CITY OF HOLLAND, MICHIGAN

ANNUAL BUDGET

For The Fiscal Year
July 1, 2007 - June 30, 2008

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

for

Holland City Council

Albert McGeehan	Mayor
Jerome Kobes	Council Member, At Large
Nancy DeBoer	Council Member, At Large
Myron Trethewey	Council Member, First Ward
Victor Orozco	Council Member, Second Ward
Craig Rich	Council Member, Third Ward
Robert VandeVusse	Council Member, Fourth Ward
Kurt Dykstra	Council Member, Fifth Ward
David Hoekstra	Council Member, Sixth Ward

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of Holland

Michigan

For the Fiscal Year Beginning

July 1, 2005

President

Executive Director

BUDGET OVERVIEW

INTRODUCTORY

- ORGANIZATION MISSION / WORK PLAN PROCESS
- ORGANIZATIONAL CHART
- CITY MANAGER'S BUDGET MESSAGE
- COMMUNITY LOCATION MAP
- POPULATION TRENDS
- DEMOGRAPHICS
- HISTORY
- TRENDS OF SIGNIFICANT REVENUES
- GUIDE TO THE BUDGET PROCESS AND FINANCIAL POLICIES
- BUDGET EVENTS BY CALENDAR MONTH
- ANNUAL BUDGET RESOLUTION

CITY OF HOLLAND

ORGANIZATIONAL VISION & MISSION STATEMENTS

In 1995 and 1996, the City Council, City staff and City employees developed through a Continuous Improvement Process (CIP) Mission and Belief Statements which guide the operation of the City. In 2006, as part of the annual City staff and City Council retreat, it was decided that a City vision statement would be beneficial to further assist the City and continuing to develop our work plans for the future. As a result, with the assistance of a facilitator, the all day joint meeting of the staff and City Council resulted in developing a general outline and foundation for a vision statement.

VISION STATEMENT

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

MISSION STATEMENT

Our mission is to provide . . .

- quality municipal services defined with citizens through their participation and representation;
- the best conditions under which citizens live, work and play;
- compassionate leadership in meeting the needs and vision of our community; and a government that serves with honesty and integrity.

BELIEF STATEMENT

As employees of the City of Holland, we will . . .

- Maintain respect for each other and the public.
- Foster a progressive environment where employees are strongly encouraged to reach their full potential.
- Perform each responsibility with pride and integrity.
- Continually improve channels of communications both internally and externally.
- Encourage participation by all in the development and improvement of services.
- Strive for excellence and satisfaction in public services.
- Recognize our strengths and weakness and how we can learn from them.
- Build upon our diversity and experiences as we prepare for the future.

CITY OF HOLLAND

WORK PLAN PROCESS

To implement the Vision and Mission Statements, the City Council has developed seven (7) strategies for the City as follows:

ECONOMIC DEVELOPMENT:

- To foster an environment that supports the retention and growth of commercial and industrial businesses.
- To foster a quality of life in the City that is attractive to existing and potential employees of area business.
- To collaborate with other area organizations in order to provide a region that is strong and dynamic from an economic perspective.
- To utilize the incentives available to the City to retain and attract business.
- To promote a diverse economic base that is responsive to the inevitable changes in the marketplace.
- To provide the infrastructure necessary to support the City's economic development mission.
- To facilitate collaboration between education and businesses in order to ensure curriculum that support the future employees of this area.
- To provide an economic development program that addresses the needs of small and large businesses.
- To work with area organizations on providing a quality workforce for area employers.
- To continually evaluate the merits of new economic development strategies in terms of the benefits these might have to the City's economic development efforts.

AREA COOPERATION:

- To partner in the development of a common vision for the greater Macatawa area.
- To encourage innovation and risk-taking in the development of programs and services to meet the needs of the area.
- To be proactive in identifying and responding to the common needs of the Macatawa area.
- To look for opportunities to create efficiency and economies of scale through collaboration.

NEIGHBORHOODS:

- To develop neighborhoods that are a synergy of people, activities, facilities, and investment where people live, work and play.
- To support the stability and development of all neighborhoods where:
  - housing is attractive, well-maintained, and affordable;
  - owner-occupied housing is encouraged;
  - neighborhoods are characterized by a diversity of economic, social, and racial factors;
  - residents feel safe and affirmed by others;

NEIGHBORHOODS: (cont.)

- a mix of uses, including neighborhood-supportive institutions, commerce, and industry are present.
- To encourage greenspace and leisure opportunities within all neighborhoods.
- To focus attention on and support strengthening of neighborhoods comprised of multi-family housing through public / private cooperation, enhanced management, and improved safety.
- To incorporate/encourage sustainable investments and "green" design concepts in future planning and development.
- To encourage consideration of increased densities where positive attributes of that density are celebrated and potential negative attributes are avoided.

COMMUNITY AND FAMILY:

- To develop/support social and cultural institutions, programs, and activities that provide a safe, healthy, and productive environment for all members of the community.
- To focus on issues that are important to youth and family.
- To focus on issues that are important to senior citizens.
- To support character development through schools and churches.
- To support the achievement of a strong and diverse community-wide public and private educational system that establishes Holland as the "community of choice" with excellence and academic options at all levels pre-K through college and beyond.
- To promote personal and community health and a striving for wellness as basic characteristics of all neighborhoods.

TRANSPORTATION:

- To develop a multi-modal transportation system and support services for the City which offer efficient, safe, affordable, and cost-effective transportation for all.
- To ensure that all transportation infrastructures developed within the City is well-maintained, designed to promote and encourage the continued improvement of neighborhoods, user-friendly, and aesthetically pleasing.
- To develop transportation services, systems and infrastructure that promote and support economic development.
- To ensure that all transportation programs and infrastructure are compatible with area-wide programs.

PUBLIC UTILITIES:

- To ensure that the public utilities provided to residents are safe, reliable, and affordable for all members of the community.
- To maintain local control which is both responsible to customer needs, proactive to changes in the industry and the marketplace, and forward looking to anticipate future needs.
- To maintain a customer-focus in the administration of the utility operation and to be accountable to customers at all times.
- To provide a public utility system that is economically viable and sustainable into the future.
- To foster regional cooperation on the provision of utility services to ensure efficient and adequate resources.
- To provide public utilities in an aesthetically sensitive manner, striving for a perceived invisibility of services.

PUBLIC UTILITIES:

- To evaluate the benefits of renewable energy sources to sustaining long-term energy alternatives.
- To ensure that the public utilities provided to residents are safe, reliable, and affordable for all members of the community.
- To maintain local control which is both responsible to customer needs, proactive to changes in the industry and the marketplace, and forward looking to anticipate future needs.
- To maintain a customer-focus in the administration of the utility operation and to be accountable to customers at all times.
- To provide a public utility system that is economically viable and sustainable into the future.
- To foster regional cooperation on the provision of utility services to ensure efficient and adequate resources.
- To provide public utilities in an aesthetically sensitive manner, striving for a perceived invisibility of services.
- To evaluate the benefits of renewable energy sources to sustaining long-term energy alternatives.

ANNUAL ACTION PLAN PROCESS

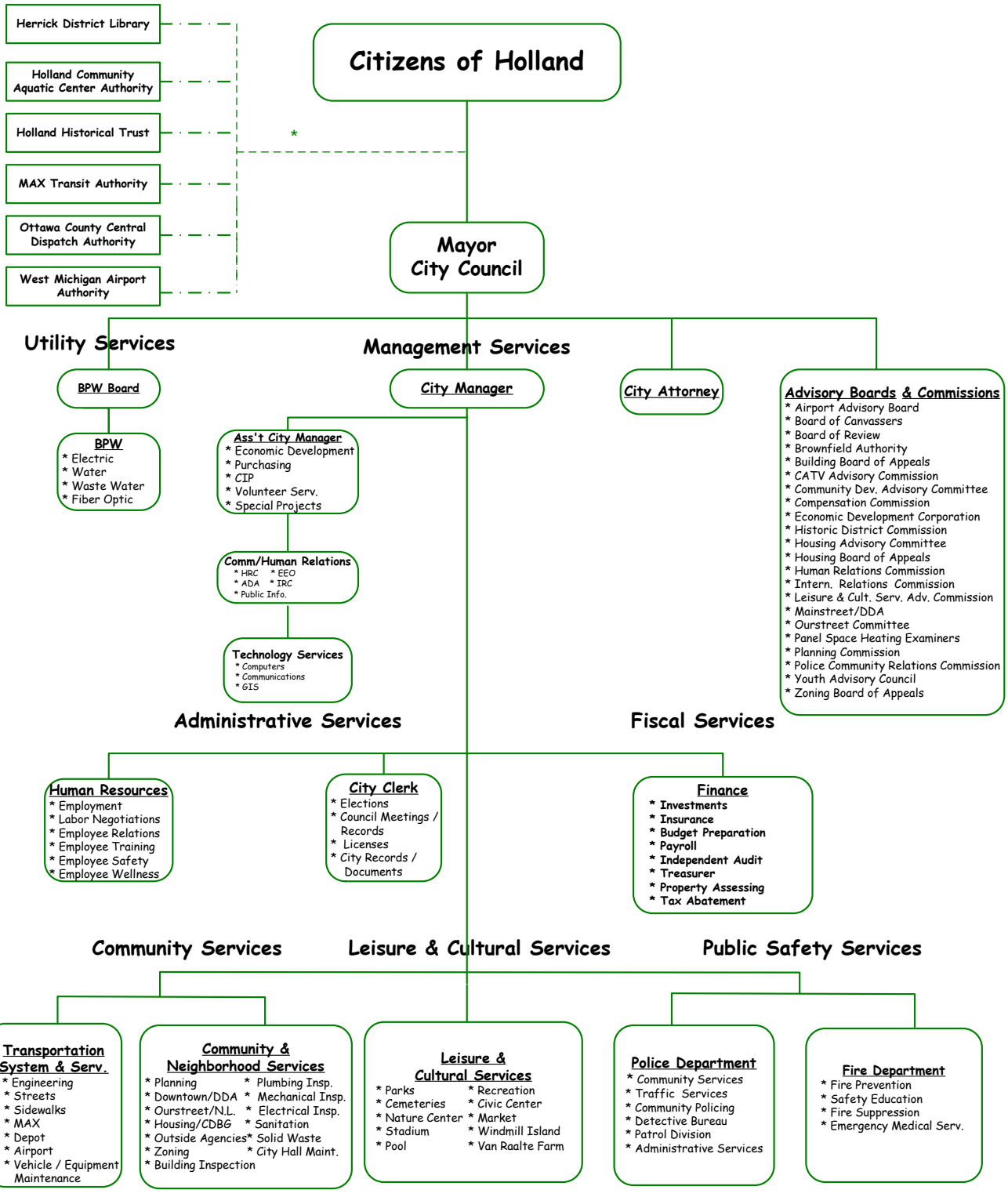
Annually the City Council holds a *"Coffee With City Council"* open to the entire community so citizens can express their issues, programs, and needs for the community. The City Council also holds an annual retreat with the City Manager and all department directors at which time the management staff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

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

The updated City Council Goals and Action plan (the complete plan is listed under the City Council in the Management and Administrative Service section of the budget) is then distributed to each department director. This plan then serves as a guide for developing the individual action plans outlined in the various departments, divisions and activities in the budget. These action plans serve as the guide in developing the annual budget.

City of Holland

Organizational Chart



* The City Council makes appointments to these Districts and Authorities

Rev April 2007

CITY MANAGER BUDGET MESSAGE

July 1, 2007

HONORABLE MAYOR ALBERT H. MCGEEHAN AND MEMBERS OF THE CITY COUNCIL:

As City Manager, it is my pleasure to submit the budget as approved for fiscal year (FY) 2008 (July 1, 2007 to June 30, 2008) for the City of Holland. The budget represents the composite efforts of the City Manager, Department Directors, Finance Office, and various boards and citizen advisory committees. This document is more than a set of financial figures; it represents the City's Vision, Missions and Action Plans as an organization whose purpose it is to provide the citizens of Holland with the best possible programs and services for the dollars appropriated to make the City of Holland the best place to live, work and play.

The budget message is divided into two (2) sections. The first is a summary of some of the key financial highlights for FY 2008. The second section highlights some of the key community and area characteristics and issues which impact the overall quality of life in the City and the policies which have been established and prioritized in developing the annual budget.

KEY FINANCIAL HIGHLIGHTS

TOTAL BUDGET SOURCES AND USES:

The total budget sources and uses are $165,435,134. This is a balanced budget, however, $22,476,102 of various fund balances have been utilized. These funds will primarily support numerous capital improvement projects. The General City operations account for $44,825,144 in sources excluding use of fund balances, and $48,433,775 in uses. The City's BPW utilities account for $98,133,888 in sources excluding use of fund balances, and $117,001,359 in uses.

TAX BASE: For FY 2008, the tax base increased to $1,210,798,418, or an increase of $39,918,919, or 3.41%. This increase will be slightly lower as several Brownfield Tax Increment Financing and Tool and Die Tax Abatements projects reduced the taxable value by $14,393,974, resulting in a loss of $153,782 in City taxes. The annual inflationary rate established by the state of Michigan through Proposal A for all residential property was 3.7%. In other words, if the tax rate remains the same, residential property owners would see a 3.7% increase in their City taxes, if they made no improvements to their property.

Therefore, the lower 3.41% growth in the total tax base was due to a loss in industrial and commercial real and personal property values. This was due to a mandate by the County Equalization Department in Allegan County to lower industrial properties by 5.25% and commercial properties by .76%. This loss is a reflection of the sluggish industrial economy with limited investment in new equipment and the sale of several large industrial plants at below market value.

The average growth in the tax base since Proposal "A" in 1995, the major state overhaul of the property tax structure, through 2006 was 4.58% in the City of Holland.

TAX RATE: The total tax rate for FY 2008 is proposed to be reduced from 14 Mills to 13.85 Mills. This is due to reducing the FY 2007 MAX tax rate of .1473 from the general City rate as the MAX is now an authority with an ability to levy up to .4 Mills as approved by the voters in the fall of 2006. At this time, the MAX Authority has not submitted their proposed budget. The distribution of the tax rate is also slightly different than in FY 2007 as indicated below:

KEY FINANCIAL HIGHLIGHTS

TAX RATE - (continued)

PROPERTY TAX LEVY MILLAGE RATES

CITY OF HOLLAND	FY 2007	FY 2008
Operating Levies:		
General	9.5188	9.3361
MAX Public Transportation	0.1473	-0-
Total Operating	**9.6661**	**9.3361**
Capital Levies:		
Property Acquisition	0.0000	0.0000
Street Improvement Projects	1.0000	1.0000
Sidewalk Improve. Projects	0.0500	0.0500
Municipal Capital Projects	0.0142	0.2977
Total Capital	**1.0642**	**1.3477**
Debt Service Levies:		
General Obligation Debt	1.9585	1.8551
Total City of Holland	**12.6889**	**12.5389**
HERRICK DISTRICT LIBRARY		
Operating Levy *	1.0331	1.0450
Debt Service Levy *	0.2780	0.2661
Total Herrick District Library	1.3111	1.3111
TOTAL MILLAGE RATES	14.0000	13.8500

*** May be adjusted before final approval of budget**

Due to the tax base growth rate of 3.41%, debt service decreased from 1.9585 to 1.8551 Mills, as an annual 2.5% growth rate had been used for the financial forecast.

Based on the new taxable value and reducing the tax rate, the City's property tax collections will increase from $16,270,797 in FY 2007 to $16,600,905 in FY 2008, or an increase of $330,108 or 2.03%.

In FY 2006, an extensive review of City tax rates in the State of Michigan was conducted. There are 273 cities, of those 103 had a lower tax rate and 169 had a higher tax rate, than the City of Holland. Holland is the 34 largest city in the State. Of the 33 cities larger, 17 have a lower tax rate, but five (5) of those also have an income tax. There are 16 cities larger than Holland that had taxes higher than Holland and 4 of those also have an income tax. The average state tax rate, which includes city, special districts and authorities, was 16.19 Mills. For Holland that rate in FY 2006 was 15.56 Mills which includes the City, Herrick District Library and the Holland Community Aquatic Center. (Note: The Aquatic Center is not a part of the City budget)

GENERAL FUND: The total General Fund Revenues are recommended at $20,793,136, which is a 1.4% increase from the amended budget in FY 2007. Expenditures are budgeted at $20,927,716 or 2.7% above the FY 2007 amended budget. This will require the use of $134,580 from Fund Balance for an estimated Fund Balance on June 30, 2008 of $2,544,980. This fund balance represents 12.2% of FY 2008 recommended expenditures. In addition, the Budget Stabilization Fund for the General Fund will have a balance of $1,525,722 compared to $1,872,659 in FY 2004. For the fifth year in a row, it is proposed there will be no transfer to the Budget Stabilization Fund. That leaves this fund $567,050 short of a policy goal of maintaining 10% of the General Fund Expenditures. ($2,092,772)

This shortfall is primarily due to the use of this fund to cover tax refunds ordered by the Michigan Tax Tribunal for prior year taxes. The combined estimated fund balance and budget stabilization fund will be $4,070,702, or 19.46% of FY 2008 General Fund expenditures.

The General Fund was again the most difficult fund to balance for FY 2008. This was primarily due to the continual decrease and lack of growth in state revenue sharing, the modest growth in the tax base, and no growth in the contribution of the BPW electric payment, while at the same time experiencing continued increases in wages, energy and employee pension costs.

STATE REVENUE SHARING: At the time the budget is submitted, it is estimated state revenue sharing funds will be approximately the same as in FY 2007. However, it should be pointed out the state legislature has not completed the state budget which has a projected $900 Million shortfall in FY 2007. Further, there has been no resolution to replace the Single Business Tax (SBT) which leaves the

STATE REVENUE SHARING - (continued)

FY 2008 state budget a shortfall of $1.9 Billion. Therefore, this source of funding is still speculative. Further, if the state economy continues to decline, it is anticipated the City will experience additional reductions in this important General Fund revenue source.

The major financial impact on the General Fund over the past six years has been the decline in State Revenue Sharing funds which are generated from state sales taxes. In 2001, the City received $4,000,044 from this source or 23.7% of General Fund Revenues. For FY 2008, this amount is estimated at $3,186,600 or 15.33% of revenues.

The state of Michigan has had a difficult economic six years, but only in one year 2004, did the state collect fewer sales taxes than the year before. (Note this data is not available for 2006) If the state had lived up to its statutory obligation made as part of Proposal "A", the City would have received $4,351,000 in FY 2007, or $1,122,900 more than is budgeted. This would allow the City to shift almost 1 Mill of our tax rate back to the Municipal Capital Fund, which is one of the most critical issues facing the City today and in the future.

It should be noted there are two (2) key issues which could further reduce State Revenue Sharing: 1) If a proposal is not developed to replace the State Single Business Tax (SBT), and 2) If new revenue sources are not implemented to fill the FY 2007 State budget deficit. If these issues are not resolved without generating new revenue sources, it is likely the City will lose some amount up to the remaining statutory portion of State Revenue Sharing which is approximately $785,000 in FY 2008.

BPW ELECTRIC CONTRIBUTION: A major increase in General Fund revenues was realized in FY 2007 in the payment from the City's BPW electric utility. The City receives 3-1/2% of projected gross revenues in the electric utility. Due to two (2) rate increases in electric rates in FY 2006, this revenue source increased from $2,433,000 in FY 2006 to $2,840,000 in FY 2007, or an increase of $407,000, or 16.73%. This increase was primarily due to the high fuel costs experienced by the BPW, not an increase in electric sales. Without this increase in FY 2007 to the General Fund, the City would have had to consider cuts in City services or increase the tax rate. The $407,000 is equal to about .35 Mills. The total payment of $2,840,000 is equal to 2.40 Mills.

For FY 2008, the amount is proposed to remain at $2,840,400. This is due to a projected loss in electric revenue sales due to several large customers closing their facilities in FY 2008. The BPW Board has recommended a 3% rate increase in electric rates to retain adequate retained earnings.

EMPLOYMENT SUMMARY: In the FY 2003 through 07 budgets, 12 positions were eliminated in the General City. Those vacancies are recommended to be continued in FY 2008. If these 12 positions were filled today, it would add about $800,000 in expenditures.

The positions eliminated are as follows:

1. Fire Dept. - Community Involvement Lt.
2. Street Dept. - Welder
3. Street Dept. - Storekeeper / Dispatcher
4. Police Dept. - Police Officer
5. Civic Center - Custodian
6. Recreation / Civic Center - Manager
7. Parks Dept. - Laborer II
8. Human Relations - Volunteer Coordinator
9. Assessor's Office - Dept. Assist. I
10. Technology Serv. - Sr. Program / Analyst
11. Technology Serv. - Director
12. City Manager - Assistant to the City Manager (P.T. "A")

Recommended Positions to be eliminated in FY 2008:

13. Construction / Inspections - Building Housing Inspector I
14. Ourstreet - Ourstreet Assistant (P.T. "B")
15. Nature Center - Intern (1)

EMPLOYMENT SUMMARY- (continued)

For FY 2008, one (1) additional full time and several part-time positions are recommended to be eliminated; and three (3) other positions will continue to be filled temporarily by other employees. All vacancies created after July 1, 2007 will continue to be reviewed and evaluated before they are refilled.

In addition, there have again been several changes in personnel allocations in an effort to meet service and program demands over the next 12-18 months.

NEW PERSONNEL REQUESTS: There were several requests from Department Managers for additional personnel or reinstatement of previously reduced positions as follows:

Fire Department:

- Community Involvement Lieutenant (1);

Leisure and Cultural Services:

- Windmill Island - Miller (P.T. "B" to P.T. "A")

Community and Neighborhood Services:

- Ourstreet - Administrative Assistant from P.T. "B" to Full Time.

None of these positions have been included in the recommended budget due to financial issues, except the upgrade of the Windmill Island position which cost will be partially off set by new revenues. There are also two (2) requests for reclassification of existing positions. These are currently being reviewed by the Human Resources Department. Any recommended changes will be submitted to City Council for consideration in July and will be funded from the contingency fund.

PENSION COST INCREASE: The major increase in expenses in the General City for FY 2007 was a 27.44% increase in pension cost from $1,155,022 in FY 2006 to $1,471,952 in 2007, an increase of $316,930. The City is part of the State of Michigan Municipal Employees Retirement System (MERS). Numerous meetings have been held with MERS in an effort to understand these extraordinary increases. There appears to be several factors which have caused these increases: 1) Poor market conditions; 2) Three year retroactive wage adjustments in the Fire Department Union as a result of binding arbitration; 3) Establishing closed units for all non-union groups who are still in the defined benefit plan (in 2003, all new employees and those who converted are in the defined contribution plan and now accounts for 29% of all full-time employees); and 4) MERS has implemented new shorter amortization schedules for the closed groups. MERS has been informed these type of increases are unacceptable and must be "smoothed" out. As a result, MERS did agree to a special evaluation of all of the City's pension groups before the pension rates were established for FY 2008.

For FY 2008, the General City pension costs are projected at $1,514,660, or $42,708 above the FY 2007 amount of $1,471,952, a 2.91% increase. The total pension costs in FY 2008 including the General City operations and BPW are $2,501,912, compared to $2,357,020 in FY 2007, an increase of $144,892, or 6.15%.

HEALTH INSURANCE COSTS: The City in 1991 established a modified self insurance fund for the City's employees health insurance. The program is self insured up to $75,000 / employee and also has a group aggregate umbrella which is established each year by the program administrator, Blue Cross / Blue Shield. In 1993, an employee Wellness program was established and now covers all union and non-union employees. This program promotes health prevention and, if an employee meets all requirements, the City pays 95% of the premium. If the employee does not meet requirements, the City pays 70% of the premium. (Note: not all union employees are paying the 5% mandatory premium, but the provision is being negotiated with all unions). The City has been able to contain annual premium increases below the market rate in most years, and it is believed the Wellness program is also helping to retain costs. However, health care costs have been a major cause of inflation costs in labor services. In 1991, total costs for employee health care, was

HEALTH INSURANCE COSTS: - (continued)

$1,210,400 and increased to $3,953,300 by 2006. These costs cover all General City, BPW, Herrick District Library employees and retire costs. The projected fund balance in the Health Insurance fund for June 2007 is $1,977,611, and $2,175,911 by June 2008. The lowest fund balance was in 2000 at $783,013. As a result of this improvement, there are no proposed premium rate increases for FY 2008.

OUTSIDE AGENCIES: For FY 2008, a total of 55 non - profit agencies/programs requested funding assistance in the amount of $907,734. This includes agency requests from Social Services, Leisure and Cultural Services, Economic Development and Community Development Block Grant activities.

The FY 2007 includes $633,800 to fund these agencies and $582,612 in FY 2008. A number of areas have been reduced due to financial problems in the General Fund. The following is recommended:

FY 08 Request	Agencies	Funding Category	FY 07 Approved	FY 08 Budgeted
$246,616	20	Social Services	$154,200	$140,000
172,330	21	Leisure & Cultural Services	105,600	98,500
257,000	1	Holland Historical Trust	257,000	240,000
		Sub-total	$516,800	$478,500
		Economic Development		
47,000	1	Lakeshore Advantage	47,000	47,000
		Sub-total	$47,000	$47,000
184,788	12	CDBG	$70,000	$57,112
$907,734	55	Total	$633,800	$582,612

OTHER FUNDS: The following is a brief overview of several other funds within the budget:

MANAGEMENT AND ADMINISTRATIVE SERVICES

CATV: This fund accounts for all expenses associated with the three (3) public access channels and the operation and maintenance of the video equipment in the City Council Chambers that is used for the Public Government Channel. The fund is supported 100% from the 5% franchise fee and surcharge on cable bills for equipment. For FY 2008 franchise fees are estimated at $190,000 and the equipment fee $8,800.

Due to the major changes in both state and federal deregulation legislation and rules, the 5% franchisee fee collections are uncertain at this time. If these fees are reduced or eliminated they would impact the operation of the public access channels.

The public channels are operated through a contract with the non-profit MACTV. For FY 2008 the contract is recommended to remain at $180,000. The FY 2007 budget also includes $40,400 in capital outlay, but it is proposed these funds not be spent before a complete evaluation of the MACTV operation is concluded by the CATV Advisory Commission.

PROPERTY ACQUISITION FUND: This fund was established to annually set aside funds to acquire properties that were needed for public projects and to obtain waterfront property when available. For seventeen (17) consecutive years until FY 2006, a separate millage had been set aside for this purpose at about .25 Mills which would generate $299,000 in FY 2008. For the third consecutive year, it is proposed that

PROPERTY ACQUISITION FUND – (continued)

there be no special millage rate levied for this purpose. This is primarily due to the current financial condition of the City.

There are no major land purchases anticipated in 08. However, there is a fund balance of $289,500 available, if there is a need to purchase land in FY 2008. This fund balance assumes a parcel of City land will be sold in 2007 for $150,000.

FISCAL SERVICES

CONTESTED ASSESSMENTS AND BUDGET STABILIZATION FUND: One of the major outstanding issues in preparing the FY 2008 budget is again the number of outstanding tax appeals from several of the City's major industrial property owners. Funds have been budgeted to pay for the legal and expert appraisal costs which are anticipated, if tried before the Tax Tribunal. However, no funds have been allocated for reimbursements in case the taxable values are lowered by the Tribunal. Any major refunds are again recommended to be funded from the Budget Stabilization Fund (BSF).

The BSF is established by ordinance through state enabling legislation which allows this fund to have a fund balance equal to 10% of the General Fund operating budget. The last year the City had 10% in this fund was 2003. The estimated fund balance in June 2008 is $1,525,722. The 10% level for FY 2008 would be $2,092,772. This leaves the fund $567,050 short of the maximum amount allowed. The purpose of this fund is to handle emergency expenses as defined in the ordinances, and / or major unanticipated revenue shortfalls.

TRANSPORTATION SYSTEM AND SERVICES

STREET FUNDS: There are four (4) funds involved in funding the operation, maintenance and improvements to the City's street system. Two (2) of these involve gas tax revenues from the state of Michigan. These two (2) funds have received a limited increase over the past five (5) years and the revenues are anticipated to remain at the same level in FY 2008 at $2,659,200, compared to $2,654,818 actual amount in FY 2005.

The budget maintains the 1 Mill property tax to assist with the continued upgrading of the City's street system. The 1 Mill in FY 2008 will provide $1,196,300 in new revenues. In FY 2008, the Allegan County Road Tax will generate about $420,000. These funds will be utilized in implementing an aggressive Five-Year Street Capital Improvement program.

SNOWMELT FUND: A major challenge in FY 2005 was completing the expansion of the downtown snowmelt system. This was done in conjunction with other capital improvement projects for the Western Gateway and the new Police/Court Complex. The $1 million cost of the transmission line, including modifications at the James DeYoung Plant, was funded by the BPW and will be paid back from existing snowmelt fund balances and future operating assessments within the snowmelt system. This amount is $84,400 annually. The FY 2005 expansion doubled the capacity of the system. In order to fund the capital expansion, it will be necessary to continue to connect new customers along the new transmission line. In 2006, the system was further expanded by installing snowmelt in the sidewalks between 7th and 12th Street as part of the River Avenue Reconstruction project. This connected the City Hall, Museum, Library and numerous businesses to the downtown system. Plans are to further expand the system along the 8th Street area in the sidewalks between College and Columbia Avenue in conjunction with the new building projects. The fund balance in June 2008 is estimated at $300,900 and anticipates a 3% increase in the 2008 operating rates.

AIRPORT FUND: The operation of the airport will again be achieved without any use of property taxes. The $23 Million tunnel / runway extension project was completed in 2005 and was funded with state and federal grants. The local match came from private contributions. The budget again includes funding for maintaining and operating the new tunnel in the street operating budgets. This cost is

AIRPORT FUND – (continued)

estimated at $91,300 for FY 2008, including lighting of $52,000, and maintenance of $39,300. The FY 2008 budget includes funding for purchasing property for a future new terminal and preliminary design, and modifications to the runway and taxiways, which will be funded by state and federal grants and local private contributions. The operating and donation fund balances in June 2008 is estimated at $309,000.

In early 2007, the Airport was established as an Authority comprised of the cities of Holland and Zeeland, and the townships of Park and Holland. However, the Authority will not become fully operational until the four governmental units have an election to establish a millage for the operation of the Airport. The vote is anticipated within the next 12-18 months.

DEPOT: The Depot Transportation Center is currently the home for the Tulip Time offices, the AMTRAK train station, and Indian Trails bus operation. All expenses associated with the operation are charged to this fund. All leases with the three (3) tenants are credited to the fund, but are not sufficient to cover operating expenses. The General Fund subsidy in FY 2007 is estimated at $31,015.

In the fall of 2006, the voters of the City and Holland Township approved the formation of a public transit authority. It is proposed the Depot be utilized as the new transfer point for the seven (7) fixed routes system. This would also include the renovation of the adjacent Wendy's site into a public parking facility for the multi modal transportation center. This plan will necessitate the relocation of the Tulip Time offices. It will also eliminate the need for a general fund operating transfer as the facility will be operated by the MAX system, through a purchase or lease.

The MAX operation is no longer a part of the City budget. In FY 2007, the City MAX tax levy was .1473. The fixed route system expansion will start in the fall of 2007 and the renovation of the Depot site will be funded 100% by state and federal funds.

MAX PUBLIC TRANSIT: As noted, the City MAX Transit tax levy in FY 2007 was .1473 Mills, which generated $170,959. With the new MAX Authority effective July 1, 2007, this City millage has been eliminated. The MAX Authority has a .4 Mills limit. At the time the budget was approved; the MAX Authority had not established their budget or tax rate. The City had a .6 Mills voted limit for public transportation.

CENTRALIZED VEHICLE/EQUIPMENT FUND: This is the fourth (4) year for this new fund which is a consolidation of the prior Act 51 Street Equipment and Motor Pool Funds. This operation was moved into the new Transportation Services facility in March of 2005. This fund now accounts for all vehicle and equipment maintenance and replacements in the City except the replacement of fire vehicles and public transit buses. In past years, the average reduction in rental rates has been 15%. In FY 2006, the rate was reduced 20% as a result of operating efficiencies and reducing the operation by two (2) employees. This rate reduction was maintained in FY 2007. Every effort was made to try to keep the rental rates the same in FY 2008; however, the large increase in gasoline and diesel fuels necessitated the rate reductions from 20% to 15%.

The FY 2008 budget includes $646,900 for equipment and vehicle replacement. The equipment reserve balance by June 2008 is estimated at $1,940,000. It is important this balance be maintained to assure there are adequate funds available to replace equipment and vehicle on schedule.

This fund does not own the Fire Department suppression or emergency response vehicles. A separate Fire Vehicle Replacement Fund is maintained. In FY 2008, a General Fund transfer of $100,000 is proposed. The FY 2007 budget included the purchase of a new Pumper / Rescue and EMS response vehicles in the amount of $533,000, expected to be delivered in the spring of 2007. The equipment reserve balance by June 2008 is estimated at $1,603,526.

COMMUNITY & NEIGHBORHOOD SERVICES

DOWNTOWN DEVELOPMENT AUTHORITY (DDA); PRINCIPAL SHOPPING DISTRICT (PSD); DOWNTOWN PARKING SYSTEM: Each of these three (3) funds are self-supporting from a special tax levy and special operating assessments. In FY 2005, there was major staff reallocations made to improve these downtown operations. The PSD is now fully staffed and will also assist in staffing and promoting the 8th Street Market. The DDA tax levy will be maintained at 2 Mills, required to be rolled back to 1.8437 Mills. The Parking and PSD special assessments are projected to be increased by 3% in FY 2008. Each of these, three (3) funds continue to experience decreases in their fund balances and must be carefully evaluated during the year.

CDBG PROGRAM: The FY 2008 allocation for the federal CDBG program is $344,580, which is slightly higher than the $338,565 received in FY 2007. The CDBG funds have been in a decline since 1995 when the City received a high of $452,000. In addition, there is $43,138 in new income and carry over funds for total proposed expenditures of $381,738 in FY 2008. These Funds will again be recommended for distribution to various social service agencies and for housing improvement programs which benefit low and moderate income families. However, requests for FY 2008 totaled $607,045. The CDBG Advisory Committee will be making their funding recommendation to City Council.

A major concern is a proposal by the Congress to substantially reduce or eliminate the CDBG program for FY 2008. In addition, the City's Neighborhood Preservation program (NPP) grant ended in September of 2006. Over the past four (4) years, this grant has averaged $250,000 per year. These funds are expected to be terminated, and it will be difficult for the City to sustain these vital programs. Both the CDBG and NPP programs have been vital to help with the City's Ourstreet program, which involves extensive central City neighborhood revitalization.

SOLID WASTE RATES: The City's Solid Waste program started in 1993 and is administered by the City, but the pick-up and disposal is contracted through a private solid waste company. The rates were adjusted in 1995, and in FY 2005, effective July 1, 2004, the rates were increased as follows:

TYPE OF SERVICE*	1995 RATES	2004 RATES
1 bag/month	$4.79	$5.00
2 bags/months	$6.11	$6.50
32 gallons	$8.62	$9.50
65 gallons	$10.49	$12.00
90 gallons	$12.23	$14.00
Additional bags	$1.80	$2.00
The service includes weekly recycling pickup		

These rates are recommended to remain in effect for FY 2008. A new three (3) year contract was awarded to Chef Containers effective July 2005 through June 2008. The annual cost of this operation is $1,275,081 in FY 2008. The working capital at June 2008 is estimated at $124,393 with reserves set aside for container replacement at $325,000.

LEISURE AND CULTURAL SERVICES

CEMETERY PERPETUAL CARE: A major change was implemented in this fund for FY 2005. In the past, the City had placed 100% of the cemetery grave sales into the Perpetual Care Fund. State statute requires 25%. However, in order to assist the General Fund, 50% of the grave sales estimated at $40,000 in FY 2008 are allocated to the General Fund. Plans are to continue to allocate Perpetual Care interest earnings to the General Fund to support the cemetery operations which is estimated at $90,000 in FY 2008. In FY 2006, $250,000 was allocated from the Perpetual Care Fund to the Capital Improvement Fund to fund the development of a new columbarium at the former Chapel building. This project was completed by January 2007.

CEMETERY PERPETUAL CARE – (continued)

This will extend the life of the cemetery. It is proposed revenues generated from the columbarium sales be deposited back at 100% into the Perpetual Care Fund until the $250,000 is refunded. The existing columbarium area is now full.

The fund balance in June 2008 is estimated at $1,615,000.

WINDMILL ISLAND: This fund is again unable to support the full operation from fees based on anticipated admissions in FY 2008. The estimated General Fund subsidy in FY 2007 is $166,256, and the amount estimated for FY 2008 is $183,832. The FY 2008 budget includes the full operation of the new pavilion. It is proposed the admission fee at the tourist attraction again be maintained at the January 2006 rates.

	2005	2006
Adults	$6.50	$7.00
Children	$3.50	$4.00

The fund does include upgrading and expanding the hours of one person, but this cost has partially been offset by generating new revenues for special events.

HERRICK DISTRICT LIBRARY: The City is a member by contract of the district library, which also includes the townships of Park, Holland and Laketown. The same operating and debt levies apply to the four (4) governmental units as follows:

	FY 2007 Actual	FY 2008 * Estimate	City Amounts
	Mills		
Operating	1.0331	1.0450	$1,250,243
Debt	0.2780	0.2661	$322,193
* The final millage will be determined in June 2007 following county equalization.			

HOLLAND HISTORICAL TRUST: This non-profit organization, by contract with the City, operates and manages the Museum, Cappon House, Settler's House, and various historical assets of the City. In FY 2005, the subsidy from the City was $270,500. The request was the same in FY 2006; however, this amount was reduced to $257,000, a $13,500 or 5% reduction due to financial constraints. The FY 2007 $257,000 amount has been recommended to be reduced to $240,000 for FY 2008 due again to financial difficulties in the General Fund. The FY 2008 Museum operation is $534,300, and the City's contribution would make up 44.9% of the budget.

UTILITY SERVICES

BPW UTILITIES: The BPW budget is submitted as recommended by the Board. The BPW Board is considering rate increases for the three (3) utilities as follows: 3% for electric; 5% for water; and 7.1% for wastewater.

	FY 2008	
	EXPENSES	REVENUES
Electric Utility	$89,142,685	$82,897,744
Water	11,881,294	6,511,180
Wastewater	18,817,780	8,724,964

As noted earlier, the electric contribution to the General Fund is recommended by the BPW Board to remain at $2,840,400. However, it is proposed the % of sales of electricity at 3.5% be considered to be increased to 4% with the additional amount placed in the Municipal Capital Improvement Fund (MCIF). This is estimated to generate $355,000 to the MCIF.

INTERNAL SERVICES

TECHNOLOGY SERVICES FUND: The Technology Services department accounts for all of the computer, technology, and telecommunication operations in the City, excluding the BPW utility funds. All costs are charged back to the various City operations and funds. Total expenditures for FY 2008 are estimated at $630,800. A new management / organizational structure will be presented to City Council by January 2008.

The fund includes $129,500 in new and replacement equipment for FY 2008 to assure all City technology equipment is up to date and

TECHNOLOGY SERVICES FUND – (continued)

will allow all City employees to perform their tasks efficiently. The equipment fund balance reserve is estimated at $115,000 in June of 2008. This year, it is not proposed to charge back to the departments the cost of capital outlay, as this amount will be paid from fund reserves.

FUEL DISPENSING FUND: This fund accounts for all fuel utilized by the General City, BPW, and the Holland Public Schools. Each unit then pays the cost of fuel dispensed plus an overhead change to cover operating expenses and building up a reserve to fund future improvements to the operation. This charge is estimated at $.034527 per gallon. Due to high fuel costs expenditures in FY 2006 of $626,237 compared to $429,534 in FY 2005, a 45.8% increase, it was necessary to pass this cost on to the vehicle and equipment rental rates utilized for FY 2007 and FY 2008. Fuel costs for FY 2008 have been estimated at $609,000 in anticipation of a leveling off of fuel costs.

PHOTOCOPY SERVICES FUND. Due to technology advances and use of computer copiers, this fund is proposed to be eliminated and consolidated into the Technology Fund. After evaluating the fund balance and the current condition of copiers, it was determined $30,000 could be transferred to the General Fund. The remaining $15,400 is being transferred to the Technology Services fund as reserves for future replacement of copiers. The rate of $0.023 / copy will be maintained for FY 2008.

RISK MANAGEMENT / INSURANCE FUNDS:

The City is basically self-insured in the area of short-term employee disability, health insurance, vehicle, property and liability insurances. Most policies provide for a $100,000 self-insured retention for claim costs, with umbrella insurance coverage for catastrophic individual and aggregate occurrences.

The Health Insurance program, due to reduced claims and the condition of the fund balance, includes no rate increase on January 1, 2008. The Health Insurance fund will continue to be monitored closely to assure it is financially sound.

The Workers' Compensation program was converted to a conventional insurance program several years ago. This program does provide dividends, if the City has a good safety experience. Due to an excellent on the Job Safety program, the City has received substantial dividends over the past five (5) years. As a result, it is proposed the workers' compensation rates again be reduced by approximately 50% for FY 2008 which will save the various City Funds approximately $130,000, with the BPW saving $48,000, and the General City $82,000.

Due to limited claims in the Property Insurance fund, there is a projected fund balance estimated in June 2007 of $563,085. On the other hand, the Liability Insurance fund which has the greater exposure and claims has a fund balance estimated at $203,372 in June 2007. It is proposed a transfer of $100,000 be made from the Property to the Liability fund. This will eliminate the need to make a transfer from the General Fund to be Liability Fund which is normally done each year. With the uncertainties in the insurance market, moderate 5% rate increases have been budgeted for the other insurance programs. Again, in FY 2008, the City through its insurance agent will have to be aggressive in obtaining quotations for its insurance program.

CAPITAL IMPROVEMENTS

CAPITAL OUTLAY: The preparation of the 2008 budget was completed within the basic City Council directive to maintain status-quo city operations. However, the budget does include adequate Capital Outlay Funds to replace vehicles and equipment throughout the organization. This has been accomplished as fund reserves have been set aside over the years in the various Internal Service Fund to assure adequate funds are available to replace worn out vehicles and equipment. Appendix B includes a complete summary of all the capital outlay for all eight (8) service groups in the City budget. All funds will maintain adequate reserves for future vehicle and equipment replacement.

CAPITAL IMPROVEMENTS - (continued)

CAPITAL PROJECTS: All capital projects are outlined in the Capital Projects section of the budget. As a result of having to reallocate part of the City's tax rate to maintain services in the General Fund and to Debt Service, new tax funds allocated for capital projects for FY 2007 was initially at 0 Mills as in FY 2005 and 2006. However, due to the lower adjustment to the library millage, after the budget was adopted, the millage of 0.0142 was allocated to this fund resulting in $16,481. From 1988 to 2004, the average millage for Municipal Capital Projects was 1.4 Mills which would generate $1,675,000 in FY 2008. The proposed millage for FY 2008 is .2977 Mills which will generate $356,139. As previously noted, it is proposed that the BPW electric contribution be increased from 3.5% to 4% of gross revenues. It is further proposed that any amount over the $2,840,400 to be allocated to the General Fund, be allocated to the Municipal Capital Improvement Fund. It is estimated this amount is $355,000. If the adjustment from 3.5% to 4% is not made, $355,000 of improvements needs to be eliminated from this fund. A proposed list of projects has been recommended with and without the BPW amount.

Also, it is proposed an additional $425,000 be transferred from the Street Capital Improvement fund in FY 2007 to assist with the funding of the estimated $3.9 Million Kollen Park project.

The FY 2007 Year End undesignated Fund Balance for municipal capital improvements in the General City is $122,305 and those funds along with several other carryovers, new sources and grants have been allocated to various proposed capital improvement projects in FY 2008, amounting to $1,316,000. This amount is based on a 4% electric contribution.

The Street and Sidewalk Capital Project funds include expenditures of $2,469,027 which will be funded from a combination of local, state and federal funds. The budget also includes $2,870,000 of capital improvements at the airport which will be funded from local private contributions, state and federal grants.

The BPW Utility Funds again include an aggressive Capital Improvement program for all three (3) utilities to assure the electric, water, and wastewater plants along with the distribution and collection systems are maintained in excellent shape. Capital funding for the BPW is $35,228,475.

DEBT SERVICE

DEBT SERVICE: The millage rate in FY 2008 for debt service has been decreased from 1.9586 to 1.8551 Mills. This represents full implementation of the debt levy increase as a result of the $19.5 Million bond issue issued in August 2002. The bonds were utilized for the construction of the new Police Complex, Transportation facility, and the Western Gateway projects. At the time the bonds were issued, it was anticipated the millage rate for debt service would increase to 2 Mills based on an annual 2.5% increase in the tax base.

It is anticipated the expansion / renovation of the Civic Center will require some bonding. The earliest the project would start would be in the spring of 2008. However, this budget does not include any debt millage for this project. If a bond issue is used for the Civic Center project, a tax increase would be required in FY 2009.

KEY COMMUNITY HIGHLIGHTS

THE ECONOMY: This is the eighth budget of the new century prepared for the City of Holland, which will continue to lay the foundation for the 21st Century. During the last decade of the 20th Century, the City of Holland truly experienced an exciting ten years. This year we will again focus on the challenges and opportunities facing the City for the next 5 - 10 years. During the past several years, we, as a country, state and a community are facing challenges that are very different than the past 10-15 years. For the past six (6) years, the City of Holland has experienced one of the most severe economic downturns along with the State of Michigan. And, the events of 9-11 have changed forever our sense of national security and created new challenges in defining our responsibility for local community safety. Today we are still engaged in a full war in the Middle East, which will further increase our economic uncertainty and sense of national and international security.

Perhaps one of the greatest national and international impacts on the Holland area has been the globalization of the economy, especially in the manufacturing sector of the economy. The West Michigan area had established itself as one of the key manufacturing areas in the United States with almost 40% of the employment related to manufacturing. However, in the past six (6) years, we have experienced the loss and outsourcing of many of these jobs to other countries such as Mexico, China and even Canada.

> "As a result of the strong industrial, commercial and tourist economic base in the Holland / Zeeland area, it is anticipated the economic prosperity will continue for the next decade. This prosperity will continue to bring physical growth to the area and the seven governmental units in the MACC must carefully evaluate its land use, housing, and growth plans to assure that we protect the environment and implement "Smart Growth" policies to maximize the use of land resources while minimizing the impact on existing natural land areas. This effort must be done cooperatively in order to maintain the natural beauty of the Holland/Zeeland area, with which we have been blessed. We must also address the cultural and racial diversity of the area to assure this is strength and not a weakness of the area."

This statement is from the FY 02 budget message. Although most of this statement is still true, it is the first sentence which has changed so drastically in just the last six (6) years.

The furniture industry has been one of the pillars of the West Michigan economy with Haworth, Herman Miller and Steelcase. Over the past several years, thousands of employees were laid off in these industries. *Haworth, Inc.* and *Herman Miller, Inc.* two of the City's top ten taxpayers, suffered severe cuts due to the state and national economy. The office furniture industry, this past year regained its pre 2001 market strength. However, they are doing so with thousands of fewer employees. They simply have become better at "doing more with less." In 2007 and 2008, Haworth will be completing their new $80 Million showroom here in Holland which will become their global showcase, and employ 200 new employees.

In addition, the City's third largest taxpayer, *Lifesavers, Inc.*, was acquired by *Kraft Foods*. The SEC required Kraft to sell of the Lifesavers Bubble Gum and Breath Mint lines, which were subsequently sold to Hershey's. This was a loss of 1/3 of the Holland Lifesavers production. Further, Kraft chose to move the rest of the plant operations to an existing plant in Canada, due in large part to sugar tariff protection in the U.S. Kraft saved almost $6 Million per year in sugar costs, but the Holland area lost over 600 jobs. The plant was closed in May 2003. However, the good news is a group of investors have purchased the facility for future industrial production. The property has been designated with Brownfield status which provides several economic and tax incentives for development, and several small companies have been retained, and now operates out of the facility.

In early 2004, the City experienced further decline in the auto manufacturing industry as

Johnson Controls, Inc. (JCI), the City's largest employer, moved their sun visor production to Mexico, which resulted in the loss of about 650 jobs in 2005. JCI indicated they will be working to move other productions into their Southview plant.

However, further plant reductions were announced by JCI in late 2005 and early 2006. JCI has indicated these changes were necessary to stay competitive in the auto industry and have indicated this will help their long term growth in the Holland area.

There has, however, been some good news in the past three (3) years.

A new company to the Holland area, *Challenge Manufacturing, Inc.*, in 2004 purchased the former Herman Miller seating plant and has expanded and renovate the plant that created 175 new jobs. In 2005, they announced another expansion of 277,000 square feet and another 150 new jobs. Today, they employ 825 people. Haworth will be bringing new investments and expansion to their facilities as they are closing several facilities in other states and bringing those jobs to Holland. As noted, their new modern facility to show their new products was started in late 2006 and should be completed by early 2008.

During the past couple of years, there have also been signs of new economic growth with numerous smaller industries due to new Industrial Tax Abatement applications to the City.

In late 2005, S-2 Yacht decided to close one of their plants in North Carolina and move the operation to Holland. A 280,000 square foot addition to the plant, at a cost of $14,000,000 and add 150 - 400 new jobs, was completed in early 2007!

As a result of these economic conditions, the City Council, at its last five (5) annual retreats, has established economic development / retention as a top priority. Special efforts have been under way to develop a City and area economic strategy. A new *Lakeshore Advantage* organization has been established which represents the cities of Holland and Zeeland and several surrounding townships in economic development. This is a private non profit group which is funded with both private and public funds. Funds have again been appropriated in the FY 08 City budget to assist this new organization.

The economic challenges for FY 08 are not over, but we are seeing progress. Lakeshore Advantage reported in early 2007 that employment levels in the Holland / Zeeland area are almost back to their 2001 levels (120,000). Also, in early 2007, Pfizer, located just north of the City limits, has donated their $50 Million research facility to Michigan State University. This facility will become one of the top Biomass Research facilities in the United States, and has already generated millions of dollars in state, federal and private grants. This facility will serve as a hub for the growth of bio-economic activities in the area and the state of Michigan, and will employ over 100 employees with scientific and technical backgrounds.

AREA GROWTH: The Holland / Zeeland Metropolitan Planning Organization (MPO), represented by the *Macatawa Area Coordinating Council (MACC)* comprised of the cities of Holland, Zeeland and the six (6) surrounding townships exceed a population of over 103,000 based on the 2000 Census, compared to 79,000 in 1990. The City of Holland's population is just over 35,000 and the City covers an area of 17.2 square miles. As the area continues to grow, it must continue to cooperate in order to maintain the quality of life to which we have become accustomed to. Two key issues must be addressed by the MACC over the next decade: 1) The implementation of the US-31 corridor and bypass project, which will have a major impact on traffic safety for the area and will provide the major transportation backbone, which is essential for a strong economic base; and 2) The comprehensive Watershed plan developed in the late '90's must be implemented to address both Non-Point and Point Source Phosphorus pollutants to the Lake Macatawa watershed, which drains into Lake Michigan. In order to achieve the goals in the plan, it will take a cooperative effort and substantial financial resources from both the public and private sector if the area is going to realize improvements in the watershed. The watershed is critical to assure we retain and improve an area which is blessed with a beautiful natural

environment. At the same time, the extensive watershed is critical to the area's tourism industry.

As we continue into the 21st Century, the City of Holland will need to continue to develop a strong foundation for the new Millennium. If the City's economic prosperity and growth are to be maintained and expanded, then its boundaries must continue to expand. In December 1999, requests by property owners to annex almost 1,100 acres into the City were approved by the State Boundary Commission, and should allow the City to develop and grow for the next decade.

To assure this area will be developed in a comprehensive manner in accordance with the City's Master and Land Use Plans, the annexed area has now been served with sanitary sewers, public water, a new water storage tank, and a new electric substation. Most of these projects were initiated in 2000 and completed by early 2002. As the area develops, the entire street network will require updating and expansion.

In 2005, the new mixed use subdivision of Homestead Village was initiated with new commercial, multi-family and single-family homes which will eventually add over 700 new dwelling units.

The annexation of over 1,100 acres to the City in 1999, has provided some future growth for Holland, but it has also developed difficulties with future growth issues due to antiquated urban growth laws in Michigan. Public water has become a key issue with area urban growth policies. Unfortunately, water is one of the few tools the City has left to leverage future growth. The City in 2003 completed an additional annexation of 80 acres and several more property owners have expressed a desire to explore annexation. This process will only continue to stress the area urban growth policies.

The MACC area and the State of Michigan must develop stronger policies to assure quality urban growth. The MACC has taken a first step by participating in the West Michigan Alliance Project, but the State does not seem to realize its critical role in this issue by addressing outdated annexation and detachment statutes. The current State statutes will not resolve these difficult issues, but will make growth virtually impossible for all cities in the State.

The City of Holland continues to be the center of the Holland / Zeeland MPO, and major achievements have been made in improving the quality of life through area cooperative projects. The City Library was converted to a Library District and moved into its new $12 million expanded and renovated facility in 1999. The Wastewater Treatment Plant was expanded and renovated in 1994 at a cost of approximately $13 Million and serves the City and five surrounding Townships. The City's Water Plant was expanded in 1997 at a cost of $11 Million and serves the Cities of Holland and Zeeland, together with portions of three adjacent Townships. The $11 Million Community Pool Expansion and Renovation Project opened in 1999 and is funded on an area-wide basis. In early 2000, the City's Dial-A-Ride system expanded into Holland Township and the City of Zeeland, and is providing both a *Fixed Route* and *Demand/Response System*.

PUBLIC TRANSPORTATION: This program must be continually evaluated for program modification to assure its success, as public transportation will be essential as the area continues to grow. This process will require patience and an aggressive marketing program to encourage use of the new combined route and door-to-door service. In July of 2007, a new transit authority was formed to serve the City of Holland and Holland Township which will also provide public transportation to the City of Zeeland by contract.

In addition, the City must continue to work on promoting the AMTRAK transportation system through WESTRAIN to increase ridership on the rail line between Grand Rapids and Chicago. The City received an MDOT grant to purchase additional property to expand parking facilities for the existing train depot. This has been completed with the purchase of the adjacent Wendy's property. The property is being renovated to improve parking for AMTRAK, Indian Trails (bus) and the MAX ground

transportation systems, and will be part of the Padnos inter-model transportation center.

As some of the City's major industries continue to grow, air transportation facilities need to continue to be improved. In 2000, the existing Tulip City runway was resurfaced. In 2003, plans were initiated for the expansion of the runway at an estimated cost of $23 million. This Airport project was completed in the summer of 2005 and was funded totally from federal, state and private contributions. A new terminal building is also in the planning stage. As with public transportation, an area-wide airport authority was formed in early 2007 to assure future growth and stability of this important transportation link.

NEIGHBORHOODS: The growth and prosperity of the 1990's also brought problems and new challenges. During the early 90's, the City began to experience central city neighborhoods with an increase in crimes involving youth gangs and violent crimes against innocent citizens. As a result, the City initiated comprehensive neighborhood programs to assist citizens to become more involved and accept accountability with such programs as: neighborhood liaison, community and team policing, fire community services, Ourstreet and Weed & Seed. Through these programs, the City's central neighborhoods began to improve and crimes decreased substantially.

However, in 1999, the City again experienced increased gang activity. The City reevaluated its programs to assure the needs of the neighborhoods were met. The Michigan State University Community Policing Study, with extensive police and community input, was concluded in late 2000 and most of the recommendations have been carefully evaluated and implemented.

In 1998 and 2002, the City conducted comprehensive Citizen Surveys. In the 1998 Survey, crime and safe neighborhoods were of major concern. We were pleased to learn from the 2002 Survey that our citizens expressed the greatest increase in the quality of life acceptability indices of Safety of Neighborhoods (+10.9%) and Safety of City (+30%). The FY 08 budget continues to maintain and improve City services involving Police and Neighborhoods Programs. However, due to the substantial cuts in State Revenue Sharing several positions within the Police and Fire Departments have been recommended to be left vacant until the economy improves. Further, as a result of several neighborhood grants terminating at the state level, the continued decline of Community Development Block Grants (CDBG) funds, and reduction of various City staff positions, it will be necessary to evaluate the structure of the Ourstreet program in FY 08. This evaluation will be an effort to make sure this important program can continue to have a vital role in the future of the Central City neighborhoods.

In early 2003, the Holland Public Schools made a decision to restructure the elementary school system of neighborhood schools. This was the result of reduced state funding for education which impacted most severally the state's core city school districts which have limited growth potential. The School Board decision resulted in closing two (2) elementary schools including Washington and Lakeview, and sells the administrative and community education facilities on River and 16th Street. In early 2006, a new reorganization of the public schools was completed for the 2006 - 2007 school year.

That plan is currently in the second year of implementation. The City will continue to work with the schools and the neighborhoods to minimize any potential negative impacts which could result from these changes. The City, through the Planning Commission and the community, developed an extensive evaluation of this issue and produced a document titled "Neighborhood Vitality and Holland's Elementary Schools" which will serve as a guide to deal with these critical community issues.

The City's downtown has experienced a major renaissance and achieved the National Main Street award, while the area, at the same time, experienced its most rapid expansion of retail malls. In 2005, the 8th Street Market as part of the Western Gateway was completed. This facility has brought increased vitality to the downtown. In late 2005, the Hope College new Field House was completed and added increased

activities to the Eastern Gateway of the Downtown. The City's Historic District became one of the strongest neighborhoods in the community. Several of the City's neighborhood programs were recognized nationally and in 1996 the City achieved the distinguished "All America City" award. In 2002, the expansion of the Historic District was confirmed by a community vote and the FY 05 and FY 06 budgets included additional funds to expand the Ourstreet Program into these areas of core City neighborhoods.

In 2007, the update of the Downtown Master Plan "Sharpening the Vision" was completed. This document provides an exciting vision for the next 5-10 years for the Downtown which is already considered one of the best in the Midwest. In 2007, several new major building projects are already under construction by the private sector. The Eastern Gateway will be the focus the next couple of years for new public infrastructure.

INFRASTRUCTURE & PUBLIC FACILITIES: During the past decade, major emphasis was placed on upgrading the 150 mile of City street infrastructure with a goal of every street either being resurfaced or reconstructed over a 20-year period. At this point, the City is close to achieving its goal.

Major improvements have been made to public facilities such as the renovation and expansion of the City Hall, the construction of the Depot Transportation Center, and the development and renovation of the Museum. The expansion and upgrade of City facilities and its infrastructure will continue. The City in 2002 developed a comprehensive three to five year program to expand and renovate the existing Police and County Court facilities, relocate and build a new Transportation Service facility on property purchased in 1999, construct a new Fire Station in the West End of the City in cooperation with Park Township, and renovate and expand the Civic Center.

All these projects are now completed with the exception of the Civic Center. This required an increase in the City's Debt Service tax rate, as a bond issue of $19.5 million was issued in August 2002. A comprehensive financial plan was submitted to the City Council as part of the FY 03 budget, and is fully implemented. These building programs were completed without raising the total tax rate of the City.

In 2007, a new master plan for the Civic Center was developed and in FY 08 efforts will be made to develop a financial plan to construct the facility in FY 09.

PUBLIC PARKS & GATEWAYS: The City of Holland has a long tradition of an excellent parks system for leisure, cultural and recreational opportunities. The City has expanded its parks system to 19 parks with over 350 acres, and has renovated all of the City parks except Lincoln and Smallenburg. In 2002, a new neighborhood park was constructed on the Holland Heights School property.

Kollen Park was the focus of a major community planning process in 1998 and 1999 resulting in a $5.6 million future expansion/renovation plan. The first phase of this project was completed in 2003 with a $500,000 grant and $500,000 in local funds. The second and third phase will start in late 2007. The second phase will be funded with a $650,000 grant and $650,000 in local funds. The third phase will be installation of a boardwalk around the newly acquired lakefront easement obtained from *H.J. Heinz Company* along Lake Macatawa. This $1.3 Million project has been fully designed and the funding is in place and construction will also start in late 2006. The project will be funded from three (3) different grants totaling $875,000 and $425,000 in local funds.

The first phase of the planning process for Smallenburg Park was initiated in 1999 and was completed in the fall of 2000. The first phase of $225,000 for this park was completed in the summer of 2006. As the area of the City continues to expand to the south, the City in 2003 purchased 20 acres of additional parkland for future expansion and development.

In 2002, the 7th Street extension and Civic Center parking lot were initiated to implement the visions which were developed as part of the Western Gateway and Waterfront Development

Plans, which included the 8th Street Market Place, and new Police / Court Complex. In late 2002 and early 2003, the plans for the Eastern Gateway were initiated, which has provided exciting development opportunities for the East End of the downtown area. The new *Hope College De Vos Field House* was completed in late 2005. This new $23 million facility removed college and high school basketball games from the City's Civic Center. This allowed the City to start the planning for the renovation / expansion of the Civic Center. The renovation is anticipated to begin in FY 09.

Another major part of the Eastern Gateway is the possible construction of a Traffic Round-About to serve as the main entrance to the City's downtown. The land has been acquired as part of the property exchange with Hope College in early 2004. This project is tentatively scheduled for 2008.

The Windmill Island Village Development Plan was in the planning stages for six years. Phase I of the development was scheduled to begin in August 2002, but the final public/private financial plans for this $37 Million project was not resolved. The FY 05 budget required a new plan to be developed and that process was completed as a joint venture between the City and Tulip Time. The first result of that study was the construction of a new pavilion in early 2005 which is available for Tulip Time Festival events and has already served numerous weddings and community events.

The future of Windmill Island is still a key issue, and various preliminary visions have been developed as part of the "Parks of Parks" concept and development and connection to the Window-on-the-Waterfront Park north of 6th Street. This vision will continue to be worked on during FY 08.

ORGANIZATION: One of the key elements of the City's Mission Statement is to "provide the best conditions under which citizens live, work and play". The City will continue to focus on these key elements over the next decade to assure the City can meet the foundation for this Mission. However, the success of achieving this Mission will not only be the responsibility of the public sector but will continue to require the involvement of the private sector. This partnership has been essential in developing so many projects that have made Holland a unique community in which to live, work and play.

For the City to implement the many public programs, services and projects, much depends on financial resources generated from the private economic base. Therefore, the City will continue to place its primary emphasis on providing excellent City services, maintain and expand the infrastructure which supports the maintenance and expansion of the private sector and assure that public facilities are provided, which are needed to support a quality community in which to live, work and play.

Over the past several years, the City has developed a strong foundation for its *Continuous Improvement Process (CIP)*, which primarily focuses on providing quality service to our citizens. This commitment will continue into the future as we must continue to improve the quality of services we deliver to our citizens on a daily basis. That commitment has been developed in strong *Mission* and *Belief Statements* supported with personnel and financial commitments. Major emphasis will be placed on improving the quality of services through the use of technology.

Over the past several years, the City has invested heavily in computer technology and the City's BPW continues to expand the fiber optic loop system, which will enhance our citizens' access to the technology highway. In 2000, the City finalized its CATV franchise with AT&T and the efforts to have them utilize the City's fiber optic system were realized. The new combined system with AT&T was totally operational by mid-2002.

The BPW has completed a comprehensive study to determine the feasibility to extend fiber optics to every home in Holland. The City is also cooperating with Ottawa County to install a comprehensive wireless system.

Emphasis has again been placed on developing a comprehensive work plan as part of the budget document by establishing specific goals and Action Plans for the various City departments and activities. This process will continue to be refined to measure our progress and establish

specific dates for completing the plans. The development of the FY 08 Action Plans was based on the priorities established at the annual City Council and staff retreats and by the various boards and committees. This year, the Council again held an Open House for the public to provide early input into the budget process.

The objectives and time schedules have set many challenges during the past year. Through the cooperation of the Mayor, City Council, staff and various boards and advisory committees, the City again did well in FY 07 in implementing the Action Plans. However, many of the plans will be continued into the next fiscal year, as they will not be completed prior to June 30, 2007. In FY 08, there will have to be an extra effort given to balancing all of the City's basic day to day services with numerous major capital projects that are being implemented during an economy which has struggled at the state level, and has impacted many of our own local industries. This can be done with careful financial planning by the City Council, staff and our various boards and commissions.

The same budget format has basically been maintained for 14 consecutive years. This is important especially for prior year comparative purposes. In FY 00, a new finance system was implemented, and this system continues to ensure the future sound financial management of the City. However, the final FY 03 City budget document had a new look and format to comply with the GASB 34 Audit/Financial regulations. This format provides an overview of the budget from a functional service standpoint instead of a fund format. This should assist our citizens with a better understanding of the City budget.

The budget now outlines City services along nine (9) functional service groups as follows:

- Management and Administrative Services
- Fiscal Services
- Public Safety Services
- Transportation System and Services
- Community and Neighborhood Services
- Leisure and Cultural Services
- Board of Public Works Utility Services
- Internal Service Funds
- Capital Projects Funds

In FY 08, the City staff will continue the process of developing improved program measurements to determine the quantity and quality of our services. This will also involve developing benchmarks with other comparable cities in Michigan and nationally. This effort will take several years to implement, but is crucial to assure that the City of Holland is a quality and competitive community in which to live, work and play.

CLOSING COMMENTS

It has again been a challenge to prepare and present this budget for Council's consideration. For the past several years, the City has initiated many public improvements and maintained adequate resources to provide a wide variety of services to its citizens. The challenge of maintaining the quality of life in the City continues to be a top priority. In FY 03, the City placed a hiring freeze on numerous positions, along with the elimination of out of state travel and numerous capital outlays were delayed. In FY 03 through FY 07, twelve (12) positions were eliminated and one (1) more is proposed to be eliminated in FY 08. If the economy does not improve similar freezes as used in FY 03 through FY 06 may have to be implemented in FY 08 to assure the City's General Fund can remain financially sound.

As this budget is being submitted, there is a major issue which has not been resolved, the State budget deficit. There is a high likelihood that the $900 Million deficit will not be resolved by the time the City budget must be adopted in May. The FY 07 Budget could still be impacted by a reduction of state revenue sharing between $100,000 to $300,000. The FY 08 budget could be impacted up to $785,000, if the state cannot solve its deficit and come up with a full replacement of the Single Business Tax (SBT) which expires at the end of 2007.

There is one other critical issue at the state level which is a proposal to eliminate Personal Property Taxes. For the City of Holland that amounts to 15.83% of the tax base, and about $2.6 Million in property tax revenues in FY 2008. If this proposal is adopted, it would have a detrimental impact on both City services and public improvement.

Without the cooperation of both the public and private sectors and an increased involvement and awareness by the citizens, the challenge of maintaining and improving our quality of life will not continue. As importantly, the Holland area governmental units must cooperate on major projects and issues if the area is to retain its quality of life.

As we continue into the 21st Century, the City of Holland is fortunate to still be in relatively good financial shape, and experiencing an excellent quality of life. However, in late 2001 through early 2007, both the state and national economy slowed down, and as a City, we have experienced several manufacturing plant closings and some of our major industries have had extensive employee layoffs. This has come at a time when the City has initiated numerous major capital improvement projects that were in the development phase for several years. The positive aspect of this is that the interest rates were extremely low for favorable bonding, and the construction industry was very competitive from a cost standpoint.

As noted over the past six (6) years, primarily due to a decrease in State Revenue Sharing, we have had to shift part of our tax rate from Capital to Operating in order not to reduce City services. No new City tax monies were put into the Municipal Capital Improvement Fund (MCIF) the past three (3) years. This fund is now almost depleted. If we are going to maintain a quality public infrastructure and public facilities, which this community has expected and deserved, then this trend cannot continue. Therefore, there will have to be some tough choices and decisions which need to be made. In broad terms, these are as follows:

- Reduce Services,
- Generate New Revenues,
- Raise Taxes, or
- A combination of the above

None of the above choices will be easy, but we must begin to develop a five year plan that addresses this critical issue. It is an issue we can turn our back to short term, but it will have potential negative long term impacts. We will, of course, continue to reduce costs and improve efficiency when possible. Therefore, as a first step in this process, the FY 08 budget includes two (2) recommendations. First, allocate .2977 Mills to the MCIF, without increasing the total City tax rate, which will generate $356,170. This is still substantially less than the 1.4 Mills average prior to FY 05, which would generate $1,675,000 in FY 08. Second, it is proposed to increase the BPW electric payment on sales from 3.5% to 4.0% which will generate an additional $355,000 to be placed in the MCIF.

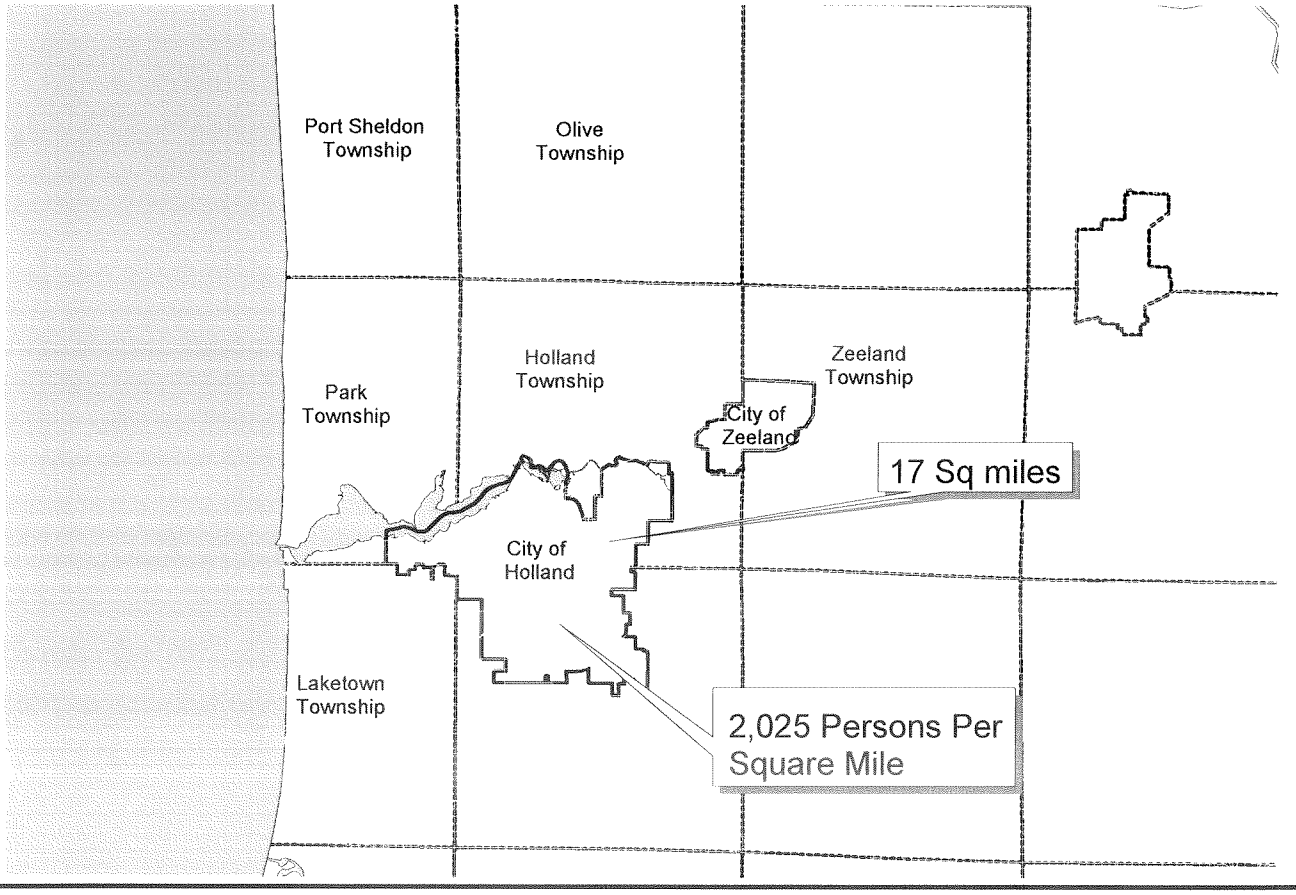
We were able to provide a solid foundation as we entered the 21st Century. With this budget, we will continue to build on that foundation to ensure our citizens can enjoy a community which provides an excellent place to live, work and play. As a place to work, we have some of our greatest challenges in the past 20 years, but I am confident, the City Council, the City staff, its numerous boards and commissions, the private sector and our citizens will be ready for the challenges and opportunities ahead.

Soren Wolff
City Manager

SW/b

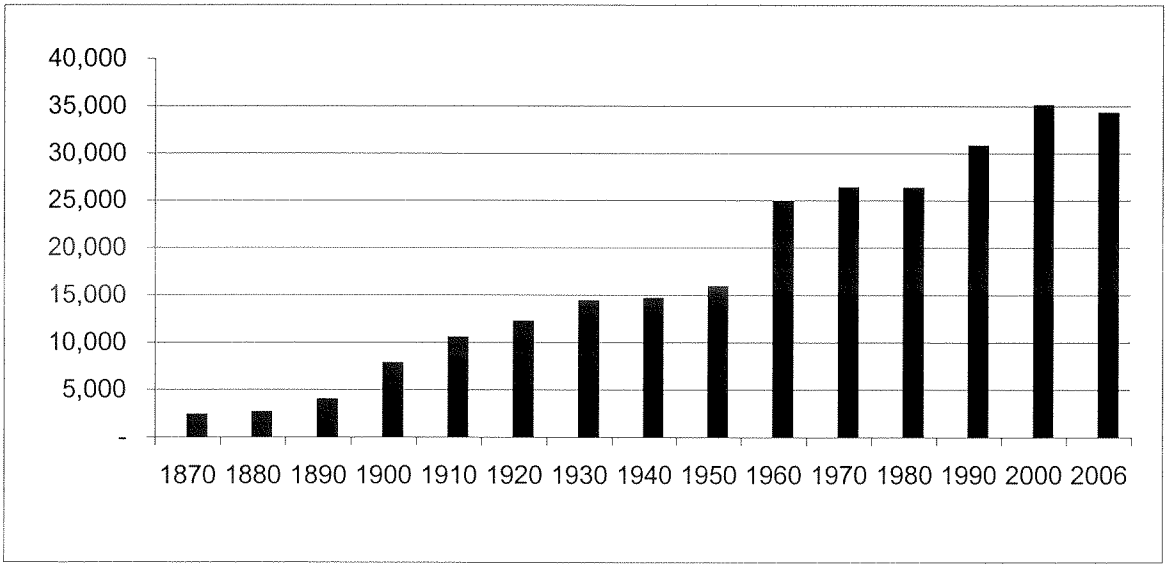


Macatawa Area Coordinating Council Participants



CITY OF HOLLAND - HISTORY OF TRENDS IN POPULATION

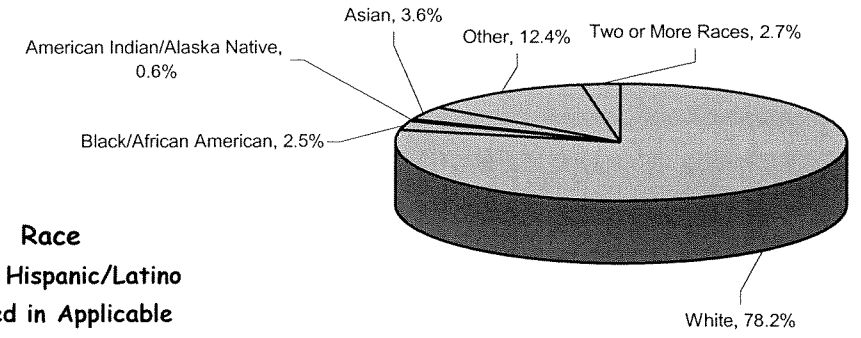
DECADE		OFFICIAL POPULATION *	PERCENTAGE INCREASE (DECREASE)
1867		Incorporated as a City	- - - - - - -
1870		2,324	- - - - - - -
1880		2,620	12.74
1890		3,956	50.99
1900		7,790	96.92
1910		10,490	34.66
1920		12,166	15.98
1930		14,346	17.92
1940		14,616	1.88
1950		15,858	8.50
1960		24,916	57.12
1970		26,337	5.70
1980		26,281	(0.21)
1990		30,745	16.99
2000		35,048	14.00
2006	(Estimated)	34,245	(2.29)



Source for Information:

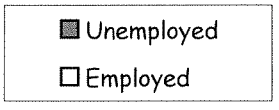
* Michigan Manuals, Michigan Department of Management and Budget and U.S. Census Bureau.

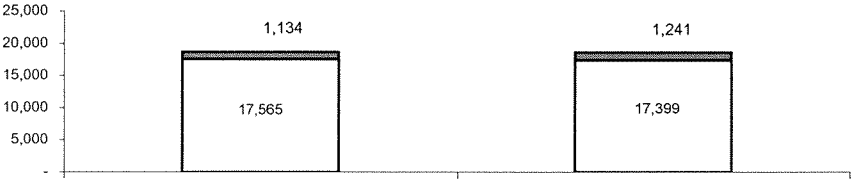
DEMOGRAPHICS



Race
22.2% Hispanic/Latino
Included in Applicable
Race Categories Above

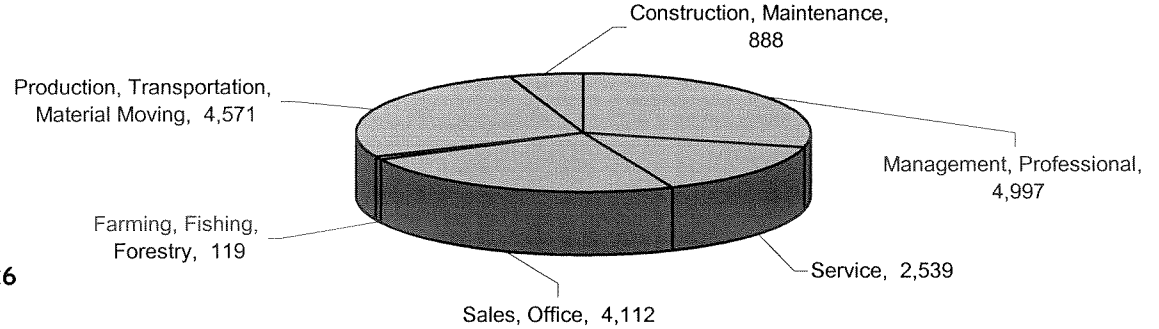
Employment Statistics per May 2007 Michigan Dept Labor



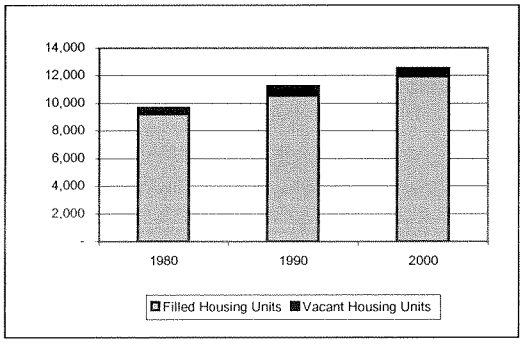


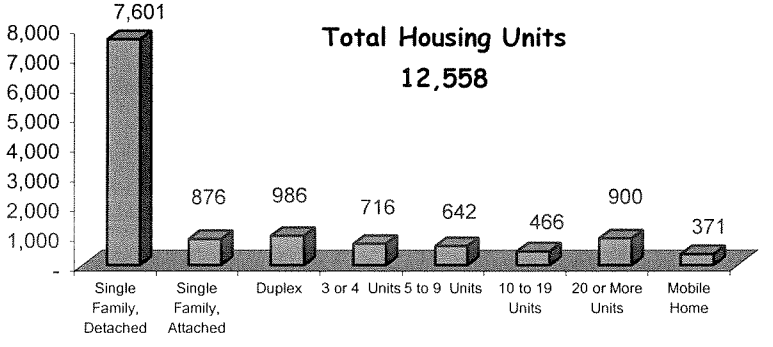
May 2006 18,699 Labor Force
Unempl Rate 6.1%

May 2007 18,640 Labor Force
Unempl Rate 6.7%

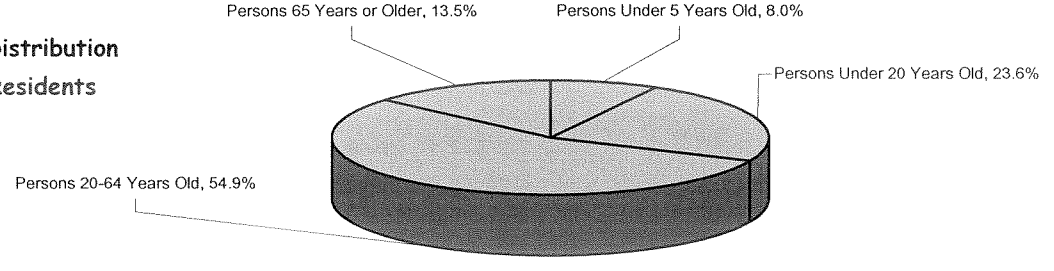


Employed Civilian Population - 17,226 16 Years and Over



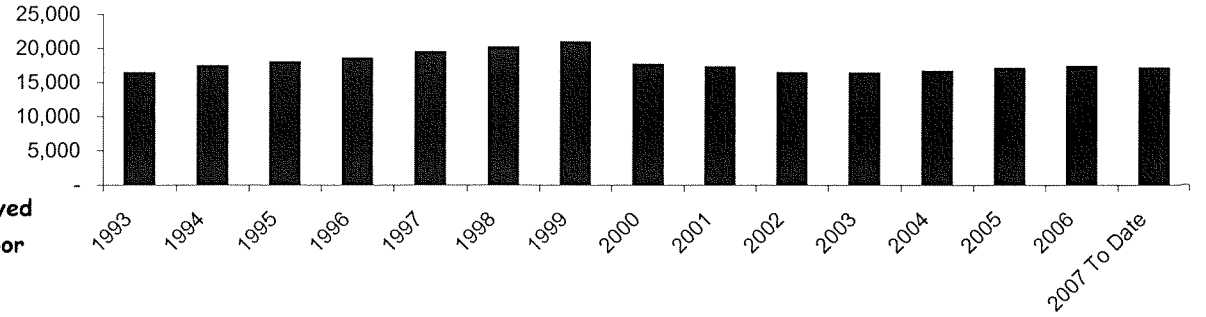


Age Distribution of Residents

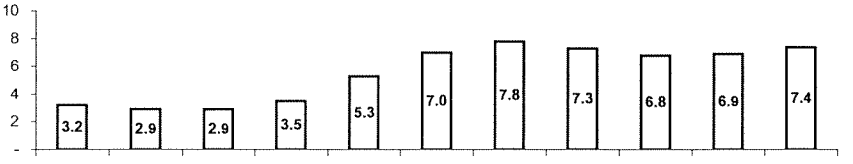


Source: Information is based on 2000 U.S. Census data, unless otherwise noted.

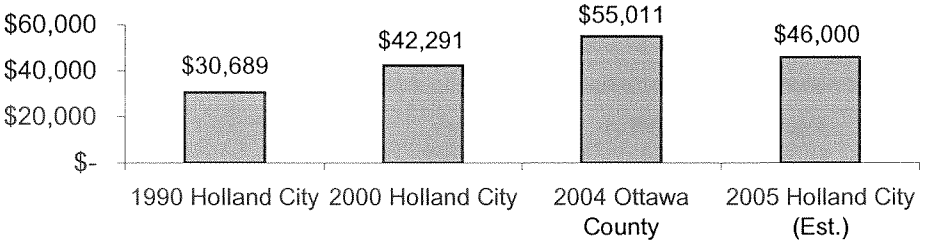
DEMOGRAPHICS



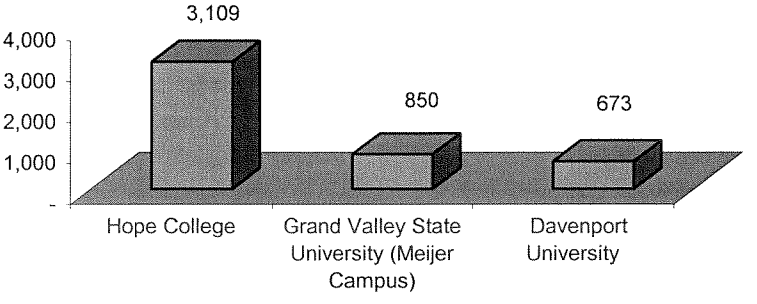
Number Employed Bureau of Labor Statistics



Unemployment Rate Percent per May 2007 Bureau of Labor Statistics



Median Household Income, 2004 Uses Ottawa County Available Data As Representative



2006 Higher Education Enrollment - Total of 4,632 (Degree Seeking) Note - 2005 Ottawa County Population 25-44 years 34% with Bachelor's Degree

Miscellaneous Statistics			
Fire Stations	3	2006 City Population Estimate	34,245
Police Patrol Units	18	Registered Voters FY07	20,740
Parks	24	Percentage Turnout Nov. FY07	54.74%
Cemeteries (City Owned)	2	Library Collection	263,186
Outdoor Stadiums	1	Higher Education Institutions	3
Sports Complexes	2	Streets (miles)	148.6
Community Centers	1	Sanitary Sewers (miles)	182.52
Nature Centers	1	Water Mains (miles)	229.54
Community Pools	2	Square Miles	17.35
Public Transit Vehicles	27	Downtown Occupancy Rate	96%

HISTORY OF THE CITY OF HOLLAND

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

HISTORY OF THE CITY OF HOLLAND (continued)

1899 Electric Interurban to Saugatuck.

1901 First automobile owned by Holland resident. Holland Shoe Company. Electric Interurban line from Grand Rapids to Holland. Graham & Morton Steamship Company line to Chicago.

1902 Holland Municipal Sewer System.

1903 St. Francis Roman Catholic Church. Brick street paving. Holland Gas Works.

1905 Louis Padnos scap metal business. Star Furniture (later Herman Miller).

1906 Holland Furnace Company. De Pree Chemical Company.

1908 Holland Board of Trade established (Chamber of Commerce).

1911 Holland City Hall (River Avenue).

1914 Mrs. George Kollen first woman elected to Board of Education.

1919 Holland Hospital (12th & Central).

1920 Holland Hitch Company.

1924 Federal Manufacturing Company (Hart & Cooley Inc.).

1925 Warm Friend Tavern (hotel).

1927 Lida Rogers suggests "Tulip Day".

1928 First tulip bulbs planted along city streets. Sewage treatment plant. Holland State Park. Holland Hospital (Michigan Ave.).

1930 First Tulip Time festival organized under Mrs. J. Telling of the festival committee.

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

1933 Baker Furniture Company moves from Allegan. Seven-Up Bottling Company of Western Michigan (Beverage America).

1935 Black Lake renamed Lake Macatawa.

1940 James DeYoung Electric Power Plant constructed with PWA funds (BPW). Netherlands Museum opens under of Willard Wichers.

1946 Tulip Time celebrated after wartime hiatus. Hope College enrollment increases due to GI Bill. Lithibar moves from Kalamazoo.

1948 Modern Products (Haworth Corporation). Hansen Machine Company.

1951 Bernice Bishop first woman elected to City Council.

1953 General Electric.

1954 Civic Center.

1955 Slikcraft (S-2 Yachts).

1958 Township land annexed to City.

1960 Herrick Public Library. Michigan slips to second place behind California in number of Dutch immigrants.

1962 Holland Economic Development Corporation (HEDCOR).

1965 "De Zwaan" windmill dedicated by Prince Bernhard of the Netherlands. Windmill Island dedicated. Prince Corporation.

1969 Lifesavers Company first plant in HEDCOR industrial park.

1978 Downtown Development Authority. Metal Flow Corporation.

1980 BLD Products Ltd. moves from Flint, Mich. Cappon House Museum purchased.

HISTORY OF THE CITY OF HOLLAND (concluded)

1983 City purchases Van Raalte Farm.

1984 Mainstreet designation for downtown Holland.

1985 Evergreen Commons (Senior Center).

1988 Westshore Mall (in Holland township). Snowmelt system installed downtown.

1990 Area population over 70,000 including surrounding townships. Holland declared Urban Center.

1991 Freedom Village (retirement living). Padnos Transportation Center (train and bus depot, Tulip Time Festival office).

1992 Holland Museum (in renovated former U.S. Post Office).

1993 Weed & Seed program.

1995 Holland Area Community Swimming Pool Authority formation. Strategic Plan for downtown adopted.

1996 Queretaro, Mexico, Sister City. Holland named All-America City. Settlers House Museum purchased.

1997 Herrick District Library formation (Holland City, Holland Township, Park Township, Laketown Township). Holland celebrates its Sesquicentennial. Downtown receives Great American Main Street Award.

1998 City Hall renovation completed. Johnson Controls Interiors (JCI) assumes ownership of Prince Corporation.

1999 Holland Area Community Swimming Pool Authority Aquatic Center expansion completed. 1,100 acres annexed from Fillmore Township.

2000 Herrick District Library facility expansion completed.

2002 Planters Lifesavers plant closes and relocates to Canada. Herman Miller vacates Holland City manufacturing plant.

2003 City Transportation Facility constructed.

2004 City Police Facility Expansion completed. Western Gateway & 8th Street Market area construction completed. Challenge Manufacturing moves into former Herman Miller plant. Baker Furniture vacates Holland City manufacturing plant.

2005 Hope College's DeVos Fieldhouse built and Eastern Gateway (to downtown) development continues. Baker Lofts begins condo renovation of former Baker Furniture building.

2006 Voters approve Macatawa Area Express Transportation Authority .4 millage for expanded area-wide transit system across Holland City and Holland Township.

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

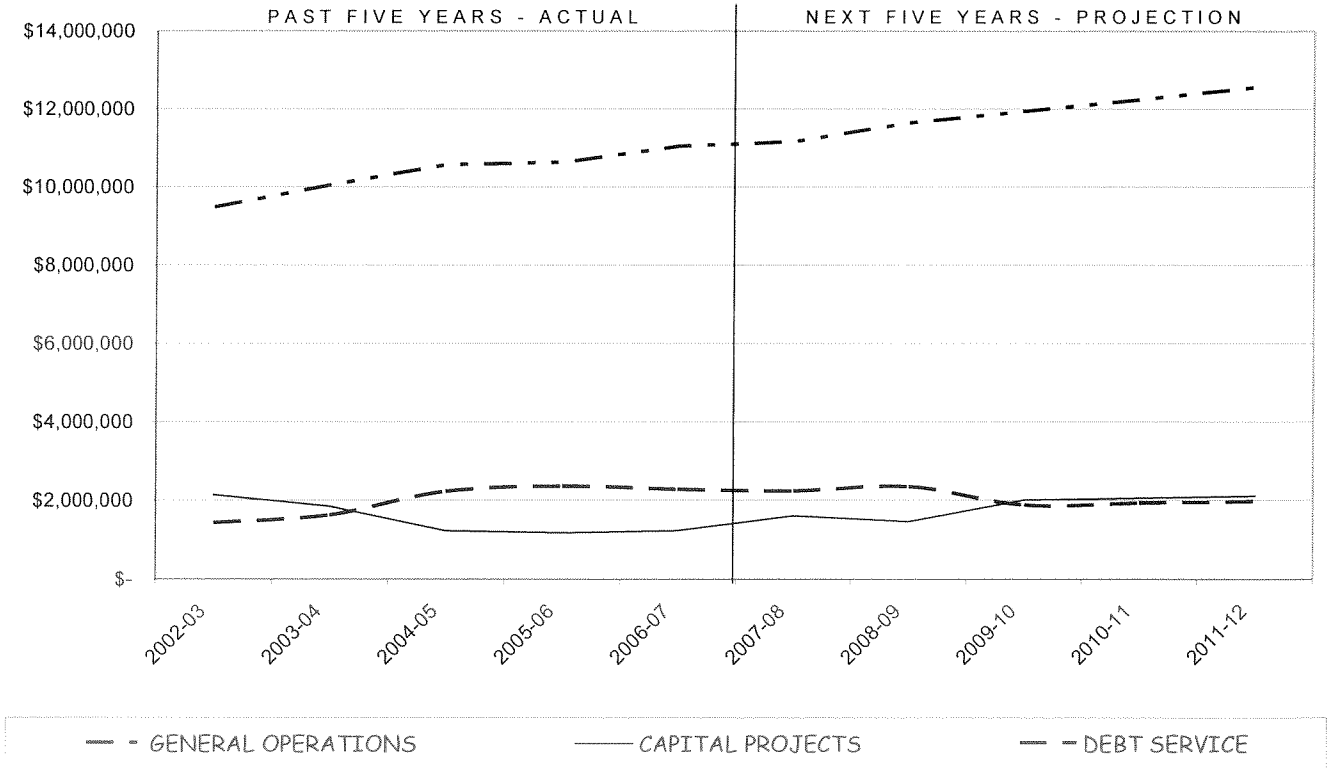
TRENDS OF SIGNIFICANT REVENUES

INTRODUCTORY OVERVIEW

- Primary revenue sources, across all funds, are grouped into the following classifications:
  - Property Taxes
  - Intergovernmental Revenue Sharing and Grants
  - Charges for Services
  - Licenses & Permits
  - Investment Earnings
  - Fines & Fees
  - All Other Revenue Sources
- Graph presentations depicting recent historical trends together with anticipated near-term trends are presented for the first five of these revenue sources.

REVENUE GROUP: PROPERTY TAXES

- Property Taxes represent the primary revenue source for General Municipal Operations, General Obligation Debt Service Requirements, and Capital Projects for Municipal and Street Projects.
- Projection assumptions include a city-wide taxable valuation base that increases approximately 2.5% annually, and an overall annual tax rate not exceeding approximately 12.75 mills (rate per $1,000 of taxable valuation). The annual property tax millage rate projections include:
  - General Operating : 9.5 mills
  - Capital Projects : Variable from 1.0 gradually increasing towards 1.6 mills
  - Debt Service : Variable from 2.0 gradually declining towards 1.48 mills



REVENUE GROUP: INTERGOVERNMENTAL REVENUE-SHARING AND GRANTS

- County Revenue Sharing

  The Allegan County Road & Bridge Tax presently amounts to over $400,000 annually. This is a voted county tax with a sunset provision requiring voter re-approval every three years. A 2% annual increase is anticipated.

- State Revenue Sharing & State Grants

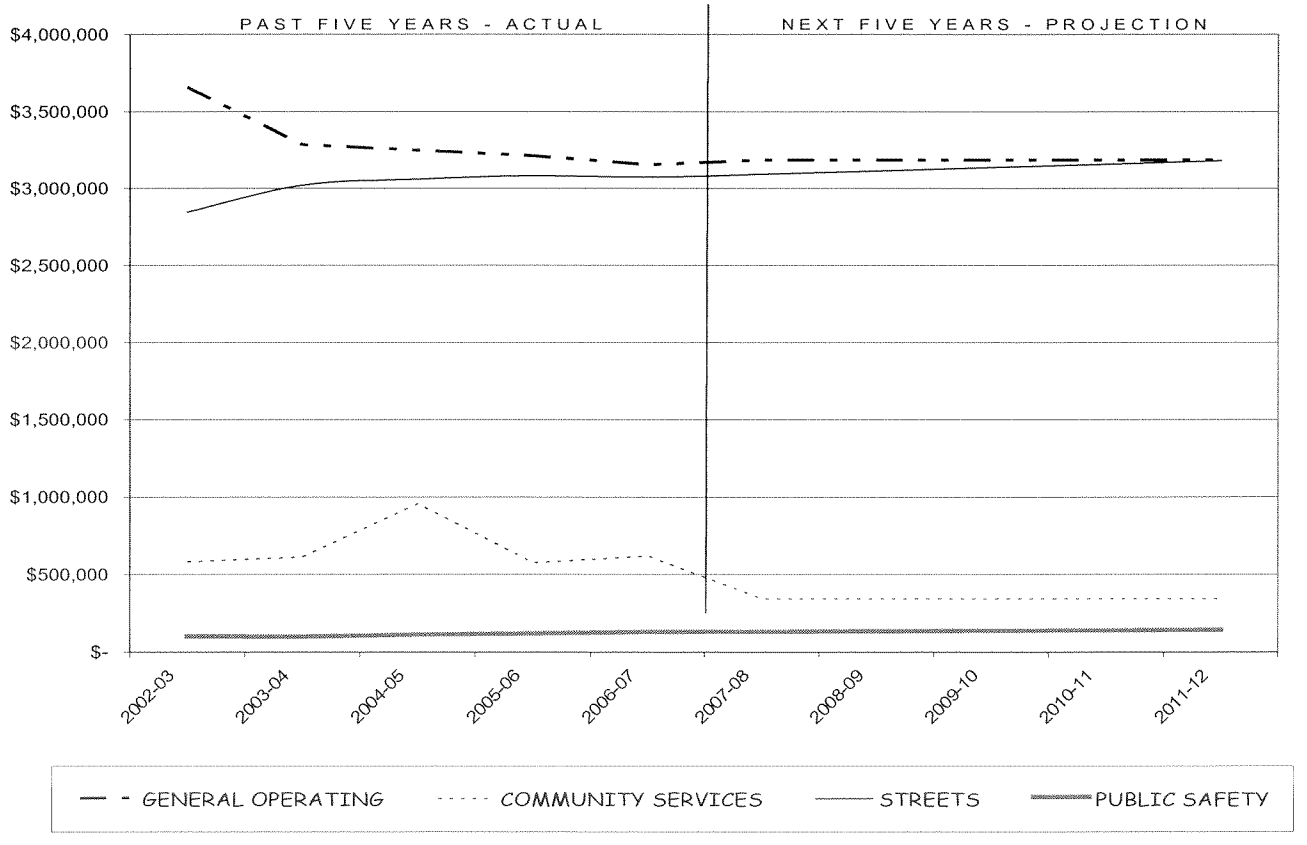
  State revenue sharing items are authorized by the state constitution and/or state statutes, providing on-going funding sources for local units of government. Some revenue sharing sources are subject to volatility and unpredictability....especially during economic swings; sometimes resulting in significant variations from budget forecasts. Trend projections for FY2007 thru FY2011 include:
  - sales tax revenues to reflect no annual percentage increases
  - gas & weight tax revenues increasing 0.5% annually
  - criminal justice training revenues rising only 0.5% annually
  - police drug enforcement grant (WEMET Grant) growing by 2.0% each year
  - grants for housing fix-up assistance is anticipated to remain the same as current levels

- Federal Grants

  Certain types of federal grants tend to be recurrent from year-to-year for designated types of operational or public assistance purposes (such as CDBG and public transportation assistance). These grants are less subject to volatility because specific terms are delineated in the grant agreements:
  - Community Development Block Grant (CDBG) is anticipated to remain at current levels

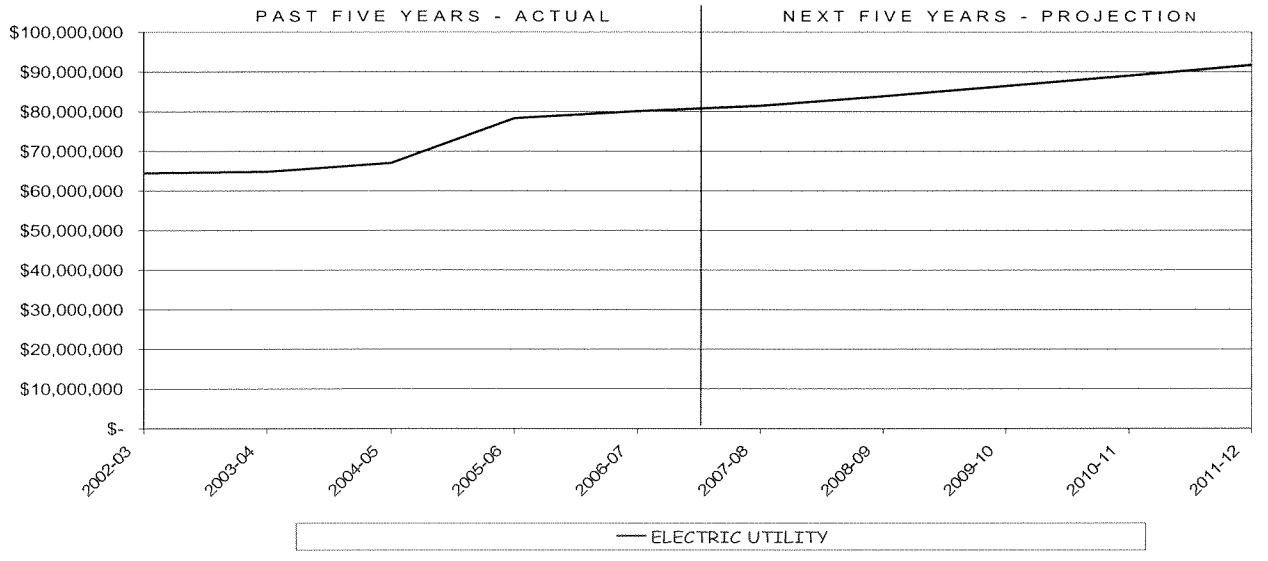
- State and Federal Grants for Infrastructure & Municipal Capital Projects

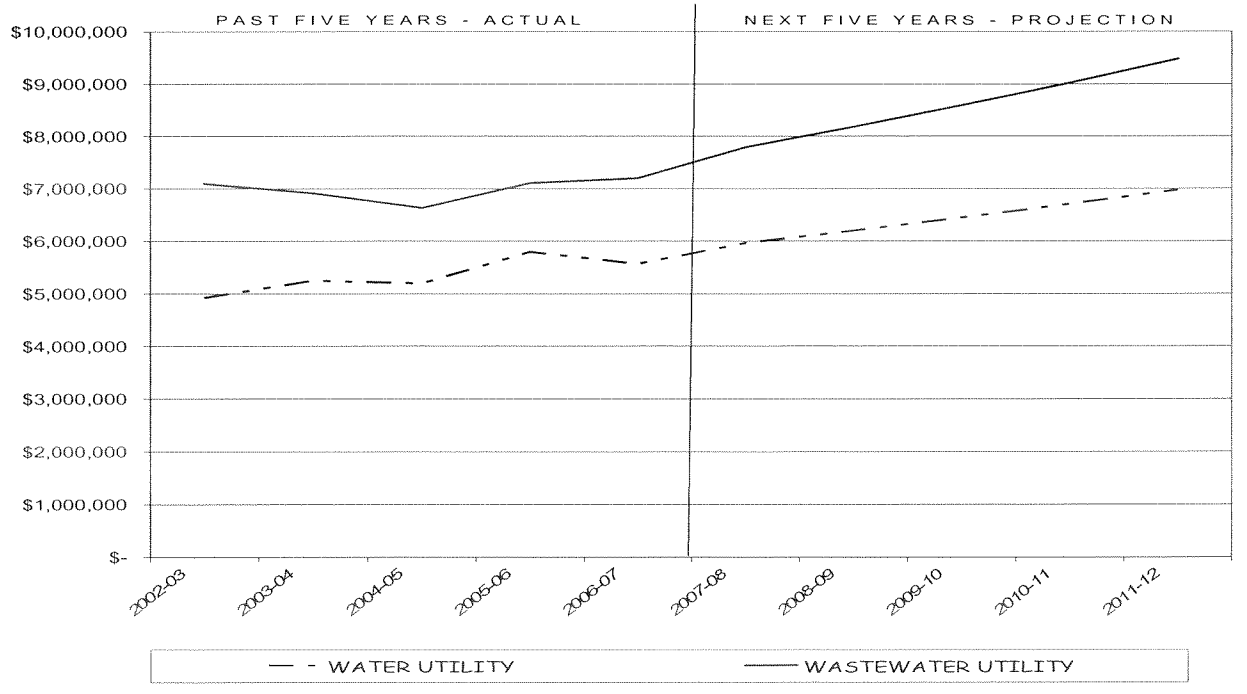
  Capital project grants for infrastructure and municipal projects are not reflected in this presentation because of the one-time non-recurring nature of each individual grant.



REVENUE GROUP: CHARGES FOR SERVICES - UTILITIES

- 'Charges for Services' is the City's largest single revenue source. Customer charges for three municipal utilities, Electric / Water / Wastewater, comprise more than one-half of all revenue sources. However, there are a number of other 'Charges for Services' other than for utilities.
- The graphs immediately below reflect Municipal Utilities (Electric, Water, Wastewater) for five years of history and five years of projections. Projections thru fiscal year 2012 for each individual utility reflect a model that includes a combination of anticipated per unit sales plus annual rate increases of 3% electric, 4% water, and 5% wastewater:



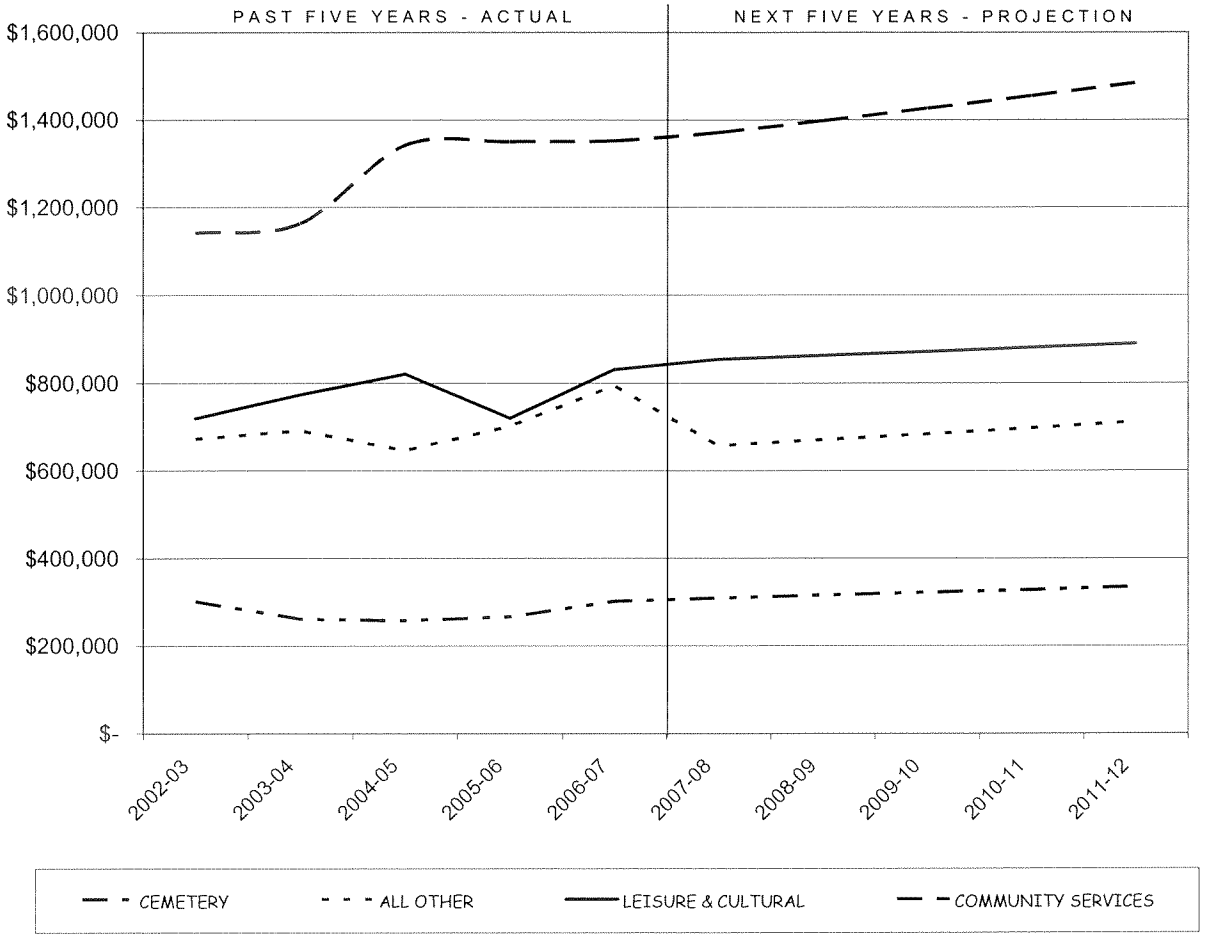


REVENUE GROUP: CHARGES FOR SERVICES - OTHER THAN UTILITIES

The graph below reflects a trend for General Government (other than utilities) fees & charges for services for five years of history, together with projections thru fiscal year 2012.

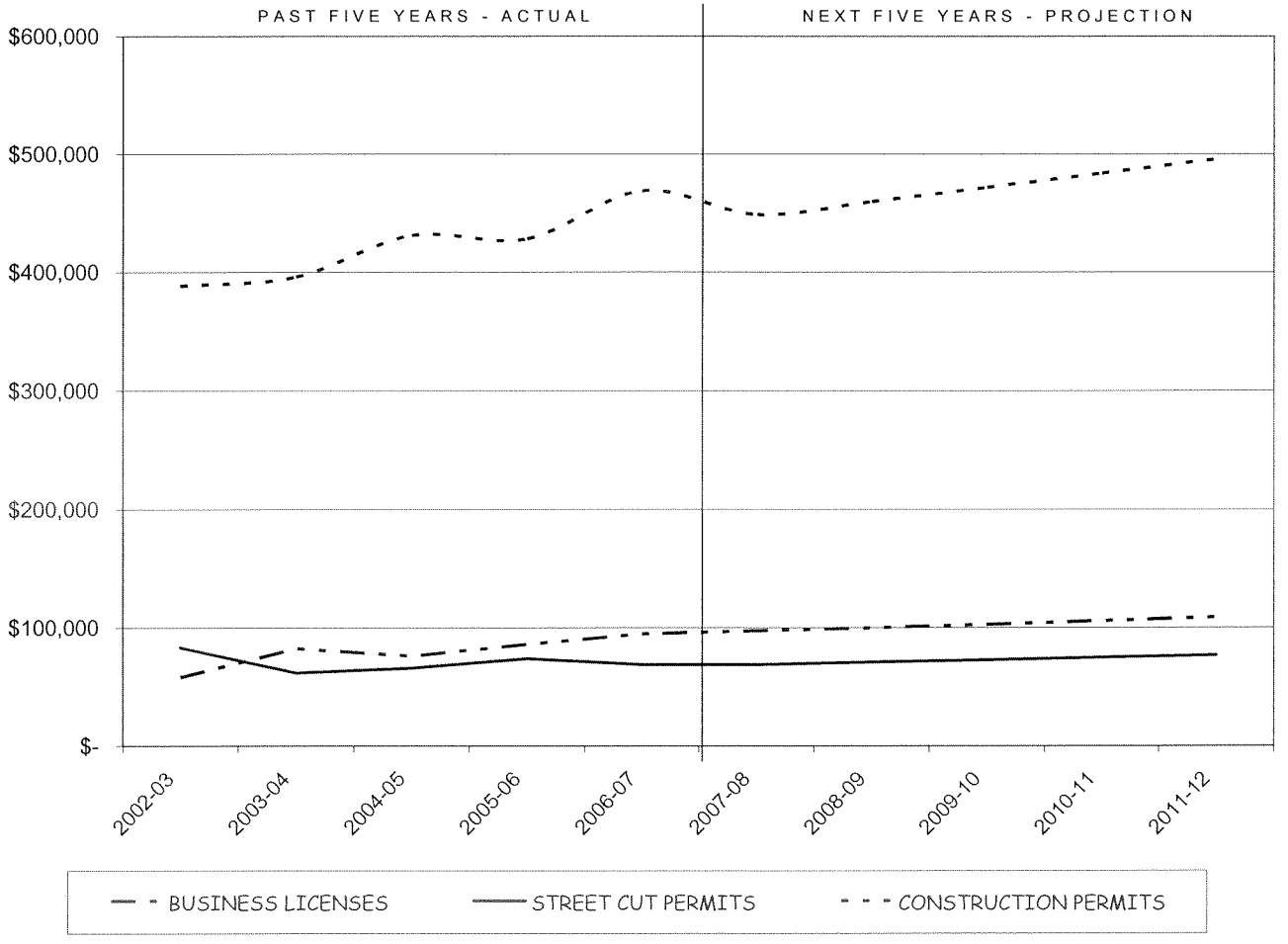
The model of the five projected years includes unit sales or services volume remaining relatively constant, and annual rate increase assumptions as follows:

- Leisure & Cultural Services Activities	1.0%
- Cemeteries	2.0%
- Community Services (including Inspections)	2.0%
- All Other Service Groups	2.0%



REVENUE GROUP: LICENSES & PERMITS

- Licenses & Permits does not represent a material revenue source; but is significant enough to reflect an illustration of trends over time.
- The graph below reflects five years of history, together with current budget estimates and a projection of four additional fiscal years.
- The projection model for the next five years anticipates relatively constant volume of licenses & permits issued, and annual rate increases of 2.5%:



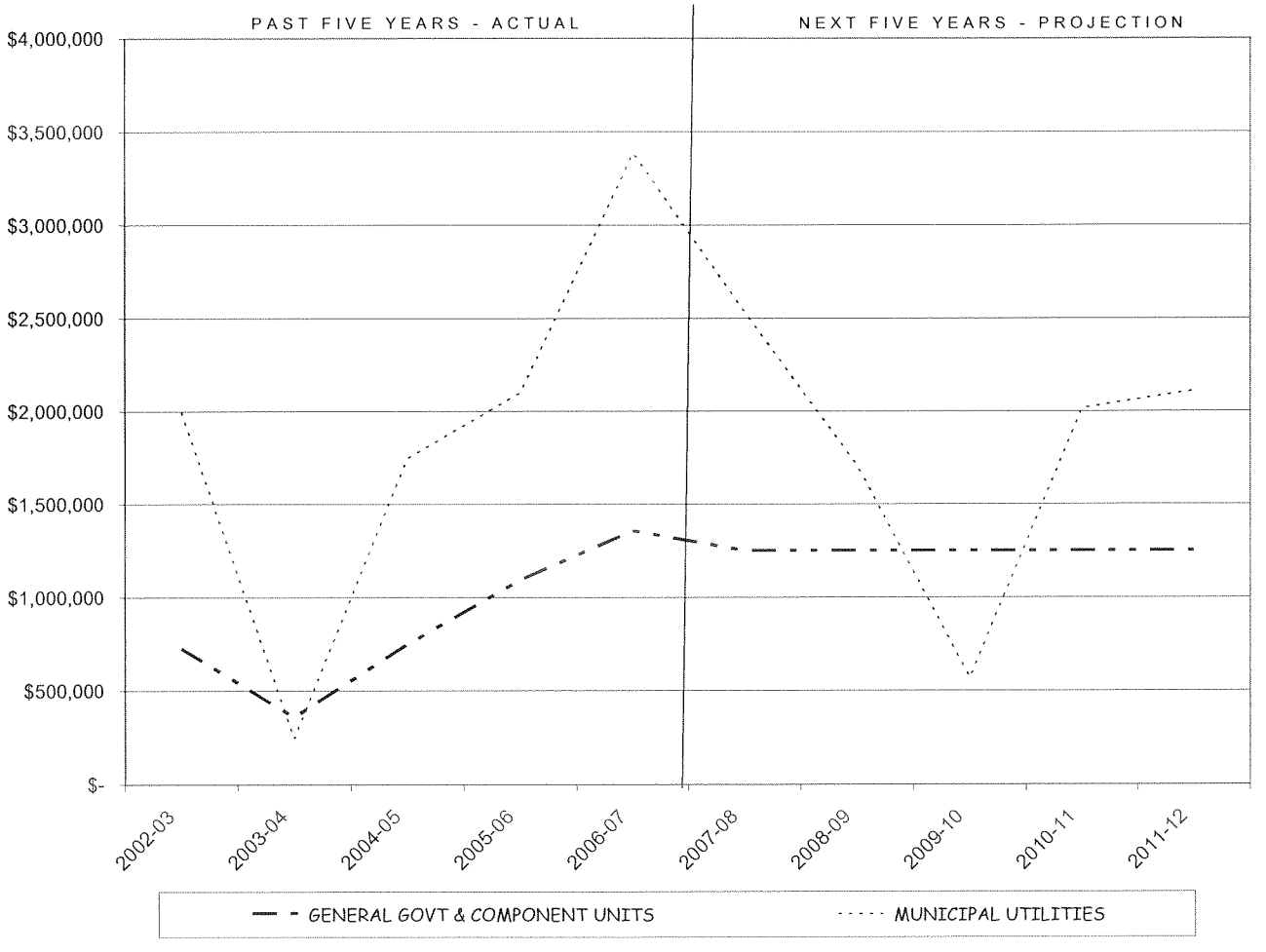
REVENUE GROUP: INVESTMENT INCOME

- Investment Income reflects a combination of portfolio size, types & length of investment securities, interest earnings, capital gains or losses on sales of investment securities, and year-end valuation adjustments to marketable securities held in the portfolio.

- For certain funds (e.g., the General Fund), investment income is considered a material revenue source.

- The Water and Wastewater Utility Funds project reductions in investment income for the fiscal years 2009-2012 resulting from the anticipated additional debt principal payment costs. 2010 earnings in the Electric Fund are down significantly in anticipation of use of reserves for capital investments.

- The graph below reflects the recent historic downward trend in the interest rate environment, more than any other single factor. The projection model for fiscal years 2008 thru 2012 includes the following considerations:
  - overall portfolio for operations to remain relatively constant....the same as for fiscal year 2007
  - overall portfolio for capital projects reflects all anticipated bond proceeds temporarily invested
  - total investment income for fiscal year 2008 thru 2012 reflects a constant 4.5% rate of return



FINANCIAL POLICIES & GUIDELINES

INTRODUCTION

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

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

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

PLANNING PROCESS

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

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

OPERATING SERVICES

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

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

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

CAPITAL PROJECTS

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

FINANCIAL POLICIES

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

BUDGETING

- The City's budgeting process shall be in compliance with the State of Michigan's Uniform Budgeting Act and Chapter 9 of the Holland City Charter.
- The basis of budgeting policies shall mirror the basis of accounting policies. To this end, Government-Type Funds shall be budgeted following the Modified Accrual Basis, and Proprietary-Type Funds to Full Accrual Basis.
- The City shall avoid budgetary practices that tend to balance the budget of a given year (i.e., use of existing Fund Balances) to the detriment of budget years that immediately follow.
- The City shall stress results-oriented budgeting by integrating financial amounts with mission statements, action plans, performance measures, and other indicators.
- The City shall promote and encourage a positive business climate and an economic development environment in partnership with the private sector.
- The City shall maintain on-going projections of property tax millage rates, updated annually, to be used as guidelines for short-term and long-term budgetary purposes.
- The City shall maintain aggressive pursuit of grant funding from governmental and non-government sources; as a means of enhancing annual budgets.
- The City shall attempt to provide and maintain incentive programs through the annual budgeting process that benefit lower-income residents with property improvements; encouraging pride in personal ownership as well as their neighborhoods.
- The Operating and Capital Project Budgets shall provide major goals to be achieved, services & programs to be delivered, clearly identifying funding sources and spending limitations.
- At a minimum, the budget shall include adequate appropriations to meet all of the City's contractual commitments, mandatory obligations, and essential services.
- Local government services that directly and indirectly benefit all or most taxpayers and users, shall be financially supported primarily from broad-base revenue sources such as property taxes, state shared revenues, investment income, etc.
- Local government services that directly and indirectly benefit a relatively limited number of taxpayers or users, shall be financially supported primarily from specific user fees, impact fees, and/or special assessments.
- New services and expansion of existing services shall be considered in the proposed annual budget only in relation to revenue sources that can financially support all of the new and ongoing costs and/or reduction/elimination of other existing services & programs.

FINANCIAL POLICIES

BUDGETING - (continued)

- Existing services & programs funded through grants which will be reduced or eliminated, shall be reviewed in the same manner as new or expanded services.
- Capital Project Funds shall be budgeted on a 'multi-year' inception-to-completion basis.
- The budget development process shall include at least the following events:
  - In late January, City Council members shall hold informal open meetings with citizens and representatives of the business community. The intent of the meetings is to primarily listen and gather information about current and long-term issues on the minds of community members.
  - By mid-to-late February, departments, boards and outside agencies shall submit their detailed budget requests and proposals
  - During late February and the entire month of March, the Finance staff shall assemble the various requests and proposals into an orderly budget format for review and recommendations by the City Manager.
  - Throughout the month of March, the City Manager and department managers shall review and discuss the goals, action plans, performance measurements, organizational structures, staffing requirements, and monetary budget levels.
  - During the month of March, the City Manager shall finalize proposed updates to the Capital Improvements Five-Year Plan. The plan is integrated into the overall City budget budget for the ensuing fiscal year.
  - By late March and/or early April, the City Manager shall make final recommendations for a consolidated budget across all funds and departments; and the Finance staff shall prepare the budget document in accordance with the City Manager's directives.
  - By early April, the City Manager's Proposed Budget shall be submitted to the City Council for their review and discussion.
  - During mid-to-late April, the City Council shall extensively review, discuss, and decide upon budget priorities and budget levels.
  - By late April the City Council shall present its version of the budget to the general public; providing the community at-large approximately 10 days to review the budget document, as presented.
  - At the first regularly-scheduled meeting in May, the City Council shall hold a public hearing regarding its proposed budget. At the close of the public hearing, the City Council votes to approve a budget and a property tax millage rate (including any adjustments to its proposed budget and tax millage) for the ensuing fiscal year that begins July 1.
  - Adjustments to personnel classification and compensation issues (within the constraints of the newly adopted budget) shall be addressed by the City Council during the time period of late June and/or early July), coinciding with the start of the new fiscal year.
  - Adjustments to rates of Fees and Charges for Services shall be addressed by the City Council as an issue separate from adoption of the budget.
  - The adopted budget shall be implemented with the start of the fiscal year, July 1.

FINANCIAL POLICIES

BASIS OF ACCOUNTING

- All Governmental-Type Funds and Expendable Trust Funds shall utilize a Modified Accrual Basis of Accounting. This means revenues are recorded when received in cash, except those susceptible to accrual, which are recorded as receivables and revenues when measurable and available to meet current obligations. Expenditures are recorded when a liability is incurred; except general obligation debt principal & interest maturities that are recorded at the time of payment in the Debt Service Funds.
- All of the City's Proprietary-Type Funds and Fiduciary Funds (except Agency funds) shall employ a Full Accrual Basis of Accounting. This implies that Revenues are recognized when earned (with no special exceptions) and Expenses are recognized and recorded as a liability when incurred (with no special exceptions).

ACCOUNTING & FINANCIAL REPORTING

- The accounting and reporting system shall comply with pronouncements of the Governmental Accounting Standards Board (GASB), as well as State of Michigan statutes and mandates.
- The accounting system shall provide necessary and reasonable internal controls for proper recording and monitoring of all assets, liabilities, reserves & equities, and revenue & expenditures.
- The accounting system shall include budgetary controls sufficient to assure adherence to the approved budget.
- The accounting system shall employ the use of Encumbrance Accounting in Governmental-type Funds to account for Purchase Orders, Contracts, and other commitments for the expenditure of appropriated monies.
- The accounting system shall provide routine monthly, quarterly, and annual reports to management that provides comparisons of actual revenues and expenditures to budgeted amounts.
- At the conclusion of each fiscal year:
  - a Comprehensive Annual Financial Report shall be prepared in accordance with Government GAAP guidelines
  - an independent audit shall be performed by a Certified Public Accounting firm, in compliance with State of Michigan statutes.

FUND EQUITIES AND RESERVES

- The City shall attempt to maintain fund equity balances of the General Fund and Budget Stabilization Fund within a range of 7.5% to 15.0% of the ensuing fiscal year General Fund budget appropriations.
- As a part of the budgeting process, the City Council may determine to maintain designated cash reserve balances in certain funds.
- As a part of the budgeting process, the City may determine to utilize certain designated fund equity amounts for purposes of balancing an ensuing fiscal year budget; except the City shall avoid budgetary practices that tend to balance the budget of a given year (i.e., use of existing Fund Balances) to the detriment of budget years that immediately follow

FINANCIAL POLICIES

REVENUES

- The City shall attempt to achieve diversified, reliable and stable sources of revenue to support the general operating budget and minimize volatility & vulnerability from budget year to budget year.
- The City shall maintain sound property appraisal policies and procedures to reflect accuracy of state equalized values.
- The City shall make every attempt to maintain its property tax millage rate(s) at the lowest levels possible while taking into consideration all budgetary factors, such as acceptable expenditure levels, reserve balance levels, and all revenue sources.
- After having determined ensuing budget year expenditure requirements, reserve balance levels, and estimates of all revenue sources; the City shall make every attempt to maintain the lowest operating millage rate.
- The City shall maintain an aggressive approach toward collection of past due taxes receivable and all other types of receivables.
- The City shall annually review the fees and charges for services; and modify rate structures to reflect changing costs to provide associated services....to include services recorded in both governmental and enterprise funds.
- The City shall be continually vigilant toward potential new sources of revenues, to include grants made available by government agencies.

CAPITAL PROJECTS & DEBT FINANCING

- The City shall annually update an on-going five year projection plan of capital projects (including major renovations to infrastructure assets), to be used as a guideline for short-term and long-term capital budgeting.
- The City shall attempt to maintain its existing capital assets in adequate condition (unless individual assets may be considered to be discontinued and discarded) to minimize future maintenance and/or replacement.
- The City shall give due diligent consideration to the financial impact upon future operating budgets, in regard to proposed capital improvement projects.
- The City shall remain constantly alert and diligent to possible outside funding sources that may provide financial assistance for its capital projects; and at the same time reduce the need for issuance of new and additional debt.
- The City shall not enter into any debt instrument or illegal form of debt that is not permitted under State of Michigan statutes.
- The City shall make every attempt to not exceed a maximum of twenty years on long-term debt borrowings.
- The City shall make every attempt to maintain a high bond rating level with the bond rating agencies, for the purpose of minimizing interest costs on long-term debt obligations.

FINANCIAL POLICIES

FIXED ASSETS

- The City maintains an automated system to account for all items designated as fixed assets:
  - General Fixed Assets:
    - guidelines include items with a cost of at least $500 and a useful life of at least two years.
  - Infrastructure Fixed Assets
    - guidelines include items with a cost of at least $5,000 and a useful life of at least two years.

CASH AND INVESTMENTS

- The City shall maintain a cash and investment policy that includes the following:
  - For incoming funds, maintain a system of internal controls and reconciliations that reasonably assures proper administration of receipting, recording; and depositing. The internal controls shall take into consideration various methods and media of receipting, to include:
    - over-the-counter cash
    - checks
    - charge cards (limited acceptability)
    - electronic transfers (ETF's & ACH's)
  - For outgoing funds, maintain a system of internal controls and reconciliations that reasonably assures proper administration for payment approvals, recording, as well as actual disbursals of funds. The internal controls shall take into consideration various methods and media of disbursals, to include:
    - issuance of petty cash
    - checks
    - charge cards (under consideration)
    - electronic transfers (ETF's & ACH's)
  - To the extent possible, the City shall pool its cash / investments across all of its funds; for purposes of operating efficiency and maximizing investment earnings.
  - Maintain a system of on-going cash-flow projections across all funds, using prior experience, current and anticipated cash inflows, and projected cash outflow requirements.
  - On-going analysis of market conditions to maximize investment yields, while giving due consideration to safety of investment principal.

BUDGET EVENTS BY CALENDAR MONTH (page 1 of 3)

JULY

Maintain & Monitor Current Fiscal Year Budgets -

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

AUGUST

Maintain & Monitor Current Fiscal Year Budgets -

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

SEPTEMBER

Maintain & Monitor Current Fiscal Year Budgets -

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

OCTOBER

Maintain & Monitor Current Fiscal Year Budgets -

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

NOVEMBER

Present Financial Summary of Most Recent Fiscal Year Results -

- Comprehensive Annual Financial Report presented to City Council & City Manager.
- Independent Auditors present findings of audit and any recommendations to management.

Maintain & Monitor Current Fiscal Year Budgets -

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

DECEMBER

Maintain & Monitor Current Fiscal Year Budgets -

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

Preparation Work Towards Ensuing Fiscal Year Budgets -

- Review and Analysis of Five Year Projection Plan for Capital Projects

BUDGET EVENTS BY CALENDAR MONTH (page 2 of 3)

JANUARY

Maintain & Monitor Current Fiscal Year Budgets -

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

Preparation Work Towards Ensuing Fiscal Year Budgets -

- Continued Review and Analysis of Five Year Projection Plan for Capital Projects
- City Council meets informally (typically a Saturday morning) with all interested citizens of the community regarding any topics that the citizens wish to discuss.
- Issuance of ensuing fiscal year budget preparation worksheets to Department Managers.

FEBRUARY

Maintain & Monitor Current Fiscal Year Budgets -

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

Preparation Work Towards Ensuing Fiscal Year Budgets -

- Finalize the Process of Reviewing and Analyzing Five Year Projection Plan for Capital Projects
- City Council meets informally with Dept Managers (typically a Friday evening dinner & meeting). Dept Managers each present a brief update to Council members of significant projects, activities and events that are either current or imminent.
- Dept Managers submit to City Manager proposals for ensuing fiscal year budgets:
  - line-item account budget proposals of individual functions and activities (with narrative).
  - staffing proposals for individual budget activities
  - performance measurements of individual budget activities
  - narratives regarding assigned and proposed Action Plans (goals & objectives)
- Holland Board of Public Works (electric, water & wastewater municipal utilities) submits ensuing fiscal year budgets to City Manager.
- Non-Profit Community Service Organizations submit assistance requests to City Manager.
- Finance Office begins process of sorting, editing, assembling and updating proposed budget information - as submitted by Dept Managers - for City Manager review and modification.

MARCH

Maintain & Monitor Current Fiscal Year Budgets -

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

Preparation Work Towards Ensuing Fiscal Year Budgets -

- Finance Office continues with its budget preparation processes:
  - sorting, assembling, editing and updating budget proposal information
  - submits departmental proposals to City Manager
- City Manager reviews budgets and narratives with Dept Managers:
  - makes recommended adds, cuts, deletes, and other types of adjustments
  - prepares budget recommendation message to City Council
  - directs Finance Office to prepare a final proposed budget document for City Council..

BUDGET EVENTS BY CALENDAR MONTH (page 3 of 3)

APRIL

Maintain & Monitor Current Fiscal Year Budgets -

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

Preparation Work Towards Ensuing Fiscal Year Budgets -

- At the first scheduled City Council meeting of April, the City Manager formally presents a Proposed Budget to the City Council.
- City Council and City Manager hold several study sessions to review the Proposed Budget.
- City Council makes preliminary decisions regarding:
  - the ensuing fiscal year budget, as well as the proposed property tax millage rates.
  - the ensuing fiscal year property tax millage rates
- City Council formally presents a proposed budget to the public, with:
  - a summary published in the local newspaper
  - complete detailed proposed budget documents placed on display in various public locations.
- Taxpayers and citizens are provided approximately two weeks in which to personally review the City Council's proposed budget document.

MAY

Maintain & Monitor Current Fiscal Year Budgets -

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

Preparation Work Towards Ensuing Fiscal Year Budgets -

- At the first regularly scheduled meeting of May, the City Council:
  - holds public hearings on the proposed budget and the proposed property tax millage rates.
  - makes final decisions regarding the proposed budget and/or property tax millage rates.
  - adopts resolutions for ensuing fiscal year budget and property tax millage rates.

JUNE

Maintain & Monitor Current Fiscal Year Budgets -

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

Preparation Work Towards Ensuing Fiscal Year Budgets -

- Human Resources Director submits input to the City Manager regarding departmental proposals for staffing levels, position adjustments, position pay reclassifications, current status of any bargaining unit negotiations, etc.
- City Council adopts compensation packages and adjustments for the new fiscal year:
  - pay reclassifications for certain classified positions
  - compensation schedules that delineate pay levels for classified employment positions
  - contractual compensation levels for unclassified employees
  - adjustments - if any - to existing fringe benefit packages.
- City Council adopts updated Schedule of Fees & Charges for the new fiscal year that compliment the various budgeted revenue line-items for 'Charges for Services' and 'Licenses & Permits'.

CITY OF HOLLAND
ANNUAL BUDGET RESOLUTION
FOR THE FISCAL YEAR JULY 1, 2007 - JUNE 30, 2008

Adopted May 2, 2007

WHEREAS, notification of a public hearing on the annual budget for fiscal year 2007-08 as proposed by the City Council, has been duly published in accordance with Section 9.4 of the City Charter; and

WHEREAS, the proposed budget document has been placed on file for public inspection at Herrick District Library and the Office of the City Clerk; and

WHEREAS, a public hearing on the proposed budget was held, as scheduled, at 7:00 P.M. on May 2, 2007 in the Council Chambers of City Hall, located at 270 River Avenue, Holland, to give interested citizens an opportunity to be heard;

THEREFORE, BE IT RESOLVED, that the City Council does hereby adopt the Annual Budget, of Estimated Revenues and Appropriations, by Organizational Unit, for all funds as therein presented, to include any modifications approved at the time of the public hearing, in accordance with requirements as set forth in Section 9.5 of the Holland City Charter and State of Michigan Act 621 of 1978, as amended, for the fiscal year July 1, 2007 through June 30, 2008; and

BE IT FURTHER RESOLVED, that the authorized employment positions and classifications are adopted as specifically listed in the personnel schedules of each fund and/or organizational unit, and any additional changes shall be the result of a separate action(s) of the City Council; and

BE IT FURTHER RESOLVED, that the compensation plans for all officials and employees shall be adopted as a separate action(s) of the City Council; and

BE IT FURTHER RESOLVED, that any changes to fee and rate structures for various types of sales, services, uses or privileges, including utility rates, shall be adopted as a separate action(s) of the City Council; and

BE IT FURTHER RESOLVED, that the City Manager or Assistant City Manager are hereby authorized to make appropriation transfer adjustments from the *Contingencies* account of their respectively administered funds, and appropriation transfer adjustments within organizational units of the same fund, for:

- changes in estimates of specific operating accounts
- individual capital outlay adjustments

and, that individual appropriation transfer adjustments from a *Contingencies* account or within organizational units which exceed $5,000 may be authorized only by action of the City Council, and

ANNUAL BUDGET RESOLUTION - Continued

BE IT FURTHER RESOLVED, that the City Manager or Assistant City Manager are hereby authorized to administer appropriation adjustments to budgets of the fiscal year 2006-07, to the extent that such adjustments do not exceed the *2006-07 Revised Estimates*, as outlined in the fiscal year 2007-08 annual budget, and

BE IT FURTHER RESOLVED, that all open encumbrances in Governmental-Type Funds at June 30, 2007 will be liquidated and re-established as of July 1, 2007 in the new fiscal year. This procedure will increase total Appropriations of the new fiscal year by the amount of the re-established encumbrances. The City Finance Office is hereby authorized to increase overall fund appropriations in the new fiscal year, directly from *Fund Balance–Undesignated*, equal to re-established encumbrances.

BE IT FURTHER RESOLVED, that the City of Holland's property tax millage levy against all classes of assessable property, at *taxable valuations* as approved by the Boards of Commissioners for Ottawa and Allegan counties, the State Tax Commission, and anticipated adjustments of the Michigan Tax Tribunal, for the fiscal year July 1, 2007 - June 30, 2008 is adopted as follows:

	Property Tax Millage	
Designated Purpose	Rate	Amount
CITY OF HOLLAND		
Operating:		
– General Government Operations	9.3361	$ 11,169,752
Capital Projects and Acquisitions:		
– Property Acquisitions	0.0000	-0-
– Sidewalk Development & Improvement Projects	0.0500	59,820
– Street Development & Improvement Projects	1.0000	1,196,404
– Municipal Capital Projects	0.2977	356,170
Debt Service Obligations:		
– General Obligation Debt	1.8551	2,246,152
Total Property Tax Millage Levy	12.5389	$ 15,028,298
HERRICK DISTRICT LIBRARY		
– Library Operating	1.0450	$ 1,250,243
– Library Debt Service Obligation	0.2661	322,193
Total Property Tax Millage Levy	1.3111	$ 1,572,436
GRAND TOTAL - TAX MILLAGE LEVY	13.8500	$ 16,600,734
DOWNTOWN DEVELOPMENT AUTHORITY	1.8437	$ 178,373

ANNUAL BUDGET RESOLUTION - Continued

BE IT FURTHER RESOLVED, that the total Herrick District Library millage rate is still subject to revision due to county equalization. If the total Herrick District Library millage rate is revised pursuant to county equalization, then the Grand Total City of Holland (including Herrick District Library) millage rate will remain at 13.8500 mills. If the total Herrick District Library millage rate is revised upward by county equalization prior to July 1, 2007, then the City of Holland – Municipal Capital Projects millage rate will be revised downward by an equal amount. If the total Herrick District Library millage rate is revised downward by county equalization prior to July 1, 2007, then the City of Holland – Municipal Capital Projects millage rate will be revised upward by an equal amount.

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

Fiscal Year 2006-07: $31,767 is appropriated to cover property tax rebates & reductions anticipated during Fiscal Year 2006-07 for prior tax years (those years prior to Tax Year 2006).

Fiscal Year 2007-08: $10,000 is appropriated to cover property tax rebates & reductions estimated during Fiscal Year 2007-08 for prior tax years (those years prior to Tax Year 2007).

I hereby certify that the foregoing is a true and complete copy of a resolution adopoted by the Holland City Council at its regular meeting held on May 2, 2007.

Anna Perales
Acting Deputy City Clerk

COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2006 AND 2007
- - BY PROPERTY CLASSIFICATION - -

	Tax Year		Increase (Decrease)	
	2006	2007	$	%
REGULAR ASSESSMENT ROLL EXPRESSED AT TAXABLE VALUATION				
Residential				
Real Property	$ 579,508,801	$ 605,942,983	$ 26,434,182	4.56%
Business				
Real Property:				
- Industrial	$ 139,898,515	$ 136,271,182	$ (3,627,333)	-2.59%
- Commercial	237,363,061	246,411,172	9,048,111	3.81%
- Agricultural	2,011,476	1,988,782	(22,694)	-1.13%
- Developmental	471,880	488,449	16,569	3.51%
- Total Business Real Property	$ 379,744,932	$ 385,159,585	$ 5,414,653	1.43%
Personal Property:				
- Industrial	$ 108,803,500	$ 117,212,600	$ 8,409,100	7.73%
- Commercial	41,579,400	40,023,500	(1,555,900)	-3.74%
- Utilities	4,285,500	4,368,900	83,400	1.95%
- Total Business Personal Property	$ 154,668,400	$ 161,605,000	$ 6,936,600	4.48%
Total Business Property	$ 534,413,332	$ 546,764,585	$ 12,351,253	2.31%
Total Regular Assessment Roll	$ 1,113,922,133	$ 1,152,707,568	$ 38,785,435	3.48%
INDUSTRIAL FACILITIES TAX (IFT) ABATEMENT ASSESSMENT ROLL				
@ Regular Valuations				
Real Property:				
- New	$ 50,167,600	$ 55,730,000	$ 5,562,400	11.09%
- Rehabilitated	244,900	244,900	-	0.00%
- Total Real Property	$ 50,412,500	$ 55,974,900	$ 5,562,400	11.03%
Personal Property:				
- New	$ 62,511,100	$ 59,961,900	$ (2,549,200)	-4.08%
- Rehabilitated	- 0 -	- 0 -	- 0 -	0.00%
- Total Personal Property	$ 62,511,100	$ 59,961,900	$ (2,549,200)	-4.08%
Total Real and Personal Property	$ 112,923,600	$ 115,936,800	$ 3,013,200	2.67%
@ Taxable Valuation Equivalency	$ 56,584,250	$ 58,090,850	$ 1,506,600	2.66%
COMBINED SUMMARY OF CITY-WIDE PROPERTY ASSESSMENT ROLL				
Regular Assessment Roll	$ 1,113,922,133	$ 1,152,707,568	$ 38,785,435	3.48%
Tax Abatement Assessment Roll	56,584,250	58,090,850	$ 1,506,600	2.66%
Grand Total	$ 1,170,506,383	$ 1,210,798,418	$ 40,292,035	3.44%

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2007 (fiscal year 2008), the City of Holland administers eight 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 2007 (fiscal year 2008) amount to $13,408,574.

TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

For tax year 2007 (fiscal year 2008), P.A. 376 Tool & Die abatements amount to $985,400.

SUMMARY OF PROPERTY TAXABLE VALUATION ROLL FOR TAX YEAR 2007

BY SCHOOL DISTRICT JURISDICTIONS WITHIN THE CITY OF HOLLAND

	Holland Public Schools	Hamilton Public Schools	Zeeland Public Schools	Combined
REGULAR ASSESSMENT ROLL:				
Real Property	$ 910,381,970	$ 80,554,495	$ 166,103	$ 991,102,568
Personal Property	109,400,200	52,199,800	5,000	161,605,000
Total	$ 1,019,782,170	$ 132,754,295	$ 171,103	$ 1,152,707,568
IFT/CFT ABATEMENT ASSESSMENT ROLL:				
New Property	$ 74,450,800	$ 41,241,100	$ - 0 -	$ 115,691,900
Rehabilitated Property	244,900	- 0 -	- 0 -	244,900
Total	$ 74,695,700	$ 41,241,100	$ - 0 -	$ 115,936,800
Valuation for Budgeting Purposes	$ 37,470,300	$ 20,620,550	$ - 0 -	$ 58,090,850
TOTAL TAXABLE VALUATION	$ 1,057,252,470	$ 153,374,845	$ 171,103	$ 1,210,798,418

BY COUNTY GOVERNMENT JURISDICTIONS WITHIN THE CITY OF HOLLAND

	County Of		
	Ottawa	Allegan	Combined
REGULAR ASSESSMENT ROLL:			
Real Property	$ 660,057,640	$ 331,044,928	$ 991,102,568
Personal Property	59,750,000	101,855,000	161,605,000
Total	$ 719,807,640	$ 432,899,928	$ 1,152,707,568
IFT/CFT ABATEMENT ASSESSMENT ROLL:			
New Property	$ 32,978,900	$ 82,713,000	$ 115,691,900
Rehabilitated Property	244,900	- 0 -	244,900
Total	$ 33,223,800	$ 82,713,000	$ 115,936,800
Valuation for Budgeting Purposes	$ 16,734,350	$ 41,356,500	$ 58,090,850
TOTAL TAXABLE VALUATION	$ 736,541,990	$ 474,256,428	$ 1,210,798,418

TAXABLE VALUATIONS 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2007 (fiscal year 2008), the City of Holland administers eight 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 2007 (fiscal year 2008) amount to $13,408,574.

TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

For tax year 2007 (fiscal year 2008), P.A. 376 Tool & Die abatements amount to $985,400.

COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2006 AND 2007
- - BY PROPERTY TYPE - -

Property Type	TAX YEAR 2006 Taxable Valuation	TAX YEAR 2006 % Of Total Taxable Valuation	TAX YEAR 2007 Taxable Valuation	TAX YEAR 2007 % Of Total Taxable Valuation
TAXABLE VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY				
Residential Property				
Regular Assessment Roll:				
- Real Property	$ 579,508,801		$ 605,942,983	
Total - All Residential Property	**$ 579,508,801**	49.51%	**$ 605,942,983**	50.04%
Business Property				
Regular Assessment Roll:				
- Real Property	$ 379,744,932		$ 385,159,585	
- Personal Property	154,668,400		161,605,000	
- Total	$ 534,413,332		$ 546,764,585	
IFT Abatement Assessment Roll:				
- Real Property	$ 25,328,700		$ 28,109,900	
- Personal Property	31,255,550		29,980,950	
- Total	$ 56,584,250		$ 58,090,850	
Total - All Business Property	**$ 590,997,582**	50.49%	**$ 604,855,435**	49.96%
Grand Total - All Property	**$ 1,170,506,383**	**100.00%**	**$ 1,210,798,418**	**100.00%**
TAXABLE VALUATIONS - REAL PROPERTY AND PERSONAL PROPERTY				
Total - All Real Property	**$ 984,582,433**	**84.12%**	**$ 1,019,212,468**	**84.18%**
Total - All Personal Property	**185,923,950**	**15.88%**	**191,585,950**	**15.82%**
Grand Total - All Property	**$ 1,170,506,383**	**100.00%**	**$ 1,210,798,418**	**100.00%**

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2007 (fiscal year 2008), the City of Holland administers eight 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 2007 (fiscal year 2008) amount to $13,408,574.

TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

For tax year 2007 (fiscal year 2008), P.A. 376 Tool & Die abatements amount to $985,400.

COMPARISON OF PROPERTY TAXABLE VALUATION COMPARED TO ASSESSED VALUATION ROLL 2007

- - BY PROPERTY TYPE - -

Property Type	Assessed Valuation	Taxable Valuation	Difference
VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY			
Residential Property			
Regular Assessment Roll:	$ 708,524,300	$ 605,942,983	$ 102,581,317
Business Property			
Regular Assessment Roll:	$ 575,405,300	$ 546,764,585	$ 28,640,715
IFT Abatement Assessment Roll:			
- Real Property	$ 28,109,900	$ 28,109,900	$ -
- Personal Property	29,980,950	29,980,950	$ -
- Total	$ 58,090,850	$ 58,090,850	$ -
Total - All Business Property	**$ 633,496,150**	**$ 604,855,435**	**$ 28,640,715**
Grand Total - All Property	**$ 1,342,020,450**	**$ 1,210,798,418**	**$ 131,222,032**
			Reduction Percentage 9.78%

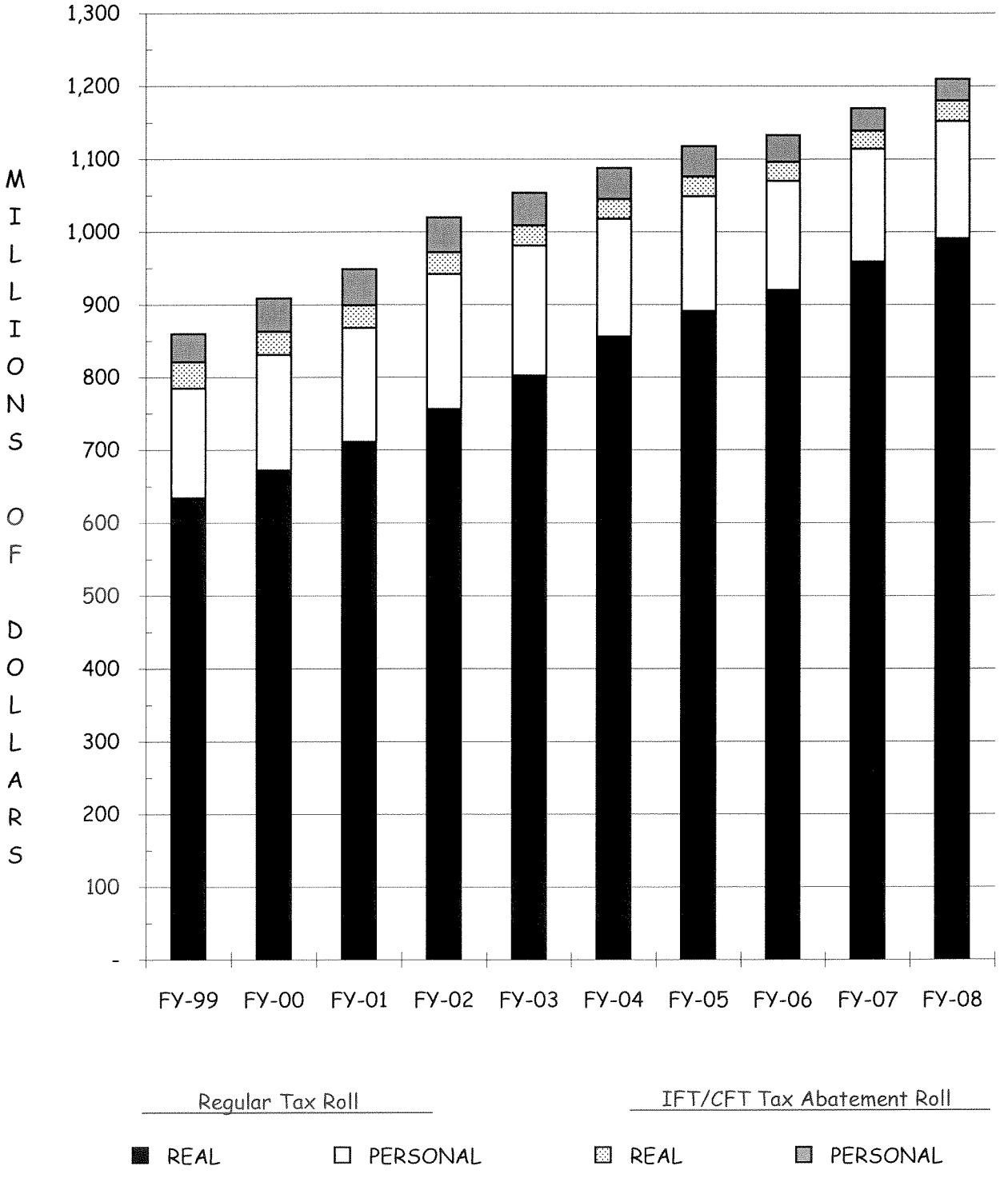
TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2007 (fiscal year 2008), the City of Holland administers eight 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 2007 (fiscal year 2008) amount to $13,408,574.

TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

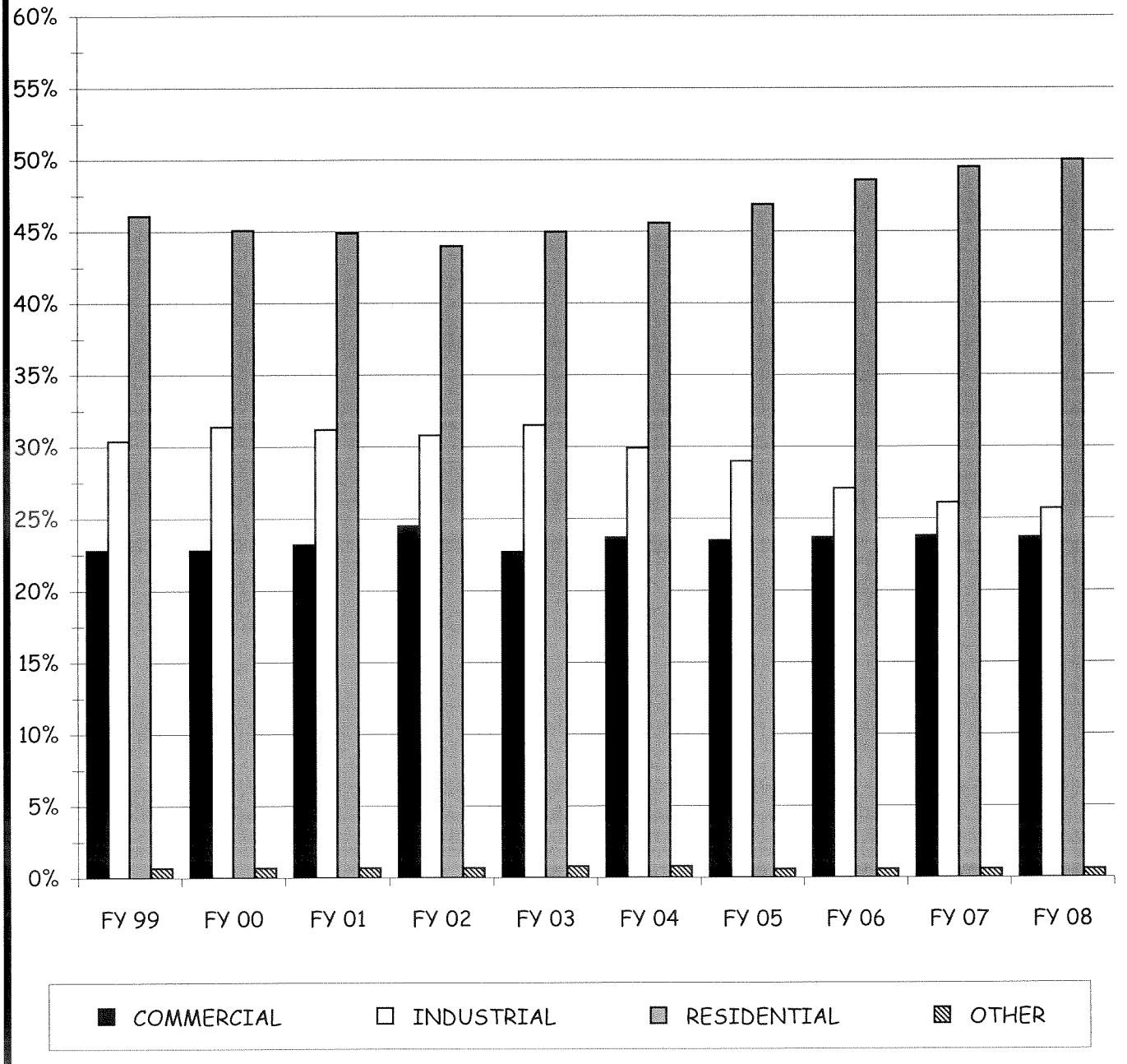
For tax year 2007 (fiscal year 2008), P.A. 376 Tool & Die abatements amount to $985,400.

CITY OF HOLLAND
REGULAR/IFT ASSESSMENT COMPOSITION



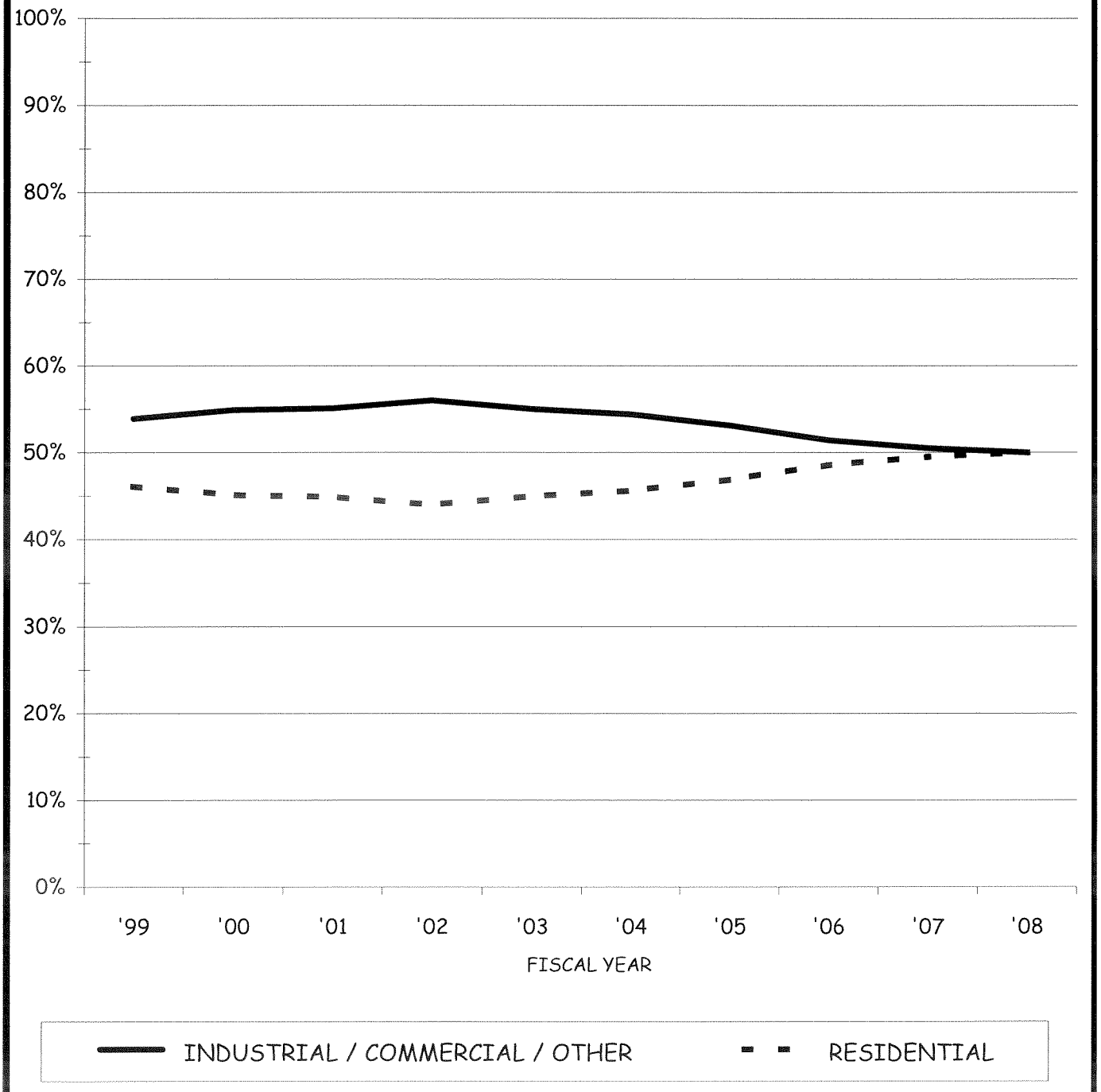
NOTE: The tax base of each fiscal year is established at December 31 preceding the beginning of the fiscal year.

CITY OF HOLLAND
PROPERTY ASSESSMENT COMPOSITION
BY PERCENTAGE



The tax base of each fiscal year is established at December 31 preceding the beginning of the fiscal year.

CITY OF HOLLAND
PROPERTY CLASSIFICATION



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

BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS

TAX YEAR 2007 T.I.F. CAPTURED TAXABLE VALUATIONS BY SPECIFIC MILLAGE LEVY ITEMS OF EACH TAXING UNIT WITH IFTS EXPRESSED AT EQUIVALENCY

Taxing Jurisdiction	BROWNFIELD REDEVELOPMENT AUTHORITY - LOCAL DISTRICT FINANCING AUTHORITY							
	29 E.6th St. (5th St Partners,LLC)		570 E.16th St. (16th St Development)		345 E.48th St. (Landmark, LLC)		665 E.48th St. (E 48th St Properties)	
	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation
CITY OF HOLLAND								
-Debt Service Levies:								
Gen.Obligation Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
-Operating Levies:								
General	Y	2,314,473	Y	1,753,425	Y	2,458,550	Y	138,300
Public Transportation	Y	2,314,473	Y	1,753,425	Y	2,458,550	Y	138,300
-Capital Levies:								
Property Acquisition	Y	2,314,473	Y	1,753,425	Y	2,458,550	Y	138,300
Street Improv.	Y	2,314,473	Y	1,753,425	Y	2,458,550	Y	138,300
Sidewalk Improv.	Y	2,314,473	Y	1,753,425	Y	2,458,550	Y	138,300
Municipal Cap.Improv.	Y	2,314,473	Y	1,753,425	Y	2,458,550	Y	138,300
-All Other:								
Special Assessments	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Misc. Assm'ts & Fees	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
D.D.A. Operating	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
1% Tax Admin Fee	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
DISTRICT LIBRARY								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,314,473	Y	1,753,425	Y	2,458,550	Y	138,300
COMMUNITY POOL								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,314,473	Y	1,753,425	Y	2,458,550	Y	138,300
COUNTY OF ALLEGAN								
Operating	---	-----	---	-----	Y	2,458,550	Y	138,300
Road Improvements	---	-----	---	-----	Y	2,458,550	Y	138,300
Emergency 911	---	-----	---	-----	Y	2,458,550	Y	138,300
COUNTY OF OTTAWA								
Operating	Y	2,314,473	Y	1,753,425	---	-----	---	-----
Parks	Y	2,314,473	Y	1,753,425	---	-----	---	-----
Emergency 911	Y	2,314,473	Y	1,753,425	---	-----	---	-----
INTERMEDIATE SCHOOL								
General Education	Y	2,314,473	Y	1,753,425	Y	2,458,550	Y	138,300
Special Education	Y	2,314,473	Y	1,753,425	Y	2,458,550	Y	138,300
Vocational Education	Y	2,314,473	Y	1,753,425	Y	2,458,550	Y	138,300
HOLLAND SCHOOLS								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	1,305,425	N	- 0 -	N	- 0 -	Y	138,300
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
HAMILTON SCHOOLS								
Debt	--	-----	--	-----	--	-----	--	-----
Operating	--	-----	--	-----	--	-----	--	-----
ZEELAND SCHOOLS								
Debt	--	-----	--	-----	--	-----	--	-----
Operating	--	-----	--	-----	--	-----	--	-----
Recreation	--	-----	--	-----	--	-----	--	-----
Bldg & Site Sinking Fd	--	-----	--	-----	--	-----	--	-----
STATE OF MICHIGAN								
State Education Tax	Y	1,305,425	N	- 0 -	N	- 0 -	Y	138,300

BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS

TAX YEAR 2007 T.I.F. CAPTURED TAXABLE VALUATIONS BY SPECIFIC MILLAGE LEVY ITEMS OF EACH TAXING UNIT WITH IFTS EXPRESSED AT EQUIVALENCY

Taxing Jurisdiction	BROWNFIELD REDEVELOPMENT AUTHORITY - LOCAL DISTRICT FINANCING AUTHORITY								Grand Totals
	13 W 4th St. (Steketee VanHuis)		573 Columbia Ave. (Baker-Lofts/Bosgraaf)		141 E 8th St. (Macatawa Bank)		96 W 15th St. (CCRC)		
	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Captured Taxable Valuation
CITY OF HOLLAND									
-Debt Service Levies:									
Gen.Obligation Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
-Operating Levies:									
General	Y	1,606,435	Y	2,759,914	Y	2,003,677	Y	373,800	13,408,574
Public Transportation	Y	1,606,435	Y	2,759,914	Y	2,003,677	Y	373,800	13,408,574
-Capital Levies:									
Property Acquisition	Y	1,606,435	Y	2,759,914	Y	2,003,677	Y	373,800	13,408,574
Street Improv.	Y	1,606,435	Y	2,759,914	Y	2,003,677	Y	373,800	13,408,574
Sidewalk Improv.	Y	1,606,435	Y	2,759,914	Y	2,003,677	Y	373,800	13,408,574
Municipal Cap.Improv.	Y	1,606,435	Y	2,759,914	Y	2,003,677	Y	373,800	13,408,574
-All Other:									
Special Assessments	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
Misc. Assm'ts & Fees	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
D.D.A. Operating	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
1% Tax Admin Fee	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
DISTRICT LIBRARY									
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
Operating	Y	1,606,435	Y	2,759,914	Y	2,003,677	Y	373,800	13,408,574
COMMUNITY POOL									
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
Operating	Y	1,606,435	Y	2,759,914	Y	2,003,677	Y	373,800	13,408,574
COUNTY OF ALLEGAN									
Operating	---	-----	---	-----	---	-----	---	-----	2,596,850
Road Improvements	---	-----	---	-----	---	-----	---	-----	2,596,850
Emergency 911	---	-----	---	-----	---	-----	---	-----	2,596,850
COUNTY OF OTTAWA									
Operating	Y	1,606,435	Y	2,759,914	Y	2,003,677	Y	373,800	10,811,724
Parks	Y	1,606,435	Y	2,759,914	Y	2,003,677	Y	373,800	10,811,724
Emergency 911	Y	1,606,435	Y	2,759,914	Y	2,003,677	Y	373,800	10,811,724
INTERMEDIATE SCHOOL									
General Education	Y	1,606,435	Y	2,759,914	Y	2,003,677	Y	373,800	13,408,574
Special Education	Y	1,606,435	Y	2,759,914	Y	2,003,677	Y	373,800	13,408,574
Vocational Education	Y	1,606,435	Y	2,759,914	Y	2,003,677	Y	373,800	13,408,574
HOLLAND SCHOOLS									
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
Operating	Y	1,606,435	Y	2,465,178	N	- 0 -	N	- 0 -	5,515,338
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -	- 0 -
HAMILTON SCHOOLS									
Debt	--	-----	--	-----	--	-----	--	-----	- 0 -
Operating	--	-----	--	-----	--	-----	--	-----	- 0 -
ZEELAND SCHOOLS									
Debt	--	-----	--	-----	--	-----	--	-----	-----
Operating	--	-----	--	-----	--	-----	--	-----	-----
Recreation	--	-----	--	-----	--	-----	--	-----	-----
Bldg & Site Sinking Fd	--	-----	--	-----	--	-----	--	-----	-----
STATE OF MICHIGAN									
State Education Tax	Y	1,606,435	Y	2,465,178	N	- 0 -	N	- 0 -	5,515,338

CITY OF HOLLAND
PROPERTY ASSESSMENT ROLLS EXPRESSED AS TAXABLE VALUATIONS

	Tax Year 2006 FY 2006-07	Tax Year 2007 FY 2007-08	Change	
Regular Roll (Includes Frozen NEZ)	$ 1,113,922,133	$ 1,152,707,568	$ 38,785,435	3.48%
- Less Mich Tax Tribunal Adjustment			- 0 -	
- Less LS Mold Tool & Die	(865,836)	(735,300)	130,536	
- Less Brownfields:				
- 29 East 6th Street (5th St Partners)	(1,686,935)	(2,314,473)	(627,538)	
- 665 East 48th Street (Lifesavers)	(7,500)	(138,300)	(130,800)	
- 570 East 16th Street (GE)	(1,753,425)	(1,753,425)	- 0 -	
- 573 Columbia Ave (Baker-Lofts)	(1,046,488)	(2,759,914)	(1,713,426)	
- 13 West 4th Street (Steketee Van Huis)	(333,235)	(551,435)	(218,200)	
- 345 East 48th Street (Textron)	(255,000)	(543,400)	(288,400)	
- 141 E 8th Street (Macatawa Bank)	(554,398)	(2,003,677)	(1,449,279)	
- 96 West 15th Street (CCRC)	- 0 -	(373,800)	(373,800)	
Subtotal Regular Roll	**1,107,419,316**	**1,141,533,844**	**$ 34,114,528**	**3.08%**
Tax Abatement Roll (Expressed at Equivalency)	56,584,250	58,090,850	1,506,600	
- Less Mich Tax Tribunal Adjustment			- 0 -	
- Less LS Mold Tool & Die	(250,550)	(250,100)	450	
- Less Brownfields:				
- 13 West 4th Street (Steketee Van Huis)	(1,056,650)	(1,055,000)	1,650	
- 345 East 48th Street (Textron)	(2,075,900)	(1,915,150)	160,750	
Subtotal Abatement Roll	**53,201,150**	**54,870,600**	**$ 1,669,450**	**3.14%**
Total - All Rolls Adjusted	$ 1,160,620,466	$ 1,196,404,444	$ 35,783,978	3.08%
Valuation to Add Back to Debt Levies	9,885,917	14,393,974		

FY07 Note - the adjustments in the formulas of the Debt Services levies (City and Library) of $9,885,917 relate to the Brownfield capture and Tool & Die abatement portions which are not applicable to be deducted from the debt service levies. The total FY07 Taxable Valuation used for Debt Service computation is $1,170,506,383.

FY08 Note - the adjustments in the formulas of the Debt Services levies (City and Library) of $14,393,974 relate to the Brownfield capture and Tool & Die abatement portions which are not applicable to be deducted from the debt service levies. The total FY08 Taxable Valuation used for Debt Service computation is $1,210,798,418.

PROPERTY TAX LEVY

ADOPTED MILLAGE RATES AND AMOUNTS FOR THE FISCAL YEAR 2006-07 AND 2007-08

	Tax Year 2006 FY 2006-07	Tax Year 2007 FY 2007-08	Increase (Decrease) Amount	Percent
PROPERTY TAX MILLAGE RATES				
City of Holland				
- Operating Levies:				
General	9.5188	9.3361	(0.1827)	- 1.92%
MAX Public Transportation System	0.1473	0.0000	(0.1473)	- 100.00%
Total Operating	9.6661	9.3361	(0.3300)	- 3.41%
- Capital Levies:				
Property Acquisition	0.0000	0.0000	0.0000	0.00%
Street Improvement Projects	1.0000	1.0000	0.0000	0.00%
Sidewalk Improvement Projects	0.0500	0.0500	0.0000	0.00%
Municipal Capital Projects	0.0142 (1)	0.2977	0.2835	1996.48%
Total Capital	1.0642	1.3477	0.2835	26.64%
- Debt Service Levies:				
General Obligation Debt	1.9586	1.8551	(0.1035)	- 5.28%
- Total City of Holland	12.6889	12.5389	(0.1500)	- 1.18%
Herrick District Library				
- Operating	1.0331 (1)	1.0450	0.0119	1.15%
- Debt Service	0.2780	0.2661	(0.0119)	- 4.28%
- Total Herrick District Library	1.3111	1.3111	0.0000	0.00%
Total Millage Levy Rate	14.0000	13.8500	(0.1500)	- 1.07%
PROPERTY TAX MILLAGE AMOUNTS				
City of Holland				
- Operating Levies:				
General	11,047,714	11,169,752	122,038	1.10%
MAX Public Transportation System	170,959	- 0 -	(170,959)	- 100.00%
Total Operating	$ 11,218,673	$ 11,169,752	$ (48,921)	- 0.44%
- Capital Levies:				
Property Acquisition	- 0 -	- 0 -	- 0 -	0.00%
Street Improvement Projects	1,160,620	1,196,404	35,784	3.08%
Sidewalk Improvement Projects	58,031	59,820	1,789	3.08%
Municipal Capital Projects	16,481	356,170	339,689	100.00%
Total Capital	$ 1,235,132	$ 1,612,394	$ 377,262	30.54%
- Debt Service Levies:				
General Obligation Debt *	2,292,554	2,246,152	(46,402)	- 2.02%
- Total City of Holland	$ 14,746,359	$ 15,028,298	$ 281,939	1.91%
Herrick District Library				
- Operating	1,199,037	1,250,243	51,206	4.27%
- Debt Service *	325,401	322,193	(3,208)	- 0.99%
- Total Herrick District Library	$ 1,524,438	$ 1,572,436	$ 47,998	3.15%
Total Millage Levy Amount	$ 16,270,797	$ 16,600,734	$ 329,937	2.03%

* Brownfield Captures and Tool & Die Abatements Are Not Excluded From Debt Service Levies

(1) Final Adjusted Millage Rate Per County Equalization.

CITY OF HOLLAND
1% PROPERTY TAX ADMINISTRATION FEE
SUMMARY OF PROJECTED REVENUES TO BE GENERATED
FOR FISCAL YEAR 2007-08

Taxing Jurisdiction	2007 Taxable Value Within City of Holland	2007-08 Millage Rates	2007-08 Millage Amounts	Projected 1% Administration Fee
City of Holland	$ 1,210,798,418	12.5389	$ 15,182,080	$ 151,821
Special Assessments			647,000	6,470
Downtown Development Authority	96,747,466	1.8437	178,373	1,784
Herrick District Library	1,210,798,418	1.3111	1,587,478	15,875
State of Michigan	1,210,798,418	6.0000	7,264,791	72,648
Holland Public School District:				
- Homestead Exemption Properties (a)	513,286,832	3.2868	1,687,071	16,871
- Non-Homestead Properties	543,965,638	21.2868	11,579,288	115,793
Hamilton Community School District:				
- Homestead Exemption Properties (a)	12,392,300	7.0000	86,746	867
- Non-Homestead Properties	140,982,545	25.0000	3,524,564	35,246
Zeeland Public School District:				
- Homestead Exemption Properties (a)	- 0 -	8.0300	- 0 -	- 0 -
- Non-Homestead Properties	171,103	26.0300	4,454	45
Ottawa Intermediate School District	1,210,798,418	4.2093	5,096,614	50,966
Holland Area Community Pool Authority	1,057,252,470	1.5000	1,585,879	15,859
MAX Authority	1,210,798,418	0.4000	484,319	4,843
County of Allegan	474,256,428	5.8686	2,783,221	27,832
County of Ottawa	736,541,990	4.3572	3,209,261	32,093
Total			$ 54,901,138	$ 549,011

Additional Notes

For items designated with (a) above -

The taxable valuation of "Homestead Exemption Properties" for each of the school districts within the City of Holland are estimated using the most current information available in the database files. However, estimates are subject to adjustments prior to tax levy in July and December 2007. Any adjustments will affect the amounts to be received for the 1% Property Tax Administration Fee.

DOWNTOWN DEVELOPMENT AUTHORITY
SUMMARY OF PROPERTY ASSESSMENT ROLL, TAX RATE AND TAX LEVY
FISCAL YEAR 2006-07 AND FISCAL YEAR 2007-08

	Actual Tax Year 2006 FY 2006-07	Adopted Tax Year 2007 FY 2007-08	Increase (Decrease) Amount	Percent
PROPERTY TAXABLE VALUATION ROLL				
Regular Roll:				
- Real Property	$ 78,320,278	$ 83,270,916	$ 4,950,638	6.32%
- Personal Property	10,494,400	11,085,700	591,300	5.63%
- Total	$ 88,814,678	$ 94,356,616	$ 5,541,938	6.24%
Tax Abatement Roll (Taxing Equivalency):				
- Real Property	$ 461,700	$ 461,700	$ - 0 -	0.00%
- Personal Property	1,925,050	1,929,150	4,100	0.21%
- Total	$ 2,386,750	$ 2,390,850	$ 4,100	0.17%
Total Assessment Rolls	$ 91,201,428	$ 96,747,466	$ 5,546,038	6.08%
PROPERTY TAX MILLAGE RATE LEVY				
Operating Rate				
- For Operations & Maintenance	1.8437	1.8437	- 0 -	0.00%
PROPERTY TAX MILLAGE AMOUNT LEVY				
Operating Levy				
- For Operations & Maintenance	$ 168,148	$ 178,373	$ 10,225	6.08%

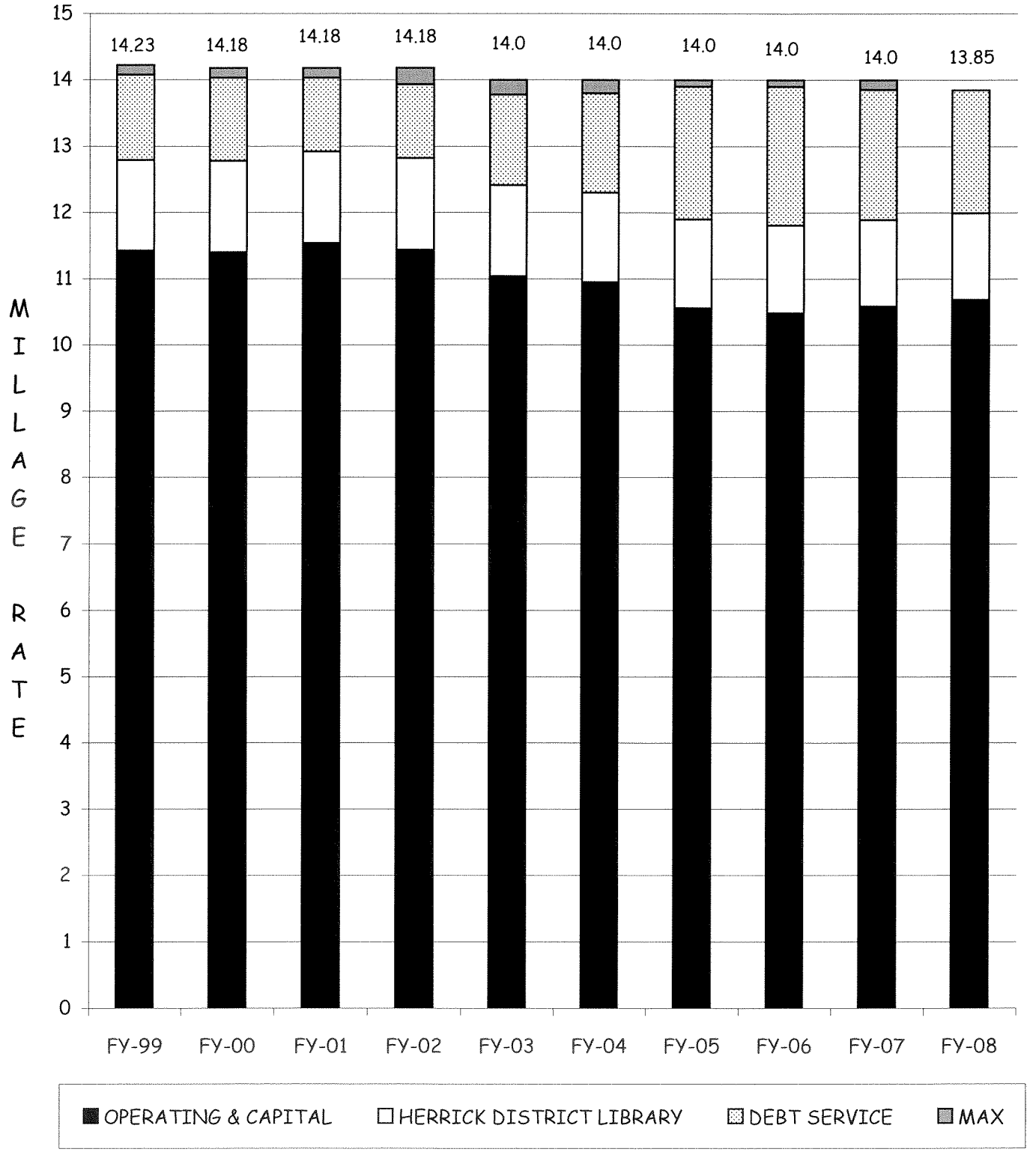
MULTI-YEAR COMPARATIVE OVERVIEW
CITY OF HOLLAND MILLAGE RATE LEVIES

Fiscal Year	Millage Rate Levies									% Change Increase (Decrease) In Total Rate
	LTGO Debt Service	General Operating	Capital Projects: Property Acquis.	Capital Projects: Street Improv.	Capital Projects: Sidewalk	Capital Projects: Municipal Projects	MAX Public Transit	Herrick District Library	Total	
1990	1.4268	9.0412	0.2500	0.1970	0.0000	2.4728	0.3000	1.3121	15.0000	-1.77%
1991	1.2912	8.7566	0.2493	0.2487	0.0000	2.6639	0.2500	1.0403	14.5000	-3.33%
1992	1.1378	8.9703	0.2445	0.2445	0.0000	2.0372	0.2250	1.1408	14.0000	-3.45%
1993	1.1216	9.6325	0.2494	0.2494	0.0000	1.4205	0.1000	1.0855	13.8588	-1.01%
1994	1.1216	9.4093	0.2493	0.2493	0.0000	1.3434	0.1000	1.0574	13.5302	-2.37%
1995	1.1216	9.1502	0.2496	0.2496	0.0000	1.2927	0.1000	1.0485	13.2123	-2.35%
1996	1.1216	9.1102	0.2500	0.2500	0.0000	1.2424	0.2000	1.0380	13.2123	0.00%
1997	1.1216	8.8498	0.2500	0.2500	0.0000	1.3348	0.3750	0.9811	13.1623	-0.38%
1998	1.1216	8.9900	0.2500	0.2500	0.0000	1.1078	0.2750	1.4886 *	13.4831	2.44%
1999	1.2840	8.8790	0.2500	1.0000	0.2500	1.0470	0.1500	1.3673	14.2273	5.52%
2000	1.2500	8.8000	0.2500	1.0000	0.2500	1.1000	0.1500	1.3827	14.1827	-0.31%
2001	1.1000	8.9389	0.2500	1.0000	0.2500	1.1000	0.1500	1.3938	14.1827	0.00%
2002	1.1108	8.8389	0.2500	1.0000	0.2500	1.1000	0.2500	1.3830	14.1827	0.00%
2003	1.3620	9.0000	0.1000	0.9500	0.1000	0.8876	0.2234	1.3770	14.0000	-1.29%
2004	1.5000	9.2421	0.1000	1.0000	0.1000	0.5000	0.2000	1.3579	14.0000	0.00%
2005	2.0000	9.4590	0.0500	1.0000	0.0500	0.0000	0.1000	1.3410	14.0000	0.00%
2006	2.0910	9.4337	0.0000	1.0000	0.0500	0.0000	0.1000	1.3253	14.0000	0.00%
2007	1.9586	9.5188	0.0000	1.0000	0.0500	0.0142	0.1473	1.3111	14.0000	0.00%
2008	1.8551	9.3361	0.0000	1.0000	0.0500	0.2977	0.0000	1.3111	13.8500	-1.07%

NOTES AND COMMENTS TO ABOVE MILLAGE RATES:

* Herrick Public Library (City of Holland owned library) became Herrick District Library (district-wide owned library) effective with calendar year 1997. The City of Holland continues to levy the millage for the new district library, and submits payment of taxes to the library as collected (as per terms of agreement with Herrick District Library).

CITY OF HOLLAND
PROPERTY TAX MILLAGE RATES



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

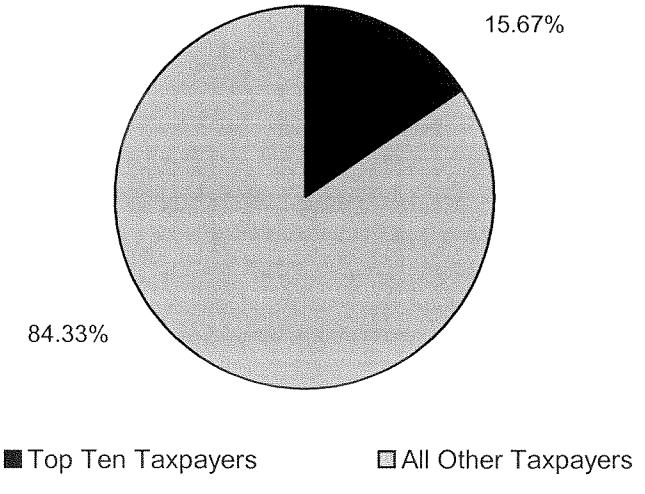
CITY OF HOLLAND, MICHIGAN

PRINCIPAL TAXPAYERS
TAX YEAR 2007 (FY2008)

	TAXPAYER	TYPE OF BUSINESS	TAXABLE VALUATION	PERCENTAGE OF TOTAL TAXABLE VALUATION
1.	Johnson Controls Interiors	Automotive Parts Supplier	$ 66,554,410	5.50 %
2.	Haworth, Inc.	Office Furniture & Fixtures	38,469,995	3.18
3.	ARC Holland Real Estate	Retirement Village	19,600,967	1.62
4.	H. J. Heinz Co.	Pickle & Cucumber Products	11,298,494	0.93
5.	Hydro Automotive Structures	Aluminum Extrusion	10,730,000	0.89
6.	Brooks Beverage Inc	Production & Distribution of Beverages	10,663,100	0.88
7.	Lumir Corp	Real Estate Holdings	10,010,490	0.83
8.	Challenge Mfg Company	Automotive Parts Manufacturer	8,548,350	0.71
9.	Tiara Yachts	Yacht Construction	6,977,050	0.58
10.	L & W Engineering Co.	Automotive Parts Manufacturer	6,902,400	0.57
		Totals	$189,755,256	15.67 %

2007 Total Taxable Value is $1,210,498,418, which includes IFT's at equivalency valuation.
The abatements are taxed at one-half the tax rate.

Concentration of Taxpayers



FUND SUMMARIES

FINANCIAL SUMMARY

- SUMMARY OF BUDGETED FINANCIAL DATA:
  - FUNDS BY TYPE
  - GOVERNMENTAL-TYPE FUNDS
  - COMPONENT UNITS
  - PROPRIETARY-TYPE FUNDS

- SUMMARY BY TYPE OF SOURCE AND USE
  - SOURCES & APPLICATIONS ACROSS ALL FUNDS
  - SUMMARY ACROSS ALL FUNDS
  - GOVERNMENTAL FUNDS & COMPONENT UNITS
  - ENTERPRISE FUNDS
  - INTERNAL SERVICE FUNDS

FY2008 FUNDS BY TYPE
WITH ADOPTED APPROPRIATIONS
(Basis of Budgeting / Basis of Accounting Presented For Each Fund Type)

GENERAL OPERATING (Modified Accrual)	
General Fund	20,927,716

PERMANENT (Modified Accrual)	
Cemetery Perpetual Care	152,000

SPECIAL REVENUE (Modified Accrual)	
Street Funds	5,883,122
Downtown Funds	459,328
Contested Assessments	45,700
CATV-Public Access TV	181,910
Property Acquisition	23,250
Environmental Cleanup	5,500
Budget Stabilization	10,000
Herrick District Library Taxation	1,572,436
Public Safety Grants	277,574
CDBG Entitlement Grant	381,738
Municipal Airport Donations	71,750
Revolving Cash Assistance	0
Dangerous Structures	12,250
Employees Benefit	9,550
	8,934,108

DEBT SERVICE (Modified Accrual)	
General Obligation LTGO	2,345,606
Act 175 Transportation	541,600
Building Authority	2,762,702
Special Assessment	303,387
	5,953,295

CAPITAL PROJECTS (Modified Accrual)	
Municipal Improvements	1,316,000
Street, Bridge, Signalization	2,357,927
Sidewalk Improvements	111,100
	3,785,027

ENTERPRISE (Full Accrual)	
Solid Waste Recycling	1,275,081
Windmill Island	643,832
Railroad Depot Operations	0
Municipal Airport	3,001,992
MAX Public Bus Transportation	165,000
City Transportation Reserve	0
Electric Utility	89,497,685
Water Utility	11,881,294
Wastewater Utility	18,817,780
	125,282,664

INTERNAL SERVICE FUNDS (Full Accrual)	
Technology Services	630,800
Communications Services	118,880
Photocopy Services	95,186
Postage Services	23,800
Centralized Vehicle/Equip	2,192,317
Fire Emergency Vehicle Pool	0
Fuel Dispensing	616,986
Compensated Absences	100,000
Risk Management	5,086,620
	8,864,589

COMPONENT UNITS (Modified Accrual)	
Downtown Development Auth.	208,500
Brownfield Redevel. Auth.	523,581
Holland Historical Trust	517,300
	1,249,381

Note: The Basis of Budgeting, which mimics the Basis of Accounting, is indicated for each fund type as either Modified Accrual or Full Accrual.

(Appropriations Above Include: Internal Transfers To Other Funds, Capital Outlay, and Debt Service Principal)

GOVERNMENTAL-TYPE OPERATING FUNDS
SUMMARY OF REVENUES

Fund	Actual FY-05	Actual FY-06	Revised Estimate FY-07	Budget FY-08
GENERAL FUND	19,075,438	19,590,697	20,510,730	20,793,136
SPECIAL REVENUE FUNDS				
MVH Major Street /Trunkline	3,006,291	3,027,434	3,004,666	3,118,100
MVH Local Street	844,518	1,053,244	1,228,320	1,324,200
Allegan County Road Tax	417,527	402,265	415,100	420,000
Street Improvement Reserve	1,126,409	1,136,325	1,185,345	1,238,904
Downtown Parking System	129,973	133,100	174,355	142,200
Downtown Snowmelt O&M	96,785	110,855	137,231	138,300
Principal Shopping District	133,196	165,346	167,257	166,400
Contested Assessments	125,319	70,000	51,200	41,200
CATV-Public Access TV	197,483	199,287	202,300	201,900
Property Acquistion	59,237	65,016	159,750	14,350
Environmental Cleanup	8,279	20,957	5,300	5,500
Budget Stabilization	0	0	0	0
Herrick Dist Libr Taxation	1,504,316	1,505,910	1,529,734	1,572,436
C/J Police Training	13,566	14,294	14,700	14,700
Bi-Centennial Celebration	154	267	400	420
Public Safety Grant	198,284	207,936	224,200	232,100
MCOLES Grant	0	28,348	20,000	8,300
Law Enforcemt Block Grant	53,794	50,814	13,448	4,000
MSHDA Grant	253,487	202,395	67,425	0
CDBG Entitlement Grant	544,687	581,683	756,553	381,738
MEDC (Uniform Color) Grant	357,611	388	0	0
IMLS Van Raalte Farm Grant	44,154	50,392	23,840	0
Highway Safety Plan Grant	85,438	93,245	58,770	18,474
FEMA Firefighters Grant	37,665	18,865	0	0
Homeland Security Grant	33,925	59,052	7,748	0
Revolving Cash Assistance	99,981	178,738	212,912	53,300
Specified Donations	36,348	33,943	22,730	0
Municipal Airport Donations	80,599	10,385	400	72,285
Police Community Relations	2,206	807	3,573	0
Dangerous Structures	29,242	0	5,000	12,200
Police Employees Benefit	3,620	3,393	3,198	3,205
City Hall Employees Benefit	4,162	4,123	3,735	4,070
Transportation Employees Benefit	1,743	2,198	2,121	2,200
Park/Cemetery Employees Benefit	169	437	540	550
DEBT SERVICE FUNDS				
General Obligation	2,319,888	2,408,552	2,334,732	2,284,402
Michigan Act 175 Transportation	684,610	700,048	542,200	541,600
Building Authority	2,513,037	9,888,151	2,695,263	2,763,302
Land Contract	18,125	0	0	0
Special Assessments	307,572	379,414	296,170	242,999
PERMANENT FUNDS				
Cemetery Perpetual Care	86,558	111,721	181,868	144,377
TOTAL	34,535,396	42,510,025	36,262,814	35,960,848
Removal of Interfund Transfers	4,416,962	4,787,754	5,072,474	5,253,996
NET REVENUES - GOVT FUNDS	30,118,434	37,722,271	31,190,340	30,706,852

GOVERNMENTAL-TYPE OPERATING FUNDS
SUMMARY OF EXPENDITURES

Fund	Actual FY-05	Actual FY-06	Revised Estimate FY-07	Budget FY-08
GENERAL FUND	19,083,455	19,591,994	20,373,794	20,927,716
SPECIAL REVENUE FUNDS				
MVH Major Street /Trunkline	3,469,005	4,530,016	3,726,328	2,965,995
MVH Local Street	914,557	1,053,246	1,228,320	1,324,200
Allegan County Road Tax	552,605	1,053,597	497,080	420,000
Street Improvement Reserve	1,457,045	852,076	1,941,862	1,172,927
Downtown Parking System	144,925	134,861	197,621	134,778
Downtown Snowmelt O&M	47,464	127,242	150,615	154,350
Principal Shopping District	150,158	195,972	182,946	170,200
Contested Assessments	130,102	75,791	79,700	45,700
CATV-Public Access TV	180,615	181,326	223,587	181,910
Property Acquistion	30,383	23,535	29,175	23,250
Environmental Cleanup	10,159	23,877	5,300	5,500
Budget Stabilization	116,439	188,731	31,767	10,000
Herrick Dist Libr Taxation	1,502,908	1,509,170	1,530,271	1,572,436
C/J Police Training	13,139	13,783	14,700	14,700
Public Safety Grant	198,284	207,936	224,200	232,100
MCOLES Grant	0	28,348	20,000	8,300
Law Enforcemt Block Grant	54,249	50,563	13,879	4,000
MSHDA Grant	253,487	202,395	67,425	0
CDBG Entitlement Grant	544,687	581,683	756,553	381,738
MEDC (Uniform Color) Grant	357,611	388	0	0
IMLS Van Raalte Farm Grant	44,154	50,392	23,840	0
Highway Safety Plan Grant	85,438	93,245	58,770	18,474
FEMA Firefighters Grant	37,665	18,865	0	0
Homeland Security Grant	33,925	59,052	7,748	0
Revolving Cash Assistance	276,726	157,603	349,261	0
Specified Donations	74,100	49,875	51,044	0
Municipal Airport Donations	80,033	10,100	0	71,750
Police Community Relations	18,409	12,909	13,100	0
Dangerous Structures	30,773	1,581	7,250	12,250
Police Employees Benefit	3,848	2,982	3,080	3,100
City Hall Employees Benefit	3,742	4,140	3,977	4,150
Transportation Employees Benefit	1,184	1,186	1,900	2,000
Park/Cemetery Employees Benefit	82	338	300	300
DEBT SERVICE FUNDS				
General Obligation	2,317,453	2,405,813	2,274,738	2,345,606
Michigan Act 175 Transportation	684,610	700,048	542,200	541,600
Building Authority	2,518,531	9,884,063	2,697,623	2,762,702
Land Contract	18,125	0	0	0
Special Assessments	346,906	352,318	402,719	303,387
PERMANENT FUNDS				
Cemetery Perpetual Care	93,678	305,379	186,167	152,000
TOTAL	35,880,659	44,736,419	37,918,840	35,967,119
Less: Interfund Transfers	6,456,253	7,613,747	6,862,945	4,589,772
NET EXPENDITURES - GOVT FUNDS	29,424,406	37,122,672	31,055,895	31,377,347

GOVERNMENTAL-TYPE OPERATING FUNDS
SUMMARY OF FUND EQUITY ESTIMATES

Fund	Estimated Balance 7/1/2007	Revenue Estimate FY-08	Expenditure Estimate FY-08	Equity Transfers Reserve Adj	Estimated Balance 6/30/2008
GENERAL FUND	2,679,560	20,793,136	20,927,716		2,544,980
SPECIAL REVENUE FUNDS					
MVH Major Street /Trunkline	624,901	3,118,100	2,965,995		777,006
MVH Local Street	2,000	1,324,200	1,324,200		2,000
Allegan County Road Tax	11,741	420,000	420,000		11,741
Street Improvement Reserve	7,292	1,238,904	1,172,927		73,269
Downtown Parking System	56,310	142,200	134,778		63,732
Downtown Snowmelt O & M	316,970	138,300	154,350		300,920
Principal Shopping District	28,041	166,400	170,200		24,241
Contested Assessments	10,228	41,200	45,700		5,728
CATV-Public Access TV	93,331	201,900	181,910		113,321
Property Acquistion	298,387	14,350	23,250		289,487
Environmental Cleanup	0	5,500	5,500		0
Budget Stabilization	1,535,722	0	10,000		1,525,722
Herrick District Library Taxation	0	1,572,436	1,572,436		0
C/J Police Training	2,086	14,700	14,700		2,086
Bi-Centennial Celebration	7,557	420	0		7,977
Public Safety Grant	0	232,100	232,100		0
MCOLES Grant	0	8,300	8,300		0
Law Enforcement Block Grant	0	4,000	4,000		0
CDBG Entitlement Grant	0	381,738	381,738		0
Highway Safety Planning Grant	0	18,474	18,474		0
Revolving Cash Assistance	30	53,300	0		53,330
Municipal Airport Donations	6,601	72,285	71,750		7,136
Dangerous Structures	256	12,200	12,250		206
Police Employees Benefit	2,376	3,205	3,100		2,481
City Hall Employees Benefit	2,939	4,070	4,150		2,859
Transportation Employees Benefit	2,924	2,200	2,000		3,124
Park/Cemetery Employees Benefit	426	550	300		676
DEBT SERVICE FUNDS					
General Obligation	67,168	2,284,402	2,345,606		5,964
Michigan Act 175 Transportation	0	541,600	541,600		0
Building Authority	8,397	2,763,302	2,762,702		8,997
Special Assessments	817,089	242,999	303,387		756,701
PERMANENT FUNDS					
Cemetery Perpetual Care	1,622,646	144,377	152,000		1,615,023
TOTAL ESTIMATED EQUITY - GOVERNMENTAL FUNDS	8,204,978	35,960,848	35,967,119	0	8,198,707

COMPONENT UNIT FUNDS
SUMMARY OF REVENUES & EXPENDITURES AND FUND EQUITY ESTIMATES

REVENUES	Actual FY-05	Actual FY-06	Revised Estimate FY-07	Budget FY-08
Downtown Development Authority	175,709	176,642	198,976	194,273
Brownfield Redevel. Authority	48,857	155,585	292,465	417,734
Holland Historical Trust	1,075,398	1,557,621	558,400	517,300
	1,299,964	1,889,848	1,049,841	1,129,307
Removal Of Interfund Transfers	283,744	262,000	262,000	245,000
NET REVENUES - COMPONENT UNITS	1,016,220	1,627,848	787,841	884,307
EXPENDITURES				
Downtown Development Authority	154,932	169,547	216,224	208,500
Brownfield Redevel. Authority	47,216	130,394	213,450	523,581
Holland Historical Trust	988,586	717,940	558,400	517,300
	1,190,734	1,017,881	988,074	1,249,381
Removal Of Interfund Transfers	2,212	5,610	3,725	2,833
NET EXPEND. - COMPONENT UNITS	1,188,522	1,012,271	984,349	1,246,548

FUND EQUITY	Estimated Balance 7/1/07	Revenue Estimate FY-08	Expenditure Estimate FY-08	Adjustment Non-Cash Items	Estimated Balance 6/30/08
Downtown Development Authority	135,448	194,273	208,500		121,221
Brownfield Redevel. Authority	105,847	417,734	523,581		0
Holland Historical Trust	2,806,545	517,300	517,300	(92,000)	2,714,545
EST. EQUITY - COMPONENT UNITS	3,047,840	1,129,307	1,249,381	(92,000)	2,835,766

PROPRIETARY-TYPE FUNDS
SUMMARY OF REVENUES

FUND	Actual FY-05	Actual FY-06	Revised Estimate FY-07	Budget FY-08
GENERAL CITY				
Enterprise Funds				
- Solid Waste & Recycling	1,219,394	1,232,220	1,251,730	1,262,461
- Windmill Island	569,387	630,765	598,874	643,832
- Railroad Depot Operations	63,555	72,998	68,736	1
- Municipal Airport Operations	1,233,940	2,185,730	246,908	3,033,000
- MAX Bus Transportation	2,787,376	3,445,417	4,169,346	165,000
- MAX Tax Reserve	120,171	119,103	177,080	0
	5,993,823	7,686,233	6,512,674	5,104,294
Internal Services Funds				
- Technology Services	553,009	590,427	545,988	536,036
- Communications Services	115,836	95,997	100,777	118,880
- Photocopy Services	35,152	22,573	27,291	25,100
- Postage Services	25,366	25,026	22,907	24,100
- Centralized Vehicle/Equipmt	1,860,789	2,102,133	2,033,063	2,090,198
- Fire Emergency Vehicles Pool	106,357	92,503	103,983	103,600
- Fuel Dispensing	440,169	638,969	630,856	622,785
- Compensated Absences	88,259	18,167	100,000	100,000
- Risk Management:				
Workers Comp Insurance	409,924	329,699	187,000	158,200
Employee Disability Ins.	96,503	103,839	106,800	116,400
Health/Dental Insurance	4,436,183	4,450,849	4,276,715	4,377,900
Vehicle Insurance	170,131	151,526	264,300	148,200
Property Insurance	46,727	52,806	56,575	55,800
Liability Insurance	150,633	123,177	161,200	251,200
	8,535,038	8,797,691	8,617,455	8,728,399
Removal Of Interfund Transfers	(396,334)	(447,535)	(366,584)	(470,968)
General City Proprietary Revenues	14,132,527	16,036,389	14,763,545	13,361,725
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:				
- Electric	68,419,997	79,538,603	82,030,893	82,897,744
- Water	5,959,340	6,625,338	6,545,960	6,511,180
- Wastewater	8,226,914	8,102,700	8,452,241	8,724,964
Removal Of Interfund Transfers	0	0	0	0
BPW Utility Revenues	82,606,251	94,266,641	97,029,094	98,133,888
NET REVENUES - PROPRIETARY FDS	96,738,778	110,303,030	111,792,639	111,495,613

PROPRIETARY-TYPE FUNDS
SUMMARY OF EXPENSES

FUND	Actual FY-05	Actual FY-06	Revised Estimate FY-07	Budget FY-08
GENERAL CITY				
Enterprise Funds				
- Solid Waste & Recycling	1,213,784	1,233,505	1,224,326	1,275,081
- Windmill Island	778,590	646,578	598,874	643,832
- Railroad Depot Operations	63,555	72,998	68,736	0
- Municipal Airport Operations	1,163,312	2,206,598	218,008	3,001,992
- MAX Bus Transportation	2,867,267	3,496,213	4,389,417	165,000
- MAX Tax Reserve	339,778	201,664	305,700	0
	6,426,286	7,857,556	6,805,061	5,085,905
Internal Services Funds				
- Technology Services	615,094	596,752	469,603	630,800
- Communications Services	114,034	102,289	102,442	118,880
- Photocopy Services	40,489	40,913	57,779	95,186
- Postage Services	24,675	25,170	22,543	23,800
- Centralized Vehicle/Equipmt	1,782,430	2,239,996	2,329,710	2,192,317
- Fire Emergency Vehicles Pool	0	0	528,125	0
- Fuel Dispensing	436,137	634,301	625,257	616,986
- Compensated Absences	88,259	18,167	100,000	100,000
- Risk Management:				
Workers Comp Insurance	425,999	382,200	269,520	288,820
Employee Disability Ins.	117,349	76,845	70,600	95,500
Health/Dental Insurance	3,943,243	3,953,302	3,950,900	4,179,600
Vehicle Insurance	186,921	156,784	236,200	152,000
Property Insurance	38,195	35,206	62,000	155,500
Liability Insurance	143,803	158,358	162,000	215,200
	7,956,628	8,420,283	8,986,679	8,864,589
Removal Of Interfund Transfers	(154,323)	(142,023)	(78,600)	(150,886)
Total General City Proprietary Expenses	14,228,591	16,135,816	15,713,140	13,799,608
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:				
- Electric	68,165,030	75,112,837	69,056,743	89,497,685
- Water	6,065,554	7,605,875	10,784,366	11,881,294
- Wastewater	8,744,641	7,475,360	7,606,921	18,817,780
Removal Of Interfund Transfers	(2,350,900)	(2,433,000)	(2,840,400)	(3,195,400)
Total BPW Utility Expenses	80,624,325	87,761,072	84,607,630	117,001,359
NET EXPENSES-PROPRIETARY FDS	94,852,916	103,896,888	100,320,770	130,800,967

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

PROPRIETARY-TYPE FUNDS
SUMMARY OF FUND EQUITY ESTIMATES

FUND	Estimated Balance 7/1/2007	Revenue Estimate FY-08	Expense Estimate FY-08	Capital & Debt Principal FY-08	Non-Cash Items/Eq Xfr FY-08	Estimated Balance 6/30/2008
GENERAL CITY						
Enterprise Funds						
- Solid Waste & Recycling	725,882	1,262,461	1,275,081	60,000	(62,000)	711,262
- Windmill Island	946,214	643,832	643,832	18,200	(68,000)	896,414
- Railroad Depot Operations	1,499,418	1	0	0	(81,300)	1,418,119
- Municipal Airport Operations	12,502,504	3,033,000	3,001,992	2,884,000	(450,000)	14,967,512
- MAX Bus Transportation	4,160,998	165,000	165,000	0	(3,788,928)	372,070
- MAX Tax Reserve	10,863	0	0	0	0	10,863
	19,845,879	5,104,294	5,085,905	2,962,200		18,376,240
Internal Services Funds						
- Technology Services	414,019	536,036	630,800	129,500	(50,710)	398,045
- Communications Services	40,347	118,880	118,880	0	(11,000)	29,347
- Photocopy Services	134,176	25,100	95,186	26,200	(90,290)	0
- Postage Services	14,603	24,100	23,800	0	(1,200)	13,703
- Centralized Vehicle/Equipmt	5,068,745	2,090,198	2,192,317	646,900	(500,000)	5,113,526
- Fire Emergency Vehicles Pool	1,594,926	103,600	0	0	(95,000)	1,603,526
- Fuel Dispensing	70,794	622,785	616,986	0	(2,545)	74,048
- Compensated Absences	0	100,000	100,000	0	0	0
- Risk Management:						
Workers Comp Insurance	461,323	158,200	288,820	0	0	330,703
Employee Disability Insurance	107,252	116,400	95,500	0	0	128,152
Health/Dental Insurance	2,287,611	4,377,900	4,179,600	0	0	2,485,911
Vehicle Insurance	198,763	148,200	152,000	0	0	194,963
Property Insurance	563,085	55,800	155,500	0	0	463,385
Liability Insurance	223,272	251,200	215,200	0	0	259,272
	11,178,916	8,728,399	8,864,589	802,600	(750,745)	11,094,581
Total General City Proprietary Equity	31,024,795	13,832,693	13,950,494	3,764,800	(750,745)	29,470,821
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:						
- Electric	146,854,540	82,897,744	89,497,685	19,525,975	(8,771,000)	151,009,574
- Water	25,255,997	6,511,180	11,881,294	7,243,600	(1,361,395)	25,768,088
- Wastewater	48,370,611	8,724,964	18,817,780	12,440,400	(1,783,231)	48,934,964
Total Holland BPW Utility Equity	220,481,148	98,133,888	120,196,759	39,209,975	(11,915,626)	225,712,626
TOTAL ESTIMATED EQUITY - PROPRIETARY FUNDS	251,505,943	111,966,581	134,147,253	42,974,775	(12,666,371)	255,183,447

NOTE:
Estimated Equity Balances at 7/1/07 & 6/30/08 Include Working Capital, Reserves, and Capital Assets.

PROPRIETARY-TYPE FUNDS
SUMMARY OF ENDING RESERVES

FUND	Actual FY-05	Actual FY-06	Revised Estimate FY-07	Budget FY-08
GENERAL CITY				
Enterprise Funds				
- Solid Waste & Recycling	326,128	325,000	325,000	325,000
- Windmill Island	7,340		0	0
- Railroad Depot Operations	0	0	0	0
- Municipal Airport Operations	0	0	0	0
- MAX Bus Transportation	600,000	601,348	508,869	0
- MAX Tax Reserve	222,044	139,483	10,863	10,863
Total Enterprise	1,155,512	1,065,831	844,732	335,863
Internal Services Funds				
- Technology Services	145,000	150,000	225,000	130,386
- Communications Services	0	0	0	0
- Photocopy Services	0	0	0	0
- Postage Services	0	0	0	0
- Centralized Vehicle/Equipmt	2,410,000	2,340,000	2,040,000	1,940,000
- Fire Emergency Vehicles Pool	325,824	440,844	23,769	127,369
- Fuel Dispensing	44,617	49,285	54,884	60,683
- Compensated Absences	0	0	0	0
- Risk Management:				
Workers Comp Insurance	5,000	5,000	5,000	5,000
Employee Disability Ins.	0	0	0	0
Health/Dental Insurance	473,201	312,365	310,000	310,000
Vehicle Insurance	0	0	0	0
Property Insurance	0	0	0	0
Liability Insurance	20,000	20,000	20,000	20,000
Total Internal Service	3,423,642	3,317,494	2,678,653	2,593,438
Total General City Proprietary	4,579,154	4,383,325	3,523,385	2,929,301
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:				
- Electric	4,523,419	4,152,883	4,750,654	4,600,000
- Water	108,746	128,049	145,000	155,000
- Wastewater	1,137,171	1,563,043	1,900,000	1,950,000
Total Holland BPW Utility	5,769,336	5,843,975	6,795,654	6,705,000
NET RESERVES-PROPRIETARY	10,348,490	10,227,300	10,319,039	9,634,301

PROPRIETARY-TYPE FUNDS
SUMMARY OF ENDING WORKING CAPITAL

FUND	Actual FY-05	Actual FY-06	Revised Estimate FY-07	Budget FY-08
GENERAL CITY				
Enterprise Funds				
- Solid Waste & Recycling	109,431	109,609	137,013	124,393
- Windmill Island	0	0	0	0
- Railroad Depot Operations	0	0	0	1
- Municipal Airport Operations	263,578	241,710	270,610	301,618
- MAX Bus Transportation	294,819	295,875	168,283	0
- MAX Tax Reserve	0	0	0	0
Total Enterprise	667,828	647,194	575,906	426,012
Internal Services Funds				
- Technology Services	1,859	5,744	7,129	6,979
- Communications Services	10,765	7,475	5,810	5,810
- Photocopy Services	115,789	100,574	70,086	0
- Postage Services	7,657	7,513	7,877	8,177
- Centralized Vehicle/Equipmt	9,832	4,055	7,408	5,289
- Fire Emergency Vehicles Pool	0	0	0	0
- Fuel Dispensing	0	0	0	0
- Compensated Absences	0	0	0	0
- Risk Management:				
Workers Comp Insurance	591,344	538,843	456,323	325,703
Employee Disability Ins.	44,058	71,052	107,252	128,152
Health/Dental Insurance	991,048	1,649,431	1,977,611	2,175,911
Vehicle Insurance	175,921	170,663	198,763	194,963
Property Insurance	550,910	568,510	563,085	463,385
Liability Insurance	239,253	204,072	203,272	239,272
Total Internal Service	2,738,436	3,327,932	3,604,616	3,553,641
Total General City Proprietary	3,406,264	3,975,126	4,180,522	3,979,653
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:				
- Electric	52,677,045	51,465,356	64,833,583	72,232,467
- Water	4,693,934	3,427,776	5,001,101	1,239,720
- Wastewater	18,636,881	17,519,406	17,397,022	8,007,829
Total Holland BPW Utility	76,007,860	72,412,538	87,231,706	81,480,016
NET WORKING CAPITAL-PROPRIETARY	79,414,124	76,387,664	91,412,228	85,459,669

CITY OF HOLLAND
BUDGET SUMMARY OF FINANCIAL SOURCES & APPLICATIONS
- - ACROSS ALL FUND TYPES - -
For Fiscal Year July 1, 2007 thru June 30, 2008

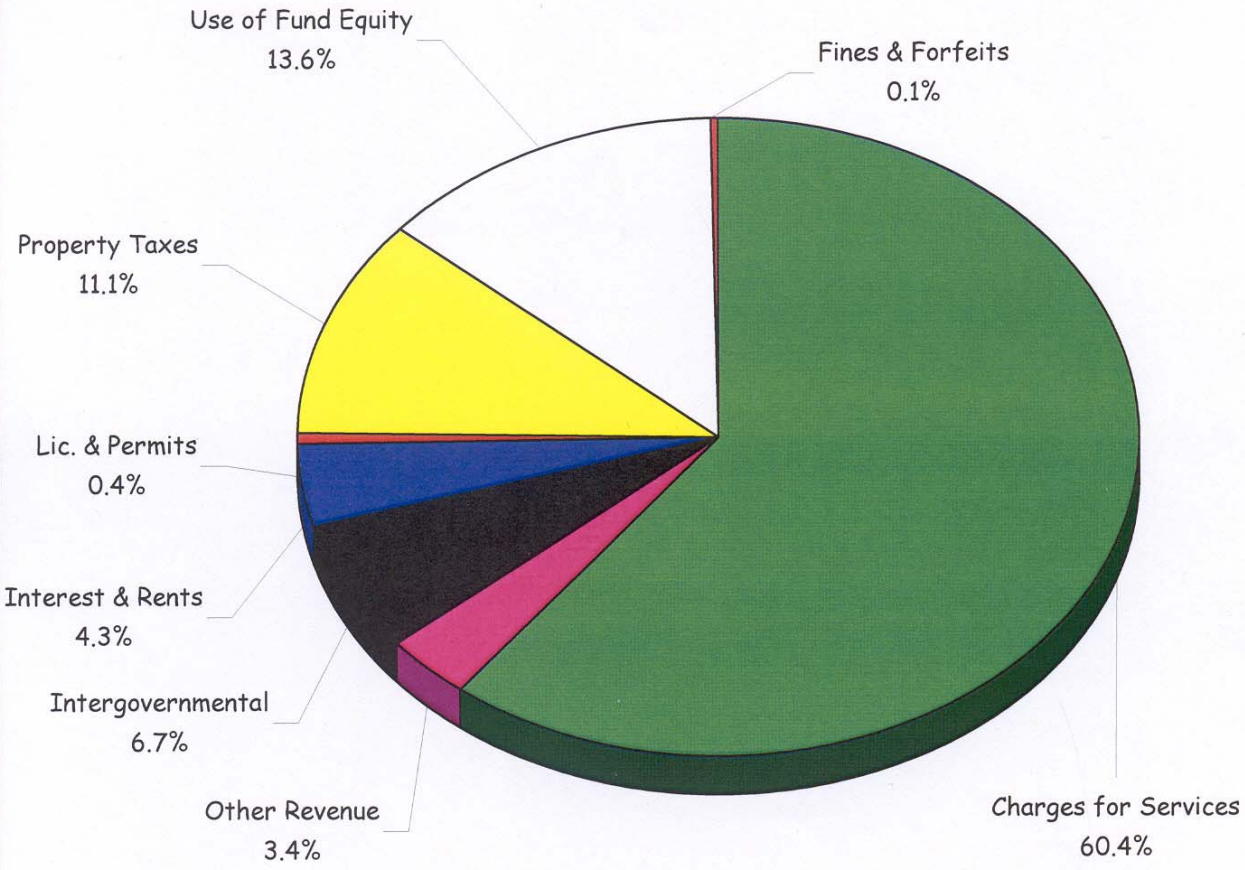
SOURCES	Adopted Budget	Percent of Total Budget
Property Taxes & Special Assessments	18,371,477	11.1%
Licenses & Permits	617,700	0.4%
Intergovernmental	10,965,854	6.7%
Charges for Services	99,961,805	60.4%
Fines & Forfeits	240,000	0.1%
Interest & Rents	7,120,188	4.3%
Other Revenues	5,682,008	3.4%
Use of Fund Equity	22,476,102	13.6%
Total Sources	$165,435,134	100.0%

APPLICATIONS		
Management & Administrative Services	1,904,140	1.2%
Fiscal Services	1,602,253	1.0%
Public Safety Services	10,246,448	6.2%
Transportation System	9,539,040	5.8%
Community & Neighborhood Services	4,636,488	2.8%
Leisure & Cultural Services	6,556,554	4.0%
Utility Services	117,001,359	70.7%
Internal Service Funds	6,526,886	3.9%
Capital Projects (1)	3,785,027	2.2%
Debt Service	3,636,939	2.2%
Total Applications	$165,435,134	100.0%

Note: "APPLICATIONS", as delineated above, excludes the non-cash item, *Depreciation Expense,* but includes capital projects and debt service of principal and interest for all fund types.

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

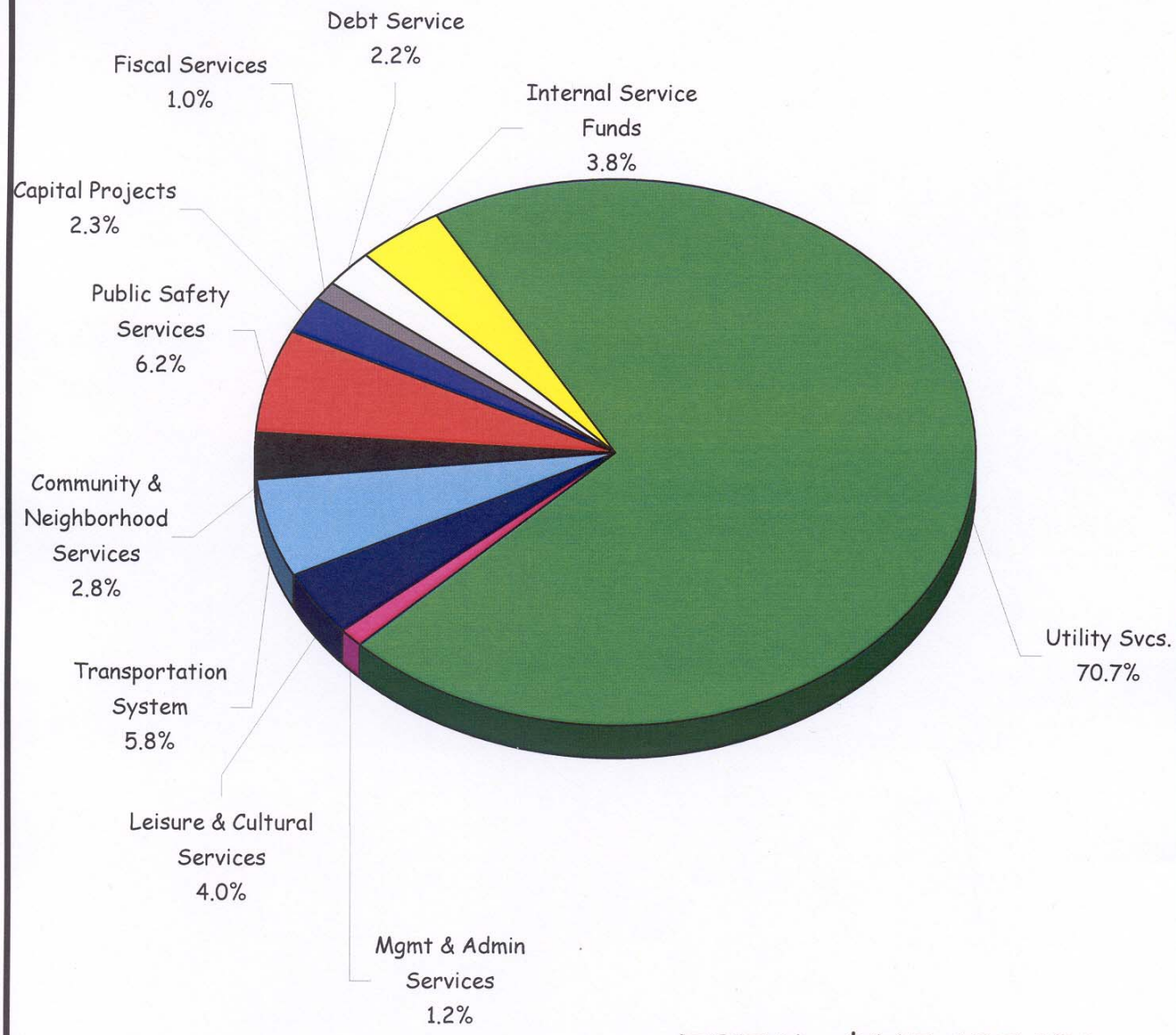
FISCAL YEAR 2008
SOURCES ACROSS ALL FUND TYPES



TOTAL $165,435,134

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

FISCAL YEAR 2008
APPLICATIONS ACROSS ALL FUND TYPES



TOTAL $165,435,134

NOTE: USES INCLUDE ALL OPERATING EXPENSES, CAPITAL OUTLAYS, AND PRINCIPAL MATURITIES OF LONG-TERM DEBT. DEPRECIATION EXPENSE IS NOT INCLUDED BECAUSE IT IS NOT A CASH USE. ALL INTERFUND TRANSFERS ARE EXCLUDED. DOLLAR AMOUNTS FOR EACH CASH USE CAN BE REFERENCED ON THE PRECEDING ANALYSIS PAGE.

FINANCING SOURCES, USES AND ENDING FUND EQUITY

	GOVERNMENTAL-TYPE FUNDS					
	GENERAL FUND	PERMANENT FUNDS	SPECIAL REVENUE FUNDS	DEBT SERVICE FUNDS	CAPITAL PROJECT FUNDS	COMPONENT UNIT FUNDS
FINANCING SOURCES						
Taxes	$ 11,826,252	$ -	$ 2,768,840	$ 2,246,152	$ 416,542	$ 596,107
Special Assessments	-	-	375,600	141,984	-	-
Intergovernmental	3,250,300	-	3,721,304	-	1,190,000	6,000
Licenses and Permits	548,700	-	69,000	-	-	-
Charges for Services	1,113,650	52,000	247,030	-	-	54,000
Fines and Forfeits	240,000	-	-	-	-	-
Interest & Rents	844,401	90,515	130,000	1,111,561	15,473	45,200
Other	6,600	-	148,208	-	25,000	183,000
Transfers In - From Other Funds	2,963,233	1,862	1,731,050	557,851	1,968,927	245,000
TOTAL FINANCING SOURCES	20,793,136	144,377	9,191,032	4,057,548	3,615,942	1,129,307
TOTAL FINANCING SOURCES NET OF TRANSFERS IN	17,829,903	142,515	7,459,982	3,499,697	1,647,015	884,307
FINANCING USES						
Service Group:						
Management & Administrative	1,715,230	-	205,160	-	-	-
Fiscal	1,887,285	-	59,850	-	-	-
Public Safety	10,065,774	-	280,674	-	10,000	-
Transportation	1,255,686	-	6,116,722	-	2,679,027	-
Community & Neighborhood	1,942,055	-	698,966	-	195,000	732,081
Leisure & Cultural	4,061,686	152,000	1,572,736	-	901,000	517,300
General Debt Service	-	-	-	4,178,540	-	-
Internal Service	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
TOTAL FINANCING USES	20,927,716	152,000	8,934,108	4,178,540	3,785,027	1,249,381
Less Transfers Out - To Other Funds	684,882	151,000	3,212,289	541,601	-	2,833
TOTAL FINANCING USES NET OF TRANSFERS OUT	20,242,834	1,000	5,721,819	3,636,939	3,785,027	1,246,548
FUND EQUITY						
Projected Fiscal Year End 6/30/08	$ 2,544,980	$ 1,615,023	$ 3,267,042	$ 771,662	$ 5,485	$ 2,835,766

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

ACROSS ALL FUNDS

PROPRIETARY-TYPE FUNDS		
ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	TOTAL
$ -	$ -	$ 17,853,893
-	-	517,584
2,798,250	-	10,965,854
-	-	617,700
96,959,550	1,535,575	99,961,805
-	-	240,000
2,825,400	2,057,638	7,120,188
399,400	4,919,800	5,682,008
255,582	215,386	7,938,891
103,238,182	8,728,399	150,897,923
102,982,600	8,513,013	142,959,032
-	-	1,920,390
-	-	1,947,135
-	-	10,356,448
3,166,992	-	13,218,427
1,275,081	-	4,843,183
643,832	-	7,848,554
-	-	4,178,540
-	8,864,589	8,864,589
120,196,759	-	120,196,759
125,282,664	8,864,589	173,374,025
3,195,400	150,886	7,938,891
122,087,264	8,713,703	165,435,134
$ 244,088,866	$ 11,094,581	$ 266,223,405

(Concluded)

GOVERNMENTAL FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

	GENERAL FUND			PERMANENT FUNDS		
	FY-2006 Final Actual	FY-2007 Final Revised Estimate	FY-2008 Adopted Budget	FY-2006 Final Actual	FY-2007 Final Revised Estimate	FY-2008 Adopted Budget
FINANCING SOURCES						
Taxes	$ 11,310,868	$ 11,696,435	$ 11,826,252	$ - 0 -	$ - 0 -	$ - 0 -
Special Assessments	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Intergovernmental	3,271,952	3,215,584	3,250,300	- 0 -	- 0 -	- 0 -
Licenses and Permits	517,223	566,310	548,700	- 0 -	- 0 -	- 0 -
Charges for Services	957,644	1,031,760	1,113,650	34,950	52,000	52,000
Fines and Forfeits	224,365	227,500	240,000	- 0 -	- 0 -	- 0 -
Interest & Rents	578,874	833,851	844,401	69,014	89,687	90,515
Other	5,681	6,800	6,600	- 0 -	- 0 -	- 0 -
Transfers In - From Other Funds	2,724,090	2,932,490	2,963,233	7,757	40,181	1,862
TOTAL FINANCING SOURCES:	$ 19,590,697	$ 20,510,730	$ 20,793,136	$ 111,721	$ 181,868	$ 144,377
FINANCING USES						
Service Group:						
Management & Administrative	$ 1,262,716	$ 1,327,299	$ 1,715,230	$ - 0 -	$ - 0 -	$ - 0 -
Fiscal	2,056,825	1,880,829	1,887,285	- 0 -	- 0 -	- 0 -
Public Safety	9,182,302	9,910,807	10,065,774	- 0 -	- 0 -	- 0 -
Transportation	1,190,874	1,247,483	1,255,686	- 0 -	- 0 -	- 0 -
Community & Neighborhood	1,979,359	2,029,923	1,942,055	- 0 -	- 0 -	- 0 -
Leisure & Cultural	3,919,987	3,977,453	4,061,686	305,379	186,167	152,000
General Debt Service	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Utilities	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FINANCING USES:	$ 19,592,063	$ 20,373,794	$ 20,927,716	$ 305,379	$ 186,167	$ 152,000
SOURCES OVER (UNDER) USES INCLUDING INTERFUND TRANSFER:	$ (1,366)	$ 136,936	$ (134,580)	$ (193,658)	$ (4,299)	$ (7,623)
REMOVAL OF INTERFUND TRANSFERS						
Transfers In	2,724,090	2,932,490	2,963,233	7,757	40,181	1,862
Transfers Out	882,945	728,061	684,882	303,554	185,167	151,000
SOURCES OVER (UNDER) USES EXCLUDING INTERFUND TRANSFERS	$ (1,842,511)	$ (2,067,493)	$ (2,412,931)	$ 102,139	$ 140,687	$ 141,515
FUND EQUITY - Fiscal Year End	$ 2,542,624	$ 2,679,560	$ 2,544,980	$ 1,626,945	$ 1,622,646	$ 1,615,023

GOVERNMENTAL FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

SPECIAL REVENUE FUNDS			DEBT SERVICE FUNDS			CAPITAL PROJECT FUNDS		
FY-2006 Final Actual	FY-2007 Final Revised Estimate	FY-2008 Adopted Budget	FY-2006 Final Actual	FY-2007 Final Revised Estimate	FY-2008 Adopted Budget	FY-2006 Final Actual	FY-2007 Final Revised Estimate	FY-2008 Adopted Budget
$ 2,632,990	$ 2,690,779	$ 2,768,840	$ 2,375,058	$ 2,295,807	$ 2,246,152	$ 57,657	$ 74,981	$ 416,542
469,876	516,787	375,600	257,267	168,291	141,984	- 0 -	- 0 -	- 0 -
4,186,615	4,066,079	3,721,304	- 0 -	- 0 -	- 0 -	4,191,981	3,427,748	1,190,000
73,901	69,000	69,000	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
310,868	391,051	247,030	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
126,632	134,271	130,000	2,769,612	2,845,187	2,886,316	116,284	64,624	15,473
292,205	293,157	148,208	7,256,676	4	- 0 -	435,650	20,558	25,000
1,338,355	1,540,727	1,731,050	717,552	559,076	557,851	5,250,992	4,214,721	1,968,927
$ 9,431,442	$ 9,701,851	$ 9,191,032	$ 13,376,165	$ 5,868,365	$ 5,832,303	$ 10,052,564	$ 7,802,632	$ 3,615,942
$ 204,861	$ 252,762	$ 205,160	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
476,140	515,749	59,850	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
487,683	355,477	280,674	- 0 -	- 0 -	- 0 -	50,629	39,522	10,000
7,651,340	7,551,405	6,116,722	- 0 -	- 0 -	- 0 -	12,647,441	5,483,674	2,679,027
1,116,880	1,211,795	698,966	- 0 -	- 0 -	- 0 -	238,656	234,041	195,000
1,559,900	1,554,411	1,572,736	- 0 -	- 0 -	- 0 -	700,399	3,429,085	901,000
- 0 -	- 0 -	- 0 -	13,342,243	5,917,280	5,953,295	- 0 -	- 0 -	- 0 -
- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
$ 11,496,804	$ 11,441,599	$ 8,934,108	$ 13,342,243	$ 5,917,280	$ 5,953,295	$ 13,637,125	$ 9,186,322	$ 3,785,027
$ (2,065,362)	$ (1,739,748)	$ 256,924	$ 33,922	$ (48,915)	$ (120,992)	$ (3,584,561)	$ (1,383,690)	$ (169,085)
1,338,355	1,540,727	1,731,050	717,552	559,076	557,851	5,250,992	4,214,721	1,968,927
5,732,195	5,343,757	3,212,289	700,052	605,960	541,601	597,183	- 0 -	- 0 -
$ 2,331,522	$ 2,063,282	$ 1,738,163	$ 16,422	$ (2,031)	$ (137,242)	$ (8,238,370)	$ (5,598,411)	$ (2,138,012)
$ 4,749,858	$ 3,010,118	$ 3,267,042	$ 941,569	$ 892,654	$ 771,662	$ 1,558,260	$ 174,570	$ 5,485

GOVERNMENTAL FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

	TOTAL GOVERNMENTAL FUNDS			COMPONENT UNIT FUNDS		
	FY-2006 Final Actual	FY-2007 Final Revised Estimate	FY-2008 Adopted Budget	FY-2006 Final Actual	FY-2007 Final Revised Estimate	FY-2008 Adopted Budget
FINANCING SOURCES						
Taxes	$ 16,376,573	$ 16,758,002	$ 17,257,786	$ 311,655	$ 457,761	$ 596,107
Special Assessments	727,143	685,078	517,584	- 0 -	- 0 -	- 0 -
Intergovernmental	11,650,548	10,709,411	8,161,604	10,610	10,610	6,000
Licenses and Permits	591,124	635,310	617,700	- 0 -	- 0 -	- 0 -
Charges for Services	1,303,462	1,474,811	1,412,680	38,481	65,400	54,000
Fines and Fees	224,365	227,500	240,000	- 0 -	- 0 -	- 0 -
Interest & Rents	3,660,416	3,967,620	3,966,705	125,900	61,803	45,200
Other	7,990,212	320,519	179,808	1,141,202	192,267	183,000
Transfers In - From Other Funds	10,038,746	9,287,195	7,222,923	262,000	262,000	245,000
TOTAL FINANCING SOURCES:	$ 52,562,589	$ 44,065,446	$ 39,576,790	$ 1,889,848	$ 1,049,841	$ 1,129,307
FINANCING USES						
Services Group:						
- Management & Administrative	$ 1,467,577	$ 1,580,061	$ 1,920,390	$ - 0 -	$ - 0 -	$ - 0 -
- Fiscal	2,532,965	2,396,578	1,947,135	- 0 -	- 0 -	- 0 -
- Public Safety	9,720,614	10,305,806	10,356,448	- 0 -	- 0 -	- 0 -
- Transportation	21,489,655	14,282,562	10,051,435	- 0 -	- 0 -	- 0 -
- Community & Neighborhood	3,334,895	3,475,759	2,836,021	299,941	429,674	732,081
- Leisure & Cultural	6,485,665	9,147,116	6,687,422	717,940	558,400	517,300
- General Debt Service	13,342,243	5,917,280	5,953,295	- 0 -	- 0 -	- 0 -
- Utilities	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FINANCING USES:	$ 58,373,614	$ 47,105,162	$ 39,752,146	$ 1,017,881	$ 988,074	$ 1,249,381
SOURCES OVER (UNDER) USES INCLUDING INTERFUND TRANSFER:	$ (5,811,025)	$ (3,039,716)	$ (175,356)	$ 871,967	$ 61,767	$ (120,074)
REMOVAL OF INTERFUND TRANSFERS						
Transfers In	10,038,746	9,287,195	7,222,923	262,000	262,000	245,000
Transfers Out	8,215,929	6,862,945	4,589,772	5,610	3,725	2,833
SOURCES OVER (UNDER) USES EXCLUDING INTERFUND TRANSFERS	$ (7,630,798)	$ (5,463,966)	$ (2,808,507)	$ 615,577	$ (196,508)	$ (362,241)
FUND EQUITY - Fiscal Year End	$ 11,419,256	$ 8,379,548	$ 8,204,192	$ 3,078,073	$ 3,047,840	$ 2,835,766

ENTERPRISE FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

	FY-2006 Final Actual	FY-2007 Final Revised Estimate	FY-2008 Adopted Budget
FINANCING SOURCES			
Taxes	$ 113,079	$ 171,080	$ - 0 -
Special Assessments	- 0 -	- 0 -	- 0 -
Intergovernmental	5,233,412	3,957,086	2,798,250
Licenses and Permits	- 0 -	- 0 -	- 0 -
Charges for Services	92,898,153	94,616,959	96,959,550
Fines and Fees	- 0 -	- 0 -	- 0 -
Interest & Rents	2,379,258	3,728,379	2,825,400
Other	981,437	870,993	399,400
Transfers In - From Other Funds	347,535	197,271	255,582
TOTAL FINANCING SOURCES:	$ 101,952,874	$ 103,541,768	$ 103,238,182
FINANCING USES			
Service Group:			
Management & Administrative	$ - 0 -	$ - 0 -	$ - 0 -
Fiscal	- 0 -	- 0 -	- 0 -
Public Safety	- 0 -	- 0 -	- 0 -
Transportation	5,977,473	4,981,861	3,166,992
Community & Neighborhood	1,233,505	1,224,326	1,275,081
Leisure & Cultural	646,578	598,874	643,832
Utilities	90,194,072	87,448,030	120,196,759
TOTAL FINANCING USES:	$ 98,051,628	$ 94,253,091	$ 125,282,664
SOURCES OVER (UNDER) USES INCLUDING INTERFUND TRANSFERS	$ 3,901,246	$ 9,288,677	$ (22,044,482)
REMOVAL OF INTERFUND TRANSFERS			
Transfers In	347,535	197,271	255,582
Transfers Out	2,436,900	2,844,400	3,195,400
SOURCES OVER (UNDER) USES EXCLUDING INTERFUND TRANSFERS	$ 5,990,611	$ 11,935,806	$ (19,104,664)
FUND EQUITY - Fiscal Year End	$ 230,922,278	$ 240,327,027	$ 244,088,866

INTERNAL SERVICE FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

	FY-2006 Final Actual	FY-2007 Final Revised Estimate	FY-2008 Adopted Budget
FINANCING SOURCES			
Taxes	$ - 0 -	$ - 0 -	$ - 0 -
Special Assessments	- 0 -	- 0 -	- 0 -
Intergovernmental	- 0 -	- 0 -	- 0 -
Licenses and Permits	- 0 -	- 0 -	- 0 -
Charges for Services	1,703,555	1,557,412	1,535,575
Fines and Fees	- 0 -	- 0 -	- 0 -
Interest & Rents	1,878,492	1,987,870	2,057,638
Other	5,115,644	4,972,173	4,919,800
Transfers In - From Other Funds	100,000	100,000	215,386
TOTAL FINANCING SOURCES:	$ 8,797,691	$ 8,617,455	$ 8,728,399
FINANCING USES			
Type of Internal Service:			
Technology	$ 596,752	$ 469,603	$ 630,800
Communications	102,289	102,442	118,880
Photocopies	40,913	57,779	95,186
Postage	25,170	22,543	23,800
Centralized Vehicle & Equipment	2,239,996	2,329,710	2,192,317
Fire Emergency Vehicle Replacement	- 0 -	528,125	- 0 -
Fuel Dispensing	634,301	625,257	616,986
Compensated Absences	18,167	100,000	100,000
Risk Management - All Coverages	4,762,695	4,751,220	5,086,620
TOTAL FINANCING USES:	$ 8,420,283	$ 8,986,679	$ 8,864,589
SOURCES OVER (UNDER) USES INCLUDING INTERFUND TRANSFERS	$ 377,408	$ (369,224)	$ (136,190)
REMOVAL OF INTERFUND TRANSFERS			
Transfers In	100,000	100,000	215,386
Transfers Out	138,123	74,600	150,886
SOURCES OVER (UNDER) USES EXCLUDING INTERFUND TRANSFERS	$ 615,531	$ (194,624)	$ 230,082
FUND EQUITY - Fiscal Year End	$ 10,858,083	$ 11,178,916	$ 11,094,581

GENERAL FUND

FINANCIAL SUMMARY

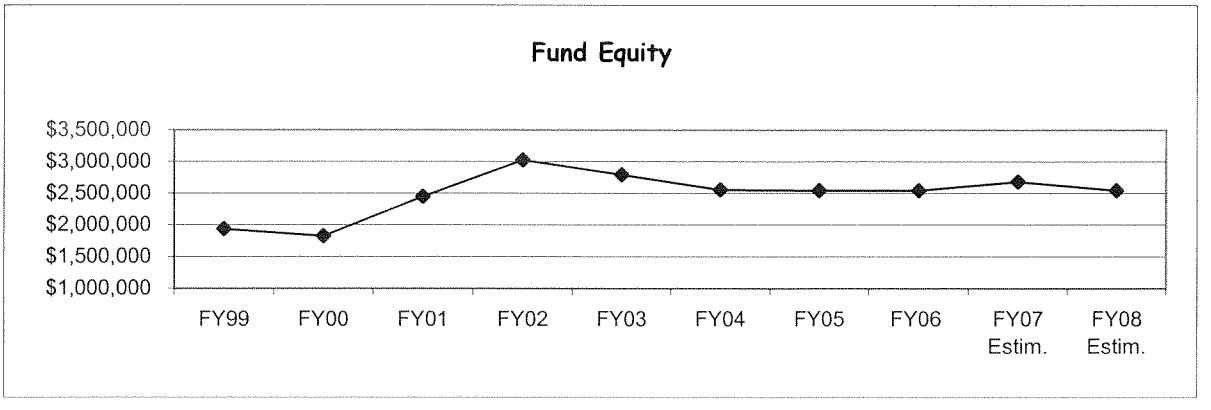
- FUND SUMMARY
- FUNDING SOURCES
- FUNDING USES

The General Fund is the basic and primary operating fund of general government operations. Various departments and activities of the General Fund are included throughout the Service Groups of the budget document.

GENERAL FUND

FUND SUMMARY

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est. Amended Budget	FY-2008 Approved Budget
TOTAL FUNDING SOURCES	$ 19,075,430	$ 19,590,697	$ 20,510,730	$ 20,793,136
TOTAL FUNDING USES	19,083,362	19,591,994	20,373,794	20,927,716
Net Increase (Decrease) From Operations	(7,932)	(1,297)	136,936	(134,580)
FUND EQUITY - June 30:				
Reserved:				
- None	$ - 0 -	$ 14,360	$ - 0 -	$ - 0 -
Unreserved:				
- Designated for Market Adjustment	(78,480)	(42,720)	(46,400)	(1,000)
- Undesignated	2,622,401	2,570,984	2,725,960	2,545,980
	$ 2,543,921	$ 2,542,624	$ 2,679,560	$ 2,544,980



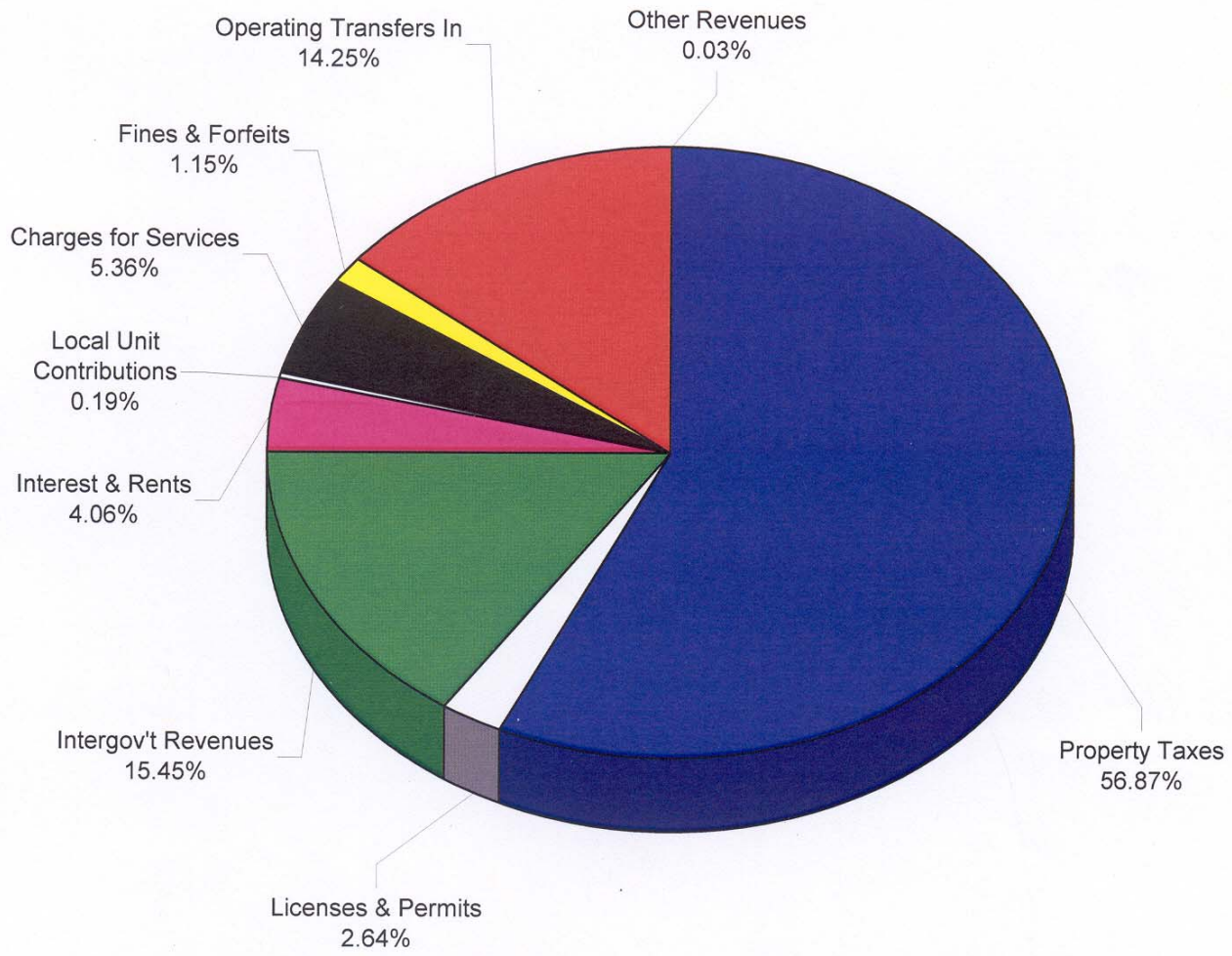
This fund presentation represents a summary of all of the General fund activities and department activities that can be found throughout the following Service Groups: Management & Administrative Services, Fiscal Services, Public Safety Services, Transportation System & Services, Community & Neighborhood Services, and Leisure & Cultural Services.

GENERAL FUND

FUNDING SOURCES

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Estimate	FY-2008 Approved Budget
FUNDING SOURCES -				
Taxes	$ 11,101,190	$ 11,310,868	$ 11,696,435	$ 11,826,252
Licenses & Permits	510,928	517,223	566,310	548,700
Federal Grants	6,176	6,460	7,170	7,200
State Revenue Sharing	3,265,596	3,229,886	3,171,414	3,204,600
Local Unit Contributions	34,784	35,606	37,000	38,500
Charges for Services	970,160	957,644	1,031,760	1,113,650
Fines & Forfeits	252,786	224,365	227,500	240,000
Interests & Rents	451,077	578,874	833,851	844,401
Other Revenue	5,901	5,681	6,800	6,600
Transfers from Other Funds	2,476,840	2,724,090	2,932,490	2,963,233
TOTAL FUNDING SOURCES	$ 19,075,438	$ 19,590,697	$ 20,510,730	$ 20,793,136

GENERAL FUND
FY-2008 APPROVED REVENUES



TOTAL $20,793,136

9.3361 mills

NOTE: DOLLAR AMOUNTS FOR EACH REVENUE CLASSIFICATION CAN BE REFERENCED ON THE PRECEDING ANALYSIS PAGE.

GENERAL FUND

Comparison by Classification of Revenues & Other Financing Sources
For Fiscal Years 1997-98, 2002-03, and 2007-08

Revenue Classification	1997-98		2002-03		2007-08	
Taxes	$7,626,687	51.47%	$10,158,798	55.49%	$11,826,252	56.51%
Licenses & Permits	264,253	1.78%	450,294	2.46%	548,700	2.62%
Intergovernmental	3,419,711	23.08%	3,674,497	20.07%	3,211,800	15.35%
Local Unit Contributions	2,626	0.02%	32,539	0.18%	38,500	0.18%
Charges for Services	695,846	4.69%	808,040	4.42%	1,113,650	5.32%
Fines & Forfeits	241,433	1.63%	236,056	1.29%	240,000	1.15%
Interest & Rents	848,540	5.73%	484,850	2.65%	844,401	4.04%
Other Revenue	14,810	0.10%	13,684	0.07%	6,600	0.03%
Operating Transfers In	1,704,000	11.50%	2,297,091	12.55%	2,963,233	14.16%
Use of Fund Balance	0	0.00%	150,366	0.82%	134,580	0.64%
TOTAL REVENUES	$14,817,906	100.00%	$18,306,215	100.00%	$20,927,716	100.00%

GENERAL FUND

FUNDING USES

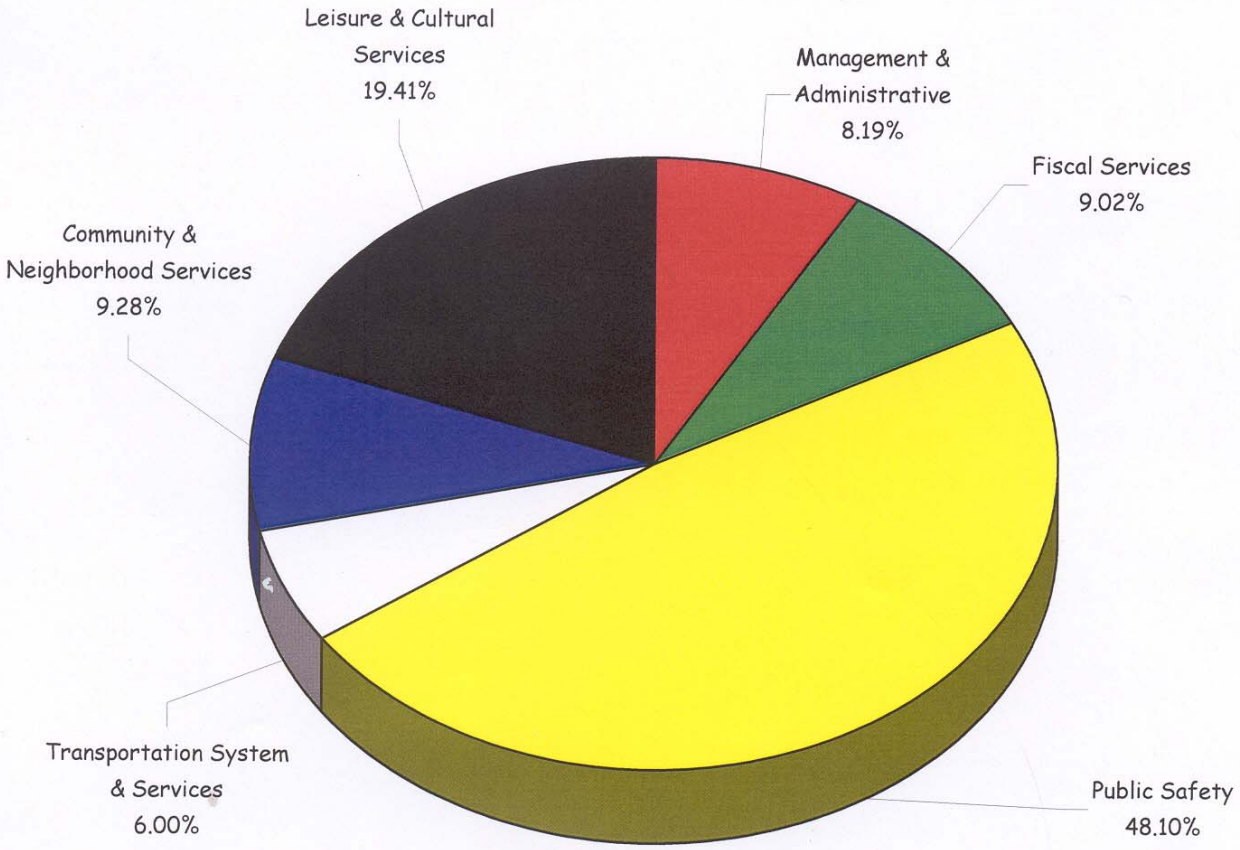
Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Estimate	FY-2008 Approved Budget
FUNDING USES BY FUNCTION				
Management & Administrative Services Group				
City Council	204,684	173,288	178,202	173,800
City Manager's Office	296,516	306,252	315,403	319,800
Elections & Voter Registration	78,620	49,244	60,730	63,330
City Attorney Services	228,089	194,058	193,100	188,400
City Clerk's Office	227,574	225,579	173,908	206,500
Human Resources	258,742	298,740	313,966	271,000
Volunteer Services	14,688	15,538	16,990	17,400
Contingencies Appropriation	0	0	75,000	475,000
Total Management & Admin Services	1,308,913	1,262,699	1,327,299	1,715,230
Fiscal Services Group				
Finance Office	647,619	681,973	635,801	668,400
Independent Audit	29,022	53,157	44,301	56,200
Property Assessing Office	442,463	453,344	446,417	477,903
Procurement/Purchasing	33,166	34,798	38,516	38,400
Treasurer's Office	202,939	191,944	193,475	214,900
Unallocated Insurance	147,246	115,681	151,258	86,600
Transfers to Other Funds	430,213	525,946	371,061	344,882
Total Fiscal Services	1,932,668	2,056,843	1,880,829	1,887,285
Public Safety Services Group				
Police Department	6,279,059	6,374,100	7,020,639	7,110,040
Fire Department	2,725,988	2,808,171	2,890,168	2,955,734
Total Public Safety	9,005,047	9,182,271	9,910,807	10,065,774
Transportation System & Services Group				
Street Division	1,029,297	1,032,970	1,092,788	1,085,849
Transportation Mgmt/Engineering	125,306	157,903	154,695	169,837
Total Transportation System	1,154,603	1,190,873	1,247,483	1,255,686

GENERAL FUND

FUNDING USES

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Estimate	FY-2008 Approved Budget
FUNDING USES BY FUNCTION				
Community & Neighborhood Services Group				
City Hall	186,301	198,320	227,281	205,200
Planning & Zoning	275,159	302,290	307,870	316,350
Environmental Health & Inspections	402,492	431,168	427,000	408,179
Construction Inspections	420,552	426,552	455,778	426,063
Community Social Services Assistance	157,831	146,202	147,875	143,900
Ourstreet Program	181,563	194,543	197,080	175,663
Human Relations Commission	140,582	150,182	130,528	154,000
Economic Devel. Assistance	121,623	130,113	136,511	112,700
Total Community & Neighborhood	1,886,103	1,979,370	2,029,923	1,942,055
Leisure & Cultural Services Group				
Cemeteries	477,819	483,960	516,669	530,305
Leisure/Cultural Services Admin	50,834	56,442	60,011	57,000
Recreation Dept & Programs	856,804	927,447	933,432	940,549
Parks	1,479,096	1,506,573	1,464,884	1,554,205
Municipal Stadium	70,515	72,202	82,356	77,234
DeGraaf Nature Center	180,812	174,342	217,595	227,993
Kollen Park Boat Launch	5,898	7,462	6,250	0
8th Street Market	70,486	90,431	98,306	93,500
Cultural Activities Assistance	379,712	362,827	362,465	338,500
Civic Center	224,052	238,252	235,485	242,400
Total Leisure & Cultural	3,796,028	3,919,938	3,977,453	4,061,686
TOTAL FUNDING USES	19,083,362	19,591,994	20,373,794	20,927,716

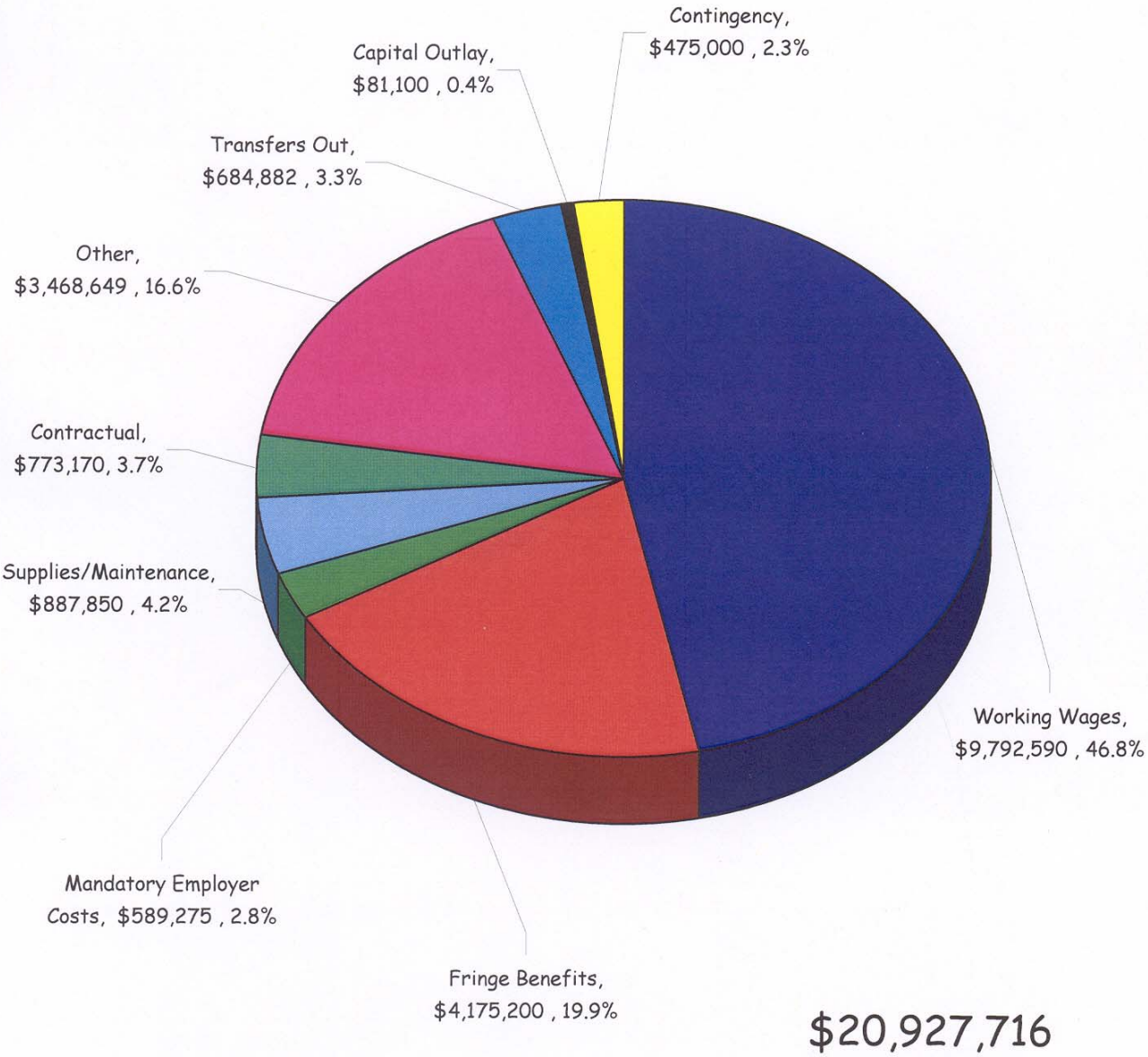
GENERAL FUND
FY-2008 APPROVED EXPENDITURES BY FUNCTION



TOTAL $20,927,716

NOTE: DOLLAR AMOUNTS FOR EACH EXPENSE FUNCTION CAN BE REFERENCED ON THE PRECEDING ANALYSIS PAGE. TRANSFERS TO OTHER FUNDS HAVE BEEN REFLECTED IN THE APPROPRIATE FUNCTION.

FISCAL YEAR 2008
GENERAL FUND - EXPENDITURES BY TYPE



$20,927,716

GENERAL FUND

Comparison of Appropriations by Function
For Fiscal Years 1997-98, 2002-03, and 2007-08

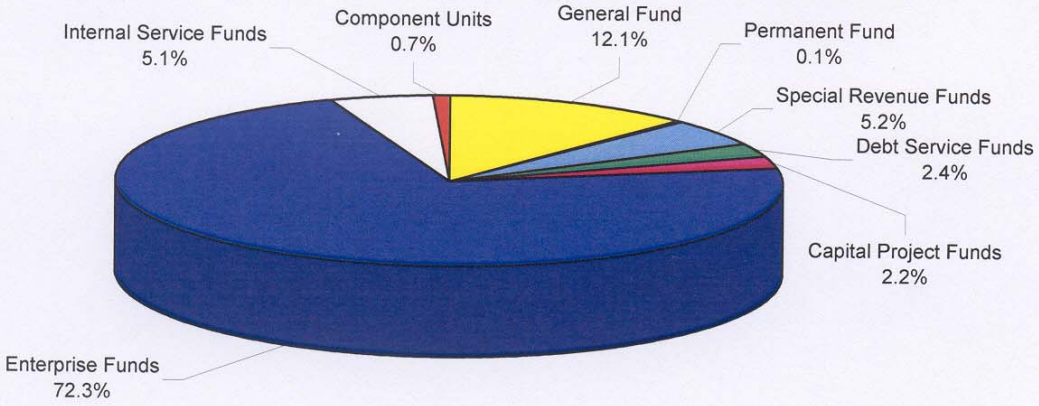
Service Group	1997-98		2002-03		2007-08	
Management & Administrative	$1,276,814	8.66%	$1,435,578	7.84%	$1,715,230	8.20%
Fiscal Services	1,139,262	7.73%	2,136,861	11.66%	1,887,285	9.02%
Public Safety	6,377,580	43.27%	8,063,222	44.05%	10,065,774	48.10%
Transportation System	1,483,607	10.07%	1,269,950	6.95%	1,255,686	6.00%
Community & Neighborhood	1,316,340	8.93%	1,792,317	9.79%	1,942,055	9.28%
Leisure & Cultural	3,145,465	21.34%	3,608,287	19.71%	4,061,686	19.41%
Total Appropriations	$14,739,068	100.00%	$18,306,215	100.00%	$20,927,716	100.00%

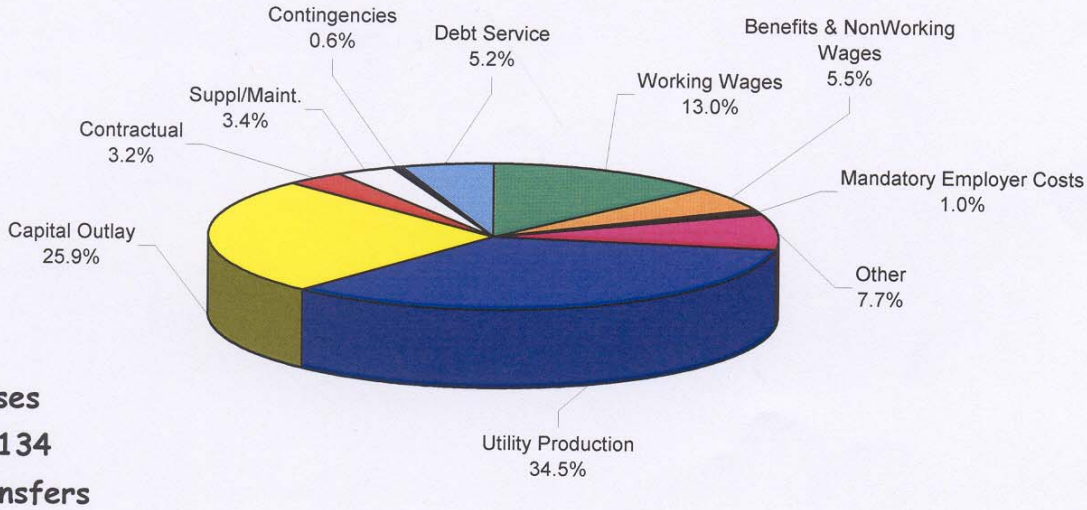
SERVICE GROUPS

- Management and Administrative Services
- Fiscal Services
- Public Safety Services
- Transportation Services
- Community & Neighborhood Services
- Leisure & Cultural Services
- Utility (BPW) Services
- Internal Service Funds
- Capital Project Funds

ALL SERVICE GROUPS

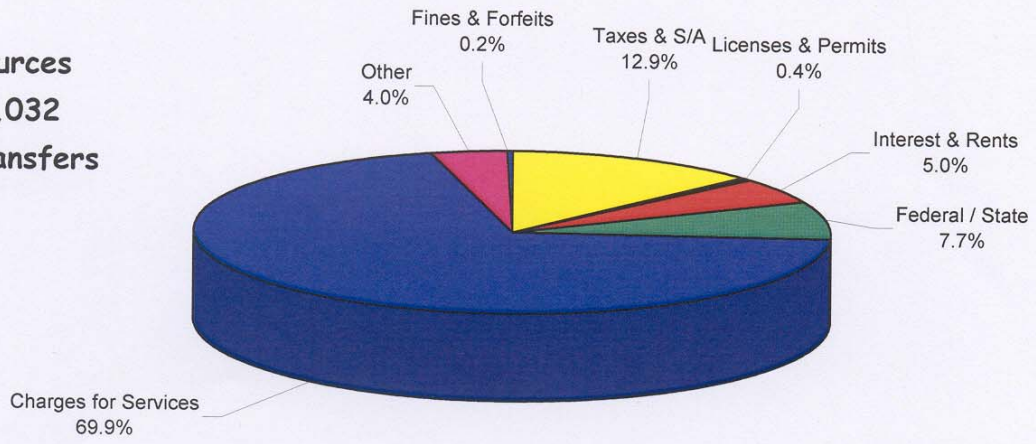
Total Uses By Fund Type $173,374,025 (Incl. Transfers)





Funding Uses
$165,435,134
Excluding Transfers

Funding Sources
$142,959,032
Excluding Transfers



ALL SERVICE GROUPS

SUMMARY OF DEPTS. FUNCTIONS & RELATED FUNDS

Description		FY-2008 Adopted Budget
- - GROUP FUNDING USES ACROSS FUNDS - -		
FUND TYPES -		
General	$	20,927,716
Permanent		152,000
Special Revenue		8,934,108
Debt Service		4,178,540
Capital Projects		3,785,027
Enterprise		125,282,664
Internal Service		8,864,589
Component Unit		1,249,381
FUND TYPE - TOTALS	$	173,374,025
- - GROUP FUNDING SOURCES & USES TOTALS - -		
FUNDING SOURCES -		
Taxes & Special Assessments	$	18,371,477
Licenses & Permits		617,700
Intergovernmental		10,965,854
Charges for Services		99,961,805
Fines & Forfeits		240,000
Interest & Rents		7,120,188
Other		5,682,008
Transfers In		7,938,891
TOTAL SOURCES	$	150,897,923
FUNDING USES -		
Personnel Services -		
* Salaries & Wages - Working	$	21,531,353
* Benefits - Includes NonWorking Wages		9,021,593
* Mandatory Employer Costs		1,689,007
Other Current Expenditures -		
* Supplies / Maintenance		5,694,714
* Contractual		5,338,190
* Utility Production		57,098,831
* Other		12,738,017
Capital Outlay		42,801,802
Debt Service Payments		
* Principal Maturities		6,423,463
* Interest & Fee Payments		2,124,964
Transfers Out		7,938,891
Contingencies		973,200
TOTAL USES	$	173,374,025
NON-CASH ITEMS - For Info Only		
Depreciation & Amortization Expense	$	13,345,045
- - GROUP STAFFING TOTALS - -		
Personnel Services Total Amount	$	32,241,953
* Full-Time Positions		396.25
* Part-Paid Fire Positions (Not @ F.T.E.)		30.00
* Part-Time Positons @ F.T.E.		47.39

ALL SERVICE GROUPS
SUPPORTING DETAIL
SUMMARY OF DEPTS. FUNCTIONS & RELATED FUNDS

FY-2008 Proposed Budget	General Fund Unallocated Sources	Debt Service Funds	Total Not Included in Service Groups	From Nine Service Groups	Grand Total
FUND TYPES -					
General			- 0 -	20,927,716	20,927,716
Permanent			- 0 -	152,000	152,000
Special Revenue			- 0 -	8,934,108	8,934,108
Debt Service		4,178,540	4,178,540	- 0 -	4,178,540
Capital Projects			- 0 -	3,785,027	3,785,027
Enterprise			- 0 -	125,282,664	125,282,664
Internal Service			- 0 -	8,864,589	8,864,589
Component Unit			- 0 -	1,249,381	1,249,381
FUND TYPE - TOTALS	$ - 0 -	$ 4,178,540	$ 4,178,540	$ 169,195,485	$ 173,374,025
FUNDING SOURCES -					
Taxes & Special Assessments	11,826,252	2,388,136	14,214,388	4,157,089	18,371,477
Licenses & Permits	2,200		2,200	615,500	617,700
Intergovernmental	3,204,600		3,204,600	7,761,254	10,965,854
Charges for Services	30,300		30,300	99,931,505	99,961,805
Fines & Forfeits	- 0 -		- 0 -	240,000	240,000
Interest & Rents	618,601	1,111,561	1,730,162	5,390,026	7,120,188
Other	600		600	5,681,408	5,682,008
Transfers In	2,870,400	557,851	3,428,251	4,510,640	7,938,891
TOTAL SOURCES	$ 18,552,953	$ 4,057,548	$ 22,610,501	$ 128,287,422	$ 150,897,923
FUNDING USES -					
Personnel Services -					
* Salaries & Wages - Working			- 0 -	21,531,353	21,531,353
* Benefits - Includes NonWorking Wages			- 0 -	9,021,593	9,021,593
* Mandatory Employer Costs			- 0 -	1,689,007	1,689,007
Other Current Expenditures -					
* Supplies / Maintenance			- 0 -	5,694,714	5,694,714
* Contractual			- 0 -	5,338,190	5,338,190
* Utility Production			- 0 -	57,098,831	57,098,831
* Other		13,001	13,001	12,725,016	12,738,017
Capital Outlay			- 0 -	42,801,802	42,801,802
Debt Service Payments			- 0 -		
* Principal Maturities		2,427,963	2,427,963	3,995,500	6,423,463
* Interest & Fee Payments		1,195,975	1,195,975	928,989	2,124,964
Transfers Out		541,601	541,601	7,397,290	7,938,891
Contingencies			- 0 -	973,200	973,200
TOTAL USES	$ - 0 -	$ 4,178,540	$ 4,178,540	$ 169,195,485	$ 173,374,025
NON-CASH ITEMS - For Info Only					
Depreciation & Amortization Expense					13,345,045

Note - Debt Service Funds excludes Building Authority Rental Receipts & Rental Payments of $1,774,755 for the two City (non-Library) related bond issues as those Sources & Uses are already included in Taxes (Sources) and Principal/Interest Maturities (Uses) amounts above.

ALL SERVICE GROUPS

SUMMARY OF DEPTS. FUNCTIONS & RELATED FUNDS

Description	General Fund	BPW Utility Funds	All Other Funds	FY-2008 Adopted Budget
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 11,826,252		$ 6,545,225	$ 18,371,477
Licenses & Permits	548,700		69,000	617,700
Intergovernmental	3,250,300		7,715,554	10,965,854
Charges for Services	1,113,650	95,203,189	3,644,966	99,961,805
Fines & Forfeits	240,000		- 0 -	240,000
Interest & Rents	844,401	2,532,699	3,743,088	7,120,188
Other	6,600	398,000	5,277,408	5,682,008
Transfers In	2,963,233	- 0 -	4,975,658	7,938,891
TOTAL SOURCES	20,793,136	98,133,888	31,970,899	$ 150,897,923
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 9,792,590	$ 9,109,866	$ 2,628,897	$ 21,531,353
* Benefits - Includes NonWorking Wages	4,175,200	3,796,762	1,049,631	9,021,593
* Mandatory Employer Costs	589,275	878,518	221,214	1,689,007
Other Current Expenditures -				
* Supplies / Maintenance	887,850	2,767,333	2,039,531	5,694,714
* Contractual	773,170	2,525,445	2,039,575	5,338,190
* Utility Production	- 0 -	57,098,831	- 0 -	57,098,831
* Other	3,468,649	689,343	8,580,025	12,738,017
Capital Outlay	81,100	35,228,475	7,492,227	42,801,802
Debt Service Payments				
* Principal Maturities	- 0 -	3,981,500	2,441,963	6,423,463
* Interest & Fee Payments	- 0 -	925,286	1,199,678	2,124,964
Transfers Out	684,882	3,195,400	4,058,609	7,938,891
Contingencies	475,000	- 0 -	498,200	973,200
TOTAL USES	20,927,716	120,196,759	32,249,550	$ 173,374,025
NON-CASH ITEMS - For Info Only				
Depreciation & Amortization Expense				$ 14,921,355
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 14,557,065	$ 13,785,146	$ 3,899,742	$ 32,241,953
* Full-Time Positions				396.25
* Part-Paid Fire Positions (Not @ F.T.E.)				30.00
* Part-Time Positons @ F.T.E.				47.39

MANAGEMENT & ADMINISTRATIVE SERVICES

General Fund:

- City Council
- City Manager
- Elections/Voter Registration
- City Attorney
- City Clerk
- Human Resources
- Volunteer Services
- Contingencies

Other Funds:

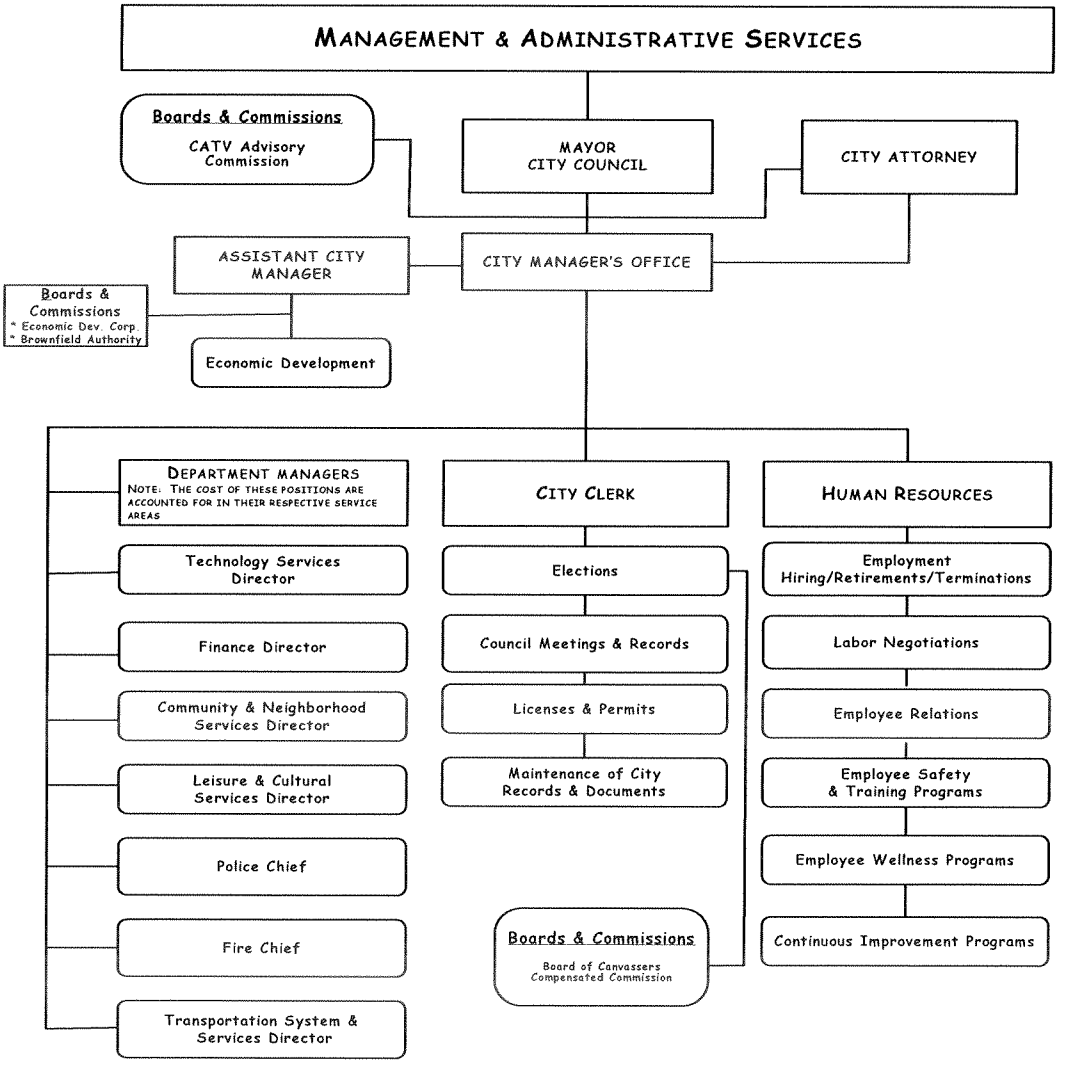
- Cable TV Public Access Fund
- Property Acquisition Fund

MANAGEMENT & ADMINISTRATIVE SERVICES GROUP INTRODUCTION

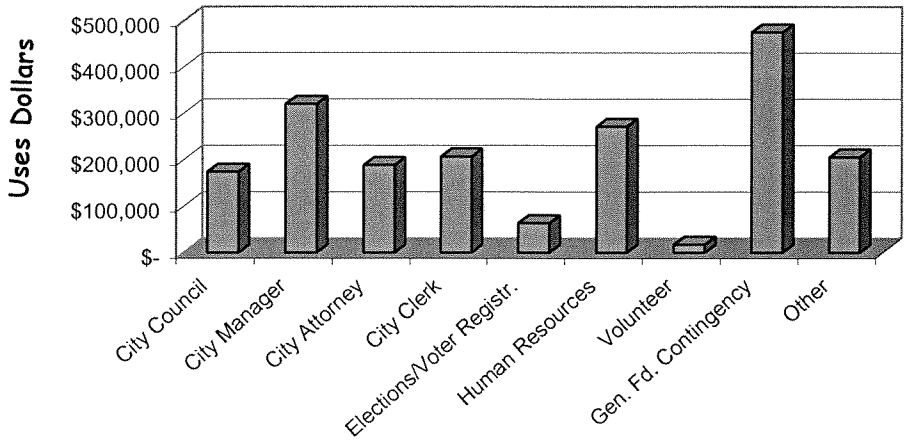
GROUP MISSION STATEMENT

The Management and Administrative Services Group provide oversight and management of general government activity. This includes the implementation of legislative responsibilities through adoption of ordinances and establishment of policies; and the overall management and administration of the City and its various departments and operations, as well as the allocation of financial, manpower, and material resources to implement quality services and programs to meet the City's Mission Statement.

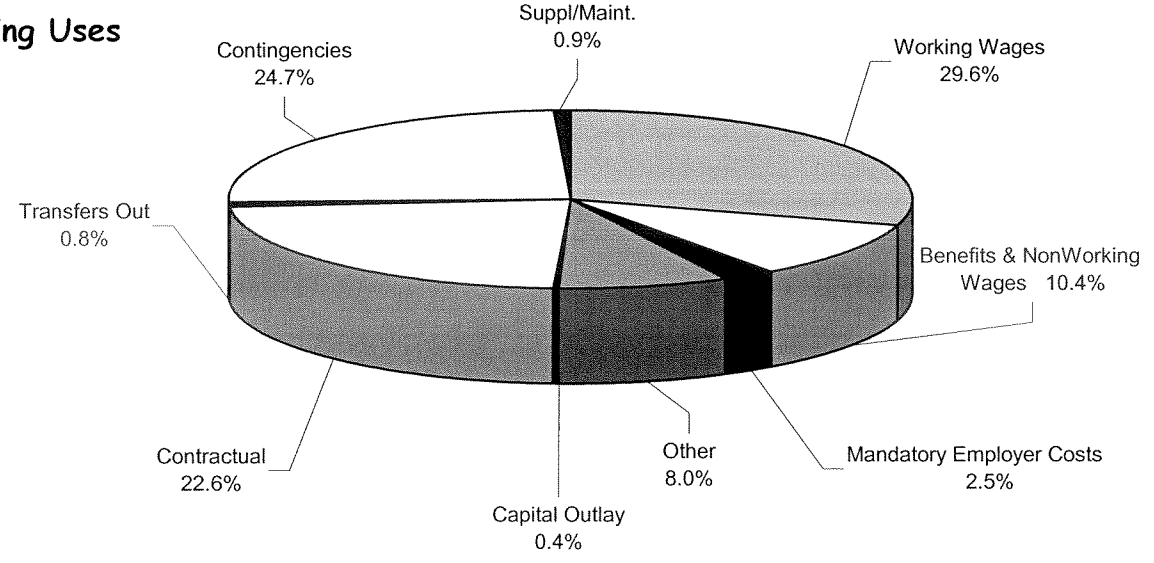
GROUP ORGANIZATIONAL STRUCTURE



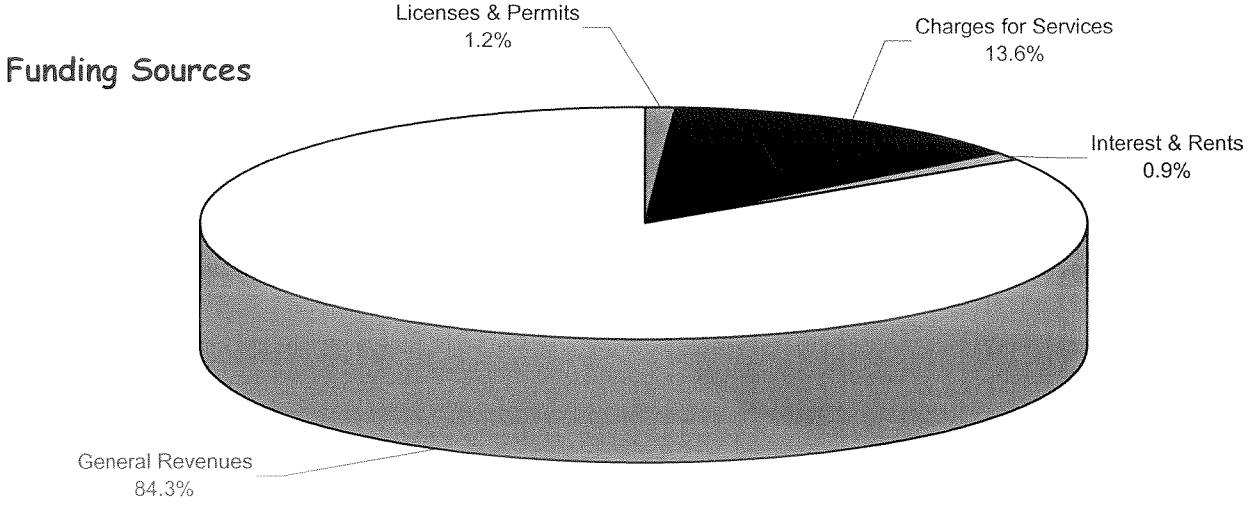
Total Uses By Department $1,920,390



Funding Uses



Funding Sources



MANAGEMENT & ADMINISTRATIVE SERVICES GROUP

SUMMARY OF DEPTS. FUNCTIONS & RELATED FUNDS

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 1,308,935	$ 1,262,716	$ 1,327,299	$ 1,715,230
Special Revenue	210,998	204,861	252,762	205,160
TOTAL FUND TYPE	$ 1,519,933	$ 1,467,577	$ 1,580,061	$ 1,920,390
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 55,478	$ - 0 -	$ - 0 -	$ - 0 -
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Licenses & Permits	20,144	23,316	23,500	24,000
Charges for Services	248,031	305,704	405,372	262,200
Interest & Rents	4,054	9,207	13,250	17,450
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 327,707	$ 338,227	$ 442,122	$ 303,650
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 529,986	$ 497,825	$ 523,500	$ 569,000
* Benefits - Includes NonWorking Wages	219,942	225,936	206,400	199,550
* Mandatory Employer Costs	42,978	42,265	41,037	47,760
Other Current Expenditures -				
* Supplies / Maintenance	21,921	19,083	15,650	16,900
* Contractual Expenditures	467,519	473,580	489,385	434,700
* Other	207,204	183,411	157,814	153,430
Capital Outlay	12,258	7,977	54,400	7,800
Transfers Out	18,125	17,500	16,875	16,250
Contingencies	- 0 -	- 0 -	75,000	475,000
TOTAL USES	$ 1,519,933	$ 1,467,577	$ 1,580,061	$ 1,920,390
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 792,906	$ 766,026	$ 770,937	$ 816,310
* Full-Time Positions	8.51	8.46	8.71	8.71
* Part-Time Positions @ F.T.E.	0.30	0.25	0.63	0.30
* Elected Officials (Not @ F.T.E.)	9.00	9.00	9.00	9.00

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

ACTIVITY MISSION STATEMENT

To serve as the legislative branch of the Holland City government by establishing the final policy decisions affecting City government developed through a cooperative effort with the Board of Public Works, and all other citizen advisory commissions, special task forces, and neighborhood organizations; and develop a climate which will continue to provide a strong residential, commercial and industrial base which will enhance the social, economic and cultural quality of life for its citizens; and participate in the Macatawa Area Coordinating Council to continue to strengthen the cooperation of the Holland/Zeeland area governmental units.

STRATEGY STATEMENT

ECONOMIC DEVELOPMENT:

* To foster an environment that supports the retention and growth of commercial and industrial businesses.
* To foster a quality of life in the City that is attractive to existing and potential employees of area business.
* To collaborate with other area organizations in order to provide a region that is strong and dynamic from an economic perspective.
* To utilize the incentives available to the City to retain and attract business.
* To promote a diverse economic base that is responsive to the inevitable changes in the marketplace.
* To provide the infrastructure necessary to support the City's economic development mission.
* To facilitate collaboration between education and businesses in order to ensure curriculum that support the future employees of this area.
* To provide an economic development program that addresses the needs of small and large businesses.
* To work with area organizations on providing a quality workforce for area employers.
* To continually evaluate the merits of new economic development strategies in terms of the benefits these might have to the City's economic development efforts.

ACTION PLANS FOR FISCAL YEAR 2008

* Continue to develop a comprehensive strategic plan for the City's commercial neighborhood districts with design and implementation plans, and assist older major commercial retail areas with new development tools.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

* Develop a comprehensive redevelopment strategy for highway commercial corridors including 32nd / Lincoln, 40th / Washington, Columbia / 32nd Street, and US-31 corridor.

* Work with various historical and tourism organizations to develop a comprehensive Heritage Tourism program and marketing strategy.

* Serve as a central resource for information on City economic development activities including financial incentives, development contracts, property information, utilities, regulations, and quality of life components.

* Work directly with businesses on specific retention, relocation, or expansion projects in the City.

* Work with the Lakeshore Advantage on its area-wide economic development activities.

* Assure that focus is not only on industrial development, but also focus on new entrepreneurial opportunities as outlined by Lakeshore Advantage.

* Evaluate the provision of City services in an economic development context and implement changes in order to provide an efficient, pro-active response to needs.

* Serve as an advocate for area businesses in terms of providing assistance with City and State requirements for incentives and developments.

* Continue to monitor economic conditions in the City, Holland / Zeeland area, and the West Michigan region.

* Initiate contacts with businesses on their current activities, plans, and outlook for their future in Holland.

* Continue working with the Brownfield Authority to offer development incentives, review Brownfield Plan applications, develop recommendations to City Council, and manage the Brownfield plans.

* Update the City's economic development marketing package that is distributed to contacts and explains the amenities of doing business in the City, as well as incentives, utilities, and other information.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

* To assure the US-31 corridor improvements and new by pass promote economic development in the City and greater Holland area.

STRATEGY STATEMENT

AREA COOPERATION:

* To partner in the development of a common vision for the greater Macatawa area.
* To encourage innovation and risk-taking in the development of programs and services to meet the needs of the area.
* To be proactive in identifying and responding to the common needs of the Macatawa area.
* To look for opportunities to create efficiency and economies of scale through collaboration.

ACTION PLANS FOR FISCAL YEAR 2008

* Continue membership in the Macatawa Area Coordinating Council and pursue intergovernmental cooperation between the City and its neighboring governmental units.

* Continue to participate in the implementation of the MACC area-wide Watershed Plan for Point and Non-Point sources.

* To advocate that MACC develops an inventory of services by area governmental units where cooperative ventures could provide cost efficiencies in areas such as insurance, purchasing of products, and providing some basic joint services.

* Develop a long-range plan for extension of public water to adjacent governmental units in conjunction with evaluating the future growth potential for the City.

STRATEGY STATEMENT

NEIGHBORHOODS:

* To develop neighborhoods that are a synergy of people, activities, facilities, and investment where people live, work and play.
* To support the stability and development of all neighborhoods where:
  - housing is attractive, well-maintained, and affordable;
  - owner-occupied housing is encouraged;
  - neighborhoods are characterized by a diversity of economic, social, and racial factors;
  - residents feel safe and affirmed by others;

- a mix of uses, including neighborhood-supportive institutions, commerce, and industry are present.

* To encourage greenspace and leisure opportunities within all neighborhoods.
* To focus attention on and support strengthening of neighborhoods comprised of multi-family housing through public/private cooperation, enhanced management, and improved safety.
* To incorporate/encourage sustainable investments and "green" design concepts in future planning and development.
* To encourage consideration of increased densities where positive attributes of that density are celebrated and potential negative attributes are avoided.

ACTION PLANS FOR FISCAL YEAR 2008

* To develop a comprehensive strategic plan for the Cities' commercial neighborhood districts with design and implementation plans, and assisting older major commercial retail areas with new development tools.

* To explore the creation of new Neighborhood Enterprise Zones in neighborhoods with high redevelopment needs.

* To further develop the "Centers of Centers plan with the input of property owners and the development of an implementation plan.

* Continue to develop plans for expansion of the Ourstreet program with HOMECOR and public / private partnerships, for neighborhood improvement programs and the implementation of the Neighborhood Preservation Program.

* Continue to expand and improve the Community Team Policing Program with major emphasis on school relations and family issues.

* Continue to develop housing re-investment programs for the Central neighborhood which includes home ownership opportunities and down payment assistance incentives.

* To establish a process for updating the 1995 City of Holland Housing Goals & Policies Plan.

* To review the rental inspection / registration of single family and mobile homes.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

* Consider ordinance improvements to regulate exterior homeowner conditions through increased inspection programs, further evaluation of front yard and on street parking in the core City, and vacant house regulations.

* Implement the action plans in the FY 2008 (CDBG) and Housing Advisory Plans.

STRATEGY STATEMENT

COMMUNITY AND FAMILY:

* To develop/support social and cultural institutions, programs, and activities that provides a safe, healthy, and productive environment for all members of the community.
* To focus on issues that are important to youth and family.
* To focus on issues that are important to senior citizens.
* To support character development through schools and churches.
* To support the achievement of a strong and diverse community-wide public and private educational system that establishes Holland as the "community of choice" with excellence and academic options at all levels pre-K through college and beyond.
* To promote personal and community health and a striving for wellness as basic characteristics of all neighborhoods.

ACTION PLAN FOR FISCAL YEAR 2008

* To join hands with area churches, social agencies, educational institutions and other interested organizations to develop programs which provide a safe and healthy environment for all members of families in this community.

* To focus on issues identified as being important to families, such as recreation, youth activities, and quality/affordable child care.

* To encourage the adoption of policies which promote economic stability within the community.

* To encourage educational institutions to take an equally active role in supporting the families of our community.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

STRATEGY STATEMENT

TRANSPORTATION:

* To develop a multi-modal transportation system and support services for the City which offer efficient, safe, affordable, and cost-effective transportation for all.
* To ensure that all transportation infrastructures developed within the City is well-maintained, designed to promote and encourage the continued improvement of neighborhoods, user-friendly, and aesthetically pleasing.
* To develop transportation services, systems and infrastructure that promote and support economic development.
* To ensure that all transportation programs and infrastructure are compatible with area-wide programs.

ACTION PLANS FOR FISCAL YEAR 2008

* Develop plans for the construction of a roundabout in 2008 at 8th and Fairbanks intersection.

* Complete the plan and landscape design for connecting the pedestrian / bicycle network for Pine Avenue, Van Bragt Park, River Avenue Bridge, Window-on-the-Waterfront, and River Avenue to 7th Street with construction to be completed by September 2007.

* Implement the CSX railroad crossing improvements and closings for 11TH, 12TH and 17TH Streets by August 2007.

* Complete plans and construction of new traffic signals at Columbia at both 7th and 9th Street by June 2008.

* Annual Street Resurfacing and Reconstruction Program to cover 10% of the street system.

* Explore the availability and feasibility to convert 10% of the MAX public transit system to alternative fuels by December 2007.

* Complete design of Country Club from 8th to 16th by January 2008 with construction to start in 2008 construction season.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

* To continue with MDOT and MACC the Chicago Drive Corridor Improvement Study with a plan to be completed by December 2007.

* To work with MDOT and the MACC to ensure attention to current US-31 alignment (improvements/design) are incorporated into the MDOT Five-Year Improvement Plan.

* Implement 2007 bicycle / sidewalk expansion plan by constructing fill-in-the-gap sidewalks, providing sidewalks as part of street improvement projects and develop plans for 2008 projects.

* Complete construction for 8th Street from Ferris to Country Club by October 2007.

* Complete construction of 40th Street east of Waverly by October 2007.

* Continue the downtown parking lot expansion in accordance with the 2003 Downtown strategic parking plan and recommendations.

* Continue Maplewood / Lela Drain Improvement project planning to assure it is designed so it can be incorporated into Lincoln Avenue and US-31 Improvement projects.

* Continue to assist MDOT and MACC with US-31 bypass implementation plan as federal funding becomes available and a status report on project is provided before June 2007.

* To annually update the Airport Master Plan to assure compliance with state and federal funding opportunities.

STRATEGY STATEMENT

PUBLIC UTILITIES:

* To ensure that the public utilities provided to residents are safe, reliable, and affordable for all members of the community.
* To maintain local control which is both responsible to customer needs, proactive to changes in the industry and the marketplace, and forward looking to anticipate future needs.
* To maintain a customer-focus in the administration of the utility operation and to be accountable to customers at all times.
* To provide a public utility system that is economically viable and sustainable into the future.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

* To foster regional cooperation on the provision of utility services to ensure efficient and adequate resources.
* To provide public utilities in an aesthetically sensitive manner, striving for a perceived invisibility of services.
* To evaluate the benefits of renewable energy sources to sustaining long-term energy alternatives.

ACTION PLANS FOR FISCAL YEAR 2008

* Continue to develop and modify implementation strategies for the long-term improvement plans for the Water and Wastewater Treatment Plant expansions and service areas completed in 2003.

* Monitor and respond to private competition and deregulation in the Municipal Electric Operation and finalize the electric service area policy and power plant expansion plans by January 2008.

* To continue to aggressively pursue alternative green electric energy sources.

* To develop an implementation plan by January 2008 for maintenance of storm drain outfalls in accordance with state and federal storm water regulations.

* Continue the fiber optics expansion to the industrial, commercial, residential, and institutional areas / facilities with a goal of developing a publicly owned comprehensive community telecommunication expressway interphased with the AT&T system with a comprehensive business plan to be developed by December 2007.

* To review the current Underground Electric Utilities Policy and develop a priority plan for implementation by June 2008.

* Develop a City work plan to implement objectives of Macatawa Watershed Plan for Non-Point Source issues by September 2007.

* To investigate a public / private WI-FI system with the Downtown as the experimental area by September 2007.

* To develop a comprehensive electric energy conservation education program by June 2008.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

STRATEGY STATEMENT

PUBLIC SPACES:

* To ensure that all public spaces and facilities are inviting, cost-efficient, up-to-date, and well-maintained for use by residents, employees, and other "customers" of the City of Holland.
* To emphasize safety, quality, efficiency, and environmental stewardship in the construction, maintenance and operation of all public spaces.
* To stress constant evaluation and innovation in order to provide public spaces that all residents are able to access in the easiest and most effective manner possible.
* To support efforts to preserve natural areas, protect natural wildlife and their habitats and introduce further landscaping city-wide.
* To offer green spaces and blue edges where urban dwellers can retreat to enjoy the natural features of the community.

ACTION PLANS FOR FISCAL YEAR 2008

* Complete construction of Phase II and III of the Kollen Park Master Plan by November 2007.

* Determine the future of the Civic Center by December 2007 and develop financing and development plans by June 2008.

* Assure more new public trees are planted than removed each year.

* Continue to evaluate waterfront recreation opportunities and possibilities in accordance with Comprehensive Waterfront Development plan adopted in 1999.

* To evaluate the possibility of establishing a private "waterfront trust" to acquire properties when available.

* To complete a revised Windmill Island long-range improvement plan to include the following:
  - develop funding plan for a boardwalk connecting the Island with Window-on-the-Waterfront;
  - develop a long-range plan to make flowers a year round focal point at the Island;
  - construction of a new welcome / administration building;
  - develop concept plan for constructing new wooden shoe factory; and

- other priority items as outlined in the 2004 Windmill Island / Tulip Time Task Force Report.

* To develop a financing plan for the restoration of Window-on-the-Waterfront / boardwalk plan.

* Develop a comprehensive plan for renovation, expansion, or elimination of two City Greenhouses by January 2008.

* To continue to work on a new the development plan for the Western Tool property.

* Develop a plan for improving and increasing outdoor ice-skating facilities and to specifically evaluate an outdoor-assisted ice facility by September 2007.

* To encourage more fountains in public spaces.

* Continue to coordinate and assist with implementation of Macatawa Greenway Master Plan.

* Initiate Phase I of the Lake Macatawa Street Ends Improvement Plan by establishing development guidelines through Court assistance.

* Review regulations / ordinances on prohibition of dogs / animals in City parks.

STRATEGY STATEMENT

IMPLEMENTATION:

* To adopt and embrace the Vision, Mission and Belief Statements of the City of Holland as the overriding principles guiding the operation of the City.
* To develop and sustain an organization whose members are citizen-driven, and proactive in addressing issues for the residents of the community, and to encourage collaboration among members at all levels.
* To establish a desirable work environment which allows for the efficient and effective operation of City programs and activities that are easy to access and understood by the community.
* To support the development of a team environment that is diverse, knowledgeable, and friendly in the provision of City services, and well-trained in specific areas of responsibility.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

ACTION PLANS FOR FISCAL YEAR 2008

* Continue to implement the Continuous Improvement Process (CIP) started in 1996 to improve employee relations and citizen services.

* Continue to maintain the City's web page and increase access to governmental services for citizens through use of the Internet.

* Establish a formal dialogue process with the education sector of Holland to address various issues of mutual concern.

* To re-implement the Volunteer Recognition program.

* Increase Council awareness of the activities of City boards and commissions with joint meetings at study sessions and on special projects, programs and issues.

* To implement and expand Retired Senior Volunteer program.

* Review current staff levels / interim positions as part of FY08 budget process.

* To review advisory boards structure to determine possible consolidation and efficiency.

* To continue to promote on-line focus and connect City calendar of events with website.

* Develop a process for a new 2020 Plan or incorporate into the MACC Future Search process.

* To continue to develop and broaden citizen participation.

* Develop a public forum and process for budget input in February of each year.

* To establish second youth police academy (2 per year instead of 1).

PROGRAM MEASUREMENTS

- - MANAGEMENT & ADMINISTRATIVE SERVICES GROUP - CITY COUNCIL - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Number of Regular Scheduled Legislative Sessions	23	24	24	24
Number of Special Called Legislative Sessions	6	6	7	6
Number of Study Sessions	23	23	23	23
Number of Council Actions (calendar year)	827	764	852	800
Number of Ordinances Adopted	26	38	39	40
City Calendar	1	1	1	1

MANAGEMENT & ADMINISTRATIVE SERVICES

CITY COUNCIL
(A GENERAL FUND ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	204,687	173,291	178,202	173,800
TOTAL SOURCES	$ 204,687	$ 173,291	$ 178,202	$ 173,800
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 61,495	$ 58,579	$ 60,100	$ 64,500
* Benefits - Includes NonWorking Wages	3,342	4,572	5,150	5,050
* Mandatory Employer Costs	4,924	5,002	5,050	5,350
Other Current Expenditures -				
* Supplies / Maintenance	1,898	2,274	2,800	2,600
* Contractual	26,638	22,646	23,785	14,500
* Other	106,390	80,218	81,317	81,800
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 204,687	$ 173,291	$ 178,202	$ 173,800
- - STAFFING - -				
Personnel Services Total Amount	$ 69,761	$ 68,153	$ 70,300	$ 74,900
* Full-Time Positions	0.25	0.25	0.25	0.25
* Elected Officials (Not @ F.T.E.)	9.00	9.00	9.00	9.00

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Manager

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2008

* To assist the City Council with the review and implementation of the FY 2007-2008 City Council Action Plan.

* To coordinate annual strategic planning sessions for both City Council and City staff and continue status reporting system for the City Council by January 2008 and June 2008.

* To update the Five-Year Capital Improvement plan by March 2008 with updated projects and cost estimates.

* To monitor all capital projects scheduled for FY 2007-2008 to assure proper implementation and timely completion and financial planning.

* To continue to participate and be actively involved with the following area projects:
  1) Serve as Chairperson of the Area Wastewater Treatment Committee.
  2) Serve on the Ottawa County Central Dispatch 911 Board.
  3) Continue to participate in the MACC organization on special projects.
  4) Serve as Chairperson of the WEMET Board.
  5) Serve on the Board of Public Works Board.
  6) Chamber of Commerce Board (Assistant City Manager)
  7) The DDA Board
  8) The Brownfield Board
  9) The West Michigan Alliance Subcommittees

* To assure financial and construction plans and construction is completed for the following major capital projects:
  1) Civic Center Renovation / Expansion Committee Report Implementation and Financial Plan by November 2007;
  2) The River Avenue Bridge and Pine / River from 7th to the Bridge Landscaping Improvement project by August 2007;

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Manager

3) Kollen Park Waterfront Construction for Phase II and III by November 2007;
4) The Eastern Gateway Roundabout Design and Financial plan by February 2008;
5) Reconstruction of East 40th and East 8th by October 2008.

* To continue to work with MACC, MDOT and area governmental units on both short and long term implementation plans for U.S.31 improvement alternatives. (On-going)

* To monitor implementation plan for the City of Holland to comply with the Macatawa Watershed plan for Non-Point Sources. (On-going)

* To finalize water agreements, in cooperation with BPW Manager, with Laketown / Allegan County and City of Wyoming by December 2007.

* To assure the City's Economic Development activities are properly coordinated with the Holland Economic Development Corporation (HEDCOR), the Holland Chamber of Commerce, Lakeshore Advantage, and the Michigan Economic Development programs. (On-going)

* To develop a closer working relationship with local school systems to assure there is a coordinated effort with neighborhood enhancement and growth.

* Continue to implement the comprehensive commercial and residential neighborhood enhancement, marketing and strategic planning process that includes entire City.

* Make sure existing City services can be maintained during limited revenue growth
  - Evaluate improved joint administrative services with BPW.
  - Evaluate further revisions to Employee Fringe Benefit Programs.
  - Stress Continuous Improvement Program.
  - Develop new possible area cooperative efforts, and assure seamless transition for both new MAX and Airport Authorities.

* Develop comprehensive Performance Measurement program for implementation in fiscal year 2009 Budget.

* Develop a new long range strategic plan for Windmill Island within Parks-of-Parks concept by December 2007.

* To work with BPW to implement an experimental Wi-Fi zone for Downtown area.

MANAGEMENT & ADMINISTRATIVE SERVICES

CITY MANAGER
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	296,521	306,264	315,403	319,800
TOTAL SOURCES	$ 296,521	$ 306,264	$ 315,403	$ 319,800
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 177,894	$ 168,568	$ 186,700	$ 190,300
* Benefits - Includes NonWorking Wages	92,031	101,349	93,500	91,900
* Mandatory Employer Costs	14,797	14,670	15,400	17,800
Other Current Expenditures -				
* Supplies / Maintenance	3,411	4,033	3,200	3,300
* Contractual	51	550	200	300
* Other	8,337	15,152	16,403	16,200
Capital Outlay	- 0 -	1,942	- 0 -	- 0 -
TOTAL USES	$ 296,521	$ 306,264	$ 315,403	$ 319,800
- - STAFFING - -				
Personnel Services Total Amount	$ 284,722	$ 284,587	$ 295,600	$ 300,000
* Full-Time Positions	2.75	2.70	2.70	2.70
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

Elections and Voter Registration

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2008

* To provide supplies, materials, voting machines, and trained staff at polling places for the August primary, November general, possible February primary, and May elections, including the processing of voters and tabulating results.

* To coordinate with Ottawa County, the implementation of a modem driven election system for reporting results. (November 2007)

* To investigate the potential for storing voting machines at polling sites year-around to reduce staff costs associated with the delivery of election supplies. (November 2007)

* To attend election official education for training and certification purposes. (On-going)

PROGRAM MEASUREMENTS

- - MANAGEMENT & ADMINISTRATIVE SERVICES GROUP - ELECTIONS - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Number of Registered Voters for November Election	20,386	20,572	20,740	20,820
Number of Elections (Total)	3	2	3	4
Regular	3	2	3	4
Special	0	0	0	0
Average Number of Workers Per Election:				
Voting Station Election Officials:				
- Chairperson	18	19	18	18
- Election Worker	80	43	43	80
Board of Canvassers:				
- Board Members	4	4	4	4
Voter Turnout:				
August	3,324	N/A	2,980	8,000
November	14,219	2,480	11,238	4,000
February	N/A	N/A	N/A	8,000
May	2,669	2,617	2,700	3,000
Absentee Voters:				
August	398	N/A	1,259	2,400
November	2,627	1,340	2,280	2,000
February	N/A	N/A	N/A	2,400
May	1,189	1,113	1,150	1,450
% Turnout per Election:				
August	16.81%	N/A	14.63%	38.00%
November	69.60%	12.20%	54.74%	20.00%
February	N/A	N/A	N/A	38.00%
May	12.98%	12.87%	13.00%	15.00%

MANAGEMENT & ADMINISTRATIVE SERVICES

ELECTIONS / VOTER REGISTRATION
(A GENERAL FUND ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 15,880	$ 15,613	$ 15,300	$ 15,300
Funding Requirement - General Operating Revenues	62,743	33,623	45,430	48,030
TOTAL SOURCES	$ 78,623	$ 49,236	$ 60,730	$ 63,330
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 47,431	$ 21,014	$ 47,400	$ 47,500
* Mandatory Employer Costs	644	296	400	1,000
Other Current Expenditures -				
* Supplies / Maintenance	10,086	6,529	3,700	4,700
* Contractual	5,406	5,531	6,300	7,200
* Other	15,056	15,866	2,930	2,930
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 78,623	$ 49,236	$ 60,730	$ 63,330
- - STAFFING - -				
Personnel Services Total Amount	$ 48,075	$ 21,310	$ 47,800	$ 48,500
* Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

ADDITIONAL INFORMATION:

Election Worker / Board of Canvasser Counts are Included in the Program Measurements for this activity.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Attorney

ACTIVITY MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2008

* To provide legal advice and assistance to the risk management program, especially in regard to the risk retention exposures of self-funding for insurance coverages. (On-going)

* To provide legal advice and assistance regarding various contested commercial property tax assessments, heard before the Michigan Tax Tribunal and/or the State Court of Appeals. (On-going)

* To provide the City Council with an annual review and status report on all pending litigations. (December 2007)

* To continue to evaluate the total City legal services with the City Manager to develop operational and cost effectiveness. (August 2007)

MANAGEMENT & ADMINISTRATIVE SERVICES

CITY ATTORNEY
(A GENERAL FUND ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	228,097	194,063	193,100	188,400
TOTAL SOURCES	$ 228,097	$ 194,063	$ 193,100	$ 188,400
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ 226,334	$ 193,585	$ 192,900	$ 187,900
* Other	1,763	478	200	500
TOTAL USES	$ 228,097	$ 194,063	$ 193,100	$ 188,400

- - STAFFING - -

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

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Clerk

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2008

* To coordinate production of the 2008 City Calendar and to merge the calendar with a Community & Neighborhood Services Good Neighbor Pamphlet. (November 2007)

* To implement a central electronic file system to facilitate inter-departmental access through standardized conversions of Laserfische. (June 2008)

* To complete scanning of all existing contracts. (June 2008)

* To attend the Michigan Association of Municipal Clerks seminar to maintain clerk certification educational requirements, and to become informed of new regulations and standards in the profession of City Clerk. (March 2008)

* To work with other department to prepare and implement a new document retention policy. (September 2007)

* To review and streamline the existing Freedom of Information Act policy and fee schedule to be consistent throughout the City organization. (September 2007)

PROGRAM MEASUREMENTS

- - MANAGEMENT & ADMINISTRATIVE SERVICES GROUP - CITY CLERK - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Meetings Attended **				
City Council, City Boards and Commissions	72	74	74	74
Licenses & Applications				
Business Licenses and Permits Issued	443	449	450	452
Zoning Board of Appeals Applications Processed	25	31	31	31
Ordinances				
Ordinance Adopted	26	38	40	42
Council - regular, closed	23 / 8	27 / 9	24 / 5	24 / 5
Zoning Board of Appeals	11	9	8	8
Board of Review	8	8	8	8
Board of Canvassers	1	1	1	1

** Meetings attended by City Clerk or Administrative Aide

MANAGEMENT & ADMINISTRATIVE SERVICES

CITY CLERK
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Licenses & Permits	$ 20,144	$ 23,316	$ 23,500	$ 24,000
Charges for Services	3,113	1,795	2,900	3,000
Funding Requirement - General Operating Revenues	204,316	200,473	147,508	179,500
TOTAL SOURCES	$ 227,573	$ 225,584	$ 173,908	$ 206,500
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 121,856	$ 116,146	$ 90,300	$ 124,500
* Benefits - Includes NonWorking Wages	60,183	63,528	47,900	45,300
* Mandatory Employer Costs	10,908	10,656	7,800	10,600
Other Current Expenditures -				
* Supplies / Maintenance	3,461	3,883	3,200	3,300
* Contractual	6,169	3,238	4,100	4,200
* Other	24,996	28,133	20,608	17,800
Capital Outlay	- 0 -	- 0 -	- 0 -	800
TOTAL USES	$ 227,573	$ 225,584	$ 173,908	$ 206,500
- - STAFFING - -				
Personnel Services Total Amount	$ 192,947	$ 190,330	$ 146,000	$ 180,400
* Full-Time Positions	3.00	3.00	3.25	3.25
* Part-Time Positions @ F.T.E.	0.30	0.25	0.63	0.30

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

Human Resources

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2008

* Continue to look for ways of reducing costs in the health insurance and pension programs while maintaining a competitive level of quality in both areas. Specifically, look at adding a Health Savings Account (HSA) program to the cafeteria plan for 2008. Also, continue to review the recommendations of the Sick Leave/Benefits Committee recommendations for possible implementation. Plan to make a recommendation to the City Manager in this regard by November 2007.

* Continue to maintain and improve the Employee Wellness program with increased employee participation in Wellness. Increase and maintain employee participation at 95%.

* Develop training plan by July 1, 2007 to include performance evaluation training, leadership training, and customized safety training in each department. All training to be completed by June 30, 2008.

* Increase focus on employee job performance with revised performance evaluation program. Implement revised program by June 30, 2008.

* Increase emphasis on loss control and work-related injury prevention to assist in reducing work-related injuries and associated lost work time. Objective for FY08 will be to reduce recordable claims by 20% and lost time claims by 50% by January 1, 2008.

* Resolve Fire Union contract through a negotiated settlement, with the goal of implementing a PPO health plan with increased employee premium participation, comparable to the non-union employee group. Reach a negotiated settlement of the contract by July 1, 2007.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

Human Resources

* **Continue to maintain, and improve whenever possible, the City's commitment to a diverse workforce that is representative of the community. Continue to pursue the objective of a 20% or more minority work force by the end of FY08, as opportunities arise. The current minority percentage for the General City is 17%. (On-going)**

* **Continue to look for ways to improve employee morale, while employees are under continued stress of "doing more with less" through training, employee recognition where appropriate, and improved communication. (On-going)**

PROGRAM MEASUREMENTS

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Number of Employees (Full-Time and Part-Time A)	244	233	236	238
Number of New Hires (Full-time and Part-Time A)	13	15	12	6
Number of Reclassifications (Full-Time and Part-Time A)	2	1	3	2
Number of Labor Contract Settlements	1	0	1	1
Number of Labor Contract Arbitrations (Starting Year)	0	1	0	0
Number of Grievances Filed	1	0	2	0
Number of Worker Compensation Claims (Calendar Year)	54	38	30	24
Number of Lost Time Accidents (Calendar Year)	2	7	3	2
Number of Lost Days (Calendar Year)	68	166	80	60
Participation in Wellness Program (% of Average Program Participation)	82	94	95	95
Number of Training participants - all classes (Full-Time and Part-Time A)	570	556	560	560

MANAGEMENT & ADMINISTRATIVE SERVICES

HUMAN RESOURCES
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 31,700	$ 33,200	$ 38,372	$ 45,100
Funding Requirement - General Operating Revenues	227,050	265,539	275,594	225,900
TOTAL SOURCES	$ 258,750	$ 298,739	$ 313,966	$ 271,000
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 112,939	$ 123,900	$ 128,900	$ 131,700
* Benefits - Includes NonWorking Wages	61,035	53,313	56,300	54,000
* Mandatory Employer Costs	10,936	10,789	11,500	12,000
Other Current Expenditures -				
* Supplies / Maintenance	2,256	1,888	2,150	2,400
* Contractual	22,892	68,030	80,300	38,800
* Other	48,692	40,819	34,416	32,100
Capital Outlay	- 0 -	- 0 -	400	- 0 -
TOTAL USES	$ 258,750	$ 298,739	$ 313,966	$ 271,000
- - STAFFING - -				
Personnel Services Total Amount	$ 184,910	$ 188,002	$ 196,700	$ 197,700
* Full-Time Positions	2.25	2.25	2.25	2.25
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

Volunteer Services

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2008

* To develop and implement a recruitment plan for the City of Holland's Volunteer Program that utilizes various media methods, such as newspapers, radio and television advertisement. Goal: 30 volunteers by June 2008.

* To recognize all active volunteers utilizing the revised volunteer recognition plan by June 2008.

* To track 100% of City volunteers, hours and volunteer applicants through an improved volunteer tracking program by June 2008.

* To make a concerted effort to increase minority and female representation on City Boards and Commissions. The goal for FY2008 is 20% minority representation and 35% female representation.

PROGRAM MEASUREMENTS

- - MANAGEMENT & ADMINISTRATIVE SERVICES GROUP - VOLUNTEER SERVICES - -

Administrative and Operational Activities	FY-05 Actual	FY06 Actual	FY-07 Projected	FY-08 Projected
CVS Boards/Project/Program Volunteers				
Boards and Comissions Volunteers	208	210	212	215
Females	63 (30%)	60 (28%)	63 (29%)	75 (35%)
Minorities	28 (13%)	30 (14%)	33 (15%)	43 (20%)
MAC Media/CATV	415	N/A *	N/A *	N/A *
DeGraaf Nature Center Volunteers	50	70	70	70
Holland Fire Department Volunteers	1	1	1	1
Holland Police Department Volunteers (Reserves)	43	33	40	43
Teen Court Volunteers	38	40	45	50
Victims Services Unit Volunteers	18	17	18	18
Cappon/Holland Museum/Holland Historic Trust Volunteers	187	188	300	300
Neighborhood Watch/Ourstreet Volunteers	150	155	200	250
Recreation Dept. Volunteers	257	291	350	370
Miscellaneous Volunteers	4	5	6	6
Total	1,371	1,010	1,242	1,323
CVS/Boards/Project/Program Hours				
Boards and Commissions	7,380	7,411	7,450	7,500
MAC Media/CATV	19,920	N/A *	N/A *	N/A *
DeGraaf Nature Center	760	620	630	630
Holland Fire Dept. Volunteers	60	62	65	65
Holland Police Dept. (Reserves)	6,595	6,875	6,900	7,000
Teen Court	174	149	341	470
Victims Services Unit	352	224	230	250
Cappon/Holland Museum/Historic Trust	6,989	6,353	6,500	6,500
Neighborhood Watch/Ourstreet	1,360	1,550	2,000	2,500
Recreation Dept.	4,888	5,800	6,500	7,030
Miscellanneous Volunteers	100	150	175	175
Total	48,578	29,194	30,791	32,120

* MAC Media is not longer tracking volunteer number and hours due to the inability to acquire accurate numbers/hours. The are tracking production and programming hours by local producers and counting only those who don't work on their own projects; this is not per individual or by volunteer. In addition, they are moving towards a partnership system versus the use of volunteers. (Per Barb Pyle)

MANAGEMENT & ADMINISTRATIVE SERVICES

VOLUNTEER SERVICES
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 150	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	14,534	15,539	16,990	17,400
TOTAL SOURCES	$ 14,684	$ 15,539	$ 16,990	$ 17,400
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 7,803	$ 8,583	$ 9,100	$ 9,500
* Benefits - Includes NonWorking Wages	3,351	3,174	3,550	3,300
* Mandatory Employer Costs	722	770	800	900
Other Current Expenditures -				
* Supplies / Maintenance	809	476	500	500
* Contractual	29	- 0 -	1,300	1,300
* Other	1,970	2,536	1,740	1,900
TOTAL USES	$ 14,684	$ 15,539	$ 16,990	$ 17,400
- - STAFFING - -				
Personnel Services Total Amount	$ 11,876	$ 12,527	$ 13,450	$ 13,700
* Full-Time Positions	0.25	0.25	0.25	0.25
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

Contingencies

ACTIVITY MISSION STATEMENT

* **The purpose of the Contingencies activity is to establish an appropriation for the purpose of:**
  - **Providing the City Council with limited additional appropriation funding for various unforeseen expenditures and costs that are incurred throughout the fiscal year.**
  - **Adjusting individual departmental budgets for annual employee compensation adjustments.**
  - **Adjusting liability accounts for compensated absences at fiscal year-end.**

ACTION PLAN FOR FISCAL YEAR 2008

* No expenditures are charged directly to the Contingencies Appropriation. Rather a specified appropriation is transferred to the department or activity that incurs the expenditure. The City Manager may approve amounts up to $5,000, and any amount above that must be approved by the City Council.

MANAGEMENT & ADMINISTRATIVE SERVICES

CONTINGENCIES
(A GENERAL FUND ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	- 0 -	- 0 -	75,000	475,000
TOTAL SOURCES	$ - 0 -	$ - 0 -	$ 75,000	$ 475,000
FUNDING USES -				
Contingencies	$ - 0 -	$ - 0 -	$ 75,000	$ 475,000
TOTAL USES	$ - 0 -	$ - 0 -	$ 75,000	$ 475,000
- - STAFFING - -				

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

CATV - Public Access TV Fund

FUND MISSION STATEMENT

To promote and facilitate quality local public access television programming to the residents of the City of Holland so that local issues can be addressed and considered; and to enable the CATV Advisory Commission to carry out its responsibilities to oversee cable television and community access activities in the City of Holland.

ACTION PLAN FOR FISCAL YEAR 2008

* Provide and promote local cable television programming for and by various educational, governmental, ethnic, professional, religious, cultural and other special interest groups, hereinafter referred to as "Community Access Television", through a contract with the Macatawa Area Community Media Center to provide the following:
  - Operate Community Access Television for the City of Holland.
  - Provide an annual plan with budget for CATV.
  - Provide management and supervision of CATV.
  - Provide sufficient staff to operate CATV.
  - Provide sufficient training for CATV staff.
  - Provide maintenance of CATV equipment.
  - Perform all duties to maintain CATV channels.
  - Promote the concept of CATV to the community.

* Promote community access television programming by and for the public in the following manner:
  - MacTV will promote the concept of Public Access television to residents and ethnic, professional, religious, cultural and other special interest groups within the City of Holland;
  - MacTV will develop programs to train volunteers to utilize CATV resources to create Public Access content;
  - MacTV will conduct, for a small fee, twenty-four (24) Training workshops per year (two per month) to encourage the public to produce programming; and
  - MacTV will mentor new members through the process of program production after training.

* MacTV will produce a weekly program to promote, train and serve the community with the following goals:

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

CATV - Public Access TV Fund

- Provide a production environment for volunteers to observe and participate in the production of content to be cablecast on Public Access Television;
- Promote the concept of Public Access television to guests to the show and encourage their use of Public Access television for community communications; and
- Provide a quality program, serving the community, showing the benefits of Public Access television, and its value to our local communications.

* Provide and promote community access television programming by and for the schools and educational organizations.
  - MacTV will promote the concept of Educational Access television to local area public schools, private schools, charter schools, colleges, universities, home schools, and educational organizations within the City of Holland.
  - MacTV will develop programs to train educators to utilize Educational Access and CATV resources to create Educational Access content.
  - MacTV will promote the utilization of equipment, facilities and staff support by educators requiring these services to incorporate Educational Access into their classrooms and extra-curricular activities.

* Provide community access television programming by and for the City of Holland in the following manner:
  - MacTV will produce City of Holland government meetings:
    . City Council meetings (two per month);
    . City Planning Commission meetings (two per month); and
    . City Zoning Board of Appeals meetings (once a month)
  - MacTV will co-produce Holland City Connections (two per month).
  - MacTV will produce, on request and approval of CATV designee, up to 150 hours of production time for City of Holland Special productions.

* Promote value of Community Access Television through various community projects:
  - MacTV will support the Tulip Time Festival: transmission of live coverage of three parades; a) Volksparade, b) Kinderparade, & c) Muziekparade.

* To continue to monitor the performance of the current cable operator with regard to channel selection, continued improvement of cable television services, and the offering of new services as demanded by the public.

* To actively monitor, and advise the City Council on the status of, state and federal legislation and regulation that may affect cable television franchising.

PROGRAM MEASUREMENTS

- - MANAGEMENT & ADMINISTRATIVE SERVICES GROUP - -
- - CABLE TELEVISION - PUBLIC ACCESS FUND - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Average Total Hours of Programming per Week	433	443	-----	-----
Average Hours of "Non-repetitive" programming / week				
Channel 24 (City) and 22 - Public	-----	-----	70	75
Channel 25 (City only) - Education	-----	-----	35	40
Channel 26 (City only) - Government	-----	-----	30	30
Average Hours of Locally Produced Programming Per Week	228	280	-----	-----
Average Hours of "Member Produced" Programming Per Week	-----	-----	75	85
Average Hours of "Staff Produced" Programming Per Week	-----	-----	8	8
Average Hours of "Filler" Programming Per Week	-----	-----	55	60
Average Hours of Live Programs Per Week	8.0	9.0	N/A	N/A
Number of Volunteers	96	70	25	35
Number of Members	-----	-----	75	90
Total Volunteer Hours Records not available for FY 06 and beyond	14,900	N/A	N/A	N/A
Number of Classes Per Month	-----	-----	4	4
Number of Students Per Month	-----	-----	12	12

MANAGEMENT & ADMINISTRATIVE SERVICES

CABLE TV PUBLIC ACCESS FUND
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 196,688	$ 196,896	$ 198,800	$ 198,800
Interest & Rents	795	2,391	3,500	3,100
Other	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 197,483	$ 199,287	$ 202,300	$ 201,900
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 568	$ 1,035	$ 1,000	$ 1,000
* Mandatory Employer Costs	47	82	87	110
Other Current Expenditures -				
* Supplies / Maintenance	- 0 -	- 0 -	100	100
* Contractual	180,000	180,000	180,500	180,500
* Other	- 0 -	209	200	200
Capital Outlay	- 0 -	- 0 -	41,700	- 0 -
TOTAL USES	$ 180,615	$ 181,326	$ 223,587	$ 181,910
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 16,868	$ 17,961	$ (21,287)	$ 19,990
ENDING BALANCE -				
Designated / Reserved	$ 9,673	$ 18,556	$ - 0 -	$ - 0 -
Undesignated / Unreserved	86,984	96,062	93,331	113,321
TOTAL FUND EQUITY	$ 96,657	$ 114,618	$ 93,331	$ 113,321
- - STAFFING - -				
Personnel Services Total Amount	$ 615	$ 1,117	$ 1,087	$ 1,110
* Full-Time Positions	0.01	0.01	0.01	0.01
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

Property Acquisition Fund

FUND MISSION STATEMENT

To set aside an amount equal to 1/4 mill for the purpose of future property acquisitions which are required to accommodate the expansion of existing or new City facilities, the expansion of existing or new open space and park areas or land needed for new City operations.

ACTION PLAN FOR FISCAL YEAR 2008

* To update, as part of the 5-year Capital Improvement Program, a prioritization of properties to be considered for acquisition by December 2007.

* To prepare a new development plan for the Western Machine Tool Works property by December 2007.

* To develop a strategy for a long term water front public property acquisition and funding plan for the area between Kollen Park and Van Bragt Park.

* Due to the economic conditions over the past six (6) years, the millage rate has been reduced as follows:

	Millage Rate	Revenues
Fiscal Year 2002 Actual	.25	$255,055
Fiscal Year 2003 Actual	.10	$105,151
Fiscal Year 2004 Actual	.10	$108,265
Fiscal Year 2005 Actual	.05	$55,868
Fiscal Year 2006 Actual	.00	- 0 -
Fiscal Year 2007 Actual	.00	- 0 -
Fiscal Year 2008 Proposed	.00	- 0 -

There are no major property purchases planned for fiscal year 2008; however, as economic conditions improve efforts should be made to restore the .25 millage rate for future waterfront and public property purchases as needed.

MANAGEMENT & ADMINISTRATIVE SERVICES

PROPERTY ACQUISITION FUND
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes	$ 55,478	$ - 0 -	$ - 0 -	$ - 0 -
Federal Grants	- 0 -	- 0 -	- 0 -	- 0 -
Charges for Services	500	58,200	150,000	- 0 -
Interest & Rents	3,259	6,816	9,750	14,350
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 59,237	$ 65,016	$ 159,750	$ 14,350
FUNDING USES -				
Capital Outlay	$ 12,258	$ 6,035	$ 12,300	$ 7,000
Transfers Out	18,125	17,500	16,875	16,250
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 30,383	$ 23,535	$ 29,175	$ 23,250
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 28,854	$ 41,481	$ 130,575	$ (8,900)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	126,331	167,812	298,387	289,487
TOTAL FUND EQUITY	$ 126,331	$ 167,812	$ 298,387	$ 289,487

- - STAFFING - -

Positions: Not Applicable

FISCAL SERVICES

General Fund:

- Finance
- Treasurer
- Independent Audit
- Property Assessing
- Procurement (Purchasing)
- Unallocated Insurance
- Transfers to Other Funds

Other Funds:

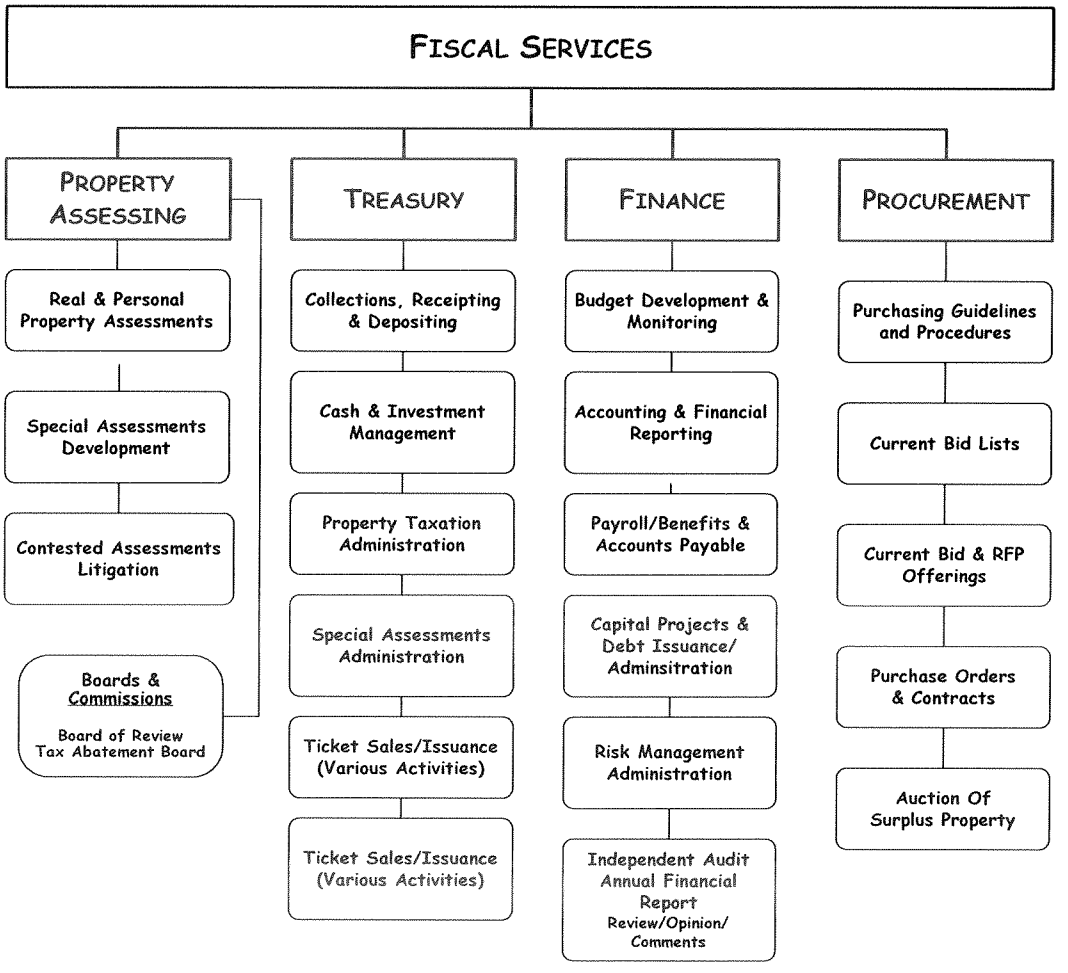
- Contested Property Assessments Fund
- Budget Stabilization Fund
- Revolving Cash Assistance Fund
- Specified Donations Fund
- City Hall Employees Benefit Fund

FISCAL SERVICES GROUP
INTRODUCTION

GROUP MISSION STATEMENT

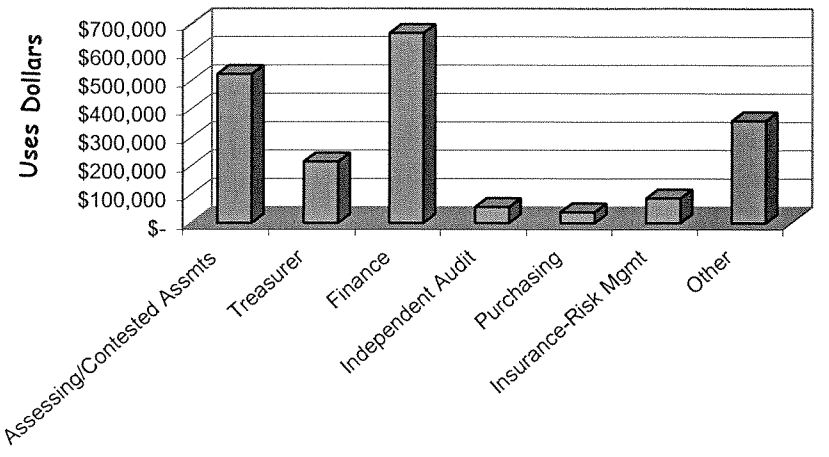
In a prudent and responsible manner, to assist management with financial planning and budgeting; record, monitor, and routinely report upon the City's financial activities; collect and efficiently deposit all amounts owing the City; meet all current and long-term liability requirements in a timely manner;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

GROUP ORGANIZATIONAL STRUCTURE

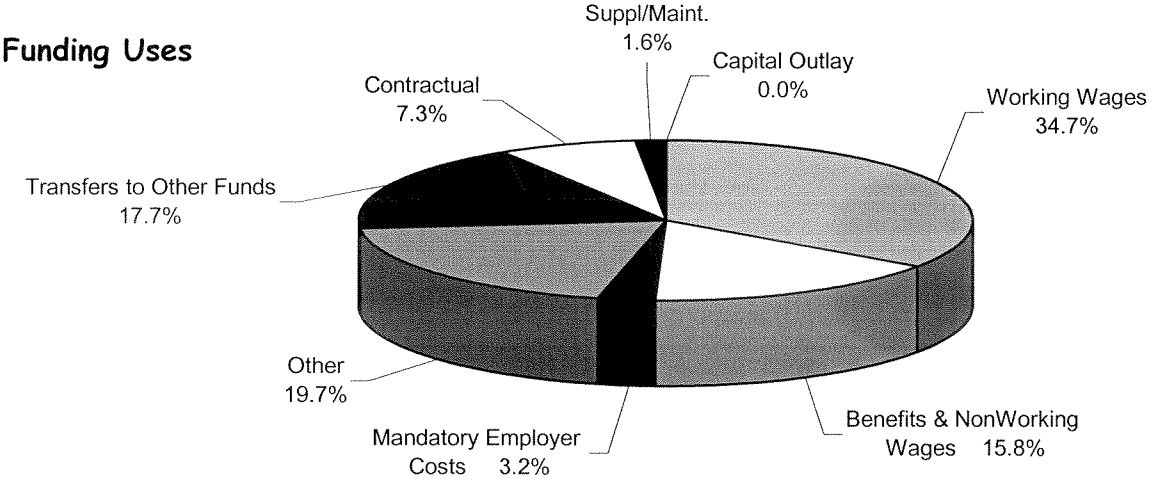


FISCAL SERVICES GROUP

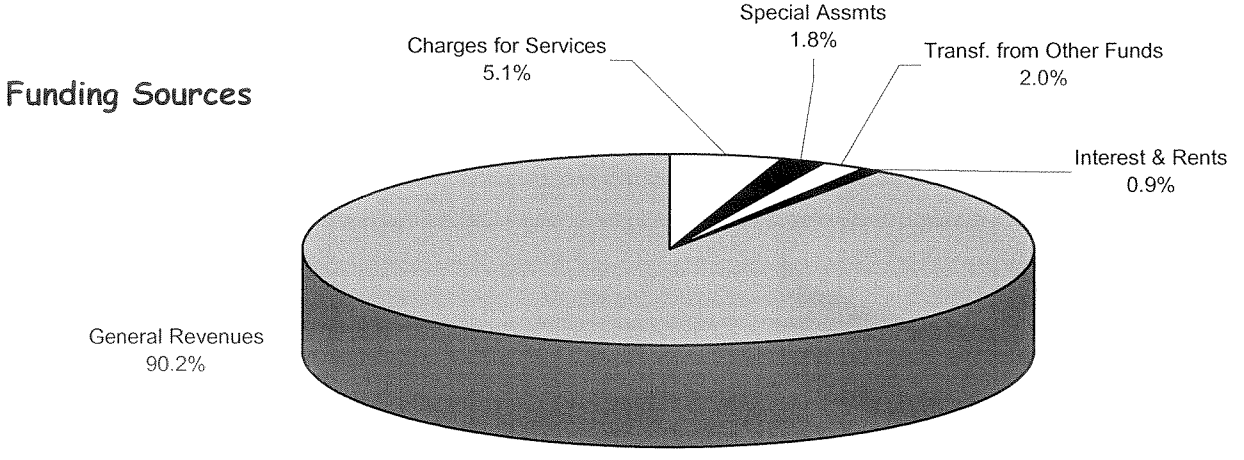
Total Uses By Department $1,947,135



Funding Uses



Funding Sources



FISCAL SERVICES GROUP

SUMMARY OF DEPTS. FUNCTIONS & RELATED FUNDS

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General Fund	$ 1,932,652	$ 2,056,825	$ 1,880,829	$ 1,887,285
Special Revenue Funds	601,109	476,140	515,749	59,850
Enterprise Funds	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL - ALL FUND TYPES	$ 2,533,761	$ 2,532,965	$ 2,396,578	$ 1,947,135
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 90,685	$ 191,229	$ 185,122	$ 35,600
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Charges for Services	78,377	54,010	57,453	99,100
Interest & Rents	9,356	18,477	27,954	17,870
Other	61,433	53,943	23,930	1,200
Transfers In	75,000	50,000	50,000	40,000
TOTAL SOURCES	$ 314,851	$ 367,659	$ 344,459	$ 193,770
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 576,658	$ 595,929	$ 596,129	$ 674,900
* Benefits - Includes NonWorking Wages	284,229	305,152	312,312	307,500
* Mandatory Employer Costs	57,236	57,938	56,100	63,000
Other Current Expenditures -				
* Supplies / Maintenance	28,689	28,255	31,715	30,800
* Contractual Items	205,142	180,796	173,086	142,100
* Other	610,350	511,451	489,539	383,553
Capital Outlay	94,945	34,148	17,375	400
Transfers Out	676,512	819,296	720,322	344,882
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 2,533,761	$ 2,532,965	$ 2,396,578	$ 1,947,135
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 918,123	$ 959,019	$ 964,541	$ 1,045,400
* Full-Time Positions	15.30	14.35	14.35	14.35
* Part-Time Positions @ F.T.E.	0.50	0.55	0.90	0.56

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Finance

DEPARTMENT MISSION STATEMENT

Maintain an overall comprehensive financial system that administers, records and reports all financial transactions (excluding electric, water, and wastewater utilities); and provide pertinent information in an efficient manner to assist with specific needs and decisions of the City Council, City Manager, Department Managers, outside agencies and interested citizens.

ACTION PLAN FOR FISCAL YEAR 2008

* To review all existing financial and accounting system departmental policies and internal controls making changes and updating as necessary. A comprehensive manual will be prepared to assist in training for new staff members who are involved in financial matters.

* Review and recommend improvements to the city's Performance Measurement process to be integrated into the FY 2009 budget document.

* To measure and account for the financial impact of Other Post Employment Benefits (OPEB) per GASB 45 reporting requirements, and to develop a funding strategy.

* To facilitate smooth transition of MAX Authority and Airport Authority (bank accounts, general ledger, investments, fixed assets).

* To remain vigilant to current and pending legislation at the State of Michigan regarding implications to changes in State Revenue Sharing, Personal Property and other Taxes, etc.

* With reference to economic development incentives approved by the City Council:
  - to keep the staff adequately trained regarding legal, accounting and reporting requirements
  - to assure that the office staff members are adequately apprised of individual events and that each member understand their specific responsibilities, to include open communication
  - to implement and maintain proper accounting and reporting procedures in accordance with state statutes and legal directives.

* To continue with on-going efforts toward achievement of the meritorious annual document awards from the Government Finance Officers Association (GFOA), as follows:
  - City of Holland - Comprehensive Annual Financial Report for Fiscal Year 2007
    Certificate of Achievement for Excellence in Financial Reporting Award
  - City of Holland - Annual Budget Document for Fiscal Year 2008
    Distinguished Budget Presentation Award.

PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - FINANCE - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
RECORDING AND SUMMARIZING FINANCIAL ACTIVITIES				
> Individual Funds - excluding Capital Projects	73	72	73	76
> Grants With Specific Financial Reporting Requirements	24	29	25	25
> Capital Projects with Financial Activity During Fiscal Year	58	47	52	50
PAYROLL AND FRINGE BENEFITS				
> Number of full-time and part-time "A" employees	243	242	241	241
> Number of part-time "B" employees	585	601	659	659
> Number of payroll cks issued annually (excludes direct dep.)	5,795	5,168	5,000	5,000
> Number of payroll direct dep. made annually (in lieu of payroll cks)	4,727	5,314	5,500	5,500
> Total payroll dollars disbursed annually	14,107,000	14,290,000	14,800,000	15,200,000
> Total fringe benefit & mandatory benefit dollars disbursed annually	3,675,000	4,085,000	4,259,000	4,363,000
ACCOUNTS PAYABLE				
> Number of accounts payable checks issued annually	8,158	7,570	7,500	7,400
> Number of accounts payable direct deposit (in lieu of checks)	163	208	225	250
> Accounts payable dollars disbursed annually - including property tax distributions	69,739,343	70,130,320	71,000,000	72,000,000
ACCOUNTS RECEIVABLE				
> General accounts receivable invoices issued annually	2,354	2,389	2,070	2,100
> Daily review & internal audit of several specific purpose invoices				
PROPERTY TAXATION and SPECIAL ASSESSMENTS				
Portions of the amounts below are captured by the Brownfield TIF or abated by the Tool & Die Renaissance Recovery Zone.				
> City of Holland	14,116,610	14,358,285	14,848,998	15,182,080
> Herrick District Library	1,495,314	1,501,309	1,533,978	1,587,478
> Holland Public Schools	12,001,438	12,039,621	12,193,449	12,479,604
> Hamilton Community Schools	2,940,133	2,896,173	3,058,605	3,175,218
> Zeeland Public Schools	4,970	4,166	4,300	4,454
> Ottawa Area Intermediate Schools	4,704,928	4,769,367	4,925,071	5,096,614
> Community Pool	1,536,438	1,534,121	1,540,036	1,585,879
> State of Michigan	8,305,960	8,301,990	8,366,205	8,587,638
> County of Ottawa	2,850,469	2,899,007	3,018,376	3,209,261
> County of Allegan **Fy06 County-911 millage dropped	2,955,176	2,556,616	2,705,605	2,783,221
> MAX Authority	0	0	0	484,319
> Downtown Development Authority	155,632	157,655	168,983	182,781
> Fees and Interest on delinquent property taxes	73,830	92,802	75,000	75,000
> Special Assessment installments	698,960	762,832	773,089	647,000
> 1% Property Tax Administration Fee	516,650	516,427	530,075	549,055
PUBLIC DEBT (outstanding at fiscal year end)				
> General Obligation bond issues	0	0	0	0
> Building Authority bond issues	4	5	5	5
> Act 175 Street bond issues	2	1	1	1
> Long-term allocated assessments on Ottawa County bonds	1	1	1	1
> Revenue bond issues	4	4	3	3
> Special Assessment bond issues	6	7	6	6
> Installment Contracts	1	1	1	1
> Capital Lease Agreements	2	2	2	2

FISCAL SERVICES GROUP

FINANCE
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 33,260	$ 34,170	$ 36,070	$ 65,600
Funding Requirement - General Operating Revenues	614,349	647,792	599,731	602,800
TOTAL SOURCES	$ 647,609	$ 681,962	$ 635,801	$ 668,400
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 252,929	$ 262,672	$ 251,216	$ 287,600
* Benefits - Includes NonWorking Wages	137,814	147,418	159,832	145,100
* Mandatory Employer Costs	24,990	25,281	24,600	26,600
Other Current Expenditures -				
* Supplies / Maintenance	8,828	7,437	8,100	8,400
* Contractual	11,492	14,924	11,400	12,400
* Other	211,556	224,230	180,653	187,900
Capital Outlay	- 0 -	- 0 -	- 0 -	400
TOTAL USES	$ 647,609	$ 681,962	$ 635,801	$ 668,400
- - STAFFING - -				
Personnel Services Total Amount	$ 415,733	$ 435,371	$ 435,648	$ 459,300
* Full-Time Positions	6.00	6.00	6.00	6.00
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	0.10	0.01

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Treasurer

DEPARTMENT MISSION STATEMENT

In a courteous and efficient manner, accept all amounts owing to the City of Holland, pursue collection of past due amounts in accordance with statutory procedures; maintain a detailed daily accounting of all collections; secure all money and evidences of value belonging to the City, including frequent deposit of collections to approved bank accounts; invest available funds in accordance with the City's Investment Policy; and provide several customer service functions.

ACTION PLAN FOR FISCAL YEAR 2008

* To establish new bank accounts for Max Authority (July 2007) and Airport Authority (date not known).

* To remain attentive and monitor legislative proposals and Treasury Dept directives at the State of Michigan, especially concerning potential changes in the methods and/or timing for the property tax levies, collections and distributions; and provide City management with analysis of possible changes. (On-going)

* To issue a Request for Proposals (RFP) for banking services by September 2007 (current contract expires December 31, 2007).

* To develop a policy on distribution of Certificates of Deposit (CD) with various banking institutions by February 2008.

* With reference to economic development incentives approved by the City Council:
  - to keep the staff adequately trained regarding tax laws and reporting requirements
  - to assure that the office staff members are adequately apprised of individual events and that each member understand their specific responsibilities, to include open communication.
  - to apply tax billing, collecting, receipting, and disbursements in accordance with state statutes and legal directives.

* To continue with enhancements to the Holland City Treasurer web pages, to include by July 2007:
  - Implement credit card payment of property taxes.
  - Evaluate alternative credit card options for payment of other city services.

PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - TREASURER - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
ANNUAL VOLUME OF SELECTED TRANSACTIONS:				
> Utility Billings	25,000	25,000	25,000	25,000
> Property Tax Billings	25,134	25,071	25,492	26,000
> Dog Licenses	465	394	350	350
> General Accounts Receivable Invoices	2,354	2,389	2,070	2,100
> Special Assessment (Full Payment) Receipts	31	71	70	70
> Other Licenses, Permits, & Misc. Invoices	7,201	7,108	7,200	7,200
> Pursuit of Delinquent Personal Property Taxes	288	194	240	250
> Credit Card Receipting Transaction Amounts	$186,335	$185,960	$200,000	$200,000
DAILY RECONCILIATION OF DEPOSITS AND REPORTS OF DEPARTMENTS MAKING ON-SITE COLLECTIONS:				
> Herrick District Library User Fee Collections				
> MAX Transporation User Fee Collections				
> Windmill Island Admission Collections				
> Cemetery Dept Sales Collections				
> Recreation Dept User Fee Collections				
> Police Dept Ordinance Fine Collections				
> Nature Center Admission/Sales Collections				
> Bouws Pool Sales Collections				
> Boat Launch User Fees				
> Matt Urban Ball Field Concession Sales				
MONTHLY RECONCILIATION OF BANK ACCOUNTS:				
> City Deposit Account				
> General City Payroll				
> General City Accounts Payable				
> City Flexible Spending				
> Herrick District Library LUG				
> Herrick District Library Flexible Spending				
> Credit Card Statement				
ROUTINE CUSTOMER SERVICES PROVIDED:				
> Provide Inquiry Regarding Utility Billing Status				
> Prepare Duplicate Utility Bills				
> Collections for Various Permits, Licenses, and Invoices				
> Provide Inquiry Regarding Property Tax Status				
> Prepare Duplicate Property Tax Statements				
> Sr. Citizen Property Tax Deferment Applications				
> Sales of MAX tickets				
> Sales of Refuse Bags				
>Sale of Dog Licenses between December 1 and February 28				
>Assist Taxpayers in Resolving Delinquent Accounts with the City				
> Issue Recycle Bags				
INTERNAL SERVICES PROVIDED:				
Receive and Sort Mail for All City Hall Offices				

FISCAL SERVICES GROUP

TREASURER
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 13,273	$ 13,460	$ 14,080	$ 27,000
Taxes & Special Assessments	- 0 -	30,866	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	189,665	147,599	179,395	187,900
TOTAL SOURCES	$ 202,938	$ 191,925	$ 193,475	$ 214,900
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 82,187	$ 83,760	$ 89,513	$ 98,000
* Benefits - Includes NonWorking Wages	52,071	52,433	53,380	52,700
* Mandatory Employer Costs	9,309	9,319	8,600	10,000
Other Current Expenditures -				
* Supplies / Maintenance	9,157	9,580	9,500	10,300
* Contractual	21,022	23,258	25,400	25,800
* Other	29,192	12,924	7,082	18,100
Capital Outlay	- 0 -	651	- 0 -	- 0 -
TOTAL USES	$ 202,938	$ 191,925	$ 193,475	$ 214,900
- - STAFFING - -				
Personnel Services Total Amount	$ 143,567	$ 145,512	$ 151,493	$ 160,700
* Full-Time Positions	2.85	2.85	2.85	2.85
* Part-Time Positions @ F.T.E.	- 0 -	0.05	0.20	0.05

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Independent Audit

ACTIVITY MISSION STATEMENT

In compliance with City Charter Section 9.11 and State of Michigan Act 2 of 1968, as amended, enter into a professional services contractual arrangement with a certified public accounting firm capable of performing a comprehensive independent financial audit of the City's financial activities and financial reporting at the conclusion of each fiscal year.

ACTION PLANS FOR FISCAL YEAR 2008

* Complete and submit the final audited version of the *Comprehensive Annual Financial Report*, Single Audit Report, and *Macatawa Area Express (MAX) Transportation System Report*, together with any other special reports required for submittal to state and federal agencies, bond rating agencies, financial underwriting firms, document award program reviewers, and other interested parties by December 2007.

* Present a timely management-level overview of the *Comprehensive Annual Financial Report*, together with audit findings and recommendations for improvements by January 2008.

* Submittal of application to the *Government Finance Officers Association (GFOA)* for consideration of the meritorious award, *Certificate of Achievement for Excellence in Financial Reporting*, representing the fiscal year ending June 30, 2007 by the December 31, 2007 deadline.

* Transition the financial audit process of two new authorities (MAX Transit and Airport). (June 2008)

* Review and study the possibility of a more self-directed audit committee approach. (October 2007)

* Contract for and complete an actuarial study to measure the liability for Other Post Employment Benefits (OPEB) per GASB 43 reporting requirements. (June 2008)

PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - INDEPENDENT AUDIT - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
FUNDS AUDITED:				
General City	62	64	64	63
Board of Public Works	3	3	3	3
Economic Development Corporation	0	0	0	0
Downtown Development Authority	1	1	1	1
Holland Historical Trust	1	1	1	1
Brownfield Redevelopment Authority	1	1	1	1
COPIES OF FINANCIAL REPORT DOCUMENTS PREPARED:				
Comprehensive Annual Financial Report	100	100	100	100
Single Audit Report	60	60	60	60
Board of Public Works Component Unit Report	50	50	50	50
Dial-A-Ride Transit Fund Component Unit Report	20	20	20	0
Holland Historical Trust Component Unit Report	30	30	30	30
ALLOCATION OF ANNUAL AUDIT FEE*:				
General Fund	43.000%	$ 40,920	$ 42,150	$ 43,000
Municipal Airport Operating Fund	2.500%	$ 1,200	$ 1,200	$ 1,200
Dial-A-Ride Transportation Fund	10.000%	$ 3,420	$ 3,600	$ 3,800
Board of Public Works Utility Funds	32.500%	$ 13,560	$ 13,900	$ 14,250
Holland Historical Trust	12.000%	$ 3,210	$ 3,350	$ 3,600
	100.000%	$ 62,310	$ 64,200	$ 65,850

* Activity during fiscal year reflects the audit of the previous fiscal year. Allocation Bid Dollar Specific Beginning FY-06.

FISCAL SERVICES GROUP

INDEPENDENT AUDIT
(A GENERAL FUND ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	29,022	53,157	44,301	56,200
TOTAL SOURCES	$ 29,022	$ 53,157	$ 44,301	$ 56,200
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ - 0 -	$ 109	$ 181	$ 200
* Contractual	27,062	51,320	42,350	54,200
* Other	1,960	1,728	1,770	1,800
TOTAL USES	$ 29,022	$ 53,157	$ 44,301	$ 56,200

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Property Assessing

DEPARTMENT MISSION STATEMENT

Provide the fairest possible state equalized valuation and taxable valuation to each individual taxable real and personal property within the City of Holland, which collectively serve as the tax base for the City, portions of various other taxing jurisdictions with boundaries totally or partially within the City; provide efficient management for a comprehensive records system that encompasses several different classes of property; and provide an annual assessment roll against which multiple tax millage rates are applied.

ACTION PLAN FOR FISCAL YEAR 2008

* Return City of Holland into compliance with State Assessors Board requirements by employing at least one staff member with state certification, *CMAE Level IV*. (December 2007)

* Keep staff apprised and trained on various assessment / taxation economic incentive programs, as allowed by state statutes and authorized by the City Council as new programs occur. (On-going)

* Develop and outline a planned system to produce and record digital picture(s) of all real property parcels that will be maintained as an integral part of the property parcel record, and that can also be made available on the Public Record Data (PRD) online system. (June 2008)

* Plan each of the above activities within the framework and direct purpose of gaining additional compliance with the State Tax Commission's 14 Point Assessment Review. To gain compliance with any potential state audit, the assessing staff will:

    1. Finalize all land values on all properties on all classes, both counties.
    2. Finalize Allegan County Residential Condos Review - Remove all overrides.
    3. Complete revaluation and removal of overrides on all commercial properties in Allegan County.
    4. Complete revaluation of 50 additional industrial properties - Allegan County.
    5. Complete revaluation of downtown commercial area - Ottawa County.
    6. Finalize and maintain land value maps and economic condition factor maps for all sales areas of the city. (June 2008)
    7. Accomplish desk-top review of approximately one-thousand residential parcels in the Ottawa County portion of the city. (June 2008)

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Property Assessing

Board of Review

ACTIVITY MISSION STATEMENT

Conduct public hearings for all real and personal property owners desiring to appeal or clarify their property assessments; evaluate all merits regarding valuation appeals compared to Assessor determinations, and decide upon each appeal; review status of entire new year assessment roll and provide final determination; consider and decide upon appeals and recommended changes to principal residence exemptions.

ACTION PLAN FOR FISCAL YEAR 2008

Conduct public hearings for real and personal property assessments, as well as for various state authorized exemptions:

* For March Public Hearings / Meetings
* For July Public Hearings / Meetings
* For December Public Hearings / Meetings

PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - PROPERTY ASSESSING - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Agricultural Improved Properties	9	8	8	8
Agricultural Vacant Properties	9	9	9	9
Commercial Improved Properties	715	706	705	705
Commercial Vacant Properties	128	140	141	141
Industrial Improved Properties	162	157	164	168
Industrial Vacant Properties	83	81	73	69
Residential Improved Properties	9,304	9,419	9,489	9,495
Residential Vacant Properties	384	450	452	482
Developmental Properties	6	6	6	6
Exempt Properties	613	558	568	568
Personal Property - Commercial	1,498	1,568	1,556	1,560
Personal Property - Industrial	125	129	134	134
Personal Property - Utility	9	9	9	9
Industrial Facilities Tax Parcels	318	313	263	263
Dockominiums, Commercial Condominiums and Buildings on Leased Land	104	113	112	112
Total Properties	13,467	13,666	13,689	13,729
Special Assessment Projects	6	8	10	10
Board of Review Appeals				
Appointments *	81	100	60	70
Letters *	N/A	N/A	18	20
Recommendations *	N/A	N/A	40	40
Total Parcels Appealed	N/A	N/A	138	160
MTT Assessment Appeal Properties				
Full Tribunal	21	25	15	15
Small Claims Division	2	2	1	2

* May reflect more than one parcel being appealed.

FISCAL SERVICES GROUP

PROPERTY ASSESSING
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 2,508	$ 2,359	$ 3,732	$ 2,600
Funding Requirement - General Operating Revenues	439,947	450,990	442,685	475,303
TOTAL SOURCES	$ 442,455	$ 453,349	$ 446,417	$ 477,903
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 221,841	$ 230,667	$ 235,200	$ 267,600
* Benefits - To Include NonWorking Wages	87,551	95,384	88,800	99,400
* Mandatory Employer Costs	21,118	21,540	20,800	24,200
Other Current Expenditures -				
* Supplies / Maintenance	8,208	8,457	9,500	9,200
* Contractual	15,027	15,503	14,000	3,600
* Other	88,710	81,798	76,670	73,903
Capital Outlay	- 0 -	- 0 -	1,447	- 0 -
TOTAL USES	$ 442,455	$ 453,349	$ 446,417	$ 477,903
- - STAFFING - -				
Personnel Services Total Amount	$ 330,510	$ 347,591	$ 344,800	$ 391,200
* Full-Time Positions	6.05	5.05	5.05	5.05
* Part-Time Positions @ F.T.E.	0.50	0.50	0.60	0.50

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Purchasing

ACTIVITY MISSION STATEMENT

To implement the purchasing requirements of the Ordinance Code in order to ensure a fair and equitable process for the procurement of quality supplies and services at the most cost effective means available.

ACTION PLAN FOR FISCAL YEAR 2008

* To implement those opportunities for joint purchasing arrangements with other local units of government as identified in the FY 2007 evaluation. (July 2007)

* To hold at least one general meeting with all department directors to review purchasing procedures and determine whether changes should be recommended to the City Manager and City Council. (October 2007)

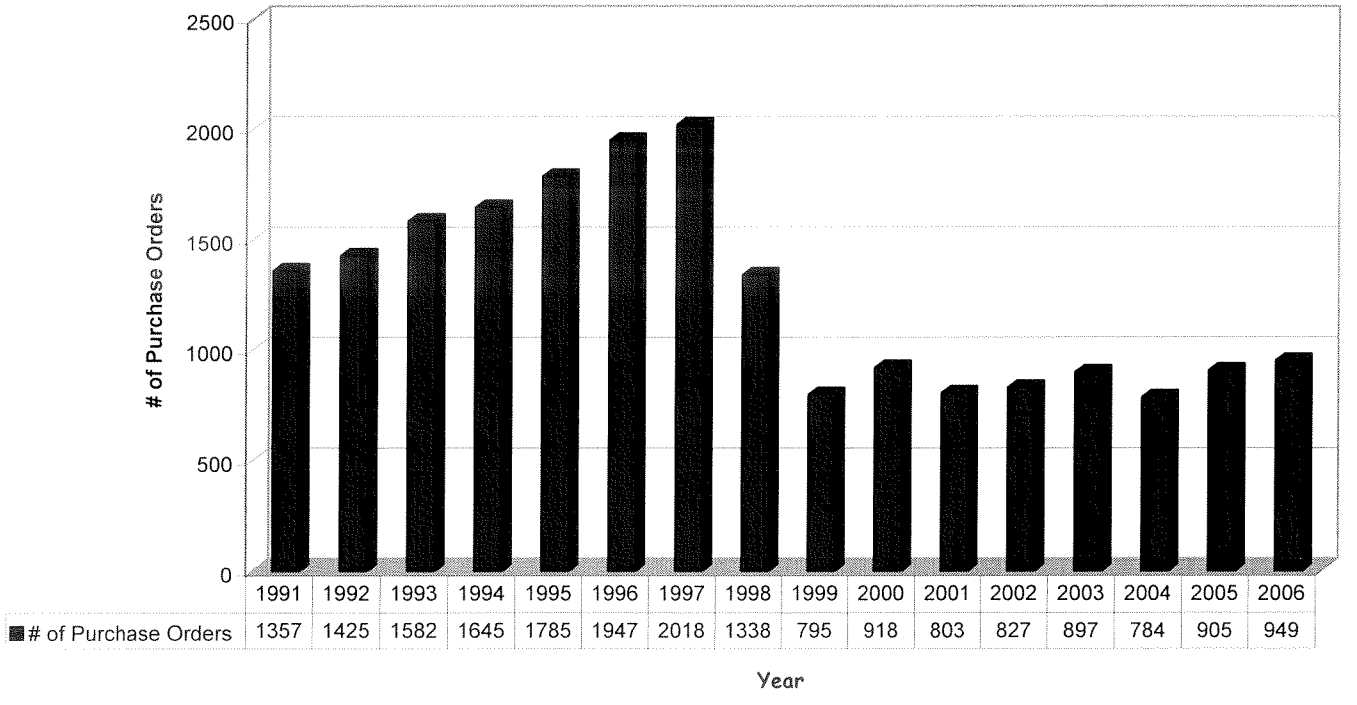
PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - PROCUREMENT / PURCHASING - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Purchase Orders Issued	905	949	956	960
Bid Requests Issued	36	29	32	36

PROCUREMENT

Purchase Orders Issued- Actual



FISCAL SERVICES GROUP

PROCUREMENT / PURCHASING
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	33,168	34,807	38,516	38,400
TOTAL SOURCES	$ 33,168	$ 34,807	$ 38,516	$ 38,400
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 19,701	$ 18,830	$ 20,200	$ 21,700
* Benefits - To Include NonWorking Wages	6,793	9,917	10,300	10,300
* Mandatory Employer Costs	1,819	1,798	2,100	2,200
Other Current Expenditures -				
* Supplies / Maintenance	655	802	788	800
* Contractual	451	- 0 -	- 0 -	400
* Other	3,749	3,460	5,128	3,000
TOTAL USES	$ 33,168	$ 34,807	$ 38,516	$ 38,400
- - STAFFING - -				
Personnel Services Total Amount	$ 28,313	$ 30,545	$ 32,600	$ 34,200
* Full-Time Positions	0.40	0.45	0.45	0.45
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Unallocated Insurance Premiums

`ACTIVITY MISSION STATEMENT

Provide accounting within the City's General Fund budget for distribution of certain commercial premiums not easily and equitably distributed to specific departments or activities.

ACTION PLAN FOR FISCAL YEAR 2008

* This activity includes an appropriation for the intent of charging premium costs associated with various commercial insurance polices, to include:
  - General Liability
  - Public Officials Liability
  - Foreign Travel Liability
  - Law Enforcement Liability
  - Criminal Activities Liability
  - Miscellaneous Property Insurance Items (not elsewhere distributed).

* This activity also includes an appropriation intended to increase the fund balance in the General Liability Insurance Fund.

FISCAL SERVICES GROUP

UNALLOCATED INSURANCE
(A GENERAL FUND ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2008 Final Revised. Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	147,246	115,680	151,258	86,600
TOTAL SOURCES	$ 147,246	$ 115,680	$ 151,258	$ 86,600
FUNDING USES -				
Other Current Expenditures -				
* Other	$ 147,246	$ 115,680	$ 151,258	$ 86,600
TOTAL USES	$ 147,246	$ 115,680	$ 151,258	$ 86,600

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Transfers to Other Funds

ACTIVITY MISSION STATEMENT

'Transfers to Other Funds' is a separate General Fund activity that accounts for individual line item transfers out to other funds within the City of Holland.

The General Fund is recipient to various general revenues, such as property taxes and state-shared revenues, while most other funds do not. For this reason, transfer appropriations are established in the General Fund for the purpose of financially assisting certain other funds with operating and/or capital outlay requirements.

The transfers are most primarily for purposes of providing other funds with general operating assistance, capital outlay assistance, and/or percentage matching requirements from local sources to federal/state grants.

FISCAL SERVICES GROUP

TRANSFERS TO OTHER FUNDS
(A GENERAL FUND ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	430,214	525,945	371,061	344,882
TOTAL SOURCES	$ 430,214	$ 525,945	$ 371,061	$ 344,882
FUNDING USES -				
Transfers Out	$ 430,214	$ 525,945	$ 371,061	$ 344,882
TOTAL USES	$ 430,214	$ 525,945	$ 371,061	$ 344,882
- - STAFFING - -				

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Contested Assessments Fund

ACTIVITY MISSION STATEMENT

Provide accounting and reporting for professional legal and appraisal services necessary to defend, through litigation, commercial and industrial property tax assessments that are contested by the property owners. Also, provide for accounting and reporting the legal costs associated with pursuing delinquent personal property taxes that require services of the City Attorney's Office.

ACTION PLAN FOR FISCAL YEAR 2008

* Allocate a portion of the 1% Property Tax Administration Fee as the primary means to financially support the costs of this fund.

* Make concerted efforts to discuss and reach mutually agreeable settlement of commercial and industrial assessment disputes, prior to and during litigation proceedings.

* Contract for professional services to assist in defending contested taxable assessments that reach litigation status, to include:
  - legal services (primarily, City Attorney staff)
  - appraisal services (independent property appraisal firms).

* Provide the City Council with no less than semi-annual updates regarding all outstanding property tax assessment appeals, and more frequently, if considered appropriate.

* In pursuit of delinquent personal property tax collections, utilize the services of the City Attorney staff to assist with certain legal concerns.

FISCAL SERVICES GROUP

CONTESTED PROPERTY ASSESSMENTS FUND
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Charges for Services	25,234	- 0 -	- 0 -	- 0 -
Other	25,085	20,000	1,200	1,200
Transfers In	75,000	50,000	50,000	40,000
TOTAL SOURCES	$ 125,319	$ 70,000	$ 51,200	$ 41,200
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ 130,088	$ 75,791	$ 79,700	$ 45,700
* Other	14	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 130,102	$ 75,791	$ 79,700	$ 45,700
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (4,783)	$ (5,791)	$ (28,500)	$ (4,500)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	44,519	38,728	10,228	5,728
TOTAL FUND EQUITY	$ 44,519	$ 38,728	$ 10,228	$ 5,728

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Budget Stabilization Fund

FUND MISSION STATEMENT

Pursuant to P.A. 30 of 1978 of the State of Michigan, together with City of Holland Ordinance No. 757, adopted June 4, 1980, the Budget Stabilization Fund was established to meet General Fund deficits, to alleviate the reduction of level of services, or cover expenses of national disasters with the intent to keep a fund balance equal to 10% of the General Fund Budget.

ACTION PLAN FOR FISCAL YEAR 2008

* To maintain the balance in this fund at a pre-determined level, equivalent to approximately ten percent (10%) of the total General Fund Expenditure Appropriation of the ensuing budget year. However, due to State Revenue Sharing shortfalls in FY02, FY03, FY04, FY05, FY06 and virtually no increase in FY07 it is proposed to use $116,439 in FY05, $52,731 in FY06, $31,767 in FY07, and $10,000 in FY08 for tax appeal adjustments of prior years. A transfer was made for $136,000 in FY06 back to the General Fund to cover the State Revenue Sharing shortfall in FY05 and current year tax appeal adjustments of FY05. This will leave the balance in FY08 at $1,525,722 or about 7.3% of FY08 budgeted expenditures.

* To provide the General Fund with the full receipt of investment income generated by the invested principal of this fund.

* To review the existing policy of maintaining the balance in this fund at 10% of the General Fund's budgeted appropriation. This should be evaluated in conjunction with the current policy of maintaining a fund balance in the General Fund between 10%-15% by April 2008.

FISCAL SERVICES GROUP

BUDGET STABILIZATION FUND
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Transfers In	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
TOTAL SOURCES	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
FUNDING USES -				
Other	$ 116,439	$ 52,731	$ 31,767	$ 10,000
Transfers Out	- 0 -	136,000	- 0 -	- 0 -
TOTAL USES	$ 116,439	$ 188,731	$ 31,767	$ 10,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (116,439)	$ (188,731)	$ (31,767)	$ (10,000)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	1,756,220	1,567,489	1,535,722	1,525,722
TOTAL FUND EQUITY	$ 1,756,220	$ 1,567,489	$ 1,535,722	$ 1,525,722

- - STAFFING - -

Positions: Not Applicable

- - COMPARISON TO TARGET BALANCE - -

10% Target of General Fund Total Funding Uses	$ 2,092,772
Budget Stabilization Ending Fund Balance Excess (Shortfall) Compared to 10% Target	$ (567,050)

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Revolving Cash Assistance Fund

FUND MISSION STATEMENT

Accumulate and maintain sufficient cash within the fund to provide financing for special assessment and capital improvement projects, thereby reducing the need for immediate issuance of bonds for start-up costs of various projects. Also, to provide cash for smaller municipal projects requiring city-at-large contribution.

ACTION PLAN FOR FISCAL YEAR 2008

* To continually evaluate the cash reserves and cash-flow projections to assure that short-term financing will be available for scheduled project costs.

* To attempt to build the minimum amount below which the fund balance should not decline. This floor amount is estimated to be in the range of $100,000.

FISCAL SERVICES GROUP

REVOLVING CASH ASSISTANCE FUND
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Special Assessments	$ 90,685	$ 160,363	$ 185,122	$ 35,600
Interest & Rents	9,296	18,375	27,790	17,700
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 99,981	$ 178,738	$ 212,912	$ 53,300
FUNDING USES -				
Capital Outlay	$ 30,428	$ 462	$ - 0 -	$ - 0 -
Transfers Out	246,298	157,141	349,261	- 0 -
TOTAL USES	$ 276,726	$ 157,603	$ 349,261	$ - 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (176,745)	$ 21,135	$ (136,349)	$ 53,300
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	115,244	136,379	30	53,330
TOTAL FUND EQUITY	$ 115,244	$ 136,379	$ 30	$ 53,330

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Specified Donations Fund

FUND MISSION STATEMENT

To provide accounting and reporting for various donations received by the City for specific and designated purposes.

ACTION PLAN FOR FISCAL YEAR 2008

* To graciously accept specified donations from the public and extend thanks and appreciation upon acceptance of the donation by City Council.

* To prudently and expediently expend the donated funds in strict accordance with the donor's intended purpose.

FISCAL SERVICES GROUP

SPECIFIED DONATIONS FUND
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Other	$ 36,348	$ 33,943	$ 22,730	$ - 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 36,348	$ 33,943	$ 22,730	$ - 0 -
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ - 0 -	$ - 0 -	$ 1,846	$ - 0 -
* Contractual	- 0 -	- 0 -	236	- 0 -
* Other	9,583	16,630	33,034	- 0 -
Capital Outlay	64,517	33,035	15,928	- 0 -
Transfers Out	- 0 -	210	- 0 -	- 0 -
TOTAL USES	$ 74,100	$ 49,875	$ 51,044	$ - 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (37,752)	$ (15,932)	$ (28,314)	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	44,246	28,314	- 0 -	- 0 -
TOTAL FUND EQUITY	$ 44,246	$ 28,314	$ - 0 -	$ - 0 -

- - STAFFING - -

Positions: Not Applicable

ADDITIONAL NOTE -

No Attempt Is Made To Budget For Specified Donations for FY-2008. Rather, Appropriations Are Established Upon City Council Acceptance of Each Individual Donation. Virtually All Contributions Include A Specified Purpose By The Donor / Benefactor.

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

City Hall Employees Benefit Fund

FUND MISSION STATEMENT

Provide an adequate and satisfactory lunch/break room for the benefit of employees of the City Hall facilities and provide accountability for the operations.

ACTION PLAN FOR FISCAL YEAR 2008

* To continue to monitor use of vending and coffee machines to determine adequacy employee needs. (On-going)

* To maintain procedures for special employee events (Employee Benefit Fund) such as decorated cakes, flowers, parties, and cards and update and revise as necessary with employee's participation. (On-going)

* To continue to monitor the financial viability of the coffee shop fund and make decisions concerning its operation to maintain the funds viability. (On-going)

* To continue to be responsive to employee's needs within the framework of available funds and make improvements where possible with employee consensus. (On-going)

FISCAL SERVICES GROUP

CITY HALL EMPLOYEES BENEFIT FUND
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 4,102	$ 4,021	$ 3,571	$ 3,900
Interest & Rents	60	102	164	170
TOTAL SOURCES	$ 4,162	$ 4,123	$ 3,735	$ 4,070
FUNDING USES -				
Other Current Expenses -				
* Supplies / Maintenance	$ 1,841	$ 1,870	$ 1,800	$ 1,900
* Other	1,901	2,270	2,177	2,250
TOTAL USES	$ 3,742	$ 4,140	$ 3,977	$ 4,150
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 420	$ (17)	$ (242)	$ (80)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	3,198	3,181	2,939	2,859
TOTAL FUND EQUITY	$ 3,198	$ 3,181	$ 2,939	$ 2,859

- - STAFFING - -

Positions: Not Applicable

PUBLIC SAFETY SERVICES

---POLICE DIVISION ---

General Fund:

- Police

Other Funds:

- Police Criminal Justice Training Fund
- Police Community Relations Fund
- Public Safety Grant Funds
  (WEMET-ADAA, OHSP, LLEBG, Homeland Security, MCOLES)
- Police Employees Benefit Fund

- - - FIRE DIVISION - - -

General Fund:

- Fire

Other Funds:

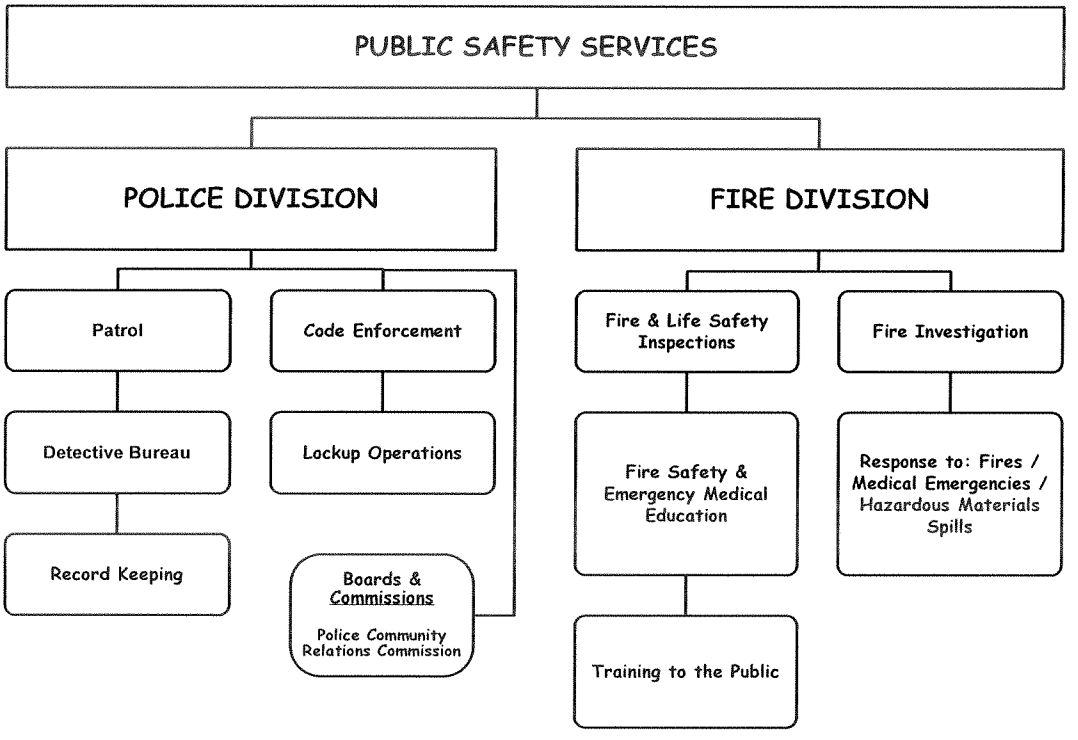
- Federal Emergency Management Agency Grant Fund
- Fire Vehicle and Equipment Pool Fund

PUBLIC SAFETY SERVICES GROUP
INTRODUCTION

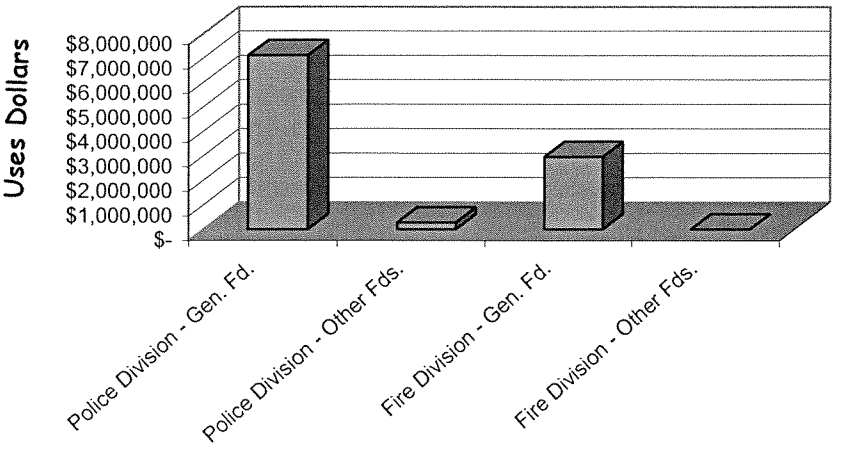
GROUP MISSION STATEMENT

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

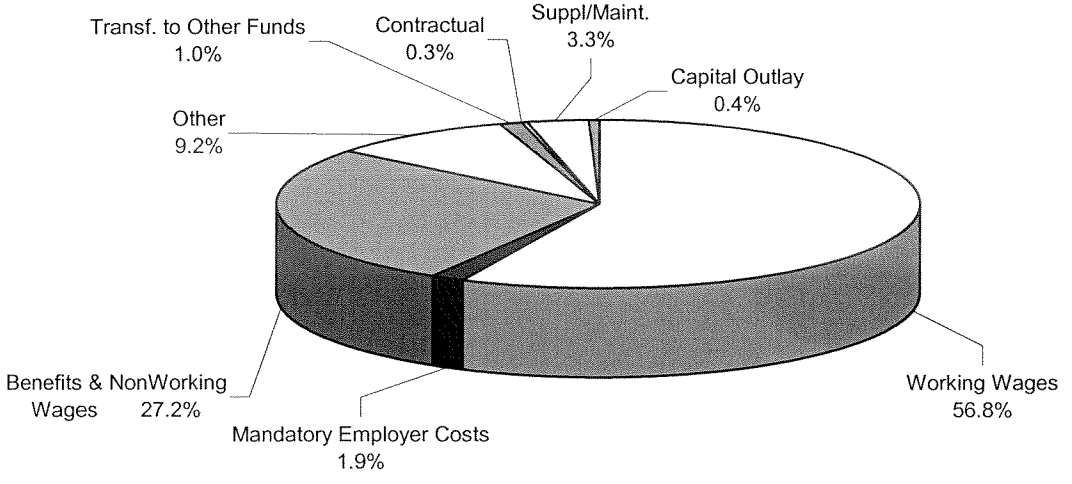
GROUP ORGANIZATIONAL STRUCTURE



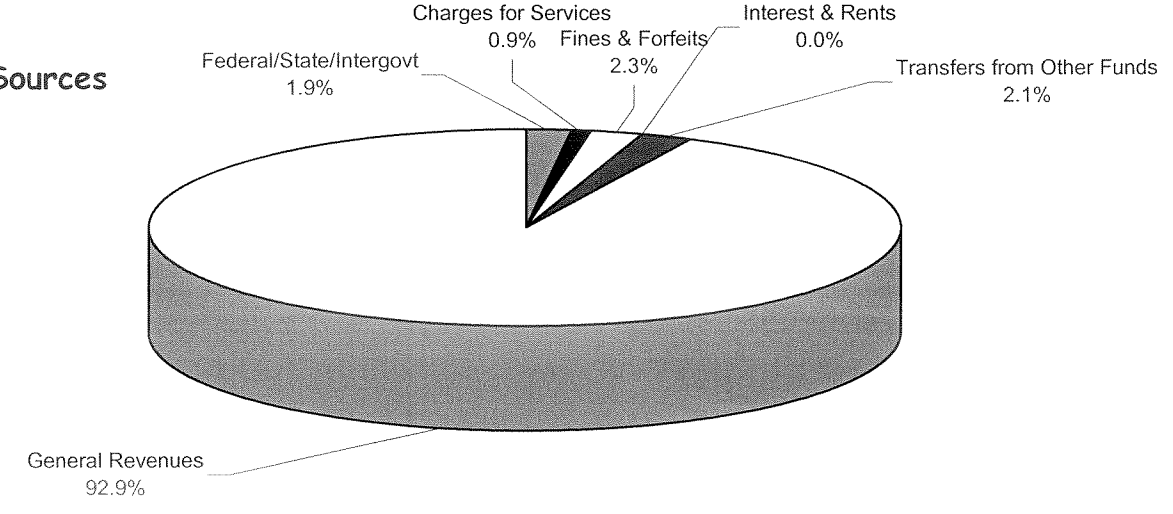
Total Uses By Department $10,346,448



Funding Uses



Funding Sources



PUBLIC SAFETY SERVICES GROUP

SUMMARY OF DEPTS. FUNCTIONS & RELATED FUNDS

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 9,005,078	$ 9,182,302	$ 9,910,807	$ 10,065,774
Special Revenue	444,957	487,683	355,477	280,674
Enterprise	- 0 -	- 0 -	- 0 -	- 0 -
Internal Service	- 0 -	- 0 -	528,125	- 0 -
TOTAL - ALL FUND TYPES	$ 9,450,035	$ 9,669,985	$ 10,794,409	$ 10,346,448
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Intergovernmental	$ 344,511	$ 391,288	$ 263,662	$ 200,024
Charges for Services	87,765	78,419	86,005	90,800
Fines & Forfeits	252,786	224,364	225,000	235,000
Interest & Rents	7,512	16,024	6,936	3,705
Other	4,699	(20,109)	2,608	- 0 -
Transfers In	209,345	214,345	210,334	216,050
TOTAL SOURCES	$ 906,618	$ 904,331	$ 794,545	$ 745,579
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 5,334,479	$ 5,381,501	$ 5,789,089	$ 5,878,096
* Benefits - Includes NonWorking Wages	2,451,230	2,550,377	2,862,899	2,808,683
* Mandatory Employer Costs	233,013	228,549	187,184	190,895
Other Current Expenditures -				
* Supplies / Maintenance	311,953	376,371	331,600	340,600
* Contractual Expenditures	54,643	35,987	34,650	26,600
* Other	828,261	859,349	913,460	955,974
Capital Outlay	136,456	137,851	575,527	45,600
Transfers Out	100,000	100,000	100,000	100,000
TOTAL USES	$ 9,450,035	$ 9,669,985	$ 10,794,409	$ 10,346,448
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 87,862	$ 83,459	$ 90,000	$ 95,000
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 8,018,722	$ 8,160,427	$ 8,839,172	$ 8,877,674
* Full-Time Positions	102.50	102.50	102.50	102.50
* Part-Time Positions @ F.T.E.	7.60	8.00	8.55	8.65
* Part-Paid Fire Positions (Not @ F.T.E.)	30.00	30.00	30.00	30.00

PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION
SUMMARY OF ALL DIVISION FUNCTIONS & FUNDS

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - DIVISION FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 6,279,080	$ 6,374,119	$ 7,020,639	$ 7,110,040
Special Revenue	407,292	468,818	355,477	280,674
Enterprise	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL - ALL FUND TYPES	$ 6,686,372	$ 6,842,937	$ 7,376,116	$ 7,390,714
- - DIVISION FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Intergovernmental	$ 313,513	$ 376,545	$ 263,662	$ 200,024
Charges for Services	82,126	73,973	84,255	85,300
Fines & Forfeits	252,786	224,364	225,000	235,000
Interest & Rents	1,155	1,004	536	105
Other	1,476	134	5,025	- 0 -
Transfers In	105,901	112,497	110,334	116,050
TOTAL SOURCES	$ 756,957	$ 788,517	$ 688,812	$ 636,479
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 3,895,448	$ 3,905,652	$ 4,266,689	$ 4,283,696
* Benefits - Includes NonWorking Wages	1,711,053	1,776,322	2,017,949	1,979,783
* Mandatory Employer Costs	184,297	179,150	150,584	152,495
Other Current Expenditures -				
* Supplies / Maintenance	156,163	165,164	171,400	181,500
* Contractual	15,792	30,759	28,400	20,900
* Other	612,734	661,124	710,534	751,240
Capital Outlay	110,885	124,766	30,560	21,100
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 6,686,372	$ 6,842,937	$ 7,376,116	$ 7,390,714
- - DIVISION STAFFING TOTALS - -				
Personnel Services Total Amount	$ 5,790,798	$ 5,861,124	$ 6,435,222	$ 6,415,974
* Full-Time Positions	74.50	74.50	74.50	74.50
* Part-Time Positions @ F.T.E.	7.60	8.00	8.55	8.65

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Police Division – Law Enforcement

DEPARTMENT MISSION STATEMENT

The goal of the Holland Police Department is to provide residents and visitors with a professional level of police service in all areas of designated law enforcement responsibility.

This will be accomplished by:

* Enforcing the criminal statues and City ordinances relative to crime and traffic.
* Providing an immediate response to criminal incidents, accidents, and other emergencies.
* Working in partnership with all members of the community.
* Providing crime prevention, awareness, and educational programs to the community.
* Providing other services that will benefit citizens and the community as a whole.

ACTION PLAN FOR FISCAL YEAR 2008

OPERATIONAL OBJECTIVES

* Response Time:
  - To have a response time of 10 minutes or less on 90% of all calls received.
  - To have a response time of 5 minutes or less on 65% of all calls received.

* Case Closure Rate:

  Cases closed would include:
  - Closed with an arrest being made.
  - Closed due to the complaint being unfounded.
  - Closed due to exceptional circumstances.
  - Closed after being turned over to another agency.

  To have a case closure rate on Part I crimes of 60%.
  To have a case closure rate on Part 2 crimes of 95%.

* Officer Availability Time:

  Available or uncommitted time is time in which officers have the opportunity to be involved in community interaction, crime prevention, and traffic enforcement.

  The goal is for patrol officers to have 22% uncommitted time.
  The goal is for community policing officers to have 12% uncommitted time.

* We will continue to maintain a strong working relationships with the citizens of Holland since many of our crimes are solved by the public working directly with officers. Our goal is to make as many citizen contacts as available time allows.

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Police Division – Law Enforcement

* The Janet Chandler Cold Case investigation is now complete after a 2 ½ year investigation. The investigation concluded with the arrest of six (6) suspects being charged with 1st degree murder. Our goal in 2007 is to bring each defendant before the court and obtain a conviction. (December 2007)

* Complete an in-depth study of the top three (3) crash intersections from the 2006 crash data and determine exactly what type of traffic enforcement would be most effective to reduce crashes. (October 2007)

* The crime of arson is a very difficult crime to investigate. Our goal is to increase our ability and knowledge in this area by developing an investigative team with the Fire Department which will be trained specifically in arson investigation. (November 2007)

* To utilize the Laser fiche software to scan all 2007 reports by years end so that documents can be transferred electronically. This will create a computer generated retrievable record of each incident and reduce the time spent by staff finding and handling department documents. (June 2008)

* The State of Michigan now allows for police agencies to submit civilian fingerprints electronically under certain circumstances. It is our goal to modify our booking policy to establish a process to capture this information safely and efficiently for those requiring this public service. (January 2008)

CRIMINAL JUSTICE TRAINING FUND

* Participate with the West Michigan Criminal Justice Training Consortium (WMCJTC) to host at least four (4) training programs and assist in teaching four (4) training programs. (On-going)

* Enhance Platoon / Team Training to include four (4) realities based Use of Force and Firearms trainings. Scenarios would include active shooter training, traffic stops, building searches, stress courses and defensive tactics situations, and would focus on reaction and decision making in scenarios under stress. (On-going)

* Have department personnel participate in required training to include range qualification, Haz-Mat, CPR/1st aid, self defense and blood borne pathogens on TEAM training days. (On-going)

WEMET

* Maintain three (3) officer assignments in WEMET to work on drug activity in the greater Holland area. (On-going)

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Police Division - Law Enforcement

* A goal of the WEMET Policy Board is to establish a permanent revenue source in which WEMET can be funded to efficiently operate. (On-going)

POLICE COMMUNITY RELATIONS

* Promote and obtain at least 90 Holland Police Department youth athletic scholarships through the Policing Teams and School Liaison Officers. (June 2008)

* Alcohol use among middle school age students is a growing concern. The Police Relations Committee (PRC) will coordinate the presenting of an alcohol awareness program to these students. Our goal is to make eight (8) presentations to students in the greater Holland area. (throughout year)

* Coordinate with the "Holland Blast", a professional basketball team, and various agencies in the Holland area a basketball camp for 70 - 80 young people. (July 2007)

* Provide one (1) adult Citizen Police Academy during the year.

* Provide one (1) junior Citizen Police Academy during the year.

* Provide Substance Abuse Violence Education (SAVE) Training in the Holland Public schools. (throughout school year)

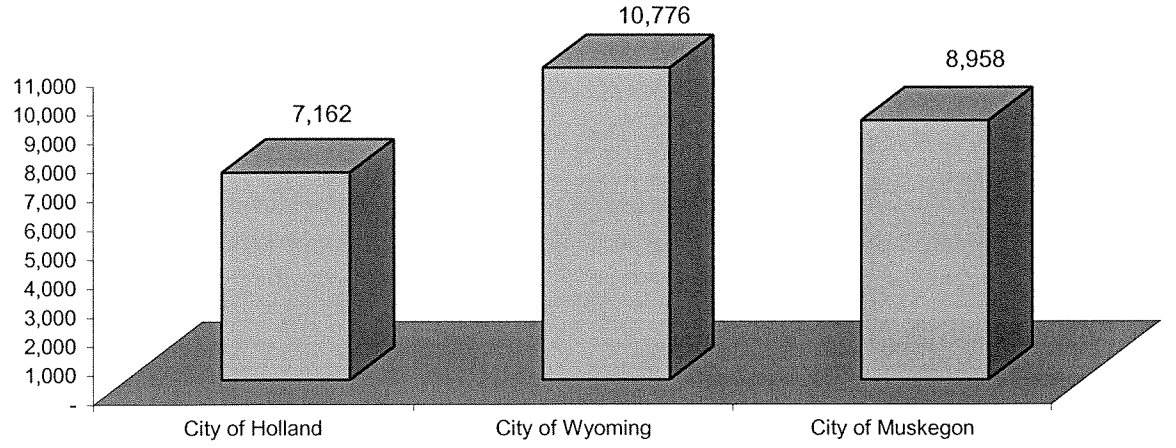
PROGRAM MEASUREMENTS

- - PUBLIC SAFETY SERVICES GROUP - POLICE DIVISION - POLICE - -

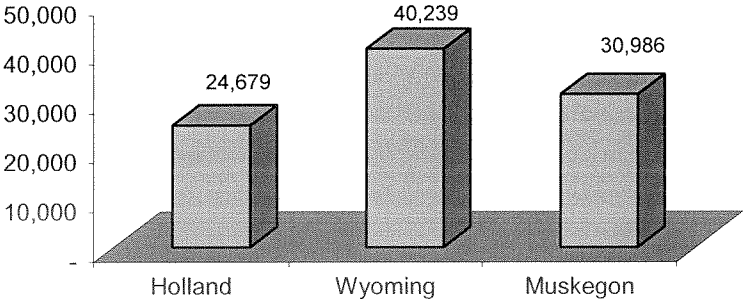
Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Police Calls:				
Total Police Calls	23,654	24,676	25,000	25,000
Part I Criminal Offenses	3,222	3,451	3,400	3,400
Part II Criminal Offenses	3,459	3,711	4,000	4,000
Service Calls	15,368	16,181	16,300	16,300
Accidents Reported:				
Total Crashes Investigated	1,605	1,336	1,300	1,300
Injury	234	206	200	200
Property Damage	1,371	1,130	1,100	1,100
Persons Killed	3	1	4	4
Case Solvability Factor				
Part I Criminal Offenses	58%	54%	60%	60%
Part II Criminal Offenses	95%	95%	95%	95%
Call Response Time % on total Police Calls				
10 minutes & under	75%	86%	90%	90%
5 minutes & under	50%	65%	65%	35%
Lockup Report:				
Total Bookings	4,101	4,072	4,000	4,000
Adult Arrests	2,271	2,485	2,450	2,450
Juvenile Arrests	662	252	250	250
Court Commitments / Transfers	-	1,335	1,300	1,300
Police Vehicle Report:				
Total Miles Driven	515,563	527,843	525,000	525,000
Preventable Cruiser Accidents	10	4	5	5
Training:				
Total Hours-FTO, Reserve, & Regular Officers	13,502	11,740	12,000	12,000
Animal Complaints Investigated				
Domestic Animals	937	956	950	950
Wildlife Animals	19	25	25	25
Citations Issued				
Warnings	68	29	30	30
Court	8	12	15	15
Parking Enforcement				
Overnight Violations	4,062	4,988	5,000	5,000
Handicapped Violations	143	66	100	100
Ordinance Violations	982	1,066	1,100	1,100
Parking Fines Collected	$69,712	$77,578	$80,000	$80,000
Park Patrol				
Total Incidents	21	14	20	20
Alcohol Arrests	2	2	5	5
Disorderly Arrests	6	4	5	5
Abandoned Vehicles - Total Processed	286	225	200	200
Found/Recovered Bicycles - Total Processed	286	276	250	250

PUBLIC SAFETY SERVICES GROUP - POLICE DIVISON - COMPARABLES

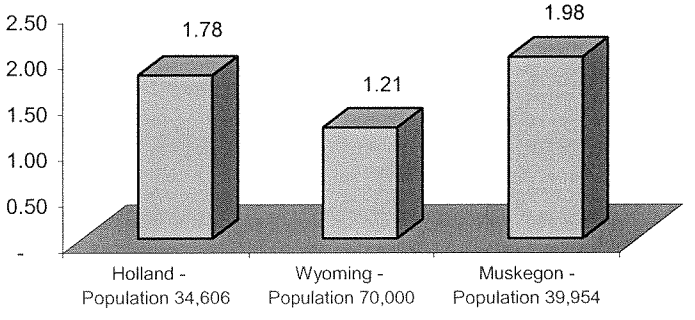
Crime Calls



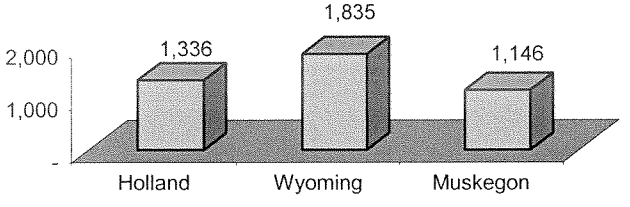
Total Calls



Officers Per 1,000 Population



Accident Crashes



Note: Comparable Michigan Cities, Based on Calendar Year 2006 Data.

PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION
POLICE DEPARTMENT
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 34,784	$ 35,606	$ 37,000	$ 38,500
Charges for Services	78,554	70,658	81,175	82,200
Fines & Forfeits	252,786	224,364	225,000	235,000
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	5,912,956	6,043,491	6,677,464	6,754,340
TOTAL SOURCES	$ 6,279,080	$ 6,374,119	$ 7,020,639	$ 7,110,040
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 3,684,448	$ 3,692,412	$ 4,071,400	$ 4,106,500
* Benefits - Includes NonWorking Wages	1,646,374	1,711,244	1,940,200	1,911,700
* Mandatory Employer Costs	176,837	170,277	144,000	147,200
Other Current Expenditures -				
* Supplies / Maintenance	143,838	147,680	157,800	177,300
* Contractual	15,792	14,039	15,200	15,000
* Other	589,283	637,306	686,454	735,240
Capital Outlay	22,508	1,161	5,585	17,100
TOTAL USES	$ 6,279,080	$ 6,374,119	$ 7,020,639	$ 7,110,040
- - STAFFING - -				
Personnel Services Total Amount	$ 5,507,659	$ 5,573,933	$ 6,155,600	$ 6,165,400
* Full-Time Positions (see note)	71.50	71.50	71.50	71.50
* Part-Time Positions @ F.T.E.	7.60	8.00	8.55	8.65

PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION

POLICE CRIMINAL JUSTICE TRAINING FUND
- REFERENCE: STATE OF MICHIGAN ACT 302 OF 1982, AS AMENDED -
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 13,566	$ 14,294	$ 14,700	$ 14,700
TOTAL SOURCES	$ 13,566	$ 14,294	$ 14,700	$ 14,700
FUNDING USES -				
Other Current Expenditures -				
* Other	$ 13,139	$ 13,783	$ 14,700	$ 14,700
TOTAL USES	$ 13,139	$ 13,783	$ 14,700	$ 14,700
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 427	$ 511	$ - 0 -	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	1,575	2,086	2,086	2,086
TOTAL FUND EQUITY	$ 1,575	$ 2,086	$ 2,086	$ 2,086

- - STAFFING - -

Positions: Not Applicable

PROGRAM MEASUREMENTS

- - PUBLIC SAFETY SERVICES GROUP - POLICE DIVISION - COMMUNITY RELATIONS - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
School Programs				
College	2	5	5	5
High School	6	5	5	5
Middle	21	12	15	15
Elementary	18	18	20	20
GREAT/SAVE	87	86	90	90
Community Programs				
Speaking Engagements	58	63	70	70
Canine	6	5	5	5
TRIAD/Senior Citizens	1	2	1	1
Citizen Police Academy	1	1	1	1
Junior Police Academy	1	1	1	1
National Night Out				
Scholarships Awarded				
Athletic	86	76	90	90
Criminal Justice Education	2	0	0	0

Beginning FY-08 these activities will be funded within the General Fund - Police Department.

PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION
POLICE COMMUNITY RELATIONS FUND
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 730	$ 673	$ 418	$ - 0 -
Other	1,476	134	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	3,155	- 0 -
TOTAL SOURCES	$ 2,206	$ 807	$ 3,573	$ - 0 -
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
* Mandatory Employer Costs	- 0 -	- 0 -	- 0 -	- 0 -
Other Current Expenditures -				
* Supplies / Maintenance	9,392	8,024	7,000	- 0 -
* Other	9,017	4,885	6,100	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 18,409	$ 12,909	$ 13,100	$ - 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (16,203)	$ (12,102)	$ (9,527)	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	21,629	9,527	- 0 -	- 0 -
TOTAL FUND EQUITY	$ 21,629	$ 9,527	$ - 0 -	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

Positions: Not Applicable

Activities administered under the Police Community Relations Fund will be funded within the General Fund - Police Department beginning in FY-2008.

PROGRAM MEASUREMENTS

- PUBLIC SAFETY SERVICES GROUP - POLICE DIVISION - PUBLIC SAFETY GRANT FUNDS -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Anti-Drug Abuse Act WEMET Grant Fund				
Participation in WEMET				
Officers funded by Grant	3	3	3	3
Officers contributed by the General Fund	0	0	0	0
WEMET Activity Report:				
Total Complaints Investigated	625	629	650	650
Holland Area Complaints	140	99	110	110
Arrests	486	447	450	450
Total Value of Drugs Seized	$5,348,680	$2,529,299	$3,000,000	$3,000,000

PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION

ANTI-DRUG ABUSE ACT (ADAA) GRANT FUND
- REFERENCE: WEST MICHIGAN ENFORCEMENT TEAM (W.E.M.E.T.) -
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 99,579	$ 105,999	$ 117,100	$ 118,050
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	98,705	101,937	107,100	114,050
TOTAL SOURCES	$ 198,284	$ 207,936	$ 224,200	$ 232,100
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 133,307	$ 145,160	$ 147,600	$ 161,300
* Benefits - To Include NonWorking Wages	59,395	57,226	72,400	66,300
* Mandatory Employer Costs	5,582	5,550	4,200	4,500
Other Current Expenditures -				
* Supplies / Maintenance	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 198,284	$ 207,936	$ 224,200	$ 232,100
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ 198,284	$ 207,936	$ 224,200	$ 232,100
* Full-Time Positions	3.00	3.00	3.00	3.00
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

PUBLIC SAFETY SERVICES GROUP

POLICE DIVISION

- -

OFFICE OF HIGHWAY SAFETY PLANNING GRANT FUND

- REFERENCE: U.S. DEPARTMENT OF TRANSPORTATION (MICHIGAN STATE POLICE) -

(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Estimate	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 85,438	$ 93,245	$ 58,770	$ 18,474
TOTAL SOURCES	$ 85,438	$ 93,245	$ 58,770	$ 18,474
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 44,148	$ 68,080	$ 47,689	$ 15,896
* Benefits - To Include NonWorking Wages	5,284	7,852	5,349	1,783
* Mandatory Employer Costs	1,878	3,323	2,384	795
Capital Outlay	34,128	13,990	3,348	- 0 -
TOTAL USES	$ 85,438	$ 93,245	$ 58,770	$ 18,474
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ 51,310	$ 79,255	$ 55,422	$ 18,474

Positions: Not Applicable

NOTE: This grant includes various sub-grants for overtime related to speed, safety, and alcohol driving violations, underage drinking violations and enforcement equipment purchases. It is anticipated that additional FY-2008 funding may be granted, but projections for grants not yet officially awarded are not included above.

PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION

LOCAL LAW ENFORCEMENT BLOCK GRANT FUND
- REFERENCE: OFFICE OF JUSTICE PROGRAMS
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 46,221	$ 40,001	$ 8,344	$ 2,000
Interest & Rents	377	253	- 0 -	- 0 -
Other	- 0 -	- 0 -	5,025	- 0 -
Transfers In	7,196	10,560	79	2,000
TOTAL SOURCES	$ 53,794	$ 50,814	$ 13,448	$ 4,000
FUNDING USES -				
Capital Outlay	$ 54,249	$ 50,563	$ 13,879	$ 4,000
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 54,249	$ 50,563	$ 13,879	$ 4,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (455)	$ 251	$ (431)	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	180	431	- 0 -	- 0 -
TOTAL FUND EQUITY	$ 180	$ 431	$ - 0 -	$ - 0 -

- - STAFFING - -

Positions: Not Applicable

NOTE: This grant includes the bulletproof vest and JAG program and various technology upgrades for the Police Division.

PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION

HOMELAND SECURITY GRANT FUND
- REFERENCE: OTTAWA COUNTY EMERGENCY MANAGEMENT
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 33,925	$ 59,052	$ 7,748	$ - 0 -
TOTAL SOURCES	$ 33,925	$ 59,052	$ 7,748	$ - 0 -
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 33,545	$ - 0 -	$ - 0 -	$ - 0 -
Other Current Expenditures -				
* Other	380	- 0 -	- 0 -	- 0 -
Capital Outlay	- 0 -	59,052	7,748	- 0 -
TOTAL USES	$ 33,925	$ 59,052	$ 7,748	$ - 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

- - STAFFING - -

Positions: Not Applicable

NOTE: This grant includes a tactical transport vehicle, infrared system, and night binoculars for the Police Division and equipment for the City's Emergency Operations Center (EOC).

PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION

ACCIDENT INVESTIGATION (M.C.O.L.E.S) GRANT FUND
- REFERENCE: MICHIGAN COMMISSION ON LAW ENFORCEMENT STANDARDS -
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Estimate	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ - 0 -	$ 28,348	$ 20,000	$ 8,300
TOTAL SOURCES	$ - 0 -	$ 28,348	$ 20,000	$ 8,300
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	- 0 -	7,308	4,800	2,400
* Contractual	- 0 -	16,720	13,200	5,900
* Other	- 0 -	4,320	2,000	- 0 -
TOTAL USES	$ - 0 -	$ 28,348	$ 20,000	$ 8,300
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ - 0 -	$ 28,348	$ 20,000	$ 8,300
* Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Police Employees Benefit Fund

FUND MISSION STATEMENT

Provide an adequate and satisfactory lunch/break room for the benefit of employees of the Police Department facilities and provide accountability for the respective operations.

ACTION PLAN FOR FISCAL YEAR 2008

* To continue to monitor usage of vending and coffee machines to determine appropriateness and employee needs.

* To maintain procedures for special employee events (Employee Benefit Fund) such as decorated cakes, flowers, parties, and cards and update and revise as necessary with employee's participation.

* To continue to monitor the financial viability of the coffee shop fund and make decisions concerning its operation to maintain the funds viability.

* To continue to be responsive to employee's needs within the framework of available funds and to make improvements where possible with employee consensus.

PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION
POLICE EMPLOYEES BENEFIT FUND
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 3,572	$ 3,315	$ 3,080	$ 3,100
Interest & Rents	48	78	118	105
TOTAL SOURCES	$ 3,620	$ 3,393	$ 3,198	$ 3,205
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 2,933	$ 2,152	$ 1,800	$ 1,800
* Other	915	830	1,280	1,300
TOTAL USES	$ 3,848	$ 2,982	$ 3,080	$ 3,100
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (228)	$ 411	$ 118	$ 105
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	1,847	2,258	2,376	2,481
TOTAL FUND EQUITY	$ 1,847	$ 2,258	$ 2,376	$ 2,481

- - STAFFING - -

Positions: Not Applicable

PUBLIC SAFETY SERVICES GROUP
FIRE DIVISION
SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - DIVISION FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 2,725,998	$ 2,808,183	$ 2,890,168	$ 2,955,734
Special Revenue	37,665	18,865	- 0 -	- 0 -
Internal Service	- 0 -	- 0 -	528,125	- 0 -
TOTAL - ALL FUND TYPES	$ 2,763,663	$ 2,827,048	$ 3,418,293	$ 2,955,734
- - DIVISION FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Intergovernmental	$ 30,998	$ 14,743	$ - 0 -	$ - 0 -
Charges for Services	5,639	4,446	1,750	5,500
Interest & Rents	6,357	15,020	6,400	3,600
Other	3,223	(20,243)	(2,417)	- 0 -
Transfers In	103,444	101,848	100,000	100,000
TOTAL SOURCES	$ 149,661	$ 115,814	$ 105,733	$ 109,100
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,439,031	$ 1,475,849	$ 1,522,400	$ 1,594,400
* Benefits - Includes NonWorking Wages	740,177	774,055	844,950	828,900
* Mandatory Employer Costs	48,716	49,399	36,600	38,400
Other Current Expenditures -				
* Supplies / Maintenance	155,790	211,207	160,200	159,100
* Contractual	38,851	5,228	6,250	5,700
* Other	215,527	198,225	202,926	204,734
Capital Outlay	25,571	13,085	544,967	24,500
Transfers Out	100,000	100,000	100,000	100,000
TOTAL USES	$ 2,763,663	$ 2,827,048	$ 3,418,293	$ 2,955,734
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 87,862	$ 83,459	$ 90,000	$ 95,000
- - DIVISION STAFFING TOTALS - -				
Personnel Services Total Amount	$ 2,227,924	$ 2,299,303	$ 2,403,950	$ 2,461,700
* Full-Time Positions	28.00	28.00	28.00	28.00
* Part-Paid Fire Positions (Not @ F.T.E.)	30.00	30.00	30.00	30.00
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Fire Division - Fire

DEPARTMENT MISSION STATEMENT

The Mission of the Holland Fire Department is to provide excellent life and property safety to the community by aggressively enforcing modern fire prevention codes and laws; effectively educating the public of its role in fire safety; safely and efficiently extinguishing fires; and providing emergency medical, hazardous materials and other services consistent with the role of a modern fire department.

ACTION PLAN FOR FISCAL YEAR 2008

FIRE DEPARTMENT

* To collaborate with Holland and Park Townships to fund and implement a plan for safe and effective response to incidents on Lake Macatawa and the near-shore of Lake Michigan by June 2008.

* To replace worn, obsolete, and/or outdated personal protective and firefighting equipment through grants and general fund appropriations by June 2008.

* To develop and implement a clear vision of the needs of the community over the next 10 years, and begin to restructure department facilities, equipment, staffing, and services by June 2008.

* Improve and enhance the Department's Pre-Incident Planning Program by the use of software developed for that purpose, that integrates information from multiple sources by January 2008.

* Develop and implement a program to train on-duty members to conduct basic fire inspections of commercial, industrial, assembly, and multi-family residential occupancies by June 2008.

* Collaborate with other area Fire Departments to enhance and improve firefighter training and education by June 2008.

* Re-energize the Community Involvement Program by offering more programs such as CPR and fire department awareness to the community, and re-establishing a presence in elementary schools by June 2008.

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Fire Division - Fire

EMERGENCY MANAGEMENT

* To coordinate with Ottawa County Emergency Services to continue warning siren tests on the first Saturday of every month from March through November, monitoring tests at warning siren locations not equipped with 2-way controllers, and to report problems to service company for repairs by November 2007.

* To work with Ottawa and Allegan County Departments of Emergency Management to conduct tabletop exercises, drills, and a full scale field exercise to test the effectiveness of the Emergency Operations Center and the City Emergency Plan by December 2007.

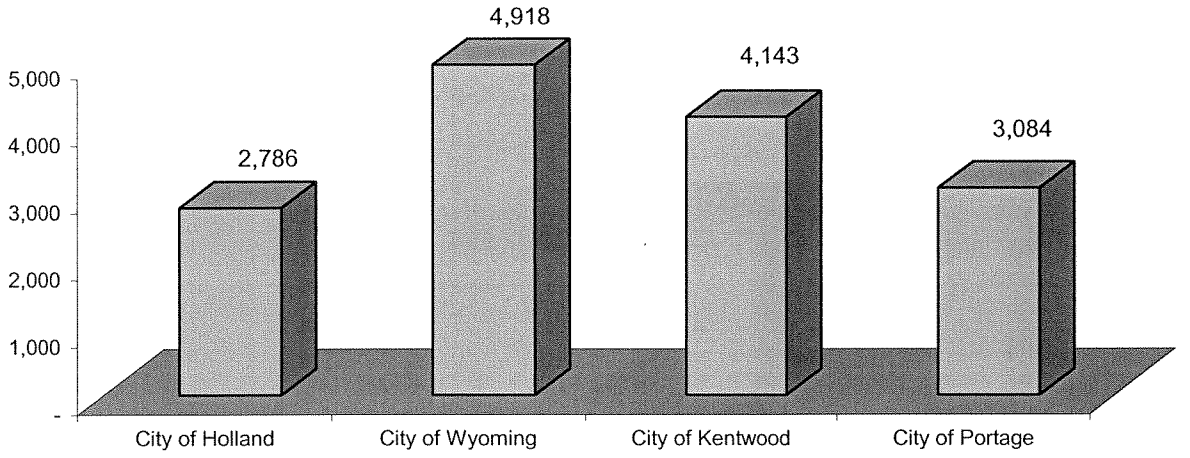
PROGRAM MEASUREMENTS

- - PUBLIC SAFETY SERVICES GROUP - FIRE DIVISION - FIRE - -

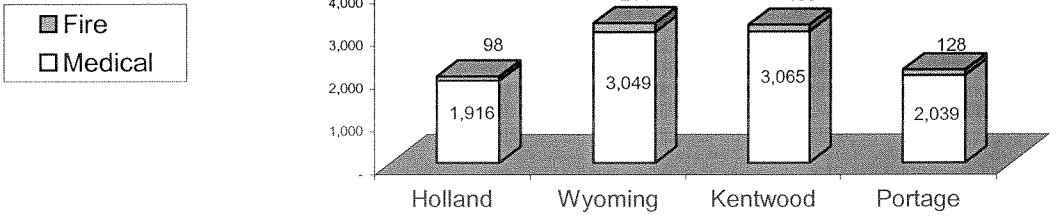
Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Fire Incidents	129	98	100	100
Structure Fires	59	36	45	45
Outside of Structure Fires	0	7	4	4
Vehicle Fires	18	17	17	17
Vegetation Fires	15	8	9	9
Refuse Fires	13	12	8	8
Explosion with no After-fire	9	14	8	8
Fire or Explosion not Otherwise Classified	15	4	9	9
Medical Emergencies	1,752	1,916	1,850	1,850
Flammable Liquid/Gas Emergencies	206	170	175	175
Service Calls	109	111	110	110
Good Intent Calls	131	109	110	110
False Alarms/Alarm Malfunctions	342	378	350	350
Other/Miscellaneous Calls	1	4	5	5
TOTAL INCIDENTS	2,670	2,786	2,700	2,700
Change from Previous Year	4.22%	4.34%	-3.09%	0.00%
Value of Property Exposed to Fire	45,825,556	$69,101,879	$335,000,000	$335,000,000
Combined Real and Personal Property Lost	1,495,451	$601,189	$500,000	$500,000
Percent of Exposed Property Saved	96.74%	99.13%	99.85%	99.85%
TRAINING AND SAFETY ACTIVITIES				
Total Personnel-Hours Spent in Training	4,663	4,161	4,500	4,500
Civilian Fire-Related Injuries	3	0	3	3
Firefighter Duty-Related Injuries	9	5	0	0
FIRE PREVENTION ACTIVITIES				
Fire Code Inspections Performed	0	124	125	125
Fire Investigations Conducted	0	17	10	10
Outside Fire Prevention Programs Presented	0	13	15	15
Insurance Service Office Rating	4	4	4	4
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	1	1
Plan and Implement City Emergency Plan Test Exercise	1	1	1	1

PUBLIC SAFETY SERVICES GROUP - FIRE DIVISON - COMPARABLES

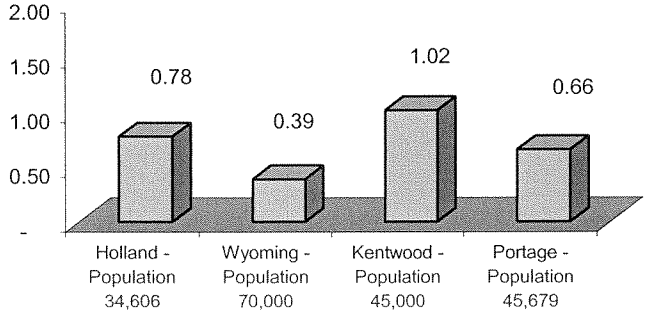
Total Incidents



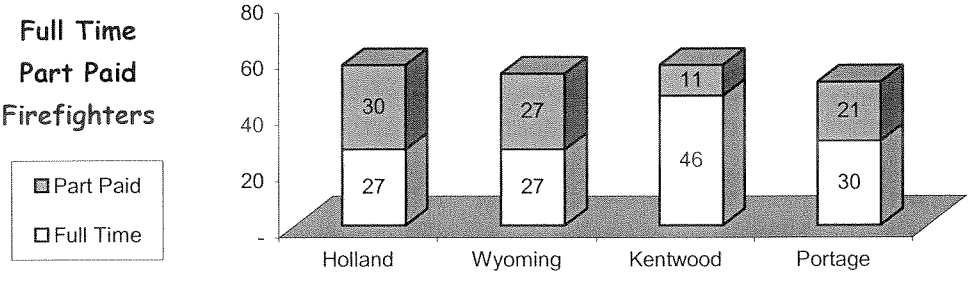
Fire and Medical Incidents



Full Time Firefighters Per 1,000 Population



Full Time Part Paid Firefighters



Note: Comparable Michigan Cities, Based on Calendar Year 2006 Data.

PUBLIC SAFETY SERVICES GROUP
FIRE DIVISION
FIRE DEPARTMENT
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 5,639	$ 4,446	$ 1,750	$ 5,500
Funding Requirement - General Operating Revenues	2,720,359	2,803,737	2,888,418	2,950,234
TOTAL SOURCES	$ 2,725,998	$ 2,808,183	$ 2,890,168	$ 2,955,734
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,439,031	$ 1,475,849	$ 1,522,400	$ 1,594,400
* Benefits - To Include NonWorking Wages	740,177	774,055	844,950	828,900
* Mandatory Employer Costs	48,716	49,399	36,600	38,400
Other Current Expenditures -				
* Supplies / Maintenance	155,790	192,342	160,200	159,100
* Contractual	4,575	5,228	6,250	5,700
* Other	215,527	198,225	202,926	204,734
Capital Outlay	22,182	13,085	16,842	24,500
Transfers Out	100,000	100,000	100,000	100,000
TOTAL USES	$ 2,725,998	$ 2,808,183	$ 2,890,168	$ 2,955,734
- - STAFFING - -				
Personnel Services Total Amount	$ 2,227,924	$ 2,299,303	$ 2,403,950	$ 2,461,700
* Full-Time Positions	28.00	28.00	28.00	28.00
* Part-Paid Positions (Not @ F.T.E.)	30.00	30.00	30.00	30.00
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

PUBLIC SAFETY SERVICES GROUP
FIRE DIVISION

FEDERAL EMERGENCY MGMT AGENCY (FEMA) GRANT FUND
- REFERENCE: ASSISTANCE TO FIREFIGHTERS GRANT PROGRAM -
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 30,998	$ 14,743	$ - 0 -	$ - 0 -
Other	3,223	2,274	- 0 -	- 0 -
Transfers In	3,444	1,848	- 0 -	- 0 -
TOTAL SOURCES	$ 37,665	$ 18,865	$ - 0 -	$ - 0 -
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
* Benefits - To Include NonWorking Wages	- 0 -	- 0 -	- 0 -	- 0 -
* Mandatory Employer Costs	- 0 -	- 0 -	- 0 -	- 0 -
Other Current Expenditures -				
* Supplies / Maintenance	- 0 -	18,865	- 0 -	- 0 -
* Contractual	34,276	- 0 -	- 0 -	- 0 -
Capital Outlay	3,389	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 37,665	$ 18,865	$ - 0 -	$ - 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

- - STAFFING - -

Positions: Not Applicable

NOTE: This grant includes activities such as wellness assessments and fitness equipment for the Fire Division and residential smoke detector installations in the community. No federal grant funding is anticipated for FY-2008.

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Fire Division: Fire Vehicle and Equipment Pool Fund

FUND MISSION STATEMENT

To ensure that adequate funds are available to refurbish and replace major fire fighting and rescue vehicles as they complete their expected life cycles to provide quality equipment for the protection of life and property.

ACTION PLAN FOR FISCAL YEAR 2008

* To update the replacement schedule of all fire vehicles so that adequate fund transfers from the General Fund can be requested to replace equipment as scheduled. (January 2007)

* To review the status of current and future apparatus needs, revising the fire apparatus replacement schedule as needed. (January 2007)

PUBLIC SAFETY SERVICES GROUP

FIRE DIVISION

FIRE VEHICLE AND EQUIPMENT POOL FUND
(AN INTERNAL SERVICES FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 6,357	$ 15,020	$ 6,400	$ 3,600
Other	- 0 -	(22,517)	(2,417)	- 0 -
Transfers In	100,000	100,000	100,000	100,000
TOTAL SOURCES	$ 106,357	$ 92,503	$ 103,983	$ 103,600
FUNDING USES -				
Capital Outlay	$ - 0 -	$ - 0 -	$ 528,125	$ - 0 -
TOTAL USES	$ - 0 -	$ - 0 -	$ 528,125	$ - 0 -
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 87,862	$ 83,459	$ 90,000	$ 95,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 18,495	$ 9,044	$ 13,983	$ 8,600
ENDING BALANCE -				
Designated / Reserved	$ 325,824	$ 440,844	$ 23,769	$ 127,369
Undesignated / Unreserved	1,246,075	1,162,616	1,571,157	1,476,157
TOTAL FUND EQUITY	$ 1,571,899	$ 1,580,943	$ 1,594,926	$ 1,603,526
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

- - STAFFING - -

Positions: Not Applicable

TRANSPORTATION SYSTEM & SERVICES

General Fund:

- Transportation Management & Engineering
- Streets Division - Operation & Maintenance

Other Funds:

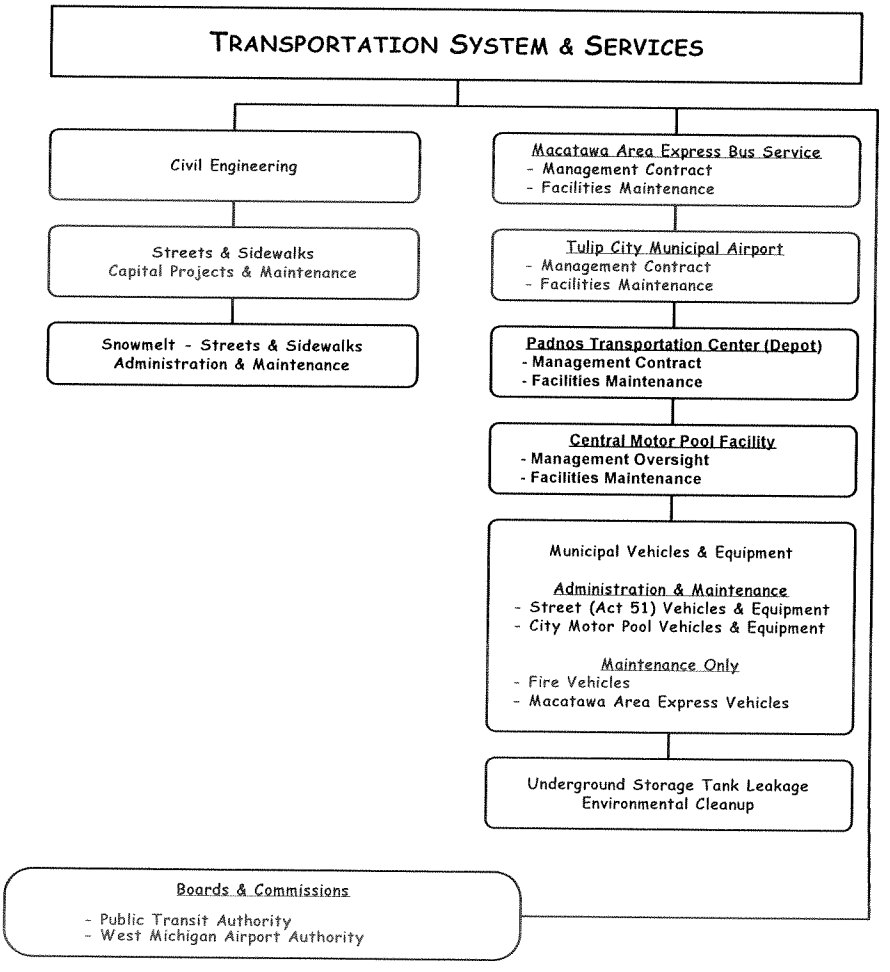
- Motor Vehicle Highway Major Street Fund
- Motor Vehicle Highway Local Street Fund
- Allegan County Road Tax Fund
- Street Improvements Reserve Fund
- Downtown Snowmelt System Operating Fund
- Environmental Cleanup Fund
- Municipal Airport Operating Fund
- Municipal Airport Donations Fund
- Depot Operations Fund
- Macatawa Area Express (Public Bus Transportation) Fund
- Public Bus Transportation Tax Reserve Fund
- Centralized Vehicle/Equipment Fund
- Street Equipment Revolving Fund (History Only)
- Transportation Employees Benefit Fund

TRANSPORTATION SYSTEM & SERVICES GROUP INTRODUCTION

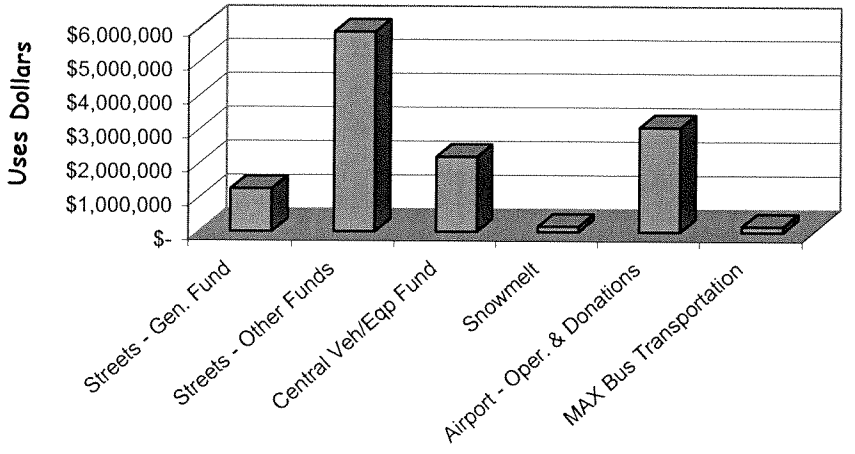
GROUP MISSION STATEMENT

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

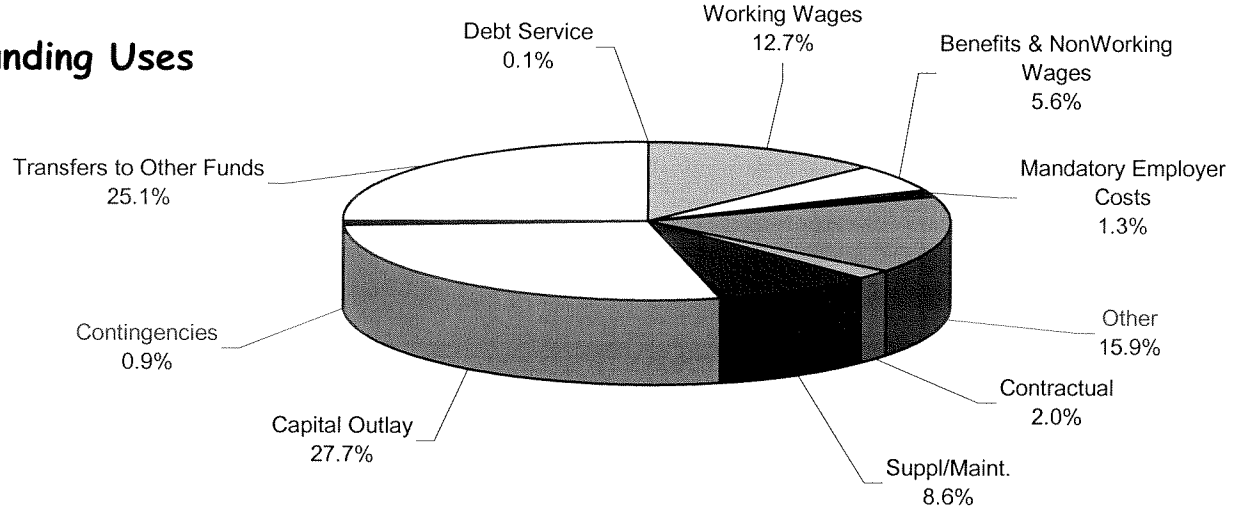
GROUP ORGANIZATIONAL STRUCTURE



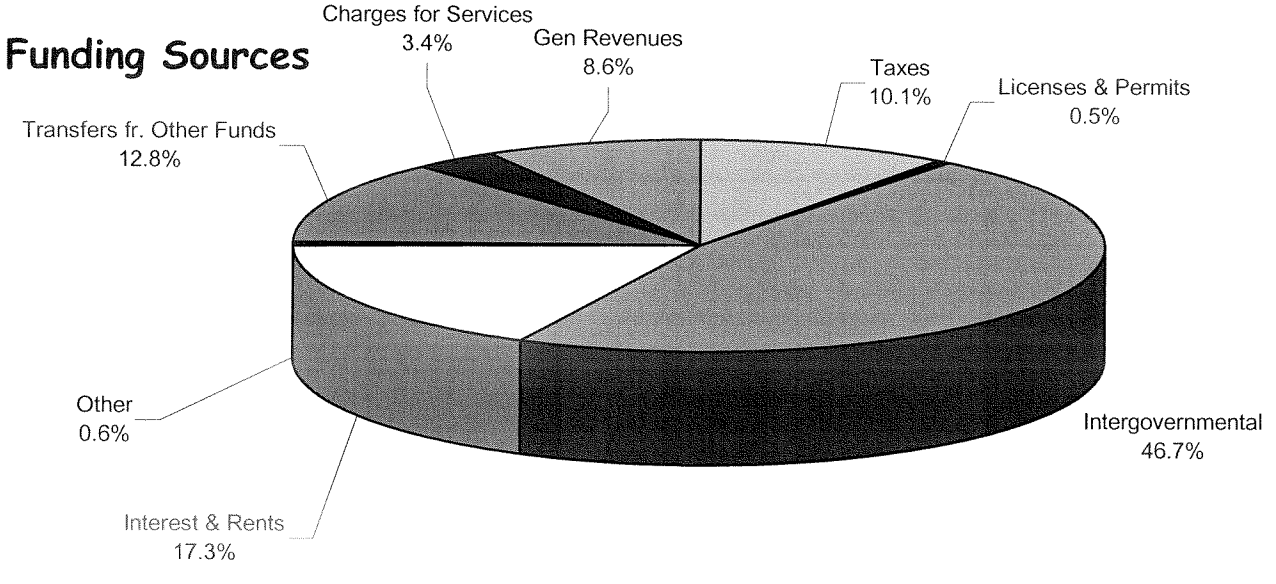
Total Uses By Department $12,731,717



Funding Uses



Funding Sources



TRANSPORTATION SYSTEM & SERVICES GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 1,154,620	$ 1,190,874	$ 1,247,483	$ 1,255,686
Special Revenue	6,532,052	7,651,340	7,551,405	6,116,722
Enterprise	4,433,912	5,977,473	4,981,861	3,166,992
Internal Service	1,782,430	2,239,996	2,329,710	2,192,317
TOTAL - ALL FUND TYPES	$ 13,903,014	$ 17,059,683	$ 16,110,459	$ 12,731,717
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 1,290,828	$ 1,313,444	$ 1,427,756	$ 1,294,904
Licenses & Permits	65,926	73,901	69,000	69,000
Intergovernmental	6,837,437	8,463,593	7,166,115	6,013,450
Charges for Services	417,127	601,930	488,685	440,300
Interest & Rents	2,037,196	2,153,844	2,200,250	2,221,634
Other	105,008	27,693	5,625	71,750
Transfers In	1,023,751	1,187,597	1,454,185	1,646,750
TOTAL SOURCES	$ 11,777,273	$ 13,822,002	$ 12,811,616	$ 11,757,788
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,257,610	$ 1,385,728	$ 1,475,269	$ 1,620,800
* Benefits - Includes NonWorking Wages	623,900	672,205	708,085	708,200
* Mandatory Employer Costs	144,382	151,825	155,923	168,950
Other Current Expenditures -				
* Supplies / Maintenance	1,258,382	1,464,031	1,586,343	1,097,700
* Contractual	2,233,830	2,477,430	2,752,789	253,100
* Other	1,716,648	1,835,329	1,960,356	2,029,303
Capital Outlay	2,024,164	3,645,135	2,528,899	3,525,800
Debt Service Payments -				
* Principal Maturities	38,277	12,000	13,000	14,000
* Interest & Fee Payments	8,544	4,626	3,935	3,187
Transfers Out	4,597,277	5,411,374	4,925,860	3,192,677
Contingencies	- 0 -	- 0 -	- 0 -	118,000
TOTAL USES	$ 13,903,014	$ 17,059,683	$ 16,110,459	$ 12,731,717
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 1,211,414	$ 1,248,233	$ 1,406,300	$ 1,048,300
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 2,025,892	$ 2,209,758	$ 2,339,277	$ 2,497,950
* Full-Time Positions	32.39	32.39	33.14	33.39
* Part-Time Positons @ F.T.E.	2.90	2.50	1.95	3.00

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Management & Engineering

DEPARTMENT MISSION STATEMENT

To provide engineering design and construction administration services for City capital projects that help preserve or enhance the City's street system, alleys, sidewalk network, and storm drain system; to provide engineering advice to the planning office in matters of new community developments or substantial redevelopment projects; to serve as a resource to other City departments with respect to general engineering issues; to represent the City's interest in road, sidewalk, drainage, and transportation matters as may be directed in metropolitan and regional planning forums, and in the negotiation and administration of transportation contracts between the City and the Michigan Department of Transportation (MDOT).

ACTION PLAN FOR FISCAL YEAR 2008

* To plan, design and construct the following street, sidewalk, and storm drainage improvement projects in the 2007 construction season:
  - East 8th Street from Paw Paw Drive to Country Club Road.
  - East 40th Street from Waverly Road east for approximately 3000 feet.
  - Resurfacing of 32nd Street, Old Orchard to Lincoln

* To develop a two-year resurfacing program for the summer of 2007, that includes the dollars allocated for 2006 and 2007.

* Continue with design and engineering work for the following projects, in anticipation of construction in calendar year 2008:
  - Traffic Signals at Columbia at 7th and 9th Street
  - Country Club Road, 8th to 16th Street (2008)
  - 12th Street, Pine to Fairbanks (participate in BPW project)
  - Roundabout 8th and Fairbanks

* Begin planning and engineering for the following projects, in anticipation of construction in calendar year 2009:
  - Matt Urban Drive, Washington Ave west to the City limits
  - 18th Street, Cleveland to Pine (participate in BPW project)
  - Columbia from 16th to 22nd Street – Streetscape and Reconstruction

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Management & Engineering

* Continue working through MACC to implement the Areawide Illicit Detection Elimination Plan and Public Education Plan for the Macatawa Watershed, and the Storm Water Pollution Prevention Initiative Plan. Specific actions to be taken by the City include reapplication for stormwater permit by October1, 2007, increased public information (possible MacTV program and information on the bulletin board), implementation of a program to mark catch basins with signage indicating that what is deposited into the storm drain eventually ends up in the waterway, continued evaluation of disposal of street sweepings and storm drain cleanout materials, and implementation of development standards. (December 2007)

* To continue to work with MDOT and the Macatawa Area Coordinating Council (MACC) on the Chicago Drive Corridor Improvement Study, and focus on Fairbanks to Waverly as follow up to City - Township Planning project.

* To work with the BPW, Planning Office, and other interested parties to establish development standards for storm sewer, utilities (water and sanitary sewer), and roads by private developers. (December 2007)

* To work with Technology Services in the development of the use of the RoadSoft software and an associated Asset Management Plan to be approved by the State of Michigan by April 1, 2008.

PROGRAM MEASUREMENTS

- - TRANSPORTATION SYSTEM & SVS GROUP - MANAGEMENT & ENGINEERING - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Construction Projects in Process	16	14	11	7

TRANSPORTATION SYSTEM & SERVICES GROUP

TRANSPORTATION MANAGEMENT & ENGINEERING
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Funding Requirement - General Operating Revenues	$ 125,320	$ 157,916	$ 154,695	$ 169,837
TOTAL SOURCES	$ 125,320	$ 157,916	$ 154,695	$ 169,837
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 72,227	$ 85,821	$ 78,900	$ 94,000
* Benefits - To Include NonWorking Wages	20,594	35,206	39,300	41,200
* Mandatory Employer Costs	8,384	9,358	8,700	9,500
Other Current Expenditures -				
* Supplies / Maintenance	1,892	1,963	1,950	2,100
* Contractual	3,061	388	2,700	1,200
* Other	19,162	20,754	21,745	21,837
Capital Outlay	- 0 -	4,426	1,400	- 0 -
TOTAL USES	$ 125,320	$ 157,916	$ 154,695	$ 169,837
- - STAFFING - -				
Personnel Services Total Amount	$ 101,205	$ 130,385	$ 126,900	$ 144,700
Full-Time Positions	2.90	2.90	2.90	2.98
Part-Time Positions @ F.T.E.	0.55	0.15	0.10	0.20

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Streets Division

DEPARTMENT MISSION STATEMENT

To maintain and enhance the City's street system, alleys, sidewalks, and storm drain systems; to provide street maintenance equipment and human resources for environmentally enriching programs such as spring cleanup and the fall leaf pickup; provide support for community festivals and events which enhance the quality of life; and provide a transportation network essential to maintain the commercial, industrial and residential base of the City.

ACTION PLAN FOR FISCAL YEAR 2008

* Safely and expeditiously complete annual cycles of spring and fall cleanup, and support for community festivals and special events, on an on-going basis.

* To work on identifying alternative storage sites and/or disposal methods for street sweepings and ditch cleaning materials, as well as address the future means of dealing with spring cleanup and fall leaf pickup materials. (June 2008)

* Continue to work with Technology Services to identify and implement the best possible centralized computer recordkeeping system for the Storm sewer and Sign programs, both for accessing records maintained on the system and for inputting data now transmitted by paper trails or an independent computer inventory. (December 2007)

* To continue to make efficient and effective use of salt alternatives, and document reduced consumption of salt during the 2007-2008 winter.

* To review the current Sidewalk Plowing program and ordinance requiring property owners to keep their sidewalks free of snow and ice, in order to make the program and the policy consistent and enforceable, and to determine the appropriate means of enforcement. (November 2007)

* To work with the Department of Community and Neighborhood Services to implement a coordinated procedure to ensure that contractors working in the right-of-way are aware of and obtaining the necessary permits and approvals. (September 2007)

PROGRAM MEASUREMENTS

- - TRANSPORTATION SYSTEM & SERVICES GROUP - STREETS DIVISION - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Total Mileage of Street System Maintenanced (Does Not Include State Trunkline Miles)	147.80	148.62	149.00	149.00
Trunkline Mileage	11.20	11.20	11.20	11.20
Street Cut Permits Issued For Utility Repair or New Construction	317	330	330	340
Community Sidewalk Network in Miles of Walk	149	153	155	155
Sidewalk Repair Activities in Square Feet	19,950	18,378	18,500	19,000
Amount of salt used for winter road maintenance (in tons)	3,004.77	2,677.75	3,000.00	2,700.00
Number of street sweeper hours operated (reflects March 2005 through February 2006)	- - - -	1,550	1,211	1,500
Fall Leaf Pickup - Number of yards of material hauled	- - - -	- - - -	- - - -	- - - -
Streets Division Costs (personnel and equipment)	$99,243	$85,206	$109,595	$105,000
Removal Costs	$23,500	$24,500	$25,500	$27,500
Number of hours worked by Streets Division personnel	2,187.25	1,802.50	2,204.50	2,200.00
Spring Cleanup - Number of yards of material hauled	- - - -	- - - -	- - - -	- - - -
Streets Division Costs (personnel and equipment)	$58,547	$58,085	$59,000	$60,000
Removal Costs	$10,485	$15,685	$16,000	$17,000
Number of hours worked by Streets Division personnel	1,267.00	1,184.75	1,200.00	1,200.00

TRANSPORTATION SYSTEM & SERVICES GROUP

STREETS DIVISION
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 9,291	$ 6,958	$ 8,000	$ 16,100
Interest & Rents	120,000	126,000	130,000	134,000
Funding Requirement - General Operating Revenues	900,009	900,000	954,788	935,749
TOTAL SOURCES	$ 1,029,300	$ 1,032,958	$ 1,092,788	$ 1,085,849
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 229,090	$ 220,661	$ 235,769	$ 247,700
* Benefits - To Include NonWorking Wages	102,672	57,309	46,600	19,500
* Mandatory Employer Costs	44,914	42,435	41,993	44,550
Other Current Expenditures -				
* Supplies / Maintenance	35,219	55,218	45,455	47,600
* Contractual Expenditures	57,984	86,419	90,300	91,400
* Other	559,421	567,594	631,671	631,199
Capital Outlay	- 0 -	3,322	1,000	3,900
TOTAL USES	$ 1,029,300	$ 1,032,958	$ 1,092,788	$ 1,085,849
- - STAFFING - -				
Personnel Services Total Amount	$ 376,676	$ 320,405	$ 324,362	$ 311,750
Full-Time Positions	19.73	19.73	19.73	19.73
Part-Time Positions @ F.T.E.	0.60	0.15	0.15	0.05

NOTE: The largest time allocation of these positions are direct charges to the two Motor Vehicle Highway Funds.

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEMS AND SERVICES

Motor Vehicle Highway Major Streets & Trunkline Maintenance Fund

FUND MISSION STATEMENT

This fund is established in accordance with Michigan Law - Act 51 to maintain and improve the major street system of the City, including associated storm drainage and non-motorized transportation facilities supported principally by the allocation of motor vehicle highway funds (gas and use tax) by the Michigan Department of Transportation (MDOT), but may be augmented by grants, contractual services or local contributions.

ACTION PLAN FOR FISCAL YEAR 2008

* Objectives for this fund are listed under the Engineering / Street Agency in the General Fund.

TRANSPORTATION SYSTEM & SERVICES GROUP

MOTOR VEHICLE HIGHWAY MAJOR STREETS & TRUNKLINE MAINTENANCE FUND (A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 2,257,997	$ 2,259,763	$ 2,229,703	$ 2,230,100
Licenses & Permits	26,083	25,188	27,000	27,000
Interest & Rents	62,343	67,742	44,000	32,600
Transfers In	659,868	674,741	703,963	828,400
TOTAL SOURCES	$ 3,006,291	$ 3,027,434	$ 3,004,666	$ 3,118,100
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 243,611	$ 267,852	$ 298,300	$ 323,900
* Benefits-To Include NonWorking Wages	148,873	167,953	190,985	207,100
* Mandatory Employer Costs	21,439	22,879	25,985	27,995
Other Current Expenditures -				
* Supplies / Maintenance	194,284	194,466	255,591	270,800
* Contractual	35,641	46,170	52,825	78,500
* Other	355,405	372,525	458,261	460,400
Transfers Out	2,469,752	3,458,171	2,444,381	1,489,300
Contingencies	- 0 -	- 0 -	- 0 -	108,000
TOTAL USES	$ 3,469,005	$ 4,530,016	$ 3,726,328	$ 2,965,995
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (462,714)	$ (1,502,582)	$ (721,662)	$ 152,105
ENDING BALANCE -				
Designated / Reserved	$ 1,647,378	$ 1,276,294	$ - 0 -	$ - 0 -
Undesignated / Unreserved	1,201,767	70,269	624,901	777,006
TOTAL FUND EQUITY	$ 2,849,145	$ 1,346,563	$ 624,901	$ 777,006
- - STAFFING - -				
Personnel Services Total Amount	$ 413,923	$ 458,684	$ 515,270	$ 558,995

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

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Motor Vehicle Highway Local Streets Fund

FUND MISSION STATEMENT

This fund is established in accordance with Michigan Law - Act 51 to maintain and improve the local street system of the City, including associated storm drainage and non-motorized transportation facilities supported principally by the allocation of motor vehicle highway funds (gas and use tax) by the Michigan Department of Transportation, but may be augmented by grants, contractual services or local contributions.

ACTION PLAN FOR FISCAL YEAR 2008

* Objectives for this fund are listed under the Engineering / Street Agency in the General Fund.

TRANSPORTATION SYSTEM & SERVICES GROUP

MOTOR VEHICLE HIGHWAY LOCAL STREETS FUND
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 573,807	$ 568,153	$ 565,026	$ 565,100
Licenses & Permits	39,843	48,713	42,000	42,000
Interest & Rents	2,161	586	- 0 -	- 0 -
Transfers In	228,707	435,792	621,294	717,100
TOTAL SOURCES	$ 844,518	$ 1,053,244	$ 1,228,320	$ 1,324,200
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 255,992	$ 310,738	$ 334,500	$ 370,400
* Benefits - To Include NonWorking Wages	152,887	195,245	215,000	237,000
* Mandatory Employer Costs	22,450	26,616	29,250	31,800
Other Current Expenditures -				
* Supplies / Maintenance	127,923	142,862	174,306	199,800
* Contractual	8,101	4,801	15,325	27,500
* Other	322,462	347,677	426,702	424,500
Transfers Out	24,742	25,307	33,237	33,200
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
FUNDING USES - TOTALS	$ 914,557	$ 1,053,246	$ 1,228,320	$ 1,324,200
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (70,039)	$ (2)	$ - 0 -	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	2,002	2,000	2,000	2,000
TOTAL FUND EQUITY	$ 2,002	$ 2,000	$ 2,000	$ 2,000
- - STAFFING - -				
Personnel Services Total Amount	$ 431,329	$ 532,599	$ 578,750	$ 639,200

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

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Allegan County Road Tax Fund

FUND MISSION STATEMENT

This fund is established as a management tool for receiving and dispersing those funds collected by Allegan County through a county voted millage for street improvements, with the portion of this millage derived from the portion of the City of Holland in Allegan County and returned to the City for administration by the local road agency; the funds are restricted to Allegan portions of the City, and are generally allocated to major street, drain, or bridge improvements.

ACTION PLAN FOR FISCAL YEAR 2008

* Objectives for this fund are listed under the Engineering / Street Agency in the General Fund.

TRANSPORTATION SYSTEM & SERVICES GROUP

ALLEGAN COUNTY ROAD TAX FUND
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 405,327	$ 402,265	$ 414,300	$ 420,000
Interest & Rents	12,200	- 0 -	800	- 0 -
TOTAL SOURCES	$ 417,527	$ 402,265	$ 415,100	$ 420,000
FUNDING USES -				
Transfers Out	$ 552,605	$ 1,053,597	$ 497,080	$ 420,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 552,605	$ 1,053,597	$ 497,080	$ 420,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (135,078)	$ (651,332)	$ (81,980)	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ 356,568	$ 86,709	$ - 0 -	$ - 0 -
Undesignated / Unreserved	388,485	7,012	11,741	11,741
TOTAL FUND EQUITY	$ 745,053	$ 93,721	$ 11,741	$ 11,741
- - STAFFING - -				
Personnel Services Total Amount	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Street Improvements Reserve Fund

FUND MISSION STATEMENT

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

ACTION PLAN FISCAL YEAR 2008

* To provide funding to assist with the implementation of the Five-Year Street Improvement plan outlined in the Capital Improvements section of the budget.

* To direct revenues from this fund toward capital improvements outlined in the Engineering and Street sections of the General Fund.

TRANSPORTATION SYSTEM & SERVICES GROUP

STREET IMPROVEMENTS RESERVE FUND
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 1,110,593	$ 1,127,080	$ 1,161,045	$ 1,196,404
Interest & Rents	15,816	9,245	24,300	42,500
TOTAL SOURCES	$ 1,126,409	$ 1,136,325	$ 1,185,345	$ 1,238,904
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Transfers Out	1,457,045	852,076	1,941,862	1,172,927
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 1,457,045	$ 852,076	$ 1,941,862	$ 1,172,927
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (330,636)	$ 284,249	$ (756,517)	$ 65,977
ENDING BALANCE -				
Designated / Reserved	$ 420,477	$ 763,809	$ - 0 -	$ - 0 -
Undesignated / Unreserved	59,083	- 0 -	7,292	73,269
TOTAL FUND EQUITY	$ 479,560	$ 763,809	$ 7,292	$ 73,269
- - STAFFING - -				
Personnel Services Total Amount	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

Positions: Not Applicable

TRANSPORTATION SYSTEM & SERVICES GROUP
STREET FUNDS

FUND SUMMARY - FY 2005 through FY 2013

At End of Fiscal Year	MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund	All Street Funds
- - - - ENDING FUND EQUITY - - - -					
FY2005 (Actual)	2,849,145	2,000	745,053	479,560	4,075,758
FY2006 (Actual)	1,346,563	2,000	93,721	763,809	2,206,093
FY2007 (Estimated)	624,901	2,000	11,741	7,292	645,934
FY2008 (Estimated)	777,006	2,000	11,741	73,269	864,016
FY2009	253,624	2,000	380,141	(1,237,855)	(602,090)
FY2010	115,579	2,000	531,109	(1,894,033)	(1,245,345)
FY2011	(58,954)	2,000	(248,184)	(854,637)	(1,159,775)
FY2012	(261,350)	2,000	136,437	(1,286,331)	(1,409,244)
FY2013	(493,038)	2,000	530,150	(1,151,710)	(1,112,598)

(1) The City has the ability to transfer up to 50% of the Gas & Weight Tax Revenues from the MVH Major Street Fund to the MVH Local Street Fund without special resolution. Transfers over 50% can occur by special resolution of City Council, in conformance with MDOT guidelines.

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Downtown Snowmelt System Operating Fund

FUND MISSION STATEMENT

To provide the downtown with a cost and operational efficient Snowmelt system along 8th Street and parking lots 1 and 8 and to provide users of the downtown with a snow-free environment during the winter months to promote all uses of the downtown, both public and private.

ACTION PLAN FOR FISCAL YEAR 2008

* To update the remaining inventory of all private snowmelt systems in the downtown public right-of-way and determine the potential of connecting the systems to the new expanded system by January 2008.

* To complete the expanded snowmelt in the sidewalks on 8th Street from half way between College and Columbia east to Columbia in conjunction with new private development by October 2007.

* To update the annual operating special assessment rates to cover the cost of operating the expanded system by September 2007.

TRANSPORTATION SYSTEM & SERVICES GROUP

DOWNTOWN SNOWMELT SYSTEM OPERATING FUND
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 69,219	$ 73,285	$ 95,631	$ 98,500
Interest & Rents	7,191	15,070	18,300	15,800
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	20,375	22,500	23,300	24,000
TOTAL SOURCES	$ 96,785	$ 110,855	$ 137,231	$ 138,300
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ 973	$ 255	$ 147,615	$ 2,000
* Other	46,491	126,987	3,000	147,350
Capital Outlay	- 0 -	- 0 -	- 0 -	5,000
Debt Service Payments -				
* Principal	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 47,464	$ 127,242	$ 150,615	$ 154,350
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 49,321	$ (16,387)	$ (13,384)	$ (16,050)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	346,741	330,354	316,970	300,920
TOTAL FUND EQUITY	$ 346,741	$ 330,354	$ 316,970	$ 300,920
- - STAFFING - -				
Personnel Services Total Amount	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Environmental Cleanup Fund

FUND MISSION STATEMENT

To clean all City-owned sites of environmental contamination in accordance with accepted Michigan Department of Environmental Quality (MDEQ) standards.

ACTION PLAN FOR FISCAL YEAR 2008

* To continue to implement the natural attenuation process for reduction of groundwater contamination beneath the DeVos Fieldhouse site (former Street Department location) along Fairbanks Avenue.

* To continue evaluating alternatives to natural attenuation for elimination of the groundwater contamination at the former Street Department site by December 2007.

TRANSPORTATION SYSTEM & SERVICES GROUP

ENVIRONMENTAL CLEANUP FUND
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 1,458	$ 12,734	$ - 0 -	$ - 0 -
Transfers In	6,821	8,223	5,300	5,500
TOTAL SOURCES	$ 8,279	$ 20,957	$ 5,300	$ 5,500
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Other Current Expenditures -				
* Supplies / Maintenance	1,458	12,734	- 0 -	- 0 -
* Contractual	8,701	11,143	5,300	5,500
TOTAL USES	$ 10,159	$ 23,877	$ 5,300	$ 5,500
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (1,880)	$ (2,920)	$ - 0 -	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	2,920	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	$ 2,920	$ - 0 -	$ - 0 -	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Municipal Airport Operations Fund

FUND MISSION STATEMENT

To provide a municipal airport that enhances the economic growth of the Holland / Zeeland community; offers access for emergency air service; provides recreational opportunities; and generates sufficient revenues to provide for necessary management, operations, and maintenance expenses.

ACTION PLAN FOR FISCAL YEAR 2008

* Provide counsel to the West Michigan Airport Authority concerning operating and capital activities.

* Provide information as requested to the West Michigan Airport Authority as it prepares for a millage vote to support the authority. (June 2008)

* To provide counsel as requested to the West Michigan Airport Authority on the following possible activities:

  - Replacement of the Instrument Landing System for runway 26. (November 2007)
  - Modify the east of end of runway 26 and taxiway. (June 2008)
  - Update of the Airport Layout Plan. (December 2007)
  - Global Welcome Center: Financing strategy, final design, and property acquisition. (July 2007 through June 2008)
  - Construction of an additional public hangar facility. (November 2007)
  - Public events at the airport.
  - Construction of a public viewing area at the airport. (August 2007)

PROGRAM MEASUREMENTS

TRANSPORTATION SYSTEM & SERVICES GROUP - MUNICIPAL AIRPORT OPERATING FUND

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Aircraft Operations	42,000	41,700	42,300	43,000
Non-Scheduled Commercial Passenger Flights	18,102	23,310	24,470	25,000
Non-Scheduled Commercial Freight Flights	2,100	1,950	2,050	2,200
Based Aircraft	59	58	59	62

Note: These figures are estimates (except for "based aircraft") provided by the Fixed Base Operator (FBO). The Airport Advisory Board is considering acquiring traffic counting equipment to provide actual counts.

TRANSPORTATION SYSTEM & SERVICES GROUP

MUNICIPAL AIRPORT OPERATING FUND
(AN ENTERPRISE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 999,156	$ 2,017,772	$ 84,438	$ 2,798,250
Charges for Services	22,820	22,763	22,700	22,500
Interest & Rents	124,604	135,095	134,145	140,500
Other	7,327	- 0 -	5,625	- 0 -
Transfers In	80,033	10,100	- 0 -	71,750
TOTAL SOURCES	$ 1,233,940	$ 2,185,730	$ 246,908	$ 3,033,000
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ - 0 -	$ - 0 -	$ 3,000	$ 6,000
* Mandatory Employer Costs	- 0 -	- 0 -	280	605
Other Current Expenditures -				
* Supplies / Maintenance	19,442	10,205	32,500	23,700
* Contractual	21,731	36,142	42,815	45,900
* Other	38,439	34,653	30,263	33,600
Capital Outlay	1,036,879	2,108,972	92,215	2,870,000
Debt Service Payments -				
* Principal	38,277	12,000	13,000	14,000
* Interest	8,544	4,626	3,935	3,187
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	5,000
TOTAL USES	$ 1,163,312	$ 2,206,598	$ 218,008	$ 3,001,992
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 410,823	$ 349,793	$ 450,000	$ 450,000

This Fund Continues On Next Page

TRANSPORTATION SYSTEM & SERVICES GROUP

MUNICIPAL AIRPORT OPERATING FUND
(AN ENTERPRISE FUND)

This Fund Continues From Previous Page

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 734,961	$ 1,750,311	$ (315,885)	$ 2,465,008
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	11,068,078	12,818,389	12,502,504	14,967,512
TOTAL FUND EQUITY	$ 11,068,078	$ 12,818,389	$ 12,502,504	$ 14,967,512
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-------	$ (21,868)	$ 28,900	$ 31,008
ENDING BALANCE	$ 263,578	$ 241,710	$ 270,610	$ 301,618
- - STAFFING - -				
Personnel Services Total Amount	$ - 0 -	$ - 0 -	$ 3,000	$ 6,000
Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

MUNICIPAL AIRPORT CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY

	Original Adopted Budget	Five-Year Development Plan Update Subsequent to Budget Adoption				
	FY2008	FY2008	FY2009	FY2010	FY2011	FY2012
FINANCING SOURCES						
Federal and State Grants:						
* Federal (F.A.A.)	2,726,500	2,296,000	2,189,750	3,971,950	1,425,000	114,000
* State of Michigan (M.A.C.)	71,750	502,250	3,485,225	104,525	37,500	3,000
Local Contributions:						
* Private Sector Donations	71,750	71,750	238,025	104,525	37,500	3,000
Total Sources	2,870,000	2,870,000	5,913,000	4,181,000	1,500,000	120,000
FINANCING APPLICATIONS						
Terminal Facility :						
* Property Acquistion	850,000	850,000	- 0 -	- 0 -	- 0 -	- 0 -
* Architectural & Engineering	100,000	100,000	- 0 -	- 0 -	- 0 -	- 0 -
* Site Development & Construction	- 0 -	- 0 -	5,913,000	- 0 -	- 0 -	- 0 -
Runways / Taxiways / Aprons:						
* Apron Area - Rehabilitation	- 0 -	- 0 -	- 0 -	1,640,000	- 0 -	- 0 -
* Runway/Taxiway - East End						
- Modifications & Improvements	320,000	320,000	- 0 -	- 0 -	- 0 -	- 0 -
* Runway 8						
- Property Acquisition for I L S	- 0 -	- 0 -	- 0 -	1,700,000	- 0 -	- 0 -
- Installation of I L S	- 0 -	- 0 -	- 0 -	- 0 -	1,500,000	- 0 -
* Runway 26						
- I L S / M A L S R	1,500,000	1,500,000	- 0 -	- 0 -	- 0 -	- 0 -
- Taxiway Lighting / REIL & PAPI	- 0 -	- 0 -	- 0 -	190,000	- 0 -	- 0 -
* Runway - North / South						
- Architect / Engineer / Environment	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	120,000
Airport Layout Plan (ALP) Update	100,000	100,000	- 0 -	- 0 -	- 0 -	- 0 -
South Hanger Area - Rehab Pavements	- 0 -	- 0 -	- 0 -	411,000	- 0 -	- 0 -
Hanger Area - Site Development	- 0 -	- 0 -	- 0 -	240,000	- 0 -	- 0 -
Total Applications	2,870,000	2,870,000	5,913,000	4,181,000	1,500,000	120,000

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Municipal Airport Donations Fund

FUND MISSION STATEMENT

This fund is for the accrual of the monies necessary to provide the local share of capital improvement projects funded by grants from the Michigan Aeronautics Commission and/or the Federal Aviation Administration, through private contributions from local individuals, businesses, industries and other supporters of the airport.

ACTION PLAN FOR FISCAL YEAR 2008

* To raise the private contributions that may be needed to support the airport capital projects that are likely to be part of FY08 grants from the FAA and MDOT by June 2008.

* To raise funds to support a Global Welcome Center (new terminal) as determined by the financing strategy that will be developed for this project by the end of December 2007.

TRANSPORTATION SYSTEM & SERVICES GROUP

MUNICIPAL AIRPORT DONATIONS FUND
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Interest & Rents	566	452	400	535
Other	80,033	9,933	- 0 -	71,750
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 80,599	$ 10,385	$ 400	$ 72,285
FUNDING USES -				
Other Current Expenditures -				
* Other	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Transfers Out	80,033	10,100	- 0 -	71,750
TOTAL USES	$ 80,033	$ 10,100	$ - 0 -	$ 71,750
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 566	$ 285	$ 400	$ 535
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	5,916	6,201	6,601	7,136
TOTAL FUND EQUITY	$ 5,916	$ 6,201	$ 6,601	$ 7,136

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Depot Operations Fund

FUND MISSION STATEMENT

To provide a multi modal public transportation facility that can serve railroad, bus and the City's public transportation passengers with excellent accommodating facilities which will promote the use of public transportation.

ACTION PLAN FOR FISCAL YEAR 2008

* To continue to work with AMTRAK and WESTRAIN to promote the use of the railroad for a 10% increase in ridership by June 2008.

* To continue to work with WESTRAIN and the West Michigan Chamber Coalition to develop a long-range plan for continuing the AMTRAK service or alternate between Grand Rapids and Chicago in conjunction with the plans to provide a high-speed rail service between Detroit and Chicago. (On-going)

* To finalize the reconstruction plan of the former Wendy's property into the Depot site to provide additional AMTRAK parking, new offices for Indian Trails bus services, and integrate the MAX Transit transfer point as part of multi modal transportation site by August 2007.

* To evaluate the options of lease to or purchase by the MAX Authority of the Depot Transportation Center by July 2007. It is assumed the operating cost of the Depot for FY 2008 will be funded 100% by the MAX Authority.

PROGRAM MEASUREMENTS

- - TRANSPORTATION GROUP - DEPOT OPERATIONS FUND - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
ANNUAL RIDERSHIP				
Amtrak Train	33,888	36,873	39,000	41,000

TRANSPORTATION SYSTEM & SERVICES GROUP

DEPOT OPERATIONS FUND
(AN ENTERPRISE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Interest & Rents	35,608	36,757	37,721	1
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	27,947	36,241	31,015	- 0 -
TOTAL SOURCES	$ 63,555	$ 72,998	$ 68,736	$ 1
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 9,866	$ 9,958	$ 10,500	$ - 0 -
* Mandatory Employer Costs	945	919	915	- 0 -
Other Current Expenditures -				
* Supplies / Maintenance	5,390	10,208	7,000	- 0 -
* Contractual	21,815	21,292	24,161	- 0 -
* Other	25,539	30,621	26,160	- 0 -
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 63,555	$ 72,998	$ 68,736	$ - 0 -
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 81,261	$ 81,261	$ 81,300	$ 81,300
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (81,261)	$ (81,261)	$ (81,300)	$ (81,300)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	1,661,979	1,580,718	1,499,418	1,418,119
TOTAL FUND EQUITY	$ 1,661,979	$ 1,580,718	$ 1,499,418	$ 1,418,119
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-------	$ - 0 -	$ - 0 -	$ 1
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ 1
- - STAFFING - -				
Personnel Services Total Amount	$ 10,811	$ 10,877	$ 11,415	$ - 0 -
Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
Part-Time Positions @ F.T.E.	0.20	0.20	0.20	- 0 -

It is anticipated that the Depot operation will be turned over to the MAX Authority on 07/01/07, with ownership and fixed assets retained by the City.

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Macatawa Area Express (MAX) Fund

FUND MISSION STATEMENT

To provide cost-effective, customer responsive public transportation services that will enhance the mobility and community access of the citizens of the Macatawa area.

ACTION PLAN FOR FISCAL YEAR 2008

* To reach a level of 227,000 rides during the fiscal year, 60% on the fixed routes and 40% on the reservation service. (June 2008)

* To implement a new fixed route structure improving the travel options for the residents of the Macatawa area. (August 2007)

* To make the transfer center a one stop information center providing information for all transportation modes for the residents of the Holland / Zeeland area. (August 2007)

* To continue a comprehensive marketing campaign that creates public awareness of MAX services and the benefits of public transportation. (On-going)

* To complete architectural and engineering studies for the new MAX storage facility. (March 2008)

* To continue a marketing plan to increase senior ridership on MAX by 10%. (June 2008)

* To examine future service expansion areas. (June 2008)

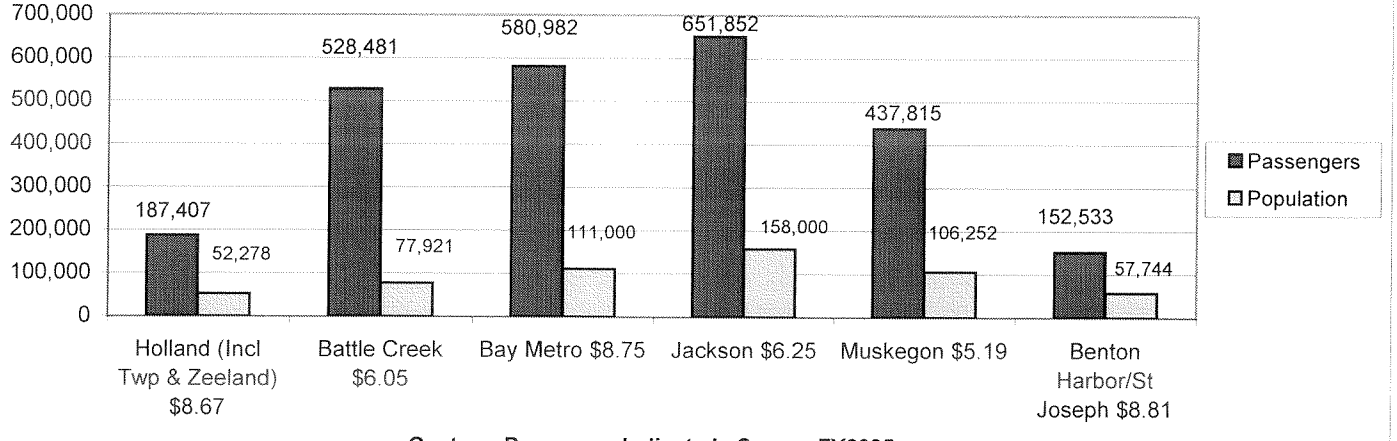
* To evaluate options and the merits of using alternative vehicle fuels, including diesel hybrid electric buses. (June 2008)

PROGRAM MEASUREMENTS

TRANSPORTATION SYSTEM & SERVICES GROUP - MACATAWA AREA EXPRESS (MAX) FUND

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
TOTAL ANNUAL RIDERSHIP	184,870	203,874	215,000	225,750
Demand Response	102,087	112,580	118,000	67,725
Fixed Routes	82,720	91,294	97,000	158,025
Total Miles	670,062	756,288	758,000	758,000
TROLLEY SERVICE (calendar year)				
Total Annual Ridership	3,407	5,221	5,500	5,500
Total Number of Vehicles	27	27	27	27
Total Number of Senior Citizen Passengers	10,620	12,238	14,000	14,700
Total Number of Disabled Passengers	111,503	81,194	85,000	89,250
Total Number of Senior/Disabled Passengers	5,039	4,064	4,500	4,725
Other Passengers	57,645	106,378	111,500	117,075
Cost per Passenger (operating only)	$12.23	$12.54	$13.00	$12.75
% of passengers picked-up w/in 45 minutes of phone call	98%	97%	98%	98%
% of passengers delivered to destination on-time	98%	98%	98%	98%
% of passengers riding less than 30 minutes	92%	95%	95%	98%

COMPARABLES TO OTHER CITIES



Cost per Passenger Indicated - Source FY2005 MDOT (State Fiscal Year)

TRANSPORTATION SYSTEM & SERVICES GROUP

MACATAWA AREA EXPRESS OPERATING FUND
(AN ENTERPRISE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 174,780	$ 219,468	$ 212,785	$ 165,000
Intergovernmental	2,601,150	3,215,640	3,872,648	- 0 -
Interest & Rents	16,898	10,600	14,600	- 0 -
Other	(5,452)	(291)	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	69,313	- 0 -
TOTAL SOURCES	$ 2,787,376	$ 3,445,417	$ 4,169,346	$ 165,000
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 82,368	$ 88,457	$ 87,700	$ 136,400
* Benefits - To Include NonWorking Wages	10,512	16,329	15,700	16,200
* Mandatory Employer Costs	5,087	6,020	7,500	11,900
Other Current Expenditures -				
* Supplies / Maintenance	380,010	484,703	516,887	- 0 -
* Contractual	1,760,621	2,069,596	2,065,948	- 0 -
* Other	71,800	72,144	66,482	500
Subtotal Prior to Capital Outlay	2,310,398	2,737,249	2,760,217	165,000
Capital Outlay	553,169	755,064	1,625,200	- 0 -
Transfers Out	3,700	3,900	4,000	- 0 -
TOTAL USES	$ 2,867,267	$ 3,496,213	$ 4,389,417	$ 165,000
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 302,377	$ 395,460	$ 375,000	$ 17,000

This Fund Continues On Next Page

TRANSPORTATION SYSTEM & SERVICES GROUP

MACATAWA AREA EXPRESS OPERATING FUND
(AN ENTERPRISE FUND)

This Fund Continues From Previous Page

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 170,901	$ 308,808	$ 1,030,129	$ (17,000)
ENDING BALANCE - (see note below)				*(3,771,928)*
Designated / Reserved *	$ 600,000	$ 601,348	$ 508,869	$ - 0 -
Undesignated / Unreserved	2,222,061	2,529,521	3,652,129	372,070
TOTAL FUND EQUITY	$ 2,822,061	$ 3,130,869	$ 4,160,998	$ 372,070
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-------	$ 1,056	$ (127,592)	$ (168,283)
ENDING BALANCE	$ 294,819	$ 295,875	$ 168,283	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ 97,967	$ 110,806	$ 110,900	$ 164,500
* Full-Time Positions	0.98	0.83	1.58	1.75
* Part-Time Positions @ F.T.E.	0.55	1.00	0.50	1.75
* Includes Designation for Bus Reserve	300,000	300,000	201,771	- 0 -
* Includes Designation for Trolley	- 0 -	1,348	7,098	- 0 -
Total	300,000	301,348	208,869	- 0 -

It is assumed that effective 7/1/07 the transit operation will be turned over to the MAX Transportation Authority. Vehicle & equipment capital assets will be transferred from the City to the Authority, while the City will retain ownership of the Building and Land Improvement capital assets. Administrative personnel will be retained as City employees and reimbursed to the City contractually by the Authority, along with property insurance costs.

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

City of Holland Public Transportation Reserve Fund

FUND MISSION STATEMENT

To reserve unexpended tax-generating funds from the Dial-A-Ride system in the City of Holland and other local Dial-A-Ride sources prior to January 2000 in order to support future City public transportation needs; and to reserve City public transportation taxes for this purpose.

ACTION PLAN FOR FISCAL YEAR 2008

* To use this fund to provide a portion of the City's financial support to the Macatawa Area Express (MAX) public transportation system. It is likely that this fund will be closed-out during FY 08.

* To use this fund to assist with the City's share of unanticipated expenses resulting from the MAX public transportation system.

TRANSPORTATION SYSTEM & SERVICES GROUP

MACATAWA AREA EXPRESS TAX RESERVE FUND
-PUBLIC BUS TRANSPORTATION-
(AN ENTERPRISE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 111,016	$ 113,079	$ 171,080	$ - 0 -
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Interest & Rents	9,155	6,024	6,000	- 0 -
TOTAL SOURCES	$ 120,171	$ 119,103	$ 177,080	$ - 0 -
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ 313,707	$ 200,780	$ 305,000	$ - 0 -
* Other	26,071	884	700	- 0 -
TOTAL USES	$ 339,778	$ 201,664	$ 305,700	$ - 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (219,607)	$ (82,561)	$ (128,620)	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ 222,044	$ 139,483	$ 10,863	$ 10,863
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	$ 222,044	$ 139,483	$ 10,863	$ 10,863
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-------	-------	-------	-------
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM SERVICES

Centralized Vehicle/Equipment Fund

FUND MISSION STATEMENT

To provide and maintain vehicles and equipment for use by various General City Departments and to provide a financing mechanism for the planned replacement of said vehicles and equipment.

ACTION PLAN FOR FISCAL YEAR 2008

* To purchase new and replacement vehicles and equipment for use by various departments as approved in Capital Outlay. (June 2008)

* To work with impacted departments on improving new operation scheduling procedures at the maintenance facility. (On-going)

* To continue to work towards incorporating all Fire vehicles into the Centralized Maintenance System program. (On-going)

* To expand the automated Truck Tracker System usage with the preventative maintenance module that automatically identifies preventative maintenance service dates for vehicles and equipment. (September 2007)

* To schedule on-site training sessions for Vehicle Maintenance personnel throughout the year. (On-going)

* To complete the new Small Equipment Inventory System (mowers, weed whips, backpack blowers, etc). (April 2008)

PROGRAM MEASUREMENTS

- - TRANSPORTATION SYSTEM & SERVICE GROUP - -
- - CENTRALIZED VEHICLE/EQUIPMENT FUND - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
General Motor Pool:				
Planned Replacement of Vehicles & Equipment	$364,700	$80,156	$160,400	$254,200
Additional and New Vehicles & Equipment	$57,230	$0	$0	$32,000
Vehicle & Equipment Lease Cost	$552,311	$569,059	$582,493	$658,156
Vehicles	64	65	65	64
Equipment	77	47	49	49
Two Way Radios	33	34	34	35
Street:				
Planned Replacement of Vehicles & Equipment	$205,369	$327,497	$388,300	$232,800
Additional and New Vehicles & Equipment	$39,515	$0	$29,800	$0
Vehicle & Equipment Lease Cost	$736,597	$775,000	$800,400	$765,800
Vehicles	31	31	31	31
Equipment	69	61	63	63
Two Way Radios	47	47	47	47
Police:				
Planned Replacement of Vehicles & Equipment	$99,555	$61,379	$145,100	$123,300
Additional and New Vehicles & Equipment	$0	$0	$0	$0
Vehicle & Equipment Lease Cost	$294,072	$288,884	$323,407	$331,844
Vehicles	30	30	30	30
Macatawa Area Express:				
Vehicles (Maintenance Only, Not Purchased In This Fund)	24	27	27	27
Fire:				
Vehicles (Maintenance Only, Not Purchased In This Fund)	N/A	N/A	N/A	N/A
Total:				
Planned Replacement of Vehicles & Equipment	$669,624	$469,032	$693,800	$1,154,950
Additional and New Vehicles & Equipment	$96,745	$0	$29,800	$32,000
Vehicle & Equipment Lease Cost	$1,582,980	$1,632,943	$1,706,300	$990,000
Vehicles (Not Including MAX or Fire)	125	126	126	127
Equipment	146	108	112	112
Two Way Radios	80	81	81	82

TRANSPORTATION SYSTEM & SERVICES GROUP

CENTRALIZED VEHICLE/EQUIPMENT FUND
(AN INTERNAL SERVICES FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 207,063	$ 337,896	$ 243,200	$ 234,600
Interest & Rents	1,630,626	1,746,186	1,789,863	1,855,598
Other	23,100	18,051	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 1,860,789	$ 2,102,133	$ 2,033,063	$ 2,090,198
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 364,456	$ 402,241	$ 426,600	$ 442,400
* Benefits - Includes NonWorking Wages	188,362	200,163	200,500	187,200
* Mandatory Employer Costs	41,163	43,598	41,300	42,600
Other Current Expenditures -				
* Supplies / Maintenance	492,299	551,110	551,854	552,900
* Contractual	1,495	444	800	1,100
* Other	251,139	260,866	294,272	308,717
Capital Outlay	434,116	773,351	809,084	646,900
Transfers Out	9,400	8,223	5,300	5,500
Contingencies	- 0 -	- 0 -	- 0 -	5,000
TOTAL USES	$ 1,782,430	$ 2,239,996	$ 2,329,710	$ 2,192,317
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 416,953	$ 421,719	$ 500,000	$ 500,000

This Fund Continues On Next Page

TRANSPORTATION SYSTEM & SERVICES GROUP

CENTRALIZED VEHICLE/EQUIPMENT FUND
(AN INTERNAL SERVICES FUND)

This Fund Continues From Previous Page

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 95,522	$ 213,769	$ 12,437	$ 44,781
Equity Transfer from Motor Pool & Street Equipment Revo	*$ 4,747,017*			
ENDING BALANCE -				
Designated / Reserved	$ 2,410,000	$ 2,340,000	$ 2,040,000	$ 1,940,000
Undesignated / Unreserved	2,432,539	2,716,308	3,028,745	3,173,526
TOTAL FUND EQUITY	$ 4,842,539	$ 5,056,308	$ 5,068,745	$ 5,113,526
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-------	$ (5,777)	$ 3,353	$ (2,119)
ENDING BALANCE	$ 9,832	$ 4,055	$ 7,408	$ 5,289
- - STAFFING - -				
Personnel Services Total Amount	$ 593,981	$ 646,002	$ 668,400	$ 672,200
Full-Time Positions	8.78	8.93	8.93	8.93
Part-Time Positions @ F.T.E.	1.00	1.00	1.00	1.00

ADDITIONAL INFORMATION REGARDING THIS FUND:

Beginning FY2005 the Street Equipment Revolving Fund and the Motor Pool Fund were combined into the Centralized Vehicle/Equipment Fund to coincide with the reorganization and move to the new Transportation Services Facility. The Street Equipment Revolving Fund contributed Reserves of $1,470,000 and the Motor Pool Fund contributed Reserves of $790,000 for a total contributed Reserve of $2,260,000.

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Transportation Employees Benefit Fund

FUND MISSION STATEMENT

The purpose of this fund is to provide an adequate and satisfactory lunch/break room for the benefit of the employees of the Transportation Services Department; to provide appropriate recognition's/remembrances on the occasion of deaths, illnesses, births or other circumstances as described in the rules; and to provide for a mechanism of accounting for the monies collected and their appropriate expenditure.

ACTION PLAN FISCAL YEAR 2008

* To continue to monitor usage of vending and coffee machines to determine appropriateness and employee needs.

* To maintain a committee of employees and agreed-upon procedures for special employee events and to update and revise as necessary with employee's participation.

* To continue to monitor the financial viability of the coffee shop fund and make decisions concerning its operation to maintain the fund's viability.

* To continue to be responsive to employee's needs within the framework of available funds, and make improvements where possible with employee consensus.

TRANSPORTATION SYSTEM & SERVICES GROUP

TRANSPORTATION EMPLOYEES BENEFIT FUND
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 1,715	$ 2,111	$ 2,000	$ 2,100
Interest & Rents	28	87	121	100
Other	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 1,743	$ 2,198	$ 2,121	$ 2,200
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 465	$ 562	$ 800	$ 800
* Other	719	624	1,100	1,200
TOTAL USES	$ 1,184	$ 1,186	$ 1,900	$ 2,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 559	$ 1,012	$ 221	$ 200
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	1,691	2,703	2,924	3,124
TOTAL FUND EQUITY	$ 1,691	$ 2,703	$ 2,924	$ 3,124

- - STAFFING - -

Positions: Not Applicable

COMMUNITY & NEIGHBORHOOD SERVICES

General Fund:

- City Hall & Grounds
- Planning & Zoning
- Environmental Health & Inspections
- Construction Inspections
- Social Services Assistance
- Ourstreet / Neighborhood Liaison Programs
- Economic Development Assistance
- Human Relations Commission

Other Funds:

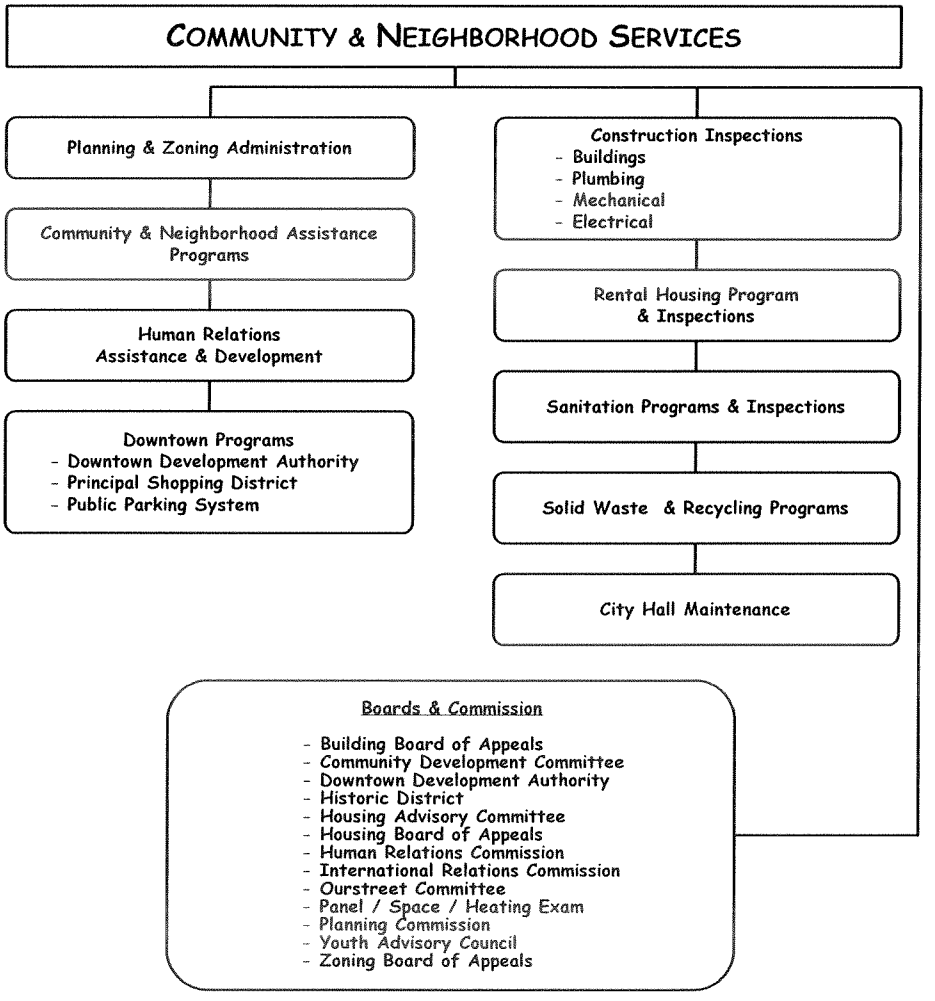
- Downtown Public Parking Fund
- Downtown Development Authority Fund (Component Unit)
- Downtown Principal Shopping District Fund
- Dangerous Structures Fund
- Brownfield Redevelopment Authority Fund (Component Unit)
- MSHDA NPP/HOME Grant Fund
- CDBG Entitlement Grant Fund
- Michigan Economic Development Grant Fund
- Solid Waste and Recycle Pickup Fund

COMMUNITY & NEIGHBORHOOD SERVICES GROUP INTRODUCTION

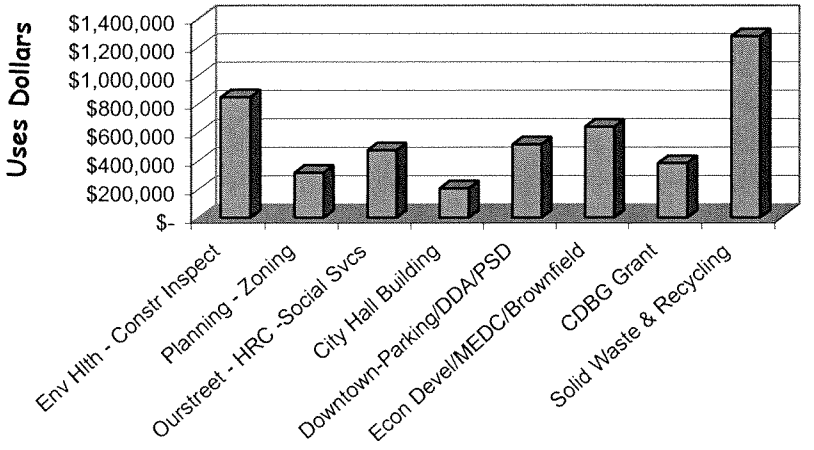
GROUP MISSION STATEMENT

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

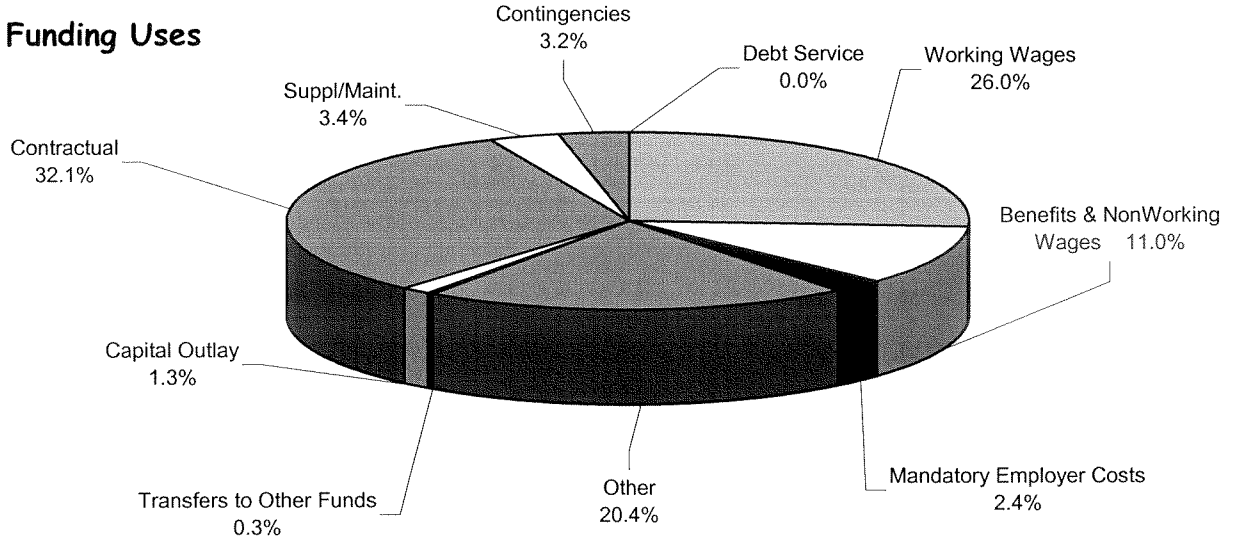
GROUP ORGANIZATIONAL STRUCTURE



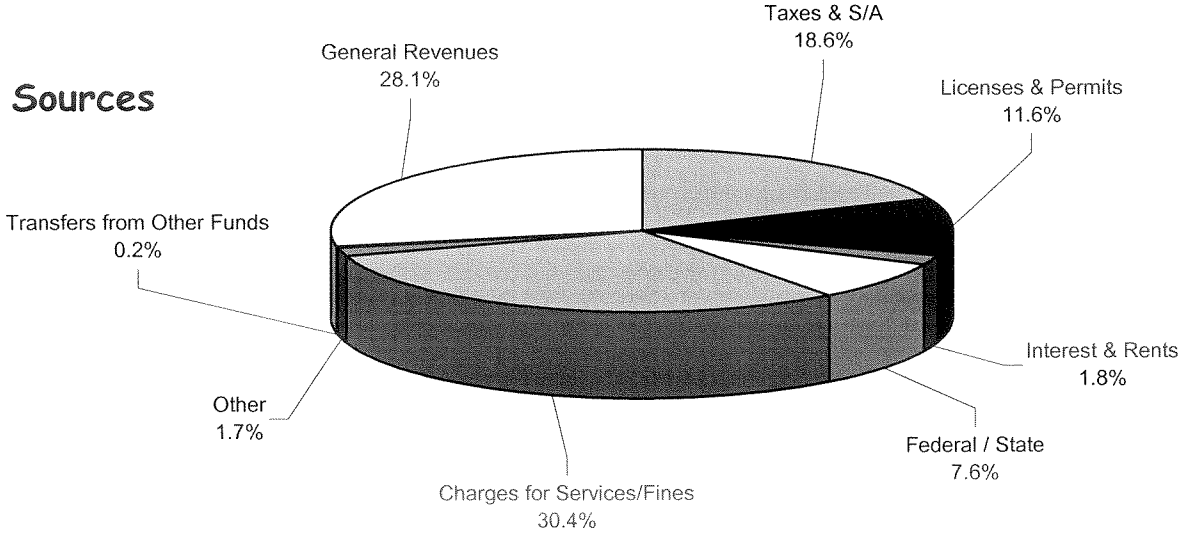
Total Uses By Department $4,648,183



Funding Uses



Funding Sources



COMMUNITY & NEIGHBORHOOD SERVICES GROUP

SUMMARY OF DEPTS. FUNCTIONS & RELATED FUNDS

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 1,886,128	$ 1,979,359	$ 2,029,923	$ 1,942,055
Special Revenue	1,481,641	1,116,880	1,211,795	698,966
Capital Projects	- 0 -	- 0 -	- 0 -	- 0 -
Enterprise	1,213,784	1,233,505	1,224,326	1,275,081
Component Unit	202,148	299,941	429,674	732,081
TOTAL ACROSS FUND TYPES	$ 4,783,701	$ 4,629,685	$ 4,895,718	$ 4,648,183
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 433,694	$ 547,883	$ 693,795	$ 837,607
Licenses & Permits	487,424	491,010	540,500	522,500
Intergovernmental	960,727	579,883	623,614	344,580
Charges for Services	1,341,339	1,349,899	1,352,090	1,370,911
Fines & Forfeits	- 0 -	- 0 -	2,500	5,000
Interest & Rents	68,347	79,511	92,303	83,100
Other	198,603	228,907	273,469	77,258
Transfers In	34,533	18,451	22,805	7,833
TOTAL SOURCES	$ 3,524,667	$ 3,295,544	$ 3,601,076	$ 3,248,789
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,165,610	$ 1,208,870	$ 1,233,512	$ 1,208,744
* Benefits - Includes NonWorking Wages	522,441	535,740	541,292	513,519
* Mandatory Employer Costs	111,128	112,544	111,349	110,109
Other Current Expenditures -				
* Supplies / Maintenance	125,230	126,656	171,133	157,082
* Contractual	1,734,935	1,810,655	1,890,176	1,490,575
* Other	672,716	692,451	808,094	947,743
Capital Outlay	416,676	113,631	73,554	60,000
Debt Service Payments -				
* Interest & Fee Payments	1,049	1,435	1,322	516
Transfers Out	33,916	27,703	64,786	11,695
Contingencies	- 0 -	- 0 -	500	148,200
TOTAL USES	$ 4,783,701	$ 4,629,685	$ 4,895,718	$ 4,648,183
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 51,682	$ 61,530	$ 62,000	$ 62,000
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 1,799,179	$ 1,857,154	$ 1,886,153	$ 1,832,372
Postions: Full-Time	25.20	25.40	24.15	22.25
Positions: Part-Time @ F.T.E.	3.00	3.85	3.95	3.20

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

City Hall & Grounds

ACTIVITY MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2008

* To continue to monitor the effectiveness of the Building Management program in controlling utility costs and energy conservation using historical data since January 1998.
* To scrape and paint the exterior bands on City Hall by August 2007.
* Review the wall color scheme in City Hall and complete a re-painting program for all areas by January 2008.
* Begin a program of door hardware replacement by March 2008.
* Work with the Parks Division to complete landscaping around City Hall by fall 2007.

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - CITY HALL & GROUNDS - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Total Electrical Usage (Kilowatts/calendar year)	879,600	717,900	800,000	800,000

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

CITY HALL & GROUNDS
(A GENERAL FUND ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	186,298	198,319	227,281	205,200
TOTAL SOURCES	$ 186,298	$ 198,319	$ 227,281	$ 205,200
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 38,947	$ 39,729	$ 40,500	$ 38,800
* Benefits - To Include NonWorking Wages	14,326	15,795	16,600	16,900
* Mandatory Employer Costs	4,522	4,412	4,200	4,100
Other Current Expenditures -				
* Supplies / Maintenance	5,848	8,537	19,300	21,400
* Contractual	39,126	41,274	41,800	36,800
* Other	83,529	88,572	88,327	87,200
Capital Outlay	- 0 -	- 0 -	16,554	- 0 -
TOTAL USES	$ 186,298	$ 198,319	$ 227,281	$ 205,200
- - STAFFING - -				
Personnel Services Total Amount	$ 57,795	$ 59,936	$ 61,300	$ 59,800
Full-Time Positions	1.00	1.00	1.00	1.00
Part-Time Positions @ F.T.E.	0.10	0.10	0.10	0.10

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Planning and Zoning

ACTIVITY MISSION STATEMENT

PLANNING: Provide a coordinated, comprehensive approach to community planning focusing on the physical, social, and economic needs and aspirations of the community in order to provide the best conditions for living, working and recreation for the citizens of Holland. Support the work of City Council, Planning Commission, and others in the preparation and implementation of policies, plans, and ordinances in the pursuit of this mission. Assure plans and policies are consistent with the community's objectives for "good neighborhoods", neighborhoods of choice, and high quality community and economic development.

ACTION PLAN FOR FISCAL YEAR 2008

* Development of Master Plan Updates:
  - Review areas of the City where the City's Master Plan is in excess of five years old. Through cursory review, identify obvious updates, issues on which to have further discussion, and a timetable for completing a more extensive Update for these remaining areas. (September 2007)
  - Integrate neighborhood master planning activities with ongoing neighborhood revitalization (Ourstreet) and neighborhood commercial efforts. (On-going)

* Implementation of Central Neighborhood Master Plan Recommendations, including:
  - Continuation of incremental public infrastructure improvements including selective curb and curb lawn restoration. (On-going)
  - Encourage continued revitalization of Neighborhood Commercial Districts (NCD) by organizing owners, addressing building conditions, establishing district character, and addressing zoning issues. Also, explore Main Street-like programs that could add structure to this effort. (On-going)
  - 16th Street and River Avenue: Work with property owners and community partners to define a strategy for revitalization for this NCD district. (On-going and coordinated with school property revitalization)
  - Monitor Pine Avenue and other streets to measure traffic impacts of recent street and traffic improvements upon adjacent neighborhoods. Work with Transportation Services to pursue additional traffic calming efforts, if warranted. (summer 2007)

* Implementation of Hospital Area Neighborhood Master Plan:
  - Work with property owners to explore long-term potential for creating a new 29th Street mixed-use neighborhood center. (June 2008)

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Planning and Zoning

* Implementation of Holland Heights Neighborhood Master Plan Recommendations:
  - Enhance non-motorized connections within the neighborhood and explore potential extension of the "wellness trail" with assistance from Ottawa County and Leisure and Cultural Services Department. (summer / fall 2007)

* Work with Mainstreet/Downtown Development Authority:
  - Assist Mainstreet/DDA and the Downtown Parking Board in prioritizing and implementing recommendations of the Strengthening the Vision Strategic Plan and Downtown Parking Strategic Plan. (On-going)
  - Work with property owners/developers to develop a long-range plan for the Western Machine Tool Works property. (initiate winter 2007)
  - With property owners, continue defining a vision for land uses and infrastructure improvements in the Superblock (7th, College, and Columbia) and northern end of downtown. (On-going)
  - Work with the Downtown Parking Board to assure adequate parking availability during and after the construction of two new Downtown buildings. (Initiate Winter 2006, pursue Spring and Summer 2007)
  - Work with other departments and the City Manager's Office on the design and implementation of Eastern Gateway street (roundabout or other improvements) and surrounding land use improvements. (Complete design by Winter 2008)

* Building on the inertia of new development at 16th and US-31 and new ownership in Cedar Village, undertake an aggressive effort to work with those owners and nearby commercial property owners to enhance and expand corridor commercial revitalization in these areas. (Begin July 2007)

* Energize a collaborative land planning process with Holland Township targeting Chicago Drive, East 8th Street, and the North Fairbanks neighborhood following a second design charrette carried out by the West Michigan Strategic Alliance and the Grand Valley Chapter of the American Institute of Architects. (spring and summer 2007)

* Initiate updates to the City's Zoning Ordinance and administrative review policies in the following areas:
  - Overall Parking Ordinance (spring 2007);
  - Site Plan Review Ordinance changes (summer / fall 2007);
  - Subdivision ordinance rewrite (winter / spring 2008); and

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Planning and Zoning

- Establish new open space zoning district (fall 2007).

* Facilitate and support efforts to create a comprehensive marketing and public relations program for City business, neighborhoods, schools, and institutions. (Already initiated/in its infancy; more complete approach by summer 2007)

* Working collaboratively, the Ourstreet Committee, Community Development Committee, and Planning Commission will review the City's current Housing Goals and Policies and, if necessary, develop an update to that document. (Initiate summer 2007)

ACTIVITY MISSION STATEMENT

HISTORIC PRESERVATION: To work with residents, property owners, and City Commissions to provide education and direction for continuing the preservation of significant architectural and historic resources throughout the City.

ACTION PLAN FOR FISCAL YEAR 2008

* Continue community outreach to identify residents interested in preservation who may have an interest in filling vacancies on the Historic District Commission as those opportunities arise. (On-going)

* Continue to educate property owners in the Historic District with respect to application procedures, permit / Certificate of Appropriateness (COA) requirements, and guidelines for exterior work on properties. Hold at least one educational program for residents of the District and Historical Trust membership on topics of preservation. (On-going, with an educational program in summer 2007)

* Work with City departments to assure preservation staff is notified of property ownership changes within historic districts in order to ensure those new property owners are fully informed about preservation regulations and assistance/incentive programs. ("System" should be in place by spring 2007; on-going thereafter)

* Continue Commission member education through a field trip to a neighboring community's Commission to study their districts and administrative procedures by October 2008; attend continuing education opportunities with the State Historic Preservation Office and Michigan Historic Preservation Network (MHPN); and, budget permitting, send at least one commissioner and staff to the MHPN conference in April 2008.

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Planning and Zoning

* Integrate preservation issues and objectives into the comprehensive Master Plan update efforts. With volunteer assistance, conduct mid-level architectural and historical surveys in neighborhoods with recently updated Master Plans (Holland Heights, Downtown, Hospital Neighborhood, and Central Neighborhoods). (initiate spring 2007, continue through summer / fall 2007)

* Oversee grant administration and coordinate the first phase of improvements to the Van Raalte Farm. (spring through fall 2007)

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - PLANNING & ZONING - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Planning Commission				
Site Plan Reviews:				
Approvals	23	27	18	20
Extensions	0	1	2	2
Amendments	6	4	2	2
Approved Non-res Sq. Ft.	814,353	510,969	450,000	400,000
New construction	705,850	172,972	300,000	300,000
Additions	108,493	337,997	150,000	100,000
Approved residential units	160	349	200	100
Reciept/Review of Study	2	0	1	2
Infill Review (Commission)	2	1	3	3
Recommendations to City Council:				
Rezonings	10	14	12	12
Text Amendments	6	9	8	8
Street Vacations	2	1	2	1
Master Plan Amendments	4	1	4	2
Other	5	7	5	5
Zoning Board of Appeals Referral Review	3	1	2	2
Study Session Items	40	38	35	35
Historic District Commission:				
Properties Surveyed	1	0	0	0
Community Education Sessions	2	2	2	2
Applications for Certificates of Appropriateness Reviewed	39	40	35	40
Tax Credit Application (received)	5	12	10	10

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

PLANNING & ZONING
(A GENERAL FUND ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 6,801	$ 6,484	$ 6,250	$ 7,550
Funding Requirement - General Operating Revenues	268,360	295,808	301,620	308,800
TOTAL SOURCES	$ 275,161	$ 302,292	$ 307,870	$ 316,350
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 155,547	$ 173,393	$ 177,500	$ 187,800
* Benefits - To Include NonWorking Wages	70,496	72,769	69,696	66,700
* Mandatory Employer Costs	15,054	16,694	16,500	17,200
Other Current Expenditures -				
* Supplies / Maintenance	5,091	7,441	5,500	5,650
* Contractual	15,407	17,507	17,700	21,800
* Other	13,566	14,204	20,974	17,200
Capital Outlay	- 0 -	284	- 0 -	- 0 -
TOTAL USES	$ 275,161	$ 302,292	$ 307,870	$ 316,350
- - STAFFING - -				
Personnel Services Total Amount	$ 241,097	$ 262,856	$ 263,696	$ 271,700
Full-Time Positions	3.50	3.50	3.30	3.20
Part-Time Positions @ F.T.E.	0.30	0.30	0.30	0.30

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Environmental Health & Inspections

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2008

ZONING

* To provide plan review services within ten (10) business days of plan receipt, and fifteen (15) business days of receipt of plans for more complicated structures. (On-going)

* To continue to use the staff re-organization as a tool to streamline processes and improve efficiencies throughout this fiscal year. (On-going)

* Complete and finalize a new document retention policy, working closely with the City Clerk and other departments, and develop standardized conventions in laser fiche for document access. (September 2007)

* Coordinate with the Clerk's Office to review and streamline the existing Freedom of Information policy, utilizing BS&A software as the central filing database. (September 2007)

NEIGHBORHOOD HOUSING AND CODE ENFORCEMENT

* To continue follow-up inspections of approximately 1400 rental units with a goal of having 95% of all units inspected in the previous year in compliance by March of the following year. (On-going)

* To evaluate the potential for joint rental code inspections with the City of Zeeland. (December 2007)

* To continue presence in Ourstreet I and II areas focusing on a 92% compliance rate goal by using all available technology and working in collaboration with the Ourstreet office. (On-going)

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Environmental Health & Inspections

* To aggressively investigate potential unregistered rental properties for proper inclusion in the program by using new BS&A software program. (On-going)

* To issue a minimum of one annual newsletter for landlords and rental property owners. A second newsletter may be issued if program changes warrant the distribution of additional information. (October 2007)

* To continue to aggressively investigate nuisance complaints and patrol the neighborhoods for violations not called in as complaints. (On-going)

* To fully investigate and collaborate with the Finance Department to establish a violations bureau. (September 2007)

* Continue to partner with the State regarding the licensing of used automobile dealers.

FOOD SERVICE

* To perform food service plan reviews and ongoing inspections for the establishment of new restaurants within ten (10) days of receipt of applications.

* To continue to investigate all food service complaints within one (1) business day.

* To continue to inspect all licensed food service establishments at a frequency mandated by the state.

* To produce the "Food Service Thermometer" newsletter on a bi-monthly schedule, and make this publication available on the web site.

* To coordinate with both Allegan and Ottawa Counties in the preparation and training for all new food service establishments.

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - -
- - ENVIRONMENTAL HEALTH & INSPECTIONS - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Rental Housing - Inspections	1,120	1,421	1,400	1,400
Public Lodging Facility Inspections	19	25	22	22
Housing Board of Appeals, Public Hearings	13	10	12	12
Land Use Permits	244	254	250	250
Food Licenses - Total Approved and issued (All for License year)	276	266	263	263
Food Licenses - No Charge (ie, churches, TT STFU's**)	45	-	-	-
Food Licenses - Schools - no charge	-	34	35	35
Food Licenses - church, non-profits - reduced fees	-	12	11	11
STFU Inspections (charged)	27	36	30	30
Vending Machines Inspected (License Year 1/3 of Total)	44	72	61	61
Inoperable Vehicles - Violations corrected	694	759	725	725
Garbage and Rubbish - Investigations	1,466	1,311	1,350	1,350
Weeds - Investigations	284	228	250	250
Zoning Board of Appeals Public Hearing	21	31	30	30
Point of Sale Smoke Detectors	425	352	350	350
Home Business Inspections	1	4	4	4
Home Business Type I	2	6	6	6
Home Business Type II	0	1	1	1

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

ENVIRONMENTAL HEALTH & INSPECTIONS
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Licenses & Permits	$ 56,213	$ 62,582	$ 71,500	$ 73,500
Charges for Services	132,396	142,662	131,500	131,100
Fines & Forfeits	- 0 -	- 0 -	2,500	5,000
Funding Requirement - General Operating Revenues	213,884	225,919	221,500	198,579
TOTAL SOURCES	$ 402,493	$ 431,163	$ 427,000	$ 408,179
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 214,589	$ 230,089	$ 223,300	$ 215,100
* Benefits - To Include NonWorking Wages	117,364	131,216	132,900	125,400
* Mandatory Employer Costs	25,848	25,749	24,700	24,100
Other Current Expenditures -				
* Supplies / Maintenance	8,008	7,603	7,600	7,000
* Contractual	1,683	1,447	1,500	1,300
* Other	35,001	35,059	37,000	35,279
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 402,493	$ 431,163	$ 427,000	$ 408,179
- - STAFFING - -				
Personnel Services Total Amount	$ 357,801	$ 387,054	$ 380,900	$ 364,600
Full-Time Positions	6.48	6.16	6.08	5.48
Part-Time Positions @ F.T.E.	0.10	0.10	0.10	0.10

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Construction Inspections

ACTIVITY MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2008

* To provide plan review services within 10 business days of plan receipt, and 15 days business days of receipt of plans for more complicated structures. (On-going)

* To continue staff training for six (6) inspectors to maintain State Certification by obtaining 20 to 30 hours each of required education during this code change year. (On-going)

* Complete and finalize a new document retention policy, working closely with the City Clerk and other departments. (September 2007)

* Coordinate with the Clerk's Office the review and streaming of the existing Freedom of Information (FOI) policy, utilizing BS&A software as the central filing database. (September 2007)

* To increase the amount of electronic file storage, and reduce paper file storage by an additional 40%. (December 2007)

* Provide education for and implement changes to the new State Building Code, anticipated to be adopted between April and November 2007.

* To evaluate opportunities for joint inspection efforts with area governments on housing code violations. (January 2008)

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES - CONSTRUCTION INSPECTIONS -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Plumbing - Permits	384	373	380	380
Mechanical - Permits	565	608	600	600
Electrical - Permits	745	849	800	800
Building - Permits	819	756	800	800
Building - Constuction Valuation	$74,543,360	$60,282,000	$75,000,000	$75,000,000

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

CONSTRUCTION INSPECTIONS
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Licenses & Permits	$ 431,211	$ 428,428	$ 469,000	$ 449,000
Charges for Services	238	547	500	500
Funding Requirement - General Operating Revenues	(10,895)	(2,425)	(13,722)	(23,437)
TOTAL SOURCES	$ 420,554	$ 426,550	$ 455,778	$ 426,063
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 215,023	$ 218,600	$ 235,100	$ 221,100
* Benefits - To Include NonWorking Wages	109,238	116,975	122,600	113,600
* Mandatory Employer Costs	21,265	21,150	21,900	20,800
Other Current Expenditures -				
* Supplies / Maintenance	31,409	30,644	34,700	28,600
* Contractual	6,125	5,126	4,700	4,800
* Other	37,494	34,055	36,778	37,163
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 420,554	$ 426,550	$ 455,778	$ 426,063
- - STAFFING - -				
Personnel Services Total Amount	$ 345,526	$ 356,725	$ 379,600	$ 355,500
Full-Time Positions	5.02	5.02	5.02	4.62
Part-Time Positions @ F.T.E.	0.05	0.05	0.05	0.05

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Social Services Assistance

ACTIVITY MISSION STATEMENT

To provide financial support to selected community social service agencies and activities based on their consistency with the City's Consolidated plan, on need, community support, quality of service, financial considerations, and on the ability of the agency to have an impact on improving the quality of life for the community and region through the use of funding from other Macatawa Area Coordinating Council (MACC) governments.

ACTION PLAN FOR FISCAL YEAR 2008

* To continue to utilize the Consolidated Planning process to identify and prioritize community needs for the allocation of Community Social Services Assistance (CSSA) funding. (December 2007 - January 2008).

* To assist the Community Development Committee with social services planning and the recommendation of programs and activities to be funded with CSSA. (January 2008 - June 2008).

* To initiate and facilitate a planned multi-year migration of the CSSA program toward an incentive-based match funding program without reducing services available to the citizens of Holland and the metro-area. Match budgeting to be accomplished in April 2008.

* To work with area non-profit social service providers to promote the development of "fair share" funding of metro-wide social services from adjacent governmental units in partnership with the exist City of Holland through increased financial participation of governments located within a defined geographic area. (January 2008)

* To promote the coordination and development of regional health and human services programs through participation and representation on the Ottawa County Human Services Council. (On-going)

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES-SOCIAL SERVICES ASSISTANCE -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Reports unduplicated clients served for FY04-06 funded programs: (Note: FY2007 projections = contract goal of clients to be served) (Note: FY2008 funded agencies to be determined {TBD})				
Child & Family Services - Higher Horizons	43	29	not funded	TBD
Child & Family Services - Parent Education (Bavolek Nurturing)	30	53	35	TBD
Child & Family Services - Substance Abuse	520	168	not funded	TBD
Child & Family Services - Circle of Parents	not funded	not funded	30	TBD
Center for Women in Transition - Emergency Shelter	119	116	120	TBD
Center for Women in Transition - Transitional Housing	60	51	50	TBD
Center for Women in Transition - Children's Program	244	230	300	TBD
El Centro of Bethany Services - Mental Health Therapy	435	717	not funded	TBD
Life Srvcs Systems - Community in Schools* (Parent Ourtreach Ctr) (Before School / In-School support program)	1,592	1,884	1,600	TBD
Evergreen Commons - Case Coordination	298	234	216	TBD
Evergreen Commons - Home maker Services	95	74	125	TBD
Evergreen Commons - Adult Day Care	47	43	45	TBD
OAR Inc. - Outpatient Servcies	2,140	2,497	2,150	TBD
OAR Inc. - Womens Shelter (Harbor House)	67	61	62	TBD
Allegan/Ottawa County Dispute Resolution	723	943	830	TBD
American Red Cross - Community Health/Safety Education	5,176	3,967	2,050	TBD
American Red Cross - Youth Action Teams (now..Youth Programs)	181	not funded	not funded	TBD
American Red Cross - Disaster Relief (direct assistance & ed.)	1,237	655	1,329	TBD
Child Advocacy Center	596	568	625	TBD
Boys and Girls Club - YES Youth Employment Program	11	22	20	TBD
Core City Community Dev. Assoc. - LEAP Transportation Program	not funded	65	75	TBD
HPS / Lakeshore Area Youth Leadership - Youth Leadership Dev.	511	326	not funded	TBD
Community Action House - Super Tuesday Program	377	369	250	TBD
Community Action House - Homeownership Education Program	not funded	36	60	TBD
Community Action House - Food Pantry	not funded	not funded	11,088	TBD
West Michigan Fair Housing Center	108	28	40	TBD
MAC REC Program - Maple Avenue Ministries	188	not funded	not funded	TBD
Latin Americans United for Progress - Computer Training	not funded	not funded	185	TBD
Neighbors Plus - Tuesday Night Out	not funded	not funded	65	TBD
Good Samaritan Ministries - Faith in Youth Program	not funded	716	715	TBD

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

SOCIAL SERVICES ASSISTANCE
(A GENERAL FUND ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Funding Requirement - General Operating Revenues	$ 157,833	$ 146,202	$ 147,875	$ 143,900
TOTAL SOURCES	$ 157,833	$ 146,202	$ 147,875	$ 143,900
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 4,395	$ 6,049	$ 3,525	$ 2,500
* Benefits - To Include NonWorking Wages	1,639	2,071	1,475	1,200
* Mandatory Employer Costs	282	456	300	200
Other Current Expenditures -				
* Supplies / Maintenance	17	26	175	- 0 -
* Contractual	- 0 -	- 0 -	- 0 -	- 0 -
* Other	151,500	137,600	142,400	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	140,000
TOTAL USES	$ 157,833	$ 146,202	$ 147,875	$ 143,900
- - STAFFING - -				
Personnel Services Total Amount	$ 6,316	$ 8,576	$ 5,300	$ 3,900
Full-Time Positions	0.07	0.07	0.12	0.05
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Ourstreet / Neighborhood Liaison

DEPARTMENT MISSION STATEMENT

To maintain safe, peaceful, and attractive neighborhoods with emphasis on the Ourstreet target areas. To provide pro-active, "on-the-street" assistance to homeowners, landlords and tenants by working with residents and community agencies to enhance relations among neighbors and provide needed services.

ACTION PLAN FOR FISCAL YEAR 2008

ORGANIZATION

* Work with the Neighborhood Sub-Committee to organize neighborhood groups in the Ourstreet target area and empower residents to undertake neighborhood projects.
  - Use the neighborhood inventory database to target properties in need of improvement and make contact with those property owners. (On-going)
  - Organize five (5) neighborhood meetings by June 2008.
  - Recruit ten (10) new neighborhood representatives and / or volunteers to help organize neighborhoods in the Ourstreet target area by June 2008.
  - Educate neighborhood residents about Predatory Lending and foreclosure prevention

PROMOTION

* Advocate for the neighborhood and promote neighborhood programs and resources. Promote neighborhood assets to potential homebuyers and investors.
  - Daily contact with target area residents. (On-going)
  - Media projects-newsletters, appearances on local radio and television - Three (3) projects by June 2008.
  - Develop and publish five (5) new brochures by June 2008.
  - Ten (10) neighborhood celebrations by June 2008, including National Night Out.

DESIGN

* Provide information and resources to improve neighborhood commercial areas. (On-going)
  - In cooperation with Planning staff, facilitate meetings with commercial property owners in the Ourstreet target area - Three (3) meetings by June 2008.

* Provide resources to physically improve residential homes in the Ourstreet target areas.
  - Provide supplies, equipment, and assistance for graffiti removal. (On-going)
  - Provide materials rebate for 50 homes in the Ourstreet Target Area and 10 homes in the Montello Park Neighborhood by June 2008 (including landscaping and insulation projects).
  - Three (4) design assistance projects by June 2008.
  - Assist three (3) properties owners to replace joint sewers by June 2008.

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Ourstreet / Neighborhood Liaison

- Provide resources to help five (5) property owners in the Ourstreet Target Area and five (5) property owners in the Montello Park Neighborhood to repaint or side their homes by June 2008.
- Assist with funding for ten (10) driveway projects in the Ourstreet Target Area and ten (10) driveway projects in the Montello Park Neighborhood by June 2008.
- Help one homeowner to convert their two (2) family homes to one family home by June 2008.
- Help 20 property owners in the Ourstreet Target Area and 10 property owners in the Montello Park Area find other resources to improve their homes by June 2008 (HOMECOR referrals, assistance with CDBG projects, tool time and other resources)

* Evaluate further expansion of the target area to include the area from Lincoln to Fairbanks, 13th to 19th Streets by January 2008.

NEIGHBORHOOD STRUCTURING

* Recruit 50 target area residents to participate in self-empowerment classes by June 2008 such as:
  - Home Maintenance
  - Homebuyer Education
  - Financial Literacy
  - Personal Safety and Crime Prevention
  - Neighborhood Leadership
  - Landlord / Tenant Relationships

* Facilitate 16 Super Tuesday Programs by June 2008.

NEIGHBORHOOD IMPACT PROGRAM (NIP)

Continue the partnership with Macatawa Bank by assisting 20 low/moderate income home owners with home repair grants of up to $10,000 from the Federal Home Loan Bank of Indianapolis to make repairs / improvements on their homes in the Ourstreet target area, including the Montello Park Neighborhood

* Ourstreet will screen applicants and assist them with project planning, and construction management
* Owners will contribute 33% of the project with their own funds and / or other grants if necessary.

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES-OURSTREET/NEIGHBORHOOD LIAISON -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
ORGANIZATION				
Neighborhood Blocks Organized (Cumulative)	72	75	80	85
New Blocks Organized	3	5	5	5
Neighborhood Representatives (formerly Block Captains)	150	159	171	181
Neighborhood Meetings	5	7	5	5
Neighborhood Celebrations (including NNO)	3	6	10	10
Graffiti Clean-up Projects	38	63	100	100
Neighborhood Leadership Academy participants	17	15	15	15
PROMOTION				
Media Projects	5	3	5	3
Brochures	2	4	5	5
Daily Contact with Residents	499	425	500	500
DESIGN				
Design Assistance				
Ourstreet Target Area	2	4	4	4
Commercial Planning Projects				
Meeting with Neighborhood Businesses	4	3	3	3
Buildings/Properties Improved:				
Sewer and Water Replacement Projects				
Ourstreet Target Area	9	3	3	3
Other Property Improvement Projects				
Ourstreet Target Area	20	23	25	25
Montello Park	N/A	N/A	N/A	15
Paint Siding Blitz				
Ourstreet Target Area	12	16	6	5
Montello Park	N/A	N/A	N/A	5
Driveway Improvements				
Ourstreet Target Area	12	12	2	10
Montello Park	N/A	N/A	N/A	10
Materials Rebate				
Ourstreet Target Area	53	55	50	50
Montello Park	N/A	N/A	N/A	10
Conversion Program				
Ourstreet Target Area	1	1	1	1

PROGRAM MEASUREMENTS

COMMUNITY & NEIGHBORHOOD SERVICES GROUP - OURSTREET/NEIGHBORHOOD LIAISON

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
NEIGHBORHOOD STRUCTURING				
Self-empowerment class participants	75	102	50	50
Super Tuesday	30	41	16	16
Building Permits				
Ourstreet Target Area	95	155	120	120
Private Investment *				
Ourstreet Target Area	$820,000.00	$1.2 million	$1.2 million	$1.3 million

* Average Annual Investment 1991-1995 - Ourstreet Target Area - $259,000

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

OURSTREET / NEIGHBORHOOD LIAISON PROGRAM
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Other	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	181,572	194,543	197,080	175,663
TOTAL SOURCES	$ 181,572	$ 194,543	$ 197,080	$ 175,663
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 92,175	$ 101,955	$ 107,200	$ 94,900
* Benefits - To Include NonWorking Wages	46,134	48,460	46,400	45,600
* Mandatory Employer Costs	8,858	9,858	9,900	9,000
Other Current Expenditures -				
* Supplies / Maintenance	3,220	3,548	3,800	3,800
* Contractual	1,936	2,523	2,900	2,900
* Other	29,249	28,199	26,880	19,463
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 181,572	$ 194,543	$ 197,080	$ 175,663
- - STAFFING - -				
Personnel Services Total Amount	$ 147,167	$ 160,273	$ 163,500	$ 149,500
Full-Time Positions	2.05	2.05	2.05	2.05
Part-Time Positions @ F.T.E.	0.45	0.70	0.70	- 0 -

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Economic Development Assistance

ACTIVITY MISSION STATEMENT

* To foster an environment wherein businesses desire to locate, expand, and remain.
* To provide a quality of life in the City that is attractive to existing and potential employees of area businesses.
* To collaborate with other area organizations in order to provide a region that is strong and dynamic from an economic perspective.
* To utilize the financial tools available to the City to retain and attract businesses.
* To provide a diverse economic base that is responsive to the inevitable changes in the marketplace.
* To provide the infrastructure necessary to support the City's economic development mission.
* To facilitate collaboration between education and businesses in order to ensure curriculums that supports the future employees of this area.
* To provide an economic development program that addresses the needs of small and large businesses.
* To work with area organizations on providing a quality workforce for area employers.
* To continually evaluate the merits of new economic development strategies in terms of the benefits these might have to the City's economic development efforts.

ACTION PLAN FOR FISCAL YEAR 2008

* To establish a staff organizational structure that is effectively able to address a broad range of economic development activities in the industrial, commercial, and tourism sectors of the City. (July 2007)

* To select two (2) neighborhood commercial areas for which staff will target the majority of its time in order to maximize the staff resources available and, ultimately, the benefits to the particular areas. (October 2007)

* To select two (2) community commercial areas for which staff will target the majority of its time in order to maximize limited staff resources yet provide maximum benefit to the areas selected. (October 2007)

* To work directly with businesses on specific retention, relocation, or expansion projects in the City. (On-going)

* To work with the Lakeshore Advantage on its area-wide economic development activities, in particular, on:

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Economic Development Assistance

- Collaborating with potential projects in the City;
- Evaluating the benefits and process for a City-wide wireless network (December 2007);
- Completing the Airport Targeted Marketing Study (July 2007);
- Evaluating information on the economic health of this area;
- Providing entrepreneurial opportunities in the City.

* To continue working with the Brownfield Authority to offer development incentives, review Brownfield Plan applications, develop recommendations to City Council, and to manage the Brownfield plans. (On-going)

* To initiate contacts with businesses on their current activities, plans, and outlook for their future in Holland. (On-going)

* To evaluate the City's financial incentives, tax abatements in particular, to determine whether these tools should be revised to more effectively address the economic development mission of the City. (October 2007)

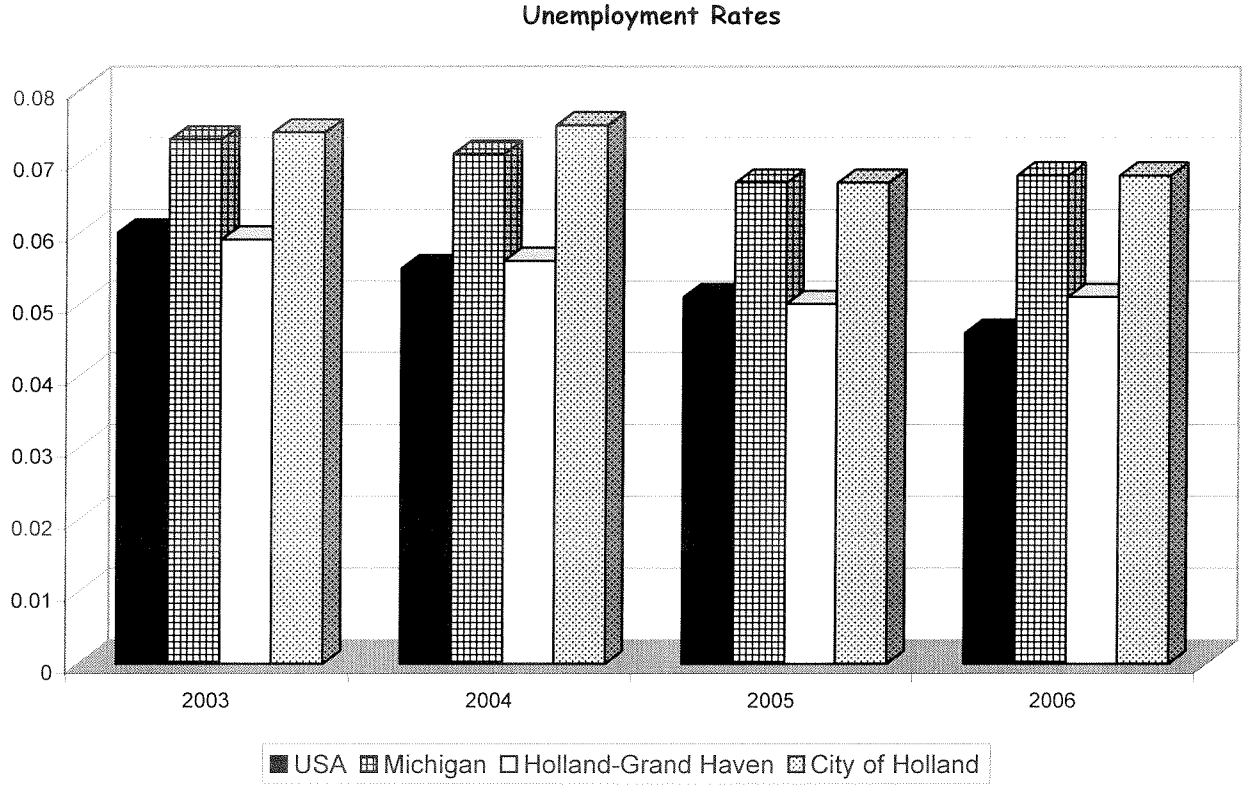
* To examine the economic diversity of City industries in order to evaluate the need to target certain industries in order to ensure a diverse economic base. (June 2008)

* To more closely monitor the tourism aspects of economic development in terms of benefits to the City, the efforts that are occurring to attract tourists, and becoming part of an area-wide tourism strategy. (February 2008)

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - ECONOMIC DEVELOPMENT - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Brownfield Projects Adopted / Amended	1	1	3	2
Tax Abatement Projects	18	13	20	20
Companies Visited (Assistant City Manager Only)	20	9	12	15
Neighborhood Enterprise Zones Created	1	0	0	0



COMMUNITY & NEIGHBORHOOD SERVICES GROUP

ECONOMIC DEVELOPMENT ASSISTANCE
(A GENERAL FUND ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 2,500	$ - 0 -	$ - 0 -	$ - 0 -
Transfers In	2,212	5,610	3,725	2,833
Funding Requirement - General Operating Revenues	116,911	124,500	132,786	109,867
TOTAL SOURCES	$ 121,623	$ 130,110	$ 136,511	$ 112,700
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 43,101	$ 50,288	$ 44,700	$ 36,700
* Benefits - To Include NonWorking Wages	20,917	22,864	25,400	19,900
* Mandatory Employer Costs	3,524	4,240	4,100	3,600
Other Current Expenditures -				
* Contractual	1,110	1,470	9,612	1,500
* Other	$ 52,971	$ 51,248	$ 52,699	$ 51,000
TOTAL USES	$ 121,623	$ 130,110	$ 136,511	$ 112,700
- - STAFFING - -				
Personnel Services Total Amount	$ 67,542	$ 77,392	$ 74,200	$ 60,200
Full-Time Positions	0.75	0.75	0.75	0.50
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Human Relations Commission

DEPARTMENT MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2008

HOUSING

* To continue to support efforts that provide affordable housing by establishing zoning policies that require mixed income housing developments by December 2007.

* To sponsor a housing fair to promote home ownership opportunities and provide fair housing training and education by April 2008.

* To issue the Social Justice Award in housing at a City Council meeting by January 2008.

EMPLOYMENT

* To investigate the merits of establishing an Ottawa County Earned Income Tax Coalition for low income wage earners by December 2007.

* To continue to explore the development of a youth employment program that will support career exploration and promote high school graduation by January 2008.

* To issue the Social Justice Award in employment at a City Council meeting by January 2008.

EDUCATION

* To continue to work with local schools and community agencies to study and monitor the patterns of student retention and support student success by June 2008.

* To establish an education resource network for education programs in the community to improve and expand services by March 2008.

* To issue the Social Justice Award in education at a City Council meeting by January 2008.

GOVERNMENT / COMMUNITY RELATIONS

* To continue to strengthen and support the HRC Multicultural Network to enhance

communication and support multicultural services and programs by December 2007.

* To investigate Prison Ex-Offender Programs and re-entry programs to find ways to improve community support by November 2007.

* To issue the Social Justice Award in government / community relations at a City Council meeting by January 2008.

YOUTH SERVICES

* To issue the Social Justice Award to youth who promote equal opportunity and access in our community by January 2008.

* To continue to coordinate the Human Relations Commission Youth Leadership Development program and conduct a youth and family event by April 2008.

* To continue to work with the City Youth Advisory Council to establish a safe center for youth runaways in the Holland area by June 2008.

* To participate in the Michigan Municipal League's Legislative Youth Conference by March 2008.

* To attend the State Youth Leadership Training Conference by February 2008.

* To continue to support efforts to establish a city skate park and ice area for youth by June 2008.

* To plan a family movie night event at Windmill Island by August 2007.

* To evaluate the City's readiness and, perhaps, submit an application for the United States Conference of Mayors "100 Best Communities for Young People" award. (November 2007)

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES GROUP - HUMAN RELATIONS COMMISSION -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Total Complaints and Request for Information	927	1,126	1,136	1,150
Total Requests for Information and Assistance	911	1,099	1,108	1,120
By Service Area:				
Education	34	53	55	58
Employment	106	122	124	125
Housing	359	456	458	460
Government/Community:				
Consumer	31	83	84	85
Public Services - Accommodations	0	0	0	0
Public Services	380	383	385	390
Welfare Eligibility	1	2	2	2
HRC Complaints	16	27	28	30
By Service Area:				
Education	1	1	2	2
Employment	8	11	12	12
Housing	1	7	8	9
Government/Community:				
Consumer	5	3	4	5
Public Services - Accommodations	0	0	0	0
Public Services	1	5	2	2
Welfare Eligibility	0	0	0	0
Teen Court	20	6	25	30

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

HUMAN RELATIONS COMMISSION
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 940	$ 1,772	$ 1,840	$ 1,800
Other	- 0 -	100	500	500
Funding Requirement - General Operating Revenues	139,654	148,308	128,188	151,700
TOTAL SOURCES	$ 140,594	$ 150,180	$ 130,528	$ 154,000
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 73,815	$ 82,166	$ 73,500	$ 92,000
* Benefits - To Include NonWorking Wages	42,412	40,100	28,700	34,600
* Mandatory Employer Costs	6,274	6,846	6,400	8,100
Other Current Expenditures -				
* Supplies / Maintenance	2,251	3,616	3,546	3,600
* Contractual	218	862	1,700	700
* Other	15,624	16,228	16,682	15,000
Capital Outlay	- 0 -	362	- 0 -	- 0 -
TOTAL USES	$ 140,594	$ 150,180	$ 130,528	$ 154,000
- - STAFFING - -				
Personnel Services Total Amount	$ 122,501	$ 129,112	$ 108,600	$ 134,700
Full-Time Positions	2.00	2.00	1.75	1.75
Part-Time Positions @ F.T.E.	0.20	0.50	0.50	0.50

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Downtown Parking System Fund

FUND MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2008

* Continue to focus on these comprehensive education programs per the Downtown Parking Strategic Plan (DPSP):
  - Ensure that business owners and employees park in appropriate locations and are familiar with parking policies – On-going with summer 2007 emphasis.
  - Ensure residential parkers understand overnight lot designations and permit requirements – On-going with summer 2007 emphasis.

* With the Downtown Parking Board, address initial management recommendations per the DPSP:
  - In light of east end developments that will be replacing parking lots in 2007, advocate for expanded on-street parking and participate in City Council discussions regarding this issue.
  - Continue to enhance the systems that serve overnight parking users including administration of permits and overnight spaces in lots by summer 2007.
  - Encourage alternative ways to get to downtown such as MAX buses and bicycles by summer 2007.
  - Follow-up with private property owners on existing and potential valet parking systems' viability.

* Continue to work with the part-time Downtown Parking Officer to monitor and address issues with overnight parking, lot conditions, and general aspects of downtown's parking and traffic systems. (On-going)

* Engage Downtown leaders and key property owners in planning to establish additional publicly available parking such as pursuing additional new surface parking opportunities, modifications to the C-3 parking requirements, and examining the potential for developing a parking deck. Spring / summer / fall 2007

* Research funding for capital parking improvements per DPSP recommendations. (September 2007)

* Monitor lots for trash and dumpster enhancements, particularly in Lot 10A. (September 2007)

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - DOWNTOWN PARKING FUND - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Parking Permits Issued				
Number	145	144	145	145
Revenue	$4,300	$4,300	$4,300	$4,300
Public Off- Street Parking Supply Downtown				
Lots	14	14	15	15
Spaces	931	931	1,000	950

* FY07 - gain of HPD / Court Lot

** FY08 - addition of northside / 7th Street lot, loss of Lot 8B & spaces in Lot 7C.

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

DOWNTOWN PUBLIC PARKING FUND
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 122,600	$ 125,915	$ 127,690	$ 131,500
Charges for Services	5,698	4,498	8,585	8,500
Interest & Rents	1,675	2,687	3,200	2,200
Other	- 0 -	- 0 -	34,880	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 129,973	$ 133,100	$ 174,355	$ 142,200
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 50,291	$ 51,771	$ 63,100	$ 52,400
* Benefits - To Include NonWorking Wages	14,375	7,750	9,800	5,900
* Mandatory Employer Costs	4,849	4,799	4,500	3,000
Other Current Expenditures -				
* Supplies / Maintenance	27,616	22,500	29,200	19,800
* Contractual	2,966	2,372	7,958	8,200
* Other	30,902	29,982	34,760	34,700
Capital Outlay	250	- 0 -		
Debt Service Payments -				
* Interest & Fee Payments	1,049	1,435	1,322	516
Transfers Out	12,627	14,252	46,981	8,862
Contingencies	- 0 -	- 0 -	- 0 -	1,400
TOTAL USES	$ 144,925	$ 134,861	$ 197,621	$ 134,778
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (14,952)	$ (1,761)	$ (23,266)	$ 7,422
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	81,337	79,576	56,310	63,732
TOTAL FUND EQUITY	$ 81,337	$ 79,576	$ 56,310	$ 63,732
- - STAFFING - -				
Personnel Services Total Amount	$ 69,515	$ 64,320	$ 77,400	$ 61,300
Full-Time Positions	0.50	0.50	0.50	0.30
Part-Time Positions @ F.T.E.	0.55	0.55	0.55	0.60

NOTE: The time of some positions listed under Gen. Fund - Street O&M Dept 'Staffing' is charged, in part, to this fund for Parking Lot Maintenance.

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Downtown Development Authority Fund-Mainstreet Fund (Component Unit Fund)

FUND MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2008

* To better organize and actively pursue priority improvement projects and programs set forth in the "Sharpening the Vision" Strategic Plan Update, as determined by the Downtown Development Authority (DDA) Board during winter / spring 2007.

* Continue to refine the organization and roles of DDA, including collaboration and coordination with the PSD. (On-going)

* Continue to follow-up with the six (6) participating entities on the Tourism Initiative and encourage greater attention and action to enhance this sector of the economy. (On-going)

* Continue to monitor, revise and market Downtown's no-cost design assistance and low-interest loan programs: two (2) design assistance programs and one (1) loan project are expected for fiscal year 2008.

* Pursue Design Review Board issues:
  a) Monitor and update the wayfinding signage system (on-going);
  b) Review C-3 sign applications (on-going); and
  c) Continue work with the Streetscape Initiative Group on design element alterations such as sidewalk café additions and related hardscape revisions.

* To continue working with the Streetscape Initiative Group to establish a Master Plan for Downtown infrastructure / streetscape / landscaping (by Fall 2007) and implement recommendations including the comprehensive street tree management and maintenance plan. (October 2007)

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - DOWNTOWN DEVELOPMENT AUTH. FUND - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Building Improvement Expenditures	$1M	$7M	$5M	$4M
New New Downtown Businesses Recruited	3	6	4	4
Number of Designs Prepared (Design Assistance)	3	4	4	3
Number of Loan Program Projects	2	1	1	1

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

DOWNTOWN DEVELOPMENT AUTHORITY FUND
(A COMPONENT UNIT FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 155,632	$ 158,444	$ 170,299	$ 178,373
Intergovernmental	4,610	4,610	4,610	- 0 -
Charges for Services	520	640	500	500
Interest & Rents	4,547	7,948	11,300	10,400
Other	- 0 -	- 0 -	7,267	- 0 -
Transfers In	10,400	5,000	5,000	5,000
TOTAL SOURCES	$ 175,709	$ 176,642	$ 198,976	$ 194,273
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 45,994	$ 48,942	$ 51,000	$ 63,100
* Benefits - Includes NonWorking Wages	13,682	12,480	15,400	19,300
* Mandatory Employer Costs	4,884	4,625	4,700	5,900
Other Current Expenditures -				
* Supplies / Maintenance	30,796	31,595	45,700	44,900
* Contractual	13,732	25,812	50,176	22,400
* Other	45,594	46,093	49,248	47,900
Capital Outlay	250	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	5,000
TOTAL USES	$ 154,932	$ 169,547	$ 216,224	$ 208,500
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 20,777	$ 7,095	$ (17,248)	$ (14,227)
ENDING FUND EQUITY -				
Designated / Reserved	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Undesignated / Unreserved	135,601	142,696	125,448	111,221
TOTAL FUND EQUITY	$ 145,601	$ 152,696	$ 135,448	$ 121,221
- - STAFFING - -				
Personnel Services Total Amount	$ 64,560	$ 66,047	$ 71,100	$ 88,300
Full-Time Positions	0.80	0.80	0.80	1.00
Part-Time Positions @ F.T.E.	0.15	0.15	0.15	0.15

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Principal Shopping District Fund

DEPARTMENT MISSION STATEMENT

The Principal Shopping District (PSD) mission is to increase the awareness and overall appeal of downtown Holland locally, regionally, and nationally to benefit PSD members.

ACTION PLAN FOR FY 2008

* Continue with an effective marketing plan that encompasses print, radio, television and direct mail advertising for target markets, and enhance word of mouth advertising.
  - Continue to improve and expand media relations by November 2007.
  - Revamp and develop new marketing literature as needed. (ongoing)

* Create marketing collateral pieces that better promote and encompass Downtown Holland.
  - Produce downtown calendar of events twice a year in May and October with schedule of summer and holiday events. (October 2007 and May 2008)
  - Produce holiday event flyer for distribution to area elementary schools. (November 2007)
  - Produce Downtown tear-off maps with map on front and store listings on reverse. (ongoing)
  - Produce updated Downtown Holland rack card by November 2007.
  - Produce employee and resident coupon booklets on an annual basis in March 2008.
  - Produce monthly Downtown Live publication. (ongoing)
  - Produce holiday insert in Holland Sentinel promoting all Downtown events in November and December. (November 2007)

* Form Collaborations with groups / individuals to improve communication and awareness, and increase levels of cross marketing within these groups.
  - Continue to update and enhance the Downtown website in partnership with the Holland Area Convention and Visitors Bureau (CVB). (On-going)
  - Meet and work with area tourism entities to gain knowledge of other organizations and how they relates to Holland and downtown as a whole. (On-going)
  - Continue to collaborate with the Holland Area CVB and Holland Area Chamber of Commerce to better market Downtown Holland on a national, state and regional level. (On-going)
  - Continue to collaborate with the Holland Area CVB, Hope College, local hotels and groups / organizations to market to groups visiting Holland. (On-going)

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Principal Shopping District Fund

* Foster vibrancy and excitement in downtown Holland thorough continuation of PSD organized special events and promotions.
  - Continue to improve Dutch Winterfest events. (November 2007)
  - Improve aspects of existing events such as sidewalk sales, Gone Shopping, Summer Concert Series and Street Performer Series. (throughout summer 2007 and again during summer 2008)

* Continue to work with Holland Area Chamber of Commerce in a partnership with benefits specifically designed for downtown Holland businesses. (On-going)

* Raise additional funding and resources to enhance all programming through corporate sponsorships of new or existing events, possible expansion of district, and assessment rate increase. (On-going)

* Continue to measure all aspects of the action plan and diligently record and report these impacts and results to membership. (On-going)

PROGRAM MEASUREMENTS

COMMUNITY & NEIGHBORHOOD SERVICES GROUP-PRINCIPAL SHOPPING DISTRICT FUND

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Associate Membership	1	1	2	2
Corporate Sponsorship	1	14	14	16
Marketing & Promotion Initiatives				
Produce New or Update TV Spots	2	3	2	0
Weekly Radio Show	1	2	1	1
Review and Revamp KIOSK Usage	1	0	1	0
Produce Media Kit	1	1	1	1
Produce Sponsorship Kit	1	1	1	1
Produce Associate Member Kit	1	1	1	1
Produce Welcome Kit for New Businesses	1	0	0	0
Employee/ Resident Appreciation Program	1	1	1	1
Downtown Merchant Maps	2	3	3	3
Calendar of Events	1	1	2	2
Restaurant Guide	1	1	1	1
Downtown Rack Card/Brochure	1	1	0	0
Sunday Hours Rack Card	1	0	0	0
Christmas Tree And Decorations	1	1	1	1
Marketing to Visiting Groups Program	1	1	1	1
Create New Logo/Tagline/Brand	0	0	0	0
Improve Website	0	0	1	1
Business Recruiting Piece	0	0	0	0
8th Street Market Place Marketing Partnerships	1	1	1	1
Downtown Live Publication	0	1	12	12
Number of Events held & assisted	16	21	18	18
Sidewalk Sales — Santa's House				
Summer Concert Series — Kerstmarkt				
"Be A Tourist" — Farmer's Market				
Hope Freshman Orientation — Sinterklaas Eve				
Merchant Holiday Open House — Up on the Rooftops				
Lighting Up the Holidays — Ice Sculpting Competition				
Wedding Walk — Octoberfest				
Gallery Walk Series — Street Performers				
VJ Day Celebration — Le Style de Vie				
Gone Shopping — Tulipanes				
St. Patrick's Day Celebration — February Meltdown Sale				
Advocacy and Unity				
PSD/Chamber Partnership Program	1	1	1	1
Collaborate with other entities	1	1	1	1
D-Coffee / Mixes	13	12	12	11
E - Newsletters	52	48	40	25
Printed newsletters	9	0	0	0
Full Membership Meetings	2	2	2	2

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

DOWNTOWN PRINCIPAL SHOPPING DISTRICT FUND
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 109,805	$ 110,313	$ 108,344	$ 110,000
Charges for Services	4,268	28,659	19,485	17,900
Interest & Rents	1,273	1,805	1,000	400
Other	17,850	24,569	38,428	38,100
TOTAL SOURCES	$ 133,196	$ 165,346	$ 167,257	$ 166,400
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 38,863	$ 51,480	$ 56,700	$ 64,400
* Benefits - To Include NonWorking Wages	5,070	10,366	10,300	11,900
* Mandatory Employer Costs	3,445	4,295	4,900	5,700
Other Current Expenditures -				
* Supplies / Maintenance	7,051	7,220	11,100	10,600
* Contractual	1,818	47,451	40,519	21,800
* Other	90,226	74,360	58,927	54,000
Capital Outlay	3,685	800	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	500	1,800
TOTAL USES	$ 150,158	$ 195,972	$ 182,946	$ 170,200
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (16,962)	$ (30,626)	$ (15,689)	$ (3,800)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	74,356	43,730	28,041	24,241
TOTAL FUND EQUITY	$ 74,356	$ 43,730	$ 28,041	$ 24,241
- - STAFFING - -				
Personnel Services Total Amount	$ 47,378	$ 66,141	$ 71,900	$ 82,000
Full-Time Positions	0.75	0.75	0.75	0.85
Part-Time Positions @ F.T.E.	0.30	0.60	0.70	0.60

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Dangerous Structures Fund

FUND MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2008

* **Identify and process structures as dangerous structures (5 structures anticipated) as necessary due to non-compliance with building codes. (On-going)**

* **Encourage resolution without City intervention of all five (5) of these dangerous structures. (On-going)**

* **Proceed with repair or demolition for those structures that could not be resolved with intervention. (On-going)**

PROGRAM MEASUREMENTS

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Number of Dangerous Structures Public Hearings	5	5	6	6
Number of Housing Board of Appeals Public Hearings	2	0	5	5
Number Repaired by the Owner	3	0	4	5
Number Repaired by the City	2	1	1	1
City Cost of Repairs/Demolition	$30,722	$0	$5,000	$8,000
Number of Vacant Properties	0	1	2	2
Number of Occupied Properties	5	4	4	4
Non-Rental Properties	5	4	4	4
Rental Properties	0	1	1	1
Legal Action for Eviction of Occupants	0	0	0	0
Residential	5	5	6	6
Commercial	0	0	0	0

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

DANGEROUS STRUCTURES FUND
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 29,242	$ - 0 -	$ 5,000	$ 12,200
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 29,242	$ - 0 -	$ 5,000	$ 12,200
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 319	$ 300	$ 550	$ 550
* Contractual	1,898	1,281	1,700	1,700
* Other	28,556	- 0 -	5,000	10,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 30,773	$ 1,581	$ 7,250	$ 12,250
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (1,531)	$ (1,581)	$ (2,250)	$ (50)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	4,087	2,506	256	206
TOTAL FUND EQUITY	$ 4,087	$ 2,506	$ 256	$ 206

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Brownfield Redevelopment Authority Fund (Component Unit Fund)

FUND MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2008

* **To transfer Brownfield tax increment financing revenues as generated to eligible project capital costs.**

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - BROWNFIELDS - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Number of Active Projects (Capturing Taxes)	3	6	7	8
Number of Active Projects (Not Capturing Taxes)	2	1	3	4
Total number of Active Projects	5	7	10	12
Taxable Valuation Capture (IFT at Equivalency)	$3,285,153	$5,548,303	$8,926,466	$13,408,574

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

BROWNFIELD REDEVELOPMENT AUTHORITY FUND
(A COMPONENT UNIT FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 45,657	$ 153,211	$ 287,462	$ 417,734
Interest & Rents	356	2,374	5,003	- 0 -
Transfers In	2,844	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 48,857	$ 155,585	$ 292,465	$ 417,734
FUNDING USES -				
Other Current Expenditures -				
* Contractual	- 0 -	1,000	- 0 -	- 0 -
* Other	45,004	123,784	209,725	520,748
Transfers Out	2,212	5,610	3,725	2,833
TOTAL USES	$ 47,216	$ 130,394	$ 213,450	$ 523,581
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 1,641	$ 25,191	$ 79,015	$ (105,847)
ENDING FUND EQUITY -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	1,641	26,832	105,847	- 0 -
TOTAL FUND EQUITY	$ 1,641	$ 26,832	$ 105,847	$ - 0 -

- - STAFFING - -

Positions: Not Applicable

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES GROUP - MSHDA - NPP/HOME GRANT FUND -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
PROMOTION				
Good Neighbor Awards	11	4	0	N/A
DESIGN				
Design Assistance				
Target Area II - NPP	2	0	0	N/A
MSHDA Home Purchase and Rehab-NPP	3	0	0	N/A
Rental Rehab	2	1	2	N/A
Homeowner Rehab-NPP	1	0	0	N/A
Public Improvement Project-NPP	1	0	0	N/A
Landscape Blitz				
Target Area II - NPP	10	0	0	N/A
NEIGHBORHOOD STRUCTURING				
Commercial Planning Projects				
Meeting w/ Neighborhood Businesses	4	4	3	N/A
Building Permits				
Neighborhood Preservation Program Area	0	N/A	N/A	N/A

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

MSHDA - NPP/HOME GRANT FUND
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 229,139	$ 163,724	$ 28,800	$ - 0 -
Other	24,348	38,671	38,625	- 0 -
TOTAL SOURCES	$ 253,487	$ 202,395	$ 67,425	$ - 0 -
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 39,160	$ 9,373	$ 3,793	$ - 0 -
* Benefits - To Include NonWorking Wages	19,670	5,100	208	- 0 -
* Mandatory Employer Costs	3,677	896	276	- 0 -
Other Current Expenditures -				
* Contractual	190,980	187,026	63,148	- 0 -
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 253,487	$ 202,395	$ 67,425	$ - 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ 62,507	$ 15,369	$ 4,277	$ - 0 -
Full-Time Positions	1.00	1.00	- 0 -	- 0 -
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

ADDITIONAL INFORMATION:

The figures presented above are provided as estimates of the grant fund summary during the City's FY-2007. City management is currently reviewing whether a FY-2008 grant application will be made.

The prior MSHDA-NPP (Mich State Housing Development Authority-Neighborhood Preservation Program)/ HOME Grant funding period was 04/01/01 to 01/31/05 (extended) in the multi-year amount of $555,500 ($32,180 was unexpended).

The current MSHDA-NPP (Mich State Housing Development Authority - Neighborhood Preservation Program) / HOME Grant funding period was 02/01/04 to 06/30/06 (extension was requested) in the multi-year amount of $531,900 ($173,376 was unexpended).

A FHLBI-NIP Grant (through Macatawa Bank) for $60,000 which began in October 2004 is also included above.

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Community Development Block Grant (CDBG) Program - 24th Entitlement Year

FUND MISSION STATEMENT

To provide safe, affordable housing; address unmet social service and community needs to provide a suitable living environment, principally for persons of low and moderate income; address slum and blighted areas and buildings; preserve the architectural and historic heritage of the community; and expand economic opportunities through the support of City and community organizations with Community Development Block Grant monies.

ACTION PLAN FOR FISCAL YEAR 2008

* Prepare and administer subrecipient agreements with agencies and organizations for programs, services and activities selected for FY 2008 Community Development Block Grant (CDBG) funding. Complete agreements by August 2008 with on-going administration.

* Assist the Community Development Committee to consult with agencies, city departments and citizens to identify and quantify community needs and develop outcomes to be accomplished to meet those needs. (February 2008)

* Work with City Council to prioritize the Consolidated Plan Strategy for FY 2008. (February 2008)

* Assist the City of Holland and the community in meeting the objectives of the Consolidated Plan by soliciting and selecting activities which support the missions and achieve the outcomes of that plan for operation in FY 2008. (May 2008)

* Assist City Council by providing information about the accomplishments of the CDBG program to inform congressional representatives during federal budget debates expected throughout 2007.

Housing Missions:
Homeownership - There will be increased opportunities for City residents to own a residence.

Housing Conditions - The residents of the City of Holland will live in safe, decent housing which meets or exceeds local codes.

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Community Development Block Grant (CDBG) Program – 24th Entitlement Year

Affordability – Residents of the City of Holland will have the opportunity to live in housing which costs 30% or less of the household's gross income.

Housing Options – There will be an adequate opportunity for all City residents to live in housing sized and designed to meet their needs in a variety of neighborhoods.

Homelessness – There will be an adequate number of housing units and services available to residents of the City experiencing an emergency housing crisis.

Non-Housing Missions:

Special Needs – There will be adequate services available for those City residents with special needs involving housing, health, safety or welfare.

Financial Assistance/Economic Development – There will be adequate short-term assistance available for residents of the City with financial needs that threaten health, safety or welfare and long-term assistance to upgrade household earned income to an adequate level.

Community Assistance/Economic Development - There will be adequate assistance and incentives provided for rehabilitation of deteriorated downtown and neighborhood commercial and historic properties to improve and enhance the viability of that area and the surrounding neighborhoods.

Community Services – There will be adequate public services, facilities and infrastructure to meet the needs of the residents of the City and provide for a quality living environment.

PROGRAM MEASUREMENTS

- - CNS - Community Development Block Grant Program - 24th Entitlement Year - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Housing Mission:				
Homeownership				
Jubilee Ministries - Direct Homeownership Assistance	0	2	3	TBD
Lakeshore Habitat for Humanity - Direct Homeownership Assist	1	3	3	TBD
Ottawa Co. Comm Action Agency - IDA Direct Homeownership	0	0	4	TBD
Housing Conditions				
City of Holland - Com. Dev. Owner Home Repair Program	68	87	80	TBD
City of Holland - Ourstreet Driveway Improvement Program	0	4	not funded	TBD
Affordability - No direct activities under this mission.	0	0	0	TBD
Housing Options - No direct activities under this mission.	0	0	0	TBD
Homelessness				
Community Action House - Guaranteed Security Deposit Program	70	62	50	TBD
Good Samaritan Ministries - Transitional Housing Program	148	120	140	TBD
Non-Housing Missions				
Special Needs				
Disability Network - Project Ramp	New in FY06	3	8	TBD
Financial Assistance/Economic Development				
Jubilee Ministries - Micro Business Development	37	18	not funded	TBD
Jubilee Ministries - Employment Program	not funded	25	30	TBD
Heights of Hope - Employment Program	not funded	not funded	68	TBD
Commercial Assistance/Economic Development				
City of Holland - Neighborhood Commerical Revitalization Prog.	1	13	13	TBD
Community Services				
Boys and Girls Club - Youth Programs	1,408	1,659	1,800	TBD
Hope College - Children's After School Programs (CASA)	129	104	119	TBD
Holland Comm. Hospital Foundation - Growth Connections Prog.	210	not funded	not funded	TBD
Core City Christian Com. Dev. Assoc. - LEAP Program	not funded	65	80	TBD
Core City Christian Com. Dev. Assoc. - Life Strategies Program	not funded	76	75	TBD

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

COMMUNITY DEVELOPMENT BLOCK GRANT FUND
- C. D. B. G. ENTITLEMENT FUNDING -
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 369,367	$ 411,161	$ 590,204	$ 344,580
Other	156,243	162,681	152,269	37,158
Transfers In	19,077	7,841	14,080	- 0 -
TOTAL SOURCES	$ 544,687	$ 581,683	$ 756,553	$ 381,738
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 67,240	$ 68,527	$ 73,194	$ 57,744
* Benefits - To Include NonWorking Wages	29,347	29,472	40,713	32,119
* Mandatory Employer Costs	6,079	6,144	6,373	5,609
Other Current Expenditures -				
* Supplies / Maintenance	2,382	1,697	3,662	4,782
* Contractual	417,333	466,206	604,027	278,440
* Other	3,229	1,796	14,504	3,044
Transfers Out	19,077	7,841	14,080	- 0 -
TOTAL USES	$ 544,687	$ 581,683	$ 756,553	$ 381,738
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ 102,666	$ 104,143	$ 120,280	$ 95,472
Full-Time Positions	1.28	1.48	1.93	1.35
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

ADDITIONAL INFORMATION:

The figures presented above are provided as recommendations by the CDBG Committee. The CDBG Grant budget will be adopted as a separate action of the Holland City Council. Original federal grant amounts for each fiscal year are as follows: FY2004 = $389,000, FY2005 = $386,000, FY2006 = $368,887, FY2007 = $338,565, FY2008 = $344,580.

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Michigan Economic Development Grant Fund

FUND MISSION STATEMENT

To work in partnership with area governments and other economic development organizations to assist new or existing businesses to locate their facilities in the Holland area for the purpose of retention or expansion of employment opportunities for the citizens of the City of Holland.

ACTION PLAN FOR FISCAL YEAR 2008

* To work with Uniform Color Company (UCC) and the Michigan Economic Development Corporation (MEDC) on a pay-back schedule for the project grant in the event that a new facility is not constructed; or work with UCC and the MEDC on completing grant expenditures, reporting, and monitoring in the event that UCC constructs the new facility. (On-going)

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

MICHIGAN ECONOMIC DEVELOPMENT GRANT FUND
- PROJECT: UNIFORM COLOR COMPANY -
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 357,611	$ 388	$ - 0 -	$ - 0 -
TOTAL SOURCES	$ 357,611	$ 388	$ - 0 -	$ - 0 -
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	- 0 -	- 0 -	- 0 -	- 0 -
* Contractual	1,094	102	- 0 -	- 0 -
* Other	- 0 -	- 0 -	- 0 -	- 0 -
Capital Outlay	356,517	286	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 357,611	$ 388	$ - 0 -	$ - 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

- - STAFFING - -

Positions: Not Applicable

The future expenditure of the remaining unexpended $203,862 in grant funds is very uncertain and not reflected above, until such time as the status of the Uniform Color Company moving forward with this project is determined.

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Solid Waste Recycling Fund

FUND MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2008

* To continue reviewing the refuse / recycling, Project Pride, leaf pickup, and spring cleanup programs to improve efficiency and effectiveness to property owners. (On-going)

* To increase total recycling within City limits by 5% through education. (July 2007)

* Aggressively promote multi-family participation in recycling by including direct mailings in housing annual billing statements. (November 2007)

* To continue to work closely with Ottawa County and provide education and referrals to City residents regarding the proper disposal of Household Hazardous Waste at the designated site at Autumn Hills. (On-going)

* To sponsor a Project Pride event in April at the Chef facility, and a second "at your convenience" with a coupon to be used between June 1 and December 31.

* Publish and distribute "Good Neighbor" information for the City calendar from all staff by September 2007.

* Continue to monitor / audit at the Westshore Recycle Center with two (2) un-announced visits between July 1 and December 31, 2007.

* Continue to partner with the private sector and non-governmental organizations for positive electronics recycling. (On-going)

* To prepare in January 2008 for re-negotiation or re-bid of the residential solid waste / recycling contract that will expire on June 30, 2008.

PROGRAM MEASUREMENTS

- - CNS GROUP - SOLID WASTE RECYCLING FUND - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
PROJECT PRIDE				
Pounds of trash collects at Project Pride site	187,360	404,000	400,000	400,000
Estimated Pounds of trash collected/coupons redeemed	200,000	201,000	205,000	205,000
Coupons redeemed	333	403	420	420
Pounds of scrap metal collected by Padnos Co.	45,460	49,015	50,000	50,000
Freon appliances collected	32	28	30	30
CURB SIDE RECYCLING				
Type of Waste Recycles - In Pounds				
Total Fiber*	2,360,680	1,920,787	1,950,000	2,000,000
Newsprint		1,214,239	1,210,000	1,230,000
Corrugated		706,548	750,000	750,000
Total Commingle*	655,000	496,574	500,000	510,000
Dairy plastic		74,543	75,000	75,000
Colored #2		28,255	29,000	29,000
Clear #1		44,905	45,000	45,000
Aluminum		2,792	3,000	3,000
Tin		50,114	52,000	52,000
Glass		295,965	300,000	300,000
Total Pounds Collected Curbide	3,015,680	2,417,361	2,450,000	2,510,000
REFUSE				
1 Bag/month	325	309	301	301
2 Bag/month	184	177	173	173
32 Gallon weekly	2,772	2,800	2,773	2,773
65 Gallon weekly	3,462	3,409	3,416	3,416
90 Gallon weekly	2,064	2,138	2,174	2,174
Subtotal Recycle	8,807	8,833	8,837	8,837
Multi Family - 4 Units	0	1	1	1
Multi Family - 8 Units	2	1	3	3
Multi Family - 16 Units	0	1	1	1

*Prior to July 2005, totals were calculated with the following estimated distribution: Fiber: newsprint 90%, currugated 9%, junk mail .5%,. Magazines .5% Comingles: metals 19%, glass 59%, plastic 22%)

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

SOLID WASTE RECYCLING FUND
(AN ENTERPRISE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 1,158,736	$ 1,164,637	$ 1,178,430	$ 1,190,861
Interest & Rents	60,496	64,697	71,800	70,100
Other	162	2,886	1,500	1,500
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 1,219,394	$ 1,232,220	$ 1,251,730	$ 1,262,461
FUNDING USES -				
Personnel Service Expenses				
* Salaries & Wages - Working	$ 86,470	$ 76,508	$ 80,400	$ 82,200
* Benefits - Includes NonWorking Wages	17,771	20,322	21,100	20,400
* Mandatory Employer Costs	2,567	2,380	2,600	2,800
Other Current Expenses				
* Supplies / Maintenance	1,222	1,929	6,300	6,400
* Contractual	1,039,509	1,009,196	1,042,736	1,088,235
* Other	10,271	11,271	14,190	15,046
Capital Outlays	55,974	111,899	57,000	60,000
TOTAL USES	$ 1,213,784	$ 1,233,505	$ 1,224,326	$ 1,275,081
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 51,682	$ 61,530	$ 62,000	$ 62,000

(This Fund Continues On Next Page)

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

SOLID WASTE RECYCLING FUND
(AN ENTERPRISE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
(This Fund Continues From Previous Page)				
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 9,902	$ 49,084	$ 22,404	$ (14,620)
ENDING BALANCE -				
Designated / Reserved:	$ 326,128	$ 325,000	$ 325,000	$ 325,000
Undesignated / Unreserved:	328,266	378,478	400,882	386,262
TOTAL FUND EQUITY	$ 654,394	$ 703,478	$ 725,882	$ 711,262
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	--------	$ 178	$ 27,404	$ (12,620)
ENDING BALANCE	$ 109,431	$ 109,609	$ 137,013	$ 124,393
- - STAFFING - -				
Personnel Services Total Amount	$ 106,808	$ 99,210	$ 104,100	$ 105,400
Full-Time Positions	- 0 -	0.32	0.10	0.10
Part-Time Positions @ F.T.E.	0.80	0.80	0.80	0.80

LEISURE & CULTURAL SERVICES

General Fund:

- Leisure & Cultural Services Administration
- Recreation Programs
- Parks
- Municipal Stadium
- DeGraaf Nature Center
- Kollen Park Boat Launching
- 8th Street Market
- Cultural Activities Assistance
- Civic Center
- Cemeteries

Other Funds:

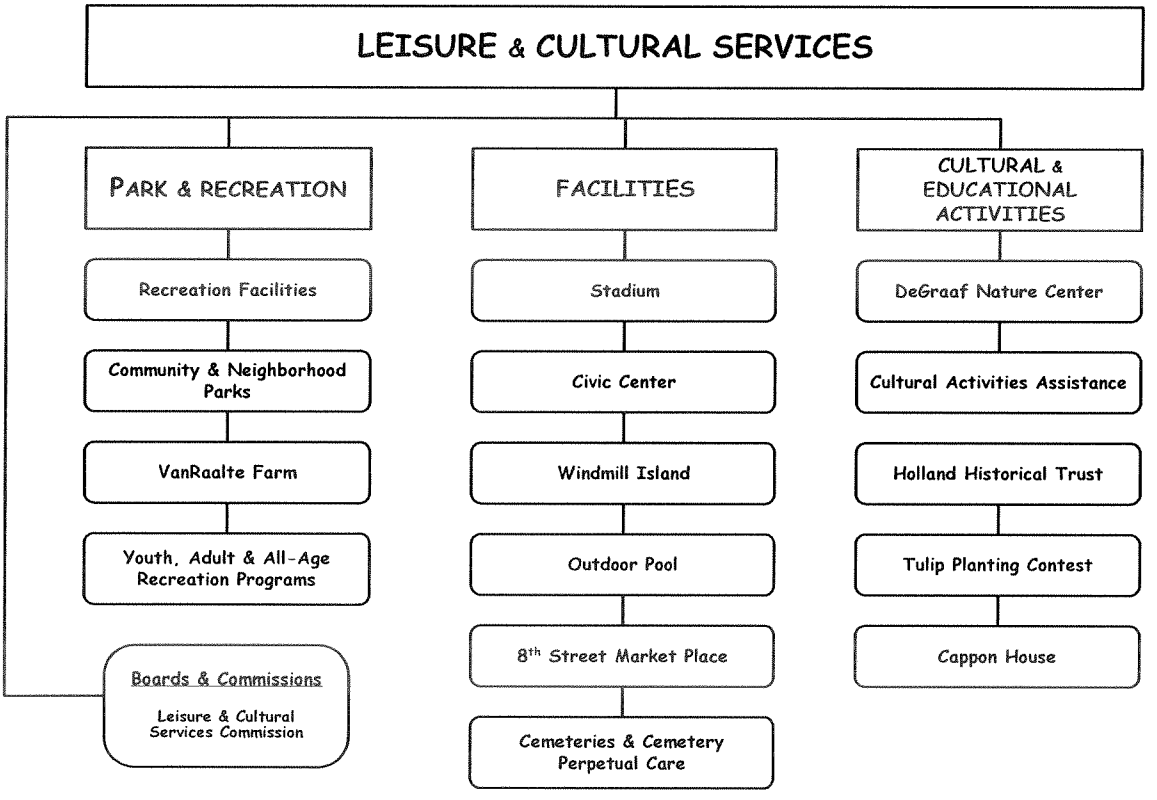
- Cemetery Perpetual Care Fund
- Windmill Island Fund
- Windmill Island Lot Reservation Fund (History Only)
- Herrick District Library Taxation Fund
- Bi-Centennial Celebration Fund
- Kollen Park Boat Launch Fund (History Only)
- Farmers' Market Fund (History Only)
- Tulip Planting Contest Fund (History Only)
- IMLS Learning Opportunities (VanRaalte Farm) Grant Fund
- Holland Historical Trust Fund (Component Unit)

LEISURE & CULTURAL SERVICES GROUP INTRODUCTION

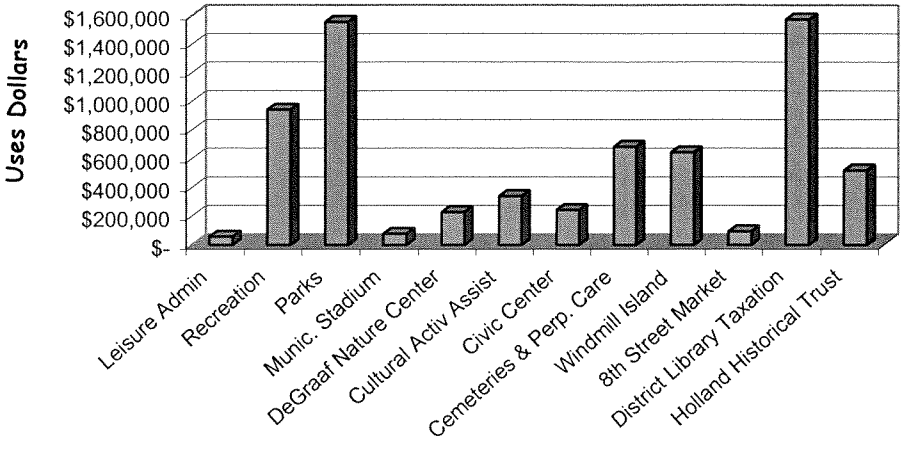
GROUP MISSION STATEMENT

The Leisure & Cultural Services Division has responsibility for the coordination and quality of all recreational and cultural opportunities for City residents, and for the maintenance of all associated public facilities. The overall objective is to provide safe, functional and beautiful facilities for the pursuit of leisure time activities, and to continue the development of such facilities for the presentation of the natural beauty of the City and the enjoyment of all age groups.

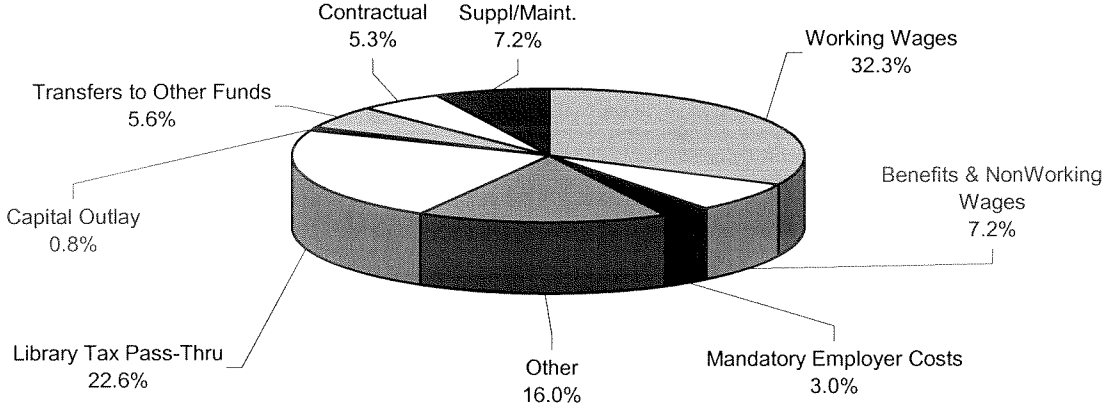
GROUP ORGANIZATIONAL STRUCTURE



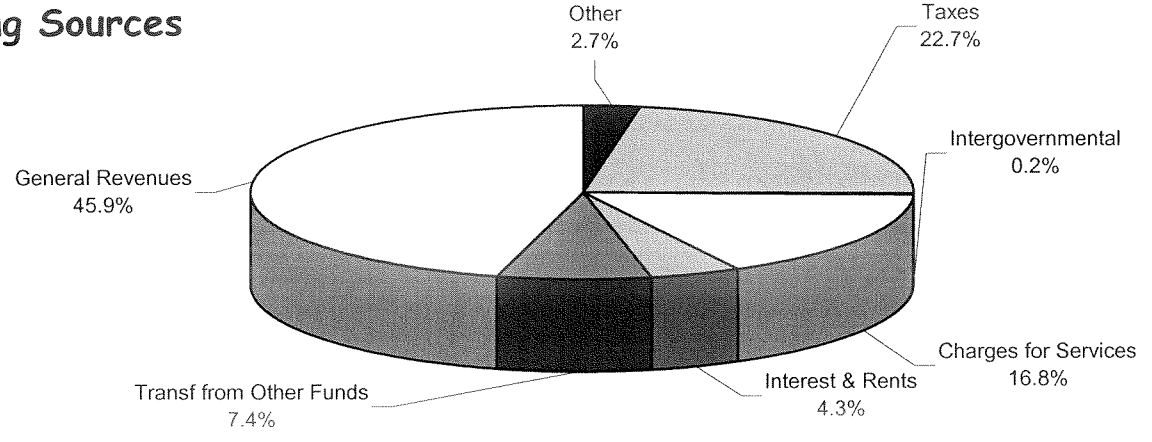
Total Uses By Department $6,947,554



Funding Uses



Funding Sources



LEISURE & CULTURAL SERVICES GROUP

SUMMARY OF DEPTS. FUNCTIONS & RELATED FUNDS

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 3,796,042	$ 3,919,987	$ 3,977,453	$ 4,061,686
Permanent	93,678	305,379	186,167	152,000
Special Revenue	1,547,144	1,559,900	1,554,411	1,572,736
Enterprise	778,590	646,578	598,874	643,832
Component Unit	988,586	717,940	558,400	517,300
TOTAL - ALL FUND TYPES	$ 7,204,040	$ 7,149,784	$ 6,875,305	$ 6,947,554
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 1,504,316	$ 1,505,910	$ 1,529,734	$ 1,572,436
Intergovernmental	31,418	37,939	24,554	13,200
Charges for Services	1,078,666	986,754	1,133,051	1,164,030
Interest & Rents	229,737	271,460	295,447	299,655
Other	637,251	1,137,894	192,163	188,400
Transfers In	524,523	658,443	564,258	515,694
TOTAL SOURCES	$ 4,005,911	$ 4,598,400	$ 3,739,207	$ 3,753,415
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 2,080,048	$ 2,151,348	$ 2,175,646	$ 2,241,890
* Benefits - Includes NonWorking Wages	486,058	505,869	503,240	499,900
* Mandatory Employer Costs	207,402	207,561	202,478	208,175
Other Current Expenditures -				
* Supplies / Maintenance	530,991	537,437	502,789	502,700
* Contractual	311,949	287,813	360,500	367,670
* Other	2,951,364	2,737,332	2,579,705	2,682,119
Capital Outlay	275,103	161,870	85,167	54,100
Debt Service Payments -				
* Principal Maturities	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	361,125	560,554	442,167	391,000
TOTAL USES	$ 7,204,040	$ 7,149,784	$ 6,851,692	$ 6,947,554
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 137,492	$ 157,980	$ 160,000	$ 160,000
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 2,773,508	$ 2,864,778	$ 2,881,364	$ 2,949,965
* Full-Time Positions	29.15	29.15	30.15	31.05
* Part-Time Positions @ F.T.E.	37.61	36.84	34.08	31.68

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Leisure and Cultural Services - Administration

DEPARTMENT MISSION STATEMENT

To provide the coordination of all leisure and cultural service activities of the City to provide quality recreation and cultural opportunities through the direction and supervision of the following divisions: Recreation, Civic Center, Municipal Stadium, Parks, Cemeteries, Windmill Island, DeGraaf Nature Center, Farmers' Market, and all associated public facilities. Also, this department will cooperate and coordinate cultural and leisure activities with other non-profit organizations involved with community cultural and leisure programs.

ACTION PLAN FOR FISCAL YEAR 2008

* To work on the completion of the Kollen Park Boat Launch Renovation and the Heinz Waterfront Walkway project by January 2008.

* To work with City Council and professional consultants on the future development of the Civic Center as part of the overall development of the Western Gateway plan by September 2007.

* To continue to meet with local school systems, surrounding municipal agencies and local non-profit organizations to review common open space and recreation issues and coordinate programs, activities and facilities to maximize opportunities to our constituents.

* To continue pursuing funding sources for a refrigerated ice rink by January 2008.

* To evaluate our current level of program and facility revenues and determine if there is a need to establish new cost recovery goals.

* To work with the City Planning Department as well as private consultants on the development and restoration of the Window-on-the-Waterfront's boardwalk by June 2008.

LEISURE & CULTURAL SERVICES GROUP

LEISURE & CULTURAL SERVICES ADMINISTRATION
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	50,823	56,436	60,011	57,000
TOTAL SOURCES	$ 50,823	$ 56,436	$ 60,011	$ 57,000
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 29,092	$ 29,843	$ 32,100	$ 33,100
* Benefits - To Include NonWorking Wages	15,156	17,309	15,600	15,600
* Mandatory Employer Costs	2,861	3,022	3,100	3,300
Other Current Expenditures -				
* Supplies / Maintenance	1,488	1,176	1,300	1,300
* Other	2,226	5,086	5,457	3,700
Capital Outlay	- 0 -	- 0 -	2,454	- 0 -
TOTAL USES	$ 50,823	$ 56,436	$ 60,011	$ 57,000
- - STAFFING - -				
Personnel Services Total Amount	$ 47,109	$ 50,174	$ 50,800	$ 52,000
Full-Time Positions	0.60	0.60	0.60	0.60
Part-Time Positions @ F.T.E.	0.05	0.05	0.05	0.05

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Recreation Division

DEPARTMENT MISSION STATEMENT

To provide diverse recreational and leisure time activities which appeal to citizens of all ages and interests; to assure facilities are properly and adequately supervised and maintained in good working condition; and to provide that participants with safe and enjoyable activities.

ACTION PLAN FOR FISCAL YEAR 2008

* To continue to develop and nurture collaborative relationships with area agencies (i.e. Recreation Divisions in other municipalities, Boys & Girls Club, Salvation Army, etc) in order to offer a diverse portfolio of activities for our constituents as well as utilize common facilities to maximize use. (On-going)

* Provide at least one intergenerational activity in partnership with Evergreen Commons, for instance a community garden partnership (Summer 2008).

* Attempt to gain at least 2 grants to supplement budget for special events, programming and/or new art supplies (i.e. Arts / Humanities Grants to assist in paying for Summer Concert Series, Zeeland / Holland Community Foundation to expand The Free Summer Playground Program, & Fiskar's / Burpee, Horticulture Club, & Garden Club Grants for Community / Student Gardening projects in planning stages). (June 2008)

* Expand our programming to address the increase in demand and attendance for special events and concerts. (On-going)

* Create community collaboration and ownership in programming by creating partnership opportunities with area businesses to help underwrite special events and free programming (i.e. resurrection of movies in parks, increase concert series, etc). (On-going)

* Expand Start Smart program (demand for Pre-K and K programming is growing quickly, each Start Smart class fills to capacity with a wait list for the next calendar year). (September 2007)

* Maintain or exceed customer service expectations in delivery of our services by providing opportunities for our staff to attend computer training classes and customer service seminars. (On-going)

* Develop a comprehensive marketing plan for existing services including a new multi-media presentation to be used in marketing our parks and recreation programming. (January 2008)

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Recreation Division

* Consider and/or implement ideas derived from the programming taskforce developed in last calendar year to replace or improve programming. (On-going)

* Develop new and inexpensive adult programs:
  - Frequent Walkers Club in Civic Center
  - Indoor Whiffle Ball
  - Ultimate Frisbee League
  - Frisbee Golf course in a local park, etc.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - RECREATION - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
YOUTH ATHLETIC PROGRAMS				
Youth T-Ball	202	207	220	230
Boys Soccer	347	347	345	355
Girls Soccer	367	353	360	370
Gymnastics	140	217	220	230
Tennis Lessons	728	728	775	785
Swimming Lessons	948	899	910	920
Sports School	118	98	100	110
Wrestling Clinic	31	29	35	45
Punt, Pass & Kick	43	51	60	70
Boys Basketball	254	251	270	280
Youth Golf Lessons	48	68	70	80
Hershey Track	15	62	75	85
Girls Softball	149	138	145	155
Girls Basketball	79	79	110	120
Girls Volleyball	64	44	50	60
Little Peoples Olympics	125	145	155	165
In-Line Hockey	77	60	70	80
Start Smart	40	35	45	55
Start Smart Football (new in 2006)	---	20	30	40
Tiny Tikes Football	69	69	75	85
ADULT ATHLETIC PROGRAMS				
Table Tennis	78	101	110	120
Volleyball (winter)	85	126	140	150
Basketball (winter)	290	378	390	400
Golf Lessons	43	68	75	85
Basketball (summer)	340	324	340	350
Mens Softball	900	750	770	780
Womens Softball	120	150	160	170
Co-Ed Softball	416	300	315	325
Womens Fastpitch Softball	85	84	100	110
Sand Volleyball	70	130	145	155
Touch Football	300	194	210	220
Fall Softball	614	546	570	580
Adult Tennis Lessons	48	48	55	65
Adult Tennis League	0	44	60	70
Adult Soccer League (new)	80	56	0	60

PROGRAM MEASUREMENTS

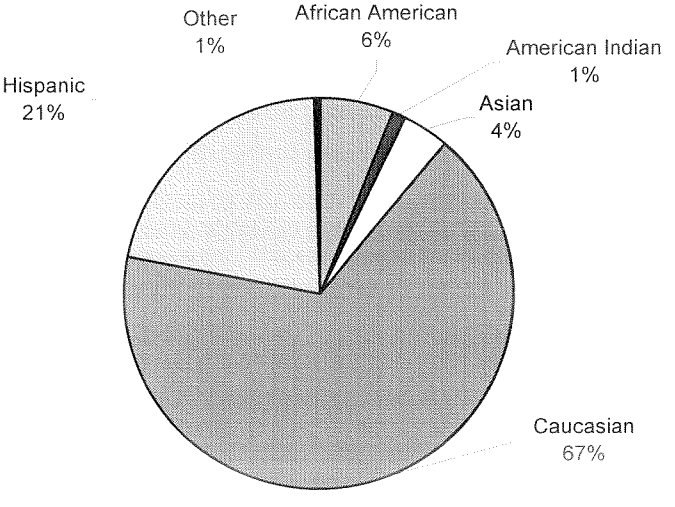
- - LEISURE & CULTURAL SERVICES GROUP - RECREATION - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
NON-ATHLETIC EVENTS				
FAMILY SPECIAL EVENTS				
Concerts at Centenial Park	2,600	5,700	6,000	6,100
Dad/Daughter Dance	150	172	190	200
Mom/Son Event	206	232	250	260
Halloween Celebration	37	81	95	105
Lunch with Santa	104	46	75	85
Party in the Park	4,200	4,600	4,500	4,600
Kite Building (new in 2006)	---	56	70	80
TV Turn Off (new in 2006)	---	376	400	410
YOUTH PROGRAMS				
Junior Adventure Club	157	149	160	170
Summer Playground	2,300	1,911	2,000	2,100
BOUWS POOL ATTENDANCE				
Children	7,953	7,714	8,000	8,100
Adults	1,416	1,418	1,500	1,600
Families	1,131	987	1,100	1,200
Totals	10,500	10,119	10,600	10,900

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - RECREATION - -

2005 Program Participation	African American	American Indian	Asian	Caucasian	Hispanic	Other
Youth T-Ball	14	0	4	146	43	0
Boys Soccer	2	0	5	277	59	4
Girls Soccer	19	0	30	244	60	0
Gymanastics	4	0	11	162	12	28
Tennis Lessons / Clinic	6	0	16	682	24	0
Swimming Lessons	27	0	32	712	101	27
Sports School	2	0	1	71	24	0
Wrestling Clinic	1	0	0	17	11	0
Punt, Pass, Kick	8	0	0	31	12	0
Boys Basketball	30	0	2	201	18	0
Youth Golf Lessons	1	0	2	60	5	0
Hershey Track	12	0	2	32	16	0
Girls Softball	2	0	0	111	25	0
Girls Basketball	0	0	0	66	11	2
Girls Volleyball	2	0	1	33	8	0
Little Peoples Olympics	21	0	14	98	12	0
In-Line Hockey	2	0	4	51	3	0
Start Smart	3	0	1	23	8	0
Tiny Tikes Football	3	0	1	48	17	0
Adventure Club	4	0	2	134	9	0
Holland-o-ween	5	2	0	41	33	0
Santa's Workshop	4	0	3	32	7	0
Playground Program	173	0	192	953	593	0
Track Camp	2	0	0	8	1	0
TV Turn Off	48	0	0	167	106	55
Concerts At Centenniel Park	200	0	157	4,275	1,068	0
MRPA Hoop Shoot	10	0	2	76	10	0
Table Tennis	2	0	30	60	7	2
Mother & Son Event	25	0	14	185	8	0
Dad & Daughter Dance	4	0	1	137	30	0
Kite Building	2	0	1	42	6	0
Party in the Park	500	200	200	3,200	1,600	0
Total Participants	1,138	202	728	12,375	3,947	118



LEISURE & CULTURAL SERVICES GROUP

RECREATION
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 265,326	$ 256,466	$ 258,466	$ 271,700
Interest & Rents	4,375	5,593	9,000	9,500
Funding Requirement - General Operating Revenues	587,100	665,402	665,966	659,349
TOTAL SOURCES	$ 856,801	$ 927,461	$ 933,432	$ 940,549
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 410,895	$ 457,746	$ 458,046	$ 462,790
* Benefits - To Include NonWorking Wages	57,795	78,281	78,940	79,250
* Mandatory Employer Costs	42,677	44,495	42,878	43,675
Other Current Expenditures				
* Supplies / Maintenance	125,069	129,906	118,658	120,000
* Contractual	75,248	56,150	79,146	81,470
* Other	135,604	135,884	146,797	153,364
Capital Outlay	9,513	24,999	8,967	- 0 -
TOTAL USES	$ 856,801	$ 927,461	$ 933,432	$ 940,549
- - STAFFING - -				
Personnel Services Total Amount	$ 511,367	$ 580,522	$ 579,864	$ 585,715
Full-Time Positions	4.00	4.00	4.00	4.00
Part-Time Positions @ F.T.E.	1.05	1.10	1.05	1.10

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Parks Division

DEPARTMENT MISSION STATEMENT

The Park and Cemetery Division will continue to pursue excellence in all areas entrusted to its care. The Division seeks to enhance the community by providing outstanding services and safe, functional, beautiful facilities as efficiently as possible, and the continuing development of parks for the preservation of the natural beauty of the City and the enjoyment of all age groups.

ACTION PLAN FOR FISCAL YEAR 2008

* To continue to plan and begin implementation of new landscaping at various parks and points by spring 2008.
  - 28th Street point
  - 29th Street point
  - Van Bragt Park
  - Beds along 9th Street
  - 8th and 9th Street intersection (by fabric store)

* To consider building new "hoop houses" to supplement the existing greenhouses to grow larger plants to have "instant beds" by spring 2008.

* Remove and modify overgrown beauty spots in Centennial Park by spring 2008.
  - Old restroom area
  - Jungle area
  - Beds near the fish pond

* To have entire full-time staff trained in CPR / First Aid by summer 2008.

* To continue to expand various types of training, including safety by summer 2008.

* To develop a plan for dealing with the Emerald Ash Borer, what to do, and how to fund the work by spring 2008.

* To implement an extensive landscaping plan along River and Pine Avenues from the bridge to 9th Street by fall 2007.

* To complete Phase I improvements and renovations to VanRaalte Farm House by spring 2008.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - PARKS - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Forestry Activities				
Trees Planted	91	83	90	90
Trees Planted by Contract	0	0	285	0
Trees Trimmed	1,727	1,472	1,500	1,500
Trees Removed	274	339	300	300
Trees Removed by Contract	0	0	0	0
Stump Removal	163	501	250	250
Tulip Beds & Lanes				
Annual Tulip Plantings	350,000	304,600	272,500	300,000
Greenhouse Plantings				
Start-Up Summer Flowers and Winter Flowers * Greenhouse is currently at capacity	75,000	75,000	75,000	75,000
Area Maintained by Park Personnel:				
Parks: Kollen, Centennial, Smallenburg, Van Bragt, Window on the Waterfront, Prospect Woods, Van Tongeren, Paw Paw Preserve, Lakeview & Holland Hts Park, College Ave, Lincoln Skate Park, Mich. Ave Park, Park & Cemetery Whrhse, Morton Park, VanRaalte Farm, Water Tower Park, Holland Hts Schl Park	313.6 acres	313.6 acres	313.6 acres	313.6 acres
Recreation: Matt Urban ,Maplewood, Moran, Columbia Ave Courts, and Riverview Ballfield	40 acres	40 acres	40 acres	40 acres
DDA: 7th & 9th Street parkways, Downtown Area Parking Lots, West Michigan Tool and Adjoining Property	17 acres	17 acres	17 acres	17 acres
Holland Museum Facilities: Cappon House, Settlers Hse, Holland Museum	.8 acres	.8 acres	.8 acres	.8 acres
Street & Blvds: 16th Blvd & Curbing, Washington & 12th St. Blvd Maplewood Blvd, 23rd St Blvd, Russ Point, Holland Hts Pts, 19th St Cul-de-Sac, South Shore & 8th Points, 2 other Small Points.	5.35 acres	5.35 acres	5.35 acres	5.35 acres
Other: City Hall, Depot/ Adjoining Area, Washington Square Old Hospice House, Holland Municipal Stadium, Sugar Beet Area	20 acres	20 acres	20 acres	20 acres
Total Area Maintained by Park Personnel	396.75 acres	396.75 acres	396.75 acres	396.75 acres
Number of Events in Park Facilities:				
Kollen Park	22	22	25	25
Centennial Park	37	40	40	40
Smallenburg	1	1	1	1
Window on the Waterfront	1	1	1	1
Paw Paw Preserve	0	0	0	0
VanRaalte Farm	0	0	0	0
College Avenue Park	0	0	0	0
Other Services: Election Day Services, Winter Sidewalk Plowing, Maintenace on Park Buildings, Project Pride, Repair Playground Equipment Repair Equipment, Remove Vandalism Problems				

LEISURE & CULTURAL SERVICES GROUP

PARKS
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 6,776	$ 1,975	$ 3,700	$ 3,600
Interest & Rents	4,829	5,741	4,650	1,300
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	1,467,489	1,498,864	1,456,534	1,549,305
TOTAL SOURCES	$ 1,479,094	$ 1,506,580	$ 1,464,884	$ 1,554,205
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 560,915	$ 578,872	$ 565,800	$ 613,600
* Benefits - To Include NonWorking Wages	223,137	214,372	203,500	203,600
* Mandatory Employer Costs	58,893	57,651	53,400	57,000
Other Current Expenditures				
* Supplies / Maintenance	155,989	153,714	149,219	147,700
* Contractual	70,232	62,711	59,700	64,700
* Other	399,694	427,988	408,224	453,605
Capital Outlay	10,234	11,272	25,041	14,000
TOTAL USES	$ 1,479,094	$ 1,506,580	$ 1,464,884	$ 1,554,205
- - STAFFING - -				
Personnel Services Total Amount	$ 842,945	$ 850,895	$ 822,700	$ 874,200
Full-Time Positions	11.40	10.40	10.40	10.40
Part-Time Positions @ F.T.E.	9.40	9.60	10.35	10.40

ADDITIONAL INFORMATION REGARDING POSITIONS ABOVE:

A small portion of these positions are charged directly to the two Motor Vehicle Highway Funds in the 'Transportation Services Group'.

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Municipal Stadium Division

DEPARTMENT MISSION STATEMENT

To provide a municipal stadium that is a safe, attractive facility for sports, games, and special events. The City will strive to provide excellent customer service; clear prompt communication; accurate, on-time set-up for all games and events; and the best quality of turf and facilities possible within our resources.

ACTION PLAN FOR FISCAL YEAR 2007

* Continue to update restrooms and concession facilities. (May 2008)

* Look into options to improve the drainage system around the stadium. (September 2007)

* Change location of electrical outlets and phone jacks in press box to make them more accessible to customers. (September 2007)

* Continue with updates to landscaping beds in Smallenburg Park and stadium. (May 2008)

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - MUNICIPAL STADIUM - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Football Games:	16	17	16	16
Hope College	7	8	7	7
Holland High School - Varsity	4	4	4	4
Holland High School - Junior Varsity	5	5	5	5
Saugatuck	0	0	0	0
Soccer Games:	4	0	0	0
Hope College	0	0	0	0
Holland High School	0	0	0	0
Recreation Division	0	0	0	0
West Michigan Edge	4	0	0	0
Church Services and/or Religious Events	1	1	1	1
Commencement - Hope College	0	1	0	0
Commencement - Holland High School	1	0	1	1
Other	5	3	5	5
TOTAL	27	22	23	23

LEISURE & CULTURAL SERVICES GROUP

MUNICIPAL STADIUM
(A GENERAL FUND ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 1,427	$ 1,274	$ 1,500	$ 1,500
Interest & Rents	8,020	6,670	8,000	15,000
Funding Requirement - General Operating Revenues	61,079	64,273	72,856	60,734
TOTAL SOURCES	$ 70,526	$ 72,217	$ 82,356	$ 77,234
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 22,099	$ 16,416	$ 19,800	$ 20,300
* Benefits - To Include NonWorking Wages	6,078	5,537	5,750	5,600
* Mandatory Employer Costs	2,154	1,564	1,850	1,900
Other Current Expenditures				
* Supplies / Maintenance	19,104	21,657	21,262	20,700
* Contractual	700	922	900	900
* Other	20,391	21,721	20,365	21,134
Capital Outlay	- 0 -	4,400	12,429	6,700
TOTAL USES	$ 70,526	$ 72,217	$ 82,356	$ 77,234
- - STAFFING - -				
Personnel Services Total Amount	$ 30,331	$ 23,517	$ 27,400	$ 27,800
Full-Time Positions	0.30	0.30	0.30	0.30
Part-Time Positions @ F.T.E.	0.70	0.35	0.35	0.35

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

DeGraaf Nature Center

DEPARTMENT MISSION STATEMENT

To provide nature, environmental, conservation, and historical learning experiences in an outdoor classroom to supplement and enhance classroom teaching. To plan and implement a wide variety of classes, lectures, field trips, natural history tours and special events for the Holland community. To foster a greater appreciation of the natural world and our relationship to it, and to provide a place for people to relax and enjoy the beauty of nature.

ACTION PLAN FOR FISCAL YEAR 2008

* Replace carpeting that was not installed correctly 10 years ago in the smaller classroom. (July 2007)

* Continue to replace and rebuild boardwalk on the existing trail system with new, non slip decking materials - with a focus on areas that have an include. (September / October 2007)

* Coordinate the further development of programs at the VanRaalte Farm including expansion of summer classes for youth, maple sugaring events in March, and Halloween at the VanRaalte Farm in October. (November 2007)

* Research the design and costs for a portion of the nature trails to be designed for persons with disabilities. (ex. Trail for the blind) (October 2007)

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - DEGRAAF NATURE CENTER - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Summer Recreation Department Classes	389	910	930	930
School Classroom Programs	11,908	11,828	12,000	12,000
After school Programs: Scouts, Brownies, Boys & Girls Clubs, etc.	260	372	300	300
Public Program Attendance (special events, classes, etc)	2,665	3,869	3,600	3,600
Outside Groups Utilizing the Nature Center: Holland Garden Club Holland Horticulture Club	800	300	300	300

Note #1: Summer Recreation Department Classes are not recorded by student/days. Previously, if a student came for a four day class it was counted as on attendee. Now if they come for 4 days, it is counted as 4 students. This will better reflect the amount of contact with class participants each summer by our instructors.

Note #2: the Holland Audubon has outgrown our facility. They now use the Herrick Library to accommodate the larger audience.

LEISURE & CULTURAL SERVICES GROUP

DE GRAAF NATURE CENTER
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 75,278	$ 60,653	$ 88,775	$ 87,500
Other	5,041	5,145	5,700	5,500
Funding Requirement - General Operating Revenues	100,494	108,540	123,120	134,993
TOTAL SOURCES	$ 180,813	$ 174,338	$ 217,595	$ 227,993
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 97,816	$ 97,265	$ 119,300	$ 132,000
* Benefits - To Include NonWorking Wages	28,513	29,340	30,800	30,200
* Mandatory Employer Costs	9,428	9,780	11,100	12,100
Other Current Expenditures				
* Supplies / Maintenance	19,918	21,923	18,700	18,300
* Contractual	18,365	4,718	22,238	22,100
* Other	6,773	7,229	10,585	10,593
Capital Outlay	- 0 -	4,083	4,872	2,700
TOTAL USES	$ 180,813	$ 174,338	$ 217,595	$ 227,993
- - STAFFING - -				
Personnel Services Total Amount	$ 135,757	$ 136,385	$ 161,200	$ 174,300
Full-Time Positions	1.95	1.95	1.95	1.95
Part-Time Positions @ F.T.E.	1.70	1.70	2.30	2.00

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Kollen Park Boat Launch

DEPARTMENT MISSION STATEMENT

To provide a quality boat launch facility that is well maintained and readily accessible to boaters using Lake Macatawa.

ACTION PLAN FOR FISCAL YEAR 2008

* **To provide parking as well as access to the boat launch for as long as possible during Phase II and Phase III of the Kollen Park / Heinz Boardwalk project. (summer / fall 2007)**

* **Evaluate cost effectiveness and practically of staffing the Boat Launch in fiscal year 2008 due to construction. (July 2008)**

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - KOLLEN PARK BOAT LAUNCHING - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Number of Permits Purchased:				
Seasonal				
Full Price				
-Resident @ $25.00 ea	42	118	100	0
-Non-resident @ $40.00 ea	0	4	5	0
Senior Citizens				
-Resident @ $18.00 ea	8	21	20	0
-Non-resident @ $25.00 ea	1	3	5	0
Daily				
-Resident @ $5.00 per day	408	535	500	0
-Non-resident @ $8.00 per day	10	13	15	0
Note: Due to the uncertainty of the construction schedule the launch may be closed partially throughout the summer; therefore, we will not be selling permits the end of FY07 or during FY08.				

LEISURE & CULTURAL SERVICES GROUP

KOLLEN PARK BOAT LAUNCHING
(A GENERAL FUND ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 7,223	$ 6,722	$ 4,500	$ - 0 -
Funding Requirement - General Operating Revenues	(1,324)	739	1,750	- 0 -
TOTAL SOURCES	$ 5,899	$ 7,461	$ 6,250	$ - 0 -
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 4,506	$ 5,995	$ 4,500	$ - 0 -
* Mandatory Employer Costs	454	585	450	- 0 -
Other Current Expenditures				
* Supplies / Maintenance	410	144	600	- 0 -
* Contractual	529	737	700	- 0 -
* Other	- 0 -	- 0 -	- 0 -	- 0 -
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 5,899	$ 7,461	$ 6,250	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ 4,960	$ 6,580	$ 4,950	$ - 0 -
Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
Part-Time Positions @ F.T.E.	0.25	0.50	0.35	- 0 -

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Eighth Street Market Place

ACTIVITY MISSION STATEMENT

To provide the community with a traditional outdoor market and special event venue that is a focal point for the central City area for the enjoyment of all.

ACTIONS PLAN FOR FISCAL YEAR 2008

* To continue to update the Farmer's Market website. (December 2007)

* To monitor the sale of novelty items with the Market Place logo at the Farmer's Market. (On-going)

* To keep apprised of special events taking place in the downtown area and 8th Street Market Place and post signage in the Market Place during the Farmer's Market informing the market visitors of these events. (July 2007)

* To continue to coordinate and organize the Saturday market demonstrations including the Chef Series, Master Gardener Series and a special Feature Series. In addition, a Wednesday children's activities day will be featured with things for kids to do relating to the Market including: coloring book, arts projects, Bookmobile, games, story-time, Market demo's and more. (July 2007)

* To continue to work together to prepare marketing pieces that promote vendor products. (May 2008)

* To continue to look for various ideas for expanding the market, incorporating special events that would be conducive to the Farmer's Market character. (On-going)

* Continue with an effective marketing plan that encompasses print, radio, and television advertising for target markets. (On-going)

* Create new marketing collateral pieces that better promote and encompass downtown Holland such as:
  - Reprint rack card or brochure for Farmer's Market. (April 2008)
  - Reprint map listing of individual farmer locations. (May 2008)
  - Develop calendar of event direct mail pieces in tandem with PSD. (May 2008)

* Continue to promote the Eighth Street Market Place as a venue for special events. Research the possibility of adding an additional day for:
  - art display & sale day (and or) - antique display & sale day

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - 8TH STREET MARKET - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Farmers Market				
Wednesday Market (Markets held each season)	32	32	32	32
Saturday Market (Markets held each season)	32	31	33	32
Farmers Market Grand Opening	N/A	6,000	N/A	N/A
8th Street Marketplace Grand Opening	N/A	12,000	N/A	N/A
Total daily stalls rented (calendar year)	1,050	943	1,063	1,130
Total number of seasonal stalls rented	82	85	86	86
Project Fresh coupon program	3,200	3,230	3,585	3,600
External events held in tandem with Market	N/A	N/A	1	1
Saturday Market Demos	N/A	N/A	17	15
Wednesday Children's Activities	N/A	N/A	N/A	17
Other Activities				
Tulip Time (individuals in attendance)		Too many to estimate		
LAUP Festival (individuals in attendance)		Too many to estimate		
VJ Day	N/A	1,500	N/A	N/A
Taste of Holland	N/A	5,000	5,000	5,000
National Night Out	N/A	2,500	N/A	N/A
West Michigan Works Truck Parade	N/A	1,500	1,500	1,500
Dutch Winter Fest:				
Parade of Lights	N/A	1,500	2,000	2,000
Sinterklaas Eve	N/A	2,500	2,500	2,500
Ice Sculpting Competition	N/A	2,000	2,500	3,000
Kertmarkt	N/A	5,000	8,000	8,000
Kinderen Nacht	N/A	N/A	1,000	1,500

LEISURE & CULTURAL SERVICES GROUP

8TH STREET MARKET
(A GENERAL FUND ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 6,176	$ 6,460	$ 7,170	$ 7,200
Interest & Rents	3,190	2,262	10,000	11,000
Charges for Services	32,667	42,247	43,625	46,100
Other	- 0 -	- 0 -	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	28,453	39,460	37,511	29,200
TOTAL SOURCES	$ 70,486	$ 90,429	$ 98,306	$ 93,500
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 24,853	$ 35,348	$ 43,000	$ 38,200
* Benefits - To Include NonWorking Wages	1,202	3,456	3,400	2,300
* Mandatory Employer Costs	2,260	3,102	3,700	3,400
Other Current Expenditures				
* Supplies / Maintenance	7,905	4,234	6,000	6,300
* Contractual	7,481	11,929	9,300	9,900
* Other	26,785	31,390	32,906	33,400
Capital Outlay	- 0 -	970	- 0 -	- 0 -
TOTAL USES	$ 70,486	$ 90,429	$ 98,306	$ 93,500
- - STAFFING - -				
Personnel Services Total Amount	$ 28,315	$ 41,906	$ 50,100	$ 43,900
Full-Time Positions	0.25	0.25	0.25	0.15
Part-Time Positions @ F.T.E.	0.65	0.85	0.85	0.90

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Cultural Activities Assistance

DEPARTMENT MISSION STATEMENT

To provide financial assistance to selected community cultural and recreational organizations and events based on community need and support, quality of activity, financial considerations and the ability of the organization or event to have an impact on improving the quality of life in the area of recreation and cultural opportunities.

ACTION PLAN FOR FISCAL YEAR 2008

* To continue to annually evaluate all requests by outside cultural agencies for City of Holland funds to assure compliance with City Council goals and objectives, with all requests being evaluated by the Leisure and Cultural Services Advisory Commission by April 2008.

* To continue to implement the City Council adopted policy and formula for financial assistance to those agencies that have an area-wide benefit and participation to assure financial participation by adjacent governmental units. (On-going)

LEISURE & CULTURAL SERVICES GROUP

CULTURAL ACTIVITIES ASSISTANCE
(A GENERAL FUND ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	379,712	362,831	362,465	338,500
TOTAL SOURCES	$ 379,712	$ 362,831	$ 362,465	$ 338,500
FUNDING USES -				
Other Current Expenditures				
* Contractual	$ 346	$ - 0 -	$ - 0 -	$ - 0 -
* Other	108,866	105,831	105,465	98,500
Transfers Out	270,500	257,000	257,000	240,000
TOTAL USES	$ 379,712	$ 362,831	$ 362,465	$ 338,500

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Civic Center

DEPARTMENT MISSION STATEMENT

To provide a facility which accommodates the residents of Holland for recreational and leisure time activities and special community events such as Tulip Time, LAUP Festival, Trade Shows and athletic events.

ACTION PLAN FOR FISCAL YEAR 2008

* To continue to work with City Council as well as professional consultants on the future construction of a new or redeveloped Civic Center as part of the overall development of the Western Gateway Plan. (September 2007)

* To continue to work with City staff and the P.S.D. to evaluate various ways to expand and enhance activities at the Civic Center as well as the Eighth Street Market Place. (On-going)

* To continue to expand the availability of the Civic Center to accommodate area Leisure and Cultural interests such as:

  - Adult / Youth Recreational Activities
  - Family Special Events
  - Various Local Variety Shows
  - Local Trade Shows
  - Local Civic Group Meetings

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - CIVIC CENTER - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Civic Center Building Use				
Entire Facility	145	114	125	125
Gymnasium Only	675	636	650	650
Exhibition Room Only	52	85	90	90

LEISURE & CULTURAL SERVICES GROUP

CIVIC CENTER
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 1,505	$ 83	$ 100	$ 100
Interest & Rents	40,442	40,712	50,000	55,000
Funding Requirement - General Operating Revenues	182,116	197,476	185,385	187,300
TOTAL SOURCES	$ 224,063	$ 238,271	$ 235,485	$ 242,400
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 105,385	$ 107,782	$ 110,800	$ 114,100
* Benefits - To Include NonWorking Wages	28,747	32,942	31,200	30,200
* Mandatory Employer Costs	10,708	10,886	10,400	10,800
Other Current Expenditures -				
* Supplies / Maintenance	32,397	33,541	31,750	33,100
* Contractual	1,637	2,098	1,916	1,800
* Other	41,649	51,022	48,219	47,100
Capital Outlay	3,540	- 0 -	1,200	5,300
TOTAL USES	$ 224,063	$ 238,271	$ 235,485	$ 242,400
- - STAFFING - -				
Personnel Services Total Amount	$ 144,840	$ 151,610	$ 152,400	$ 155,100
Full-Time Positions	1.50	1.50	1.50	1.50
Part-Time Positions @ F.T.E.	1.75	2.30	2.00	2.00

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Cemeteries

DEPARTMENT MISSION STATEMENT

The Park and Cemetery Division will continue to pursue excellence in all areas entrusted to its care. The Division seeks to enhance the community by providing outstanding services and safe, functional, beautiful facilities as efficiently as possible.

ACTION PLAN FOR FISCAL YEAR 2008

* Pave the road in Graafschap Cemetery 2 and the road by the pole barn by spring 2008.
* Landscape around the new columbarium by fall 2007.
* Purchase and begin using new cemetery software by fall 2007.
* Continue to replace the overgrown beauty spots in Pilgrim Home Cemetery by summer 2008.
* Continue to expand updating the automated irrigation system in both cemeteries by spring 2008.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - CEMETERIES - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Lot Sales: Pilgrim Home & Graafschap Cemeteries				
Pilgrim Home Cemetery	120	86	100	100
Graafschap Cemetery	42	40	50	50
Accumulated	35,448	35,574	35,724	35,874
Burials:				
Pilgrim Home Cemetery - Annual	206	198	200	200
Graveside Services	94	92	95	100
Percent of Burials	46%	46%	48%	50%
Graafschap Cemetery - Annual	54	59	65	65
Graveside Services	24	37	40	45
Percent of Burials	44%	62%	61%	69%
Marker Foundation Installations:				
Pilgrim Home Cemetery	133	128	130	130
Graafschap Cemetery	51	40	50	50
Certificates of Transfer	57	20	30	30
Cemetery Acreage Maintained:				
Pilgrim Home Cemetery	52.3	52.3	52.3	52.3
Graafschap Cemetery	16.3	16.3	16.3	16.3
Grave Inventory:				
Pilgrim Home Cemetery	4,197	4,111	4,011	3,911
Plotted	2,229	2,143	2,043	1,943
Unplotted	1,968	1,968	1,968	1,968
Graafschap Cemetery	910	870	820	770
Plotted	660	620	570	520
Unplotted	250	250	250	250
Niche Sales				
Pilgrim Home Cemetery	1	0	10	10
Niche Inventory (496 Opening 06/01/06)				
Pilgrim Home Cemetery	0	496	486	476

LEISURE & CULTURAL SERVICES GROUP

CEMETERIES
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 221,672	$ 231,705	$ 262,000	$ 269,500
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	41,828	67,579	88,365	90,000
Funding Requirement - General Operating Revenues	214,325	184,679	166,304	170,805
TOTAL SOURCES	$ 477,825	$ 483,963	$ 516,669	$ 530,305
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 180,370	$ 185,401	$ 198,600	$ 204,100
* Benefits - To Include NonWorking Wages	79,892	80,252	77,000	76,100
* Mandatory Employer Costs	20,835	19,982	19,400	19,800
Other Current Expenditures -				
* Supplies / Maintenance	38,011	39,092	38,600	38,600
* Contractual	44,987	43,833	58,400	58,600
* Other	107,987	105,638	110,534	127,405
Capital Outlay	5,743	9,765	14,135	5,700
TOTAL USES	$ 477,825	$ 483,963	$ 516,669	$ 530,305
- - STAFFING - -				
Personnel Services Total Amount	$ 281,097	$ 285,635	$ 295,000	$ 300,000
Full-Time Positions	4.15	4.15	4.15	4.15
Part-Time Positions @ F.T.E.	1.30	1.60	1.50	1.45

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Perpetual Care Fund

DEPARTMENT MISSION STATEMENT

To meet state statute requirements and to build a continuing growth fund for perpetual care of the cemetery. Currently all interest earned in the fund is transferred to the General Fund to support the operation and maintenance of the cemetery.

ACTION PLAN FOR FISCAL YEAR 2008

* To collect all fees and administer the investments of the fund efficiently and in accordance with the City and State of Michigan requirements.

LEISURE & CULTURAL SERVICES GROUP

CEMETERY PERPETUAL CARE FUND
(A PERMANENT FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 35,928	$ 34,950	$ 52,000	$ 52,000
Interest & Rents	42,878	69,014	89,687	90,515
Transfers In	7,752	7,757	40,181	1,862
TOTAL SOURCES	$ 86,558	$ 111,721	$ 181,868	$ 144,377
FUNDING USES -				
Other Current Expenditures				
* Other	$ 3,053	$ 1,825	$ 1,000	$ 1,000
Transfers Out	$ 90,625	$ 303,554	$ 185,167	$ 151,000
TOTAL USES	$ 93,678	$ 305,379	$ 186,167	$ 152,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (7,120)	$ (193,658)	$ (4,299)	$ (7,623)
ENDING BALANCE -				
Designated / Reserves	$ 1,236,292	$ 1,339,292	$ 1,378,292	$ 1,417,292
Undesignated / Unreserved	584,311	287,653	244,354	197,731
TOTAL FUND EQUITY	$ 1,820,603	$ 1,626,945	$ 1,622,646	$ 1,615,023

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Windmill Island Fund

FUND MISSION STATEMENT

To develop and maintain a high quality, local, state and national tourist attraction, which reflects the Dutch heritage of the City of Holland, which supports the Tulip Time Festival as well as the local tourist economy, and provides a facility for the community to celebrate special events.

ACTION PLAN FOR FISCAL YEAR 2008

* To continue promoting Windmill Island in association to the tour market, by attending the following conventions and marketplaces; National Tour Association, American Bus Association, and Circle Michigan.

* To work closely with the Holland area tourism organizations, including the Tulip Time Festival and the Holland Area Convention and Visitors Bureau to promote attendance at Windmill Island. (On-going)

* To apply greater effort to increase group advertising by placing ads in magazines and newspapers throughout the State of Michigan and Chicago area as well as hotel guest directories, campgrounds, state park publications, and coordinate with other local tourist attractions. (On-going)

* To increase attendance by 10% in FY 2008 above prior year attendance.

* To renegotiate all concession agreements by January 2008.

* To complete a revised Windmill Island long-range improvement plan to include the following:
  - develop funding plan for a boardwalk connecting the Island with Window-on-the-Waterfront;
  - develop a long-range plan to make flowers a year round focal point at the Island;
  - construction of a new welcome / administration building;
  - develop concept plan for constructing new wooden shoe factory; and
  - other priority items as outlined in the 2004 Windmill Island / Tulip Time Task Force Report.

* To begin implementing the plan for integrating the Greenway plan into the Windmill Island property and connecting it to Paw Paw Park and Window-on-the-Waterfront Park by June 2007.

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Windmill Island Fund

* To continue to organize and improve the Halloween festival on Windmill Island by October 2007.

* To continue to organize and improve The Historic Dutch Trade Fair as started during Tulip Time 2006. This event replaces the Kunst Market previously organized by Tulip Time.

* To continue to increase the rental of The Celebration Pavilion for weddings, corporate picnics, special events, and evaluate all revenues and expenses by December 2007.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - WINDMILL ISLAND FUND - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
VISITORS:				
Total number of paid visitors (excl. spec. events)	48,944	40,485	49,500	50,500
Visitors, paid special events (Halloween)	1,951	1,276	1,500	1,750
Visitors during Tulip Time dates only	21,584	15,830	22,500	23,000
Visitors Community Day	2,000	2,000	2,000	2,000
Total local visitors, free admission during opening hours	11,079	6,092	7,000	8,000
Percentage of visitors from Michigan	50%	55%	55%	55%
Percentage fo visitors from out of State	50%	45%	45%	45%
Total number of bus group	223	226	230	235

LEISURE & CULTURAL SERVICES GROUP

WINDMILL ISLAND FUND
(AN ENTERPRISE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 358,050	$ 312,404	$ 352,955	$ 378,000
Interest & Rents	22,071	25,620	78,200	82,100
Other	9,735	(8,453)	1,463	(100)
Transfers In	179,531	301,194	166,256	183,832
TOTAL SOURCES	$ 569,387	$ 630,765	$ 598,874	$ 643,832
FUNDING USES -				
Personnel Services:				
* Salaries & Wages - Working	$ 281,563	$ 290,889	$ 318,100	$ 337,600
* Benefits - Includes NonWorking Wages	23,470	23,446	23,600	35,000
* Mandatory Employer Costs	26,508	26,718	27,400	30,200
Other Current Expenses:				
* Supplies / Maintenance	70,893	70,185	66,265	67,400
* Contractual	61,098	72,813	80,375	85,500
* Other	68,985	73,838	68,565	69,932
Capital Outlay	246,073	88,689	14,569	18,200
Debt Service Payments				
* Principal	- 0 -	- 0 -	- 0 -	- 0 -
* Interest	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 778,590	$ 646,578	$ 598,874	$ 643,832
NON-CASH ITEMS - For Info Only				
Depreciation Expense - Regular Capital Assets	$ 54,735	$ 68,318	$ 68,000	$ 68,000

(This Fund Continues On Next Page)

LEISURE & CULTURAL SERVICES GROUP

WINDMILL ISLAND FUND
(AN ENTERPRISE FUND)

(This Fund Continues From Previous Page)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (17,865)	$ 4,558	$ (53,431)	$ (49,800)
ENDING BALANCE -				
Designated / Reserved:	$ 7,340	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved:	987,747	999,645	946,214	896,414
FUND EQUITY - END OF YEAR	$ 995,087	$ 999,645	$ 946,214	$ 896,414
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ 331,541	$ 341,053	$ 369,100	$ 402,800
Full-Time Positions	1.00	1.00	1.00	2.00
Part-Time Positions @ F.T.E.	12.85	13.10	11.90	11.20

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Herrick District Library Taxation Fund

FUND MISSION STATEMENT

Provide accurate and efficient accounting mechanism for recording City of Holland annual property taxes designated for Herrick District Library operations and debt service; to include levy amounts, receivables, collections and distributions

ACTION PLAN FOR FISCAL YEAR 2008

* To establish the property tax roll, together with fund accounting entries, of taxes designated for the Herrick District Library.

* To perform periodic and routine reconciliation of the detailed property tax roll to account balances in this fund.

* To provide timely and efficient distribution of collected taxes to the Herrick District Library.

* In accordance with State of Michigan statutes, pursue collection of delinquent personal property taxes designated for the Herrick District Library.

LEISURE & CULTURAL SERVICES GROUP

HERRICK DISTRICT LIBRARY TAXATION FUND
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes	$ 1,504,316	$ 1,505,910	$ 1,529,734	$ 1,572,436
TOTAL SOURCES	$ 1,504,316	$ 1,505,910	$ 1,529,734	$ 1,572,436
FUNDING USES -				
Other Current Expenditures -				
* Other - Tax Payments to Library	$ 1,502,908	$ 1,509,170	$ 1,530,271	$ 1,572,436
TOTAL USES	$ 1,502,908	$ 1,509,170	$ 1,530,271	$ 1,572,436
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 1,408	$ (3,260)	$ (537)	$ - 0 -
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	3,797	537	- 0 -	- 0 -
TOTAL FUND EQUITY	$ 3,797	$ 537	$ - 0 -	$ - 0 -

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Parks & Cemeteries Employees Fund

DEPARTMENT MISSION STATEMENT

The purpose of this fund is to provide an adequate and satisfactory lunch/break room for the benefit of the employees of the Park and Cemetery Divisions, and to provide for a mechanism of accounting for the monies collected and their appropriate expenditure.

ACTION PLAN FOR FISCAL YEAR 2008

* To continue to monitor usage of vending and coffee machines to determine the appropriateness for employee needs.

* To maintain a committee of employees and agreed-upon procedures for special employee events and to update and revise as necessary with the employee's participation.

* To continue to monitor the financial viability of the coffee shop fund and make decisions concerning its operation to maintain the fund's viability.

* To continue to be responsive to employee's needs within the framework of available funds, and to make improvements where possible with employee consensus.

LEISURE & CULTURAL SERVICES GROUP

PARK AND CEMETERY EMPLOYEES BENEFIT FUND
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 169	$ 434	$ 530	$ 530
Interest & Rents	- 0 -	3	10	20
TOTAL SOURCES	$ 169	$ 437	$ 540	$ 550
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 82	$ 338	$ 300	$ 300
* Other	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 82	$ 338	$ 300	$ 300
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 87	$ 99	$ 240	$ 250
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	87	186	426	676
TOTAL FUND EQUITY	$ 87	$ 186	$ 426	$ 676

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Bi-Centennial Celebration Fund

FUND MISSION STATEMENT

Maintain a fund to build up a fund balance for the Year 2047 Community Celebration.

ACTION PLAN FOR FISCAL YEAR 2008

* **To earn compounded interest monthly on the initial seed monies received from the Celebration 2000 Committee.**

LEISURE & CULTURAL SERVICES GROUP

BI-CENTENNIAL CELEBRATION FUND
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 154	$ 267	$ 400	$ 420
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 154	$ 267	$ 400	$ 420
FUNDING USES -				
None	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
TOTAL USES	- 0 -	- 0 -	- 0 -	- 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 154	$ 267	$ 400	$ 420
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	6,890	7,157	7,557	7,977
TOTAL FUND EQUITY	$ 6,890	$ 7,157	$ 7,557	$ 7,977
- - STAFFING - -				

Positions: Not Applicable

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - IMLS VAN RAALTE FARM GRANT - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Summer Recreation Department Classes	135	140	124	N/A
School Classroom Programs	1,369	1,597	1,700	N/A
Public Program Attendance (special events, classes, etc)	433	448	975	N/A
Total	1,937	2,185	2,799	N/A

LEISURE & CULTURAL SERVICES GROUP

IMLS LEARNING OPPORTUNITIES (VAN RAALTE FARM) GRANT FUND
(A SPECIAL REVENUE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 19,242	$ 25,479	$ 11,384	$ - 0 -
Charges for Services	- 0 -	- 0 -	- 0 -	- 0 -
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfer In	24,912	24,913	12,456	- 0 -
TOTAL SOURCES	$ 44,154	$ 50,392	$ 23,840	$ - 0 -
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 33,644	$ 39,700	$ 19,708	$ - 0 -
* Mandatory Employer Costs	2,803	3,283	1,567	- 0 -
Other Current Expenditures -				
* Supplies / Maintenance	1,104	- 0 -	- 0 -	- 0 -
* Other	6,603	7,409	2,565	- 0 -
TOTAL USES	$ 44,154	$ 50,392	$ 23,840	$ - 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -
FUND EQUITY - END OF YEAR	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ 36,447	$ 42,983	$ 21,275	$ - 0 -
Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
Part-Time Positions @ F.T.E.	0.90	1.30	0.65	- 0 -

ADDITIONAL INFORMATION REGARDING THIS FUND:

This grant is a three year grant which began on 12/03/2003 and ends on 12/31/2006. The federal funding is structured as follows: Year 1 - $24,913 Year 2 - $24,913 Year 3 - $24,913 Total All 3 Years - $74,739

The historic information presented above provides accounting information of recent years.

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Holland Historical Trust Fund (Component Unit)

FUND MISSION STATEMENT

To be the catalyst for a dynamic interaction of the area's past and present by focusing on its rich and diverse heritage, making it accessible and a means of fostering a sense of community for all.

ACTION PLAN FOR FISCAL YEAR 2008

* **To plan and develop facilities to maximize their usefulness to the public.**
* **To assess the need for financial resources and pursue methods to obtain them.**
* **To determine a cohesive identity for the Trust's "products" and communicate that effectively.**

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - HOLLAND HISTORICAL TRUST FUND - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Total attendance at museums	32,411	24,578	30,000	32,000
Education tours participation	5,557	4,737	4,800	5,000
Memberships	876	755	773	800

LEISURE & CULTURAL SERVICES GROUP

HOLLAND HISTORICAL TRUST FUND
(A COMPONENT UNIT FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 6,000	$ 6,000	$ 6,000	$ 6,000
Charges for Services	72,645	37,841	64,900	53,500
Rental Income:				
* Armory	22,575	23,329	25,000	12,500
* Other Than Armory	14,920	22,379	18,500	20,300
Investment Income (Net of Market Value Adj)	66,283	69,870	2,000	2,000
Other:				
* Capital Campaign Contributions	158,134	848,870	10,000	5,000
* Other Private Contributions	464,341	292,332	175,000	178,000
Transfers In - from City of Holland General Fund	270,500	257,000	257,000	240,000
TOTAL SOURCES	$ 1,075,398	$ 1,557,621	$ 558,400	$ 517,300
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 328,910	$ 306,091	$ 308,650	$ 286,100
* Benefits - To Include NonWorking Wages	22,068	20,934	25,500	22,050
* Mandatory Employer Costs	27,821	26,493	29,000	26,000
Other Current Expenditures -				
* Supplies / Maintenance	58,621	61,527	46,800	49,000
* Contractual	31,326	31,902	32,300	42,700
* Other	519,840	253,301	114,650	89,950
Debt Service Payments -				
* Principal Maturity Payments	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Expense	- 0 -	- 0 -	- 0 -	- 0 -
Capital Outlay	- 0 -	17,692	1,500	1,500
TOTAL USES	$ 988,586	$ 717,940	$ 558,400	$ 517,300
ALTERNATIVE PRESENTATION OF FUNDING USES				
CURRENT OPERATIONS:				
* Holland Historical Trust	$ 972,021	$ 540,939	$ 532,150	$ 493,800
* Armory	16,565	17,848	26,250	23,500
OTHER APPLIED PURPOSES:				
* Conservation/Acquisition	- 0 -	159,153	- 0 -	- 0 -
* Capital Campaign	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 988,586	$ 717,940	$ 558,400	$ 517,300

(This Fund Continues On Next Page)

LEISURE & CULTURAL SERVICES GROUP

HOLLAND HISTORICAL TRUST FUND
(A COMPONENT UNIT FUND)

(This Fund Continues From Previous Page)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 82,757	$ 89,662	$ 92,000	$ 92,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 4,055	$ 750,019	$ (92,000)	$ (92,000)
ENDING BALANCE -				
Non-Expendable	$ 50,000	$ 50,000	$ 50,000	$ 50,000
Investment in Fixed Assets	$ 1,259,294	$ 1,820,705	$ 2,100,205	$ 2,009,705
Expendable:				
* Designated Restrictions -				
Permanent	40,000	40,000	40,000	40,000
Temporary	340,970	625,750	265,750	270,750
Board of Directors	435,143	396,366	322,000	322,000
* Reserves	11,428	3,185	3,000	3,000
* Unreserved / Undesignated	11,691	(37,461)	25,590	19,090
TOTAL FUND EQUITY	$ 2,148,526	$ 2,898,545	$ 2,806,545	$ 2,714,545
- - STAFFING - -				
Personnel Services Total Amount	$ 378,799	$ 353,518	$ 363,150	$ 334,150
Full-Time Positions	4.00	5.00	6.00	6.00
Part-Time Positions @ F.T.E.	7.01	4.39	2.73	2.23

UTILITY FUNDS (BOARD OF PUBLIC WORKS)

Funds:

- Electric Utility Fund
- Wastewater Utility Fund
- Water Utility Fund

Departments within Funds:

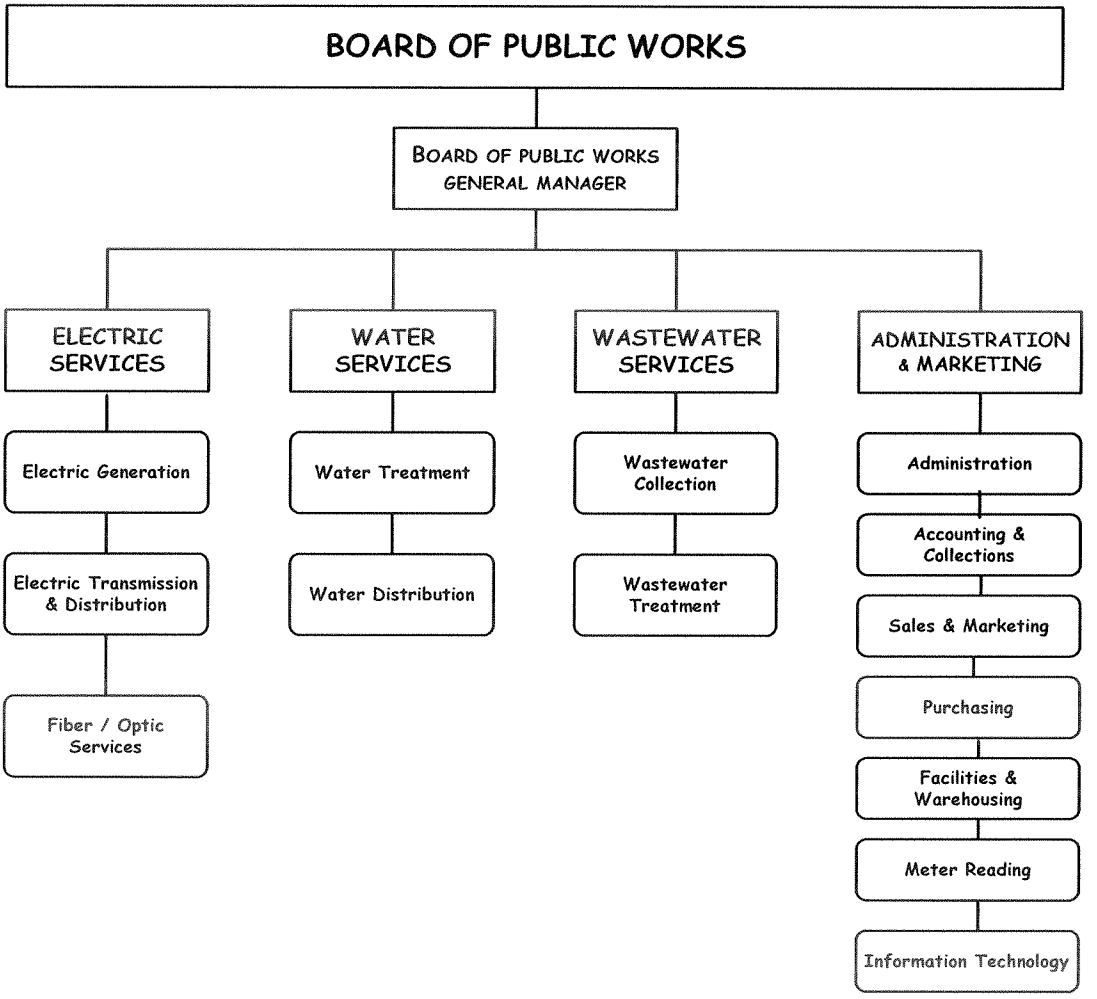
- Electric Transmission & Distribution & Fiber Optics
- Water
- Wastewater
- Administrative & General

UTILITY SERVICES GROUP
INTRODUCTION

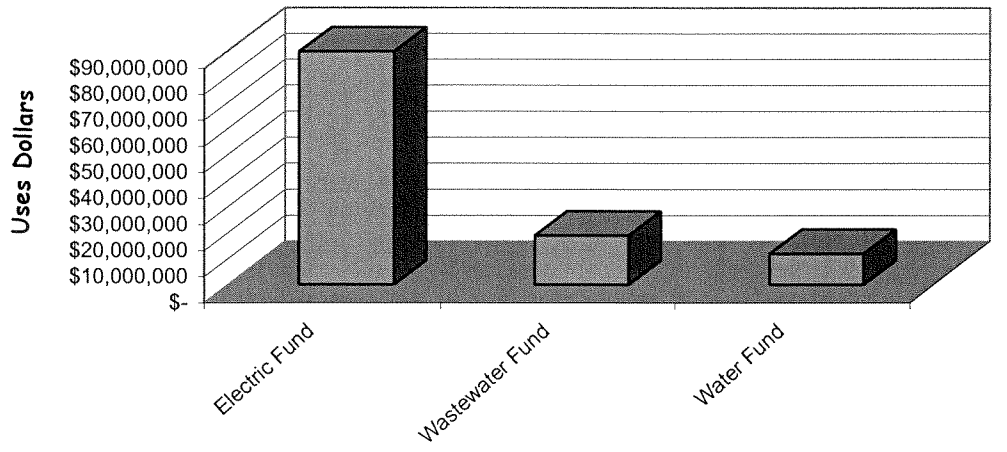
GROUP MISSION STATEMENT

The Utilities Services Group seeks to produce and deliver safe, reliable and efficient electric power and communication services; and to operate water and wastewater treatment plants and distribution and collection facilities at optimum performance and efficiency in order to provide the quality of service demanded by customers.

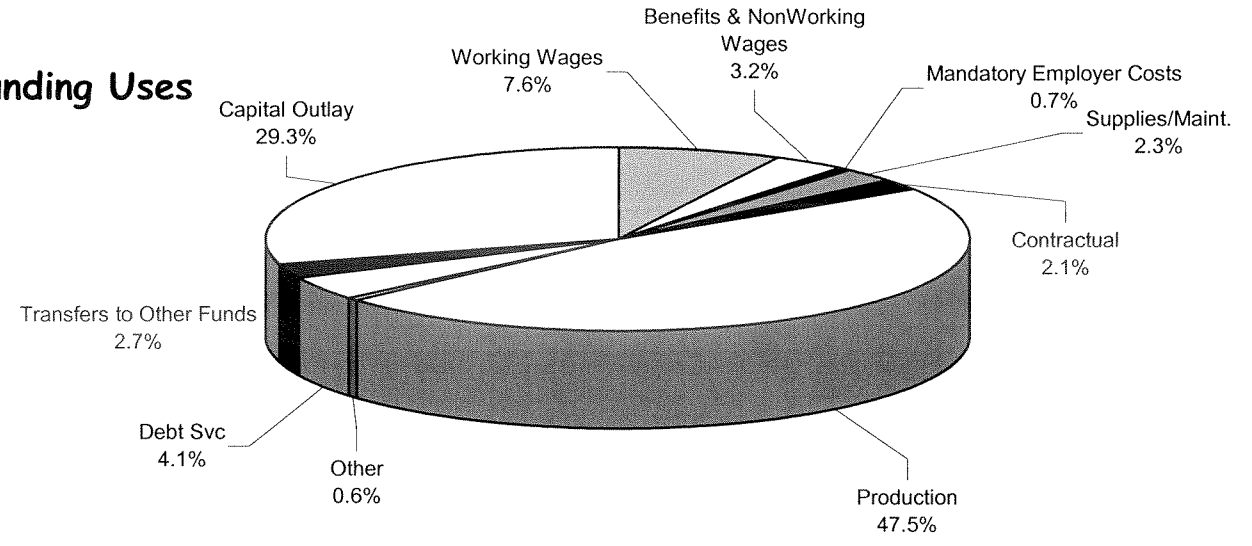
GROUP ORGANIZATIONAL STRUCTURE



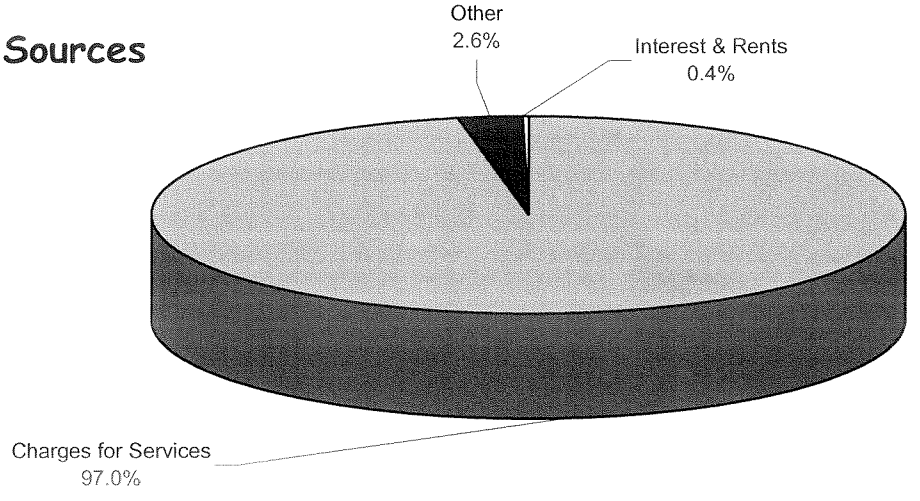
Total Uses By Department $120,196,759



Funding Uses



Funding Sources



UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)
SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - - - - GROUP FUNDING USES ACROSS FUNDS - - - - -				
FUND TYPES -				
Enterprise - (Excl Deprec Exp)	$ 82,975,225	$ 90,194,072	$ 87,448,030	$ 120,196,759
FUND TYPE - TOTALS	$ 82,975,225	$ 90,194,072	$ 87,448,030	$ 120,196,759
- - - - - GROUP FUNDING SOURCES & USES TOTALS - - - - -				
FUNDING SOURCES -				
Charges for Services	$ 78,829,480	$ 91,178,881	$ 92,850,089	$ 95,203,189
Interest & Rents	1,745,456	2,100,465	3,385,913	2,532,699
Other	2,031,315	987,295	793,092	398,000
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 82,606,251	$ 94,266,641	$ 97,029,094	$ 98,133,888
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 7,774,402	$ 7,866,281	$ 7,945,095	$ 9,109,866
* Benefits - Incl NonWorking Wages	3,689,013	3,688,406	3,831,171	3,796,762
* Mandatory Employer Costs	770,379	757,661	748,105	878,518
Other Current Expenses -				
* Supplies / Maintenance	2,356,653	2,564,282	2,649,885	2,767,333
* Contractual	2,149,681	2,295,414	2,541,967	2,525,445
* Utility Production	46,763,811	58,835,249	53,053,722	57,098,831
* Other	721,514	431,427	466,362	689,343
Capital Outlays	12,379,911	7,208,960	8,793,150	35,228,475
Debt Service Payments -				
* Principal Maturities	3,295,000	2,954,500	3,530,500	3,981,500
* Interest & Fee Payments	723,961	1,158,892	1,047,673	925,286
Transfers Out	2,350,900	2,433,000	2,840,400	3,195,400
TOTAL USES	$ 82,975,225	$ 90,194,072	$ 87,448,030	$ 120,196,759
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 12,474,897	$ 12,306,217	$ 12,818,400	$ 11,824,000
Amortization Expense	$ 233,870	$ 191,261	$ 154,862	$ 91,626
- - - - - GROUP STAFFING TOTALS - - - - -				
Personnel Services Total Amount	$ 12,233,794	$ 12,312,348	$ 12,524,371	$ 13,785,146
* Full-Time Positions	182.00	182.00	180.00	180.00

PROGRAM MEASUREMENTS

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - ELECTRIC FUND - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
ELECTRIC PRODUCTION AND DISTRIBUTION				
Peak kW	215,800	228,000	235,600	235,800
Total Number of Customers	27,012	27,103	27,375	27,350
kWh Sales Total	1,067,403,885	1,081,908,336	1,052,980,810	1,033,640,802
Revenue per unit	0.0619	0.0715	0.0749	0.0773
Cost per unit	0.0638	0.0733	0.0705	0.0758
Res. Avg.usage - kWh per month	603.8	653.3	627.5	628.5
KWH Sales				
Residential	162,668,536	175,857,827	170,451,219	170,451,219
Commercial	431,824,777	452,958,564	445,434,114	443,428,527
Industrial	469,300,808	449,442,233	433,427,721	416,090,612
Street Lighting	3,609,764	3,649,712	3,667,756	3,670,443
Total	1,067,403,885	1,081,908,336	1,052,980,810	1,033,640,801

	FY-07 Projected			FY-08 Projected			PERCENT DIFFERENCE		
Operational Activity	MWH	COST	COST MWH	MWH	COST	COST MWH	MWH	COST	COST MWH
ENERGY									
JDY	264,185	$ 11,599,290	$ 43.91	312,069	$ 13,378,971	$ 42.87	18.13%	15.34%	-2.36%
Purchases	440,753	21,539,511	48.87	419,028	23,448,805	55.96	-4.93%	8.86%	14.51%
CT #6, 7,8,9	19,222	2,289,189	119.09	12,421	1,256,646	101.17	-35.38%	-45.11%	-15.05%
Belle River	284,500	2,694,123	9.47	249,522	4,117,119	16.50	-12.29%	52.82%	74.24%
Campbell	90,850	2,282,275	25.12	91,099	1,548,681	17.00	0.27%	-32.14%	-32.33%
Subtotal	1,099,510	$40,404,388	$ 36.75	1,084,139	$43,750,222	$ 40.35	-1.40%	8.28%	9.82%
CAPACITY									
Belle River		$ 6,726,135			$ 7,470,704			11.07%	
Campbell		2,059,136			2,001,331			-2.81%	
TOTAL	1,099,510	$49,189,659	$ 44.74	1,084,139	$53,222,257	$ 49.09	-1.40%	8.20%	9.73%

UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)
ELECTRIC UTILITY FUND
(AN ENTERPRISE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 67,001,967	$ 78,272,801	$ 80,079,080	$ 81,442,469
Interest & Rents	1,149,616	1,167,402	1,853,413	1,455,275
Other	268,414	98,400	98,400	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 68,419,997	$ 79,538,603	$ 82,030,893	$ 82,897,744
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 4,905,475	$ 4,888,959	$ 4,935,930	$ 5,756,733
* Benefits - Incl NonWorking Wages	2,292,304	2,259,369	2,332,840	2,316,138
* Mandatory Employer Costs	481,989	467,273	461,203	552,217
Other Current Expenses -				
* Supplies / Maintenance	1,385,479	1,553,059	1,630,430	1,620,974
* Contractual	1,661,823	1,727,870	1,914,009	1,881,981
* Electric Utility Production	44,529,865	56,246,567	50,389,469	54,300,912
* Other	526,719	194,013	270,449	346,155
Capital Outlays	7,423,280	2,728,058	1,656,050	16,820,975
Debt Service Payments -				
* Principal Maturity Payments	2,415,000	2,475,000	2,555,000	2,705,000
* Interest & Fee Payments	192,196	139,669	70,963	1,200
Transfers Out	2,350,900	2,433,000	2,840,400	3,195,400
TOTAL USES	$ 68,165,030	$ 75,112,837	$ 69,056,743	$ 89,497,685
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 9,598,777	$ 9,316,630	$ 9,417,600	$ 8,771,000
Amortization Expense	$ 124,154	$ 89,743	$ 54,308	$ - 0 -

(This Fund Continues On Next Page)

UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)
ELECTRIC UTILITY FUND
(AN ENTERPRISE FUND)

(This Fund Continues From Previous Page)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 370,316	$ 222,451	$ 7,713,292	$ 4,155,034
ENDING BALANCE -				
Designated / Reserved	$ 4,523,419	$ 4,152,883	$ 4,750,654	$ 4,600,000
Undesignated / Unreserved	134,395,378	134,988,365	142,103,886	146,409,574
TOTAL FUND EQUITY	$ 138,918,797	$ 139,141,248	$146,854,540	$ 151,009,574
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	--------	$ (1,211,689)	$ 13,368,227	$ 7,398,884
ENDING BALANCE	$ 52,677,045	$ 51,465,356	$ 64,833,583	$ 72,232,467
- - STAFFING - -				
Personnel Services Total Amount	$ 7,679,768	$ 7,615,601	$ 7,729,973	$ 8,625,088
* Full-Time Positions	104.00	104.00	103.00	103.00

PROGRAM MEASUREMENTS

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - WASTEWATER FUND - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Total gallons treated (mg)	3,262	3,226	3,320	3,350
Total number of customers	12,107	12,112	12,304	12,315
CCU Sales (Retail only)	1,806,585	1,784,693	1,733,566	1,728,639
Revenue per unit (Retail)	2.007	1.998	2.056	2.281
Cost per unit (All units)	1.986	2.079	2.150	2.147
Residentail average usage	5.9	5.9	5.8	5.9
CCU Sales (Wholesale)	1,836,599	1,907,781	2,016,256	2,076,470
Revenue per unit (Wholesale)	0.690	0.815	0.828	0.843
CCU Sales				
Residential	736,427	737,023	721,485	742,167
Commercial/Industrial	689,995	715,170	708,352	700,881
	380,163	332,500	303,730	285,591
Wholesale	1,836,599	1,907,781	2,016,256	2,076,470
Total	3,643,184	3,692,474	3,749,823	3,805,109

UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)
WASTEWATER UTILITY FUND
(AN ENTERPRISE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 6,632,145	$ 7,109,727	$ 7,202,914	$ 7,795,489
Interest & Rents	530,273	446,648	916,263	715,475
Other	1,064,496	546,325	333,064	214,000
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 8,226,914	$ 8,102,700	$ 8,452,241	$ 8,724,964
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,594,384	$ 1,630,546	$ 1,651,831	$ 1,875,344
* Benefits - Incl NonWorking Wages	780,597	795,281	838,071	822,972
* Mandatory Employer Costs	160,841	160,525	160,237	182,324
Other Current Expenses -				
* Supplies / Maintenance	532,432	526,205	564,045	622,933
* Contractual	265,363	294,713	324,268	336,648
* Wastewater Utility Production	1,774,054	2,064,879	2,129,795	2,162,750
* Other	116,545	122,331	121,804	187,823
Capital Outlays	2,824,041	1,176,509	1,109,650	11,918,900
Debt Service Payments -				
* Principal Maturity Payments	455,000	479,500	500,500	521,500
* Interest & Fee Payments	241,384	224,871	206,720	186,586
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 8,744,641	$ 7,475,360	$ 7,606,921	$ 18,817,780
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 1,738,936	$ 1,824,706	$ 1,996,800	$ 1,752,000
Amortization Expense	$ 31,231	$ 31,231	$ 31,231	$ 31,231

(This Fund Continues On Next Page)

UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)
WASTEWATER UTILITY FUND
(AN ENTERPRISE FUND)

(This Fund Continues From Previous Page)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 991,147	$ 427,412	$ 427,439	$ 564,353
ENDING BALANCE -				
Designated / Reserved	$ 1,137,171	$ 1,563,043	$ 1,900,000	$ 1,950,000
Undesignated / Unreserved	46,378,589	46,380,129	46,470,611	46,984,964
FUND EQUITY - END OF YEAR	$ 47,515,760	$ 47,943,172	$ 48,370,611	$ 48,934,964
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	--------	$ (1,117,475)	$ (122,384)	$ (9,389,193)
ENDING BALANCE	$ 18,636,881	$ 17,519,406	$ 17,397,022	$ 8,007,829
- - STAFFING - -				
Personnel Services Total Amount	$ 2,535,822	$ 2,586,352	$ 2,650,139	$ 2,880,640
* Full-Time Positions	45.00	45.00	45.00	45.00

PROGRAM MEASUREMENTS

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - WATER FUND - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Peak (MG)	31.439	31.380	31.300	31.400
Gallons Treated (MG)	4,740	4,947	4,710	4,750
Total number of customers	13,161	13,130	13,020	13,000
CCU Sales (Retail only)	3,445,738	3,729,692	3,406,554	3,382,186
Revenue per unit (Retail only)	1.008	1.075	1.115	1.169
Cost per unit	0.773	0.855	0.966	0.962
Residentail average usage	9.43	10.85	9.70	9.79
CCU Sales (Wholesale)	2,662,216	2,743,488	2,592,057	2,657,377
Revenue per unit (Wholesale)	0.049	0.051	0.054	0.060
CCU Sales				
Residential	1,200,063	1,360,103	1,214,752	1,226,462
Commercial/Industrial	1,353,752	1,472,400	1,341,494	1,345,948
Industrial	891,923	897,189	850,307	809,776
Resales	2,662,216	2,743,488	2,592,057	2,657,377
Total	6,107,954	6,473,180	5,998,610	6,039,563

UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)
WATER UTILITY FUND
(AN ENTERPRISE FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 5,195,368	$ 5,796,353	$ 5,568,095	$ 5,965,231
Interest & Rents	65,567	486,415	616,237	361,949
Other	698,405	342,570	361,628	184,000
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 5,959,340	$ 6,625,338	$ 6,545,960	$ 6,511,180
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,274,543	$ 1,346,776	$ 1,357,334	$ 1,477,789
* Benefits - Incl NonWorking Wages	616,112	633,756	660,260	657,652
* Mandatory Employer Costs	127,549	129,863	126,665	143,977
Other Current Expenses -				
* Supplies / Maintenance	438,742	485,018	455,410	523,426
* Contractual	222,495	272,831	303,690	306,816
* Water Utility Production	459,892	523,803	534,458	635,169
* Other	78,250	115,083	74,109	155,365
Capital Outlays	2,132,590	3,304,393	6,027,450	6,488,600
Debt Service Payments -				
* Principal Maturity Payments	425,000	- 0 -	475,000	755,000
* Interest & Fee Payments	290,381	794,352	769,990	737,500
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 6,065,554	$ 7,605,875	$ 10,784,366	$ 11,881,294
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 1,137,184	$ 1,164,881	$ 1,404,000	$ 1,301,000
Amortization Expense	$ 78,485	$ 70,287	$ 69,323	$ 60,395

(This Fund Continues On Next Page)

UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)
WATER UTILITY FUND
(AN ENTERPRISE FUND)

(This Fund Continues From Previous Page)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 1,235,707	$ 1,088,688	$ 790,721	$ 512,091
ENDING BALANCE -				
Designated / Reserved	$ 108,746	$ 128,049	$ 145,000	$ 155,000
Undesignated / Unreserved	23,267,842	24,337,227	25,110,997	25,613,088
TOTAL FUND EQUITY	$ 23,376,588	$ 24,465,276	$ 25,255,997	$ 25,768,088
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	--------	$ (1,266,158)	$ 1,573,325	$ (3,761,381)
ENDING BALANCE	$ 4,693,934	$ 3,427,776	$ 5,001,101	$ 1,239,720
- - STAFFING - -				
Personnel Services Total Amount	$ 2,018,204	$ 2,110,395	$ 2,144,259	$ 2,279,418
* Full-Time Positions	33.00	33.00	32.00	32.00

BOARD OF PUBLIC WORKS UTILITIES
SERVICES GROUP
SUMMARY OF ALL ORGANIZATIONAL UNITS

	FY-2006 Final Actual	FY-2007 Approved Budget	FY-2007 Final Revised Estimate	FY-2008 Approved Budget
Fuel & Purchased Power	55,574,524	53,845,447	49,717,599	53,401,399
Wages & Benefits	12,312,345	13,692,234	12,524,368	13,785,147
Allocated Labor	(843,374)	(800,584)	(630,622)	(802,386)
Interest on Bonds	1,350,152	1,243,157	1,202,534	1,016,912
Contribution to City	2,433,000	2,840,400	2,840,400	3,195,400
Depreciation	12,306,218	12,898,448	12,818,401	11,824,000
Remaining Expenses	9,437,349	9,625,899	9,715,858	10,581,922
Total BPW	92,570,215	93,345,001	88,188,537	93,002,394
Detail of Remaining Expenses				
Maintenance Supplies / Services	1,853,407	1,639,660	1,822,936	1,914,533
Property / Liability Insurance	985,549	1,083,319	1,010,662	1,111,725
Chemicals - PP/WTP/WWTP	905,504	857,630	947,871	944,461
Bio-solids Disposal - WWTP	835,187	810,000	816,276	859,100
Production Electricity - WTP/WWTP	810,279	786,000	855,259	924,000
Other Employee Cost	263,716	357,608	262,742	388,745
Computer Software / Services Fees	182,179	336,254	208,276	318,048
Tree Trimming	330,385	303,000	361,176	340,000
Flyash Disposal	255,657	299,574	274,163	325,705
Electrical System Supplies / Maintenance	321,791	282,900	304,082	283,000
Legal / Professional / Consulting	466,910	276,700	590,186	423,000
Electric Subs O & M	219,406	254,000	161,252	254,000
Vehicles	272,657	216,746	273,352	245,577
Facilities Electricity	213,078	197,225	210,335	221,325
Other Outside Services	237,054	192,790	285,584	204,250
Facilities Gas Heating	161,778	191,500	171,553	182,000
Pollution Control Supplies	88,624	183,917	61,484	211,739
Postage	167,547	176,885	162,373	186,180
Computer Hardware/Maintenance	71,430	136,079	62,787	144,670
Production Water - PP/WWTP	129,373	134,220	162,426	147,128
Other Electric Production - PP	87,665	121,600	84,902	126,480
Uncollectibles	42,129	100,000	90,896	100,000
Other Expenses	536,044	688,292	535,285	726,256
Total Remaining Expenses	9,437,349	9,625,899	9,715,858	10,581,922

INTRODUCTION TO DEPARTMENT

BOARD OF PUBLIC WORKS UTILITIES SERVICES

Electric Transmission & Distribution & Fiber Optics

MISSION STATEMENT

POWER SUPPLY

To provide electrical energy to meet the requirements of electric system customers; and to provide that energy at the lowest cost possible at a high level of reliability as needed by those customers.

ELECTRIC TRANSMISSION & DISTRIBUTION & BROADBAND

To provide a team of individuals who are leaders in the delivery of safe, reliable, and efficient electric power and are committed to customer satisfaction; and to provide broadband services to HBPW and City departments and to customers throughout the local community that is cost effective and reliable.

ACTION PLAN FOR FISCAL YEAR 2008

POWER SUPPLY

* To install or procure additional generation capacity to meet the growth of customers' load.
* To evaluate the potential of installing renewable resources for a portion of Holland's energy requirements.
* To be proactive in performing preventive maintenance rather than reactive only.

ELECTRIC TRANSMISSION & DISTRIBUTION & BROADBAND

* Continue to improve the electric transmission and distribution systems to ensure a superior level of reliability to our customers that is unequaled by our competitors.
* Continue to improve the ability of our employees to respond promptly and effectively to problems affecting our customers.
* Utilize state-of-the-art computer and control systems to effectively and efficiently serve the needs of our customers.
* Provide responsible management of capital investment and operational expenses to ensure that our customers and community are served by the least cost provider of utility services while investing in a reliable system, supported by an efficient and productive workforce.
* Continue to evaluate the Fiber to the Home (FTTH) service for the Holland community.
* Continue the conversion of fiber system records to a GIS/SQL based system compatible with current GIS standards.

SUMMARY BY ORGANIZATIONAL UNIT

- - UTILITIES SERVICES GROUP - ELECTRIC - -

	FY-2006 Final Actual	FY-2007 Approved Budget	FY-2007 Final Revised Estimate	FY-2008 Approved Budget
Payroll	4,262,250	4,672,694	4,271,270	4,885,778
Benefits	1,418,081	1,695,937	1,432,583	1,520,488
Subtotal	5,680,332	6,368,631	5,703,853	6,406,265
Purchased Power	44,173,073	38,092,830	35,812,637	38,645,961
Production and Supplies	12,067,248	16,586,058	14,570,810	15,650,451
Other Operating Expense	1,560,096	1,644,697	1,714,464	1,698,089
Maintenance Supplies	1,852,335	1,607,824	1,776,676	1,866,907
Vehicle Expense	178,604	126,521	164,689	146,749
Other Employee Costs	124,756	113,350	127,671	126,750
Facilities Expense	48,226	61,149	18,872	66,229
Subtotal	60,004,337	58,232,429	54,185,820	58,201,136
Allocated Labor	(777,004)	(742,080)	(572,322)	(741,525)
Subtotal w/ Allocated Labor	64,907,665	63,858,980	59,317,350	63,865,876
Depreciation	9,316,630	9,620,509	9,417,600	8,771,000
Interest Expense	229,412	154,620	125,271	1,200
Contribution to the City	2,433,000	2,840,400	2,840,400	3,195,400
Total	76,886,707	76,474,509	71,700,622	75,833,476

INTRODUCTION TO DEPARTMENT

BOARD OF PUBLIC WORKS UTILITIES SERVICES

Water

MISSION STATEMENT

WATER TREATMENT

To ensure that water plant facilities are adequate to serve the needs of all customers and to support the sustainability and growth of the community; to maintain facilities to achieve optimum performance and longevity; and to operate efficiently to increase the quality of service and reduce the cost of resources used.

WATER DISTRIBUTION

To ensure that water distribution facilities are adequate to serve the needs of all customers; to maintain facilities to achieve optimum performance and longevity; and to operate efficiently to increase the quality of service.

ACTION PLAN FOR FISCAL YEAR 2008

WATER TREATMENT

* To continue the development of a long-range plan for future water supply capacity.

* To ensure compliance with all aspects of the Safe Drinking Water Act and other pertinent environmental and safety regulations.

* To replace the filter control panels.

* To repaint the 1.5 million gallon reservoir.

WATER DISTRIBUTION

* To replace water mains in coordination with City street improvements.
    - 8th Street from Paw Paw Dr to Country Club Road
    - 12th Street, from Pine Ave to Fairbanks Avenue

* To plan and construct necessary water main improvements to meet customer needs.
    - Replace water main in areas requiring improved water flow and where corrosive soils have caused deterioration.

* Improve security and update the emergence response plan.

SUMMARY BY ORGANIZATIONAL UNIT

- - UTILITIES SERVICES GROUP - WATER - -

	FY-2006 Final Actual	FY-2007 Approved Budget	FY-2007 Final Revised Estimate	FY-2008 Approved Budget
Payroll	847,366	802,755	832,380	856,222
Benefits	295,394	328,280	298,818	313,786
Subtotal	1,142,760	1,131,036	1,131,197	1,170,009
Production and Supplies	520,680	529,652	531,447	632,919
Maintenance Supplies	168,340	173,794	179,045	188,822
Other Operating Expense	209,654	197,382	189,333	207,896
Facilities Expense	34,153	32,531	34,458	35,039
Vehicle Expense	18,087	19,910	7,028	23,138
Other Employee Costs	130,489	127,410	124,571	135,533
Subtotal	1,081,403	1,080,679	1,065,882	1,223,347
Allocated Labor	(18,964)	(14,569)	(17,330)	(14,569)
Subtotal w/ Allocated Labor	2,205,199	2,197,146	2,179,750	2,378,787
Depreciation	1,164,881	1,312,610	1,404,000	1,301,000
Interest Expense	864,639	850,586	839,313	797,894
Total	4,234,719	4,360,342	4,423,062	4,477,681

INTRODUCTION TO DEPARTMENT

BOARD OF PUBLIC WORKS UTILITIES SERVICES

Wastewater

MISSION STATEMENT

WASTEWATER TREATMENT

To ensure that the wastewater treatment plant is adequate to serve the needs of its customers and to support the sustainability and growth of the community at large and; to maintain all facilities to assure optimum performance and longevity, and to operate efficiently to increase the quality of service and reduce the cost of resources used.

WASTEWATER COLLECTION

To ensure that wastewater collection facilities are adequate to serve the needs of all customers; and to operate efficiently to increase the quality of service and reduce the cost of resources used.

ACTION PLAN FOR FISCAL YEAR 2008

WASTEWATER TREATMENT

* To meet or exceed all standards of wastewater effluent quality.

* To be involved with community-wide efforts to improve the water quality of Lake Macatawa.

* To evaluate biosolids dewatering and disposal options and design improvements.

WASTEWATER COLLECTION

* To replace sanitary sewer mains in coordination with City street improvements.

  - 12th Street, from Pine Ave to Fairbanks Avenue.

* To plan and construct necessary sanitary sewer improvements to meet customer needs.

SUMMARY BY ORGANIZATIONAL UNIT

- - UTILITIES SERVICES GROUP - WASTEWATER - -

	FY-2006 Final Actual	FY-2007 Approved Budget	FY-2007 Final Revised Estimate	FY-2008 Approved Budget
Payroll	1,188,522	1,243,562	1,191,793	1,317,035
Benefits	430,195	501,423	445,284	454,195
Subtotal	1,618,717	1,744,984	1,637,078	1,771,230
Production and Supplies	2,061,756	1,959,900	2,126,784	2,160,500
Maintenance Supplies	192,142	245,141	227,391	255,246
Other Operating Expense	253,543	311,000	254,212	293,880
Facilities Expense	33,487	34,824	39,563	39,919
Vehicle Expense	18,335	24,800	21,364	25,827
Other Employee Costs	152,520	171,940	179,235	170,480
Subtotal	2,711,783	2,747,605	2,848,549	2,945,852
Allocated Labor	(40,438)	(36,339)	(32,643)	(38,696)
Subtotal w/ Allocated Labor	4,290,062	4,456,250	4,452,984	4,678,386
Depreciation	1,824,706	1,965,329	1,996,800	1,752,000
Interest Expense	256,102	237,951	237,950	217,818
Total	6,370,870	6,659,530	6,687,733	6,648,204

INTRODUCTION TO DEPARTMENT

BOARD OF PUBLIC WORKS UTILITIES SERVICES

Administrative & General

MISSION STATEMENT

To satisfy the utility requirements of the Holland community by providing the desired service in a sufficient amount at the most reasonable price. To provide timely and accurate financial reporting along with special analyses as required for decision-making. To manage the external relations of the BPW including customer service, key accounts, public relations, customer rates and other marketing functions. To procure and inventory an appropriate supply of materials and equipment, to provide appropriate building and grounds maintenance of all BPW facilities. To provide comprehensive information technology to efficiently manage and secure information maintained by the BPW.

ACTION PLAN FOR FISCAL YEAR 2008

* Achieve regulatory compliance to protect and improve our natural environment.
* Ensure a safe work environment for all employees.
* Improve the reliability of all services including electric, water, wastewater and fiber optics.
* Increase involvement in economic development in the Holland Community.
* Evaluate and plan for the future capacity needs.
* Ensure information is provided to all classes of customers on using services efficiently.
* Provide valid and useful financial information to management and the Board of Directors necessary for decision-making.
* Enhance the finance and billing systems to improve service to external and internal customers.
* Implement the automated meter reading system (AMR) installation for commercial and industrial customers.
* Improve purchasing and inventory effectiveness and efficiency.
* Increase security of information systems to reduce the risk of lost, stolen or misused information while improving the efficiency of information management.
* Improve the opportunities for the growth and development of BPW employees.

SUMMARY BY ORGANIZATIONAL UNIT

- - UTILITIES SERVICES GROUP - ADMINISTRATIVE & GENERAL - -

	FY-2006 Final Actual	FY-2007 Approved Budget	FY-2007 Final Revised Estimate	FY-2008 Approved Budget
Payroll	2,845,351	3,265,984	2,987,706	3,343,870
Benefits	1,025,185	1,181,598	1,064,534	1,093,772
Subtotal	3,870,537	4,447,583	4,052,240	4,437,642
Other Operating Expense	526,396	543,088	664,968	688,802
Office Supplies	217,852	249,274	209,226	261,934
Other Employee Costs	102,538	199,548	106,679	213,030
Facilities Expense	190,648	199,420	186,858	197,830
Maintenance Supplies	150,503	196,433	130,836	227,520
Vehicle Expense	26,413	22,870	34,641	23,870
Subtotal	1,214,351	1,410,633	1,333,208	1,612,986
Allocated Labor	(6,968)	(7,596)	(8,328)	(7,596)
Total	5,077,919	5,850,620	5,377,120	6,043,032
Allocations				
Electric Fund	48.59%	48.59%	48.56%	48.56%
Wastewater Fund	25.71%	25.71%	25.72%	25.72%
Water Fund	25.71%	25.71%	25.72%	25.72%
Contingencies (10% by Fund)				
Electric Fund		7,923,715		7,844,961
Wastewater Fund		809,720		817,965
Water Fund		581,317		601,813

MUNICIPAL UTILITIES CAPITAL PROJECTS
- ELECTRIC - WATER - WASTEWATER -

FIVE-YEAR PROJECTION SUMMARY

	FY2008 Budgeted	FY2009 Projected	FY2010 Projected	FY2011 Projected	FY2012 Projected
ELECTRIC UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Service Group)					
Financing Sources:					
Electric Fund - Net Revenues & Earnings	4,398,215	6,088,978	5,122,941	4,192,569	5,742,577
Financed from Cash Reserves	1,264,260	1,411,022	2,477,059	3,507,431	2,057,423
Bond Issue Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
	5,662,475	7,500,000	7,600,000	7,700,000	7,800,000
Financing Applications:					
Power Resources	1,318,500	2,625,000	2,660,000	2,695,000	2,730,000
Electric Transmission and Distribution & Allocated Adminin Projects	4,343,975	4,875,000	4,940,000	5,005,000	5,070,000
	5,662,475	7,500,000	7,600,000	7,700,000	7,800,000
WATER UTILITY CAPITAL PROJECTS (Further Information On Various Pages of Utilities Service Group)					
Financing Sources:					
Water Fund - Net Revenues & Earnings	503,052	232,787	257,907	239,718	217,333
Financed from Cash Reserves	3,961,023	2,298,249	2,311,094	2,367,819	(18,617,797)
Bond Issue Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	32,000,000
	4,464,075	2,531,036	2,569,002	2,607,537	13,599,537
Financing Applications:					
Water Plant	946,600	1,850,000	290,750	230,500	12,357,000
Water Distribuiton & Allocated Admin	3,517,475	681,036	2,278,252	2,377,037	1,242,537
	4,464,075	2,531,036	2,569,002	2,607,537	13,599,537
WASTEWATER UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Services Group)					
Financing Sources:					
Wastewater Fund - Net Revenues & Earnings	555,312	609,960	621,783	679,810	920,615
Financed from Cash Reserves	2,626,063	2,713,515	1,478,217	720,190	579,385
Bond Issue Proceeds	- 0 -	6,955,200	- 0 -	- 0 -	- 0 -
	3,181,375	10,278,675	2,100,000	1,400,000	1,500,000
Financing Applications:					
Wastewater Plant	892,000	9,975,000	325,000	250,000	250,000
Wastewater Collection & Allocated Admin	2,289,375	303,675	1,775,000	1,150,000	1,250,000
	3,181,375	10,278,675	2,100,000	1,400,000	1,500,000

ADDITIONAL COMMENT:

Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Adopted. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

INTERNAL SERVICES FUNDS

Technology Services Fund

Communication Services Fund

Photocopy Services Fund

Postage Services Fund

Fuel Dispensing Fund

City Motor Pool Fund (History Only)

Risk Management Funds (Employee-Related Insurances):

- Employee Workers Compensation Insurance
- Employee Disability Insurance
- Employee Health & Dental Insurance

Risk Management Funds (Property Casualty Insurances):

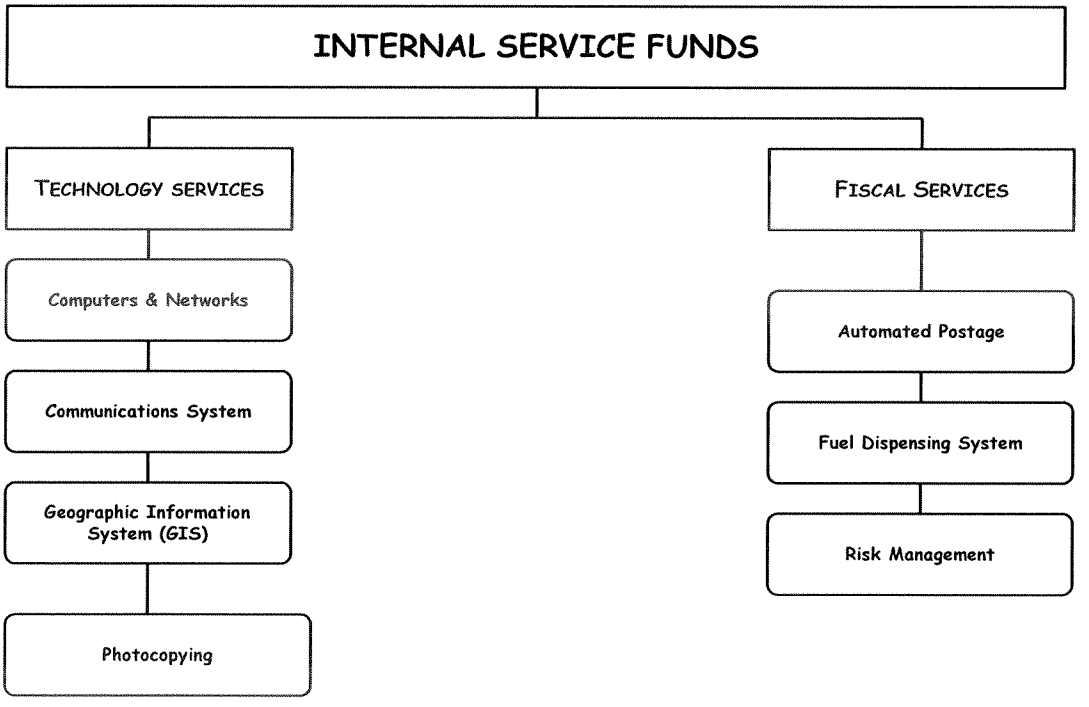
- Vehicle Insurance
- Property Insurance
- General Liability & Public Officials Liability Insurance

INTERNAL SERVICES GROUP
INTRODUCTION

GROUP MISSION STATEMENT

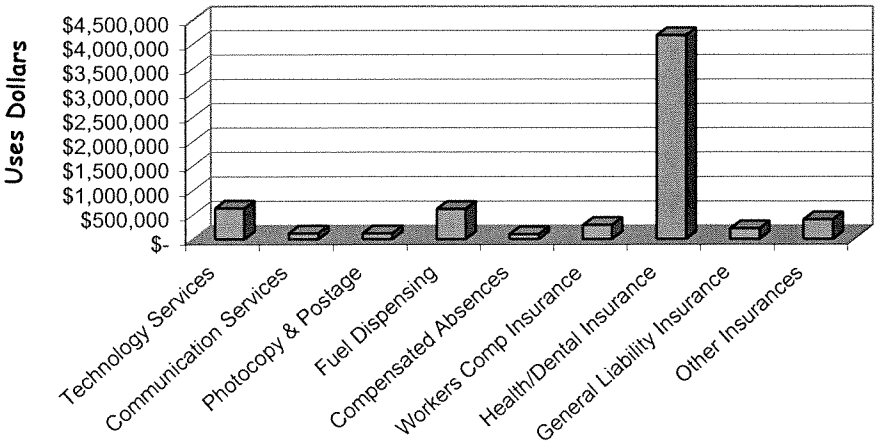
Internal Service Funds are maintained for the purpose of accounting for the financing of services provided by one department or agency to other departments or agencies of the city, or to other governmental units, on a cost-reimbursement basis. The overall objective of this group is to accurately account for such transactions, and to record revenues and expenditures in a fair an accurate manner, and to provide quality equipment for employees to use in carrying out their responsibilities.

GROUP ORGANIZATIONAL STRUCTURE

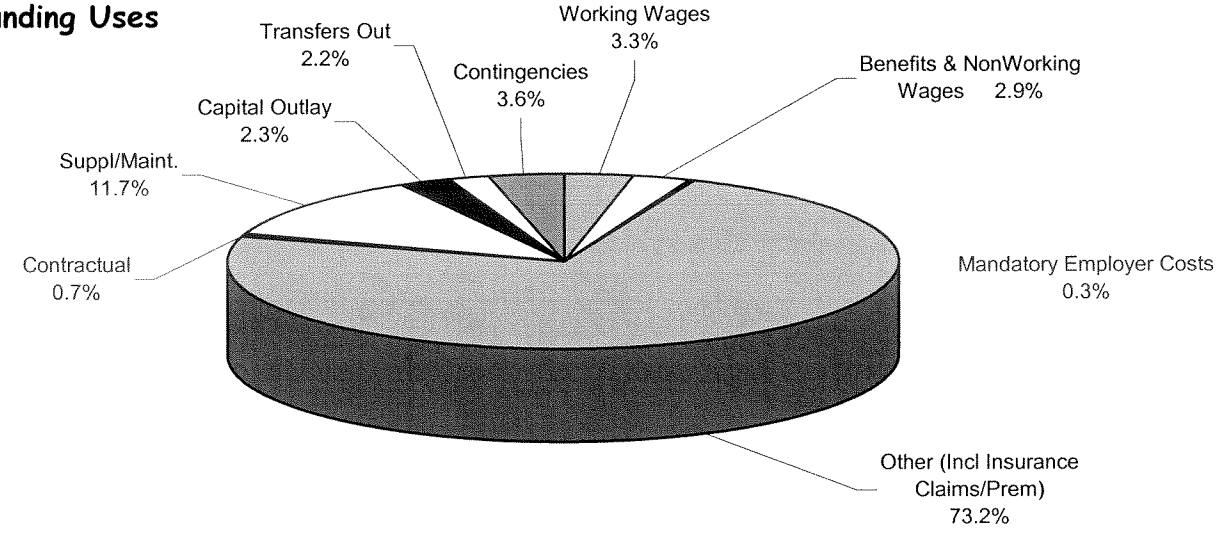


INTERNAL SERVICE FUNDS GROUP

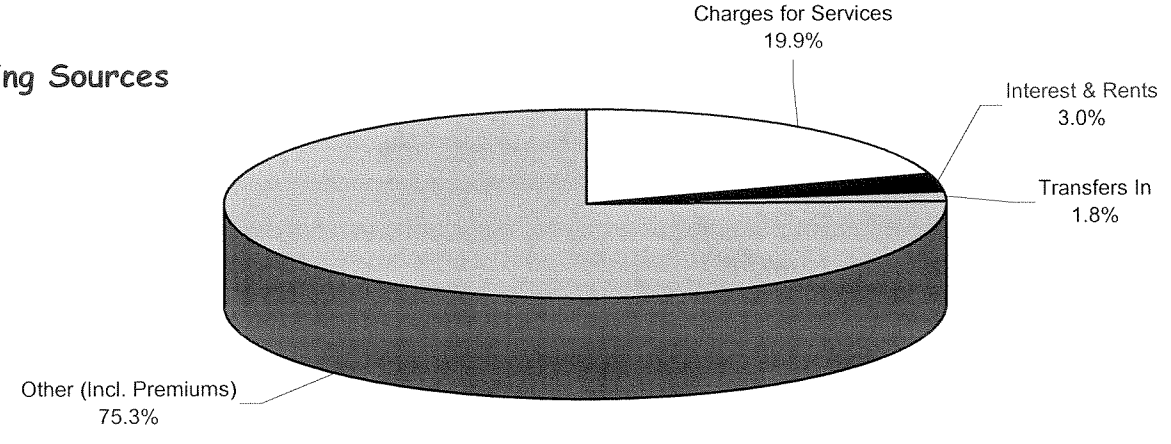
Total Uses By Department $6,672,272



Funding Uses



Funding Sources



INTERNAL SERVICE FUNDS GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
Internal Service	$ 6,171,698	$ 6,180,287	$ 6,128,844	$ 6,672,272
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Charges for Services	$ 1,153,628	$ 1,365,659	$ 1,314,212	$ 1,300,975
Interest & Rents	54,729	117,286	191,607	198,440
Other	5,350,712	5,120,110	4,974,590	4,919,800
Transfers In	8,823	- 0 -	- 0 -	115,386
TOTAL SOURCES	$ 6,567,892	$ 6,603,055	$ 6,480,409	$ 6,534,601
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 268,307	$ 247,189	$ 188,003	$ 220,057
* Benefits - Includes NonWorking Wages	204,673	148,218	182,650	187,479
* Mandatory Employer Costs	28,887	26,152	17,800	21,600
Other Current Expenditures -				
* Supplies / Maintenance	597,974	789,856	796,023	781,599
* Contractual Expenditures	10,733	17,404	11,700	44,900
* Other	4,781,556	4,711,494	4,764,731	4,883,551
Capital Outlay	138,345	110,074	98,637	155,700
Debt Service Payments -				
* Principal Maturities	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	141,223	129,900	69,300	145,386
Contingencies	- 0 -	- 0 -	- 0 -	232,000
TOTAL USES	$ 6,171,698	$ 6,180,287	$ 6,128,844	$ 6,672,272
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 154,101	$ 151,052	$ 155,789	$ 155,745
Loss on Disposal of Capital Asset	25,760	12,725	- 0 -	- 0 -
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 501,867	$ 421,559	$ 388,453	$ 429,136
* Full-Time Positions	5.00	5.00	4.00	4.00
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Technology Services Fund

FUND MISSION STATEMENT

The mission of the Technology Services Department is to provide computing and communications technology strategy, as well as effective tools and services, to anticipate and meet the ever-changing informational needs of the City.

ACTION PLAN FOR FISCAL YEAR 2008

* To replace all personal computers that are running on Windows 95 or 98 (about 30 computers) to computers that are able to operate with Windows XP or Vista. (July 2007)

* To review the City's Emergency Management Plan to ensure that an adequate disaster recovery plan is in place for the City's computer system. (October 2007)

* To re-energize the City's computer training efforts to ensure that staff is utilizing the capabilities of the equipment. (July 2007)

* To replace the outdated Burrowes Cemetery software with new software that will adequately meet the needs of the Cemetery Division. (September 2007)

* Update the City's aerial photography into a full color system. (June 2008)

* Work with the Fire Department and Transportation Services Departments to provide software that will improve mapping capabilities, as well as pavement and stormwater management. (December 2007)

* Upgrade the email server to new hardware and the latest version of software. (January 2008)

* Complete an in-house network/internet security audit. (February 2008)

* Evaluate the cost allocation formula for distributing technology services expenses amongst City departments. (December 2007)

* To evaluate the merits of offering advertising opportunities on various City information bases available to the public as an additional revenue source. (November 2007)

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - TECHNOLOGY SERVICES - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Servers:				
Cemetery Data - Linux - disk (unknown)	1	1	1	1
Database (BS&A) - Win 2000 - disk 45GB	1	1	1	1
E-Mail - Win 2000 - disk 27GB	1	1	1	1
E-Mail - NT (old) - disk 13GB	1	0	0	1
E-Mail - (future) Win 2000 72 GB	0	0	1	1
Intranet - NT - disk 13GB	0	1	1	0
Intranet/Internet - NT - disk 2GB	1	0	0	1
Internet/DNS - NT - disk 2GB	0	1	1	0
Intranet/Internet G.I.S. - NT - disk 20GB	1	1	1	1
Internet Proxy - NT - disk 4GB	0	1	1	0
Finance Database - NT - disk 45GB	1	0	0	1
Finance Database - Linux - disk 45GB	1	1	1	1
G.I.S. - NT - disk 18GB	1	0	0	0
Domain Backup Controller - NT - disk 18GB	0	1	1	0
G.I.S. (new) - Win 2000 - disk 219GB	1	1	1	1
G.I.S. Map Server - NT - disk 20GB	0	1	1	1
Imaging - Win 2000 - disk 288GB	1	1	1	1
Print/File/Database - NT - disk 72GB	1	1	0	1
Logon/File/Database (new) - Win 2000 - disk 288GB	0	1	1	0
MAX Office - Win 2000 - disk 36GB	1	1	1	1
Recreation/Parks - Win 2000 - disk 276GB	1	1	1	1
Total Servers	14	16	16	15
Desktop & Mobile Computers				
Assessor	8	9	9	8
City Clerk	9	8	8	7
City Council	9	9	9	13
City Manager	3	3	3	3
Civic Center	11	6	6	7
Community Development	0	0	0	0
Community Services & Development	0	0	0	3
Council Chambers/Control Room	3	4	4	0
DeGraaf Nature Center	4	4	4	4
Downtown Development Authority	3	3	3	3
Environmental Health	0	0	0	0
Finance	7	7	7	7
Fire Department	11	18	18	18
Human Relations	4	5	5	4

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - TECHNOLOGY SERVICES - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Desktop & Mobile Computers cont.				
Human Resources	3	3	3	3
MAX Office	14	14	14	16
Neighborhood Community Services	26	25	25	18
OurStreet	4	4	4	4
Park & Cemetery Office	4	10	10	10
Planning	0	0	0	4
Police Department	37	63	63	66
Purchasing/Motorpool	0	0	0	0
Street Department	0	0	0	0
Technology Services	15	4	4	20
Training	0	0	0	0
Training Room	1	1	1	1
Transportation Services	14	15	15	15
Treasurer	4	4	4	3
Volunteer	0	0	0	0
Windmill Island	3	4	4	5
Unassigned/Surplus	21	19	6	---
Total Desktop & Mobile Computers	218	242	229	242
Number of Printers in Use:				
Assessor	3	3	3	3
City Clerk	3	2	2	2
City Manager	3	2	2	2
Civic Center	5	4	4	5
Community Development	0	0	0	0
Community Services & Development	0	0	0	3
DeGraff Nature Center	2	3	3	3
Neighborhood Community Services	11	12	12	9
Downtown Development Authority	3	3	3	3
Environmental Health	0	0	0	0
Finance	3	3	3	3
Fire Dept	5	6	6	7
Human Relations	1	1	1	1
Human Resources	1	1	1	1
MAX Office	5	7	7	7
Ourstreet	4	3	3	3
Park & Cemetery Offices	4	5	5	5
Planning	0	0	0	0

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - TECHNOLOGY SERVICES - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Number of Printers in Use cont.				
Police Dept	20	20	20	19
Purchasing / Motorpool	0	0	0	0
Street Department	0	0	0	0
Technology Services	5	3	3	5
Transportation Services	6	7	7	7
Treasurer	1	1	1	1
Windmill Island	3	3	3	3
Unassigned/Surplus	3	3	0	---
Total Printers	91	92	89	92
Digital Cameras/Camcorders				
Assessor	3	3	3	3
City Clerk	0	0	0	0
City Manager	0	0	0	0
Civic Center	1	1	1	1
DeGraff Nature Center	1	1	1	1
Downtown Development Authority	0	0	0	1
Neighborhood Community Services	8	8	8	5
Finance	0	0	0	0
Fire Dept	2	2	2	1
Human Relations	0	0	0	2
Human Resources	1	1	1	1
MAX Office	1	1	1	1
Ourstreet	1	1	1	2
Park & Cemetery Offices	0	0	0	1
Police Dept		** Data Not Available **		
Purchasing / Motorpool	0	0	0	0
Technology Services	0	1	1	1
Transportation Services	1	1	1	1
Treasurer	0	0	0	0
Windmill Island	0	0	0	0
Unassigned/Surplus	0	0	0	0
Total Digital Cameras/Camcorders	19	20	20	21
Scanning Devices				
Assessor	0	0	1	1
City Clerk	2	2	2	2
City Manager	1	1	1	0

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - TECHNOLOGY SERVICES - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Scanning Devices cont.				
Civic Center	1	1	1	1
DeGraff Nature Center	1	1	1	1
Neighborhood Community Services	3	4	4	3
Finance	1	1	1	1
Fire Dept	2	2	2	1
Human Relations	0	0	0	0
Human Resources	1	1	1	1
MAX Office	1	1	1	1
Park & Cemetery Offices	0	0	0	0
Police Dept	**Data not Available**		4	4
Technology Services	1	1	1	1
Transportation Services	0	0	1	1
Treasurer	0	0	0	0
Windmill Island	0	0	0	0
Unassigned/Surplus	2	3	1	4
Total Scanning Devices	16	18	22	22

INTERNAL SERVICE FUNDS GROUP

TECHNOLOGY SERVICES FUND

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 548,935	$ 585,188	$ 539,788	$ 515,250
Interest & Rents	4,074	5,239	6,200	5,400
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	15,386
TOTAL SOURCES	$ 553,009	$ 590,427	$ 545,988	$ 536,036
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 267,006	$ 245,845	$ 186,600	$ 218,600
* Benefits - Includes NonWorking Wages	115,712	129,319	81,900	86,700
* Mandatory Employer Costs	25,209	24,182	16,600	19,000
Other Current Expenditures -				
* Supplies / Maintenance	75,350	83,675	88,150	93,800
* Contractual	- 0 -	1,125	1,000	34,000
* Other	23,221	23,385	29,510	37,200
Capital Outlay	99,773	89,221	65,843	129,500
Transfers Out	8,823	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	12,000
TOTAL USES	$ 615,094	$ 596,752	$ 469,603	$ 630,800
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 120,450	$ 126,226	$ 126,000	$ 126,000
Loss on Disposal of Capital Asset	8,848	12,725	- 0 -	- 0 -

This Fund Continues On Next Page

INTERNAL SERVICE FUNDS GROUP

TECHNOLOGY SERVICES FUND

This Fund Continues From Previous Page

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (91,610)	$ (56,055)	$ 16,228	$ (91,264)
ENDING BALANCE - (see note below)				*75,290*
Designated / Reserves	$ 145,000	$ 150,000	$ 225,000	$ 115,000
Designated/Reserves-Copiers/Printers	$ - 0 -	$ - 0 -	$ - 0 -	$ 15,386
Undesignated / Unreserved	308,846	247,791	189,019	267,659
TOTAL FUND EQUITY	$ 453,846	$ 397,791	$ 414,019	$ 398,045
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ 3,885	$ 1,385	$ (150)
ENDING BALANCE	$ 1,859	$ 5,744	$ 7,129	$ 6,979
- - STAFFING - -				
Personnel Services Total Amount	$ 407,927	$ 399,346	$ 285,100	$ 324,300
* Full-Time Positions	5.00	5.00	4.00	4.00
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

The Photocopy Services Fund will be closed out at the end of FY2008 into the Technology Services Fund and begin a combined operation for FY2009. The capital assets will be transferred to the Technology Services Fund at 6/30/08.

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Communications Services Fund

FUND MISSION STATEMENT

To provide telephone support for voice, data, and long distance services. This includes the operation, service, and evaluation of the equipment.

ACTION PLAN FOR FISCAL YEAR 2008

* To evaluate and prepare recommendations on the entire City phone system by January 2008 in terms of:
  - Equipment condition and needs
  - System costs
  - Performance
  - Security

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - COMMUNICATION SERVICES - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Number of Regular Phones in Use by Department:				
-Assessor's Office	7	7	7	7
-City Manager's Office	5	5	5	5
-Clerk's Office	7	7	7	7
-Community Development	0	0	0	0
-Council Chambers/Training Room/3rd Floor Conference	3	3	3	3
-Engineering	0	0	0	0
-Environmental Health Department	0	0	0	0
-Finance Office	7	7	7	7
-Human Relations Office	5	5	5	5
-Human Resources Office	3	3	3	3
-MAX	0	0	0	0
-Mayor	1	1	1	1
-Neighborhood Community Services	29	29	29	29
-Planning	0	0	0	0
-Technology Services	9	7	7	7
-Transportation Services Facility	0	0	0	0
-Treasurer's Office	4	4	4	4
-Volunteer Services Office	0	0	0	0
-Total City Hall	80	78	78	78
-Bouws Pool	1	1	1	1
-Civic Center	7	7	7	7
-DeGraaf Nature Center	1	1	1	1
-Downtown Development Authority	3	3	3	3
-Fire Stations #1	6	6	6	6
-Fire Stations #2	14	14	14	14
-Fire Stations #3	1	0	0	0
-Maplewood	1	1	1	1
-Matt Urban Sports Complex	1	1	1	1
-MAX	12	12	12	12
-Moran Park (tennis courts)	1	1	1	1
-Motor Pool	0	0	0	0
-Ourstreet/Weed & Seed	4	4	4	4
-Parks & Cemetery Office	19	19	19	19
-Police Dept	86	86	86	86
-Staduim	1	1	1	1
-Street Department Garage/Warehouse	0	0	0	0
-Transportation Services Facility	22	21	21	21
-Windmill Island	4	4	4	4
-Grand Total	264	260	260	260
Number of Pay Phones				
-Various Locations	12	12	1	1

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - COMMUNICATION SERVICES - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Number of Nextel Phones in Use by Department:				
-City Manager	1	1	1	1
-Civic Center	4	6	5	5
-Community Neighborhood Services	0	8	0	0
-Environmental Health	0	0	0	0
-Fire Department	6	6	4	4
-Max Offices	1	1	1	1
-Mayor	1	1	1	1
-Neighborhood community Services	9	0	6	6
-Ourstreet	3	0	0	0
-Parks & Cemetery Offices	6	7	7	7
-Police Department	19	10	9	9
-Street Department Garage/Warehouse	0	0	0	0
-Technology Services	1	1	1	1
-Transportation Services Facility	7	5	5	5
-Windmill Island	1	2	3	3
-Grand Total	59	48	43	43
Number of City-Subsidized Nextel Phones in Use by Department				
-Neighborhood Community Services	0	3	4	4
-Ourstreet	0	0	2	2
-Fire Departments	0	1	4	4
-Police Department	0	9	13	13
-Transportation Services	0	4	7	7
-Grand Total	59	65	73	73
Number of Cellular Phones in Use by Department				
-MAX Office	0	0	1	1
-Ourstreet	0	0	0	0
-Grand Total	0	0	1	1
Number of Computer Modems in Use by Department:				
-City Council	9	0	0	0
-Clerk's Office	1	1	1	1
-Finance Office	2	0	0	0
-Neighborhood Community Sevices	4	4	4	4
-Technology Services	4	3	3	3
-Total City Hall	20	8	8	8

PROGRAM MEASUREMENTS

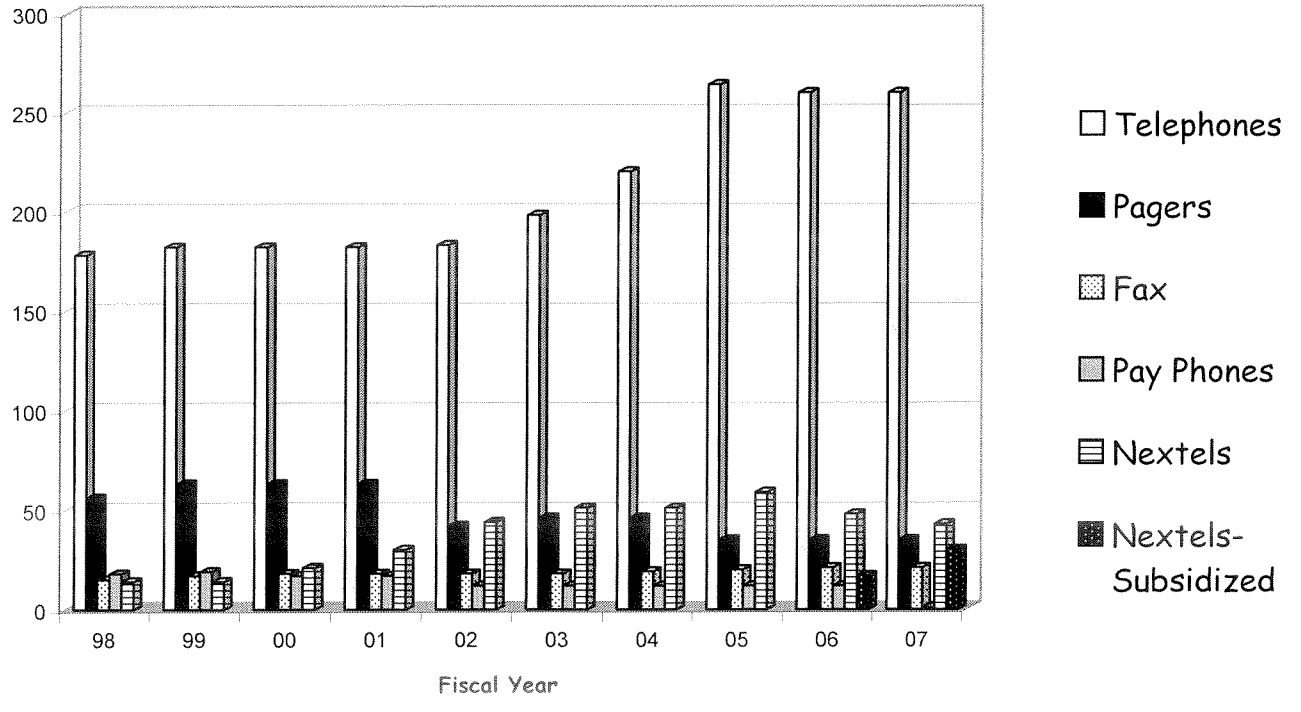
- - INTERNAL SERVICE FUNDS - COMMUNICATION SERVICES - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Number of Computer Modems in Use by Department cont:				
-Downtown Development Authority	2	0	0	0
-Fire Department Station #2	1	0	0	0
-LCS - Civic Center	1	0	0	0
-LCS DeGraaf Nature Center	2	0	0	0
-LCS -Windmill Island	3	0	0	0
-Police Department	1	1	1	1
-Transportation Services Facility	1	1	1	1
-Grand Total	31	10	10	10
Number of DSL Lines in Use by Department				
-DeGraaf Nature Center	0	1	1	1
-Windmill Island	0	1	1	1
-Grand Total	0	2	2	2
Number of FAX Machines				
City Hall				
-Assessor's Office	1	1	1	1
-City Manager's Office	1	1	1	1
-Finance Office	1	1	1	1
-Neighborhood Community Services	1	2	2	2
-Total City Hall	4	5	5	5
-Civic Center	1	1	1	1
-DeGraaf Nature Center	1	1	1	1
-Downtown Development Authority	1	1	1	1
-Fire Department Station #1	1	1	1	1
-Fire Department Station #2	1	1	1	1
-Matt Urban Sports Complex	1	1	1	1
-MAX Office	2	2	2	2
-Ourstreet	1	1	1	1
-Parks & Cemetery Offices	1	1	1	1
-Police Department	3	3	3	3
-Transportation Services Facility	2	2	2	2
-Windmill Island	1	1	1	1
-Grand Total	20	21	21	21

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - COMMUNICATION SERVICES - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
Number of Pagers by Departments				
-Civic Center	0	0	0	0
-Fire Department	6	6	6	6
-MAX Office	0	0	0	0
-Parks & Cemetery Offices	0	0	0	0
-Police Department	29	29	29	29
-Transportation Services Facility	0	0	0	0
-Grand Total	35	35	35	35
Number of Credit Card Validation Machines				
-Civic Center	2	2	2	2
-DeGraaf Nature Center	1	1	1	1
-Max Office	0	1	1	1
-Parks & Cemetery Offices	1	1	1	1
-Treasurer's Office	1	1	1	1
-Windmill Island	1	1	1	1
-Grand Total	6	7	7	7



INTERNAL SERVICE FUNDS GROUP

COMMUNICATION SERVICES FUND

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 107,013	$ 95,643	$ 100,777	$ 118,880
Interest & Rents	- 0 -	354	- 0 -	- 0 -
Other (Rebates)	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	8,823	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 115,836	$ 95,997	$ 100,777	$ 118,880
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 14,377	$ 13,502	$ 14,176	$ 17,500
* Other	82,828	86,770	86,601	101,380
Capital Outlay	16,829	2,017	1,665	- 0 -
Debt Service Payments -				
* Principal Maturity Payments	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 114,034	$ 102,289	$ 102,442	$ 118,880
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 15,035	$ 10,252	$ 11,000	$ 11,000
Loss on Disposal of Capital Asset	16,912	- 0 -	- 0 -	- 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (13,316)	$ (14,527)	$ (11,000)	$ (11,000)
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	65,874	51,347	40,347	29,347
TOTAL FUND EQUITY	$ 65,874	$ 51,347	$ 40,347	$ 29,347
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ (3,290)	$ (1,665)	$ - 0 -
ENDING BALANCE	$ 10,765	$ 7,475	$ 5,810	$ 5,810

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Photocopy Services Fund

FUND MISSION STATEMENT

To provide quality, high speed, cost effective photocopy and collating equipment for use by all General City Departments.

ACTION PLAN FOR FISCAL YEAR 2008

* To provide centralized support for extensive photocopying needs at:
  - City Hall
  - Police Department
  - Fire Department
  - Downtown Development Authority Office
  - Recreation Department / Civic Center Office
  - Parks & Cemetery Department Office
  - Ourstreet Office
  - Park Warehouse/Motor Pool Office
  - Transportation Facility
  - DeGraaf Nature Center

* To continue to build adequate reserves for replacement units as required.

* To maintain the per-copy assessment at $0.023/copy for FY 2008. This rate structure is anticipated to be adequate for maintaining a desirable balance for *Working Capital* and a *Reserve for Asset Replacement*.

* To carry out the acquisition of all photocopiers, with approval by the City Council by December 2007.

* To examine various options for the most favorable financing of new or replacement units such as outright purchase and lease with option to purchase.

* To close out this fund at June 30, 2008 into the Technology Services Fund and begin a combined operation for FY2009. The capital assets will be transferred to the Technology Services Fund. A separate reserve within the Technology Services Fund will be maintained for future copier/printer replacements.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - PHOTOCOPY SERVICES - -

PHOTOCOPIER UNITS - BY LOCATION	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
City Hall: Assessing and Board of Review				
- Large Size Floor Model	21,717	23,680	20,000	20,000
City Hall: City Clerk and Elections				
- Desktop / Stand model	25,671	27,711	20,000	20,000
City Hall: Community Services & Development / Engineers				
- Blueprint Copier (No per copy fee for the unit)				
- Large Floor Model	98,638	100,218	130,000	130,000
City Hall: Department of Environmental Health				
- Small Size Floor Model	13,661	13,220	12,000	12,000
City Hall: Finance & Treasurer				
- Small Size Floor Model	53,055	53,816	53,000	53,000
City Hall: Mayor, City Manager, Human Resources				
- Large Floor Model	84,353	91,635	90,000	90,000
DDA / Mainstreet				
- Small Size Floor Model (Replaced with newer model mid-Fy06, with color capabilities)	35,686	31,676	55,000	55,000
Degraaf Nature Center				
- Desktop / Stand Model	13,158	12,113	12,000	12,000
Fire Dept: Kollen Park Station				
- Small Size Floor Model	59,639	42,163	45,000	45,000
Fire Dept: Waverly Station				
- Desktop / Stand Model	1,300	2,068	2,000	2,000
Ourstreet				
- Small Size Floor Model	24,311	27,388	27,000	27,000
Parks & Cemetery / Max				
- Desktop / Stand Model	10,217	8,668	6,000	6,000
Police Dept: Administration and Police Community Services				
- Mid Size Floor Model (Replaced with newer model in Fy05)	173,297	181,721	172,000	172,000
- Mid Size Floor Model (Replaced with newer model in Fy05)	135,989	160,510	162,000	162,000
Recreation Dept / Civic Center				
- Small Size Floor Model	73,183	59,049	60,000	60,000
Transportation Services Center				
- Desktop / Stand Model (Motorpool / Purchasing)	26,092	30,664	28,000	28,000
- Desktop / Stand Model (Streets / Mechanic / Warehouse)	1,325	1,391	1,500	1,500
Total Copies	851,292	867,691	895,500	895,500
Assessment Fee per Copy for All Sites Above	$0.033	$0.023	$0.023	$0.023

INTERNAL SERVICE FUNDS GROUP

PHOTOCOPY SERVICES FUND

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 32,606	$ 21,549	$ 22,391	$ 22,400
Interest & Rents	2,546	4,149	4,900	2,700
Other	- 0 -	(3,125)	- 0 -	- 0 -
TOTAL SOURCES	$ 35,152	$ 22,573	$ 27,291	$ 25,100
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 18,686	$ 22,012	$ 26,600	$ 23,500
* Other	60	65	50	100
Capital Outlay	21,743	18,836	31,129	26,200
Transfers Out	- 0 -	- 0 -	- 0 -	45,386
TOTAL USES	$ 40,489	$ 40,913	$ 57,779	$ 95,186
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 14,827	$ 10,785	$ 15,000	$ 15,000
Loss on Disposal of Capital Asset	- 0 -	- 0 -	- 0 -	- 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 1,579	$ (10,289)	$ (14,359)	$ (58,886)
ENDING BALANCE - (see note below)				*(75,290)*
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	158,824	148,535	134,176	- 0 -
TOTAL FUND EQUITY	$ 158,824	$ 148,535	$ 134,176	$ - 0 -
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ (15,215)	$ (30,488)	$ (70,086)
ENDING BALANCE	$ 115,789	$ 100,574	$ 70,086	$ - 0 -
- - STAFFING - -				

Positions: Not Applicable

This fund will be closed out at the end of FY2008 into the Technology Services Fund and begin a combined operation for FY2009. The capital assets will be transferred to the Technology Services Fund at 6/30/08.

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Postage Services Fund

FUND MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2008

* To implement anticipated changes to postal rates in a timely manner.

* To deliver the mail to the U.S. Post Office in a timely manner, at least once daily (and whenever feasible, twice daily).

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - POSTAGE SERVICES - -

DEPARTMENT OR ACTIVITY	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
City Council	$ 450	$ 219	$ 350	$ 370
City Manager	447	326	350	370
Elections	6,215	2,997	3,000	3,150
Finance Office	5,475	5,150	5,000	5,250
Independent Audit	0	0	0	0
Property Assessing Office	800	1,157	1,200	1,250
City Clerk	1,591	1,760	1,500	1,600
Personnel Office	516	301	300	300
Purchasing	2	0	0	0
Treasurer's Office	532	575	800	850
Volunteer Services	25	14	20	25
Planning Office	942	3,079	1,100	1,150
Environmental Health/Inspections	2,174	2,183	2,000	2,100
Environmental Health/Rental Housing	1,893	1,883	2,000	2,100
Environmental Health/Construction Inspections	711	713	700	750
Community Services	436	641	900	950
Community Social Services	6	0	0	0
Human Relations Office	399	473	500	525
Ourstreet/Neighborhood Liaison Program	168	259	250	250
Housing Advisory	28	0	0	0
Parks	22	0	0	0
Historic District Commission	285	418	300	300
Brownfield	0	0	0	0
CATV	0	0	0	0
Mainstreet/DDA	14	387	150	150
Principal Shopping District	120	32	100	100
Dangerous Structures	243	255	300	300
Solid Waste Recycling	153	779	500	525
Municipal Airport	189	39	150	150
MAX/Dial-A-Ride	58	0	0	0
Technology Services	7	13	20	20
CDBG-Administration	437	307	400	420
CDBG-Rehab	0	80	300	300
Windmill Island	41	226	50	50
Transportation Facility	953	712	600	630
Total	$ 25,331	$ 24,978	$ 22,840	$ 23,935

INTERNAL SERVICE FUNDS GROUP

POSTAGE SERVICES FUND

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 25,330	$ 24,979	$ 22,840	$ 24,000
Interest & Rents	36	47	67	100
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 25,366	$ 25,026	$ 22,907	$ 24,100
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 23,771	$ 24,267	$ 21,640	$ 22,800
* Other	904	903	903	1,000
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 24,675	$ 25,170	$ 22,543	$ 23,800
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 1,244	$ 1,244	$ 1,244	$ 1,200
Loss on Disposal of Capital Asset	- 0 -	- 0 -	- 0 -	- 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (553)	$ (1,388)	$ (880)	$ (900)
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	16,871	15,483	14,603	13,703
TOTAL FUND EQUITY	$ 16,871	$ 15,483	$ 14,603	$ 13,703
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ (144)	$ 364	$ 300
ENDING BALANCE	$ 7,657	$ 7,513	$ 7,877	$ 8,177

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Fuel Dispensing Fund

FUND MISSION STATEMENT

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

ACTION PLAN FOR FISCAL YEAR 2008

* To maintain the fuel system to meet all environmental requirements.

* To continue to build a reserve for equipment replacement from per gallon surcharges assessed.

* To provide timely and informational reporting on fuel consumption and charges to all participating departments.

* Per gallon overhead charge established at $0.034527 throughout FY 2008 which will be adjusted to final actual overhead costs at fiscal year end.

* Historical actual per gallon overhead charge:
  - FY07 $0.032692 (estimated)
  - FY06 $0.033134
  - FY05 $0.032683
  - FY04 $0.047137
  - FY03 $0.034228
  - FY02 $0.035749
  - FY01 $0.047916
  - FY00 $0.056438
  - FY99 $0.046777
  - FY98 $0.049071
  - FY97 $0.044903
  - FY96 $0.025643
  - FY95 $0.025898
  - FY94 $0.033042

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - FUEL DISPENSING - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected		FY-08 Projected	
Gallons of Gasoline Dispensed:						
City of Holland:						
Police Department	20,619.9	33.0	0.0		0.0	
Fire Department	1,043.1	1,140.3	1,525.5		1,525.5	
MAX	3,446.4	10,649.4	13,399.4		13,399.4	
Board of Public Works	29,028.4	29,053.1	28,513.2		28,513.2	
Street Equipment	867.6	1,336.8	1,191.8		1,191.8	
Centralized Vehicle & Equipment	49,717.6	68,372.8	67,500.9		67,500.9	
Windmill Island	798.8	843.6	520.3		520.3	
Subtotal City of Holland	105,521.8	111,429.0	112,651.1	89.53%	112,651.1	89.53%
Holland Public Schools	14,850.9	14,028.7	13,170.4	10.47%	13,170.4	10.47%
Total Combined Gallons of Gasoline Dispensed	120,372.7	125,457.7	125,821.5	100.00%	125,821.5	100.00%
Gallons of Diesel Fuel Dispensed:						
City of Holland:						
Police Department	0.0	0.0	0.0		0.0	
Fire Department	6,068.5	6,806.1	6,512.7		6,512.7	
MAX	80,422.0	88,631.0	91,069.6		91,069.6	
Board of Public Works	17,271.5	16,351.2	13,215.5		13,215.5	
Street Equipment	33,748.6	33,764.2	37,033.7		37,033.7	
Centralized Vehicle & Equipment	5,070.8	6,097.0	6,333.6		6,333.6	
Windmill Island	253.9	444.3	632.0		632.0	
Subtotal City of Holland	142,835.3	152,093.8	154,797.1	79.74%	154,797.1	79.74%
Holland Public Schools	47,430.1	43,141.8	39,336.3	20.26%	39,336.3	20.26%
Total Combined Gallons of Diesel Dispensed	190,265.4	195,235.6	194,133.4	100.00%	194,133.4	100.00%
Total City of Holland Gallons	248,357.1	263,522.8	267,448.2	83.59%	267,448.2	83.59%
Total Holland Public Schools Gallons	62,281.0	57,170.5	52,506.7	16.41%	52,506.7	16.41%
Combined Total Gallons	310,638.1	320,693.3	319,954.9	100.00%	319,954.9	100.00%

PROGRAM MEASUREMENTS

- INTERNAL SERVICE FUNDS - FUEL DISPENSING - CITY OF HOLLAND PORTION ONLY -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected		FY-08 Projected	
Gallons of Gasoline Dispensed:						
City of Holland:						
Police Department	20,619.9	33.0	0.0	0.00%	0.0	0.00%
Fire Department	1,043.1	1,140.3	1,525.5	1.35%	1,525.5	1.35%
MAX	3,446.4	10,649.4	13,399.4	11.89%	13,399.4	11.89%
Board of Public Works	29,028.4	29,053.1	28,513.2	25.31%	28,513.2	25.31%
Street Equipment	867.6	1,336.8	1,191.8	1.06%	1,191.8	1.06%
Centralized Vehicle & Equipment	49,717.6	68,372.8	67,500.9	59.92%	67,500.9	59.92%
Windmill Island	798.8	843.6	520.3	0.46%	520.3	0.46%
Subtotal City of Holland	105,521.8	111,429.0	112,651.1	100.00%	112,651.1	100.00%
Gallons of Diesel Fuel Dispensed:						
City of Holland:						
Police Department	0.0	0.0	0.0		0.0	0.00%
Fire Department	6,068.5	6,806.1	6,512.7		6,512.7	4.21%
MAX	80,422.0	88,631.0	91,069.6		91,069.6	58.83%
Board of Public Works	17,271.5	16,351.2	13,215.5		13,215.5	8.54%
Street Equipment	33,748.6	33,764.2	37,033.7		37,033.7	23.92%
Centralized Vehicle & Equipment	5,070.8	6,097.0	6,333.6		6,333.6	4.09%
Windmill Island	253.9	444.3	632.0		632.0	0.41%
Subtotal City of Holland	142,835.3	152,093.8	154,797.1	100.00%	154,797.1	100.00%
Total City of Holland Gallons	248,357.1	263,522.8	267,448.2		267,448.2	
Gallons of Fuel (Diesel and Gasoline) Dispensed:						
Police Department	20,619.9	33.0	0.0	0.00%	0.0	0.00%
Fire Department	7,111.6	7,946.4	8,038.2	3.01%	8,038.2	3.01%
MAX	83,868.4	99,280.4	104,469.0	39.06%	104,469.0	39.06%
Board of Public Works	46,299.9	45,404.3	41,728.7	15.60%	41,728.7	15.60%
Street Equipment	34,616.2	35,101.0	38,225.5	14.29%	38,225.5	14.29%
Centralized Vehicle & Equipment	54,788.4	74,469.8	73,834.5	27.61%	73,834.5	27.61%
Windmill Island	1,052.7	1,287.9	1,152.3	0.43%	1,152.3	0.43%
Total City of Holland Gallons	248,357.1	263,522.8	267,448.2	100.00%	267,448.2	100.00%

INTERNAL SERVICE FUNDS GROUP

FUEL DISPENSING FUND

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 439,744	$ 638,300	$ 628,416	$ 620,445
Interest & Rents	425	669	2,440	2,340
TOTAL SOURCES	$ 440,169	$ 638,969	$ 630,856	$ 622,785
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,301	$ 1,344	$ 1,403	$ 1,457
* Benefits - Includes NonWorking Wages	702	732	750	779
Other Current Expenditures -				
* Supplies / Maintenance	429,534	626,237	617,457	608,999
* Contractual	840	1,000	1,000	1,000
* Other	3,760	4,988	4,647	4,751
TOTAL USES	$ 436,137	$ 634,301	$ 625,257	$ 616,986
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 2,545	$ 2,545	$ 2,545	$ 2,545
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 1,487	$ 2,123	$ 3,054	$ 3,254
ENDING BALANCE -				
Designated / Reserves	$ 44,617	$ 49,285	$ 54,884	$ 60,683
Undesignated / Unreserved	21,000	18,455	15,910	13,365
TOTAL FUND EQUITY	$ 65,617	$ 67,740	$ 70,794	$ 74,048
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	- 0 -	- 0 -	- 0 -
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

- - STAFFING - -

Positions: Not Applicable

ADDITIONAL NOTE:

The time of certain positions listed under "Staffing" for General Fund - Finance and General Fund - Treasurer is charged, in small part, to this fund.

INTERNAL SERVICE FUNDS GROUP

- SUMMARY OF RISK MANAGEMENT -

SUMMARY OF ALL FUNDS WHICH FOLLOW

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 47,648	$ 106,828	$ 178,000	$ 187,900
Other	5,262,453	5,105,068	4,874,590	4,819,800
Transfers In	- 0 -	- 0 -	- 0 -	100,000
TOTAL SOURCES	$ 5,310,101	$ 5,211,896	$ 5,052,590	$ 5,107,700
FUNDING USES -				
Personnel Services -				
* Mandatory Employer Costs	$ 3,678	$ 1,970	$ 1,200	$ 2,600
Other Current Expenditures -				
* Contractual	46,149	35,442	37,700	24,900
* Other	4,670,783	4,595,383	4,643,020	4,739,120
Transfers Out	132,400	129,900	69,300	100,000
Contingencies	- 0 -	- 0 -	- 0 -	220,000
TOTAL USES	$ 4,853,010	$ 4,762,695	$ 4,751,220	$ 5,086,620
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 457,091	$ 449,201	$ 301,370	$ 21,080
ENDING BALANCE -				
Designated / Reserves	$ 498,201	$ 337,365	$ 335,000	$ 335,000
Undesignated / Unreserved	2,592,534	3,202,571	3,506,306	3,527,386
TOTAL FUND EQUITY	$ 3,090,735	$ 3,539,936	$ 3,841,306	$ 3,862,386
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ 610,037	$ 303,735	$ 21,080
ENDING BALANCE	$ 2,592,534	$ 3,202,571	$ 3,506,306	$ 3,527,386

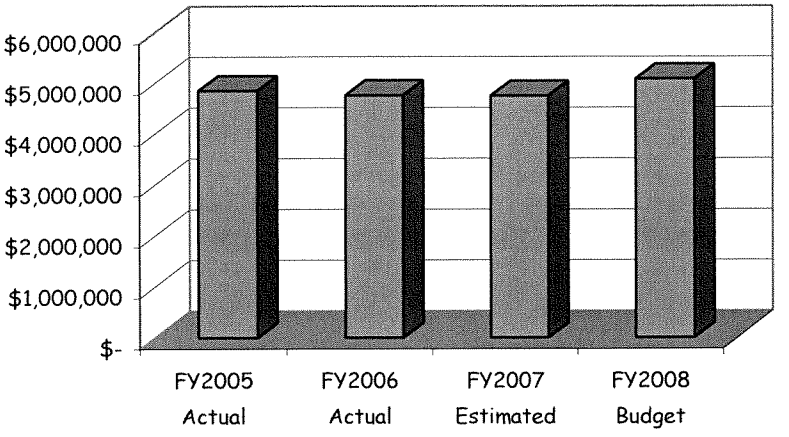
- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICE FUNDS GROUP - RISK MANAGEMENT FUNDS SUMMARY

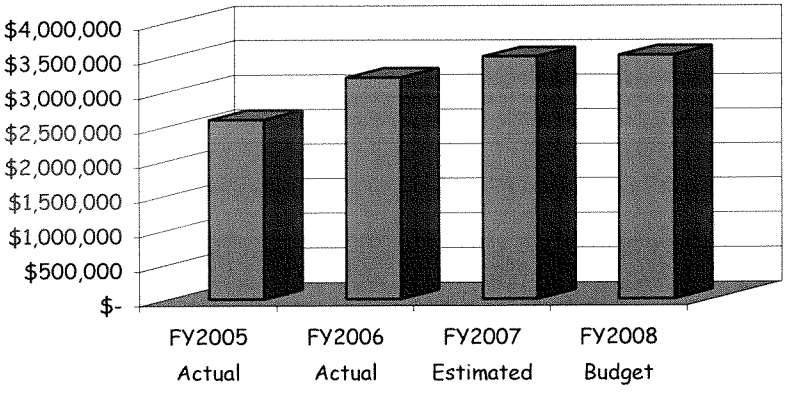
Total Uses

FY2008 Budget - $5,086,620



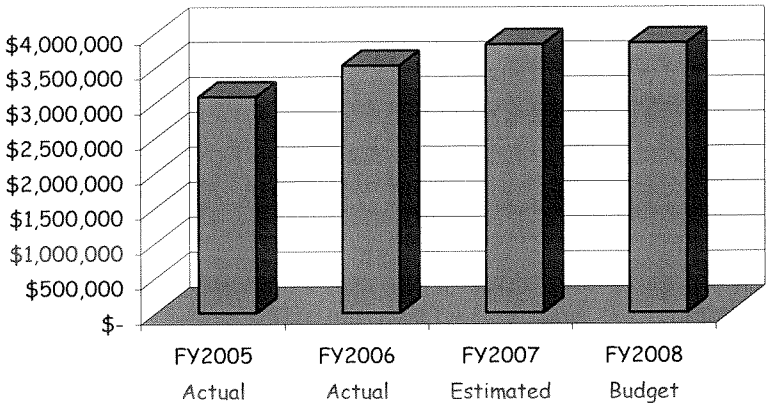
Ending Working Capital

FY2008 Budget $3,527,386



Ending Fund Equity/Reserves

FY2008 Budget $3,862,386



INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Risk Management: Workers Compensation Insurance Fund

FUND MISSION STATEMENT

Provide a workers compensation insurance program with the intent to reduce annual costs to the City of Holland, reduce job related injuries and assure that retention costs for all self-funded claims are properly funded.

ACTION PLAN FOR FISCAL YEAR 2008

* The Self-Funded Workers Compensation Fund will assess individual departmental budgets using rates, provided by Accident Fund, that has been reduced.
* To assure a self-funded reserve balance that provides sufficient financial coverage (with stop-loss coverage) to meet the cost of commercial insurance premiums and medical and indemnity claims resulting from employee on-the-job injuries or illness while the City was self-insured.
* To continue the contractual arrangement with the current local insurance agency and with third party administrator to provide claims services for claims that occurred while self-insured.
* To strive for a positive safety record to reduce workers compensation rates.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - RISK MANAGEMENT - WORKERS COMP INSURANCE - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
WORKER COMP CLAIMS				
- Number of Claims Filed	59	53	55	50
- Number of Claims Filed Resulting In Lost Work Days	2	2	4	1
- Number of Scheduled Work Days Paid	35	80	300	30
EMPLOYEE SAFETY TRAINING PROGRAMS				
- Number of Participants	450	415	325	N / A
- Number of Employee Safety Awards Issued	94	154	80	N / A
COMMERCIAL INSURANCE PREMIUM EXPERIENCE:				
Insurance Premiums Paid	$ 267,718	$ 245,174	$ 265,000	$ 275,000
Less Premium Rebates:				
- from insurance underwriter for claims experience that falls below pre-established 'percentages of loss' thresholds.	(31,676)	(53,545)	(30,000)	- 0 -
Net Commercial Policy Premiums Payment Experience	$ 236,042	$ 191,629	$ 235,000	$ 275,000
PAYMENT EXPERIENCE ON FORMER SELF-FUNDED CARRYOVERS:				
(THE FOLLOWING REPRESENTS PAYMENTS & STOP-LOSS RECOVERIES ON LINGERING WORKERS COMP CLAIMS THAT WERE INITIALLY FILED PRIOR TO FY-99, DURING WHICH TIME THE CITY OF HOLLAND ADMINISTERED A SELF-FUNDED WORKERS COMP PLAN):				
Claims Paid:				
- for Medical	$ 24,303	$ 2,192	$ 1,100	$ 1,000
- for Indemnity	1,292	815	400	400
less: recoveries from 'Excess Insurance Policy' for claims that exceeded the self-funded claims stop-loss threshold	(80,319)	(833)	(1,500)	(1,400)
Net Self-Funded Claims Payment Experience	$ (54,724)	$ 2,174	$ - 0 -	$ - 0 -
	$ (79,027)	$ (18)	$ (1,100)	$ (1,000)
TOTAL PREMIUMS & SELF-FUNDED CLAIMS EXPERIENCE	$ 212,994	$ 247,348	$ 265,000	$ 275,000

INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

EMPLOYEE WORKERS COMPENSATION INSURANCE FUND

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 12,852	$ 18,716	$ 26,100	$ 19,800
Other	397,072	310,983	160,900	138,400
TOTAL SOURCES	$ 409,924	$ 329,699	$ 187,000	$ 158,200
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ - 0 -	$ 100	$ 100	$ 100
* Other	296,099	252,200	269,420	278,720
Transfers Out	129,900	129,900	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	10,000
TOTAL USES	$ 425,999	$ 382,200	$ 269,520	$ 288,820
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (16,075)	$ (52,501)	$ (82,520)	$ (130,620)
ENDING BALANCE -				
Designated / Reserves	$ 5,000	$ 5,000	$ 5,000	$ 5,000
Undesignated / Unreserved	591,344	538,843	456,323	325,703
TOTAL FUND EQUITY	$ 596,344	$ 543,843	$ 461,323	$ 330,703
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ (52,501)	$ (82,520)	$ (130,620)
ENDING BALANCE	$ 591,344	$ 538,843	$ 456,323	$ 325,703

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Risk Management: Disability / Income Protection Insurance Fund

FUND MISSION STATEMENT

Provide a comprehensive self-funded insurance program that provides employees with partial income protection in the event of extended absence from work due to prolonged illness or injury. The self-funded plan is meant to assure a reasonably adequate fund balance to meet potential claims, and to reduce the commercial insurance premium costs by procuring claims protection only for employee absences that extend beyond one year.

ACTION PLAN FOR FISCAL YEAR 2008

* To assure a self-insured reserve balance considered sufficient to meet the cost of short-term disability claims resulting from employee illness or non-occupational injury, with the following limitations:
  - Deferred period of working days, as established by City Council or the applicable union contract, away from regularly scheduled work due to illness or injury before employee's entitlement begins.
  - Employee entitlement equivalent to percentage of gross pay as stated in the applicable union contract and/or approved by the City Council.

* To purchase a commercial insurance policy that provides long-term disability coverage for eligible employees beyond the limitation provided by the self-funded short-term disability plan.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - RISK MANAGEMENT - DISABILITY INSURANCE - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
DISABILITY INCOME PROTECTION - NUMBER OF APPROVED CLAIMS				
* Short-term Disability - Self-Funded	10	6	5	5
* Long-term Disability - Commercial Policy	1	0	0	0
DISABILITY INCOME PROTECTION - SCHEDULED WORK DAYS PAID				
* Short-term Disability - Self-Funded Plan	840	401	363	500
* Long-term Disability - Commercial Policy	215	260	260	150
DISABILITY INCOME PROTECTION - PAYMENT EXPERIENCE				
* Short-term Disability - Self-Funded Claims Payments	$ 92,976	$ 48,740	$ 43,000	$ 67,600
* Long-term Disability Premiums - Commercial Policy	24,373	28,105	27,600	27,900
	$ 117,349	$ 76,845	$ 70,600	$ 95,500

INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

EMPLOYEE DISABILITY INSURANCE FUND

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 1,018	$ 1,927	$ 5,000	$ 6,200
Other	95,485	101,912	101,800	110,200
TOTAL SOURCES	$ 96,503	$ 103,839	$ 106,800	$ 116,400
FUNDING USES -				
Personnel Services -				
* Mandatory Employer Costs	$ 3,678	$ 1,970	$ 1,200	$ 2,600
Other Current Expenditures -				
* Other	113,671	74,875	69,400	82,900
Contingencies	- 0 -	- 0 -	- 0 -	10,000
TOTAL USES	$ 117,349	$ 76,845	$ 70,600	$ 95,500
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (20,846)	$ 26,994	$ 36,200	$ 20,900
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	44,058	71,052	107,252	128,152
TOTAL FUND EQUITY	$ 44,058	$ 71,052	$ 107,252	$ 128,152
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ 26,994	$ 36,200	$ 20,900
ENDING BALANCE	$ 44,058	$ 71,052	$ 107,252	$ 128,152

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Risk Management: Health/Dental Insurance Fund

FUND MISSION STATEMENT

Provide a self-funded insurance program that provides a means for improving the accountability of employee/retiree health and dental insurance claims; and to better control claims and administrative overhead costs paid by the City of Holland. The self-funded plan is meant to provide the employees and retirees with quality coverage; to assure an adequate fund balance to meet potential claims up to the specific stop loss limit; and to protect against possible catastrophic losses by providing adequate aggregate stop-loss commercial insurance coverage.

ACTION PLAN FOR FISCAL YEAR 2008

* To provide a self-funded reserve balance sufficient to meet the costs of health and dental claims incurred by employees, retirees, and family members.

* To provide for specific and aggregate stop-loss commercial insurance coverage when claims exceed the designated risk retention thresholds.

* To provide for a contractual arrangement with an insurance agent and/or third-party claims administrator to provide claims services on behalf of the City.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - RISK MANAGEMENT - HEALTH/DENTAL INSURANCE - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
NUMBER OF INDIVIDUAL CONTRACTS:	568	522	500	480
SELF-FUNDED RETENTION LIMITS:				
- for Specific (each individual contract)	$ 75,000	$ 75,000	$ 75,000	$ 75,000
- for Aggregate (combined total for all contracts)	3,345,049	3,452,852	3,392,000	3,450,000
PAYMENT EXPERIENCE: SELF-FUNDED CLAIMS / PREMIUMS / FEES				
Payments for Premiums and Fees:				
- for Excess (Stop Loss) Commercial Insurance Policy	$ 235,437	$ 229,165	$ 241,900	$ 257,000
- for Claims Administration Fees	202,159	185,311	136,700	152,000
- for Capitation/Incentive Fees (POS Contracts)	81,933	41,022	- 0 -	- 0 -
- Total Payments for Premiums and Fees	$ 519,529	$ 455,498	$ 378,600	$ 409,000
Payments for Self-Funded Claims:				
- for Health & Dental Claims	$ 3,373,704	$ 3,478,265	$ 3,528,200	$ 3,652,000
less: recoveries from 'Excess Insurance Policy' for claims that exceeded the self-funded claims stop-loss threshold	(21,479)	(52,843)	(20,800)	- 0 -
- Total Payments for Self-Funded Claims	$ 3,352,225	$ 3,425,422	$ 3,507,400	$ 3,652,000
Payments for In-House Wellness Programs:				
- for Wellness Program Activities and Wellness Equipment	$ 45,004	$ 19,543	$ 44,100	$ 18,600
Total Net Payment Experience	$ 3,916,758	$ 3,900,463	$ 3,930,100	$ 4,079,600

INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

EMPLOYEE HEALTH & DENTAL INSURANCE FUND

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 14,633	$ 52,971	$ 98,700	$ 108,900
Other	4,421,550	4,397,878	4,178,015	4,269,000
TOTAL SOURCES	$ 4,436,183	$ 4,450,849	$ 4,276,715	$ 4,377,900
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ 4,940	$ 7,470	$ 5,000	$ 5,000
* Other	3,933,303	3,945,832	3,945,900	4,074,600
Transfers Out	2,500	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	100,000
TOTAL USES	$ 3,940,743	$ 3,953,302	$ 3,950,900	$ 4,179,600
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 495,440	$ 497,547	$ 325,815	$ 198,300
ENDING BALANCE -				
Designated / Reserves	$ 473,201	$ 312,365	$ 310,000	$ 310,000
Undesignated / Unreserved	991,048	1,649,431	1,977,611	2,175,911
TOTAL FUND EQUITY	$ 1,464,249	$ 1,961,796	$ 2,287,611	$ 2,485,911
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ 658,383	$ 328,180	$ 198,300
ENDING BALANCE	$ 991,048	$ 1,649,431	$ 1,977,611	$ 2,175,911

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Risk Management: Vehicle Insurance Fund

FUND MISSION STATEMENT

Provide a vehicle insurance protection program that includes:

- First-dollar liability protection for personal injury and collision through acquisition of commercial insurance policies.
- Property damage protection to city-owned vehicles through a program combination of self-insured risk retention and commercial insurance policy coverage.
- Self-insurance reserves adequate for meeting potential risk retentions on claims.

ACTION PLAN FOR FISCAL YEAR 2008

* To assure a self-funded reserve balance that provides adequate financial coverage to meet the cost of repairs or replacements resulting from physical damages to city-owned vehicles. A $200 per vehicle surcharge will be levied to all departments with vehicles covered by insurance, as a means of increasing fund balance. The surcharge will be reduced to $150 for vehicles with physical damage coverage.

* To provide for a commercial insurance policy by July 2007 that provides:
  - First-dollar liability protection for personal injury and collision, as well as catastrophic coverage for damage and/or destruction to multiple vehicles.
  - Physical damage coverage for fire trucks and other specified vehicles resulting from accidents where the individual occurrence exceeds $1,000.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - RISK MANAGEMENT - VEHICLE INSURANCE - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
COMMERCIAL INSURANCE RATING BASIS FOR COVERAGES				
Number of Vehicles Insured for Liability	196	209	221	185
COMMERCIAL INSURANCE LIABILITY LIMITS				
Bodily Injury & Property Damage	$ 10,000,000	$ 10,000,000	$ 10,000,000	$ 10,000,000
Personal Injury Protection	Statutory	Statutory	Statutory	Statutory
Property Protection	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000
Mini Tort	$ 500	$ 500	$ 500	$ 500
Non-Owned & Hired Auto Liability	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000
Uninsured / Underinsured Motorists	$ 1,000,000	$ 1,000,000	$ 1,000,000	$ 1,000,000
COST OF REPAIRS / REPLACEMENTS TO CITY-OWNED VEHICLES				
Self-Funded Retention (Per Vehicle - Per Occurence)	100% of Cost	100% of Cost	100% of Cost	100% of Cost
Exceptions for Fire Dept Vehicles, MAX Buses, and BATMOBILE:				
- Comprehensive Deductible (Retention)	$ 500	$ 500	$ 500	$ 500
- Collision Deductible (Retention)	$ 1,000	$ 1,000	$ 1,000	$ 1,000
PAYMENT EXPERIENCE: SELF-FUNDED CLAIMS / PREMIUMS / FEES				
Commercial Insurance Premiums				
General City	$ 150,663	$ 136,620	$ 138,900	$ 112,000
Board of Public Works	54,964	46,459	46,700	47,000
Total Commercial Insurance Premiums	205,627	183,079	185,600	159,000
Self Funded Claims Paid	36,256	20,164	28,000	30,000
Total	$ 241,883	$ 203,243	$ 213,600	$ 189,000

Note: The premiums for the Board of Public Works are not reflected on the ledger. They are a pass-through only.

INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

VEHICLE INSURANCE FUND

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 2,471	$ 4,411	$ 7,600	$ 10,900
Other	167,660	147,115	256,700	137,300
TOTAL SOURCES	$ 170,131	$ 151,526	$ 264,300	$ 148,200
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 36,256	$ 20,163	$ 28,000	$ 15,000
* Other	150,665	136,621	138,900	112,000
Transfers Out	- 0 -	- 0 -	69,300	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	25,000
TOTAL USES	$ 186,921	$ 156,784	$ 236,200	$ 152,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (16,790)	$ (5,258)	$ 28,100	$ (3,800)
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	175,921	170,663	198,763	194,963
TOTAL FUND EQUITY	$ 175,921	$ 170,663	$ 198,763	$ 194,963
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ (5,258)	$ 28,100	$ (3,800)
ENDING BALANCE	$ 175,921	$ 170,663	$ 198,763	$ 194,963

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Risk Management: Property Insurance Fund

FUND MISSION STATEMENT

Provide property insurance protection that includes:

- Indemnification to city-owned facilities and equipment through a combination of self-insured risk retention and a commercial insurance policy that will provide coverage for large losses
- Self-insurance reserves adequate for meeting potential risk retentions on claims

ACTION PLAN FOR FISCAL YEAR 2008

* To assure a self-funded reserve balance that provides adequate financial coverage to meet the cost of approved repair or replacement claims resulting from physical damages to city-owned facilities and equipment, up to the established stop-loss risk retention threshold.

* To provide a commercial insurance program by July 2007 that:
  - Indemnifies for individual claim occurrences, to the extent the established self insured retention is exceeded.
  - Indemnifies for catastrophic loss on individual claim occurrences, up to specified limits.
  - Indemnifies for multiple losses in the same fiscal year by establishing an aggregate threshold, thereby adding protection against the total amount of risk retentions in a single year, regardless of the number of individual property loss occurrences.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - RISK MANAGEMENT - PROPERTY INSURANCE - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
SELF-FUNDED INSURANCE - RETENTION LIMITS				
Each Occurrence	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Aggregate	557,500	557,500	557,500	557,500
COMMERCIAL INSURANCE COVERAGES - INSURED LIMITS				
BUILDINGS AND OTHER PROPERTY ITEMS (BLANKET) -				
Insurable Value - All Buildings and Other Property Items (Blanket)	$ 381,819,420	$398,162,237	$430,062,122	$ 450,000,000
Insurable Limits - Specifically Identified Property (per Underwriter)				
- Valuable Papers	$ 250,000	$ 250,000	$ 250,000	$ 250,000
- Extra Expense	750,000	750,000	750,000	750,000
- Accounts Receivable	500,000	500,000	500,000	500,000
- Personal Effects of Employees	1,000	1,000	1,000	1,000
- Property of Others	15,000	15,000	15,000	15,000
- Builders Risk	500,000	500,000	500,000	500,000
- Mobile Equipment	2,121,557	5,553,506	5,533,506	5,575,000
- Property in Transit	250,000	250,000	250,000	250,000
- Portable Emergency Equipment	50,000	50,000	50,000	50,000
- Electronic Data Processing	3,450,000	2,905,362	3,956,020	4,100,000
- Floods & Earthquakes	5,000,000	5,000,000	5,000,000	5,000,000
- Communication Towers	100,000	100,000	100,000	100,000
BOILER UNITS				
Self-Funded Retention Limits-Non-Elec Utility Units	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Commercial Insurable Limits - All Boiler Units	75,000,000	75,000,000	75,000,000	75,000,000
PAYMENT EXPERIENCE: SELF-FUNDED CLAIMS / PREMIUMS / FEES				
Self-Funded Claims Paid	$ -	$ 330	$ 34,100	$ 1,000
Commercial Insurance Premiums				
General City	34,752	31,752	24,300	25,700
Board of Public Works	636,536	576,209	587,300	599,000
Total Commercial Insurance Premiums	671,288	607,961	611,600	624,700
Property Appraisals for Insurance Valuation Purposes	3,443	3,124	3,500	3,700
Total	$ 674,731	$ 611,415	$ 649,200	$ 629,400

Note: The premiums for the Board of Public Works are not reflected on the ledger. They are a pass-through only.

INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

PROPERTY INSURANCE FUND

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 11,975	$ 21,042	$ 30,400	$ 30,100
Other	34,752	31,764	26,175	25,700
TOTAL SOURCES	$ 46,727	$ 52,806	$ 56,575	$ 55,800
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ 3,443	$ 3,124	$ 3,600	$ 3,800
* Other	34,752	32,082	58,400	26,700
Transfers Out	- 0 -	- 0 -	- 0 -	100,000
Contingencies	- 0 -	- 0 -	- 0 -	25,000
TOTAL USES	$ 38,195	$ 35,206	$ 62,000	$ 155,500
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 8,532	$ 17,600	$ (5,425)	$ (99,700)
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	550,910	568,510	563,085	463,385
TOTAL FUND EQUITY	$ 550,910	$ 568,510	$ 563,085	$ 463,385
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ 17,600	$ (5,425)	$ (99,700)
ENDING BALANCE	$ 550,910	$ 568,510	$ 563,085	$ 463,385

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Risk Management: General & Public Officials Liability Insurance Fund

FUND MISSION STATEMENT

Provide liability insurance protection that includes indemnification against liability claims against the City of Holland through a combination of self-insured risk retention and a commercial insurance policy that will provide coverage for large losses.

ACTION PLAN FOR FISCAL YEAR 2008

* To assure a self-funded reserve balance that is considered sufficient to meet the potential cost of approved claims resulting from oversight, carelessness, neglect, errors & omissions on the part of the city government and/or its officials and employees, up to the established stop-loss threshold.

* To provide a commercial insurance program by July 2007 that:
  - Indemnifies for individual claim occurrences, to the extent the established self insured retention is exceeded.
  - Indemnifies for catastrophic loss on individual claim occurrences, up to specified limits.
  - Indemnifies for multiple losses within the same fiscal year by establishing an aggregate threshold, thereby adding protection against the total amount of risk retentions in a single year, regardless of the number of individual loss occurrences.

* To provide for a contractual arrangement with the insurance agent and/or a third-party claims administrator to provide claims services on behalf of the City of Holland.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - RISK MANAGEMENT - LIABILITY INSURANCE - -

Administrative and Operational Activities	FY-05 Actual	FY-06 Actual	FY-07 Projected	FY-08 Projected
SELF-FUNDED INSURANCE RETENTION LIMITS - APPLICABLE TO ALL LIABILITY COVERAGES				
Each Occurrence	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Aggregate (All-Lines Aggregate Insurance Program - Loss Fund)	557,500	557,500	557,500	557,500
COMMERCIAL INSURANCE COVERAGES -				
GENERAL LIABILITY, PUBLIC OFFICIALS LIABILITY, LAW ENFORCEMENT -				
Limit of Liability - Each Occurrence	$ 10,000,000	$ 10,000,000	$ 10,000,000	$ 10,000,000
Limit of Liability - Aggregate	10,000,000	10,000,000	10,000,000	10,000,000
Limit of Liability - Medical Payment	1,000	5,000	5,000	5,000
CRIME AND FIDELITY -				
Self-Funded Retetion Limits / Commercially Insured Limits				
- Public Employee Dishonesty Bond	$250 / $350,000	$250 / $350,000	$250 / $350,000	$250 / $350,000
- Forgery, Theft, Disappearance, Destruction	250 / 350,000	250 / 350,000	250 / 350,000	250 / 350,000
- Treasurer and Deputy Treas. Bond	250 / 100,000	250 / 100,000	250 / 100,000	250 / 100,000
- Tax Collection Time Increase	250 / 350,000	250 / 350,000	250 / 350,000	250 / 350,000
PAYMENT EXPERIENCE SUMMARY:				
Self-Funded Claims Paid to Claimant	$ 21,359	$ 38,357	$ 25,000	$ 25,000
Legal Fees	1,510	4,585	1,000	1,000
Commercial Insurance Premiums				
General City	120,934	115,416	136,000	139,200
Board of Public Works	432,033	408,625	424,000	432,500
Total for Commercial Premiums	552,967	524,041	560,000	571,700
Total	$ 575,836	$ 566,983	$ 586,000	$ 597,700

Note: The Board of Public Works premiums are not reflected on the ledger. They are a pass-through only.

INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

LIABILITY INSURANCE FUND

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 4,699	$ 7,761	$ 10,200	$ 12,000
Other	145,934	115,416	151,000	139,200
Transfers In	- 0 -	- 0 -	- 0 -	100,000
TOTAL SOURCES	$ 150,633	$ 123,177	$ 161,200	$ 251,200
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ 1,510	$ 4,585	$ 1,000	$ 1,000
* Other	142,293	153,773	161,000	164,200
Contingencies	- 0 -	- 0 -	- 0 -	50,000
TOTAL USES	$ 143,803	$ 158,358	$ 162,000	$ 215,200
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 6,830	$ (35,181)	$ (800)	$ 36,000
ENDING BALANCE -				
Designated / Reserves	$ 20,000	$ 20,000	$ 20,000	$ 20,000
Undesignated / Unreserved	239,253	204,072	203,272	239,272
TOTAL FUND EQUITY	$ 259,253	$ 224,072	$ 223,272	$ 259,272
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ (35,181)	$ (800)	$ 36,000
ENDING BALANCE	$ 239,253	$ 204,072	$ 203,272	$ 239,272

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

Compensated Absences Fund

FUND MISSION STATEMENT

Provide funding for compensated absences of full-time employees of governmental funds. Compensated absences are to include comp time, longevity, payments in lieu of holiday (fire department), unused sick leave payoff and vacation. Mandatory employer costs and pension contribution costs as apply to compensated absences must also be financed.

ACTION PLAN FOR FISCAL YEAR 2008

* To maintain funding for each of the individual compensated absences at the annually calculated amount.

* To stay updated on additional requirements concerning compensated absences, as determined by the Government Accounting Standards Board (GASB).

INTERNAL SERVICE FUNDS GROUP

COMPENSATED ABSENCES FUND

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Other	$ 88,259	$ 18,167	$ 100,000	$ 100,000
TOTAL SOURCES	$ 88,259	$ 18,167	$ 100,000	$ 100,000
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
* Benefits - Includes NonWorking Wages	88,259	18,167	100,000	100,000
* Mandatory Employer Costs	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 88,259	$ 18,167	$ 100,000	$ 100,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
- - CASH AND OFFSET LIABILITY - -				
ENDING BALANCE	$ 1,453,483	$ 1,471,650	$ 1,571,650	$ 1,671,650
- - STAFFING - -				

Positions: Not Applicable

CAPITAL PROJECT FUNDS

- Municipal Capital Improvements Cash Control Fund

- Street, Bridge, Storm Drain Capital Projects Fund

- Sidewalk Improvements Capital Projects Fund

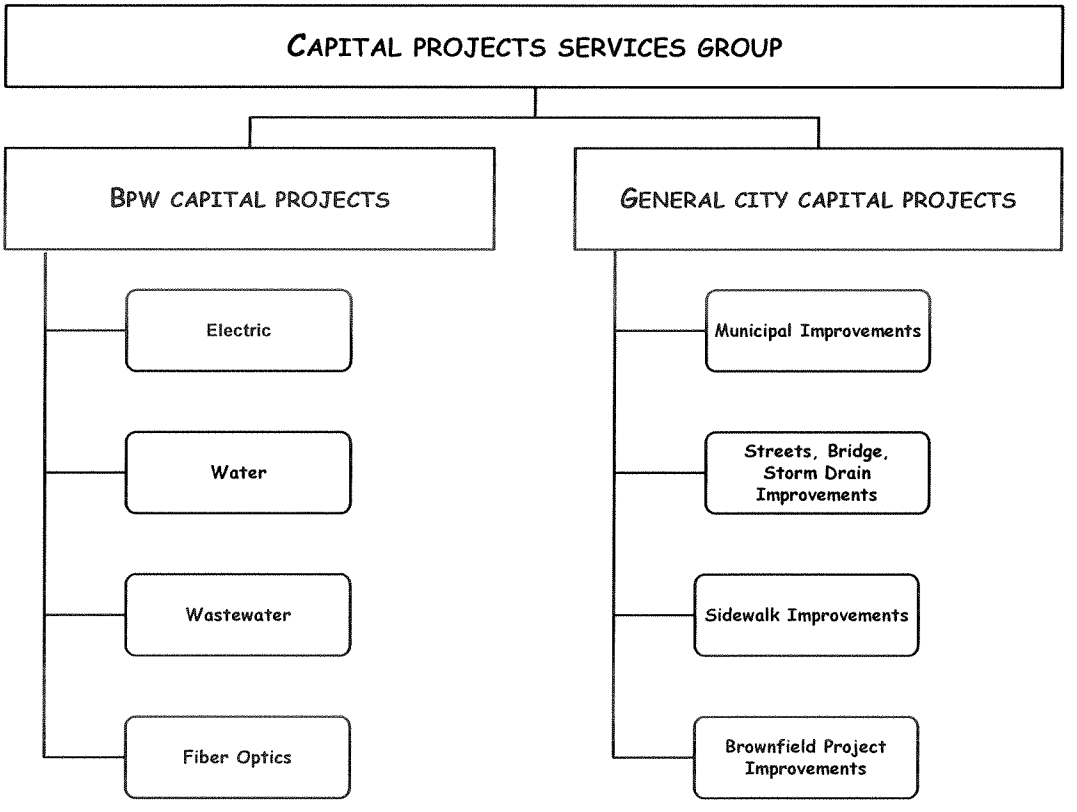
- Brownfield Redevelopment Capital Projects Fund
  (History Only)

CAPITAL PROJECTS SERVICES GROUP
INTRODUCTION

GROUP MISSION STATEMENT

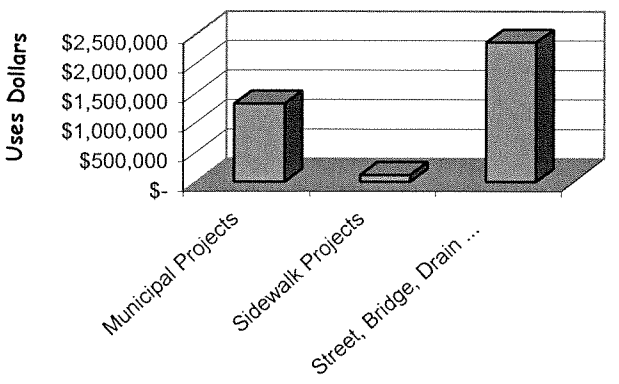
The Capital Projects Services Group accounts for all the City's Capital Improvement projects over $25,000. The purpose of this group is to assure the City plans and appropriates funds for maintaining, expanding and constructing new infrastructure and facilities which will assure the City will be a quality place to live, work and play; and can compete as an economic base locally, regionally, nationally and internationally.

GROUP ORGANIZATIONAL STRUCTURE

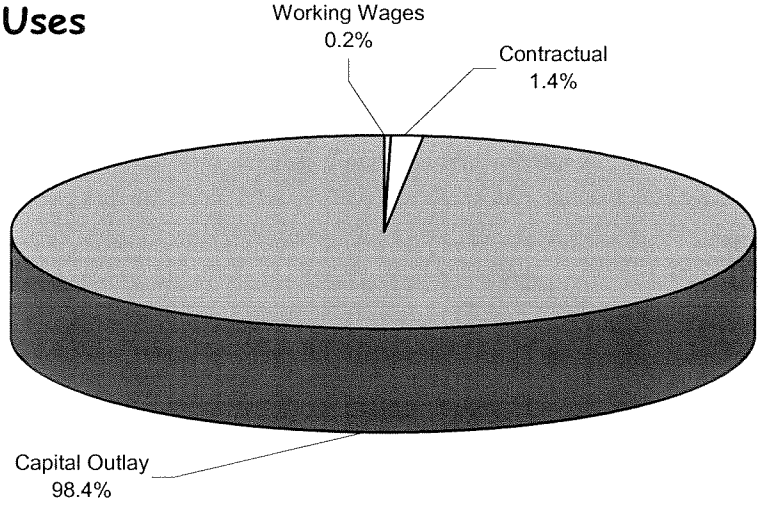


CAPITAL PROJECTS SERVICES GROUP

Total Uses By Department $3,785,027

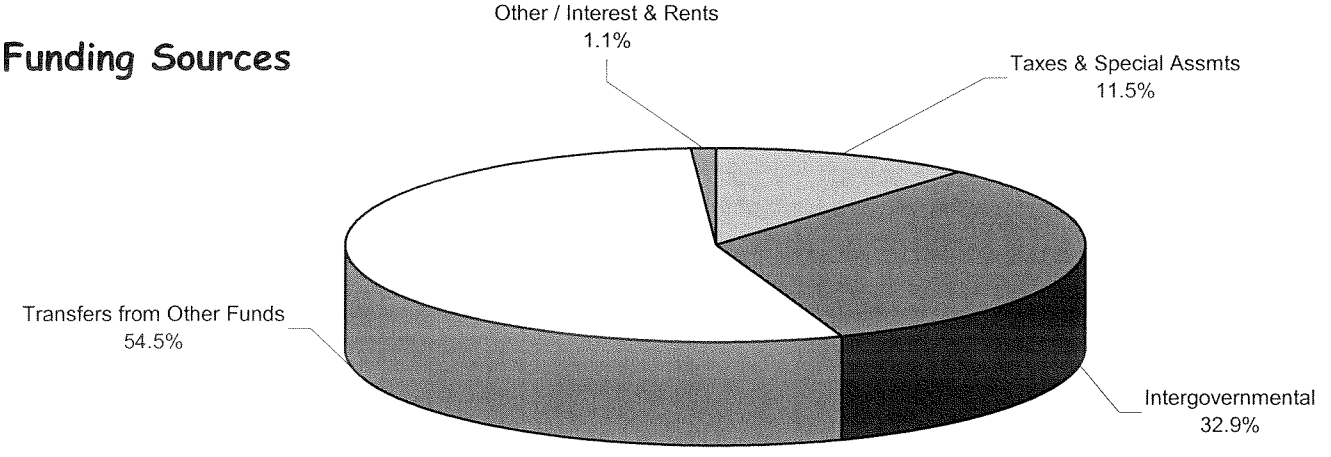


Funding Uses



This presentation excludes activity in the Enterprise and Internal Service Funds. Only activity in the governmental Capital Projects Funds are included.

Funding Sources



OVERVIEW OF MULTI-YEAR CAPITAL PROJECT BUDGETS

Capital Projects to be Implemented or Continued During Fiscal Year 2008

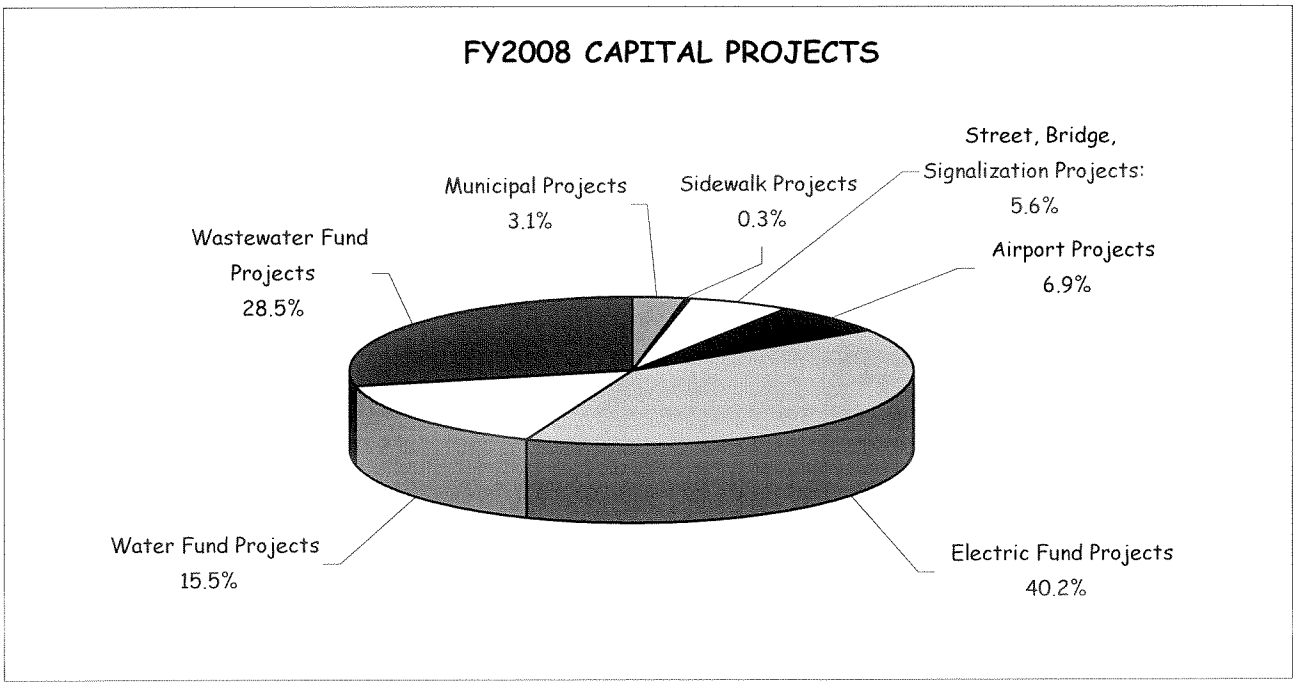
GOVERNMENTAL-TYPE FUNDS

Municipal Improvements Projects:	
See Capital Projects Section	$1,316,000
Street, Bridge, Signalization, Storm Sewer Capital Projects:	
See Capital Projects Section - City Share	1,217,927
See Capital Projects Section - MDOT, Grants, and Private Share	1,140,000
Sidewalk Improvements Projects	111,100

PROPRIETARY-TYPE FUNDS

Enterprise-Fund Capital Projects:	
See Municipal Airport Fund	2,870,000
See Electric Utility Fund	16,820,975
See Water Utility Fund	6,488,600
See Wastewater Utility Fund	11,918,900
TOTAL CAPITAL PROJECTS OVERVIEW - ACROSS ALL FUNDS	$41,883,502

Smaller capital outlay purchases, such as vehicles, equipment & furniture, which are not considered as "Capital Projects" are not included in this presentation.



CAPITAL PROJECTS SERVICES GROUP

SUMMARY OF DEPTS. FUNCTIONS & RELATED FUNDS

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
Capital Projects	$ 16,831,455	$ 13,637,125	$ 9,186,322	$ 3,785,027
TOTAL - ALL FUND TYPES	$ 16,831,455	$ 13,637,125	$ 9,186,322	$ 3,785,027
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 56,097	$ 57,657	$ 74,981	$ 416,542
Intergovernmental	12,026,968	4,191,981	3,427,748	1,190,000
Interest & Rents	64,971	116,284	64,624	15,473
Other	214,491	435,650	20,558	25,000
Transfers In	4,501,891	5,250,992	4,214,721	1,968,927
TOTAL SOURCES	$ 16,864,418	$ 10,052,564	$ 7,802,632	$ 3,615,942
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 12,772	$ 12,390	$ 8,394	$ 8,000
Other Current Expenditures -				
* Contractual Items	52,685	54,085	54,174	53,100
Capital Outlay	16,030,213	12,973,467	9,123,754	3,723,927
Transfers Out	685,802	597,183	- 0 -	- 0 -
TOTAL USES	$ 16,781,472	$ 13,637,125	$ 9,186,322	$ 3,785,027
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 12,772	$ 12,390	$ 8,394	$ 8,000

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

CAPITAL PROJECTS SERVICES GROUP

Municipal Improvements Cash Control Fund

FUND MISSION STATEMENT

To develop a comprehensive capital improvement budget to address both short- and long-term improvements to the City's infrastructure and public facilities and buildings, in order to assure the City will maximize its return on its investment and provide its citizens with an infrastructure and public facilities to improve the economic, social, and environmental quality of life in the City.

ACTION PLAN FOR FISCAL YEAR 2008

* To levy a modest millage to fund new municipal capital projects as approved by City Council which is a reduction from past millage rates due to limited resources.

* To complete the design and / or construction of all capital projects outlined in the Parks and Recreation; Cemetery; Civic Center; Police Department; Fire Department; Cultural Activities and Miscellaneous project section of the Municipal Capital Projects Fund by June 2008.

* To complete design and / or construction of the street projects as outlined in the Street Capital Project Summary by January 2008.

* To develop a five-year street capital improvement project list and plan for the financial resources to implement the plan with a 1.00 mill tax levy specifically set aside for street capital improvements by April 2008.

* To develop the next phase of the Sidewalk Improvement program to be funded from a .05 mill tax levy for sidewalk improvements by April 2008.

CAPITAL PROJECTS GROUP

MUNICIPAL CAPITAL IMPROVEMENTS CASH CONTROL FUND
(A CAPITAL PROJECTS FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes	$ - 0 -	$ - 0 -	$ 16,424	$ 356,170
Intergovernmental	274,300	54,435	1,816,223	50,000
Interest & Rents	59,369	56,076	60,944	12,000
Other	89,120	84,000	15,232	25,000
Transfers In	1,553,386	882,294	715,657	751,000
TOTAL SOURCES	$ 1,976,175	$ 1,076,805	$ 2,624,480	$ 1,194,170
FUNDING USES -				
Capital Outlay	$ 4,056,254	$ 959,092	$ 3,776,493	$ 1,316,000
Transfers Out	682,958	597,183	- 0 -	- 0 -
TOTAL USES	$ 4,739,212	$ 1,556,275	$ 3,776,493	$ 1,316,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (2,763,037)	$ (479,470)	$ (1,152,013)	$ (121,830)
ENDING BALANCE -				
Designated / Reserved	$ 1,235,810	$ 1,156,159	$ 50,000	$ - 0 -
Undesignated / Unreserved	517,978	118,159	72,305	475
TOTAL FUND EQUITY	$ 1,753,788	$ 1,274,318	$ 122,305	$ 475

- - STAFFING - -

Positions: Not Applicable

MUNICIPAL CAPITAL PROJECTS SUMMARY

Projected Appropriations Carried-Forward for Projects In-Progress
Appropriations for New Projects
For Fiscal Year July 1, 2007 - June 30, 2008

Project Designation	Projected Appropriations Carried-Forward @ July 1, 2007	New Appropriations FY-2008	Combined Carryover and New Appropriations FY-2008
Parks & Recreation			
Kollen Park (FY08 CIF Portion of Phases II & III)		195,000	195,000
Park/School Project - Lakeview Master Plan		10,000	10,000
Window on the Waterfront Improvements		100,000	100,000
Municipal Greenhouse/Conservatory Evaluation		10,000	10,000
Kollen Park Playground Drainage		30,000	30,000
Smallenburg Park Playground Improvements		10,000	10,000
Smallenburg Park Improvements (Rotary Loan)	(30,000)		(30,000)
Bouws Pool Renovation	20,000		20,000
Ice Skating Facility Preliminary Design	10,000		10,000
Leisure Facilities			
Civic Center - Preliminary Design		25,000	25,000
Stadium Fence Replacement		55,000	55,000
Softball Scoreboards Matt Urban Complex		22,000	22,000
Cemeteries (Funded by Perpetual Care Fund Transfer)			
Automated Irrigation System (Replacement)		55,000	55,000
Asphalt Two Sections of Graafschap Cemetery		6,000	6,000
Streets, Parking, and Pedestrian Walkways			
Street End Lakefront Viewpoints	50,000		50,000
16th Street Irrigation Repair - Phase I		30,000	30,000
Alley Improvements		15,000	15,000
City-Wide Tree Planting Program - 40th Street, Washington to Graafschap		15,000	15,000
Sidewalks Near Western Machine Tool Works		50,000	50,000
Public Safety			
Kollen Park Station - West Parking Lot Resurface		10,000	10,000
Central Neighborhood Improvements			
Ourstreet		140,000	140,000
Neighborhood Commercial Restoration - Maplewood		30,000	30,000
Other			
City Hall Landscaping		18,000	18,000
City Hall Painting		15,000	15,000
Community Wayfinding Signage		25,000	25,000
Total Municipal Capital Projects Recommendation	50,000	866,000	916,000

Also included in the fund summary capital outlay is an additional $50,000 for Grant Share of Street End Lakeview Viewpoints, $335,000 for Street Improvement Reserve Fund share of Kollen Park Project, and $15,000 for Smallenburg Park Rotary Foundation requirement.

MUNICIPAL CAPITAL PROJECTS
ANTICIPATED IMPACT UPON FUTURE OPERATING BUDGETS

Project Designation	Estimates of Future Annual Operating Cost (Savings)				
	FY2008	FY2009	FY2010	FY2011	FY2012
Parks & Recreation					
Kollen Park Renovation (Phases II and III)					
This is the only major capital project this year. This project is described in detail on a separate page in this section. It is not anticipated that any additional staffing will be required to maintain the renovated park.					
Boardwalk Maintenance, Additional Lighting	- 0 -	5,000	5,000	10,000	10,000
Property Insurance	- 0 -	1,000	1,050	1,100	1,150
Park/School Project - Lakeview Master Plan	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Window-on-the-Waterfront Improvements					
Water Utilities for Irrigating Landscaping	- 0 -	100	105	110	115
Municipal Greenhouse/Conservatory Evaluation	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Kollen Park Playground Drainage	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Smallenburg Park Playground Improvements	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Bouws Outdoor Swimming Pool Renovation					
Utilities & Maintenance	(500)	(500)	(500)	(500)	(500)
Ice Skating Facility Preliminary Design	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Leisure Facilities					
Civic Center - Preliminary Design	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Stadium Fence Replacement					
Maintenance	(300)	(300)	(300)	(300)	(300)
Softball Scoreboards Matt Urban Complex					
Utilities	100	100	150	150	200
Cemeteries					
Automated Irrigation System					
Savings on Water Utilities	(1,100)	(2,200)	(2,300)	(2,400)	(2,500)
Maintenance on Electronic System	- 0 -	500	550	600	650
Asphalt Two Sections of Graafschap Cemetery	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Streets, Parking, and Pedestrian Walkways					
Street End Lakefront Viewpoints					
Maintenance	- 0 -	500	1,000	1,500	2,000
16th Street Irrigation Repair - Phase I					
Utilities & Maintenance	(1,100)	(1,300)	(1,500)	(1,700)	(1,900)
Alley Improvements					
Maintenance	- 0 -	500	550	600	650
City-Wide Tree Planting Program					
Temporary Help Part-time (Watering 1st Yr)	500	500	- 0 -	- 0 -	- 0 -
Utilities	200	200	- 0 -	- 0 -	- 0 -
Sidewalks Near Western Machine Tool Works					
Sidewalk Plowing	- 0 -	300	400	500	600
Public Safety					
Kollen Park Station-West Parking Lot Resurface	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Central Neighborhood & Other					
Ourstreet - Assistance Program *	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Neighborhood Commercial Restoration-Maplewood	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
City Hall Landscaping					
Utilities & Maintenance	- 0 -	100	105	110	120
City Hall Painting	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Community Wayfinding Signage					
Maintenance	- 0 -	400	500	600	700
Total	(2,200)	4,900	4,810	10,370	10,985

ADDITIONAL NOTES :

- Projects Above That Are Marked With An Asterisk Reflect Items Where There Is No Direct City of Holland Ownership; And Therefore, No Future Annual Operating Costs (Savings).
- Street Capital Projects Are Not Anticipated to Financially Impact Operating Budgets.

INTRODUCTION TO DEPARTMENT

CAPITAL PROJECTS SERVICES GROUP

Street Improvements Capital Projects Fund

FUND MISSION STATEMENT

To provide a five (5) year construction and financial plan for City capital projects that help preserve or enhance the City's street system, alleys, and storm drain system; and to assure the City will maintain and expand the street network to serve residential traffic needs; commercial neighborhoods; and a network which will serve existing and provide expansion of the industrial sector of the City.

ACTION PLAN FOR FISCAL YEAR 2008 FOR ENGINEERING OFFICE

* To plan, design and construct the following street, and storm drainage improvement projects:

  - 8th Street, Ferris to Country Club
  - Construct a new portion to Kollen Park Drive
  - Resurface 32nd Street from Lincoln to Old Orchard

* Conduct the Annual Street Resurfacing program for streets identified by staff and City Council. (November 2007)

CAPITAL PROJECTS GROUP

STREET, BRIDGE, STORM DRAIN CAPITAL PROJECTS FUND
(A CAPITAL PROJECTS FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Intergovernmental	11,752,668	4,137,546	1,611,525	1,140,000
Interest & Rents	1,325	57,173	- 0 -	- 0 -
Other	125,371	351,650	- 0 -	- 0 -
Transfers In	2,861,505	4,368,698	3,499,064	1,217,927
TOTAL SOURCES	$ 14,740,869	$ 8,915,067	$ 5,110,589	$ 2,357,927
FUNDING USES -				
Capital Outlay	$ 11,830,054	$ 12,008,216	$ 5,335,804	$ 2,357,927
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 11,830,054	$ 12,008,216	$ 5,335,804	$ 2,357,927
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 2,910,815	$ (3,093,149)	$ (225,215)	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ 3,318,364	$ 225,215	$ - 0 -	$ - 0 -
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	$ 3,318,364	$ 225,215	$ - 0 -	$ - 0 -

- - STAFFING - -

Positions: Not Applicable

NOTE:
Electric, Water and Wastewater Fund portions of these projects are not included above, but are included instead within the Utility Services Group (Enterprise Funds).

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2006 - June 30, 2007

Prepared 03/21/07

		MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund	Combined
Road and Street Construction:						
Summer 2006 Resurfacing Program (Delayed to 2007)		0		0	0	0
Street Resurfacing 20th Street, Plasman to Graafschap					15,000	15,000
Reconstructing River, 15th to Bridge (URS Project) 4R96		286,853			395,875	682,728
Prior Year Actuals Covered by Turnback Monies						
BPW	1,180,671					
MDOT (Part of Turnback $3.5M)	1,078,919					
Federal ($394,400 after 10/1/2006)	1,190,800					
Holland Township	65,638					
Special Assessments	93,650					
City Share - (Act 51 Eligible)	432,728					
City Share - Snowmelt (non Act 51)	250,000					
Total Project Cost	4,292,406					
40th Street, East of Waverly Rd, S2 Yachts 4RA1 (less $10,557 prior yrs)				210,871	202,600	413,471
MDOT (Economic Development Fund)	404,776	(Cash is Received)				
BPW Share	126,560					
City Share (Incl $70,000 Sidewalks)	424,028					
Special Assessments	122,991					
	1,078,355					
Western Gateway - Irrigation/Trees 4MAG		30,096				30,096
Local Match Pre-Planning MSHDA Grant - Montello Park					0	0
Waverly @ 24th, 5th Lane, MDOT Prelim-Closeout 4R65		17,693				17,693
Fairbanks Ave, 8th-16th (MDOT Open, excl. BPW) 4R69		4,663				4,663
Guardrail Safety Project (City Share) 4R72		54,838				54,838
Pine Ave, 7th to Bridge, 4R83		41,564				41,564
8th St, Pine to River, W/Snowmelt 4R88		24,196				24,196
Railroad Crossing Closings 11th,12th,17th, 4R86					0	0
MDOT (Realloc $75,000 Kollen Pk)	150,000					
City Share	-					
	150,000					
Country Club Road, 8th to 16th, (payroll actual to date) 4R89					1,454	1,454
Driesenga Engineering - City 73%	53,762				53,762	53,762
Driesenga Engineering - City 27%	19,884					
Total Engineering	73,646					
Relocate Cleveland East, 16th to 13th, & Kollen Park Dr Railroad Xng & Relocation 4M79					760,000	760,000
City Share	760,000	(Offset for FY08 Portion)			(335,000)	(335,000)
MDOT Railroad Xng (Reallocated 4R86)	75,000					
MDOT/CSX Railroad Phase II	200,000					
BPW	60,000					
Total Project Cost	1,095,000					

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2006 - June 30, 2007

Prepared 03/21/07

		MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund	Combined
8th St, Ferris to Country Club 4R91 - (payroll actual to date)					8,818	8,818
(City share Engineering FY07 covered by Revolving Cash Assistance Fd)						
Driesenga Engineering - City 73%	80,642				0	0
Driesenga Engineering - City 27%	29,827					
Total Engineering	110,469					
8th St, Ferris to Country Club 4R91					15,000	15,000
Project to Start May 2007 (see FY2008 for total project detail)						
Estimate 2 Months Constr (May/June)						
Jobs Today Funding	160,000					
City Advance Funding	15,000					
Total	175,000					
Washington Ave, Matt Urban-32nd, Turnback 4R93					0	0
($157,000 Turnback Funds Available)						
River/Michigan, 28th - 15th, Turnback 4R94		3,066				3,066
M40, I196 South to City Limit 4R95		91,922		91,209	38,907	222,038
Transfer to Capital Improvements Fund:					40,000	40,000
Neighborhood Commercial Restoration - 2007						
12th Street, Pine to Fairbanks (see FY09) Preliminary Engineering					60,000	60,000
Drains:						
Federal/State Stormwater Regulation Implementation (MACC)					30,000	30,000
Traffic Signals:						
Waverly Rd, 8th & 16th 4T10 MDOT Prelim-Closeout		9,912				9,912
8th & Pine 4T18 (excluding prior years)		10,678				10,678
Pine @ Padnos R.R. Signal 4T20					18,836	18,836
Bridge Construction:						
FY2007 Carryover Portions of FY2006 Appropriated Projects:						
River Ave Vehicle Bridge 4B04		490,717			43,734	534,451
Multi-Project Contingency 4B04		79,000				79,000
Cameras for Bridge 4B04		25,000				25,000
River Ave East Pedestrian Bridge 4B05		1,504				1,504
River Ave West Pedestrian Bridge 4B06		139,977			197,366	337,343
Bridge Approach (South) 4B07		19,182			392,318	411,500
Temporary Bridge 4B08					3,192	3,192
Total		1,330,861	0	302,080	1,941,862	3,574,803
Potential 4R96 River Avenue, 15th to Bridge						
- To Cover Federal Funds Delay On Into FY2008					793,961	793,961

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2007 - June 30, 2008

Prepared 03/21/07

		MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund	Combined
Road and Street Construction:						
Summer 2007 Resurfacing Program		280,000		45,000	400,000	725,000
2006 Delayed Program	325,000					
2007 Program	400,000					
Total Project Cost	725,000					
32nd Street, Old Orchard to Lincoln				55,000	55,000	110,000
Funding:						
City Share	110,000					
Federal (Cash 10/1/08)	272,000					
Jobs Michigan	68,000					
Total Project Cost	450,000					
8th Street, Ferris to Country Club 4R91					217,927	217,927
(City Share FY07 = $23,818 + FY08 = $217,927 = Total $247,573)						
To Start May 2007 (See Engineering, 1st two Months Constr. FY2007)						
Special Assessments	132,620					
Jobs Today	160,000					
Fed STP-U MACC 10/1/07 Funds	640,000					
BPW Share	529,533					
City Share	247,573					
Total Project Cost Incl. Eng.	1,709,726					
Relocate Cleveland East, 16th to 13th, & Kollen Park Dr Railroad Xng & Relocation 4M79						
City Share	760,000	(425,000 shown in FY07)			335,000	335,000
MDOT Railroad Xng (Reallocated 4F	75,000					
MDOT/CSX Railroad Phase II	200,000					
BPW	60,000					
Total Project Cost	1,095,000					
(City Share of 335,000 is included in the Municipal Capital Improv. Fund Summary)						
Drains:						
23rd Street, Central to State					99,000	99,000
Azalea Storm Outlet					35,000	35,000
Federal/State Stormwater Regulation Implementation (MACC)					31,000	31,000
Total		280,000	0	100,000	1,172,927	1,552,927
Potential Resurfacing Incl. 32nd St.						
- To Cover Federal Funds Delay On Into FY2009					272,000	272,000

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2008 - June 30, 2009

Prepared 03/21/07

		MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund	Combined
Road and Street Construction:						
Summer 2008 Resurfacing Program		170,000		60,000	195,000	425,000
Country Club Road, 8th to 16th, 4R89 (less $53,762 Engineering FY07)					620,238	620,238
Special Assessments	66,000					
BPW Share	250,000					
City Share	674,000					
Total Project Cost	990,000					
12th Street, Pine to Fairbanks (less FY07 Prelim Eng. $60,000)					698,700	698,700
City Share	758,700					
BPW	1,000,000					
Total Project Cost	1,758,700					
College Ave, Graves Place to 14th St					241,500	241,500
(May be bid together with 12th Street Project above)						
City Share	241,500					
BPW	150,000					
Total Project Cost	391,500					
8th / Fairbanks Roundabout		315,000			685,000	1,000,000
Drains:						
Federal/State Stormwater Regulation Implementation (MACC)					32,000	32,000
North of 8th Street, along West Side US-31 (64.4% of OCRC Project)		102,000				102,000
Traffic Signals:						
7th & 9th at Columbia					65,000	65,000
City Share	65,000					
Federal FY08 Funding	200,000					
Total Project Cost	265,000					
Total		587,000	0	60,000	2,537,438	3,184,438

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2009 - June 30, 2010

Prepared 03/21/07

		MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund	Combined
Road and Street Construction:						
Summer 2009 Resurfacing Program		180,000		65,000	205,000	450,000
Matt Urban Drive, Washington Ave to West City Limit				221,000		221,000
Special Assessments	136,000					
Federal	708,000					
City Share (major street)	221,000					
Total Project Cost	1,065,000					
Columbia Reconstruction/Streetscape from 16th to 22nd					100,000	100,000
Special Assessments	100,000					
City Share	100,000					
Total Project Cost	200,000					
Central Avenue, 10th to State (major)					810,900	810,900
Drains:						
Federal/State Stormwater Regulation Implementation (MACC)					33,000	33,000
Maple Avenue, 12th to 24th (City Share Only, BPW Costs yet unknown)					764,250	764,250
Total		180,000	0	286,000	1,913,150	2,379,150

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2010 - June 30, 2011

Prepared 03/21/07

	MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund	Combined
Road and Street Construction:					
Summer 2010 Resurfacing Program	190,000		70,000	215,000	475,000
40th Street, Washington to Lincoln (City Share only)			1,155,000		1,155,000
Drains:					
Federal/State Stormwater Regulation Implementation (MACC)				34,000	34,000
Total	190,000	0	1,225,000	249,000	1,664,000

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2011 - June 30, 2012

Prepared 03/21/07		MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund	Combined
Road and Street Construction:						
Summer 2011 Resurfacing Program		190,000		70,000	215,000	475,000
18th Street, Cleveland to River					1,044,300	1,044,300
City Share	1,044,300					
BPW	850,000					
Total Project Cost	1,894,300					
Lincoln, 16th to 24th					458,000	458,000
Special Assessments	100,000					
City Share	458,000					
BPW	500,000					
Federal-MACC	1,731,000					
Total Project Cost	2,789,000					
Drains:						
Federal/State Stormwater Regulation Implementation (MACC)					35,000	35,000
Total		190,000	0	70,000	1,752,300	2,012,300

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2012 - June 30, 2013

Prepared 03/21/07

		MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund	Combined
Road and Street Construction:						
Summer 2012 Resurfacing Program		190,000		70,000	215,000	475,000
19th Street, Cleveland to River					968,000	968,000
BPW	880,000					
City Share	968,000					
Total Project Cost	1,848,000					
Drains:						
Federal/State Stormwater Regulation Implementation (MACC)					36,000	36,000
Total		190,000	0	70,000	1,219,000	1,479,000

INTRODUCTION TO DEPARTMENT

CAPITAL PROJECTS SERVICES GROUP

Sidewalk Improvements Capital Projects Fund

FUND MISSION STATEMENT

To provide a City-wide sidewalk network by implementing the City's Comprehensive Sidewalk Plan that will enable citizens to walk safely to schools, parks, neighbors, neighborhood shopping and service areas, and to employment.

ACTION PLAN FOR FISCAL YEAR 2008

* To continue the annual sidewalk repair program in a selected area of the City by October 2007.
* To order-in sidewalks in areas identified by City Council by June 2008.
* To develop plans for sidewalk construction to support 2007 and 2008 street construction projects. (On-going)

CAPITAL PROJECTS GROUP

SIDEWALK IMPROVEMENTS FUND
(A CAPITAL PROJECTS FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 56,097	$ 57,657	$ 58,557	$ 60,372
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Interest & Rents	4,277	3,035	3,680	3,473
Other	- 0 -	- 0 -	5,326	- 0 -
Transfers In	87,000	- 0 -	- 0 -	
TOTAL SOURCES	$ 147,374	$ 60,692	$ 67,563	$ 63,845
FUNDING USES -				
SIDEWALKS - REPAIRS				
Personnel Services -				
* Salaries & Wages - Working	$ 12,772	$ 12,390	$ 8,394	$ 8,000
Other Current Expenditures -				
* Contractual	52,685	54,085	54,174	53,100
SIDEWALKS - ASPHALT WALKS				
Capital Outlay	49,983	- 0 -	- 0 -	- 0 -
SIDEWALKS - STREETSCAPE				
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
SIDEWALKS - FILL-IN-THE-GAP				
Capital Outlay	131,549	6,159	805	20,000
SIDEWALKS - NEIGHBORHOODS				
Capital Outlay	12,356	- 0 -	10,652	30,000
TOTAL USES	$ 259,345	$ 72,634	$ 74,025	$ 111,100
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (111,971)	$ (11,942)	$ (6,462)	$ (47,255)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	70,669	58,727	52,265	5,010
TOTAL FUND EQUITY	$ 70,669	$ 58,727	$ 52,265	$ 5,010

- - STAFFING - -

Positions: Not Applicable

SIDEWALK CAPITAL PROJECTS LISTING

FY-2005 Actual / FY-2006 Actual / FY-2007 Estimated / FY-2008 Budget

Project and Financing Mechanisms	Actual FY-2005	Actual FY-2006	Final Revised Estimate FY-2007	Approved Budget FY-2008
Sidewalk Repair Program - Property Taxation and Investment Income	65,457	66,475	62,568	61,100
Asphalt Walk Repair - Property Taxation and Investment Income	49,983	0	0	0
Streetscape Sidewalk Improvements - Property Taxation and Investment Income - Transfer from General Fd	0	0	0	0
Waverly Rd, Chicago Dr to 8th St - Property Taxation and Investment Income	12,356	0	0	0
Fill-in-the-Gaps - Special Assessments and Investment Income	131,549	6,159	805	20,000
Uniform Color - Property Taxation, Investment Income and Private Contribution	0	0	10,652	0
Project Areas To Be Identified - Property Taxation and Investment Income	0	0	0	30,000
Totals	259,345	72,634	74,025	111,100

CAPITAL PROJECTS GROUP

BROWNFIELD CAPITAL PROJECTS FUND
(A CAPITAL PROJECTS FUND)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
FUNDING USES -				
Capital Outlay	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Transfers Out	2,844	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 2,844	$ - 0 -	$ - 0 -	$ - 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (2,844)	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

- - STAFFING - -

Positions: Not Applicable

Note - For FY2006 and FY2007 this fund is reported in the Community & Neighborhood Services Group and not included under the Capital Projects Group. This presentation is included for historical comparisons.

BUILDING AUTHORITY CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY

	FY2008 Budgeted	FY2009 Projected	FY2010 Projected	FY2011 Projected	FY2012 Projected
NO PROJECTED BUILDING AUTHORITY CAPITAL PROJECTS AT THIS TIME					
Financing Sources:					
None	-0-	-0-	-0-	-0-	-0-
Financing Applications:					
None	-0-	-0-	-0-	-0-	-0-

MUNICIPAL CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY OF PROJECTS WITH TOTAL ESTIMATED COST PER INDIVIDUAL PROJECT LESS THAN $1,000,000

	FY2008 Budgeted	FY2009 Projected	FY2010 Projected	FY2011 Projected	FY2012 Projected
CEMETERY PROJECTS:					
Financing Sources -					
Transfers-In from Cemetery Perpetual Care Fund	61,000	55,000	55,000	55,000	55,000
Financing Applications -					
Irrigation System Improvements & Asphalting	61,000	55,000	55,000	55,000	55,000
COMMUNITY & NEIGHBORHOOD SERVICES PROJECTS:					
Financing Sources -					
Transfer from Municipal Capital Projects Cash Control Fund	140,000	- 0 -	- 0 -	- 0 -	- 0 -
	140,000	- 0 -	- 0 -	- 0 -	- 0 -
Financing Applications -					
Ourstreet - Residential Assistance	140,000	- 0 -	- 0 -	- 0 -	- 0 -
	140,000	- 0 -	- 0 -	- 0 -	- 0 -
LEISURE & CULTURAL SERVICES PROJECTS:					
Financing Sources -					
Grant - Michigan Coastal Zone (for Street End Viewpoints)	50,000	- 0 -	- 0 -	- 0 -	- 0 -
Matt Urban Scoreboard Advertising Revenues	10,000	- 0 -	- 0 -	- 0 -	- 0 -
Transfer from Municipal Capital Projects Cash Control Fund	332,000	480,000	750,000	200,000	530,000
	392,000	480,000	750,000	200,000	530,000
Financing Applications -					
Bouws Pool Improvements	- 0 -	30,000	200,000	200,000	- 0 -
Civic Center Study of Re-Development and/or Renovation	25,000	- 0 -	- 0 -	- 0 -	- 0 -
Ice Skating Facility	10,000	200,000	550,000	- 0 -	- 0 -
Kollen Park Playground Drainage	30,000	- 0 -	- 0 -	- 0 -	- 0 -
Lakefront Boardwalks & Viewing Points Development:					
- at Proposed Street Ends	100,000	- 0 -	- 0 -	- 0 -	- 0 -
Municipal Greenhouse/Conservatory Evaluation	10,000	- 0 -	- 0 -	- 0 -	- 0 -
Municipal Stadium Renovations	- 0 -	- 0 -	- 0 -	- 0 -	530,000
Outdoor Swimming Pool Renovations	20,000	- 0 -	- 0 -	- 0 -	- 0 -
Park/School Project - Lakeview Master Plan	10,000	- 0 -	- 0 -	- 0 -	- 0 -
Softball Scoreboards Matt Urban Complex	22,000	- 0 -	- 0 -	- 0 -	- 0 -
Smallenburg Park Playground Improvements	10,000	- 0 -	- 0 -	- 0 -	- 0 -
Smallenburg Park Skateboard Facility	- 0 -	250,000	- 0 -	- 0 -	- 0 -
Stadium Fence Replacement	55,000	- 0 -	- 0 -	- 0 -	- 0 -
Window-On-Waterfront Improvements	100,000	- 0 -	- 0 -	- 0 -	- 0 -
	392,000	480,000	750,000	200,000	530,000

ADDITIONAL COMMENT:

Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Adopted. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

MUNICIPAL CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY OF PROJECTS WITH TOTAL ESTIMATED COST PER INDIVIDUAL PROJECT LESS THAN $1,000,000

	FY2008 Budgeted	FY2009 Projected	FY2010 Projected	FY2011 Projected	FY2012 Projected
PUBLIC SAFETY PROJECTS:					
Financing Sources -					
Transfer from Municipal Capital Projects Cash Control Fund	10,000	- 0 -	- 0 -	550,000	550,000
Financing Applications -					
Kollen Park Station - West Parking Lot Resurface	10,000	- 0 -	- 0 -	- 0 -	- 0 -
Fire Department Station Renovations	- 0 -	- 0 -	- 0 -	550,000	550,000
	10,000	- 0 -	- 0 -	550,000	550,000
TRANSPORTATION SERVICES PROJECTS:					
Financing Sources -					
Transfer from Municipal Capital Projects Cash Control Fund	110,000	- 0 -	- 0 -	- 0 -	- 0 -
Financing Applications -					
16th Street Irrigation Repair - Phase I	30,000	- 0 -	- 0 -	- 0 -	- 0 -
Alley Improvements	15,000	- 0 -	- 0 -	- 0 -	- 0 -
Tree Planting-40th Street, Washington to Graafschap	15,000	- 0 -	- 0 -	- 0 -	- 0 -
Sidewalks Near Former Western Machine Tool Works Site	50,000	- 0 -	- 0 -	- 0 -	- 0 -
	110,000	- 0 -	- 0 -	- 0 -	- 0 -
OTHER PROJECTS:					
Financing Sources -					
Grant - State/County (for Wellness Trail - Hospital Vicinity)	47,000	- 0 -	- 0 -	- 0 -	- 0 -
Special Assessments (50% Snowmelt to Macatawa Bank)	23,750	- 0 -	- 0 -	- 0 -	- 0 -
Transfer from Municipal Capital Projects Cash Control Fund	17,250	- 0 -	- 0 -	- 0 -	- 0 -
	88,000	- 0 -	50,000	65,000	- 0 -
Financing Applications -					
Neighborhood Commercial Restoration - Maplewood	30,000	- 0 -	- 0 -	- 0 -	- 0 -
Neighborhood Commercial Improvements	- 0 -	- 0 -	50,000	65,000	- 0 -
City Hall Landscaping	18,000	- 0 -	- 0 -	- 0 -	- 0 -
City Hall Painting	15,000	- 0 -	- 0 -	- 0 -	- 0 -
Community Wayfinding Signage	25,000	- 0 -	- 0 -	- 0 -	- 0 -
	88,000	- 0 -	50,000	65,000	- 0 -
SUMMARY - ALL EXISTING AND NEW PROJECTS LESS THAN $1,000,000 ESTIMATED TOTAL COST					
All Financing Sources	801,000	535,000	855,000	870,000	1,135,000
All Financing Applications	801,000	535,000	855,000	870,000	1,135,000

ADDITIONAL COMMENT:

Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Adopted. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

MUNICIPAL CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY OF PROJECTS WITH TOTAL ESTIMATED COST PER INDIVIDUAL PROJECT EXCEEDING $1,000,000

KOLLEN PARK RENOVATION & EXPANSION PROJECT

	FY2008 Projected	FY2009 Projected	FY2010 Projected	FY2011 Projected	FY2012 Projected
FINANCING SOURCES:					
Grants -					
- from Michigan DNR Waterways (Phase II Development)	669,000	- 0 -	- 0 -	- 0 -	- 0 -
- from Michigan Trust Fund (Phases III Development)	500,000	- 0 -	- 0 -	- 0 -	- 0 -
- from Michigan Trust Fund (Phases IV Development)	- 0 -	- 0 -	187,500	187,500	- 0 -
- from Great Lakes Fisheries (Phase III Development)	297,500	- 0 -	- 0 -	- 0 -	- 0 -
- from Michigan Dept. Transportation (Phase II Railroad)	200,000	- 0 -	- 0 -	- 0 -	- 0 -
Private Sector Contributions -					
- from Holland Community Foundation and Other Sources	- 0 -	- 0 -	350,000	350,000	- 0 -
Transfers from Other City of Holland Funds -					
- from Waterfront Boardwalk Fund (earlier Heinz donations)	50,000	- 0 -	- 0 -	- 0 -	- 0 -
- from BPW Utility Fund	60,000	- 0 -	- 0 -	- 0 -	- 0 -
- from Street Improvement Reserve Fund	335,000	- 0 -	- 0 -	- 0 -	- 0 -
- from Municipal Capital Improvements Cash Control Fund	1,388,500	- 0 -	245,500	245,500	- 0 -
Total Sources	3,500,000	- 0 -	783,000	783,000	- 0 -
FINANCING APPLICATIONS:					
Phase II: Launch Ramp / Kollen Park Drive & Cleveland Ave. -					
- Designing / Surveying / Testing / Constr. Management	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
- Construction / Contingencies	1,940,000	- 0 -	- 0 -	- 0 -	- 0 -
Phase III: Heinz Waterfront Boardwalk -					
- Designing / Surveying / Testing / Constr. Management	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
- Construction / Contingencies	1,560,000	- 0 -	- 0 -	- 0 -	- 0 -
Phase IV: Center Park Area / Pier -					
- Designing / Surveying / Testing / Constr. Management	- 0 -	- 0 -	30,000	30,000	- 0 -
- Construction / Contingencies	- 0 -	- 0 -	375,000	375,000	- 0 -
Phase V: Pavilion -					
- Designing / Surveying / Testing / Constr. Management	- 0 -	- 0 -	28,000	28,000	- 0 -
- Construction / Contingencies	- 0 -	- 0 -	350,000	350,000	- 0 -
Total Applications	3,500,000	- 0 -	783,000	783,000	- 0 -

ADDITIONAL COMMENT:

Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Printed. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

KOLLEN PARK IMPROVEMENT PROJECT DESCRIPTION

Planning of the major redevelopment of the City of Holland's premier waterfront park began in FY1999 and final construction of all five projected phases will continue potentially through FY2011. Almost 50% of the project overall funding will be from state grants and private donations.

Phase I construction was completed in FY2003 and included reconstruction of the main park area, including entry drive, lakeside boardwalk, spots for fishing and playground.

In the fall of 2007 the City of Holland anticipates the start of construction on the Kollen Park Improvement Project Phase II and III.

Phase II will involve the construction of a new Kollen Park Boulevard that will extend east to 16th Street on the Old Sugar Beet Site and property that has been exchanged with the H.J. Heinz Co. for a portion of Cleveland Avenue, which is scheduled to be terminated. Incorporating this property into the park will increase the size of Kollen Park by approximately 1/3. In addition, Phase II of the project will encompass a new boat launch with three lanes for launching boats, a floating dock system equipped to handle six boats and a new parking lot for 50 vehicles with trailers.

Phase III of the Kollen Park Improvement Project includes an extension of the boardwalk west along Lake Macatawa in front of the Heinz property, which has been made possible through easements that have been provided by the H.J. Heinz Co. The project will extend from the northwest end of Kollen Park to the property located adjacent to the north end of the H. J. Heinz property and connect to the sidewalk on 16th Street.

Phases IV (Center Park Area/Pier) and V (Pavilion) Improvements are projected for FY2010 and FY2011.

ALL PHASES - MULTI-YEAR

	Prior Years	FY2008 Projected	FY2009 Projected	FY2010 Projected	FY2011 Projected	Total Project
FINANCING SOURCES:						
Grants -						
- Michigan Trust Fund (Phase I Development)	500,000	- 0 -	- 0 -	- 0 -	- 0 -	500,000
- Michiigan Coastal Zone (Phase II Development)	34,000	- 0 -	- 0 -	- 0 -	- 0 -	34,000
- Michigan DNR Waterways (Phase II Development)	31,021	669,000	- 0 -	- 0 -	- 0 -	700,021
- Michigan Trust Fund (Phases III Development)	- 0 -	500,000	- 0 -	- 0 -	- 0 -	500,000
- Michigan Trust Fund (Phases IV Development)	- 0 -	- 0 -	- 0 -	187,500	187,500	375,000
- Great Lakes Fisheries (Phase III Development)	52,500	297,500	- 0 -	- 0 -	- 0 -	350,000
- Michigan Dept. Transportation (Phase II Railroad)	75,000	200,000	- 0 -	- 0 -	- 0 -	275,000
Private Sector Contributions and Other -						
- Holland Community Foundation and Other Sources	- 0 -	- 0 -	- 0 -	350,000	350,000	700,000
Transfers from Other City of Holland Funds -						
- from Waterfront Boardwalk Fund(Heinz donations)	5,000	50,000	- 0 -	- 0 -	- 0 -	55,000
- from Property AcquisitionFund	278,600	- 0 -	- 0 -	- 0 -	- 0 -	278,600
- from BPW Utility Fund	- 0 -	60,000	- 0 -	- 0 -	- 0 -	60,000
- from Street Improvement Reserve Fund	425,000	335,000	- 0 -	- 0 -	- 0 -	760,000
- from Municipal Capital Improvements Cash Control	873,058	1,388,500	- 0 -	245,500	245,500	2,752,558
Total Sources	2,274,179	3,500,000	- 0 -	783,000	783,000	7,340,179
FINANCING APPLICATIONS:						
Property Acquisition and Pre-Planning	374,449	- 0 -	- 0 -	- 0 -	- 0 -	374,449
Phase I: Main Park Area	1,197,669	- 0 -	- 0 -	- 0 -	- 0 -	1,197,669
Phase II: Launch Ramp/Entry Drive	509,749	1,940,000	- 0 -	- 0 -	- 0 -	2,449,749
Phase III: Heinz Waterfront Boardwalk	192,312	1,560,000	- 0 -	- 0 -	- 0 -	1,752,312
Phase IV: Center Park Area / Pier	- 0 -	- 0 -	- 0 -	405,000	405,000	810,000
Phase V: Pavilion	- 0 -	- 0 -	- 0 -	378,000	378,000	756,000
Total Applications	2,274,179	3,500,000	- 0 -	783,000	783,000	7,340,179

STREET, BRIDGE, & DRAIN CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY

	FY2008 Budgeted	FY2009 Projected	FY2010 Projected	FY2011 Projected	FY2012 Projected
FINANCING SOURCES					
City of Holland Street Funds					
- M.V.H. Major Street Fund	280,000	587,000	180,000	190,000	190,000
- Allegan Road Tax Shared Revenue Fund	100,000	60,000	286,000	1,225,000	70,000
- Street Improvements Fund	837,927	2,537,438	1,913,150	249,000	1,752,300
City of Holland Utility Funds	529,533	1,400,000	- 0 -	- 0 -	1,350,000
Special Assessments to Benefitting Properties	132,620	66,000	236,000	- 0 -	100,000
Capital Grants					
- State MDOT and Federal Agencies (Certain State & Federal Transportation Grants Are Received via the Local Area MPO-MACC)	1,140,000	200,000	708,000	- 0 -	1,731,000
Other Sources	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Total Sources	3,020,080	4,850,438	3,323,150	1,664,000	5,193,300
FINANCING APPLICATIONS					
Road & Street Projects					
- Resurfacings	725,000	425,000	450,000	475,000	475,000
- New Construction and/or Re-Construction	2,130,080	4,026,438	2,075,900	1,155,000	4,683,300
Traffic Signal Projects	- 0 -	265,000	- 0 -	- 0 -	- 0 -
Drainage System Projects	165,000	134,000	797,250	34,000	35,000
Total Applications	3,020,080	4,850,438	3,323,150	1,664,000	5,193,300

ADDITIONAL COMMENT:

Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Adopted. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

SIDEWALK CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY

	FY2008 Budgeted	FY2009 Projected	FY2010 Projected	FY2011 Projected	FY2012 Projected
FINANCING SOURCES					
Property Taxes	59,820	61,300	62,800	64,300	65,800
Special Assessments	552	- 0 -	- 0 -	- 0 -	- 0 -
Investment Income	3,473	- 0 -	- 0 -	- 0 -	- 0 -
Drawdown Against (Addition To)					
- Sidewalk Fund Cash Balance	47,255	- 0 -	- 0 -	- 0 -	- 0 -
Total Sources	111,100	61,300	62,800	64,300	65,800
FINANCING APPLICATIONS					
Sidewalk Repairs Program	61,100	61,300	62,800	64,300	65,800
Streetscape Improvements	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Neighborhood Installation Program	30,000	- 0 -	- 0 -	- 0 -	- 0 -
Fill-In-The-Gap Installation Program	20,000	- 0 -	- 0 -	- 0 -	- 0 -
Total Applications	111,100	61,300	62,800	64,300	65,800

ADDITIONAL COMMENT:

Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Adopted. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

MUNICIPAL AIRPORT CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY

	Original Adopted Budget	Five-Year Development Plan Update Subsequent to Budget Adoption				
	FY2008	FY2008	FY2009	FY2010	FY2011	FY2012
FINANCING SOURCES						
Federal and State Grants:						
* Federal (F.A.A.)	2,726,500	2,296,000	2,189,750	3,971,950	1,425,000	114,000
* State of Michigan (M.A.C.)	71,750	502,250	3,485,225	104,525	37,500	3,000
Local Contributions:						
* Private Sector Donations	71,750	71,750	238,025	104,525	37,500	3,000
Total Sources	2,870,000	2,870,000	5,913,000	4,181,000	1,500,000	120,000
FINANCING APPLICATIONS						
Terminal Facility :						
* Property Acquistion	850,000	850,000	- 0 -	- 0 -	- 0 -	- 0 -
* Architectural & Engineering	100,000	100,000	- 0 -	- 0 -	- 0 -	- 0 -
* Site Development & Construction	- 0 -	- 0 -	5,913,000	- 0 -	- 0 -	- 0 -
Runways / Taxiways / Aprons:						
* Apron Area - Rehabilitation	- 0 -	- 0 -	- 0 -	1,640,000	- 0 -	- 0 -
* Runway/Taxiway - East End						
- Modifications & Improvements	320,000	320,000	- 0 -	- 0 -	- 0 -	- 0 -
* Runway 8						
- Property Acquisition for I L S	- 0 -	- 0 -	- 0 -	1,700,000	- 0 -	- 0 -
- Installation of I L S	- 0 -	- 0 -	- 0 -	- 0 -	1,500,000	- 0 -
* Runway 26						
- I L S / M A L S R	1,500,000	1,500,000	- 0 -	- 0 -	- 0 -	- 0 -
- Taxiway Lighting / REIL & PAPI	- 0 -	- 0 -	- 0 -	190,000	- 0 -	- 0 -
* Runway - North / South						
- Architect / Engineer / Environment	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	120,000
Airport Layout Plan (ALP) Update	100,000	100,000	- 0 -	- 0 -	- 0 -	- 0 -
South Hanger Area - Rehab Pavements	- 0 -	- 0 -	- 0 -	411,000	- 0 -	- 0 -
Hanger Area - Site Development	- 0 -	- 0 -	- 0 -	240,000	- 0 -	- 0 -
Total Applications	2,870,000	2,870,000	5,913,000	4,181,000	1,500,000	120,000

MUNICIPAL UTILITIES CAPITAL PROJECTS
- ELECTRIC - WATER - WASTEWATER -

FIVE-YEAR PROJECTION SUMMARY

	FY2008 Budgeted	FY2009 Projected	FY2010 Projected	FY2011 Projected	FY2012 Projected
ELECTRIC UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Service Group)					
Financing Sources:					
Electric Fund - Net Revenues & Earnings	4,398,215	6,088,978	5,122,941	4,192,569	5,742,577
Financed from Cash Reserves	1,264,260	1,411,022	2,477,059	3,507,431	2,057,423
Bond Issue Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
	5,662,475	7,500,000	7,600,000	7,700,000	7,800,000
Financing Applications:					
Power Resources	1,318,500	2,625,000	2,660,000	2,695,000	2,730,000
Electric Transmission and Distribution & Allocated Adminin Projects	4,343,975	4,875,000	4,940,000	5,005,000	5,070,000
	5,662,475	7,500,000	7,600,000	7,700,000	7,800,000
WATER UTILITY CAPITAL PROJECTS (Further Information On Various Pages of Utilities Service Group)					
Financing Sources:					
Water Fund - Net Revenues & Earnings	503,052	232,787	257,907	239,718	217,333
Financed from Cash Reserves	3,961,023	2,298,249	2,311,094	2,367,819	(18,617,797)
Bond Issue Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	32,000,000
	4,464,075	2,531,036	2,569,002	2,607,537	13,599,537
Financing Applications:					
Water Plant	946,600	1,850,000	290,750	230,500	12,357,000
Water Distribuiton & Allocated Admin	3,517,475	681,036	2,278,252	2,377,037	1,242,537
	4,464,075	2,531,036	2,569,002	2,607,537	13,599,537
WASTEWATER UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Services Group)					
Financing Sources:					
Wastewater Fund - Net Revenues & Earnings	555,312	609,960	621,783	679,810	920,615
Financed from Cash Reserves	2,626,063	2,713,515	1,478,217	720,190	579,385
Bond Issue Proceeds	- 0 -	6,955,200	- 0 -	- 0 -	- 0 -
	3,181,375	10,278,675	2,100,000	1,400,000	1,500,000
Financing Applications:					
Wastewater Plant	892,000	9,975,000	325,000	250,000	250,000
Wastewater Collection & Allocated Admin	2,289,375	303,675	1,775,000	1,150,000	1,250,000
	3,181,375	10,278,675	2,100,000	1,400,000	1,500,000

ADDITIONAL COMMENT:

Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Adopted. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

APPENDIX A

PERSONNEL

- FULLTIME EMPLOYEE TRENDS
- PART TIME EMPLOYEE TRENDS
- FTE SUMMARY BY DEPARTMENT
- FTE SUMMARY BY SERVICE GROUP AND FUND
- PART TIME SUMMARY BY DEPARTMENT
- PART TIME SUMMARY BY SERVICE GROUP AND FUND
- FTE DETAIL BY POSITION WITHIN DEPARTMENT

CITY OF HOLLAND

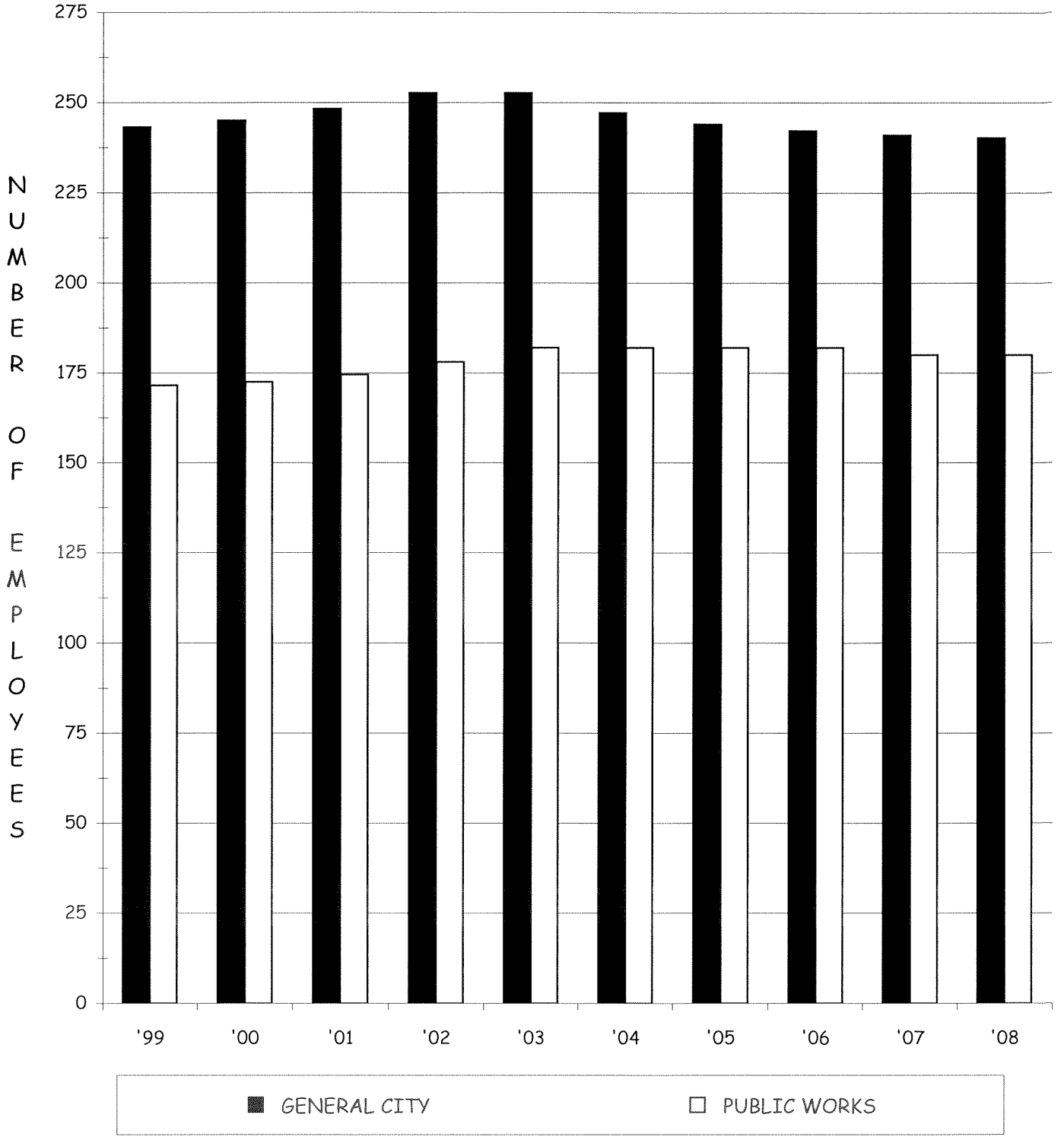
Full-Time Employee Trends As Budgeted
(Includes Part-Time A)
General Fund

	FY-99	FY-00	FY-01	FY-02	FY-03	FY-04	FY-05	FY-06	FY-07	FY-08
City Council	0.30	0.30	0.30	0.30	0.30	0.25	0.25	0.25	0.25	0.25
City Manager	3.25	3.85	2.95	2.95	2.85	2.75	2.75	2.70	2.70	2.70
Finance	5.25	5.75	5.75	6.00	6.00	6.00	6.00	6.00	6.00	6.00
Property Assessing	6.05	6.05	6.05	6.05	6.05	6.05	6.05	5.05	5.05	5.05
City Clerk	3.15	4.08	3.88	3.88	3.88	3.88	3.00	3.00	3.25	3.25
Human Resources	2.35	2.35	2.35	2.35	2.35	2.25	2.25	2.25	2.25	2.25
Procurement (Purchasing)	0.00	0.00	0.30	0.30	0.30	0.30	0.40	0.45	0.45	0.45
Treasurer	2.70	2.20	2.20	2.95	2.85	2.85	2.85	2.85	2.85	2.85
City Hall & Grounds	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Cemeteries	4.70	4.25	4.25	4.25	4.25	4.15	4.15	4.15	4.15	4.15
Volunteer Services	1.10	1.05	1.05	1.05	1.20	0.25	0.25	0.25	0.25	0.25
Planning & Zoning	2.70	2.70	2.70	3.05	2.90	2.40	3.50	3.50	3.30	3.20
Police	63.80	63.80	63.80	72.00	73.00	72.00	71.50	71.50	71.50	71.50
Fire	29.00	29.00	29.00	29.00	29.00	28.00	28.00	28.00	28.00	28.00
Fire (Part-Paid)	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00	30.00
Environmental Health & Insp	9.00	9.80	6.78	6.78	6.78	6.78	6.48	6.16	6.08	5.48
Construction Inspections	0.00	0.00	5.02	5.02	5.12	5.12	5.02	5.02	5.02	4.62
Streets Division	22.15	22.15	22.15	22.15	19.39	20.03	19.73	19.73	19.73	19.73
Transp. Mgmt & Engineering	0.00	0.00	0.00	0.00	2.90	2.90	2.90	2.90	2.90	2.98
Community Social Services	0.05	0.05	0.05	0.05	0.05	0.07	0.07	0.07	0.12	0.05
Ourstreet/Neighborhood Liaison	2.95	2.95	3.00	3.00	3.00	3.00	2.05	2.05	2.05	2.05
Housing Advisory Commission	0.15	0.15	0.15	0.15	0.00	0.00	0.00	0.00	0.00	0.00
Human Relations	1.60	1.60	1.60	1.80	1.80	2.00	2.00	2.00	1.75	1.75
Leisure & Cultural Services	1.30	1.30	1.30	1.30	1.30	1.30	0.60	0.60	0.60	0.60
Recreation Programs	4.50	4.30	4.30	4.30	4.30	4.30	4.00	4.00	4.00	4.00
Parks	12.50	12.50	12.50	12.50	12.50	11.50	11.40	10.40	10.40	10.40
Municipal Stadium	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.30
DeGraaf Nature Center	1.00	1.00	1.80	1.80	1.95	1.95	1.95	1.95	1.95	1.95
8th Street Market	0.00	0.00	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.15
Civic Center	2.30	2.50	2.50	2.50	2.50	2.50	1.50	1.50	1.50	1.50
Economic Development	0.00	0.00	0.00	0.00	0.35	0.40	0.75	0.75	0.75	0.50
General Fund Total	213.15	214.98	217.03	226.78	228.17	224.28	220.95	218.63	218.40	216.96

Full-Time Employee Trends As Budgeted
(Includes Part-Time A)
(Continued)
Special Revenue, Enterprise, Internal Services Funds and Component Units

	FY-99	FY-00	FY-01	FY-02	FY-03	FY-04	FY-05	FY-06	FY-07	FY-08
Downtown Public Parking	0.45	0.45	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.30
Downtown Develop. Authority	1.70	1.50	1.70	1.70	1.70	1.70	0.80	0.80	0.80	1.00
Principal Shopping District	0.00	0.20	0.20	0.20	0.20	0.20	0.75	0.75	0.75	0.85
CATV Public Access Television	0.00	0.20	0.20	0.20	0.01	0.01	0.01	0.01	0.01	0.01
Solid Waste Recycling	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.32	0.10	0.10
Windmill Island	2.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00
Macatawa Area Express (MAX)	1.60	2.70	2.60	2.60	2.25	2.43	0.98	0.83	1.58	1.75
Technology Services	5.00	5.00	6.00	6.00	6.00	5.00	5.00	5.00	4.00	4.00
Strt Equip Operating & Reserve	5.20	5.20	5.20	5.20	5.20	3.70	0.00	0.00	0.00	0.00
City Motor Pool	2.50	2.20	2.45	2.45	2.45	3.20	0.00	0.00	0.00	0.00
Centralized Vehicle / Equipment	0.00	0.00	0.00	0.00	0.00	0.00	8.78	8.93	8.93	8.93
CDBG Entitlement Grant	1.65	1.65	1.65	1.30	1.45	1.38	1.28	1.48	1.93	1.35
MSHDA Rental Housing Grant	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00
Public Safety Grants	10.00	10.00	10.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00
Other Funds Total	30.10	30.10	31.25	25.90	24.51	22.87	23.10	23.62	22.60	23.29
General City Total	243.25	245.08	248.28	252.68	252.68	247.15	244.05	242.25	241.00	240.25
Board of Public Works	171.50	172.50	174.50	178.00	182.00	182.00	182.00	182.00	180.00	180.00
Holland Historical Trust	4.00	4.00	4.00	4.00	4.00	4.00	4.00	5.00	6.00	6.00
Grand Total	418.75	421.58	426.78	434.68	438.68	433.15	430.05	429.25	427.00	426.25

CITY OF HOLLAND
EMPLOYMENT TREND



NOTE: THE EMPLOYMENT TREND INCLUDES FULL-TIME AND PART-TIME "A" EMLOYEES.

Part-Time Employee Trends As Budgeted
General Fund

	FY-99	FY-00	FY-01	FY-02	FY-03	FY-04	FY-05	FY-06	FY-07	FY-08
City Manager	0.00	0.00	0.35	0.55	0.55	0.40	0.00	0.00	0.00	0.00
Finance	0.40	0.00	0.00	0.00	0.05	0.05	0.00	0.00	0.10	0.01
Property Assessing	0.10	0.05	0.05	0.00	0.05	1.20	0.50	0.50	0.60	0.50
City Clerk	0.70	0.00	0.00	0.10	0.00	0.00	0.30	0.25	0.63	0.30
Procurement (Purchasing)	0.00	0.00	0.15	0.15	0.15	0.15	0.00	0.00	0.00	0.00
Treasurer	0.20	0.50	0.70	0.00	0.25	0.00	0.00	0.05	0.20	0.05
City Hall & Grounds	0.20	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Cemeteries	4.30	1.95	1.50	1.15	1.10	0.90	1.30	1.60	1.50	1.45
Planning & Zoning	0.20	0.20	0.45	0.30	0.30	0.30	0.30	0.30	0.30	0.30
Police	7.10	7.45	7.15	7.40	6.65	7.05	7.60	8.00	8.55	8.65
Environmental Health & Insp.	1.75	0.50	0.55	0.10	0.10	0.10	0.10	0.10	0.10	0.10
Construction Inspections	0.00	0.00	0.20	0.20	0.00	0.05	0.05	0.05	0.05	0.05
Streets Division	0.20	0.20	0.20	0.20	0.00	0.00	0.60	0.15	0.15	0.05
Transp. Mgmt & Engineering	0.00	0.00	0.00	0.00	0.25	0.60	0.55	0.15	0.10	0.20
Ourstreet/Neighborhood Liaison	0.00	0.15	0.15	0.15	0.15	0.15	0.45	0.70	0.70	0.00
Housing Advisory Commission	0.00	0.15	0.15	0.15	0.00	0.00	0.00	0.00	0.00	0.00
Human Relations	0.00	0.00	0.00	0.00	0.00	0.00	0.20	0.50	0.50	0.50
Leisure & Cultural Services	0.10	0.05	0.00	0.00	0.00	0.05	0.05	0.05	0.05	0.05
Recreation Programs	0.70	0.70	0.75	0.70	0.70	0.70	1.05	1.10	1.05	1.10
Parks	7.30	7.35	8.95	7.55	8.60	9.35	9.40	9.60	10.35	10.40
Municipal Stadium	0.60	0.65	0.65	0.65	0.70	0.70	0.70	0.35	0.35	0.35
DeGraaf Nature Center	2.05	2.20	1.70	1.70	1.70	1.70	1.70	1.70	2.30	2.00
Kollen Park Boat Launch	0.35	0.30	0.35	0.30	0.35	0.35	0.25	0.50	0.35	0.00
8th Street Market	0.35	0.40	0.40	0.40	0.40	0.40	0.65	0.85	0.85	0.90
Civic Center	2.15	1.80	1.85	1.85	1.55	1.55	1.75	2.30	2.00	2.00
General Fund Total	28.75	24.70	26.35	23.70	23.70	25.85	27.60	28.90	30.88	29.06

Part-Time Employee Trends As Budgeted
(Continued)
Special Revenue, Enterprise, Internal Services Funds and Component Units

	FY-99	FY-00	FY-01	FY-02	FY-03	FY-04	FY-05	FY-06	FY-07	FY-08
Downtown Public Parking	0.10	0.10	0.15	0.15	0.15	0.40	0.55	0.55	0.55	0.60
Downtown Develop. Authority	0.00	0.00	0.00	0.00	0.00	0.00	0.15	0.15	0.15	0.15
Principal Shopping District	0.00	0.00	0.00	0.00	0.00	0.00	0.30	0.60	0.70	0.60
Solid Waste Recycling	0.00	0.00	0.00	0.70	0.70	0.70	0.80	0.80	0.80	0.80
Windmill Island	11.90	12.15	11.10	11.45	11.55	12.15	12.85	13.10	11.90	11.20
Railroad Depot	0.20	0.20	0.20	0.25	0.20	0.20	0.20	0.20	0.20	0.00
Macatawa Area Express (MAX)	0.00	0.00	0.00	0.00	0.65	1.15	0.55	1.00	0.50	1.75
Technology Services	0.90	0.55	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Strt Equip Operating & Reserve	0.40	0.40	0.55	0.40	0.55	0.60	0.00	0.00	0.00	0.00
City Motor Pool	0.00	0.00	0.35	0.20	0.20	0.30	0.00	0.00	0.00	0.00
Centralized Vehicle / Equipment	0.00	0.00	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00
IMLS Grant	0.00	0.00	0.00	0.00	0.00	0.75	0.90	1.30	0.65	0.00
Enterprise/Services Total	13.50	13.40	12.60	13.15	14.00	16.25	17.30	18.70	16.45	16.10
General City Total	42.25	38.10	38.95	36.85	37.70	42.10	44.90	47.60	47.33	45.16
Holland Historical Trust	5.01	5.83	6.45	5.85	6.35	7.01	7.01	4.39	2.73	2.23
Grand Total	47.26	43.93	45.40	42.70	44.05	49.11	51.91	51.99	50.06	47.39

FULL-TIME POSITIONS - @ Full-Time Equivalencies (FTE)

MULTI-YEAR SUMMARY - BY SERVICE GROUP

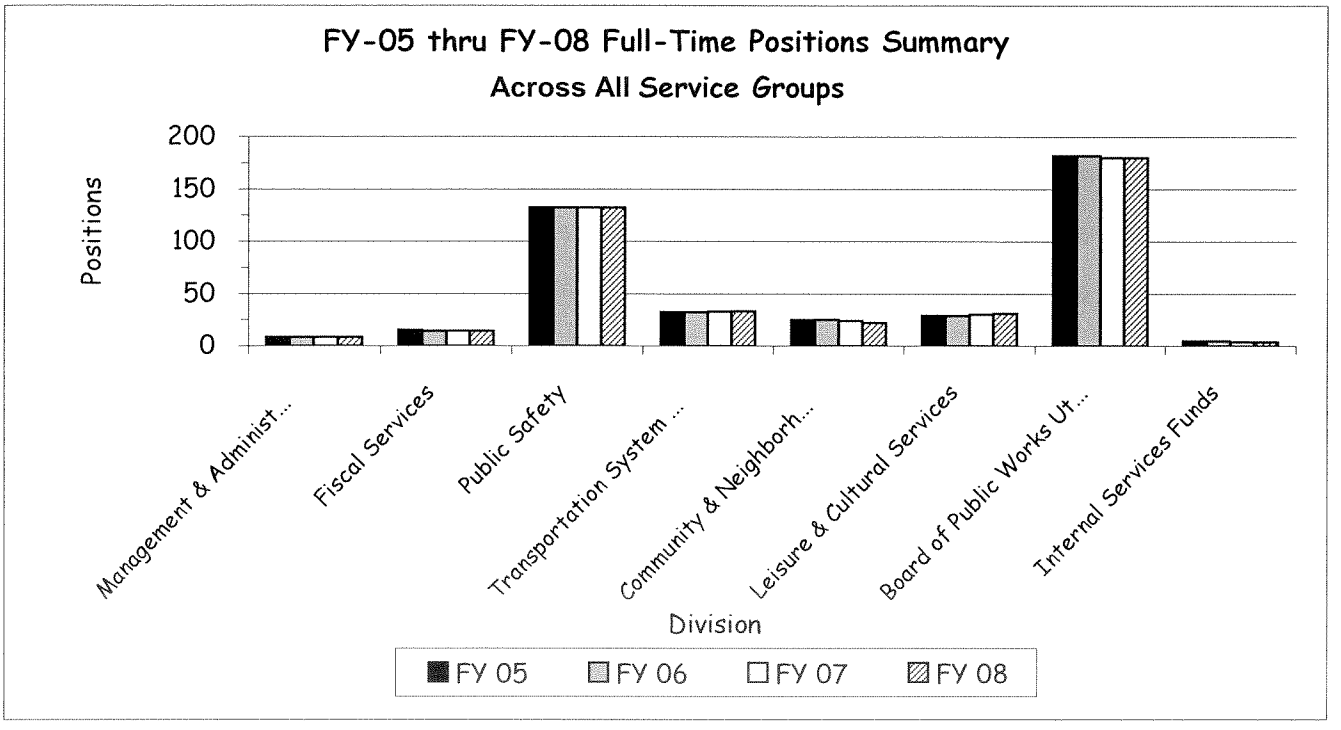
SERVICE GROUP	POSITIONS FY 05	POSITIONS FY 06	POSITIONS FY 07	FY 08 POSITIONS	FY 08 PERCENT
Management & Administrative	8.51	8.46	8.71	8.71	2.04%
Fiscal Services	15.30	14.35	14.35	14.35	3.37%
Public Safety	132.50	132.50	132.50	132.50	31.09%
Transportation System & Services	32.39	32.39	33.14	33.39	7.83%
Community & Neighborhood Services	25.20	25.40	24.15	22.25	5.22%
Leisure & Cultural Services	29.15	29.15	30.15	31.05	7.28%
Board of Public Works Utilities	182.00	182.00	180.00	180.00	42.23%
Internal Services Funds	5.00	5.00	4.00	4.00	0.94%
TOTAL	430.05	429.25	427.00	426.25	100.00%

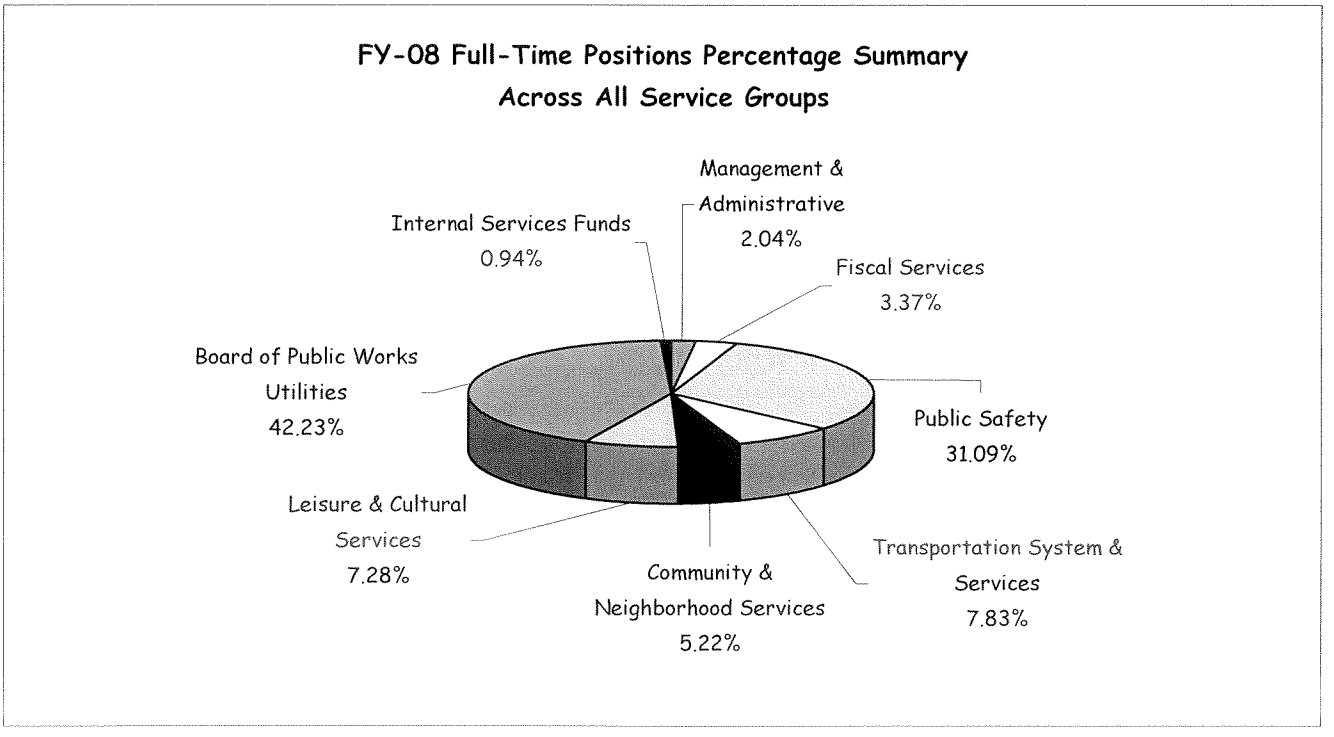
MULTI-YEAR SUMMARY - BY FUND

FUND	POSITIONS FY 05	POSITIONS FY 06	POSITIONS FY 07	FY 08 POSITIONS	FY 08 PERCENT
General Operating	220.95	218.63	218.40	216.96	50.90%
Downtown Public Parking	0.50	0.50	0.50	0.30	0.07%
Mainstreet/DDA	0.80	0.80	0.80	1.00	0.23%
Principal Shopping District	0.75	0.75	0.75	0.85	0.20%
CATV Public Access Television	0.01	0.01	0.01	0.01	0.00%
Solid Waste Recycling	0.00	0.32	0.10	0.10	0.02%
Windmill Island	1.00	1.00	1.00	2.00	0.47%
Public Bus Transportation (MAX)	0.98	0.83	1.58	1.75	0.41%
Board of Public Works Utilities	182.00	182.00	180.00	180.00	42.23%
Technology Services	5.00	5.00	4.00	4.00	0.94%
Centralized Vehicle / Equipment	8.78	8.93	8.93	8.93	2.10%
CDBG Entitlement Grant	1.28	1.48	1.93	1.35	0.32%
MSHDA Rental Housing Grant	1.00	1.00	0.00	0.00	0.00%
Public Safety Grants	3.00	3.00	3.00	3.00	0.70%
Holland Historic Trust	4.00	5.00	6.00	6.00	1.41%
TOTAL	430.05	429.25	427.00	426.25	100.00%

FULL-TIME POSITIONS - @ Full-Time Equivalencies (FTE)

CHART PRESENTATION
TOTAL FULL-TIME POSITIONS WITHIN GROUPS BY NUMBER AND PERCENTAGE





PART-TIME POSITIONS - @ Full-Time Equivalency (FTE)

MULTI-YEAR SUMMARY - BY SERVICE GROUP

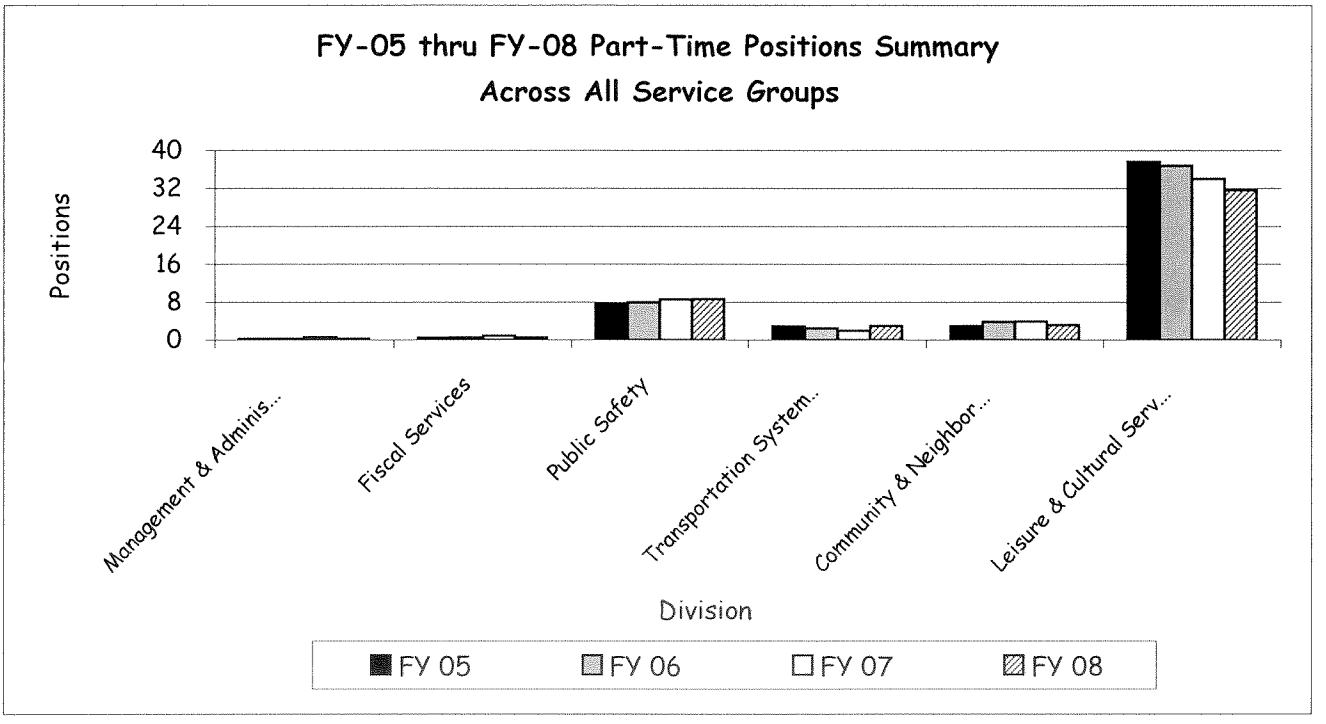
SERVICE GROUP	POSITIONS FY 05	POSITIONS FY 06	POSITIONS FY 07	FY 08 POSITIONS	FY 08 PERCENT
Management & Administrative	0.30	0.25	0.63	0.30	0.64%
Fiscal Services	0.50	0.55	0.90	0.56	1.18%
Public Safety	7.60	8.00	8.55	8.65	18.25%
Transportation System & Services	2.90	2.50	1.95	3.00	6.33%
Community & Neighborhood Services	3.00	3.85	3.95	3.20	6.75%
Leisure & Cultural Services	37.61	36.84	34.08	31.68	66.85%
TOTAL	51.91	51.99	50.06	47.39	100.00%

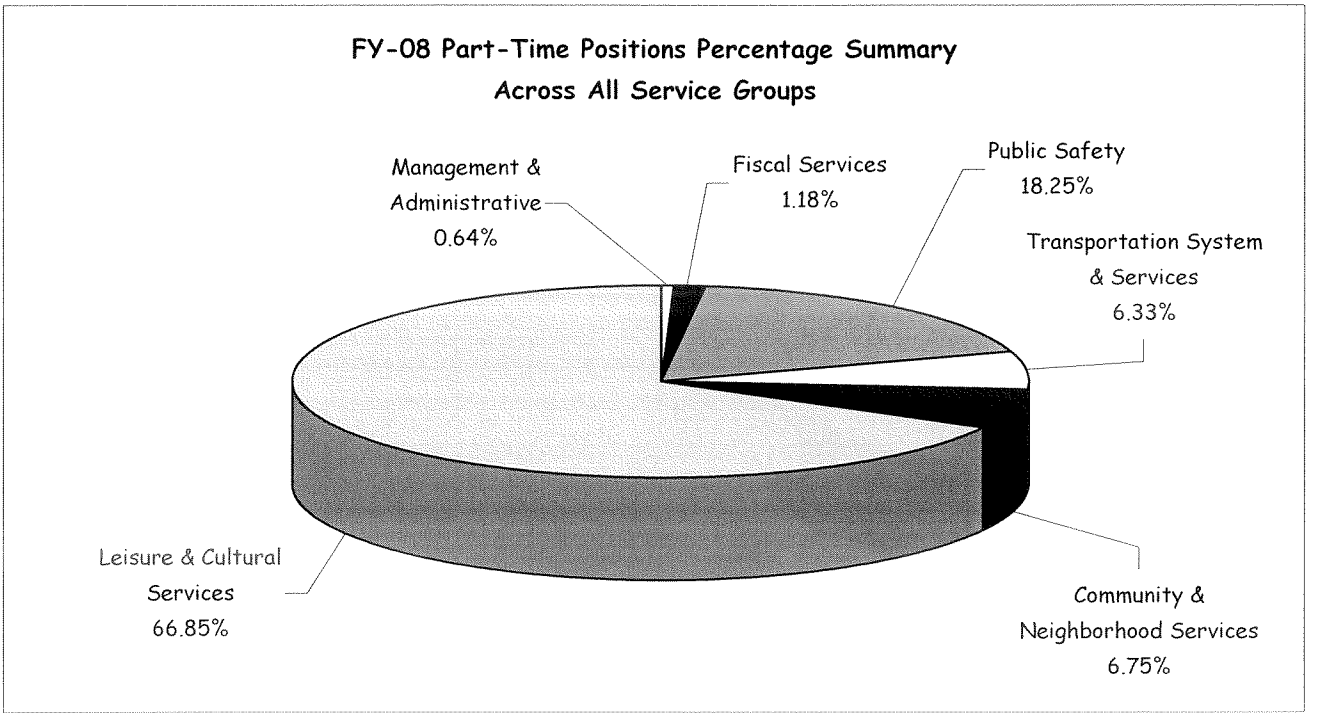
MULTI-YEAR SUMMARY - BY FUND

FUND	POSITIONS FY 05	POSITIONS FY 06	POSITIONS FY 07	FY 08 POSITIONS	FY 08 PERCENT
General Operating	27.60	28.90	30.88	29.06	61.31%
Downtown Public Parking	0.55	0.55	0.55	0.60	1.27%
Downtown Development Authority	0.15	0.15	0.15	0.15	0.32%
Downtown Principal Shopping District	0.30	0.60	0.70	0.60	1.27%
Solid Waste Recycling	0.80	0.80	0.80	0.80	1.69%
Windmill Island	12.85	13.10	11.90	11.20	23.63%
Railroad Depot	0.20	0.20	0.20	0.00	0.00%
Public Bus Transportation (MAX)	0.55	1.00	0.50	1.75	3.69%
Centralized Vehicle / Equipment	1.00	1.00	1.00	1.00	2.11%
IMLS Grant	0.90	1.30	0.65	0.00	0.00%
Holland Historic Trust	7.01	4.39	2.73	2.23	4.71%
TOTAL	51.91	51.99	50.06	47.39	100.00%

PART-TIME POSITIONS - @ Full-Time Equivalencies (FTE)

CHART PRESENTATION
TOTAL PART-TIME POSITIONS WITHIN GROUPS BY NUMBER AND PERCENTAGE





FULL-TIME POSITIONS - @ Full-Time Equivalencies (FTE)

MULTI-YEAR SUMMARY - BY DEPARTMENT

DEPARTMENT	POSITIONS FY 05	POSITIONS FY 06	POSITIONS FY 07	FY 08 POSITIONS	FY 08 PERCENT
City Council	0.25	0.25	0.25	0.25	0.06%
City Manager	2.75	2.70	2.70	2.70	0.63%
Finance	6.00	6.00	6.00	6.00	1.41%
Property Assessing	6.05	5.05	5.05	5.05	1.18%
City Clerk	3.00	3.00	3.25	3.25	0.76%
Human Resources	2.25	2.25	2.25	2.25	0.53%
Procurement (Purchasing)	0.40	0.45	0.45	0.45	0.11%
Treasurer	2.85	2.85	2.85	2.85	0.67%
City Hall & Grounds	1.00	1.00	1.00	1.00	0.23%
Cemeteries	4.15	4.15	4.15	4.15	0.97%
Volunteer Services	0.25	0.25	0.25	0.25	0.06%
Planning & Zoning	3.50	3.50	3.30	3.20	0.75%
Police	71.50	71.50	71.50	71.50	16.77%
Fire	58.00	58.00	58.00	58.00	13.61%
Environmental Health & Inspections	6.48	6.16	6.08	5.48	1.29%
Contruction Inspections	5.02	5.02	5.02	4.62	1.08%
Streets Division	19.73	19.73	19.73	19.73	4.63%
Transportation Management & Engineering	2.90	2.90	2.90	2.98	0.70%
Community Social Services	0.07	0.07	0.12	0.05	0.01%
Ourstreet / Neighborhood Liaison	2.05	2.05	2.05	2.05	0.48%
Human Relations	2.00	2.00	1.75	1.75	0.41%
Leisure & Cultural Services	0.60	0.60	0.60	0.60	0.14%
Recreation Programs	4.00	4.00	4.00	4.00	0.94%
Parks	11.40	10.40	10.40	10.40	2.44%
Municipal Stadium	0.30	0.30	0.30	0.30	0.07%
DeGraaf Nature Center	1.95	1.95	1.95	1.95	0.46%
8th Street Market	0.25	0.25	0.25	0.15	0.04%
Civic Center	1.50	1.50	1.50	1.50	0.35%
Economic Development	0.75	0.75	0.75	0.50	0.12%
Downtown Public Parking	0.50	0.50	0.50	0.30	0.07%
Downtown Development Authority	0.80	0.80	0.80	1.00	0.23%
Downtown Principal Shopping District	0.75	0.75	0.75	0.85	0.20%
CATV Public Access Television	0.01	0.01	0.01	0.01	0.00%
Solid Waste Recycling	0.00	0.32	0.10	0.10	0.02%
Windmill Island	1.00	1.00	1.00	2.00	0.47%
Public Bus Transportation (MAX)	0.98	0.83	1.58	1.75	0.41%
Board of Public Works:					
- Power Supply	46.00	46.00	45.00	45.00	10.55%
- Electric Transmission & Distribution	32.00	32.00	31.00	31.00	7.27%
- Wastewater Treatment	21.00	21.00	21.00	21.00	4.93%
- Water Treatment	10.00	10.00	9.00	9.00	2.11%
- Water-Wastewater Distribution / Collectior	21.00	21.00	21.00	21.00	4.93%
- Administration & Human Resources	6.00	6.00	6.00	6.00	1.41%
- Accounting & Collections	15.00	15.00	15.00	15.00	3.52%
- Information Technology	8.00	8.00	11.00	11.00	2.58%
- Marketing	11.00	11.00	11.00	11.00	2.58%
- Purchasing, Facilities, Warehousing & Meter	12.00	12.00	10.00	10.00	2.35%
Technology Services	5.00	5.00	4.00	4.00	0.94%
Centralized Vehicle / Equipment	8.78	8.93	8.93	8.93	2.10%
CDBG Entitlement Grant	1.28	1.48	1.93	1.35	0.32%
MSHDA Rental Housing Grant	1.00	1.00	0.00	0.00	0.00%
Public Safety Grants	3.00	3.00	3.00	3.00	0.70%
Holland Historic Trust	4.00	5.00	6.00	6.00	1.41%
TOTAL	430.05	429.25	427.00	426.25	100.00%

PART-TIME POSITIONS - @ Full-time Equivalency (FTE)

MULTI-YEAR SUMMARY - BY DEPARTMENT

DEPARTMENT	POSITIONS			FY 08	
	FY 05	FY 06	FY 07	POSITIONS	PERCENT
Finance	0.00	0.00	0.10	0.01	0.02%
Property Assessing	0.50	0.50	0.60	0.50	1.05%
Clerk	0.30	0.25	0.63	0.30	0.63%
Treasurer	0.00	0.05	0.20	0.05	0.10%
City Hall & Grounds	0.10	0.10	0.10	0.10	0.21%
Cemeteries	1.30	1.60	1.50	1.45	3.06%
Planning & Zoning	0.30	0.30	0.30	0.30	0.63%
Police	7.60	8.00	8.55	8.65	18.24%
Environmental Health & Inspections	0.10	0.10	0.10	0.10	0.21%
Contruction Inspections	0.05	0.05	0.05	0.05	0.11%
Streets Division	0.60	0.15	0.15	0.05	0.11%
Transportation Management & Engineering	0.55	0.15	0.10	0.20	0.42%
Ourstreet / Neighborhood Liaison	0.45	0.70	0.70	0.00	0.00%
Human Relations	0.20	0.50	0.50	0.50	1.06%
Leisure & Cultural Services	0.05	0.05	0.05	0.05	0.11%
Recreation Programs	1.05	1.10	1.05	1.10	2.32%
Parks	9.40	9.60	10.35	10.40	21.95%
Municipal Stadium	0.70	0.35	0.35	0.35	0.74%
DeGraaf Nature Center	1.70	1.70	2.30	2.00	4.22%
Kollen Park Boat Launch	0.25	0.50	0.35	0.00	0.00%
8th Street Market	0.65	0.85	0.85	0.90	1.90%
Civic Center	1.75	2.30	2.00	2.00	4.22%
Downtown Public Parking	0.55	0.55	0.55	0.60	1.27%
Downtown Development Authority	0.15	0.15	0.15	0.15	0.32%
Downtown Principal Shopping District	0.30	0.60	0.70	0.60	1.27%
Solid Waste Recycling	0.80	0.80	0.80	0.80	1.69%
Windmill Island	12.85	13.10	11.90	11.20	23.63%
Railroad Depot	0.20	0.20	0.20	0.00	0.00%
Public Bus Transportation (MAX)	0.55	1.00	0.50	1.75	3.69%
Centralized Vehicle / Equipment	1.00	1.00	1.00	1.00	2.11%
IMLS Grant	0.90	1.30	0.65	0.00	0.00%
Holland Historic Trust	7.01	4.39	2.73	2.23	4.71%
TOTAL	51.91	51.99	50.06	47.39	100.00%

MANAGEMENT & ADMINISTRATIVE SERVICES

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
CITY COUNCIL				
*** FULL TIME ***				
Executive Assistant I	0.25	0.25	0.25	0.25
*** ELECTED OFFICIALS ***				
Mayor	1.00	1.00	1.00	1.00
Council Member:				
At-Large Representatives	2.00	2.00	2.00	2.00
Ward Representatives	6.00	6.00	6.00	6.00
Total Elected Officials	9.00	9.00	9.00	9.00
Total Full Time & Elected Officials	9.25	9.25	9.25	9.25
CITY MANAGER				
*** FULL TIME ***				
City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	0.50	0.45	0.45	0.45
Executive Assistant II	1.00	1.00	1.00	1.00
Executive Assistant I	0.25	0.25	0.25	0.25
Total Full Time	2.75	2.70	2.70	2.70
CITY CLERK				
*** FULL TIME ***				
City Clerk	1.00	1.00	1.00	1.00
Administrative Aide I	1.00	1.00	1.25	1.25
Departmental Assistant I	1.00	1.00	1.00	1.00
Total Full Time	3.00	3.00	3.25	3.25
*** PART TIME ***				
Clerical Assistant	0.30	0.25	0.63	0.30
Total Full & Part Time FTE	3.30	3.25	3.88	3.55

MANAGEMENT & ADMINISTRATIVE SERVICES

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
HUMAN RESOURCES				
*** FULL TIME ***				
Director of Human Resources	1.00	1.00	1.00	1.00
Human Resources Coordinator	1.00	1.00	1.00	1.00
Executive Assistant I	0.25	0.25	0.25	0.25
Total Full Time	2.25	2.25	2.25	2.25
VOLUNTEER SERVICES				
*** FULL TIME ***				
Executive Assistant I	0.25	0.25	0.25	0.25
CATV PUBLIC ACCESS TELEVISION				
*** FULL TIME ***				
Director of Transportation Services	0.01	0.01	0.01	0.01
MANAGEMENT & ADMINISTRATIVE SERVICES TOTAL				
Full Time	8.51	8.46	8.71	8.71
Part Time	0.30	0.25	0.63	0.30
Elected Officials	9.00	9.00	9.00	9.00
Total Full & Part Time FTE	17.81	17.71	18.34	18.01

FISCAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
FINANCE				
*** FULL TIME ***				
Finance Officer/Treasurer	0.85	0.85	0.85	0.85
Assistant Finance Officer	0.90	0.90	0.90	0.90
Sr. Municipal Accountant	1.00	1.00	1.00	1.00
Municipal Accountant I	0.50	0.50	0.50	0.50
Collections Supervisor & Acct Assistant	0.50	0.50	0.50	0.50
Account Clerk/Payables	1.00	1.00	1.00	1.00
Account Clerk/Payroll & Benefits	1.00	1.00	1.00	1.00
Account Clerk/Cashier	0.25	0.25	0.25	0.25
Total Full Time	6.00	6.00	6.00	6.00
*** PART TIME ***				
Clerical Assistant	0.00	0.00	0.10	0.01
Total Full & Part Time FTE	6.00	6.00	6.10	6.01
TREASURER				
*** FULL TIME ***				
Finance Officer/Treasurer	0.10	0.10	0.10	0.10
Assistant Finance Officer	0.10	0.10	0.10	0.10
Municipal Accountant I	0.50	0.50	0.50	0.50
Collections Supervisor & Acct Assistant	0.50	0.50	0.50	0.50
Account Clerk/Cashier	1.65	1.65	1.65	1.65
Total Full Time	2.85	2.85	2.85	2.85
*** PART TIME ***				
Clerical Assistant	0.00	0.05	0.20	0.05
Total Full & Part Time FTE	2.85	2.90	3.05	2.90

FISCAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
PROPERTY ASSESSING				
*** FULL TIME ***				
Finance Officer/Assessor	0.05	0.05	0.05	0.05
Assessing Administrator	1.00	1.00	1.00	1.00
Appraiser Analyst	1.00	1.00	1.00	1.00
Appraiser Analyst-Personal Property	1.00	1.00	1.00	1.00
Appraiser II	0.00	0.00	0.00	0.00
Appraiser I	1.00	1.00	1.00	1.00
Account Clerk/GIS Operator	0.00	0.00	0.00	0.00
Departmental Assistant I	2.00	1.00	1.00	1.00
Total Full Time	6.05	5.05	5.05	5.05
*** PART TIME ***				
Clerical Assistant	0.50	0.50	0.60	0.50
Total Full & Part Time FTE	6.55	5.55	5.65	5.55
PROCUREMENT (PURCHASING)				
*** FULL TIME ***				
Assistant City Manager	0.00	0.05	0.05	0.05
Mtr Pool Supervisor/Purchasing Agt	0.20	0.20	0.20	0.20
Department Assistant I	0.20	0.20	0.20	0.20
Total Full Time	0.40	0.45	0.45	0.45
FISCAL SERVICES TOTAL				
Full Time	15.30	14.35	14.35	14.35
Part Time	0.50	0.55	0.90	0.56
Total Full & Part Time FTE	15.80	14.90	15.25	14.91

PUBLIC SAFETY SERVICES

POLICE DIVISION

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
POLICE				
*** FULL TIME ***				
Police Chief	1.00	1.00	1.00	1.00
Police Captain	3.00	3.00	3.00	3.00
Police Sergeant	8.00	8.00	8.00	8.00
Police Detective Sergeant	6.00	6.00	6.00	6.00
Police Officer	41.00	41.00	41.00	41.00
Departmental Assistant III	1.00	1.00	1.00	1.00
Officer Manager	1.00	1.00	1.00	1.00
Police Desk Assistant	7.00	7.00	7.00	7.00
Civilian Jailer	1.00	1.00	1.00	1.00
Code Enforcement Supervisor	1.00	1.00	1.00	1.00
Maintenance Supervisor	0.50	0.50	0.50	0.50
Building Custodian	1.00	1.00	1.00	1.00
Total Full Time	71.50	71.50	71.50	71.50
*** PART TIME ***				
Police Cadet	4.75	4.75	4.75	4.75
Police Reserve Officer	1.05	1.05	1.05	1.15
School Crossing Guards	1.30	1.30	1.85	1.85
General Maintenance Worker	0.50	0.90	0.90	0.90
Total Part Time	7.60	8.00	8.55	8.65
Total Full & Part Time FTE	79.10	79.50	80.05	80.15
PUBLIC SAFETY GRANTS				
*** FULL TIME ***				
Policer Officer	3.00	3.00	3.00	3.00
Police Division Total				
Full Time	74.50	74.50	74.50	74.50
Part Time	7.60	8.00	8.55	8.65
Total Full & Part Time FTE	82.10	82.50	83.05	83.15

PUBLIC SAFETY SERVICES

FIRE DIVISION

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
FIRE				
*** FULL TIME ***				
Fire Chief	1.00	1.00	1.00	1.00
Training Officer	1.00	1.00	1.00	1.00
Fire Inspector	1.00	1.00	1.00	1.00
Fire Captain	3.00	3.00	3.00	3.00
Fire Lieutenant	6.00	6.00	6.00	6.00
Community Involvement Lieutenant	0.00	0.00	0.00	0.00
Firefighter	13.00	13.00	13.00	13.00
Community Firefighter	2.00	2.00	2.00	2.00
Part-Paid Firefighter	29.00	29.00	29.00	29.00
Part-Paid Firefighter Sergeant	1.00	1.00	1.00	1.00
Departmental Aide II	1.00	1.00	1.00	1.00
Total Full Time	58.00	58.00	58.00	58.00
PUBLIC SAFETY SERVICES TOTAL				
Full Time	132.50	132.50	132.50	132.50
Part Time	7.60	8.00	8.55	8.65
Total Full & Part Time FTE	140.10	140.50	141.05	141.15

TRANSPORTATION SYSTEM & SERVICES

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
STREETS DIVISION				
*** FULL TIME ***				
Director of Transportation Services	0.23	0.23	0.23	0.23
Departmental Assistant II	0.50	0.50	0.50	0.50
Street Superintendent	1.00	1.00	1.00	1.00
Supervisor	3.00	3.00	3.00	3.00
Equipment Mechanic II	0.00	0.00	0.00	0.00
Coordinator - Sign & Paint	1.00	1.00	1.00	1.00
Coordinator - Storm Sewers	1.00	1.00	1.00	1.00
Heavy Equipment Operator	9.00	9.00	9.00	9.00
Equipment Operator	4.00	4.00	4.00	4.00
Total Full Time	19.73	19.73	19.73	19.73
*** PART TIME ***				
Maintenance	0.60	0.15	0.15	0.05
Total Full & Part Time FTE	20.33	19.88	19.88	19.78
TRANSPORTATION MANAGEMENT & ENGINEERING				
*** FULL TIME ***				
Director of Transportation Services	0.40	0.40	0.40	0.48
Civil Engineering Supervisor	1.00	1.00	1.00	1.00
Engineering Assistant	1.00	1.00	1.00	1.00
Departmental Assistant II	0.50	0.50	0.50	0.50
Total Full Time	2.90	2.90	2.90	2.98
*** PART TIME ***				
Technical Assistant	0.55	0.15	0.10	0.20
Total Full & Part Time FTE	3.45	3.05	3.00	3.18
RAILROAD DEPOT				
*** PART TIME ***				
Police Cadet	0.20	0.20	0.20	0.00

TRANSPORTATION SYSTEM & SERVICES

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
PUBLIC BUS TRANSPORTATION (MAX)				
*** FULL TIME ***				
Director of Transportation Services	0.08	0.08	0.08	0.00
MAX Coordinator	0.75	0.75	0.75	1.00
Department Assistant I	0.15	0.00	0.75	0.75
Total Full Time	0.98	0.83	1.58	1.75
*** PART TIME ***				
Clerical Assistant	0.05	0.50	0.00	0.00
Customer Service Rep	0.00	0.00	0.00	1.25
Marketing Consultant	0.50	0.50	0.50	0.50
Total Part Time	0.55	1.00	0.50	1.75
Total Full & Part Time FTE	1.53	1.83	2.08	3.50
CENTRALIZED VEHICLE / EQUIPMENT FUND				
*** FULL TIME ***				
Director of Transportation Services	0.08	0.08	0.08	0.08
Mtr Pool Supervisor/Purchasing Agt	0.80	0.80	0.80	0.80
Lead Mechanic	2.00	2.00	2.00	2.00
Equipment Mechanic II	5.50	5.50	5.50	5.50
Department Assistant	0.40	0.55	0.55	0.55
Total Full Time	8.78	8.93	8.93	8.93
*** PART TIME ***				
Mechanic Assistant	1.00	1.00	1.00	1.00
Total Full & Part Time FTE	9.78	9.93	9.93	9.93
TRANSPORTATION SYSTEM & SERVICES TOTAL				
Full Time	32.39	32.39	33.14	33.39
Part Time	2.90	2.50	1.95	3.00
Total Full & Part Time FTE	35.29	34.89	35.09	36.39

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
CITY HALL & GROUNDS				
*** FULL TIME ***				
Sr Building Custodian	1.00	1.00	1.00	1.00
*** PART TIME ***				
Custodian	0.10	0.10	0.10	0.10
Total Full & Part Time FTE	1.10	1.10	1.10	1.10
PLANNING & ZONING				
*** FULL TIME ***				
Dir of Community & Neighboorhood Svcs	0.00	0.70	0.70	0.70
Planning/Development Manager	0.70	0.00	0.00	0.00
Municipal Planner II	1.00	1.00	1.00	1.00
Com Develop Coord / Municipal Planner II	0.00	0.00	0.50	0.50
Municipal Planner I	0.60	0.60	0.00	0.00
Engineering Assistant	0.80	0.80	0.70	0.60
Clerical Specialist	0.20	0.20	0.20	0.20
Departmental Assistant II	0.20	0.20	0.20	0.20
Total Full Time	3.50	3.50	3.30	3.20
*** PART TIME ***				
Preservation Planner	0.30	0.30	0.30	0.30
Total Full & Part Time FTE	3.80	3.80	3.60	3.50
ENVIRONMENTAL HEALTH & INSPECTIONS				
*** FULL TIME ***				
Director of Environmental Health	0.70	0.70	0.70	0.70
Chief Sanitarian	1.00	1.00	1.00	1.00
Building Inspector / Zoning Administrator	0.10	0.10	0.10	0.10
Plumbing & Mechanical Inspector	0.20	0.20	0.20	0.20
Housing Inspector II	0.90	0.90	0.90	0.90
Building / Housing Inspector I	0.60	0.60	0.60	0.00
Housing Enforcement Inspector I	0.98	0.98	0.98	0.98
Departmental Assistant I	0.40	0.40	0.40	0.40
Clerical Specialist	0.40	0.40	0.40	0.40
Departmental Assistant II	0.40	0.40	0.40	0.40
Community Development Planner I	0.80	0.48	0.40	0.40
Total Full Time	6.48	6.16	6.08	5.48
*** PART TIME ***				
Clerical Assistant	0.10	0.10	0.10	0.10
Total Full & Part Time FTE	6.58	6.26	6.18	5.58

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
CONSTRUCTION INSPECTIONS				
*** FULL TIME ***				
Director of Environmental Health	0.30	0.30	0.30	0.30
Electrical Inspector	1.00	1.00	1.00	1.00
Building Inspector/Zoning Administrator	0.90	0.90	0.90	0.90
Plumbing & Mechanical Inspector	0.80	0.80	0.80	0.80
Housing Inspector II	0.10	0.10	0.10	0.10
Building/Housing Inspector I	0.40	0.40	0.40	0.00
Housing Enforcement Inspector I	0.02	0.02	0.02	0.02
Departmental Assistant I	0.60	0.60	0.60	0.60
Clerical Specialist	0.40	0.40	0.40	0.40
Departmental Assistant II	0.40	0.40	0.40	0.40
Acount Clerk / Cashier	0.10	0.10	0.10	0.10
Total Full Time	5.02	5.02	5.02	4.62
*** PART TIME ***				
Clerical Assistant	0.05	0.05	0.05	0.05
Total Full & Part Time FTE	5.07	5.07	5.07	4.67
COMMUNITY SOCIAL SERVICES ASSISTANCE				
*** FULL TIME ***				
Community Development Supervisor	0.07	0.07	0.07	0.00
Com Develop Coord / Municipal Planner II	0.00	0.00	0.05	0.05
Total Full & Part Time FTE	0.07	0.07	0.12	0.05
OURSTREET / NEIGHBORHOOD LIAISON				
*** FULL TIME ***				
Dir of Community & Neighboorhood Svcs	0.00	0.05	0.05	0.05
Planning/Development Manager	0.05	0.00	0.00	0.00
Ourstreet Coordinator	1.00	1.00	1.00	1.00
Neighborhood Liaison Officer	1.00	1.00	1.00	1.00
Ourstreet Assistant	0.00	0.00	0.00	0.00
Total Full Time	2.05	2.05	2.05	2.05
*** PART TIME ***				
Clerical Assistant	0.30	0.55	0.55	0.00
Graffiti Removal	0.15	0.15	0.15	0.00
Total Part-Time	0.45	0.70	0.70	0.00
Total Full & Part Time FTE	2.50	2.75	2.75	2.05

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
ECONOMIC DEVELOPMENT				
*** FULL TIME ***				
Assistant City Manager	0.50	0.50	0.50	0.50
Community Development Supervisor	0.25	0.25	0.25	0.00
Total Full Time	0.75	0.75	0.75	0.50
HUMAN RELATIONS				
*** FULL TIME ***				
Community/Human Relations Coordinator	1.00	1.00	1.00	1.00
Administrative Aide I	1.00	1.00	0.75	0.75
Total Full Time	2.00	2.00	1.75	1.75
*** PART TIME ***				
Youth Services Coordinator	0.20	0.50	0.50	0.50
Total Full & Part Time FTE	2.20	2.50	2.25	2.25
DOWNTOWN PUBLIC PARKING				
*** FULL TIME ***				
Dir of Community & Neighboorhood Svcs	0.00	0.05	0.05	0.00
Planning/Development Manager	0.05	0.00	0.00	0.00
Downtown Development Coordinator	0.40	0.40	0.40	0.25
Skilled Plumber/Irrigation Technician	0.05	0.05	0.05	0.05
Total Full Time	0.50	0.50	0.50	0.30
*** PART TIME ***				
Clerical Assistant	0.15	0.15	0.15	0.15
Parking Enforcement	0.25	0.25	0.25	0.25
Maintenance	0.15	0.15	0.15	0.20
Total Part-Time	0.55	0.55	0.55	0.60
Total Full & Part Time FTE	1.05	1.05	1.05	0.90

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
DOWNTOWN DEVELOPMENT AUTHORITY				
*** FULL TIME ***				
Dir of Community & Neighboorhood Svcs	0.00	0.20	0.20	0.25
Planning/Development Manager	0.20	0.00	0.00	0.00
Downtown Development Coordinator	0.60	0.60	0.60	0.75
Total Full Time	0.80	0.80	0.80	1.00
*** PART TIME ***				
Clerical Assistant	0.15	0.15	0.15	0.15
Total Full & Part Time FTE	0.95	0.95	0.95	1.15
DOWNTOWN PRINCIPAL SHOPPING DISTRICT				
*** FULL TIME ***				
Marketing & Promotions Coordinator	0.75	0.75	0.75	0.85
*** PART TIME ***				
Clerical Assistant	0.30	0.30	0.30	0.30
Intern	0.00	0.30	0.40	0.30
Total Part-Time	0.30	0.60	0.70	0.60
Total Full & Part Time FTE	1.05	1.35	1.45	1.45
SOLID WASTE RECYCLING				
*** FULL TIME ***				
Community Development Planner I	0.00	0.32	0.10	0.10
*** PART TIME ***				
Recycle Solid Waste Education Coordinator	0.80	0.80	0.80	0.80
Total Full & Part Time FTE	0.80	1.12	0.90	0.90

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
MHSDA RENTAL HOUSING GRANT				
*** FULL TIME ***				
Ourstreet Project Aide	1.00	1.00	0.00	0.00
CDBG ENTITLEMENT GRANT				
*** FULL TIME ***				
Community Development Supervisor	0.68	0.68	0.68	0.00
Com Develop Coord / Municipal Planner II	0.00	0.00	0.45	0.45
Municipal Planner I	0.40	0.40	0.00	0.00
Engineering Assistant	0.20	0.20	0.30	0.40
Community Development Planner I	0.00	0.20	0.50	0.50
Total Full Time	1.28	1.48	1.93	1.35
COMMUNITY & NEIGHBORHOOD SERVICES TOTAL				
Full Time	25.20	25.40	24.15	22.25
Part Time	3.00	3.85	3.95	3.20
Total Full & Part Time FTE	28.20	29.25	28.10	25.45

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
LEISURE/CULTURAL SERVICES ADMINISTRATION				
*** FULL TIME ***				
Leisure & Cultural Director	0.30	0.30	0.30	0.30
Departmental Assistant II	0.30	0.30	0.30	0.30
Total Full Time	0.60	0.60	0.60	0.60
*** PART TIME ***				
Clerical Assistant	0.05	0.05	0.05	0.05
Total Full & Part Time FTE	0.65	0.65	0.65	0.65
RECREATION PROGRAMS				
*** FULL TIME ***				
Leisure & Cultural Director	0.50	0.50	0.50	0.50
Youth/General Recreation Coordinator	1.00	1.00	1.00	1.00
Departmental Assistant II	0.40	0.40	0.40	0.40
Skilled Recreation Technician	1.00	1.00	1.00	1.00
Recreation Maintenance Assistant	1.00	1.00	1.00	1.00
Skilled Maintenance Technician	0.05	0.05	0.05	0.05
Skilled Plumber/Irrigation Technician	0.05	0.05	0.05	0.05
Total Full Time	4.00	4.00	4.00	4.00
*** PART TIME ***				
Maintenance/Grounds	0.25	0.30	0.30	0.30
Clerical Assistant	0.80	0.80	0.75	0.80
Total Part Time	1.05	1.10	1.05	1.10
Total Full & Part Time FTE	5.05	5.10	5.05	5.10

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
PARKS				
*** FULL TIME ***				
Park & Cemetery Division Manager	0.75	0.75	0.75	0.75
Departmental Assistant I	0.25	0.25	0.25	0.25
Supervisor	2.00	2.00	2.00	2.00
Tree Trimmer I	2.00	2.00	2.00	2.00
Skilled Maintenance Technician	0.70	0.70	0.70	0.70
Greenhouse Operator	1.00	1.00	1.00	1.00
Heavy Equipment Operator	1.00	1.00	1.00	1.00
Skilled Plumber/Irrigation Technician	0.70	0.70	0.70	0.70
Equipment Operator	1.00	1.00	1.00	1.00
Skilled Grounds Keeper	1.00	1.00	1.00	1.00
Laborer II	1.00	0.00	0.00	0.00
Total Full Time	11.40	10.40	10.40	10.40
*** PART TIME ***				
Grounds Maintenance	8.25	8.45	9.20	9.20
Gardemer	0.70	0.70	0.70	0.70
Security Maintenance	0.45	0.45	0.45	0.50
Total Part Time	9.40	9.60	10.35	10.40
Total Full & Part Time FTE	20.80	20.00	20.75	20.80
MUNICIPAL STADIUM				
*** FULL TIME ***				
Skilled Maintenance Technician	0.25	0.25	0.25	0.25
Skilled Plumber/Irrigation Technician	0.05	0.05	0.05	0.05
Total Full Time	0.30	0.30	0.30	0.30
*** PART TIME ***				
Maintenance/Grounds	0.70	0.35	0.35	0.35
Total Full & Part Time FTE	1.00	0.65	0.65	0.65

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
DEGRAAF NATURE CENTER				
*** FULL TIME ***				
Nature Center Coordinator	1.00	1.00	1.00	1.00
Staff Naturalist	0.95	0.95	0.95	0.95
Total Full Time	1.95	1.95	1.95	1.95
*** PART TIME ***				
Grounds Maintenance	0.40	0.40	0.40	0.40
Educational Intern	0.00	0.00	0.60	0.30
Educational Assistant	0.65	0.65	0.65	0.65
Outdoor Assistant	0.65	0.65	0.65	0.65
Total Part Time	1.70	1.70	2.30	2.00
Total Full & Part Time FTE	3.65	3.65	4.25	3.95
KOLLEN PARK BOAT LAUNCH				
*** PART TIME ***				
Boat Ramp Supervisor	0.10	0.15	0.10	0.00
Boat Ramp Attendant	0.15	0.35	0.25	0.00
Total Part Time	0.25	0.50	0.35	0.00
8th STREET MARKET				
*** FULL TIME ***				
Marketing & Promotions Coordinator	0.25	0.25	0.25	0.15
*** PART TIME ***				
Market Master	0.50	0.65	0.65	0.70
Maintenance	0.15	0.20	0.20	0.20
Security Maintenance	0.00	0.00	0.00	0.00
Total Part Time	0.65	0.85	0.85	0.90
Total Full & Part Time FTE	0.90	1.10	1.10	1.05

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
CIVIC CENTER				
*** FULL TIME ***				
Leisure & Cultural Director	0.20	0.20	0.20	0.20
Departmental Assistant II	0.30	0.30	0.30	0.30
Sr Building Custodian	1.00	1.00	1.00	1.00
Total Full Time	1.50	1.50	1.50	1.50
*** PART TIME ***				
Clerical Assistant	0.35	0.35	0.35	0.35
Custodian	1.40	1.95	1.65	1.65
Total Part Time	1.75	2.30	2.00	2.00
Total Full & Part Time FTE	3.25	3.80	3.50	3.50
CEMETERIES				
*** FULL TIME ***				
Park & Cemetery Division Manager	0.25	0.25	0.25	0.25
Departmental Assistant I	0.75	0.75	0.75	0.75
Supervisor	1.00	1.00	1.00	1.00
Skilled Plumber/Irrigation Technician	0.15	0.15	0.15	0.15
Cemetery Maintenance II	2.00	2.00	2.00	2.00
Total Full Time	4.15	4.15	4.15	4.15
*** PART TIME ***				
Clerical Assistant	0.50	0.70	0.70	0.65
Grounds Maintenance	0.80	0.90	0.80	0.80
Total Part Time	1.30	1.60	1.50	1.45
Total Full & Part Time FTE	5.45	5.75	5.65	5.60

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
WINDMILL ISLAND				
*** FULL TIME ***				
Windmill Island Manager	1.00	1.00	1.00	1.00
Events Coordinator/Miller	0.00	0.00	0.00	1.00
Total Full Time	1.00	1.00	1.00	2.00
*** PART TIME ***				
Tulip Time Worker	0.95	0.60	0.60	0.60
Klompen Dancer/Tour Guide	3.00	2.75	2.55	2.55
Ticket Taker	0.85	0.80	0.75	0.75
Tour Guide	1.40	1.25	1.15	1.10
Miller/Event Organizer	0.00	0.20	0.65	0.00
Grounds Maintenance	5.50	6.25	5.00	5.00
Clerical Assistant	1.15	1.25	1.20	1.20
Total Part Time	12.85	13.10	11.90	11.20
Total Full & Part Time FTE	13.85	14.10	12.90	12.20
IMLS LEARNING OPPORTUNITIES (VAN RAALTE FARM) GRANT				
*** PART TIME ***				
Naturalist	0.90	1.30	0.65	0.00

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
HOLLAND HISTORIC TRUST				
*** FULL TIME ***				
Director	1.00	1.00	1.00	1.00
Curator of Sites and Collections	1.00	1.00	1.00	1.00
Operations Manager	1.00	1.00	1.00	1.00
Education Director	1.00	1.00	1.00	1.00
Facilities Manager	0.00	0.00	1.00	1.00
Visitor Services/Volunteer Manager	0.00	1.00	1.00	1.00
Total Full Time	4.00	5.00	6.00	6.00
*** PART TIME ***				
Media Relations	0.75	0.62	0.62	0.62
Registrar	0.75	0.75	0.00	0.00
Site Manager, Cappon House	0.75	0.00	0.00	0.00
Visitor Services Manager	0.63	0.00	0.00	0.00
Gift Shop Manager	0.62	0.00	0.00	0.00
Development Director/Membership	0.50	0.50	0.50	0.00
Museum Attendant	0.85	0.86	0.86	0.86
Custodian	1.00	0.50	0.00	0.00
Facilities Manager	0.50	0.50	0.00	0.00
Archivists	0.66	0.66	0.75	0.75
Total Part Time	7.01	4.39	2.73	2.23
Total Full & Part Time FTE	11.01	9.39	8.73	8.23
LEISURE & CULTURAL SERVICES TOTAL				
Full Time	29.15	29.15	30.15	31.05
Part Time	37.61	36.84	34.08	31.68
Total Full & Part Time FTE	66.76	65.99	64.23	62.73

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ELECTRIC UTILITY

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
POWER SUPPLY				
*** FULL TIME ***				
Power Resources Director	1.00	1.00	1.00	1.00
Operations Planner	1.00	1.00	1.00	1.00
Fuel & Resource Specialist	1.00	1.00	1.00	1.00
Production Engineering Supervisor	1.00	1.00	1.00	1.00
Maintenance Planner	1.00	1.00	1.00	1.00
Operations Supervisor	1.00	1.00	1.00	1.00
Maintenance Supervisor	1.00	1.00	1.00	1.00
Lead Operator	4.00	4.00	4.00	4.00
Utility Operator	0.00	0.00	2.00	2.00
Power Plant Mechanic A	2.00	2.00	0.00	0.00
Plant Operators	8.00	8.00	8.00	8.00
Power Plant Mechanic B	2.00	2.00	2.00	2.00
Mechanic C	1.00	1.00	4.00	4.00
Instrumentation Technician	2.00	2.00	3.00	3.00
Auxiliary Operator	4.00	4.00	4.00	4.00
Coal & Ash Handler - Lead	1.00	1.00	1.00	1.00
Coal & Ash Handler	1.00	1.00	2.00	2.00
Utility III	2.00	2.00	0.00	0.00
Utility II	3.00	3.00	2.00	2.00
Utility I	2.00	2.00	2.00	2.00
Clerk Typist II	1.00	1.00	1.00	1.00
Coal & Ash Truck Driver	2.00	2.00	0.00	0.00
Electric Production Engineer	1.00	1.00	1.00	1.00
Instrument Controls / Operator	1.00	1.00	0.00	0.00
Storeroom Clerk	1.00	1.00	1.00	1.00
Environmental Regulatory Specialist	1.00	1.00	1.00	1.00
Total Full Time	46.00	46.00	45.00	45.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ELECTRIC UTILITY

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
ELECTRIC SERVICES & TECHNOLOGY				
*** FULL TIME ***				
Engineering Tech	0.00	0.00	2.00	2.00
Electric T & D Director	1.00	1.00	0.00	0.00
Superintendent of Electric T & D	0.00	0.00	1.00	1.00
Line Crew Supervisor	1.00	1.00	1.00	1.00
Lead Lineworker	2.00	2.00	2.00	2.00
Lineworker A	5.00	5.00	5.00	5.00
Lineworker B	2.00	2.00	0.00	0.00
Ground / Equipment Operator	2.00	2.00	1.00	1.00
Equipment Operator II	0.00	0.00	2.00	2.00
Systems Operation Technician	4.00	4.00	4.00	4.00
Operations / Metering Supervisor	1.00	1.00	1.00	1.00
Distribution Technician II	2.00	2.00	2.00	2.00
Distribution Technician I	1.00	1.00	1.00	1.00
Administrative Coordinator	1.00	1.00	1.00	1.00
Engineering Supervisor	1.00	1.00	1.00	1.00
Utility Engineering Aide	2.00	2.00	1.00	1.00
Draftsperson	1.00	1.00	1.00	1.00
Electrical Distribution Engineer	1.00	1.00	1.00	1.00
Clerk Typist II	1.00	1.00	1.00	1.00
Communications Engineer	1.00	1.00	0.00	0.00
Engineering Technician I	1.00	1.00	1.00	1.00
Engineering Technician II	1.00	1.00	1.00	1.00
Electric Systems Engineer	0.00	0.00	1.00	1.00
Senior Electrical Systems Engineer	1.00	1.00	0.00	0.00
Total Full Time	32.00	32.00	31.00	31.00
ELECTRIC UTILITY TOTAL	78.00	78.00	76.00	76.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

WATER & WASTEWATER UTILITY

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
WASTEWATER TREATMENT				
*** FULL TIME ***				
Wastewater Plant Superintendent	1.00	1.00	1.00	1.00
Mechanical Maintenance Supervisor	1.00	1.00	1.00	1.00
Operations / Electronics Supervisor	1.00	1.00	1.00	1.00
Plant Operator	5.00	5.00	5.00	5.00
Laboratory Analyst	2.00	2.00	2.00	2.00
Pollution Control Technician	2.00	2.00	2.00	2.00
Lead Waste Treatment Maintenance	2.00	2.00	2.00	2.00
Industrial Electrician	1.00	1.00	1.00	1.00
Maintenance II	2.00	2.00	2.00	2.00
Utility II	2.00	2.00	2.00	2.00
Clerk Typist II	1.00	1.00	1.00	1.00
Pollution Control Supervisor	1.00	1.00	1.00	1.00
Total Full Time	21.00	21.00	21.00	21.00
WATER TREATMENT				
*** FULL TIME ***				
Water Treatment Superintendent	1.00	1.00	1.00	1.00
Operations Supervisor	1.00	1.00	1.00	1.00
Lead Water Treatment Plant Operator	1.00	0.00	0.00	0.00
Water Treatment Plant Operator	4.00	5.00	5.00	5.00
Lead Water Plant Maintenance	1.00	1.00	0.00	0.00
Utility I	1.00	1.00	1.00	1.00
Water Plant Maintenance I	1.00	1.00	1.00	1.00
Total Full Time	10.00	10.00	9.00	9.00
WATER-WASTEWATER DISTRIBUTION / COLLECTION				
*** FULL TIME ***				
Water & Wastewater Director	1.00	1.00	1.00	1.00
Water Services Supervisor	1.00	0.00	0.00	0.00
Water Services & Mntc Supervisor	0.00	1.00	1.00	1.00
Lead Service and Maintenance	3.00	3.00	3.00	3.00
Service and Maintenance II	7.00	7.00	5.00	5.00
Service and Maintenance I	0.00	0.00	2.00	2.00
Scheduler	1.00	1.00	1.00	1.00
Civil Engineer	1.00	1.00	1.00	1.00
Engineering Field Technician	4.00	4.00	4.00	4.00
Engineering Field Services Coordinator	1.00	1.00	1.00	1.00
W / WW System Superintendent	1.00	1.00	0.00	0.00
Engineering Supervisor	0.00	0.00	1.00	1.00
GIS Operator	1.00	1.00	1.00	1.00
Total Full Time	21.00	21.00	21.00	21.00
WATER & WASTEWATER UTILITY TOTAL	52.00	52.00	51.00	51.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
ADMINISTRATION & HUMAN RESOURCES				
*** FULL TIME ***				
General Manager	1.00	1.00	1.00	1.00
Executive Secretary	1.00	1.00	1.00	1.00
Environmental / Safety Specialist	1.00	1.00	1.00	1.00
Staff Assistant	1.00	1.00	1.00	1.00
Human Resources Assistant	1.00	1.00	1.00	1.00
Human Resources Director	1.00	1.00	1.00	1.00
Total Full Time	6.00	6.00	6.00	6.00
ACCOUNTING & COLLECTIONS				
*** FULL TIME ***				
Finance Director	1.00	1.00	1.00	1.00
Accounting Supervisor	1.00	1.00	1.00	1.00
Billing Coordinator	2.00	2.00	2.00	2.00
Billing System Specialist	1.00	1.00	1.00	1.00
General Accountant	1.00	1.00	1.00	1.00
General Accountant I	0.00	0.00	1.00	1.00
Chief Accounting Clerk	1.00	1.00	0.00	0.00
Accounts Payable Clerk	2.00	2.00	2.00	2.00
Accounts Receivable Clerk II	1.00	1.00	0.00	0.00
CSR - Cashier	2.00	2.00	2.00	2.00
Cost Analyst	1.00	1.00	0.00	0.00
Payroll Processor	0.00	0.00	1.00	1.00
Accounting Clerk Typist II	0.00	0.00	1.00	1.00
Accounting System Specialist	1.00	1.00	1.00	1.00
Central Records Clerk	1.00	1.00	1.00	1.00
Total Full Time	15.00	15.00	15.00	15.00
INFORMATION TECHNOLOGY				
*** FULL TIME ***				
Information Technology Manager	1.00	1.00	1.00	1.00
Information Systems Administor	1.00	0.00	1.00	1.00
Information Systems Analyst	0.00	1.00	0.00	0.00
Programmer / Analyst	0.00	0.00	1.00	1.00
Network Specialist	0.00	0.00	1.00	1.00
Computer Systems Specialist	1.00	1.00	1.00	1.00
Internet Technology Specialist	1.00	1.00	1.00	1.00
Electric Programmer / Analyst	1.00	1.00	1.00	1.00
GIS Programmer / Analyst	1.00	1.00	1.00	1.00
GIS Specialist	1.00	1.00	1.00	1.00
Network Engineer	0.00	0.00	1.00	1.00
Communications Technician	1.00	1.00	1.00	1.00
Total Full Time	8.00	8.00	11.00	11.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
MARKETING				
*** FULL TIME ***				
Sales and Marketing Director	1.00	1.00	1.00	1.00
Communications Specialist	1.00	1.00	1.00	1.00
Key Accounts Coordinator / Analyst	1.00	1.00	1.00	1.00
Cost and Rates Specialist	1.00	1.00	1.00	1.00
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Services Rep I	5.00	5.00	0.00	0.00
Customer Accounts Representative	1.00	1.00	6.00	6.00
Total Full Time	11.00	11.00	11.00	11.00
PURCHASING, FACILITIES, WAREHOUSING AND METER-READING				
*** FULL TIME ***				
Lead Meter Reader I	1.00	1.00	1.00	1.00
Meter Reader I	2.00	2.00	0.00	0.00
Maintenance & Facilities Manager	1.00	1.00	1.00	1.00
Maintenance I	1.00	1.00	1.00	1.00
Building & Grounds Maintenance - Utility I	1.00	1.00	1.00	1.00
Storekeeper	1.00	1.00	0.00	0.00
Utility II (Courier)	1.00	1.00	1.00	1.00
Utility I (Custodian)	1.00	1.00	1.00	1.00
Senior Buyer	1.00	1.00	1.00	1.00
Junior Buyer	1.00	1.00	1.00	1.00
Utility II - Warehouse	0.00	0.00	1.00	1.00
Inventory & Facilities Specialist	0.00	1.00	1.00	1.00
Team Leader - Warehouse	1.00	0.00	0.00	0.00
Total Full Time	12.00	12.00	10.00	10.00
ADMIN & MARKETING TOTAL	52.00	52.00	53.00	53.00
BOARD OF PUBLIC WORKS UTILITY SERVICES TOTAL	182.00	182.00	180.00	180.00

INTERNAL SERVICE FUNDS

DEPARTMENT / POSITION	ACTUAL FY 05	ACTUAL FY 06	ACTUAL FY 07	APPROVED FY 08
TECHNOLOGY SERVICES				
*** FULL TIME ***				
Director of Technology Services	1.00	1.00	0.00	0.00
Network Systems Specialist	1.00	1.00	1.00	1.00
Web Specialist	1.00	1.00	1.00	1.00
GIS Technician/Programmer	1.00	1.00	1.00	1.00
Technicial Support-Computers/GIS	1.00	1.00	1.00	1.00
Total Full Time	5.00	5.00	4.00	4.00

APPENDIX B

CAPITAL OUTLAY

- MANAGEMENT & ADMINISTRATIVE SERVICES GROUP
- FISCAL SERVICES GROUP
- PUBLIC SAFETY SERVICES GROUP
- TRANSPORTATION SYSTEM AND SERVICES GROUP
- COMMUNITY AND NEIGHBORHOOD SERVICES GROUP
- LEISURE & CULTURAL SERVICES GROUP
- INTERNAL SERVICE FUNDS GROUP
- IMPACT UPON FUTURE OPERATING BUDGETS
- BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP

CAPITAL OUTLAY

- - MANAGEMENT AND ADMINISTRATIVE SERVICES GROUP - -

	New or Replacement	Units	Unit Cost	Amount
CITY CLERK (GENERAL FUND)				
Office Equipment & Furniture				
Office Staff Chairs	Replace	4	400	800
Total - Office Equipment & Furniture				800
TOTAL CITY CLERK (GENERAL FUND)				800
TOTAL - MANAGEMENT AND ADMINISTRATIVE SERVICES GROUP				800

- - FISCAL SERVICES GROUP - -

FINANCE DEPARTMENT (GENERAL FUND)				
Office Equipment & Furniture				
File Cabinet	New	1	400	400
Total - Office Equipment & Furniture				400
TOTAL FINANCE DEPARTMENT (GENERAL FUND)				400
TOTAL - FISCAL SERVICES GROUP				400

CAPITAL OUTLAY

- - PUBLIC SAFETY SERVICES GROUP - -

	New or Replacement	Units	Unit Cost	Amount
POLICE DIVISION				
POLICE DEPARTMENT (GENERAL FUND)				
Machinery & Equipment				
Tasers	New	6	1,011	6,100
Upgrade 51 Sig Sauer Handguns	Replace	51	110	5,600
Evidence Drying Chamber	New	1	5,350	5,400
Total - Machinery & Equipment				17,100
TOTAL POLICE DEPARTMENT (GENERAL FUND)				17,100
TOTAL POLICE DIVISION				17,100
FIRE DIVISION				
FIRE DEPARTMENT (GENERAL FUND)				
Machinery & Equipment				
SCBA Cylinders	Replace	22	1,000	22,000
Voice Pagers	Replace	10	500	2,500
Total - Machinery & Equipment				24,500
TOTAL FIRE DEPARTMENT (GENERAL FUND)				24,500
TOTAL FIRE DIVISION				24,500
TOTAL - PUBLIC SAFETY SERVICES GROUP				41,600

- - TRANSPORTATION SYSTEM AND SERVICES GROUP - -

STREET DEPARTMENT (GENERAL FUND)				
Buildings & Additions				
Tracks and rollers on overhead doors	Replace	3	1,300	3,900
Total - Buildings & Additions				3,900
TOTAL STREET DEPARTMENT FUND (GENERAL FUND)				3,900

- - TRANSPORTATION SYSTEM AND SERVICES GROUP - - (continued)

	New or Replacement	Units	Unit Cost	Amount
DOWNTOWN SNOWMELT SYSTEM OPERATING FUND				
Land Improvements				
Downtown 8th Str Sidewalk Café Improvements	New	1	5,000	5,000
Total - Land Improvements				5,000
TOTAL DOWNTOWN SNOWMELT SYSTEM OPERATING FUND				5,000
MUNICIPAL AIRPORT FUND				
Land				
New Terminal Property Acquisition	Replace	1		850,000
(Federal $807,500 / State $21,250 / Local $21,250)				
Total - Land				850,000
Land Improvements				
Runway & Taxiway Modifications (East End)	New	1		320,000
(Federal $304,000 / State $8,000 / Local $8,000)				
ILS/MALSR For Runway 26	Replace	1		1,500,000
(Federal $1,425,000 / State $37,500 / Local $37,500)				
Airport Layout Plan Update	New	1		100,000
(Federal $95,000 / State $2,500 / Local $2,500)				
Total - Land Improvements				1,920,000
Buildings & Additions				
New Terminal Engineering	Replace	1		100,000
(Federal $95,000 / State $2,500 / Local $2,500)				
Total - Buildings & Additions				100,000
(Total Fund - Federal $2,726,500 / State $71,750 / Local $71,750)				
TOTAL MUNICIPAL AIRPORT FUND				2,870,000
CENTRALIZED VEHICLE/EQUIPMENT FUND				
Machinery & Equipment				
10' Wide Area Mower - #375	Replace	1	44,000	44,000
less estimated trade-in		1	(7,500)	(7,500)
Turf Utility Vehicle - #424	Replace	1	10,500	10,500
Turf Utility Vehicle - #359 & #460	Replace	1	10,500	10,500
less estimated trade-in		1	(4,000)	(4,000)
Small Chipper - #330	Replace	1	28,000	28,000
less estimated trade-in		1	(4,000)	(4,000)

- - TRANSPORTATION SYSTEM AND SERVICES GROUP - - (continued)

	New or Replacement	Units	Unit Cost	Amount
CENTRALIZED VEHICLE/EQUIPMENT FUND (continued)				
Machinery & Equipment (continued)				
Belt Assembly for Sander Box	Replace	1	5,200	5,200
Brush Cutter - #157	Replace	1	700	700
3" Trash Pump - #161	Replace	1	1,800	1,800
less estimated trade-in		1	(100)	(100)
Leaf Box	Replace	1	5,000	5,000
Renew Shop Key - Tech Repair	Replace	1	5,600	5,600
7-Step Rolling Ladder	New	1	700	700
Gas/Diesel Fuel-Fill Suction Porta Tank	New	1	600	600
15" Small Drill Press	Replace	1	2,100	2,100
Four-Point Lift Harness	New	1	1,000	1,000
Set of Support Stands	New	1	2,000	2,000
Start-All for Service Truck	New	1	6,600	6,600
Jacks for Service Truck	New	2	500	1,000
Total - Machinery & Equipment				109,700
Vehicles				
40,000 GVW Sander Truck - #104	Replace	1	94,500	94,500
less estimated trade-in		1	(1,500)	(1,500)
3/4 Ton 4X4 Pickup with Plow - #144	Replace	1	25,500	25,500
less estimated trade-in		1	(3,500)	(3,500)
40,000 GVW Plow Truck - #124	Replace	1	100,200	100,200
less estimated trade-in		1	(9,000)	(9,000)
Marked Police Sedans	Replace	4	22,500	90,000
less estimated trade-in		1	(6,600)	(6,600)
Marked Police Tahoe	Replace	1	29,500	29,500
less estimated trade-in		1	(500)	(500)
Police Vehicle Change Over	Replace	1	3,800	3,800
4X2 1/2 Ton Pickup Truck - #314	Replace	1	16,000	16,000
less estimated trade-in		1	(2,500)	(2,500)

- - TRANSPORTATION SYSTEM AND SERVICES GROUP - - (continued)

	New or Replacement	Units	Unit Cost	Amount
CENTRALIZED VEHICLE/EQUIPMENT FUND (CONTINUED)				
Vehicles (continued)				
Four Door Sedan - #243 & 250	Replace	1	16,000	16,000
less estimated trade-in		1	(6,000)	(3,000)
Four Door Sedan - #251	Replace	1	16,000	16,000
less estimated trade-in		1	(3,000)	(3,000)
Four Door Sedan - #233	Replace	1	- 0 -	16,000
less estimated trade-in		1	- 0 -	(1,900)
Small 1 1/2 Ton Aerial Lift Truck	New	1	32,000	32,000
Four-Door Sedan - #201 & #210	Replace	1	- 0 -	16,000
less estimated trade-in		1	- 0 -	(1,600)
4X4 Small Pickup Truck - #405	Replace	1	17,000	17,000
less estimated trade-in		1	(2,000)	(2,000)
Four-Door Sedan - #232	Replace	1	16,000	16,000
less estimated trade-in		1	(2,000)	(2,000)
Pickup Truck - #701(Transfer)	Replace	1	27,500	27,500
less estimated trade-in		1	(1,000)	(1,000)
Four-Door Sedan - #203 & #205	Replace	1	- 0 -	16,000
less estimated trade-in		1	- 0 -	(1,200)
4X4 Small Pickup Truck - #401	Replace	1	17,000	17,000
less estimated trade-in		1	(2,000)	(2,000)
4X4 3/4 Ton Pickup Truck - #145	Replace	1	25,500	33,500
less estimated trade-in		1	(4,000)	(4,000)
Total - Vehicles				537,200
TOTAL CENTRALIZED VEHICLE/EQUIPMENT FUND				646,900
TOTAL - TRANSPORTATION SYSTEM AND SERVICES GROUP				3,525,800

- - COMMUNITY AND NEIGHBORHOOD SERVICES - -

ENVIRONMENTAL QUALITY/SOLID WASTE FUND				
Machinery & Equipment				
Various Refuse/Recycle Containers As Required				60,000
Total - Machinery & Equipment				60,000
TOTAL ENVIRONMENTAL QUALITY/SOLID WASTE FUND				60,000
TOTAL COMMUNITY AND NEIGHBORHOOD SERVICES				60,000

CAPITAL OUTLAY

- - LEISURE & CULTURAL SERVICES - -

	New or Replacement	Units	Unit Cost	Amount
PARKS (GENERAL FUND)				
Machinery & Equipment				
Fork Lift Platform	Replace	1	675	700
MS880 with 36" Bar Chain Saw	Replace	1	1,300	1,300
Mowers	Replace	3	680	2,000
Weed Whips	Replace	3	270	800
Equipment Trailer	Replace	2	2,500	5,000
Stihl Yard Boss	New	1	480	500
Hedge Trimmer	Replace	2	400	800
Back Pack Blower	Replace	2	350	700
14" Band Saw	New	1	940	900
Rock Jaw	Replace	1	1,250	1,300
Total - Machinery & Equipment				14,000
TOTAL PARKS (GENERAL FUND)				14,000
MUNICIPAL STADIUM (GENERAL FUND)				
Buildings & Structures				
Plumbing Fixtures for Restrooms	New	1	4,000	4,000
Total - Buildings & Structures				4,000
Machinery & Equipment				
Equipment Trailer	New	1	2,700	2,700
Total - Machinery & Equipment				2,700
TOTAL MUNICIPAL STADIUM (GENERAL FUND)				6,700
NATURE CENTER (GENERAL FUND)				
Buildings & Structures				
Carpet for small Classroom	Replace	1	2,700	2,700
Total - Buildings & Structures				2,700
TOTAL NATURE CENTER (GENERAL FUND)				2,700

CAPITAL OUTLAY

- - LEISURE & CULTURAL SERVICES - - (continued)

	New or Replacement	Units	Unit Cost	Amount
CIVIC CENTER (GENERAL FUND)				
Machinery & Equipment				
Banquet Tables	Replace	20	265	5,300
Total - Machinery & Equipment				5,300
TOTAL CIVIC CENTER (GENERAL FUND)				5,300
CEMETERY (GENERAL FUND)				
Machinery & Equipment				
Mowers	Replace	6	680	4,100
Weed Whips	Replace	6	270	1,600
Total - Machinery & Equipment				5,700
TOTAL CEMETERY (GENERAL FUND)				5,700
WINDMILL ISLAND FUND				
Machinery & Equipment				
Music Books for Street Organ	Replace	10	150	1,800
Flags	Replace	28	125	3,900
Automatic Floor Scrubber/Cleaner for pavilion	New	1	7,000	7,000
Picnic Tables	Replace	4	840	3,500
Garbage Cans	Replace	4	480	2,000
Total - Machinery & Equipment				18,200
TOTAL WINDMILL ISLAND FUND				18,200
HOLLAND HISTORICAL TRUST FUND				
Machinery & Equipment				
Miscellaneous Computer / Office Equipment	New	1	1,500	1,500
Total - Machinery & Equipment				1,500
TOTAL HOLLAND HISTORICAL TRUST FUND				1,500
TOTAL LEISURE & CULTURAL SERVICES				47,400

- - INTERNAL SERVICES FUNDS - -

	New or Replacement	Units	Unit Cost	Amount
TECHNOLOGY SERVICES FUND				
Hardware Items				
For Assessor				
> 19 inch Flat Screen Monitor	Replace	2	300	600
For Centralized Vehicle/Equipment				
> LaserJet Printer	Replace	1	1,600	1,600
For Engineering Management				
> 19 inch Flat and Video Card	New	1	400	400
For Finance				
> LaserJet Printer	Replace	1	2,500	2,500
For LCS - Degraaf Nature Ctr				
> Color Printer	Replace	1	400	400
> Laptop Computer	New	1	1,700	1,700
For Police Department				
> Desktop Computer	New	1	1,500	1,500
> Desktop Computers	Replace	6	1,500	9,000
> Notebook Computer	Replace	1	1,700	1,700
> Printer	Replace	1	800	800
> Printer	Replace	1	2,000	2,000
For Technology Services				
> 19 inch Flat	Replace	2	250	500
> Plotter	Replace	1	10,000	10,000
> Replace all Windows 95/98/ME Machines	Replace	30	1,500	45,000
Total - Hardware Items				77,700
Software Items				
For Centralized Vehicle/Equipment				
> Truck Tracker upgrade	Upgrade	1	4,000	4,000
For Engineering Management				
> Asset Management Software	New	1	20,000	20,000
For Fire Department				
> Pre-Plan Software for MCT's	New	8	915	7,300
For LCS - Cemetery				
> Cemetery Management Software	Replace	1	20,000	20,000
For LCS - Recreation				
> Adobe InDesign Software	New	2	250	500
Total - Software Items				51,800
TOTAL TECHNOLOGY SERVICES FUND				129,500

Shaded Items Funded Out of Technology Services Fund Reserve

CAPITAL OUTLAY

- - INTERNAL SERVICES FUNDS - - (continued)

	New or Replacement	Units	Unit Cost	Amount
PHOTOCOPY SERVICES FUND				
Machinery & Equipment				
For City Manager's Office	Replace	1	11,000	11,000
For Finance/Treasurer Office	Replace	1	6,500	6,500
For Assessor's Office	Replace	1	8,700	8,700
Total - Machinery & Equipment				26,200
TOTAL PHOTOCOPY SERVICES FUND				26,200
TOTAL - INTERNAL SERVICES FUNDS				155,700

MISCELLANEOUS CAPITAL OUTLAY

ANTICIPATED IMPACT UPON FUTURE OPERATING BUDGETS

Capital Outlay Designation	Estimates of Future Annual Operating Cost (Savings)				
	FY2008	FY2009	FY2010	FY2011	FY2012
Public Safety Services Group					
Police - Evidence Drying Chamber					
Maintenance	- 0 -	300	315	330	350
Transportation System & Services Group					
Downtown Snowmelt - 8th St Sidewalk Café Improv.					
Snowmelt Energy Cost & Maintenance	400	450	500	550	600
Municipal Airport - ILS/MALSR for Runway 26					
With Upgrade Feds Assume Maintenance	- 0 -	(12,000)	(12,000)	(12,000)	(12,000)
Centralized Vehicle/Equipment -					
Seventeen Replacement Vehicles:					
Reduced Maintenance/Upkeep Costs	(20,000)	(18,000)	(16,000)	(14,000)	(12,000)
One New (Non-Replacement) Vehicle-Lift Truck:					
Insurance & Registration	213	220	235	245	260
Maintenance/Upkeep	- 0 -	500	700	1,000	1,300
Leisure & Cultural Services Group					
Municipal Stadium - Equipment Trailer					
Insurance & Registration	213	220	235	245	260
Windmill Island Pavilion - Automatic Floor Scrubber					
Maintenance	- 0 -	50	75	100	100
Internal Services Funds Group					
Technology Svcs - Asset Management Software					
Annual Maintenance Contract	- 0 -	1,000	1,000	1,000	1,000
Photocopy Svcs - Three Replacement Copiers					
Annual Maintenance Contract	(1,000)	(900)	(800)	(700)	(600)
Total	(20,174)	(28,160)	(25,740)	(23,230)	(20,730)

ADDITIONAL NOTES :

- Capital Projects are reflected on a separate presentation. Only General City capital outlay that are estimated to impact future operating budgets are reflected on this presentation. Board of Public Works Utilities Services Group is excluded.

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Power Plant	Amount
Continued Development for Boiler/Turbine at JDY	2,000,000
Continuous Separator Replacement - (Total $330,000)	250,000
Units 4&5 Excit/Volt Reg Extra	85,000
Unit 5 Collector Rings	70,000
Other New Capital Projects	398,500
Total Power Plant	2,803,500
Electric Transmission and Distribution	
Underground Distribution Systems	300,000
Overhead Distribution Systems	300,000
Distribution Transformers	200,000
James Commercial & Industrial Relay Upgrade	250,000
Customer Metering	230,000
Other New Capital Projects	505,000
Total Electric Transmission and Distribution	1,785,000
Broadband	
Underground Fiber	150,000
VOIP	100,000
Other New Capital Projects	80,000
Total Broadband	480,000

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Water Plant	Amount
1.5 MG Reservoir Rehab	525,000
Filter Panel Replacements	235,000
3.0 MG Reservoir Rehab	70,000
Windows Replacement	25,000
Other New Capital Projects	91,600
Total Water Plant	946,600
Wastewater Plant	
Roof Replacement	375,000
Replace Concrete on 3,4,5&6 Secondary Clarifiers	100,000
Generators for Chemical Feed & Bypass Pump	85,000
Channel Monster for North Influent	50,000
Replace Weirs on Secondary Clarifiers 3 & 4	25,000
Other New Capital Projects	122,000
Total Wastewater Plant	757,000
Water Distribution	
8th, Paw Paw to Country Club Water Main - (Total $533,000)	500,000
12th, Pine to Fairbanks Water Main - (Total $500,000)	200,000
Various Water System Improvements	100,000
GIS Editing Software Upgrade - (50% Water, 50% WW)	50,000
Other New Capital Projects	196,000
Total Water Distribution	1,346,000
Wastewater Collection	
Replace Various Sanitary Sewers	200,000
Fiber Conversion at 18 Lift Stations	162,000
GIS Editing Software Upgrade - (50% Water, 50% WW)	50,000
Other New Capital Projects	127,900
Total Wastewater Collection	539,900

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Other Departments

Accounting & IT

Other New Capital Projects	25,000
Total Accounting & IT	25,000
Total New Capital Projects	8,683,000
Total Open Capital Projects (see following pages for detail)	26,545,475
Total Capital Budget	35,228,475

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Total Open Capital Projects:

Bio-solids Process Improvements (per B & V Recommendation)	9,936,000
Unit 10 - Development at JDY	4,700,000
Relocate Generator Step-Up (GSU) Yard - James DeYoung	2,500,000
Wyoming Interconnect	2,000,000
Lake Crossing Main	1,300,000
AMR Commercial & Industrial Meters	1,200,000
New Landfill Cell Construction - Type 3	800,000
New Offices	600,000
Unit 7 - Major Hot Gas Path Inspection	500,000
Replace 12th St, Pine to Fairbanks Sewer Main	500,000
Unit 5 - Excitation Equipment	300,000
Replace 12th St, Pine to Fairbanks Water Main - (Total $500,000)	300,000
AMR Data Interrogation Software	135,000
Replace Transformer Circuit Switchers at Industrial	130,000
40th, Waverly to 1300' E Water Main	127,000
Replace College Ave, 14th to Graves Water Main - (Total $150,000)	119,000
Circuit Inspection	100,000
Replace House Air Compressor	90,000
Replace Continuous Ash Separator - (Total $330,000)	80,000
Interactive Voice Recognition System	80,000
Restorative Work on Water Main Crossing at River Ave Bridge	75,000
Replace Circuit Switchers at Washington Sub	70,000
Replace US 31 and Washington Water Main	70,000
Maplewood, 37th to 40th Water Main	70,000
Upgrade Harris System (Hardware, Software and Migration Services) Phase 2	50,750
Pine Avenue Landscape Modifications	50,000
Unit 4 - Replace Stack Gunnite	50,000
Unit 4 - Bearing Water Cooler	50,000
Replace James Sub Reclosers	50,000
Replace Drain Pipe from 3 & 4 Thickener	50,000
Capacitor Upgrade - Industrial	45,000
Storm Water Improvements	45,000
Replace 23rd, Central to State Water Main	45,000
Replace 23rd St, Central to State Sewer Main	41,000
Unit 4 - Turbine Wear Follow Up Inspection	40,000
8th, Paw Paw to Country Club Water Main - (Total $533,000)	33,000
Replace Weirs on Secondary Clarifiers 3	30,000
SCADA Upgrades at 4 Lift Stations	25,000
Metering - Zeeland	22,000
Incline Belt for Coal Conveyor	20,000
Landscaping / Irrigation at James St Sub	20,000
Country Club, 8th to 16th Water Main - (Total $320,000)	20,000
Unit 3 - Circulating Water Pump Impeller	15,000
Billing Printer	15,000
Substation transformer Load Tap Changer Upgrade	15,000
Project Work Order Module for Solomon	11,725
Request for Quote Module for Solomon	10,000
Replace One Lime Pump	10,000
Total	26,545,475

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Power Supply	Amount
Rebudgeted from Fiscal Year 2007:	
Unit 10 - Development at JDY	4,700,000
New Landfill Cell Construction - Type 3	800,000
New Offices	600,000
Unit 7 - Major Hot Gas Path Inspection	500,000
Unit 5 - Excitation Equipment	300,000
Replace House Air Compressor	90,000
Replace Continuous Ash Separator - (Total $330,000)	80,000
Pine Avenue Landscape Modifications	50,000
Unit 4 - Replace Stack Gunnite	50,000
Unit 4 - Bearing Water Cooler	50,000
Unit 4 - Turbine Wear Follow Up Inspection	40,000
Incline Belt for Coal Conveyor	20,000
Unit 3 - Circulating Water Pump Impeller	15,000
Subtotal	7,295,000
Continued Development for Boiler/Turbine at JDY	2,000,000
Continuous Separator Replacement - (Total $330,000)	250,000
Units 4&5 Excit/Volt Reg Extra	85,000
4 & 5 BFP Element	50,000
Paint all 3 Stacks & LOGO	48,000
Switchgear Roof	45,000
Rebuild Circulating Water Pump #41	45,000
Rebuild Circulating Water Pump #32	32,000
Replace One Incline Coal Belt	32,000
Unit 4 Essential Services Power Panel	25,000
Laser Alignment	18,000
Lean-to's for Us 7/8/9 CEMS Bottles/Regs	17,500
Unit 4 Precipitator Controllers	16,000
Unit 5 Precipitator Controllers	16,000
Unit 3 Precipitator Controllers	13,000
UPS #1 Batteries	10,000
JDY Oil Water Separator Mag Meter	6,000
Portable Calibrated Vibration Shaker	5,000
Subtotal	2,803,500
Total Power Supply	10,098,500

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Rebudgeted from Fiscal Year 2007:	
Relocate Generator Step-Up (GSU) Yard - James DeYoung	2,500,000
Replace Transformer Circuit Switchers at Industrial	130,000
Circuit Inspection	100,000
Replace Circuit Switchers at Washington Sub	70,000
Replace James Sub Reclosers	50,000
Capacitor Upgrade - Industrial	45,000
Landscaping / Irrigation at James St Sub	20,000
Substation transformer Load Tap Changer Upgrade	15,000
Subtotal	2,930,000
New for Fiscal Year 2008:	
Underground Distribution Systems	300,000
Distribution Transformers	200,000
James Commercial & Industrial Relay Upgrade	250,000
Customer Metering	230,000
Service Drop Lines	100,000
Capacitors for Distribution System	100,000
Upgrade Diff Scheme S. Holland Ind Gas Turbine 9	60,000
Industrial Recloser Upgrades	50,000
Replace Overloaded Transformers	50,000
SCADA system upgrade	25,000
Electric meter test equipment	20,000
Total Electric Transmission & Distribution	4,715,000

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

New for Fiscal Year 2008:

Underground Fiber	150,000
Overhead Fiber	150,000
VOIP	100,000
GigE Electronic Equipment	50,000
Sniffer Hardware	15,000
Optical Time Domain Reflectometer	15,000
Total Broadband	480,000

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Water Treatment Plant	Amount
Rebudgeted from Fiscal Year 2007:	
Metering - Zeeland	22,000
Subtotal	22,000
New for Fiscal Year 2008:	
1.5 MG Reservoir Rehab	525,000
Filter Panel Replacements	235,000
3.0 MG Reservoir Rehab	70,000
Windows Replacement	25,000
Emergency Intake Riser Modifications	24,000
Chemical Feed Pumps	21,000
Transfer Pump Suction Valve	15,000
Mag Meters	12,000
Auto Titrator	9,500
Fluoride Analyzer-Online	5,100
Loading Dock Security Camera	5,000
Subtotal	946,600
Total Water Plant	968,600
Wastewater Treatment Plant	
Rebudgeted from Fiscal Year 2007:	
Bio-solids Process Improvements (per B & V Recommendation)	9,936,000
Replace Drain Pipe from 3 & 4 Thickener	50,000
Storm Water Improvements	45,000
Replace Weirs on Secondary Clarifiers 3	30,000
Replace One Lime Pump	10,000
Subtotal	10,071,000
New for Fiscal Year 2008:	
Roof Replacement	375,000
Replace Concrete on 3,4,5&6 Secondary Clarifiers	100,000
Generators for Chemical Feed & Bypass Pump	85,000
Channel Monster for North Influent	50,000
Replace Weirs on Secondary Clarifiers 3 & 4	25,000
East Side WAS Valve & Meter Improvements	25,000
Replace Vehicle #86	20,000
Varidrive for #5 Alfa Laval Pump	15,000
Replace Windows on Admin Building	15,000
Laser Alignment Tool	14,000
Replace Final Effluent & South Influent Samplers	12,000
Replace Laboratory Spectrophotometer	8,000
Replace 3 Allen Bradley SLC's	8,000
Replace Primary Ferric Pump	5,000
Subtotal	757,000
Total Wastewater Plant	10,828,000

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Water Distribution Services	Amount
Rebudgeted from Fiscal Year 2007:	
Lake Crossing Main	1,300,000
Replace 12th St, Pine to Fairbanks Water Main - (Total $500,000)	300,000
40th, Waverly to 1300' E Water Main	127,000
Replace College Ave, 14th to Graves Water Main - (Total $150,000)	119,000
Restorative Work on Water Main Crossing at River Ave Bridge	75,000
Replace US 31 and Washington Water Main	70,000
Maplewood, 37th to 40th Water Main	70,000
Replace 23rd, Central to State Water Main	45,000
8th, Paw Paw to Country Club Water Main - (Total $533,000)	33,000
Country Club, 8th to 16th Water Main - (Total $320,000)	20,000
Subtotal	2,159,000
New for Fiscal Year 2008:	
8th, Paw Paw to Country Club Water Main - (Total $533,000)	500,000
12th, Pine to Fairbanks Water Main - (Total $500,000)	200,000
Various Water System Improvements	100,000
GIS Editing Software Upgrade - (50% Water, 50% WW)	50,000
Replace Backhoe - (50% Water, 50% WW)	35,000
Hydrant Replacements	30,000
College, 14th to Graves Water Main - (Total $150,000)	31,000
Replace Vehicle #81	25,000
Waverly Reservoir Drive Reconstruction	13,000
48th St Reservoir Drive Reconstruction	13,000
Waverly Pump Sta Drive Reconstruction	13,000
Water Modeling Software Upgrade	12,000
Southside PS roof repair	6,000
New GIS W/Ww Eng Server - (50% Water, 50% WW)	3,000
Subtotal	1,346,000
Total Water Distribution Services	3,505,000

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Wastewater Collection Services	Amount
Rebudgeted from Fiscal Year 2007:	
Replace 12th St, Pine to Fairbanks Sewer Main	500,000
Replace 23rd St, Central to State Sewer Main	41,000
SCADA Upgrades at 4 Lift Stations	25,000
Subtotal	566,000
New for Fiscal Year 2008:	
Replace Various Sanitary Sewers	200,000
Fiber Conversion at 18 Lift Stations	162,000
GIS Editing Software Upgrade - (50% Water, 50% WW)	50,000
Replace Vehicle #84	35,000
Water Meters - New and Normal Replacement - (50% Water, 50% WW)	15,000
Generator Plugs, Myrtle-Goldenrod-Azalea	14,000
Cathodic Protection, Rolling Meadows Lift Station	10,500
Repair Driveway, M40 Lift Station	5,400
New GIS W/Ww Eng Server - (50% Water, 50% WW)	3,000
Subtotal	539,900
Total Wastewater Collection Services	1,105,900

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

	Amount
Facilities, Warehouse & Meter Reading	
Rebudgeted from Fiscal Year 2007:	
AMR Commercial & Industrial Meters	1,200,000
AMR Data Interrogation Software	135,000
Subtotal	1,335,000
New for Fiscal Year 2008:	0
Total Facilities, Warehouse and Meter Reading	1,335,000
Accounting & Collecting & IT	
Rebudgeted from Fiscal Year 2007:	
Upgrade Harris System (Hardware, Software and Migration Services) Phase 2	50,750
Billing Printer	15,000
Project Work Order Module for Solomon	11,725
Request for Quote Module for Solomon	10,000
Subtotal	87,475
New for Fiscal Year 2008:	
Large format printer/scanner (IT Capital)	25,000
Subtotal	25,000
Total Accounting & Collecting & IT	112,475
Customer Service	
Rebudgeted from Fiscal Year 2007:	
Interactive Voice Recognition System	80,000
Total Customer Service	80,000

APPENDIX C

DEBT SERVICE

> LEGAL DEBT LIMITATION AND LEGAL DEBT MARGIN

> PROGRAM MEASUREMENTS

> FUND SUMMARIES (see note below)
- ACROSS ALL LTGO BOND ISSUES
- TAXATION & CASH CONTROL
- MICHIGAN ACT 175 TRANSPORTATION BONDS
- BUILDING AUTHORITY BONDS
- CAPITAL LEASE - LAND CONTRACT
- SPECIAL ASSESSMENT BONDS

> DETAIL OF REMAINING DEBT REQUIREMENTS
- BY INDIVIDUAL DEBT OBLIGATION

Note -

For further financial debt service summary information on government long-term debt issued for a specific enterprise-type of purpose (e.g., Electric Generation), reference the fund financial statements (balance sheet, revenue & expense statement, and cash flow statement) of the specific enterprise fund. Detail of annual principal and interest requirements are included in this appendix.

CITY OF HOLLAND
DEBT LIMITATION AND LEGAL DEBT MARGIN
AT JULY 1, 2007

DEBT LIMITATION AT JULY 1, 2007

Total Taxable Value Across All Property Classfications	$	1,210,798,418
Percentage Limit of Total Taxable Value (In Accordance with the City Charter)		10%
Debt Limitation	$	121,079,842

DEBT APPLICABLE TO LIMITATION AT JULY 1, 2007

Total Bonded Debt at July 1, 2007 (excludes Capital Leases)	**$**	**56,250,037**
Less the Following :		
- Debt Items Not Subject to Limitation :		
Special Assessment Bonded Debt		(1,944,037)
Michigan Transportation Fund Debt		(1,025,000)
Revenue Bonded Debt (excludes Sewage Disposal Bond Issue)		(22,090,000)
- Amount Available for Repayment of G.O. and L.T.G.O. Bonds at July 1, 2007 :		
Estimated Fund Balance in G.O. and L.T.G.O. Debt Service Funds		**(75,565)**
Debt Amount Applicable to Debt Limitation	$	31,115,435

ESTIMATED LEGAL DEBT MARGIN AT JULY 1, 2007

Debt Limitation Minus Debt Applicable to Limitation Equals Estimated Legal Debt Margin	**$**	**89,964,407**

ADDITIONAL NOTE:

The City of Holland is legally indebted for the $5,185,000 Building Authority Bonds issued in 1999 and 2004 for the Herrick District Library Expansion Project. Payment of approximately 62.1% of the debt is committed to be paid by three area local governmental jurisdictions based upon an executed Library Support Agreement.

This percentage fluctuates annually based upon taxable values. A uniform millage rate is levied annually across the four (including City of Holland) participating governmental units to support this debt repayment.

For practical purposes 62.1% of $5,185,000, or $3,219,885, should be added to the Legal Debt Margin shown above.

PROGRAM MEASUREMENTS

- - DEBT SERVICE - -

(Existing Issues Across All Governmental Debt Service Funds, Includes Enterprise Funds)

Schedule of Outstanding Long-Term Debt Obligations	Funded By	Date Of Debt Issuance	Date Of Final Maturity	Net Effective Interest Rate	Original Issuance Debt Principal Amount	Original Issuance Debt Interest Total	Remaining @ 07/01/07 Debt Principal Amount	Remaining @ 07/01/07 Debt Interest Total
General Obligation Bond Issues								
None								
Act 175 Bond Issues								
1996 Street Improvements	Property Taxation	06-01-96	08-01-08	5.19420%	3,750,000	1,502,163	1,025,000	55,775
Total Act 175 Issues					3,750,000	1,502,163	1,025,000	55,775
Building Authority Bond Issues								
1999 Herrick Dist. Library Expansion	Property Taxation	06-01-99	05-01-09	4.31590%	2,300,000	647,755	700,000	45,676
2002 Police/Transp./W.Gateway	Property Taxation	09-01-02	10-01-21	4.46174%	19,500,000	11,143,254	11,000,000	2,981,408
2006 Refunding Police/Transp/W.G.	Property Taxation	04-13-06	10-01-21	4.01637%	7,255,000	3,958,445	7,230,000	3,679,612
2004 City Hall Refunding	Property Taxation	05-13-04	05-01-16	3.83902%	4,170,000	1,205,930	3,555,000	766,017
2004 Herrick Dist. Library Refunding	Property Taxation	05-13-04	05-01-17	3.84925%	5,400,000	1,560,433	4,485,000	997,529
Total Building Authority Bond Issues					38,625,000	18,515,817	26,970,000	8,470,242
Capital Leases								
2003 Land Contract (SJ&R)	Property Taxation	06-18-03	06-18-13	5.00000%	175,000	34,375	75,000	13,125
2004 Land Contract (Hope College)	Property Taxation	04-22-04	04-22-09	0.00000%	352,000	0	352,000	0
Total Capital Lease Issues					527,000	34,375	427,000	13,125
Special Assessment Issues								
Series 1992-A Issue	Special Assmts.	07-01-92	03-01-07	6.04458%	525,000	213,392	0	0
Series 1997-A Issue	Special Assmts.	04-01-97	06-01-11	5.42705%	380,000	158,922	105,000	14,122
Series 1998-A Issue	Special Assmts.	05-01-98	06-01-12	4.79300%	425,000	138,485	120,000	18,330
Series 1999 Issue (Fillmore Annex.)	Special Assmts.	03-01-99	04-01-18	4.64960%	1,310,603	697,590	869,037	258,445
Series 2000-A Issue	Special Assmts.	06-01-00	06-01-14	5.812857%	350,000	152,588	175,000	40,762
Series 2002-A Issue	Special Assmts.	06-01-02	06-01-16	4.402527%	800,000	270,095	530,000	113,370
Series 2006-A Issue	Special Assmts.	06-01-06	06-01-20	5.060000%	155,000	60,720	145,000	52,877
Total Special Assessment Issues					3,945,603	1,691,792	1,944,037	497,906
Total Governmental Funds					46,847,603	21,744,147	30,366,037	9,037,048
Airport Issue								
Series 1995 Issue	Airport Fund	12-14-95	06-01-10	5.75000%	150,000	76,490	45,000	5,290
Board of Public Works Issues								
Series 1997-A	Water Fund	07-01-97	07-01-17	5.17077%	11,000,000	7,050,361	505,000	21,141
Series 2001	Wastewater Fund	08-02-01	06-01-14	5.17077%	9,395,000	3,199,244	4,221,000	993,949
Series 2002-A	Electric Fund	10-15-02	07-01-07	2.31581%	12,580,000	800,823	2,705,000	35,165
Series 2005-A	Water Fund	02-01-05	07-01-17	3.52032%	7,635,000	2,274,961	7,635,000	2,083,512
Series 2005-B	Water Fund	02-01-05	07-01-24	4.40777%	11,200,000	7,232,165	11,200,000	6,627,149
Total Board of Public Works Issues					51,810,000	20,557,554	26,266,000	9,760,916
Total Enterprise Funds					51,960,000	20,634,044	26,311,000	9,766,206
Grand Total					98,807,603	42,378,191	56,677,037	18,803,254

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO) LONG-TERM DEBT

SUMMARY ACROSS ALL LTGO BOND ISSUES

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes	$ 2,224,169	$ 2,375,058	$ 2,295,807	$ 2,246,152
Special Assessments	190,157	257,267	168,291	141,984
Interest & Rents				
* Building Authority Rental Receipts -				
from Property Taxes (above)	1,615,255	1,681,361	1,706,662	1,774,755
from Herrick District Library	897,225	949,183	987,796	987,946
* Special Assesssment Interest	96,220	86,766	80,079	62,985
* Investment Income	31,941	52,302	70,650	60,630
Other	- 0 -	7,256,676	4	- 0 -
Transfers In	788,265	717,552	559,076	557,851
TOTAL SOURCES	$ 5,843,232	$ 13,376,165	$ 5,868,365	$ 5,832,303
FUNDING USES -				
Other Current Expenditures -				
* Other Miscellaneous	$ 17,588	$ 7,260,415	$ 9,001	$ 13,001
* Building Authority Rental Payments	1,615,255	1,681,361	1,706,662	1,774,755
Debt Service Payments -				
* Principal	2,079,475	2,292,963	2,322,963	2,427,963
* Interest	1,486,116	1,405,639	1,270,381	1,193,349
* Agent Fees	2,581	1,813	2,313	2,626
Transfers Out	684,610	700,052	605,960	541,601
TOTAL USES	$ 5,885,625	$ 13,342,243	$ 5,917,280	$ 5,953,295
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (42,393)	$ 33,922	$ (48,915)	$ (120,992)
ENDING BALANCE -				
- for General Municipal Long-term Debt	$ 11,104	$ 17,931	$ 75,565	$ 14,961
- for Special Assessment Long-term Debt	896,542	923,638	817,089	756,701
TOTAL FUND EQUITY	$ 907,646	$ 941,569	$ 892,654	$ 771,662

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO) LONG-TERM DEBT

TAXATION & CASH CONTROL

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
FUNDING SOURCES -				
Taxes	$ 2,224,169	$ 2,375,058	$ 2,295,807	$ 2,246,152
Investment Income	10,189	15,994	22,050	22,000
Transfers In	85,530	17,500	16,875	16,250
TOTAL SOURCES	$ 2,319,888	$ 2,408,552	$ 2,334,732	$ 2,284,402
FUNDING USES -				
Other Current Expenditures -				
* Other				
- Miscellaneous	$ 17,588	$ 6,901	$ 9,000	$ 13,000
- Principal - Land Contract	- 0 -	12,500	12,500	12,500
- Interest - Land Contract	- 0 -	5,000	4,375	3,750
- Building Authority Lease Payments	1,615,255	1,681,360	1,706,662	1,774,755
Transfers Out	684,610	700,052	542,201	541,601
TOTAL USES	$ 2,317,453	$ 2,405,813	$ 2,274,738	$ 2,345,606
SOURCES OVER (UNDER) USES	$ 2,435	$ 2,739	$ 59,994	$ (61,204)
ENDING FUND EQUITY	$ 4,435	$ 7,174	$ 67,168	$ 5,964

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO) LONG-TERM DEBT

MICHIGAN ACT 175 TRANSPORTATION BONDS (SUMMARY OF ONE OUTSTANDING ISSUE)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
FUNDING SOURCES -				
Transfers In	$ 684,610	$ 700,048	$ 542,200	$ 541,600
TOTAL SOURCES	$ 684,610	$ 700,048	$ 542,200	$ 541,600
FUNDING USES -				
Debt Service Payments -				
* Principal	$ 560,000	$ 605,000	$ 475,000	$ 500,000
* Interest	124,610	95,048	67,200	41,600
* Agent Fees	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 684,610	$ 700,048	$ 542,200	$ 541,600
SOURCES OVER (UNDER) USES	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING FUND EQUITY	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO) LONG-TERM DEBT

BUILDING AUTHORITY CONSTRUCTION BONDS (SUMMARY OF FOUR OUTSTANDING ISSUES)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
FUNDING SOURCES -				
Interest & Rents:				
* Building Authority Rental Receipts -				
- from Debt Svc Cash Control -Taxes	$ 1,615,255	$ 1,681,361	$ 1,706,662	$ 1,774,755
- from Herrick District Library	897,225	949,183	987,796	987,946
* Investment Earnings	557	927	800	600
* Other	- 0 -	7,256,676	4	- 0 -
* Transfers In	- 0 -	4	1	1
TOTAL SOURCES	$ 2,513,037	$ 9,888,151	$ 2,695,263	$ 2,763,302
FUNDING USES -				
Other Current Expenditures -				
* Other	$ - 0 -	$ 7,253,514	$ 1	$ 1
Debt Service Payments -				
* Principal	1,280,000	1,430,000	1,600,000	1,705,000
* Interest	1,237,457	1,199,773	1,096,646	1,056,725
* Agent Fees	1,074	776	976	976
TOTAL USES	$ 2,518,531	$ 9,884,063	$ 2,697,623	$ 2,762,702
SOURCES OVER (UNDER) USES	$ (5,494)	$ 4,088	$ (2,360)	$ 600
ENDING FUND EQUITY	$ 6,669	$ 10,757	$ 8,397	$ 8,997

DEBT SERVICE FUNDS

LONG-TERM DEBT

CAPITAL LEASE -LAND CONTRACT

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
FUNDING SOURCES -				
Transfers In	$ 18,125	$ - 0 -	$ - 0 -	$ - 0 -
TOTAL SOURCES	$ 18,125	$ - 0 -	$ - 0 -	$ - 0 -
FUNDING USES -				
Debt Service Payments -				
* Principal	$ 12,500	$ - 0 -	$ - 0 -	$ - 0 -
* Interest	5,625	- 0 -	- 0 -	- 0 -
* Agent Fees	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 18,125	$ - 0 -	$ - 0 -	$ - 0 -
SOURCES OVER (UNDER) USES	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING FUND EQUITY	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

Beginning FY-2006 this fund has been dissolved and related activity has been combined into the G.O. Debt Service Fund - Taxation and Cash Control.

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO) LONG-TERM DEBT

SPECIAL ASSESSMENT BONDS (SUMMARY OF SIX OUTSTANDING ISSUES)

Description	FY-2005 Final Actual	FY-2006 Final Actual	FY-2007 Final Revised Est.	FY-2008 Approved Budget
FUNDING SOURCES -				
Taxes & Special Assessments:				
* Special Assessment Principal	$ 190,157	$ 257,267	$ 168,291	$ 141,984
Interest & Rents:				
* Special Assessment Interest	96,220	86,766	80,079	62,985
* Investment Income	21,195	35,381	47,800	38,030
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 307,572	$ 379,414	$ 296,170	$ 242,999
FUNDING USES -				
Debt Service Payments -				
* Principal	$ 226,975	$ 245,463	$ 235,463	$ 210,463
* Interest	118,424	105,818	102,160	91,274
* Agent Fees	1,507	1,037	1,337	1,650
Transfers Out	- 0 -	- 0 -	63,759	- 0 -
TOTAL USES	$ 346,906	$ 352,318	$ 402,719	$ 303,387
SOURCES OVER (UNDER) USES	$ (39,334)	$ 27,096	$ (106,549)	$ (60,388)
ENDING FUND EQUITY	$ 896,542	$ 923,638	$ 817,089	$ 756,701

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS

NOTE: LONG-TERM DEBT REQUIREMENTS THAT ARE SUPPORTED FROM REVENUES OF SPECIFIC PROPRIETARY FUNDS ARE DISPLAYED WITH THAT FUND.

ACT 175 TRANSPORTATION FUND BOND ISSUE, Series 1996

With Limited Tax General Obligation Pledge
$3,750,000 Non-Voted Bond Issue dated June 1, 1996
Total Original Bond Issue: 12 Annual Serial Maturities from August 1, 1997 to August 1, 2008
Debt Service for Principal and Interest maturities are financed 100% by Property Taxation

Fiscal Year	Principal	Interest	Total
2007-08	500,000	41,600	541,600
2008-09	525,000	14,175	539,175
Total	1,025,000	55,775	1,080,775

CAPITAL LEASE, Series 2003

$175,000 Land Contract dated June 18, 2003
Total Original Land Contract: 10 Annual Serial Maturities from June 18, 2004 to June 18, 2013
Principal and Interest maturities are financed 100% by Transfers from the Property Acq. Fund

Fiscal Year	Principal	Interest	Total
2007-08	12,500	3,750	16,250
2008-09	12,500	3,125	15,625
2009-10	12,500	2,500	15,000
2010-11	12,500	1,875	14,375
2011-12	12,500	1,250	13,750
2012-13	12,500	625	13,125
Total	75,000	13,125	88,125

BUILDING AUTHORITY BOND ISSUE, Series 1999

With Limited Tax General Obligation Pledge
$2,300,000 Voted Bond Issue dated June 1, 1999
Total Original Bond Issue: 10 Annual Serial Maturities from May 1, 2000 to May 1, 2009
Principal & Interest maturities are financed 100% by 'Rental Payments' to the Building Authority

Fiscal Year	Principal	Interest	Total
2007-08	350,000	30,363	380,363
2008-09	350,000	15,313	365,313
Total	700,000	45,676	745,676

BUILDING AUTHORITY BOND ISSUE, Series 2002

With Limited Tax General Obligation Pledge
$19,500,000 Voted Bond Issue dated September 1, 2002
19 Annual Serial Maturities from October 1, 2003 to October 1, 2021
Principal & Interest maturities are financed 100% by 'Rental Payments' to the Building Authority

Fiscal Year	Principal	Interest	Total Requirements
2007-08	580,000	429,996	1,009,996
2008-09	640,000	410,896	1,050,896
2009-10	715,000	387,984	1,102,984
2010-11	790,000	360,659	1,150,659
2011-12	870,000	328,446	1,198,446
2012-13	955,000	291,946	1,246,946
2013-14	1,045,000	251,946	1,296,946
2014-15	1,145,000	208,146	1,353,146
2015-16	1,245,000	159,568	1,404,568
2016-17	1,355,000	104,758	1,459,758
2017-18	1,475,000	42,438	1,517,438
2018-19	185,000	4,625	189,625
2019-20	- - - Refunded - To Be Called - - -		0
2020-21	- - - Refunded - To Be Called - - -		0
2021-22	- - - Refunded - To Be Called - - -		0
Total	11,000,000	2,981,408	13,981,408

BUILDING AUTHORITY REFUNDING BOND ISSUE, Series 2004

With Limited Tax General Obligation Pledge (Refunded the Series 1996 City Hall Bond Issue)
$4,170,000 Non-Voted Bond Issue dated May 13, 2004
Total Original Bond Issue: 12 Annual Serial Maturities from May 1, 2005 to May 1, 2016
Principal & Interest maturities are financed 100% by 'Rental Payments' to the Building Authority

Fiscal Year	Principal	Interest	Total
2007-08	315,000	136,607	451,607
2008-09	330,000	127,158	457,158
2009-10	355,000	116,432	471,432
2010-11	370,000	105,783	475,783
2011-12	385,000	89,688	474,688
2012-13	425,000	74,287	499,287
2013-14	440,000	57,287	497,287
2014-15	460,000	38,588	498,588
2015-16	475,000	20,187	495,187
Total	3,555,000	766,017	4,321,017

BUILDING AUTHORITY REFUNDING BOND ISSUE, Series 2004

With Limited Tax General Obligation Pledge (Refunded the Series 1997 Library Bond Issue)
$5,400,000 Non-Voted Bond Issue dated May 13, 2004
Total Original Bond Issue: 13 Annual Serial Maturities from May 1, 2005 to May 1, 2017
Principal & Interest maturities are financed 100% by 'Rental Payments' to the Building Authority

Fiscal Year	Principal	Interest	Total
2007-08	435,000	172,170	607,170
2008-09	455,000	159,120	614,120
2009-10	435,000	144,332	579,332
2010-11	445,000	131,283	576,283
2011-12	460,000	111,925	571,925
2012-13	475,000	93,525	568,525
2013-14	455,000	74,525	529,525
2014-15	450,000	55,187	505,187
2015-16	445,000	37,187	482,187
2016-17	430,000	18,275	448,275
Total	4,485,000	997,529	5,482,529

BUILDING AUTHORITY REFUNDING BOND ISSUE, Series 2006

With Limited Tax General Obligation Pledge (Refunded the Series 2002 Police/Transp. Bond Issue)

$7,255,000 Non-Voted Bond Issue dated April 13, 2006

Total Original Bond Issue: 16 Annual Serial Maturities from October 1, 2006 to October 1, 2021

Principal & Interest maturities are financed 100% by 'Rental Payments' to the Building Authority

Fiscal Year	Principal	Interest	Total
2007-08	25,000	287,588	312,588
2008-09	30,000	286,625	316,625
2009-10	30,000	285,575	315,575
2010-11	30,000	284,525	314,525
2011-12	30,000	283,437	313,437
2012-13	30,000	282,312	312,312
2013-14	35,000	281,094	316,094
2014-15	35,000	279,781	314,781
2015-16	35,000	278,469	313,469
2016-17	35,000	277,156	312,156
2017-18	40,000	275,750	315,750
2018-19	1,450,000	246,000	1,696,000
2019-20	1,735,000	182,300	1,917,300
2020-21	1,810,000	111,400	1,921,400
2021-22	1,880,000	37,600	1,917,600
Total	7,230,000	3,679,612	10,909,612

SPECIAL ASSESSMENT BOND ISSUE, Series 1997-A

With Limited Tax General Obligation Pledge
$380,000 Non-Voted Bond Issue dated April 1, 1997
Total Original Bond Issue: 14 Annual Serial Maturities from June 1, 1998 to June 1, 2011
Principal and Interest maturities are financed 100% by Special Assessments

2007-08	25,000	5,667	30,667
2008-09	30,000	4,342	34,342
2009-10	25,000	2,738	27,738
2010-11	25,000	1,375	26,375
Total	105,000	14,122	119,122

SPECIAL ASSESSMENT BOND ISSUE, Series 1998-A

With Limited Tax General Obligation Pledge
$425,000 Non-Voted Bond Issue dated May 1, 1998
Total Original Bond Issue: 14 Annual Serial Maturities from June 1, 1999 to June 1, 2012
Principal and Interest maturities are financed 100% by Special Assessments

Fiscal Year	Principal	Interest	Total
2007-08	20,000	5,878	25,878
2008-09	25,000	4,938	29,938
2009-10	25,000	3,738	28,738
2010-11	25,000	2,513	27,513
2011-12	25,000	1,263	26,263
Total	120,000	18,330	138,330

SPECIAL ASSESSMENT BOND ISSUE, Series 1999 (Annexed from Fillmore Twsp)

With Limited Tax General Obligation Pledge
$1,395,000 Non-Voted Bond Issue dated March 1, 1999
Total Original Bond Issue: 19 Annual Serial Maturities from April 1, 2000 to April 1, 2018
City of Holland Share of Issue is 93.95% - Fillmore Township Share of Issue is 6.05%
Principal and Interest maturities are financed 100% by Special Assessments

Fiscal Year	Principal	Interest	Total
2007-08	70,463	39,811	110,274
2008-09	70,463	36,817	107,280
2009-10	70,463	33,752	104,215
2010-11	70,462	30,651	101,113
2011-12	70,462	27,480	97,942
2012-13	70,462	24,274	94,736
2013-14	70,462	21,033	91,495
2014-15	93,950	17,757	111,707
2015-16	93,950	13,388	107,338
2016-17	93,950	8,972	102,922
2017-18	93,950	4,510	98,460
Total	869,037	258,445	1,127,482

SPECIAL ASSESSMENT BOND ISSUE, Series 2000-A

With Limited Tax General Obligation Pledge
$350,000 Non-Voted Bond Issue dated June 1, 2000
Total Original Bond Issue: 14 Annual Serial Maturities from June 1, 2001 to June 1, 2014
Principal and Interest maturities are financed 100% by Special Assessments

Fiscal Year	Principal	Interest	Total
2007-08	25,000	10,175	35,175
2008-09	25,000	8,725	33,725
2009-10	25,000	7,275	32,275
2010-11	25,000	5,825	30,825
2011-12	25,000	4,375	29,375
2012-13	25,000	2,925	27,925
2013-14	25,000	1,462	26,462
Total	175,000	40,762	215,762

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS (continued)

SPECIAL ASSESSMENT BOND ISSUE, Series 2002-A

With Limited Tax General Obligation Pledge

$800,000 Non-Voted Bond Issue dated June 1, 2002

Total Original Bond Issue: 14 Annual Serial Maturities from June 1, 2003 to June 1, 2016

Principal and Interest maturities are financed 100% by Special Assessments

Fiscal Year	Principal	Interest	Total
2007-08	60,000	22,405	82,405
2008-09	60,000	20,005	80,005
2009-10	60,000	17,605	77,605
2010-11	60,000	15,205	75,205
2011-12	60,000	12,745	72,745
2012-13	60,000	10,225	70,225
2013-14	60,000	7,645	67,645
2014-15	55,000	5,005	60,005
2015-16	55,000	2,530	57,530
Total	530,000	113,370	643,370

SPECIAL ASSESSMENT BOND ISSUE, Series 2006-A

With Limited Tax General Obligation Pledge

$155,000 Non-Voted Bond Issue dated June 1, 2006

Total Original Bond Issue: 14 Annual Serial Maturities from June 1, 2007 to June 1, 2020

Principal and Interest maturities are financed 100% by Special Assessments

Fiscal Year	Principal	Interest	Total
2007-08	10,000	7,337	17,337
2008-09	15,000	6,831	21,831
2009-10	10,000	6,072	16,072
2010-11	10,000	5,566	15,566
2011-12	10,000	5,060	15,060
2012-13	10,000	4,554	14,554
2013-14	10,000	4,048	14,048
2014-15	10,000	3,542	13,542
2015-16	10,000	3,036	13,036
2016-17	10,000	2,530	12,530
2017-18	10,000	2,024	12,024
2018-19	15,000	1,518	16,518
2019-20	15,000	759	15,759
Total	145,000	52,877	197,877

MUNICIPAL AIRPORT OPERATING FUND

ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS FOR REMAINING MATURITIES

MUNICIPAL INSTALLMENT PURCHASE CONTRACT, Series 1995

Without Limited Tax General Obligation Pledge
$150,000 Non-Voted Installment Contract dated December 14, 1995
15 Annual Serial Maturities from June 1, 1996 to June 1, 2010
Debt Service for Principal and Interest maturities are financed 100% by Municipal Airport Revenues

Fiscal Year	Principal	Interest	Total Requirements
2007-08	14,000	2,587	16,587
2008-09	15,000	1,783	16,783
2009-10	16,000	920	16,920
Total	45,000	5,290	50,290

ELECTRIC FUND

DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS

FOR REMAINING MATURITIES

ELECTRIC REVENUE REFUNDING BOND ISSUE, Series 2002A

Without Limited Tax General Obligation Pledge

$12,580,000 Non-Voted Bond Issue dated October 15, 2002 with 5 Annual Serial Maturities from July 1, 2003 to July 1, 2007

Principal and Interest maturities are financed 100% by Electric Utility Fund Revenues

Fiscal Year	Principal	Interest	Discount/Refunding Amortization	Total Requirements
2007-08	2,705,000	35,165	- 0 -	2,740,165
Total	2,705,000	35,165	0	2,740,165

WASTEWATER FUND

DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS

FOR REMAINING MATURITIES

SEWAGE DISPOSAL REFUNDING BOND ISSUE, Series 2001

The Wastewater Fund is responsible for 70% (indicated below) of this County of Ottawa Bond Issue

$9,395,000 Bond Issue dated August 2, 2001 with 13 Annual Serial Maturities

from December 1, 2001 to June 1, 2014

Principal and Interest maturities are financed 100% by Wastewater Utility Fund Revenues

Fiscal Year	Principal	Interest	Refunding Amortization	Total Requirements
2007-08	521,500	188,368	31,231	741,099
2008-09	546,000	166,987	31,231	744,218
2009-10	574,000	143,782	31,231	749,013
2010-11	598,500	118,813	31,231	748,544
2011-12	630,000	92,180	31,231	753,411
2012-13	658,000	63,515	31,231	752,746
2013-14	693,000	32,918	- 0 -	725,918
Total	4,221,000	806,563	187,386	5,214,949

WATER FUND

DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS

FOR REMAINING MATURITIES

WATER SUPPLY BOND ISSUE, Series 1997-A

Without Limited Tax General Obligation Pledge

$11,000,000 Non-Voted Bond Issue dated July 1, 1997 with 20 Annual Serial Maturities from July 1, 1998 to July 1, 2017

Principal and Interest maturities are financed 100% by Water Utility Fund Revenues

Fiscal Year	Principal	Interest	Discount Amortization	Total Requirements
2007-08	505,000	12,373	8,768	526,141
2008-09	- - - Refunded - To Be Called - - -			0
2009-10	- - - Refunded - To Be Called - - -			0
2010-11	- - - Refunded - To Be Called - - -			0
2011-12	- - - Refunded - To Be Called - - -			0
2012-13	- - - Refunded - To Be Called - - -			0
2013-14	- - - Refunded - To Be Called - - -			0
2014-15	- - - Refunded - To Be Called - - -			0
2015-16	- - - Refunded - To Be Called - - -			0
2016-17	- - - Refunded - To Be Called - - -			0
2017-18	- - - Refunded - To Be Called - - -			0
Total	505,000	12,373	8,768	526,141

WATER FUND

DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS

FOR REMAINING MATURITIES

WATER SUPPLY REFUNDING BOND ISSUE, Series 2005-A

Without Limited Tax General Obligation Pledge

$7,635,000 Non-Voted Bond Issue dated February 1, 2005 with 13 Annual Serial Maturities from July 1, 2005 to July 1, 2017

Principal and Interest maturities are financed 100% by Water Utility Fund Revenues

Fiscal Year	Principal	Interest	Refunding Discount Amortization	Total Requirements
2007-08	0	266,813	50,346	317,159
2008-09	635,000	257,288	46,752	939,040
2009-10	665,000	237,788	42,987	945,775
2010-11	685,000	217,538	39,110	941,648
2011-12	715,000	196,001	34,860	945,861
2012-13	740,000	172,345	30,182	942,527
2013-14	770,000	146,475	25,097	941,572
2014-15	800,000	119,000	19,813	938,813
2015-16	835,000	88,300	13,511	936,811
2016-17	875,000	54,100	6,906	936,006
2017-18	915,000	18,300	0	933,300
Total	7,635,000	1,773,948	309,564	9,718,512

WATER FUND

DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS

FOR REMAINING MATURITIES

WATER SUPPLY SYSTEM REVENUE BOND ISSUE, Series 2005-B

Without Limited Tax General Obligation Pledge

$11,200,000 Non-Voted Bond Issue dated June 15, 2005 with 18 Annual Serial Maturities from January 1, 2006 to July 1, 2024

Principal and Interest maturities are financed 100% by Water Utility Fund Revenues

Fiscal Year	Principal	Interest	Refunding Discount Amortization	Total Requirements
2007-08	250,000	474,438	10,048	734,486
2008-09	155,000	468,363	9,949	633,312
2009-10	155,000	463,712	9,849	628,561
2010-11	160,000	458,788	9,738	628,526
2011-12	160,000	453,487	9,623	623,110
2012-13	165,000	447,900	9,500	622,400
2013-14	165,000	442,125	9,377	616,502
2014-15	175,000	435,738	9,227	619,965
2015-16	175,000	428,737	9,078	612,815
2016-17	175,000	421,738	8,928	605,666
2017-18	180,000	414,637	8,775	603,412
2018-19	1,140,000	388,238	7,801	1,536,039
2019-20	1,200,000	340,687	6,744	1,547,431
2020-21	1,260,000	289,950	5,635	1,555,585
2021-22	1,320,000	235,912	4,437	1,560,349
2022-23	1,385,000	178,431	3,181	1,566,612
2023-24	1,455,000	112,625	1,628	1,569,253
2024-25	1,525,000	38,125	0	1,563,125
Total	11,200,000	6,493,631	133,518	17,827,149

GLOSSARY OF FINANCIAL TERMS

" A "

Accounting System

The total structure of records and procedures which discover, record, classify, summarize and report upon results of transactions and operations, as well as financial condition/status.

Accrual Basis of Accounting

Recognition of transaction when they occur, regardless of the timing of related cash flows. Accrual accounting techniques prevents fiscal period distortions in financial statement presentations that result the timing of cash flows and related economic events near the conclusion of a fiscal period.

Accumulated Depreciation

The cumulative charges against the fixed assets for wear and tear or obsolescence.

Adopted Budget

The final operating and capital budget, as approved by the City Council following public hearings and amendments to the proposed budget; that then becomes the legal guidance of the ensuing fiscal year for management and departments.

Appropriation

A formally approved and adopted authorization to incur obligations and generate the expenditure of government resources for either a specific item or for a general class of objects. Appropriations for operations and smaller capital outlay items typically relate to a specific fiscal year. Appropriations for grant items most often relate to the specific period as specified by terms of the grant. Appropriations for very large capital outlays and capital projects most often are designated for the projected term of the capital item or capital project.

" B "

Balance Sheet

The Balance Sheet, also referred to as a Statement of Financial Condition, presents a financial status snapshot of an entity's assets, liabilities, and equity, as of a specific date in time (usually the end of a fiscal period). It is considered to be the most basic of financial statements; and is normally accompanied by 'appropriate disclosures' describing the basis of accounting used in its presentation.

Balanced Budget

For a fiscal year, the total appropriated expenditures & outlays may not exceed total projected financing sources (i.e., estimated revenues plus anticipated drawdown of Reserves and/or Fund Balance).

Basis of Accounting

Refers to specific timing methodology for recognition of transactions or events:

Accrual Basis (the methodology used for Proprietary-Type Funds) -
recognition of a revenues in the accounting period in which earned and incurred, and recognition of expenses when obligated and incurred (for expenses). Accrued items include conditions in which the actual exchange of cash has not yet taken place, but where a legally binding agreement has occurred.

Modified Accrual Basis (the methodology used for Governmental-Type Funds) -
recognition of revenues in the accounting period in which they become available and measurable; and recognition of expenditures 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 to be recognized when due).

Note: The 'basis of accounting' methodology used is critical because the timing used to recognize transactions, in turn, reflects the desired 'measurement focus' presented on the financial statement.

Bonded Debt Instrument

A written promise to pay a specified sum of money (called 'principal' or 'face value') at a specified future date (called 'maturity date'), and periodically paying interest (most frequently at a specified 'fixed rate', or infrequently at a determinable 'variable rate').

Bond Ratings

A measure of the quality and safety of a bond, based on the issuer's (City's) financial condition. More specifically, an evaluation from an independent rating service indicating the likelihood that a debt issuer will be able to meet scheduled interest and principal repayments. Typically, 'AAA' is the highest (best), and 'D' is the lowest (worst).

BPW (also referred to as 'HBPW')

An acronym or shortened name referencing the Holland Board of Public Works. The BPW is a separately managed and operated municipal multi-utility organization, but ultimately responsible to the Holland City Council. The BPW operates three municipally-owned utilities, to include electric, water and wastewater. In recent years, fiber optics has been added as a fourth utility function; but is administered and operated within the electric division.

Brownfield Redevelopment Authority

By authorization of Michigan Public Act 381 of 1996, as amended, a local governmental unit may create a Brownfield Redevelopment Authority. Such an authority provides the opportunity to provide a local financing resource for eligible Brownfield activities, to enhance local economic development capabilities, and to market difficult abandoned sites based on the private investment incentives.

Through redevelopment, a municipality can:

- focus redevelopment in existing service areas that have become abandoned and/or contaminated
- receive participation of multiple taxing units to financially contribute towards redevelopment
- enhance the local tax base through private sector redevelopment
- provide financial reimbursement to private sector developers for eligible Brownfield activities thru State of Michigan Single Business Tax credits and local property taxes 'captured' using tax increment financing packages.

The City of Holland established a local Brownfield Redevelopment Authority in 2001.

Budget

A fiscal year plan, adopted by the City Council, outlining targeted goals and objectives for the ensuing fiscal period; together with estimates of financial resources and expenditure authorization parameters to carry-out and meet those targets. However, the adopted plan is subject to modifications and adjustments throughout the fiscal year, at the desire and will of the Council.

Budget Calendar

A schedule of key dates or milestones that the City follows in the process of preparing and adopting the ensuing fiscal year budget.

Budget Resolution

A formal legislative enactment by the City Council that adopts the budget plan for the ensuing fiscal year.

"C"

Capital Assets

Also referred to as 'fixed assets', consist of items acquired and owned that will bring future economic benefit in the normal conduct of business, and which will not be converted into cash during the ensuing fiscal period. Examples include, furniture, fixtures, land, buildings, etc. Each governmental unit establishes its own policies and guidelines regarding minimum capitalization thresholds for asset values and estimated economic life of individual assets. Most capitalized assets are subject to annualized depreciation write-down to reflect reduction in economic value from physical deterioration and/or functional obsolescence.

Capital Expenditures / Capital Outlay

Expenditures which result in acquisition, expansion or substantial rehabilitation of capital asset items.

Capital Improvement / Capital Project

Major capital outlays related to the acquisition, expansion, development, and/or substantial rehabilitation to an element of the City's physical plant; to include land, buildings, facilities, and infrastructure.

Capital Improvement Plan (CIP)

A multi-year plan, updated annually, that outlines and schedules all of the known major capital projects to be implemented; with each capital project to include a description and anticipated financing sources, and projected cost elements.

Capitalized Lease

A capitalized lease is - in substance - a purchase to the lessee. An asset is recorded equal to the present value of the lease payments, which is also recorded as a liability. Payments, partly interest and partly principal, are made on the lease liability. The lease asset is depreciated by the lessee as though it were legally owned by the lessee.

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. (As a corollary, see Primary Government Unit).

Comprehensive Annual Financial Report (CAFR)

The CAFR is the governmental unit's official annual report, containing *general financial statements* (and supplemental information), *combining statements* (providing further information to support the general financial statements) and *individual funds statements* (as considered necessary).

The three essential sections of any CAFR include:

- an *Introductory Section* that typically provides unaudited general information regarding the governmental unit's structure, personnel, and various other information to assist the reader in assessing the governmental unit's financial condition.
- a *Financial Section* that contains the independent auditor's report, financial statements, and required supplementary information.
- a *Statistical Section* that provides a broad range of trend data covering key financial indicators from the past ten years; together with demographic and other miscellaneous data.

Contractual Services

Services rendered to the government by individuals, private-sector firms, or other governmental agencies on a contractual fixed fee basis, variable time & material basis, or a various combination of both basis. Examples include various Maintenance Services (e.g., 'Vehicle Maintenance Services'), and Professional Services (e.g., 'Engineering/Architectural Services').

Contingencies Appropriation

A budgetary appropriation set aside for unforeseen and unanticipated expenditure items, and for minor emergencies. Such an appropriation is most often included in the original budget preparation process of various funds, and determined as a specific dollar amount or as a percentage of total budgeted expenditure appropriations.

" D "

Debt

Generic name for amounts that are considered to be legally owed. Examples include 'Accounts Payable', 'Notes Payable', 'Bonds Payable', which represent amounts owed

Short Term Debt -

An outstanding liability with a scheduled maturity of less than one year beyond the date of the current financial statement.

Long Term Debt -

An outstanding liability with a scheduled maturity exceeding one year beyond the date of the current financial statement.

Debt Service

The cost of paying principal and interest maturities, and fiscal agent fees, on borrowed money to holders of the governmental unit's debt instruments. Debt instruments provide specific stipulations concerning repayment; to include interest rate(s), due date intervals for payments of principal and interest, and total length of the debt service schedule (beginning to end).

Debt Ratio

A measure used to determine total outstanding debt or annual debt service requirement as a percentage of some other item that indicates the ability of the City to repay the debt. Examples include:

Total annual debt service as a percentage of total annual expenditures

Total outstanding general obligation debt as a percentage of total assessed value.

Total outstanding debt as a percentage of total population

Defeasance

The technique of retirement and replacement of an existing bond issue by a new bond issue. Most typically this occurs when a municipality can borrow at more favorable terms than the initial outstanding issue. The new bond issue proceeds are held (and invested) in escrow status, pending the first available call date or the final maturity date of the initial bond issue. At such date, the escrowed funds are used to pay for the outstanding issue.

" D " - (Continued)

Deferred Revenue

Resources received that have not yet met the criteria to be recognized as revenue, primarily because such amounts have not yet been 'earned'. Unearned income amounts are always reported as deferred revenue. However, in governmental funds 'earned' amounts are also reported as deferred revenue if the amounts are not yet available in the current fiscal period.

Deficit

An excess of liabilities of a fund over its assets, and/or the excess of a fund's expenditures over its revenues during an accounting period. In certain instances, an excess of expenditures over revenues is planned and budgeted, for the purpose of drawing the resulting deficit from the existing fund balance.

Depreciation

The portion of the cost of a capital (fixed) asset that is charged as a non-cash expense over a scheduled period of years, for the purpose of reflecting assumed physical deterioration and functional obsolescence to the asset.

Division

Within the governmental unit, a Division represents a specific function composed of one or several departments, activities and/or programs. As an example, the function (division) Fiscal Services might include a combination of departments/offices such as 'Finance Office', 'Treasurer Office', 'Property Assessing Office', and 'Purchasing Office'; along with certain activities/programs that may be administered in-house or outsourced, such as Risk Management, Independent Audit, etc.

" E "

Employee Benefits

Employer provided sponsorship and/or funding of specified personal benefits and aid for designated employees. Some such benefits may be in the form of 'cash' paid to the employee, such as for 'Uniform Allowance' or 'Longevity Pay'. Others may be in the form of contributions or premiums paid by the employer - on behalf of the employee - for items such as 'Health Insurance' or 'Pension Fund Accumulation'. Each one of the individual specific benefits may or may not be taxable to the employee, depending on the structure of an employer's fringe benefit plan, along with existing federal and state laws.

Encumbrance

A reservation of appropriated funds - via either an approved contract or issuance of a purchase order - representing a legal commitment to a vendor or service provider – for a specified future expenditure.

Enterprise Fund

A Proprietary-type fund whose budgeting, accounting and financial reporting will mimic that found in a private-sector business; whereby a fee(s) is charged to external users for goods or services. Examples of such enterprise activities might include an Electric Utility Fund, a Water Utility Fund, a Public Bus Transportation Fund, a Municipal Golf Course Fund, and a Tourist Attraction Fund.

Equity / Equity Capital

Residual interest in the assets of an entity that remains after deducting its liabilities. Also, the third section of a balance sheet, the other two being assets and liabilities.

" E " - (Continued)

Exchange Transactions

A transaction in which a governmental unit either gives value (benefit) to another party and directly receiving equal value in exchange; or receives value (benefit) from another party and directly gives equal value in exchange. The exchange is essentially of equal value to both parties.

Extraordinary Item

A nonrecurring occurrence of significant materiality that requires explanation in the notes to a financial report.

Expenditure / Expense

Similar in nature, but distinguishable in governmental accounting, as follows:

- Expenditure - represents a decrease in a government's current financial resources due to the immediate or near-term outlay of cash for goods and/or services
  - measurement focus application = current financial resources
  - basis of accounting application = modified accrual (combination of cash & accrual accounting)
- Expense - represents charges incurred, whether paid immediately or not, for operations, maintenance, interest, or other purposes.
  - measurement focus application = flow of economic resources
  - basis of accounting application = full accrual

" F "

FAIR MARKET VALUE

The price at which a willing seller will sell and a willing buyer will buy, in an arms-length transaction, when neither is under compulsion to sell or buy and both have reasonable knowledge of relevant facts.

FASB

Financial Accounting Standards Board. A non-government private organization that sets GAAP in the United States for profit making entities and not-for-profit non-governmental organizations.

Full Faith and Credit

A pledge by the governmental unit of its full general taxing power toward payment of a specific debt obligation. A full faith and credit pledge by the City of Holland requires approval of a specific ballot proposal by the general electorate.

Fixed Assets

Assets of a longer-term nature that are required for normal conduct of business, and which will not be converted into cash during the ensuring fiscal period. Examples include, furniture & fixtures, machinery & equipment, vehicles, land, facilities, and major improvements to land or facilities.

The City of Holland's current policy indicates that the initial of value, individually (or collectively for certain multiple items that are identical) should be at least $500; and the estimated useful economic life cycle of the asset must be at least two years. Also referred to as 'capital assets'.

Fixed Assets - Net

The current valuation attached to fixed assets, calculated as the initial book values of the fixed assets minus accumulated depreciation (see 'Depreciation') of those same assets.

Fund

A segregated accounting entity with self-balancing accounts to record assets, liabilities, and equity balances; together with changes resulting from revenues and expenditures/expenses. The intent and purpose for establishment of a separate fund is normally to carry on with specific activities or to attain specific objectives. Accounting and reporting by funds is utilized primarily by governments and not-for-profit entities.

Fund Balance (Deficit)

Fund balance represents the excess of a fund's assets over its liabilities. As a general rule, fund deficits are not allowed but, in certain cases, sometimes might exist for short and temporary periods of time pending some additional occurrence that eliminates the shortage.

Fund Classifications

For governmental purposes, funds generally fall into one of three classifications:

- GOVERNMENTAL FUNDS
- PROPRIETARY FUNDS
- FIDUCIARY FUNDS

Fund Types

Within classifications, funds are further categorized into the fund types; to include:

- GOVERNMENTAL FUNDS
  - > General Fund
  - > Special Revenue Funds
  - > Debt Service Funds
  - > Capital Projects Funds
  - > Permanent Funds
- PROPRIETARY FUNDS
  - > Enterprise Funds
  - > Internal Service Funds
- FIDUCIARY FUNDS
  - > Pension (or other entrusted employee benefits) Trust Funds
  - > Investment Trust Funds
  - > Private-Purpose Trust Funds
  - > Agency Funds

Funding Excess

Most frequently used in reference to pension funds, this term describes the actuarially-determined value of assets that are in excess of actuarially-determined accrued liabilities. In such cases, the net positive value is expressed as a 'Funding Excess'. (Also, see Unfunded Actuarial Accrued Liabilities).

" G "

General Fund

One of five governmental fund types. It serves as the primary operating fund of a governmental unit; accounting for all financial resources and government services, except those required or mandated for accounting in a separate fund.

Generally Accepted Accounting Principles (GAAP)

The conventions, rules, and procedures that serve as the uniform minimum standards for accounting and financial statement presentation. For governmental units, Statement of Accounting Standards (SAS) No. 69 - issued by the AICPA - represents the authority delineating the various sources of Generally Accepted Accounting Principles.

Governmental Accounting Standards Board (GASB)

The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

Governmental Funds

An upper-level classification of funds that includes five different fund-types, to include: General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds, and Permanent Funds. All governmental funds share a common measurement focus, with the objective of the operating statements reflecting *near-term* inflows and outflows of spendable resources. To achieve this objective, a modified accrual basis of accounting is used which recognizes revenues in the accounting period in which they become both measurable and available to finance expenditures of the fiscal period; and that expenditures be recognized under the accrual method, but with various exceptions outlined under Governmental GAAP guidelines.

Government-Mandated Nonexchange Transactions

Transactions that occur when a government at one level provides resources to a government at another level and requires the recipient to use the resources for a specific purposes (as an example, federal programs that state or local governments are mandated perform).

Government-Wide Financial Statements

A government unit's financial statements that incorporate all governmental activities and business-like activities, as well as non-fiduciary component units. There are two basic government-wide statements:

- Statement of Net Assets
- Statement of Activities

" H "

HBPW (also referred to as 'BPW')

An acronym or shortened name referencing the Holland Board of Public Works. The HBPW is a separately managed and operated multi-utility organization, but ultimately responsible to the Holland City Council. The HBPW operates three municipally-owned utilities, to include electric, water and wastewater. In recent years, fiber optics has been added as a fourth utility function; but is administered and operated within the electric division.

Incurred But Not Reported (IBNR)

A term used in financial reporting of Risk Management Funds (most frequently, for Health & Medical Funds), reflecting medical claims that have been incurred for health services, but not yet submitted to the insurance carrier. Very frequently, a time-lag of months may occur between the time of services and the receipt of the billing from the medical provider.

Impact Fees

Fees assessed to developers of significant projects, to cover - in whole or in part - the anticipated cost of municipal improvements that will be necessary as a result of the development.

Imposed Non-Exchange Revenues

Revenues resulting from assessments that are imposed on non-governmental entities, including individuals, other than assessments on exchange transactions (as examples, property tax levies, fines, etc.).

Indirect Cost/Expense

Expenses that cannot be specifically associated with a given service, program, or department; and cannot be clearly identified with a particular function or category.

Industrial Facilities Tax (IFT) Abatement

Michigan Public Act 198 of 1974, as amended, is the primary economic development tool used by local units of government to provide incentives for industrial manufacturing companies to develop new or expand/renovate existing facilities and/or equipment. The financial incentive takes the form of reduced property taxes assessable to the company on the new or rehabilitated investment:

New Facility or Equipment -

The new property is assessed in the regular manner based upon true cash value. However, tax rates applied against the assessment are roughly 50% of the regular tax rates, for a specified period of years.

Rehabilitated Facility or Equipment -

The assessment on the obsolete property is frozen, and the rehabilitated / improved property is exempted from any assessment for a specified period of years. Taxes are levied against the frozen assessed value (of the obsolete property) at the regular tax rates, until the approved IFT abatement period expires.

Infrastructure

Public domain capital assets that that are stationary in nature and normally can be preserved over a significant number of years. Examples include roads, bridges, tunnels, sidewalks, drainage systems, water and sewer systems, lighting systems, etc.

Intergovernmental Revenues

Funds received from federal, state, and other local government sources in the form of grants, shared revenues, and payments in lieu of taxes.

Internal Service Funds

Proprietary fund type used to record and report upon activities that provide goods and/or services to other funds, departments, or agencies of the primary government and its component units; or to other governmental units, on a cost-reimbursement basis.

" J "

Joint Venture

A separate legal entity resulting from a contractual arrangement and jointly owned, operated, or governed by two or more participating governmental agencies for a specific purpose, in which the participants retain both:

- an ongoing financial interest
- an ongoing responsibility.

Generally, a joint venture pools resources and shares costs, risks, and rewards by providing goods or services to the joint venture participants and/or to the public.

" K "

None

" L "

Legal Debt Margin

The amount of debt that may be legally authorized compared to the amount of debt that is currently outstanding.

Lien Date

For property taxes, an annual date when an enforceable legal claim to taxable property arises. In this respect, the property taxes lien date is the same as the official property assessment date, namely December 31. The lien then applies to all property taxes for the calendar year that immediately precedes December 31, regardless of the date the taxes are actually levied.

" M "

MACC

An acronym that references a Metropolitan Planning Organization composed of nine adjacent local-area governments under the title 'Macatawa Area Coordinating Council' (MACC). This association was established in 1993, to encourage area-wide planning for topics of mutual concerns. This organization meets monthly to discuss and vote upon various agenda items, especially such items as transportation and watersheds. The MACC applies for and receives several federal and state grants for streets & highway construction, engineering and environmental studies, public transportation items, and watershed improvements.

Major Fund

A governmental fund or enterprise fund that is reported as a separate column in the basic fund financial statements. Major funds are those whose revenues, expenditures/expenses, assets, or liabilities are at least 10% of corresponding totals for all governmental or enterprise funds, and at least 5% of the aggregate amount for all governmental and enterprise funds for the same item. The General Fund is always classified as a major fund; and any other governmental or enterprise fund may be reported as a major fund if government officials believe it to be particularly important to financial statement users.

Management Discussion and Analysis

A component part of the Comprehensive Annual Financial Report (CAFR) that provides supplemental information used in introducing the basic financial statements, and expressing an analytical overview of the government's financial activities.

Management Letter

A formal communication by the independent auditor to the management that focuses primarily on internal control weaknesses discovered during the course of the audit process.

Management Representation Letter

A formal communication by the management to the independent auditor in which the management takes responsibility for the fair presentation of the financial statements, as well as making representations regarding open and full disclosures of all financial issues that would materially or significantly impact the financial statements and/or notes to the statements.

Mark-to-Market

Method of valuing assets - especially investment assets - that results in reporting of the specific assets at market value rather than at the current adjusted cost or carrying amount reflected on the accounting records. Any such adjustments to market also impact the Investment Income (revenues) being reported for the fiscal period.

Materiality

Materiality indicates the financial magnitude of specific accounting information, making it probable that the judgement of a reasonable person - relying on the information - would be altered or otherwise influenced by its omission or misstatement. Closely related to financial magnitude is accountability, which reflects the manner in which the government has conducted its affairs during the fiscal period; and if such conduct would have an influence upon the judgements made by a reasonable person.

Measurement Focus

The objective of what is being expressed in the reporting of an entity's financial performance and financial position. A particular measurement focus considers not only which resources are measured, but also when the effects of transactions or events that involve those resources are recognized.

The specific methodology of financial reporting that places emphasis upon the types of transactions and events reflected in the operating statement of a fund:

For Governmental-Fund types -
the focus is upon current financial resources.

For Proprietary-Fund types -
the focus is upon total economic resources.

Modified Accrual Basis of Accounting

A methodology used for accounting and financial reporting of Governmental Type Funds whereby revenues are recognized in the accounting period in which they become available and measurable; and expenditures are recognized in the accounting period in which the liability is incurred, if measurable (exceptions include: unmatured interest on long-term debt and certain similar accrued obligations, which are recognized when due).

Note: The 'basis of accounting' methodology used is critical because the timing used to recognize transactions will, in turn, reflect the desired 'measurement focus' on the financial statement.

Negligence

The omission of doing something which a reasonable person, guided by those ordinary considerations which regulate human affairs, would do; or the doing of something which a reasonable and prudent person would not do. The doctrine of negligence rests on duty of every person to exercise reasonable conduct and reasonable due care toward others from which injury may result. It is characterized chiefly by inadvertence, inattention, and the like; as opposed to a wanton recklessness or a willful act to do harm.

Neighborhood Enterprise Zone (NEZ)

The Neighborhood Enterprise Zone (NEZ) Program was established by Michigan Public Act 147 of 1992, as amended. A qualifying local unit of government may designate one or more specific areas as a NEZ. The program provides incentives for neighborhood revitalization through the development of new or rehabilitated owner-occupied residences in areas where it may not otherwise occur. The financial incentives primarily take the form of reduced property taxes for a specified number of years.

Net Cost

Terminology used in the context of government-wide Statement of Activities, representing the difference between program revenues and expenses.

Noncapital Financing Activities

As relates to cash flows reporting, noncapital financing activities refer to money borrowed for purposes other than to acquire, construct or improve capital assets; and the repayment of amounts borrowed (with interest). Generally, it also includes certain inter-fund receipts and payments.

NonExchange Transaction

A transaction in which a governmental unit either gives value (benefit) to another party without directly receiving equal value in exchange; or receives value (benefit) from another party without directly giving equal value in exchange. The exchange is essentially not of equal value to both parties.

NonFinancial Assets

A term used in connection with the current financial resources measurement focus and the modified accrual basis of accounting; and refers to assets used to provide goods & services rather than to be converted into cash. Examples include 'Inventory of Supplies' and 'Prepaid Items'.

NonOperating Revenues and Expenses

Frequently reflected on the 'Statement of Revenues, Expenses, and Changes in Net Assets', this term reflects those revenue and expense items that are incidental to operations...not having a direct impact upon the statement's 'operating income'. However, nonoperating revenues and expenses do directly impact the statement's 'net income'.

NonReciprocal Interfund Activity

Similar to nonexchange transactions, except that nonreciprocal interfund activities are a reference to interfund transfers and interfund reimbursements.

" O "

Objectives

A statement that quantifies the desired outcome of an activity or policy. Objectives are focused at the budget unit level, but encompass the issue and mission of the department.

Operating Activities

As relates to cash flows reporting, operating activities refers to the results of providing services; and generally includes all transactions and other events not defined as capital and related financing, noncapital financing, or investing activities.

Other Financing Sources

An increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends. However, the use of Other Financing Sources is limited to items that are so classified by 'Generally Accepted Accounting Standards for Governments'.

Other Financing Uses

A decrease in current financial resources that is reported separately from expenditures to avoid distorting expenditure trends. However, the use of Other Financing Uses is limited to items that are so classified by 'Generally Accepted Accounting Standards for Governments'.

" P "

Pay-As-You-Go

An annual appropriation of funds from the general revenues of the governmental unit for a specific capital project, as an alternative to borrowing of funds.

Performance Indicators / Performance Measurements

Quantitative and/or qualitative objective measurement of result by a department or division, as a means of determining the effectiveness in meeting goals and objectives. The 'output', 'quality' and 'efficiency' measurements that are used to assess how well an objective has been achieved.

Permanent Funds

A fiduciary fund type used to report legally restricted resources which are legally restricted to the extent that only earnings, and not principal, may be used to support the government's programs.

Personal Services

Expenditures representing compensation for direct labor of persons in the employ of the government unit (to include those hired via independent employment services). Typical expenditures include salaries, wages, fringe benefits, and mandatory employer costs (e.g. Social Security, Medicare, Unemployment Compensation, and Workers Compensation).

Primary Government Unit

A term that defines the financial reporting entity, such as the general purpose local government. It is the main focus of the financial statements. (As a corollary, see Component Unit).

" P " - (Continued)

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'.

" Q "

None

" R "

Reciprocal Interfund Activity

The counterpart to exchange and exchange-like transactions; which includes both interfund loans and interfund services provided and used.

Refunding

The issuance of new debt whose proceeds are used to repay previously issued debt that is currently outstanding. The proceeds may be used immediately for this purpose (current refunding), or the proceeds may be placed into escrow and invested until used to pay principal and interest on the old debt at a designated future date (advance refunding).

Reportable Condition

A term that is used in connection with a financial statement audit wherein a significant deficiency in internal controls is discovered that must be communicated by the auditor to the entity's audit committee and/or governing body.

Reserved Fund Balance

An equity account indicating that a certain portion of a fund's equity is legally restricted. As a result, net assets equivalent to the reserved amount are not available for appropriation because the designated amount is set aside for a unique future purpose.

Restricted Assets

Assets whose use is subject to constraints as the result of:

- imposition by outside creditors, grantors, or laws of other government agencies
- imposition through charter/constitutional provisions or enabling legislation.

" S "

Segment

An identifiable activity (or group of activities) required to be accounted for separately which is reported as (or within) an enterprise fund. A segment has a specific identifiable revenue stream pledged in support of revenue bonds or other revenue-backed debt, and has related expenses, gains and losses, assets and liabilities that can be identified.

Segment disclosure is not required for segments that also are major individual enterprise funds, since in such case the required information is already provided in the basic financial statements.

" S " - (Continued)

Special Assessment

For Capital Improvements -

A compulsory government levy made against specifically designated properties to defray all or a part of the cost of a specific capital improvement, such as street paving, curb & gutter replacement, sanitary sewer, watermain, etc. Such properties are considered to receive primary benefit and enhancement to property value as the result of the improvement.

(Also, see 'System Development Fees' for description of other related charges).

For Operating & Maintenance -

A compulsory government levy made against specifically designated properties to defray all or a part of the ongoing operations & maintenance costs of a specific program. Such properties are considered to receive primary benefit as a result of the program.

Special Revenue Funds

One of five governmental fund types. Special Revenue Funds account for the proceeds of specific revenue sources (other than for major capital projects) that are legally restricted to expenditure for specified purposes. The nature of the revenue source, together with the nature of the restricted spending of the revenue source, determines whether a unique special revenue fund should be established.

System Development Fees

Fees and charges to join or to extend an existing utility system (commonly used terminology for such charges include: 'lateral fees', 'stub fees', 'connection fees', 'trunkage fees', etc.).

" T "

Tax Increment Financing

Financing of capital improvements to a designated redevelopment area or district, achieved by "capturing" incremental increases in taxable values (and accordingly, tax revenues). The captured taxes must be dedicated towards 'pay-as-you-go' capital improvements and/or towards debt service on capital improvements debt obligations of the tax increment financing district. Normally, a specific term (number of years) is specified upon establishment of a tax increment financing district.

Ten Percent Criterion

The first of two tests used to determine whether a given governmental fund or enterprise fund must be reported as a major fund in the basic financial statements. For governmental funds, the test is applied to (1) total assets (2) total liabilities (3) total revenues (4) total expenditures. And for enterprise funds, the test is likewise applied to (1) total assets (2) total liabilities (3) total revenues (4) total expenses.

The test need be met for only one of these four criteria.

Tool & Dies Renaissance (Recovery) Zone

Program initially established by Michigan Public Act 376 of 1996, and amended by MI P. A. 276 of 2005 and MI P.A. 93 of 2006. A local unit of government may designate specific property parcels as recovery zones, thereby entitling a tool & die manufacturer (which has entered into a 'collaborative agreement' with other tool & die manufacturers) to exemption from property taxes for a specified period of years.

Transfers In / Out

A legally authorized conveyance of money between funds, in which the donor fund provides either a subsidy or other form of donation to the recipient fund. Stipulations and conditions are frequently attached regarding applied use of the transferred money by the recipient fund

" U "

Unallocated Depreciation

A designation used in relationship to government-wide statement of activities. Representing depreciation of capital assets that is not properly reported as a direct expense of a functional category.

Uncommitted Balance of Appropriations

The portion of an appropriation remaining after the deduction of expenditures and encumbrances.

Undesignated Unreserved Fund Balance

Available expendable financial resources in a governmental fund that are not the object of tentative management plans.

Unfunded Actuarial Accrued Liabilities

Most frequently used in reference to pension funds, this term describes the deficiency of actuarially-determined value of assets in comparison to actuarially-determined value of accrued liabilities. In such cases, the negative net value is expressed as an 'Unfunded Actuarial Accrued Liability'. (Also, see Funding Excess).

" V "

Voluntary NonExchange Transactions

Transactions resulting from legislative or contractual agreements, other than exchanges, and entered into willingly by the parties to the agreement. Examples include certain types of grants and private donations.

" W "

WEMET

An acronym referencing the West Michigan Enforcement Team, a multi-jurisdictional drug enforcement task force. WEMET consists of three teams and an administrative unit responsible for investigation in a three-county area, including Muskegon, Ottawa and Allegan Counties. Geographically, the City of Holland is located within a portion of both Ottawa and Allegan Counties. The Holland Police Department plays active role in support of WEMET operations, both directly and indirectly..

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).

" X " - " Y " - " Z "

None