CITY OF HOLLAND, MICHIGAN

ANNUAL BUDGET

For The Fiscal Year
July 1, 2009 - June 30, 2010

Proposed 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
Jay Peters	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

CITY OF HOLLAND

GREEN SUSTAINABILITY INITIATIVES

THIS LISTING PROVIDED AS A SUPPLEMENT TO THE "GREEN" THEMED BUDGET COVER

DOWNTOWN SNOWMELT

GRAY WATER IRRIGATION SYSTEM

PIPING OF CHLORINATED EFFLUENT FROM WASTEWATER PLANT TO POWER PLANT

PREPARATION OF CITY ENERGY AND RESOURCE DATABASE

INTENSIVE ENERGY AUDIT OF 19 CITY PROPERTIES BY GMB

FINANCIAL PARTNER IN MACATAWA WATERSHED INITIATIVE

AWARD WINNING GARBAGE/RECYCLING PROGRAM INCENTIVIZING RECYCLING

FULL TIME CITY STAFFER FOCUSED ON RECYCLING AND CLEAN UP

FINANCIAL PARTNER IN MACATAWA GREENWAY INIATIVE

OLDEST STATE DIAL-A-RIDE PUBLIC TRANSPORTATION SYSTEM

PARTICIPANT IN EFFORTS OF WEST MICHIGAN STRATEGIC ALLIANCE GREEN INFRASTRUCTURE STUDY

MAX TRANSIT AUTHORITY

TESTING OF ALTERNATE ENERGY EFFICIENT STREETLIGHTING SYSTEM

GRANT APPLICANT FOR FEDERAL D.O.E. CARBON SESQUESTRATION STUDY AND PROJECT

TESTING UNDERWAY FOR EVENTUAL 1,500 ACRE WIND TURBINE FARM IN EASTERN UPPER PENNINSULA

PARTNERING INITIATIVE WITH WOLVERINE POWER FOR WIND TURBINE PROJECT

ACQUISITION OF 160 ACRES NOW CALLED VAN RAALTE FARM

CREATION OF REGIONAL WASTEWATER AUTHORITY

ANNUAL FALL LEAF PICKUP

ANNUAL SPRING CLEANUP

PROJECT PRIDE

CITY FLEX FUEL VEHICLE PURCHASE

"TREE CITY, USA" FOR MANY YEARS

FINANCIAL PARTNER AND LEAD SPONSOR OF HIGHLY SUCCESSFUL FARMER'S MARKET

ENVIRONMENTALLY FRIENDLY PEST MANAGEMENT PROGRAM

CONVERSION OF WINTER STREET ROCK SALT TO "GREEN" DE-ICING AGENT.

STORM WATER "RAIN GARDEN" DEMONSTRATION PROJECTS AT SMALLENBURG PARK AND RAILROAD DEPOT

CONVERSION TO LOW FLOW TOILETS IN CITY PUBLIC BATHROOMS

FINANCIAL PARTNER IN JOB RETENTION AND INNOVATIVE JOB GROWTH EFFORTS OF LAKESHORE ADVANTAGE

CITY ADVOCACY AND FUNDING FOR NEIGHBORHOOD/COMMERCIAL REHABILITATION

INSTALLATION OF MOTION ACTIVATED LIGHTING SYSTEM IN NEW POLICE HEADQUARTERS AND THE NEW DOWNTOWN PARKING STRUCTURE

2007 CITY INSTALLATION OF A FITNESS AND WELLNESS TRAIL

CITY SPONSORSHIP OF HOME REPAIR PROGRAM UNDE THE LEADERSHIP OF THE OURSTREET PROGRAM

INSTALLATION OF DOWNTOWN BICYCLE RACKS

MILES AND MILES OF CITY BIKE PATHS

PUBLIC INFORMATION/EDUCATION SOLAR AND WIND PROJECT AT THE CIVIC CENTER

INVESTIGATION BY BPW OF BIO-GAS ENERGY PROJECT

INSTALLATION OF "SHARE THE ROAD" SIGNS RE: CYCLING SAFETY

UPGRADE AND REPLACEMENT OF CITY STORM DRAINS KEEPING STORM WATER FROM WASTEWATER

NEW BPW INVOICING SHOWING YEAR-TO-YEAR ENERGY USAGE

HIRING OF NEW BPW CONSERVATION MANAGER

CREATION OF SUSTAINABILITY COMMISSION

SENSITIVITY TOWARD INSTALLATION OF "DARK SKY" LIGHTING

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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 action 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

ACTION PLAN PROCESS

To implement the Vision and Mission Statements, the City Council has developed eight (8) 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 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.

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.

ANNUAL ACTION PLAN PROCESS

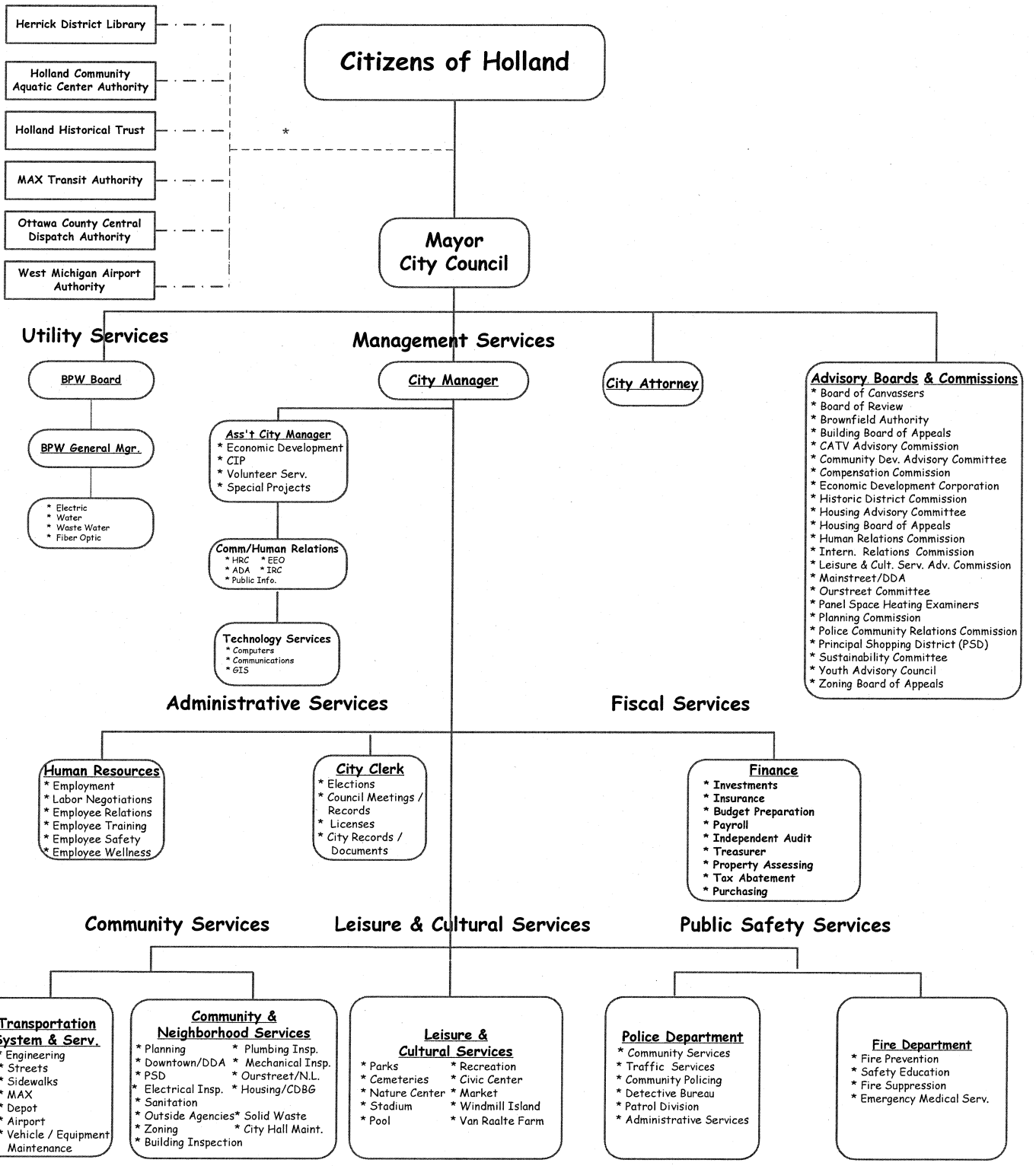
Annually the City Council holds a *"Coffee With City Council"* open to the entire community so citizens can express their issues, programs, and needs for the community. The City Council also holds an annual retreat with the City Manager and all department directors at which time the management staff 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 eight (8) 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 March 2009

CITY MANAGER BUDGET MESSAGE

July 1, 2009

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) 10, July 1, 2009 to June 30, 2010, 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, which is incorporated at this time, is a summary of some of the key financial highlights for FY 10. 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 $140,424,708. This is a balanced budget, however, $799,670 of various fund balances have been utilized. These funds will primarily support numerous capital improvement projects, but several are critical to balance several operating budgets. The General City operations account for $46,203,767 in sources excluding use of fund balances, and $50,420,066 in uses. The City's BPW utilities account for $93,421,271 in sources excluding use of fund balances, and $90,004,642 in uses.

TAX BASE: For FY 10, the tax base increased from $1,204,865,028 to $1,214,554,911, or an increase of $9,689,883, or (0.80%). The impact on tax revenues will be reduced as several Brownfield Tax Increment Financing and Tool and Die Tax Abatements projects reduced the taxable value by $25,282,250, resulting in a loss of $352,687 in City taxes. The tax base in FY 10 is .86% higher than the adjusted tax rolls for FY 09. This increase was the results of a large amount of industrial tax abatements issued 12 years ago coming on the rolls at 100%. This amount was $8,208,300. If that had not happened, the City's tax base would have increased by $1,481,583, or 0.1%. The annual inflationary rate established by the state of Michigan through Proposal A for all residential property was 4.4%. In other words, if the tax rate remains the same, some residential property owners will see a 4.4% increase in their City taxes, if they made no improvements to their property. However, this year, as last year, many property owners will see a decrease in their property taxes as their taxable values have decreased based on the real estate market.

This small growth is a reflection of several functions: 1) the continued sluggish industrial economy with limited investment in new equipment and the sale of several large industrial plants at below market value; 2) the continued poor residential real estate market continues to close the gap between state equalized value and taxable value where many property owners in FY 10 will actually see a decrease in their taxable values; however 3) the one area where the City has continued to see strong property values is in the downtown commercial properties.

The average City of Holland growth rate in the tax base since Proposal "A" in 1995, the major state overhaul of the property tax structure, through 2006 was 4.58%. In FY 08, it was 3.44% and in FY 09, it was a decrease of (.49%), the first time in

recent history that the City's tax base had actually decreased from the year before. Although an extensive archival search was not conducted, according to long-term current and former staff with specific knowledge dating back to 1963, this had not happened in 45 years. As noted, it almost happened again in FY 10, if it was not for the large amount of industrial tax abatements that came back on the tax roll at 100%. That will not happen again for another eight (8) years.

TAX RATE: The total tax rate for FY 10 is proposed to be maintained at 13.95 Mills. The distribution of the tax rate is also slightly different than in FY 09 as indicated below:

PROPERTY TAX LEVY MILLAGE RATES

CITY OF HOLLAND	FY 09	FY 10
Operating Levies:		
General	9.3361	9.5000
MAX Public Transportation	-0-	-0-
Total Operating	**9.3361**	**9.5000**
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	0.2049	0.4079
Total Capital	**1.2549**	**1.4579**
Debt Service Levies:		
General Obligation Debt	1.9504	1.6379
Total City of Holland	12.5414	12.5958
HERRICK DISTRICT LIBRARY		
Operating Levy *	1.0468	1.1000
Debt Service Levy *	0.2618	0.1542
Total Herrick District Library	1.3086	1.2542
Airport Authority *	0.1000	0.1000
TOTAL MILLAGE RATES	13.9500	13.9500

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

KEY FINANCIAL HIGHLIGHTS

Due to the tax base increase of .86% and in FY 09 the last payments being made on the 1996 Street Improvement (Act 175) Bonds, debt service decreased from 1.9504 to 1.6379 Mills. However, in FY 11 the debt service millage rate will increase by about .31 Mills as it is anticipated a $3 Million bond issue will be issued in 2009 for street improvement projects.

Based on the new taxable value and maintaining the same tax rate, the City's property tax collections will increase from $16,505,964 in FY 09 to $16,638,382 in FY 10, or an increase of $132,418 or .8%.

In FY 06, 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 06 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) The Holland rate in FY 09 was 15.38 Mills, which now also includes the Airport Authority and MAX Authority.

GENERAL FUND: The total General Fund Revenues are recommended at $21,062,062, which is a .5% increase from the amended budget in FY 09. Expenditures are budgeted at $21,059,572 or .5% above the FY 09 amended budget. This will require no use of the Fund Balance for an estimated Fund Balance on June 30, 2010 of $2,338,536. This fund balance represents 11.1% of FY 10 recommended expenditures. In addition, the Budget Stabilization Fund for the General Fund will have a balance of $1,104,015 compared to $1,872,659 in FY 04. For the seventh year in a

row, it is proposed there will be no transfer to the Budget Stabilization Fund. That leaves this fund $1,101,942 short of a policy goal of maintaining 10% of the General Fund Expenditures ($2,105,957).

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, and not making the annual transfer. Further, it is proposed that due to the low growth in the City's tax base in FY 10 that $150,000 be transferred to assist with the balance of the General Fund. In FY 09, $250,000 was transferred to balance the fund. The purpose of the Budget Stabilization Fund is to assist in this type of financial situation as per Sec. 2-110 (c) of the City Ordinance regulating this fund states: "to prevent a reduction in the level of public services or in the number of employees when; in preparing the budget for the next fiscal year the City's estimated revenue does not appear sufficient to cover estimates expenses." Without this transfer the City would have to cut 2-3 more employees and / or City services to cover the $150,000 transfer. The combined estimated fund balance and budget stabilization fund will be $3,342,551, or 15.87% of FY 10 General Fund expenditures.

The General Fund was again the most difficult fund to balance for FY 10. This was primarily due to the continual decrease and lack of growth in state revenue sharing, the limited growth in the tax base, reduction in interest earnings, and no growth in the contribution of the BPW electric payment, while at the same time experiencing continued increases in energy and employee benefit 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 09. In FY 09, the amount of $3,186,600 was budgeted, but $3,164,672 is the revised estimate. The amount of $3,164,700 has been budgeted for FY 10, based on the estimates provided by the state. If the state economy continues to decline, it is anticipated the City will experience additional reductions in this important General Fund revenue source.

As noted, one of the major financial impacts on the General Fund over the past eight (8) 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 10, this amount is estimated at $3,164,700, or 15.03% of revenues.

BPW ELECTRIC CONTRIBUTION: A major increase in General Fund revenues was realized in FY 07 in the payment from the City's BPW electric utility. The City received 3-1/2% of projected gross revenues in the electric utility. Due to two (2) rate increases in electric rates in FY 06, this revenue source increased from $2,433,000 in FY 06 to $2,840,000 in FY 07, an increase of $407,000, or 16.73%.

This increase was primarily due to high fuel costs experienced by the BPW, not an increase in electric sales. Without this increase in FY 07 to the General Fund, the City would have had to consider cuts in City services or increase the tax rate. The $407,000 was equal to about .35 Mills. The total payment of $2,840,000 was equal to 2.40 Mills.

For FY 08, the amount was proposed to remain at $2,840,400. This was due to a projected loss in electric sales due to several large customers closing their facilities in FY 08. However, in FY 08 the 3-1/2% of gross revenue from the electric utility was increased by the BPW Board and City Council to 4%. This raised an additional $355,000; however, this additional amount was placed in the City's Municipal Capital Improvement Fund. For FY 09, the 4% was increased to 5%, with 4% or $3,195,400 retained in the General Fund and $788,600 transferred to the Municipal Capital Improvement Fund. The 5% in FY 09 was the national average that municipal owned electric utility contribute to their City government. For FY 10, the 5% is based on the actual calendar year 2008 electric sales. This results in a $3,799,200 contribution or $184,800 less than FY 09. This is due to a decrease in electric sales. It is recommended the amount transferred to the General Fund be maintained at $3,195,400; and the remaining $603,800 be transferred to the

Municipal Capital Improvement fund, which is $184.800 less than in FY 09.

EMPLOYMENT SUMMARY: From FY 03 through FY 09, 18 positions were eliminated in the General City. Those vacancies are recommended to be continued in FY 09. If these 18 positions were filled today, it would add about $1,300,000 in expenditures.

The positions eliminated and proposed to be eliminated in FY 10 are as follows:

* Proposed to be eliminated and are or will be vacant.

Management Services:
Assistant to City Manager
City Clerk Position *

Fiscal Services:
Assessor:
Department Assistant I
Treasurer:
Account Clerk / Cashier *

Public Safety Services
Fire Department:
Community Involvement Lieutenant
Training Officer
Police Department:
Police Officers (2)
Code Enforcement Officer *
Maintenance Supervisor (1/2) *
Police Desk Assistance *

Transportation Services
Street Department:
Storekeeper Dispatcher
Equipment Operator *
Centralized Vehicle Department:
Welder
Vehicle Maintenance Supervisor
Maintenance Supervisor (1/2) *

Community & Neighborhood Services:
Community Development Supervisor
Building Housing Inspector
Human Relations - Volunteer Coordinator

Leisure & Cultural Services:
Civic Center - Custodian
Civic Center - Senior Custodian

Leisure and Cultural Services: (continued)
Recreation / Civic Center Manager
Parks - Laborer II
Cemetery - Maintenance II *
Parks Groundskeeper *

Internal Service Funds:
Technology Sr. Program / Analyst
Technology Director

For FY 10, eight (8) additional full time positions are recommended to be eliminated as outlined above (*). Each of these positions is or will be vacant. All vacancies in FY 10 will continue to be reviewed and evaluated before they are refilled. It should be noted that when full-time positions have been eliminated, there has not always been a 100% savings. In a number of cases, the department where the vacancy has been created has been granted funds for part-time employees. This is especially true in those departments where there is high seasonal demand for services.

Another major issue facing the City over the next five (5) years is an aging work force. The City currently has 203 full-time employees (excluding the BPW). A total of 45 or 22% are eligible to retire over the next five (5) years. A total of 24 are eligible to retire by June 30, 2010, the end of FY 10. That does not mean all of them will retire, but several have indicated they will. As retirements occur, they will either not be filled or a comprehensive evaluation of how that particular job can be performed will be completed. Further, there will be consideration given to adjust certain wages and fringe benefits in FY 10.

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.

PENSION COST INCREASE: One of the major expenses for the City which have been difficult to control is pension costs. The City is part of the State of Michigan Municipal Employees Retirement System (MERS). Employees are either in the

defined benefit or the defined contribution plan (in January 2003, all new employees and those who converted are in the defined contribution plan and now accounts for over 29% of all full-time employees). The defined contribution is a 6% contribution by the City and the City matches a 2% contribution from the employee for a total of 10%. There are nine (9) different groups in the City's Defined Benefit program and those contributions rates range from 23.0% to 7.72% of payroll. The Defined Benefit program is the most difficult to control from a cost standpoint. In FY 10, it is estimated the cost will increase by 3.05%. However, due to the poor market performance in 2008 and early 2009, MERS has notified the City, the defined benefit pension costs will increase by 11% in FY 11, 16% in FY 12, and 22% in FY 13 above the FY 10 contributions. The increase is estimated to be $496,100 from FY 10 to FY 13 in the Defined Benefit plan from $2,236,900 to $2,783,000. (This includes all General City and BPW employees in the Defined Benefit plan.) This will be one of the biggest financial expense challenges in the next three (3) years in the General Fund.

For FY 10, the General City (excluding the BPW) pension costs are projected at $1,581,950, or $40,418 above the FY 09 amount of $1,541,532, a 2.62% increase. In FY 06, this cost was $1,133,853, which is an increase of $448,097, or 39.5%, in four (4) years, while at the same time the City has reduced its workforce. The total pension costs in FY 10 including the General City operations and BPW are $2,842,700, compared to $2,636,500 in FY 09, an increase of $206,200, or 7.8%.

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 92.5% of the premium. If the employee does not meet requirements, the City pays 67.5% of the premium. 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 increased labor costs. In 1991, total costs for employee health care, was $1,210,400 and increased to $4,234,114 by FY 08 and estimated at $4,737.460 in FY 09. These costs cover all General City, BPW, Herrick District Library employees and retire costs. The fund balance in the Health Insurance fund for June 2008 was $2,250,508, estimated at $1,478,818 by June 2009 and $1,031,055 by June 2010. The lowest fund balance was in 2000 at $783,013. There is an 8% proposed premium rate increases for January 1, 2010. It should be noted that the fund balance estimates for FY 09 and FY 10 are conservative estimates, and are anticipated to end up at a higher amount. Total health insurance costs are estimated at $4,996,000 for FY 10, 18% above FY 08 actual costs and 5.5% above FY 09 estimated expenses.

As noted, pension and health care costs have been the two expenses which have caused the most difficulty in balancing the General Fund of the City. At a time when the major revenue sources have declined, these two cost increases are what have been the major factors for the required employment reductions.

OUTSIDE AGENCIES: For FY 10, a total of 50 non - profit agencies/programs requested funding assistance in the amount of $805,320. This includes agency requests from Social Services, Leisure and Cultural Services, Economic Development and Community Development Block Grant activities. The FY 09 included $630,801 to fund these agencies and $614,990 in FY 10.

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

FY10 Request	Agencies	Funding Category	FY 08 Budgeted	FY 09 Budgeted	FY 10 Proposed
$252,458	22	Social Services	$140,000	$140,275	$140,000
139,762	15	Leisure & Cultural Serv.	103,890	103,890	103,890
257,000	1	Holland Historical Trust	257,000	257,000	257,000
$649,220		Sub-total	$500,890	$501,165	$500,890
47,000	1	Economic Dev. Lakeshore Advantage	47,000	47,000	47,000
109,100	11	CDBG - Outside Agencies	57,112	82,636	67,100
$805,320	50	Total	$605,002	$630,801	$614,990

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 10 franchise fees are estimated at $235,000 and the equipment fee $12,000.

In FY 08 and 09, two (2) new CATV Franchise Agreements were issued to AT&T and T2 under the new uniform State Franchise Agreements. The City now has three (3) franchises including Comcast.

The public channels are operated through a contract with the non-profit MACTV. For FY 10 the contract is recommended to remain at $180,000. The FY 10 budget again includes funds to provide cable casting over the internet with video for some public programs. The amount of $25,000 has been budgeted for this technology. Also, the budget includes $38,400 to provide the public channels to the two (2) new franchises, as required by the state regulations.

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 06, a separate millage had been set aside for this purpose at about .25 Mills which would generate $297,000 in FY 10. For the fifth (5) consecutive year, it is proposed that 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 FY 10. In FY 10, it is proposed to transfer $91,991 from the Municipal Capital Improvement Fund to cover various property purchases and exchanges which were approved in FY 09, and are anticipated to be completed in FY 10.

FISCAL SERVICES

CONTESTED ASSESSMENTS AND BUDGET STABILIZATION FUND: One of the major outstanding issues in preparing the FY 10 budget is again the number of outstanding tax appeals from several of the City's major industrial and commercial 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 2010 is $1,004,015. The 10% level for FY 10 would be $2,105,957. This leaves the fund $1,101,942 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. As previously noted for FY 10, it is proposed to transfer $150,000 to the General Fund due to the lack of growth in the City's tax base for FY 10. If this transfer is not made then an equal amount of expenses must be reduced in the General Fund.

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 decrease in FY 10 to $2,640,600, compared to $2,817,378 in FY 08, a decrease of $176,778, or - 6.28% in two (2) years.

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 10 will provide $1,189,273 in new revenues. In FY 10, the Allegan County Road Tax will generate about $420,000. These funds will be utilized in implementing the City's Five-Year Street Capital Improvement program.

However, due to the reduced level of funding in the gas tax over the past five (5) years and now with a limited growth in the City's tax base, it is projected that for the FY 10, the City will not be able to complete the new road reconstruction projects in its five (5) year plan. This situation is also caused by the continued increase in most costs associated with the City's annual operation and maintenance budgets for streets. The increased costs in the FY 08 and 09 snow removal budgets have also reduced funds for new reconstruction. Therefore, it is proposed a $3 Million bond issue be considered in the fall of 2009 in order for the planned street improvement projects to be completed in the FY 10 budget. This can be done without a tax increase as a major bond issue in FY 96 has been paid off. The City is also planning to receive $720,000 from the federal stimulus package (ARRA) which will be used for the 40th Street project.

SNOWMELT FUND: A major challenge in FY 05 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 is being paid back from existing snowmelt fund balances and future operating assessments within the snowmelt system. This amount is $84,000 annually. The FY 05 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 River Avenue sidewalks between 7th and 12th Street as part of the reconstruction project. This connected the City Hall, Museum, Library and numerous businesses to the downtown system. In 2007, the system was expanded along the 8th Street area in the sidewalks between College and Columbia Avenue in conjunction with several new building projects. The cost of extending the transmission line for this project was $157,800, which was funded by the BPW and will require an annual 15 year payback of $15,200. In 2008, the transmission line was again extended to serve the new Downtown Parking Deck and sidewalks on 7th St. This cost is estimated at $300,000 with $150,000 funded by the BPW at $13,500 for 15 years. As a result by FY 15, additional revenues will be needed to balance the annual operating budget. At this time, various alternatives are being evaluated to resolve this issue. The fund balance by June 2010 is estimated at $155,239 and anticipates a 3% increase in the 2010 operating and special assessment rates.

AIRPORT FUND: 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 did not become fully operational until the four governmental units had an election to establish a millage for the operation of the Airport. The vote was held in May 2008. The Cities of Holland, Zeeland and Park Township approved the .1 Mill.

However, Holland Township did not and was removed from the Authority. The Authority officially began operating in July 2008. The .1 Mills in the City of Holland in FY 10 will generate $118,927, and this amount will be contributed to the Airport Authority. The Airport is managed through a contract with the City for various services in the amount of $45,620 for FY 10. All Airport grants and various assets have been turned over to the Authority and are being governed by the Airport Authority Board.

DEPOT: The Depot Transportation Center was formerly the home for the Tulip Time offices, the AMTRAK train station, and IndianTrails bus operation. All expenses associated with the operation were charged to this fund. All leases with the three (3) tenants were credited to the fund, but were not sufficient to cover operating expenses. The General Fund subsidy in FY 07 was $35,399.

In the fall of 2006, the voters of the City and Holland Township approved the formation of a public transit authority. It was proposed the Depot be utilized as the new transfer point for the seven (7) fixed route systems. This also included the renovation of the adjacent Wendy's site into a public parking facility for the multi modal transportation center. This plan necessitated the relocation of the Tulip Time offices. This transition was completed in July 2007 and eliminated the need for a general fund operating transfer as the facility is operated by the MAX system, through a lease.

The MAX operation is no longer a part of the City budget. In FY 07, the City MAX tax levy was .1473. The fixed route system expansion was started in the fall of 2007 and the renovation of the Depot site was funded 100% by state and federal funds.

MAX PUBLIC TRANSIT: The MAX Authority has a .4 Mills limit. At the time the budget is being prepared, the MAX Authority has not established their budget or tax rate for FY 10. The City previously had a .6 Mills voted limit for public transportation. The current FY 09 MAX Authority levy is 0.35 Mills.

CENTRALIZED VEHICLE/EQUIPMENT FUND: This is the sixth (6) year for this 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 06, 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 07. Every effort was made to try to keep the rental rates the same in FY 08; however, the large increase in gasoline and diesel fuels necessitated the rate reductions from 20% to 15%, and this reduction had been retained for FY 09. However, in early 2009 due to various budget issues, the rates were reduced back to 25%. This was accomplished by not purchasing several vehicles scheduled for replacement, not filling a new welder position and further cutting expenses by not replacing 50% of the Police Maintenance Supervisor's position vacated in late FY 09 due to retirement. Further, gasoline prices dropped dramatically between June 2008 and February 2009. As a result, the 25% reduction in rates has been maintained for FY 10.

The FY 10 budget includes $755,400 for equipment and vehicle replacement. The equipment reserve balance by June 2010 is estimated at $1,984,000. It is important this balance be maintained to assure there are adequate funds available in the future to replace equipment and vehicles on schedule.

This fund does not own the Fire Department suppression or emergency response vehicles. A

separate Fire Vehicle Replacement Fund is maintained. In FY 10, a General Fund transfer of $100,000 is again proposed. The equipment reserve balance by June 2010 is estimated at $333,400.

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 05, there were major staff reallocations made to improve these downtown operations. The PSD is now fully staffed and 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 in FY 10 to 1.8333 Mills, the same as in FY 09. The Parking special assessments are projected to be increased by 3% in FY 10. Each of these, three (3) funds continue to experience fluctuations in their fund balances and must be carefully evaluated during the year. Further, for FY 10 the new Downtown Parking Deck will be added as an operational expense. It is anticipated the deck will be available for use by May 2009. As this is the first deck for the downtown system, it will take 12-18 months before the full operating revenues and expenses can be determined.

CDBG PROGRAM: The regular FY 10 allocation for the federal CDBG program is estimated at $423,241, which is more than received in FY 08 of $344,600. This is due to a one time additional allocation of $86,000 of unused funds by Grand Haven. The CDBG funds have been in a decline since 1995 when the City received a high of $452,000. In addition, there is $23,611 in new income and carry over funds for total proposed expenditures of $447,032 in FY 10. 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 10 totaled $538,715. The CDBG Advisory Committee will be making their funding recommendation to City Council by May 2009. In early 2009, the American Recovery and Reinvestment (ARRA), a federal stimulus program, was approved. It is anticipated the City will receive $91,000 of CDBG funding as an entitlement City. At time the budget is being prepared, these funds have not been included in the budget. Further, the federal guidelines have not been developed as to what the funds can be used for. It is anticipated, they will be required to create jobs and deal with infrastructure and housing issues in the core area of the City.

With the continued poor economy at the national, state and local level the City is dealing with the same national housing issues including foreclosures, vacant homes, declining home values, and blighted housing conditions in various pockets of the City. The federal stimulus package is designed to deal with these issues; however, no specific ARRA funds have been included in the budget except for the $720,000 in street funds. The City is aggressively pursuing these ARRA funds as the guidelines and applications become available.

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 as outlined below and it is recommended they be increased as follows:

TYPE OF SERVICE	1995 RATES	2004 RATES	2008 RATES	2009 PROP. RATES 5%
1 bag / month	$4.79	$5.00	$5.27	$5.53
2 bags / months	6.11	6.50	6.84	7.18
32 gallons	8.62	9.50	10.00	10.50
65 gallons	10.49	12.00	12.62	13.25
90 gallons	12.23	14.00	14.72	15.46
Additional bags	1.80	2.00	3.00	3.15

These recommended rate increases for FY 10 are primarily due to increased cost of fuel and general increases in labor and landfill costs. A three (3) year contract was awarded to Chef Containers effective July 2005 through June 2008.

The existing Chef's agreement expired on June 30, 2008. The contract provided an opportunity to renegotiate the agreement and City Council authorized staff to complete the process.

The Agreement was re-negotiated for three (3) years as follows:

July 2008	8.8%
July 2009	3.0%
July 2010	3.0%

Note: The new agreement also included a fuel adjustment clause. The annual cost of this operation is estimated $1,385,000 in FY 10. The working capital in June 2010 is estimated at $466,976.

LEISURE AND CULTURAL SERVICES

CEMETERY PERPETUAL CARE: A major change was implemented in this fund for FY 05. 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 $28,000 in FY 10 are allocated to the General Fund. Plans are to continue to allocate Perpetual Care interest earnings to the General Fund to support the cemetery operation which was $87,608 in FY 07, $87,414 in FY 08. For FY 09, this amount has been estimated at $47,200, and $40,000 in FY 10 due to lower projected interest rates. In FY 06, $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. This will substantially 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 repaid. The existing outside columbarium area is now full.

The fund balance in June 2010 is estimated at $1,562.041. The amount of $55,000 is being transferred in FY 10 to fund improvements to the underground sprinkling system at Graafschap Cemetery.

WINDMILL ISLAND: This fund is again unable to support the full operation from fees based on anticipated admissions in FY 10. The estimated General Fund subsidy in FY 09 is $242,178, and the amount estimated for FY 10 is $211,447. The FY 10 budget includes the full operation of the new pavilion. It is proposed the admission fee at the tourist attraction be maintained on January 1, 2010 as the rates were increased as follows in previous years:

	2005	2006	2009
Adults	$6.50	$7.00	$7.50
Children	3.50	4.00	4.50

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 follow:

	FY 09 Actual	FY 10 * Estimate	City Amounts
	Mills		
Operating	1.0468	1.1000	$1,308,200
Debt	0.2618	0.1542	187,284
* The final millage will be determined in June 2009 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 05, the subsidy from the City was $270,500. The request was the same in FY 06; however, this amount was reduced to $257,000, a $13,500 or 5% reduction due to financial constraints in FY 07 and 08. The amount was retained at $257,000 for FY 09 and is recommended again in FY 10. The FY 10 Museum operation is $593,055, and the City's contribution would make up 43.3% of the budget. The budget also includes $150,000 of capital improvements to the Armory which will be funded by the Trust.

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 and the fiber as follows:

May 2008 FY 09		FY 10
Electric	5%	*
Water	5%	*
Sewer	5%	*
Fiber	5%	*
November 2008 FY 09		**FY 10**
Water	5%	*
Sewer	5%	*
May 2009 FY 09		**FY 10**
Water	5%	*
Sewer	5%	*

* Note: For FY 10, the BPW has outlined their rate increase in actual dollars, not as a %. Further, the proposed rates will be submitted for approval outside of the budget process.

	FY 10 PROPOSED	
	EXPENSES	REVENUES
Electric Utility	$72,832,252	$77,509,814
Water	8,864,442	6,779,031
Wastewater	12,107,148	9,132,426
Total	93,803,842	93,421,271

As noted earlier, the electric contribution to the General Fund in FY 10 is recommended by the BPW Board at 5% of gross electric sales in calendar year 2008 for a total of $3,799,200. It is recommended to allocate $603,800 to the Municipal Capital Improvement Fund, and $3,195,400 to the General Fund, which is $184,800 less than received in FY 09. This is due to a reduction in electric sales.

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 10 are estimated at $602,241.

In FY 09, the allocation of computer costs was changed substantially. In the past, it was primarily based on disc storage capacity and level of activity by departments. However, storage of data is very inexpensive today so the new method is basically based on the number of employees who have access to and use of a computer plus the number of computer units. This reallocation changed some budgets dramatically, but the total cost was basically the same as in the past several years. This method has been maintained for FY 10.

The fund includes $58,000 in new and replacement equipment for FY 10 to assure all City technology equipment is up to date and will allow all City employees to perform their tasks efficiently. The equipment fund balance reserve is estimated at $215,000 by June 2010. This year, it is again proposed there be no charge back to the departments for the cost of capital outlay, as this amount will be paid from the fund reserves. However, the Capital Charge back to departments was increased from $25,000 to $50,000 to assure the reserves are adequate to replace equipment in the future.

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 facility. This charge is estimated at $.049 per gallon. The estimated reserve funds on June 30, 2010 are $70,756. Consumption increased by 2.71% in FY 08, and estimated at 2.0% for FY 09 primarily due to increased snow plowing and expanded routes by MAX. Due to the continued change in fuel costs, the amount budgeted for FY 10 may not be adequate at $457,300 (based on current prices). Total costs were $658,299 in FY 07, $914,827 in FY 08, and estimated at $693,358 for FY 09.

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 increased claims and the condition of the fund balance, includes an 8% increase on January 1, 2010. 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 years; however, no dividends are anticipated for FY 08, 09 or 10. As a result, it is proposed the workers' compensation rates be charged at the recommended rates by the insurance company. In FY 07 and FY 08, the rates were reduced approximately 50% which saved the various City Funds approximately $130,000, with the BPW saving $48,000, and the General City $82,000.

The fund balance for all six (6) insurance funds at the end of FY 08 was $3,845,778, estimated at $3,496,539 by June 30, 2009 and $3,005,956 by the end of June 2010; however, this assumes 100% of the $210,000 in contingencies will be spent.

With the uncertainties in the insurance market, moderate 2-3% rate increases have been budgeted for the other insurance programs. Again, in FY 10, 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 FY 10 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 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 05 and 06 was at 0 Mills. For FY 07, it was .0142 Mills; in FY 08 .2977 and in FY 09 .2049. From 1988 to 2004, the average millage for Municipal Capital Projects was 1.4 Mills which would generate $1,665,000 in FY 10. The millage rate for FY 10 is .4079 Mills which will generate $485,104. As previously noted, the BPW electric contribution was increased from 3.5% to 5% of gross revenues in FY 09. The additional amount of $788,600 was placed in the Capital Improvement Fund in FY 09. For FY 10, this amount is estimated at $603,800. The FY 09 Year End undesignated Fund Balance for capital improvements is $347,394 and those funds along with several other carryovers, new sources and grants have been allocated to various proposed capital improvement projects in FY 10, amounting to $1,312,500.

The Street and Sidewalk Capital Project funds include expenditures of $5,233,500 which will be funded from a combination of local, state and federal funds.

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 $15,248,772.

DEBT SERVICE

DEBT SERVICE: The millage rate in FY 10 for debt service has been decreased from 1.9504 to 1.6379 Mills. This represents 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.

This year the decrease was due to the City having paid off the 1996 Street Bonds (Act 175). The debt service millage for FY 10 does include paying an interest payment on a new $3 Million bond issue for street improvements. This will add about .31 Mills in FY 11 for debt service based on the current tax base. The debt levy also includes the retirement of the bonds issued for the City Hall renovation in 1996 – 1997. These bonds will mature in FY 16. All of the City's debt is outlined in the Debt Service section of the budget.

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 2010. 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 on FY 11.

KEY COMMUNITY HIGHLIGHTS

THE ECONOMY: This is the tenth 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 seven 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 seven (7) 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 eight 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." Haworth will be completing their new $80 Million showroom here in Holland which will become their global showcase, and employ an estimated 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. However, over the past couple of years JCI has moved 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. JCI has taken back the Plastec operation which has improved the JCI Holland employment base.

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 renovated the plant that created 175 new jobs. In 2005, they announced another expansion of 277,000 square feet and another 150 new jobs. There have been two (2) subsequent additions. Today, they employ over 900 people. Haworth has brought new investments and expansion to their facilities as they closed several facilities in other states and brought those jobs to Holland. As noted, their new modern facility to show their new products was started in late 2006 and was completed by late 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 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 10 City budget to assist this area economic development organization.

The economic challenges for FY 10 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. In early 2009, this facility was occupied by its first tenant and 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 - 200 employees with scientific and technical backgrounds.

However, in early 2009, we again began to experience more difficult times in the office and auto industry. Office furniture production is again having a downturn in production due to the slow national and global economy. The announcement of both the Chrysler and GMC bankruptcies have had impacts on all of our local auto suppliers and are currently generating many future uncertainties.

But, at the same time, there are several exciting new opportunities. JCI has just announced plans to start up a new electric battery plant with new investments of over $200 million and 500 to 600 new jobs in the next 12 months. Several companies are retooling to enter the green energy market.

At the same time the City and Lakeshore Advantage are dealing with several new economic opportunities that could generate over 2,000 jobs over the next 12-18 months. Both entities will work closely with the private sector to make these plans a reality.

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. With the continued high fuel prices and sustainability as a key community issue, ridership in the MAX Authority has now reached over 293,800 rides annually.

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 has been renovated to improve parking for AMTRAK, Indian Trails (bus) and the MAX ground transportation systems, and is 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. This Authority was finalized in May of 2008 when the cities of Holland and Zeeland and Park Township voters approved a special .10 tax millage to support the Airport which has became a major transportation link for many major industrial and commercial businesses in the Holland Zeeland area.

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%).

Currently, the City has retained a consulting firm to evaluate the City's entire public safety programs include police and fire services. These two services require the City to allocate almost 50% of its General Fund financial resources to fund these important services. The City has traditionally provided high quality public safety services, but due to declining revenues, the City

must evaluate how these services are provided. The evaluation of the results of the study will be a major responsibility in FY 10.

The FY 10 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.

In 2009, another citizen survey was conducted. Of the 20 quality of life questions, 18 received higher ratings than in 1998 and 2002. Only the questions "Industrial base" and "Employment opportunities" ranked lower. Again, the "Safety of neighborhood" and "Safety of City as a Whole" ranked higher in 2009 than in 2002 and 1998.

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 10. 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.

The City continued to work with the schools and the neighborhoods to minimize any negative impacts which resulted 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 served as a guide to deal with these critical community issues.

In 2009, the public schools have again had to reorganize the school system. This will require further closing of neighborhood schools. The new system which will start in the fall of 2009 will consist of K-7 schools and an 8-12 high school. The City and schools are working closely with the community in implementing these changes. This process will also include a joint evaluation of what can be developed for the schools that are planned to be closed in the fall of 2009 to minimize the impact on the neighborhoods.

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 2008, several new major building projects were constructed by the private sector. The Eastern Gateway will be the focus the next couple of years for new public infrastructure and Hope College will be constructing new facilities including a new modern soccer stadium which will continue to make the eastern end of the downtown a strong economic sports and recreation center.

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 10 efforts will be made to develop a financial plan to construct the facility in FY 11.

In 2009, the City completed its first Downtown Parking Deck that added 260 new spaces. This $4.3 Million project was funded from a $4.0 Million Brownfield tax increment bond issue. There are three (3) new commercial buildings in the Brownfield area that will support and benefit from this new structure.

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 was started in late 2007. This phase was funded with a $650,000 grant and $650,000 in local funds. The third phase completed in 2008 was the 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 a major step in completing a waterfront boardwalk - pedestrian network from Heinz to Windmill Island comprising almost four (4) miles of network that is part of the Macatawa Greenway. The total project was funded from different grants and local funds totaling over $4 Million for this waterfront park and pedestrian network.

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 11.

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 2010.

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 10. This plan is also critical as it connects to the City's downtown to the north.

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 *Vision, 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 10 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 09 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, 2009. In FY 10, 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 16 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 10, 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 09, eighteen (18) positions were eliminated and eight (8) more are proposed to be eliminated in FY 10. If the economy does not improve similar freezes as used in FY 03 through FY 09 will have to be implemented in FY 10 to assure the City's General Fund can remain financially sound.

As a City, the reduction of State Revenue Sharing has been the biggest impact on City's General Fund due to the poor state economy. For FY 10 that is still the case; however, another major factor developed, in FY 09, when for the first time in recent history of this City, the local tax base was actually less than the year before. In FY 10, the tax base actually increased from FY 09 by .81%, but only because of a large number of industrial tax abatements came on the roll at 100% that were issued 12 years ago. We expect the property tax base will decrease again in FY 11. Even if the economy and real estate values improve in the next year, it may take several years for this trend to reverse itself. As a result, as a City we must prepare ourselves for this financial trend lasting for a few more years.

Without the cooperation of both the public and private sectors and 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 continue to cooperate on major projects and issues if the area is to retain its quality of life.

As we are now well 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 2009, both the state and national economy slowed down, and as a City, we continue to experience 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 eight (8) 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) from FY 05 to FY 07. This fund is now depleted of reserves. In FY 09, increasing the BPW electric contribution from 4% to 5% with the additional funds allocated to the Municipal Capital Improvement Fund has certainly helped finance some small to medium capital projects, but there are many other major projects which need to be addressed in the future. 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 continue 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 are easy, but we must continue 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. As a first step in this process in the FY 08 budget two (2) recommendations were implemented. First, we allocated .2977 Mills to the MCIF, without increasing the total City tax rate, and this rate has been increased to .3535 in FY 10. This is still substantially less than the 1.4 Mills average prior to FY 05, which would generate $1,665,000 in FY 10. Second, was in FY 08 and FY 09 to increase the BPW electric payment on sales from 3.5% to 5.0% which generated additional funds to be placed in the MCIF. For FY 10, these two (2) policies are recommended to be continued as previously outlined.

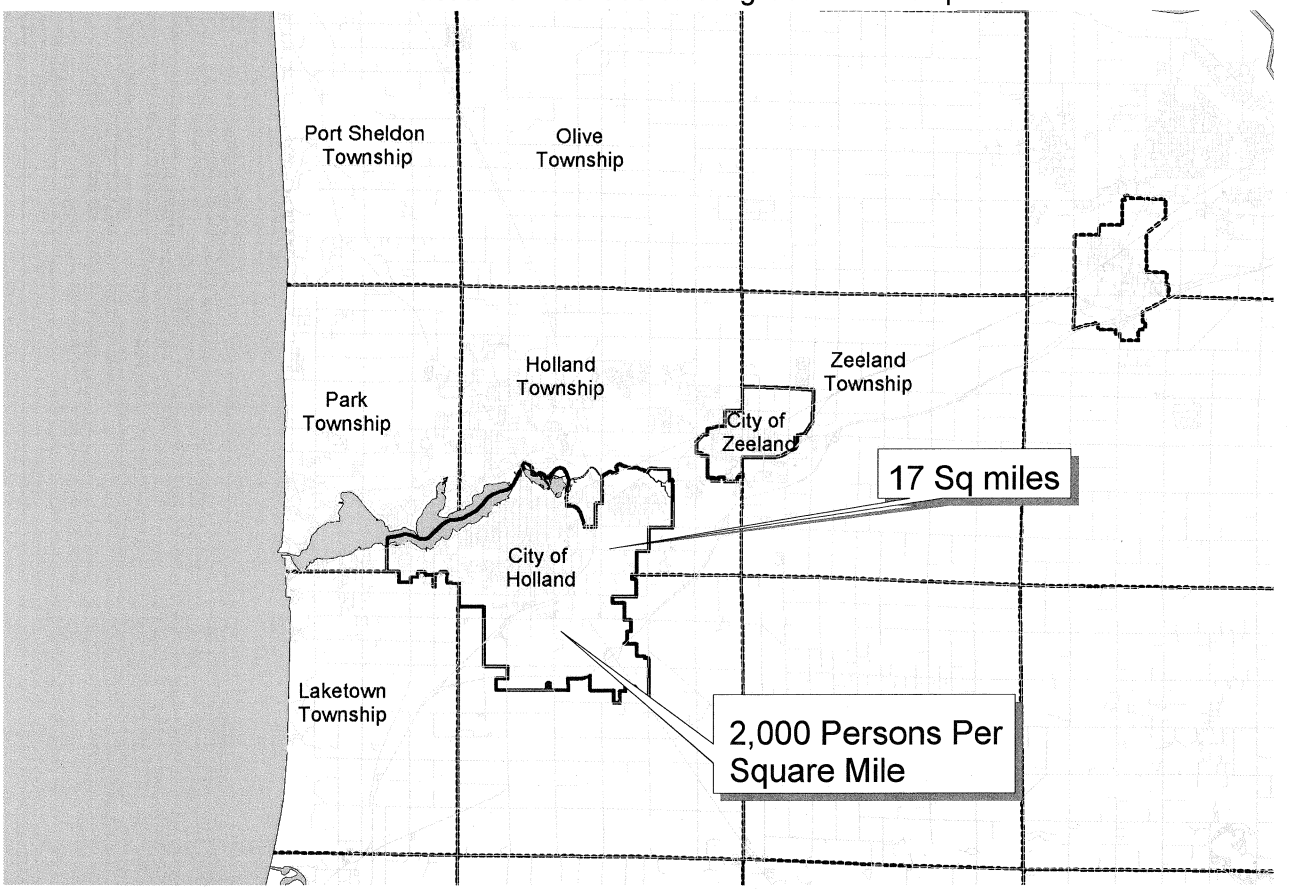
Unfortunately, at the same time in FY 10, the City will have a major challenge to complete new street reconstruction projects due to financial shortfalls. New revenues must be generated either from the state gas tax or the City will have to raise taxes locally. In FY 10, a $3 Million bond issue has been proposed which can be funded without a tax increase. However, in FY 11 this will require the City to reduce some part of the tax rate by .3 Mills to fund the full bond payments. On the other hand, the BPW has recommended substantial rate increase in all three (3) of their utilities, which will certainly affect all of our citizens.

We were able to provide a solid foundation as we entered the 21st Century. Now ten (10) years later, 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

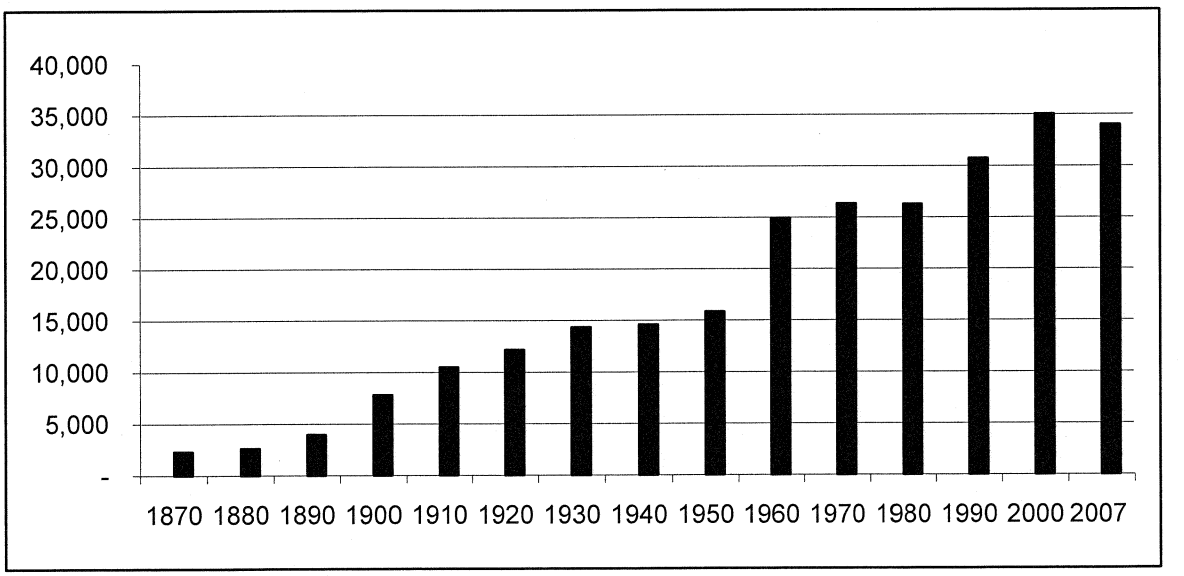
SW/b

Macatawa Area Coordinating Council Participants



CITY OF HOLLAND - HISTORY OF TRENDS IN POPULATION

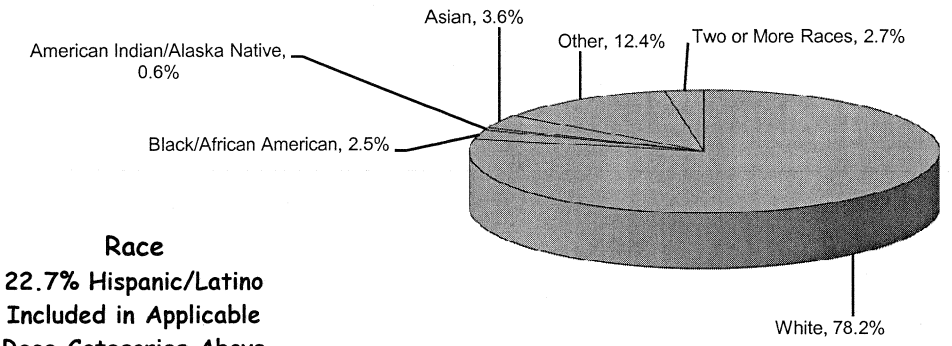
DECADE		OFFICIAL POPULATION *	PERCENTAGE INCREASE (DECREASE)
1867		Incorporated as a City	- - - - - - -
1870		2,324	- - - - - - -
1880		2,620	12.74
1890		3,956	50.99
1900		7,790	96.92
1910		10,490	34.66
1920		12,166	15.98
1930		14,346	17.92
1940		14,616	1.88
1950		15,858	8.50
1960		24,916	57.12
1970		26,337	5.70
1980		26,281	(0.21)
1990		30,745	16.99
2000		35,048	14.00
2007	(Estimated)	34,002	(2.98)



Source for Information:

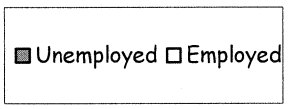
* Michigan Manuals, Michigan Department of Management and Budget and U.S. Census Bureau.

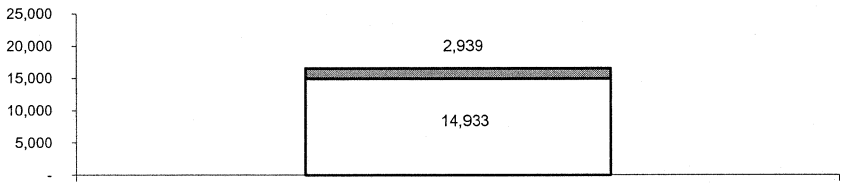
DEMOGRAPHICS



Race
22.7% Hispanic/Latino Included in Applicable Race Categories Above

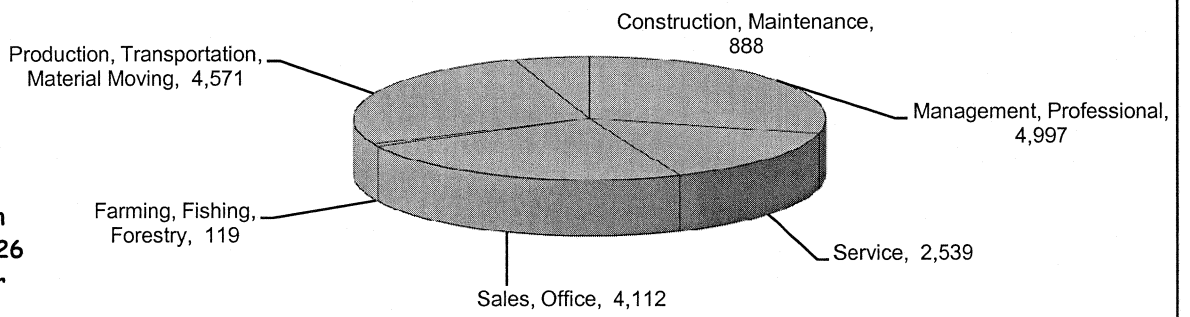
Employment Statistics per May 2009 Michigan Dept Labor

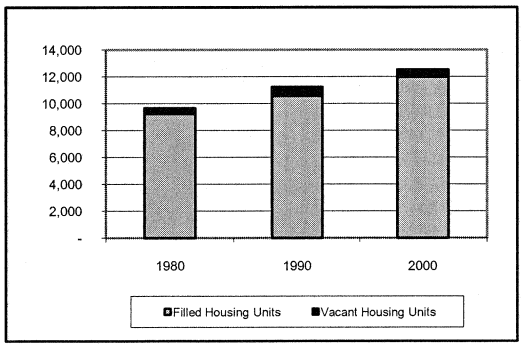




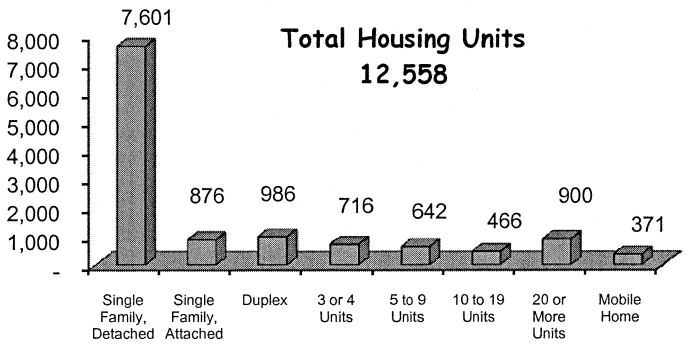
May 2009 17,872 Labor Force Unempl Rate 16.4%

Employed Civilian Population - 17,226
16 Years and Over

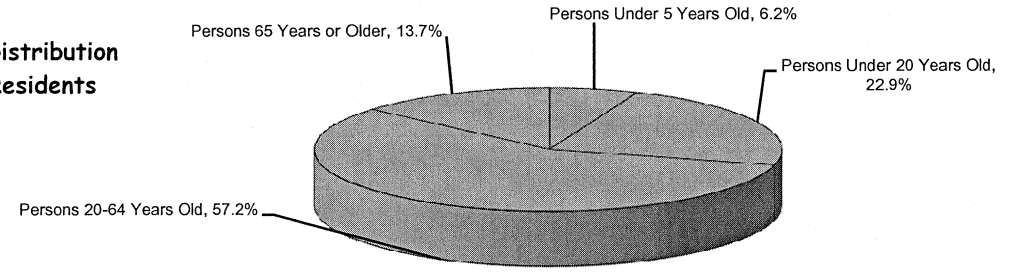




Total Housing Units
12,558



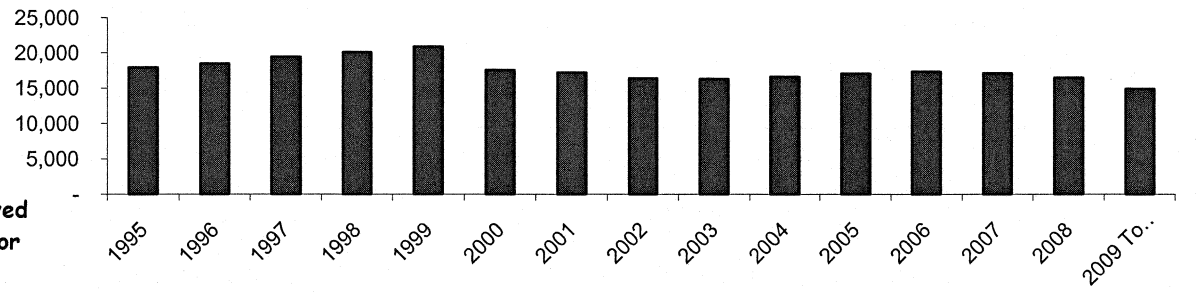
Age Distribution of Residents



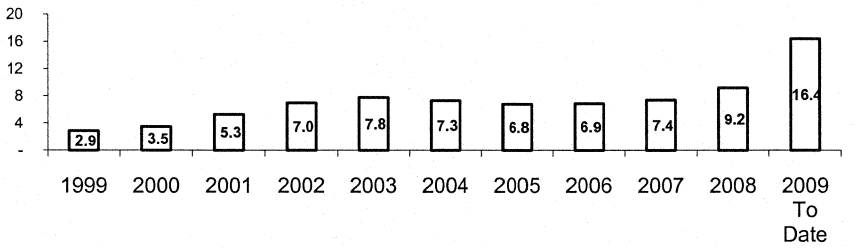
Source: Information is based on 2000 U.S. Census data, unless otherwise noted.

DEMOGRAPHICS

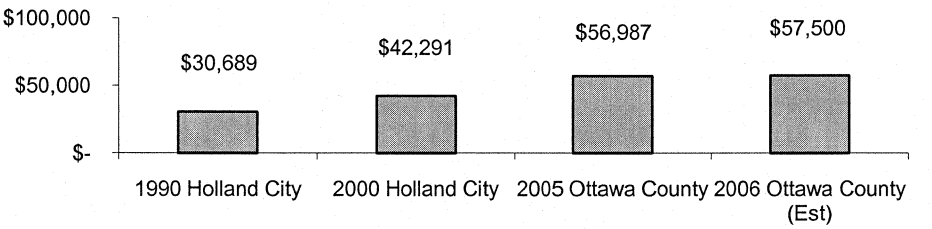
Number Employed Bureau of Labor Statistics



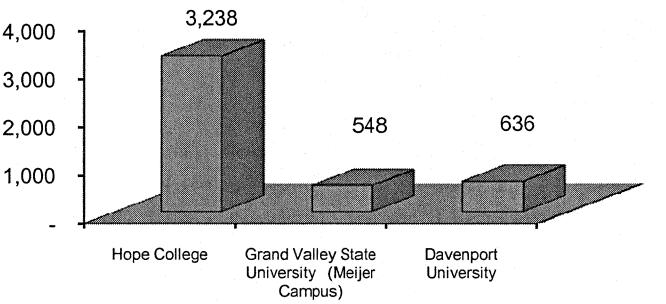
Unemployment Rate Percent per May 2009 Bureau of Labor Statistics



Median Household Income, 2005 & 2006 Uses Ottawa County Available Data As Representative



2008 Higher Education Enrollment
Total of 4,418 Degree Seeking
Note - 2006 Ottawa County Population 25-44 years 33% with Bachelor's Degree



Miscellaneous Statistics

Fire Stations	3	2007 City Population Estimate	34,002
Police Patrol Units	19	Registered Voters FY09	21,954
Parks	24	Percentage Turnout Nov. FY09	67.00%
Cemeteries (City Owned)	2	Library Collection	290,327
Outdoor Stadiums	1	Higher Education Institutions	3
Sports Complexes	2	Streets (miles)	148.8
Community Centers	1	Sanitary Sewers (miles)	182.81
Nature Centers	1	Water Mains (miles)	233.08
Community Pools	2	Square Miles	17.35
Public Transit Vehicles	27	Downtown Occupancy Rate	92%

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.

2007 Plastech takes over management of Holland Southview Johnson Controls Interiors (JCI) plant.

2008 Construction of Heinz boardwalk on Lake Macatawa and major reconstruction of Kollen Park boat ramp & roadway entrance.

2008 Voters approve West Michigan Airport Authority 0.10 millage area-wide across Holland City, Park Township and City of Zeeland. Even though Holland Township voters failed to approve the tax levy, the area wide Authority will proceed.

2009 Downtown 7th Street Parking Deck constructed.

2009 National recession impacts Holland severely. Holland unemployment rates soar as high as 16.4% as compared to State of Michigan rates of 14.1%.

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.

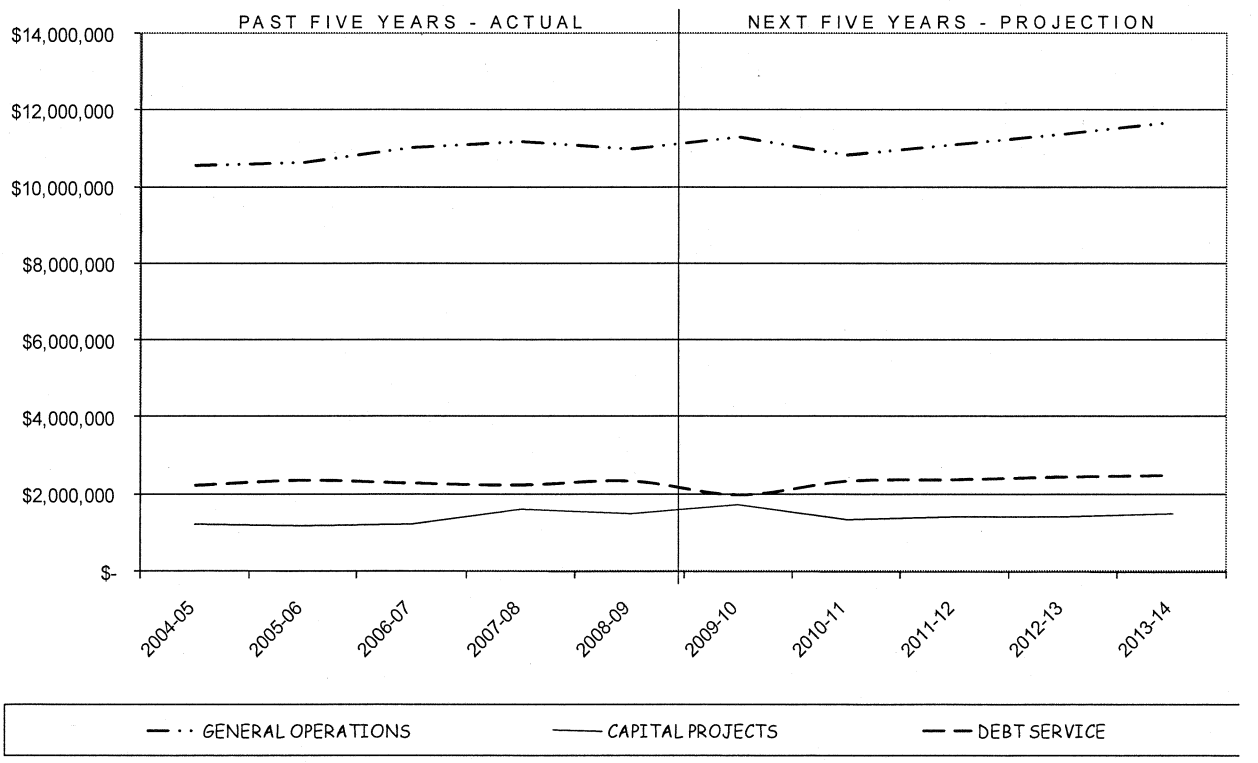
TRENDS OF SIGNIFICANT REVENUES

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 decreases approximately 4% for FY2010-11 and increases 2.5% annually thereafter, and an overall annual tax rate not exceeding approximately 12.70 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 1.21 mills
  - Debt Service : Variable from 2.01 gradually declining towards 1.99 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 0% annual increase is anticipated for FY2010-11 and a 2% increase thereafter is anticipated.

- State Revenue Sharing & State Grants

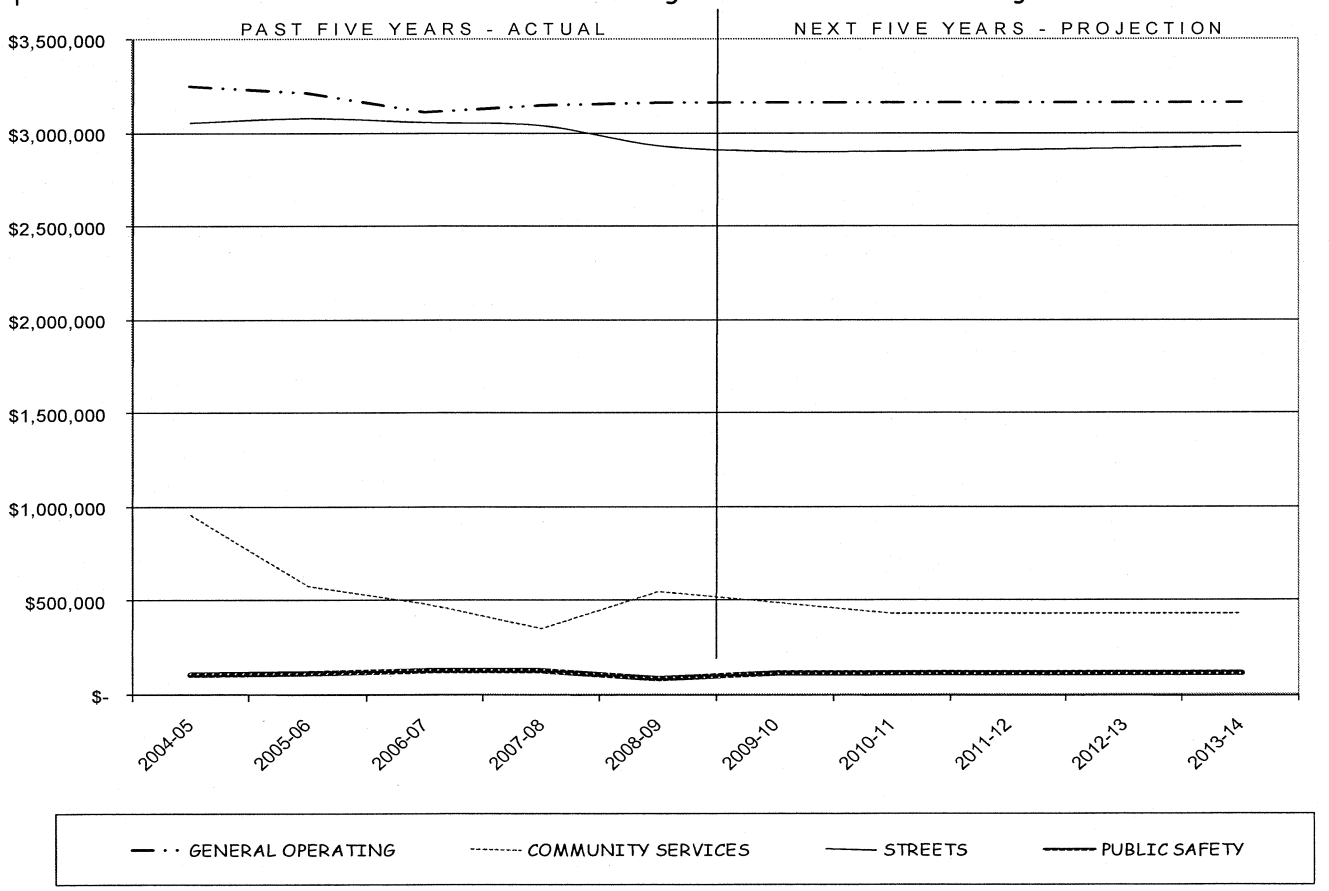
  State revenue sharing items are authorized by the state constitution and/or state statutes, providing on-going funding sources for local units of government. Some revenue sharing sources are subject to volatility and unpredictability....especially during economic swings; sometimes resulting in significant variations from budget forecasts. Trend projections for FY2010 thru FY2014 include:
  - sales tax revenues to reflect no annual percentage increases
  - gas & weight tax revenues increasing 0.0% annually
  - criminal justice training revenues rising only 0.5% annually
  - police drug enforcement grant (WEMET Grant) growing by 0.0% 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

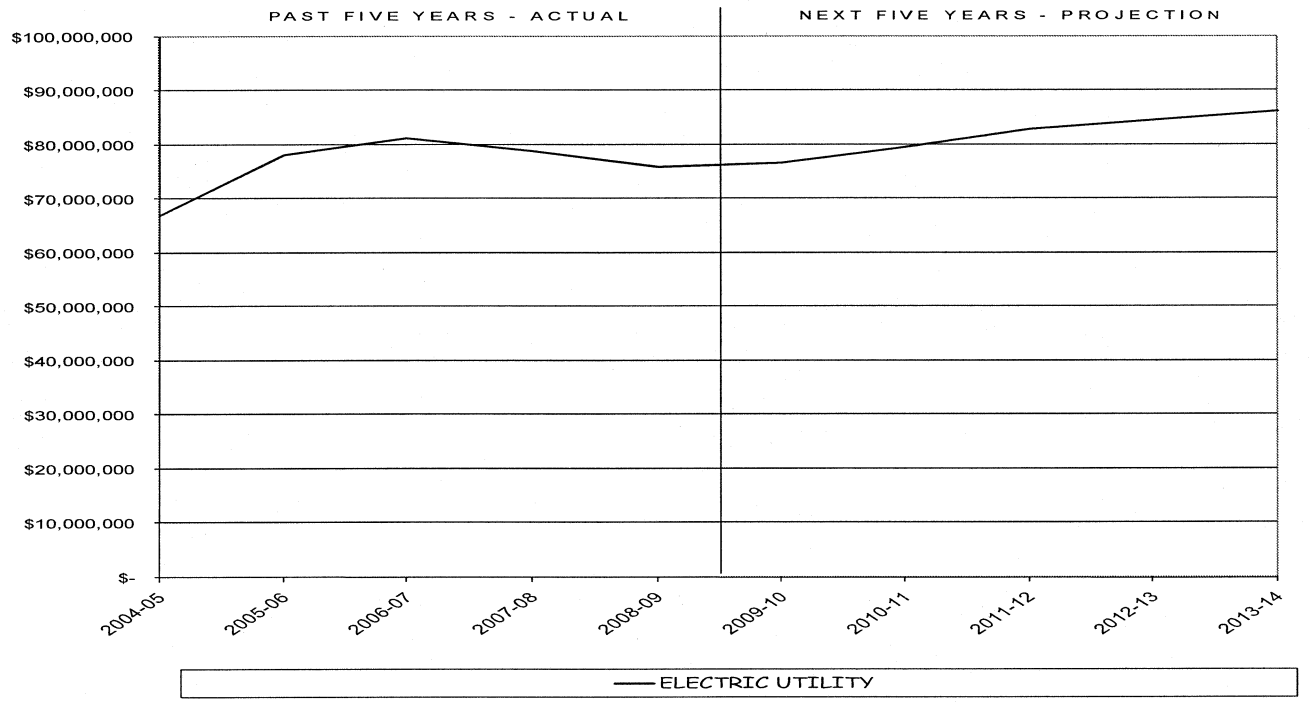
- State and Federal Grants for Infrastructure & Municipal Capital Projects

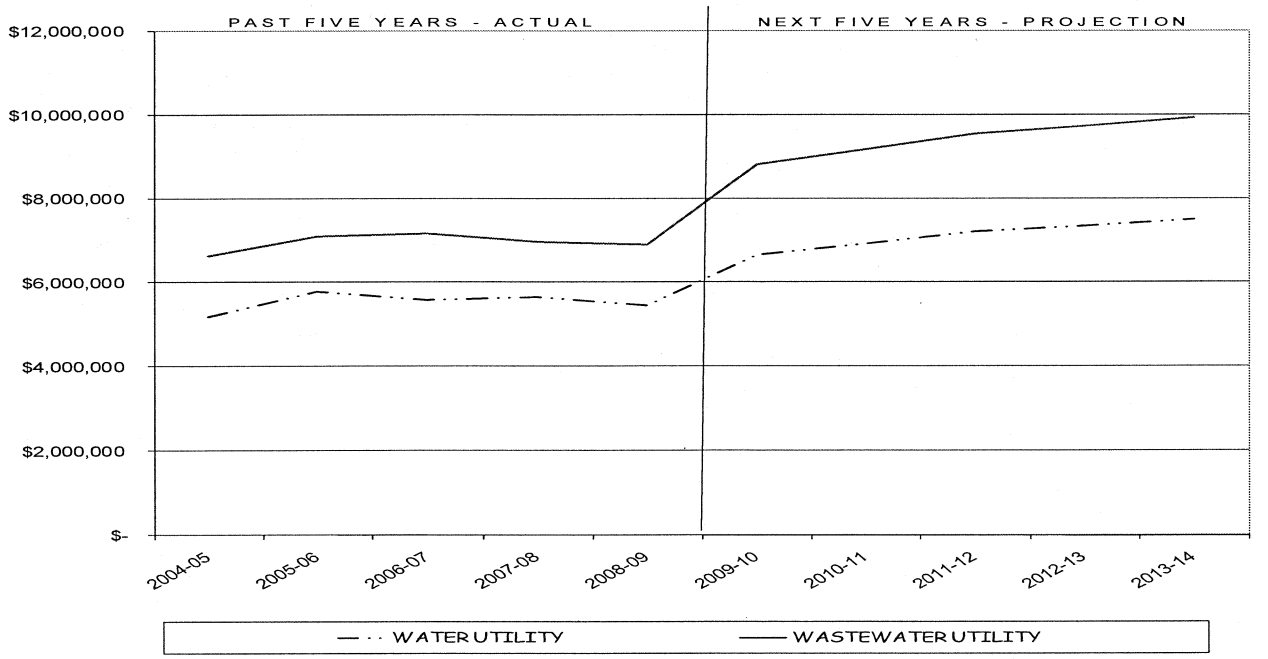
  Capital project grants for infrastructure and municipal projects are not reflected in this presentation because of the one-time non-recurring nature of each individual grant.



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 2014 for each individual utility reflect a model that includes a combination of anticipated per unit sales plus annual rate increases of 4% electric, 4% water, and 4% wastewater through 2012 and 2% each utility thereafter:



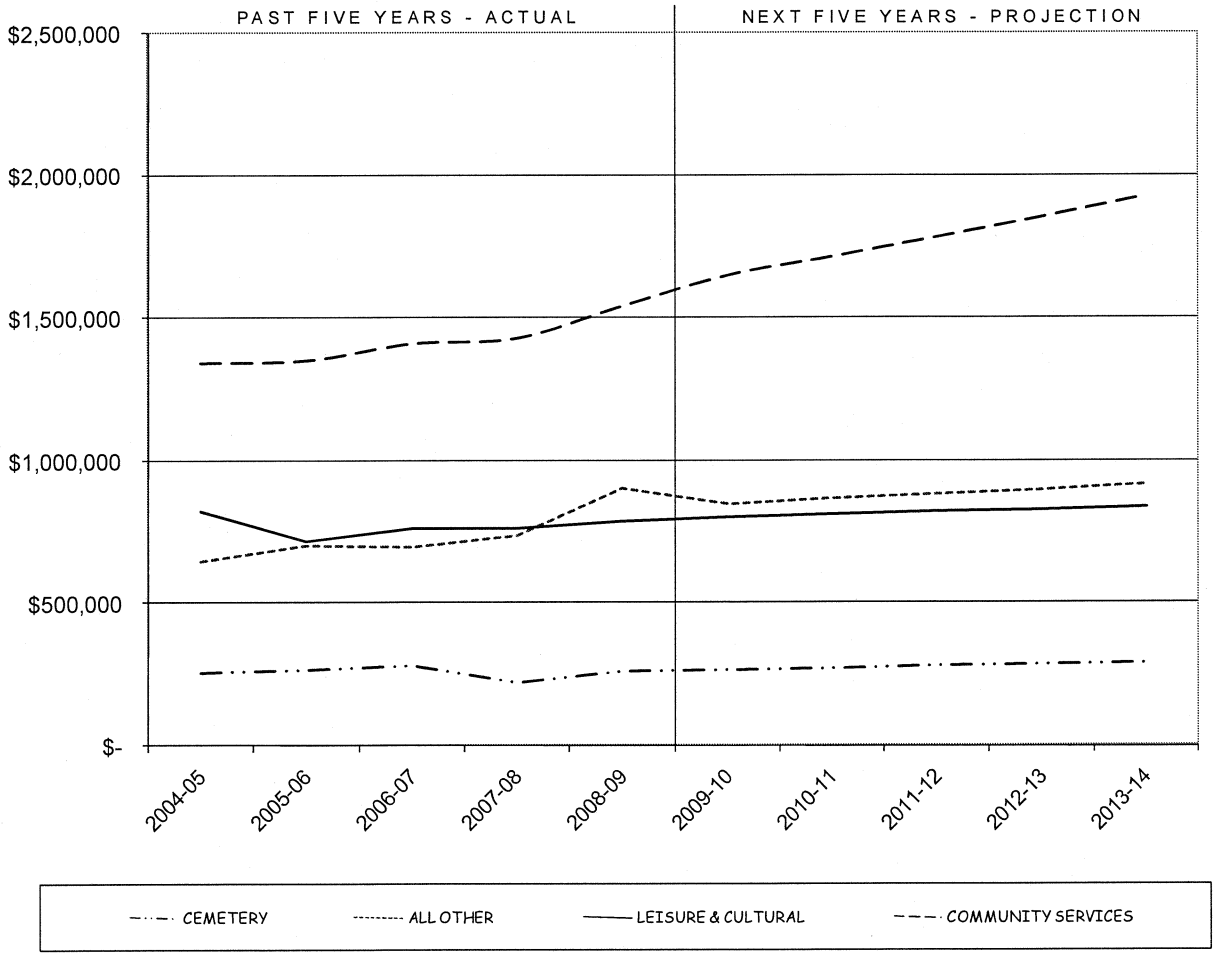


REVENUE GROUP: CHARGES FOR SERVICES - OTHER THAN UTILITIES

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 2014.

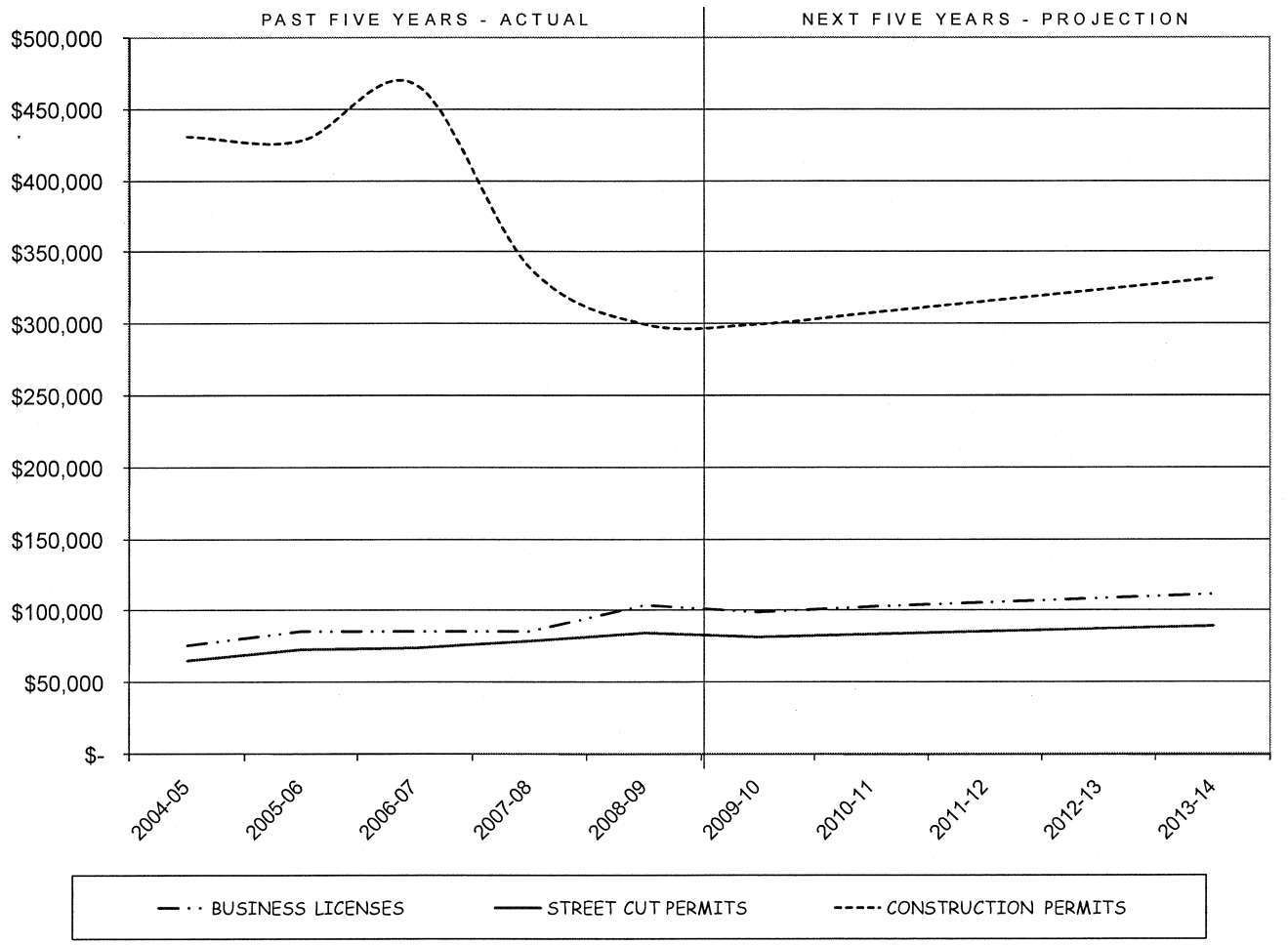
The model of the five projected years includes unit sales or services volume remaining relatively constant, and annual rate increase assumptions as follows:

- Leisure & Cultural Services Activities 1.0%
- Cemeteries 2.0%
- Community Services (including Inspections) 4.0%
- 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%:



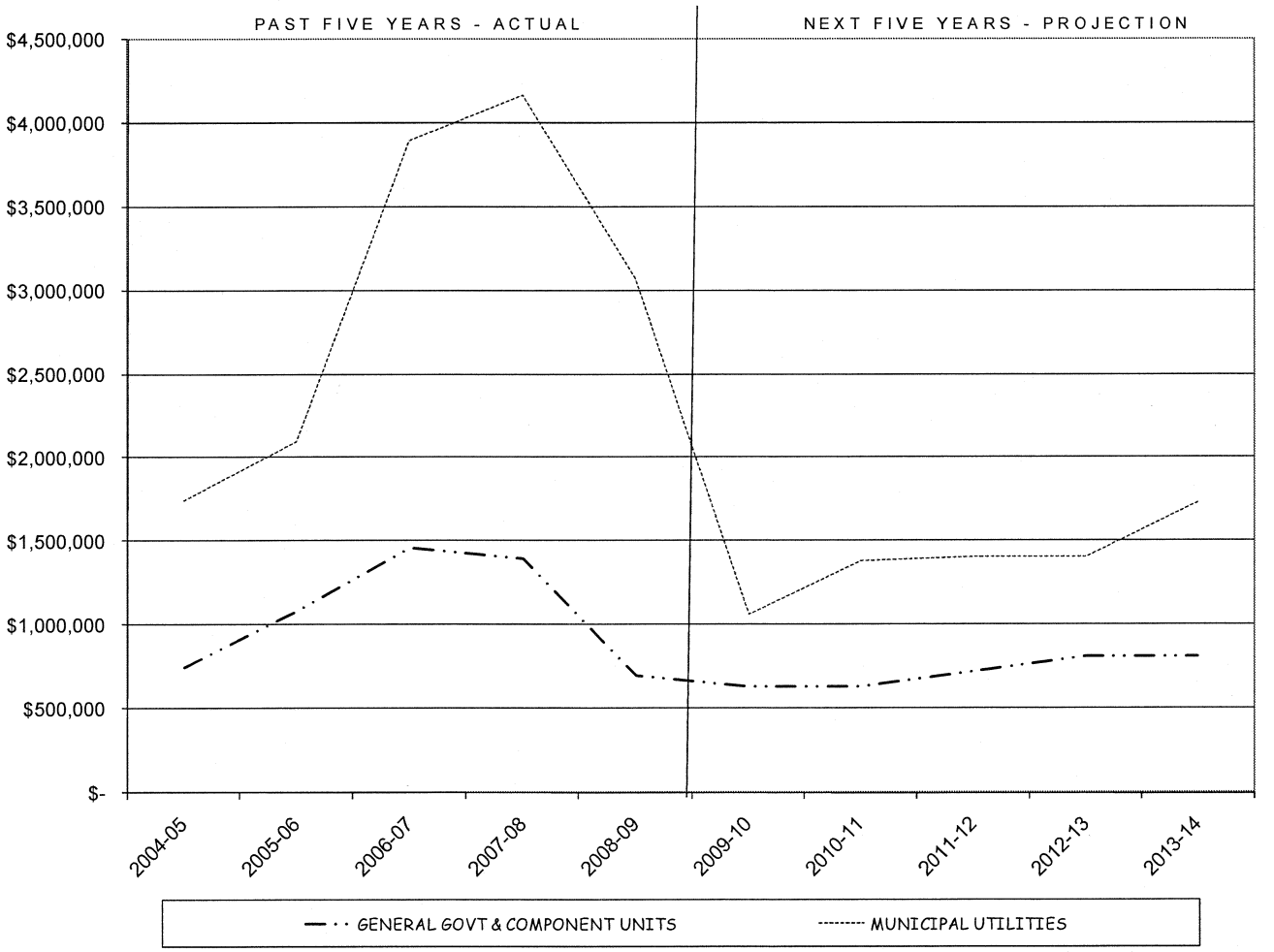
REVENUE GROUP: INVESTMENT INCOME

- 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 Electric and Wastewater Utility Funds project increases in investment income for the fiscal years 2011-2013 resulting from anticipated construction bond proceeds. 2013 earnings in the Electric Fund are down significantly in anticipation of use of reserves for capital investments.

- The projection model for fiscal years 2010 thru 2014 includes the following considerations:
  - overall portfolio for operations to remain relatively constant....the same as for fiscal year 2009
  - overall portfolio for capital projects reflects all anticipated bond proceeds temporarily invested
  - total investment income for fiscal year 2010 thru 2011 reflects a constant 3.5% rate of return
  - total investment income for fiscal year 2012 reflects a constant 4.0% rate of return
  - total investment income for fiscal year 2013 thru 2014 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

CAPITAL ASSETS

- The City maintains an automated system to account for all items designated as capital assets:
  - General Fixed (Capital) Assets:
    - guidelines include items with a cost of at least $5,000 and a useful life of at least two years.
  - Infrastructure Capital 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 (EFT'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 (EFT'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
- City Council adopts updated Schedule of Fees & Charges that compliments the various budgeted revenue line-items for 'Charges for Services' and 'Licenses & Permits'.

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 Mission and 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
  - detailed proposed budget document placed on the City website.
- 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.
- Potential additional public hearing and budget re-adoption if circumstances necessitate.

CITY OF HOLLAND
ANNUAL BUDGET RESOLUTION
FOR THE FISCAL YEAR JULY 1, 2009 - JUNE 30, 2010

May 13, 2009

WHEREAS, notification of a public hearing on the annual budget for fiscal year 2009-10 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 13, 2009 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, 2009 through June 30, 2010; 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 $10,000 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 2008-09, to the extent that such adjustments do not exceed the *2008-09 Revised Estimates*, as outlined in the fiscal year 2009-10 annual budget, and

BE IT FURTHER RESOLVED, that all open encumbrances in Governmental-Type Funds at June 30, 2009 will be liquidated and re-established as of July 1, 2009 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, 2009 - June 30, 2010 is adopted as follows:

Designated Purpose	Property Tax Millage Rate	Property Tax Millage Amount
CITY OF HOLLAND		
Operating:		
– General Government Operations	9.5000	$ 11,298,090
Capital Projects and Acquisitions:		
– Property Acquisitions	0.0000	-0-
– Sidewalk Development & Improvement Projects	0.0500	59,464
– Street Development & Improvement Projects	1.0000	1,189,273
– Municipal Capital Projects	0.4069	483,915
Debt Service Obligations:		
– General Obligation Debt	1.6379	1,989,319
Total Property Tax Millage Levy	12.5948	$ 15,020,061
HERRICK DISTRICT LIBRARY		
– Library Operating	1.1000	$ 1,308,200
– Library Debt Service Obligation	0.1552	188,499
Total Property Tax Millage Levy	1.2552	$ 1,496,699
WEST MICHIGAN AIRPORT AUTHORITY	0.1000	$ 118,927
GRAND TOTAL - TAX MILLAGE LEVY	13.9500	$ 16,635,687
DOWNTOWN DEVELOPMENT AUTHORITY	1.8333	$ 197,555

ANNUAL BUDGET RESOLUTION - Continued

BE IT FURTHER RESOLVED, that the total Herrick District Library and West Michigan Airport Authority (WMAA) millage rates are still subject to revision due to county equalization and Library or WMAA board action. If the total Herrick District Library or WMAA millage rates are revised pursuant to county equalization or Library or WMAA board action, then the Grand Total City of Holland (including Herrick District Library and WMAA) millage rate will remain at 13.9500 mills. If the total Herrick District Library or WMAA millage rates are revised upward by county equalization or Library or WMAA board action prior to July 1, 2009, then the City of Holland – Municipal Capital Projects millage rate will be revised downward by an equal amount. If the total Herrick District Library or WMAA millage rates are revised downward by county equalization or Library or WMAA board action prior to July 1, 2009, 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 2008-09: $54,100 is appropriated to cover property tax rebates & reductions anticipated during Fiscal Year 2008-09 for prior tax years (those years prior to Tax Year 2008).

Fiscal Year 2009-10: $25,000 is appropriated to cover property tax rebates & reductions estimated during Fiscal Year 2009-10 for prior tax years (those years prior to Tax Year 2009).

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 13, 2009.

Anna Perales

Anna Perales
Acting Deputy City Clerk

COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2008 AND 2009
- - BY PROPERTY CLASSIFICATION - -

	Tax Year		Increase (Decrease)	
	2008	2009	$	%
REGULAR ASSESSMENT ROLL EXPRESSED AT TAXABLE VALUATION				
Residential				
Real Property + NEZ	$ 602,903,827	$ 601,450,664	$ (1,453,163)	-0.24%
Business				
Real Property:				
- Industrial	$ 129,083,201	$ 142,644,987	$ 13,561,786	10.51%
- Commercial	258,469,714	261,435,988	2,966,274	1.15%
- Agricultural	1,922,653	1,827,046	(95,607)	-4.97%
- Developmental	592,333	615,676	23,343	3.94%
- Total Business Real Property	$ 390,067,901	$ 406,523,697	$ 16,455,796	4.22%
Personal Property:				
- Industrial	$ 114,595,600	$ 119,929,900	$ 5,334,300	4.65%
- Commercial	38,516,400	38,987,400	471,000	1.22%
- Utilities	4,927,200	4,985,700	58,500	1.19%
- Total Business Personal Property	$ 158,039,200	$ 163,903,000	$ 5,863,800	3.71%
Total Business Property	$ 548,107,101	$ 570,426,697	$ 22,319,596	4.07%
Total Regular Assessment Roll	$ 1,151,010,928	$ 1,171,877,361	$ 20,866,433	1.81%
INDUSTRIAL FACILITIES TAX (IFT) ABATEMENT ASSESSMENT ROLL				
@ Regular Valuations				
Real Property:				
- New	$ 51,338,600	$ 36,333,800	$ (15,004,800)	-29.23%
- Rehabilitated	244,900	244,900	-	0.00%
- Total Real Property	$ 51,583,500	$ 36,578,700	$ (15,004,800)	-29.09%
Personal Property:				
- New	$ 55,879,800	$ 48,531,500	$ (7,348,300)	-13.15%
- Rehabilitated	- 0 -	- 0 -	- 0 -	0.00%
- Total Personal Property	$ 55,879,800	$ 48,531,500	$ (7,348,300)	-13.15%
Total Real and Personal Property	$ 107,463,300	$ 85,110,200	$ (22,353,100)	-20.80%
@ Taxable Valuation Equivalency	$ 53,854,100	$ 42,677,550	$ (11,176,550)	-20.75%
COMBINED SUMMARY OF CITY-WIDE PROPERTY ASSESSMENT ROLL				
Regular Assessment Roll	$ 1,151,010,928	$ 1,171,877,361	$ 20,866,433	1.81%
Tax Abatement Assessment Roll	53,854,100	42,677,550	$ (11,176,550)	-20.75%
Grand Total	$ 1,204,865,028	$ 1,214,554,911	$ 9,689,883	0.80%

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2009 (fiscal year 2010), the City of Holland administers ten individual Brownfield Redevelopment Plans. Each plan includes a 'Tax Increment Financing' arrangement that 'Captures' accumulative taxable valuation increases of all properties within the defined area of each plan. Most tax millages levied against the 'Captured Valuations' result in 'Captured Taxes' that accrue to the specific Brownfield Redevelopment Plan rather than to the taxing unit. Total 'Captured Taxable Valuations' for tax year 2009 (fiscal year 2010) amount to $24,072,793.

TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

For tax year 2009 (fiscal year 2010), P.A. 376 Tool & Die abatements amount to $1,209,457.

SUMMARY OF PROPERTY TAXABLE VALUATION ROLL FOR TAX YEAR 2009

BY SCHOOL DISTRICT JURISDICTIONS WITHIN THE CITY OF HOLLAND

	Holland Public Schools	Hamilton Public Schools	Zeeland Public Schools	Combined
REGULAR ASSESSMENT ROLL:				
Real Property + NEZ	$ 928,395,372	$ 79,417,983	$ 161,006	$ 1,007,974,361
Personal Property	113,060,900	50,836,600	5,500	163,903,000
Total	$ 1,041,456,272	$ 130,254,583	$ 166,506	$ 1,171,877,361
IFT/CFT ABATEMENT ASSESSMENT ROLL:				
New Property	$ 52,109,900	$ 32,755,400	$ - 0 -	$ 84,865,300
Rehabilitated Property	244,900	- 0 -	- 0 -	244,900
Total	$ 52,354,800	$ 32,755,400	$ - 0 -	$ 85,110,200
Valuation for Budgeting Purposes	$ 26,299,850	$ 16,377,700	$ - 0 -	$ 42,677,550
TOTAL TAXABLE VALUATION	$ 1,067,756,122	$ 146,632,283	$ 166,506	$ 1,214,554,911

BY COUNTY GOVERNMENT JURISDICTIONS WITHIN THE CITY OF HOLLAND

	County Of		
	Ottawa	Allegan	Combined
REGULAR ASSESSMENT ROLL:			
Real Property + NEZ	$ 684,394,911	$ 323,579,450	$ 1,007,974,361
Personal Property	63,735,400	100,167,600	163,903,000
Total	$ 748,130,311	$ 423,747,050	$ 1,171,877,361
IFT/CFT ABATEMENT ASSESSMENT ROLL:			
New Property	$ 15,793,600	$ 69,071,700	$ 84,865,300
Rehabilitated Property	244,900	- 0 -	244,900
Total	$ 16,038,500	$ 69,071,700	$ 85,110,200
Valuation for Budgeting Purposes	$ 8,141,700	$ 34,535,850	$ 42,677,550
TOTAL TAXABLE VALUATION	$ 756,272,011	$ 458,282,900	$ 1,214,554,911

TAXABLE VALUATIONS 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2009 (fiscal year 2010), the City of Holland administers ten individual Brownfield Redevelopment Plans. Each plan includes a 'Tax Increment Financing' arrangement that 'Captures' accumulative taxable valuation increases of all properties within the defined area of each plan. Most tax millages levied against the 'Captured Valuations' result in 'Captured Taxes' that accrue to the specific Brownfield Redevelopment Plan rather than to the taxing unit. Total 'Captured Taxable Valuations' for tax year 2009 (fiscal year 2010) amount to $24,072,793.

TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

For tax year 2009 (fiscal year 2010), P.A. 376 Tool & Die abatements amount to $1,209,457.

COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2008 AND 2009
- - BY PROPERTY TYPE - -

Property Type	TAX YEAR 2008 Taxable Valuation	TAX YEAR 2008 % Of Total Taxable Valuation	TAX YEAR 2009 Taxable Valuation	TAX YEAR 2009 % Of Total Taxable Valuation
TAXABLE VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY				
Residential Property				
Regular Assessment Roll:				
- Real Property + NEZ	$ 602,903,827		$ 601,450,664	
Total - All Residential Property	**$ 602,903,827**	50.04%	**$ 601,450,664**	49.52%
Business Property				
Regular Assessment Roll:				
- Real Property	$ 390,067,901		$ 406,523,697	
- Personal Property	158,039,200		163,903,000	
- Total	$ 548,107,101		$ 570,426,697	
IFT Abatement Assessment Roll:				
- Real Property	$ 25,914,200		$ 18,411,800	
- Personal Property	27,939,900		24,265,750	
- Total	$ 53,854,100		$ 42,677,550	
Total - All Business Property	**$ 601,961,201**	49.96%	**$ 613,104,247**	50.48%
Grand Total - All Property	**$ 1,204,865,028**	**100.00%**	**$ 1,214,554,911**	**100.00%**
TAXABLE VALUATIONS - REAL PROPERTY AND PERSONAL PROPERTY				
Total - All Real Property	**$ 1,018,885,928**	**84.56%**	**$ 1,026,386,161**	**84.51%**
Total - All Personal Property	**185,979,100**	**15.44%**	**188,168,750**	**15.49%**
Grand Total - All Property	**$ 1,204,865,028**	**100.00%**	**$ 1,214,554,911**	**100.00%**

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2009 (fiscal year 2010), the City of Holland administers ten individual Brownfield Redevelopment Plans. Each plan includes a 'Tax Increment Financing' arrangement that 'Captures' accumulative taxable valuation increases of all properties within the defined area of each plan. Most tax millages levied against the 'Captured Valuations' result in 'Captured Taxes' that accrue to the specific Brownfield Redevelopment Plan rather than to the taxing unit. Total 'Captured Taxable Valuations' for tax year 2009 (fiscal year 2010) amount to $24,072,793.

TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

For tax year 2009 (fiscal year 2010), P.A. 376 Tool & Die abatements amount to $1,209,457.

COMPARISON OF PROPERTY TAXABLE VALUATION COMPARED TO ASSESSED VALUATION ROLL 2009

- - BY PROPERTY TYPE - -

Property Type	Assessed Valuation	Taxable Valuation	Difference
VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY			
Residential Property			
Regular Assessment Roll + NEZ:	$ 654,064,100	$ 601,450,664	$ 52,613,436
Business Property			
Regular Assessment Roll:	$ 608,059,900	$ 570,426,697	$ 37,633,203
IFT Abatement Assessment Roll:			
- Real Property	$ 18,411,800	$ 18,411,800	$ -
- Personal Property	24,265,750	24,265,750	$ -
- Total	$ 42,677,550	$ 42,677,550	$ -
Total - All Business Property	**$ 650,737,450**	**$ 613,104,247**	**$ 37,633,203**
Grand Total - All Property	**$ 1,304,801,550**	**$ 1,214,554,911**	**$ 90,246,639**
			Reduction Percentage 6.92%

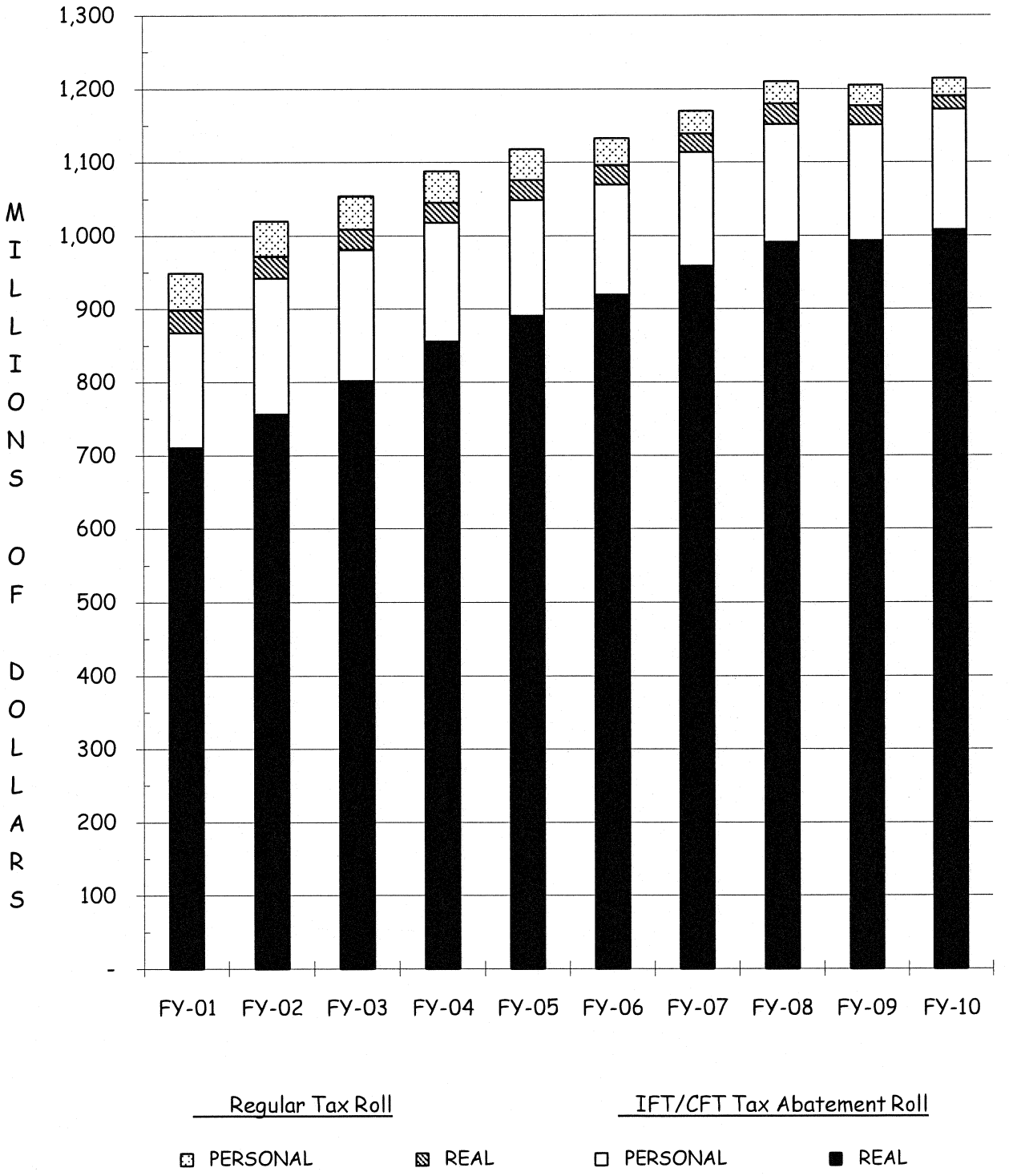
TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2009 (fiscal year 2010), the City of Holland administers twelve 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 2009 (fiscal year 2010) amount to $24,072,793.

TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

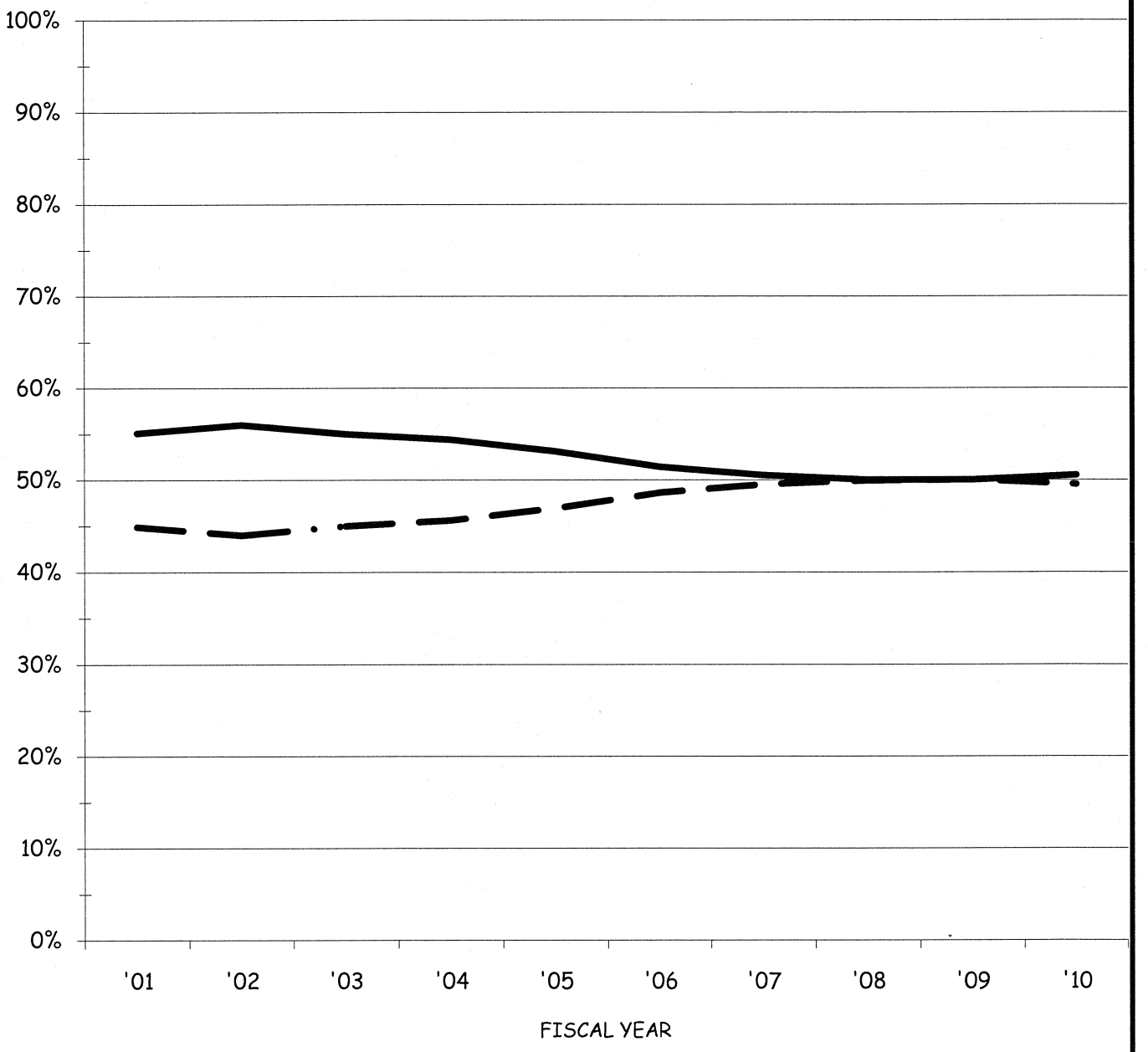
For tax year 2009 (fiscal year 2010), P.A. 376 Tool & Die abatements amount to $1,209,457.

CITY OF HOLLAND
REGULAR/IFT ASSESSMENT COMPOSITION



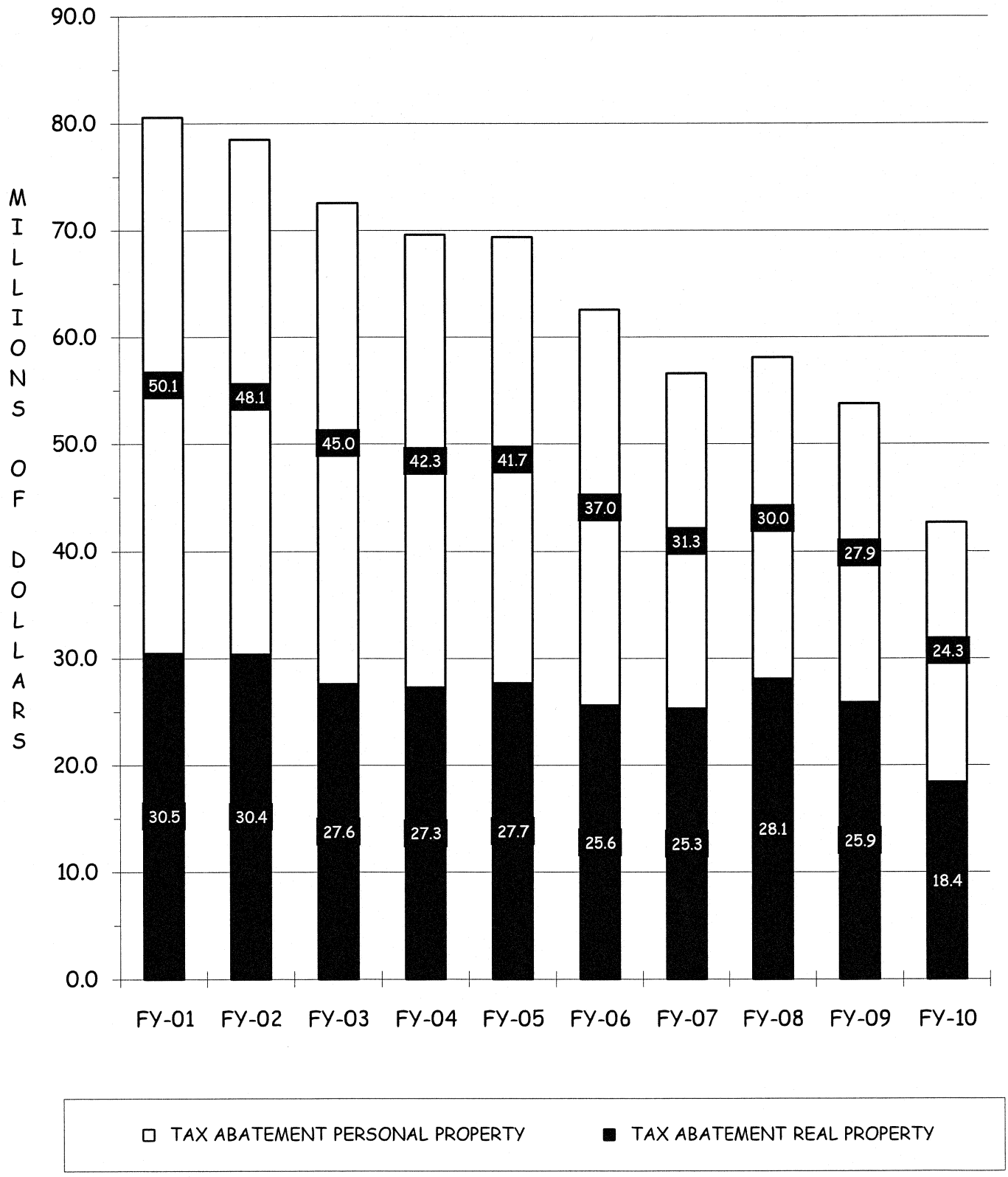
NOTE: The tax base of each fiscal year is established on December 31 preceding the beginning of the fiscal year.

CITY OF HOLLAND
PROPERTY CLASSIFICATION



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

CITY OF HOLLAND
IFT ABATED PROPERTY ASSESSMENTS



BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS

TAX YEAR 2009 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	2,814,000	Y	5,762,925	Y	2,145,000	Y	184,900
-Capital Levies:								
Property Acquisition	Y	2,814,000	Y	5,762,925	Y	2,145,000	Y	184,900
Street Improv.	Y	2,814,000	Y	5,762,925	Y	2,145,000	Y	184,900
Sidewalk Improv.	Y	2,814,000	Y	5,762,925	Y	2,145,000	Y	184,900
Municipal Cap.Improv.	Y	2,814,000	Y	5,762,925	Y	2,145,000	Y	184,900
-All Other:								
Special Assessments	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Misc. Assm'ts & Fees	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
D.D.A. Operating	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
1% Tax Admin Fee	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
MACATAWA TRANS. AUTH.								
Operating	Y	2,814,000	Y	5,762,925	Y	2,145,000	Y	184,900
WEST MI AIRPOR AUTH.								
Operating	Y	2,814,000	Y	5,762,925	Y	2,145,000	Y	184,900
DISTRICT LIBRARY								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,814,000	Y	5,762,925	Y	2,145,000	Y	184,900
COMMUNITY POOL								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,814,000	Y	5,762,925	Y	2,145,000	Y	184,900
COUNTY OF ALLEGAN								
Operating	---	-----	---	-----	Y	2,145,000	Y	184,900
Road Improvements	---	-----	---	-----	Y	2,145,000	Y	184,900
Emergency 911	---	-----	---	-----	Y	2,145,000	Y	184,900
COUNTY OF OTTAWA								
Operating	Y	2,814,000	Y	5,762,925	---	-----	---	-----
Parks	Y	2,814,000	Y	5,762,925	---	-----	---	-----
Emergency 911	Y	2,814,000	Y	5,762,925	---	-----	---	-----
INTERMEDIATE SCHOOL								
General Education	Y	2,814,000	Y	5,762,925	Y	2,145,000	Y	184,900
Special Education	Y	2,814,000	Y	5,762,925	Y	2,145,000	Y	184,900
Vocational Education	Y	2,814,000	Y	5,762,925	Y	2,145,000	Y	184,900
HOLLAND SCHOOL								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	1,190,500	N	- 0 -	N	- 0 -	Y	184,900
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
STATE OF MICHIGAN								
State Education Tax	Y	2,814,000	N	- 0 -	N	- 0 -	Y	184,900

BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS

TAX YEAR 2009 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							
	573 Columbia Ave. (Baker-Lofts/Bosgraaf)		96 W 15th St. (CCRC)		99 E 8th St. (Plaza East)		479 Columbia Ave. (Purple House Prod.)	
	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation
CITY OF HOLLAND								
-Debt Service Levies:								
Gen.Obligation Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
-Operating Levies:								
General	Y	3,021,820	Y	925,395	Y	2,748,074	Y	23,200
-Capital Levies:								
Property Acquisition	Y	3,021,820	Y	925,395	Y	2,748,074	Y	23,200
Street Improv.	Y	3,021,820	Y	925,395	Y	2,748,074	Y	23,200
Sidewalk Improv.	Y	3,021,820	Y	925,395	Y	2,748,074	Y	23,200
Municipal Cap.Improv.	Y	3,021,820	Y	925,395	Y	2,748,074	Y	23,200
-All Other:								
Special Assessments	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Misc. Assm'ts & Fees	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
D.D.A. Operating	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
1% Tax Admin Fee	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
MACATAWA TRANS. AUTH.								
Operating	Y	3,021,820	Y	925,395	Y	2,748,074	Y	23,200
WEST MI AIRPOR AUTH.								
Operating	Y	3,021,820	Y	925,395	Y	2,748,074	Y	23,200
DISTRICT LIBRARY								
Debt Service	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	3,021,820	Y	925,395	Y	2,748,074	Y	23,200
COMMUNITY POOL								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	3,021,820	Y	925,395	Y	2,748,074	Y	23,200
COUNTY OF ALLEGAN								
Operating	---	-----	---	-----	---	-----	---	-----
Road Improvements	---	-----	---	-----	---	-----	---	-----
Emergency 911	---	-----	---	-----	---	-----	---	-----
COUNTY OF OTTAWA								
Operating	Y	3,021,820	Y	925,395	Y	2,748,074	Y	23,200
Parks	Y	3,021,820	Y	925,395	Y	2,748,074	Y	23,200
Emergency 911	Y	3,021,820	Y	925,395	Y	2,748,074	Y	23,200
INTERMEDIATE SCHOOL								
General Education	Y	3,021,820	Y	925,395	Y	2,748,074	Y	23,200
Special Education	Y	3,021,820	Y	925,395	Y	2,748,074	Y	23,200
Vocational Education	Y	3,021,820	Y	925,395	Y	2,748,074	Y	23,200
HOLLAND SCHOOL								
Debt	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
Operating	Y	2,669,929	N	- 0 -	N	2,748,074	N	23,200
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -	N	- 0 -	N	- 0 -
STATE OF MICHIGAN								
State Education Tax	Y	3,021,820	N	- 0 -	Y	2,748,074	N	23,200

BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS

TAX YEAR 2009 T.I.F. CAPTURED TAXABLE VALUATIONS BY SPECIFIC MILLAGE LEVY ITEMS OF EACH TAXING UNIT WITH IFTS EXPRESSED AT EQUIVALENCY

BROWNFIELD REDEVELOPMENT AUTHORITY - LOCAL DISTRICT FINANCING AUTHORITY

Taxing Jurisdiction	146 River Ave. (Scrap Yard Lofts)		7th Street (City Parking Deck)			Grand Totals
	Capture	Captured Taxable Valuation	Capture	Captured Taxable Valuation		Captured Taxable Valuation
CITY OF HOLLAND						
-Debt Service Levies:						
Gen.Obligation Debt	N	- 0 -	N	- 0 -		0
-Operating Levies:						
General	Y	968,754	Y	5,480,468		24,074,536
-Capital Levies:						
Property Acquisition	Y	968,754	Y	5,480,468		24,074,536
Street Improv.	Y	968,754	Y	5,480,468		24,074,536
Sidewalk Improv.	Y	968,754	Y	5,480,468		24,074,536
Municipal Cap.Improv.	Y	968,754	Y	5,480,468		24,074,536
-All Other:						
Special Assessments	N	- 0 -	N	- 0 -		- 0 -
Misc. Assm'ts & Fees	N	- 0 -	N	- 0 -		- 0 -
D.D.A. Operating	N	- 0 -	N	- 0 -		- 0 -
1% Tax Admin Fee	N	- 0 -	N	- 0 -		- 0 -
MACATAWA TRANS. AUTH.						
Operating	Y	968,754	Y	5,480,468		24,074,536
WEST MI AIRPOR AUTH.						
Operating	Y	968,754	Y	5,480,468		24,074,536
DISTRICT LIBRARY						
Debt Service	N	- 0 -	N	- 0 -		- 0 -
Operating	Y	968,754	Y	5,480,468		24,074,536
COMMUNITY POOL						
Debt	N	- 0 -	N	- 0 -		- 0 -
Operating	Y	968,754	Y	5,480,468		24,074,536
COUNTY OF ALLEGAN						
Operating	---	-----	---	-----		2,329,900
Road Improvements	---	-----	---	-----		2,329,900
Emergency 911	---	-----	---	-----		2,329,900
COUNTY OF OTTAWA						
Operating	Y	968,754	Y	5,480,468		21,744,636
Parks	Y	968,754	Y	5,480,468		21,744,636
Emergency 911	Y	968,754	Y	5,480,468		21,744,636
INTERMEDIATE SCHOOL						
General Education	Y	968,754	Y	5,480,468		24,074,536
Special Education	Y	968,754	Y	5,480,468		24,074,536
Vocational Education	Y	968,754	Y	5,480,468		24,074,536
HOLLAND SCHOOL						
Debt	N	- 0 -	N	- 0 -		- 0 -
Operating	Y	968,754	Y	5,480,468		13,265,825
Bldg & Site Sinking Fd	N	- 0 -	N	- 0 -		- 0 -
STATE OF MICHIGAN						
State Education Tax	Y	968,754	Y	5,480,468		15,241,216

CITY OF HOLLAND
PROPERTY ASSESSMENT ROLLS EXPRESSED AS TAXABLE VALUATIONS

	Tax Year 2008 FY 2008-09	Tax Year 2009 FY 2009-10	Change	
Regular Roll (Includes Frozen NEZ)	$ 1,151,010,928	$ 1,171,877,361	$ 20,866,433	1.81%
- Less Mich Tax Tribunal Adjustment			- 0 -	
- Less LS Mold Tool & Die	(508,350)	(261,400)	246,950	
- Less STM Manufacturing Tool & Die	(408,705)	(550,532)	(141,827)	
- Less Brownfields:				
- 29 East 6th Street (5th St Partners)	(2,762,700)	(2,814,000)	(51,300)	
- 665 East 48th Street (Lifesavers)	(149,500)	(184,900)	(35,400)	
- 570 East 16th Street (GE)	(6,147,125)	(5,762,925)	384,200	
- 573 Columbia Ave (Baker-Lofts)	(3,097,592)	(3,021,280)	76,312	
- 13 West 4th Street (Steketee Van Huis)	(2,394,493)	- 0 -	2,394,493	
- 345 East 48th Street (Textron)	(438,600)	(486,600)	(48,000)	
- 141 E 8th Street (Macatawa Bank)	- 0 -	- 0 -	- 0 -	
- 96 West 15th Street (CCRC)	(449,422)	(925,395)	(475,973)	
- 99 East 8th Street (Plaza East)	(932,727)	(2,748,074)	(1,815,347)	
- 479 Columbia Ave (Purple House Productions)	- 0 -	(22,000)	(22,000)	
- 146 River Ave (Scrap Yard Lofts)	(2,662)	(968,751)	(966,089)	
- 7th Street Project (Parking Deck)	(5,399,703)	(5,480,468)	(80,765)	
Subtotal Regular Roll	**1,128,319,349**	**1,148,651,036**	**$ 20,331,687**	**1.80%**
Tax Abatement Roll (Expressed at Equivalency)	53,854,100	42,677,550	(11,176,550)	
- Less Mich Tax Tribunal Adjustment			- 0 -	
- Less LS Mold Tool & Die	(161,025)	(104,775)	56,250	
- Less STM Manufacturing Tool & Die	(371,550)	(292,750)	78,800	
- Less Brownfields:				
- 13 West 4th Street (Steketee Van Huis)	(714,500)	- 0 -	714,500	
- 345 East 48th Street (Textron)	(1,781,900)	(1,658,400)	123,500	
Subtotal Abatement Roll	**50,825,125**	**40,621,625**	**$ (10,203,500)**	- 20.08%
Total - All Rolls Adjusted	$ 1,179,144,474	$ 1,189,272,661	$ 10,128,187	0.86%
Valuation to Add Back to Debt Levies	25,720,554	25,282,250	(438,304)	- 1.70%

* The Macatawa Bank Brownfield shows a zero capture for TY08 when in fact the taxable valuation from Macatawa Bank is being divided between the Bank and the Parking Deck projects for local capture only.

FY09 Note - the adjustments in the formulas of the Debt Services levies (City and Library) of $25,720,554 relate to the Brownfield capture and Tool & Die abatement portions which are not applicable to be deducted from the debt service levies. The total FY09 Taxable Valuation used for Debt Service computation is $1,204,865,028.

FY10 Note - the adjustments in the formulas of the Debt Services levies (City and Library) of $25,282,250 relate to the Brownfield capture and Tool & Die abatement portions which are not applicable to be deducted from the debt service levies. The total FY10 Taxable Valuation used for Debt Service computation is $1,214,554,911.

PROPERTY TAX LEVY

ADOPTED MILLAGE RATES AND AMOUNTS FOR THE FISCAL YEAR 2008-09 AND 2009-10

	Tax Year 2008 FY 2008-09	Tax Year 2009 FY 2009-10	Increase (Decrease) Amount	Percent
PROPERTY TAX MILLAGE RATES				
City of Holland				
- Operating Levies:				
General	9.3361	9.5000	0.1639	1.76%
Total Operating	9.3361	9.5000	0.1639	1.76%
- 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	0.2049 (1)	0.4079 (1)	0.2030	99.07%
Total Capital	1.2549	1.4579	0.2030	16.18%
- Debt Service Levies:				
General Obligation Debt	1.9504	1.6379	(0.3125)	- 16.02%
- Total City of Holland	12.5414	12.5958	0.0544	0.43%
Herrick District Library				
- Operating	1.0468 (1)	1.1000 (1)	0.0532	5.08%
- Debt Service	0.2618	0.1542 (1)	(0.1076)	- 41.10%
- Total Herrick District Library	1.3086	1.2542	(0.0544)	- 4.16%
Airport Authority	0.1000	0.1000	0.0000	0.00%
Total Millage Levy Rate	13.9500	13.9500	0.0000	0.00%
PROPERTY TAX MILLAGE AMOUNTS				
City of Holland				
- Operating Levies:				
General	11,008,611	11,298,090	289,479	2.63%
Total Operating	$ 11,008,611	$ 11,298,090	$ 289,479	2.63%
- Capital Levies:				
Property Acquisition	- 0 -	- 0 -	- 0 -	0.00%
Street Improvement Projects	1,179,144	1,189,273	10,129	0.86%
Sidewalk Improvement Projects	58,957	59,464	507	0.86%
Municipal Capital Projects	241,607	485,104	243,497	100.78%
Total Capital	$ 1,479,708	$ 1,733,841	$ 254,133	17.17%
- Debt Service Levies:				
General Obligation Debt *	2,349,969	1,989,319	(360,650)	- 15.35%
- Total City of Holland	$ 14,838,288	$ 15,021,250	$ 182,962	1.23%
Herrick District Library				
- Operating	1,234,328	1,308,200	73,872	5.98%
- Debt Service *	315,434	187,284	(128,150)	- 40.63%
- Total Herrick District Library	$ 1,549,762	$ 1,495,484	$ (54,278)	- 3.50%
Airport Authority	117,914	118,927	1,013	0.86%
Total Millage Levy Amount	$ 16,505,964	$ 16,635,661	$ 129,697	0.79%

* 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 2009-10

Taxing Jurisdiction	2009 Taxable Value Within City of Holland	2009-10 Millage Rates	2009-10 Millage Amounts	Projected 1% Administration Fee
City of Holland	$ 1,214,554,911	12.5414	$ 15,232,219	$ 152,322
Special Assessments/Operating Assessments			600,000	6,000
Downtown Development Authority	107,759,075	1.8333	197,555	1,976
Herrick District Library	1,214,554,911	1.3086	1,589,367	15,894
West Michigan Airport Authority	1,214,554,911	0.1000	121,455	1,215
State of Michigan	1,030,126,411	6.0000	6,180,758	61,808
- Commercial Personal Property	38,987,400	6.0000	233,924	2,339
- Industrial Personal Property	140,449,800	- 0 -	- 0 -	0
Holland Public School District:				
- Principal Residence Exempt Properties(a)	500,775,003	3.0500	1,527,364	15,274
- Non-Principal Residence Properties	440,072,269	21.0500	9,263,521	92,635
- Commercial Personal Property	34,696,300	9.0500	314,002	3,140
- Industrial Personal Property	92,212,550	3.0500	281,248	2,812
Hamilton Community School District:				
- Principal Residence Exempt Properties(a)	12,698,751	7.0000	88,891	889
- Non-Principal Residence Properties	77,659,332	25.0000	1,941,483	19,415
- Commercial Personal Property	4,291,100	13.0000	55,784	558
- Industrial Personal Property	51,983,100	7.0000	363,882	3,639
Zeeland Public School District:				
- Principal Residence Exempt Properties(a)	- 0 -	8.0300	- 0 -	- 0 -
- Non-Principal Residence Properties	166,506	26.0300	4,334	43
Ottawa Intermediate School District	1,214,554,911	5.5234	6,708,473	67,085
Holland Area Community Pool Authority	1,067,756,122	1.4300	1,526,891	15,269
MAX Authority	1,214,554,911	0.3500	425,094	4,251
County of Allegan	458,282,900	5.8974	2,702,678	27,027
County of Ottawa	756,272,011	4.3572	3,295,228	32,952
Total			$ 52,654,152	$ 526,542

Additional Notes

For items designated with (a) above -

The taxable valuation of "Principal Residence Properties" for each of the school districts within the City of Holland are estimated using the most current information available in the database files. However, estimates are subject to adjustments prior to tax levy in July and December 2009. 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 2008-09 AND FISCAL YEAR 2009-10

	Actual Tax Year 2008 FY 2008-09	Adopted Tax Year 2009 FY 2009-10	Increase (Decrease) Amount	Percent
PROPERTY TAXABLE VALUATION ROLL				
Regular Roll:				
- Real Property	$ 91,528,004	$ 95,880,400	$ 4,352,396	4.76%
- Personal Property	12,107,800	10,463,200	(1,644,600)	-13.58%
- Total	$ 103,635,804	$ 106,343,600	$ 2,707,796	2.61%
Tax Abatement Roll (Taxing Equivalency):				
- Real Property	$ 260,400	$ 270,275	$ 9,875	3.79%
- Personal Property	1,294,550	1,145,200	(149,350)	-11.54%
- Total	$ 1,554,950	$ 1,415,475	$ (139,475)	-8.97%
Total Assessment Rolls	$ 105,190,754	$ 107,759,075	$ 2,568,321	2.44%
PROPERTY TAX MILLAGE RATE LEVY				
Operating Rate				
- For Operations & Maintenance	1.8333	1.8333	- 0 -	0.00%
PROPERTY TAX MILLAGE AMOUNT LEVY				
Operating Levy				
- For Operations & Maintenance	$ 192,846	$ 197,555	$ 4,709	2.44%

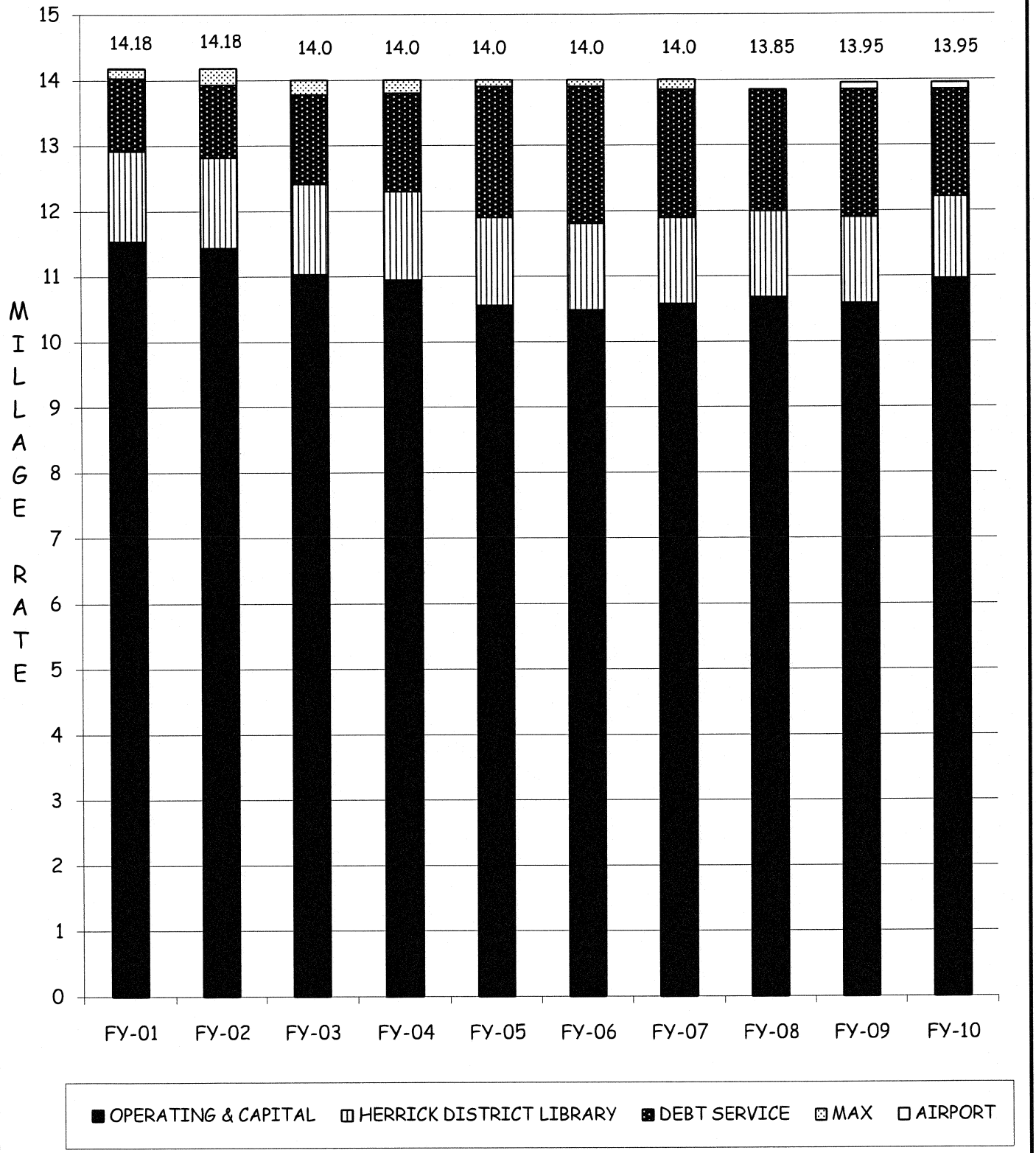
MULTI-YEAR COMPARATIVE OVERVIEW
CITY OF HOLLAND MILLAGE RATE LEVIES

Fiscal Year	Millage Rate Levies										% Change
	LTGO Debt Service	General Operating	Capital Projects: Property Acquis.	Capital Projects: Street Improv.	Capital Projects: Sidewalk	Capital Projects: Municipal Projects	MAX Public Transit	West Michigan Airport Authority	Herrick District Library	Total	Increase (Decr.) In Total Rate
1992	1.1378	8.9703	0.2445	0.2445	0.0000	2.0372	0.2250	0.0000	1.1408	14.0000	-3.33%
1993	1.1216	9.6325	0.2494	0.2494	0.0000	1.4205	0.1000	0.0000	1.0855	13.8588	-4.42%
1994	1.1216	9.4093	0.2493	0.2493	0.0000	1.3434	0.1000	0.0000	1.0574	13.5302	-2.37%
1995	1.1216	9.1502	0.2496	0.2496	0.0000	1.2927	0.1000	0.0000	1.0485	13.2123	-2.35%
1996	1.1216	9.1102	0.2500	0.2500	0.0000	1.2424	0.2000	0.0000	1.0380	13.2123	0.00%
1997	1.1216	8.8498	0.2500	0.2500	0.0000	1.3348	0.3750	0.0000	0.9811	13.1623	-0.38%
1998	1.1216	8.9900	0.2500	0.2500	0.0000	1.1078	0.2750	0.0000	1.4886	* 13.4831	2.44%
1999	1.2840	8.8790	0.2500	1.0000	0.2500	1.0470	0.1500	0.0000	1.3673	14.2273	5.52%
2000	1.2500	8.8000	0.2500	1.0000	0.2500	1.1000	0.1500	0.0000	1.3827	14.1827	-0.31%
2001	1.1000	8.9389	0.2500	1.0000	0.2500	1.1000	0.1500	0.0000	1.3938	14.1827	0.00%
2002	1.1108	8.8389	0.2500	1.0000	0.2500	1.1000	0.2500	0.0000	1.3830	14.1827	0.00%
2003	1.3620	9.0000	0.1000	0.9500	0.1000	0.8876	0.2234	0.0000	1.3770	14.0000	-1.29%
2004	1.5000	9.2421	0.1000	1.0000	0.1000	0.5000	0.2000	0.0000	1.3579	14.0000	0.00%
2005	2.0000	9.4590	0.0500	1.0000	0.0500	0.0000	0.1000	0.0000	1.3410	14.0000	0.00%
2006	2.0910	9.4337	0.0000	1.0000	0.0500	0.0000	0.1000	0.0000	1.3253	14.0000	0.00%
2007	1.9586	9.5188	0.0000	1.0000	0.0500	0.0142	0.1473	0.0000	1.3111	14.0000	0.00%
2008	1.8551	9.3361	0.0000	1.0000	0.0500	0.2977	0.0000	0.0000	1.3111	13.8500	-1.07%
2009	1.9504	9.3361	0.0000	1.0000	0.0500	0.2049	0.0000	0.1000	* 1.3086	13.9500	0.72%
2010	1.6379	9.5000	0.0000	1.0000	0.0500	0.4079	0.0000	0.1000	1.2542	13.9500	0.00%

NOTES AND COMMENTS TO ABOVE MILLAGE RATES:

* Herrick Public Library (City of Holland owned library) became Herrick District Library (district-wide library) effective with calendar year 1997. The Municipal Airport became West Michigan Airport Authority (area-wide airport) effective with calendar year 2008. The City of Holland continues to levy the millages for both the library and airport, and submits payment of taxes to the library and airport as collected (per terms of agreements).

CITY OF HOLLAND
PROPERTY TAX MILLAGE RATES



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

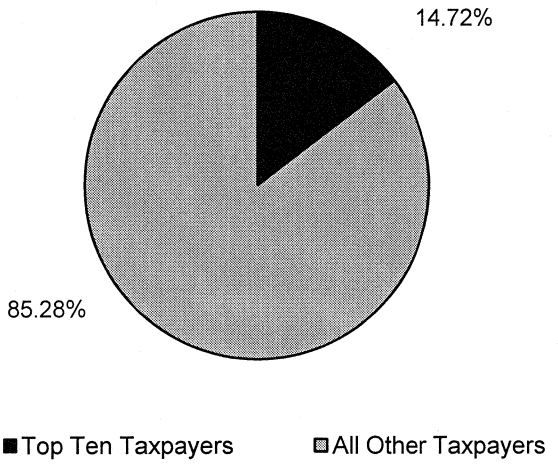
CITY OF HOLLAND, MICHIGAN

PRINCIPAL TAXPAYERS
TAX YEAR 2009 (FY2010)

	TAXPAYER	TYPE OF BUSINESS	TAXABLE VALUATION	PERCENTAGE OF TOTAL TAXABLE VALUATION
1.	Johnson Controls Interiors	Automotive Parts Supplier	$ 51,284,574	4.22 %
2.	Haworth, Inc.	Office Furniture & Fixtures	35,108,274	2.89
3.	ARC Holland Real Estate	Retirement Village	19,864,017	1.64
4.	American Bottling Company	Production & Distribution of Beverages	15,522,100	1.28
5.	Lumir Corp	Real Estate Holdings	12,184,312	1.00
6.	H. J. Heinz LP	Pickle & Cucumber Products	11,164,315	0.92
7.	Hydro Automotive	Aluminum Extrusion	10,940,500	0.90
8.	Challenge Mfg Company	Automotive Parts Manufacturer	9,146,600	0.75
9.	Meijer	Discount Store	6,827,104	0.56
10.	Tiara Yachts	Yacht Construction	6,790,950	0.56
		Totals	$ 178,832,746	14.72 %

2009 Total Taxable Value is $1,214,554,911, 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

FY2010 FUNDS BY TYPE
WITH ADOPTED APPROPRIATIONS
(Basis of Budgeting / Basis of Accounting Presented For Each Fund Type)

GENERAL OPERATING (Modified Accrual)	
General Fund	21,059,572

PERMANENT (Modified Accrual)	
Cemetery Perpetual Care	95,100

SPECIAL REVENUE (Modified Accrual)	
Street Funds	7,493,699
Downtown Funds	661,118
Contested Assessments	38,000
CATV-Public Access TV	251,730
Property Acquisition	92,391
Environmental Cleanup	7,600
Budget Stabilization	175,000
Herrick District Library Taxation	1,495,484
Public Safety Grants	330,879
CDBG Entitlement Grant	586,851
MSHDA Grant	60,000
Revolving Cash Assistance	200,000
Dangerous Structures	1,500
Employees Benefit	12,000
	11,406,252

DEBT SERVICE (Modified Accrual)	
General Obligation LTGO	2,236,346
Act 175 Transportation	0
Building Authority	2,470,002
Special Assessment	324,993
	5,031,341

CAPITAL PROJECTS (Modified Accrual)	
Municipal Improvements	1,793,112
Street, Bridge, Signalization	5,155,000
Sidewalk Improvements	78,500
	7,026,612

ENTERPRISE (Full Accrual)	
Solid Waste Recycling	1,385,021
Windmill Island Gardens	1,021,497
Railroad Depot Operations	0
Municipal Airport Facilities & Mgmt	164,547
Public Transit Facilities & Mgmt	251,200
Electric Utility	72,832,252
Water Utility	8,864,442
Wastewater Utility	12,107,148
	96,626,107

INTERNAL SERVICE FUNDS (Full Accrual)	
Technology Services	622,000
Communications Services	114,000
Postage Services	23,100
Centralized Vehicle/Equip	2,565,384
Fire Emergency Vehicle Pool	0
Fuel Dispensing	454,712
Compensated Absences	50,000
Risk Management	5,883,783
	9,712,979

COMPONENT UNITS (Modified Accrual)	
Downtown Development Auth.	226,100
Brownfield Redevel. Auth.	889,578
Holland Historical Trust	743,055
	1,858,733

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-07	Actual FY-08	Revised Estimate FY-09	Budget FY-10
GENERAL FUND	20,432,827	20,616,772	20,955,801	21,062,062
SPECIAL REVENUE FUNDS				
MVH Major Street /Trunkline	2,994,601	3,131,864	2,688,489	2,168,543
MVH Local Street	1,196,774	1,194,161	1,403,778	1,388,100
Allegan County Road Tax	871,616	468,229	496,300	424,700
Street Improvement Reserve	1,192,536	1,602,625	2,073,430	4,194,173
Downtown Parking System	175,048	145,097	170,365	205,024
Downtown Snowmelt O&M	135,350	148,070	530,301	143,200
Principal Shopping District	169,672	213,535	290,099	299,460
Contested Assessments	102,117	24,078	42,200	37,500
CATV-Public Access TV	231,587	250,200	268,800	250,950
Property Acquistion	9,489	48,111	76,903	92,391
Environmental Cleanup	7,693	8,723	7,296	7,600
Budget Stabilization	0	0	0	0
Herrick Dist Libr Taxation	1,534,794	1,572,517	1,556,493	1,495,484
C/J Police Training	13,964	14,232	14,700	14,000
Bi-Centennial Celebration	396	419	270	300
Public Safety WEMET Grant	227,187	232,009	241,600	259,100
MCOLES Grant	21,165	9,584	0	0
Law Enforcement Block Grant	9,953	15,965	3,040	0
MSHDA Grant	66,042	10,869	89,234	60,000
CDBG Entitlement Grant	658,572	499,400	630,943	586,851
IMLS Van Raalte Farm Grant	23,840	0	0	0
Highway Safety Plan Grant	37,262	103,707	260,310	48,015
FEMA Firefighters Grant	0	19,456	179,634	0
Homeland Security Grant	40,419	0	0	0
Ottawa Co. Batmobile Grant	0	2,350	2,445	0
Project Safe Neighborhood Grant	0	6,035	14,200	9,764
Food Stamp Nutrition Educ Grant	0	1,700	2,151	0
Revolving Cash Assistance	214,198	97,328	69,964	150,319
Specified Donations	30,534	71,648	44,830	0
Municipal Airport Donations	43,460	917	0	0
Police Community Relations	6,085	0	0	0
Dangerous Structures	5,249	19,730	1,500	0
Police Employees Benefit	3,449	4,197	4,102	4,250
City Hall Employees Benefit	3,720	3,940	4,580	4,500
Transportation Employees Benefit	2,039	1,986	1,850	1,950
Park/Cemetery Employees Benefit	498	409	556	555
DEBT SERVICE FUNDS				
General Obligation	2,339,772	2,287,461	2,512,430	2,236,649
Michigan Act 175 Transportation	542,200	541,600	539,175	0
Building Authority	2,696,191	2,764,059	2,805,569	2,470,502
Special Assessments	299,844	271,627	237,222	206,846
PERMANENT FUNDS				
Cemetery Perpetual Care	165,636	111,578	80,426	75,138
TOTAL	36,505,779	36,516,188	38,300,986	37,897,926
Removal of Interfund Transfers	5,583,835	5,490,052	7,311,429	4,870,276
NET REVENUES - GOVT FUNDS	30,921,944	31,026,136	30,989,557	33,027,650

GOVERNMENTAL-TYPE OPERATING FUNDS
SUMMARY OF EXPENDITURES

Fund	Actual FY-07	Actual FY-08	Revised Estimate FY-09	Budget FY-10
GENERAL FUND	20,389,164	20,867,013	20,955,801	21,059,572
SPECIAL REVENUE FUNDS				
MVH Major Street /Trunkline	3,551,710	2,774,559	3,000,593	2,403,198
MVH Local Street	1,196,774	1,183,349	1,414,590	1,388,100
Allegan County Road Tax	269,514	792,027	784,750	338,575
Street Improvement Reserve	1,045,316	2,080,880	2,506,204	3,363,826
Downtown Parking System	201,607	167,579	164,259	181,789
Downtown Snowmelt O&M	169,044	405,140	364,823	193,029
Principal Shopping District	171,473	170,399	245,245	286,300
Contested Assessments	140,845	23,498	42,000	38,000
CATV-Public Access TV	182,190	228,092	224,330	251,730
Property Acquistion	27,715	197,697	76,903	92,391
Environmental Cleanup	7,693	8,723	7,296	7,600
Budget Stabilization	72,833	11,541	304,100	175,000
Herrick Dist Libr Taxation	1,534,483	1,572,980	1,554,593	1,495,484
C/J Police Training	14,656	15,033	14,700	14,000
Public Safety WEMET Grant	227,187	232,009	241,600	259,100
MCOLES Grant	21,165	9,584	0	0
Law Enforcement Block Grant	10,055	16,294	3,040	0
MSHDA Grant	66,042	10,869	89,234	60,000
CDBG Entitlement Grant	658,572	499,400	630,943	586,851
IMLS Van Raalte Farm Grant	23,840	0	0	0
Highway Safety Plan Grant	37,262	103,707	260,310	48,015
FEMA Firefighters Grant	0	19,456	179,634	0
Homeland Security Grant	40,419	0	0	0
Ottawa Co. Batmobile Grant	0	2,350	2,445	0
Project Safe Neighborhood Grant	0	6,035	14,200	9,764
Food Stamp Nutrition Educ Grant	0	1,700	2,151	0
Revolving Cash Assistance	226,270	199,894	42,024	200,000
Specified Donations	37,017	38,272	100,037	0
Municipal Airport Donations	9,576	40,770	231	0
Police Community Relations	15,612	0	0	0
Dangerous Structures	6,820	19,894	750	1,500
Police Employees Benefit	3,482	5,058	4,072	5,100
City Hall Employees Benefit	4,567	3,480	4,592	4,400
Transportation Employees Benefit	1,620	1,450	2,100	2,100
Park/Cemetery Employees Benefit	337	581	400	400
DEBT SERVICE FUNDS				
General Obligation	2,272,037	2,337,160	2,522,876	2,236,346
Michigan Act 175 Transportation	542,200	541,600	539,175	0
Building Authority	2,697,420	2,762,701	2,805,089	2,470,002
Special Assessments	402,180	302,576	308,417	324,993
PERMANENT FUNDS				
Cemetery Perpetual Care	159,454	138,726	157,402	95,100
TOTAL	36,438,151	37,792,076	39,570,909	37,592,265
Less: Interfund Transfers	5,596,922	6,293,484	6,886,106	5,888,189
NET EXPENDITURES - GOVT FUNDS	30,841,229	31,498,592	32,684,803	31,704,076

GOVERNMENTAL-TYPE OPERATING FUNDS
SUMMARY OF FUND EQUITY ESTIMATES

Fund	Estimated Balance 7/1/2009	Revenue Estimate FY-10	Expenditure Estimate FY-10	Change in Fund Balance	Estimated Balance 6/30/2010
GENERAL FUND	2,336,046	21,062,062	21,059,572	2,490	2,338,536
SPECIAL REVENUE FUNDS					
MVH Major Street /Trunkline (1)	834,655	2,168,543	2,403,198	(234,655)	600,000
MVH Local Street	2,000	1,388,100	1,388,100	0	2,000
Allegan County Road Tax (2)	83,575	424,700	338,575	86,125	169,700
Street Improvement Reserve (3)	0	4,194,173	3,363,826	830,347	830,347
Downtown Parking System	36,633	205,024	181,789	23,235	59,868
Downtown Snowmelt O & M (4)	205,068	143,200	193,029	(49,829)	155,239
Principal Shopping District	129,919	299,460	286,300	13,160	143,079
Contested Assessments	780	37,500	38,000	(500)	280
CATV-Public Access TV	230,593	250,950	251,730	(780)	229,813
Property Acquistion	0	92,391	92,391	0	0
Environmental Cleanup	0	7,600	7,600	0	0
Budget Stabilization (5)	1,179,015	0	175,000	(175,000)	1,004,015
Herrick District Library Taxation	2,285	1,495,484	1,495,484	0	2,285
C/J Police Training	593	14,000	14,000	0	593
Bi-Centennial Celebration	8,242	300	0	300	8,542
Public Safety WEMET Grant	0	259,100	259,100	0	0
Law Enforcement Block Grant	0	0	0	0	0
MSHDA Grant	0	60,000	60,000	0	0
CDBG Entitlement Grant	0	586,851	586,851	0	0
Highway Safety Planning Grant	0	48,015	48,015	0	0
Project Safe Neighborhood Grant	0	9,764	9,764	0	0
Revolving Cash Assistance (6)	49,681	150,319	200,000	(49,681)	0
Dangerous Structures	1,521	0	1,500	(1,500)	21
Police Employees Benefit	1,394	4,250	5,100	(850)	544
City Hall Employees Benefit	2,782	4,500	4,400	100	2,882
Transportation Employees Benefit	3,408	1,950	2,100	(150)	3,258
Park/Cemetery Employees Benefit	331	555	400	155	486
DEBT SERVICE FUNDS					
General Obligation	14,764	2,236,649	2,236,346	303	15,067
Michigan Act 175 Transportation	0	0	0	0	0
Building Authority	11,366	2,470,502	2,470,002	500	11,866
Special Assessments (7)	719,158	206,846	324,993	(118,147)	601,011
PERMANENT FUNDS					
Cemetery Perpetual Care	1,529,003	75,138	95,100	(19,962)	1,509,041
TOTAL ESTIMATED EQUITY - GOVERNMENTAL FUNDS	7,382,812	37,897,926	37,592,265	305,661	7,688,473

Significant Changes in Fund Balance are Described Below:

(1) MVH Major Street - reduction due to declining State Gas & Weight Tax revenues & escalating maintenance costs.

(2) Allegan County Road Tax - increase due to fewer Allegan County road construction project transfers.

(3) Street Improvements Reserve - large increase due to bond issue proceeds with offsetting further reductions in FY2011.

(4) Downtown Snowmelt O & M - reduction due to planned use of excess fund equity to cover capital cost recovery charges.

(5) Budget Stabilization - reduction due to tax tribunal property tax refunds & transfer to General Fund related to ongoing reductions in State revenue sharing receipts resulting from the statewide economic recession.

(6) Revolving Cash Assistance - reduction to cover assistance to the 40th Street Reconstruction project.

(7) Special Assessments - planned reduction to service current s/a bond issues and no new s/a bonds being issued.

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

REVENUES	Actual FY-07	Actual FY-08	Revised Estimate FY-09	Budget FY-10
Downtown Development Authority	200,056	197,113	205,092	210,455
Brownfield Redevel. Authority	295,566	441,299	830,983	890,670
Holland Historical Trust	1,315,370	1,345,062	532,805	593,055
	1,810,992	1,983,474	1,568,880	1,694,180
Removal Of Interfund Transfers	262,000	265,000	262,313	262,000
NET REVENUES - COMPONENT UNITS	1,548,992	1,718,474	1,306,567	1,432,180
EXPENDITURES				
Downtown Development Authority	194,925	191,942	205,055	226,100
Brownfield Redevel. Authority	213,562	385,034	969,744	889,578
Holland Historical Trust	1,197,928	822,632	882,348	743,055
	1,606,415	1,399,608	2,057,147	1,858,733
Removal Of Interfund Transfers	3,726	0	364,934	245,790
NET EXPEND. - COMPONENT UNITS	1,602,689	1,399,608	1,692,213	1,612,943

FUND EQUITY	Estimated Balance 7/1/09	Revenue Estimate FY-10	Expenditure Estimate FY-10	Adj. Non-Cash Items/Capital Assets	Estimated Balance 6/30/10
Downtown Development Authority	163,035	210,455	226,100		147,390
Brownfield Redevel. Authority	26,340	890,670	889,578		27,432
Holland Historical Trust	3,317,585	593,055	743,055	(20,000)	3,147,585
EST. EQUITY - COMPONENT UNITS	3,506,960	1,694,180	1,858,733	(20,000)	3,322,407

CHANGE IN FUND EQUITY	Estimated Balance 7/1/09	Estimated Balance 6/30/10	Change in Fund Balance
Downtown Development Authority	163,035	147,390	(15,645)
Brownfield Redevel. Authority	26,340	27,432	1,092
Holland Historical Trust	3,317,585	3,147,585	(170,000)
EST. EQUITY - COMPONENT UNITS	3,506,960	3,322,407	(184,553)

PROPRIETARY-TYPE FUNDS
SUMMARY OF REVENUES

FUND	Actual FY-07	Actual FY-08	Revised Estimate FY-09	Budget FY-10
GENERAL CITY				
Enterprise Funds				
- Solid Waste & Recycling	1,246,559	1,250,540	1,303,101	1,381,101
- Windmill Island Gardens	606,212	672,399	661,478	1,021,497
- Railroad Depot Operations	73,119	22,416	1	1
- Municipal Airport Facilities	258,868	1,322,547	1,736,111	166,047
- Public Transit Facilities & Mgmt	3,017,752	1,812,509	244,800	251,500
- MAX Tax Reserve	177,048	1,252	0	0
	5,379,558	5,081,663	3,945,491	2,820,146
Internal Services Funds				
- Technology Services	550,443	591,500	515,337	557,150
- Communications Services	100,238	106,780	108,980	113,800
- Photocopy Services	30,223	34,620	0	0
- Postage Services	21,638	21,050	22,465	23,100
- Centralized Vehicle/Equipment	2,319,591	2,614,459	2,618,358	2,752,765
- Fire Emergency Vehicles Pool	103,061	103,586	128,661	105,950
- Fuel Dispensing	661,737	918,503	695,408	459,377
- Compensated Absences	55,571	55,089	50,000	50,000
- Risk Management:				
Workers Comp Insurance	201,431	192,740	290,000	292,800
Employee Disability Ins.	108,935	110,685	125,300	126,500
Health/Dental Insurance	4,263,014	4,173,552	4,348,270	4,547,300
Vehicle Insurance	266,608	162,693	141,400	144,500
Property Insurance	55,347	51,321	45,671	35,300
Liability Insurance	160,769	254,810	129,100	246,800
	8,898,606	9,391,388	9,218,950	9,455,342
Removal Of Interfund Transfers	(409,117)	(550,502)	(614,178)	(849,748)
General City Proprietary Revenues	13,869,047	13,922,549	12,550,263	11,425,740
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:				
- Electric	83,648,195	81,644,499	78,466,156	77,509,814
- Water	6,418,078	6,287,372	5,660,745	6,779,031
- Wastewater	8,701,008	8,158,383	7,587,968	9,132,426
Removal Of Interfund Transfers	0	0	0	0
BPW Utility Revenues	98,767,281	96,090,254	91,714,869	93,421,271
NET REVENUES - PROPRIETARY FDS	112,636,328	110,012,803	104,265,132	104,847,011

PROPRIETARY-TYPE FUNDS
SUMMARY OF EXPENSES

FUND	Actual FY-07	Actual FY-08	Revised Estimate FY-09	Budget FY-10
GENERAL CITY				
Enterprise Funds				
- Solid Waste & Recycling	1,184,638	1,237,414	1,347,274	1,385,021
- Windmill Island Gardens	606,212	673,390	661,478	1,021,497
- Railroad Depot Operations	469,090	22,416	0	0
- Municipal Airport Facilities	210,709	2,372,413	2,094,357	164,547
- Public Transit Facilities & Mgmt	3,113,000	1,811,569	244,500	251,200
- MAX Tax Reserve	279,417	38,375	0	0
	5,863,066	6,155,577	4,347,609	2,822,265
Internal Services Funds				
- Technology Services	458,196	468,607	602,241	622,000
- Communications Services	101,007	105,126	108,025	114,000
- Photocopy Services	47,906	186,040	0	0
- Postage Services	21,768	21,664	22,426	23,100
- Centralized Vehicle/Equipment	2,690,575	2,735,181	2,831,024	2,565,384
- Fire Emergency Vehicles Pool	531,996	12,272	12,408	0
- Fuel Dispensing	655,741	912,288	690,813	454,712
- Compensated Absences	55,571	55,089	50,000	50,000
- Risk Management:				
Workers Comp Insurance	236,341	277,712	293,420	310,220
Employee Disability Ins.	72,676	95,843	80,800	97,000
Health/Dental Insurance	3,913,760	4,234,114	4,737,460	4,996,063
Vehicle Insurance	244,093	160,594	132,600	160,000
Property Insurance	61,862	131,046	40,100	60,000
Liability Insurance	147,445	120,587	144,600	260,500
	9,238,937	9,516,163	9,745,917	9,712,979
Removal Of Interfund Transfers	(453,149)	(477,115)	(558,005)	(76,654)
Total General City Proprietary Expenses	14,648,854	15,194,625	13,535,521	12,458,590
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:				
- Electric	69,921,295	71,984,213	70,938,510	72,832,252
- Water	8,155,072	12,347,022	8,527,716	8,864,442
- Wastewater	7,113,795	8,265,495	8,223,758	12,107,148
Removal Of Interfund Transfers	(2,840,400)	(3,195,400)	(3,984,000)	(3,799,200)
Total BPW Utility Expenses	82,349,762	89,401,330	83,705,984	90,004,642
NET EXPENSES-PROPRIETARY FDS	96,998,616	104,595,955	97,241,505	102,463,232

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 7/1/2009	Revenue Estimate FY-10	Expense Estimate FY-10	Capital & Debt Principal FY-10	Non-Cash Items/Eq Xfr FY-10	Estimated Balance 6/30/2010
GENERAL CITY						
Enterprise Funds						
- Solid Waste & Recycling	656,625	1,381,101	1,385,021	40,000	(63,000)	629,705
- Windmill Island Gardens	902,602	1,021,497	1,021,497	376,100	(70,000)	1,208,702
- Railroad Depot Operations	1,021,213	1	0	0	(54,800)	966,414
- Municipal Airport Facilities	13,716,728	166,047	164,547	16,000	(600,000)	13,134,228
- Public Transit Facilities & Mgmt	314,478	251,500	251,200	0	(12,000)	302,778
	16,611,646	2,820,146	2,822,265	432,100	(799,800)	16,241,827
Internal Services Funds						
- Technology Services	534,732	557,150	622,000	58,000	(89,000)	438,882
- Communications Services	37,143	113,800	114,000	0	(6,000)	30,943
- Postage Services	11,046	23,100	23,100	0	(1,200)	9,846
- Centralized Vehicle/Equipment	5,051,553	2,752,765	2,565,384	755,400	(500,000)	5,494,334
- Fire Emergency Vehicles Pool	1,597,432	105,950	0	0	(104,000)	1,599,382
- Fuel Dispensing	76,911	459,377	454,712	0	(2,545)	79,031
- Compensated Absences	0	50,000	50,000	0	0	0
- Risk Management:						
Workers Comp Insurance	420,543	292,800	310,220	0	0	403,123
Employee Disability Insurance	166,647	126,500	97,000	0	0	196,147
Health/Dental Insurance	1,861,318	4,547,300	4,996,063	0	0	1,412,555
Vehicle Insurance	204,081	144,500	160,000	0	0	188,581
Property Insurance	487,828	35,300	60,000	0	0	463,128
Liability Insurance	356,122	246,800	260,500	0	0	342,422
	10,805,356	9,455,342	9,712,979	813,400	(702,745)	10,658,374
otal General City Proprietary Equity	27,417,002	12,275,488	12,535,244	1,245,500	(1,502,545)	26,900,201
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:						
- Electric	161,142,673	77,509,814	72,832,252	8,124,651	(8,819,000)	165,125,886
- Water	25,768,375	6,779,031	8,864,442	3,697,919	(1,486,693)	25,894,190
- Wastewater	48,627,864	9,132,426	12,107,148	4,792,202	(1,681,231)	48,764,113
Total Holland BPW Utility Equity	235,538,912	93,421,271	93,803,842	16,614,772	(11,986,924)	239,784,189
TOTAL ESTIMATED EQUITY - PROPRIETARY FUNDS	262,955,914	105,696,759	106,339,086	17,860,272	(13,489,469)	266,684,390

NOTE:
Estimated Equity Balances at 7/1/09 & 6/30/10 Include Working Capital, Reserves, and Capital Assets.

PROPRIETARY-TYPE FUNDS
SUMMARY OF CHANGES IN FUND EQUITY

FUND	Estimated Balance 7/1/2009	Estimated Balance 6/30/2010	Change in Fund Equity
GENERAL CITY			
Enterprise Funds			
- Solid Waste & Recycling	656,625	629,705	(26,920)
- Windmill Island Gardens	902,602	1,208,702	306,100
- Railroad Depot Operations	1,021,213	966,414	(54,799)
- Municipal Airport Facilities	13,716,728	13,134,228	(582,500)
- Public Transit Facilities & Mgmt	314,478	302,778	(11,700)
	16,611,646	16,241,827	(369,819)
Internal Services Funds			
- Technology Services	534,732	438,882	(95,850)
- Communications Services	37,143	30,943	(6,200)
- Postage Services	11,046	9,846	(1,200)
- Centralized Vehicle/Equipment	5,051,553	5,494,334	442,781
- Fire Emergency Vehicles Pool	1,597,432	1,599,382	1,950
- Fuel Dispensing	76,911	79,031	2,120
- Compensated Absences	0	0	0
- Risk Management:			
Workers Comp Insurance	420,543	403,123	(17,420)
Employee Disability Insurance	166,647	196,147	29,500
Health/Dental Insurance	1,861,318	1,412,555	(448,763)
Vehicle Insurance	204,081	188,581	(15,500)
Property Insurance	487,828	463,128	(24,700)
Liability Insurance	356,122	342,422	(13,700)
	10,805,356	10,658,374	(146,982)
Total General City Proprietary Equity	27,417,002	26,900,201	(516,801)
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:			
- Electric	161,142,673	165,125,886	3,983,213
- Water	25,768,375	25,894,190	125,815
- Wastewater	48,627,864	48,764,113	136,249
Total Holland BPW Utility Equity	235,538,912	239,784,189	4,245,277
TOTAL ESTIMATED EQUITY - PROPRIETARY FUNDS	262,955,914	266,684,390	3,728,476

PROPRIETARY-TYPE FUNDS
SUMMARY OF ENDING RESERVES

FUND	Actual FY-07	Actual FY-08	Revised Estimate FY-09	Budget FY-10
GENERAL CITY				
Enterprise Funds				
- Solid Waste & Recycling	325,000	325,000	0	0
- Windmill Island Gardens	0	0	0	0
- Railroad Depot Operations	0	0	0	0
- Municipal Airport Facilities	0	0	0	0
- Public Transit Facilities & Mgmt	509,131	0	0	0
- MAX Tax Reserve	37,114	0	0	0
Total Enterprise	871,245	325,000	0	0
Internal Services Funds				
- Technology Services	240,000	361,115	275,000	215,000
- Communications Services	0	0	0	0
- Photocopy Services	0	0	0	0
- Postage Services	0	0	0	0
- Centralized Vehicle/Equipment	2,015,000	1,938,000	1,730,000	1,915,000
- Fire Emergency Vehicles Pool	19,923	111,237	227,490	333,440
- Fuel Dispensing	55,281	61,496	66,091	70,756
- Compensated Absences	0	0	0	0
- Risk Management:				
Workers Comp Insurance	5,000	10,000	10,000	10,000
Employee Disability Ins.	0	0	0	0
Health/Dental Insurance	363,149	0	381,500	381,500
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	2,718,353	2,501,848	2,710,081	2,945,696
Total General City Proprietary	3,589,598	2,826,848	2,710,081	2,945,696
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:				
- Electric	4,380,184	2,949,819	4,532,357	4,577,680
- Water	6,864,812	5,837,954	1,306,874	1,368,074
- Wastewater	2,179,963	3,143,127	932,872	951,529
Total Holland BPW Utility	13,424,959	11,930,900	6,772,103	6,897,283
NET RESERVES-PROPRIETARY	17,014,557	14,757,748	9,482,184	9,842,979

PROPRIETARY-TYPE FUNDS
SUMMARY OF ENDING WORKING CAPITAL

FUND	Actual FY-07	Actual FY-08	Revised Estimate FY-09	Budget FY-10
GENERAL CITY				
Enterprise Funds				
- Solid Waste & Recycling	174,402	190,069	470,896	466,976
- Windmill Island Gardens	0	0	0	0
- Railroad Depot Operations	0	0	1	2
- Municipal Airport Facilities	288,869	360,646	2,400	3,900
- Public Transit Facilities & Mgmt	293,425	928	1,228	1,528
- MAX Tax Reserve	0	0	0	0
Total Enterprise	756,696	551,643	474,525	472,406
Internal Services Funds				
- Technology Services	7,990	9,768	8,979	4,129
- Communications Services	6,706	8,360	9,315	9,115
- Photocopy Services	84,108	0	0	0
- Postage Services	7,383	6,769	6,808	6,808
- Centralized Vehicle/Equipment	5,782	8,878	4,212	6,593
- 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	503,933	413,963	410,543	393,123
Employee Disability Ins.	107,311	122,147	166,647	196,147
Health/Dental Insurance	1,947,901	2,250,508	1,479,818	1,031,055
Vehicle Insurance	193,178	195,281	204,081	188,581
Property Insurance	561,995	482,257	487,828	463,128
Liability Insurance	217,396	351,622	336,122	322,422
Total Internal Service	3,643,683	3,849,553	3,114,353	2,621,101
Total General City Proprietary	4,400,379	4,401,196	3,588,878	3,093,507
HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:				
- Electric	64,740,746	78,770,346	84,715,454	89,347,693
- Water	1,620,989	1,482,043	3,146,152	999,541
- Wastewater	18,303,025	17,472,183	19,046,648	16,053,269
Total Holland BPW Utility	84,664,760	97,724,572	106,908,254	106,400,503
NET WORKING CAPITAL-PROPRIETARY	89,065,139	102,125,768	110,497,132	109,494,010

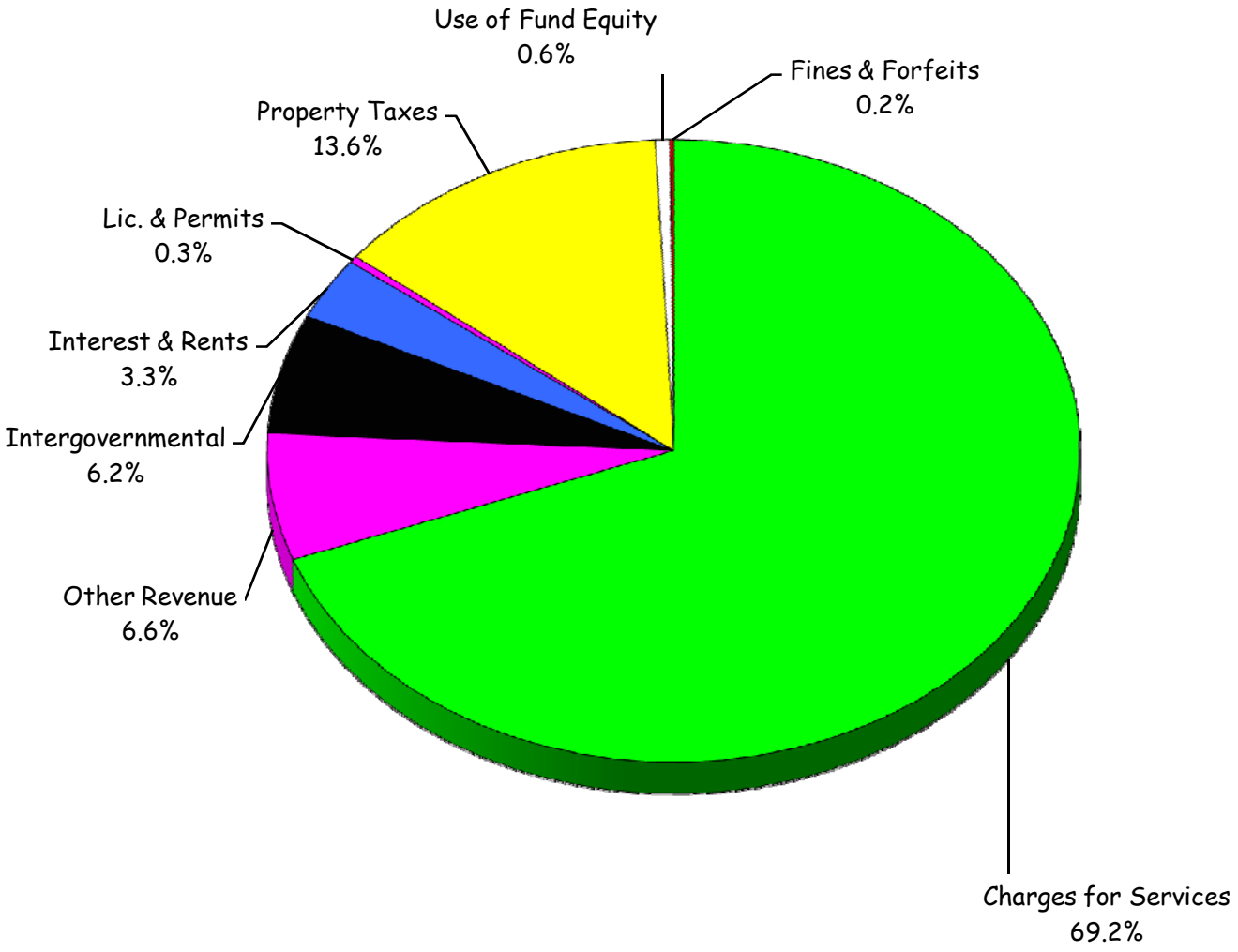
CITY OF HOLLAND
BUDGET SUMMARY OF FINANCIAL SOURCES & APPLICATIONS
- - ACROSS ALL FUND TYPES - -
For Fiscal Year July 1, 2009 thru June 30, 2010

SOURCES	Adopted Budget	Percent of Total Budget
Property Taxes & Special Assessments	19,055,876	13.6%
Licenses & Permits	483,800	0.3%
Intergovernmental	8,723,686	6.2%
Charges for Services	97,315,815	69.2%
Fines & Forfeits	228,200	0.2%
Interest & Rents	4,566,306	3.3%
Other Revenues	9,251,355	6.6%
Use of Fund Equity	799,670	0.6%
Total Sources	$140,424,708	100.0%
APPLICATIONS		
Management & Administrative Services	1,606,230	1.1%
Fiscal Services	1,457,197	1.0%
Public Safety Services	10,597,962	7.6%
Transportation System	7,490,652	5.3%
Community & Neighborhood Services	5,439,373	3.9%
Leisure & Cultural Services	7,042,260	5.0%
Utility Services	90,004,642	64.1%
Internal Service Funds	7,147,595	5.1%
Capital Projects (1)	6,535,012	4.7%
Debt Service	3,103,785	2.2%
Total Applications	$140,424,708	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. Transfers between funds are excluded from this presentation.

(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.

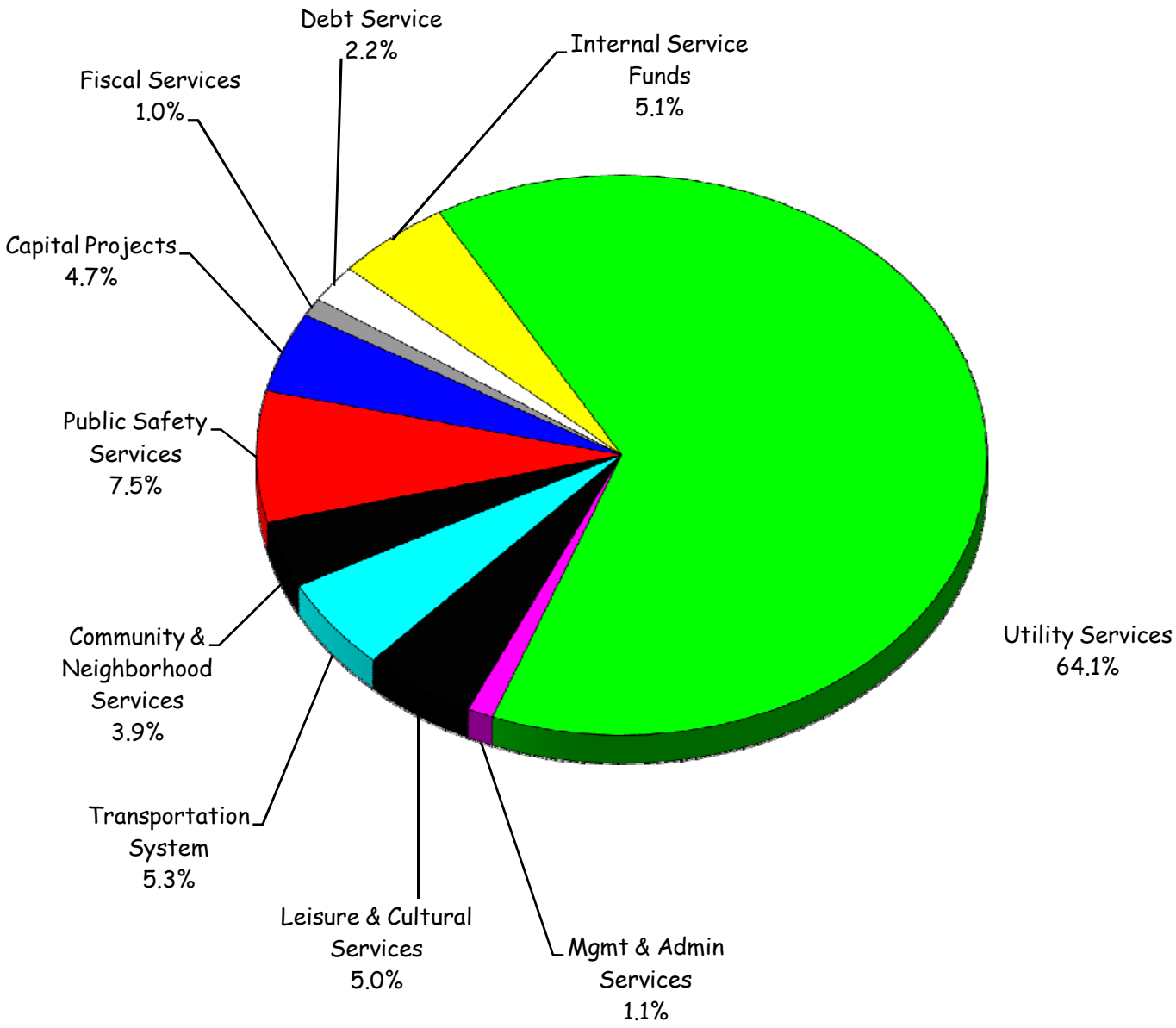
FISCAL YEAR 2010
SOURCES ACROSS ALL FUND TYPES



TOTAL $140,424,708

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

FISCAL YEAR 2010
APPLICATIONS ACROSS ALL FUND TYPES



TOTAL $140,424,708

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.

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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	$ 11,962,490	$ -	$ 2,684,757	$ 1,990,319	$ 579,822	$ 1,088,225
Special Assessments	-	-	490,564	140,772	-	-
Intergovernmental	3,245,200	-	3,728,486	-	1,744,000	6,000
Licenses and Permits	401,800	-	82,000	-	-	-
Charges for Services	1,231,030	33,000	335,250	-	-	49,500
Fines and Forfeits	228,200	-	-	-	-	-
Interest & Rents	591,601	40,276	80,940	660,010	11,030	28,600
Other	11,400	-	3,199,000	-	250,000	259,855
Transfers In - From Other Funds	3,390,341	1,862	1,245,732	232,341	4,143,309	262,000
TOTAL FINANCING SOURCES	21,062,062	75,138	11,846,729	3,023,442	6,728,161	1,694,180
TOTAL FINANCING SOURCES NET OF TRANSFERS IN	17,671,721	73,276	10,600,997	2,791,101	2,584,852	1,432,180
FINANCING USES						
Service Group:						
Management & Administrative	1,350,500	-	344,121	-	100,000	-
Fiscal	1,800,044	-	417,400	-	-	-
Public Safety	10,361,983	-	335,979	-	21,000	-
Transportation	1,417,946	-	7,696,428	-	5,421,610	-
Community & Neighborhood	2,090,375	-	1,116,440	-	425,575	1,115,678
Leisure & Cultural	4,038,724	95,100	1,495,884	-	1,058,427	743,055
General Debt Service	-	-	-	3,140,786	-	-
Internal Service	-	-	-	-	-	-
Utilities	-	-	-	-	-	-
TOTAL FINANCING USES	21,059,572	95,100	11,406,252	3,140,786	7,026,612	1,858,733
Less Transfers Out - To Other Funds	767,247	95,000	4,988,941	37,001	491,600	245,790
TOTAL FINANCING USES NET OF TRANSFERS OUT	20,292,325	100	6,417,311	3,103,785	6,535,012	1,612,943
FUND EQUITY						
Projected Fiscal Year Begin 7/30/09	$ 2,336,046	$ 1,529,003	$ 2,772,475	$ 745,288	$ 546,348	$ 3,506,960
Projected Fiscal Year End 6/30/10	$ 2,338,536	$ 1,509,041	$ 3,212,952	$ 627,944	$ 247,897	$ 3,322,407

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

ACROSS ALL FUNDS

PROPRIETARY-TYPE FUNDS		
ENTERPRISE FUNDS	INTERNAL SERVICE FUNDS	TOTAL
$ 118,927	$ -	$ 18,424,540
-	-	631,336
-	-	8,723,686
-	-	483,800
94,178,508	1,488,527	97,315,815
-	-	228,200
1,180,135	1,973,714	4,566,306
176,300	5,354,800	9,251,355
587,547	638,301	10,501,433
96,241,417	9,455,342	150,126,471
95,653,870	8,817,041	139,625,038
-	-	1,794,621
-	-	2,217,444
-	-	10,718,962
415,747	-	14,951,731
1,385,021	-	6,133,089
1,021,497	-	8,452,687
-	-	3,140,786
-	9,712,979	9,712,979
93,803,842	-	93,803,842
96,626,107	9,712,979	150,926,141
3,799,200	76,654	10,501,433
92,826,907	9,636,325	140,424,708
$ 252,150,558	$ 10,805,356	$ 274,392,034
$ 256,026,016	$ 10,658,374	$ 277,943,167

(Concluded)

GOVERNMENTAL FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

	GENERAL FUND			PERMANENT FUNDS		
	FY-2008 Final Actual	FY-2009 Final Revised Estimate	FY-2010 Adopted Budget	FY-2008 Final Actual	FY-2009 Final Revised Estimate	FY-2010 Adopted Budget
FINANCING SOURCES						
Taxes	$ 11,884,279	$ 11,665,062	$ 11,962,490	$ - 0 -	$ - 0 -	$ - 0 -
Special Assessments	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Intergovernmental	3,240,909	3,255,165	3,245,200	- 0 -	- 0 -	- 0 -
Licenses and Permits	428,259	405,600	401,800	- 0 -	- 0 -	- 0 -
Charges for Services	1,051,001	1,191,573	1,231,030	21,774	31,000	33,000
Fines and Forfeits	216,323	218,000	228,200	- 0 -	- 0 -	- 0 -
Interest & Rents	826,223	564,817	591,601	87,942	47,564	40,276
Other	7,172	11,983	11,400	- 0 -	- 0 -	- 0 -
Transfers In - From Other Funds	2,962,606	3,643,601	3,390,341	1,862	1,862	1,862
TOTAL FINANCING SOURCES:	$ 20,616,772	$ 20,955,801	$ 21,062,062	$ 111,578	$ 80,426	$ 75,138
FINANCING USES						
Service Group:						
Management & Administrative	$ 1,344,228	$ 1,374,154	$ 1,350,500	$ - 0 -	$ - 0 -	$ - 0 -
Fiscal	1,961,065	1,837,714	1,800,044	- 0 -	- 0 -	- 0 -
Public Safety	10,059,558	10,229,773	10,361,983	- 0 -	- 0 -	- 0 -
Transportation	1,339,300	1,378,295	1,417,946	- 0 -	- 0 -	- 0 -
Community & Neighborhood	1,973,418	2,060,408	2,090,375	- 0 -	- 0 -	- 0 -
Leisure & Cultural	4,189,444	4,075,457	4,038,724	138,726	157,402	95,100
General Debt Service	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Utilities	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FINANCING USES:	$ 20,867,013	$ 20,955,801	$ 21,059,572	$ 138,726	$ 157,402	$ 95,100
SOURCES OVER (UNDER) USES INCLUDING INTERFUND TRANSFERS	$ (250,241)	$ - 0 -	$ 2,490	$ (27,148)	$ (76,976)	$ (19,962)
REMOVAL OF INTERFUND TRANSFERS						
Transfers In	2,962,606	3,643,601	3,390,341	1,862	1,862	1,862
Transfers Out	774,463	792,352	767,247	138,726	157,402	95,000
SOURCES OVER (UNDER) USES EXCLUDING INTERFUND TRANSFERS	$ (2,438,384)	$ (2,851,249)	$ (2,620,604)	$ 109,716	$ 78,564	$ 73,176
FUND EQUITY - Fiscal Year End	$ 2,336,046	$ 2,336,046	$ 2,338,536	$ 1,605,979	$ 1,529,003	$ 1,509,041

GOVERNMENTAL FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

SPECIAL REVENUE FUNDS			DEBT SERVICE FUNDS			CAPITAL PROJECT FUNDS		
FY-2008 Final Actual	FY-2009 Final Revised Estimate	FY-2010 Adopted Budget	FY-2008 Final Actual	FY-2009 Final Revised Estimate	FY-2010 Adopted Budget	FY-2008 Final Actual	FY-2009 Final Revised Estimate	FY-2010 Adopted Budget
$ 2,768,361	$ 2,736,822	$ 2,684,757	$ 2,245,194	$ 2,351,022	$ 1,990,319	$ 418,933	$ 300,776	$ 579,822
465,028	503,592	490,564	156,085	148,064	140,772	- 0 -	- 0 -	- 0 -
3,893,910	4,174,580	3,728,486	- 0 -	- 0 -	- 0 -	1,842,649	917,906	1,744,000
79,447	85,000	82,000	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
294,382	340,655	335,250	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
166,910	59,342	80,940	2,905,617	2,910,676	2,550,565	91,536	26,895	11,030
287,320	289,040	3,199,000	- 0 -	- 0 -	- 0 -	92,047	4,126,990	250,000
1,967,733	2,981,332	1,245,732	557,851	684,634	232,341	4,631,837	4,468,639	4,143,309
$ 9,923,091	$ 11,170,363	$ 11,846,729	$ 5,864,747	$ 6,094,396	$ 4,913,997	$ 7,077,002	$ 9,841,206	$ 6,728,161
$ 425,789	$ 301,233	$ 344,121	$ - 0 -	$ - 0 -	$ - 0 -	$ 3,974	$ 21,026	$ 100,000
276,685	492,753	417,400	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
409,526	720,001	335,979	- 0 -	- 0 -	- 0 -	22,276	31,476	21,000
7,286,898	8,080,587	7,696,428	- 0 -	- 0 -	- 0 -	4,551,976	7,426,864	5,421,610
868,141	1,130,431	1,116,440	- 0 -	- 0 -	- 0 -	74,670	205,613	425,575
1,575,261	1,557,144	1,495,884	- 0 -	- 0 -	- 0 -	2,769,732	3,007,815	1,058,427
- 0 -	- 0 -	- 0 -	5,944,039	6,175,557	5,031,341	- 0 -	- 0 -	- 0 -
- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
$ 10,842,300	$ 12,282,149	$ 11,406,252	$ 5,944,039	$ 6,175,557	$ 5,031,341	$ 7,422,628	$ 10,692,794	$ 7,026,612
$ (919,209)	$ (1,111,786)	$ 440,477	$ (79,292)	$ (81,161)	$ (117,344)	$ (345,626)	$ (851,588)	$ (298,451)
1,967,733	2,981,332	1,245,732	557,851	684,634	232,341	4,631,837	4,468,639	4,143,309
4,838,694	5,397,176	4,988,941	541,601	539,176	37,001	1,031,942	270,285	491,600
$ 1,951,752	$ 1,304,058	$ 4,183,686	$ (95,542)	$ (226,619)	$ (312,684)	$ (3,945,521)	$ (5,049,942)	$ (3,950,160)
$ 3,884,261	$ 2,772,475	$ 3,212,952	$ 826,449	$ 745,288	$ 627,944	$ 1,397,936	$ 546,348	$ 247,897

GOVERNMENTAL FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

	TOTAL GOVERNMENTAL FUNDS			COMPONENT UNIT FUNDS		
	FY-2008 Final Actual	FY-2009 Final Revised Estimate	FY-2010 Adopted Budget	FY-2008 Final Actual	FY-2009 Final Revised Estimate	FY-2010 Adopted Budget
FINANCING SOURCES						
Taxes	$ 17,316,767	$ 17,053,682	$ 17,217,388	$ 603,864	$ 1,012,440	$ 1,088,225
Special Assessments	621,113	651,656	631,336	- 0 -	- 0 -	- 0 -
Intergovernmental	8,977,468	8,347,651	8,717,686	6,000	6,000	6,000
Licenses and Permits	507,706	490,600	483,800	- 0 -	- 0 -	- 0 -
Charges for Services	1,367,157	1,563,228	1,599,280	37,083	46,950	49,500
Fines and Fees	216,323	218,000	228,200	- 0 -	- 0 -	- 0 -
Interest & Rents	4,078,228	3,609,294	3,274,412	21,553	39,322	28,600
Other	386,539	4,428,013	3,460,400	1,049,974	201,855	259,855
Transfers In - From Other Funds	10,121,889	11,780,068	9,013,585	265,000	262,313	262,000
TOTAL FINANCING SOURCES:	$ 43,593,190	$ 48,142,192	$ 44,626,087	$ 1,983,474	$ 1,568,880	$ 1,694,180
FINANCING USES						
Services Group:						
- Management & Administrative	$ 1,773,991	$ 1,696,413	$ 1,794,621	$ - 0 -	$ - 0 -	$ - 0 -
- Fiscal	2,237,750	2,330,467	2,217,444	- 0 -	- 0 -	- 0 -
- Public Safety	10,491,360	10,981,250	10,718,962	- 0 -	- 0 -	- 0 -
- Transportation	13,178,174	16,885,746	14,535,984	- 0 -	- 0 -	- 0 -
- Community & Neighborhood	2,916,229	3,396,452	3,632,390	576,976	1,174,799	1,115,678
- Leisure & Cultural	8,673,163	8,797,818	6,688,135	822,632	882,348	743,055
- General Debt Service	5,944,039	6,175,557	5,031,341	- 0 -	- 0 -	- 0 -
- Utilities	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FINANCING USES:	$ 45,214,706	$ 50,263,703	$ 44,618,877	$ 1,399,608	$ 2,057,147	$ 1,858,733
SOURCES OVER (UNDER) USES INCLUDING INTERFUND TRANSFER	$ (1,621,516)	$ (2,121,511)	$ 7,210	$ 583,866	$ (488,267)	$ (164,553)
REMOVAL OF INTERFUND TRANSFERS						
Transfers In	10,121,889	11,780,068	9,013,585	265,000	262,313	262,000
Transfers Out	7,325,426	7,156,391	6,379,789	- 0 -	364,934	245,790
SOURCES OVER (UNDER) USES EXCLUDING INTERFUND TRANSFERS	$ (4,417,979)	$ (6,745,188)	$ (2,626,586)	$ 318,866	$ (385,646)	$ (180,763)
FUND EQUITY - Fiscal Year End	$ 10,050,671	$ 7,929,160	$ 7,936,370	$ 3,805,684	$ 3,506,960	$ 3,322,407

ENTERPRISE FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

	FY-2008 Final Actual	FY-2009 Final Revised Estimate	FY-2010 Adopted Budget
FINANCING SOURCES			
Taxes	$ 19	$ 117,994	$ 118,927
Special Assessments	- 0 -	- 0 -	- 0 -
Intergovernmental	2,733,214	1,533,963	- 0 -
Licenses and Permits	- 0 -	- 0 -	- 0 -
Charges for Services	93,321,180	90,374,872	94,178,508
Fines and Fees	- 0 -	- 0 -	- 0 -
Interest & Rents	4,431,678	3,189,053	1,180,135
Other	391,007	202,300	176,300
Transfers In - From Other Funds	294,819	242,178	587,547
TOTAL FINANCING SOURCES:	$ 101,171,917	$ 95,660,360	$ 96,241,417
FINANCING USES			
Service Group:			
Management & Administrative	$ - 0 -	$ - 0 -	$ - 0 -
Fiscal	- 0 -	- 0 -	- 0 -
Public Safety	- 0 -	- 0 -	- 0 -
Transportation	4,244,773	2,338,857	415,747
Community & Neighborhood	1,237,414	1,347,274	1,385,021
Leisure & Cultural	673,390	661,478	1,021,497
Utilities	92,596,730	87,689,984	93,803,842
TOTAL FINANCING USES:	$ 98,752,307	$ 92,037,593	$ 96,626,107
SOURCES OVER (UNDER) USES INCLUDING INTERFUND TRANSFERS	$ 2,419,610	$ 3,622,767	$ (384,690)
REMOVAL OF INTERFUND TRANSFERS			
Transfers In	294,819	242,178	587,547
Transfers Out	3,235,133	3,984,000	3,799,200
SOURCES OVER (UNDER) USES EXCLUDING INTERFUND TRANSFERS	$ 5,359,924	$ 7,364,589	$ 2,826,963
FUND EQUITY - Fiscal Year End	$ 247,740,590	$ 252,150,558	$ 256,026,016

INTERNAL SERVICE FUNDS

SUMMARY OF FINANCIAL SOURCES & USES AND FUND EQUITY

	FY-2008 Final Actual	FY-2009 Final Revised Estimate	FY-2010 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	1,938,221	1,656,945	1,488,527
Fines and Fees	- 0 -	- 0 -	- 0 -
Interest & Rents	2,444,808	2,136,413	1,973,714
Other	4,752,676	5,053,592	5,354,800
Transfers In - From Other Funds	255,683	372,000	638,301
TOTAL FINANCING SOURCES:	$ 9,391,388	$ 9,218,950	$ 9,455,342
FINANCING USES			
Type of Internal Service:			
Technology	$ 468,607	$ 602,241	$ 622,000
Communications	105,126	108,025	114,000
Photocopies	122,186	- 0 -	- 0 -
Postage	21,664	22,426	23,100
Centralized Vehicle & Equipment	2,735,181	2,831,024	2,565,384
Fire Emergency Vehicle Replacement	12,272	12,408	- 0 -
Fuel Dispensing	912,288	690,813	454,712
Compensated Absences	55,089	50,000	50,000
Risk Management - All Coverages	5,019,896	5,428,980	5,883,783
TOTAL FINANCING USES:	$ 9,452,309	$ 9,745,917	$ 9,712,979
SOURCES OVER (UNDER) USES INCLUDING INTERFUND TRANSFERS	$ (60,921)	$ (526,967)	$ (257,637)
REMOVAL OF INTERFUND TRANSFERS			
Transfers In	255,683	372,000	638,301
Transfers Out	373,528	558,005	76,654
SOURCES OVER (UNDER) USES EXCLUDING INTERFUND TRANSFERS	$ 568,290	$ 403,038	$ 457,318
FUND EQUITY - Fiscal Year End	$ 11,443,027	$ 10,805,356	$ 10,658,374

GENERAL FUND

FINANCIAL SUMMARY

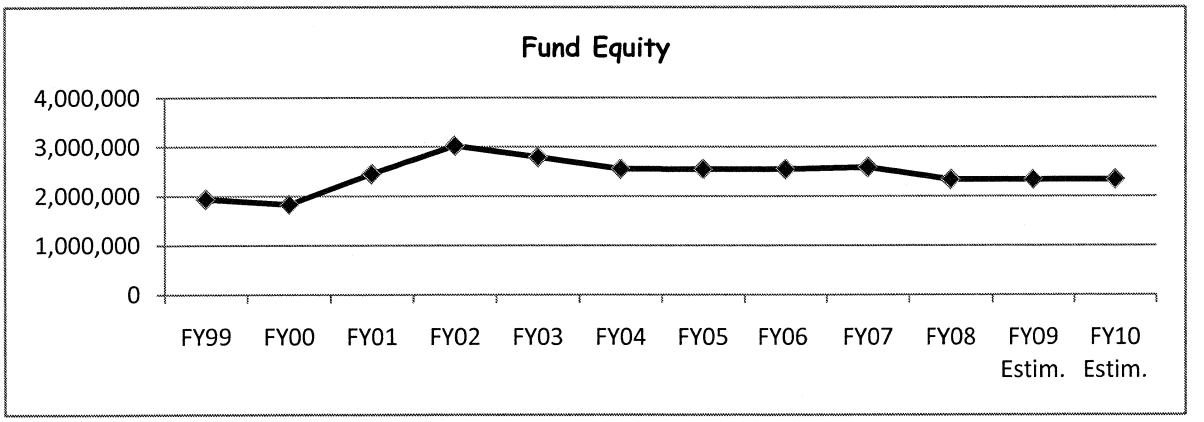
- FUND SUMMARY
- FUNDING SOURCES
- FUNDING USES

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

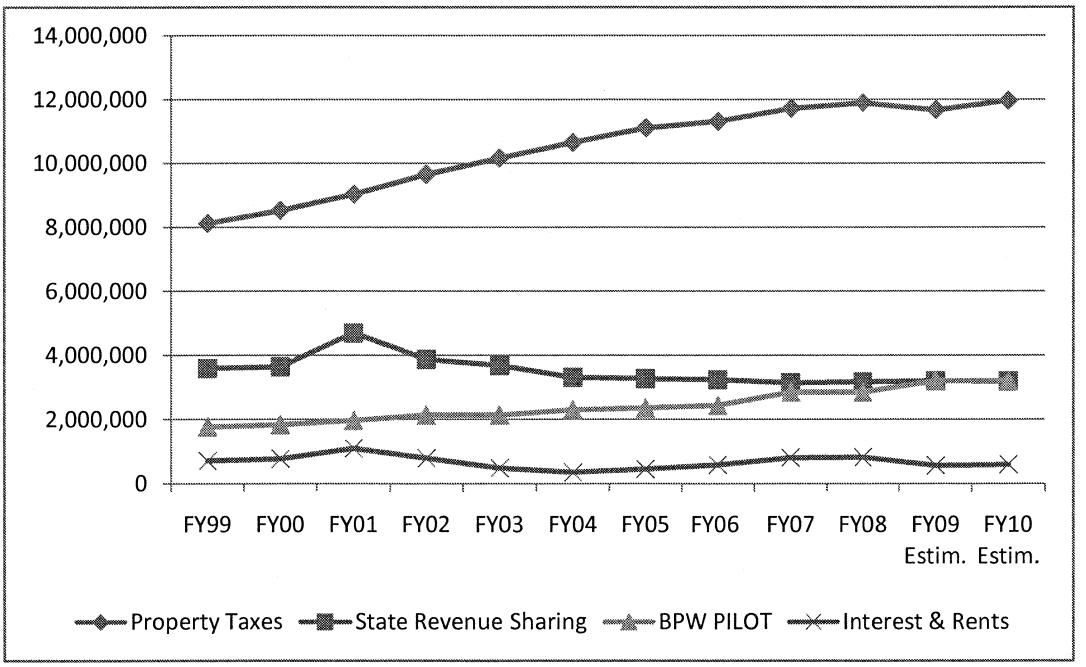
Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est. Amended Budget	FY-2010 Approved Budget
TOTAL FUNDING SOURCES	$ 20,432,827	$ 20,616,772	$ 20,955,801	$ 21,062,062
		0.9%	1.6%	0.5%
TOTAL FUNDING USES	20,389,164	20,867,013	20,955,801	21,059,572
		2.3%	0.4%	0.5%
Net Increase (Decrease) From Operations	43,663	(250,241)	- 0 -	2,490
FUND EQUITY - June 30:				
Reserved:				
- None	$ 10,874	$ 6,863	$ - 0 -	$ - 0 -
Unreserved:				
- Designated for Market Adjustment	(30,200)	12,002	2,200	- 0 -
- Undesignated	2,605,613	2,317,181	2,333,846	2,338,536
Total Ending Fund Equity	**$ 2,586,287**	**$ 2,336,046**	**$ 2,336,046**	**$ 2,338,536**
Change from Prior Fiscal Year		-9.7%	0.0%	0.1%
Fund Equity Expressed as A A Percentage of Expenditures	12.7%	11.2%	11.1%	11.1%



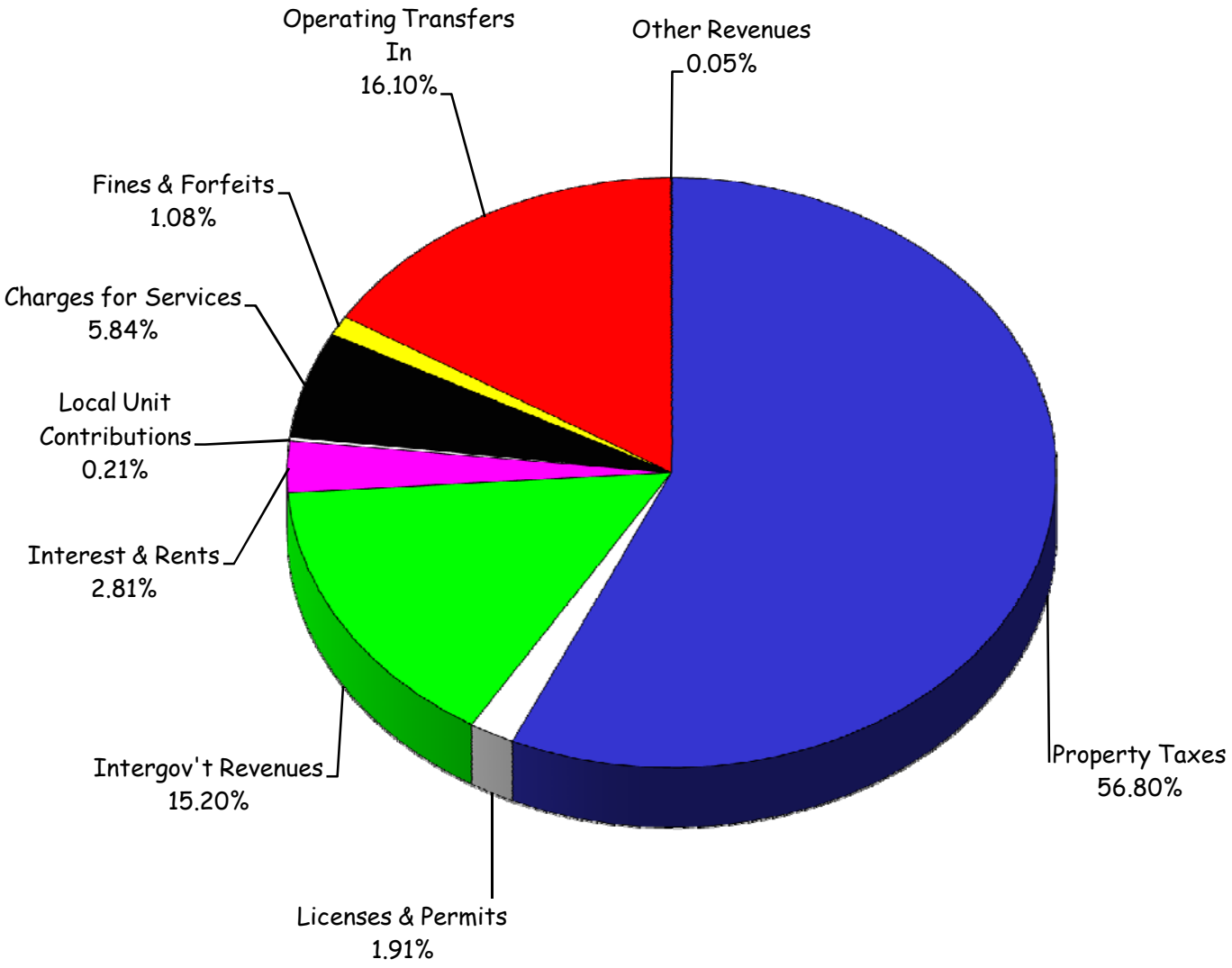
This fund presentation represents a summary of all of the General fund activities and department activities that can be found throughout the following Service Groups: Management & Administrative Services, Fiscal Services, Public Safety Services, Transportation System & Services, Community & Neighborhood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

GENERAL FUND
FUNDING SOURCES

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Estimate	FY-2010 Approved Budget	FY2009 to FY2010
FUNDING SOURCES -					
Taxes	$ 11,711,824	$ 11,884,279	$ 11,665,062	$ 11,962,490	2.5%
Licenses & Permits	556,327	428,259	405,600	401,800	-0.9%
Federal Grants	7,170	32,072	18,000	18,000	0.0%
State Revenue Sharing	3,133,796	3,168,204	3,195,665	3,184,200	-0.4%
Local Unit Contributions	41,234	40,633	41,500	43,000	3.6%
Charges for Services	1,020,654	1,051,001	1,191,573	1,231,030	3.3%
Fines & Forfeits	216,529	216,323	218,000	228,200	4.7%
Interests & Rents	808,017	826,223	564,817	591,601	4.7%
Other Revenue	5,542	7,172	11,983	11,400	-4.9%
Transfers from Other Funds	2,931,734	2,962,606	3,643,601	3,390,341	-7.0%
TOTAL SOURCES	$ 20,432,827	$ 20,616,772	$ 20,955,801	$ 21,062,062	0.5%
		0.9%	1.6%	0.5%	



GENERAL FUND
FY-2010 APPROVED REVENUES



TOTAL $21,062,062
9.5000 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 1999-00, 2004-05, and 2009-10

Revenue Classification	1999-00		2004-05		2009-10	
Taxes	$8,513,828	52.74%	$11,194,234	58.02%	$11,962,490	56.80%
Licenses & Permits	224,739	1.39%	435,200	2.26%	401,800	1.91%
Intergovernmental	3,638,425	22.54%	3,312,069	17.17%	3,202,200	15.21%
Local Unit Contributions	30,844	0.19%	34,000	0.18%	43,000	0.19%
Charges for Services	809,246	5.01%	1,025,250	5.32%	1,231,030	5.85%
Fines & Forfeits	280,705	1.74%	250,000	1.30%	228,200	1.08%
Interest & Rents	776,784	4.81%	509,400	2.64%	591,601	2.81%
Other Revenue	7,407	0.05%	8,000	0.04%	11,400	0.05%
Operating Transfers In	1,837,335	11.38%	2,472,966	12.82%	3,390,341	16.10%
Use of Fund Balance	19,420	0.12%	53,021	0.27%	(2,490)	0.00%
TOTAL REVENUES	$16,138,733	99.97%	$19,294,140	100.02%	$21,059,572	100.00%

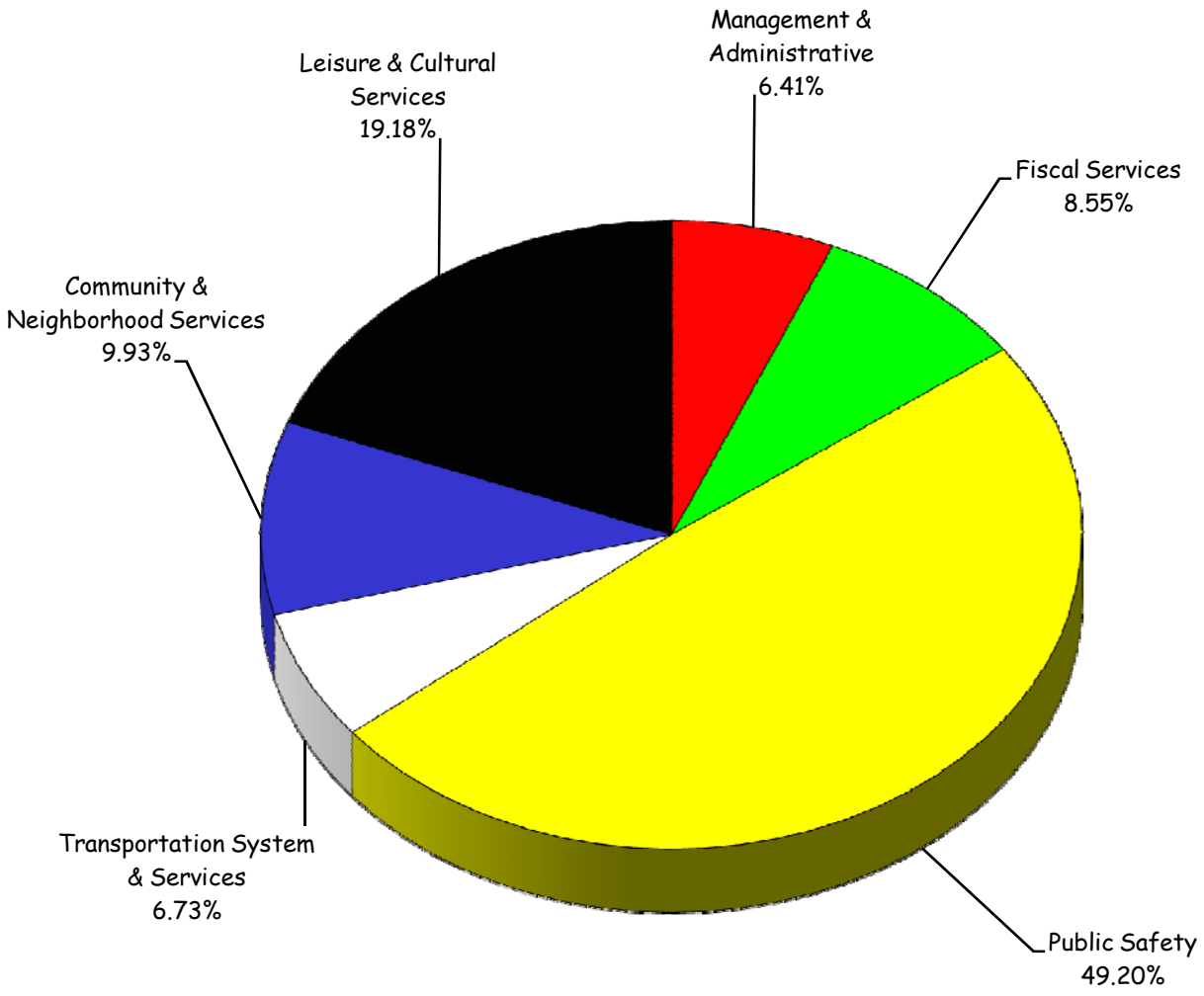
GENERAL FUND
FUNDING USES

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Estimate	FY-2010 Approved Budget	FY2009 to FY2010
FUNDING USES BY FUNCTION					
Management & Administrative Services Group					
City Council	173,444	159,337	200,825	198,200	-1.3%
City Manager's Office	305,331	325,642	307,125	318,600	3.7%
Elections & Voter Registration	49,672	84,991	70,752	70,000	-1.1%
City Attorney Services	196,886	242,869	216,800	207,300	-4.4%
City Clerk's Office	177,185	150,025	165,436	170,900	3.3%
Human Resources	376,583	364,997	272,411	267,850	-1.7%
Volunteer Services	16,121	16,368	18,060	17,650	-2.3%
Contingencies Appropriation	0	0	122,745	100,000	-18.5%
Total Management & Admin Services	1,295,222	1,344,229	1,374,154	1,350,500	-1.7%
Fiscal Services Group					
Finance Office	612,420	681,249	525,738	527,594	0.4%
Independent Audit	44,100	48,146	54,424	51,000	-6.3%
Property Assessing Office	434,777	477,711	467,555	479,040	2.5%
Procurement/Purchasing	36,085	37,797	39,315	39,800	1.2%
Treasurer's Office	169,752	220,459	233,330	215,863	-7.5%
Unallocated Insurance	151,253	81,240	82,000	76,500	-6.7%
Transfers to Other Funds	464,143	414,463	435,352	410,247	-5.8%
Total Fiscal Services	1,912,530	1,961,065	1,837,714	1,800,044	-2.0%
Public Safety Services Group					
Police Department	7,083,253	7,103,854	7,185,819	7,201,274	0.2%
Fire Department	2,951,923	2,955,847	3,043,954	3,160,709	3.8%
Total Public Safety	10,035,176	10,059,701	10,229,773	10,361,983	1.3%
Transportation System & Services Group					
Street Division	1,057,233	1,169,581	1,192,289	1,229,759	3.1%
Transportation Mgmt/Engineering	167,664	169,719	186,006	188,187	1.2%
Total Transportation System	1,224,897	1,339,300	1,378,295	1,417,946	2.9%

GENERAL FUND
FUNDING USES

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Estimate	FY-2010 Approved Budget	FY2009 to FY2010
FUNDING USES BY FUNCTION					
Community & Neighborhood Services Group					
City Hall	229,576	204,983	206,551	205,850	-0.3%
Planning & Zoning	304,425	314,763	320,796	340,000	6.0%
Environmental Health & Inspections	424,252	418,886	432,695	436,928	1.0%
Construction Inspections	447,350	431,829	428,648	428,918	0.1%
Community Social Svc Assist	147,007	131,199	144,425	144,250	-0.1%
Ourstreet Program	188,891	187,471	207,745	210,729	1.4%
Human Relations Commission	126,424	146,083	160,195	164,100	2.4%
Economic Devel. Assistance	127,476	138,205	159,353	159,600	0.2%
Total Community & Neighborhood	1,995,401	1,973,419	2,060,408	2,090,375	1.5%
Leisure & Cultural Services Group					
Cemeteries	500,562	526,658	474,453	461,485	-2.7%
Leisure/Cultural Svc Admin	60,648	62,396	61,330	61,000	-0.5%
Recreation Dept & Programs	930,238	965,555	959,754	958,759	-0.1%
Parks	1,432,881	1,587,243	1,512,186	1,482,912	-1.9%
Municipal Stadium	77,722	100,867	78,994	80,659	2.1%
DeGraaf Nature Center	214,675	222,080	246,844	244,683	-0.9%
Kollen Park Boat Launch	1,502	0	0	0	0.0%
8th Street Market	92,585	96,939	113,995	109,800	-3.7%
Cultural Activities Assistance	362,395	362,137	360,890	360,890	0.0%
Civic Center	252,730	265,569	267,011	278,536	4.3%
Total Leisure & Cultural	3,925,938	4,189,444	4,075,457	4,038,724	-0.9%
TOTAL FUNDING USES	20,389,164	20,867,158	20,955,801	21,059,572	0.5%
		2.3%	0.4%	0.5%	

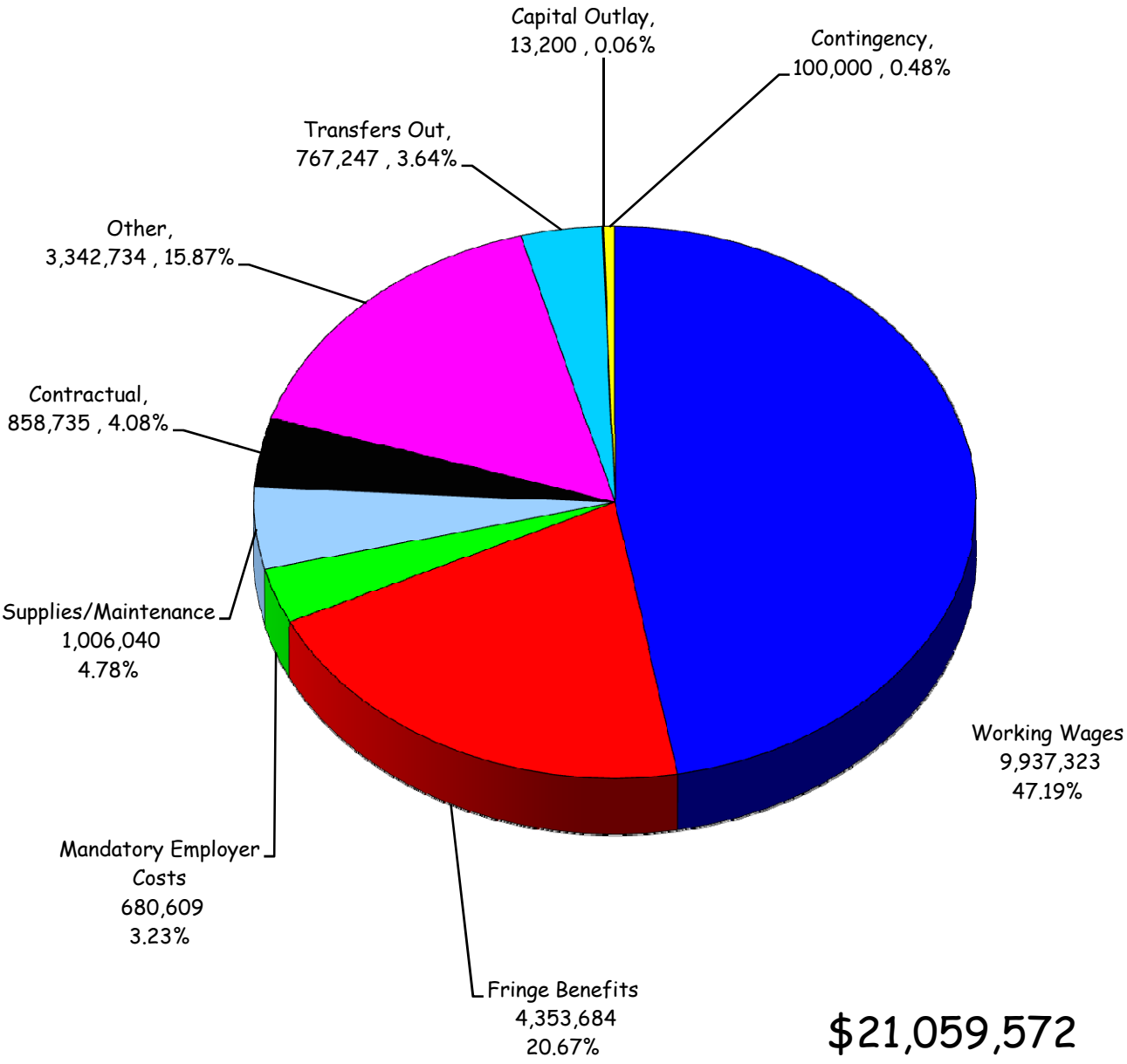
GENERAL FUND
FY-2010 APPROVED EXPENDITURES BY FUNCTION



TOTAL $21,059,572

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 2010
GENERAL FUND - EXPENDITURES BY TYPE



$21,059,572

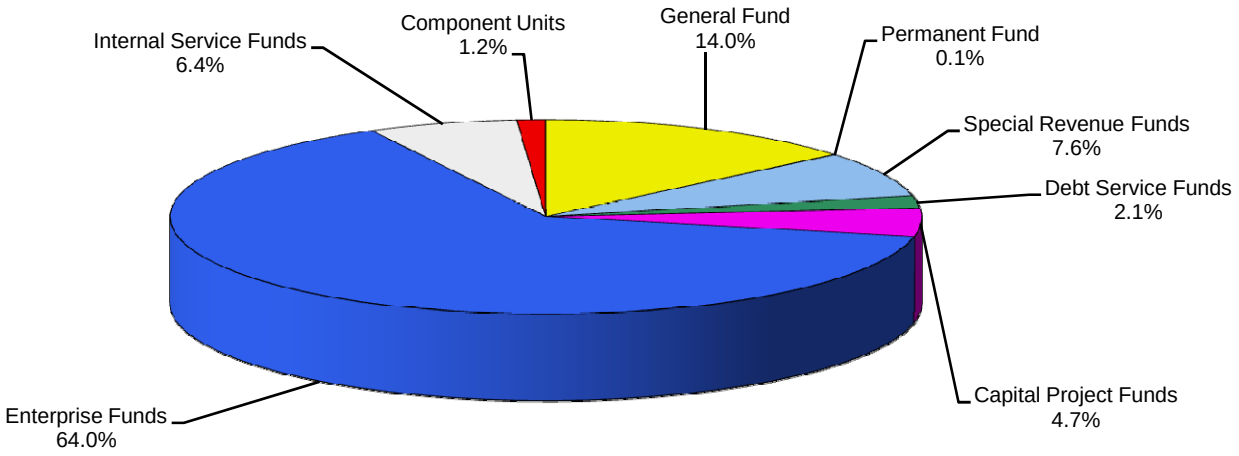
GENERAL FUND

Comparison of Appropriations by Function
For Fiscal Years 1999-00, 2004-05, and 2009-10

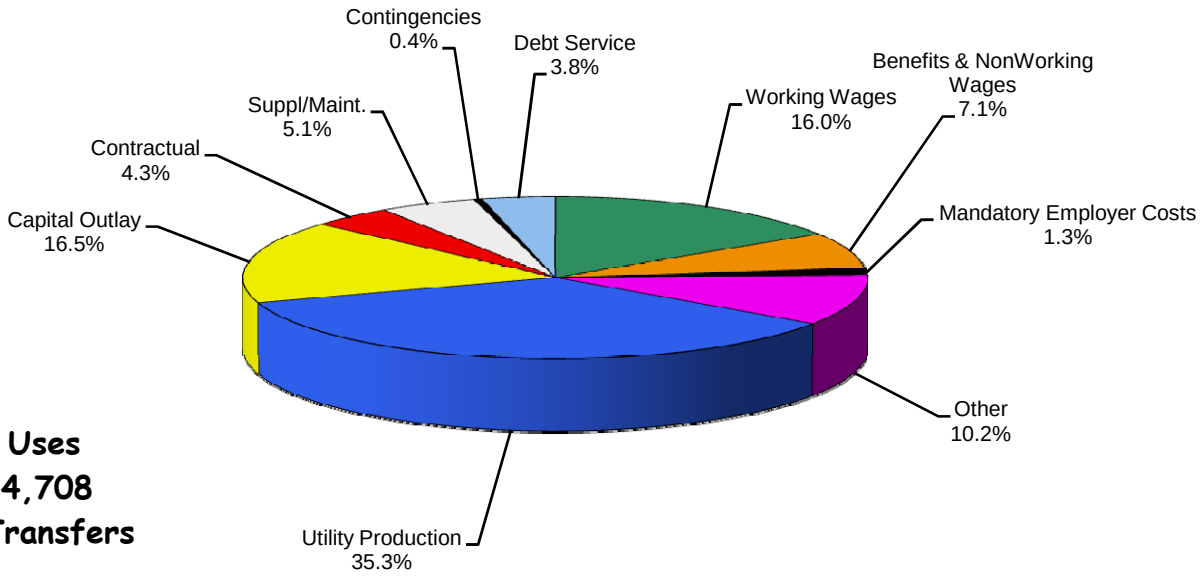
Service Group	1999-00		2004-05		2009-10	
Management & Administrative	$1,379,784	8.55%	$1,754,780	9.09%	$1,350,500	6.41%
Fiscal Services	1,813,068	11.23%	1,886,816	9.77%	1,800,044	8.55%
Public Safety	7,043,005	43.64%	8,787,900	45.55%	10,361,983	49.20%
Transportation System	1,050,619	6.51%	1,185,682	6.16%	1,417,946	6.73%
Community & Neighborhood	1,496,586	9.27%	1,924,648	9.98%	2,090,375	9.93%
Leisure & Cultural	3,355,671	20.79%	3,754,314	19.46%	4,038,724	19.18%
Total Appropriations	$16,138,733	100.00%	$19,294,140	100.00%	$21,059,572	100.00%

ALL SERVICE GROUPS

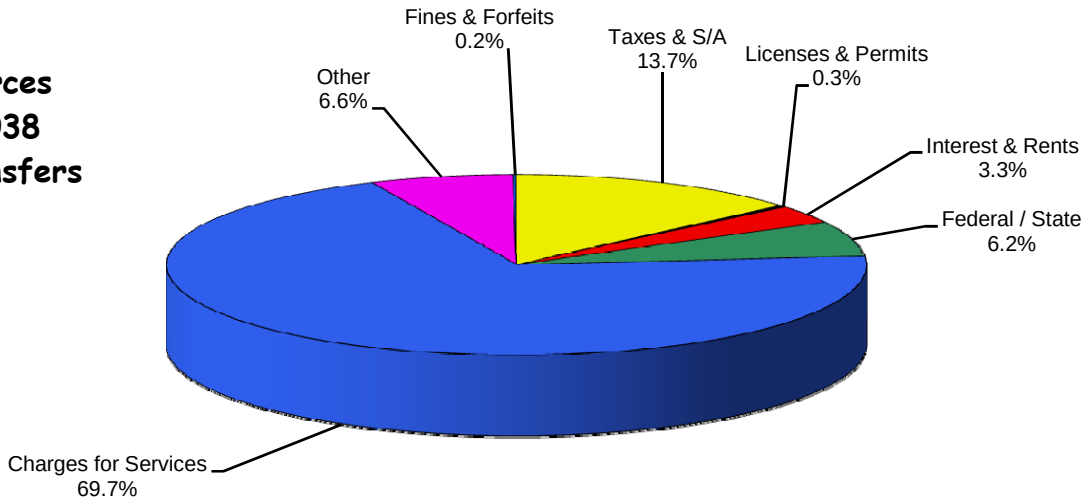
Total Uses By Fund Type $150,926,141 (Incl. Transfers)



Funding Uses $140,424,708 Excluding Transfers



Funding Sources $139,625,038 Excluding Transfers



ALL SERVICE GROUPS

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description		FY-2010 Adopted Budget
- - GROUP FUNDING USES ACROSS FUNDS - -		
FUND TYPES -		
General	$	21,059,572
Permanent		95,100
Special Revenue		11,406,252
Debt Service		3,140,786
Capital Projects		7,026,612
Enterprise		96,626,107
Internal Service		9,712,979
Component Unit		1,858,733
FUND TYPE - TOTALS	$	150,926,141
- - GROUP FUNDING SOURCES & USES TOTALS - -		
FUNDING SOURCES -		
Taxes & Special Assessments	$	19,055,876
Licenses & Permits		483,800
Intergovernmental		8,723,686
Charges for Services		97,315,815
Fines & Forfeits		228,200
Interest & Rents		4,566,306
Other		9,251,355
Transfers In		10,501,433
TOTAL SOURCES	$	150,126,471
FUNDING USES -		
Personnel Services -		
* Salaries & Wages - Working	$	22,538,188
* Benefits - Includes NonWorking Wages		9,989,557
* Mandatory Employer Costs		1,824,205
Other Current Expenditures -		
* Supplies / Maintenance		7,114,991
* Contractual		6,007,314
* Utility Production		49,609,935
* Other		14,285,069
Capital Outlay		23,134,883
Debt Service Payments		
* Principal Maturities		3,189,963
* Interest & Fee Payments		2,143,403
Transfers Out		10,501,433
Contingencies		587,200
TOTAL USES	$	150,926,141
NON-CASH ITEMS - For Info Only		
Depreciation & Amortization Expense	$	13,659,469
- - GROUP STAFFING TOTALS - -		
Personnel Services Total Amount	$	34,351,950
* Full-Time Positions		391.45
* Part-Paid Fire Positions (Not @ F.T.E.)		30.00
* Part-Time Positons @ F.T.E.		54.43

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

FY-2010 Adopted Budget	General Fund Unallocated Sources	Debt Service Funds	Total Not Included in Service Groups	From Nine Service Groups	Grand Total
FUND TYPES -					
General			- 0 -	21,059,572	21,059,572
Permanent			- 0 -	95,100	95,100
Special Revenue			- 0 -	11,406,252	11,406,252
Debt Service		3,140,786	3,140,786	- 0 -	3,140,786
Capital Projects			- 0 -	7,026,612	7,026,612
Enterprise			- 0 -	96,626,107	96,626,107
Internal Service			- 0 -	9,712,979	9,712,979
Component Unit			- 0 -	1,858,733	1,858,733
FUND TYPE - TOTALS	$ - 0 -	$ 3,140,786	$ 3,140,786	$ 147,785,355	$ 150,926,141
FUNDING SOURCES -					
Taxes & Special Assessments	11,962,490	2,131,091	14,093,581	4,962,295	19,055,876
Licenses & Permits	1,900		1,900	481,900	483,800
Intergovernmental	3,184,200		3,184,200	5,539,486	8,723,686
Charges for Services	72,400		72,400	97,243,415	97,315,815
Fines & Forfeits	- 0 -		- 0 -	228,200	228,200
Interest & Rents	333,401	660,010	993,411	3,572,895	4,566,306
Other	600		600	9,250,755	9,251,355
Transfers In	3,345,400	232,341	3,577,741	6,923,692	10,501,433
TOTAL SOURCES	$ 18,900,391	$ 3,023,442	$ 21,923,833	$ 128,202,638	$ 150,126,471
FUNDING USES -					
Personnel Services -					
* Salaries & Wages - Working			- 0 -	22,538,188	22,538,188
* Benefits - Includes NonWorking Wages			- 0 -	9,989,557	9,989,557
* Mandatory Employer Costs			- 0 -	1,824,205	1,824,205
Other Current Expenditures -					
* Supplies / Maintenance			- 0 -	7,114,991	7,114,991
* Contractual			- 0 -	6,007,314	6,007,314
* Utility Production			- 0 -	49,609,935	49,609,935
* Other		12,001	12,001	14,273,068	14,285,069
Capital Outlay			- 0 -	23,134,883	23,134,883
Debt Service Payments			- 0 -		
* Principal Maturities		1,807,963	1,807,963	1,382,000	3,189,963
* Interest & Fee Payments		1,283,821	1,283,821	859,582	2,143,403
Transfers Out		37,001	37,001	10,464,432	10,501,433
Contingencies			- 0 -	587,200	587,200
TOTAL USES	$ - 0 -	$ 3,140,786	$ 3,140,786	$ 147,785,355	$ 150,926,141
NON-CASH ITEMS - For Info Only					
Depreciation & Amortization Expense					13,659,469

Note - Debt Service Funds excludes Building Authority Rental Receipts & Rental Payments of $1,890,555 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

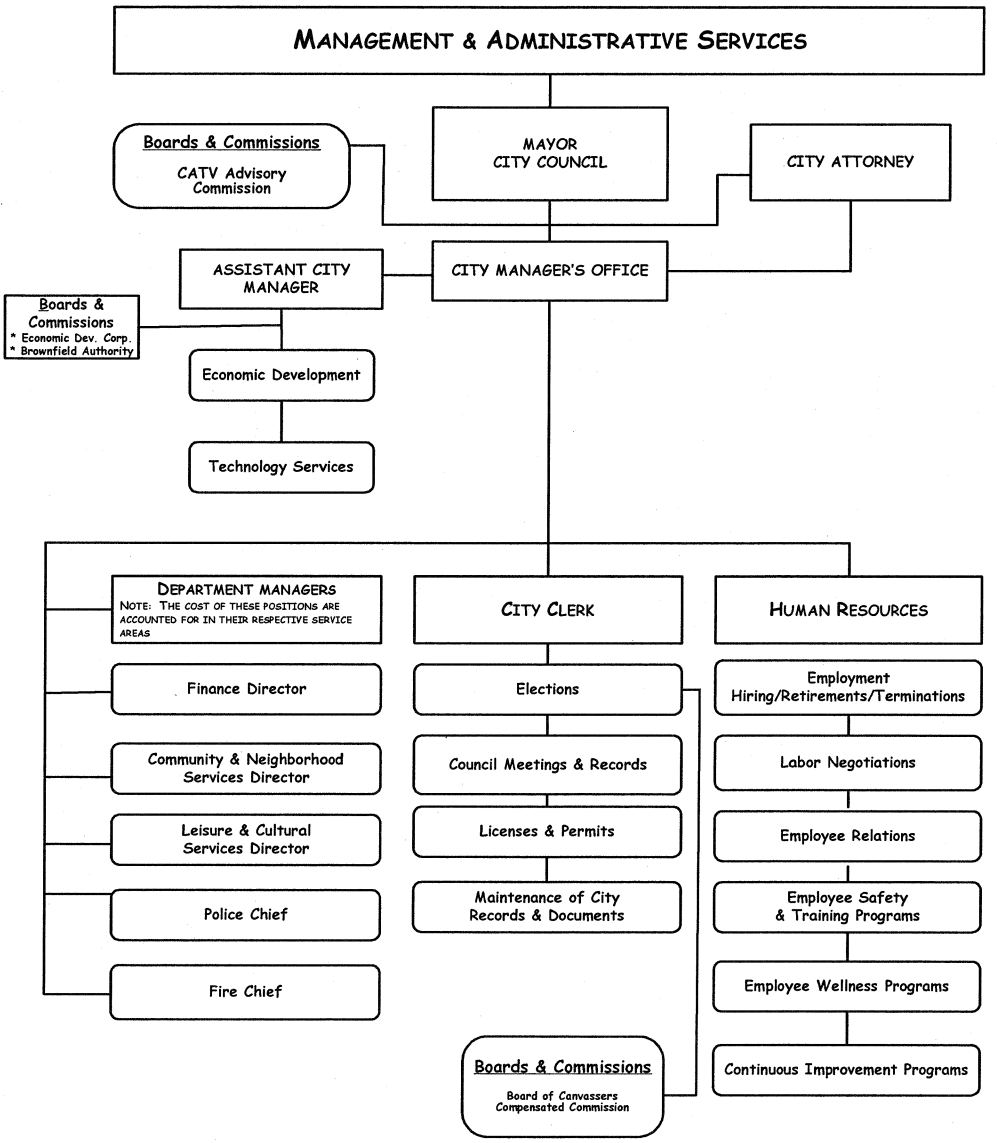
Description	General Fund	BPW Utility Funds	All Other Funds	FY-2010 Adopted Budget
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 11,962,490		$ 7,093,386	$ 19,055,876
Licenses & Permits	401,800		82,000	483,800
Intergovernmental	3,245,200		5,478,486	8,723,686
Charges for Services	1,231,030	92,180,517	3,904,268	97,315,815
Fines & Forfeits	228,200		- 0 -	228,200
Interest & Rents	591,601	1,066,754	2,907,951	4,566,306
Other	11,400	174,000	9,065,955	9,251,355
Transfers In	3,390,341	- 0 -	7,111,092	10,501,433
TOTAL SOURCES	21,062,062	93,421,271	35,643,138	$ 150,126,471
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 9,937,323	$ 9,676,743	$ 2,924,122	$ 22,538,188
* Benefits - Includes NonWorking Wages	4,353,684	4,599,414	1,036,459	9,989,557
* Mandatory Employer Costs	680,609	881,673	261,923	1,824,205
Other Current Expenditures -				- 0 -
* Supplies / Maintenance	1,006,040	3,936,802	2,172,149	7,114,991
* Contractual	858,735	2,730,444	2,418,135	6,007,314
* Utility Production	- 0 -	49,609,935	- 0 -	49,609,935
* Other	3,342,734	1,097,073	9,845,262	14,285,069
Capital Outlay	13,200	15,248,772	7,872,911	23,134,883
Debt Service Payments				- 0 -
* Principal Maturities	- 0 -	1,366,000	1,823,963	3,189,963
* Interest & Fee Payments	- 0 -	857,786	1,285,617	2,143,403
Transfers Out	767,247	3,799,200	5,934,986	10,501,433
Contingencies	100,000	- 0 -	487,200	587,200
TOTAL USES	21,059,572	93,803,842	36,062,727	$ 150,926,141
NON-CASH ITEMS - For Info Only				
Depreciation & Amortization Expense				$ 13,659,469
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 14,971,616	$ 15,157,830	$ 4,222,504	$ 34,351,950
* Full-Time Positions				391.45
* Part-Paid Fire Positions (Not @ F.T.E.)				30.00
* Part-Time Positons @ F.T.E.				54.43

MANAGEMENT & ADMINISTRATIVE SERVICES GROUP INTRODUCTION

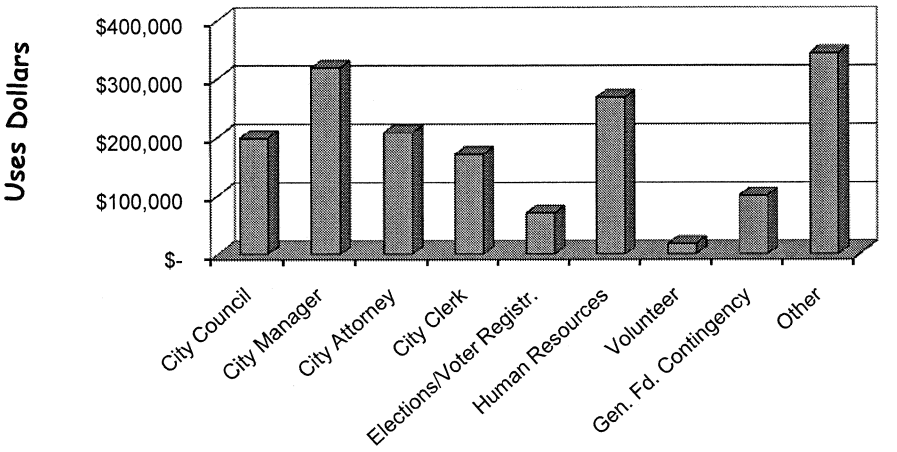
GROUP MISSION STATEMENT

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.

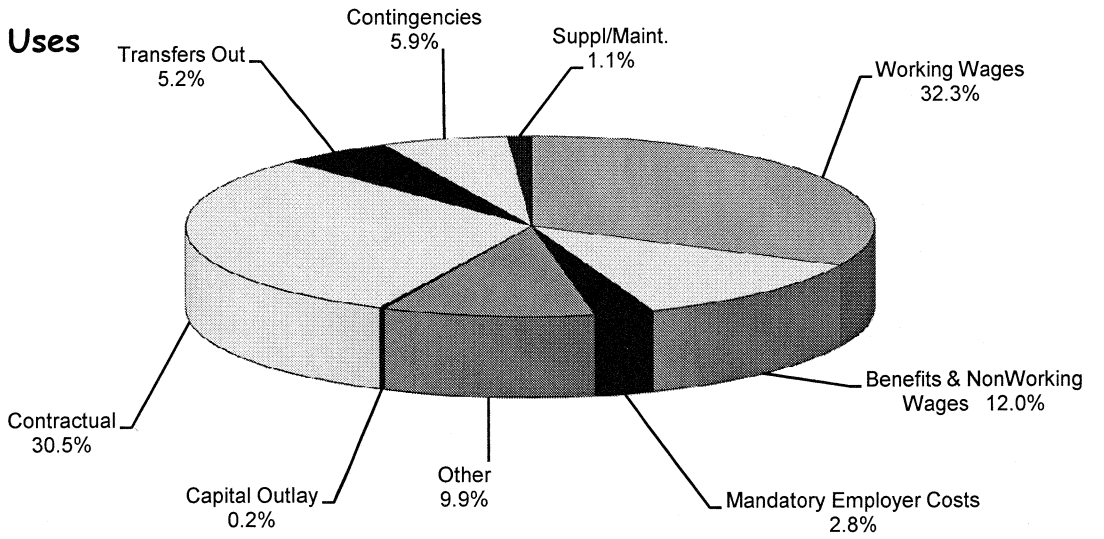
GROUP ORGANIZATIONAL STRUCTURE



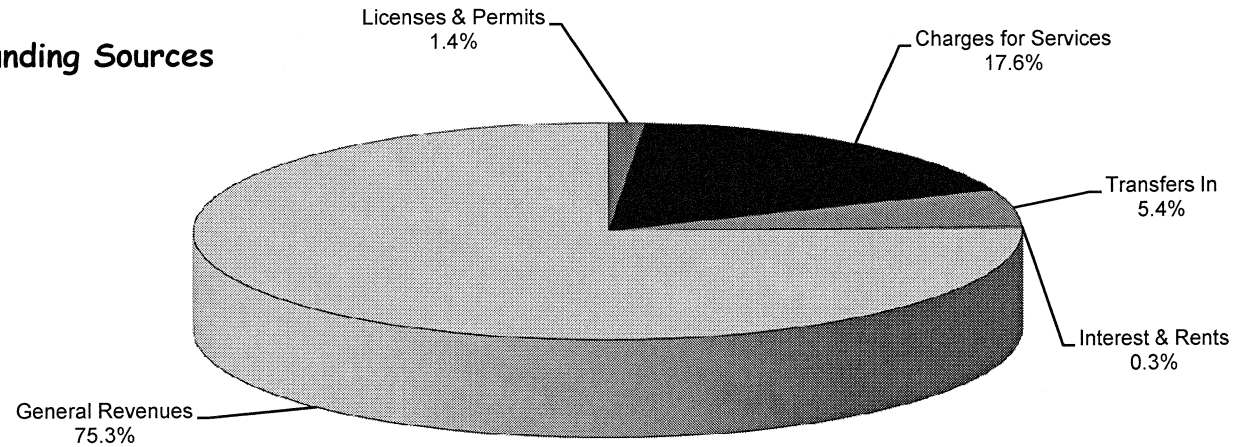
Total Uses By Department $1,694,621



Funding Uses



Funding Sources



MANAGEMENT & ADMINISTRATIVE SERVICES GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 1,295,222	$ 1,344,228	$ 1,374,154	$ 1,350,500
Special Revenue	209,905	425,789	301,233	344,121
TOTAL FUND TYPE	$ 1,505,127	$ 1,770,017	$ 1,675,387	$ 1,694,621
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Licenses & Permits	22,531	23,075	24,000	24,000
Charges for Services	275,222	300,153	318,525	297,600
Interest & Rents	14,235	10,482	3,812	4,350
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	42,835	73,391	91,991
TOTAL SOURCES	$ 311,988	$ 376,545	$ 419,728	$ 417,941
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 509,892	$ 540,173	$ 554,500	$ 547,000
* Benefits - Includes NonWorking Wages	203,274	201,271	204,150	202,725
* Mandatory Employer Costs	39,970	43,804	46,230	47,405
Other Current Expenditures -				
* Supplies / Maintenance	17,731	16,334	14,950	18,900
* Contractual Expenditures	555,174	585,243	500,395	517,650
* Other	150,971	142,471	155,514	168,550
Capital Outlay	11,240	224,471	61,278	4,000
Transfers Out	16,875	16,250	15,625	88,391
Contingencies	- 0 -	- 0 -	122,745	100,000
TOTAL USES	$ 1,505,127	$ 1,770,017	$ 1,675,387	$ 1,694,621
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 753,136	$ 785,248	$ 804,880	$ 797,130
* Full-Time Positions	8.71	8.71	7.58	7.58
* Part-Time Positions @ F.T.E.	0.63	0.55	0.50	0.40
* 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 and sustain the social, economic and cultural quality of life for its citizens; and participate in the Macatawa Area Coordinating Council to continue to strengthen the area 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 2010

* To work with Lakeshore Advantage and BPW in identifying what enhancements need to be made to this area's technological infrastructure to ensure that these business needs are being met. (August 2009)

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

* To participate as a member of the West Michigan Airport Authority so as to provide a viable air travel facility for the economic needs of this community. (On-going)

* To implement the second phase of the strategy to market the City. This phase includes regular monitoring and updates to the new web site, specific neighborhood promotional pieces, and advertising. (Throughout 2009 / 2010)

* To work with Ottawa County Michigan Works to determine the number of City residents that this agency is working with, what is being done to enable their clients to become more employable, and to determine what role the City might have in this regard. (September 2009)

* To continue working with property owners and tenants in neighborhood commercial areas towards implementing the district improvement plans developed for each of these areas. During this fiscal year, particular attention will be given to the 16th Street and River Avenue Area. (May 2010)

* To become better educated in the dynamics of community commercial areas and develop a strategy for the redevelopment of at least one of these areas. (February 2010)

* To work closely with the BPW in coordinating economic development activities. (August 2009)

* To work directly with businesses on specific retention, relocation, or expansion projects in the City with specific emphasis on a targeted list of contacts in collaboration with Lakeshore Advantage. (On-going)

* To work with the Lakeshore Advantage on its area-wide economic development activities, in particular, on providing the information to this organization on properties and opportunities in the City for business development. (On-going)

* 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 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. (On-going)

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

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 2010

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

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

* To advocate and provide leadership for MACC to implement projects from the 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.

* To continue to 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.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

* 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 2010

* To continue addressing the viability of neighborhood commercial areas including design and development tools with focus on the 16th Street/River Avenue district by June 2010.

* To explore the creation of new Neighborhood Enterprise Zones in neighborhoods with high redevelopment needs; in collaboration with policies develop by City Council in 2008.

* To further develop the "Centers of Centers" plan with the input of property owners and the development of an implementation plan in conjunction with Jubilee Ministries Plan for Elderly Housing and Centralized Center for non-profit organizations.

* To 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.

* To continue to expand and improve the Community Team Policing Program with major emphasis on school relations and family issues, with focus on reducing gang activities in several neighborhoods.

* To continue to develop housing re-investment programs for the Central neighborhood which includes home ownership opportunities and down payment assistance incentives and implement the report on issue of high rate of foreclosures with list of recommendations with improved programs including the HUD $1 Housing Acquisitions and the Neighborhood Stabilization program and other potential Federal ARRA programs.

* To finalize the process for updating the 1995 City of Holland Housing Goals & Policies Plan by August 2009.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

* To work with the City Planning Commission to develop a model for re-invigorating commercial corridor areas such as:
  - The east side of US-31 between 16th and 24th Streets
  - The southwest corner of Washington Avenue and 40th St.
  - The east side of Lincoln Avenue, south of 32nd St.
  - The former Cedar Village shopping area at Waverly Road and Chicago Drive.

* To consider ordinance improvements to regulate exterior homeowner conditions through increased inspection programs such as refuse clean-up and yard maintenance by September 2009.

* To implement the action plans in the FY 2010 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 2010

* 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, and continue to provide unity and diversity in the community.

* To implement with the Holland Youth Advisory Council (HYAC) at least three (3) specific recommendations from the June 2008 "Teen Summit: Community Issue Roundtable" report by June 2010.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

* 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.

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 2010

* To implement the CSX railroad crossing improvements and closings for 11TH, 12TH and 17TH Streets by July 2009.

* Annual Street Resurfacing and Reconstruction Program to cover 5% of the street system.

* To complete reconstruction of Maple Avenue from 8th to 24th Street by October 2009.

* To complete reconstruction of Central from 32nd to 40th and Colonial Court from 40th to South end by September 2009.

* To complete reconstruction of 40th from Washington to Lincoln by September 2010. Must be obligated by February 2010 due to ARRA funding.

* To complete design of the roundabout at 8th and Fairbanks by January 2010 with construction to start in 2010 construction season.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

* To complete design for Matt Urban Drive from Washington to West City limits by February 2010 for construction during 2010 construction season.

* To develop design and financing plan for reconstructing 18th Street from Cleveland to River by February 2010.

* To develop design and funding plan for reconstructing Ottawa Avenue from 24th to 32nd Street for drain improvements by February 2010.

* To develop design and financing plan for reconstructing Columbia Ave. from 16th to 22nd by February 2010.

* 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.

* To develop design and financing plan for new public parking lot for South Shore Village by August 2009.

* To implement bicycle and sidewalk expansion plans by constructing sidewalks and providing bicycle lanes as part of the 2009/2010 street improvement projects.

* To continue the downtown parking lot expansion in accordance with the 2003 Downtown strategic parking plan and implement operating plan for the new 260 space parking deck at 7th Street between College and Columbia to be completed by May 2009.

* To 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.

* To purchase property for M-40 frontage road by June 2010.

* To 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 December 2009.

* To continue participation in the West Michigan Airport Authority as it addresses the various planning and capital projects at Tulip City Airport.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

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.
* 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 2010

* To 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.

* To 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 2010.

* To continue to aggressively pursue alternative green electric energy sources in accordance with the Act 295 plan developed in 2009.

* To continue the fiber optics expansion evaluation 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 June 2010.

* To review the current Underground Electric Utilities Policy and develop a priority plan for implementation by June 2010.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

* To continue to develop a City work plan to implement objectives of Macatawa Watershed Plan for Non-Point Source issues by December 2009.

* To investigate a public / private WI-FI system with the Downtown as the experimental area by December 2009.

* To continue to explore options for expanding the heat source for the Downtown Snowmelt System by June 2010.

* To implement the City and BPW Energy Conservation plans for all City / BPW programs and facilities to reduce energy consumption as outlined in the respective Action Plans.

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 2010

* To determine the future of the Civic Center by December 2009 and develop financing and design development plans by June 2010.

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

* To continue to evaluate waterfront recreation opportunities and possibilities in accordance with Comprehensive Waterfront Development plan adopted in 1999. To develop a proposal for the future use of the Western Works property by December 2009.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

* 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 construction and funding plan for a boardwalk connecting the Island with Window-on-the-Waterfront by February 2010;
  - complete reconstruction of erosion area east of historical buildings by October 2009;
  - continue to develop the 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; the Park of Parks plan dated December 2007; and Park of Parks plan update dated October 2008.

* To develop a comprehensive plan for renovation, expansion, or elimination of two City Greenhouses by January 2010.

* To develop and implement a plan for improving outdoor ice-skating facilities, specifically a refrigerated surface at either or both Smallenburg Park and in the 6th Street/College Avenue area by June 2010.

* To encourage more fountains in public spaces with completion of 8th Street Plaza fountain by May 2009.

* To continue to coordinate and assist with implementation of Macatawa Greenway Master plan completed from South Shore Village to Paw Paw Preserve dated October 2008, and implement Phase I of the Signage program by August 2009.

* To initiate Phase I of the Lake Macatawa Street Ends Improvement Plan by establishing development guidelines through Court assistance. Use end of Van Raalte Avenue as experimental project which was completed in September 2008.

* To evaluate the possibility of selling the Kollen Park Fire Station as part of Waterfront development with proceeds to built new facility by June 2010.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

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.

ACTION PLANS FOR FISCAL YEAR 2010

* To continue to implement the Continuous Improvement Process (CIP) started in 1996 to improve employee relations and citizen services. (On-going)

* To re-design the City's web page to enable easier use and to seek opportunities for providing additional access to governmental services through use of the Internet.

* To continue to build on dialogue process with the pre K-16 education sector of Holland to address various issues of mutual concern. (On-going)

* To consider re-implementing the Volunteer Recognition program.

* To increase Council awareness of the activities of City boards and commissions with joint meetings at study sessions and on special projects, programs and issues. (On-Going)

* To continue to review current staff levels / interim positions as part of FY 10 budget process and develop plan to address high levels of retirement eligibility over next five (5) years.

* To evaluate providing the 2010 City Calendar only on the website and to keep an updated list of community activities on the marketing website. (November 2009)

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Council

* To develop a process for a new 2025 Plan or incorporate into the MACC Future Search process by June 2010.

* To continue to develop and broaden citizen participation. (On-going)

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

* To implement Phase 2 of the City's marketing strategy for promoting the City and its neighborhoods, including brochure design, creation of neighborhood guides and newcomer packets, advertising, and updating of the marketing website.

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Number of Regular Scheduled Legislative Sessions	23	23	24	24
Number of Special Called Legislative Sessions	7	8	8	8
Number of Study Sessions	17	21	21	21
Number of Council Actions (calendar year)	762	758	756	754
Number of Ordinances Adopted	23	36	35	35
City Calendar	1	1	1	1

MANAGEMENT & ADMINISTRATIVE SERVICES

CITY COUNCIL
(A GENERAL FUND ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	173,444	159,337	200,825	198,200
TOTAL SOURCES	$ 173,444	$ 159,337	$ 200,825	$ 198,200
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 57,599	$ 65,500	$ 72,800	$ 69,100
* Benefits - Includes NonWorking Wages	5,378	5,050	5,250	4,975
* Mandatory Employer Costs	4,677	5,543	5,750	5,625
Other Current Expenditures -				
* Supplies / Maintenance	3,438	3,090	3,000	3,400
* Contractual	21,917	13,960	12,300	13,300
* Other	80,435	66,194	101,725	101,800
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 173,444	$ 159,337	$ 200,825	$ 198,200
- - STAFFING - -				
Personnel Services Total Amount	$ 67,654	$ 76,093	$ 83,800	$ 79,700
* Full-Time Positions	0.25	0.25	0.24	0.24
* 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 2010

* To assist the City Council with the review and implementation of the FY 2009-2010 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 2010 and June 2010.

* To update the Five-Year Capital Improvement plan by March 2010 with updated projects and cost estimates.

* To monitor all capital projects scheduled for FY 2009-2010 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 on 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, as required.

* To assure financial and construction plans and construction is completed for the following major capital projects:
  1) Civic Center Renovation / Expansion Committee Report Implementation Design and Financial Plan by January 2010;
  2) The Eastern Gateway Roundabout Design and Financial plan by February 2010;
  3) 7th Street Reconstruction – Lincoln to River by October 2009; *

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Manager

4) Maple Avenue Reconstruction – 8th to 24th by October 2009; *
5) 40th Street Reconstruction – Washington to Lincoln by August 2010; and *
6) Central Reconstruction – 32nd to 40th and Colonial Court – 40th to South end by September 2009; *

* Note: These projects will need $3 Million bond issue to implement.

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

* To continue the development of a closer working relationship with local school systems to assure there is a coordinated effort with neighborhood enhancement and growth:
  - 2009 Holland Public Schools – High School Charrette Phase II;
  - Establish two (2) charrettes for HPS – To coordinate neighborhood impact of four (4) new K – 7 Schools.

* To continue to implement the comprehensive commercial and residential neighborhood enhancement, marketing and strategic planning process that includes entire City. Implement marketing strategy with new marketing video and web page by November 2009.

* To make sure existing City services can be maintained during limited revenue growth:
  - Evaluate further reorganization in the following departments:
    1. Community and Neighborhood Services
    2. Transportation Services
    3. Leisure and Cultural Services;
  - Evaluate improved joint administrative services with BPW;
  - Evaluate further revisions to Employee Fringe Benefit programs – Longevity and Sick Leave program by January 2010;
  - Stress Continuous Improvement program; and
  - Implement recommendations to be received in Public Safety Study anticipated to be completed by July 2009.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

City Manager

* To develop new possible area cooperative efforts from list of "potential cooperative" opportunities developed at 2009 Staff Retreat.

* To continue to develop comprehensive Performance Measurement program for implementation as part of annual budget process.

* To develop a new long range strategic plan for Windmill Island within Parks-of-Parks concept by December 2009.

* To continue to work with the BPW to develop a comprehensive energy / conservation plan and a green energy plan for all City operations and facilities to reduce energy consumption. Plan completion anticipated by May 2009. This plan includes specific action plans.

MANAGEMENT & ADMINISTRATIVE SERVICES

CITY MANAGER
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	305,331	325,642	307,125	318,600
TOTAL SOURCES	$ 305,331	$ 325,642	$ 307,125	$ 318,600
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 184,437	$ 188,447	$ 182,500	$ 191,800
* Benefits - Includes NonWorking Wages	87,331	103,140	97,300	95,100
* Mandatory Employer Costs	15,021	16,000	16,300	18,200
Other Current Expenditures -				
* Supplies / Maintenance	2,856	2,221	3,100	3,200
* Contractual	242	110	300	300
* Other	15,444	15,429	7,625	10,000
Capital Outlay	- 0 -	295	- 0 -	- 0 -
TOTAL USES	$ 305,331	$ 325,642	$ 307,125	$ 318,600
- - STAFFING - -				
Personnel Services Total Amount	$ 286,789	$ 307,587	$ 296,100	$ 305,100
* Full-Time Positions	2.70	2.70	2.60	2.60
* 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 2010

* To provide supplies, materials, voting machines and trained staff for polling places for the August 2009 Primary, November 2009 General, and May 2010 School elections; to process voters, and to tabulate results. (On-going)

* To maintain and assure that the registration program is current and up-to-date with the state-wide voter registration file, as required by state law. (On-going)

* To provide electronic display of election results on the first floor of City Hall on election night. (August 2009)

* To request funds from the Secretary of State Help America Vote Act (HAVA) program to comply with the American's with Disabilities Act for the Maranatha CRC polling location. (August 2009)

PROGRAM MEASUREMENTS

- - MANAGEMENT & ADMINISTRATIVE SERVICES GROUP - ELECTIONS - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Number of Registered Voters for November Election	20,528	21,954	22,075	22,000
Number of Elections (Total)	3	4	3	3
Regular	3	3	3	3
Special	0	1	0	0
Average Number of Election Workers per Precinct	4	7	4	5
Voting Station Election Officials:				
- Chairperson	15	23	16	16
- Election Worker	47	64	50	56
Board of Canvassers:				
- Board Members	4	4	4	4
Voter Turnout:				
August	2,980	3,551	3,143	3,423
November	11,238	5,344	14,634	5,425
February	N/A	4,948	N/A	N/A
May	3,259	4,713	3,259	2,800
Absentee Voters:				
August	1,259	1,259	3,117	1,400
November	2,280	2,280	3,223	2,512
February	N/A	1,228	N/A	N/A
May	1,355	1,367	1,325	1,350
% Turnout per Election:				
August	14.63%	16.00%	15.00%	16.00%
November	54.74%	26.00%	66.66%	25.00%
February	N/A	23.00%	N/A	N/A
May	15.82%	22.63%	15.62%	13.00%

MANAGEMENT & ADMINISTRATIVE SERVICES

ELECTIONS / VOTER REGISTRATION
(A GENERAL FUND ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 9,221	$ 17,858	$ 13,100	$ 13,000
Funding Requirement - General Operating Revenues	40,451	67,132	57,652	57,000
TOTAL SOURCES	$ 49,672	$ 84,990	$ 70,752	$ 70,000
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 35,516	$ 55,480	$ 54,200	$ 38,000
* Mandatory Employer Costs	512	1,406	1,600	1,000
Other Current Expenditures -				
* Supplies / Maintenance	5,251	6,265	4,600	5,400
* Contractual	5,567	15,487	5,900	19,400
* Other	2,826	6,352	4,452	6,200
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 49,672	$ 84,990	$ 70,752	$ 70,000
- - STAFFING - -				
Personnel Services Total Amount	$ 36,028	$ 56,886	$ 55,800	$ 39,000
* 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 2010

* 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 2010)

MANAGEMENT & ADMINISTRATIVE SERVICES

CITY ATTORNEY
(A GENERAL FUND ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	196,886	242,869	216,800	207,300
TOTAL SOURCES	$ 196,886	$ 242,869	$ 216,800	$ 207,300
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ 196,652	$ 242,778	$ 216,400	$ 206,900
* Other	234	91	400	400
TOTAL USES	$ 196,886	$ 242,869	$ 216,800	$ 207,300

- - 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, commissions of the City; and to maintain and protect all public documents of the City.

ACTION PLAN FOR FISCAL YEAR 2010

* To provide access for all City staff to Council packets, minutes and contract status via City's Share Point website. (July 2009)

* To evaluate the effectiveness of the City calendar, and perhaps provide the 2010 City calendar only on the City's website. (August 2009)

* To implement a procedure for Oath of Office for members appointed to boards and commissions. (August 2009)

* To continue implementing a central electronic filing system for contracts, resolutions, minutes, easements, and agreements with the goal of scanning all of these for FY2010 and all previous years for property documents and Council resolutions.

* To establish a document retention policy. (January 2010)

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Licenses & Applications				
Business Licenses and Permits Issued	426	420	415	415
Zoning Board of Appeals Applications Processed	15	22	25	25
Ordinances				
Ordinance Adopted	23	36	36	38
Council - Regular, Special, Closed Meetings	27 / 6	23 / 12	24 / 8	24 / 8
Zoning Board of Appeals Meetings	8	12	10	10
Board of Review Meetings	8	10	12	12
Board of Canvassers Meetings	0	0	2	0
Compensation Commission Meetings	1	1	1	0

MANAGEMENT & ADMINISTRATIVE SERVICES

CITY CLERK
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Licenses & Permits	$ 22,531	$ 23,075	$ 24,000	$ 24,000
Charges for Services	3,029	1,196	800	800
Funding Requirement - General Operating Revenues	151,625	125,754	140,636	146,100
TOTAL SOURCES	$ 177,185	$ 150,025	$ 165,436	$ 170,900
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 92,629	$ 86,232	$ 97,900	$ 97,900
* Benefits - Includes NonWorking Wages	49,836	30,530	38,500	41,200
* Mandatory Employer Costs	7,798	7,907	8,800	8,700
Other Current Expenditures -				
* Supplies / Maintenance	3,529	2,590	2,100	2,700
* Contractual	4,108	3,733	4,083	4,400
* Other	19,285	18,233	14,053	16,000
Capital Outlay	- 0 -	800	- 0 -	- 0 -
TOTAL USES	$ 177,185	$ 150,025	$ 165,436	$ 170,900
- - STAFFING - -				
Personnel Services Total Amount	$ 150,263	$ 124,669	$ 145,200	$ 147,800
* Full-Time Positions	3.25	3.25	2.25	2.25
* Part-Time Positions @ F.T.E.	0.63	0.55	0.50	0.40

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 2010

* To continue to look for ways to contain or reduce costs in all benefit programs in a manner which still provides competitive programs for City employees. Specifically, review and revise the City's sick leave and longevity programs, and consider adding a Health Savings Account (HSA) program to the Cafeteria plan for the 2010 plan year. (June 2009)

* To continue to maintain and improve the Employee Wellness program with increased employee participation in Wellness. Increase and maintain employee participation at 95% for program year 2009.

* To develop a training plan for FY10 by August 2009 to provide appropriate skill-based training to City employees as needed, to include safety, performance evaluations, and leadership. All training to be completed by June 2010.

* To continue to focus on loss control and work-related injury prevention by working with City departments to reduce work-related injuries and associated lost work time. The objective for calendar year 2009 will be to reduce recordable and lost time claims by 25%. (January 2010)

* To continue to maintain the City's commitment to a diverse workforce that is representative of the community's available employable population. Despite a hiring freeze, continue to pursue the objective of a 20% or more minority work force by the end of FY10, whenever possible. The current minority percentage for the General City is 16.2%. (On-going)

* To 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)

* To continue to provide a communication program to both City employees and the public with the use of the quarterly "What's Happening" employee newsletter, and the ongoing production of the bi-weekly City Connections cable television show on relevant, current issues and projects.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

Human Resources

* **To develop a transitional leadership strategy that addresses the anticipated turnover in upper level management of the next 5-7 years due to anticipated retirements. (June 2010)**

* **To follow up with all departments on the revised Performance Evaluation program implemented in FY09, throughout the year to complete one (1) review cycle. (June 2010)**

* **To negotiate a new contract with the firefighter union by the June 2010 expiration of the current contract.**

PROGRAM MEASUREMENTS

- - MANAGEMENT & ADMINISTRATIVE SERVICES GROUP - HUMAN RESOURCES - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Number of Employees (Full-Time and Part-Time A)	240	234	234	233
Number of New Hires (Full-time and Part-Time A)	15	7	10	5
Number of Reclassifications (Full-Time and Part-Time A)	2	0	0	2
Number of Labor Contract Settlements	0	1	1	0
Number of Labor Contract Arbitrations (Starting Year)	0	0	0	0
Number of Grievances Filed	1	0	1	0
Number of Worker Compensation Claims (Calendar Year)	33	47	35	30
Number of Lost Time Accidents (Calendar Year)	3	2	1	1
Number of Lost Days (Calendar Year)	90	86	60	50
Participation in Wellness Program (% of average Participation)	88	91	95	95
Number of Training Participants - all classes - FT & PTA	255	148	175	150

MANAGEMENT & ADMINISTRATIVE SERVICES

HUMAN RESOURCES
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 36,131	$ 36,105	$ 36,125	$ 36,800
Funding Requirement - General Operating Revenues	340,452	328,892	236,286	231,050
TOTAL SOURCES	$ 376,583	$ 364,997	$ 272,411	$ 267,850
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 129,198	$ 131,782	$ 134,500	$ 137,600
* Benefits - Includes NonWorking Wages	56,975	59,061	59,400	58,200
* Mandatory Employer Costs	11,040	11,824	12,500	12,700
Other Current Expenditures -				
* Supplies / Maintenance	2,175	1,780	1,700	1,700
* Contractual	145,801	126,246	41,612	28,350
* Other	30,994	34,304	22,699	29,300
Capital Outlay	400	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 376,583	$ 364,997	$ 272,411	$ 267,850
- - STAFFING - -				
Personnel Services Total Amount	$ 197,213	$ 202,667	$ 206,400	$ 208,500
* Full-Time Positions	2.25	2.25	2.24	2.24
* 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 2010

* To increase minority and female representation on City boards and commissions. The goal for FY2010 is 16% minority representation (38 of 233 people) and 39% female representation (92 of 233 people).

* To recognize volunteers in a meaningful way. (June 2010)

* To assist youth volunteer services with placing more student representatives on boards and commissions through school presentations, flyers, etc. (June 2010)

* To complete an annual review / analysis of volunteer usage throughout the City of Holland's departments, boards and commissions to ensure that every volunteer is accounted for by December 2009. (In Progress)

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
CVS Boards/Project/Program Volunteers				
Boards and Comissions Volunteers	214	217	233	233
Females	79 (37%)	69 (32%)	81 (35%)	92 (39%)
Minorities	25 (12%)	25 (12%)	32 (14%)	38 (16%)
DeGraaf Nature Center Volunteers	45	90	100	110
Holland Police Department Volunteers (Reserves)	43	37	43	43
Teen Court Coordinator, Jurors and Assistants	81	31	50	50
Victims Services Unit	16	16	16	16
Neighborhood Watch/Ourstreet Volunteers	70	134	140	150
Recreation Dept. Volunteers	626	699	700	725
Youth Volunteers	51	0	0	0
Miscellaneous Volunteers	58	70	85	90
Total	1,204	1,294	1,367	1,417
CVS/Boards/Project/Program Hours				
Boards and Commissions	5,235	4,957	5,400	5,400
DeGraaf Nature Center Volunteers	437	432	440	325
Holland Police Department Volunteers (Reserves)	8,825	8,146	8,200	8,300
Teen Court Coordinator, Jurors and Assistants	176	107	150	160
Victims Services Unit Volunteers	521	445	450	450
Neighborhood Watch/Ourstreet Volunteers	1,676	3,996	4,200	4,500
Recreation Dept. Volunteers	17,512	19,156	20,000	22,000
Youth Volunteers	1,126	0	0	0
Miscellaneous Volunteers	134	170	255	270
Total	35,642	37,409	39,095	41,405

MANAGEMENT & ADMINISTRATIVE SERVICES

VOLUNTEER SERVICES
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	16,121	16,368	18,060	17,650
TOTAL SOURCES	$ 16,121	$ 16,368	$ 18,060	$ 17,650
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 9,003	$ 9,422	$ 9,600	$ 9,600
* Benefits - Includes NonWorking Wages	3,754	3,490	3,700	3,250
* Mandatory Employer Costs	803	864	950	850
Other Current Expenditures -				
* Supplies / Maintenance	482	388	450	500
* Contractual	436	336	600	600
* Other	1,643	1,868	2,760	2,850
TOTAL USES	$ 16,121	$ 16,368	$ 18,060	$ 17,650
- - STAFFING - -				
Personnel Services Total Amount	$ 13,560	$ 13,776	$ 14,250	$ 13,700
* Full-Time Positions	0.25	0.25	0.24	0.24
* 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 2010

* No expenditures are charged directly to the Contingencies Appropriation. Rather a specified appropriation is transferred to the department or activity that incurs the expenditure. The City Manager may approve amounts up to $10,000, and any amount above that must be approved by the City Council.

MANAGEMENT & ADMINISTRATIVE SERVICES

CONTINGENCIES
(A GENERAL FUND ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	- 0 -	- 0 -	122,745	100,000
TOTAL SOURCES	$ - 0 -	$ - 0 -	$ 122,745	$ 100,000
FUNDING USES -				
Contingencies	$ - 0 -	$ - 0 -	$ 122,745	$ 100,000
TOTAL USES	$ - 0 -	$ - 0 -	$ 122,745	$ 100,000

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

CATV – Public Access Multi-Media Fund

FUND MISSION STATEMENT

To promote and facilitate quality local public access multi-media programming to the residents of the City of Holland so that local issues can be addressed and considered; and to enable the Community Access Television (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 2010

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

* To promote community access multi-media programming by and for the public in the following manner:
  - MacTV will develop programs to train volunteers to utilize CATV resources to create Public Access content;
  - MacTV will conduct, for a small fee, thirty (30) Training workshops per year to encourage the public to produce multi-media 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:
  - Provide a production environment for volunteers to observe and participate in the production of content to be broadcast on Public Access multi-media;
  - Promote the concept of Public Access multi-media to guests to show and encourage their use of Public Access multi-media for community communications; and
  - Provide a quality program, serving the community, showing the benefits of Public Access multi-media, and its value to our local communications.

* To provide and promote community access multi-media programming by and for the schools and educational organizations.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

CATV – Public Access Multi-Media Fund

- MacTV will promote the concept of Educational Access multi-media 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.

* To provide community access multi-media programming by and for the City of Holland in the following manner:
  - MacTV will produce City of Holland government meetings:
    . City Council meetings (two (2) per month).
    . City Planning Commission meetings (two (2) per month).
    . City Zoning Board of Appeals meetings (once (1) a month);
  - MacTV will co-produce Holland City Connections (two (2) per month); and
  - MacTV will produce, on request and approval of CATV designee, up to 150 hours of production time for City of Holland Special productions.

* To promote value of Community Access Multi-media 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 monitor the performance of the current cable operators in the City of Holland and advocate on behalf of consumers 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.

* To work with the City's Technology Services Department in the implementation of web streaming, pod casting, and other viewing options for public access multi-media programming.

* To determine the feasibility of, and manner in which, public access multi-media programming will be transmitted to all cable providers serving the residents of the City of Holland, in accordance with the provisions of P.A. 480 of 2006.

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Average Hours of "Non-repetitive" programming / week				
Channel 24 (City) and 22 - Public	67	N/A	N/A	N/A
Channel 25 (City only) - Education	32	N/A	N/A	N/A
Channel 26 (City only) - Government	31	N/A	N/A	N/A
Average Hours of "Member Produced" Programming Per Week	77	N/A	N/A	N/A
Average Hours of "Staff Produced" Programming Per Week	5	N/A	N/A	N/A
Average Hours of "Filler" Programming Per Week	58	N/A	N/A	N/A
Number of Volunteers	25	25	30	3
Number of Members	75	53	60	65
Number of Classes Per Month	4	30	25	30
Number of Students Per Month	12	34	30	60
New Measurements as of FY 2008:				
Number of Shows Per Week (avg/all channels/non-repetitive)	------	78	92	100
30 minutes in length	------	32	50	55
60 minutes in length	------	25	28	30
More than 60 minutes in length	------	21	14	15
Number of member-produced shows	------	44	45	55
Number of (MacMedia) Staff-produced shows	------	6	3	3
Number of "filler" shows	------	28	44	42

Note: items marked N/A are no longer being measured due to the discontinuation of Charter Channel 22 and changes in assignment of programming to various channels.

MANAGEMENT & ADMINISTRATIVE SERVICES

CABLE TV PUBLIC ACCESS FUND
(A SPECIAL REVENUE FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 226,841	$ 243,820	$ 265,000	$ 247,000
Interest & Rents	4,746	6,380	3,800	3,950
Other	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 231,587	$ 250,200	$ 268,800	$ 250,950
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,510	$ 3,310	$ 3,000	$ 3,000
* Mandatory Employer Costs	119	260	330	330
Other Current Expenditures -				
* Supplies / Maintenance	- 0 -	- 0 -	- 0 -	2,000
* Contractual	180,451	182,593	219,200	244,400
* Other	110	- 0 -	1,800	2,000
Capital Outlay	- 0 -	41,929	- 0 -	- 0 -
TOTAL USES	$ 182,190	$ 228,092	$ 224,330	$ 251,730
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 49,397	$ 22,108	$ 44,470	$ (780)
ENDING BALANCE -				
Designated / Reserved	$ 18,556	$ - 0 -	$ 11,000	$ 2,600
Undesignated / Unreserved	145,459	186,123	219,593	227,213
TOTAL FUND EQUITY	$ 164,015	$ 186,123	$ 230,593	$ 229,813
- - STAFFING - -				
Personnel Services Total Amount	$ 1,629	$ 3,570	$ 3,330	$ 3,330
* 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, waterfront and park areas or land needed for new City operations.

ACTION PLAN FOR FISCAL YEAR 2010

* To update, as part of the 5-year Capital Improvement Program, a prioritization of properties to be considered for acquisition by December 2009.

* To prepare a new development plan for the Western Machine Tool Works property by December 2009.

* 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 eight (8) 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 Actual	.00	- 0 -
Fiscal Year 2009 Actual	.00	- 0 -
Fiscal Year 2010 Actual	.00	- 0 -

There are no major property purchases planned for fiscal year 2010; however, as economic conditions improve efforts should be made to restore the .25 millage rate for future waterfront and public property purchases as needed.

* To evaluate the inventory of City properties which may be declared as surplus and sold with the funds to be credited to this fund.

INTRODUCTION TO DEPARTMENT

MANAGEMENT AND ADMINISTRATIVE SERVICES

Property Acquisition Fund

A preliminary list for consideration is as follows:

- Sale of Property End of 33rd Street
- Sale of Triangle at US31
- Sale of Property at End of 36th Street
- Sale of Railroad Right-of-Way on Ottawa Avenue
- Sale of 29th Street Lot
- Sale of Property at Azalea (storm)
- Possible Rent / Sale of Western Tool Property
- Sale of Property – Excess at proposed Roundabout

MANAGEMENT & ADMINISTRATIVE SERVICES

PROPERTY ACQUISITION FUND
(A SPECIAL REVENUE FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Charges for Services	- 0 -	1,174	3,500	- 0 -
Interest & Rents	9,489	4,102	12	400
Transfers In	- 0 -	42,835	73,391	91,991
TOTAL SOURCES	$ 9,489	$ 48,111	$ 76,903	$ 92,391
FUNDING USES -				
Capital Outlay	$ 10,840	$ 181,447	$ 61,278	$ 4,000
Transfers Out	16,875	16,250	15,625	88,391
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 27,715	$ 197,697	$ 76,903	$ 92,391
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (18,226)	$ (149,586)	$ - 0 -	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	149,586	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	$ 149,586	$ - 0 -	$ - 0 -	$ - 0 -

- - STAFFING - -

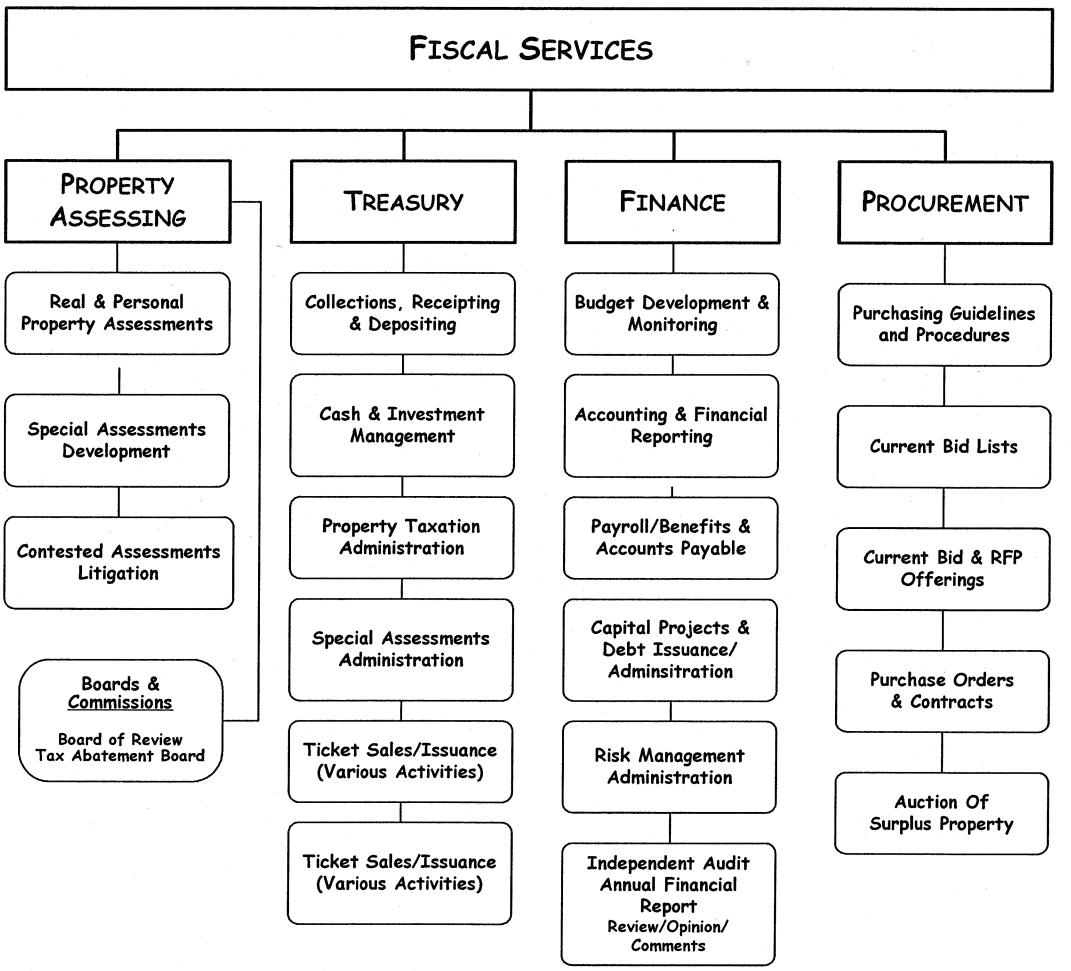
Positions: Not Applicable

FISCAL SERVICES GROUP
INTRODUCTION

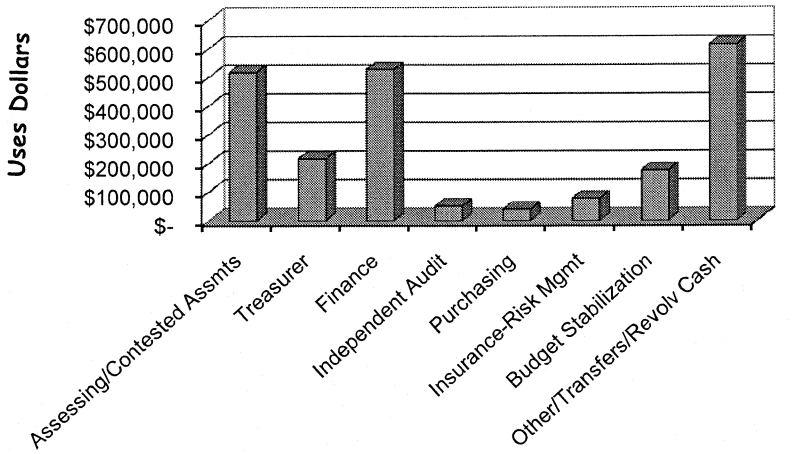
GROUP MISSION STATEMENT

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.

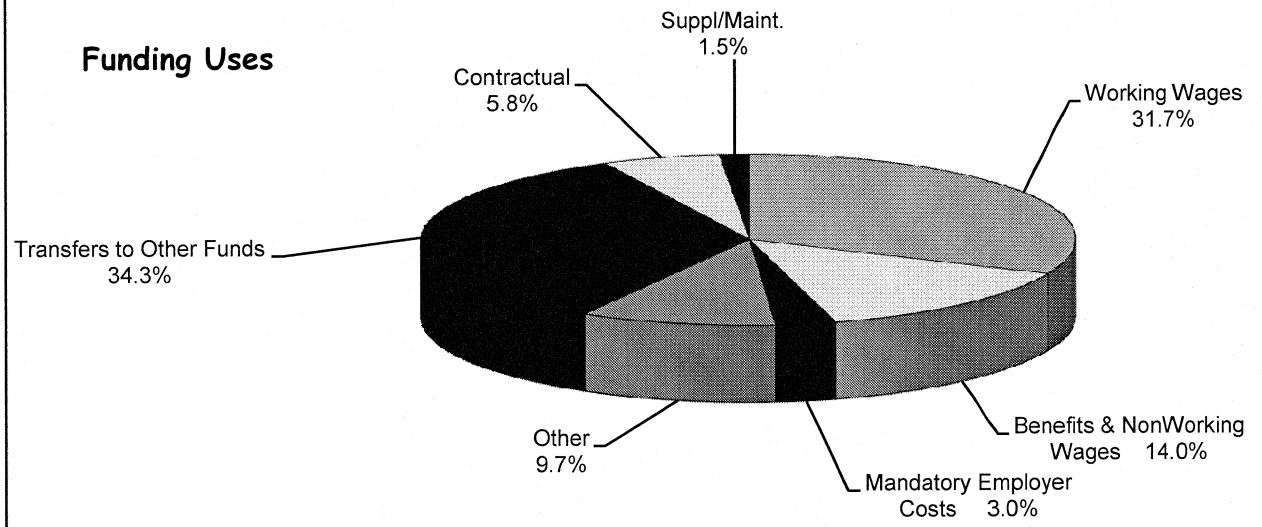
GROUP ORGANIZATIONAL STRUCTURE



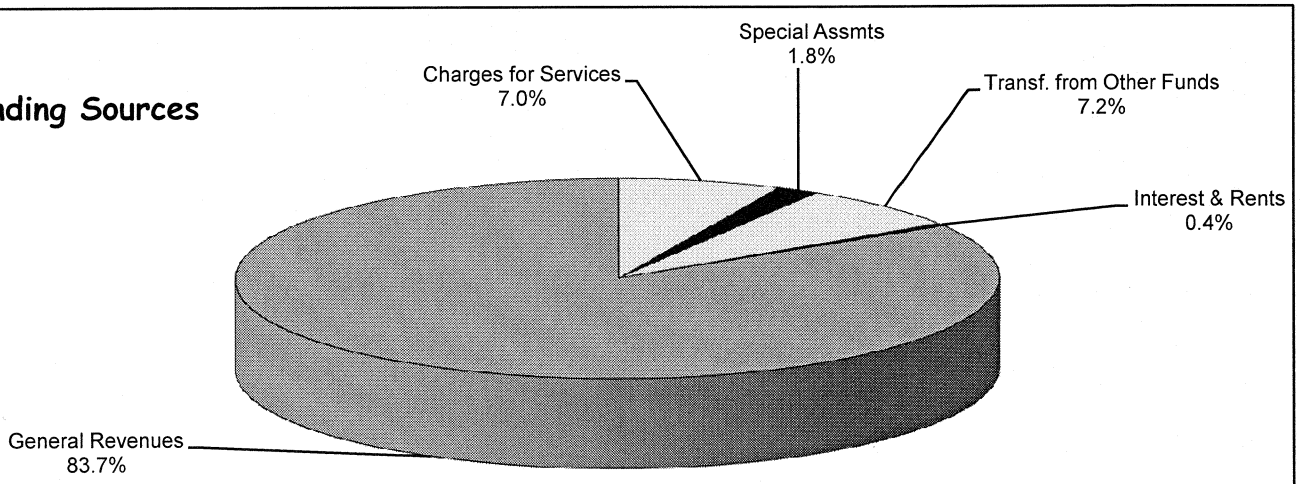
Total Uses By Department $2,217,444



Funding Uses



Funding Sources



FISCAL SERVICES GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General Fund	$ 1,912,530	$ 1,961,065	$ 1,837,714	$ 1,800,044
Special Revenue Funds	481,532	276,685	492,753	417,400
Enterprise Funds	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL - ALL FUND TYPES	$ 2,394,062	$ 2,237,750	$ 2,330,467	$ 2,217,444
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 184,608	$ 80,291	$ 62,451	$ 35,575
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Charges for Services	58,432	97,732	129,198	138,940
Interest & Rents	29,743	17,172	7,619	8,790
Other	31,647	72,126	71,030	500
Transfers In	101,004	23,600	16,000	143,054
TOTAL SOURCES	$ 405,434	$ 290,921	$ 286,298	$ 326,859
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 577,576	$ 665,272	$ 697,788	$ 703,568
* Benefits - Includes NonWorking Wages	298,099	330,971	327,600	310,629
* Mandatory Employer Costs	54,469	61,206	66,500	66,600
Other Current Expenditures -				
* Supplies / Maintenance	31,857	29,372	32,865	33,050
* Contractual Items	234,539	111,330	160,606	129,170
* Other	493,595	420,955	296,380	214,180
Capital Outlay	13,514	4,287	8,852	- 0 -
Transfers Out	690,413	614,357	739,876	760,247
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 2,394,062	$ 2,237,750	$ 2,330,467	$ 2,217,444
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 930,144	$ 1,057,449	$ 1,091,888	$ 1,080,797
* Full-Time Positions	14.35	14.35	14.30	13.35
* Part-Time Positions @ F.T.E.	0.90	0.65	1.10	1.50

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 2010

* 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.

* To review and recommend improvements to the City's Performance Measurement process to be integrated into the FY 2011 budget document.

* To address funding and any other issues regarding Other Post Employment Benefits (OPEB) liabilities per GASB 43 and 45.

* 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.

* To improve use of technology:
  - Evaluate existing financial software to reduce heavy reliance on spreadsheets for reporting/documentation
  - Reduce quantity of paper documents in weekly operations by creating digital copies
  - Evaluate postage system alternatives

* Staffing:
  - Cross train employees
  - Create succession plan for anticipated retirements

* 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 2009
  - Certificate of Achievement for Excellence in Financial Reporting Award
  - City of Holland - Annual Budget Document for fiscal year 2010
  - Distinguished Budget Presentation Award

PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - FINANCE - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
RECORDING AND SUMMARIZING FINANCIAL ACTIVITIES				
> Individual Funds - excluding Capital Project & Grant Funds	75	75	76	76
> Grant Funds - excluding Grants Not in Separate Grant Funds	22	22	19	19
> Capital Projects with Financial Activity During Fiscal Year	49	52	62	57
PAYROLL AND FRINGE BENEFITS				
> Number of full-time and part-time "A" employees	242	242	234	234
> Number of part-time "B" employees	566	615	625	625
> Number of payroll cks issued annually (excludes direct dep.)	4,261	4,255	4,000	3,950
> Number of payroll direct dep. made annually (in lieu of payroll cks)	6,386	7,059	7,100	7,150
> Total payroll dollars disbursed annually	13,349,000	13,846,000	14,300,000	14,700,000
> Total fringe benefit & mandatory benefit dollars disbursed annually	4,350,000	4,319,000	4,479,000	4,712,000
ACCOUNTS PAYABLE				
> Number of accounts payable checks issued annually - City	7,497	6,800	6,800	6,800
> Number of accounts payable direct deposit (in lieu of checks)	212	171	175	180
> Accounts payable dollars disbursed annually - including property tax distributions	63,410,160	64,318,602	65,200,000	66,100,000
ACCOUNTS RECEIVABLE				
> General accounts receivable invoices issued - City	2,111	2,035	2,150	2,150
> General accounts receivable invoices issued - Other Entities (Daily review & internal audit of several specific purpose invoices)	174	470	563	580
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	14,848,998	15,163,212	15,107,920	15,284,821
> Herrick District Library	1,533,978	1,585,218	1,576,002	1,521,690
> Holland Public Schools **Fy09 Removed personal prop from levy	12,193,560	12,268,066	10,841,368	11,716,949
> Hamilton Community Schools **Fy09 Removed pers prop from levy	3,058,605	3,215,243	2,161,728	2,243,463
> Zeeland Public Schools	4,300	4,454	4,175	4,334
> Ottawa Area Intermediate Schools **Fy08 Addt'l millage vote	4,925,071	6,678,547	6,652,538	6,701,728
> Community Pool	1,540,036	1,533,082	1,520,163	1,526,799
> State of Michigan **Fy09 Removed personal prop from levy	8,366,205	8,598,741	6,934,527	6,792,179
> County of Ottawa	3,018,376	3,207,913	3,255,958	3,294,587
> County of Allegan **Fy07 County-Senior Svcs millage added	2,705,605	2,788,881	2,695,962	2,697,027
> MAX Authority	0	423,160	421,507	424,627
> Airport Authority	0	0	120,413	121,310
> Downtown Development Authority	168,983	178,005	193,192	195,008
> Fees and Interest on delinquent property taxes	106,627	145,378	106,000	110,000
> Special Assessment installments	773,089	831,632	985,940	600,000
> 1% Property Tax Administration Fee	530,076	563,125	521,914	526,542
PUBLIC DEBT (outstanding at fiscal year end)				
> Building Authority bond issues	5	5	5	4
> Act 175 Street bond issues	1	1	1	0
> Act 34 Capital Improvement bond issues	0	0	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	6	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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 36,072	$ 65,636	$ 82,790	$ 91,970
Funding Requirement - General Operating Revenues	576,348	615,613	442,948	435,624
TOTAL SOURCES	$ 612,420	$ 681,249	$ 525,738	$ 527,594
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 244,491	$ 284,079	$ 291,988	$ 289,614
* Benefits - Includes NonWorking Wages	145,113	160,661	151,400	153,754
* Mandatory Employer Costs	24,263	26,272	27,200	27,200
Other Current Expenditures -				
* Supplies / Maintenance	7,692	7,682	8,350	8,550
* Contractual	10,359	14,966	12,870	13,870
* Other	180,502	187,189	33,930	34,606
Capital Outlay	- 0 -	400	- 0 -	- 0 -
TOTAL USES	$ 612,420	$ 681,249	$ 525,738	$ 527,594
- - STAFFING - -				
Personnel Services Total Amount	$ 413,867	$ 471,012	$ 470,588	$ 470,568
* Full-Time Positions	6.00	6.00	5.90	5.90
* Part-Time Positions @ F.T.E.	0.10	0.05	0.10	- 0 -

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 2010

* To remain attentive and monitor legislative proposals and Treasury Department 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. Actively support single tax collection option for local governments. (On-going)

* To cross train employees to assist Finance Department.

* To train new staff person(s) due to retirement.

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

* To continue to look for ways to improve use of technology:
  - Evaluate existing financial software to reduce heavy reliance on spreadsheets for reporting / documentation;
  - Reduce quantity of paper documents in weekly operations by creating digital copies; and
  - Utilize website to communicate tax information to public.

PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - TREASURER - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
ANNUAL VOLUME OF SELECTED TRANSACTIONS:				
> Utility Billings	25,000	25,000	25,000	25,000
> Property Tax Billings	25,544	26,266	26,328	26,450
> Dog Licenses	325	303	310	320
> General Accounts Receivable Invoices	2,111	2,035	2,200	2,350
> General Accounts Receivable Invoices - other entities	174	470	563	580
> Special Assessment (Full Payment) Receipts	47	50	50	50
> Other Licenses, Permits, & Misc. Invoices	6,644	7,259	7,400	7,500
> Pursuit of Delinquent Personal Property Taxes	365	219	250	250
> Credit Card Receipting Transaction Amounts	$192,472	$174,089	$170,000	$160,000
> Credit Card Receipting - OPC (Taxes & Rental Housing)	N/A	$128,000	$101,000	$100,000
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				
> Civil Infraction Bureau				
MONTHLY RECONCILIATION OF BANK ACCOUNTS:				
> City Deposit Account				
> General City Payroll and Accounts Payable				
> City Flexible Spending				
> Herrick District Library Deposit, A/P, Payroll & Flexible Spending				
> Credit Card Statement				
> Macatawa Area Express Transp. Auth. Deposit, A/P & Credit Card				
> West Michigan Airport Authority Deposit and A/P				
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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 13,905	$ 26,813	$ 39,834	$ 39,870
Taxes & Special Assessments	- 0 -	- 0 -	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	155,847	193,646	193,496	175,993
TOTAL SOURCES	$ 169,752	$ 220,459	$ 233,330	$ 215,863
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 89,134	$ 95,669	$ 99,200	$ 98,054
* Benefits - Includes NonWorking Wages	52,299	52,478	56,700	38,075
* Mandatory Employer Costs	8,517	9,302	10,300	10,100
Other Current Expenditures -				
* Supplies / Maintenance	10,101	10,489	10,700	11,000
* Contractual	26,433	22,298	22,700	23,700
* Other	(16,732)	30,223	33,730	34,934
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 169,752	$ 220,459	$ 233,330	$ 215,863
- - STAFFING - -				
Personnel Services Total Amount	$ 149,950	$ 157,449	$ 166,200	$ 146,229
* Full-Time Positions	2.85	2.85	2.85	1.90
* Part-Time Positions @ F.T.E.	0.20	0.10	0.50	1.00

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 2010

* To complete and submit the final audited version of the *Comprehensive Annual Financial Report* and Single Audit 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. (December 2009)

* To present a timely management-level overview of the *Comprehensive Annual Financial Report*, together with audit findings and recommendations for improvements. (January 2010)

* 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, 2009 by the December 31, 2009 deadline.

* Under contractual arrangement, facilitate the audits of the Macatawa Area Express Transportation Authority and the West Michigan Airport Authority for their respective fiscal year end dates.

* To complete the Michigan Department of Treasury Qualifying Statement filing for the City, Building Authority, DDA Authority and the Brownfield Redevelopment Authority for the fiscal year ending June 30, 2009 by the December 31, 2009 deadline.

* Transition into a more self-directed audit committee approach. (January 2010)

* To update the actuarial study to measure the liability for Other Post Employment Benefits (OPEB) per GASB 43 and GASB 45 reporting requirements. (June 2010)

PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - INDEPENDENT AUDIT - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
FUNDS AUDITED:				
General City	61	62	61	61
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
Corridor Improvement Authority	0	0	0	0
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	0	0
Holland Historical Trust Component Unit Report	30	30	30	30
Herrick District Library Report (Fiscal Agent)	30	30	30	30
Macatawa Area Express Transp. Authority Report (Fiscal Agent)	0	0	20	20
West Michigan Airport Authority Report (Fiscal Agent)	0	0	0	20
ALLOCATION OF ANNUAL AUDIT FEE*:				
General Fund	$ 42,150	$ 43,000	$ 49,331	$ 45,750
Municipal Airport Operating Fund	$ 1,200	$ 1,200	$ 1,200	$ -
Dial-A-Ride Transportation Fund	$ 3,600	$ 3,800	$ -	$ -
Board of Public Works Utility Funds	$ 13,900	$ 14,250	$ 14,550	$ 14,900
Holland Historical Trust	$ 3,350	$ 3,600	$ 3,800	$ 4,000
	$64,200	$ 65,850	$ 68,881	$ 64,650

* Activity during fiscal year reflects the audit of the previous fiscal year.

FISCAL SERVICES GROUP

INDEPENDENT AUDIT
(A GENERAL FUND ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	44,100	48,146	54,424	51,000
TOTAL SOURCES	$ 44,100	$ 48,146	$ 54,424	$ 51,000
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 181	$ 242	$ 250	$ 300
* Contractual	42,150	46,080	52,531	48,900
* Other	1,769	1,824	1,643	1,800
TOTAL USES	$ 44,100	$ 48,146	$ 54,424	$ 51,000

- - 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 2010

* To keep staff apprised and trained on various assessment / taxation economic incentive programs provided by state statutes and authorized by the City Council. (On-going)

* To cross train personnel in the process of completing all assignments within the office. (On-going)

* To establish and implement new and meaningful crosschecks of quality of work to insure integrity of the assessing function. (On-going)

* To plan each of the following activities within the framework and direct purpose of gaining additional compliance and greater uniformity (quality indexing) with the State Tax Commission's (STC) 14 Point Assessment Review:

    1. Implement a physical review of 15% to 20% of residential properties such that the entire parcel base is physically visited and reviewed over a five (5) to seven (7) year period. During this visit, take new pictures, discover physical changes, and estimate depreciation. In the office, update the appraisal record card, drawings and pictures. (June 2010)
    2. Change the total property classification code to comply with the STC requested standard class codes. (April 2010)
    3. Review and implement refinements in land value tables. (August 2009)
    4. Complete a systematic review of one additional sub-category of exempt properties within the exempt class at the direction of the Manager's office. (April 2010)
    5. Standardize the nomenclature used in the Apex drawing software such that it synchronizes with Equalizer software and pricing is driven directly from Apex drawing. (As Time Permits)

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 2010

* 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-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Agricultural Improved Properties	8	7	7	7
Agricultural Vacant Properties	9	9	9	9
Commercial Improved Properties	705	697	715	715
Commercial Vacant Properties	141	133	126	126
Industrial Improved Properties	164	167	168	168
Industrial Vacant Properties	73	73	72	72
Residential Improved Properties	9,466	9,467	9,515	9,515
Residential Vacant Properties	448	448	432	432
Developmental Properties	6	7	7	7
Exempt Properties	568	569	477	477
Personal Property - Commercial	1,556	1,505	1,435	1,435
Personal Property - Industrial	134	154	150	150
Personal Property - Utility	9	9	9	9
Industrial Facilities Tax Parcels	263	259	264	264
NEZ Special Acts Parcels	63	100	123	123
Dockominiums, Commercial Condominiums and Buildings on Leased Land	113	126	129	129
Total Properties	13,726	13,730	13,638	13,638
Special Assessment Projects	8	5	5	5
Board of Review Appeals				
Appointments *	80	198	154	160
Letters *	18	34	21	25
Recommendations *	40	27	25	25
Total Parcels Appealed	138	259	280	300
MTT Assessment Appeal Properties				
Full Tribunal	3	16	30	30
Small Claims Division	3	5	10	10

* May reflect more than one parcel being appealed.

FISCAL SERVICES GROUP

PROPERTY ASSESSING
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 4,888	$ 1,478	$ 2,100	$ 2,700
Funding Requirement - General Operating Revenues	429,889	476,233	465,455	476,340
TOTAL SOURCES	$ 434,777	$ 477,711	$ 467,555	$ 479,040
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 225,391	$ 264,299	$ 283,800	$ 292,800
* Benefits - To Include NonWorking Wages	90,830	107,213	109,000	108,400
* Mandatory Employer Costs	19,941	23,680	26,700	27,000
Other Current Expenditures -				
* Supplies / Maintenance	9,390	8,125	9,100	9,800
* Contractual	14,052	3,239	4,200	4,200
* Other	74,326	71,155	34,755	36,840
Capital Outlay	847	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 434,777	$ 477,711	$ 467,555	$ 479,040
- - STAFFING - -				
Personnel Services Total Amount	$ 336,162	$ 395,192	$ 419,500	$ 428,200
* Full-Time Positions	5.05	5.05	5.10	5.10
* Part-Time Positions @ F.T.E.	0.60	0.50	0.50	0.50

INTRODUCTION TO DEPARTMENT

FISCAL SERVICES GROUP

Procurement / 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.

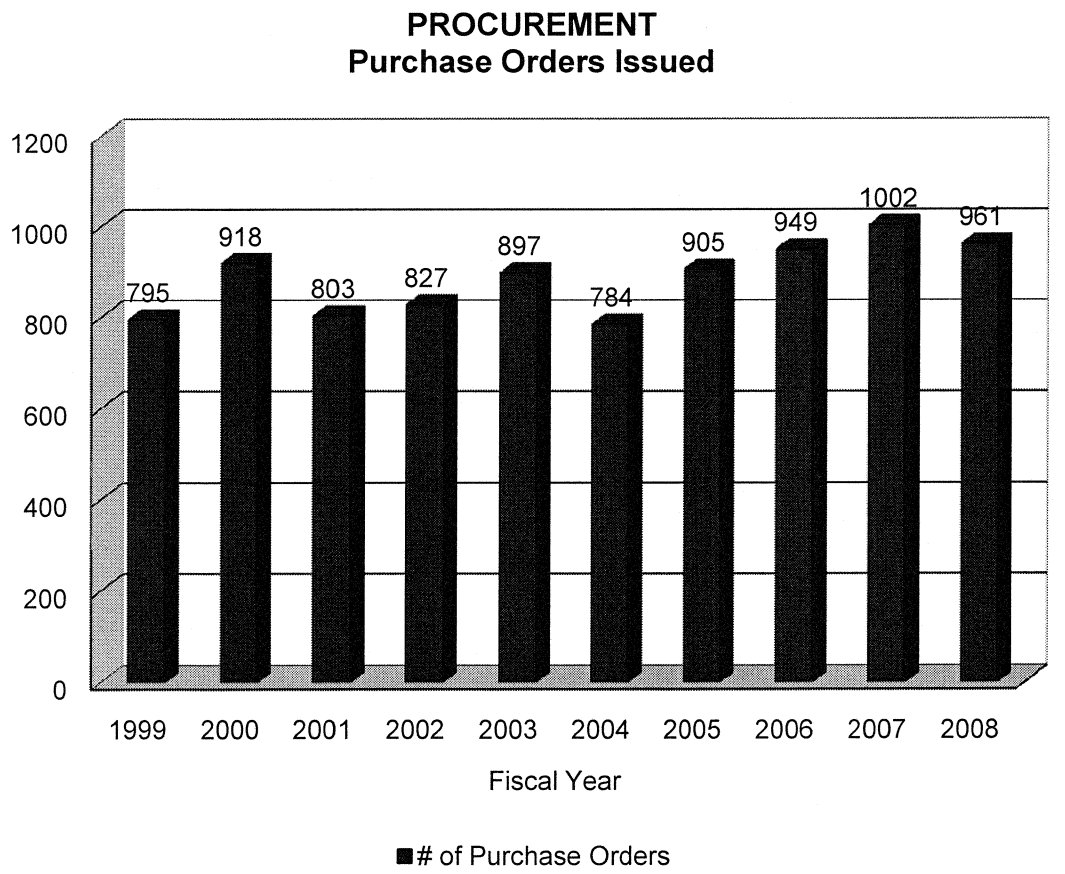
ACTION PLAN FOR FISCAL YEAR 2010

* To develop an environmentally friendly / green products purchasing policy for all department purchases. (January 2010)

PROGRAM MEASUREMENTS

- - FISCAL SERVICES GROUP - PROCUREMENT / PURCHASING - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Purchase Orders Issued	1,002	961	975	980
Bid Requests Issued	21	29	30	30



FISCAL SERVICES GROUP

PROCUREMENT / PURCHASING
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	36,085	37,797	39,315	39,800
TOTAL SOURCES	$ 36,085	$ 37,797	$ 39,315	$ 39,800
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 18,560	$ 21,225	$ 22,800	$ 23,100
* Benefits - To Include NonWorking Wages	9,857	10,619	10,500	10,400
* Mandatory Employer Costs	1,748	1,952	2,300	2,300
Other Current Expenditures -				
* Supplies / Maintenance	920	851	800	900
* Contractual	- 0 -	249	400	500
* Other	5,000	2,901	2,515	2,600
TOTAL USES	$ 36,085	$ 37,797	$ 39,315	$ 39,800
- - STAFFING - -				
Personnel Services Total Amount	$ 30,165	$ 33,796	$ 35,600	$ 35,800
* Full-Time Positions	0.45	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 2010

* 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

FISCAL SERVICES GROUP

UNALLOCATED INSURANCE
(A GENERAL FUND ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised. Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	151,253	81,240	81,300	84,000
TOTAL SOURCES	$ 151,253	$ 81,240	$ 81,300	$ 84,000
FUNDING USES -				
Other Current Expenditures -				
* Other	$ 151,253	$ 81,240	$ 82,000	$ 76,500
TOTAL USES	$ 151,253	$ 81,240	$ 82,000	$ 76,500

- - 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.

ACTION PLAN FOR FISCAL YEAR 2010

* Continue to monitor potential increases needed in transfers throughout the fiscal year which might be over and above the original budget for the Contested Assessments Fund, the Windmill Island Operating Fund and the WEMET Grant Fund.

FISCAL SERVICES GROUP

TRANSFERS TO OTHER FUNDS
(A GENERAL FUND ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	464,143	414,463	435,352	410,247
TOTAL SOURCES	$ 464,143	$ 414,463	$ 435,352	$ 410,247
FUNDING USES -				
Transfers Out	$ 464,143	$ 414,463	$ 435,352	$ 410,247
TOTAL USES	$ 464,143	$ 414,463	$ 435,352	$ 410,247

- - 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 2010

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

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

* To 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).

* To 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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Charges for Services	- 0 -	- 0 -	- 0 -	- 0 -
Other	1,113	478	26,200	500
Transfers In	101,004	23,600	16,000	37,000
TOTAL SOURCES	$ 102,117	$ 24,078	$ 42,200	$ 37,500
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ 140,845	$ 23,498	$ 42,000	$ 38,000
* Other	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 140,845	$ 23,498	$ 42,000	$ 38,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (38,728)	$ 580	$ 200	$ (500)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	- 0 -	580	780	280
TOTAL FUND EQUITY	$ - 0 -	$ 580	$ 780	$ 280

- - 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 2010

* 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, FY07, FY08, FY09 and no increase in funding in FY10, draw downs occurred in FY05-09 to cover the cost of tax appeals/settlements including county charge backs (also planned for FY10). A budgeted transfer of $250,000 to the General Fund in FY09 and $150,000 in FY10 is planned in order to balance that fund during these difficult fiscal years. This will leave the balance in FY10 at $1,004,015 or about 4.77% of FY10 budgeted expenditures.

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

FISCAL SERVICES GROUP

BUDGET STABILIZATION FUND
(A SPECIAL REVENUE FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Transfers In	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
TOTAL SOURCES	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
FUNDING USES -				
Other	$ 72,833	$ 11,541	$ 54,100	$ 25,000
Transfers Out	- 0 -	- 0 -	250,000	150,000
TOTAL USES	$ 72,833	$ 11,541	$ 304,100	$ 175,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (72,833)	$ (11,541)	$ (304,100)	$ (175,000)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	1,494,656	1,483,115	1,179,015	1,004,015
TOTAL FUND EQUITY	$ 1,494,656	$ 1,483,115	$ 1,179,015	$ 1,004,015

- - STAFFING - -

Positions: Not Applicable

- - COMPARISON TO TARGET BALANCE - -

10% Target of General Fund Total Funding Uses	$ 2,105,957
Budget Stabilization Ending Fund Balance Excess (Shortfall) Compared to 10% Target	$ (1,101,942)
Combined Ending FY2010 Fund Balance General Fund and Budget Stabilizaton Fund	$ 3,342,551
Percentage of FY2010 General Fund Expenditures	15.87%

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 2010

* 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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Special Assessments	$ 184,608	$ 80,291	$ 62,451	$ 35,575
Interest & Rents	29,590	17,037	7,513	8,690
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	106,054
TOTAL SOURCES	$ 214,198	$ 97,328	$ 69,964	$ 150,319
FUNDING USES -				
Capital Outlay	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Transfers Out	226,270	199,894	42,024	200,000
TOTAL USES	$ 226,270	$ 199,894	$ 42,024	$ 200,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (12,072)	$ (102,566)	$ 27,940	$ (49,681)
ENDING BALANCE -				
Designated / Reserved	$ 122,991	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	1,316	21,741	49,681	- 0 -
TOTAL FUND EQUITY	$ 124,307	$ 21,741	$ 49,681	$ - 0 -

- - 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 2010

* 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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Other	$ 30,534	$ 71,648	$ 44,830	$ - 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 30,534	$ 71,648	$ 44,830	$ - 0 -
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 1,304	$ 180	$ 1,271	$ - 0 -
* Contractual	700	1,000	25,905	- 0 -
* Other	22,346	33,205	51,509	- 0 -
Capital Outlay	12,667	3,887	8,852	- 0 -
Transfers Out	- 0 -	- 0 -	12,500	- 0 -
TOTAL USES	$ 37,017	$ 38,272	$ 100,037	$ - 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (6,483)	$ 33,376	$ (55,207)	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	21,831	55,207	- 0 -	- 0 -
TOTAL FUND EQUITY	$ 21,831	$ 55,207	$ - 0 -	$ - 0 -

- - STAFFING - -

Positions: Not Applicable

ADDITIONAL NOTE -

No Attempt Is Made To Budget For Specified Donations for FY-2010. 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 2010

* To continue to monitor use of vending and coffee machines to adequately determine 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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 3,567	$ 3,805	$ 4,474	$ 4,400
Interest & Rents	153	135	106	100
TOTAL SOURCES	$ 3,720	$ 3,940	$ 4,580	$ 4,500
FUNDING USES -				
Other Current Expenses -				
* Supplies / Maintenance	$ 2,269	$ 1,803	$ 2,394	$ 2,500
* Other	2,298	1,677	2,198	1,900
TOTAL USES	$ 4,567	$ 3,480	$ 4,592	$ 4,400
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (847)	$ 460	$ (12)	$ 100
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	2,334	2,794	2,782	2,882
TOTAL FUND EQUITY	$ 2,334	$ 2,794	$ 2,782	$ 2,882

- - STAFFING - -

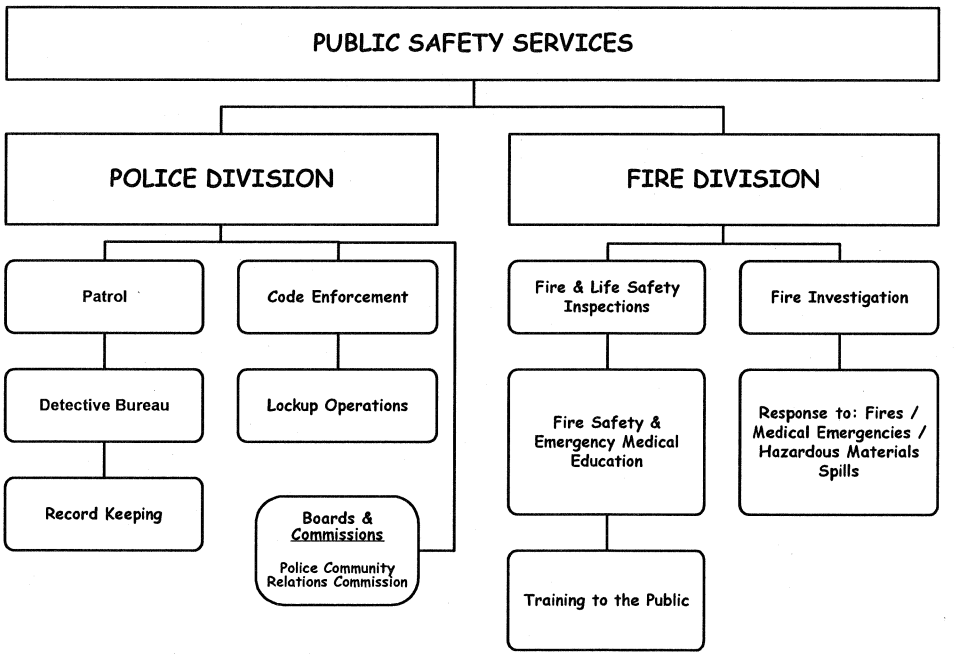
Positions: Not Applicable

PUBLIC SAFETY SERVICES GROUP
INTRODUCTION

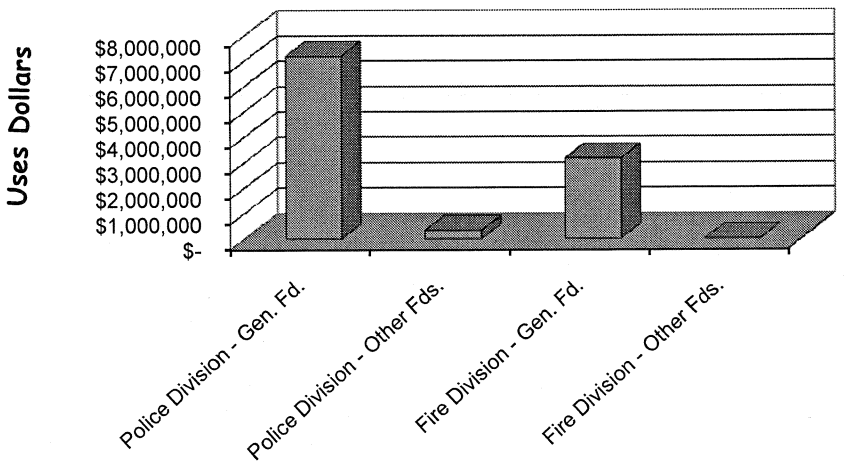
GROUP MISSION STATEMENT

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.

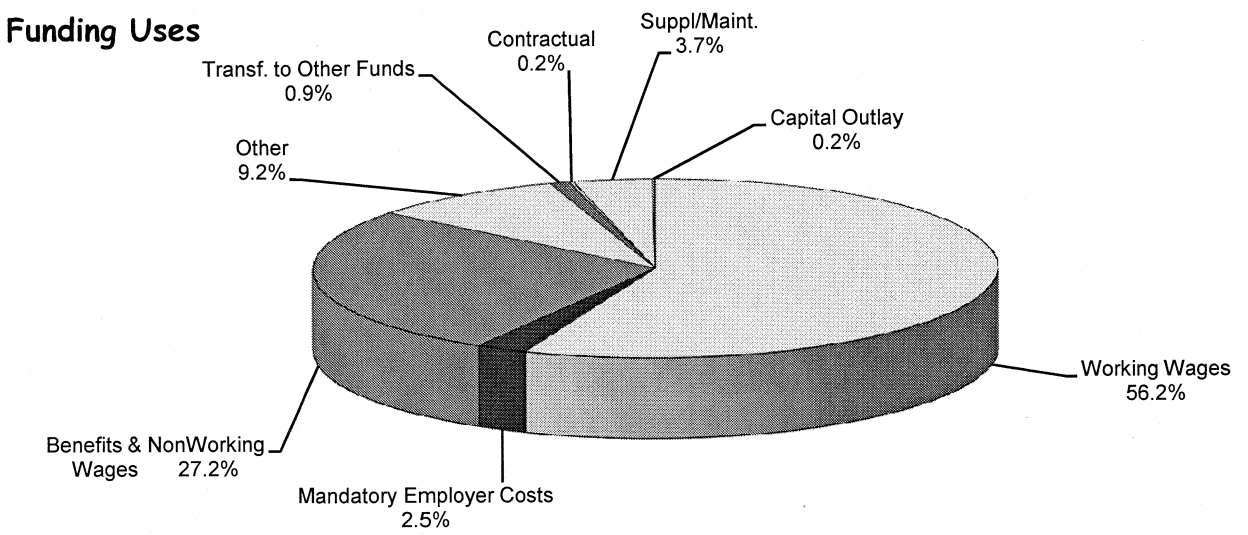
GROUP ORGANIZATIONAL STRUCTURE



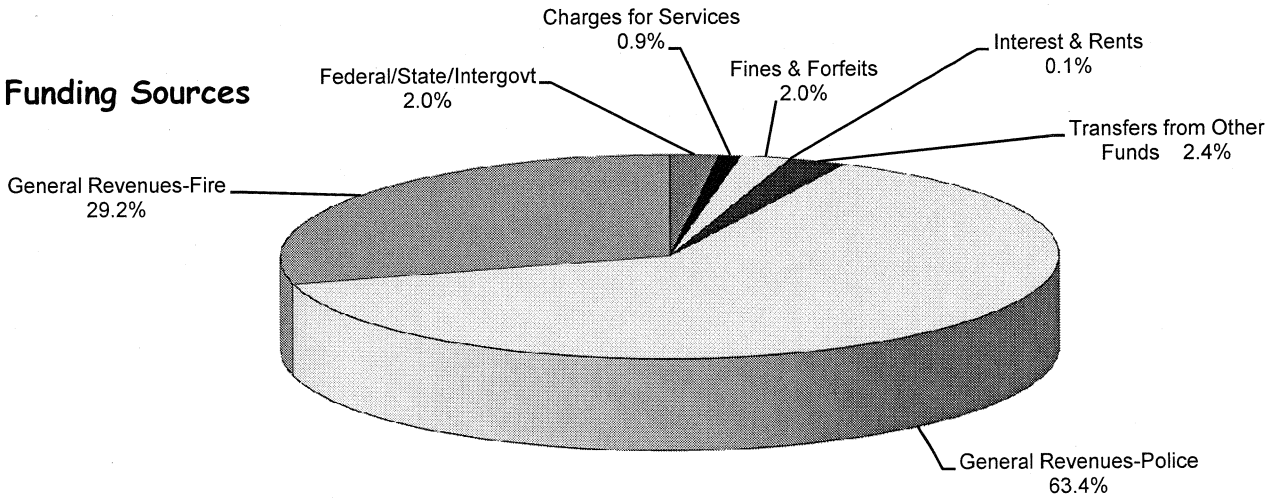
Total Uses By Department $10,697,962



Funding Uses



Funding Sources



PUBLIC SAFETY SERVICES GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 10,035,237	$ 10,059,701	$ 10,229,773	$ 10,361,983
Special Revenue	369,838	409,526	720,001	335,979
Enterprise	- 0 -	- 0 -	- 0 -	- 0 -
Internal Service	531,996	12,272	12,408	- 0 -
TOTAL - ALL FUND TYPES	$ 10,937,071	$ 10,481,499	$ 10,962,182	$ 10,697,962
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Intergovernmental	$ 276,203	$ 325,613	$ 574,394	$ 217,079
Charges for Services	98,704	98,037	111,932	98,900
Fines & Forfeits	216,529	216,323	215,000	220,000
Interest & Rents	7,093	4,088	5,150	6,000
Other	4,506	1,788	25,169	300
Transfers In	212,647	216,340	283,263	256,800
TOTAL SOURCES	$ 815,682	$ 862,189	$ 1,214,908	$ 799,079
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 5,772,633	$ 5,858,479	$ 6,018,557	$ 6,015,016
* Benefits - Includes NonWorking Wages	2,967,653	2,851,716	2,850,160	2,904,572
* Mandatory Employer Costs	187,330	205,809	261,600	262,619
Other Current Expenditures -				
* Supplies / Maintenance	360,589	370,886	396,055	396,173
* Contractual Expenditures	32,604	41,962	90,040	20,800
* Other	916,819	968,114	965,618	982,683
Capital Outlay	599,443	84,533	267,744	16,099
Transfers Out	100,000	100,000	112,408	100,000
TOTAL USES	$ 10,937,071	$ 10,481,499	$ 10,962,182	$ 10,697,962
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 97,532	$ 104,879	$ 104,000	$ 104,000
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 8,927,616	$ 8,916,004	$ 9,130,317	$ 9,182,207
* Full-Time Positions	102.50	102.50	99.50	98.00
* Part-Time Positions @ F.T.E.	8.55	8.85	9.45	9.00
* 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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - DIVISION FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 7,083,314	$ 7,103,854	$ 7,185,819	$ 7,201,274
Special Revenue	369,838	390,070	540,367	335,979
Enterprise	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL - ALL FUND TYPES	$ 7,453,152	$ 7,493,924	$ 7,726,186	$ 7,537,253
- - DIVISION FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Intergovernmental	$ 276,203	$ 308,103	$ 412,723	$ 217,079
Charges for Services	96,684	93,898	98,480	87,800
Fines & Forfeits	216,529	216,323	215,000	220,000
Interest & Rents	668	502	40	50
Other	7,870	1,788	1,618	300
Transfers In	112,647	114,394	165,300	156,800
TOTAL SOURCES	$ 710,601	$ 735,008	$ 893,161	$ 682,029
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 4,234,076	$ 4,294,185	$ 4,413,757	$ 4,345,416
* Benefits - Includes NonWorking Wages	2,094,047	2,023,982	2,020,105	2,017,672
* Mandatory Employer Costs	150,804	164,853	199,355	194,919
Other Current Expenditures -				
* Supplies / Maintenance	182,722	195,697	214,304	216,473
* Contractual	27,124	20,031	36,050	15,000
* Other	707,089	756,311	727,565	738,674
Capital Outlay	57,290	38,865	115,050	9,099
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 7,453,152	$ 7,493,924	$ 7,726,186	$ 7,537,253
- - DIVISION STAFFING TOTALS - -				
Personnel Services Total Amount	$ 6,478,927	$ 6,483,020	$ 6,633,217	$ 6,558,007
* Full-Time Positions	74.50	74.50	72.50	71.00
* Part-Time Positions @ F.T.E.	8.55	8.85	9.45	9.00

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 2010

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 70% 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 25% uncommitted time.
  - The goal is for community policing officers to have 20% uncommitted time.

  **These three (3) operational objectives will be evaluated during and upon completion of the Public Safety Study.

* Staff will continue to maintain a strong working relationships with the citizens of Holland since many of the crimes are solved by the public working directly with officers. Our goal is to make

at least 11,000 citizen contacts as available time allows. Measurement - # of contacts made

* To investigate and study 16th Street between Hope and US31. This study would involve a traffic safety study including design and would focus on reducing traffic and pedestrian related accidents. (June 2010)

* The current department polygraph operator will be retiring within the next few years. In order to maintain an in-house polygraph operator, it is the Police Department's goal to have another officer trained before the current one leaves. Since the training and process for certification is very extensive, it is the department's goal to train and begin the certification process for the new person in 2009. (Training completed by March 2009, Certification by March 2010)

* To recruit, train, and retain minority staff members so that the Holland Police Department reflects the community it serves. To work with Latin Americans United for Progress (LAUP) to develop a plan to expose those in the minority community to career opportunities in law enforcement. Of the 73 Police Department employees in FY 2009, 19.2 were minorities. The goal for FY 2010 is to have minority representation of 20%.

* Establish a close working partnership with community and neighborhood services to assist with and enforce housing violations. (July 2009)

* To explore using an online auction service for City owned items which are normally auctioned off at the bi-annual City of Holland auction. (September 2009)

* To evaluate the current parking violation fine structure. (December 2009)

* The current Police Service Dog (PSD) has been in service for seven (7) years. On the average PSDs are able to serve 8-10 years depending on health and overall physical ability. During the next year, a fund raiser will be held in an effort to raise funding to replace future PSDs. (July 2009)

* Review and develop a pre-employment application and selection process for full-time police officers. (March 2010)

* To implement the results of the Public Safety Study anticipated to be completed in June / July 2009.
* Evaluate the provision of animal control in tandem with the Allegan and Ottawa County Sheriff's Departments. (December 2009)

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Police Division – Law Enforcement

CRIMINAL JUSTICE TRAINING FUND

* To 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.

* To conduct Platoon Training to include four (4) reality based training scenarios in the area of Use of Force and Firearms.

* To provide supervision training in Leadership, Intervention, Risk Management and Critical Incident Management.

* To have department personnel participate in required training to include range qualification, Haz-Mat, CPR/1st Aid, self defense and blood borne pathogens on their TEAM training days.

WEMET

* To maintain four (4) officer assignments in WEMET to work on gang / drug activity in the greater Holland area.

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

POLICE COMMUNITY RELATIONS

* To continue with other City departments and host four (4) neighborhood park picnics in an effort to unify neighborhoods and introduce residents to each other. To continue to work with local community members, organizations and churches to promote positive community park gatherings. (September 2009)

* To provide one (1) Adult Citizen Police Academy during the year.

* To provide one (1) Junior Citizen Police Academy during the year.

POLICE EMPLOYEES BENEFIT FUND

* 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. Make improvements where possible with employee consensus.

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Police Calls:				
Total Police Calls	24,648	23,803	24,000	24,000
Part I Criminal Offenses	3,414	3,401	3,410	3,410
Part II Criminal Offenses	3,790	4,042	4,000	4,000
Service Calls	16,096	15,040	15,400	15,400
Accidents Reported:				
Total Crashes Investigated	1,348	1,320	1,300	1,300
Injury	180	198	185	185
Property Damage	1,168	1,122	1,145	1,145
Persons Killed	4	0	0	0
Case Solvability Factor				
Part I Criminal Offenses	59%	57.3%	58%	58%
Part II Criminal Offenses	96%	94.5%	95%	95%
Call Response Time % on total Police Calls				
10 minutes & under	87%	85.5%	86%	86%
5 minutes & under	67%	65.3%	66%	66%
Lockup Report:				
Total Bookings	4,976	4,669	4,750	4,750
Adult Arrests	3,172	3,314	3,300	3,300
Juvenile Arrests	324	164	220	220
Court Commitments / Transfers	1,480	1,191	1,300	1,300
Police Vehicle Report:				
Total Miles Driven	522,908	508,969	510,000	510,000
Preventable Cruiser Accidents	8	7	7	7
Training:				
Total Hours-FTO, Reserve, & Regular Officers	11,973	10,791	10,700	10,700
Animal Complaints Investigated				
Domestic Animals	926	410	400	400
Wildlife Animals	13	7	7	7
Citations Issued				
Warnings	3,005	3,798	3,700	3,700
Court	3,856	3,273	3,500	3,500
Total Citations	6,861	7,071	7,200	7,200
Parking Enforcement				
Overnight Violations	4,740	4,707	4,700	4,700
Handicapped Violations	65	68	68	68
Ordinance Violations	728	589	600	600
Parking Fines Collected	$71,690	$63,302	$64,000	$64,000
Park Patrol				
Total Incidents	32	26	30	30
Alcohol Arrests	1	1	1	1
Disorderly Arrests	5	3	4	4
Abandoned Vehicles - Total Processed	180	73	70	70
Found/Recovered Bicycles - Total Processed	297	248	240	240

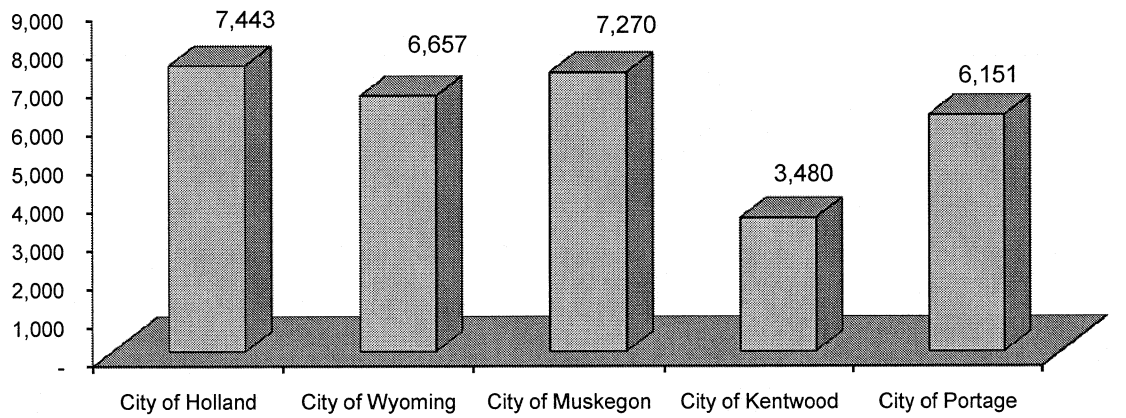
PROGRAM MEASUREMENTS

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

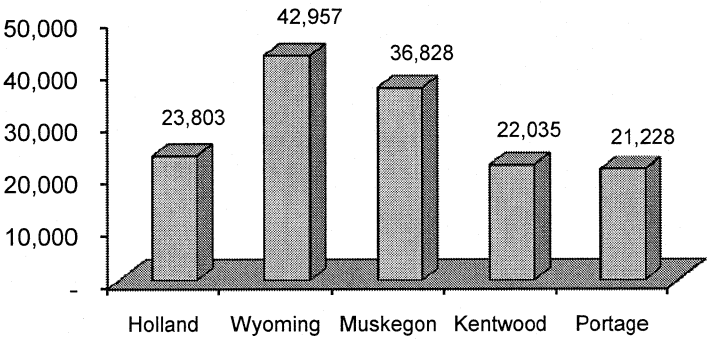
Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
School Programs				
College	2	0	0	0
High School	117	10	10	10
Middle	34	24	24	24
Elementary	0	15	15	15
Community Programs				
Speaking Engagements	43	34	35	35
Canine	22	19	20	20
TRIAD/Senior Citizens	0	0	0	0
Citizen Police Academy	1	1	1	1
Junior Police Academy	1	1	1	1
National Night Out	1	1	1	1
Scholarships Awarded				
Athletic	43	0	0	0
Criminal Justice Education	0	0	0	0
Victim Service Unit				
Call-outs	26	24	25	25
Call-out Hours	212	103	110	110
Meeting/Training Hours	309	342	340	340
Beginning FY-08 these activities will be funded within the General Fund - Police Department.				

PUBLIC SAFETY SERVICES GROUP - POLICE DIVISON - COMPARABLES

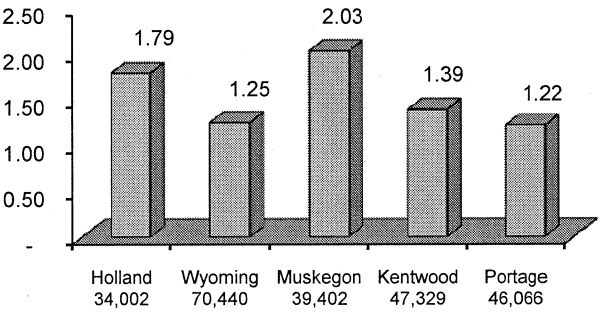
Crime Calls



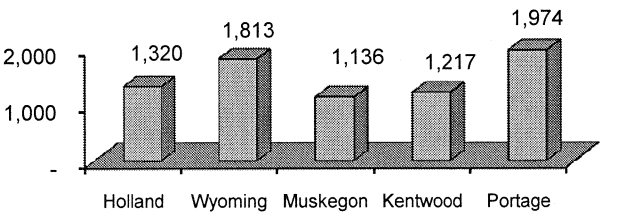
Total Calls



Officers Per 1,000 Population



Accident Crashes



Note: Comparable Michigan Cities, Based on Calendar Year 2008 Data.

PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION

POLICE DEPARTMENT
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 41,234	$ 40,633	$ 41,993	$ 43,000
Charges for Services	93,354	89,803	94,418	83,600
Fines & Forfeits	216,529	216,323	215,000	220,000
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
Other	- 0 -	170	1,353	300
Funding Requirement - General Operating Revenues	6,732,197	6,756,925	6,833,055	6,854,374
TOTAL SOURCES	$ 7,083,314	$ 7,103,854	$ 7,185,819	$ 7,201,274
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 4,044,275	$ 4,047,911	$ 4,117,893	$ 4,129,000
* Benefits - Includes NonWorking Wages	2,027,103	1,944,539	1,926,800	1,932,800
* Mandatory Employer Costs	144,914	156,469	187,600	186,700
Other Current Expenditures -				
* Supplies / Maintenance	166,364	183,740	193,383	209,500
* Contractual	13,908	14,095	36,050	15,000
* Other	680,227	740,025	711,093	722,074
Capital Outlay	6,523	17,075	13,000	6,200
TOTAL USES	$ 7,083,314	$ 7,103,854	$ 7,185,819	$ 7,201,274
- - STAFFING - -				
Personnel Services Total Amount	$ 6,216,292	$ 6,148,919	$ 6,232,293	$ 6,248,500
* Full-Time Positions (see note)	71.50	71.50	69.50	68.00
* Part-Time Positions @ F.T.E.	8.55	8.85	9.45	9.00

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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 13,964	$ 14,232	$ 14,700	$ 14,000
TOTAL SOURCES	$ 13,964	$ 14,232	$ 14,700	$ 14,000
FUNDING USES -				
Other Current Expenditures -				
* Other	$ 14,656	$ 13,645	$ 14,700	$ 14,000
Capital Outlay	$ - 0 -	$ 1,388	$ - 0 -	$ - 0 -
TOTAL USES	$ 14,656	$ 15,033	$ 14,700	$ 14,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (692)	$ (801)	$ - 0 -	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	1,394	593	593	593
TOTAL FUND EQUITY	$ 1,394	$ 593	$ 593	$ 593

- - STAFFING - -

Positions: Not Applicable

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

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 428	$ - 0 -	$ - 0 -	$ - 0 -
Other	2,650	- 0 -	- 0 -	- 0 -
Transfers In	3,007	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 6,085	$ - 0 -	$ - 0 -	$ - 0 -
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
* Mandatory Employer Costs	- 0 -	- 0 -	- 0 -	- 0 -
Other Current Expenditures -				
* Supplies / Maintenance	7,486	- 0 -	- 0 -	- 0 -
* Other	8,126	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 15,612	$ - 0 -	$ - 0 -	$ - 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (9,527)	$ - 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 -	$ - 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-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 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	1	1	1
WEMET Activity Report:				
Total Complaints Investigated	675	803	800	800
Holland Area Complaints	124	214	225	225
Arrests	454	544	550	550
Total Value of Drugs Seized	$6,597,515	$315,666	$350,000	$350,000

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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 117,626	$ 118,175	$ 76,300	$ 102,300
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	109,561	113,834	165,300	156,800
TOTAL SOURCES	$ 227,187	$ 232,009	$ 241,600	$ 259,100
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 159,584	$ 159,686	$ 160,700	$ 173,600
* Benefits - To Include NonWorking Wages	63,062	67,677	74,700	79,200
* Mandatory Employer Costs	4,541	4,646	6,200	6,300
Other Current Expenditures -				
* Supplies / Maintenance	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 227,187	$ 232,009	$ 241,600	$ 259,100
- - 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	$ 227,187	$ 232,009	$ 241,600	$ 259,100
* 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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Estimate	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 37,262	$ 103,707	$ 260,310	$ 48,015
TOTAL SOURCES	$ 37,262	$ 103,707	$ 260,310	$ 48,015
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 30,217	$ 81,806	$ 127,049	$ 36,951
* Benefits - To Include NonWorking Wages	3,882	11,457	18,105	5,272
* Mandatory Employer Costs	1,349	3,345	4,525	1,319
Other Current Expenditures -				
* Supplies / Maintenance	750	5,892	18,621	4,473
Capital Outlay	1,064	1,207	92,010	- 0 -
TOTAL USES	$ 37,262	$ 103,707	$ 260,310	$ 48,015
- - 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	$ 35,448	$ 96,608	$ 149,679	$ 43,542

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-2010 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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 5,833	$ 14,725	$ 2,775	$ - 0 -
Interest & Rents	121	400	- 0 -	- 0 -
Other	3,920	280	265	- 0 -
Transfers In	79	560	- 0 -	- 0 -
TOTAL SOURCES	$ 9,953	$ 15,965	$ 3,040	$ - 0 -
FUNDING USES -				
Capital Outlay	$ 10,055	$ 16,294	$ 3,040	$ - 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 10,055	$ 16,294	$ 3,040	$ - 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (102)	$ (329)	$ - 0 -	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	329	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	$ 329	$ - 0 -	$ - 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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 40,419	$ - 0 -	$ - 0 -	$ - 0 -
TOTAL SOURCES	$ 40,419	$ - 0 -	$ - 0 -	$ - 0 -
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Other Current Expenditures -				
* Other	771	- 0 -	- 0 -	- 0 -
Capital Outlay	39,648	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 40,419	$ - 0 -	$ - 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 a tactical transport robot, 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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Estimate	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 19,865	$ 8,246	$ - 0 -	$ - 0 -
Other	$ 1,300	$ 1,338	$ - 0 -	$ - 0 -
TOTAL SOURCES	$ 21,165	$ 9,584	$ - 0 -	$ - 0 -
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	6,010	3,648	- 0 -	- 0 -
* Contractual	13,216	5,936	- 0 -	- 0 -
* Other	1,939	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 21,165	$ 9,584	$ - 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 - -				
Personnel Services Total Amount	$ 21,165	$ 9,584	$ - 0 -	$ - 0 -
* Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION

OTTAWA COUNTY BATMOBILE GRANT FUND
- REFERENCE: OTTAWA COUNTY HEALTH DEPARTMENT
(A SPECIAL REVENUE FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ - 0 -	$ 2,350	$ 2,445	$ - 0 -
TOTAL SOURCES	$ - 0 -	$ 2,350	$ 2,445	$ - 0 -
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ - 0 -	$ 2,051	$ 2,115	$ - 0 -
* Mandatory Employer Costs	- 0 -	299	330	- 0 -
TOTAL USES	$ - 0 -	$ 2,350	$ 2,445	$ - 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 overtime for the use of the Breath Alcohol Testing Vehicle (BAT Mobile) at Grand Valley State University.

PUBLIC SAFETY SERVICES GROUP
POLICE DIVISION

PROJECT SAFE NEIGHBORHOODS (PSN) GRANT FUND
- REFERENCE: OFFICE OF JUSTICE PROGRAMS
(A SPECIAL REVENUE FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ - 0 -	$ 6,035	$ 14,200	$ 9,764
TOTAL SOURCES	$ - 0 -	$ 6,035	$ 14,200	$ 9,764
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ - 0 -	$ 2,731	$ 6,000	$ 5,865
* Benefits - To Include NonWorking Wages	- 0 -	309	500	400
* Mandatory Employer Costs	- 0 -	94	700	600
Capital Outlay	- 0 -	2,901	7,000	2,899
TOTAL USES	$ - 0 -	$ 6,035	$ 14,200	$ 9,764
- - 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 -	$ 3,134	$ 7,200	$ 6,865

Positions: Not Applicable

NOTE: This grant includes overtime and equipment for the Police Division and includes Ottawa County as a subgrantee.

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

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 3,330	$ 4,095	$ 4,062	$ 4,200
Interest & Rents	119	102	40	50
Other	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 3,449	$ 4,197	$ 4,102	$ 4,250
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 2,112	$ 2,417	$ 2,300	$ 2,500
* Other	1,370	2,641	1,772	2,600
TOTAL USES	$ 3,482	$ 5,058	$ 4,072	$ 5,100
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (33)	$ (861)	$ 30	$ (850)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	2,225	1,364	1,394	544
TOTAL FUND EQUITY	$ 2,225	$ 1,364	$ 1,394	$ 544

- - STAFFING - -

Positions: Not Applicable

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

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - DIVISION FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 2,951,923	$ 2,955,847	$ 3,043,954	$ 3,160,709
Special Revenue	- 0 -	19,456	179,634	- 0 -
Internal Service	531,996	12,272	12,408	- 0 -
TOTAL - ALL FUND TYPES	$ 3,483,919	$ 2,987,575	$ 3,235,996	$ 3,160,709
- - DIVISION FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Intergovernmental	$ - 0 -	$ 17,510	$ 161,671	$ - 0 -
Charges for Services	2,020	4,139	13,452	11,100
Interest & Rents	6,425	3,586	5,110	5,950
Other	(3,364)	- 0 -	23,551	- 0 -
Transfers In	100,000	101,946	117,963	100,000
TOTAL SOURCES	$ 105,081	$ 127,181	$ 321,747	$ 117,050
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,538,557	$ 1,564,294	$ 1,604,800	$ 1,669,600
* Benefits - Includes NonWorking Wages	873,606	827,734	830,055	886,900
* Mandatory Employer Costs	36,526	40,956	62,245	67,700
Other Current Expenditures -				
* Supplies / Maintenance	177,867	175,189	181,751	179,700
* Contractual	5,480	21,931	53,990	5,800
* Other	209,730	211,803	238,053	244,009
Capital Outlay	542,153	45,668	152,694	7,000
Transfers Out	100,000	100,000	112,408	100,000
TOTAL USES	$ 3,483,919	$ 2,987,575	$ 3,235,996	$ 3,160,709
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 97,532	$ 104,879	$ 104,000	$ 104,000
- - DIVISION STAFFING TOTALS - -				
Personnel Services Total Amount	$ 2,448,689	$ 2,432,984	$ 2,497,100	$ 2,624,200
* Full-Time Positions	28.00	28.00	27.00	27.00
* 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, property and environmental safety to the community through aggressive code enforcement, effective safety education, safe and efficient fire suppression, and emergency medical, hazardous materials, fire investigation, and other services consistent with modern fire protection.

ACTION PLAN FOR FISCAL YEAR 2010

FIRE DEPARTMENT

* To continue to develop and implement a comprehensive Fire Department training plan and published calendar to prepare department members to safely and effectively respond to fires, medical emergencies, and other incidents in the community. (August 2009)

* To develop a schedule and financial plan to renovate the Waverly fire station. (August 2009)

* To continue to work 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. (December 2009)

* To determine the optimal location for a fire station to best serve the central portion of the City. (June 2010)

* Upon appointment of a State Fire Marshal the department will evaluate the delegation of authority to inspect public assembly facilities and capture a portion of inspection fees as proposed by State of Michigan Bureau of Fire Services. (December 2009)

* To continue to develop and advocate for funding and implementation of a comprehensive, scheduled replacement program for ongoing acquisition of mission critical fire fighting equipment. (December 2009)

* To develop and implement a strategy for improved and standardized documentation of department activities to provide for a more accurate and quantitative evaluation of the fire protection package provided to the community by the department. (June 2010)

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Fire Division - Fire

* To evaluate and provide equipment and resources to Engine 1123 so that response capabilities are consistent with other front line engines in service in the City. (December 2009)

* To evaluate and implement a revised daily activity schedule and operating guideline for all 24 hour shift personnel that enhances efficiency and further facilitates the implementation of additional responsibilities initiated and undertaken by the department. (August 2009)

* To relocate and improve fitness facilities at the Kollen Park Station. (December 2009)

* To implement adopted recommendations of the Public Safety Study this is anticipated to be completed in June / July 2009.

* To complete an evaluation in collaboration with the Insurance Services Office (ISO) to validate or adjust the fire protection classification of the City Of Holland. The department will work to implement changes or recommendations as needed as a result of the evaluation. (June 2010)

EMERGENCY MANAGEMENT

* To coordinate and facilitate the implementation of tabletop exercises, on a semi-annual basis, for City department directors to improve familiarity with the City Emergency plan and apply skills learned in the IS 300 & 400 curriculum. (December 2009)

* To coordinate with Ottawa County Emergency Management for planning and design of a functional exercise of the city emergency plan for execution. (June 2010)

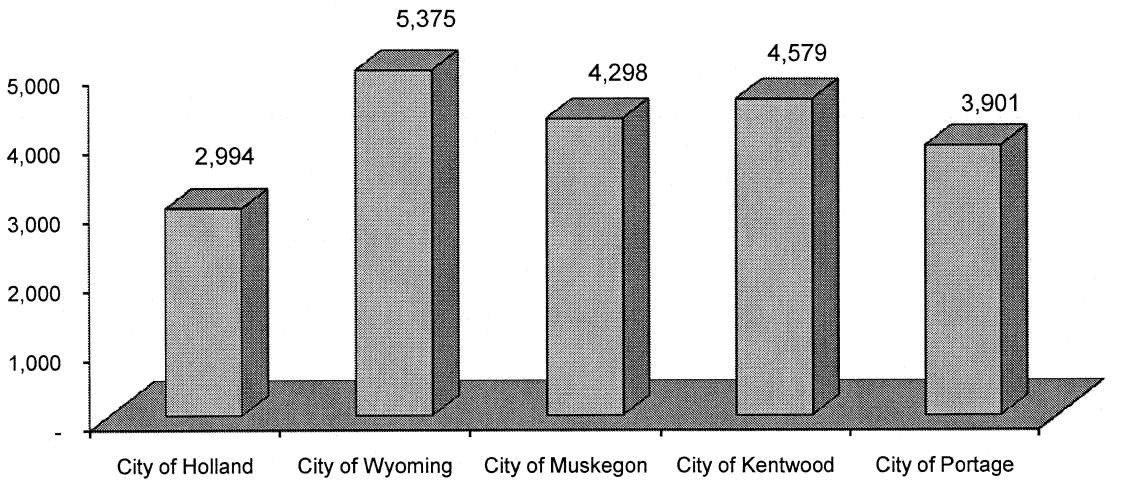
* To coordinate with Ottawa County Emergency Services to continue warning siren tests on the first Saturday of every month from March through November, monitoring tests at warning siren locations not equipped with 2-way controllers, and to report problems to service company for repairs. (November 2009)

PROGRAM MEASUREMENTS

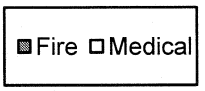
- - PUBLIC SAFETY SERVICES GROUP - FIRE DIVISION - FIRE - -

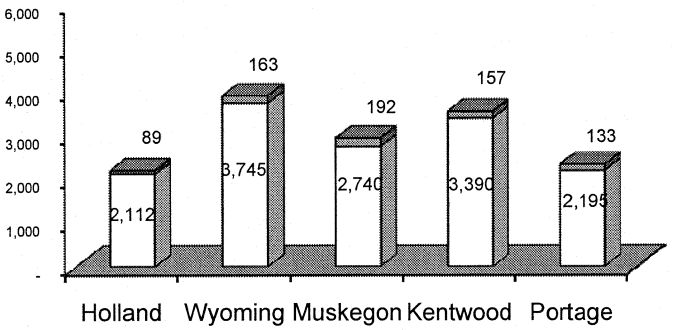
Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Fire Incidents	98	89	116	121
Structure Fires	36	44	51	45
Outside of Structure Fires	7	3	4	7
Vehicle Fires	17	11	19	15
Vegetation Fires	8	3	9	7
Refuse Fires	12	8	12	12
Explosion with no After-fire	14	10	11	10
Fire or Explosion not Otherwise Classified	4	10	10	15
Medical Emergencies	1,916	2,112	2,200	2,300
Flammable Liquid/Gas Emergencies	170	159	182	160
Service Calls	111	149	121	150
Good Intent Calls	109	91	106	100
False Alarms/Alarm Malfunctions	378	393	380	370
Other/Miscellaneous Calls	4	1	2	5
TOTAL INCIDENTS	2,786	2,994	3,107	3,196
Change from Previous Year	4.22%	7.47%	3.77%	2.86%
Value of Property Exposed to Fire	$69,101,879	$56,447,390	$60,000,000	$60,400,000
Combined Real and Personal Property Lost	$601,189	$409,370	$500,000	$600,000
Percent of Exposed Property Saved	99.13%	99.27%	99.17%	99.01%
TRAINING AND SAFETY ACTIVITIES				
Total Personnel-Hours Spent in Training	4,161	4,504	4,600	4,600
Civilian Fire-Related Injuries	0	5	0	0
Firefighter Duty-Related Injuries	5	1	0	0
FIRE PREVENTION ACTIVITIES				
Fire Code Inspections Performed	124	142	150	150
Fire Investigations Conducted	17	8	98	100
Outside Fire Prevention Programs Presented	13	32	50	50
Shift Based Pre-Plans & Fire Code Inspections	N/A	N/A	220	250
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
Department Head Quarterly Tabletop Exercises	N/A	N/A	0	4
Plan and Implement City Emergency Plan Test Exercise	1	0	0	1

Total Incidents

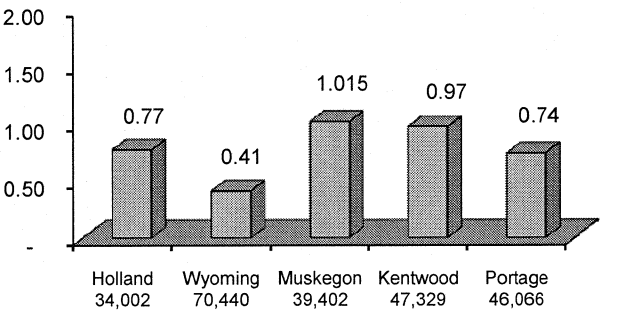


Fire and Medical Incidents

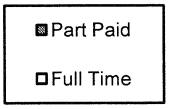


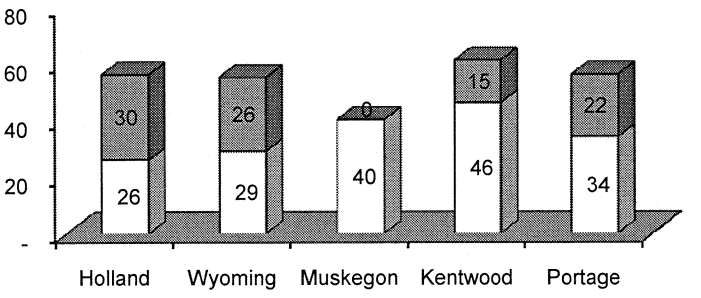


Full Time Firefighters Per 1,000 Population



Full Time Part Paid Firefighters





Note: Comparable Michigan Cities, Based on Calendar Year 2008 Data.

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

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 2,020	$ 4,139	$ 13,452	$ 11,100
Funding Requirement - General Operating Revenues	2,949,903	2,951,708	3,030,502	3,149,609
TOTAL SOURCES	$ 2,951,923	$ 2,955,847	$ 3,043,954	$ 3,160,709
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,538,557	$ 1,564,294	$ 1,604,800	$ 1,669,600
* Benefits - To Include NonWorking Wages	873,606	827,734	830,055	886,900
* Mandatory Employer Costs	36,526	40,956	62,245	67,700
Other Current Expenditures -				
* Supplies / Maintenance	177,867	175,189	181,751	179,700
* Contractual	5,480	4,870	27,050	5,800
* Other	209,730	211,803	238,053	244,009
Capital Outlay	10,157	31,001	- 0 -	7,000
Transfers Out	100,000	100,000	100,000	100,000
TOTAL USES	$ 2,951,923	$ 2,955,847	$ 3,043,954	$ 3,160,709
- - STAFFING - -				
Personnel Services Total Amount	$ 2,448,689	$ 2,432,984	$ 2,497,100	$ 2,624,200
* Full-Time Positions	28.00	28.00	27.00	27.00
* 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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ - 0 -	$ 17,510	$ 161,671	$ - 0 -
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	1,946	17,963	- 0 -
TOTAL SOURCES	$ - 0 -	$ 19,456	$ 179,634	$ - 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 -	- 0 -	- 0 -	- 0 -
* Contractual	- 0 -	17,061	26,940	- 0 -
Capital Outlay-Personal Protective Eqp.	- 0 -	- 0 -	124,089	- 0 -
Capital Outlay-Educ Trailer/Computer	- 0 -	2,395	28,605	- 0 -
TOTAL USES	$ - 0 -	$ 19,456	$ 179,634	$ - 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 a fire safety education trailer for the Fire Division, residential smoke detector installations in the community, and personal protective equipment. No federal grant funding is anticipated for FY-2010.

INTRODUCTION TO DEPARTMENT

PUBLIC SAFETY SERVICES

Fire Vehicle and Equipment Replacement Fund

DEPARTMENT 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 2010

* 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 2010)

* To review the status of current and future apparatus needs, revising the fire apparatus replacement schedule as needed. (January 2010)

* To prepare for the purchase of an Emergency Medical Services (EMS) response vehicle to replace the 1999 Chevrolet Tahoe responding from the Kollen Park station. The purchase of this vehicle will be deferred until fiscal year 2011.

PUBLIC SAFETY SERVICES GROUP
FIRE DIVISION

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

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 6,425	$ 3,586	$ 5,110	$ 5,950
Other	(3,364)	- 0 -	23,551	- 0 -
Transfers In	100,000	100,000	100,000	100,000
TOTAL SOURCES	$ 103,061	$ 103,586	$ 128,661	$ 105,950
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Capital Outlay	531,996	12,272	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	12,408	- 0 -
TOTAL USES	$ 531,996	$ 12,272	$ 12,408	$ - 0 -
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 97,532	$ 104,879	$ 104,000	$ 104,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 5,529	$ (1,293)	$ 12,253	$ 1,950
ENDING BALANCE -				
Designated / Reserved - Vehicles	$ 19,923	$ 111,237	$ 227,490	$ 333,440
Designated / Reserved - Equipment	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	1,566,549	1,473,942	1,369,942	1,265,942
TOTAL FUND EQUITY	$ 1,586,472	$ 1,585,179	$ 1,597,432	$ 1,599,382
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

- - STAFFING - -

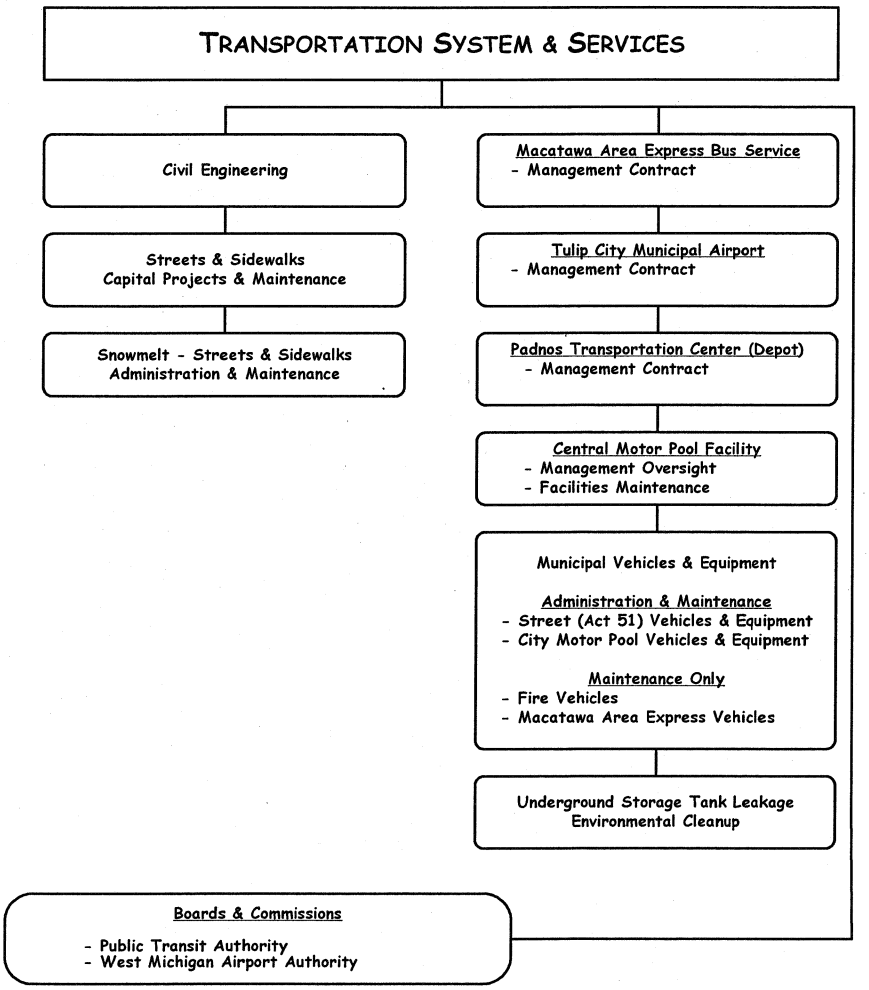
Positions: Not Applicable

TRANSPORTATION SYSTEM & SERVICES GROUP INTRODUCTION

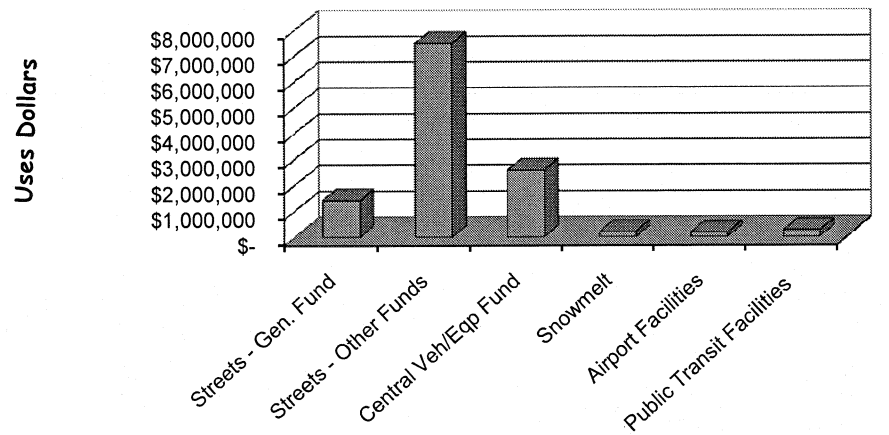
GROUP MISSION STATEMENT

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.

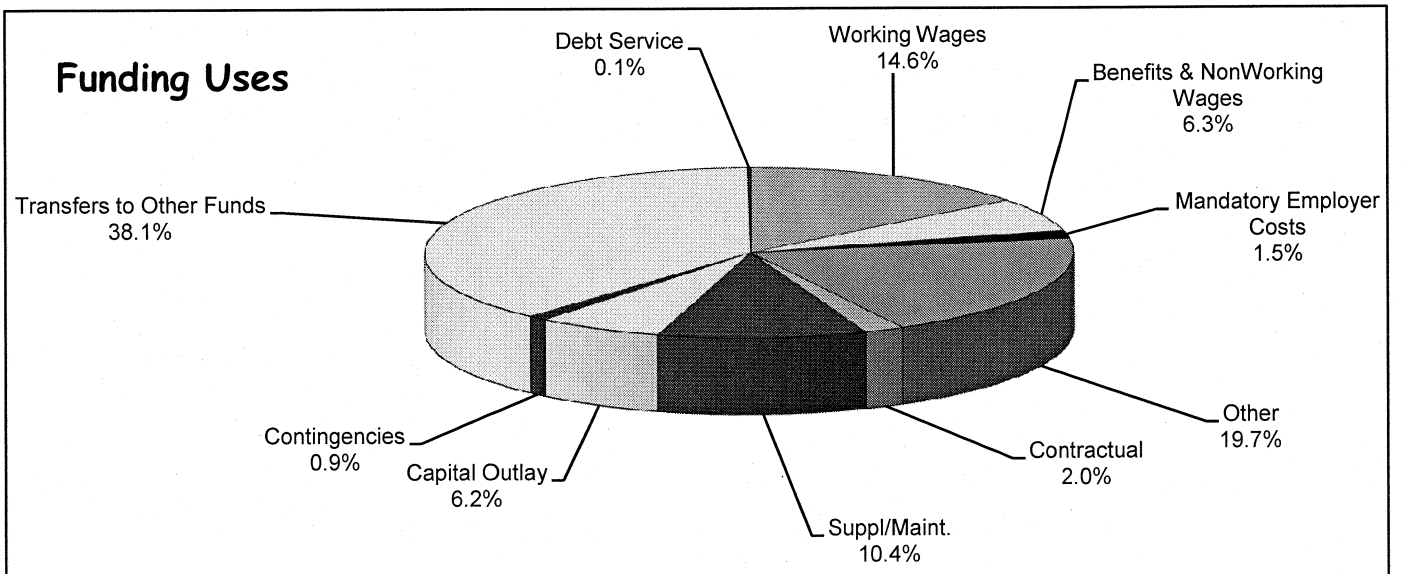
GROUP ORGANIZATIONAL STRUCTURE



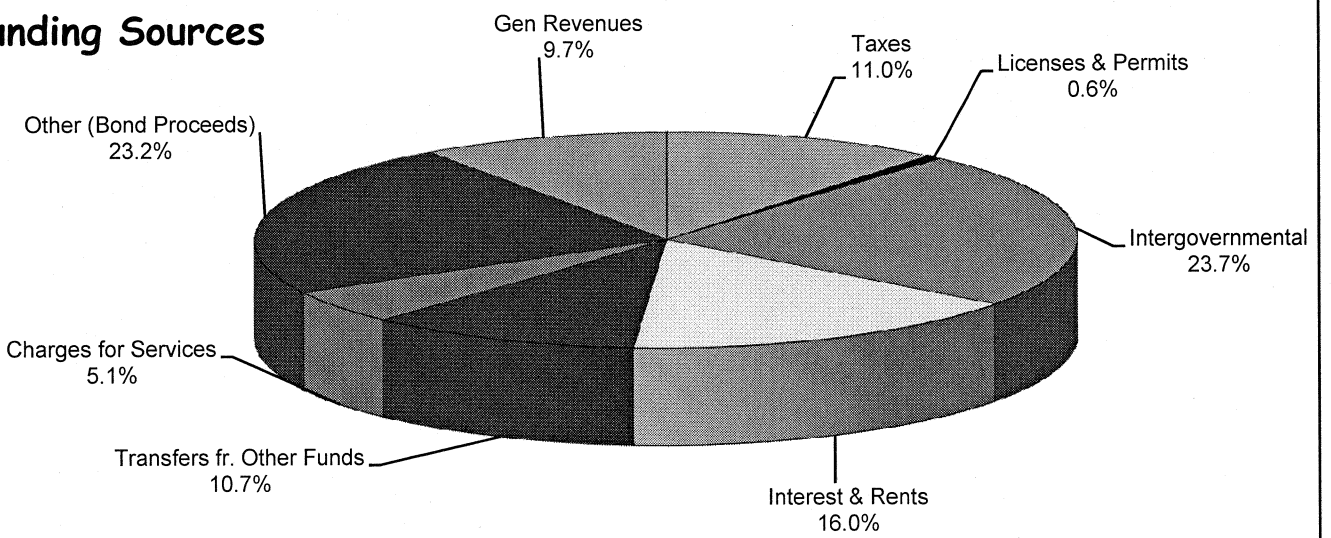
Total Uses By Department $12,095,505



Funding Uses



Funding Sources



TRANSPORTATION SYSTEM & SERVICES GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 1,224,897	$ 1,339,300	$ 1,378,295	$ 1,417,946
Special Revenue	6,251,247	7,286,898	8,080,587	7,696,428
Enterprise	4,072,216	4,244,773	2,338,857	415,747
Internal Service	2,690,575	2,735,181	2,831,024	2,565,384
TOTAL - ALL FUND TYPES	$ 14,238,935	$ 15,606,152	$ 14,628,763	$ 12,095,505
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 1,423,518	$ 1,300,524	$ 1,401,989	$ 1,420,900
Licenses & Permits	75,038	79,447	85,000	82,000
Intergovernmental	5,994,463	5,988,335	4,623,794	3,060,645
Charges for Services	557,380	583,179	667,604	656,270
Interest & Rents	2,397,110	2,657,869	2,210,684	2,061,865
Other	60,539	46,073	400	3,000,400
Transfers In	1,920,140	1,823,320	2,966,843	1,379,099
TOTAL SOURCES	$ 12,428,188	$ 12,478,747	$ 11,956,314	$ 11,661,179
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,471,806	$ 1,604,748	$ 1,741,784	$ 1,768,400
* Benefits - Includes NonWorking Wages	702,538	733,445	802,767	765,175
* Mandatory Employer Costs	146,415	161,753	184,662	186,710
Other Current Expenditures -				
* Supplies / Maintenance	1,521,729	1,172,745	1,235,473	1,256,100
* Contractual	2,547,024	207,688	211,864	240,900
* Other	2,542,410	3,785,677	2,679,331	2,387,447
Capital Outlay	1,198,917	3,075,506	2,154,322	755,400
Debt Service Payments -				
* Principal Maturities	13,000	14,000	15,000	16,000
* Interest & Fee Payments	4,536	2,588	2,383	1,520
Transfers Out	4,090,560	4,848,002	5,601,177	4,604,853
Contingencies	- 0 -	- 0 -	- 0 -	113,000
TOTAL USES	$ 14,238,935	$ 15,606,152	$ 14,628,763	$ 12,095,505
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 1,544,672	$ 1,095,871	$ 1,166,800	$ 1,166,800
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 2,320,759	$ 2,499,946	$ 2,729,213	$ 2,720,285
* Full-Time Positions	33.14	34.39	34.83	34.33
* Part-Time Positons @ F.T.E.	2.00	3.25	4.40	5.10

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 2010

* To plan, design and construct the following street, sidewalk, and storm drainage improvement projects in the 2009 construction season:
  - 40th Street from Washington to Lincoln (including storm drainage on Central from 40th to 32nd Streets and Colonial Court from 40th to the south cul-de-sac).
  - Maple Avenue from 8th to 24th St. (including 20th Street from Washington to Maple).
  - 7th Street resurfacing project from 8th/Lincoln to River Avenue.

* To develop a resurfacing program for the summer of 2009, utilizing street ratings developed through asset management techniques.

* To continue planning and engineering for the following projects, in anticipation of construction in calendar years 2010 or 2011:
  - Matt Urban Drive, Washington Ave west to the City limits.
  - Columbia from 16th to 22nd Street – Streetscape and Reconstruction.
  - 18th Street, Cleveland to River Avenues (with the Board of Public Works).
  - 8th and Fairbanks Roundabout.

* To continue to seek sources of funding through the Macatawa Area Coordinating Council (MACC) for future road improvement projects in the City's Five-Year Street Capital Projects plan.

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Management & Engineering

* To continue working through MACC Watershed Project to implement the requirements of the Storm Water Discharge Permit, including the Watershed Management Plan, Storm Water Pollution Prevention Initiative (SWPPI), the Area-wide Illicit Detection Elimination Plan and Public Education Plan for the Macatawa Watershed; to develop, adopt and implement a stormwater ordinance for the City of Holland; and to participate on the Watershed Planning Committee in the development of a new Watershed Management Plan (replacing the current Nonpoint Source Phosphorus Reduction Plan developed in 1999) for the Macatawa Watershed. (On-going; stormwater ordinance to be completed by November 2009 and draft Watershed Management Plan to be completed by June 2011)

* To work with the Department of Leisure and Cultural Services and the Human Resources Department to evaluate potential areas of cooperation and/or consolidation between the Streets Division and the Parks and Cemeteries Division. (January 2010)

* To digitize and develop an electronic library for all storm sewer video. (June 2010)

* 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. (March 2010)

* To complete an assessment of storm sewer culverts within the City and expand the use of the RoadSoft software and associated Asset Management Plan to maintain this database. (October 2009)

* To continue to work with the Michigan Department of Transportation, Macatawa Area Coordinating Council, and other interested parties on short-term and long-term solutions to improve traffic and safety issues on M-40.

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Construction Projects in Process	9	8	13	6
Total Miles of Local and Major Streets (Does Not Include State Trunkline Miles)	148.57	148.57	148.78	149.00
Total miles of Streets Reconstructed	1.69	5.19	1.85	2.64
Total miles of Streets Resurfaced	11.36	7.86	3.73	3.24
Community Sidewalk Network in Miles of Walk	155.43	156.10	156.10	157.10
Sidewalk Repair Activities in Square Feet	18,378	18,293	16,052	16,000

TRANSPORTATION SYSTEM & SERVICES GROUP

TRANSPORTATION MANAGEMENT & ENGINEERING
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	167,664	169,719	186,006	188,187
TOTAL SOURCES	$ 167,664	$ 169,719	$ 186,006	$ 188,187
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 89,907	$ 96,288	$ 106,000	$ 106,200
* Benefits - To Include NonWorking Wages	40,879	39,863	40,700	43,200
* Mandatory Employer Costs	9,270	10,271	10,700	11,000
Other Current Expenditures -				
* Supplies / Maintenance	1,572	1,889	4,656	2,800
* Contractual	1,450	- 0 -	1,000	1,000
* Other	23,261	21,259	22,950	23,987
Capital Outlay	1,325	149	- 0 -	- 0 -
TOTAL USES	$ 167,664	$ 169,719	$ 186,006	$ 188,187
- - STAFFING - -				
Personnel Services Total Amount	$ 140,056	$ 146,422	$ 157,400	$ 160,400
Full-Time Positions .	2.90	2.90	3.00	3.00
Part-Time Positions @ F.T.E.	0.15	0.10	0.10	0.10

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 2010

* 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; address the future means of dealing with spring cleanup and fall leaf pickup materials; and review, evaluate and identify possible new sites for snow storage during the winter. (June 2010)

- To continue to explore and evaluate existing and alternative products and methods of de-icing roadways, parking lots, parking ramps, and other City-owned properties, taking into account issues related to cost, effectiveness and efficiency, impact on the watershed, and other pertinent factors. (March 2010)

- To develop a computerized work order and record-keeping system for the various work activities of the Streets Division, in order to provide information important to the short- and long-term planning for the maintenance of the City's infrastructure. (November 2009)

* To develop a short-term and long-term maintenance program for all brick walkways in the downtown and other areas of the community, that provides for the necessary monitoring, evaluation, repair and upkeep. (September 2009)

* To work cooperatively with the Engineering Division staff in completing reconstruction projects planned for the 2009 construction season, and to provide support as requested in planning for 2010 construction projects. (On-going)

* To assist the Engineering Division in an assessment of storm sewer culverts and preparation of a database.

PROGRAM MEASUREMENTS

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

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Total Mileage of Street System Maintenanced (Does Not Include State Trunkline Miles)	148.57	148.78	149.00	149.00
Trunkline Mileage	11.20	11.20	11.20	11.20
Street Cut Permits Issued For Utility Repair or New Construction	304	333	325	325
Amount of Asphalt used for Street Patching and Repairing (in tons - reflects Feb. 2007 through Feb. 2008)	1,346	1,036	1,300	1,400
Community Sidewalk Network in Miles of Walk	155.43	156.10	156.10	157.10
Amount of salt used for winter road maintenance (in tons)	3,878.00	3,738.03	3,500.00	3,200.00
Number of street sweeper hours operated (reflects March 2005 through February 2006)	1,558	1,607	1,700	1,700
Fall Leaf Pickup:				
Streets Division Costs (personnel and equipment)	$109,595	$123,540	$120,014	$133,500
Removal Costs	$25,500	N/A	$24,899	$38,000
Number of hours worked by Streets Division personnel	2,205	2,299	2,111	2,200
Spring Cleanup:				
Streets Division Costs (personnel and equipment)	$40,885	$67,495	$65,000	$72,500
Removal Costs	$7,925	$44,000	$40,000	$40,000
Number of hours worked by Streets Division personnel	764	1,037	1,000	1,200

TRANSPORTATION SYSTEM & SERVICES GROUP

STREETS DIVISION
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 7,745	$ 14,985	$ 15,600	$ 15,600
Interest & Rents	129,996	134,004	140,000	147,000
Funding Requirement - General Operating Revenues	919,492	1,020,592	1,036,689	1,067,159
TOTAL SOURCES	$ 1,057,233	$ 1,169,581	$ 1,192,289	$ 1,229,759
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 228,663	$ 248,619	$ 269,668	$ 260,700
* Benefits - To Include NonWorking Wages	38,837	59,292	39,100	64,800
* Mandatory Employer Costs	41,556	44,811	47,041	41,035
Other Current Expenditures -				
* Supplies / Maintenance	32,202	39,456	43,611	39,400
* Contractual Expenditures	79,155	93,086	113,200	126,000
* Other	635,970	680,915	679,669	697,824
Capital Outlay	850	3,402	- 0 -	- 0 -
TOTAL USES	$ 1,057,233	$ 1,169,581	$ 1,192,289	$ 1,229,759
- - STAFFING - -				
Personnel Services Total Amount	$ 309,056	$ 352,722	$ 355,809	$ 366,535
Full-Time Positions	19.73	19.81	19.90	19.90
Part-Time Positions @ F.T.E.	0.15	0.05	0.45	1.15

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 2010

* 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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 2,228,476	$ 2,236,473	$ 2,128,365	$ 2,111,743
Licenses & Permits	29,988	34,226	30,000	32,000
Interest & Rents	32,174	32,765	24,000	24,800
Transfers In	703,963	828,400	506,124	- 0 -
TOTAL SOURCES	$ 2,994,601	$ 3,131,864	$ 2,688,489	$ 2,168,543
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 287,200	$ 330,688	$ 342,070	$ 353,900
* Benefits-To Include NonWorking Wages	183,224	199,944	225,153	193,300
* Mandatory Employer Costs	21,727	25,080	30,134	32,950
Other Current Expenditures -				
* Supplies / Maintenance	216,280	213,703	274,435	295,500
* Contractual	45,809	46,268	63,250	78,900
* Other	448,389	539,484	538,950	514,850
Transfers Out	2,349,081	1,419,392	1,526,601	825,798
Contingencies	- 0 -	- 0 -	- 0 -	108,000
TOTAL USES	$ 3,551,710	$ 2,774,559	$ 3,000,593	$ 2,403,198
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (557,109)	$ 357,305	$ (312,104)	$ (234,655)
ENDING BALANCE -				
Designated / Reserved	$ 105,940	$ 159,713	$ - 0 -	$ - 0 -
Undesignated / Unreserved	683,514	987,046	834,655	600,000
TOTAL FUND EQUITY	$ 789,454	$ 1,146,759	$ 834,655	$ 600,000
- - STAFFING - -				
Personnel Services Total Amount	$ 492,151	$ 555,712	$ 597,357	$ 580,150

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 2010

* 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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 562,736	$ 580,905	$ 531,866	$ 528,902
Licenses & Permits	45,050	45,221	55,000	50,000
Interest & Rents	1,578	4,467	1,225	1,400
Other	- 0 -	250	- 0 -	- 0 -
Transfers In	587,410	563,318	815,687	807,798
TOTAL SOURCES	$ 1,196,774	$ 1,194,161	$ 1,403,778	$ 1,388,100
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 332,240	$ 324,940	$ 370,796	$ 391,000
* Benefits - To Include NonWorking Wages	209,440	195,714	242,414	211,800
* Mandatory Employer Costs	24,961	24,553	32,237	36,200
Other Current Expenditures -				
* Supplies / Maintenance	158,621	158,467	193,418	222,100
* Contractual	2,325	1,528	21,300	26,300
* Other	435,950	444,947	466,400	500,700
Transfers Out	33,237	33,200	88,025	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
FUNDING USES - TOTALS	$ 1,196,774	$ 1,183,349	$ 1,414,590	$ 1,388,100
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ 10,812	$ (10,812)	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	2,000	12,812	2,000	2,000
TOTAL FUND EQUITY	$ 2,000	$ 12,812	$ 2,000	$ 2,000
- - STAFFING - -				
Personnel Services Total Amount	$ 566,641	$ 545,207	$ 645,447	$ 639,000

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 2010

* 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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 411,489	$ 437,743	$ 429,600	$ 420,000
Interest & Rents	10,127	29,505	6,700	4,700
Transfers In	450,000	981	60,000	- 0 -
TOTAL SOURCES	$ 871,616	$ 468,229	$ 496,300	$ 424,700
FUNDING USES -				
Transfers Out	$ 269,514	$ 792,027	$ 784,750	$ 338,575
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 269,514	$ 792,027	$ 784,750	$ 338,575
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 602,102	$ (323,798)	$ (288,450)	$ 86,125
ENDING BALANCE -				
Designated / Reserved	$ 228,486	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	467,337	372,025	83,575	169,700
TOTAL FUND EQUITY	$ 695,823	$ 372,025	$ 83,575	$ 169,700
- - 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 2010

* 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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 1,160,976	$ 1,195,844	$ 1,180,329	$ 1,189,273
Interest & Rents	31,560	46,781	6,700	4,900
Other	- 0 -	- 0 -	- 0 -	3,000,000
Transfers In	- 0 -	360,000	886,401	- 0 -
TOTAL SOURCES	$ 1,192,536	$ 1,602,625	$ 2,073,430	$ 4,194,173
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Transfers Out	1,045,316	2,080,880	2,506,204	3,363,826
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 1,045,316	$ 2,080,880	$ 2,506,204	$ 3,363,826
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 147,220	$ (478,255)	$ (432,774)	$ 830,347
ENDING BALANCE -				
Designated / Reserved	$ 442,250	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	468,779	432,774	- 0 -	830,347
TOTAL FUND EQUITY	$ 911,029	$ 432,774	$ - 0 -	$ 830,347
- - STAFFING - -				
Personnel Services Total Amount	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

Positions: Not Applicable

TRANSPORTATION SYSTEM & SERVICES GROUP
STREET FUNDS

FUND SUMMARY - FY 2005 through FY 2016

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	2,849,145	745,053	479,560	6,922,903
FY2006 (Actual)	1,346,563	2,000	93,721	763,809	2,206,093
FY2007 (Actual)	789,454	2,000	695,823	911,029	2,398,306
FY2008 (Actual)	1,146,759	12,812	372,025	432,774	1,964,370
FY2009 (Estimated)	834,655	2,000	83,575	0	920,230
FY2010 (Estimated)	600,000	2,000	169,700	830,347	1,602,047
FY2011	314,233	2,000	77,100	(194,380)	198,953
FY2012	(195,961)	2,000	274,068	(765,375)	(685,268)
FY2013	(742,155)	2,000	(24,225)	(264,895)	(1,029,275)
FY2014	(1,325,976)	2,000	360,396	(801,178)	(1,764,758)
FY2015	(1,949,116)	2,000	254,109	(781,443)	(2,474,450)
FY2016	(2,613,325)	2,000	657,096	309,110	(1,645,119)

(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 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 2010

* 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. (June 2010)

* To continue to work with the BPW to evaluate alternatives for providing additional heat source as approximately 95% of the system will be utilized. (June 2010)

* To prepare a master loan agreement with BPW for intra fund loans between the BPW and the Snowmelt Fund for the three (3) transmission line extension loans including the following:

  1. The 2004 extension from Pine to 4th to Central Avenue to 8th Street ($950,000);

  2. The 2007 extension on 8th Street from mid-block east of College to Columbia Avenue ($157,736); and

  3. The 2008-9 extension from 8th Street north on Columbia to 7th and on 7th Street from Columbia to College ($150,000). This Agreement to be completed by August 2009.

TRANSPORTATION SYSTEM & SERVICES GROUP

DOWNTOWN SNOWMELT SYSTEM OPERATING FUND
(A SPECIAL REVENUE FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 91,483	$ 104,661	$ 103,666	$ 112,700
Interest & Rents	20,567	19,409	7,300	5,100
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	23,300	24,000	419,335	25,400
TOTAL SOURCES	$ 135,350	$ 148,070	$ 530,301	$ 143,200
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
* Other	166,223	160,555	174,434	193,029
Capital Outlay	2,821	- 0 -	40,389	- 0 -
Debt Service Payments -				
* Principal	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	244,585	150,000	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 169,044	$ 405,140	$ 364,823	$ 193,029
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (33,694)	$ (257,070)	$ 165,478	$ (49,829)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	296,660	39,590	205,068	155,239
TOTAL FUND EQUITY	$ 296,660	$ 39,590	$ 205,068	$ 155,239
- - 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 2010

* 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. It is hoped that this process will be completed by 2012.

TRANSPORTATION SYSTEM & SERVICES GROUP

ENVIRONMENTAL CLEANUP FUND
(A SPECIAL REVENUE FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 2,857	$ - 0 -	$ - 0 -	$ - 0 -
Other	- 0 -	3,298	- 0 -	- 0 -
Transfers In	4,836	5,425	7,296	7,600
TOTAL SOURCES	$ 7,693	$ 8,723	$ 7,296	$ 7,600
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 459	$ - 0 -	$ - 0 -	$ - 0 -
Other Current Expenditures -				
* Supplies / Maintenance	2,397	- 0 -	- 0 -	- 0 -
* Contractual	4,837	8,723	7,296	7,600
TOTAL USES	$ 7,693	$ 8,723	$ 7,296	$ 7,600
- - 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	$ 459	$ - 0 -	$ - 0 -	$ - 0 -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Municipal Airport Facilities & Management Fund

FUND MISSION STATEMENT

To provide recordkeeping for the airport related property tax levy, capital assets, debt and City employees who are contracted to the West Michigan Airport Authority (WMAA).

ACTION PLAN FOR FISCAL YEAR 2010

* **To account for property tax collections that the City levies on behalf of the West Michigan Airport Authority and pay those collections over to the Authority.**
* **To account for the payroll and fringe benefits of the West Michigan Airport Authority contracted employees.**
* **To account for City owned capital assets which are leased to the West Michigan Airport Authority.**
* **To account for the Series 1995 T-Hangar debt which has a final maturity of June 1, 2010.**

PROGRAM MEASUREMENTS

TRANSPORTATION SYSTEM & SERVICES GROUP - MUNICIPAL AIRPORT FACILITIES FUND

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Aircraft Operations	41,700	36,300	35,000	30,000
Non-Scheduled Commercial Passenger Flights	23,410	20,000	18,000	14,000
Non-Scheduled Commercial Freight Flights	1,220	500	500	500
Based Aircraft	58	58	56	55
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 FACILITIES & MANAGEMENT FUND
(AN ENTERPRISE FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -	Pre Authority Startup		Post Authority Startup	
Taxes & Special Assessments	$ - 0 -	$ - 0 -	$ 117,994	$ 118,927
Intergovernmental	87,175	1,107,240	1,533,963	- 0 -
Charges for Services	22,536	21,916	81,754	45,620
Interest & Rents	146,386	152,621	2,400	1,500
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	2,771	40,770	- 0 -	- 0 -
TOTAL SOURCES	$ 258,868	$ 1,322,547	$ 1,736,111	$ 166,047
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ - 0 -	$ 1,661	$ 17,200	$ 17,900
* Benefits - To Include NonWorking Wages	$ - 0 -	$ - 0 -	$ 7,400	$ 7,875
* Mandatory Employer Costs	- 0 -	142	1,300	1,425
Other Current Expenditures -				
* Supplies / Maintenance	28,600	9,112	2,221	400
* Contractual	32,312	57,264	4,718	- 0 -
* Other	35,535	29,234	477,765	119,427
Capital Outlay	96,726	2,256,921	1,566,370	- 0 -
Debt Service Payments -				
* Principal	13,000	14,000	15,000	16,000
* Interest	4,536	2,588	2,383	1,520
Transfers Out	- 0 -	1,491	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 210,709	$ 2,372,413	$ 2,094,357	$ 164,547
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 554,552	$ 549,173	$ 600,000	$ 600,000

This Fund Continues On Next Page

TRANSPORTATION SYSTEM & SERVICES GROUP

MUNICIPAL AIRPORT FACILITIES & MANAGEMENT FUND
(AN ENTERPRISE FUND)

This Fund Continues From Previous Page

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
	Pre Authority Startup		Post Authority Startup	
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (396,667)	$ 671,882	$ 623,124	$ (582,500)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	12,421,722	13,093,604	13,716,728	13,134,228
TOTAL FUND EQUITY	$ 12,421,722	$ 13,093,604	$ 13,716,728	$ 13,134,228
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-------	$ 71,777	$ (358,246)	$ 1,500
ENDING BALANCE	$ 288,869	$ 360,646	$ 2,400	$ 3,900
- - STAFFING - -				
Personnel Services Total Amount	$ - 0 -	$ 1,803	$ 25,900	$ 27,200
Full-Time Positions	- 0 -	- 0 -	0.24	0.24
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

Prior to FY2009 this fund was the Municipal Airport Operating Fund. Beginning with FY2009 this fund has transitioned into the Municipal Airport Facilities & Management Fund with the startup of the separate West Michigan Airport Authority (WMAA). The City retains ownership of capital assets acquired or under contract prior to the startup of the WMAA which are accounted for by this City fund. Administrative personnel are retained as City employees and reimbursed to the City contractually by the Authority. The City transferred $341,944 in Working Capital to the WMAA to begin the Authority operations. Property taxes levied for the WMAA within the City boundaries are collected initially in this City fund and subsequently paid over to the WMAA.

TRANSPORTATION SYSTEM & SERVICES GROUP

MUNICIPAL AIRPORT DONATIONS FUND
(A SPECIAL REVENUE FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Interest & Rents	312	917	- 0 -	- 0 -
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	43,148	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 43,460	$ 917	$ - 0 -	$ - 0 -
FUNDING USES -				
Other Current Expenditures -				
* Other	$ - 0 -	$ - 0 -	$ 231	$ - 0 -
Transfers Out	9,576	40,770	- 0 -	- 0 -
TOTAL USES	$ 9,576	$ 40,770	$ 231	$ - 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 33,884	$ (39,853)	$ (231)	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	40,084	231	- 0 -	- 0 -
TOTAL FUND EQUITY	$ 40,084	$ 231	$ - 0 -	$ - 0 -

- - STAFFING - -

Positions: Not Applicable

This fund is closed out at the end of FY2009 as all remaining funds on hand were turned over to the West Michigan Airport Authority.

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 2010

* **This facility is leased to the Macatawa Area Express (MAX) Public Safety Authority for $1 and is responsible for operating and maintaining the facility to City standards. The facility serves MAX, Amtrak and Indian Trails Bus Service.**

PROGRAM MEASUREMENTS

- - TRANSPORTATION GROUP - DEPOT OPERATIONS FUND - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
ANNUAL RIDERSHIP				
Amtrak Train	38,167	39,530	40,716	41,530
MAX (BUS TRANSIT) RIDERSHIP *				
Fixed Route	99,447	160,656	199,958	229,900
Demand Response	121,782	107,069	103,471	104,000
Trolley	3,081	2,794	3,000	3,000
Night Owl	N/A	N/A	1,854	1,854

* MAX Ridership, under the Macatawa Area Express Transportation Authority's fiscal year, runs October 1 through September 30 each year. The counts above are projected for the City's July 1 through June 30 fiscal year period and will not match to the Macatawa Area Express Transportation Authority's fiscal year count.

TRANSPORTATION SYSTEM & SERVICES GROUP

DEPOT OPERATIONS FUND
(AN ENTERPRISE FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ - 0 -	$ 21,989	$ - 0 -	$ - 0 -
Interest & Rents	37,720	1	1	1
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	35,399	426	- 0 -	- 0 -
TOTAL SOURCES	$ 73,119	$ 22,416	$ 1	$ 1
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 11,247	$ - 0 -	$ - 0 -	$ - 0 -
* Mandatory Employer Costs	922	- 0 -	- 0 -	- 0 -
Other Current Expenditures -				
* Supplies / Maintenance	6,915	- 0 -	- 0 -	- 0 -
* Contractual	25,598	- 0 -	- 0 -	- 0 -
* Other	424,408	427	- 0 -	- 0 -
Capital Outlay	- 0 -	21,989	- 0 -	- 0 -
TOTAL USES	$ 469,090	$ 22,416	$ - 0 -	$ - 0 -
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 75,941	$ 54,783	$ 54,800	$ 54,800
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (471,912)	$ (32,794)	$ (54,799)	$ (54,799)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	1,108,806	1,076,012	1,021,213	966,414
TOTAL FUND EQUITY	$ 1,108,806	$ 1,076,012	$ 1,021,213	$ 966,414
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-------	$ - 0 -	$ 1	$ 1
ENDING BALANCE	$ - 0 -	$ - 0 -	$ 1	$ 2
- - STAFFING - -				
Personnel Services Total Amount	$ 12,169	$ - 0 -	$ - 0 -	$ - 0 -
Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
Part-Time Positions @ F.T.E.	0.20	- 0 -	- 0 -	- 0 -

The Depot operation was turned over to the MAX Authority on 07/01/07, with ownership and capital assets retained by the City.

INTRODUCTION TO DEPARTMENT

TRANSPORTATION SYSTEM AND SERVICES

Public Transit Facilities and Management System Fund

FUND MISSION STATEMENT

To provide recordkeeping for the transit related capital assets and City employees who are contracted to the Macatawa Area Express Transportation Authority.

ACTION PLAN FOR FISCAL YEAR 2010

* To account for property tax receivables of the former City levied transit taxes for tax years 2006 (FY2007) and prior until fully paid or written off by the court.

* To account for the payroll and fringe benefits of the Macatawa Area Express Transportation Authority contracted employees.

* To provide property insurance for and account for city owned capital assets which are leased to the Macatawa Area Express Transportation Authority.

TRANSPORTATION SYSTEM & SERVICES GROUP

PUBLIC TRANSIT FACILITIES & MGMT SYSTEM FUND
(AN ENTERPRISE FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 228,147	$ 204,596	$ 244,500	$ 251,200
Intergovernmental	2,704,587	1,603,985	- 0 -	- 0 -
Interest & Rents	14,979	3,928	300	300
Other	726	- 0 -	- 0 -	- 0 -
Transfers In	69,313	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 3,017,752	$ 1,812,509	$ 244,800	$ 251,500
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 101,411	$ 156,104	$ 184,450	$ 189,000
* Benefits - To Include NonWorking Wages	27,161	33,319	42,000	43,900
* Mandatory Employer Costs	7,456	13,399	16,350	17,100
Other Current Expenditures -				
* Supplies / Maintenance	518,214	301	- 0 -	- 0 -
* Contractual	2,078,393	217		
* Other	76,503	1,608,229	1,700	1,200
Subtotal Prior to Capital Outlay	2,809,138	1,811,569	244,500	251,200
Capital Outlay	299,862	- 0 -	- 0 -	- 0 -
Transfers Out	4,000	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 3,113,000	$ 1,811,569	$ 244,500	$ 251,200
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 456,008	$ 11,762	$ 12,000	$ 12,000

This Fund Continues On Next Page

TRANSPORTATION SYSTEM & SERVICES GROUP

PUBLIC TRANSIT FACILITIES & MGMT SYSTEM FUND
(AN ENTERPRISE FUND)

This Fund Continues From Previous Page

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (251,394)	$ (10,822)	$ (11,700)	$ (11,700)
ENDING BALANCE - (see note below)		*(2,542,475)*		
Designated / Reserved *	$ 509,031	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	2,370,444	326,178	314,478	302,778
TOTAL FUND EQUITY	$ 2,879,475	$ 326,178	$ 314,478	$ 302,778
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-------	$ (292,497)	$ 300	$ 300
ENDING BALANCE	$ 293,425	$ 928	$ 1,228	$ 1,528
- - STAFFING - -				
Personnel Services Total Amount	$ 136,028	$ 202,822	$ 242,800	$ 250,000
* Full-Time Positions	1.58	2.75	2.75	2.75
* Part-Time Positions @ F.T.E.	0.50	2.10	2.85	2.85
* Includes Designation for Bus Reserve	201,771	- 0 -	- 0 -	- 0 -
* Includes Designation for Trolley	7,260	- 0 -	- 0 -	- 0 -
Total	209,031	- 0 -	- 0 -	- 0 -

Effective 7/1/07 the transit operation was turned over to the MAX Transportation Authority. Vehicle and equipment capital assets were transferred from the City to the Authority, while the City retains ownership of the Building and Land Improvement capital assets. Administrative personnel are retained as City employees and reimbursed to the City contractually by the Authority, along with property insurance costs. FY2008 actual revenues less expenses of $37,114 were moved from Fund 589 (MAX Tax Reserve Fund) to this fund.

TRANSPORTATION SYSTEM & SERVICES GROUP

MACATAWA AREA EXPRESS TAX RESERVE FUND
-PUBLIC BUS TRANSPORTATION-
(AN ENTERPRISE FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 171,059	$ 19	$ - 0 -	$ - 0 -
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Interest & Rents	5,989	1,233	- 0 -	- 0 -
TOTAL SOURCES	$ 177,048	$ 1,252	$ - 0 -	$ - 0 -
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ 276,236	$ - 0 -	$ - 0 -	$ - 0 -
* Other	3,181	133	- 0 -	- 0 -
Transfers Out	- 0 -	38,242	- 0 -	- 0 -
TOTAL USES	$ 279,417	$ 38,375	$ - 0 -	$ - 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (102,369)	$ (37,123)	$ - 0 -	$ - 0 -
ENDING BALANCE -		*9*	*(Tax Receivable Moved)*	
Designated / Reserved	$ 37,114	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	$ 37,114	$ - 0 -	$ - 0 -	$ - 0 -
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-------	-------	-------	-------
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -

- - STAFFING - -

Positions: Not Applicable

Effective 7/1/07 this fund was combined with the Macatawa Area Express Operating Fund after the MAX Transportation Authority was formed. The combined fund will account for the remaining capital assets (building and land improvements), contractual MAX Authority employees, property insurance and remaining property tax receivables of prior years.

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 2010

* To implement the preventative maintenance module of the Truck Tracker Maintenance / Inventory software and integrate into everyday usage.

* To participate in the evaluation of alternative fuels, and the proposed bio-diesel experiment, jointly with the Holland Public Schools, Board of Public Works, and Macatawa Area Express.

* To implement and evaluate the program for maintaining vehicles operated by the Police Department, using .5 FTE less staff and re-assigning work roles and responsibilities.

* To continue to evaluate procedures, workload and allocation of personnel with the on-going goal of the integration of all City vehicles and equipment, including Fire Department vehicles, into the Centralized Vehicle Maintenance program.

* To begin a process of reviewing and evaluating alternative fuel vehicles for possible use and integration into the City fleet.

PROGRAM MEASUREMENTS

- - TRANSPORTATION SYSTEM & SERVICE GROUP - -
- - CENTRALIZED VEHICLE/EQUIPMENT FUND - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
General Motor Pool:				
Planned Replacement of Vehicles & Equipment	$82,662	$179,510	$122,900	$170,700
Additional and New Vehicles & Equipment	$0	$24,246	$0	$0
Vehicle & Equipment Lease Cost	$640,657	$654,846	$781,765	$525,285
Vehicles	65	66	66	66
Equipment	47	47	47	51
Two Way Radios	34	34	34	34
Street:				
Planned Replacement of Vehicles & Equipment	$357,548	$193,216	$671,600	$548,000
Additional and New Vehicles & Equipment	$9,019	$0	$129,500	$4,000
Vehicle & Equipment Lease Cost	$936,272	$1,122,353	$1,150,000	$1,002,000
Vehicles	31	31	31	31
Equipment	63	63	67	68
Two Way Radios	47	47	47	47
Police:				
Planned Replacement of Vehicles & Equipment	$137,306	$111,558	$88,900	$128,700
Additional and New Vehicles & Equipment	$0	$0	$0	$0
Vehicle & Equipment Lease Cost	$415,406	$333,151	$337,680	$290,835
Vehicles	30	30	30	30
Macatawa Area Express:				
Vehicles (Maintenance Only, Not Purchased In This Fund)	27	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	$577,516	$484,284	$650,700	$747,400
Additional and New Vehicles & Equipment	$9,019	$24,246	$129,500	$4,000
Vehicle & Equipment Lease Cost	$1,992,335	$2,110,350	$2,269,445	$1,818,120
Vehicles (Not Including MAX or Fire)	126	127	127	127
Equipment	110	110	114	119
Two Way Radios	81	81	81	81

TRANSPORTATION SYSTEM & SERVICES GROUP

CENTRALIZED VEHICLE/EQUIPMENT FUND
(AN INTERNAL SERVICES FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 294,210	$ 339,883	$ 324,000	$ 342,000
Interest & Rents	1,965,568	2,232,051	2,021,958	1,872,064
Other	59,813	42,525	400	400
Transfers In	- 0 -	- 0 -	272,000	538,301
TOTAL SOURCES	$ 2,319,591	$ 2,614,459	$ 2,618,358	$ 2,752,765
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 420,679	$ 446,448	$ 451,600	$ 449,700
* Benefits - Includes NonWorking Wages	202,997	205,313	206,000	200,300
* Mandatory Employer Costs	40,523	43,497	46,900	47,000
Other Current Expenditures -				
* Supplies / Maintenance	556,293	749,220	716,332	695,100
* Contractual	909	602	1,100	1,100
* Other	292,005	299,641	315,932	335,130
Capital Outlay	797,333	793,045	547,563	755,400
Transfers Out	379,836	197,415	545,597	76,654
Contingencies	- 0 -	- 0 -	- 0 -	5,000
TOTAL USES	$ 2,690,575	$ 2,735,181	$ 2,831,024	$ 2,565,384
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 458,171	$ 480,153	$ 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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (31,822)	$ 192,170	$ (165,103)	$ 442,781
ENDING BALANCE -				
Designated / Reserved	$ 2,015,000	$ 1,938,000	$ 1,730,000	$ 1,915,000
Undesignated / Unreserved	3,009,486	3,278,656	3,321,553	3,579,334
TOTAL FUND EQUITY	$ 5,024,486	$ 5,216,656	$ 5,051,553	$ 5,494,334
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	-------	$ 3,096	$ (4,666)	$ 2,381
ENDING BALANCE	$ 5,782	$ 8,878	$ 4,212	$ 6,593
- - STAFFING - -				
Personnel Services Total Amount	$ 664,199	$ 695,258	$ 704,500	$ 697,000
Full-Time Positions	8.93	8.93	8.94	8.44
Part-Time Positions @ F.T.E.	1.00	1.00	1.00	1.00

Temporary Inter-fund transfers (loans) are anticipated to be made at the close of FY2009 & FY2010 which further reduce the Designated/Reserved Fund Equity. These will be repaid in FY2010 and FY2011 respectively.

Amount fund temporarily reduced by:	538,301	69,054
Designated/Reserved Fund Equity without temporary transfer:	2,268,301	1,984,054

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 2010

* 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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 1,885	$ 1,799	$ 1,750	$ 1,850
Interest & Rents	154	187	100	100
Other	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 2,039	$ 1,986	$ 1,850	$ 1,950
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 635	$ 597	$ 800	$ 800
* Other	985	853	1,300	1,300
TOTAL USES	$ 1,620	$ 1,450	$ 2,100	$ 2,100
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 419	$ 536	$ (250)	$ (150)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	3,122	3,658	3,408	3,258
TOTAL FUND EQUITY	$ 3,122	$ 3,658	$ 3,408	$ 3,258

- - STAFFING - -

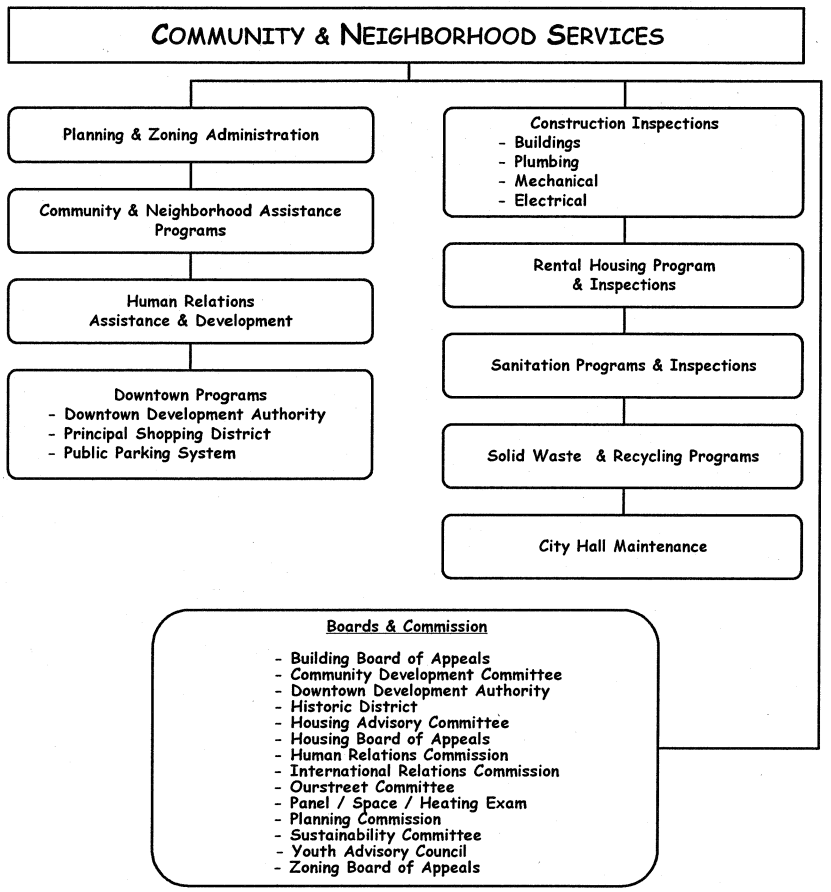
Positions: Not Applicable

COMMUNITY & NEIGHBORHOOD SERVICES GROUP INTRODUCTION

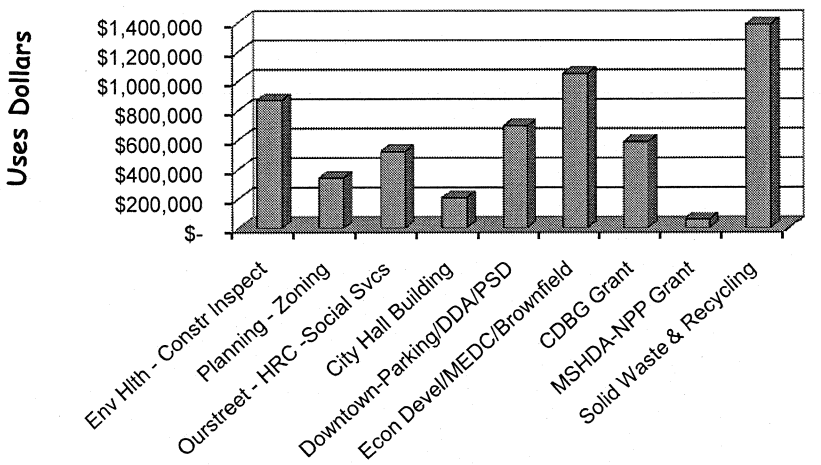
GROUP MISSION STATEMENT

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.

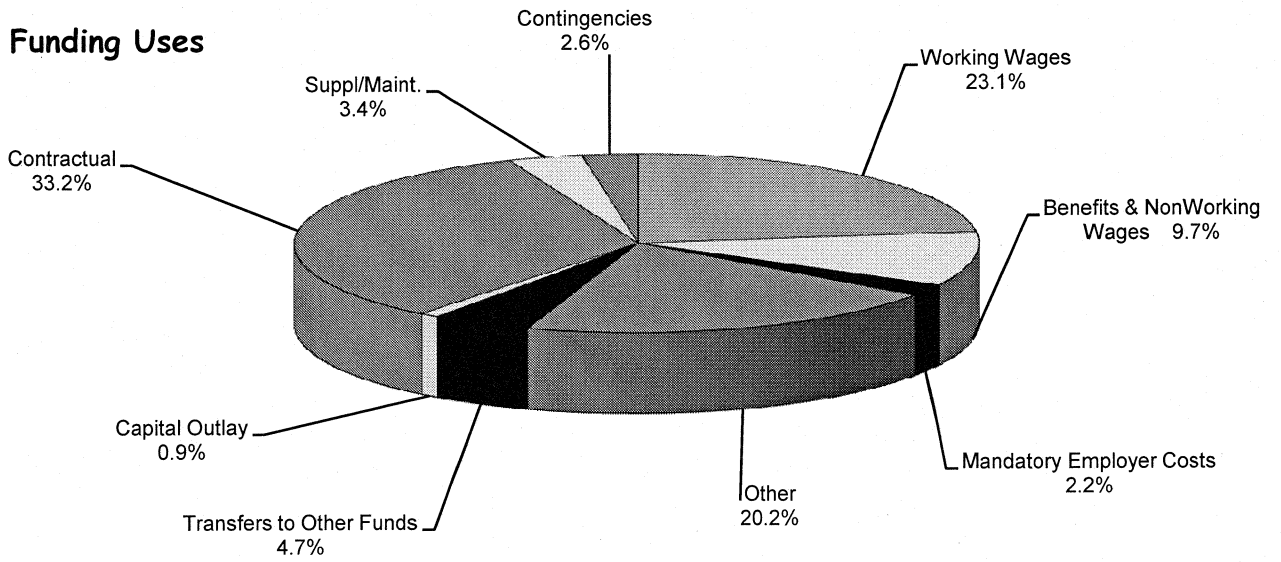
GROUP ORGANIZATIONAL STRUCTURE



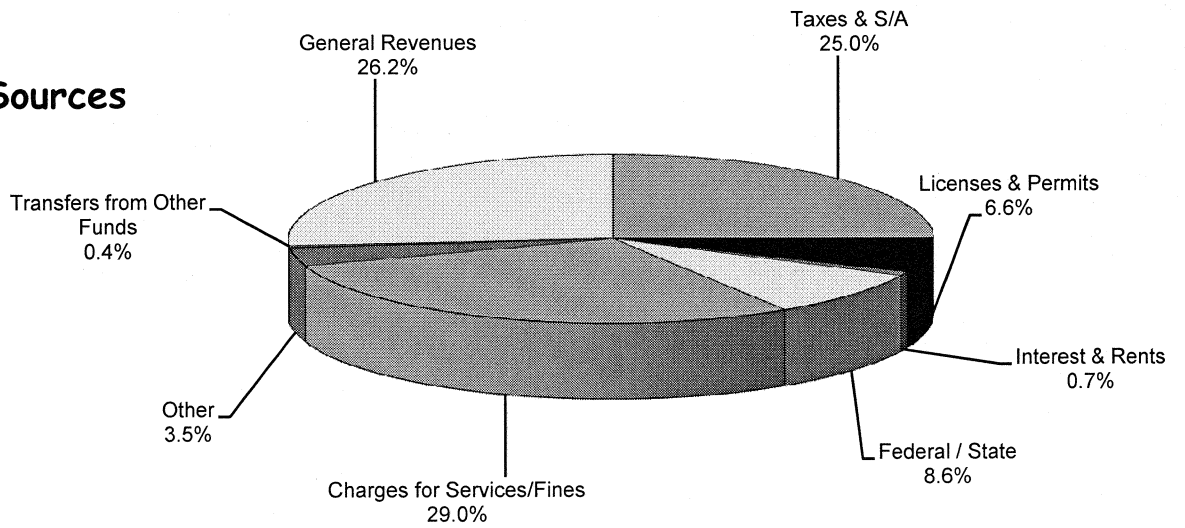
Total Uses By Department $5,707,514



Funding Uses



Funding Sources



COMMUNITY & NEIGHBORHOOD SERVICES GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 1,995,401	$ 1,973,418	$ 2,060,408	$ 2,090,375
Special Revenue	1,104,514	868,141	1,130,431	1,116,440
Capital Projects	- 0 -	- 0 -	- 0 -	- 0 -
Enterprise	1,184,638	1,237,414	1,347,274	1,385,021
Component Unit	408,487	576,976	1,174,799	1,115,678
TOTAL ACROSS FUND TYPES	$ 4,693,040	$ 4,655,949	$ 5,712,912	$ 5,707,514
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 693,795	$ 883,940	$ 1,349,915	$ 1,430,514
Licenses & Permits	531,224	403,308	379,900	375,900
Intergovernmental	484,965	352,109	550,197	493,762
Charges for Services	1,409,066	1,428,358	1,541,510	1,649,311
Fines & Forfeits	- 0 -	- 0 -	3,000	8,200
Interest & Rents	45,837	52,179	31,542	42,175
Other	315,228	209,101	219,745	200,500
Transfers In	22,806	14,135	45,072	23,030
TOTAL SOURCES	$ 3,502,921	$ 3,343,130	$ 4,120,881	$ 4,223,392
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,216,721	$ 1,214,362	$ 1,311,211	$ 1,317,751
* Benefits - Includes NonWorking Wages	548,217	557,117	543,461	554,196
* Mandatory Employer Costs	109,493	111,588	123,259	124,394
Other Current Expenditures -				
* Supplies / Maintenance	170,405	166,918	168,690	196,199
* Contractual	1,762,384	1,611,929	1,938,188	1,895,760
* Other	769,057	938,362	1,151,083	1,151,597
Capital Outlay	50,654	40,448	50,000	50,000
Debt Service Payments -				
* Interest & Fee Payments	1,322	529	364	276
Transfers Out	64,787	14,696	386,381	268,141
Contingencies	- 0 -	- 0 -	40,275	149,200
TOTAL USES	$ 4,693,040	$ 4,655,949	$ 5,712,912	$ 5,707,514
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 63,719	$ 62,208	$ 63,000	$ 63,000
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 1,874,431	$ 1,883,067	$ 1,977,931	$ 1,996,341
Postions: Full-Time	24.15	22.25	22.24	22.19
Positions: Part-Time @ F.T.E.	3.95	3.25	4.55	4.45

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 2010

* **To implement an Energy Audit program with assistance from the Committee. (September 2009)**
* **To scrape and paint the exterior bands on City Hall. (June 2010)**
* **To review the wall color scheme in City Hall and complete a re-painting program for all areas. (January 2010)**
* **To begin a program of door hardware replacement. (March 2010)**
* **To work with the Parks Division to complete landscaping around City Hall. (Fall 2009)**
* **To establish a comprehensive Fire Inspection program for all City facilities using either private contractors or City employees. (December 2009)**

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - CITY HALL & GROUNDS - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Total Electrical Usage (Kilowatts)	690,000	731,400	700,000	700,000
Total Water Usage (Cubic Centimeters)	1,168	730	1,000	1,000
Total Gas Usage (CCF)	24,432	23,381	24,000	24,000

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

CITY HALL & GROUNDS
(A GENERAL FUND ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	229,576	204,983	206,551	205,850
TOTAL SOURCES	$ 229,576	$ 204,983	$ 206,551	$ 205,850
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 41,376	$ 40,751	$ 40,400	$ 39,400
* Benefits - To Include NonWorking Wages	16,993	16,937	17,500	17,900
* Mandatory Employer Costs	4,112	4,205	5,000	4,700
Other Current Expenditures -				
* Supplies / Maintenance	20,811	11,332	12,000	13,300
* Contractual	41,844	42,508	41,800	40,900
* Other	87,886	89,250	89,851	89,650
Capital Outlay	16,554	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 229,576	$ 204,983	$ 206,551	$ 205,850
- - STAFFING - -				
Personnel Services Total Amount	$ 62,481	$ 61,893	$ 62,900	$ 62,000
Full-Time Positions	1.00	1.00	1.00	1.00
Part-Time Positions @ F.T.E.	0.10	0.10	0.05	0.05

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Planning and Zoning

ACTIVITY MISSION STATEMENT

PLANNING: Provide a coordinated, comprehensive approach to community planning and design focusing on the needs and aspirations of the community in order to provide the best conditions for living, working, learning, 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. Strive for "good neighborhoods," neighborhoods of choice, high quality community and economic development, and environmental sustainability.

ACTION PLAN FOR FISCAL YEAR 2010

* Development of Master Plan Updates:
  - Amend and adopt a new Plan for areas of the City where the City's Master Plan is in excess of five (5) years old. (Winter 2009 / 2010)

* Neighborhood Commercial Districts:
  - Encourage revitalization by organizing owners, improving building and streetscape conditions, identifying district character and vision, and addressing zoning issues. Explore Main Street-like and Business Improvement District programs that could coordinate this effort; (On-going)
  - Columbia Arts District: Develop final plans for streetscape / infrastructure improvements by spring 2009, with construction targeted to commence; (Summer 2009)
  - 16th Street and River Avenue (MidTown): Collaborate on a strategy for revitalization for this district. Utilize a charrette-type process to explore alternative ideas coupled with a demographic and market analysis to inform opportunities; (Target collaborative charrette for fall 2009) and
  - South Shore Village: Complete property acquisition and construction of parking on Heinz lots. (Acquisition by spring 2009; parking lot by August 2009)

* To work with Mainstreet / Downtown Development Authority:
  - Evaluate the Downtown organizational structure, prioritize recommendations of the Sharpening the Vision and Downtown Parking Strategic Plans, and develop a one (1) year plan for implementation; (Spring / summer 2009)
  - Develop a plan for the Western Machine Tool Works property; (Initiate March 2009) and

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Planning and Zoning

- Refine the vision for additional land uses and infrastructure improvements in the Superblock and north end of downtown (Park of Parks). (On-going)

* Corridor commercial/fatigued strip centers: Work with owners and potential investors / developers of corridor commercial and fatigued strip centers to encourage corridor commercial revitalization. Reaffirm the highest priority area with Planning Commission and initiate process (spring 2009). Conduct charrette-like process involving property owners and potential developers to be held summer of 2009. Areas to be ranked include South Washington, the US-31 corridor between 16th and 24th Streets, Lincoln Avenue, and Cedar Village.

* To energize a collaborative land planning process with Holland Township targeting Chicago Drive, East 8th Street, the North Fairbanks neighborhood, and the Eastern Gateway street (roundabout or other) improvements. (Summer 2009)

* To update the City's Zoning Ordinance and review policies in the following areas:
  - Review with the Planning Commission the potential for integrating a form based code approach to zoning (during summer and fall 2009); and
  - Preparation of a Development Review Guidebook. (Fall 2009)

* Neighborhoods:
  - Working with the Council-designated Task Force, develop an update to the City's "Housing Goals and Policies;" (Fall 2009)
  - Working with Holland Public Schools (HPS), evaluate and provide a vision for the City's neighborhoods relating to and connecting with HPS' new K-7 school format; (On-going through fall 2009)
  - Working with the private and non-profit sectors, support the strategy for preventing housing foreclosures and develop programs to provide custodial care of vacated property and replacement or rehab of foreclosed homes; (Summer / fall 2009) and
  - Continue to implement a comprehensive marketing strategy for promoting the City of Holland as a great place to live. (Fall 2009)

* To develop a set of objectives and action steps to make sustainability a community-wide priority. Establish energy conservation policies and implementation within City Hall (summer 2009) and develop proposals for Planning Commission review of green building (LEED, Energy Star, etc.) and land planning principles. (Fall 2009)

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Planning and Zoning

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 2010

* To 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 (1) educational program for residents of the District and Historical Trust membership on topics of preservation. (On-going, with an educational program in summer 2009)

* To assure preservation staff is notified in a timely manner of property ownership changes within districts to ensure those new property owners are fully informed about preservation regulations and assistance / incentive programs. (On-going)

* To continue Commission member education: field trip to a neighboring community by October 2009; opportunities with the State Historic Preservation Office and Michigan Historic Preservation Network (MHPN); and MHPN conference in April 2010.

* Finalize a plan and find resources to implement a second phase of improvements to the Van Raalte Farm. (Initiate winter of 2009 - 2010)

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - PLANNING & ZONING - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Planning Commission				
Site Plan Reviews:				
Approvals	13	18	8	8
Extensions	1	3	2	2
Amendments	3	5	4	4
Approved Non-res Sq. Ft.	450,000	61,000	60,000	60,000
New construction	300,000	58,000	30,000	30,000
Additions	150,000	3,600	30,000	30,000
Approved residential units	42	3	0	5
Review of Study	0	1	1	1
Infill Review (Commission)	1	1	1	2
Recommendations to City Council:				
Rezonings	9	4	6	6
Text Amendments	9	10	8	6
Street Vacations	1	1	1	0
Master Plan Amendments	3	1	2	2
Other	1	0	2	2
Review of Zoning Board of Appeals Referrals	0	1	1	1
Study Session Items	31	42	32	34
Historic District Commission:				
Properties Surveyed	0	0	0	0
Community Education Sessions	2	2	1	1
Applications for Certif of Approvals Approved-Reviewed	35-38	18-20	14-15	14-15
Tax Credit Applications received	10	3	3	2

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

PLANNING & ZONING
(A GENERAL FUND ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 6,150	$ 5,890	$ 8,090	$ 7,090
Funding Requirement - General Operating Revenues	298,275	308,873	312,706	332,910
TOTAL SOURCES	$ 304,425	$ 314,763	$ 320,796	$ 340,000
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 179,780	$ 180,377	$ 188,631	$ 192,600
* Benefits - To Include NonWorking Wages	72,317	77,126	81,800	84,800
* Mandatory Employer Costs	17,022	18,006	18,100	18,400
Other Current Expenditures -				
* Supplies / Maintenance	5,178	4,028	2,275	3,100
* Contractual	9,803	18,216	16,900	14,500
* Other	20,325	17,010	13,090	26,600
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 304,425	$ 314,763	$ 320,796	$ 340,000
- - STAFFING - -				
Personnel Services Total Amount	$ 269,119	$ 275,509	$ 288,531	$ 295,800
Full-Time Positions	3.30	3.10	3.20	3.20
Part-Time Positions @ F.T.E.	0.30	0.30	0.25	0.20

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 2010

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 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. (December 2010)

NEIGHBORHOOD HOUSING AND CODE ENFORCEMENT

* To continue follow-up inspections of approximately 900 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 move toward having the number of expired rental certificates back to zero. (January 2010)

* 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)

* To aggressively investigate potential unregistered rental properties for proper inclusion in the program by using new BS&A software program. (On-going)

* To continue to aggressively investigate nuisance complaints and patrol the neighborhoods for violations not called in as complaints. (On-going)

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - -
- - ENVIRONMENTAL HEALTH & INSPECTIONS - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Rental Housing - Inspections	1,112	650	900	1,000
Public Lodging Facility Inspections	26	25	25 (fire dept)	26
Housing Board of Appeals, Public Hearings	4	7	4	6
Land Use Permits	233	235	200	200
Food Licenses - Total Approved and issued (All for License year)	273	279	275	270
Food Licenses - No Charge (ie, churches, TT STFU's**)	30	0	0	0
Food Licenses - Schools - no charge	13	10	0	0
Food Licenses - church, non-profits - reduced fees	53	46	55	55
STFU Inspections (charged)	31	42	39	40
Vending Machines Inspected (License Year 1/3 of Total)	50	46	52	50
Inoperable Vehicles - Violations corrected	314	399	350	350
Garbage and Rubbish - Investigations	595	760	700	700
Weeds - Investigations	278	350	650	650
Zoning Board of Appeals Public Hearing	17	22	20	20
Point of Sale Smoke Detectors	281	301	300	300
Home Business Inspections	0	2	4	4
Home Business Type I	7	28	32	35
Home Business Type II	0	1	2	3

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

ENVIRONMENTAL HEALTH & INSPECTIONS
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Licenses & Permits	$ 63,267	$ 63,832	$ 79,900	$ 75,900
Charges for Services	141,816	150,449	164,900	169,900
Fines & Forfeits	- 0 -	- 0 -	3,000	8,000
Funding Requirement - General Operating Revenues	219,169	204,605	184,895	183,128
TOTAL SOURCES	$ 424,252	$ 418,886	$ 432,695	$ 436,928
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 220,312	$ 211,969	$ 220,000	$ 218,700
* Benefits - To Include NonWorking Wages	133,692	135,787	130,100	134,500
* Mandatory Employer Costs	24,288	24,667	25,400	25,400
Other Current Expenditures -				
* Supplies / Maintenance	6,638	6,623	6,700	7,000
* Contractual	2,212	4,637	13,500	13,500
* Other	37,110	35,203	36,995	37,828
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 424,252	$ 418,886	$ 432,695	$ 436,928
- - STAFFING - -				
Personnel Services Total Amount	$ 378,292	$ 372,423	$ 375,500	$ 378,600
Full-Time Positions	6.08	5.48	5.38	5.38
Part-Time Positions @ F.T.E.	0.10	0.05	0.20	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 2010

* 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 five (5) inspectors to maintain State Certification by obtaining 20 to 30 hours each of required education during this code change year. (On-going)

* To complete and finalize a new document retention policy, working closely with the City Clerk and other departments. (On-going)

* To increase the amount of electronic file storage, and reduce paper file storage by an additional 40%. (On-going)

* To provide education for and implement changes to the new State Building Code, anticipated to include requirements for carbon monoxide detectors. (January 2010)

* To continue to evaluate opportunities for joint inspection efforts with area governments on construction code processes as opportunities arise through retirements or personnel changes. (June 2010)

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES - CONSTRUCTION INSPECTIONS -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Plumbing - Permits	333	306	325	325
Mechanical - Permits	493	473	475	475
Electrical - Permits	804	729	750	750
Building - Permits	693	681	620	620
Building - Constuction Valuation	$85,500,000	$51,055,048	$40,000	$40,000
Holland Township Mechanical inspections contract	N/A	N/A	181 (to date) 500	650
Zeeland City Mechanical inspections contract	N/A	N/A	16 (to date) 45	60

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

CONSTRUCTION INSPECTIONS
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Licenses & Permits	$ 467,957	$ 339,476	$ 300,000	$ 300,000
Charges for Services	426	138	16,150	22,100
Fines & Forfeits	- 0 -	- 0 -	- 0 -	200
Funding Requirement - General Operating Revenues	(21,033)	92,215	112,498	106,818
TOTAL SOURCES	$ 447,350	$ 431,829	$ 428,648	$ 429,118
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 231,486	$ 219,381	$ 231,800	$ 229,800
* Benefits - To Include NonWorking Wages	121,844	123,146	116,500	118,300
* Mandatory Employer Costs	21,526	20,961	22,300	22,400
Other Current Expenditures -				
* Supplies / Maintenance	32,949	28,956	29,651	28,400
* Contractual	2,652	3,436	2,200	2,200
* Other	36,893	35,949	26,197	27,818
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 447,350	$ 431,829	$ 428,648	$ 428,918
- - STAFFING - -				
Personnel Services Total Amount	$ 374,856	$ 363,488	$ 370,600	$ 370,500
Full-Time Positions	5.02	4.62	4.62	4.57
Part-Time Positions @ F.T.E.	0.05	0.05	0.10	0.15

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 2010

* 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 2009 – January 2010).

* To assist the Community Development Committee with social services planning and the recommendation of programs and activities to be funded with CSSA. (January 2010 – June 2010).

* To work with the Lakeshore Non-Profit Alliance to promote the development of "fair share" funding of metro-wide social services from adjacent governmental units in partnership with the City of Holland through increased financial participation of governments located within a defined geographic area. (October 2009)

* To promote the coordination and development of regional health and human services programs through participation with the Ottawa County Human Services Council. (On-going)

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES-SOCIAL SERVICES ASSISTANCE -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Reports unduplicated clients served for FY05-07 funded programs: (Note: FY2009 projections = contract goal of clients to be served) (Note: FY2010 funded agencies to be determined {TBD})				
Child & Family Services - Higher Horizons	not funded	not funded	not funded	TBD
Child & Family Services - Parent Education	50	not funded	not funded	TBD
Child & Family Services - Substance Abuse	not funded	not funded	not funded	TBD
Pathways - Total Trek Quest	not funded	not funded	90	TBD
Child & Family Services - Circle of Parents	50	not funded	130	
Center for Women in Transition - Emergency Shelter	100	69	70	TBD
Center for Women in Transition - Transitional Housing	52	not funded	not funded	TBD
Center for Women in Transition - Children's Program	251	199	275	TBD
El Centro of Bethany Services - Mental Health Therapy	not funded	not funded	not funded	TBD
Life Services Systems - Community in Schools* (Parent Outreach Center, Before School / In-School Support Program)	543	473	375	TBD
Evergreen Commons - Case Coordination	294	173	150	TBD
Evergreen Commons - Home maker Services	69	86	105	TBD
Evergreen Commons - Adult Day Care	63	74	50	TBD
OAR Inc. - Outpatient Servcies	2,366	not funded	2,100	TBD
OAR Inc. - Womens Shelter (Harbor House)	76	not funded	60	TBD
Allegan/Ottawa County Dispute Resolution	1,118	1,148	1,200	TBD
American Red Cross - Community Health/Safety Education	5,254	not funded	5,408	TBD
American Red Cross - Disaster Relief (direct assistance & ed.)	2,275	not funded	994	TBD
Child Advocacy Center	400	337	350	TBD
Boys and Girls Club - YES Youth Employment Program	20	20	12	TBD
Core City Community Dev. Assoc. - LEAP Transportation Program	63	51	not funded	TBD
Core City Community Dev. Assoc. - Proud Fathers/Proud Parents	not funded	not funded	not funded	TBD
HPS / Lakeshore Area Youth Leadership - Youth Leadership Dev.	not funded	not funded	not funded	TBD
Community Action House - Super Tuesday Program	374	403	not funded	TBD
Community Action House - Homeownership Education Program	24	29	90	TBD
Community Action House - Food Pantry	9,096	3,008	6,370	TBD
West Michigan Fair Housing Center	1,969	2,381	26	TBD
MAC REC Program - Maple Avenue Ministries	not funded	not funded	not funded	TBD
Latin Americans United for Progress - Computer Training	184	not funded	not funded	TBD
Neighbors Plus - Tuesday Night Out	79	not funded	not funded	TBD
Golgotha	not funded	68	47	TBD
Heights of Hope - Strengthening Holland Heights of Hope	not funded	not funded	50	TBD
Good Samaritan Ministries - Faith in Youth Program	741	609	600	TBD

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

SOCIAL SERVICES ASSISTANCE
(A GENERAL FUND ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Funding Requirement - General Operating Revenues	$ 147,007	$ 131,199	$ 144,425	$ 144,250
TOTAL SOURCES	$ 147,007	$ 131,199	$ 144,425	$ 144,250
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 3,616	$ 2,349	$ 2,700	$ 2,800
* Benefits - To Include NonWorking Wages	1,670	1,113	1,155	1,155
* Mandatory Employer Costs	262	148	245	245
Other Current Expenditures -				
* Supplies / Maintenance	59	89	50	50
* Contractual	- 0 -	- 0 -	- 0 -	- 0 -
* Other	141,400	127,500	100,000	- 0 -
Contingencies	- 0 -	- 0 -	40,275	140,000
TOTAL USES	$ 147,007	$ 131,199	$ 144,425	$ 144,250
- - STAFFING - -				
Personnel Services Total Amount	$ 5,548	$ 3,610	$ 4,100	$ 4,200
Full-Time Positions	0.12	0.05	0.05	0.05
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

COMMUNITY & 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 2010

COORDINATION/COLLABORATION

* To integrate neighborhood improvement activities with other departmental activities including neighborhood commercial district efforts, historic preservation work, and neighborhood planning and zoning activity. (On-going)
* To hold quarterly meetings of City staff from all involved departments to assure collaboration, provide update on activities, and to address pressing issues. (On-going)
* To work collaboratively with the City Council designated committee, review the City's current "Housing Goals and Policies" and current neighborhood conditions and develop an update to that document. (Collaborative strategy by Summer 2009; implementation thereafter)
* To Work with the private and non-profit sectors, implement a strategy that provides for attention to housing foreclosure issues in three (3) areas: prevention, custodial care of property, and re-occupation of foreclosed homes.
* To work with the Community Development Department and area non-profit organizations to access any available federal grants (i.e. Neighborhood Stabilization Grant) to redevelop vacant homes in the target area.
* To collaborate in efforts to create a comprehensive marketing strategy for promoting the City of Holland as a great place to live.

ORGANIZATION

* To work with the Neighborhood Sub-Committee to organize neighborhood groups in the Ourstreet target area, to empower residents to undertake neighborhood projects.
  - Use the neighborhood inventory database and windshield surveys to target properties in need of improvement and make contact with those property owners. (On-going)
  - Organize four (4) crime prevention events in neighborhood parks. (June 2010)
  - Organize four (4) neighborhood meetings by June 2010 (ei. Eco-education, First Aid, Homeland Security, Gangs 101).
  - Recruit ten (10) new neighborhood representatives and / or volunteers to help organize neighborhoods in the Ourstreet target area. (June 2010)
  - Educate neighborhood residents about Predatory Lending and foreclosure prevention.

* To serve as a clearinghouse to provide information to area residents.

INTRODUCTION TO DEPARTMENT

COMMUNITY & NEIGHBORHOOD SERVICES

Ourstreet / Neighborhood Liaison

PROMOTION

* To 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 (June 2010)
  - Publish five (5) updated or new brochures. (June 2010)
  - Six (6) neighborhood celebrations by June 2010, including National Night Out.
  - Research and implement the use of the internet to promote the neighborhood and our program (i.e. electronic newsletter, email contact list, online photo albums, electronic message board).

* To coordinate the purchase and redevelopment of HUD Good Neighbor Homes ($1 Homes) for owner occupied use. (On-going)

* To advocate for the re-development of the old Walgreen's and other vacant commercial properties in the Ourstreet target area.

* To develop educational materials and programs to promote energy conservation.
  - Work with West Michigan Environmental Council and West Michigan Creation Care Organization to distribute CFL light bulbs to target area residents.

DESIGN

* To provide information and resources to improve neighborhood commercial areas. (On-going)
  - Facilitate meetings with commercial property owners in the Ourstreet target area in collaboration with the Neighborhood Commercial program - Three (3) meetings.(June 2010)

* To 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 45 homes in the Ourstreet target area by June 2010 (including landscaping and insulation projects).
  - Three (3) design assistance projects. (June 2010)
  - Assist four (4) properties owners to replace joint sewers. (June 2010)
  - Provide resources to help five (5) property owners in the Ourstreet target area to repaint or side their homes. (June 2010)
  - Assist with funding for five (5) driveway projects in the Ourstreet target area. (June 2010)
  - Help one homeowner to convert their two (2) family home to a one family home. (June 2010)

INTRODUCTION TO DEPARTMENT

COMMUNITY & NEIGHBORHOOD SERVICES

Ourstreet / Neighborhood Liaison

- Help 20 property owners in the Ourstreet target area find other resources to improve their homes by June 2010 (HOMECOR referrals, assistance with CDBG projects, his harvest stand, Solid Rock Ministries and other resources.)
- Promote Homeownership and Rehabilitation of Properties by assisting up to two (2) homebuyers with down payment assistance and rehabilitation of homes they purchase in the Ourstreet target area.

NEIGHBORHOOD STRUCTURING

* To recruit 70 target area residents to participate in self-empowerment classes such as: (June 2010)
  - Home Maintenance
  - Homebuyer Education
  - Financial Literacy
  - Personal Safety and Crime Prevention
  - Neighborhood Leadership
  - Circle of Parents-Parenting Support

* To facilitate 16 Super Wednesday programs. (June 2010)

* To recruit 15 target area residents to participate in the Neighborhood Leadership Academy 2010.

NEIGHBORHOOD IMPACT PROGRAM (NIP)

* To continue our partnership with Macatawa Bank by assisting up to five (5) 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.
  - Ourstreet will screen applicants and assist them with project planning, and construction management.
  - Owners will contribute 25% of the project with their own funds and / or other grants where necessary.

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES-OURSTREET/NEIGHBORHOOD LIAISON -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
ORGANIZATION				
Neighborhood Blocks Organized (Cumulative)	80	90	95	100
New Blocks Organized (Cumlative)	13	15	25	30
Neighborhood Representatives (formerly Block Captains)	167	120	150	160
Neighborhood Meetings	3	4	6	6
Neighborhood Celebrations (including NNO)	6	6	6	6
Graffiti Clean-up Projects	156	95	80	80
Neighborhood Leadership Academy participants	15	15	15	15
PROMOTION				
Media Projects	4	3	3	3
Brochures	4	4	5	5
DESIGN				
Design Assistance				
Ourstreet Target Area	4	1	4	3
Commercial Planning Projects				
Meeting with Neighborhood Businesses	6	4	3	3
Buildings/Properties Improved:				
Sewer and Water Replacement Projects				
Ourstreet Target Area	2	6	5	4
Paint Siding Blitz				
Ourstreet Target Area	5	12	10	5
Driveway Improvements				
Ourstreet Target Area	3	7	10	5
Materials Rebate				
Ourstreet Target Area	42	35	40	45
Conversion Program				
Ourstreet Target Area	0	1	0	1
NEIGHBORHOOD STRUCTURING				
Self-empowerment class participants	75	60	65	70
Super Wednesday	10	15	15	16
Building Permits				
Ourstreet Target Area	125	121	130	130
Private Investment				
Ourstreet Target Area	$1.12 million	$679,234	$680,000	$650,000

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

OURSTREET / NEIGHBORHOOD LIAISON PROGRAM
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Other	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	188,891	187,471	207,745	210,729
TOTAL SOURCES	$ 188,891	$ 187,471	$ 207,745	$ 210,729
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 102,189	$ 96,935	$ 111,700	$ 113,000
* Benefits - To Include NonWorking Wages	48,576	51,554	51,600	51,600
* Mandatory Employer Costs	9,037	9,061	11,000	10,900
Other Current Expenditures -				
* Supplies / Maintenance	3,156	2,864	3,600	3,700
* Contractual	1,863	1,659	2,100	2,600
* Other	24,070	25,398	27,745	28,929
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 188,891	$ 187,471	$ 207,745	$ 210,729
- - STAFFING - -				
Personnel Services Total Amount	$ 159,802	$ 157,550	$ 174,300	$ 175,500
Full-Time Positions	2.05	2.05	2.05	2.05
Part-Time Positions @ F.T.E.	0.70	0.05	0.60	0.60

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 2010

* To evaluate the staff economic development organizational structure to ensure that is effectively able to address the economic development activities determined by City Council in the industrial, commercial and tourism sectors of the City. (July 2009)

* To work with Lakeshore Advantage and BPW in identifying what enhancements need to be made to this area's technological infrastructure to ensure that these business needs are being met. (August 2009)

* To participate as a member of the West Michigan Airport Authority so as to provide a viable air travel facility for the economic needs of this community. (On-going)

* To implement the second phase of the strategy to market the City. This phase includes regular monitoring and updates to the new web site, specific neighborhood promotional pieces, and advertising. (Throughout 2009 / 2010)

* To work with Ottawa County Michigan Works to determine the number of City residents that

this agency is working with, what is being done to enable their clients to become more employable, and to determine what role the City might have in this regard. (September 2009)

* To continue working with property owners and tenants in neighborhood commercial areas towards implementing the district improvement plans developed for each of these areas. During this fiscal year, particular attention will be given to the 16th Street and River Avenue Area. (May 2010)

* To become better educated in the dynamics of community commercial areas and develop a one strategy for the redevelopment of at least one of these areas. (February 2010)

* To work closely with the BPW in coordinating economic development activities. (August 2009)

* To work directly with businesses on specific retention, relocation, or expansion projects in the City with specific emphasis on a targeted list of contacts in collaboration with Lakeshore Advantage. (On-going)

* To work with the Lakeshore Advantage on its area-wide economic development activities, in particular, on providing the information to this organization on properties and opportunities in the City for business development. (On-going)

* 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)

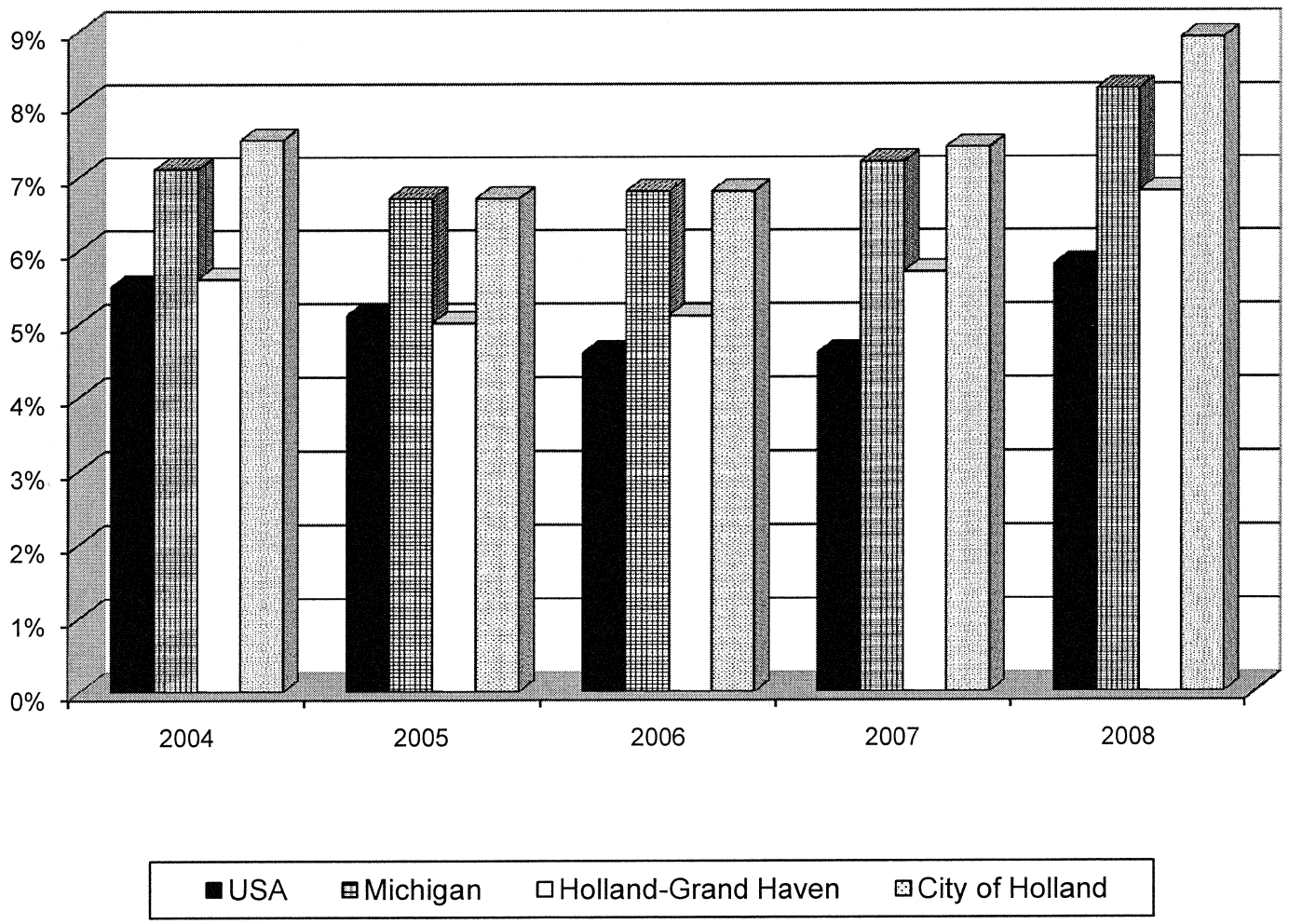
* To more closely monitor the tourism aspects of economic development in terms of benefits to the City, the efforts that are occurring to attract tourists, and becoming part of an area-wide tourism strategy. (On-going)

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - ECONOMIC DEVELOPMENT - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Brownfield Projects Adopted / Amended	3	2	2	2
Tax Abatement Projects	24	13	15	20
Neighborhood Enterprise Zones Created	0	1	1	2

Unemployment Rates



COMMUNITY & NEIGHBORHOOD SERVICES GROUP

ECONOMIC DEVELOPMENT ASSISTANCE
(A GENERAL FUND ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 925	$ 1,150	$ - 0 -	$ 100
Transfers In	3,726	3,301	25,924	4,941
Funding Requirement - General Operating Revenues	122,825	133,753	133,429	154,559
TOTAL SOURCES	$ 127,476	$ 138,204	$ 159,353	$ 159,600
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 44,902	$ 38,532	$ 33,300	$ 33,800
* Benefits - To Include NonWorking Wages	24,989	20,470	20,100	18,700
* Mandatory Employer Costs	3,741	3,430	3,300	3,200
Other Current Expenditures -				
* Contractual	1,124	9,676	49,400	52,500
* Other	52,720	63,096	53,253	51,400
Transfers Out	- 0 -	3,000	- 0 -	- 0 -
TOTAL USES	$ 127,476	$ 138,204	$ 159,353	$ 159,600
- - STAFFING - -				
Personnel Services Total Amount	$ 73,632	$ 62,432	$ 56,700	$ 55,700
Full-Time Positions	0.75	0.50	0.44	0.44
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 2010

HOUSING

* To work with the Fair Housing Center of West Michigan to conduct testing in Fair Housing Lending Practices. (December 2009)

* To issue the Human Relations Commission (HRC) Social Justice Award in housing. (Jan. 2010)

* To sponsor a housing fair to promote home ownership and fair housing education. (April 2010)

EMPLOYMENT

* To support and advocate for the 70x7 Life Recovery Employment program. (November 2009)

* To issue the HRC Social Justice Award in employment. (January 2010)

* To conduct a youth program to explore careers in city government. (June 2010)

EDUCATION

* To continue to work with the HRC Community Network for education to address local education issues in the community. (December 2009)

* To work with Latin Americans United for Progress (LAUP) to sponsor a Hispanic Youth Leadership Conference for 8th to 12th grade students. (February 2010)

* To issue the Social Justice Award in education. (January 2010)

GOVERNMENT / COMMUNITY RELATIONS

* To use the media to promote the Human Relations Commission and its services. (July 2009)

* To develop a program to increase minorities on City Boards, Commissions and committees. (September 2009)

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Human Relations Commission

GOVERNMENT/COMMUNITY RELATIONS

* To continue the HRC Multicultural Network to enhance communication and support for multicultural services and programs in the community. (October 2009)

* To issue the Social Justice Award in government / community relations. (January 2010)

* To work with Hope College to conduct a citizen survey about community issues related to cultural diversity and race relations in the City. (June 2010)

* To continue to co-sponsor African-American Juneteenth Celebration, the Native American Pow Wow and the Summit on Racism. (June 2010)

YOUTH SERVICES

* To conduct a Holland Youth Advisory Council (HYAC) camping trip for team building and new member orientation. (July 2009)

* To hold a family movie night at a local City park. (August 2009)

* To promote a HYAC Student Exchange program with Queretaro, Mexico. (August 2009)

* To support the planning and construction of an outdoor skating rink. (December 2009)

* To nominate a youth for the HRC Social Justice Award. (January 2010)

* To participate in the Michigan Municipal League's Legislative Youth Conference. (March 2010)

* To conduct Peer Refusal Training and presentations for middle school students. (April 2010)

* To work with Pathways to build a center for homeless youth in the Holland area. (June 2010)

* To organize and annual reunion for HYAC Alumni. (June 2010)

* To promote a diversity and racism training program for youth. (June 2010)

* To study the Windmill Island Master Plan and submit ideas to City Council to make the Island more appealing for youth. (June 2010)

* To support efforts to build a Community Teen Center by June 2010.

PROGRAM MEASUREMENTS

- COMMUNITY & NEIGHBORHOOD SERVICES GROUP - HUMAN RELATIONS COMMISSION -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Total Complaints and Request for Information	1,008	1,112	1,148	1,160
Total Requests for Information and Assistance	979	1,083	1,110	1,120
By Service Area:				
Education	69	40	50	55
Employment	120	103	110	115
Housing	414	504	500	500
Government/Community:				
Consumer	56	150	150	150
Public Services	314	286	300	300
Welfare Eligibility	6	0	0	0
HRC Complaints	29	29	38	40
By Service Area:				
Education	2	2	3	3
Employment	11	11	12	12
Housing	9	9	15	15
Government/Community:				
Consumer	3	2	3	4
Public Services	4	4	5	6
Teen Court	12	9	12	12

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

HUMAN RELATIONS COMMISSION
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 1,890	$ 1,311	$ 1,600	$ 1,600
Other	- 0 -	- 0 -	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	124,534	144,772	158,595	162,500
TOTAL SOURCES	$ 126,424	$ 146,083	$ 160,195	$ 164,100
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 72,770	$ 85,050	$ 95,100	$ 97,600
* Benefits - To Include NonWorking Wages	29,520	39,351	40,000	39,700
* Mandatory Employer Costs	6,140	7,595	8,700	8,700
Other Current Expenditures -				
* Supplies / Maintenance	3,045	1,982	2,483	2,500
* Contractual	1,280	126	503	500
* Other	13,669	11,979	13,409	15,100
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 126,424	$ 146,083	$ 160,195	$ 164,100
- - STAFFING - -				
Personnel Services Total Amount	$ 108,430	$ 131,996	$ 143,800	$ 146,000
Full-Time Positions	1.75	1.75	1.75	1.75
Part-Time Positions @ F.T.E.	0.50	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 well distributed and located so as not to act as a barrier between the retail core and surrounding neighborhoods.

ACTION PLAN FOR FISCAL YEAR 2010

* To continue to focus on Downtown Parking Strategic Plan (DPSP) education programs:
  - Ensure that business owners and employees park in appropriate locations and are familiar with parking policies. Work with the Downtown Parking Board and Principal Shopping District (PSD) on developing a campaign through publications and meetings to inform, educate, and influence behavior. (On-going with summer 2009 emphasis; in conjunction with the parking deck opening).
  - Through a revamped overnight parking brochure and application process, ensure residential parkers understand overnight lot designations and permit requirements, particularly in light of FY10 fee increases. (Summer 2009)

* With the Downtown Parking Board, address management recommendations per the DPSP:
  - Work with Transportation Services on the redesign of 7th Street and assist in the permanent on-street spaces. (Fall 2009)
  - Implement increased overnight parking fees. (Summer 2009)
  - Promote downtown bike rack use, appropriate downtown bicycling, and MAX bus stops through the revamped parking brochure. (Summer 2009)

* To continue to work with the part-time Downtown Parking Officer to monitor and address issues with overnight parking (ticketing and warnings), lot conditions (vandalism issues and repair work), and general aspects of downtown's parking and traffic systems (i.e. illegal biking, skateboarding). (On-going)

* To work with the City administering and evaluating the maintenance and operations, funding, and use of the new parking deck. (Spring / summer 2009, and on-going) Surface lots will be explored and considered in the context of the deck.

* To develop revenue generating opportunities through use of the parking deck in order to support the maintenance of this structure. (Summer / fall 2009)

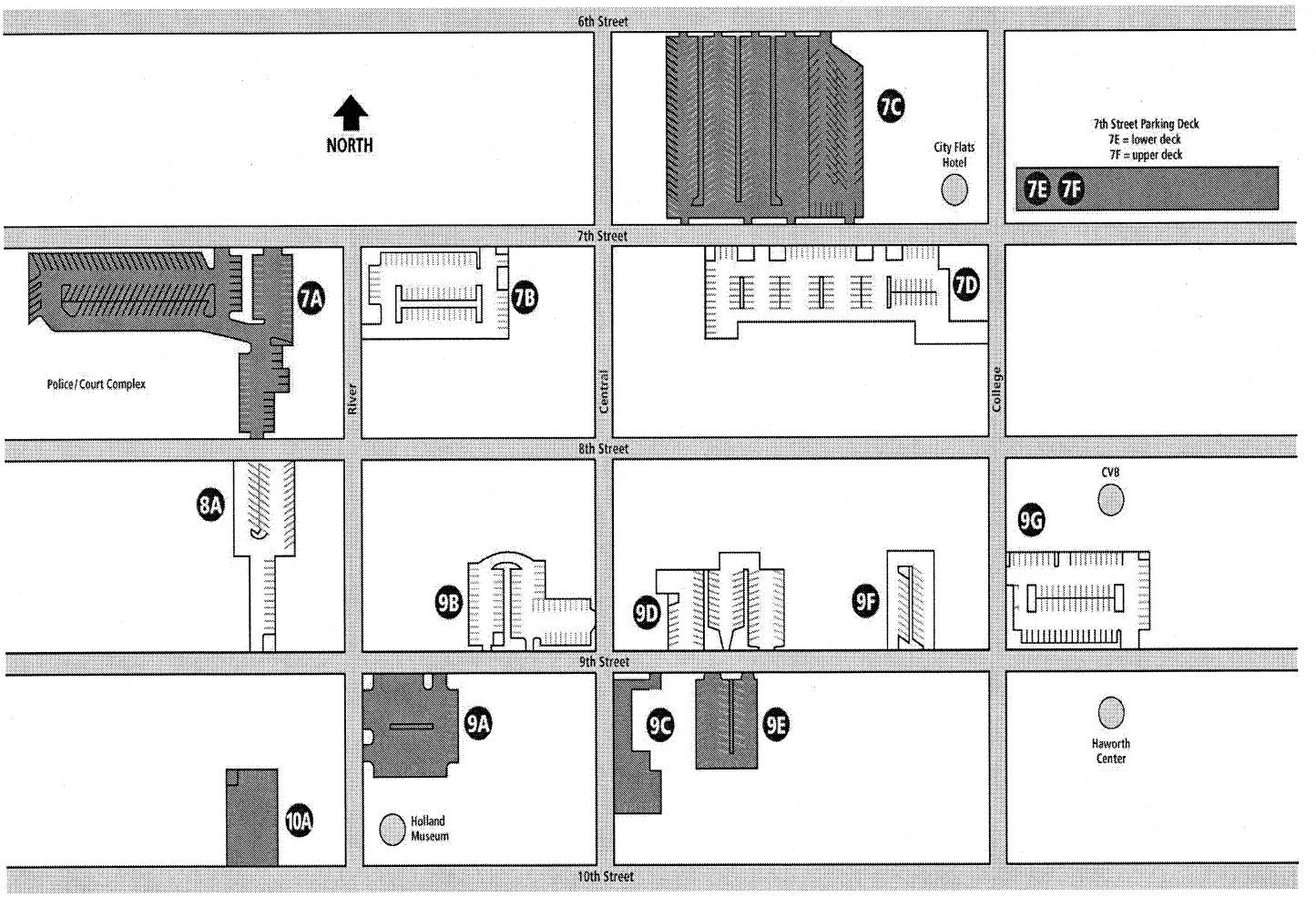
* To examine options, including funding, for a dumpster enclosure in Lot 10A. Continue to monitor lots for trash enhancements. (Spring 2010)

* To determine the cost of lighting the downtown parking surface lots. (December 2009)

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - DOWNTOWN PARKING FUND - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Parking Permits Issued				
Number	157	203	200	200
Revenue	$5,251	$5,849	$5,800	$10,400
Public Off- Street Parking Supply Downtown				
Lots	14	14	14	15
Spaces	950	993	993	1,247
* FY08 - addition of northside / 7th Street lot, loss of Lot 8B & spaces in Lot 7C.				
* FY10 - Addition of 7th Street Parking Deck and public spaces for day and/or nighttime use.				



COMMUNITY & NEIGHBORHOOD SERVICES GROUP

DOWNTOWN PUBLIC PARKING FUND
(A SPECIAL REVENUE FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 127,690	$ 133,900	$ 160,475	$ 165,289
Charges for Services	9,336	9,699	9,650	14,250
Interest & Rents	3,142	1,498	240	25,485
Other	34,880	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 175,048	$ 145,097	$ 170,365	$ 205,024
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 61,529	$ 61,820	$ 62,700	$ 55,200
* Benefits - To Include NonWorking Wages	10,131	5,997	6,710	5,250
* Mandatory Employer Costs	5,177	5,171	6,190	5,250
Other Current Expenditures -				
* Supplies / Maintenance	40,069	50,512	46,936	62,249
* Contractual	5,849	3,808	2,400	3,400
* Other	30,549	30,880	29,847	39,502
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
Debt Service Payments -				
* Interest & Fee Payments	1,322	529	364	276
Transfers Out	46,981	8,862	9,112	9,262
Contingencies	- 0 -	- 0 -	- 0 -	1,400
TOTAL USES	$ 201,607	$ 167,579	$ 164,259	$ 181,789
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (26,559)	$ (22,482)	$ 6,106	$ 23,235
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ 16,750
Undesignated / Unreserved	53,009	30,527	36,633	43,118
TOTAL FUND EQUITY	$ 53,009	$ 30,527	$ 36,633	$ 59,868
- - STAFFING - -				
Personnel Services Total Amount	$ 76,837	$ 72,988	$ 75,600	$ 65,700
Full-Time Positions	0.50	0.30	0.30	0.20
Part-Time Positions @ F.T.E.	0.55	0.55	0.65	0.50

NOTE: The time of some positions listed under Gen. Fund - Street O&M Dept 'Staffing' is charged, in part, to this fund for 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 2010

* 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 at their summer 2008 retreat. Follow up on retreat priorities which include Downtown's waterfront area, Windmill Island's future and comprehensive streetscape planning. (On-going)

* To continue to examine and refine, if necessary, the organization and roles of DDA, including collaboration and coordination with the Principal Shopping District (PSD). This may include significant organizational and role changes to DDA staff, board and committees, if and as determined by the DDA Board. (Summer 2010)

* To continue to follow-up with the six (6) participating entities on the Tourism Initiative. Work with the group on analyzing the purpose of the group and participate in determining its future, particularly in light of tourism's role in current economic conditions. (Winter 2010).

* To continue to monitor, revise and market Downtown's no-cost design assistance and low-interest loan programs: four (4) design assistance programs and one (1) loan project are expected for fiscal year 2010.

* To pursue Design Review Board issues:
  a) With the Pedestrian Wayfinding Committee, analyze expanding the pedestrian signage system and evaluate the existing kiosks and how they can be improved. (Spring 2010);
  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. (On-going)

* To continue working with the Streetscape Initiative Group to address hardscape and amenity issues, including 7th Street redesign; also update the Standards Manual to include policy standards. (Fall 2009)

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - DOWNTOWN DEVELOPMENT AUTH. FUND - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Building Improvement Expenditures	$15 M	$4.1 M	$3 M	$5 M
New New Downtown Businesses Recruited	4	0	2	3
Number of Designs Prepared (Design Assistance)	2	4	3	4
Number of Loan Program Projects	0	0	0	1
Street Performer Permits	65	86	150	175

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

DOWNTOWN DEVELOPMENT AUTHORITY FUND
(A COMPONENT UNIT FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 170,298	$ 178,229	$ 193,192	$ 197,555
Intergovernmental	4,610	- 0 -	- 0 -	- 0 -
Charges for Services	790	1,120	700	1,000
Interest & Rents	12,091	12,764	6,200	6,900
Other	7,267	- 0 -	- 0 -	- 0 -
Transfers In	5,000	5,000	5,000	5,000
TOTAL SOURCES	$ 200,056	$ 197,113	$ 205,092	$ 210,455
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 49,933	$ 63,080	$ 68,100	$ 79,100
* Benefits - Includes NonWorking Wages	15,325	22,298	20,700	23,300
* Mandatory Employer Costs	4,579	6,076	6,500	7,600
Other Current Expenditures -				
* Supplies / Maintenance	40,668	42,575	34,900	38,900
* Contractual	45,129	25,096	26,200	27,100
* Other	39,291	32,317	38,655	35,100
Capital Outlay	- 0 -	500	10,000	10,000
Contingencies	- 0 -	- 0 -	- 0 -	5,000
TOTAL USES	$ 194,925	$ 191,942	$ 205,055	$ 226,100
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 5,131	$ 5,171	$ 37	$ (15,645)
ENDING FUND EQUITY -				
Designated / Reserved	$ 10,000	$ 10,000	$ 10,000	$ 10,000
Undesignated / Unreserved	147,827	152,998	153,035	137,390
TOTAL FUND EQUITY	$ 157,827	$ 162,998	$ 163,035	$ 147,390
- - STAFFING - -				
Personnel Services Total Amount	$ 69,837	$ 91,454	$ 95,300	$ 110,000
Full-Time Positions	0.80	1.00	1.00	1.10
Part-Time Positions @ F.T.E.	0.15	0.15	0.25	0.40

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 2010

* To continue with an effective marketing plan that encompasses creative, cost effective and new advertising means to reach target markets.
  - Continue to improve and expand media relations; (On-going) and
  - Create three (3) additional websites that function as needed for GrooveWalk (September 2009), Ice Sculpting Competition (November 2009), and Girlfriends Weekend (December 2009).

* To create marketing collateral pieces that 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 2009 and May 2010)
  - Produce Downtown tear-off maps with map on front and store listings on reverse; (On-going)
  - Produce monthly Downtown Live publication; (On-going)
  - Produce annual coupon booklet targeted towards group visitors; (December 2009)
  - Produce various brochures and publications that support individual events such as brochures, direct mail pieces, bag inserts, etc.; (On-going) and
  - Produce holiday insert in Holland Sentinel and Grand Rapids Press promoting all Downtown events in November and December. (November 2009)

* To form collaborations to improve communication and awareness, and increase levels of cross marketing.
  - Continue to update and enhance the Downtown website in partnership with the Holland Area Convention and Visitors Bureau (CVB); (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 through co-operative advertising; (On-going) and
  - Continue to collaborate with the Holland Area CVB, Hope College, local hotels and groups/organizations to market to groups visiting Holland. (On-going)

* To foster vibrancy and excitement in Downtown Holland thorough continuation of PSD

organized special events and promotions.

- Continue to improve overall quality of entertainment as well as attendee experience for all Downtown events; (On-going)
- Continue to enhance Sidewalk Sales to grow in a festival-like atmosphere; (August 2009) and
- Continue to enhance all Downtown events to keep them fresh, new and exciting. (On-going)

* To work with the PSD and DDA boards and the private sector to continue to expand upon business recruitment and retention. (On-going)

* To continue to work with Holland Area Chamber of Commerce in a partnership with benefits specifically designed for Downtown Holland businesses including seminars, workshops, programming. (On-going)

* To continue to educate staff on the best and most effective ways to serve the membership, community and entire southwest Michigan area through various workshops, seminars, conferences and programs. (On-going)

* To continue to raise additional funding and resources to enhance all programming through corporate sponsorships, grants and event income. (On-going)

* To continue to measure all aspects of the action plan and diligently record and report these impacts and results to the board and membership. (On-going)

PROGRAM MEASUREMENTS

COMMUNITY & NEIGHBORHOOD SERVICES GROUP-PRINCIPAL SHOPPING DISTRICT FUND

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Associate Membership	2	2	1	2
Corporate Sponsorship	14	16	16	14
Marketing & Promotion Initiatives				
Produce New or Update TV Spots	2	0	0	0
Weekly Radio Show	1	1	0	0
Review and Revamp KIOSK Usage	1	0	0	1
Produce Media Kit	1	1	0	1
Produce Sponsorship Kit	1	1	0	1
Produce Associate Member Kit	1	1	0	1
Employee/ Resident Appreciation Program	1	1	0	0
Downtown Merchant Maps	3	3	5	4
Calendar of Events	2	2	2	2
Restaurant Guide	1	1	1	1
Downtown Rack Card/Brochure	0	0	1	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	1
Improve Website	1	1	1	1
8th Street Market Place Marketing Partnerships	1	1	1	1
Downtown Live Publication	12	12	12	12
Number of Events held & assisted	18	18	21	21
Sidewalk Sales / Summer Concert Series / "Be A Tourist" / Hope Freshman Orientation / Merchant Holiday Open House / Parade of Lights / Wedding Walk / Gallery Walk Series / VJ Day Celebration / Live Mannequins / St. Patrick's Day Celebration / Groove Walk / Wednesday Performance Series				
Santa's House / Kerstmarkt / Farmer's Market / Sinterklaas Eve / Up on the Rooftops / Ice Sculpting Competition / Octoberfest / Street Performers / Le Style deVie / Tulipanes / February Meltdown Sale / Girlfriends Weekend				
Advocacy and Unity				
PSD/Chamber Partnership Program	1	1	2	2
Collaborate with other entities	1	1	1	1
D-Coffee / Mixes	12	11	8	6
E - Newsletters	40	25	25	25
Full Membership Meetings	2	2	1	1

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

DOWNTOWN PRINCIPAL SHOPPING DISTRICT FUND
(A SPECIAL REVENUE FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 108,344	$ 146,176	$ 177,000	$ 177,000
Charges for Services	16,135	9,863	51,669	63,000
Interest & Rents	1,586	2,794	1,330	960
Other	43,607	54,702	60,100	58,500
TOTAL SOURCES	$ 169,672	$ 213,535	$ 290,099	$ 299,460
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 56,146	$ 66,281	$ 86,000	$ 86,600
* Benefits - To Include NonWorking Wages	11,270	14,023	13,800	13,800
* Mandatory Employer Costs	4,715	5,734	7,300	7,800
Other Current Expenditures -				
* Supplies / Maintenance	9,376	9,339	12,062	13,200
* Contractual	34,734	21,218	19,887	16,400
* Other	55,232	50,956	106,196	145,700
Capital Outlay	- 0 -	2,848	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	2,800
TOTAL USES	$ 171,473	$ 170,399	$ 245,245	$ 286,300
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (1,801)	$ 43,136	$ 44,854	$ 13,160
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	41,929	85,065	129,919	143,079
TOTAL FUND EQUITY	$ 41,929	$ 85,065	$ 129,919	$ 143,079
- - STAFFING - -				
Personnel Services Total Amount	$ 72,131	$ 86,038	$ 107,100	$ 108,200
Full-Time Positions	0.75	0.85	0.90	0.90
Part-Time Positions @ F.T.E.	0.70	0.70	1.15	1.15

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 2010

* **To identify and process structures as dangerous structures (five (5) structures anticipated) as necessary due to non-compliance with building codes. (On-going)**

* **To encourage resolution without City intervention of all five (5) of these dangerous structures. (On-going)**

* **To proceed with repair or demolition for those structures that could not be resolved with intervention. (On-going)**

PROGRAM MEASUREMENTS

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Number of Dangerous Structures Public Hearings	3	1	3	3
Number of Housing Board of Appeals Public Hearings	2	1	2	2
Number Repaired by the Owner	1	0	1	1
Number Repaired by the City	1	1	1	1
City Cost of Repairs/Demolition	$6,800	$5,322	$6,000	$6,000
Number of Vacant Properties	1	0	1	1
Number of Occupied Properties	2	1	1	1
Non-Rental Properties	1	1	1	1
Rental Properties	1	0	1	1
Legal Action for Eviction of Occupants	0	0	0	0
Residential	3	1	1	1
Commercial	0	0	0	0

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

DANGEROUS STRUCTURES FUND
(A SPECIAL REVENUE FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 5,249	$ 19,730	$ - 0 -	$ - 0 -
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	1,500	- 0 -
TOTAL SOURCES	$ 5,249	$ 19,730	$ 1,500	$ - 0 -
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 274	$ 143	$ 150	$ 300
* Contractual	1,928	790	600	1,200
* Other	4,618	18,961	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 6,820	$ 19,894	$ 750	$ 1,500
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (1,571)	$ (164)	$ 750	$ (1,500)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	935	771	1,521	21
TOTAL FUND EQUITY	$ 935	$ 771	$ 1,521	$ 21

- - 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 2010

* **To transfer Brownfield tax increment financing revenues as generated to eligible project capital costs.**

* **To transfer Brownfield tax increment financing revenues as generated to pay-off the bond for the Downtown Parking Deck project.**

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - BROWNFIELDS - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Number of Active Projects (Capturing Taxes)	6	9	11	10
Number of Active Projects (Not Capturing Taxes)	1	3	1	1
Total number of Active Projects	7	12	12	11
Taxable Valuation Capture (IFT at Equivalency)	$5,548,303	$13,408,574	$24,270,324	$24,072,793

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

BROWNFIELD REDEVELOPMENT AUTHORITY FUND
(A COMPONENT UNIT FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 287,463	$ 425,635	$ 819,248	$ 890,670
Interest & Rents	8,103	12,664	11,422	- 0 -
Transfers In	- 0 -	3,000	313	- 0 -
TOTAL SOURCES	$ 295,566	$ 441,299	$ 830,983	$ 890,670
FUNDING USES -				
Other Current Expenditures -				
* Contractual	- 0 -	- 0 -	- 0 -	- 0 -
* Other	209,836	385,034	604,810	643,788
Transfers Out	3,726	- 0 -	364,934	245,790
TOTAL USES	$ 213,562	$ 385,034	$ 969,744	$ 889,578
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 82,004	$ 56,265	$ (138,761)	$ 1,092
ENDING FUND EQUITY -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	108,836	165,101	26,340	27,432
TOTAL FUND EQUITY	$ 108,836	$ 165,101	$ 26,340	$ 27,432

- - STAFFING - -

Positions: Not Applicable

PROGRAM MEASUREMENTS

- - COMMUNITY & NEIGHBORHOOD SERVICES GROUP - MSHDA - GRANT FUND - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
MSHDA Grant Home Purchase Projects	0	2	2	2
Neighborhood Impact Program (NIP Grant) Projects	8	5	5	5

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

MSHDA - NPP/HOME GRANT FUND
(A SPECIAL REVENUE FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 29,805	$ 5,622	$ 84,378	$ 60,000
Other	36,237	5,247	4,856	- 0 -
TOTAL SOURCES	$ 66,042	$ 10,869	$ 89,234	$ 60,000
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 2,914	$ 5,137	$ 4,856	$ - 0 -
* Benefits - To Include NonWorking Wages	70	(70)	- 0 -	- 0 -
* Mandatory Employer Costs	145	(54)	- 0 -	- 0 -
Other Current Expenditures -				
* Contractual	62,913	5,856	84,378	60,000
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 66,042	$ 10,869	$ 89,234	$ 60,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ 3,129	$ 5,013	$ 4,856	$ - 0 -
Full-Time Positions	- 0 -	- 0 -	- 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-2009 and FY-2010.

The prior MSHDA - NPP (Mich State Housing Development Authority - Neighborhood Preservation Program) / HOME Grant funding period was 02/01/04 to 06/30/07 in the multi-year amount of $531,900 ($173,376 was unexpended).

The current MSHDA - NPP (Mich State Housing Development Authority - Homebuyers Purchase & Rehab / HOME Grant funding period is 07/01/07 to 06/30/09 in the multi-year amount of $150,000 (extension is anticipated).

A FHLBI-NIP Grant (through Macatawa Bank) in the amount of $60,000 which began in October 2004 is also included above.

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Community Development Block Grant (CDBG) Program – 26th 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 2010

* To prepare and administer sub-recipient agreements with agencies and organizations for programs, services and activities selected for FY 2009 Community Development Block Grant (CDBG) funding. Complete agreements by August 2009 with on-going administration.

* To 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 2009)

* To work with City Council to prioritize the Consolidated Plan Strategy for FY 2009. (February 2009)

* To 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 2009. (May 2009)

* To assist City Council by providing information about the accomplishments of the CDBG program to inform congressional representatives during federal budget debates expected throughout 2009.

Housing Missions:

- Home Ownership – City residents will have the ability to own and maintain ownership of a residence.

- Housing Conditions – City residents will live in safe, decent housing.

INTRODUCTION TO DEPARTMENT

COMMUNITY AND NEIGHBORHOOD SERVICES

Community Development Block Grant (CDBG) Program – 26th Entitlement Year

- Housing Accessibility – City residents will have fair and equal access to housing in all parts of our community.

- Housing Sustainability – City residents will live in housing which is personally and environmentally sustainable.

- Housing the Homeless – City residents will have access to services and shelter when experiencing an emergency housing crisis.

People, Neighborhoods and Economy:

- Sustainable Youth, Families and Seniors – City residents will have access to adequate services involving their health, safety and welfare.

- Sustainable Neighborhoods – City neighborhoods will include adequate services and uses which will result in a quality living environment.

- Sustainable Economies – City residents will have access to services which will assist them in stabilizing their financial situation.

PROGRAM MEASUREMENTS

- - CNS - Community Development Block Grant Program - 26th Entitlement Year - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Housing Mission				
Homeownership				
Jubilee Ministries - Direct Homeownership Assistance	2	0	0	TBD
Lakeshore Habitat for Humanity	3	2	1	TBD
Ottawa Co. Comm Action Agency - IDA Direct Homeownership	0	0	0	TBD
$1 HUD Home Acquisition	not funded	not funded	3	TBD
Housing Conditions				
City of Holland - Com. Dev. Owner Home Repair Program	99	80	82	TBD
City of Holland - Ourstreet Driveway Improvement Program	not funded	not funded	not funded	TBD
Resthaven Maplewood Facility	not funded	not funded	1	TBD
Holland ALANO	not funded	not funded	1	TBD
Housing Accessibility				
Disability Network - Project Ramp	4	1	5	TBD
Housing Sustainability - No direct activities under this mission.	0	0	0	TBD
Housing the Homeless				
Community Action House - Guaranteed Security Deposit Program	49	46	50	TBD
Good Samaritan Ministries - Transitional Housing Program	109	100	155	TBD
People, Neighborhoods, and Economy				
Sustainable Youth				
Boys and Girls Club - Youth Programs	1,315	1,872	2,000	TBD
Hope College - Children's After School Programs (CASA)	106	131	100	TBD
Holland Comm. Hospital Foundation - Growth Connections Prog.	not funded	not funded	not funded	TBD
Core City Christian Com. Dev. Assoc. - LEAP Program	63	55	not funded	TBD
Heights of Hope - Strengthening Youth	not funded	not funded	60	TBD
Sustainable Neighborhoods				
Core City Christian Com. Dev. Assoc. - Life Strategies Program	76	not funded	not funded	TBD
Community Action House - Foreclosure Program	not funded	not funded	60	TBD
Sustainable Economies				
City of Holland - Neighborhood Commerical Revitalization Prog.	18	14	7	TBD
Jubilee Ministries - Micro Business Development	not funded	not funded	not funded	TBD
Jubilee Ministries - Employment Program	10	not funded	not funded	TBD
Heights of Hope - Employment Program	50	not funded	60	TBD
LAUP - Steps to Success	not funded	not funded	185	TBD

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

COMMUNITY DEVELOPMENT BLOCK GRANT FUND
- C.D.B.G. ENTITLEMENT FUNDING -
(A SPECIAL REVENUE FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 450,550	$ 346,487	$ 465,819	$ 433,762
Other	193,942	150,079	152,789	140,000
Transfers In	14,080	2,834	12,335	13,089
TOTAL SOURCES	$ 658,572	$ 499,400	$ 630,943	$ 586,851
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 72,357	$ 61,174	$ 75,824	$ 77,151
* Benefits - To Include NonWorking Wages	40,617	26,720	20,046	20,991
* Mandatory Employer Costs	6,583	4,205	6,174	6,499
Other Current Expenditures -				
* Supplies / Maintenance	3,223	1,457	9,759	15,300
* Contractual	519,693	401,154	504,105	451,121
* Other	2,019	1,856	2,700	2,700
Transfers Out	14,080	2,834	12,335	13,089
TOTAL USES	$ 658,572	$ 499,400	$ 630,943	$ 586,851
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ 119,557	$ 92,099	$ 102,044	$ 104,641
Full-Time Positions	1.93	1.45	1.35	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: FY2006 = $368,887, FY2007 = $338,565, FY2008 = $344,580, FY2009 = $338,593 FY2010 = $423,241.

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 2010

* 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 by 2% (to 1,344 tons / 2,687,700 lbs.) through education from staff, and by working with Chef Container Company to identify of new materials / markets for recycling. (January 2010)

* To eliminate Project Pride event in April 2010 at the Chef Container's facility and replace the event with an additional coupon available for residential citizens (two (2) per year). Projected savings will be estimated $2,000.00 overall annually.

* To publish and distribute refuse and recycling information for the City calendar. (September 2009)

* To continue to monitor / audit at the Westshore Recycle Center with two (2) un-announced visits between July and December 2009.

* To continue to partner with the private sector and non-governmental organizations for positive electronics recycling. (On-going)

* To continue to promote reusable shopping bags with distribution from City Hall and other venues as identified. (July 2009)

* To continue and evaluate a pilot program for recycling downtown. (August 2009)

* To collaborate with Chef Container and MacTV to provide a revised instructional DVD and distribute to all residential customers. (September 2009)

* To produce at least three (3) public service announcements with MacTV and run weekly beginning August 2009.

PROGRAM MEASUREMENTS

- - CNS GROUP - SOLID WASTE RECYCLING FUND - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
PROJECT PRIDE				
Pounds of trash collects at Project Pride site	375,220	283,520	289,190	0
Estimated Pounds of trash collected/coupons redeemed	202,170	420,000	500,000	750,000
Coupons redeemed	317	373	433	700
Pounds of scrap metal collected by Padnos Co.	49,875	13.26 tons	13.54 tons	N/A
Freon appliances collected	28	14	18	N/A
CURB SIDE RECYCLING				
Type of Waste Recycles - In Pounds				
Total Fiber	2,180,642	2,159,280	2,185,000	2,185,000
Newsprint	1,368,176	1,326,240	1,350,000	1,350,000
Corrugated	812,466	833,040	835,000	835,000
Total Commingle	416,500	476,620	450,500	450,500
Dairy plastic	23,375	21,780	22,000	22,000
Colored #2	22,550	27,340	26,000	26,000
Clear #1	48,695	38,640	45,000	45,000
Aluminum	4,214	7,000	6,500	6,500
Tin	52,560	49,220	51,000	51,000
Glass	265,106	332,640	300,000	300,000
Total Pounds Collected Curbside	2,597,142	2,635,900	2,635,500	2,635,500
REFUSE				
1 Bag/month	271	280	268	268
2 Bag/month	158	159	151	151
32 Gallon weekly	2,761	2,766	2,768	2,768
65 Gallon weekly	3,430	3,370	3,347	3,347
90 Gallon weekly	2,205	2,260	2,256	2,256
Subtotal Recycle	8,825	8,835	8,790	8,790
Multi Family - 4 Units	1	1	1	1
Multi Family - 8 Units	3	3	3	3
Multi Family - 16 Units	1	1	1	1

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

SOLID WASTE & RECYCLE PICKUP FUND
(AN ENTERPRISE FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				5% Rate Incr.
Charges for Services	$ 1,226,349	$ 1,229,008	$ 1,288,751	$ 1,370,271
Interest & Rents	20,915	22,459	12,350	8,830
Other	(705)	(927)	2,000	2,000
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 1,246,559	$ 1,250,540	$ 1,303,101	$ 1,381,101
FUNDING USES -				
Personnel Service Expenses				3% Rate Incr.
* Salaries & Wages - Working	$ 77,411	$ 81,526	$ 90,100	$ 92,000
* Benefits - Includes NonWorking Wages	21,203	22,665	23,450	24,200
* Mandatory Employer Costs	2,166	2,383	3,050	3,300
Other Current Expenses				
* Supplies / Maintenance	4,959	7,018	8,124	8,200
* Contractual	1,031,360	1,073,749	1,174,215	1,209,839
* Other	13,439	12,973	8,335	7,482
Capital Outlay	34,100	37,100	40,000	40,000
TOTAL USES	$ 1,184,638	$ 1,237,414	$ 1,347,274	$ 1,385,021
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 63,719	$ 62,208	$ 63,000	$ 63,000

(This Fund Continues On Next Page)

COMMUNITY & NEIGHBORHOOD SERVICES GROUP

SOLID WASTE RECYCLING FUND
(AN ENTERPRISE FUND)

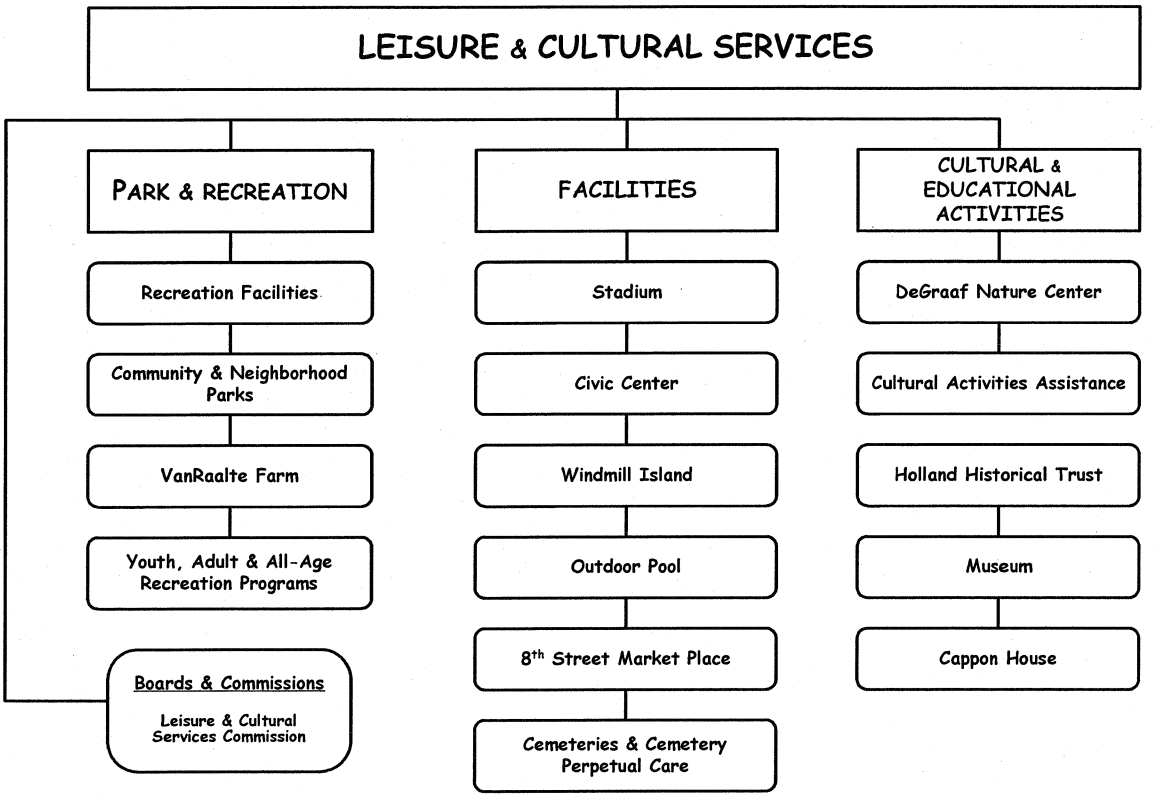
Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
(This Fund Continues From Previous Page)				
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 32,302	$ (11,982)	$ (67,173)	$ (26,920)
ENDING BALANCE -				
Designated / Reserved:	$ 325,000	$ 325,000	$ - 0 -	$ - 0 -
Undesignated / Unreserved:	410,780	398,798	656,625	629,705
TOTAL FUND EQUITY	$ 735,780	$ 723,798	$ 656,625	$ 629,705
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	$ 64,793	$ 15,667	$ 280,827	$ (3,920)
ENDING BALANCE	$ 174,402	$ 190,069	$ 470,896	$ 466,976
- - STAFFING - -				
Personnel Services Total Amount	$ 100,780	$ 106,574	$ 116,600	$ 119,500
Full-Time Positions	0.10	0.10	0.20	0.20
Part-Time Positions @ F.T.E.	0.80	0.80	0.80	0.80

LEISURE & CULTURAL SERVICES GROUP INTRODUCTION

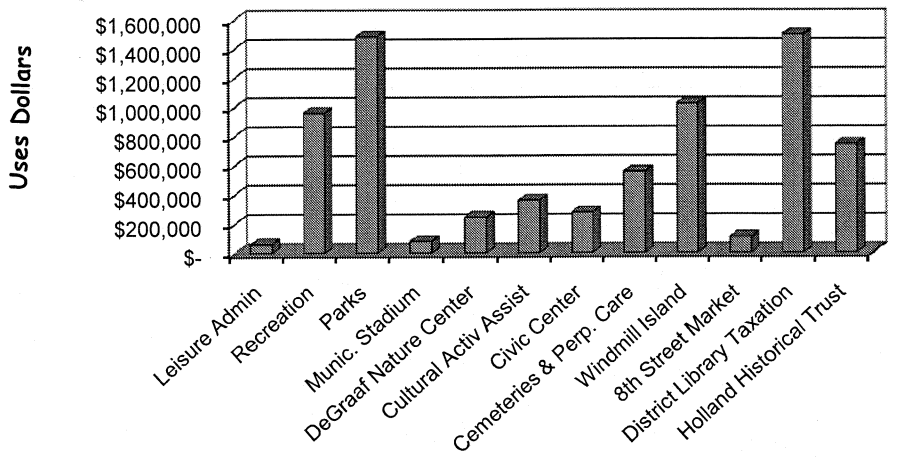
GROUP MISSION STATEMENT

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.

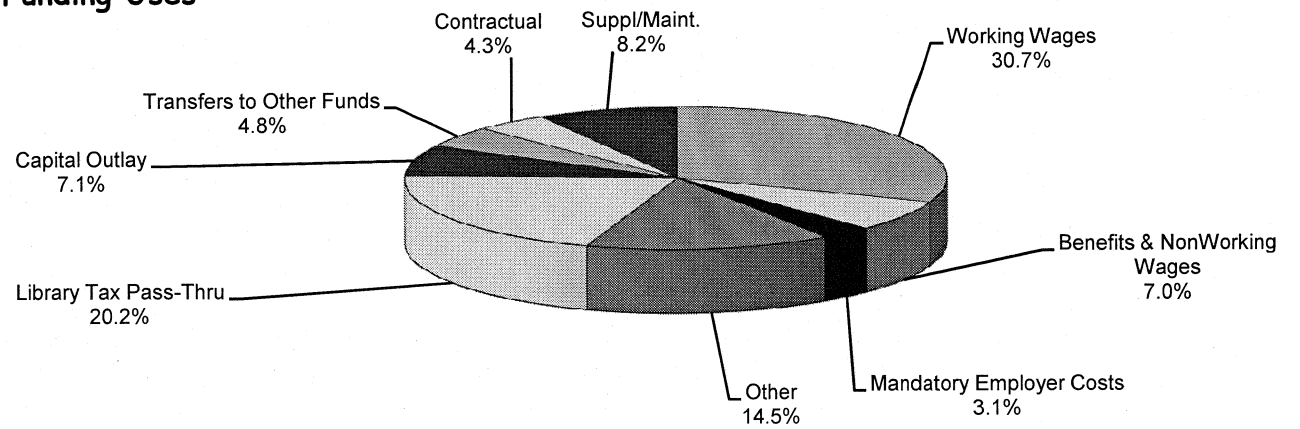
GROUP ORGANIZATIONAL STRUCTURE



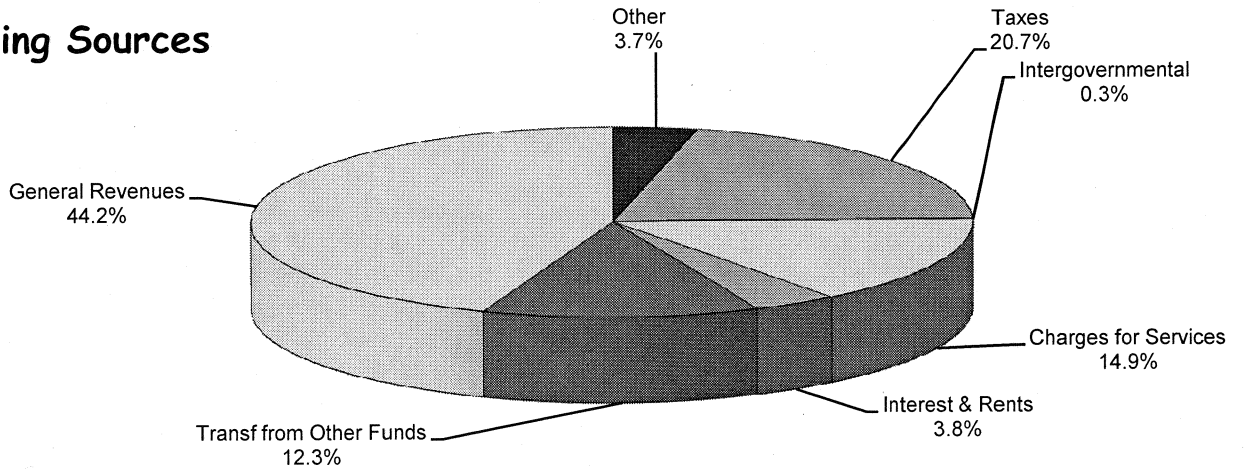
Total Uses By Department $7,394,260



Funding Uses



Funding Sources



LEISURE & CULTURAL SERVICES GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
General	$ 3,925,938	$ 4,189,444	$ 4,075,457	$ 4,038,724
Permanent	159,454	138,726	157,402	95,100
Special Revenue	1,558,660	1,575,261	1,557,144	1,495,884
Enterprise	606,212	673,390	661,478	1,021,497
Component Unit	1,197,928	822,632	882,348	743,055
TOTAL - ALL FUND TYPES	$ 7,448,192	$ 7,399,453	$ 7,333,829	$ 7,394,260
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 1,534,794	$ 1,572,517	$ 1,556,493	$ 1,495,484
Intergovernmental	24,554	25,272	26,151	24,000
Charges for Services	1,043,806	988,572	1,049,114	1,075,350
Interest & Rents	407,017	256,158	271,056	276,231
Other	866,282	1,064,352	212,185	270,655
Transfers In	598,879	599,899	548,240	886,409
TOTAL SOURCES	$ 4,475,332	$ 4,506,770	$ 3,663,239	$ 4,028,129
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 2,177,627	$ 2,244,570	$ 2,241,223	$ 2,269,255
* Benefits - Includes NonWorking Wages	486,498	544,825	523,285	517,755
* Mandatory Employer Costs	194,231	209,623	230,506	230,704
Other Current Expenditures -				
* Supplies / Maintenance	538,223	605,424	588,293	607,640
* Contractual	298,644	288,847	301,730	320,290
* Other	3,237,402	2,794,247	2,636,149	2,569,016
Capital Outlay	99,238	316,191	398,241	527,600
Debt Service Payments -				
* Principal Maturities	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	416,329	395,726	414,402	352,000
TOTAL USES	$ 7,448,192	$ 7,399,453	$ 7,333,829	$ 7,394,260
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 156,009	$ 215,440	$ 240,000	$ 240,000
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 2,858,356	$ 2,999,018	$ 2,995,014	$ 3,017,714
* Full-Time Positions	30.15	31.05	30.00	29.00
* Part-Time Positions @ F.T.E.	34.23	32.58	33.63	33.98

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 2010

* To continue to explore the future development of Smallenburg Park, including Bouws Pool, Municipal Stadium, and the development of open spaces for additional recreational use and expanded parking. (June 2010)

* To work with the Planning Department and private consultants on the designing and construction of the boardwalk at Window-on-the-Waterfront that would extend from the circular paved area at the western end of the walkway into the marsh providing a lookout area over the marsh. This spot would also serve as a starting point for future improvements to Window-on-the-Waterfront. (June 2010)

* To develop a food vending program for Kollen Park / Heinz Waterfront Boardwalk. (July 2009)

* To work with private consultants on updating the City of Holland Community Parks and Recreation Master Plan to assure capital improvement projects remain eligible for grant funding. (September 2009)

* To work with the Planning Department and private consultants on developing a comprehensive signage program from Heinz to Windmill Island. (September 2009)

* To prepare final designs and a funding strategy for a facility to be constructed at Smallenburg Park that would address the needs for a skate park, as well as an outdoor refrigerated ice facility with construction beginning in fall 2009 and completion target date of spring 2010.

* To continue to meet with local school systems, surrounding municipal agencies and local non-profit organizations to review common open spaces, leisure issues, and coordinate programs, activities and facilities to maximize opportunities to our constituents. (On-going)

* 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; and to develop a Phase I construction and finance plan. (May 2010)

LEISURE & CULTURAL SERVICES GROUP

LEISURE & CULTURAL SERVICES ADMINISTRATION
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	60,648	62,396	61,330	61,000
TOTAL SOURCES	$ 60,648	$ 62,396	$ 61,330	$ 61,000
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 32,395	$ 34,997	$ 35,100	$ 34,900
* Benefits - To Include NonWorking Wages	16,031	16,525	17,000	17,400
* Mandatory Employer Costs	2,992	3,229	3,600	3,600
Other Current Expenditures -				
* Supplies / Maintenance	1,719	3,432	1,700	1,700
* Other	5,057	4,213	3,930	3,400
Capital Outlay	2,454	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 60,648	$ 62,396	$ 61,330	$ 61,000
- - STAFFING - -				
Personnel Services Total Amount	$ 51,418	$ 54,751	$ 55,700	$ 55,900
Full-Time Positions	0.60	0.60	0.60	0.60
Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

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 the participants with safe and enjoyable activities.

ACTION PLAN FOR FISCAL YEAR 2010

* To engage and collaborate with various City departments in order to provide additional low or no-cost solutions to leisure and recreational needs (i.e. Park Party, Holland Police Department Summer Parties, Summer Yoga, Solstice Party and Great Holland Camp Out). (On-going)

* To participate in a strategic planning and cost recovery seminar with a contracted consultant in order to boost the power of current programs, flush out stagnant programs and increase programming dollars where need is present. (Summer 2009)

* To partner with local businesses and Michigan Recreation and Parks Association (MRPA) in the development of an annual Window-on-the-Waterfront walk encompassing the new addition to the Kollen Park project ending with a celebration at Windmill Island (Labor Day weekend). (Fall 2009)

* To plan and execute a National Park (ing) Day with the DDA/PSD and Planning Department to raise sustainability awareness of the status of disappearing green space in local cities in the nation. (Fall 2009)

* To continue to collaborate with local recreation departments in regional programming (PPK, Hershey Track & Field, etc) in order to stretch our collective dollars. (On-going)

* To enhance and relocate summer family evening concert series and summer noon concert series from Centennial Park to Kollen Park in order to expose residents to the improvements and provide a superior setting for this culture and leisure experience. (Summer 2009)

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - RECREATION - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
YOUTH ATHLETIC PROGRAMS				
Boys Basketball	204	194	225	250
Boys Soccer	346	326	350	370
Girls Basketball (Moved to Winter '08)	0	66	80	100
Girls Soccer (Fall '07 - NEW Time)	316	380	400	425
Girls Soccer (Spring '06 - OLD Time)	349	0	0	0
Girls Softball	125	140	155	155
Girls Volleyball Camp	53	45	65	75
Gymnastics	219	196	225	250
Hershey Track	93	101	110	120
Little Peoples Olympics	161	163	175	200
MRPA Hoop Shoot	98	33	120	120
Punt, Pass & Kick	31	31	45	60
Smart Start Football	16	24	35	35
Start Smart	52	54	60	60
Swimming Lessons	933	918	950	950
Tennis Lessons/Clinic	779	779	800	800
Tiny Tikes Football	52	42	50	65
Track Camp	20	22	30	40
Youth Golf Lessons	48	65	70	70
Youth T-Ball	257	185	225	250
Wrestling Clinic	21	33	45	50
ADULT ATHLETIC PROGRAMS				
Adult Soccer League '07	112	112	130	150
Adult Tennis Lessons	85	117	125	150
Adult Tennis Tourney	44	79	100	125
Basketball (summer)	448	189	200	225
Basketball (winter) '07 - '08	378	378	400	425
Flag Football '07	294	238	275	300
Golf Lessons	60	34	40	50
HRD / HYP Drop In Sports	N/A	585	600	625
Fall Softball '07	504	504	520	550
Summer Co-Ed Softball	308	230	250	275
Summer Mens Softball	812	779	800	840
Summer Womens Fastpitch Softball	98	167	180	200
Summer Womens Softball	70	76	100	120
Sand Volleyball	110	42	60	75
Winter Volleyball '07 - '08	84	80	100	110
Table Tennis	106	131	150	175

PROGRAM MEASUREMENTS

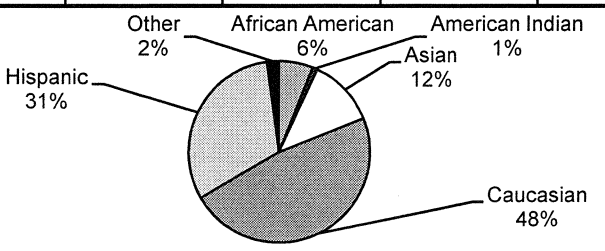
- - LEISURE & CULTURAL SERVICES GROUP - RECREATION - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
NON-ATHLETIC EVENTS				
FAMILY SPECIAL EVENTS				
Bouw Pool Summer Solstice Party	N/A	108	125	150
Community Garden Project	N/A	377	400	425
Concerts at Centennial Park	8,100	70,000	7,600	8,200
Dad/Daughter Dance	191	292	325	350
Halloween Event with DeGraaf '07	600	850	650	650
Mom/Son Event	160	106	150	175
Party in the Park	7,120	8,500	8,750	9,000
Santa's Work Shop	132	141	175	200
Table Tennis	106	131	140	150
TV Turn Off	700	821	800	800
Tulip City Youth Triathlon	N/A	41	75	100
YOUTH PROGRAMS				
Junior Adventure Club	165	160	160	160
Summer Playground	2,786	1,939	2,400	2,900
BOUWS POOL ATTENDANCE				
Children	7,742	7,406	8,100	8,100
Adults	1,798	1,846	1,900	1,900
Families (Est. 5/family)	1,132	1,232	1,250	1,300
Other (New Category FY07)	542	514	525	550
Totals	11,214	10,998	11,775	11,850

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - RECREATION - -

2008 Program Participation	African American	American Indian	Asian	Caucasian	Hispanic	Other
Adventure Club	2	0	3	147	8	0
Boys Basketball	0	0	1	178	15	0
Boys Soccer	11	0	14	221	80	0
Bouws Pool Summer Solstice Party	8	0	3	29	68	0
Community Garden Project	1	0	337	39	0	0
Concerts at Centennial Park	500	0	500	4,000	2,000	0
Dad & Daughter Dance	10	0	8	232	42	0
Girls Basketball (Moved to Winter '08)	2	0	0	60	4	0
Girls Soccer (Fall '07- NEW Time)	93	111	56	62	58	0
Girls Softball	3	0	5	98	34	0
Girls Volleyball Clinic	1	0	35	9	0	0
Gymnastics	2	0	6	147	40	1
Hershey Track	3	0	2	78	18	0
Halloween Event with DeGraaf '07	25	0	0	400	400	25
Little Peoples Olympics	8	12	80	63	0	0
Mom & Son Event	5	0	2	77	22	0
MRPA Hoop Shoot	1	0	0	30	2	0
Party In Park	500	0	500	3,000	4,000	500
Playground Program	162	0	124	1,084	569	0
Punt, Pass, Kick	0	0	0	17	14	0
Santa's Workshop	18	0	9	69	45	0
Start Smart	0	0	1	44	9	0
Smart Start Football	1	0	2	14	7	0
Swimming Lessons	26	43	742	84	23	0
Table Tennis	0	0	11	113	6	1
Tennis Lessons/Clinic	5	0	20	739	15	0
Tiny Tikes Football	2	0	0	21	19	0
Track Camp	6	0	2	13	1	0
Tulip City Youth Triathlon	2	0	1	33	5	0
TV Turn Off	50	41	438	292	0	0
Wrestling Clinic	2	0	1	20	10	0
Youth Golf Lessons	0	0	0	59	6	0
Youth T-Ball	7	0	5	136	37	0
Total Participants	1,456	207	2,908	11,608	7,557	527



LEISURE & CULTURAL SERVICES GROUP

RECREATION
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 256,767	$ 264,261	$ 255,514	$ 253,400
Interest & Rents	8,416	5,461	12,000	12,000
Funding Requirement - General Operating Revenues	665,055	695,833	692,240	693,359
TOTAL SOURCES	$ 930,238	$ 965,555	$ 959,754	$ 958,759
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 466,105	$ 474,347	$ 476,454	$ 465,455
* Benefits - To Include NonWorking Wages	82,262	94,028	83,535	85,625
* Mandatory Employer Costs	42,584	45,340	50,106	49,504
Other Current Expenditures				
* Supplies / Maintenance	124,835	132,610	128,021	131,340
* Contractual	60,898	67,252	77,980	77,515
* Other	144,587	151,614	143,658	149,320
Capital Outlay	8,967	364	- 0 -	- 0 -
TOTAL USES	$ 930,238	$ 965,555	$ 959,754	$ 958,759
- - STAFFING - -				
Personnel Services Total Amount	$ 590,951	$ 613,715	$ 610,095	$ 600,584
Full-Time Positions	4.00	4.00	4.00	4.00
Part-Time Positions @ F.T.E.	1.05	0.95	0.95	0.95

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 2010

* To evaluate the possibility of heating the warehouse with logs that are generated from street trees that are removed. (Fall 2009)

* To identify where cross training should take place, then take the action to train; tree trimming, small bucket truck operation, loader, minor irrigation maintenance. (On-going throughout FY 2010)

* To improve the entrance to Kollen Park by taking down the large Blue Spruce trees, replacing them with different species, and changing the planting beds. (Summer 2009)

* To continue looking at changes that can be made to the orientation process for the Parks Division part-time staff. (On-going through FY 2010)

* To evaluate each of the City parks and determine what staff can do to lessen the amount of maintenance at each location. (Summer 2009)

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - PARKS - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Forestry Activities				
Trees Planted	45	140	50	80
Trees Planted by Contract	45	220	100	130
Trees Trimmed	1,333	1,464	1,400	1,400
Trees Removed	267	444	311	340
Stump Removal	231	189	137	190
Tulip Beds & Lanes				
Annual Tulip Plantings	299,500	272,000	275,000	300,000
Greenhouse Plantings (Greenhouse is currently at capacity.)				
Start-Up Summer Flowers and Winter Flowers	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	320 acres	320 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 Hse, Settlers Hse, Holland Msm	.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	403.75 acres	403.75 acres
Number of Events in Park Facilities:				
Kollen Park	21	19	20	20
Centennial Park	29	30	30	30
Smallenburg	3	3	3	3
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	1	1	1
Other Services:				
Election Day Services, Winter Sidewalk Plowing, Maintenace on Park Buildings, Project Pride, Repair Playground Equipment Repair Equipment, Remove Vandalism Problems				
Number of Kollen Park Boat Launch Permits Purchased:				
Seasonal Permit - $35.00	0	0	250	270
Daily Permit - $7.00	0	0	1,000	1,100

LEISURE & CULTURAL SERVICES GROUP

PARKS
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 3,929	$ 4,502	$ 15,800	$ 15,800
Interest & Rents	4,132	2,682	4,701	5,100
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
Funding Requirement - General Operating Revenues	1,424,820	1,580,059	1,491,685	1,462,012
TOTAL SOURCES	$ 1,432,881	$ 1,587,243	$ 1,512,186	$ 1,482,912
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 541,542	$ 592,098	$ 584,000	$ 589,200
* Benefits - To Include NonWorking Wages	195,345	220,526	210,100	201,400
* Mandatory Employer Costs	51,062	56,758	62,300	60,900
Other Current Expenditures				
* Supplies / Maintenance	162,097	192,679	198,529	194,900
* Contractual	51,875	53,315	62,800	66,400
* Other	410,928	454,223	389,392	370,112
Capital Outlay	20,032	17,644	5,065	- 0 -
TOTAL USES	$ 1,432,881	$ 1,587,243	$ 1,512,186	$ 1,482,912
- - STAFFING - -				
Personnel Services Total Amount	$ 787,949	$ 869,382	$ 856,400	$ 851,500
Full-Time Positions	10.40	10.40	10.40	9.40
Part-Time Positions @ F.T.E.	10.35	10.35	10.75	10.90

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 2010

* To install new goal posts. (Fall 2009)

* To explore possibilities of "new" hillside grasses to eliminate need to mow. (Summer 2009)

* To finish updates to press box; painting brick, securing new handrails, encasing utility boxes. (Fall 2009)

* To continue monitoring land swap situation with Hope College. (On-going)

* To work with Hope College to develop a financing strategy for a new synthetic turf surface at the stadium. (October 2009)

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - MUNICIPAL STADIUM - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Football Games:	17	16	17	17
Hope College	8	7	8	8
Holland High School - Varsity	4	4	4	4
Holland High School - Junior Varsity	5	5	5	5
Church Services and/or Religious Events	1	0	0	0
Commencement - Hope College	1	1	1	1
Other	3	6	6	6
TOTAL	22	23	24	24

LEISURE & CULTURAL SERVICES GROUP

MUNICIPAL STADIUM
(A GENERAL FUND ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 749	$ 846	$ 1,000	$ 1,500
Interest & Rents	12,370	6,795	7,215	9,600
Funding Requirement - General Operating Revenues	64,603	93,226	70,779	69,559
TOTAL SOURCES	$ 77,722	$ 100,867	$ 78,994	$ 80,659
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 22,725	$ 29,129	$ 22,818	$ 23,800
* Benefits - To Include NonWorking Wages	5,830	6,630	6,100	6,050
* Mandatory Employer Costs	1,980	2,787	2,400	2,550
Other Current Expenditures				
* Supplies / Maintenance	18,117	27,853	25,184	25,200
* Contractual	671	696	3,100	2,900
* Other	26,476	22,774	19,392	20,159
Capital Outlay	1,923	10,998	- 0 -	- 0 -
TOTAL USES	$ 77,722	$ 100,867	$ 78,994	$ 80,659
- - STAFFING - -				
Personnel Services Total Amount	$ 30,535	$ 38,546	$ 31,318	$ 32,400
Full-Time Positions	0.30	0.30	0.30	0.30
Part-Time Positions @ F.T.E.	0.35	0.35	0.50	0.50

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

DeGraaf Nature Center

ACTIVITY MISSION STATEMENT

To provide nature, environmental, conservation, and historical learning experiences in an outdoor classroom to supplement and enhance classroom teaching. To plan and implement a wide variety of classes, lectures, field trips, natural history tours and special events for the Holland community. To foster a greater appreciation of the natural world and our relationship to it, and to provide a place for people to relax and enjoy the beauty of nature.

ACTION PLAN FOR FISCAL YEAR 2010

* To install new tank-less water heater to save energy. The Nature Center uses very little hot water and does not need a large 40 gallon water tank. The current tank is at least 18 years old. (July 2010)

* To seek donations to begin the replacement of boardwalk surface on the section of trail leading into the forest at far end of the meadow. This trail slopes at an angle that is very slippery when wet. Synthetic trail materials are resistant to mold and fungus that creates the slippery condition. Staff will seek a local Boy Scout looking for an Eagle Scout project for this. (Fall 2010)

* To replace old photocopier with one (1) that can handle 11X17 inch copies. Staff will begin in-house publishing of the Nature Center's newsletter to reduce expenses. (July 2010)

* To begin a new kayaking program for area youth and general public. Fundraising has begun. Grants have submitted and local civic organizations are being asked to support this new program. Conducting river trips with our own equipment will increase revenue for the program by over 70% compared to rental / livery operated program of the past. Purchase 12 kayaks, trailer and equipment by July 2010.

* To explore possible joint ventures with the Outdoor Discovery Center by December 2009.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - DEGRAAF NATURE CENTER - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Summer Recreation Department Classes	752	852	850	850
School Classroom Programs	11,232	11,339	11,500	12,000
After school Programs: Scouts, Brownies, Boys & Girls Clubs, etc.	250	69	200	250
Public Program Attendance (special events, classes, etc)	3,869	3,743	3,800	4,000
Outside Groups Utilizing the Nature Center: Holland Garden Club Holland Horticulture Club	300	300	300	300
Note #1: Summer Recreation Department Classes are 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.				

LEISURE & CULTURAL SERVICES GROUP

DE GRAAF NATURE CENTER
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 77,502	$ 75,262	$ 86,200	$ 86,700
Other	4,917	5,397	5,000	4,500
Funding Requirement - General Operating Revenues	132,256	141,421	155,644	153,483
TOTAL SOURCES	$ 214,675	$ 222,080	$ 246,844	$ 244,683
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 116,113	$ 129,673	$ 135,700	$ 137,400
* Benefits - To Include NonWorking Wages	29,852	31,573	33,900	34,800
* Mandatory Employer Costs	10,614	11,830	13,700	13,800
Other Current Expenditures				
* Supplies / Maintenance	19,701	17,643	20,380	20,100
* Contractual	23,132	18,487	21,800	21,200
* Other	10,390	9,653	16,174	17,383
Capital Outlay	4,873	3,221	5,190	- 0 -
TOTAL USES	$ 214,675	$ 222,080	$ 246,844	$ 244,683
- - STAFFING - -				
Personnel Services Total Amount	$ 156,579	$ 173,076	$ 183,300	$ 186,000
Full-Time Positions	1.95	1.95	1.95	1.95
Part-Time Positions @ F.T.E.	2.30	2.30	2.30	2.25

LEISURE & CULTURAL SERVICES GROUP

KOLLEN PARK BOAT LAUNCHING
(A GENERAL FUND ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 2,106	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	(604)	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 1,502	$ - 0 -	$ - 0 -	$ - 0 -
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 949	$ - 0 -	$ - 0 -	$ - 0 -
* Mandatory Employer Costs	103	- 0 -	- 0 -	- 0 -
Other Current Expenditures				
* Supplies / Maintenance	- 0 -	- 0 -	- 0 -	- 0 -
* Contractual	450	- 0 -	- 0 -	- 0 -
* Other	- 0 -	- 0 -	- 0 -	- 0 -
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 1,502	$ - 0 -	$ - 0 -	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ 1,052	$ - 0 -	$ - 0 -	$ - 0 -
Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
Part-Time Positions @ F.T.E.	0.35	- 0 -	- 0 -	- 0 -

This activity will be moved to the Parks Department (also a General Fund activity) when it reopens following the Kollen Park construction project for FY2009. Program Measurements (and history) are now included with the Parks Department.

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Eighth Street Market Place - Farmer's Market

DEPARTMENT 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.

ACTION PLAN FOR FISCAL YEAR 2010

* To continue in the coordination and organization of the Saturday market demonstrations which include the popular Chef Series, Master Gardener Series and the Wednesday Children's Activity Day. Enhancing the Wednesday Children's Activities Day with projects that are both educational and fun. (On-going)

* To continue to work together to maintain the new (April 2009) 8th Street Market Place Farmers Market website with current information pertaining to products, events, vendors, street performers, recipes and pictures, etc. (On-going)

* To continue to look for various ideas for enhancing the market; adding various vendors with unique product while in keeping with the Farmer's Market character. A new market "layout" experiment for 2009 will be attempted to accommodate the growth of daily vendors during the peak season. (On-going)

* To continue to monitor the sale of novelty items with the Market Place logo at the Farmer's Market information booth, also providing handouts of events and places of interest in the downtown area. (On-going)

* To continue to promote the Eighth Street Market Place as a venue for special events in tandem with the Farmers Market. Maintaining the established three (3) events, enhancing and promoting these events to attract more participants and attendees: Salsa competition with jalapeno eating contest; Fall Family Fun Day with games for children; and a pumpkin pie eating contest. Further research the possibility of hosting a National Vegetable Carving contest for FY 2010.

* Continue to develop partnerships with local and regional media. (On-going)

* To research the potential of an additional Arts & Crafts Day that could be held the first Sunday of the month during the summer months in the 8th Street Market Place. (October 2009)

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - 8TH STREET MARKET - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Farmers Market				
Wednesday Market (Markets held each season)	29	29	30	29
Saturday Market (Markets held each season)	30	30	30	31
Total daily stalls rented (calendar year)	1,063	1,098	1,140	1,150
Total number of seasonal stalls rented	86	86	85	85
Project Fresh coupon program	3,585	8,986	8,947	9,000
External events held in tandem with Market	2	2	3	3
Saturday Market Demos	17	19	18	18
Wednesday Children's Activities	N/A	14	13	13
Other Activities (Estimates)				
Taste of Holland	5,000	5,000	5,000	5,000
National Night Out	2,500	0	0	0
West Michigan Works Truck Parade	1,500	1,500	1,500	1,500
Dutch Winter Fest:				
Parade of Lights	2,000	3,000	3,000	3,000
Sinterklaas Eve	2,500	1,500	1,500	1,500
Ice Sculpting Competition	2,500	0	0	0
Kertmarkt	8,000	4,500	4,500	4,500
Car Show	N/A	750	750	750
Other Activities (without Estimates)				
Tulip Time and LAUP Festival				

LEISURE & CULTURAL SERVICES GROUP

8TH STREET MARKET
(A GENERAL FUND ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 7,170	$ 17,572	$ 18,000	$ 18,000
Interest & Rents	13,066	13,994	14,000	17,500
Charges for Services	51,233	61,066	65,500	68,000
Other	- 0 -	- 0 -	5,030	6,000
Funding Requirement - General Operating Revenues	21,116	4,307	11,465	300
TOTAL SOURCES	$ 92,585	$ 96,939	$ 113,995	$ 109,800
FUNDING USES -				
Personnel Services				
* Salaries & Wages - Working	$ 36,807	$ 32,297	$ 34,800	$ 34,200
* Benefits - To Include NonWorking Wages	3,754	2,846	1,600	1,650
* Mandatory Employer Costs	3,110	2,848	3,600	3,450
Other Current Expenditures				
* Supplies / Maintenance	5,393	4,258	5,100	5,300
* Contractual	10,104	9,518	15,395	10,400
* Other	33,417	44,772	53,500	54,800
Capital Outlay	- 0 -	400	- 0 -	- 0 -
TOTAL USES	$ 92,585	$ 96,939	$ 113,995	$ 109,800
- - STAFFING - -				
Personnel Services Total Amount	$ 43,671	$ 37,991	$ 40,000	$ 39,300
Full-Time Positions	0.25	0.15	0.10	0.10
Part-Time Positions @ F.T.E.	0.85	0.85	0.80	0.85

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 2010

* 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. (April 2010)

* 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.

LEISURE & CULTURAL SERVICES GROUP

CULTURAL ACTIVITIES ASSISTANCE
(A GENERAL FUND ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
No Funding Sources	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Funding Requirement - General Operating Revenues	362,395	362,137	360,890	360,890
TOTAL SOURCES	$ 362,395	$ 362,137	$ 360,890	$ 360,890
FUNDING USES -				
Other Current Expenditures				
* Contractual	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
* Other	105,395	105,137	103,890	103,890
Transfers Out	257,000	257,000	257,000	257,000
TOTAL USES	$ 362,395	$ 362,137	$ 360,890	$ 360,890

- - 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 2010

* To continue 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. (May 2010)

* To continue to maintain the Civic Center to the level that is needed to provide a venue that is both functional and desirable to our constituents. (On-going)

* To continue to provide and promote the availability of the Civic Center to accommodate area leisure and cultural interests by increasing events by 5%. (On-going)

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - CIVIC CENTER - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Civic Center Building Use				
Entire Facility	111	141	140	140
Gymnasium Only	655	560	565	565
Exhibition Room Only	95	84	90	90

LEISURE & CULTURAL SERVICES GROUP

CIVIC CENTER
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 25	$ 1,715	$ 400	$ 400
Interest & Rents	53,438	55,445	60,000	67,000
Funding Requirement - General Operating Revenues	199,267	208,409	206,611	211,136
TOTAL SOURCES	$ 252,730	$ 265,569	$ 267,011	$ 278,536
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 114,741	$ 117,433	$ 118,500	$ 120,100
* Benefits - To Include NonWorking Wages	31,792	31,319	32,700	33,300
* Mandatory Employer Costs	10,408	10,821	12,500	12,800
Other Current Expenditures -				
* Supplies / Maintenance	38,761	42,077	34,048	44,800
* Contractual	1,069	290	1,800	1,800
* Other	54,759	58,024	60,020	65,736
Capital Outlay	1,200	5,605	7,443	- 0 -
TOTAL USES	$ 252,730	$ 265,569	$ 267,011	$ 278,536
- - STAFFING - -				
Personnel Services Total Amount	$ 156,941	$ 159,573	$ 163,700	$ 166,200
Full-Time Positions	1.50	1.50	1.50	1.50
Part-Time Positions @ F.T.E.	2.00	2.00	2.00	2.00

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Cemetery 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.

ACTION PLAN FOR FISCAL YEAR 2010

* To train other full time Parks & Recreation employees on how to operate cemetery equipment, including back hoe. (On-going)

* To continue to expand update of automated irrigation system in Grafschaap cemetery, north of 32nd Street. (Summer 2009)

* To upgrade the cemetery data software to link updates of the data base with the GIS mapping capabilities. (September 2009)

* To increase marketing of the niches in the columbarium by improving the City's web site and working with the funeral homes. (On-going)

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - CEMETERIES - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Lot Sales: Pilgrim Home & Graafschap Cemeteries				
Pilgrim Home Cemetery	85	66	60	60
Graafschap Cemetery	27	29	25	25
Accumulated	35,686	35,781	35,866	35,951
Burials:				
Pilgrim Home Cemetery - Annual	225	159	160	170
Graveside Services	112	71	70	85
Percent of Burials	50%	49%	44%	50%
Graafschap Cemetery - Annual	67	54	60	70
Graveside Services	32	21	35	40
Percent of Burials	48%	39%	58%	57%
Marker Foundation Installations:				
Pilgrim Home Cemetery	151	140	145	145
Graafschap Cemetery	55	49	55	55
Certificates of Transfer	31	39	25	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	4,111	4,111	4,111	4,111
Plotted	2,143	2,143	2,143	2,143
Unplotted	1,968	1,968	1,968	1,968
Graafschap Cemetery	870	841	656	631
Plotted	620	841	656	631
Unplotted	250	0	0	0
Niche Sales				
Pilgrim Home Cemetery	5	0	0	5
Niche Inventory (496 Opening 06/01/06)				
Pilgrim Home Cemetery	491	491	491	486

LEISURE & CULTURAL SERVICES GROUP

CEMETERIES
(A GENERAL FUND DEPARTMENT ACTIVITY)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 245,158	$ 200,274	$ 231,500	$ 236,600
Interest & Rents	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	87,608	87,414	47,200	40,000
Funding Requirement - General Operating Revenues	167,796	238,970	195,753	184,885
TOTAL SOURCES	$ 500,562	$ 526,658	$ 474,453	$ 461,485
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 200,046	$ 203,653	$ 186,500	$ 191,500
* Benefits - To Include NonWorking Wages	80,077	90,223	79,400	65,700
* Mandatory Employer Costs	19,603	20,681	20,400	20,000
Other Current Expenditures -				
* Supplies / Maintenance	35,151	46,339	43,800	45,800
* Contractual	39,327	39,667	39,600	39,600
* Other	112,223	121,327	104,753	98,885
Capital Outlay	14,135	4,768	- 0 -	- 0 -
TOTAL USES	$ 500,562	$ 526,658	$ 474,453	$ 461,485
- - STAFFING - -				
Personnel Services Total Amount	$ 299,726	$ 314,557	$ 286,300	$ 277,200
Full-Time Positions	4.15	4.15	3.15	3.15
Part-Time Positions @ F.T.E.	1.50	1.60	1.95	2.15

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 2010

* 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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 36,525	$ 21,774	$ 31,000	$ 33,000
Interest & Rents	88,930	87,942	47,564	40,276
Transfers In	40,181	1,862	1,862	1,862
TOTAL SOURCES	$ 165,636	$ 111,578	$ 80,426	$ 75,138
FUNDING USES -				
Other Current Expenditures				
* Other	$ 125	$ - 0 -	$ - 0 -	$ 100
Transfers Out	$ 159,329	$ 138,726	$ 157,402	$ 95,000
TOTAL USES	$ 159,454	$ 138,726	$ 157,402	$ 95,100
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 6,182	$ (27,148)	$ (76,976)	$ (19,962)
ENDING BALANCE -				
Designated / Reserves	$ 1,365,692	$ 1,385,867	$ 1,411,867	$ 1,439,767
Undesignated / Unreserved	267,435	220,112	117,136	69,274
TOTAL FUND EQUITY	$ 1,633,127	$ 1,605,979	$ 1,529,003	$ 1,509,041

- - STAFFING - -

Positions: Not Applicable

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Windmill Island Gardens Fund

ACTIVITY 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 2010

* To promote the name change from Windmill Island to Windmill Island Gardens in all our marketing efforts and in association to the tour market by attending the following conventions and marketplaces: National Tour Association, American Bus Association, and Circle Michigan during the fall 2009 and January / February 2010.

* 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 Gardens.

* 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, and State Park publications.

* To increase attendance by 10% in FY 2010 above the prior year attendance.

* To renegotiate all concession agreements by February 2010.

* To continue implementing Windmill Island Gardens Improvement plan for buildings and grounds during the summer, fall, and winter of 2010.

* 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.

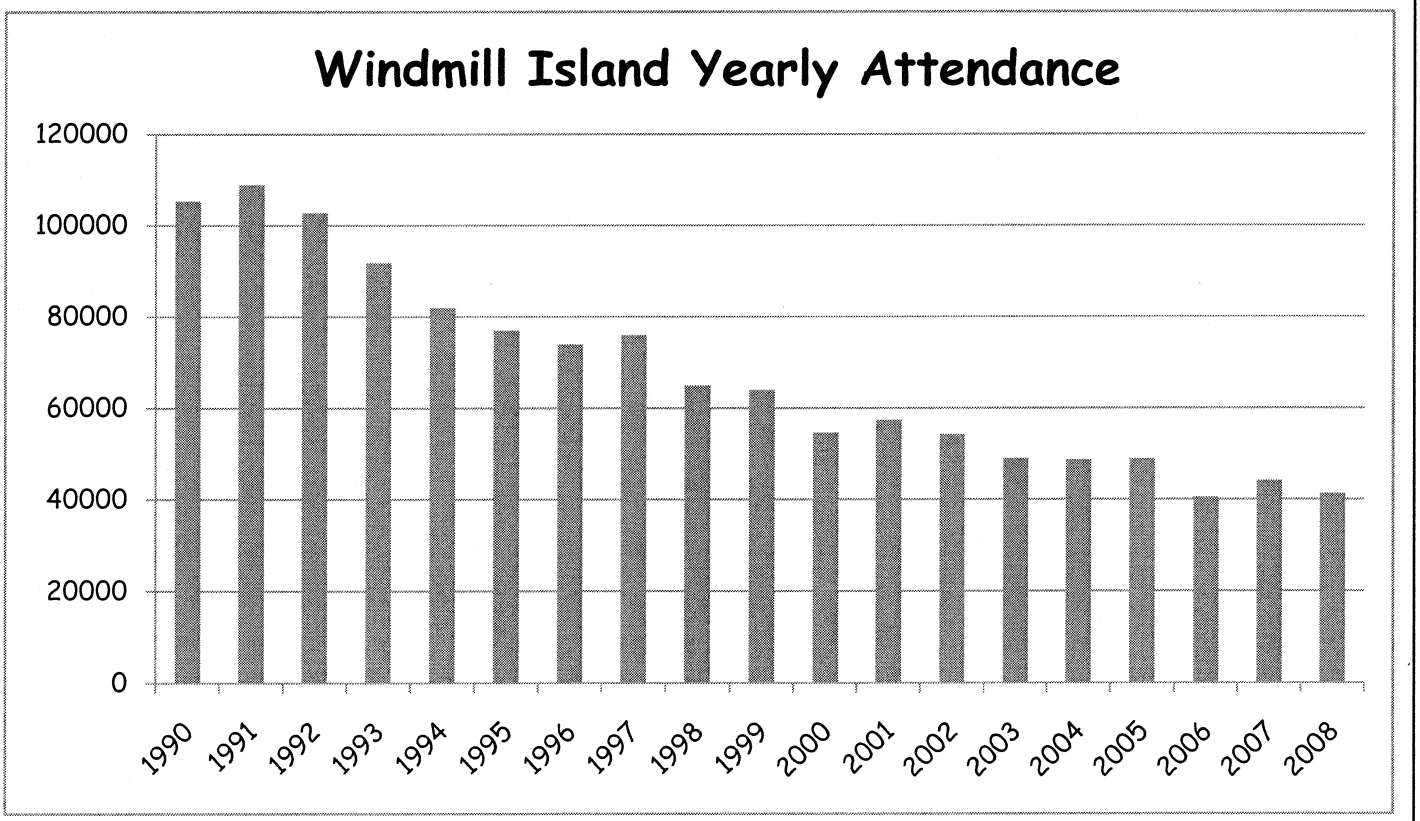
* To continue to organize and improve the Historic Dutch Trade Fair.

* To continue to rent out The Celebration Pavilion for weddings, corporate picnics and special events.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - WINDMILL ISLAND GARDENS FUND - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
REGULAR PAID VISITORS				
Total number of paid visitors (excluding spec. events)	44,137	41,253	45,000	47,000
Percentage of visitors from Michigan	55%	55%	55%	55%
Percentage fo visitors from out of State	45%	45%	45%	45%
Total number of bus group	218	208	230	240
Visitors during Tulip Time dates only (including above)	18,484	18,346	21,000	22,500
UNPAID VISITORS				
Total local visitors, free admission during opening hours	5,433	4,421	5,000	5,000
Visitors Community Day	2,000	188	2,000	2,000
WEDDING & FACILITY RENTAL				
Number of weddings	24	29	37	38
Number of events	9	6	3	3
Number of guess visited Windmill Island through rentals	10,989	7,633	10,000	10,000
OUT OF SEASON SPECIAL EVENT				
Paid visitors, special events (Halloween)	884	0	0	0



LEISURE & CULTURAL SERVICES GROUP

WINDMILL ISLAND GARDENS FUND
(AN ENTERPRISE FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 323,047	$ 322,512	$ 315,400	$ 330,900
Interest & Rents	79,773	87,283	103,600	102,750
Other	1,758	8,981	300	300
Transfers In - Capital Project Funds	- 0 -	32,201	- 0 -	376,100
Transfers In - General Fund	201,634	221,422	242,178	211,447
TOTAL SOURCES	$ 606,212	$ 672,399	$ 661,478	$ 1,021,497
FUNDING USES -				
Personnel Services:				
* Salaries & Wages - Working	$ 308,717	$ 322,379	$ 350,200	$ 352,700
* Benefits - Includes NonWorking Wages	23,248	36,680	37,100	41,000
* Mandatory Employer Costs	27,066	29,136	35,300	35,600
Other Current Expenses:				
* Supplies / Maintenance	77,301	87,186	79,131	77,600
* Contractual	76,350	67,225	53,100	56,600
* Other	69,032	68,238	83,147	81,897
Capital Outlay	24,498	62,546	23,500	376,100
Debt Service Payments				
* Principal	- 0 -	- 0 -	- 0 -	- 0 -
* Interest	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 606,212	$ 673,390	$ 661,478	$ 1,021,497
NON-CASH ITEMS - For Info Only				
Depreciation Expense - Regular Capital Assets	$ 69,860	$ 66,736	$ 70,000	$ 70,000

(This Fund Continues On Next Page)

LEISURE & CULTURAL SERVICES GROUP

WINDMILL ISLAND GARDENS FUND
(AN ENTERPRISE FUND)

(This Fund Continues From Previous Page)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (45,362)	$ (5,181)	$ (46,500)	$ 306,100
ENDING BALANCE -				
Designated / Reserved:	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved:	954,283	949,102	902,602	1,208,702
FUND EQUITY - END OF YEAR	$ 954,283	$ 949,102	$ 902,602	$ 1,208,702
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ - 0 -	$ - 0 -	$ - 0 -
ENDING BALANCE	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
- - STAFFING - -				
Personnel Services Total Amount	$ 359,031	$ 388,195	$ 422,600	$ 429,300
Full-Time Positions	1.00	2.00	2.00	2.00
Part-Time Positions @ F.T.E.	11.45	11.95	12.15	12.15

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 2010

* 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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes	$ 1,534,794	$ 1,572,517	$ 1,556,493	$ 1,495,484
TOTAL SOURCES	$ 1,534,794	$ 1,572,517	$ 1,556,493	$ 1,495,484
FUNDING USES -				
Other Current Expenditures -				
* Other - Tax Payments to Library	$ 1,534,483	$ 1,572,980	$ 1,554,593	$ 1,495,484
TOTAL USES	$ 1,534,483	$ 1,572,980	$ 1,554,593	$ 1,495,484
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 311	$ (463)	$ 1,900	$ - 0 -
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	848	385	2,285	2,285
TOTAL FUND EQUITY	$ 848	$ 385	$ 2,285	$ 2,285

- - 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 2010

* 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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 480	$ 397	$ 550	$ 550
Interest & Rents	18	12	6	5
TOTAL SOURCES	$ 498	$ 409	$ 556	$ 555
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 337	$ 581	$ 400	$ 400
* Other	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 337	$ 581	$ 400	$ 400
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 161	$ (172)	$ 156	$ 155
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	347	175	331	486
TOTAL FUND EQUITY	$ 347	$ 175	$ 331	$ 486

- - 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 2010

* 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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 396	$ 419	$ 270	$ 300
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 396	$ 419	$ 270	$ 300
FUNDING USES -				
None	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
TOTAL USES	- 0 -	- 0 -	- 0 -	- 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 396	$ 419	$ 270	$ 300
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	7,553	7,972	8,242	8,542
TOTAL FUND EQUITY	$ 7,553	$ 7,972	$ 8,242	$ 8,542

- - STAFFING - -

Positions: Not Applicable

LEISURE & CULTURAL SERVICES GROUP

IMLS LEARNING OPPORTUNITIES (VAN RAALTE FARM) GRANT FUND
(A SPECIAL REVENUE FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 11,384	$ - 0 -	$ - 0 -	$ - 0 -
Charges for Services	- 0 -	- 0 -	- 0 -	- 0 -
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfer In	12,456	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 23,840	$ - 0 -	$ - 0 -	$ - 0 -
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 19,708	$ - 0 -	$ - 0 -	$ - 0 -
* Mandatory Employer Costs	1,567	- 0 -	- 0 -	- 0 -
Other Current Expenditures -				
* Supplies / Maintenance	- 0 -	- 0 -	- 0 -	- 0 -
* Other	2,565	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 23,840	$ - 0 -	$ - 0 -	$ - 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	$ 21,275	$ - 0 -	$ - 0 -	$ - 0 -
Full-Time Positions	- 0 -	- 0 -	- 0 -	- 0 -
Part-Time Positions @ F.T.E.	1.30	- 0 -	- 0 -	- 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

LEISURE & CULTURAL SERVICES GROUP

FOOD STAMP NUTRITION EDUCATION GRANT FUND
- REFERENCE: U.S. DEPT OF AGRICULTURE
(A SPECIAL REVENUE FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ - 0 -	$ 1,700	$ 2,151	$ - 0 -
TOTAL SOURCES	$ - 0 -	$ 1,700	$ 2,151	$ - 0 -
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ - 0 -	$ 1,700	$ 2,151	$ - 0 -
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ - 0 -	$ 1,700	$ 2,151	$ - 0 -
- - 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 -

- - STAFFING - -

Positions: Not Applicable

ADDITIONAL INFORMATION:
This federal grant funded a community garden project in the summer of 2008 and is completed.

INTRODUCTION TO DEPARTMENT

LEISURE AND CULTURAL SERVICES

Holland Historical Trust Fund (Component Unit)

FUND MISSION STATEMENT

To provide the finest educational and integrated experience of authentic history, culture and art in Michigan.

ACTION PLAN FOR FISCAL YEAR 2010

* To plan and develop facilities to maximize their usefulness to the public. This includes renovating the Holland Armory's Drill Hall and creating a boat gallery.

* To assess the need for financial resources and pursue methods to obtain them. This includes locating sources of income outside of the Trust's traditional funding base.

* To determine a cohesive identity for the Trust's "products" and communicate that effectively. This includes developing and implementing a comprehensive marketing plan.

PROGRAM MEASUREMENTS

- - LEISURE & CULTURAL SERVICES GROUP - HOLLAND HISTORICAL TRUST FUND - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Total attendance at museums	25,215	22,730	26,250	28,000
Education tours participation	5,217	4,480	3,500	3,500
Memberships	766	752	675	700

LEISURE & CULTURAL SERVICES GROUP

HOLLAND HISTORICAL TRUST FUND
(A COMPONENT UNIT FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Intergovernmental	$ 6,000	$ 6,000	$ 6,000	$ 6,000
Charges for Services	46,285	35,963	46,250	48,500
Rental Income:				
* Armory	26,047	- 0 -	- 0 -	- 0 -
* Other Than Armory	24,885	24,900	20,700	20,700
Investment Income (Net of Market Value Adj)	95,546	(28,775)	1,000	1,000
Other:				
* Capital Campaign Contributions	127,059	306,410	- 0 -	- 0 -
* Other Private Contributions	184,027	142,452	201,855	259,855
* Armory Renovation Contributions	- 0 -	601,112	- 0 -	- 0 -
* Purchase of Collections	548,521	- 0 -	- 0 -	- 0 -
Transfers In - City of Holland Gen Fd	257,000	257,000	257,000	257,000
TOTAL SOURCES	$ 1,315,370	$ 1,345,062	$ 532,805	$ 593,055
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 317,779	$ 306,864	$ 295,000	$ 320,000
* Benefits - To Include NonWorking Wages	18,307	14,475	21,850	30,830
* Mandatory Employer Costs	23,142	26,193	26,600	28,500
Other Current Expenditures -				
* Supplies / Maintenance	54,811	50,766	52,000	60,500
* Contractual	34,768	32,397	26,155	43,875
* Other	727,965	181,292	103,700	107,850
Debt Service Payments -				
* Principal Maturity Payments	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Expense	- 0 -	- 0 -	- 0 -	- 0 -
Capital Assets - Armory Renovations	- 0 -	179,720	271,392	150,000
Capital Assets - Cappon House	- 0 -	30,925	78,151	- 0 -
Capital Outlay	21,156	- 0 -	7,500	1,500
TOTAL USES	$ 1,197,928	$ 822,632	$ 882,348	$ 743,055
ALTERNATIVE PRESENTATION OF FUNDING USES				
CURRENT OPERATIONS:				
* Holland Historical Trust	$ 560,095	$ 516,532	$ 504,505	$ 564,755
* Armory	29,406	204,245	299,692	178,300
OTHER APPLIED PURPOSES:				
* Conservation/Acquisition	- 0 -	- 0 -	- 0 -	- 0 -
* Capital / Collections / Donated Facil.	608,427	101,855	78,151	- 0 -
TOTAL USES	$ 1,197,928	$ 822,632	$ 882,348	$ 743,055

(This Fund Continues On Next Page)

LEISURE & CULTURAL SERVICES GROUP

HOLLAND HISTORICAL TRUST FUND
(A COMPONENT UNIT FUND)

(This Fund Continues From Previous Page)

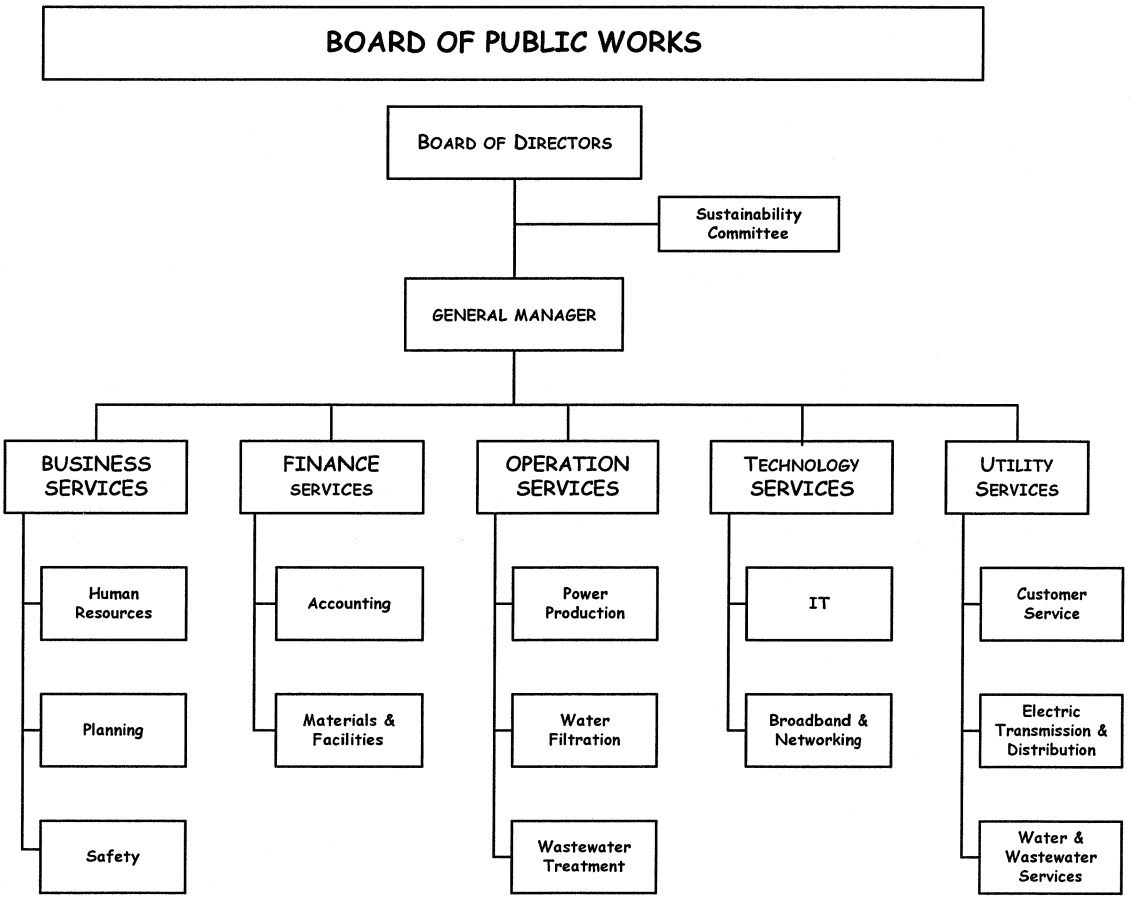
Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 86,149	$ 148,704	$ 160,000	$ 170,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 31,293	$ 584,371	$ (160,000)	$ (170,000)
ENDING BALANCE -				
Non-Expendable	$ 50,000	$ 50,000	$ 50,000	$ 50,000
Investment in Fixed Assets	$ 2,064,275	$ 2,184,440	$ 2,373,983	$ 2,353,983
Expendable:				
* Designated Restrictions -				
Permanent	40,000	- 0 -	40,000	40,000
Temporary	321,335	892,252	550,646	400,646
Board of Directors	439,429	387,274	302,946	302,956
* Reserves	- 0 -	- 0 -	- 0 -	- 0 -
* Unreserved / Undesignated	(21,825)	(36,381)	10	- 0 -
TOTAL FUND EQUITY	$ 2,893,214	$ 3,477,585	$ 3,317,585	$ 3,147,585
- - STAFFING - -				
Personnel Services Total Amount	$ 359,228	$ 347,532	$ 343,450	$ 379,330
Full-Time Positions	6.00	6.00	6.00	6.00
Part-Time Positions @ F.T.E.	2.73	2.23	2.23	2.23

UTILITY SERVICES GROUP
INTRODUCTION

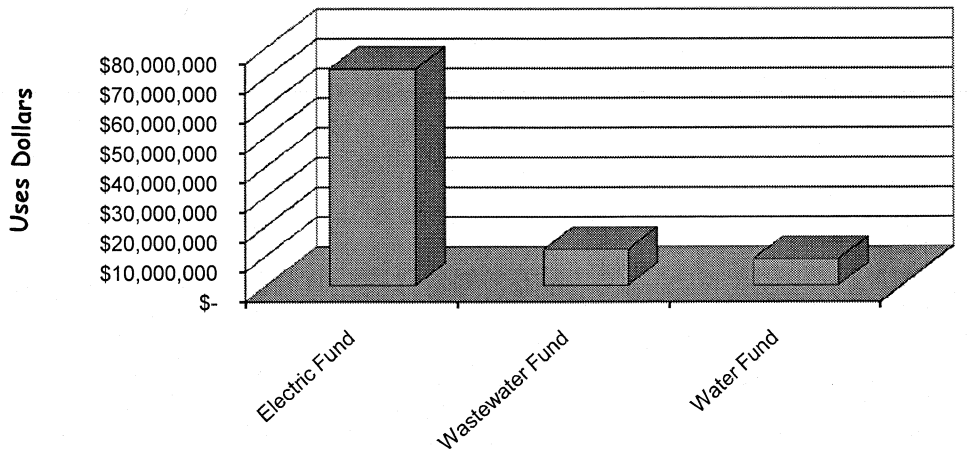
GROUP MISSION STATEMENT

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.

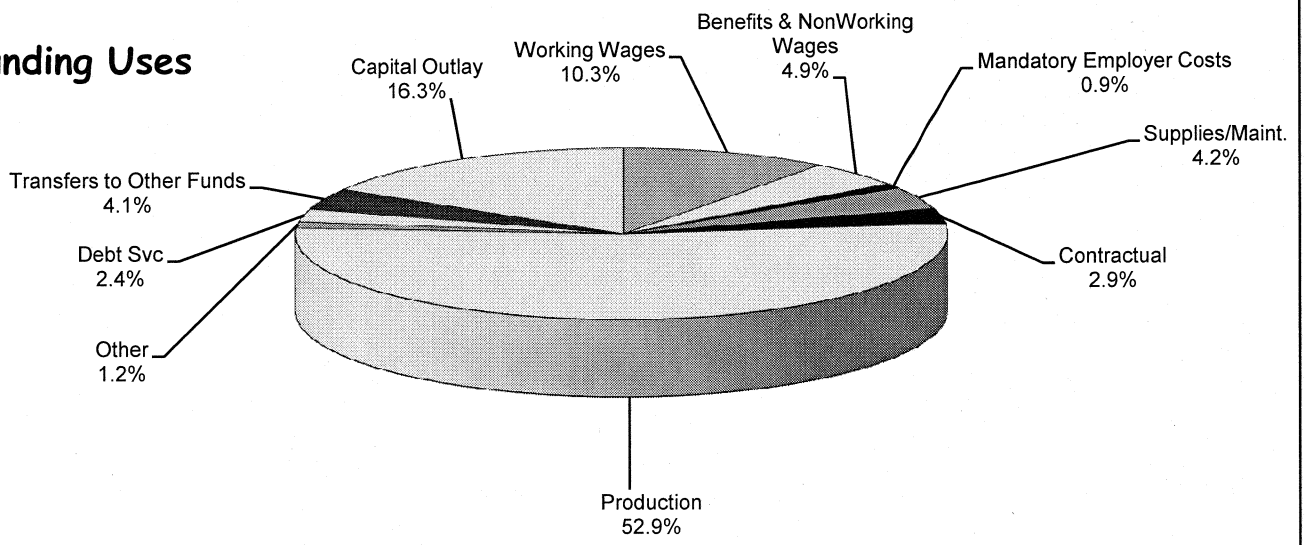
GROUP ORGANIZATIONAL STRUCTURE



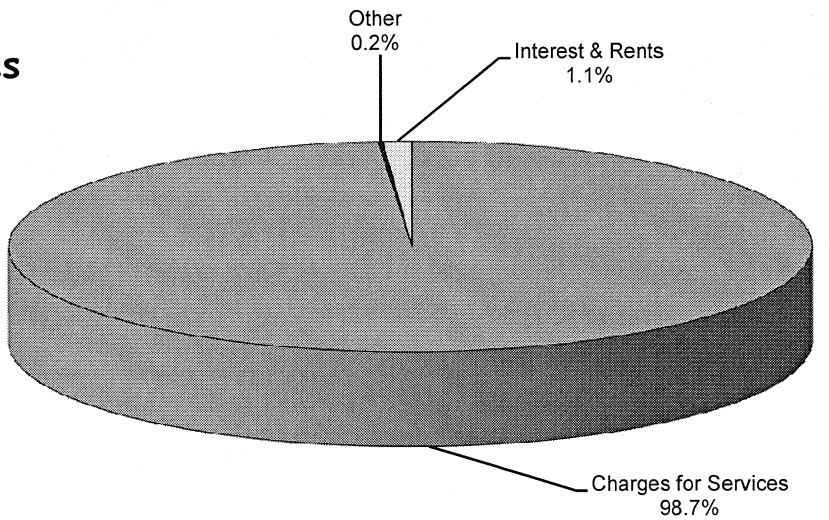
Total Uses By Department $93,803,842



Funding Uses



Funding Sources



UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)
SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - - - - GROUP FUNDING USES ACROSS FUNDS - - - - -				
FUND TYPES -				
Enterprise - (Excl Deprec Exp)	$ 85,190,162	$ 92,596,730	$ 87,689,984	$ 93,803,842
FUND TYPE - TOTALS	$ 85,190,162	$ 92,596,730	$ 87,689,984	$ 93,803,842
- - - - - GROUP FUNDING SOURCES & USES TOTALS - - - - -				
FUNDING SOURCES -				
Charges for Services	$ 94,029,706	$ 91,543,148	$ 88,444,467	$ 92,180,517
Interest & Rents	3,893,390	4,164,153	3,070,402	1,066,754
Other	844,185	382,953	200,000	174,000
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 98,767,281	$ 96,090,254	$ 91,714,869	$ 93,421,271
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 8,011,603	$ 8,264,089	$ 8,571,431	$ 9,676,743
* Benefits - Incl NonWorking Wages	3,864,496	3,941,161	4,039,996	4,599,414
* Mandatory Employer Costs	737,744	764,135	811,814	881,673
Other Current Expenses -				
* Supplies / Maintenance	2,758,625	2,815,228	3,441,803	3,936,802
* Contractual	2,135,697	2,055,051	2,440,421	2,730,444
* Utility Production	53,112,527	53,556,866	51,190,784	49,609,935
* Other	533,548	626,311	788,309	1,097,073
Capital Outlays	6,627,380	12,836,728	10,354,093	15,248,772
Debt Service Payments -				
* Principal Maturities	3,509,500	3,756,193	1,311,500	1,366,000
* Interest & Fee Payments	1,058,642	785,568	755,833	857,786
Transfers Out	2,840,400	3,195,400	3,984,000	3,799,200
TOTAL USES	$ 85,190,162	$ 92,596,730	$ 87,689,984	$ 93,803,842
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 11,961,056	$ 11,602,381	$ 11,647,381	$ 11,915,000
Amortization Expense	$ 143,583	$ 71,224	$ 76,081	$ 71,924
- - - - - GROUP STAFFING TOTALS - - - - -				
Personnel Services Total Amount	$ 12,613,843	$ 12,969,385	$ 13,423,241	$ 15,157,830
* Full-Time Positions	180.00	185.00	186.00	183.00

PROGRAM MEASUREMENTS

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - ELECTRIC FUND - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
ELECTRIC PRODUCTION AND DISTRIBUTION				
Peak kW	235,380	213,420	235,800	216,369
Total Number of Customers	27,379	27,464	27,498	27,525
kWh Sales Total	1,055,964,201	1,012,105,823	938,871,968	903,546,661
Revenue per unit	0.0754	0.0767	0.0797	0.0834
Cost per unit	0.0699	0.0733	0.0786	0.0814
Res. Avg.usage - kWh per month	641.2	647.9	603.2	589.1
KWH Sales				
Residential	172,598,530	174,401,813	163,861,707	159,751,736
Commercial	417,409,798	362,125,526	351,527,937	339,228,340
Industrial	462,341,216	472,011,849	419,958,195	401,060,077
Street Lighting	3,614,657	3,566,635	3,524,129	3,506,508
Total	1,055,964,201	1,012,105,823	938,871,968	903,546,661

	FY-09 Projected			FY-10 Projected			PERCENT DIFFERENCE		
Operational Activity	MWH	COST	COST MWH	MWH	COST	COST MWH	MWH	COST	COST MWH
ENERGY									
JDY	199,743	$ 8,469,991	$42.40	291,571	$ 13,701,360	$ 46.99	45.97%	61.76%	10.82%
Purchases	421,356	24,509,330	58.17	268,888	15,944,361	59.30	-36.19%	-34.95%	1.94%
CT #6, 7,8,9	1,496	12,814	8.57	6,732	846,223	125.70	350.00%	6503.89%	1367.53%
Belle River	255,699	4,671,760	18.27	280,250	5,464,875	19.50	9.60%	16.98%	6.73%
Campbell	91,987	1,938,357	21.07	92,514	1,989,059	21.50	0.57%	2.62%	2.03%
Subtotal	970,281	$39,602,252	$40.82	939,955	$37,945,878	$ 40.37	-3.13%	-4.18%	-1.09%
CAPACITY									
Belle River		$ 1,958,944			$ 4,711,084			140.49%	
Campbell		6,192,347			2,036,626			-67.11%	
TOTAL	970,281	$47,753,543	$49.22	939,955	$44,693,588	$ 47.55	-3.13%	-6.41%	-3.39%

UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)
ELECTRIC UTILITY FUND
(AN ENTERPRISE FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 81,276,324	$ 78,911,228	$ 76,075,691	$ 76,676,659
Interest & Rents	2,358,884	2,733,284	2,390,465	833,155
Other	12,987	(13)	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 83,648,195	$ 81,644,499	$ 78,466,156	$ 77,509,814
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 4,960,059	$ 4,992,836	$ 5,245,325	$ 5,961,695
* Benefits - Incl NonWorking Wages	2,322,296	2,342,260	2,381,496	2,652,594
* Mandatory Employer Costs	454,756	458,551	485,686	516,268
Other Current Expenses -				
* Supplies / Maintenance	1,711,536	1,761,240	2,286,045	2,512,380
* Contractual	1,568,592	1,539,229	1,863,458	2,074,683
* Electric Utility Production	50,608,342	50,845,639	48,474,545	46,597,260
* Other	261,560	327,598	417,938	593,161
Capital Outlays	2,568,096	4,020,500	5,800,000	8,124,651
Debt Service Payments -				
* Principal Maturity Payments	2,555,000	2,500,693	- 0 -	- 0 -
* Interest & Fee Payments	70,658	267	17	360
Transfers Out	2,840,400	3,195,400	3,984,000	3,799,200
TOTAL USES	$ 69,921,295	$ 71,984,213	$ 70,938,510	$ 72,832,252
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 8,970,714	$ 8,674,587	$ 8,658,087	$ 8,819,000
Amortization Expense	$ 54,308	$ - 0 -	$ - 0 -	$ - 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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 9,824,974	$ 7,506,892	$ 4,669,559	$ 3,983,213
ENDING BALANCE -				
Designated / Reserved	$ 4,380,184	$ 2,949,819	$ 4,532,357	$ 4,577,680
Undesignated / Unreserved	144,586,038	153,523,295	156,610,316	160,548,206
TOTAL FUND EQUITY	$148,966,222	$ 156,473,114	$ 161,142,673	$ 165,125,886
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	--------	$ 14,029,600	$ 5,945,108	$ 4,632,239
ENDING BALANCE	$ 64,740,746	$ 78,770,346	$ 84,715,454	$ 89,347,693
- - STAFFING - -				
Personnel Services Total Amount	$ 7,737,111	$ 7,793,647	$ 8,112,507	$ 9,130,557
* Full-Time Positions	103.00	105.00	105.00	103.00

PROGRAM MEASUREMENTS

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - WASTEWATER FUND - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Total gallons treated (mg)	3,416	3,365	3,700	3,650
Total number of customers	12,196	12,169	12,171	12,183
CCU Sales (Retail only)	1,697,093	1,631,311	1,544,374	1,520,820
Revenue per unit (Retail)	2.010	2.031	2.176	2.453
Cost per unit (All units)	2.078	2.201	2.216	2.498
Res. Avg. usage - CCU per month	5.7	5.7	5.5	5.5
CCU Sales (Wholesale)	2,000,602	2,001,472	2,059,659	2,080,553
Revenue per unit (Wholesale)	0.837	0.870	0.933	1.068
<u>CCU Sales</u>				
Residential	714,921	709,639	686,252	682,821
Commercial	683,862	663,873	650,949	641,185
Industrial	298,310	257,799	207,173	196,814
Wholesale	2,000,602	2,001,472	2,059,659	2,080,553
Total	3,697,695	3,632,783	3,604,033	3,601,373

UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)
WASTEWATER UTILITY FUND
(AN ENTERPRISE FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 7,161,661	$ 6,961,843	$ 6,904,686	$ 8,832,587
Interest & Rents	941,303	979,672	548,282	192,839
Other	598,044	216,868	135,000	107,000
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 8,701,008	$ 8,158,383	$ 7,587,968	$ 9,132,426
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,684,984	$ 1,769,290	$ 1,765,796	$ 2,040,969
* Benefits - Incl NonWorking Wages	855,459	897,776	894,739	1,061,177
* Mandatory Employer Costs	158,665	168,619	178,424	199,899
Other Current Expenses -				
* Supplies / Maintenance	559,098	585,506	590,493	801,605
* Contractual	288,076	287,197	348,501	420,672
* Wastewater Utility Production	1,916,231	2,150,383	2,111,867	2,334,700
* Other	182,557	196,738	246,525	312,142
Capital Outlays	782,505	1,522,900	1,390,018	4,246,202
Debt Service Payments -				
* Principal Maturity Payments	479,500	500,500	521,500	546,000
* Interest & Fee Payments	206,720	186,586	175,895	143,782
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 7,113,795	$ 8,265,495	$ 8,223,758	$ 12,107,148
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 1,801,985	$ 1,723,682	$ 1,737,182	$ 1,650,000
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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 1,016,002	$ 161,375	$ (492,685)	$ 136,249
ENDING BALANCE -				
Designated / Reserved	$ 2,179,963	$ 3,143,127	$ 932,872	$ 951,529
Undesignated / Unreserved	46,779,211	45,977,422	47,694,992	47,812,584
FUND EQUITY - END OF YEAR	$ 48,959,174	$ 49,120,549	$ 48,627,864	$ 48,764,113
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	--------	$ (830,842)	$ 1,574,465	$ (2,993,379)
ENDING BALANCE	$ 18,303,025	$ 17,472,183	$ 19,046,648	$ 16,053,269
- - STAFFING - -				
Personnel Services Total Amount	$ 2,699,108	$ 2,835,685	$ 2,838,959	$ 3,302,045
* Full-Time Positions	43.00	46.00	47.00	46.00

PROGRAM MEASUREMENTS

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - WATER FUND - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Peak (MG)	29,326	30,671	31,285	31,911
Gallons Treated (MG)	4,694	4,532	4,316	4,622
Total number of customers	13,189	13,155	13,165	13,178
CCU Sales (Retail only)	3,365,474	3,429,917	2,784,547	2,713,505
Revenue per unit (Retail only)	1.172	1.094	1.267	1.301
Cost per unit	0.943	0.912	1.119	1.298
Residentail average usage	9.69	11.19	9.32	8.99
CCU Sales (Wholesale)	2,699,109	2,649,595	2,463,331	2,414,065
Revenue per unit (Wholesale)	0.058	0.054	0.056	0.075
<u>CCU Sales</u>				
Residential	1,214,507	1,396,248	1,160,054	1,125,252
Commercial/Industrial	1,306,317	1,248,087	1,030,841	1,015,378
Industrial	844,650	785,582	593,652	572,874
Resales	2,699,109	2,649,595	2,463,331	2,414,065
Total	6,064,583	6,079,512	5,247,878	5,127,569

UTILITIES SERVICES GROUP
(CITY OF HOLLAND - BOARD OF PUBLIC WORKS)
WATER UTILITY FUND
(AN ENTERPRISE FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 5,591,721	$ 5,670,077	$ 5,464,090	$ 6,671,271
Interest & Rents	593,203	451,197	131,655	40,760
Other	233,154	166,098	65,000	67,000
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 6,418,078	$ 6,287,372	$ 5,660,745	$ 6,779,031
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,366,560	$ 1,501,963	$ 1,560,310	$ 1,674,079
* Benefits - Incl NonWorking Wages	686,741	701,125	763,761	885,643
* Mandatory Employer Costs	124,323	136,965	147,704	165,506
Other Current Expenses -				
* Supplies / Maintenance	487,991	468,482	565,265	622,817
* Contractual	279,029	228,625	228,462	235,089
* Water Utility Production	587,954	560,844	604,372	677,975
* Other	89,431	101,975	123,846	191,770
Capital Outlays	3,276,779	7,293,328	3,164,075	2,877,919
Debt Service Payments -				
* Principal Maturity Payments	475,000	755,000	790,000	820,000
* Interest & Fee Payments	781,264	598,715	579,921	713,644
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 8,155,072	$ 12,347,022	$ 8,527,716	$ 8,864,442
NON-CASH ITEMS - For Info Only				
Depreciation Expense	$ 1,188,357	$ 1,204,112	$ 1,252,112	$ 1,446,000
Amortization Expense	$ 58,044	$ 39,993	$ 44,850	$ 40,693

(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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 768,384	$ 744,573	$ (209,858)	$ 125,815
ENDING BALANCE -				
Designated / Reserved	$ 6,864,812	$ 5,837,954	$ 1,306,874	$ 1,368,074
Undesignated / Unreserved	18,368,848	20,140,279	24,461,501	24,526,116
TOTAL FUND EQUITY	$ 25,233,660	$ 25,978,233	$ 25,768,375	$ 25,894,190
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	--------	$ (138,946)	$ 1,664,109	$ (2,146,611)
ENDING BALANCE	$ 1,620,989	$ 1,482,043	$ 3,146,152	$ 999,541
- - STAFFING - -				
Personnel Services Total Amount	$ 2,177,624	$ 2,340,053	$ 2,471,775	$ 2,725,228
* Full-Time Positions	34.00	34.00	34.00	34.00

BOARD OF PUBLIC WORKS UTILITIES
SERVICES GROUP
SUMMARY OF ALL ORGANIZATIONAL UNITS

Description	FY-2008 Final Actual	FY-2009 Approved Budget	FY-2009 Final Revised Estimate	FY-2010 Approved Budget
Fuel & Purchased Power	50,062,729	52,177,587	47,753,543	44,693,588
Wages & Benefits	12,998,075	14,495,200	13,509,248	15,397,556
Allocated Labor	(795,765)	(805,807)	(796,025)	(423,986)
Interest on Bonds	856,793	967,984	831,914	929,709
Contribution to City	3,195,400	3,984,000	3,984,000	3,799,200
Depreciation	11,602,381	11,616,003	11,647,381	11,915,000
Remaining Expenses	10,132,477	11,310,386	10,961,472	12,864,925
Total BPW	88,052,090	93,745,353	87,891,533	89,175,992
Detail of Remaining Expenses				
Maintenance Supplies / Services	2,097,895	2,030,475	2,349,627	2,324,392
Property / Liability Insurance	980,565	1,046,769	965,107	993,799
Chemicals - WWTP/ PP/ WTP	1,022,135	1,027,987	1,124,609	1,240,521
Production Electricity - WWTP/ WTP	851,592	926,538	836,475	954,947
Bio-Solids Disposal - WWTP	771,212	809,000	689,635	816,000
Electric Subs O & M	245,510	284,000	268,698	231,000
Computer Software / Service Fees	313,308	399,571	301,548	482,504
Other Employee Cost	462,215	535,264	573,924	699,948
Flyash Disposal - PP	294,757	325,705	318,845	328,245
Electric System Supplies / Maintenance	298,567	328,500	298,488	332,900
Legal / Professional / Consulting	334,697	451,500	406,197	631,400
Tree Trimming	279,384	340,000	367,456	450,000
Facilities Electricity	200,873	222,625	286,452	218,795
Other Outside Services	193,361	382,490	221,914	220,176
Vehicles	328,876	281,238	334,736	355,768
Facilities Gas Heating	140,146	156,359	159,838	157,887
Computer Hardware / Maintenance	92,817	207,197	111,515	206,829
Pollution Control - PP	224,121	177,582	165,499	213,190
Production Water - WWTP/ PP	148,150	145,500	133,880	145,500
Postage	173,660	187,000	179,633	195,315
Uncollectables	55,213	100,000	143,682	100,000
Other Electric Production - PP	20,547	136,120	19,430	142,440
Conservation Programs - Electric	0	0	0	488,278
Other Expenses	602,876	808,966	704,284	935,091
Total Remaining Expenses	10,132,477	11,310,386	10,961,472	12,864,925

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

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.

ACTION PLAN FOR FISCAL YEAR 2010

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.

BROADBAND

* To provide broadband services to HBPW and City departments and to customers throughout the local community that is cost effective and reliable.

ELECTRIC TRANSMISSION & DISTRIBUTION

* To generate and maintain the electric transmission and distribution systems to ensure a superior level of reliability to our customers.

* To continue to improve the ability of our employees to respond promptly and effectively to problems affecting our customers.

* To utilize state-of-the-art computer and control systems to effectively and efficiently serve the needs of our customers.

* To 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.

BROADBAND

* To continue to evaluate the Fiber to the Home (FTTH) service for the Holland community.

* To 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-2008 Final Actual	FY-2009 Approved Budget	FY-2009 Final Revised Estimate	FY-2010 Approved Budget
Payroll	4,092,074	4,237,279	4,228,256	4,448,393
Benefits	1,312,021	1,313,659	1,324,266	1,455,176
Subtotal	5,404,095	5,550,938	5,552,522	5,903,569
Purchased Power	35,786,612	34,026,225	39,283,363	30,146,005
Production and Supplies	15,054,176	19,040,729	9,185,948	15,599,099
Other Operating Expense	1,238,871	1,542,574	1,447,600	1,659,366
Maintenance Supplies	2,065,100	2,077,312	2,277,690	2,082,630
Vehicle Expense	215,979	181,642	233,109	237,756
Other Employee Costs	115,327	135,310	160,074	184,095
Facilities Expense	48,602	68,501	63,687	82,765
Subtotal	54,524,667	57,072,293	52,651,471	49,991,716
Allocated Labor	(720,874)	(738,296)	(720,959)	(356,475)
Subtotal w/ Allocated Labor	59,207,888	61,884,935	57,483,034	55,538,810
Depreciation	8,674,587	8,600,000	8,658,087	8,819,000
Interest Expense	267	1,200	17	360
Contribution to the City	3,195,400	3,984,000	3,984,000	3,799,200
Total	71,078,142	74,470,135	70,125,138	68,157,370

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 2010

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 Water Transer Pump.

* To rehabilitate the Filter Room Floor.

WATER DISTRIBUTION

* To replace water mains in coordination with City street improvements.
  - Maple 8th to 24th Street
  - 40th Street, Central to Colonial

* 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.

* To improve security and update the emergence response plan.

SUMMARY BY ORGANIZATIONAL UNIT

- - UTILITIES SERVICES GROUP - WATER - -

	FY-2008 Final Actual	FY-2009 Approved Budget	FY-2009 Final Revised Estimate	FY-2010 Approved Budget
Payroll	862,950	871,109	871,109	902,964
Benefits	311,018	307,080	307,080	336,561
Subtotal	1,173,968	1,178,189	1,178,189	1,239,525
Production and Supplies	558,419	633,838	601,755	675,675
Maintenance Supplies	193,635	206,266	213,881	196,093
Other Operating Expense	186,589	238,446	268,325	270,642
Facilities Expense	114,509	130,122	220,877	136,811
Vehicle Expense	34,957	30,419	25,273	29,903
Other Employee Costs	25,072	24,273	26,874	26,425
Subtotal	1,113,181	1,263,364	1,356,985	1,335,549
Allocated Labor	(15,257)	(19,166)	(14,793)	(19,166)
Subtotal w/ Allocated Labor	2,271,892	2,422,387	2,520,381	2,555,908
Depreciation	1,204,112	1,255,000	1,255,000	1,446,000
Interest Expense	638,708	770,500	770,500	754,337
Total	4,114,712	4,447,887	4,545,881	4,756,245

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 2010

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 bio-solids dewatering and disposal options and design improvements.

WASTEWATER COLLECTION

* To replace sanitary sewer mains in coordination with City street improvements.
  - Maple and 20th Street, Central Avenue from 19th to 21st Street

* To plan and construct necessary sanitary sewer improvements to meet customer needs.

SUMMARY BY ORGANIZATIONAL UNIT

- - UTILITIES SERVICES GROUP - WASTEWATER - -

	FY-2008 Final Actual	FY-2009 Approved Budget	FY-2009 Final Revised Estimate	FY-2010 Approved Budget
Payroll	1,218,858	1,290,866	1,223,944	1,319,529
Benefits	422,051	436,377	421,032	480,955
Subtotal	1,640,909	1,727,243	1,644,976	1,800,484
Production and Supplies	2,147,958	2,164,900	2,109,250	2,332,400
Maintenance Supplies	270,641	299,107	308,590	303,445
Other Operating Expense	289,669	305,230	263,064	417,530
Facilities Expense	43,264	39,652	40,687	44,804
Vehicle Expense	15,274	30,127	23,223	35,727
Other Employee Costs	155,384	149,350	172,200	171,300
Subtotal	2,922,190	2,988,366	2,917,014	3,305,206
Allocated Labor	(49,765)	(43,430)	(51,684)	(43,430)
Subtotal w/ Allocated Labor	4,513,334	4,672,179	4,510,306	5,062,260
Depreciation	1,723,682	1,761,000	1,737,182	1,650,000
Interest Expense	217,817	196,284	207,126	175,012
Total	6,454,833	6,629,463	6,454,614	6,887,272

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 2010

* To achieve regulatory compliance to protect and improve our natural environment.
* To ensure a safe work environment for all employees.
* To improve the reliability of all services including electric, water, wastewater and fiber optics.
* To increase involvement in economic development in the Holland community.
* To evaluate and plan for the future capacity needs.
* To ensure information is provided to all classes of customers on using services efficiently.
* To provide valid and useful financial information to management and the Board of Directors necessary for decision-making.
* To enhance the finance and billing systems to improve service to external and internal customers.
* To complete the Automated Meter Reading system (AMR) installation for commercial and industrial customers.
* To improve purchasing and inventory effectiveness and efficiency.
* To continue to increase the security of information systems to reduce the risk of lost, stolen or misused information while improving the efficiency of information management.
* To improve the opportunities for the growth and development of BPW employees.

SUMMARY BY ORGANIZATIONAL UNIT

- - UTILITIES SERVICES GROUP - ADMINISTRATIVE & GENERAL - -

	FY-2008 Final Actual	FY-2009 Approved Budget	FY-2009 Final Revised Estimate	FY-2010 Approved Budget
Payroll	3,548,435	4,513,139	3,848,616	4,674,470
Benefits	1,230,668	1,525,691	1,271,352	1,779,508
Subtotal	4,779,103	6,038,830	5,119,968	6,453,978
Other Operating Expense	634,803	984,444	695,136	1,551,083
Office Supplies	218,693	283,129	231,015	277,703
Other Employee Costs	306,542	345,554	363,752	516,401
Facilities Expense	189,838	206,614	201,042	213,232
Maintenance Supplies	193,430	314,687	219,249	324,319
Vehicle Expense	34,677	29,525	35,668	43,305
Subtotal	1,577,983	2,163,953	1,745,862	2,926,043
Allocated Labor	(9,870)	(4,915)	(8,589)	(4,915)
Total	6,347,216	8,197,868	6,857,241	9,375,106

Allocations		
Electric Fund	53.18%	53.18%
Wastewater Fund	22.68%	22.68%
Water Fund	24.14%	24.14%

Contingencies (10% by Fund)	
Electric Fund	7,758,981
Wastewater Fund	666,671
Water Fund	868,361

MUNICIPAL UTILITIES CAPITAL PROJECTS
- ELECTRIC - WATER - WASTEWATER -
FIVE-YEAR PROJECTION SUMMARY

	FY2010 Budgeted	FY2011 Projected	FY2012 Projected	FY2013 Projected	FY2014 Projected
ELECTRIC UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Service Group)					
Financing Sources:					
Electric Fund - Net Revenues & Earnings	3,983,214	5,690,582	5,492,607	4,536,561	4,688,673
Financed from Cash Reserves	1,956,446	3,701,553	4,507,393	5,463,439	5,311,327
Bond Issue Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
	5,939,660	9,392,135	10,000,000	10,000,000	10,000,000
Financing Applications:					
Power Resources	3,887,537	6,104,888	6,500,000	6,500,000	6,500,000
Electric Transmission and Distribution & Allocated Adminin Projects	2,052,123	3,287,247	3,500,000	3,500,000	3,500,000
	5,939,660	9,392,135	10,000,000	10,000,000	10,000,000
WATER UTILITY CAPITAL PROJECTS (Further Information On Various Pages of Utilities Service Group)					
Financing Sources:					
Water Fund - Net Revenues & Earnings	195,287	125,814	811,415	988,817	1,331,151
Financed from Cash Reserves	2,335,937	2,374,186	1,688,585	1,511,183	1,168,849
Bond Issue Proceeds	- 0 -	3,000,000	- 0 -	- 0 -	- 0 -
	2,531,224	5,500,000	2,500,000	2,500,000	2,500,000
Financing Applications:					
Water Plant	94,500	1,265,000	575,000	575,000	575,000
Water Distribuiton & Allocated Admin	2,436,724	4,235,000	1,925,000	1,925,000	1,925,000
	2,531,224	5,500,000	2,500,000	2,500,000	2,500,000
WASTEWATER UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Services Group)					
Financing Sources:					
Wastewater Fund - Net Revenues & Earnings	136,250	590,651	580,026	545,074	899,247
Financed from Cash Reserves	2,942,724	3,484,349	4,869,974	1,454,926	1,600,753
Bond Issue Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
	3,078,974	4,075,000	5,450,000	2,000,000	2,500,000
Financing Applications:					
Wastewater Plant	294,000	2,648,750	3,542,500	1,300,000	1,625,000
Wastewater Collection & Allocated Admin	2,784,974	1,426,250	1,907,500	700,000	875,000
	3,078,974	4,075,000	5,450,000	2,000,000	2,500,000

ADDITIONAL COMMENT:

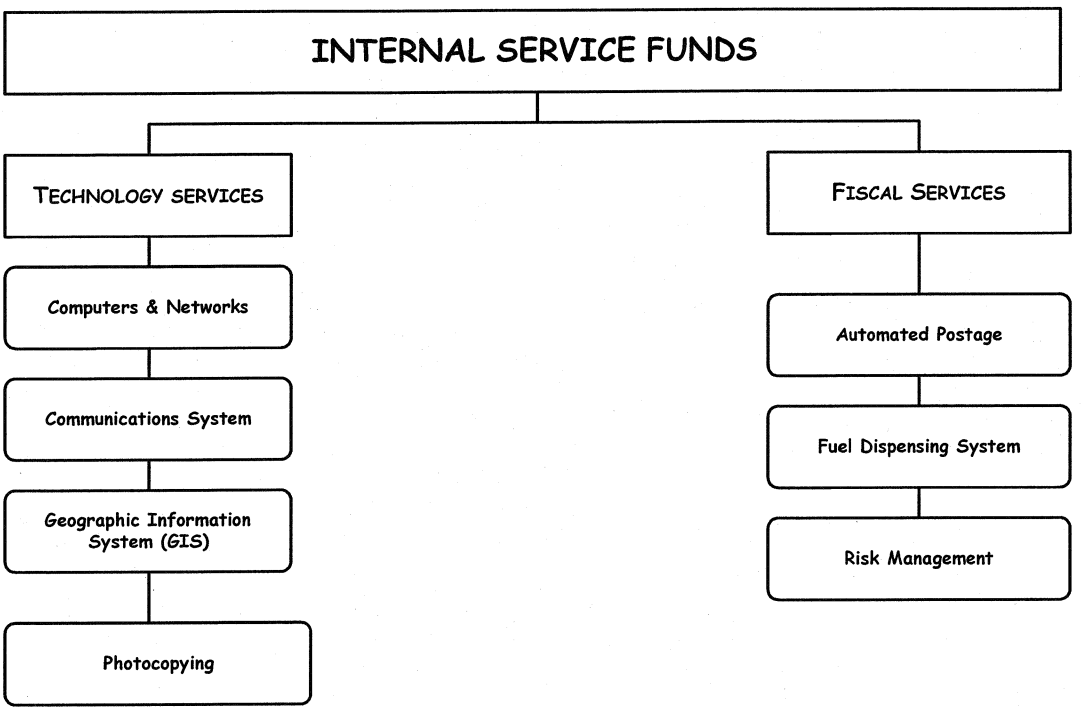
Financing Sources And Applications Above Reflect Projections At The Snapshot Date That The Annual Budget Is Adopted. Projections Are Adjusted Frequently Throughout The Year As Each Individual Project Is Modified, Updated, And Actually Contracted.

INTERNAL SERVICES GROUP
INTRODUCTION

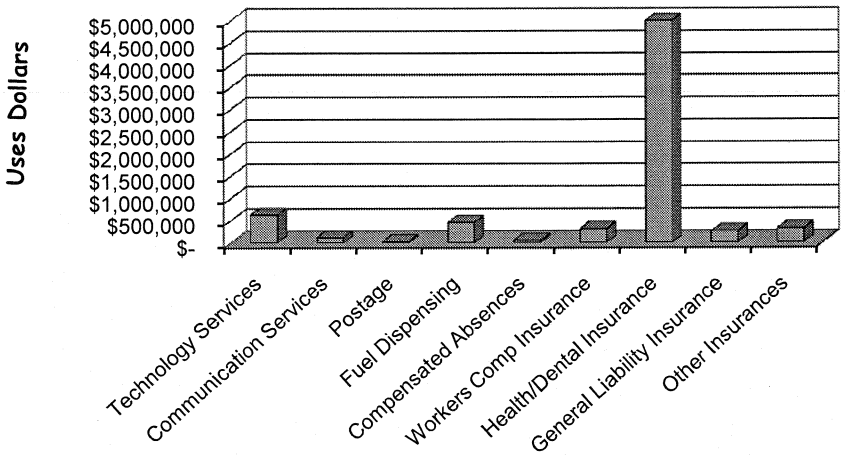
GROUP MISSION STATEMENT

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.

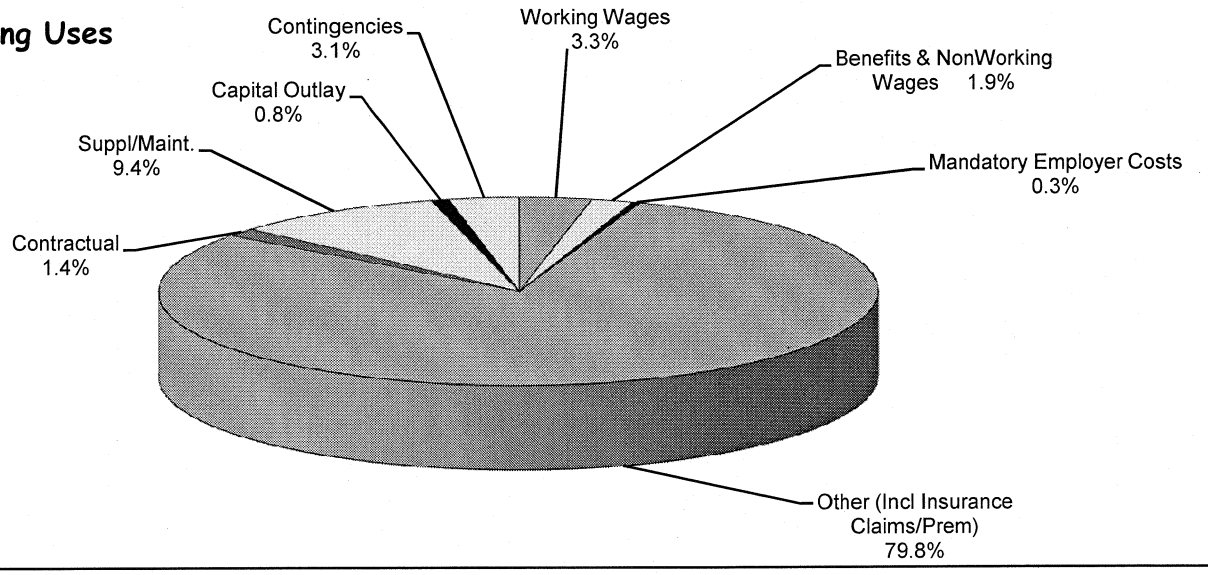
GROUP ORGANIZATIONAL STRUCTURE



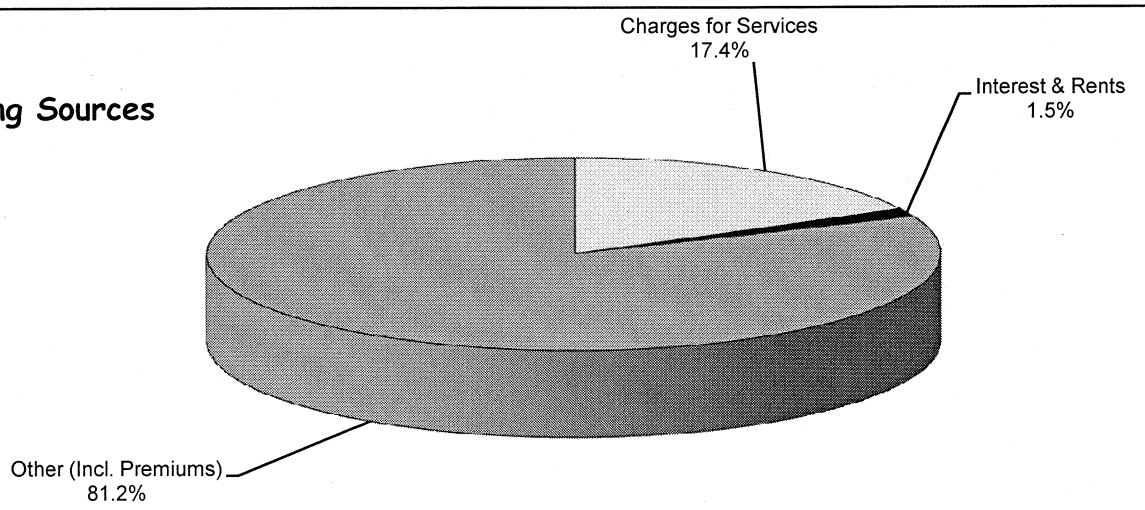
Total Uses By Department $7,147,595



Funding Uses



Funding Sources



INTERNAL SERVICE FUNDS GROUP

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
Internal Service	$ 6,016,366	$ 6,768,710	$ 6,902,485	$ 7,147,595
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Charges for Services	$ 1,348,793	$ 1,598,338	$ 1,332,945	$ 1,146,527
Interest & Rents	194,972	209,171	109,345	95,700
Other	4,932,189	4,710,151	5,029,641	5,354,400
Transfers In	- 0 -	155,683	- 0 -	- 0 -
TOTAL SOURCES	$ 6,475,954	$ 6,673,343	$ 6,471,931	$ 6,596,627
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 188,068	$ 173,961	$ 227,806	$ 232,455
* Benefits - Includes NonWorking Wages	136,610	124,513	131,911	135,091
* Mandatory Employer Costs	17,751	19,941	22,900	24,100
Other Current Expenditures -				
* Supplies / Maintenance	826,761	1,092,743	917,093	670,127
* Contractual Expenditures	10,150	39,817	37,878	100,300
* Other	4,679,793	4,964,380	5,514,375	5,702,522
Capital Outlay	87,920	113,388	50,522	58,000
Debt Service Payments -				
* Principal Maturities	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	69,313	239,967	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	225,000
TOTAL USES	$ 6,016,366	$ 6,768,710	$ 6,902,485	$ 7,147,595
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 102,221	$ 93,887	$ 104,789	$ 98,745
Loss on Disposal of Capital Asset	7,196	5,731	- 0 -	- 0 -
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 342,429	$ 318,415	$ 382,617	$ 391,646
* Full-Time Positions	4.00	4.00	4.00	4.00
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

INTRODUCTION TO DEPARTMENT

INTERNAL SERVICE FUNDS

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 2010

* To upgrade to Microsoft SQL server 2008. (October 2009)

* To upgrade all BS&A applications to the newest net version of the software. (July 2009)

* To implement security cameras at Kollen Park and the 7th Street Parking Deck. (July 2009)

* To work with Ottawa County Central Dispatch (OCCD) to complete the Mobile Computer Terminal (MCT) upgrade. (November 2009)

* To implement a network monitoring solution throughout the City system. (June 2010)

* To eliminate all installations of Windows NT / Windows 2000. (December 2009)

* To complete wireless access through the Holland Police Department's Office of Highway Safety Planning (OHSP) grant and implement wireless cost savings throughout all City departments. (August 2009)

* To update the City's web site. (June 2010)

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - TECHNOLOGY SERVICES - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Servers:				
Cemetery Data - Linux - disk (unknown)	1	0	0	0
Database (BS&A) - Win 2000 - disk 45GB (citysvr02)	1	1	1	1
E-Mail - NT (old) - disk 13GB	0	1	0	0
E-Mail - Win 2003 72GB (citydc01)	1	1	1	1
E-Mail - Win 2003 150 GB (cityexchsvr)	0	1	1	1
Intranet - NT - disk 13GB (Spider)	1	1	1	1
Internet/DNS - NT - disk 2GB (LadyBug)	1	1	1	0
Finance Database - NT - disk 45GB	0	1	0	0
Finance Database - Linux - disk 288GB (CityFinSvr02)	1	1	1	1
Domain Backup Controller - NT - disk 18GB	1	0	0	0
G.I.S. (new) - Win 2000 - disk 219GB (Citygissvr03)	1	1	1	1
HPDPHOTO win2003 - disk 20GB (hpdphoto)	1	1	1	1
Imaging - Win 2000 - disk 288GB (citydocimgsvr)	1	1	1	1
Print/File/Database - Win 2003 150 GB (Cityweb01)	0	0	1	1
Logon/File/Database - Win 2000 - disk 288GB (citysvr03)	1	1	1	1
MAX Office - Win 2000 - disk 36GB	1	0	0	0
Recreation/Parks - Win 2000 - disk 27GB	1	0	0	0
Storage Server - 2TB (cityfilesvr)	0	0	1	1
Windows Update/Anti Virus (citysvr04)	0	0	1	1
Recreation/Parks - Win2003 disk 250 gig (citysvr06)	0	1	1	1
Login Server win2003 250gig (citydc00)	0	1	1	1
Unitrends Backup (DPU01)	0	1	1	1
Max Server - Win2003 (Maxsvr00)	0	1	1	1
HPDDVR dvr0 winxp 6tb (hpddvr0)	0	0	1	1
HPDDVR dvr0 winxp 6tb (hpddvr1)	0	0	1	1
SQL SERVER (New)	0	0	0	1
SQL SERVER (New)	0	0	0	1
HPD Server (New)	0	0	0	1
Total Servers	13	16	19	21
Desktop & Mobile Computers:				
Assessor	9	9	9	9
City Clerk	8	8	8	8
City Council	9	9	9	9
City Manager	3	3	3	3
Civic Center	6	6	6	6
Council Chambers/Control Room	4	4	4	4
DeGraaf Nature Center	4	5	5	5
Downtown Development Authority	3	3	3	3
Finance	7	8	8	8

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - TECHNOLOGY SERVICES - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Desktop & Mobile Computers cont:				
Fire Department	18	18	18	18
Human Relations	5	4	4	4
Human Resources	3	3	3	3
MAX Office	14	15	15	15
Neighborhood Community Services	25	25	25	25
OurStreet	4	4	4	4
Park & Cemetery Office	10	10	10	10
Planning	0	6	6	6
Police Department	63	66	71	65
Technology Services	4	5	5	5
Training Room	1	1	1	1
Transportation Services	15	14	14	14
Treasurer	4	3	3	3
Windmill Island	4	4	4	4
Unassigned/Surplus	6	0	0	6
Total Desktop & Mobile Computers	229	233	238	238
Number of Printers in Use:				
Assessor	3	3	2	2
City Clerk	2	2	2	2
City Manager	2	2	2	2
Civic Center	4	4	4	4
DeGraff Nature Center	3	2	2	2
Neighborhood Community Services	12	9	9	9
Downtown Development Authority	3	3	3	3
Finance	3	3	4	4
Fire Dept	6	6	6	6
Human Relations	1	1	1	1
Human Resources	1	1	1	1
MAX Office	7	4	4	4
Ourstreet	3	3	3	3
Park & Cemetery Offices	5	5	5	5
Police Dept	20	19	20	20
Technology Services	3	1	1	1
Transportation Services	7	6	6	6
Treasurer	1	1	1	1
Windmill Island	3	2	2	2
Unassigned/Surplus	0	0	0	0
Total Printers	89	77	78	78

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - TECHNOLOGY SERVICES - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
Digital Cameras/Camcorders:				
Assessor	3	3	3	3
Civic Center	1	1	2	2
DeGraff Nature Center	1	1	1	1
Downtown Development Authority	0	1	1	1
Neighborhood Community Services	8	8	8	8
Finance	0	0	0	1
Fire Dept	2	2	2	2
Human Resources	1	1	1	1
MAX Office	1	1	1	1
Ourstreet	1	2	2	2
Park & Cemetery Offices	0	1	1	1
Police Dept	N/A	N/A	5	5
Technology Services	1	1	1	1
Transportation Services	1	1	1	1
Total Digital Cameras/Camcorders	20	23	29	30
Scanning Devices:				
Assessor	1	2	0	0
City Clerk	2	2	2	2
City Manager	1	0	0	0
Civic Center	1	1	1	2
DeGraff Nature Center	1	1	1	1
Neighborhood Community Services	4	4	4	4
Finance	1	1	1	1
Fire Dept	2	2	2	2
Human Resources	1	1	1	1
MAX Office	1	1	1	1
Police Dept	4	4	4	4
Technology Services	1	0	0	0
Transportation Services	1	1	1	1
Unassigned/Surplus	1	4	0	0
Total Scanning Devices	22	24	18	19

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - TECHNOLOGY SERVICES - -

PHOTOCOPIER UNITS - ANNUAL COUNTS	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
City Hall: Assessing and Board of Review				
- Large Size Floor Model	25,322	24,797	57,000	60,000
City Hall: City Clerk and Elections				
- Desktop / Stand model	26,378	26,367	21,000	25,000
City Hall: Community Services & Development / Engineers				
- Blueprint Copier (No per copy fee for the unit)				
- Large Floor Model	144,078	136,539	132,000	135,000
City Hall: Department of Environmental Health				
- Small Size Floor Model	9,739	7,955	9,500	9,500
City Hall: Finance & Treasurer				
- Small Size Floor Model	48,222	58,958	59,000	59,000
City Hall: Mayor, City Manager, Human Resources				
- Large Floor Model	71,204	65,711	80,750	80,000
DDA / Mainstreet				
- Small Floor Model	54,807	46,533	47,500	50,000
Degraaf Nature Center				
- Desktop / Stand Model	8,863	6,623	8,800	8,800
Fire Dept: Kollen Park Station				
- Small Size Floor Model	47,842	33,220	35,500	35,500
Fire Dept: Waverly Station				
- Desktop / Stand Model	1,918	2,359	2,100	2,100
Ourstreet				
- Small Size Floor Model	24,517	24,777	27,200	27,000
Parks & Cemetery / Max				
- Desktop / Stand Model	6,408	6,214	7,200	7,200
Police Dept: Administration and Police Community Services				
- Mid Size Floor Model	165,820	144,186	164,300	165,000
- Mid Size Floor Model	152,168	159,203	125,400	125,400
- Small Floor Model (purchased in mid-Fy07)	65,482	136,013	133,900	133,900
Recreation Dept / Civic Center				
- Small Floor Model (Replaced with newer model mid-Fy07, with color capabilities)	96,767	132,924	133,000	133,000
Transportation Services Center				
- Small Floor Model (Replaced with newer model mid-Fy07)	27,433	24,451	26,600	27,000
- Desktop / Stand Model (Streets / Mechanic / Warehouse)	1,667	1,754	1,150	1,500
Total Copies	978,635	1,038,584	1,071,900	1,084,900
Assessment Fee per Copy for All Sites Above	$0.023	$0.023	$0.023	$0.023

INTERNAL SERVICE FUNDS GROUP

TECHNOLOGY SERVICES FUND

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 540,052	$ 518,300	$ 506,137	$ 550,250
Interest & Rents	10,391	16,017	9,200	6,900
Other	- 0 -	1,500	- 0 -	- 0 -
Transfers In	- 0 -	55,683	- 0 -	- 0 -
TOTAL SOURCES	$ 550,443	$ 591,500	$ 515,337	$ 557,150
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 186,664	$ 172,509	$ 226,300	$ 228,200
* Benefits - Includes NonWorking Wages	80,290	68,648	81,100	82,800
* Mandatory Employer Costs	16,423	15,761	19,900	20,100
Other Current Expenditures -				
* Supplies / Maintenance	81,462	80,231	177,591	166,700
* Contractual	387	6,289	11,878	14,500
* Other	29,844	35,618	34,950	36,700
Capital Outlay	63,126	89,551	50,522	58,000
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	15,000
TOTAL USES	$ 458,196	$ 468,607	$ 602,241	$ 622,000
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 79,666	$ 70,757	$ 95,000	$ 89,000
Loss on Disposal of Capital Asset	7,196	5,731	- 0 -	- 0 -

This Fund Continues On Next Page

INTERNAL SERVICE FUNDS GROUP

TECHNOLOGY SERVICES FUND

This Fund Continues From Previous Page

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 68,511	$ 135,956	$ (131,382)	$ (95,850)
ENDING BALANCE - (see note below)		*63,854*	*(Fund Equity from Photocopy Fd)*	
Designated / Reserves	$ 240,000	$ 315,000	$ 245,000	$ 185,000
Designated/Reserves-Copiers/Printers	$ - 0 -	$ 46,115	$ 30,000	$ 30,000
Undesignated / Unreserved	226,304	304,999	259,732	223,882
TOTAL FUND EQUITY	$ 466,304	$ 666,114	$ 534,732	$ 438,882
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ 1,778	$ (789)	$ (4,850)
ENDING BALANCE	$ 7,990	$ 9,768	$ 8,979	$ 4,129
- - STAFFING - -				
Personnel Services Total Amount	$ 283,377	$ 256,918	$ 327,300	$ 331,100
* Full-Time Positions	4.00	4.00	4.00	4.00
* Part-Time Positions @ F.T.E.	- 0 -	- 0 -	- 0 -	- 0 -

The Photocopy Services Fund was closed out at the end of FY2008 into the Technology Services Fund to begin a combined operation for FY2009. The capital assets were 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 2010

* To implement wireless access to cruisers and evaluate / implement other City department uses through the Office of Highway Safety Planning (OHSP) grant. (February 2009)

* To create a rollover and funding / phasing plan to convert City Hall and fire stations to IP based phone systems. (June 2010)

* To evaluate a new telecommunications management system for purchase in fiscal year 2011. (December 2009)

* To evaluate and update the City's Cellular Phone and Blackberry Reimbursement policy. (August 2009)

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - COMMUNICATION SERVICES - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Actual	FY-10 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
-Council Chambers/Training Room/3rd Floor Conference	3	3	3	3
-Finance Office	7	7	7	7
-Human Relations Office	5	5	5	5
-Human Resources Office	3	3	3	3
-Mayor	1	1	1	1
-Neighborhood Community Services	29	29	29	29
-Technology Services	7	7	7	7
-Treasurer's Office	4	4	4	4
-Total City Hall	78	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
-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
-Ourstreet/Weed & Seed	4	4	4	4
-Parks & Cemetery Office	19	19	19	19
-Police Dept	86	90	92	92
-Stadium	1	1	1	1
-Transportation Services Facility	21	21	21	21
-Windmill Island	4	4	4	4
-Grand Total	260	264	266	266
Number of Pay Phones				
-Various Locations	1	1	1	1
Number of Nextel Phones in Use by Department:				
-City Manager	1	1	1	1
-Civic Center	5	5	4	4
-Fire Department	4	4	3	0
-Max Offices	1	1	0	0
-Mayor	1	1	1	1
-Neighborhood Community Services	6	6	6	6
-Parks & Cemetery Offices	7	7	7	8
-Police Department	9	9	9	9
-Technology Services	1	1	1	1
-Transportation Services Facility	5	5	4	4
-Windmill Island	3	3	2	1
-Grand Total	43	43	38	35

PROGRAM MEASUREMENTS

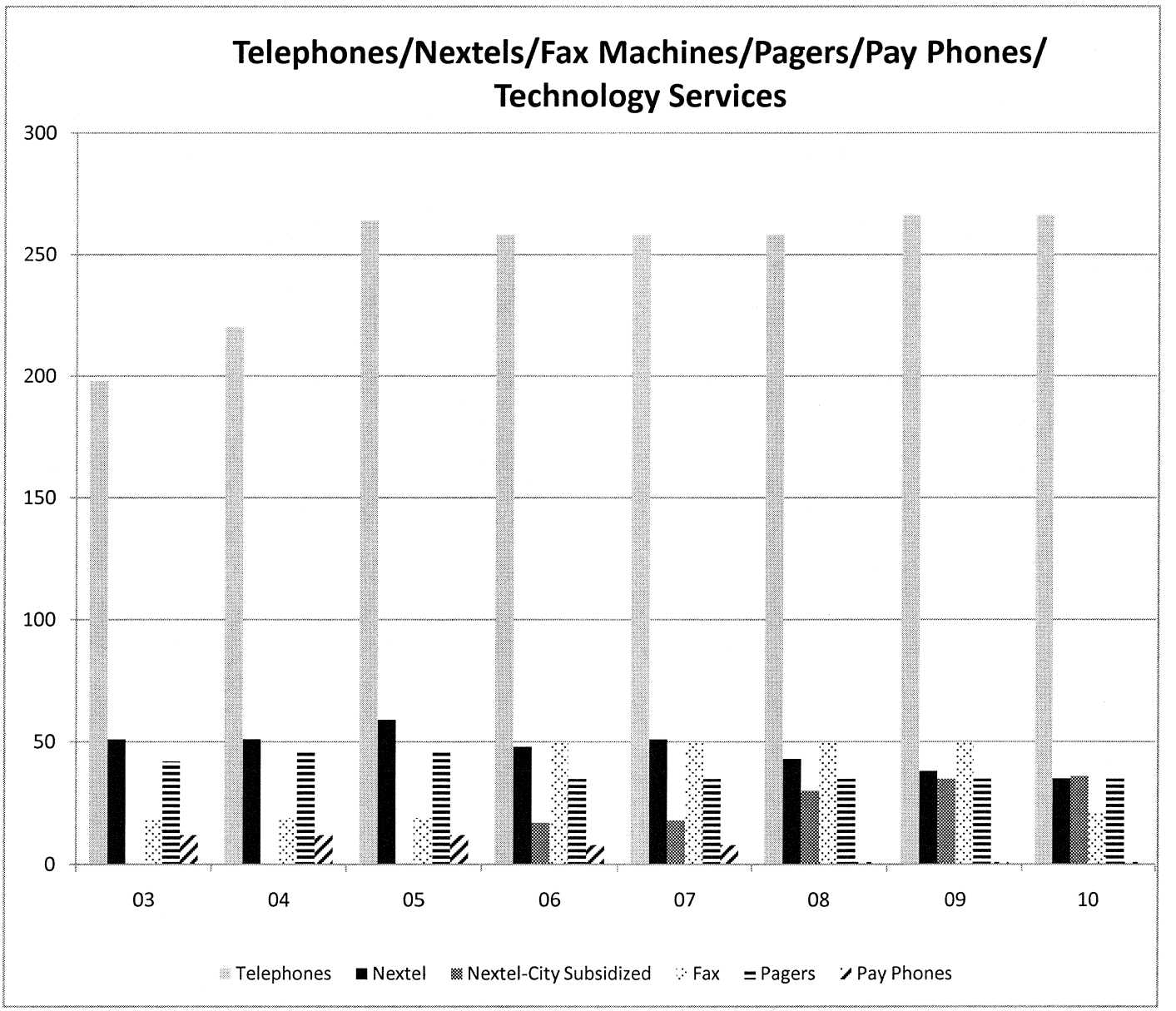
- - INTERNAL SERVICE FUNDS - COMMUNICATION SERVICES - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Actual	FY-10 Projected
Number of City-Subsidized Nextel Phones in Use by Department:				
-Civic Center	0	0	1	2
-DeGraaf Nature Center	0	0	0	2
-Max Offices	0	0	1	0
-Neighborhood Community Services	4	4	4	3
-Ourstreet	2	2	2	2
-Fire Departments	4	4	5	4
-Police Department	13	13	13	12
-Transportation Services	7	7	8	11
-Windmill Island	0	0	1	2
-Grand Total	73	73	73	73
Number of DSL Lines in Use by Department:				
-Degraaf Nature Center	1	1	1	1
-Windmill Island	1	1	0	0
-Grand Total	2	2	1	1
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	2	2	2	2
-Total City Hall	5	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	21	21	21	21
Number of Pagers by Departments				
-Fire Department	6	6	6	6
-Police Department	29	29	29	29
-Grand Total	35	35	35	35

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - COMMUNICATION SERVICES - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Actual	FY-10 Projected
Number of Credit Card Validation Machines				
-Civic Center	2	2	2	2
-DeGraaf Nature Center	1	1	1	1
-Max Office	1	1	1	1
-Parks & Cemetery Offices	1	1	1	2
-Treasurer's Office	1	1	1	1
-Windmill Island	1	1	1	1



INTERNAL SERVICE FUNDS GROUP

COMMUNICATION SERVICES FUND

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 100,084	$ 106,948	$ 109,180	$ 114,000
Interest & Rents	154	(168)	(200)	(200)
Other (Rebates)	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 100,238	$ 106,780	$ 108,980	$ 113,800
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 13,760	$ 18,237	$ 15,345	$ 17,700
* Other	85,582	86,889	92,680	96,300
Capital Outlay	1,665	- 0 -	- 0 -	- 0 -
Debt Service Payments -				
* Principal Maturity Payments	- 0 -	- 0 -	- 0 -	- 0 -
* Interest & Fee Payments	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 101,007	$ 105,126	$ 108,025	$ 114,000
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 5,955	$ 5,754	$ 6,000	$ 6,000
Loss on Disposal of Capital Asset	- 0 -	- 0 -	- 0 -	- 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (5,059)	$ (4,100)	$ (5,045)	$ (6,200)
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	46,288	42,188	37,143	30,943
TOTAL FUND EQUITY	$ 46,288	$ 42,188	$ 37,143	$ 30,943
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ 1,654	$ 955	$ (200)
ENDING BALANCE	$ 6,706	$ 8,360	$ 9,315	$ 9,115
- - STAFFING - -				
Positions: Not Applicable				

INTERNAL SERVICE FUNDS GROUP

PHOTOCOPY SERVICES FUND

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 26,726	$ 33,505	$ - 0 -	$ - 0 -
Interest & Rents	4,715	4,572	- 0 -	- 0 -
Other	(1,218)	(3,457)	- 0 -	- 0 -
TOTAL SOURCES	$ 30,223	$ 34,620	$ - 0 -	$ - 0 -
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 24,729	$ 22,188	$ - 0 -	$ - 0 -
* Other	48	48	- 0 -	- 0 -
Capital Outlay	23,129	23,837	- 0 -	- 0 -
Transfers Out	- 0 -	76,113	- 0 -	- 0 -
TOTAL USES	$ 47,906	$ 122,186	$ - 0 -	$ - 0 -
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 12,811	$ 13,587	$ - 0 -	$ - 0 -
Loss on Disposal of Capital Asset	- 0 -	- 0 -	- 0 -	- 0 -
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (7,365)	$ (77,316)	$ - 0 -	$ - 0 -
ENDING BALANCE - (see note below)		*(63,854)*	*(Fund Equity to Techn. Svcs.Fd)*	
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	141,170	- 0 -	- 0 -	- 0 -
TOTAL FUND EQUITY	$ 141,170	$ - 0 -	$ - 0 -	$ - 0 -
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ (84,108)	$ - 0 -	$ - 0 -
ENDING BALANCE	$ 84,108	$ - 0 -	$ - 0 -	$ - 0 -

- - STAFFING - -

Positions: Not Applicable

This fund was closed out at the end of FY2008 into the Technology Services Fund to begin a combined operation for FY2009. The capital assets were 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 2010

* 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).

* The current mailing system most likely will be dropped by Pitney Bowes maintenance program within one (1) year. Purchase another mailing system or study possibility of using a postal service.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - POSTAGE SERVICES - -

DEPARTMENT OR ACTIVITY	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
City Council	$ 274	$ 321	$ 300	$ 320
City Manager	329	218	400	400
Elections	1,951	2,380	2,700	2,800
Finance Office	5,259	5,526	5,600	5,700
Independent Audit	0	0	0	0
Property Assessing Office	1,134	1,173	1,200	1,250
City Clerk	1,282	1,127	1,350	1,400
Personnel Office	118	83	200	220
Treasurer's Office	821	851	1,300	1,300
Volunteer Services	22	42	80	100
Planning Office	1,001	450	400	500
Environmental Health/Inspections	1,745	2,117	1,800	1,900
Environmental Health/Rental Housing	1,884	1,885	2,000	2,100
Environmental Health/Construction Inspections	639	658	650	700
Community Services	1,064	622	500	550
Community Social Services	37	0	0	0
Human Relations Office	531	687	500	550
Ourstreet/Neighborhood Liaison Program	311	62	200	210
Housing Advisory	0	0	0	0
Parks	0	0	0	0
Historic District Commission	338	753	300	350
Brownfield	0	0	0	0
CATV	0	0	0	0
Mainstreet/DDA	113	148	250	250
Principal Shopping District	107	340	50	100
Dangerous Structures	231	106	0	0
Solid Waste Recycling	393	90	90	100
Municipal Airport	100	96	80	100
Technology Services	10	4	10	10
CDBG-Administration	331	266	350	360
CDBG-Rehab	214	35	100	110
Windmill Island	211	293	350	350
Transportation Facility	654	651	650	700
Total	$ 21,104	$ 20,981	$ 21,410	$ 22,430

INTERNAL SERVICE FUNDS GROUP

POSTAGE SERVICES FUND

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 21,543	$ 20,981	$ 22,450	$ 23,100
Interest & Rents	95	69	15	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 21,638	$ 21,050	$ 22,465	$ 23,100
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 20,863	$ 20,763	$ 21,400	$ 19,200
* Other	905	901	1,026	3,900
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 21,768	$ 21,664	$ 22,426	$ 23,100
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)	$ (1,374)	$ (1,858)	$ (1,205)	$ (1,200)
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	14,109	12,251	11,046	9,846
TOTAL FUND EQUITY	$ 14,109	$ 12,251	$ 11,046	$ 9,846
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ (614)	$ 39	$ - 0 -
ENDING BALANCE	$ 7,383	$ 6,769	$ 6,808	$ 6,808

- - 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 2010

* 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.

* To install and lease an above ground storage tank for biodiesel blend fuel for a one year trial period and allocate up to three vehicles for each participating entity to participate in a demonstration and study program. The study will begin with a MAX bus, a Street asphalt/plow truck, Fire Engine #1122, a Holland Public Schools bus and a BPW electric bucket truck using a 20% blend in the warm season months and a 5-10% blend in the cold season months.

* Per gallon overhead charge established at $0.046909 throughout FY 2010 which will be adjusted to final actual overhead costs at fiscal year end.

* Historical actual per gallon overhead charge:

FY09	$0.048606 (estimated)	FY01	$0.047916
FY08	$0.068258	FY00	$0.056438
FY07	$0.035692	FY99	$0.046777
FY06	$0.033134	FY98	$0.049071
FY05	$0.032683	FY97	$0.044903
FY04	$0.047137	FY96	$0.025643
FY03	$0.034228	FY95	$0.025898
FY02	$0.035749	FY94	$0.033042

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - FUEL DISPENSING - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected		FY-10 Projected	
Gallons of Gasoline Dispensed:						
City of Holland:						
Fire Department	1,853.3	2,254.7	2,115.9		2,115.9	
Board of Public Works	28,040.1	27,961.0	30,062.7		30,062.7	
Street Vehicle & Equipment	1,551.3	3,516.7	3,722.3		3,722.3	
Centralized Vehicle & Equipment	67,456.6	71,260.7	72,136.4		72,136.4	
Windmill Island	459.3	396.1	417.2		417.2	
Subtotal City of Holland	99,360.6	105,389.2	108,454.5	79.94%	108,454.5	79.94%
MAX Transportation Authority	13,943.9	13,743.4	14,432.1	10.64%	14,432.1	10.64%
Holland Public Schools	12,993.3	13,706.1	12,781.2	9.42%	12,781.2	9.42%
Total Combined Gallons of Gasoline Dispensed	126,297.8	132,838.7	135,667.8	100.00%	135,667.8	100.00%
Gallons of Diesel Fuel Dispensed:						
City of Holland:						
Fire Department	6,641.8	5,783.2	5,605.8		3,795.8	
Board of Public Works	12,968.4	13,043.1	12,996.2		11,831.2	
Street Vehicle & Equipment	37,975.0	41,538.5	42,509.8		39,639.8	
Centralized Vehicle & Equipment	6,561.9	6,165.4	5,404.3		5,404.3	
Windmill Island	631.6	557.3	530.5		530.5	
Subtotal City of Holland	64,778.7	67,087.5	67,046.6	33.38%	61,201.6	32.38%
MAX Transportation Authority	93,405.8	95,341.2	99,518.6	49.55%	95,324.6	50.44%
Holland Public Schools	36,804.6	34,701.5	34,271.6	17.06%	32,471.6	17.18%
Total Combined Gallons of Diesel Dispensed	194,989.1	197,130.2	200,836.8	100.00%	188,997.8	100.00%
Gallons of Biodiesel Blend Dispensed:						
City of Holland:						
Fire Department	0.0	0.0	0.0		1,810.0	
Street Vehicle & Equipment	0.0	0.0	0.0		2,870.0	
Board of Public Works	0.0	0.0	0.0		1,165.0	
Subtotal City of Holland	0.0	0.0	0.0	0.00%	5,845.0	49.37%
MAX Transportation Authority	0.0	0.0	0.0	0.00%	4,194.0	35.43%
Holland Public Schools	0.0	0.0	0.0	0.00%	1,800.0	15.20%
Total Combined Gallons of Biodiesel Dispensed	0.0	0.0	0.0	0.00%	11,839.0	100.00%
Total City of Holland Gallons	164,139.3	172,476.7	175,501.1	52.15%	175,501.1	52.15%
Total MAX Transportation Authority Gallons	107,349.7	109,084.6	113,950.7	33.86%	113,950.7	33.86%
Total Holland Public Schools Gallons	49,797.9	48,407.6	47,052.8	13.98%	47,052.8	13.98%
Combined Total Gallons	321,286.9	329,968.9	336,504.6	100.00%	336,504.6	100.00%

PROGRAM MEASUREMENTS

- INTERNAL SERVICE FUNDS - FUEL DISPENSING - CITY OF HOLLAND PORTION ONLY -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected		FY-10 Projected	
Gallons of Gasoline Dispensed:						
City of Holland:						
Fire Department	1,853.3	2,254.7	2,115.9	1.95%	2,115.9	1.95%
Board of Public Works	28,040.1	27,961.0	30,062.7	27.72%	30,062.7	27.72%
Street Vehicle & Equipment	1,551.3	3,516.7	3,722.3	3.43%	3,722.3	3.43%
Centralized Vehicle & Equipment	67,456.6	71,260.7	72,136.4	66.51%	72,136.4	66.51%
Windmill Island	459.3	396.1	417.2	0.38%	417.2	0.38%
Subtotal City of Holland	99,360.6	105,389.2	108,454.5	100.00%	108,454.5	100.00%
Gallons of Diesel Fuel Dispensed:						
City of Holland:						
Fire Department	6,641.8	5,783.2	5,605.8	8.36%	3,795.8	6.20%
Board of Public Works	12,968.4	13,043.1	12,996.2	19.38%	11,831.2	19.33%
Street Vehicle & Equipment	37,975.0	41,538.5	42,509.8	63.40%	39,639.8	64.77%
Centralized Vehicle & Equipment	6,561.9	6,165.4	5,404.3	8.06%	5,404.3	8.83%
Windmill Island	631.6	557.3	530.5	0.79%	530.5	0.87%
Subtotal City of Holland	64,778.7	67,087.5	67,046.6	100.00%	61,201.6	100.00%
Gallons of Biodiesel Blend Dispensed:						
City of Holland:						
Fire Department	0.0	0.0	0.0	0.00%	1,810.0	30.97%
Board of Public Works	0.0	0.0	0.0	0.00%	1,165.0	19.93%
Street Vehicle & Equipment	0.0	0.0	0.0	0.00%	2,870.0	49.10%
Subtotal City of Holland	0.0	0.0	0.0	100.00%	5,845.0	100.00%
Total City of Holland Gallons	164,139.3	172,476.7	175,501.1	100.00%	175,501.1	100.00%
Gallons of Fuel (Diesel and Gasoline) Dispensed:						
Fire Department	8,495.1	8,037.9	7,721.7	4.40%	7,721.7	4.40%
Board of Public Works	41,008.5	41,004.1	43,058.9	24.53%	43,058.9	24.53%
Street Vehicle & Equipment	39,526.3	45,055.2	46,232.1	26.34%	46,232.1	26.34%
Centralized Vehicle & Equipment	74,018.5	77,426.1	77,540.7	44.18%	77,540.7	44.18%
Windmill Island	1,090.9	953.4	947.7	0.54%	947.7	0.54%
Total City of Holland Gallons	164,139.3	172,476.7	175,501.1	100.00%	175,501.1	100.00%

INTERNAL SERVICE FUNDS GROUP

FUEL DISPENSING FUND

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Charges for Services	$ 660,388	$ 918,604	$ 695,178	$ 459,177
Interest & Rents	1,349	(101)	230	200
TOTAL SOURCES	$ 661,737	$ 918,503	$ 695,408	$ 459,377
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 1,404	$ 1,452	$ 1,506	$ 1,523
* Benefits - Includes NonWorking Wages	749	776	811	820
Other Current Expenditures -				
* Supplies / Maintenance	650,648	904,006	682,757	446,527
* Contractual	1,000	1,000	1,000	1,000
* Other	1,940	5,054	4,739	4,842
TOTAL USES	$ 655,741	$ 912,288	$ 690,813	$ 454,712
NON-CASH CHARGES (CREDITS) - For Info Only				
Depreciation Expense	$ 2,545	$ 2,545	$ 2,545	$ 2,545
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 3,451	$ 3,670	$ 2,050	$ 2,120
ENDING BALANCE -				
Designated / Reserves	$ 55,281	$ 61,496	$ 66,091	$ 70,756
Undesignated / Unreserved	15,910	13,365	10,820	8,275
TOTAL FUND EQUITY	$ 71,191	$ 74,861	$ 76,911	$ 79,031
- - 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 -

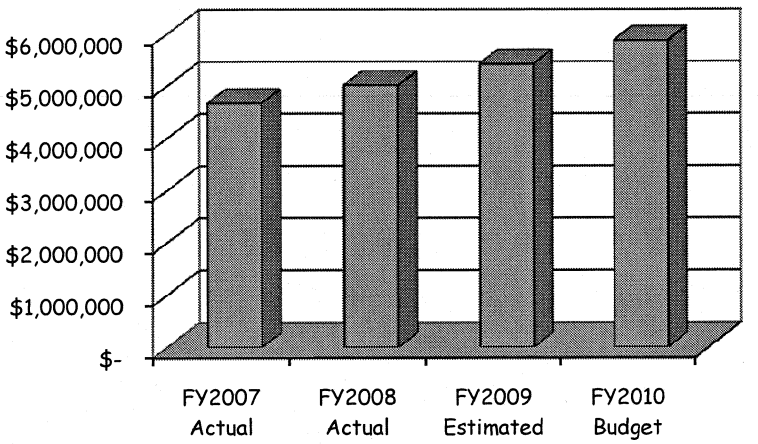
SUMMARY OF ALL FUNDS WHICH FOLLOW

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 178,268	$ 188,782	$ 100,100	$ 88,800
Other	4,877,836	4,657,019	4,979,641	5,304,400
Transfers In	- 0 -	100,000	- 0 -	- 0 -
TOTAL SOURCES	$ 5,056,104	$ 4,945,801	$ 5,079,741	$ 5,393,200
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ - 0 -	$ - 0 -	$ - 0 -	$ 2,732
* Benefits - Includes NonWorking Wages	- 0 -	- 0 -	- 0 -	1,471
* Mandatory Employer Costs	1,328	4,180	3,000	4,000
Other Current Expenditures -				
* Contractual	44,062	79,846	45,000	104,800
* Other	4,561,474	4,835,870	5,380,980	5,560,780
Transfers Out	69,313	100,000	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	210,000
TOTAL USES	$ 4,676,177	$ 5,019,896	$ 5,428,980	$ 5,883,783
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 379,927	$ (74,095)	$ (349,239)	$ (490,583)
ENDING BALANCE -				
Designated / Reserves	$ 388,149	$ 30,000	$ 411,500	$ 411,500
Undesignated / Unreserved	3,531,724	3,815,778	3,085,039	2,594,456
TOTAL FUND EQUITY	$ 3,919,873	$ 3,845,778	$ 3,496,539	$ 3,005,956
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ 284,054	$ (730,739)	$ (490,583)
ENDING BALANCE	$ 3,531,724	$ 3,815,778	$ 3,085,039	$ 2,594,456
- - STAFFING - -				
Positions: Not Applicable				

INTERNAL SERVICE FUNDS GROUP - RISK MANAGEMENT FUNDS SUMMARY

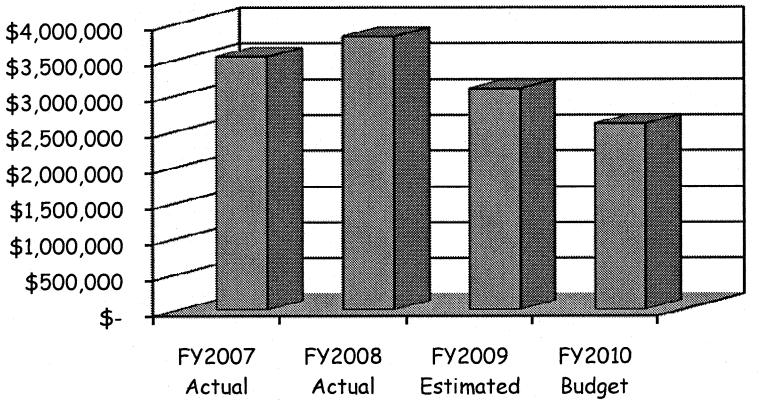
Total Uses

FY2010 Budget - $5,883,783



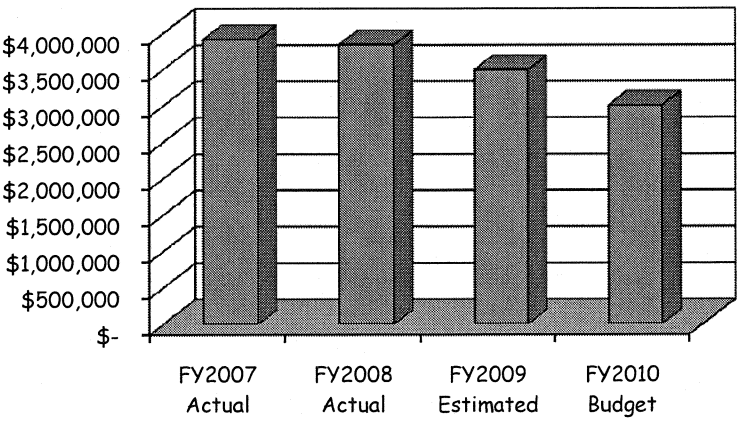
Ending Working Capital

FY2010 Budget $2,594,456



Ending Fund Equity/Reserves

FY2010 Budget $3,005,956



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 2010

* The Self-Funded Workers Compensation Fund will assess individual departmental budgets using rates, provided by Accident Fund.

* 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.

* 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-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
WORKER COMP CLAIMS				
- Number of Claims Filed	54	43	50	50
- Number of Claims Filed Resulting In Lost Work Days	3	1	1	1
- Number of Scheduled Work Days Paid	216	96	110	30
EMPLOYEE SAFETY TRAINING PROGRAMS				
- Number of Participants	325	N/A	N/A	N/A
- Number of Employee Safety Awards Issued	80	N/A	N/A	N/A
COMMERCIAL INSURANCE PREMIUM EXPERIENCE:				
Insurance Premiums Paid	$ 227,802	$ 251,672	$ 258,000	$ 270,000
Less Premium Rebates:				
- from insurance underwriter for claims experience that falls below pre-established 'percentages of loss' thresholds.	(35,307)	- 0 -	(600)	- 0 -
Net Commercial Policy Premiums Payment Experience	$ 192,495	$ 251,672	$ 257,400	$ 270,000
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	$ 4,820	$ 25,837	$ 35,200	$ 30,000
- for Indemnity	749			
less: recoveries from 'Excess Insurance Policy' for claims that exceeded the self-funded claims stop-loss threshold	(11,143)	(13,023)	(27,900)	(25,000)
Net Self-Funded Claims Payment Experience	$ (5,574)	$ 12,814	$ 7,300	$ 5,000
	$ (10,394)	$ (13,023)	$ (27,900)	$ (25,000)
TOTAL PREMIUMS & SELF-FUNDED CLAIMS EXPERIENCE	$ 222,228	$ 264,486	$ 265,300	$ 275,000

INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

EMPLOYEE WORKERS COMPENSATION INSURANCE FUND

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 25,950	$ 24,475	$ 12,400	$ 12,800
Other	175,481	168,265	277,600	280,000
TOTAL SOURCES	$ 201,431	$ 192,740	$ 290,000	$ 292,800
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ 31	$ 189	$ 200	$ 200
* Other	236,310	277,523	293,220	300,020
Transfers Out	- 0 -	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	10,000
TOTAL USES	$ 236,341	$ 277,712	$ 293,420	$ 310,220
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (34,910)	$ (84,972)	$ (3,420)	$ (17,420)
ENDING BALANCE -				
Designated / Reserves	$ 5,000	$ 10,000	$ 10,000	$ 10,000
Undesignated / Unreserved	503,935	413,963	410,543	393,123
TOTAL FUND EQUITY	$ 508,935	$ 423,963	$ 420,543	$ 403,123
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ (89,972)	$ (3,420)	$ (17,420)
ENDING BALANCE	$ 503,935	$ 413,963	$ 410,543	$ 393,123

- - 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 2010

* 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.

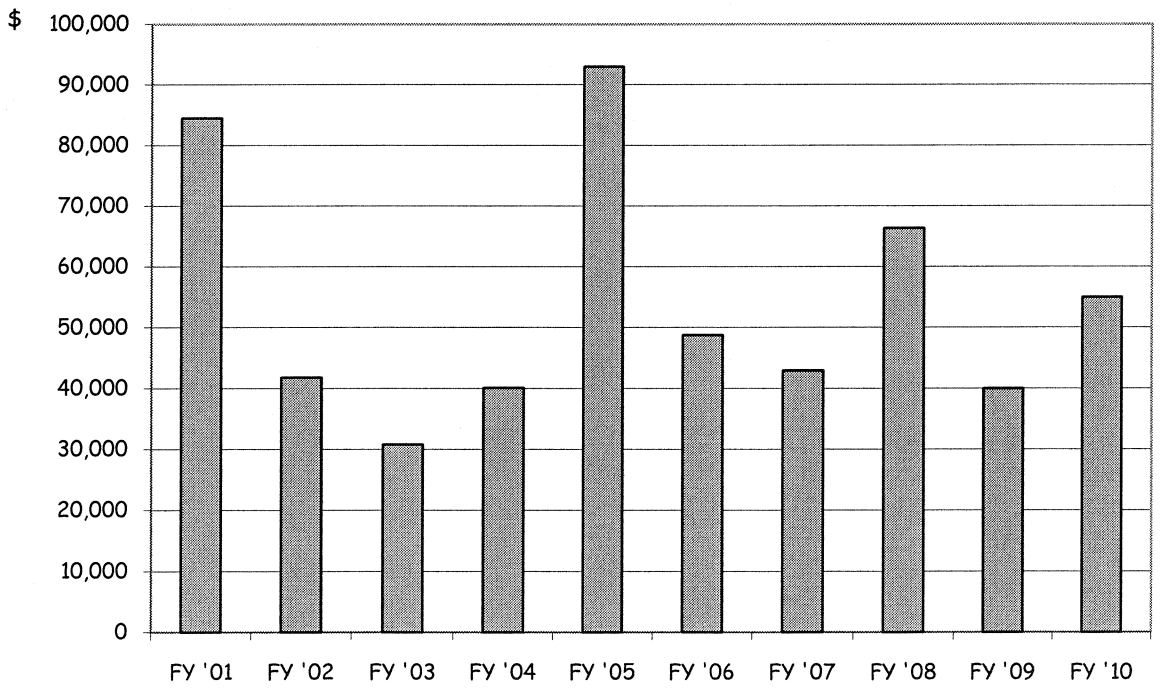
* To purchase a commercial insurance policy that provides long-term disability coverage for eligible employees beyond the limitation provided by the self-funded short-term disability plan.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - RISK MANAGEMENT - DISABILITY INSURANCE - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
DISABILITY INCOME PROTECTION - NUMBER OF APPROVED CLAIMS				
* Short-term Disability - Self-Funded	6	10	5	7
* Long-term Disability - Commercial Policy	0	1	1	0
DISABILITY INCOME PROTECTION - SCHEDULED WORK DAYS PAID				
* Short-term Disability - Self-Funded Plan	381	574	425	500
* Long-term Disability - Commercial Policy	0	83	274	264
DISABILITY INCOME PROTECTION - PAYMENT EXPERIENCE				
* Short-term Disability - Self-Funded Claims Payments	$ 42,940	$ 66,344	$ 40,000	$ 55,000
* Long-term Disability Premiums - Commercial Policy	27,785	25,319	37,800	38,000
	$ 70,725	$ 91,663	$ 77,800	$ 93,000

Short Term Disability Payments



INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

EMPLOYEE DISABILITY INSURANCE FUND

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 5,262	$ 6,155	$ 3,800	$ 4,500
Other	103,673	104,530	121,500	122,000
TOTAL SOURCES	$ 108,935	$ 110,685	$ 125,300	$ 126,500
FUNDING USES -				
Personnel Services -				
* Mandatory Employer Costs	$ 1,328	$ 4,180	$ 3,000	$ 4,000
Other Current Expenditures -				
* Other	71,348	91,663	77,800	93,000
Contingencies	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 72,676	$ 95,843	$ 80,800	$ 97,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 36,259	$ 14,842	$ 44,500	$ 29,500
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	107,305	122,147	166,647	196,147
TOTAL FUND EQUITY	$ 107,305	$ 122,147	$ 166,647	$ 196,147
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ 14,842	$ 44,500	$ 29,500
ENDING BALANCE	$ 107,305	$ 122,147	$ 166,647	$ 196,147

- - 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 2010

* 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.

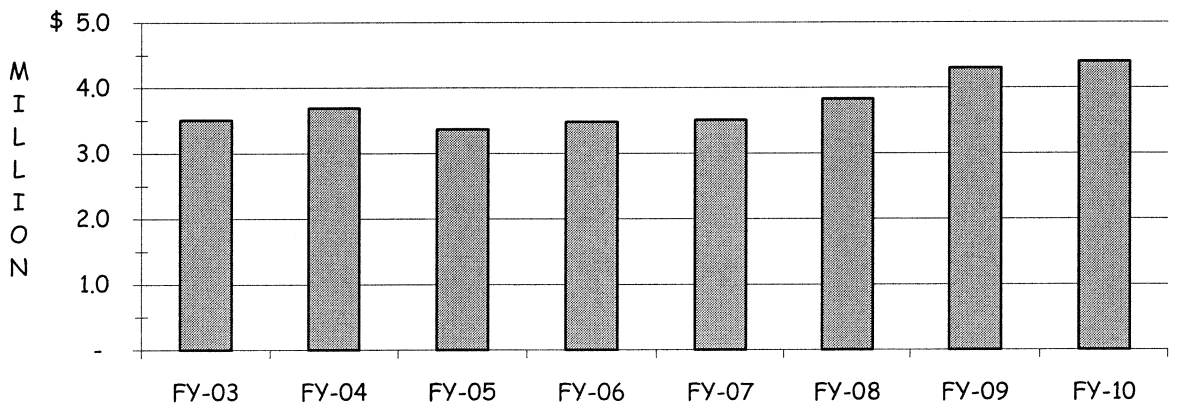
* To provide a comprehensive wellness program for employees that will help improve their overall health.

PROGRAM MEASUREMENTS

- - INTERNAL SERVICE FUNDS - RISK MANAGEMENT - HEALTH/DENTAL INSURANCE - -

Administrative and Operational Activities	FY-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
NUMBER OF INDIVIDUAL CONTRACTS	481	462	452	459
SELF-FUNDED RETENTION LIMITS:				
- for Specific (each individual contract)	$ 75,000	$ 75,000	$ 75,000	$ 75,000
- for Aggregate (combined total for all contracts)	3,451,656	3,309,137	3,293,300	3,714,700
PAYMENT EXPERIENCE: SELF-FUNDED CLAIMS / PREMIUMS / FEES				
Payments for Premiums and Fees:				
- for Excess (Stop Loss) Commercial Insurance Policy	$ 252,936	$ 249,765	$ 287,200	$ 314,000
- for Claims Administration Fees	114,478	134,468	140,800	148,000
- Total Payments for Premiums and Fees	$ 367,414	$ 384,233	$ 428,000	$ 462,000
Payments for Self-Funded Claims:				
- for Health & Dental Claims	$ 3,507,384	$ 3,827,938	$ 4,265,000	$ 4,406,000
less: recoveries from 'Excess Insurance Policy' for claims that exceeded the self-funded claims stop-loss threshold	(27,837)	(48,809)	(37,400)	- 0 -
- Total Payments for Self-Funded Claims	$ 3,479,547	$ 3,779,129	$ 4,227,600	$ 4,406,000
Payments for In-House Wellness Programs:				
- for Wellness Program Activities and Wellness Equipment	$ 38,962	$ 21,943	$ 44,460	$ 22,900
Total Net Payment Experience	$ 3,885,923	$ 4,185,305	$ 4,700,060	$ 4,890,900

Self Funded Claims



INTERNAL SERVICE FUNDS GROUP

- RISK MANAGEMENT -

EMPLOYEE HEALTH & DENTAL INSURANCE FUND

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 99,981	$ 109,126	$ 58,700	$ 47,300
Other	4,163,033	4,064,426	4,289,570	4,500,000
TOTAL SOURCES	$ 4,263,014	$ 4,173,552	$ 4,348,270	$ 4,547,300
FUNDING USES -				
Other Current Expenditures -				
* Salaries & Wages - Working	$ - 0 -	$ - 0 -	$ - 0 -	$ 2,732
* Benefits - Includes NonWorking Wages	- 0 -	- 0 -	- 0 -	1,471
* Contractual	4,730	6,676	5,300	6,100
* Other	3,909,030	4,227,438	4,732,160	4,885,760
Contingencies	- 0 -	- 0 -	- 0 -	100,000
TOTAL USES	$ 3,913,760	$ 4,234,114	$ 4,737,460	$ 4,996,063
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 349,254	$ (60,562)	$ (389,190)	$ (448,763)
ENDING BALANCE -				
Designated / Reserves	$ 363,149	$ - 0 -	$ 381,500	$ 381,500
Undesignated / Unreserved	1,947,921	2,250,508	1,479,818	1,031,055
TOTAL FUND EQUITY	$ 2,311,070	$ 2,250,508	$ 1,861,318	$ 1,412,555
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ 302,587	$ (770,690)	$ (448,763)
ENDING BALANCE	$ 1,947,921	$ 2,250,508	$ 1,479,818	$ 1,031,055
- - 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 2010

* 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 2009 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-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
COMMERCIAL INSURANCE RATING BASIS FOR COVERAGES				
Number of Vehicles Insured for Liability	208	186	187	190
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 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	$ 139,481	$ 113,276	$ 112,600	$ 115,000
Board of Public Works	46,652	27,899	26,680	27,300
Total Commercial Insurance Premiums	186,133	141,175	139,280	142,300
Self Funded Claims Paid	35,299	47,318	20,000	20,000
Total	$ 221,432	$ 188,493	$ 159,280	$ 162,300
Number of Vehicles Repaired	8	15	10	10

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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 8,112	$ 7,673	$ 3,700	$ 4,400
Other	258,496	155,020	137,700	140,100
TOTAL SOURCES	$ 266,608	$ 162,693	$ 141,400	$ 144,500
FUNDING USES -				
Other Current Expenditures -				
* Supplies / Maintenance	$ 35,299	$ 47,318	$ 20,000	$ 20,000
* Other	139,481	113,276	112,600	115,000
Transfers Out	69,313	- 0 -	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	25,000
TOTAL USES	$ 244,093	$ 160,594	$ 132,600	$ 160,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 22,515	$ 2,099	$ 8,800	$ (15,500)
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	193,182	195,281	204,081	188,581
TOTAL FUND EQUITY	$ 193,182	$ 195,281	$ 204,081	$ 188,581
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ 2,099	$ 8,800	$ (15,500)
ENDING BALANCE	$ 193,182	$ 195,281	$ 204,081	$ 188,581

- - 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 2010

* 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 2009 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-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 Projected
SELF-FUNDED INSURANCE - RETENTION LIMITS				
Each Occurrence	$ 100,000	$ 100,000	$ 100,000	$ 100,000
Aggregate	557,500	372,500	372,500	372,500
COMMERCIAL INSURANCE COVERAGES - INSURED LIMITS				
BUILDINGS AND OTHER PROPERTY ITEMS (BLANKET) -				
Insurable Value - All Buildings and Other Property Items (Blanket)	$ 430,062,122	$ 455,537,433	$ 498,151,189	$ 530,000,000
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
- 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	3,956,020	1,151,612	1,151,612	1,151,612
- 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	100,000,000	100,000,000
PAYMENT EXPERIENCE: SELF-FUNDED CLAIMS / PREMIUMS / FEES				
Self-Funded Claims Paid	$ 34,050	$ 4,140	$ 15,800	$ 10,000
Commercial Insurance Premiums				
General City	24,271	23,760	20,800	21,500
Board of Public Works	586,034	577,168	573,812	585,000
Total Commercial Insurance Premiums	610,305	600,928	594,612	606,500
Property Appraisals for Insurance Valuation Purposes	3,541	3,150	3,500	3,500
Total	$ 647,896	$ 608,218	$ 613,912	$ 620,000
SELF-FUNDED CLAIMS				
Number of Claims Paid	3	2	3	3

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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 29,202	$ 27,379	$ 13,500	$ 13,800
Other	26,145	23,942	32,171	21,500
TOTAL SOURCES	$ 55,347	$ 51,321	$ 45,671	$ 35,300
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ 3,541	$ 3,150	$ 3,500	$ 3,500
* Other	58,321	27,896	36,600	31,500
Transfers Out	- 0 -	100,000	- 0 -	- 0 -
Contingencies	- 0 -	- 0 -	- 0 -	25,000
TOTAL USES	$ 61,862	$ 131,046	$ 40,100	$ 60,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (6,515)	$ (79,725)	$ 5,571	$ (24,700)
ENDING BALANCE -				
Designated / Reserves	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	561,982	482,257	487,828	463,128
TOTAL FUND EQUITY	$ 561,982	$ 482,257	$ 487,828	$ 463,128
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ (79,725)	$ 5,571	$ (24,700)
ENDING BALANCE	$ 561,982	$ 482,257	$ 487,828	$ 463,128

- - 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 2010

* To assure a self-funded reserve balance 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 2009 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-07 Actual	FY-08 Actual	FY-09 Projected	FY-10 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	372,500	372,500	372,500
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	50,000	50,000	50,000	50,000
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	$ 10,975	$ 7,852	$ 7,500	$ 10,000
Legal Fees - City Attorney	462	918	8,000	25,000
Legal Fees - Labor Attorney	- 0 -	21,597	8,000	50,000
Commercial Insurance Premiums				
General City	136,014	128,220	121,100	125,500
Board of Public Works	424,626	402,624	372,733	381,000
Total for Commercial Premiums	560,640	530,844	493,833	506,500
Total	$ 572,077	$ 561,211	$ 517,333	$ 591,500
SELF-FUNDED CLAIMS				
Number of Claims Paid	5	7	5	8

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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ 9,761	$ 13,974	$ 8,000	$ 6,000
Other	151,008	140,836	121,100	240,800
Transfers In	- 0 -	100,000	- 0 -	- 0 -
TOTAL SOURCES	$ 160,769	$ 254,810	$ 129,100	$ 246,800
FUNDING USES -				
Other Current Expenditures -				
* Contractual	$ 461	$ 22,513	$ 16,000	$ 75,000
* Other	146,984	98,074	128,600	135,500
Contingencies	- 0 -	- 0 -	- 0 -	50,000
TOTAL USES	$ 147,445	$ 120,587	$ 144,600	$ 260,500
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 13,324	$ 134,223	$ (15,500)	$ (13,700)
ENDING BALANCE -				
Designated / Reserves	$ 20,000	$ 20,000	$ 20,000	$ 20,000
Undesignated / Unreserved	217,399	351,622	336,122	322,422
TOTAL FUND EQUITY	$ 237,399	$ 371,622	$ 356,122	$ 342,422
- - WORKING CAPITAL - -				
INCREASE (DECREASE)	------	$ 134,223	$ (15,500)	$ (13,700)
ENDING BALANCE	$ 217,399	$ 351,622	$ 336,122	$ 322,422
- - 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 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 2010

* 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

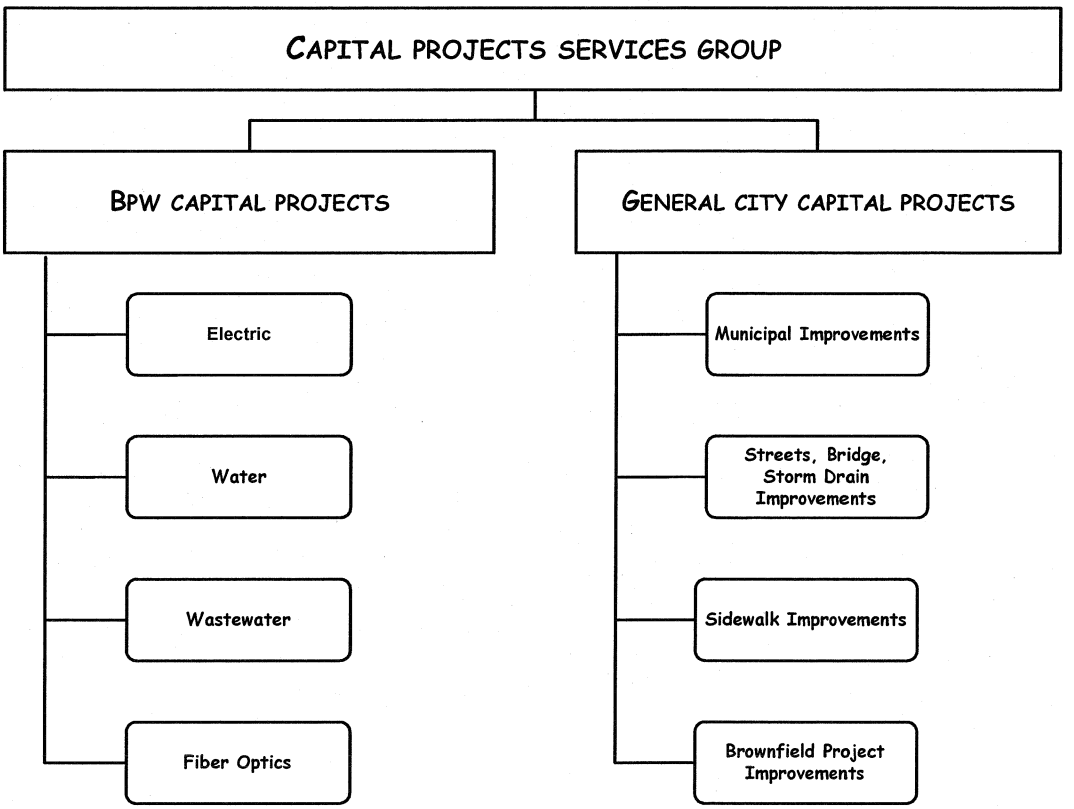
Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Other	$ 55,571	$ 55,089	$ 50,000	$ 50,000
TOTAL SOURCES	$ 55,571	$ 55,089	$ 50,000	$ 50,000
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
* Benefits - Includes NonWorking Wages	55,571	55,089	50,000	50,000
* Mandatory Employer Costs	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 55,571	$ 55,089	$ 50,000	$ 50,000
- - 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	$ 1,527,222	$ 1,582,311	$ 1,632,311	$ 1,682,311
- - STAFFING - -				
Positions: Not Applicable				

CAPITAL PROJECTS SERVICES GROUP
INTRODUCTION

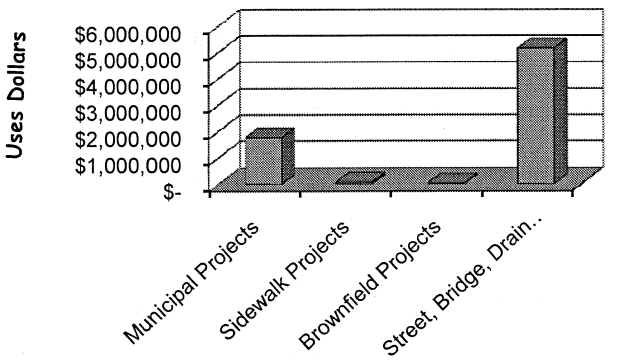
GROUP MISSION STATEMENT

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.

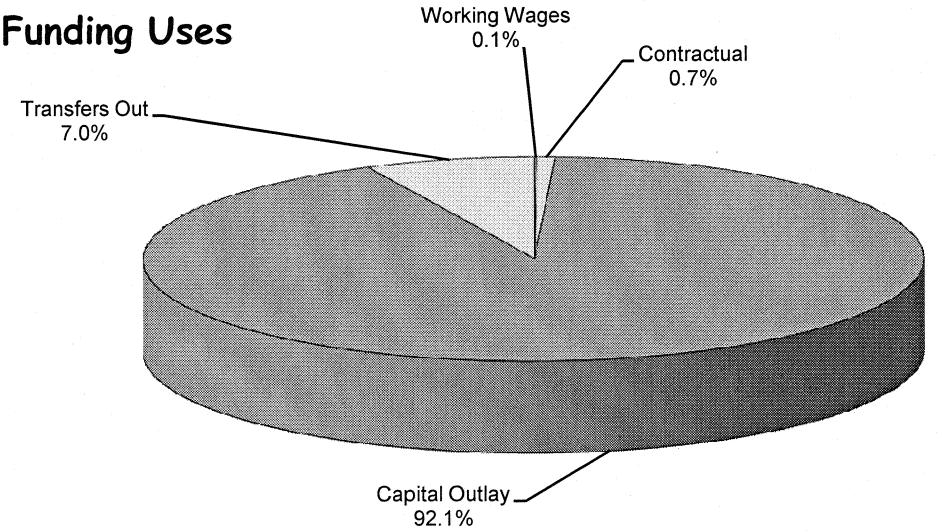
GROUP ORGANIZATIONAL STRUCTURE



Total Uses By Department $7,026,612

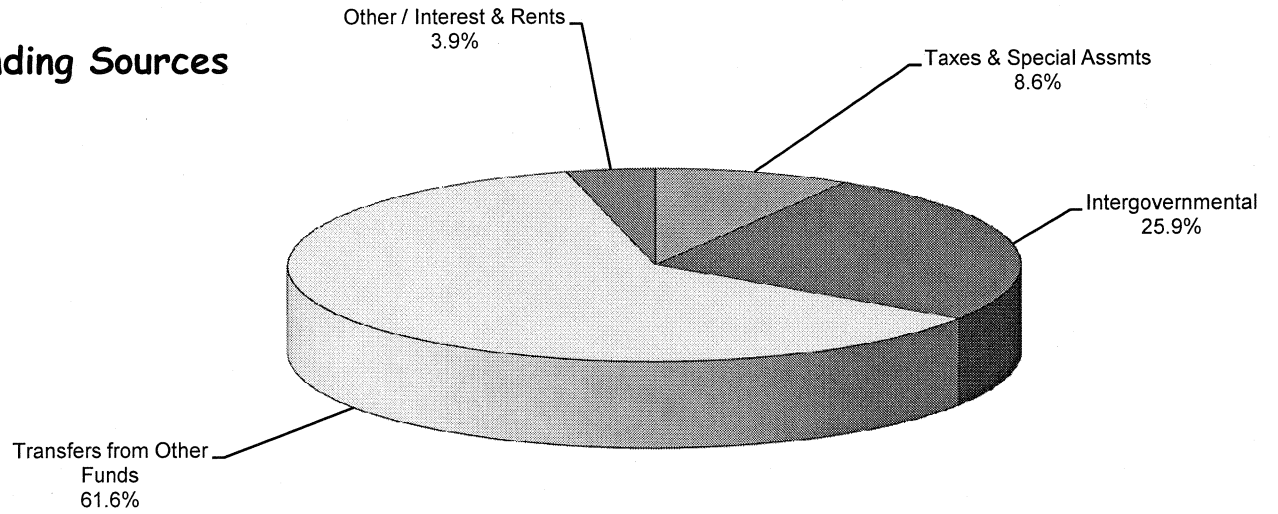


Funding Uses



This presentation excludes activity in the Enterprise and Internal Service Funds. Only activity in the governmental Capital Projects Funds are included.

Funding Sources

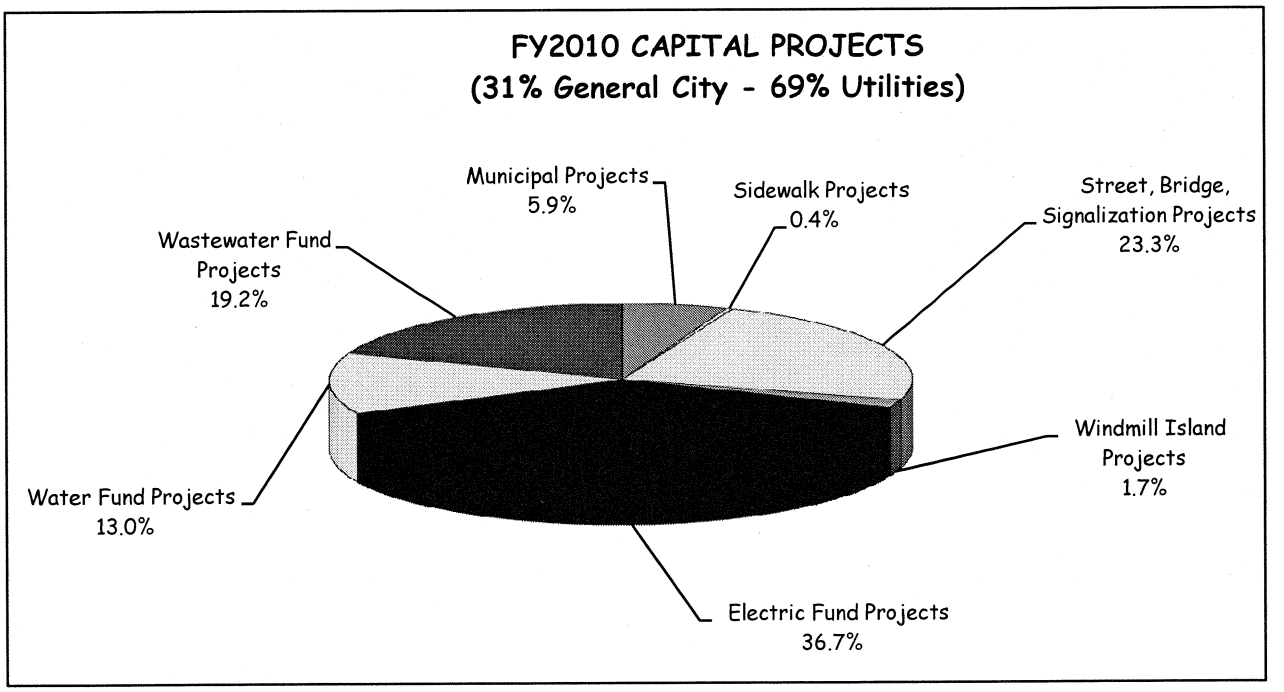


OVERVIEW OF MULTI-YEAR CAPITAL PROJECT BUDGETS

Capital Projects to be Implemented or Continued During Fiscal Year 2010

GOVERNMENTAL-TYPE FUNDS	
Municipal Improvements Projects:	
See Capital Projects Section	$1,301,512
Street, Bridge, Signalization, Storm Sewer Capital Projects:	
See Capital Projects Section - City Share	3,261,000
See Capital Projects Section - MDOT, Grants, and Private Share	1,894,000
Sidewalk Improvements Projects	78,500
PROPRIETARY-TYPE FUNDS	
Enterprise-Fund Capital Projects:	
See Windmill Island Gardens Fund	376,100
See Electric Utility Fund	8,124,651
See Water Utility Fund	2,877,919
See Wastewater Utility Fund	4,246,202
TOTAL CAPITAL PROJECTS OVERVIEW - ACROSS ALL FUNDS	$22,159,884

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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - GROUP FUNDING USES ACROSS FUNDS - -				
FUND TYPES -				
Capital Projects	$ 6,652,028	$ 7,422,628	$ 10,692,794	$ 7,026,612
TOTAL - ALL FUND TYPES	$ 6,652,028	$ 7,422,628	$ 10,692,794	$ 7,026,612
- - GROUP FUNDING SOURCES & USES TOTALS - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 74,972	$ 418,933	$ 300,776	$ 579,822
Intergovernmental	3,282,505	1,842,649	917,906	1,744,000
Interest & Rents	79,226	91,536	26,895	11,030
Other	114,250	92,047	4,126,990	250,000
Transfers In	3,286,377	4,631,837	4,468,639	4,143,309
TOTAL SOURCES	$ 6,837,330	$ 7,077,002	$ 9,841,206	$ 6,728,161
FUNDING USES -				
Personnel Services -				
* Salaries & Wages - Working	$ 11,420	$ 12,245	$ 8,000	$ 8,000
Other Current Expenditures -				
* Contractual Items	55,687	58,368	51,142	52,000
Capital Outlay	5,937,787	6,320,073	10,363,367	6,475,012
Transfers Out	647,134	1,031,942	270,285	491,600
TOTAL USES	$ 6,652,028	$ 7,422,628	$ 10,692,794	$ 7,026,612
- - GROUP STAFFING TOTALS - -				
Personnel Services Total Amount	$ 11,420	$ 12,245	$ 8,000	$ 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 2010

* 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 section of the Municipal Capital Projects Fund by June 2010.

* To complete design and / or construction of the street projects as outlined in the Street Capital Project Summary by June 2010.

* 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 2010.

* To develop the next phase of the Sidewalk Improvement program to be funded from a .05 mill tax levy for sidewalk improvements by April 2010.

CAPITAL PROJECTS GROUP

MUNICIPAL CAPITAL IMPROVEMENTS CASH CONTROL FUND
(A CAPITAL PROJECTS FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes	$ 16,423	$ 355,950	$ 241,728	$ 485,104
Special Assessments	- 0 -	- 0 -	- 0 -	35,000
Intergovernmental	170,944	959,221	646,709	50,000
Interest & Rents	66,013	79,034	8,148	10,000
Other	22,420	92,047	92,500	250,000
Transfers In	299,287	2,193,574	1,000,076	658,800
TOTAL SOURCES	$ 575,087	$ 3,679,826	$ 1,989,161	$ 1,488,904
FUNDING USES -				
Capital Outlay	$ 356,608	$ 2,970,477	$ 2,679,167	$ 1,301,512
Transfers Out	153,986	1,010,760	- 0 -	468,091
TOTAL USES	$ 510,594	$ 3,981,237	$ 2,679,167	$ 1,769,603
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 64,493	$ (301,411)	$ (690,006)	$ (280,699)
ENDING BALANCE -				
Designated / Reserved	$ 1,302,903	$ 993,288	$ 367,112	$ - 0 -
Undesignated / Unreserved	35,908	44,112	(19,718)	66,695
TOTAL FUND EQUITY	$ 1,338,811	$ 1,037,400	$ 347,394	$ 66,695

- - STAFFING - -

Positions: Not Applicable

MUNICIPAL CAPITAL PROJECTS SUMMARY

Detailed Analysis of Anticipated Available Funding for New Projects During Fiscal Year 2010
Based Upon Actual Balances at July 1, 2008 and Anticipated Balances at June 30, 2009

FY-2008 Ending Cash Control Balances - Actual		
Reserved:		
- Projects In-Progress	993,288.00	
Unreserved:		
- Designated for Investment Market Adjustment	2,265.00	
- Undesignated	41,847.00	1,037,400.00
FY-2009 Anticipated Revenues		
Property Taxation @ 0.2049 mills	241,728.00	
Kollen Park Grants:		
DNR Waterways Phase II ($650,000 Total less $233,075 FY08)	416,925.00	
Michigan Trust Fund Phase III ($500,000 Total, less $325,216 FY06-08)	174,784.00	
MDOT/Fed RR Closing Incentive	47,500.00	
CSX Grant/Contribution Railroad Crossing Closure	7,500.00	
Other Grants:		
None	-	
Transfers from Other Funds:		
From BPW Electric Fund - Unallocated	788,600.00	
From General Fund - 16th Street Irrigation Repair	3,400.00	
From BPW Utility Fund - Kollen Park Phase II ($60,000 Total less $27,869 FY08)	32,131.00	
From Cemetery Perpetual Care Fund-Pilgrim Home Undeveloped Area	6,790.00	
From Cemetery Perpetual Care Fund-Asphalt Two Sections Graafschap Cem.	12,000.00	
From Cemetery Perpetual Care Fund-Automated Irrigation System	91,412.00	
From MVH Major Street Fund - Western Gateway Irrigation/Trees	19,837.00	
From MVH Major Street Fund - Kollen Park Change Order	45,906.00	
Private Donations and Other:		
Lake Michigan Contractors - North Parking Lot Kollen Park	67,500.00	
Softball Scoreboards Matt Urban	10,000.00	
Rotary Foundation for Smallenburg Park (Final 1/5th of $75,000 Donation)	15,000.00	
Investment Income - Additional Market Value Write Up Anticipated	(1,852.00)	
Investment Income	10,000.00	1,989,161.00
FY-2009 Projected Outlays for Previously Approved Projects In-Progress		(2,679,167.00)
FY-2009 Anticipated Cash Control Balances - Estimated		
Reserved:		
- Projects In-Progress	367,112.00	
Unreserved:		
- Designated for Investment Market Adjustment	413.00	
- Undesignated (Will Use Columbia Arts District Reserve to Temporarily Cover)	(20,131.00)	
Sub-total - Anticipated Outlays of Previously Approved Projects	347,394.00	347,394.00
Anticipated Revenues FY2010:		
Property Taxation @ 0.4079 mills	485,104.00	
Transfers from Other Funds:	-	
From BPW Electric Fund	603,800.00	
From Cemetery Perpetual Care Fund-Automated Irrigation System	55,000.00	
Private Donations and Other:		
Hope College Property Exchange (tentative timing)	250,000.00	
Coastal Management Grant - W-O-W Boardwalk Improvements	50,000.00	
Special Assessments South Shore Village Lot	35,000.00	
Investment Income	10,000.00	
Transfer to Property Acquisition Fund	(91,991.00)	
Anticipated Outlays of Previously Approved Projects	(367,112.00)	1,029,801.00
FY-2010 Total Anticipated Financing Available for New Projects		1,377,195.00

MUNICIPAL CAPITAL PROJECTS SUMMARY

Projected Appropriations Carried-Forward for Projects In-Progress
Appropriations for New Projects
For Fiscal Year July 1, 2009 - June 30, 2010

Project Designation	Projected Appropriations Carried-Forward @ July 1, 2009	New Appropriations FY-2010	Combined Carryover and New Appropriations FY-2010
Parks & Recreation			
Bouws Pool Renovation	25,000		25,000
W-O-W Boardwalk Improvements (2)		100,000	100,000
Tennis Court Resurfacing		30,000	30,000
Lakeview Playground Equipment		7,000	7,000
Kollen Park Storage Building		20,000	20,000
Parks Master Plan Update		16,000	16,000
Ice Skating/Skate Park @ Smallenburg		250,000	250,000
Park/School Project		50,000	50,000
Portable Stage Trailer - Recreation		19,800	19,800
Parks Misc (Rain Gutter, Roofing, Dock Bubbler)		11,600	11,600
Leisure Facilities			
Civic Center Facility Design	38,927		38,927
Cultural Activities			
Transfer to Windmill Island Fund:			
Windmill Island - Bank Erosion / Dredging		350,000	350,000
Windmill Island - East Greenhouse		6,900	6,900
Windmill Island - West Greenhouse		19,200	19,200
Museum - Restoration & Improvements		28,000	28,000
Cappon & Settlers Homes Improvements		31,000	31,000
Cemeteries (Funded by Perpetual Care Fund Transfer)			
Irrigation Northside of Graafschap Cemetery		55,000	55,000
Streets, Parking, and Pedestrian Walkways			
16th Street Irrigation Repair - Phase II		30,000	30,000
Alley Improvements	7,610		7,610
South Shore Village Parking Lot (1)		90,000	90,000
City-Wide Tree Planting Program		15,000	15,000
US-31 Pedestrian / Bicycle Crossing		10,000	10,000
Public Safety			
Kollen Park Station - Shower & Bathroom Tile		10,000	10,000
Kollen Park Station - Replace Front Parking Lot		11,000	11,000
Energy & Sustainability			
Energy Upgrades to City Facilities		50,000	50,000
Sustainability Projects		50,000	50,000
Central Neighborhood Improvements			
Ourstreet		50,000	50,000
Neighborhood Commercial			
Neighborhood Commercial Restoration	72,288		72,288
Columbia Arts District Improvement	100,000		100,000
S. Shore Village Parking Lot	38,000		38,000
Other			
City Hall Landscaping	18,000		18,000
City Hall Painting (Interior & Exterior)	15,000		15,000
City Hall Humidifier & Contingency	17,287		17,287
Leaf Disposal Site Improv - Ottawa Avenue	10,000		10,000
Community Wayfinding Signage	25,000		25,000
Total Municipal Capital Projects Recommendation	367,112	1,310,500	1,677,612

(1) South Shore Village Parking Lot project appropriation includes $35,000 in special assessment funding.
(2) W-O-W Boardwalk Improvements project appropriation includes $50,000 in Coastal Management Grant funding.

MUNICIPAL CAPITAL PROJECTS
ANTICIPATED IMPACT UPON FUTURE OPERATING BUDGETS

Project Designation	Estimates of Future Annual Operating Cost (Savings)				
	FY2010	FY2011	FY2012	FY2013	FY2014
Parks & Recreation					
Bouws Pool Renovation					
Utilities and Maintenance	(500)	(500)	(500)	(500)	(500)
Window on the Waterfront Boardwalk Improvements					
Design Phase Only	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Tennis Court Resurfacing					
Maintenance - Resealing & Patching	(1,500)	(1,500)	(1,000)	(1,000)	(500)
Lakeview Playground Equipment					
Maintenance	(500)	(500)	(500)	(400)	(400)
Kollen Park Storage Building					
Utilities	200	200	200	250	250
Labor Costs to Haul Equipment	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)
Parks Master Plan Update	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Ice Skating/Skate Park @ Smallenburg Phase I					
Utilities	3,000	3,000	3,300	3,300	3,600
Maintenance	1,000	1,000	1,500	1,500	2,000
Park/School Project					
Maintenance	400	500	600	700	800
Portable Stage Trailer - Recreation					
Registration	100	100	100	100	100
Less Labor Needed for Setup	(1,500)	(1,500)	(1,500)	(1,700)	(1,700)
Parks Misc (Rain Gutter, Roofing, Dock Bubbler)					
Maintenance	(500)	(500)	(500)	(500)	(500)
Utilities for Dock Bubbler	700	700	700	750	750
Leisure Facilities					
Civic Center - Facility Design	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Cultural Activities					
Museum - Restoration & Improvements	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Cappon & Settlers Homes Improvements	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Cemeteries (Funded by Perpetual Care Fund Transfer)					
Irrigation Northside of Graafschap Cemetery					
Savings on Water Utilities	(1,100)	(2,200)	(2,300)	(2,400)	(2,500)
Maintenance on Electronic System	- 0 -	500	550	600	650
Streets, Parking, and Pedestrian Walkways					
16th Street Irrigation Repair - Phase II					
Utilities and Maintenance	(1,100)	(1,300)	(1,500)	(1,700)	(1,900)
Alley Improvements					
Maintenance	- 0 -	500	550	600	650
South Shore Village Parking Lot					
Utilities - Lighting	500	500	550	550	600
Snowplowing	600	600	600	650	650
City-Wide Tree Planting Program -					
Temporary Help Part-time (Watering 1st Yr)	400	400	- 0 -	- 0 -	- 0 -
Utilities	200	200	- 0 -	- 0 -	- 0 -
US-31 Pedestrian / Bicycle Crossing					
Utilities	500	500	500	550	550
Public Safety					
Kollen Park Station - Shower & Bathroom Tile	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Kollen Park Station - Replace Front Parking Lot	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Energy & Sustainability					
Energy Upgrades to City Facilities					
Utilities	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Sustainability Projects	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Central Neighborhood Improvements					
Ourstreet - Assistance Program *	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Neighborhood Commercial					
Neighborhood Commercial Restoration *	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Columbia Arts District Improvement					
Water Utilities for Irrigating Landscaping	400	450	500	550	600
Other					
City Hall Landscaping, Painting, Humidifier					
Utilities and Maintenance	500	650	700	700	800
Leaf Disposal Site Improv - Ottawa Avenue	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Community Wayfinding Signage					
Maintenance	- 0 -	400	500	600	700
Total	(5,200)	(4,800)	(3,950)	(3,800)	(2,300)

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.

CAPITAL PROJECTS GROUP

7TH STREET PARKING DECK CAPITAL PROJECT FUND
(A CAPITAL PROJECTS FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Interest & Rents	$ - 0 -	$ - 0 -	$ 17,700	$ - 0 -
Other	- 0 -	- 0 -	4,034,490	- 0 -
Transfers In - Temporary		244,585	23,509	- 0 -
Transfers In	- 0 -	- 0 -	383,785	23,509
TOTAL SOURCES	$ - 0 -	$ 244,585	$ 4,459,484	$ 23,509
FUNDING USES -				
Capital Outlay	$ - 0 -	$ 244,585	$ 4,214,899	$ - 0 -
Transfers Out -Temporary Repay	- 0 -	- 0 -	244,585	23,509
TOTAL USES	$ - 0 -	$ 244,585	$ 4,459,484	$ 23,509
- - 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

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 2010 FOR ENGINEERING OFFICE

* To plan, design and construct the following street, and storm drainage improvement projects:
  - Maple Avenue - 8th to 24th Street
  - 7th Street - Lincoln to River
  - Central - 32nd to 40th
  - Colonial Court - 40th to South End
  - 40th - Washington to Lincoln

* Conduct the Annual Street Resurfacing program for streets identified by staff and City Council. (November 2009)

* To issue a $3 Million bond issue to fund a portion of the various street capital improvement projects. (Fall 2009)

CAPITAL PROJECTS GROUP

STREET, BRIDGE, STORM DRAIN CAPITAL PROJECTS FUND
(A CAPITAL PROJECTS FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Intergovernmental	3,111,561	883,428	271,197	1,694,000
Interest & Rents	9,714	9,485	- 0 -	- 0 -
Other	86,504	- 0 -	- 0 -	- 0 -
Transfers In	2,987,090	2,193,678	3,061,269	3,461,000
TOTAL SOURCES	$ 6,194,869	$ 3,086,591	$ 3,332,466	$ 5,155,000
FUNDING USES -				
Capital Outlay	$ 5,570,527	$ 3,105,011	$ 3,468,823	$ 5,155,000
Transfers Out	493,148	21,182	- 0 -	- 0 -
TOTAL USES	$ 6,063,675	$ 3,126,193	$ 3,468,823	$ 5,155,000
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ 131,194	$ (39,602)	$ (136,357)	$ - 0 -
ENDING BALANCE -				
Designated / Reserved	$ 356,409	$ 316,807	$ - 0 -	$ - 0 -
Undesignated / Unreserved	- 0 -	- 0 -	180,450	180,450
TOTAL FUND EQUITY	$ 356,409	$ 316,807	$ 180,450	$ 180,450

- - 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).

Transfers In Include:

Note - In FY07 & FY08 the Relocate Cleveland East, 16th to 13th, Project is not included above (City, BPW or MDOT share) since it is included in the Municipal Capital Projects.

STREET CAPITAL PROJECTS SUMMARY

Actual Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2008 - June 30, 2009

Prepared 03/20/2009

		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 4RA8		112,145		85,727	287,128	485,000
		(60,586)			60,586	0
Country Club Road, 8th to 16th, 4R89 (includes trees $8K)					783,360	783,360
($298,451 City/Assmts share spent FY07 & FY08)						
Special Assessments	76,903					
BPW Share	350,756					
City Share	1,004,908					
Total Project Cost	1,432,567					
12th Street, Pine to Fairbanks and College Ave, Graves Place to 14th 4RA5					636,430	636,430
(In addition $14,980 will be charged to 4R86 for Alt 1)						
City Share (later revised 777,817)	761,252					
Hope College	37,428					
BPW	1,110,841					
Total Project Cost	1,909,521					
Railroad Crossing Closings 11th/12th/17th, 4R86						
$168,104 spent FY04-FY09 to date, $136,357 Fund Balance 6/30/08						
$204,974 total 6 year budget incl. $150,000 State Grant						
Landscaping/Trees Yet Spring 2009			54,974			54,974
7th Street Parking Deck, 4MX1		120,000			30,000	150,000
		(120,000)			120,000	0
Fairbanks Ave, 8th to 16th, 4R69 (MDOT Open)		1,072				1,072
32nd Street, Old Orchard to Lincoln 4R78		803				803
Advance Construct ($657,816 spent FY07&08)		**19,577**				19,577
Awaiting Final MDOT closure yet						
Pine Ave, 7th to Bridge 4R83 (MDOT Open)		6,844				6,844
8th St, Pine to River 4R88 (communication system)		**9,645**				***9,645***
East 8th St, Ferris to Country Club 4R91					11,746	11,746
Special Assessments	132,620		Contingency should go			
Jobs Today	160,000		unspent		5,000	5,000
Fed STP-U MACC 10/1/07 Funds	640,000		Preliminary MDOT Refund			
BPW Share	503,458		received, but may be more			
City Share	123,638		final accounting costs yet			
Total Project Cost Incl. Eng.	1,559,716					
Washington Ave, Mâtt Urban to 32nd, 4R93						0
$180,450 MDOT Turnback funds available						
including interest earned, Allegan County portion						
M40, I196 South to City Limit 4R95 (MDOT Open)		17,689		17,615	7,514	42,818
		(17,689)			17,689	0
River Ave, 15th to Bridge, 4R96 (MDOT Prelim Finaled)					8,125	8,125
2009 Resurfacing (In House Labor to Date) 4RAE		322		192	192	706

STREET CAPITAL PROJECTS SUMMARY

Actual Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2008 - June 30, 2009

Prepared 03/20/2009

		MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund		Combined
Road and Street Construction (continued):							
Central Ave, 8th to State, 4RA6					200		200
40th St Repair (Culvert) 4RA7				1,238			1,238
($40,076 spent FY08, $7,506 approp can be released)				0			0
(Possible FHWA Reimbursement?)							
Resthaven - Central Ave, 7th-8th, Snowmelt 4RA9							
MVH Major Fund	6,015	6,015					6,015
Sidewalk Fund	25,700						
Revolving Cash Fund	8,162						
Resthaven Spec Assmts	33,862						
Total Project Cost	73,739						
7th St Resurfacing, River-Lincoln, 4RAA		0			11,809		11,809
(In House Labor to Date)							
40th St, Washington to Lincoln, 4RAB				4,482		B	4,482
(In House Labor to Date) Construction Not Till FY10							
Engineering - OMM (City's 50% share)				80,496			80,496
Central Ave (40th-32nd) & Colonial Court (40th South), 4RAF				100,000	0		100,000
(Only $100,000 each BPW/City Prelim Work FY2009)							
BPW	553,000						
City	817,000						
Total Project Cost	1,370,000						
Matt Urban & 48th, Washington-Limit, 4R90		218					218
Western Gateway 4MAG (Soren to decide?)		*19,836*					*19,836*
Irrigation/Trees Maple-Washington							
Kollen Park - Dan Hoe C.O. 5		45,906					45,906
Columbia Reconstruction/Streetscape from 16th-24th, 4RAC							
Prelminary Engineering					10,560		10,560
(In House Labor to Date)					803		803
Drains:							
Federal/State Stormwater Regulation Implementation (MACC) 4D17					25,188		25,188
North of 8th Street, along West Side US-31		10,000					10,000
(64.4% of OCRC Project) See $100K FY10							
23rd St Drain, Central to State 4D18					50		50
$99,000 budget less $84,429 spent FY07&08)					0		0
Release remaining $14,521 appropriation-done)							
Azalea Storm Outlet 4D19 ($12,654 spent FY08)					22,246		22,246
Maple Ave, 8th to 24th, Drain 4D20 (in house labor to date)					4,142		4,142
Engineering - Paradigm (City's 50% share)					67,348		67,348
Construction to be Completed FY09 (City share only shown)					100,000		100,000

STREET CAPITAL PROJECTS SUMMARY

Actual Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2008 - June 30, 2009

Prepared 03/20/2009

		MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund	Combined
Drains Construction (continued):						
8th/Central Storm Sewer Repair 4D21		83,779				83,779
		(83,779)			83,779	0
West 32nd St Retaining Wall 4D22		88,861				88,861
(Possible FHWA Reimbursement?)		(88,861)			88,861	0
Tunnel Retaining Wall Repairs 4D23 (Pursuant to 12/27/08 flooding)				50,000		50,000
Bridges:						
River Avenue Bridge 4B04 (Lights)		3,109				3,109
Traffic Signals:						
7th & 9th at Columbia 4T22		36,603			63,448	100,051
($35,827 spent FY08)						
City MVH Major Fund	36,603					
City Street Improv Rsv Fund	99,275					
Federal (may incr to 220,000)	200,000					
Total Project Cost	335,878					
8th/Pine 4T18 (Street Light Work Remaining Yet)		8,832				8,832
($164,528 spent prior years)						
7th/Pine Signal/RR Connect 4T21						0
(Brian says remaining $6,594 approp can be released?)						
Total		220,341	54,974	339,750	2,446,204	3,061,269

Bond Issue Project B

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2009 - June 30, 2010

Prepared 03/20/2009

		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	255,000		500,000
		(180,000)			180,000		0
7th Street, Lincoln to River, 4RAA		**0**			**326,000**	**B**	326,000
Federal	474,000						
BPW	255,000						
City Share	326,000						
Total Project Cost	1,055,000						
Columbia Reconstruction/Streetscape from 16th to 24th, 4RAC					0		0
Federal - ARRA	300,000						
Special Assessments (not in FY10)	100,000						
City Share (Coming from CIF)	100,000						
Total Project Cost	500,000						
40th Street, Washington to Lincoln, 4RAB				**190,000**		**B**	190,000
(see in addition FY09 City Share Engineering $80,496)							
Federal - ARRA	720,000						
Special Assessments	200,000						
BPW	655,000						
City Share	190,000						
Total Project Cost (Excl Engin.)	1,765,000						
Central Ave (40th-32nd) & Colonial Court (40th South), 4RAF				**83,575**	**633,425**	**B**	717,000
(Less $100,000 each BPW/City in FY2009)							
BPW	553,000						
City	817,000						
Total Project Cost	1,370,000						
Drains:							
Federal/State Stormwater Regulation Implementation (MACC) 4D17					33,000		33,000
Maple Avenue, 8th to 24th, 4D20					**1,275,000**	**B**	1,275,000
Includes 20th St, Washington to Maple							
(see in addition FY09 City Share Engineering $67,348, City Share Constr $100K)							
BPW	1,337,000						
City Share	1,375,000						
Total Project Cost (Excl Engin.)	2,712,000						
FY10 Remaining Construction ($200,000 shown in FY09, 50% each City/BPW):							
BPW	1,237,000						
City	1,275,000						
	2,512,000						
North of 8th Street, along West Side US-31		0			100,000		100,000
(64.4% of OCRC Project) See also $10,000 FY09							
BPW Creekbed Repairs (City Share of 2 Projects)					95,000		95,000
Miscellaneous Culvert Repairs (Pursuant to 12/27/08 flooding)					25,000		25,000
Traffic Signals:							
Conversion to LED - Applying for Federal Safety Funds					0		0
Federal	200,000						
BPW	50,000						
Total Project Cost	250,000						
Total		0	0	338,575	2,922,425		3,261,000
			Bond Issue to be Sold		(3,000,000)	B	

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2010 - June 30, 2011

Prepared 03/20/2009

		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		0		100,000	125,000		225,000
MDOT Economic Devel Funds	375,000						
City Share	225,000						
Total Project Cost	600,000						
Matt Urban Drive, Washington Ave to West City Limit				**221,000**		**B**	221,000
Special Assessments	136,000						
Federal*	708,000						
City Share (major street)	221,000						
Total Project Cost	1,065,000						
* Note: Matt Urban is approved for federal funding in the fY2010 TIP (10/1/09-9/30/10).							
18th Street, Cleveland to River					**800,000**	**B**	800,000
City Share	800,000						
BPW	850,000						
Total Project Cost	1,650,000						
M-40 Frontage Road (only Land Acquisition FY2011)				200,000			200,000
Land Acquisition-City	200,000						
Construction-Federal	400,000						
Construction-City	100,000						
Engineering-City	70,000						
	770,000						
8th / Fairbanks Roundabout		0			1,000,000		1,000,000
Drains:							
Federal/State Stormwater Regulation Implementation (MACC) 4D17					34,000		34,000
Ottawa Avenue Drain Impr., 24th to 32nd					255,000		255,000
Construction	250,000						
In House Engineering	5,000						
	255,000						
Total		0	0	521,000	2,214,000		2,735,000

Bond Issue Project **B**

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2011 - June 30, 2012

Prepared 03/20/2009

		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	255,000	515,000
Central Avenue, 8th to State, 4RA6					700,000	700,000
BPW	300,000					
City Share	700,000					
Total Project Cost	1,000,000					
19th Street, Cleveland to River					800,000	800,000
BPW	880,000					
City Share	800,000					
Total Project Cost	1,680,000					
M-40 Frontage Road ($200K Land Acquisition was in FY2011)				170,000		170,000
Land Acquisition-City	200,000					
Construction-Federal	400,000					
Construction-City	100,000					
Engineering-City	70,000					
	770,000					
Drains:						
Federal/State Stormwater Regulation Implementation (MACC) 4D17					35,000	35,000
Total		190,000	0	240,000	1,790,000	2,220,000

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2012 - June 30, 2013

Prepared 03/20/2009

		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	255,000	515,000
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					
May start prior to July 1, 2012						
* Note: Lincoln Ave. has not been approved for any federal funding as of yet. We have been encouraged by the MACC to apply for inclusion in the FY2012 TIP (10/1/11-9/30/12), but this document has not yet been prepared. Also 17th, Columbia to Lincoln (BPW).						
South Washington, 32nd to Matt Urban				674,000		674,000
(Less $184,000 MDOT Turnback funds on hand)						
Construction	800,000					
Engineering (in-house)	50,000					
	850,000					
(2013 TIP)						
Drains:						
Federal/State Stormwater Regulation Implementation (MACC) 4D17					36,000	36,000
Total		190,000	0	744,000	749,000	1,683,000

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2013 - June 30, 2014

Prepared 03/20/2009

		MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund	Combined
Road and Street Construction:						
Summer 2013 Resurfacing Program		190,000		70,000	255,000	515,000
Hope Avenue, 8th to 16th (Local Street)					775,000	775,000
Construction	700,000					
Engineering	75,000					
	775,000					
13th Street, Pine to Fairbanks					750,000	750,000
Also Columbia, 13th to 12th (BPW)						
BPW	750,000					
City Share	750,000					
Total Project Cost	1,500,000					
Drains:						
Federal/State Stormwater Regulation Implementation (MACC) 4D17					37,000	37,000
Total		190,000	0	70,000	1,817,000	2,077,000

BPW Projects:
- Water:
  - 11th, Kollen Park to Van Raalte
- Sanitary Sewer:
  - Pioneer, 32nd to 33rd
  - 33rd St, Pioneer to Millbridge
  - South Shore, Old Orchard to Myrtle

STREET CAPITAL PROJECTS SUMMARY

Proposed New Projects and Projected City-At-Large Financing
For Fiscal Year July 1, 2014 - June 30, 2015

Prepared 03/20/2009

	MVH Major Street Fund	MVH Local Street Fund	Allegan County Road Tax Fund	Street Improvements Reserve Fund	Combined
Road and Street Construction:					
Summer 2014 Resurfacing Program	190,000		70,000	255,000	515,000
9th Street, Kollen Park Drive to 8th St				1,000,000	1,000,000
Drains:					
Federal/State Stormwater Regulation Implementation (MACC) 4D17				38,000	38,000
40th Street Ditch Enclosure, Industrial to Waverly			500,000		500,000
Total	190,000	0	570,000	1,293,000	2,053,000

INTRODUCTION TO DEPARTMENT

CAPITAL PROJECTS SERVICES GROUP

Sidewalk Improvements Capital Projects Fund

FUND MISSION STATEMENT

To provide a City-wide sidewalk network that will enable citizens to walk safely to schools, parks, neighbors, neighborhood shopping and service areas, and to employment.

ACTION PLAN FOR FISCAL YEAR 2010

* To continue the annual Sidewalk Repair program in a selected area of the City. (October 2009)

* To develop plans for sidewalk construction to support 2009 and 2010 street construction projects. (On-going)

* To work with the Downtown Development Authority to develop a strategy for systematic repairs to the downtown brick sidewalks. (March 2010)

* To develop a plan for the repair and / or replacement of existing asphalt walkways. (June 2010).

* To review the City's sidewalk network and determine whether there are gaps that need attention over the next several years. (February 2010)

CAPITAL PROJECTS GROUP

SIDEWALK IMPROVEMENTS FUND
(A CAPITAL PROJECTS FUND)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes & Special Assessments	$ 58,549	$ 62,983	$ 59,048	$ 59,718
Intergovernmental	- 0 -	- 0 -	- 0 -	- 0 -
Interest & Rents	3,499	3,017	1,047	1,030
Other	5,326	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 67,374	$ 66,000	$ 60,095	$ 60,748
FUNDING USES -				
SIDEWALKS - REPAIRS				
Personnel Services -				
* Salaries & Wages - Working	$ 11,420	$ 12,245	$ 8,000	$ 8,000
Other Current Expenditures -				
* Contractual	55,687	58,368	51,142	52,000
SIDEWALKS - ASPHALT WALKS				
Capital Outlay	- 0 -	- 0 -	478	15,000
SIDEWALKS - STREETSCAPE				
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
SIDEWALKS - INDUSTRIAL/COMMERCIAL				
Capital Outlay	10,652	- 0 -	- 0 -	- 0 -
SIDEWALKS - BRICK MAINT./REPAIRS				
Capital Outlay	- 0 -	- 0 -	- 0 -	3,500
SIDEWALKS - NEIGHBORHOODS				
Capital Outlay	- 0 -	- 0 -	- 0 -	- 0 -
Transfers Out	- 0 -	- 0 -	25,700	- 0 -
TOTAL USES	$ 77,759	$ 70,613	$ 85,320	$ 78,500
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (10,385)	$ (4,613)	$ (25,225)	$ (17,752)
ENDING BALANCE -				
Designated / Reserved	$ - 0 -	$ - 0 -	$ - 0 -	$ - 0 -
Undesignated / Unreserved	48,342	43,729	18,504	752
TOTAL FUND EQUITY	$ 48,342	$ 43,729	$ 18,504	$ 752

- - STAFFING - -

Positions: Not Applicable

SIDEWALK CAPITAL PROJECTS LISTING

FY-2007 Actual / FY-2008 Actual / FY-2009 Estimated / FY-2010 Budget

Project and Financing Mechanisms	Actual FY-2007	Actual FY-2008	Final Revised Estimate FY-2009	Approved Budget FY-2010
Sidewalk Repair Program - Property Taxation and Investment Income	67,107	70,613	59,142	60,000
Asphalt Walk Repair - Property Taxation and Investment Income	0	0	478	15,000
Streetscape Sidewalk Improvements - Property Taxation and Investment Income - Transfer from General Fd	0	0	0	0
Brick Maintenance / Repairs - Property Taxation and Investment Income	0	0	0	3,500
Fill-in-the-Gaps - Special Assessments and Investment Income	0	0	0	0
Uniform Color - Property Taxation, Investment Income and Private Contribution	10,652	0	0	0
Transfer Out to Central Ave, 7th-8th (Resthaven) - Property Taxation and Investment Income	0	0	25,700	0
Project Areas To Be Identified - Property Taxation and Investment Income	0	0	0	0
Totals	77,759	70,613	85,320	78,500

BUILDING AUTHORITY CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY

	FY2010 Budgeted	FY2011 Projected	FY2012 Projected	FY2013 Projected	FY2014 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

	FY2010 Budgeted	FY2011 Projected	FY2012 Projected	FY2013 Projected	FY2014 Projected
CEMETERY PROJECTS:					
Financing Sources -					
Transfers-In from Cemetery Perpetual Care Fund	55,000	55,000	55,000	55,000	55,000
Financing Applications -					
Irrigation System Improvements & Asphalting	55,000	55,000	55,000	55,000	55,000
COMMUNITY & NEIGHBORHOOD SERVICES PROJECTS:					
Financing Sources -					
Transfer from Municipal Capital Projects Cash Control Fund	50,000	- 0 -	- 0 -	- 0 -	- 0 -
	50,000	- 0 -	- 0 -	- 0 -	- 0 -
Financing Applications -					
Ourstreet - Residential Assistance	50,000	- 0 -	- 0 -	- 0 -	- 0 -
	50,000	- 0 -	- 0 -	- 0 -	- 0 -
LEISURE & CULTURAL SERVICES PROJECTS:					
Financing Sources -					
Private Donations & Other	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Coastal Management Grant - Window-on-the-Waterfront	50,000	- 0 -	- 0 -	- 0 -	- 0 -
Transfer from Municipal Capital Projects Cash Control Fund	703,427	518,000	517,000	700,000	100,000
	753,427	518,000	517,000	700,000	100,000
Financing Applications -					
Bouws Pool Improvements	25,000	268,000	267,000	- 0 -	- 0 -
Civic Center Study of Re-Development and/or Renovation	38,927	- 0 -	- 0 -	- 0 -	- 0 -
Kollen Park Storage Building	20,000	- 0 -	- 0 -	- 0 -	- 0 -
Tennis Court Resurfacing	30,000	- 0 -	- 0 -	- 0 -	- 0 -
Lakeview Playground Equipment	7,000	- 0 -	- 0 -	- 0 -	- 0 -
Parks Master Plan Update	16,000	- 0 -	- 0 -	- 0 -	- 0 -
Park/School Project	50,000	- 0 -	- 0 -	- 0 -	- 0 -
Portable Stage Trailer - Recreation	19,800	- 0 -	- 0 -	- 0 -	- 0 -
Parks Miscellaneous (Rain Gutter, Roofing, Dock Bubbler)	11,600	- 0 -	- 0 -	- 0 -	- 0 -
Municipal Stadium Improvements	- 0 -	- 0 -	- 0 -	600,000	- 0 -
Museum Restoration & Improvements	28,000	- 0 -	- 0 -	- 0 -	- 0 -
Cappon & Settlers Homes Improvements	31,000	- 0 -	- 0 -	- 0 -	- 0 -
Greenway Improvements	- 0 -	- 0 -	- 0 -	100,000	- 0 -
Stratford Way / Abbey Court Park	- 0 -	- 0 -	250,000	- 0 -	- 0 -
City-Wide Public Art Program	- 0 -	- 0 -	- 0 -	- 0 -	100,000
Transfer to Windmill Island Fund - Various Projects	376,100	250,000	- 0 -	- 0 -	- 0 -
Window-On-Waterfront Improvements	100,000	- 0 -	- 0 -	- 0 -	- 0 -
	753,427	518,000	517,000	700,000	100,000

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

	FY2010 Budgeted	FY2011 Projected	FY2012 Projected	FY2013 Projected	FY2014 Projected
PUBLIC SAFETY PROJECTS:					
Financing Sources -					
Transfer from Municipal Capital Projects Cash Control Fund	21,000	- 0 -	550,000	- 0 -	- 0 -
Financing Applications -					
Kollen Park Station - Shower & Bathroom Tile	10,000	- 0 -	- 0 -	- 0 -	- 0 -
Kollen Park Station - Replace Front Parking Lot	11,000	- 0 -	- 0 -	- 0 -	- 0 -
Fire Department Renovations - Waverly Station	- 0 -	- 0 -	550,000	- 0 -	- 0 -
	21,000	- 0 -	550,000	- 0 -	- 0 -
TRANSPORTATION SERVICES PROJECTS:					
Financing Sources -					
Transfer from Municipal Capital Projects Cash Control Fund	62,610	- 0 -	- 0 -	- 0 -	- 0 -
Financing Applications -					
16th Street Irrigation Repair - Phase I	30,000	- 0 -	- 0 -	- 0 -	- 0 -
Alley Improvements	7,610	- 0 -	- 0 -	- 0 -	- 0 -
US-31 Pedestrian / Bicycle Crossing	10,000	- 0 -	- 0 -	- 0 -	- 0 -
City Wide Tree Planting	15,000	- 0 -	- 0 -	- 0 -	- 0 -
	62,610	- 0 -	- 0 -	- 0 -	- 0 -
OTHER PROJECTS:					
Financing Sources -					
Private Donations & Other	250,000	- 0 -	- 0 -	- 0 -	- 0 -
Special Assessments	35,000	- 0 -	- 0 -	- 0 -	- 0 -
Transfer from Municipal Capital Projects Cash Control Fund	292,566	-	-	-	-
	577,566	- 0 -	- 0 -	- 0 -	- 0 -
Financing Applications -					
Neighborhood Commercial Restoration / Improvements	72,288	- 0 -	- 0 -	- 0 -	- 0 -
City Hall Landscaping	18,000	- 0 -	- 0 -	- 0 -	- 0 -
City Hall Painting	15,000	- 0 -	- 0 -	- 0 -	- 0 -
City Hall Humidifier	17,287	- 0 -	- 0 -	- 0 -	- 0 -
Energy Upgrades to City Facilities	50,000	- 0 -	- 0 -	- 0 -	- 0 -
Sustainability Projects	50,000	- 0 -	- 0 -	- 0 -	- 0 -
Columbia Arts District Improvement	100,000	- 0 -	- 0 -	- 0 -	- 0 -
South Shore Village Parking Lot Acquisition	128,000	- 0 -	- 0 -	- 0 -	- 0 -
Leaf Disposal Site Improvements - Ottawa Avenue	10,000	- 0 -	- 0 -	- 0 -	- 0 -
Transfer to Property Acquisition Fund	91,991	- 0 -	- 0 -	- 0 -	- 0 -
Community Wayfinding Signage	25,000	- 0 -	- 0 -	- 0 -	- 0 -
	577,566	- 0 -	- 0 -	- 0 -	- 0 -
SUMMARY - ALL EXISTING AND NEW PROJECTS LESS THAN $1,000,000 ESTIMATED TOTAL COST					
All Financing Sources	1,519,603	573,000	1,122,000	755,000	155,000
All Financing Applications	1,519,603	573,000	1,122,000	755,000	155,000

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

	FY2010 Projected	FY2011 Projected	FY2012 Projected	FY2013 Projected	FY2014 Projected
PROJECTS EXCEEDING $1,000,000					
FINANCING SOURCES:					
Grants -					
- None	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Other -					
- None	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Private Sector Contributions -					
- None	- 0 -	- 0 -	- 0 -	- 0 -	500,000
Transfers from Other City of Holland Funds -					
- From Municipal Capital Improvements Cash Control Fund	250,000	1,000,000	1,800,000	2,313,000	3,262,000
Total Sources Projects Over $1,000,000	250,000	1,000,000	1,800,000	2,313,000	3,762,000
FINANCING APPLICATIONS:					
Ice Skating / Skate Park at Smallenburg Park	250,000	1,000,000	1,000,000	- 0 -	- 0 -
Municipal Stadium Synthetic Turf	- 0 -	- 0 -	- 0 -	- 0 -	1,000,000
Downtown Plaza / Ice	- 0 -	- 0 -	- 0 -	- 0 -	1,250,000
Window-On-Waterfront to Windmill Island Boardwalk Connection	- 0 -	- 0 -	800,000	800,000	- 0 -
Fire Department Renovations - Kollen Park Station	- 0 -	- 0 -	- 0 -	1,513,000	1,512,000
Total Applications Projects Over $1,000,000	250,000	1,000,000	1,800,000	2,313,000	3,762,000
PROJECTS BELOW & ABOVE $1,000,000 COMBINED					
SUMMARY - ALL EXISTING AND NEW PROJECTS LESS THAN AND EXCEEDING $1,000,000 ESTIMATED TOTAL COST					
All Financing Sources	1,769,603	1,573,000	2,922,000	3,068,000	3,917,000
All Financing Applications	1,769,603	1,573,000	2,922,000	3,068,000	3,917,000

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.

STREET, BRIDGE, & DRAIN CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY

	FY2010 Budgeted	FY2011 Projected	FY2012 Projected	FY2013 Projected	FY2014 Projected
FINANCING SOURCES					
City of Holland Street Funds					
- M.V.H. Major Street Fund	- 0 -	- 0 -	190,000	190,000	190,000
- Allegan Road Tax Shared Revenue Fund	338,575	521,000	240,000	744,000	70,000
- Street Improvements Fund	2,922,425	2,214,000	1,790,000	749,000	1,817,000
City of Holland Utility Funds	2,750,000	850,000	1,180,000	500,000	750,000
Special Assessments to Benefitting Properties	200,000	136,000	- 0 -	100,000	- 0 -
Capital Grants					
- State MDOT and Federal Agencies (Certain State & Federal Transportation Grants Are Received via the Local Area MPO-MACC)	1,694,000	1,083,000	400,000	1,731,000	- 0 -
Other Sources	- 0 -	- 0 -	- 0 -	176,000	- 0 -
Total Sources	7,905,000	4,804,000	3,800,000	4,190,000	2,827,000
FINANCING APPLICATIONS					
Road & Street Projects					
- Resurfacings	500,000	600,000	515,000	515,000	515,000
- New Construction and/or Re-Construction	4,390,000	3,915,000	3,250,000	3,639,000	2,275,000
Traffic Signal Projects	250,000	- 0 -	- 0 -	- 0 -	- 0 -
Drainage System Projects	2,765,000	289,000	35,000	36,000	37,000
Total Applications	7,905,000	4,804,000	3,800,000	4,190,000	2,827,000

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.

SIDEWALK CAPITAL PROJECTS

FIVE-YEAR PROJECTION SUMMARY

	FY2010 Budgeted	FY2011 Projected	FY2012 Projected	FY2013 Projected	FY2014 Projected
FINANCING SOURCES					
Property Taxes	59,464	60,900	62,400	63,900	65,400
Special Assessments	254	- 0 -	- 0 -	- 0 -	- 0 -
Investment Income	1,030	- 0 -	- 0 -	- 0 -	- 0 -
Drawdown Against (Addition To)					
- Sidewalk Fund Cash Balance	17,752	- 0 -	- 0 -	- 0 -	- 0 -
Total Sources	78,500	60,900	62,400	63,900	65,400
FINANCING APPLICATIONS					
Sidewalk Repairs Program	60,000	60,900	62,400	63,900	65,400
Brick Maintenance/Repairs	3,500	- 0 -	- 0 -	- 0 -	- 0 -
Neighborhood Installation Program	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Asphalt Walk Repair	15,000	- 0 -	- 0 -	- 0 -	- 0 -
Fill-In-The-Gap Installation Program	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
Total Applications	78,500	60,900	62,400	63,900	65,400

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 UTILITIES CAPITAL PROJECTS
- ELECTRIC - WATER - WASTEWATER -
FIVE-YEAR PROJECTION SUMMARY

	FY2010 Budgeted	FY2011 Projected	FY2012 Projected	FY2013 Projected	FY2014 Projected
ELECTRIC UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Service Group)					
Financing Sources:					
Electric Fund - Net Revenues & Earnings	3,983,214	5,690,582	5,492,607	4,536,561	4,688,673
Financed from Cash Reserves	1,956,446	3,701,553	4,507,393	5,463,439	5,311,327
Bond Issue Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
	5,939,660	9,392,135	10,000,000	10,000,000	10,000,000
Financing Applications:					
Power Resources	3,887,537	6,104,888	6,500,000	6,500,000	6,500,000
Electric Transmission and Distribution & Allocated Adminin Projects	2,052,123	3,287,247	3,500,000	3,500,000	3,500,000
	5,939,660	9,392,135	10,000,000	10,000,000	10,000,000
WATER UTILITY CAPITAL PROJECTS (Further Information On Various Pages of Utilities Service Group)					
Financing Sources:					
Water Fund - Net Revenues & Earnings	195,287	125,814	811,415	988,817	1,331,151
Financed from Cash Reserves	2,335,937	2,374,186	1,688,585	1,511,183	1,168,849
Bond Issue Proceeds	- 0 -	3,000,000	- 0 -	- 0 -	- 0 -
	2,531,224	5,500,000	2,500,000	2,500,000	2,500,000
Financing Applications:					
Water Plant	94,500	1,265,000	575,000	575,000	575,000
Water Distribuiton & Allocated Admin	2,436,724	4,235,000	1,925,000	1,925,000	1,925,000
	2,531,224	5,500,000	2,500,000	2,500,000	2,500,000
WASTEWATER UTILITY CAPITAL PROJECTS (Further Information on Various Pages of Utilities Services Group)					
Financing Sources:					
Wastewater Fund - Net Revenues & Earnings	136,250	590,651	580,026	545,074	899,247
Financed from Cash Reserves	2,942,724	3,484,349	4,869,974	1,454,926	1,600,753
Bond Issue Proceeds	- 0 -	- 0 -	- 0 -	- 0 -	- 0 -
	3,078,974	4,075,000	5,450,000	2,000,000	2,500,000
Financing Applications:					
Wastewater Plant	294,000	2,648,750	3,542,500	1,300,000	1,625,000
Wastewater Collection & Allocated Admin	2,784,974	1,426,250	1,907,500	700,000	875,000
	3,078,974	4,075,000	5,450,000	2,000,000	2,500,000

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 SERVICE GROUP AND FUND
- PART TIME SUMMARY BY SERVICE GROUP AND FUND
- FTE SUMMARY BY DEPARTMENT
- PART TIME SUMMARY BY DEPARTMENT
- FTE DETAIL BY POSITION WITHIN DEPARTMENT

CITY OF HOLLAND

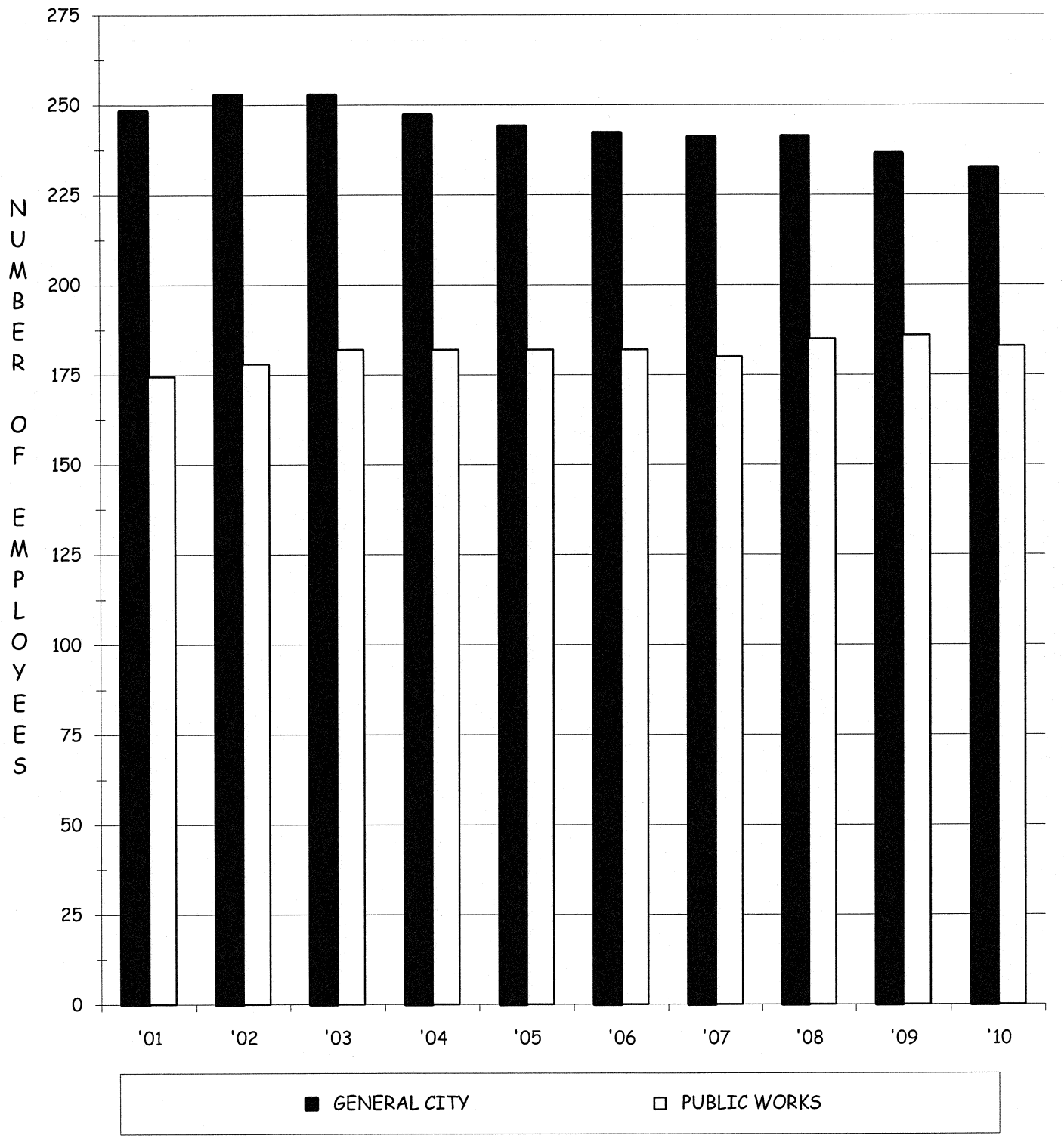
Full-Time Employee Trends As Budgeted
(Includes Part-Time A)
General Fund

	FY-01	FY-02	FY-03	FY-04	FY-05	FY-06	FY-07	FY-08	FY-09	FY-10
City Council	0.30	0.30	0.30	0.25	0.25	0.25	0.25	0.25	0.24	0.24
City Manager	2.95	2.95	2.85	2.75	2.75	2.70	2.70	2.70	2.60	2.60
Finance	5.75	6.00	6.00	6.00	6.00	6.00	6.00	6.00	5.90	5.90
Property Assessing	6.05	6.05	6.05	6.05	6.05	5.05	5.05	5.05	5.10	5.10
City Clerk	3.88	3.88	3.88	3.88	3.00	3.00	3.25	3.25	2.25	2.25
Human Resources	2.35	2.35	2.35	2.25	2.25	2.25	2.25	2.25	2.24	2.24
Procurement (Purchasing)	0.30	0.30	0.30	0.30	0.40	0.40	0.45	0.45	0.45	0.45
Treasurer	2.20	2.95	2.85	2.85	2.85	2.85	2.85	2.85	2.85	1.90
City Hall & Grounds	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00	1.00
Cemeteries	4.25	4.25	4.25	4.15	4.15	4.15	4.15	4.15	3.15	3.15
Volunteer Services	1.05	1.05	1.20	0.25	0.25	0.25	0.25	0.25	0.24	0.24
Planning & Zoning	2.70	3.05	2.90	2.40	3.50	3.50	3.30	3.10	3.20	3.20
Police	63.80	72.00	73.00	72.00	71.50	71.50	71.50	71.50	69.50	68.00
Fire	29.00	29.00	29.00	28.00	28.00	28.00	28.00	28.00	27.00	27.00
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	6.78	6.78	6.78	6.78	6.48	6.16	6.08	5.48	5.38	5.38
Construction Inspections	5.02	5.02	5.12	5.12	5.02	5.02	5.02	4.62	4.62	4.57
Streets Division	22.15	22.15	19.39	20.03	19.73	19.73	19.73	19.81	19.90	19.90
Transp. Mgmt & Engineering	0.00	0.00	2.90	2.90	2.90	2.90	2.90	2.90	3.00	3.00
Community Social Services	0.05	0.05	0.05	0.07	0.07	0.07	0.12	0.05	0.05	0.05
Ourstreet/Neighborhood Liaison	3.00	3.00	3.00	3.00	2.05	2.05	2.05	2.05	2.05	2.05
Housing Advisory Commission	0.15	0.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Human Relations	1.60	1.80	1.80	2.00	2.00	2.00	1.75	1.75	1.75	1.75
Leisure & Cultural Services	1.30	1.30	1.30	1.30	0.60	0.60	0.60	0.60	0.60	0.60
Recreation Programs	4.30	4.30	4.30	4.30	4.00	4.00	4.00	4.00	4.00	4.00
Parks	12.50	12.50	12.50	11.50	11.40	10.40	10.40	10.40	10.40	9.40
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	1.80	1.80	1.95	1.95	1.95	1.95	1.95	1.95	1.95	1.95
8th Street Market	0.00	0.00	0.00	0.00	0.25	0.25	0.25	0.15	0.10	0.10
Civic Center	2.50	2.50	2.50	2.50	1.50	1.50	1.50	1.50	1.50	1.50
Economic Development	0.00	0.00	0.35	0.40	0.75	0.75	0.75	0.50	0.44	0.44
General Fund Total	217.03	226.78	228.17	224.28	220.95	218.58	218.40	216.86	211.76	208.26

Full-Time Employee Trends As Budgeted
(Includes Part-Time A)
(Continued)
Special Revenue, Enterprise, Internal Services Funds and Component Units

	FY-01	FY-02	FY-03	FY-04	FY-05	FY-06	FY-07	FY-08	FY-09	FY-10
Downtown Public Parking	0.25	0.25	0.25	0.25	0.50	0.50	0.50	0.30	0.30	0.20
Downtown Develop. Authority	1.70	1.70	1.70	1.70	0.80	0.80	0.80	1.00	1.00	1.10
Principal Shopping District	0.20	0.20	0.20	0.20	0.75	0.75	0.75	0.85	0.90	0.90
CATV Public Access Television	0.20	0.20	0.01	0.01	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	0.32	0.10	0.10	0.20	0.20
Windmill Island Gardens	1.00	1.00	1.00	1.00	1.00	1.00	1.00	2.00	2.00	2.00
Municipal Airport Fac & Mgmt	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.24	0.24
Public Transp Facilities & Mgmt	2.60	2.60	2.25	2.43	0.98	0.83	1.58	2.75	2.75	2.75
Technology Services	6.00	6.00	6.00	5.00	5.00	5.00	4.00	4.00	4.00	4.00
Strt Equip Operating & Reserve	5.20	5.20	5.20	3.70	0.00	0.00	0.00	0.00	0.00	0.00
City Motor Pool	2.45	2.45	2.45	3.20	0.00	0.00	0.00	0.00	0.00	0.00
Centralized Vehicle / Equipment	0.00	0.00	0.00	0.00	8.78	8.93	8.93	8.93	8.94	8.44
CDBG Entitlement Grant	1.65	1.30	1.45	1.38	1.28	1.48	1.93	1.45	1.35	1.35
MSHDA Rental Housing Grant	0.00	1.00	1.00	1.00	1.00	1.00	0.00	0.00	0.00	0.00
Public Safety Grants	10.00	4.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Other Funds Total	31.25	25.90	24.51	22.87	23.10	23.62	22.60	24.39	24.69	24.19
General City Total	248.28	252.68	252.68	247.15	244.05	242.20	241.00	241.25	236.45	232.45
Board of Public Works	174.50	178.00	182.00	182.00	182.00	182.00	180.00	185.00	186.00	183.00
Holland Historical Trust	4.00	4.00	4.00	4.00	4.00	5.00	6.00	6.00	6.00	6.00
Grand Total	426.78	434.68	438.68	433.15	430.05	429.20	427.00	432.25	428.45	421.45

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-01	FY-02	FY-03	FY-04	FY-05	FY-06	FY-07	FY-08	FY-09	FY-10
City Manager	0.35	0.55	0.55	0.40	0.00	0.00	0.00	0.00	0.00	0.00
Finance	0.00	0.00	0.05	0.05	0.00	0.00	0.10	0.05	0.10	0.00
Property Assessing	0.05	0.00	0.05	1.20	0.50	0.50	0.60	0.50	0.50	0.50
City Clerk	0.00	0.10	0.00	0.00	0.30	0.25	0.63	0.55	0.50	0.40
Procurement (Purchasing)	0.15	0.15	0.15	0.15	0.00	0.00	0.00	0.00	0.00	0.00
Treasurer	0.70	0.00	0.25	0.00	0.00	0.05	0.20	0.10	0.50	1.00
City Hall & Grounds	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.10	0.05	0.05
Cemeteries	1.50	1.15	1.10	0.90	1.30	1.60	1.50	1.60	1.95	2.15
Planning & Zoning	0.45	0.30	0.30	0.30	0.30	0.30	0.30	0.30	0.25	0.20
Police	7.15	7.40	6.65	7.05	7.60	8.00	8.55	8.85	9.45	9.00
Environmental Health & Insp.	0.55	0.10	0.10	0.10	0.10	0.10	0.10	0.05	0.20	0.10
Construction Inspections	0.20	0.20	0.00	0.05	0.05	0.05	0.05	0.05	0.10	0.15
Streets Division	0.20	0.20	0.00	0.00	0.60	0.15	0.15	0.05	0.45	1.15
Transp. Mgmt & Engineering	0.00	0.00	0.25	0.60	0.55	0.55	0.15	0.10	0.10	0.10
Ourstreet/Neighborhood Liaison	0.15	0.15	0.15	0.15	0.45	0.70	0.70	0.05	0.60	0.60
Housing Advisory Commission	0.15	0.15	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Human Relations	0.00	0.00	0.00	0.00	0.20	0.50	0.50	0.50	0.50	0.50
Leisure & Cultural Services	0.00	0.00	0.00	0.05	0.05	0.00	0.00	0.00	0.00	0.00
Recreation Programs	0.75	0.70	0.70	0.70	1.05	1.10	1.05	0.95	0.95	0.95
Parks	8.95	7.55	8.60	9.35	9.40	9.60	10.35	10.35	10.75	10.90
Municipal Stadium	0.65	0.65	0.70	0.70	0.70	0.35	0.35	0.35	0.50	0.50
DeGraaf Nature Center	1.70	1.70	1.70	1.70	1.70	1.70	2.30	2.30	2.30	2.25
Kollen Park Boat Launch	0.35	0.30	0.35	0.35	0.25	0.50	0.35	0.00	0.00	0.00
8th Street Market	0.40	0.40	0.40	0.40	0.65	0.85	0.85	0.85	0.80	0.85
Civic Center	1.85	1.85	1.55	1.55	1.75	2.30	2.00	2.00	2.00	2.00
General Fund Total	26.35	23.70	23.70	25.85	27.60	29.25	30.88	29.65	32.55	33.35

Part-Time Employee Trends As Budgeted
(Continued)
Special Revenue, Enterprise, Internal Services Funds and Component Units

	FY-01	FY-02	FY-03	FY-04	FY-05	FY-06	FY-07	FY-08	FY-09	FY-10
Downtown Public Parking	0.15	0.15	0.15	0.40	0.55	0.55	0.55	0.55	0.65	0.50
Downtown Develop. Authority	0.00	0.00	0.00	0.00	0.15	0.15	0.15	0.15	0.25	0.40
Principal Shopping District	0.00	0.00	0.00	0.00	0.30	0.60	0.70	0.70	1.15	1.15
Solid Waste Recycling	0.00	0.70	0.70	0.70	0.80	0.80	0.80	0.80	0.80	0.80
Windmill Island Gardens	11.10	11.45	11.55	12.15	12.85	13.10	11.45	11.95	12.15	12.15
Railroad Depot	0.20	0.25	0.20	0.20	0.20	0.20	0.20	0.00	0.00	0.00
Public Transp Facilities & Mgmt	0.00	0.00	0.65	1.15	0.55	1.00	0.50	2.10	2.85	2.85
Technology Services	0.25	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Strt Equip Operating & Reserve	0.55	0.40	0.55	0.60	0.00	0.00	0.00	0.00	0.00	0.00
City Motor Pool	0.35	0.20	0.20	0.30	0.00	0.00	0.00	0.00	0.00	0.00
Centralized Vehicle / Equipment	0.00	0.00	0.00	0.00	1.00	1.00	1.00	1.00	1.00	1.00
IMLS Grant	0.00	0.00	0.00	0.75	0.90	0.90	1.30	0.00	0.00	0.00
Enterprise/Services Total	12.60	13.15	14.00	16.25	17.30	18.30	16.65	17.25	18.85	18.85
General City Total	38.95	36.85	37.70	42.10	44.90	47.55	47.53	46.90	51.40	52.20
Holland Historical Trust	6.45	5.85	6.35	7.01	7.01	4.39	2.73	2.23	2.23	2.23
Grand Total	45.40	42.70	44.05	49.11	51.91	51.94	50.26	49.13	53.63	54.43

FULL-TIME POSITIONS - @ Full-Time Equivalencies (FTE)

MULTI-YEAR SUMMARY - BY SERVICE GROUP

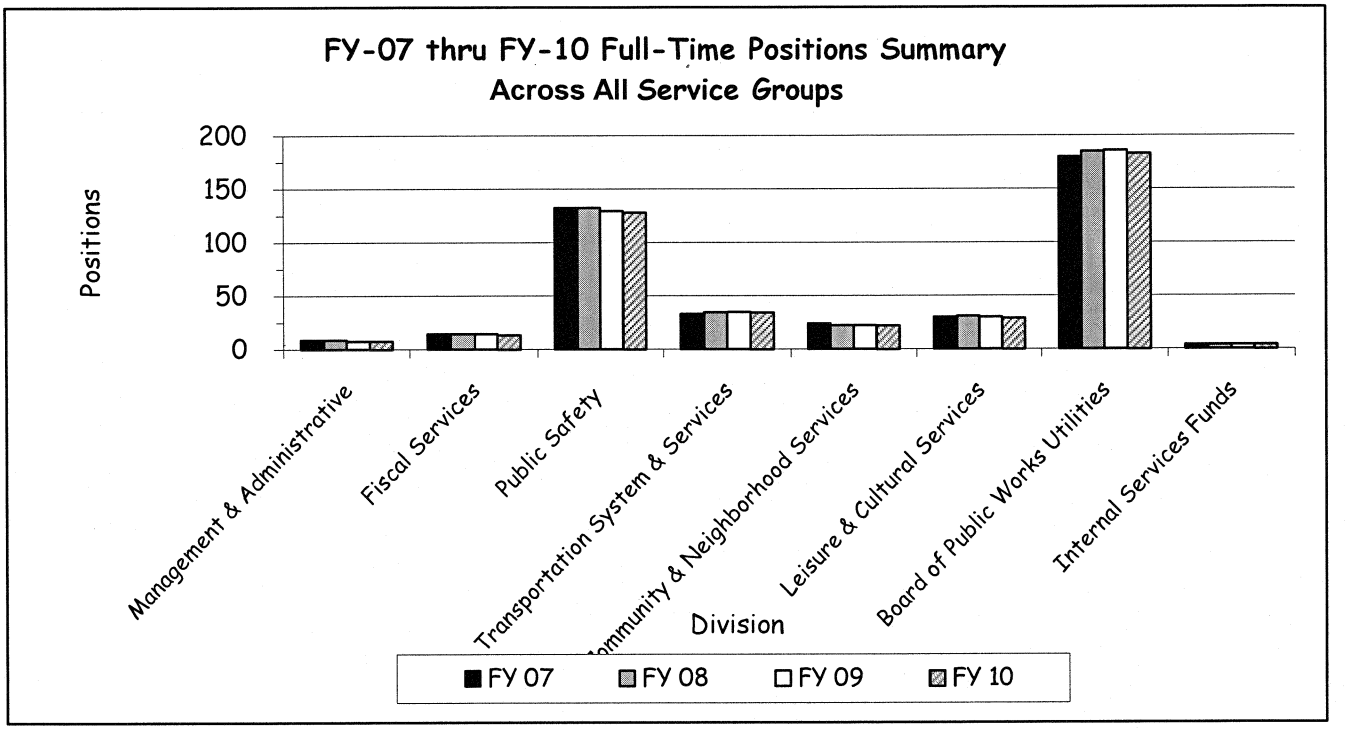
SERVICE GROUP	POSITIONS FY 07	POSITIONS FY 08	POSITIONS FY 09	FY 10 POSITIONS	FY 10 PERCENT
Management & Administrative	8.71	8.71	7.58	7.58	1.80%
Fiscal Services	14.35	14.35	14.30	13.35	3.17%
Public Safety	132.50	132.50	129.50	128.00	30.37%
Transportation System & Services	33.14	34.39	34.83	34.33	8.14%
Community & Neighborhood Services	24.15	22.25	22.24	22.19	5.27%
Leisure & Cultural Services	30.15	31.05	30.00	29.00	6.88%
Board of Public Works Utilities	180.00	185.00	186.00	183.00	43.42%
Internal Services Funds	4.00	4.00	4.00	4.00	0.95%
TOTAL	427.00	432.25	428.45	421.45	100.00%

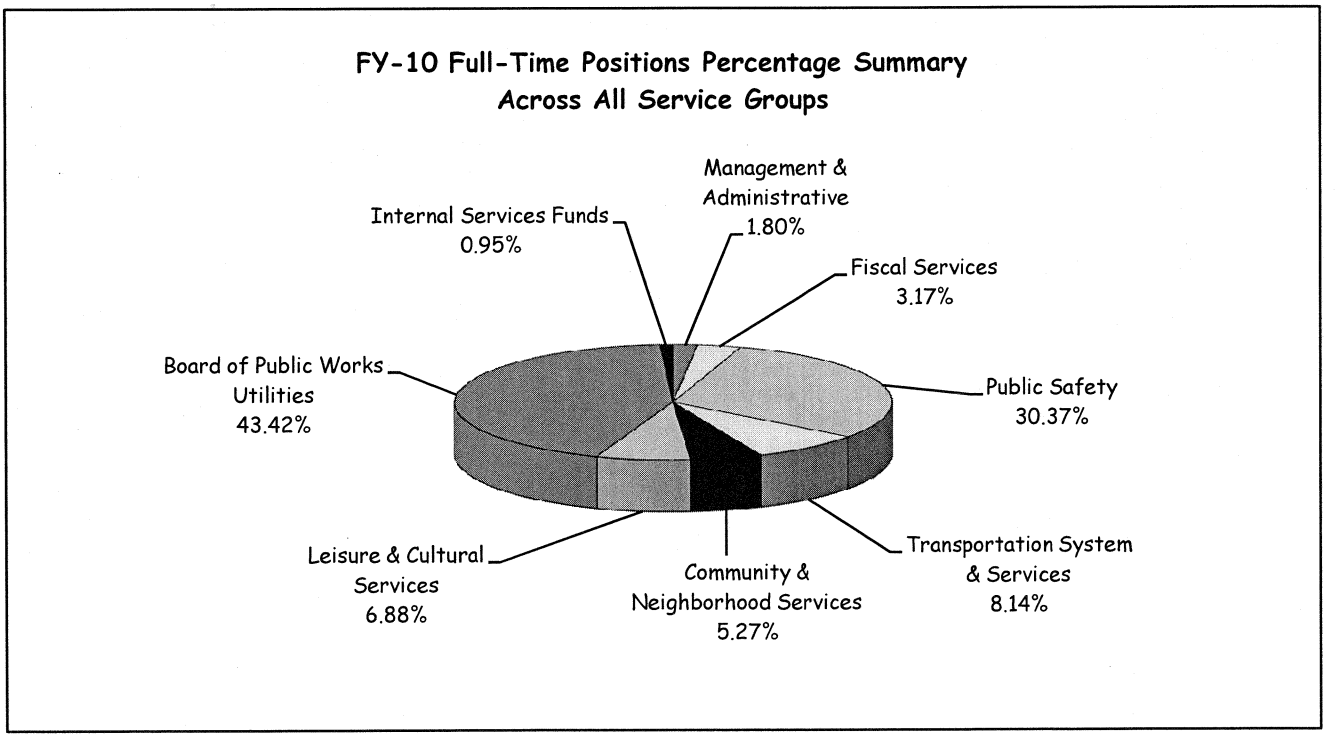
MULTI-YEAR SUMMARY - BY FUND

FUND	POSITIONS FY 07	POSITIONS FY 08	POSITIONS FY 09	FY 10 POSITIONS	FY 10 PERCENT
General Operating	218.40	216.86	211.76	208.26	49.42%
Downtown Public Parking	0.50	0.30	0.30	0.20	0.05%
Mainstreet/DDA	0.80	1.00	1.00	1.10	0.26%
Principal Shopping District	0.75	0.85	0.90	0.90	0.21%
CATV Public Access Television	0.01	0.01	0.01	0.01	0.00%
Solid Waste Recycling	0.10	0.10	0.20	0.20	0.05%
Windmill Island Gardens	1.00	2.00	2.00	2.00	0.48%
Municipal Airport Facilities & Mgmt	0.00	0.00	0.24	0.24	0.06%
Public Transportation Facilities & Mgmt	1.58	2.75	2.75	2.75	0.65%
Board of Public Works Utilities	180.00	185.00	186.00	183.00	43.42%
Technology Services	4.00	4.00	4.00	4.00	0.95%
Centralized Vehicle / Equipment	8.93	8.93	8.94	8.44	2.00%
CDBG Entitlement Grant	1.93	1.45	1.35	1.35	0.32%
Public Safety Grants	3.00	3.00	3.00	3.00	0.71%
Holland Historic Trust	6.00	6.00	6.00	6.00	1.42%
TOTAL	427.00	432.25	428.45	421.45	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

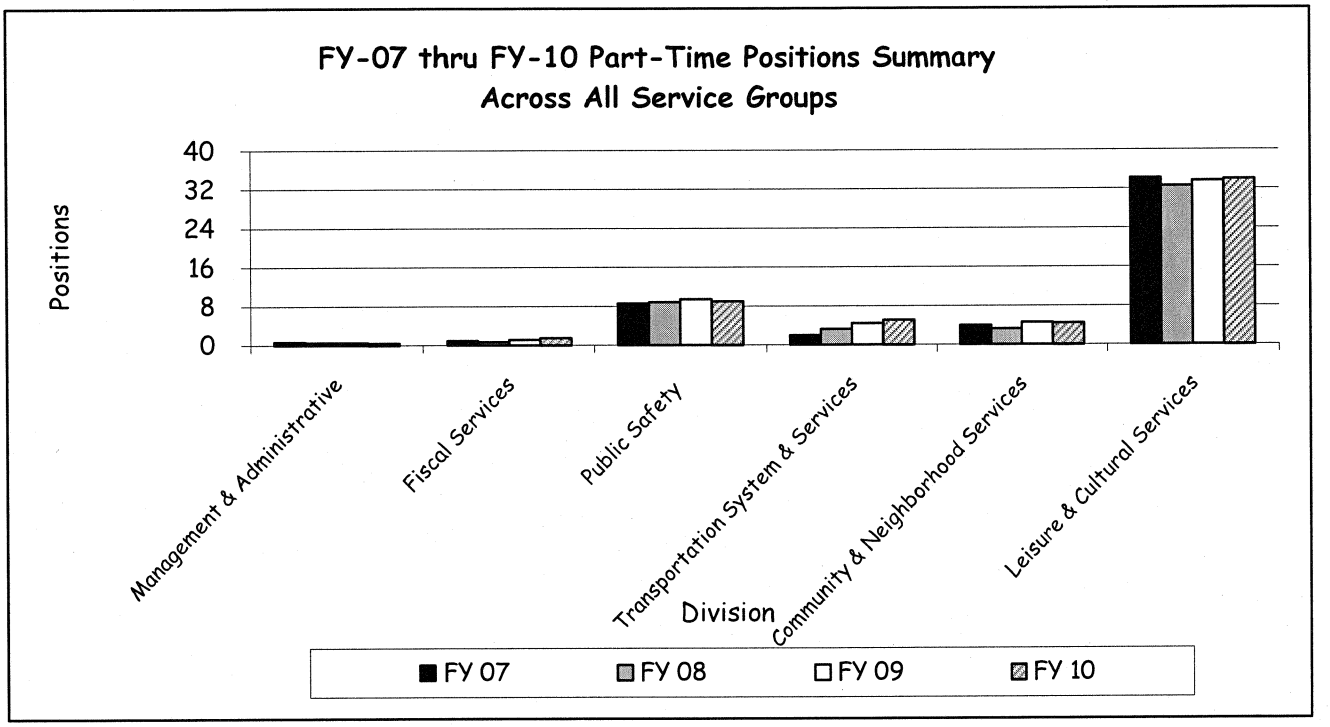
SERVICE GROUP	POSITIONS FY 07	POSITIONS FY 08	POSITIONS FY 09	FY 10 POSITIONS	FY 10 PERCENT
Management & Administrative	0.63	0.55	0.50	0.40	0.73%
Fiscal Services	0.90	0.65	1.10	1.50	2.76%
Public Safety	8.55	8.85	9.45	9.00	16.53%
Transportation System & Services	2.00	3.25	4.40	5.10	9.37%
Community & Neighborhood Services	3.95	3.25	4.55	4.45	8.18%
Leisure & Cultural Services	34.23	32.58	33.63	33.98	62.43%
TOTAL	50.26	49.13	53.63	54.43	100.00%

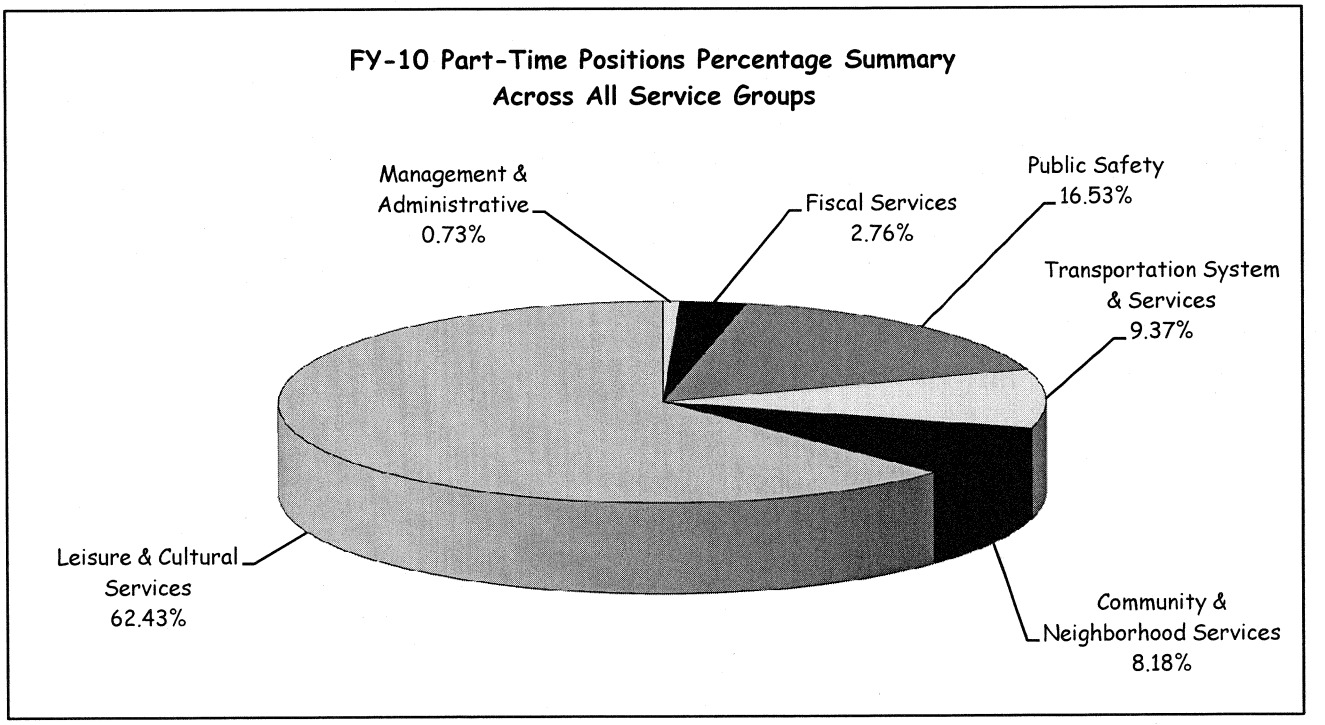
MULTI-YEAR SUMMARY - BY FUND

FUND	POSITIONS FY 07	POSITIONS FY 08	POSITIONS FY 09	FY 10 POSITIONS	FY 10 PERCENT
General Operating	30.88	29.65	32.55	33.35	61.26%
Downtown Public Parking	0.55	0.55	0.65	0.50	0.92%
Downtown Development Authority	0.15	0.15	0.25	0.40	0.73%
Downtown Principal Shopping District	0.70	0.70	1.15	1.15	2.11%
Solid Waste Recycling	0.80	0.80	0.80	0.80	1.47%
Windmill Island Gardens	11.45	11.95	12.15	12.15	22.32%
Railroad Depot	0.20	0.00	0.00	0.00	0.00%
Public Transportation Facilities & Mgmt	0.50	2.10	2.85	2.85	5.24%
Centralized Vehicle / Equipment	1.00	1.00	1.00	1.00	1.85%
IMLS Grant	1.30	0.00	0.00	0.00	0.00%
Holland Historic Trust	2.73	2.23	2.23	2.23	4.10%
TOTAL	50.26	49.13	53.63	54.43	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 07	POSITIONS FY 08	POSITIONS FY 09	FY 10 POSITIONS	FY 10 PERCENT
City Council	0.25	0.25	0.24	0.24	0.06%
City Manager	2.70	2.70	2.60	2.60	0.62%
Finance	6.00	6.00	5.90	5.90	1.40%
Property Assessing	5.05	5.05	5.10	5.10	1.21%
City Clerk	3.25	3.25	2.25	2.25	0.53%
Human Resources	2.25	2.25	2.24	2.24	0.53%
Procurement (Purchasing)	0.45	0.45	0.45	0.45	0.11%
Treasurer	2.85	2.85	2.85	1.90	0.45%
City Hall & Grounds	1.00	1.00	1.00	1.00	0.24%
Cemeteries	4.15	4.15	3.15	3.15	0.75%
Volunteer Services	0.25	0.25	0.24	0.24	0.06%
Planning & Zoning	3.30	3.10	3.20	3.20	0.76%
Police	71.50	71.50	69.50	68.00	16.14%
Fire	58.00	58.00	57.00	57.00	13.52%
Environmental Health & Inspections	6.08	5.48	5.38	5.38	1.28%
Contruction Inspections	5.02	4.62	4.62	4.57	1.08%
Streets Division	19.73	19.81	19.90	19.90	4.72%
Transportation Management & Engineering	2.90	2.90	3.00	3.00	0.71%
Community Social Services	0.12	0.05	0.05	0.05	0.01%
Ourstreet / Neighborhood Liaison	2.05	2.05	2.05	2.05	0.49%
Human Relations	1.75	1.75	1.75	1.75	0.42%
Leisure & Cultural Services	0.60	0.60	0.60	0.60	0.14%
Recreation Programs	4.00	4.00	4.00	4.00	0.95%
Parks	10.40	10.40	10.40	9.40	2.23%
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	0.15	0.10	0.10	0.02%
Civic Center	1.50	1.50	1.50	1.50	0.36%
Economic Development	0.75	0.50	0.44	0.44	0.10%
Downtown Public Parking	0.50	0.30	0.30	0.20	0.05%
Downtown Development Authority	0.80	1.00	1.00	1.10	0.26%
Downtown Principal Shopping District	0.75	0.85	0.90	0.90	0.21%
CATV Public Access Television	0.01	0.01	0.01	0.01	0.00%
Solid Waste Recycling	0.10	0.10	0.20	0.20	0.05%
Windmill Island Gardens	1.00	2.00	2.00	2.00	0.47%
Municipal Airport Facilities & Mgmt	0.00	0.00	0.24	0.24	0.06%
Public Transportation Facilities & Mgmt	1.58	2.75	2.75	2.75	0.65%
Board of Public Works:					
- Power Supply	47.00	47.00	44.00	45.00	10.68%
- Electric Services & Technology	30.00	30.00	29.00	27.00	6.41%
- Wastewater Treatment	21.00	20.00	24.00	21.00	4.98%
- Water Treatment	9.00	11.00	10.00	10.00	2.37%
- Water Distribution / Wastewater Collection	21.00	20.00	17.00	20.00	4.75%
- Administration & Human Resources	6.00	6.00	9.00	7.00	1.66%
- Accounting & Collections	15.00	15.00	15.00	15.00	3.56%
- Information Technology	10.00	11.00	12.00	12.00	2.85%
- Marketing & Customer Service	11.00	10.00	11.00	11.00	2.61%
- Purchasing, Facilities, Warehousing & Meter	10.00	10.00	10.00	10.00	2.37%
- Planning	0.00	5.00	5.00	5.00	1.19%
Technology Services	4.00	4.00	4.00	4.00	0.95%
Centralized Vehicle / Equipment	8.93	8.93	8.94	8.44	2.00%
CDBG Entitlement Grant	1.93	1.45	1.35	1.35	0.32%
Public Safety Grants	3.00	3.00	3.00	3.00	0.71%
Holland Historic Trust	6.00	6.00	6.00	6.00	1.42%
TOTAL	427.00	432.25	428.45	421.45	100.00%

PART-TIME POSITIONS - @ Full-time Equivalency (FTE)

MULTI-YEAR SUMMARY - BY DEPARTMENT

DEPARTMENT	POSITIONS FY 07	POSITIONS FY 08	POSITIONS FY 09	FY 10 POSITIONS	FY 10 PERCENT
Finance	0.10	0.05	0.10	0.00	0.00%
Property Assessing	0.60	0.50	0.50	0.50	0.92%
Clerk	0.63	0.55	0.50	0.40	0.73%
Treasurer	0.20	0.10	0.50	1.00	1.84%
City Hall & Grounds	0.10	0.10	0.05	0.05	0.09%
Cemeteries	1.50	1.60	1.95	2.15	3.95%
Planning & Zoning	0.30	0.30	0.25	0.20	0.37%
Police	8.55	8.85	9.45	9.00	16.53%
Environmental Health & Inspections	0.10	0.05	0.20	0.10	0.18%
Contruction Inspections	0.05	0.05	0.10	0.15	0.28%
Streets Division	0.15	0.05	0.45	1.15	2.11%
Transportation Management & Engineering	0.15	0.10	0.10	0.10	0.18%
Ourstreet / Neighborhood Liaison	0.70	0.05	0.60	0.60	1.10%
Human Relations	0.50	0.50	0.50	0.50	0.92%
Recreation Programs	1.05	0.95	0.95	0.95	1.75%
Parks	10.35	10.35	10.75	10.90	20.03%
Municipal Stadium	0.35	0.35	0.50	0.50	0.92%
DeGraaf Nature Center	2.30	2.30	2.30	2.25	4.13%
Kollen Park Boat Launch	0.35	0.00	0.00	0.00	0.00%
8th Street Market	0.85	0.85	0.80	0.85	1.56%
Civic Center	2.00	2.00	2.00	2.00	3.67%
Downtown Public Parking	0.55	0.55	0.65	0.50	0.92%
Downtown Development Authority	0.15	0.15	0.25	0.40	0.73%
Downtown Principal Shopping District	0.70	0.70	1.15	1.15	2.11%
Solid Waste Recycling	0.80	0.80	0.80	0.80	1.47%
Windmill Island Gardens	11.45	11.95	12.15	12.15	22.32%
Railroad Depot	0.20	0.00	0.00	0.00	0.00%
Public Transportation Facilities & Mgmt	0.50	2.10	2.85	2.85	5.24%
Centralized Vehicle / Equipment	1.00	1.00	1.00	1.00	1.85%
IMLS Grant	1.30	0.00	0.00	0.00	0.00%
Holland Historic Trust	2.73	2.23	2.23	2.23	4.10%
TOTAL	50.26	49.13	53.63	54.43	100.00%

MANAGEMENT & ADMINISTRATIVE SERVICES

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
CITY COUNCIL				
*** FULL TIME ***				
Executive Assistant I	0.25	0.25	0.24	0.24
*** 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	9.24	9.24
CITY MANAGER				
*** FULL TIME ***				
City Manager	1.00	1.00	1.00	1.00
Assistant City Manager	0.45	0.45	0.36	0.36
Executive Assistant II	1.00	1.00	1.00	1.00
Executive Assistant I	0.25	0.25	0.24	0.24
Total Full Time	2.70	2.70	2.60	2.60
CITY CLERK				
*** FULL TIME ***				
City Clerk	1.00	1.00	0.00	0.00
Acting Deputy City Clerk	0.00	1.00	1.00	1.00
Administrative Aide I	1.25	0.25	0.25	0.25
Departmental Assistant I	1.00	1.00	1.00	1.00
Total Full Time	3.25	3.25	2.25	2.25
*** PART TIME ***				
Clerical Assistant	0.63	0.55	0.50	0.40
Total Full & Part Time FTE	3.88	3.80	2.75	2.65

MANAGEMENT & ADMINISTRATIVE SERVICES

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
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	0.24	0.24
Total Full Time	2.25	2.25	2.24	2.24
VOLUNTEER SERVICES				
*** FULL TIME ***				
Executive Assistant I	0.25	0.25	0.24	0.24
CATV PUBLIC ACCESS TELEVISION				
*** FULL TIME ***				
Director of Transportation Services	0.01	0.01	0.01	0.01
MANAGEMENT & ADMINISTRATIVE SERVICES TOTAL				
Full Time	8.71	8.71	7.58	7.58
Part Time	0.63	0.55	0.50	0.40
Elected Officials	9.00	9.00	9.00	9.00
Total Full & Part Time FTE	18.34	18.26	17.08	16.98

FISCAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
FINANCE				
*** FULL TIME ***				
Finance Officer/Treasurer	0.85	0.85	0.75	0.75
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	5.90	5.90
*** PART TIME ***				
Clerical Assistant	0.10	0.05	0.10	0.00
Total Full & Part Time FTE	6.10	6.05	6.00	5.90
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	0.70
Total Full Time	2.85	2.85	2.85	1.90
*** PART TIME ***				
Clerical Assistant	0.20	0.10	0.50	1.00
Total Full & Part Time FTE	3.05	2.95	3.35	2.90

FISCAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
PROPERTY ASSESSING				
*** FULL TIME ***				
Finance Officer/Assessor	0.05	0.05	0.10	0.10
Assessing Administrator	1.00	1.00	1.00	1.00
Appraiser Analyst	1.00	0.00	0.00	2.00
Appraiser Analyst-Personal Property	1.00	1.00	1.00	1.00
Appraiser I	1.00	2.00	2.00	0.00
Departmental Assistant I	1.00	1.00	1.00	1.00
Total Full Time	5.05	5.05	5.10	5.10
*** PART TIME ***				
Clerical Assistant	0.60	0.50	0.50	0.50
Total Full & Part Time FTE	5.65	5.55	5.60	5.60
PROCUREMENT (PURCHASING)				
*** FULL TIME ***				
Assistant City Manager	0.05	0.05	0.00	0.00
Finance Officer/Assessor	0.00	0.00	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	0.45	0.45	0.45	0.45
FISCAL SERVICES TOTAL				
Full Time	14.35	14.35	14.30	13.35
Part Time	0.90	0.65	1.10	1.50
Total Full & Part Time FTE	15.25	15.00	15.40	14.85

PUBLIC SAFETY SERVICES

POLICE DIVISION

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
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	40.00	40.00
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	6.00
Civilian Jailer	1.00	1.00	1.00	1.00
Code Enforcement Supervisor	1.00	1.00	0.00	0.00
Maintenance Supervisor	0.50	0.50	0.50	0.00
Building Custodian	1.00	1.00	1.00	1.00
Total Full Time	71.50	71.50	69.50	68.00
*** PART TIME ***				
Police Cadet	4.75	4.75	4.65	4.65
Police Reserve Officer	1.05	1.45	2.25	2.25
School Crossing Guards	1.85	1.75	1.65	1.20
General Maintenance Worker	0.90	0.90	0.90	0.90
Total Part Time	8.55	8.85	9.45	9.00
Total Full & Part Time FTE	80.05	80.35	78.95	77.00
PUBLIC SAFETY GRANTS				
*** FULL TIME ***				
Policer Officer	3.00	3.00	3.00	3.00
Police Division Total				
Full Time	74.50	74.50	72.50	71.00
Part Time	8.55	8.85	9.45	9.00
Total Full & Part Time FTE	83.05	83.35	81.95	80.00

PUBLIC SAFETY SERVICES

FIRE DIVISION

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
FIRE				
*** FULL TIME ***				
Fire Chief	1.00	1.00	1.00	1.00
Training Officer	1.00	1.00	0.00	0.00
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	57.00	57.00
PUBLIC SAFETY SERVICES TOTAL				
Full Time	132.50	132.50	129.50	128.00
Part Time	8.55	8.85	9.45	9.00
Total Full & Part Time FTE	141.05	141.35	138.95	137.00

TRANSPORTATION SYSTEM & SERVICES

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
STREETS DIVISION				
*** FULL TIME ***				
Director of Transportation Services	0.23	0.31	0.40	0.40
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
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	19.81	19.90	19.90
*** PART TIME ***				
Maintenance	0.15	0.05	0.45	1.15
Total Full & Part Time FTE	19.88	19.86	20.35	21.05
TRANSPORTATION MANAGEMENT & ENGINEERING				
*** FULL TIME ***				
Director of Transportation Services	0.40	0.40	0.50	0.50
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	3.00	3.00
*** PART TIME ***				
Technical Assistant	0.15	0.10	0.10	0.10
Total Full & Part Time FTE	3.05	3.00	3.10	3.10
RAILROAD DEPOT				
*** PART TIME ***				
Police Cadet	0.20	0.00	0.00	0.00
MUNICIPAL AIRPORT FACILITIES & MANAGEMENT				
*** FULL TIME ***				
Assistant City Manager	0.00	0.00	0.20	0.20
Executive Assistant I	0.00	0.00	0.04	0.04
Total Full Time	0.00	0.00	0.24	0.24

TRANSPORTATION SYSTEM & SERVICES

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
PUBLIC TRANSPORTATION FACILITIES & MGMT				
*** FULL TIME ***				
Director of Transportation Services	0.08	0.00	0.00	0.00
MAX Coordinator	0.75	1.00	1.00	1.00
Customer Service Rep	0.00	1.00	1.00	1.00
Department Assistant I	0.75	0.75	0.75	0.75
Total Full Time	1.58	2.75	2.75	2.75
*** PART TIME ***				
Security	0.00	0.35	0.35	0.35
Customer Service Rep	0.00	1.25	2.00	2.00
Marketing Consultant	0.50	0.50	0.50	0.50
Total Part Time	0.50	2.10	2.85	2.85
Total Full & Part Time FTE	2.08	4.85	5.60	5.60
CENTRALIZED VEHICLE / EQUIPMENT FUND				
*** FULL TIME ***				
Director of Transportation Services	0.08	0.08	0.09 0.09	0.09
Mtr Pool Supervisor/Purchasing Agt	0.80	0.80	0.80	0.80
Lead Mechanic	2.00	2.00	2.00	2.00
Mechanic / Fabricator	0.00	0.00	1.00	1.00
Equipment Mechanic II	5.50	5.50	4.50	4.00
Department Assistant	0.55	0.55	0.55	0.55
Total Full Time	8.93	8.93	8.94	8.44
*** PART TIME ***				
Mechanic Assistant	1.00	1.00	1.00	1.00
Total Full & Part Time FTE	9.93	9.93	9.94	9.44
TRANSPORTATION SYSTEM & SERVICES TOTAL				
Full Time	33.14	34.39	34.83	34.33
Part Time	2.00	3.25	4.40	5.10
Total Full & Part Time FTE	35.14	37.64	39.23	39.43

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
CITY HALL & GROUNDS				
*** FULL TIME ***				
Sr Building Custodian	1.00	1.00	1.00	1.00
*** PART TIME ***				
Custodian	0.10	0.10	0.05	0.05
Total Full & Part Time FTE	1.10	1.10	1.05	1.05
PLANNING & ZONING				
*** FULL TIME ***				
Dir of Community & Neighboorhood Svcs	0.70	0.70	0.70	0.70
Municipal Planner II	1.00	1.00	1.00	1.00
Com Develop Coord / Municipal Planner II	0.50	0.40	0.50	0.50
Engineering Assistant	0.70	0.60	0.60	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	3.30	3.10	3.20	3.20
*** PART TIME ***				
Preservation Planner	0.30	0.30	0.25	0.20
Total Full & Part Time FTE	3.60	3.40	3.45	3.40
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	0.00	0.00	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	0.40	0.40	0.30	0.30
Total Full Time	6.08	5.48	5.38	5.38
*** PART TIME ***				
Clerical Assistant	0.10	0.05	0.10	0.10
Intern - Inspections	0.00	0.00	0.10	0.00
Total Part-Time	0.10	0.05	0.20	0.10
Total Full & Part Time FTE	6.18	5.53	5.58	5.48

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
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	0.00	0.00	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	0.05
Total Full Time	5.02	4.62	4.62	4.57
*** PART TIME ***				
Clerical Assistant	0.05	0.05	0.10	0.15
Total Full & Part Time FTE	5.07	4.67	4.72	4.72
COMMUNITY SOCIAL SERVICES ASSISTANCE				
*** FULL TIME ***				
Community Development Supervisor	0.07	0.00	0.00	0.00
Com Develop Coord / Municipal Planner II	0.05	0.05	0.05	0.05
Total Full Time	0.12	0.05	0.05	0.05
OURSTREET / NEIGHBORHOOD LIAISON				
*** FULL TIME ***				
Dir of Community & Neighboorhood Svcs	0.05	0.05	0.05	0.05
Ourstreet Coordinator	1.00	1.00	1.00	1.00
Neighborhood Liaison Officer	1.00	1.00	1.00	1.00
Total Full Time	2.05	2.05	2.05	2.05
*** PART TIME ***				
Clerical Assistant	0.55	0.00	0.50	0.50
Graffiti Removal	0.15	0.05	0.10	0.10
Total Part-Time	0.70	0.05	0.60	0.60
Total Full & Part Time FTE	2.75	2.10	2.65	2.65

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
ECONOMIC DEVELOPMENT				
*** FULL TIME ***				
Assistant City Manager	0.50	0.50	0.44	0.44
Community Development Supervisor	0.25	0.00	0.00	0.00
Total Full Time	0.75	0.50	0.44	0.44
HUMAN RELATIONS				
*** FULL TIME ***				
Community/Human Relations Coordinator	1.00	1.00	1.00	1.00
Administrative Aide I	0.75	0.75	0.75	0.75
Total Full Time	1.75	1.75	1.75	1.75
*** PART TIME ***				
Youth Services Coordinator	0.50	0.50	0.50	0.50
Total Full & Part Time FTE	2.25	2.25	2.25	2.25
DOWNTOWN PUBLIC PARKING				
*** FULL TIME ***				
Dir of Community & Neighboorhood Svcs	0.05	0.00	0.00	0.00
Downtown Development Coordinator	0.40	0.25	0.25	0.15
Skilled Plumber/Irrigation Technician	0.05	0.05	0.05	0.05
Total Full Time	0.50	0.30	0.30	0.20
*** PART TIME ***				
Clerical Assistant	0.15	0.15	0.20	0.15
Parking Enforcement	0.25	0.25	0.25	0.25
Maintenance	0.15	0.15	0.20	0.10
Total Part-Time	0.55	0.55	0.65	0.50
Total Full & Part Time FTE	1.05	0.85	0.95	0.70

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
DOWNTOWN DEVELOPMENT AUTHORITY				
*** FULL TIME ***				
Dir of Community & Neighboorhood Svcs	0.20	0.25	0.25	0.25
Downtown Development Coordinator	0.60	0.75	0.75	0.85
Total Full Time	0.80	1.00	1.00	1.10
*** PART TIME ***				
Clerical Assistant	0.15	0.15	0.25	0.30
Maintenance	0.00	0.00	0.00	0.10
Total Part-Time	0.15	0.15	0.25	0.40
Total Full & Part Time FTE	0.95	1.15	1.25	1.50
DOWNTOWN PRINCIPAL SHOPPING DISTRICT				
*** FULL TIME ***				
Marketing & Promotions Coordinator	0.75	0.85	0.90	0.90
*** PART TIME ***				
Clerical Assistant	0.30	0.20	0.15	0.15
Event Coordinator	0.00	0.20	0.70	0.70
Intern	0.40	0.30	0.30	0.30
Total Part-Time	0.70	0.70	1.15	1.15
Total Full & Part Time FTE	1.45	1.55	2.05	2.05
SOLID WASTE RECYCLING				
*** FULL TIME ***				
Community Development Planner I	0.10	0.10	0.20	0.20
*** PART TIME ***				
Recycle Solid Waste Education Coordinator	0.80	0.80	0.80	0.80
Total Full & Part Time FTE	0.90	0.90	1.00	1.00

COMMUNITY & NEIGHBORHOOD SERVICES

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
CDBG ENTITLEMENT GRANT				
*** FULL TIME ***				
Community Development Supervisor	0.68	0.00	0.00	0.00
Com Develop Coord / Municipal Planner II	0.45	0.55	0.45	0.45
Engineering Assistant	0.30	0.40	0.40	0.40
Community Development Planner I	0.50	0.50	0.50	0.50
Total Full Time	1.93	1.45	1.35	1.35
COMMUNITY & NEIGHBORHOOD SERVICES TOTAL				
Full Time	24.15	22.25	22.24	22.19
Part Time	3.95	3.25	4.55	4.45
Total Full & Part Time FTE	28.10	25.50	26.79	26.64

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
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
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	0.30	0.35	0.35	0.35
Clerical Assistant	0.75	0.60	0.60	0.60
Total Part Time	1.05	0.95	0.95	0.95
Total Full & Part Time FTE	5.05	4.95	4.95	4.95

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
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	0.00
Skilled Grounds Keeper	1.00	1.00	1.00	1.00
Total Full Time	10.40	10.40	10.40	9.40
*** PART TIME ***				
Grounds Maintenance	9.20	9.20	9.60	9.75
Gardemer	0.70	0.70	0.70	0.70
Security Maintenance	0.45	0.45	0.45	0.45
Total Part Time	10.35	10.35	10.75	10.90
Total Full & Part Time FTE	20.75	20.75	21.15	20.30
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	0.35	0.35	0.50	0.50
Total Full & Part Time FTE	0.65	0.65	0.80	0.80

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
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	0.60	0.60	0.60	0.55
Educational Assistant	0.65	0.65	0.65	0.65
Outdoor Assistant	0.65	0.65	0.65	0.65
Total Part Time	2.30	2.30	2.30	2.25
Total Full & Part Time FTE	4.25	4.25	4.25	4.20
KOLLEN PARK BOAT LAUNCH				
*** PART TIME ***				
Boat Ramp Supervisor	0.10	0.00	0.00	0.00
Boat Ramp Attendant	0.25	0.00	0.00	0.00
Total Part Time	0.35	0.00	0.00	0.00
8th STREET MARKET				
*** FULL TIME ***				
Marketing & Promotions Coordinator	0.25	0.15	0.10	0.10
*** PART TIME ***				
Market Master	0.65	0.75	0.70	0.70
Maintenance	0.20	0.10	0.10	0.15
Total Part Time	0.85	0.85	0.80	0.85
Total Full & Part Time FTE	1.10	1.00	0.90	0.95

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
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	1.65	1.65	1.65	1.65
Total Part Time	2.00	2.00	2.00	2.00
Total Full & Part Time FTE	3.50	3.50	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	1.00	1.00
Total Full Time	4.15	4.15	3.15	3.15
*** PART TIME ***				
Clerical Assistant	0.70	0.70	0.70	0.70
Grounds Maintenance	0.80	0.90	1.25	1.45
Total Part Time	1.50	1.60	1.95	2.15
Total Full & Part Time FTE	5.65	5.75	5.10	5.30

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
WINDMILL ISLAND GARDENS				
*** FULL TIME ***				
Windmill Island Manager	1.00	1.00	1.00	1.00
Events Coordinator/Miller	0.00	1.00	1.00	1.00
Total Full Time	1.00	2.00	2.00	2.00
*** PART TIME ***				
Tulip Time Worker	0.60	0.60	0.60	0.60
Klompen Dancer/Tour Guide	2.55	2.55	2.40	2.40
Ticket Taker	0.75	0.75	0.75	0.75
Tour Guide	1.15	1.15	1.05	1.05
Miller/Event Organizer	0.20	0.20	0.70	0.70
Grounds Maintenance	5.00	5.50	5.45	5.45
Clerical Assistant	1.20	1.20	1.20	1.20
Total Part Time	11.45	11.95	12.15	12.15
Total Full & Part Time FTE	12.45	12.95	13.15	13.15
IMLS LEARNING OPPORTUNITIES (VAN RAALTE FARM) GRANT				
*** PART TIME ***				
Naturalist	1.30	0.00	0.00	0.00

LEISURE & CULTURAL SERVICES

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
HOLLAND HISTORIC TRUST				
*** FULL TIME ***				
Director	1.00	1.00	1.00	1.00
Curator of Sites and Collections	1.00	0.00	0.00	0.00
Collections Manager	0.00	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	1.00	1.00	1.00	1.00
Visitor Services/Volunteer Manager	1.00	1.00	1.00	1.00
Total Full Time	6.00	6.00	6.00	6.00
*** PART TIME ***				
Media Relations	0.62	0.62	0.62	0.62
Development Director/Membership	0.50	0.00	0.00	0.00
Museum Attendant	0.86	0.86	0.86	0.86
Archivists	0.75	0.75	0.75	0.75
Total Part Time	2.73	2.23	2.23	2.23
Total Full & Part Time FTE	8.73	8.23	8.23	8.23
LEISURE & CULTURAL SERVICES TOTAL				
Full Time	30.15	31.05	30.00	29.00
Part Time	34.23	32.58	33.63	33.98
Total Full & Part Time FTE	64.38	63.63	63.63	62.98

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ELECTRIC UTILITY

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
POWER SUPPLY				
*** FULL TIME ***				
Power Resources Director	1.00	1.00	0.00	0.00
Electric Production Superintendent	0.00	1.00	1.00	1.00
Power Resources Engineer	0.00	1.00	1.00	0.00
Operations Planner	1.00	1.00	1.00	1.00
Fuel & Resource Specialist	1.00	1.00	0.00	0.00
Engineering Tech	2.00	0.00	0.00	0.00
Production Engineering Supervisor	1.00	1.00	0.00	0.00
Maintenance Planner	1.00	1.00	1.00	1.00
Operations Supervisor - PP	1.00	1.00	1.00	1.00
Maintenance Supervisor - PP	1.00	1.00	1.00	1.00
Lead Plant Operator - PP	4.00	4.00	4.00	4.00
Mechanical Maintenance A	0.00	2.00	0.00	0.00
Plant Operator - PP	8.00	8.00	8.00	8.00
Mechanical Maintenance B	2.00	2.00	3.00	3.00
Mechanical Maintenance C	4.00	2.00	3.00	2.00
Instrumentation & Controls Technician	3.00	2.00	3.00	1.00
Auxiliary Operator	4.00	4.00	4.00	4.00
Lead Coal & Ash Handler	1.00	1.00	1.00	1.00
Utility Operator	2.00	3.00	2.00	2.00
Coal & Ash Handler	2.00	1.00	2.00	2.00
Utility II - PP	2.00	2.00	2.00	3.00
Utility I - PP	2.00	2.00	2.00	2.00
Clerk Typist II - PP	1.00	1.00	1.00	1.00
Coal & Ash Truck Driver	0.00	1.00	0.00	0.00
Electric Production Engineer	1.00	0.00	1.00	2.00
Temporary Electric Production Instrumentation & Controls Lead	0.00	0.00	0.00	1.00
Temporary Electric Production Mechanical Lead	0.00	0.00	0.00	1.00
Instrumentation & Controls Tech - Operator	0.00	1.00	0.00	1.00
Storekeeper	1.00	1.00	1.00	1.00
Environmental Regulatory Specialist	1.00	1.00	1.00	1.00
Total Full Time	47.00	47.00	44.00	45.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ELECTRIC UTILITY

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
ELECTRIC SERVICES & TECHNOLOGY				
*** FULL TIME ***				
Electric Transmission & Distrib Superintendent	1.00	1.00	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	7.00	5.00	4.00
Lineworker B	0.00	0.00	2.00	3.00
Ground Workers & Equipment Operator	1.00	0.00	0.00	0.00
Equipment Operator II	2.00	2.00	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
Electric Distribution Technician II	2.00	2.00	2.00	2.00
Electric Distribution Technician I	1.00	1.00	1.00	1.00
Administrative Coordinator	1.00	1.00	1.00	1.00
Electric Engineering Supervisor	1.00	1.00	1.00	1.00
Utility Engineering Aide	1.00	2.00	1.00	1.00
Draftsman	1.00	1.00	1.00	1.00
Electric Distribution Engineer	1.00	1.00	1.00	1.00
Clerk Typist II	1.00	0.00	0.00	0.00
Communications Technician	1.00	1.00	1.00	0.00
Engineering Technician I	1.00	1.00	0.00	0.00
Engineering Technician II	1.00	1.00	2.00	1.00
Electric Systems Engineer	1.00	0.00	0.00	0.00
Total Full Time	30.00	30.00	29.00	27.00
ELECTRIC UTILITY TOTAL	77.00	77.00	73.00	72.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

WATER & WASTEWATER UTILITY

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
WASTEWATER TREATMENT				
*** FULL TIME ***				
Wastewater Plant Superintendent	1.00	1.00	0.00	1.00
Wastewater Plant Supervisor	0.00	0.00	1.00	0.00
Mechanical Maintenance Supervisor	1.00	1.00	1.00	0.00
Operations Supervisor - WWTP	1.00	1.00	1.00	1.00
Plant Operator - WWTP	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
Environmental Compliance Supervisor	0.00	0.00	0.00	1.00
Lead Waste Treatment Maintenance	2.00	1.00	3.00	0.00
Service & Maintenance I	0.00	0.00	1.00	0.00
Industrial Electrician	1.00	1.00	1.00	2.00
Maintenance II - WWTP	2.00	2.00	3.00	2.00
Utility II - Custodian - WWTP	1.00	1.00	1.00	1.00
Utility II - Operator Assistant - WWTP	1.00	1.00	1.00	1.00
Clerk Typist II - WWTP / WTP	1.00	1.00	1.00	1.00
Lead Maintenance - WWTP	0.00	0.00	0.00	1.00
Maintenance Supervisor - WWTP / WTP	0.00	0.00	0.00	1.00
Pollution Control Supervisor	1.00	1.00	1.00	0.00
Total Full Time	21.00	20.00	24.00	21.00
WATER TREATMENT				
*** FULL TIME ***				
Water Treatment Plant Superintendent	1.00	1.00	1.00	1.00
Operations Supervisor - WTP	1.00	1.00	1.00	1.00
Plant Operator	5.00	5.00	5.00	5.00
Lead Maintenance - WTP	0.00	2.00	1.00	1.00
Utility I - WTP	1.00	1.00	1.00	1.00
Maintenance I - WTP	1.00	1.00	1.00	1.00
Total Full Time	9.00	11.00	10.00	10.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

WATER & WASTEWATER UTILITY

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
WATER DISTRIBUTION / WASTEWATER COLLECTION				
*** FULL TIME ***				
Water & Wastewater Director	1.00	0.00	0.00	0.00
Services & Maintenance Supervisor	1.00	1.00	1.00	1.00
Water/Wastewater Administrator	0.00	0.00	1.00	0.00
Lead Service and Maintenance	3.00	3.00	3.00	3.00
Service and Maintenance II	5.00	5.00	3.00	4.00
Service and Maintenance I	2.00	2.00	1.00	3.00
Scheduler	1.00	1.00	1.00	1.00
Civil Engineer	1.00	1.00	1.00	0.00
Engineering Field Technician	4.00	4.00	4.00	4.00
Engineering Field Services Coordinator	1.00	1.00	1.00	1.00
Water & Wastewater Servcies Superintendent	0.00	1.00	1.00	1.00
Water & Wastewater Engineering Supervisor	1.00	0.00	0.00	1.00
GIS / CAD Specialist	0.00	0.00	0.00	1.00
GIS Operator	1.00	1.00	0.00	0.00
Total Full Time	21.00	20.00	17.00	20.00
WATER & WASTEWATER UTILITY TOTAL	51.00	51.00	51.00	51.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
ADMINISTRATION & HUMAN RESOURCES				
*** FULL TIME ***				
General Manager	1.00	1.00	1.00	1.00
Operations Director	0.00	0.00	1.00	1.00
Executive Secretary	1.00	0.00	0.00	0.00
Executive Manager	0.00	0.00	2.00	0.00
Utility Services Director	0.00	1.00	1.00	1.00
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	0.00
Human Resources Manager	0.00	1.00	1.00	1.00
Human Resources Specialist	0.00	0.00	0.00	1.00
Human Resources Director	1.00	0.00	0.00	0.00
Total Full Time	6.00	6.00	9.00	7.00
ACCOUNTING & COLLECTIONS				
*** FULL TIME ***				
Finance Director	1.00	1.00	1.00	1.00
Accounting Supervisor	1.00	0.00	0.00	0.00
Accounting Manager	0.00	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 II	1.00	1.00	1.00	1.00
General Accountant I	1.00	1.00	1.00	1.00
Payroll Processor	1.00	1.00	1.00	0.00
Payroll Specialist	0.00	0.00	0.00	1.00
Accounts Payable Clerk	2.00	2.00	2.00	2.00
Customer Service Rep - Cashier	2.00	2.00	2.00	2.00
Accounting Clerk Typist II	1.00	1.00	1.00	0.00
Accounting System Specialist	1.00	1.00	1.00	1.00
Utility Rates Accountant	0.00	0.00	0.00	1.00
Records Management Coordinator	0.00	0.00	0.00	1.00
Central Records Clerk	1.00	1.00	1.00	0.00
Total Full Time	15.00	15.00	15.00	15.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ADMINISTRATION & GENERAL

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
INFORMATION TECHNOLOGY				
*** FULL TIME ***				
Information Technology Manager	1.00	0.00	0.00	0.00
Applications Manager	0.00	0.00	1.00	1.00
Technology Director	0.00	1.00	1.00	1.00
Information Systems Administor	1.00	0.00	0.00	0.00
Information Systems Analyst	0.00	1.00	1.00	1.00
Programmer / Analyst	1.00	1.00	1.00	2.00
Computer Systems Specialist	1.00	1.00	1.00	1.00
Information Technology Security Specialist	1.00	1.00	1.00	1.00
Electric Programmer / Analyst	1.00	1.00	1.00	0.00
GIS Programmer / Analyst	1.00	1.00	1.00	0.00
GIS Specialist	1.00	1.00	1.00	1.00
Network Engineer	1.00	1.00	1.00	1.00
Network Specialist	1.00	2.00	2.00	2.00
Database Administrator	0.00	0.00	0.00	1.00
Total Full Time	10.00	11.00	12.00	12.00
ADMIN & GENERAL TOTAL	31.00	32.00	36.00	34.00

UTILITY SERVICES - BOARD OF PUBLIC WORKS

ADMINISTRATION & MARKETING

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
MARKETING & CUSTOMER SERVICE				
*** FULL TIME ***				
Sales and Marketing Director	1.00	0.00	0.00	0.00
Communications Specialist	1.00	1.00	1.00	1.00
Key Accounts Coordinator / Analyst	1.00	1.00	1.00	1.00
Conservation Programs Manager	0.00	0.00	0.00	1.00
Cost and Rates Specialist	1.00	1.00	1.00	0.00
Customer Service Manager	1.00	1.00	1.00	1.00
Customer Services Representative	5.00	5.00	5.00	5.00
Customer Accounts Representative	1.00	1.00	1.00	1.00
Clerk Typist II	0.00	0.00	1.00	1.00
Total Full Time	11.00	10.00	11.00	11.00
PURCHASING, FACILITIES, WAREHOUSING AND METER-READING				
*** FULL TIME ***				
Lead Meter Reader	1.00	1.00	1.00	1.00
Materials & Facilities Manager	1.00	1.00	1.00	1.00
Maintenance I - Warehouse/Facilities & Grounds	1.00	1.00	1.00	1.00
Grounds & Utility I	1.00	1.00	1.00	1.00
Courier	1.00	1.00	1.00	1.00
Utility I (Custodian)	1.00	1.00	1.00	1.00
Inventory & Facilities Specialist	1.00	1.00	1.00	1.00
Junior Buyer	1.00	1.00	1.00	1.00
Utility II - Warehouse	1.00	1.00	1.00	1.00
Senior Buyer	1.00	1.00	1.00	0.00
Procurement Specialist	0.00	0.00	0.00	1.00
Total Full Time	10.00	10.00	10.00	10.00
PLANNING				
Business Service Director	0.00	1.00	1.00	1.00
Planning Engineer Manager	0.00	1.00	1.00	1.00
Planning Engineer I	0.00	2.00	2.00	2.00
Planning Specialist	0.00	1.00	1.00	1.00
Total Full Time	0.00	5.00	5.00	5.00
ADMIN & MARKETING TOTAL	21.00	25.00	26.00	26.00
BOARD OF PUBLIC WORKS UTILITY SERVICES TOTAL	180.00	185.00	186.00	183.00

INTERNAL SERVICE FUNDS

DEPARTMENT / POSITION	ACTUAL FY 07	ACTUAL FY 08	ACTUAL FY 09	APPROVED FY 10
TECHNOLOGY SERVICES				
*** FULL TIME ***				
Interim Technology Services Coordinator	0.00	1.00	1.00	1.00
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	0.00	0.00	0.00
Technicial Support-Computers/GIS	1.00	1.00	1.00	1.00
Total Full Time	4.00	4.00	4.00	4.00

APPENDIX B

CAPITAL OUTLAY

- MANAGEMENT & ADMINISTRATIVE SERVICES GROUP (none)
- FISCAL SERVICES GROUP (none)
- PUBLIC SAFETY SERVICES GROUP
- TRANSPORTATION SYSTEM AND SERVICES GROUP
- COMMUNITY AND NEIGHBORHOOD SERVICES GROUP
- LEISURE & CULTURAL SERVICES GROUP
- INTERNAL SERVICE FUNDS GROUP
- BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP

CAPITAL OUTLAY

- - PUBLIC SAFETY SERVICES GROUP - -

	New or Replacement	Units	Unit Cost	Amount
POLICE DIVISION				
POLICE DEPARTMENT (GENERAL FUND)				
Machinery & Equipment				
Electronic Control Device - Taser	New	6	1,023	6,200
Total - Machinery & Equipment				6,200
TOTAL POLICE DEPARTMENT (GENERAL FUND)				6,200
TOTAL POLICE DIVISION				6,200
FIRE DIVISION				
FIRE DEPARTMENT (GENERAL FUND)				
Machinery & Equipment				
Rescue Air Bags	Replace	1	7,000	7,000
Total - Machinery & Equipment				7,000
TOTAL FIRE DEPARTMENT (GENERAL FUND)				7,000
TOTAL FIRE DIVISION				7,000
TOTAL - PUBLIC SAFETY SERVICES GROUP				13,200

CAPITAL OUTLAY

- - TRANSPORTATION SYSTEM AND SERVICES GROUP - -

	New or Replacement	Units	Unit Cost	Amount
CENTRALIZED VEHICLE/EQUIPMENT FUND				
Machinery & Equipment				
Camera & Trailer #199 #200	Replace	1	120,000	91,000
less estimated trade-in				(2,000)
Sidewalk Tractor #133	Repalce	1	126,000	120,000
less estimated trade-in				(5,000)
Front End Loader #125	Replace	1	125,000	120,000
less estimated trade-in				(15,000)
Tire Machine	New	1	8,000	8,000
Gator - 4 x 6	New	1	15,000	15,000
Self Propelled Lawn Sweeper #333	Replace	1	32,000	32,000
less estimated trade-in				(900)
Total - Machinery & Equipment				363,100
Vehicles				
Marked Police Tahoes	Replace	1	32,000	32,000
less estimated trade-in				(1,500)
Marked Police Sedans	Replace	4	23,000	92,000
less estimated trade-in				(4,800)
Police Vehicle Change Over	Replace	5	2,200	11,000
Four Door Sedan - #242	Replace	1	21,000	21,000
less estimated trade-in				(1,200)
Four Door Sedan - #245	Replace	1	21,000	21,000
less estimated trade-in				(1,200)
40 GVW Dump Truck - #103	Replace	1	120,000	120,000
less estimated trade-in				(8,000)
40 GVW Dump Truck - #110	Replace	1	120,000	120,000
less estimated trade-in				(8,000)
Total - Vehicles				392,300
TOTAL CENTRALIZED VEHICLE/EQUIPMENT FUND				755,400
TOTAL - TRANSPORTATION SYSTEM AND SERVICES GROUP				755,400

CAPITAL OUTLAY

- - COMMUNITY AND NEIGHBORHOOD SERVICES - -

	New or Replacement	Units	Unit Cost	Amount
DOWNTOWN DEVELOPMENT AUTHORITY FUND				
Land Improvements				
Retrofitting two existing kiosks	Repair	2	5,000	10,000
Total - Land Improvements				10,000
TOTAL DOWNTOWN DEVELOPMENT AUTHORITY FUND				10,000
ENVIRONMENTAL QUALITY/SOLID WASTE FUND				
Machinery & Equipment				
Various Refuse/Recycle Containers As Required				40,000
Total - Machinery & Equipment				40,000
TOTAL ENVIRONMENTAL QUALITY/SOLID WASTE FUND				40,000
TOTAL COMMUNITY AND NEIGHBORHOOD SERVICES				50,000

- - LEISURE & CULTURAL SERVICES - -

WINDMILL ISLAND FUND				
Land Improvements				
Bank Erosion - Dredging	Replace	1	350,000	350,000
Total - Land Improvements				350,000
Buildings & Structures				
East Greenhouse (glass to double layer plastic)	Replace	1	6,900	6,900
West Greenhouse (glass to double layer plastic)	Replace	1	19,200	19,200
Total - Buildings & Structures				26,100
TOTAL WINDMILL ISLAND FUND				376,100
HOLLAND HISTORICAL TRUST FUND				
Machinery & Equipment				
Miscellaneous Computer / Office Equipment	New	5	300	1,500
Total - Machinery & Equipment				1,500
TOTAL HOLLAND HISTORICAL TRUST FUND				1,500
TOTAL LEISURE & CULTURAL SERVICES				377,600

CAPITAL OUTLAY

- - INTERNAL SERVICES FUNDS - -

	New or Replacement	Units	Unit Cost	Amount
TECHNOLOGY SERVICES FUND				
Machinery & Equipment				
BS & A Upgrade	Replace	1	28,000	28,000
Non Water Based Fire Suppression	New	1	10,000	10,000
HPD Projector	Replace	1	5,000	5,000
City Website Upgrade	Replace	1	15,000	15,000
Total - Machinery & Equipment				58,000
TOTAL TECHNOLOGY SERVICES FUND				58,000
TOTAL - INTERNAL SERVICES FUNDS				58,000

MISCELLANEOUS CAPITAL OUTLAY

ANTICIPATED IMPACT UPON FUTURE OPERATING BUDGETS

Capital Outlay Designation	Estimates of Future Annual Operating Cost (Savings)				
	FY2010	FY2011	FY2012	FY2013	FY2014
Public Safety Services Group					
Police - Electronic Control Device - Tasers					
Annual Maintenance Contract	- 0 -	100	100	150	150
Transportation System & Services Group					
Centralized Vehicle/Equipment -					
Nine Replacement Vehicles:					
Reduced Maintenance/Upkeep Costs	(12,000)	(11,000)	(10,000)	(9,000)	(8,000)
Four Replacement Equipment:					
Reduced Maintenance/Upkeep Costs	(6,000)	(5,000)	(4,000)	(3,000)	(2,000)
Leisure & Cultural Services Group					
Windmill Island - Bank Erosion/Dredging					
Reduced Maintenance/Upkeep Costs	(4,000)	(4,000)	(4,000)	(3,000)	(2,000)
Windmill Island - Greenhouse Glass to Plastic					
Reduced Maintenance/Upkeep Costs	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)
Internal Services Funds Group					
Technology Svcs - Non Water Based Fire Suppression					
Annual Maintenance Contract	300	300	350	350	400
Total	(22,700)	(20,600)	(18,550)	(15,500)	(12,450)

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	Multi-Year Budget	Projected FY2010 Outlay
Stone Mountain Wind Turbines	$1,034,000	$1,034,000
Windmill Island Project	610,500	610,500
Continuous Seperator replacement Total ($550,000)	190,000	190,000
Unit 5 Burner Replacement	150,000	150,000
Paint Units 7 and 8	103,500	52,000
#5 Powder River Basin Exhaust & Pulverizer	56,000	56,000
Rebuild Units 3,4,5 boiler safety valves	36,000	36,000
Other New Capital Projects	167,650	167,650
Total Power Plant	2,347,650	2,296,150
Electric Transmission and Distribution		
Upgrade Distribution Systems & Metering	1,700,000	1,700,000
Replace Truck 46	250,000	250,000
Relocate Facilities on River to 136th Ave	150,000	75,000
Replace Oil Breakers at Industrial Sub	110,000	110,000
Replace Alstom Capacitor Voltage Transformer's	40,000	40,000
Replace Truck 68	30,000	30,000
Meter Test Bench	30,000	30,000
Other New Capital Projects	118,500	118,500
Total Electric Transmission and Distribution	2,428,500	2,353,500
Broadband		
Upgrade Backbone to 10g (Phase I)	200,000	200,000
Fiber Optics Overhead	200,000	200,000
Fiber Optics Underground	200,000	200,000
Upgrade Quincy to a backbone node	100,000	100,000
Other New Capital Projects	130,000	130,000
Total Broadband	$830,000	$830,000

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Water Plant	Multi-Year Budget	Projected FY2010 Outlay
Transfer Pump	$400,000	$40,000
Coagulation Feed Modifications	48,000	48,000
Copier	6,500	6,500
Total Water Plant	454,500	94,500
Wastewater Plant		
Headworks Modifications for Membranes (Total $3,500,000)	2,000,000	200,000
Lighting Improvements	25,000	25,000
Other New Capital Projects	69,000	69,000
Total Wastewater Plant	2,094,000	294,000
Water Distribution		
Maple, 8th to 24th & 20th W of Maple WMR	820,000	770,000
Central, 9th to State WMR	700,000	50,000
40th, Central & Colonial WMR	465,000	465,000
7th, River to Lincoln WMR	200,000	180,000
Various Water System Improvements	100,000	100,000
Columbia, 19th to 22nd WMR	65,000	65,000
Other New Capital Projects	104,000	104,000
Total Water Distribution	2,454,000	1,734,000
Wastewater Collection		
Sewer Main Lining (SML) Project	1,800,000	560,000
40th & Central SMR	810,000	810,000
Maple & 20th SMR	605,000	605,000
Drain Sewer Crossing Repair & Mitigation	580,000	500,000
Central, 19th to 21st SMR	500,000	50,000
City Resurfacing Program SML	190,000	130,000
Other New Capital Projects	209,000	209,000
Total Wastewater Collection	$4,694,000	$2,864,000

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Other Departments	Multi-Year Budget	Projected FY2010 Outlay
PSN (Credit Card)	$40,000	$40,000
Harris V .19 to V6.0 (Total $99,450)	30,500	30,500
Pictometry Oblique Orthophotography (Total $20,000)	10,000	10,000
Harris ProfitStars (Audio-Tel) (Total $22,145)	3,000	3,000
Harris E-Care (Total $43,300)	2,050	2,050
Total Accounting. Collection, IT & Admin.	85,550	85,550
MDMS Software - MV90 (Total $250,000)	50,000	50,000
Replace HVAC Units	17,500	17,500
Replace smoke/heat detectors, Warehouse & Garage	12,500	12,500
Replace Walk-Behind Mower	6,000	6,000
Total Facilities,Warehouse & Metering	86,000	86,000
Total New Capital Projects	15,474,200	10,637,700
Total Open Capital Projects (see following pages for detail)	27,173,345	4,611,072
	$42,647,545	$15,248,772

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Rebudgeted from Fiscal Year 2009:	Multi-Year Budget	Projected FY2010 Outlay
Bio-solids Process Improvements	$ 4,500,000	500,000
Equipment Release for Major Equipment	3,000,000	
Relocate Generator Step Up Yard - JDY	2,500,000	
Wyoming Interconnect	2,500,000	200,000
Equipment Release for Boiler/Turbine	2,000,000	
Unit 4 2400V Switchgear Changeout	1,500,000	
Headworks Modifications for Membranes	1,500,000	350,000
Unit 5 2400V Switchgear Changeout	1,300,000	
Demolition and Removal of Unit 1 and 2	1,000,000	
18th, Cleveland to River WMR	640,000	50,000
JDY New Office	600,000	
18th, Cleveland to River SMR	540,000	50,000
Combustion Turbines Generator Carryover	500,000	
EAM (Enterprise Asset Management)	500,000	
40th, Washington to College WMR	430,000	329,151
C&I meters using AMR	370,000	42,000
New Continuous Seperator replacement	360,000	329,869
Engineering for Major Equipment Procure	350,000	356,518
Sunrise & Sunset WMR	345,000	250,000
OxyCoal Project	330,000	350,000
Replace Xformer Ckt Switchers at Ind Sub	260,000	235,400
James & Ind Relay Upgrade	250,000	225,000
Balance of Plant Engineering for Unit 10	200,000	200,000
Interrogation Software (MV90 Replacement	200,000	200,000
Structural Repairs Rosenberg Property	175,000	
Permitting (Other than air)	150,000	150,000
Upgrade Phone System including VOIP	150,000	142,514
Unit 4 Precip Autorapping	115,000	115,000
IVR Interactive Voice Response System	100,000	100,000
Bridge Crossing WMR	75,000	65,000
Vehicle Tracking	75,000	
980G certified rebuild	70,000	
Harris V.19 to V6+	68,950	19,225
Industrial Recloser Upgrade	50,000	25,000
Tape Backup\Off-Site Backup	50,000	50,000
Paint all 3 Stacks and Logos	48,000	
Precip Cntrlr Sftwre & Infrastructure	45,000	45,000
Harris E-Care	41,250	41,250
Federal Pacific DC Panel Changeout	35,000	35,000
Coal Handling MCC	35,000	
Other Open Projects	215,145	155,145
Total	$ 27,173,345	$ 4,611,072

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Power Supply	Multi-Year Budget	Projected FY2010 Outlay
Rebudgeted from Fiscal Year 2009:		
Equipment Release for Major Equipment	$ 3,000,000	
Equipment Release for Boiler/Turbine	2,000,000	
Unit 4 2400V Switchgear Changeout	1,500,000	
Unit 5 2400V Switchgear Changeout	1,300,000	
Demolition and Removal of Unit 1 and 2	1,000,000	
JDY New Offices	600,000	
Combustion Turbines Generator (Total $650,000)	500,000	
Engineering for Major Equipment Procure	350,000	356,518
OxyCoal Project	330,000	350,000
Continuous Seperator replacement (Total $550,000)	360,000	329,869
Balance of Plant Engineering for Unit 10	200,000	200,000
Other Open Projects	553,000	355,000
Subtotal	11,693,000	1,591,387
New for Fiscal Year 2010:		
Stone Mountain Wind Turbines	1,034,000	1,034,000
Windmill Island Project	610,500	610,500
Continuous Seperator replacement Total ($550,000)	190,000	190,000
Unit 5 Burner Replacement	150,000	150,000
Paint Units 7 and 8	103,500	52,000
#5 Powder River Basin Exhaust & Pulverizer	56,000	56,000
Rebuild Units 3,4,5 boiler safety valves	36,000	36,000
New pump coal yard stormwater building & pump	34,700	34,700
Unit 9 Gas Controls Bldg Heat	30,000	30,000
Continous Emissions Monitoring System analyzer replacement/backup (2)	25,000	25,000
Bunker room I-beam upgrade	19,950	19,950
#4 Glycol/Air Temperature Controller	17,000	17,000
Multi Instrument Calibrator	15,000	15,000
Unit 3 Condensate Cooler Duplex Strainer	12,000	12,000
Oxygen Probe for Unit 5	7,500	7,500
PP Copier	6,500	6,500
Subtotal	2,347,650	2,296,150
Total Power Supply	$14,040,650	$3,887,537

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Electric Transmission & Distribution	Multi-Year Budget	Projected FY2010 Outlay
Rebudgeted from Fiscal Year 2009:		
Relocate Generator Step Up Yard - JDY	$ 2,500,000	
Replace Transformer Circuit Switchers at Industrial Substation	260,000	235,400
James & Ind Relay Upgrade	250,000	225,000
Industrial Recloser Upgrade	50,000	25,000
Vehicle Tracking (57% Electric, 24% Water, 19% WW)	42,750	
Miss Dig Ticket Handling Software (50% Electric, 25% Water, 25% WW) (Total $32,000)	8,000	8,000
Subtotal	3,110,750	493,400
New for Fiscal Year 2010:		
Upgrade Distribution Systems & Metering	1,700,000	1,700,000
Replace Truck 46	250,000	250,000
Relocate Facilities on River to 136th Ave	150,000	75,000
Replace Oil Breakers at Industrial Sub	110,000	110,000
Replace Alstom Capacitor Voltage Transformer's	40,000	40,000
Replace Truck 68	30,000	30,000
Meter Test Bench	30,000	30,000
Improve Driveways at Substations	25,000	25,000
Insulated Bucket for Mini Derrick	20,000	20,000
New Wire Reel Trailer	20,000	20,000
Replace Battery Bank at Industrial Sub & Quincy	40,000	40,000
Miss Dig Ticket Handling Software (Total $32,000)	8,000	8,000
Substation Battery Maintenance Equipment	5,500	5,500
Subtotal	2,428,500	2,353,500
Total Transmission & Distribution	$5,539,250	$2,846,900

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Broadband	Multi-Year Budget	Projected FY2010 Outlay
Rebudgeted from Fiscal Year 2009:		
Voice Over Internet Protocol	$ 150,000	142,514
New for Fiscal Year 2010:		
Upgrade Backbone to 10g (Phase I)	200,000	200,000
Fiber Optics Overhead	200,000	200,000
Fiber Optics Underground	200,000	200,000
Upgrade Quincy to a backbone node	100,000	100,000
Fiber & other communications to southside	80,000	80,000
GigE Electronics	50,000	50,000
Subtotal	830,000	830,000
Total Broadband	$980,000	$972,514

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Water Treatment Plant	Multi-Year Budget	Projected FY2010 Outlay
Rebudgeted from Fiscal Year 2009:		
Wyoming Interconnect	$ 2,500,000	$ 200,000
Structural Repairs Rosenberg Property	175,000	
Process Logic Controller(s) Refurbish & Relocate	18,000	18,000
Subtotal	2,693,000	218,000
New for Fiscal Year 2010:		
Transfer Pump	400,000	40,000
Coagulation Feed Modifications	48,000	48,000
Copier	6,500	6,500
Subtotal	454,500	94,500
Total Water Plant	3,147,500	312,500
Wastewater Treatment Plant		
Rebudgeted from Fiscal Year 2009:		
Bio-solids Process Improvements	$ 4,500,000	500,000
Headworks Modifications for Membranes (Total $3,5000,000)	1,500,000	350,000
Replace Raw Sewage Pump (Total $40,000)	30,000	30,000
Replace One Lime Pump	20,000	20,000
Oxygen RAS Mixing Improvements	15,000	
Subtotal	6,065,000	900,000
New for Fiscal Year 2010:		
Headworks Modifications for Membranes (Total $3,500,000)	2,000,000	200,000
Lighting Improvements	25,000	25,000
Reconfigure Administration Buillding Parking Area	20,000	20,000
Replace Boiler at Maintenance Shop	16,000	16,000
Laboratory Microwave Oven for Chemical Oxygen Demand	15,000	15,000
Replace Raw Sewage Pump (Total $40,000)	10,000	10,000
Replace Z Mower	8,000	8,000
Subtotal	2,094,000	294,000
Total Wastewater Plant	8,159,000	1,194,000

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Water Distribution Services	Multi-Year Budget	Projected FY2010 Outlay
Rebudgeted from Fiscal Year 2009:		
18th, Cleveland to River WMR	$ 640,000	$ 50,000
40th, Washington to College WMR	430,000	329,151
Sunrise & Sunset WMR	345,000	250,000
Bridge Crossing WMR (Total $100,000)	75,000	65,000
Vehicle Tracking	18,000	
Water Modeling Software Upgrade (Total $35,000)	12,000	12,000
Miss Dig Ticket Handling Software (50% Electric, 25% Water, 25% WW) (Total $32,000)	4,000	4,000
Subtotal	1,524,000	710,151
New for Fiscal Year 2010:		
Maple, 8th to 24th & 20th W of Maple WMR	820,000	770,000
Central, 9th to State WMR	700,000	50,000
40th, Central & Colonial WMR	465,000	465,000
7th, River to Lincoln WMR	200,000	180,000
Various Water System Improvements	100,000	100,000
Columbia, 19th to 22nd WMR	65,000	65,000
Hydrant replacements	30,000	30,000
Bridge Crossing WMR (Total $100,000)	25,000	25,000
Water Modeling Software Upgrade (Total $35,000)	23,000	23,000
Water meters new and Replacement (50% Water, 50% WW)	15,000	15,000
Scenic Shores Pump Station Roof Replacement	7,000	7,000
Ticket Handling Software (50% Electric, 25% Water, 25% WW) (Total $32,000)	4,000	4,000
Subtotal	2,454,000	1,734,000
Total Water Distribution Services	3,978,000	2,444,151

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Wastewater Collection Services	Multi-Year Budget	Projected FY2010 Outlay
Rebudgeted from Fiscal Year 2009:		
18th, Cleveland to River SMR	$ 540,000	50,000
Vehicle Tracking	14,250	
Miss Dig Ticket Handling Software (50% Electric, 25% Water, 25% WW) (Total $32,000)	4,000	4,000
Subtotal	558,250	54,000
New for Fiscal Year 2010:		
Sewer Main Lining (SML) Project	1,800,000	560,000
40th & Central SMR	810,000	810,000
Maple & 20th SMR	605,000	605,000
Drain Sewer Crossing Repair & Mitigation	580,000	500,000
Central, 19th to 21st SMR	500,000	50,000
City Resurfacing Program SML	190,000	130,000
Various Sanitary Sewer Improvements	100,000	100,000
Columbia, 19th to 24th SML	90,000	90,000
Water meters new and Replacement (50% Water, 50% WW)	15,000	15,000
Ticket Handling Software (50% Electric, 25% Water, 25% WW) (Total $32,000)	4,000	4,000
Subtotal	4,694,000	2,864,000
Total Wastewater Collection Services	5,252,250	2,918,000

CAPITAL OUTLAY

- - BOARD OF PUBLIC WORKS UTILITIES SERVICES GROUP - -

Facilities, Warehouse & Meter Reading	Multi-Year Budget	Projected FY2010 Outlay
Rebudgeted from Fiscal Year 2009:		
C&I meters using AMR	$ 370,000	$ 42,000
Interrogation Software -MV90 Replacement (Total $250,000)	200,000	200,000
Subtotal	570,000	242,000
New for Fiscal Year 2010:		
Meter Data Management Software (Total $250,000)	50,000	50,000
Replace HVAC Units	17,500	17,500
Replace smoke/heat detectors, Warehouse & Garage	12,500	12,500
Replace Walk-Behind Mower	6,000	6,000
Subtotal	86,000	86,000
Total Facilities, Warehouse & Meter Reading	$656,000	$328,000
Accounting & Collecting & IT & Admin.		
Rebudgeted from Fiscal Year 2009:		
EAM (Enterprise Asset Management)	$ 500,000	
IVR Interactive Voice Response System	100,000	100,000
Harris V .19 to V6.0 (Total $99,450)	68,950	19,225
Tape Backup\Off-Site Backup	50,000	50,000
Harris E-Care (Total $43,300)	41,250	41,250
MS Dynamics Finance Modules	20,000	20,000
Harris ProfitStars (Audio-Tel) (Total $22,145)	19,145	19,145
Pictometry Oblique Orthophotography (Total $20,000)	10,000	10,000
Subtotal	809,345	259,620
New for Fiscal Year 2010:		
Payment Services Network	40,000	40,000
Harris V .19 to V6.0 (Total $99,450)	30,500	30,500
Pictometry Oblique Orthophotography (Total $20,000)	10,000	10,000
Harris ProfitStars (Audio-Tel) (Total $22,145)	3,000	3,000
Harris E-Care (Total $43,300)	2,050	2,050
Subtotal	85,550	85,550
Total Accounting, Collecting, IT & Admin.	$894,895	$345,170
Customer Service		
Rebudgeted from Fiscal Year 2009:		
Total Customer Service	0	0

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 (INCL. ACT 34 / CAPITAL LEASE)
- MICHIGAN ACT 175 TRANSPORTATION BONDS
- BUILDING AUTHORITY BONDS
- 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, 2009

DEBT LIMITATION AT JULY 1, 2009

Total Taxable Value Across All Property Classfications	$	1,214,554,911
Percentage Limit of Total Taxable Value (In Accordance with the City Charter)		10%
Debt Limitation	$	121,455,491

DEBT APPLICABLE TO LIMITATION AT JULY 1, 2009

Total Bonded Debt at July 1, 2009 (excludes Capital Leases)	**$**	**49,932,611**
Less the Following :		
- Debt Items Not Subject to Limitation :		
Special Assessment Bonded Debt		(1,508,111)
Michigan Transportation Fund Debt		-
Revenue Bonded Debt (excludes Sewage Disposal Bond Issue)		(17,795,000)
- Amount Available for Repayment of G.O. and L.T.G.O. Bonds at July 1, 2009 :		
Estimated Fund Balance in G.O. and L.T.G.O. Debt Service Funds		**(26,130)**
Debt Amount Applicable to Debt Limitation	$	30,603,370

ESTIMATED LEGAL DEBT MARGIN AT JULY 1, 2009

Debt Limitation Minus Debt Applicable to Limitation Equals Estimated Legal Debt Margin	**$**	**90,852,121**

ADDITIONAL NOTE:

The City of Holland is legally indebted for the $3,595,000 Building Authority Bonds issued in 2004 for the Herrick District Library Expansion Project. Payment of approximately 62.1% of the debt is committed to be paid by three area local governmental jurisdictions based upon an executed Library Support Agreement. This percentage fluctuates annually based upon taxable values. A uniform millage rate is levied annually across the four (including City of Holland) participating governmental units to support this debt repayment. For practical purposes 62.1% of $3,595,000, or $2,232,495, 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 @ 07/01/09 Debt Principal Amount	Remaining @ 07/01/09 Debt Interest Total
Act 34 Capital Improvements Bond Issues								
2008 Parking Deck	Brownfield Capture	07-31-08	05-01-33	4.504268%	4,000,000	2,939,470	4,000,000	2,810,037
Total Act 34 Capital Improv. Issues					4,000,000	2,939,470	4,000,000	2,810,037
Act 175 Bond Issues								
1996 Street Improvements	Property Taxation	06-01-96	08-01-08	5.19420%	3,750,000	1,502,163	0	0
Total Act 175 Issues					3,750,000	1,502,163	0	0
Building Authority Bond Issues								
1999 Herrick Dist. Library Expansion	Property Taxation	06-01-99	05-01-09	4.31590%	2,300,000	647,755	0	0
2002 Police/Transp./W.Gateway	Property Taxation	09-01-02	10-01-21	4.46174%	19,500,000	11,143,254	9,780,000	2,140,516
2006 Refunding Police/Transp/W.G.	Property Taxation	04-13-06	10-01-21	4.01637%	7,255,000	3,958,445	7,175,000	3,105,399
2004 City Hall Refunding	Property Taxation	05-13-04	05-01-16	3.83902%	4,170,000	1,205,930	2,910,000	502,252
2004 Herrick Dist. Library Refunding	Property Taxation	05-13-04	05-01-17	3.84925%	5,400,000	1,560,433	3,595,000	666,239
Total Building Authority Bond Issues					38,625,000	18,515,817	23,460,000	6,414,406
Capital Leases								
2003 Land Contract (SJ&R)	Property Taxation	06-18-03	06-18-13	5.00000%	175,000	34,375	50,000	6,250
2004 Land Contract (Hope College)	Property Taxation	04-22-04	04-22-12	0.00000%	352,000	0	352,000	0
Total Capital Lease Issues					527,000	34,375	402,000	6,250
Special Assessment Issues								
Series 1997-A Issue	Special Assmts.	04-01-97	06-01-11	5.42705%	380,000	158,922	50,000	4,113
Series 1998-A Issue	Special Assmts.	05-01-98	06-01-12	4.79300%	425,000	138,485	75,000	7,514
Series 1999 Issue (Fillmore Annex.)	Special Assmts.	03-01-99	04-01-18	4.64960%	1,310,603	697,590	728,111	181,817
Series 2000-A Issue	Special Assmts.	06-01-00	06-01-14	5.812857%	350,000	152,588	125,000	21,862
Series 2002-A Issue	Special Assmts.	06-01-02	06-01-16	4.402527%	800,000	270,095	410,000	70,960
Series 2006-A Issue	Special Assmts.	06-01-06	06-01-20	5.060000%	155,000	60,720	120,000	38,709
Total Special Assessment Issues					3,420,603	1,478,400	1,508,111	324,975
Total Governmental Funds					50,322,603	24,470,225	29,370,111	9,555,668
Airport Issue								
Series 1995 Issue	Airport Fund	12-14-95	06-01-10	5.75000%	150,000	76,490	16,000	920
Board of Public Works Issues								
Series 2001	Wastewater Fund	08-02-01	06-01-14	5.17077%	9,395,000	3,199,244	3,153,500	451,208
Series 2005-A	Water Fund	02-01-05	07-01-17	3.52032%	7,635,000	2,274,961	7,000,000	1,249,847
Series 2005-B	Water Fund	02-01-05	07-01-24	4.40777%	11,200,000	7,232,165	10,795,000	5,550,830
Total Board of Public Works Issues					28,230,000	12,706,370	20,948,500	7,251,885
Total Enterprise Funds					28,380,000	12,782,860	20,964,500	7,252,805
Grand Total					78,702,603	37,253,085	50,334,611	16,808,473

PROGRAM MEASUREMENTS

- - DEBT SERVICE - -

(Proposed New 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 @ 07/01/09 Debt Principal Amount	Remaining @ 07/01/09 Debt Interest Total
Undetermined Type of Bond Issue				*Estimated*		*Estimated*		
2009 Street Improvements	Property Taxation	11-01-09	11-01-19	4.50000%	3,000,000	825,075	0	0
Total Undetermined Type Issues					3,000,000	825,075	0	0
Total Governmental Funds					3,000,000	825,075	0	0
Grand Total					3,000,000	825,075	0	0

Note - The final budget will be determined upon sale of the bonds projected for the fall of 2009.

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO) LONG-TERM DEBT

SUMMARY ACROSS ALL LTGO BOND ISSUES

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
- - FUNDING SOURCES & USES - -				
FUNDING SOURCES -				
Taxes	$ 2,295,674	$ 2,245,194	$ 2,351,022	$ 1,990,319
Special Assessments	170,305	156,085	148,064	140,772
Interest & Rents				
* Building Authority Rental Receipts -				
from Property Taxes (above)	1,706,458	1,774,756	1,825,242	1,890,555
from Herrick District Library	987,796	987,944	979,846	579,446
* Special Assesssment Interest	80,131	70,853	62,313	53,784
* Investment Income	78,563	72,064	43,275	26,780
Other	4	- 0 -	- 0 -	- 0 -
Transfers In	559,076	557,851	684,634	232,341
TOTAL SOURCES	$ 5,878,007	$ 5,864,747	$ 6,094,396	$ 4,913,997
FUNDING USES -				
Other Current Expenditures -				
* Other Miscellaneous	$ 6,502	$ 4,555	$ 13,001	$ 12,001
* Building Authority Rental Payments	1,706,458	1,774,756	1,825,242	1,890,555
Debt Service Payments -				
* Principal	2,322,963	2,427,963	2,567,963	1,807,963
* Interest	1,270,380	1,193,365	1,227,504	1,281,195
* Agent Fees	2,013	1,799	2,671	2,626
Transfers Out	605,520	541,601	539,176	37,001
TOTAL USES	$ 5,913,836	$ 5,944,039	$ 6,175,557	$ 5,031,341
- - FUND EQUITY - -				
INCREASE (DECREASE)	$ (35,829)	$ (79,292)	$ (81,161)	$ (117,344)
ENDING BALANCE -				
- for General Municipal Long-term Debt	$ 84,437	$ 36,096	$ 26,130	$ 26,933
- for Special Assessment Long-term Debt	821,302	790,353	719,158	601,011
TOTAL FUND EQUITY	$ 905,739	$ 826,449	$ 745,288	$ 627,944

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO) LONG-TERM DEBT

TAXATION & CASH CONTROL

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
FUNDING SOURCES -				
Taxes	$ 2,295,674	$ 2,245,194	$ 2,351,022	$ 1,990,319
Investment Income	27,223	26,017	15,950	13,990
Transfers In	16,875	16,250	145,458	232,340
TOTAL SOURCES	$ 2,339,772	$ 2,287,461	$ 2,512,430	$ 2,236,649
FUNDING USES -				
Other Current Expenditures -				
* Other				
- Miscellaneous	$ 6,502	$ 4,555	$ 13,000	$ 12,000
- Principal - Land Contract	12,500	12,500	12,500	12,500
- Interest - Land Contract	4,375	3,750	3,125	2,500
- Principal - Act 34 Capital Improvement	- 0 -	- 0 -	- 0 -	45,000
- Interest - Act 34 Capital Improvement	- 0 -	- 0 -	129,433	171,940
- Fees - Act 34 Capital Improvement	- 0 -	- 0 -	400	400
- Interest - Street (Undetermined Type)	- 0 -	- 0 -	- 0 -	101,250
- Fees - Street (Undetermined Type)	- 0 -	- 0 -	- 0 -	200
- Building Auth. Lease Payments	1,706,459	1,774,754	1,825,242	1,890,555
Transfers Out	542,201	541,601	539,176	1
TOTAL USES	$ 2,272,037	$ 2,337,160	$ 2,522,876	$ 2,236,346
SOURCES OVER (UNDER) USES	$ 67,735	$ (49,699)	$ (10,446)	$ 303
ENDING FUND EQUITY	$ 74,909	$ 25,210	$ 14,764	$ 15,067

1.6379 mills

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO) LONG-TERM DEBT

MICHIGAN ACT 175 TRANSPORTATION BONDS (SUMMARY OF ONE OUTSTANDING ISSUE)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
FUNDING SOURCES -				
Transfers In	$ 542,200	$ 541,600	$ 539,175	$ - 0 -
TOTAL SOURCES	$ 542,200	$ 541,600	$ 539,175	$ - 0 -
FUNDING USES -				
Debt Service Payments -				
* Principal	$ 475,000	$ 500,000	$ 525,000	$ - 0 -
* Interest	67,200	41,600	14,175	- 0 -
* Agent Fees	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL USES	$ 542,200	$ 541,600	$ 539,175	$ - 0 -
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-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
FUNDING SOURCES -				
Interest & Rents:				
* Building Authority Rental Receipts -				
- from Debt Svc Cash Control-Taxes	$ 1,706,458	$ 1,774,756	$ 1,825,242	$ 1,890,555
- from Herrick District Library	987,796	987,944	979,846	579,446
* Investment Earnings	1,932	1,358	480	500
* Other	4	- 0 -	- 0 -	- 0 -
* Transfers In	1	1	1	1
TOTAL SOURCES	$ 2,696,191	$ 2,764,059	$ 2,805,569	$ 2,470,502
FUNDING USES -				
Other Current Expenditures -				
* Other	$ - 0 -	$ - 0 -	$ 1	$ 1
Debt Service Payments -				
* Principal	1,600,000	1,705,000	1,805,000	1,535,000
* Interest	1,096,644	1,056,727	999,112	934,325
* Agent Fees	776	974	976	676
TOTAL USES	$ 2,697,420	$ 2,762,701	$ 2,805,089	$ 2,470,002
SOURCES OVER (UNDER) USES	$ (1,229)	$ 1,358	$ 480	$ 500
ENDING FUND EQUITY	$ 9,528	$ 10,886	$ 11,366	$ 11,866

DEBT SERVICE FUNDS

LIMITED TAX GENERAL OBLIGATION (LTGO) LONG-TERM DEBT

SPECIAL ASSESSMENT BONDS (SUMMARY OF SIX OUTSTANDING ISSUES)

Description	FY-2007 Final Actual	FY-2008 Final Actual	FY-2009 Final Revised Est.	FY-2010 Approved Budget
FUNDING SOURCES -				
Taxes & Special Assessments:				
* Special Assessment Principal	$ 170,305	$ 156,085	$ 148,064	$ 140,772
Interest & Rents:				
* Special Assessment Interest	80,131	70,853	62,313	53,784
* Investment Income	49,408	44,689	26,845	12,290
Other	- 0 -	- 0 -	- 0 -	- 0 -
Transfers In	- 0 -	- 0 -	- 0 -	- 0 -
TOTAL SOURCES	$ 299,844	$ 271,627	$ 237,222	$ 206,846
FUNDING USES -				
Debt Service Payments -				
* Principal	$ 235,463	$ 210,463	$ 225,463	$ 215,463
* Interest	102,161	91,288	81,659	71,180
* Agent Fees	1,237	825	1,295	1,350
Transfers Out	63,319	- 0 -	- 0 -	37,000
TOTAL USES	$ 402,180	$ 302,576	$ 308,417	$ 324,993
SOURCES OVER (UNDER) USES	$ (102,336)	$ (30,949)	$ (71,195)	$ (118,147)
ENDING FUND EQUITY	$ 821,302	$ 790,353	$ 719,158	$ 601,011

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.

UNDETERMINED TYPE STREET FUND BOND ISSUE, Series 2009 (Projected)

With Limited Tax General Obligation Pledge
$3,000,000 Non-Voted Bond Issue dated 2009 (projected, not yet issued)
Total Original Bond Issue: 10 Annual Serial Maturities from August 1, 2010 to August 1, 2019
Debt Service for Principal and Interest maturities are financed 100% by Property Taxation

Fiscal Year	Principal	Interest	Total
2009-10	0	101,250	101,250
2010-11	245,000	129,488	374,488
2011-12	255,000	118,238	373,238
2012-13	265,000	106,537	371,537
2013-14	280,000	94,275	374,275
2014-15	290,000	81,450	371,450
2015-16	305,000	68,063	373,063
2016-17	320,000	54,000	374,000
2017-18	330,000	39,375	369,375
2018-19	345,000	24,187	369,187
2019-20	365,000	8,212	373,212
Total	3,000,000	825,075	3,825,075

This represents only an estimate of the potential bond issue anticipated for issuance.

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
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	50,000	6,250	56,250

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS (continued)

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
2009-10	0	0	0
Total	0	0	0

Fiscal Year 2008-09 was the final year for this bond issue.

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
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	9,780,000	2,140,516	11,920,516

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
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	2,910,000	502,252	3,412,252

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
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	3,595,000	666,239	4,261,239

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
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	7,175,000	3,105,399	10,280,399

ACT 34 CAPITAL IMPROVEMENT BOND ISSUE, Series 2008

With Limited Tax General Obligation Pledge (Funding for the 7th Street Parking Deck)

$4,000,000 Non-Voted Bond Issue dated July 31, 2008

Total Original Bond Issue: 24 Annual Serial Maturities from May 1, 2010 to May 1, 2033

Principal & Interest maturities are financed 100% by Brownfield Redevelopment Tax Capture

Fiscal Year	Principal	Interest	Total
2009-10	45,000	171,940	216,940
2010-11	55,000	170,476	225,476
2011-12	65,000	168,690	233,690
2012-13	75,000	166,415	241,415
2013-14	85,000	163,790	248,790
2014-15	100,000	160,815	260,815
2015-16	110,000	157,065	267,065
2016-17	125,000	152,940	277,940
2017-18	130,000	147,940	277,940
2018-19	135,000	142,740	277,740
2019-20	120,000	137,340	257,340
2020-21	135,000	132,540	267,540
2021-22	150,000	126,803	276,803
2022-23	165,000	120,427	285,427
2023-24	180,000	113,415	293,415
2024-25	195,000	105,765	300,765
2025-26	215,000	97,478	312,478
2026-27	235,000	88,340	323,340
2027-28	255,000	78,118	333,118
2028-29	275,000	67,025	342,025
2029-30	285,000	54,650	339,650
2030-31	285,000	41,825	326,825
2031-32	290,000	29,000	319,000
2032-33	290,000	14,500	304,500
Total	4,000,000	2,810,037	6,810,037

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

2009-10	25,000	2,738	27,738
2010-11	25,000	1,375	26,375
Total	50,000	4,113	54,113

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
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	75,000	7,514	82,514

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
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	728,111	181,817	909,928

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
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	125,000	21,862	146,862

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
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	410,000	70,960	480,960

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
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	120,000	38,709	158,709

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
2009-10	16,000	920	16,920
Total	16,000	920	16,920

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
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	3,153,500	451,208	124,924	3,729,632

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
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	0	0	0	0

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
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	7,000,000	1,249,847	212,466	8,462,313

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
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	10,795,000	5,550,830	113,521	16,459,351

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.

" C " - (Continued)

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.

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 $5,000; 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).

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.

" T " - (Continued)

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