)	1.169	1.121	1.127	1.217					✓	
	CCF Sales										✓
	Residential	697,074	632,371	678,402	638,690						
	Commercial	745,070	715,242	737,881	723,490						
	Industrial	331,804	330,077	321,974	314,494						
	Wholesale	2,000,259	2,029,778	1,947,299	1,945,003						
	<b>Total</b>	<b>3,774,207</b>	<b>3,707,468</b>	<b>3,685,556</b>	<b>3,621,677</b>						

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders





Overview

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.

Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Charges for Services	12,671,418	13,271,993	14,013,219	13,786,322	15,573,762	1,560,543	11.1%
Interest & Rents	(67,120)	216,317	153,555	320,684	240,000	86,445	56.3%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 12,604,298</b>	<b>\$ 13,488,310</b>	<b>\$ 14,166,774</b>	<b>\$ 14,107,006</b>	<b>\$ 15,813,762</b>	<b>\$ 1,646,988</b>	<b>11.6%</b>

<b>FUNDING USES -</b>							
Personnel Services	3,501,584	3,811,369	3,824,871	3,938,891	4,276,846	451,975	11.8%
Other Expenditures							
- Supplies / Maintenance	793,157	1,791,246	2,225,761	1,491,888	1,414,747	(811,014)	-36.4%
- Contractual	549,752	646,059	645,886	704,172	795,904	150,018	23.2%
- Water Utility Production	790,504	994,371	1,143,460	945,234	1,049,519	(93,941)	-8.2%
- Other	359,497	257,987	286,027	231,205	361,211	75,184	26.3%
Capital Outlay	6,643,729	11,196,868	8,558,956	9,333,231	11,568,700	3,009,744	35.2%
Debt Service Payments							
- Principal	2,868,484	1,612,025	1,633,611	1,633,611	393,843	(1,239,768)	-75.9%
- Interest & Fees	477,821	566,579	556,303	542,125	682,715	126,412	22.7%
Depreciation	2,226,964	2,291,696	2,735,370	2,699,438	2,957,900	222,530	8.1%
<b>TOTAL FUNDING USES</b>	<b>\$ 18,211,492</b>	<b>\$ 23,168,200</b>	<b>\$ 21,610,245</b>	<b>\$ 21,519,795</b>	<b>\$ 23,501,385</b>	<b>\$ 1,891,140</b>	<b>8.8%</b>

<b>-- FUND EQUITY --</b>							
INCREASE (DECREASE)	\$ 3,905,019	\$ 3,129,003	\$ 2,749,096	\$ 3,554,053	\$ 4,274,920		
<b>ENDING BALANCE -</b>							
Investment in Capital Assets	48,606,163	51,321,521	66,005,953	51,699,918	56,999,703		
Designated / Reserved	499,500	1,751,701	2,191,491	2,191,491	928,204		
Undesignated / Unreserved	14,884,339	14,045,783	1,670,657	16,781,649	17,020,071		
<b>TOTAL FUND EQUITY</b>	<b>\$ 63,990,002</b>	<b>\$ 67,119,005</b>	<b>\$ 69,868,101</b>	<b>\$ 70,673,058</b>	<b>\$ 74,947,978</b>		

<b>-- STAFFING --</b>					
Total Positions	33.59	34.21	35.32	35.32	41.53

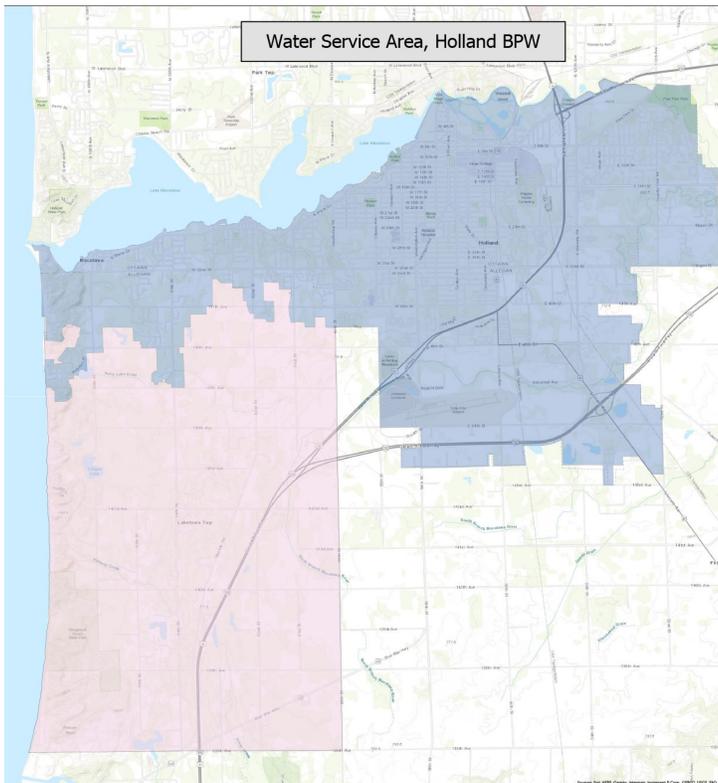


## Performance Measures

		FY-2022 Actual	FY-2023 Actual	FY-2024 Projected	FY-2025 Projected	Strategic Goals*				
						1	2	3	4	
<b>-- PERFORMANCE MEASURES --</b>										
Output	Peak (MG)	30	33	30	31	✓			✓	
	Gallons Treated (MG)	5,476	5,544	5,405	5,418				✓	
	CCF Sales (Retail only)	3,731,367	4,192,903	3,813,653	3,813,036				✓	
	Revenue per Unit (Retail only)	2.855	2.541	3.011	3.011				✓	
	Cost per unit	1.236	1.376	1.628	1.581				✓	
	Residential Avg. usage - CCF per month	9.06	10.50	9.38	8.93				✓	
	CCF Sales (Wholesale)	2,744,041	2,832,158	2,830,446	3,019,777				✓	
	Revenue per Unit (Wholesale)	0.661	0.641	0.852	0.799				✓	
	CCF Sales									✓
	Residential	1,610,771	1,889,105	1,668,117	1,606,575					
	Commercial/Industrial	1,498,874	1,719,124	1,554,009	1,596,544					
	Industrial	621,723	584,674	591,527	609,917					
	Resales	2,744,041	2,832,158	2,830,446	3,019,777					
	<b>Total</b>	<b>6,475,409</b>	<b>7,025,061</b>	<b>6,644,099</b>	<b>6,832,813</b>					

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders



## Fiscal Year 2025 Objectives

The HBPW manages the largest enterprise funds for the City. Given the nature of their operations, they have conducted a planning process and identified critical issues and business goals specific to their operations and in support of the City's Strategic and Business Plan. The critical issues are outlined below. Additional information on the specific business goals supporting the critical issues can be found at <https://hollandbpw.com/en/strategic-plan>.

### Goal 1: To Maintain and Improve a Strong Financial Position

- ✓ HBPW will follow fiscal policies that ensure the long-term stability of finances, cash reserves, rates, and workforce.

### Goal 2: To Enhance Connections with Stakeholders

- ✓ HBPW will be a good corporate citizen, sensitive and responsive to the social, economic, and environmental impacts of the utility today and in the future.
- ✓ HBPW will maintain a standard of excellence for the functioning of its Board of Directors.

### Goal 3: To Continually Improve the City Organization

- ✓ HBPW will maintain compliance with and monitor regulatory issues affecting the utility, and where possible, directly participate in relevant legislative dialogue.
- ✓ HBPW will maintain a skilled workforce by being an employer of choice to both existing and future employees.

### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ HBPW will effectively and proactively address customer needs and continually seek ways to grow through the provision of added value services to its customers and the greater Holland area.
- ✓ HBPW will continue buildout of the high-speed fiber optic broadband network that will be available to every address in the City of Holland. Citizens approved a millage in August 2022 to support the Holland City Fiber project.
- ✓ HBPW will provide reliable utility services to the customers it serves.



## ENTERPRISE FUNDS—OTHER

(Full Accrual)

- Solid Waste Recycling
- Windmill Island Gardens
- Depot Operations
- Municipal Airport Facilities Management
- Civic Center Place
- Police Employees Benefit
- City Hall Employees Benefit
- Transportation Employees Benefit
- Parks & Recreation Employees Benefit

Enterprise Funds are proprietary funds that account for operations (a) financed and operated in a manner similar to private-sector entities—where the intent of the governing body is expenses (including depreciation and debt service) of providing goods or services to the general public to 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.

## INTERNAL SERVICE FUNDS

## Summary

Enterprise Funds are proprietary funds that account for operations: (a) financed and operated in a manner similar to private-sector entities—where the intent of the governing body is expenses (including depreciation and debt service) of providing goods or services to the general public to 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.

The following is a summary of all Enterprise Funds—Other. Each fund is detailed in the following pages.

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Payroll Taxes & Assessments	115,398	120,830	130,500	129,625	140,896	10,396	8.0%
Intergovernmental	-	16,986	10,000	38,590	-	(10,000)	-100.0%
Charges for Services	4,110,800	5,361,298	4,236,278	4,290,944	4,408,248	171,970	4.1%
Fines and Forfeitures	-	-	-	-	-	-	-
Interest & Rents	4,704	117,506	88,086	155,222	120,182	32,096	36.4%
Other	50,149	(324,504)	10,104	12,000	12,000	1,896	18.8%
Transfers In	616,864	515,518	584,513	651,157	486,617	(97,896)	-16.7%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 4,897,915</b>	<b>\$ 5,807,634</b>	<b>\$ 5,059,481</b>	<b>\$ 5,277,538</b>	<b>\$ 5,167,943</b>	<b>\$ 108,462</b>	<b>2.1%</b>
<b>FUNDING USES -</b>							
Personnel Services	703,391	822,045	968,310	954,451	975,871	7,561	0.8%
Other Expenditures							
- Supplies / Maintenance	221,276	205,993	233,798	228,427	200,372	(33,426)	-14.3%
- Contractual	2,865,319	2,855,765	3,186,115	3,263,750	3,129,287	(56,828)	-1.8%
- Other	305,398	1,118,091	432,468	426,153	490,553	58,085	13.4%
Capital Outlay	-	-	615,000	215,000	390,000	(225,000)	-36.6%
Depreciation	490,942	498,660	491,000	499,000	475,000	(16,000)	-3.3%
<b>TOTAL FUNDING USES</b>	<b>\$ 4,586,326</b>	<b>\$ 5,500,554</b>	<b>\$ 5,926,691</b>	<b>\$ 5,586,781</b>	<b>\$ 5,661,083</b>	<b>\$ (265,608)</b>	<b>-4.5%</b>

## Overview

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

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Intergovernmental	-	10,187	10,000	38,590	-	(10,000)	-100.0%
Charges for Services	2,437,610	2,757,623	2,826,926	2,824,250	2,940,200	113,274	4.0%
Interest & Rents	(14,819)	16,252	8,000	25,000	20,000	12,000	150.0%
Other	62	-	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 2,422,853</b>	<b>\$ 2,784,062</b>	<b>\$ 2,844,926</b>	<b>\$ 2,887,840</b>	<b>\$ 2,960,200</b>	<b>\$ 115,274</b>	<b>4.1%</b>
<b>FUNDING USES -</b>							
Personnel Services	133,544	132,501	160,178	166,915	173,454	13,276	8.3%
Other Expenditures							
- Supplies / Maintenance	75,214	70,061	97,908	98,100	62,822	(35,086)	-35.8%
- Contractual	2,273,810	2,383,142	2,634,815	2,634,250	2,714,500	79,685	3.0%
- Other	10,571	15,928	32,836	32,476	28,649	(4,187)	-12.8%
Capital Outlay	-	-	-	-	-	-	-
<b>TOTAL FUNDING USES</b>	<b>\$ 2,493,139</b>	<b>\$ 2,601,632</b>	<b>\$ 2,925,737</b>	<b>\$ 2,931,741</b>	<b>\$ 2,979,425</b>	<b>\$ 53,688</b>	<b>1.8%</b>
<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ (70,286)	\$ 182,430	\$ (80,811)	\$ (43,901)	\$ (19,225)		
<b>ENDING BALANCE -</b>							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	1,132,280	1,314,710	1,233,899	1,270,809	1,251,584		
<b>TOTAL FUND EQUITY</b>	<b>\$ 1,132,280</b>	<b>\$ 1,314,710</b>	<b>\$ 1,233,899</b>	<b>\$ 1,270,809</b>	<b>\$ 1,251,584</b>		
<b>STAFFING</b>							
Full-Time Positions	1.27	1.27	1.63	1.63	1.63		



## Performance Measures

		FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*			
		Actual	Actual	Projected	Projected	1	2	3	4
<b>-- PERFORMANCE MEASURES --</b>									
Output	Project Pride								✓
	Pounds trash collected through coupons redeemed	1,277,600	1,554,400	1,600,000	200,000				
	Coupons redeemed	1,597	1,943	2,000	-				
	Recyclable Materials								✓
	Pounds of recyclable materials not sent to landfill	3,043,000	2,794,120	2,685,000	3,500,000				
	Curbside Recycling - types of Waste Recycled in Pounds								✓
	Fiber - Newsprint and Corrugated	1,423,658	1,728,441	1,500,000	2,000,000				
	Plastic - #1 & #2 Colored	481,403	442,029	500,000	600,000				
	Aluminum	14,302	13,132	15,000	20,000				
	Steel Cans	70,901	65,103	70,000	80,000				
	Glass	580,300	532,839	600,000	800,000				
	<b>Total Pounds Collected Curbside</b>	<b>2,570,564</b>	<b>2,781,544</b>	<b>2,685,000</b>	<b>3,500,000</b>				
	Refuse								✓
	1 Bag/month	93	75	70	70				
	2 Bag/month	44	36	35	35				
	32 Gallon weekly	2,463	2,421	2,420	2,420				
	65 Gallon weekly	3,585	3,610	3,620	3,620				
	90 Gallon weekly	3,418	3,566	3,570	3,570				
	Yardwaste	2,445	2,608	2,608	3,608				
	<b>Total Refuse</b>	<b>12,048</b>	<b>12,316</b>	<b>12,323</b>	<b>13,323</b>				
Multi Family - 2 yard	5	5	5	5				✓	
Multi Family - 4 yard	1	2	2	2				✓	
Multi Family - 6 yard	1	2	2	2				✓	
<b>Total Yard Multi Family</b>	<b>7</b>	<b>9</b>	<b>9</b>	<b>9</b>					
Multi Family - 4 Units	5	5	5	5				✓	
Multi Family - 8 Units	4	1	1	1				✓	
Multi Family - 12 Units	-	-	-	-				✓	
Multi Family - 16 Units	1	1	1	1				✓	
<b>Total Units Multi Family</b>	<b>10</b>	<b>7</b>	<b>7</b>	<b>7</b>					

**\* Strategic Goals:**

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders



Prior to the recycling cart rollout in spring 2021 an average household recycled approximately five pounds per month. Since launching the recycling carts an average household recycles approximately 23 pounds per month with an estimated 77% participation rate.

## Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City's Strategic and Business Plan, the Solid Waste Recycling Fund has identified the following objectives that support the City's strategic goals:

### Goal 1: To Maintain and Improve a Strong Financial Position

- ✓ Research and develop a plan to continue to offset inflation and fuel surcharges surrounding waste and recycling.
- ✓ Research and develop a financial plan to prepare for a new waste contract in 2026.

### Goal 2: To Enhance Connections with Stakeholders

- ✓ Work with regional partners to develop opportunities for composting and recycling to benefit our residents.
- ✓ Expand education and outreach efforts related to residential recycling and landfill diversion based on recommendations from the Materials Management Task Force.

### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Research and develop a drop-off recycling center plan for the City's apartments, businesses, and hard-to-recycle items that are cost-effective and can become a model for other communities.
- ✓ Expand recycling , compost, and waste options for all residents.



## Overview

This fund accounts for the revenue and expenses associated with operating a public attraction, referred to as Windmill Island Gardens, that features an imported operating windmill from the Netherlands. This attraction is open from April through October, providing visitors with an authentic re-creation of picturesque structures, architecture, and landscaping similar to that found in the Netherlands approximately 100 years ago. During fiscal year 2005, an open space facility (pavilion) was constructed for private-party events.

The revenue base consists of admission fees, concession fees, and other miscellaneous revenues.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Intergovernmental	-	6,080	-	-	-	-	-
Charges for Services	1,663,789	1,884,589	1,397,600	1,453,394	1,453,100	55,500	4.0%
Interest & Rents	19,649	101,104	80,000	130,000	100,000	20,000	25.0%
Other	50,087	66,618	10,104	12,000	12,000	1,896	18.8%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1,733,525</b>	<b>\$ 2,058,391</b>	<b>\$ 1,487,704</b>	<b>\$ 1,595,394</b>	<b>\$ 1,565,100</b>	<b>\$ 77,396</b>	<b>5.2%</b>

<b>FUNDING USES -</b>							
Personnel Services	543,779	648,745	770,830	747,560	760,778	(10,052)	-1.3%
Other Expenditures							
- Supplies / Maintenance	141,696	130,927	131,690	124,727	131,450	(240)	-0.2%
- Contractual	76,603	77,110	101,300	110,300	106,300	5,000	4.9%
- Other	98,904	192,433	165,771	166,671	179,417	13,646	8.2%
Capital Outlay	-	-	615,000	215,000	390,000	(225,000)	-36.6%
Depreciation	158,365	166,083	159,000	167,000	167,000	8,000	5.0%
<b>TOTAL FUNDING USES</b>	<b>\$ 1,019,347</b>	<b>\$ 1,215,298</b>	<b>\$ 1,943,591</b>	<b>\$ 1,531,258</b>	<b>\$ 1,734,945</b>	<b>\$ (208,646)</b>	<b>-10.7%</b>

<b>FUND EQUITY</b>						
INCREASE (DECREASE)	\$ 714,178	\$ 843,093	\$ 159,113	\$ 279,136	\$ 220,155	
<b>ENDING BALANCE -</b>						
Investment in Capital Assets	2,499,454	2,391,711	2,847,711	2,439,711	2,662,711	
Undesignated / Unreserved	1,770,720	2,721,556	2,424,669	2,952,692	2,949,847	
<b>TOTAL FUND EQUITY</b>	<b>\$ 4,270,174</b>	<b>\$ 5,113,267</b>	<b>\$ 5,272,380</b>	<b>\$ 5,392,403</b>	<b>\$ 5,612,558</b>	

<b>STAFFING</b>					
Full-Time Positions	2.08	2.71	2.71	2.71	2.71
Part-Time Positions	15.03	14.03	13.98	13.69	13.69



## Performance Measures

						Strategic Goals*									
						1	2	3	4						
						FY-2022 Actual	FY-2023 Actual	FY-2024 Projected	FY-2025 Projected						
-- PERFORMANCE MEASURES --															
Output	Regular Paid Visitors														
	Total Number of Paid Visitors (excluding Special Events)					139,377	146,716	140,000	142,000	✓					
	Total Number of Bus Groups (includes Student Groups)					179	176	175	175	✓					
	Visitors during Tulip Time Dates Only					73,440	69,926	60,000	60,000	✓					
	Percent of Visitors during Tulip Time					53%	48%	43%	42%	✓					
	Friends of WIG Memberships Sold					109	100	125	140	✓					
	Unpaid Visitors														
	Local Visitors - Free Admission during Opening Hours					9,210	9,921	10,000	10,000						✓
	Programs, Weddings, & Rentals														
	Staff-Run Programs					2	11	15	20						✓
	Attendance at Programs					8,892	12,639	14,000	15,000						✓
	Number of Weddings					15	10	12	12	✓					
	Number of Hosted Events					8	9	10	12	✓					
	Attendance at Weddings & Hosted Events					3,279	4,334	4,500	5,000	✓					
	Other														
	Horticultural Volunteer Hours					952	492	750	1,000	✓					✓
	Program Volunteer Hours					N/A	160	200	250	✓					✓
Run of the Mill Registrants					N/A	183	200	250						✓	

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders

[Save the Date!](#)

Magic at the Mill returns winter 2024!

The event will be held the first three Fridays/Saturdays in December. This is a ticketed event, there will be no sales at the gate, and tickets will go on sale in the fall.



## Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City's Strategic and Business Plan, the Windmill Island Gardens Fund has identified the following objectives that support the City's strategic goals:

### Goal 1: To Maintain and Improve a Strong Financial Position

- ✓ Maintain/increase shoulder season attendance (outside Tulip Time).
- ✓ Continue joint marketing efforts with CVB and other partners.
- ✓ Enhance membership program and fundraising.

### Goal 2: To Enhance Connections with Stakeholders

- ✓ Continue to coordinate programs with PSD/DDA, CVB, Tulip Time, etc.
- ✓ Work with Parks and MSU Extension to implement best horticulture practices.
- ✓ Build volunteer program for horticulture and milling.

### Goal 3: To Continually Improve the City Organization

- ✓ Upgrade amenities (bathrooms, sidewalks, etc.) to improve visitor experience.
- ✓ Continue implementation of museum-quality signage and exhibits.

### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Continue creating entertaining events for community and visitors.
- ✓ Develop new and refreshed exhibits.
- ✓ Work with vendors to ensure quality merchandise and food offerings.



## Overview

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

## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Interest & Rents	1	1	1	-	-	(1)	-100.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1</b>	<b>\$ 1</b>	<b>\$ 1</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (1.00)</b>	<b>-100.0%</b>
FUNDING USES -							
Depreciation	24,009	24,009	24,000	24,000	-	(24,000)	-100.0%
<b>TOTAL FUNDING USES</b>	<b>\$ 24,009</b>	<b>\$ 24,009</b>	<b>\$ 24,000</b>	<b>\$ 24,000</b>	<b>\$ -</b>	<b>\$ (24,000)</b>	<b>-100.0%</b>
<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ (24,008)	\$ (24,008)	\$ (23,999)	\$ (24,000)	\$ -		
ENDING BALANCE -							
Investment in Capital Assets	628,035	-	-	-	-		
Undesignated / Unreserved	14	604,041	580,042	580,041	580,041		
<b>TOTAL FUND EQUITY</b>	<b>\$ 628,049</b>	<b>\$ 604,041</b>	<b>\$ 580,042</b>	<b>\$ 580,041</b>	<b>\$ 580,041</b>		



This fund only accounts for the building, and beginning in FY 2025 will be included with the City's General Fixed Asset Group.



## Overview

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 in 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.

## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Payroll Taxes & Assessments	115,398	120,830	130,500	129,625	140,896	10,396	8.0%
Charges for Services	-	706,409	-	-	-	-	-
Other	-	(391,122)	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 115,398</b>	<b>\$ 436,117</b>	<b>\$ 130,500</b>	<b>\$ 129,625</b>	<b>\$ 140,896</b>	<b>\$ 10,396.00</b>	<b>8.0%</b>
<b>FUNDING USES -</b>							
Other Expenditures							
- Other	115,377	824,171	130,500	129,625	140,896	10,396	8.0%
Depreciation	308,568	308,568	308,000	308,000	308,000	-	0.0%
<b>TOTAL FUNDING USES</b>	<b>\$ 423,945</b>	<b>\$ 1,132,739</b>	<b>\$ 438,500</b>	<b>\$ 437,625</b>	<b>\$ 448,896</b>	<b>\$ 10,396</b>	<b>2.4%</b>
<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ (308,547)	\$ (696,622)	\$ (308,000)	\$ (308,000)	\$ (308,000)		
<b>ENDING BALANCE -</b>							
Investment in Capital Assets	7,536,130	-	-	-	-		
Undesignated / Unreserved	(2,299)	6,837,209	6,529,209	6,529,209	6,221,209		
<b>TOTAL FUND EQUITY</b>	<b>\$ 7,533,831</b>	<b>\$ 6,837,209</b>	<b>\$ 6,529,209</b>	<b>\$ 6,529,209</b>	<b>\$ 6,221,209</b>		

## Overview

Effective July 1, 2018 this fund accounts for the revenues and expenses associated with the daily operations of this multi-purpose event center. A contract is in place with a firm to manage, operate, and market the facility. Revenues are generated by a management firm. A transfer from the General Fund subsidizes operating deficits.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Intergovernmental	-	719	-	-	-	-	-
Transfers In	616,864	515,518	584,513	651,157	486,617	(97,896)	-16.7%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 616,864</b>	<b>\$ 516,237</b>	<b>\$ 584,513</b>	<b>\$ 651,157</b>	<b>\$ 486,617</b>	<b>\$ (97,896)</b>	<b>-16.7%</b>
FUNDING USES -							
Personnel Services	26,068	40,799	37,302	39,976	41,639	4,337	11.6%
Other Expenditures							
- Contractual	514,906	395,513	450,000	519,200	308,487	(141,513)	-31.4%
- Other	75,890	79,925	97,211	91,981	136,491	39,280	40.4%
<b>TOTAL FUNDING USES</b>	<b>\$ 616,864</b>	<b>\$ 516,237</b>	<b>\$ 584,513</b>	<b>\$ 651,157</b>	<b>\$ 486,617</b>	<b>\$ (97,896)</b>	<b>-16.7%</b>
<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ -	\$ -	\$ -	\$ -	\$ -	-	-
ENDING BALANCE -							
Designated / Reserved	-	-	-	-	-	-	-
Undesignated / Unreserved	-	-	-	-	-	-	-
<b>TOTAL FUND EQUITY</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>-</b>	<b>-</b>
<b>STAFFING</b>							
Full-Time Positions	0.20	0.35	0.35	0.35	0.35		

## Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City's Strategic and Business Plan, the City Manager Department has identified the following objectives that support the City's strategic goals:

### Goal 1: To Maintain and Improve a Strong Financial Position

- ✓ Work with the new management firm to evaluate programming and revenue.
- ✓ Work with new management firm to establish a consistent budget and monitor ongoing financials.

### Goal 2: To Enhance Connections with Stakeholders

- ✓ Welcome a diverse group of guests to the Civic Center Place.
- ✓ Make the Civic Center a destination for all residents.

### Goal 3: To Continually Improve the City Organization

- ✓ Enhance our sense of place with additional entertainment opportunities.
- ✓ Continue coordination with internal and external stakeholders.

### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Welcome all members of our Community to a wide range of events at the Holland Civic Center Place.

City approves a Facility Management Agreement with Sports Facilities Management, LLC for the management of the Holland Civic Center Place (HCCP).

The current management agreement for the Holland Civic Center Place expires in June 2024. The City selected Sports Facilities Management, LLC as the new management firm after completing a Request for Proposal (RFP) in early 2024. The Civic Center Vision Statement emphasizes the importance of HCCP being a place most residents feel welcome and serves the broadest range of residents in a flexible and adaptable space. This vision guided the RFP process and ultimate selection of the new management firm. The new agreement is effective July 1, 2024.



## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Charges for Services	2,977	4,123	3,000	6,000	6,000	3,000	100.0%
Interest & Rents	(30)	51	10	130	140	130	1300.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 2,947</b>	<b>\$ 4,174</b>	<b>\$ 3,010</b>	<b>\$ 6,130</b>	<b>\$ 6,140</b>	<b>\$ 3,130</b>	<b>104.0%</b>
<b>FUNDING USES -</b>							
Other Expenditures							
- Supplies / Maintenance	1,720	1,319	1,000	2,500	3,000	2,000	200.0%
- Other	355	864	700	1,000	1,000	300	42.9%
<b>TOTAL FUNDING USES</b>	<b>\$ 2,075</b>	<b>\$ 2,183</b>	<b>\$ 1,700</b>	<b>\$ 3,500</b>	<b>\$ 4,000</b>	<b>\$ 2,300</b>	<b>135.3%</b>

<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ 872	\$ 1,991	\$ 1,310	\$ 2,630	\$ 2,140		
<b>ENDING BALANCE -</b>							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	1,619	3,610	4,920	6,240	8,380		
<b>TOTAL FUND EQUITY</b>	<b>\$ 1,619</b>	<b>\$ 3,610</b>	<b>\$ 4,920</b>	<b>\$ 6,240</b>	<b>\$ 8,380</b>		



## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Charges for Services	5,014	5,129	5,862	4,850	5,450	(412)	-7.0%
Interest & Rents	(50)	42	50	50	-	(50)	-100.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 4,964</b>	<b>\$ 5,171</b>	<b>\$ 5,912</b>	<b>\$ 4,900</b>	<b>\$ 5,450</b>	<b>\$ (462)</b>	<b>-7.8%</b>
<b>FUNDING USES -</b>							
Other Expenditures							
- Supplies / Maintenance	2,239	3,291	2,500	2,500	2,500	-	0.0%
- Other	2,962	3,288	4,000	3,000	3,000	(1,000)	-25.0%
<b>TOTAL FUNDING USES</b>	<b>\$ 5,201</b>	<b>\$ 6,579</b>	<b>\$ 6,500</b>	<b>\$ 5,500</b>	<b>\$ 5,500</b>	<b>\$ (1,000)</b>	<b>-15.4%</b>
<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ (237)	\$ (1,408)	\$ (588)	\$ (600)	\$ (50)		
<b>ENDING BALANCE -</b>							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	2,780	1,372	784	772	722		
<b>FUND EQUITY</b>	<b>\$ 2,780</b>	<b>\$ 1,372</b>	<b>\$ 784</b>	<b>\$ 772</b>	<b>\$ 722</b>		



## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Charges for Services	1,410	1,417	1,450	1,010	1,010	(440)	-30.3%
Fines and Forfeitures	-	-	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 1,370</b>	<b>\$ 1,463</b>	<b>\$ 1,470</b>	<b>\$ 1,045</b>	<b>\$ 1,045</b>	<b>\$ (425)</b>	<b>-28.9%</b>

FUNDING USES -							
Other Expenditures							
- Supplies / Maintenance	262	395	600	500	500	(100)	-16.7%
- Other	1,339	1,072	650	600	600	(50)	-7.7%
<b>TOTAL FUNDING USES</b>	<b>\$ 1,601</b>	<b>\$ 1,467</b>	<b>\$ 1,250</b>	<b>\$ 1,100</b>	<b>\$ 1,100</b>	<b>\$ (150)</b>	<b>-12.0%</b>

FUND EQUITY							
INCREASE (DECREASE)	\$ (231)	\$ (4)	\$ 220	\$ (55)	\$ (55)		
ENDING BALANCE -							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	2,324	2,320	2,540	2,265	2,210		
<b>TOTAL FUND EQUITY</b>	<b>\$ 2,324</b>	<b>\$ 2,320</b>	<b>\$ 2,540</b>	<b>\$ 2,265</b>	<b>\$ 2,210</b>		



## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Interest & Rents	(7)	10	5	7	7	2	40.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ (7)</b>	<b>\$ 10</b>	<b>\$ 5</b>	<b>\$ 7</b>	<b>\$ 7</b>	<b>\$ 2.00</b>	<b>40.0%</b>

FUNDING USES -							
Other Expenditures							
- Supplies / Maintenance	145	-	100	100	100	-	0.0%
<b>TOTAL FUNDING USES</b>	<b>\$ 145</b>	<b>\$ -</b>	<b>\$ 100</b>	<b>\$ 100</b>	<b>\$ 100</b>	<b>\$ -</b>	<b>0.0%</b>

<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ (152)	\$ 10	\$ (95)	\$ (93)	\$ (93)		
ENDING BALANCE -							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	474	484	389	391	298		
<b>TOTAL FUND EQUITY</b>	<b>\$ 474</b>	<b>\$ 484</b>	<b>\$ 389</b>	<b>\$ 391</b>	<b>\$ 298</b>		





## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Charges for Services	-	2,008	1,440	1,440	2,488	1,048	72.8%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ -</b>	<b>\$ 2,008</b>	<b>\$ 1,440</b>	<b>\$ 1,440</b>	<b>\$ 2,488</b>	<b>\$ 1,048.00</b>	<b>72.8%</b>

FUNDING USES -							
Other Expenditures							
- Other	-	410	800	800	500	(300)	-37.5%
<b>TOTAL FUNDING USES</b>	<b>\$ -</b>	<b>\$ 410</b>	<b>\$ 800</b>	<b>\$ 800</b>	<b>\$ 500</b>	<b>\$ (300)</b>	<b>-37.5%</b>

FUND EQUITY							
INCREASE (DECREASE)	\$ -	\$ 1,598	\$ 640	\$ 640	\$ 1,988		
ENDING BALANCE -							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	-	1,598	2,238	2,238	4,226		
<b>TOTAL FUND EQUITY</b>	<b>\$ -</b>	<b>\$ 1,598</b>	<b>\$ 2,238</b>	<b>\$ 2,238</b>	<b>\$ 4,226</b>		



## ENTERPRISE FUNDS

### INTERNAL SERVICE FUNDS

(Full Accrual)

- Technology Services
- Fuel Dispensing
- Postage Services
- Telephony Services
- Centralized Vehicle/Equipment
- Compensated Absences
- Workers Compensation Insurance
- Employee Disability Insurance
- Employee Health and Dental Insurance
- Vehicle Insurance
- Property Insurance
- Liability Insurance

Internal Services 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.

## Summary

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.

The following is a summary of all Internal Service Funds. Each fund is detailed in the following pages.

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025 \$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Property Taxes & Assessments	-	-	-	-	-	-	-
Intergovernmental	6,424	448,330	-	-	-	-	-
Licenses and Permits	-	-	-	-	-	-	-
Charges for Services	2,352,385	3,049,366	3,346,475	2,768,625	2,988,650	(357,825)	-10.7%
Fines and Forfeitures	-	-	-	-	-	-	-
Interest & Rents	2,295,913	2,712,190	3,284,835	3,336,213	3,022,428	(262,407)	-8.0%
Other	6,801,169	7,101,477	6,760,450	7,069,317	6,961,435	200,985	3.0%
Transfers In	113,680	100,000	100,000	100,000	100,000	-	0.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 11,569,571</b>	<b>\$ 13,411,362</b>	<b>\$ 13,491,760</b>	<b>\$ 13,274,155</b>	<b>\$ 13,072,513</b>	<b>\$ (419,247)</b>	<b>-3.1%</b>
<b>FUNDING USES -</b>							
Personnel Services	1,206,979	1,490,070	1,646,115	1,591,089	1,737,553	91,438	5.6%
Other Expenditures							
- Supplies / Maintenance	2,209,659	2,693,508	2,802,493	2,857,995	2,612,875	(189,618)	-6.8%
- Contractual	70,808	104,722	119,325	64,310	59,625	(59,700)	-50.0%
- Other	6,867,587	8,976,751	8,951,207	8,439,858	8,730,574	(220,633)	-2.5%
Capital Outlay	573,732	1,584,804	2,231,204	2,230,212	1,566,900	(664,304)	-29.8%
Transfers Out	13,680	598,439	-	-	-	-	-
Depreciation	852,251	808,772	907,000	839,000	702,000	(205,000)	-22.6%
<b>TOTAL FUNDING USES</b>	<b>\$ 11,794,696</b>	<b>\$ 16,257,066</b>	<b>\$ 16,657,344</b>	<b>\$ 16,022,464</b>	<b>\$ 15,409,527</b>	<b>\$(1,247,817)</b>	<b>-7.5%</b>



Overview

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.

Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Intergovernmental	-	8,718	-	-	-	-	-
Charges for Services	903,668	1,383,816	1,433,575	1,322,425	1,527,850	94,275	6.6%
Interest & Rents	(2,943)	1,316	200	3,000	3,000	2,800	1400.0%
Other	(4,660)	733	-	-	-	-	-
Transfers In	100,000	100,000	100,000	100,000	100,000	-	0.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 996,065</b>	<b>\$ 1,494,583</b>	<b>\$ 1,533,775</b>	<b>\$ 1,425,425</b>	<b>\$ 1,630,850</b>	<b>\$ 97,075.00</b>	<b>6.3%</b>

<b>FUNDING USES -</b>							
Personnel Services	433,641	460,270	491,743	488,795	517,165	25,422	5.2%
Other Expenditures							
- Supplies / Maintenance	468,875	572,766	570,149	954,270	683,650	113,501	19.9%
- Contractual	7,452	-	43,000	3,000	3,000	(40,000)	-93.0%
- Other	176,182	147,886	192,225	26,525	31,420	(160,805)	-83.7%
Capital Outlay	-	11,350	139,240	138,248	314,500	175,260	125.9%
Depreciation	53,090	30,600	55,000	31,000	35,000	(20,000)	-36.4%
<b>TOTAL FUNDING USES</b>	<b>\$ 1,139,240</b>	<b>\$ 1,222,872</b>	<b>\$ 1,491,357</b>	<b>\$ 1,641,838</b>	<b>\$ 1,584,735</b>	<b>\$ 93,378.00</b>	<b>6.3%</b>

<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ (143,175)	\$ 283,061	\$ 181,658	\$ (78,165)	\$ 360,615		
<b>ENDING BALANCE -</b>							
Investment in Capital Assets	113,332	94,083	178,323	201,331	480,831		
Assigned for Asset Replacement	100,000	100,000	100,000	100,000	100,000		
Undesignated / Unreserved	25,179	327,489	424,907	142,076	223,191		
<b>FUND EQUITY</b>	<b>\$ 238,511</b>	<b>\$ 521,572</b>	<b>\$ 703,230</b>	<b>\$ 443,407</b>	<b>\$ 804,022</b>		

<b>STAFFING</b>					
Full-Time Positions	4.20	4.20	4.20	4.20	4.20
Part-Time Positions	0.00	0.00	0.00	0.07	0.07





### Fiscal Year 2025 Department Objectives

In addition to strategies identified in the City’s Strategic and Business Plan, the Technology Services Department has identified the following objectives that support the City’s strategic goals:

#### Goal 1: To Maintain and Improve a Strong Financial Position

- ✓ Offer cost effective ways to purchase technology for the City.
- ✓ Utilize REMC and MiDEAL for computer equipment.
- ✓ Take advantage of the City’s membership to Bidnet Direct/MITN.

#### Goal 2: To Enhance Connections with Stakeholders

- ✓ Offer cloud-based applications offering a wide range of ways to collaborate between team members.
- ✓ Deploy laptops instead of desktops to users to offer more mobility in the workplace.

#### Goal 3: To Continually Improve the City Organization

- ✓ Stay committed to securing the City’s network infrastructure with 2 factor MFA.
- ✓ Improve the on-premise server solution with a cloud-based Azure solution.
- ✓ Harden the cybersecurity defenses that we currently have while also making enhancements by adding a layered approach within the environment.

#### Goal 4: To Provide Quality Services to All Stakeholders

- ✓ Working with all departments, both internal and external, to maintain an exceptional experience with all levels of technology.

### Performance Measures

		FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*				
		Actual	Actual	Projected	Projected	1	2	3	4	
-- PERFORMANCE MEASURES --										
Output	Equipment Maintained									
	Servers	15	14	14	17					✓
	Desk Phones	285	197	197	197					✓
	Printers	60	59	60	60	✓				
	Surveillance Cameras	124	134	134	150	✓				
	Help Desk Tickets Addressed	276	490	717	800					✓
	City of Holland Website Visitors	1,591,000	1,300,000	1,500,000	1,600,000	✓				

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders



Over 50% of the City employees that use mobile devices to perform their job are now able to do so remotely if necessary. The City continues to increase remote working capability when required by PC replacement cycle.



## Overview

The City of Holland, Holland Public School District, and MAX 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.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Intergovernmental	6,424	-	-	-	-	-	-
Charges for Services	867,300	914,056	1,123,700	733,100	733,100	(390,600)	-34.8%
Interest & Rents	908	154	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 874,632</b>	<b>\$ 914,210</b>	<b>\$ 1,123,700</b>	<b>\$ 733,100</b>	<b>\$ 733,100</b>	<b>\$ (390,600)</b>	<b>-34.8%</b>
FUNDING USES -							
Personnel Services	7,997	8,611	12,188	12,188	13,772	1,584	13.0%
Other Expenditures							
- Supplies / Maintenance	839,709	888,306	1,099,000	709,600	709,600	(389,400)	-35.4%
- Contractual	970	1,010	3,500	1,100	1,100	(2,400)	-68.6%
- Other	(17,953)	26,950	8,917	8,217	8,594	(323)	-3.6%
Depreciation	15,501	16,091	17,000	17,000	17,000	-	0.0%
<b>TOTAL FUNDING USES</b>	<b>\$ 846,224</b>	<b>\$ 940,968</b>	<b>\$ 1,140,605</b>	<b>\$ 748,105</b>	<b>\$ 750,066</b>	<b>\$ (390,539)</b>	<b>-34.2%</b>
<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ 28,408	\$ (26,758)	\$ (16,905)	\$ (15,005)	\$ (16,966)		
ENDING BALANCE -							
Investment in Capital Assets	219,918	203,827	186,827	186,827	169,827		
Undesignated / Unreserved	78,009	67,342	67,437	69,337	69,371		
<b>FUND EQUITY</b>	<b>\$ 297,927</b>	<b>\$ 271,169</b>	<b>\$ 254,264</b>	<b>\$ 256,164</b>	<b>\$ 239,198</b>		



## Overview

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

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Charges for Services	18,564	25,467	22,500	20,000	22,500	-	0.0%
Interest & Rents	(34)	55	100	75	50	(50)	-50.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 18,530</b>	<b>\$ 25,522</b>	<b>\$ 22,600</b>	<b>\$ 20,075</b>	<b>\$ 22,550</b>	<b>\$ (50)</b>	<b>-0.2%</b>
FUNDING USES -							
Other Expenditures							
- Supplies / Maintenance	16,877	23,252	21,000	18,750	21,000	-	0.0%
- Other	2,709	2,709	2,750	2,720	2,975	225	8.2%
<b>TOTAL FUNDING USES</b>	<b>\$ 19,586</b>	<b>\$ 25,961</b>	<b>\$ 23,750</b>	<b>\$ 21,470</b>	<b>\$ 23,975</b>	<b>\$ 225</b>	<b>0.9%</b>
<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ (1,056)	\$ (439)	\$ (1,150)	\$ (1,395)	\$ (1,425)		
ENDING BALANCE -							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	7,308	6,869	5,719	5,474	4,049		
<b>TOTAL FUND EQUITY</b>	<b>\$ 7,308</b>	<b>\$ 6,869</b>	<b>\$ 5,719</b>	<b>\$ 5,474</b>	<b>\$ 4,049</b>		

## Overview

This fund accounts for the cost of using the telephone system. Also captured are operating costs across all departments for cellular phones, pager units, and 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 of future purchases.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY 24 to FY25	
						\$	%
<b>-- FUNDING SOURCES AND USES --</b>							
FUNDING SOURCES -							
Charges for Services	151,979	118,614	157,500	-	-	(157,500)	-100.0%
Interest & Rents	(283)	319	200	-	-	(200)	-100.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 151,696</b>	<b>\$ 118,933</b>	<b>\$ 157,700</b>	<b>\$ -</b>	<b>\$ -</b>	<b>(157,700)</b>	<b>-100.0%</b>
FUNDING USES -							
Other Current Expenditures -							
- Other	151,979	118,614	157,600	-	-	(157,600)	-100.0%
Depreciation	-	-	-	-	-	-	-
<b>TOTAL FUNDING USES</b>	<b>\$ 151,979</b>	<b>\$ 118,614</b>	<b>\$ 157,600</b>	<b>\$ -</b>	<b>\$ -</b>	<b>(157,600)</b>	<b>-100.0%</b>
<b>-- FUND EQUITY --</b>							
INCREASE (DECREASE)	\$ (283)	\$ 319	\$ 100	\$ -	\$ -		
ENDING BALANCE -							
Investment in Capital Assets	846	846	846	846	846		
Undesignated / Unreserved	17,185	17,504	17,604	17,504	17,504		
<b>TOTAL FUND EQUITY</b>	<b>\$ 18,031</b>	<b>\$ 18,350</b>	<b>\$ 18,450</b>	<b>\$ 18,350</b>	<b>\$ 18,350</b>		



Beginning in FY 2024, this fund will be consolidated into the Technology Services Fund.

## Overview

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.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Intergovernmental	-	439,612	-	-	-	-	-
Charges for Services	424,377	582,203	559,200	693,100	705,200	146,000	26.1%
Interest & Rents	2,413,744	2,597,493	3,179,935	3,197,950	2,956,628	(223,307)	-7.0%
Other	27,107	58,972	97,000	150,600	79,125	(17,875)	-18.4%
Transfers In	13,680	-	-	-	-	-	-
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 2,878,908</b>	<b>\$ 3,678,280</b>	<b>\$ 3,836,135</b>	<b>\$ 4,041,650</b>	<b>\$ 3,740,953</b>	<b>\$ (95,182)</b>	<b>-2.5%</b>
<b>FUNDING USES -</b>							
Personnel Services	741,799	956,599	1,057,279	1,054,226	1,166,620	109,341	10.3%
Other Expenditures							
- Supplies / Maintenance	873,545	1,152,985	1,067,344	1,130,375	1,153,625	86,281	8.1%
- Contractual	9,081	9,750	14,225	15,425	12,425	(1,800)	-12.7%
- Other	343,487	463,761	508,740	509,450	555,511	46,771	9.2%
Capital Outlay	573,732	1,573,454	2,091,964	2,091,964	1,252,400	(839,564)	-40.1%
Transfers Out	-	150,000	-	-	-	-	-
Depreciation	618,308	621,414	675,000	650,000	650,000	(25,000)	-3.7%
<b>TOTAL FUNDING USES</b>	<b>\$ 3,159,952</b>	<b>\$ 4,927,963</b>	<b>\$ 5,414,552</b>	<b>\$ 5,451,440</b>	<b>\$ 4,790,581</b>	<b>\$ (623,971)</b>	<b>-11.5%</b>
<b>FUND EQUITY</b>							
<b>INCREASE (DECREASE)</b>	<b>\$ 292,688</b>	<b>\$ 323,771</b>	<b>\$ 513,547</b>	<b>\$ 682,174</b>	<b>\$ 202,772</b>		
<b>ENDING BALANCE -</b>							
Investment in Capital Assets	4,162,170	4,963,815	6,380,779	6,405,779	7,008,179		
Assigned for Asset Replacement	300,000	300,000	300,000	300,000	300,000		
Undesignated / Unreserved	1,546,034	1,068,160	164,743	308,370	(91,258)		
<b>FUND EQUITY</b>	<b>\$ 6,008,204</b>	<b>\$ 6,331,975</b>	<b>\$ 6,845,522</b>	<b>\$ 7,014,149</b>	<b>\$ 7,216,921</b>		



## Performance Measures

		FY-2022	FY-2023	FY-2024	FY-2025	Strategic Goals*				
		Actual	Actual	Projected	Projected	1	2	3	4	
<b>-- PERFORMANCE MEASURES --</b>										
Output	General Motorpool									✓
	City Hall (Including library & nature center)									
	Vehicles	14	14	14	14					
	Equipment	1	1	1	1					
	Parks & Recreation									✓
	Vehicles	44	45	45	45					
	Equipment	387	390	394	397					
	Windmill Island									✓
	Vehicles	4	4	4	4					
	Equipment	17	18	18	18					
	Street									✓
	Vehicles	63	63	63	63					
	Equipment	95	95	95	95					
	Public Safety									✓
	Police - Sedans	13	13	13	13					
	Police - Pickups	2	2	2	2					
	Fire - Pickups	4	4	4	4					
	Fire Engines	9	9	9	9					
	Cruisers	21	21	21	21					
	Equipment	4	4	4	4					
	Macatawa Area Express (MAX)									✓
	Vehicles (Maintenance Only - Purchase excluded)	40	40	40	40					
	Trolley	1	1	1	1					
Equipment	4	4	4	4						
Holland Board of Public Works (BPW)									✓	
Vehicles (Maintenance Only - Purchase excluded)	68	68	68	68						
Equipment	1	1	1	1						
Total									✓	
Vehicles (not including MAX or Fire)	283	284	284	284						
Equipment	509	513	517	520						
Hybrid / Electric Vehicles									✓	
Total Number	9	14	15	16						
Percent of the Fleet	3.2%	4.9%	5.3%	5.6%						

\* Strategic Goals:

1. To Maintain and Improve Strong Financial Position
2. To Enhance Connections with Stakeholders
3. To Continually Improve the City Organization
4. To Provide Quality Services to All Stakeholders



At the beginning of FY 2023, the City's plated fleet was comprised of 6% electric/hybrid vehicles.

## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
TOTAL FUNDING SOURCES	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	-
FUNDING USES -							
Personnel Services	-	-	-	-	-	-	-
Other Expenditures							
- Supplies / Maintenance	-	-	-	-	-	-	-
- Contractual	-	-	-	-	-	-	-
- Other	-	61,646	-	-	-	-	-
Transfers Out	-	448,439	-	-	-	-	-
Depreciation	165,352	140,667	160,000	141,000	-	(160,000)	-100.0%
TOTAL FUNDING USES	\$ 165,352	\$ 650,752	\$ 160,000	\$ 141,000	\$ -	\$ (160,000)	-100.0%
<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ (165,352)	\$ (650,752)	\$ (160,000)	\$ (141,000)	\$ -		
ENDING BALANCE -							
Investment in Capital Assets	2,244,448	2,002,535	1,842,535	1,861,535	1,861,535		
Undesignated / Unreserved	408,839	-	-	-	-		
TOTAL FUND EQUITY	\$ 2,653,287	\$ 2,002,535	\$ 1,842,535	\$ 1,861,535	\$ 1,861,535		



Beginning in FY 2025, this fund will be included in the General Fixed Asset Group.



## Overview

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

## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Charges for Services	(13,503)	25,210	50,000	-	-	(50,000)	-100.0%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ (13,503)</b>	<b>\$ 25,210</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (50,000)</b>	<b>-100.0%</b>
FUNDING USES -							
Personnel Services	(13,503)	25,210	50,000	-	-	(50,000)	-100.0%
<b>TOTAL FUNDING USES</b>	<b>\$ (13,503)</b>	<b>\$ 25,210</b>	<b>\$ 50,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ (50,000)</b>	<b>-100.0%</b>
<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ -	\$ -	\$ -	\$ -	\$ -		
ENDING BALANCE -							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	-	-	-	-	-		
<b>TOTAL FUND EQUITY</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>		



Beginning in FY 2024, Compensated Absences will be accounted for as part of the General Long-Term Debt Group.



## Overview

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.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Interest & Rents	(9,521)	6,937	4,800	5,680	1,300	(3,500)	-72.9%
Other	313,233	366,718	89,700	91,400	400,800	311,100	346.8%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 303,712</b>	<b>\$ 373,655</b>	<b>\$ 94,500</b>	<b>\$ 97,080</b>	<b>\$ 402,100</b>	<b>\$ 307,600</b>	<b>325.5%</b>
<b>FUNDING USES -</b>							
Other Expenditures							
- Other	322,104	573,858	360,000	429,250	367,650	7,650	2.1%
<b>TOTAL FUNDING USES</b>	<b>\$ 322,104</b>	<b>\$ 573,858</b>	<b>\$ 360,000</b>	<b>\$ 429,250</b>	<b>\$ 367,650</b>	<b>\$ 7,650</b>	<b>2.1%</b>
<b>FUND EQUITY</b>							
<b>INCREASE (DECREASE)</b>	<b>\$ (18,392)</b>	<b>\$ (200,203)</b>	<b>\$ (265,500)</b>	<b>\$ (332,170)</b>	<b>\$ 34,450</b>		
<b>ENDING BALANCE -</b>							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	554,186	353,983	88,483	21,813	56,263		
<b>TOTAL FUND EQUITY</b>	<b>\$ 554,186</b>	<b>\$ 353,983</b>	<b>\$ 88,483</b>	<b>\$ 21,813</b>	<b>\$ 56,263</b>		



## Overview

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 internally-developed premium charges to various departments and funds. Expenses include disability income payments to employees and commercial insurance premiums for advice to pay.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget	
			Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Interest & Rents	(4,389)	4,711	2,400	7,400	5,000	2,600	108.3%
Other	95,922	99,442	96,000	102,975	105,000	9,000	9.4%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 91,533</b>	<b>\$ 104,153</b>	<b>\$ 98,400</b>	<b>\$ 110,375</b>	<b>\$ 110,000</b>	<b>\$ 11,600</b>	<b>11.8%</b>
<b>FUNDING USES -</b>							
Personnel Services	1,393	2,509	2,625	2,700	3,100	475	18.1%
Other Expenditures							
- Other	44,435	88,354	86,400	69,700	74,400	(12,000)	-13.9%
<b>TOTAL FUNDING USES</b>	<b>\$ 45,828</b>	<b>\$ 90,863</b>	<b>\$ 89,025</b>	<b>\$ 72,400</b>	<b>\$ 77,500</b>	<b>\$ (11,525)</b>	<b>-12.9%</b>
<b>FUND EQUITY</b>							
<b>INCREASE (DECREASE)</b>	<b>\$ 45,705</b>	<b>\$ 13,290</b>	<b>\$ 9,375</b>	<b>\$ 37,975</b>	<b>\$ 32,500</b>		
<b>ENDING BALANCE -</b>							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	259,199	272,489	281,864	310,464	342,964		
<b>TOTAL FUND EQUITY</b>	<b>\$ 259,199</b>	<b>\$ 272,489</b>	<b>\$ 281,864</b>	<b>\$ 310,464</b>	<b>\$ 342,964</b>		



## Overview

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, and commercial insurance premiums for stop-loss coverages.

## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Interest & Rents	(88,315)	90,473	90,000	108,533	50,000	(40,000)	-44.4%
Other	6,094,780	6,079,824	5,937,300	6,141,581	5,737,900	(199,400)	-3.4%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 6,006,465</b>	<b>\$ 6,170,297</b>	<b>\$ 6,027,300</b>	<b>\$ 6,250,114</b>	<b>\$ 5,787,900</b>	<b>\$ (239,400)</b>	<b>-4.0%</b>
<b>FUNDING USES -</b>							
Personnel Services	35,652	36,871	32,280	33,180	36,896	4,616	14.3%
Other Expenditures							
- Supplies / Maintenance	1,145	13,222	15,000	15,000	15,000	-	0.0%
- Contractual	39,738	40,552	44,600	44,785	43,100	(1,500)	-3.4%
- Other	5,583,664	7,029,167	7,107,075	6,844,774	7,064,224	(42,851)	-0.6%
<b>TOTAL FUNDING USES</b>	<b>\$ 5,660,199</b>	<b>\$ 7,119,812</b>	<b>\$ 7,198,955</b>	<b>\$ 6,937,739</b>	<b>\$ 7,159,220</b>	<b>\$ (39,735)</b>	<b>-0.6%</b>
<b>FUND EQUITY</b>							
<b>INCREASE (DECREASE)</b>	<b>\$ 346,266</b>	<b>\$ (949,515)</b>	<b>\$ (1,171,655)</b>	<b>\$ (687,625)</b>	<b>\$ (1,371,320)</b>		
<b>ENDING BALANCE -</b>							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	5,408,171	4,458,656	3,287,001	3,771,031	2,399,711		
<b>TOTAL FUND EQUITY</b>	<b>\$ 5,408,171</b>	<b>\$ 4,458,656</b>	<b>\$ 3,287,001</b>	<b>\$ 3,771,031</b>	<b>\$ 2,399,711</b>		



## Overview

The City of Holland partially self-insures 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 or funds. Expenses are primarily for self-retention vehicle damage claims, as well as commercial insurance premiums for stop-loss coverage.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Interest & Rents	(5,352)	4,489	2,400	6,000	2,400	-	0.0%
Other	65,480	151,449	164,950	150,825	161,400	(3,550)	-2.2%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 60,128</b>	<b>\$ 155,938</b>	<b>\$ 167,350</b>	<b>\$ 156,825</b>	<b>\$ 163,800</b>	<b>\$ (3,550)</b>	<b>-2.1%</b>

FUNDING USES -							
Other Expenditures							
- Supplies / Maintenance	9,508	42,977	30,000	30,000	30,000	-	0.0%
- Other	37,680	123,549	135,000	118,722	130,600	(4,400)	-3.3%
Transfers Out	13,680	-	-	-	-	-	-
<b>TOTAL FUNDING USES</b>	<b>\$ 60,868</b>	<b>\$ 166,526</b>	<b>\$ 165,000</b>	<b>\$ 148,722</b>	<b>\$ 160,600</b>	<b>\$ (4,400)</b>	<b>-2.7%</b>

FUND EQUITY							
INCREASE (DECREASE)	\$ (740)	\$ (10,588)	\$ 2,350	\$ 8,103	\$ 3,200		
ENDING BALANCE -							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	322,847	312,259	314,609	320,362	323,562		
<b>TOTAL FUND EQUITY</b>	<b>\$ 322,847</b>	<b>\$ 312,259</b>	<b>\$ 314,609</b>	<b>\$ 320,362</b>	<b>\$ 323,562</b>		





## Overview

The City of Holland partially self-insures 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.

## Budget Summary

Description	FY 2022 Actual	FY 2023 Actual	FY 2024	FY 2024	FY 2025	Change in Budget FY2024 to FY2025	
			Amended Budget	Revised Estimate	Proposed Budget	\$	%
<b>FUNDING SOURCES AND USES</b>							
FUNDING SOURCES -							
Interest & Rents	(6,531)	6,147	4,800	7,575	3,550	(1,250)	-26.0%
Other	28,991	83,446	95,500	139,455	159,010	63,510	66.5%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 22,460</b>	<b>\$ 89,593</b>	<b>\$ 100,300</b>	<b>\$ 147,030</b>	<b>\$ 162,560</b>	<b>\$ 62,260</b>	<b>62.1%</b>

FUNDING USES -							
Other Expenditures							
- Contractual	-	53,410	-	-	-	-	-
- Other	29,219	83,993	97,500	145,450	165,000	67,500	69.2%
<b>TOTAL FUNDING USES</b>	<b>\$ 29,219</b>	<b>\$ 137,403</b>	<b>\$ 97,500</b>	<b>\$ 145,450</b>	<b>\$ 165,000</b>	<b>\$ 67,500</b>	<b>69.2%</b>

<b>FUND EQUITY</b>							
INCREASE (DECREASE)	\$ (6,759)	\$ (47,810)	\$ 2,800	\$ 1,580	\$ (2,440)		
ENDING BALANCE -							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	394,857	347,047	349,847	348,627	346,187		
<b>TOTAL FUND EQUITY</b>	<b>\$ 394,857</b>	<b>\$ 347,047</b>	<b>\$ 349,847</b>	<b>\$ 348,627</b>	<b>\$ 346,187</b>		





## Overview

The City of Holland partially self-insures 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.

## Budget Summary

Description	FY 2022	FY 2023	FY 2024	FY 2024	FY 2025	Change in Budget	
	Actual	Actual	Amended Budget	Revised Estimate	Proposed Budget	FY2024 to FY2025	
						\$	%
<b>FUNDING SOURCES AND USES</b>							
<b>FUNDING SOURCES -</b>							
Interest & Rents	(1,371)	96	-	-	500	500	-
Other	180,316	260,893	280,000	292,481	318,200	38,200	13.6%
<b>TOTAL FUNDING SOURCES</b>	<b>\$ 178,945</b>	<b>\$ 260,989</b>	<b>\$ 280,000</b>	<b>\$ 292,481</b>	<b>\$ 318,700</b>	<b>\$ 38,700</b>	<b>13.8%</b>
<b>FUNDING USES -</b>							
Other Expenditures							
- Contractual	13,567	-	14,000	-	-	(14,000)	-100.0%
- Other	194,081	256,264	295,000	285,050	330,200	35,200	11.9%
<b>TOTAL FUNDING USES</b>	<b>\$ 207,648</b>	<b>\$ 256,264</b>	<b>\$ 309,000</b>	<b>\$ 285,050</b>	<b>\$ 330,200</b>	<b>\$ 21,200</b>	<b>6.9%</b>
<b>FUND EQUITY</b>							
<b>INCREASE (DECREASE)</b>	<b>\$ (28,703)</b>	<b>\$ 4,725</b>	<b>\$ (29,000)</b>	<b>\$ 7,431</b>	<b>\$ (11,500)</b>		
<b>ENDING BALANCE -</b>							
Designated / Reserved	-	-	-	-	-		
Undesignated / Unreserved	146,231	150,956	121,956	158,387	146,887		
<b>TOTAL FUND EQUITY</b>	<b>\$ 146,231</b>	<b>\$ 150,956</b>	<b>\$ 121,956</b>	<b>\$ 158,387</b>	<b>\$ 146,887</b>		





APPENDIX A: [PROPERTY TAXES](#)

APPENDIX B: [PERSONNEL](#)

APPENDIX C: [CAPITAL IMPROVEMENT PLAN](#)

APPENDIX D: [CAPITAL OUTLAY](#)

APPENDIX E: [DEBT SERVICE](#)

APPENDIX F: [GLOSSARY](#)

# PROPERTY TAXES

[PERSONNEL](#)

[CAPITAL IMPROVEMENT PLAN](#)

[CAPITAL OUTLAY](#)

[DEBT SERVICE](#)

[GLOSSARY](#)

City of Holland  
Average Property Tax Distribution  
Principal Resident Properties



Schools, 14%	State Education Tax, 14%	Intermediate School District, 14%	County, 13%	Other, 12%	City of Holland, 33%
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Education, County & Other (67%)	City of Holland (33%)
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Property taxes account for 43.4% 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 distributions to: Macatawa Area Express Transportation Authority, West Michigan Regional Airport Authority, Herrick District Library, Holland Area Community Swimming Pool Authority, and voted Broadband Debt.

CITY OF HOLLAND  
MILLAGE REDUCTION FORMULA COMPUTATION FOR TAX YEAR 2024  
REQUIRED BY STATE CONSTITUTION AMENDMENT ADOPTED NOVEMBER 1978 (a.k.a. Headlee Rollback)  
Prepared in Accordance with M.C.L. Section 211.34d

COMPUTATION OF 2024 MILLAGE REDUCTION FRACTION ( MRF )					
2023 Total Taxable	-	2024 Taxable Losses		2024 C.P.I.	
2024 Total Taxable	-	2024 Taxable Additions	x	=	2024 MRF
1,450,659,552	-	19,368,425		1.051	0.9921
1,586,153,692	-	69,818,573	x	=	<del>1.0000</del>

COMPUTATION OF 2024 MAXIMUM ALLOWABLE MILLAGE RATES WHICH MAY BE LEVIED					
For Non-Voted City of Holland Operations and Non-Voted LTGO Debt					
Charter Maximum		2023 Rollback Maximum		2024 MRF	Maximum Allowable
Authorized Rate		Authorized Rate	x		2024 Levy
17.5000		14.7609		0.9921	14.6442
For Voted West Michigan Airport Authority Operations					
( Voter Approved on November 7, 2017 Authorizing a Maximum of 0.1 Mills for 2018 thru 2027 )					
Charter Maximum		2023 Rollback Maximum		2024 MRF	Maximum Allowable
Authorized Rate		Authorized Rate	x		2024 Levy
0.1000		0.0935		0.9921	0.0927

2024 PROPOSED MILLAGE RATES WHICH ARE SUBJECT TO MILLAGE REDUCTION FORMULA	
<u>2024 Millage Rates - Non-Voted:</u>	
City of Holland - Support of Operations, Debt Service and Capital	13.7765
<u>2024 Millage Rates - Voted:</u>	
West Michigan Airport Authority - Support of Operations	0.0927

**FOOTNOTES**

MRF represents the calculated MILLAGE REDUCTION FRACTION of the current year. This fraction may not be an integer greater than 1.000, regardless of the result of the calculation. The CMRF represents the COMPOUNDED MILLAGE REDUCTION FRACTION of prior years since the inception of the Headlee Amendment which cannot be greater than an integer of 1.000, regardless of the result of the calculation.

The MRF computation for the West Michigan Airport Authority tax represents the City of Holland only. The voters approved an annual millage rollback computation that uses the lowest MRF of the three governmental taxing jurisdictions that comprise the West Michigan Airport Authority. For 2024 tax year, the lower MRF of Park Township and the City of Zeeland will be used.

CITY OF HOLLAND - DOWNTOWN DEVELOPMENT AUTHORITY  
MILLAGE REDUCTION FORMULA COMPUTATION FOR TAX YEAR 2024  
REQUIRED BY STATE CONSTITUTION AMENDMENT ADOPTED NOVEMBER 1978  
(a.k.a. Headlee Rollback)

Prepared in Accordance with M.C.L. Section 211.34d

COMPUTATION OF 2024 MILLAGE REDUCTION FRACTION ( MRF )						
2023 Total Taxable	-	2024 Taxable Losses	x	2024 C.P.I.	=	2024 MRF
2024 Total Taxable	-	2024 Taxable Additions				
163,993,766	-	1,151,532	x	1.051	=	<del>1.0075</del>
180,380,066	-	10,503,200				1.0000

COMPUTATION OF 2024 MAXIMUM ALLOWABLE MILLAGE RATES WHICH MAY BE LEVIED						
Ordinance Maximum		2023 Rollback Maximum				Maximum Allowable
Authorized Rate		Authorized Rate	x	2024 MRF	=	2024 Levy
2.0000		1.5907		1.0000		1.5907

2024 PROPOSED MILLAGE RATE	
Downtown Development Authority - Operating	1.5907
Less Correction of Millage Rollbacks:	
- there are no corrections of prior years rollbacks	0.0000
Total Non-Voted Millage	1.5907

### FOOTNOTES

MRF represents the calculated MILLAGE REDUCTION FRACTION of the current year. This fraction may not be an integer greater than 1.000, regardless of the result of the calculation.

The CMRF represents the calculated COMPOUNDED MILLAGE REDUCTION FRACTION of prior years since the inception of the Headlee Amendment which cannot be greater than an integer of 1.0000, regardless of the result of the calculation.

MILLAGE REDUCTION FORMULA COMPUTATION FOR TAX YEAR 2024  
 DETERMINATION OF ALLOWABLE MILLAGE RATE (BASE TAX RATE) WHICH OFFSETS  
 INFLATIONARY INCREASE IN EXISTING CITY-WIDE STATE EQUALIZED VALUE (S.E.V.)  
 Prepared in Accordance with M.C.L. Section 211.24e

**COMPUTATION OF 2024 BASE TAX RATE**

2023 Total Taxable	x	$\frac{2023 \text{ Total Taxable}}{2024 \text{ Total Taxable}}$	-	$\frac{2024 \text{ Taxable Losses}}{2024 \text{ Taxable Additions}}$	=	
Operating Millage Rate						
13.7757	x	$\frac{1,450,659,552}{1,586,153,692}$	-	$\frac{19,368,425}{69,818,573}$	=	0.9439
13.7757	x	0.9439			=	13.0030

**COMPUTATION OF 2024 PROPOSED ADDITIONAL TAX RATE**

Calculated Base Tax Rate for Fiscal Year 2024-25	13.0030
Proposed Operating Tax Rate for Fiscal Year 2025-25	13.7765
Proposed Additional Tax Rate for Fiscal Year 2024-25	0.7735

**COMPUTATION OF ESTIMATED INCREASE IN OPERATING MILLAGE REVENUES**

Over Preceding Fiscal Year, If Calculated Base Tax Rate is Adopted:	
> Dollar Increase (decrease)	\$ 640,906
> Percentage Increase (decrease)	3.2071%
Over Preceding Fiscal Year, If Proposed Tax Rate is Adopted:	
> Dollar Increase (decrease)	\$ 1,867,796
> Percentage Increase (decrease)	9.3465%
<hr/>	
<u>Difference of Adopting Proposed Tax Rate versus Calculated Base Tax Rate:</u>	
> Dollar Increase (decrease)	\$ 1,226,890
> Percentage Increase (decrease)	5.9486%

CITY OF HOLLAND - DOWNTOWN DEVELOPMENT AUTHORITY  
TRUTH-IN-TAXATION FORMULA COMPUTATION FOR TAX YEAR 2024  
DETERMINATION OF ALLOWABLE MILLAGE RATE (BASE TAX RATE) WHICH OFFSETS  
INFLATIONARY INCREASE IN EXISTING CITY-WIDE STATE EQUALIZED VALUE (S.E.V.)

Prepared in Accordance with M.C.L. Section 211.24e

**COMPUTATION OF 2024 BASE TAX RATE**

FY 2024-25	x	<u>2023 Total Taxable</u>	-	<u>2024 Taxable Losses</u>		
Operating Millage Rate		2024 Total Taxable	-	2024 Taxable Additions		
1.5907	x	<u>163,993,766</u>	-	<u>1,151,532</u>	=	0.9586
		180,380,066	-	10,503,200		
1.5907	x	0.9586			=	1.5248

**COMPUTATION OF 2024 PROPOSED ADDITIONAL TAX RATE**

Calculated Base Tax Rate for Fiscal Year 2024-25	1.5248
Proposed Operating Tax Rate for Fiscal Year 2024-25	1.5907
Proposed Additional Tax Rate for Fiscal Year 2024-25	0.0659

**COMPUTATION OF ESTIMATED INCREASE IN OPERATING MILLAGE REVENUES**

Over Preceding Fiscal Year, If Calculated Base Tax Rate is Adopted:	
> Dollar Increase	\$ 14,184
> Percentage Increase	5.4372%
Over Preceding Fiscal Year, If Proposed Tax Rate is Adopted:	
> Dollar Increase	\$ 26,066
> Percentage Increase	9.9920%
<hr/>	
Difference of Adopting Proposed Tax Rate versus Calculated Base Tax Rate:	
> Dollar Increase	\$ 11,882
> Percentage Increase	4.3199%

COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2023 AND 2024  
-- BY PROPERTY CLASSIFICATION --

	Tax Year		Increase (Decrease)	
	2023	2024	\$	%
<b>REGULAR ASSESSMENT ROLL EXPRESSED AT TAXABLE VALUATION</b>				
<b>Residential</b>				
Real Property + NEZ (\$8,512,867)	\$ 857,125,739	\$ 931,071,688	\$ 73,945,949	8.63%
<b>Business</b>				
<b>Real Property:</b>				
- Industrial	\$ 180,195,774	\$ 188,943,886	\$ 8,748,112	4.85%
- Commercial	380,081,289	422,984,994	42,903,705	11.29%
- Agricultural	1,069,188	1,078,442	9,254	0.87%
- Developmental	372,552	375,604	3,052	0.82%
- Total Business Real Property	\$ 561,718,803	\$ 613,382,926	\$ 51,664,123	9.20%
<b>Personal Property:</b>				
- Industrial	\$ 7,657,000	\$ 9,003,100	\$ 1,346,100	17.58%
- Commercial	42,625,000	46,278,700	3,653,700	8.57%
- Utilities	9,908,400	11,058,000	1,149,600	11.60%
- Total Business Personal Property	\$ 60,190,400	\$ 66,339,800	\$ 6,149,400	10.22%
<b>Total Business Property</b>	<b>\$ 621,909,203</b>	<b>\$ 679,722,726</b>	<b>\$ 57,813,523</b>	<b>9.30%</b>
<b>Total Regular Assessment Roll</b>	<b>\$ 1,479,034,942</b>	<b>\$ 1,610,794,414</b>	<b>\$ 131,759,472</b>	<b>8.91%</b>

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

**@ Regular Valuations**

<b>Real Property:</b>				
- New	\$ 74,356,229	\$ 149,731,473	\$ 75,375,244	101.37%
- Rehabilitated	69,700	69,700	-	0.00%
- Total Real Property	\$ 74,425,929	\$ 149,801,173	\$ 75,375,244	101.28%
<b>Personal Property:</b>				
- New	\$ 1,759,200	\$ 1,157,400	\$ (601,800)	-34.21%
- Rehabilitated	- 0 -	- 0 -	- 0 -	0.00%
- Total Personal Property	\$ 1,759,200	\$ 1,157,400	\$ (601,800)	-34.21%
<b>Total Real and Personal Property</b>	<b>\$ 76,185,129</b>	<b>\$ 150,958,573</b>	<b>\$ 74,773,444</b>	<b>98.15%</b>
<b>@ Taxable Valuation Equivalency</b>	<b>\$ 38,127,415</b>	<b>\$ 75,514,137</b>	<b>\$ 37,386,722</b>	<b>98.06%</b>

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

Regular Assessment Roll + NEZ	\$ 1,479,034,942	\$ 1,610,794,414	\$ 131,759,472	8.91%
Tax Abatement Assessment Roll (IFT)	38,127,415	75,514,137	\$ 37,386,722	98.06%
<b>Grand Total</b>	<b>\$ 1,517,162,357</b>	<b>\$ 1,686,308,551</b>	<b>\$ 169,146,194</b>	<b>11.15%</b>

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

For tax year 2024 (fiscal year 2025), the City of Holland administers fourteen (14) 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 2024 (fiscal year 2025) amount to \$109,354,784

**TAXABLE VALUATIONS ABATED FOR RENAISSANCE RECOVERY ZONE**

For tax year 2024 (fiscal year 2025), P.A. 376 Tool & Die abatements amount to \$30,500,673

For tax year 2024 (fiscal year 2025), P.A. 376 Michigan Strategic Fund abatements amount to \$8,220,931

## SUMMARY OF PROPERTY TAXABLE VALUATION ROLL FOR TAX YEAR 2024

BY SCHOOL DISTRICT JURISDICTIONS WITHIN THE CITY OF HOLLAND				
	Holland Public Schools	Hamilton Public Schools	Zeeland Public Schools	Combined
<u>REGULAR ASSESSMENT ROLL:</u>				
Real Property + NEZ (\$8,512,867)	\$ 1,371,036,029	\$ 173,418,585	\$ - 0 -	\$ 1,544,454,614
Personal Property	47,392,600	18,937,700	9,500	66,339,800
Total	<u>\$ 1,418,428,629</u>	<u>\$ 192,356,285</u>	<u>\$ 9,500</u>	<u>\$ 1,610,794,414</u>
<u>IFT ABATEMENT ASSESSMENT ROLL:</u>				
New Property	\$ 44,126,537	\$ 106,762,336	\$ - 0 -	\$ 150,888,873
Rehabilitated Property	69,700	- 0 -	- 0 -	69,700
Total	<u>\$ 44,196,237</u>	<u>\$ 106,762,336</u>	<u>\$ - 0 -</u>	<u>\$ 150,958,573</u>
Valuation for Taxing Equivalent	<u>\$ 22,132,969</u>	<u>\$ 53,381,168</u>	<u>\$ - 0 -</u>	<u>\$ 75,514,137</u>
<u>TOTAL TAXABLE VALUATION</u>	<u>\$ 1,440,561,598</u>	<u>\$ 245,737,453</u>	<u>\$ 9,500</u>	<u>\$ 1,686,308,551</u>

BY COUNTY GOVERNMENT JURISDICTIONS WITHIN THE CITY OF HOLLAND			
	County Of		Combined
	Ottawa	Allegan	
<u>REGULAR ASSESSMENT ROLL:</u>			
Real Property + NEZ (\$8,512,867)	\$ 1,051,070,401	\$ 493,384,213	\$ 1,544,454,614
Personal Property	37,962,700	28,377,100	66,339,800
Total	<u>\$ 1,089,033,101</u>	<u>\$ 521,761,313</u>	<u>\$ 1,610,794,414</u>
<u>IFT ABATEMENT ASSESSMENT ROLL:</u>			
New Property	\$ 4,272,829	\$ 146,616,044	\$ 150,888,873
Rehabilitated Property	69,700	- 0 -	69,700
Total	<u>\$ 4,342,529</u>	<u>\$ 146,616,044</u>	<u>\$ 150,958,573</u>
Valuation for Budgeting Purposes	<u>\$ 2,206,115</u>	<u>\$ 73,308,022</u>	<u>\$ 75,514,137</u>
<u>TOTAL TAXABLE VALUATION</u>	<u>\$ 1,091,239,216</u>	<u>\$ 595,069,335</u>	<u>\$ 1,686,308,551</u>

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

For tax year 2024 (fiscal year 2025), the City of Holland administers fourteen (14) 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 2024 (fiscal year 2025) amount to \$109,354,784

### TAXABLE VALUATIONS ABATED FOR RENAISSANCE RECOVERY ZONE

For tax year 2024 (fiscal year 2025), P.A. 376 Tool & Die abatements amount to \$30,500,673  
 For tax year 2024 (fiscal year 2025), P.A. 376 Michigan Strategic Fund abatements amount to \$8,220,931

COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2023 AND 2024  
-- BY PROPERTY TYPE --

Property Type	TAX YEAR 2023		TAX YEAR 2024	
	Taxable Valuation	% Of Total Taxable Valuation	Taxable Valuation	% Of Total Taxable Valuation
<b>TAXABLE VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY</b>				
<u>Residential Property</u>				
Regular Assessment Roll:				
Real Property + NEZ (\$8,512,867)	\$ 857,125,739		\$ 931,071,688	
Total - All Residential Property	<u>\$ 857,125,739</u>	56.50%	<u>\$ 931,071,688</u>	55.21%
<u>Business Property</u>				
Regular Assessment Roll:				
- Real Property	\$ 561,718,803		\$ 613,382,926	
- Personal Property	60,190,400		66,339,800	
- Total	<u>\$ 621,909,203</u>		<u>\$ 679,722,726</u>	
IFT Abatement Assessment Roll:				
- Real Property	\$ 37,247,815		\$ 74,935,437	
- Personal Property	879,600		578,700	
- Total	<u>\$ 38,127,415</u>		<u>\$ 75,514,137</u>	
Total - All Business Property	<u>\$ 660,036,618</u>	43.50%	<u>\$ 755,236,863</u>	44.79%
<u>Grand Total - All Property</u>	<u>\$ 1,517,162,357</u>	100.00%	<u>\$ 1,686,308,551</u>	100.00%

<b>TAXABLE VALUATIONS - REAL PROPERTY AND PERSONAL PROPERTY</b>				
Total - All Real Property	\$ 1,456,092,357	95.97%	\$ 1,619,390,051	96.03%
Total - All Personal Property	61,070,000	4.03%	66,918,500	3.97%
Grand Total - All Property	<u>\$ 1,517,162,357</u>	100.00%	<u>\$ 1,686,308,551</u>	100.00%

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

For tax year 2024 (fiscal year 2025), the City of Holland administers fourteen (14) 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 2024 (fiscal year 2025) amount to \$109,354,784

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

For tax year 2024 (fiscal year 2025), P.A. 376 Tool & Die abatements amount to \$30,500,673

For tax year 2024 (fiscal year 2025), P.A. 376 Michigan Strategic Fund abatements amount to \$8,220,931

COMPARISON OF PROPERTY TAXABLE VALUATION COMPARED TO ASSESSED VALUATION ROLL 2024  
-- BY PROPERTY TYPE --

Property Type	Assessed Valuation	Taxable Valuation	Difference
<b>VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY</b>			
<b>Residential Property</b>			
Regular Assessment Roll + NEZ:	\$ 1,432,219,600	\$ 931,071,688	\$ 501,147,912
Land Bank Assessment Roll:			
- Total	\$ 1,333,100	\$ 1,046,262	\$ 286,838
- Total (Taxable Equivalency)	- 0 -	- 0 -	- 0 -
Total - All Residential Property	<u>\$ 1,432,219,600</u>	<u>\$ 931,071,688</u>	<u>\$ 501,147,912</u>
<b>Business Property</b>			
Regular Assessment Roll:	\$ 892,033,771	\$ 671,209,859	\$ 220,823,912
Land Bank Assessment Roll:			
- Total	\$ - 0 -	\$ - 0 -	\$ - 0 -
- Total (Taxable Equivalency)	- 0 -	- 0 -	- 0 -
IFT Abatement Assessment Roll:			
- Real Property	\$ 177,072,900	\$ 149,731,473	\$ 27,341,427
- Real Rehab Property	69,700	69,700	- 0 -
- Personal Property	1,157,400	1,157,400	- 0 -
- Total	<u>\$ 178,300,000</u>	<u>\$ 150,958,573</u>	<u>\$ 27,341,427</u>
- Total (Taxable Equivalency)	<u>\$ 89,184,850</u>	<u>\$ 75,514,137</u>	<u>\$ 13,670,714</u>
Total - All Business Property (Taxable)	<u>\$ 981,218,621</u>	<u>\$ 746,723,996</u>	<u>\$ 234,494,626</u>
<b>Grand Total - All Property</b>	<u>\$ 2,413,438,221</u>	<u>\$ 1,677,795,684</u>	<u>\$ 735,642,538</u>

Reduction Percentage  
30.48%

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

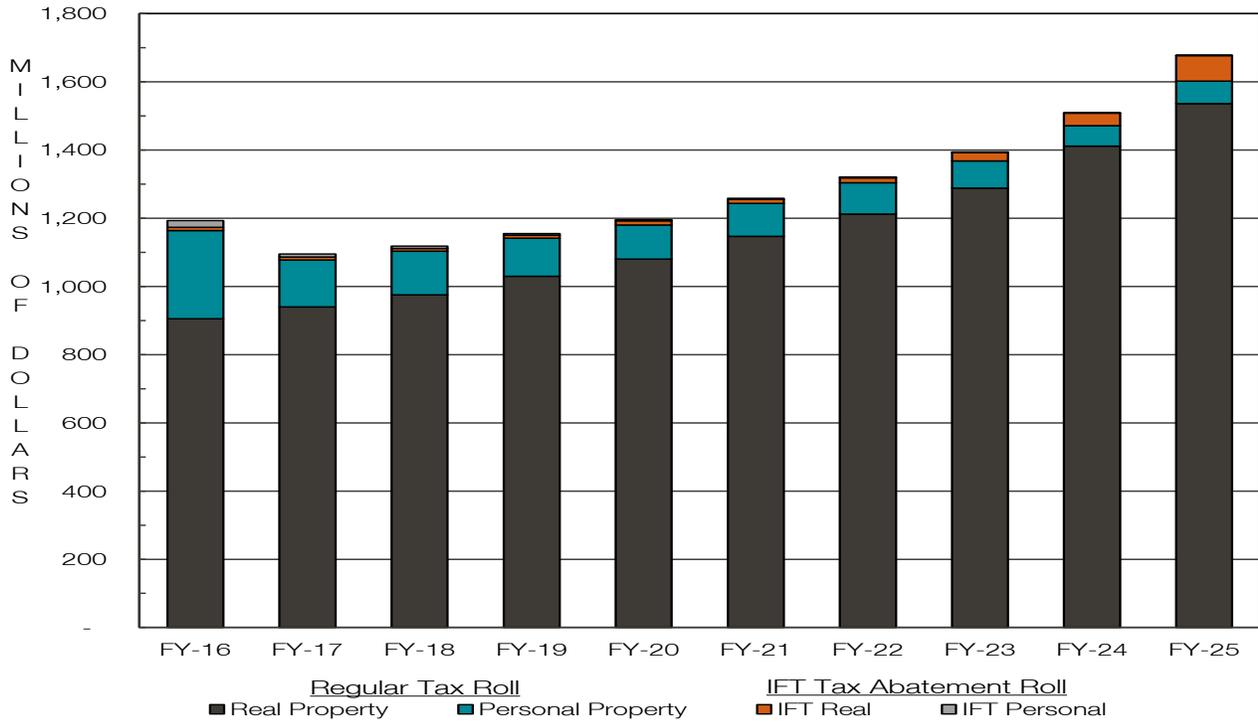
For tax year 2024 (fiscal year 2025), the City of Holland administers fourteen (14) individual Brownfield Redevelopment Plans. Each plan includes a 'Tax Increment Financing' arrangement that 'Captures' accumulative taxable valuation increases of all properties within the defined area of each plan. Most 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 2024 (fiscal year 2025) amount to \$109,354,784

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

For tax year 2024 (fiscal year 2025), P.A. 376 Tool & Die abatements amount to \$30,500,673

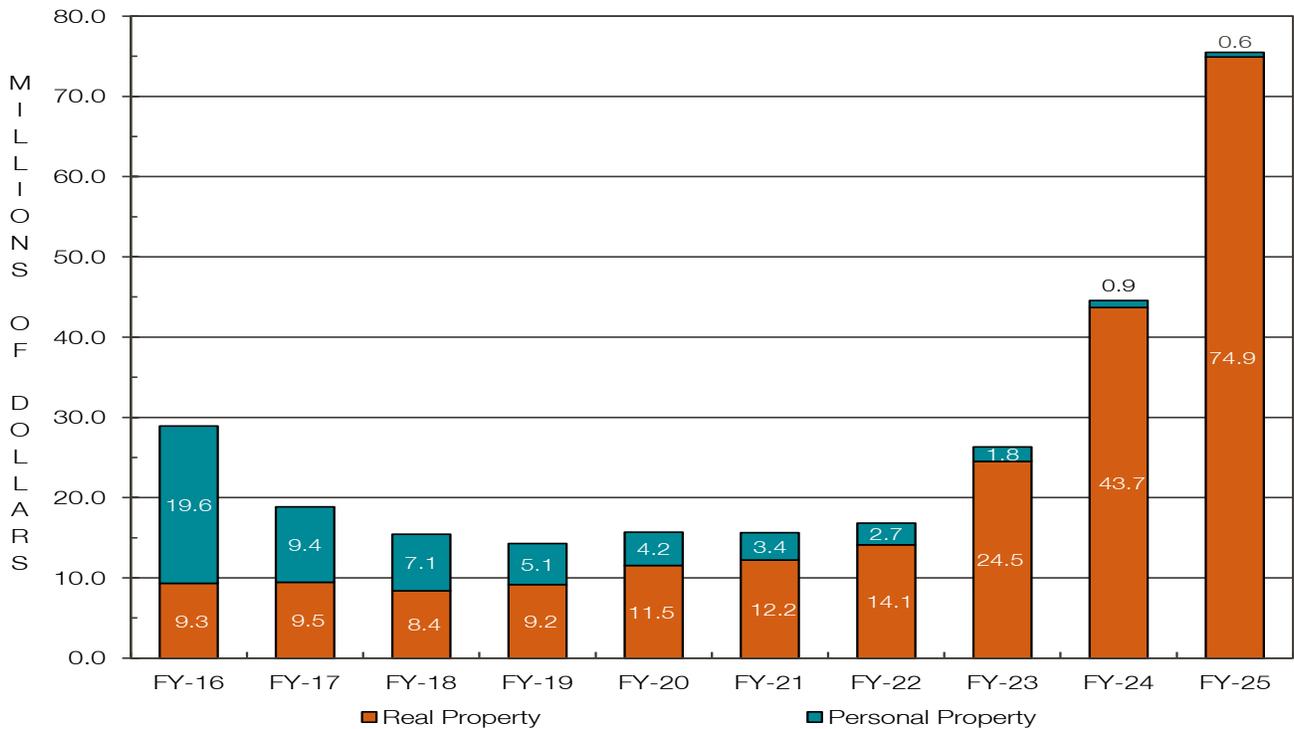
For tax year 2024 (fiscal year 2025), P.A. 376 Michigan Strategic Fund abatements amount to \$8,220,931

## REGULAR/IFT ASSESSMENT COMPOSITION



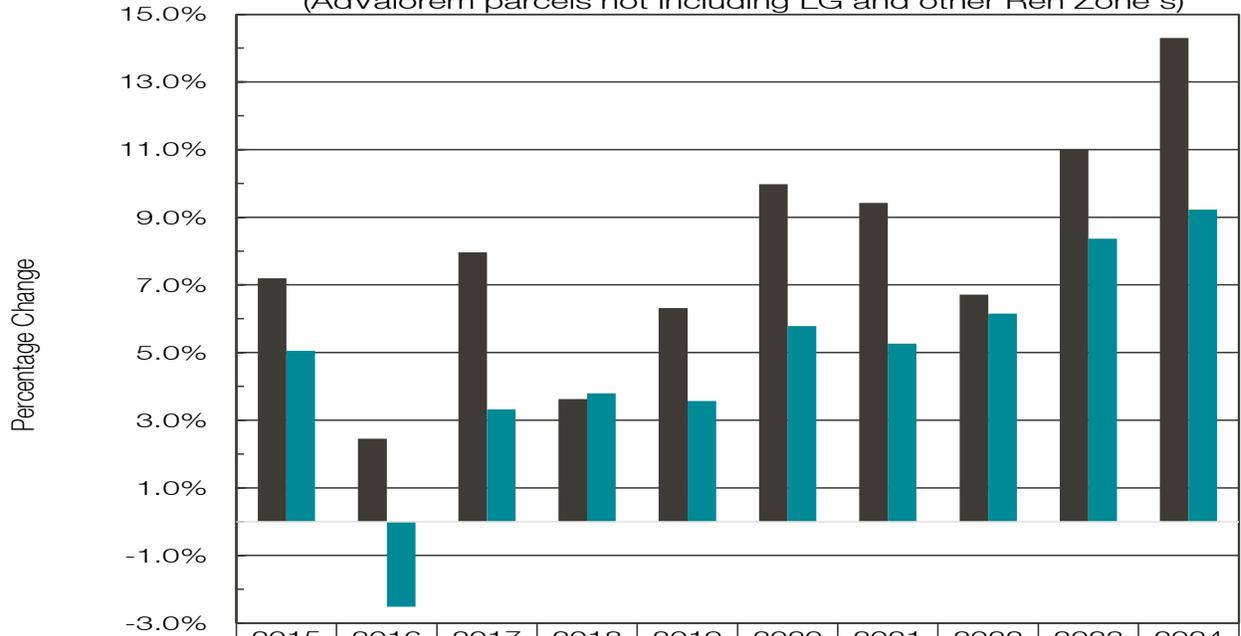
NOTE: The tax base of each fiscal year is established on December 31 preceding the beginning of the fiscal year.

## IFT ABATED PROPERTY ASSESSMENTS (in Millions of Taxable equivalency)



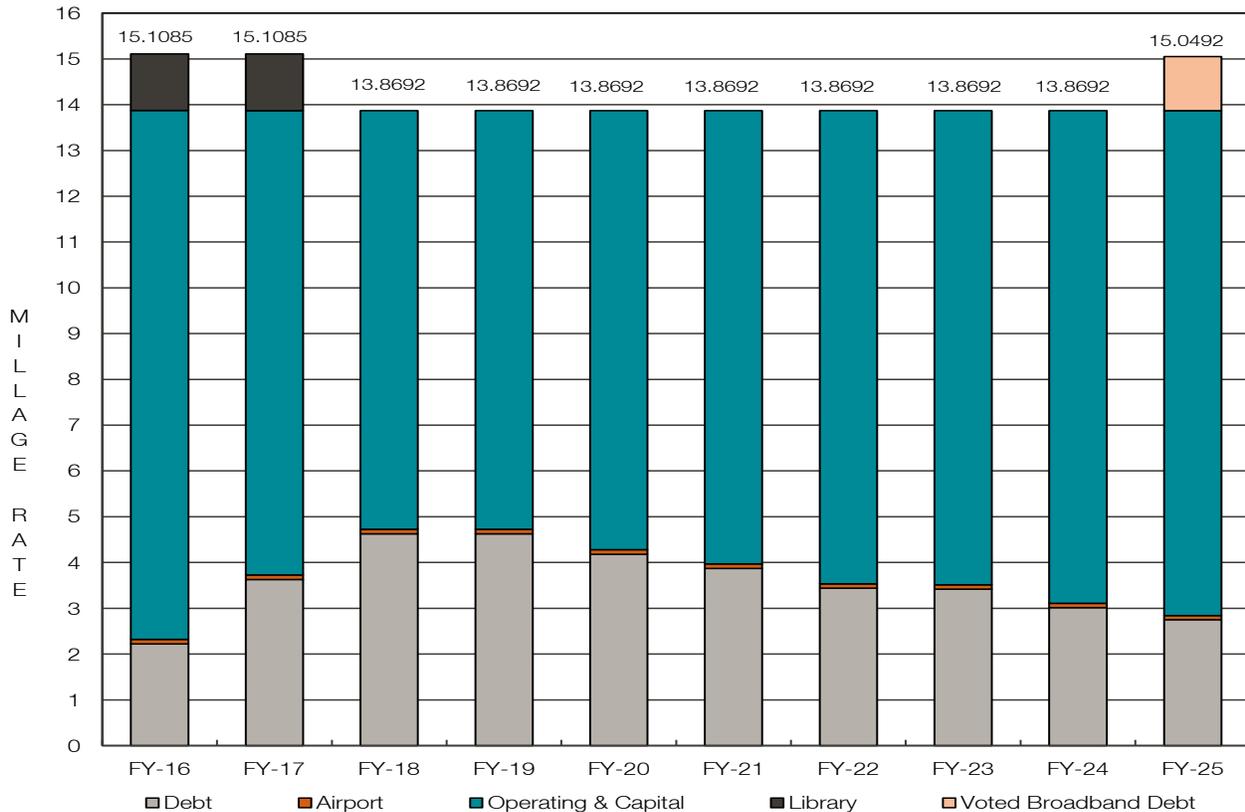
## PERCENTAGE CHANGE IN SEV & TAXABLE VALUE TAX YEAR 2015-2024

(AdValorem parcels not including LG and other Ren Zone's)



	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
■ Assessed Value	7.2%	2.5%	8.0%	3.6%	6.3%	10.0%	9.4%	6.7%	11.0%	14.3%
■ Taxable Value	5.0%	-2.5%	3.3%	3.8%	3.6%	5.8%	5.3%	6.2%	8.4%	9.2%

## PROPERTY TAX MILLAGE RATES



## TAX YEAR 2024 TAX INCREMENT FINANCING - CAPTURED TAXABLE VALUATIONS

Project	Local Only Projects - Mills								School Projects - SET & Other School Mills			School Projects - Operating Mills		
	TIF Capture	City	MAX	WMAA	HDL	Pool	ISD	COUNTY	TIF Capture	SET	HPS Bldg & Sinking	TIF Capture	Hamilton	HPS
<b>BROWNFIELDS APPROVED FOR STATE &amp; LOCAL CAPTURE</b>														
City 7th St Parking Deck	\$22,922,804	√	√	√	√	√	√	O	\$22,922,804	√	√	\$22,922,804		√
Crescent Shores	\$11,245,569	√	√	√	√	√	√	O	\$11,245,569	√	√	\$3,900,633		√
De Boer Bakkerij	\$233,611	√	√	√	√	√	√	O	\$233,611	√	√	\$233,611		√
GDK/9th St Parking Deck	\$17,506,589	√	√	√	√	√	√	A	\$17,506,589	√	√	\$15,573,797		√
Kensington Place	\$16,678,300	√	√	√	√	√	√	A	\$16,678,300	√		\$16,678,300	√	
Wendy's	\$651,001	√	√	√	√	√	√	A	\$651,001	√		\$651,001	√	
Towers On River	\$12,084,888	√	√	√	√	√	√	O	\$12,084,888	√	√	\$10,204,039		√
<b>BROWNFIELDS APPROVED FOR LOCAL CAPTURE ONLY</b>														
Baker Lofts	\$10,380,647	√	√	√	√	√	√	O						
Scrap Yard Lofts	\$2,060,967	√	√	√	√	√	√	O						
Minit Mart	\$116,462	√	√	√	√	√	√	O						
Uptown Condos	\$1,828,227	√	√	√	√	√	√	O						
Washington School	\$6,260,002	√	√	√	√	√	√	O						
Park Vista Development	\$6,914,017	√	√	√	√	√	√	A						
Vista Green Development	\$471,700	√	√	√	√	√	√	A						

PROPERTY TAX LEVY  
MILLAGE RATES AND AMOUNTS FOR THE FISCAL YEAR 2024-25

	Tax Year 2023	Tax Year 2024	Increase ( Decrease )	
	FY 2023-24	FY 2024-25	Amount	Percent
<b>PROPERTY TAX MILLAGE RATES</b>				
<u>MILLAGE LEVY RATES (excludes voted debt)</u>				
<u>CITY OF HOLLAND</u>				
- Operating Levies:				
General	9.1562	9.4220	0.2658	2.90%
Total Operating	9.1562	9.4220	0.2658	2.90%
- Capital Levies:				
Street Improvement Projects	1.2000	1.2000	0.0000	0.00%
Sidewalk Improvement Projects	0.1500	0.1500	0.0000	0.00%
Municipal Capital Projects	0.2545	0.2545	0.0000	0.00%
Total Capital	1.6045	1.6045	0.0000	0.00%
- Debt Service Levies:				
General Obligation Debt	3.0150	2.7500	(0.2650)	-8.79%
- Total City of Holland	13.7757	13.7765	0.0008	0.01%
<u>AIRPORT AUTHORITY</u>	0.0935	0.0927	(0.0008)	-0.86%
<u>TOTAL MILLAGE LEVY RATES (excludes voted debt)</u>	13.8692	13.8692	0.0000	0.00%
<u>VOTED DEBT MILLAGE LEVY RATES</u>				
<u>BROADBAND</u>	0.0000	1.1800	1.1800	N/A
<u>TOTAL VOTED DEBT MILLAGE LEVY RATES</u>	0.0000	1.1800	1.1800	N/A
<u>TOTAL MILLAGE LEVY RATES</u>	13.8692	15.0492	1.1800	8.51%
<b>PROPERTY TAX MILLAGE AMOUNTS</b>				
<u>MILLAGE LEVY AMOUNT (excludes voted debt)</u>				
<u>CITY OF HOLLAND</u>				
- Operating Levies:				
General	12,777,266	14,320,650	1,543,384	12.08%
Total Operating	\$ 12,777,266	\$ 14,320,650	\$ 1,543,384	12.08%
- Capital Levies:				
Street Improvement Projects	1,674,572	1,823,899	149,327	8.92%
Sidewalk Improvement Projects	209,322	227,987	18,665	8.92%
Municipal Capital Projects	355,149	386,819	31,670	8.92%
Total Capital	\$ 2,239,043	\$ 2,438,705	\$ 199,662	8.92%
- Debt Service Levies:				
General Obligation Debt *	4,509,038	4,516,023	6,985	0.15%
- Total City of Holland	\$ 19,525,347	\$ 21,275,378	\$ 1,750,031	8.96%
<u>AIRPORT AUTHORITY</u>	130,477	140,896	10,419	7.99%
<u>TOTAL MILLAGE LEVY AMOUNT (excludes voted de</u>	\$ 19,655,824	\$ 21,416,274	\$ 1,760,450	8.96%
<u>VOTED DEBT MILLAGE LEVY AMOUNT</u>				
<u>BROADBAND</u>	- 0 -	1,983,476	1,983,476	N/A
<u>TOTAL VOTED DEBT MILLAGE LEVY AMOUNT</u>	- 0 -	1,983,476	1,983,476	N/A
<u>TOTAL MILLAGE LEVY AMOUNTS</u>	19,655,824	23,399,750	3,743,926	19.05%

\* Brownfield Captures Are Not Excluded From Debt Service Levies

CITY OF HOLLAND  
PROPERTY ASSESSMENT ROLLS EXPRESSED AS TAXABLE VALUATIONS

	Tax Year 2023	Tax Year 2024	Change	
	FY 2023-24	FY 2024-25		
Regular Roll (Includes Frozen NEZ)	\$ 1,477,018,774	\$ 1,608,510,929	\$ 131,492,155	8.90%
- Less Renaissance Zones				
- LG Chem/Compact Power	(11,732,148)	(7,390,641)	4,341,508	
- LG Chem/Compact Power 2	(5,632,700)	(830,290)	4,802,410	
Subtotal Renaissance Zones	(17,364,848)	(8,220,931)	9,143,918	
- Less Brownfields:				
- 573 Columbia Ave (Baker-Lofts)	(10,013,619)	(10,380,647)	(367,028)	
- 146 River Ave (Scrap Yard Lofts)	(1,957,886)	(2,060,967)	(103,081)	
- 7th Street Project (Parking Deck)	(23,316,735)	(22,922,804)	393,931	
- 561 Crescent Drive (Crescent Shores)	(9,795,316)	(11,245,569)	(1,450,253)	
- 154 East 15th Street (Minit Mart)	(76,062)	(116,462)	(40,400)	
- 380 West 16th Street (DeBoer Bakeri)	(212,561)	(233,611)	(21,050)	
- 156 West 11th Street (Wash School)	(5,926,025)	(6,260,002)	(333,977)	
- West 8th Street (GDK)	(16,416,294)	(17,506,589)	(1,090,295)	
- West 5th Street (Uptown)	(1,731,968)	(1,828,227)	(96,259)	
- 2123 Sherwood Ave/M-10 (Kensington)	(11,073,025)	(16,678,300)	(5,605,275)	
- 1162 Washington (Wendy's)	(623,201)	(651,001)	(27,800)	
- Park Vista	(5,505,157)	(6,914,017)	(1,408,860)	
- Vista Green	- 0 -	(471,700)	(471,700)	
- Towers on River	(3,243,169)	(12,084,888)	(8,841,719)	
Subtotal Brownfields	(89,891,018)	(109,354,784)	(10,150,347)	11.29%
- Less SmartZone	(10,167,003)	(12,919,263)	(2,752,260)	27.07%
- Less Veteran's Exemptions	- 0 -	(3,078,363)	(3,078,363)	N/A
Subtotal Regular Roll	1,359,595,905	1,474,937,589	\$ 115,341,684	8.48%
Tax Abatement Roll (Expressed at Equivalency)	38,127,415	75,479,287	37,351,872	97.97%
- Less Renaissance Zones				
- LG Chem/Compact Power	(2,246,390)	(1,572,473)	673,917	
- LG Chem/Compact Power 2	- 0 -	(28,928,200)	(28,928,200)	
Subtotal Renaissance Zones	(2,246,390)	(30,500,673)	673,917	
Subtotal Abatement Roll	35,881,025	44,978,614	\$ 9,097,589	25.35%
<b>Total - All Rolls Adjusted</b>	<b>\$ 1,395,476,930</b>	<b>\$ 1,519,916,202</b>	<b>\$ 124,439,272</b>	<b>8.92%</b>
Valuation to Add Back to General Obligation Debt Levy	100,058,021	122,274,047	22,216,026	22.20%
Valuation of Brownfields/Renaissance Zones/SmartZone	119,669,259	160,995,650	41,326,391	34.53%

FY24 Note - the adjustments in the formulas of the Debt Services levies (City) of \$100,058,021 relate to the Brownfield capture portion which is not applicable to be deducted from the debt service levies. The total Taxable Valuation used for Debt Service computation is \$1,495,534,951

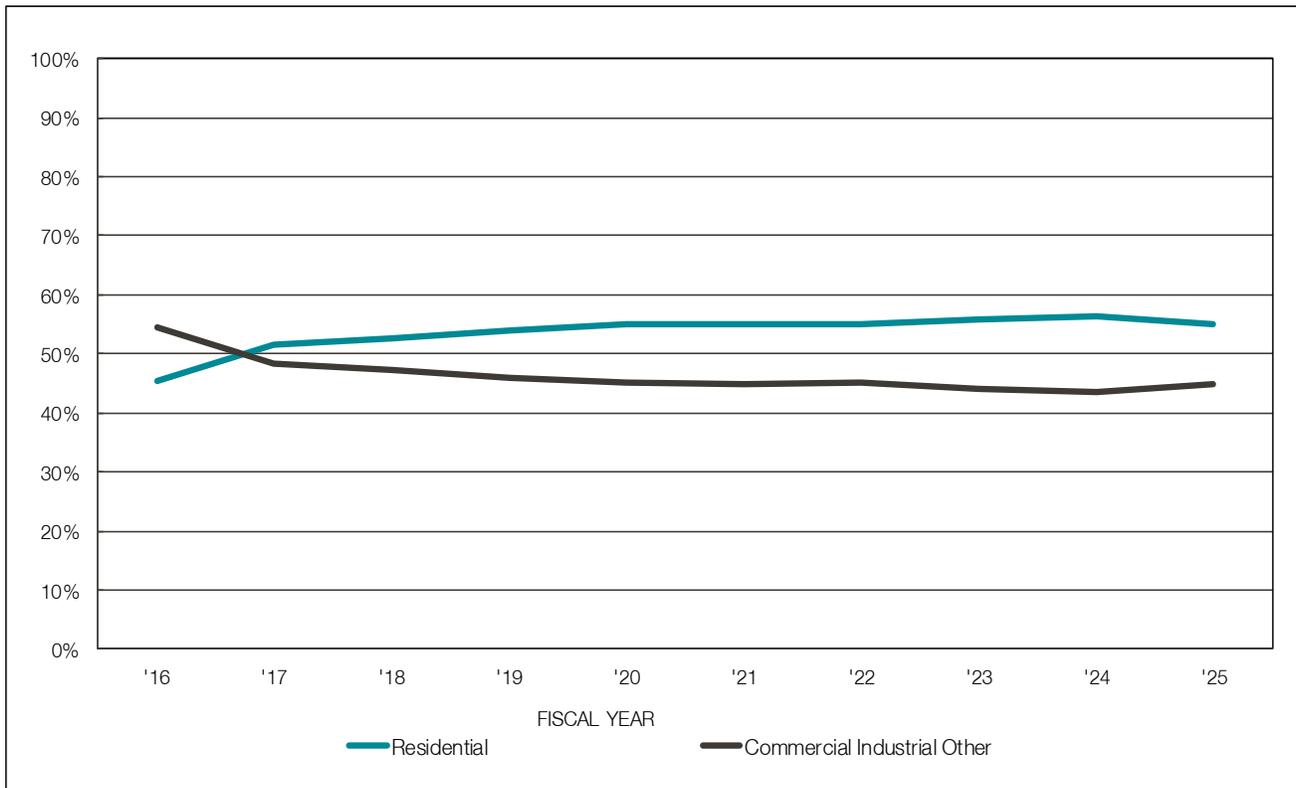
FY25 Note - the adjustments in the formulas of the Debt Services levies (City) of \$122,274,047 relate to the Brownfield & SmartZone captured portions which is not applicable to be deducted from the debt service levies. The total Taxable Valuation used for General Obligation Debt Service computation is \$1,642,190,249. The total Taxable Valuation used for Voted Broadband Debt computation is \$1,680,911,853.

DOWNTOWN DEVELOPMENT AUTHORITY  
SUMMARY OF PROPERTY ASSESSMENT ROLL, TAX RATE AND TAX LEVY  
FISCAL YEAR 2023-24 AND FISCAL YEAR 2024-25

	Tax Year 2023 FY 2023-24	Tax Year 2024 FY 2024-25	Increase (Decrease)	
			Amount	Percent
<b>PROPERTY TAXABLE VALUATION ROLL</b>				
<b>Regular Roll:</b>				
- Real Property	\$ 157,907,366	\$ 173,903,966	\$ 15,996,600	10.13%
- Personal Property	6,086,400	6,476,100	389,700	6.40%
- Total	<u>\$ 163,993,766</u>	<u>\$ 180,380,066</u>	<u>\$ 16,386,300</u>	9.99%
<b>Tax Abatement Roll</b>				
- Real Property (includes NEZ)	\$ 5,255,945	\$ 5,510,472	\$ 254,527	4.84%
- Personal Property	491,300	- 0 -	(491,300)	-100.00%
- Total:	<u>\$ 5,747,245</u>	<u>\$ 5,510,472</u>	<u>\$ (236,773)</u>	-4.12%
- Total (Taxing Equivalency):	<u>\$ 2,750,798</u>	<u>\$ 2,755,236</u>	<u>\$ 4,439</u>	0.16%
<b>Total Assessment Rolls</b>	<u><u>\$ 166,744,564</u></u>	<u><u>\$ 183,135,302</u></u>	<u><u>\$ 16,390,739</u></u>	9.83%
<b>PROPERTY TAX MILLAGE RATE LEVY</b>				
<b>Operating Rate</b>				
- For Operations & Maintenance	1.5907	1.5907	- 0 -	0.00%
<b>PROPERTY TAX MILLAGE AMOUNT LEVY</b>				
<b>Operating Levy</b>				
- For Operations & Maintenance	<u>\$ 265,241</u>	<u>\$ 291,313</u>	<u>\$ 26,073</u>	9.83%

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)

	TY2015 FY-16	TY2016 FY-17	TY2017 FY-18	TY2018 FY-19	TY2019 FY-20	TY2020 FY-21	TY2021 FY-22	TY2022 FY-23	TY2023 FY-24	TY2024 FY-25
Agricultural	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.1%	0.07%	0.06%
Commercial	23.4%	27.0%	27.3%	27.5%	27.3%	27.7%	27.8%	28.5%	28.53%	28.64%
Industrial	30.3%	20.5%	19.2%	17.5%	16.8%	16.3%	16.4%	14.9%	14.34%	15.52%
Residential	45.5%	51.6%	52.6%	54.0%	55.0%	55.1%	54.9%	55.8%	56.38%	55.10%
Utility	0.6%	0.7%	0.7%	0.8%	0.8%	0.7%	0.7%	0.7%	0.65%	0.66%
Developmental	0.1%	0.1%	0.1%	0.1%	0.0%	0.0%	0.10%	0.03%	0.02%	0.02%
Total	<u>100.0%</u>									



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

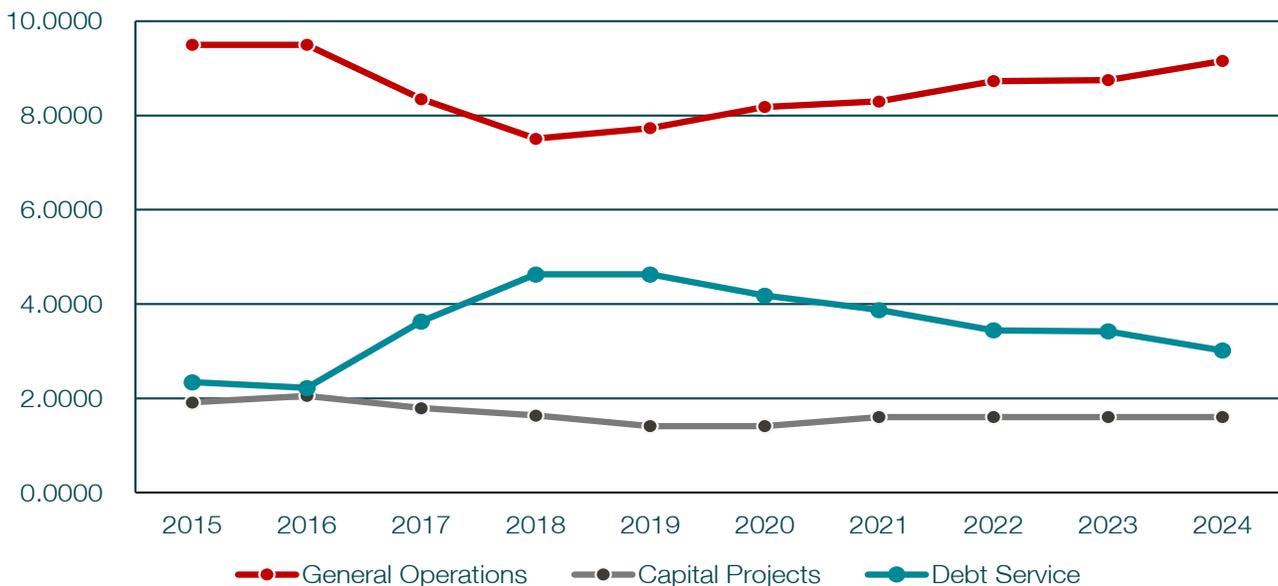
Fiscal Year	LTGO		Capital Projects			West Michigan	Herrick District	Voted	Total	% Change (Increase/Decrease) In Total Rate
	Debt Service	General Operating	Street Improv.	Sidewalk	Municipal Projects	Airport Authority	Library	Broadband Debt		
2015	2.3400	9.5000	1.3669	0.0500	0.4945	0.1000	1.2571	0.0000	15.1085	0.00%
2016	2.2198	9.5000	1.4268	0.0500	0.5765	0.0992	1.2362	0.0000	15.1085	0.00%
2017	3.6290	8.3494	1.4268	0.0500	0.3155	0.0992	1.2386	0.0000	15.1085	0.00%
2018	4.6290	7.5064	1.4268	0.0500	0.1585	0.0985	0.0000	0.0000 *	13.8692	-8.20%
2019	4.6290	7.7317	1.2000	0.0500	0.1599	0.0986	0.0000	0.0000	13.8692	0.00%
2020	4.1790	8.1817	1.2000	0.0500	0.1599	0.0986	0.0000	0.0000	13.8692	0.00%
2021	3.8712	8.3000	1.2000	0.1500	0.2515	0.0965	0.0000	0.0000	13.8692	0.00%
2022	3.4400	8.7312	1.2000	0.1500	0.2530	0.0950	0.0000	0.0000	13.8692	0.00%
2023	3.4200	8.7512	1.2000	0.1500	0.2545	0.0935	0.0000	0.0000	13.8692	0.00%
2024	3.0150	9.1562	1.2000	0.1500	0.2545	0.0935	0.0000	0.0000	13.8692	0.00%
2025	2.7500	9.4220	1.2000	0.1500	0.2545	0.0927	0.0000	1.1800	15.0492	8.51%

### NOTES AND COMMENTS REGARDING THE 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.

### Allocation of City Operating Millages



**MULTI-YEAR COMPARATIVE OVERVIEW  
CITY'S ANNUAL OPERATING MILLAGE COMPARED  
TO CITY'S ANNUAL GENERAL FUND OPERATING BUDGET**

Fiscal Year	Operating Tax Millage Levy			General Fund	Percentage Of
	Taxable Valuation	Rate	Amount	Operating Budget	Operating Tax Levy Compared To General Fund Budget
2015-16	1,050,090,175	9.5000	9,975,857	32,572,777	30.63%
2016-17	1,007,742,855	8.3494	8,414,048	21,928,588	38.37%
2017-18	1,030,384,615	7.5064	7,734,479	21,960,307	35.22%
2018-19	1,063,755,578	7.7317	8,224,639	24,777,027	33.19%
2019-20	1,101,304,395	8.1817	9,010,542	24,343,812	37.01%
2020-21	1,154,633,344	8.3000	9,583,457	26,976,588	35.53%
2021-22	1,217,178,025	8.7312	10,627,425	27,446,449	38.72%
2022-23	1,297,445,936	8.7512	11,354,209	31,545,293	35.99%
2023-24	1,395,476,930	9.1562	12,777,266	34,883,311	36.63%
2024-25	1,520,849,010	9.4220	14,329,439	33,036,654	43.37%

**MULTI-YEAR COMPARATIVE OVERVIEW  
ANNUAL MILLAGE RATE LEVIES BY ALL INDIVIDUAL TAXING JURISDICTIONS WITHIN THE CITY OF HOLLAND**

Fiscal Year	City of Holland	West MI Airport Authority	Voted Debt	Herrick District Library	Holland Public Schools			State Of Michigan	Ottawa Area	Holland Community	County of Allegan	County of Ottawa	Total Across All Units	
					MAX Authority	Principal Residence	Non-Principal Residence		Intermediate Schools	Swimming Pool			County of Allegan	County of Ottawa
2015	13.7613	0.1000	n/a	1.2472	0.4000	7.7300	25.7300	6.0000	5.5234	1.7100	6.0937	4.3565	42.5656	40.8284
2016	13.7731	0.0992	n/a	1.2362	0.3989	7.3622	25.3622	6.0000	5.5234	1.6675	6.0937	4.8565	42.1542	40.9170
2017	13.7707	0.0985	n/a	1.2393	0.3969	7.5373	25.4419	6.0000	5.4970	1.6703	6.0839	5.1483	42.2939	41.3583
2018	13.7707	0.0975	n/a	1.4853	0.3964	7.9291	25.6981	6.0000	5.4577	1.5089	6.0424	5.1525	42.6880	41.7981
2019	13.7706	0.0986	n/a	1.4750	0.3921	7.9431	25.6659	6.0000	5.4577	1.1434	6.0708	5.1525	42.3513	41.4330
2020	13.7712	0.0980	n/a	1.4626	0.3894	7.2326	24.7763	6.0000	6.3414	2.2415	6.0216	5.4449	43.5583	42.9816
2021	13.7727	0.0965	n/a	1.4463	0.3838	6.1969	24.1969	6.0000	6.2906	2.2188	6.2341	5.4317	42.6397	41.8373
2022	13.7742	0.0950	n/a	1.4290	0.3791	5.9308	23.9308	6.0000	6.2245	2.0858	6.3161	5.4156	42.2345	41.3340
2023	13.7757	0.0935	n/a	1.4091	0.3953	5.9119	23.9119	6.0000	6.1546	2.0105	6.9483	5.3984	42.6989	41.1490
2024	13.7757	0.0935	n/a	1.4091	0.3953	5.9119	23.9119	6.0000	6.1546	1.9705	6.9630	5.3984	42.6736	41.1090
2025	13.7765	0.0927	1.1800	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

**NOTES AND COMMENTS REGARDING THE ABOVE MILLAGE RATES:**

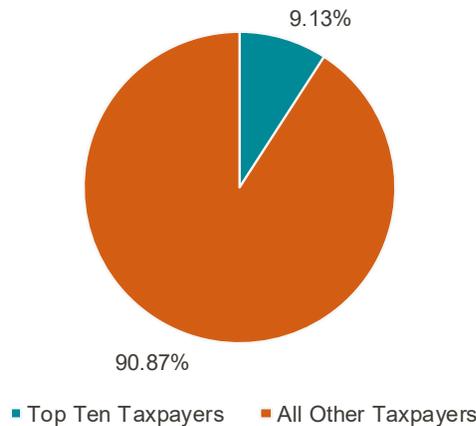
- > Beginning with 2009, the City's Municipal Airport became "West Michigan Airport Authority" (area-wide airport).
- > Beginning with 2018, Herrick District Library is it's own taxing authority.
- > As a result of the state constitutional amendment (Proposal A of 1994), school operating millage rates were mandated as follows:
  - "Principal Residence" property status = 0 mills for school operating - "Non-Principal Residence" property status = 18 mills for school operating.
  - "Principal Residence" & "Non-Principal Residence" properties are both subject to the State Education Tax levy = 6 mills for school operating.
- > "Totals Across All Units" (two columns on far right) reflects the millage totals for "Principal Residence" status properties.

CITY OF HOLLAND, MICHIGAN  
PRINCIPAL TAXPAYERS  
TAX YEAR 2024 (FY-2025)  
CITY WIDE

TAXPAYER	TYPE OF BUSINESS	TAXABLE VALUATION	PERCENTAGE OF TOTAL TAXABLE VALUATION
1. ARC Holland Real Estate Holdings	Retirement Village	\$ 37,842,825	2.24%
2. Haworth Inc	Office Furniture Manufacturing	22,264,761	1.32%
3. Dutch Developers III LLC	Apartments	16,253,336	0.96%
4. Lumir LLC	Real Estate Holdings	14,780,471	0.88%
5. Holland Waverly LLC	Automotive Parts Manufacturing	13,958,829	0.83%
6. Hudsonville Creamery & Ice Cream	Food Manufacturing	12,655,576	0.75%
7. Shoreline Flats LLC	Apartments	10,130,248	0.60%
8. 3303 John F Donnelly Dr. LLC	Real Estate Holdings	9,176,283	0.54%
9. Hotel Holdings Holland DTW LLC	Hotel	8,573,554	0.51%
10. Holland Southview LLC	Automotive Parts Manufacturing	8,372,138	0.50%
	Totals	<u>\$ 154,008,021</u>	<u>9.13%</u>

2024 Total Taxable Value is \$1,686,308,551 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



PROPERTY TAXES

PERSONNEL

CAPITAL IMPROVEMENT PLAN

CAPITAL OUTLAY

DEBT SERVICE

GLOSSARY

Wages, fringes and mandatory costs for City employees are mainly charged to the General Fund (40.6%) and Utility Funds (49.3%).

The major FY 2025 revenues paying for personnel costs and the anticipated change from the previous year are:

Property Taxes	11.9% increase	Wastewater Utility Rates	0.0% increase
State Revenue Sharing	3.8% increase	Broadband Utility Rates	0.0% increase
HBPW Dividend	1.4% decrease	Water Utility Rates	13.0% increase
Electric Utility Rates	0.0% increase		

The proposed FY 2025 budget includes 5 additional full-time employees and .87 more part-time (FTE) employees as compared to the FY 2024 actual. The following departments and funds will have a change in full-time staffing:

Fund	Position	Full-Time
General Fund- Public Safety Management	Public Safety Captain (Fire)	+1
HBPW-Electric	Mechanical Maintenance	-1
HBPW-Electric	Operator Technician	+2
HBPW-Electric	Plant Operator	-1
HBPW-Electric	Electric Distribution Technician	-1
HBPW-Electric	Lead Electric Distribution Technician	+1
HBPW-Electric	Lineworker	-1
HBPW-Electric	Substation Engineering Specialist	+1
HBPW-Water	Service Technician	+1
HBPW-Broadband	Outside Plant (OSP) Engineer	+1
HBPW-Broadband	Network Engineer	+1
HBPW-Administration	Business Systems Specialist	+1
HBPW-Administration	Information Systems Infrastructure Specialist	+1
HBPW-Administration	Programmer / Analyst	-1
HBPW-Administration	Systems Specialist	-1
HBPW-Administration	Water Conservation Programs Specialist	+1

Multiple employees have time allocated to more than one department/fund. The distribution may be adjusted annually without changing the total number of positions.

There are additional full-time grant positions not included in the annual budget or on the Personnel worksheets. The following grants fund employees' wages, fringe benefits, and mandatory costs.

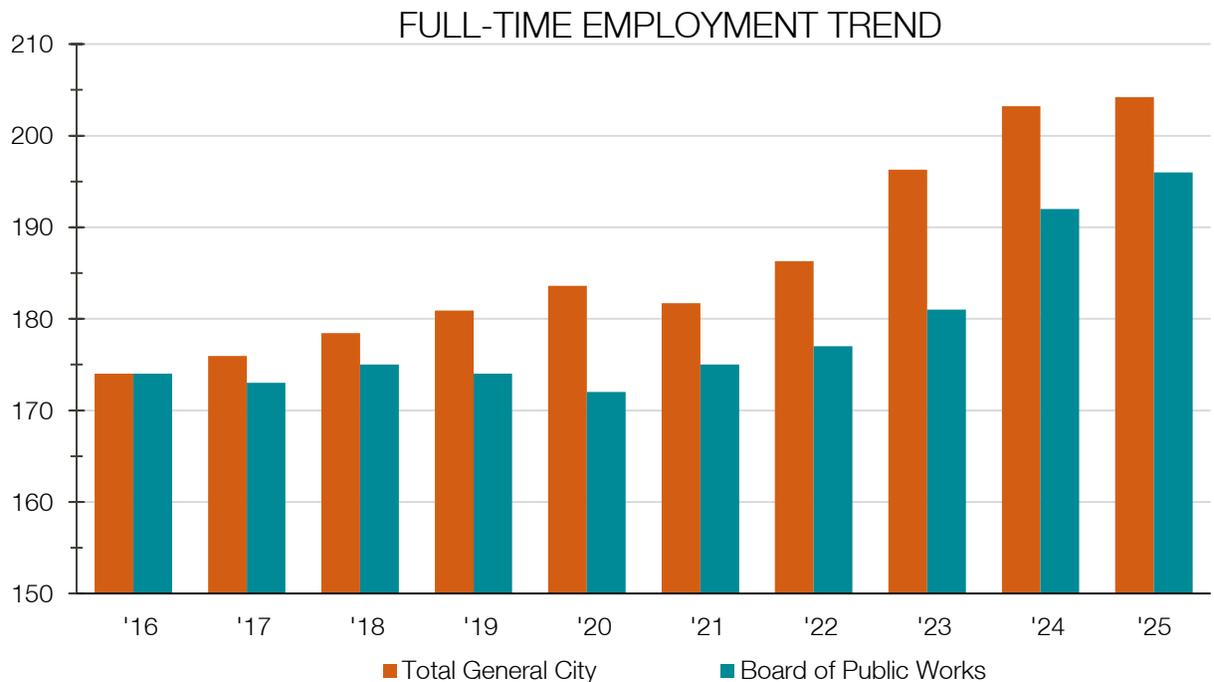
Community Development Block Grant (CDBG)	0.8 FTE
Public Safety—WEMET	3.0 FTE

## Full Time Positions

	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>	<u>FY 22</u>	<u>FY 23</u>	<u>FY 24</u>	<u>FY 25</u>
City Council	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20	0.20
City Manager	1.97	2.05	2.35	2.45	2.45	2.45	2.45	2.45	2.45	2.45
Elections	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.75
Finance	5.00	5.50	5.50	5.75	6.00	6.00	7.00	7.00	8.00	8.00
Property Assessing	5.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10	4.10
City Clerk	2.00	2.00	2.00	2.00	2.00	2.00	2.00	3.00	3.00	2.25
Human Resources	1.60	1.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60	2.60
Treasurer	2.80	2.30	2.30	2.30	1.80	1.80	1.80	1.80	1.80	1.80
City Hall & Grounds	0.60	0.40	0.10	1.15	0.15	0.15	0.15	0.30	0.30	0.30
Cemetery	2.35	2.85	2.85	2.75	3.75	3.75	3.25	4.62	5.62	5.62
Boards and Commissions	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Planning & Zoning	1.60	1.60	1.60	2.70	2.45	2.45	2.55	2.55	2.90	2.90
Public Safety - Management	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	6.00	7.00
Public Safety - Police Division	58.00	58.00	59.00	59.15	60.15	60.15	61.15	61.30	61.30	61.30
Public Safety - Fire Division	19.00	19.00	19.50	20.10	20.10	20.10	20.10	23.20	23.20	23.20
Environmental Health & Insp	4.51	4.36	4.36	4.68	4.88	4.88	4.88	4.88	4.60	4.60
Construction Inspections	5.47	5.82	5.82	6.20	6.50	6.50	6.50	7.50	9.25	9.25
Streets Division	15.65	16.65	16.65	16.66	16.66	16.66	16.66	16.67	16.67	16.67
Transp. Mgmt & Engineering	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35	3.35
Housing & Neighborhoods	1.87	1.90	1.90	1.50	0.75	0.75	0.75	0.75	0.50	0.50
Economic Development	0.10	0.10	0.10	0.10	0.10	0.35	0.60	0.60	0.90	0.90
Human Relations	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Parks & Recreation Admin	0.50	0.50	0.50	0.50	0.50	0.00	0.00	0.00	0.00	0.00
Recreation	3.50	4.50	5.95	5.66	6.06	5.91	6.96	9.44	9.44	9.44
Parks	9.55	8.25	8.55	7.40	11.00	10.90	11.90	11.36	10.36	10.36
DeGraaf Nature Center	1.95	1.95	1.95	0.77	0.02	0.02	0.02	0.04	0.04	0.04
8th Street Market	0.40	0.10	0.10	0.30	0.30	0.22	0.20	0.40	0.40	0.40
Civic Center	1.45	1.45	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>General Fund Total</b>	<b>155.62</b>	<b>155.63</b>	<b>158.43</b>	<b>159.47</b>	<b>162.97</b>	<b>162.39</b>	<b>166.27</b>	<b>175.21</b>	<b>178.08</b>	<b>179.08</b>

## Full Time Positions

	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>	<u>FY 22</u>	<u>FY 23</u>	<u>FY 24</u>	<u>FY 25</u>
Downtown Public Parking	0.15	0.55	0.55	0.52	0.52	0.42	0.42	0.44	0.44	0.440
Downtown Develop. Authority	0.45	0.60	0.55	0.60	0.60	0.70	0.70	0.75	0.75	0.750
Principal Shopping District	2.15	0.90	0.95	1.15	1.15	1.08	1.05	1.25	1.25	1.250
CATV Public Access Television	2.20	2.20	2.15	2.10	2.10	2.10	2.10	2.10	3.10	3.100
Holland Energy Fund	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.67	0.670
Solid Waste Recycling	0.67	1.27	1.17	1.27	1.37	1.32	1.27	1.27	1.63	1.630
Windmill Island Gardens	2.00	3.00	3.00	3.08	3.08	2.08	2.08	2.71	2.71	2.710
Municipal Airport Fac & Mgmt	0.16	0.20	0.30	0.30	0.40	0.20	0.00	0.00	0.00	0.000
Civic Center Place	0.00	0.00	0.00	1.20	0.20	0.20	0.20	0.35	0.35	0.350
Technology Services	3.60	4.60	4.35	4.20	4.20	4.20	4.20	4.20	4.20	4.200
Centralized Vehicle / Equipment	7.00	7.00	7.00	7.01	7.01	7.01	8.01	10.02	10.02	10.020
<b>Other Funds Total</b>	<b>18.38</b>	<b>20.32</b>	<b>20.02</b>	<b>21.43</b>	<b>20.63</b>	<b>19.31</b>	<b>20.03</b>	<b>23.09</b>	<b>25.12</b>	<b>25.12</b>
<b>General City Total</b>	<b>174.00</b>	<b>175.95</b>	<b>178.45</b>	<b>180.90</b>	<b>183.60</b>	<b>181.70</b>	<b>186.30</b>	<b>198.30</b>	<b>203.20</b>	<b>204.20</b>
Board of Public Works	174.00	173.00	175.00	174.00	172.00	175.00	177.00	181.00	192.00	196.00
Holland Historical Trust	4.00	4.00	5.00	6.00	7.00	7.00	7.00	7.00	7.00	7.00
<b>Grand Total</b>	<b>352.00</b>	<b>352.95</b>	<b>358.45</b>	<b>360.90</b>	<b>362.60</b>	<b>363.70</b>	<b>370.30</b>	<b>386.30</b>	<b>402.20</b>	<b>407.20</b>



## Part Time Positions

	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>	<u>FY 22</u>	<u>FY 23</u>	<u>FY 24</u>	<u>FY 25</u>
City Manager	1.00	0.85	0.10	0.00	0.05	0.00	0.00	0.00	0.00	0.00
Election	1.50	2.25	0.95	2.10	2.25	2.20	0.95	2.29	2.43	2.42
Finance	0.60	0.80	0.60	0.60	0.60	0.65	0.65	0.65	0.00	0.00
Property Assessing	0.00	0.50	0.55	0.40	0.45	0.40	0.50	0.50	0.50	0.29
City Clerk	1.75	2.50	2.55	2.45	1.85	1.85	1.85	1.13	1.13	1.13
Human Resurces	0.00	0.15	0.40	0.10	0.00	0.00	0.00	0.07	0.57	0.00
City Hall & Grounds	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.24	0.48
Cemetery	3.05	3.05	2.65	1.95	1.25	2.10	1.92	1.92	1.78	1.55
Planning & Zoning	0.30	0.30	0.30	0.60	0.90	0.40	0.38	0.38	0.00	0.07
Public Safety - Management	0.65	0.75	0.70	0.70	0.70	0.70	0.70	0.70	0.70	0.87
Public Safety - Police Division	8.90	8.90	9.00	9.10	9.15	8.60	8.12	8.22	8.20	8.74
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
Construction Inspections	1.00	1.60	1.40	1.40	1.25	1.35	1.63	1.14	1.00	1.00
Streets Division	1.10	1.05	1.00	1.45	2.55	1.20	1.09	0.84	1.01	1.09
Transp. Mgmt & Engineering	0.30	0.35	0.35	0.35	0.45	0.20	0.20	0.20	0.30	0.69
Housing & Neighborhoods	0.05	0.75	0.80	0.80	0.70	0.35	0.00	0.00	0.00	0.00
Economic Dev & Sustainability	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.57	0.13	0.00
Human Relations	0.50	0.50	1.05	1.15	1.15	1.30	1.30	1.26	1.26	1.26
Recreation	1.20	1.25	0.75	0.45	0.65	0.85	0.88	0.87	0.72	0.72
Parks	14.50	14.20	14.00	14.20	14.20	16.05	13.79	9.72	8.05	8.01
DeGraaf Nature Center	1.85	2.15	2.20	0.95	0.35	0.35	0.32	0.31	0.24	0.23
8th Street Market	0.75	0.90	1.10	1.45	1.50	1.45	1.05	1.05	0.93	0.93
Civic Center	1.80	1.35	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
<b>General Fund Total</b>	<b>70.80</b>	<b>74.15</b>	<b>70.45</b>	<b>70.20</b>	<b>70.00</b>	<b>70.00</b>	<b>65.33</b>	<b>61.82</b>	<b>59.19</b>	<b>59.48</b>

## Part Time Positions

	<u>FY 16</u>	<u>FY 17</u>	<u>FY 18</u>	<u>FY 19</u>	<u>FY 20</u>	<u>FY 21</u>	<u>FY 22</u>	<u>FY 23</u>	<u>FY 24</u>	<u>FY 25</u>
Downtown Public Parking	0.85	0.85	0.75	0.75	0.25	0.38	0.36	0.36	0.36	0.36
Downtown Develop. Authority	0.65	0.65	0.35	0.45	0.55	0.45	0.31	0.31	0.31	0.31
Principal Shopping District	1.35	0.70	0.70	0.75	0.75	0.50	0.17	0.17	0.17	0.17
CATV Public Access Television	0.20	0.45	0.90	0.85	0.85	0.85	0.85	0.91	0.63	0.63
Solid Waste Recycling	0.70	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Windmill Island Gardens	11.70	11.80	11.35	12.00	13.45	13.95	15.03	14.03	13.69	13.69
Technology Services	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.07	0.07
Municipal Airport Fac & Mgmt	0.35	0.35	0.35	0.35	0.50	0.40	0.00	0.00	0.00	0.00
Centralized Vehicle / Equipment	1.75	1.70	1.65	1.55	2.10	2.10	2.09	2.09	2.09	2.67
<b>Other Funds Total</b>	<b>17.55</b>	<b>16.50</b>	<b>16.05</b>	<b>16.70</b>	<b>18.45</b>	<b>18.63</b>	<b>18.81</b>	<b>17.87</b>	<b>17.32</b>	<b>17.90</b>
<b>General City Total</b>	<b>88.35</b>	<b>90.65</b>	<b>86.50</b>	<b>86.90</b>	<b>88.45</b>	<b>88.63</b>	<b>84.14</b>	<b>79.69</b>	<b>76.51</b>	<b>77.38</b>
Board of Public Works	0.00	0.00	0.00	0.50	1.00	1.00	1.00	0.50	0.50	0.50
Holland Historical Trust	2.36	2.36	2.36	2.35	1.92	2.07	2.82	2.72	2.97	2.97
<b>Grand Total</b>	<b>90.71</b>	<b>93.01</b>	<b>88.86</b>	<b>89.75</b>	<b>91.37</b>	<b>91.70</b>	<b>87.96</b>	<b>82.91</b>	<b>79.98</b>	<b>80.85</b>

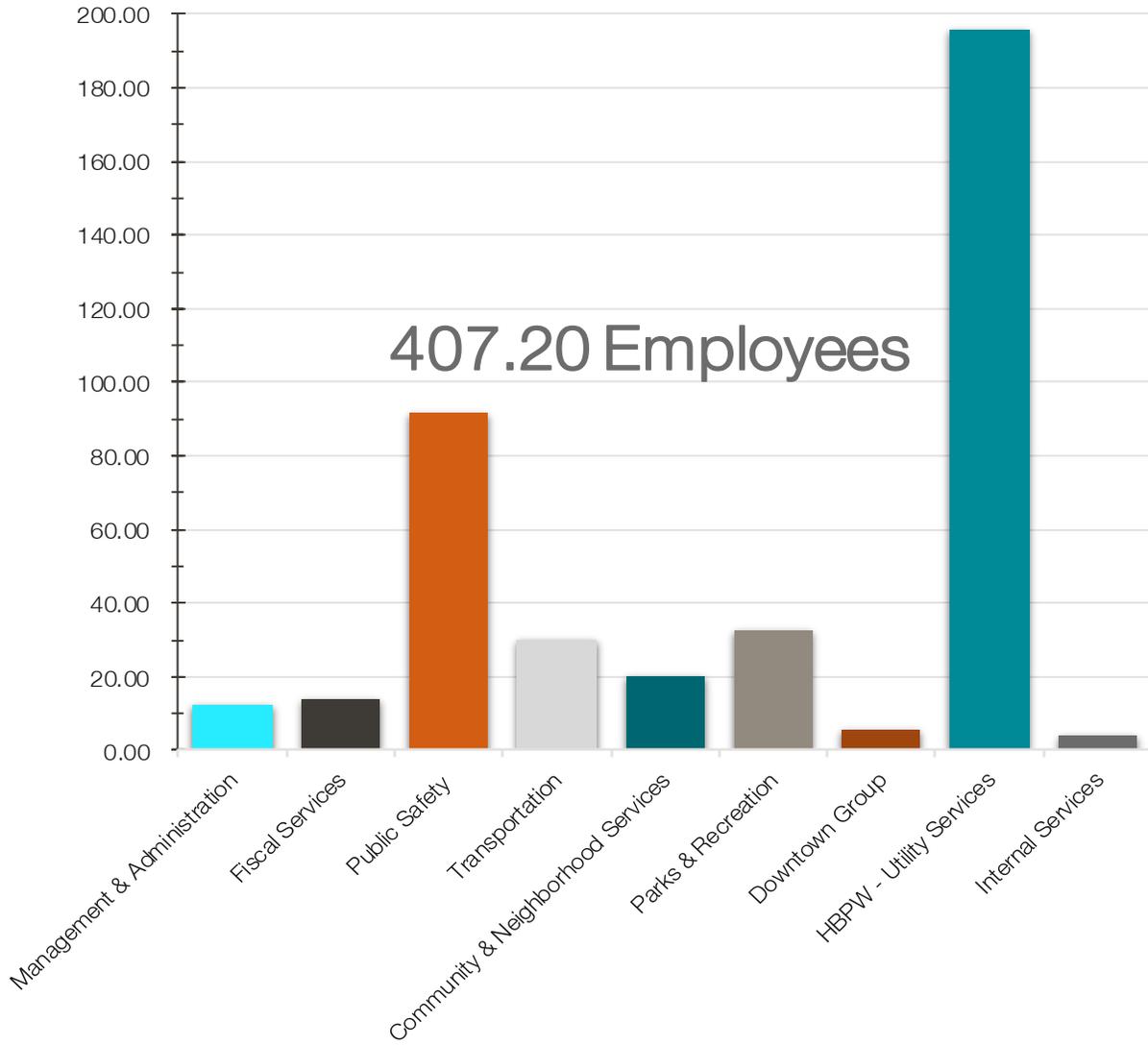


Full Time Positions

GROUP	POSITIONS			FY 25	
	FY 22	FY 23	FY 24	POSITIONS	PERCENT
Management & Administration	10.45	11.45	12.45	12.45	3.06%
Fiscal Services	12.90	12.90	13.90	13.90	3.41%
Public Safety	87.25	90.50	90.50	91.50	22.47%
Transportation	28.02	30.04	30.04	30.04	7.38%
Community & Neighborhood Services	16.55	17.55	20.45	20.45	5.02%
Parks & Recreation	29.28	32.76	32.76	32.76	8.05%
Downtown Group	4.65	5.90	5.90	5.90	1.45%
HBPW - Utility Services	177.00	181.00	192.00	196.00	48.13%
Internal Services	4.20	4.20	4.20	4.20	1.03%
<b>TOTAL</b>	<b>370.30</b>	<b>386.30</b>	<b>402.20</b>	<b>407.20</b>	<b>100.00%</b>

FUND	POSITIONS			FY 25	
	FY 22	FY 23	FY 24	POSITIONS	PERCENT
General Operating	166.27	175.21	178.08	179.08	43.98%
Downtown Public Parking	0.42	0.44	0.44	0.44	0.11%
Mainstreet/DDA	0.70	0.75	0.75	0.75	0.18%
Principal Shopping District	1.05	1.25	1.25	1.25	0.31%
CATV Public Access Television	2.10	2.10	3.10	3.10	0.76%
Holland Energy Fund	0.00	0.00	0.67	0.67	0.17%
Solid Waste Recycling	1.27	1.27	1.63	1.63	0.40%
Windmill Island Gardens	2.08	2.71	2.71	2.71	0.67%
Civic Center Place	0.20	0.35	0.35	0.35	0.09%
HBPW - Utility Services	177.00	181.00	192.00	196.00	48.13%
Technology Services	4.20	4.20	4.20	4.20	1.03%
Centralized Vehicle / Equipment	8.01	10.02	10.02	10.02	2.46%
Holland Historical Trust	7.00	7.00	7.00	7.00	1.72%
<b>TOTAL</b>	<b>370.30</b>	<b>386.30</b>	<b>402.20</b>	<b>407.20</b>	<b>100.00%</b>

## Full Time Positions

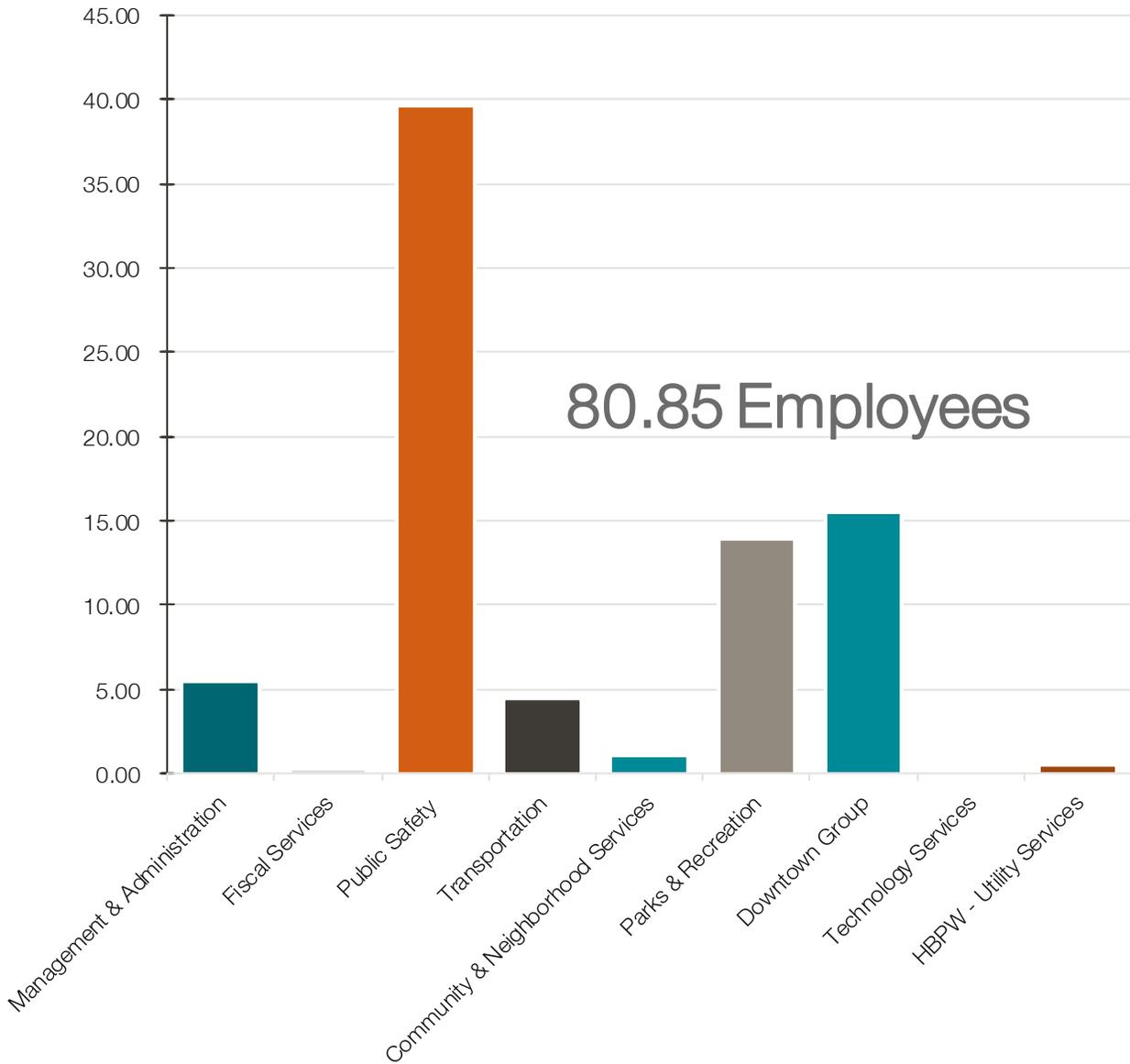


## Part Time Positions

GROUP	POSITIONS			FY 25	
	FY 22	FY 23	FY 24	POSITIONS	PERCENT
Management & Administration	4.95	5.66	6.02	5.44	6.73%
Fiscal Services	1.15	1.15	0.50	0.29	0.36%
Public Safety	38.82	38.92	38.90	39.61	48.99%
Transportation	3.38	3.13	3.40	4.45	5.50%
Community & Neighborhood Services	2.01	2.09	1.13	1.07	1.32%
Parks & Recreation	19.73	15.54	14.00	13.96	17.27%
Downtown Group	16.92	15.92	15.46	15.46	19.12%
Technology Services	0.00	0.00	0.07	0.07	0.09%
HBPW - Utility Services	1.00	0.50	0.50	0.50	0.62%
<b>TOTAL</b>	<b>87.96</b>	<b>82.91</b>	<b>79.98</b>	<b>80.85</b>	<b>100.00%</b>

FUND	POSITIONS			FY 25	
	FY 22	FY 23	FY 24	POSITIONS	PERCENT
General Operating	65.33	61.82	59.19	59.48	73.57%
Downtown Public Parking	0.36	0.36	0.36	0.36	0.45%
Mainstreet/DDA	0.31	0.31	0.31	0.31	0.38%
Principal Shopping District	0.17	0.17	0.17	0.17	0.21%
CATV Public Access Television	0.85	0.91	0.63	0.63	0.78%
Windmill Island Gardens	15.03	14.03	13.69	13.69	16.93%
HBPW - Utility Services	1.00	0.50	0.50	0.50	0.62%
Technology Services	0.00	0.00	0.07	0.07	0.09%
Centralized Vehicle / Equipment	2.09	2.09	2.09	2.67	3.30%
Holland Historical Trust	2.82	2.72	2.97	2.97	3.67%
<b>TOTAL</b>	<b>87.96</b>	<b>82.91</b>	<b>79.98</b>	<b>80.85</b>	<b>100.00%</b>

Part Time Positions



Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>City Council</b>				
<b>Full Time</b>				
Executive Assistant I	0.20	0.20	0.20	0.20
<b>Elected Officials</b>				
Mayor	1.00	1.00	1.00	1.00
Mayor Pro Tem	1.00	1.00	1.00	1.00
Council Member	7.00	7.00	7.00	7.00
Total Elected Positions	9.00	9.00	9.00	9.00
<b>Total City Council Positions</b>	<b>9.20</b>	<b>9.20</b>	<b>9.20</b>	<b>9.20</b>

<b>City Manager</b>				
<b>Full Time</b>				
City Manager	0.95	0.95	0.95	0.95
Assistant City Manager	0.50	0.50	0.50	0.50
Executive Assistant IV	0.90	0.90	-	-
Executive Assistant I	0.10	0.10	0.10	0.10
Office Manager	-	-	0.90	0.90
<b>Total City Manager Positions</b>	<b>2.45</b>	<b>2.45</b>	<b>2.45</b>	<b>2.45</b>

<b>Elections</b>				
<b>Full Time</b>				
Elections & Records Management Coordinator	-	-	-	0.75
<b>Part Time</b>				
Clerical Assistant	0.20	0.20	0.24	0.23
Election Workers	0.75	2.09	2.19	2.19
Total Part Time	0.95	2.29	2.43	2.42
<b>Total Election Positions</b>	<b>0.95</b>	<b>2.29</b>	<b>2.43</b>	<b>3.17</b>

<b>City Clerk</b>				
<b>Full Time</b>				
City Clerk	1.00	1.00	1.00	1.00
Elections & Records Management Coordinator	-	1.00	1.00	0.25
Department Assistant I	1.00	1.00	1.00	1.00
Total Full Time	2.00	3.00	3.00	2.25

Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>City Clerk Cont.</b>				
<b>Part Time</b>				
Elections & Records Management Coordinator	0.70	-	-	-
Clerical Assistant	0.65	0.63	0.63	0.63
Customer Service Rep	0.50	0.50	0.50	0.50
Total Part Time	1.85	1.13	1.13	1.13
<b>Total City Clerk Positions</b>	<b>3.85</b>	<b>4.13</b>	<b>4.13</b>	<b>3.38</b>

<b>Human Resources</b>				
<b>Full Time</b>				
Director of Human Resources	1.00	1.00	1.00	1.00
Human Resources Specialist	1.00	1.00	1.00	1.00
Executive Assistant I	0.60	0.60	0.60	0.60
Total Full Time	2.60	2.60	2.60	2.60
<b>Part Time</b>				
Intern	-	0.07	0.57	-
<b>Total Human Resources Positions</b>	<b>2.6</b>	<b>2.67</b>	<b>3.17</b>	<b>2.6</b>

<b>Boards and Commissions</b>				
<b>Full Time</b>				
Executive Assistant I	0.10	0.10	0.10	0.10
<b>Total Boards and Commissions Positions</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>	<b>0.10</b>

<b>Human Relations</b>				
<b>Full Time</b>				
Human/International Relations Director	1.00	1.00	1.00	1.00
<b>Part Time</b>				
Administrative Aide I	0.65	0.63	0.63	0.63
Youth Services Coordinator	0.65	0.63	0.63	0.63
Total Part Time	1.30	1.26	1.26	1.26
<b>Total Human Relations Positions</b>	<b>2.30</b>	<b>2.26</b>	<b>2.26</b>	<b>2.26</b>

Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Cable TV Public Access</b>				
<b>Full Time</b>				
Assistant City Manager	0.10	0.10	0.10	0.10
Multimedia Production Specialist	2.00	2.00	2.00	2.00
Public Information Coordinator	-	-	1.00	1.00
Total Full Time	2.10	2.10	3.10	3.10
<b>Part Time</b>				
Public Information Coordinator	0.70	0.70	-	-
Multi-Media Intern	0.15	0.21	0.63	0.63
Total Part Time	0.85	0.91	0.63	0.63
<b>Total Cable TV Public Access Positions</b>	<b>2.95</b>	<b>3.01</b>	<b>3.73</b>	<b>3.73</b>
<b>Management and Administration Group Total</b>				
Full Time	10.45	11.45	12.45	12.45
Part Time	4.95	5.66	6.02	5.44
Elected Officials	9.00	9.00	9.00	9.00
<b>Total</b>	<b>24.40</b>	<b>26.11</b>	<b>27.47</b>	<b>26.89</b>

Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Finance</b>				
<b>Full Time</b>				
Director of Finance	0.80	0.80	0.80	0.80
Assistant Finance Director	0.95	0.95	0.95	0.95
Assistant Treasurer	0.50	0.50	0.50	0.50
Grant Manager	1.00	1.00	1.00	1.00
Municipal Accountant II	1.00	0.75	1.00	1.00
Municipal Accountant I	-	0.25	1.00	1.00
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	0.75	0.75	0.75	0.75
Total Full Time	7.00	7.00	8.00	8.00
<b>Part Time</b>				
Municipal Accountant I	-	0.30	-	-
Municipal Accountant II	0.65	0.35	-	-
Total Part Time	0.65	0.65	-	-
<b>Total Finance Positions</b>	<b>7.65</b>	<b>7.65</b>	<b>8.00</b>	<b>8.00</b>

<b>Assessing</b>				
<b>Full Time</b>				
Director of Finance	0.10	0.10	0.10	0.10
Assessing Administrator	1.00	1.00	1.00	1.00
Appraiser II	2.00	2.00	2.00	2.00
Department Assistant III	1.00	1.00	1.00	1.00
Total Full Time	4.10	4.10	4.10	4.10
<b>Part Time</b>				
Appraiser Trainee	0.50	0.50	0.50	0.29
<b>Total Assessing Positions</b>	<b>4.60</b>	<b>4.60</b>	<b>4.60</b>	<b>4.39</b>



Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Treasurer</b>				
<b>Full Time</b>				
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
Account Clerk / Cashier	1.15	1.15	1.15	1.15
<b>Total Treasurer Positions</b>	<b>1.80</b>	<b>1.80</b>	<b>1.80</b>	<b>1.80</b>
<b>Fiscal Services Total</b>				
Full Time	12.90	12.90	13.90	13.90
Part Time	1.15	1.15	0.50	0.29
<b>Total</b>	<b>14.05</b>	<b>14.05</b>	<b>14.40</b>	<b>14.19</b>

Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Public Safety Management</b>				
<b>Full Time</b>				
Director of Public Safety	1.00	1.00	1.00	1.00
Public Safety Captain <sup>(1)</sup>	4.00	4.00	4.00	5.00
Executive Assistant I	1.00	1.00	1.00	1.00
Total Full Time	6.00	6.00	6.00	7.00
<b>Part Time</b>				
Executive Assistant I	0.70	0.70	0.70	0.87
<b>Total Public Safety Management Positions</b>	<b>6.70</b>	<b>6.70</b>	<b>6.70</b>	<b>7.87</b>

(1) Newly approved Public Safety Captain to be filled for three months in FY25.

<b>Police</b>				
<b>Full Time</b>				
Police Sergeant	15.00	15.00	15.00	15.00
Computer Crimes Investigator	1.00	1.00	1.00	1.00
Police Officer	36.00	36.00	36.00	36.00
Civilian Booking Officer	1.00	1.00	1.00	1.00
FOIA Coordinator	1.00	1.00	1.00	1.00
Office Manager	1.00	1.00	1.00	1.00
Department Assistant III	2.00	2.00	2.00	2.00
Police Desk Assistant	3.00	3.00	3.00	3.00
Facilities / Irrigation Supervisor	0.15	0.15	0.15	0.15
Facility Maintenance Tech I	1.00	1.15	1.15	1.15
Total Full Time	61.15	61.30	61.30	61.30
<b>Part Time</b>				
Police Desk Assistant	0.70	0.70	0.70	0.77
Police Cadet	4.77	4.77	4.77	4.77
Police Reserve Officer	1.30	1.36	1.34	1.56
School Crossing Guards	0.65	0.69	0.69	0.94
Custodian/Maintenance	0.70	0.70	0.70	0.70
Total Part Time	8.12	8.22	8.20	8.74
<b>Total Police Positions</b>	<b>69.27</b>	<b>69.52</b>	<b>69.50</b>	<b>70.04</b>

Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Fire</b>				
<b>Full Time</b>				
Fire Marshall	1.00	1.00	1.00	1.00
Training & Safety Officer	1.00	1.00	1.00	1.00
Fire Lieutenant	6.00	6.00	6.00	6.00
Firefighter- EMT	12.00	15.00	15.00	15.00
Facilities / Irrigation Supervisor	0.10	0.10	0.10	0.10
Facility Maintenance Tech I	-	0.10	0.10	0.10
Total Full Time	20.10	23.20	23.20	23.20
<b>Part Time</b>				
Part-Paid Firefighter Sergeant <sup>(1)</sup>	3.00	3.00	3.00	3.00
Part-Paid Firefighter <sup>(1)</sup>	27.00	27.00	27.00	27.00
Total Part Time	30.00	30.00	30.00	30.00
<b>Total Fire Positions</b>	<b>50.10</b>	<b>53.20</b>	<b>53.20</b>	<b>53.20</b>

(1) Part-Paid Firefighters are paid a monthly stipend. Numbers reflected are based on positions approved, not FTE.

**Public Safety Group Total**

Full Time	87.25	90.50	90.50	91.50
Part Time	38.82	38.92	38.90	39.61
<b>Total</b>	<b>126.07</b>	<b>129.42</b>	<b>129.40</b>	<b>131.11</b>

Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Streets</b>				
<b>Full Time</b>				
Street & Vehicle Mntc Supervisor	1.00	1.00	1.00	1.00
Lead Supervisor	1.00	1.00	1.00	1.00
Supervisor	2.00	2.00	2.00	2.00
Coordinator - Sign & Paint	1.00	1.00	1.00	1.00
Coordinator - Storm Sewers	1.00	1.00	1.00	1.00
Office Manager	0.65	0.65	0.65	0.65
Heavy equipment Operator	10.00	10.00	10.00	10.00
Facilities / Irrigation Supervisor	0.01	0.01	0.01	0.01
Facilities Maintenance Tech I	-	0.01	0.01	0.01
Total Full Time	16.66	16.67	16.67	16.67
<b>Part Time</b>				
Infrastructure Worker	0.96	0.57	0.77	0.84
Technical Assistant I	0.13	0.27	0.24	0.25
Total Part Time	1.09	0.84	1.01	1.09
<b>Total Street Positions</b>	<b>17.75</b>	<b>17.51</b>	<b>17.68</b>	<b>17.76</b>

<b>Management and Engineering</b>				
<b>Full Time</b>				
Transportation Services Director	1.00	1.00	1.00	1.00
Senior Project Engineer	-	-	1.00	1.00
Project Engineer	1.00	1.00	-	-
Staff Engineer	1.00	1.00	1.00	1.00
Office Manager	0.35	0.35	0.35	0.35
Total Full Time	3.35	3.35	3.35	3.35
<b>Part Time</b>				
Technical Assistant I	0.20	0.20	0.30	0.69
<b>Total Management &amp; Engineering Positions</b>	<b>3.55</b>	<b>3.55</b>	<b>3.65</b>	<b>4.04</b>

Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Centralized Vehicle / Equipment</b>				
<b>Full Time</b>				
Lead Mechanic	2.00	2.00	2.00	2.00
Mechanic / Fabricator	1.00	1.00	1.00	1.00
Equipment Mechanic II	5.00	6.00	6.00	6.00
Parts Mechanic	-	1.00	1.00	1.00
Facilities / Irrigation Supervisor	0.01	0.01	0.01	0.01
Facility Maintenance Tech I	-	0.01	0.01	0.01
Total Full Time	8.01	10.02	10.02	10.02
<b>Part Time</b>				
Administrative Aide I	0.70	0.70	0.70	0.70
Technical Assistant I	-	-	-	0.58
Mechanic Assistant	1.39	1.39	1.39	1.39
Total Part Time	2.09	2.09	2.09	2.67
<b>Total Centralized Vehicles Positions</b>	<b>10.10</b>	<b>12.11</b>	<b>12.11</b>	<b>12.69</b>
<b>Transportation Group Total</b>				
Full Time	28.02	30.04	30.04	30.04
Part Time	3.38	3.13	3.40	4.45
<b>Total</b>	<b>31.40</b>	<b>33.17</b>	<b>33.44</b>	<b>34.49</b>

Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Planning &amp; Zoning</b>				
<b>Full Time</b>				
Community & Nghbr Svcs Director	0.25	0.25	0.20	0.20
Assistant Community & Nghbr Svcs Director	0.10	0.10	0.05	0.05
Senior Planner	1.00	1.00	1.00	1.00
Municipal Planner	0.60	0.60	1.20	1.20
Department Assistant III	0.20	0.20	0.05	0.05
Department Assistant I	0.40	0.40	0.40	0.40
Total Full Time	2.55	2.55	2.90	2.90
<b>Part Time</b>				
Preservation Planner	0.38	0.38	-	-
Historic Preservation Intern	-	-	-	0.07
Total Part Time	0.38	0.38	-	0.07
<b>Total Planning &amp; Zoning Positions</b>	<b>2.93</b>	<b>2.93</b>	<b>2.90</b>	<b>2.97</b>

<b>Environmental Health &amp; Inspections</b>				
<b>Full Time</b>				
Assistant Community & Nghbr Svcs Director	0.30	0.30	0.30	0.30
Building Inspector / Zoning Administrator	0.40	0.40	-	-
Housing Inspector II	0.90	0.90	0.90	0.90
Housing Inspector I	2.00	2.00	2.00	2.00
Building Inspector I	0.05	0.05	0.05	0.05
Community Development Specialist	0.50	0.50	0.50	0.50
Department Assistant III	0.20	0.20	0.15	0.15
Department Assistant I	0.53	0.53	0.70	0.70
<b>Total Environmental Health Positions</b>	<b>4.88</b>	<b>4.88</b>	<b>4.60</b>	<b>4.60</b>

Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Construction Inspections</b>				
<b>Full Time</b>				
City Manager	0.05	0.05	0.05	0.05
Community & Nghbr Svcs Director	0.30	0.30	0.20	0.20
Asst Community & Nghbr Svcs Director	0.40	0.40	0.60	0.60
Building Inspector / Zoning Administrator	0.60	0.60	-	-
Building Official	-	-	1.00	1.00
Plumbing Inspector	1.00	1.00	1.00	1.00
Electrical Inspector	1.00	1.00	1.00	1.00
Housing Inspector II	0.10	0.10	0.10	0.10
Building Inspector I	0.95	1.95	1.95	1.95
Department Asssistant III	0.40	0.40	0.75	0.75
Certified Permit Technician	1.00	1.00	2.00	2.00
Department Assistant I	0.60	0.60	0.50	0.50
Account Clerk / Cashier	0.10	0.10	0.10	0.10
Total Full Time	6.50	7.50	9.25	9.25
<b>Part Time</b>				
Building Inspector	0.38	0.05	-	-
Clerical Assistant	0.55	0.59	0.50	0.50
Customer Service Rep	0.70	0.50	0.50	0.50
Total Part Time	1.63	1.14	1.00	1.00
<b>Total Construction Inspections Positions</b>	<b>7.43</b>	<b>8.14</b>	<b>9.75</b>	<b>9.75</b>

<b>Housing &amp; Neighborhoods</b>				
<b>Full Time</b>				
Community & Nghbr Svcs Director	0.25	0.25	0.10	0.10
Asst Community & Nghbr Svcs Director	0.10	0.10	-	-
Municipal Planner	-	-	0.30	0.30
Department Assistant I	0.40	0.40	0.10	0.10
<b>Total Housing &amp; Neighborhood Positions</b>	<b>0.75</b>	<b>0.75</b>	<b>0.50</b>	<b>0.50</b>

Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Economic Development and Sustainability</b>				
<b>Full Time</b>				
Community and Neighborhood Services Director	-	-	0.30	0.30
Sustainability Manager	0.50	0.50	0.50	0.50
Executive Assistant IV	0.10	0.10	-	-
Office Manager	-	-	0.10	0.10
<b>Total Full Time</b>	<b>0.60</b>	<b>0.60</b>	<b>0.90</b>	<b>0.90</b>
<b>Part Time</b>				
Intern	-	0.57	0.13	-
<b>Total Economic Dev and Sustain. Positions</b>	<b>0.60</b>	<b>1.17</b>	<b>1.03</b>	<b>0.90</b>
<b>Holland Energy Fund</b>				
<b>Full Time</b>				
Sustainability Coordinator	-	-	0.67	0.67
<b>Total Holland Energy Positions</b>	<b>-</b>	<b>-</b>	<b>0.67</b>	<b>0.67</b>
<b>Solid Waste Recycling</b>				
<b>Full Time</b>				
Community & Nghbr Svcs Director	0.20	0.20	0.20	0.20
Asst Community & Nghbr Svcs Director	0.10	0.10	0.05	0.05
Sustainability Manager	0.50	0.50	0.50	0.50
Community Development Specialist	0.20	0.20	0.20	0.20
Sustainability Coordinator	-	-	0.33	0.33
Department Assistant III	0.20	0.20	0.05	0.05
Department Assistant I	0.07	0.07	0.30	0.30
<b>Total Housing &amp; Neighborhood Positions</b>	<b>1.27</b>	<b>1.27</b>	<b>1.63</b>	<b>1.63</b>
<b>Community &amp; Neighborhood Services Group Total</b>				
Full Time	16.55	17.55	20.45	20.45
Part Time	2.01	2.09	1.13	1.07
<b>Total</b>	<b>18.56</b>	<b>19.64</b>	<b>21.58</b>	<b>21.52</b>



Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>City Hall &amp; Grounds</b>				
<b>Full Time</b>				
Facilities / Irrigation Supervisor	0.15	0.15	0.15	0.15
Facilities Maintenance Tech I	-	0.15	0.15	0.15
Total Full Time	0.15	0.30	0.30	0.30
<b>Part Time</b>				
Facilities Maintenance	-	-	0.24	0.48
<b>Total City Hall &amp; Grounds Positions</b>	<b>0.15</b>	<b>0.30</b>	<b>0.54</b>	<b>0.78</b>

<b>Cemetery</b>				
<b>Full Time</b>				
Parks & Recreation Director	0.20	0.20	0.20	0.20
Deputy Parks & Recreation Director	0.50	0.50	0.50	0.50
Facilities / Irrigation Supervisor	0.05	0.05	0.05	0.05
Facilities Maintenance Tech I	-	0.05	0.05	0.05
Cemetery Supervisor	-	-	1.00	1.00
Cemetery Maintenance II	1.00	1.00	1.00	1.00
Laborer II	0.50	0.50	-	-
Parks, Cemetery, Rec Maintenance	-	1.32	1.32	1.32
Cemetery Grounds Keeper	-	-	1.00	1.00
Department Assistant II	1.00	1.00	0.50	0.50
Total Full Time	3.25	4.62	5.62	5.62
<b>Part Time</b>				
Grounds Maintenance	1.92	1.92	1.78	1.55
<b>Total Cemetery Positions</b>	<b>5.17</b>	<b>4.62</b>	<b>5.62</b>	<b>5.62</b>

Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Recreation</b>				
<b>Full Time</b>				
Recreation Deputy Director	1.00	1.00	1.00	1.00
Recreation Coordinator II	1.00	1.00	1.00	1.00
Recreation Coordinator	1.00	-	-	-
Recreation Program Assistant	-	1.00	1.00	1.00
Department Assistant II	1.00	1.00	1.00	1.00
Athletic Field Specialist	-	1.00	1.00	1.00
Rec Programmer / Event Coordinator	0.80	0.80	0.80	0.80
Recreation Maintenance Supervisor	1.00	1.00	1.00	1.00
Recreation Maintenance Assistant	1.00	-	-	-
Recreation Operations Coordinator	-	1.00	1.00	1.00
Parks, Cemetery, Rec Maintenance	-	1.32	1.32	1.32
Facilities / Irrigation Supervisor	0.16	0.16	0.16	0.16
Facilities Maintenance Tech I	-	0.16	0.16	0.16
Total Full Time	6.96	9.44	9.44	9.44
<b>Part Time</b>				
Recreation Program Assistant	0.63	0.63	0.48	0.48
Intern	0.25	0.24	0.24	0.24
Total Part Time	0.88	0.87	0.72	0.72
<b>Total Recreation Positions</b>	<b>7.84</b>	<b>10.31</b>	<b>10.16</b>	<b>10.16</b>

## Parks

<b>Full Time</b>				
Parks & Recreation Director	0.80	0.80	0.80	0.80
Deputy Parks & Recreation Director	0.50	0.50	0.50	0.50
Forestry Supervisor	1.00	1.00	1.00	1.00
Facilities / Irrigation Supervisor	0.10	0.10	0.10	0.10
Irrigation Technician	1.00	1.00	1.00	1.00
Tree Specialist	1.00	1.00	1.00	1.00
Parks Specialist	1.00	1.00	1.00	1.00
Tree Trimmer I	2.00	2.00	2.00	2.00



Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Parks Cont.</b>				
Greenhouse Specialist	1.00	1.00	1.00	1.00
Laborer II	0.50	0.50	-	-
Parks, Cemetery, Rec Maintenance	-	1.36	1.36	1.36
Skilled Grounds Keeper	1.00	-	-	-
Department Assistant II	1.00	1.00	0.50	0.50
Facility Maintenance Tech I	1.00	0.10	0.10	0.10
Total Full Time	11.90	11.36	10.36	10.36
<b>Part Time</b>				
Grounds Maintenance	6.20	4.75	4.07	4.07
Tree Trimmer	1.11	0.24	0.24	0.24
Greenhouse	2.50	2.10	1.54	1.54
General Maintenance	3.98	2.63	2.20	2.16
Total Part Time	13.79	9.72	8.05	8.01
<b>Total Parks Positions</b>	<b>25.69</b>	<b>21.08</b>	<b>18.41</b>	<b>18.37</b>

<b>Degraaf Nature Center</b>				
<b>Full Time</b>				
Facilities / Irrigation Supervisor	0.02	0.02	0.02	0.02
Facilities Maintenance Tech I	-	0.02	0.02	0.02
Total Full Time	0.02	0.04	0.04	0.04
<b>Part Time</b>				
Grounds Maintenance	0.32	0.31	0.24	0.23
<b>Total Degraaf Nature Center Positions</b>	<b>0.34</b>	<b>0.35</b>	<b>0.28</b>	<b>0.27</b>

Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Holland Historical Trust</b>				
<b>Full Time</b>				
Director	1.00	1.00	1.00	1.00
Registrar	1.00	1.00	1.00	1.00
Operations Manager	1.00	-	-	-
Exhibits Coordinator	1.00	1.00	1.00	1.00
Education & Volunteer Coordinator	1.00	1.00	1.00	1.00
Education & Community Program Manager	1.00	1.00	1.00	1.00
Development / Communications Manager	1.00	1.00	1.00	1.00
Admin Assistant	-	1.00	1.00	1.00
Total Full Time	7.00	7.00	7.00	7.00
<b>Part Time</b>				
Museum Attendant	0.30	0.30	0.30	0.30
Accountant	-	0.50	0.50	0.50
Facility Manager	0.30	0.30	0.30	0.30
Facilities / Maintenance	0.37	0.37	0.37	0.37
Visitor Services Coordinator	0.60	0.50	0.50	0.50
Archives Assistant	0.50	0.50	0.50	0.50
Registrar Assistant	-	-	0.25	0.25
Social Media Assistant	0.25	0.25	0.25	0.25
Development Assistant	0.50	-	-	-
Total Part Time	2.82	2.72	2.97	2.97
<b>Total Holland Historical Trust Positions</b>	<b>9.82</b>	<b>9.72</b>	<b>9.97</b>	<b>9.97</b>
<b>Parks &amp; Recreation Group Total</b>				
Full Time	29.28	32.76	32.76	32.76
Part Time	19.73	15.54	14.00	13.96
<b>Total</b>	<b>49.01</b>	<b>48.30</b>	<b>46.76</b>	<b>46.72</b>

Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>8th Street Market</b>				
<b>Full Time</b>				
PSD Marketing & Promotions Coordinator	0.10	0.10	0.10	0.10
Rec Programmer / Event Coordinator	0.10	0.10	0.10	0.10
Programming and Events Coordinator	-	0.20	0.20	0.20
Total Full Time	0.20	0.40	0.40	0.40
<b>Part Time</b>				
Market Manager	0.50	0.50	0.50	0.50
Assistant Market Master	0.50	0.50	0.38	0.38
Intern	0.05	0.05	0.05	0.05
Total Part Time	1.05	1.05	0.93	0.93
<b>Total 8th Street Market Positions</b>	<b>1.25</b>	<b>1.45</b>	<b>1.33</b>	<b>1.33</b>

<b>Downtown Public Parking</b>				
<b>Full Time</b>				
Downtown Development Coordinator	0.40	0.40	0.40	0.40
Facilities / Irrigation Supervisor	0.02	0.02	0.02	0.02
Facilities Maintenance Tech I	-	0.02	0.02	0.02
Total Full Time	0.42	0.44	0.44	0.44
<b>Part Time</b>				
Administrative Aide I	0.36	0.36	0.36	0.36
<b>Total Downtown Public Parking Positions</b>	<b>0.78</b>	<b>0.80</b>	<b>0.80</b>	<b>0.80</b>

<b>Downtown Development Authority</b>				
<b>Full Time</b>				
Assistant City Manager	0.05	0.05	0.05	0.05
Downtown Development Coordinator	0.60	0.60	0.60	0.60
Facilities / Irrigation Supervisor	0.05	0.05	0.05	0.05
Facilities Maintenance Tech I	-	0.05	0.05	0.05
Total Full Time	0.70	0.75	0.75	0.75
<b>Part Time</b>				
Administrative Aide I	0.13	0.13	0.13	0.13
Maintenance	0.18	0.18	0.18	0.18
Total Part Time	0.31	0.31	0.31	0.31
<b>Total DDA Positions</b>	<b>1.01</b>	<b>1.06</b>	<b>1.06</b>	<b>1.06</b>

Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Downtown Principal Shopping District</b>				
<b>Full Time</b>				
Assistant City Manager	0.05	0.05	0.05	0.05
PSD Marketing & Promotions Coordinator	0.90	0.90	0.90	0.90
Rec Programmer / Event Coordinator	0.10	0.10	0.10	0.10
Programming and Events Coordinator	-	0.20	0.20	0.20
Total Full Time	1.05	1.25	1.25	1.25
<b>Part Time</b>				
Administrative Aide I	0.12	0.12	0.12	0.12
Event Planning Intern	0.05	0.05	0.05	0.05
Total Part Time	0.17	0.17	0.17	0.17
<b>Total PSD Positions</b>	<b>1.22</b>	<b>1.42</b>	<b>1.42</b>	<b>1.42</b>
<b>Windmill Island Gardens</b>				
<b>Full Time</b>				
Assistant City Manager	0.05	0.05	0.05	0.05
Windmill Island Development Manager	1.00	1.00	1.00	1.00
Supervisor	1.00	1.00	-	-
Grounds & Horticulture Manager	-	-	1.00	1.00
Programming and Events Coordinator	-	0.60	0.60	0.60
Facilities / Irrigation Supervisor	0.03	0.03	0.03	0.03
Facilities Maintenance Tech I	-	0.03	0.03	0.03
Total Full Time	2.08	2.71	2.71	2.71
<b>Part Time</b>				
Tulip Time Worker	0.72	0.72	0.72	0.72
Event Organizer	0.72	0.72	0.60	0.60
Grounds Maintenance	5.37	5.37	5.87	5.87
Program Coordinator	1.00	-	-	-
Greeter / Guide	5.14	5.14	4.38	4.38
Clerical	1.00	1.00	1.40	1.40
Windmill Operator	1.08	1.08	0.72	0.72
Total Part Time	15.03	14.03	13.69	13.69
<b>Total Windmill Island Gardens Positions</b>	<b>17.11</b>	<b>16.74</b>	<b>16.40</b>	<b>16.40</b>



Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Civic Center Place</b>				
<b>Full Time</b>				
Assistant City Manager	0.05	0.05	0.05	0.05
Facilities / Irrigation Supervisor	0.15	0.15	0.15	0.15
Facilities Maintenance Tech I	-	0.15	0.15	0.15
<b>Total Civic Center Place Positions</b>	<b>0.20</b>	<b>0.35</b>	<b>0.35</b>	<b>0.35</b>
<b>Downtown Group Total</b>				
Full Time	4.65	5.90	5.90	5.90
Part Time	16.92	15.92	15.46	15.46
<b>Total</b>	<b>21.57</b>	<b>21.82</b>	<b>21.36</b>	<b>21.36</b>

Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Electric Production</b>				
<b>Full Time</b>				
Electric Production Engineer	1.00	1.00	1.00	1.00
Electric Production Engineering Supervisor	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
Instrumentation & Controls Tech-Operator <sup>(1)</sup>	3.00	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 <sup>(1)</sup>	3.00	3.00	3.00	2.00
Operator Technician <sup>(1)</sup>	-	-	-	2.00
Plant Operator <sup>(1)</sup>	10.00	10.00	10.00	9.00
Stockkeeper	1.00	1.00	1.00	1.00
Utility - Electric Production	1.00	1.00	1.00	1.00
<b>Total Electric Production Positions</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>

(1) Includes apprentices in this job classification.

Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Electric Distribution</b>				
<b>Full Time</b>				
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	3.00
Electric Distribution Planner	1.00	1.00	1.00	1.00
Electric Distribution Technician <sup>(1)</sup>	3.00	3.00	4.00	3.00
Electric Engineering Supervisor	1.00	1.00	1.00	1.00
Electric Distribution Superintendent	1.00	1.00	1.00	1.00
GIS Specialist <sup>(2)</sup>	-	0.40	0.40	0.40
Lead Electric Distribution Technician	-	-	-	1.00
Lead Lineworker	2.00	2.00	2.00	2.00
Line Crew Supervisor	1.00	1.00	1.00	1.00
Lineworker <sup>(1)</sup>	9.00	9.00	10.00	9.00
Operations & Metering Supervisor	1.00	1.00	1.00	1.00
Substation Engineering Specialist	-	-	-	1.00
System Engineer	1.00	1.00	1.00	1.00
System Operations Technician <sup>(1)(3)</sup>	5.00	5.00	6.00	6.00
Vegetation Management Technician	1.00	1.00	1.00	1.00
<b>Total Electric Distribution Positions</b>	<b>31.00</b>	<b>31.40</b>	<b>34.40</b>	<b>34.40</b>

(1) Includes apprentices in this job classification.

(2) One GIS Specialist is allocated 20% Broadband; 40% Electric Distribution; 40% W/WW Services

(3) Long-term staffing target is 5 FTEs; FY24 & FY25 increase is related to succession preparation efforts.

### Electric Utility Total

Full Time	59.00	59.40	62.40	62.40
<b>Total</b>	<b>59.00</b>	<b>59.40</b>	<b>62.40</b>	<b>62.40</b>

Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Water Reclamation</b>				
<b>Full Time</b>				
Environmental Compliance Supervisor	1.00	1.00	1.00	1.00
Industrial Electrician <sup>(1)</sup>	1.65	1.65	1.65	1.65
Lead Maintenance - WRF	1.00	1.00	1.00	1.00
Lead Plant Operator - WRF	1.00	1.00	1.00	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
Process Engineer <sup>(2)</sup>	0.60	0.60	0.60	0.60
Utility - WRF O&M	1.00	1.00	1.00	1.00
Water Reclamation Facility Superintendent	1.00	1.00	1.00	1.00
<b>Total Water Reclamation Positions</b>	<b>18.25</b>	<b>18.25</b>	<b>18.25</b>	<b>18.25</b>

<b>Water Treatment</b>				
<b>Full Time</b>				
Industrial Electrician <sup>(1)</sup>	1.10	1.10	1.10	1.10
Lead 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	6.00	6.00	6.00
Process Engineer <sup>(2)</sup>	0.40	0.40	0.40	0.40
Utility - WTP O&M	1.00	1.00	1.00	1.00
Water Treatment Plant Superintendent	1.00	1.00	1.00	1.00
Maintenance - WTP	1.00	-	-	-
<b>Total Water Treatment Positions</b>	<b>11.50</b>	<b>11.50</b>	<b>11.50</b>	<b>11.50</b>

(1) One Industrial Electrician is allocated between WRF, WTP, & W/WW Services

(2) Process Engineer is allocated 40% WRF; 60% WTP.

Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Water Distribution / Wastewater Collection</b>				
<b>Full Time</b>				
Engineering Field Technician <sup>(1)</sup>	2.00	2.00	2.00	2.00
GIS Specialist	1.00	1.40	1.40	1.40
Industrial Electrician <sup>(2)</sup>	0.25	0.25	0.25	0.25
Lead Service and Maintenance	2.00	2.00	2.00	2.00
Maintenance Supervisor	1.00	1.00	1.00	1.00
Programs Technician	1.00	1.00	1.00	1.00
Service and Maintenance <sup>(3)</sup>	8.00	8.00	7.00	7.00
Service Supervisor	1.00	1.00	1.00	1.00
Service Technician <sup>(3)</sup>	2.00	2.00	3.00	4.00
W / WW Civil Engineer	2.00	2.00	2.00	2.00
W / WW Service Coordinator	1.00	2.00	2.00	2.00
W / WW Engineering Specialist	1.00	1.00	1.00	1.00
W / WW Engineering Supervisor	-	-	1.00	1.00
W / WW Superintendent	1.00	1.00	1.00	1.00
Total Full Time	23.25	24.65	25.65	26.65
<b>Part Time</b>				
Programs Assistant	0.50	-	-	-
<b>Total Water Distribution Positions</b>	<b>23.75</b>	<b>24.65</b>	<b>25.65</b>	<b>26.65</b>

(1) Engineering Field Technician job classification is grandfathered; replaced with Service Technician.

(2) One Industrial Electrician is allocated: 65% WRF; 10% WTP; 25% W/WW Services.

(3) Includes apprentices in this job classification.

<b>Water Reclamation &amp; Treatment Total</b>				
Full Time	53.00	54.40	55.40	56.40
Part Time	0.50	-	-	-
<b>Total</b>	<b>53.50</b>	<b>54.40</b>	<b>55.40</b>	<b>56.40</b>

Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Broadband Services</b>				
<b>Full Time</b>				
Broadband Field Technician <sup>(1)</sup>	-	-	2.00	2.00
Broadband Services Coordinator	0.70	0.70	0.70	1.00
Broadband Services Scheduler/Planner <sup>(1)</sup>	-	-	1.00	1.00
Broadband Services Superintendent	0.65	0.65	0.65	1.00
Broadband Services Supervisor	-	1.00	1.00	1.00
GIS Specialist <sup>(3)</sup>	-	0.20	0.20	0.20
Network Engineer <sup>(2)</sup>	0.70	0.70	0.70	1.70
Network Specialist	0.80	0.80	0.80	1.00
Outside Plant (OSP) Engineer	0.80	0.80	0.80	2.00
Broadband Customer Service Representative <sup>(4)</sup>	-	-	1.00	-
Broadband Customer Service Support <sup>(4)</sup>	-	-	1.00	-
Systems Specialist	0.80	0.80	0.80	-
Total Full Time	4.45	5.65	10.65	10.90

(1) Broadband Services was in a growth transition in FY24; Positions were filled as growth dictated.

(2) Allocated between Broadband and Business Services - Information Technology

(3) One GIS Specialist is allocated 20% Broadband, 40% Electric Distribution; 40% W/WW Services

(4) Customer Service related Broadband positions were moved to Customer Service Group for FY25.

**Broadband Services Total**

Full Time	4.45	5.65	10.65	10.90
<b>Total</b>	<b>4.45</b>	<b>5.65</b>	<b>10.65</b>	<b>10.90</b>

# UTILITY SERVICES—ADMINISTRATION & GENERAL

Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Administration</b>				
<b>Full Time</b>				
Administrative Specialist	1.00	1.00	1.00	1.00
Business Strategy Analyst	1.00	1.00	1.00	1.00
Communications Manager	-	1.00	1.00	1.00
Communications Specialist	1.00	1.00	1.00	1.00
Education and Visitor Programs Specialist <sup>(1)</sup>	1.00	1.00	1.00	1.00
Energy Market Analyst	-	-	1.00	1.00
General Manager	1.00	1.00	1.00	1.00
Operations Director	1.00	1.00	1.00	1.00
Lead Planning Engineer	1.00	1.00	1.00	1.00
Planning Engineer	1.00	1.00	1.00	1.00
Utility Services Director	1.00	1.00	1.00	1.00
<b>Total Administration Positions</b>	<b>9.00</b>	<b>10.00</b>	<b>11.00</b>	<b>11.00</b>

(1) Moved from Customer Solutions in FY23.

## Business Services - Human Resources & Regulatory Compliance

<b>Full Time</b>				
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
Records and Info. Management Specialist	1.00	1.00	1.00	1.00
Regulatory Compliance Specialist	1.00	1.00	1.00	1.00
Safety & Regulatory Compliance Manager	1.00	1.00	1.00	1.00
Safety Program Coordinator	1.00	1.00	-	-
Safety Specialist	1.00	1.00	2.00	2.00
<b>Total HR &amp; Regulatory Compliance Positions</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

# UTILITY SERVICES—ADMINISTRATION & GENERAL

Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Business Services - Information Technology</b>				
<b>Full Time</b>				
Broadband Service Coordinator <sup>(1)</sup>	0.30	0.30	0.30	-
Broadband Services Superintendent <sup>(1)</sup>	0.35	0.35	0.35	-
Business Systems Specialist	1.00	1.00	1.00	2.00
Database Administrator	1.00	1.00	-	-
Information Systems Infrastructure Spec	2.00	2.00	2.00	3.00
Information Technology Manager	1.00	1.00	1.00	1.00
IT Project and Solutions Architect	-	-	1.00	1.00
Information Technology Security Specialist	1.00	1.00	1.00	1.00
Network Engineer <sup>(1)</sup>	0.30	0.30	0.30	0.30
Network Specialist <sup>(1)</sup>	0.20	0.20	0.20	-
Outside Plant (OSP) Engineer <sup>(1)</sup>	0.20	0.20	0.20	-
Systems Specialist <sup>(1)</sup>	0.20	0.20	0.20	-
Programmer / Analyst	1.00	1.00	1.00	-
<b>Total Information Technology Positions</b>	<b>8.55</b>	<b>8.55</b>	<b>8.55</b>	<b>8.30</b>

(1) Allocated between Broadband and Business Services prior to FY25.

## Business Services - Warehouse & Facilities

<b>Full Time</b>				
Facility Maintenance	1.00	1.00	1.00	1.00
Facility Services Worker	1.00	1.00	1.00	1.00
Inventory & Facilities Specialist	1.00	1.00	1.00	1.00
Utility I	1.00	1.00	1.00	1.00
Facility Services Worker - Maintenance & Grounds <sup>(1)</sup>	1.00	1.00	1.00	1.00
Utility II - Warehouse	1.00	1.00	1.00	1.00
Warehouse & Facilities Manager	1.00	1.00	1.00	1.00
<b>Total Warehouse &amp; Facilities Positions</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>

(1) Position titled "Utility I - Warehouse & Facilities" prior to FY24.

# UTILITY SERVICES—ADMINISTRATION & GENERAL

Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Customer Solutions</b>				
<b>Full Time</b>				
Billing Coordinator	2.00	2.00	2.00	2.00
Community Energy Services Manager	1.00	1.00	1.00	1.00
Community Energy Services Specialist	1.00	1.00	1.00	1.00
Customer Programs Coordinator	2.00	2.00	3.00	3.00
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Services Representative	6.00	6.00	6.00	6.00
Customer Services Representative (HCF Project) <sup>(1)</sup>	-	-	-	2.00
Customer Solutions Senior Manager	1.00	1.00	1.00	1.00
Energy Efficiency Engineer	1.00	1.00	1.00	1.00
Key Accounts Analyst / Coordinator	1.00	1.00	1.00	1.00
Meter Information Systems Specialist	1.00	1.00	1.00	1.00
Water Conservation Programs Specialist	-	-	-	1.00
Total Full Time	17.00	17.00	18.00	21.00
<b>Part Time</b>				
Admin. Assistant - Conservation Programs	0.50	0.50	0.50	0.50
<b>Total Customer Solutions Positions</b>	<b>17.50</b>	<b>17.50</b>	<b>18.50</b>	<b>21.50</b>
<b>Finance &amp; Accounting</b>				
<b>Full Time</b>				
Accounting Manager	1.00	1.00	1.00	1.00
Accounts Payable Clerk	1.00	1.00	1.00	1.00
Buyer	1.00	1.00	1.00	1.00
Finance Director	1.00	1.00	1.00	1.00
Financial Analyst	1.00	1.00	1.00	1.00
General Accountant	4.00	4.00	4.00	4.00
Payroll Specialist	1.00	1.00	1.00	1.00
Procurement Specialist	1.00	1.00	1.00	1.00
Total Finance & Accounting Positions	11.00	11.00	11.00	11.00
<b>Administration &amp; General Total</b>	<b>61.05</b>	<b>62.05</b>	<b>64.05</b>	<b>66.80</b>

(1) Holland City Fiber (HCF) customer support personnel will be hired as needed.

# UTILITY SERVICES—ADMINISTRATION & GENERAL

Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Administration &amp; General Total</b>				
Full Time	60.55	61.55	63.55	66.30
Part Time	0.50	0.50	0.50	0.50
<b>Total</b>	<b>61.05</b>	<b>62.05</b>	<b>64.05</b>	<b>66.80</b>
 <b>Utility Services Total</b>				
Full Time	177.00	181.00	192.00	196.00
Part Time	1.00	0.50	0.50	0.50
<b>Total</b>	<b>178.00</b>	<b>181.50</b>	<b>192.50</b>	<b>196.50</b>



Authorized Position Count	2022 Actual	2023 Actual	2024 Actual	2025 Proposed
<b>Technology Services</b>				
<b>Full Time</b>				
Assistant City Manager	0.20	0.20	0.20	0.20
Technology Services Manager	1.00	1.00	1.00	1.00
Sr. Network Systems Specialist	1.00	1.00	1.00	1.00
Technical Support - GIS	1.00	1.00	1.00	1.00
Technology Specialist	1.00	1.00	1.00	1.00
Total Full Time	4.20	4.20	4.20	4.20
<b>Part Time</b>				
Intern	-	-	0.07	0.07
<b>Internal Services Group Total</b>				
Full Time	4.20	4.20	4.20	4.20
Part Time	-	-	0.07	0.07
<b>Total</b>	<b>4.20</b>	<b>4.20</b>	<b>4.27</b>	<b>4.27</b>

PROPERTY TAXES

PERSONNEL

**CAPITAL IMPROVEMENT PLAN**

CAPITAL OUTLAY

DEBT SERVICE

GLOSSARY

## Introduction

The City has a robust long-term planning cycle. As part of this process, the City prepares a long-term Capital Improvement Plan (CIP) that identifies ongoing needs such as repairs/renovations as well as future strategic investments. This cross-departmental effort allows the City to carefully plan and prioritize future capital investments. To complement this process, the City prepares a long-term financial forecast that seeks to identify funding for both future operational costs and funding sources for planned capital expenditures.

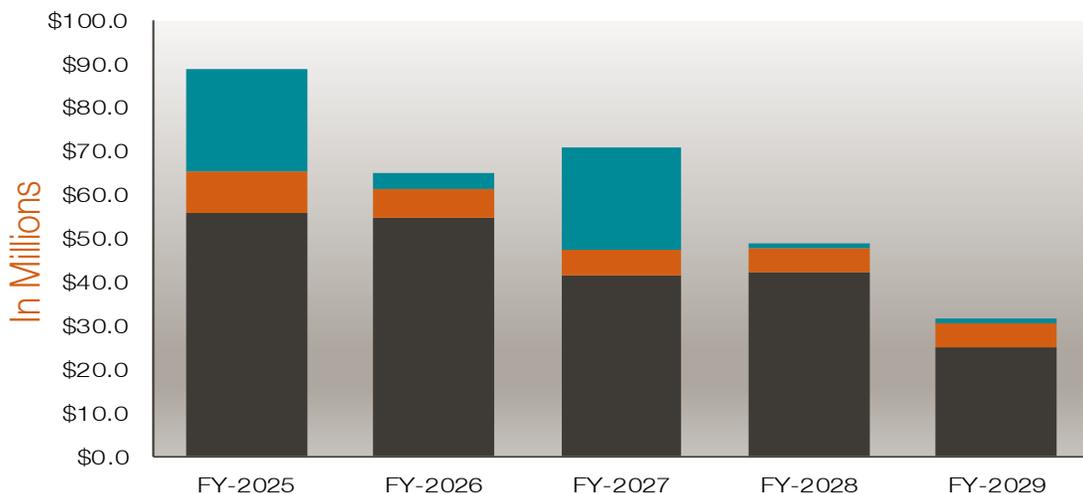
## Capital Program Organization

The long-term capital plan is managed by project type as follows:

Municipal Capital Projects (MCIF): The MCIF includes new construction or major improvements to municipal facilities, equipment, and infrastructure.

Streets & Sidewalks: The City is responsible for maintaining streets and sidewalks throughout the City. Projects included in this section represent preservation and/or major renovation to the City's streets, sidewalks, alleys, and storm drain infrastructure.

Utilities: The Holland Board of Public Works (HBPW), municipally owned by the City of Holland, operates an electric system (which includes a broadband network), a water treatment plant, and a water reclamation facility. HBPW maintains the capital plan for infrastructure related to these utilities.

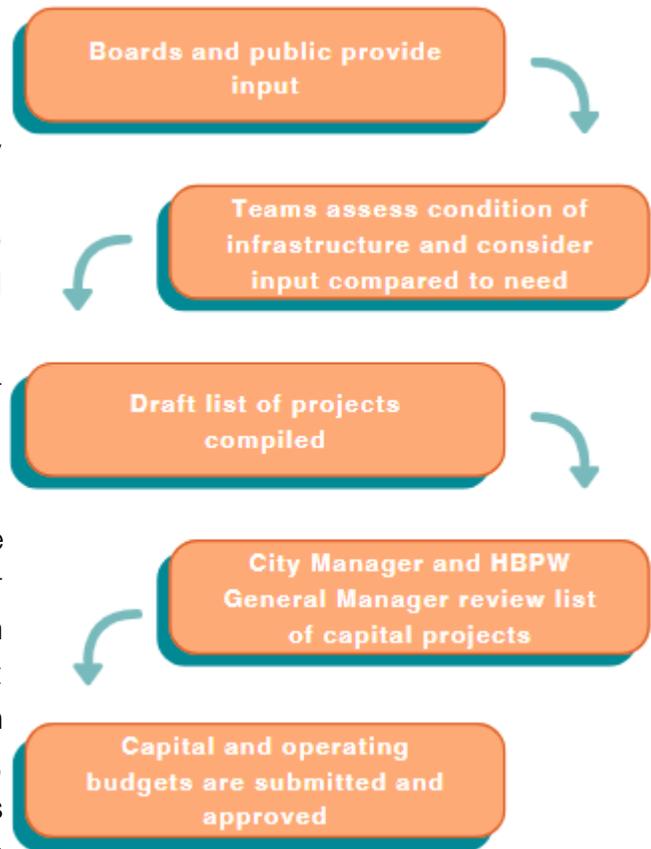


	FY-2025	FY-2026	FY-2027	FY-2028	FY-2029	Total
Utilities	55,954,384	54,623,634	41,539,811	42,097,556	25,121,470	219,336,855
Streets	9,400,500	6,878,750	5,924,750	5,497,000	5,397,000	33,098,000
MCIF	23,450,339	3,490,000	23,330,000	1,235,000	1,060,000	52,565,339
<b>Total Capital Projects</b>	<b>\$ 88,805,223</b>	<b>\$ 64,992,384</b>	<b>\$ 70,794,561</b>	<b>\$ 48,829,556</b>	<b>\$ 31,578,470</b>	<b>\$305,000,194</b>

## Capital Planning Process

The multi-year MCIF plan is updated periodically throughout the year. Revisions to the plan are driven by several factors including new needs, available funding, and a change in priorities. City Council, City staff, and the public all have opportunities to provide input into the process, including:

- ✓ Annually, citizens can share ideas and concerns regarding current issues and capital needs during Coffee with Council.
- ✓ Departments work with the Assistant City Manager annually to develop a list of projects, ranking them in order of priority according to need, financial resources, historical value, and grant availability.
- ✓ City staff compiles a list of the requests for discussion by City Council during the annual “Retreat”.



The input from all stakeholders serves as the basis for the current year update of the multi-year capital plan. This effort is completed in tandem with the update of the long-term financial forecast and both are presented to council in March during the budget development cycle. Separately, City staff and HBPW review their capital needs and update the Streets & Sidewalk plan and the Utility improvement project list.

The multi-year capital planning process serves as a bridge between the City’s long-term planning process and the annual budget. The first year of the multi-year plan becomes the proposed annual budget for the fiscal year being developed. Both the annual operating budget and the long-term capital plan are submitted to City Council in mid-April.

## Approval of the Capital Improvement Plan

The Municipal Capital Improvement Plan is discussed with City Council at several points during the budget process, and adopted in conjunction with the adoption of the annual budget, currently anticipated for May 2025.



## Capital Project

A capital project is a non-recurring major expenditure that costs \$50,000 or more, may take more than one year to complete, and results in a capital asset. Projects may include the acquisition of land, construction of new facilities, renovation of existing facilities, and improvements to street and utility infrastructure. Providing infrastructure is a primary function of a local government. Maintaining this infrastructure is vital for the City of Holland to thrive and provides residents with a quality place to live, work, and play. The types of capital projects included in the CIP include Municipal Capital Improvements, Street Infrastructure Improvements and Utility Improvements. City staff update the Municipal Capital Improvement and Street Infrastructure plans, while Holland Board of Public Works (HBPW) staff update the Utility plan. Each plan lists the projects, the year it will start, anticipated cost, proposed funding, and impact on operating budgets.

## The Relationship Between Capital and Operating Budgets

The Capital Budget includes the CIP and capital outlay. The CIP is a multi-year document used to identify capital projects that will need to be funded. This plan identifies the projects, the fiscal year it will be started or acquired, the anticipated costs, proposed funding, and any impact on the operating budget. The process of multi-year budgeting allows for careful planning and prioritization for future needs. The capital budget is separate from the operating budget, but they have a direct relationship. Operating and maintenance costs associated with a project must be included in the operating budget. Examples of operating costs include personnel services, supplies, utilities, contractual services, and debt payments if bonds are issued to fund the project.

## Capital Investment and Commitment to Sustainability

The City of Holland is committed to broadening its scope of sustainable-minded endeavors focused on Maximizing Livability throughout the community. The City/HBPW approved a Community Energy Plan that strives to make the community a national leader in energy security, affordability, sustainability, and efficiency. In support of this initiative, City Council approved the Alternative Fuel Vehicle and Equipment Purchasing Policy in 2020 which provides guidelines for the City and HBPW to purchase the most cost-effective, least polluting, and fuel-efficient vehicles and equipment possible while still meeting the operational requirements of intended use. As part of the budget process, all projects, vehicles, and equipment are evaluated for sustainable opportunities. This is documented on the project page in the budget. While sustainable options may not be readily available for the current budget year, it is still important to document the consideration given the rapidly changing sustainable market. For more information on the City's efforts related to sustainability, please visit <https://www.cityofholland.com/830/Holland-Community-Energy-Plan>



## Overview

Municipal Capital Improvement Fund (MCIF) projects represent new construction or major improvements to facilities, equipment, and infrastructure. Projects may be multi-year with reserves often established to assure major projects have adequate funding. This fund is reviewed in conjunction with the Streets Capital Project funds and the General Fund long-term forecast as the City’s general property tax millage provides funding for each of these. As such, the complete 10-year summary is presented to coincide with the forecast timeframe, followed by individual project information for the first five budget years.

### MCIF Ten-Year Summary

	FY-2024 Budget	FY-2024 Estimated	FY-2025 Potential	FY-2026 Potential	FY-2027 Potential	FY-2028 Potential	FY-2029 Potential	FY-2030 Potential	FY-2031 Potential	FY-2032 Potential	FY-2033 Potential	FY-2034 Potential
-- ESTIMATED BEGINNING FUND BALANCE AT JULY 1 --												
Total Fund Balance, July 1	\$ 27,136,029	\$ 27,136,029	\$ 13,327,870	\$ 6,142,396	\$ 6,871,009	\$ 1,858,523	\$ 2,654,726	\$ 2,705,861	\$ 3,064,918	\$ 3,458,833	\$ 3,855,115	\$ 4,096,385
-- FINANCING SOURCES --												
Property Tax & Assessments	4,201,991	3,667,250	1,665,363	1,944,248	1,771,739	1,732,933	756,940	753,840	756,516	761,006	763,068	766,902
Grants/Donations	7,410,000	-	10,573,000	500,000	75,000	-	50,000	25,000	50,000	-	75,000	75,000
Bonds	-	-	-	-	15,000,000	-	-	-	-	-	-	-
Other	3,764,332	8,622,107	4,026,502	1,774,365	1,470,775	298,270	304,195	315,217	312,398	330,277	328,202	343,028
Total Financing Sources	15,376,323	12,289,357	16,264,865	4,218,613	18,317,514	2,031,203	1,111,134	1,094,057	1,118,915	1,091,283	1,166,270	1,184,930
-- FINANCING USES --												
Management & Administration	641,490	643,448	350,000	25,000	75,000	25,000	25,000	75,000	25,000	25,000	75,000	25,000
Downtown Group	14,926,814	2,736,439	9,410,000	175,000	360,000	175,000	10,000	175,000	10,000	175,000	10,000	150,000
Public Safety	9,503,476	10,364,000	6,810,339	1,000,000	1,375,000	300,000	50,000	25,000	200,000	25,000	300,000	25,000
Parks & Recreation	3,382,993	3,933,000	4,655,000	2,035,000	21,250,000	570,000	735,000	295,000	350,000	355,000	350,000	235,000
Transportation	996,352	977,000	545,000	165,000	180,000	25,000	125,000	100,000	50,000	25,000	100,000	25,000
Community & Neighborhood Svcs	1,296,013	1,290,000	1,630,000	40,000	40,000	90,000	65,000	15,000	40,000	40,000	40,000	40,000
Other	103,500	6,153,629	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000
Total Financing Uses	30,850,638	26,097,516	23,450,339	3,490,000	23,330,000	1,235,000	1,060,000	735,000	725,000	695,000	925,000	550,000
-- ESTIMATED ENDING FUND BALANCE AT JUNE 30 --												
Total Fund Balance, June 30	\$ 11,661,714	\$ 13,327,870	\$ 6,142,396	\$ 6,871,009	\$ 1,858,523	\$ 2,654,726	\$ 2,705,861	\$ 3,064,918	\$ 3,458,833	\$ 3,855,115	\$ 4,096,385	\$ 4,731,315

### MCIF Funding Sources

Financing for capital projects is derived from various sources, including property taxes, special assessments, grants from government and non-government agencies, inter-fund transfers, donations, and private sector contributions. While the City primarily finances MCIF items on a pay-as-you go basis, occasionally larger projects are financed through the issuance of debt. The 10-year plan includes a potential bond for a recreation center.





Type	Project Description	Page	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
MCIF	Advanced Planning	323	75,000	-	50,000	75,000	-
MCIF	City Depot Building ADA Upgrades	324	250,000	-	-	-	-
MCIF	Fleet Electrification	325	25,000	25,000	25,000	25,000	25,000
MCIF	Signage	326	10,000	25,000	10,000	-	35,000
MCIF	Brick Pavers and Streetscape	327	25,000	25,000	375,000	25,000	25,000
MCIF	Ice Rink Construction	328	9,400,000	-	-	-	-
MCIF	Facility Maintenance	329	715,000	430,000	225,000	310,000	165,000
MCIF	Fire Station Additions/Renovations	330	6,330,339	-	-	-	-
MCIF	Radio Replacement	331	50,000	-	-	-	-
MCIF	Weapons Replacement	332	75,000	-	-	-	-
MCIF	Police Department Technology	333	30,000	375,000	25,000	25,000	25,000
MCIF	SET Vehicle	334	-	450,000	-	-	-
MCIF	Fire Engine	335	-	-	1,300,000	-	-
MCIF	Fire Boat	336	-	150,000	-	-	-
MCIF	Public Safety Siren Replacement	337	-	25,000	-	-	-
MCIF	Fire Air Pack Replacement	338	-	-	-	250,000	-
MCIF	Shooting Range Sound Dampening	339	-	-	25,000	25,000	-
MCIF	City Hall	340	525,000	150,000	-	-	35,000
MCIF	Civic Center Maintenance	341	190,000	25,000	50,000	240,000	50,000
MCIF	Lakeview School Park	342	100,000	-	-	-	-
MCIF	Park Maintenance	343	75,000	200,000	100,000	100,000	200,000
MCIF	Maplewood Park	344	90,000	500,000	-	-	-
MCIF	Moran Park	345	50,000	60,000	-	60,000	-
MCIF	Matt Urban Sports Complex	346	-	-	75,000	-	-
MCIF	Recreation Maintenance	347	-	-	75,000	50,000	-
MCIF	Pump Cycle Track	348	100,000	-	-	-	-
MCIF	Van Raalte Trails	349	75,000	1,000,000	-	-	-



Type	Project Description	Page	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
MCIF	Heinz Boardwalk	350	-	-	25,000	-	250,000
MCIF	Kollen Park Outdoor Performance Facility	351	3,000,000	-	-	-	-
MCIF	Playground Maintenance	352	75,000	-	75,000	-	75,000
MCIF	Cemetery Additions	353	-	-	750,000	-	-
MCIF	Parks Master Plan	354	-	-	-	-	50,000
MCIF	Recreation Center Planning/ Construction	355	100,000	-	20,000,000	-	-
MCIF	Window on the Waterfront Park	356	-	-	25,000	-	-
MCIF	Heavy Duty Hoist	357	260,000	-	70,000	-	75,000
MCIF	Pedestrian Light Replacement	358	175,000	-	-	-	-
MCIF	Recycling Center	359	1,600,000	-	-	-	-
MCIF	Sidewalk Fund Repairs	360	50,000	50,000	50,000	50,000	50,000
MCIF TOTAL			23,450,339	3,490,000	23,330,000	1,235,000	1,060,000

## PROJECT: ADVANCED PLANNING

Description: Several projects require advance planning. Funding is being set aside for planning purposes as staff becomes aware of needs which could lead to a capital project.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Special Planning Funds:						
New Projects	-	-	50,000	-	-	50,000
Master Plan	-	-	-	75,000	-	75,000
Regional Initiatives	75,000	-	-	-	-	75,000
Total	75,000	-	50,000	75,000	-	200,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	75,000	-	50,000	75,000	-	200,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Planning does not impact the operating budget.	\$0	\$0	\$0	\$0	\$0	\$0

Community Energy Plan (Sustainability) Options	N/A
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## PROJECT: CITY DEPOT BUILDING ADA UPGRADES

Description: Funding is being set aside for necessary ADA upgrades to the City Depot building.



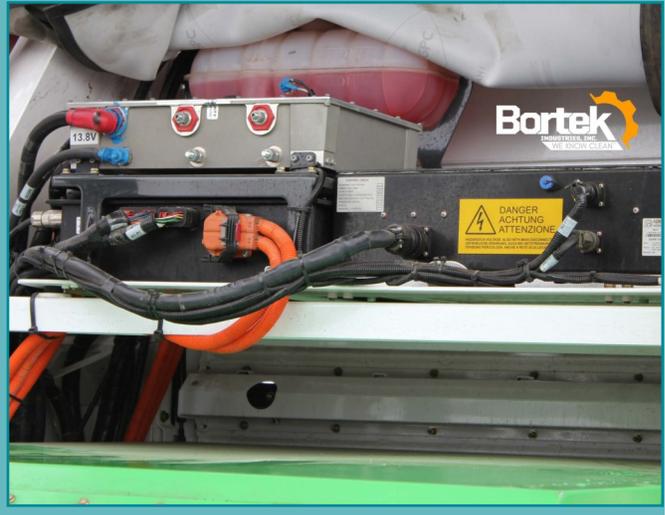
Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Depot ADA Upgrades	250,000	-	-	-	-	250,000
Total	250,000	-	-	-	-	250,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	250,000	-	-	-	-	250,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
No impact on operating budget.	\$0	\$0	\$0	\$0	\$0	\$0

Community Energy Plan (Sustainability) Options	N/A
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## PROJECT: FLEET ELECTRIFICATION

Description: This project will use funds to facilitate electric vehicles, tools, and mowers to help reduce the City's carbon footprint by moving away from gas-powered engines to electric.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Fleet Electrification	25,000	25,000	25,000	25,000	25,000	125,000
Total	25,000	25,000	25,000	25,000	25,000	125,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	25,000	25,000	25,000	25,000	25,000	125,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Reduction in gas purchased, less the additional electricity to charge vehicles and equipment.	(\$3,000)	(\$3,000)	(\$3,800)	(\$4,000)	(\$5,000)	(\$18,800)

<b>Community Energy Plan (Sustainability) Options</b>	Purchase electric vehicles and equipment that are viable alternatives to gas-powered to reduce the City's carbon footprint.
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## PROJECT: SIGNAGE

Description: In recent years the City invested heavily in standardized signage throughout the City and especially Downtown. These funds will replace and add signage in future years.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Downtown Wayfinding Signs	10,000	-	10,000	-	10,000	30,000
General Wayfinding Signs	-	25,000	-	-	25,000	50,000
Total	10,000	25,000	10,000	-	35,000	80,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	10,000	25,000	20,000	-	35,000	80,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	<u>FY2025</u>	<u>FY2026</u>	<u>FY2027</u>	<u>FY2028</u>	<u>FY2029</u>	<u>Total</u>
No impact on operating budgets.	\$0	\$0	\$0	\$0	\$0	\$0

Community Energy Plan (Sustainability) Options	We will research sustainable materials to use in the project if applicable.
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## PROJECT: BRICK PAVERS AND STREETScape

Description: The Downtown infrastructure is key to keeping Holland an attractive destination. These funds will fix brickwork, roadway, urns, etc. In addition, the fund will add electrical infrastructure to prepare Downtown for whatever the future brings.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Streetscape Refreshment	-	-	350,000	-	-	350,000
Brick Pavers/Snowmelt Planning	-	25,000	-	25,000	-	50,000
Snowmelt Projects	25,000		25,000	-	25,000	75,000
Total	25,000	25,000	375,000	25,000	25,000	475,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	25,000	25,000	375,000	25,000	25,000	475,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	<u>FY2025</u>	<u>FY2026</u>	<u>FY2027</u>	<u>FY2028</u>	<u>FY2029</u>	<u>Total</u>
Reduced need for maintenance and repair.	(\$1,000)	(\$1,000)	(\$15,000)	(\$1,000)	(\$1,200)	(\$19,200)

<b>Community Energy Plan (Sustainability) Options</b>	We will research sustainable materials to use in the project if applicable.
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## PROJECT: ICE RINK CONSTRUCTION

Description: The City intends to build an ice rink Downtown in the 6th Street and College Avenue area. The ice rink will include a ribbon of ice, along with a small curling area. Private donations already committed will be a major source of funding for the project.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Ice Rink Construction	9,400,000	-	-	-	-	9,400,000
Total	9,400,000	-	-	-	-	9,400,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	9,400,000	-	-	-	-	9,400,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
An additional facility increases the need for staffing and other maintenance expenses.	<u>FY2025</u>	<u>FY2026</u>	<u>FY2027</u>	<u>FY2028</u>	<u>FY2029</u>	<u>Total</u>
	\$78,000	\$81,000	\$84,000	\$86,000	\$89,000	\$418,000

### Community Energy Plan (Sustainability) Options

We will research sustainable materials to use in the project if applicable.

## PROJECT: FACILITY MAINTENANCE

Description: The plan for facility maintenance includes a number of “fix-it-first” items such as roof replacements and other building repairs. This ongoing maintenance is needed in order to keep the facilities in full operation.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Downtown Parking Lot Paving	-	150,000	-	150,000	-	300,000
Police Bldg Maintenance	25,000	-	25,000	-	25,000	75,000
Police Bldg Roof Replacement	175,000	-	-	-	-	175,000
Police Bldg Chiller	125,000	-	-	-	-	125,000
DeGraaf Nature Center	200,000	25,000	-	10,000	-	235,000
Facilities Maintenance	75,000	75,000	75,000	100,000	75,000	400,000
Greenhouse Maintenance	-	-	-	10,000	-	10,000
Transportation Roof Maintenance	-	80,000	-	-	-	80,000
Transportation Bldg Maintenance	25,000	25,000	25,000	25,000	25,000	125,000
Transportation Bldg Floor Drain	60,000	60,000	60,000	-	-	180,000
Holland Museum Repairs	25,000	10,000	25,000	10,000	25,000	95,000
Cappon/Settlers House Repairs	5,000	5,000	15,000	5,000	15,000	45,000
<b>Total</b>	<b>715,000</b>	<b>430,000</b>	<b>225,000</b>	<b>310,000</b>	<b>165,000</b>	<b>1,845,000</b>
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	715,000	430,000	225,000	310,000	165,000	1,845,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	<u>FY2025</u>	<u>FY2026</u>	<u>FY2027</u>	<u>FY2028</u>	<u>FY2029</u>	<u>Total</u>
The initial maintenance cost paid will reduce the need for future repairs.	(\$33,000)	(\$36,000)	(\$28,000)	(\$30,000)	(\$18,500)	(\$145,500)
<b>Community Energy Plan (Sustainability) Options</b>	We will research sustainable materials to use in the project if applicable.					

## PROJECT: FIRE STATION ADDITIONS/RENOVATIONS

Description: The fire stations at Kollen Park and Waverly Road were both built in the 1970s and are at the end of their useful lives. The Kollen Park Station will undergo minor additions and a full renovation. At the Waverly Road Station, a new fire station will be built to the north of the existing station and the existing station will be demolished.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Fire Station Additions/ Renovations	6,330,339	-	-	-	-	6,330,339
Total	6,330,339	-	-	-	-	6,330,339
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Debt Service/Bonds	6,330,339	-	-	-	-	6,330,339

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Reduced maintenance cost associated with aging buildings.	(\$4,500)	(\$7,000)	(\$8,500)	(\$9,000)	(\$11,000)	(\$40,000)

<b>Community Energy Plan (Sustainability) Options</b>	We will take LEED and Energy Star practices into consideration with any new construction.					
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## PROJECT: RADIO REPLACEMENT

Description: The City Public Safety and Transportation Departments use radios for communication and dispatch. The radios will be replaced in order to assist personnel in effectively doing their jobs.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Public Safety Radio Replacement	50,000	-	-	-	-	50,000
Total	50,000	-	-	-	-	50,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	50,000	-	-	-	-	50,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Reduced maintenance costs.	(\$500)	(\$500)	(\$500)	(\$500)	(\$500)	(\$2,500)

Community Energy Plan (Sustainability) Options	We will add to our research list for sustainable options.
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## PROJECT: WEAPONS REPLACEMENT

Description: The City Public Safety and Transportation Department weapons will be replaced in order to assist personnel in effectively doing their jobs.

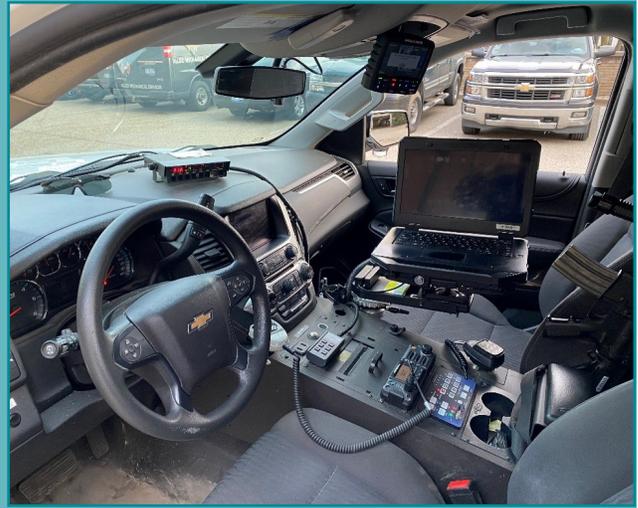


Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Public Safety Weapons Replacement	75,000	-	-	-	-	75,000
Total	75,000	-	-	-	-	75,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	75,000	-	-	-	-	75,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
No impact on operating budget.	\$0	\$0	\$0	\$0	\$0	\$0
Community Energy Plan (Sustainability) Options	N/A					

## PROJECT: POLICE DEPARTMENT TECHNOLOGY

Description: The Holland Police Department has invested heavily in technology to aid in policing efforts in recent years. These funds will be used to replace a variety of technology within the department, including: surveillance cameras, body cameras, radios, and any other technology for the department. Computers will continue to be replaced through the normal cycle within the Technology Services Department budget.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Technology	30,000	25,000	25,000	25,000	25,000	130,000
In-Car Cameras	-	350,000	-	-	-	350,000
Total	30,000	375,000	25,000	25,000	25,000	480,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	30,000	375,000	25,000	25,000	25,000	480,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Reduced need for repairs and lower electricity costs.	(\$800)	(\$1,500)	(\$1,500)	(\$1,500)	(\$2,000)	(\$7,300)

Community Energy Plan (Sustainability) Options	We will look for options with Energy Star qualifications.
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## PROJECT: SET VEHICLE

Description: The City is planning to replace aging public safety vehicles. The current vehicle is a 2008 and it has become mechanically unreliable, is incompatible with current technologies and connections, and does not meet the needs of the SET teams functions. The current vehicle was set up for a team of 10 members and the team has increased to 14 members.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
SET Vehicle	-	450,000	-	-	-	450,000
Total	-	450,000	-	-	-	450,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	-	450,000	-	-	-	450,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	<u>FY2025</u>	<u>FY2026</u>	<u>FY2027</u>	<u>FY2028</u>	<u>FY2029</u>	<u>Total</u>
Reduced vehicle repair costs.	\$0	\$0	(\$8,000)	(\$9,000)	(\$11,000)	(\$62,600)

Community Energy Plan (Sustainability) Options	Unsure if there is a hybrid option available at this time.
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## PROJECT: FIRE ENGINE

Description: The City is planning to replace aging public safety response vehicles. These vehicles help the City Fire Department efficiently and safely respond to emergency events.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Fire Engine	-	-	1,300,000	-	-	1,300,000
Total	-	-	1,300,000	-	-	1,300,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	-	-	1,300,000	-	-	1,300,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Reduced vehicle repair costs.	\$0	\$0	(\$8,000)	(\$9,000)	(\$11,000)	(\$62,600)

Community Energy Plan (Sustainability) Options	Unsure if there is a hybrid option available at this time.
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## PROJECT: FIRE BOAT

Description: The City is planning to replace the aging rescue boat. The new fire boat will be used to fight shoreline and watercraft fires and perform water rescues.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Fire Boat	-	150,000	-	-	-	150,000
Total	-	150,000	-	-	-	150,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	-	150,000	-	-	-	150,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Reduction in gas used to operate a new boat.	\$0	\$0	(\$500)	(\$550)	(\$600)	(\$1,650)

Community Energy Plan (Sustainability) Options	We will research sustainable options if applicable.
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## PROJECT: PUBLIC SAFETY SIREN REPLACEMENT

Description: There are various warning sirens throughout the City that will be beyond their useful life within a few years and need to be replaced. The sirens warn the public that a potentially dangerous situation may be occurring.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Warning Sign Replacement	-	25,000	-	-	-	25,000
Total	-	25,000	-	-	-	25,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	-	25,000	-	-	-	25,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Minimal reduction in operating costs.	\$0	\$0	(\$50)	(\$50)	(\$50)	(\$150)

Community Energy Plan (Sustainability) Options	We will add to our research list for sustainable options.
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## PROJECT: FIRE AIR PACK REPLACEMENT

Description: Air packs are a crucial element of our fire fighters' gear that allows them to breathe when in a fire. These funds will be used to replace air packs as their useful life expires.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Air Pack Replacement	-	-	-	250,000	-	250,000
Total	-	-	-	250,000	-	250,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	-	-	-	250,000	-	250,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
None expected at this time.	\$0	\$0	\$0	\$0	\$0	\$0

Community Energy Plan (Sustainability) Options	We will add to our research list for sustainable options.
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## PROJECT: SHOOTING RANGE SOUND DAMPENING

Description: The City Public Safety Department uses ballistic rubber mats to reduce noise and prevent ricochets at the police facility shooting range. The mats currently in use are in need of replacement.



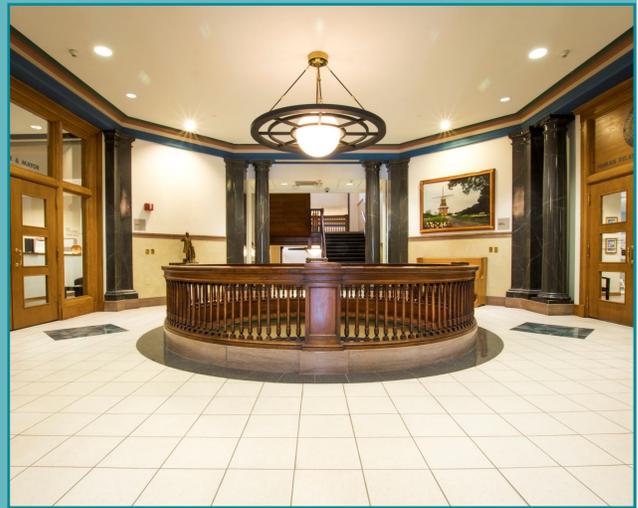
Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Range Rubber and Ballistic Mats	-	-	25,000	-	-	25,000
Range Sounds Dampening	-	-	-	25,000	-	25,000
Total	-	-	25,000	25,000	-	50,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	-	-	25,000	25,000	-	50,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
None expected at this time.	\$0	\$0	\$0	\$0	\$0	\$0

Community Energy Plan (Sustainability) Options	We will add to our research list for sustainable options.
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## PROJECT: CITY HALL

Description: The City is remodeling City Hall on a suite by suite basis, allowing operations to be shifted to different locations in the building in order to keep City Hall open. The chiller will be replaced.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Office Renovations	425,000	150,000	-	-	-	575,000
Chiller	100,000	-	-	-	35,000	135,000
Total	525,000	150,000	-	-	35,000	710,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	525,000	150,000	-	-	35,000	710,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Reduction in utility invoices due to the replacing the chiller.	(\$100)	(\$200)	(\$225)	(\$250)	(\$275)	(\$1,050)

<b>Community Energy Plan (Sustainability) Options</b>	We will continue to look for best options for our old office assets, similar to the third floor remodel where we donated 42% and recycled 48%.
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## PROJECT: CIVIC CENTER MAINTENANCE

Description: The Holland Civic Center Place is in need of on-going maintenance and upgrades in order to continue as a popular full-service event and meeting venue.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Maintenance	25,000	25,000	25,000	25,000	25,000	125,000
Equipment	100,000	-	-	-	-	100,000
Room Dividers	-	-	-	200,000	-	200,000
Venue Improvements	50,000	-	25,000	-	25,000	100,000
Food and Beverage	15,000	-	-	15,000	-	30,000
Total	190,000	25,000	50,000	240,000	50,000	555,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	190,000	25,000	50,000	240,000	50,000	555,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Reduce future maintenance costs.	(\$550)	(\$650)	(\$700)	(\$850)	(\$1,000)	(\$3,750)

### Community Energy Plan (Sustainability) Options

We will research sustainable materials to use in the project where applicable.

## PROJECT: LAKEVIEW SCHOOL PARK

Description: Improvements are planned at Lakeview School Park to enhance the quality of sports surfaces at the park. This would include adding irrigation to the soccer fields and baseball diamond.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Lakeview Park Irrigation	100,000	-	-	-	-	100,000
Total	100,000	-	-	-	-	100,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	100,000	-	-	-	-	100,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Increase utility invoice for water.	\$300	\$550	\$900	\$1,300	\$1,550	\$4,600

Community Energy Plan (Sustainability) Options	We will research sustainable materials to use in the project where applicable.
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## PROJECT: PARK MAINTENANCE

Description: Each year the City puts funds aside to handle issues that may come up in the City parks. The issues could involve mechanical failures, repairs that need to occur, or maintenance needs that may arise.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Baseline Fix It First Costs	75,000	100,000	100,000	100,000	100,000	475,000
Paving—Various Parks	-	100,000	-	-	100,000	200,000
Total	75,000	200,000	100,000	100,000	200,000	675,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	75,000	200,000	100,000	100,000	200,000	675,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Reduce maintenance costs	(\$500)	(\$900)	(\$1,600)	(\$2,000)	(\$2,000)	(\$7,000)

### Community Energy Plan (Sustainability) Options

We will research sustainable materials to use in the project where applicable.

## PROJECT: MAPLEWOOD PARK

Description: Maplewood Park currently has two picnic shelters that need to be replaced on each end of the park. The baseball fields are also planned to be switched to synthetic turf that would allow a wider range of activities to take place on this surface. This would include, but is not limited to, soccer, football, and lacrosse.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Turf	-	500,000	-	-	-	500,000
Gazebos	90,000	-	-	-	-	90,000
Total	90,000	500,000	-	-	-	590,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	90,000	500,000	-	-	-	590,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Reduce maintenance cost	(\$1,250)	(\$1,000)	(\$1,250)	(\$1,250)	(\$1,500)	(\$6,250)

Community Energy Plan (Sustainability) Options	We will research sustainable materials to use in the project where applicable.					
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## PROJECT: MORAN PARK

Description: Moran Park is scheduled to have all tennis and pickleball courts resurfaced while maintaining the existing number of courts for each sport. The addition of a regulation futsal court is planned in the center of the park. Improvements to fencing, basketball hoops, and aesthetic features are also planned.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Pickleball Courts	-	10,000	-	10,000	-	20,000
Tennis Court Resurfacing	50,000	-	-	50,000	-	100,000
General Improvements	-	50,000	-	-	-	50,000
Total	50,000	60,000	-	60,000	-	170,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	50,000	60,000	-	60,000	-	170,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Resurfacing projects will reduce maintenance costs	(\$800)	(\$800)	(\$850)	(\$1,550)	(\$2,000)	(\$6,000)

<b>Community Energy Plan (Sustainability) Options</b>	We will research sustainable materials to use in the project where applicable.
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## PROJECT: MATT URBAN SPORTS COMPLEX

Description: The Matt Urban Sports Complex is in need of new athletic field lighting for the sand volleyball courts. The current field lighting is original to the park and has become unreliable.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Volleyball Field Lighting	-	-	75,000	-	-	75,000
Total	-	-	75,000	-	-	75,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	-	-	75,000	-	-	75,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	<u>FY2025</u>	<u>FY2026</u>	<u>FY2027</u>	<u>FY2028</u>	<u>FY2029</u>	<u>Total</u>
Increased electricity costs.	\$0	\$0	\$400	\$400	\$500	\$1,300

### Community Energy Plan (Sustainability) Options

We will research sustainable materials to use in the project where applicable.

## PROJECT: RECREATION INFIELD GROOMER AND PAINTER

Description: The current groomer machine is having mechanical issues and is in need of replacement. There is a newer version available which combines all of the necessary equipment into one machine.

A new painter would eliminate staffing time in the fall when the Parks and Recreation department have the most painting to do, but are at the lowest level of staff due to seasonal workers no longer being with the department.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Infield Groomer	-	-	75,000	-	-	75,000
GPS Field Painter	-	-	-	50,000	-	50,000
Total	-	-	75,000	50,000	-	125,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	-	-	75,000	50,000	-	125,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	<u>FY2025</u>	<u>FY2026</u>	<u>FY2027</u>	<u>FY2028</u>	<u>FY2029</u>	<u>Total</u>
Decrease in maintenance costs.	(\$0)	(\$0)	(\$2,400)	(\$2,500)	(\$2,550)	(\$7,450)

<b>Community Energy Plan (Sustainability) Options</b>	We will research sustainable materials to use in the project where applicable.
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## PROJECT: PUMP CYCLE TRACK

Description: The City plans to add a pump cycle track. The track will contain berm hills and banked turns for bike riders, providing an additional recreational opportunity in the City. The track is projected to be on the northside of the City off of River Avenue.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Pump Cycle Track	100,000	-	-	-	-	100,000
Total	100,000	-	-	-	-	100,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	100,000	-	-	-	-	100,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
A new facility will increase maintenance costs.	\$750	\$750	\$800	\$850	\$1,000	\$4,150

<b>Community Energy Plan (Sustainability) Options</b>	We will research sustainable materials to use in the project where applicable.
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## PROJECT: VAN RAALTE TRAILS

Description: The funds requested for this project will be used to improve and potentially expand the trail system as well as Van Raalte Farm Park.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Van Raalte Trails	75,000	-	-	-	-	75,000
Van Raalte Boardwalks/Bridge	-	1,000,000	-	-	-	1,000,000
Total	75,000	1,000,000	-	-	-	1,075,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	75,000	1,000,000	-	-	-	1,075,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Small reduction in maintenance costs.	(\$300)	(\$300)	(\$300)	(\$300)	(\$300)	(\$1,500)

Community Energy Plan (Sustainability) Options	We will research sustainable materials to use in the project where applicable.
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## PROJECT: HEINZ BOARDWALK

Description: The funds requested for this project will be used to fix the decking on the Heinz and Kollen Park boardwalk.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Heinz Boardwalk	-	-	25,000	-	250,000	275,000
Total	-	-	25,000	-	250,000	275,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	-	-	25,000	-	250,000	275,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Reduced maintenance costs the year the decking is fixed.	\$0	\$0	(\$400)	\$0	(\$2,500)	(\$2,900)

Community Energy Plan (Sustainability) Options	We will research sustainable materials in the project where applicable.
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## PROJECT: KOLLEN PARK OUTDOOR PERFORMANCE FACILITY

Description: Improvements and upgrades are planned for the Kollen Park outdoor bandshell.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Outdoor Performance Facility	3,000,000	-	-	-	-	3,000,000
Total	3,000,000	-	-	-	-	3,000,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	3,000,000	-	-	-	-	3,000,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
None expected at this time.	\$0	\$0	\$0	\$0	\$0	\$0

Community Energy Plan (Sustainability) Options	We will research sustainable materials to use in the project where applicable.
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## PROJECT: PLAYGROUND MAINTENANCE

Description: The City has a playground maintenance and replacement program. This program helps to provide City residents with safe and up-to-date equipment to enjoy.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
General Playground Maintenance	75,000	-	75,000	-	75,000	225,000
Total	75,000	-	75,000	-	75,000	225,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	75,000	-	75,000	-	75,000	225,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2024	FY2025	FY2026	FY2027	FY2028	Total
Reduced maintenance costs.	(\$3,500)	(\$3,500)	(\$4,000)	(\$4,400)	(\$5,000)	(\$20,400)

<b>Community Energy Plan (Sustainability) Options</b>	We will research sustainable materials to use in the project where applicable.
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## PROJECT: CEMETERY ADDITIONS

Description: These funds will be used for the expansion of Pilgrim Home Cemetery which includes driveways, irrigation, and surveying of grave sites to be sold.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Cemetery Additions	-	-	750,000	-	-	750,000
Total	-	-	750,000	-	-	750,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	-	-	750,000	-	-	750,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Maintenance costs will increase expanded area.	\$0	\$0	\$5,000	\$5,000	\$5,500	\$10,500

Community Energy Plan (Sustainability) Options	We will research sustainable materials to use in the project where applicable.
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## PROJECT: PARKS MASTER PLAN

Description: The funds requested for this project will be used to update the Parks Master Plan.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Master Plan	-	-	-	-	50,000	50,000
Total	-	-	-	-	50,000	50,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	-	-	-	-	50,000	50,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Operating budgets will not be impacted.	\$0	\$0	\$0	\$0	\$0	\$0
Community Energy Plan (Sustainability) Options	N/A					

## PROJECT: RECREATION CENTER PLANNING/CONSTRUCTION

Description: The Recreation Department does not currently have a dedicated space for programming. The plan is to build a recreation center near Bouws Pool on property the City currently owns. The center could include multiple gyms, a splash pad, and many other community amenities. A gift of \$5,000,000 is earmarked to help facilitate the project.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Planning/Construction	100,000	-	20,000,000	-	-	20,100,000
Total	100,000	-	20,000,000	-	-	20,100,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Donations	-	-	5,000,000	-	-	5,000,000
MCIF	100,000	-	15,000,000	-	-	15,100,000
	100,000	-	20,000,000	-	-	20,100,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	<u>FY2025</u>	<u>FY2026</u>	<u>FY2027</u>	<u>FY2028</u>	<u>FY2029</u>	<u>Total</u>
Once the facility is complete the operating budget will increase for personnel and operating costs.	\$0	\$0	\$28,000	\$30,000	\$33,000	\$91,000

<b>Community Energy Plan (Sustainability) Options</b>	We will research sustainable materials to use in the project where applicable.
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## PROJECT: WINDOW ON WATERFRONT PARK

Description: Improvements to Window on Waterfront Park are planned for boardwalk repairs.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Boardwalk Repairs	-	-	25,000	-	-	25,000
Total	-	-	25,000	-	-	25,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	-	-	25,000	-	-	25,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Reduced maintenance costs the year the decking is fixed.	\$0	\$0	\$(1,900)	\$0	\$0	\$(1,900)
<b>Community Energy Plan (Sustainability) Options</b>	We will research sustainable materials to use in the project where applicable.					

## PROJECT: HEAVY DUTY HOIST

Description: This project will use funds to purchase an additional heavy duty hoist at the Transportation Services building to facilitate maintenance on Holland Board of Public Works vehicles as well as necessary hoist and track repairs.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Heavy Duty Hoist	200,000	-	-	-	-	200,000
Heavy Duty Hoist/Track Repairs	60,000	-	70,000	-	75,000	205,000
Total	260,000	-	70,000	-	75,000	405,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	260,000	-	70,000	-	75,000	405,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	<u>FY2025</u>	<u>FY2026</u>	<u>FY2027</u>	<u>FY2028</u>	<u>FY2029</u>	<u>Total</u>
Annual cost to maintain the new hoist.	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$25,000

Community Energy Plan (Sustainability) Options	N/A
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## PROJECT: PEDESTRIAN LIGHT REPLACEMENT

Description: This project will fund the second year of a three-year project that replaces the original decorative lighting in the downtown area. This will be in conjunction with the HBPW and puts them at an “in rate” state to fund eventual replacement.

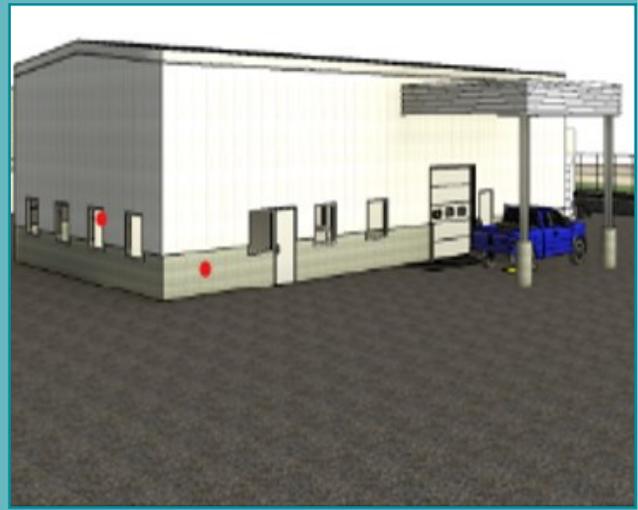


Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Pedestrian Light Replacement	175,000	-	-	-	-	175,000
Total	175,000	-	-	-	-	175,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	175,000	-	-	-	-	175,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
This project will increase the operating costs, but the City will not be responsible for future capital replacement.	<u>FY2025</u>	<u>FY2026</u>	<u>FY2027</u>	<u>FY2028</u>	<u>FY2029</u>	<u>Total</u>
	\$0	\$0	\$0	\$0	\$0	\$0
Community Energy Plan (Sustainability) Options	N/A					

## PROJECT: RECYCLING CENTER

Description: The City plans to create a drop-off center to replace the current Project Pride program which will supply recycling for citizen’s who do not have easy access to recycling as well as provide a service for “hard to recycle” items. In addition, the funds will be used to supply a robust education area within the center explaining the different recycling components within the City—from how to use a recycling cart correctly, information about the drop-off center process, what happens to recycled items, and why recycling is essential to the community.



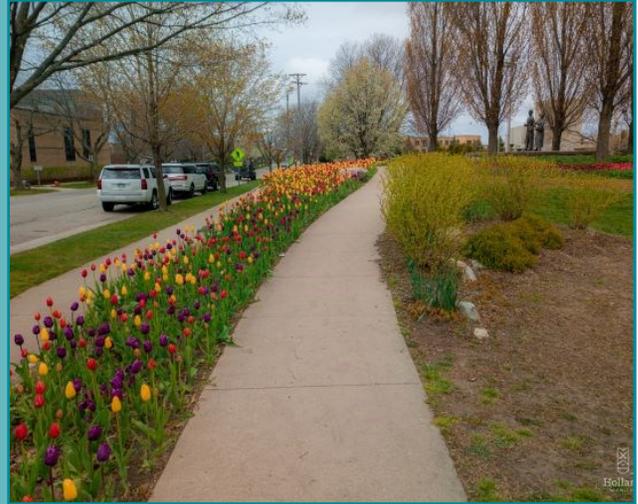
Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Recycling Center	1,600,000	-	-	-	-	1,600,000
Total	1,600,000	-	-	-	-	1,600,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	1,600,000	-	-	-	-	1,600,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	<u>FY2025</u>	<u>FY2026</u>	<u>FY2027</u>	<u>FY2028</u>	<u>FY2029</u>	<u>Total</u>
Increased cost to maintain the new facility.	\$32,000	\$34,000	\$36,000	\$38,000	\$40,000	\$180,000

<b>Community Energy Plan (Sustainability) Options</b>	The Holland Board of Public Works will help design the energy plan for the building.
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## PROJECT: SIDEWALK FUND REPAIRS

Description: Damage to City sidewalks often occur when the roots from trees planted between the sidewalk and gutter lift the sidewalk, creating a trip hazard. Additionally, the freeze-thaw cycles, sidewalk plow blades, salts, and de-icers damage the concrete sidewalks. Years of deferred maintenance has left the sidewalk network in desperate need of repair, and City engineering staff have identified the needed repairs. Repairs are cataloged and ranked according to the type needed. This allows areas in greatest need of repair to be addressed first. The type of repair varies based on the extent of damage. Concrete may be shaved to reduce the trip hazard or sections replaced. Asphalt walkways may have cracks sealed or be repaved. Bricked sidewalks will need the bricks removed so the base can be leveled before putting the bricks back in place.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Sidewalk Fund Repairs	50,000	50,000	50,000	50,000	50,000	250,000
Total	50,000	50,000	50,000	50,000	50,000	250,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MCIF	50,000	50,000	50,000	50,000	50,000	250,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Repairs to the sidewalk network do not impact the operating budget.	\$0	\$0	\$0	\$0	\$0	\$0

Community Energy Plan (Sustainability) Options	We will research sustainable materials to use in the project where applicable.
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## Overview

The City of Holland street network includes 150 miles of roads, with water, wastewater, storm drain, and sidewalk infrastructure. Capital improvements include preservation and renovation. Information on planned projects is available on the City’s website at [www.cityofholland.com/437/Engineering-Division](http://www.cityofholland.com/437/Engineering-Division).

The City also works with the Holland Board of Public Works (HBPW) on projects involving utility infrastructure and street improvements. This coordinated effort provides the best use of available funding and minimizes disruption to traffic since both projects are completed at the same time. Project updates for the HBPW-managed projects are available at [www.hollandbpw.com](http://www.hollandbpw.com).

The City prepares a comprehensive Ten-Year Street Improvement Plan and identifies funding sources for the proposed projects. This is part of the annual long-term forecast review, along with the Municipal Capital Improvement Fund, as a portion of the funding is derived from the City’s general property tax millage. As such, the complete 10-year summary is presented to coincide with the forecast timeframe, followed by individual project information for the first five budget years.

## Street Capital Projects Ten-Year Summary

	FY-2024 Budget	FY-2024 Estimated	FY-2025 Potential	FY-2026 Potential	FY-2027 Potential	FY-2028 Potential	FY-2029 Potential	FY-2030 Potential	FY-2031 Potential	FY-2032 Potential	FY-2033 Potential	FY-2034 Potential
-- ESTIMATED BEGINNING FUND BALANCE AT JULY 1 --												
Total Fund Balance, July 1	\$ 5,003,020	\$ 5,003,020	\$ 7,313,558	\$ 3,701,096	\$ 3,642,997	\$ 4,079,417	\$ 4,375,447	\$ 4,842,653	\$ 5,330,383	\$ 5,851,227	\$ 6,604,147	\$ 7,424,534
-- FINANCING SOURCES --												
Property Tax & Assessments	1,674,600	1,664,400	1,823,899	1,886,679	1,975,460	2,047,741	2,113,797	2,191,977	2,289,437	2,388,095	2,468,704	2,551,914
Intergovernmental (MDOT)	5,433,622	5,691,134	5,772,939	5,774,400	5,904,700	5,958,100	6,064,800	6,209,900	6,353,200	6,500,100	6,650,600	6,804,700
Fees	17,000	50,000	40,000	30,000	30,000	25,000	25,000	25,000	25,000	25,000	25,000	25,000
Investment Income	105,500	107,700	100,300	74,022	72,860	81,588	87,509	96,853	106,608	117,025	132,083	148,491
Transfers In From Other Funds	-	8,059,984	-	-	-	-	-	-	-	-	-	-
<b>TOTAL FINANCING SOURCES</b>	<b>7,230,722</b>	<b>15,573,218</b>	<b>7,737,138</b>	<b>7,765,101</b>	<b>7,983,020</b>	<b>8,112,430</b>	<b>8,291,106</b>	<b>8,523,730</b>	<b>8,774,245</b>	<b>9,030,219</b>	<b>9,276,387</b>	<b>9,530,105</b>
-- FINANCING USES --												
General Maintenance	1,982,686	1,982,686	2,047,600	2,141,200	2,239,600	2,334,400	2,441,900	2,554,000	2,671,400	2,795,300	2,924,000	2,924,000
Annual Projects	939,379	1,129,479	2,382,000	1,907,000	1,957,000	1,432,000	1,932,000	1,982,000	2,032,000	2,182,000	2,182,000	2,282,000
Street Projects-Reconstruction	1,831,478	6,879,415	5,000,000	2,050,000	-	1,600,000	950,000	1,200,000	1,550,000	600,000	1,600,000	1,500,000
Street Projects-Resurfacing	516,528	666,528	900,000	100,000	2,600,000	1,650,000	2,250,000	1,800,000	500,000	1,500,000	-	-
Street Projects-Other	200,000	250,000	50,000	-	-	100,000	-	-	-	-	-	-
Traffic Signal Projects	400,000	50,000	100,000	325,000	250,000	-	-	-	-	-	-	-
HBPW Projects	1,000,000	1,544,036	350,000	1,000,000	-	-	-	-	-	-	-	-
Stormwater (Drain) Projects	540,000	440,000	-	-	50,000	500,000	50,000	250,000	1,250,000	950,000	1,500,000	1,000,000
MDOT Projects	15,000	65,000	270,000	-	-	-	-	-	-	-	-	-
Other	50,536	55,536	50,000	100,000	250,000	-	-	-	-	-	-	-
Transfers Out	200,000	200,000	200,000	200,000	200,000	200,000	200,000	250,000	250,000	250,000	250,000	250,000
<b>TOTAL FINANCING USES</b>	<b>7,675,607</b>	<b>13,262,680</b>	<b>11,349,600</b>	<b>7,823,200</b>	<b>7,546,600</b>	<b>7,816,400</b>	<b>7,823,900</b>	<b>8,036,000</b>	<b>8,253,400</b>	<b>8,277,300</b>	<b>8,456,000</b>	<b>7,956,000</b>
-- ESTIMATED ENDING FUND BALANCE AT JUNE 30 --												
Total Fund Balance, June 30	\$ 4,558,135	\$ 7,313,558	\$ 3,701,096	\$ 3,642,997	\$ 4,079,417	\$ 4,375,447	\$ 4,842,653	\$ 5,330,383	\$ 5,851,227	\$ 6,604,147	\$ 7,424,534	\$ 8,998,639



## Evaluation

Annually, the City engineering staff evaluates the condition of road segments using the Pavement Surface Evaluation Rating (PASER) to update and prioritize the project list. The goal is to repave a road every 20 years, for an average of 7.5 miles of reconstruction or resurfacing a year.

Rating	Condition	Treatment
<b>Surface Type: Asphalt</b>		
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
<b>Surface Type: Concrete</b>		
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

Factors affecting the current year project list include perceived need, budget availability, and long-term planning. City staff collaborates with HBPW staff to coordinate Street Capital and Utility Improvement project to make best use of available resources while minimizing impact on residents.



## Sources of Revenue for Capital Improvements

Specific revenue sources are:

### 1. Property Tax

A portion of the City's property tax millage rate is allocated to Street and Sidewalk Improvement projects.

### 2. Personal Property Tax (PPT) Reimbursement

Prior to 2014, taxable personal property included all commercial and manufacturing personal property. In 2014, a small taxpayer exemption was granted for all businesses with personal property valued less than \$80,000, and in 2022 this was increased to \$180,000. In 2016, eligible manufacturing personal property also became exempt from personal property taxes. The State of Michigan reimburses for the value of lost personal property taxes on the exempt property. This payment provides reimbursement of 100% of qualifying losses. Allocation of this payment is the same used for property tax millage.

### 3. Street Maintenance Funds

Street maintenance funding sources are derived from:

- State revenue sharing from gas & weight tax (Act 51 funds)
- Annual maintenance fee payment as provided by Public Act 48 of 2002
- Allegan & Ottawa County revenue sharing from the Road & Bridge Tax. This is a voted county tax requiring periodic voter re-approval.

A portion of the maintenance funding is used to pay for capital improvements.

### 4. Grants

Federal and state grants are available for some projects to help supplement the approved budget. The City has been successful in obtaining these grants.

### 5. Special Assessments

Special Assessment fees may be charged to property owners receiving a direct benefit from a specific project. The assessment must be approved by City Council. Fees paid are used to finance the project.

### 6. Undesignated Fund Balance

Each fund has a target undesignated fund balance. City Council may appropriate any surplus from a Street Improvement Reserve Fund to cover project costs.

### 7. Bonds Proceeds

Bonds may be issued to fund a major improvement project.

### 8. Charges for Services—Utilities

Net revenues from HBPW utility charges for use fund Utility Improvement projects.

## Total By Project Type

Below is a summary totaling planned projects by type.

Type	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Sidewalks	298,500	220,000	220,000	215,000	215,000
Streets	9,102,000	6,658,750	5,704,750	5,282,000	5,182,000
Total	\$9,400,500	\$6,878,750	\$5,924,750	\$5,497,000	\$5,397,000

## Funding Source for Projects

Fund	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
MVH Major Streets	4,380,000	2,500,000	2,350,000	2,400,000	2,250,000
Allegan Co Road Tax	865,000	425,000	400,000	450,000	450,000
Ottawa Co Road Tax	500,000	500,000	400,000	450,000	450,000
Street Improvement	3,257,000	2,057,000	1,957,000	1,982,000	2,032,000
Sidewalk Improvmnt	298,500	220,000	220,000	215,000	215,000
Grant Funding	100,000	1,176,750	597,750	-	-
Total	\$9,400,500	\$6,878,750	\$5,924,750	\$5,497,000	\$5,397,000

## Collaboration

Sanitary sewer, water, and electrical services are municipal utilities administered by the Holland Board of Public Works (HBPW). City and HBPW staff work together to coordinate and align the Street Capital Improvement plan with future utility improvement projects to make the best use of available funds while minimizing impact on residents.



Type	Project Description	Page	FY 2025	FY 2026	FY 2027	FY 2028	FY 2029
Sidewalk	Sidewalk Repairs	366	298,500	220,000	220,000	215,000	215,000
Street	Drain Assessments	368	32,000	32,000	32,000	32,000	32,000
Street	Drain Projects and Studies	368	600,000	550,000	550,000	500,000	700,000
Street	Resurfacing Program	367	1,500,000	1,100,000	1,200,000	1,200,000	1,000,000
Street	Sealcoat Project	367	-	50,000	50,000	-	50,000
Street	Crack Sealing Program	367	100,000	100,000	100,000	100,000	100,000
Street	Retaining Wall Project	367	150,000	75,000	75,000	100,000	100,000
Street	Waverly Resurfacing; 16th-Chicago Dr	367	50,000	50,000	1,797,750	-	-
Street	Columbia Ave; 10th St to 24th St	369	500,000	3,176,750	-	-	-
Street	Van Raalte Ave; 10th & 11st St	369	4,400,000	-	-	-	-
Street	16th St Widening	369	700,000	-	-	-	-
Street	Waterfront Project	369	50,000	100,000	250,000	-	-
Street	32nd St Resurfacing; Lincoln-City Limit	N/A	400,000	50,000	1,200,000	1,500,000	-
Street	16th St & Ottawa Ave Intersection	N/A	50,000	-	-	-	-
Street	24th St Resurfacing; Central to US-31	N/A	-	-	-	50,000	750,000
Street	24th St Reconstruction; East of US-31	N/A	-	50,000	150,000	1,500,000	-
Street	River Ave Resurfacing	N/A	-	-	50,000	50,000	1,000,000
Street	Columbia; 6th-Window on Waterfront	N/A	-	-	-	-	50,000
Street	Lincoln Ave Reconstruction	N/A	-	-	-	50,000	800,000
Street	Wildwood Project	N/A	-	1,000,000	-	-	-
Street	17th St Resurfacing w/Bike Lanes	N/A	-	-	-	100,000	500,000
Street	Washington Ave Reconstruction	N/A	100,000	-	-	100,000	100,000
Street	40th St; Industrial to East City Limit	N/A	100,000	-	-	-	-
Street	MDOT US-31 Bridge Enhancement	N/A	165,000	-	-	-	-
Street	MDOT Chicago Drive Reconstruction	N/A	105,000	-	-	-	-
Street	Traffic Studies and Signal Coordination	N/A	25,000	25,000	-	-	-
Street	7th St and Central Traffic Signal	N/A	50,000	250,000	-	-	-
Street	32nd St and Washington Traffic Signal	N/A	25,000	50,000	250,000	-	-
TOTAL STREEETS & SIDEWALKS			9,400,500	6,878,750	5,924,750	5,497,000	5,397,000

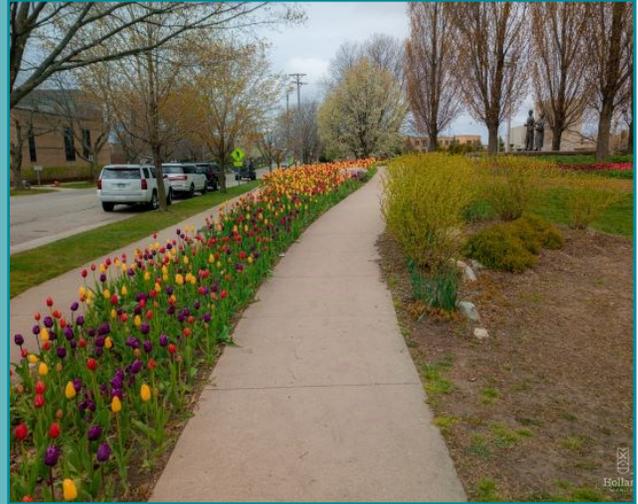
N/A—Project detail is not yet available because it has not been approved by City Council.

## PROJECT: SIDEWALK IMPROVEMENTS

Description: The City of Holland has 178 miles of sidewalk. Damage often occurs when roots from trees planted between the sidewalks and gutter lift the sidewalk, creating a trip hazard. Sidewalks are also damaged by the freeze-thaw cycles, sidewalk plow blades, salts and de-icers.

Repairs have been cataloged and ranked by type needed. This method allows areas in greatest need of repair to be addressed first.

The type of repair will vary based on the extent of damage and type of sidewalk material needed: concrete, asphalt or brick.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Sidewalk Repairs	236,000	200,000	200,000	200,000	200,000	1,036,000
Asphalt Walkways	20,000	10,000	10,000	5,000	5,000	50,000
Brick Maintenance/Repairs	42,500	10,000	10,000	10,000	10,000	82,500
Total	298,500	220,000	220,000	215,000	215,000	1,168,500
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Sidewalk Improvement Fund	298,500	220,000	220,000	215,000	215,000	1,168,500

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	<u>FY2025</u>	<u>FY2026</u>	<u>FY2027</u>	<u>FY2028</u>	<u>FY2029</u>	<u>Total</u>
None	\$0	\$0	\$0	\$0	\$0	\$0
<b>Community Energy Plan (Sustainability) Options</b>	We will research sustainable materials to use in the project where applicable.					

## PROJECT: STREET RESURFACING PROGRAM

Description: Each construction season, the condition of streets is reviewed to determine which are in need of milling and resurfacing, seal coating, and crack sealing.

If a section of street being resurfaced has a wood retaining wall, it will also be upgraded.

The FY 2025 construction plan is to resurface 4.75 miles of the streets.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Resurfacing Project	1,500,000	1,100,000	1,200,000	1,200,000	1,000,000	6,000,000
Sealcoat Project	-	50,000	50,000	-	50,000	150,000
Crack Sealing Project	100,000	100,000	100,000	100,000	100,000	500,000
Retaining Walls Project	150,000	75,000	75,000	100,000	100,000	500,000
Waverly Road Resurfacing	50,000	50,000	1,797,750	-	-	1,897,750
<b>Total</b>	<b>1,800,000</b>	<b>1,375,000</b>	<b>3,222,750</b>	<b>1,400,000</b>	<b>1,250,000</b>	<b>9,047,750</b>
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MVH Major Street Fund	750,000	575,000	650,000	-	-	1,975,000
Allegan County Road Tax Fund	-	375,000	-	200,000	450,000	1,025,000
Ottawa County Road Tax Fund	50,000	-	400,000	-	300,000	750,000
St Improvement Reserve Fund	1,000,000	425,000	1,575,000	1,200,000	500,000	4,700,000
Grants	-	-	597,750	-	-	597,750
<b>Total</b>	<b>1,800,000</b>	<b>1,375,000</b>	<b>3,222,750</b>	<b>1,400,000</b>	<b>1,250,000</b>	<b>9,047,750</b>

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Reduced need for maintenance	(\$20,000)	(\$22,000)	(\$25,000)	(\$25,000)	(\$30,000)	(\$122,000)
<b>Community Energy Plan (Sustainability) Options</b>	We will research sustainable materials to use in the project where applicable.					

## PROJECT: STORM DRAINAGE

Description: Annual drain assessments are paid to Macatawa Area Coordinating Council as their share of the Macatawa Watershed project. If any road improvement project includes work on drainage infrastructure, then a separate project accounts for these enhancements.

The amount of the project will vary based on the work to be completed.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Drain Assessments	32,000	32,000	32,000	32,000	32,000	160,000
Drain Projects and Studies	600,000	550,000	550,000	500,000	700,000	2,900,000
Total	632,000	582,000	582,000	532,000	732,000	3,060,000
Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MVH Major Street Fund	275,000	400,000	250,000	200,000	350,000	1,475,000
Allegan County Road Tax Fund	325,000	-	-	-	-	325,000
Ottawa County Road Tax Fund	-	150,000	-	-	150,000	300,000
St Improvement Reserve Fund	32,000	32,000	332,000	332,000	232,000	960,000
Total	632,000	582,000	582,000	532,000	732,000	3,060,000

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Assessments do not impact the operating budget, projects will reduce maintenance needs.	(\$12,000)	(\$10,000)	(\$11,000)	(\$14,000)	(\$16,000)	(\$63,000)
<b>Community Energy Plan (Sustainability) Options</b>	We will research sustainable materials to use in the project where applicable.					

## PROJECT: RECONSTRUCTION

Description: Some streets have experienced so much deterioration that preventative treatment will not be enough to repair the damage. These streets are scheduled for reconstruction and the extent of work needed will vary for each project. The Holland Board of Public Works is responsible for the utility infrastructure portion of the project.



Cost	FY2025	FY2026	FY2027	FY2028	FY2029	Total
16th Street Widening	700,000	-	-	-	-	700,000
Waterfront Project	50,000	100,000	250,000	-	-	400,000
Van Raalte Ave; 10th & 11th St	4,400,000	-	-	-	-	4,400,000
Columbia Ave; 10th to 24th St	500,000	3,176,750	-	-	-	3,676,750
Total	5,650,000	3,276,750	250,000	-	-	9,176,750

Funding Source	FY2025	FY2026	FY2027	FY2028	FY2029	Total
MVH Major Street Fund	3,025,000	850,000	250,000	-	-	4,125,000
Ottawa County Road Tax Fund	400,000	350,000	-	-	-	750,000
St Improvement Reserve Fund	2,225,000	900,000	-	-	-	3,125,000
Grants	-	1,176,750	-	-	-	1,176,750
Total	5,650,000	3,276,750	250,000	-	-	9,176,750

Operating Impact	Projected Annual Operating and Maintenance Cost Savings					
	FY2025	FY2026	FY2027	FY2028	FY2029	Total
Projects reduce maintenance costs.	(\$15,000)	(\$20,000)	(\$20,000)	(\$18,000)	(\$18,000)	(\$61,000)
<b>Community Energy Plan (Sustainability) Options</b>	We will research sustainable materials to use in the project where applicable.					



## Overview

Holland Board of Public Works capital projects are financed by the utility operations. The FY2025 project budgets are included in the Budget Summary capital outlay line presented in the Enterprise Funds-Utilities section. For more information you can visit the HBPW's website at: [www.hollandbpw.com](http://www.hollandbpw.com).

## Summary of Total Project Costs

	FY 2025 <u>Proposed</u>	FY 2026 <u>Projected</u>	FY 2027 <u>Projected</u>	FY 2028 <u>Projected</u>	FY 2029 <u>Projected</u>
<b>ELECTRIC UTILITY PROJECTS</b>					
<u>Financing Uses:</u>					
Power Resources	1,780,000	3,500,000	880,000	2,050,000	500,000
Electric Transmission, Distribution & Admin Projects	32,235,653	32,346,289	27,260,081	26,497,571	13,074,615
	<u>34,015,653</u>	<u>35,846,289</u>	<u>28,140,081</u>	<u>28,547,571</u>	<u>13,574,615</u>
<hr/>					
<b>WATER UTILITY PROJECTS</b>					
<u>Financing Uses:</u>					
Water Plant	3,164,500	3,358,000	1,790,000	1,116,000	2,129,000
Water Distribution & Admin	8,404,200	7,085,668	7,586,512	7,033,684	7,240,012
	<u>11,568,700</u>	<u>10,443,668</u>	<u>9,376,512</u>	<u>8,149,684</u>	<u>9,369,012</u>
<hr/>					
<b>WASTEWATER UTILITY PROJECTS</b>					
<u>Financing Uses:</u>					
Wastewater Plant	4,137,169	4,720,000	230,000	3,475,000	1,010,000
Wastewater Collection & Admin	6,232,862	3,613,677	3,793,218	1,925,301	1,167,843
	<u>10,370,031</u>	<u>8,333,677</u>	<u>4,023,218</u>	<u>5,400,301</u>	<u>2,177,843</u>
<hr/>					
Grand Total	<u>\$ 55,954,384</u>	<u>\$ 54,623,634</u>	<u>\$ 41,539,811</u>	<u>\$ 42,097,556</u>	<u>\$ 25,121,470</u>



Fiscal Year 2025 Multi-Year Budget

BROADBAND		
Holland City Fiber - Passings (Regulatory Credit)	7,500,000	23,500,000
Holland City Fiber - Drop Build (Regulatory Credit)	3,000,000	10,082,810
General Fiber Build	200,000	200,000
Metro Net Electronics Refresh	120,000	120,000
Fiber Service Drop Build	100,000	100,000
Ad hoc Fiber Refresh/Expansion	80,000	80,000
<b>TOTAL</b>	<b>\$ 11,000,000</b>	<b>\$ 34,082,810</b>

ELECTRIC PRODUCTION		
Unit 8 Diesel Starter and Oil Cooler Rebuild	200,000	200,000
ATS Maintenance Backup Feed	200,000	200,000
HEP Battery Charger and Inverter - Replace during A Inspection	85,000	85,000
Replace Unit 9 Gas line Isolation Valve	80,000	80,000
North and South Oil Water Separator Isolation Valves	75,000	75,000
Crossover 4 Wheel Drive	75,000	75,000
Power for #3 Air Compressor	60,000	60,000
Units 10 & 11 Lube oil Purification Skid	60,000	60,000
HEP Color coded Oil Storage / Purification System	60,000	60,000
Pump House Hoist Upgrade	55,000	55,000
Replace Walden at 48th St Substation	50,000	50,000
Aux Boiler and Glycol Tanks Platforms for Chemical Fill	40,000	40,000
Heat Pump Circulation Water Pipe Hangers	30,000	30,000
Monorail for Water Injection Pumps 7 & 8	25,000	25,000
Ultrasonics 15000	20,000	20,000
Control Room Ceiling Fan	15,000	15,000
<b>TOTAL</b>	<b>\$ 1,130,000</b>	<b>\$ 1,130,000</b>

ELECTRIC TRANSMISSION AND DISTRIBUTION		
LG: New 40th Street Substation (Regulatory Credit)	7,500,000	15,000,000
LG: Reroute South Holland 138 KV Line (Regulatory Credit)	3,500,000	7,000,000
New Underground Lines and Equipment	2,300,000	2,300,000
OH to UG Conversions/UG equipment replacement projects	2,200,000	2,200,000
Overhead Lines and Equipment	1,300,000	1,300,000
Transformer Upgrade and Replacement	800,000	800,000
Holland City Fiber MakeReady Elec Assets (Regulatory Credit)	750,000	1,500,000
LG: 138 KV Pole Replacement (BKR-EPS)&(BKR-QCY) (Regulatory Credit)	500,000	30,500,000
Downtown Pedestrian Lighting Project (City to contribute \$543k over 3 years)	465,000	930,000
Replace Bucket Truck #66	372,000	372,000
Replace Bucket Truck #69	372,000	372,000
Distribution Meter Additions	325,000	325,000
SCADA / OMS System Upgrades RedHat 7.4 PRISM 11.3, and Eprism	260,595	960,595
Recloser Replacements WSH, OTT, PIN, GRN, IND, QCY SEL651R2	240,000	240,000
IND/WSH/JAM 12kv Breaker Replacements	90,000	90,000



Fiscal Year 2025 Multi-Year Budget

## ELECTRIC TRANSMISSION AND DISTRIBUTION

ADMS - Power Flow Configuration and Setup	55,000	55,000
SCADA Console	50,000	50,000
O&M and Line Crew: Testing and Maintenance Equipment	50,000	50,000
HEP Substation Batteries	25,000	25,000
Replace Bucket Truck #67 (anticipated spend FY 28)	1	480,000
Replace Bucket Truck #65 - Line Crew (anticipated spend FY 28)	1	470,000
Replace Bucket Truck #63 (anticipated spend FY 26)	1	413,650
Replace Line Truck #64 (anticipated spend FY 26)	1	412,295
Replace Small Bucket Truck #49 (anticipated spend FY 28)	1	350,000
Replace Truck #52 with Small Bucket Truck (anticipated spend FY 26)	1	296,973
<b>TOTAL</b>	<b>\$ 21,154,601</b>	<b>\$ 66,492,513</b>

## WATER PLANT

Chemical Storage Addition (and 3rd Floor Renovations)	2,600,000	5,407,200
Replace Dehumidifier (BryAir)	175,000	175,000
Replace Invasive Species Control System Land Side (from WTP to LS)	150,000	150,000
Transfer Pump #4 Rebuild	115,000	115,000
Replace LS Basket Guiderails and Baskets	90,000	90,000
Replace Truck #86 Electrician Vehicle (Shared with WRF)	32,500	32,500
1.5MG Tank Improvements	2,000	256,000
<b>TOTAL</b>	<b>\$ 3,164,500</b>	<b>\$ 6,225,700</b>

## WASTEWATER PLANT

Replace Raw Pumps and Associated Equipment	1,900,000	1,900,000
Disinfection Improvements	1,889,670	6,400,000
Line Cleaning/Jetting Trailer	125,000	125,000
Skid Steer Tractor	80,000	80,000
Replace Truck #91	70,000	70,000
Add Inline P Metering	40,000	40,000
Replace Truck #86 Electrician Vehicle (Shared with WFP)	32,500	32,500
<b>TOTAL</b>	<b>\$ 4,137,170</b>	<b>\$ 8,647,500</b>

## WATER DISTRIBUTION

Corroded Main Replacement FY24 (32nd & Morningside)	3,530,000	4,130,000
Southside Pump Station Rehabilitation	1,000,000	1,450,000
Meter & MTU Replacements	950,000	1,900,000
10th & 11th Reconstruction	600,000	1,350,000
Main Replacement Program (SW Heights Ph 2, Apple Ave)	500,000	4,500,000
Scenic Shores Pump Station Upgrades	420,000	500,000
40th St Reconstruction (Waverly to Brooks)	350,000	850,000
Maple Ave Reconstruction 29th to 32nd	250,000	250,000
Storage Tank Rehab Program (Southside)	200,000	200,000
Columbia Ave Reconstruction	150,000	400,000



Fiscal Year 2025 Multi-Year Budget

WATER DISTRIBUTION		
Lake Crossing TM Sliplining	100,000	1,750,000
Transportation Joint Project (16th & Country Club)	100,000	100,000
ROW Service Replacements	80,000	80,000
Unplanned Failed Infrastructure Replacements (Main breaks, Valves, Hydrants)	75,000	75,000
Replace Pickup Truck #75	65,000	65,000
Replace Pickup Truck #77	65,000	65,000
New Pickup Truck (W/WW Services Supervisor)	65,000	65,000
Park Service Lines	30,000	30,000
<b>TOTAL</b>	<b>\$ 8,530,000</b>	<b>\$ 17,760,000</b>

WASTEWATER COLLECTION		
40th St Sewer Upsizing for LG ESMI3 (Regulatory Credit)	2,000,000	2,000,000
Meter & MTU Replacements	950,000	1,900,000
Lift Station Rehabilitation and Reliability Improvements (17th St Station)	882,990	1,000,000
Sewer System Rehabilitation	850,000	850,000
Lift station Rehabilitation and Reliability Improvements (Brecado)	600,000	650,000
Replace Truck #87 Combination Sewer Cleaner	500,000	500,000
Lift station Rehabilitation and Reliability Improvements (M40)	200,000	1,000,000
Vactor Station	100,000	700,000
Lift Station Rehabilitation and Reliability Improvements (Beechwood, Steketee)	100,000	645,000
Replace Truck #84	65,000	65,000
Street Resurfacing and Manhole Adjustments	60,000	60,000
<b>TOTAL</b>	<b>\$ 6,307,990</b>	<b>\$ 9,370,000</b>

ADMINISTRATION		
Service Center Building Modifications and Furniture for Customer Service	280,000	280,000
WonderWare Storage Refresh	150,000	150,000
Condenser Replacement	130,000	130,000
Replace Dump Truck #20	105,500	105,500
WonderWare Cluster Refresh	70,000	70,000
Customer Portal, Payment Processing Consultant Fees and Implementation Fees	65,000	157,772
New Truck Addition	65,000	65,000
Replace Truck #85	65,000	65,000
Replace Truck #22 with Plow	65,000	65,000
Hexagon EAM Add-On module - To Be Determined	60,000	60,000
Air handler Unit Rebuild at Service Center	50,000	50,000
Upgrade obsolete Air handler Unit Trane Controllers that are unsupported	50,000	50,000
DataCenter 2022 Licensing for Wet Clusters	30,000	30,000
(3) Cameras for 49 West	25,000	25,000
Plotters (HEP and SC)	25,000	25,000
Various Audio/Visual/Broadcast Functions throughout BPW Conf Rooms	25,000	50,000



# HBPW UTILITY IMPROVEMENTS

Fiscal Year 2025 Multi-Year Budget

## ADMINISTRATION

49 West Furniture for Lounge and Conference Room & Installation	24,000	24,000
New Cabinets in Cedrix Café	22,000	22,000
Furniture Replacement for Cedrix Café, including Installation	20,000	20,000
<b>TOTAL</b>	<b>\$ 1,326,500</b>	<b>\$ 1,444,272</b>

Totals by Type	Fiscal Year 2025	Multi-Year Budget
Electric Production	\$ 1,130,000	\$ 1,130,000
Electric Transmission and Distribution	\$ 21,154,601	\$ 66,492,513
Broadband	\$ 11,000,000	\$ 34,082,810
Water Plant	\$ 3,164,500	\$ 6,225,700
Wastewater Plant	\$ 4,137,170	\$ 8,647,500
Water Distribution	\$ 8,530,000	\$ 17,760,000
Wastewater Collection	\$ 6,307,990	\$ 9,370,000
Administration	\$ 1,326,500	\$ 1,444,272
<b>Grand Total</b>	<b>\$ 56,750,761</b>	<b>\$ 145,152,795</b>



PROPERTY TAXES

PERSONNEL

CAPITAL IMPROVEMENT PLAN

CAPITAL OUTLAY

DEBT SERVICE

GLOSSARY

## Overview

The City prepares long-term plans for major capital expenditures, as noted in Appendix C. In addition, the City plans for smaller capital expenditures on a one-year basis given the short term nature of these expenditures. Departments submit requests for the capital expenditures and include the proposed amount in their initial budget request. All requests are reviewed by the Leadership Team during the annual budget process. These expenditures are broken down into the following categories:

Capital Outlay. The General City has a capitalization threshold of \$5,000, while the HBPW capitalization threshold is \$10,000; both require a useful life of two or more years. Examples of capital outlay items include small building improvements, machinery, equipment and vehicles. Criteria used to determine the classification of an item as a capital project versus capital outlay is determined by cost, useful life and frequency of purchase. Given the short-term nature of these expenditures, a one year summary followed by detail pages for each purchase is presented.

Controlled-Items Capital Type. Controlled-Type items are capital in nature but with a per item cost below the capitalization threshold and therefore do not create a capital asset. Given the short-term nature of these expenditures, a one year summary followed by an itemized listing by department is presented.

## Total Other Capital Expenditures By Fund Type

Fund Type	FY 2025 Capital Outlay	FY 2025 Controlled Items
General Fund	\$159,200	\$144,865
Special Revenue Funds	-	11,700
Component Unit	10,000	12,100
Enterprise-Other Funds	390,000	60,022
Internal Service Funds	1,566,900	207,300
Total Capital Outlay	\$2,126,100	\$435,987

This appendix includes a detailed list of the proposed capital outlay and controlled-type items. This document facilitates the purchasing process for the City as it provides a clear description of the items authorized in the annual budget.

## Overview

Capital outlay includes items such as small building improvements, machinery, equipment, and vehicles. Criteria used to determine the classification of an item as a capital project versus capital outlay is determined by cost, useful life and frequency of purchase. City departments submit requests for Capital Outlay as part of the annual budget process. These are reviewed by the Budget Team and budgeted in the requesting organization’s budget.

The FY 2025 General City total budget for capital outlay is \$2,126,100 across all funds. The Internal Service Funds account for 74% of the Capital Outlay budget. Included in this category are purchases for the Centralized Vehicle Fund and the Technology Services Funds. Windmill Island Gardens (Enterprise-Other Fund), accounts for 18%, General Fund is 7%, and the less than 1% remaining is for Downtown Development Authority (Component Unit).

Given the short-term nature of these expenditures, a one year summary of capital outlay by functional department followed by detail pages for each purchase is presented.

### Total Capital Outlay By Fund Type

Fund Type	FY 2025 Capital Outlay
General Fund	\$159,200
Special Revenue Funds	-
Component Unit	10,000
Enterprise-Other Funds	390,000
Internal Service Funds	1,566,900
<b>Total Capital Outlay</b>	<b>\$2,126,100</b>



# CAPITAL OUTLAY SUMMARY

Fund	Department	Project Description	Page	FY 2025
General	City Hall	Sidewalk Joint Grouting	381	5,000
CITY HALL TOTAL				\$ 5,000
General	Cemetery	Cemetery Expansion Planning	382	50,000
CEMETERY TOTAL				\$ 50,000
General	Police Services	Pepperball VKS Pro Launcher Packages	383	12,000
General	Police Services	Ballistic Shield	384	9,600
General	Police Services	Digital Forensics Examination Computer	385	8,000
General	Police Services	Cruiser Emergency Lighting	386	10,000
POLICE SERVICES TOTAL				\$ 39,600
General	Fire Services	Elkhart Flow Test Kit	387	5,900
General	Fire Services	Walk Behind Floor Scrubber	388	6,500
FIRE SERVICES TOTAL				\$ 12,400
General	Recreation	Chainlink Fence Repair/Replacement	389	11,000
General	Recreation	Playground Playsafe Mulch	390	7,000
General	Recreation	Keyless Entry	391	7,000
RECREATION TOTAL				\$ 25,000
General	Parks	Playground Playsafe Mulch	392	7,000
General	Parks	Irrigation Repairs— 16th St Blvd	393	8,000
General	Parks	Irrigation Control Box Cover	394	5,500
General	Parks	Pro-Tech Snow Pusher Box	395	6,700
PARKS TOTAL				\$ 27,200



# CAPITAL OUTLAY SUMMARY

Fund	Department	Project Description	Page	FY 2025
Component Unit	Downtown Development Authority	Public Restroom-9th & Central	396	10,000
DOWNTOWN DEVELOPMENT AUTHORITY TOTAL				\$ 10,000
Enterprise Fund-Other	Windmill Island Gardens	Interpretive Plan Implementation	397	15,000
Enterprise Fund-Other	Windmill Island Gardens	Front Entry & Posthouse Area Refurbishment	398	50,000
Enterprise Fund-Other	Windmill Island Gardens	Little Netherlands/Water Exhibit	399	25,000
Enterprise Fund-Other	Windmill Island Gardens	Drawbridge Replacement	400	300,000
WINDMILL ISLAND GARDENS TOTAL				\$ 390,000
Internal Service	Technology Services	Server Replacement Cycle	401	10,000
Internal Service	Technology Services	Copier for Assessing	402	11,000
Internal Service	Technology Services	Copier for Police Front Office	403	11,000
Internal Service	Technology Services	Copier for Transportation	404	11,000
Internal Service	Technology Services	Avigilon 96TB NVR Server	405	28,000
Internal Service	Technology Services	vSAN Solution	406	200,000
Internal Service	Technology Services	GIS Imagery	407	6,000
Internal Service	Technology Services	Laserfiche to Cloud Migration	408	25,000
Internal Service	Technology Services	Network Penetration Test	409	12,500
TECHNOLOGY SERVICES TOTAL				\$ 314,500
Internal Service	Centralized Vehicle/Equipment	Plasma Cutter	410	5,400
Internal Service	Centralized Vehicle/Equipment	Trailer Mounted Paint Machine	411	7,500



# CAPITAL OUTLAY SUMMARY

Fund	Department	Project Description	Page	FY 2025
Internal Service	Centralized Vehicle/ Equipment	Minor Refurbished Loader	412	7,000
Internal Service	Centralized Vehicle/ Equipment	BPW Mechanic Tools	413	25,000
Internal Service	Centralized Vehicle/ Equipment	Snow Box for Loader	414	8,500
Internal Service	Centralized Vehicle/ Equipment	Sidewalk Plow	415	188,000
Internal Service	Centralized Vehicle/ Equipment	Asphalt Paver	416	252,000
Internal Service	Centralized Vehicle/ Equipment	Asphalt Paver Trailer	417	27,000
Internal Service	Centralized Vehicle/ Equipment	Mower Group 1	418	8,500
Internal Service	Centralized Vehicle/ Equipment	Mower Group 2	419	8,500
Internal Service	Centralized Vehicle/ Equipment	Mower Group 3	420	5,500
Internal Service	Centralized Vehicle/ Equipment	Refurbished Dump Box	421	14,500
Internal Service	Centralized Vehicle/ Equipment	Refurbished Dump Truck	422	18,000
Internal Service	Centralized Vehicle/ Equipment	Refurbished Salt Truck	423	18,000
Internal Service	Centralized Vehicle/ Equipment	Police Tahoes and Upfitting	424	324,000
Internal Service	Centralized Vehicle/ Equipment	Detective Car	425	50,000
Internal Service	Centralized Vehicle/ Equipment	3/4 Ton 4x4 Pickup Truck with Plow	426	60,000
Internal Service	Centralized Vehicle/ Equipment	41,000 GVW Plow with Dump Truck	427	225,000
<b>CENTRALIZED VEHICLE/EQUIPMENT TOTAL</b>				<b>\$ 1,252,400</b>

Totals by Fund Type	FY 2025
General Fund	\$ 159,200
Special Revenue Fund	\$ -
Component Unit	\$ 10,000
Enterprise Fund - Other	\$ 390,000
Internal Service Fund	\$ 1,566,900
<b>CAPITAL OUTLAY GRAND TOTAL</b>	<b>\$ 2,126,100</b>

## PROJECT: SIDEWALK JOINT GROUTING

**Category:** Land Improvements

**Type:** Replacement

Description: The sidewalk jointing along City Hall is in need of regrouting. The basement storage room of City Hall has a problem of water leaking in, and replacing the grout in the sidewalk joints should eliminate the problem.



<b>Cost</b>		<b>FY 2025</b>
Land Improvements		5,000
	<b>Total</b>	5,000
<b>Funding Source</b>		<b>FY 2025</b>
General Fund – City Hall Fund		5,000

### Community Energy Plan (Sustainability) Options

N/A

### Impact on Operating Budget

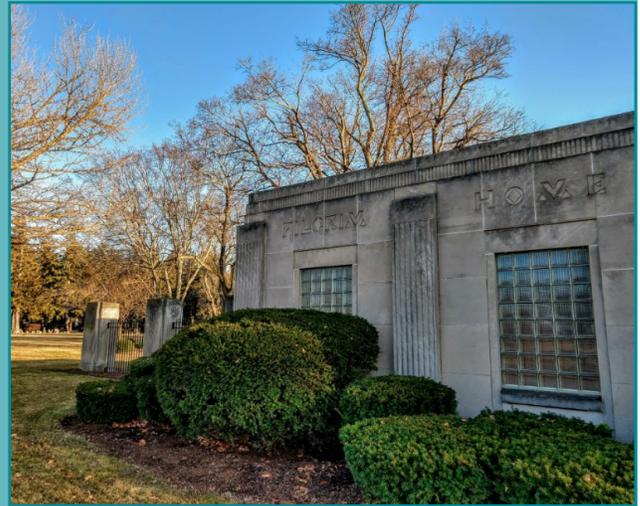
Maintenance is expected to be minimal and these costs will be included in the City Hall Operating Budget.

## PROJECT: CEMETERY EXPANSION PLANNING

**Category:** Buildings & Structures

**Type:** New

Description: Pilgrim Home Cemetery has a large undeveloped area that is ready to be developed into cemetery spaces. The funding requested is for site design and planning for the expansion which will include surveys and construction documents.



<b>Cost</b>		<b>FY 2025</b>
Buildings & Structures		50,000
	<b>Total</b>	<b>50,000</b>
<b>Funding Source</b>		<b>FY 2025</b>
General Fund – Cemetery		50,000

### Community Energy Plan (Sustainability) Options

N/A

### Impact on Operating Budget

Maintenance is expected to be minimal and these costs will be included in the Cemetery Department Operating Budget.

PROJECT: PEPPERBALL VKS PRO LAUNCHER PACKAGES

Category: Machinery & Equipment

Type: New

Description: The Police Services Department requests five new PepperBall brand non-lethal Nonivamide Powder (PAVA) irritant versatile projectile delivery systems. These are used for direct impact contamination, area denial/contamination, vehicle and area extractions, non-compliant/combative subjects, and vicious animals. They can also be used during tactical operations to assist with suspect control and extractions.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		12,000
	<b>Total</b>	<b>12,000</b>
<b>Funding Source</b>		<b>FY 2025</b>
General Fund – Police Services Fund		12,000

Community Energy Plan (Sustainability) Options

N/A

Impact on Operating Budget

This is a one-time cost. No operational impacts are expected.

PROJECT: BALLISTIC SHIELD

Category: Machinery & Equipment

Type: Replacement

Description: The Police Services Department requests one Vanguard Level III Ballistic Shield for tactical team operations, and response to barricaded suspects, incidents involving firearms, active shooter/assailant situations and other high-risk incidents.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		9,600
	<b>Total</b>	<b>9,600</b>
<b>Funding Source</b>		<b>FY 2025</b>
General Fund – Police Services Fund		9,600

Community Energy Plan (Sustainability) Options

N/A

Impact on Operating Budget

This is a one-time cost. No operational impacts are expected.

PROJECT: DIGITAL FORENSICS EXAMINATION COMPUTER

Category: Machinery & Equipment

Type: Replacement

Description: The Police Services Department requests a new forensics evidence computer for our Computer Crimes Investigations position. The current computer is over 5 years old and no longer supports Windows 11. This computer will be used for any digital evidence associated with HPD criminal investigations.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		8,000
	<b>Total</b>	<b>8,000</b>
<b>Funding Source</b>		<b>FY 2025</b>
General Fund – Police Services Fund		8,000

Community Energy Plan (Sustainability) Options

N/A

Impact on Operating Budget

This is a one-time cost. No operational impacts are expected.

## PROJECT: CRUISER EMERGENCY LIGHTING

**Category:** Machinery & Equipment

**Type:** Replacement

Description: The Police Services Department requests the replacement of overhead bars with new LED light technology, and upgraded side and front angle lighting on new cruisers.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		10,000
	<b>Total</b>	10,000
<b>Funding Source</b>		<b>FY 2025</b>
General Fund – Police Services Fund		10,000

### Community Energy Plan (Sustainability) Options

N/A

### Impact on Operating Budget

This is a one-time cost. No operational impacts are expected.

## PROJECT: ELKHART FLOW TEST KIT

**Category:** Machinery & Equipment

**Type:** New

Description: The Fire Services Department requests a new Elkhart Brass NFA 1962 Flow Test Kit EB-500-XD. The flow test kit will assist in providing a greater understanding of the Fire Department’s ability to develop fire flows with the apparatus and equipment the department has in service. This equipment will also better inform decision making with regard to the selection and purchase of replacement hose, nozzles and appliances.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		5,900
	<b>Total</b>	5,900
<b>Funding Source</b>		<b>FY 2025</b>
General Fund – Fire Services Fund		5,900

### Community Energy Plan (Sustainability) Options

N/A

### Impact on Operating Budget

This is a one-time cost. No operational impacts are expected.

## PROJECT: WALK BEHIND FLOOR SCRUBBER

**Category:** Machinery & Equipment

**Type:** New

Description: The Fire Services Department requests a new Tennant or IPC walk behind, disc style floor scrubber. The new unit will be used at the Waverly Fire Station to clean apparatus bay floors, and reduce the amount of sand/other small solids entering the floor drain system. This is to promote functionality of the drains over the lifespan of the building while reducing long-term maintenance costs for them.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		6,500
	<b>Total</b>	6,500
<b>Funding Source</b>		<b>FY 2025</b>
General Fund – Fire Services Fund		6,500

### Community Energy Plan (Sustainability) Options

Sustainable options are not available at this time.

### Impact on Operating Budget

Maintenance is expected to be minimal and these costs will be included in the Fire Services Department Operating Budget.

## PROJECT: CHAINLINK FENCE REPAIR/REPLACEMENT

**Category:** Land Improvements

**Type:** Replacement

Description: The Recreation Department requests repairing and/or replacing chain link fencing. The current fencing is either rusted or bowing out of the frame.



Cost		FY 2025
Land Improvements		11,000
	Total	11,000
Funding Source		FY 2025
General Fund – Recreation Department Fund		11,000

### Community Energy Plan (Sustainability) Options

Old pieces will be recycled.

### Impact on Operating Budget

This is a one-time cost. No operational impacts are expected.

## PROJECT: PLAYGROUND PLAYSAFE MULCH

**Category:** Land Improvements

**Type:** Replacement

Description: The Recreation Department requests replacing the Playsafe Mulch for all playgrounds in the City. Mulch breaks down every year, and is displaced by weather and activity (playground usage). The price is for the application of 1” or less to the top of all existing playground surfaces that utilize EWF (Engineered Wood Fibers).



Cost		FY 2025
Land Improvements		7,000
	Total	7,000
Funding Source		FY 2025
General Fund – Recreation Department Fund		7,000

### Community Energy Plan (Sustainability) Options

None at this time. Mulch is a natural product that will break down over time.

### Impact on Operating Budget

Impact is expected to be minimal. These costs have been included in the Recreation Department Operating Budget every year. The request has been increased due to the rising costs of material and labor.

PROJECT: KEYLESS ENTRY

Category: Buildings & Structures

Type: New

Description: The Recreation Department requests new keyless entry for facilities.



<b>Cost</b>		<b>FY 2025</b>
Buildings & Structures		7,000
	Total	7,000
<b>Funding Source</b>		<b>FY 2025</b>
General Fund – Recreation Department Fund		7,000

Community Energy Plan (Sustainability) Options

Sustainable options are not available at this time.

Impact on Operating Budget

This is a one-time cost. No operational impacts are expected.

PROJECT: PLAYGROUND PLAYSAFE MULCH

**Category:** Land Improvements

**Type:** Replacement

Description: The Parks Department requests replacing the Playsafe Mulch for all playgrounds in the City. Mulch breaks down every year, and is displaced by weather and activity (playground usage). The price is for the application of 1” or less to the top of all existing playground surfaces that utilize EWF (Engineered Wood Fibers).



<b>Cost</b>		<b>FY 2025</b>
Land Improvements		7,000
	Total	7,000
<b>Funding Source</b>		<b>FY 2025</b>
General Fund – Parks Department Fund		7,000

Community Energy Plan (Sustainability) Options

None at this time. Mulch is a natural product that will break down over time.

Impact on Operating Budget

Impact is expected to be minimal. These costs have been included in the Parks Department Operating Budget every year. The request has been increased due to the rising costs of material and labor.

**PROJECT: IRRIGATION REPAIRS— 16TH ST BLVD**

**Category:** Land Improvements

**Type:** Replacement

Description: The Parks Department requests replacing the irrigation system along 16th Street between Waverly and Country Club that is in need of extensive repairs that falls outside the scope of work of the Park’s Irrigation Technician.



<b>Cost</b>		<b>FY 2025</b>
Land Improvements		8,000
	<b>Total</b>	<b>8,000</b>
<b>Funding Source</b>		<b>FY 2025</b>
General Fund – Parks Department Fund		8,000

Community Energy Plan (Sustainability) Options

New irrigation system components will reduce water consumption and the need for constant repairs.

Impact on Operating Budget

Replacing outdated components will reduce labor costs in the long term by eliminating the need for short term repairs.

## PROJECT: IRRIGATION CONTROL BOX COVER

**Category:** Land Improvements

**Type:** Replacement

Description: The Parks Department requests replacing the existing irrigation enclosure located at Window on the Waterfront (WOW). The current condition of the cover is not reflective of the recent improvements made along the 6th Street corridor.



<b>Cost</b>		<b>FY 2025</b>
Land Improvements		5,500
	<b>Total</b>	5,500
<b>Funding Source</b>		<b>FY 2025</b>
General Fund – Parks Department Fund		5,500

### Community Energy Plan (Sustainability) Options

N/A

### Impact on Operating Budget

This is a one-time cost. No operational impacts are expected.

PROJECT: PRO-TECH SNOW PUSHER BOX

**Category:** Machinery & Equipment

**Type:** Replacement

Description: The Parks Department requests replacing a 12' Pro-Tech snow push box that attaches to a front end loader. This aids with snow removal activities which the Parks Department is responsible for.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		6,700
	<b>Total</b>	6,700
<b>Funding Source</b>		<b>FY 2025</b>
General Fund – Parks Department Fund		6,700

Community Energy Plan (Sustainability) Options

Sustainable options do not exist at this time. However, this equipment will reduce wear and tear on other equipment and reduce carbon emissions by eliminating the need for multiple trucks working the same site removing snow.

Impact on Operating Budget

Maintenance is expected to be minimal. These costs will be included in the Parks Department Operating Budget.

PROJECT: FURNACE REPLACEMENT – PUBLIC RESTROOM

**Category:** Buildings & Structures

**Type:** Replacement

Description: The Downtown Development Authority requests the replacement of the furnace in the downtown public restrooms located at 9th Street and Central Avenue. The current furnace is older and will fail soon. Replacement would prevent costly repairs to the unit and possible supply chain delays.



<b>Cost</b>		<b>FY 2025</b>
Buildings & Structures		10,000
	<b>Total</b>	10,000
<b>Funding Source</b>		<b>FY 2025</b>
Downtown Development Authority		10,000

Community Energy Plan (Sustainability) Options

Replacing this unit with a newer and more efficient unit will reduce energy cost and usage.

Impact on Operating Budget

A newer furnace will reduce costs of future repairs, but periodic maintenance is expected and will come out of the Downtown Development Authority operating budget.

## PROJECT: INTERPRETIVE PLAN IMPLEMENTATION

**Category:** Land Improvements

**Type:** New

Description: Windmill Island Gardens requests new land improvements relating to an Interpretive Plan that was developed for the Island in 2017. The plan outlines a course of development for the Island, including new exhibits, signage and more. Staff continues to renew and grow the interpretive displays around Windmill Island Gardens including new displays and exhibits (interpretations of the windmill, organ, carousel, gardens, Little Netherlands, water exhibit, etc.)



<b>Cost</b>		<b>FY 2025</b>
Land Improvements		15,000
	<b>Total</b>	<b>15,000</b>
<b>Funding Source</b>		<b>FY 2025</b>
Windmill Island Gardens Fund		15,000

### Community Energy Plan (Sustainability) Options

We will research sustainable materials to use in the project if applicable.

### Impact on Operating Budget

No operational impact is expected. Any unforeseen costs will be included in the Windmill Island Gardens Fund Operating Budget.

**PROJECT: FRONT ENTRY & POSTHOUSE AREA REFURBISHMENT**

**Category:** Land Improvements

**Type:** Replacement

Description: Windmill Island Gardens requests refurbishing the front entry and posthouse area of the park. The entry area and ticket booth are visitors first experience of Windmill Island Gardens. To enhance the visitor experience, staff continues to redevelop the space around the front entry area. This will include fencing, ticket line/booth, greeter area, brickwork, and paths. This will allow visitors' to have a clear idea of how to enter and begin their experience of the park.



<b>Cost</b>		<b>FY 2025</b>
Land Improvements		50,000
	Total	50,000
<b>Funding Source</b>		<b>FY 2025</b>
Windmill Island Gardens Fund		50,000

[Community Energy Plan \(Sustainability\) Options](#)

We will research sustainable materials to use in the project if applicable.

[Impact on Operating Budget](#)

Periodic maintenance is expected. These costs will be included in the Windmill Island Gardens Fund Operating Budget.

PROJECT: LITTLE NETHERLANDS/WATER EXHIBIT

Category: Land Improvements

Type: Replacement

Description: Windmill Island Gardens requests updating the Little Netherlands and water exhibits. As one of the park attractions, Windmill Island looks to continue to grow the water exhibit that was started several years ago. This will include a refresh of the Little Netherlands area as well as possible new additions such as a poldermill (a water-pumping windmill).



<b>Cost</b>		<b>FY 2025</b>
Land Improvements		25,000
	Total	25,000
<b>Funding Source</b>		<b>FY 2025</b>
Windmill Island Gardens Fund		25,000

Community Energy Plan (Sustainability) Options

We will research sustainable materials to use in the project if applicable.

Impact on Operating Budget

No operational impacts are expected. Any unforeseen costs will be included in the Windmill Island Gardens Fund Operating Budget.

## PROJECT: DRAWBRIDGE REPLACEMENT

**Category:** Buildings & Structures

**Type:** Replacement

Description: Windmill Island Gardens requests replacing the drawbridge. The bridge was built in 1964, and is a replica of a historic bridge that is now in a museum in the Netherlands. The bridge connects the southern portion of the park to the island, and is a critical piece of infrastructure. It has deteriorated to the point that it will require a significant amount of planning, landscaping, and construction work around an active waterway to return it to being a quality piece of the park once again.



<b>Cost</b>		<b>FY 2025</b>
Buildings & Structures		300,000
	<b>Total</b>	<b>300,000</b>
<b>Funding Source</b>		<b>FY 2025</b>
Windmill Island Gardens Fund		300,000

### Community Energy Plan (Sustainability) Options

We will research sustainable materials to use in the project if applicable.

### Impact on Operating Budget

Periodic maintenance is expected for the bridge and will include painting as necessary. These costs will be included in the Windmill Island Gardens Fund Operating Budget.

## PROJECT: SERVER REPLACEMENT CYCLE

**Category:** Machinery & Equipment

**Type:** Replacement

Description: The Technology Services Department requests replacing City servers. The City has over 10 servers in our environment all contributing to users daily tasks. This critical infrastructure is maintained by routinely updating or replacing hardware or software.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		10,000
	<b>Total</b>	10,000
<b>Funding Source</b>		<b>FY 2025</b>
Technology Services Fund		10,000

### Community Energy Plan (Sustainability) Options

Equipment will be Energy Star Rated.

### Impact on Operating Budget

Any maintenance costs will be included in the Technology Services Department Operating Budget.

## PROJECT: COPIER FOR ASSESSING

**Category:** Machinery & Equipment

**Type:** Replacement

Description: The Technology Services Department requests the replacement of the copier in the Assessing Department. The new copier is smaller and more efficient than the current model.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		11,000
	<b>Total</b>	11,000
<b>Funding Source</b>		<b>FY 2025</b>
Technology Services Fund		11,000

### Community Energy Plan (Sustainability) Options

Equipment will be Energy Star Rated.

### Impact on Operating Budget

This is a one-time cost. No operational impacts are expected.

## PROJECT: COPIER FOR POLICE DEPARTMENT

**Category:** Machinery & Equipment

**Type:** Replacement

Description: The Technology Services Department requests the replacement of the copier in the front office of the Police Department. The new copier is smaller and more efficient than the current model.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		11,000
	<b>Total</b>	11,000
<b>Funding Source</b>		<b>FY 2025</b>
Technology Services Fund		11,000

### Community Energy Plan (Sustainability) Options

Equipment will be Energy Star Rated.

### Impact on Operating Budget

This is a one-time cost. No operational impacts are expected.

## PROJECT: COPIER FOR TRANSPORTATION

**Category:** Machinery & Equipment

**Type:** Replacement

Description: The Technology Services Department requests the replacement of the copier in the Transportation Department. The new copier is smaller and more efficient than the current model.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		11,000
	<b>Total</b>	11,000
<b>Funding Source</b>		<b>FY 2025</b>
Technology Services Fund		11,000

### Community Energy Plan (Sustainability) Options

Equipment will be Energy Star Rated.

### Impact on Operating Budget

This is a one-time cost. No operational impacts are expected.

## PROJECT: AVIGILON 96TB NVR SERVER

**Category:** Machinery & Equipment

**Type:** New

Description: The Technology Services Department requests a new Avigilon Server which will offer enhancements to the City security camera system



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		28,000
	<b>Total</b>	<b>28,000</b>
<b>Funding Source</b>		<b>FY 2025</b>
Technology Services Fund		28,000

### Community Energy Plan (Sustainability) Options

Equipment will be Energy Star certified.

### Impact on Operating Budget

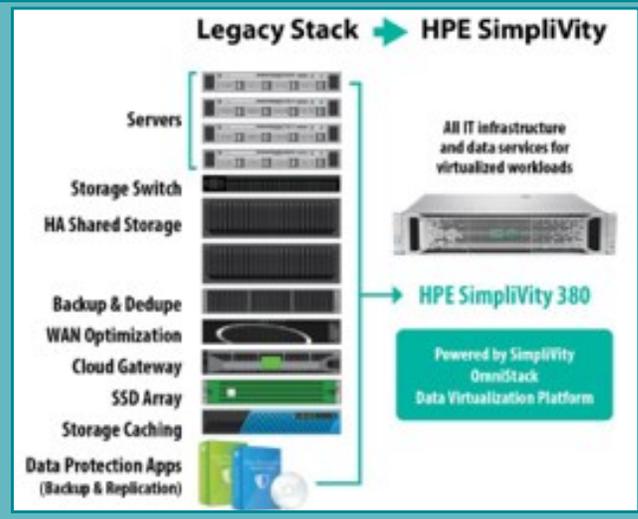
This is a one-time cost. No operational impacts are expected.

## PROJECT: VSAN SOLUTION

**Category:** Machinery & Equipment

**Type:** Replacement

Description: The Technology Services Department requests the full replacement of the current SAN that is six years old.



Cost		FY 2025
Machinery & Equipment		200,000
	Total	200,000
Funding Source		FY 2025
Technology Services Fund		200,000

### Community Energy Plan (Sustainability) Options

N/A

### Impact on Operating Budget

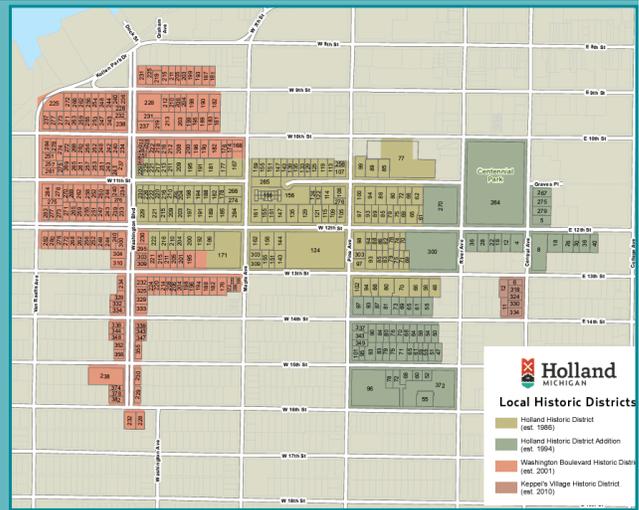
This is a one-time cost. No operational impacts are expected.

## PROJECT: GIS IMAGERY

**Category:** Machinery & Equipment

**Type:** Replacement

Description: The Technology Services Department requests the full replacement of the current GIS imagery that the GIS Department works with.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		6,000
	<b>Total</b>	6,000
<b>Funding Source</b>		<b>FY 2025</b>
Technology Services Fund		6,000

### Community Energy Plan (Sustainability) Options

N/A

### Impact on Operating Budget

This is a one-time cost. No operational impacts are expected.

## PROJECT: LASERFICHE TO CLOUD MIGRATION

**Category:** Machinery & Equipment

**Type:** New

Description: The Technology Services Department requests the move to Laserfiche cloud as the current version utilized by the City is no longer supported by the vendor.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		25,000
	<b>Total</b>	25,000
<b>Funding Source</b>		<b>FY 2025</b>
Technology Services Fund		25,000

### Community Energy Plan (Sustainability) Options

N/A

### Impact on Operating Budget

This is a one-time cost. No operational impacts are expected.

## PROJECT: NETWORK PENETRATION TEST

**Category:** Machinery & Equipment

**Type:** New

Description: The Technology Services Department requests the purchase of a Network Penetration Test (PEN Test) which will aid in exposing possible vulnerabilities within the network used by the City.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		12,500
	<b>Total</b>	12,500
<b>Funding Source</b>		<b>FY 2025</b>
Technology Services Fund		12,500

Community Energy Plan (Sustainability) Options

N/A

Impact on Operating Budget

This is a one-time cost. No operational impacts are expected.

## PROJECT: PLASMA CUTTER

**Category:** Machinery & Equipment

**Type:** Replacement

Description: The Centralized Vehicles & Equipment Department requests the replacement of a plasma cutter for the maintenance shop. The current unit is 24 years old.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		5,400
	<b>Total</b>	5,400
<b>Funding Source</b>		<b>FY 2025</b>
Centralized Vehicle/Equipment Fund		5,400

### Community Energy Plan (Sustainability) Options

We continue to look for EV alternatives for replacement of these vehicles as technology improves and costs decrease to become competitive to internal combustion engines.

### Impact on Operating Budget

Operational costs are expected to be minimal and will be included in the Centralized Vehicle and Equipment Fund Operating Budget.

## PROJECT: TRAILER MOUNTED PAINT MACHINE

**Category:** Machinery & Equipment

**Type:** Replacement

Description: The Centralized Vehicles & Equipment Department requests the replacement of a paint machine which can be mounted onto a trailer.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		7,500
	Total	7,500
<b>Funding Source</b>		<b>FY 2025</b>
Centralized Vehicle/Equipment Fund		7,500

### Community Energy Plan (Sustainability) Options

We continue to look for EV alternatives for replacement of these vehicles as technology improves and costs decrease to become competitive to internal combustion engines.

### Impact on Operating Budget

Operational costs are expected to be minimal and will be included in the Centralized Vehicle and Equipment Fund Operating Budget.

## PROJECT: MINOR LOADER REFURBISHMENT

**Category:** Machinery & Equipment

**Type:** Replacement

Description: The Centralized Vehicles & Equipment Department requests the refurbishment of a loader.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		7,000
	<b>Total</b>	7,000
<b>Funding Source</b>		<b>FY 2025</b>
Centralized Vehicle/Equipment Fund		7,000

### Community Energy Plan (Sustainability) Options

N/A

### Impact on Operating Budget

Operational costs are expected to be minimal and will be included in the Centralized Vehicle and Equipment Fund Operating Budget.

## PROJECT: HBPW MECHANIC TOOLS

**Category:** Machinery & Equipment

**Type:** New

Description: The Centralized Vehicles & Equipment Department requests new tools for the mechanic who will be working on jobs for the Holland Board of Public Works.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		25,000
	<b>Total</b>	<b>25,000</b>
<b>Funding Source</b>		<b>FY 2025</b>
Centralized Vehicle/Equipment Fund		25,000

### Community Energy Plan (Sustainability) Options

N/A

### Impact on Operating Budget

This is a one-time cost. No operational impacts are expected.

## PROJECT: SNOW BOX FOR LOADER

**Category:** Machinery & Equipment

**Type:** New

Description: The Centralized Vehicles & Equipment Department requests a new snow box for loader that will be more efficient for snow removal operations.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		8,500
	<b>Total</b>	8,500
<b>Funding Source</b>		<b>FY 2025</b>
Centralized Vehicle/Equipment Fund		8,500

### Community Energy Plan (Sustainability) Options

We continue to look for EV alternatives for replacement of these vehicles as technology improves and costs decrease to become competitive to internal combustion engines.

### Impact on Operating Budget

Operational costs are expected to be minimal and will be included in the Centralized Vehicle and Equipment Fund Operating Budget.

## PROJECT: SIDEWALK PLOW

**Category:** Machinery & Equipment

**Type:** Replacement

Description: The Centralized Vehicles & Equipment Department requests the replacement of a 1998 sidewalk plow. The plow is beyond its useful life, and the main center pin pivot assembly has worn out.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		188,000
	Total	188,000
<b>Funding Source</b>		<b>FY 2025</b>
Centralized Vehicle/Equipment Fund		188,000

### Community Energy Plan (Sustainability) Options

We continue to look for EV alternatives for replacement of these vehicles as technology improves and costs decrease to become competitive to internal combustion engines.

### Impact on Operating Budget

Operational costs are expected to be minimal and will be included in the Centralized Vehicle and Equipment Fund Operating Budget.

## PROJECT: ASPHALT PAVER

**Category:** Machinery & Equipment

**Type:** Replacement

Description: The Centralized Vehicles & Equipment Department requests the replacement of a 2001 asphalt paver. The current paver is beyond its useful life, and will need repairs.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		252,000
	Total	252,000
<b>Funding Source</b>		<b>FY 2025</b>
Centralized Vehicle/Equipment Fund		252,000

### Community Energy Plan (Sustainability) Options

We continue to look for EV alternatives for replacement of these vehicles as technology improves and costs decrease to become competitive to internal combustion engines.

### Impact on Operating Budget

Operational costs are expected to be minimal and will be included in the Centralized Vehicle and Equipment Fund Operating Budget.

## PROJECT: ASPHALT PAVER TRAILER

**Category:** Machinery & Equipment

**Type:** Replacement

Description: The Centralized Vehicles & Equipment Department requests the replacement of a trailer for the new asphalt paver. The new asphalt paver is expected to be 26,000 GVW or more, and will require a heavier trailer for transport (current trailer is only 16,000 GVW).



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		27,000
	Total	27,000
<b>Funding Source</b>		<b>FY 2025</b>
Centralized Vehicle/Equipment Fund		27,000

### Community Energy Plan (Sustainability) Options

We continue to look for EV alternatives for replacement of these vehicles as technology improves and costs decrease to become competitive to internal combustion engines.

### Impact on Operating Budget

Operational costs are expected to be minimal and will be included in the Centralized Vehicle and Equipment Fund Operating Budget.

## PROJECT: MOWER GROUP 1

**Category:** Machinery & Equipment

**Type:** Replacement

Description: The Centralized Vehicles & Equipment Department requests the replacement of four Z-Mowers that are part of a lease program, three 60" mowers and one 72" mower.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		8,500
	<b>Total</b>	8,500
<b>Funding Source</b>		<b>FY 2025</b>
Centralized Vehicle/Equipment Fund		8,500

### Community Energy Plan (Sustainability) Options

We continue to look for EV alternatives for replacement of these vehicles as technology improves and costs decrease to become competitive to internal combustion engines.

### Impact on Operating Budget

Operational costs are expected to be minimal and will be included in the Centralized Vehicle and Equipment Fund Operating Budget.

## PROJECT: MOWER GROUP 2

**Category:** Machinery & Equipment

**Type:** Replacement

Description: The Centralized Vehicles & Equipment Department requests the replacement of four Z-Mowers that are part of a lease program, three 60" mowers and one 72" mowers.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		8,500
	<b>Total</b>	8,500
<b>Funding Source</b>		<b>FY 2025</b>
Centralized Vehicle/Equipment Fund		8,500

### Community Energy Plan (Sustainability) Options

We continue to look for EV alternatives for replacement of these vehicles as technology improves and costs decrease to become competitive to internal combustion engines.

### Impact on Operating Budget

Operational costs are expected to be minimal and will be included in the Centralized Vehicle and Equipment Fund Operating Budget.

## PROJECT: MOWER GROUP 3

**Category:** Machinery & Equipment

**Type:** Replacement

Description: The Centralized Vehicles & Equipment Department requests the replacement of four Z-Mowers that are part of a lease program for two 72" mowers.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		5,500
	<b>Total</b>	5,500
<b>Funding Source</b>		<b>FY 2025</b>
Centralized Vehicle/Equipment Fund		5,500

### Community Energy Plan (Sustainability) Options

We continue to look for EV alternatives for replacement of these vehicles as technology improves and costs decrease to become competitive to internal combustion engines.

### Impact on Operating Budget

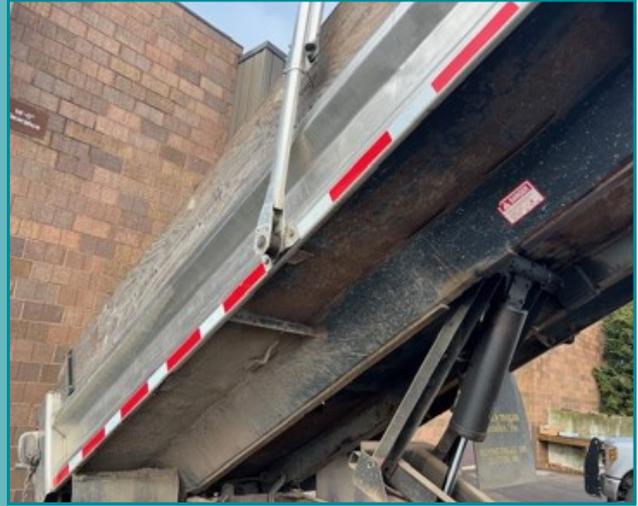
Operational costs are expected to be minimal and will be included in the Centralized Vehicle and Equipment Fund Operating Budget.

## PROJECT: REFURBISHED DUMP BOX

**Category:** Machinery & Equipment

**Type:** Replacement

Description: The Centralized Vehicles & Equipment Department requests the replacement of the dump box on dump truck #309.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		14,500
	Total	14,500
<b>Funding Source</b>		<b>FY 2025</b>
Centralized Vehicle/Equipment Fund		14,500

### Community Energy Plan (Sustainability) Options

Sustainable options are not available at this time.

### Impact on Operating Budget

Vehicle maintenance and operational costs are expected and will be included in the Centralized Vehicle and Equipment Fund Operating Budget.

## PROJECT: REFURBISHED DUMP TRUCK

**Category:** Machinery & Equipment

**Type:** Replacement

Description: The Centralized Vehicles & Equipment Department requests the refurbishment of a dump truck.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		18,000
	<b>Total</b>	18,000
<b>Funding Source</b>		<b>FY 2025</b>
Centralized Vehicle/Equipment Fund		18,000

### Community Energy Plan (Sustainability) Options

Sustainable options are not available at this time.

### Impact on Operating Budget

Vehicle maintenance and operational costs are expected and will be included in the Centralized Vehicle and Equipment Fund Operating Budget.

## PROJECT: REFURBISHED SALT TRUCK

**Category:** Machinery & Equipment

**Type:** Replacement

Description: The Centralized Vehicles & Equipment Department requests the refurbishment of a salt truck.



<b>Cost</b>		<b>FY 2025</b>
Machinery & Equipment		18,000
	<b>Total</b>	<b>18,000</b>
<b>Funding Source</b>		<b>FY 2025</b>
Centralized Vehicle/Equipment Fund		18,000

### Community Energy Plan (Sustainability) Options

Sustainable options are not available at this time.

### Impact on Operating Budget

Vehicle maintenance and operational costs are expected and will be included in the Centralized Vehicle and Equipment Fund Operating Budget.

## PROJECT: POLICE TAHOES AND UPFITTING

**Category:** Vehicles

**Type:** Replacement

Description: The Centralized Vehicles & Equipment Department requests the replacement of four Police Tahoe's. The vehicles are used daily for law enforcement patrol. The vehicles have become unreliable for daily patrol and pursuit, and are planned to be used for less demanding activities within the City fleet. The request also includes the replacement of standard police upfitting which consists of installing barrier walls, a center console, lights, siren, MCT radio and all other necessary police equipment.



<b>Cost</b>	<b>FY 2025</b>
Vehicles	212,000
Upfitting	112,000
<b>Total</b>	<b>324,000</b>
<b>Funding Source</b>	<b>FY 2025</b>
Centralized Vehicle/Equipment Fund	324,000

### [Community Energy Plan \(Sustainability\) Options](#)

We continue to look for EV alternatives for replacement of these vehicles as technology improves and costs decrease to become competitive to internal combustion engines.

### [Impact on Operating Budget](#)

Vehicle maintenance and operational costs are expected to be minimal and will be included in the Centralized Vehicle and Equipment Fund Operating Budget.

## PROJECT: DETECTIVE CAR

**Category:** Vehicles

**Type:** Replacement

Description: The Centralized Vehicles & Equipment Department requests the replacement of one detective car that has over 50,000 miles on it. The detective cars are used daily for investigation, surveillance and other duties. The car is being replaced with a more fuel efficient and reliable vehicle.



<b>Cost</b>		<b>FY 2025</b>
Vehicles		50,000
	Total	50,000
<b>Funding Source</b>		<b>FY 2025</b>
Centralized Vehicle/Equipment Fund		50,000

### Community Energy Plan (Sustainability) Options

We continue to look for EV alternatives for replacement of these vehicles as technology improves and costs decrease to become competitive to internal combustion engines.

### Impact on Operating Budget

Vehicle maintenance and operational costs are expected to be minimal and will be included in the Centralized Vehicle and Equipment Fund Operating Budget.

## PROJECT: 3/4 TON 4X4 PICKUP TRUCK WITH PLOW

**Category:** Vehicles

**Type:** Replacement

Description: The Centralized Vehicles & Equipment Department requests the replacement of a 2009 3/4 ton pickup truck.



Cost		FY 2025
Vehicles		60,000
Upfitting		-
	Total	60,000
Funding Source		FY 2025
Centralized Vehicle/Equipment Fund		60,000

### [Community Energy Plan \(Sustainability\) Options](#)

We continue to look for EV alternatives for replacement of these vehicles as technology improves and costs decrease to become competitive to internal combustion engines.

### [Impact on Operating Budget](#)

Vehicle maintenance and operational costs are expected to be minimal and will be included in the Centralized Vehicle and Equipment Fund Operating Budget.

## PROJECT: 41,000 GVW PLOW/DUMP TRUCK

**Category:** Vehicles

**Type:** Replacement

Description: The Centralized Vehicles & Equipment Department requests the replacement of a plow/dump truck. The truck is four years beyond its service life, and the current dump box has rust holes.



<b>Cost</b>		<b>FY 2025</b>
Vehicles		225,000
	Total	225,000
<b>Funding Source</b>		<b>FY 2025</b>
Centralized Vehicle/Equipment Fund		225,000

### Community Energy Plan (Sustainability) Options

We continue to look for EV alternatives for replacement of these vehicles as technology improves and costs decrease to become competitive to internal combustion engines.

### Impact on Operating Budget

Vehicle maintenance and operational costs are expected to be minimal and will be included in the Centralized Vehicle and Equipment Fund Operating Budget.



### Overview

Controlled-Type items are capital in nature but with a per item cost below the capitalization threshold and therefore do not create a capital asset. City departments submit requests for Capital Outlay as part of the annual budget process. These are reviewed by the Budget Team and budgeted in the requesting organization’s budget.

The FY 2025 General City total budget for controlled items is \$435,987 across all funds. The Internal Service Funds accounts for 48% of the Capital Outlay budget. Included in this category are purchases for the Technology Services Funds, mostly computer equipment. Enterprise-Other Funds account for 14% of the Capital Outlay total which encompasses Windmill Island Gardens and Solid Waste & Recycling, General Fund is 33%, Component Units is 3%, and the remaining 2% is for Special Revenue Funds.

Given the short term nature of these expenditures, a one year summary followed by an itemized listing by department is presented.

Fund Type	FY 2025 Controlled Items
General Fund	\$144,865
Special Revenue Funds	11,700
Component Units	12,100
Enterprise-Other Funds	60,022
Internal Service Funds	207,300
Total Controlled Items	\$435,987

GENERAL FUND

	New / Replace	Proposed Amount
<b>CITY HALL</b>		
Vacuum	Replace	800
<b>TOTAL</b>		<b>\$ 800</b>
<b>CEMETERY</b>		
String Gasoline Weed Whip—Stihl FS 131 R (4)	New	2,000
String Weed Whip with Battery and Charger—Stihl FS 135 R (2)	New	1,600
Battery Powered Hedge Trimmer—Stihl HAS 100	Replace	400
Lithium Battery (for battery products) - Stihl AP 300 S (2)	New	600
<b>TOTAL</b>		<b>\$ 4,600</b>
<b>PUBLIC SAFETY - POLICE SERVICES</b>		
Kustom Signals Golden Eagle II Dual Antenna Radar Units (2)	Replace	3,500
Tactical Distraction Device Delivery Pole	Replace	1,350
Evidence Tech Cannon Camera Equipment/Misc. Equipment	New	4,900
Detective/Police Identification Blauer Winter Jackets (7)	New	3,325
Lifoloc Technologies FC10 Portable Breath Testers (4)	Replace	1,400
Stalker Radar Applied Concepts RLR LIDAR Units (2)	Replace	5,300
North American Rescue Immediate First Aid Kits (60)	New	6,900
<b>TOTAL</b>		<b>\$ 26,675</b>
<b>PUBLIC SAFETY - FIRE SERVICES</b>		
EMS—Oxygen Bags with Universal Precautions Material (6)	Replace	1,350
EMS—Trauma Bags with Universal Precautions Material (6)	Replace	1,650
Rhythm Generator for LifePak 15 in Service Training	New	1,100
Replacement Coveralls for Training Mannequins (2)	New	540
Globe Athletix—Turnout Gear (Annual Replacement Plan) (10)	Replace	45,000
Hose Replacement Allowance (Various Lengths; 1.75", 2.5", 5")	Replace	6,000
Paratech Master Control Kit for Airbags	Replace	4,500
<b>TOTAL</b>		<b>\$ 60,140</b>



GENERAL FUND

	New / Replace	Proposed Amount
<b>RECREATION</b>		
Soccer Goals	New	4,000
Chipper for VanRaalte Trails	New	4,500
Edger	New	2,250
<b>TOTAL</b>		<b>\$ 10,750</b>
<b>PARKS</b>		
Gasoline Weed Whip—Stihl FS 131 R (4)	Replace	2,000
Straight Shaft Edger—Stihl FC 96 (2)	Replace	1,000
Chainsaw—Stihl 661	Replace	1,500
Chainsaw—Stihl 362	Replace	900
Trim Chainsaw—Stihl 201 (2)	Replace	3,400
Electric Pressure Washer—Stihl RE 100 Plus	New	300
Backpack Blower—Stihl BR 700 (3)	Replace	2,100
Park Benches (4)	New	8,000
Fork Extensions for Forklift	New	2,500
Picnic Tables (4)	Replace	10,000
Weed Whip with Battery and Charger—Stihl FS 135 R (4)	New	3,200
Grizzly Open Ended Drum Sander	New	2,100
Pull Behind Mower for VanRaalte Farm	New	4,900
<b>TOTAL</b>		<b>\$ 41,900</b>



## SPECIAL REVENUE FUNDS

	New / Replace	Proposed Amount
<b>CATV - PUBLIC ACCESS TELEVISION</b>		
Computer Monitor	Replace	1,200
Clothing	Replace	1,000
DJI Mavic	Replace	3,500
Batteries (Lights/Storage)	Replace	1,000
Webcams and Mounting Equipment (2)	Replace	5,000
TOTAL		<b>\$ 11,700</b>

COMPONENT UNIT

	New / Replace	Proposed Amount
<b>DOWNTOWN DEVELOPMENT AUTHORITY</b>		
Trash Cans (2)	Replace	1,000
Wayfinding Sign	New	4,000
TOTAL		<b>\$ 5,000</b>
<b>HOLLAND HISTORICAL TRUST FUND</b>		
Cappon House Landscaping	New	750
Settlers House Fence Repair	Replace	300
Armory Office Heat Exchange	Replace	3,250
Museum VCT Flooring (Strip and Wax)	Replace	2,500
Museum Permanent Galley Glass Door Closer	Replace	300
TOTAL		<b>\$ 7,100</b>



## ENTERPRISE FUNDS

	New / Replace	Proposed Amount
<b>SOLID WASTE RECYCLING FUND</b>		
32 Gallon Recycling Carts (200)	New	12,184
32 Gallon Trash Carts (200)	Replace	12,184
65 Gallon Trash Carts (200)	Replace	14,510
96 Gallon Trash Carts (200)	Replace	16,144
TOTAL		<b>\$ 55,022</b>
<b>WINDMILL ISLAND GARDENS</b>		
Wedding Furniture (Tables/Chairs)	Replace	2,500
Organ Restoration	Replace	2,500
TOTAL		<b>\$ 5,000</b>

INTERNAL SERVICE FUNDS

	New / Replace	Proposed Amount
<b>TECHNOLOGY SERVICES - DATA PROCESSING</b>		
PC Replacements (100)	Replace	110,000
Monitors (100)	Replace	16,500
Switches (4)	Replace	12,000
Routers (3)	Replace	8,400
KnowBe4 PhishER+	New	5,000
Docking Station (85)	Replace	17,000
LastPass (200)	New	3,600
First Net iPads with Docks for Fire Station (4)	New	6,000
<b>TOTAL</b>		<b>\$ 178,500</b>
<b>CENTRALIZED VEHICLE/EQUIPMENT</b>		
72" Rototiller	Replace	4,900
Floor Jack (2)	Replace	1,000
Storage Equipment	New	4,000
Specialty Tools	New	2,000
Chain Saw (2)	Replace	1,200
Backpack Blower	Replace	700
<b>TOTAL</b>		<b>\$ 13,800</b>
<b>HEALTH INSURANCE – WELLNESS</b>		
Various Fitness Equipment for City Hall	Replace	15,000
<b>TOTAL</b>		<b>\$ 15,000</b>

Totals by Fund Type	FY 2025
General Fund	\$ 144,865
Special Revenue Funds	\$ 11,700
Component Unit	\$ 12,100
Enterprise Funds	\$ 60,022
Internal Service Funds	\$ 207,300
<b>Grand Total</b>	<b>\$ 435,987</b>

PROPERTY TAXES

PERSONNEL

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## DEBT LIMITATION AND LEGAL DEBT MARGIN

### DEBT LIMITATION AT JULY 1, 2024

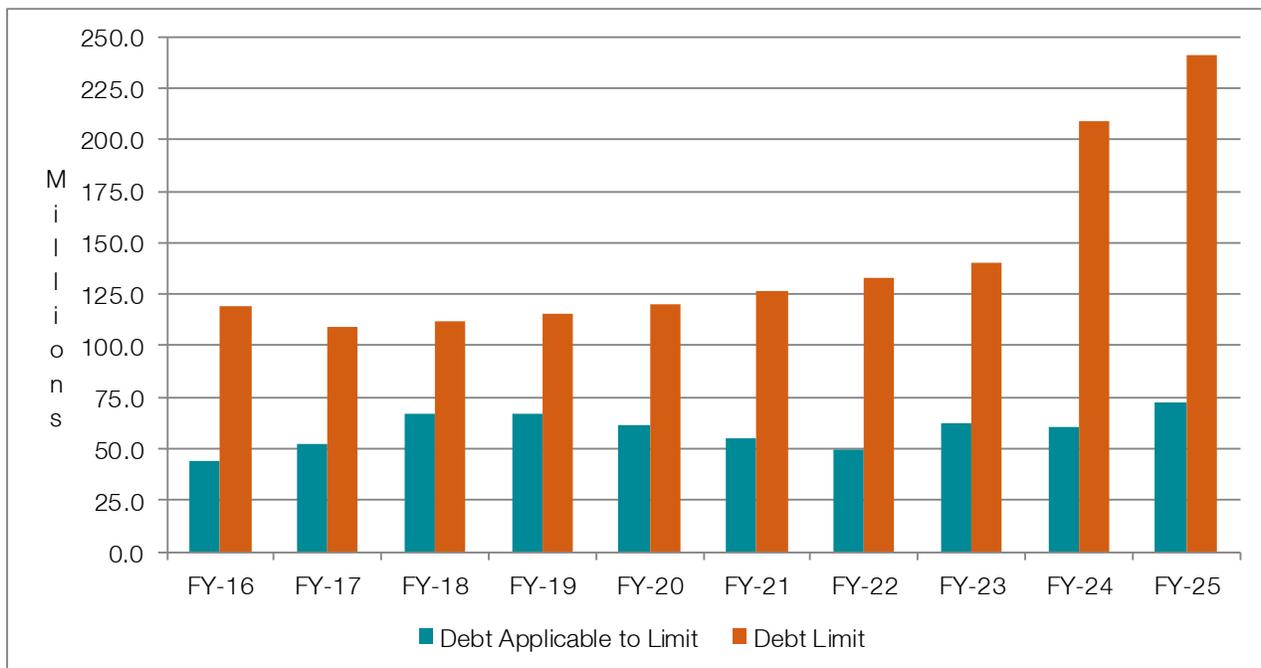
Total State Equalized Value Across All Property Classifications	\$	2,413,438,221
Percentage Limit of Total Value (In Accordance with the City Charter)		10%
Debt Limitation	\$	241,343,822

### DEBT APPLICABLE TO LIMITATION AT JULY 1, 2024

Total Bonded Debt at July 1, 2024 (excludes Capital Leases)	\$	116,636,989
Less the Following:		
- Debt Items Not Subject to Limitation :		
Revenue Bonded Debt (excludes Sewage Disposal Bond Issue)	(	42,308,610)
- Amount Available for Repayment of G.O. and L.T.G.O. Bonds at July 1, 2024:		
Estimated Fund Balance in G.O. and L.T.G.O. Debt Service Funds	(	1,448,248)
Debt Amount Applicable to Debt Limitation	\$	72,880,131

### AVAILABLE LEGAL DEBT MARGIN AT JULY 1, 2024

Debt Limitation Minus Debt Applicable to Limitation Equals Available Legal Debt Margin	\$	168,463,691
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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 @ 07/01/24	
		Debt Issuance	Final Maturity		Debt Principal Amount	Debt Interest Total	Debt Principal Amount	Debt Interest Total
<u>City Issues</u>								
Pension Obligation, Series 2015 Issue	Property Taxation	11-18-2015	12-01-2025	2.86%	25,000,000	4,039,168	5,560,000	189,640
Act 99 Installment Purchase Agrmt	Property Taxation	02-25-2016	06-01-2026	2.19%	3,000,000	374,331	653,379	17,984
Civic Center Issue, Series 2016A	Property Taxation	12-08-2016	08-01-2026	2.28%	3,475,000	905,063	1,865,000	112,700
Refunding Issue, Series 2022	Property Taxation	03-10-2022	05-01-2030	1.72%	1,955,000	151,050	1,405,000	88,322
Civic Center Issue, Series 2016B	Property Taxation	12-08-2016	02-01-2037	0.98%	9,835,000	1,195,445	8,210,000	646,682
Pension Obligation, Series 2018 Issue	Property Taxation	01-18-2018	06-01-2040	3.69%	19,890,000	9,397,453	15,815,000	5,320,784
Act 34 Capital Improvements, Series 2018	Brownfield Capture	09-06-2018	05-01-2043	3.44%	7,000,000	3,796,616	6,600,000	2,502,593
Fire Station Issue, Series 2022	Property Taxation	09-28-2022	05-01-2047	5.12%	17,270,000	13,076,682	16,685,000	11,760,250
Broadband UTGO Bond Issue, Series 2023	Property Taxation	10-03-2023	05-01-2043	5.06%	17,535,000	9,963,350	17,535,000	9,963,350
Total Governmental Funds					\$ 104,960,000	\$ 42,899,157	\$ 74,328,379	\$ 30,602,305
<u>Board of Public Works Issues</u>								
Water Series 2021-A Refunding	Water Fund	03-03-2021	07-01-2024	0.98%	4,995,000	88,919	1,250,000	12,250
Drinking Water Program Bond	Water Fund	09-23-2011	04-01-2032	2.50%	6,026,500	1,428,768	2,713,610	313,970
Wastewater Series 2020 Revenue Bond	Wastewater Fund	10-01-2020	07-01-2043	2.00%	24,000,000	6,557,433	23,010,000	4,805,681
Water Series 2022-A	Water Fund	04-14-2022	04-01-2042	3.17%	15,335,000	8,218,991	15,335,000	7,616,338
Total Enterprise Funds					\$ 50,356,500	\$ 16,294,111	\$ 42,308,610	\$ 12,748,239
Grand Total					\$ 155,316,500	\$ 59,193,268	\$ 116,636,989	\$ 43,350,544

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

Fiscal Year	Principal	Interest	Total
2024-25	2,735,000	141,332	2,876,332
2025-26	2,825,000	48,308	2,873,308
Total	\$ 5,560,000	\$ 189,640	\$ 5,749,640

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.

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

Fiscal Year	Principal	Interest	Total
2024-25	323,132	12,549	335,681
2025-26	330,247	5,434	335,681
Total	\$ 653,379	\$ 17,984	\$ 671,362

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.

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

Fiscal Year	Principal	Interest	Total
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	\$ 1,865,000	\$ 112,700	\$ 1,977,700

2022 REFUNDING BOND ISSUE, Series 2022

With Limited Tax General Obligation Pledge

\$1,955,000 Non-Voted Bond Issue dated March 10, 2022

Total Original Bond Issue: 9 Annual Serial Maturities from May 1, 2022 to May 1, 2033

Principal & Interest maturities are financed 100% by Property Taxation

Fiscal Year	Principal	Interest	Total
2024-25	200,000	24,166	224,166
2025-26	215,000	20,726	235,726
2026-27	230,000	17,028	247,028
2027-28	245,000	13,072	258,072
2028-29	255,000	8,858	263,858
2029-30	260,000	4,472	264,472
Total	\$ 1,405,000	\$ 88,322	\$ 1,493,322

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

Fiscal Year	Principal	Interest	Federal Subsidy	Total
2024-25	275,000	321,702	(246,373)	350,329
2025-26	285,000	312,836	(238,119)	359,717
2026-27	300,000	303,134	(229,235)	373,899
2027-28	725,000	285,144	(213,571)	796,573
2028-29	730,000	258,771	(191,335)	797,435
2029-30	730,000	231,213	(169,023)	792,190
2030-31	730,000	202,743	(146,711)	786,032
2031-32	735,000	173,148	(124,322)	783,825
2032-33	735,000	142,719	(101,857)	775,862
2033-34	735,000	111,922	(79,392)	767,530
2034-35	740,000	80,652	(56,850)	763,802
2035-36	740,000	48,832	(34,232)	754,600
2036-37	750,000	16,350	(11,462)	754,888
Total	\$8,210,000	\$ 2,489,164	\$ (1,842,482)	\$ 8,856,682

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

Fiscal Year	Principal	Interest	Total
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	\$ 15,815,000	\$ 5,320,784	\$ 21,135,784

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).

ACT 34 CAPITAL IMPROVEMENT BOND ISSUE, Series 2018

With Limited Tax General Obligation Pledge (Funding for the 9th Street Parking Deck)

\$7,000,000 Non-Voted Bond Issue dated September 6, 2018

Total Original Bond Issue: 23 Annual Serial Maturities from November 1, 2020 to November 1, 2042

Principal & Interest maturities are financed 100% by Brownfield Redevelopment Tax Capture

Fiscal Year	Principal	Interest	Total
2024-25	130,000	220,606	350,606
2025-26	220,000	214,919	434,919
2026-27	240,000	207,444	447,444
2027-28	255,000	199,400	454,400
2028-29	270,000	190,869	460,869
2029-30	285,000	181,850	466,850
2030-31	300,000	172,344	472,344
2031-32	315,000	162,350	477,350
2032-33	330,000	151,869	481,869
2033-34	345,000	140,900	485,900
2034-35	360,000	129,444	489,444
2035-36	380,000	117,419	497,419
2036-37	400,000	104,744	504,744
2037-38	420,000	91,156	511,156
2038-39	440,000	76,369	516,369
2039-40	455,000	60,706	515,706
2040-41	470,000	44,225	514,225
2041-42	485,000	26,916	511,916
2042-43	500,000	9,063	509,063
Total	\$ 6,600,000	\$ 2,502,593	\$ 9,102,593

CAPITAL IMPROVEMENT BOND ISSUE, Series 2022

With Limited Tax General Obligation Pledge (Funding for the Fire Station)

\$17,270,000 Non-Voted Bond Issue dated September 28, 2022

Total Original Bond Issue: 25 Annual Serial Maturities from May 1, 2023 to May 1, 2047

Principal & Interest maturities are financed 100% by Property Taxation

Fiscal Year	Principal	Interest	Total
2024-25	405,000	834,250	1,239,250
2025-26	425,000	814,000	1,239,000
2026-27	445,000	792,750	1,237,750
2027-28	465,000	770,500	1,235,500
2028-29	490,000	747,250	1,237,250
2029-30	515,000	722,750	1,237,750
2030-31	540,000	697,000	1,237,000
2031-32	565,000	670,000	1,235,000
2032-33	595,000	641,750	1,236,750
2033-34	625,000	612,000	1,237,000
2034-35	655,000	580,750	1,235,750
2035-36	690,000	548,000	1,238,000
2036-37	725,000	513,500	1,238,500
2037-38	760,000	477,250	1,237,250
2038-39	795,000	439,250	1,234,250
2039-40	835,000	399,500	1,234,500
2040-41	880,000	357,750	1,237,750
2041-42	925,000	313,750	1,238,750
2042-43	970,000	267,500	1,237,500
2043-44	1,015,000	219,000	1,234,000
2044-45	1,070,000	168,250	1,238,250
2045-46	1,120,000	114,750	1,234,750
2046-47	1,175,000	58,750	1,233,750
Total	\$ 16,685,000	\$ 11,760,250	\$ 28,445,250

UNLIMITED TAX GENERAL OBLIGATION BOND ISSUE, Series 2023

Unlimited Tax General Obligation Bonds (Funding for Broadband)

\$17,535,000 Voted Bond Issue dated October 03, 2023

Total Original Bond Issue: 19 Annual Serial Maturities from November 1, 2024 to May 1, 2043

Principal & Interest maturities are financed 100% by Property Taxation

Fiscal Year	Principal	Interest	Total
2024-25	380,000	1,344,350	1,724,350
2025-26	870,000	857,750	1,727,750
2026-27	750,000	814,250	1,564,250
2027-28	785,000	776,750	1,561,750
2028-29	815,000	737,500	1,552,500
2029-30	850,000	696,750	1,546,750
2030-31	890,000	654,250	1,544,250
2031-32	930,000	609,750	1,539,750
2032-33	945,000	563,250	1,508,250
2033-34	960,000	516,000	1,476,000
2034-35	975,000	468,000	1,443,000
2035-36	990,000	419,250	1,409,250
2036-37	1,005,000	369,750	1,374,750
2037-38	1,020,000	319,500	1,339,500
2038-39	1,035,000	268,500	1,303,500
2039-40	1,050,000	216,750	1,266,750
2040-41	1,070,000	164,250	1,234,250
2041-42	1,095,000	110,750	1,205,750
2042-43	1,120,000	56,000	1,176,000
Total	\$ 17,535,000	\$ 9,963,350	\$ 27,498,350

WATER SUPPLY REFUNDING BOND ISSUE, Series 2021-A

Without Limited Tax General Obligation Pledge

\$4,995,000 Non-Voted Bond Issue dated March 3, 2021 with 4 Annual Serial Maturities  
from July 1, 2021 to July 1, 2024

Principal and Interest maturities are financed 100% by Water Utility Fund Revenues

Fiscal Year	Principal	Interest	Total
2024-25	1,250,000	12,250	1,262,250
Total	\$ 1,250,000	\$ 12,250	\$ 1,262,250

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

Fiscal Year	Principal	Interest	Total
2024-25	310,000	67,840	377,840
2025-26	320,000	60,090	380,090
2026-27	325,000	52,090	377,090
2027-28	335,000	43,965	378,965
2028-29	345,000	35,590	380,590
2029-30	350,000	26,965	376,965
2030-31	360,000	18,215	378,215
2031-32	368,610	9,215	377,825
Total	\$ 2,713,610	\$ 313,970	\$ 3,027,580

WASTEWATER REVENUE BONDS, ACT 94 - JUNIOR LIEN - CWSRF # 5690-01

Without Limited Tax General Obligation Pledge

\$30,000,000 (less \$6,000,000 loan forgiveness) Non-Voted Bond Issue dated October 1, 2020 with 20 Annual Serial Maturities from July 1, 2020 to July 1, 2043

Principal and Interest maturities are financed 100% by Wastewater Fund Revenues

Fiscal Year	Principal	Interest	Total
2024-25	1,005,000	456,493.72	1,461,494
2025-26	1,025,000	436,393.72	1,461,394
2026-27	1,050,000	415,893.72	1,465,894
2027-28	1,070,000	394,893.72	1,464,894
2028-29	1,090,000	373,493.72	1,463,494
2029-30	1,110,000	351,693.72	1,461,694
2030-31	1,135,000	329,493.72	1,464,494
2031-32	1,155,000	306,793.72	1,461,794
2032-33	1,180,000	283,693.72	1,463,694
2033-34	1,205,000	260,093.72	1,465,094
2034-35	1,230,000	235,993.72	1,465,994
2035-36	1,250,000	211,393.72	1,461,394
2036-37	1,280,000	186,393.72	1,466,394
2037-38	1,305,000	160,793.72	1,465,794
2038-39	1,330,000	134,693.72	1,464,694
2039-40	1,355,000	108,093.72	1,463,094
2040-41	1,385,000	80,993.72	1,465,994
2041-42	1,410,000	53,293.72	1,463,294
2042-43	1,440,000	25,093.72	1,465,094
Total	\$ 23,010,000	\$ 4,805,681	\$ 27,815,681

WATER SYSTEM REVENUE BONDS ISSUE, SERIES 2022A

Without Limited Tax General Obligation Pledge

\$15,335,000 Non-Voted Bond Issue dated April 14, 2022 with 20 Annual Serial Maturities  
from October 1, 2023 to April 1, 2042

Principal and Interest maturities are financed 100% by Water Utility Fund Revenues

Fiscal Year	Principal	Interest	Total
2024-25	-	625,231	625,231
2025-26		625,231	625,231
2026-27	430,000	625,231	1,055,231
2027-28	450,000	603,731	1,053,731
2028-29	475,000	581,231	1,056,231
2029-30	495,000	557,481	1,052,481
2030-31	525,000	532,731	1,057,731
2031-32	550,000	506,481	1,056,481
2032-33	575,000	478,981	1,053,981
2033-34	980,000	450,231	1,430,231
2034-35	1,030,000	401,231	1,431,231
2035-36	1,070,000	360,031	1,430,031
2036-37	1,115,000	317,231	1,432,231
2037-38	1,160,000	272,631	1,432,631
2038-39	1,205,000	226,231	1,431,231
2039-40	1,255,000	178,031	1,433,031
2040-41	1,295,000	135,675	1,430,675
2041-42	1,340,000	91,969	1,431,969
2042-43	1,385,000	46,744	1,431,744
Total	\$ 15,335,000	\$ 7,616,338	\$ 22,951,338

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## - A -

**Accrual Basis of Accounting:** Recognition of transactions of when they occur, regardless of the timing of related cash flows. Accrual accounting techniques prevent fiscal period distortions in financial statement presentations that result in 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 are related to a specific fiscal year. Appropriations for grant items most often are related 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 project term of the capital item or capital project.

## - B -

**Balanced Budget:** For a fiscal year, the total appropriated expenditures and 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).

## - B -

**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 through State of Michigan Single Business Tax credit 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.

## - C -

**Capital Improvement Plan (CIP):** A multi-year plan, updated annually, that outlines and schedules all of the known major capital projects to be implemented. Each capital project in the plan is to include a description, 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, as well as 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 length of the debt service schedule (beginning to end).

**Deficit:** An excess of liabilities of a fund over its assets, and/or the excess of the 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.

## - D -

**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 ensuing financial 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 value should be at least \$5,000, and the estimated useful economic life cycle of the asset must be at least two years.

## - F -

**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, might exist for a short and temporary period 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 type that include:

### GOVERNMENTAL FUNDS

- General Fund
- Special Revenue Funds
- Debt Service Funds
- Capital Projects Fund
- 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 governmental 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.

## - G -

**Governmental Accounting Standards Board (GASB):** The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

**Governmental Funds:** The upper-level classification of funds include five different fund types: 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 to recognize revenues in the accounting period in which they become both measurable and available to finance expenditures of the fiscal period, with various exceptions 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:

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.

- I -

**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 federal and state grants for streets and 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 of 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; 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.

## - M -

**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 the 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 an 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 of policy. Objectives are focused at the budget unit level, but encompass the issue and mission of the department.

## - P -

**Performance Measures:** 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 Worker’s Compensation).

**Primary Government Unit:** A term that defines the financial reporting entity, such as the general-purpose local government. It is the main focus of the financial statements.

**Proprietary Funds:** A category of funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. In many ways, the budgeting, accounting, and financial reporting simulates that found in a ‘for-profit’ private-sector organization. There are basically two different types of proprietary funds: ‘Enterprise Funds’ and ‘Internal Service Funds.’

## - R -

**Refunding:** 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 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 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 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 toward ‘pay-as-you-go’ capital improvements, debt services on capital improvements, or 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 and die manufacturer (which has entered into a ‘collaborative agreement’ with other tool and die manufacturers) to exemption from property taxes for a specified period of years.

- T -

**Transfers In / Out:** Movement of money between funds, in which the donor fund provides either a subsidy or other form of donation to the recipient fund. Stipulations and conditions are frequently attached regarding the use of the transferred money by the recipient fund.

- U -

**Undesignated / Unreserved Fund Balance (Equity):** Available financial resources that are not restricted for a specific purpose.

- W -

**Working Capital:** The excess of current assets over current liabilities. As a general rule, the working capital of any individual fund should never be negative (negative = deficiency of current assets to current liabilities).

## - ACRONYMS -

<b>AMI</b>	Area Median Income	<b>HPD</b>	Holland Police Department
<b>CATV</b>	Cable Access Television	<b>HRC</b>	Human Relations Commission
<b>CDBG</b>	Community Development Block Grant	<b>IFT</b>	Industrial Facilities Tax
<b>CF</b>	Cubic Foot	<b>IRC</b>	International Relations Commission
<b>CNS</b>	Community and Neighborhood Services	<b>JDY</b>	James DeYoung
<b>CVB</b>	Convention and Visitors Bureau	<b>KWH</b>	Kilowatt Hour
<b>CVS</b>	Community Volunteer Services	<b>LBRF</b>	Local Brownfield Revolving Fund
<b>DDA</b>	Downtown Development Authority	<b>LTGO</b>	Long Term General Obligation
<b>DEI</b>	Diversity, Equity and Inclusion	<b>MACC</b>	Macatawa Area Coordinating Council
<b>EMPP</b>	Eligible Manufacturing Personal Property	<b>MAX</b>	Macatawa Area Express Transportation Authority
<b>FTE</b>	Full Time Equivalent	<b>MCIF</b>	Municipal Capital Improvement Fund
<b>GAAP</b>	Generally Accepted Accounting Principles	<b>MDOT</b>	Michigan Department of Transportation
<b>GARE</b>	Government Alliance on Race and Equity	<b>MERS</b>	Municipal Employees Retirement System
<b>GASB</b>	Governmental Accounting Standards Board	<b>MG</b>	Million Gallons
<b>GFOA</b>	Government Finance Officer Association	<b>MRF</b>	Millage Reduction Fraction
<b>HBPW</b>	Holland Board of Public Works	<b>MSHDA</b>	Michigan State Housing Development Authority
<b>HCCP</b>	Holland Civic Center Place	<b>MVH</b>	Motor Vehicle Highway
<b>HEF</b>	Holland Energy Fund	<b>MWH</b>	Megawatt Hour
		<b>NEZ</b>	Neighborhood Enterprise Zone

## - ACRONYMS -

<b>NIP</b>	Neighborhood Improvement Program	<b>TIF</b>	Tax Increment Financing
<b>ODC</b>	Outdoor Discovery Center	<b>UDO</b>	Unified Development Ordinance
<b>OPEB</b>	Other Post-Employment Benefits	<b>W / WW</b>	Water and Wastewater
<b>PPT</b>	Personal Property Tax	<b>WEMET</b>	West Michigan Enforcement Team
<b>PSD</b>	Principal Shopping District	<b>WIG</b>	Windmill Island Gardens
<b>RFP</b>	Request for Proposal	<b>WMAA</b>	West Michigan Airport Authority
<b>SCBA</b>	Self Contained Breathing Apparatus	<b>WRF</b>	Water Reclamation Facility
<b>SEV</b>	State Equalized Value	<b>WTP</b>	Water Treatment Plant
<b>SWOT</b>	Strengths, Weaknesses, Opportunity, Threats		