



Holland
MICHIGAN



Annual Budget Fiscal Year 2016

HOLLAND ENERGY PARK



The Holland Energy Park (HEP) is a \$200 million, 114 megawatt combined-cycle natural gas power plant currently in the early phase of construction. When the Holland Energy Park begins operation in early 2017, it will be the result of nearly a decade of research, analysis, planning and stakeholder engagement. The facility will be a showpiece of clean, efficient power generation integrated into a natural backdrop.

HEP will fulfill multiple functions in our community. The first is supplying the community with clean, reliable and affordable electricity. In addition, the Holland Energy Park will fill a secondary role as the largest municipally owned snowmelt system as well as having the potential for district heating.

Beyond its purpose as a power resource for the community, the Holland Energy Park will serve as an eastern gateway to the downtown Holland business district. In this capacity, it will provide an attractive first feature that marks the entry into town for Holland residents and visitors alike. In addition to its interesting and leading edge design, the Holland Energy Park will serve as an educational center that provides visitors with a learning experience and understanding of local power generation. The grounds of the Holland Energy Park will be a welcoming place for people to enjoy as it will connect with natural trails and wetlands that exist on the 26 acre land.

CITY OF HOLLAND, MICHIGAN

ANNUAL BUDGET

For the Fiscal Year
July 1, 2015 - June 30, 2016

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

HOLLAND CITY COUNCIL

Kurt Dykstra
Wayne Klomparens
Nancy DeBoer
Myron Trethewey
Jay Peters
Brian Burch
Robert VandeVusse
Todd Whiteman
David Hoekstra

Mayor
Council Member, At Large
Council Member, At Large
Council Member, First Ward
Council Member, Second Ward
Council Member, Third Ward
Council Member, Fourth Ward
Council Member, Fifth Ward
Council Member, Sixth Ward



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- > CITY MANAGER'S BUDGET MESSAGE
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- > BUDGET EVENTS BY CALENDAR MONTH
- > ANNUAL BUDGET RESOLUTION

Organizational Vision and Mission Statements

In 2006, the City Council developed a vision statement.

Vision Statement

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

Mission Statement (Working Draft 2015)

Provide the highest level quality of life possible with unity, integrity and innovation.

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.

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OVERALL COUNCIL STRATEGIES, GOALS AND ACTION PLANS

To implement the City's Vision and Mission, the City Council developed six (6) strategies and goals as follows. Budget Action Plans were subsequently developed in the body of this document that follows to be specific, measurable, attainable, realistic and timely (SMART) and related to the Council overall Strategies and the 2015 goals.

STRATEGY I: ECONOMIC DEVELOPMENT AND TRANSPORTATION:

- A. Provide the **infrastructure** necessary to support the City's economic development mission, including an emphasis on safety, cost-effectiveness and **complete** streets multi-modal transportation.
- B. Quality streets and sidewalks are a pre-condition for quality neighborhoods. Quality neighborhoods are a pre-condition for a world-class community. Quality infrastructure is a pre-condition for industrial development. Industrial development is a pre-condition for community financial stability.
- C. Foster an environment that supports the **retention** and growth of industrial businesses. Foster an environment that supports the retention and **growth** of commercial businesses, including on an attractive waterfront.
- D. Utilize the **incentives** available to the City to retain and attract business.
- E. Work with **area organizations** on providing a quality workforce for area employers.

STRATEGY II: AREA COOPERATION:

- A. **Collaborate** with other area organizations in order to provide a region that is strong and dynamic.
- B. Look for opportunities to create efficiency and **economies of scale** through collaboration and **regionalization**.

STRATEGY III: NEIGHBORHOODS:

- A. Develop **mixed income** neighborhoods that are a synergistic for people, activities, facilities, and investment.
- B. Target **no more than** 30% of the housing stock to be rentals on any given block.
- C. Encourage **green space** and leisure opportunities within or near all neighborhoods.
- D. Ensure all housing and all greenspace in all neighborhoods is attractive and **well-maintained**.
- E. Ensure all neighborhoods are **well served** by police, fire and medical emergency responders.

STRATEGY IV: COMMUNITY AND FAMILY:

- A. **Develop/support** social and cultural institutions, programs, and activities that provide a safe, healthy, and productive environment.
- B. Focus on issues that are important to **senior citizens**.
- C. 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.
- D. Promote personal and community **health**.

STRATEGY V: PUBLIC UTILITIES:

- A. Provide the **right stuff, in right place, for the right value** (electric, water, sewer, fiber optic, electric heat, energy optimization and conservation.)
- B. Foster **regional cooperation** on the provision of utility services to ensure efficient and adequate resources.
- C. Maintain **local control and a Holland citizen-focus** in the administration of the utility operation.
- D. Provide public utilities in an aesthetically sensitive manner, striving for a **perceived invisibility of services**.
- E. Evaluate the benefits of **renewable energy sources** to sustaining long-term energy alternatives.

STRATEGY V: PUBLIC SPACES:

- A. Ensure that all public spaces and facilities are inviting, cost-efficient, up-to-date, and **well-maintained**.
- B. Emphasize **environmental stewardship** in the construction, maintenance and efficient operation of all public spaces.
- C. Support efforts to preserve **natural areas**, protect natural wildlife and their habitats and introduce further landscaping.

STRATEGY VI: ORGANIZATION:

- A. Support a culture of **continuous innovation**.
- B. **Support the team**.

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 updated City Council Strategies and Goals are then used by the City Manager and the Departmental Leadership Team to develop individual Action Plans for the relevant fiscal year.

Holland City Hall

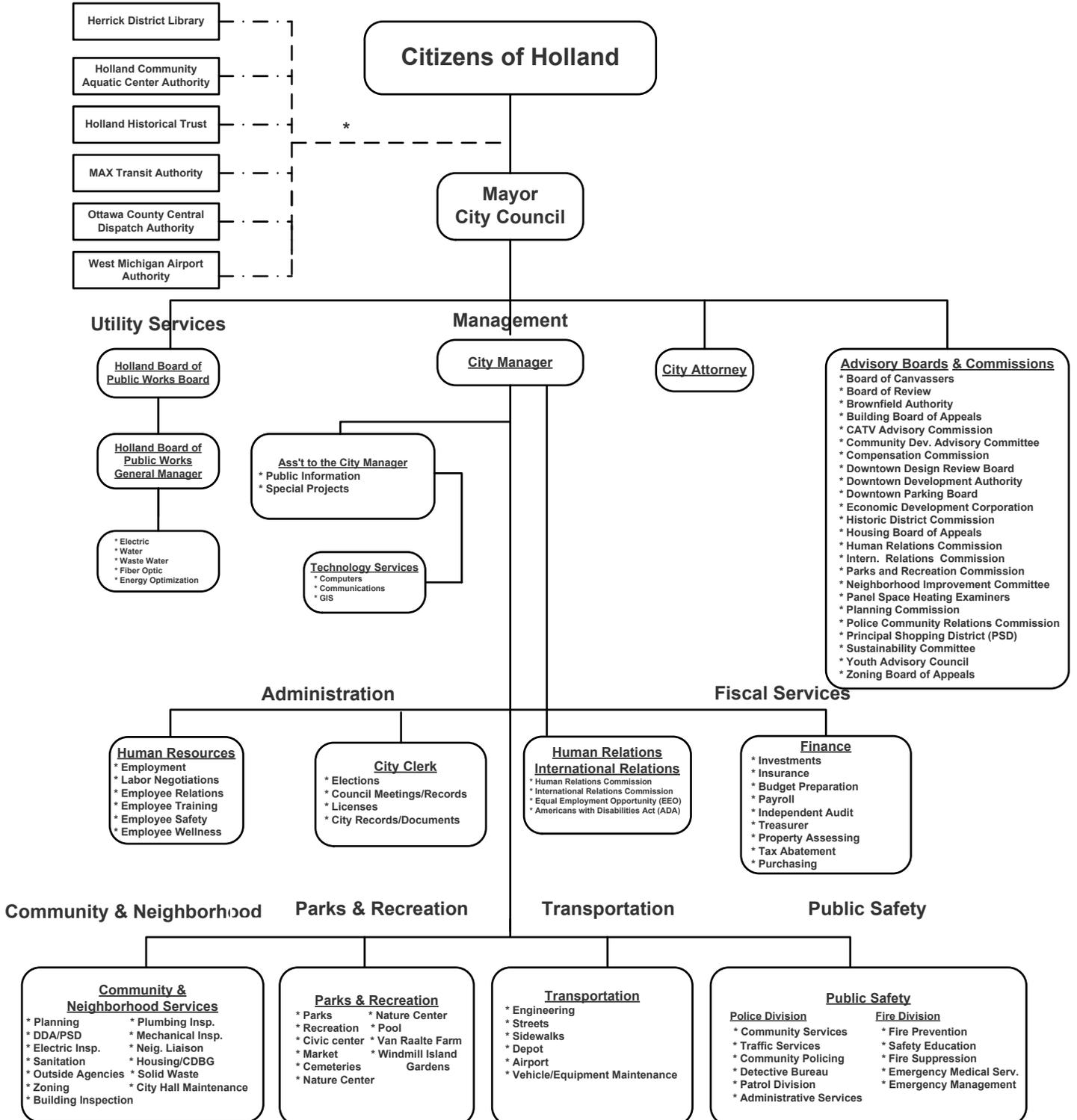
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City of Holland

Organizational Chart



* The City Council makes appointments to these Districts and Authorities

CITY MANAGER BUDGET MESSAGE:

May 13, 2015

Honorable Mayor Kurt D. Dykstra and Members of the City Council:

It is my pleasure to submit the FY 16 Budget to the City Council for your consideration (July 1, 2015 to June 30, 2016). This budget and multi-year financial plan would not have been possible without the help of Finance Director Vagle and his Finance Team; the entire Leadership Team serving as the Budget Team (a budget think-tank); and the City's dedicated and professional staff.

The overall intent of this budget is to provide the citizens of Holland with the best possible programs and services within the City's financial means, inclusive of maintaining Holland's sense of place.

The recommended FY 16 budget is balanced with a General Fund contribution to surplus of zero (\$) while maintaining a modest fund balance (\$3.7 million or 17% of annual expenditures).

Despite last year's loss of statutory personal property taxable value from small business exemptions, the City's property tax revenues grew at a rate that exceeded inflation (5.25%). Total General Fund revenue is up 3.3% inclusive of state statutory revenue sharing, the ownership dividends from Holland Board of Public Works (HBPW) and the new growth in new taxable value.

It is recommended that the City address the growing annual increases in catch-up pension payments associated with the General Group which was closed in 2003 (15% per year rate increase otherwise). This budget contains a comprehensive resolution via a one-time debt issuance with repayment over fifteen years. Similar pension obligation bonds were recently issued by Allegan and Ottawa Counties as a way to manage their pension obligations. (New **non**-public safety employees are now hired into a deferred compensation plan at either a 6% or 8% level.)

Last year's steep curve to address these MERS-required payments was 13%. This year an additional \$350,000 payment is necessary. This represents a 15% increase in citywide pension costs (nonunion defined benefit pension increase is 22%). The annual increases are projected to continue to accelerate for eight more years until the total of \$9.7 million of unfunded liability remaining is paid off.

I am therefore recommending a multi-decade borrow of pension obligation bonds to pay off this \$9.7 million liability. The Holland Board of Public Works would like to conduct a similar pay off at the same time. Interest rates for municipal borrowing remain at historic lows (between 3-4 %). Not only would the City avoid this escalating payment each year by flattening out the total, a small savings might be had.

The budget that follows assumes this action by funding the existing closed group payments totaling \$1,218,237 via creation of a temporary revenue and expenditure fund to pay off the total \$9.7 million that is not intended to be co-mingled with the General Fund (subject to eventual auditors' directions).

The intent of prior years' budgets was to accept the economic challenges, recommend some hard decisions, and then get back to business as usual as soon as possible according to a new normal. This new normal can fully occur once the closed group's defined benefit liabilities are addressed.

It is also important for the City to reinvest in infrastructure again. Infrastructure is a vital foundation of the City of Holland's services. Unmet capital needs do not go away. This year's budget therefore re-adopts last year's theme of: Capital Reinvestment.

Consistent with the 2015 Retreat discussions, strategic staff increases are also recommended (Transportation Project Engineer, Finance Department additional hours, and Customer Service additional hours for a total of 1.8 new FTE is recommended to be added.) These staff additions are strategically timed to increase efficiency and save costs elsewhere. The Project Engineer is partially paid for from reduced contractual costs, for example.

A. Summary:

Everything you need to form an opinion on Holland's fiscal affairs, and to provide information to your constituents for their feedback, is contained in this budget message. If any questions arise, please do not hesitate to call upon Tim Vagle, Finance Director or me.

This year's budget is based on a refreshed list of City Council Strategies, Goals and Action Plans from the Retreat on January 31, 2015 as well as the March 11, 2015 Study Session.

The FY 16 Budget is best summarized by way of the Council Strategic Priorities, Goals and Action Plan highlights below. Additional Action Plans appear in the individual departmental sections that appear later in this budget.

Some key recommendations made to balance the budget and address staffing improvements are listed below and discussed herein:

1. Pay off unfunded liability for the General Group closed defined benefit pensions (\$9.7 million);
2. Incrementally increase Civic Center fees to ensure it can remain open if the Recreation moves out (10% per year until non-recreation expenses are covered);
3. Increase overnight parking fine fees to reinforce fall and winter parking restrictions (\$5 per ticket);
4. Add a Project Engineer in Transportation and reduce contractual engineer expenditures;
5. Fill a retirement vacancy in the Community and Neighborhood Services Department with a new Permit staff member (with funding available from a recent retirement);
6. Add five additional hours for the part-time Customer Service position in the Clerk's Office to provide all-day staffing at the new City Hall Customer Service Center;
7. Make miscellaneous adjustments to percentages charged to various funds, including 50% of Public Information Coordinator and associated branding expenses transferred from CATV fund (\$15,000); fund some of the City Manager's budget from the Downtown Development Authority (like the Community and Neighborhood Services Department used to be --15,000); and make a partial transfer of the City Hall custodial to 50% toward Parks services;
8. Reduce street light costs due to converting to brighter LED's and analyzing more balanced street lighting (\$12,000);
9. Reduce Project Clarity contract by 50% next year given credit requested for the Central Avenue in-line drainage work (savings of \$30,000);
10. Add 12 hours per week in the Finance Department to help cover hours not previously filled from prior retirements and facilitate cross training of key staff;
11. Use the Municipal Capital Improvement fund balance to pay for a long-needed water line replacement to Windmill Island Gardens at the same time as the pathway installation along the causeway (\$410,000);
12. Use some of the taxable value growth to replenish the Street Improvement Fund due to \$525,000 of expenditures to be used for sidewalk snowmelt extensions on Central Avenue and 8th Street; and
13. Use a transfer into the Municipal Capital Improvement from the General Fund to initially pay for the South Shore Streetscape and walkway/bikeway improvements. This cost is partially covered by a \$200,000 Michigan Economic Development Corporation grant; the remainder will be paid back by tax increment financing funds and/or a possible corridor or business improvement district.

B. FY 2021 Long-Term Financial Plan and Assumptions (Five Year Plan):

A long-term Financial Plan is provided by the Finance Department each year to accurately forecast revenues and expenditures. The intent is to increase the City's fiscal vision to ensure thoughtful approaches to maintaining fiscal integrity. Unexpected depletion of the General Fund balance can be avoided thereby. A 15% fund balance minimum needs to be maintained to withstand unforeseen economic or catastrophic events.

The following assumptions are contained in this multi-year plan. See the recommended Five Year Financial Plan summarized below and also itemized on *Attachment C*:

- Assumes an average 3.3% increase overall in the revenue base (5.25% increase in property tax revenues in FY 16);

- Assumes no personal property tax losses from 2013 levels due to the current State promise to hold locals harmless via payments from the State Use tax;
- Assumes 10% health insurance rate increases annually (5% in FY 16);
- Assumes reduction of \$321,257 in 2016 pension costs from initial MERS projections, as a result of issuing Pension Obligation Bonds for closed non-union groups. Assumes 5% increases thereafter for the Public Safety unions' defined benefit plans contingent on future negotiations;
- Assumes continuation of the FY 13 debt millage of 0.7 mills -- rather than sun-setting in FY 18 as intended. The reason is to re-deploy this debt millage to be re-directed to the Street Improvements Reserve Fund (0.4268 mill) as per the staff report from the Reinvestment Committee at the Council Retreat in February, 2014 and also 0.1 mill reserved in the Municipal Capital Improvement Fund for a new Fire Station(s);
- Includes the additional 0.1585 mills authorized in FY 13 by the City Council for Firefighter/EMT job preservation is also re-directed to the reserved Fund Balance in the Municipal Capital Improvement Fund for a new Fire Station(s), consistent with the theme of Capital Reinvestment;
- Assumes filling of Fire and Police sworn staff as these positions become vacant so as to keep to the 18 Firefighter/EMT and 57 sworn officer minimums contained in the five-year Public Safety Service Delivery Report of 2013; and
- Assumes a stable reinvestment in replacement capital assets and capital projects each year, based on the \$1,004,797 in millage and HBPW dividend payments recommended for FY 16 (0.5747 mills for the Municipal Capital Projects).

NOTE: Any change upward or downward in taxable value beyond what is noted above would impact fund balance and/or create the need for more changes. If the assumptions hold up, the City's fiscal situation will continue to get back to a new normal. "New normal" is defined as annual taxable value growth, annual adjustments to pay, re-investments in equipment, maintenance of stable staffing levels, infrastructure and constant innovation similar to Governor Snyder's "relentless positive action" approach.

| | FY-13 Final Actual | FY-14 Final Actual | FY-15 Est. Budget | FY-16 Manager Recomm. | FY-17 Projected | FY-18 Projected | FY-19 Projected | FY-20 Projected | FY-21 Projected |
|---|--------------------|--------------------|-------------------|-----------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Total Funding Sources | \$19,819,734 | \$20,580,886 | \$20,915,674 | \$21,575,820 | \$22,261,005 | \$22,994,730 | \$23,779,180 | \$24,590,384 | \$25,376,868 |
| Total Funding Uses | \$19,273,977 | \$20,905,935 | \$20,912,461 | \$21,575,820 | \$21,982,869 | \$22,660,524 | \$23,372,236 | \$24,120,495 | \$24,898,002 |
| Net Increase (Decrease) from Operations | \$545,757 | (\$325,049) | \$3,213 | -0- | \$278,136 | \$334,206 | \$406,943 | \$469,890 | \$481,418 |
| Fund Equity | \$4,042,038 | \$3,716,989 | \$3,720,202 | \$3,720,202 | \$3,998,338 | \$4,332,544 | \$4,739,488 | \$5,209,377 | \$5,690,795 |

C. Council Strategic Priorities and Budget Goals from February Retreat and Results Contained Herein:

In order to identify priorities to give direction to staff, Council members vote on their highest goals each year at an annual Retreat. The City Council held its 2015 Retreat on Saturday, January 31, 2015. The goals that received support via a "modified dotocracy process" are listed below. The Strategies, Goals and Action Plans to address these priorities are stated sequentially below. Action Plans were created to address each priority and are reported in this Message and in bulk of the document that follows.

| 2015 Strategic Priorities Outcome | | |
|--|---|--|
| Description of Priority Brief Statement of "Finished" | Complexity High, Medium, Low | Completion Short, Intermediate or Long Term |
| 1. Waterfront Development | High | Long term |
| a. Major mixed use development project(s) | | |
| 2. Civic Center | High | Short term |
| a. Recreation separated | | |
| b. New vision for the property | | |
| 3. Fiber Optics | High | Intermediate term |
| a. (Downtown rational nexus) | | |
| 4. Fire Station Replacements | High | Short term |
| a. Two new fire stations | | |
| 5. Pension Solutions | High | Long term |
| a. Defined Contribution | | |
| 6. Community Energy Plan | Med | Short term |
| a. Georgetown Prize (Found/Policy/Win) | | |
| 7. Snowmelt | Med | Intermediate term |
| a. (Extend to the limits desired by City Council) | | |
| 8. Neighborhood Commercial | | |
| a. Occupied Service Businesses for Neighborhoods | High | Intermediate/Long |
| 9. Residential Neighborhoods | High | Long term |
| a. (Redevelopment and renewal) | | |
| 10. Trees and Tree Canopy | Low | Long term |
| a. Keep & Plant more to recover from ash borer | | |
| b. Better Maintenance | | |
| 11. Washington School Block Redevelopment | High | Intermediate |
| a. Residential High Density Residential/Tax Base/Children | | |
| 12. Bouws Pool and Splash Pads | Mid | Intermediate |
| a. To be determined/needs \$400K and TBD | | |
| 13. Streets & Sidewalks | | |
| a. Sidewalks never done, but accelerating | Low | Ongoing |
| 14. Greenhouse Replacement | Low | Intermediate Term |
| a. (Conduct a growhouse if justified) | | |
| 15. Windmill Island Gardens | High | Long term |
| a. Strategic and Business Plan Management | | |
| b. Privatized new programs | | |
| 16. Holland Youth Connections | High | Intermediate |
| a. At-risk youth graduates, secure job and contribute | | |
| 17. Regionalization | High | Long term |
| a. Find ways to work together as part of a bigger whole | | |
| 18. Bicycle Highways | Low | Intermediate |
| a. Map and mark routes on-street and off | | |
| 19. DeGraaf Nature Center | | |
| a. Self-sustaining with programming expansion | Med | Intermediate |
| 20. City Regulatory Reform | Med | Short term |
| a. Reduce red tape | | |
| 21. Dog Park | Low | Short/Intermediate |
| a. Satisfied dog owners | | |

D. Overall Council Strategies, Goals and Action Plans

To implement the City's Vision and Mission, the City Council developed seven (7) strategies and related goals as follows. Budget Action Plans were subsequently developed in the body of this document that follows to be specific, measurable, attainable, realistic and timely (SMART) and related to the Council overall Strategies and the 2015-16 priorities.

STRATEGY I: ECONOMIC DEVELOPMENT AND TRANSPORTATION:

Goals

- A. Provide the **infrastructure** necessary to support the City's economic development mission, including an emphasis on safety, cost-effectiveness and **complete** streets multi-modal transportation.
- B. Quality streets and sidewalks are a pre-condition for quality neighborhoods. Quality neighborhoods are a pre-condition for a world-class community. Quality infrastructure is a pre-condition for industrial development. Industrial development is a pre-condition for community financial stability.
- C. Foster an environment that supports the **retention** and growth of industrial businesses. Foster an environment that supports the retention and **growth** of commercial businesses, including on an attractive waterfront.
- D. Utilize the **incentives** available to the City to retain and attract business.
- E. Work with **area organizations** on providing a quality workforce for area employers.

FY 16 Action Plans

- A1. **Snowmelt Extensions Action Plan:** Extend snowmelt whenever possible as desired by City Council (and as per the Snowmelt/District Heat Potential Master Plan from December 2015). See the Downtown section of the Municipal Capital Improvement Fund budget regarding \$590,000 for new distribution and \$300,000 for major maintenance (to initially be paid for by the Holland Board of Public Works).
- A2. **Improve non-motorized access to Kollen Park Action Plan:** Edgewater Resources studied ways to better connect Kollen Park to nearby neighborhoods for pedestrians. An experimental narrowing of Van Raalte travel lanes to permit on-street parking and a shorter pedestrian crossing is recommended. This construction is scheduled for after Tulip Time, via \$45,000 in FY 15 in the current Community and Neighborhood Services Department budget designated for General Neighborhood Public Improvements.
- B1. **Streets Action Plan:** The City is touching every street on a 35-year cycle now (extended out from the former 20-year cycle). The Reinvestment Staff Task Force of 2014 recommended use of the declining debt payments to increased street resurfacing and reconstructions from three lane miles per year to seven lane miles (\$500,000 more per year eventually as well as one major reconstruction per year for a cost of roughly \$1.75 million more each per year by FY 22). Re-direction of 0.3669 of debt paid off last year to the Street Reinvestment Fund started this program in FY 15. The next major infusion to complete the program will a statewide solution or further debt paybacks in FY 21 and 22 (A total of 2.34 more mills could then be invested in the streets for a 20-year cycle of renewal for all fiscal years thereafter). See the Street Improvements Reserve Fund section of the budget. All but \$413,502 of the available funds are being dedicated to reconstruction of Central Avenue, portions of 8th Street and 9th Street in the next two budget years. Initial construction of snowmelt distribution extensions is recommended from the Street Improvement Fund.
- B2. **Sidewalks Action Plan:** Sidewalks will continue to be addressed in FY 16 by re-surfacing one mile of the asphalt path on 32nd Street between Lugers and Old Orchard for \$40,000. The path along Lugers will likely be resurfaced next year.
- B3. **Mark Alternative Transportation Routes Action Plan:** Bicycle Highways will be mapped and marked via routes on-street and off as part of the Master Plan Update due end of 2015. (\$5,000)
- C1. **Waterfront Redevelopment Action Plan:** The Ad Hoc Task Force on Lake Macatawa Waterfront is working with the private sector on transitional planning. Waterfront Conceptual Redevelopment funds are included in the Municipal Capital Improvement Fund for FY 16 (\$25,000). The intent is to facilitate land use ownership changes,

organize a Tax Increment Financing District, and develop a form-based code to ensure the necessary public access and economic investment.

- C2. **Community Energy Plan Action Plan:** Implementation of community energy planning has been a priority since 2012. The long-term payoff from these strategies is increased energy competency to the City, reinforcement of the City's reputation as being a choice place to live, and increased taxable values.
- i. The City and HBPW staffs and the two community Steering Committee members will work on additional pilot projects in 1) home energy retrofits (either modest private sector incentives or funding the Holland Energy Trust and implementation of on-bill financing -- \$50,000); 2) continued building energy labeling (incentives at \$10,000); 3) commercial/institutional energy retrofit pilot (planning efforts using \$20,000 already accrued); 4) continued partial funding for a new grant-supported creation of Sustainability Institute (\$12,500 from the City Manager's budget and \$12,500 from the Holland Board of Public Works' Energy Optimization budget); 5) HBPW customer marketing for a potential District Heat utility and field trip(s) at a nominal cost and; 6) creating new policies and door-to-door outreach to win the Georgetown University Energy Prize (\$25,000).
 - ii. City staff will work toward greater city facility energy savings. The goal is a 20% reduction (compared to FY 12) via selective conservation efforts for buildings, streetlights (5% savings from last year), park lights, and other energy-efficient practices and reinvestments (10% savings from last year).
- C3. **Strategic Broadband Fiber Optic Utility/Network Action Plan:** Create a Downtown rational nexus for expansion of the existing fiber optic to the entire Holland Downtown. The Holland Board of Public Works will be conducting additional feasibility work for a new utility focusing on customers located in close proximity to others, like Holland's Downtown, in conjunction with City team members from the City Manager's office, the respective Information Technology Divisions, and the City Council.
- C4. **City Regulatory Reform Action Plan:** Consciously look for ways to reduce red tape for business whenever possible. More user-friendly forms need to be developed along with a one-stop shopping Customer Service Center and City Clerk Services annex located on the ground floor of the City Hall (FY 15 funding continued and approximately \$3,000 in new funding).
- D1. **Neighborhood Commercial Action Plan:** Work to incentivize and otherwise enable Service Businesses growth for Neighborhood commercial areas. The most active commercial areas currently have city staff assigned to each to act as shepherds until the City can potentially organize mini-principal shopping districts to proactively address their needs. Signage needs to be improved at a minimum. Wayfinding signage funds are included in the Municipal Capital Improvement Fund for FY 16 to fund three entry signs (\$75,000).
- D2. **US-31 Corridor Redevelopment Action Plan:** A major initiative needed is the US-31 Corridor and improved land uses (24th to 16th Street, especially on the east side). A multi-phased approach to land use review, marketing studies, brownfield tools and a commercial corridor district is needed to encourage redevelopment along this corridor. Explosive commercial growth in the 1990's makes this goal harder to achieve given the resultant oversupply of commercial vacancies. Developers will need to be incentivized as a result starting with a realistic land use plan and marketing study from a firm specializing in these matters. Redevelopment ready planning funds are included in the Municipal Capital Improvement Fund for FY 16 (\$25,000).
- E1. **Holland Youth Connections for At-Risk Youth Growth Action Plan:** Gang prevention is a key staff goal. Eradication of gangs will enhance economic development. The Holland Youth Connections program will be expanded threefold to 240 youth if contributions and employment opportunities can be found. Public funds for this summer

youth employment (under 18) remain included in the FY 16 budget for Fire, Streets and Parks projects (\$30,000 total).

STRATEGY II: AREA COOPERATION:

Goals

- A. **Collaborate** with other area organizations in order to provide a region that is strong and dynamic.
- B. Look for opportunities to create efficiency and **economies of scale** through collaboration and **regionalization**.

FY 16 Action Plans

- A1. **Regionalization Action Plan.** Work with the Macatawa Area Coordinating Council to address ways to work together as part of a bigger whole. No extra cost.
- A2. **Collaboration Action Plan:** Actively support incremental moves to collaborate with Holland Charter Township as per Fire Services' experimentation with Auto Aid Agreement completed in FY 14 and expanding to include Graafschap Fire Department in FY16.
- A3. **Regional Recreation Action Plan:** Plan and create ways to separate recreation from the Civic Center and look for regional recreational efficiencies. This planning is funded with \$25,000 of design services in the Municipal Capital Improvement Fund. Meanwhile, Civic Center fees are recommended to incrementally increase so it can survive the move of Recreation on event income only if the community so chooses. Maintaining the Civic Center to continue to function is recommended (\$15,000 for ramp repairs and ceiling tile removals).
- A4. **Shared Positions Action Plan:** Actively merge administrative services where possible with other units of government: Embrace the planning created by a Succession Plan being created with the Macatawa Area Coordinating Council's Service Delivery Team. Efforts to share building and other inspection services, as well as Assessing are actively being pursued as of budget press time.
- B2. **Regionalize Windmill Island Gardens Action Plan:** Windmill Island Gardens non-motorized access grants/cost sharing with Holland Charter Township in FY 16. Construction planned in summer of 2016. (\$284,000 of design is funded in FY15 and FY 16 and \$400,000 is being cost shared in FY16, along with use of \$1.75 million in grants and donations).

STRATEGY III: NEIGHBORHOODS:

Goals

- A. Develop **mixed income** neighborhoods that are synergistic for people, activities, facilities, and investment.
- B. Target **no more than** 30% of the housing stock to be rentals on any given block.
- C. Encourage **green space** and leisure opportunities within or near all neighborhoods.
- D. Ensure all housing and all greenspace in all neighborhoods is attractive and **well-maintained**.
- E. Ensure all neighborhoods are **well served** by police, fire and medical emergency responders.

FY 16 Action Plans

- A1. **Owner-occupied Housing Encouragement Action Plan:** Although rental housing may be the only option for some City households, work for all neighborhoods to attract a mix of incomes. Neighborhoods should be characterized by an inclusiveness of all economic, social, and racial factors. An Annual Neighborhood Report is planned for January 2016 at no extra expense.
- A2. **Washington School Block Redevelopment Action Plan:** Washington School Block Redevelopment for high density housing is supported. This redevelopment should grow housing for young professionals, enable more single family homes with school children population and grow the tax base. The School’s plans to redevelop for housing will be supported. Use of \$2,500 of carryover from FY15 will likely be needed to assist.
- B1. **Neighborhood Residential Improvement Action Plan:** Residential Neighborhood redevelopment and renewal is paramount. Private and public sector efforts to encourage owner-occupied home ownership are supported in this budget. Part of the proposed \$75,000 in the Downtown Neighborhoods Enhancement Program is intended to assist in funding new garages for redeveloped parcels and conversions from rental to owner-occupied on a 50% grant basis up to \$4,000 per project, as well as winning the Georgetown University Energy Prize.
- B2. **Rental Property Improvements Action Plan:** The City’s rental inspection fees go toward this 100% annual inspection goal. Significant progress from 49% upward is expected.
- C1. **Plant Trees and Return the Tree Canopy Action Plan:** Replacement trees remain included for \$50,000 per year. A total of \$200,000 more is needed to cover the long-term to replace the 2,500 Ash trees removed. Meanwhile, a program to pay for half of trees placed inside yards and front yards visible from the street will be instituted in the fall of 2015. A 35% tree canopy is planned.
- C2. **Create a Dog Park Action Plan:** Use of a large wooded location off of 24th Street is recommended in this budget. An Ad Hoc group on the west side is working to make the City’s cost nominal (\$5,000 is recommended in the Municipal Capital Improvement Fund).

STRATEGY IV: COMMUNITY AND FAMILY:

Goals

- A. **Develop/support** social and cultural institutions, programs, and activities that provide a safe, healthy, and productive environment.
- B. Focus on issues that are important to **senior citizens**.
- C. 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.
- D. Promote personal and community **health**.

FY 16 Action Plans

- A1. **Human Relations Action Plan:** Support the Human Relations Commission as they reinvent their goals to support inclusion and community team building in core areas as a goal for all residents to feel safe and affirmed by others and be a diverse, inclusive, and tolerant community. The Human Relations Commission and International Relations

Commission's support services were reconfigured to become an extension of the City Manager's office so as to enable more measurable goal completion, better coordination and more flexibly-provided outcomes. This is happening via new professional staff, as well as greater partnering with state and regional agencies. Realignment of existing staff's duties to export these "best practices" throughout the organization supported by the City Manager's line authority occurred. These activities will be ramped up in FY16 via celebration of National Hispanic Month in September, establishment of a Community Response Team process and more activities for Martin Luther King holiday at nominal expense.

- D1. **Holland Youth Connections for At-Risk Youth:** Gang prevention is a key goal. Greater efforts to recruit a diverse seasonal, part-time and full-time work force were successful last year (34%). The Holland Youth Connections program will be expanded three-fold if possible to 240 youth. Funds for this summer youth employment (under 18) are included in the FY 16 budget for Fire, Streets and Parks (\$30,000 total).

STRATEGY V: PUBLIC UTILITIES:

Goals

- A. Provide the **right stuff**, in the **right place**, for the **right value** (electric, water, sewer, fiber optic, electric heat, energy optimization and conservation.)
- B. Foster **regional cooperation** on the provision of utility services to ensure efficient and adequate resources.
- C. Maintain **local control** and a Holland citizen-focus in the administration of the utility operation.
- D. Provide public utilities in an **aesthetically sensitive manner**, striving for a perceived invisibility of services.
- E. Evaluate the benefits of **renewable energy sources** to sustaining long-term energy alternatives.

FY 16 Action Plans

- A1. **Replace DeYoung Coal Burning Plant Action Plan:** Implement construction of a gas-powered generation plant. See the Holland Board of Public Works budget.
- A2. **Community Energy Plan Implementation:** See Strategy I Action Plans regarding the Community Energy Plan and also the Management and Administrative and Holland Board of Public Works sections of this budget.
- A3. **Fiber Optic Extension Action Plan:** Create an Ad Hoc Policy group to remove barriers to extensions. This team started meeting at the end of FY15 to develop a rational nexus. Costs to be determined and recommended mid-year as budget adjustments.

STRATEGY VI: PUBLIC SPACES:

Goals

- A. Ensure that all public spaces and facilities are inviting, cost-efficient, up-to-date, and **well-maintained**.
- B. Emphasize **environmental stewardship** in the construction, maintenance and efficient operation of all public spaces.
- C. Support efforts to preserve **natural areas**, protect natural wildlife and their habitats and introduce further landscaping.

FY 16 Action Plans

- A1. **Implement the Five Year Recreation Action Plan:** This Plan outlines major park maintenance and upgrades needed. A total of \$2,029,800 of priorities are recommended in the Municipal Capital Improvement Fund (one-third funded from grants). The Parks, Recreation and Transportation Plan recommends an eventual short-term millage to assist in catching up on major maintenance needed (parks, playgrounds, Windmill Island Gardens and Van Raalte Farms especially).
- A2. **Civic Center Renewal/Recreation Center Action Plan:** It is unlikely that Holland Christian will use the facility for spectator basketball five years from now. The building functions primarily as a recreation center and event space. If the recreation functions were moved, it would remove the barriers to creation of a waterfront linkage in the Civic Center block that would be consistent with the planned redevelopment all around it. In the meantime, the Civic Center would serve as an event space for trade shows and auxiliary gym and large event space/back-up rain location for summer outdoor events. The first step of a five-year plan to increase fees so the Civic Center costs can be self-supporting is included in this budget. No expenses except planning funds (\$25,000) are included in the FY16 Budget as well as Civic Center ramp and ceiling tile maintenance (\$15,000).
- A3. **Bouws Pool Improvements Action Plan:** Restoration of Bouws Pool (including a destination Splash Pad) will be on an upcoming ballot for voter consideration. The amount needed for the pool is \$400,000. The amount needed for the destination splash pad(s) is \$500,000 to \$1,000,000. No expenses except planning funds are included in the FY16 Budget (\$15,000).
- A4. **Combine/Enhance Public Enjoyment of Windmill Island Gardens via Implementation of the Strategic Plan and Business Action Plans.** Implementation of the Windmill Island Business Plan is included in this budget via partial funding of a transition staff member starting April 2015 (\$25,000 in FY 15 and \$90,000 in FY 16, inclusive of the goal to pay for this position via increased attendance by FY 17).
- A5. **Fire Station Replacement/Renovation Action Plan: Planning for** land acquisition and/or renovation options will continue in FY 16 with use of existing funding streams (planning started in FY 15 with re-directed millage of \$270,000 per year). These funds will be saved up for construction/renovation on or before FY 22 (\$2.5 million expected by then).
- B1. **Greenhouse Replacement Action Plan:** Construct a greenhouse is planned in FY 18 if cost justified and the existing greenhouse on State Street can be sold. A step-by-step process will be recommended by mid-year. No net budgetary impact expected for FY 16.
- C1. **Trees and Tree Canopy Action Plan:** Keep & plant more trees to recover from ash borer and achieve a multi-year goal of 35% tree canopy (up from 24% now). See Strategy III on Neighborhoods.
- C2. **DeGraaf Nature Center Action Plan:** The long-term plan is for DeGraaf Nature Center to be self-sustaining with programming expansion and/or collaboration with other like-entities. This function draws and increasing amount from the General Fund revenues that are not covered by fee revenue (\$156,589 in FY 16).

STRATEGY VII: ORGANIZATION:

Goals

- A. Support a culture of **continuous innovation**.
- B. **Support the team**.

FY 16 Action Plans

- A1. **Implement the Public Safety Service Delivery Study of 2013 Goals:** This study will continue to be implemented pertaining to non-sworn staff reductions, part-paid support/recruitment, as well as voluntary cross-training, part-paid staff station duty, joint training, as well as continued Holland Charter Township collaboration via auto aid, and coordinated training/recruitment of part-paid firefighters. No new budgetary impact.
- A2. **Conserve on economic and environmental resources Action Plan:** Reduce, reuse, recycle, and repurpose whenever possible – both for cost savings and for environmental purposes. An on-bill financing mechanism to provide deep energy retrofits for City buildings, parks and other facilities will be completed by November 2015 with no out-of-pocket expense. The Holland Board of Public Works is implementing \$400,000 of LED street light installations for cost and energy savings (reduced energy use by 1% is expected).
- B1. **Pension Solution Action Plan:** Faced with weathering these continued high increases of 15% per year and to reduce unfunded liability (about 68% funded now), two changes are recommended for FY 16: borrow and pay off the \$9.7 million of unfunded liability in the closed group and negotiate plan design changes/funding levels or close the group for public safety.

CONCLUSION AND SUMMARY OF CHANGE IN OVERALL FISCAL HEALTH FOR FY 16

The table below summarizes the long-term financial goal for major reserves and capital funds, as well as indicating progress being made given the improved revenues and expenditure controls. All Funds are operating as intended in a financially sustainable manner and will end the year as planned for fiscal stability.

| Fund Transfer | Highest Point & Year | Transfers in FY 11 | Transfers in FY 12 | Actual Transfers in FY 13 | Actual Transfers in FY 14 | Estimated Transfers Balance at 6/30/15 | Estimated Transfers/ Use of Fund Balance in FY 16 | Estimated Fund Balance at 6/30/16 | Dashboard |
|---|----------------------|--------------------|--------------------|---------------------------|---------------------------|--|---|-----------------------------------|-----------|
| Budget Stabilization Fund | \$1,872,659 in 2003 | (\$81,794) | (\$215,149) | \$300,000 | \$69,000 | \$973,286 | (\$10,000) | \$963,286 | ↔ |
| Municipal Capital Improvement Fund | 1,400,000 in 2004 | \$1,139,894 | \$454,164 | \$310,238 | \$573,671 | \$571,918 | \$410,000 | \$3,334 | ↓ |
| Extra Streets Fund Transfers from General Revenues | \$ -0- | \$ -0- | \$ -0- | \$100,000 | \$100,000 | * \$191,403 | \$ -0- | \$0 | ↔ |
| Legacy Funds | NA | NA | NA | NA | \$198,751 | \$1,048,426 | (\$277,000) | \$718,426 | ↓ |
| General Fund | \$4,042,039 | (\$39,172) | \$300,345 | \$545,758 | (\$325,052) | \$3,720,202 | \$0 | \$3,720,202 | ↔ |
| * Significant drop is due to use of Central Avenue reconstruction savings | | | | | | | | | |

OTHER FY 16 BUDGET HIGHLIGHTS **(Not otherwise covered above)**

TOTAL BUDGET SOURCES AND USES

The total budget sources and uses are \$303,311,189. This is a balanced budget, yet \$138,592,782 of various fund balances are recommended. These funds will primarily support numerous capital improvement projects, yet several will balance operating budgets. The General City operations account for \$43,059,715 in sources, excluding use of fund balances, and \$54,848,606 in uses. The City's HBPW utility funds account for \$121,658,692 in sources excluding use of fund balances, and \$248,462,583 in uses.

TAX BASE AND TAX OUTLOOK

For FY 16, the taxable value increased 5.25% from \$999,915,213 to \$1,052,370,550, resulting in a gain of \$52,455,337. This produced a property tax revenue improvement of \$498,325. No personal property losses are expected despite this taxation elimination given the State of Michigan's promises of replacement revenue from the Michigan Use tax.

The annual inflationary rate established by the state of Michigan through Proposal A for all property was 1.6%. In other words, in inflationary times if the tax rate remained the same, most residential property owners would see a 1.6% increase in their City taxes. The City's overall growth exceeded this average.

The future is optimistic given the two new lithium-ion battery plants that are in place, the Downtown Courtyard Marriott hotel under construction on East 8th Street and the South Shore commercial business and Crescent Shores Marina area. Although each of the battery plant projects are required by the state of Michigan to be granted Renaissance Zones that exempts them from local property taxes for 12 years, this will be coming off in FY 21. These projects are meanwhile generating meaningful new jobs. The Courtyard Marriott and Crescent Shores are also in tax increment financing districts, with new revenues forthcoming to the General Fund starting in FY 23.

One of the continuing challenges is the City needs to continue to pay down \$21 million in infrastructure debt spanning the last decade for road and building projects. See *Attachment B that shows the change in debt service over time*. A significant reduction of 0.55 mills was paid off in FY 14 from accumulated reserves. The entire remaining amount of 2.234 mills comes off by FY 22. This millage is proposed to be re-directed to streets and fire building reinvestments as it is paid off as per the Reinvestment Task Force discussed at the February 2014 Retreat.

The City Council increased the millage by 0.1585 in 2012 to preserve two Firefighter positions while long-term alternative, fire safety cost measures were researched. Given the completion of the Public Safety Service Delivery Study of 2013, a minimum level of 18 firefighters was accepted by the City Council on March 20, 2013. This FY 16 Budget continues to re-direct these funds to replacement fire station (s) instead and continues a 0.1 increase made possible by paying off City Hall debt for a total of 0.2585 mills.

FY 16 TAX RATE

The operating millage remains at 9.5 mills. The distribution of the tax rate is indicated below:

| PROPERTY TAX LEVY MILLAGE RATES | | | | | | |
|--|---------------------|---------------------|---------------------|---------------------|--------------------|------------------------------|
| <u>CITY OF HOLLAND</u> | <u>FY 12</u> | <u>FY 13</u> | <u>FY 14</u> | <u>FY 15</u> | <u>FY16</u> | <u>Percent Change</u> |
| Operating Levies: | | | | | | |
| General | 9.5089 | 9.6585 | 9.6585 | 9.5000 | 9.5000 | 0.00 |
| Total Operating | 9.5089 | 9.6585 | 9.6585 | 9.5000 | 9.5000 | 0.00 |
| Capital Levies: | | | | | | |
| Property Acquisition | 0.0000 | 0.0000 | 0.0000 | 0.0000 | 0.000 | 0.00 |
| Street Improvement Projects | 1.0000 | 1.0000 | 1.0000 | 1.3669 | 1.4268 | 4.38 |
| Sidewalk Improve. Projects | 0.0500 | 0.0500 | 0.0500 | .0500 | 0.0500 | 0.00 |
| Municipal Capital Projects** | 0.2004 | 0.1343 | 0.2360 | .2459 | 0.3162 | 13.94 |
| Fire Station Funds (MCIF) | | | | 0.2585 | 0.2585 | 0.00 |
| Total Capital | 1.2504 | 1.1843 | 1.2860 | 1.9213 | 2.0515 | 6.78 |
| Debt Service Levies: | | | | | | |
| Fire Station Reinvestment Fund | | | | | | |
| General Obligation Debt | 2.1277 | 2.8936 | 2.8069 | 2.3400 | 2.2198 | (5.14) |
| Total City of Holland | 12.8870 | 13.7364 | 13.7514 | 13.7613 | 13.7713 | 0.07 |
| HERRICK DISTRICT LIBRARY | | | | | | |
| Operation Levy * | 1.1000 | 1.1000 | 1.1000 | 1.1000 | 1.1000 | 0.00 |
| Debt Service Levy * | 0.1630 | 0.1721 | 0.1571 | 0.1472 | 0.1372 | (6.79) |
| Total Herrick District Library | 1.2634 | 1.2721 | 1.2571 | 1.2472 | 1.2372 | (0.80) |
| Airport Authority * | 0.1000 | 0.1000 | 0.1000 | 0.1000 | 0.1000 | 0.00 |
| TOTAL MILLAGE RATES | 14.2500 | 15.1085 | 15.1085 | 15.1085 | 15.1085 | 0.00 |
| * May be adjusted before final approval of budget. | | | | | | |
| ** Includes Fire Station reinvestment of 0.2585 mills in FY15 and FY16 | | | | | | |

A review of City tax rates in comparable communities in West Michigan is shown below. Holland is ranked 10th highest out of 43, i.e. in the bottom one-fourth of Michigan mid-size communities. See below. This is an improvement over last year when we were 11th out of 36. The differences are more communities were added. Communities with a local option income tax are also shown in the second table below.

2014 MUNICIPAL TAX RATE SURVEY

| Responding City | Parcel Count 2014 | (Estimated) Population 2013 Census | Income Tax² City | Total City Millage Rate 2014 | Rate Rank City Millage | Property Taxes³ 2014 (City Only) |
|------------------------|--------------------------|---|------------------------------------|-------------------------------------|-------------------------------|--|
| Ferndale | 11,098 | 20,257 | No | 29.0262 | 43 | \$2,167 |
| Warren | 63,559 | 134,873 | No | 27.8656 | 42 | \$2,076 |
| Dearborn | 37,464 | 95,884 | No | 26.6000 | 41 | \$1,982 |
| Allen Park | 13,613 | 27,668 | No | 25.4510 | 40 | \$1,896 |
| Taylor | 26,785 | 61,817 | No | 24.3298 | 39 | \$1,813 |
| Southfield | 32,484 | 73,006 | No | 23.7441 | 38 | \$1,769 |
| Madison Heights | 13,160 | 30,226 | No | 22.9680 | 37 | \$1,711 |
| Roseville | 20,468 | 47,555 | No | 22.8494 | 36 | \$1,703 |
| Southgate | 11,646 | 29,487 | No | 22.8166 | 35 | \$1,700 |
| Wyandotte | 12,216 | 25,225 | No | 22.7500 | 34 | \$1,695 |
| East Lansing | 9,178 | 48,554 | No | 22.6699 | 33 | \$1,689 |
| Garden City | 12,649 | 27,153 | No | 22.2658 | 32 | \$1,659 |
| Kalamazoo | 27,217 | 75,548 | No | 21.4205 | 31 | \$1,596 |
| Eastpointe | 15,352 | 32,627 | No | 21.1754 | 30 | \$1,578 |
| Saint Clair Shores | 28,849 | 60,070 | No | 20.9950 | 29 | \$1,564 |
| Flint | 59,909 | 99,763 | Yes | 19.1000 | 28 | \$1,423 |
| Dearborn Heights | 25,566 | 56,620 | No | 18.8616 | 27 | \$1,405 |
| Westland | 30,732 | 82,578 | No | 17.8923 | 26 | \$1,333 |
| Bay City | 16,603 | 34,424 | No | 16.9615 | 25 | \$1,264 |
| Monroe | 9,357 | 20,405 | No | 16.6017 | 24 | \$1,237 |
| Ann Arbor | 36,522 | 117,025 | No | 16.4501 | 23 | \$1,226 |
| Mount Pleasant | 6,393 | 26,185 | No | 16.2500 | 22 | \$1,211 |
| Port Huron | 13,776 | 29,331 | Yes | 16.0869 | 21 | \$1,199 |
| Jackson | 16,032 | 33,423 | Yes | 15.9789 | 20 | \$1,191 |
| Royal Oak | 27,693 | 58,946 | No | 15.6551 | 19 | \$1,167 |
| Adrian | 8,156 | 20,861 | No | 15.6039 | 18 | \$1,163 |
| Marquette | 7,750 | 21,491 | No | 15.2725 | 17 | \$1,138 |
| Sterling Heights | 47,909 | 131,224 | No | 15.1858 | 16 | \$1,132 |
| Midland | 18,714 | 42,181 | No | 15.0400 | 15 | \$1,121 |
| Saginaw | 27,983 | 50,303 | Yes | 14.8830 | 14 | \$1,109 |
| Battle Creek | 24,370 | 51,848 | Yes | 14.7360 | 13 | \$1,098 |
| Burton | 15,104 | 29,181 | No | 14.1946 | 12 | \$1,058 |
| Livonia | 44,793 | 95,208 | No | 14.0381 | 11 | \$1,046 |
| Holland | 13,465 | 33,481 | No | 13.7713 | 10 | \$1,028 |
| Muskegon | 16,651 | 37,213 | Yes | 12.5875 | 9 | \$938 |
| Wyoming | 25,515 | 74,100 | No | 11.9073 | 8 | \$887 |
| Romulus | 11,656 | 23,519 | No | 11.2563 | 7 | \$839 |
| Portage | 18,916 | 47,523 | No | 10.9256 | 6 | \$814 |
| Norton Shores | 12,147 | 23,998 | No | 10.5500 | 5 | \$786 |
| Rochester Hills | 27,395 | 72,952 | No | 10.4496 | 4 | \$779 |
| Novi | 20,770 | 57,960 | No | 10.2000 | 3 | \$760 |
| Kentwood | 18,282 | 50,233 | No | 9.6066 | 2 | \$716 |
| Grand Rapids | 66,533 | 192,294 | Yes | 9.1518 | 1 | \$682 |

¹This report was prepared by the City of Portage Assessor's Office using (survey) information received from selected Michigan cities. The primary selection criterion was a population of at least 20,000 people. Estimated population provided by the 2013 US Census Bureau.

²Cities with an income tax, except Grand Rapids and Saginaw reportedly levy 1.00 percent for residents and 0.50 percent for non-residents. Grand Rapids & Saginaw reportedly levies 1.50 percent for residents and 0.75 percent for non-residents. Muskegon, Port Huron, Battle Creek, Jackson & Flint reportedly levies 1.00 percent for residents and 0.50 for non-residents.

³These taxes are based on a taxable value of **\$74,686**, which is the average taxable value of a single-family residence in the City of Portage for 2014.

Comparable Cities with Local Income Tax

| 2014 MUNICIPAL TAX RATE SURVEY | | | | | | |
|--------------------------------|-------------------|------------------------------------|------------------------------|------------------------------|------------------------|--|
| Responding City | Parcel Count 2014 | (Estimated) Population 2013 Census | Income Tax ² City | Total City Millage Rate 2014 | Rate Rank City Millage | Property Taxes ³ 2014 (City Only) |
| Flint | 59,909 | 99,763 | Yes | 19.1000 | 7 | \$1,423 |
| Port Huron | 13,776 | 29,331 | Yes | 16.0869 | 6 | \$1,199 |
| Jackson | 16,032 | 33,423 | Yes | 15.9789 | 5 | \$1,191 |
| Saginaw | 27,983 | 50,303 | Yes | 14.8830 | 4 | \$1,109 |
| Battle Creek | 24,370 | 51,848 | Yes | 14.7360 | 3 | \$1,098 |
| Muskegon | 16,651 | 37,213 | Yes | 12.5875 | 2 | \$938 |
| Grand Rapids | 66,533 | 192,294 | Yes | 9.1518 | 1 | \$682 |

¹This report was prepared by the City of Portage Assessor's Office using (survey) information received from selected Michigan cities. The primary selection criterion was a population of at least 20,000 people. Estimated population provided by the 2013 US Census Bureau.

²Cities with an income tax, except Grand Rapids and Saginaw reportedly levy 1.00 percent for residents and 0.50 percent for non-residents. Grand Rapids & Saginaw reportedly levies 1.50 percent for residents and 0.75 percent for non-residents. Muskegon, Port Huron, Battle Creek, Jackson & Flint reportedly levies 1.00 percent for residents and 0.50 for non-residents.

³These taxes are based on a taxable value of **\$74,686**, which is the average taxable value of a single-family residence in the City of Portage for 2014.

GENERAL FUND

Growth in the tax base, statutory revenue sharing, and the amount of the owner's dividend from the HBPW electric utility helped cover the reduction in interest earnings and increased health and pension costs. The reserves remain in good shape and a continuation of capital reinvestment in the City's infrastructure that was started in FY 15 can continue. Similar millage is maintained 9.5000).

The total General Fund Revenues are recommended to become \$21,575,820, which is a 3.3% increase from the budget in FY 15 of \$20,878,287. (This is before borrowing to pay down pension accrued expenses for the closed group.) This rate of increase is more than last year's rate (1.5%).

General Fund expenditures compared to last year increased to \$21,573,820 or 3.1% from FY 15 budget of \$20,916,451 when viewed unrelated from the recommended closed group pension payments. A surplus of zero (\$0) is projected as of June 30, 2016. An estimated fund balance of \$3,720,202 represents 17% of FY 16 recommended expenditures (15% is the auditor's recommended minimum).

In addition, the Budget Stabilization Fund for the General Fund is estimated to end the year at \$963,286 compared to its former high point of \$1,016,820 in FY 10. This fund traditionally addresses unforeseen losses created by appeals to the Michigan Tax Tribunal; it was also used for operating expenses in the recession years. The purpose of the Budget Stabilization Fund is to assist in weathering these types of financial situations as per Sec. 2-110 (c) of the City Ordinance regulating this fund. The ordinance states:

to prevent a reduction in the level of public services or in the number of employees when; in preparing the budget for the next fiscal year, the City's estimated revenue does not appear sufficient to cover estimates expenses.

Nevertheless, I will be proposing that it be reduced by 50% in future years if growth in the economy continues.

An operating transfer of \$115,000 from the Cable Television (CATV) Fund will be made to the General Fund in FY 16 this compares to \$114,700 in FY 14 and \$126,936 in FY 15. The difference is for the Public Information Officer changes.

STATE REVENUE SHARING

It is estimated state revenue sharing and state liquor tax funds will increase slightly to \$2,999,215 in FY 16 (up \$58,065 from \$2,941,150 in FY 15). This includes \$354,165 of Economic Vitality Incentive Program funds intended by the legislature to stimulate local government:

- Accountability and transparency
- Consolidation of services
- Employee compensation restrictions

In 2001, the City received \$4,000,044 from this source, or 24% of General Fund Revenues. For FY 16, this amount is estimated to equal 14% of revenues.

DIVIDEND AS OWNER OF THE HOLLAND BOARD OF PUBLIC WORKS (HBPW) ELECTRIC SERVICE

The City of Holland owns the HBPW. The City is entitled to a dividend on its risk and investment under terms of the Charter. An increase in General Fund revenues was realized in FY 09 when the prior 3% dividend rate was increased to 5%, with \$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 of dividends that municipal owned electric utilities paid to their City governments – The City of Holland voluntarily under-realized its return on the utility investment for many years prior.

For FY 10, the 5% was based on the actual calendar year 2008 electric sales. This resulted in a \$3,799,200 contribution or \$184,800 less than FY 09. This was due to a decrease in electric sales. In FY 10, the General Fund amount was maintained at \$3,195,400; and the remaining \$603,800 was transferred to the Municipal Capital Improvement Fund, which was \$184,800 less than in FY 09.

For FY 11, the calendar 2009 electric sales were down again resulting in \$3,637,800. Due to the loss in property taxes, reduction in State Revenue Sharing, and reduction in electric sales, the 5% of gross sales was increased to 5.5%.

For FY 13, the 5.5% yielded \$4,651,200; for FY 14, it paid \$4,990,800. For FY 15, \$5,344,000 is estimated to be received, which included an additional \$250,000 as a one-time contribution to assist in a transition plan for the Holland Historic Trust. This will change only slightly in FY 16 to \$5,352,000.

It is recommended that \$400,000 be transferred to the Municipal Capital Improvement Fund from this total.

| FUND | HBPW FY 10 5% | HBPW FY 11 5.5% | HBPW FY 12 5.5% | HBPW FY 13 5.5% | HBPW FY 14 5.5% | HBPW FY 15 5.5% | HBPW FY 15 (ADOPTED) | HBPW FY 16 (ADOPTED) |
|----------|---------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|----------------------------|----------------------------|
| GEN FUND | \$3,059,390 | \$3,195,400 | \$3,950,000 | \$4,351,200 | \$4,590,800 | \$4,694,000 | \$4,904,000 | \$4,948,000 |
| MCIF | \$578,410 | \$603,800 | \$357,040 | \$300,000 | \$400,000 | \$400,000 | \$440,000 | \$400,000 |
| TOTAL | \$3,637,800 | \$3,799,200 | \$4,307,040 | \$4,651,200 | \$4,990,800 | \$5,094,000 | \$5,344,000 | \$5,352,000 |

TOTAL STAFF POSITIONS, PAY AND BENEFITS

Approximately 70% percent of City costs are related to employees providing services – primarily in the form of wages and benefits.

From FY 03 through FY 15, fifty-five (55) full-time equivalent positions were eliminated from the General City workforce. Not filling these positions with full-time staff reduced expenditures by approximately \$2.85 million. (This savings is the net of partial backfilling from part-time and contractual services.)

Personnel changes can be more strategic again rather than being purely a reaction to decreased revenue. Although we still need to manage staff changes carefully through attrition, some position replacements can be filled (Human Relations Coordinator, Project Engineer and minimum Police and Fire service levels, for example).

Other positions will remain vacant; however, until such time as health and pension increases are able to be absorbed and the capital and infrastructure reinvestments are fully funded. Since these efforts are all works-in-progress, this budget continues to focus on strategic cost containment.

Last year’s budget included the cost to conduct a comprehensive pay and benefit assessment. Many cities do this every 10 years; HBPW does a pay and benefit assessment every 3 years. The last one Holland City did was in 2001.

The intent of this study was to ensure competitive pay and cost-effective benefits and to position the City's wage and benefit levels properly. The goal was to ensure that Holland can attract and retain excellent talent.

The conclusion reached by Rahmberg Stover consultants was that very few marketplace adjustments were needed totaling only \$13,044 in FY 15.

The Rahmberg Stover comprehensive pay and benefit assessment study looked at benefit adjustments last year as well. Defined benefit employee cost shares range from 1.75% to 21% in comparable communities. The average for non-public safety positions in comparable communities is 3.5%. The City of Holland employee defined benefit share increased by 1% for FY 15 -- from 2% to 3%. No further change is recommended in FY 16 or in defined contributions for employees that are not part of the defined benefit plan.

Meanwhile, the recommended FY 16 Budget continues the recent trend of providing annual base pay wage increases. The actual amount will depend upon the FY 15 year-end estimated fund balances and will be acted upon by the City Council in early July.

Any vacancies experienced during the year will not be replaced until justified via an Administrative Plan (recent or new).

HEALTH INSURANCE AND ALTERNATIVES

The City established a modified self-insurance fund for the City's employee health insurance in 1991.

The program is self-insured for up to \$100,000/employee and also has a group aggregate umbrella which is established each year by Priority Health as the program administrator. (A stop loss of \$4,357,951 is expected for FY 16, capping the overall exposure for medical costs.)

In 1993, an employee Wellness program was established that now covers all union and non-union employees. This program promotes health prevention. The City pays 80% of the premium if the employee meets all of the requirements. If the employee does not meet all of the requirements, the City pays 60% of the premium. Health care costs remain a major cause of increased labor costs. In 1991, the total cost for employee health care was \$1,210,400. It increased to \$5,463,168 by FY 11 and is estimated at \$5,279,104 in FY 16. The reasons for relatively little change are the staff reductions and the City's decision to separate from the Herrick District Library as a large user. These costs cover all General City and HBPW employees and retiree costs of a fixed amount per month until age 65.

The fund balance in the Health Insurance fund for June 2011 was \$1,178,210; it declined to \$866,382 in June 2012; and is now estimated to be \$2,076,879 by June 2016. The lowest fund balance was experienced in year 2000 at \$783,013. A 12.7% premium rate increase was implemented for January 1, 2013 along with employee prescription drug cost increases. Minimal rate changes were necessary in FY 14 (2%). A 10% rate change was budgeted for FY 15 but only 4% was needed. A 5% rate change is budgeted for FY 16.

Several further adjustments in the Wellness program were made in 2016 due to new health insurance consulting advice: no smoking on City property, Couch to 5K running, and increased incentives to opt out of the City's plan are three examples. Increased enrollment in Health Savings Accounts was another result. The relatively low rate changes in the last two years are partially the result of these cost containment strategies.

RETIREMENT COSTS AND ALTERNATIVES

One of the major expense challenges is how to stabilize 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 as of January 2003. The defined contribution plan includes all new non-union employees and those who converted to a defined contribution plan. These employees account for 26% of the workforce. The remaining 74% of staff are in the defined benefit pension plan.

There are seven different groups in the City's defined benefit program. These overall contribution rates range from 16% to 70% of payroll, yet the employees pay between 3% and 8.23% in all cases. In FY 16, the General fund pension costs would have increased to 15% above the current FY 15 employer contributions. The General City (non-union) defined benefit (DB) pension costs are \$1,537,824 in FY 16, or \$277,596 above

the FY 15 amount of \$1,260,228, for a 22% increase. It is recommended that the remaining non-union liability be paid off accordingly (\$9.7 million).

Alternatives to contain these cost increases were studied last year. This budget assumes and recommends borrowing and paying off the accrued unfunded liability for the Closed Group of \$9.7 million over 15 years. If no action is taken, according to MERS policy, the full amount of the unfunded liability must be fully paid over eight (8) years (average of \$1,212,500 per year), plus the “normal” cost of the benefit for that year. The recommended strategic borrowing will balance the budget, flatten cash flow and enhance capital reinvestment with the freed up funds at an advantageous time to borrow. This alternative could be problematic, however, if the stock market were to experience periodic “correction;” the City’s extra funds could be marginalized thereby. That risk is minimized somewhat in the fact that the unfunded accrued liability would become significantly larger than the current \$9.7 million amount, and the City would be required to pay back the larger amount within the same eight year period. In either circumstance, if there were a major correction in the markets, it would have a significant impact on the City’s pension costs. Efforts to “dollar cost average” and/or to purchase insurance to protect against this impact will be researched. Meanwhile, discussions will begin with the public safety employees who are still on a defined benefit plan. Eighty-five percent (85%) of MERS municipalities have similar unfunded liabilities that are being addressed over time.

Those employees not covered by the defined benefit program receive a 6 to 8% defined contribution by the City. This program is administered by MERS, yet is limited to a 6% contribution by the City, plus a 2% City match of the employee’s own 2%, for a total of 8% possible from the employer.

OUTSIDE AGENCIES

No requests were asked by Outside Agencies except for the CDBG program and Lakeshore Advantage. The Holland Historic Trust is funded the same as FY 14 until such time as a new funding model is achieved by the Trust. Lakeshore Advantage requested a 50% increase in their service contract associated with the Smart Zone entrepreneurial talent recruitment and retention effort. This \$25,000 increase is recommended **for only one year** (FY 16) until the Smart Zone is approved and/or the communities decide to permanently fund Smart Zone operations in this contractual increase way.

A contractual pay-as-you-go approach is recommended in future years so as to constrain potential increasing administrative expenses that could otherwise consume precious tax base growth within the City of Holland. More discussion of this point is requested in the Budget Study Sessions.

| FY 12 Request | Agencies | Funding Category | FY 12 | FY 13 | FY 14 | FY 15 | FY 16 |
|----------------------|-----------------|---|------------------|------------------|------------------|------------------|------------------|
| \$160,750 | 17 | Social Services | \$97,000 | \$0 | \$0 | \$0 | \$0 |
| \$124,080 | 15 | Cultural Activities (4 th of July Fireworks) | \$73,600 | \$8,045 | \$8,045 | \$8,200 | \$8200 |
| \$235,239 | 1 | Holland Historical Trust | \$235,239 | \$117,600 | \$89,000 | \$250,000 | \$89,000 |
| \$47,000 | 1 | Economic Dev. – Lakeshore Advantage | \$47,000 | \$47,000 | \$50,000 | \$50,000 | \$75,000 |
| \$85,940 | 9 | CDBG – Outside Agencies | \$56,250 | \$48,500 | \$50,000 | \$52,200 | \$30,000 |
| \$653,009 | 43 | Total | \$509,089 | \$221,145 | \$197,045 | \$360,400 | \$202,200 |

FIVE YEAR CAPITAL IMPROVEMENT PROGRAMS

The City’s, multi-year Municipal Capital Improvement Fund project recommendations are attached in a potential sequential order over the next five years. The purpose of this five year plan is to facilitate realistic reinvestment planning, financing and coordination.

The attached Municipal Capital Improvements Program shows an average of \$2.6 million per year is needed for capital improvements. This compares to only \$464,031 funded in FY 13. Outsides sources of funding (grants, voter approvals, and donations) may be available for some of these City’s specific purpose and new

capital plans. Staff will need to organize these investments in the time frames shown on *the Capital Projects Fund section* of the document to make these projects happen.

The current major capital reinvestment needs are: Street reconstructions, Fire Station renovation/relocation, and Civic Center/Recreation, Bouws Pool, and Window-on-the-Waterfront reinvestment. The table below summarizes the funding alternatives and the recommendations. (Listed in priority order):

| Project | Potential Cost | Optional Approaches | Recommendation |
|---|---|---|---|
| <p>Street Reconstruction and Resurfacing Reinvestment (20 year plan from 35 year plan now)</p> | <p>\$1.75 million more per year</p> | <p>No change – stay on 35 year plan and wait on lower volume streets into the second decade of the millennium; or</p> <p>Bond for reconstructions— Package the 8 major street reconstructions needed for about \$21 million; or</p> <p>Re-direct millage from paid off bonds in FY 14 and in FY 22 to the Street Improvements Fund and conduct twice the resurfacing projects as well (0.3669 mills in FY 15 and roughly 2.0 mills more (\$2 million) beginning in FY 22)</p> | <p>Re-direct millage from paid off bonds in FY 14 and in FY 22 to the Street Improvement Fund and conduct twice the resurfacing projects as well (0.4268 mills in FY 16 and roughly 2.0 mills more (\$2 million) beginning in FY 22)</p> |
| <p>Fire Station(s)</p> | <p>\$6.0 million</p> | <p>Increase millage and bond; or</p> <p>Request voter approval and bond; or</p> <p>Re-direct existing millage to a debt repayment fund and bond; or</p> <p>Create a sinking fund and save up.</p> | <p>Re-direct existing millage to a debt repayment fund and then do a ten year short-term borrow from the so-called firefighter millage from FY 13 (0.1585) and 0.1 mill from the pre-paid debt for a total of 0.2585 mills in FY 14. Major renovation of both Kollen Park and Waverly is likely. Unknown whether Virginia Park Station is needed in the long-term.</p> |
| <p>Civic Center Renovation or Recreation Center</p> | <p>\$200,000 to \$13 million</p> <p>(The lower cost is to make the minimum safety improvements only. The \$13 million cost would be to make more multi-purpose and include an auxiliary gym and rooftop receptions).</p> <p>Recent developments reveal no Holland Christian use expected beyond five years and relocation of the Nykerk Cup to DeVos Hall next year.</p> <p>Recent waterfront visioning</p> | <p>Increase millage and bond; or</p> <p>Request voter approval and bond; or</p> <p>Re-direct existing millage to a debt repayment fund and bond; or</p> <p>Use other existing revenue streams and outside donations; or</p> <p>Create a sinking fund and save up; or</p> <p>Do one of the above and</p> | <p>Make safety improvements only. Work on alternative Recreation locations.</p> <p>A new Recreation Center should be designed now. Place on the ballot for a voter approved bond in August of 2016 and be opened in 2018. A full-service Recreation Center is estimated to cost less if built new than to bootstrap it into the Civic Center.</p> |

| Project | Potential Cost | Optional Approaches | Recommendation |
|--|---|--|---|
| | demonstrates the need to not make major public reinvestments at this location at this time. | move Recreation to a world-class facility built for such purpose. Work on alternative recreation locations. | Meanwhile, create a short-term Tax Increment Financing District from Boatwerks to River to help pay for whatever public improvements may be desired on 8 th Street between River and Maple someday or 8 th Street to the waters' edge. Such a TIF District is funded from growth in the tax base and not from existing taxpayers. Although this would conflict with some of the Smart Zone, it would better control resources for the benefit of Holland taxpayers. |
| Bouws Pool | \$4.0 million | Feasibility study showed \$400,000 for repairs. | Combine this change with Bouws Pool repairs (\$400,000) and splash pads (\$1.0 million to \$1.5 million). Consider a voter approved bond for Splash Pads when the time is right. |
| Window on the Waterfront Renovation | \$100,000 to \$200,000 | Part of the Windmill Island Gardens Strategic Plan. Fund by donations or the Municipal Capital Improvement Fund. | Continue fund raising and save up to accomplish these improvements when the bridge to Holland Charter Township is done with grants. |

WASTE HEAT TRANSMISSION MAIN CHANGES NEEDED

Any cost via change of transmission mains necessitated by the plant re-location is an expense that is being covered by the Holland Board of Public Works for re-establishment of the new connections (\$2.5 million) and by the City for snowmelt or District Heat expansion (\$1.0 million). Such expansion is intended to be covered via a capital connection charge per square foot charged over time for new snowmelt users and/or district heat users. This capital cost recovery formula needs more discussion. Together these new uses will enable re-use of a five-fold increase in the new plant's waste heat dispersal in 2017. If District Heat becomes a primary resource used by the Holland Board of Public Works, the City's \$1.0 million investment will be trued up and reduced accordingly.

SNOWMELT EXTENSIONS AND POSSIBLE DISTRICT HEAT UTILITY CREATION

Major city funding is needed for new snowmelt transmission extensions underground and the surface distribution costs in FY 15 and FY 16. These initial extensions are to:

- Fill current gaps in the system (8th to 9th on College);
- 8th Street sidewalk on the south side extension to Lincoln; and
- Central Avenue sidewalks from 6th Street south to 13th Street.

An internal borrow and from the Holland Board of Public Works is making the transmission mains possible. Deferring asphalt projects for a season or more is making the distribution expenses possible in the current fiscal year (FY 15). Special assessments on benefitting property owners to cover 100% of the capital costs

will be needed if areas outside of the Downtown core would like snowmelt. Alternative funding formulas will be discussed going forward in future budgets.

If there is found to be a District Heat customer base, the transmission costs paid for by the City will be “trued up” and further split between the HBPW and City with reimbursement from each new customer that signs on to District Heat via a new connection trunkage fee or special assessment spread out over a long-term.

SUMMARY OF ACTION PLANS: NEW PROGRAMS, SERVICES AND EXPENDITURES IN FY 16

What follows is a summary of key Departmental Action Plans as well as key new programs and revenue and expenditures contained in this budget that are not otherwise covered above. The intent is to give the City Council and the public insight into what is new for public input and discussion without having to digest every number.

MANAGEMENT AND ADMINISTRATION

(What follows are additional details from the Action Plans as pertinent to key changes not otherwise covered above. The following list is not exhaustive; the focus is on explaining new expenditures.):

- Work to implement the City Council goals from February 2015.
 - Train existing staff in the City Manager’s Office for new roles (\$3,300)
 - Marketing for Communications \$7,500
 - EPIC Administrative Projects Manager \$6,250
 - Sustainability Director \$12,500
 - Lakeshore Advantage and Smart Zone. Do not use Tax Increment Financing for \$25,000 increase to cover Smart Zone administrative expenses
- Work with experts to complete the Waterfront Visioning and begin implementation of a multi-year redevelopment outcome determined by the City Council. (\$25,000 in the Municipal Capital Improvement Fund.)
- Conduct a joint Bouws Pool redevelopment/Recreation Center facility redevelopment and educational effort: \$25,000 for design and educational materials.
- Complete a 25-home Home Energy Retrofit On-Bill Financing pilot project with the help of Holland Energy Trust to be created, inclusive of Building Energy Labeling and include rental conversions tackled by Jubilee Ministries and Homecor. (\$50,000 in the Municipal Capital Improvement fund budget to be matched by the Holland Board of Public Works.)
- Complete a Residential Building Energy Labeling public policy change pilot project (\$10,000 in the Municipal Capital Improvement fund budget) of 200 homes eventually.
- Find a way to motivate/incentivize redevelopment along US-31. Complete a Land Use Study and Marketing Study for Commercial Corridor on US-31. (\$25,000 in the Municipal Capital Improvement fund.)
- Grow the Holland Youth Connections Program geometrically (240 positions) to integrate at-risk youth into the fabric of the community and eliminate recruitment opportunities for gangs (\$10,000 each for Fire, Streets and in the Parks Divisions) plus 50 plus community employers.
- Create a Dog Park via partnerships (\$5,000).
- Secure full implementation for the Windmill Island Gardens Strategic Plan implementation with a \$2.3 million pathway construction kick-off in 2016 and a new position creation in the Parks Department to be paid for by programming and marketing results to cover the new costs (\$300,000 of Legacy Funds and rest from grants, donations and cost-sharing with Holland Charter Township) plus \$90,000 for increased marketing efforts via a Development Manager’s position.

- Resolve the Police and Fire Union contracts through a negotiated settlement by June 30, 2016.
- Human Relations educational and response efforts will grow with the continued funding of this full-time position from FY 15 (\$33,000).
- Research and develop an operating model to ensure the sustainability of the International Relations Commission (IRC) and its programs in the long term with the staffing noted above.
- To re-codify city ordinances with General Code (completed 42 years ago) and maintain every 15 years. (October 2015) (\$13,990)
- To send Deputy City Clerk and Administrative Aide to conferences for continuing education to obtain Certified and Masters Certification with the International Institute Municipal Clerks. (March 2016) (\$2,775)
- To implement the agenda/minutes software, train staff and all boards and commissions so the City's presentation of documents to the public is uniform. (August 2015) (\$10,500)
- To seek becoming a Passport Application Acceptance Facility. (Start-up costs to be off-set by fees.)
- To provide Customer Service personnel during all regular business hours (\$6,000 for equipment for location; transfer of current personnel and funding of position from CNS (transfer of \$13,000), additional hours \$13,000)
- Reinvigorate training efforts for Technology Services staff and for departmental staff. (November 2015, \$2,000)
- To provide only the level of legal services desired by the client: Provide templates; Approve re-occurring contracts as to form if minimal changes; and Reduce overall legal expenses in other ways to be determined.

FISCAL SERVICES

- Recommend action plan for pension and OPEB (Other Post-Employment Benefits) liabilities in combination with the HBPW (\$321.257 Savings in first year by December 2015).
- Expand departmental use of Purchasing Consortium for mutual savings.
- Implement a physical review of 15% to 20% of real property parcels such that the entire parcel base is physically visited and reviewed over a five (5) to seven (7) year period. Emphasis will be to complete a minimum of 100 percent of commercial properties, 10 percent of Industrial properties and 5 percent of residential, agricultural and developmental properties in the next year.
- Expand use of technology to deliver better service including use of tablets for assessing site inspections.

PUBLIC SAFETY

A focus on high-quality community policing, effective crime prevention, detection & investigation and jail services is maintained in the Police Division. Fire Services continues to work toward more innovation in areas of fire prevention, suppression and training initiatives.

Long-term solutions to fiscal sustainability are related to conducting fire services differently than in the past and eliminating gang-related police calls. The City celebrated a 10year drop in calls for service, crime and youth-related arrests in 2014.

The existing strength of community policing, routine patrols, crime prevention and crime solving is maintained at 57 sworn officers. Gang prevention via the Human Resources Commission, the Police Community

Relations Commission and the Holland Youth Connection jobs mentoring program is expanded multifold in FY 16 from significant outside funding as well as \$30,000 of public funds in Streets, Fire and Parks. With success, will come a large reduction in police calls over the next generation.

The Public Safety Service Delivery Study of 2013 was completed for the purpose of moving toward a district fire service potential. The key goals are to remain at 18 Firefighters/EMTs, strength for 5-person minimum shifts; work on collaboration to enable a regional fire services someday, as well as, increased support to, and use of, part-paid firefighters.

What follows are additional details from the Action Plans as pertinent to key changes not otherwise covered above:

- Use innovation techniques from New North to establish an action plan to preserve and enhance trust between Police and the community. (Throughout 2015-16)
- Upgrade and coordinate a city-wide surveillance camera network that can be easily monitored by Police staff. (September 2015). Technology Services Budget item \$10,000.
- Update the Fire department vehicle replacement schedule and make necessary budget recommendations to support it with contributions to the Fire vehicle replacement fund. (June 2016). Increase Fire vehicle replacement fund by \$10,000 to \$100,000.
- Work with Police and Fire unions through interest-based pre-negotiation meetings to establish a long-term plan to minimize or eliminate defined benefit pension unfunded liability amounts. (Throughout 2015)
- Raise overnight parking fines by \$5.00. Increase revenue by approximately \$15,000.
- Complete process for planning and funding improvements or reconstruction of Fire service facilities. (August 2015). Up to \$6 million over the next 10 years. The three departments that we border with have all been contacted and we have auto aid agreements in place or will soon have an agreement in place.

TRANSPORTATION

- Complete Central Avenue reconstruction project, 8th street upgrade, and major transmission lines for snowmelt system from the new power plant. (\$5,660,000 in Streets costs and \$525,000 in Snowmelt Distribution costs from the Street Improvement Fund). The \$1,070,200 of Snowmelt Transmission costs will be cash flowed with the help of the Holland Board of Public Works and will be paid back over 20 years at 3% interest. Property owners outside of the Downtown Core should assist via connection charges that could likewise spread out.
- Complete the design for the 9th Street reconstruction project and advance the project to the bidding phase for construction in summer for 2016.
- City street crew to fully implement skip milling and paving method for improving areas of pavement distress and minimize potholes. Target \$2,000 in savings.
- Complete rehabilitation of 1 mile of non-motorized path (complete 32nd Street) for \$40,000.
- Continue to use new resources like govdeals.com and mower lease agreements to maximize revenue and minimize expenses for equipment. Target \$25,000 savings.
- Reduce street lighting costs by reviewing mid-block lighting and alternate lighting technologies for street lighting. Target \$12,000 in savings.

COMMUNITY & NEIGHBORHOOD SERVICES

- For FY 16 work with Public Information Coordinator and Holland Television staff to update www.enjoyhollandmichigan.com with new photographs and pursue the creation of short video showing the different locations of Holland, Michigan set to music.
- Partner with 35 Downtown Neighborhood Homeowners and Housing Developers regardless of income to enhance their owner occupied homes (Enhancement Program) (Year Round; Total Budget \$75,000 General Fund, up from \$50,000 in FY 15).
- Work with the South Shore Village Neighborhood Commercial District on implementation of the redevelopment plan (\$500,000 from the Municipal Capital Improvement Fund paid for with help from a \$200,000 MEDC grant and Tax Increment Financing funds).
- Monitor success of the Neighborhood Improvement Strategy by producing an Annual Neighborhood Outcomes Report by January 15, 2016 (no extra cost).
- Complete the update to the City's Master Plan by Spring 2016 per approved contract, and re-write the Subdivision and Zoning Ordinances beginning in Spring 2016 (\$20,000).
- Prepare for application to the Michigan Economic Development Corporation for certification as a Redevelopment Ready Community. (Summer 2016, Master Plan Update needs to be completed before we can commence work on this item -- \$25,000.)
- Repair major air leakage in City Hall, tighten windows, etc. per the Energy Service Company's recommendations (paid for by on-bill financing).
- Install code-approved hand rails in City Hall's main stairwell (Cost TBD).

PARKS AND RECREATION

- The Park Department will play a major role in hosting the national America In Bloom symposium. Efforts will be needed in late summer of 2015 to ensure that the City is prepared for the event. This may mean purchasing some plant material and other landscaping items. (Holland In Bloom, and many sponsors are funding this effort.)
- Remove ash trees. (Additional part time staff will again be hired for this effort. The additional cost is \$30,000.)
- Collaborate with Hope College, Macatawa Coordinating Council and Grand Valley State University on a City wide Tree Inventory. Possible grants and other assistance will be explored. (The total cost for inventory could be \$100,000-\$125,000 over time.)
- Develop a tree planting program that will combine private/public partnerships. Includes a 50/50 cost share with residents; trees to be planted in front yards or right of ways. Our goal is to begin at a 1:1 removal to plant ratio, and transition over time to a 2:1 plant to removal ratio. \$50,000 is again budgeted for FY 16.
- Continue repairs to Van Raalte Farm. Items in need of attention include the lighting on the 24th Street side, the barns need to be cleaned out and the garage needs painting. Some signage needs updating as well. (Plans and design of \$15,000 is recommended for FY16; Repairs needed would be approximately \$120,000.)
- Work towards a world-class Recreational facility. Budget is \$7 to 9 million. Visit other like facilities in Michigan to determine the best needs for the project. (December 2015)
- Evaluate Recreation fees: Resident vs. Non-Resident and see what other area Recreation Departments offer to their community. (December 2015)

- Seek sponsor for new DeGraaf Nature Center Pavilion (Received a \$50,000 donation for improvements, including pavilion). Continue to fundraise and seek out grants for improvements to the entrance of the DeGraaf Nature Center. (Total estimates are nearly \$300,000 for total project. Many donations have already been received, and more to hopefully come.)
- In conjunction with the Community Parks and Recreation Plan, and in consultation with the Parks and Recreation Advisory Commission, pursue the development of street ends at Lake Macatawa for community purposes. Surveys, markers and plans are being done in FY15. At least one street end mini-park is planned in FY 16 (\$25,000).
- Replace an 8-inch water line to Windmill Island Gardens when the path connections to downtown are built is needed. The total is estimated at \$410,000. Funding for this improvement is recommended to come from the Municipal Capital Improvement Fund.

OTHER FUNDS

The following is a brief overview of other important funds within the budget:

CABLE TELEVISION (CATV)

This fund accounts for all expenses associated with the three 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 the surcharge on cable bills for equipment. For FY 16, the franchise fees are estimated at \$372,700 and the PEG fees at \$108,000 for a total of \$480,700. Of this amount, \$115,000 is proposed to be transferred to the General Fund and \$100,000 to the Technology Services Fund for General City technology equipment and communication services. The balance is used to fund the staff and equipment to operate the public television services, inclusive of 50% of the Public Information Coordinator and 100% of the video photographer elements of social networking.

Most other communities use the cable franchise fees similarly: for technology and right-of- way use costs.

SNOWMELT FUND

A major project from FY 05 to FY 08 was completing the expansion of the downtown snowmelt system.

The fund balance by June 2015 is estimated at \$4,818 due to a 20% increase from the 2014 operating and special assessment rates as well as a more aggressive maintenance plan.

A 5% increase is recommended for FY 16. This increase is primarily used to cover the increased charges from the Holland Board of Public Works and maintenance expenses. The FY 16 annual operating budget is \$241,217, with revenues of \$237,320 and \$921 of fund balance. A total system flush, valve replacement and use of fresh water from now on is planned for FY 16 and FY 17 before the new gas-powered generation plant comes on line (\$500,000 loan to be paid back from the Holland Board of Public Works).

AIRPORT FUND

In early 2008, the Airport was established as an Authority comprised of the cities of Holland and Zeeland and Park Township. The 0.1 mill levied in the City of Holland in FY 16 will generate \$105,237. This amount will be contributed to the Airport Authority. The Airport is managed through a contract between the City and Airport Authority for various services in the reduced amount of \$30,930 from the former \$101,680 given the Assistant City Manager's retirement in FY 15 and a General Fund savings of \$45,000 thereafter. All Airport grants and assets, except the airport land, were turned over to the Authority and are being governed by the Airport Authority Board.

MAX PUBLIC TRANSIT

The MAX Authority has a 0.4 mills limit. The MAX Authority had not established their budget or tax rate for FY 16. The City previously had a 0.6 mills voted limit for public transportation. The current FY 15 MAX Authority levy is 0.4 mills.

CENTRALIZED VEHICLE/EQUIPMENT FUND

This is the eleventh (11) 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 accounts for all vehicle and equipment maintenance and replacements in the City except the replacement of fire vehicles and public transit buses.

The overall schedule for charges was amended in FY 13 to more closely reflect the actual useful life of each vehicle, and to better reflect the cost of ownership for the vehicles. For budget purposes, an additional reduction was taken in FY 13 from the revised rental rate structure. The FY 16 rental rates were not discounted.

The FY 16 budget includes \$807,000 for equipment and vehicle replacement. The equipment reserve balance by June 2016 is estimated at \$1,330,000. It is important this balance be maintained to assure there are adequate funds available in the future to replace equipment and vehicles on schedule. A second wing plow will be purchased in FY 15 at a net cost change of \$80,000. This wing plow will enable one reduced staff member through attrition as per the proposed Strategic Plan.

FIRE DIVISION REPLACEMENT VEHICLES AND STATION REPLACEMENT OR RENOVATION

This Centralized Vehicle/Equipment fund above does not own the Fire Department suppression or emergency response vehicles. A separate Fire Vehicle Replacement Fund is maintained. In FY 12, a General Fund transfer of \$75,000 was provided. A FY 14 contribution of \$86,890 was made. In FY 15 this transfer was increased to \$90,000. A further increase to \$100,000 is recommended for FY 16.

The Fire Vehicle Replacement Fund estimated working capital at June 2015 is estimated at \$76,292, after taking delivery of a new pumper in FY15.

The 0.1585 millage added in FY 13 is recommended to be redirected toward the fire station replacement/reconstruction debt service fund (\$158,500) and be supplemented by 0.1 mill of the paid off debt service millage for a grand total available of \$258,564 in FY 15 and \$272,124 in FY 16. The asphalt drive at the Waverly street fire station will be replaced at a cost of \$30,000 with the remaining funds reserved for Fire Station renovations in the Municipal Capital Equipment Fund.

COMMUNITY & NEIGHBORHOOD SERVICE'S DOWNTOWN DEVELOPMENT AUTHORITY (DDA); PRINCIPAL SHOPPING DISTRICT (PSD); DOWNTOWN PARKING SYSTEM

Each of these three funds is **self-supporting** from either a special tax levy and/or special operating assessments. In FY 05, major staff reallocations were made to improve these downtown operations.

The Principal Shopping District is fully staffed and is also responsible for staffing and promoting the 8th Street Market (new in FY 15). Revenues in FY 16 are budgeted at \$359,600, expenses at \$399,002 and a fund balance of \$87,254. Since this fund balance is \$39,402 less than last year, the Downtown Manager is recommending a new revenue generating activity as part of a deficit reduction plan via inclusion of at least one new event.

The Downtown Development Authority tax levy will be maintained at 2.0 mills, yet is required to be rolled back in FY 15 to 1.8333 mills. Revenues in FY 16 are \$188,800 with expenses of \$233,140. This fund has benefited since combining the DDA Coordinator's position with the Principal Shopping District Coordination for one Downtown Manager. A portion of the City Manager's time has been allocated to this fund. The DDA Fund will end FY 16 with a projected fund balance of \$121,728.

Major maintenance is needed downtown. A Tax Increment Financing District is recommended to save up the funding needed to refresh the streetscape.

The parking special assessments are recommended to be increased by 3% in FY 16. Revenues for FY 16 are projected at \$219,650 with expenses of \$238,849 and a fund balance of \$200,386. The Downtown Parking Deck will be in the sixth year of operation for FY 16. Creation of this deck is making parking for the new Courtyard Marriott on East 8th Street possible.

Nevertheless, more parking management is needed. A computerized tracking system is recommended to be purchased for \$30,000, as well as increased enforcement of \$10,000, to manage reduced employee parking in prime parking spaces. The details will be recommended to the City Council shortly.

CDBG PROGRAM

The regular FY 16 allocation for the federal CDBG program will be an estimated \$291,634, down from \$300,452 last year. The CDBG funds have been in a decline since 1995 when the City received a high of \$452,000.

The Neighborhood Improvement Committee recommends specific allocations to support administration, the Home Repair Program, Fair Housing, and Neighborhood Connectors. These funds will benefit low and moderate income families and related areas. Funding for Neighborhood Connectors was reduced by \$20,000 in order to balance the CDBG budget.

The Neighborhood Improvement Committee will be making their final funding recommendation to City Council in April 2015.

SOLID WASTE PROGRAM AND RATES

The City's Solid Waste program started in 1993 and is administered by the City, yet the pick-up and disposal is contracted through a private solid waste company through a competitive bidding process. Rates are established to cover the costs of service with a focus on keeping the costs for residents as low as possible. The Action Plans for solid waste program include:

- Clean up any loose ends of the transition for customer service and billing from the HBPW to Chef. (annual savings of approximately \$56,000) May 2015.
- Promote the yard waste pick up program by providing education on what kitchen scraps can be added to the yard waste container at no additional charge. Determine if compostable materials can be added to yard waste, or if a second container is required. Promote and provide education for onsite and backyard composting.
- Promote the Pick-Up-Trash Club (PUT). The Department's volunteer committee presents the curriculum in several elementary classrooms throughout Holland.
- Implement a 3% fee increase to cover the 3% cost increase in the contract. (July 2015)

| Type of Service | 2008 RATES | 2009 RATES | 2010–2013 RATES | 2014 RATES (3%) | 2015 RATES (3%) |
|-----------------|------------|------------|-----------------|-----------------|-----------------|
| 1 bag/month | \$5.27 | \$5.53 | \$5.70 | \$5.90 | \$6.15 |
| 2 bags/months | 6.84 | 7.18 | 7.40 | 7.65 | 7.95 |
| 32 gallons | 10.00 | 10.50 | 10.82 | 11.15 | 11.55 |
| 65 gallons | 12.62 | 13.25 | 13.65 | 14.15 | 14.60 |
| 90 gallons | 14.72 | 15.46 | 15.92 | 16.40 | 16.95 |
| Additional bags | 3.00 | 3.15 | 3.25 | 3.25 | 3.25 |

The rate increases over the years were primarily due to increased cost of fuel and general increases in labor and landfill costs. A new seven (7) year contract was bid in 2010 with Chef Container the low bidder and recommended by the City’s Sustainability Committee, and enhanced the Recycling program. The contract had a 6.5% decrease in FY 12, a 2.6% increase in FY 13, and a 2.7% increase in each year FY 14 – FY 18, with surcharges built into the contract for fuel cost increases. As a result rates were retained at 2010 levels for four years but need to be increased in 2015 by 3% to cover the increased contractual costs.

The annual cost of this operation is estimated at \$1,542,069 in FY 16, with revenues of \$1,428,900. The working capital in June 2016 is estimated at \$304,430.

CEMETERY PERPETUAL CARE

The fund balance by June 2015 is estimated at \$1,631,930. The amount of \$66,493 is available for Cemetery improvements with the remaining \$1,565,437 to be retained in the fund.

WINDMILL ISLAND GARDENS

This fund is again unable to support the full operation from fees based on anticipated admissions in FY 16, yet the gap has been declining since 2012. This gap should become smaller still in FY16 with the hire of a specialized Windmill Island Gardens Development Manager and use of the existing Manager for generalized Parks services.

The carousel repainting project will continue several animals at a time and construction of the non-motorized path and bridge will begin in FY 16, as well as the replaced/upgraded water line.

Holland Charter Township is a partner in the trail collaboration and cost-sharing. Donations will likely continue for the other capital repairs and improvements noted above and will likely continue until the 50th Anniversary Celebration planned for April 18, 2015. Such improvements include the full carousel restoration, organ repairs, and repairs to the Window-on-the Waterfront trails, in addition to the bridge/trail to Holland Charter Township and new amenities like a kayak launch and fishing platform.

It is proposed that the current admission fee will initially remain at \$8.00. The new Development Manager will be tasked with re-thinking the entire rate structure, inclusive of how to handle peak and off-peak fees, car loads driven by a non-Holland residents, etc. The new Development Manager will also be tasked with programming at least one cultural, educational and/or environmental event a month as per the Strategic Plan that also increases revenue so as to better cover costs (\$90,000 initial cost). Long-term planning includes a more regional approach to funding this shared resource.

| | 2006 | 2009 | 2012 | 2013 | 2014 |
|----------|--------|--------|--------|--------|--------|
| Adults | \$7.00 | \$7.50 | \$7.50 | \$7.50 | \$8.00 |
| Children | \$4.00 | \$4.50 | \$4.50 | \$4.50 | \$5.00 |

Three months of the transitional Development Manager is budgeted in FY 15 in the amount of \$25,000.

HOLLAND HISTORICAL TRUST

This non-profit organization operates and manages the Museum, Cappon House, Settler's House and various historical assets of the City via a 1998 contract with 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 FY 08. The amount was retained at \$257,000 for FY 09, and was reduced to \$247,620 in FY 10. The amount of \$235,239, a 5% reduction, was funded in FY 11. This same amount was recommended for FY 12. The FY 14 amount was reduced to \$89,000 and is recommended at this level for FY16. Museums are funded regionally elsewhere. Although the ballot initiative and bridge funding provided by the Holland Board of Public Works last year did not get approved in Holland Charter Township last fall, the Museum is officially encouraged to place 0.2 mills on the ballot again when ready.

Capital replacement needs for the Museum repairs and Cappon/Settler's properties are funded in FY 16 (\$15,000).

CAPITAL EQUIPMENT

The top priorities for capital equipment were funded. The annual fire truck replacement payment is continued this year and increased by \$10,000 to \$100,000.

The total recommended funding in the General Fund is \$25,000. The total recommended funding in the Vehicle Maintenance Fund is \$807,000. This amount is \$31,000 less when compared to FY 15, due in part to an emergency purchase of a front end loader in the FY15 that would otherwise have been budgeted in FY16.

UTILITY SERVICES

HOLLAND BOARD OF PUBLIC WORKS FY 16 BUDGET, RATE ADJUSTMENTS AND LONG-TERM PLANNING

(What follows is largely excerpted from communication from Dave Koster, General Manager, on Thursday, March 12, 2015 and by the General Manager and City Manager based on on-going discussions.)

STRATEGIC PLANNING

The Board and staff engaged in a multi-day strategic planning process in FY 15. The last full review and update to the strategic framework occurred in 2008. Interim results are looking to be reviewed with the Advisory Team (BPW Board and GM) sometime in April or early May. The process will be concluded in FY 16.

FY 16 BUDGET RECOMMENDATIONS

During the annual process for developing the Holland Board of Public Works budget, each utility is evaluated and a financial plan is established to meet each one's specific needs. The budget for Fiscal Year 2016 was reviewed in detail by the HBPW Board of Directors' Budget Subcommittee and Board on March 12, 2015. The water and wastewater budgets include proposed rate increases.

The budget development process included a cost based detailed analysis of the specific issues facing each utility, the rate requirements and the proposed changes to meet the net income and cash demand for the five year utility forecast. The dollar impact to the average residential customer for the combined increases of the Electric, Water and Wastewater Utilities was also evaluated.

ELECTRIC UTILITY

Rate adjustments in the electric utility were previously approved during the fiscal year 2014 budget process. Approximately 72% of the annual operating expense is the cost of fuel and purchased power. Future generation needs are planned to be met with the new gas-fired combined cycle facility planned to be online in FY 17. The planning for this unit has positioned the utility to handle the capital cost and the debt requirement with minimal impact on ratepayers. The revenue requirements were previously approved for FY 16. No additional electric rate increases are requested at this time other than the pre-approved 3.2%. The five-year projection estimates modest annual increases for FY 17 - FY 20 of approximately 2.3%.

The electric utility reflects operating revenues of \$105,258,889 with a projected net income of \$11,867,337. Fuel and purchased power is anticipated to be \$63,207,936 which is approximately 72.0% of total electric operating expenses and represents 57.2% of combined total expenses for all utilities. Wages and benefits represent 15.8% of combined total expense budget which is consistent with previous years.

The annual dividend contribution to the City is proposed to be \$5,352,000, 5.5% of calendar year 2014 actual sales revenue from the electric utility.

The capital budget cash outlay for FY 16 is projected to be \$152,383,472 with a related multiple year total project cost of \$295,940,415. See below for details including large projects and improvements for each utility with \$218,284,766 representing anticipated capital budget for the gas fired combined cycle generating unit and \$13,000,000 for the gas line interconnect. Further major expenditures are:

- Various electric production related repairs \$7,385,365
- Distribution upgrades and replacements \$11,190,000

Electric Utility Capital Plan Review FY2016

| <u>Production Capital</u> | <u>Cash Outflow</u> |
|---|----------------------|
| – Unit 10 Combined Cycle | \$98,099,856 |
| – Gas line Interconnect | 13,000,000 |
| – Circuit 138 Interconnect to HEP | 4,000,000 |
| – Snowmelt Lines | 2,326,000 |
| – Unit 6 Exhaust Diffuser & Plenum | 550,000 |
| – Units 7, 8, & 9 Upgrades | 326,365 |
| – 48 th St Substation, Network & Tank Upgrades | 183,000 |
| | |
| <u>Transmission & Distribution</u> | |
| – Substation improvements | \$4,755,000 |
| – Distribution improvements | 3,780,000 |
| – Metering | 2,000,000 |
| – Fiber Optics – lines and vehicle | 595,000 |
| – LED Street Light Replacements | 400,000 |
| – Miscellaneous Equipment/Truck | 255,000 |
| Total | \$130,270,221 |

Capital Plan Review FY2016
March 12, 2015



After this year's rate adjustment, about \$2.14 per month, Holland's average residential electric customers' total bill will be at 11.8 cents per kWh, or \$71.01 per month. Consumers Energy's average residential rates will still be greater than 20% higher than the HBPW.

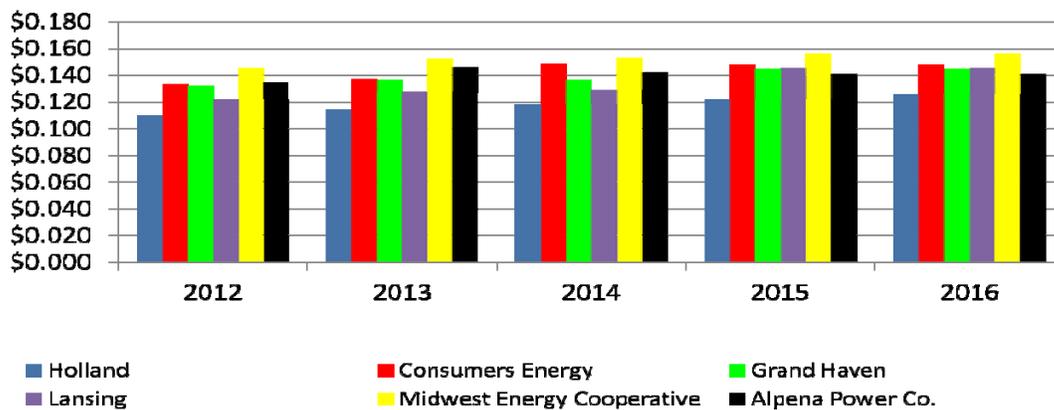
Electric Utility 5 Year Projection Revenues and Expenses

| Revenue | FY2015 | FY2016 | FY2017 | FY2018 | FY2019 | FY2020 |
|---|-----------------------|-----------------------|-----------------------|------------------------|------------------------|------------------------|
| Retail Sales \$ | 96,623,354 | \$ 101,333,769 | \$ 103,752,200 | \$ 107,554,275 | \$ 111,182,306 | \$ 114,165,710 |
| Energy Optimization | 1,282,090 | 1,412,106 | 1,437,902 | 1,344,504 | 1,360,569 | 1,390,474 |
| Renewable Energy | 1,774,940 | 1,918,014 | 1,918,014 | 1,918,014 | 1,918,014 | 1,918,014 |
| Fees & Other | 582,271 | 595,000 | 595,595 | 596,191 | 596,787 | 599,771 |
| Total Revenue | \$ 100,262,655 | \$ 105,258,889 | \$ 107,703,712 | \$ 111,412,983 | \$ 115,057,675 | \$ 118,073,968 |
| Operating Expenses | | | | | | |
| Fuel & Power \$ | 60,279,529 | \$ 63,227,936 | \$ 55,786,149 | \$ 56,009,734 | \$ 55,412,507 | \$ 55,412,507 |
| Non Fuel O&M | 11,225,435 | 11,556,820 | 11,614,604 | 11,672,677 | 10,840,361 | 10,894,563 |
| Conservation Electric | 1,364,974 | 1,426,307 | 1,453,192 | 1,455,992 | 1,458,814 | 1,473,402 |
| Administrative & General | 4,926,432 | 5,469,984 | 5,497,334 | 5,524,820 | 5,552,444 | 5,580,207 |
| Depreciation | 6,367,176 | 6,844,038 | 10,469,501 | 15,123,953 | 14,994,563 | 15,183,329 |
| Total Operating Expenses | \$ 84,163,545 | \$ 88,525,084 | \$ 84,820,779 | \$ 89,787,176 | \$ 88,258,689 | \$ 88,544,007 |
| Non-operating Income/(Expense) | | | | | | |
| Interest Income \$ | 963,575 | \$ 485,532 | \$ 251,869 | \$ 138,188 | \$ 138,188 | \$ 138,188 |
| Interest Expense | (125) | - | (2,758,919) | (6,529,406) | (6,451,619) | (6,332,369) |
| Contribution to the City | (5,344,000) | (5,352,000) | (5,417,754) | (5,693,722) | (5,828,091) | (6,032,006) |
| Other | 5,074 | - | - | - | - | - |
| Total Non-operating Income/(Expense) | \$ (4,375,476) | \$ (4,866,468) | \$ (7,924,804) | \$ (12,084,940) | \$ (12,141,522) | \$ (12,226,186) |
| Net Income | \$ 11,723,633 | \$ 11,867,336 | \$ 14,958,128 | \$ 9,540,867 | \$ 14,657,464 | \$ 17,303,775 |

5 Year Projection Revenues and Expenses
March 12, 2015



Electric Utility Residential Average Rate per kwh



■ Holland
■ Lansing

■ Consumers Energy
■ Midwest Energy Cooperative

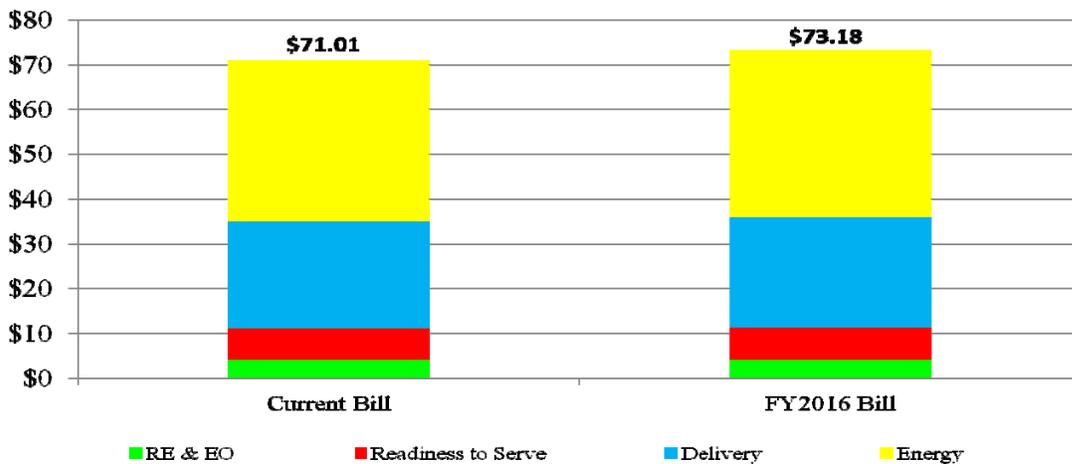
■ Grand Haven
■ Alpena Power Co.

Summary
March 12, 2015



Electric Utility

2 Years Residential Monthly Average Bill (600 kwh)



Electric Residential Monthly Average Bill (600 kwh)
March 12, 2015

WATER AND SEWER UTILITIES

The water and wastewater budgets both include proposed rate adjustments.

For the water utility, the capital investment in replacing aging distribution infrastructure remains a large cash demand. The capital budget for water mains replacement for FY 16 is approximately \$3 million. The remaining portion of the refurbishment of the filter pipe gallery at the filtration plant is approximately \$460,000. The water unit growth is expected to be flat. Although cash position is improving, meeting all capital and debt obligations requires planned rate increases. Currently the plan recommended by the Holland Board of Public Works is a 4.0% increase in FY 16, then somewhat reduced rate increases in the next four years.

The wastewater utility continues to implement the well planned and much needed lift station improvements as well as addressing sewer main reliability with continued relining projects. The bio-solids handling and the oxygen optimization projects are continuing during FY 16. These major capital projects will be funded through a \$19 million bond issue that is underway. The rate requirements are needed to meet the ongoing capital needs and the debt obligations are estimated to average 6.0% for the next five years.

The water utility reflects operating revenues of \$9,023,705 with a projected net income of \$2,244,587.

The wastewater utility reflects operating revenues of \$10,541,981 with a projected net income of \$1,420,507.

With the changes planned this year, we are still very competitive with water and sewer rates in the area.

Further capital expenditures recommended are:

- Water Treatment Plant capital improvements \$886,251
- Water distribution improvements \$3,801,000
- Wastewater Treatment Plant capital improvements \$12,025,000
- Wastewater collection improvements \$3,635,000
- Administrative Capital for all utilities combined \$1,766,000

Electric, Water and Wastewater

| Residential Monthly Average Bill | | | |
|---|---------------------|-----------------|------------------------------|
| Utility | Current Bill | New Bill | \$ Increase per month |
| Electric (600 kwh) | \$71.01 | \$73.18 | \$2.17* |
| Water (10 ccf) | \$25.34 | \$26.35 | \$1.01 |
| Wastewater (7 ccf) | \$25.90 | \$27.64 | \$1.74 |
| Total | \$122.25 | \$127.17 | \$4.92 |
| Average cost per day | \$4.08 | \$4.24 | \$0.16 |
| <i>*Electric was approved in FY2013</i> | | | |

Residential Monthly Average Bill
March 12, 2015



BROADBAND/FIBER OPTIC

The broadband/fiber optics rates remain the same at this time. Broadband improvements and extensions are recommended in the amount of \$595,000. Last year's adjustments reducing the interconnection fees is expected to increase monthly service fee revenues by 4.0% even with consolidated, lower rates in each bandwidth offering. A cross-cutting team of policymakers and staff are meeting to review ways to extend broadband services to Downtown Holland and other businesses. A plan is expected to come forward mid-year.

SNOWMELT EXPANSION

The new location of the power plant generated the need for interconnections to the existing system. At \$3.5 million, this new pipe will allow for the new plant to not only provide the heat currently used in the existing system, but also meet demands up to five times that amount. This cost was borne 71.4% related to existing capacity (snowmelt and district heat) and 28.6% related to new capacity. The City covered the later cost; the Holland Board of Public Works is providing the financing for it all the City's portion will be paid back over twenty years at 3% interest. A true-up will be done at the ten year mark.

As a result of the five-fold increase in snowmelt waste heat expected, the City is extending g transmission mains down Central Avenue from 9th Street to 13th Street and east on 8th Street for sidewalk distribution of snowmelt to the Padnos Multi-Modal Transportation Center by way of the Post Office side of the street.

Distribution costs are the City's alone. Transmission costs for these extensions are also the City's responsibility, but will be financed by the Holland Board of Public Works with the same interest rate and term as noted above.

DISTRICT HEAT

As the budget goes to press, it appears that new buildings are more likely to get connected than existing buildings from a payback point of view. Hope College is actively pursuing doing so for their new retail/apartment building planned on East 8th Street. It is important to incentivize these early adopters, to the degree it's feasible, so as to kick off this new utility and gain from the experience. As noted below, there is likely no better way to realize the Community Energy Plan's goals.

COMMUNITY ENERGY PLAN

The City and the Holland Board of Public Works are in the third year of a four-decade long plan to increase generation, business and residential user efficiencies in ways that have the potential to reduce per capita carbon consumption to 10 metric tons per person as compared to the average of 24 metric tons if no coordinated actions were made.

To this end, the City and Holland Board of Public Works are working to win the Georgetown University Energy Prize in a number of new ways:

1. Conversion of all streetlights to LED technology is planned for 67% greater efficiencies at a potential initial cost of \$400,000;
2. On-bill financing legislation was achieved for use in residential energy retrofits and may involve statewide coordination with the Governor's Michigan Saves initiative;
3. A Home Energy Trust entity is poised to be funded in FY16 in combination with the City's team's initial \$50,000 net revenues depending on a rational nexus being discussed and potential future budget adjustments;
4. A community-wide public service announcement and multi-faceted public education outreach campaign is underway to bridge the gap between energy knowledge and efficiency, inclusive of a door-to-door experimental marketing campaign;
5. A Holland Community Energy Services Manager and a related team is in place to run the energy optimization program and participate in related ventures;
6. A Holland/Hope College Sustainability Institute is being jointly funded with the City and Hope College for three years to enable generational education in becoming an efficient and viable community (Second year cost of \$12,500); and
7. Citizen led Task Forces are being coordinated and assisted as they pursue planning and trial programs in Home Energy Retrofits, Building Energy Labelling, Commercial and Institutional Retrofits, District Heat and Heat and Power Bundling.

SUMMARY

Overall, these changes, including the previously approved electric adjustments, amount to approximately \$4.92 per month, or 16 cents per day, for an average residential customer receiving all three utilities from the HBPW. The HBPW still provides a considerable value in providing all three utility services for approximately \$4.24 per day. These regular adjustments will provide the revenues needed for reinvestment in infrastructure and improve already high reliability. The proposed rates remain competitive compared to the surrounding communities.

For the electric utility, greater than 67% of the annual expense is the cost of fuel and purchased power. The generation needs are planned to be met with the new gas-fired combined cycle facility planned to be online in FY 17. The planning for this unit has positioned the utility to handle the capital cost and the debt requirement with minimal impact on rate payers. The revenue requirements were previously approved for fiscal years 2015 and 16. The five-year projection estimates modest annual increases for FY 17-FY 19 of less than 2.4%.

BOARD OF PUBLIC WORKS DETAIL

See [www. http://www.hollandbpw.com/images/Board_Packets/20150312Packet2.pdf](http://www.hollandbpw.com/images/Board_Packets/20150312Packet2.pdf) page 83 for additional highlights of the budget.

| Summary: FY 16 ADOPTED | | | |
|-------------------------------|-----------------|-----------------|-------------------|
| | Revenues | Expenses | Net Income |
| Electric Utility | \$105,744,421 | \$93,877,084 | 11,867,337 |
| Water | \$9,120,177 | \$6,875,590 | \$2,244,587 |
| Wastewater | \$11,101,086 | \$9,680,579 | \$1,420,507 |
| Total | \$125,965,684 | \$110,543,252 | \$15,532,432 |

Revenues include all operating revenues (sales) as well as fees, grant revenue, assessments and interest income

Expenses include all operating expenses, transfers and non-capitalized interest on debt.

INTERNAL SERVICE FUNDS

TECHNOLOGY SERVICES FUND

The Technology Services Department accounts for all of the computer, technology, and telecommunication operations in the City, excluding the HBPW utility funds. All costs are charged back to the various City operations and funds. Total expenditures for FY 16 are estimated at \$802,534, including \$109,900 in Capital Outlay and \$80,200 in Controlled Capital Outlay.

The fund includes all new and replacement equipment for FY 16 to assure all City technology equipment is up to date and will allow all City employees to perform their tasks efficiently. (A total of \$15,000 is budgeted in FY 15 to upgrade the Council Chamber back wall and entry doors.)

RISK MANAGEMENT/HEALTH INSURANCE FUNDS

The City is self-insured in the area of short-term employee disability, health insurance, vehicle and 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 fund balance for all six insurance funds at the end of FY 14 was \$3,486,974; the same funds are estimated to be at \$3,586,482 by June 30, 2015. The City's health insurance fund took a precipitous drop in FY 13 to \$777,260 yet stabilized after a significant stop loss payment was received. The rates were adjusted by 2.0% in January 2014 and by 4.6% in January 2015. The expected fund balance by June 2015 grew to \$2,050,983 due partly to settlement of the Blue Cross/Blue Shield lawsuit.

With the uncertainties in the insurance market, the second year of a moderate 5% rate increase have been budgeted for the other insurance programs and 5% increase in Health and Workers' Compensation insurance is included in the recommended budget.

Bidding out property and liability insurance marketing services is estimated to save \$30,000 for the City and \$70,000 for the Holland Board of Public Works for FY 16.

CAPITAL IMPROVEMENTS

MUNICIPAL CAPITAL IMPROVEMENTS FUND (MCIF)

Due to significant investment in snowmelted sidewalks along Central Avenue and 8th Street, Windmill Island Gardens, and DeGraaf Nature Center as well as numerous other projects, the capital reinvestment is recommended to be about \$2,562,235 more than last year at \$3,309,800, rather than the \$747,565 in FY 15.

Sources of funds include a \$400,000 transfer from the BPW, \$275,000 from the General Fund, \$490,000 from the Street Improvement Reserve Fund, \$200,000 from the Michigan Core Community Fund, Donations of \$395,000, Holland Township (Windmill Island), and a millage allocation.

Of the .5747 mills levied for MCIF, .2585 is dedicated for Fire station Renovation. Leaving .3162 for other municipal capital projects. This compares to .2459 in FY 15, an increase of .0703 mills.

A total of \$2,125,000 is needed for each of the next four fiscal years to meet optimal needs This equates to having another 1.5 mill dedicated to this fund. The former amount dedicated for municipal capital projects was 1.4 mills (about \$1.4 million from 1988 to 2004).

The complete list of capital projects for FY 16 is shown in the *Capital Projects Fund section* of this document.

STREETS AND SIDEWALKS

The Street and Sidewalk Capital Project funds include resurfacing, crack sealing and reconstruction projects.

The key projects for FY 16 (construction year 2015) are the Central Avenue and 8th Street reconstruction and snowmelt transmission/distribution projects in FY 16 (\$5,660,000 city share). These projects received priority largely due to the construction of the new power plant and the need to connect new snowmelt transmission mains to the older mains. A section of 8th Street will be snowmelted along with sidewalks on both projects.

Five funds are involved in funding the operation, maintenance and improvements to the City's street system. Two of these funds involve gas tax revenues from the State of Michigan. These two funds have received a limited increase over the past five years. The revenues are anticipated to increase slightly in FY 15 to \$2,582,592, compared to \$2,817,378 in FY 08, a decrease of \$234,786 or 9%.

Funding for Street projects also include voted millages from Allegan County (1 mill - \$400,000) and new this year a .5 mill for Ottawa County Roads (\$331,000). In addition, there is a 1.4268 General City operating millage levied specifically for Street Improvements (up from last year 1.3669 mill).

Resurfacing of one mile of asphalt sidewalks along 32nd Street is included for \$40,000 in the Sidewalk Fund.

Reconstruction of 9th Street is projected for the following year for a local cost of \$750,000, assuming a HBPW share of \$300,000 and federal STP funds in the amount of \$1,000,000.

Resurfacing of \$500,000 is no longer budgeted for FY 15 or FY 16 due to the snowmelt distribution costs of \$424,000 on Central and 8th Streets.

LEGACY FUNDS

A third year addition to the budget is a requested review of the Legacy Capital Fund program. A policy was adopted by the Council in 2014 to limit these funds to capital projects related to Parks and Recreation in a way that leverages further funds and requires specific Council approval in advance. Use in small increments is expected. See *Attachment D*.

This fund is made possible by the one-time sale of assets last year totaling \$1,321,459 (mostly from the Holland Stadium sale in 2013). It is recommended that these funds be used for only the most precious and long-lasting improvements that will endure for decades (land acquisition, historic needs and/or symbolic civic monuments, etc.) Investments of \$330,000 of Legacy Funds are recommended for FY 15. This fund will end the year with a balance of \$718,425

CLOSING COMMENTS

LONG-TERM CAPITAL REINVESTMENT NEEDED

Holland is an historic, vibrant, world-class community. Several major reinvestments are still needed; however, Some are unique (restoring single family home ownership levels to pre-1990 levels) as well as fostering economic development (Streets and Snowmelt), improved recreation (Bouws pool, post-Civic Center and park reinvestments), and entrepreneur retention and recruitment (strategically-timed waterfront).

APPRECIATION

In addition to the Finance staff and the Leadership Team sitting as the Budget Team, this document could not have been produced without the greater team and without the special help of Tim Vagle, Michelle Price and Sinka Babinec.

Respectfully Submitted,



Ryari Cotton
City Manager

ATTACHMENT A

Outcomes To-Date on the List of 50 Five-Year Budget Balancing Recommendations

Five-year budget balancing ideas were suggested by employees and the Budget Team in 2012 to find more efficiency. Listed below are 50 of the most feasible ideas, out of 65 total suggested, and the results to-date:

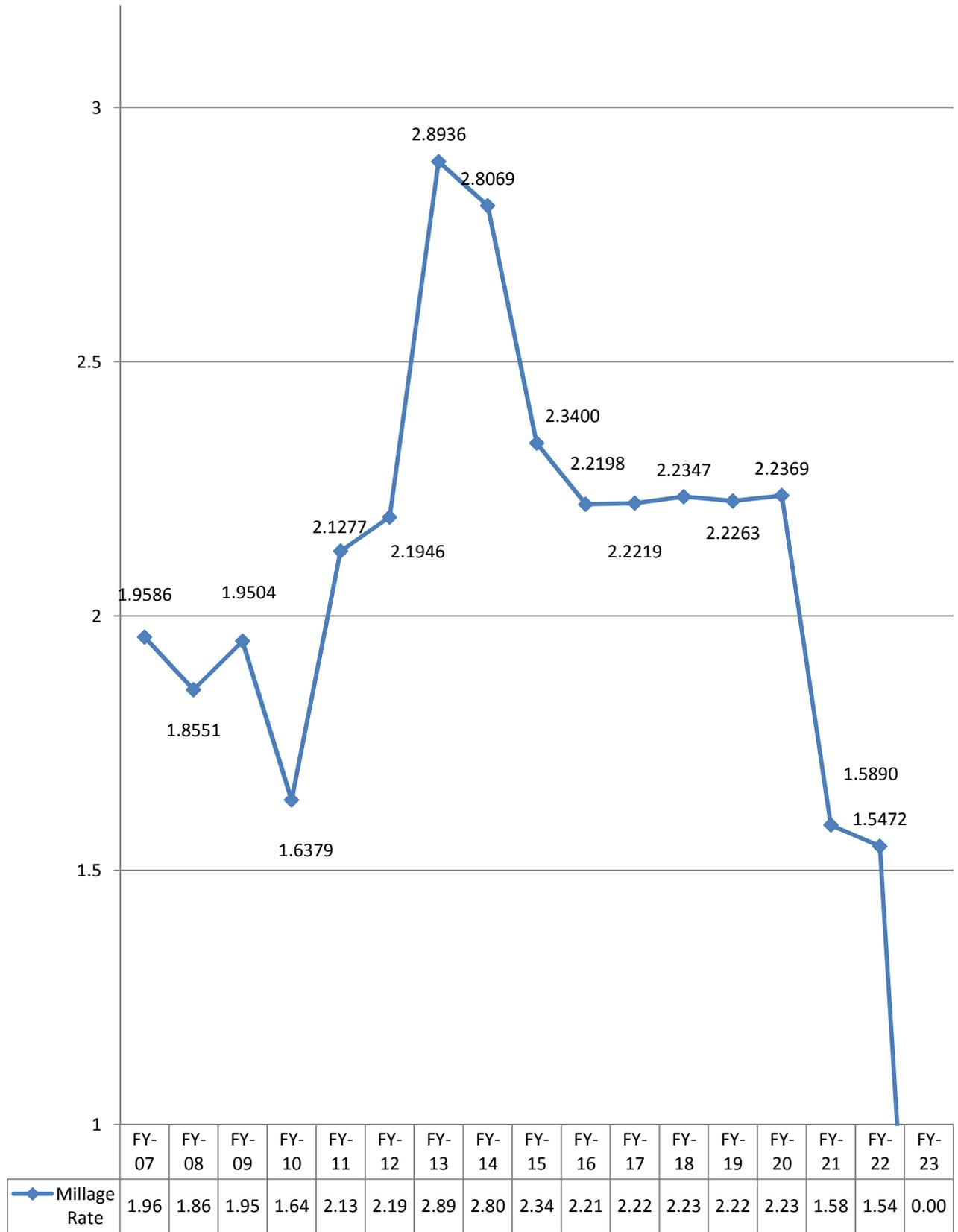
| Cost Saving Actions Investigated in FY 12-15 | Outcomes or Status Report | Outcomes/Savings |
|--|---|---|
| 1. Offer Police Protection services to South Park Township. | A proposal was invited by the Park Township Supervisor. Initial data provided. Pending. | Informal interest expressed; Pending a formal response since 2013; Park Township does not appear interested. On hold. |
| 2. Study cross-training Parks Team on irrigation and contract out major repairs. | Investigation pending as part of the Strategic Plan for completion by 12/1/14. | Part of new Strategic Plan. |
| 3. Study DeGraaf Nature Center consolidation (look at scheduling savings in the interim). | Strategic plan concluded with a 9% reduction in General Fund expenditures. Increased collaboration until consolidation review rather than fill the next vacancy. | \$23,000 initially; Will be studied further with future staffing changes. |
| 4. Reduce from five (5) to four (4) FTE in Manager's / Human Resources / Mayor's office in next few years. | Within 2-year plan period. | \$45,000 savings in FY15. |
| 5. Achieve a goal of 20% greater energy reductions. | City Hall Attic Insulation & Georgetown Energy Prize competition will assist (July 2015 to June 2017). | Done. Estimated annual savings are \$5,000. |
| 6. Reduce pool car fleet/sell surplus vehicles/trucks. | Three cars eliminated from the City Hall supply. Completed | \$10,000 |
| 7. No unauthorized overtime. | Implemented | \$10,000 |
| 8. New employee fringe benefit contribution differentials. | Pay and Benefit Study in FY 15 provided data on increased employee share. | \$115,000 |
| 9. Discuss share with HBPW on administrative costs. | Admin costs were re-allocated on Health and Dental Insurance. | Completed |
| 10. Cost share accounting service fees. | Parking, DDA and PSD Funds studied. Not recommended by Boards. City Manager will recommend if downward differentials in taxable values ever re-occurs. | Postponed |
| 11. Seek reasonable reimbursement for overtime during Tulip Time or adjust work team hours. | Found to be unfeasible without potential catastrophic outcomes for Tulip Time. | Discarded |
| 12. Review Wellness program for cost and time effectiveness. | Wellness plan costs little and saves much. Nevertheless, quantitative health goals were reviewed for December 2013 renewal and significant wellness program changes made in 2015. | Completed. Not quantifiable in the short-term |
| 13. Increase police service fees and review all other fees. | Cost recovery fees recommended and approved. | \$40,000 (only half is actually collectible) |
| 14. Investigate consolidating parks and recreation functions more. | New Strategic Plan to be implemented begins July 1, 2015. | Savings were balanced out by new investments/enhanced management. |
| 15. Create document management system like a law office. | Pending. Clerk's office is taking the lead. | New agenda software is searchable. |
| 16. Review service request/code complaint software for the community to look/see on status. | City Source implemented in fall of 2013. Dozens of requests for service received. Well-liked. | Completed |

| Cost Saving Actions Investigated in FY 12-15 | Outcomes or Status Report | Outcomes/Savings |
|--|---|--|
| 17. Research "Cop Logic" software and evaluate downsides. | Research completed in fall of 2013. Not implemented as officer "face time" is important. | Discarded |
| 18. Phase in fire suppression "discs" in all police vehicles along with training. | Four purchased. No used yet. Gotten off the truck several times. | Completed |
| 19. Investigate contracting out sidewalk plowing. | Not cost effective since Parks crew is already here and can be freed up to address sidewalks as needed. | Discarded at this time |
| 20. Investigate contracting out parking lot plowing. | DDA pays for the parking lots. They are satisfied with the services. Not General Fund cost savings possible. | Discarded at this time |
| 21. Investigate contracting out building, mechanical and other code officials or flex hours/train as part-paid Firefighters and/or transfer to the Fire Operations, or vice versa, and reduce staff. | One staff member was replaced in 2013. Electrical contracting out is being considered with HCT. Fire is picking up commercial Inspections in FY 15. | \$40,000 |
| 22. Investigate "auto aid" possibilities for public safety emergencies, especially Fire. | A collaboration plan is in place with Holland Charter Township. Auto aid on east side of town completed. Other execution steps pending. No immediate savings; if a Fire Service District was eventually used, \$1 million in savings. | Completed with Holland Charter Township. |
| 23. Investigate office consolidations in City Hall and Transportation Services Building, as pertains to offices, maintenance, etc. | Not possible to eliminate either Parks or Transportation. Neither building is big enough for both, plus the need to take advantage of the sunk costs. | Total consolidation discarded. Strategic plan includes partial changes in short-term; long-term consolidation desirable. |
| 24. Investigate greenhouse consolidations on Windmill Island. | Plan started. Will be concluded 12/1/14. | Discarded in favor of keeping the WIG greenhouse and establishing a growhouse on 24 th Street |
| 25. Investigate greenhouse privatization in the face of capital maintenance needed. | Report coming by 8/1/15 | Pending |
| 26. Review moving to higher defined benefit/deferred compensation contributions consistent with elsewhere. | <u>Pay and Benefit Study</u> will determine. Example: 50% cost share within employees and move up and down with actuarial and/or budget amounts equally and annually is one idea. | Initial contribution changes made in FY 14 and FY 15. Complete plan by 7/1/16. |
| 27. Recruit and offer part-paid firefighter training to on-duty staff & release from regular duties during emergencies. | Wyoming does and many participate. Rockford requires. Voluntary program approved in <u>Public Service Delivery Study Report</u> of 2013; | Pending |
| 28. Review compensation for part-paid firefighters and initiate new recruitment strategies. | Review yearly stipend or paid per call or other. Recruitment from high schools, flexible work schedules is the goal. | Pending |
| 29. Research consolidating offices for Human Relations Commission and research tenant/landlord services in Greater Holland area. | Completed. Professional part-time staff to be hired for IRC and HRC until a regional function can be established. | \$33,000 saved yet reversed due to new staff capabilities |
| 30. Review the option of Assessing Department transfer to County. | Completed. No savings. Study concluded \$100,000 more cost. | Pending given two new retirements. |
| 31. Investigate contracting out custodial services. Appoint facility managers and use | New Facility duties assist. | Parks Strategic plan includes partial |

| Cost Saving Actions Investigated in FY 12-15 | Outcomes or Status Report | Outcomes/Savings |
|--|--|---|
| parcs crew support instead. | | transfer to Parks |
| 32. Investigate transferring PSD and DDA employees to their respective organizations directly. | Would split the team; not cost effective. | \$0 |
| 33. Research HBPW Human Resources and/or Information Technology combinations. | HBPW preferred to not combine Human Resource staff; a combined service center is not preferred by HBPW either. A combined health and safety specialist was mutually agreed upon yet not done. Information Technology was under review yet not done by HBPW. | Not done due to unwilling partner; increased collaboration instead. |
| 34. Windmill Island entrance fee adjustment. | Investigated in strategic and business plan terms. Small adjustment to \$8 done for 4/14; non-profit to be contracted with by 12/1/14. | \$30,000 |
| 35. Seek additional sponsorships for Farmers Market. | Postponed. | Pending |
| 36. Review Civic Center Master Plan. | Goal shifted to a new Recreation Center after intensive review in 2013/2014. Recreation Center plans will be ramped up for voter bond approval for Council financing in May or August of 2016 for construction in FY 17. | NA |
| 37. Investigate health opt-out payments and effectiveness as an incentive. | Investigated in Pay and Benefit Plan. Increases planned based on outcomes elsewhere. (12/31/14) | Increased opt outs in January 2015; additional incentives to be reviewed in fall of 2015. |
| 38. Investigate bringing more mechanical repair work in-house or contracting out mechanic services in Transportation and Engineering Department. Look at Hope College and/or the school system to possibly take advantage of economies of scale. | Reviewed in the context of the strategic plan for this Department. Offer made to Holland Board of Public Works. | Pending |
| 39. Evaluate Neighborhood Programs from a standpoint of effectiveness and CDBG funding and explore alternatives on how to address issues via possible alternative deployments. | Re-named to the Neighborhood Improvement Program and committees consolidated in 2012. Holland Advantage and fees increased for rental inspections in 2013. Administrative Plan completed in 2014. Staff was increased and re-deployed, inclusive of lobby customer service center in 2014. | Effectiveness and efficiencies. No general fund savings |
| 40. Look at Neighborhood program Incentives to create a buzz for millennials as being the place to live long-term, as well as keeping the tax rate aligned to do so, and thereby discourage more conversion of homes to rentals. | Holland Advantage implemented in 2013 and 2014 by both private and public sectors | Launched. Annual Report to track progress. No general fund savings. |
| 41. Explore spring and fall clean-up funding on a user fee basis instead. | Report coming in late 2014 with the Strategic Plan. | Discarded due to free rider confusion. |
| 42. Review the Cost/Benefit of Fire Service Delivery Options (Fire District organizations; and/or Part-Paid expansions/medical services; and/or greater cross Training fire or police; and / or other options to create a long-term sustainable fire and EMS service delivery system). | Completed 3/20/13. | \$200,000 to \$400,000 |

| Cost Saving Actions Investigated in FY 12-15 | Outcomes or Status Report | Outcomes/Savings |
|---|--|---|
| 43. Evaluate alternative Health Insurance Solutions for reduced costs long-term. | Investigate options by 11/30/14. | Pending |
| 44. Evaluate MERS contributions and predictions for cost changes long-term. | Discuss options with Public Safety staff by of 12/30/15. | Pending |
| 45. Review the use of the competitive marketplace for liability and other insurances. | HUB providers failed to provide a better, cheaper outcome in 2013. Bidding out agents resulted in change for 2015 renewal. | \$30,000 city (\$70,000 BPW) |
| 46. Review significant ways to improve Bouws Pool consistent with the interests of the original donors. | Reviewed in the context of the strategic plan for this department and a water recreation feasibility report. \$400,000 repairs recommended. | Contracted for operations by the Pool Authority; funding pending for improvements/splash pad. |
| 47. Look for ways to acquire a new phone system in a cost-effective manner (grants via homeland security for example). | The Country-wide "telephone" study is done; acquisition expected in FY 15. | To be completed by July 2015 at \$75,000 savings |
| 48. Review long-term ways of addressing long-term DeZwaan Windmill needs/costs. | Strategic plan completed 2/1/13. Business Plan completed by 12/30/13. Implementation proceeding. Stable funding of \$150,000 per year and transitional emergency reserves. | Completed. No immediate General Fund savings. Development Manager being hired to eventually eliminate General Fund subsidy. |
| 49. Investigate whether a city income tax is warranted as a future option given the change in municipal funding paradigms taking place locally/at the state level. Is this a more secure source of funding for critical infrastructure and public safety? | Policy judgment call. Issues abound. | Recommend deferral |
| 50. Analyze using some of the combined existing fund balances to pay down the MERS unfunded liability as a better use of taxpayer's funds given the current low percentage of investment returns. | Investigation completed and recommended for the General Group via borrowing at historic low rates. | Recommended in order to save a net \$250,000 in first year. |
| 51. Miscellaneous expenditure controls and revenue improvements. | Various actions over the last three years. | Fire, police and general cost improvements (\$150,000). |
| TOTAL TO-DATE | | \$1,125,000 |

Debt Millage





CITY OF HOLLAND - GENERAL FUND SUMMARY

| Description | FY-2013 | | FY-2014 | | FY-2015 | | FY-2015 | |
|---|--|--------------|----------------------|-------------|----------------------|-------------|----------------------|-------------|
| | Final Actual | | Final Actual | | Amended Budget | | Estimated | |
| FUNDING SOURCES | | | | | | | | |
| Taxes | \$ 10,033,822 | -4.2% | \$ 10,179,160 | 1.5% | \$ 10,113,595 | -0.6% | \$ 10,130,705 | -0.5% |
| Intergovernmental | 2,848,093 | 3.1% | 2,926,397 | 2.8% | 3,025,950 | 3.4% | 3,024,956 | 3.4% |
| Licenses & Permits | 484,785 | -2.5% | 627,716 | 29.5% | 558,300 | -11.1% | 656,600 | 4.6% |
| Charges for Services | 1,490,139 | 4.6% | 1,554,819 | 4.3% | 1,589,995 | 2.3% | 1,527,611 | -1.8% |
| Fines & Forfeits | 191,233 | -7.0% | 192,433 | 0.6% | 175,200 | -9.0% | 171,900 | -10.7% |
| Interest & Rents | 285,575 | -18.0% | 354,829 | 24.3% | 327,401 | -7.7% | 338,501 | -4.6% |
| Other Revenue | 18,996 | -78.4% | 31,025 | 63.3% | 50,021 | 61.2% | 26,007 | -16.2% |
| Transfers from Other Funds | 4,467,091 | 12.1% | 4,714,507 | 5.5% | 5,037,825 | 6.9% | 5,039,394 | 6.9% |
| TOTAL SOURCES | \$ 19,819,734 | 0.2% | \$ 20,580,886 | 3.8% | \$ 20,878,287 | 1.5% | \$ 20,915,674 | 1.6% |
| FUNDING USES | | | | | | | | |
| Personnel Services - | | | | | | | | |
| * Salaries & Wages - Working | \$ 8,216,491 | -6.1% | \$ 8,317,713 | 1.2% | \$ 8,841,224 | 6.3% | \$ 8,808,934 | 5.9% |
| * Benefits | | | | | | | | |
| - Health Insurance | 1,595,655 | 4.8% | 1,607,822 | 0.8% | 1,625,406 | 1.1% | 1,637,608 | 1.9% |
| - Pension | 2,166,549 | 24.0% | 2,193,753 | 1.3% | 2,537,028 | 15.7% | 2,575,195 | 17.4% |
| - Other | 1,313,585 | 6.7% | 1,075,403 | -18.1% | 1,018,631 | -5.3% | 1,157,430 | 7.6% |
| * Mandatory Employer Costs | 554,376 | -11.6% | 556,360 | 0.4% | 615,574 | 10.6% | 589,236 | 5.9% |
| Other Current Expenditures - | | | | | | | | |
| * Supplies / Maintenance | 909,813 | 1.8% | 983,587 | 8.1% | 1,027,113 | 4.4% | 1,053,829 | 7.1% |
| * Contractual Expenditures | 778,706 | -9.8% | 929,447 | 19.4% | 873,867 | -6.0% | 856,588 | -7.8% |
| * Other | 2,890,762 | -8.3% | 3,191,949 | 10.4% | 3,133,718 | -1.8% | 3,263,857 | 2.3% |
| Capital Outlay | 15,829 | 100.0% | 86,493 | 446.4% | 97,619 | 12.9% | 72,441 | -16.3% |
| Transfers Out | 832,211 | 22.9% | 1,963,408 | 135.9% | 840,775 | -57.2% | 897,343 | -54.3% |
| Contingencies | - | 0.0% | - | | 305,496 | | - | |
| TOTAL USES | \$ 19,273,977 | -1.1% | \$ 20,905,935 | 8.5% | \$ 20,916,451 | 0.1% | \$ 20,912,461 | 0.0% |
| Net Increase (Decrease) from Operations | 545,757 | | (325,049) | | (38,164) | | 3,213 | |
| FUND EQUITY - June 30 | \$ 4,042,038 | | \$ 3,716,989 | | \$ 3,678,825 | | \$ 3,720,202 | |
| ASSUMPTIONS | | | | | | | | |
| Tax Revenues | Assumes 2.5% growth in Property tax in FY2016 and thereafter | | | | | | | |
| Millage Rate | Assumes operating millage rate of 9.5 in FY15 and same millage rates thereafter | | | | | | | |
| Transfers from Other Funds | Assumes HBPW return on investment to General Fund of .3% in FY 15-16 (per prior year additional contribution for HHT) and 5% thereafter | | | | | | | |
| Salaries and Wages | Assumes 2.5% pay increases in 2016 and beyond consistent with growth in tax base | | | | | | | |
| Health Insurance | Assumes 10% increases in annual health insurance costs each year | | | | | | | |
| Pension | Assumes reduction of \$321,257 in 2016 pension costs from initial MERS projections, as a result of issuing Pension Obligation Bonds for closed non-union groups. Assumes 5% annual increases thereafter based on 2.5% wage increases and 2.5% additional costs for Public Safety pension costs | | | | | | | |
| Other | Most other revenues and expenditures are assumed to be flat | | | | | | | |
| Contingencies | Assumes additional annual contributions to WEMET. | | | | | | | |

FIVE-YEAR PROJECTIONS WITH HISTORY FROM FY2013

| FY-2016 Budget | | FY-2017 Projected | | FY-2018 Projected | | FY-2019 Projected | | FY-2020 Projected | | FY-2021 Projected | |
|----------------------|--------|----------------------|--------|----------------------|-------|----------------------|-------|----------------------|-------|----------------------|-------|
| \$ 10,648,920 | 5.3% | \$ 10,915,143 | 2.5% | \$ 11,188,022 | 2.5% | \$ 11,467,723 | 2.5% | \$ 11,754,416 | 2.5% | \$ 12,048,276 | 2.5% |
| 3,108,250 | 2.7% | 3,185,956 | 2.5% | 3,265,605 | 2.5% | 3,347,245 | 2.5% | 3,430,926 | 2.5% | 3,516,699 | 2.5% |
| 636,500 | 14.0% | 661,960 | 4.0% | 688,438 | 4.0% | 715,976 | 4.0% | 744,615 | 4.0% | 774,400 | 4.0% |
| 1,521,045 | -4.3% | 1,581,887 | 4.0% | 1,645,162 | 4.0% | 1,710,969 | 4.0% | 1,779,408 | 4.0% | 1,850,584 | 4.0% |
| 187,200 | 6.9% | 187,200 | 0.0% | 187,200 | 0.0% | 187,200 | 0.0% | 187,200 | 0.0% | 187,200 | 0.0% |
| 371,501 | 13.5% | 375,000 | 0.9% | 400,000 | 6.7% | 450,000 | 12.5% | 500,000 | 11.1% | 500,000 | 0.0% |
| 27,300 | -45.4% | 25,000 | -8.4% | 25,000 | 0.0% | 25,000 | 0.0% | 25,000 | 0.0% | 25,000 | 0.0% |
| <u>5,075,104</u> | 0.7% | <u>5,328,859</u> | 5.0% | <u>5,595,302</u> | 5.0% | <u>5,875,067</u> | 5.0% | <u>6,168,820</u> | 5.0% | <u>6,477,261</u> | 5.0% |
| <u>\$ 21,575,820</u> | 3.3% | <u>\$ 22,261,005</u> | 3.2% | <u>\$ 22,994,730</u> | 3.3% | <u>\$ 23,779,180</u> | 3.4% | <u>\$ 24,590,384</u> | 3.4% | <u>\$ 25,379,419</u> | 3.2% |
| | | | | | | | | | | | |
| \$ 9,078,419 | 2.7% | \$ 9,305,379 | 2.5% | \$ 9,538,013 | 2.5% | \$ 9,776,463 | 2.5% | \$ 10,020,875 | 2.5% | \$ 10,271,397 | 2.5% |
| 1,786,995 | 9.9% | 1,965,695 | 10.0% | 2,162,265 | 10.0% | 2,378,492 | 10.0% | 2,616,341 | 10.0% | 2,877,975 | 10.0% |
| 2,568,160 | 1.2% | 2,696,568 | 5.0% | 2,831,396 | 5.0% | 2,972,966 | 5.0% | 3,121,614 | 5.0% | 3,277,695 | 5.0% |
| 1,065,090 | 4.6% | 1,070,119 | 0.5% | 1,096,871 | 2.5% | 1,124,293 | 2.5% | 1,152,401 | 2.5% | 1,181,211 | 2.5% |
| 631,136 | 2.5% | 646,914 | 2.5% | 663,087 | 2.5% | 679,664 | 2.5% | 696,656 | 2.5% | 714,072 | 2.5% |
| 1,045,600 | 1.8% | 1,066,512 | 2.0% | 1,087,842 | 2.0% | 1,109,599 | 2.0% | 1,131,791 | 2.0% | 1,154,427 | 2.0% |
| 903,275 | 3.4% | 875,000 | -3.1% | 875,000 | 0.0% | 875,000 | 0.0% | 875,000 | 0.0% | 875,000 | 0.0% |
| 3,402,655 | 8.6% | 3,436,682 | 1.0% | 3,471,049 | 1.0% | 3,505,759 | 1.0% | 3,540,817 | 1.0% | 3,576,225 | 1.0% |
| 25,000 | -74.4% | 45,000 | 80.0% | 55,000 | 22.2% | 65,000 | 18.2% | 75,000 | 15.4% | 75,000 | 0.0% |
| 638,090 | -24.1% | 625,000 | -2.1% | 625,000 | 0.0% | 625,000 | 0.0% | 625,000 | 0.0% | 625,000 | 0.0% |
| <u>431,400</u> | 41.2% | <u>250,000</u> | -42.1% | <u>255,000</u> | 2.0% | <u>260,000</u> | 2.0% | <u>265,000</u> | 1.9% | <u>270,000</u> | 1.9% |
| <u>\$ 21,575,820</u> | 3.2% | <u>\$ 21,982,869</u> | 1.9% | <u>\$ 22,660,524</u> | 3.1% | <u>\$ 23,372,236</u> | 3.1% | <u>\$ 24,120,495</u> | 3.2% | <u>\$ 24,898,002</u> | 3.2% |
| | | | | | | | | | | | |
| - | | 278,136 | | 334,206 | | 406,943 | | 469,890 | | 481,418 | |
| <u>\$ 3,720,202</u> | | <u>\$ 3,998,338</u> | | <u>\$ 4,332,544</u> | | <u>\$ 4,739,488</u> | | <u>\$ 5,209,377</u> | | <u>\$ 5,690,795</u> | |



USE OF LEGACY FUNDS POLICY

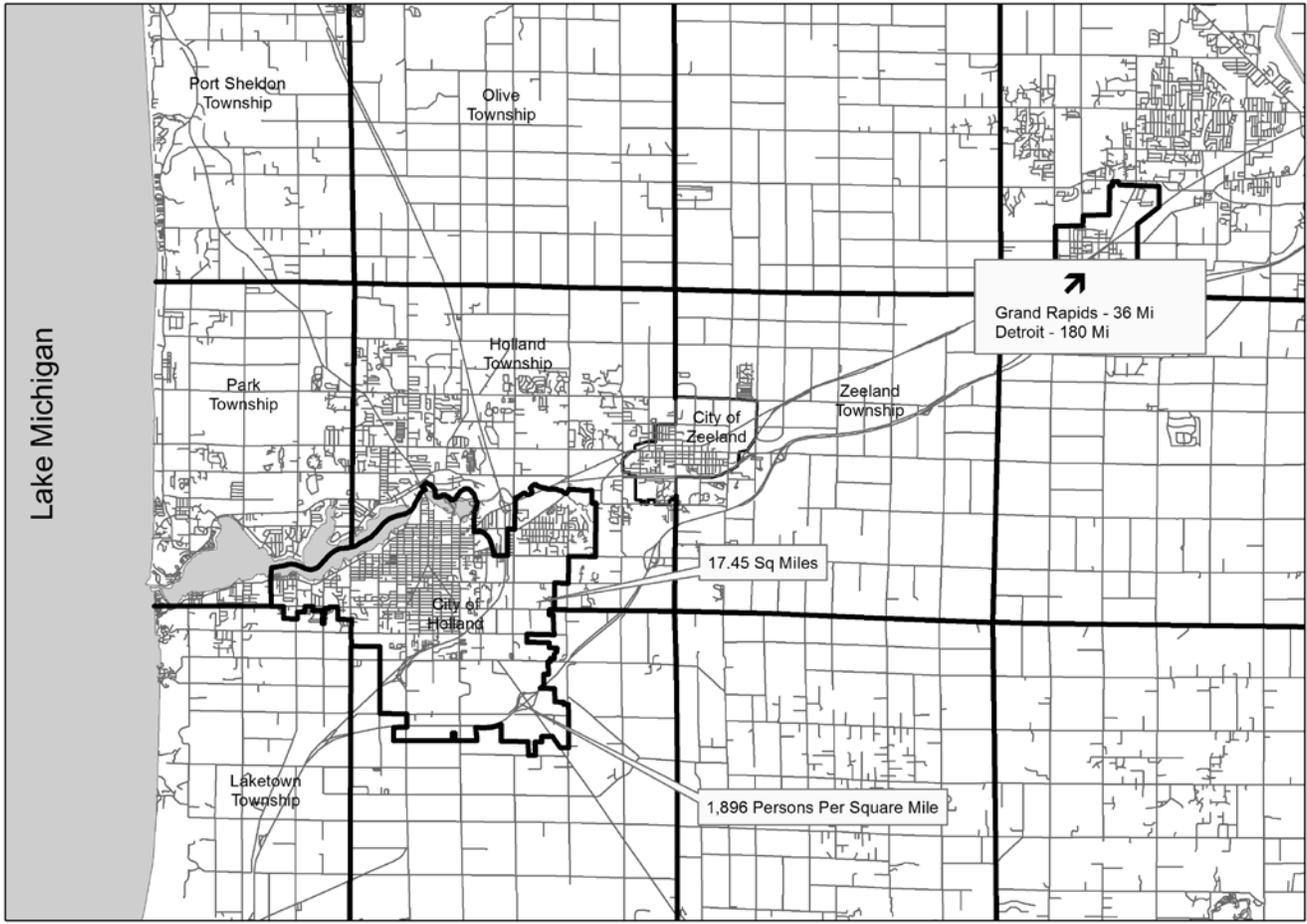
In 2012-13 the City of Holland sold various assets to Hope College, including the Municipal Stadium (\$947,249) as well as a parcel located in front of DeVos Field House (\$384,000) after a Council decision was made not to pursue a proposed roundabout that had been considered for a number of years. In FY13, \$135,383 was spent acquiring the Lakeview School property. In FY14 \$66,691 was spent on improvements to the skate park, leaving a balance of \$1,129,175. A third parcel near the Field House will likely be sold in 2015 (approximately \$200,000), with the same amount budgeted for improvements to Lakeview School property.

The proceeds from the sale of these city assets have been described as “Legacy Funds” and the desire of Council is that they will be reinvested in community projects/facilities for the long-term benefit of the public. The attached policy addresses how “Legacy Funds” will be spent:

1. Legacy Funds will be invested in capital projects, not operational expenditures.
2. Primary use of Legacy Funds will be for Parks and Recreation projects.
3. Whenever possible, use of Legacy Funds will leverage other funding sources such as grants.
4. Use of Legacy Funds requires specific Council approval.
5. Legacy Funds are considered “assigned fund balance” in the Municipal Capital Improvements Fund.

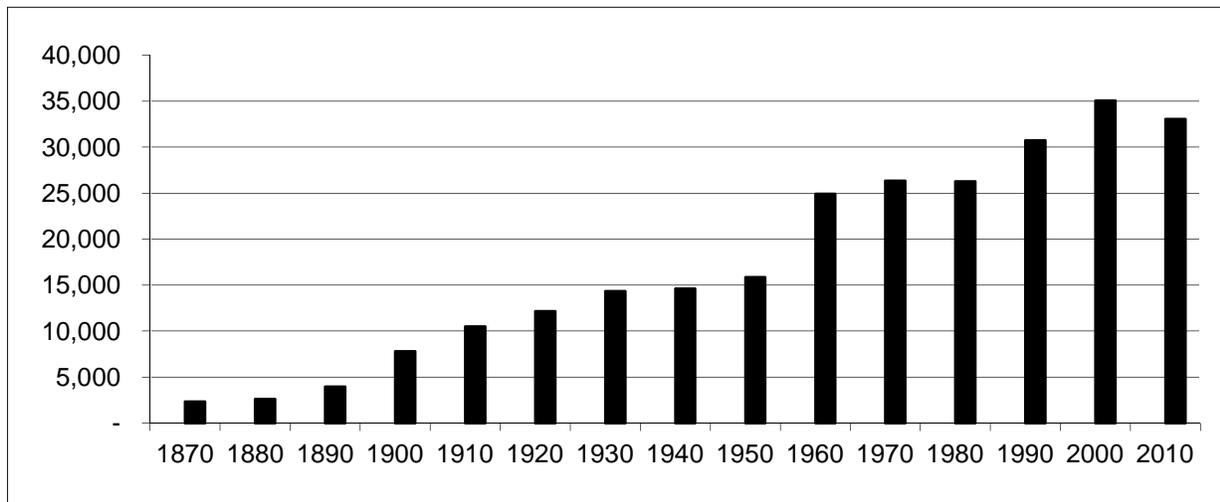


Macatawa Area Coordinating Council Participants



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 |
| 2010 | 33,051 | (5.70) |

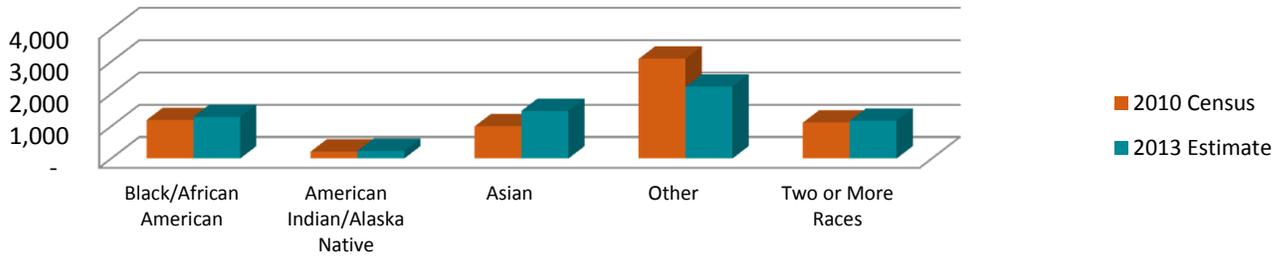


Source for Information:

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

DEMOGRAPHICS

Race: City of Holland Non-White Population 2010 & 2013



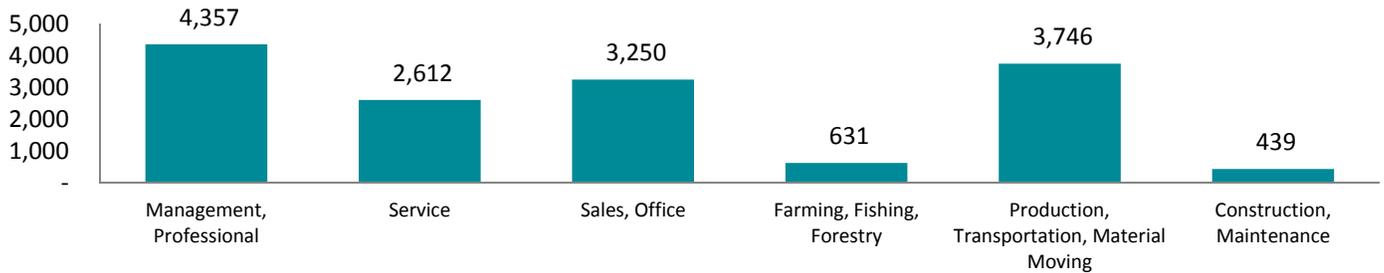
Race: 2010 Census Population 33,051



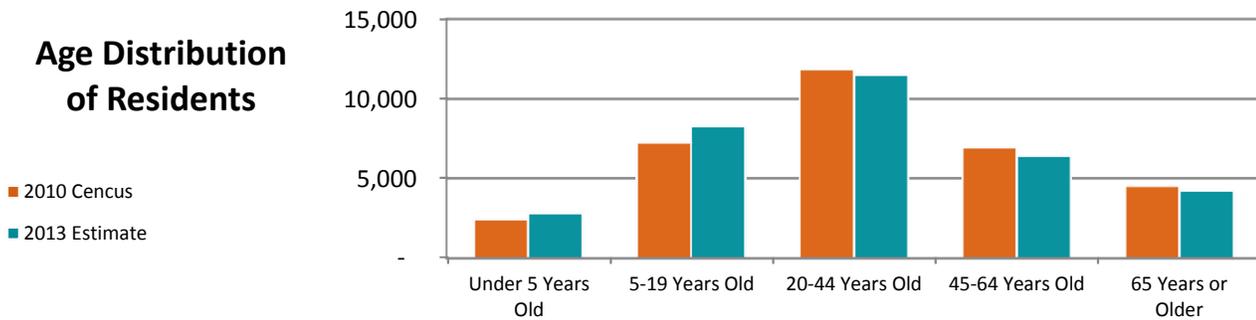
Race: 2013 Estimate Population 33,281



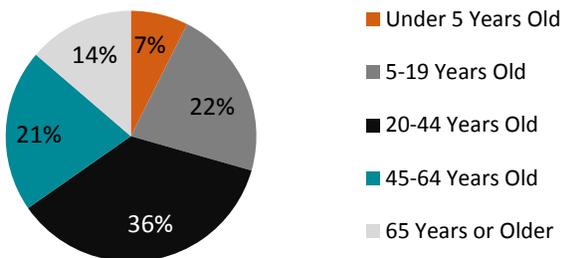
Employed Civilian Population - 15,035 (16 Years and over)



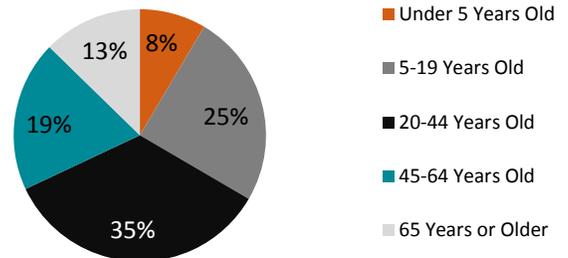
Age Distribution of Residents



2000 Census Age Distribution



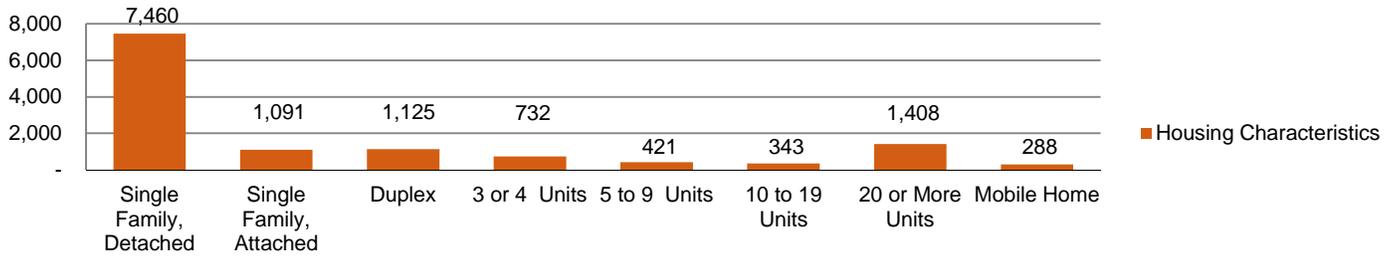
2013 Estimate Age Distribution



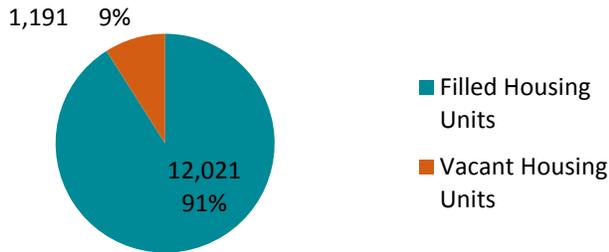
DEMOGRAPHICS

Total Housing Units per 2010 Census

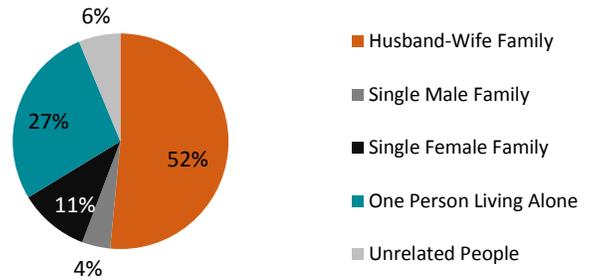
12,868



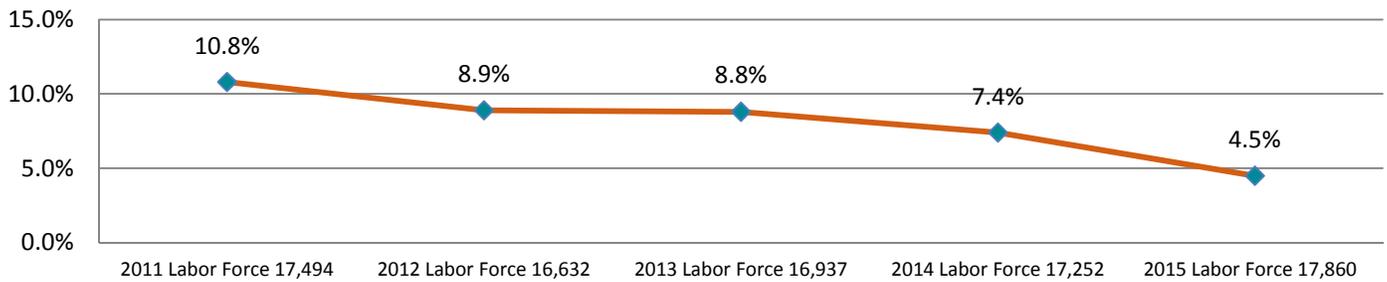
Filled Housing vs. Vacant Housing per 2010 Census



2010 Population composition by Household



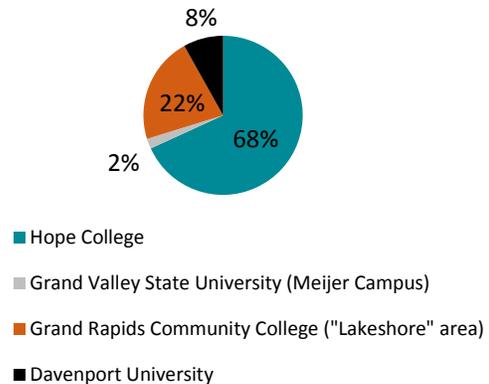
Unemployment Rate 5 Year History



Miscellaneous Statistics

| | |
|-------------------------------|----|
| Fire Stations | 3 |
| Police Patrol Units | 19 |
| Parks | 23 |
| Cemeteries (City Owned) | 2 |
| Sports Complexes | 2 |
| Community Centers | 1 |
| Nature Center | 1 |
| Community Pools | 2 |
| Public Libraries | 1 |
| Higher Education Institutions | 4 |

2014 Higher Education Enrollment Total of 4,882 Degree Seeking



Source: Information on Higher Education Enrollment is provided by the local colleges and universities and the miscellaneous statistics is based on actual count of City assets. All other information is from www.census.gov.

HISTORY OF THE CITY OF HOLLAND

- | | |
|--|--|
| 1805 Michigan Territory. | 1866 Hope College incorporates. |
| 1813 Kingdom of the Netherlands established. | 1867 Holland incorporates. Isaac Cappon first mayor. |
| 1821 Ottawa Indians relinquish West Michigan land in Treaty of Chicago. | 1870 First railroad links Holland, Allegan and Muskegon. |
| 1830's Ottawa Indian settlement on south side of Black Lake (the "Landing"). | 1871 Holland fire destroys 80% of town. Holland Pump Manufactory, Phoenix Planing Mill, Cappon & Bertsch Tannery rebuilds. |
| 1834 Separatist Movement leaves Reformed Church | 1876 Centennial Park developed from market square. Van Raalte dies in Holland. |
| 1836 Separatists persecuted by Dutch government and society. | 1879 Anton Seif Brewery. |
| 1837 Michigan gains statehood and Ottawa County organized. | 1880 Van Putten Butter Tub Factory. |
| 1841 Catholic Mission Church established at the Landing. | 1881 Holland Manufacturing Company (windmills). |
| 1846 Rev. Van Raalte requests assistance from American Reformed Dutch Church for separatists. | 1883 Telephone service. Holland City Hall / Fire Station (8th Street). |
| 1847 Rev. Albertus Van Raalte and first group of Dutch settlers arrive in the Black Lake region and first log church built, Holland platted. | 1885 City Water Service. Western Theological Seminary. |
| 1850 Area population 1,828. Channel to Lake Michigan begun. | 1889 Holland State Bank, Lake Side Furniture Company, West Michigan Furniture Company. |
| 1852 Holland boasts seven stores, two hotels, bakery, brass, copper & iron smithies, tailor shop, clock shop & wagon makers. | 1890 First private electric power plant. |
| 1856 Van Raalte's First Reformed Church completed. | 1891 Building boom. Ottawa Furniture Company. |
| 1857 Van Vleck Hall built at Holland Academy (now Hope College). Cappon & Bertsch tannery. | 1892 Electric street lights. |
| 1858 Holland channel improved for large lake vessels. Steamboat line begins between Chicago and Holland. | 1893 City of Holland steamer. |
| 1859 Holland City Foundry. | 1894 Municipal Electric Power Plant. Holland Furniture Company. Van Tongeren Cigar Factory. |
| 1860 Area population 3,457 | 1895 "Bonus Plan" encourages companies to locate in Holland. |
| 1861 Civil War begins. | 1896 Holland Daily Sentinel newspaper. |
| 1864 Last presidential election with Democratic win in Holland. | 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. | 1933 | Baker Furniture Company moves from Allegan. Seven-Up Bottling Company of Western Michigan (Beverage America). |
| 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. | 1935 | Black Lake renamed Lake Macatawa. |
| 1902 | Holland Municipal Sewer System. | 1940 | James DeYoung Electric Power Plant constructed with PWA funds (BPW). Netherlands Museum opens under of Willard Wichers. |
| 1903 | St. Francis Roman Catholic Church. Brick street paving. Holland Gas Works. | 1946 | Tulip Time celebrated after wartime hiatus. Hope College enrollment increases due to GI Bill. Lithibar moves from Kalamazoo. |
| 1905 | Louis Padnos scrap metal business. Star Furniture (later Herman Miller). | 1948 | Modern Products (Haworth Corporation). Hansen Machine Company. |
| 1906 | Holland Furnace Company. De Pree Chemical Company. | 1951 | Bernice Bishop first woman elected to City Council. |
| 1908 | Holland Board of Trade established (Chamber of Commerce). | 1953 | General Electric. |
| 1911 | Holland City Hall (River Avenue). | 1954 | Civic Center. |
| 1914 | Mrs. George Kollen first woman elected to Board of Education. | 1955 | Slikcraft (S-2 Yachts). |
| 1919 | Holland Hospital (12th & Central). | 1958 | Township land annexed to City. |
| 1920 | Holland Hitch Company. | 1960 | Herrick Public Library. Michigan slips to second place behind California in number of Dutch immigrants. |
| 1924 | Federal Manufacturing Company (Hart & Cooley Inc.). | 1962 | Holland Economic Development Corporation (HEDCOR). |
| 1925 | Warm Friend Tavern (hotel). | 1965 | "De Zwaan" windmill dedicated by Prince Bernhard of the Netherlands. Windmill Island dedicated. Prince Corporation. |
| 1927 | Lida Rogers suggests "Tulip Day". | 1969 | Lifesavers Company first plant in HEDCOR industrial park. |
| 1928 | First tulip bulbs planted along city streets. Sewage treatment plant. Holland State Park. Holland Hospital (Michigan Ave.). | 1978 | Downtown Development Authority. Metal Flow Corporation. |
| 1930 | First Tulip Time festival organized under Mrs. J. Telling of the festival committee. | 1980 | BLD Products Ltd. moves from Flint, Mich. Cappon House Museum purchased. |
| 1932 | Depression-bank closings. Sligh Furniture Company moves from Grand Rapids. | | |

HISTORY OF THE CITY OF HOLLAND (continued)

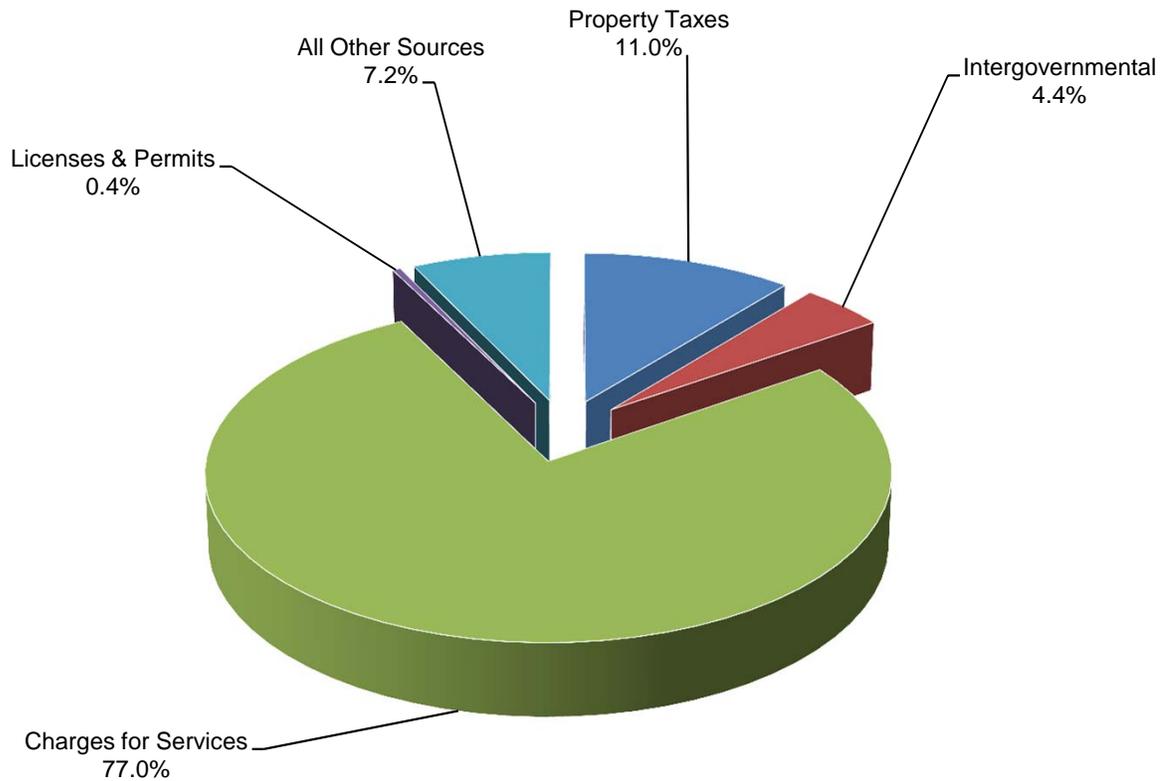
- | | | | |
|------|---|------|---|
| 1983 | City purchases Van Raalte Farm. | 2000 | Herrick District Library facility expansion completed. |
| 1984 | Mainstreet designation for downtown Holland. | 2002 | Planters Lifesavers plant closes and relocates to Canada. Herman Miller vacates Holland City manufacturing plant. |
| 1985 | Evergreen Commons (Senior Center). | 2003 | City Transportation Facility constructed. |
| 1988 | Westshore Mall (in Holland township). Snowmelt system installed downtown. | 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. |
| 1990 | Area population over 70,000 including surrounding townships. Holland declared Urban Center. | 2005 | Hope College's DeVos Fieldhouse built and Eastern Gateway (to downtown) development continues. Baker Lofts begins condo renovation of former Baker Furniture building. |
| 1991 | Freedom Village (retirement living). Padnos Transportation Center (train and bus depot, Tulip Time Festival office). | 2006 | Voters approve Macatawa Area Express Transportation Authority .4 millage for expanded area-wide transit system across Holland City and Holland Township. |
| 1992 | Holland Museum (in renovated former U.S. Post Office). | 2007 | Plastech takes over management of Holland Southview Johnson Controls Interiors (JCI) plant. |
| 1993 | Weed & Seed program. | 2008 | Construction of Heinz boardwalk on Lake Macatawa and major reconstruction of Kollen Park boat ramp & roadway entrance. |
| 1995 | Holland Area Community Swimming Pool Authority formation. Strategic Plan for downtown adopted. | 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. |
| 1996 | Queretaro, Mexico, Sister City. Holland named All-America City. Settlers House Museum purchased. | 2009 | Downtown 7th Street Parking Deck constructed. |
| 1997 | Herrick District Library formation (Holland City, Holland Township, Park Township, Laketown Township). Holland celebrates its Sesquicentennial. Downtown receives Great American Main Street Award. | 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%. |
| 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. | | |

HISTORY OF THE CITY OF HOLLAND (concluded)

- | | | | |
|------|--|------|---|
| 2009 | Hundred year June 19 rainstorm event causes major flooding and damage to City infrastructure and private residents' homes. City expends over \$1.5 million over the next fiscal year for repairs. | 2013 | April 19 the City experienced the 8th largest storm in the last 100 years. The storm produced over 3.7 inches of rain. The BPW's new headworks at the Waste Water Treatment plant resulted in zero overflows and the Lincoln Ave. storm water work in 2012 resulted in no stream bank overflows or road washouts. |
| 2010 | Johnson Controls (JCI) partners with French manufacturer SAFT to retool the existing JCI Meadowbrook facility in Holland to produce lithium-ion cells under a Renaissance Zone. | 2013 | The City climbed out of a multi-year financial slump with an increase in taxable value of 1.47% (adjusted) and completion of a 50 person downsizing and a Public Safety Service Report focusing on increased efficiencies and collaboration (18 person firefighter/EMT crew and 57 sworn police officers). |
| 2010 | Compact Power Inc., a subsidiary of Korea based LG Chem Ltd starts construction of a 650,000 square foot \$304 million plant in Holland to manufacture lithium-ion cells for automobile battery packs under a Renaissance Zone. | 2013 | City Council approved a Community Energy Plan and several committees were formed to create implementation strategies. |
| 2011 | The City and Hope College transact a property exchange which took 5 years to fully complete. Hope College received Lincoln Park and Columbia Park from the City. The City received property abutting Smallenburg Park. | 2013 | In June Holland Youth Connection Program started for area at-risk youth. Funding for the program achieved through donations and sponsorship fees from employers. |
| 2011 | Several electric charging stations for electric vehicles installed around the City. | 2015 | In April the Board of Public Works breaks ground on the new Holland Energy Park. |
| 2011 | July 11 major storm and wind event fells hundreds of trees throughout the City. Many major power utility poles snapped in half bringing the City to a temporary standstill and requiring emergency procedures to be implemented. | | |
| 2012 | In April the City and Hope College approve a Joint Development and Funding Agreement to install synthetic turf at the Municipal Stadium. Transfer of ownership of the stadium from the City to Hope College was finalized in January 2013. | | |

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.

2016 Budgeted Revenues

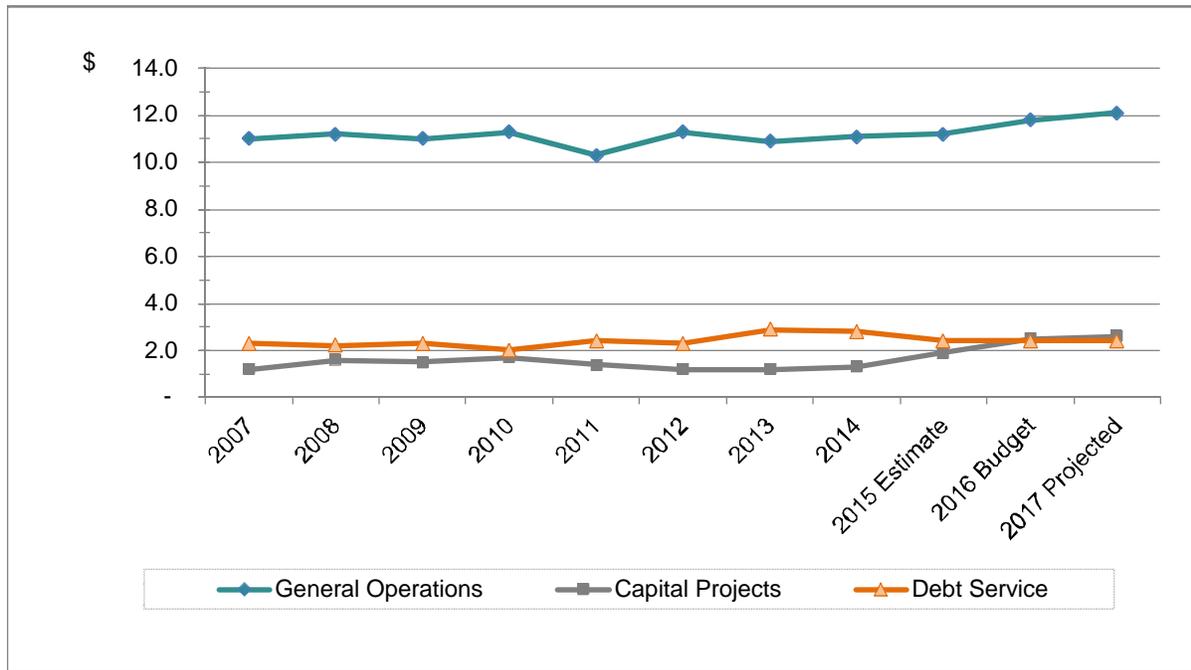


Primary revenue sources, across all funds, are grouped into the classifications listed below. The other sources include special assessments, fines & forfeitures, interest, rent and other miscellaneous revenues.

| Revenue Classification | 2013 Actual | 2014 Actual | 2015 Estimate | 2016 Budget |
|------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Property Taxes | 16,220,682 | 16,592,896 | 16,827,469 | 18,043,458 |
| Intergovernmental | 10,066,240 | 7,449,573 | 7,304,921 | 7,315,980 |
| Charges for Services | 117,732,804 | 122,913,760 | 125,430,018 | 126,806,142 |
| Licenses & Permits | 567,994 | 666,982 | 716,600 | 701,500 |
| All Other Sources | 15,380,234 | 13,884,289 | 11,295,325 | 11,851,327 |
| Total Revenues | \$ 159,967,954 | \$ 161,507,500 | \$ 161,574,333 | \$ 164,718,407 |

MAJOR REVENUE SOURCE ANALYSIS

Property Taxes (Millions of Dollars)



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

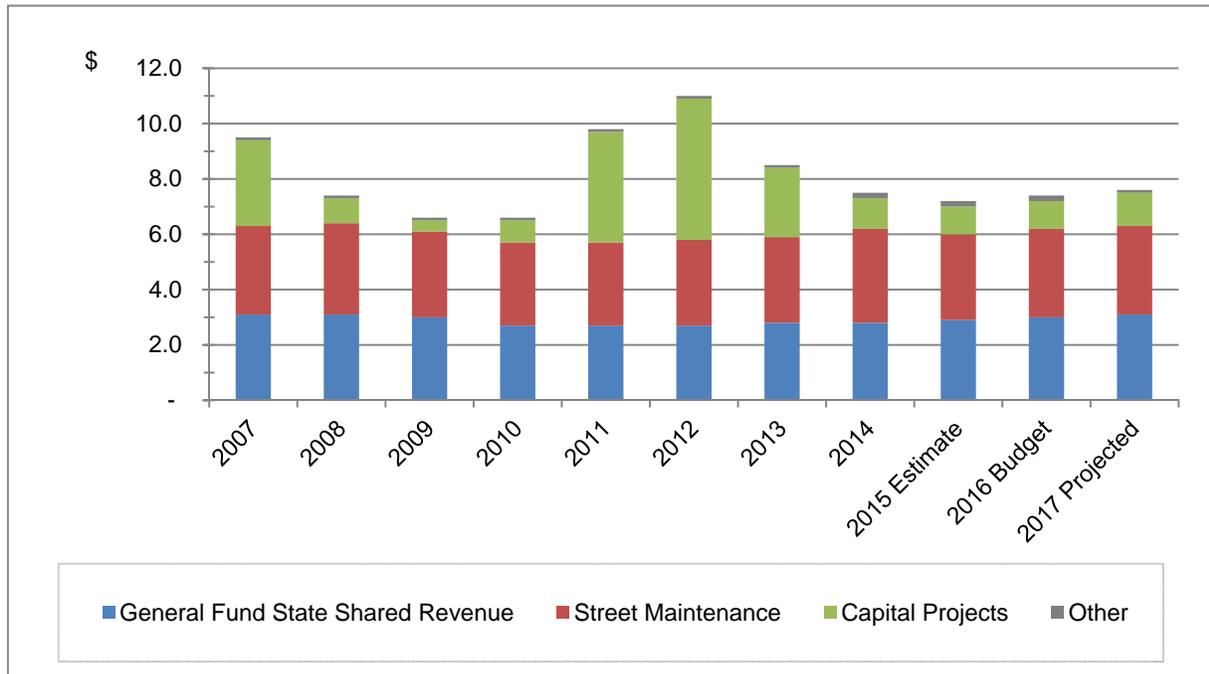
The City of Holland's taxable valuation base increased 5.25% in Fiscal Year 2016 and is projected to increase another 2.5% in Fiscal Year 2017. The original millage rate authorized by City Charter is 17.5; this has been reduced for Fiscal Year 2016 to 16.0071 by the Headlee Rollback. As a general guideline City Council prefers to levy a tax rate not to exceed 14.00 mills. The property tax millage rates for Fiscal Year 2016 include:

- General Operations: 9.5000 mills
- Capital Projects: 2.0533 mills
- Debt Service: 2.2198 mills

The rates are projected to remain the same for Fiscal Year 2017.

MAJOR REVENUE SOURCE ANALYSIS

Intergovernmental - Revenue Sharing and Grants (Millions of Dollars)



State Shared Revenue

State shared revenue from sales tax is authorized by the state constitution and/or state statutes, providing funding for local units of government. This revenue source is subject to volatility and unpredictability, especially during economic swings. During the recent downturn in the economy the City of Holland experienced a 15% decrease in revenue, from Fiscal Year 2008 to 2010. Since 2011 revenue has increased 12%, with another 2.5% increase projected for Fiscal Year 2017.

Street Maintenance

Funding for street maintenance comes from:

- State revenue sharing from the gas & weight tax, not projected to increase in the future
- Annual maintenance fee payment as provided by Public Act 48 of 2002; Metro Authority
- Allegan County revenue sharing from the Road & Bridge Tax. This is a voted county tax with a sunset provision requiring voter re-approval every three (3) years; projected to increase 2.5% in Fiscal Year 2017.

Federal and State Grants for Capital Projects

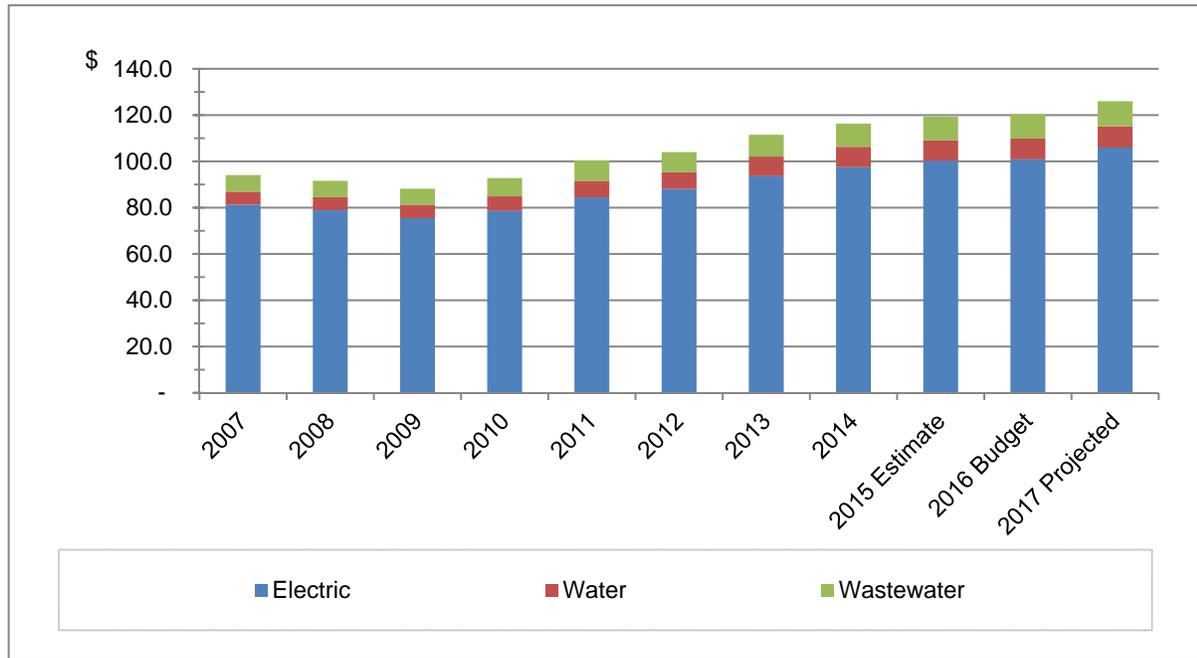
The revenue shown from federal and state grants is for municipal and infrastructure projects; these grants are one-time non-recurring in nature. The projected amount for Fiscal Year 2017 is based on an estimate included in the five (5) year plan.

Other

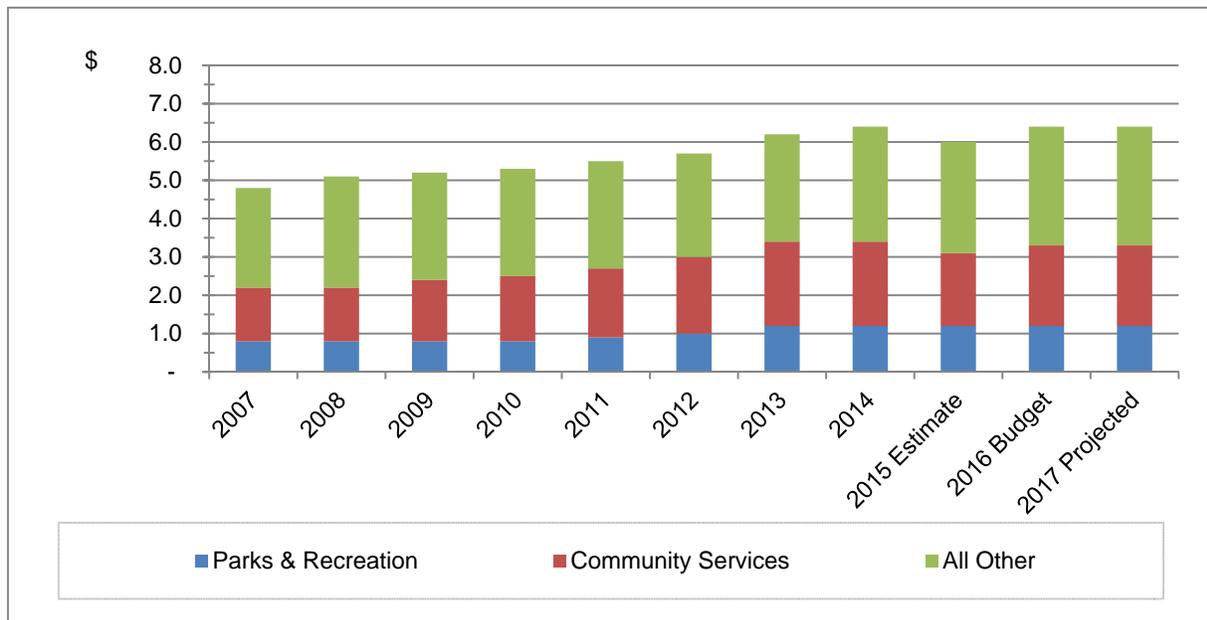
Funding for State of Michigan for Criminal Justice and the Fair Food Network for the 8th Street Market are included in this category.

MAJOR REVENUE SOURCE ANALYSIS

Charges for Services - Utilities (Millions of Dollars)



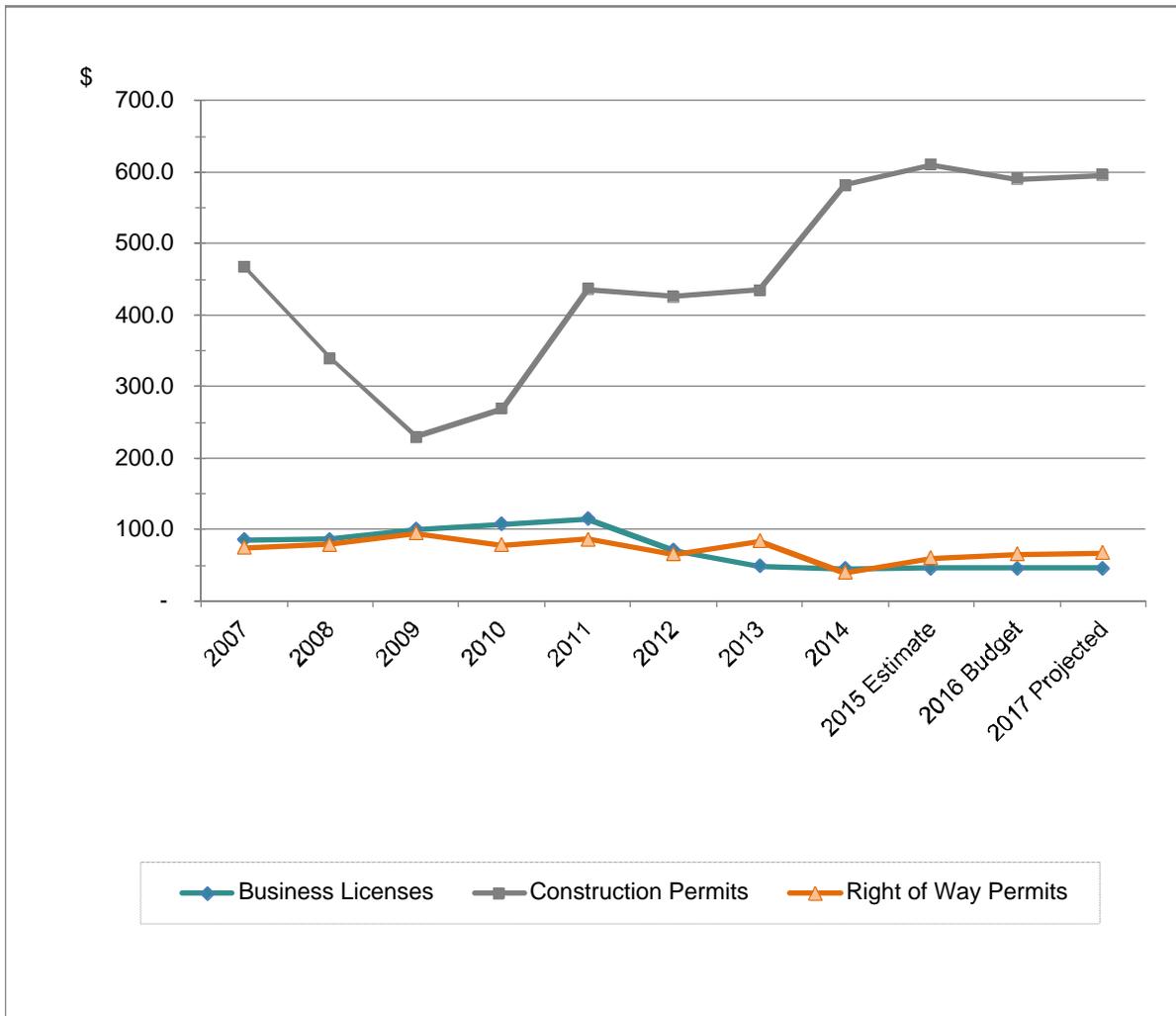
Charges for Services - Other than Utilities (Millions of Dollars)



Charges for Services is the City's largest single revenue source. Customer charges for the municipal utilities (Electric, Water and Wastewater) comprise more than 75% of all revenue sources. Anticipated increases in utility rates for Fiscal Year 2017 include 5% for electric and 2% for water and wastewater. Fiscal Year 2017 revenue is projected to increase 4% for Community Services (including inspections) and 1% for the Parks & Recreation and All Other groups.

MAJOR REVENUE SOURCE ANALYSIS

Licenses & Permits (Thousands of Dollars)



Licenses & Permits do not represent a material source of revenue, but it is significant enough to reflect an illustration of trends over time.

The projection for Fiscal Year 2017 anticipates no increase in revenue for Business Licenses, a 1% increase for Construction Permits and a 2.5% increase for Right of Way Permits

THE BUDGET PROCESS

The City of Holland's fiscal year covers the period of July 1 through June 30. The budgeting process begins in the month of January when the Leadership Team meets for their annual retreat to discuss department priorities and concerns. This is followed by City Council members and citizens meeting in an 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 across eight groups, to include:

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

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

CAPITAL PROJECTS

For capital improvement projects, a perpetual five-year development plan is updated annually during the months of July through December by Department 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.

BUDGET CALENDAR

Fiscal Year 2015-16

| | |
|---|-----------------------|
| Leadership Team Retreat | Jan 16, 2015 |
| Budget packets distributed to Leadership Team | Jan 16, 2015 |
| Coffee with City Council & HBPW Board | Jan 17, 2015 |
| City Council meets with Leadership Team to discuss priorities | Jan 30, 2015 |
| City Council Annual Retreat | Jan 31, 2015 |
| City Council approves Budget Calendar with extension | Feb 4, 2015 |
| Computer equipment requests submitted to Tech Services | Feb 6, 2015 |
| Personnel reclassification requests submitted to HR Director | Feb 6, 2015 |
| City Manager and HR Director make recommendations regarding wages, reclassifications and union negotiations | Feb 13, 2015 |
| Leadership Team submit budgets and narratives to Finance Office | Feb 16, 2015 |
| Finance Office assembles budgets | Feb 17 – Mar 1, 2015 |
| City Manager reviews budgets with Leadership Team members | Mar 2 - 13, 2015 |
| City Manager & Budget Team make final decisions | Mar 14 - 28, 2015 |
| Finance Office prepares proposed budget document | Mar 31 - Apr 14, 2015 |
| Proposed budget formally submitted to City Council and date of public hearing is set | Apr 15, 2015 |
| City Council budget study sessions | Apr 15, 16, 20, 2015 |
| Public hearing held on Proposed Budget; and formal adoption of FY-2016 Budget Resolution | May 13, 2015 |

FINANCIAL INFORMATION

ADJUSTMENTS TO THE BUDGET

During a fiscal year, circumstances may result in changes to department spending priorities. At the beginning of each year, appropriations are made at the fund and department level, as adopted by City Council in May. Budget amendments are made throughout the fiscal year based on specific council action; individual amendments are approved at virtually every meeting. The City Manager has been authorized by City Council to approve amendments within each department of the General Fund, up to a maximum of \$10,000.

ACCOUNTING BASIS OF THE BUDGET

The basis of budgeting mirrors the basis of accounting. Governmental fund types are budgeted using the modified-accrual basis; these include the General Fund, Special Revenue Funds, General Debt Service Funds and Capital Project Funds.

Proprietary fund types are budgeted using the full accrual basis; these include Enterprise and Internal Service Funds. The following exception is followed:

- The budget basis includes expenditures for capital outlay, which are not considered expenses on the accrual basis of accounting.

BASIS OF ACCOUNTING

All governmental type funds and trust funds use modified-accrual basis of accounting. Revenues that are measurable and available for funding current appropriations are recognized when earned. All other revenues are recognized when cash is received, except revenues of a material amount that have not been received at the normal time of receipt are accrued, and revenues received in advance are deferred. Expenditures are recorded when a liability is incurred; except general obligation debt principal & interest maturities that are recorded at the time of payment.

Proprietary type funds use the full accrual basis of accounting under which revenues are recognized when earned and expenses are recognized and recorded as a liability when incurred.

BUDGETARY AND FINANCIAL POLICIES

BALANCED BUDGET

The General Fund budget will be balanced each fiscal year. The City considers the budget balanced when total revenues are equal to or exceeds total expenditures. For FY-2016 the City's General Fund budget is balanced, with revenues equal to expenditures.

MULTI-YEAR FINANCIAL PROJECTIONS

To support the City's budgetary planning and decision making process, its financial situation and key factors impacting recurring revenues and expenditures will be analyzed. The annual budget will include a 5 year General Fund projection, with major assumptions identified.

BUDGET PROCESS BASED ON AN ANNUAL CYCLE

As required by the City Charter, an annual budget will be adopted by council in the month of May. Budgeting on an annual basis provides time to review revenue sources, develop solutions to identified problems and discuss priorities. An annual budget process also allows management to effectively plan and implement changes.

CASH AND INVESTMENTS

Cash and investments will be maintained in accordance with the City Charter and the adopted investment policy will ensure proper controls and safeguards are maintained. City funds will be managed in a prudent and diligent manner with an emphasis on safety of principal, liquidity and financial return on principal.

REVENUE POLICIES

Diversification – The City shall attempt to achieve diversified, reliable and stable sources of revenue to support the general operating budget. Management will vigilantly seek new sources, to include grants made available by local, state and federal government agencies.

User Fees – The fees and charges are associated with recovering the cost of providing a service. Each is reviewed annually and modified to reflect the changing costs of providing the service; City Council approves the rates for the ensuing calendar year in the month of December.

Collections – The City will follow an aggressive approach toward collection of past due taxes receivable and all other types of receivables.

Non-recurring revenue – This type of revenue is received only one time or for a very limited time. This type of revenue is not considered stable and will not be used to fund ongoing operations. Instead, it will be used for one-time uses, including capital and other one-time expenditures, increasing reserves or paying down unfunded liabilities.

CAPITAL PROJECTS

Capital Improvement Plan Development - The City shall annually update a five year projection plan of capital projects (including major renovations to infrastructure assets), to be used as a guideline for short-term and long-term capital budgeting.

Proposed projects will be reviewed and prioritized for accuracy of cost and consistency with the City's goals and objectives. Staff will be diligent in searching for possible outside funding sources that may provide financial assistance for its capital projects; and at the same time reduce the need for issuance of new and additional debt.

Future operating and maintenance costs associated with new projects will be forecasted and included in the appropriate operating budget.

DEBT MANAGEMENT

Bond Rating - The City will make every attempt to maintain a high bond rating, for the purpose of minimizing borrowing costs and preserve access to credit.

Debt Capacity – An analysis showing the new issue combined with current debt impacts the City's debt capacity will accompany every future bond issue proposal.

General Obligation Debt – General Obligation Debt, which is supported by property tax revenues that grow in proportion to the City's assessed valuation and/or property tax increases, will be utilized

to make the principal and interest payments on the bonds. Other types of debt may be issued when it is supported by a dedicated revenue source (i.e. revenue bonds paid by utility rates).

Defeasance of Bonds - The City shall review potential cost savings that may be achieved through refunding of existing debt at lower interest rates.

Inter-fund Loans – The City will consider loans from one fund to another as an alternative to installment loans and/or bond issuance. When evaluating inter-fund borrowing the financial health of the lending fund will be closely reviewed, as well as the future cash flow projections for the fund borrowing the money.

FUND BALANCE

General Fund - A minimum fund balance of 15.0% of the General Fund adopted budget expenditures shall be maintained in the General and Budget Stabilization Fund. The minimum balance represents about two months of expenditures; projected fund balance at the end of Fiscal Years 2015 and 2016 is 22%.

All Other Funds – Each fund of the City represents a stand-alone financial operation and has its own operating characteristics, financial capabilities and constraints. The level of reserves needed for each fund is based on the financial and operating characteristics.

Reserves - As a part of the budgeting process, the City Council has made the decision to maintain designated cash reserve balances in certain Internal Service Funds for the future purchases of capital outlay.

FINANCIAL REPORTING POLICIES

Accounting and Reporting Methods – The City’s accounting and financial reporting systems will be maintained in conformance with all state and federal laws, generally accepted accounting principles (GAAP) and standards of the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).

Comprehensive Annual Financial Report (CAFR) – The City’s CAFR will be submitted to the GFOA Certification of Achievement for Excellence in Financial Reporting Program. The financial report should be conformity with GAAP, demonstrate compliance with finance related legal and contractual provisions minimize ambiguities and potentials for misleading inference. The audit opinion will be included with the City’s CAFR.

Distinguished Budget Awards Program – The City’s Fiscal Year 2016 Budget will be submitted to the GFOA Distinguished Budget Presentation Program. The City received the GFOA Distinguished Budget Award for its Fiscal Year 2015 submission, its twelfth consecutive award.

Internal Controls – Financial systems will maintain internal controls to monitor revenues, expenditures and program performance on an ongoing basis.

Fiscal Monitoring – Financial reports present actual expenditures to the budget on a monthly and cumulative basis. Major revenue sources are monitored quarterly, noting the status of each revenue source as compared to the budget.

Monthly reports are presented to the City Manager and City Council indicating the status of actual revenues and expenditures as compared to the budget on a monthly and cumulative basis. Notice will be given if action is necessary to maintain the City’s financial position.

CITY OF HOLLAND
ANNUAL BUDGET RESOLUTION
FOR THE FISCAL YEAR JULY 1, 2015 - JUNE 30, 2016

May 13, 2015

WHEREAS, notification of a public hearing on the annual budget for fiscal year 2015-16 as proposed by the City Council, has been duly published in accordance with Section 9.4 of the City Charter; and

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

WHEREAS, a public hearing on the proposed budget was held, as scheduled, at 7:00 P.M. on May 13, 2015 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, 2015 through June 30, 2016; and

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

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

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

BE IT FURTHER RESOLVED, that the City Manager is hereby authorized to make appropriation transfer adjustments from the *Contingencies* account of their respectively administered funds, and appropriation transfer adjustments within organization units of the same fund, and that individual appropriation transfer adjustments from a *Contingencies* account or within organizational units which exceed \$10,000 may be authorized only by action of the City Council; and

BE IT FURTHER RESOLVED, that the City Manager is hereby authorized to administer appropriation adjustments to budgets of the fiscal year 2014-15, to the extent that such adjustments do not exceed the *2014-15 Revised Estimates*, as outlined in the fiscal year 2015-16 annual budget; and

ANNUAL BUDGET RESOLUTION - Continued

BE IT FURTHER RESOLVED, that all open encumbrances in Governmental-Type Funds at June 30, 2015 will be liquidated and re-established as of July 1, 2015. The City Finance Office is hereby authorized to increase overall fund appropriations in the fiscal year 2015-16, 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, 2015 - June 30, 2016 is adopted as follows:

| <u>Designated Purpose</u> | <u>Property Tax Millage</u> | |
|---|-----------------------------|----------------------|
| | <u>Rate</u> | <u>Amount</u> |
| CITY OF HOLLAND | | |
| <u>Operating:</u> | | |
| – General Government Operations | 9.5000 | \$ 9,997,520 |
| <u>Capital Projects and Acquisitions:</u> | | |
| – Sidewalk Development & Improvement Projects | 0.0500 | 52,619 |
| – Street Development & Improvement Projects | 1.4268 | 1,501,522 |
| – Municipal Capital Projects | 0.5747 | 604,797 |
| <u>Debt Service Obligations:</u> | | |
| – General Obligation Debt | 2.2198 | 2,388,519 |
| <u>Total Property Tax Millage Levy</u> | <u>13.7514</u> | <u>14,544,977</u> |
| HERRICK DISTRICT LIBRARY | | |
| – Library Operating | 1.1000 | 1,157,608 |
| – Library Debt Service Obligation | 0.1372 | 147,628 |
| <u>Total Property Tax Millage Levy</u> | <u>1.2372</u> | <u>1,305,236</u> |
| <u>WEST MICHIGAN AIRPORT AUTHORITY</u> | <u>0.1000</u> | <u>105,237</u> |
| <u>GRAND TOTAL - TAX MILLAGE LEVY</u> | <u>15.1085</u> | <u>\$ 15,955,450</u> |
| <u>DOWNTOWN DEVELOPMENT AUTHORITY</u> | <u>1.8333</u> | <u>\$ 217,370</u> |

BE IT FURTHER RESOLVED, that the 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 Herrick District Library or WMAA rates are revised by County Equalization or board action prior to July 1, 2015, then the City of Holland – Municipal Capital Projects rate will also be revised an equal amount; the total millage rate will remain at 15.1085 mills.

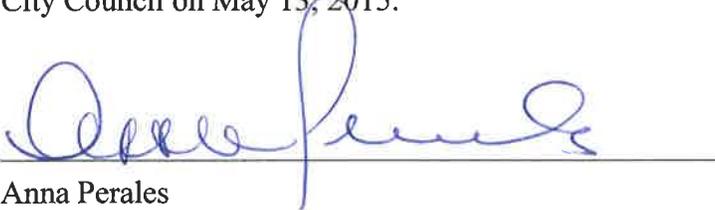
ANNUAL BUDGET RESOLUTION - Continued

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

Fiscal Year 2014-15: \$10,000 is appropriated to cover property tax rebates & reductions anticipated for prior tax years (those years prior to Tax Year 2014).

Fiscal Year 2015-16: \$10,000 is appropriated to cover property tax rebates & reductions estimated for prior tax years (those years prior to Tax Year 2015).

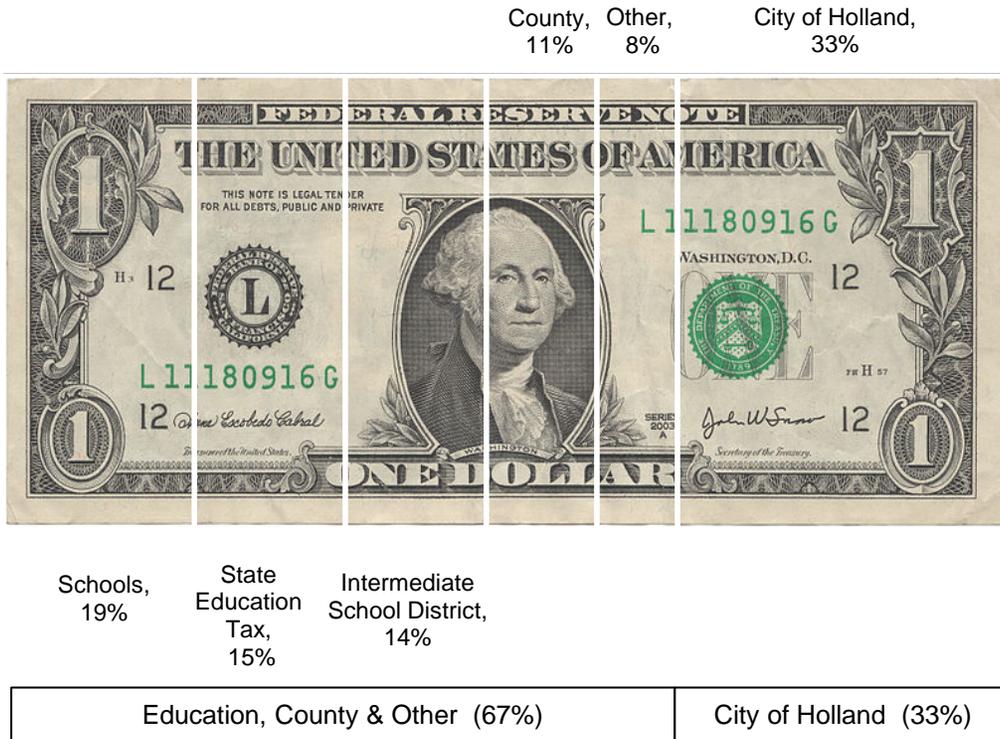
I hereby certify that this is a summarization of the Fiscal Year 2016 budget as adopted by the Holland City Council on May 13, 2015.

A handwritten signature in blue ink, appearing to read "Anna Perales", is written over a horizontal line.

Anna Perales

Deputy City Clerk

City of Holland Average Property Tax Distribution Principal Resident Properties



Property taxes account for 49% of General Fund revenues. Only \$0.33 of every tax dollar paid stays with the City of Holland, to fund the services provided to citizens. The above graph shows the distribution of the City's property tax dollars.

"Other" includes distribution to: Macatawa Area Express Transportation Authority, West Michigan Regional Airport Authority, Herrick District Library and the Holland Area Community Swimming Pool Authority.

COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2014 AND 2015

-- BY PROPERTY CLASSIFICATION --

| | Tax Year | | Increase (Decrease) | |
|---|--------------------------------|--------------------------------|-----------------------------|---------------------|
| | 2014 | 2015 | \$ | % |
| REGULAR ASSESSMENT ROLL EXPRESSED AT TAXABLE VALUATION | | | | |
| <u>Residential</u> | | | | |
| Real Property + NEZ (\$5,299,365) | \$ 523,937,525 | \$ 544,175,806 | \$ 20,238,281 | 3.86% |
| <u>Business</u> | | | | |
| <u>Real Property:</u> | | | | |
| - Industrial | \$ 113,200,491 | \$ 114,155,758 | \$ 955,267 | 0.84% |
| - Commercial | 220,869,959 | 244,689,377 | 23,819,418 | 10.78% |
| - Agricultural | 1,416,489 | 1,437,358 | 20,869 | 1.47% |
| - Developmental | 632,761 | 720,681 | 87,920 | 13.89% |
| - <u>Total Business Real Property</u> | <u>\$ 336,119,700</u> | <u>\$ 361,003,174</u> | <u>\$ 24,883,474</u> | <u>7.40%</u> |
| <u>Personal Property:</u> | | | | |
| - Industrial | \$ 220,096,300 | \$ 218,838,700 | \$ (1,257,600) | -0.57% |
| - Commercial | 29,977,100 | 33,822,000 | 3,844,900 | 12.83% |
| - Utilities | 6,304,700 | 6,729,500 | 424,800 | 6.74% |
| - <u>Total Business Personal Property</u> | <u>\$ 256,378,100</u> | <u>\$ 259,390,200</u> | <u>\$ 3,012,100</u> | <u>1.17%</u> |
| <u>Total Business Property</u> | <u>\$ 592,497,800</u> | <u>\$ 620,393,374</u> | <u>\$ 27,895,574</u> | <u>4.71%</u> |
| <u>Total Regular Assessment Roll</u> | <u>\$ 1,116,435,325</u> | <u>\$ 1,164,569,180</u> | <u>\$ 48,133,855</u> | <u>4.31%</u> |

INDUSTRIAL FACILITIES TAX (IFT) ABATEMENT ASSESSMENT ROLL

| | | | | |
|---|-----------------------------|-----------------------------|--------------------------|---------------------|
| <u>@ Regular Valuations</u> | | | | |
| <u>Real Property:</u> | | | | |
| - New | \$ 17,254,182 | \$ 17,471,515 | \$ 217,333 | 1.26% |
| - Rehabilitated | 578,040 | 578,040 | - | 0.00% |
| - <u>Total Real Property</u> | <u>\$ 17,832,222</u> | <u>\$ 18,049,555</u> | <u>\$ 217,333</u> | <u>1.22%</u> |
| <u>Personal Property:</u> | | | | |
| - New | \$ 37,439,300 | \$ 39,197,000 | \$ 1,757,700 | 4.69% |
| - Rehabilitated | - 0 - | - 0 - | - 0 - | 0.00% |
| - <u>Total Personal Property</u> | <u>\$ 37,439,300</u> | <u>\$ 39,197,000</u> | <u>\$ 1,757,700</u> | <u>4.69%</u> |
| <u>Total Real and Personal Property</u> | <u>\$ 55,271,522</u> | <u>\$ 57,246,555</u> | <u>\$ 1,975,033</u> | <u>3.57%</u> |
| <u>@ Taxable Valuation Equivalency</u> | <u>\$ 27,924,781</u> | <u>\$ 28,912,298</u> | <u>\$ 987,517</u> | <u>3.54%</u> |

COMBINED SUMMARY OF CITY-WIDE PROPERTY ASSESSMENT ROLL

| | | | | |
|--|--------------------------------|--------------------------------|-----------------------------|---------------------|
| Regular Assessment Roll + NEZ | \$ 1,116,435,325 | \$ 1,164,569,180 | \$ 48,133,855 | 4.31% |
| Tax Abatement Assessment Roll (IFT) | 27,924,781 | 28,912,298 | \$ 987,517 | 3.54% |
| <u>Grand Total</u> | <u>\$ 1,144,360,106</u> | <u>\$ 1,193,481,478</u> | <u>\$ 49,121,372</u> | <u>4.29%</u> |

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2015 (fiscal year 2016), 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 2015 (fiscal year 2016) amount to \$23,636,069.

TAXABLE VALUATIONS ABATED FOR RENAISSANCE RECOVERY ZONE

For tax year 2015 (fiscal year 2016), P.A. 376 Tool & Die abatements amount to \$5,614,402.
 For tax year 2015 (fiscal year 2016), P.A. 376 Michigan Strategic Fund abatements amount to \$111,807,728.

SUMMARY OF PROPERTY TAXABLE VALUATION ROLL FOR TAX YEAR 2015

BY SCHOOL DISTRICT JURISDICTIONS WITHIN THE CITY OF HOLLAND

| | <u>Holland Public Schools</u> | <u>Hamilton Public Schools</u> | <u>Zeeland Public Schools</u> | <u>Combined</u> |
|--|-----------------------------------|------------------------------------|-----------------------------------|--------------------------------|
| <u>REGULAR ASSESSMENT ROLL:</u> | | | | |
| Real Property + NEZ (\$5,299,365) | \$ 818,432,919 | \$ 86,746,061 | \$ - 0 - | \$ 905,178,980 |
| Personal Property | 117,822,400 | 141,560,000 | 7,800 | 259,390,200 |
| Total | \$ 936,255,319 | \$ 228,306,061 | \$ 7,800 | \$ 1,164,569,180 |
| <u>IFT ABATEMENT ASSESSMENT ROLL:</u> | | | | |
| New Property | \$ 32,996,093 | \$ 23,672,422 | \$ - 0 - | \$ 56,668,515 |
| Rehabilitated Property | 578,040 | - 0 - | - 0 - | 578,040 |
| Total | \$ 33,574,133 | \$ 23,672,422 | \$ - 0 - | \$ 57,246,555 |
| Valuation for Budgeting Purposes | \$ 17,076,087 | \$ 11,836,211 | \$ - 0 - | \$ 28,912,298 |
| <u>TOTAL TAXABLE VALUATION</u> | <u>\$ 953,331,406</u> | <u>\$ 240,142,272</u> | <u>\$ 7,800</u> | <u>\$ 1,193,481,478</u> |

BY COUNTY GOVERNMENT JURISDICTIONS WITHIN THE CITY OF HOLLAND

| | <u>County Of</u> | | <u>Combined</u> |
|--|------------------------------|------------------------------|--------------------------------|
| | <u>Ottawa</u> | <u>Allegan</u> | |
| <u>REGULAR ASSESSMENT ROLL:</u> | | | |
| Real Property + NEZ (\$5,299,365) | \$ 627,024,694 | \$ 278,154,286 | \$ 905,178,980 |
| Personal Property | 62,929,300 | 196,460,900 | 259,390,200 |
| Total | \$ 689,953,994 | \$ 474,615,186 | \$ 1,164,569,180 |
| <u>IFT ABATEMENT ASSESSMENT ROLL:</u> | | | |
| New Property | \$ 12,043,646 | \$ 44,624,869 | \$ 56,668,515 |
| Rehabilitated Property | 244,900 | 333,140 | 578,040 |
| Total | \$ 12,288,546 | \$ 44,958,009 | \$ 57,246,555 |
| Valuation for Budgeting Purposes | \$ 6,266,723 | \$ 22,645,575 | \$ 28,912,298 |
| <u>TOTAL TAXABLE VALUATION</u> | <u>\$ 696,220,717</u> | <u>\$ 497,260,761</u> | <u>\$ 1,193,481,478</u> |

TAXABLE VALUATIONS 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

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For tax year 2015 (fiscal year 2016), P.A. 376 Michigan Strategic Fund abatements amount to \$111,807,728.

COMPARISON OF PROPERTY TAXABLE VALUATION ROLL FOR 2014 AND 2015

-- BY PROPERTY TYPE --

| <u>Property Type</u> | <u>TAX YEAR 2014</u> | | <u>TAX YEAR 2015</u> | |
|----------------------|--------------------------|-------------------------------------|--------------------------|-------------------------------------|
| | <u>Taxable Valuation</u> | <u>% Of Total Taxable Valuation</u> | <u>Taxable Valuation</u> | <u>% Of Total Taxable Valuation</u> |

TAXABLE VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY

| | | | | |
|--|-------------------------|----------------|-------------------------|----------------|
| <u>Residential Property</u> | | | | |
| Regular Assessment Roll: | | | | |
| - Real Property + NEZ (\$5,299,365) | \$ 523,937,525 | | \$ 544,175,806 | |
| Total - All Residential Property | \$ 523,937,525 | 45.78% | \$ 544,175,806 | 45.60% |
| <u>Business Property</u> | | | | |
| Regular Assessment Roll: | | | | |
| - Real Property | \$ 336,119,700 | | \$ 361,003,174 | |
| - Personal Property | 256,378,100 | | 259,390,200 | |
| - Total | \$ 592,497,800 | | \$ 620,393,374 | |
| IFT Abatement Assessment Roll: | | | | |
| - Real Property | \$ 9,205,131 | | \$ 9,313,798 | |
| - Personal Property | 18,719,650 | | 19,598,500 | |
| - Total | \$ 27,924,781 | | \$ 28,912,298 | |
| Total - All Business Property | \$ 620,422,581 | 54.22% | \$ 649,305,672 | 54.40% |
| <u>Grand Total - All Property</u> | \$ 1,144,360,106 | 100.00% | \$ 1,193,481,478 | 100.00% |

TAXABLE VALUATIONS - REAL PROPERTY AND PERSONAL PROPERTY

| | | | | |
|--------------------------------------|-------------------------|----------------|-------------------------|----------------|
| Total - All Real Property | \$ 869,262,356 | 75.96% | \$ 914,492,778 | 76.62% |
| Total - All Personal Property | 275,097,750 | 24.04% | 278,988,700 | 23.38% |
| Grand Total - All Property | \$ 1,144,360,106 | 100.00% | \$ 1,193,481,478 | 100.00% |

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

For tax year 2015 (fiscal year 2016), 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 2015 (fiscal year 2016) amount to \$23,636,069.

TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

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For tax year 2015 (fiscal year 2016), P.A. 376 Michigan Strategic Fund abatements amount to \$111,807,728.

COMPARISON OF PROPERTY TAXABLE VALUATION COMPARED TO ASSESSED VALUATION ROLL 2015

-- BY PROPERTY TYPE --

| Property Type | Assessed Valuation | Taxable Valuation | Difference |
|--|-------------------------|-------------------------|-------------------------------|
| VALUATIONS - RESIDENTIAL PROPERTY AND BUSINESS PROPERTY | | | |
| <u>Residential Property</u> | | | |
| Regular Assessment Roll + NEZ: | \$ 628,797,100 | \$ 544,175,806 | \$ 84,621,294 |
| Land Bank Assessment Roll: | | | |
| - Total | \$ 29,300 | \$ 25,196 | \$ 4,104 |
| - Total (Taxable Equivalency) | \$ 14,650 | \$ 12,598 | \$ 2,052 |
| Total - All Residential Property (Taxable Equivalency) | \$ 628,811,750 | \$ 544,188,404 | \$ 84,623,346 |
| <u>Business Property</u> | | | |
| Regular Assessment Roll: | \$ 650,713,000 | \$ 620,393,374 | \$ 30,319,626 |
| Land Bank Assessment Roll: | | | |
| - Total | \$ 30,000 | \$ 27,533 | \$ 2,467 |
| - Total (Taxable Equivalency) | \$ 15,000 | \$ 13,767 | \$ 1,234 |
| IFT Abatement Assessment Roll: | | | |
| - Real Property | \$ 19,681,600 | \$ 17,418,786 | \$ 2,262,814 |
| - Real Rehab Property | \$ 578,100 | \$ 578,040 | \$ 60 |
| - Personal Property | 39,197,000 | 39,197,000 | \$ - |
| - Total | \$ 59,456,700 | \$ 57,193,826 | \$ 2,262,874 |
| - Total (Taxable Equivalency) | \$ 30,017,400 | \$ 28,885,933 | \$ 1,131,467 |
| Total - All Business Property (Taxable Equivalency) | \$ 680,745,400 | \$ 649,293,074 | \$ 31,452,327 |
| Grand Total - All Property | \$ 1,309,557,150 | \$ 1,193,481,478 | \$ 116,075,673 |
| | | | Reduction Percentage 8.86% |

TAXABLE VALUATIONS - 'CAPTURED' TO BROWNFIELD REDEVELOPMENT PLANS

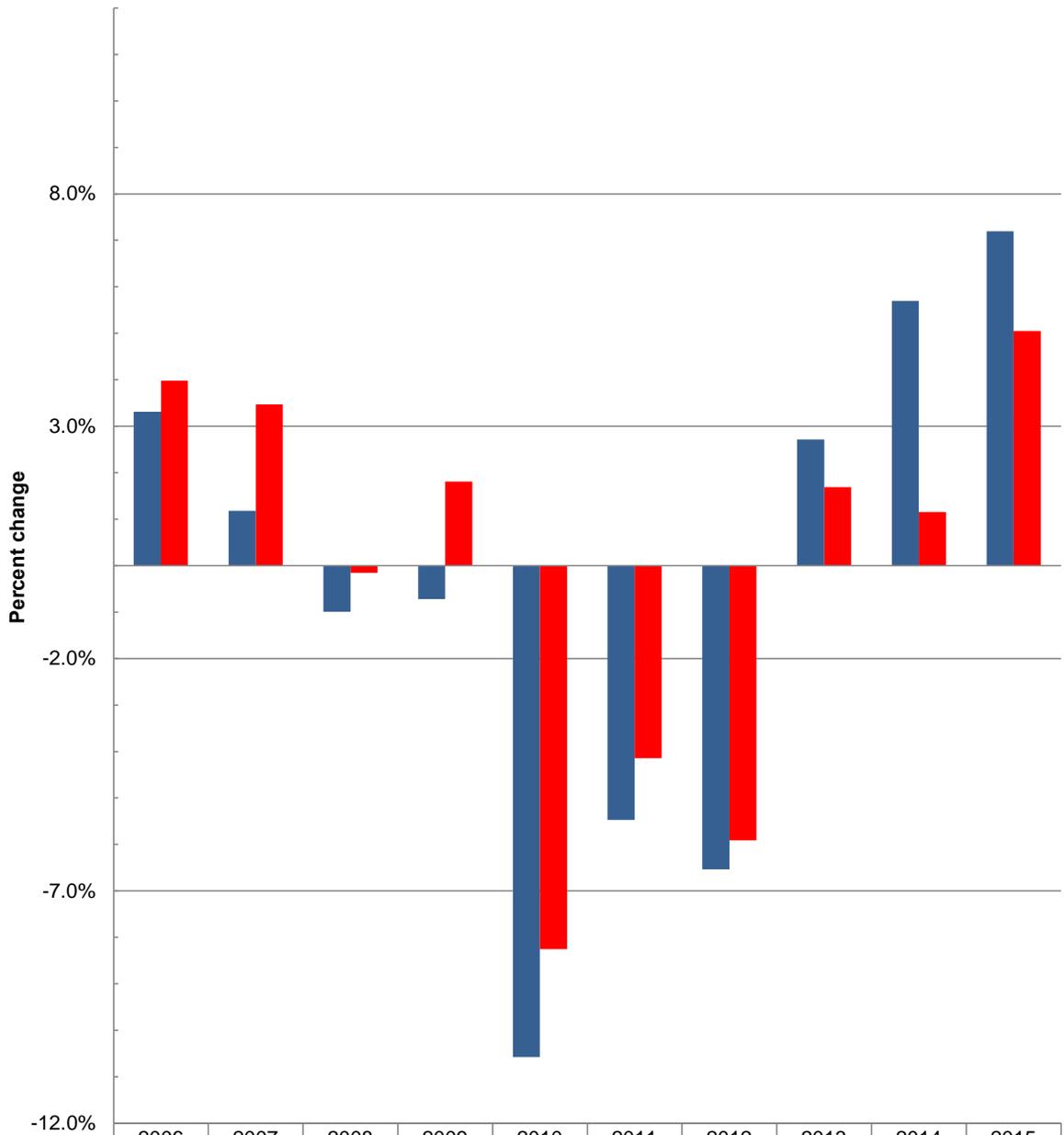
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TAXABLE VALUATIONS ABATED FOR TOOL & DIE RENAISSANCE RECOVERY ZONE

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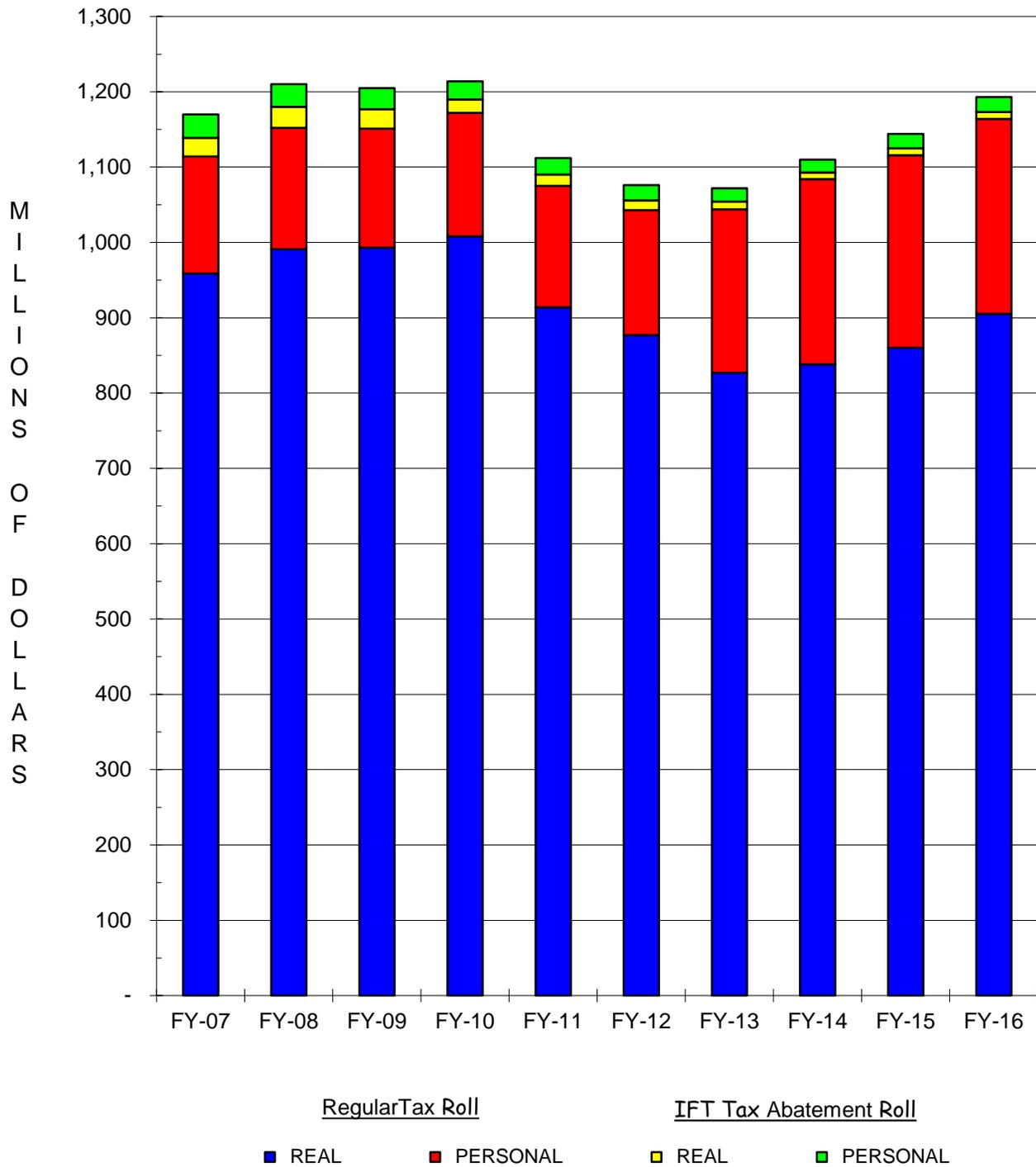
For tax year 2015 (fiscal year 2016), P.A. 376 Michigan Strategic Fund abatements amount to \$111,807,728.

PERCENT CHANGE IN SEV & TAXABLE VALUE
TAX YEAR 2006-2015
(ad-valorem parcels not including LG & JCI Ren Zones)



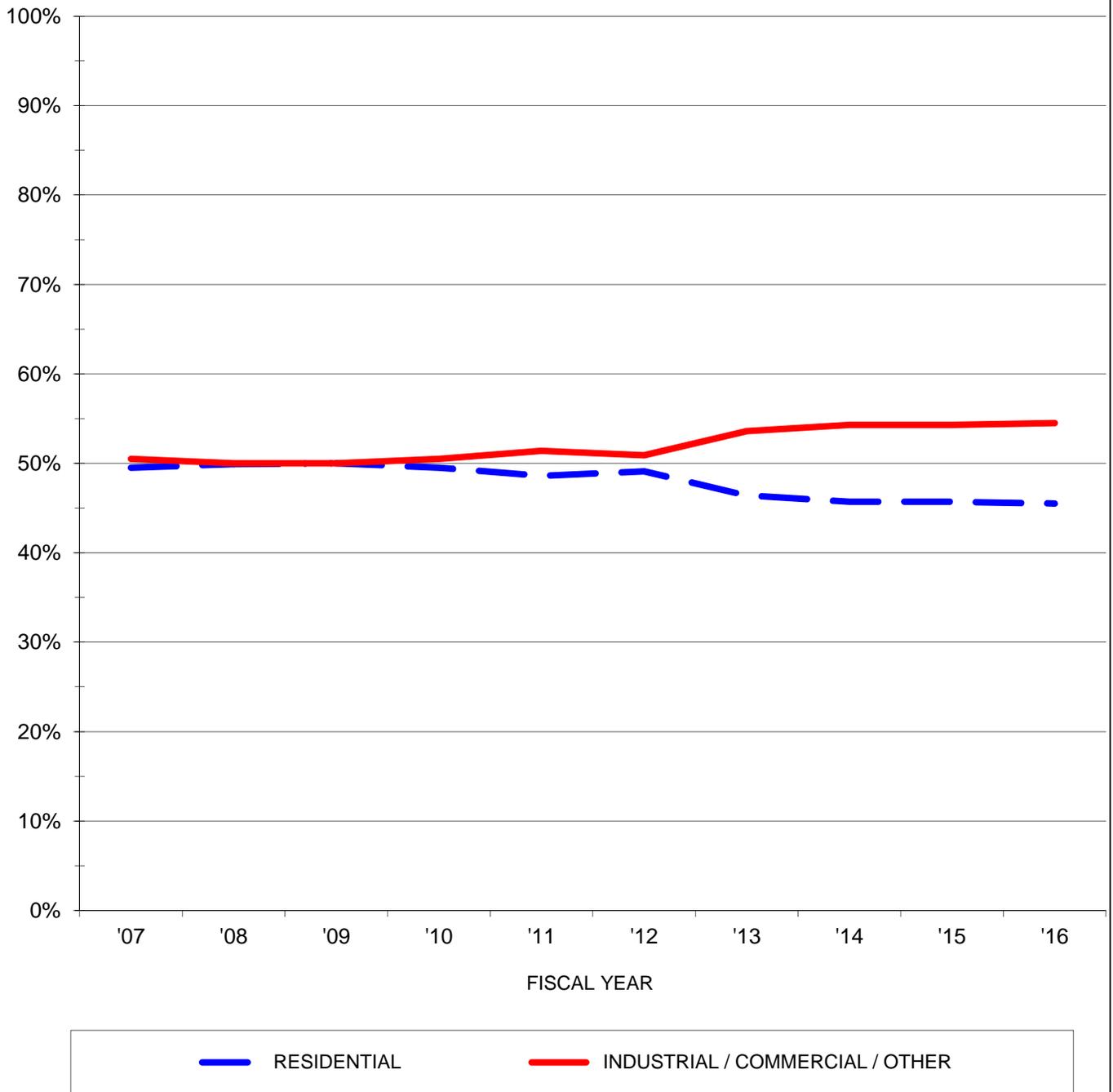
| | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 |
|------------------|------|------|-------|-------|--------|-------|-------|------|------|------|
| ■ Assessed Value | 3.3% | 1.2% | -1.0% | -0.7% | -10.6% | -5.5% | -6.5% | 2.7% | 5.7% | 7.2% |
| ■ Taxable Value | 4.0% | 3.5% | -0.2% | 1.8% | -8.3% | -4.1% | -5.9% | 1.7% | 1.2% | 5.0% |

CITY OF HOLLAND REGULAR/IFT ASSESSMENT COMPOSITION



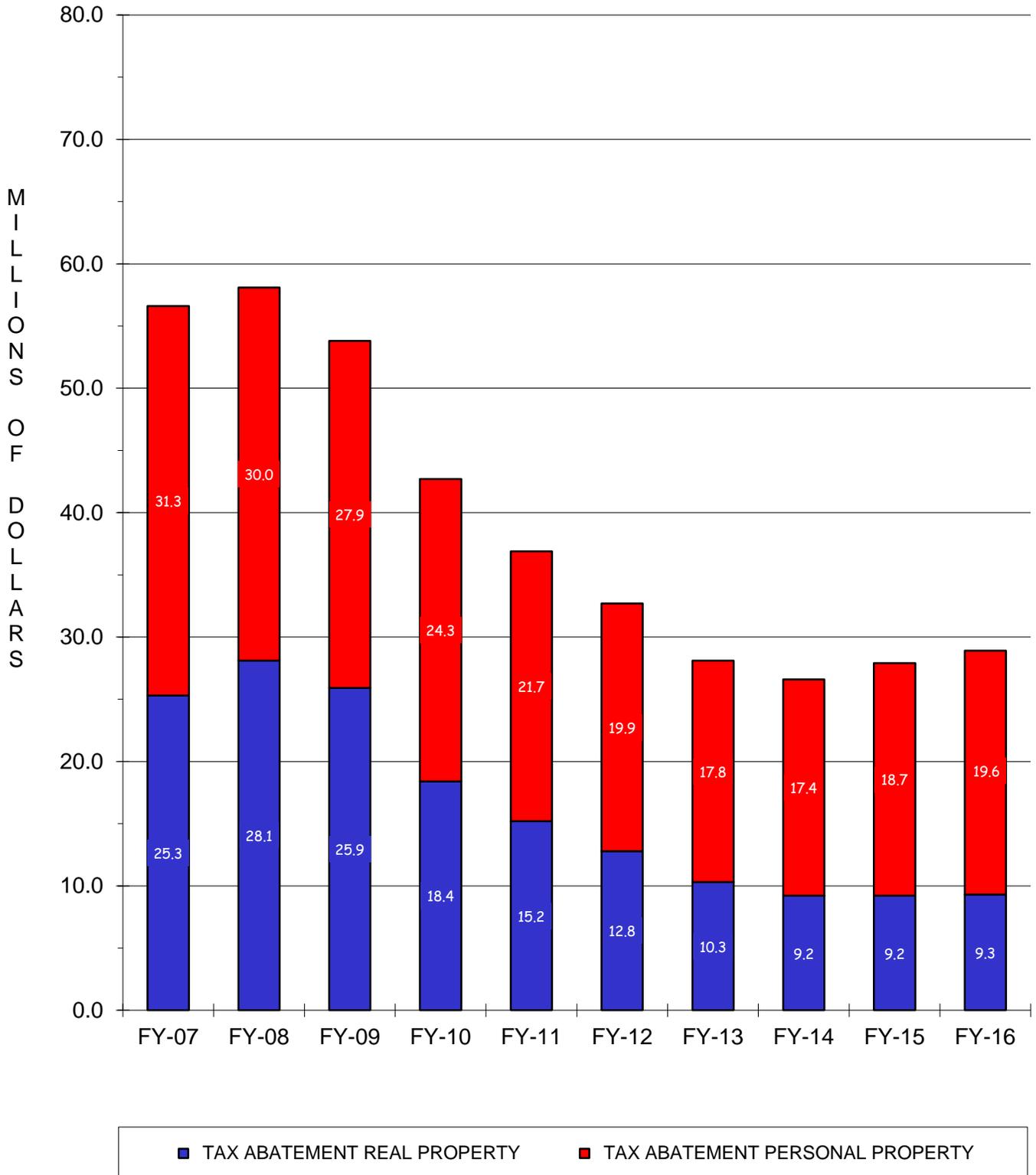
NOTE: The tax base of each fiscal year is established on December 31 preceding the beginning of the fiscal year.

CITY OF HOLLAND PROPERTY CLASSIFICATION



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

CITY OF HOLLAND IFT ABATED PROPERTY ASSESSMENTS



BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS

**TAX YEAR 2015 T.I.F. CAPTURED TAXABLE VALUATIONS BY SPECIFIC MILLAGE LEVY ITEMS OF EACH TAXING UNIT WITH IFTS
EXPRESSED AT EQUIVALENCY**

BROWNFIELD REDEVELOPMENT AUTHORITY - LOCAL DISTRICT FINANCING AUTHORITY

| Taxing Jurisdiction | 29 E.6th St. (5th St Partners,LLC) | | 570 E.16th St. (16th St Development) | | Crescent Shores (561 Crescent Dr) | | 665 E.48th St. (E 48th St Properties) | |
|------------------------------|---------------------------------------|----------------------------------|---|----------------------------------|--------------------------------------|----------------------------------|--|----------------------------------|
| | Capture | Captured Taxable Valuation | Capture | Captured Taxable Valuation | Capture | Captured Taxable Valuation | Capture | Captured Taxable Valuation |
| <u>CITY OF HOLLAND</u> | | | | | | | | |
| -Debt Service Levies: | | | | | | | | |
| Gen.Obligation Debt | N | - 0 - | N | - 0 - | N | - 0 - | N | - 0 - |
| -Operating Levies: | | | | | | | | |
| General | Y | 2,801,630 | Y | 3,033,625 | Y | 86,909 | Y | 125,703 |
| -Capital Levies: | | | | | | | | |
| Property Acquisition | Y | 2,801,630 | Y | 3,033,625 | Y | 86,909 | Y | 125,703 |
| Street Improv. | Y | 2,801,630 | Y | 3,033,625 | Y | 86,909 | Y | 125,703 |
| Sidewalk Improv. | Y | 2,801,630 | Y | 3,033,625 | Y | 86,909 | Y | 125,703 |
| Municipal Cap.Improv. | Y | 2,801,630 | Y | 3,033,625 | Y | 86,909 | Y | 125,703 |
| -All Other: | | | | | | | | |
| Special Assessments | N | - 0 - | N | - 0 - | N | - 0 - | N | - 0 - |
| Misc. Assm'ts & Fees | N | - 0 - | N | - 0 - | N | - 0 - | N | - 0 - |
| D.D.A. Operating | N | - 0 - | N | - 0 - | N | - 0 - | N | - 0 - |
| 1% Tax Admin Fee | N | - 0 - | N | - 0 - | N | - 0 - | N | - 0 - |
| <u>MACATAWA TRANS. AUTH.</u> | | | | | | | | |
| Operating | Y | 2,801,630 | Y | 3,033,625 | Y | 86,909 | Y | 125,703 |
| <u>WEST MI AIRPOR AUTH.</u> | | | | | | | | |
| Operating | Y | 2,801,630 | Y | 3,033,625 | Y | 86,909 | Y | 125,703 |
| <u>DISTRICT LIBRARY</u> | | | | | | | | |
| Debt Service | N | - 0 - | N | - 0 - | N | - 0 - | N | - 0 - |
| Operating | Y | 2,801,630 | Y | 3,033,625 | Y | 86,909 | Y | 125,703 |
| <u>COMMUNITY POOL</u> | | | | | | | | |
| Debt | N | - 0 - | N | - 0 - | N | - 0 - | N | - 0 - |
| Operating | Y | 2,801,630 | Y | 3,033,625 | Y | 86,909 | Y | 125,703 |
| <u>COUNTY OF ALLEGAN</u> | | | | | | | | |
| Operating | --- | ----- | --- | ----- | --- | ----- | Y | 125,703 |
| Road Improvements | --- | ----- | --- | ----- | --- | ----- | Y | 125,703 |
| Emergency 911 | --- | ----- | --- | ----- | --- | ----- | Y | 125,703 |
| <u>COUNTY OF OTTAWA</u> | | | | | | | | |
| Operating | Y | 2,801,630 | Y | 3,033,625 | Y | 86,909 | --- | ----- |
| Parks | Y | 2,801,630 | Y | 3,033,625 | Y | 86,909 | --- | ----- |
| Emergency 911 | Y | 2,801,630 | Y | 3,033,625 | Y | 86,909 | --- | ----- |
| <u>INTERMEDIATE SCHOOL</u> | | | | | | | | |
| General Education | Y | 2,801,630 | Y | 3,033,625 | Y | 86,909 | Y | 125,703 |
| Special Education | Y | 2,801,630 | Y | 3,033,625 | Y | 86,909 | Y | 125,703 |
| Vocational Education | Y | 2,801,630 | Y | 3,033,625 | Y | 86,909 | Y | 125,703 |
| <u>HOLLAND SCHOOL</u> | | | | | | | | |
| Debt | N | - 0 - | N | - 0 - | N | - 0 - | N | - 0 - |
| Operating | Y | 400,150 | N | - 0 - | Y | 86,909 | Y | 9,800 |
| Bldg & Site Sinking Fd | N | - 0 - | N | - 0 - | N | - 0 - | N | - 0 - |
| <u>STATE OF MICHIGAN</u> | | | | | | | | |
| State Education Tax | Y | 2,801,630 | N | - 0 - | Y | 86,909 | Y | 29,400 |

BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS

**TAX YEAR 2015 T.I.F. CAPTURED TAXABLE VALUATIONS BY SPECIFIC MILLAGE LEVY ITEMS OF EACH TAXING UNIT WITH IFTS
EXPRESSED AT EQUIVALENCY**

BROWNFIELD REDEVELOPMENT AUTHORITY - LOCAL DISTRICT FINANCING AUTHORITY

| Taxing Jurisdiction | 573 Columbia Ave. (Baker-Lofts) | | 1110 Lincoln Ave. (Lincolnshire) | | 99 E 8th St. (Plaza East) | | 479 Columbia Ave. (Purple House Prod.) | |
|------------------------------|------------------------------------|----------------------------------|-------------------------------------|----------------------------------|------------------------------|----------------------------------|---|----------------------------------|
| | Capture | Captured Taxable Valuation | Capture | Captured Taxable Valuation | Capture | Captured Taxable Valuation | Capture | Captured Taxable Valuation |
| <u>CITY OF HOLLAND</u> | | | | | | | | |
| -Debt Service Levies: | | | | | | | | |
| Gen.Obligation Debt | N | - 0 - | N | - 0 - | N | - 0 - | N | - 0 - |
| -Operating Levies: | | | | | | | | |
| General | Y | 7,652,890 | Y | 159,284 | Y | 3,054,972 | Y | - 0 - |
| -Capital Levies: | | | | | | | | |
| Property Acquisition | Y | 7,652,890 | Y | 159,284 | Y | 3,054,972 | Y | - 0 - |
| Street Improv. | Y | 7,652,890 | Y | 159,284 | Y | 3,054,972 | Y | - 0 - |
| Sidewalk Improv. | Y | 7,652,890 | Y | 159,284 | Y | 3,054,972 | Y | - 0 - |
| Municipal Cap.Improv. | Y | 7,652,890 | Y | 159,284 | Y | 3,054,972 | Y | - 0 - |
| -All Other: | | | | | | | | |
| Special Assessments | N | - 0 - | N | - 0 - | N | - 0 - | N | - 0 - |
| Misc. Assm'ts & Fees | N | - 0 - | N | - 0 - | N | - 0 - | N | - 0 - |
| D.D.A. Operating | N | - 0 - | N | - 0 - | N | - 0 - | N | - 0 - |
| 1% Tax Admin Fee | N | - 0 - | N | - 0 - | N | - 0 - | N | - 0 - |
| <u>MACATAWA TRANS. AUTH.</u> | | | | | | | | |
| Operating | Y | 7,652,890 | Y | 159,284 | Y | 3,054,972 | Y | - 0 - |
| <u>WEST MI AIRPOR AUTH.</u> | | | | | | | | |
| Operating | Y | 7,652,890 | Y | 159,284 | Y | 3,054,972 | Y | - 0 - |
| <u>DISTRICT LIBRARY</u> | | | | | | | | |
| Debt Service | N | - 0 - | N | - 0 - | N | - 0 - | N | - 0 - |
| Operating | Y | 7,652,890 | Y | 159,284 | Y | 3,054,972 | Y | - 0 - |
| <u>COMMUNITY POOL</u> | | | | | | | | |
| Debt | N | - 0 - | N | - 0 - | N | - 0 - | N | - 0 - |
| Operating | Y | 7,652,890 | Y | 159,284 | Y | 3,054,972 | Y | - 0 - |
| <u>COUNTY OF ALLEGAN</u> | | | | | | | | |
| Operating | --- | ----- | Y | 159,284 | --- | ----- | --- | ----- |
| Road Improvements | --- | ----- | Y | 159,284 | --- | ----- | --- | ----- |
| Emergency 911 | --- | ----- | Y | 159,284 | --- | ----- | --- | ----- |
| <u>COUNTY OF OTTAWA</u> | | | | | | | | |
| Operating | Y | 7,652,890 | --- | ----- | Y | 3,054,972 | Y | - 0 - |
| Parks | Y | 7,652,890 | --- | ----- | Y | 3,054,972 | Y | - 0 - |
| Emergency 911 | Y | 7,652,890 | --- | ----- | Y | 3,054,972 | Y | - 0 - |
| <u>INTERMEDIATE SCHOOL</u> | | | | | | | | |
| General Education | Y | 7,652,890 | Y | 159,284 | Y | 3,054,972 | Y | - 0 - |
| Special Education | Y | 7,652,890 | Y | 159,284 | Y | 3,054,972 | Y | - 0 - |
| Vocational Education | Y | 7,652,890 | Y | 159,284 | Y | 3,054,972 | Y | - 0 - |
| <u>HOLLAND SCHOOL</u> | | | | | | | | |
| Debt | N | - 0 - | N | - 0 - | N | - 0 - | N | - 0 - |
| Operating | Y | 5,767,778 | N | - 0 - | N | 3,054,972 | N | - 0 - |
| Bldg & Site Sinking Fd | N | - 0 - | N | - 0 - | N | - 0 - | N | - 0 - |
| <u>STATE OF MICHIGAN</u> | | | | | | | | |
| State Education Tax | Y | 7,652,890 | N | - 0 - | Y | 3,054,972 | N | - 0 - |

BROWNFIELD REDEVELOPMENT TAX INCREMENT FINANCING PLANS

**TAX YEAR 2015 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 | |
| <u>CITY OF HOLLAND</u> | | | | | |
| -Debt Service Levies: | | | | | |
| Gen.Obligation Debt | N | - 0 - | N | - 0 - | - 0 - |
| -Operating Levies: | | | | | |
| General | Y | 587,327 | Y | 6,133,729 | 23,636,069 |
| -Capital Levies: | | | | | |
| Property Acquisition | Y | 587,327 | Y | 6,133,729 | 23,636,069 |
| Street Improv. | Y | 587,327 | Y | 6,133,729 | 23,636,069 |
| Sidewalk Improv. | Y | 587,327 | Y | 6,133,729 | 23,636,069 |
| Municipal Cap.Improv. | Y | 587,327 | Y | 6,133,729 | 23,636,069 |
| -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 - |
| <u>MACATAWA TRANS. AUTH.</u> | | | | | |
| Operating | Y | 587,327 | Y | 6,133,729 | 23,636,069 |
| <u>WEST MI AIRPOR AUTH.</u> | | | | | |
| Operating | Y | 587,327 | Y | 6,133,729 | 23,636,069 |
| <u>DISTRICT LIBRARY</u> | | | | | |
| Debt Service | N | - 0 - | N | - 0 - | - 0 - |
| Operating | Y | 587,327 | Y | 6,133,729 | 23,636,069 |
| <u>COMMUNITY POOL</u> | | | | | |
| Debt | N | - 0 - | N | - 0 - | - 0 - |
| Operating | Y | 587,327 | Y | 6,133,729 | 23,636,069 |
| <u>COUNTY OF ALLEGAN</u> | | | | | |
| Operating | --- | ----- | --- | ----- | 284,987 |
| Road Improvements | --- | ----- | --- | ----- | 284,987 |
| Emergency 911 | --- | ----- | --- | ----- | 284,987 |
| <u>COUNTY OF OTTAWA</u> | | | | | |
| Operating | Y | 587,327 | Y | 6,133,729 | 23,351,082 |
| Parks | Y | 587,327 | Y | 6,133,729 | 23,351,082 |
| Emergency 911 | Y | 587,327 | Y | 6,133,729 | 23,351,082 |
| <u>INTERMEDIATE SCHOOL</u> | | | | | |
| General Education | Y | 587,327 | Y | 6,133,729 | 23,636,069 |
| Special Education | Y | 587,327 | Y | 6,133,729 | 23,636,069 |
| Vocational Education | Y | 587,327 | Y | 6,133,729 | 23,636,069 |
| <u>HOLLAND SCHOOL</u> | | | | | |
| Debt | N | - 0 - | N | - 0 - | - 0 - |
| Operating | Y | 587,327 | Y | 6,133,729 | 16,040,665 |
| Bldg & Site Sinking Fd | N | - 0 - | N | - 0 - | - 0 - |
| <u>STATE OF MICHIGAN</u> | | | | | |
| State Education Tax | Y | 587,327 | Y | 6,133,729 | 20,346,857 |

PROPERTY TAX LEVY
PROPOSED MILLAGE RATES AND AMOUNTS FOR THE FISCAL YEAR 2015-16

| | Tax Year 2014 | Tax Year 2015 | Increase (Decrease) | |
|--|---------------|---------------|-----------------------|---------|
| | FY 2014-15 | FY 2015-16 | Amount | Percent |
| PROPERTY TAX MILLAGE RATES | | | | |
| <u>City of Holland</u> | | | | |
| - Operating Levies: | | | | |
| General | 9.5000 | 9.5000 | 0.0000 | 0.00% |
| Total Operating | 9.5000 | 9.5000 | 0.0000 | 0.00% |
| - Capital Levies: | | | | |
| Property Acquisition | 0.0000 | 0.0000 | 0.0000 | 0.00% |
| Street Improvement Projects | 1.3669 | 1.4268 | 0.0599 | 4.38% |
| Sidewalk Improvement Projects | 0.0500 | 0.0500 | 0.0000 | 0.00% |
| Municipal Capital Projects | 0.5044 (1) | 0.5747 (1) | 0.0703 | 13.94% |
| Total Capital | 1.9213 | 2.0515 | 0.1302 | 6.78% |
| - Debt Service Levies: | | | | |
| General Obligation Debt | 2.3400 | 2.2198 | (0.1202) | - 5.14% |
| - Total City of Holland | 13.7613 | 13.7713 | 0.0100 | 0.07% |
| <u>Herrick District Library</u> | | | | |
| - Operating | 1.1000 | 1.1000 | 0.0000 | 0.00% |
| - Debt Service | 0.1472 (1) | 0.1372 (1) | (0.0100) | - 6.79% |
| - Total Herrick District Library | 1.2472 | 1.2372 | (0.0100) | - 0.80% |
| <u>Airport Authority</u> | | | | |
| | 0.1000 | 0.1000 | 0.0000 | 0.00% |
| <u>Total Millage Levy Rate</u> | 15.1085 | 15.1085 | 0.0000 | 0.00% |

| | | | | |
|---|---------------|---------------|------------|---------|
| PROPERTY TAX MILLAGE AMOUNTS | | | | |
| <u>City of Holland</u> | | | | |
| - Operating Levies: | | | | |
| General | 9,499,195 | 9,997,520 | 498,325 | 5.25% |
| Total Operating | \$ 9,499,195 | \$ 9,997,520 | \$ 498,325 | 5.25% |
| - Capital Levies: | | | | |
| Property Acquisition | - 0 - | - 0 - | - 0 - | 0.00% |
| Street Improvement Projects | 1,366,784 | 1,501,522 | 134,738 | 9.86% |
| Sidewalk Improvement Projects | 49,996 | 52,619 | 2,623 | 5.25% |
| Municipal Capital Projects | 504,357 | 604,797 | 100,440 | 19.91% |
| Total Capital | \$ 1,921,137 | \$ 2,158,938 | \$ 237,801 | 12.38% |
| - Debt Service Levies: | | | | |
| General Obligation Debt * | 2,390,688 | 2,388,519 | (2,169) | - 0.09% |
| - Total City of Holland | \$ 13,811,020 | \$ 14,544,977 | \$ 733,957 | 5.31% |
| <u>Herrick District Library</u> | | | | |
| - Operating | 1,099,907 | 1,157,608 | 57,701 | 5.25% |
| - Debt Service * | 150,389 | 147,628 | (2,761) | - 1.84% |
| - Total Herrick District Library | \$ 1,250,296 | \$ 1,305,236 | \$ 54,940 | 4.39% |
| <u>Airport Authority</u> | | | | |
| | 99,992 | 105,237 | 5,245 | 5.25% |
| <u>Total Millage Levy Amount</u> | \$ 15,161,308 | \$ 15,955,450 | \$ 794,142 | 5.24% |

* Brownfield Captures Are Not Excluded From Debt Service Levies

(1) Final Adjusted Millage Rate Per County Equalization

CITY OF HOLLAND
PROPERTY ASSESSMENT ROLLS EXPRESSED AS TAXABLE VALUATIONS

| | Tax Year 2014 | Tax Year 2015 | | |
|--|------------------------------|--------------------------------|-----------------------------|---------------|
| | FY 2014-15 | FY 2015-16 | Change | |
| Regular Roll (Includes Frozen NEZ) | \$ 1,116,435,325 | \$ 1,164,569,180 | \$ 48,133,855 | 4.31% |
| - Less Renaissance Zones | | | | |
| - LS Mold Tool & Die | (1,018,265) | (636,583) | 381,682 | |
| - STM Manufacturing Tool & Die | (604,685) | (702,859) | (98,174) | |
| - Buhler Prince | (5,450,352) | (1,901,596) | 3,548,756 | |
| - LG Chem/Compact Power | (75,367,591) | (68,787,456) | 6,580,135 | |
| - Johnson Controls - Saft APS | (38,787,075) | (43,020,272) | (4,233,197) | |
| Subtotal Renaissance Zones | <u>(121,227,968)</u> | <u>(115,048,766)</u> | <u>6,179,202</u> | |
| - Less Brownfields: | | | | |
| - 29 East 6th Street (5th St Partners) | (2,686,409) | (2,801,630) | (115,221) | |
| - 665 East 48th Street (Lifesavers) | (72,278) | (125,703) | (53,425) | |
| - 570 East 16th Street (GE) | (3,079,025) | (3,033,625) | 45,400 | |
| - 573 Columbia Ave (Baker-Lofts) | (7,425,889) | (7,652,890) | (227,001) | |
| - 99 East 8th Street (Plaza East) | (2,820,990) | (3,054,972) | (233,982) | |
| - 146 River Ave (Scrap Yard Lofts) | (582,509) | (587,327) | (4,818) | |
| - 7th Street Project (Parking Deck) | (4,885,740) | (6,133,729) | (1,247,989) | |
| - 1110 Lincoln Ave (Lincolnshire) | (155,900) | (159,284) | (3,384) | |
| - 561 Crescent Drive (Crescent Shores) | (37,401) | (86,909) | (49,508) | |
| Subtotal Brownfields | <u>(21,746,141)</u> | <u>(23,636,069)</u> | <u>(1,889,928)</u> | |
| - Less Landbank | <u>- 0 -</u> | <u>(26,365)</u> | <u>(26,365)</u> | |
| Subtotal Regular Roll | 973,461,216 | 1,025,857,981 | \$ 52,396,765 | 5.38% |
| Tax Abatement Roll (Expressed at Equivalency) | 27,924,781 | 28,885,933 | 961,152 | 3.44% |
| - Less Renaissance Zones | | | - 0 - | |
| - Buhler Prince | (750,514) | (1,672,368) | (921,854) | |
| - STM Manufacturing Tool & Die | (720,270) | (700,996) | 19,274 | |
| Subtotal Renaissance Zones | <u>(1,470,784)</u> | <u>(2,373,364)</u> | <u>(902,580)</u> | |
| Subtotal Abatement Roll | 26,453,997 | 26,512,569 | \$ 58,572 | 0.22% |
| Total - All Rolls Adjusted | <u>\$ 999,915,213</u> | <u>\$ 1,052,370,550</u> | <u>\$ 52,455,337</u> | 5.25% |
| Valuation to Add Back to Debt Levies | 21,746,141 | 23,636,069 | 1,889,928 | 8.69% |
| Valuation of Brownfields/Renaissance Zones/MTT | 144,444,893 | 141,058,199 | (3,386,694) | -2.34% |

FY15 Note - the adjustments in the formulas of the Debt Services levies (City and Library) of \$21,746,141 relate to the Brownfield capture portion which is not applicable to be deducted from the debt service levies. The total FY15 Taxable Valuation used for Debt Service computation is \$1,021,661,354.

FY16 Note - the adjustments in the formulas of the Debt Services levies (City and Library) of \$23,636,069 relate to the Brownfield capture portion which is not applicable to be deducted from the debt service levies. The total FY16 Taxable Valuation used for Debt Service computation is \$1,047,725,091.

CITY OF HOLLAND
1% PROPERTY TAX ADMINISTRATION FEE
SUMMARY OF PROJECTED REVENUES TO BE GENERATED
FOR FISCAL YEAR 2015-16

| Taxing Jurisdiction | 2015 Taxable Value | | 2015-16 Millage | | Projected |
|---|--------------------|-----------------|-----------------|----------------------|-----------------------|
| | Within | City of Holland | Rates | Amounts | 1% Administration Fee |
| City of Holland | \$ | 1,074,661,039 | 13.7713 | \$ 14,799,480 | \$ 147,995 |
| - Unfrozen NEZ Property | \$ | 4,889,687 | 12.5738 | \$ 61,482 | \$ 615 |
| Special Assessments/Operating Assessments | | | | 700,000 | 7,000 |
| Downtown Development Authority | | 118,567,542 | 1.8333 | 217,370 | 2,174 |
| Herrick District Library | | 1,079,550,726 | 1.2372 | 1,335,620 | 13,356 |
| West Michigan Airport Authority | | 1,079,550,726 | 0.1000 | 107,955 | 1,080 |
| State of Michigan | | 911,933,426 | 6.0000 | 5,471,601 | 54,716 |
| - Commercial Personal Property | | 33,970,150 | 6.0000 | 203,821 | 2,038 |
| - Industrial Personal Property | | 133,647,150 | - 0 - | - 0 - | 0 |
| Holland Public School District: | | | | | |
| - Principal Residence Exempt Properties (a) | | 456,092,766 | 7.7300 | 3,525,597 | 35,256 |
| - Non-Principal Residence Properties | | 369,872,764 | 25.7300 | 9,516,826 | 95,168 |
| - Commercial Personal Property | | 30,086,000 | 13.7300 | 413,081 | 4,131 |
| - Industrial Personal Property | | 91,202,350 | 7.7300 | 704,994 | 7,050 |
| - Renaissance Zones - Debt Only | | 5,818,923 | 6.9800 | 40,616 | 406 |
| Hamilton Community School District: | | | | | |
| - Principal Residence Exempt Properties (a) | | 18,018,581 | 4.5000 | 81,084 | 811 |
| - Non-Principal Residence Properties | | 67,941,315 | 22.5000 | 1,528,680 | 15,287 |
| - Commercial Personal Property | | 3,884,150 | 10.5000 | 40,784 | 408 |
| - Industrial Personal Property | | 42,444,800 | 4.5000 | 191,002 | 1,910 |
| - Renaissance Zones - Debt Only | | 114,613,152 | 4.5000 | 515,759 | 5,158 |
| Zeeland Public School District: | | | | | |
| - Principal Residence Exempt Properties (a) | | - 0 - | 8.0300 | - 0 - | - 0 - |
| - Non-Principal Residence Properties | | 8,000 | 26.0300 | 208 | 2 |
| Ottawa Intermediate School District | | 1,079,550,726 | 5.5234 | 5,962,790 | 59,628 |
| Holland Area Community Pool Authority | | 947,253,880 | 1.7100 | 1,619,804 | 16,198 |
| MAX Authority | | 1,079,550,726 | 0.4000 | 431,820 | 4,318 |
| County of Allegan | | 376,828,686 | 6.0937 | 2,296,281 | 22,963 |
| County of Ottawa | | 570,898,955 | 4.3565 | 2,487,121 | 24,871 |
| - Unfrozen NEZ Property | | 4,889,687 | 3.9065 | 19,102 | 191 |
| Total | | | | <u>\$ 52,253,775</u> | <u>\$ 522,538</u> |

Additional Notes

(a) The taxable valuation of "Principal Residence Properties" for each of the school districts within the City of Holland are estimated using the most current information available in the database files. However, estimates are subject to adjustments prior to tax levy in July and December 2015. Any adjustments will affect the amounts to be received for the 1% Property Tax Administration Fee.

Valuations are adjusted downward by the LG Chem and Johnson Controls Renaissance Zones - school debt shown separately.

DOWNTOWN DEVELOPMENT AUTHORITY
SUMMARY OF PROPERTY ASSESSMENT ROLL, TAX RATE AND TAX LEVY
FISCAL YEAR 2014-15 AND FISCAL YEAR 2015-16

| | <u>Tax Year 2014</u> <u>FY 2014-15</u> | <u>Tax Year 2015</u> <u>FY 2015-16</u> | <u>Increase (Decrease)</u> | |
|--|---|---|------------------------------|----------------|
| | | | <u>Amount</u> | <u>Percent</u> |
| <u>PROPERTY TAXABLE VALUATION ROLL</u> | | | | |
| Regular Roll: | | | | |
| - Real Property | \$ 88,482,110 | \$ 107,379,167 | \$ 18,897,057 | 21.36% |
| - Personal Property | 9,559,400 | 9,862,200 | 302,800 | 3.17% |
| - Total | <u>\$ 98,041,510</u> | <u>\$ 117,241,367</u> | <u>\$ 19,199,857</u> | 19.58% |
| Tax Abatement Roll | | | | |
| - Real Property (includes NEZ) | \$ 151,075 | \$ 151,075 | \$ - 0 - | 0.00% |
| - Personal Property | 2,582,400 | 2,350,200 | (232,200) | -8.99% |
| - Total: | <u>\$ 2,733,475</u> | <u>\$ 2,501,275</u> | <u>\$ (232,200)</u> | -8.49% |
| - Total (Taxing Equivalency): | <u>\$ 1,442,275</u> | <u>\$ 1,326,175</u> | <u>(116,100)</u> | -8.05% |
| Total Assessment Rolls | <u><u>\$ 99,483,785</u></u> | <u><u>\$ 118,567,542</u></u> | <u><u>\$ 19,083,757</u></u> | 19.18% |
| <u>PROPERTY TAX MILLAGE RATE LEVY</u> | | | | |
| <u>Operating Rate</u> | | | | |
| - For Operations & Maintenance | 1.8333 | 1.8333 | - 0 - | 0.00% |
| <u>PROPERTY TAX MILLAGE AMOUNT LEVY</u> | | | | |
| <u>Operating Levy</u> | | | | |
| - For Operations & Maintenance | <u>\$ 182,384</u> | <u>\$ 217,370</u> | <u>\$ 34,986</u> | 19.18% |

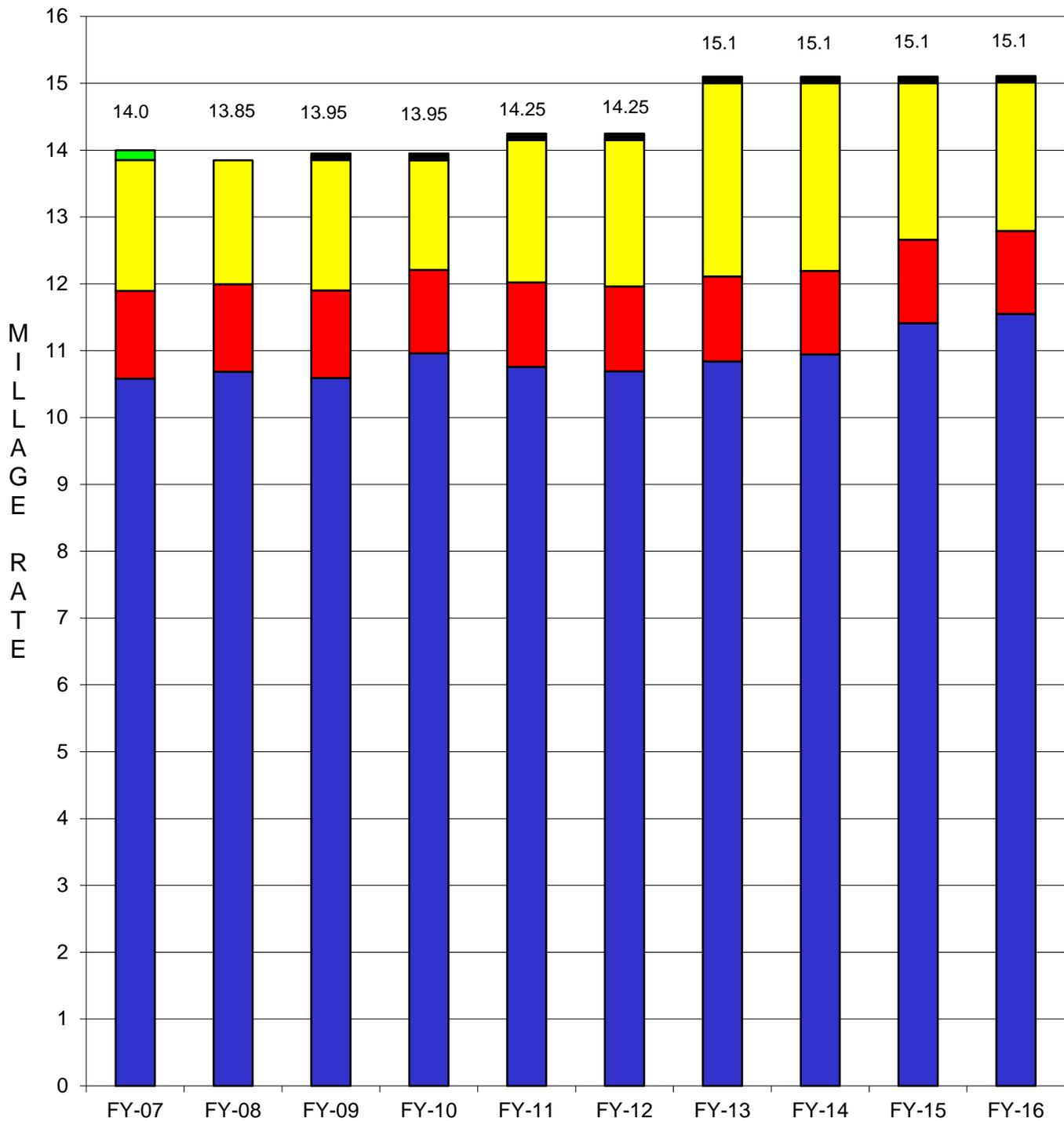
**MULTI-YEAR COMPARATIVE OVERVIEW
CITY OF HOLLAND MILLAGE RATE LEVIES**

| Fiscal Year | Millage Rate Levies | | | | | | | | | | % Change |
|-------------|---------------------|-------------------|------------------|----------------|----------|--------------------|----------------|-------------------|------------------|---------|--------------------------------|
| | LTGO | | Capital Projects | | | | MAX | West Michigan | Herrick | Total | Increase (Decr.) In Total Rate |
| | Debt Service | General Operating | Property Acquis. | Street Improv. | Sidewalk | Municipal Projects | Public Transit | Airport Authority | District Library | | |
| 1997 | 1.1216 | 8.8498 | 0.2500 | 0.2500 | 0.0000 | 1.3348 | 0.3750 | 0.0000 | 0.9811 | 13.1623 | 0.00% |
| 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% |
| 2011 | 2.1277 | 9.5089 | 0.0000 | 1.0000 | 0.0500 | 0.2000 | 0.0000 | 0.1000 | 1.2634 | 14.2500 | 2.15% |
| 2012 | 2.1946 | 9.5000 | 0.0000 | 1.0000 | 0.0500 | 0.1371 | 0.0000 | 0.1000 | 1.2683 | 14.2500 | 0.00% |
| 2013 | 2.8936 | 9.6585 | 0.0000 | 1.0000 | 0.0500 | 0.1343 | 0.0000 | 0.1000 | 1.2721 | 15.1085 | 6.02% |
| 2014 | 2.8069 | 9.6585 | 0.0000 | 1.0000 | 0.0500 | 0.2351 | 0.0000 | 0.1000 | 1.2580 | 15.1085 | 0.00% |
| 2015 | 2.3400 | 9.5000 | 0.0000 | 1.3669 | 0.0500 | 0.4945 | 0.0000 | 0.1000 | 1.2571 | 15.1085 | 0.00% |
| 2016 | 2.2198 | 9.5000 | 0.0000 | 1.4268 | 0.0500 | 0.5747 | 0.0000 | 0.1000 | 1.2372 | 15.1085 | 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



■ OPERATING & CAPITAL
 ■ HERRICK DISTRICT LIBRARY
 ■ DEBT SERVICE
 ■ MAX
 ■ AIRPORT

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

CITY OF HOLLAND, MICHIGAN

PRINCIPAL TAXPAYERS
 TAX YEAR 2015 (FY 2016)
 HOLLAND SCHOOL DIST
 Combined Ottawa County and Allegan County

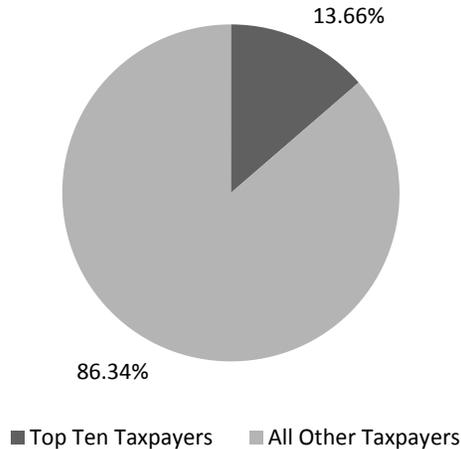
| TAXPAYER | TYPE OF BUSINESS | TAXABLE VALUATION | PERCENTAGE OF TOTAL TAXABLE VALUATION |
|---------------------------------|--------------------------------|-----------------------|---------------------------------------|
| 1. American Retirement Corp | Retirement Village | \$ 31,354,800 | 3.53% |
| 2. Haworth Inc | Office Furniture Manufacturing | \$ 24,384,510 | 2.75% |
| 3. Lumir LLC | Real Estate Holdings | \$ 13,881,239 | 1.56% |
| 4. Johnson Controls Interiors | Automotive Parts Manufacturing | \$ 11,300,504 | 1.27% |
| 5. Benteler Aluminum Systems | Aluminum Extrusion Manf | \$ 8,459,300 | 0.95% |
| 6. H J Heinz Co LP | Misc Food Manufacturing | \$ 7,260,186 | 0.82% |
| 7. Johnson Controls Inc | Automotive Parts Manufacturing | \$ 6,991,400 | 0.79% |
| 8. American Bottling/Brooks Bev | Soft Drink Manf/Distributor | \$ 6,191,800 | 0.70% |
| 9. Semco Energy | Utility | \$ 6,158,300 | 0.69% |
| 10. Sherwin-Williams Co | Paint Manufacturing | \$ 5,220,562 | 0.59% |
| Totals | | <u>\$ 121,202,601</u> | <u>13.66%</u> |

2015 Total Taxable Value for Holland School is \$930,436,396 which includes IFT's at equivalency valuation.

The abatements are taxed at approximately one-half the tax rate.

Taxpayer valuations of Renaissance Zones are excluded.

Concentration of Taxpayers



FUND SUMMARIES

- > 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

BUDGET FUND STRUCTURE

CITY OF HOLLAND

Governmental Funds

General Fund* (Modified Accrual)

-incl. Budget Stabilization

Special Revenue Funds (Modified Accrual)

- MVH Major Street Fund
- MVH Local Street Fund
- Allegan Co. Road Tax Fund
- Street Improvement Reserve Fund
- Parking System Fund
- Downtown Snowmelt Fund
- Principal Shopping District Fund
- CATV Public Access TV Fund
- Herrick District Library Taxation Fund
- C/J Police Training Fund
- Revolving Cash Assistance Fund
- Specified Donations Fund
- Dangerous Structures Fund

Debt Service Funds (Modified Accrual)

- General Obligation Fund
- Building Authority Fund
- Special Assessment Fund

Capital Project Funds (Modified Accrual)

- Bridge Fund
- Drain Fund
- Street Fund
- Sidewalk Fund
- Municipal Capital Improvement Fund

Permanent Funds (Modified Accrual)

- Cemetery Perpetual Care Fund

Proprietary Funds

Enterprise Funds (Full Accrual)

- Solid Waste Fund
- Windmill Island Gardens Fund
- Depot Operations Fund
- Airport Facilities & Mgmt. Fund
- Transit Facilities & Mgmt. Fund
- Police Employees Benefit Fund
- City Hall Employees Benefit Fund
- Transportation Employees Benefit Fund
- Park/Cemetery Employees Benefit Fund
- Electric Utility Fund*
- Water Utility Fund*
- Wastewater Utility Fund*

Internal Service Funds (Full Accrual)

- Technology Services Fund
- Fuel Dispensing Fund
- Postage Services Fund
- Communication Services Fund
- Centralized Vehicle/Equip Fund
- Fire Emergency Vehicle Pool Fund
- Compensated Absences Fund
- Workers Compensation Fund
- Income Protection Fund
- Health/Dental Fund
- Vehicle Fund
- Property Fund
- Liability Fund

Component Units (Modified Accrual)

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

Note: The Basis of Budgeting, which mimics the Basis of Accounting, is indicated for each fund type. Fund Type definitions can be found in the glossary.

* Considered a major fund for financial reporting purposes.

DEPARTMENT / FUND RELATIONSHIP

| Department | Governmental | | | Proprietary | | |
|--------------------------|--------------|------------------|-------------|---------------|------------------|------------------|
| | General Fund | Capital Projects | Other Govt. | Utility Funds | Other Enterprise | Internal Service |
| City Council | x | | | | | |
| City Manager | x | | x | | | |
| Elections | x | | | | | |
| Finance | x | | | | | x |
| Assessor | x | | | | | |
| Clerk | x | | | | | |
| Human Resources | x | | | | x | x |
| Treasurer | x | | | | | |
| City Hall & Grounds | x | | | | | |
| Cemetery | x | | | | | |
| Volunteer Services | x | | | | | |
| Planning & Zoning | x | | | | | |
| Public Safety - Police | x | | x | | x | |
| Public Safety - Fire | x | | | | | x |
| Environmental Health | x | | | | | |
| Construction Inspections | x | | | | x | |
| Streets Division | x | | x | | x | |
| Engineering Management | x | x | x | | | |
| Housing & Neighborhoods | x | | | | | |
| Human Relations | x | | | | | |
| International Relations | x | | | | | |
| Youth Services | x | | | | | |
| Recreation | x | | | | | |
| Parks | x | | | | x | |
| DeGraaf Nature Center | x | | | | | |
| 8th St Market | x | | | | | |
| Civic Center | x | | | | | |
| Downtown Holland | | | x | | | |
| Solid Waste & Recycling | | | | | x | |
| Windmill Island | | | | | x | |
| Water | | | | x | | |
| Electric | | | | x | | |
| Wastewater | | | | x | | |
| Technology Services | | | x | | | x |
| Vehicle & Equipment Mntc | | | | | | x |

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



FY2016 ADOPTED APPROPRIATIONS

FUNDS BY TYPE

Including Basis of Budgeting & Accounting

| GENERAL OPERATING (Modified Accrual) | | ENTERPRISE (Full Accrual) | |
|---|------------|--|-------------|
| General Fund | | Solid Waste Recycling | 1,542,069 |
| -Including Budget Stabilization | 21,585,820 | Windmill Island Gardens | 1,892,716 |
| | | Employees Benefit | 11,400 |
| | | Municipal Airport Facilities & Mgmt | 130,832 |
| | | Public Transit Facilities & Mgmt | 325 |
| | | Electric Utility | 218,851,983 |
| | | Water Utility | 11,239,636 |
| | | Wastewater Utility | 23,722,964 |
| | | | 257,391,925 |
| | | | |
| PERMANENT (Modified Accrual) | | INTERNAL SERVICE FUNDS (Full Accrual) | |
| Cemetery Perpetual Care | 8,000 | Technology Services | 725,534 |
| | | Fuel Dispensing | 1,024,770 |
| | | Postage Services | 17,300 |
| | | Communications Services | 126,000 |
| | | Centralized Vehicle/Equip | 2,720,174 |
| | | Compensated Absences | 20,000 |
| | | Risk Management | 6,000,054 |
| | | | 10,633,832 |
| | | | |
| SPECIAL REVENUE (Modified Accrual) | | COMPONENT UNITS (Modified Accrual) | |
| Street Funds | 13,818,136 | Downtown Development Auth. | 223,140 |
| Downtown Funds | 879,068 | Brownfield Redevel. Auth. | 972,854 |
| CATV-Public Access TV | 479,714 | Holland Historical Trust | 595,700 |
| Herrick District Library Taxation | 1,282,625 | | 1,791,694 |
| C/J Police Training | 9,525 | | |
| Specified Donations | 421,000 | | |
| Dangerous Structures | 10,300 | | |
| | 16,900,368 | | |
| | | | |
| DEBT SERVICE (Modified Accrual) | | | |
| General Obligation LTGO | 2,646,534 | | |
| Building Authority | 2,165,832 | | |
| Special Assessment | 35,421 | | |
| | 4,847,787 | | |
| | | | |
| CAPITAL PROJECTS (Modified Accrual) | | | |
| Municipal Improvements | 4,095,939 | | |
| Street, Bridge, Signalization | 7,030,000 | | |
| Sidewalk Improvements | 86,000 | | |
| | 11,211,939 | | |
| | | | |

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

Fund Type definitions can be found in the glossary.

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



GOVERNMENTAL TYPE FUNDS

SUMMARY OF REVENUES

| Fund | Actual FY-2013 | Actual FY-2014 | Revised Estimate FY-2015 | Adopted Budget FY-2016 |
|------------------------------------|-------------------|-------------------|--------------------------------|------------------------------|
| GENERAL FUND | 20,119,734 | 20,649,890 | 20,915,674 | 21,575,820 |
| <u>SPECIAL REVENUE FUNDS</u> | | | | |
| MVH Major Streets | 2,202,491 | 2,420,547 | 2,243,195 | 2,262,515 |
| MVH Local Streets | 1,178,900 | 1,376,938 | 1,264,280 | 1,311,850 |
| Allegan County Road Tax | 410,667 | 430,290 | 403,500 | 403,500 |
| Street Improvements Reserve | 1,163,846 | 1,103,862 | 1,555,169 | 5,430,206 |
| Downtown Parking System | 200,574 | 211,119 | 213,895 | 219,650 |
| Downtown Snowmelt O&M | 151,959 | 160,321 | 218,227 | 237,320 |
| Principal Shopping District | 346,903 | 327,338 | 330,565 | 359,600 |
| CATV - Public Access TV | 414,212 | 447,872 | 479,000 | 488,700 |
| Herrick Dist. Library Taxation | 1,245,500 | 1,247,366 | 1,250,869 | 1,282,325 |
| Criminal Justice - Police Training | 10,098 | 10,531 | 10,000 | 9,800 |
| Revolving Cash Assistance | 211,464 | 213,356 | 134,366 | 102,077 |
| Specified Donations | 206,037 | 1,041,921 | 308,032 | - |
| Dangerous Structures | 1,329 | 1,707 | 10,500 | 10,300 |
| <u>DEBT SERVICE FUNDS</u> | | | | |
| General Obligation | 3,115,200 | 4,049,559 | 2,655,467 | 2,659,235 |
| Building Authority | 2,594,557 | 3,542,153 | 2,137,180 | 2,165,882 |
| Special Assessments | 83,022 | 165,914 | 53,078 | 41,728 |
| <u>PERMANENT FUNDS</u> | | | | |
| Cemetery Perpetual Care | 29,508 | 40,917 | 44,600 | 39,600 |
| TOTAL | 33,686,001 | 37,441,601 | 34,227,597 | 38,600,108 |
| Less Interfund Transfers | (5,714,083) | (6,912,540) | (6,190,491) | (9,492,031) |
| NET REVENUES | 27,971,918 | 30,529,061 | 28,037,106 | 29,108,077 |



GOVERNMENTAL TYPE FUNDS

SUMMARY OF EXPENDITURES

| Fund | Actual FY-2013 | Actual FY-2014 | Revised Estimate FY-2015 | Adopted Budget FY-2016 |
|------------------------------------|-------------------|-------------------|--------------------------------|------------------------------|
| GENERAL FUND | 19,376,917 | 20,909,592 | 20,922,461 | 21,585,820 |
| <u>SPECIAL REVENUE FUNDS</u> | | | | |
| MVH Major Streets | 1,866,092 | 2,412,416 | 2,094,767 | 4,808,286 |
| MVH Local Streets | 1,178,900 | 1,376,938 | 1,264,280 | 1,311,850 |
| Allegan County Road Tax | 163,111 | 165,002 | 400,247 | 875,000 |
| Street Improvements Reserve | 1,221,982 | 779,577 | 1,658,029 | 6,823,000 |
| Downtown Parking System | 183,169 | 193,976 | 197,259 | 238,849 |
| Downtown Snowmelt O&M | 151,959 | 238,716 | 239,667 | 241,217 |
| Principal Shopping District | 337,641 | 340,776 | 394,786 | 399,002 |
| CATV - Public Access TV | 494,634 | 401,103 | 532,800 | 479,714 |
| Herrick Dist. Library Taxation | 1,246,756 | 1,247,634 | 1,247,900 | 1,282,625 |
| Criminal Justice - Police Training | 10,744 | 10,575 | 9,525 | 9,525 |
| Revolving Cash Assistance | 337,182 | - | - | - |
| Specified Donations | 137,029 | 746,578 | 308,032 | 421,000 |
| Dangerous Structures | 1,329 | 1,707 | 10,500 | 10,300 |
| <u>DEBT SERVICE FUNDS</u> | | | | |
| General Obligation | 3,021,528 | 4,002,930 | 2,649,170 | 2,646,534 |
| Building Authority | 2,594,926 | 3,541,995 | 2,137,120 | 2,165,832 |
| Special Assessments | 113,219 | 265,471 | 36,242 | 35,421 |
| <u>PERMANENT FUNDS</u> | | | | |
| Cemetery Perpetual Care | 3,365 | 21,072 | 8,000 | 8,000 |
| TOTAL | 32,440,483 | 36,656,058 | 34,110,785 | 43,341,975 |
| Less Interfund Transfers | (3,399,055) | (4,606,379) | (4,315,867) | (12,350,937) |
| NET EXPENDITURES | 29,041,428 | 32,049,679 | 29,794,918 | 30,991,038 |



GOVERNMENTAL TYPE FUNDS

SUMMARY OF FUND EQUITY ESTIMATES

| Fund | Estimated Balance 7/1/2015 | Revenue Estimate FY-2016 | Expenditure Estimate FY-2016 | Change in Fund Balance | Estimated Balance 6/30/2016 |
|-------------------------------------|----------------------------------|--------------------------------|------------------------------------|------------------------------|-----------------------------------|
| GENERAL FUND | 4,693,487 | 21,575,820 | 21,585,820 | (10,000) | 4,683,487 |
| <u>SPECIAL REVENUE FUNDS</u> | | | | | |
| MVH Major Streets | 2,876,388 | 2,262,515 | 4,808,286 | (2,545,771) | 330,617 |
| MVH Local Streets | 2,000 | 1,311,850 | 1,311,850 | - | 2,000 |
| Allegan County Road Tax | 538,097 | 403,500 | 875,000 | (471,500) | 66,597 |
| Street Improvements Reserve | 1,409,082 | 5,430,206 | 6,823,000 | (1,392,794) | 16,288 |
| Downtown Parking System | 219,585 | 219,650 | 238,849 | (19,199) | 200,386 |
| Downtown Snowmelt O&M | 4,818 | 237,320 | 241,217 | (3,897) | 921 |
| Principal Shopping District | 126,656 | 359,600 | 399,002 | (39,402) | 87,254 |
| CATV - Public Access TV | 321,295 | 488,700 | 479,714 | 8,986 | 330,281 |
| Herrick Dist. Library Taxation | 3,037 | 1,282,325 | 1,282,625 | (300) | 2,737 |
| Criminal Justice - Police Training | 1,048 | 9,800 | 9,525 | 275 | 1,323 |
| Revolving Cash Assistance | (17,380) | 102,077 | - | 102,077 | 84,697 |
| Specified Donations | 465,003 | - | 421,000 | (421,000) | 44,003 |
| Dangerous Structures | - | 10,300 | 10,300 | - | - |
| <u>DEBT SERVICE FUNDS</u> | | | | | |
| General Obligation | 175,606 | 2,659,235 | 2,646,534 | 12,701 | 188,307 |
| Building Authority | 12,805 | 2,165,882 | 2,165,832 | 50 | 12,855 |
| Special Assessments | 34,589 | 41,728 | 35,421 | 6,307 | 40,896 |
| <u>PERMANENT FUNDS</u> | | | | | |
| Cemetery Perpetual Care | 1,631,930 | 39,600 | 8,000 | 31,600 | 1,663,530 |
| TOTAL ESTIMATED EQUITY | 12,498,046 | 38,600,108 | 43,341,975 | (4,741,867) | 7,756,179 |



COMPONENT UNIT FUNDS

SUMMARY OF REVENUES, EXPENDITURES & FUND EQUITY ESTIMATES

| | Actual FY-2013 | Actual FY-14 | Revised Estimate FY-15 | Adopted Budget FY-16 |
|--------------------------------|-------------------|------------------|------------------------------|----------------------------|
| <u>REVENUES</u> | | | | |
| Downtown Development Authority | 182,125 | 186,536 | 187,200 | 188,800 |
| Brownfield Redevel. Authority | 698,529 | 853,718 | 929,846 | 1,037,775 |
| Holland Historical Trust | 1,008,779 | 597,606 | 547,345 | 539,751 |
| | 1,889,433 | 1,637,860 | 1,664,391 | 1,766,326 |
| Removal Of Interfund Transfers | (174,901) | (155,734) | (316,479) | (162,769) |
| NET REVENUES | 1,714,532 | 1,482,126 | 1,347,912 | 1,603,557 |

| | | | | |
|--------------------------------|------------------|------------------|------------------|------------------|
| <u>EXPENDITURES</u> | | | | |
| Downtown Development Authority | 179,598 | 146,217 | 203,480 | 223,140 |
| Brownfield Redevel. Authority | 682,321 | 805,785 | 894,474 | 972,854 |
| Holland Historical Trust | 767,696 | 787,831 | 557,164 | 595,700 |
| | 1,629,615 | 1,739,833 | 1,655,118 | 1,791,694 |
| Removal Of Interfund Transfers | (306,809) | (318,759) | (342,442) | (341,895) |
| NET EXPENDITURES | 1,322,806 | 1,421,074 | 1,312,676 | 1,449,799 |

| | Estimated Balance 7/1/2015 | Revenue Estimate FY-2016 | Expenditure Estimate FY-2016 | Adjust Non-Cash Assets | Change in Fund Balance | Estimated Balance 6/30/2016 |
|--------------------------------|----------------------------------|--------------------------------|------------------------------------|------------------------------|------------------------------|-----------------------------------|
| <u>FUND EQUITY</u> | | | | | | |
| Downtown Development Authority | 156,068 | 188,800 | 223,140 | | (34,340) | 121,728 |
| Brownfield Redevel. Authority | 131,807 | 1,037,775 | 972,854 | | 64,921 | 196,728 |
| Holland Historical Trust | 2,289,719 | 539,751 | 595,700 | (124,217) | (180,166) | 2,109,553 |
| FUND EQUITY | 2,577,594 | 1,766,326 | 1,791,694 | (124,217) | (149,585) | 2,428,009 |



PROPRIETARY TYPE FUNDS

SUMMARY OF REVENUES

| Fund | Actual FY-2013 | Actual FY-2014 | Revised Estimate FY-2015 | Adopted Budget FY-2016 |
|---|--------------------|--------------------|--------------------------------|------------------------------|
| <u>GENERAL CITY</u> | | | | |
| <u>Enterprise Funds</u> | | | | |
| - Solid Waste & Recycling | 1,565,899 | 1,565,150 | 1,309,100 | 1,428,900 |
| - Windmill Island Gardens | 762,060 | 1,283,653 | 953,762 | 1,892,716 |
| - Railroad Depot Operations | 1 | 1 | 1 | 1 |
| - Municipal Airport Facilities | 97,572 | 98,859 | 120,079 | 130,832 |
| - Public Transit Facilities & Mgmt | 1,534,006 | 554 | 335 | 325 |
| - Police Employees Benefit | 4,655 | 5,650 | 5,860 | 5,410 |
| - City Hall Employees Benefit | 3,941 | 3,431 | 3,490 | 3,950 |
| - Transportation Employees Ben. | 1,422 | 1,354 | 1,416 | 1,416 |
| - Park/Cemetery Employees Ben. | 233 | 4 | 253 | 453 |
| | <u>3,969,789</u> | <u>2,958,656</u> | <u>2,394,296</u> | <u>3,464,003</u> |
| <u>Internal Services Funds</u> | | | | |
| - Technology Services | 624,966 | 617,076 | 619,200 | 727,300 |
| - Fuel Dispensing | 1,033,317 | 1,090,682 | 988,600 | 1,034,400 |
| - Postage Services | 16,586 | 16,535 | 17,110 | 17,110 |
| - Communications Services | 108,860 | 116,102 | 226,450 | 134,950 |
| - Centralized Vehicle/Equipment | 1,864,407 | 2,463,118 | 2,175,412 | 2,210,306 |
| - Fire Emergency Vehicles Pool | 979 | 91,432 | 91,600 | 101,600 |
| - Compensated Absences | (120,363) | 131,865 | 30,000 | 20,000 |
| - Risk Management: | | | | |
| Workers Comp Insurance | 435,252 | 313,498 | 321,911 | 333,100 |
| Employee Disability Ins. | 109,314 | 106,777 | 100,100 | 101,500 |
| Health/Dental Insurance | 7,044,421 | 5,375,148 | 5,072,206 | 5,305,000 |
| Vehicle Insurance | 128,207 | 120,537 | 123,668 | 124,100 |
| Property Insurance | 28,764 | 31,593 | 31,942 | 32,100 |
| Liability Insurance | 153,812 | 1,289,269 | 134,560 | 136,200 |
| | <u>11,428,522</u> | <u>11,763,632</u> | <u>9,932,759</u> | <u>10,277,666</u> |
| Removal Of Interfund Transfers | (958,848) | (915,640) | (765,892) | (1,618,201) |
| General City Revenues | 14,439,463 | 13,806,648 | 11,561,163 | 12,123,468 |
| <u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u> | | | | |
| - Electric | 93,594,126 | 98,211,707 | 266,239,180 | 101,437,429 |
| - Water | 8,921,947 | 8,503,960 | 9,011,814 | 9,120,177 |
| - Wastewater | 9,439,066 | 10,306,970 | 29,052,324 | 11,101,086 |
| Removal Of Interfund Transfers | 0 | 0 | 0 | 0 |
| BPW Utility Revenues | 111,955,139 | 117,022,637 | 304,303,318 | 121,658,692 |
| NET REVENUES | 126,394,602 | 130,829,285 | 315,864,481 | 133,782,160 |



PROPRIETARY TYPE FUNDS

SUMMARY OF EXPENSES

| Fund | Actual FY-2013 | Actual FY-2014 | Revised Estimate FY-2015 | Adopted Budget FY-2016 |
|---|--------------------|--------------------|--------------------------------|------------------------------|
| GENERAL CITY | | | | |
| <u>Enterprise Funds</u> | | | | |
| - Solid Waste & Recycling | 1,564,919 | 1,429,548 | 1,432,879 | 1,542,069 |
| - Windmill Island Gardens | 623,779 | 662,655 | 953,762 | 1,892,716 |
| - Municipal Airport Facilities | 97,519 | 99,006 | 120,079 | 130,832 |
| - Public Transit Facilities & Mgmt | 1,534,006 | 541 | 325 | 325 |
| - Police Employees Benefit | 4,361 | 5,192 | 5,913 | 5,800 |
| - City Hall Employees Benefit | 3,415 | 2,750 | 3,200 | 3,600 |
| - Transportation Employees Ben. | 1,245 | 892 | 1,900 | 1,800 |
| - Park/Cemetery Employees Ben. | 254 | 182 | 200 | 200 |
| | 3,829,498 | 2,200,766 | 2,518,258 | 3,577,342 |
| <u>Internal Services Funds</u> | | | | |
| - Technology Services | 566,492 | 575,461 | 689,108 | 725,534 |
| - Fuel Dispensing | 998,216 | 1,051,640 | 959,691 | 1,024,770 |
| - Postage Services | 16,825 | 16,623 | 17,300 | 17,300 |
| - Communications Services | 107,132 | 113,164 | 126,000 | 126,000 |
| - Centralized Vehicle/Equipment | 1,675,564 | 1,995,351 | 2,604,512 | 2,720,174 |
| - Fire Emergency Vehicles Pool | 0 | 300,331 | 275,100 | 0 |
| - Compensated Absences | (120,363) | 131,866 | 30,000 | 20,000 |
| - Risk Management: | | | | |
| Workers Comp Insurance | 433,103 | 314,455 | 334,941 | 332,000 |
| Employee Disability Ins. | 106,234 | 89,068 | 72,930 | 92,250 |
| Health/Dental Insurance | 6,728,605 | 4,615,182 | 4,963,388 | 5,279,104 |
| Vehicle Insurance | 110,561 | 110,202 | 105,868 | 116,000 |
| Property Insurance | 52,498 | 31,011 | 31,692 | 34,200 |
| Liability Insurance | 159,629 | 1,286,354 | 146,060 | 146,500 |
| | 10,834,496 | 10,630,708 | 10,356,590 | 10,633,832 |
| Removal Of Interfund Transfers | (33,207) | (66,405) | 0 | 0 |
| Total General City | 14,630,787 | 12,765,069 | 12,874,848 | 14,211,174 |
| <u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u> | | | | |
| - Electric | 86,792,828 | 109,594,117 | 203,478,486 | 218,851,983 |
| - Water | 7,024,516 | 8,203,215 | 9,394,351 | 11,239,636 |
| - Wastewater | 8,025,852 | 11,696,478 | 19,943,837 | 23,722,964 |
| Removal Of Interfund Transfers | (4,651,200) | (4,990,800) | (5,344,000) | (5,352,000) |
| Total BPW Utility | 97,191,996 | 124,503,010 | 227,472,674 | 248,462,583 |
| NET EXPENSES | 111,822,783 | 137,268,079 | 240,347,522 | 262,673,757 |

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 7/1/2015 | Revenue Estimate FY-2016 | Expense Estimate FY-2016 | Capital & Debt Principal FY-2016 | Non-Cash Items FY-2016 | Estimated Balance 6/30/2016 |
|---|----------------------------------|--------------------------------|--------------------------------|--|------------------------------|-----------------------------------|
| GENERAL CITY: | | | | | | |
| <u>Enterprise Funds</u> | | | | | | |
| - Solid Waste & Recycling | 417,599 | 1,428,900 | 1,542,069 | | | 304,430 |
| - Windmill Island Gardens | 2,217,710 | 1,892,716 | 1,892,716 | 1,223,000 | (110,000) | 3,330,710 |
| - Railroad Depot Operations | 797,558 | 1 | 0 | | (24,500) | 773,059 |
| - Municipal Airport Facilities | 10,226,916 | 130,832 | 130,832 | | (461,000) | 9,765,916 |
| - Public Transit Facilities & Mgmt | 244,621 | 325 | 325 | | (11,800) | 232,821 |
| - Police Employees Benefit | 1,322 | 5,410 | 5,800 | | | 932 |
| - City Hall Employees Benefit | 7,532 | 3,950 | 3,600 | | | 7,882 |
| - Transportation Employees Ben. | 2,770 | 1,416 | 1,800 | | | 2,386 |
| - Park/Cemetery Employees Ben. | 349 | 453 | 200 | | | 602 |
| | 13,916,377 | 3,464,003 | 3,577,342 | 1,223,000 | (607,300) | 14,418,738 |
| <u>Internal Services Funds</u> | | | | | | |
| - Technology Services | 437,006 | 727,300 | 725,534 | 119,900 | (77,000) | 481,672 |
| - Fuel Dispensing | 239,210 | 1,034,400 | 1,024,770 | | (2,000) | 246,840 |
| - Postage Services | 6,497 | 17,110 | 17,300 | | | 6,307 |
| - Communications Services | 122,661 | 134,950 | 126,000 | | (7,000) | 124,611 |
| - Centralized Vehicle/Equipment | 4,517,445 | 2,210,306 | 2,720,174 | 807,000 | (500,000) | 4,314,577 |
| - Fire Emergency Vehicles Pool | 1,431,627 | 101,600 | 0 | | (114,000) | 1,419,227 |
| - Compensated Absences | 0 | 20,000 | 20,000 | | | 0 |
| - Risk Management: | | | 0 | | | |
| Workers Comp Insurance | 526,510 | 333,100 | 332,000 | | | 527,610 |
| Employee Disability Insurance | 128,807 | 101,500 | 92,250 | | | 138,057 |
| Health/Dental Insurance | 2,050,983 | 5,305,000 | 5,279,104 | | | 2,076,879 |
| Vehicle Insurance | 271,785 | 124,100 | 116,000 | | | 279,885 |
| Property Insurance | 386,310 | 32,100 | 34,200 | | | 384,210 |
| Liability Insurance | 252,087 | 136,200 | 146,500 | | | 241,787 |
| | 10,370,928 | 10,277,666 | 10,633,832 | 926,900 | (700,000) | 10,241,662 |
| Total General City | 24,287,305 | 13,741,669 | 14,211,174 | 2,149,900 | (1,307,300) | 24,660,400 |
| <u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u> | | | | | | |
| - Electric | 382,127,829 | 101,437,429 | 218,851,983 | 134,686,921 | (6,491,613) | 392,908,583 |
| - Water | 36,634,129 | 9,120,177 | 11,239,636 | 6,090,794 | (1,717,390) | 38,888,074 |
| - Wastewater | 72,727,185 | 11,101,086 | 23,722,964 | 15,981,242 | (1,938,859) | 74,147,690 |
| Total Holland BPW Utility | 491,489,143 | 121,658,692 | 253,814,583 | 156,758,957 | (10,147,862) | 505,944,347 |
| TOTAL ESTIMATED EQUITY - | 515,776,448 | 135,400,361 | 268,025,757 | 158,908,857 | (11,455,162) | 530,604,747 |

PROPRIETARY TYPE FUNDS

SUMMARY OF FUND EQUITY ESTIMATES

| FUND | Estimated Balance 7/1/2015 | Estimated Balance 6/30/2016 | Change in Fund Equity |
|---|----------------------------------|-----------------------------------|-----------------------------|
| GENERAL CITY: | | | |
| <u>Enterprise Funds</u> | | | |
| - Solid Waste & Recycling | 417,599 | 304,430 | (113,169) |
| - Windmill Island Gardens | 2,217,710 | 3,330,710 | 1,113,000 |
| - Railroad Depot Operations | 797,558 | 773,059 | (24,499) |
| - Municipal Airport Facilities | 10,226,916 | 9,765,916 | (461,000) |
| - Public Transit Facilities & Mgmt | 244,621 | 232,821 | (11,800) |
| - Police Employees Benefi(1) | 1,322 | 932 | (390) |
| - City Hall Employees Benefit (1) | 7,532 | 7,882 | 350 |
| - Transportation Employees Benefit (1) | 2,770 | 2,386 | (384) |
| - Park/Cemetery Employees Benefit (1) | 349 | 602 | 253 |
| | 13,916,377 | 14,418,738 | 502,361 |
| <u>Internal Services Funds</u> | | | |
| - Technology Services | 437,006 | 481,672 | 44,666 |
| - Fuel Dispensing | 239,210 | 246,840 | 7,630 |
| - Postage Services | 6,497 | 6,307 | (190) |
| - Communications Services | 122,661 | 124,611 | 1,950 |
| - Centralized Vehicle/Equipment | 4,517,445 | 4,314,577 | (202,868) |
| - Fire Emergency Vehicles Pool | 1,431,627 | 1,419,227 | (12,400) |
| - Compensated Absences | 0 | 0 | 0 |
| - Risk Management: | | | |
| Workers Comp Insurance | 526,510 | 527,610 | 1,100 |
| Employee Disability Insurance | 128,807 | 138,057 | 9,250 |
| Health/Dental Insurance | 2,050,983 | 2,076,879 | 25,896 |
| Vehicle Insurance | 271,785 | 279,885 | 8,100 |
| Property Insurance | 386,310 | 384,210 | (2,100) |
| Liability Insurance | 252,087 | 241,787 | (10,300) |
| | 10,370,928 | 10,241,662 | (129,266) |
| Total General City | 24,287,305 | 24,660,400 | 373,095 |
| <u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u> | | | |
| - Electric | 382,127,829 | 392,908,583 | 10,780,754 |
| - Water | 36,634,129 | 38,888,074 | 2,253,945 |
| - Wastewater | 72,727,185 | 74,147,690 | 1,420,505 |
| Total Holland BPW Utility | 491,489,143 | 505,944,347 | 14,455,204 |
| TOTAL ESTIMATED EQUITY - | 515,776,448 | 530,604,747 | 14,828,299 |



PROPRIETARY TYPE FUNDS

SUMMARY OF ENDING RESERVES

| FUND | Actual FY-2013 | Actual FY-2014 | Revised Estimate FY-2015 | Adopted Budget FY-2016 |
|---|-------------------|-------------------|--------------------------------|------------------------------|
| GENERAL CITY: | | | | |
| <u>Enterprise Funds</u> | | | | |
| - Solid Waste & Recycling | 0 | 0 | 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 | 0 | 0 | 0 | 0 |
| - Police Employees Benefit | 0 | 0 | 0 | 0 |
| - City Hall Employees Benefit | 0 | 0 | 0 | 0 |
| - Transportation Employees Ben. | 0 | 0 | 0 | 0 |
| - Park/Cemetery Employees Ben. | 0 | 0 | 0 | 0 |
| Total Enterprise | 0 | 0 | 0 | 0 |
| <u>Internal Services Funds</u> | | | | |
| - Technology Services | 193,000 | 168,800 | 30,000 | 30,000 |
| - Fuel Dispensing | 174,866 | 212,801 | 240,801 | 240,801 |
| - Postage Services | 0 | 0 | 0 | 0 |
| - Communications Services | 0 | 0 | 0 | 0 |
| - Centralized Vehicle/Equipment | 1,535,000 | 1,345,000 | 1,330,000 | 1,330,000 |
| - Fire Emergency Vehicles Pool | 468,695 | 168,364 | 0 | 0 |
| - Compensated Absences | 0 | 0 | 0 | 0 |
| - Risk Management: | | | | |
| Workers Comp Insurance | 15,000 | 15,000 | 15,000 | 15,000 |
| Employee Disability Ins. | 0 | 0 | 0 | 0 |
| Health/Dental Insurance | 0 | 0 | 0 | 0 |
| Vehicle Insurance | 0 | 0 | 0 | 0 |
| Property Insurance | 0 | 0 | 0 | 0 |
| Liability Insurance | 15,000 | 15,000 | 15,000 | 15,000 |
| Total Internal Service | 2,401,561 | 1,924,965 | 1,630,801 | 1,630,801 |
| Total General City | 2,401,561 | 1,924,965 | 1,630,801 | 1,630,801 |
| <u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u> | | | | |
| - Electric | 5,347,302 | 16,668,000 | 60,957,808 | 5,618,009 |
| - Water | 3,198,361 | 3,166,865 | 5,446,385 | 5,716,720 |
| - Wastewater | 6,273,822 | 6,273,822 | 15,806,805 | 8,944,817 |
| Total Holland BPW Utility | 14,819,485 | 26,108,687 | 82,210,998 | 20,279,546 |
| NET RESERVES | 15,947,357 | 28,033,652 | 83,841,799 | 21,910,347 |



PROPRIETARY TYPE FUNDS

SUMMARY OF ENDING WORKING CAPITAL

| FUND | Actual FY-2013 | Actual FY-2014 | Revised Estimate FY-2015 | Adopted Budget FY-2016 |
|---|--------------------|--------------------|--------------------------------|------------------------------|
| GENERAL CITY: | | | | |
| <u>Enterprise Funds</u> | | | | |
| - Solid Waste & Recycling | 405,866 | 541,378 | 417,599 | 304,430 |
| - Windmill Island Gardens | 0 | 0 | 0 | 0 |
| - Railroad Depot Operations | 5 | 6 | 7 | 8 |
| - Municipal Airport Facilities | 145 | 0 | 0 | 0 |
| - Public Transit Facilities & Mgmt | 1,624 | 1,637 | 1,647 | 1,647 |
| - Police Employees Benefit | 907 | 1,365 | 1,322 | 932 |
| - City Hall Employees Benefit | 6,561 | 7,242 | 7,532 | 7,882 |
| - Transportation Employees Ben. | 2,792 | 3,254 | 2,770 | 2,386 |
| - Park/Cemetery Employees Ben. | 475 | 296 | 349 | 602 |
| Total Enterprise | 418,375 | 555,178 | 431,226 | 317,887 |
| <u>Internal Services Funds</u> | | | | |
| - Technology Services | 5,769 | 4,969 | 41,046 | 46,843 |
| - Fuel Dispensing | 36,548 | 37,656 | 38,565 | 48,195 |
| - Postage Services | 6,775 | 6,687 | 6,497 | 6,307 |
| - Communications Services | 12,316 | 15,254 | 24,204 | 33,154 |
| - Centralized Vehicle/Equipment | 1,552 | 322,058 | (92,042) | (601,910) |
| - Fire Emergency Vehicles Pool | 468,695 | 259,796 | 76,296 | 177,896 |
| - Compensated Absences | 0 | 0 | 0 | 0 |
| - Risk Management: | | | | |
| Workers Comp Insurance | 525,498 | 524,540 | 511,510 | 512,610 |
| Employee Disability Ins. | 83,929 | 101,637 | 128,807 | 138,057 |
| Health/Dental Insurance | 1,182,199 | 1,942,165 | 2,050,983 | 2,076,879 |
| Vehicle Insurance | 243,651 | 253,985 | 271,785 | 279,885 |
| Property Insurance | 385,479 | 386,060 | 386,310 | 384,210 |
| Liability Insurance | 261,743 | 248,587 | 237,087 | 226,787 |
| Total Internal Service | 3,214,154 | 4,103,394 | 3,681,048 | 3,328,913 |
| Total General City | 3,632,529 | 4,658,572 | 4,112,274 | 3,646,800 |
| <u>HOLLAND BOARD OF PUBLIC WORKS - UTILITIES:</u> | | | | |
| - Electric | 128,512,971 | 105,809,863 | 124,280,750 | 62,463,996 |
| - Water | 4,723,697 | 5,055,938 | 2,393,881 | 4,087 |
| - Wastewater | 12,397,298 | 11,007,790 | 11,203,295 | 4,823,405 |
| Total Holland BPW Utility | 145,633,966 | 121,873,591 | 137,877,926 | 67,291,488 |
| NET WORKING CAPITAL | 128,158,856 | 126,532,163 | 141,990,200 | 70,938,288 |



FINANCIAL SOURCES & USES

ACROSS ALL FUND TYPES

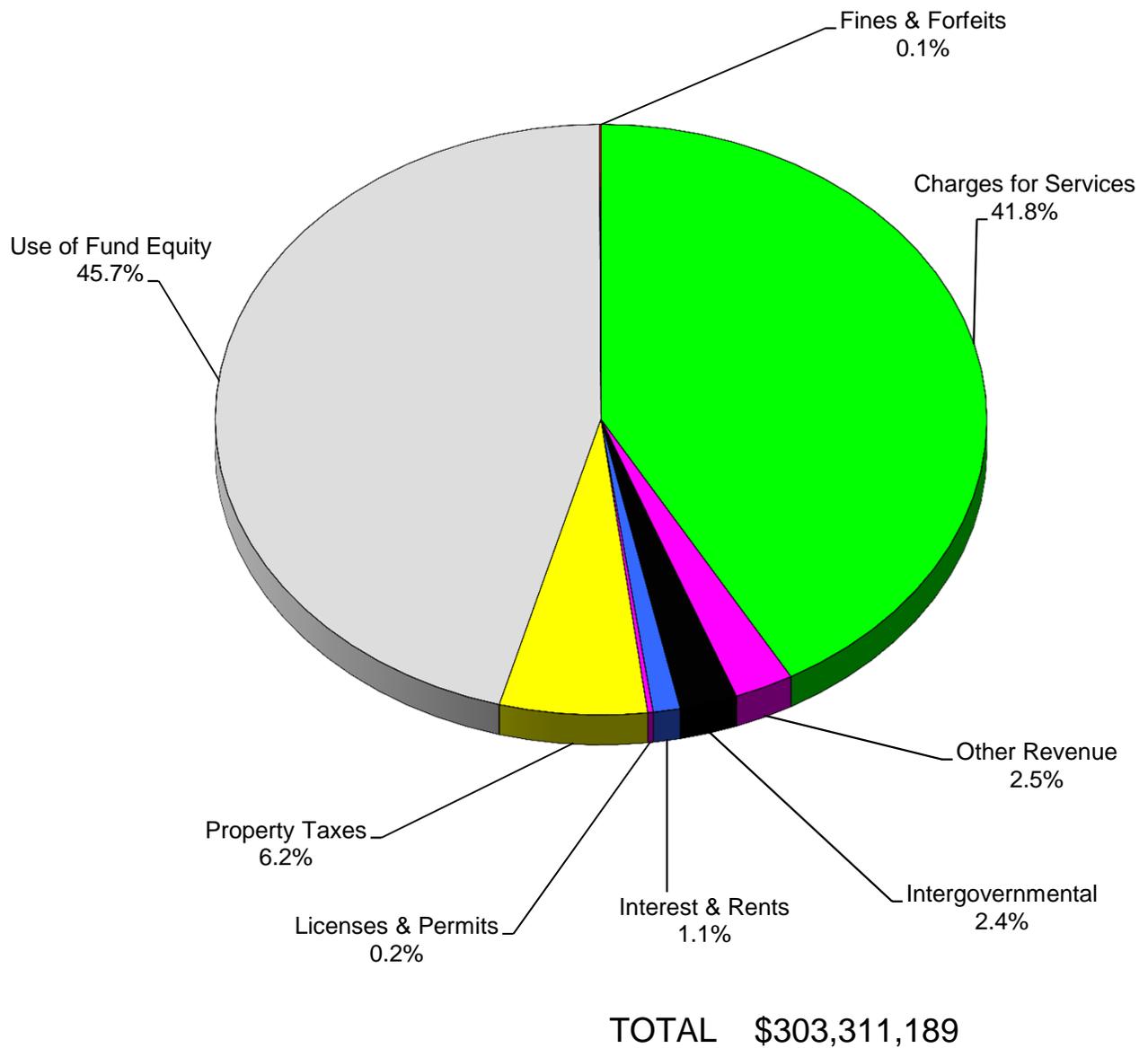
Fiscal Year July 1, 2015 - June 30, 2016

| <u>SOURCES</u> | Adopted Budget | Percent of Total Budget |
|--|-----------------------|-------------------------------|
| Property Taxes & Special Assessments | 18,741,255 | 6.2% |
| Licenses & Permits | 701,500 | 0.2% |
| Intergovernmental | 7,315,980 | 2.4% |
| Charges for Services | 126,806,142 | 41.8% |
| Fines & Forfeits | 187,200 | 0.1% |
| Interest & Rents | 3,430,197 | 1.1% |
| Other Revenues | 7,536,133 | 2.5% |
| Use of Fund Equity | 138,592,782 | 45.7% |
| Total Sources | \$ 303,311,189 | 100.0% |
| | | |
| <u>APPLICATIONS</u> | | |
| Management & Administration | 2,061,866 | 0.7% |
| Fiscal Services (Including Budget Stabilization) | 1,412,862 | 0.5% |
| Public Safety | 10,764,509 | 3.5% |
| Transportation | 4,840,558 | 1.6% |
| Community & Neighborhood Services | 4,781,645 | 1.6% |
| Parks & Recreation | 7,524,088 | 2.5% |
| Utility Services | 248,462,583 | 81.9% |
| Internal Services | 10,440,832 | 3.4% |
| Capital Projects ⁽¹⁾ | 9,879,939 | 3.3% |
| Debt Service | 3,142,307 | 1.0% |
| Total Applications | \$ 303,311,189 | 100.0% |

Note: "APPLICATIONS", as delineated above, exclude the non-cash item, *Depreciation Expense*, but include capital projects and debt service of principal and interest for all fund types. Transfers between funds are excluded from this presentation.

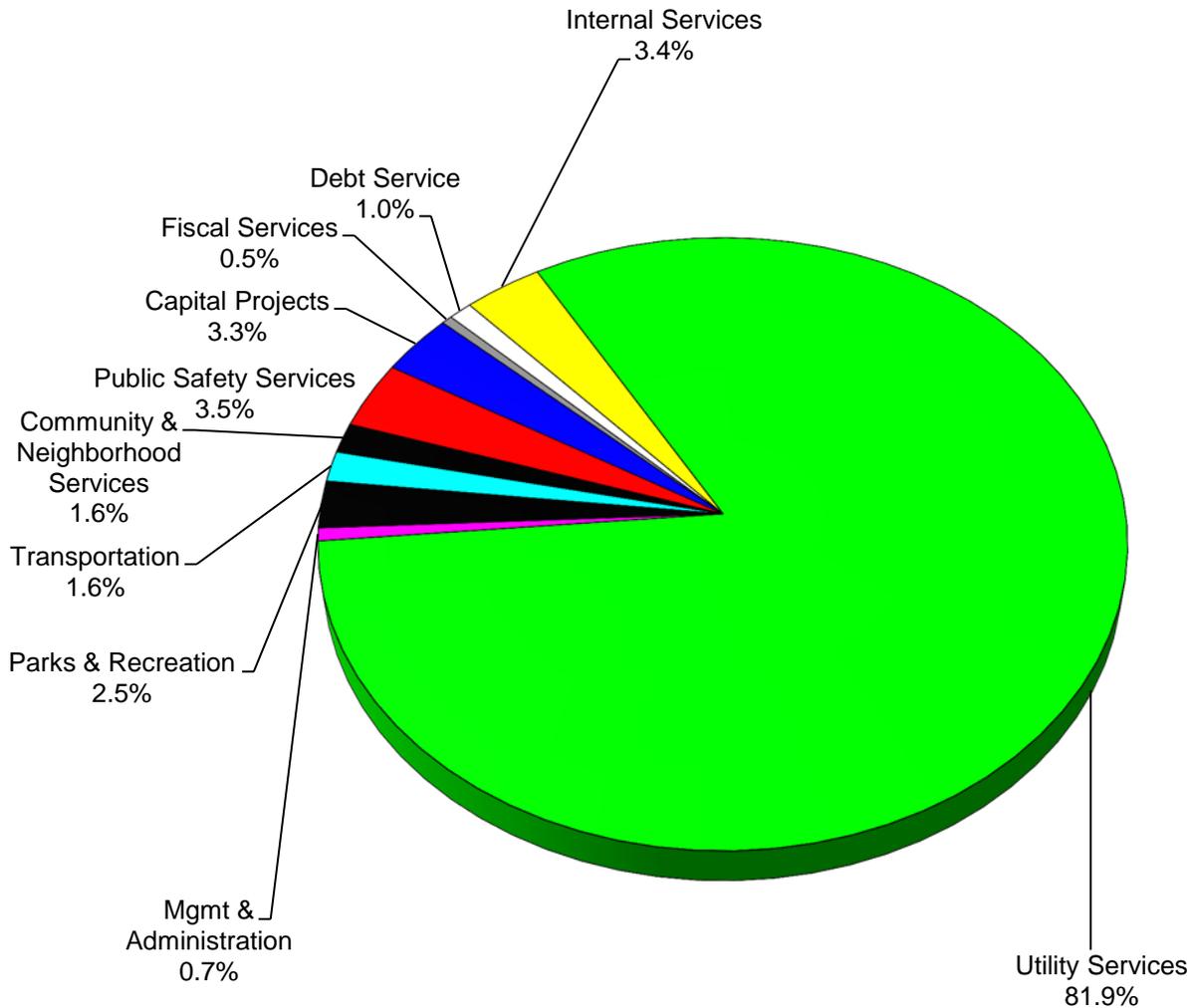
⁽¹⁾ Smaller capital outlay purchases, such as vehicles, equipment & furniture, which are not considered as "Capital Projects" are not included here, but rather within the related service groups. This explains the variance with the Service Groups presentation.

FISCAL YEAR 2016 SOURCES ACROSS ALL FUND TYPES



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

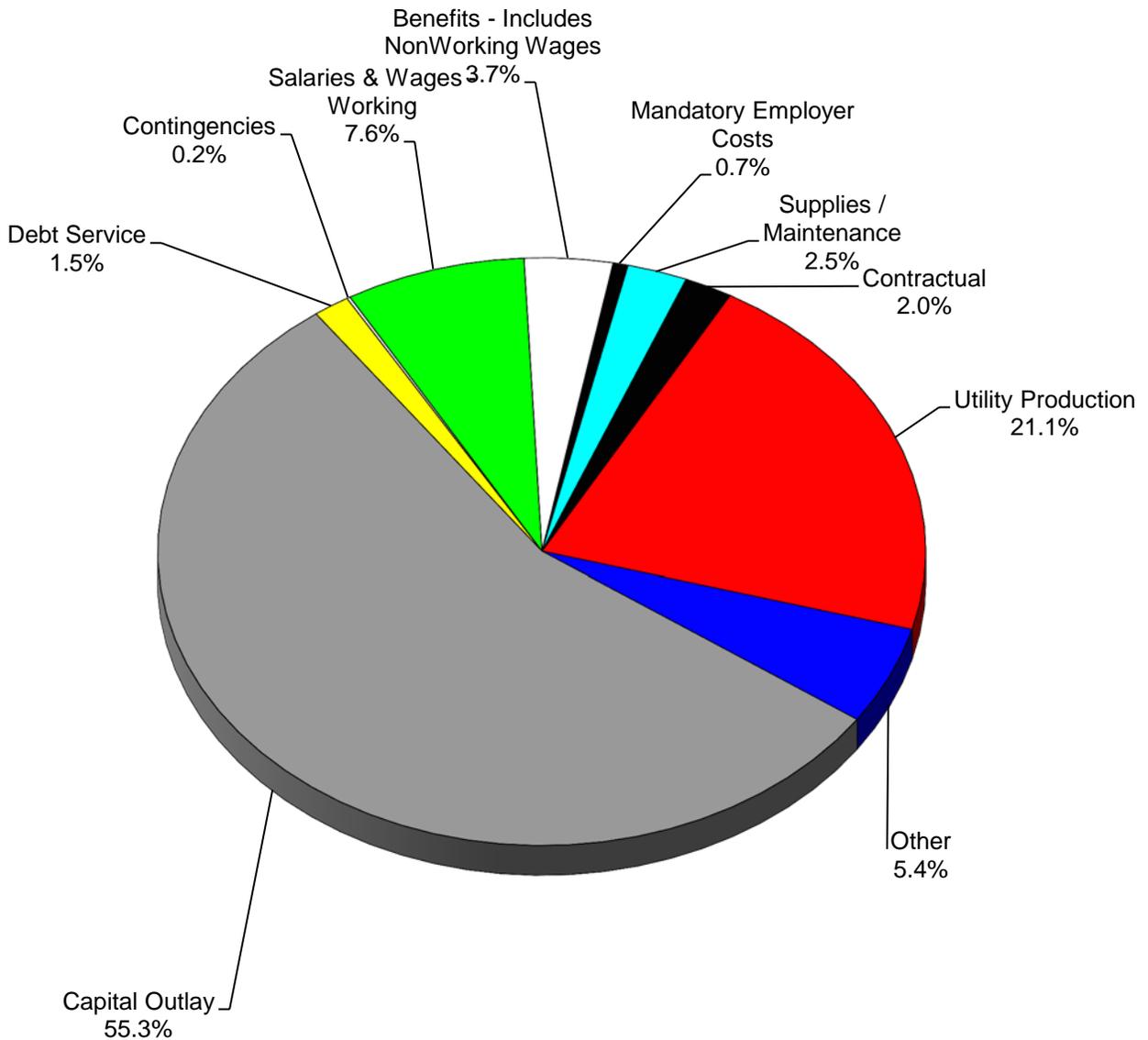
FISCAL YEAR 2016 APPLICATIONS ACROSS ALL FUND TYPES



TOTAL \$303,311,189

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.

FISCAL YEAR 2016 APPLICATIONS ACROSS ALL FUND TYPES



TOTAL \$303,311,189

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.





FUND SUMMARY

FY-2016 FINANCING SOURCES, USES & FUND EQUITY

GOVERNMENTAL-TYPE FUNDS

| | GENERAL FUND | PERMANENT FUNDS | SPECIAL REVENUE FUNDS | DEBT SERVICE FUNDS | CAPITAL PROJECT FUNDS | COMPONENT UNIT FUNDS |
|--|-------------------|--------------------|-----------------------------|--------------------------|-----------------------------|----------------------------|
| FUND EQUITY - PROJECTED BEGINNING BALANCE | | | | | | |
| As of July 1, 2015 | \$ 4,693,487 | \$ 1,631,930 | \$ 5,949,629 | \$ 223,000 | \$ 2,477,056 | \$ 2,577,594 |
| FINANCING SOURCES | | | | | | |
| Taxes | 10,648,920 | - | 3,113,825 | 2,388,420 | 657,547 | 1,134,846 |
| Special Assessments | - | - | 659,753 | 38,044 | - | - |
| Intergovernmental | 3,108,250 | - | 3,374,080 | - | 772,000 | 61,650 |
| Licenses and Permits | 636,500 | - | 65,000 | - | - | - |
| Charges for Services | 1,521,045 | 31,600 | 644,450 | - | - | 90,125 |
| Fines and Forfeits | 187,200 | - | - | - | - | - |
| Interest & Rents | 371,501 | 8,000 | 51,624 | 489,221 | 16,410 | 26,936 |
| Other | 27,300 | - | 60,000 | - | 462,000 | 290,000 |
| Total Financing Sources | 16,500,716 | 39,600 | 7,968,732 | 2,915,685 | 1,907,957 | 1,603,557 |
| FINANCING USES | | | | | | |
| Group: | | | | | | |
| Management & Administration | 1,797,152 | - | 264,714 | - | - | - |
| Fiscal Services | 1,409,262 | - | - | - | - | - |
| Public Safety | 10,863,184 | - | 9,525 | - | - | - |
| Transportation | 1,378,614 | - | 3,021,987 | - | - | - |
| Community & Neighborhood | 1,746,671 | - | 638,806 | - | - | 854,099 |
| Parks & Recreation | 3,752,847 | - | 1,282,625 | - | - | 719,917 |
| General Debt Service | - | - | - | 3,142,307 | - | - |
| Internal Services | - | - | - | - | - | - |
| Capital Projects | - | - | - | - | 9,879,939 | - |
| Utilities | - | - | - | - | - | - |
| Total Financing Uses | 20,947,730 | - | 5,217,657 | 3,142,307 | 9,879,939 | 1,574,016 |
| Sources Over (Under) Uses | (4,447,014) | 39,600 | 2,751,075 | (226,622) | (7,971,982) | 29,541 |
| OTHER FINANCING SOURCES (USES) | | | | | | |
| Transfers In | 5,075,104 | - | 4,149,111 | 267,816 | 8,103,831 | 162,769 |
| Transfers Out | (638,090) | (8,000) | (11,682,711) | (22,136) | (1,332,000) | (341,895) |
| Net Change in Fund Equity | (10,000) | 31,600 | (4,782,525) | 19,058 | (1,200,151) | (149,585) |
| FUND EQUITY - PROJECTED ENDING BALANCE | | | | | | |
| As of June 30, 2016 | \$ 4,683,487 | \$ 1,663,530 | \$ 1,167,104 | \$ 242,058 | \$ 1,276,905 | \$ 2,428,009 |



FUND SUMMARY

FY-2016 FINANCING SOURCES, USES & FUND EQUITY

| PROPRIETARY-TYPE FUNDS | | |
|------------------------|------------------------------|-----------------------|
| ENTERPRISE FUNDS | INTERNAL SERVICE FUNDS | TOTAL |
| \$ 505,405,520 | \$ 10,370,928 | \$ 533,329,144 |
| 99,900 | - | 18,043,458 |
| - | - | 697,797 |
| - | - | 7,315,980 |
| - | - | 701,500 |
| 122,388,722 | 2,130,200 | 126,806,142 |
| - | - | 187,200 |
| 648,574 | 1,817,931 | 3,430,197 |
| 589,433 | 6,107,400 | 7,536,133 |
| <u>123,726,629</u> | <u>10,055,531</u> | <u>164,718,407</u> |
| - | - | 2,061,866 |
| 3,600 | - | 1,412,862 |
| 5,800 | - | 10,878,509 |
| 630,257 | - | 5,030,858 |
| 1,542,069 | - | 4,781,645 |
| 779,916 | - | 6,535,305 |
| - | - | 3,142,307 |
| - | 10,406,932 | 10,406,932 |
| - | - | 9,879,939 |
| 101,851,488 | - | 101,851,488 |
| <u>104,813,130</u> | <u>10,406,932</u> | <u>155,981,711</u> |
| <u>18,913,499</u> | <u>(351,401)</u> | <u>8,736,696</u> |
| 1,396,066 | 222,135 | 19,376,832 |
| (5,352,000) | - | (35,072,307) |
| <u>14,957,565</u> | <u>(129,266)</u> | <u>(6,958,779)</u> |
| <u>\$ 520,363,085</u> | <u>\$ 10,241,662</u> | <u>\$ 526,370,365</u> |

FUND EQUITY - PROJECTED BEGINNING BALANCE
As of July 1, 2015

FINANCING SOURCES

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

Total Financing Sources

FINANCING USES

Group:
Management & Administration
Fiscal Services
Public Safety
Transportation
Community & Neighborhood
Parks & Recreation
General Debt Service
Internal Services
Capital Projects
Utilities

Total Financing Uses

Sources Over (Under) Uses

OTHER FINANCING SOURCES (USES)

Transfers In
Transfers Out

Net Change in Fund Equity

FUND EQUITY - PROJECTED ENDING BALANCE
As of June 30, 2016

(Concluded)



GOVERNMENTAL FUNDS

SUMMARY OF FINANCIAL SOURCES, USES AND FUND EQUITY

| | GENERAL FUND | | | PERMANENT FUNDS | | |
|---------------------------------------|-------------------|-------------------|-------------------|-----------------|---------------|---------------|
| | FY-2014 | FY-2015 | FY-2016 | FY-2014 | FY-2015 | FY-2016 |
| | Final | Final Revised | Adoted | Final | Final Revised | Adoted |
| | Actual | Estimate | Budget | Actual | Estimate | Budget |
| Fund Equity - Beginning Balance | \$ 4,959,976 | \$ 4,700,274 | \$ 4,693,487 | \$ 1,575,485 | \$ 1,595,330 | \$ 1,631,930 |
| FINANCING SOURCES | | | | | | |
| Taxes | 10,179,160 | 10,130,705 | 10,648,920 | - | - | - |
| Special Assessments | - | - | - | - | - | - |
| Intergovernmental | 2,926,397 | 3,024,956 | 3,108,250 | - | - | - |
| Licenses and Permits | 627,716 | 656,600 | 636,500 | - | - | - |
| Charges for Services | 1,554,820 | 1,527,611 | 1,521,045 | 27,335 | 36,600 | 31,600 |
| Fines and Forfeits | 192,433 | 171,900 | 187,200 | - | - | - |
| Interest & Rents | 354,830 | 338,501 | 371,501 | 13,582 | 8,000 | 8,000 |
| Other | 33,513 | 26,007 | 27,300 | - | - | - |
| Total Financing Sources | 15,868,869 | 15,876,280 | 16,500,716 | 40,917 | 44,600 | 39,600 |
| FINANCING USES | | | | | | |
| Management & Administration | 1,274,553 | 1,327,221 | 1,797,152 | - | - | - |
| Fiscal Services | 1,247,231 | 1,327,127 | 1,409,262 | - | - | - |
| Public Safety | 10,196,576 | 10,679,189 | 10,863,184 | - | - | - |
| Transportation | 1,213,735 | 1,319,812 | 1,378,614 | - | - | - |
| Community & Neighborhood Services | 1,836,588 | 1,898,889 | 1,746,671 | - | - | - |
| Parks & Recreation | 3,266,501 | 3,722,880 | 3,752,847 | - | - | - |
| Debt Service | - | - | - | - | - | - |
| Capital Projects | - | - | - | - | - | - |
| Total Financing Uses | 19,035,184 | 20,275,118 | 20,947,730 | - | - | - |
| Sources Over (Under) Uses | (3,166,315) | (4,398,838) | (4,447,014) | 40,917 | 44,600 | 39,600 |
| OTHER FINANCING SOURCES (USES) | | | | | | |
| Transfers In | 4,712,021 | 5,039,394 | 5,075,104 | - | - | - |
| Transfers Out | (1,805,408) | (647,343) | (638,090) | (21,072) | (8,000) | (8,000) |
| Net Change in Fund Equity | (259,702) | (6,787) | (10,000) | 19,845 | 36,600 | 31,600 |
| Fund Equity - Ending Balance | \$ 4,700,274 | \$ 4,693,487 | \$ 4,683,487 | \$ 1,595,330 | \$ 1,631,930 | \$ 1,663,530 |



GOVERNMENTAL FUNDS

SUMMARY OF FINANCIAL SOURCES, USES AND FUND EQUITY

| SPECIAL REVENUE FUNDS | | | DEBT SERVICE FUNDS | | | CAPITAL PROJECT FUNDS | | |
|-----------------------|---------------|--------------|--------------------|---------------|------------|-----------------------|---------------|--------------|
| FY-2014 | FY-2015 | FY-2016 | FY-2014 | FY-2015 | FY-2016 | FY-2014 | FY-2015 | FY-2016 |
| Final | Final Revised | Adoted | Final | Final Revised | Adoted | Final | Final Revised | Adoted |
| Actual | Estimate | Budget | Actual | Estimate | Budget | Actual | Estimate | Budget |
| \$ 4,807,651 | \$ 5,885,823 | \$ 5,949,629 | \$ 252,741 | \$ 199,806 | \$ 223,000 | \$ 1,750,866 | \$ 2,112,718 | \$ 2,477,056 |
| 2,235,818 | 2,618,038 | 3,113,825 | 2,830,463 | 2,391,651 | 2,388,420 | 282,757 | 554,561 | 657,547 |
| 664,748 | 655,533 | 659,753 | 88,297 | 46,986 | 38,044 | - | - | - |
| 3,768,611 | 3,158,195 | 3,374,080 | - | - | - | 704,364 | 1,010,000 | 772,000 |
| 39,266 | 60,000 | 65,000 | - | - | - | - | - | - |
| 589,570 | 622,002 | 644,450 | - | - | - | - | - | - |
| - | - | - | - | - | - | - | - | - |
| 78,921 | 55,810 | 51,624 | 3,557,757 | 2,146,271 | 2,172,565 | 17,585 | 15,911 | 16,410 |
| 699,313 | 361,740 | 60,000 | - | - | - | 28,709 | 6,983 | 462,000 |
| 8,076,247 | 7,531,318 | 7,968,732 | 6,476,517 | 4,584,908 | 4,599,029 | 1,033,415 | 1,587,455 | 1,907,957 |
| 201,103 | 214,400 | 264,714 | - | - | - | - | - | - |
| 129,930 | - | - | - | - | - | - | - | - |
| 10,575 | 9,525 | 9,525 | - | - | - | - | - | - |
| 3,226,405 | 2,893,934 | 3,021,987 | - | - | - | - | - | - |
| 527,908 | 593,645 | 638,806 | - | - | - | - | - | - |
| 1,247,634 | 1,247,900 | 1,282,625 | - | - | - | - | - | - |
| - | - | - | 7,760,106 | 4,800,395 | 4,825,651 | - | - | - |
| - | - | - | - | - | - | 2,168,236 | 3,814,748 | 9,879,939 |
| 5,343,555 | 4,959,404 | 5,217,657 | 7,760,106 | 4,800,395 | 4,825,651 | 2,168,236 | 3,814,748 | 9,879,939 |
| 2,732,692 | 2,571,914 | 2,751,075 | (1,283,589) | (215,487) | (226,622) | (1,134,821) | (2,227,293) | (7,971,982) |
| 916,923 | 890,280 | 4,149,111 | 1,281,110 | 260,817 | 267,816 | 1,575,929 | 2,775,099 | 8,103,831 |
| (2,571,443) | (3,398,388) | (11,682,711) | (50,456) | (22,136) | (22,136) | (79,256) | (183,468) | (1,332,000) |
| 1,078,172 | 63,806 | (4,782,525) | (52,935) | 23,194 | 19,058 | 361,852 | 364,338 | (1,200,151) |
| \$ 5,885,823 | \$ 5,949,629 | \$ 1,167,104 | \$ 199,806 | \$ 223,000 | \$ 242,058 | \$ 2,112,718 | \$ 2,477,056 | \$ 1,276,905 |



GOVERNMENTAL FUNDS

SUMMARY OF FINANCIAL SOURCES, USES AND FUND EQUITY

| | TOTAL GOVERNMENTAL FUNDS | | | COMPONENT UNIT FUNDS | | |
|---------------------------------------|--------------------------|---------------|---------------|----------------------|---------------|--------------|
| | FY-2014 | FY-2015 | FY-2016 | FY-2014 | FY-2015 | FY-2016 |
| | Final | Final Revised | Adoted | Final | Final Revised | Adoted |
| | Actual | Estimate | Budget | Actual | Estimate | Budget |
| Fund Equity - Beginning Balance | \$ 13,346,719 | \$ 14,493,951 | \$ 14,975,102 | \$ 2,942,159 | \$ 2,701,592 | \$ 2,577,594 |
| FINANCING SOURCES | | | | | | |
| Taxes | 15,528,198 | 15,694,955 | 16,808,712 | 965,840 | 1,032,520 | 1,134,846 |
| Special Assessments | 753,045 | 702,519 | 697,797 | - | - | - |
| Intergovernmental | 7,399,372 | 7,193,151 | 7,254,330 | 50,000 | 111,769 | 61,650 |
| Licenses and Permits | 666,982 | 716,600 | 701,500 | - | - | - |
| Charges for Services | 2,171,725 | 2,186,213 | 2,197,095 | 128,771 | 93,584 | 90,125 |
| Fines and Forfeits | 192,433 | 171,900 | 187,200 | - | - | - |
| Interest & Rents | 4,022,675 | 2,564,493 | 2,620,100 | 105,961 | 42,539 | 26,936 |
| Other | 761,535 | 394,730 | 549,300 | 231,554 | 67,500 | 290,000 |
| Total Financing Sources | 31,495,965 | 29,624,561 | 31,016,034 | 1,482,126 | 1,347,912 | 1,603,557 |
| FINANCING USES | | | | | | |
| Management & Administration | 1,475,656 | 1,541,621 | 2,061,866 | - | - | - |
| Fiscal Services | 1,377,161 | 1,327,127 | 1,409,262 | - | - | - |
| Public Safety | 10,207,151 | 10,688,714 | 10,872,709 | - | - | - |
| Transportation | 4,440,140 | 4,213,746 | 4,400,601 | - | - | - |
| Community & Neighborhood Services | 2,364,496 | 2,492,534 | 2,385,477 | 633,243 | 755,512 | 854,099 |
| Parks & Recreation | 4,514,135 | 4,970,780 | 5,035,472 | 837,425 | 440,435 | 719,917 |
| Debt Service | 7,760,106 | 4,800,395 | 4,825,651 | - | - | - |
| Capital Projects | 2,168,236 | 3,814,748 | 9,879,939 | - | - | - |
| Total Financing Uses | 34,307,081 | 33,849,665 | 40,870,977 | 1,470,668 | 1,195,947 | 1,574,016 |
| Sources Over (Under) Uses | (2,811,116) | (4,225,104) | (9,854,943) | 11,458 | 151,965 | 29,541 |
| OTHER FINANCING SOURCES (USES) | | | | | | |
| Transfers In | 8,485,983 | 8,965,590 | 17,595,862 | 155,734 | 316,479 | 162,769 |
| Transfers Out | (4,527,635) | (4,259,335) | (13,682,937) | (407,759) | (592,442) | (341,895) |
| Net Change in Fund Equity | 1,147,232 | 481,151 | (5,942,018) | (240,567) | (123,998) | (149,585) |
| Fund Equity - Ending Balance | \$ 14,493,951 | \$ 14,975,102 | \$ 9,033,084 | \$ 2,701,592 | \$ 2,577,594 | \$ 2,428,009 |



ENTERPRISE FUNDS

SUMMARY OF FINANCIAL SOURCES, USES AND FUND EQUITY

| | FY-2014 Final Actual | FY-2015 Final Revised Estimate | FY-2016 Adopted Budget |
|---------------------------------------|----------------------------|--------------------------------------|------------------------------|
| Fund Equity - Beginning Balance | \$ 293,770,923 | \$ 306,820,219 | \$ 505,405,520 |
| FINANCING SOURCES | | | |
| Taxes | 98,858 | 99,994 | 99,900 |
| Special Assessments | - | - | - |
| Intergovernmental | - | - | - |
| Licenses and Permits | - | - | - |
| Charges for Services | 118,453,682 | 121,151,139 | 122,388,722 |
| Fines and Forfeits | - | - | - |
| Interest & Rents | 831,616 | 1,105,496 | 648,574 |
| Other | (111,414) | 247,739 | 589,433 |
| Bond Proceeds | - | 183,631,000 | - |
| Total Financing Sources | 119,272,742 | 306,235,368 | 123,726,629 |
| FINANCING USES | | | |
| Management & Administration | - | - | - |
| Fiscal Services | 2,750 | 3,200 | 3,600 |
| Public Safety | 5,192 | 5,913 | 5,800 |
| Transportation | 597,748 | 619,604 | 630,257 |
| Community & Neighborhood Services | 1,429,548 | 1,432,879 | 1,542,069 |
| Parks & Recreation | 763,931 | 754,430 | 779,916 |
| Utilities | 99,133,261 | 99,952,298 | 101,851,488 |
| Total Financing Uses | 101,932,430 | 102,768,324 | 104,813,130 |
| Sources Over (Under) Uses | 17,340,312 | 203,467,044 | 18,913,499 |
| OTHER FINANCING SOURCES (USES) | | | |
| Transfers In | 708,459 | 462,257 | 1,396,066 |
| Transfers Out | (4,999,475) | (5,344,000) | (5,352,000) |
| Net Change in Fund Equity | 13,049,296 | 198,585,301 | 14,957,565 |
| Fund Equity - Ending Balance | \$ 306,820,219 | \$ 505,405,520 | \$ 520,363,085 |



INTERNAL SERVICE FUNDS

SUMMARY OF FINANCIAL SOURCES, USES AND FUND EQUITY

| | FY-2014 Final Actual | FY-2015 Final Revised Estimate | FY-2016 Adopted Budget |
|---------------------------------------|----------------------------|--------------------------------------|------------------------------|
| Fund Equity - Beginning Balance | \$ 9,533,089 | \$ 10,293,459 | \$ 10,370,928 |
| FINANCING SOURCES | | | |
| Taxes | - | - | - |
| Special Assessments | - | - | - |
| Intergovernmental | - | - | - |
| Licenses and Permits | - | - | - |
| Charges for Services | 2,188,702 | 1,994,800 | 2,130,200 |
| Fines and Forfeits | - | - | - |
| Interest & Rents | 2,106,607 | 1,765,950 | 1,817,931 |
| Other | 7,038,677 | 5,868,374 | 6,107,400 |
| Total Financing Sources | 11,333,986 | 9,629,124 | 10,055,531 |
| FINANCING USES | | | |
| Type of Internal Service: | | | |
| Technology | 653,562 | 639,908 | 682,634 |
| Fuel Dispensing | 1,052,747 | 962,191 | 1,026,770 |
| Postage | 16,623 | 17,300 | 17,300 |
| Communications | 114,861 | 127,500 | 133,000 |
| Centralized Vehicle & Equipment | 2,416,725 | 2,328,512 | 2,413,174 |
| Fire Emergency Vehicle Replacement | 88,127 | 95,000 | 114,000 |
| Compensated Absences | 131,865 | 30,000 | 20,000 |
| Risk Management - All Coverages | 6,463,879 | 5,654,879 | 6,000,054 |
| Total Financing Uses | 10,938,389 | 9,855,290 | 10,406,932 |
| Sources Over (Under) Uses | 395,597 | (226,166) | (351,401) |
| OTHER FINANCING SOURCES (USES) | | | |
| Transfers In | 431,178 | 303,635 | 222,135 |
| Transfers Out | (66,405) | - | - |
| Net Change in Fund Equity | 760,370 | 77,469 | (129,266) |
| Fund Equity - Ending Balance | \$ 10,293,459 | \$ 10,370,928 | \$ 10,241,662 |

GENERAL FUND SUMMARY

- > FUND SUMMARY - GENERAL FUND, INCLUDING BUDGET STABILIZATION

- > FUND SUMMARY - GENERAL FUND ONLY

- > FUNDING SOURCES

- > FUNDING USES

The General Fund is the basic and primary operating fund of general government operations. Departments and activities of the General Fund are included throughout the Group tabs of the budget document.



TOTAL GENERAL FUND

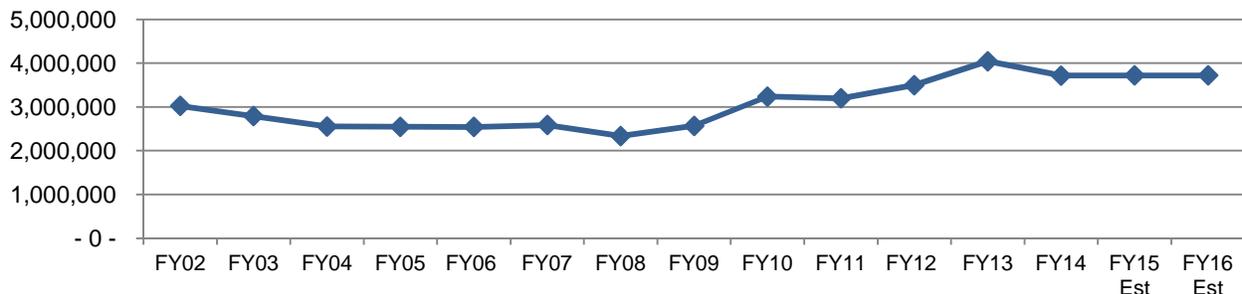
GENERAL FUND AND BUDGET STABILIZATION

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Estimate | FY-2016 Adopted |
|---------------------------------|----------------------------|----------------------------|--------------------------------------|---------------------|
| Funding Sources: | | | | |
| General Fund | \$ 19,819,734 | \$ 20,580,890 | \$ 20,915,674 | \$ 21,575,820 |
| Budget Stabilization | 300,000 | 69,000 | - 0 - | - 0 - |
| TOTAL FUNDING SOURCES | 20,119,734 | 20,649,890 | 20,915,674 | 21,575,820 |
| Funding Uses: | | | | |
| General Fund | 19,273,976 | 20,905,942 | 20,912,461 | 21,575,820 |
| Budget Stabilization | 102,941 | 3,650 | 10,000 | 10,000 |
| TOTAL FUNDING USES | 19,376,917 | 20,909,592 | 20,922,461 | 21,585,820 |
| Net Increase (Decrease) | | | | |
| From Operations | 742,817 | (259,702) | (6,787) | (10,000) |
| FUND EQUITY - June 30: | | | | |
| Reserved: | | | | |
| - NIP/MSHDA Devel. Fees | \$ 17,415 | \$ 12,915 | \$ - 0 - | \$ - 0 - |
| - Budget Stabilization | 917,936 | 983,286 | 973,286 | 963,286 |
| Unreserved: | | | | |
| - Designated-Market Adj. | - 0 - | - 0 - | - 0 - | - 0 - |
| - Undesignated | 4,024,625 | 3,704,073 | 3,720,201 | 3,720,201 |
| Total Ending Fund Equity | \$ 4,959,976 | \$ 4,700,274 | \$ 4,693,487 | \$ 4,683,487 |
| Change from Prior Fiscal Year | 17.6% | -5.2% | -0.1% | -0.2% |
| Fund Equity Expressed as | | | | |
| a Percentage of Expenditures | 25.6% | 22.5% | 22.4% | 21.7% |

FUND SUMMARY

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Estimate | FY-2016 Adopted |
|--|----------------------------|----------------------------|--------------------------------------|---------------------|
| TOTAL FUNDING SOURCES | 19,819,734 | 20,580,890 3.8% | 20,915,674 1.6% | 21,575,820 3.2% |
| TOTAL FUNDING USES | 19,276,976 | 20,905,942 8.5% | 20,912,461 0.0% | 21,575,820 3.2% |
| Net Increase (Decrease) | | | | |
| From Operations | 542,758 | (325,052) | 3,213 | - |
| FUND EQUITY - June 30: | | | | |
| Reserved: | | | | |
| - NIP/MSHDA Devel. Fees | 17,415 | 12,915 | - 0 - | - 0 - |
| Unreserved: | | | | |
| - Designated | - 0 - | - 0 - | - 0 - | - 0 - |
| - Undesignated | 4,024,625 | 3,704,073 | 3,720,201 | 3,720,201 |
| Total Ending Fund Equity | \$ 4,042,040 | \$ 3,716,988 | \$ 3,720,201 | \$ 3,720,201 |
| Change from Prior Fiscal Year | 9.4% | -8.0% | 0.1% | 0.0% |
| Fund Equity Expressed as A A Percentage of Expenditures | 21.0% | 17.8% | 17.8% | 17.2% |

Fund Equity



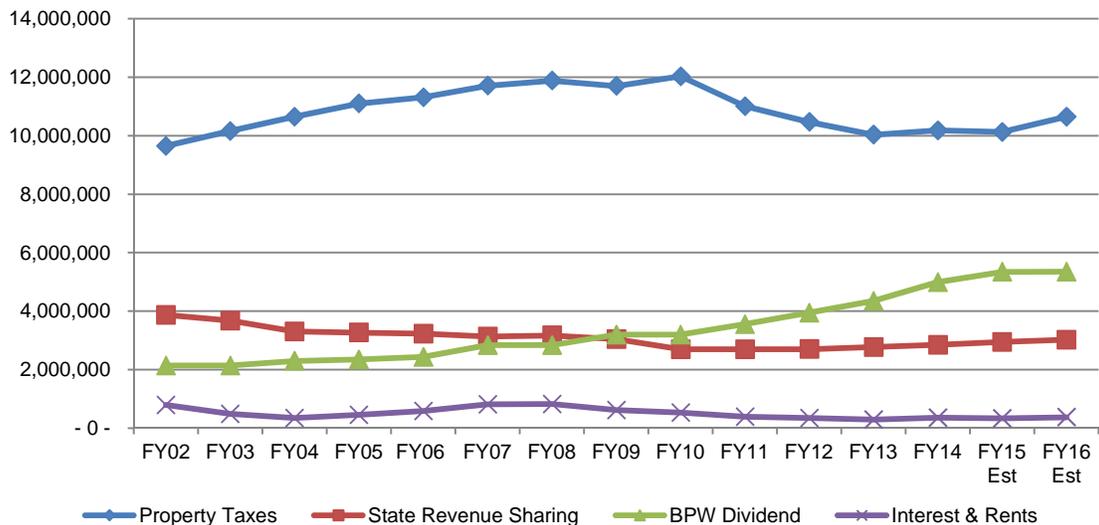
This fund presentation is a summary of all General fund and department activities that can be found in the Groups: Management & Administration, Fiscal Services, Public Safety, Transportation, Community & Neighborhood Services, and Parks & Recreation.



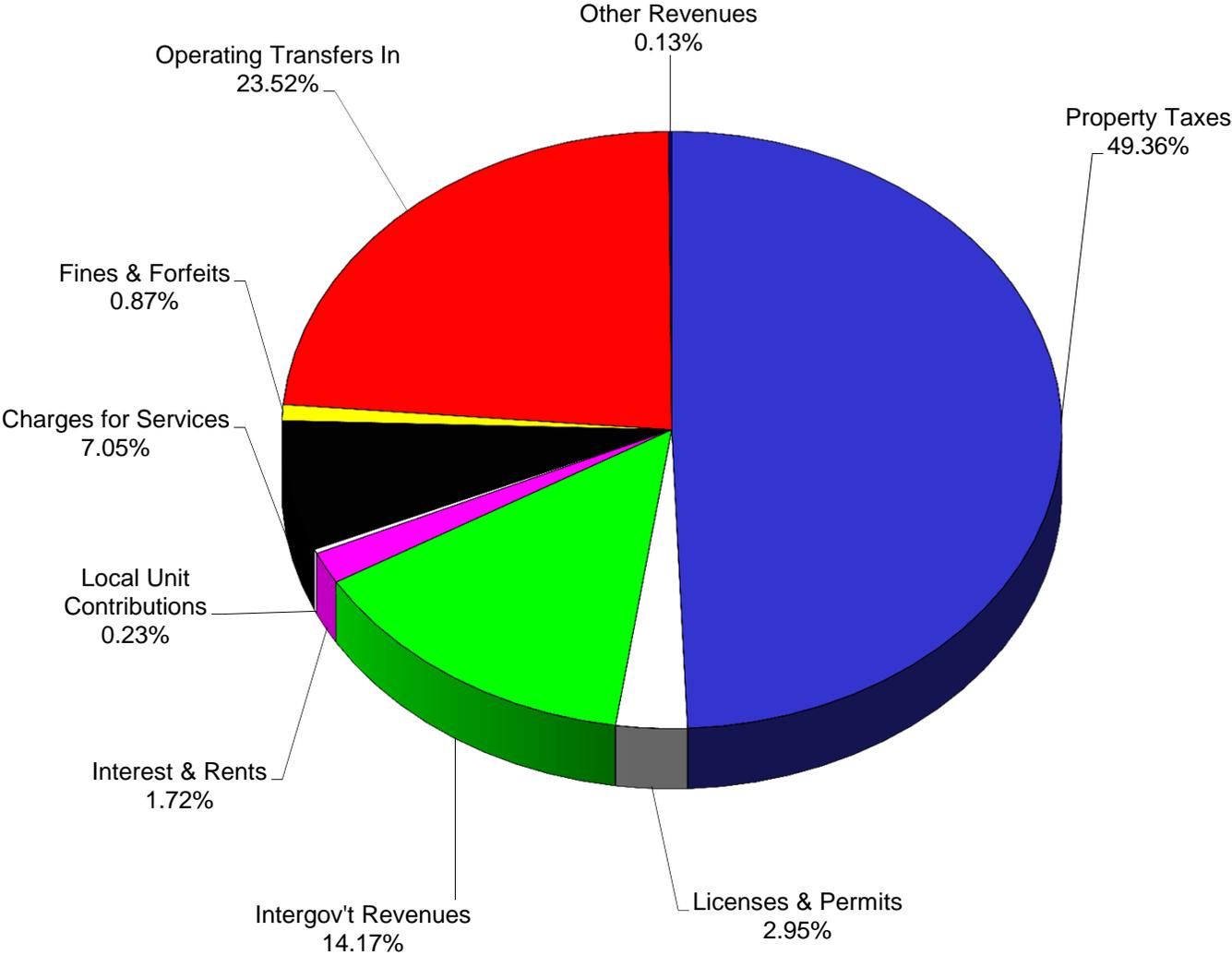
GENERAL FUND

FUNDING SOURCES

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Estimate | FY-2016 Adopted |
|------------------------------|----------------------------|----------------------------|--------------------------------------|----------------------|
| Taxes | \$ 10,033,822 | \$ 10,179,160 | \$ 10,130,705 | \$ 10,648,920 |
| Licenses & Permits | 484,785 | 627,716 | 656,600 | 636,500 |
| Federal Grants | 35,241 | 39,533 | 35,656 | 36,100 |
| State Revenue Sharing | 2,771,987 | 2,844,147 | 2,942,300 | 3,022,150 |
| Local Unit Contributions | 40,865 | 42,717 | 47,000 | 50,000 |
| Charges for Services | 1,490,139 | 1,554,820 | 1,527,611 | 1,521,045 |
| Fines & Forfeits | 191,233 | 192,433 | 171,900 | 187,200 |
| Interests & Rents | 285,575 | 354,830 | 338,501 | 371,501 |
| Other Revenue | 18,996 | 33,513 | 26,007 | 27,300 |
| Transfers from Other Funds | 4,467,091 | 4,712,021 | 5,039,394 | 5,075,104 |
| Total Funding Sources | \$ 19,819,734 | \$ 20,580,890 | \$ 20,915,674 | \$ 21,575,820 |



General Fund FY-2016 Revenues by Source



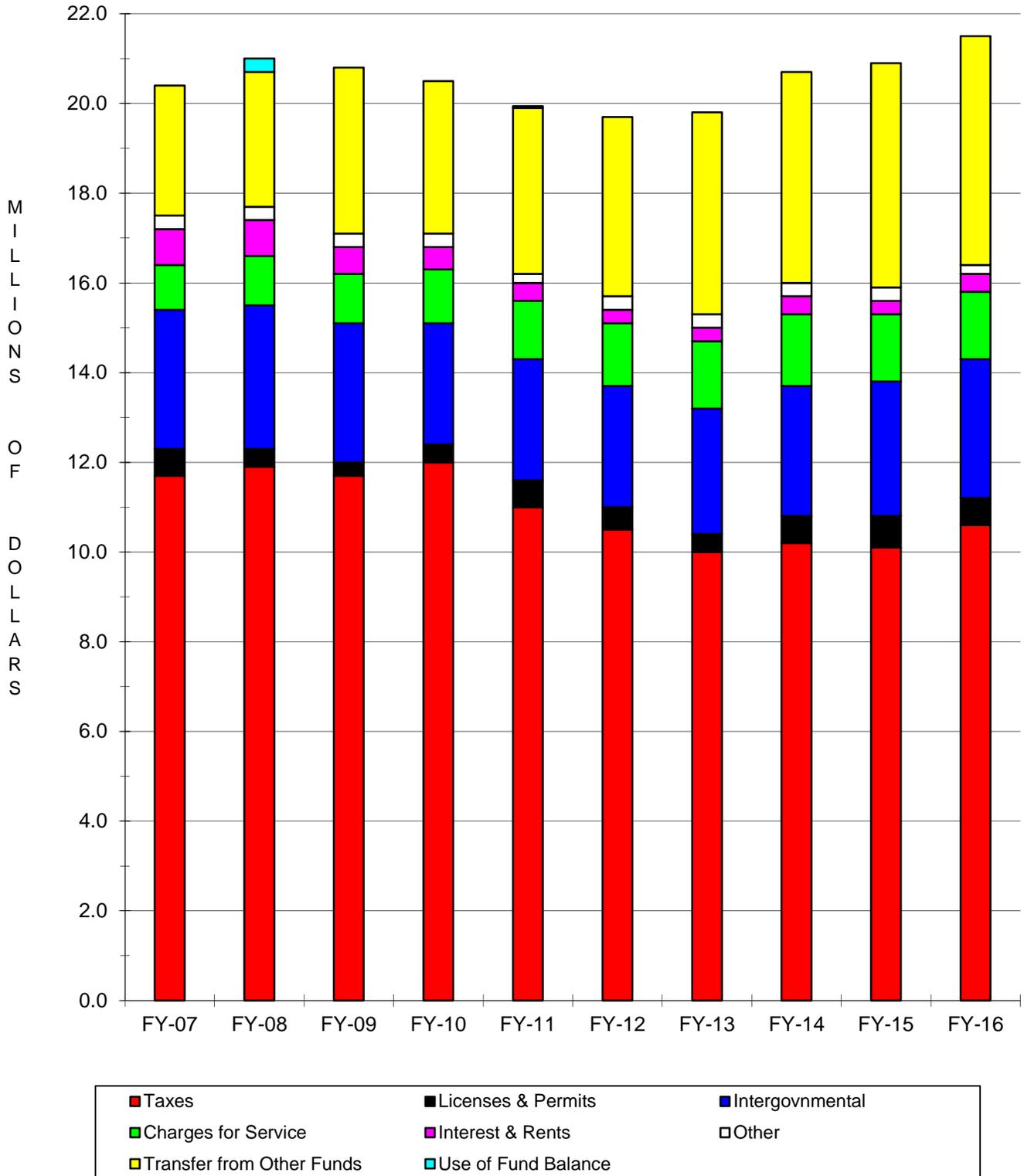
TOTAL \$21,575,820

GENERAL FUND

Comparison by Classification of Revenues & Other Financing Sources

| Revenue Classification | 2005-06 Actual | | 2010-11 Actual | | 2015-16 Adopted | |
|--------------------------|---------------------|----------------|---------------------|----------------|---------------------|----------------|
| Taxes | \$11,310,868 | 57.73% | \$11,011,823 | 55.31% | \$10,648,920 | 49.36% |
| Licenses & Permits | 517,223 | 2.64% | 551,740 | 2.77% | 636,500 | 2.95% |
| Intergovernmental | 3,236,346 | 16.52% | 2,713,497 | 13.63% | 3,058,250 | 14.17% |
| Local Unit Contributions | 35,606 | 0.18% | 45,434 | 0.23% | 50,000 | 0.23% |
| Charges for Services | 957,644 | 4.89% | 1,264,802 | 6.35% | 1,521,045 | 7.05% |
| Fines & Forfeits | 224,365 | 1.15% | 205,498 | 1.03% | 187,200 | 0.87% |
| Interest & Rents | 578,874 | 2.95% | 389,421 | 1.96% | 371,501 | 1.72% |
| Other Revenue | 5,681 | 0.03% | 18,142 | 0.09% | 27,300 | 0.13% |
| Operating Transfers In | 2,724,090 | 13.90% | 3,668,720 | 18.43% | 5,075,104 | 23.52% |
| Use of Fund Balance | 1,297 | 0.01% | 39,172 | 0.20% | 0 | 0.00% |
| TOTAL REVENUES | \$19,591,994 | 100.00% | \$19,908,249 | 100.00% | \$21,575,820 | 100.00% |

CITY OF HOLLAND GENERAL FUND REVENUES BY SOURCE





GENERAL FUND

FUNDING USES BY FUNCTION

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Estimate | FY-2016 Adopted |
|--|----------------------------|----------------------------|--------------------------------------|--------------------|
| <u>Management & Administration</u> | | | | |
| City Council | 178,737 | 163,909 | 158,396 | 164,385 |
| City Manager | 313,266 | 325,688 | 339,155 | 344,057 |
| Elections / Voter Registration | 55,792 | 31,231 | 76,955 | 51,578 |
| City Attorney | 211,220 | 215,346 | 174,500 | 170,500 |
| City Clerk | 174,963 | 186,765 | 229,557 | 266,238 |
| Human Resources | 479,393 | 252,306 | 232,286 | 211,660 |
| Volunteer Services | 6,942 | 7,272 | 8,407 | 7,329 |
| Human Relations Commission | 98,867 | 92,036 | 107,965 | 150,005 |
| Contingencies Appropriation | 0 | 0 | 0 | 431,400 |
| Total | 1,519,180 | 1,274,553 | 1,327,221 | 1,797,152 |
| <u>Fiscal Services</u> | | | | |
| Finance Office | 489,393 | 502,164 | 449,564 | 513,079 |
| Independent Audit | 46,702 | 48,292 | 51,390 | 52,450 |
| Property Assessing Office | 498,500 | 443,489 | 483,918 | 505,601 |
| Treasurer's Office | 199,707 | 172,055 | 239,455 | 235,332 |
| Unallocated Insurance | 68,572 | 77,581 | 92,800 | 92,800 |
| Transfers to Other Funds | 714,611 | 1,787,518 | 557,343 | 449,090 |
| Total | 2,017,485 | 3,031,099 | 1,874,470 | 1,848,352 |
| <u>Public Safety</u> | | | | |
| Management | 878,799 | 933,579 | 975,803 | 1,042,161 |
| Police Division | 6,024,672 | 6,326,446 | 6,611,732 | 6,678,532 |
| Fire Division | 2,460,728 | 2,624,852 | 2,807,164 | 2,862,571 |
| Facilities | 341,384 | 398,589 | 374,490 | 379,920 |
| Total | 9,705,583 | 10,283,466 | 10,769,189 | 10,963,184 |
| <u>Transportation</u> | | | | |
| Street Division | 1,045,209 | 1,039,139 | 1,135,646 | 1,163,575 |
| Transportation Mgmt/Engineering | 160,098 | 174,596 | 184,166 | 215,039 |
| Total | 1,205,307 | 1,213,735 | 1,319,812 | 1,378,614 |

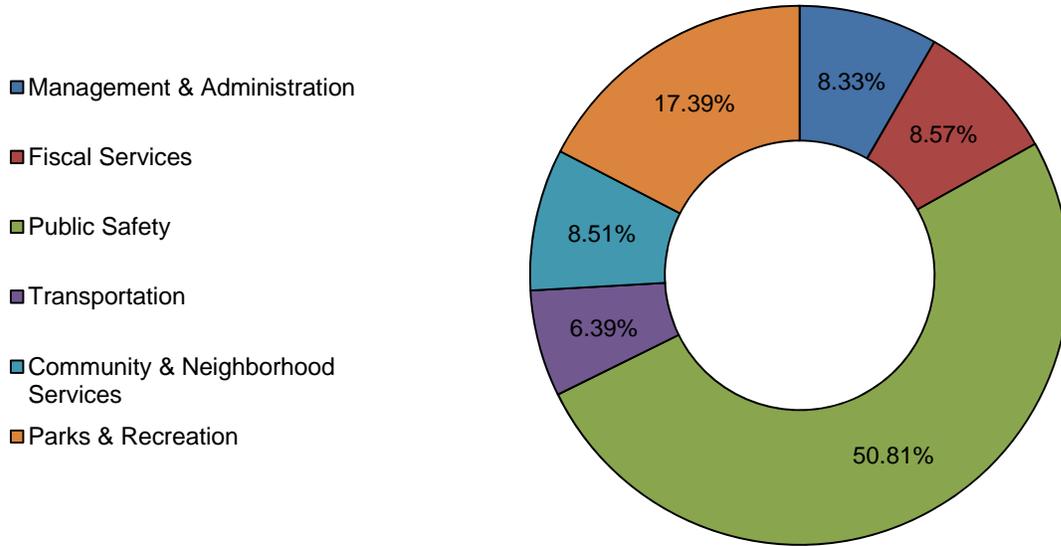


GENERAL FUND

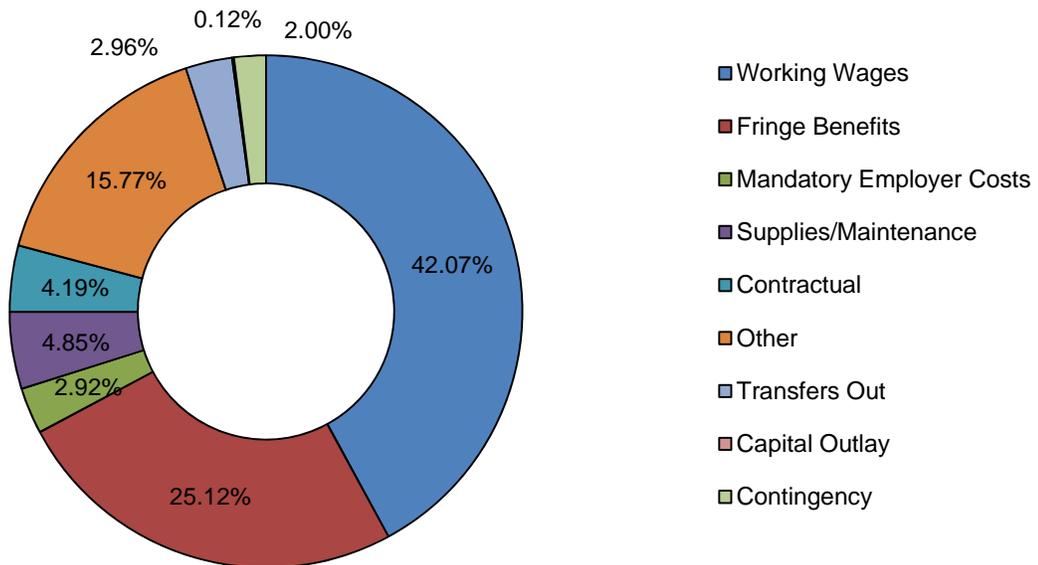
FUNDING USES BY FUNCTION

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Estimate | FY-2016 Adopted |
|--|----------------------------|----------------------------|--------------------------------------|--------------------|
| <u>Community & Neighborhood Services</u> | | | | |
| City Hall | 204,436 | 229,646 | 221,359 | 183,130 |
| Planning & Zoning | 286,610 | 251,218 | 243,042 | 190,265 |
| Environmental Health & Inspections | 398,225 | 376,626 | 468,907 | 463,257 |
| Construction Inspections | 401,041 | 457,802 | 498,227 | 507,111 |
| Housing & Neighborhoods | 123,355 | 200,032 | 230,150 | 226,232 |
| Economic Devel. Assistance | 175,303 | 198,295 | 97,266 | 104,030 |
| 8th Street Market | 121,623 | 122,969 | 139,938 | 161,646 |
| Total | 1,710,593 | 1,836,588 | 1,898,889 | 1,835,671 |
| <u>Parks & Recreation</u> | | | | |
| Cemeteries | 455,561 | 465,672 | 470,561 | 459,909 |
| Parks & Recreation Administration | 35,975 | 59,901 | 54,854 | 57,701 |
| Recreation | 775,359 | 830,374 | 852,535 | 901,555 |
| Parks | 1,267,428 | 1,321,050 | 1,574,221 | 1,716,215 |
| DeGraaf Nature Center | 238,275 | 246,849 | 268,454 | 273,889 |
| Cultural Activities Assistance | 126,229 | 97,589 | 258,950 | 98,000 |
| Civic Center | 211,323 | 245,066 | 243,305 | 245,578 |
| Total | 3,110,150 | 3,266,501 | 3,722,880 | 3,752,847 |
| Total Funding Uses | 19,268,298 | 20,905,942 | 20,912,461 | 21,575,820 |

FY-2016 Expenditures by Function



FY-2016 Expenditures by Type



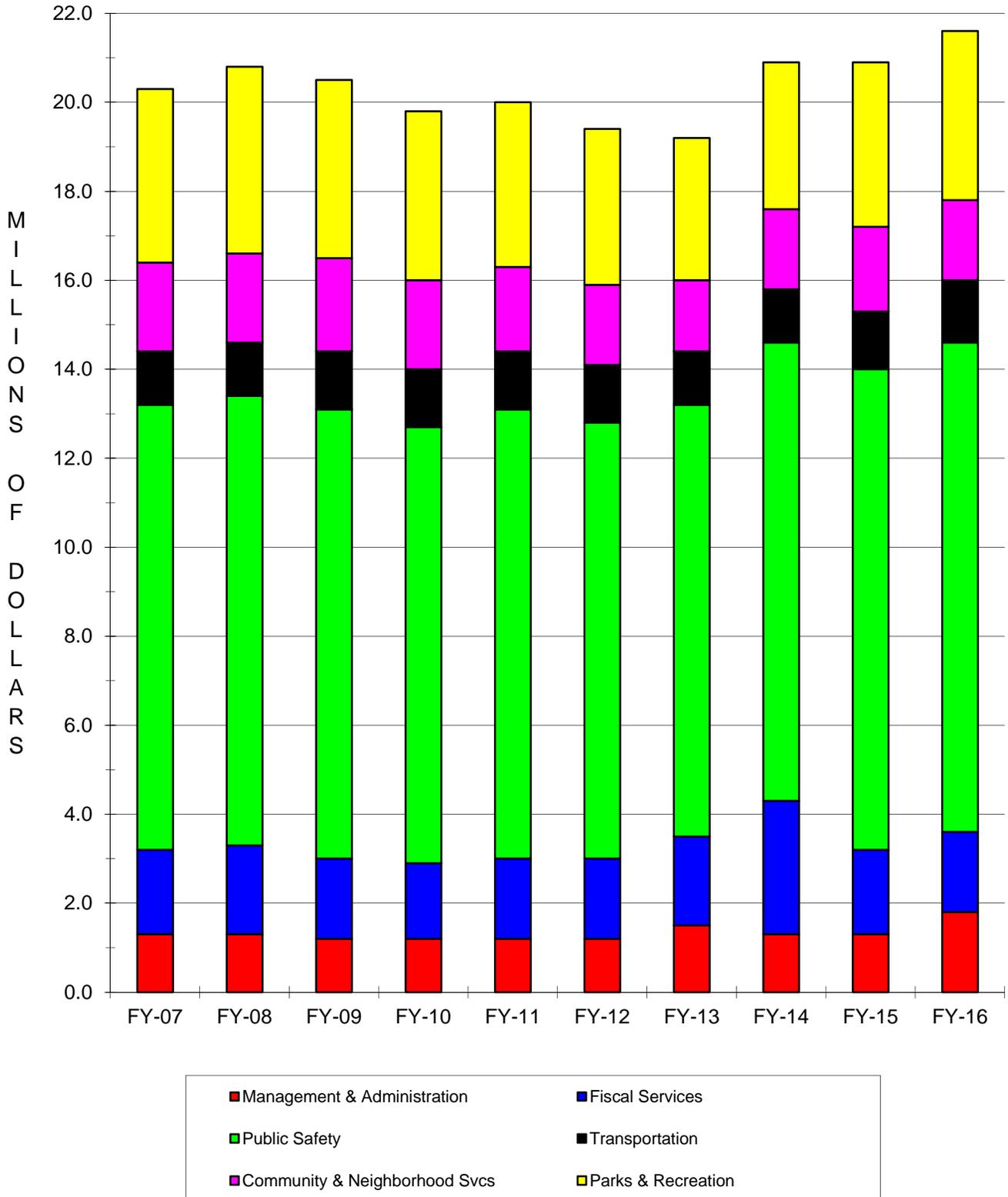
TOTAL \$21,575,820

GENERAL FUND

Comparison of Appropriations by Function

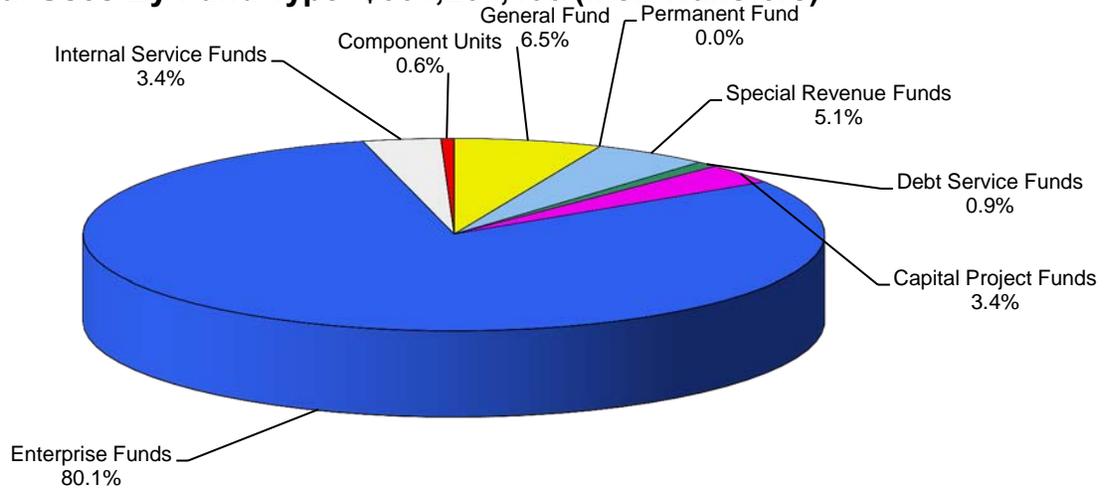
| Service Group | 2005-06 Actual | | 2010-11 Actual | | 2015-16 Adopted | |
|-------------------------------|---------------------|----------------|---------------------|----------------|---------------------|----------------|
| Management & Administration | \$1,262,699 | 6.44% | \$1,189,847 | 5.98% | \$1,797,152 | 8.33% |
| Fiscal Services | 2,056,843 | 10.50% | 1,718,011 | 8.63% | 1,848,352 | 8.57% |
| Public Safety | 9,182,271 | 46.87% | 10,097,975 | 50.73% | 10,963,184 | 50.81% |
| Transportation | 1,190,873 | 6.08% | 1,267,495 | 6.37% | 1,378,614 | 6.39% |
| Community & Neighborhood Svcs | 1,979,370 | 10.10% | 1,927,328 | 9.68% | 1,835,671 | 8.51% |
| Parks & Recreation | 3,919,938 | 20.01% | 3,705,297 | 18.61% | 3,752,847 | 17.39% |
| Total Appropriations | \$19,591,994 | 100.00% | \$19,905,953 | 100.00% | \$21,575,820 | 100.00% |

CITY OF HOLLAND GENERAL FUND EXPENDITURES BY FUNCTION

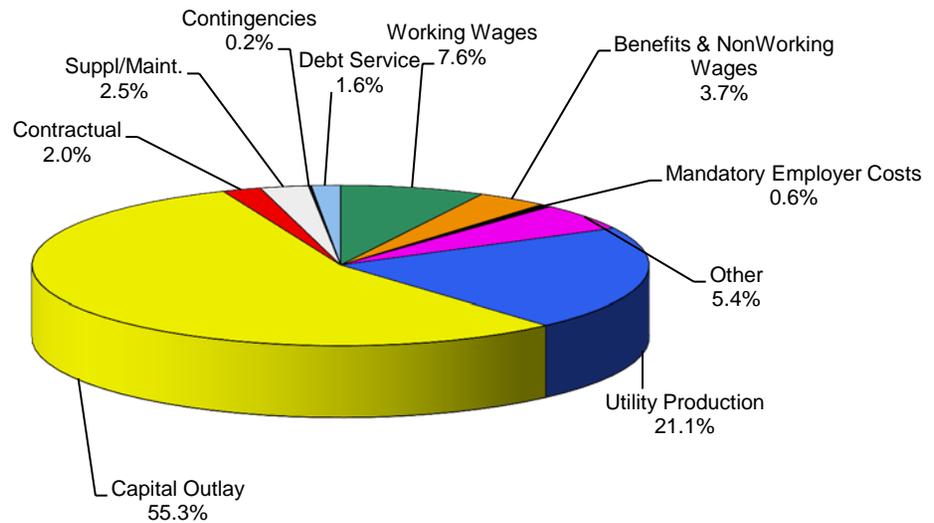


ALL SERVICE GROUPS

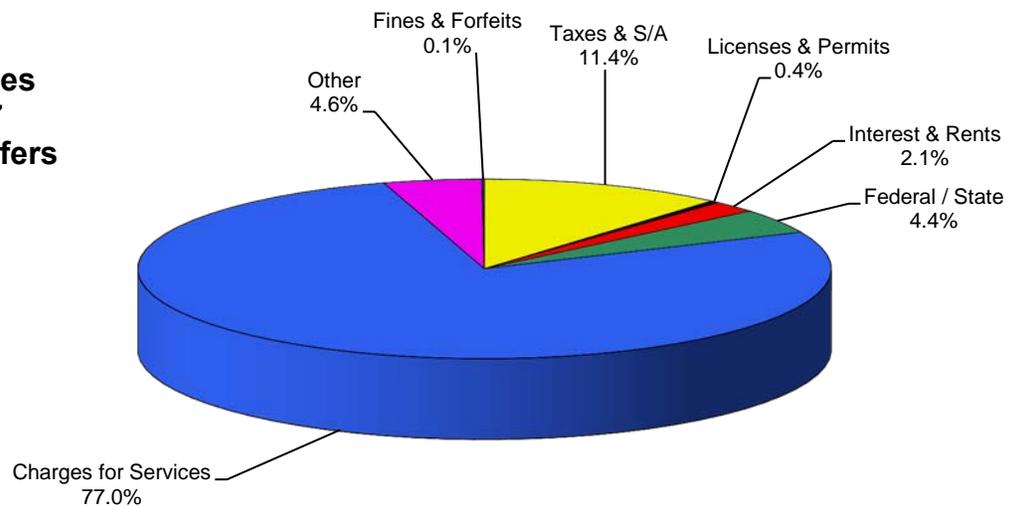
Total Uses By Fund Type \$334,267,400 (Incl. Transfers)



Funding Uses \$303,311,189 Excluding Transfers



Funding Sources \$164,718,407 Excluding Transfers





ALL SERVICE GROUPS

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

| Description | FY-2016 Adopted Budget |
|--|------------------------------|
| -- GROUP FUNDING USES ACROSS FUNDS -- | |
| FUND TYPES - | |
| General | \$ 21,585,820 |
| Permanent | 8,000 |
| Special Revenue | 16,900,368 |
| Debt Service | 3,164,443 |
| Capital Projects | 11,211,939 |
| Enterprise | 268,147,087 |
| Internal Service | 11,333,832 |
| Component Unit | 1,915,911 |
| FUND TYPE - TOTALS | \$ 334,267,400 |
| -- GROUP FUNDING SOURCES & USES TOTALS -- | |
| FUNDING SOURCES - | |
| Taxes & Special Assessments | 18,741,255 |
| Licenses & Permits | 701,500 |
| Intergovernmental | 7,315,980 |
| Charges for Services | 126,806,142 |
| Fines & Forfeits | 187,200 |
| Interest & Rents | 3,430,197 |
| Other | 7,536,133 |
| Transfers In | 19,376,832 |
| TOTAL SOURCES | \$ 184,095,239 |
| FUNDING USES - | |
| Personnel Services - | |
| * Salaries & Wages - Working | \$ 23,010,543 |
| * Benefits - Includes NonWorking Wages | 11,278,031 |
| * Mandatory Employer Costs | 1,903,640 |
| Other Current Expenditures - | |
| * Supplies / Maintenance | 7,661,563 |
| * Contractual | 6,147,363 |
| * Utility Production | 64,048,868 |
| * Other | 16,419,675 |
| Capital Outlay | 167,766,533 |
| Debt Service Payments | |
| * Principal Maturities | 4,259,569 |
| * Interest & Fee Payments | 384,004 |
| Transfers Out | 19,376,832 |
| Depreciation & Amortization Expense | 11,579,379 |
| Contingencies | 431,400 |
| TOTAL USES | \$ 334,267,400 |
| -- GROUP STAFFING TOTALS -- | |
| Personnel Services Total Amount | \$ 36,192,214 |
| * Full-Time Positions | 358.95 |
| * Part-Paid Fire Positions (Not @ F.T.E.) | 30.00 |
| * Part-Time Positons @ F.T.E. | 62.79 |



ALL SERVICE GROUPS

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

| | General Fund Unallocated Sources | Debt Service Funds | Total Not Included in Service Groups | From Nine Service Groups | Grand Total |
|--|-------------------------------------|-----------------------|---|-----------------------------|-----------------------|
| FUND TYPES - | | | | | |
| General | | | - 0 - | 21,585,820 | 21,585,820 |
| Permanent | | | - 0 - | 8,000 | 8,000 |
| Special Revenue | | | - 0 - | 16,900,368 | 16,900,368 |
| Debt Service | | 3,164,443 | 3,164,443 | - 0 - | 3,164,443 |
| Capital Projects | | | - 0 - | 11,211,939 | 11,211,939 |
| Enterprise | | | - 0 - | 268,147,087 | 268,147,087 |
| Internal Service | | | - 0 - | 11,333,832 | 11,333,832 |
| Component Unit | | | - 0 - | 1,915,911 | 1,915,911 |
| FUND TYPE - TOTALS | \$ - 0 - | \$ 3,164,443 | \$ 3,164,443 | \$ 331,102,957 | \$ 334,267,400 |
| FUNDING SOURCES - | | | | | |
| Taxes & Special Assessments | 10,648,920 | 2,426,464 | 13,075,384 | 5,665,871 | 18,741,255 |
| Licenses & Permits | 1,500 | | 1,500 | 700,000 | 701,500 |
| Intergovernmental | 3,022,150 | | 3,022,150 | 4,293,830 | 7,315,980 |
| Charges for Services | 81,310 | | 81,310 | 126,724,832 | 126,806,142 |
| Fines & Forfeits | - 0 - | | - 0 - | 187,200 | 187,200 |
| Interest & Rents | 91,001 | 489,221 | 580,222 | 2,849,975 | 3,430,197 |
| Other | 1,300 | | 1,300 | 7,534,833 | 7,536,133 |
| Transfers In | 5,067,104 | 267,816 | 5,334,920 | 14,041,912 | 19,376,832 |
| TOTAL SOURCES | \$ 18,913,285 | \$ 3,183,501 | \$ 22,096,786 | \$ 161,998,453 | \$ 184,095,239 |
| FUNDING USES - | | | | | |
| Personnel Services - | | | | | |
| * Salaries & Wages - Working | | | - 0 - | 23,010,543 | 23,010,543 |
| * Benefits - Includes NonWorking Wages | | | - 0 - | 11,278,031 | 11,278,031 |
| * Mandatory Employer Costs | | | - 0 - | 1,903,640 | 1,903,640 |
| Other Current Expenditures - | | | | | |
| * Supplies / Maintenance | | | - 0 - | 7,661,563 | 7,661,563 |
| * Contractual | | | - 0 - | 6,147,363 | 6,147,363 |
| * Utility Production | | | - 0 - | 64,048,868 | 64,048,868 |
| * Other | | 1,001 | 1,001 | 16,418,674 | 16,419,675 |
| Capital Outlay | | | - 0 - | 167,766,533 | 167,766,533 |
| Debt Service Payments | | | | | |
| * Principal Maturities | | 3,141,306 | 3,141,306 | 1,118,263 | 4,259,569 |
| * Interest & Fee Payments | | - 0 - | - 0 - | 384,004 | 384,004 |
| Transfers Out | | 22,136 | 22,136 | 19,354,696 | 19,376,832 |
| Depreciation & Amortization Expense | | | | 11,579,379 | 11,579,379 |
| Contingencies | | | - 0 - | 431,400 | 431,400 |
| TOTAL USES | \$ - 0 - | \$ 3,164,443 | \$ 3,164,443 | \$ 331,102,957 | \$ 334,267,400 |

Note - Debt Service Funds excludes Building Authority Rental Receipts & Rental Payments of \$1,683,344 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 | | | | FY-2016 |
|--|-------------------|--------------------|-------------------|-----------------------|
| | General Fund | BPW Utility Funds | All Other Funds | Adopted Budget |
| - - GROUP FUNDING SOURCES & USES TOTALS - - | | | | |
| FUNDING SOURCES - | | | | |
| Taxes & Special Assessments | \$ 10,648,920 | | \$ 8,092,335 | \$ 18,741,255 |
| Licenses & Permits | 636,500 | | 65,000 | 701,500 |
| Intergovernmental | 3,108,250 | | 4,207,730 | 7,315,980 |
| Charges for Services | 1,521,045 | 120,514,165 | 4,770,932 | 126,806,142 |
| Fines & Forfeits | 187,200 | | - 0 - | 187,200 |
| Interest & Rents | 371,501 | 557,394 | 2,501,302 | 3,430,197 |
| Other | 27,300 | 587,133 | 6,921,700 | 7,536,133 |
| Transfers In | 5,075,104 | - 0 - | 14,301,728 | 19,376,832 |
| TOTAL SOURCES | 21,575,820 | 121,658,692 | 40,860,727 | \$ 184,095,239 |
| FUNDING USES - | | | | |
| Personnel Services - | | | | |
| * Salaries & Wages - Working | \$ 9,078,419 | \$ 11,540,041 | \$ 2,392,083 | \$ 23,010,543 |
| * Benefits - Includes NonWorking Wages | 5,420,245 | 4,778,077 | 1,079,709 | 11,278,031 |
| * Mandatory Employer Costs | 631,136 | 1,037,222 | 235,282 | 1,903,640 |
| Other Current Expenditures - | | | | - 0 - |
| * Supplies / Maintenance | 1,045,600 | 3,696,488 | 2,919,475 | 7,661,563 |
| * Contractual | 903,275 | 3,337,098 | 1,906,990 | 6,147,363 |
| * Utility Production | - 0 - | 64,048,868 | - 0 - | 64,048,868 |
| * Other | 3,412,655 | 2,881,828 | 10,125,192 | 16,419,675 |
| Capital Outlay | 25,000 | 155,640,694 | 12,100,839 | 167,766,533 |
| Debt Service Payments | | | | - 0 - |
| * Principal Maturities | - 0 - | 1,118,263 | 3,141,306 | 4,259,569 |
| * Interest & Fee Payments | - 0 - | 384,004 | - 0 - | 384,004 |
| Transfers Out | 638,090 | 5,352,000 | 13,386,742 | 19,376,832 |
| Depreciation & Amortization Expense | - 0 - | 10,147,862 | 1,431,517 | 11,579,379 |
| Contingencies | 431,400 | - 0 - | - 0 - | 431,400 |
| TOTAL USES | 21,585,820 | 263,962,445 | 48,719,135 | \$ 334,267,400 |

- - GROUP STAFFING TOTALS - -

| | | | | |
|---------------------------------|---------------|---------------|--------------|---------------|
| Personnel Services Total Amount | \$ 15,129,800 | \$ 17,355,340 | \$ 3,707,074 | \$ 36,192,214 |
|---------------------------------|---------------|---------------|--------------|---------------|

| | |
|---|--------|
| * Full-Time Positions | 358.95 |
| * Part-Paid Fire Positions (Not @ F.T.E.) | 30.00 |
| * Part-Time Positons @ F.T.E. | 62.79 |

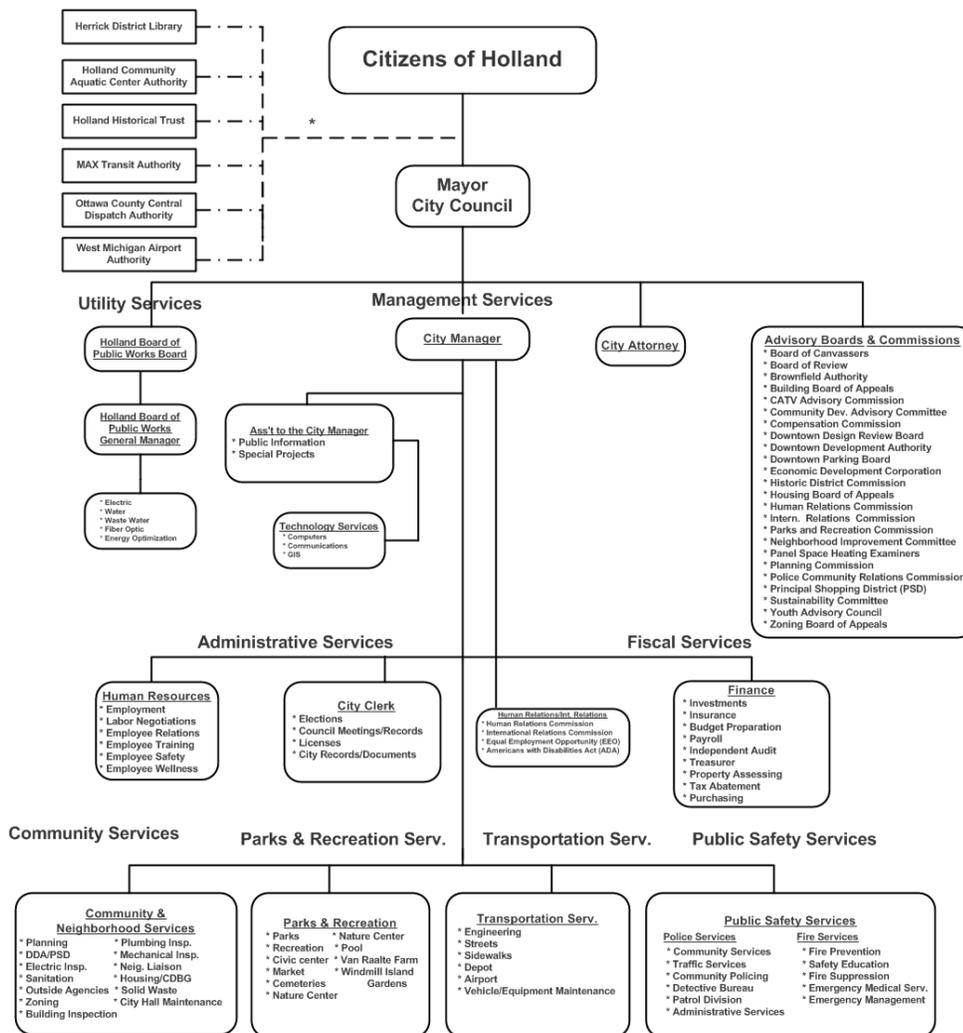
MANAGEMENT & ADMINISTRATION

INTRODUCTION

GROUP MISSION STATEMENT

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

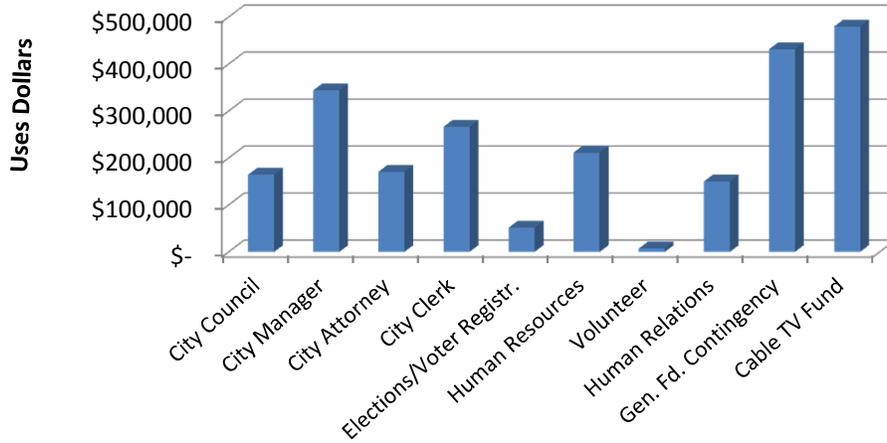
GROUP ORGANIZATIONAL STRUCTURE



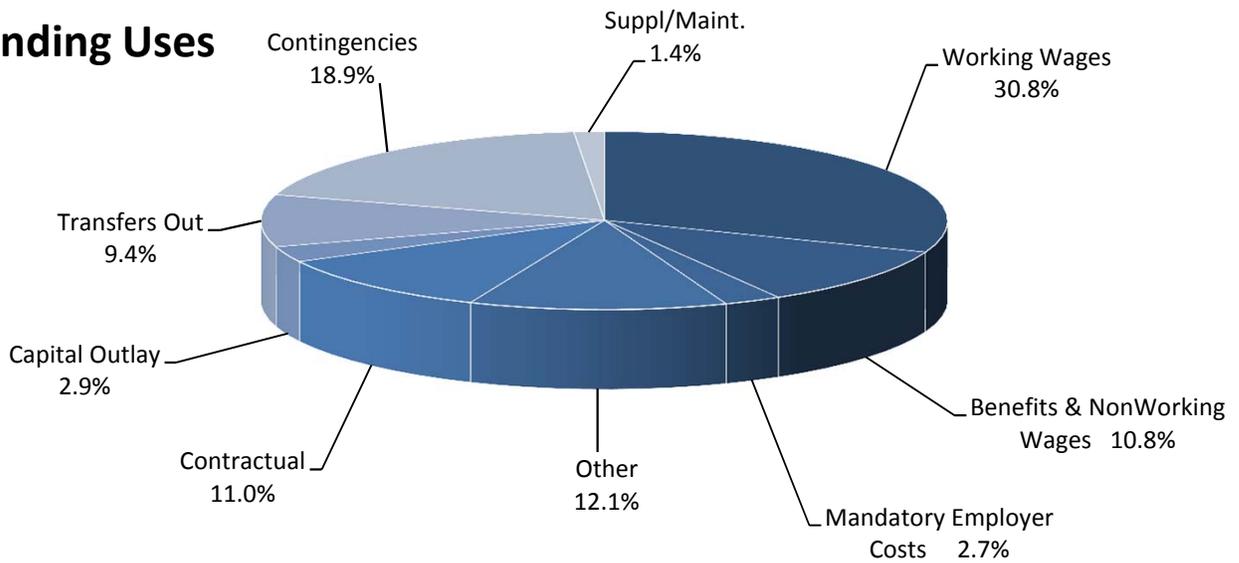
* The City Council makes appointments to these Districts and Authorities

MANAGEMENT & ADMINISTRATION

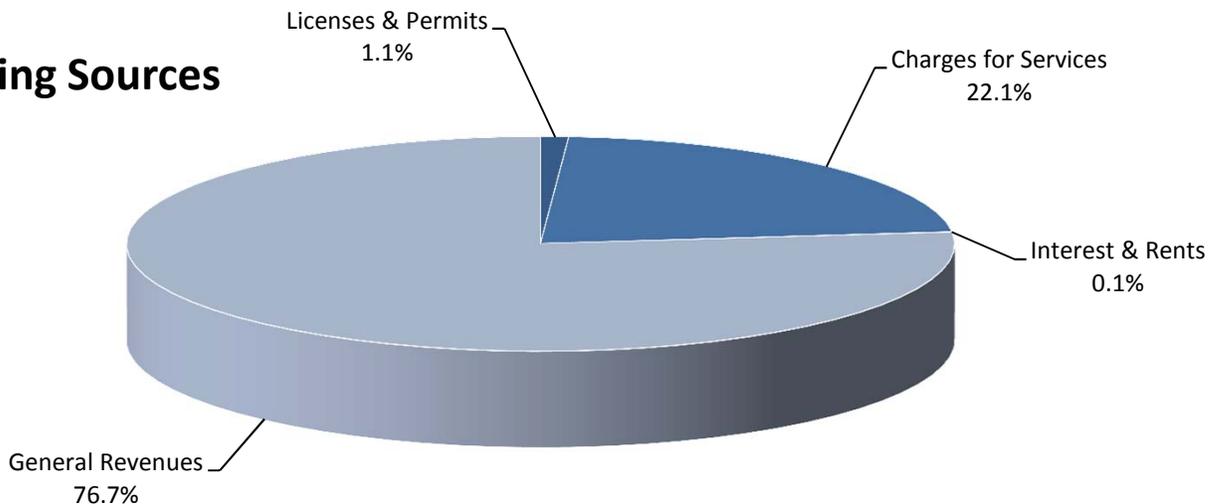
Total Uses By Department \$2,276,866



Funding Uses



Funding Sources





MANAGEMENT & ADMINISTRATION

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - GROUP FUNDING USES ACROSS FUNDS - -

FUND TYPES -

| | | | | |
|------------------------|---------------------|---------------------|---------------------|---------------------|
| General | \$ 1,519,180 | \$ 1,274,554 | \$ 1,327,221 | \$ 1,797,152 |
| Special Revenue | 494,634 | 401,103 | 532,800 | 479,714 |
| TOTAL FUND TYPE | \$ 2,013,814 | \$ 1,675,657 | \$ 1,860,021 | \$ 2,276,866 |

- - GROUP FUNDING SOURCES & USES TOTALS - -

FUNDING SOURCES -

| | | | | |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|
| Taxes & Special Assessments | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Intergovernmental | - 0 - | 610 | - 0 - | - 0 - |
| Licenses & Permits | 24,365 | 25,809 | 25,000 | 25,000 |
| Charges for Services | 432,771 | 446,698 | 494,250 | 506,100 |
| Interest & Rents | 872 | 3,337 | 1,500 | 1,500 |
| Other | 83 | 30 | 500 | 500 |
| Transfers In | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL SOURCES | \$ 458,091 | \$ 476,483 | \$ 521,250 | \$ 533,100 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|
| * Salaries & Wages - Working | \$ 574,743 | \$ 572,313 | \$ 699,500 | \$ 701,653 |
| * Benefits - Incl. NonWorking Wages | 525,525 | 195,886 | 264,258 | 244,679 |
| * Mandatory Employer Costs | 47,832 | 48,343 | 57,493 | 61,118 |
| Other Current Expenditures - | | | | |
| * Supplies / Maintenance | 37,459 | 26,749 | 40,529 | 32,500 |
| * Contractual Expenditures | 285,012 | 349,928 | 237,460 | 249,875 |
| * Other | 174,351 | 199,169 | 195,681 | 275,641 |
| Capital Outlay | 167,642 | 83,268 | 46,700 | 65,000 |
| Transfers Out | 201,250 | 200,000 | 318,400 | 215,000 |
| Contingencies | - 0 - | - 0 - | - 0 - | 431,400 |
| TOTAL USES | \$ 2,013,814 | \$ 1,675,657 | \$ 1,860,021 | \$ 2,276,866 |

- - GROUP STAFFING TOTALS - -

| | | | | |
|------------------------------------|--------------|------------|--------------|--------------|
| Personnel Services Total Amount | \$ 1,148,100 | \$ 816,542 | \$ 1,021,251 | \$ 1,007,450 |
| * Full-Time Positions | 7.30 | 6.15 | 9.15 | 9.05 |
| * Part-Time Positions @ F.T.E. | 3.65 | 4.05 | 4.75 | 4.80 |
| * Elected Officials (Not @ F.T.E.) | 9.00 | 9.00 | 9.00 | 9.00 |

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

STRATEGIC PLAN AND 2016 COUNCIL GOALS

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

In order to identify priorities to give direction to staff, Council members vote on their highest goals each year at an annual retreat. The City Council held its 2015 Retreat on Saturday, January 31, 2015. The goals that received support via a modified dotocracy process were:

| 2015 Strategic Priorities Outcome | | |
|--|---|--|
| Description of Priority Brief Statement of “Finished” | Complexity High, Medium, Low | Completion Short, Intermediate or Long Term |
| 1. Waterfront Development | High | Long term |
| a. Major mixed use development project(s) | | |
| 2. Civic Center | High | Short term |
| a. Recreation separated | | |
| b. New vision for the property | | |
| 3. Fiber Optics | High | Intermediate term |
| a. (Downtown rational nexus) | | |
| 4. Fire Station Replacements | High | Short term |
| a. Two new fire stations | | |
| 5. Pension Solutions | High | Long term |
| a. Defined Contribution | | |
| 6. Community Energy Plan | Med | Short term |
| a. Georgetown Prize (Found/Policy/Win) | | |
| 7. Snowmelt | Med | Intermediate term |
| a. (Extend to the limits desired by City Council) | | |
| 8. Neighborhood Commercial | | |
| a. Occupied Service Businesses for Neighborhoods | High | Intermediate/Long |
| 9. Residential Neighborhoods | High | Long term |
| a. (Redevelopment and renewal) | | |
| 10. Trees and Tree Canopy | Low | Long term |
| a. Keep & Plant more to recover from ash borer | | |

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

| 2015 Strategic Priorities Outcome | | |
|--|---|--|
| Description of Priority Brief Statement of “Finished” | Complexity High, Medium, Low | Completion Short, Intermediate or Long Term |
| b. Better Maintenance | | |
| 11. Washington School Block Redevelopment | High | Intermediate |
| a. Residential High Density Residential/Tax Base/Children | | |
| 12. Bouws Pool and Splash Pads | Mid | Intermediate |
| a. To be determined/needs \$400K and TBD | | |
| 13. Streets & Sidewalks | | |
| a. Sidewalks never done, but accelerating | Low | Ongoing |
| 14. Greenhouse Replacement | Low | Intermediate Term |
| a. (Conduct a growhouse if justified) | | |
| 15. Windmill Island Gardens | High | Long term |
| a. Strategic and Business Plan Management | | |
| b. Privatized new programs | | |
| 16. Holland Youth Connections | High | Intermediate |
| a. At-risk youth graduates, secure job and contribute | | |
| 17. Regionalization | High | Long term |
| a. Find ways to work together as part of a bigger whole | | |
| 18. Bicycle Highways | Low | Intermediate |
| a. Map and mark routes on-street and off | | |
| 19. DeGraaf Nature Center | | |
| a. Self-sustaining with programming expansion | Med | Intermediate |
| 20. City Regulatory Reform | Med | Short term |
| a. Reduce red tape | | |
| 21. Dog Park | Low | Short/Intermediate |
| a. Satisfied dog owners | | |

More Detail on the Rankings (Inclusive of Action Plans from former years still in process follows below):

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

Strategies, Goals Action Plan Process (SMART)

To implement the City's Vision and Mission, the City Council developed seven (7) strategies and related goals as follows. Budget Action Plans were subsequently developed in the body of this document that follows to be specific, measurable, attainable, realistic and timely (SMART) and related to the Council overall Strategies and the 2015-16 priorities.

STRATEGY I: ECONOMIC DEVELOPMENT AND TRANSPORTATION:

Goals

- a. Provide the **infrastructure** necessary to support the City's economic development mission, including an emphasis on safety, cost-effectiveness and **complete** streets multi-modal transportation.
- b. Quality streets and sidewalks are a pre-condition for quality neighborhoods. Quality neighborhoods are a pre-condition for a world-class community. Quality infrastructure is a pre-condition for industrial development. Industrial development is a pre-condition for community financial stability.
- c. Foster an environment that supports the **retention** and growth of industrial businesses. Foster an environment that supports the retention and **growth** of commercial businesses, including on an attractive waterfront.
- d. Utilize the **incentives** available to the City to retain and attract business.
- e. Work with **area organizations** on providing a quality workforce for area employers.

FY 16 Action Plans

- A1. **Snowmelt Extensions Action Plan:** Extend snowmelt whenever possible as desired by City Council (and as per the Snowmelt/District Heat Potential Master Plan from December 2015). See the Downtown section of the Municipal Capital Improvement Fund budget regarding \$590,000 for new distribution and \$300,000 for major maintenance (to initially be paid for by the Holland Board of Public Works).
- A2. **Improve non-motorized access to Kollen Park Action Plan:** Edgewater Resources studied ways to better connect Kollen Park to nearby neighborhoods for pedestrians. An experimental narrowing of Van Raalte travel lanes to permit on-street parking and a shorter pedestrian crossing is recommended. This construction is scheduled for after Tulip Time, via \$45,000 in FY 15 in the current Community and Neighborhood Services Department budget designated for General Neighborhood Public Improvements.
- B1. **Streets Action Plan:** The City is touching every street on a 35-year cycle now (extended out from the former 20-year cycle). The Reinvestment Staff Task Force of 2014 recommended use of the declining debt payments to increased

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

street resurfacing and reconstructions from three lane miles per year to seven lane miles (\$500,000 more per year eventually as well as one major reconstruction per year for a cost of roughly \$1.75 million more each per year by FY 22). Re-direction of 0.3669 of debt paid off last year to the Street Reinvestment Fund started this program in FY 15. The next major infusion to complete the program will await voter approval of a statewide sales tax increase or further debt paybacks in FY 21 and 22 (A total of 2.34 more mills could then be invested in the streets for a 20-year cycle of renewal for all fiscal years thereafter). See the Street Improvements Reserve Fund section of the budget. All but \$413,502 of the available funds are being dedicated to reconstruction of Central Avenue, portions of 8th Street and 9th Street in the next two budget years. Initial construction of snowmelt distribution extensions is recommended from the Street Improvement Fund.

- B2. **Sidewalks Action Plan:** Sidewalks will continue to be addressed in FY 16 by re-surfacing one mile of the asphalt path on 32nd Street between Lugers and Old Orchard for \$40,000. The path along Lugers will likely be resurfaced next year.
- B3. **Mark Alternative Transportation Routes Action Plan:** Bicycle Highways will be mapped and marked via routes on-street and off as part of the Master Plan Update due end of 2015. (\$5,000)
- C1. **Waterfront Redevelopment Action Plan:** The Ad Hoc Task Force on Lake Macatawa Waterfront is working with the private sector on transitional planning. Waterfront Conceptual Redevelopment funds are included in the Municipal Capital Improvement Fund for FY 16 (\$25,000). The intent is to facilitate land use ownership changes, organize a Tax Increment Financing District, and develop a form-based code to ensure the necessary public access and economic investment.
- C2. **Community Energy Plan Action Plan:** Implementation of community energy planning has been a priority since 2012. The long-term payoff from these strategies is increased energy competency to the City, reinforcement of the City's reputation as being a choice place to live, and increased taxable values.
 - i. The City and HBPW staffs and the two community Steering Committee members will work on additional pilot projects in 1) home energy retrofits (either modest private sector incentives or funding the Holland Energy Trust and implementation of on-bill financing -- \$50,000); 2) continued building energy labeling (incentives at \$10,000); 3) commercial/institutional energy retrofit pilot (planning efforts using \$20,000 already accrued); 4) continued partial funding for a new grant-supported creation of Sustainability Institute (\$12,500 from the City Manager's budget and \$12,500 from the Holland Board of Public Works' Energy Optimization budget); 5) HBPW customer marketing for a potential District Heat utility and field trip(s) at a nominal cost and; 6) creating new policies and door-to-door outreach to win the Georgetown University Energy Prize (\$25,000).

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

- ii. City staff will work toward greater city facility energy savings. The goal is a 20% reduction (compared to FY 12) via selective conservation efforts for buildings, streetlights (5% savings from last year), park lights, and other energy-efficient practices and reinvestments (10% savings from last year).
- C3. **Strategic Broadband Fiber Optic Utility/Network Action Plan:** Create a Downtown rational nexus for expansion of the existing fiber optic to the entire Holland Downtown. The Holland Board of Public Works will be conducting additional feasibility work for a new utility focusing on customers located in close proximity to others, like Holland's Downtown, in conjunction with City team members from the City Manager's office, the respective Information Technology Divisions, and the City Council.
- C4. **City Regulatory Reform Action Plan:** Consciously look for ways to reduce red tape for business whenever possible. More user-friendly forms need to be developed along with a one-stop shopping Customer Service Center and City Clerk Services annex located on the ground floor of the City Hall (FY 15 funding continued and approximately \$3,000 in new funding).
- D1. **Neighborhood Commercial Action Plan:** Work to incentivize and otherwise enable Service Businesses growth for Neighborhood commercial areas. The most active commercial areas currently have city staff assigned to each to act as shepherds until the City can potentially organize mini-principal shopping districts to proactively address their needs. Signage needs to be improved at a minimum. Wayfinding signage funds are included in the Municipal Capital Improvement Fund for FY 16 to just fund three entry signs (\$75,000).
- D2. **US-31 Corridor Redevelopment Action Plan:** A major initiative needed is the US-31 Corridor and improved land uses (24th to 16th Street, especially on the east side). A multi-phased approach to land use review, marketing studies, brownfield tools and a commercial corridor district is needed to encourage redevelopment along this corridor. Explosive commercial growth in the 1990's makes this goal harder to achieve given the resultant oversupply of commercial vacancies. Developers will need to be incentivized as a result starting with a realistic land use plan and marketing study from a firm specializing in these matters. Redevelopment ready planning funds are included in the Municipal Capital Improvement Fund for FY 16 (\$25,000).
- E1. **Holland Youth Connections for At-Risk Youth Growth Action Plan:** Gang prevention is a key staff goal. Eradication of gangs will enhance economic development. The Holland Youth Connections program will be expanded threefold to 240 youth if contributions and employment opportunities can be found. Public funds for this summer youth employment (under 18) remain included in the FY 16 budget for Fire, Streets and Parks projects (\$30,000 total).

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

STRATEGY II: AREA COOPERATION:

Goals

- A. **Collaborate** with other area organizations in order to provide a region that is strong and dynamic.
- B. Look for opportunities to create efficiency and **economies of scale** through collaboration and **regionalization**.

FY 16 Action Plans

- A1. **Regionalization Action Plan.** Work with the Macatawa Area Coordinating Council to address ways to work together as part of a bigger whole. No extra cost.
- A2. **Collaboration Action Plan:** Actively support incremental moves to collaborate with Holland Charter Township as per Fire Services' experimentation with Auto Aid Agreement completed in FY 14 and expanding to include Graafschap Fire Department in FY16.
- A3. **Regional Recreation Action Plan:** Plan and create ways to separate recreation from the Civic Center and look for regional recreational efficiencies. This planning is funded with \$25,000 of design services in the Municipal Capital Improvement Fund. Meanwhile, Civic Center fees are recommended to incrementally increase so it can survive the move of Recreation on event income only if the community so chooses. Maintaining the Civic Center to continue to function is recommended (\$15,000 for ramp repairs and ceiling tile removals).
- A4. **Shared Positions Action Plan:** Actively merge administrative services where possible with other units of government: Embrace the planning created by a Succession Plan being created with the Macatawa Area Coordinating Council's Service Delivery Team. Efforts to share building and other inspection services, as well as Assessing are actively being pursued as of budget press time.
- B2. **Regionalize Windmill Island Gardens Action Plan:** Windmill Island Gardens non-motorized access grants/cost sharing with Holland Charter Township in FY 16. Construction planned in summer of 2016. (\$284,000 of design is funded in FY15 and FY 16 and \$400,000 is being cost shared in FY16, along with use of \$1.75 million in grants and donations).

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

STRATEGY III: NEIGHBORHOODS:

Goals

- A. Develop **mixed income** neighborhoods that are synergistic for people, activities, facilities, and investment.
- B. Target **no more than** 30% of the housing stock to be rentals on any given block.
- C. Encourage **green space** and leisure opportunities within or near all neighborhoods.
- D. Ensure all housing and all greenspace in all neighborhoods is attractive and **well-maintained**.
- E. Ensure all neighborhoods are **well served** by police, fire and medical emergency responders.

FY 16 Action Plans

- A1. **Owner-occupied Housing Encouragement Action Plan:** Although rental housing may be the only option for some City households, work for all neighborhoods to attract a mix of incomes. Neighborhoods should be characterized by an inclusiveness of all economic, social, and racial factors. An Annual Neighborhood Report is planned for January 2016 at no extra expense.
- A2. **Washington School Block Redevelopment Action Plan:** Washington School Block Redevelopment for high density housing is supported. This redevelopment should grow housing for young professionals, enable more single family homes with school children population and grow the tax base. The School's plans to redevelop for housing will be supported. Use of \$2,500 of carryover from FY15 will likely be needed to assist.
- B1. **Neighborhood Residential Improvement Action Plan:** Residential Neighborhood redevelopment and renewal is paramount. Private and public sector efforts to encourage owner-occupied home ownership are supported in this budget. Part of the proposed \$75,000 in the Downtown Neighborhoods Enhancement Program is intended to assist in funding new garages for redeveloped parcels and conversions from rental to owner-occupied on a 50% grant basis up to \$4,000 per project, as well as winning the Georgetown University Energy Prize.
- B2. **Rental Property Improvements Action Plan:** The City's rental inspection fees go toward this 100% annual inspection goal. Significant progress from 49% upward is expected.
- C1. **Plant Trees and Return the Tree Canopy Action Plan:** Replacement trees remain included for \$50,000 per year. A total of \$200,000 more is needed to cover the long-term to replace the 2,500 Ash trees removed. Meanwhile, a program to pay for half of trees placed inside yards and front yards visible from the street will be instituted in the fall of 2015. A 35% tree canopy is planned.

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

- C2. **Create a Dog Park Action Plan:** Use of a large wooded location off of 24th Street is recommended in this budget. An Ad Hoc group on the west side is working to make the City's cost nominal (\$5,000 is recommended in the Municipal Capital Improvement Fund).

STRATEGY IV: COMMUNITY AND FAMILY:

Goals

- A. **Develop/support** social and cultural institutions, programs, and activities that provide a safe, healthy, and productive environment.
- B. Focus on issues that are important to **senior citizens**.
- C. 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.
- D. Promote personal and community **health**.

FY 16 Action Plans

- A1. **Human Relations Action Plan:** Support the Human Relations Commission as they reinvent their goals to support inclusion and community team building in core areas as a goal for all residents to feel safe and affirmed by others and be a diverse, inclusive, and tolerant community. The Human Relations Commission and International Relations Commission's support services were reconfigured to become an extension of the City Manager's office so as to enable more measurable goal completion, better coordination and more flexibly-provided outcomes. This is happening via new professional staff, as well as greater partnering with state and regional agencies. Realignment of existing staff's duties to export these "best practices" throughout the organization supported by the City Manager's line authority occurred. These activities will be ramped up in FY16 via celebration of National Hispanic Month in September, establishment of a Community Response Team process and more activities for Martin Luther King holiday at nominal expense.
- D1. **Holland Youth Connections for At-Risk Youth:** Gang prevention is a key goal. Greater efforts to recruit a diverse seasonal, part-time and full-time work force was successful last year (34%). The Holland Youth Connections program will be expanded three-fold if possible to 240 youth. Funds for this summer youth employment (under 18) are included in the FY 16 budget for Fire, Streets and Parks (\$30,000 total).

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

STRATEGY V: PUBLIC UTILITIES:

Goals

- A. Provide the **right stuff**, in the **right place**, for the **right value** (electric, water, sewer, fiber optic, electric heat, energy optimization and conservation.)
- B. Foster **regional cooperation** on the provision of utility services to ensure efficient and adequate resources.
- C. Maintain **local control** and a Holland citizen-focus in the administration of the utility operation.
- D. Provide public utilities in an **aesthetically sensitive manner**, striving for a perceived invisibility of services.
- E. Evaluate the benefits of **renewable energy sources** to sustaining long-term energy alternatives.

FY 16 Action Plans

- A1. **Replace DeYoung Coal Burning Plant Action Plan:** Implement construction of a gas-powered generation plant. See the Holland Board of Public Works budget.
- A2. **Community Energy Plan Implementation:** See Strategy I Action Plans regarding the Community Energy Plan and also the Management and Administrative and Holland Board of Public Works sections of this budget.
- A3. **Fiber Optic Extension Action Plan:** Create an Ad Hoc Policy group to remove barriers to extensions. This team started meeting at the end of FY15 to develop a rational nexus. Costs to be determined and recommended mid-year as budget adjustments.

STRATEGY VI: PUBLIC SPACES:

Goals

- A. Ensure that all public spaces and facilities are inviting, cost-efficient, up-to-date, and **well-maintained**.
- B. Emphasize **environmental stewardship** in the construction, maintenance and efficient operation of all public spaces.
- C. Support efforts to preserve **natural areas**, protect natural wildlife and their habitats and introduce further landscaping.

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

FY 16 Action Plans

- A1. **Implement the Five Year Recreation Action Plan:** This Plan outlines major park maintenance and upgrades need. A total of \$1,012,800 of priorities are recommended in the Municipal Capital Improvement Fund (one-third funded from grants). The Parks, Recreation and Transportation Plan recommends an eventual short-term millage to assist in catching up on major maintenance needed (parks, playgrounds, Windmill Island Gardens and Van Raalte Farms especially).
- A2. **Civic Center Renewal/Recreation Center Action Plan:** It is unlikely that Holland Christian will use the facility for spectator basketball five years from now. The building functions primarily as a recreation center and event space. If the recreation functions were moved, it would remove the barriers to creation of a waterfront linkages in the Civic Center block that would be consistent with the planned redevelopment all around it. In the meantime, the Civic Center would serve as an event space for trade shows and auxiliary gym and large event space/back-up rain location for summer outdoor events. The first step of a five-year plan to increase fees so the Civic Center costs can be self-supporting is included in this budget. No expense except planning funds (\$25,000) are included in the FY16 Budget as well as Civic Center ramp and ceiling tile maintenance (\$15,000).
- A3. **Bouws Pool Improvements Action Plan:** Restoration of Bouws Pool (including a destination Splash Pad) will be on an upcoming ballot for voter consideration. The amount needed for the pool is \$400,000. The amount needed for the destination splash pad(s) is \$500,000 to \$1,000,000. No expense except planning funds are included in the FY16 Budget (\$15,000).
- A4. **Combine/Enhance Public Enjoyment of Windmill Island Gardens via Implementation of the Strategic Plan and Business Action Plans.** Implementation of the Windmill Island Business Plan is included in this budget via partial funding of a transition staff member starting April 2015 (\$25,000 in FY 15 and \$90,000 in FY 16, inclusive of the goal to pay for this position via increased attendance by FY 17).
- A5. **Fire Station Replacement/Renovation Action Plan: Planning for** land acquisition and/or renovation options will continue in FY 16 with use of existing funding streams (planning started in FY 15 with re-directed millage of \$270,000 per year). These funds will be saved up for construction/renovation on or before FY 22 (\$2.5 million expected by then).
- B1. **Greenhouse Replacement Action Plan:** Construct a greenhouse is planned in FY 18 if cost justified and the existing greenhouse on State Street can be sold. A step-by-step process will be recommended by mid-year. No net budgetary impact expected for FY 16.
- C1. **Trees and Tree Canopy Action Plan:** Keep & plant more trees to recover from ash borer and achieve a multi-year goal of 35% tree canopy (up from 24% now). See Strategy III on Neighborhoods.

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

- C2. **DeGraaf Nature Center Action Plan:** The long-term plan is for DeGraaf Nature Center to be self-sustaining with programming expansion and/or collaboration with other like-entities. This function draws and increasing amount from the General Fund revenues that are not covered by fee revenue (\$156,589 in FY 16).

STRATEGY VII: ORGANIZATION:

Goals

- A. Support a culture of **continuous innovation**.
- B. **Support the team**.

FY 16 Action Plans

- A1. **Implement the Public Safety Service Delivery Study of 2013 Goals:** This study will continue to be implemented pertaining to non-sworn staff reductions, part-paid support/recruitment, as well as voluntary cross-training, part-paid staff station duty, joint training, as well as continued Holland Charter Township collaboration via auto aid, and coordinated training/recruitment of part-paid firefighters. No new budgetary impact.
- A2. **Conserve on economic and environmental resources Action Plan:** Reduce, reuse, recycle, and repurpose whenever possible – both for cost savings and for environmental purposes. An on-bill financing mechanism to provide deep energy retrofits for City buildings, parks and other facilities will be completed by November 2015 with no out-of-pocket expense. The Holland Board of Public Works is implementing \$400,000 of LED street light installations for cost and energy savings (reduced energy use by 1% is expected).
- B1. **Pension Solution Action Plan:** Faced with weathering these continued high increases of 15% per year and to reduce unfunded liability (about 68% funded now), two changes are recommended for FY 16: borrow and pay off the \$9.7 million of unfunded liability in the closed group and negotiate plan design changes/funding levels or close the group for public safety.

MANAGEMENT & ADMINISTRATION

CITY COUNCIL

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------|--|-----------------|-----------------|--------------------|--------------------|
| Workload | Number of Regular Scheduled Legislative Sessions | 23 | 24 | 24 | 24 |
| | Number of Special Called Legislative Sessions | 9 | 15 | 10 | 10 |
| | Number of Study Sessions | 18 | 16 | 20 | 20 |
| | Number of Council Actions (calendar year) | 719 | 695 | 700 | 700 |
| | Number of Ordinances Adopted | 24 | 20 | 22 | 22 |
| | Facebook Posts | 3 | 0 | 0 | 0 |



MANAGEMENT & ADMINISTRATION

GENERAL FUND - CITY COUNCIL

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| No Funding Sources | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| General Fund Operating Revenues | 178,737 | 163,909 | 158,396 | 164,385 |
| TOTAL SOURCES | \$ 178,737 | \$ 163,909 | \$ 158,396 | \$ 164,385 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|-----------|-----------|-----------|-----------|
| * Salaries & Wages - Working | \$ 60,211 | \$ 62,532 | \$ 63,100 | \$ 64,425 |
| * Benefits - Incl. NonWorking Wages | 3,436 | 3,651 | 4,219 | 3,930 |
| * Mandatory Employer Costs | 4,710 | 4,856 | 5,065 | 5,130 |

Other Current Expenditures -

| | | | | |
|--------------------------|--------|--------|--------|--------|
| * Supplies / Maintenance | 1,255 | 1,194 | 1,300 | 1,350 |
| * Contractual | 25,972 | 5,399 | 8,000 | 8,000 |
| * Other | 83,153 | 86,276 | 76,712 | 81,550 |

| | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 178,737 | \$ 163,909 | \$ 158,396 | \$ 164,385 |

- - STAFFING - -

| | | | | |
|------------------------------------|-----------|-----------|-----------|-----------|
| Personnel Services Total Amount | \$ 68,357 | \$ 71,040 | \$ 72,384 | \$ 73,485 |
| * Full-Time Positions | 0.25 | 0.25 | 0.20 | 0.20 |
| * Elected Officials (Not @ F.T.E.) | 9.00 | 9.00 | 9.00 | 9.00 |

MANAGEMENT & ADMINISTRATION

CITY MANAGER

DEPARTMENT MISSION STATEMENT

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

FISCAL YEAR 2016 ACTION PLAN

- Celebrate team success: Summer and Christmas events.
- Work to implement the City Council goals from February 2015.
 - Train existing staff in the City Manager's Office for new roles (\$3,300)
 - Marketing for Communications \$7,500
 - EPIC Administrative Projects Manager \$6,250
 - Sustainability Director \$12,500
 - Facility Dude \$4,000
 - Lakeshore Advantage and SmartZone and do not use Tax Increment Financing for \$25,000 increase to cover SmartZone administrative expenses
- Work with experts to complete the Waterfront Visioning (\$25,000) and begin implementation of a multi-year redevelopment outcome determined by the City Council. (\$25,000) in the Municipal Capital Improvement Fund.
- Reinvest in Fire Station(s) via establishment of a sinking fund for debt service from re-directed millage.
- Conduct a joint Bouws Pool Redevelopment/Recreation Center facility redevelopment and educational effort: \$15,000 for design; \$10,000 for educational materials and \$15,000 for Bouws pool/splash pad design in the Municipal Capital Improvements Fund.
- Work to implement the Parks, Recreation and Transportation Strategic Plan (catch up capital reinvestment, strategic staff transitions/replacement, strategic productivity improvements).
- Complete a 25-home Home Energy Retrofit On-Bill Financing pilot project via the Holland Energy Trust, inclusive of Building Energy Labeling, and include rental conversions tackled by Jubilee Ministries and Homecor. (\$50,000 for retrofits and part of \$75,000 of Neighborhood Improvement Funds in Community and Neighborhood Services in the Municipal Capital Improvement fund budget)
- Complete a Residential Building Energy Labeling public policy change pilot project (\$10,000 in the Municipal Capital Improvement fund budget).
- Make the second year payment for Sustainability Institute Director housed at Hope College (\$12,500 in the City Manager's Budget) and complete annual reports to funders. Next year will

MANAGEMENT & ADMINISTRATION

CITY MANAGER

be the final payment at \$15,000 until such time as an endowment is created.

- Increase social networking from the City Manager's Office. (up to 52 posts on Facebook)
- Support the Public Information Coordinator's role as a centralized administrator of a decentralized Communications Plan (\$31,000 in part-time pay and Marketing Plan for \$7,500)
- Complete the second year of new Program Measurements associated with new results being measured, strategic goals being accomplished and the Annual Calendar Report tracked in real time with assistance of the Executive Assistant III.
- Revise and recommend an Amended Communications Plan with the help of the Public Information Coordinator.
- Budget for the Phase One of the New Wayfinding Signage Construction: Entryways, (\$75,000 for gateway signage and \$40,000 for a community message board in the Municipal Capital Improvement fund)
- Find a way to motivate/incentivize redevelopment along US-31. Complete a Land Use Study and Marketing Study for Commercial Corridor on US-31. (\$25,000 in the Municipal Capital Improvement fund to become a Redevelopment Ready Community and establish a plan as well as \$10,000 in the Economic Development budget)
- Grow the Holland Youth Connections Program geometrically (240 positions) to integrate at-risk youth into the fabric of the community and eliminate recruitment opportunities for gangs (\$10,000 each for Fire, Streets and in the Parks Divisions) plus 50 plus community employers.
- Create one Dog Park via partnerships (\$5,000).
- Complete Snowmelt Expansion installations/cost share execution on Central Avenue and 8th Street (\$565,000 in the Street Improvement Funds initially).
- Move toward the target in the Public Safety Service Delivery Report 2013 of Public Safety representing 48-49% of the General Fund (Stated in the Report as "To reach a target of 48-49% of the General Fund Budget for Public Safety will require reductions of \$250,000 to \$450,000 from the original FY 13 Budget," page 8)
- Ramp-up Downtown neighborhood investments via getting to 100% in rental inspections per year.
- Secure full implementation for the Windmill Island Gardens Strategic Plan implementation with a \$2.3 million pathway construction kick-off in 2016 and new position creation in the Parks Department to be eventually paid for by programming and marketing results to cover the new costs (\$90,000 in the Parks and Recreation Department).
- To lead and bring new, non-tax resources into the community via grants, foundations, fund raisers, interns, volunteers, collaboration and cooperation prior to FY 16 Budget.

MANAGEMENT & ADMINISTRATION

CITY MANAGER

- **Participate in the cost and supervision of an Energy Manager to be housed at the Board of Public Works yet supervised jointly. (\$4,000 for Facility Dude – no other BPW expenses yet)**
- **Write grants for a trusted energy advisor to assist in efforts to win the Georgetown Energy Prize \$5 Million (\$15,000 for the outreach and eventually \$10,000 for the trusted follow-up).**
- **Hire and mentor one EPIC generational poverty graduate for a paid internship. (\$6,250)**
- **Complete a sidewalk shoveling enforcement or other major mailing to be determined (\$2,000).**
- **Continue to look for continuous improvements in costs, while not cutting services, via Governor Snyder's mantra to never stop working toward "relentless positive action."**
- **Celebrate team success at the successful close of FY 16.**

MANAGEMENT & ADMINISTRATION

CITY MANAGER

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|------------|---|-----------------|-----------------|--------------------|--------------------|
| Workload | Number of Management & Administrative/Council Action Plans | 68 | 46 | 36 | 30 |
| | Number of City Manager Action Plans | N/A | 20 | 32 | 26 |
| | Reinvestments in Existing Capital Improvements (\$) | N/A | \$511,000 | \$633,500 | \$650,000 |
| | New Capital Improvements (\$) | N/A | \$398,000 | \$442,000 | \$450,000 |
| | Number of Discrimination Investigations | 4 | 6 | 2 | 2 |
| | Number of Grants Applied for | 0 | 5 | 2 | 2 |
| | Amount of Grants Applied for | 0 | \$1.3 million | \$150,000 | \$150,000 |
| | Energy Costs (\$) | \$1,212,706 | \$1,169,784 | \$1,135,000 | \$1,078,250 |
| | Energy Cost Reduction (%) | N/A | (4%) | (3%) | (5%) |
| | Facebook Posts | 3 | 2 | 12 | 52 |
| Efficiency | Percentage of Council Actions Plans Achieved | 38% (26) | 35% (16) | 36% (13) | 33% (10) |
| | Percentage of City Manager Action Plans Achieved | N/A | 65% (13) | 56% (18) | 76% (20) |
| | Management Efficiency Savings (\$) | N/A | (\$43,000) | (\$34,000) | (\$56,000) |
| | Holland Budget Financial Snap Shot Improvements (Fiscal Health pg. 18) | N/A | 3 for 5 | 3 for 5 | 2 for 5 |
| | Energy Savings Achieved (CO ²) | N/A | TBD | TBD | TBD |



MANAGEMENT & ADMINISTRATION

GENERAL FUND - CITY MANAGER

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| No Funding Sources | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| General Fund Operating Revenues | 313,266 | 325,688 | 339,155 | 344,057 |
| TOTAL SOURCES | \$ 313,266 | \$ 325,688 | \$ 339,155 | \$ 344,057 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|------------|------------|------------|------------|
| * Salaries & Wages - Working | \$ 180,455 | \$ 188,284 | \$ 184,000 | \$ 186,800 |
| * Benefits - Incl. NonWorking Wages | 100,730 | 98,339 | 102,955 | 80,197 |
| * Mandatory Employer Costs | 15,935 | 16,401 | 16,750 | 17,410 |

Other Current Expenditures -

| | | | | |
|--------------------------|--------|--------|--------|--------|
| * Supplies / Maintenance | 2,423 | 2,417 | 4,700 | 4,900 |
| * Contractual | 3,282 | 656 | 3,500 | 3,000 |
| * Other | 10,441 | 19,590 | 27,250 | 51,750 |

| | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 313,266 | \$ 325,688 | \$ 339,155 | \$ 344,057 |

- - STAFFING - -

| | | | | |
|---------------------------------|------------|------------|------------|------------|
| Personnel Services Total Amount | \$ 297,120 | \$ 303,025 | \$ 303,705 | \$ 284,407 |
| * Full-Time Positions | 2.50 | 2.35 | 2.05 | 1.95 |
| * Part-Time Positions @ F.T.E. | 0.05 | 0.10 | 1.05 | 1.20 |

MANAGEMENT & ADMINISTRATION

ELECTIONS AND VOTER REGISTRATION

DEPARTMENT MISSION STATEMENT

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

FISCAL YEAR 2016 ACTION PLAN

- To provide supplies, materials, voting machines and trained staff for polling places for Local Elections in August 2015 Primary and November 2015, and the Presidential Primary tentatively scheduled for March 2016, as well as process voters and tabulate results.
- To obtain inspectors from both political parties and train them in the use of the E-Poll book for all elections and polling locations (May 2015)
- To purchase voter booths (5 dual booths), ballot bags, and protection equipment for storage location. (July 2015) (\$1,350)
- To work with League of Women Voters to help inform voters of all elections and procedures. (November 2015)
- To send office staff to Michigan Bureau of Elections for a one day training on the Qualified Voter File system. (\$100)
- To provide continuing education for all employees.

MANAGEMENT & ADMINISTRATION

ELECTIONS

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|------------|---|-----------------|-----------------|--------------------|--------------------|
| Workload | Number of Registered Voters for November Election | 23,407 | 23,552 | 23,753 | 23,652 |
| | August Election | 22,807 | 20,562 | 23,658 | 22,105 |
| | May Election | 21,922 | 23,737 | 22,845 | 23,109 |
| | Number of Elections (Total) | 2 | 2 | 3 | 4 |
| | Regular | 2 | 2 | 2 | 3 |
| | Special | 0 | 0 | 1 | 1 |
| | Average Number of Election Workers per Precinct | 5 | 5 | 6 | 5 |
| | Voting Station Election Officials: | | | | |
| | - Chairperson | 16 | 16 | 16 | 16 |
| | - Election Worker | 60 | 65 | 95 | 70 |
| | Voter Turnout: | | | | |
| | August | 3,214 | N/A | 3,368 | 3,200 |
| | November | 14,027 | 4,334 | 8,702 | 4,000 |
| | February | N/A | N/A | N/A | 4,500 |
| | May | N/A | 1,780 | 2,957 | 2,360 |
| | Absentee Voters: | | | | |
| | August | 1,060 | NA | 1,085 | 1,072 |
| | November | 2,979 | 1,232 | 2,039 | 1,650 |
| | February | N/A | N/A | N/A | 1,300 |
| May | N/A | 940 | 1,160 | 1,200 | |
| Efficiency | % Turnout per Election: | | | | |
| | August | 14.09% | N/A | 14.24% | 14.40% |
| | November | 59.93% | 18.40% | 36.64% | 16.91% |
| | February | N/A | N/A | N/A | 20.00% |
| | May | N/A | 7.62% | 12.64% | 10.21% |



MANAGEMENT & ADMINISTRATION

GENERAL FUND - ELECTIONS / VOTER REGISTRATION

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|------------------|------------------|------------------|------------------|
| Intergovernmental | \$ - 0 - | \$ 610 | \$ - 0 - | \$ - 0 - |
| Charges for Services | 2,260 | 1,190 | 16,000 | 18,000 |
| General Fund Operating Revenues | 53,532 | 29,431 | 60,955 | 33,578 |
| TOTAL SOURCES | \$ 55,792 | \$ 31,231 | \$ 76,955 | \$ 51,578 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|-----------|-----------|-----------|-----------|
| * Salaries & Wages - Working | \$ 37,272 | \$ 12,142 | \$ 60,810 | \$ 33,400 |
| * Benefits - Incl. NonWorking Wages | - 0 - | - 0 - | 80 | 56 |
| * Mandatory Employer Costs | 1,368 | 371 | 1,245 | 242 |

Other Current Expenditures -

| | | | | |
|--------------------------|-------|-------|-------|-------|
| * Supplies / Maintenance | 8,936 | 9,982 | 4,950 | 6,900 |
| * Contractual | 4,175 | 4,264 | 2,800 | 4,150 |
| * Other | 4,041 | 4,473 | 7,070 | 6,830 |

Capital Outlay

| | | | | |
|-------------------|------------------|------------------|------------------|------------------|
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 55,792 | \$ 31,231 | \$ 76,955 | \$ 51,578 |

- - STAFFING - -

| | | | | |
|---------------------------------|-----------|-----------|-----------|-----------|
| Personnel Services Total Amount | \$ 38,640 | \$ 12,513 | \$ 62,135 | \$ 33,698 |
| * Full-Time Positions | - 0 - | - 0 - | - 0 - | - 0 - |
| * Part-Time Positions @ F.T.E. | 1.20 | 0.75 | 1.50 | 1.15 |

MANAGEMENT & ADMINISTRATION

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.

FISCAL YEAR 2016 ACTION PLAN

- To provide legal advice and assistance to the risk management program, especially in regard to the Michigan Municipal League's approach to liability defense and the risk retention exposures of self-funding for insurance coverages.
- To wrap up various contested commercial property tax assessments, heard before the Michigan Tax Tribunal and / or the State Court of Appeals.
- To provide the City Council with an annual review and status report on all pending litigations. (December 2015)
- To provide only the level of legal services desired by the client:
 - Provide templates to enable greater customer service with less delay for re-occurring agreements.
 - Approve re-occurring contracts as to form if minimal changes are made year-to-year.
 - Reduce overall legal expenses associated with the above efficiency improvements.



MANAGEMENT & ADMINISTRATION

GENERAL FUND - CITY ATTORNEY

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| No Funding Sources | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| General Fund Operating Revenues | 211,220 | 215,346 | 174,500 | 170,500 |
| TOTAL SOURCES | \$ 211,220 | \$ 215,346 | \$ 174,500 | \$ 170,500 |

FUNDING USES -

Other Current Expenditures -

| | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|
| * Contractual | \$ 211,220 | \$ 215,346 | \$ 174,500 | \$ 170,500 |
| * Other | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 211,220 | \$ 215,346 | \$ 174,500 | \$ 170,500 |

- - STAFFING - -

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

MANAGEMENT & ADMINISTRATION

CITY CLERK

DEPARTMENT MISSION STATEMENT

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

FISCAL YEAR 2016 ACTION PLAN

- To collaborate with HBPW to implement an electronic retention policy for all City and HBPW documents. Ongoing
- To assist all departments with records management for paper documents; to establish an accurate inventory of stored documents; to work with the Holland Historical Trust to allow for storage of and access to permanently retained City documents and artifacts. Ongoing
- To implement and make available to City staff the rules and regulations of the Notary Policy. Ongoing
- To re-codify city ordinances with General Code (42 years) and maintain every 15 years. (October 2015) (\$13,990)
- To send Deputy City Clerk and Administrative Aide to conferences for continuing education to obtain Certified and Masters Certification with the International Institute Municipal Clerks. (March 2016) (\$2,775)
- To implement the agenda/minutes software, train staff and all boards and commissions so the City's presentation of documents to the public is uniform. (August 2015) (\$10,500)
- To send staff annually to Customer Service seminars. (\$475)
- To seek status as a Passport Application Acceptance Facility. (Start-up costs to be off-set by fees.)
- To provide Customer Service personnel during all regular business hours (\$6,000 for equipment for location; transfer of current personnel and funding of position from CNS (transfer of \$13,000), additional hours \$13,000).

MANAGEMENT & ADMINISTRATION

CITY CLERK

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|--|---|-----------------|-----------------|--------------------|--------------------|
| Workload | <u>Licenses & Applications</u> | | | | |
| | Business Licenses and Permits Issued | 230 | 264 | 270 | 270 |
| | Zoning Board of Appeals Applications Processed | 16 | 17 | 25 | 25 |
| | <u>Ordinances</u> | | | | |
| | Ordinance Adopted | 24 | 24 | 25 | 25 |
| | Council - Regular, Special, Closed Meetings (Total) | 42 | 55 | 45 | 45 |
| | Board of Review Meetings | 5 | 9 | 9 | 9 |
| | Compensation Commission Meetings | 1 | 0 | 1 | 0 |
| Board of Appeals effective : 03/2012 (replacing ZBA) | 10 | 11 | 11 | 11 | |



MANAGEMENT & ADMINISTRATION

GENERAL FUND - CITY CLERK

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| Licenses & Permits | \$ 24,365 | \$ 25,809 | \$ 25,000 | \$ 25,000 |
| Charges for Services | 1,878 | 1,002 | 1,250 | 1,400 |
| General Fund Operating Revenues | 148,720 | 159,954 | 203,307 | 239,838 |
| TOTAL SOURCES | \$ 174,963 | \$ 186,765 | \$ 229,557 | \$ 266,238 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|-----------|------------|------------|------------|
| * Salaries & Wages - Working | \$ 96,963 | \$ 106,733 | \$ 138,910 | \$ 149,518 |
| * Benefits - Incl. NonWorking Wages | 45,523 | 46,907 | 53,167 | 55,410 |
| * Mandatory Employer Costs | 8,213 | 8,805 | 11,610 | 12,990 |

Other Current Expenditures -

| | | | | |
|--------------------------|--------|--------|--------|--------|
| * Supplies / Maintenance | 3,219 | 2,627 | 3,700 | 3,650 |
| * Contractual | 4,011 | 5,027 | 4,800 | 15,500 |
| * Other | 17,034 | 16,665 | 17,370 | 29,170 |

| | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 174,963 | \$ 186,765 | \$ 229,557 | \$ 266,238 |

- - STAFFING - -

| | | | | |
|---------------------------------|------------|------------|------------|------------|
| Personnel Services Total Amount | \$ 150,699 | \$ 162,445 | \$ 203,687 | \$ 217,918 |
| * Full-Time Positions | 2.00 | 2.00 | 2.00 | 2.00 |
| * Part-Time Positions @ F.T.E. | 0.50 | 0.70 | 1.50 | 1.75 |

MANAGEMENT & ADMINISTRATION

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.

FISCAL YEAR 2016 ACTION PLAN

- Resolve the Police Union contract through a negotiated settlement by June 30, 2016.
- Resolve the Fire Union contract through a negotiated settlement by June 30, 2016.
- Conduct a request for proposal for a new flexible spending third party administrator. (September 2015)
- Work to coordinate placing recruitment tools on the City of Holland Human Resources web-page. (December 2015)
- Create a new employee orientation video. (August 2015)
- Coordinate the creation of the quarterly employee newsletter.
- Continue employee relations opportunities. (November 2015) (\$5,500)

MANAGEMENT & ADMINISTRATION

HUMAN RESOURCES

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------|---|-----------------|-----------------|--------------------|--------------------|
| Workload | Number of Employees (Full-Time and Part-Time A) | 172 | 166 | 170 | 172 |
| | Number of New Hires (Full-time and Part-Time A) | 5 | 4 | 6 | 6 |
| | Number of Labor Contract Settlements | 0 | 2 | 0 | 2 |
| | Number of recordable Work Compensation Claims (Calendar Year) | 13 | 12 | 10 | 10 |
| | Number of Lost Time Accidents (Calendar Year) | 4 | 7 | 1 | 1 |
| | Number of Lost Days (Calendar Year) | 36 | 190 | 3 | 3 |



MANAGEMENT & ADMINISTRATION

GENERAL FUND - HUMAN RESOURCES

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| Charges for Services | \$ 17,637 | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| General Fund Operating Revenues | 461,756 | 252,306 | 232,286 | 211,660 |
| TOTAL SOURCES | \$ 479,393 | \$ 252,306 | \$ 232,286 | \$ 211,660 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|-----------|-----------|-----------|-----------|
| * Salaries & Wages - Working | \$ 75,957 | \$ 68,096 | \$ 84,516 | \$ 85,085 |
| * Benefits - Incl. NonWorking Wages | 336,590 | 32,353 | 78,959 | 41,369 |
| * Mandatory Employer Costs | 6,486 | 6,776 | 8,625 | 9,005 |

Other Current Expenditures -

| | | | | |
|--------------------------|--------|---------|--------|--------|
| * Supplies / Maintenance | 912 | 1,715 | 3,275 | 2,200 |
| * Contractual | 31,332 | 116,216 | 29,860 | 33,525 |
| * Other | 28,116 | 27,151 | 27,051 | 40,476 |

Capital Outlay

TOTAL USES

| | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 479,393 | \$ 252,306 | \$ 232,286 | \$ 211,660 |

- - STAFFING - -

| | | | | |
|---------------------------------|------------|------------|------------|------------|
| Personnel Services Total Amount | \$ 419,033 | \$ 107,225 | \$ 172,100 | \$ 135,459 |
| * Full-Time Positions | 1.25 | 1.25 | 1.60 | 1.60 |
| * Part-Time Positions @ F.T.E. | - 0 - | - 0 - | - 0 - | - 0 - |

MANAGEMENT & ADMINISTRATION

VOLUNTEER SERVICES

DEPARTMENT MISSION STATEMENT

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

FISCAL YEAR 2016 ACTION PLAN

- To make increased efforts to ensure that all positions on City boards, committees and commissions are filled. As of February 2015, there were 12 vacancies. (July 2015)
- To collaborate with the Human Relations Coordinator and Commission to increase minority representation on City boards and commissions. The goal for FY2016 is 12% minority representation (25 of 211 positions). (December 2015)
- To increase continuous awareness of volunteers opportunities by posting specific vacancies in the City by using social media, the City's website, public TV, local English and Spanish language periodicals, local radio stations, e-newsletter, etc. (January 2015)

MANAGEMENT & ADMINISTRATION

VOLUNTEER SERVICES

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------|---|-----------------|-----------------|--------------------|--------------------|
| Workload | CVS Boards/Project/Program Volunteers | | | | |
| | Boards and Commissions Volunteers | 184 | 200 | 211 | 211 |
| | Females | 51 (28%) | 70 (35%) | 70 (33%) | 75(35%) |
| | Minorities | 20 (11%) | 21 (10%) | 25 (12%) | 25 (12%) |
| | DeGraaf Nature Center Volunteers | 150 | 150 | 150 | 150 |
| | Teen Court Coordinator, Jurors and Assistants | 22 | 70 | 70 | 60 |
| | Victims Services Unit | 15 | 18 | 18 | 20 |
| | Recreation Dept. Volunteers | 338 | 246 | 250 | 250 |
| | Youth Council Volunteers | 57 | 44 | 50 | 50 |
| | Miscellaneous Volunteers (Downtown Events, Interns, Etc.) | 1,971 | 2,175 | 2,300 | 2,300 |
| | Total | 2,737 | 2,903 | 3,049 | 3,041 |
| | CVS/Boards/Project/Program Hours | | | | |
| | Boards and Commissions | 5,647 | 5,085 | 5,462 | 5,462 |
| | DeGraaf Nature Center Volunteers | 882 | 900 | 900 | 900 |
| | Teen Court Coordinator, Jurors and Assistants | 145 | 150 | 145 | 145 |
| | Victims Services Unit Volunteers | 158 | 396 | 250 | 250 |
| | Recreation Dept. Volunteers | 5,940 | 3,460 | 4,000 | 4,000 |
| | Youth Council Volunteers | 755 | 928 | 734 | 734 |
| | Miscellaneous Volunteers (Downtown Events, Interns, Etc.) | 2,163 | 7,394 | 7,472 | 7,472 |
| | Total | 15,690 | 18,313 | 18,963 | 18,963 |



MANAGEMENT & ADMINISTRATION

GENERAL FUND - VOLUNTEER SERVICES

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|-----------------|-----------------|-----------------|-----------------|
| Charges for Services | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| General Fund Operating Revenues | 6,942 | 7,272 | 8,407 | 7,329 |
| TOTAL SOURCES | \$ 6,942 | \$ 7,272 | \$ 8,407 | \$ 7,329 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|----------|----------|----------|----------|
| * Salaries & Wages - Working | \$ 3,788 | \$ 4,248 | \$ 4,000 | \$ 4,200 |
| * Benefits - Incl. NonWorking Wages | 1,374 | 1,461 | 1,608 | 1,466 |
| * Mandatory Employer Costs | 313 | 335 | 349 | 363 |

Other Current Expenditures -

| | | | | |
|--------------------------|-------|-------|-------|-----|
| * Supplies / Maintenance | 19 | 5 | 400 | 400 |
| * Contractual | 226 | - 0 - | 700 | 700 |
| * Other | 1,222 | 1,223 | 1,350 | 200 |

| | | | | |
|-------------------|-----------------|-----------------|-----------------|-----------------|
| TOTAL USES | \$ 6,942 | \$ 7,272 | \$ 8,407 | \$ 7,329 |
|-------------------|-----------------|-----------------|-----------------|-----------------|

- - STAFFING - -

| | | | | |
|--|-----------------|-----------------|-----------------|-----------------|
| Personnel Services Total Amount | \$ 5,475 | \$ 6,044 | \$ 5,957 | \$ 6,029 |
| * Full-Time Positions | 0.10 | 0.10 | 0.10 | 0.10 |
| * Part-Time Positions @ F.T.E. | - 0 - | - 0 - | - 0 - | - 0 - |

MANAGEMENT & ADMINISTRATION

HUMAN RELATIONS COMMISSION, YOUTH SERVICES & INTERNATIONAL RELATIONS COMMISSION

DEPARTMENT MISSION STATEMENT

The Human Relations Department serves to protect the equal rights and equal opportunity of all citizens by preventing discrimination in housing education, employment, and public services by conducting activities that promote social justice, cultural understanding, and improve relationships among all citizens of the City of Holland.

HUMAN RELATIONS COMMISSION FISCAL YEAR 2016 ACTION PLAN

This year's action plan continues to focus on long-term initiatives from prior year; however, we are taking a more focused approach on increasing community presence and inclusion of citizens in the overall Human Relations Directives. Our primary goal this year is to have a greater presence in the community through participation in community agency events that serve citizens. To maximize the greatest impact to community, we will focus on benchmarking other communities that have Human Relation Commissions to improve our contribution to citizens. Other activities include:

- Develop and benchmark Diversity and Inclusion Programs.
- Develop and implement Advisory Teams to advocate Police and Community Trust.
- Create Community Response Teams.
- Serve as a resource to Citizens and City Council.
- Conduct educational forums and engage positive community dialogue that promote social justice, cultural understanding, and improve relationships among all citizens of the City of Holland.

GOVERNMENT/COMMUNITY RELATIONS

The Human Relations Department will work collaboratively with Holland Public Safety to form Community Crisis Response team within the city limits and investigate and engage our public safety. The goal is to help citizens and public safety increase greater understanding of our diverse citizen population. Our goal is to reduce chances that a small incident can become a negative community event. We will do this by building

HOUSING

- Examine new housing ordinances through fair housing lens (ongoing).
- Educate Human Relations Commission about affordable housing in the City of Holland (What is it?; Do we have it?; and benchmark other communities.
- Distribute Fair Housing information.

EMPLOYMENT

- Educate Human Relations Commission on wage standards (minimum) for Michigan (Allegan Ottawa counties).
- Develop and maintain diversity training logs for all city Staff (ongoing).

EDUCATION

We will continue to make education a key mission as this is the best way to bring awareness to issues of inequity and promote social justice community-wide.

MANAGEMENT & ADMINISTRATION

HUMAN RELATIONS COMMISSION, YOUTH SERVICES & INTERNATIONAL RELATIONS COMMISSION

YOUTH SERVICES MISSION STATEMENT

The Holland Youth Advisory Council, in partnership with other community leaders, will develop the leadership skills of ourselves and others; provide advice regarding youth issues; serve our community; and promote youth participation and civic involvement.”

FISCAL YEAR 2016 ACTION PLAN

- To hold social events for both current and past HYAC members, including a HYAC reunion by January 2016.
- To collaborate with local organizations and Windmill Island personnel in the planning and production of the Run of the Mill by April 2016.
- To sponsor City-wide events that create awareness and support for area Sustainability programs by May 2016.
- To promote the Human Relations Commission Social Justice Awards and provide youth nominations by November 2015.
- To support and host the Lakeshore Youth Leadership Board’s activities and events in November 2015 and February 2016 (namely the Leadership as a Lifestyle training and the Mayor’s Roundtable).
- To partner with the International Relations Commission in the planning and implementation of their annual Multicultural Festival in June 2015.
- To present an annual Holland Youth Advisory Council (HYAC) activity report to City Council in May 2015.

DEPARTMENT MISSION STATEMENT

The International Relations Commission builds and maintains meaningful relationships between the people of Holland and the wider world through cultural, educational and professional contact. Our vision for the City of Holland is to connect to and grow with the wider world. Our values are based on respect, reliability, collaboration and hospitality. The International Relations Commission is dedicated to the following:

- Achieve the level of courtesy and fairness for those who serve on this commission and those whom this commission serves.
- Fulfill commitments to ourselves, Holland residents, its government, and our local and global partners.
- Seek great ideas and resources in our community and beyond our borders.
- Make Holland a welcoming community for everyone.

MANAGEMENT & ADMINISTRATION

HUMAN RELATIONS COMMISSION, YOUTH SERVICES & INTERNATIONAL RELATIONS COMMISSION

INTERNATIONAL RELATIONS COMMISSION FISCAL YEAR 2016 ACTION PLAN

- **Oversee, maintain and grow existing relations while exploring new relationships in other cities.**
 - **Develop Komaro, Japan (other) Sister City relationships;**
 - **Facilitate repair of the Queretaro Fountain/Queretaro Parque Holland;**
 - **Identify more long-term contacts in Nagahama and Queretaro representatives;**
 - **Develop relationships that would be mutually beneficial in the areas of education, arts and culture, business and possibly athletics; and**
 - **Develop community interest and excitement surrounding the sister city relationships.**

- **Provide the community and government of Holland with opportunities for education support and advice on multiculturalism and international issues.**
 - **Host Queretaro1) Invite Queretaro representatives;**
 - **Arrange a panel/event with discussion for community; (Consul of Japan, Consul of Mexico);**
 - **2016 Visit Queretaro - open to all area students; and**
 - **Promote and grow Multicultural Festival.**

- **Become a valued member of the economic development community in Holland.**
 - **Develop International Engagement Strategy;**
 - **Promote current international engagement of community business through media, events and outreach/import/export;**
 - **Identify Successful International Business Model;**
 - **Tell the Story: International Relations Commission – tell three (3) big stories and three (3) small stories; and**
 - **Determine International Relations Commission Return on Value.**

- **Develop tangible deliverable to economic development community.**

MANAGEMENT & ADMINISTRATION

INTERNATIONAL RELATIONS COMMISSION

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------|--|-----------------|-----------------|--------------------|--------------------|
| Workload | Meetings with wayfinding task force for Sister City signs | N/A | N/A | 3 | 0 |
| | Reg. meetings w/ Regional Econ. Development Organizations | N/A | N/A | 0 | 5 |
| | Attain coverage of IRC programming in traditional media * | N/A | 0 | 5 | 5 |
| | Increase Social Media presence w/ reg. updates on Facebook * | N/A | 0 | 20 | 20 |
| | Develop & update website for Multicultural Festival * | N/A | 0 | 4 | 8 |
| | Participate in Tulip Time Parade (IRC members only) | 2 | 0 | 3 | 3 |
| | IRC members attend Governor's Luncheon | 2 | 0 | 2 | 2 |
| | Participate in World Affairs Council programming | N/A | 0 | 3 | 3 |
| | Attend Mexican Consulate activities (IRC members & Coord.) | N/A | 0 | 2 | 2 |
| | Host Queretaro delegation | N/A | 0 | 0 | 1 |
| | Visit Queretaro with delegation | N/A | 0 | 1 | 1 |
| | Promote IRC membership | N/A | 0 | 1 | 1 |
| | Coordinate Multicultural Festival fundraising | N/A | 0 | 1 | 1 |
| | Multicultural Festival Event Planning | 1 | 0 | 2 | 2 |
| | Coordinate efforts to permanently fix Queretaro Fountain | N/A | 0 | In Process | In Process |
| | * City Website and Facebook updates | | | | |



MANAGEMENT & ADMINISTRATION

GENERAL FUND - INTERNATIONAL RELATIONS

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|-----------------|------------------|------------------|------------------|
| No Funding Sources | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| General Fund Operating Revenues | - 0 - | 20,457 | 27,291 | 41,583 |
| TOTAL SOURCES | <u>\$ - 0 -</u> | <u>\$ 20,457</u> | <u>\$ 27,291</u> | <u>\$ 41,583</u> |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|----------|-----------|-----------|-----------|
| * Salaries & Wages - Working | \$ - 0 - | \$ 13,146 | \$ 18,446 | \$ 15,400 |
| * Benefits - Incl. NonWorking Wages | - 0 - | - 0 - | 2,110 | 4,664 |
| * Mandatory Employer Costs | - 0 - | 1,080 | 1,075 | 1,319 |

Other Current Expenditures -

| | | | | |
|--------------------------|-------|-------|-------|--------|
| * Supplies / Maintenance | - 0 - | 312 | 380 | 1,500 |
| * Contractual | - 0 - | 281 | 400 | 600 |
| * Other | - 0 - | 5,638 | 4,880 | 18,100 |

| | | | | |
|----------------|-----------------|------------------|------------------|------------------|
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | <u>\$ - 0 -</u> | <u>\$ 20,457</u> | <u>\$ 27,291</u> | <u>\$ 41,583</u> |

- - STAFFING - -

| | | | | |
|---------------------------------|----------|-----------|-----------|-----------|
| Personnel Services Total Amount | \$ - 0 - | \$ 14,226 | \$ 21,631 | \$ 21,383 |
| * Full-Time Positions | - 0 - | - 0 - | 0.50 | 0.30 |
| * Part-Time Positions @ F.T.E. | - 0 - | 0.30 | - 0 - | - 0 - |

MANAGEMENT & ADMINISTRATION

HUMAN RELATIONS COMMISSION

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------|--|-----------------|-----------------|--------------------|--------------------|
| Workload | Total Complaints and Request for Information | 287 | 412 | 391 | 391 |
| | Total Requests for Information and Assistance | 252 | 275 | 333 | 333 |
| | By Service Area: | | | | |
| | Education | 0 | 3 | 0 | 0 |
| | Employment | 6 | 20 | 12 | 12 |
| | Housing | 228 | 195 | 195 | 195 |
| | Government/Community: | | | | |
| | Consumer | 2 | 7 | 10 | 10 |
| | Public Services / Accommodations | 16 | 18 | 18 | 18 |
| | Welfare Eligibility | 0 | 1 | 0 | 0 |
| | HRC Complaints | 35 | 0 | 0 | 0 |
| | By Service Area: | | | | |
| | Education | 0 | 0 | 3 | 0 |
| | Employment | 6 | 3 | 5 | 5 |
| | Housing | 16 | 56 | 18 | 18 |
| | Government/Community: | | | | |
| | Consumer | 2 | 17 | 17 | 17 |
| | Public Services / Accommodations | 11 | 18 | 22 | 22 |
| | Welfare Eligibility | 0 | 0 | 1 | 0 |
| | Teen Court | 15 | 15 | 15 | 15 |
| | Note: FY13 position unfilled 1/2013-6/2013 Part-time staff in FY14; position full-time January 2015 | | | | |



MANAGEMENT & ADMINISTRATION

GENERAL FUND - HUMAN RELATIONS COMMISSION

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|------------------|------------------|------------------|------------------|
| Charges for Services | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| General Fund Operating Revenues | 98,867 | 39,898 | 54,907 | 79,357 |
| TOTAL SOURCES | \$ 98,867 | \$ 39,898 | \$ 54,907 | \$ 79,357 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|-----------|-----------|-----------|-----------|
| * Salaries & Wages - Working | \$ 46,656 | \$ 24,226 | \$ 32,595 | \$ 35,900 |
| * Benefits - Incl. NonWorking Wages | 31,174 | 5,400 | 7,510 | 16,311 |
| * Mandatory Employer Costs | 4,220 | 1,995 | 3,180 | 3,081 |

Other Current Expenditures -

| | | | | |
|--------------------------|--------|-------|-------|--------|
| * Supplies / Maintenance | 1,616 | 648 | 1,824 | 2,200 |
| * Contractual | 1,631 | 276 | 400 | 1,200 |
| * Other | 13,570 | 7,354 | 9,398 | 20,665 |

| | | | | |
|-------------------|------------------|------------------|------------------|------------------|
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 98,867 | \$ 39,898 | \$ 54,907 | \$ 79,357 |

- - STAFFING - -

| | | | | |
|---------------------------------|-----------|-----------|-----------|-----------|
| Personnel Services Total Amount | \$ 82,050 | \$ 31,621 | \$ 43,285 | \$ 55,292 |
| * Full-Time Positions | 1.00 | - 0 - | 0.50 | 0.70 |
| * Part-Time Positions @ F.T.E. | 0.50 | 0.30 | - 0 - | - 0 - |

MANAGEMENT & ADMINISTRATION

YOUTH SERVICES

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------|---|-----------------|-----------------|--------------------|--------------------|
| Workload | Holland Youth Advisory Council (HYAC) members (Total) | 50 | 50 | 50 | 50 |
| | Females | 30 | 32 | 33 | 33 |
| | Minorities | 7 | 13 | 15 | 17 |
| | Special Events Committee | 12 | 11 | 12 | 12 |
| | Recreation Committee | 10 | 8 | 9 | 10 |
| | Social Services Committee | 8 | 9 | 9 | 9 |
| | Youth on Adult Boards | 20 | 20 | 20 | 20 |
| | Planned Events by HYAC | | | | |
| | Raise Your Voice: | | | | |
| | Total High School students involved | 30 | 30 | 30 | 30 |
| | Total 6th Grade students impacted | 832 | 840 | 850 | 850 |
| | Run of the Mill: Total registrants | 213 | 250 | 300 | 350 |
| | Teen Court - # of cases | 6 | 8 | 8 | 8 |



MANAGEMENT & ADMINISTRATION

GENERAL FUND - YOUTH SERVICES

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|-----------------|------------------|------------------|------------------|
| Other | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| General Fund Operating Revenues | - 0 - | 31,681 | 25,767 | 29,065 |
| TOTAL SOURCES | \$ - 0 - | \$ 31,681 | \$ 25,767 | \$ 29,065 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|----------|-----------|-----------|-----------|
| * Salaries & Wages - Working | \$ - 0 - | \$ 18,721 | \$ 18,023 | \$ 18,400 |
| * Benefits - Incl. NonWorking Wages | - 0 - | - 0 - | - 0 - | - 0 - |
| * Mandatory Employer Costs | - 0 - | 1,527 | 1,444 | 1,465 |

Other Current Expenditures -

| | | | | |
|--------------------------|-------|--------|-------|-------|
| * Supplies / Maintenance | - 0 - | 368 | 300 | 700 |
| * Contractual | - 0 - | 191 | - 0 - | 200 |
| * Other | - 0 - | 10,874 | 6,000 | 8,300 |

Capital Outlay

| | | | | |
|-------------------|-----------------|------------------|------------------|------------------|
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ - 0 - | \$ 31,681 | \$ 25,767 | \$ 29,065 |

- - STAFFING - -

| | | | | |
|---------------------------------|----------|-----------|-----------|-----------|
| Personnel Services Total Amount | \$ - 0 - | \$ 20,248 | \$ 19,467 | \$ 19,865 |
| * Full-Time Positions | - 0 - | - 0 - | - 0 - | - 0 - |
| * Part-Time Positions @ F.T.E. | - 0 - | 0.50 | 0.50 | 0.50 |

MANAGEMENT & ADMINISTRATION

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.

FISCAL YEAR 2016 ACTION PLAN

- No expenditures are charged directly to the Contingencies Appropriation. Rather a specified appropriation is transferred to the department or activity that incurs the expenditure. The City Manager may approve amounts up to \$10,000, and any amount above that must be approved by the City Council.
- Employee compensation adjustments are planned again in FY 2016.



MANAGEMENT & ADMINISTRATION

GENERAL FUND - CONTINGENCIES

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|-----------------|-----------------|-----------------|-------------------|
| No Funding Sources | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| General Fund Operating Revenues | - 0 - | - 0 - | - 0 - | 431,400 |
| TOTAL SOURCES | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ 431,400 |

FUNDING USES -

| | | | | |
|-------------------|-----------------|-----------------|-----------------|-------------------|
| Contingencies | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ 431,400 |
| TOTAL USES | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ 431,400 |

- - STAFFING - -

Positions: Not Applicable

MANAGEMENT & ADMINISTRATION

CABLE TELEVISION - PUBLIC ACCESS FUND

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------|----------------------|-----------------|-----------------|--------------------|--------------------|
| Workload | Televised Programs | | | | |
| | Government Meetings | 72 | 72 | 72 | 72 |
| | Staff Produced | 100 | 133 | 145 | 150 |
| | Producer Shows | 880 | 880 | 890 | 890 |
| | Online Video Hits | | | | |
| | YouTube | 1,833 | 6,000 | 6,500 | 7,000 |
| | Vimeo | 3,613 | 5,489 | 5,500 | 5,500 |



MANAGEMENT & ADMINISTRATION

CABLE TV PUBLIC ACCESS FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|-------------------|-------------------|-------------------|-------------------|
| Charges for Services | \$ 413,256 | \$ 444,506 | \$ 477,000 | \$ 486,700 |
| Interest & Rents | 872 | 3,337 | 1,500 | 1,500 |
| Other | 83 | 30 | 500 | 500 |
| TOTAL SOURCES | \$ 414,211 | \$ 447,872 | \$ 479,000 | \$ 488,700 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|-----------|-----------|-----------|------------|
| * Salaries & Wages - Working | \$ 73,441 | \$ 74,185 | \$ 95,100 | \$ 108,525 |
| * Benefits - Incl. NonWorking Wages | 6,698 | 7,774 | 13,650 | 41,276 |
| * Mandatory Employer Costs | 6,587 | 6,196 | 8,150 | 10,113 |

Other Current Expenditures -

| | | | | |
|--------------------------|--------|--------|--------|--------|
| * Supplies / Maintenance | 19,079 | 7,482 | 19,700 | 8,700 |
| * Contractual | 3,163 | 2,274 | 12,500 | 12,500 |
| * Other | 16,774 | 19,925 | 18,600 | 18,600 |

Capital Outlay

| | | | |
|---------|--------|--------|--------|
| 167,642 | 83,268 | 46,700 | 65,000 |
|---------|--------|--------|--------|

Transfers Out

| | | | |
|---------|---------|---------|---------|
| 201,250 | 200,000 | 318,400 | 215,000 |
|---------|---------|---------|---------|

TOTAL USES

| | | | |
|-------------------|-------------------|-------------------|-------------------|
| \$ 494,634 | \$ 401,103 | \$ 532,800 | \$ 479,714 |
|-------------------|-------------------|-------------------|-------------------|

- - FUND EQUITY - -

| | | | | |
|---------------------|-------------|-----------|-------------|----------|
| INCREASE (DECREASE) | \$ (80,423) | \$ 46,769 | \$ (53,800) | \$ 8,986 |
|---------------------|-------------|-----------|-------------|----------|

ENDING BALANCE -

| | | | | |
|-----------------------|----------|----------|----------|----------|
| Designated / Reserved | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
|-----------------------|----------|----------|----------|----------|

| | | | | |
|---------------------------|---------|---------|---------|---------|
| Undesignated / Unreserved | 328,326 | 375,095 | 321,295 | 330,281 |
|---------------------------|---------|---------|---------|---------|

TOTAL FUND EQUITY

| | | | |
|-------------------|-------------------|-------------------|-------------------|
| \$ 328,326 | \$ 375,095 | \$ 321,295 | \$ 330,281 |
|-------------------|-------------------|-------------------|-------------------|

- - STAFFING - -

| | | | | |
|---------------------------------|-----------|-----------|------------|------------|
| Personnel Services Total Amount | \$ 86,726 | \$ 88,155 | \$ 116,900 | \$ 159,914 |
|---------------------------------|-----------|-----------|------------|------------|

| | | | | |
|-----------------------|------|------|------|------|
| * Full-Time Positions | 0.20 | 0.20 | 2.20 | 2.20 |
|-----------------------|------|------|------|------|

| | | | | |
|--------------------------------|------|------|------|------|
| * Part-Time Positions @ F.T.E. | 1.40 | 1.40 | 0.20 | 0.20 |
|--------------------------------|------|------|------|------|

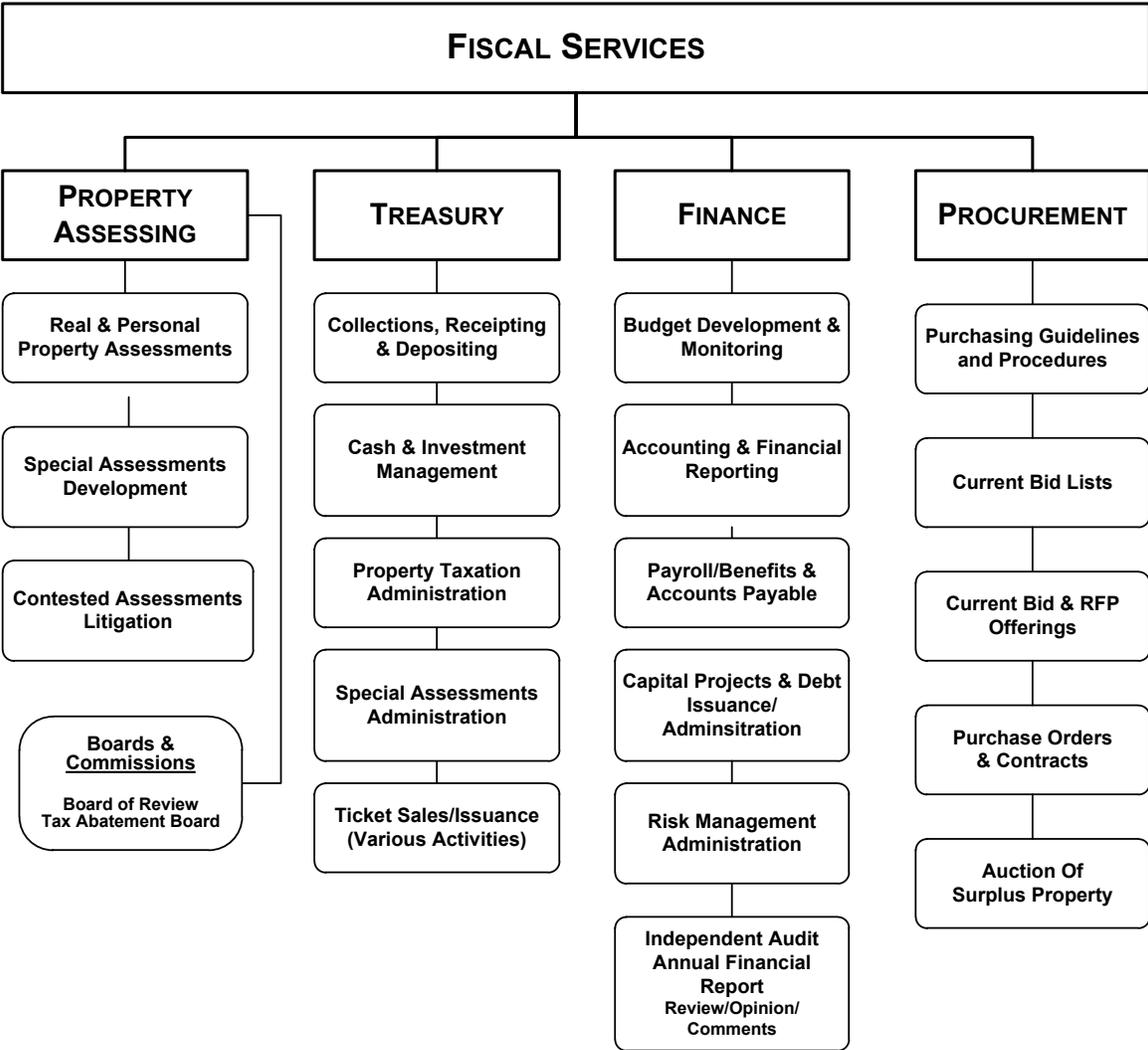
FISCAL SERVICES

INTRODUCTION

GROUP MISSION STATEMENT

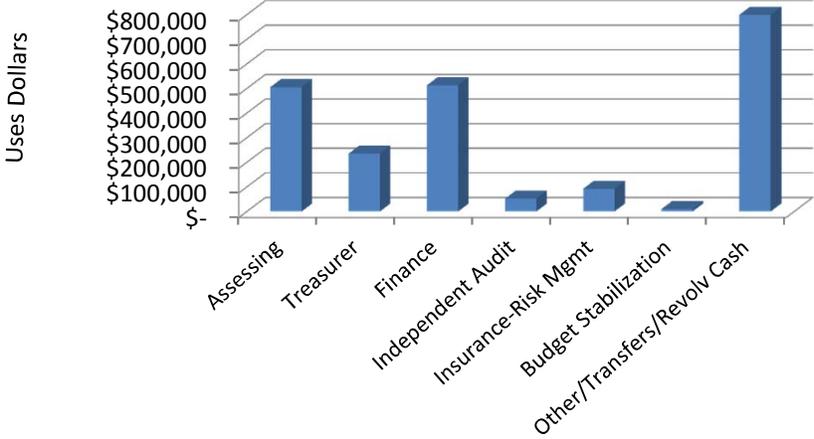
In a prudent and responsible manner, to assist management with financial planning and budgeting; record, monitor, and routinely report upon the City’s financial activities; collect and efficiently deposit all amounts owing the City; meet all current and long-term liability requirements in a timely manner;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

GROUP ORGANIZATIONAL STRUCTURE

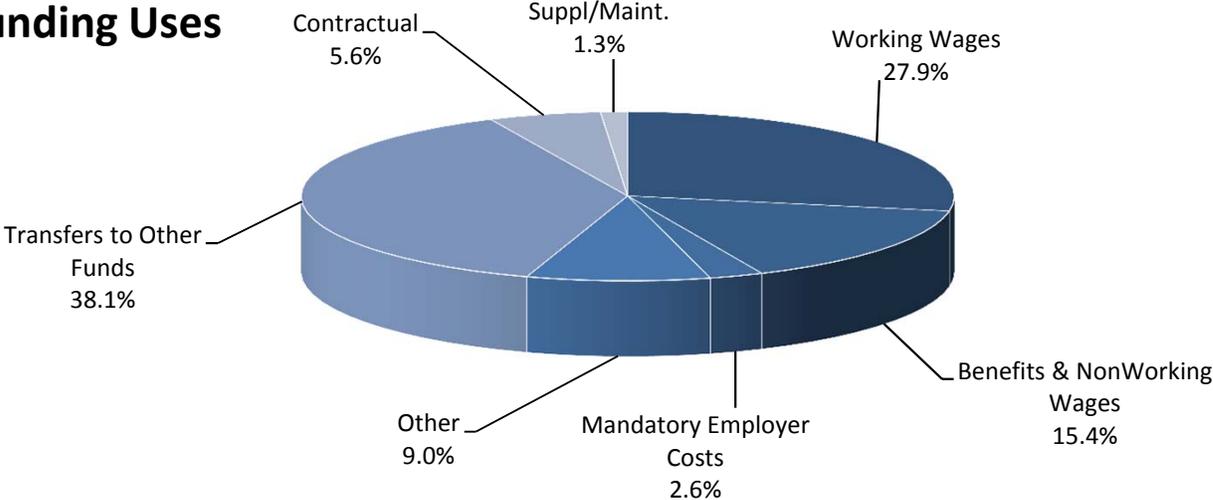


FISCAL SERVICES

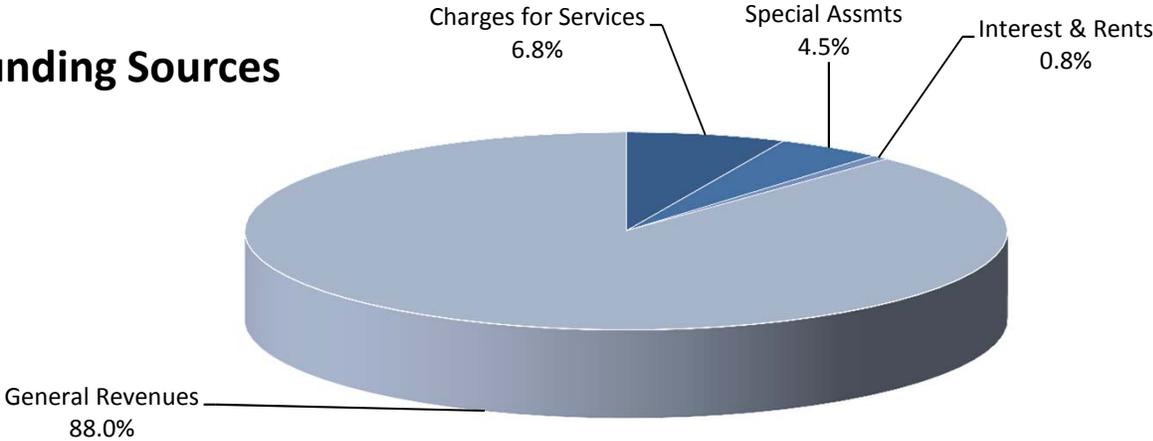
Total Uses By Department \$2,282,952



Funding Uses



Funding Sources





FISCAL SERVICES

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|--|----------------------------|----------------------------|----------------------------------|------------------------------|
| - - GROUP FUNDING USES ACROSS FUNDS - - | | | | |
| FUND TYPES - | | | | |
| General Fund | \$ 2,120,426 | \$ 3,034,749 | \$ 1,884,470 | \$ 1,858,352 |
| Special Revenue Funds | 474,210 | 746,578 | 308,032 | 421,000 |
| Enterprise Funds | 3,415 | 2,750 | 3,200 | 3,600 |
| TOTAL - ALL FUND TYPES | \$ 2,598,051 | \$ 3,784,077 | \$ 2,195,702 | \$ 2,282,952 |

| | | | | |
|--|-------------------|---------------------|-------------------|-------------------|
| - - GROUP FUNDING SOURCES & USES TOTALS - - | | | | |
| FUNDING SOURCES - | | | | |
| Taxes & Special Assessments | \$ 182,841 | \$ 187,306 | \$ 116,356 | \$ 87,153 |
| Intergovernmental | - 0 - | 375,000 | - 0 - | - 0 - |
| Charges for Services | 142,283 | 142,582 | 128,965 | 132,485 |
| Interest & Rents | 28,645 | 26,111 | 18,050 | 14,974 |
| Other | 193,288 | 648,461 | 308,032 | - 0 - |
| Transfers In | 302,293 | 74,000 | - 0 - | - 0 - |
| TOTAL SOURCES | \$ 849,350 | \$ 1,453,460 | \$ 571,403 | \$ 234,612 |

| | | | | |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|
| FUNDING USES - | | | | |
| Personnel Services - | | | | |
| * Salaries & Wages - Working | \$ 580,115 | \$ 586,027 | \$ 594,015 | \$ 635,861 |
| * Benefits - Incl. NonWorking Wages | 334,390 | 321,653 | 323,492 | 352,105 |
| * Mandatory Employer Costs | 49,442 | 54,574 | 55,665 | 60,495 |
| Other Current Expenditures - | | | | |
| * Supplies / Maintenance | 72,225 | 49,008 | 33,150 | 30,450 |
| * Contractual Items | 148,492 | 170,631 | 126,960 | 127,350 |
| * Other | 335,640 | 193,946 | 197,045 | 206,601 |
| Capital Outlay | 13,911 | 4,072 | - 0 - | - 0 - |
| Transfers Out | 1,063,836 | 2,404,166 | 865,375 | 870,090 |
| Contingencies | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 2,598,051 | \$ 3,784,077 | \$ 2,195,702 | \$ 2,282,952 |

| | | | | |
|--------------------------------------|------------|------------|------------|--------------|
| - - GROUP STAFFING TOTALS - - | | | | |
| Personnel Services Total Amount | \$ 963,947 | \$ 962,254 | \$ 973,172 | \$ 1,048,461 |
| * Full-Time Positions | 12.15 | 12.95 | 11.95 | 12.90 |
| * Part-Time Positions @ F.T.E. | 1.35 | 0.60 | 1.15 | 0.70 |

FISCAL SERVICES

FISCAL SERVICES GROUP

ACTIVITY MISSION STATEMENT

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

FISCAL YEAR 2016 ACTION PLAN

- Recommend action plan for pension and OPEB (Other Post-Employment Benefits) liabilities.
- Expand use of technology to deliver better service including use of tablets for assessing site inspections.
- Streamline budget process and document.
- Staff Development (appropriate training for new or transitioned employees, cross train certain functions, succession planning).
- Expand departmental use of Purchasing Consortium

FISCAL SERVICES

FINANCE & TREASURER

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|------------|--|-----------------|-----------------|--------------------|--------------------|
| Workload | Financial Activities of Individual Funds | 68 | 68 | 68 | 68 |
| | Number of Grants Monitored | 21 | 21 | 21 | 21 |
| | Payroll Cks Issued & Direct Deposits Made - City | 9,131 | 13,483 | 14,000 | 14,000 |
| | Payroll Cks Issued & Direct Deposits Made- As Fiscal Agent | 3,493 | 4,001 | 4,500 | 4,500 |
| | Accounts Payable Checks Issued - City | 7,650 | 6,497 | 6,700 | 6,700 |
| | Accounts Payable Checks Issued - As Fiscal Agent | 2,867 | 2,206 | 2,300 | 2,300 |
| | 1099's Issued by City | 122 | 121 | 155 | 165 |
| | 1099's Issued As Fiscal Agent | 35 | 35 | 37 | 45 |
| | W-2's Issued by City | 702 | 700 | 700 | 700 |
| | W-2's Issued as Fiscal Agent | 172 | 175 | 175 | 175 |
| | Purchase Orders Issued | 941 | 1,078 | 1,200 | 1,250 |
| | Bid Requests Issued | 17 | 17 | 25 | 25 |
| | Utility Billings Processed | 4,255 | 4,072 | 4,075 | 4,100 |
| | Property Tax Billings Processed | 24,934 | 17,097 | 17,100 | 17,100 |
| | Dog Licenses Issued | 125 | 102 | 75 | 75 |
| | Special Assessment (Full Payment) Receipts | 101 | 69 | 75 | 75 |
| | Other Licenses, Permits, & Misc. Invoices Processed | 7,959 | 10,314 | 10,500 | 10,600 |
| | Pursuit of Delinquent Personal Property Taxes | 125 | 138 | 120 | 120 |
| Efficiency | Avg. Days to Compile Monthly Financial Statements | 15 days | 18 days | 16 days | 15 days |
| | Active Employees Receiving Compensation/Benefits | 204 | 201 | 204 | 207 |
| | Years Received G.F.O.A. Budget Award | 11 | 12 | 13 | 14 |
| | Bond Rating - Standard and Poor's | AA | AA | AA | AA |
| | Bond Rating - Dun & Bradstreet | Aa3 | Aa3 | Aa3 | Aa3 |

* FY14 & 15 - Tax Year 2013 & 2014 - Winter millages in Ottawa County were billed on the Summer Tax Statement.



FISCAL SERVICES

GENERAL FUND - FINANCE

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| Charges for Services | \$ 100,856 | \$ 95,260 | \$ 94,890 | \$ 83,250 |
| General Fund Operating Revenues | 388,537 | 406,904 | 354,674 | 429,829 |
| TOTAL SOURCES | \$ 489,393 | \$ 502,164 | \$ 449,564 | \$ 513,079 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|------------|------------|------------|------------|
| * Salaries & Wages - Working | \$ 248,972 | \$ 262,073 | \$ 232,677 | \$ 284,314 |
| * Benefits - Incl. NonWorking Wages | 166,606 | 170,847 | 145,069 | 148,164 |
| * Mandatory Employer Costs | 23,869 | 24,186 | 22,550 | 27,291 |

Other Current Expenditures -

| | | | | |
|--------------------------|--------|--------|--------|--------|
| * Supplies / Maintenance | 10,409 | 7,860 | 8,200 | 8,300 |
| * Contractual | 5,813 | 7,319 | 9,420 | 9,450 |
| * Other | 33,724 | 29,879 | 31,648 | 35,560 |

Capital Outlay

| | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 489,393 | \$ 502,164 | \$ 449,564 | \$ 513,079 |

- - STAFFING - -

| | | | | |
|---------------------------------|------------|------------|------------|------------|
| Personnel Services Total Amount | \$ 439,447 | \$ 457,106 | \$ 400,296 | \$ 459,769 |
| * Full-Time Positions | 6.20 | 6.00 | 4.50 | 5.00 |
| * Part-Time Positions @ F.T.E. | 0.05 | - 0 - | 0.45 | 0.70 |

FISCAL SERVICES

INDEPENDENT AUDIT

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|------------|--|-----------------|-----------------|--------------------|--------------------|
| Workload | <u>AUDITS COORDINATED:</u> | | | | |
| | General City | 1 | 1 | 1 | 1 |
| | As Fiscal Agent: | | | | |
| | Herrick District Library | 1 | 1 | 1 | 1 |
| | Macatawa Area Transportation Authority | 1 | 1 | 1 | 1 |
| | West Michigan Airport Authority | 1 | 1 | 1 | 1 |
| | Audit Committee meetings held | 4 | 3 | 2 | 2 |
| Efficiency | Years Received G.F.O.A. CAFR Award | 23 | 24 | 25 | 26 |



FISCAL SERVICES

GENERAL FUND - INDEPENDENT AUDIT

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|------------------|------------------|------------------|------------------|
| No Funding Sources | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| General Fund Operating Revenues | 46,702 | 48,292 | 51,390 | 52,450 |
| TOTAL SOURCES | \$ 46,702 | \$ 48,292 | \$ 51,390 | \$ 52,450 |

FUNDING USES -

Other Current Expenditures -

| | | | | |
|--------------------------|------------------|------------------|------------------|------------------|
| * Supplies / Maintenance | \$ 97 | \$ 9 | \$ 50 | \$ 50 |
| * Contractual | 45,450 | 47,185 | 50,140 | 51,200 |
| * Other | 1,155 | 1,098 | 1,200 | 1,200 |
| TOTAL USES | \$ 46,702 | \$ 48,292 | \$ 51,390 | \$ 52,450 |

- - STAFFING - -

Positions: Not Applicable

FISCAL SERVICES

ASSESSING

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|--|----------------------------------|-----------------|-----------------|--------------------|--------------------|
| Workload | Total Properties | 13,536 | 13,533 | 13,564 | 13,575 |
| | Special Assessment Projects | 5 | 3 | 5 | 5 |
| | Board of Review Appeals | | | | |
| | Appointments * | 55 | 50 | 60 | 60 |
| | Letters * | 6 | 6 | 9 | 10 |
| | Recommendations * | 39 | 48 | 20 | 25 |
| | Total Parcels Appealed | 100 | 126 | 130 | 140 |
| | MTT Assessment Appeal Properties | | | | |
| | Full Tribunal | 8 | 5 | 5 | 10 |
| | Small Claims Division | 8 | 3 | 3 | 5 |
| * May reflect more than one parcel being appealed. | | | | | |



FISCAL SERVICES

GENERAL FUND - ASSESSING

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| Charges for Services | \$ 1,808 | \$ 3,504 | \$ 3,020 | \$ 3,020 |
| General Fund Operating Revenues | 496,692 | 439,985 | 480,898 | 502,581 |
| TOTAL SOURCES | \$ 498,500 | \$ 443,489 | \$ 483,918 | \$ 505,601 |

FUNDING USES -

Personnel Services -

| | | | | |
|--|------------|------------|------------|------------|
| * Salaries & Wages - Working | \$ 246,258 | \$ 223,841 | \$ 252,780 | \$ 257,300 |
| * Benefits - To Incl. NonWorking Wages | 125,875 | 112,809 | 128,249 | 143,027 |
| * Mandatory Employer Costs | 23,038 | 20,611 | 23,000 | 23,802 |

Other Current Expenditures -

| | | | | |
|--------------------------|--------|--------|--------|--------|
| * Supplies / Maintenance | 7,563 | 8,584 | 13,600 | 9,500 |
| * Contractual | 62,695 | 46,911 | 37,300 | 37,600 |
| * Other | 33,071 | 30,732 | 28,989 | 34,372 |

| | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 498,500 | \$ 443,489 | \$ 483,918 | \$ 505,601 |

- - STAFFING - -

| | | | | |
|---------------------------------|------------|------------|------------|------------|
| Personnel Services Total Amount | \$ 395,171 | \$ 357,262 | \$ 404,029 | \$ 424,129 |
| * Full-Time Positions | 4.10 | 5.10 | 5.10 | 5.10 |
| * Part-Time Positions @ F.T.E. | 0.70 | - 0 - | - 0 - | - 0 - |



FISCAL SERVICES

GENERAL FUND - TREASURER

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| Charges for Services | \$ 25,244 | \$ 26,988 | \$ 27,605 | \$ 42,315 |
| Taxes & Special Assessments | - 0 - | - 0 - | - 0 - | - 0 - |
| General Fund Operating Revenues | 174,463 | 145,068 | 211,850 | 193,017 |
| TOTAL SOURCES | \$ 199,707 | \$ 172,055 | \$ 239,455 | \$ 235,332 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|-----------|-----------|------------|-----------|
| * Salaries & Wages - Working | \$ 81,651 | \$ 82,645 | \$ 108,558 | \$ 94,247 |
| * Benefits - Incl. NonWorking Wages | 41,909 | 37,996 | 50,174 | 60,914 |
| * Mandatory Employer Costs | 2,314 | 8,107 | 10,115 | 9,402 |

Other Current Expenditures -

| | | | | |
|--------------------------|--------|--------|--------|--------|
| * Supplies / Maintenance | 13,586 | 8,489 | 9,500 | 10,400 |
| * Contractual | 27,534 | 31,923 | 30,100 | 29,100 |
| * Other | 32,713 | 2,896 | 31,008 | 31,269 |

| | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 199,707 | \$ 172,055 | \$ 239,455 | \$ 235,332 |

- - STAFFING - -

| | | | | |
|---------------------------------|------------|------------|------------|------------|
| Personnel Services Total Amount | \$ 125,874 | \$ 128,748 | \$ 168,847 | \$ 164,563 |
| * Full-Time Positions | 1.85 | 1.85 | 2.35 | 2.80 |
| * Part-Time Positions @ F.T.E. | 0.60 | 0.60 | 0.70 | - 0 - |



FISCAL SERVICES

GENERAL FUND - UNALLOCATED INSURANCE PREMIUMS

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised. Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|-----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|-----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|------------------|------------------|------------------|------------------|
| No Funding Sources | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| General Fund Operating Revenues | 68,572 | 77,581 | 92,800 | 92,800 |
| TOTAL SOURCES | \$ 68,572 | \$ 77,581 | \$ 92,800 | \$ 92,800 |

FUNDING USES -

Other Current Expenditures -

| | | | | |
|-------------------|------------------|------------------|------------------|------------------|
| * Other | \$ 68,572 | \$ 77,581 | \$ 92,800 | \$ 92,800 |
| TOTAL USES | \$ 68,572 | \$ 77,581 | \$ 92,800 | \$ 92,800 |

- - STAFFING - -

Positions: Not Applicable



FISCAL SERVICES

GENERAL FUND - TRANSFERS TO OTHER FUNDS

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|---|----------------------------|----------------------------|----------------------------------|------------------------------|
| - - FUNDING SOURCES & USES - - | | | | |
| FUNDING SOURCES - | | | | |
| No Funding Sources | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| General Fund Operating Revenues | 714,611 | 1,787,518 | 557,343 | 449,090 |
| TOTAL SOURCES | \$ 714,611 | \$ 1,787,518 | \$ 557,343 | \$ 449,090 |
| FUNDING USES - | | | | |
| Transfers Out | \$ 714,611 | \$ 1,787,518 | \$ 557,343 | \$ 449,090 |
| TOTAL USES | \$ 714,611 | \$ 1,787,518 | \$ 557,343 | \$ 449,090 |

- - STAFFING - -

Positions: Not Applicable



FISCAL SERVICES

GENERAL FUND - BUDGET STABILIZATION

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|-------------------|------------------|-----------------|-----------------|
| Transfers In | \$ 300,000 | \$ 69,000 | \$ - 0 - | \$ - 0 - |
| TOTAL SOURCES | \$ 300,000 | \$ 69,000 | \$ - 0 - | \$ - 0 - |

FUNDING USES -

| | | | | |
|-------------------|-------------------|-----------------|------------------|------------------|
| Other | \$ 102,941 | \$ 3,650 | \$ 10,000 | \$ 10,000 |
| Transfers Out | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 102,941 | \$ 3,650 | \$ 10,000 | \$ 10,000 |

- - FUND EQUITY - -

| | | | | |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| INCREASE (DECREASE) | \$ 197,059 | \$ 65,350 | \$ (10,000) | \$ (10,000) |
| ENDING BALANCE - | | | | |
| Designated / Reserved | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 917,936 | 983,286 | 973,286 | 963,286 |
| TOTAL FUND EQUITY | \$ 917,936 | \$ 983,286 | \$ 973,286 | \$ 963,286 |

- - STAFFING - -

Positions: Not Applicable

- - COMPARISON TO TARGET BALANCE - -

| | |
|--|--------------|
| 10% Target of General Fund Total Funding Uses | \$ 2,082,945 |
| Budget Stabilization Ending Fund Balance Excess (Shortfall) Compared to 10% Target | 1,119,659 |
| Combined Ending FY2016 Fund Balance General Fund and Budget Stabilization Fund | 4,735,999 |
| Percentage of FY2016 General Fund Expenditures | 22.74% |



FISCAL SERVICES

REVOLVING CASH ASSISTANCE FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|-------------------|-------------------|-------------------|-------------------|
| Special Assessments | \$ 182,841 | \$ 187,306 | \$ 116,356 | \$ 87,153 |
| Interest & Rents | 28,623 | 26,050 | 18,010 | 14,924 |
| Other | - 0 - | - 0 - | - 0 - | - 0 - |
| Transfers In | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL SOURCES | \$ 211,464 | \$ 213,356 | \$ 134,366 | \$ 102,077 |

FUNDING USES -

| | | | | |
|-------------------|-------------------|-----------------|-----------------|-----------------|
| Capital Outlay | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Transfers Out | 337,182 | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 337,182 | \$ - 0 - | \$ - 0 - | \$ - 0 - |

- - FUND EQUITY - -

| | | | | |
|---------------------------|---------------------|---------------------|--------------------|------------------|
| INCREASE (DECREASE) | \$ (125,718) | \$ 213,356 | \$ 134,366 | \$ 102,077 |
| ENDING BALANCE - | | | | |
| Designated / Reserved | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | (365,102) | (151,746) | (17,380) | 84,697 |
| TOTAL FUND EQUITY | \$ (365,102) | \$ (151,746) | \$ (17,380) | \$ 84,697 |

- - STAFFING - -

Positions: Not Applicable

A deficit plan has been approved by the Michigan Department of Treasury for FY-2015



FISCAL SERVICES

SPECIFIED DONATIONS FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|-------------------|---------------------|-------------------|-----------------|
| Intergovernmental | \$ - 0 - | \$ 375,000 | \$ - 0 - | \$ - 0 - |
| Charges for Services | 10,672 | 13,460 | - 0 - | - 0 - |
| Other | 193,063 | 648,461 | 308,032 | - 0 - |
| Interest & Rents | 9 | - 0 - | - 0 - | - 0 - |
| Transfers In | 2,293 | 5,000 | - 0 - | - 0 - |
| TOTAL SOURCES | \$ 206,037 | \$ 1,041,921 | \$ 308,032 | \$ - 0 - |

FUNDING USES -

| | | | | |
|------------------------------|-------------------|-------------------|-------------------|-------------------|
| Personnel Services - | | | | |
| * Salaries & Wages - Working | \$ 3,234 | \$ 17,468 | \$ - 0 - | \$ - 0 - |
| * Mandatory Employer Costs | 221 | 1,670 | - 0 - | - 0 - |
| Other Current Expenditures - | | | | |
| * Supplies / Maintenance | 38,526 | 22,376 | - 0 - | - 0 - |
| * Contractual | 7,000 | 37,293 | - 0 - | - 0 - |
| * Other | 62,093 | 47,051 | - 0 - | - 0 - |
| Capital Outlay | 13,911 | 4,072 | - 0 - | - 0 - |
| Transfers Out | 12,043 | 616,648 | 308,032 | 421,000 |
| TOTAL USES | \$ 137,028 | \$ 746,578 | \$ 308,032 | \$ 421,000 |

- - FUND EQUITY - -

| | | | | |
|----------------------------|-------------------|-------------------|-------------------|---------------------|
| INCREASE (DECREASE) | \$ 69,009 | \$ 295,343 | \$ - 0 - | \$ (421,000) |
| ENDING BALANCE - | | | | |
| Designated / Reserved | \$ 3,606 | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 166,054 | 465,003 | 465,003 | 44,003 |
| TOTAL FUND EQUITY | \$ 169,660 | \$ 465,003 | \$ 465,003 | \$ 44,003 |

- - STAFFING - -

Positions: Not Applicable

ADDITIONAL NOTE -

With the Exception of Transfers Out, No Attempt Is Made To Budget For Specified Donations for FY-2015. Rather, Appropriations Are Established upon City Council Acceptance of Donations. Virtually All Donors/Benefactors Include a Specific Purpose.

At the close of FY-2010 this fund received the \$8,473 balance of the Bicentennial Celebration Fund in conformance with GASB No. 54. This balance will be maintained separately until 2047 and earn interest annually. In FY-2011 \$5,000 of the Balance was used towards the Alburnus Van Raalte Bicentennial Celebration.



FISCAL SERVICES

CITY HALL EMPLOYEES BENEFIT FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|-----------------|-----------------|-----------------|-----------------|
| Charges for Services | \$ 3,703 | \$ 3,371 | \$ 3,450 | \$ 3,900 |
| Interest & Rents | 13 | 60 | 40 | 50 |
| Other | 225 | - 0 - | - 0 - | - 0 - |
| TOTAL SOURCES | \$ 3,941 | \$ 3,431 | \$ 3,490 | \$ 3,950 |

FUNDING USES -

Other Current Expenses -

| | | | | |
|--------------------------|-----------------|-----------------|-----------------|-----------------|
| * Supplies / Maintenance | \$ 2,044 | \$ 1,690 | \$ 1,800 | \$ 2,200 |
| * Other | 1,371 | 1,060 | 1,400 | 1,400 |
| TOTAL USES | \$ 3,415 | \$ 2,750 | \$ 3,200 | \$ 3,600 |

- - FUND EQUITY - -

| | | | | |
|---------------------------|-----------------|-----------------|-----------------|-----------------|
| INCREASE (DECREASE) | \$ 526 | \$ 681 | \$ 290 | \$ 350 |
| ENDING BALANCE - | | | | |
| Designated / Reserved | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 6,561 | 7,242 | 7,532 | 7,882 |
| TOTAL FUND EQUITY | \$ 6,561 | \$ 7,242 | \$ 7,532 | \$ 7,882 |

- - WORKING CAPITAL - -

| | | | | |
|---------------------|----------|----------|----------|----------|
| INCREASE (DECREASE) | ----- | \$ 681 | \$ 290 | \$ 350 |
| ENDING BALANCE | \$ 6,561 | \$ 7,242 | \$ 7,532 | \$ 7,882 |

- - STAFFING - -

Positions: Not Applicable

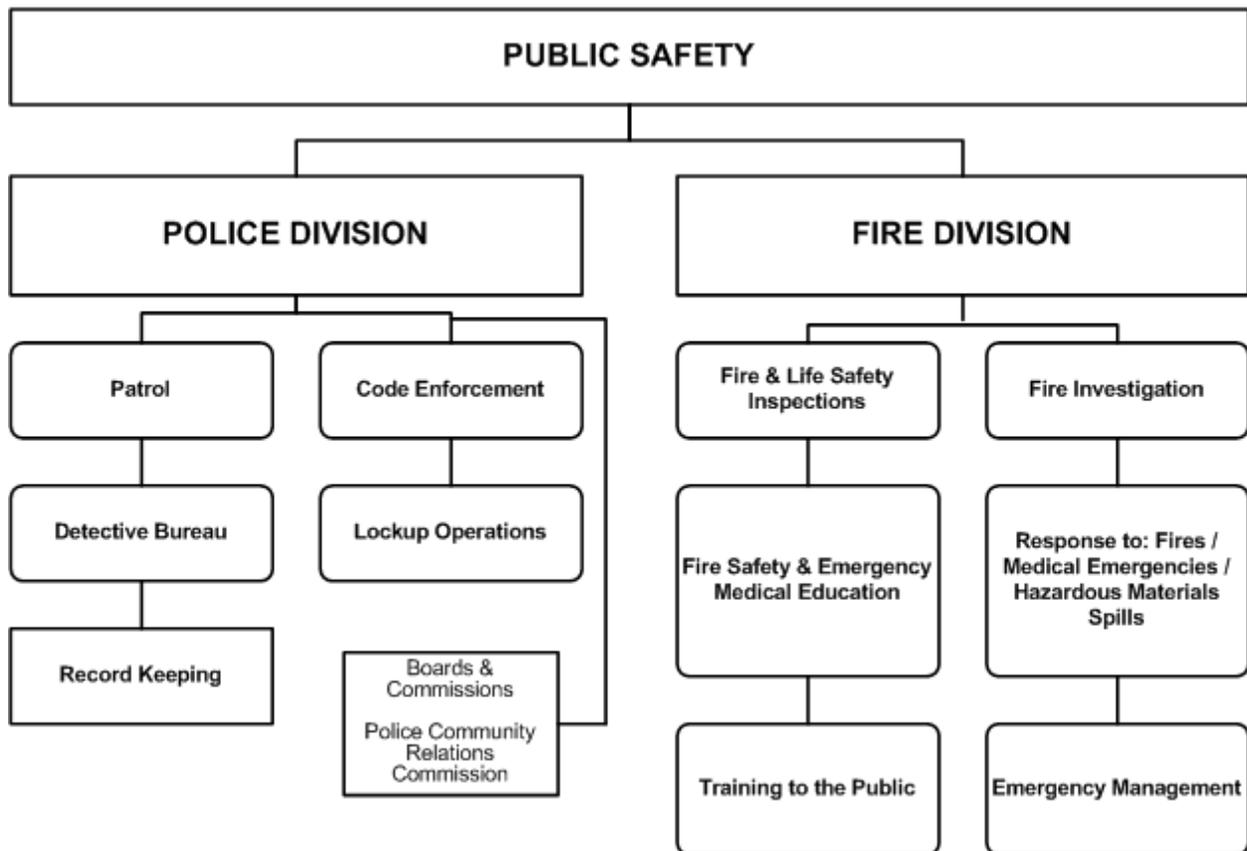
PUBLIC SAFETY

INTRODUCTION

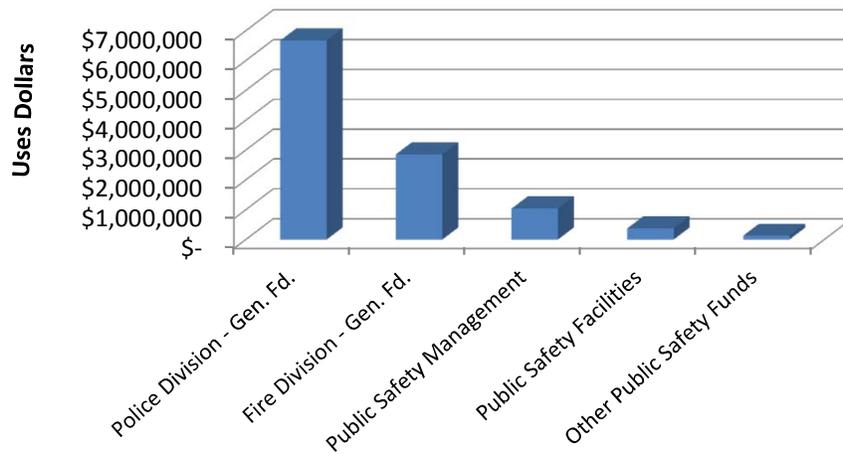
GROUP MISSION STATEMENT

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

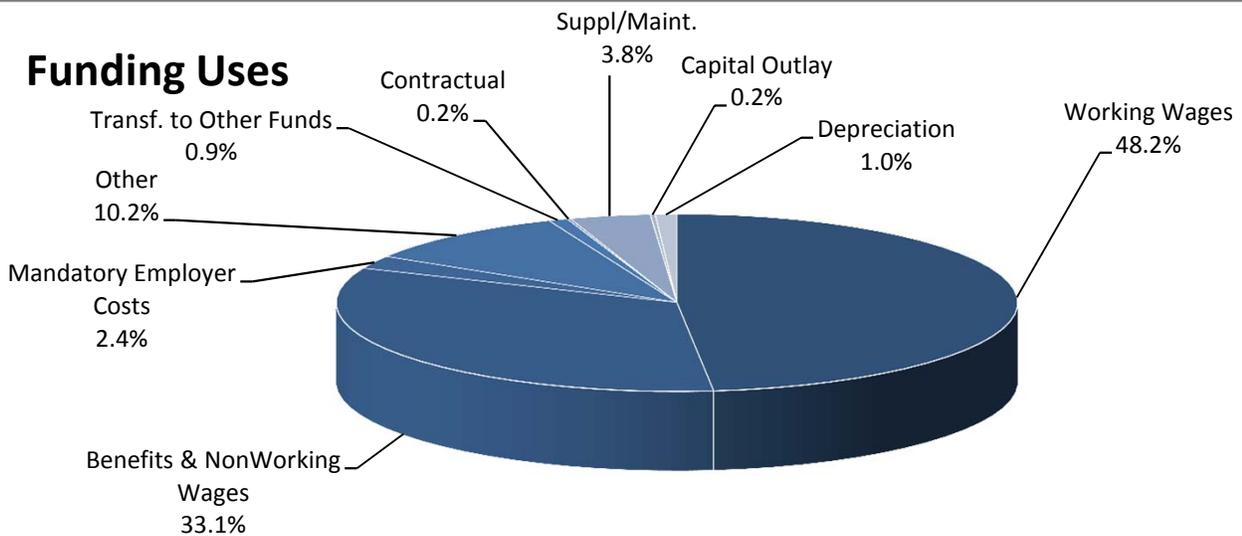
GROUP ORGANIZATIONAL STRUCTURE



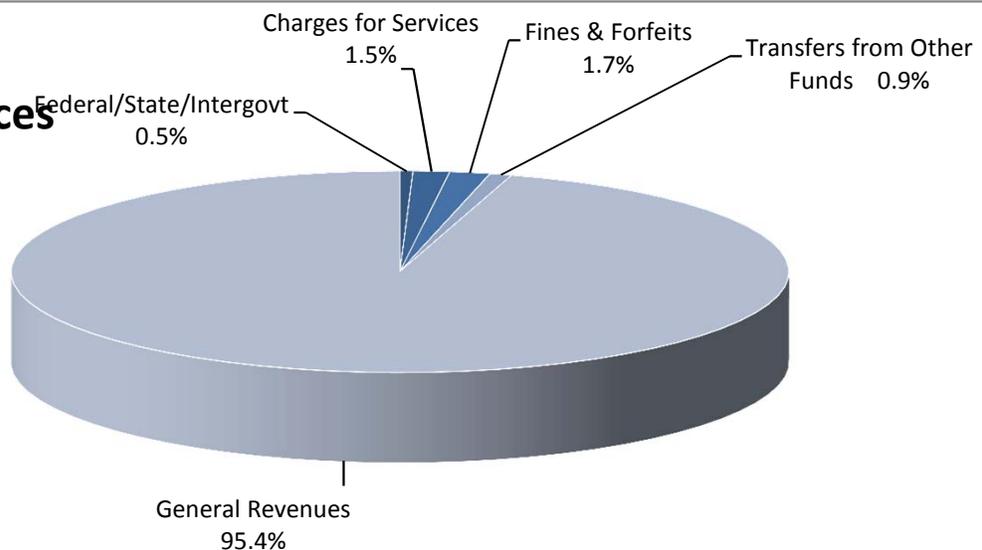
Total Uses By Department \$11,092,509



Funding Uses



Funding Sources





PUBLIC SAFETY

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|--|----------------------------|----------------------------|----------------------------------|------------------------------|
| -- GROUP FUNDING USES ACROSS FUNDS -- | | | | |
| FUND TYPES - | | | | |
| General | \$ 9,705,584 | \$ 10,283,466 | \$ 10,769,189 | \$ 10,963,184 |
| Special Revenue | 10,744 | 10,575 | 9,525 | 9,525 |
| Enterprise | 4,361 | 5,192 | 5,913 | 5,800 |
| Internal Service | 91,220 | 388,458 | 370,100 | 114,000 |
| TOTAL - ALL FUND TYPES | \$ 9,811,909 | \$ 10,687,690 | \$ 11,154,727 | \$ 11,092,509 |

| | | | | |
|--|-------------------|-------------------|-------------------|-------------------|
| -- GROUP FUNDING SOURCES & USES TOTALS -- | | | | |
| FUNDING SOURCES - | | | | |
| Intergovernmental | \$ 50,963 | \$ 53,772 | \$ 57,000 | \$ 59,800 |
| Charges for Services | 151,129 | 180,869 | 165,193 | 164,450 |
| Fines & Forfeits | 190,908 | 191,808 | 170,500 | 185,500 |
| Interest & Rents | 980 | 3,905 | 1,610 | 1,610 |
| Other | 1,240 | 3,020 | 3,413 | 3,000 |
| Transfers In | - 0 - | 86,890 | 90,000 | 100,000 |
| TOTAL SOURCES | \$ 395,220 | \$ 520,265 | \$ 487,716 | \$ 514,360 |

| | | | | |
|-------------------------------------|---------------------|----------------------|----------------------|----------------------|
| FUNDING USES - | | | | |
| Personnel Services - | | | | |
| * Salaries & Wages - Working | \$ 4,939,022 | \$ 4,992,326 | \$ 5,248,616 | \$ 5,356,004 |
| * Benefits - Incl. NonWorking Wages | 3,190,922 | 3,411,663 | 3,599,024 | 3,665,681 |
| * Mandatory Employer Costs | 221,222 | 230,546 | 249,795 | 262,548 |
| Other Current Expenditures - | | | | |
| * Supplies / Maintenance | 388,086 | 401,823 | 445,001 | 425,640 |
| * Contractual Expenditures | 13,478 | 22,994 | 17,550 | 17,550 |
| * Other | 958,193 | 1,080,178 | 1,088,132 | 1,126,086 |
| Capital Outlay | 9,766 | 373,142 | 321,609 | 25,000 |
| Transfers Out | - 0 - | 86,890 | 90,000 | 100,000 |
| Depreciation Expense | 91,220 | 88,127 | 95,000 | 114,000 |
| TOTAL USES | \$ 9,811,909 | \$ 10,687,690 | \$ 11,154,727 | \$ 11,092,509 |

NON-CASH ITEMS - For Info Only

| | | | | |
|---|--------------|--------------|--------------|--------------|
| -- GROUP STAFFING TOTALS -- | | | | |
| Personnel Services Total Amount | \$ 8,351,166 | \$ 8,634,536 | \$ 9,097,435 | \$ 9,284,233 |
| * Full-Time Positions | 84.00 | 83.00 | 83.00 | 83.00 |
| * Part-Time Positions @ F.T.E. | 8.80 | 8.85 | 9.90 | 10.75 |
| * Part-Paid Fire Positions (Not @ F.T.E.) | 30.00 | 30.00 | 30.00 | 30.00 |

PUBLIC SAFETY

FUND MISSION STATEMENT

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

FISCAL YEAR 2016 ACTION PLAN

OPERATIONAL OBJECTIVES

- Continue the process for planning and funding improvements or reconstruction of fire service facilities. (August 2015). \$6 million
- Use innovation techniques from New North to establish an action plan to preserve and enhance trust between police and the community. (Throughout 2015-16)
- Provide two fire department open houses for the purpose of forging positive relationships with the community members and recruiting city residents for paid on-call fire fighter positions. (June 2016)
- Assist City Manager's Office with creating community relations opportunities to discuss the impact that gang activity and investigations have on the Holland community. (Throughout 2015-16).
- Complete the installation and training for the new CAD (Computer Automated Dispatch) System and RMS (Records Management System). This may include electronic dailies, new evidence tracking systems, gang database, fire incident management and other increases in technology. These systems are being provided and funded by Ottawa County Central Dispatch Authority. (January 2016)
- New Booking and Jail Management System – to transfer from our current jail software to a new system. This will include the training of personnel. This will be in collaboration with the Ottawa County Sheriff's Jail. Funded by the Ottawa County Sheriff's Office. (January 2016)
- To create employment opportunities for the Holland Youth Connections program by hiring youth to paint fire hydrants. (Throughout 2015) City Management budget \$10,000.
- Upgrade and coordinate a city-wide surveillance camera network that can be easily monitored by police staff. (September 2015) (Technology Services Budget item \$10,000)
- To organize, promote and participate in at least two charity events to raise money for Holland area organizations or families in need. (Throughout 2014-15)
- Develop and implement a fire service internship program with colleges and universities that offer a fire science and technology curriculum. This could be utilized as a recruitment tool and assist with many support functions within the department. These could include data entry, updates to pre-incident planning information and compliance with fire fighter right to

PUBLIC SAFETY

know requirements. (January 2016)

- Update the fire department vehicle replacement schedule and make necessary budget recommendations to support it with contributions to the fire vehicle replacement fund. (June 2016) Fire Budget \$100,000.
- Work with police and fire unions through interest-based pre-negotiation meetings to establish a long-term plan to minimize or eliminate defined benefit pension unfunded liability amounts. (Throughout 2015)
- Raise overnight parking fines by \$5.00. Increase revenue by approximately \$15,000.

PUBLIC SAFETY

POLICE DIVISION

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|--|--|-----------------|-----------------|--------------------|--------------------|
| Workload | Police Calls: | | | | |
| | Total Police Calls | 20,853 | 19,975 | 20,000 | 20,000 |
| | Part I Criminal Offenses | 3,153 | 2,929 | 3,000 | 3,000 |
| | Part II Criminal Offenses | 2,958 | 3,074 | 3,000 | 3,000 |
| | Service Calls | 13,300 | 12,480 | 12,500 | 12,500 |
| | Accidents Reported: | | | | |
| | Total Crashes Investigated | 1,442 | 1,492 | 1,400 | 1,400 |
| | Injury | 167 | 220 | 200 | 200 |
| | Property Damage | 1,275 | 1,270 | 1,200 | 1,200 |
| | Fatalities | 2 | 2 | 1 | 1 |
| | Lockup Report: | | | | |
| | Total Bookings | 2,768 | 2,694 | 2,700 | 2,700 |
| | Adult Arrests | 2,146 | 1,901 | 1,900 | 1,900 |
| | Juvenile Arrests | 513 | 412 | 400 | 400 |
| | Court Commitments / Transfers | 845 | 836 | 840 | 840 |
| | Police Vehicle Report: | | | | |
| | Total Miles Driven | 434,777 | 416,843 | 420,000 | 420,000 |
| | Preventable Cruiser Accidents | 12 | 7 | 5 | 5 |
| | Non-Preventable Accidents | 2 | 0 | 2 | 2 |
| | Training: | | | | |
| | Total Hours-FTO, Reserve, & Regular Officers | 10,083 | 8,917 | 9,000 | 9,000 |
| | Complaints Investigated | | | | |
| | Domestic Animals | 140 | 152 | 155 | 155 |
| | Yard Parking | 75 | 156 | 130 | 130 |
| Court Citations Issued | 3,456 | 4,373 | 4,400 | 4,400 | |
| Parking Enforcement | | | | | |
| Overnight Violations | 4,318 | 2,903 | 3,000 | 3,000 | |
| Handicapped Violations | 35 | 34 | 45 | 45 | |
| Ordinance Violations | 771 | 690 | 700 | 700 | |
| Parking Fines Collected | \$62,500 | \$45,450 | \$46,000 | \$46,000 | |
| Park Patrol - Total Incidents | 9 | 8 | 10 | 10 | |
| Abandoned Vehicles - Total Processed | 23 | 12 | 15 | 15 | |
| Found/Recovered Bicycles - Total Processed | 147 | 123 | 125 | 125 | |
| Efficiency | Call Response Time % on total Police Calls | | | | |
| | 10 minutes & under | 85.5% | 86.1% | 86.0% | 86.0% |
| | 5 minutes & under | 63.6% | 64.0% | 65.0% | 65.0% |

PUBLIC SAFETY

POLICE DIVISION - COMMUNITY RELATIONS

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------|---------------------------|-----------------|-----------------|--------------------|--------------------|
| Workload | School Programs | | | | |
| | College | 0 | 0 | 0 | 0 |
| | High School | 1 | 3 | 3 | 3 |
| | Middle & Elementary (K-7) | 24 | 15 | 15 | 15 |
| | Community Programs | | | | |
| | Speaking Engagements | 7 | 13 | 15 | 15 |
| | Canine | 6 | 3 | 6 | 6 |
| | Citizen Police Academy | 1 | 1 | 1 | 1 |
| | Junior Police Academy | 1 | 1 | 1 | 1 |
| | National Night Out | 1 | 1 | 1 | 1 |
| | Victim Service Unit | | | | |
| | Call-outs | 29 | 24 | 25 | 25 |
| | Call-out Hours | 158 | 108 | 115 | 115 |
| | Meeting/Training Hours | 385 | 396 | 390 | 390 |

PUBLIC SAFETY

FIRE DIVISION

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected | |
|--|---|-----------------|-----------------|--------------------|--------------------|--|
| Workload | Total Fire Incidents | 109 | 103 | 112 | 115 | |
| | Structure Fires | 53 | 44 | 45 | 45 | |
| | Outside of Structure Fires | 1 | 4 | 4 | 5 | |
| | Vehicle Fires | 19 | 25 | 24 | 25 | |
| | Vegetation Fires | 6 | 4 | 3 | 5 | |
| | Refuse Fires | 14 | 9 | 10 | 10 | |
| | Explosion with no After-fire | 13 | 10 | 12 | 10 | |
| | Fire or Explosion not Otherwise Classified | 3 | 7 | 14 | 15 | |
| | Medical Emergencies | 1,957 | 2,079 | 2,200 | 2,200 | |
| | Flammable Liquid/Gas Emergencies & Hazardous Conditions | 161 | 154 | 155 | 155 | |
| | Service Calls | 210 | 202 | 250 | 250 | |
| | Good Intent Calls | 237 | 254 | 275 | 270 | |
| | False Alarms/Alarm Malfunctions | 266 | 308 | 416 | 400 | |
| | Other/Miscellaneous Calls | 4 | 1 | 3 | 3 | |
| | TOTAL INCIDENTS | 2,944 | 3,101 | 3,411 | 3,393 | |
| | Change from Previous Year | 2.69% | 5.33% | 10.00% | -0.53% | |
| | Value of Property Exposed to Fire | \$ 29,122,405 | \$ 63,413,563 | \$ 60,000,000 | \$ 60,000,000 | |
| | Combined Real and Personal Property Lost | \$ 788,650 | \$ 754,890 | \$ 800,000 | \$ 700,000 | |
| | Percent of Exposed Property Saved | 97.00% | 98.81% | 98.67% | 98.83% | |
| | <u>TRAINING AND SAFETY ACTIVITIES</u> | | | | | |
| | Total Personnel-Hours Spent in Training | 3,608 | 4,038 | 4,000 | 4,000 | |
| | Civilian Fire-Related Injuries | 4 | 1 | 0 | 0 | |
| | Firefighter Duty-Related Injuries | 5 | 4 | 2 | 0 | |
| | <u>FIRE PREVENTION ACTIVITIES</u> | | | | | |
| | Fire Code Inspections Performed | 131 | 202 | 230 | 230 | |
| | Fire Investigations Conducted | 15 | 13 | 15 | 15 | |
| | Outside Fire Prevention Programs Presented | 22 | 18 | 20 | 20 | |
| | Child Passenger Safety Seat Installations & Inspections | 175 | 122 | 100 | 100 | |
| | Insurance Service Office Rating | 4 | 4 | 4 | 4 | |
| | Number of fire stations | 3 | 3 | 3 | 3 | |
| Fire Hydrant Maintenance & Flowing | 1,739 | 1,739 | 1,739 | 1,739 | | |
| <u>EMERGENCY MANAGEMENT</u> | | | | | | |
| Conduct Emergency Warning Systems Tests | 9 | 9 | 9 | 9 | | |
| Maintain and Update City Emergency Plan | 1 | 1 | 1 | 1 | | |
| Department Head Semi-Annual Tabletop Exercises | 0 | 0 | 1 | 1 | | |
| Plan and Implement City Emergency Plan Test Exercise | 0 | 0 | 0 | 1 | | |



PUBLIC SAFETY

GENERAL FUND - POLICE & FIRE DIVISIONS

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------------|---------------------|----------------------|----------------------|----------------------|
| Intergovernmental | \$ 40,865 | \$ 43,242 | \$ 47,000 | \$ 50,000 |
| Charges for Services | 147,715 | 177,602 | 162,056 | 161,350 |
| Fines & Forfeits | 190,908 | 191,808 | 170,500 | 185,500 |
| Interest & Rents | - 0 - | - 0 - | - 0 - | - 0 - |
| Transfers In | - 0 - | - 0 - | - 0 - | - 0 - |
| Other | - 0 - | - 0 - | 700 | 700 |
| General Operating Revenues | 9,326,096 | 9,870,814 | 10,388,933 | 10,565,634 |
| TOTAL SOURCES | \$ 9,705,584 | \$ 10,283,466 | \$ 10,769,189 | \$ 10,963,184 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|---------------------|----------------------|----------------------|----------------------|
| * Salaries & Wages - Working | \$ 4,939,022 | \$ 4,992,326 | \$ 5,248,616 | \$ 5,356,004 |
| * Benefits - Incl. NonWorking Wages | 3,190,922 | 3,411,663 | 3,599,024 | 3,665,681 |
| * Mandatory Employer Costs | 221,222 | 230,546 | 249,795 | 262,548 |
| Other Current Expenditures - | | | | |
| * Supplies / Maintenance | 385,499 | 399,337 | 442,501 | 423,140 |
| * Contractual | 13,478 | 22,994 | 17,550 | 17,550 |
| * Other | 945,675 | 1,066,897 | 1,075,194 | 1,113,261 |
| Capital Outlay | 9,766 | 72,811 | 46,509 | 25,000 |
| Transfers Out | - 0 - | 86,890 | 90,000 | 100,000 |
| TOTAL USES | \$ 9,705,584 | \$ 10,283,466 | \$ 10,769,189 | \$ 10,963,184 |

- - STAFFING - -

| | | | | |
|--------------------------------------|--------------|--------------|--------------|--------------|
| Personnel Services Total Amount | \$ 8,351,166 | \$ 8,634,536 | \$ 9,097,435 | \$ 9,284,233 |
| * Full-Time Positions | 84.00 | 82.00 | 82.00 | 82.00 |
| * Part-Paid Positions (Not @ F.T.E.) | 30.00 | 30.00 | 30.00 | 30.00 |
| * Part-Time Positions @ F.T.E. | 8.80 | 8.85 | 9.90 | 10.75 |



PUBLIC SAFETY

POLICE CRIMINAL JUSTICE TRAINING FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2015 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|------------------|------------------|------------------|-----------------|
| Intergovernmental | \$ 10,098 | \$ 10,531 | \$ 10,000 | \$ 9,800 |
| TOTAL SOURCES | \$ 10,098 | \$ 10,531 | \$ 10,000 | \$ 9,800 |

FUNDING USES -

Other Current Expenditures -

| | | | | |
|-------------------|------------------|------------------|-----------------|-----------------|
| * Other | \$ 10,744 | \$ 10,575 | \$ 9,525 | \$ 9,525 |
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 10,744 | \$ 10,575 | \$ 9,525 | \$ 9,525 |

- - FUND EQUITY - -

| | | | | |
|---------------------------|---------------|---------------|-----------------|-----------------|
| INCREASE (DECREASE) | \$ (646) | \$ (44) | \$ 475 | \$ 275 |
| ENDING BALANCE - | | | | |
| Designated / Reserved | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 617 | 573 | 1,048 | 1,323 |
| TOTAL FUND EQUITY | \$ 617 | \$ 573 | \$ 1,048 | \$ 1,323 |

- - STAFFING - -

Positions: Not Applicable



PUBLIC SAFETY

POLICE EMPLOYEES BENEFIT FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|-----------------|-----------------|-----------------|-----------------|
| Charges for Services | \$ 3,414 | \$ 3,267 | \$ 3,137 | \$ 3,100 |
| Interest & Rents | 1 | 12 | 10 | 10 |
| Other | 1,240 | 2,370 | 2,713 | 2,300 |
| TOTAL SOURCES | \$ 4,655 | \$ 5,650 | \$ 5,860 | \$ 5,410 |

FUNDING USES -

Other Current Expenditures -

| | | | | |
|--------------------------|-----------------|-----------------|-----------------|-----------------|
| * Supplies / Maintenance | \$ 2,587 | \$ 2,486 | \$ 2,500 | \$ 2,500 |
| * Other | 1,774 | 2,706 | 3,413 | 3,300 |
| TOTAL USES | \$ 4,361 | \$ 5,192 | \$ 5,913 | \$ 5,800 |

- - FUND EQUITY - -

| | | | | |
|---------------------------|---------------|-----------------|-----------------|---------------|
| INCREASE (DECREASE) | \$ 294 | \$ 458 | \$ (53) | \$ (390) |
| ENDING BALANCE - | | | | |
| Designated / Reserved | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 907 | 1,365 | 1,312 | 922 |
| TOTAL FUND EQUITY | \$ 907 | \$ 1,365 | \$ 1,312 | \$ 922 |

- - WORKING CAPITAL - -

| | | | | |
|---------------------|--------|----------|----------|----------|
| INCREASE (DECREASE) | ----- | \$ 458 | \$ (53) | \$ (390) |
| ENDING BALANCE | \$ 907 | \$ 1,365 | \$ 1,312 | \$ 922 |

- - STAFFING - -

Positions: Not Applicable



PUBLIC SAFETY

FIRE VEHICLE AND EQUIPMENT POOL FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|---------------|------------------|------------------|-------------------|
| Interest & Rents | \$ 979 | \$ 3,892 | \$ 1,600 | \$ 1,600 |
| Other | - 0 - | 650 | - 0 - | - 0 - |
| Transfers In | - 0 - | 86,890 | 90,000 | 100,000 |
| TOTAL SOURCES | \$ 979 | \$ 91,432 | \$ 91,600 | \$ 101,600 |

FUNDING USES -

Other Current Expenditures -

| | | | | |
|--------------------------|------------------|-------------------|-------------------|-------------------|
| * Supplies / Maintenance | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Capital Outlay | - 0 - | 300,331 | 275,100 | - 0 - |
| Transfers Out | - 0 - | - 0 - | - 0 - | - 0 - |
| Depreciation Expense | 91,220 | 88,127 | 95,000 | 114,000 |
| TOTAL USES | \$ 91,220 | \$ 388,458 | \$ 370,100 | \$ 114,000 |

- - FUND EQUITY - -

| | | | | |
|----------------------------------|---------------------|---------------------|---------------------|---------------------|
| INCREASE (DECREASE) | \$ (90,241) | \$ 3,305 | \$ (3,400) | \$ (12,400) |
| ENDING BALANCE - | | | | |
| Designated / Reserved - Vehicles | \$ 468,695 | \$ 168,364 | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 963,027 | 1,266,663 | 1,431,627 | 1,419,227 |
| TOTAL FUND EQUITY | \$ 1,431,722 | \$ 1,435,027 | \$ 1,431,627 | \$ 1,419,227 |

- - WORKING CAPITAL - -

| | | | | |
|---------------------|------------|--------------|--------------|------------|
| INCREASE (DECREASE) | ----- | \$ (208,899) | \$ (183,500) | \$ 101,600 |
| ENDING BALANCE | \$ 468,695 | \$ 259,796 | \$ 76,296 | \$ 177,896 |

- - STAFFING - -

Positions: Not Applicable

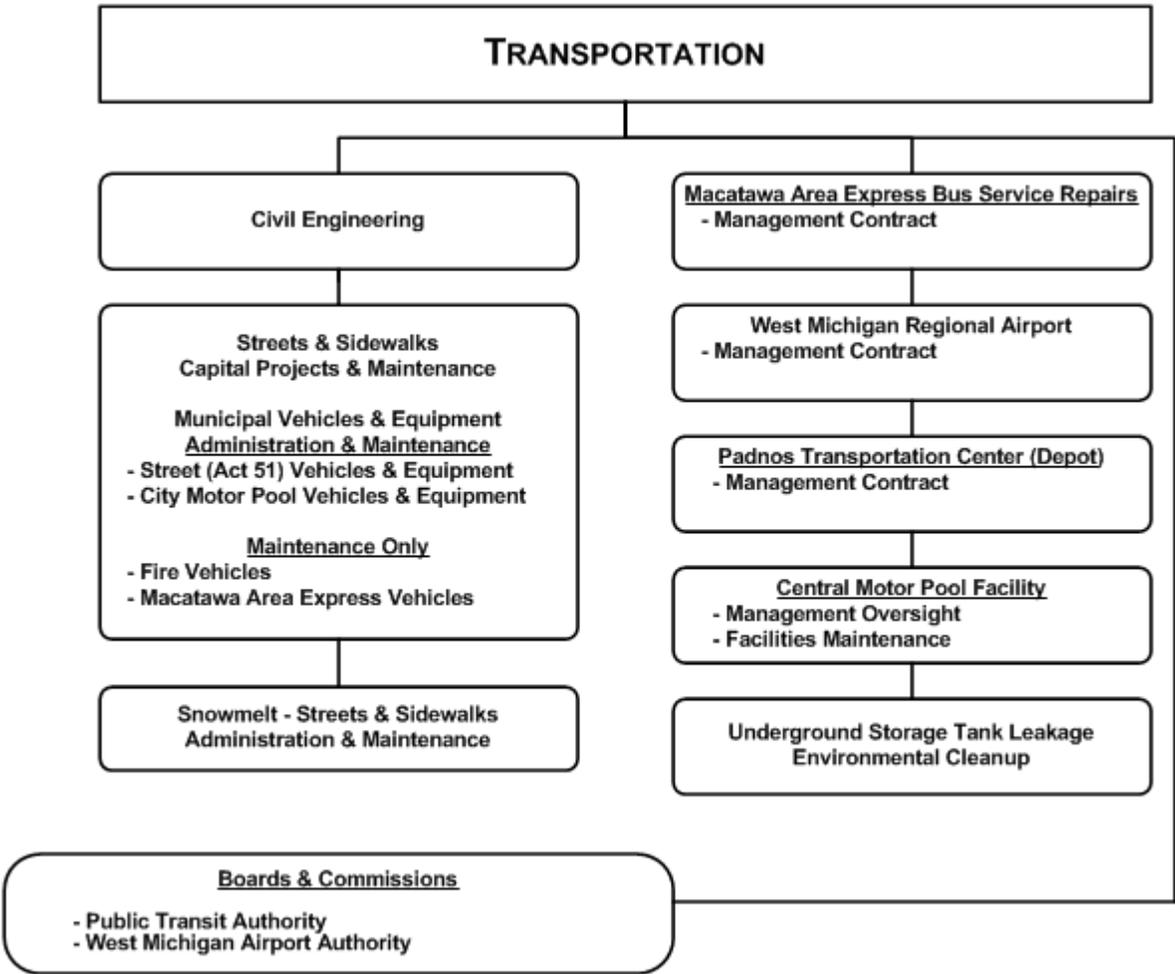
TRANSPORTATION

INTRODUCTION

GROUP MISSION STATEMENT

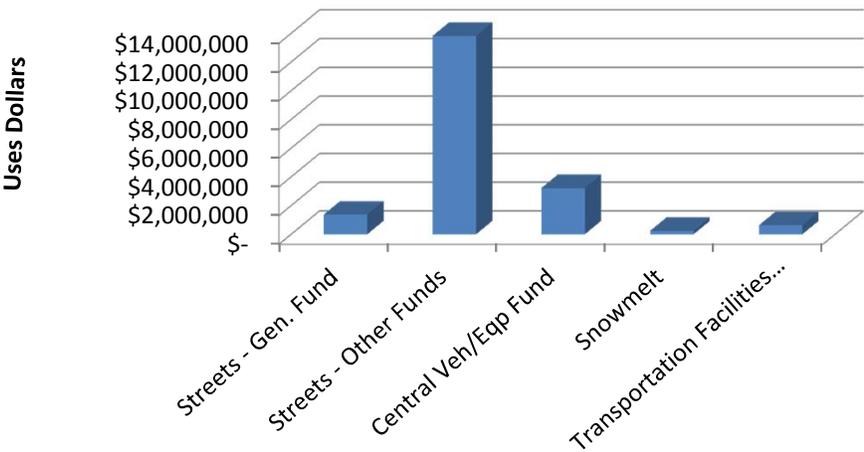
The Transportation Group has responsibility for all activities related to the provision, maintenance and upgrade of transportation related systems, facilities, and operations within the community. The overall objective is to provide a quality, efficient and diversified transportation network that includes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

GROUP ORGANIZATIONAL STRUCTURE

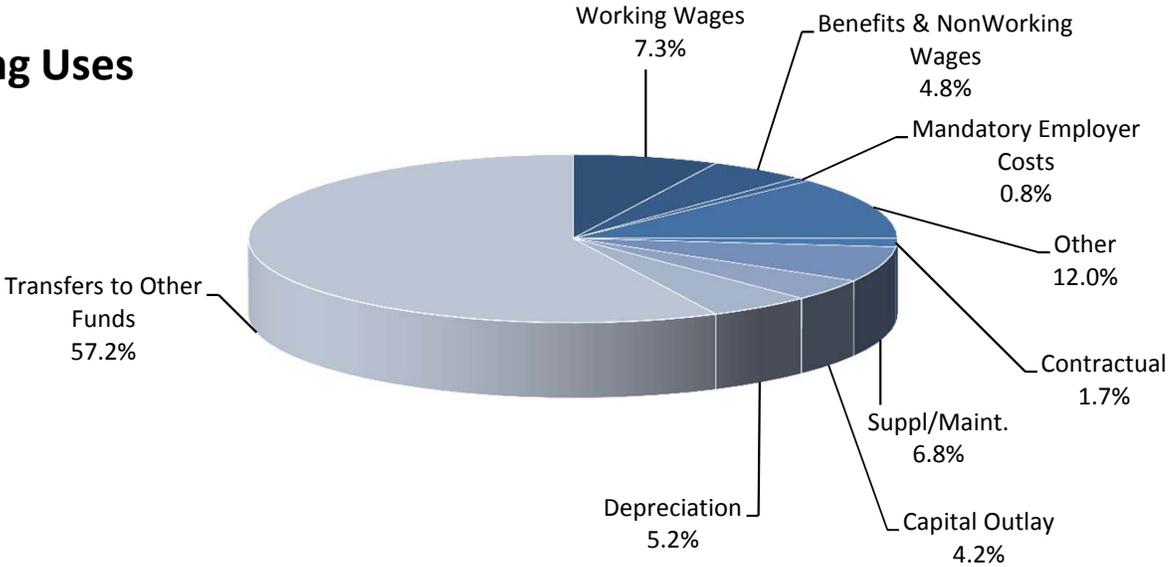


TRANSPORTATION

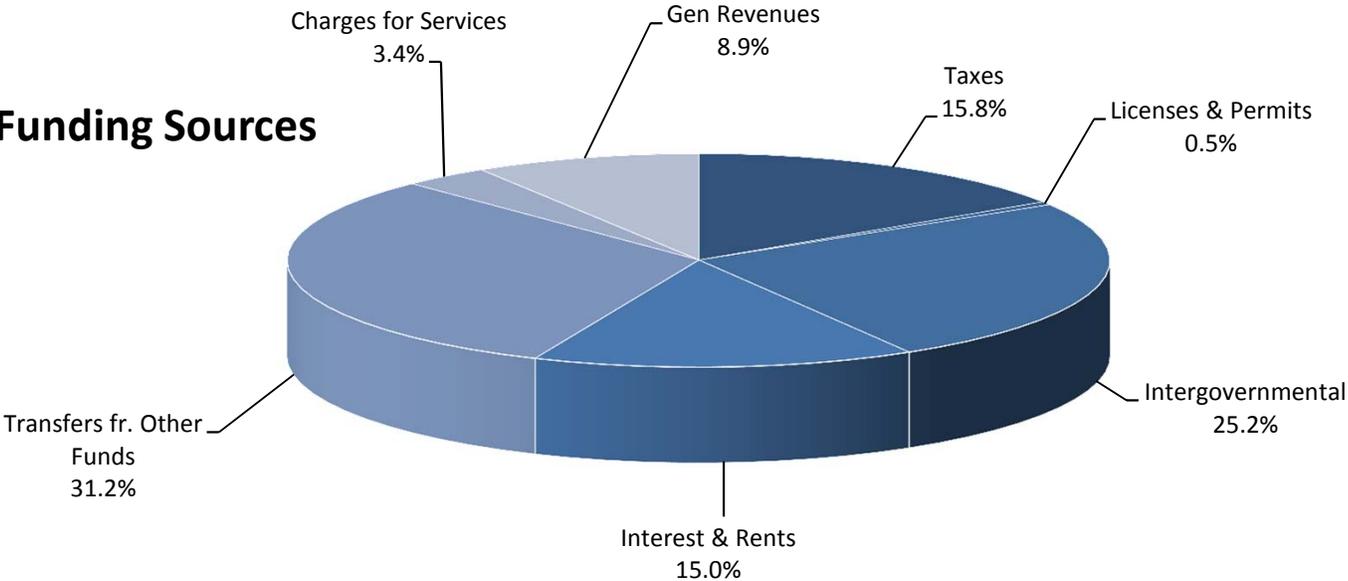
Total Uses By Department \$19,288,398



Funding Uses



Funding Sources





TRANSPORTATION

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|--|----------------------------|----------------------------|----------------------------------|------------------------------|
| -- GROUP FUNDING USES ACROSS FUNDS -- | | | | |
| FUND TYPES - | | | | |
| General | \$ 1,205,142 | \$ 1,213,735 | \$ 1,319,812 | \$ 1,378,614 |
| Special Revenue | 4,617,892 | 4,972,650 | 5,656,990 | 14,059,353 |
| Enterprise | 2,130,225 | 597,749 | 619,604 | 630,257 |
| Internal Service | 2,886,633 | 3,147,087 | 3,104,512 | 3,220,174 |
| TOTAL - ALL FUND TYPES | \$ 10,839,892 | \$ 9,931,221 | \$ 10,700,918 | \$ 19,288,398 |

| | | | | |
|--|---------------------|---------------------|---------------------|----------------------|
| -- GROUP FUNDING SOURCES & USES TOTALS -- | | | | |
| FUNDING SOURCES - | | | | |
| Taxes & Special Assessments | \$ 1,177,549 | \$ 1,196,836 | \$ 1,633,502 | \$ 2,114,400 |
| Licenses & Permits | 83,734 | 39,766 | 60,400 | 65,400 |
| Intergovernmental | 4,643,467 | 3,383,080 | 3,148,195 | 3,364,280 |
| Charges for Services | 284,853 | 324,583 | 334,160 | 337,757 |
| Fines & Forfeits | 50 | 50 | 100 | 100 |
| Interest & Rents | 1,788,825 | 2,283,050 | 1,947,717 | 2,007,388 |
| Other | (7,382) | 68,106 | 123,075 | 117,100 |
| Transfers In | 802,040 | 930,507 | 911,815 | 4,170,846 |
| TOTAL SOURCES | \$ 8,773,136 | \$ 8,225,978 | \$ 8,158,964 | \$ 12,177,271 |

| | | | | |
|-------------------------------------|----------------------|---------------------|----------------------|----------------------|
| FUNDING USES - | | | | |
| Personnel Services - | | | | |
| * Salaries & Wages - Working | \$ 1,209,239 | \$ 1,344,658 | \$ 1,286,118 | \$ 1,406,250 |
| * Benefits - Incl. NonWorking Wages | 780,385 | 847,253 | 872,950 | 938,853 |
| * Mandatory Employer Costs | 127,813 | 137,725 | 141,499 | 158,086 |
| Other Current Expenditures - | | | | |
| * Supplies / Maintenance | 1,167,257 | 1,428,897 | 1,307,452 | 1,307,235 |
| * Contractual | 197,769 | 214,550 | 314,045 | 322,950 |
| * Other | 3,709,062 | 2,496,439 | 2,242,498 | 2,313,358 |
| Capital Outlay | 671,158 | 663,957 | 776,000 | 807,000 |
| Debt Service Payments - | | | | |
| * Principal Maturities | - 0 - | - 0 - | - 0 - | - 0 - |
| * Interest & Fee Payments | - 0 - | - 0 - | - 0 - | - 0 - |
| Transfers Out | 2,004,098 | 1,812,650 | 2,763,056 | 11,037,366 |
| Depreciation Expense | 973,111 | 985,091 | 997,300 | 997,300 |
| Contingencies | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 10,839,892 | \$ 9,931,221 | \$ 10,700,918 | \$ 19,288,398 |

| | | | | |
|------------------------------------|--------------|--------------|--------------|--------------|
| -- GROUP STAFFING TOTALS -- | | | | |
| Personnel Services Total Amount | \$ 2,117,437 | \$ 2,329,636 | \$ 2,300,567 | \$ 2,503,189 |
| * Full-Time Positions | 26.46 | 25.00 | 25.20 | 26.20 |
| * Part-Time Positons @ F.T.E. | 2.85 | 2.65 | 3.40 | 3.50 |

TRANSPORTATION

DEPARTMENT MISSION STATEMENT

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

FISCAL YEAR 2016 ACTION PLAN

- Complete Central Avenue reconstruction project and critical piece of back-feed to snowmelt system between 8th Street and 9th Street.
- Complete 8th Street reconstruction project and critical piece of back-feed to snowmelt system between Fairbanks and Columbia Avenue.
- Complete the design for the 9th Street reconstruction project and advance the project to the bidding phase for construction in summer for 2016.
- Improve City website to provide regular updates on construction projects. Target \$1,000 in savings.
- Coordinate with the HBPW with site development of their new power generation facility.
- City street crew to fully implement skip milling and paving method for improving areas of pavement distress and minimize potholes. Target \$2,000 in savings.
- Complete repairs to areas along pathways where retaining walls and/or railings are in poor condition. Target \$40,000 expense.
- Implement tracking system for repairs and maintenance work. Target \$5,000 savings.
- Reduce street lighting costs by reviewing mid-block lighting and alternate lighting technologies for street lighting. Target \$12,000 in savings per year.
- Utilize new resources like govdeals.com and others to maximize revenue and minimize expenses for equipment. Target \$25,000 savings.

TRANSPORTATION

STREETS DIVISION

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected | |
|--|---|-----------------|------------------|--------------------|----------------------|----------------------|
| Workload | Total Mileage of Street System Maintained (Does Not Include State Trunkline Miles) | 149.05 | 148.08 | 149.15 | 149.15 | |
| | Mileage per MDOT Act 51 Approved Map | | | | | |
| | Major Streets | 56.88 | 56.88 | 56.88 | 56.88 | |
| | Local Streets | 91.86 | 92.20 | 92.27 | 92.27 | |
| | Street Cut Permits Issued For Utility Repair or New Construction | 326 | 315 | 325 | 325 | |
| | Amount of Asphalt used for Street Patching and Repairing (in tons - reflects Feb. to Feb.) | 1,061 | 997 | 1,200 | 1,200 | |
| | Amount of salt used for winter road maintenance (in tons) | 3,049 | 3,955 | 2,000 | 2,000 | |
| | Amount liquid deicing used for winter road maintenance (in gallons) | 2,835 | 24,805 | 20,000 | 20,000 | |
| | Number of street sweeper hours operated (reflects Feb. to Feb.) | 2,433.0 | 1,570.0 | 1,568.0 | 1,750.0 | |
| | | | CY2013 Actual | CY2014 Actual | CY 2015 Projected | CY 2016 Projected |
| | Fall Leaf Pickup: | | | | | |
| | Streets Division Costs (personnel and equipment) | \$138,445 | \$129 | \$130,000 | \$132,000 | |
| | Removal Costs | \$12,852 | \$16,215 | \$16,400 | \$17,500 | |
| | Number of hours worked by Streets Division personnel | 2,076 | 1,884 | 1,900 | 1,900 | |
| | Spring Cleanup: | | | | | |
| | Streets Division Costs (personnel and equipment) | \$42,231 | \$84,556 | \$60,000 | \$62,000 | |
| Removal Costs | \$4,686 | \$11,962 | \$10,000 | \$12,000 | | |
| Number of hours worked by Streets Division personnel | 736 | 1,224 | 1,000 | 1,000 | | |



TRANSPORTATION

GENERAL FUND - STREETS DIVISION

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|
| Charges for Services | \$ 9,002 | \$ 4,584 | \$ 6,850 | \$ 8,500 |
| Licenses & Permits | 525 | 500 | 400 | 400 |
| Fines & Forfeits | 50 | 50 | 100 | 100 |
| Interest & Rents | 160,000 | 165,000 | 170,000 | 180,000 |
| General Fund Operating Revenues | 875,467 | 869,005 | 958,296 | 974,575 |
| TOTAL SOURCES | \$ 1,045,044 | \$ 1,039,139 | \$ 1,135,646 | \$ 1,163,575 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|------------|------------|------------|------------|
| * Salaries & Wages - Working | \$ 143,429 | \$ 155,398 | \$ 169,184 | \$ 178,300 |
| * Benefits - Incl. NonWorking Wages | 149,607 | 22,900 | 160,081 | 166,163 |
| * Mandatory Employer Costs | 32,544 | 27,401 | 31,466 | 35,692 |

Other Current Expenditures -

| | | | | |
|----------------------------|---------|---------|---------|---------|
| * Supplies / Maintenance | 38,027 | 42,089 | 40,235 | 41,360 |
| * Contractual Expenditures | 52,376 | 65,541 | 66,920 | 75,200 |
| * Other | 629,061 | 725,810 | 667,760 | 666,860 |

| | | | | |
|-------------------|---------------------|---------------------|---------------------|---------------------|
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 1,045,044 | \$ 1,039,139 | \$ 1,135,646 | \$ 1,163,575 |

- - STAFFING - -

| | | | | |
|---------------------------------|------------|------------|------------|------------|
| Personnel Services Total Amount | \$ 325,580 | \$ 205,699 | \$ 360,731 | \$ 380,155 |
| Full-Time Positions | 16.10 | 15.65 | 15.65 | 15.65 |
| Part-Time Positions @ F.T.E. | 1.20 | 1.20 | 1.05 | 1.10 |

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

TRANSPORTATION

MANAGEMENT & ENGINEERING

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------|--|-----------------|-----------------|--------------------|--------------------|
| Workload | Construction Projects in Process | 8 | 12 | 16 | 16 |
| | Total Miles of Streets Reconstructed (Calendar) | 0.90 | 0.00 | 2.85 | 1.25 |
| | Total Miles of Streets Resurfaced n (Calendar) | 2.658 | 3,790 | 4.600 | 5.000 |
| | Total Miles of Path Construction or Resurfacing (Calendar) | 0.000 | 1.970 | 1.000 | 1.000 |
| | Sidewalk Repair Activities in Square Feet (Calendar) | 4,484 | 500 | 1,000 | 2,000 |



TRANSPORTATION

GENERAL FUND - MANAGEMENT & ENGINEERING

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| Charges for Services | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| General Fund Operating Revenues | 160,098 | 174,596 | 184,166 | 215,039 |
| TOTAL SOURCES | \$ 160,098 | \$ 174,596 | \$ 184,166 | \$ 215,039 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|-----------|-----------|-----------|------------|
| * Salaries & Wages - Working | \$ 75,800 | \$ 90,501 | \$ 82,815 | \$ 113,900 |
| * Benefits - Incl. NonWorking Wages | 42,691 | 38,250 | 43,109 | 53,660 |
| * Mandatory Employer Costs | 8,484 | 9,156 | 8,922 | 11,500 |

Other Current Expenditures -

| | | | | |
|--------------------------|--------|--------|--------|--------|
| * Supplies / Maintenance | 1,891 | 2,324 | 2,000 | 2,250 |
| * Contractual | 2,956 | 2,110 | 15,000 | 2,000 |
| * Other | 28,276 | 32,255 | 32,320 | 31,729 |

Capital Outlay

| | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 160,098 | \$ 174,596 | \$ 184,166 | \$ 215,039 |

- - STAFFING - -

| | | | | |
|---------------------------------|------------|------------|------------|------------|
| Personnel Services Total Amount | \$ 126,975 | \$ 137,907 | \$ 134,846 | \$ 179,060 |
| Full-Time Positions | 2.58 | 2.35 | 2.35 | 3.35 |
| Part-Time Positions @ F.T.E. | 0.35 | 0.30 | 0.30 | 0.30 |



TRANSPORTATION

MOTOR VEHICLE HIGHWAY MAJOR STREETS

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|---------------------|---------------------|---------------------|---------------------|
| Intergovernmental | \$ 2,159,446 | \$ 2,381,647 | \$ 2,208,195 | \$ 2,222,515 |
| Licenses & Permits | 37,237 | 16,451 | 20,000 | 25,000 |
| Interest & Rents | 4,095 | 22,450 | 15,000 | 15,000 |
| Other | 1,712 | - 0 - | - 0 - | - 0 - |
| Transfers In | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL SOURCES | \$ 2,202,490 | \$ 2,420,548 | \$ 2,243,195 | \$ 2,262,515 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|------------|------------|------------|------------|
| * Salaries & Wages - Working | \$ 293,587 | \$ 378,757 | \$ 307,500 | \$ 339,150 |
| * Benefits - Incl. NonWorking Wages | 174,727 | 284,462 | 200,800 | 203,400 |
| * Mandatory Employer Costs | 22,378 | 32,265 | 28,530 | 31,650 |

Other Current Expenditures -

| | | | | |
|--------------------------|---------|---------|---------|-----------|
| * Supplies / Maintenance | 193,022 | 248,710 | 261,122 | 251,000 |
| * Contractual | 84,765 | 96,280 | 154,925 | 182,000 |
| * Other | 478,608 | 570,276 | 437,110 | 461,720 |
| Transfers Out | 619,005 | 801,666 | 704,780 | 3,339,366 |
| Contingencies | - 0 - | - 0 - | - 0 - | - 0 - |

TOTAL USES

| | | | | |
|-------------------|---------------------|---------------------|---------------------|---------------------|
| TOTAL USES | \$ 1,866,092 | \$ 2,412,416 | \$ 2,094,767 | \$ 4,808,286 |
|-------------------|---------------------|---------------------|---------------------|---------------------|

- - FUND EQUITY - -

| | | | | |
|---------------------------|---------------------|---------------------|---------------------|-------------------|
| INCREASE (DECREASE) | \$ 336,398 | \$ 8,132 | \$ 148,428 | \$ (2,545,771) |
| ENDING BALANCE - | | | | |
| Designated / Reserved | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 2,719,828 | 2,727,960 | 2,876,388 | 330,617 |
| TOTAL FUND EQUITY | \$ 2,719,828 | \$ 2,727,960 | \$ 2,876,388 | \$ 330,617 |

- - STAFFING - -

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



TRANSPORTATION

MOTOR VEHICLE HIGHWAY LOCAL STREETS

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|---------------------|---------------------|---------------------|---------------------|
| Intergovernmental | \$ 542,295 | \$ 573,609 | \$ 540,000 | \$ 554,059 |
| Licenses & Permits | 45,972 | 22,815 | 40,000 | 40,000 |
| Interest & Rents | 392 | (452) | 1,000 | 1,000 |
| Other | - 0 - | - 0 - | - 0 - | - 0 - |
| Transfers In | 590,240 | 780,966 | 683,280 | 716,791 |
| TOTAL SOURCES | \$ 1,178,899 | \$ 1,376,938 | \$ 1,264,280 | \$ 1,311,850 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|------------|------------|------------|------------|
| * Salaries & Wages - Working | \$ 320,881 | \$ 347,104 | \$ 320,250 | \$ 346,400 |
| * Benefits - Incl. NonWorking Wages | 186,854 | 254,488 | 210,200 | 209,550 |
| * Mandatory Employer Costs | 25,604 | 30,441 | 29,880 | 32,650 |

Other Current Expenditures -

| | | | | |
|--------------------------|---------|---------|---------|---------|
| * Supplies / Maintenance | 170,218 | 228,891 | 228,700 | 221,200 |
| * Contractual | 34,259 | 14,095 | 57,250 | 55,450 |
| * Other | 441,083 | 501,919 | 418,000 | 446,600 |
| Transfers Out | - 0 - | - 0 - | - 0 - | - 0 - |
| Contingencies | - 0 - | - 0 - | - 0 - | - 0 - |

FUNDING USES - TOTALS

| | | | | |
|------------------------------|---------------------|---------------------|---------------------|---------------------|
| FUNDING USES - TOTALS | \$ 1,178,899 | \$ 1,376,938 | \$ 1,264,280 | \$ 1,311,850 |
|------------------------------|---------------------|---------------------|---------------------|---------------------|

- - FUND EQUITY - -

| | | | | |
|---------------------------|-----------------|-----------------|-----------------|-----------------|
| INCREASE (DECREASE) | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| ENDING BALANCE - | | | | |
| Designated / Reserved | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 2,000 | 2,000 | 2,000 | 2,000 |
| TOTAL FUND EQUITY | \$ 2,000 | \$ 2,000 | \$ 2,000 | \$ 2,000 |

- - STAFFING - -

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



TRANSPORTATION

ALLEGAN COUNTY ROAD TAX FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|-------------------|-------------------|-------------------|-------------------|
| Intergovernmental | \$ 411,523 | \$ 427,824 | \$ 400,000 | \$ 400,000 |
| Interest & Rents | (855) | 2,465 | 3,500 | 3,500 |
| Transfers In | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL SOURCES | \$ 410,668 | \$ 430,289 | \$ 403,500 | \$ 403,500 |

FUNDING USES -

| | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|
| Transfers Out | \$ 163,111 | \$ 165,002 | \$ 400,247 | \$ 875,000 |
| Contingencies | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 163,111 | \$ 165,002 | \$ 400,247 | \$ 875,000 |

- - FUND EQUITY - -

| | | | | |
|---------------------------|-------------------|-------------------|-------------------|------------------|
| INCREASE (DECREASE) | \$ 247,557 | \$ 265,287 | \$ 3,253 | \$ (471,500) |
| ENDING BALANCE - | | | | |
| Designated / Reserved | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 269,557 | 534,844 | 538,097 | 66,597 |
| TOTAL FUND EQUITY | \$ 269,557 | \$ 534,844 | \$ 538,097 | \$ 66,597 |

- - STAFFING - -

Positions: Not Applicable

TRANSPORTATION

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 to help fund major street and bridge infrastructure improvement projects that might not otherwise be possible out of annual operating and state gas tax revenues. Allocations from this fund are made by Council, and may be used in conjunction with other funding sources in the undertaking of any street and infrastructure project.

FISCAL YEAR 2016 ACTION PLAN

- Provide funding to assist with the implementation of the Five-Year Street Improvement plan outlined in the Capital Improvements section of the budget.
- To direct revenues from this fund toward capital improvements outlined in the Engineering and Street sections of the General Fund.
- With the unusually high amount of road reconstruction projects being programmed in 2015/2016, primarily due to the necessity to back-feed the snowmelt system from the new power plant, fund balances across all City road funds will finish FY16 at extremely low levels (historically low levels). In addition, the 2015 Resurfacing program is also being severely trimmed in order to afford the reconstruction projects and capitalize on rare snowmelt expansion opportunities. Future road projects are expected to have to be moved out further into the future in order to rebuild fund balances and the overall PASER rating for our road network is expected to continue on its current downward trend. Michigan voters will have an opportunity in May of 2015 to approve new funding for road work in the form of a sales tax increase. The vote will have a major impact on the City's road funds with additional revenues expected to approach \$1.7 million phased in over a three year period. In the event this measure would pass, the transportation department would be able to make several positive adjustments to our five year street improvement program and maintain or even increase upon the usual amount of yearly road projects the City completes and reverse the downward trend of our PASER rating.



TRANSPORTATION

STREET IMPROVEMENTS RESERVE FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|
| Taxes & Special Assessments | \$ 975,667 | \$ 988,452 | \$ 1,367,169 | \$ 1,831,500 |
| Intergovernmental | - 0 - | - 0 - | - 0 - | 187,706 |
| Interest & Rents | 4,179 | 15,411 | 12,000 | 11,000 |
| Other | - 0 - | - 0 - | - 0 - | - 0 - |
| Transfers In | 184,000 | 100,000 | 176,000 | 3,400,000 |
| TOTAL SOURCES | \$ 1,163,846 | \$ 1,103,862 | \$ 1,555,169 | \$ 5,430,206 |

FUNDING USES -

Other Current Expenditures -

| | | | | |
|-------------------|---------------------|-------------------|---------------------|---------------------|
| * Contractual | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Transfers Out | 1,221,982 | 779,577 | 1,658,029 | 6,823,000 |
| Contingencies | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 1,221,982 | \$ 779,577 | \$ 1,658,029 | \$ 6,823,000 |

- - FUND EQUITY - -

| | | | | |
|---------------------------|---------------------|---------------------|---------------------|------------------|
| INCREASE (DECREASE) | \$ (58,136) | \$ 324,285 | \$ (102,860) | \$ (1,392,794) |
| ENDING BALANCE - | | | | |
| Designated / Reserved | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 1,187,657 | 1,511,942 | 1,409,082 | 16,288 |
| TOTAL FUND EQUITY | \$ 1,187,657 | \$ 1,511,942 | \$ 1,409,082 | \$ 16,288 |

- - STAFFING - -

Positions: Not Applicable

TRANSPORTATION

DOWNTOWN SNOWMELT SYSTEM OPERATING FUND

FUND MISSION STATEMENT

To provide the downtown with a cost and operationally efficient Snowmelt system that enables a snow-free environment during the winter months to promote all uses of the downtown, both public and private.

FISCAL YEAR 2016 ACTION PLAN

- Complete transmission and distribution improvements along Central Avenue with minimum level of transmission improvement necessary to back-feed existing snowmelt system.
- Complete transmission and distribution improvements along 8th Street with minimum level of transmission improvement necessary to back-feed existing snowmelt system.
- Complete design of 9th Street project that will include final piece of transmission piping to back-feed existing snowmelt system.
- Complete plan for maintenance overhaul of snowmelt system prior to conversion to new power plant. Actual maintenance overhaul scheduled for fall of 2016.



TRANSPORTATION

DOWNTOWN SNOWMELT SYSTEM OPERATING FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|
| Taxes & Special Assessments | \$ 104,310 | \$ 109,526 | \$ 166,339 | \$ 183,000 |
| Interest & Rents | 274 | 1,014 | 100 | - 0 - |
| Other | 19,576 | 20,531 | 21,388 | 22,400 |
| Transfers In | 27,800 | 29,250 | 30,400 | 31,920 |
| TOTAL SOURCES | \$ 151,960 | \$ 160,321 | \$ 218,227 | \$ 237,320 |

FUNDING USES -

Other Current Expenditures -

| | | | | |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| * Contractual | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| * Other | 187,808 | 238,717 | 239,667 | 241,217 |
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| Debt Service Payments - | | | | |
| * Principal | - 0 - | - 0 - | - 0 - | - 0 - |
| * Interest & Fee Payments | - 0 - | - 0 - | - 0 - | - 0 - |
| Transfers Out | - 0 - | - 0 - | - 0 - | - 0 - |
| Contingencies | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 187,808 | \$ 238,717 | \$ 239,667 | \$ 241,217 |

- - FUND EQUITY - -

| | | | | |
|---------------------------|-------------------|------------------|-----------------|---------------|
| INCREASE (DECREASE) | \$ (35,848) | \$ (78,396) | \$ (21,440) | \$ (3,897) |
| ENDING BALANCE - | | | | |
| Designated / Reserved | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 104,654 | 26,258 | 4,818 | 921 |
| TOTAL FUND EQUITY | \$ 104,654 | \$ 26,258 | \$ 4,818 | \$ 921 |

- - STAFFING - -

Positions: Not Applicable



TRANSPORTATION

DEPOT OPERATIONS FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|-------------|-------------|-------------|-------------|
| Intergovernmental | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Interest & Rents | 1 | 1 | 1 | 1 |
| Other | - 0 - | - 0 - | - 0 - | - 0 - |
| Transfers In | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL SOURCES | \$ 1 | \$ 1 | \$ 1 | \$ 1 |

FUNDING USES -

| | | | | |
|------------------------------|------------------|------------------|------------------|------------------|
| Personnel Services - | | | | |
| * Salaries & Wages - Working | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| * Mandatory Employer Costs | - 0 - | - 0 - | - 0 - | - 0 - |
| Other Current Expenditures - | | | | |
| * Supplies / Maintenance | - 0 - | - 0 - | - 0 - | - 0 - |
| * Contractual | - 0 - | - 0 - | - 0 - | - 0 - |
| * Other | - 0 - | - 0 - | - 0 - | - 0 - |
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| Depreciation Expense | 24,739 | 24,540 | 24,500 | 24,500 |
| TOTAL USES | \$ 24,739 | \$ 24,540 | \$ 24,500 | \$ 24,500 |

- - FUND EQUITY - -

| | | | | |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| INCREASE (DECREASE) | \$ (24,738) | \$ (24,539) | \$ (24,499) | \$ (24,499) |
| ENDING BALANCE - | | | | |
| Designated / Reserved | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 846,596 | 822,057 | 797,558 | 773,059 |
| TOTAL FUND EQUITY | \$ 846,596 | \$ 822,057 | \$ 797,558 | \$ 773,059 |

- - WORKING CAPITAL - -

| | | | | |
|---------------------|-------|------|------|-------|
| INCREASE (DECREASE) | ----- | \$ 1 | \$ 1 | #REF! |
| ENDING BALANCE | \$ 5 | \$ 6 | \$ 7 | #REF! |

- - STAFFING - -

Positions: Not Applicable

TRANSPORTATION
MUNICIPAL AIRPORT FACILITIES AND MANAGEMENT FUND

FUND MISSION STATEMENT

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

FISCAL YEAR 2016 ACTION PLAN

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



TRANSPORTATION

MUNICIPAL AIRPORT FACILITIES MANAGEMENT FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|---|----------------------------|----------------------------|----------------------------------|------------------------------|
| - - FUNDING SOURCES & USES - - | | | | |
| FUNDING SOURCES - | | | | |
| Taxes & Special Assessments | \$ 97,572 | \$ 98,858 | \$ 99,994 | \$ 99,900 |
| Intergovernmental | - 0 - | - 0 - | - 0 - | - 0 - |
| Charges for Services | - 0 - | - 0 - | 20,085 | 30,932 |
| TOTAL SOURCES | \$ 97,572 | \$ 98,858 | \$ 120,079 | \$ 130,832 |

| | | | | |
|--|-------------------|-------------------|-------------------|-------------------|
| FUNDING USES - | | | | |
| Personnel Services - | | | | |
| * Salaries & Wages - Working | \$ - 0 - | \$ - 0 - | \$ 16,550 | \$ 23,100 |
| * Benefits - To Include NonWorking Wages | - | - | 2,180 | 5,805 |
| * Mandatory Employer Costs | - 0 - | - 0 - | 1,355 | 2,027 |
| Other Current Expenditures - | | | | |
| * Other | 97,519 | 99,003 | 99,994 | 99,900 |
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| Depreciation Expense | 461,005 | 461,005 | 461,000 | 461,000 |
| TOTAL USES | \$ 558,524 | \$ 560,008 | \$ 581,079 | \$ 591,832 |

| | | | | |
|----------------------------|----------------------|----------------------|----------------------|---------------------|
| - - FUND EQUITY - - | | | | |
| INCREASE (DECREASE) | \$ (460,952) | \$ (461,150) | \$ (461,000) | \$ (461,000) |
| ENDING BALANCE - | | | | |
| Designated / Reserved | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 11,149,066 | 10,687,916 | 10,226,916 | 9,765,916 |
| TOTAL FUND EQUITY | \$ 11,149,066 | \$ 10,687,916 | \$ 10,226,916 | \$ 9,765,916 |

| | | | | |
|--------------------------------|--------|----------|----------|----------|
| - - WORKING CAPITAL - - | | | | |
| INCREASE (DECREASE) | ----- | \$ (145) | \$ - 0 - | \$ - 0 - |
| ENDING BALANCE | \$ 145 | \$ - 0 - | \$ - 0 - | \$ - 0 - |

| | | | | |
|---------------------------------|----------|----------|-----------|-----------|
| - - STAFFING - - | | | | |
| Personnel Services Total Amount | \$ - 0 - | \$ - 0 - | \$ 20,085 | \$ 30,932 |
| Full-Time Positions | - 0 - | - 0 - | 0.20 | 0.20 |
| Part-Time Positions @ F.T.E. | - 0 - | - 0 - | 0.35 | 0.35 |



TRANSPORTATION

PUBLIC TRANSIT FACILITIES & MGMT SYSTEM FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|---------------------|---------------|---------------|---------------|
| Charges for Services | \$ 3,803 | \$ 541 | \$ 325 | \$ 325 |
| Intergovernmental | 1,530,203 | - 0 - | - 0 - | - 0 - |
| Interest & Rents | - 0 - | 13 | 10 | - 0 - |
| Other | - 0 - | - 0 - | - 0 - | - 0 - |
| Transfers In | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL SOURCES | \$ 1,534,006 | \$ 554 | \$ 335 | \$ 325 |

FUNDING USES -

| | | | | |
|------------------------------|---------------------|------------------|------------------|------------------|
| Personnel Services | | | | |
| * Salaries & Wages - Working | \$ 2,801 | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| * Mandatory Employer Costs | 262 | - 0 - | - 0 - | - 0 - |
| Other Current Expenditures - | | | | |
| * Supplies / Maintenance | - 0 - | 1 | - 0 - | - 0 - |
| * Contractual | 176 | - 0 - | - 0 - | - 0 - |
| * Other | 1,530,767 | 540 | 325 | 325 |
| Depreciation Expense | 11,711 | 11,767 | 11,800 | 11,800 |
| TOTAL USES | \$ 1,545,717 | \$ 12,308 | \$ 12,125 | \$ 12,125 |

- - FUND EQUITY - -

| | | | | |
|-----------------------------------|-------------------|-------------------|-------------------|-------------------|
| INCREASE (DECREASE) | \$ (11,711) | \$ (11,754) | \$ (11,790) | \$ (11,800) |
| ENDING BALANCE - (see note below) | | | | |
| Designated / Reserved | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 268,165 | 256,411 | 244,621 | 232,821 |
| TOTAL FUND EQUITY | \$ 268,165 | \$ 256,411 | \$ 244,621 | \$ 232,821 |

- - WORKING CAPITAL - -

| | | | | |
|---------------------|----------|----------|----------|----------|
| INCREASE (DECREASE) | ----- | \$ 13 | \$ 10 | \$ - 0 - |
| ENDING BALANCE | \$ 1,624 | \$ 1,637 | \$ 1,647 | \$ 1,647 |

- - STAFFING - -

| | | | | |
|---------------------------------|----------|----------|----------|----------|
| Personnel Services Total Amount | \$ 3,063 | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| * Full-Time Positions | - 0 - | - 0 - | - 0 - | - 0 - |
| * Part-Time Positions @ F.T.E. | 0.15 | - 0 - | - 0 - | - 0 - |



TRANSPORTATION

TRANSPORTATION EMPLOYEES BENEFIT FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|-----------------|-----------------|-----------------|-----------------|
| Charges for Services | \$ 1,417 | \$ 1,328 | \$ 1,400 | \$ 1,400 |
| Interest & Rents | 5 | 26 | 16 | 16 |
| Other | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL SOURCES | \$ 1,422 | \$ 1,354 | \$ 1,416 | \$ 1,416 |

FUNDING USES -

Other Current Expenditures -

| | | | | |
|--------------------------|-----------------|---------------|-----------------|-----------------|
| * Supplies / Maintenance | \$ 485 | \$ 385 | \$ 600 | \$ 600 |
| * Other | 760 | 507 | 1,300 | 1,200 |
| TOTAL USES | \$ 1,245 | \$ 892 | \$ 1,900 | \$ 1,800 |

- - FUND EQUITY - -

| | | | | |
|---------------------------|-----------------|-----------------|-----------------|-----------------|
| INCREASE (DECREASE) | \$ 177 | \$ 462 | \$ (484) | \$ (384) |
| ENDING BALANCE - | | | | |
| Designated / Reserved | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 2,792 | 3,254 | 2,770 | 2,386 |
| TOTAL FUND EQUITY | \$ 2,792 | \$ 3,254 | \$ 2,770 | \$ 2,386 |

- - WORKING CAPITAL - -

| | | | | |
|---------------------|----------|----------|----------|----------|
| INCREASE (DECREASE) | ----- | \$ 462 | \$ (484) | \$ (384) |
| ENDING BALANCE | \$ 2,792 | \$ 3,254 | \$ 2,770 | \$ 2,386 |

- - STAFFING - -

Positions: Not Applicable

TRANSPORTATION

CENTRALIZED VEHICLE/EQUIPMENT

| PERFORMANCE MEASURES | | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------------------|---|-----------------|-----------------|--------------------|--------------------|
| Workload | General Motor Pool: | | | | |
| | Vehicles | 52 | 52 | 51 | 52 |
| | Equipment | 58 | 59 | 59 | 59 |
| | Two Way Radios | 34 | 34 | 34 | 34 |
| | Street: | | | | |
| | Vehicles | 31 | 30 | 29 | 29 |
| | Equipment | 70 | 70 | 70 | 71 |
| | Two Way Radios | 47 | 47 | 47 | 47 |
| | Police: | | | | |
| | Vehicles | 32 | 33 | 33 | 33 |
| | Macatawa Area Express: | | | | |
| | Vehicles (Maintenance Only, Not Purchased In This Fund) (Note: surplus vehicles waiting to be disposed of) | 27 | 27 | 27 | 27 |
| | Fire: | | | | |
| | Vehicles (Maintenance Only, Not Purchased In This Fund) | 8 | 8 | 8 | 8 |
| | Total: | | | | |
| | Vehicles (Not Including MAX or Fire) | 115 | 115 | 113 | 114 |
| | Equipment | 128 | 129 | 129 | 130 |
| Two Way Radios | 81 | 81 | 81 | 81 | |



TRANSPORTATION

CENTRALIZED VEHICLE / EQUIPMENT FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|---|----------------------------|----------------------------|----------------------------------|------------------------------|
| - - FUNDING SOURCES & USES - - | | | | |
| FUNDING SOURCES - | | | | |
| Charges for Services | \$ 270,631 | \$ 318,130 | \$ 305,500 | \$ 296,600 |
| Interest & Rents | 1,620,734 | 2,077,122 | 1,746,090 | 1,796,871 |
| Other | (26,958) | 47,575 | 101,687 | 94,700 |
| Transfers In | - 0 - | 20,291 | 22,135 | 22,135 |
| TOTAL SOURCES | \$ 1,864,407 | \$ 2,463,118 | \$ 2,175,412 | \$ 2,210,306 |
| FUNDING USES - | | | | |
| Personnel Services - | | | | |
| * Salaries & Wages - Working | \$ 372,741 | \$ 372,898 | \$ 389,819 | \$ 405,400 |
| * Benefits - Includes NonWorking Wages | 226,506 | 247,153 | 256,580 | 300,275 |
| * Mandatory Employer Costs | 38,541 | 38,462 | 41,346 | 44,567 |
| Other Current Expenditures - | | | | |
| * Supplies / Maintenance | 763,614 | 906,497 | 774,795 | 790,825 |
| * Contractual | 23,237 | 36,525 | 19,950 | 8,300 |
| * Other | 315,180 | 327,412 | 346,022 | 363,807 |
| Capital Outlay | 671,158 | 663,957 | 776,000 | 807,000 |
| Transfers Out | - 0 - | 66,405 | - 0 - | - 0 - |
| Contingencies | - 0 - | - 0 - | - 0 - | - 0 - |
| Depreciation Expense | \$ 475,656 | \$ 487,778 | \$ 500,000 | \$ 500,000 |
| TOTAL USES | \$ 2,886,633 | \$ 3,147,087 | \$ 3,104,512 | \$ 3,220,174 |

This Fund Continues On Next Page



TRANSPORTATION

CENTRALIZED VEHICLE / EQUIPMENT FUND

This Fund Continues From Previous Page

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUND EQUITY - -

| | | | | |
|---------------------------|---------------------|---------------------|---------------------|---------------------|
| INCREASE (DECREASE) | \$ (351,068) | \$ (20,012) | \$ (153,100) | \$ (202,868) |
| ENDING BALANCE - | | | | |
| Designated / Reserved | \$ 1,535,000 | \$ 1,345,000 | \$ 1,330,000 | \$ 1,330,000 |
| Undesignated / Unreserved | 3,155,557 | 3,325,545 | 3,187,445 | 2,984,577 |
| TOTAL FUND EQUITY | <u>\$ 4,690,557</u> | <u>\$ 4,670,545</u> | <u>\$ 4,517,445</u> | <u>\$ 4,314,577</u> |

- - WORKING CAPITAL - -

| | | | | |
|---------------------|-----------------|-------------------|--------------------|---------------------|
| INCREASE (DECREASE) | ----- | \$ 320,506 | \$ (414,100) | \$ (509,868) |
| ENDING BALANCE | <u>\$ 1,552</u> | <u>\$ 322,058</u> | <u>\$ (92,042)</u> | <u>\$ (601,910)</u> |

- - STAFFING - -

| | | | | |
|---------------------------------|------------|------------|------------|------------|
| Personnel Services Total Amount | \$ 637,788 | \$ 658,513 | \$ 687,745 | \$ 750,242 |
| Full-Time Positions | 7.78 | 7.00 | 7.00 | 7.00 |
| Part-Time Positions @ F.T.E. | 1.15 | 1.15 | 1.70 | 1.75 |

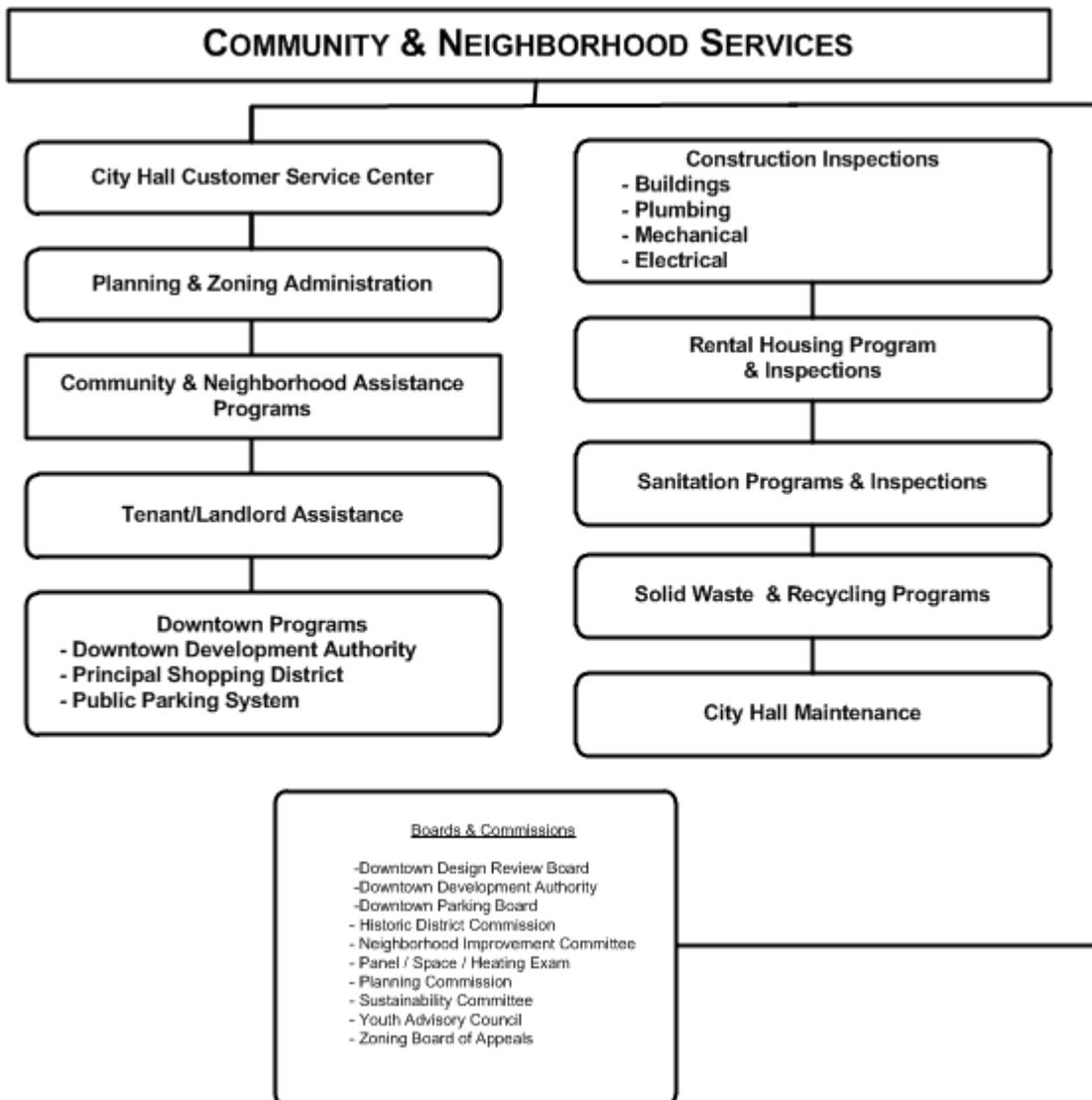
COMMUNITY & NEIGHBORHOOD SERVICES

INTRODUCTION

GROUP MISSION STATEMENT

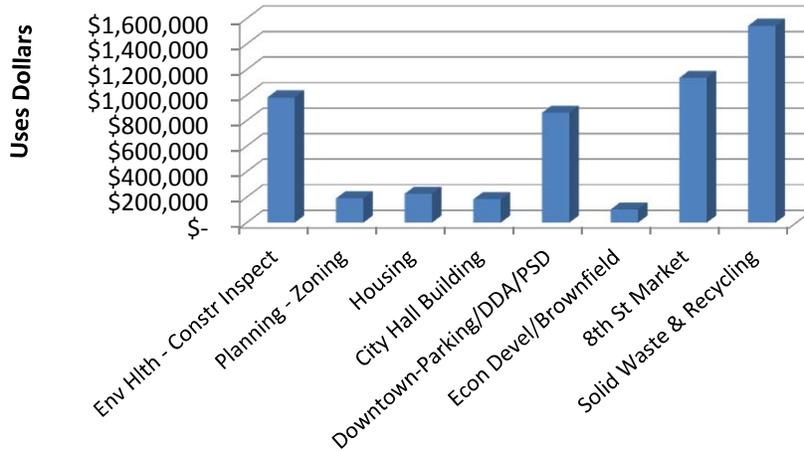
The Community and Neighborhood Services Group encompass all those activities related to community improvement, growth and development. The overall objective is to provide a coordinated and comprehensive approach to community planning by focusing on the physical, social and economic needs of the community,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

GROUP ORGANIZATIONAL STRUCTURE

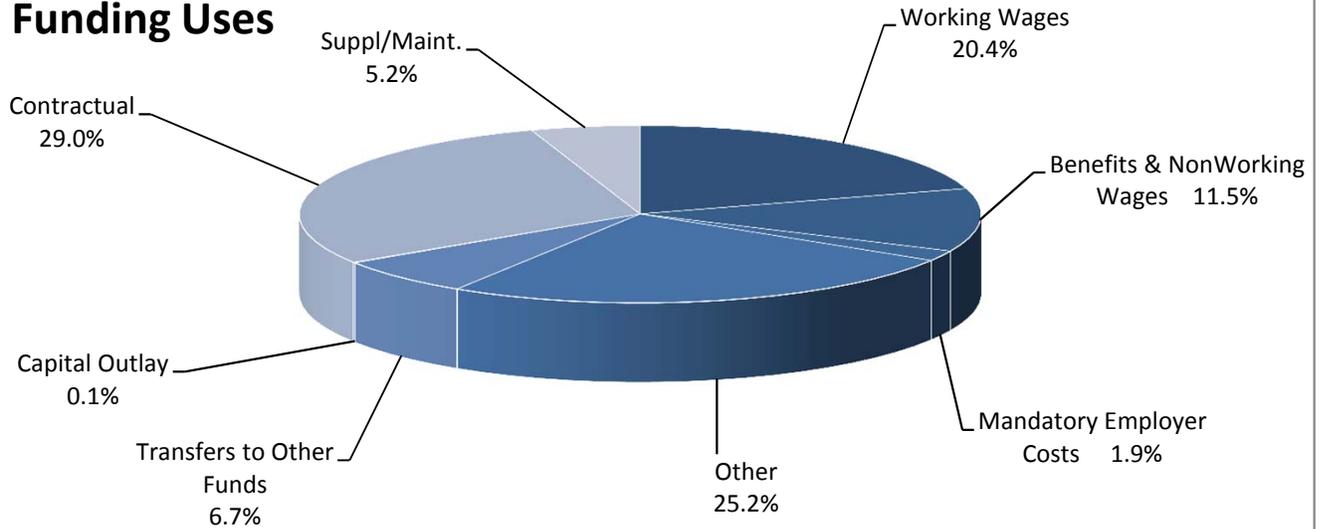


COMMUNITY & NEIGHBORHOOD SERVICES

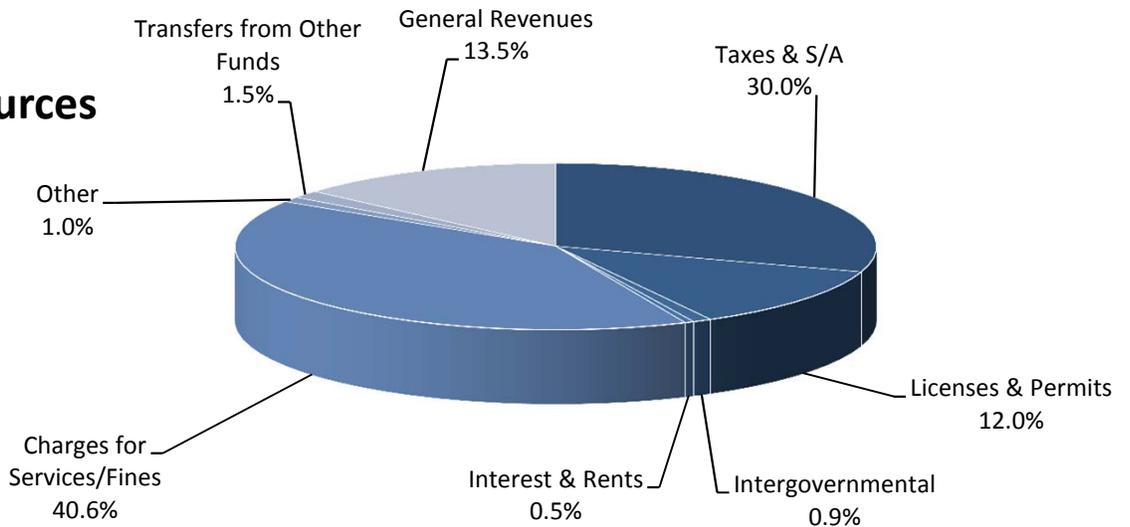
Total Uses By Department \$5,221,885



Funding Uses



Funding Sources





COMMUNITY & NEIGHBORHOOD SERVICES

SUMMARY OF DEPT, FUNCTIONS & RELATED FUNDS

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|--|----------------------------|----------------------------|----------------------------------|------------------------------|
| -- GROUP FUNDING USES ACROSS FUNDS -- | | | | |
| FUND TYPES - | | | | |
| General | \$ 1,710,593 | \$ 1,836,588 | \$ 1,898,889 | \$ 1,835,671 |
| Special Revenue | 522,142 | 536,458 | 602,545 | 648,151 |
| Capital Projects | - 0 - | - 0 - | - 0 - | - 0 - |
| Enterprise | 1,564,918 | 1,429,548 | 1,432,879 | 1,542,069 |
| Component Unit | 861,919 | 952,002 | 1,097,954 | 1,195,994 |
| TOTAL ACROSS FUND TYPES | \$ 4,659,572 | \$ 4,754,596 | \$ 5,032,267 | \$ 5,221,885 |

| | | | | |
|--|---------------------|---------------------|---------------------|---------------------|
| -- GROUP FUNDING SOURCES & USES TOTALS -- | | | | |
| FUNDING SOURCES - | | | | |
| Taxes & Special Assessments | \$ 1,180,401 | \$ 1,333,756 | \$ 1,405,358 | \$ 1,524,446 |
| Licenses & Permits | 457,200 | 599,603 | 629,700 | 609,600 |
| Intergovernmental | 35,241 | 37,025 | 47,425 | 47,750 |
| Charges for Services | 2,243,855 | 2,234,750 | 1,932,047 | 2,060,250 |
| Fines & Forfeits | 275 | 575 | 1,300 | 1,600 |
| Interest & Rents | 21,989 | 31,443 | 22,678 | 23,110 |
| Other | 28,767 | 36,266 | 44,305 | 50,100 |
| Transfers In | 70,206 | 78,562 | 67,079 | 74,169 |
| TOTAL SOURCES | \$ 4,037,934 | \$ 4,351,980 | \$ 4,149,892 | \$ 4,391,025 |

| | | | | |
|-------------------------------------|---------------------|---------------------|---------------------|---------------------|
| FUNDING USES - | | | | |
| Personnel Services - | | | | |
| * Salaries & Wages - Working | \$ 1,049,620 | \$ 1,090,375 | \$ 1,064,367 | \$ 1,063,526 |
| * Benefits - Incl. NonWorking Wages | 525,129 | 614,078 | 677,480 | 600,419 |
| * Mandatory Employer Costs | 97,182 | 98,455 | 97,895 | 99,833 |
| Other Current Expenditures - | | | | |
| * Supplies / Maintenance | 224,782 | 200,420 | 253,799 | 270,500 |
| * Contractual | 1,480,159 | 1,382,337 | 1,404,820 | 1,513,800 |
| * Other | 963,906 | 1,041,574 | 1,182,564 | 1,316,567 |
| Capital Outlay | 2,952 | 49 | - 0 - | 6,000 |
| Debt Service Payments - | | | | |
| * Interest & Fee Payments | 2 | - 0 - | - 0 - | - 0 - |
| Transfers Out | 315,840 | 327,309 | 351,342 | 351,240 |
| Contingencies | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 4,659,572 | \$ 4,754,596 | \$ 5,032,267 | \$ 5,221,885 |

| | | | | |
|------------------------------------|--------------|--------------|--------------|--------------|
| -- GROUP STAFFING TOTALS -- | | | | |
| Personnel Services Total Amount | \$ 1,671,931 | \$ 1,802,908 | \$ 1,839,742 | \$ 1,763,778 |
| Postions: Full-Time | 17.00 | 16.00 | 17.00 | 16.95 |
| Positions: Part-Time @ F.T.E. | 8.60 | 6.95 | 7.45 | 6.90 |

COMMUNITY & 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, and provide the most economical and efficient space for the needs of municipal government, including its citizen boards, commissions, and committees.

FISCAL YEAR 2016 ACTION PLAN

- To continue to monitor building energy usage to assist in determining the effectiveness of green changes. Target 20% reduction after attic insulation installed. (On-going)
- Repair major air leakage, tighten windows, etc per ESCO recommendations.
- Repair/replace furniture as needed (specifically chairs). (\$2,000)
- Repair or replace exhaust fans specifically 2nd floor bathrooms.
- Install code approved hand rails in the main stairwell.
- Improve lighting in the main stairwell, especially at the bottom.
- Evaluate flat roofs for replacement with a “white” roof coatings, and/or solar panels.
- Create carpet replacement schedule.
- Lift concrete at entrances.
- Work with technology to update connectivity in the Training Room.

COMMUNITY & NEIGHBORHOOD SERVICES

CITY HALL & GROUNDS

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------|------------------------------------|-----------------|-----------------|--------------------|--------------------|
| Workload | Total Electrical Usage (Kilowatts) | 669,300 | 666,900 | 610,000 | 590,000 |
| | Total Water Usage (CCF) | 1,061 | 1,507 | 1,400 | 1,400 |
| | Total Gas Usage (CCF) | 23,535 | 25,933 | 20,000 | 20,000 |



COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - CITY HALL & GROUNDS

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| No Funding Sources | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| General Fund Operating Revenues | 204,436 | 229,646 | 221,359 | 183,130 |
| TOTAL SOURCES | \$ 204,436 | \$ 229,646 | \$ 221,359 | \$ 183,130 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|-----------|-----------|-----------|-----------|
| * Salaries & Wages - Working | \$ 39,611 | \$ 39,868 | \$ 38,065 | \$ 24,550 |
| * Benefits - Incl. NonWorking Wages | 23,101 | 26,360 | 33,013 | 18,788 |
| * Mandatory Employer Costs | 4,066 | 4,218 | 4,400 | 2,842 |

Other Current Expenditures -

| | | | | |
|--------------------------|--------|--------|--------|--------|
| * Supplies / Maintenance | 9,833 | 23,408 | 22,174 | 21,200 |
| * Contractual | 45,129 | 43,246 | 45,700 | 47,700 |
| * Other | 82,696 | 92,546 | 78,007 | 68,050 |

| | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 204,436 | \$ 229,646 | \$ 221,359 | \$ 183,130 |

- - STAFFING - -

| | | | | |
|---------------------------------|-----------|-----------|-----------|-----------|
| Personnel Services Total Amount | \$ 66,778 | \$ 70,446 | \$ 75,478 | \$ 46,180 |
| Full-Time Positions | 1.00 | 1.00 | 1.00 | 0.60 |
| Part-Time Positions @ F.T.E. | 0.10 | - 0 - | - 0 - | - 0 - |

COMMUNITY & NEIGHBORHOOD SERVICES

PLANNING & ZONING

ACTIVITY MISSION STATEMENT

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

FISCAL YEAR 2016 ACTION PLAN

- Complete the update to the City’s Master Plan by February 2015 per approved contract, and re-write the Subdivision and Zoning Ordinances beginning in Spring 2016. (\$40,000)
- Working with Holland Charter Township and Lakeshore Advantage, develop an approach for redevelopment of fatigued shopping centers and corridor commercial centers, including the Waverly/Chicago Drive/8th Street Corridors (Component of Master Plan Update).
- Continue working with the private sector in support of the initiative to convert rental housing to owner-occupied housing in the Downtown neighborhoods. (Ongoing)
- Prepare for application to the Michigan Economic Development Corporation for certification as a Redevelopment Ready Community. (Summer 2016, Master Plan Update needs to be completed before we can commence work on this item)

ACTIVITY MISSION STATEMENT

SUSTAINABILITY: Advise the City of Holland and Holland Board of Public Works on policies, programs, and issues promoting sustainability and related best management practices in the City of Holland.

FISCAL YEAR 2016 ACTION PLAN

- Assist the SusCom in the development of policy Framework for the better integration of sustainability best practices into City operations. (Spring 2016)
- Work collaboratively with the Planning Commission on the development of the City’s Master Plan with a strong emphasis on sustainability issues and opportunities. (Spring 2015 through Winter 2016)

COMMUNITY & NEIGHBORHOOD SERVICES

PLANNING & ZONING

ACTIVITY MISSION STATEMENT

HISTORIC PRESERVATION: To work with residents, property owners, and the Historic District Commission to provide education and direction for continuing the preservation of significant architectural and historic resources throughout the City.

FISCAL YEAR 2016 ACTION PLAN

- To present one educational program on best practices for exterior improvements to property owners in the Downtown neighborhoods. Convened at a central location and free to the public. Focus - how to determine and enhance the architectural style of your home. (Spring 2016)
- As funding becomes available, work with the Holland Historical Trust to coordinate the repair of City owned facilities managed by the Historical Trust. (Ongoing)

COMMUNITY & NEIGHBORHOOD SERVICES

PLANNING & ZONING

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------------------------------|---|------------------------|-----------------|--------------------|--------------------|
| Workload | Planning Commission | | | | |
| | Site Plan Reviews: | | | | |
| | Approvals | 11 | 10 | 14 | 15 |
| | Extensions | 3 | 0 | 0 | 0 |
| | Amendments | 2 | 0 | 0 | 0 |
| | Approved Non-res Sq. Ft. | 63,336 | 0 | 0 | 0 |
| | New construction | 61,570 | 0 | 0 | 0 |
| | Additions | 1,766 | 0 | 0 | 0 |
| | Approved residential units | 69 | 96 | 75 | 50 |
| | Infill Review (Commission) | 1 | 2 | 0 | 0 |
| | Infill Review (by Staff) | 4 | 1 | 4 | 4 |
| | Recommendations to City Council: | | | | |
| | Rezoning | 4 | 3 | 1 | 0 |
| | Text Amendments | 8 | 0 | 5 | 0 |
| | Street Vacations | 2 | 1 | 1 | 0 |
| | Master Plan Amendments | 2 | 0 | 0 | 0 |
| | Other | 5 | 0 | 1 | 0 |
| | Review of Zoning Board of Appeals Referrals | 0 | 0 | 0 | 0 |
| | Study Session Items | 42 | 28 | 11 | 24 |
| | Historic District Commission: | | | | |
| | Properties Surveyed | 0 | 0 | 0 | 0 |
| | Community Education Sessions | 2 | 0 | 0 | 0 |
| | Applications for Certif of Approvals Approved-Reviewed | 40 | 0 | 0 | 0 |
| | | (22 unique properties) | | | |
| Tax Credit Applications received | 0 | 0 | 0 | 0 | |



COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - PLANNING & ZONING

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| Intergovernmental | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Charges for Services | 15,660 | 16,555 | 6,800 | 7,200 |
| General Fund Operating Revenues | 270,950 | 234,663 | 236,242 | 183,065 |
| TOTAL SOURCES | \$ 286,610 | \$ 251,218 | \$ 243,042 | \$ 190,265 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|------------|------------|------------|-----------|
| * Salaries & Wages - Working | \$ 160,606 | \$ 133,811 | \$ 104,000 | \$ 90,450 |
| * Benefits - Incl. NonWorking Wages | 84,585 | 79,191 | 103,800 | 65,720 |
| * Mandatory Employer Costs | 14,979 | 11,804 | 10,475 | 8,395 |

Other Current Expenditures -

| | | | | |
|--------------------------|--------|--------|--------|--------|
| * Supplies / Maintenance | 2,919 | 2,370 | 2,700 | 2,800 |
| * Contractual | 2,249 | 5,840 | 6,450 | 6,900 |
| * Other | 21,272 | 18,201 | 15,617 | 16,000 |

| | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 286,610 | \$ 251,218 | \$ 243,042 | \$ 190,265 |

- - STAFFING - -

| | | | | |
|---------------------------------|------------|------------|------------|------------|
| Personnel Services Total Amount | \$ 260,170 | \$ 224,807 | \$ 218,275 | \$ 164,565 |
| Full-Time Positions | 2.40 | 1.90 | 2.10 | 1.60 |
| Part-Time Positions @ F.T.E. | 1.00 | 0.30 | 0.30 | 0.30 |

COMMUNITY & NEIGHBORHOOD SERVICES

ENVIRONMENTAL HEALTH & INSPECTIONS

DEPARTMENT MISSION STATEMENT

To protect and improve the environment and well-being of Holland's citizens by regulating, inspecting and investigating new and existing structures and property uses, electrical, mechanical and plumbing systems, and all other factors and activities within the jurisdiction of this department, affecting the health, safety and welfare of the community.

FISCAL YEAR 2016 ACTION PLAN

ZONING

- To identify obstacles to investment that may exist in the zoning ordinance.
- Participate in the Master Plan process to prepare for a zoning ordinance re-vamp.

NEIGHBORHOOD HOUSING AND CODE ENFORCEMENT

- Use staff to address expired rental housing certificates, and be in line with the requirements of the ordinance, completing one inspection every three years. (Two year goal to have no expired permits)
- Shift clerical duties currently done by inspectors to clerical staff.

Note: Assumes public lodging shifted to Public Safety except for the most egregious situations.

COMMUNITY & NEIGHBORHOOD SERVICES

ENVIRONMENTAL HEALTH & INSPECTIONS

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|--------------------------|---|-----------------|-----------------|--------------------|--------------------|
| Workload | Rental Housing - Inspections | 732 | 378 | 1,300 | 1,500 |
| | Vacant Recheck (rental and other than Vacant and Abandoned) | 125 | 62 | 30 | 20 |
| | Public Lodging Facility * (includes complaints) | 49 | 20 | 10 | 10 |
| | Land Use Permits | 251 | 229 | 250 | 250 |
| | Inoperable Vehicles - Violations corrected | 125 | 163 | 170 | 170 |
| | Garbage and Rubbish - Investigations | 389 | 560 | 500 | 500 |
| | Weeds - Investigations | 389 | 426 | 400 | 400 |
| | Point of Sale Smoke Detectors | 504 | 584 | 500 | 500 |
| | Home Business Inspections | 0 | 1 | 1 | 1 |
| | Home Business Type I Renewals | 6 | 4 | 6 | 4 |
| | NEZ Inspections | 2 | 3 | 3 | 2 |
| | Vacant and Abandoned Registration | 101 | 55 | 50 | 40 |
| | Monthly Inspections (Fire) Vacant and Abandoned | 853 | 461 | 400 | 300 |
| | Pre-Sale Inspections | 102 | 58 | 50 | 40 |
| | Vacant Occupancy Inspections | 105 | 66 | 60 | 50 |
| Vacant Other Inspections | 189 | 252 | 200 | 100 | |



COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - ENVIRONMENTAL HEALTH & INSPECTIONS

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| Licenses & Permits | \$ 21,973 | \$ 17,785 | \$ 19,700 | \$ 19,600 |
| Charges for Services | 308,050 | 312,758 | 319,500 | 313,000 |
| Fines & Forfeits | 50 | 450 | 500 | 800 |
| General Fund Operating Revenues | 68,152 | 45,633 | 129,207 | 129,857 |
| TOTAL SOURCES | \$ 398,225 | \$ 376,626 | \$ 468,907 | \$ 463,257 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|------------|------------|------------|------------|
| * Salaries & Wages - Working | \$ 198,201 | \$ 165,660 | \$ 216,568 | \$ 221,733 |
| * Benefits - Incl. NonWorking Wages | 129,934 | 148,915 | 176,100 | 165,994 |
| * Mandatory Employer Costs | 18,942 | 16,410 | 20,225 | 21,477 |

Other Current Expenditures -

| | | | | |
|--------------------------|--------|--------|--------|--------|
| * Supplies / Maintenance | 5,761 | 5,187 | 5,700 | 6,100 |
| * Contractual | 17,558 | 10,706 | 19,000 | 17,500 |
| * Other | 27,829 | 29,747 | 31,314 | 30,453 |

Capital Outlay

| | | | | |
|--|-------|-------|-------|-------|
| | - 0 - | - 0 - | - 0 - | - 0 - |
|--|-------|-------|-------|-------|

| | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|
| TOTAL USES | \$ 398,225 | \$ 376,626 | \$ 468,907 | \$ 463,257 |
|-------------------|-------------------|-------------------|-------------------|-------------------|

- - STAFFING - -

| | | | | |
|---------------------------------|------------|------------|------------|------------|
| Personnel Services Total Amount | \$ 347,077 | \$ 330,985 | \$ 412,893 | \$ 409,204 |
| Full-Time Positions | 4.11 | 3.31 | 4.51 | 4.51 |
| Part-Time Positions @ F.T.E. | 0.35 | 0.30 | 0.10 | - 0 - |

COMMUNITY & NEIGHBORHOOD SERVICES

CONSTRUCTION INSPECTIONS

ACTIVITY MISSION STATEMENT

To protect and improve the environment and well-being of Holland's citizens by regulating, inspecting and investigating new and existing structures, electrical, mechanical, and plumbing systems and all other factors and activities within the jurisdiction of the State Construction Code, affecting the health, safety and welfare of the community.

FISCAL YEAR 2016 ACTION PLAN

- Evaluate opportunities for expanded collaborations and joint inspection efforts with area governments on construction code processes as staffing transitions occur.
- Evaluate our ability to continue to provide quality mechanical inspection services for Holland Township.
- Manage increase in permits and inspection requests by shifting clerical duties currently done by the inspector to clerical staff.
- Provide additional attention to neglected data to maintain efficiencies.

COMMUNITY & NEIGHBORHOOD SERVICES

CONSTRUCTION INSPECTIONS

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------|--|-----------------|-----------------|--------------------|--------------------|
| Workload | Plumbing - Permits | 447 | 485 | 500 | 520 |
| | Mechanical - Permits | 611 | 652 | 800 | 850 |
| | Electrical - Permits | 721 | 737 | 800 | 850 |
| | Building - Permits | 578 | 638 | 700 | 750 |
| | Building - Construction Valuation | \$58,093,000 | \$76,833,554 | \$90,000,000 | \$100,000,000 |
| | Holland Township Mechanical inspections contract | 829 | 841 | 875 | 900 |
| | Zeeland City Mechanical inspections contract | 172 | 174 | 175 | 180 |



COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - CONSTRUCTION INSPECTIONS

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| Licenses & Permits | \$ 435,227 | \$ 581,818 | \$ 610,000 | \$ 590,000 |
| Charges for Services | 44,540 | 48,915 | 62,000 | 62,000 |
| Fines & Forfeits | 225 | 125 | 800 | 800 |
| General Fund Operating Revenues | (78,951) | (173,056) | (174,573) | (145,689) |
| TOTAL SOURCES | \$ 401,041 | \$ 457,802 | \$ 498,227 | \$ 507,111 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|------------|------------|------------|------------|
| * Salaries & Wages - Working | \$ 199,839 | \$ 216,556 | \$ 233,600 | \$ 230,483 |
| * Benefits - Incl. NonWorking Wages | 116,235 | 146,063 | 161,530 | 174,052 |
| * Mandatory Employer Costs | 18,512 | 19,383 | 21,200 | 21,793 |

Other Current Expenditures -

| | | | | |
|--------------------------|--------|--------|--------|--------|
| * Supplies / Maintenance | 31,118 | 34,215 | 33,500 | 34,100 |
| * Contractual | 6,730 | 10,144 | 10,200 | 10,200 |
| * Other | 28,607 | 31,441 | 38,197 | 36,483 |

| | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 401,041 | \$ 457,802 | \$ 498,227 | \$ 507,111 |

- - STAFFING - -

| | | | | |
|---------------------------------|------------|------------|------------|------------|
| Personnel Services Total Amount | \$ 334,586 | \$ 382,002 | \$ 416,330 | \$ 426,328 |
| Full-Time Positions | 3.37 | 3.42 | 3.42 | 4.47 |
| Part-Time Positions @ F.T.E. | 0.85 | 0.75 | 1.75 | 1.25 |

COMMUNITY & NEIGHBORHOOD SERVICES

HOUSING & NEIGHBORHOODS

DEPARTMENT MISSION STATEMENT

The Housing and Neighborhood Division of Community and Neighborhood Services provide administration to improve the physical and social structures in Holland's Neighborhoods. This Division will facilitate communication and collaboration among neighborhood based groups and promotes neighborhood improvement initiatives including, but not limited to, improvements to the physical environment (such as private homes and public spaces).

FISCAL YEAR 2016 ACTION PLAN

SOCIAL OUTREACH ACTIVITIES

- Support the development of non-profit neighborhood groups including Good Samaritan Ministries Neighborhood Connections program as they work to build strong neighborhoods. .
- Coordinate fair housing activities with the Fair Housing Center of West Michigan, The Human Relations Commission, and various staff. (Year Round; Total Budget \$5,000 – CDBG Funding)
- Provide information and guidance on tenant/landlord issues, including but not limited to receiving complaints/concerns, discerning appropriate action, and taking necessary steps to refer or resolve issues. Create a “Landlord/Tenant Fact Sheet” and hold annual Tenant and Landlord Workshops.
- Organize and coordinate the annual National Night Out Celebration at a city location (August 2016). Help plan and support neighborhood park parties during the summer leading up to National Night Out in collaboration with the Police Community Relations Commission (August 2015; General Fund Request \$1,800).
- Collaborate with local community organizations to hold a Neighborhood Leadership Academy and recruit 12 residents to participate to help build and recruit additional people for City and Neighborhood Volunteer opportunities (Spring 2015; Total Budget 1,800.00).
- Encourage strong Neighborhood Commercial Districts, in Washington Square and South Shore village. Assist in the development of formal Business Improvement Districts or Corridor Improvement Districts if requested.
- For FY 2016 work with Public Information Coordinator and Holland Television staff to update www.enjoyhollandmichigan.com with new photographs and pursue the creation of short video showing the different locations of Holland, Michigan set to music.

PHYSICAL IMPROVEMENT ACTIVITIES

- Partner with 70 low to moderate income homeowners citywide to repair and improve their single family home (City Home Repair Program) (Year Round; Total Budget \$250,000 +/- CDBG Funding).
- Partner with 35 Downtown Neighborhood Homeowners and Housing Developers regardless of

COMMUNITY & NEIGHBORHOOD SERVICES

HOUSING & NEIGHBORHOODS

income to enhance their owner occupied homes (Enhancement Program) (Year Round; Total Budget \$100,000 General Fund).

- Encourage five neighbor led beautification projects by providing financial and technical assistance. (Year Round; Total Budget 8,000.00)
- Research and evaluate other housing and neighborhood improvement resources such as the Federal Home Loan Bank of Indianapolis Neighborhood Improvement Program
- Encourage good design by providing technical and financial assistance to residents in the Downtown Neighborhoods for architectural and landscape design services (Year Round; Total Budget 1,000.00).
- For FY 2016 work with the South Shore Village Neighborhood Commercial District on implementation of the redevelopment plan (\$500,000 from the Municipal Capital Improvement Fund).
- Partner with other agencies to encourage Home Energy Upgrades through the City's Home Energy Retrofit program by coordinating with the City's Home Repair Program where possible.
- Partner with outside organizations to convert multiple family rental properties to single family owner-occupied homes in the Downtown Neighborhoods. Specific role includes data gathering, technical assistance and financial assistance through the Enhancement Program listed above.

ADMINISTRATION ACTIVITIES

- Prepare and administer sub-recipient agreements and Annual Action Plan for Community Development Block Grant (CDBG) funding.
- Provide staff support to the Neighborhood Improvement Committee (Year Round).
- Monitor success of the Neighborhood Improvement Strategy by producing a Neighborhood Outcomes Report.
- Collaborate with the Lakeshore Housing Alliance on the development of an affordable housing strategy for the Macatawa Area and clarify the City's role and responsibilities therein.

COMMUNITY & NEIGHBORHOOD SERVICES

HOUSING & NEIGHBORHOODS

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|---|---|---------------------|-----------------|--------------------|--------------------|
| Workload | <u>Social/Human Relations Activities</u> | | | | |
| | Coordinate Fair Housing Activities | See CDBG | | | |
| | Fair Housing Workshop Breakfast | | 1 | 1 | 1 |
| | Complaint Based or Survey Tests | | 5 | 5 | 5 |
| | 3 Hr class for industry personnel | | 1 | 1 | 1 |
| | 3 Hr Class for Protected Classes or Social Service Agencies | | 1 | 1 | 1 |
| | Coordinate with and Promote Visibility of Good Samaritan Ministries Neighborhood Connections | See CDBG | | | |
| | Hold monthly meetings with Good Sam & City Staff | | 12 | 12 | 12 |
| | City Staff Landlord/Tenant Liaison | | | | |
| | Hold 1 Tenant Workshop with Ottawa Area Housing Coalition | See Human Relations | 1 | 1 | 1 |
| | Hold 1 Landlord Workshop w/ Ottawa Area Housing Coalition | | 0 | 1 | 1 |
| | Distribute the Landlord and Tenant Rights and Responsibilities Handbook | | 50 | 100 | 100 |
| | Provide neighborhood mini grants | See Ourstreet | | | |
| | Neighbor led initiative | | 3 | 4 | 4 |
| Neighborhood Celebrations (Including NNO) | | | | | |
| Annual National Night Out Celebration | 1 | 3 | 1 | 1 | |
| Hold a Neighborhood Leadership Academy | See Ourstreet | | | | |
| Recruit residents to participate | | 19 | 12 | 12 | |
| Serve as a liaison for the Neighborhood Commercial Districts | | | | | |
| Host quarterly business meetings | 0 | 8 | 8 | 8 | |
| Marketing efforts promote the benefits of living in the City | | | | | |
| Distribute Welcome Neighbor Gift Bags | | 2 | 12 | 12 | |
| Create a Realtor Education Program - Hold Trainings | See Planning | 1 | 1 | 1 | |
| Graffiti Complaints | See Ourstreet | | | | |
| | | 165 | 180 | 180 | |

COMMUNITY & NEIGHBORHOOD SERVICES

HOUSING & NEIGHBORHOODS

| | Administrative and Operational Activities | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|--|---|------------------------|-----------------|--------------------|--------------------|
| Workload | <u>Physical Outreach</u> | | | | |
| | CDBG funding for repairs/improvements Assist single family owner occupied homes | See CDBG | 69 | 60 | 70 |
| | General funding for enhancements Assist owner-occupied homes | N/A | 23 | 18 | 35 |
| | Neighborhood mini grants for beautification projects Assist in neighbor led beautification projects | Ourstreet Ourstreet | 0 | 5 | 5 |
| | Home repair grants with Macatawa Bank and NIP Assist homes with home repair projects | See Ourstreet | 3 | 0 | 0 |
| | <u>Social/Human Relations Activities</u> | | | | |
| | Coordinate Fair Housing Activities Fair Housing Workshop Breakfast | See CDBG | 1 | 1 | 1 |
| | Assist homes with home repair projects | See Ourstreet | 3 | 0 | 0 |
| | Down payment assistance to homebuyers | See Ourstreet | 4 | 2 | 0 |
| | Funding for design services Architectural and landscape design services in target area | See Ourstreet | 3 | 3 | 3 |
| Home Energy Retrofit program Assist homes energy audits & energy efficiency home repairs | N/A | 4 | 10 | 10 | |



COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - HOUSING & NEIGHBORHOODS

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| Other | \$ 3,080 | \$ 35 | \$ - 0 - | \$ - 0 - |
| Transfers In | 3,700 | 7,635 | - 0 - | - 0 - |
| General Fund Operating Revenues | 116,575 | 192,362 | 230,150 | 226,232 |
| TOTAL SOURCES | \$ 123,355 | \$ 200,032 | \$ 230,150 | \$ 226,232 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|-----------|------------|------------|------------|
| * Salaries & Wages - Working | \$ 60,892 | \$ 102,869 | \$ 107,459 | \$ 100,320 |
| * Benefits - Incl. NonWorking Wages | 42,779 | 70,137 | 73,435 | 73,888 |
| * Mandatory Employer Costs | 5,591 | 9,410 | 9,965 | 9,594 |

Other Current Expenditures -

| | | | | |
|--------------------------|--------|--------|--------|--------|
| * Supplies / Maintenance | 929 | 944 | 1,900 | 1,900 |
| * Contractual | 47 | 1,222 | 12,000 | 12,000 |
| * Other | 13,117 | 15,450 | 25,391 | 28,530 |

| | | | | |
|----------------|-------|-------|-------|-------|
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| Contingencies | - 0 - | - 0 - | - 0 - | - 0 - |

| | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|
| TOTAL USES | \$ 123,355 | \$ 200,032 | \$ 230,150 | \$ 226,232 |
|-------------------|-------------------|-------------------|-------------------|-------------------|

- - STAFFING - -

| | | | | |
|---------------------------------|------------|------------|------------|------------|
| Personnel Services Total Amount | \$ 109,262 | \$ 182,416 | \$ 190,859 | \$ 183,802 |
| Full-Time Positions | 1.05 | 1.50 | 1.90 | 1.85 |
| Part-Time Positions @ F.T.E. | 0.40 | 0.65 | 0.65 | 0.10 |

COMMUNITY & 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 work with area organizations on providing a quality workforce for area employers.

FISCAL YEAR 2016 ACTION PLAN

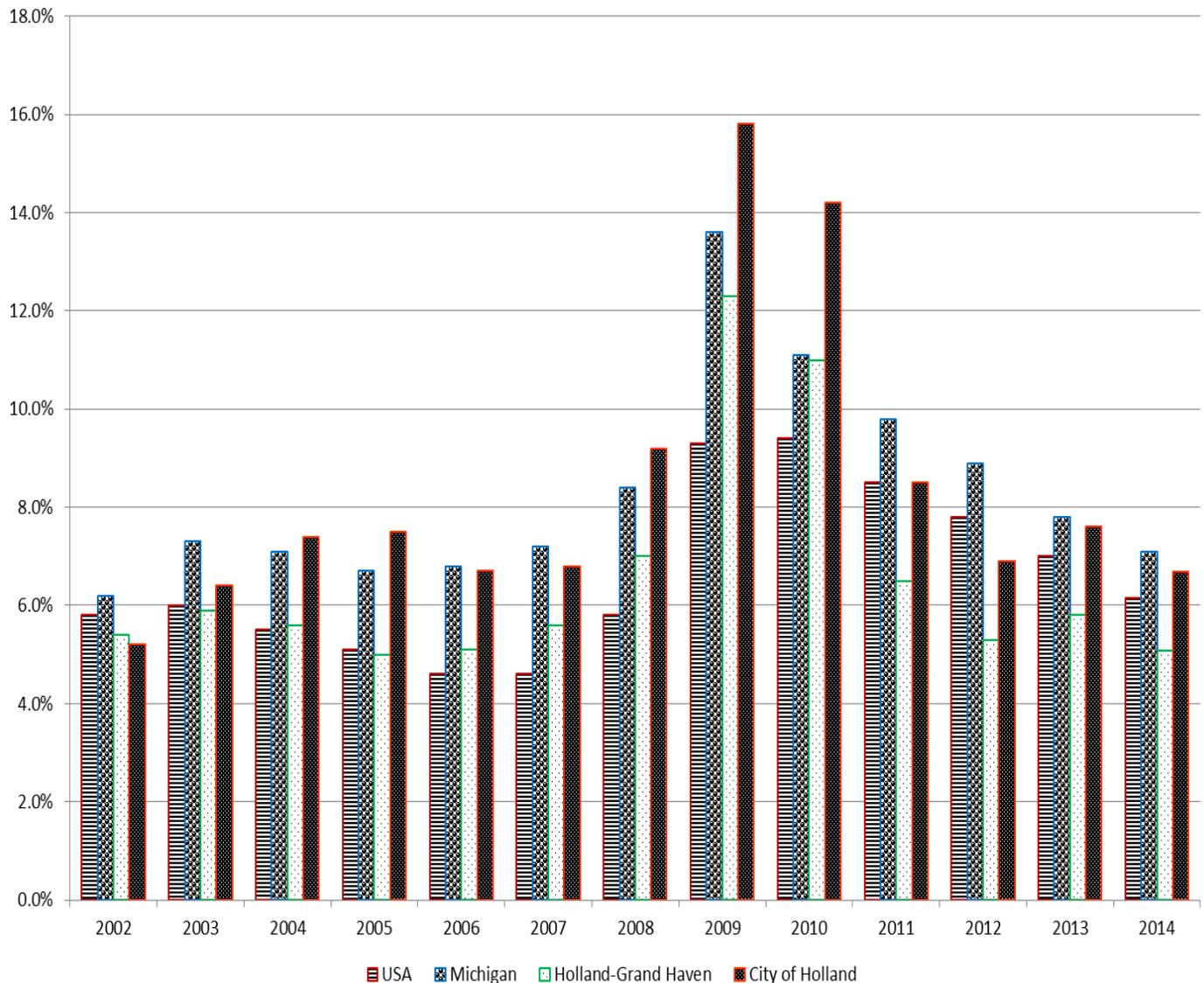
- To work with the new Lakeshore Advantage President to identify the manner in which the City can best interact with this organization to enhance economic opportunity in the City and area, especially in relation to the SmartZone initiative (\$25,000 more for review each year).
- To work with Lakeshore Advantage and others in the community to ensure that citizens have and are aware of the opportunities to develop their talents to meet the workforce needs of this area. (December 2014)
- The Lakeshore Advantage Advanced Energy Storage (AES) Task Force will be developing initiatives to promote the manufacturing of batteries in this area for various applications.
- To work with the Community & Neighborhood Services Department and the City Manager's Office to become a Redevelopment Ready Community (RRC) and work on wholesale redevelopment plans for commercial corridors (\$25,000).

COMMUNITY & NEIGHBORHOOD SERVICES

ECONOMIC DEVELOPMENT

| PERFORMANCE MEASURES | | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------------------|--|--------------|--------------|-----------------|-----------------|
| Workload | Brownfield Projects Adopted / Amended | 0 | 0 | 2 | 0 |
| | Brownfield Projects Actively Capturing Tax Dollars | 8 | 9 | 9 | 9 |
| | Tax Abatement Projects | 11 | 6 | 2 | 2 |
| | Neighborhood Enterprise Zones Created | 0 | 0 | 0 | 0 |

Comparison of Unemployment Rates (Annual Average)





COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - ECONOMIC DEVELOPMENT ASSISTANCE

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|---|----------------------------|----------------------------|----------------------------------|------------------------------|
| - - FUNDING SOURCES & USES - - | | | | |
| FUNDING SOURCES - | | | | |
| Charges for Services | \$ 72,893 | \$ 74,019 | \$ 7,800 | \$ 7,800 |
| Transfers In | 7,701 | 2,486 | - 0 - | - 0 - |
| General Fund Operating Revenues | 94,709 | 121,790 | 89,466 | 96,230 |
| TOTAL SOURCES | \$ 175,303 | \$ 198,295 | \$ 97,266 | \$ 104,030 |
| FUNDING USES - | | | | |
| Personnel Services - | | | | |
| * Salaries & Wages - Working | \$ 70,672 | \$ 79,997 | \$ 5,177 | \$ 4,700 |
| * Benefits - Incl. NonWorking Wages | 38,398 | 47,856 | 31,874 | 6,343 |
| * Mandatory Employer Costs | 6,316 | 7,721 | 415 | 437 |
| Other Current Expenditures - | | | | |
| * Supplies / Maintenance | - 0 - | - 0 - | 600 | 600 |
| * Contractual | 7,289 | 6,218 | 1,500 | 13,300 |
| * Other | 52,628 | 56,502 | 57,700 | 78,650 |
| Transfers Out | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 175,303 | \$ 198,295 | \$ 97,266 | \$ 104,030 |

| | | | | |
|---------------------------------|------------|------------|-----------|-----------|
| - - STAFFING - - | | | | |
| Personnel Services Total Amount | \$ 115,386 | \$ 135,574 | \$ 37,466 | \$ 11,480 |
| Full-Time Positions | 0.90 | 1.10 | 0.10 | 0.10 |
| Part-Time Positions @ F.T.E. | 0.60 | 0.40 | - 0 - | - 0 - |

COMMUNITY & NEIGHBORHOOD SERVICES

8TH STREET MARKET

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|--|---|-----------------|-----------------|--------------------|--------------------|
| | Farmers Market | | | | |
| | Wednesday Market (Markets held each season) | 29 | 29 | 29 | 28 |
| | Saturday Market (Markets held each season) | 31 | 31 | 31 | 30 |
| | Total daily stalls rented (calendar year) | 1,580 | 1,420 | 1,565 | 1,565 |
| | Total number of seasonal stalls rented | 80 | 78 | 80 | 80 |
| | Project Fresh coupon program | 9,688 | 6,560 | 9,700 | 9,700 |
| | EBT Program | 29,789 | 25,940 | 29,900 | 29,900 |
| | Double Up Bucks | 19,950 | 18,998 | 20,000 | 20,000 |
| | External events held in tandem with Market | 1 | 1 | 1 | 1 |
| | Saturday Market Demos | 17 | 17 | 17 | 17 |
| | Wednesday Children's Activities | 13 | 12 | 13 | 13 |
| | Seasonal Special Event Days | 2 | 2 | 2 | 2 |
| | Other Activities | | | | |
| | Events held at 8th Street Market | 29 | 29 | 29 | 29 |

Workload



COMMUNITY & NEIGHBORHOOD SERVICES

GENERAL FUND - 8TH STREET MARKET

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| Intergovernmental | \$ 35,241 | \$ 37,025 | \$ 35,656 | \$ 36,100 |
| Interest & Rents | 16,418 | 16,565 | 14,000 | 14,000 |
| Charges for Services | 71,516 | 84,592 | 79,545 | 81,700 |
| Other | 6,300 | 5,740 | 12,485 | 13,000 |
| General Fund Operating Revenues | (7,852) | (20,953) | (1,748) | 16,846 |
| TOTAL SOURCES | \$ 121,623 | \$ 122,969 | \$ 139,938 | \$ 161,646 |

FUNDING USES -

| | | | | |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|
| Personnel Services | | | | |
| * Salaries & Wages - Working | \$ 31,121 | \$ 29,278 | \$ 35,200 | \$ 46,475 |
| * Benefits - Incl. NonWorking Wages | 2,644 | 2,593 | 2,651 | 3,336 |
| * Mandatory Employer Costs | 2,738 | 2,517 | 3,040 | 4,127 |
| Other Current Expenditures | | | | |
| * Supplies / Maintenance | 2,175 | 1,942 | 3,125 | 5,200 |
| * Contractual | 4,677 | 5,006 | 5,700 | 7,000 |
| * Other | 78,268 | 81,634 | 90,222 | 95,508 |
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 121,623 | \$ 122,969 | \$ 139,938 | \$ 161,646 |

- - STAFFING - -

| | | | | |
|---------------------------------|-----------|-----------|-----------|-----------|
| Personnel Services Total Amount | \$ 36,503 | \$ 34,388 | \$ 40,891 | \$ 53,938 |
| Full-Time Positions | 0.10 | 0.10 | 0.15 | 0.15 |
| Part-Time Positions @ F.T.E. | 0.90 | 1.00 | 1.05 | 1.25 |

COMMUNITY & NEIGHBORHOOD SERVICES

DOWNTOWN PARKING SYSTEM FUND

FUND MISSION STATEMENT

To create and maintain a viable downtown area for the greater Holland community by providing 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.

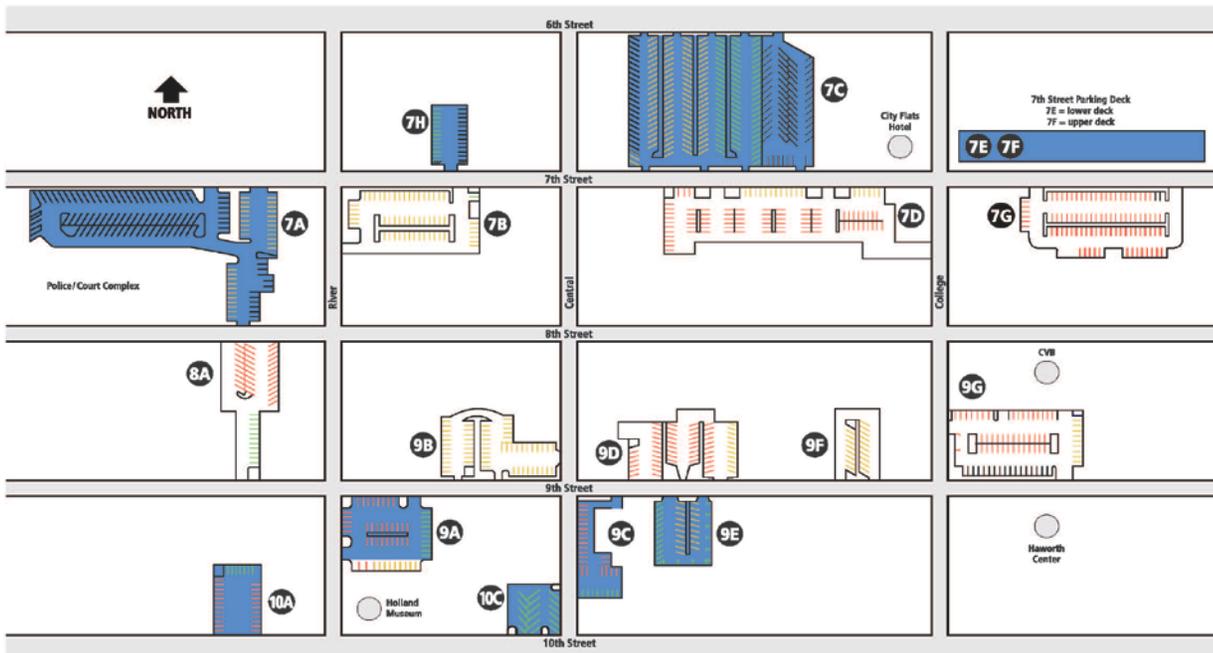
FISCAL YEAR 2016 ACTION PLAN

- Pursue new enforcement methods and tools to most effectively manage the Downtown parking system. Ideas to pursue include, but are not limited to, a Downtown parking ordinance, time limited spaces and electronic parking software. (Spring 2014-Summer 2015)
- Working with the part-time Downtown Parking Officer, consider additional part-time staffing and other creative programs that could supplement enforcement. (Spring 2014-Summer 2015)
- Evaluate the possibility of additional overnight parking locations, including the upper level of the parking deck, and changes to the overnight parking system that will improve resident perception of the overnight parking policies. (Summer 2015)
- Explore the viability of a Downtown parking kiosk to aid in issuing permits to overnight guests of Downtown residents, temporary overnight passes and those needing to park overnight unexpectedly. (Fall 2015)
- Engage a consultant to evaluate current and future downtown parking supply, demand and management of the Downtown parking system. This parking study update would provide recommendations in these areas for staff, City Council and Downtown Boards to consider as they are making short and long term decisions regarding parking. (Summer 2015)
- Continue to focus on Downtown Parking Strategic Plan (DPSP) education programs for Downtown employees, business owners and customers. (on-going)
- Coordinate with the Streets and Transportation Department to develop a thorough maintenance and improvement plan for the Downtown parking lots and parking deck. (Fall 2015)

COMMUNITY & NEIGHBORHOOD SERVICES

DOWNTOWN PARKING FUND

| PERFORMANCE MEASURES | | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------------------|---|-----------------|-----------------|--------------------|--------------------|
| Workload | Overnight Parking Permits Issued | | | | |
| | Lots | | | | |
| | Number | 300 | 150 | 150 | 150 |
| | Revenue | \$12,630 | \$12,060 | \$12,000 | \$12,000 |
| | Deck | | | | |
| | Number | 7 | 19 | 12 | 10 |
| | Revenue | \$1,800 | \$5,030 | \$3,000 | \$3,000 |
| | Public Off-Street Parking Supply Downtown | | | | |
| | Lots | 17 | 17 | 17 | 17 |
| | Spaces | 1,011 | 1,011 | 961 | 981 |
| | Deck Spaces | 256 | 256 | 256 | 256 |
| | Spaces Available 24/7 | 10 | 10 | 10 | 10 |





COMMUNITY & NEIGHBORHOOD SERVICES

DOWNTOWN PUBLIC PARKING FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|
| Taxes & Special Assessments | \$ 181,249 | \$ 188,183 | \$ 193,845 | \$ 199,600 |
| Charges for Services | 16,480 | 15,910 | 15,850 | 15,850 |
| Interest & Rents | 2,846 | 7,026 | 4,200 | 4,200 |
| Other | - 0 - | - 0 - | - 0 - | - 0 - |
| Transfers In | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL SOURCES | \$ 200,575 | \$ 211,119 | \$ 213,895 | \$ 219,650 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|-----------|-----------|-----------|-----------|
| * Salaries & Wages - Working | \$ 37,598 | \$ 63,118 | \$ 58,300 | \$ 73,100 |
| * Benefits - Incl. NonWorking Wages | 4,063 | 4,194 | 3,159 | 4,220 |
| * Mandatory Employer Costs | 3,354 | 5,686 | 5,530 | 6,884 |

Other Current Expenditures -

| | | | | |
|--------------------------|--------|--------|--------|--------|
| * Supplies / Maintenance | 66,457 | 46,020 | 41,250 | 42,950 |
| * Contractual | 5,331 | 5,032 | 14,300 | 5,500 |
| * Other | 57,335 | 61,375 | 65,820 | 96,850 |

Capital Outlay

| | | | | |
|--|-------|-------|-------|-------|
| | - 0 - | - 0 - | - 0 - | - 0 - |
|--|-------|-------|-------|-------|

Debt Service Payments -

| | | | | |
|---------------------------|---|-------|-------|-------|
| * Interest & Fee Payments | 2 | - 0 - | - 0 - | - 0 - |
|---------------------------|---|-------|-------|-------|

Transfers Out

| | | | | |
|--|-------|-------|-------|-------|
| | 9,031 | 8,550 | 8,900 | 9,345 |
|--|-------|-------|-------|-------|

Contingencies

| | | | | |
|--|-------|-------|-------|-------|
| | - 0 - | - 0 - | - 0 - | - 0 - |
|--|-------|-------|-------|-------|

TOTAL USES

| | | | | |
|--|-------------------|-------------------|-------------------|-------------------|
| | \$ 183,171 | \$ 193,975 | \$ 197,259 | \$ 238,849 |
|--|-------------------|-------------------|-------------------|-------------------|

- - FUND EQUITY - -

| | | | | |
|---------------------|-----------|-----------|-----------|-------------|
| INCREASE (DECREASE) | \$ 17,404 | \$ 17,144 | \$ 16,636 | \$ (19,199) |
|---------------------|-----------|-----------|-----------|-------------|

ENDING BALANCE -

| | | | | |
|----------------------------------|-----------|-----------|-----------|-----------|
| Designated / Reserved (Deck O&M) | \$ 25,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
|----------------------------------|-----------|-----------|-----------|-----------|

| | | | | |
|---------------------------|---------|---------|---------|---------|
| Undesignated / Unreserved | 160,805 | 172,949 | 189,585 | 170,386 |
|---------------------------|---------|---------|---------|---------|

TOTAL FUND EQUITY

| | | | | |
|--|-------------------|-------------------|-------------------|-------------------|
| | \$ 185,805 | \$ 202,949 | \$ 219,585 | \$ 200,386 |
|--|-------------------|-------------------|-------------------|-------------------|

- - STAFFING - -

| | | | | |
|---------------------------------|-----------|-----------|-----------|-----------|
| Personnel Services Total Amount | \$ 45,015 | \$ 72,998 | \$ 66,989 | \$ 84,204 |
|---------------------------------|-----------|-----------|-----------|-----------|

| | | | | |
|---------------------|------|------|------|------|
| Full-Time Positions | 0.30 | 0.15 | 0.15 | 0.20 |
|---------------------|------|------|------|------|

| | | | | |
|------------------------------|------|------|------|------|
| Part-Time Positions @ F.T.E. | 0.75 | 0.85 | 0.90 | 1.05 |
|------------------------------|------|------|------|------|

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

COMMUNITY & NEIGHBORHOOD SERVICES

DOWNTOWN DEVELOPMENT AUTHORITY 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.

FISCAL YEAR 2016 ACTION PLAN

- Complete the Housing Target Market Analysis that was initiated in late fall/early winter of 2015. Using the results of the report, develop a Downtown housing strategy that will meet the housing needs and objectives identified by City staff and approved by the DDA Board. (Summer 2015)
- With the assistance of the City Parks and Recreation and Streets and Transportation Departments develop a comprehensive Streetscape Improvement Plan that will identify a structured program for on-going maintenance of Downtown streetscape, opportunities for streetscape expansion and new amenities. This plan will identify any substantial costs that may be associated with new or significant changes to streetscape, snowmelt, or other infrastructure that might seek possible inclusion in a TIF or other larger funding effort. (Fall 2015)
- Develop a plan for expanding upon the successful Downtown holiday décor plan to include new and exciting lighting elements. This plan will also identify other possible community partners. (Summer 2015)
- Work with strategic partners, including the Holland BPW and Holland Charter Township, to develop a plan for improvements to the Eastern Gateway including streetscape, signage and coordinated land use planning. (Summer-Fall 2015)
- Work with the Board, Strategic Planning Committee, SIG and any new committees to develop and implement projects and programming that support the Downtown strategic plan update. (Summer 2015)

COMMUNITY & NEIGHBORHOOD SERVICES

DOWNTOWN DEVELOPMENT AUTHORITY

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|---|---|-----------------|-----------------|--------------------|--------------------|
| Workload | Building Improvement Expenditures | \$1,800,000 | \$3,600,000 | \$11,939,500 | \$3,000,000 |
| | Net New Downtown Businesses Recruited | 12 | 10 | 14 | 10 |
| | Street Performer Permits | 227 | 214 | 220 | 230 |
| | Number of businesses Downtown | 181 | 183 | 194 | 204 |
| | Square Footage Total * | 1,248,667 | 1,248,667 | 1,248,667 | 1,248,667 |
| | Square Footage Use: | | | | |
| | Office | 669,204 | 383,427 | 378,922 | 378,922 |
| | Retail | 425,529 | 802,783 | 811,260 | 816,260 |
| | Vacant / Storage / Other / Hotel | 153,934 | 62,457 | 54,390 | 50,500 |
| | (FY10 & FY11 reflect entire SF of district; beginning with FY12, SF will reflect commercial uses only.) | | | | |
| | Amenities: | | | | |
| | Public Benches (Victor Stanley & Porter) | 36 | 36 | 36 | 39 |
| | Private Benches | 25 | 25 | 25 | 25 |
| | Trash Cans | 50 | 53 | 53 | 56 |
| | Trees total in tree management district | 196 | 196 | 186 | 196 |
| | Trees replaced | 0 | 0 | 5 | 5 |
| | Bike Racks | 10 | 10 | 10 | 12 |
| Bikes Accommodated | 76 | 76 | 76 | 88 | |
| * Square footage reflects the C-3 district. | | | | | |



COMMUNITY & NEIGHBORHOOD SERVICES

DOWNTOWN DEVELOPMENT AUTHORITY FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|
| Taxes & Special Assessments | \$ 178,090 | \$ 181,019 | \$ 182,800 | \$ 184,800 |
| Intergovernmental | - 0 - | - 0 - | - 0 - | - 0 - |
| Charges for Services | 3,372 | 3,685 | 3,400 | 3,000 |
| Interest & Rents | 601 | 1,832 | 1,000 | 1,000 |
| Other | 62 | - 0 - | - 0 - | - 0 - |
| Transfers In | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL SOURCES | \$ 182,125 | \$ 186,536 | \$ 187,200 | \$ 188,800 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|-----------|-----------|-----------|-----------|
| * Salaries & Wages - Working | \$ 74,150 | \$ 61,198 | \$ 53,125 | \$ 55,370 |
| * Benefits - Incl. NonWorking Wages | 20,445 | 10,170 | 14,225 | 11,779 |
| * Mandatory Employer Costs | 7,579 | 5,310 | 4,700 | 5,041 |

Other Current Expenditures -

| | | | | |
|--------------------------|--------|--------|--------|--------|
| * Supplies / Maintenance | 35,153 | 35,226 | 64,300 | 75,450 |
| * Contractual | 2,711 | 2,958 | 5,500 | 7,100 |
| * Other | 36,608 | 31,307 | 46,977 | 62,400 |

| | | | | |
|----------------|-------|-------|--------|-------|
| Capital Outlay | 2,952 | 49 | - 0 - | 6,000 |
| Transfers Out | - 0 - | - 0 - | 14,653 | - 0 - |
| Contingencies | - 0 - | - 0 - | - 0 - | - 0 - |

| | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|
| TOTAL USES | \$ 179,598 | \$ 146,217 | \$ 203,480 | \$ 223,140 |
|-------------------|-------------------|-------------------|-------------------|-------------------|

- - FUND EQUITY - -

| | | | | |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| INCREASE (DECREASE) | \$ 2,527 | \$ 40,319 | \$ (16,280) | \$ (34,340) |
| ENDING FUND EQUITY - | | | | |
| Designated / Reserved | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 132,029 | 172,348 | 156,068 | 121,728 |
| TOTAL FUND EQUITY | \$ 132,029 | \$ 172,348 | \$ 156,068 | \$ 121,728 |

- - STAFFING - -

| | | | | |
|---------------------------------|------------|-----------|-----------|-----------|
| Personnel Services Total Amount | \$ 102,174 | \$ 76,678 | \$ 72,050 | \$ 72,190 |
| Full-Time Positions | 1.45 | 0.475 | 0.475 | 0.45 |
| Part-Time Positions @ F.T.E. | 0.45 | 0.60 | 0.65 | 0.65 |

COMMUNITY & NEIGHBORHOOD SERVICES

PRINCIPAL SHOPPING DISTRICT FUND

DEPARTMENT MISSION STATEMENT

To increase the awareness and overall appeal of Downtown Holland locally, regionally, and nationally to benefit Principal Shopping District (PSD) members.

FISCAL YEAR 2016 ACTION PLAN

- Facilitate formal evaluation of all Downtown events to ensure they are meeting program goals and explore ways to expand upon events and activities to ensure they stay fresh and exciting to all participants and benefit Downtown merchants. (Spring-Summer 2015)
- Create a new and comprehensive sponsorship program for all existing and new events that will offset expenses for Downtown events allowing PSD revenue for new activities and promotions (Spring-Summer 2015)
- To move forward with implementing a new, revenue-generating event in the fall of 2015, keeping in mind our goal of fostering a unique and vibrant atmosphere in Downtown Holland. (Spring-Summer 2015)
- Work with the PSD Board to review the budget, prioritize expenditures, identify new revenue opportunities, and balance the budget. (Summer 2015)
- Work with the Board, Strategic Planning Committee and any new committees to develop and implement projects and programming that support the Downtown strategic plan update. (Summer 2015)
- Evaluate the Downtown PSD Assessment policies to ensure that the existing rates and policies are equitable to all property owners and, specifically, review policies concerning sidewalk cafes and other retail/restaurant space not currently being assessed (Spring-Summer-2015)
- Implement a Community Partnership Program, Friends of Downtown Holland, which will be mutually beneficial to Downtown Holland and participating community partners. Revenue generated from this program will support existing Downtown events and programming and new activities. (Fall 2015)

COMMUNITY & NEIGHBORHOOD SERVICES

PRINCIPAL SHOPPING DISTRICT

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|--|--|-----------------|-----------------|--------------------|--------------------|
| Workload | <u>Additional Revenue Sources</u> | | | | |
| | Associate Membership | 2 | 2 | 3 | 3 |
| | Corporate Sponsorship | 8 | 10 | 10 | 10 |
| | Grants Awarded * | 1 | 1 | 1 | 1 |
| | Revenue-Generating Events & Programs * | 6 | 4 | 4 | 4 |
| | <u>Marketing & Promotion Initiatives</u> | | | | |
| | Calendar of Events | 3 | 3 | 4 | 4 |
| | Downtown Holland Magazine Spreads * | 3 | 3 | 3 | 3 |
| | Downtown Holland Map & Directories | 8 | 8 | 8 | 8 |
| | Social Media Accounts * | 16 | 16 | 11 | 11 |
| | Event Posters * | 10 | 13 | 13 | 14 |
| | Installation of Seasonal Décor | 1 | 1 | 1 | 1 |
| | Press Releases * | 75 | 75 | 75 | 80 |
| | Restaurant Guide | 1 | 1 | 1 | 1 |
| | Visiting Groups Coupon Booklet | 1 | 1 | 1 | 1 |
| | <u>Events Organized</u> | 16 | 16 | 16 | 16 |
| | <u>Business Advocacy</u> | | | | |
| | D-Coffee | 6 | 6 | 6 | 6 |
| | Member Newsletters | 12 | 12 | 12 | 12 |
| | Additional Workshops and Seminars * | 5 | 1 | 0 | 2 |
| * = New Program Measurement Added for FY14 | | | | | |



COMMUNITY & NEIGHBORHOOD SERVICES

DOWNTOWN PRINCIPAL SHOPPING DISTRICT FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|-----------------------------|-------------------|-------------------|-------------------|-------------------|
| Taxes & Special Assessments | \$ 181,080 | \$ 179,733 | \$ 178,993 | \$ 190,000 |
| Charges for Services | 146,273 | 115,694 | 119,252 | 132,000 |
| Interest & Rents | 225 | 1,620 | 500 | 500 |
| Other | 19,325 | 30,291 | 31,820 | 37,100 |
| TOTAL SOURCES | \$ 346,903 | \$ 327,338 | \$ 330,565 | \$ 359,600 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|------------|------------|------------|------------|
| * Salaries & Wages - Working | \$ 105,418 | \$ 136,954 | \$ 150,079 | \$ 149,700 |
| * Benefits - Incl. NonWorking Wages | 21,804 | 33,561 | 44,905 | 38,973 |
| * Mandatory Employer Costs | 9,620 | 11,480 | 13,165 | 13,729 |

Other Current Expenditures -

| | | | | |
|--------------------------|---------|---------|---------|---------|
| * Supplies / Maintenance | 7,621 | 7,169 | 8,600 | 9,400 |
| * Contractual | 9,937 | 15,926 | 19,870 | 22,000 |
| * Other | 183,242 | 135,687 | 158,167 | 165,200 |

| | | | | |
|----------------|-------|-------|-------|-------|
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| Contingencies | - 0 - | - 0 - | - 0 - | - 0 - |

| | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|
| TOTAL USES | \$ 337,642 | \$ 340,776 | \$ 394,786 | \$ 399,002 |
|-------------------|-------------------|-------------------|-------------------|-------------------|

- - FUND EQUITY - -

| | | | | |
|---------------------------|-------------------|-------------------|-------------------|------------------|
| INCREASE (DECREASE) | \$ 9,261 | \$ (13,438) | \$ (64,221) | \$ (39,402) |
| ENDING BALANCE - | | | | |
| Designated / Reserved | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 204,315 | 190,877 | 126,656 | 87,254 |
| TOTAL FUND EQUITY | \$ 204,315 | \$ 190,877 | \$ 126,656 | \$ 87,254 |

- - STAFFING - -

| | | | | |
|---------------------------------|------------|------------|------------|------------|
| Personnel Services Total Amount | \$ 136,842 | \$ 181,994 | \$ 208,149 | \$ 202,402 |
| Full-Time Positions | 1.45 | 2.375 | 2.525 | 2.35 |
| Part-Time Positions @ F.T.E. | 2.50 | 1.40 | 1.35 | 1.45 |

COMMUNITY & NEIGHBORHOOD SERVICES
DANGEROUS STRUCTURE 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.

FISCAL YEAR 2016 ACTION PLAN

Respond per state statute.

COMMUNITY & NEIGHBORHOOD SERVICES

DANGEROUS STRUCTURES

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------|--|-----------------|-----------------|--------------------|--------------------|
| Workload | Number of Dangerous Structures Public Hearings | 2 | 2 | 6 | 4 |
| | Number of Housing Board of Appeals Public Hearings | 2 | 1 | 5 | 4 |
| | Number Repaired by the Owner | 2 | 2 | 4 | 3 |
| | Number Repaired by the City | 0 | 0 | 2 | 2 |
| | City Cost of Repairs/Demolition | \$1,328 | \$1,707 | \$6,000 | \$5,000 |
| | Number of Vacant Properties | 2 | 2 | 1 | 1 |
| | Non-Rental Properties | 2 | 2 | 6 | 4 |
| | Residential | 2 | 2 | 6 | 4 |



COMMUNITY & NEIGHBORHOOD SERVICES

DANGEROUS STRUCTURES FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|-----------------|-----------------|------------------|------------------|
| Charges for Services | \$ (175) | \$ - 0 - | \$ 9,900 | \$ 9,900 |
| Interest & Rents | - 0 - | - 0 - | - 0 - | - 0 - |
| Transfers In | 1,504 | 1,707 | 600 | 400 |
| TOTAL SOURCES | \$ 1,329 | \$ 1,707 | \$ 10,500 | \$ 10,300 |

FUNDING USES -

Other Current Expenditures -

| | | | | |
|--------------------------|-----------------|-----------------|------------------|------------------|
| * Supplies / Maintenance | \$ 168 | \$ 135 | \$ 400 | \$ 200 |
| * Contractual | 1,161 | 794 | 2,600 | 2,600 |
| * Other | - 0 - | 778 | 7,500 | 7,500 |
| Contingencies | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 1,329 | \$ 1,707 | \$ 10,500 | \$ 10,300 |

- - FUND EQUITY - -

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

- - STAFFING - -

Positions: Not Applicable

COMMUNITY & 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.

FISCAL YEAR 2016 ACTION PLAN

RESIDENTIAL SERVICES

- Implement a three percent fee increase to cover the three percent cost increase in the contract. (July 2015)
- Promote yard waste pick up program and expand to include garden waste materials.
- Promote onsite, back yard composting.
- To publish and distribute refuse and recycling information through the City calendar. (October 2015)
- Promote the Pick-Up-Trash Club (PUT). This information will be placed on the 2016 City Calendar in several areas. We will have our volunteer committee present the curriculum in several elementary classrooms throughout Holland.

NON-RESIDENTIAL

- Continue to participate in America Recycles Day and to highlight one additional item for recycling on that day.
- Continue talks with the Attorney's Office to investigate "on tax" billing vs. "individual" billing for refuse collections. (By end of FY 2016)
- Work with the Governor's Recycling Summit and State Recycling goals to keep Holland on the leading edge of this process.
- Partner with GVSU, Chef Container, Herman Miller, Inc., Good Will and Comp Renew for America Recycles Day, Nov. 15, 2015.
- Participate in joint venture with HBPW and Sustainability Committee on Earth Day initiatives working toward Georgetown Energy Plan.
- Continue to work on simplifying the City's collections process.
- Work on a succession plan for office personnel working in Solid Waste.

COMMUNITY & NEIGHBORHOOD SERVICES

SOLID WASTE / RECYCLING

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|-----------------------|--|-----------------|-----------------|--------------------|--------------------|
| Workload | <u>PROJECT PRIDE</u> | | | | |
| | Est. Pnds trash collected through coupons redeemed | 800,120 | 441,340 | 883,000 | 885,000 |
| | Coupons redeemed | 1,178 | 1,134 | 1,157 | 1,160 |
| | <u>RECYCLABLE MATERIALS</u> | | | | |
| | Tons of recyclable materials not sent to landfill | N/A | 1,238 | 1,273 | 1,275 |
| | <u>CURB SIDE RECYCLING</u> | | | | |
| | Type of Waste Recycles - In Pounds | | | | |
| | Total Fiber | 2,015,939 | 2,810,210 | 2,894,516 | 2,981,351 |
| | Newsprint | 1,137,399 | 1,880,560 | 1,935,976 | 1,995,085 |
| | Corrugated | 878,540 | 945,100 | 973,453 | 1,002,656 |
| | Total Commingle | 915,712 | 1,354,036 | 1,394,656 | 1,436,494 |
| | Dairy plastic / #1 & #2 Colored | 150,469 | 498,440 | 513,393 | 528,794 |
| | Aluminum | 28,703 | 17,090 | 17,608 | 18,137 |
| | Tin | 162,276 | 198,031 | 201,991 | 209,527 |
| | Glass | 574,264 | 641,000 | 660,320 | 680,636 |
| | Total Pounds Collected Curbside | 2,931,651 | 4,164,246 | 4,289,172 | 4,417,845 |
| | <u>REFUSE</u> | | | | |
| | 1 Bag/month | 238 | 201 | 194 | 180 |
| | 2 Bag/month | 144 | 126 | 122 | 115 |
| | 32 Gallon weekly | 2,764 | 2,696 | 2,618 | 2,550 |
| | 65 Gallon weekly | 3,404 | 3,297 | 3,271 | 3,250 |
| | 90 Gallon weekly | 2,401 | 2,434 | 2,497 | 2,550 |
| | Subtotal Recycle | 8,951 | 8,754 | 8,702 | 8,645 |
| | Multi Family - 2 Yard | 6 | 5 | 6 | 6 |
| | Multi Family - 4 Yard | 1 | 1 | 1 | 1 |
| | Multi Family - 6 Yard | 1 | 1 | 1 | 1 |
| | Subtotal Multi-Family | 8 | 7 | 8 | 8 |
| | Multi Family - 4 Units | 3 | 3 | 3 | 3 |
| | Multi Family - 8 Units | 3 | 3 | 3 | 3 |
| | Multi Family - 16 Units | 1 | 1 | 1 | 1 |
| Subtotal Multi-Family | 7 | 7 | 7 | 7 | |
| | | | | | |



COMMUNITY & NEIGHBORHOOD SERVICES

SOLID WASTE RECYCLING FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|---------------------|---------------------|---------------------|---------------------|
| Charges for Services | \$ 1,565,246 | \$ 1,562,622 | \$ 1,308,000 | \$ 1,427,800 |
| Interest & Rents | 653 | 2,238 | 1,100 | 1,100 |
| Other | - 0 - | 200 | - 0 - | - 0 - |
| Transfers In | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL SOURCES | \$ 1,565,899 | \$ 1,565,060 | \$ 1,309,100 | \$ 1,428,900 |

FUNDING USES -

| | | | | |
|--|---------------------|---------------------|---------------------|---------------------|
| Personnel Service Expenses | | | | |
| * Salaries & Wages - Working | \$ 71,512 | \$ 61,067 | \$ 62,794 | \$ 66,645 |
| * Benefits - Includes NonWorking Wages | 41,141 | 45,036 | 32,788 | 37,326 |
| * Mandatory Employer Costs | 5,485 | 4,517 | 4,780 | 5,514 |
| Other Current Expenses | | | | |
| * Supplies / Maintenance | 62,648 | 43,803 | 69,550 | 70,600 |
| * Contractual | 1,377,340 | 1,275,246 | 1,262,000 | 1,362,000 |
| * Other | 6,792 | (121) | 967 | (16) |
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 1,564,918 | \$ 1,429,548 | \$ 1,432,879 | \$ 1,542,069 |

- - FUND EQUITY - -

| | | | | |
|----------------------------|-------------------|-------------------|-------------------|-------------------|
| INCREASE (DECREASE) | \$ 981 | \$ 135,512 | \$ (123,779) | \$ (113,169) |
| ENDING BALANCE - | | | | |
| Designated / Reserved: | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved: | 405,866 | 541,378 | 417,599 | 304,430 |
| TOTAL FUND EQUITY | \$ 405,866 | \$ 541,378 | \$ 417,599 | \$ 304,430 |

- - WORKING CAPITAL - -

| | | | | |
|---------------------|------------|------------|--------------|--------------|
| INCREASE (DECREASE) | ----- | \$ 135,512 | \$ (123,779) | \$ (113,169) |
| ENDING BALANCE | \$ 405,866 | \$ 541,378 | \$ 417,599 | \$ 304,430 |

- - STAFFING - -

| | | | | |
|---------------------------------|------------|------------|------------|------------|
| Personnel Services Total Amount | \$ 118,138 | \$ 110,620 | \$ 100,362 | \$ 109,485 |
| Full-Time Positions | 0.87 | 0.67 | 0.67 | 0.67 |
| Part-Time Positions @ F.T.E. | 0.70 | 0.70 | 0.70 | 0.85 |

COMMUNITY & 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.

FISCAL YEAR 2016 ACTION PLAN

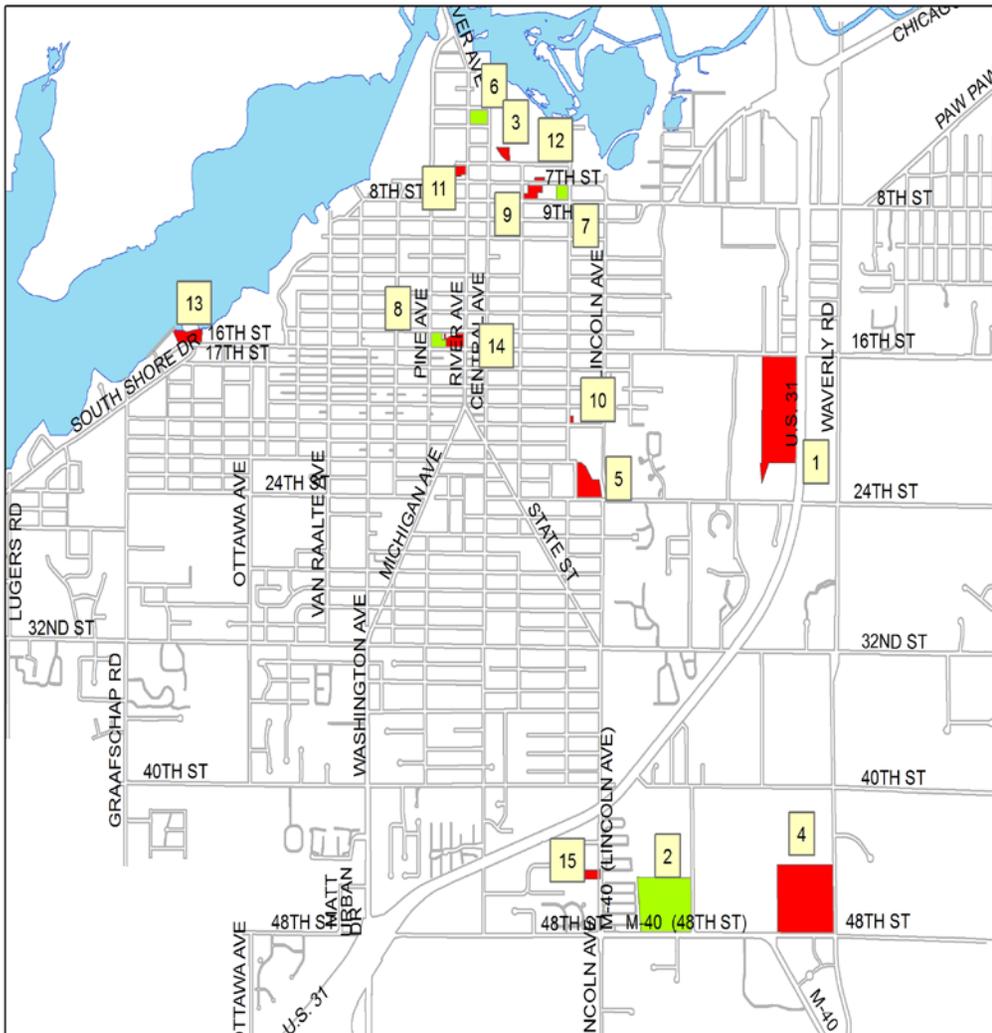
- To transfer Brownfield tax increment financing revenues as generated to eligible project capital costs.
- To transfer Brownfield tax increment financing revenues as generated to pay-off the bond for the Downtown Parking Deck project.

COMMUNITY & NEIGHBORHOOD SERVICES

BROWNFIELD REDEVELOPMENT AUTHORITY

| PERFORMANCE MEASURES | | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------------------|---|-----------------|-----------------|--------------------|--------------------|
| Workload | Number of Active Projects (Capturing Taxes) | 9 | 10 | 10 | 9 |
| | Number of Active Projects (Not Capturing Taxes) | 1 | 1 | 1 | 1 |
| | Total number of Active Projects | 10 | 11 | 11 | 10 |
| | Taxable Valuation Capture (IFT at Equivalency) | \$17,354,859 | \$19,945,731 | \$21,746,141 | \$23,636,069 |

City of Holland - Brownfields



- 1. GE Site - active
- 2. Landmark Center - inactive
- 3. Fifth Street Partners - active
- 4. Lifesavers - active
- 5. Baker Lofts - active
- 6. Steketee Van Huis - inactive
- 7. Macatawa Bank - inactive
- 8. CCRC - inactive
- 9. Plaza East - active
- 10. Purple House Productions - active
- 11. Scrap Yard Lofts - active
- 12. City of Holland Parking Deck - active
- 13. Crescent Shores - active
- 14. Liberty Village - active
- 15. Lincolnshire - active



COMMUNITY & NEIGHBORHOOD SERVICES

BROWNFIELD REDEVELOPMENT AUTHORITY FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|-----------------------------|-------------------|-------------------|-------------------|---------------------|
| Taxes & Special Assessments | \$ 639,982 | \$ 784,821 | \$ 849,720 | \$ 950,046 |
| Intergovernmental | - 0 - | - 0 - | 11,769 | 11,650 |
| Interest & Rents | 1,246 | 2,163 | 1,878 | 2,310 |
| Transfers In | 57,301 | 66,734 | 66,479 | 73,769 |
| TOTAL SOURCES | \$ 698,529 | \$ 853,718 | \$ 929,846 | \$ 1,037,775 |

FUNDING USES -

Other Current Expenditures -

| | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|
| * Contractual | - 0 - | - 0 - | - 0 - | - 0 - |
| * Other | 375,512 | 487,026 | 566,685 | 630,959 |
| Transfers Out | 306,809 | 318,759 | 327,789 | 341,895 |
| TOTAL USES | \$ 682,321 | \$ 805,785 | \$ 894,474 | \$ 972,854 |

- - FUND EQUITY - -

| | | | | |
|---------------------------|------------------|------------------|-------------------|-------------------|
| INCREASE (DECREASE) | \$ 16,208 | \$ 47,933 | \$ 35,372 | \$ 64,921 |
| ENDING FUND EQUITY - | | | | |
| Designated / Reserved | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 48,502 | 96,435 | 131,807 | 196,728 |
| TOTAL FUND EQUITY | \$ 48,502 | \$ 96,435 | \$ 131,807 | \$ 196,728 |

- - STAFFING - -

Positions: Not Applicable

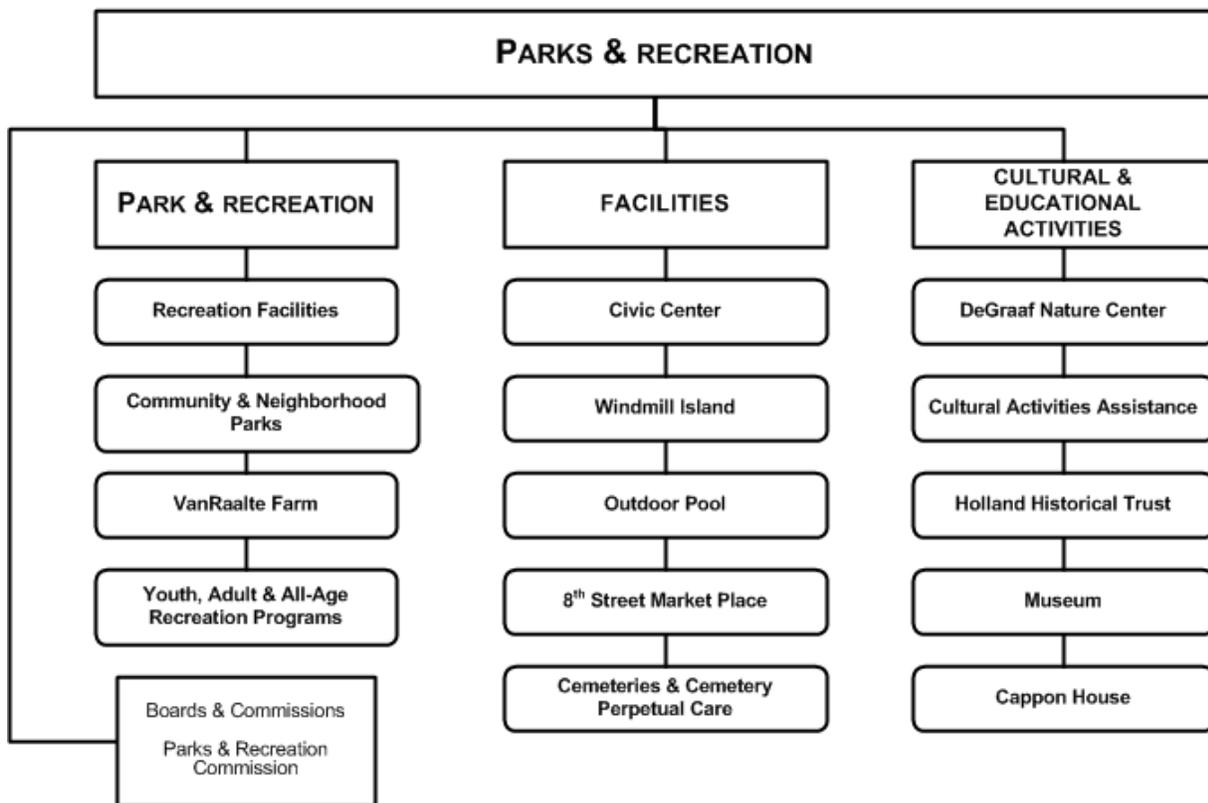
PARKS & RECREATION

INTRODUCTION

GROUP MISSION STATEMENT

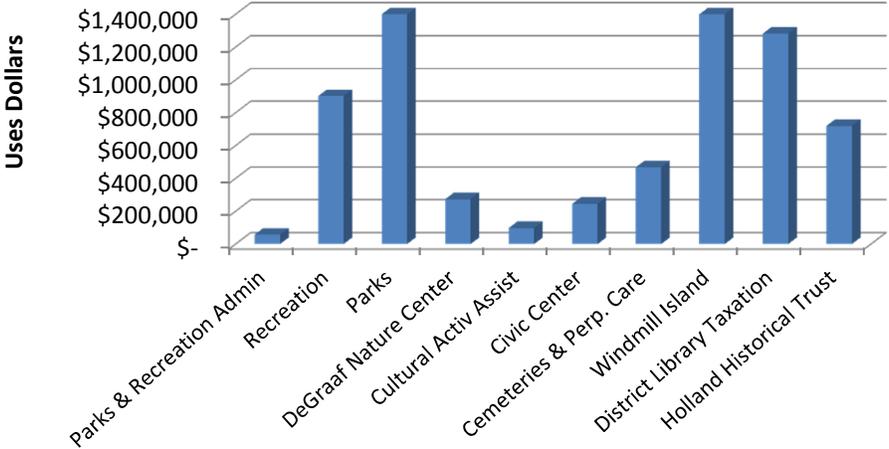
The Parks & Recreation Group has responsibility for the coordination and quality of all recreational and cultural opportunities for City residents, and for the maintenance of all associated public facilities. The overall objective is to provide safe, functional and beautiful facilities for the pursuit of leisure time activities, and to continue the development of such facilities for the presentation of the natural beauty of the City and the enjoyment of all age groups.

GROUP ORGANIZATIONAL STRUCTURE

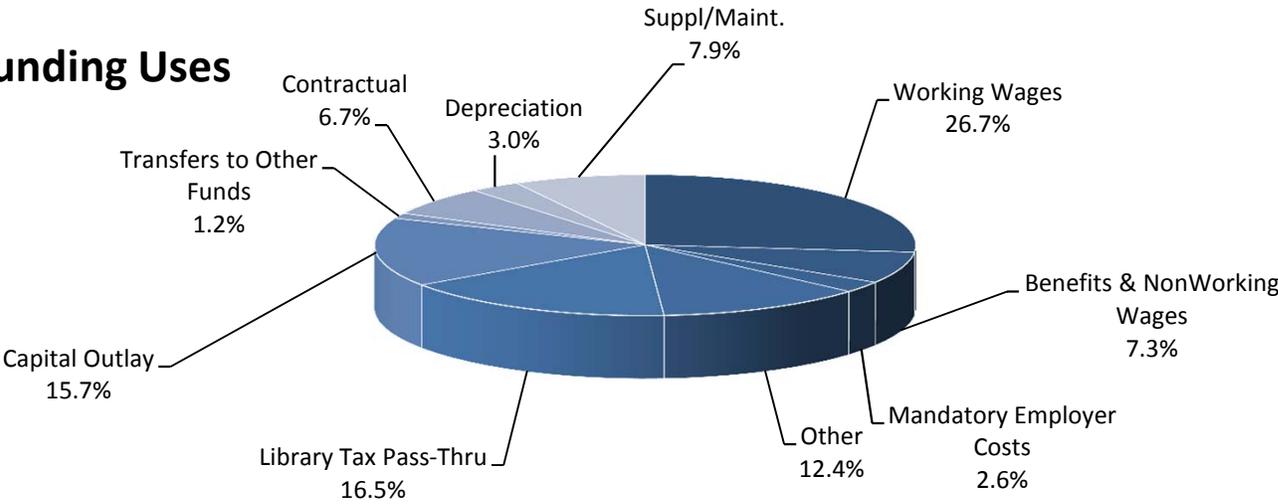


PARKS & RECREATION

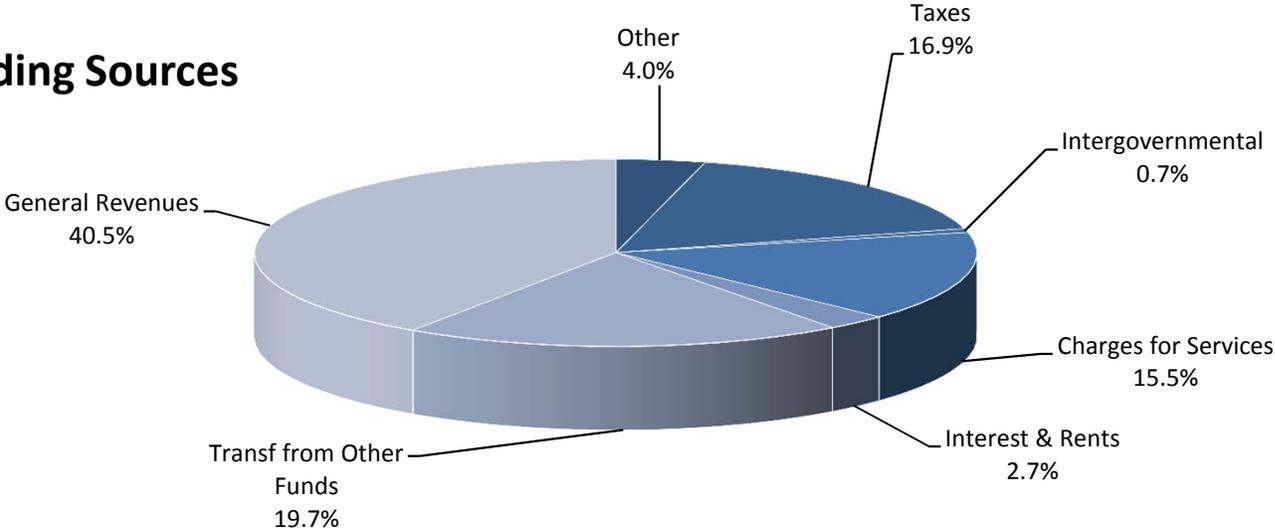
Total Uses By Department \$7,766,305



Funding Uses



Funding Sources





PARKS & RECREATION

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|--|----------------------------|----------------------------|----------------------------------|------------------------------|
| - - GROUP FUNDING USES ACROSS FUNDS - - | | | | |
| FUND TYPES - | | | | |
| General | \$ 3,110,150 | \$ 3,239,816 | \$ 3,722,880 | \$ 3,752,847 |
| Permanent | 3,365 | 21,072 | 8,000 | 8,000 |
| Special Revenue | 1,246,756 | 1,247,634 | 1,247,900 | 1,282,625 |
| Enterprise | 866,139 | 1,502,295 | 1,063,962 | 2,002,916 |
| Component Unit | 916,358 | 926,425 | 690,435 | 719,917 |
| TOTAL - ALL FUND TYPES | \$ 6,142,768 | \$ 6,937,242 | \$ 6,733,177 | \$ 7,766,305 |

| | | | | |
|--|---------------------|---------------------|---------------------|---------------------|
| - - GROUP FUNDING SOURCES & USES TOTALS - - | | | | |
| FUNDING SOURCES - | | | | |
| Taxes & Special Assessments | \$ 1,245,500 | \$ 1,247,366 | \$ 1,250,869 | \$ 1,282,325 |
| Intergovernmental | 61,000 | 50,000 | 100,000 | 50,000 |
| Charges for Services | 1,091,689 | 1,234,884 | 1,191,099 | 1,176,025 |
| Interest & Rents | 251,949 | 276,071 | 212,164 | 208,129 |
| Other | 710,422 | 261,015 | 80,017 | 302,300 |
| Transfers In | 353,043 | 811,042 | 720,257 | 1,493,066 |
| TOTAL SOURCES | \$ 3,713,603 | \$ 3,880,377 | \$ 3,554,406 | \$ 4,511,845 |
| FUNDING USES - | | | | |
| Personnel Services - | | | | |
| * Salaries & Wages - Working | \$ 1,750,537 | \$ 1,856,696 | \$ 1,913,175 | \$ 2,069,465 |
| * Benefits - Incl. NonWorking Wages | 479,830 | 456,516 | 491,263 | 562,303 |
| * Mandatory Employer Costs | 198,929 | 198,561 | 178,675 | 200,956 |
| Other Current Expenditures - | | | | |
| * Supplies / Maintenance | 548,072 | 579,504 | 611,015 | 614,800 |
| * Contractual | 390,235 | 399,680 | 452,386 | 518,400 |
| * Other | 2,255,202 | 2,335,807 | 2,249,928 | 2,246,164 |
| Capital Outlay | 144,343 | 743,369 | 335,464 | 1,223,000 |
| Depreciation Expense | 252,487 | 248,361 | 243,271 | 234,217 |
| Transfers Out | 123,133 | 118,747 | 258,000 | 97,000 |
| TOTAL USES | \$ 6,142,768 | \$ 6,937,242 | \$ 6,733,177 | \$ 7,766,305 |

| | | | | |
|--------------------------------------|--------------|--------------|--------------|--------------|
| - - GROUP STAFFING TOTALS - - | | | | |
| Personnel Services Total Amount | \$ 2,429,296 | \$ 2,511,773 | \$ 2,583,113 | \$ 2,832,724 |
| * Full-Time Positions | 22.99 | 25.90 | 22.90 | 25.30 |
| * Part-Time Positions @ F.T.E. | 32.76 | 31.71 | 35.59 | 36.14 |

PARKS & RECREATION

RECREATION/CIVIC CENTER

MISSION STATEMENT

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

FISCAL YEAR 2016 ACTION PLAN

- Determine what the future of the Civic Center is and move forward with a plan. The Recreation Center Study will influence this decision. (January 2016)
- Evaluate programs for collaboration with area parks and recreation departments. Determine or explore the options of a recreation authority. (August 2015)
- Develop and continue to work with businesses on program sponsorships. Specific program and event sponsorships. A banner advertisement program has started at Matt Urban Sports Complex. 9 banners in 2014; goal to get 16 banners for 2015. (June 2015)
- Work towards a world-class recreational facility. Budget is \$7-9 million. Visit other like facilities in Michigan to determine the best needs for the project. (December 2015)
- Determine if the policies and procedures to serve alcohol in the Civic Center is justifiable to continue to offer to future renters. (August 2015)
- Develop a staff/volunteer coach training program that includes an orientation, first aid, CPR, AED training. (September 2015)
- To collaborate with area schools and colleges on facility and field usage, keeping up to-date with the current Agreement with Holland Christian Schools, and continuing to evaluate other potential relationships. Trade facility usage with area schools, churches and colleges. (December 2015)
- To collaborate with local athletic directors, youth league administrators and others to discuss future programming for the youth in and around Holland. Holland Recreation programs are a feeder program for most high school sports teams. (December 2015)
- Develop new ways to create funding for the Sal Perez Youth Scholarship Fund. (Jan. 2015)
- Hire a full-time youth coordinator to assist the Recreation & Civic Center Manager to create and expand on youth programming needs in Holland. Evaluate current staff structure to see if it is productive enough to hire a full-time employee (FTE). Area Recreation Departments: Holland Charter: 2.4 FTE; Zeeland Recreation: 2.8 FTE; City of Holland: 1.4 FTE. (July 2015)
- Evaluate recreation fees: resident vs non-resident and see what other area recreation departments offer to their communities. (December 2015)

PARKS & RECREATION

PARKS & CEMETERIES

DEPARTMENT MISSION STATEMENT

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

FISCAL YEAR 2016 ACTION PLAN

- Continue to remove ash trees. Forestry staff will remain ramped up for the upcoming fiscal year. (Additional part time staff will again be hired for this effort) (\$30,000)
- Collaborate with Hope College, Macatawa Area Coordinating Council, and Grand Valley State University on a city wide tree inventory. Possible grants and other assistance will be explored. (The total cost for inventory could be \$100-\$125,000)
- Complete an updated inventory of assets at each of our park properties. This will include items such as signage, hard scape, and amenities. Out of date items will be removed.
- Purchase and install new outdoor columbarium niche units, for Pilgrim Home. (Cost for these units would be close to \$15,000 each)
- Implement the newly developed strategic plan for the Parks and Recreation Department. Continue to pursue ways to cross train employees between our department and the Transportation Department.
- Continue repairs to Van Raalte Farm. Items in need of attention include the lighting on the 24th Street side, the barns need to be cleaned out, and the garage needs painting. Some signage needs updating as well. (Repairs needed would be approximately \$100,000)
- Begin to study Lakeview School Park, and investigate fully what is needed there, and avenues to finance it; grants, etc.
- Continue to work with the newly put together Water Trails Team, to find ways to allow people of all abilities to have access to Lake Macatawa, through the installation of kayak launches.
- Continue to fundraise and seek out grants for improvements to the entrance of the DeGraaf Nature Center. (Total estimates are nearly \$300,000 for total project. Many donations have already been received, and more to hopefully come.)
- The Park Department will play a major role in hosting the national America In Bloom symposium. Efforts will be needed in the late summer of 2015 to insure that the city is prepared for the event. This may mean purchasing some plant material, and other landscaping items. Items to be included in FY16 budget. (Holland In Bloom, and many sponsors are funding this effort.)

PARKS & RECREATION

CEMETERIES

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|-----------------------|---|-----------------|-----------------|--------------------|--------------------|
| Workload | Lot Sales: | | | | |
| | Pilgrim Home Cemetery | 79 | 78 | 100 | 85 |
| | Graafschap Cemetery | 25 | 17 | 35 | 22 |
| | Burials: | | | | |
| | <u>Pilgrim Home Cemetery - Annual</u> | | | | |
| | Graveside Services | 92 | 106 | 100 | 100 |
| | Drop Services | 69 | 66 | 65 | 60 |
| | Witness Services | 18 | 11 | 2 | 0 |
| | | 179 | 183 | 167 | 160 |
| | Full Body Burial | 141 | 137 | 120 | 120 |
| | Cremation Burial | 38 | 46 | 47 | 40 |
| | | 179 | 183 | 167 | 160 |
| | % of Cremation Burial to Full Body Burial | 26.95% | 33.58% | 39.17% | 33.33% |
| | <u>Graafschap Cemetery - Annual</u> | | | | |
| | Graveside Services | 30 | 26 | 30 | 30 |
| | Drop Services | 19 | 13 | 25 | 20 |
| | Witness Services | 16 | 4 | 0 | 0 |
| | | 65 | 43 | 55 | 50 |
| | Full Body Burial | 52 | 37 | 40 | 40 |
| | Cremation Burial | 13 | 6 | 15 | 10 |
| | | 65 | 43 | 55 | 50 |
| | % of Cremation Burial to Full Body Burial | 25.00% | 16.22% | 37.50% | 25.00% |
| | Marker Foundation Installations: | | | | |
| | Pilgrim Home Cemetery | 143 | 130 | 135 | 135 |
| | Graafschap Cemetery | 37 | 40 | 40 | 40 |
| | Niche Sales | | | | |
| Pilgrim Home Cemetery | 4 | 3 | 2 | 2 | |



PARKS & RECREATION

GENERAL FUND - CEMETERIES

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| Charges for Services | \$ 200,420 | \$ 198,808 | \$ 232,000 | \$ 216,600 |
| Interest & Rents | - 0 - | - 0 - | - 0 - | - 0 - |
| Transfers In | 3,240 | 13,582 | 8,000 | 8,000 |
| General Fund Operating Revenues | 251,901 | 253,282 | 230,561 | 235,309 |
| TOTAL SOURCES | \$ 455,561 | \$ 465,672 | \$ 470,561 | \$ 459,909 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|------------|------------|------------|------------|
| * Salaries & Wages - Working | \$ 180,356 | \$ 162,895 | \$ 168,225 | \$ 171,850 |
| * Benefits - Incl. NonWorking Wages | 67,801 | 71,873 | 56,060 | 56,845 |
| * Mandatory Employer Costs | 18,220 | 17,424 | 17,260 | 17,916 |

Other Current Expenditures -

| | | | | |
|--------------------------|---------|---------|---------|---------|
| * Supplies / Maintenance | 36,126 | 43,278 | 48,600 | 51,750 |
| * Contractual | 49,646 | 52,595 | 57,600 | 60,700 |
| * Other | 103,412 | 117,607 | 117,003 | 100,848 |

| | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|
| Capital Outlay | - 0 - | - 0 - | 5,813 | - 0 - |
| TOTAL USES | \$ 455,561 | \$ 465,672 | \$ 470,561 | \$ 459,909 |

- - STAFFING - -

| | | | | |
|---------------------------------|------------|------------|------------|------------|
| Personnel Services Total Amount | \$ 266,377 | \$ 252,192 | \$ 241,545 | \$ 246,611 |
| Full-Time Positions | 2.90 | 2.35 | 2.35 | 2.35 |
| Part-Time Positions @ F.T.E. | 2.95 | 2.30 | 2.65 | 3.05 |



PARKS & RECREATION

GENERAL FUND - PARKS & RECREATION ADMINISTRATION

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|------------------|------------------|------------------|------------------|
| No Funding Sources | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| General Fund Operating Revenues | 35,975 | 59,901 | 54,854 | 57,701 |
| TOTAL SOURCES | \$ 35,975 | \$ 59,901 | \$ 54,854 | \$ 57,701 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|-----------|-----------|-----------|-----------|
| * Salaries & Wages - Working | \$ 17,812 | \$ 37,639 | \$ 31,980 | \$ 34,575 |
| * Benefits - Incl. NonWorking Wages | 12,757 | 15,361 | 14,059 | 14,858 |
| * Mandatory Employer Costs | 2,052 | 3,495 | 2,965 | 3,318 |

Other Current Expenditures -

| | | | | |
|--------------------------|-------|-------|-------|-------|
| * Supplies / Maintenance | 969 | 914 | 2,050 | 2,050 |
| * Other | 2,385 | 2,491 | 3,800 | 2,900 |

Capital Outlay

| | | | | |
|-------------------|------------------|------------------|------------------|------------------|
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 35,975 | \$ 59,901 | \$ 54,854 | \$ 57,701 |

- - STAFFING - -

| | | | | |
|---------------------------------|-----------|-----------|-----------|-----------|
| Personnel Services Total Amount | \$ 32,621 | \$ 56,496 | \$ 49,004 | \$ 52,751 |
| Full-Time Positions | 0.39 | 0.70 | 0.50 | 0.50 |
| Part-Time Positions @ F.T.E. | - 0 - | - 0 - | - 0 - | - 0 - |

PARKS & RECREATION

RECREATION

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------|-----------------------------|-----------------|-----------------|--------------------|--------------------|
| Workload | Youth Athletic Programs | 2,837 | 2,766 | 3,725 | 3,725 |
| | Adult Athletic Programs | 4,459 | 5,486 | 6,388 | 6,388 |
| | Family Special Events | 9,481 | 10,370 | 11,300 | 11,300 |
| | Non-Athletic Youth Programs | 2,099 | 2,084 | 2,285 | 2,285 |
| | Bouws Pool Attendance | 15,051 | 11,068 | 11,700 | 11,700 |



PARKS & RECREATION

GENERAL FUND - RECREATION

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| Charges for Services | \$ 286,115 | \$ 284,466 | \$ 292,605 | \$ 298,100 |
| Interest & Rents | 9,182 | 16,367 | 12,000 | 14,000 |
| Other | 121 | 1,074 | 222 | 1,000 |
| General Fund Operating Revenues | 479,941 | 501,783 | 547,708 | 588,455 |
| TOTAL SOURCES | \$ 775,359 | \$ 803,690 | \$ 852,535 | \$ 901,555 |

FUNDING USES -

| | | | | |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|
| Personnel Services | | | | |
| * Salaries & Wages - Working | \$ 337,035 | \$ 308,562 | \$ 338,740 | \$ 362,460 |
| * Benefits - Incl. NonWorking Wages | 78,910 | 81,124 | 84,545 | 88,841 |
| * Mandatory Employer Costs | 35,098 | 30,203 | 21,500 | 24,104 |
| Other Current Expenditures | | | | |
| * Supplies / Maintenance | 106,974 | 124,895 | 134,000 | 136,300 |
| * Contractual | 75,121 | 122,411 | 133,850 | 139,450 |
| * Other | 142,221 | 136,495 | 139,900 | 150,400 |
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 775,359 | \$ 803,690 | \$ 852,535 | \$ 901,555 |

- - STAFFING - -

| | | | | |
|---------------------------------|------------|------------|------------|------------|
| Personnel Services Total Amount | \$ 451,043 | \$ 419,889 | \$ 444,785 | \$ 475,405 |
| Full-Time Positions | 3.45 | 3.45 | 3.50 | 3.50 |
| Part-Time Positions @ F.T.E. | 0.90 | 1.20 | 1.20 | 1.20 |

PARKS & RECREATION

PARKS

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------|---|-----------------|-----------------|--------------------|--------------------|
| Workload | <u>Forestry Activities</u> | | | | |
| | Trees Planted | 139 | 148 | 150 | 150 |
| | Trees Trimmed | 1,011 | 889 | 900 | 900 |
| | Trees Removed | 393 | 592 | 450 | 350 |
| | Stump Removal | 286 | 433 | 450 | 350 |
| | Tulip Beds & Lanes - Annual Tulip Plantings | 315,000 | 297,500 | 298,500 | 312,000 |
| | Greenhouse Plantings (Greenhouse is currently at capacity.) | 100,000 | 100,000 | 100,000 | 100,000 |
| | Total Area Maintained by Park Personnel | 402.35 acres | 402.35 acres | 402.35 acres | 402.35 acres |
| | Number of Events in Park Facilities: | 67 | 70 | 70 | 70 |



PARKS & RECREATION

GENERAL FUND - PARKS

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|---|----------------------------|----------------------------|----------------------------------|------------------------------|
| - - FUNDING SOURCES & USES - - | | | | |
| FUNDING SOURCES - | | | | |
| Charges for Services | \$ 23,758 | \$ 28,779 | \$ 28,900 | \$ 29,000 |
| Interest & Rents | 6,486 | 8,416 | 7,500 | 7,500 |
| General Fund Operating Revenues | 1,237,184 | 1,283,854 | 1,537,821 | 1,679,715 |
| TOTAL SOURCES | \$ 1,267,428 | \$ 1,321,050 | \$ 1,574,221 | \$ 1,716,215 |
| FUNDING USES - | | | | |
| Personnel Services | | | | |
| * Salaries & Wages - Working | \$ 468,416 | \$ 499,016 | \$ 591,920 | \$ 675,300 |
| * Benefits - Incl. NonWorking Wages | 170,233 | 131,747 | 175,815 | 225,528 |
| * Mandatory Employer Costs | 47,759 | 48,944 | 59,000 | 70,693 |
| Other Current Expenditures | | | | |
| * Supplies / Maintenance | 180,104 | 189,641 | 203,700 | 202,650 |
| * Contractual | 59,252 | 58,710 | 73,500 | 89,500 |
| * Other | 335,601 | 379,310 | 450,167 | 452,544 |
| Capital Outlay | 6,063 | 13,681 | 20,119 | - 0 - |
| TOTAL USES | \$ 1,267,428 | \$ 1,321,050 | \$ 1,574,221 | \$ 1,716,215 |

- - STAFFING - -

| | | | | |
|---------------------------------|------------|------------|------------|------------|
| Personnel Services Total Amount | \$ 686,408 | \$ 679,707 | \$ 826,735 | \$ 971,521 |
| Full-Time Positions | 7.00 | 8.15 | 8.15 | 9.55 |
| Part-Time Positions @ F.T.E. | 11.35 | 11.70 | 14.15 | 14.50 |

ADDITIONAL INFORMATION REGARDING POSITIONS ABOVE:

Small portion of these positions are charged directly to the two Motor Vehicle Highway Funds in the 'Transportation Services Gro

PARKS & RECREATION

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.

FISCAL YEAR 2016 ACTION PLAN

- Seek out grant opportunities for entry expansion project. (Totaling \$100,000)
- Break down entry project into portions in which we can work with Parks Department.
- Start donor brick walkway campaign to fundraise for entry expansion and building improvements.
- Seek sponsor for new Pavilion (Received a \$50,000 donation for improvements, including pavilion)
- Expand communications to broader audience through directed mailings and new media sources.
- Seek cooperative help on invasive species control through Ottawa County Parks and Extension Service Grants.
- Restart our volunteer program through a web based volunteer management system.
- Working with area scouts and civic groups, create a nature play area. (Free through donations of funds and in kind work)
- Requesting new van (will increase lease rate by \$4,000 per year).
- Seek information on creating an estate giving fund.
- Request having current Part Time A Naturalist made full time. Would add approximately \$20,000 to annual budget.

PARKS & RECREATION

DEGRAAF NATURE CENTER

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------|--|-----------------|-----------------|--------------------|--------------------|
| Workload | <u>ATTENDANCE</u> | | | | |
| | Summer Recreation Department Classes | 441 | 339 | 498 | 490 |
| | School Classroom Programs | 8,513 | 8,117 | 8,200 | 8,400 |
| | Public Program (special events, classes, etc.) | 5,702 | 5,569 | 5,700 | 5,700 |
| | After school Programs (birthday parties, Scouts, etc.) | 150 | 200 | 225 | 250 |
| | Natural History Tour Participants | 53 | 40 | 50 | 50 |
| | Outside Groups Utilizing the Nature Center: | 300 | 350 | 350 | 350 |



PARKS & RECREATION

GENERAL FUND - DE GRAAF NATURE CENTER

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|-------------------|-------------------|-------------------|-------------------|
| Charges for Services | \$ 74,086 | \$ 86,482 | \$ 104,550 | \$ 106,000 |
| Other | 5,813 | 16,987 | 11,300 | 11,300 |
| General Fund Operating Revenues | 158,376 | 143,379 | 152,604 | 156,589 |
| TOTAL SOURCES | \$ 238,275 | \$ 246,849 | \$ 268,454 | \$ 273,889 |

FUNDING USES -

| | | | | |
|-------------------------------------|-------------------|-------------------|-------------------|-------------------|
| Personnel Services | | | | |
| * Salaries & Wages - Working | \$ 129,411 | \$ 130,739 | \$ 133,750 | \$ 136,830 |
| * Benefits - Incl. NonWorking Wages | 42,042 | 38,447 | 38,902 | 40,319 |
| * Mandatory Employer Costs | 12,432 | 12,310 | 13,050 | 14,533 |
| Other Current Expenditures | | | | |
| * Supplies / Maintenance | 22,545 | 17,408 | 22,465 | 20,750 |
| * Contractual | 16,879 | 28,566 | 37,198 | 36,650 |
| * Other | 14,966 | 19,378 | 23,089 | 24,807 |
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 238,275 | \$ 246,849 | \$ 268,454 | \$ 273,889 |

- - STAFFING - -

| | | | | |
|---------------------------------|------------|------------|------------|------------|
| Personnel Services Total Amount | \$ 183,885 | \$ 181,496 | \$ 185,702 | \$ 191,682 |
| Full-Time Positions | 1.95 | 1.95 | 1.95 | 1.95 |
| Part-Time Positions @ F.T.E. | 2.20 | 1.80 | 1.80 | 1.90 |



PARKS & RECREATION

CULTURAL ACTIVITIES ASSISTANCE

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|---------------------------------|-------------------|------------------|-------------------|------------------|
| No Funding Sources | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| General Fund Operating Revenues | 126,229 | 97,589 | 258,950 | 98,000 |
| TOTAL SOURCES | \$ 126,229 | \$ 97,589 | \$ 258,950 | \$ 98,000 |

FUNDING USES -

| | | | | |
|----------------------------|-------------------|------------------|-------------------|------------------|
| Other Current Expenditures | | | | |
| * Contractual | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| * Other | 8,629 | 8,589 | 8,950 | 9,000 |
| Transfers Out | 117,600 | 89,000 | 250,000 | 89,000 |
| TOTAL USES | \$ 126,229 | \$ 97,589 | \$ 258,950 | \$ 98,000 |

- - STAFFING - -

Positions: Not Applicable

PARKS & RECREATION

CIVIC CENTER

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------|----------------------|-----------------|-----------------|--------------------|--------------------|
| Workload | <u>Building Use</u> | | | | |
| | Entire Facility | 314 | 287 | 325 | 325 |
| | Gymnasium Only | 351 | 505 | 385 | 385 |
| | North Hall | 50 | 32 | 45 | 45 |



PARKS & RECREATION

GENERAL FUND - CIVIC CENTER

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|---|----------------------------|----------------------------|----------------------------------|------------------------------|
| - - FUNDING SOURCES & USES - - | | | | |
| FUNDING SOURCES - | | | | |
| Charges for Services | \$ 391 | \$ 463 | \$ 500 | \$ 500 |
| Interest & Rents | 57,910 | 55,406 | 60,000 | 65,000 |
| General Fund Operating Revenues | 153,022 | 189,197 | 182,805 | 180,078 |
| TOTAL SOURCES | \$ 211,323 | \$ 245,066 | \$ 243,305 | \$ 245,578 |
| FUNDING USES - | | | | |
| Personnel Services - | | | | |
| * Salaries & Wages - Working | \$ 84,979 | \$ 98,171 | \$ 105,220 | \$ 101,500 |
| * Benefits - Incl. NonWorking Wages | 35,112 | 34,731 | 42,135 | 44,721 |
| * Mandatory Employer Costs | 8,844 | 9,772 | 10,550 | 10,667 |
| Other Current Expenditures - | | | | |
| * Supplies / Maintenance | 34,908 | 44,794 | 36,400 | 41,400 |
| * Contractual | 1,516 | 1,474 | 2,500 | 2,900 |
| * Other | 45,964 | 56,125 | 46,500 | 44,390 |
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 211,323 | \$ 245,066 | \$ 243,305 | \$ 245,578 |

| | | | | |
|--|-------------------|-------------------|-------------------|-------------------|
| - - STAFFING - - | | | | |
| Personnel Services Total Amount | \$ 128,935 | \$ 142,674 | \$ 157,905 | \$ 156,888 |
| Full-Time Positions | 1.30 | 1.30 | 1.45 | 1.45 |
| Part-Time Positions @ F.T.E. | 1.90 | 1.85 | 2.10 | 1.80 |



PARKS & RECREATION

CEMETERY PERPETUAL CARE FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|------------------|------------------|------------------|------------------|
| Charges for Services | \$ 25,335 | \$ 27,335 | \$ 36,600 | \$ 31,600 |
| Interest & Rents | 3,242 | 13,582 | 8,000 | 8,000 |
| Transfers In | 931 | - 0 - | - 0 - | - 0 - |
| TOTAL SOURCES | \$ 29,508 | \$ 40,917 | \$ 44,600 | \$ 39,600 |

FUNDING USES -

| | | | | |
|----------------------------|-----------------|------------------|-----------------|-----------------|
| Other Current Expenditures | | | | |
| * Other | \$ 125 | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Transfers Out | 3,240 | 21,072 | 8,000 | 8,000 |
| TOTAL USES | \$ 3,365 | \$ 21,072 | \$ 8,000 | \$ 8,000 |

- - FUND EQUITY - -

| | | | | |
|---------------------------|---------------------|---------------------|---------------------|---------------------|
| INCREASE (DECREASE) | \$ 26,143 | \$ 19,845 | \$ 36,600 | \$ 31,600 |
| ENDING BALANCE - | | | | |
| Designated / Reserves | \$ 1,507,407 | \$ 1,530,437 | \$ 1,565,437 | \$ 1,595,437 |
| Undesignated / Unreserved | 68,078 | 64,893 | 66,493 | 68,093 |
| TOTAL FUND EQUITY | \$ 1,575,485 | \$ 1,595,330 | \$ 1,631,930 | \$ 1,663,530 |

- - STAFFING - -

Positions: Not Applicable



PARKS & RECREATION

HERRICK DISTRICT LIBRARY TAXATION FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|---------------------|---------------------|---------------------|---------------------|
| Taxes | \$ 1,245,500 | \$ 1,247,366 | \$ 1,250,869 | \$ 1,282,325 |
| TOTAL SOURCES | \$ 1,245,500 | \$ 1,247,366 | \$ 1,250,869 | \$ 1,282,325 |

FUNDING USES -

Other Current Expenditures -

| | | | | |
|-----------------------------------|---------------------|---------------------|---------------------|---------------------|
| * Other - Tax Payments to Library | \$ 1,246,756 | \$ 1,247,634 | \$ 1,247,900 | \$ 1,282,625 |
| TOTAL USES | \$ 1,246,756 | \$ 1,247,634 | \$ 1,247,900 | \$ 1,282,625 |

- - FUND EQUITY - -

| | | | | |
|---------------------------|---------------|--------------|-----------------|-----------------|
| INCREASE (DECREASE) | \$ (1,256) | \$ (268) | \$ 2,969 | \$ (300) |
| ENDING BALANCE - | | | | |
| Designated / Reserves | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 336 | 68 | 3,037 | 2,737 |
| TOTAL FUND EQUITY | \$ 336 | \$ 68 | \$ 3,037 | \$ 2,737 |

- - STAFFING - -

Positions: Not Applicable

PARKS & RECREATION

WINDMILL ISLAND GARDENS

MISSION STATEMENT

To maintain a high quality tourist attraction, which reflects the Dutch heritage of the City of Holland. Windmill Island Gardens supports the Tulip Time Festival as well as the local tourism economy while connecting visitors and community members to the area's authentic Dutch heritage and natural resources.

FISCAL YEAR 2016 ACTION PLAN

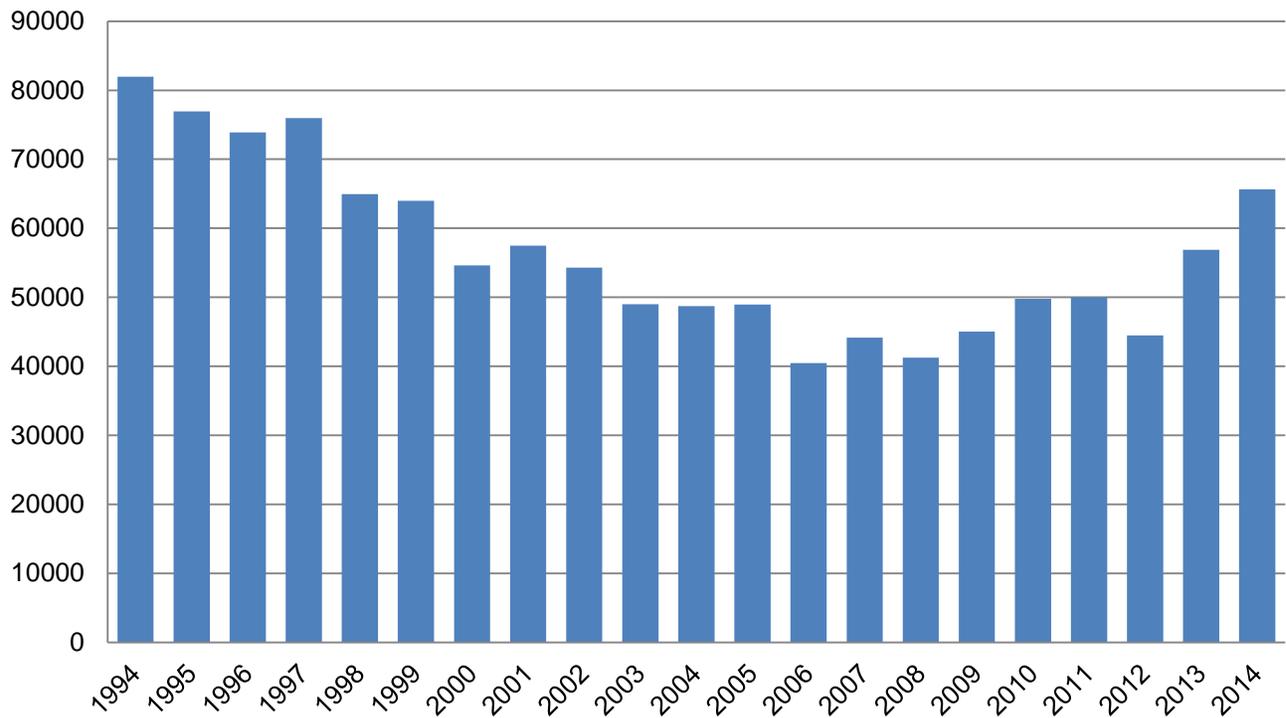
- To continue supporting and implementing the vision of the Windmill Island Gardens Business Plan. Development Manager to be hired in spring of 2016. \$80,000; new revenue will support this new position.
- To grow our events business in addition to the wedding market.
- To continue to develop and train an enthusiastic group of volunteers for the operation of the windmill.
- To develop a product from our own stone ground flour to be sold during the season; pies, cakes, etc.

PARKS & RECREATION

WINDMILL ISLAND GARDENS

| PERFORMANCE MEASURES | | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------------------|---|-----------------|-----------------|--------------------|--------------------|
| Workload | REGULAR PAID VISITORS | | | | |
| | Total number of paid visitors (excluding spec. events) | 56,871 | 65,659 | 65,000 | 67,000 |
| | Percentage of visitors from Michigan | 50% | 45% | 45% | 45% |
| | Percentage of visitors from out of State | 50% | 55% | 55% | 55% |
| | Total number of bus group | 113 | 175 | 175 | 180 |
| | Visitors during Tulip Time dates only (including above) | 23,983 | 26,721 | 25,000 | 26,000 |
| | UNPAID VISITORS | | | | |
| | Total local visitors, free admission during opening hours | 9,111 | 11,378 | 13,000 | 12,500 |
| | Visitors Community Day (Venue site rotates between Hope College & Windmill Island) | 2,000 | 200 | 2,500 | 200 |
| | WEDDING & FACILITY RENTAL | | | | |
| | Number of weddings | 24 | 25 | 28 | 30 |
| | Number of events | 9 | 7 | 10 | 12 |
| | Number of guess visited Windmill Island through rentals | 5,703 | 5,048 | 5,800 | 6,000 |

Windmill Island Yearly Attendance





PARKS & RECREATION

WINDMILL ISLAND GARDENS FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|---|----------------------------|----------------------------|----------------------------------|------------------------------|
| - - FUNDING SOURCES & USES - - | | | | |
| FUNDING SOURCES - | | | | |
| Charges for Services | \$ 433,251 | \$ 483,464 | \$ 405,510 | \$ 406,650 |
| Interest & Rents | 90,245 | 80,330 | 85,000 | 90,000 |
| Other | 7,293 | 11,400 | 995 | - 0 - |
| Transfers In - Specified Donations Fund | 11,742 | 616,648 | 308,032 | 26,000 |
| Transfers In - Capital Project Funds | 103,175 | 29,066 | - 0 - | 1,197,000 |
| Transfers In - General Fund | 116,355 | 62,745 | 154,225 | 173,066 |
| TOTAL SOURCES | \$ 762,061 | \$ 1,283,653 | \$ 953,762 | \$ 1,892,716 |
| FUNDING USES - | | | | |
| Personnel Services: | | | | |
| * Salaries & Wages - Working | \$ 325,213 | \$ 331,305 | \$ 321,340 | \$ 334,950 |
| * Benefits - Incl. NonWorking Wages | 52,408 | 51,623 | 42,980 | 48,541 |
| * Mandatory Employer Costs | 32,356 | 31,520 | 31,050 | 33,425 |
| Other Current Expenses: | | | | |
| * Supplies / Maintenance | 86,446 | 99,860 | 96,200 | 99,200 |
| * Contractual | 51,871 | 51,940 | 56,700 | 58,100 |
| * Other | 73,194 | 87,734 | 95,960 | 95,500 |
| Capital Outlay | 138,280 | 729,688 | 309,532 | 1,223,000 |
| Transfers Out | 2,293 | 8,675 | - 0 - | - 0 - |
| Depreciation Expense | 103,825 | 109,767 | 110,000 | 110,000 |
| TOTAL USES | \$ 865,886 | \$ 1,502,112 | \$ 1,063,762 | \$ 2,002,716 |



PARKS & RECREATION

WINDMILL ISLAND GARDENS FUND

(This Fund Continues From Previous Page)

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|----------------------------|----------------------------|----------------------------|----------------------------------|------------------------------|
| - - FUND EQUITY - - | | | | |
| INCREASE (DECREASE) | \$ 34,455 | \$ 511,229 | \$ 199,532 | \$ 1,113,000 |
| ENDING BALANCE - | | | | |
| Designated / Reserved: | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved: | 1,506,949 | 2,018,178 | 2,217,710 | 3,330,710 |
| UND EQUITY - END OF YEAR | <u>\$ 1,506,949</u> | <u>\$ 2,018,178</u> | <u>\$ 2,217,710</u> | <u>\$ 3,330,710</u> |

| | | | | |
|--------------------------------|----------|----------|----------|----------|
| - - WORKING CAPITAL - - | | | | |
| INCREASE (DECREASE) | ----- | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| ENDING BALANCE | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |

| | | | | |
|---------------------------------|------------|------------|------------|------------|
| - - STAFFING - - | | | | |
| Personnel Services Total Amount | \$ 409,977 | \$ 414,448 | \$ 395,370 | \$ 416,916 |
| Full-Time Positions | 2.00 | 2.00 | 2.00 | 2.00 |
| Part-Time Positions @ F.T.E. | 11.10 | 11.10 | 11.40 | 11.40 |

..



PARKS & RECREATION

PARK & CEMETERY EMPLOYEES BENEFIT FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|---------------|-------------|---------------|---------------|
| Charges for Services | \$ 232 | \$ - 0 - | \$ 250 | \$ 450 |
| Interest & Rents | 1 | 4 | 3 | 3 |
| TOTAL SOURCES | \$ 233 | \$ 4 | \$ 253 | \$ 453 |

FUNDING USES -

Other Current Expenditures -

| | | | | |
|--------------------------|---------------|---------------|---------------|---------------|
| * Supplies / Maintenance | \$ 253 | \$ 182 | \$ 200 | \$ 200 |
| * Other | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 253 | \$ 182 | \$ 200 | \$ 200 |

- - FUND EQUITY - -

| | | | | |
|---------------------------|---------------|---------------|---------------|---------------|
| INCREASE (DECREASE) | \$ (20) | \$ (179) | \$ 53 | \$ 253 |
| ENDING BALANCE - | | | | |
| Designated / Reserves | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 475 | 296 | 349 | 602 |
| TOTAL FUND EQUITY | \$ 475 | \$ 296 | \$ 349 | \$ 602 |

- - WORKING CAPITAL - -

| | | | | |
|---------------------|--------|----------|--------|--------|
| INCREASE (DECREASE) | ----- | \$ (179) | \$ 53 | \$ 253 |
| ENDING BALANCE | \$ 475 | \$ 296 | \$ 349 | \$ 602 |

- - STAFFING - -

Positions: Not Applicable

PARKS & RECREATION

HOLLAND HISTORICAL TRUST

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------|-------------------------------|-----------------|-----------------|--------------------|--------------------|
| Workload | Total Attendance at museums | 13,956 | 16,294 | 17,300 | 21,000 |
| | Rentals - All Sites | 2,263 | 1,254 | 1,250 | 350 |
| | Education tours participation | 1,881 | 1,270 | 1,300 | 1,500 |
| | Memberships | 487 | 498 | 525 | 600 |



PARKS & RECREATION

HOLLAND HISTORICAL TRUST FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|---|----------------------------|----------------------------|----------------------------------|------------------------------|
| - - FUNDING SOURCES & USES - - | | | | |
| FUNDING SOURCES - | | | | |
| Intergovernmental | \$ 61,000 | \$ 50,000 | \$ 100,000 | \$ 50,000 |
| Charges for Services | 48,101 | 125,086 | 90,184 | 87,125 |
| Rental Income: | | | | |
| * Armory | 5,302 | 4,645 | 7,663 | - 0 - |
| * Other Than Armory | 8,300 | 3,224 | 10,700 | 1,500 |
| Investment Income (Net of Market) | 71,281 | 94,097 | 21,298 | 22,126 |
| Other: | | | | |
| * Other Private Contributions | 697,195 | 231,554 | 67,500 | 290,000 |
| Transfers In - City of Holland Gen Fd | 117,600 | 89,000 | 250,000 | 89,000 |
| TOTAL SOURCES | \$ 1,008,779 | \$ 597,606 | \$ 547,345 | \$ 539,751 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|------------|------------|------------|------------|
| * Salaries & Wages - Working | \$ 207,315 | \$ 288,368 | \$ 222,000 | \$ 252,000 |
| * Benefits - Incl. NonWorking Wages | 20,567 | 31,609 | 36,767 | 42,650 |
| * Mandatory Employer Costs | 42,168 | 44,894 | 23,300 | 26,300 |

Other Current Expenditures -

| | | | | |
|--------------------------|---------|---------|---------|---------|
| * Supplies / Maintenance | 79,747 | 58,531 | 67,400 | 60,500 |
| * Contractual | 135,950 | 83,984 | 91,038 | 131,100 |
| * Other | 281,949 | 280,445 | 116,659 | 83,150 |

| | | | | |
|----------------------|-------------------|-------------------|-------------------|-------------------|
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| Depreciation Expense | 148,662 | 138,594 | 133,271 | 124,217 |
| TOTAL USES | \$ 916,358 | \$ 926,425 | \$ 690,435 | \$ 719,917 |

ALTERNATIVE PRESENTATION OF FUNDING USES

CURRENT OPERATIONS:

| | | | | |
|----------------------------|------------|------------|------------|------------|
| * Holland Historical Trust | \$ 657,339 | \$ 705,900 | \$ 441,781 | \$ 514,600 |
| * Armory | 43,157 | 19,531 | 52,984 | 18,700 |

OTHER APPLIED PURPOSES:

| | | | | |
|--|-------------------|-------------------|-------------------|-------------------|
| * Capital / Collections / Donated Facil. | 215,862 | 200,994 | 195,670 | 186,617 |
| TOTAL USES | \$ 916,358 | \$ 926,425 | \$ 690,435 | \$ 719,917 |

(This Fund Continues On Next Page)



PARKS & RECREATION

HOLLAND HISTORICAL TRUST FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-----------------------------------|----------------------------|----------------------------|----------------------------------|------------------------------|
| - - FUND EQUITY - - | | | | |
| INCREASE (DECREASE) | \$ 92,421 | \$ (328,819) | \$ (143,090) | \$ (180,166) |
| ENDING BALANCE - | | | | |
| Non-Expendable | \$ 110,000 | \$ 110,000 | \$ 110,000 | \$ 110,000 |
| Investment in Fixed Assets | 1,770,618 | 1,632,024 | 1,498,754 | 1,374,537 |
| Expendable: | | | | |
| * Designated Restrictions - | | | | |
| Temporary (Legal Restrictions) | 391,865 | 292,372 | 256,095 | 265,732 |
| Board of Directors (Board Action) | 400,813 | 436,193 | 297,641 | 309,547 |
| * Reserves | - 0 - | - 0 - | - 0 - | - 0 - |
| * Unreserved / Undesignated | 88,332 | (37,780) | 127,229 | 49,737 |
| TOTAL FUND EQUITY | <u>\$ 2,761,628</u> | <u>\$ 2,432,809</u> | <u>\$ 2,289,719</u> | <u>\$ 2,109,553</u> |

| | | | | |
|---------------------------------|------------|------------|------------|------------|
| - - STAFFING - - | | | | |
| Personnel Services Total Amount | \$ 270,050 | \$ 364,871 | \$ 282,067 | \$ 320,950 |
| Full-Time Positions | 4.00 | 6.00 | 3.00 | 4.00 |
| Part-Time Positions @ F.T.E. | 2.36 | 1.76 | 2.29 | 2.29 |

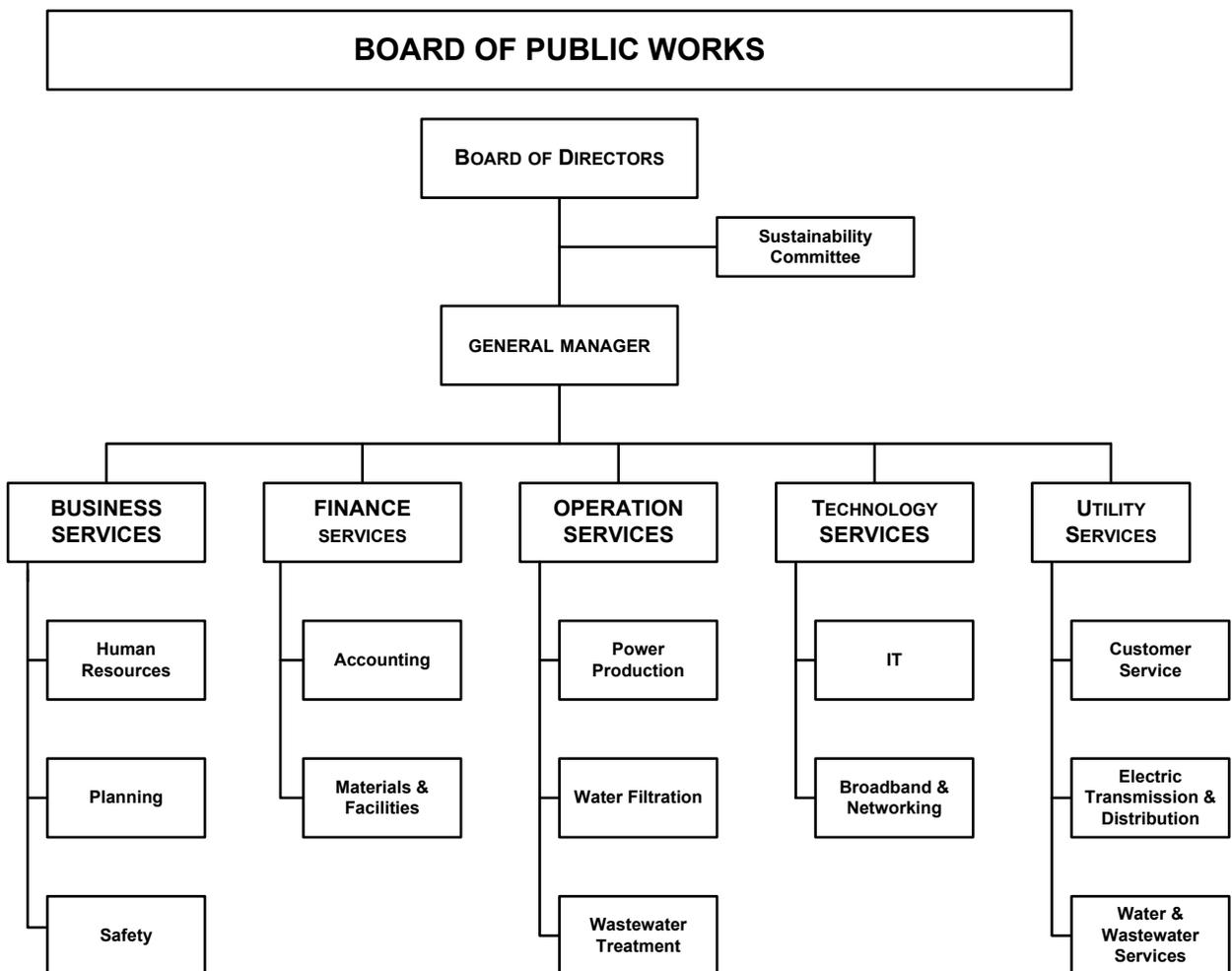
UTILITY SERVICES

INTRODUCTION

GROUP MISSION STATEMENT

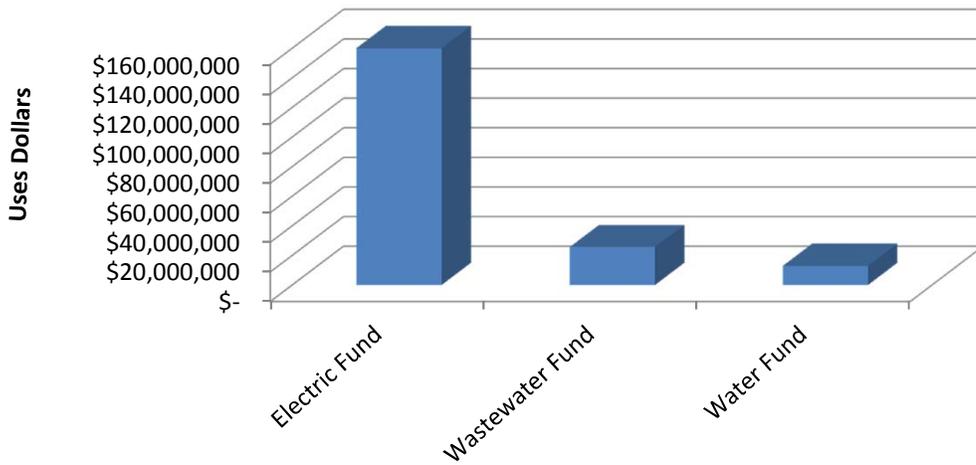
The Utilities Services Group seeks to produce and deliver safe, reliable and efficient electric power and communication services; and to operate water and wastewater treatment plants and distribution and collection facilities at optimum performance and efficiency in order to provide the quality of service demanded by customers.

GROUP ORGANIZATIONAL STRUCTURE

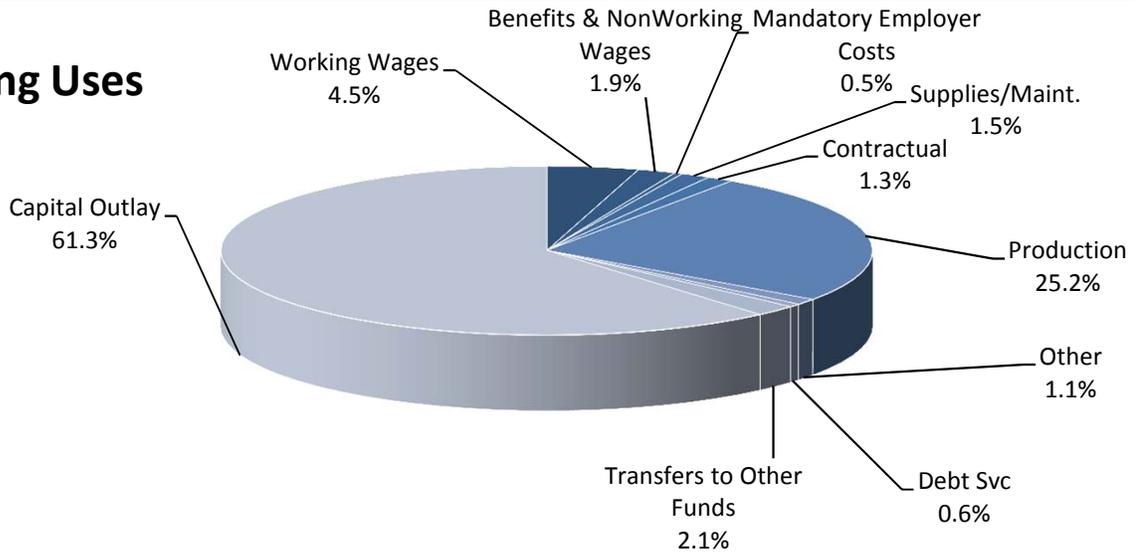


BOARD OF PUBLIC WORKS UTILITIES SERVICES

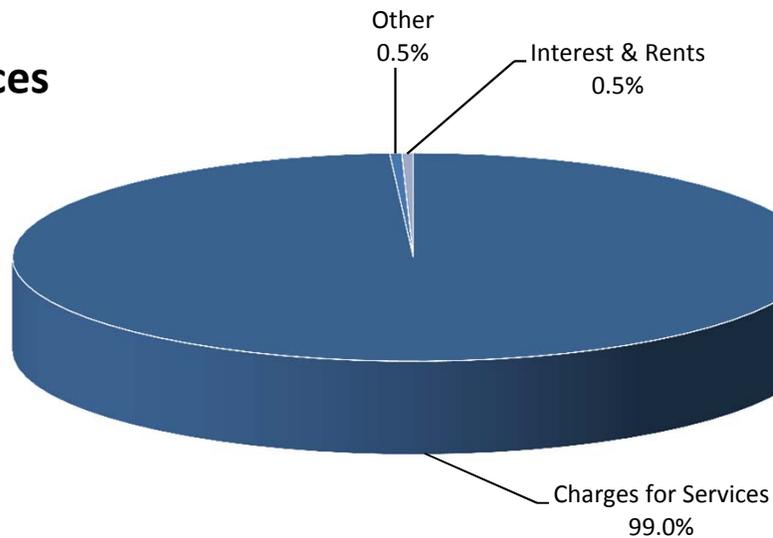
Total Uses By Department \$263,962,445



Funding Uses



Funding Sources





UTILITIES SERVICES

BOARD OF PUBLIC WORKS - SUMMARY

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

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

FUND TYPES -

| | | | | |
|------------|----------------|----------------|----------------|----------------|
| Enterprise | \$ 111,387,023 | \$ 139,313,560 | \$ 242,771,130 | \$ 263,962,445 |
|------------|----------------|----------------|----------------|----------------|

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

FUNDING SOURCES -

| | | | | |
|----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Charges for Services | \$ 111,482,541 | \$ 116,399,089 | \$ 119,408,982 | \$ 120,514,165 |
| Interest & Rents | 543,536 | 748,932 | 1,019,316 | 557,394 |
| Other | (70,938) | (125,384) | 244,020 | 587,133 |
| Bond Proceeds | - 0 - | - 0 - | 183,631,000 | - 0 - |
| TOTAL SOURCES | \$ 111,955,139 | \$ 117,022,637 | \$ 304,303,318 | \$ 121,658,692 |

FUNDING USES -

Personnel Services -

| | | | | |
|------------------------------------|--------------|---------------|---------------|---------------|
| * Salaries & Wages - Working | \$ 9,783,154 | \$ 10,159,598 | \$ 11,276,144 | \$ 11,540,041 |
| * Benefits - Incl NonWorking Wages | 4,359,639 | 4,630,415 | 4,858,441 | 4,778,077 |
| * Mandatory Employer Costs | 895,661 | 925,326 | 1,009,321 | 1,037,222 |

Other Current Expenses -

| | | | | |
|--------------------------|------------|------------|------------|------------|
| * Supplies / Maintenance | 3,159,387 | 3,160,526 | 3,443,244 | 3,696,488 |
| * Contractual | 4,336,448 | 2,568,926 | 2,777,513 | 3,337,098 |
| * Utility Production | 59,370,220 | 63,718,394 | 63,447,644 | 64,048,868 |
| * Other | 1,892,869 | 2,197,148 | 2,436,728 | 2,881,828 |

Capital Outlays

| | | | | |
|--|------------|------------|-------------|-------------|
| | 11,005,217 | 33,031,575 | 136,369,182 | 155,640,694 |
|--|------------|------------|-------------|-------------|

Debt Service Payments -

| | | | | |
|---------------------------|-----------|-----------|-----------|-----------|
| * Principal Maturities | 1,806,500 | 2,157,924 | 1,105,650 | 1,118,263 |
| * Interest & Fee Payments | 582,901 | 1,953,178 | 748,807 | 384,004 |

Transfers Out

| | | | | |
|--|-----------|-----------|-----------|-----------|
| | 4,651,200 | 4,990,800 | 5,344,000 | 5,352,000 |
|--|-----------|-----------|-----------|-----------|

Depreciation Expense

| | | | | |
|--|-----------|-----------|-----------|------------|
| | 9,513,645 | 9,789,568 | 9,936,474 | 10,147,862 |
|--|-----------|-----------|-----------|------------|

Amortization Expense

| | | | | |
|--|--------|--------|--------|---|
| | 30,182 | 30,182 | 17,982 | - |
|--|--------|--------|--------|---|

| | | | | |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| TOTAL USES | \$ 111,387,023 | \$ 139,313,560 | \$ 242,771,130 | \$ 263,962,445 |
|-------------------|-----------------------|-----------------------|-----------------------|-----------------------|

----- GROUP STAFFING TOTALS -----

| | | | | |
|---------------------------------|---------------|---------------|---------------|---------------|
| Personnel Services Total Amount | \$ 15,038,454 | \$ 15,715,339 | \$ 17,143,906 | \$ 17,355,340 |
| * Full-Time Positions | 177.00 | 178.00 | 171.00 | 178.00 |

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 reliable delivery system for electricity utilizing a team of individuals who are leaders in the delivery of safe, reliable, and efficient electric power and are committed to customer satisfaction.

FISCAL YEAR 2016 ACTION PLAN

POWER SUPPLY

- To continue the construction of the new natural gas fired combined cycle power plant to meet the demand growth of customers' load.
- Upgrade control systems on two of the peaking duty combustion turbine generators to improve reliability and efficiency of the units.
- Optimize the workforce, dispatching of internal generation sources, and maintenance and capital expenditures to reflect the changing market supplied power prices.

BROADBAND

- To provide broadband services to HBPW and City departments and to customers throughout the local community that is cost effective and reliable.
- To continue to expand the broadband distribution system working with the business community.
-

ELECTRIC TRANSMISSION & DISTRIBUTION

- To generate and maintain the electric transmission and distribution systems to ensure a superior level of reliability to our customers.
- To continue to improve the ability of our employees to respond promptly and effectively to problems affecting our customers.
- To install new meters which are compatible with the Advanced Metering Infrastructure (AMI.)
- To provide responsible management of capital investment and operational expenses to ensure that our customers and community are served by the most reasonable cost provider of utility services while investing in a reliable system, supported by an efficient and productive workforce.
- Upgrade various distribution circuits to provide reliable distribution to new commercial enterprises.

UTILITY SERVICES

HOLLAND BOARD OF PUBLIC WORKS - ELECTRIC FUND

| PERFORMANCE MEASURES | | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------------------|---|-----------------|-----------------|--------------------|--------------------|
| Workload | <u>ELECTRIC PRODUCTION AND DISTRIBUTION</u> | | | | |
| | Peak kW | 230,274 | 229,715 | 233,160 | 236,658 |
| | Total Number of Customers | 27,796 | 27,990 | 28,042 | 28,050 |
| | kWh Sales Total | 1,041,059,461 | 1,048,830,770 | 1,047,067,640 | 1,066,719,345 |
| | Revenue per unit | 0.08990 | 0.08920 | 0.09270 | 0.09463 |
| | Cost per unit | 0.07640 | 0.07910 | 0.07600 | 0.08000 |
| | Res. Avg.usage - kWh per month | 654.7 | 631.4 | 614.6 | 636.2 |
| | <u>KWH SALES</u> | | | | |
| | Residential | 181,163,177 | 177,495,613 | 173,279,148 | 179,374,266 |
| | Commercial | 329,681,802 | 327,127,845 | 322,042,178 | 330,746,600 |
| | Industrial | 526,456,661 | 540,465,440 | 547,959,508 | 552,811,673 |
| | Street Lighting | 3,757,821 | 3,741,872 | 3,786,806 | 3,786,806 |
| | Total | 1,041,059,461 | 1,048,830,770 | 1,047,067,640 | 1,066,719,345 |

| Operational Activity | FY-15 Projected | | | FY-16 Projected | | | PERCENT DIFFERENCE | | |
|----------------------|-----------------|---------------|----------|-----------------|---------------|----------|--------------------|---------|----------|
| | MWH | COST | COST MWH | MWH | COST | COST MWH | MWH | COST | COST MWH |
| <u>ENERGY</u> | | | | | | | | | |
| JDY Purchases | 85,340 | 4,980,400 | 58.36 | 137,611 | 7,934,706 | 57.66 | 61.25% | 59.32% | -1.20% |
| Renewable | 126,176 | 7,093,257 | 56.22 | 159,469 | 9,673,993 | 60.66 | 26.39% | 36.38% | 7.90% |
| Non-Reneable | 513,841 | 25,392,446 | 49.42 | 414,622 | 21,518,328 | 51.90 | -19.31% | -15.26% | 5.02% |
| CT #6,7,8,9 | 56,052 | 3,086,067 | 55.06 | 70,402 | 3,925,162 | 55.75 | 25.60% | 27.19% | 1.26% |
| Belle River | 208,031 | 6,174,892 | 29.68 | 221,001 | 7,148,142 | 32.34 | 6.23% | 15.76% | 8.95% |
| Campbell | 82,119 | 2,282,651 | 27.80 | 79,936 | 2,642,126 | 33.05 | -2.66% | 15.75% | 18.90% |
| Fremont | 17,794 | 666,652 | 37.46 | 18,887 | 693,878 | 36.74 | 6.14% | 4.08% | -1.94% |
| Subtotal | 1,089,353 | \$ 49,676,365 | \$ 45.60 | 1,101,928 | \$ 53,536,335 | \$ 48.58 | 1.15% | 7.77% | 6.54% |
| <u>CAPACITY</u> | | | | | | | | | |
| Belle River | | 7,866,698 | | | 7,373,226 | | | -6.27% | |
| Campbell | | 2,284,124 | | | 1,929,288 | | | -15.53% | |
| Fremont | | 426,724 | | | 369,087 | | | -13.51% | |
| TOTAL | 1,089,353 | \$ 60,253,911 | \$ 55.31 | 1,101,928 | \$ 63,207,936 | \$ 57.36 | 1.15% | 4.90% | 3.71% |



UTILITIES SERVICES

BOARD OF PUBLIC WORKS - ELECTRIC UTILITY FUND

| Description | FY-2013 | FY-2014 | FY-2015 | FY-2016 |
|---|----------------------|-----------------------|-----------------------|-----------------------|
| | Final Actual | Final Actual | Final Revised Est. | Adopted Budget |
| - - FUNDING SOURCES & USES - - | | | | |
| FUNDING SOURCES - | | | | |
| Charges for Services | \$ 93,576,510 | \$ 97,539,619 | \$ 100,262,657 | \$ 100,948,479 |
| Interest & Rents | 17,616 | 646,427 | 963,574 | 488,950 |
| Other | - 0 - | 25,661 | 4,949 | - 0 - |
| Bond Proceeds | - 0 - | - 0 - | 165,008,000 | - 0 - |
| TOTAL SOURCES | \$ 93,594,126 | \$ 98,211,707 | \$ 266,239,180 | \$ 101,437,429 |
| FUNDING USES - | | | | |
| Personnel Services - | | | | |
| * Salaries & Wages - Working | \$ 6,194,478 | \$ 6,379,070 | \$ 7,280,258 | \$ 7,108,360 |
| * Benefits - Incl NonWorking Wages | 2,845,541 | 2,982,000 | 3,136,727 | 2,925,115 |
| * Mandatory Employer Costs | 551,502 | 565,384 | 638,876 | 636,279 |
| Other Current Expenses - | | | | |
| * Supplies / Maintenance | 1,824,724 | 1,778,170 | 2,071,769 | 2,295,281 |
| * Contractual | 3,752,234 | 1,970,501 | 2,089,927 | 2,423,250 |
| * Electric Utility Production | 56,530,292 | 60,914,622 | 60,553,409 | 61,112,127 |
| * Other | 1,553,941 | 1,848,370 | 2,025,404 | 2,312,650 |
| Capital Outlays | 8,888,916 | 26,737,357 | 120,338,116 | 134,686,921 |
| Debt Service Payments - | | | | |
| * Principal Maturity Payments | - 0 - | - 0 - | - 0 - | - 0 - |
| * Interest & Fee Payments | - 0 - | 1,427,843 | - 0 - | - 0 - |
| Transfers Out | 4,651,200 | 4,990,800 | 5,344,000 | 5,352,000 |
| Depreciation Expense | 6,248,066 | 6,480,527 | 6,367,176 | 6,491,613 |
| TOTAL USES | \$ 93,040,894 | \$ 116,074,644 | \$ 209,845,662 | \$ 225,343,596 |

(This Fund Continues On Next Page)



UTILITIES SERVICES

BOARD OF PUBLIC WORKS - ELECTRIC UTILITY FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|----------------------------|----------------------------|----------------------------|----------------------------------|------------------------------|
| - - FUND EQUITY - - | | | | |
| INCREASE (DECREASE) | \$ 9,442,148 | \$ 8,874,420 | \$ 176,731,634 | \$ 10,780,754 |
| ENDING BALANCE - | | | | |
| Designated / Reserved | \$ 5,347,302 | \$ 16,668,000 | \$ 60,957,808 | \$ 5,618,009 |
| Undesignated / Unreserved | 191,174,472 | 188,728,194 | 321,170,021 | 387,290,574 |
| TOTAL FUND EQUITY | \$ 196,521,774 | \$ 205,396,194 | \$ 382,127,829 | \$ 392,908,583 |

| | | | | |
|--------------------------------|----------------|-----------------|----------------|-----------------|
| - - WORKING CAPITAL - - | | | | |
| INCREASE (DECREASE) | ----- | \$ (22,703,108) | \$ 18,470,887 | \$ (61,816,754) |
| ENDING BALANCE | \$ 128,512,971 | \$ 105,809,863 | \$ 124,280,750 | \$ 62,463,996 |

| | | | | |
|---------------------------------|--------------|--------------|---------------|---------------|
| - - STAFFING - - | | | | |
| Personnel Services Total Amount | \$ 9,591,521 | \$ 9,926,454 | \$ 11,055,861 | \$ 10,669,754 |
| * Full-Time Positions | 99.00 | 100.00 | 93.00 | 98.00 |

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.

FISCAL YEAR 2016 ACTION PLAN

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 implement improvements to bio-solids handling and disposal processes.
- To make improvements to increase the Biochemical Oxygen Demand Treatment capacity.

WASTEWATER COLLECTION

- To replace sanitary sewer mains in coordination with City street improvements.
 - Southshore Old Orchard to Goldenrod
 - 8th Lincoln to Fairbanks Relining the Force Main
 - Central, 19th - State.
- To plan and construct necessary sanitary sewer improvements to meet customer needs.
- To make improvements to Lift Stations to upgrade operations and reliability.

UTILITY SERVICES

HOLLAND BOARD OF PUBLIC WORKS - WASTEWATER FUND

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected | |
|----------|---|-----------------|-----------------|--------------------|--------------------|--|
| Workload | Total gallons treated (mg) | 3,464 | 3,338 | 3,290 | 3,300 | |
| | Total number of customers | 12,308 | 12,326 | 12,335 | 12,340 | |
| | CCF Sales (Retail only) | 1,621,026 | 1,593,223 | 1,552,141 | 1,552,141 | |
| | Revenue per unit (Retail) | 3.087 | 3.378 | 3.588 | 3.822 | |
| | Cost per unit (All units) | 2.196 | 2.264 | 2.421 | 2.625 | |
| | Residential. Avg. usage - CCF per month | 5.2 | 5.2 | 5.0 | 5.0 | |
| | CCF Sales (Wholesale) | 2,143,933 | 2,139,445 | 2,131,489 | 2,135,637 | |
| | Revenue per unit (Wholesale) | 1.195 | 1.233 | 1.226 | 1.225 | |
| | <u>CCF Sales</u> | | | | | |
| | Residential | 658,289 | 655,944 | 635,525 | 635,525 | |
| | Commercial | 701,654 | 673,134 | 663,237 | 663,237 | |
| | Industrial | 261,083 | 264,145 | 253,379 | 253,379 | |
| | Wholesale | 2,143,933 | 2,139,445 | 2,131,489 | 2,135,637 | |
| | Total | 3,764,959 | 3,732,668 | 3,683,630 | 3,687,778 | |
| | | | | | | |



UTILITIES SERVICES

BOARD OF PUBLIC WORKS - WASTEWATER UTILITY FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|---|----------------------------|----------------------------|----------------------------------|------------------------------|
| - - FUNDING SOURCES & USES - - | | | | |
| FUNDING SOURCES - | | | | |
| Charges for Services | \$ 9,446,065 | \$ 10,038,375 | \$ 10,247,294 | \$ 10,541,981 |
| Interest & Rents | 21,479 | 46,432 | 22,722 | 27,972 |
| Other | (28,478) | 222,163 | 159,308 | 531,133 |
| Bond Proceeds | - 0 - | - 0 - | 18,623,000 | - 0 - |
| TOTAL SOURCES | \$ 9,439,066 | \$ 10,306,970 | \$ 29,052,324 | \$ 11,101,086 |
| FUNDING USES - | | | | |
| Personnel Services - | | | | |
| * Salaries & Wages - Working | \$ 1,974,160 | \$ 2,093,077 | \$ 2,229,306 | \$ 2,538,813 |
| * Benefits - Incl NonWorking Wages | 851,922 | 898,248 | 928,681 | 1,056,102 |
| * Mandatory Employer Costs | 195,445 | 205,873 | 203,730 | 225,682 |
| Other Current Expenses - | | | | |
| * Supplies / Maintenance | 738,824 | 762,099 | 798,513 | 832,015 |
| * Contractual | 296,672 | 315,109 | 356,247 | 506,757 |
| * Wastewater Utility Production | 2,149,942 | 2,147,682 | 2,187,253 | 2,234,450 |
| * Other | 199,533 | 215,101 | 254,984 | 347,903 |
| Capital Outlays | 884,386 | 4,323,828 | 12,608,123 | 15,981,242 |
| Debt Service Payments - | | | | |
| * Principal Maturity Payments | 665,000 | 682,500 | - 0 - | - 0 - |
| * Interest & Fee Payments | 69,968 | 52,961 | 377,000 | - 0 - |
| Transfers Out | - 0 - | - 0 - | - 0 - | - 0 - |
| Depreciation Expense | 1,859,746 | 1,815,330 | 1,958,934 | 1,938,859 |
| TOTAL USES | \$ 9,885,598 | \$ 13,511,808 | \$ 21,902,771 | \$ 25,661,823 |

(This Fund Continues On Next Page)



UTILITIES SERVICES

BOARD OF PUBLIC WORKS - WASTEWATER UTILITY FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|----------------------------|----------------------------|----------------------------|----------------------------------|------------------------------|
| - - FUND EQUITY - - | | | | |
| INCREASE (DECREASE) | \$ 1,102,854 | \$ 1,801,490 | \$ 19,757,676 | \$ 1,420,505 |
| ENDING BALANCE - | | | | |
| Designated / Reserved | \$ 6,273,822 | \$ 6,273,822 | \$ 15,186,805 | \$ 8,944,817 |
| Undesignated / Unreserved | 44,894,197 | 46,695,687 | 57,540,380 | 65,202,873 |
| JND EQUITY - END OF YEAR | \$ 51,168,019 | \$ 52,969,509 | \$ 72,727,185 | \$ 74,147,690 |

| | | | | |
|--------------------------------|---------------|----------------|---------------|----------------|
| - - WORKING CAPITAL - - | | | | |
| INCREASE (DECREASE) | ----- | \$ (1,389,508) | \$ 195,505 | \$ (6,379,890) |
| ENDING BALANCE | \$ 12,397,298 | \$ 11,007,790 | \$ 11,203,295 | \$ 4,823,405 |

| | | | | |
|---------------------------------|--------------|--------------|--------------|--------------|
| - - STAFFING - - | | | | |
| Personnel Services Total Amount | \$ 3,021,527 | \$ 3,197,198 | \$ 3,361,717 | \$ 3,820,597 |
| * Full-Time Positions | 43.00 | 43.00 | 43.00 | 44.00 |

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 TRANSMISSION AND DISTRIBUTION

To ensure that water distribution facilities are adequate to serve the needs of all customers; to maintain facilities to achieve optimum performance and longevity; and to operate efficiently to increase the quality of service.

FISCAL YEAR 2016 ACTION PLAN

WATER TREATMENT

- To continue the development of a long-range plan for future water supply capacity.
- To ensure compliance with all aspects of the Safe Drinking Water Act and other pertinent environmental and safety regulations.
- To complete rehabilitation of filter pipe gallery, replacing aging valves and other equipment.
- To rebuild sedimentation basin to maintain reliability.
- To rebuild Program Logic Controller

WATER TRANSMISSION AND DISTRIBUTION

- To replace water mains in coordination with City street improvements.
 - Central, 3rd, to State Street & 19th.
 - 16th Lane Ave to Waverly
 - South Shore, Old Orchard to Allen
- To plan and construct necessary water main improvements to meet customer needs.
- Replace Hydrants and water meters.

UTILITY SERVICES

HOLLAND BOARD OF PUBLIC WORKS - WATER FUND

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------|--|-----------------|-----------------|--------------------|--------------------|
| Workload | Peak (MG) | 35,033 | 28,132 | 28,414 | 28,698 |
| | Gallons Treated (MG) | 4,339 | 4,291 | 4,307 | 4,393 |
| | Total number of customers | 13,381 | 13,399 | 13,405 | 13,415 |
| | CCF Sales (Retail only) | 3,045,383 | 2,837,393 | 2,543,772 | 2,543,772 |
| | Revenue per unit (Retail only) | 1.915 | 2.228 | 2.371 | 2.410 |
| | Cost per unit | 0.964 | 1.044 | 1.176 | 1.246 |
| | Residential Avg. usage - CCF per month | 9.17 | 8.34 | 7.49 | 7.48 |
| | CCF Sales (Wholesale) | 2,707,622 | 2,697,719 | 2,645,165 | 2,665,984 |
| | Revenue per unit (Wholesale) | 0.793 | 0.757 | 0.802 | 0.743 |
| | <u>CCF Sales</u> | | | | |
| | Residential | 1,168,513 | 1,066,905 | 958,474 | 958,474 |
| | Commercial/Industrial | 1,311,546 | 1,213,313 | 1,075,004 | 1,075,004 |
| | Industrial | 565,324 | 557,175 | 510,294 | 510,294 |
| | Resales | 2,707,622 | 2,697,719 | 2,645,165 | 2,665,984 |
| | Total | 5,753,005 | 5,535,112 | 5,188,937 | 5,209,756 |
| | | | | | |



UTILITIES SERVICES

BOARD OF PUBLIC WORKS - WATER UTILITY FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|---|----------------------------|----------------------------|----------------------------------|------------------------------|
| - - FUNDING SOURCES & USES - - | | | | |
| FUNDING SOURCES - | | | | |
| Charges for Services | \$ 8,459,966 | \$ 8,821,095 | \$ 8,899,031 | \$ 9,023,705 |
| Interest & Rents | 504,441 | 56,073 | 33,020 | 40,472 |
| Other | (42,460) | (373,208) | 79,763 | 56,000 |
| Bond Proceeds | - 0 - | - 0 - | - 0 - | - 0 - |
| Transfers In | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL SOURCES | \$ 8,921,947 | \$ 8,503,960 | \$ 9,011,814 | \$ 9,120,177 |
| FUNDING USES - | | | | |
| Personnel Services - | | | | |
| * Salaries & Wages - Working | \$ 1,614,516 | \$ 1,687,451 | \$ 1,766,580 | \$ 1,892,868 |
| * Benefits - Incl NonWorking Wages | 662,176 | 750,167 | 793,033 | 796,860 |
| * Mandatory Employer Costs | 148,714 | 154,069 | 166,715 | 175,261 |
| Other Current Expenses - | | | | |
| * Supplies / Maintenance | 595,839 | 620,257 | 572,962 | 569,192 |
| * Contractual | 287,542 | 283,316 | 331,339 | 407,091 |
| * Water Utility Production | 689,986 | 656,090 | 706,982 | 702,291 |
| * Other | 139,395 | 133,677 | 156,340 | 221,275 |
| Capital Outlays | 1,231,915 | 1,970,390 | 3,422,943 | 4,972,531 |
| Debt Service Payments - | | | | |
| * Principal Maturity Payments | 1,141,500 | 1,475,424 | 1,105,650 | 1,118,263 |
| * Interest & Fee Payments | 512,933 | 472,374 | 371,807 | 384,004 |
| Transfers Out | - 0 - | - 0 - | - 0 - | - 0 - |
| Depreciation Expense | 1,405,833 | 1,493,711 | 1,610,364 | 1,717,390 |
| Amortization Expense | 30,182 | 30,182 | 17,982 | - 0 - |
| TOTAL USES | \$ 8,460,531 | \$ 9,727,108 | \$ 11,022,697 | \$ 12,957,026 |

(This Fund Continues On Next Page)



UTILITIES SERVICES

BOARD OF PUBLIC WORKS - WATER UTILITY FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|---------------------------------|----------------------------|----------------------------|----------------------------------|------------------------------|
| - - FUND EQUITY - - | | | | |
| INCREASE (DECREASE) | \$ 2,834,831 | \$ 2,222,666 | \$ 2,517,710 | \$ 2,253,945 |
| ENDING BALANCE - | | | | |
| Designated / Reserved | \$ 3,198,361 | \$ 3,166,865 | \$ 5,446,385 | \$ 5,716,720 |
| Undesignated / Unreserved | 28,695,392 | 30,949,554 | 31,187,744 | 33,171,354 |
| TOTAL FUND EQUITY | \$ 31,893,753 | \$ 34,116,419 | \$ 36,634,129 | \$ 38,888,074 |
| - - WORKING CAPITAL - - | | | | |
| INCREASE (DECREASE) | ----- | \$ 332,241 | \$ (2,662,057) | \$ (2,389,794) |
| ENDING BALANCE | \$ 4,723,697 | \$ 5,055,938 | \$ 2,393,881 | \$ 4,087 |
| - - STAFFING - - | | | | |
| Personnel Services Total Amount | \$ 2,425,406 | \$ 2,591,687 | \$ 2,726,328 | \$ 2,864,989 |
| * Full-Time Positions | 35.00 | 35.00 | 35.00 | 36.00 |

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 and cost based rate design. To manage the external relations of the BPW including customer service, key accounts, public relations, energy and water conservation, and other marketing functions. To procure and inventory an appropriate supply of materials and equipment and provide appropriate building and grounds security, and maintenance of all BPW facilities. To provide comprehensive information technology to efficiently manage and secure information maintained by the BPW.

FISCAL YEAR 2016 ACTION PLAN

- To achieve regulatory compliance to protect and improve our natural environment.
- To ensure a safe work environment for all employees.
- To improve reliability of services including electric, water, wastewater, and fiber optics.
- To increase involvement in economic development in the Holland community.
- Continue to promote energy conservation as outlined in PA 295.
- To ensure information on using services efficiently is provided to all classes of customers.
- To provide valid and useful financial information to management and the Board of Directors necessary for decision-making.
- To develop and design rates that meet the needs of customers, remain competitive with surrounding communities, and support HBPW's cost of service to provide sustainability.
- To enhance the finance and billing systems to improve efficiency and service to external and internal customers.
- To utilize a DAS/SAN information data storage backup system.
- To continue to install energy efficient and green friendly components to facilities and grounds.
- To continue to increase the security of information systems to reduce the risk of loss or misuse of information while improving the efficiency of information management.
- To upgrade and purchase additional licenses and modules for the Infor asset management system.
- To improve the opportunities for the growth and development of BPW employees.
- To continue implementation of an Advanced Metering Infrastructure (AMI) and Meter Data Management System (MDMS) to allow customers to obtain usage information.

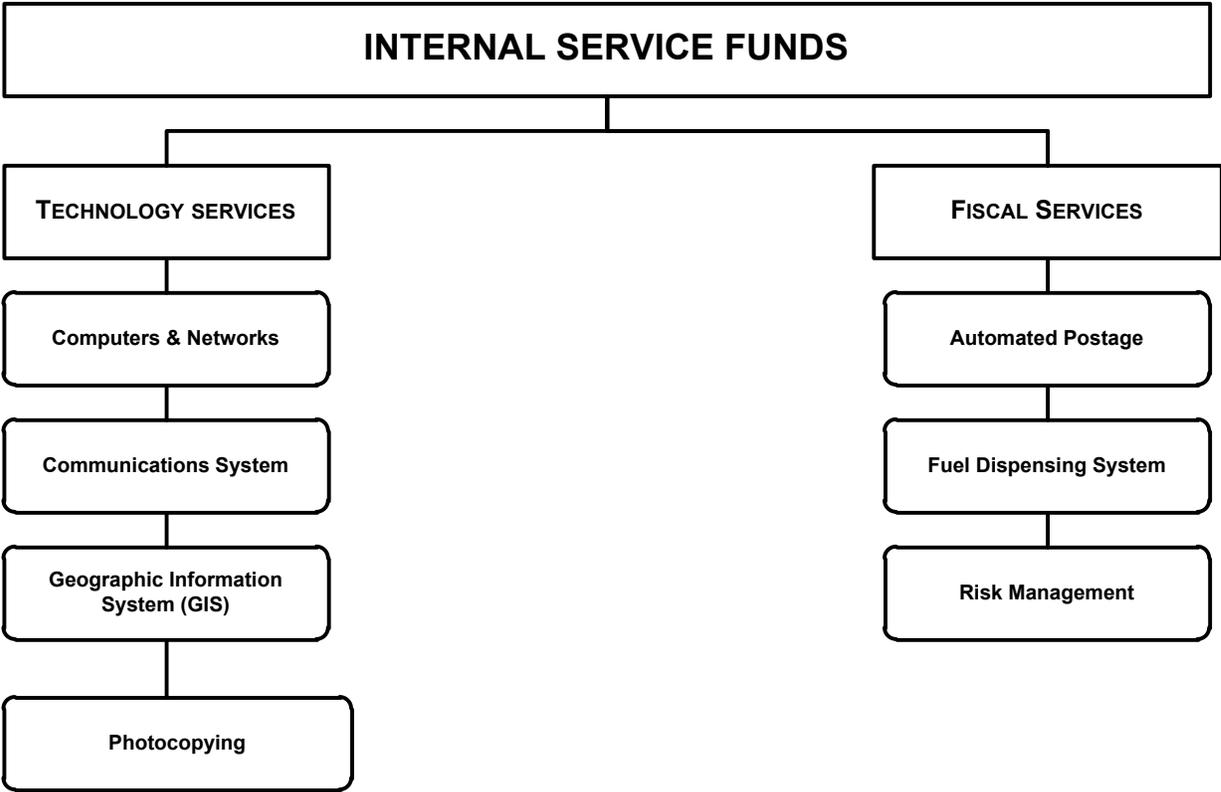
INTERNAL SERVICES

INTRODUCTION

GROUP MISSION STATEMENT

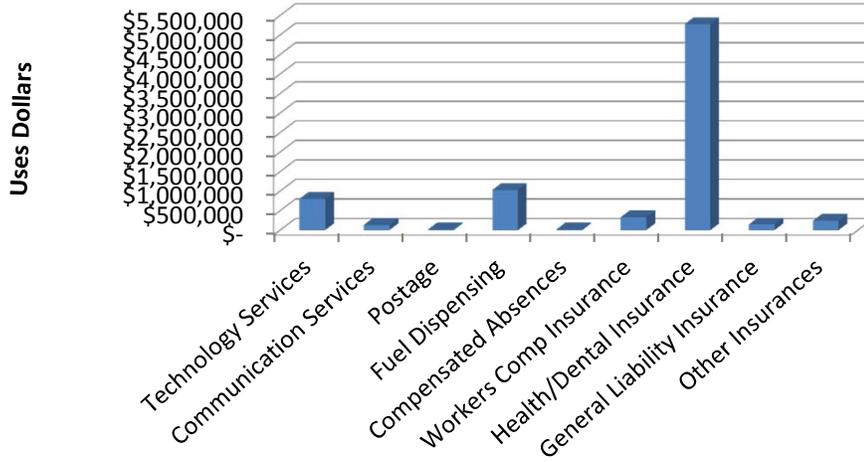
Internal Service Funds are maintained for the purpose of accounting for the financing of services provided by one department or agency to other departments or agencies of the city, or to other governmental units, on a cost-reimbursement basis. The overall objective of this group is to accurately account for such transactions, and to record revenues and expenditures in a fair and accurate manner, and to provide quality equipment for employees to use in carrying out their responsibilities.

GROUP ORGANIZATIONAL STRUCTURE

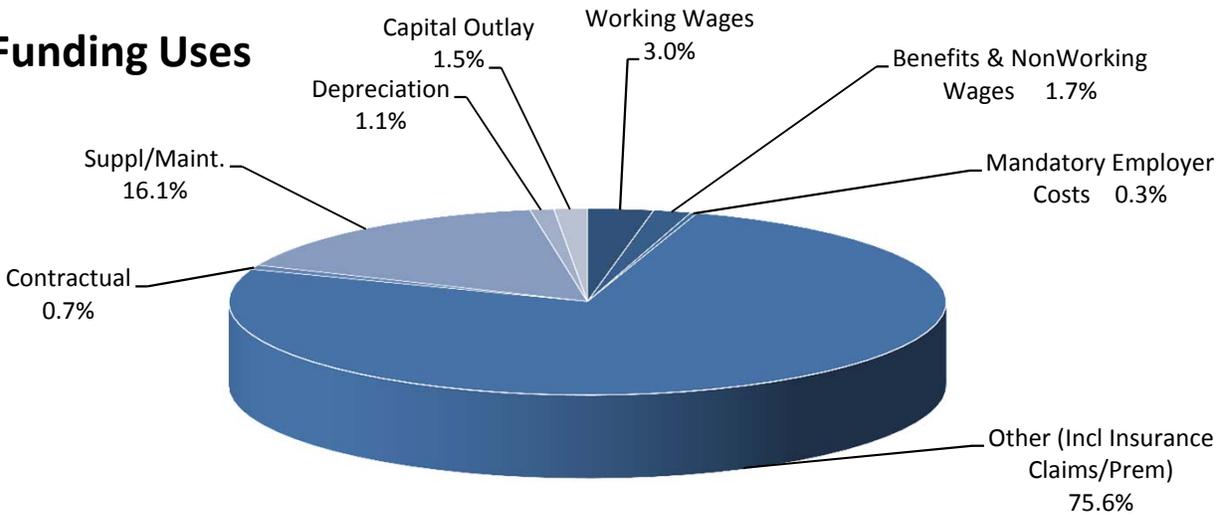


INTERNAL SERVICES

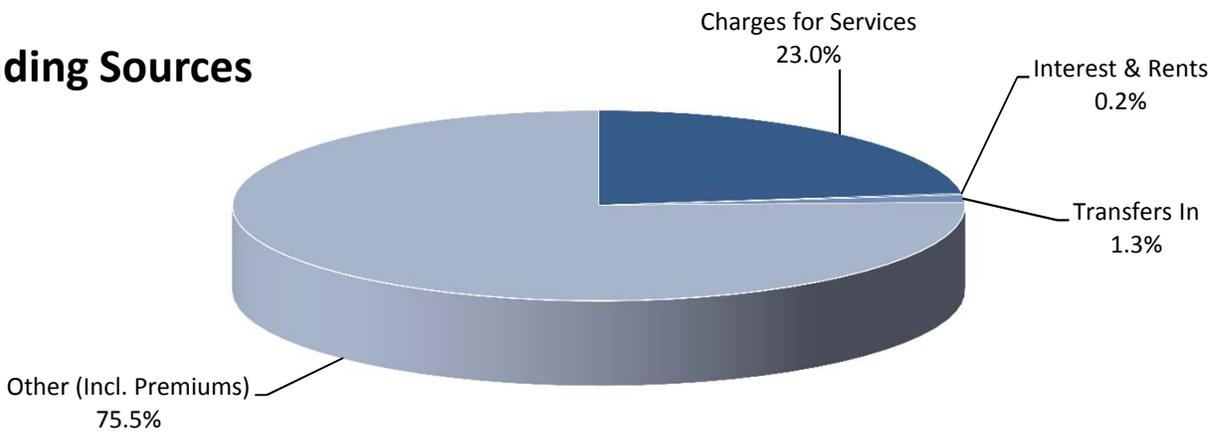
Total Uses By Department \$7,999,658



Funding Uses



Funding Sources





INTERNAL SERVICES

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|--|----------------------------|----------------------------|----------------------------------|------------------------------|
| -- GROUP FUNDING USES ACROSS FUNDS -- | | | | |
| FUND TYPES - | | | | |
| Internal Service | \$ 9,284,238 | \$ 8,500,153 | \$ 7,649,478 | \$ 7,999,658 |
| -- GROUP FUNDING SOURCES & USES TOTALS -- | | | | |
| FUNDING SOURCES - | | | | |
| Charges for Services | \$ 1,684,643 | \$ 1,738,707 | \$ 1,659,300 | \$ 1,833,600 |
| Interest & Rents | 4,927 | 25,593 | 18,260 | 19,460 |
| Other | 7,775,341 | 7,122,317 | 5,796,687 | 6,012,700 |
| Transfers In | 100,000 | 323,997 | 191,500 | 100,000 |
| TOTAL SOURCES | \$ 9,564,911 | \$ 9,210,614 | \$ 7,665,747 | \$ 7,965,760 |
| FUNDING USES - | | | | |
| Personnel Services - | | | | |
| * Salaries & Wages - Working | \$ 227,448 | \$ 209,269 | \$ 230,953 | \$ 237,743 |
| * Benefits - Incl. NonWorking Wages | (17,574) | 232,331 | 141,651 | 135,914 |
| * Mandatory Employer Costs | 23,203 | 19,504 | 20,300 | 23,382 |
| Other Current Expenditures - | | | | |
| * Supplies / Maintenance | 1,230,368 | 1,318,504 | 1,176,600 | 1,283,950 |
| * Contractual Expenditures | 81,772 | 193,932 | 35,200 | 60,340 |
| * Other | 7,614,277 | 6,379,090 | 5,746,074 | 6,052,429 |
| Capital Outlay | 43,434 | 66,616 | 217,700 | 119,900 |
| Depreciation Expense | 81,310 | 80,907 | 81,000 | 86,000 |
| Transfers Out | - 0 - | - 0 - | - 0 - | - 0 - |
| Contingencies | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 9,284,238 | \$ 8,500,153 | \$ 7,649,478 | \$ 7,999,658 |
| -- GROUP STAFFING TOTALS -- | | | | |
| Personnel Services Total Amount | \$ 233,077 | \$ 461,104 | \$ 392,904 | \$ 397,039 |
| * Full-Time Positions | 3.80 | 3.80 | 3.60 | 3.60 |
| * Part-Time Positions @ F.T.E. | - 0 - | - 0 - | - 0 - | - 0 - |

INTERNAL SERVICES

TECHNOLOGY SERVICES

FUND MISSION STATEMENT

The mission of the Technology Services Department is to provide computing and communications technology strategy, as well as effective tools and service, to anticipate and meet the ever changing informational needs of the City.

FISCAL YEAR 2016 ACTION PLAN

- **Modernize Wireless Networking Infrastructure. Complete an audit of all major City buildings to ensure complete coverage for private and public Wi-Fi and Wi-Fi network management for better reliability and convenience. (December 2015, \$40,000)**
- **Increase Replacement of desktop Computers to 40 to begin replacing each unit every 4-5 years.(December 2015 \$24,000)**
- **Create overall server environment plan to begin conversion to Storage Area Network and address virtualization environment. Plan for ongoing asset replacement. (March 2016)**
- **Convert outgoing video feeds to Comcast from deteriorating coaxial cable connection to fiber optic connection (December 2015, \$29,000)**
- **Update security cameras to higher resolution modern cameras. Continue initiative to have any additional cameras connected by HBPW fiber for live monitoring. (June 2016, \$8,000)**
- **Solidify branding across all platforms. (March 2016)**
- **Create regularly scheduled Technology and Communications Trainings (June 2016)**
- **Expand on marketing efforts through outreach and cooperation with local partners.(June 2016)**

INTERNAL SERVICES

TECHNOLOGY SERVICES

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------|---|-----------------|-----------------|--------------------|--------------------|
| Workload | Equipment Maintained: | | | | |
| | Servers | 40 | 48 | 49 | 50 |
| | Desktop & Mobile Computers | 260 | 278 | 280 | 280 |
| | Printers | 75 | 75 | 74 | 74 |
| | Scanning Devices | 18 | 18 | 18 | 18 |
| | Surveillance Cameras | 114 | 116 | 121 | 130 |
| | Help Desk Tickets Addressed (implemented 9/27/11) | 1,100 | 827 | 800 | 800 |



INTERNAL SERVICES

TECHNOLOGY SERVICES FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|-------------------|-------------------|-------------------|-------------------|
| Charges for Services | \$ 525,852 | \$ 516,317 | \$ 518,900 | \$ 627,000 |
| Interest & Rents | 325 | 759 | 300 | 300 |
| Other | - 0 - | - 0 - | - 0 - | - 0 - |
| Transfers In | 100,000 | 100,000 | 100,000 | 100,000 |
| TOTAL SOURCES | \$ 626,177 | \$ 617,076 | \$ 619,200 | \$ 727,300 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|------------|------------|------------|------------|
| * Salaries & Wages - Working | \$ 213,312 | \$ 186,988 | \$ 207,108 | \$ 211,900 |
| * Benefits - Incl. NonWorking Wages | 98,038 | 88,474 | 98,810 | 102,002 |
| * Mandatory Employer Costs | 18,781 | 15,933 | 17,890 | 18,982 |

Other Current Expenditures -

| | | | | |
|--------------------------|---------|---------|---------|---------|
| * Supplies / Maintenance | 184,790 | 230,174 | 194,100 | 226,450 |
| * Contractual | 20,356 | 21,159 | 3,400 | 4,000 |
| * Other | 31,215 | 32,732 | 41,600 | 42,300 |

Capital Outlay 43,434 66,616 126,200 119,900

Transfers Out - 0 - - 0 - - 0 - - 0 -

Depreciation Expense \$ 77,046 \$ 78,102 \$ 77,000 \$ 77,000

Contingencies - 0 - - 0 - - 0 - - 0 -

TOTAL USES \$ 686,972 \$ 720,178 \$ 766,108 \$ 802,534

This Fund Continues On Next Page



INTERNAL SERVICES
TECHNOLOGY SERVICES FUND

This Fund Continues From Previous Page

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUND EQUITY - -

| | | | | |
|--------------------------------------|-------------|-------------|-------------|------------|
| INCREASE (DECREASE) | \$ (17,361) | \$ (36,486) | \$ (20,708) | \$ 44,666 |
| ENDING BALANCE - | | | | |
| Designated / Reserves | \$ 163,000 | \$ 138,800 | \$ - 0 - | \$ - 0 - |
| Designated/Reserves-Copiers/Printers | 30,000 | 30,000 | 30,000 | 20,000 |
| Undesignated / Unreserved | 301,200 | 288,914 | 407,006 | 461,672 |
| TOTAL FUND EQUITY | \$ 494,200 | \$ 457,714 | \$ 437,006 | \$ 481,672 |

- - WORKING CAPITAL - -

| | | | |
|---------------------|----------------|-----------|-----------|
| INCREASE (DECREASE) | ----- \$ (800) | \$ 68,892 | \$ 11,766 |
| ENDING BALANCE | \$ 5,769 | \$ 4,969 | \$ 73,861 |

- - STAFFING - -

| | | | | |
|---------------------------------|------------|------------|------------|------------|
| Personnel Services Total Amount | \$ 330,131 | \$ 291,395 | \$ 323,808 | \$ 332,884 |
| * Full-Time Positions | 3.80 | 3.80 | 3.60 | 3.60 |
| * Part-Time Positions @ F.T.E. | - 0 - | - 0 - | - 0 - | - 0 - |

INTERNAL SERVICES

FUEL DISPENSING FUND

FUND MISSION STATEMENT

To provide for an efficient and environmentally sound fuel dispensation 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.

FISCAL YEAR 2016 ACTION PLAN

- To maintain the fuel system to meet all environmental requirements.
- To continue to build a reserve for equipment replacement from per gallon surcharges assessed. The per gallon surcharge was increased in October 2010 from \$0.01 to \$0.11 per gallon in order to escalate the accumulation of reserves anticipated to be needed for replacement of the underground fuel storage tanks. Tanks anticipated to be replaced summer 2015.
- To provide timely and informational reporting on fuel consumption and charges to all participating departments.
- Per gallon overhead charge established at \$0.06 throughout FY 16 which will be adjusted to final actual overhead costs at fiscal year end.
- Historical actual per gallon overhead charge:

| | | | |
|-------|------------|-------|------------|
| FY 14 | \$0.069329 | FY 04 | \$0.047137 |
| FY 13 | \$0.056535 | FY 03 | \$0.034228 |
| FY 12 | \$0.051511 | FY 02 | \$0.035749 |
| FY 11 | \$0.068885 | FY 01 | \$0.047916 |
| FY 10 | \$0.057317 | FY 00 | \$0.056438 |
| FY 09 | \$0.050585 | FY 99 | \$0.046777 |
| FY 08 | \$0.068258 | FY 98 | \$0.049071 |
| FY 07 | \$0.035692 | FY 97 | \$0.044903 |
| FY 06 | \$0.033134 | FY 96 | \$0.025643 |
| FY 05 | \$0.032683 | FY 95 | \$0.025898 |



INTERNAL SERVICES

FUEL DISPENSING FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|---|----------------------------|----------------------------|----------------------------------|------------------------------|
| - - FUNDING SOURCES & USES - - | | | | |
| FUNDING SOURCES - | | | | |
| Charges for Services | \$ 1,033,325 | \$ 1,089,848 | \$ 988,400 | \$ 1,034,600 |
| Interest & Rents | (8) | 834 | 200 | (200) |
| TOTAL SOURCES | \$ 1,033,317 | \$ 1,090,682 | \$ 988,600 | \$ 1,034,400 |
| FUNDING USES - | | | | |
| Personnel Services - | | | | |
| * Salaries & Wages - Working | \$ 3,958 | \$ 3,624 | \$ 4,170 | \$ 4,220 |
| * Benefits - Incl. NonWorking Wages | 2,133 | 1,944 | 2,246 | 2,270 |
| Other Current Expenditures - | | | | |
| * Supplies / Maintenance | 990,261 | 1,044,964 | 946,000 | 1,011,000 |
| * Contractual | 874 | 954 | 1,800 | 1,800 |
| * Other | 990 | 153 | 5,475 | 5,480 |
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| Depreciation Expense | 2,567 | 1,108 | 2,500 | 2,000 |
| TOTAL USES | \$ 1,000,783 | \$ 1,052,747 | \$ 962,191 | \$ 1,026,770 |

| | | | | |
|----------------------------|-------------------|-------------------|-------------------|-------------------|
| - - FUND EQUITY - - | | | | |
| INCREASE (DECREASE) | \$ 32,534 | \$ 37,935 | \$ 26,409 | \$ 7,630 |
| ENDING BALANCE - | | | | |
| Designated / Reserves | \$ 174,866 | \$ 212,801 | \$ 240,801 | \$ 240,801 |
| Undesignated / Unreserved | - 0 - | - 0 - | (1,591) | 6,039 |
| TOTAL FUND EQUITY | \$ 174,866 | \$ 212,801 | \$ 239,210 | \$ 246,840 |

| | | | | |
|--------------------------------|-----------|-----------|-----------|-----------|
| - - WORKING CAPITAL - - | | | | |
| INCREASE (DECREASE) | ----- | 1,108 | 909 | 9,630 |
| ENDING BALANCE | \$ 36,548 | \$ 37,656 | \$ 38,565 | \$ 48,195 |

- - STAFFING - -

Positions: Not Applicable

ADDITIONAL NOTE:

A small portion of certain positions listed under "Staffing" for Finance and Treasurer are charged to this fund.

INTERNAL SERVICES
POSTAGE SERVICES FUND

FUND MISSION STATEMENT

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

FISCAL YEAR 2016 ACTION PLAN

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

INTERNAL SERVICES

POSTAGE SERVICES

| | PERFORMANCE MEASURES | FY-13 Actual | FY-14 Actual | FY-15 Projected | FY-16 Projected |
|----------|--|-----------------|-----------------|--------------------|--------------------|
| Workload | Mail Piece Count | | | | |
| | City Hall | 31,462 | 29,899 | 30,000 | 30,000 |
| | Transportation Center * | 1,139 | 627 | 0 | 0 |
| | Total | 32,601 | 30,526 | 30,000 | 30,000 |
| | Total Cost of Postage for All Fund Types | \$ 16,563 | \$ 16,520 | \$ 17,000 | \$ 17,000 |
| | * Machine at Transportation Center taken out of service effective FY15 | | | | |



INTERNAL SERVICES

POSTAGE SERVICES FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|---|----------------------------|----------------------------|----------------------------------|------------------------------|
| - - FUNDING SOURCES & USES - - | | | | |
| FUNDING SOURCES - | | | | |
| Charges for Services | \$ 16,586 | \$ 16,520 | \$ 17,100 | \$ 17,100 |
| Interest & Rents | - 0 - | 15 | 10 | 10 |
| Transfers In | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL SOURCES | \$ 16,586 | \$ 16,535 | \$ 17,110 | \$ 17,110 |

| | | | | |
|------------------------------|------------------|------------------|------------------|------------------|
| FUNDING USES - | | | | |
| Other Current Expenditures - | | | | |
| * Supplies / Maintenance | \$ 14,904 | \$ 14,703 | \$ 15,500 | \$ 15,500 |
| * Other | 1,920 | 1,920 | 1,800 | 1,800 |
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 16,824 | \$ 16,623 | \$ 17,300 | \$ 17,300 |

| | | | | |
|----------------------------|-----------------|-----------------|-----------------|-----------------|
| - - FUND EQUITY - - | | | | |
| INCREASE (DECREASE) | \$ (238) | \$ (88) | \$ (190) | \$ (190) |
| ENDING BALANCE - | | | | |
| Designated / Reserves | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 6,775 | 6,687 | 6,497 | 6,307 |
| TOTAL FUND EQUITY | \$ 6,775 | \$ 6,687 | \$ 6,497 | \$ 6,307 |

| | | | | |
|--------------------------------|----------|----------|----------|----------|
| - - WORKING CAPITAL - - | | | | |
| INCREASE (DECREASE) | ----- | \$ (88) | \$ (190) | \$ (190) |
| ENDING BALANCE | \$ 6,775 | \$ 6,687 | \$ 6,497 | \$ 6,307 |

- - STAFFING - -

Positions: Not Applicable



INTERNAL SERVICES

COMMUNICATION SERVICES FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|-------------------|-------------------|-------------------|-------------------|
| Charges for Services | \$ 108,880 | \$ 116,022 | \$ 134,900 | \$ 134,900 |
| Interest & Rents | (20) | 80 | 50 | 50 |
| Other | - 0 - | - 0 - | - 0 - | - 0 - |
| Transfers In | - 0 - | - 0 - | 91,500 | - 0 - |
| TOTAL SOURCES | \$ 108,860 | \$ 116,102 | \$ 226,450 | \$ 134,950 |

FUNDING USES -

Other Current Expenditures -

| | | | | |
|--------------------------|-------------------|-------------------|-------------------|-------------------|
| * Supplies / Maintenance | \$ 16,406 | \$ 10,787 | \$ 11,000 | \$ 11,000 |
| * Contractual | - 0 - | 4,342 | - 0 - | - 0 - |
| * Other | 90,726 | 98,035 | 115,000 | 115,000 |
| Capital Outlay | - 0 - | - 0 - | 91,500 | - 0 - |
| Depreciation Expense | \$ 1,697 | \$ 1,697 | \$ 1,500 | \$ 7,000 |
| TOTAL USES | \$ 108,829 | \$ 114,861 | \$ 219,000 | \$ 133,000 |

- - FUND EQUITY - -

| | | | | |
|---------------------------|------------------|------------------|-------------------|-------------------|
| INCREASE (DECREASE) | \$ 31 | \$ 1,241 | \$ 98,950 | \$ 1,950 |
| ENDING BALANCE - | | | | |
| Designated / Reserves | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 22,470 | 23,711 | 122,661 | 124,611 |
| TOTAL FUND EQUITY | \$ 22,470 | \$ 23,711 | \$ 122,661 | \$ 124,611 |

- - WORKING CAPITAL - -

| | | | | |
|---------------------|-----------|-----------|-----------|-----------|
| INCREASE (DECREASE) | ----- | \$ 2,938 | \$ 8,950 | \$ 8,950 |
| ENDING BALANCE | \$ 12,316 | \$ 15,254 | \$ 24,204 | \$ 33,154 |

- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICES

COMPENSATED ABSENCES FUND

FUND MISSION STATEMENT

Provide funding for expenditures related to annual adjustment of compensated absences for full-time employees that are reported in governmental funds. Compensated absences include:

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

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

FISCAL YEAR 2016 ACTION PLAN

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



INTERNAL SERVICES

COMPENSATED ABSENCES FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|---------------------|-------------------|------------------|------------------|
| Charges for Services | \$ (120,363) | \$ 131,865 | \$ 30,000 | \$ 20,000 |
| TOTAL SOURCES | \$ (120,363) | \$ 131,865 | \$ 30,000 | \$ 20,000 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|---------------------|-------------------|------------------|------------------|
| * Salaries & Wages - Working | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| * Benefits - Incl. NonWorking Wages | (120,363) | 131,865 | 30,000 | 20,000 |
| * Mandatory Employer Costs | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ (120,363) | \$ 131,865 | \$ 30,000 | \$ 20,000 |

- - 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 - |

- - WORKING CAPITAL - -

| | | | | |
|---------------------|----------|----------|----------|----------|
| INCREASE (DECREASE) | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| ENDING BALANCE | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |

- - STAFFING - -

Positions: Not Applicable

INTERNAL SERVICES

RISK MANAGEMENT GROUP

FUND MISSION STATEMENT

Provide a comprehensive insurance protection program for City of Holland employees, City owned vehicles and property and indemnification against liability claims; through a combination of self-insurance and commercial insurance policies.

FISCAL YEAR 2016 ACTION PLAN

A. **Workers Compensation Insurance Fund**

- Maintain a self-funded reserve balance sufficient to meet the cost of commercial premiums and costs associated with claims occurring while the City was self-insured. This will be accomplished by assessing premiums to individual department budgets using rates provided by the insurance carrier (currently Accident Fund).
- Approve a contractual arrangement with the insurance agency and a third party administrator to provide claims services for claims occurring while self-insured.
- Strive for a better safety record to reduce rates.

B. **Disability Insurance Fund**

- Maintain a self-funded reserve balance sufficient to meet the cost of short-term disability claims resulting from employee illness or non-occupational injury; within the limitations established by City Council or the applicable union contract.
- Purchase a commercial insurance policy providing long-term disability coverage for eligible employees beyond the limitation provided by the self-funded short-term disability plan.

C. **Health and Dental Insurance Fund**

- Maintain a self-funded reserve balance sufficient to meet the costs of health and dental claims incurred by City of Holland, Board of Public Works and Macatawa Area Express Transportation Authority employees, retirees, and family members.
- Purchase specific and aggregate stop-loss commercial insurance coverage for health and prescription drug claims.
- Continue the contractual arrangement with Priority Health (third-party administrator) to provide claims services.
- Provide a comprehensive wellness program for employees that will help improve their overall health.

D. **Vehicle Insurance Fund**

- Maintain a self-funded reserve balance sufficient to meet the cost of repairs or replacements resulting from damage to city-owned vehicles. A \$200 per vehicle surcharge will continue to be levied to all departments with vehicles covered by insurance, as a means of increasing fund balance. The surcharge will be reduced to \$150 for vehicles with physical damage coverage.
- Renew a commercial insurance policy by July 2015 that provides:
 - First-dollar liability protection for personal injury and collision, as well as catastrophic coverage for damage and/or destruction to multiple vehicles.
 - Physical damage coverage for fire trucks and other specified vehicles.

INTERNAL SERVICES

RISK MANAGEMENT GROUP

E. Property Insurance Fund

- Maintain a self-funded reserve balance sufficient to meet the cost of repairs or replacement claims resulting from physical damages to city-owned facilities and equipment, up to the established stop-loss risk retention threshold.
- Renew a commercial insurance program by July 2015 that:
 - Indemnifies for individual claim occurrences, to the extent the established self-insured retention is exceeded.
 - Indemnifies for multiple losses in the same fiscal year by establishing an aggregate threshold, adding protection against the total amount of risk retentions in a single year, regardless of the number of individual property loss occurrences.

F. Liability Insurance Fund

- Maintain a self-funded reserve balance considered sufficient to meet the potential cost of approved claims resulting from oversight, carelessness, neglect, errors and omissions on the part of the city government officials and employees, up to the established stop-loss threshold.
- Renew a commercial insurance program by July 2015 that:
 - Indemnifies for individual claim occurrences, to the extent the established self-insured retention is exceeded.
 - Indemnifies for multiple losses within the same fiscal year by establishing an aggregate threshold, adding protection against the total amount of risk retentions in a single year, regardless of the number of individual loss occurrences.
- Approve a contractual arrangement with the insurance agent and a third-party claims administrator to provide claims services on behalf of the City of Holland.



INTERNAL SERVICES

SUMMARY OF RISK MANAGEMENT

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|---------------------|---------------------|---------------------|---------------------|
| Interest & Rents | \$ 4,630 | \$ 23,905 | \$ 17,700 | \$ 19,300 |
| Other | 7,895,704 | 6,990,452 | 5,766,687 | 6,012,700 |
| Transfers In | - 0 - | 223,997 | - 0 - | - 0 - |
| TOTAL SOURCES | \$ 7,900,334 | \$ 7,238,354 | \$ 5,784,387 | \$ 6,032,000 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|-----------|-----------|-----------|-----------|
| * Salaries & Wages - Working | \$ 10,178 | \$ 18,657 | \$ 19,675 | \$ 21,623 |
| * Benefits - Incl. NonWorking Wages | 2,618 | 10,048 | 10,595 | 11,642 |
| * Mandatory Employer Costs | 4,422 | 3,571 | 2,410 | 4,400 |

Other Current Expenditures -

| | | | | |
|--------------------------|-----------|-----------|-----------|-----------|
| * Supplies / Maintenance | 24,007 | 17,876 | 10,000 | 27,540 |
| * Contractual | 60,542 | 167,477 | 30,000 | 47,000 |
| * Other | 7,489,426 | 6,246,250 | 5,582,199 | 5,887,849 |
| Transfers Out | - 0 - | - 0 - | - 0 - | - 0 - |
| Contingencies | - 0 - | - 0 - | - 0 - | - 0 - |

TOTAL USES

| | | | |
|---------------------|---------------------|---------------------|---------------------|
| \$ 7,591,193 | \$ 6,463,879 | \$ 5,654,879 | \$ 6,000,054 |
|---------------------|---------------------|---------------------|---------------------|

- - FUND EQUITY - -

| | | | | |
|---------------------------|---------------------|---------------------|---------------------|---------------------|
| INCREASE (DECREASE) | \$ 309,141 | \$ 774,475 | \$ 129,508 | \$ 31,946 |
| ENDING BALANCE - | | | | |
| Designated / Reserves | \$ 30,000 | \$ 30,000 | \$ 30,000 | \$ 30,000 |
| Undesignated / Unreserved | 2,682,499 | 3,456,974 | 3,586,482 | 3,618,428 |
| TOTAL FUND EQUITY | \$ 2,712,499 | \$ 3,486,974 | \$ 3,616,482 | \$ 3,648,428 |

- - WORKING CAPITAL - -

| | | | | |
|---------------------|--------------|--------------|--------------|--------------|
| INCREASE (DECREASE) | ----- | \$ 774,475 | \$ 129,508 | \$ 31,946 |
| ENDING BALANCE | \$ 2,682,499 | \$ 3,456,974 | \$ 3,586,482 | \$ 3,618,428 |

- - STAFFING - -

Positions: Not Applicable



INTERNAL SERVICES

EMPLOYEE WORKERS COMPENSATION INSURANCE FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|-------------------|-------------------|-------------------|-------------------|
| Interest & Rents | \$ 1,165 | \$ 4,251 | \$ 3,100 | \$ 3,100 |
| Other | 434,088 | 309,247 | 318,811 | 330,000 |
| TOTAL SOURCES | \$ 435,253 | \$ 313,498 | \$ 321,911 | \$ 333,100 |

FUNDING USES -

Other Current Expenditures -

| | | | | |
|-------------------|-------------------|-------------------|-------------------|-------------------|
| * Contractual | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| * Other | 433,102 | 314,456 | 334,941 | 332,000 |
| Transfers Out | - 0 - | - 0 - | - 0 - | - 0 - |
| Contingencies | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 433,102 | \$ 314,456 | \$ 334,941 | \$ 332,000 |

- - FUND EQUITY - -

| | | | | |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| INCREASE (DECREASE) | \$ 2,151 | \$ (958) | \$ (13,030) | \$ 1,100 |
| ENDING BALANCE - | | | | |
| Designated / Reserves | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| Undesignated / Unreserved | 525,498 | 524,540 | 511,510 | 512,610 |
| TOTAL FUND EQUITY | \$ 540,498 | \$ 539,540 | \$ 526,510 | \$ 527,610 |

- - WORKING CAPITAL - -

| | | | | |
|---------------------|------------|------------|-------------|------------|
| INCREASE (DECREASE) | ----- | \$ (958) | \$ (13,030) | \$ 1,100 |
| ENDING BALANCE | \$ 525,498 | \$ 524,540 | \$ 511,510 | \$ 512,610 |

- - STAFFING - -

Positions: Not Applicable



INTERNAL SERVICES

EMPLOYEE DISABILITY INSURANCE FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|-------------------|-------------------|-------------------|-------------------|
| Interest & Rents | \$ 139 | \$ 716 | \$ 1,000 | \$ 1,000 |
| Other | 109,174 | 106,060 | 99,100 | 100,500 |
| TOTAL SOURCES | \$ 109,313 | \$ 106,776 | \$ 100,100 | \$ 101,500 |

FUNDING USES -

Personnel Services -

* Mandatory Employer Costs \$ 3,872 \$ 3,518 \$ 2,330 \$ 4,250

Other Current Expenditures -

* Other 102,362 85,550 70,600 88,000

Contingencies - 0 - - 0 - - 0 - - 0 -

TOTAL USES \$ 106,234 \$ 89,068 \$ 72,930 \$ 92,250

- - FUND EQUITY - -

INCREASE (DECREASE) \$ 3,079 \$ 17,708 \$ 27,170 \$ 9,250

ENDING BALANCE -

Designated / Reserves \$ - 0 - \$ - 0 - \$ - 0 - \$ - 0 -

Undesignated / Unreserved 83,929 101,637 128,807 138,057

TOTAL FUND EQUITY \$ 83,929 \$ 101,637 \$ 128,807 \$ 138,057

- - WORKING CAPITAL - -

INCREASE (DECREASE) ----- \$ 17,708 \$ 27,170 \$ 9,250

ENDING BALANCE \$ 83,929 \$ 101,637 \$ 128,807 \$ 138,057

- - STAFFING - -

Positions: Not Applicable



INTERNAL SERVICES

EMPLOYEE HEALTH & DENTAL INSURANCE FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|---|----------------------------|----------------------------|----------------------------------|------------------------------|
| - - FUNDING SOURCES & USES - - | | | | |
| FUNDING SOURCES - | | | | |
| Interest & Rents | \$ 2,088 | \$ 13,670 | \$ 10,000 | \$ 10,000 |
| Other | 7,042,332 | 5,361,478 | 5,062,206 | 5,295,000 |
| TOTAL SOURCES | \$ 7,044,420 | \$ 5,375,148 | \$ 5,072,206 | \$ 5,305,000 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|----------|-----------|-----------|-----------|
| * Salaries & Wages - Working | \$ 4,852 | \$ 18,657 | \$ 19,675 | \$ 21,623 |
| * Benefits - Incl. NonWorking Wages | 2,614 | 10,048 | 10,595 | 11,642 |
| * Mandatory Employer Costs | 65 | 53 | 80 | 150 |

Other Current Expenditures -

| | | | | |
|--------------------------|-----------|-----------|-----------|-----------|
| * Supplies / Maintenance | - 0 - | - 0 - | - 0 - | 7,540 |
| * Contractual | 18,191 | 7,088 | 28,500 | 45,500 |
| * Other | 6,702,883 | 4,579,336 | 4,904,538 | 5,192,649 |

Contingencies

TOTAL USES

| | | | | |
|-------------------|---------------------|---------------------|---------------------|---------------------|
| | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 6,728,605 | \$ 4,615,182 | \$ 4,963,388 | \$ 5,279,104 |

- - FUND EQUITY - -

| | | | | |
|----------------------------|---------------------|---------------------|---------------------|---------------------|
| INCREASE (DECREASE) | \$ 315,815 | \$ 759,966 | \$ 108,818 | \$ 25,896 |
| ENDING BALANCE - | | | | |
| Designated / Reserves | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 1,182,199 | 1,942,165 | 2,050,983 | 2,076,879 |
| TOTAL FUND EQUITY | \$ 1,182,199 | \$ 1,942,165 | \$ 2,050,983 | \$ 2,076,879 |

- - WORKING CAPITAL - -

| | | | | |
|----------------------------|---------------------|---------------------|---------------------|---------------------|
| INCREASE (DECREASE) | ----- | \$ 759,966 | \$ 108,818 | \$ 25,896 |
| ENDING BALANCE | \$ 1,182,199 | \$ 1,942,165 | \$ 2,050,983 | \$ 2,076,879 |

- - STAFFING - -

Positions: Not Applicable



INTERNAL SERVICES

VEHICLE INSURANCE FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|-------------------|-------------------|-------------------|-------------------|
| Interest & Rents | \$ 209 | \$ 1,834 | \$ 1,200 | \$ 1,500 |
| Other | 127,998 | 118,702 | 122,468 | 122,600 |
| TOTAL SOURCES | \$ 128,207 | \$ 120,536 | \$ 123,668 | \$ 124,100 |

FUNDING USES -

Other Current Expenditures -

| | | | | |
|--------------------------|-------------------|-------------------|-------------------|-------------------|
| * Supplies / Maintenance | \$ 7,162 | \$ 17,876 | \$ 10,000 | \$ 20,000 |
| * Other | 103,398 | 92,326 | 95,868 | 96,000 |
| Contingencies | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 110,560 | \$ 110,202 | \$ 105,868 | \$ 116,000 |

- - FUND EQUITY - -

| | | | | |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| INCREASE (DECREASE) | \$ 17,647 | \$ 10,334 | \$ 17,800 | \$ 8,100 |
| ENDING BALANCE - | | | | |
| Designated / Reserves | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 243,651 | 253,985 | 271,785 | 279,885 |
| TOTAL FUND EQUITY | \$ 243,651 | \$ 253,985 | \$ 271,785 | \$ 279,885 |

- - WORKING CAPITAL - -

| | | | | |
|---------------------|------------|------------|------------|------------|
| INCREASE (DECREASE) | ----- | \$ 10,334 | \$ 17,800 | \$ 8,100 |
| ENDING BALANCE | \$ 243,651 | \$ 253,985 | \$ 271,785 | \$ 279,885 |

- - STAFFING - -

Positions: Not Applicable



INTERNAL SERVICES

PROPERTY INSURANCE FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|------------------|------------------|------------------|------------------|
| Interest & Rents | \$ 801 | \$ 3,217 | \$ 2,400 | \$ 2,500 |
| Other | 27,963 | 28,376 | 29,542 | 29,600 |
| TOTAL SOURCES | \$ 28,764 | \$ 31,593 | \$ 31,942 | \$ 32,100 |

FUNDING USES -

Personnel Services -

| | | | | |
|-------------------------------------|----------|----------|----------|----------|
| * Salaries & Wages - Working | \$ 5,326 | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| * Benefits - Incl. NonWorking Wages | 4 | - 0 - | - 0 - | - 0 - |
| * Mandatory Employer Costs | 485 | - 0 - | - 0 - | - 0 - |

Other Current Expenditures -

| | | | | |
|--------------------------|-----------|----------|----------|----------|
| * Supplies / Maintenance | \$ 16,845 | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| * Contractual | 1,300 | - 0 - | - 0 - | - 0 - |
| * Other | 28,538 | 31,012 | 31,692 | 34,200 |
| Transfers Out | - 0 - | - 0 - | - 0 - | - 0 - |
| Contingencies | - 0 - | - 0 - | - 0 - | - 0 - |

TOTAL USES

| | | | |
|------------------|------------------|------------------|------------------|
| \$ 52,498 | \$ 31,012 | \$ 31,692 | \$ 34,200 |
|------------------|------------------|------------------|------------------|

- - FUND EQUITY - -

| | | | | |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| INCREASE (DECREASE) | \$ (23,734) | \$ 581 | \$ 250 | \$ (2,100) |
| ENDING BALANCE - | | | | |
| Designated / Reserves | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 385,479 | 386,060 | 386,310 | 384,210 |
| TOTAL FUND EQUITY | \$ 385,479 | \$ 386,060 | \$ 386,310 | \$ 384,210 |

- - WORKING CAPITAL - -

| | | | | |
|---------------------|------------|------------|------------|------------|
| INCREASE (DECREASE) | ----- | \$ 581 | \$ 250 | \$ (2,100) |
| ENDING BALANCE | \$ 385,479 | \$ 386,060 | \$ 386,310 | \$ 384,210 |

- - STAFFING - -

Positions: Not Applicable



INTERNAL SERVICES

LIABILITY INSURANCE FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|----------------------|-------------------|---------------------|-------------------|-------------------|
| Interest & Rents | \$ 228 | \$ 217 | \$ - 0 - | \$ 1,200 |
| Other | 154,149 | 1,066,589 | 134,560 | 135,000 |
| Transfers In | - 0 - | 223,997 | - 0 - | - 0 - |
| TOTAL SOURCES | \$ 154,377 | \$ 1,290,803 | \$ 134,560 | \$ 136,200 |

FUNDING USES -

Other Current Expenditures -

| | | | | |
|-------------------|-------------------|---------------------|-------------------|-------------------|
| * Contractual | \$ 41,051 | \$ 160,389 | \$ 1,500 | \$ 1,500 |
| * Other | 119,143 | 1,143,570 | 144,560 | 145,000 |
| Contingencies | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 160,194 | \$ 1,303,959 | \$ 146,060 | \$ 146,500 |

- - FUND EQUITY - -

| | | | | |
|---------------------------|-------------------|-------------------|-------------------|-------------------|
| INCREASE (DECREASE) | \$ (5,817) | \$ (13,156) | \$ (11,500) | \$ (10,300) |
| ENDING BALANCE - | | | | |
| Designated / Reserves | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| Undesignated / Unreserved | 261,743 | 248,587 | 237,087 | 226,787 |
| TOTAL FUND EQUITY | \$ 276,743 | \$ 263,587 | \$ 252,087 | \$ 241,787 |

- - WORKING CAPITAL - -

| | | | | |
|---------------------|------------|-------------|-------------|-------------|
| INCREASE (DECREASE) | ----- | \$ (13,156) | \$ (11,500) | \$ (10,300) |
| ENDING BALANCE | \$ 261,743 | \$ 248,587 | \$ 237,087 | \$ 226,787 |

- - STAFFING - -

Positions: Not Applicable

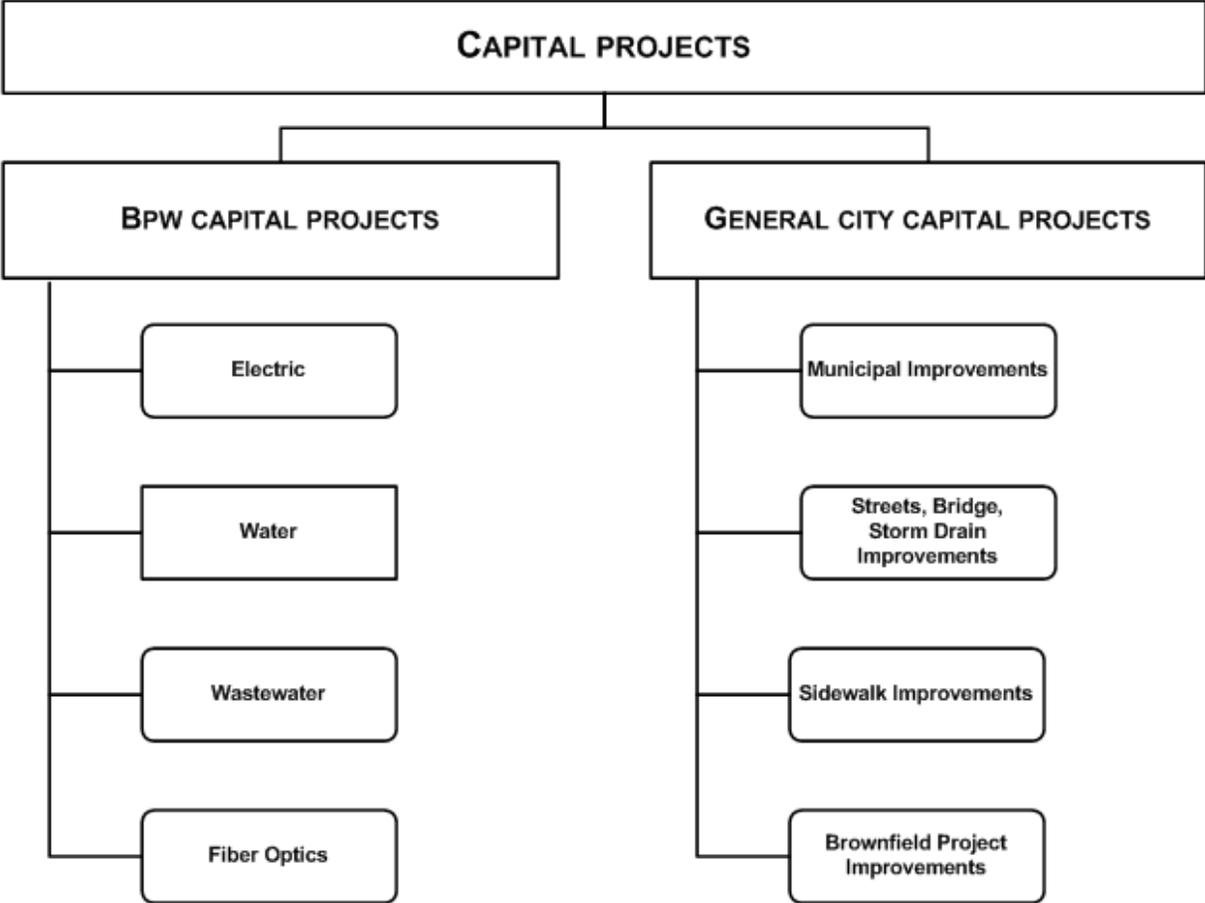
CAPITAL PROJECTS

INTRODUCTION

GROUP MISSION STATEMENT

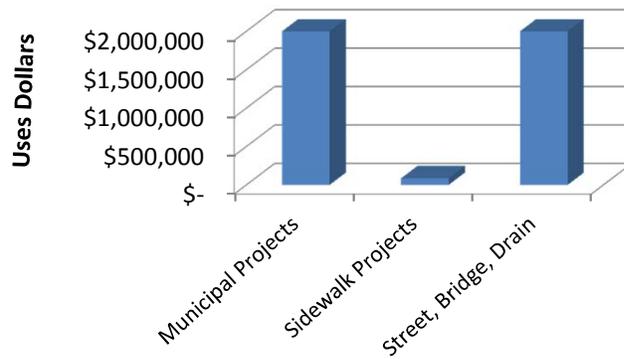
The Capital Projects Group accounts for all the City’s Capital Improvement projects over \$25,000. The purpose of this group is to assure the City plans and appropriates funds for maintaining, expanding and constructing new infrastructure and facilities which will assure the City will be a quality place to live, work and play; and can compete as an economic base locally, regionally, nationally and internationally.

GROUP ORGANIZATIONAL STRUCTURE

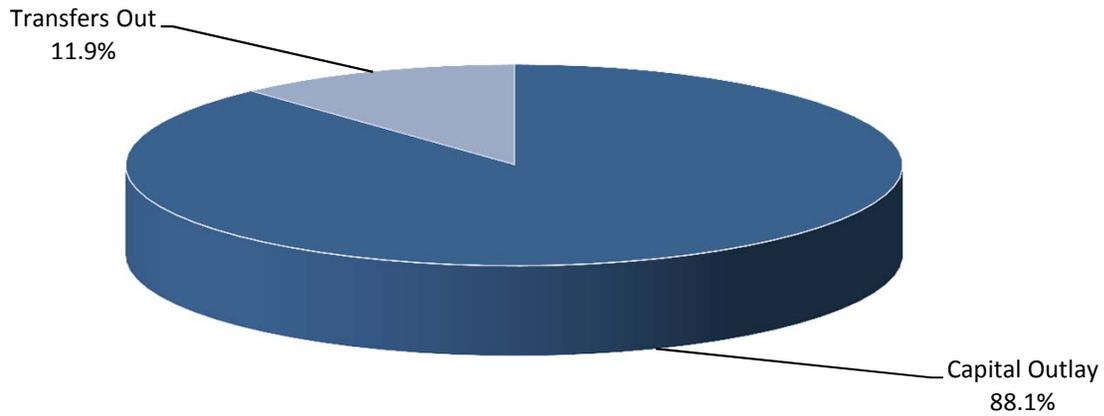


CAPITAL PROJECTS

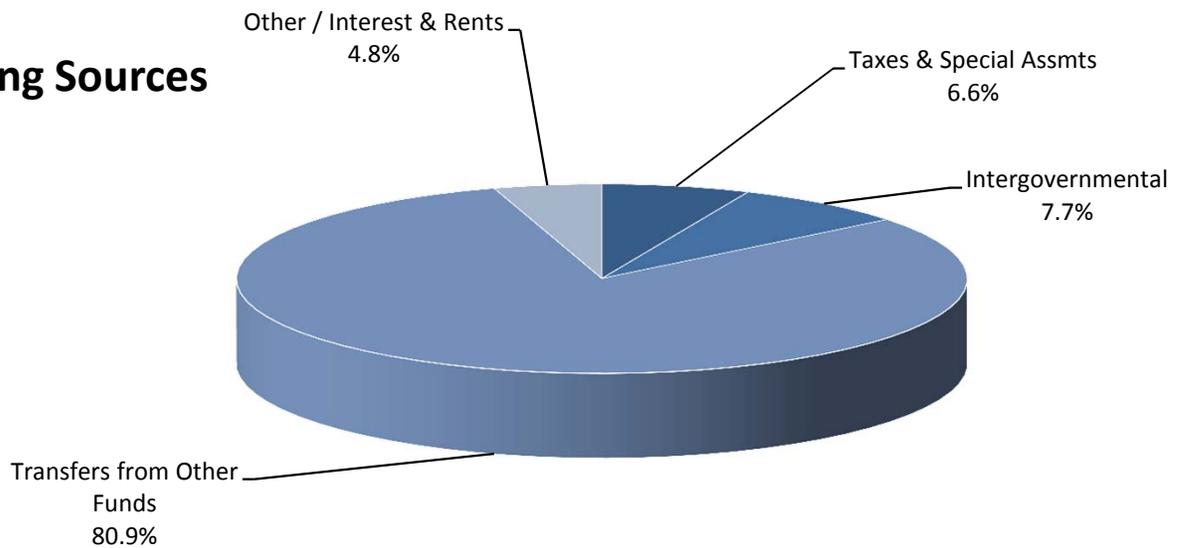
Total Uses By Project Type \$11,211,939



Funding Uses



Funding Sources



OVERVIEW OF MULTI-YEAR CAPITAL PROJECT BUDGETS

Capital Projects to be Implemented During Fiscal Year 2016

GOVERNMENTAL-TYPE FUNDS

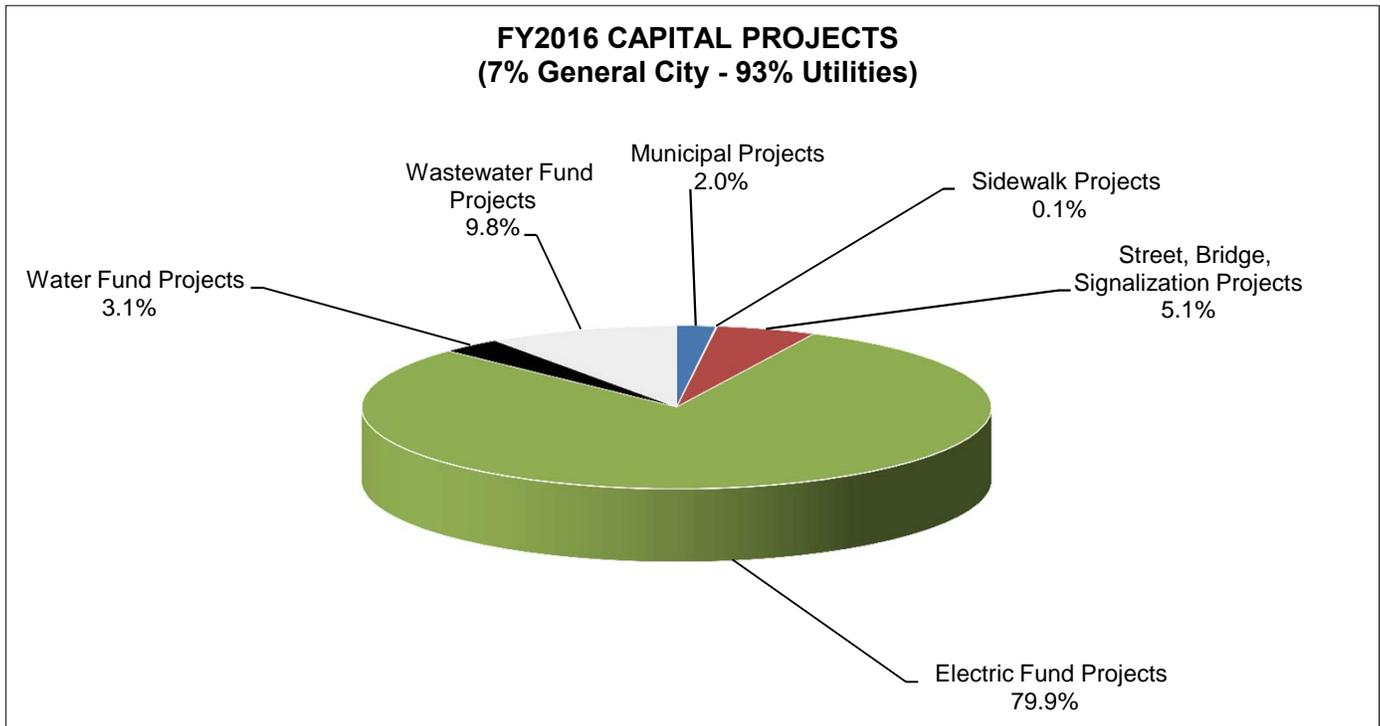
| | |
|--|-------------|
| Municipal Improvements Projects: | \$3,309,800 |
| Street, Bridge, Signalization, Storm Sewer Capital Projects: | |
| City Share | 7,443,200 |
| MDOT, Grants, and Private Share | 987,072 |
| Sidewalk Improvements Projects | 86,000 |

PROPRIETARY-TYPE FUNDS

| | |
|-----------------------------------|-------------|
| Enterprise-Fund Capital Projects: | |
| See Electric Utility Fund | 131,153,221 |
| See Water Utility Fund | 5,128,751 |
| See Wastewater Utility Fund | 16,101,500 |

| | |
|---|----------------------|
| TOTAL CAPITAL PROJECTS OVERVIEW - ACROSS ALL FUNDS | \$164,209,544 |
|---|----------------------|

Smaller capital outlay purchases, such as vehicles, equipment & furniture, which are not considered as "Capital Projects" are not included in this presentation.





CAPITAL PROJECTS

SUMMARY OF DEPTS, FUNCTIONS & RELATED FUNDS

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

-- GROUP FUNDING USES ACROSS FUNDS --

FUND TYPES -

| | | | | |
|------------------|--------------|--------------|--------------|---------------|
| Capital Projects | \$ 5,805,386 | \$ 2,247,492 | \$ 3,998,216 | \$ 11,211,939 |
|------------------|--------------|--------------|--------------|---------------|

-- GROUP FUNDING SOURCES & USES TOTALS --

FUNDING SOURCES -

| | | | | |
|-----------------------------|---------------------|---------------------|---------------------|----------------------|
| Taxes & Special Assessments | \$ 180,348 | \$ 282,757 | \$ 554,561 | \$ 657,547 |
| Intergovernmental | 2,503,581 | 704,364 | 1,010,000 | 772,000 |
| Interest & Rents | 2,440 | 17,585 | 15,911 | 16,410 |
| Other | 2,442,136 | 28,709 | 6,983 | 462,000 |
| Transfers In | 1,783,062 | 1,575,929 | 2,775,099 | 8,103,831 |
| TOTAL SOURCES | \$ 6,911,567 | \$ 2,609,344 | \$ 4,362,554 | \$ 10,011,788 |

FUNDING USES -

| | | | | |
|------------------------------|---------------------|---------------------|---------------------|----------------------|
| Other Current Expenditures - | | | | |
| Capital Outlay | \$ 5,665,929 | \$ 2,168,236 | \$ 3,814,748 | \$ 9,879,939 |
| Transfers Out | 139,457 | 79,256 | 183,468 | 1,332,000 |
| TOTAL USES | \$ 5,805,386 | \$ 2,247,492 | \$ 3,998,216 | \$ 11,211,939 |

-- GROUP STAFFING TOTALS --

Positions: Not Applicable

CAPITAL PROJECTS

MUNICIPAL CAPITAL IMPROVEMENTS

FUND MISSION STATEMENT

Develop a comprehensive capital improvement budget that addresses short and long-term improvements to the City's infrastructure, public facilities and buildings, in order to assure the City will maximize its return on its investment and provide citizens with public facilities that improve the economic, social, and environmental quality of life in the City.

FISCAL YEAR 2016 ACTION PLAN

- Use the existing .4945 millage and supplement with 0.0802 now available millage due to taxable value growth to fund new municipal capital projects as approved by City Council.
- To complete the design and / or construction of all capital projects outlined in the section of the Municipal Capital Projects Fund by June 2016.
- To complete design and / or construction of the street projects as outlined in the Street Capital Project Summary by June 2016.
- To develop an updated five-year street capital improvement project list and plan for the financial resources to implement the plan with a 1.3669 mill tax levy and now Ottawa County Road Commission funds and specifically set aside for street capital improvements by June 2016.
- To develop the next phase of the asphalt pathways and Sidewalk Improvement program to be funded from a .05 mill tax levy for sidewalk improvements by June 2016.

MUNICIPAL CAPITAL IMPROVEMENTS FUND

FY-2016 PROJECT DESCRIPTION

MUNICIPAL CAPITAL IMPROVEMENT PROJECTS:

Although other (non-street) capital improvement projects were discussed and prioritized in the annual budget process in the past, a detailed listing of projects was compiled and ranked in order of priority by staff based on need, financial resources, historical value and grant availability, as part of the FY2016 budget. This document included funding sources and uses over a five year period. Much of this information was discussed with the City Council and staff at their Annual Retreat, which took place on January 31, 2015. The strategic plan and goals for Council lists the projects, and includes the ranking for each one.

PUBLIC INPUT:

Coffee with Council (& HBPW) was held on January 17, 2015 to provide citizens with an opportunity for share ideas, remarks and concerns regarding current issues relating to the City of Holland with elected and appointed officials as well as longer-term capital needs and projects; during an interactive and relaxed open house. In addition two budget study sessions open to the public with the City Council were conducted in April (15th & 16th), as well as the budget Public Hearing on May 13, 2015.

APPROVAL OF THE CAPITAL IMPROVEMENT PLAN:

The Municipal Capital Improvement Plan was approved on May 13, 2015, as part of the annual budget.

MANAGEMENT & ADMINISTRATIVE SERVICES PROJECTS:

Special Waterfront Planning Funds \$25,000: For realization of waterfront redevelopment planning.

Redevelopment Ready Community Planning \$25,000: For marketing/land use planning for obsolete commercial strips on US-31 and Washington Avenue.

DOWNTOWN PROJECTS:

Snowmelt Distribution \$590,000: For the City's share of distribution costs (per tubing and pavers) on Central and East 8th Street.

Snowmelt Refurbishment \$300,000: For replacement valves and flushing needed before new gas plant goes on line in December 2016.

PUBLIC SAFETY PROJECTS:

Fire Station Renovation/Replacement Projects: Building a \$260,000 sinking fund will be the outcome of this 0.2585 mills dedicated to a Fire Station Debt Service Fund component of the Municipal Capital Improvements Fund consistent with the Budget Theme in FY 2015 of Capital Reinvestment. The amount is not shown as an expenditure yet.

MUNICIPAL CAPITAL IMPROVEMENTS FUND

FY-2016 PROJECT DESCRIPTION

PARKS, RECREATION AND TRANSPORTATION SERVICES PROJECTS:

Windmill Island Gardens Water Line Replacement \$410,000: The original 6-inch line to provide fire protection to the DeZwaan Windmill still exists at 50 years old but is galvanized and corroded to only enable 1-inch of water flow when 6-inches is necessary.

Windmill Island Gardens Strategic Plan Implementation \$15,000: To pay for an “interpretative plan” that will guide a landscape planner’s implementation of improvements to enhance the entryway and execute the ultimate progression of visitors for the best guest experience and financial return.

Windmill Island Bridge to the North \$787,000: To pay the City’s potential share of a joint project with Holland Charter Township to accomplish a \$2.3 million bridge and pathway safety and tourism project. The City’s Legacy Fund share will likely equal \$238,000 (10% of total); the rest is grant and donation funded.

Civic Center & Rec Center Maintenance \$25,000: To pay for conceptual design of a replacement recreation facility and address Civic Center maintenance needs in the meantime.

Civic Center as an Event Center \$15,000: To pay for small changes that will enable a better guest experience—accessible entry way replacement and removal of ceiling tiles.

Central and Decentralized Splash Pads \$15,000: To pay for conceptual design of a centralized splash pad at Bouws Pool and smaller splash pads at Holland Heights and Kollen Park. This improvement was suggested in the Community Recreation Plan.

DeGraaf Nature Center Entrance Improvement \$100,000: All but \$30,000 of this amount will be covered by other grants and fund raising. The remaining \$30,000 will be transferred from the Legacy Fund.

Dog Park \$5,000: For ancillary facilities at a west side Dog Park (near West Middle School on 24th Street) once environmental studies are done; if not concluded, then matching grant for Van Raalte Dog Park.

Citywide Tree Planting \$50,000: To get 35% tree canopy and recover from ash borer losses.

Lake Macatawa Street End \$25,000: For City’s match for a grant to construct neighborhood-led improvements at each of 12 street ends providing community access.

VanRaalte Farm Improvements \$15,000: To be used for upgrades to the lighting system in the parking lots/sledding hill. LED fixtures will be installed.

Matt Urban and Maplewood Storage Buildings \$20,000: Add additional storage opportunities at each location.

Pilgrim Home Outdoor Niches \$15,000: To purchase two (2) new outdoor niche units.

Transportation Services Building Sealing \$9,000: To address maintenance needs.

Leaf Recycling Land/Facility \$3,800: To review alternative locations and collaborate with Holland Board of Public Works on 40th Street.

Queretaro Fountain Stone Replacement \$20,000: No repairs are working for this porous, non-native stone that spalls away after winter freezing and thawing conditions. Replacement with a like-substitute from northern climates is recommended. The exact total cost is unknown.

MUNICIPAL CAPITAL IMPROVEMENTS FUND

FY-2016 PROJECT DESCRIPTION

COMMUNITY & NEIGHBORHOOD SERVICES PROJECTS:

Cappon and Settlers Home Improvements \$5,000: To be determined by the Holland Historic Trust.

City Float \$25,000: To replace the float which has been out of service for several years.

Downtown Neighborhoods Enhancement Program \$75,000: For mixed income neighborhood improvements like two-car garages up to \$4,000 each per home. This is part of the Holland Advantage program to incentivize rental home conversions to owner-occupied. Extra funds are included in FY 2016 to assist in energy improvements.

Museum Repairs \$10,000: To be determined by the Holland Historic Trust.

Neighborhood Commercial Match Grants \$10,000: These small grants need to be defined according to a policy to be developed. Similar programs are used elsewhere to enable gap financing for small business growth and location.

South Shore Village \$500,000: The City's share is \$300,000 for construction costs necessary for parking lot and walkway improvement to the South Shore Village Neighborhood Commercial District. This improvement will also connect to the Heinz Boardwalk/Macatawa Greenway. The balance of \$200,000 will be funded by a MEDC Core Community Fund Grant.

Wayfinding Signage \$75,000: This is the third year's cost for a comprehensive wayfinding, entryway signage and community value signage program. Phased implementation costs will begin with three entry signs and one community communications board.

Bicycle Highway/Macatawa Greenway I.D. signs \$5,000: These signs are needed to unify signage for regional bike routes and pathways. These signs are important for economic vitality, multi-modal transportation and tourism.

COMMUNITY ENERGY STRATEGIES PROJECTS:

Building Energy Performance Labels (50%) \$10,000: To enable a 50% cost share program for homeowners that would like to determine their homes' efficiency and display a label accordingly.

Commercial and Institutional Energy Audits–Pilot \$20,000: To enable the Commercial and Institutional Task Force to accomplish a pilot program.

Georgetown University Energy Prize (GUEP) Outreach \$15,000: To enable door to door assistance in educating residents about the need, benefits and ways to reduce energy so as to bridge the gap between knowledge and action. It is intended that the Holland Board of Public Works will match this amount and/or the Mott or other foundations will do so as well.

GUEP Trusted Energy Advisor Outreach \$10,000: To enable follow-up of the above interested parties with private sector or public sector experts to help ensure action.

Home Retrofit & Contribution to Holland Energy Trust \$50,000: To enable initial funding of the Holland Energy Trust which will provide revolving funds for up to 7,000 home energy retrofits. It is intended that the Holland Board of Public Works will match this amount and/or create a rational nexus to park funds in the Trust for accomplishing the 40-year Community Energy Plan.

MUNICIPAL CAPITAL IMPROVEMENTS FUND

FY-2016 PROJECT DESCRIPTION

IMPACT OF CAPITAL INVESTMENTS ON OPERATING BUDGET:

The majority of the costs associated with the projects approved for FY-2016 are one time expenditures. The energy upgrades to City owned facilities are expected to reduce utility costs by \$99,000. The City anticipates \$5,000 in new operating expenditures related to the Windmill Island Gardens Pathway and bridge. Holland Charter Township will share in these expenses via an executed operations letter of understanding. An additional \$600 is anticipated to be paid for routine maintenance on the Lake Macatawa Street End public space.



CAPITAL PROJECTS

MUNICIPAL CAPITAL IMPROVEMENTS FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|---|----------------------------|----------------------------|----------------------------------|------------------------------|
| - - FUNDING SOURCES & USES - - | | | | |
| FUNDING SOURCES - | | | | |
| Taxes | \$ 130,984 | \$ 233,214 | \$ 504,434 | \$ 604,797 |
| Special Assessments | - 0 - | - 0 - | - 0 - | - 0 - |
| Intergovernmental | - 0 - | - 0 - | - 0 - | 200,000 |
| Interest & Rents | 1,822 | 16,983 | 15,411 | 16,000 |
| Other | 2,127,976 | 28,209 | 6,983 | 462,000 |
| Transfers In | 339,482 | 631,351 | 621,680 | 1,645,831 |
| TOTAL SOURCES | \$ 2,600,264 | \$ 909,757 | \$ 1,148,508 | \$ 2,928,628 |
| FUNDING USES - | | | | |
| Capital Outlay | \$ 1,172,870 | \$ 489,607 | \$ 606,678 | \$ 2,813,939 |
| Transfers Out | 135,744 | 79,256 | 140,887 | 1,282,000 |
| TOTAL USES | \$ 1,308,614 | \$ 568,863 | \$ 747,565 | \$ 4,095,939 |
| - - FUND EQUITY - - | | | | |
| INCREASE (DECREASE) | \$ 1,291,650 | \$ 340,894 | \$ 400,943 | \$ (1,167,311) |
| ENDING BALANCE - | | | | |
| Reserved - Fire Station | \$ - 0 - | \$ - 0 - | \$ 254,764 | \$ 496,802 |
| Assigned - Legacy Projects | - 0 - | 1,327,926 | 1,048,426 | 599,175 |
| Undesignated / Unreserved | 1,644,036 | 657,004 | 1,082,683 | 122,585 |
| TOTAL FUND EQUITY | \$ 1,644,036 | \$ 1,984,930 | \$ 2,385,873 | \$ 1,218,562 |
| - - STAFFING - - | | | | |

Positions: Not Applicable



MUNICIPAL CAPITAL PROJECTS

FISCAL YEAR JULY 1, 2015 - JUNE 30, 2016

SUMMARY OF ACTIVITY

| | Regular Projects | Legacy Projects | Total Projects |
|---|---------------------|--------------------|-------------------|
| - - BEGINNING FUND BALANCE AT JULY 1, 2015 - - | | | |
| Reserved: | | | |
| - Fire Station Projects | \$ 254,764 | \$ - | \$ 254,764 |
| Unassigned | <u>1,201,934</u> | <u>929,175</u> | <u>2,131,109</u> |
| Total | <u>1,456,698</u> | <u>929,175</u> | <u>2,385,873</u> |

- - FUNDING SOURCES & USES - -

| | | | |
|--|------------------|----------------|------------------|
| FUNDING SOURCES - | | | |
| Property Taxation | 604,797 | - | 604,797 |
| MEDC Core Community Fund Grant | 200,000 | - | 200,000 |
| Transfers from Other Funds: | | | |
| BPW Electric Fund - Unallocated | 400,000 | - | 400,000 |
| General Fund | 275,624 | - | 275,624 |
| Specified Donations / Neighborhood Projects | 480,000 | - | 480,000 |
| Street Improvement Reserve Fund | 490,000 | - | 490,000 |
| Brownfield Fund - Crescent Shores | 207 | - | 207 |
| Private Donations and Other: | | | |
| Loan from BPW - Snowmelt Refurbishment | 300,000 | - | 300,000 |
| Holland Charter Township - Non Motorized Pathway | 162,000 | - | 162,000 |
| Rent-Agricultural Land Lease | 1,000 | - | 1,000 |
| Investment Income | <u>15,000</u> | <u>-</u> | <u>15,000</u> |
| TOTAL SOURCES | <u>2,928,628</u> | <u>-</u> | <u>2,928,628</u> |
| FUNDING USES - | | | |
| Approved Projects - Previous Fiscal Year | 701,139 | - | 701,139 |
| Approved Projects - New | <u>3,064,800</u> | <u>330,000</u> | <u>3,394,800</u> |
| TOTAL USES | <u>3,765,939</u> | <u>330,000</u> | <u>4,095,939</u> |

- - ENDING FUND BALANCE AT JUNE 30, 2016 - -

| | | | |
|-------------------------|-------------------|-------------------|---------------------|
| Reserved: | | | |
| - Fire Station Projects | 496,802 | - | 496,802 |
| - Legacy Projects | - | 599,175 | 599,175 |
| Unassigned | <u>122,585</u> | <u>-</u> | <u>122,585</u> |
| Total | <u>\$ 619,387</u> | <u>\$ 599,175</u> | <u>\$ 1,218,562</u> |



MUNICIPAL CAPITAL PROJECTS

FIVE YEAR PROJECTION SUMMARY

| | FY-2016 Budgeted | FY-2017 Potential | FY-2018 Potential | FY-2019 Potential | FY-2020 Potential |
|--|---------------------|----------------------|----------------------|----------------------|----------------------|
|--|---------------------|----------------------|----------------------|----------------------|----------------------|

- - FUNDING SOURCES FOR NEW PROJECTS - -

FUNDING SOURCES:

| | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|
| Municipal Capital Improvement Fund Balance | 1,157,176 | 1,255,000 | 2,278,000 | 2,195,000 | 1,815,000 |
| Municipal Capital Improvement Legacy Funds | 330,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| MEDC Core Community Fund Grant | 200,000 | - | - | - | - |
| Michigan DNR Grant | - | 300,000 | - | - | - |
| MDOT Grant | - | 824,000 | - | - | - |
| Transfers from Other Funds: | | | | | |
| General Fund | 275,624 | - | - | - | - |
| Street Improvements Reserve Fund | 490,000 | 200,000 | - | - | - |
| Specified Donations Fund | 395,000 | 451,000 | - | - | - |
| Capital Recovery Loan from BPW | 300,000 | 200,000 | - | - | - |
| Holland Charter Township | 162,000 | - | - | - | - |
| | <u>3,309,800</u> | <u>3,330,000</u> | <u>2,378,000</u> | <u>2,295,000</u> | <u>1,915,000</u> |

- - FUNDING USES - -

MANAGEMENT & ADMINISTRATIVE SERVICES PROJECTS:

| | | | | | |
|---|---------------|---------------|---------------|---------------|---------------|
| Special Planning Funds: Waterfront | 25,000 | 25,000 | 25,000 | - | - |
| Redevelopment Ready Community Funds | 25,000 | 25,000 | - | - | - |
| Redevelopment - Land Acquisition (Land Contracts) | - | 25,000 | 25,000 | 25,000 | 25,000 |
| | <u>50,000</u> | <u>75,000</u> | <u>50,000</u> | <u>25,000</u> | <u>25,000</u> |

DOWNTOWN PROJECTS:

| | | | | | |
|--|----------------|----------------|---------------|---------------|----------------|
| Ice Rink Planning | - | - | 18,000 | - | - |
| Snowmelt Distribution | 590,000 | 200,000 | - | - | - |
| Snowmelt Refurbishment (Valves, Flushing) | 300,000 | 200,000 | - | - | - |
| Streetscape Refreshment | - | 20,000 | - | - | 500,000 |
| New Parking | - | - | - | - | 300,000 |
| Downtown Broadcast System - Downtown Share | - | 25,000 | 25,000 | - | - |
| Parking and Wayfinding Signage | - | 10,000 | 20,000 | 30,000 | - |
| Connections to Waterfront & Kollen Park | - | - | - | 25,000 | - |
| | <u>890,000</u> | <u>455,000</u> | <u>63,000</u> | <u>55,000</u> | <u>800,000</u> |

PUBLIC SAFETY PROJECTS:

| | | | | | |
|---|---------------|---------------|---------------|----------|----------|
| Waverly Fire Station-Replace Asphalt Driveway | 30,000 | - | - | - | - |
| Downtown Broadcast System - Public Safety Share | - | 25,000 | 25,000 | - | - |
| Public Safety/Court Parking Garage Repairs | - | 20,000 | - | - | - |
| | <u>30,000</u> | <u>45,000</u> | <u>25,000</u> | <u>-</u> | <u>-</u> |



MUNICIPAL CAPITAL PROJECTS

FIVE YEAR PROJECTION SUMMARY

| | FY-2016 Budgeted | FY-2017 Potential | FY-2018 Potential | FY-2019 Potential | FY-2020 Potential |
|--|---------------------|----------------------|----------------------|----------------------|----------------------|
| - - FUNDING USES - - | | | | | |
| PARKS, RECREATION & TRANSPORTATION SERVICES PROJECTS: | | | | | |
| Windmill Island Gardens Water Line Repl. | 410,000 | - | - | - | - |
| Windmill Island Gardens Strategic Plan | 15,000 | 50,000 | - | 200,000 | - |
| Windmill Island Bridge to North | 787,000 | 1,575,000 | - | - | - |
| Window-on-the-Waterfront Renovation Phase I | - | 50,000 | - | - | - |
| Civic Center & Rec Center Maintenance | 25,000 | - | 25,000 | - | 25,000 |
| Civic Center As Event Center | 15,000 | - | - | - | - |
| Bouws Pool Renovations | - | 400,000 | - | - | - |
| Central and Decentralized Splash Pads (3) | 15,000 | - | 1,000,000 | 500,000 | - |
| DeGraaf Nature Center Entrance Improvement | 100,000 | 30,000 | - | - | - |
| Dog Parks - West and East Side | 5,000 | 25,000 | - | - | - |
| City-Wide Tree Planting | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| Lake Macatawa Street Ends | 25,000 | - | 25,000 | - | 25,000 |
| Lakeside Park adjacent to Laketown Township | - | 5,000 | 25,000 | - | - |
| Lakeview Park Property Plan & Upgrades | - | 5,000 | 25,000 | - | - |
| Moran Park Improvements | - | - | - | 200,000 | - |
| Tennis Court Resurfacing | - | - | - | - | 50,000 |
| VanRaalte Farm Improvements | 15,000 | 120,000 | 60,000 | - | - |
| Barrier-Free Trail - Van Raalte Hill (Muster watching) | - | - | 25,000 | - | - |
| Heinz Boardwalk - New Pier & Downtown Dock | - | - | 100,000 | - | - |
| Kollen Park - Outdoor Performing Facility | - | - | 100,000 | - | - |
| Kollen Park - Phase 4 | - | - | - | 100,000 | - |
| Matt Urban & Maplewood Storage Buildings | 20,000 | - | - | - | - |
| Greenhouse Renovation / Combination | - | - | 200,000 | 200,000 | - |
| Smallenburg Park Upgrades | - | - | - | 200,000 | - |
| Pickle ball Courts | - | - | - | 35,000 | - |
| Pilgrim Homes Outdoor Niches | 15,000 | 15,000 | - | - | - |
| Transportation Services Building, Sealing | 9,000 | 10,000 | - | - | - |
| Salt Storage Building and Transportation Site | - | - | 90,000 | - | - |
| Repaving at Transportation Building | - | - | - | 75,000 | 75,000 |
| Leaf Recycling Land/Facility | 3,800 | 25,000 | 25,000 | 25,000 | 25,000 |
| Queretaro Fountain Stone Replacement | 20,000 | - | - | - | - |
| Paw Paw Park (Final Funding per 35 year lease) | - | 25,000 | - | - | - |
| Macatawa Greenway | - | - | - | - | 250,000 |
| | <u>1,529,800</u> | <u>2,385,000</u> | <u>1,750,000</u> | <u>1,585,000</u> | <u>500,000</u> |



MUNICIPAL CAPITAL PROJECTS

FIVE YEAR PROJECTION SUMMARY

| | FY-2016 Budgeted | FY-2017 Potential | FY-2018 Potential | FY-2019 Potential | FY-2020 Potential |
|--|---------------------|----------------------|----------------------|----------------------|----------------------|
| - - FUNDING USES - - | | | | | |
| COMMUNITY & NEIGHBORHOOD SERVICES PROJECTS: | | | | | |
| Cappon & Settlers Homes Improvements | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| City Float | 25,000 | - | - | - | - |
| Neighborhoods Enhancement Program | 75,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| Museum Repairs | 10,000 | - | 10,000 | - | 10,000 |
| Neighborhood Commercial Match grants | 10,000 | - | - | - | - |
| South Shore Village | 500,000 | - | - | - | - |
| Washington Blvd & 12th St. Historic Lighting | - | - | 25,000 | 75,000 | 75,000 |
| Gateway & Wayfinding Signage | 75,000 | 90,000 | 90,000 | 90,000 | 90,000 |
| Bicycle Highway/Macatawa Greenway ID Signs | 5,000 | 5,000 | - | - | - |
| Chicago D. Entryway Streetscape Collaboration | - | 15,000 | 100,000 | 100,000 | - |
| Holland Heights Neighborhood Initiative | - | - | - | 50,000 | 50,000 |
| | <u>705,000</u> | <u>215,000</u> | <u>330,000</u> | <u>420,000</u> | <u>330,000</u> |
| COMMUNITY ENERGY STRATEGIES PROJECTS: | | | | | |
| Building Energy Performance Labels (50%) | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| Commercial & Institutional Energy Audits-Pilot | 20,000 | - | - | - | - |
| Georgetown Univ. Energy Prize (GUEP) Outreach | 15,000 | 25,000 | - | - | - |
| GUEP Trusted Energy Advisor Outreach | 10,000 | 20,000 | - | - | - |
| Home Retrofit & Contrib. to Holland Energy Trust | 50,000 | 100,000 | 150,000 | 200,000 | 250,000 |
| | <u>105,000</u> | <u>155,000</u> | <u>160,000</u> | <u>210,000</u> | <u>260,000</u> |
| TOTAL FINANCING USES | <u>3,309,800</u> | <u>3,330,000</u> | <u>2,378,000</u> | <u>2,295,000</u> | <u>1,915,000</u> |

CAPITAL PROJECTS

STREET, BRIDGE AND DRAIN PROJECTS

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.

FISCAL YEAR 2016 ACTION PLAN FOR ENGINEERING OFFICE

- To plan, design and construct the following street, sidewalk, and storm drainage improvement projects in the 2015 construction season:
 - Central Avenue, 3rd Street to State Street
 - 8th Street, Columbia to Lincoln
 - 16th Street and Waverly Safety Project
- To develop a resurfacing program for the summer of 2015 and 2016, using street ratings developed through asset management techniques.
- To develop a crack sealing program for the summer of 2015 and 2016, using street ratings developed through asset management techniques.
- To continue planning and engineering for the following projects, in anticipation of construction in calendar years 2016 or 2017.
 - 9th Street, Washington to 8th
 - MDOT US31, 8th to Quincy
 - MDOT M-40 Safety Project
- To identify planning needs for identified projects in future years (2017-2021).
- Continue implementation of City's Stormwater Management Master Plan; and to work with County Drain Commissions and Inter-County Drain Boards on identifying issues and sources of funding for significant drainage courses that cross the community.



CAPITAL PROJECTS

STREET, BRIDGE AND DRAIN CAPITAL PROJECTS FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|-----------------------------|---------------------|---------------------|---------------------|---------------------|
| Taxes & Special Assessments | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Intergovernmental | 2,503,581 | 704,364 | 1,010,000 | 572,000 |
| Interest & Rents | 444 | - 0 - | - 0 - | - 0 - |
| Other | 314,160 | 500 | - 0 - | - 0 - |
| Transfers In | 1,443,580 | 944,578 | 2,153,419 | 6,458,000 |
| TOTAL SOURCES | \$ 4,261,765 | \$ 1,649,442 | \$ 3,163,419 | \$ 7,030,000 |

FUNDING USES -

| | | | | |
|-------------------|---------------------|---------------------|---------------------|---------------------|
| Capital Outlay | \$ 4,444,855 | \$ 1,649,442 | \$ 3,172,070 | \$ 7,030,000 |
| Transfers Out | 3,713 | - 0 - | - 0 - | - 0 - |
| TOTAL USES | \$ 4,448,568 | \$ 1,649,442 | \$ 3,172,070 | \$ 7,030,000 |

- - FUND EQUITY - -

| | | | | |
|---------------------------|------------------|------------------|------------------|------------------|
| INCREASE (DECREASE) | \$ (186,803) | \$ - 0 - | \$ (8,651) | \$ - 0 - |
| ENDING BALANCE - | | | | |
| Designated / Reserved | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Undesignated / Unreserved | 62,424 | 62,424 | 53,773 | 53,773 |
| TOTAL FUND EQUITY | \$ 62,424 | \$ 62,424 | \$ 53,773 | \$ 53,773 |

- - STAFFING - -

Positions: Not Applicable

NOTE:

Electric, Water and Wastewater Fund portions of these projects are not included above, but are included in the Utility Services



STREET CONSTRUCTION PROJECTS

FIVE YEAR PROJECTION SUMMARY

| | FY2016 Budgeted | FY2017 Projected | FY2018 Projected | FY2019 Projected | FY2020 Projected |
|---------------------------------------|--------------------|---------------------|---------------------|---------------------|---------------------|
| - - FUNDING SOURCES - - | | | | | |
| FUNDING SOURCES - | | | | | |
| Grant Funding | 572,000 | 1,230,000 | 168,000 | 50,000 | - |
| Special Assessments | 415,072 | - | - | - | - |
| Snowmelt Loan - BPW Utility | 545,200 | 854,777 | - | - | - |
| Allegan County Road Tax Fund | 75,000 | 100,000 | 150,000 | 350,000 | 150,000 |
| Street Improvement Reserve Fund | 6,823,000 | 1,740,000 | 1,745,060 | 2,140,000 | 1,565,000 |
| BPW Utility Funds | 3,000,000 | - | - | 500,000 | 925,000 |
| Municipal Capital Improvement Fund | 525,000 | - | - | - | - |
| TOTAL FINANCING SOURCES | 11,955,272 | 3,924,777 | 2,063,060 | 3,040,000 | 2,640,000 |
| - - FUNDING USES - - | | | | | |
| STREET CONSTRUCTION: | | | | | |
| Summer Resurfacing Program | 150,000 | 750,000 | 600,000 | 600,000 | 600,000 |
| Summer Crack Sealing Program | 50,000 | 60,000 | 60,000 | 60,000 | 60,000 |
| Central Avenue | 8,560,272 | - | - | - | - |
| 9th St, Washington to 8th St | - | 2,834,777 | - | - | - |
| 16th St & Waverly, Safety Project | 640,000 | - | - | - | - |
| 10th St, Pine to Lincoln | - | - | - | - | 1,850,000 |
| Hope Avenue, 16th St to Paw Paw | - | - | - | 1,800,000 | - |
| Lincoln Ave, 32nd to US-31 Bike Lanes | - | - | 415,000 | - | - |
| MDOT US-31 Resurfacing | 100,000 | 50,000 | - | - | - |
| MDOT US-31 Reconstruction | - | - | - | 200,000 | - |
| MDOT M40 Safety Project | - | 100,000 | - | - | - |
| South Shore Drive, Resurfacing | - | - | 800,000 | - | - |
| Utility Project - 8th Street | 2,175,000 | - | - | - | - |
| River Avenue Bridge, Lighting | - | - | - | 50,000 | - |
| Total | 11,675,272 | 3,794,777 | 1,875,000 | 2,710,000 | 2,510,000 |
| DRAINS: | | | | | |
| Federal/State Stormwater | | | | | |
| Regulation Implementation | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| Drain Projects | 50,000 | 100,000 | 158,060 | 300,000 | 100,000 |
| Total | 80,000 | 130,000 | 188,060 | 330,000 | 130,000 |
| TRAFFIC SIGNALS: | | | | | |
| 16th St & Columbia | 200,000 | - | - | - | - |
| Total | 200,000 | - | - | - | - |
| TOTAL FINANCING USES | 11,955,272 | 3,924,777 | 2,063,060 | 3,040,000 | 2,640,000 |



STREET CAPITAL PROJECTS

FISCAL YEARS JULY 1, 2014 - JUNE 30, 2016

SUMMARY OF PROJECTED ACTIVITY

| | MVH Major Street Fund | Allegan County Road Tax Fund | Ottawa County Road Tax Fund | Street Improvement Reserve Fund | Total |
|--|-----------------------|------------------------------|-----------------------------|---------------------------------|------------------|
| Fiscal Year 2015 | | | | | |
| Actual Fund Balance - July 1, 2014 | \$ 2,727,960 | \$ 534,844 | \$ - | \$ 1,511,942 | \$ 4,774,746 |
| FUNDING SOURCES - | | | | | |
| Property Taxation | - | - | - | 1,367,169 | 1,367,169 |
| Intergovernmental | 2,208,195 | 400,000 | - | - | 2,608,195 |
| Fees | 20,000 | - | - | - | 20,000 |
| Investment Income | 15,000 | 3,500 | - | 12,000 | 30,500 |
| Transfer from Other Funds | - | - | - | 176,000 | 176,000 |
| TOTAL SOURCES | 2,243,195 | 403,500 | - | 1,555,169 | 4,201,864 |
| FUNDING USES - | | | | | |
| Trunkline Maintenance | 7,000 | - | - | - | 7,000 |
| Admin, Engineering & Recordkeeping | 18,000 | - | - | - | 18,000 |
| Street Maintenance | 1,364,987 | - | - | - | 1,364,987 |
| Transfer to Other Funds | 704,780 | 400,247 | - | 1,658,029 | 2,763,056 |
| TOTAL USES | 2,094,767 | 400,247 | - | 1,658,029 | 4,153,043 |
| Estimated Fund Balance - June 30, 2015 | \$ 2,876,388 | \$ 538,097 | \$ - | \$ 1,409,082 | \$ 4,823,567 |

| | | | | | |
|--|------------------|----------------|----------------|------------------|-------------------|
| Fiscal Year 2016 | | | | | |
| FUNDING SOURCES - | | | | | |
| Property Taxation | - | - | 330,000 | 1,501,500 | 1,831,500 |
| Intergovernmental | 2,222,515 | 400,000 | - | 187,706 | 2,810,221 |
| Fees | 25,000 | - | - | - | 25,000 |
| Investment Income | 15,000 | 3,500 | 1,000 | 10,000 | 29,500 |
| Transfer from Other Funds | - | - | - | 3,731,000 | 3,731,000 |
| TOTAL SOURCES | 2,262,515 | 403,500 | 331,000 | 5,430,206 | 8,427,221 |
| FUNDING USES - | | | | | |
| Trunkline Maintenance | 8,000 | - | - | - | 8,000 |
| Admin, Engineering & Recordkeeping | 18,900 | - | - | - | 18,900 |
| Street Maintenance | 1,442,020 | - | - | - | 1,442,020 |
| Transfer to Other Funds | 3,339,366 | 875,000 | 331,000 | 6,823,000 | 11,368,366 |
| TOTAL USES | 4,808,286 | 875,000 | 331,000 | 6,823,000 | 12,837,286 |
| Estimated Fund Balance - June 30, 2016 | \$ 330,617 | \$ 66,597 | \$ - | \$ 16,288 | \$ 413,502 |



STREET CAPITAL PROJECTS

FISCAL YEARS JULY 1, 2016 - JUNE 30, 2018

SUMMARY OF PROJECTED ACTIVITY

| Fiscal Year 2017 | MVH Major Street Fund | Allegan County Road Tax Fund | Ottawa County Road Tax Fund | Street Improvement Reserve Fund | Total |
|--|-----------------------|------------------------------|-----------------------------|---------------------------------|------------|
| Estimated Fund Balance - July 1, 2016 | \$ 330,617 | \$ 66,597 | \$ - | \$ 16,288 | \$ 413,502 |
| FUNDING SOURCES - | | | | | |
| Property Taxation | - | - | 338,250 | 1,539,038 | 1,877,288 |
| Intergovernmental | 2,244,000 | 400,000 | - | - | 2,644,000 |
| Fees | 17,000 | - | - | - | 17,000 |
| Investment Income | 12,000 | 3,500 | 1,000 | - | 16,500 |
| Transfer from Other Funds | - | - | - | - | - |
| TOTAL SOURCES | 2,273,000 | 403,500 | 339,250 | 1,539,038 | 4,554,788 |
| FUNDING USES - | | | | | |
| Trunkline Maintenance | 4,613 | - | - | - | 4,613 |
| Admin, Engineering & Recordkeeping | 18,450 | - | - | - | 18,450 |
| Street Maintenance | 1,529,813 | - | - | - | 1,529,813 |
| Transfer to Other Funds | 883,196 | 100,000 | - | 1,740,000 | 2,723,196 |
| TOTAL USES | 2,436,072 | 100,000 | - | 1,740,000 | 4,276,072 |
| Estimated Fund Balance - June 30, 2017 | \$ 167,545 | \$ 370,097 | \$ 339,250 | \$ (184,674) | \$ 692,218 |

| Fiscal Year 2018 | | | | | |
|--|------------|------------|------------|--------------|------------|
| FUNDING SOURCES - | | | | | |
| Property Taxation | - | - | 346,706 | 1,577,514 | 1,924,220 |
| Intergovernmental | 2,288,880 | 400,000 | - | - | 2,688,880 |
| Fees | 17,000 | - | - | - | 17,000 |
| Investment Income | 12,000 | 3,500 | 2,000 | - | 17,500 |
| Transfer from Other Funds | - | - | - | - | - |
| TOTAL SOURCES | 2,317,880 | 403,500 | 348,706 | 1,577,514 | 4,647,600 |
| FUNDING USES - | | | | | |
| Trunkline Maintenance | 4,728 | - | - | - | 4,728 |
| Admin, Engineering & Recordkeeping | 18,911 | - | - | - | 18,911 |
| Street Maintenance | 1,568,058 | - | - | - | 1,568,058 |
| Transfer to Other Funds | 900,430 | 150,000 | - | 1,745,060 | 2,795,490 |
| TOTAL USES | 2,492,127 | 150,000 | - | 1,745,060 | 4,387,187 |
| Estimated Fund Balance - June 30, 2018 | \$ (6,702) | \$ 623,597 | \$ 687,956 | \$ (352,220) | \$ 952,631 |



STREET CAPITAL PROJECTS

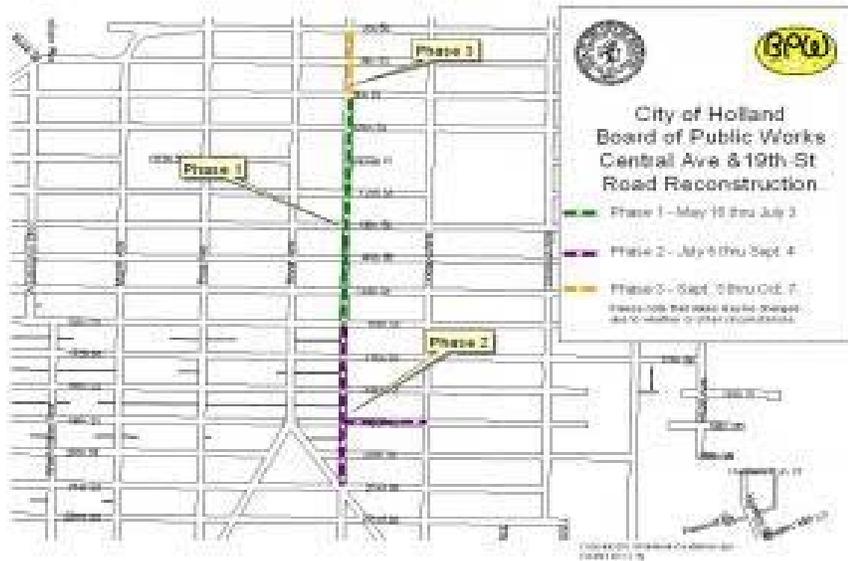
FISCAL YEARS JULY 1, 2018 - JUNE 30, 2020

SUMMARY OF PROJECTED ACTIVITY

| Fiscal Year 2019 | MVH Major Street Fund | Allegan County Road Tax Fund | Ottawa County Road Tax Fund | Street Improvement Reserve Fund | Total |
|--|--------------------------|------------------------------------|-----------------------------------|---------------------------------------|---------------------|
| Estimated Fund Balance - July 1, 2018 | \$ (6,702) | \$ 623,597 | \$ 687,956 | \$ (352,220) | \$ 952,631 |
| FUNDING SOURCES - | | | | | |
| Property Taxation | - | - | 355,374 | 2,966,952 | 3,322,326 |
| Intergovernmental | 2,334,658 | 400,000 | - | - | 2,734,658 |
| Fees | 17,000 | - | - | - | 17,000 |
| Investment Income | 12,000 | 3,500 | 1,000 | - | 16,500 |
| Transfer from Other Funds | - | - | - | - | - |
| TOTAL SOURCES | <u>2,363,658</u> | <u>403,500</u> | <u>356,374</u> | <u>2,966,952</u> | <u>6,090,484</u> |
| FUNDING USES - | | | | | |
| Trunkline Maintenance | 4,846 | - | - | - | 4,846 |
| Admin, Engineering & Recordkeeping | 19,384 | - | - | - | 19,384 |
| Street Maintenance | 1,607,259 | - | - | - | 1,607,259 |
| Transfer to Other Funds | 918,009 | 350,000 | - | 2,140,000 | 3,408,009 |
| TOTAL USES | <u>2,549,498</u> | <u>350,000</u> | <u>-</u> | <u>2,140,000</u> | <u>5,039,498</u> |
| Estimated Fund Balance - June 30, 2019 | <u>\$ (192,542)</u> | <u>\$ 677,097</u> | <u>\$ 1,044,330</u> | <u>\$ 474,732</u> | <u>\$ 2,003,617</u> |

| Fiscal Year 2020 | | | | | |
|--|---------------------|-------------------|---------------------|---------------------|---------------------|
| FUNDING SOURCES - | | | | | |
| Property Taxation | - | - | 364,258 | 3,041,126 | 3,405,384 |
| Intergovernmental | 2,381,351 | 400,000 | - | - | 2,781,351 |
| Fees | 17,000 | - | - | - | 17,000 |
| Investment Income | 12,000 | 3,500 | 1,000 | - | 16,500 |
| Transfer from Other Funds | - | - | - | - | - |
| TOTAL SOURCES | <u>2,410,351</u> | <u>403,500</u> | <u>365,258</u> | <u>3,041,126</u> | <u>6,220,235</u> |
| FUNDING USES - | | | | | |
| Trunkline Maintenance | 4,967 | - | - | - | 4,967 |
| Admin, Engineering & Recordkeeping | 19,869 | - | - | - | 19,869 |
| Street Maintenance | 1,647,440 | - | - | - | 1,647,440 |
| Transfer to Other Funds | 935,910 | 150,000 | - | 1,565,000 | 2,650,910 |
| TOTAL USES | <u>2,608,186</u> | <u>150,000</u> | <u>-</u> | <u>1,565,000</u> | <u>4,323,186</u> |
| Estimated Fund Balance - June 30, 2020 | <u>\$ (390,377)</u> | <u>\$ 930,597</u> | <u>\$ 1,409,588</u> | <u>\$ 1,950,858</u> | <u>\$ 3,900,666</u> |

Project: Central Avenue



Project Description:

This is a City of Holland and Board of Public Works project that will include limited watermain, sanitary sewer, snowmelt and storm sewer work, ADA sidewalk ramps and reconstruction of the roadway.

Historical Fun Fact - Central Avenue currently has what we called Zuidema curbs. They are called that since they were constructed in the 1920's when the City Engineer was Jacob Zuidema. Prior to the 1920's Central Avenue was a narrow 20 feet wide. In order to widen the road, the existing curb head was cut off and an additional 4-5 feet of cement gutter pan was added. An economical solution at the time!

Construction Limits -

Central Ave from 3rd St to State Street; 19th St from Central to Columbia Avenues and 13th St from Central to River Avenues.

Construction will be done in Four Phases to minimize disruption to residents and businesses.

Phase I - Central Ave starting just north of 7th Street and north to the Macatawa River north of 3rd Street.

Phase 2 - Central Ave from 6th to 9th Street.

Phase 3 - Central Ave from 9th to 16th Street, including 13th Street from River to Central Avenues.

Phase 4 - Central Ave from 16th Street to State Street including 19th Street from Central to Columbia Avenues and 20th Street from State to Central.

Start Date - Approximately March, 2015

Estimated Completion Date - October 31, 2015

CAPITAL PROJECTS

SIDEWALK IMPROVEMENTS FUND

FUND MISSION STATEMENT

This fund is established 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.

FISCAL YEAR 2016 ACTION PLAN

- Resurface one mile of HMA pathway along 32nd Street from Lugers to Old Orchard Road. Target \$30,000 expense.
- Resume our annual concrete sidewalk repair program utilizing new contractor resources. Contractor that performed this work in the past is no longer available. Target \$20,000 expense.
- The FY16 plan for the sidewalk fund utilizes existing fund balance to maximize the level of improvements to our sidewalk/non-motorized network. After FY16, the fund balance will essentially be eliminated. Michigan voters will have an opportunity in May of 2015 to approve new funding for road work in the form of a sales tax increase. The vote will have a major impact on the City's road funds with additional revenues expected to approach \$1.7 million phased in over a three year period. While this vote is not tied directly to the sidewalk fund, in the event this measure would pass, some annual general fund allocations that would normally be directed to the street funds could be redirected to the sidewalk fund to help shore up fund and put it on a course of sustainability according to our long term projections. Staff believes an annual investment of approximately \$150,000 is needed to achieve sustainability.



CAPITAL PROJECTS

SIDEWALK IMPROVEMENTS FUND

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|
|-------------|----------------------------|----------------------------|----------------------------------|------------------------------|

- - FUNDING SOURCES & USES - -

FUNDING SOURCES -

| | | | | |
|-----------------------------|------------------|------------------|------------------|------------------|
| Taxes & Special Assessments | \$ 49,364 | \$ 49,543 | \$ 50,127 | \$ 52,750 |
| Intergovernmental | - 0 - | - 0 - | - 0 - | - 0 - |
| Interest & Rents | 174 | 602 | 500 | 410 |
| Other | - 0 - | - 0 - | - 0 - | - 0 - |
| Transfers In | - 0 - | - 0 - | - 0 - | - 0 - |
| TOTAL SOURCES | \$ 49,538 | \$ 50,145 | \$ 50,627 | \$ 53,160 |

FUNDING USES -

SIDEWALKS - REPAIRS

| | | | | |
|----------------|-----------|-----------|-----------|-----------|
| Capital Outlay | \$ 38,479 | \$ 26,884 | \$ 20,000 | \$ 20,000 |
|----------------|-----------|-----------|-----------|-----------|

SIDEWALKS - ASPHALT WALKS

| | | | | |
|----------------|-------|-----|--------|--------|
| Capital Outlay | 9,614 | 632 | 15,000 | 15,000 |
|----------------|-------|-----|--------|--------|

SIDEWALKS - BRICK MAINT/REPAIRS

| | | | | |
|----------------|-----|-------|-------|-------|
| Capital Outlay | 111 | 1,671 | 1,000 | 1,000 |
|----------------|-----|-------|-------|-------|

SIDEWALKS - PROJECTS

| | | | | |
|----------------|-------|-------|-------|-------|
| Capital Outlay | - 0 - | - 0 - | - 0 - | - 0 - |
|----------------|-------|-------|-------|-------|

| | | | | |
|---------------|-------|-------|--------|--------|
| Transfers Out | - 0 - | - 0 - | 42,581 | 50,000 |
|---------------|-------|-------|--------|--------|

| | | | | |
|-------------------|------------------|------------------|------------------|------------------|
| TOTAL USES | \$ 48,204 | \$ 29,187 | \$ 78,581 | \$ 86,000 |
|-------------------|------------------|------------------|------------------|------------------|

- - FUND EQUITY - -

| | | | | |
|---------------------|----------|-----------|-------------|-------------|
| INCREASE (DECREASE) | \$ 1,334 | \$ 20,958 | \$ (27,954) | \$ (32,840) |
|---------------------|----------|-----------|-------------|-------------|

ENDING BALANCE -

| | | | | |
|-----------------------|----------|----------|----------|----------|
| Designated / Reserved | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
|-----------------------|----------|----------|----------|----------|

| | | | | |
|---------------------------|--------|--------|--------|-------|
| Undesignated / Unreserved | 44,406 | 65,364 | 37,410 | 4,570 |
|---------------------------|--------|--------|--------|-------|

| | | | | |
|--------------------------|------------------|------------------|------------------|-----------------|
| TOTAL FUND EQUITY | \$ 44,406 | \$ 65,364 | \$ 37,410 | \$ 4,570 |
|--------------------------|------------------|------------------|------------------|-----------------|

- - STAFFING - -

Positions: Not Applicable



MUNICIPAL UTILITIES CAPITAL PROJECTS

FIVE YEAR CAPITAL IMPROVEMENT PROGRAM

ELECTRIC - WATER - WASTEWATER

| | FY-2016 Budgeted | FY-2017 Projected | FY-2018 Projected | FY-2019 Projected | FY-2020 Projected |
|--|---------------------|----------------------|----------------------|----------------------|----------------------|
|--|---------------------|----------------------|----------------------|----------------------|----------------------|

- - FUNDING SOURCES & USES - -

ELECTRIC UTILITY PROJECTS (Further Information on Various Pages in Utilities Service Group):

Financing Sources:

| | | | | | |
|---|--------------------|-------------------|------------------|------------------|------------------|
| Electric Fund - Net Revenues & Earnings | 11,867,337 | 14,958,128 | 9,540,867 | 14,657,464 | 17,303,775 |
| Financed from Cash Reserves | 15,335,665 | 19,203,383 | (2,836,057) | (9,057,104) | (10,956,470) |
| Bond Issue Proceeds | 103,950,219 | - | - | - | - |
| | <u>131,153,221</u> | <u>34,161,511</u> | <u>6,704,810</u> | <u>5,600,360</u> | <u>6,347,305</u> |

Financing Uses:

| | | | | | |
|--|--------------------|-------------------|------------------|------------------|------------------|
| Power Resources | 118,485,221 | 21,475,641 | 1,530,200 | 1,900,000 | 2,050,000 |
| Electric Transmission and Distribution & Allocated Admin Projects | 12,668,000 | 12,685,870 | 5,174,610 | 3,700,360 | 4,297,305 |
| | <u>131,153,221</u> | <u>34,161,511</u> | <u>6,704,810</u> | <u>5,600,360</u> | <u>6,347,305</u> |

WATER UTILITY PROJECTS (Further Information on Various Pages in Utilities Service Group):

Financing Sources:

| | | | | | |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Water Fund - Net Revenues & Earnings | 2,244,587 | 2,253,484 | 2,320,530 | 2,668,127 | 2,660,441 |
| Financed from Cash Reserves | 2,884,164 | (336,340) | (319,100) | (899,933) | (791,449) |
| | <u>5,128,751</u> | <u>1,917,144</u> | <u>2,001,430</u> | <u>1,768,194</u> | <u>1,868,992</u> |

Financing Uses:

| | | | | | |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| Water Plant | 886,251 | 229,841 | 371,539 | 420,533 | 555,200 |
| Water Distribution & Allocated Admin | 4,242,500 | 1,687,303 | 1,629,891 | 1,347,661 | 1,313,792 |
| | <u>5,128,751</u> | <u>1,917,144</u> | <u>2,001,430</u> | <u>1,768,194</u> | <u>1,868,992</u> |

WASTEWATER UTILITY PROJECTS (Further Information on Various Pages in Utilities Service Group):

Financing Sources:

| | | | | | |
|---|-------------------|------------------|------------------|------------------|------------------|
| Wastewater Fund - Net Revenues & Earnings | 1,420,507 | 72,406 | 1,096 | 243,352 | 484,328 |
| Financed from Cash Reserves | 5,180,993 | 5,154,514 | 3,777,364 | 2,516,248 | 1,906,692 |
| Bond Issue Proceeds | 9,500,000 | - | - | - | - |
| | <u>16,101,500</u> | <u>5,226,920</u> | <u>3,778,460</u> | <u>2,759,600</u> | <u>2,391,020</u> |

Financing Uses:

| | | | | | |
|---|-------------------|------------------|------------------|------------------|------------------|
| Wastewater Plant | 12,025,000 | 1,646,000 | 1,001,000 | 847,000 | 787,000 |
| Wastewater Collection & Allocated Admin | 4,076,500 | 3,580,920 | 2,777,460 | 1,912,600 | 1,604,020 |
| | <u>16,101,500</u> | <u>5,226,920</u> | <u>3,778,460</u> | <u>2,759,600</u> | <u>2,391,020</u> |



Holland Energy Park

What began in 2006 as a project to explore energy capacity expansion for the HBPW energy plant became a sustainability journey unique in the utility industry. After concluding a Sustainable Return on Investment (SROI) in 2011, and assembling a community stakeholder panel to collaborate on the architectural design in 2012, a vision came together that will make this an architecturally distinctive energy plant and park.

HBPW began planning for extensive materials reuse from the demolition site and collaborated with local charities to re-purpose building materials from vacated properties at the 26-acre site. On April 21, 2015, a groundbreaking ceremony at Holland Energy Park kicked off the project and Barton Marlow; a Michigan-based firm began construction.

The Energy Park, when complete in 2017, will include walking paths through the park that will connect to the Macatawa Greenway trail system. Environmentally sensitive landscaping and water retention features will also reduce runoff to the wetlands surrounding the Energy Park.

Budget: \$240 Million

Current Status: On schedule and within budget

Major Milestones:

| | |
|---|------------------------|
| Demolition complete | October, 2014 |
| Engineer, Procure, Construct (EPC) contract signed: | January, 2015 |
| Groundbreaking ceremony | April, 2015 |
| Major equipment deliveries: | |
| ▪ Combustion turbine delivery (CTG): | July, 2015 |
| ▪ Heat Recovery Steam Generators (HRSG's) | August, 2015 |
| ▪ Steam Turbine Generator (STG) | due September 16, 2015 |
| Building structural steel complete | January, 2016 |
| First fire | September, 2016 |
| Guaranteed substantial completion | February, 2017 |
| Projected public open house | Summer, 2017 |



Before demolition (June 2014)



After demolition (October 2014)

2015 WRF Improvements Project

The Holland Area Water Reclamation Facility (WRF) is in the midst of major improvements that will substantially increase its efficiency in handling waste and reducing energy consumption. New equipment and processes are being integrated into the existing treatment infrastructure, eliminating the need for facility expansion.

Leading edge biosolids dewatering and thickening technologies are being installed to allow the dewatered solids to be hauled to a local landfill and help augment methane gas production (which in turn is used for power generation). High purity oxygen is also being added to the aeration process and will eliminate the need for electric power that is currently used for this process.

By replacing outdated equipment with newer, more efficient technologies and processes the WRF is ensuring effective treatment for years to come.

Budget: \$20 Million

Current Status: On schedule and within budget

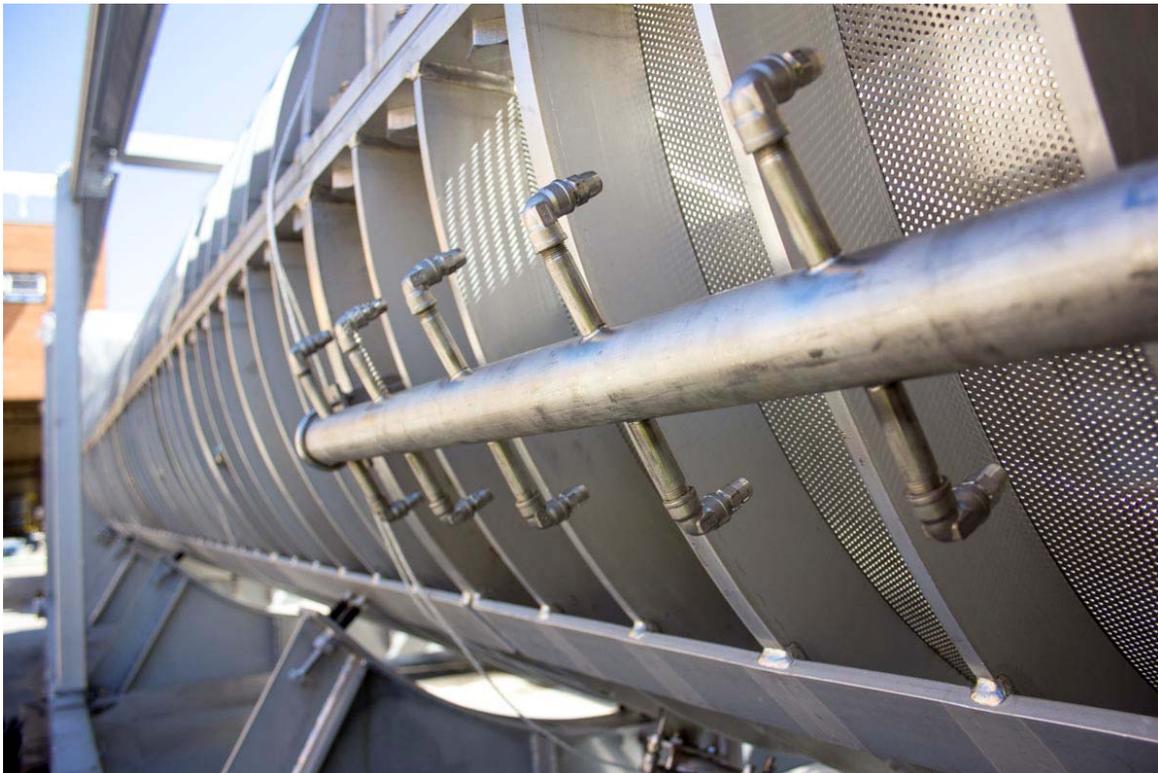
Major Milestones:

| | |
|--|--------------------|
| Design Completion: | December, 2014 |
| Construction Start: | April, 2015 |
| Major Equipment Deliveries: | June-October, 2015 |
| Biosolids Substantial Completion: | November, 2015 |
| Secondary Treatment Substantial Completion | August, 2016 |

Installation of a screw press for sludge dewatering



Spray jets and drum of screw press equipment



APPENDIX A

PERSONNEL SCHEDULE

- > FULL-TIME EMPLOYEE TRENDS AT FTE

- > PART-TIME EMPLOYEE TRENDS AT FTE

- > FULL-TIME SUMMARY BY DEPARTMENT

- > FULL-TIME SUMMARY BY GROUP AND FUND

- > PART-TIME SUMMARY BY DEPARTMENT

- > PART-TIME SUMMARY BY GROUP AND FUND

- > DETAIL BY POSITION WITHIN DEPARTMENT

PERSONNEL SUMMARY

With the improving economy the City of Holland continues to experience an increase in major revenues; State Revenue Sharing increased 2.8% and the tax base 4.3%. Despite these increases there are still some budget concerns due to a growing unfunded accrued pension liability which is driving up required contributions for the fiscal year.

The increased revenue provides the funding needed to allow several part-time employees to go full-time. The net change to the number of budgeted full-time employees for FY-2016 is an increase of 11.0 FTE. Below is a summary of the departments/funds that will experience a change in staff.

| <u>General Fund Departments</u> | <u>Positions</u> |
|---|------------------|
| Treasurer | + 1.00 |
| Planning | - 1.00 |
| Construction Inspections | + 1.00 |
| Transportation Management & Engineering | + 1.00 |
| Parks Department | + 1.00 |
| | |
| <u>Other Funds</u> | |
| Utilities | + 7.00 |
| Holland Historical Trust | + 1.00 |

Various employees have time allocated to more than one (1) department/fund and the distribution may be adjusted each year without changing the total number of positions, depending on departmental needs.

PERSONNEL WORKSHEET

FULL TIME EMPLOYEE TRENDS - GENERAL FUND

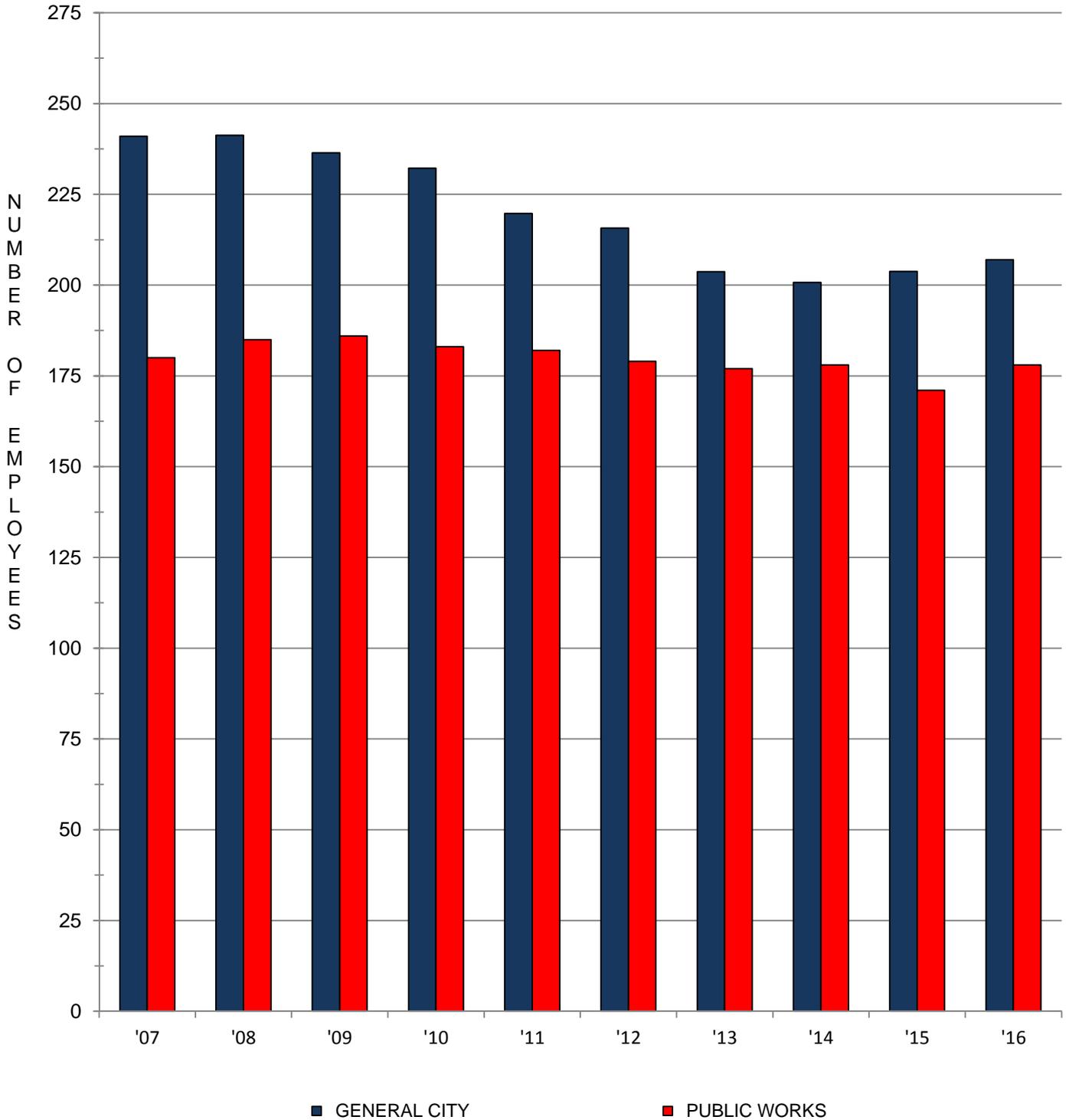
| | <u>FY-07</u> | <u>FY-08</u> | <u>FY-09</u> | <u>FY-10</u> | <u>FY-11</u> | <u>FY-12</u> | <u>FY-13</u> | <u>FY-14</u> | <u>FY-15</u> | <u>FY-16</u> |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| City Council | 0.25 | 0.25 | 0.24 | 0.24 | 0.25 | 0.25 | 0.25 | 0.25 | 0.20 | 0.20 |
| City Manager | 2.70 | 2.70 | 2.60 | 2.60 | 2.50 | 2.50 | 2.50 | 2.35 | 2.05 | 1.95 |
| Finance | 6.00 | 6.00 | 5.90 | 5.90 | 6.15 | 6.15 | 6.20 | 6.00 | 4.50 | 5.00 |
| Property Assessing | 5.05 | 5.05 | 5.10 | 5.10 | 5.10 | 5.10 | 4.10 | 5.10 | 5.10 | 5.10 |
| City Clerk | 3.25 | 3.25 | 2.25 | 2.25 | 2.25 | 2.25 | 2.00 | 2.00 | 2.00 | 2.00 |
| Human Resources | 2.25 | 2.25 | 2.24 | 2.24 | 2.25 | 2.25 | 1.25 | 1.25 | 1.60 | 1.60 |
| Procurement | 0.45 | 0.45 | 0.45 | 0.45 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Treasurer | 2.85 | 2.85 | 2.85 | 1.90 | 1.90 | 1.90 | 1.85 | 1.85 | 2.35 | 2.80 |
| City Hall & Grounds | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 1.00 | 0.60 |
| Cemeteries | 4.15 | 4.15 | 3.15 | 3.15 | 2.40 | 2.90 | 2.90 | 2.35 | 2.35 | 2.35 |
| Volunteer Services | 0.25 | 0.25 | 0.24 | 0.24 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 |
| Planning & Zoning | 3.30 | 3.10 | 3.20 | 3.20 | 2.67 | 2.60 | 2.40 | 1.90 | 2.10 | 1.40 |
| Public Safety - Management | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 6.00 | 6.00 | 6.00 | 6.00 | 6.00 |
| Public Safety - Police Division | 71.50 | 71.50 | 69.50 | 67.00 | 66.00 | 59.00 | 59.00 | 58.00 | 58.00 | 58.00 |
| Public Safety - Fire Division | 28.00 | 28.00 | 27.00 | 26.00 | 25.00 | 22.00 | 19.00 | 19.00 | 19.00 | 19.00 |
| 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 | 6.08 | 5.48 | 5.38 | 5.38 | 5.48 | 5.28 | 4.11 | 3.31 | 4.51 | 4.51 |
| Construction Inspections | 5.02 | 4.62 | 4.62 | 4.57 | 3.17 | 3.37 | 3.37 | 3.42 | 3.42 | 4.47 |
| Streets Division | 19.73 | 19.81 | 19.90 | 19.90 | 17.90 | 18.15 | 16.10 | 15.65 | 15.65 | 15.65 |
| Transp. Mgmt & Engineering | 2.90 | 2.90 | 3.00 | 3.00 | 2.90 | 2.60 | 2.58 | 2.35 | 2.35 | 3.35 |
| Community Social Services | 0.12 | 0.05 | 0.05 | 0.05 | 0.05 | 0.05 | 0.00 | 0.00 | 0.00 | 0.00 |
| Housing & Neighborhood Svcs | 2.05 | 2.05 | 2.05 | 2.05 | 1.05 | 1.05 | 1.05 | 1.50 | 1.90 | 1.85 |
| Economic Development | 0.75 | 0.50 | 0.44 | 0.44 | 0.90 | 0.90 | 0.90 | 1.10 | 0.10 | 0.10 |
| Human Relations | 1.75 | 1.75 | 1.75 | 1.75 | 1.75 | 1.75 | 1.00 | 0.00 | 1.00 | 1.00 |
| Parks & Recreation Admin | 0.60 | 0.60 | 0.60 | 0.60 | 0.60 | 1.25 | 0.39 | 0.70 | 0.50 | 0.50 |
| Recreation | 4.00 | 4.00 | 4.00 | 4.00 | 4.00 | 3.50 | 3.45 | 3.45 | 3.50 | 3.50 |
| Parks | 10.40 | 10.40 | 10.40 | 9.40 | 9.15 | 8.20 | 7.00 | 8.15 | 8.15 | 9.55 |
| Municipal Stadium | 0.30 | 0.30 | 0.30 | 0.30 | 0.30 | 0.75 | 0.00 | 0.00 | 0.00 | 0.00 |
| DeGraaf Nature Center | 1.95 | 1.95 | 1.95 | 1.95 | 1.95 | 1.95 | 1.95 | 1.95 | 1.95 | 1.95 |
| 8th Street Market | 0.25 | 0.15 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.10 | 0.15 | 0.15 |
| Civic Center | 1.50 | 1.50 | 1.50 | 1.50 | 1.50 | 1.30 | 1.30 | 1.30 | 1.45 | 1.45 |
| General Fund Total | 218.40 | 216.86 | 211.76 | 206.26 | 198.37 | 194.20 | 181.85 | 180.13 | 180.98 | 184.13 |

PERSONNEL WORKSHEET

FULL TIME EMPLOYEE TRENDS - OTHER FUNDS

| | <u>FY-07</u> | <u>FY-08</u> | <u>FY-09</u> | <u>FY-10</u> | <u>FY-11</u> | <u>FY-12</u> | <u>FY-13</u> | <u>FY-14</u> | <u>FY-15</u> | <u>FY-16</u> |
|---------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Downtown Public Parking | 0.50 | 0.30 | 0.30 | 0.20 | 0.20 | 0.20 | 0.30 | 0.15 | 0.15 | 0.20 |
| Downtown Develop. Authority | 0.80 | 1.00 | 1.00 | 1.10 | 1.10 | 1.10 | 1.45 | 0.475 | 0.475 | 0.45 |
| Principal Shopping District | 0.75 | 0.85 | 0.90 | 0.90 | 1.90 | 1.90 | 1.45 | 2.375 | 2.525 | 2.35 |
| CATV Public Access Television | 0.01 | 0.01 | 0.01 | 0.01 | 0.01 | 0.02 | 0.20 | 0.20 | 2.20 | 2.20 |
| Solid Waste Recycling | 0.10 | 0.10 | 0.20 | 0.20 | 0.20 | 0.20 | 0.87 | 0.67 | 0.67 | 0.67 |
| Windmill Island Gardens | 1.00 | 2.00 | 2.00 | 2.00 | 2.00 | 2.05 | 2.00 | 2.00 | 2.00 | 2.00 |
| Municipal Airport Fac & Mgmt | 0.00 | 0.00 | 0.24 | 0.24 | 0.00 | 0.00 | 0.00 | 0.00 | 0.20 | 0.20 |
| Public Transp Facilities & Mgmt | 1.58 | 2.75 | 2.75 | 4.50 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Technology Services | 4.00 | 4.00 | 4.00 | 4.00 | 3.99 | 3.98 | 3.80 | 3.80 | 3.60 | 3.60 |
| Centralized Vehicle / Equipment | 8.93 | 8.93 | 8.94 | 8.44 | 7.75 | 7.80 | 7.78 | 7.00 | 7.00 | 7.00 |
| CDBG Entitlement Grant | 1.93 | 1.45 | 1.35 | 1.35 | 1.18 | 1.25 | 1.00 | 0.95 | 0.95 | 0.95 |
| Public Safety Grants | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 | 3.00 |
| Other Funds Total | <u>22.60</u> | <u>24.39</u> | <u>24.69</u> | <u>25.94</u> | <u>21.33</u> | <u>21.50</u> | <u>21.85</u> | <u>20.62</u> | <u>22.77</u> | <u>22.62</u> |
| General City Total | <u>241.00</u> | <u>241.25</u> | <u>236.45</u> | <u>232.20</u> | <u>219.70</u> | <u>215.70</u> | <u>203.70</u> | <u>200.75</u> | <u>203.75</u> | <u>206.75</u> |
| Board of Public Works | 180.00 | 185.00 | 186.00 | 183.00 | 182.00 | 179.00 | 177.00 | 178.00 | 171.00 | 178.00 |
| Holland Historical Trust | <u>6.00</u> | <u>6.00</u> | <u>6.00</u> | <u>6.00</u> | <u>4.00</u> | <u>4.00</u> | <u>4.00</u> | <u>6.00</u> | <u>3.00</u> | <u>4.00</u> |
| Grand Total | <u>427.00</u> | <u>432.25</u> | <u>428.45</u> | <u>421.20</u> | <u>405.70</u> | <u>398.70</u> | <u>384.70</u> | <u>384.75</u> | <u>377.75</u> | <u>388.75</u> |

CITY OF HOLLAND EMPLOYMENT TREND



NOTE: THE EMPLOYMENT TREND INCLUDES FULL-TIME AND PART-TIME "A" EMPLOYEES.

PERSONNEL WORKSHEET

PART TIME EMPLOYEE TRENDS

| | <u>FY-07</u> | <u>FY-08</u> | <u>FY-09</u> | <u>FY-10</u> | <u>FY-11</u> | <u>FY-12</u> | <u>FY-13</u> | <u>FY-14</u> | <u>FY-15</u> | <u>FY-16</u> |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| City Manager | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.05 | 0.10 | 1.05 | 1.20 |
| Election | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.20 | 0.75 | 1.50 | 1.15 |
| Finance | 0.10 | 0.05 | 0.10 | 0.00 | 0.00 | 0.00 | 0.05 | 0.00 | 0.45 | 0.70 |
| Property Assessing | 0.60 | 0.50 | 0.50 | 0.50 | 0.50 | 0.70 | 0.70 | 0.00 | 0.00 | 0.00 |
| City Clerk | 0.63 | 0.55 | 0.50 | 0.40 | 0.45 | 0.50 | 0.50 | 0.70 | 1.50 | 1.75 |
| Treasurer | 0.20 | 0.10 | 0.50 | 1.00 | 1.00 | 0.60 | 0.60 | 0.60 | 0.70 | 0.00 |
| City Hall & Grounds | 0.10 | 0.10 | 0.05 | 0.05 | 0.05 | 0.05 | 0.10 | 0.00 | 0.00 | 0.00 |
| Cemeteries | 1.50 | 1.60 | 1.95 | 2.25 | 2.80 | 2.80 | 2.95 | 2.30 | 2.65 | 3.05 |
| Planning & Zoning | 0.30 | 0.30 | 0.25 | 0.20 | 0.20 | 0.20 | 1.00 | 0.30 | 0.30 | 0.30 |
| Public Safety - Management | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.65 | 0.65 | 0.65 | 0.65 | 0.65 |
| Public Safety - Police Division | 8.55 | 8.85 | 9.45 | 9.60 | 9.55 | 8.50 | 8.15 | 8.20 | 9.25 | 10.10 |
| Environmental Health & Insp. | 0.10 | 0.05 | 0.20 | 0.10 | 0.10 | 0.10 | 0.35 | 0.30 | 0.10 | 0.00 |
| Construction Inspections | 0.05 | 0.05 | 0.10 | 0.15 | 0.65 | 0.65 | 0.85 | 0.75 | 1.75 | 1.25 |
| Streets Division | 0.15 | 0.05 | 0.45 | 1.15 | 0.95 | 1.10 | 1.20 | 1.20 | 1.05 | 1.10 |
| Transp. Mgmt & Engineering | 0.15 | 0.10 | 0.10 | 0.10 | 0.50 | 0.45 | 0.35 | 0.30 | 0.30 | 0.30 |
| Housing & Neighborhoods | 0.70 | 0.05 | 0.60 | 0.60 | 0.65 | 0.65 | 0.40 | 0.65 | 0.65 | 0.10 |
| Economic Development | 0.00 | 0.00 | 0.00 | 0.00 | 0.20 | 0.45 | 0.60 | 0.40 | 0.00 | 0.00 |
| Human Relations | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 0.50 | 1.10 | 0.50 | 0.50 |
| Recreation | 1.05 | 0.95 | 0.95 | 0.95 | 0.95 | 0.70 | 0.90 | 1.20 | 1.20 | 1.20 |
| Parks | 10.70 | 10.70 | 11.25 | 11.45 | 11.45 | 11.55 | 11.40 | 11.70 | 14.15 | 14.50 |
| DeGraaf Nature Center | 2.30 | 2.30 | 2.30 | 2.25 | 2.15 | 2.20 | 2.20 | 1.80 | 1.80 | 1.90 |
| Kollen Park Boat Launch | 0.35 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 8th Street Market | 0.85 | 0.85 | 0.80 | 0.80 | 0.85 | 0.90 | 0.90 | 1.00 | 1.05 | 1.25 |
| Civic Center | 2.00 | 2.00 | 2.00 | 2.00 | 2.00 | 1.90 | 1.90 | 1.85 | 2.10 | 1.80 |
| General Fund Total | 30.88 | 29.65 | 32.55 | 34.05 | 35.50 | 35.15 | 37.50 | 35.85 | 42.70 | 42.80 |
| Downtown Public Parking | 0.55 | 0.55 | 0.75 | 0.55 | 0.60 | 0.60 | 0.75 | 0.85 | 0.90 | 1.05 |
| Downtown Develop. Authority | 0.15 | 0.15 | 0.25 | 0.40 | 0.40 | 0.40 | 0.45 | 0.60 | 0.65 | 0.65 |
| Principal Shopping District | 0.70 | 0.70 | 1.15 | 1.20 | 0.70 | 0.95 | 2.50 | 1.40 | 1.35 | 1.45 |
| CATV Public Access Television | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.40 | 1.40 | 0.20 | 0.20 |
| Solid Waste Recycling | 0.80 | 0.80 | 0.80 | 0.70 | 0.70 | 0.70 | 0.70 | 0.70 | 0.70 | 0.85 |
| Windmill Island Gardens | 11.45 | 11.95 | 12.15 | 12.15 | 11.55 | 11.10 | 11.10 | 11.10 | 11.40 | 11.40 |
| Railroad Depot | 0.20 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Municipal Airport Fac & Mgmt | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.35 | 0.35 |
| Public Transp Facilities & Mgmt | 0.50 | 2.10 | 2.85 | 1.85 | 0.35 | 0.35 | 0.15 | 0.00 | 0.00 | 0.00 |
| Centralized Vehicle / Equipment | 1.00 | 1.00 | 1.00 | 1.00 | 1.05 | 1.00 | 1.15 | 1.15 | 1.70 | 1.75 |
| Other Funds Total | 15.35 | 17.25 | 18.95 | 17.85 | 15.35 | 15.10 | 18.20 | 17.20 | 17.25 | 17.70 |
| General City Total | 46.23 | 46.90 | 51.50 | 51.90 | 50.85 | 50.25 | 55.70 | 53.05 | 59.95 | 60.50 |
| Holland Historical Trust | 2.73 | 2.23 | 2.23 | 2.23 | 4.11 | 2.36 | 2.36 | 1.76 | 2.29 | 2.29 |
| Grand Total | 48.96 | 49.13 | 53.73 | 54.13 | 54.96 | 52.61 | 58.06 | 54.81 | 62.24 | 62.79 |

PERSONNEL WORKSHEET

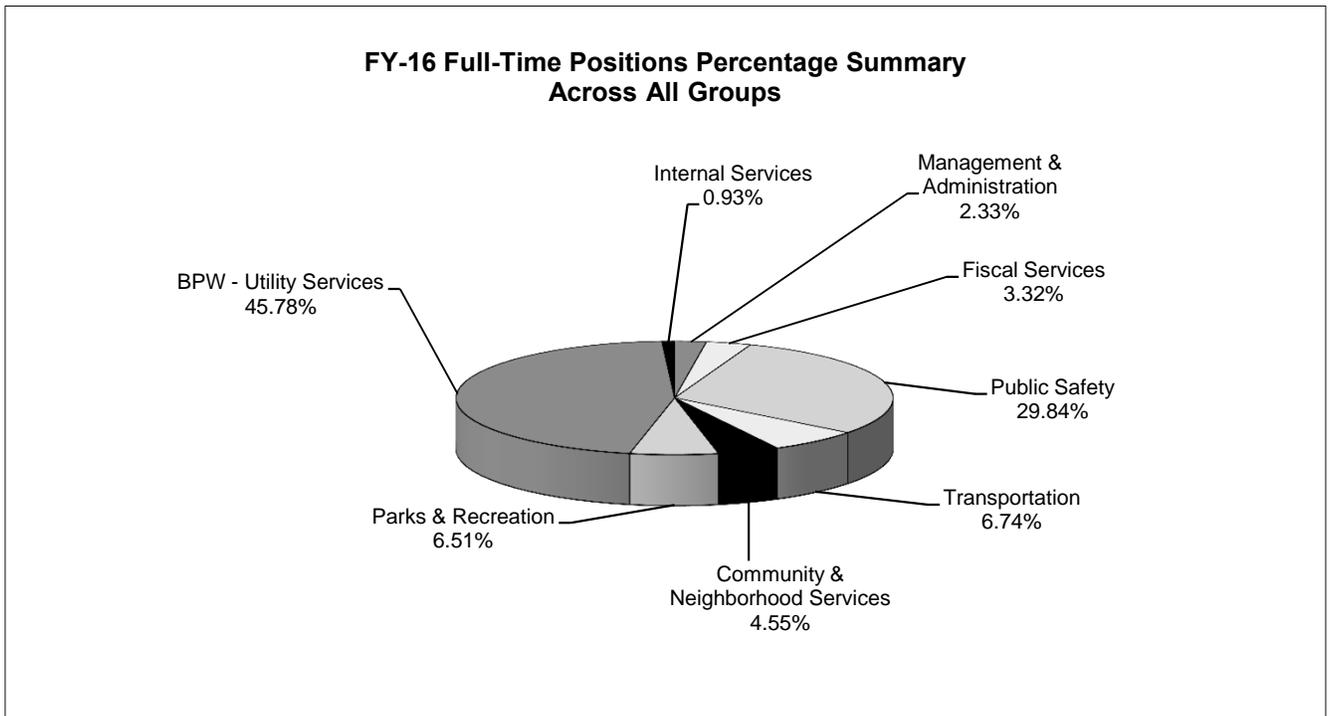
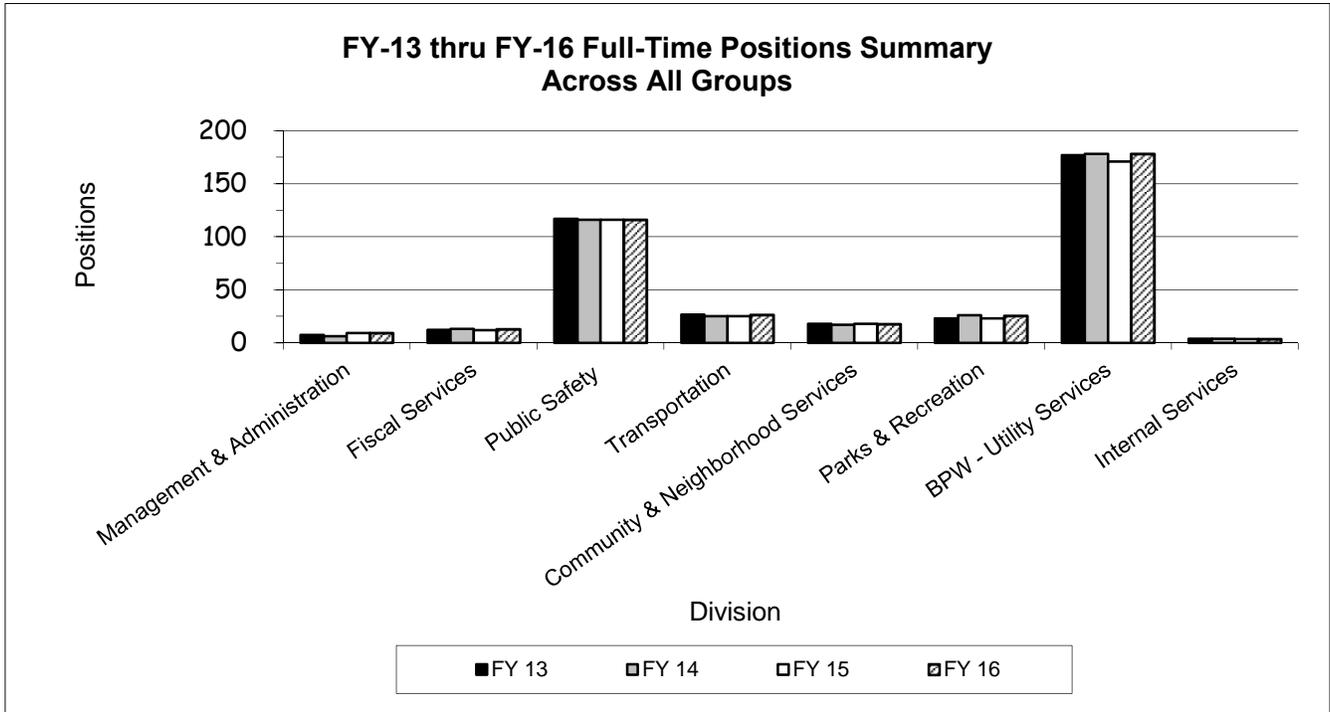
FULL TIME POSITIONS - BY SERVICE GROUP & FUND

| GROUP | POSITIONS | | | FY 16 | |
|-----------------------------------|---------------|---------------|---------------|---------------|----------------|
| | FY 13 | FY 14 | FY 15 | POSITIONS | PERCENT |
| Management & Administration | 7.30 | 6.15 | 9.15 | 9.05 | 2.33% |
| Fiscal Services | 12.15 | 12.95 | 11.95 | 12.90 | 3.32% |
| Public Safety | 117.00 | 116.00 | 116.00 | 116.00 | 29.84% |
| Transportation | 26.46 | 25.00 | 25.20 | 26.20 | 6.74% |
| Community & Neighborhood Services | 18.00 | 16.95 | 17.95 | 17.70 | 4.55% |
| Parks & Recreation | 22.99 | 25.90 | 22.90 | 25.30 | 6.51% |
| BPW - Utility Services | 177.00 | 178.00 | 171.00 | 178.00 | 45.78% |
| Internal Services | 3.80 | 3.80 | 3.60 | 3.60 | 0.93% |
| TOTAL | 384.70 | 384.75 | 377.75 | 388.75 | 100.00% |

| FUND | POSITIONS | | | FY 16 | |
|---|---------------|---------------|---------------|---------------|----------------|
| | FY 13 | FY 14 | FY 15 | POSITIONS | PERCENT |
| General Operating | 181.85 | 180.13 | 180.98 | 184.13 | 47.36% |
| Downtown Public Parking | 0.30 | 0.15 | 0.15 | 0.20 | 0.05% |
| Mainstreet/DDA | 1.45 | 0.475 | 0.475 | 0.45 | 0.12% |
| Principal Shopping District | 1.45 | 2.375 | 2.525 | 2.35 | 0.61% |
| CATV Public Access Television | 0.20 | 0.20 | 2.20 | 2.20 | 0.57% |
| Solid Waste Recycling | 0.87 | 0.67 | 0.67 | 0.67 | 0.17% |
| Windmill Island Gardens | 2.00 | 2.00 | 2.00 | 2.00 | 0.51% |
| Municipal Airport Facilities Management | 0.00 | 0.00 | 0.20 | 0.20 | 0.05% |
| Board of Public Works Utilities | 177.00 | 178.00 | 171.00 | 178.00 | 45.79% |
| Technology Services | 3.80 | 3.80 | 3.60 | 3.60 | 0.93% |
| Centralized Vehicle / Equipment | 7.78 | 7.00 | 7.00 | 7.00 | 1.80% |
| CDBG Entitlement Grant | 1.00 | 0.95 | 0.95 | 0.95 | 0.24% |
| Public Safety Grants | 3.00 | 3.00 | 3.00 | 3.00 | 0.77% |
| Holland Historic Trust | 4.00 | 6.00 | 3.00 | 4.00 | 1.03% |
| TOTAL | 384.70 | 384.75 | 377.75 | 388.75 | 100.00% |

PERSONNEL CHART PRESENTATION

TOTAL FULL-TIME POSITIONS WITHIN GROUPS



PERSONNEL WORKSHEET

FULL TIME POSITIONS - BY DEPARTMENT

| DEPARTMENT | POSITIONS | | | FY 16 | |
|--|---------------|---------------|---------------|---------------|----------------|
| | FY 13 | FY 14 | FY 15 | POSITIONS | PERCENT |
| City Council | 0.25 | 0.25 | 0.20 | 0.20 | 0.05% |
| City Manager | 2.50 | 2.35 | 2.05 | 1.95 | 0.50% |
| Finance | 6.20 | 6.00 | 4.50 | 5.00 | 1.29% |
| Property Assessing | 4.10 | 5.10 | 5.10 | 5.10 | 1.31% |
| City Clerk | 2.00 | 2.00 | 2.00 | 2.00 | 0.51% |
| Human Resources | 1.25 | 1.25 | 1.60 | 1.60 | 0.41% |
| Treasurer | 1.85 | 1.85 | 2.35 | 2.80 | 0.72% |
| City Hall & Grounds | 1.00 | 1.00 | 1.00 | 0.60 | 0.15% |
| Cemeteries | 2.90 | 2.35 | 2.35 | 2.35 | 0.60% |
| Volunteer Services | 0.10 | 0.10 | 0.10 | 0.10 | 0.03% |
| Planning & Zoning | 2.40 | 1.90 | 2.10 | 1.40 | 0.36% |
| Public Safety - Management | 6.00 | 6.00 | 6.00 | 6.00 | 1.54% |
| Public Safety - Police Division | 59.00 | 58.00 | 58.00 | 58.00 | 14.92% |
| Public Safety Fire Division | 49.00 | 49.00 | 49.00 | 49.00 | 12.60% |
| Environmental Health & Inspections | 4.11 | 3.31 | 4.51 | 4.51 | 1.16% |
| Construction Inspections | 3.37 | 3.42 | 3.42 | 4.47 | 1.15% |
| Streets Division | 16.10 | 15.65 | 15.65 | 15.65 | 4.03% |
| Transportation Management & Engineering | 2.58 | 2.35 | 2.35 | 3.35 | 0.86% |
| Housing & Neighborhoods | 1.05 | 1.50 | 1.90 | 1.85 | 0.48% |
| Economic Development | 0.90 | 1.10 | 0.10 | 0.10 | 0.03% |
| Human Relations | 1.00 | 0.00 | 1.00 | 1.00 | 0.26% |
| Parks & Recreation Administration | 0.39 | 0.70 | 0.50 | 0.50 | 0.13% |
| Recreation | 3.45 | 3.45 | 3.50 | 3.50 | 0.90% |
| Parks | 7.00 | 8.15 | 8.15 | 9.55 | 2.46% |
| DeGraaf Nature Center | 1.95 | 1.95 | 1.95 | 1.95 | 0.50% |
| 8th Street Market | 0.10 | 0.10 | 0.15 | 0.15 | 0.04% |
| Civic Center | 1.30 | 1.30 | 1.45 | 1.45 | 0.37% |
| Downtown Public Parking | 0.30 | 0.15 | 0.15 | 0.20 | 0.05% |
| Downtown Development Authority | 1.45 | 0.475 | 0.475 | 0.45 | 0.12% |
| Downtown Principal Shopping District | 1.45 | 2.375 | 2.525 | 2.35 | 0.60% |
| CATV Public Access Television | 0.20 | 0.20 | 2.20 | 2.20 | 0.57% |
| Solid Waste Recycling | 0.87 | 0.67 | 0.67 | 0.67 | 0.17% |
| Windmill Island Gardens | 2.00 | 2.00 | 2.00 | 2.00 | 0.51% |
| Municipal Airport Facilities Management | 0.00 | 0.00 | 0.20 | 0.20 | 0.05% |
| Board of Public Works: | | | | | |
| - Power Supply | 44.00 | 43.00 | 36.00 | 39.00 | 10.03% |
| - Electric Transmission & Distribution | 26.00 | 27.00 | 27.00 | 29.00 | 7.46% |
| - Wastewater Treatment | 19.00 | 19.00 | 19.00 | 19.00 | 4.89% |
| - Water Treatment | 11.00 | 11.00 | 11.00 | 12.00 | 3.09% |
| - Water Distribution / Wastewater Collection | 19.00 | 19.00 | 19.00 | 19.00 | 4.89% |
| - Administration | 4.00 | 4.00 | 4.00 | 4.00 | 1.03% |
| - Accounting & Collections | 11.00 | 11.00 | 12.00 | 12.00 | 3.09% |
| - Business Services | 11.00 | 11.00 | 10.00 | 10.00 | 2.57% |
| - Information Technology | 11.00 | 11.00 | 10.00 | 10.00 | 2.57% |
| - Customer Svc, Marketing & Engery Optimizatn | 12.00 | 13.00 | 14.00 | 15.00 | 3.86% |
| - Purchasing, Facilities, Warehousing & Meters | 9.00 | 9.00 | 9.00 | 9.00 | 2.32% |
| Technology Services | 3.80 | 3.80 | 3.60 | 3.60 | 0.93% |
| Centralized Vehicle / Equipment | 7.78 | 7.00 | 7.00 | 7.00 | 1.80% |
| CDBG Entitlement Grant | 1.00 | 0.95 | 0.95 | 0.95 | 0.24% |
| Public Safety Grants | 3.00 | 3.00 | 3.00 | 3.00 | 0.77% |
| Holland Historic Trust | 4.00 | 6.00 | 3.00 | 4.00 | 1.03% |
| TOTAL | 384.70 | 384.75 | 377.75 | 388.75 | 100.00% |

PERSONNEL WORKSHEET

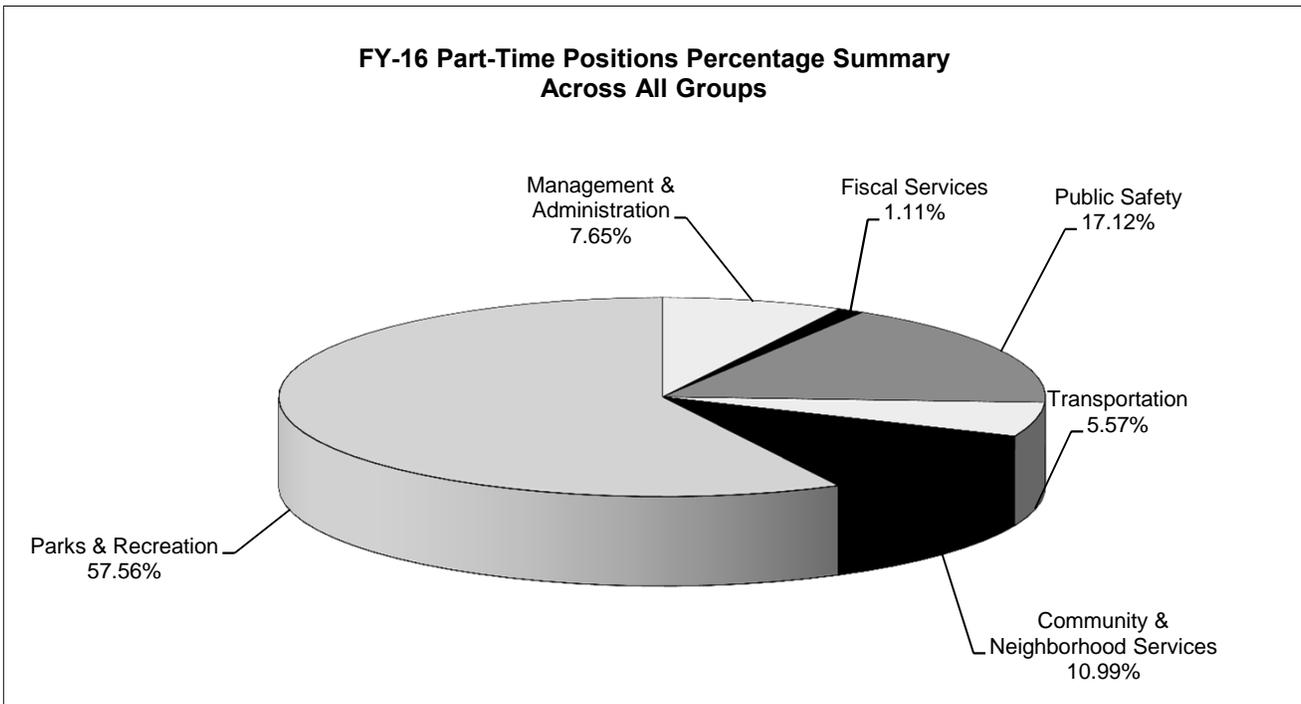
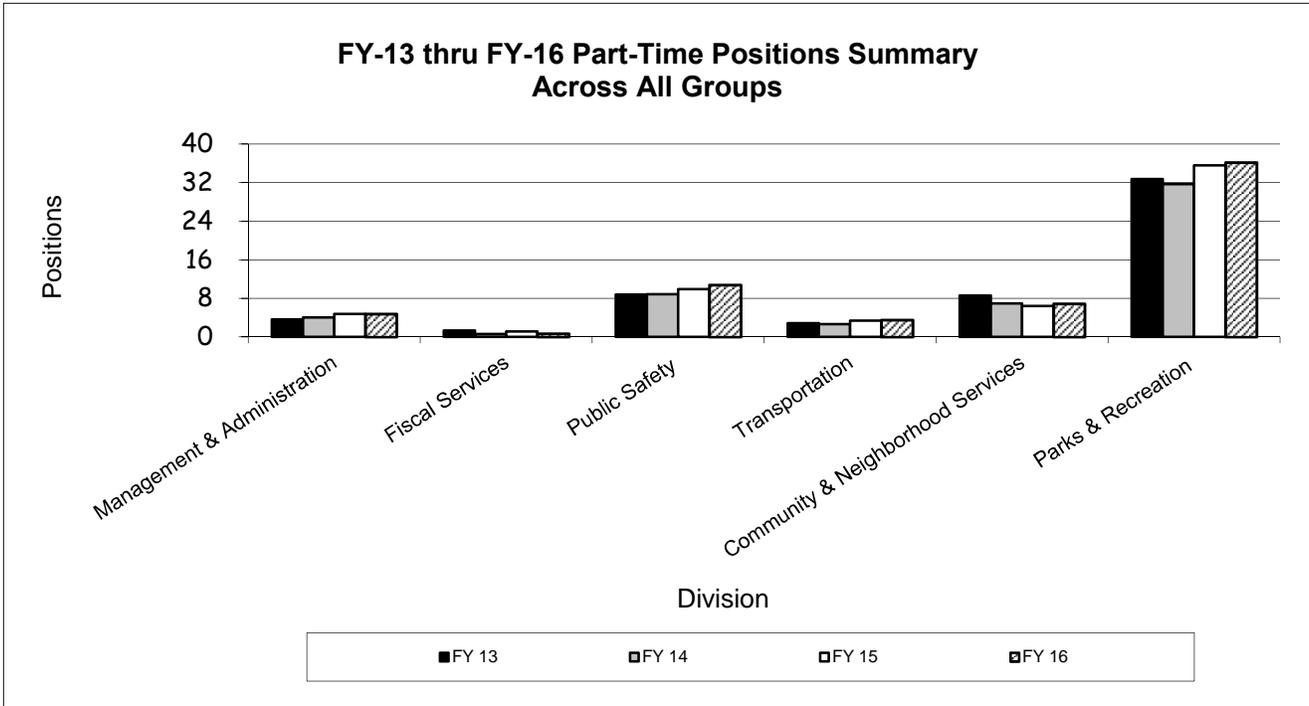
PART TIME POSITIONS - BY SERVICE GROUP & FUND

| GROUP | POSITIONS | | | FY 16 | |
|-----------------------------------|--------------|--------------|--------------|--------------|----------------|
| | FY 13 | FY 14 | FY 15 | POSITIONS | PERCENT |
| Management & Administration | 3.65 | 4.05 | 4.75 | 4.80 | 7.65% |
| Fiscal Services | 1.35 | 0.60 | 1.15 | 0.70 | 1.11% |
| Public Safety | 8.80 | 8.85 | 9.90 | 10.75 | 17.12% |
| Transportation | 2.85 | 2.65 | 3.40 | 3.50 | 5.57% |
| Community & Neighborhood Services | 8.60 | 6.95 | 6.45 | 6.90 | 10.99% |
| Parks & Recreation | 32.76 | 31.71 | 35.59 | 36.14 | 57.56% |
| TOTAL | 58.01 | 54.81 | 61.24 | 62.79 | 100.00% |

| FUND | POSITIONS | | | FY 16 | |
|---|--------------|--------------|--------------|--------------|----------------|
| | FY 13 | FY 14 | FY 15 | POSITIONS | PERCENT |
| General Operating | 37.45 | 35.85 | 41.70 | 42.80 | 68.16% |
| Downtown Public Parking | 0.75 | 0.85 | 0.90 | 1.05 | 1.67% |
| Downtown Development Authority | 0.45 | 0.60 | 0.65 | 0.65 | 1.03% |
| Downtown Principal Shopping District | 2.50 | 1.40 | 1.35 | 1.45 | 2.31% |
| CATV Public Access Television | 1.40 | 1.40 | 0.20 | 0.20 | 0.32% |
| Solid Waste Recycling | 0.70 | 0.70 | 0.70 | 0.85 | 1.35% |
| Windmill Island Gardens | 11.10 | 11.10 | 11.40 | 11.40 | 18.16% |
| Municipal Airport Facilities Mgmt | 0.00 | 0.00 | 0.35 | 0.35 | 0.56% |
| Public Transportation Facilities & Mgmt | 0.15 | 0.00 | 0.00 | 0.00 | 0.00% |
| Centralized Vehicle / Equipment | 1.15 | 1.15 | 1.70 | 1.75 | 2.79% |
| Holland Historic Trust | 2.36 | 1.76 | 2.29 | 2.29 | 3.65% |
| TOTAL | 58.01 | 54.81 | 61.24 | 62.79 | 100.00% |

PERSONNEL CHART PRESENTATION

TOTAL PART-TIME POSITIONS WITHIN GROUPS



PERSONNEL WORKSHEET

PART TIME POSITIONS - BY DEPARTMENT

| DEPARTMENT | POSITIONS | | | FY 16 | |
|---|--------------|--------------|--------------|--------------|----------------|
| | FY 13 | FY 14 | FY 15 | POSITIONS | PERCENT |
| City Manager | 0.05 | 0.10 | 1.05 | 1.20 | 1.91% |
| Election | 1.20 | 0.75 | 1.50 | 1.15 | 1.83% |
| Finance | 0.05 | 0.00 | 0.45 | 0.70 | 1.11% |
| Property Assessing | 0.70 | 0.00 | 0.00 | 0.00 | 0.00% |
| Clerk | 0.50 | 0.70 | 1.50 | 1.75 | 2.79% |
| Treasurer | 0.60 | 0.60 | 0.70 | 0.00 | 0.00% |
| City Hall & Grounds | 0.10 | 0.00 | 0.00 | 0.00 | 0.00% |
| Cemeteries | 2.95 | 2.30 | 2.65 | 3.05 | 4.85% |
| Planning & Zoning | 1.00 | 0.30 | 0.30 | 0.30 | 0.48% |
| Public Safety - Management | 0.65 | 0.65 | 0.65 | 0.65 | 1.04% |
| Public Safety - Police Division | 8.15 | 8.20 | 9.25 | 10.10 | 16.08% |
| Environmental Health & Inspections | 0.35 | 0.30 | 0.10 | 0.00 | 0.00% |
| Construction Inspections | 0.85 | 0.75 | 0.75 | 1.25 | 1.99% |
| Streets Division | 1.20 | 1.20 | 1.05 | 1.10 | 1.75% |
| Transportation Management & Engineering | 0.35 | 0.30 | 0.30 | 0.30 | 0.48% |
| Housing & Neighborhoods | 0.40 | 0.65 | 0.65 | 0.10 | 0.16% |
| Economic Development | 0.60 | 0.40 | 0.00 | 0.00 | 0.00% |
| Human Relations | 0.50 | 1.10 | 0.50 | 0.50 | 0.80% |
| Recreation | 0.90 | 1.20 | 1.20 | 1.20 | 1.91% |
| Parks | 11.35 | 11.70 | 14.15 | 14.50 | 23.09% |
| DeGraaf Nature Center | 2.20 | 1.80 | 1.80 | 1.90 | 3.03% |
| 8th Street Market | 0.90 | 1.00 | 1.05 | 1.25 | 1.99% |
| Civic Center | 1.90 | 1.85 | 2.10 | 1.80 | 2.87% |
| Downtown Public Parking | 0.75 | 0.85 | 0.90 | 1.05 | 1.67% |
| Downtown Development Authority | 0.45 | 0.60 | 0.65 | 0.65 | 1.04% |
| Downtown Principal Shopping District | 2.50 | 1.40 | 1.35 | 1.45 | 2.31% |
| CATV Public Access Television | 1.40 | 1.40 | 0.20 | 0.20 | 0.32% |
| Solid Waste Recycling | 0.70 | 0.70 | 0.70 | 0.85 | 1.35% |
| Windmill Island Gardens | 11.10 | 11.10 | 11.40 | 11.40 | 18.15% |
| Municipal Airport Facilities Mgmt | 0.00 | 0.00 | 0.35 | 0.35 | 0.56% |
| Public Transportation Facilities & Mgmt | 0.15 | 0.00 | 0.00 | 0.00 | 0.00% |
| Centralized Vehicle / Equipment | 1.15 | 1.15 | 1.70 | 1.75 | 2.79% |
| Holland Historic Trust | 2.36 | 1.76 | 2.29 | 2.29 | 3.65% |
| TOTAL | 58.01 | 54.81 | 61.24 | 62.79 | 100.00% |

MANAGEMENT & ADMINISTRATION

| DEPARTMENT / POSITION | ACTUAL | | | APPROVED |
|-------------------------------------|--------|-------|-------|----------|
| | FY 13 | FY 14 | FY 15 | FY 16 |
| <u>CITY COUNCIL</u> | | | | |
| *** FULL TIME *** | | | | |
| Executive Assistant I | 0.25 | 0.25 | 0.20 | 0.20 |
| *** ELECTED OFFICIALS *** | | | | |
| Mayor | 1.00 | 1.00 | 1.00 | 1.00 |
| Council Member: | | | | |
| At-Large Representatives | 2.00 | 2.00 | 2.00 | 2.00 |
| Ward Representatives | 6.00 | 6.00 | 6.00 | 6.00 |
| Total Elected Officials | 9.00 | 9.00 | 9.00 | 9.00 |
| Total Full Time & Elected Officials | 9.25 | 9.25 | 9.20 | 9.20 |
| <u>CITY MANAGER</u> | | | | |
| *** FULL TIME *** | | | | |
| City Manager | 1.00 | 0.95 | 0.95 | 0.85 |
| Assistant City Manager | 0.35 | 0.35 | 0.00 | 0.00 |
| Assistant to City Manager | 0.00 | 0.00 | 0.20 | 0.20 |
| Executive Assistant III | 0.00 | 0.00 | 0.80 | 0.80 |
| Executive Assistant II | 1.00 | 0.90 | 0.00 | 0.00 |
| Executive Assistant I | 0.15 | 0.15 | 0.10 | 0.10 |
| Total Full Time | 2.50 | 2.35 | 2.05 | 1.95 |
| *** PART TIME *** | | | | |
| Technical Assistant | 0.05 | 0.10 | 1.05 | 1.20 |
| Total Full & Part Time FTE | 2.55 | 2.45 | 3.10 | 3.15 |
| <u>ELECTION</u> | | | | |
| *** PART TIME *** | | | | |
| Clerical Assistant | 1.20 | 0.75 | 1.50 | 1.15 |
| <u>CITY CLERK</u> | | | | |
| *** FULL TIME *** | | | | |
| Deputy City Clerk | 1.00 | 1.00 | 1.00 | 1.00 |
| Administrative Aide I | 0.00 | 0.00 | 1.00 | 1.00 |
| Departmental Assistant I | 1.00 | 1.00 | 0.00 | 0.00 |
| Total Full Time | 2.00 | 2.00 | 2.00 | 2.00 |

MANAGEMENT & ADMINISTRATION

| DEPARTMENT / POSITION | ACTUAL | | | APPROVED |
|---------------------------------------|-------------|--------------|--------------|--------------|
| | FY 13 | FY 14 | FY 15 | FY 16 |
| <u>CITY CLERK</u> | | | | |
| *** PART TIME *** | | | | |
| Clerical Assistant | 0.50 | 0.70 | 1.50 | 1.75 |
| Total Full & Part Time FTE | <u>2.50</u> | <u>2.70</u> | <u>3.50</u> | <u>3.75</u> |
| | | | | |
| <u>HUMAN RESOURCES</u> | | | | |
| *** FULL TIME *** | | | | |
| Director of Human Resources | 0.00 | 1.00 | 1.00 | 1.00 |
| Human Resources Coordinator | 1.00 | 0.00 | 0.00 | 0.00 |
| Executive Assistant I | 0.25 | 0.25 | 0.60 | 0.60 |
| Total Full Time | <u>1.25</u> | <u>1.25</u> | <u>1.60</u> | <u>1.60</u> |
| | | | | |
| <u>VOLUNTEER SERVICES</u> | | | | |
| *** FULL TIME *** | | | | |
| Executive Assistant I | 0.10 | 0.10 | 0.10 | 0.10 |
| | | | | |
| <u>HUMAN RELATIONS</u> | | | | |
| *** FULL TIME *** | | | | |
| Community/Human Relations Coordinator | 1.00 | 0.000 | 0.000 | 0.000 |
| Human/International Relations Coord | 0.00 | 0.000 | 1.000 | 1.000 |
| Total Full Time | <u>1.00</u> | <u>0.000</u> | <u>1.000</u> | <u>1.000</u> |
| | | | | |
| *** PART TIME *** | | | | |
| Youth Services Coordinator | 0.50 | 0.500 | 0.500 | 0.500 |
| International Relations Coordinator | 0.00 | 0.300 | 0.000 | 0.000 |
| Human Relations Coordinator | 0.00 | 0.300 | 0.000 | 0.000 |
| Total Part-Time | <u>0.50</u> | <u>1.100</u> | <u>0.500</u> | <u>0.500</u> |
| | | | | |
| <u>CATV PUBLIC ACCESS TELEVISION</u> | | | | |
| *** FULL TIME *** | | | | |
| Technology Services Coordinator | 0.20 | 0.20 | 0.20 | 0.20 |
| Multi-Media Specialist | 0.00 | 0.00 | 2.00 | 2.00 |
| Total Full Time | <u>0.20</u> | <u>0.20</u> | <u>2.20</u> | <u>2.20</u> |
| | | | | |
| *** PART TIME *** | | | | |
| Multi-Media Specialist | 1.40 | 1.40 | 0.20 | 0.20 |
| Total Full & Part Time FTE | <u>1.60</u> | <u>1.60</u> | <u>2.40</u> | <u>2.40</u> |

MANAGEMENT & ADMINISTRATION

| <u>DEPARTMENT / POSITION</u> | <u>ACTUAL</u> | | | <u>APPROVED</u> |
|---|---------------|--------------|--------------|-----------------|
| | <u>FY 13</u> | <u>FY 14</u> | <u>FY 15</u> | <u>FY 16</u> |
| <u>MANAGEMENT & ADMINISTRATIVE SERVICES TOTAL</u> | | | | |
| Full Time | 7.30 | 6.15 | 9.15 | 9.05 |
| Part Time | 3.65 | 4.05 | 4.75 | 4.80 |
| Elected Officials | <u>9.00</u> | <u>9.00</u> | <u>9.00</u> | <u>9.00</u> |
| Total Full & Part Time FTE | <u>19.95</u> | <u>19.20</u> | <u>22.90</u> | <u>22.85</u> |

FISCAL SERVICES

| DEPARTMENT / POSITION | ACTUAL | | | APPROVED |
|-------------------------------|--------------------|--------------------|--------------------|--------------------|
| | FY 13 | FY 14 | FY 15 | FY 16 |
| <u>FINANCE</u> | | | | |
| *** FULL TIME *** | | | | |
| Director of Finance | 0.80 | 0.80 | 0.80 | 0.80 |
| Assistant Finance Director | 0.95 | 0.95 | 0.95 | 0.95 |
| Assistant Treasurer | 0.50 | 0.50 | 0.50 | 0.50 |
| Municipal Accountant I | 0.00 | 0.00 | 0.50 | 0.50 |
| Accountant / Special Projects | 0.50 | 0.50 | 0.00 | 0.00 |
| Account Clerk / Payables | 2.00 | 2.00 | 0.50 | 1.00 |
| Payroll Benefits Clerk | 1.00 | 1.00 | 1.00 | 1.00 |
| Account Clerk / Cashier | 0.25 | 0.25 | 0.25 | 0.25 |
| Department Assistant I | 0.20 | 0.00 | 0.00 | 0.00 |
| Total Full Time | <u>6.20</u> | <u>6.00</u> | <u>4.50</u> | <u>5.00</u> |
| *** PART TIME *** | | | | |
| Clerical Assistant | 0.05 | 0.00 | 0.45 | 0.70 |
| Total Full & Part Time FTE | <u><u>6.25</u></u> | <u><u>6.00</u></u> | <u><u>4.95</u></u> | <u><u>5.70</u></u> |
| <u>TREASURER</u> | | | | |
| *** FULL TIME *** | | | | |
| Director of Finance | 0.10 | 0.10 | 0.10 | 0.10 |
| Assistant Finance Director | 0.05 | 0.05 | 0.05 | 0.05 |
| Assistant Treasurer | 0.50 | 0.50 | 0.50 | 0.50 |
| Municipal Accountant I | 0.00 | 0.00 | 0.50 | 0.50 |
| Accountant / Special Projects | 0.50 | 0.50 | 0.50 | 0.00 |
| Account Clerk / Cashier | 0.70 | 0.70 | 0.70 | 1.65 |
| Total Full Time | <u>1.85</u> | <u>1.85</u> | <u>2.35</u> | <u>2.80</u> |
| *** PART TIME *** | | | | |
| Clerical Assistant | 0.60 | 0.60 | 0.70 | 0.00 |
| Total Full & Part Time FTE | <u><u>2.45</u></u> | <u><u>2.45</u></u> | <u><u>3.05</u></u> | <u><u>2.80</u></u> |

FISCAL SERVICES

| DEPARTMENT / POSITION | ACTUAL | | | APPROVED |
|-------------------------------------|--------|-------|-------|----------|
| | FY 13 | FY 14 | FY 15 | FY 16 |
| <u>PROPERTY ASSESSING</u> | | | | |
| *** FULL TIME *** | | | | |
| Director of Finance | 0.10 | 0.10 | 0.10 | 0.10 |
| Assessing Administrator | 1.00 | 1.00 | 1.00 | 1.00 |
| Appraiser Analyst | 1.00 | 0.00 | 0.00 | 0.00 |
| Appraiser Analyst-Personal Property | 1.00 | 1.00 | 1.00 | 1.00 |
| Appraiser II | 1.00 | 0.00 | 0.00 | 0.00 |
| Appraiser | 0.00 | 2.00 | 2.00 | 2.00 |
| Departmental Assistant I | 0.00 | 1.00 | 1.00 | 1.00 |
| | | | | |
| Total Full Time | 4.10 | 5.10 | 5.10 | 5.10 |
| *** PART TIME *** | | | | |
| Clerical Assistant | 0.70 | 0.00 | 0.00 | 0.00 |
| | | | | |
| Total Full & Part Time FTE | 4.80 | 5.10 | 5.10 | 5.10 |
| | | | | |
| <u>FISCAL SERVICES TOTAL</u> | | | | |
| Full Time | 12.15 | 12.95 | 11.95 | 12.90 |
| Part Time | 1.35 | 0.60 | 1.15 | 0.70 |
| | | | | |
| Total Full & Part Time FTE | 13.50 | 13.55 | 13.10 | 13.60 |

PUBLIC SAFETY

| DEPARTMENT / POSITION | ACTUAL | | | APPROVED |
|---|--------------|--------------|--------------|--------------|
| | FY 13 | FY 14 | FY 15 | FY 16 |
| <u>PUBLIC SAFETY MANAGEMENT</u> | | | | |
| *** FULL TIME *** | | | | |
| Director of Public Safety | 1.00 | 1.00 | 1.00 | 1.00 |
| Public Safety Captain | 4.00 | 4.00 | 4.00 | 4.00 |
| Department Assistant II | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Full Time | 6.00 | 6.00 | 6.00 | 6.00 |
| *** PART TIME *** | | | | |
| Department Assistant III | 0.65 | 0.65 | 0.65 | 0.65 |
| Total Full & Part Time FTE | 0.65 | 0.65 | 0.65 | 0.65 |
| <u>POLICE DIVISION</u> | | | | |
| *** FULL TIME *** | | | | |
| Police Sergeant | 13.00 | 14.00 | 14.00 | 14.00 |
| Computer Crimes investigator | 1.00 | 1.00 | 1.00 | 1.00 |
| Police Officer | 36.00 | 35.00 | 35.00 | 35.00 |
| Officer Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Police Desk Assistant | 6.00 | 5.00 | 5.00 | 5.00 |
| Civilian Booking Officer | 1.00 | 1.00 | 1.00 | 1.00 |
| Building Custodian | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Full Time | 59.00 | 58.00 | 58.00 | 58.00 |
| *** PART TIME *** | | | | |
| Police Desk Assistant | 0.00 | 0.70 | 0.70 | 0.70 |
| Police Cadet | 4.50 | 4.30 | 4.30 | 4.75 |
| Police Reserve Officer | 1.95 | 1.50 | 2.55 | 2.95 |
| School Crossing Guards | 1.10 | 1.10 | 1.10 | 1.10 |
| General Maintenance Worker | 0.60 | 0.60 | 0.60 | 0.60 |
| Total Part Time | 8.15 | 8.20 | 9.25 | 10.10 |
| Total Full & Part Time FTE | 67.15 | 66.20 | 67.25 | 68.10 |
| <u>PUBLIC SAFETY GRANTS (Fund Summary not included in Budget)</u> | | | | |
| *** FULL TIME *** | | | | |
| Police Officer | 3.00 | 3.00 | 3.00 | 3.00 |
| Total Full Time | 3.00 | 3.00 | 3.00 | 3.00 |

PUBLIC SAFETY

| <u>DEPARTMENT / POSITION</u> | <u>ACTUAL</u> | | | <u>APPROVED</u> |
|---|---------------|---------------|---------------|-----------------|
| | <u>FY 13</u> | <u>FY 14</u> | <u>FY 15</u> | <u>FY 16</u> |
| <u>FIRE DIVISION</u> | | | | |
| *** FULL TIME *** | | | | |
| Fire Sergeant | 7.00 | 7.00 | 7.00 | 7.00 |
| Firefighter | 12.00 | 12.00 | 12.00 | 12.00 |
| Part-Paid Firefighter | 29.00 | 27.00 | 27.00 | 27.00 |
| Part-Paid Firefighter Sergeant | 1.00 | 3.00 | 3.00 | 3.00 |
| Total Full Time | <u>49.00</u> | <u>49.00</u> | <u>49.00</u> | <u>49.00</u> |
| <u>PUBLIC SAFETY SERVICES TOTAL</u> | | | | |
| Full Time | 117.00 | 116.00 | 116.00 | 116.00 |
| Part Time | <u>8.80</u> | <u>8.85</u> | <u>9.90</u> | <u>10.75</u> |
| Total Full & Part Time FTE | <u>125.80</u> | <u>124.85</u> | <u>125.90</u> | <u>126.75</u> |

TRANSPORTATION

| DEPARTMENT / POSITION | ACTUAL | | | APPROVED |
|---|--------------|--------------|--------------|--------------|
| | FY 13 | FY 14 | FY 15 | FY 16 |
| <u>STREETS DIVISION</u> | | | | |
| *** FULL TIME *** | | | | |
| Director of Transportation Services | 0.45 | 0.00 | 0.00 | 0.00 |
| Departmental Assistant II | 0.65 | 0.65 | 0.65 | 0.65 |
| Street Superintendent | 1.00 | 1.00 | 1.00 | 1.00 |
| Supervisor | 2.00 | 2.00 | 2.00 | 2.00 |
| Coordinator - Sign & Paint | 1.00 | 1.00 | 1.00 | 1.00 |
| Coordinator - Storm Sewers | 1.00 | 1.00 | 1.00 | 1.00 |
| Heavy Equipment Operator | 8.00 | 9.00 | 9.00 | 9.00 |
| Equipment Operator | 2.00 | 1.00 | 1.00 | 1.00 |
| Total Full Time | <u>16.10</u> | <u>15.65</u> | <u>15.65</u> | <u>15.65</u> |
| *** PART TIME *** | | | | |
| Maintenance | 1.20 | 1.20 | 1.05 | 1.10 |
| Total Full & Part Time FTE | <u>17.30</u> | <u>16.85</u> | <u>16.70</u> | <u>16.75</u> |
| <u>TRANSPORTATION MANAGEMENT & ENGINEERING</u> | | | | |
| *** FULL TIME *** | | | | |
| Director of Transportation Services | 0.23 | 0.00 | 0.00 | 0.00 |
| Transportation Services Director | 0.00 | 1.00 | 1.00 | 1.00 |
| Project Engineer | 1.00 | 0.00 | 0.00 | 1.00 |
| Engineering Assistant | 1.00 | 1.00 | 1.00 | 1.00 |
| Departmental Assistant II | 0.35 | 0.35 | 0.35 | 0.35 |
| Total Full Time | <u>2.58</u> | <u>2.35</u> | <u>2.35</u> | <u>3.35</u> |
| *** PART TIME *** | | | | |
| Technical Assistant | 0.35 | 0.30 | 0.30 | 0.30 |
| Total Full & Part Time FTE | <u>2.93</u> | <u>2.65</u> | <u>2.65</u> | <u>3.65</u> |
| <u>MUNICIPAL AIRPORT FACILITIES MANAGEMENT FUND</u> | | | | |
| *** FULL TIME *** | | | | |
| Community & Nghbr Svcs Director | 0.00 | 0.00 | 0.10 | 0.10 |
| Executive Assistant III | 0.00 | 0.00 | 0.10 | 0.10 |
| Total Full Time | <u>0.00</u> | <u>0.00</u> | <u>0.20</u> | <u>0.20</u> |
| *** PART TIME *** | | | | |
| Communications Assistant | 0.00 | 0.00 | 0.35 | 0.35 |
| Total Full & Part Time FTE | <u>0.00</u> | <u>0.00</u> | <u>0.55</u> | <u>0.55</u> |

TRANSPORTATION

| <u>DEPARTMENT / POSITION</u> | <u>ACTUAL</u> | | | <u>APPROVED</u> |
|---|---------------|--------------|--------------|-----------------|
| | <u>FY 13</u> | <u>FY 14</u> | <u>FY 15</u> | <u>FY 16</u> |
| <u>PUBLIC TRANSPORTATION FACILITIES & MGMT</u> | | | | |
| *** PART TIME *** | | | | |
| Security | 0.15 | 0.00 | 0.00 | 0.00 |
| Total Part Time | <u>0.15</u> | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> |
| <u>CENTRALIZED VEHICLE / EQUIPMENT FUND</u> | | | | |
| *** FULL TIME *** | | | | |
| Director of Transportation Services | 0.23 | 0.00 | 0.00 | 0.00 |
| Lead Mechanic | 2.00 | 2.00 | 2.00 | 2.00 |
| Mechanic / Fabricator | 1.00 | 1.00 | 1.00 | 1.00 |
| Equipment Mechanic II | 4.00 | 4.00 | 4.00 | 4.00 |
| Department Assistant | <u>0.55</u> | <u>0.00</u> | <u>0.00</u> | <u>0.00</u> |
| Total Full Time | <u>7.78</u> | <u>7.00</u> | <u>7.00</u> | <u>7.00</u> |
| *** PART TIME *** | | | | |
| Administrative Aide I | 0.00 | 0.55 | 0.70 | 0.75 |
| Mechanic Assistant | <u>1.15</u> | <u>0.60</u> | <u>1.00</u> | <u>1.00</u> |
| Total Part Time | <u>1.15</u> | <u>1.15</u> | <u>1.70</u> | <u>1.75</u> |
| Total Full & Part Time FTE | <u>8.93</u> | <u>8.15</u> | <u>8.70</u> | <u>8.75</u> |
| <u>TRANSPORTATION SYSTEM & SERVICES TOTAL</u> | | | | |
| Full Time | 26.46 | 25.00 | 25.20 | 26.20 |
| Part Time | <u>2.85</u> | <u>2.65</u> | <u>3.40</u> | <u>3.50</u> |
| Total Full & Part Time FTE | <u>29.31</u> | <u>27.65</u> | <u>28.60</u> | <u>29.70</u> |

COMMUNITY & NEIGHBORHOOD SERVICES

| DEPARTMENT / POSITION | ACTUAL | | | APPROVED |
|---|-------------|--------------|--------------|-------------|
| | FY 13 | FY 14 | FY 15 | FY 16 |
| <u>CITY HALL & GROUNDS</u> | | | | |
| *** FULL TIME *** | | | | |
| Sr Building Custodian | 1.00 | 1.000 | 1.000 | 0.50 |
| Irrigation Tech/Facilities Coordinator | 0.00 | 0.00 | 0.00 | 0.10 |
| Total Full Time | <u>1.00</u> | <u>1.00</u> | <u>1.00</u> | <u>0.60</u> |
| *** PART TIME *** | | | | |
| Custodian | 0.10 | 0.000 | 0.000 | 0.00 |
| Total Full & Part Time FTE | <u>1.10</u> | <u>1.00</u> | <u>1.00</u> | <u>0.60</u> |
| <u>PLANNING & ZONING</u> | | | | |
| *** FULL TIME *** | | | | |
| Community & Nghbr Svcs Director | 0.70 | 0.700 | 0.700 | 0.00 |
| Municipal Planner II | 1.00 | 1.000 | 1.000 | 1.00 |
| Municipal Planner II | 0.50 | 0.000 | 0.000 | 0.00 |
| Departmental Assistant II | 0.20 | 0.200 | 0.200 | 0.20 |
| Departmental Assistant I | 0.00 | 0.000 | 0.200 | 0.20 |
| Total Full Time | <u>2.40</u> | <u>1.900</u> | <u>2.100</u> | <u>1.40</u> |
| *** PART TIME *** | | | | |
| Preservation Planner | 0.20 | 0.200 | 0.200 | 0.30 |
| Clerical Assistant | 0.30 | 0.000 | 0.000 | 0.00 |
| Intern | 0.50 | 0.100 | 0.100 | 0.00 |
| Total Part Time | <u>1.00</u> | <u>0.300</u> | <u>0.300</u> | <u>0.30</u> |
| Total Full & Part Time FTE | <u>3.40</u> | <u>2.200</u> | <u>2.400</u> | <u>1.70</u> |
| <u>ENVIRONMENTAL HEALTH & INSPECTIONS</u> | | | | |
| *** FULL TIME *** | | | | |
| Asst Community & Nghbr Svcs Director | 0.55 | 0.500 | 0.500 | 0.50 |
| Chief Sanitarian | 0.75 | 0.000 | 0.000 | 0.00 |
| Building Inspector / Zoning Administrator | 0.10 | 0.100 | 0.100 | 0.10 |
| Housing Inspector II | 1.88 | 1.880 | 1.880 | 1.88 |
| Housing Inspector I | 0.00 | 0.000 | 1.000 | 1.00 |
| Departmental Assistant II | 0.20 | 0.200 | 0.200 | 0.20 |
| Departmental Assistant I | 0.33 | 0.330 | 0.530 | 0.53 |
| Community Development Specialist | 0.30 | 0.300 | 0.300 | 0.30 |
| Total Full Time | <u>4.11</u> | <u>3.310</u> | <u>4.510</u> | <u>4.51</u> |

COMMUNITY & NEIGHBORHOOD SERVICES

| DEPARTMENT / POSITION | ACTUAL | | | APPROVED |
|---|-------------|--------------|--------------|-------------|
| | FY 13 | FY 14 | FY 15 | FY 16 |
| <u>ENVIRONMENTAL HEALTH & INSPECTIONS</u> | | | | |
| *** PART TIME *** | | | | |
| Clerical Assistant | 0.35 | 0.300 | 0.100 | 0.00 |
| Total Full & Part Time FTE | <u>4.46</u> | <u>3.61</u> | <u>4.610</u> | <u>4.51</u> |
| <u>CONSTRUCTION INSPECTIONS</u> | | | | |
| *** FULL TIME *** | | | | |
| City Manager | 0.00 | 0.050 | 0.050 | 0.05 |
| Asst Community & Nghbr Svcs Director | 0.30 | 0.300 | 0.300 | 0.30 |
| Building Inspector/Zoning Administrator | 0.90 | 0.900 | 0.900 | 0.90 |
| Plumbing & Electrical Inspector | 1.00 | 1.000 | 1.000 | 1.00 |
| Housing Inspector II | 0.12 | 0.120 | 0.120 | 0.12 |
| Permit Technician | 0.00 | 0.000 | 0.000 | 1.00 |
| Departmental Assistant II | 0.40 | 0.400 | 0.400 | 0.40 |
| Departmental Assistant I | 0.60 | 0.600 | 0.600 | 0.60 |
| Account Clerk / Cashier | 0.05 | 0.050 | 0.050 | 0.10 |
| Total Full Time | <u>3.37</u> | <u>3.420</u> | <u>3.420</u> | <u>4.47</u> |
| *** PART TIME *** | | | | |
| Electrical Inspector | 0.50 | 0.500 | 0.500 | 0.50 |
| Clerical Assistant | 0.30 | 0.200 | 0.200 | 0.75 |
| Account Clerk / Cashier | 0.05 | 0.050 | 0.050 | 0.00 |
| Total Part-Time | <u>0.85</u> | <u>0.750</u> | <u>0.750</u> | <u>1.25</u> |
| Total Full & Part Time FTE | <u>4.22</u> | <u>4.170</u> | <u>4.170</u> | <u>5.72</u> |
| <u>HOUSING & NEIGHBORHOODS</u> | | | | |
| *** FULL TIME *** | | | | |
| Community & Nghbr Svcs Director | 0.05 | 0.050 | 0.050 | 0.45 |
| Municipal Planner II | 0.00 | 0.450 | 0.450 | 0.00 |
| Housing & Neighborhood Specialist | 1.00 | 1.000 | 1.000 | 1.00 |
| Department Assistant I | 0.00 | 0.000 | 0.400 | 0.40 |
| Total Full Time | <u>1.05</u> | <u>1.500</u> | <u>1.900</u> | <u>1.85</u> |
| *** PART TIME *** | | | | |
| Clerical Assistant | 0.30 | 0.500 | 0.500 | 0.00 |
| Graffiti Removal | 0.10 | 0.150 | 0.150 | 0.10 |
| Total Part-Time | <u>0.40</u> | <u>0.650</u> | <u>0.650</u> | <u>0.10</u> |
| Total Full & Part Time FTE | <u>1.45</u> | <u>2.15</u> | <u>2.55</u> | <u>1.95</u> |

COMMUNITY & NEIGHBORHOOD SERVICES

| DEPARTMENT / POSITION | ACTUAL | | | APPROVED |
|--|-------------|--------------|--------------|-------------|
| | FY 13 | FY 14 | FY 15 | FY 16 |
| <u>ECONOMIC DEVELOPMENT</u> | | | | |
| *** FULL TIME *** | | | | |
| Assistant City Manager | 0.65 | 0.650 | 0.000 | 0.00 |
| Municipal Planner II | 0.00 | 0.100 | 0.000 | 0.00 |
| Executive Assistant III | 0.00 | 0.000 | 0.100 | 0.10 |
| Executive Assistant II | 0.00 | 0.100 | 0.000 | 0.00 |
| Executive Assistant I | 0.25 | 0.250 | 0.000 | 0.00 |
| Total Full Time | <u>0.90</u> | <u>1.100</u> | <u>0.100</u> | <u>0.10</u> |
| *** PART TIME *** | | | | |
| Communications Assistant | 0.60 | 0.400 | 0.000 | 0.00 |
| Total Full & Part Time FTE | <u>1.50</u> | <u>1.500</u> | <u>0.100</u> | <u>0.10</u> |
| <u>8th STREET MARKET</u> | | | | |
| *** FULL TIME *** | | | | |
| PSD Marketing & Promotions Coordinator | 0.10 | 0.10 | 0.10 | 0.10 |
| Event Coordinator | 0.00 | 0.00 | 0.05 | 0.05 |
| Total Full Time | <u>0.10</u> | <u>0.10</u> | <u>0.15</u> | <u>0.15</u> |
| *** PART TIME *** | | | | |
| Market Master | 0.45 | 0.45 | 0.45 | 0.45 |
| Event Staff | 0.25 | 0.25 | 0.45 | 0.55 |
| Intern | 0.00 | 0.10 | 0.10 | 0.10 |
| Event Maintenance | 0.20 | 0.20 | 0.05 | 0.05 |
| Market Ambassador | 0.00 | 0.00 | 0.00 | 0.10 |
| Total Part Time | <u>0.90</u> | <u>1.00</u> | <u>1.05</u> | <u>1.25</u> |
| Total Full & Part Time FTE | <u>1.00</u> | <u>1.10</u> | <u>1.20</u> | <u>1.40</u> |
| <u>DOWNTOWN PUBLIC PARKING</u> | | | | |
| *** FULL TIME *** | | | | |
| Downtown Manager | 0.10 | 0.100 | 0.100 | 0.15 |
| Downtown Development Coordinator | 0.15 | 0.000 | 0.000 | 0.00 |
| Skilled Plumber/Irrigation Technician | 0.05 | 0.050 | 0.000 | 0.00 |
| Irrigation Tech/Facilities Coordinator | 0.00 | 0.000 | 0.050 | 0.05 |
| Total Full Time | <u>0.30</u> | <u>0.150</u> | <u>0.150</u> | <u>0.20</u> |

COMMUNITY & NEIGHBORHOOD SERVICES

| DEPARTMENT / POSITION | ACTUAL | | | APPROVED |
|--|-------------|--------------|--------------|-------------|
| | FY 13 | FY 14 | FY 15 | FY 16 |
| <u>DOWNTOWN PUBLIC PARKING</u> | | | | |
| *** PART TIME *** | | | | |
| Clerical Assistant | 0.35 | 0.500 | 0.550 | 0.55 |
| Parking Enforcement | 0.25 | 0.250 | 0.250 | 0.40 |
| Maintenance | 0.10 | 0.100 | 0.100 | 0.10 |
| Tulip Time Help - Parking Deck | 0.05 | 0.000 | 0.000 | 0.00 |
| Total Part-Time | 0.75 | 0.850 | 0.900 | 1.05 |
| Total Full & Part Time FTE | 1.05 | 1.000 | 1.050 | 1.25 |
| | | | | |
| <u>DOWNTOWN DEVELOPMENT AUTHORITY</u> | | | | |
| *** FULL TIME *** | | | | |
| City Manager | 0.00 | 0.000 | 0.000 | 0.10 |
| Community & Nghbr Svcs Director | 0.25 | 0.125 | 0.125 | 0.00 |
| Downtown Manager | 0.35 | 0.350 | 0.350 | 0.35 |
| Downtown Development Coordinator | 0.85 | 0.000 | 0.000 | 0.00 |
| Total Full Time | 1.45 | 0.475 | 0.475 | 0.45 |
| | | | | |
| *** PART TIME *** | | | | |
| Clerical Assistant | 0.35 | 0.500 | 0.550 | 0.55 |
| Maintenance | 0.10 | 0.100 | 0.100 | 0.10 |
| Total Part-Time | 0.45 | 0.600 | 0.650 | 0.65 |
| Total Full & Part Time FTE | 1.90 | 1.075 | 1.125 | 1.10 |
| | | | | |
| <u>DOWNTOWN PRINCIPAL SHOPPING DISTRICT</u> | | | | |
| *** FULL TIME *** | | | | |
| Community & Nghbr Svcs Director | 0.00 | 0.125 | 0.125 | 0.00 |
| Downtown Manager | 0.55 | 0.550 | 0.550 | 0.50 |
| PSD Marketing & Promotions Coordinator | 0.90 | 0.900 | 0.900 | 0.90 |
| Event Coordinator | 0.00 | 0.800 | 0.950 | 0.95 |
| Total Full Time | 1.45 | 2.375 | 2.525 | 2.35 |
| | | | | |
| *** PART TIME *** | | | | |
| Clerical Assistant | 0.15 | 0.150 | 0.200 | 0.20 |
| Event Coordinator | 1.20 | 0.000 | 0.000 | 0.00 |
| Event Employees | 0.45 | 0.450 | 0.350 | 0.35 |
| Social Media Coordinator | 0.50 | 0.500 | 0.500 | 0.60 |
| Intern | 0.20 | 0.300 | 0.300 | 0.30 |
| Total Part-Time | 2.50 | 1.400 | 1.350 | 1.45 |
| Total Full & Part Time FTE | 3.95 | 3.775 | 3.875 | 3.80 |

COMMUNITY & NEIGHBORHOOD SERVICES

| DEPARTMENT / POSITION | ACTUAL | | | APPROVED |
|--|--------------|--------------|---------------|--------------|
| | FY 13 | FY 14 | FY 15 | FY 16 |
| <u>SOLID WASTE RECYCLING</u> | | | | |
| *** FULL TIME *** | | | | |
| Asst Community & Nghbr Svcs Director | 0.15 | 0.200 | 0.200 | 0.20 |
| Chief Sanitarian | 0.25 | 0.000 | 0.000 | 0.00 |
| Community Development Specialist | 0.20 | 0.200 | 0.200 | 0.20 |
| Departmental Assistant II | 0.20 | 0.200 | 0.200 | 0.20 |
| Departmental Assistant I | 0.07 | 0.070 | 0.070 | 0.07 |
| Total Full Time | <u>0.87</u> | <u>0.670</u> | <u>0.670</u> | <u>0.67</u> |
| *** PART TIME *** | | | | |
| Recycle Education Coordinator | 0.70 | 0.700 | 0.700 | 0.70 |
| Clerical Assistant - Intermediate | 0.00 | 0.000 | 0.000 | 0.15 |
| Total Part Time | <u>0.70</u> | <u>0.70</u> | <u>0.70</u> | <u>0.85</u> |
| Total Full & Part Time FTE | <u>1.57</u> | <u>1.37</u> | <u>1.37</u> | <u>1.52</u> |
| <u>CDBG ENTITLEMENT GRANT (Fund Summary not included in Budget)</u> | | | | |
| *** FULL TIME *** | | | | |
| Community & Nghbr Svcs Director | 0.00 | 0.000 | 0.000 | 0.45 |
| Municipal Planner II | 0.50 | 0.450 | 0.450 | 0.00 |
| Community Development Specialist | 0.50 | 0.500 | 0.500 | 0.50 |
| Total Full Time | <u>1.00</u> | <u>0.95</u> | <u>0.95</u> | <u>0.95</u> |
| <u>COMMUNITY & NEIGHBORHOOD SERVICES TOTAL</u> | | | | |
| Full Time | 18.00 | 16.95 | 17.95 | 17.70 |
| Part Time | 8.60 | 6.95 | 6.45 | 6.90 |
| Total Full & Part Time FTE | <u>26.60</u> | <u>23.90</u> | <u>24.400</u> | <u>24.60</u> |

PARKS & RECREATION

| DEPARTMENT / POSITION | ACTUAL | | | APPROVED |
|--|--------------------|--------------------|--------------------|--------------------|
| | FY 13 | FY 14 | FY 15 | FY 16 |
| <u>CEMETERIES</u> | | | | |
| *** FULL TIME *** | | | | |
| Parks & Recreation Director | 0.00 | 0.20 | 0.20 | 0.20 |
| Park & Cemetery Division Manager | 0.25 | 0.00 | 0.00 | 0.00 |
| Supervisor | 1.00 | 0.00 | 0.00 | 0.00 |
| Skilled Plumber/Irrigation Technician | 0.15 | 0.15 | 0.00 | 0.00 |
| Irrigation Tech/Facilities Coordinator | 0.00 | 0.00 | 0.15 | 0.15 |
| Cemetery Maintenance II | 1.00 | 1.00 | 1.00 | 1.00 |
| Laborer II | 0.50 | 0.50 | 0.50 | 0.50 |
| Department Assistant I | 0.00 | 0.50 | 0.50 | 0.50 |
| Total Full Time | <u>2.90</u> | <u>2.35</u> | <u>2.35</u> | <u>2.35</u> |
| *** PART TIME *** | | | | |
| Clerical Assistant | 1.35 | 0.70 | 0.70 | 0.70 |
| Grounds Maintenance | 1.60 | 1.60 | 1.95 | 2.35 |
| Total Part Time | <u>2.95</u> | <u>2.30</u> | <u>2.65</u> | <u>3.05</u> |
| Total Full & Part Time FTE | <u><u>5.85</u></u> | <u><u>4.65</u></u> | <u><u>5.00</u></u> | <u><u>5.40</u></u> |
| <u>PARKS & RECREATION ADMINISTRATION</u> | | | | |
| *** FULL TIME *** | | | | |
| Transportation Service Director | 0.09 | 0.00 | 0.00 | 0.00 |
| Parks & Recreation Director | 0.00 | 0.40 | 0.40 | 0.40 |
| Departmental Assistant II | 0.30 | 0.30 | 0.10 | 0.10 |
| Total Full Time | <u>0.39</u> | <u>0.70</u> | <u>0.50</u> | <u>0.50</u> |
| <u>RECREATION PROGRAMS</u> | | | | |
| *** FULL TIME *** | | | | |
| Recreation & Civic Center Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Youth/General Recreation Coordinator | 0.00 | 0.00 | 0.00 | 0.00 |
| Departmental Assistant II | 0.40 | 0.40 | 0.45 | 0.45 |
| Skilled Recreation Worker | 1.00 | 1.00 | 1.00 | 1.00 |
| Recreation Maintenance Assistant | 1.00 | 1.00 | 1.00 | 1.00 |
| Skilled Plumber/Irrigation Technician | 0.05 | 0.05 | 0.00 | 0.00 |
| Irrigation Tech/Facilities Coordinator | 0.00 | 0.00 | 0.05 | 0.05 |
| Total Full Time | <u>3.45</u> | <u>3.45</u> | <u>3.50</u> | <u>3.50</u> |

PARKS & RECREATION

| DEPARTMENT / POSITION | ACTUAL | | | APPROVED |
|--|--------------|--------------|--------------|--------------|
| | FY 13 | FY 14 | FY 15 | FY 16 |
| <u>RECREATION PROGRAMS</u> | | | | |
| *** PART TIME *** | | | | |
| Maintenance/Grounds | 0.35 | 0.35 | 0.35 | 0.35 |
| Recreation Program Assistant | 0.25 | 0.40 | 0.40 | 0.40 |
| Recreation Officials Assistant | 0.00 | 0.10 | 0.10 | 0.10 |
| Clerical Assistant | 0.30 | 0.35 | 0.35 | 0.35 |
| Total Part Time | <u>0.90</u> | <u>1.20</u> | <u>1.20</u> | <u>1.20</u> |
| Total Full & Part Time FTE | <u>4.35</u> | <u>4.65</u> | <u>4.70</u> | <u>4.70</u> |
| | | | | |
| <u>PARKS</u> | | | | |
| *** FULL TIME *** | | | | |
| Parks & Recreation Director | 0.00 | 0.40 | 0.40 | 0.40 |
| Park & Cemetery Division Manager | 0.75 | 0.00 | 0.00 | 0.00 |
| Supervisor | 2.00 | 2.00 | 2.00 | 3.00 |
| Tree Trimmer I | 0.00 | 1.00 | 1.00 | 1.00 |
| Greenhouse Operator | 1.00 | 1.00 | 1.00 | 1.00 |
| Heavy Equipment Operator | 1.00 | 1.00 | 1.00 | 1.00 |
| Skilled Plumber/Irrigation Technician | 0.75 | 0.75 | 0.00 | 0.00 |
| Irrigation Tech/Facilities Coordinator | 0.00 | 0.00 | 0.75 | 0.65 |
| Laborer II | 0.50 | 0.50 | 0.50 | 0.50 |
| Skilled Grounds Keeper | 1.00 | 1.00 | 1.00 | 1.00 |
| Department Assistant I | 0.00 | 0.50 | 0.50 | 0.50 |
| Sr Building Custodian | 0.00 | 0.00 | 0.00 | 0.50 |
| Total Full Time | <u>7.00</u> | <u>8.15</u> | <u>8.15</u> | <u>9.55</u> |
| | | | | |
| *** PART TIME *** | | | | |
| Grounds Maintenance | 9.50 | 9.90 | 11.75 | 12.00 |
| Tree Trimmer | 0.70 | 0.70 | 1.00 | 1.10 |
| Gardener | 0.70 | 0.70 | 1.00 | 1.00 |
| Security Maintenance | 0.45 | 0.40 | 0.40 | 0.40 |
| Total Part Time | <u>11.35</u> | <u>11.70</u> | <u>14.15</u> | <u>14.50</u> |
| Total Full & Part Time FTE | <u>18.35</u> | <u>19.85</u> | <u>22.30</u> | <u>24.05</u> |

PARKS & RECREATION

| DEPARTMENT / POSITION | ACTUAL | | | APPROVED |
|------------------------------|--------|-------|-------|----------|
| | FY 13 | FY 14 | FY 15 | FY 16 |
| <u>DEGRAAF NATURE CENTER</u> | | | | |
| *** FULL TIME *** | | | | |
| Nature Center Coordinator | 1.00 | 1.00 | 1.00 | 1.00 |
| Staff Naturalist | 0.95 | 0.95 | 0.95 | 0.95 |
| Total Full Time | 1.95 | 1.95 | 1.95 | 1.95 |
| *** PART TIME *** | | | | |
| Grounds Maintenance | 0.35 | 0.35 | 0.35 | 0.35 |
| Intern | 0.00 | 0.20 | 0.20 | 0.25 |
| Educational Assistant | 0.65 | 0.65 | 0.65 | 0.65 |
| Outdoor Assistant | 1.20 | 0.60 | 0.60 | 0.65 |
| Total Part Time | 2.20 | 1.80 | 1.80 | 1.90 |
| Total Full & Part Time FTE | 4.15 | 3.75 | 3.75 | 3.85 |
| <u>CIVIC CENTER</u> | | | | |
| *** FULL TIME *** | | | | |
| Departmental Assistant II | 0.30 | 0.30 | 0.45 | 0.45 |
| Sr Building Custodian | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Full Time | 1.30 | 1.30 | 1.45 | 1.45 |
| *** PART TIME *** | | | | |
| Clerical Assistant | 0.35 | 0.35 | 0.60 | 0.35 |
| Custodian | 1.55 | 1.50 | 1.50 | 1.45 |
| Total Part Time | 1.90 | 1.85 | 2.10 | 1.80 |
| Total Full & Part Time FTE | 3.20 | 3.15 | 3.55 | 3.25 |

PARKS & RECREATION

| DEPARTMENT / POSITION | ACTUAL | | | APPROVED |
|---------------------------------------|--------------|--------------|--------------|--------------|
| | FY 13 | FY 14 | FY 15 | FY 16 |
| <u>WINDMILL ISLAND GARDENS</u> | | | | |
| *** FULL TIME *** | | | | |
| Windmill Island Manager | 1.00 | 1.00 | 1.00 | 0.00 |
| Windmill Island Gardens Coordinator | 0.00 | 0.00 | 0.00 | 1.00 |
| Events Coordinator/Miller | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Full Time | 2.00 | 2.00 | 2.00 | 2.00 |
| *** PART TIME *** | | | | |
| Tulip Time Worker | 0.60 | 0.60 | 0.60 | 0.60 |
| Klompen Dancer/Tour Guide | 2.50 | 2.50 | 2.50 | 2.50 |
| Ticket Taker | 0.70 | 0.70 | 0.70 | 0.70 |
| Tour Guide | 0.80 | 0.80 | 0.80 | 0.80 |
| Assistant Event Organizer | 0.20 | 0.20 | 0.20 | 0.20 |
| Grounds Maintenance | 5.30 | 5.30 | 5.60 | 5.60 |
| Clerical Assistant | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Part Time | 11.10 | 11.10 | 11.40 | 11.40 |
| Total Full & Part Time FTE | 13.10 | 13.10 | 13.40 | 13.40 |
| <u>HOLLAND HISTORIC TRUST</u> | | | | |
| *** FULL TIME *** | | | | |
| Director | 0.00 | 1.00 | 1.00 | 1.00 |
| Registrar | 0.00 | 1.00 | 0.00 | 0.00 |
| Operations Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Facilities / Maintenance | 1.00 | 1.00 | 0.00 | 0.00 |
| Museum and Gallery Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Education Manager | 0.00 | 0.00 | 0.00 | 1.00 |
| Archivist | 1.00 | 1.00 | 0.00 | 0.00 |
| Total Full Time | 4.00 | 6.00 | 3.00 | 4.00 |
| *** PART TIME *** | | | | |
| Media Relations | 0.60 | 0.00 | 0.00 | 0.00 |
| Museum Attendant | 0.86 | 0.86 | 0.37 | 0.37 |
| Facility Manager | 0.30 | 0.30 | 0.20 | 0.20 |
| Facilities / Maintenance | 0.00 | 0.00 | 0.86 | 0.86 |
| Registrar | 0.00 | 0.00 | 0.86 | 0.86 |
| Education Manager | 0.60 | 0.60 | 0.00 | 0.00 |
| Total Part Time | 2.36 | 1.76 | 2.29 | 2.29 |
| Total Full & Part Time FTE | 6.36 | 7.76 | 5.29 | 6.29 |

PARKS & RECREATION

| DEPARTMENT / POSITION | ACTUAL | | | APPROVED |
|--|--------------|--------------|--------------|--------------|
| | FY 13 | FY 14 | FY 15 | FY 16 |
| <u>LEISURE & CULTURAL SERVICES TOTAL</u> | | | | |
| Full Time | 22.99 | 25.90 | 22.90 | 25.30 |
| Part Time | <u>32.76</u> | <u>31.71</u> | <u>35.59</u> | <u>36.14</u> |
| Total Full & Part Time FTE | <u>55.75</u> | <u>57.61</u> | <u>58.49</u> | <u>61.44</u> |

BOARD OF PUBLIC WORKS - UTILITY SERVICES

ELECTRIC UTILITY

| DEPARTMENT / POSITION | ACTUAL | | | APPROVED |
|--|--------|-------|-------|----------|
| | FY 13 | FY 14 | FY 15 | FY 16 |
| <u>POWER SUPPLY</u> | | | | |
| *** FULL TIME *** | | | | |
| Auxiliary Operator | 4.00 | 4.00 | 4.00 | 4.00 |
| Coal & Ash Handler | 2.00 | 3.00 | 1.00 | 0.00 |
| Electric Instrumentation & Controls Lead | 1.00 | 1.00 | 1.00 | 1.00 |
| Electric Production Engineer | 2.00 | 2.00 | 1.00 | 1.00 |
| Electric Production Mechanical Lead | 1.00 | 1.00 | 1.00 | 1.00 |
| Electric Production Operations Supervisor | 0.00 | 0.00 | 1.00 | 1.00 |
| Electric Production Services Supervisor | 1.00 | 1.00 | 1.00 | 1.00 |
| Electric Production Superintendent | 1.00 | 1.00 | 1.00 | 1.00 |
| Environmental Regulatory Specialist | 1.00 | 1.00 | 1.00 | 1.00 |
| Instrumentation & Controls Technician | 1.00 | 1.00 | 1.00 | 1.00 |
| Instrumentation & Controls Technician - Operator | 1.00 | 1.00 | 1.00 | 1.00 |
| Lead Plant Operator - PP | 4.00 | 4.00 | 4.00 | 4.00 |
| Maintenance Planner | 1.00 | 1.00 | 1.00 | 1.00 |
| Maintenance Supervisor - PP | 1.00 | 1.00 | 1.00 | 1.00 |
| Mechanical Maintenance A | 1.00 | 1.00 | 1.00 | 3.00 |
| Mechanical Maintenance B | 3.00 | 3.00 | 2.00 | 0.00 |
| Plant Operator - PP | 8.00 | 8.00 | 8.00 | 8.00 |
| Stockkeeper | 1.00 | 1.00 | 1.00 | 1.00 |
| Utility I (apprentice) & II - PP | 6.00 | 6.00 | 3.00 | 4.00 |
| Utility Operator | 2.00 | 1.00 | 1.00 | 3.00 |
| Lead Coal & Ash Handler | 1.00 | 0.00 | 0.00 | 0.00 |
| Planning Engineer | 0.00 | 0.00 | 0.00 | 1.00 |
| Operations Supervisor - PP | 1.00 | 1.00 | 0.00 | 0.00 |
| Total Full Time | 44.00 | 43.00 | 36.00 | 39.00 |

BOARD OF PUBLIC WORKS - UTILITY SERVICES

ELECTRIC UTILITY

| DEPARTMENT / POSITION | ACTUAL | | | APPROVED |
|--|--------|-------|-------|----------|
| | FY 13 | FY 14 | FY 15 | FY 16 |
| <u>ELECTRIC TRANSMISSION & DISTRIBUTION</u> | | | | |
| *** FULL TIME *** | | | | |
| Administrative Coordinator | 1.00 | 1.00 | 1.00 | 1.00 |
| Electric Distribution Engineer | 1.00 | 1.00 | 1.00 | 1.00 |
| Electric Distribution Engineering Specialist | 1.00 | 2.00 | 3.00 | 3.00 |
| Electric Distribution Technician I (apprentice) & II | 3.00 | 3.00 | 3.00 | 3.00 |
| Electric Engineering Supervisor | 1.00 | 1.00 | 1.00 | 1.00 |
| Electric Transmission & Distrib Superintendent | 1.00 | 1.00 | 1.00 | 1.00 |
| Lead Lineworker | 2.00 | 2.00 | 2.00 | 3.00 |
| Line Crew Supervisor | 1.00 | 1.00 | 1.00 | 1.00 |
| Lineworker B (apprentice) & A | 8.00 | 8.00 | 8.00 | 8.00 |
| Operations & Metering Supervisor | 1.00 | 1.00 | 1.00 | 1.00 |
| System Operations Technician | 4.00 | 5.00 | 5.00 | 5.00 |
| Electric Distribution GIS Specialist | 1.00 | 0.00 | 0.00 | 0.00 |
| Electric Meter Information Specialist | 0.00 | 0.00 | 0.00 | 1.00 |
| Utility Engineering Aide | 1.00 | 1.00 | 0.00 | 0.00 |
| Total Full Time | 26.00 | 27.00 | 27.00 | 29.00 |
| ELECTRIC UTILITY TOTAL | 70.00 | 70.00 | 63.00 | 68.00 |

BOARD OF PUBLIC WORKS - UTILITY SERVICES

WATER & WASTEWATER UTILITY

| DEPARTMENT / POSITION | ACTUAL | | | APPROVED |
|--|-----------|-----------|-----------|-----------|
| | FY 13 | FY 14 | FY 15 | FY 16 |
| <u>WASTEWATER TREATMENT</u> | | | | |
| *** FULL TIME *** | | | | |
| Administrative Assistant | 0.00 | 1.00 | 1.00 | 1.00 |
| Environmental Compliance Supervisor | 1.00 | 1.00 | 1.00 | 1.00 |
| Industrial Electrician | 1.00 | 1.00 | 1.00 | 1.00 |
| Laboratory Analyst | 1.00 | 1.00 | 1.00 | 1.00 |
| Lead Maintenance - WWTP | 1.00 | 1.00 | 1.00 | 1.00 |
| Maintenance II - WWTP | 2.00 | 2.00 | 2.00 | 2.00 |
| Operations & Maintenance Supervisor - WWTP | 0.00 | 0.00 | 1.00 | 1.00 |
| Plant Operator - WWTP | 6.00 | 6.00 | 6.00 | 6.00 |
| Pollution Control Technician | 2.00 | 2.00 | 2.00 | 2.00 |
| Utility II - Custodian - WWTP | 1.00 | 1.00 | 1.00 | 1.00 |
| Utility II - Operator Assistant - WWTP | 1.00 | 1.00 | 1.00 | 1.00 |
| Wastewater Treatment Plant Superintendent | 1.00 | 1.00 | 1.00 | 1.00 |
| Clerk Typist II - WWTP / WTP | 1.00 | 0.00 | 0.00 | 0.00 |
| Maintenance Supervisor - WWTP / WTP | 1.00 | 0.00 | 0.00 | 0.00 |
| Operations Supervisor - WWTP | 0.00 | 1.00 | 0.00 | 0.00 |
| Total Full Time | 19.00 | 19.00 | 19.00 | 19.00 |
| <u>WATER TREATMENT</u> | | | | |
| *** FULL TIME *** | | | | |
| Industrial Electrician | 1.00 | 1.00 | 1.00 | 1.00 |
| Lead Maintenance - WTP | 1.00 | 1.00 | 1.00 | 1.00 |
| Maintenance I and II - WTP | 1.00 | 1.00 | 1.00 | 2.00 |
| Operations & Maintenance Supervisor - WTP | 0.00 | 0.00 | 1.00 | 1.00 |
| Plant Operator - WTP | 5.00 | 5.00 | 5.00 | 5.00 |
| Utility I - WTP | 1.00 | 1.00 | 1.00 | 1.00 |
| Water Treatment Plant Superintendent | 1.00 | 1.00 | 1.00 | 1.00 |
| Operations Supervisor - WTP | 1.00 | 1.00 | 0.00 | 0.00 |
| Total Full Time | 11.00 | 11.00 | 11.00 | 12.00 |

BOARD OF PUBLIC WORKS - UTILITY SERVICES

WATER & WASTEWATER UTILITY

| DEPARTMENT / POSITION | ACTUAL | | | APPROVED |
|---|--------|-------|-------|----------|
| | FY 13 | FY 14 | FY 15 | FY 16 |
| <u>WATER DISTRIBUTION / WASTEWATER COLLECTION</u> | | | | |
| *** FULL TIME *** | | | | |
| Engineering Field Technician | 3.00 | 2.00 | 2.00 | 2.00 |
| GIS / CAD Specialist | 1.00 | 1.00 | 1.00 | 1.00 |
| Lead Service and Maintenance | 3.00 | 3.00 | 3.00 | 3.00 |
| Service and Maintenance I (apprentice) & II | 7.00 | 7.00 | 7.00 | 7.00 |
| Services & Maintenance Supervisor | 1.00 | 1.00 | 1.00 | 1.00 |
| W / WW Civil Engineer | 0.00 | 1.00 | 1.00 | 1.00 |
| W / WW Services Coordinator | 0.00 | 0.00 | 1.00 | 1.00 |
| W / WW Engineering Specialist | 1.00 | 2.00 | 2.00 | 2.00 |
| W / WW Services Superintendent | 1.00 | 1.00 | 1.00 | 1.00 |
| Scheduler | 1.00 | 1.00 | 0.00 | 0.00 |
| Water & Wastewater Engineering Supervisor | 1.00 | 0.00 | 0.00 | 0.00 |
| Total Full Time | 19.00 | 19.00 | 19.00 | 19.00 |
| WATER & WASTEWATER UTILITY TOTAL | 49.00 | 49.00 | 49.00 | 50.00 |

BOARD OF PUBLIC WORKS - UTILITY SERVICES

ADMINISTRATION & GENERAL

| DEPARTMENT / POSITION | ACTUAL | | | APPROVED |
|---|--------|-------|-------|----------|
| | FY 13 | FY 14 | FY 15 | FY 16 |
| <u>ADMINISTRATION</u> | | | | |
| *** FULL TIME *** | | | | |
| Administrative Specialist | 1.00 | 1.00 | 1.00 | 1.00 |
| General Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Operations Director | 1.00 | 1.00 | 1.00 | 1.00 |
| Utility Services Director | 1.00 | 1.00 | 1.00 | 1.00 |
| Total Full Time | 4.00 | 4.00 | 4.00 | 4.00 |
| <u>ACCOUNTING & COLLECTIONS</u> | | | | |
| *** FULL TIME *** | | | | |
| Accounts Payable Clerk | 2.00 | 2.00 | 2.00 | 2.00 |
| Accounting Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Billing Coordinator | 2.00 | 2.00 | 2.00 | 2.00 |
| Finance Director | 1.00 | 1.00 | 1.00 | 1.00 |
| Finance System Specialist | 1.00 | 1.00 | 1.00 | 1.00 |
| General Accountant | 0.00 | 0.00 | 3.00 | 3.00 |
| Payroll Specialist | 1.00 | 1.00 | 1.00 | 1.00 |
| Utility Rates Accountant | 1.00 | 1.00 | 1.00 | 0.00 |
| General Accountant I | 1.00 | 1.00 | 0.00 | 0.00 |
| Financial Analyst | 0.00 | 0.00 | 0.00 | 1.00 |
| Senior Accountant | 1.00 | 1.00 | 0.00 | 0.00 |
| Total Full Time | 11.00 | 11.00 | 12.00 | 12.00 |
| <u>BUSINESS SERVICES</u> | | | | |
| *** FULL TIME *** | | | | |
| Administrative Specialist | 1.00 | 1.00 | 1.00 | 1.00 |
| Business Services Director | 1.00 | 1.00 | 1.00 | 1.00 |
| Human Resources Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Human Resources Specialist | 1.00 | 1.00 | 1.00 | 1.00 |
| Planning Engineer | 0.00 | 0.00 | 2.00 | 2.00 |
| Planning Engineering Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Planning Specialist | 1.00 | 1.00 | 1.00 | 1.00 |
| Records Management Coordinator | 1.00 | 1.00 | 1.00 | 1.00 |
| Safety Specialist | 1.00 | 1.00 | 1.00 | 1.00 |
| Planning Engineer I | 2.00 | 2.00 | 0.00 | 0.00 |
| Regulatory Specialist | 1.00 | 1.00 | 0.00 | 0.00 |
| Total Full Time | 11.00 | 11.00 | 10.00 | 10.00 |

BOARD OF PUBLIC WORKS - UTILITY SERVICES

ADMINISTRATION & GENERAL

| DEPARTMENT / POSITION | ACTUAL | | | APPROVED |
|--|--------|-------|-------|----------|
| | FY 13 | FY 14 | FY 15 | FY 16 |
| <u>INFORMATION TECHNOLOGY</u> | | | | |
| *** FULL TIME *** | | | | |
| Computer Systems Specialist | 1.00 | 1.00 | 1.00 | 1.00 |
| Database Administrator | 1.00 | 1.00 | 1.00 | 1.00 |
| Information Systems Analyst | 1.00 | 1.00 | 1.00 | 1.00 |
| Information Technology Manager | 0.00 | 0.00 | 1.00 | 1.00 |
| Information Technology Security Specialist | 1.00 | 1.00 | 1.00 | 1.00 |
| Network Engineer | 1.00 | 1.00 | 1.00 | 1.00 |
| Network Specialist | 2.00 | 2.00 | 2.00 | 2.00 |
| Programmer / Analyst | 2.00 | 2.00 | 1.00 | 1.00 |
| Technology Director | 1.00 | 1.00 | 1.00 | 1.00 |
| Applications Manager | 1.00 | 1.00 | 0.00 | 0.00 |
| | | | | |
| Total Full Time | 11.00 | 11.00 | 10.00 | 10.00 |
| <u>CUSTOMER SERVICE, MARKETING & ENERGY OPTIMIZATION</u> | | | | |
| *** FULL TIME *** | | | | |
| Communications & Customer Programs Manager | 0.00 | 0.00 | 1.00 | 1.00 |
| Conservation Programs Specialist | 0.00 | 1.00 | 1.00 | 1.00 |
| Customer Accounts Representative | 1.00 | 1.00 | 1.00 | 1.00 |
| Customer Communications Specialist | 0.00 | 1.00 | 1.00 | 1.00 |
| Customer Service Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Customer Services Representative | 7.00 | 7.00 | 6.00 | 6.00 |
| Energy Efficiency Administrator | 0.00 | 0.00 | 1.00 | 1.00 |
| Energy Efficiency Engineer | 0.00 | 0.00 | 1.00 | 1.00 |
| Key Accounts Analyst / Coordinator | 1.00 | 1.00 | 1.00 | 1.00 |
| Communications Specialist | 1.00 | 0.00 | 0.00 | 0.00 |
| Communications Supervisor | 0.00 | 0.00 | 0.00 | 1.00 |
| Conservation Programs Manager | 1.00 | 1.00 | 0.00 | 0.00 |
| | | | | |
| Total Full Time | 12.00 | 13.00 | 14.00 | 15.00 |

BOARD OF PUBLIC WORKS - UTILITY SERVICES

ADMINISTRATION & GENERAL

| DEPARTMENT / POSITION | ACTUAL | | | APPROVED |
|---|------------|------------|------------|------------|
| | FY 13 | FY 14 | FY 15 | FY 16 |
| <u>PURCHASING, FACILITIES, WAREHOUSING AND METER-READING</u> | | | | |
| *** FULL TIME *** | | | | |
| Buyer | 0.00 | 0.00 | 1.00 | 1.00 |
| Courier | 1.00 | 1.00 | 1.00 | 1.00 |
| Grounds & Utility I | 1.00 | 1.00 | 1.00 | 1.00 |
| Inventory & Facilities Specialist | 1.00 | 1.00 | 1.00 | 1.00 |
| Maintenance I - Warehouse/Facilities & Grounds | 1.00 | 1.00 | 1.00 | 1.00 |
| Materials & Facilities Manager | 1.00 | 1.00 | 1.00 | 1.00 |
| Procurement Specialist | 1.00 | 1.00 | 1.00 | 1.00 |
| Utility I - Warehouse & Facilities | 0.00 | 0.00 | 1.00 | 1.00 |
| Utility II - Warehouse | 1.00 | 1.00 | 1.00 | 1.00 |
| Junior Buyer | 1.00 | 1.00 | 0.00 | 0.00 |
| Utility I - Custodian | 1.00 | 1.00 | 0.00 | 0.00 |
| | 9.00 | 9.00 | 9.00 | 9.00 |
| Total Full Time | 9.00 | 9.00 | 9.00 | 9.00 |
| ADMIN & MARKETING TOTAL | 58.00 | 59.00 | 59.00 | 60.00 |
| UTILITY SERVICES TOTAL | 177.00 | 178.00 | 171.00 | 178.00 |
| | 177.00 | 178.00 | 171.00 | 178.00 |

INTERNAL SERVICES

| DEPARTMENT / POSITION | ACTUAL | | | APPROVED |
|---------------------------------|----------|----------|----------|----------|
| | FY 13 | FY 14 | FY 15 | FY 16 |
| <u>TECHNOLOGY SERVICES</u> | | | | |
| *** FULL TIME *** | | | | |
| Technology Services Coordinator | 0.80 | 0.80 | 0.60 | 0.60 |
| Sr Network Systems Specialist | 1.00 | 1.00 | 1.00 | 1.00 |
| Network Systems Specialist | 1.00 | 1.00 | 1.00 | 1.00 |
| Technical Support-Computers/GIS | 1.00 | 0.00 | 0.00 | 0.00 |
| Technology Specialist | 0.00 | 1.00 | 1.00 | 1.00 |
| Total Full Time | 3.80 | 3.80 | 3.60 | 3.60 |

APPENDIX B

CAPITAL OUTLAY

- > CAPITAL OUTLAY BY SERVICE GROUP

- > CAPITAL OUTLAY - CONTROLLED ITEMS BY SERVICE GROUP

CAPITAL OUTLAY
MANAGEMENT & ADMINISTRATION

| Department | Type | Description | New or Replacement | Approved Amount |
|--------------------------------|-----------------------|-----------------------------------|--------------------------|-------------------------|
| CABLE TV PUBLIC ACCESS FUND | Machinery & Equipment | Leightronix Blade Server | New | 21,000 |
| | | Fiber Comcast | Replace | 29,000 |
| | | Video Editing Server | New | <u>15,000</u> |
| | | Total - Machinery & Equipment | | <u>65,000</u> |
| | | Total Cable TV Public Access Fund | | <u><u>65,000</u></u> |
| | | TOTAL MANAGEMENT & ADMINISTRATION | | <u><u>\$ 65,000</u></u> |

CAPITAL OUTLAY
PUBLIC SAFETY

| Department | Type | Description | New or Replacement | Approved Amount |
|---|-----------------------|---|--------------------------|--------------------|
| PUBLIC SAFETY FIRE (General Fund) | Machinery & Equipment | (10) Personal Protective Equipment Ensembles NFPA compliant Turnout Coats & Pants | Replace | 25,000 |
| | | Total - Machinery & Equipment | | <u>25,000</u> |
| | | Total Public Safety - Fire | | <u>25,000</u> |
| | | TOTAL PUBLIC SAFETY | | <u>\$ 25,000</u> |

CAPITAL OUTLAY

TRANSPORTATION

| Department | Type | Description | New or Replacement | Approved Amount |
|--|-----------------------|--|--------------------------|--------------------------|
| CENTRALIZED VEHICLE/EQUIPMENT FUND | Machinery & Equipment | 1996 Elgin Sweeper #126 | Replace | 186,000 |
| | | 1997 Arrow Board #198 | Replace | 5,500 |
| | | Tack Tank with Trailer | New | 19,000 |
| | | Replace Flat bed only on Truck #149 | Replace | 5,100 |
| | | Mini Loader / Sidewalk Plow with attachments | Replace | 90,000 |
| | | Hot Patcher #750 (Option 2) | Replace | 16,000 |
| | | 2004 Sewer Push Camera #211 | Replace | 9,000 |
| | | #528 4 Wheel Cushman Truckster | Replace | 30,000 |
| | | #473 72" Z-Mower with mulching kit | Replace | 8,000 |
| | | #470 60" Z-Mower with mulching kit | Replace | 8,000 |
| | | #472 60" Z-Mower with mulching kit | Replace | 8,000 |
| | | #370 60" Z-Mower with mulching kit | Replace | 8,000 |
| | | #375 60" Z-mower with mulching kit | Replace | 8,000 |
| | | #361 XUV 8251 JD Type Gator | Replace | 18,000 |
| | | #660 XUV type 4 x 4 Gator | Replace | 13,300 |
| | | Total - Machinery & Equipment | | <u>431,900</u> |
| | Vehicle | Refurbish Plow Truck #113 | Replace | 5,000 |
| | | Refurbish Plow Truck #112/#114 | Replace | 5,000 |
| | | Police Department: | | |
| | | #1112 Tahoe | Replace | 30,500 |
| | | #1116 Tahoe | Replace | 30,500 |
| | | #1127 Tahoe | Replace | 30,500 |
| | | New Vehicle Transfer for (3) Tahoe's | | 7,800 |
| | | #242 4 Door Sedan | Replace | 25,000 |
| | | #243 4 Door Sedan | Replace | 25,000 |
| | | #245 4 Door Sedan | Replace | 25,000 |
| | | #241 4 Door Sedan | Replace | 25,000 |
| | | #233 4 Door Sedan | Replace | 25,000 |
| | | Parks Department: | | |
| | | #301 Ford Explorer | Replace | 24,000 |
| | | 3/4 Ton 2WD Extended Cab Pickup | Replace | 44,000 |
| | | 1 Ton 4 x 4 Dump with Dual R Wheels & Plow | Replace | 43,000 |
| | | 3/4 Ton 4 x 4 Pickup w/Plow | Replace | 29,800 |
| | | Total - Vehicle | | <u>375,100</u> |
| | | Centralized Vehicle / Equipment | | <u><u>807,000</u></u> |
| | | TOTAL TRANSPORTATION | | <u><u>\$ 807,000</u></u> |

CAPITAL OUTLAY
COMMUNITY & NEIGHBORHOOD SERVICES

| Department | Type | Description | New or Replacement | Approved Amount |
|---|-------------------|---|--------------------------|--------------------|
| DOWNTOWN DEVELOPMENT AUTHORITY FUND | Land Improvements | LiveWall Planting System | New | 6,000 |
| | | Total - Land Improvements | | <u>6,000</u> |
| | | Downtown Development Authority Fund | | <u>6,000</u> |
| | | TOTAL COMMUNITY & NEIGHBORHOOD SERVICES | | <u>\$ 6,000</u> |

CAPITAL OUTLAY
PARKS & RECREATION

| Department | Type | Description | New or Replacement | Approved Amount |
|---------------------------------|----------------------|---|--------------------------|----------------------------|
| WINDMILL ISLAND GARDENS FUND | Building & Additions | Repair several corners of Post House, bricks are breaking and cracking off | Replace | 5,000 |
| | | Total - Building & Additions | | <u>5,000</u> |
| | Land Improvements | | | |
| | | New pavers installation up to pavilion | Replace | 21,000 |
| | | Waterline | Replace | 410,000 |
| | | Non-Motorized Pathway | New | <u>787,000</u> |
| | | Total - Land Improvements | | <u>1,218,000</u> |
| | | Windmill Island Gardens Fund | | <u><u>1,223,000</u></u> |
| TOTAL PARKS & RECREATION | | | | <u><u>\$ 1,223,000</u></u> |

CAPITAL OUTLAY
BOARD OF PUBLIC WORKS UTILITIES

| Department | Description | Approved | |
|--|--|--------------------|----------------------|
| | | FY2016 Amount | Multi-Year Budget |
| Power Plant | New combined cycle | 98,099,856 | 218,284,766 |
| | Gas Line Interconnect | 13,000,000 | 13,000,000 |
| | Circuit 138 Interconnect to Holland Energy Park | 4,000,000 | 4,000,000 |
| | Snow melt Support | 2,326,000 | 3,500,000 |
| | Unit 6 Exhaust Diffuser and Plenum | 550,000 | 550,000 |
| | CEMS Analyzers 48th St. Substation | 120,000 | 120,000 |
| | Unit 9 Turbine and Generator Inlet Air Filters | 75,000 | 75,000 |
| | All Remaining projects | 314,365 | 314,365 |
| Total Power Plant | | <u>118,485,221</u> | <u>239,844,131</u> |
| Electric Transmission and Distribution | Distribution System Upgrades | 1,800,000 | 1,800,000 |
| | Pine Ave Substation | 3,000,000 | 7,000,000 |
| | AMI Metering Project | 2,000,000 | 5,996,533 |
| | Replace Breakers 188 and 388 at Black River Substation | 1,200,000 | 1,200,000 |
| | Smart Grid upgrades - Distribution automation | 500,000 | 500,000 |
| | LED Street Light replacements | 400,000 | 400,000 |
| | Unerground Distribution at Holland Energy Park | 320,000 | 320,000 |
| | Replace Circuit Switches at Washington Substation | 275,000 | 275,000 |
| | New Distribution to feed Devos Fieldhouse | 210,000 | 210,000 |
| | Washington Substation CCVT Replacement | 210,000 | 210,000 |
| | Ottawa Circuit 131 to back up bus 4 circuits | 200,000 | 200,000 |
| | Distribution Transformer Upgrades | 200,000 | 200,000 |
| | Replace Truck 49 | 125,000 | 125,000 |
| All Remaining projects | 750,000 | 750,000 | |
| Total Electric Transmission and Distribution | | <u>11,190,000</u> | <u>19,186,533</u> |
| Broadband | New Distributions | 336,000 | 336,000 |
| | Downtown connections to various businesses | 200,000 | 200,000 |
| | Replace Vehicles | 24,000 | 24,000 |
| | New Optical Time Domain Reflectometer Equipment | 15,000 | 15,000 |
| | All Remaining projects | 20,000 | 20,000 |
| Total Broadband | | <u>595,000</u> | <u>595,000</u> |

CAPITAL OUTLAY
BOARD OF PUBLIC WORKS UTILITIES

| Department | Description | Approved | |
|------------------------|---|--------------------------|--------------------------|
| | | FY2016 Amount | Multi-Year Budget |
| Water Plant | Filter Pipe Gallery rehab | 325,000 | 1,000,000 |
| | High Service Transfer Filter Piping Painting | 136,500 | 273,000 |
| | Program Logic Controller Rebuild | 120,000 | 120,000 |
| | Basin Rebuild | 100,000 | 100,000 |
| | All Remaining projects | <u>204,751</u> | <u>204,751</u> |
| | Total Water Plant | <u><u>886,251</u></u> | <u><u>1,697,751</u></u> |
| Wastewater Plant | Bio-Solids | 8,500,000 | 13,700,000 |
| | Optimization Project | 3,000,000 | 6,500,000 |
| | New Waste acitvated Sldge Pumps for West Plant | 85,000 | 85,000 |
| | West Plant HVAC Improvements | 80,000 | 80,000 |
| | Muti-Specral Analyzer for Process Control | 80,000 | 80,000 |
| | Program Logic Controls Upgrade | 55,000 | 55,000 |
| | Replace (2) Return Activated Sludge Pumps | 48,000 | 48,000 |
| | 4" Portable Pump | 40,000 | 40,000 |
| | Brick Fence Repairs | 38,000 | 38,000 |
| | All Remaining projects | <u>99,000</u> | <u>99,000</u> |
| | Total Wastewater Plant | <u><u>12,025,000</u></u> | <u><u>20,725,000</u></u> |
| Water Distribution | Water Main Replacement Central 3rd - State & 19th | 1,800,000 | 2,000,000 |
| | Water Main Replacement 9th , Kollen Park - 8th | 200,000 | 1,400,000 |
| | Water Main Replacement 8th - Fairbanks - Columbia | 450,000 | 450,000 |
| | Replace Electric Service, MCC, Valves, Pump at Waverly | 450,000 | 450,000 |
| | Water Main Replacement South Shore, Old Orchard - Allen | 400,000 | 1,500,000 |
| | Water Main Replacement 16th St., Lane Ave. to Waverly | 209,000 | 209,000 |
| | Water System Improvements | 125,000 | 125,000 |
| | New Hydrants | 45,000 | 45,000 |
| | New and Replacement Water Meters | 40,000 | 40,000 |
| | Replace Cathoid Protection Waverly Tank | 35,000 | 35,000 |
| | Replace Vehicle 75 | 32,000 | 32,000 |
| All Remaining projects | <u>15,000</u> | <u>15,000</u> | |
| | Total Water Distribution | <u><u>3,801,000</u></u> | <u><u>6,301,000</u></u> |

CAPITAL OUTLAY
BOARD OF PUBLIC WORKS UTILITIES

| Department | Description | Approved | |
|---------------------------------------|--|-----------------------|-----------------------|
| | | FY2016 Amount | Multi-Year Budget |
| Wastewater Collection | Sewer Main Replacement Central, 19th - State | 670,000 | 1,170,000 |
| | Sewer Main Replacement 8th, Lincoln to Fairbanks/Relining the Force main | 580,000 | 580,000 |
| | Sewer Lining (focus on 27" diameter and concrete mains) | 500,000 | 1,500,000 |
| | 16th St and Crescent Lift Station Improvements | 450,000 | 450,000 |
| | Replace Vactor Truck | 450,000 | 450,000 |
| | 8th St Lift Station Improvements | 400,000 | 400,000 |
| | Sewer Main Replacement Southside, Old Orchard - Goldenrod | 295,000 | 985,000 |
| | Sanitary Sewer Improvements | 150,000 | 150,000 |
| | Manhole Abandonment and Adjustments | 100,000 | 100,000 |
| | New and Replacement Meters | 40,000 | 40,000 |
| Total Wastewater Collection | | <u>3,635,000</u> | <u>5,825,000</u> |
| Administration | Northeast Service Center renovation | 391,000 | 391,000 |
| | Brick Remediation - Service Center | 350,000 | 350,000 |
| | Deploy New DAS/SAN storage backup system | 250,000 | 250,000 |
| | Parking Lot Paving - Service Center | 150,000 | 150,000 |
| | Nothstar Upgrade | 75,000 | 75,000 |
| | Vendor Invoice Processing | 61,000 | 61,000 |
| | Additional Infor Modules | 60,000 | 60,000 |
| | 20 Additional User Licenses for Infor | 60,000 | 60,000 |
| | New Service Cluster - Service Center (two nodes) | 58,000 | 58,000 |
| | Replace card access hardware | 50,000 | 50,000 |
| | Harris Enhancements | 45,000 | 45,000 |
| | Equipment for Second Internet Connection | 42,000 | 42,000 |
| | Replace truck 81 | 30,000 | 30,000 |
| | All Remaining projects | 144,000 | 144,000 |
| Total Administration | | <u>1,766,000</u> | <u>1,766,000</u> |
| TOTAL BOARD OF PUBLIC WORKS UTILITIES | | <u>\$ 152,383,472</u> | <u>\$ 295,940,415</u> |

CAPITAL OUTLAY
INTERNAL SERVICES

| Department | Type | Description | New or Replacement | Approved Amount |
|--------------------------------|-----------------------|-------------------------------|--------------------------|--------------------|
| TECHNOLOGY SERVICES FUND | Machinery & Equipment | Wi-Fi | Replace | 40,000 |
| | | Police - L3 Server | Replace | 8,500 |
| | | Server Licensing | Replace | 8,400 |
| | | HyperV Server | Replace | 7,000 |
| | | Generator Hookup | New | 5,000 |
| | | Helpdesk | Replace | 6,000 |
| | | Sharepoint | Replace | 30,000 |
| | | Plotter | Replace | 5,000 |
| | | Training Center Projector | Replace | - |
| | | CNS Printer | Replace | 5,000 |
| | | HPD Front Printer | Replace | 5,000 |
| | | Total - Machinery & Equipment | | |
| Total Technology Services Fund | | | | <u>119,900</u> |
| TOTAL INTERNAL SERVICES | | | | <u>\$ 119,900</u> |

**CAPITAL OUTLAY
CONTROLLED ITEMS**

| Department | Description | New or Replacement | Approved Amount |
|--|--|--------------------------|----------------------|
| MANAGEMENT & ADMINISTRATION | | | |
| ELECTIONS | (5) Boolee Voting Booth - Dual Voting Booths | Replace | 1,350 |
| | (5) Ballot Bags | Replace | 400 |
| | (3) Test Ballot Bags | Replace | 50 |
| | Total Elections | | <u>1,800</u> |
| CITY CLERK | Varidesk Pro Plus Standing Desk | New | 350 |
| | Total City Clerk | | <u>350</u> |
| CABLE TV PUBLIC ACCESS FUND | PA System | Replace | 1,500 |
| | Shotgun Mic and Arm | New | 600 |
| | Go Pro and Accessories | Replace | 3,000 |
| | Quadcopter | New | 1,000 |
| | (2) Stand up desks | New | 1,000 |
| | (2) Chairs | Replace | 600 |
| | Wireless headsets | Replace | 900 |
| | Total Cable TV Public Access Fund | | <u>8,600</u> |
| | TOTAL MANAGEMENT & ADMINISTRATION | | <u><u>10,750</u></u> |
| PUBLIC SAFETY | | | |
| PUBLIC SAFETY - POLICE SERVICES | (3) X2 Taser Pkg with 5 year warranty | Replace | 4,660 |
| | L3 Mobile-Vision In-car Digital Camera | New | 4,540 |
| | Brother In-car Printer | New | 500 |
| | Evidence Tech Camera, lighting and carbonets pkg | Replace | 4,900 |
| | (3) FC10 Portable Breath Testers (PBT's) | Replace | 2,940 |
| | Total Public Safety - Police Services | | <u>17,540</u> |
| PUBLIC SAFETY - FIRE SERVICES | (10) Structural Fire Fighting Boots | Replace | 2,750 |
| | LDH Supply Hose and preconnect leads | Replace | 4,950 |
| | (3) Forcible Entry Equipment Upgrades (Haligan Bar/Axe Kits) | New/Replace | 1,200 |
| | (6) Minitor VI Fire Alert Tone Pagers for use by paid on and off duty personnel | Replace | 2,650 |
| | Total Public Safety - Fire Services | | <u>11,550</u> |
| | TOTAL PUBLIC SAFETY | | <u><u>29,090</u></u> |

**CAPITAL OUTLAY
CONTROLLED ITEMS**

| Department | Description | New or Replacement | Approved Amount |
|--|--|--------------------------|----------------------|
| TRANSPORTATION | | | |
| CENTRALIZED VEHICLE & EQUIPMENT FUND | 2006 Pole Pruner #154s | Replace | 650 |
| | 2006 Hand Blower #169s | Replace | 300 |
| | 2006 Hand Blower #178s | Replace | 300 |
| | 1996 Small Trash Pump #174s | Replace | 450 |
| | 1996 Small Trash Pump #175s | Replace | 450 |
| | Grapple bucket attachment | New | 4,200 |
| | Oil Pump/Meter Equipment | Replace | 2,000 |
| | Storage Equipment | New | 2,500 |
| | Total Centralized Vehicle/Equipment Fund | | <u>10,850</u> |
| | TOTAL TRANSPORTATION | | <u><u>10,850</u></u> |
| COMMUNITY & NEIGHBORHOOD SERVICES | | | |
| CITY HALL & GROUNDS | Code Compliant Handrail | Replace | 3,400 |
| | Lighting upgrade | Replace | 500 |
| | (11) Repair Furniture | Replace | 1,100 |
| | Total City Hall & Grounds | | <u>5,000</u> |
| DOWNTOWN DEVELOPMENT AUTHORITY FUND | (4) Benches | New | 4,800 |
| | (65) Ornamental Light Pole Painting | New | 7,150 |
| | Bix Fix-It Stations | New | 1,200 |
| | Total Downtown Development Authority Fund | | <u>13,150</u> |
| SOLID WASTE RECYCLING FUND | Refuse Containers | New/Replace | 60,000 |
| | Total Solid Waste Recycling Fund | | <u>60,000</u> |
| | TOTAL COMMUNITY & NEIGHBORHOOD SERVICES | | <u><u>78,150</u></u> |
| PARKS & RECREATION | | | |
| CEMETERIES | Stihl TS 800 Quik 16" cement saw | Replace | 1,600 |
| | (6) FS 110R grass trimmers | Replace | 2,200 |
| | Lowering devise, Imperial 2.0 | Replace | 4,900 |
| | (2) BR backpack blower | Replace | 1,000 |
| | Stihl HT 131 pruning saw | Replace | 800 |
| | Frost Remover | New | 1,000 |
| | Total Cemeteries | | <u>11,500</u> |

**CAPITAL OUTLAY
CONTROLLED ITEMS**

| Department | Description | New or Replacement | Approved Amount |
|---|--|--------------------------|----------------------|
| PARKS & RECREATION (continued) | | | |
| RECREATION | | | |
| | Line painter for fields and parking lots | Replace | 4,000 |
| | Dump trailer | New | 2,500 |
| | Vertical Power Rake - 22' | New | 1,500 |
| | (2) Soccer Goals | New | 2,400 |
| | Portable Fencing for Matt Urban (Split cost with Holland Township - part donation with CVB) | New | 1,100 |
| | Total Recreation | | <u>11,500</u> |
| PARKS | | | |
| | (6) Stihl FS110R Trimmer | Replace | 2,200 |
| | Stihl MS 201 T 14" arborist saw | Replace | 750 |
| | Stihl MS 661 CM 36" chainsaw | Replace | 1,200 |
| | (2) BR 600 backpack blower | Replace | 1,000 |
| | (2) FC 95 Edger | New | 800 |
| | Stihl MS 441 CM 25" chainsaw | Replace | 950 |
| | Flatbed tool box | New | 1,500 |
| | (10) Miscellaneous climbing gear | New/Replace | 1,000 |
| | Linear Medel SLC-211 side gate operator for the Forestry Yard | Replace | 4,000 |
| | (2) Steel door at Centennial Park | Replace | 3,500 |
| | Garage door opener for Window on the Waterfront | New | 500 |
| | Improvements/relandscaping work to Window on the Waterfront and Kollen Park | Replace | 2,800 |
| | Lumber for benches at various parks | New | 1,500 |
| | Total Parks | | <u>21,700</u> |
| CIVIC CENTER | | | |
| | (20) Tables | Replace | 4,000 |
| | (50) Chairs | Replace | 1,000 |
| | Total Civic Center | | <u>5,000</u> |
| WINDMILL ISLAND GARDENS FUND | | | |
| | (7) Replace doors on pavilion | Replace | 11,200 |
| | (2) Heaters for Movie Room and Shops | Replace | 2,000 |
| | (5) Tulpi Chairs (Shipping included) | New | 1,800 |
| | Total Windmill Island Gardens Fund | | <u>15,000</u> |
| | TOTAL PARKS & RECREATION | | <u><u>64,700</u></u> |

**CAPITAL OUTLAY
CONTROLLED ITEMS**

| Department | Description | New or Replacement | Approved Amount |
|---------------------------------|--|--------------------------|--------------------------|
| INTERNAL SERVICES | | | |
| TECHNOLOGY SERVICES FUND | (33) PC Replacement | Replace | 49,600 |
| | (3) Office Chairs | Replace | 900 |
| | Clerk - (2) PC (1) Laptop | Replace | 4,800 |
| | Environmental Health - Laptop | Replace | 1,600 |
| | Environmental Health - (3) Monitors | Replace | 1,000 |
| | Housing & Neighborhoods - Surface Pro | Replace | 1,700 |
| | HRC - Laptop | Replace | 1,600 |
| | Nature Center - LCD | Replace | 2,000 |
| | Nature Center - PC | New | 1,600 |
| | Parks & Cemetery - Laptop | New | 1,600 |
| | Police - Convert Jail Cams to IP | Replace | 3,000 |
| | Police - Laserfiche Ecitation Import | New | 2,500 |
| | Police - (2) FTO Tablets | New | 800 |
| | Recreation - Laptop | Replace | 1,600 |
| | Transportation - Autocad Software | New | 4,300 |
| | Transportation - Vehicle Maintenance Desktop | New | 1,600 |
| | Total Technology Services Fund | | <u>80,200</u> |
| HEALTH INSURANCE FUND | (3) Treadmills for City Hall and Kollen Park Fitness Rooms | Replace | 6,600 |
| | Dip Bar for City Hall Fitness Room | New | 300 |
| | (4) Dumbbells for City Hall and Kollen Park Fitness Rooms | New | 440 |
| | (2) Fans for City Hall and Kollen Park Fitness Rooms | New | 200 |
| | Total Health Insurance Fund | | <u>7,540</u> |
| | TOTAL INTERNAL SERVICES | | <u><u>87,740</u></u> |
| TOTALS | | | |
| | GRAND TOTAL - GENERAL FUND | | \$ 85,940 |
| | GRAND TOTAL - OTHER FUNDS | | <u>195,340</u> |
| | GRAND TOTAL - ALL FUNDS | | <u><u>\$ 281,280</u></u> |

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
- 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, 2015

DEBT LIMITATION AT JULY 1, 2015

| | |
|---|------------------|
| Total Taxable Value Across All Property Classifications | \$ 1,193,481,478 |
| Percentage Limit of Total Taxable Value (In Accordance with the City Charter) | 10% |
| Debt Limitation | \$ 119,348,148 |

DEBT APPLICABLE TO LIMITATION AT JULY 1, 2015

| | |
|--|-----------------|
| Total Bonded Debt at July 1, 2015 (excludes Capital Leases) | \$ 195,060,000 |
| Less the Following: | |
| - Debt Items Not Subject to Limitation : | |
| Special Assessment Bonded Debt | (60,000) |
| Revenue Bonded Debt (excludes Sewage Disposal Bond Issue) | (176,945,000) |
| - Amount Available for Repayment of G.O. and L.T.G.O. Bonds at July 1, 2015: | |
| Estimated Fund Balance in G.O. and L.T.G.O. Debt Service Funds | (201,163) |
| Debt Amount Applicable to Debt Limitation | \$ 17,853,837 |

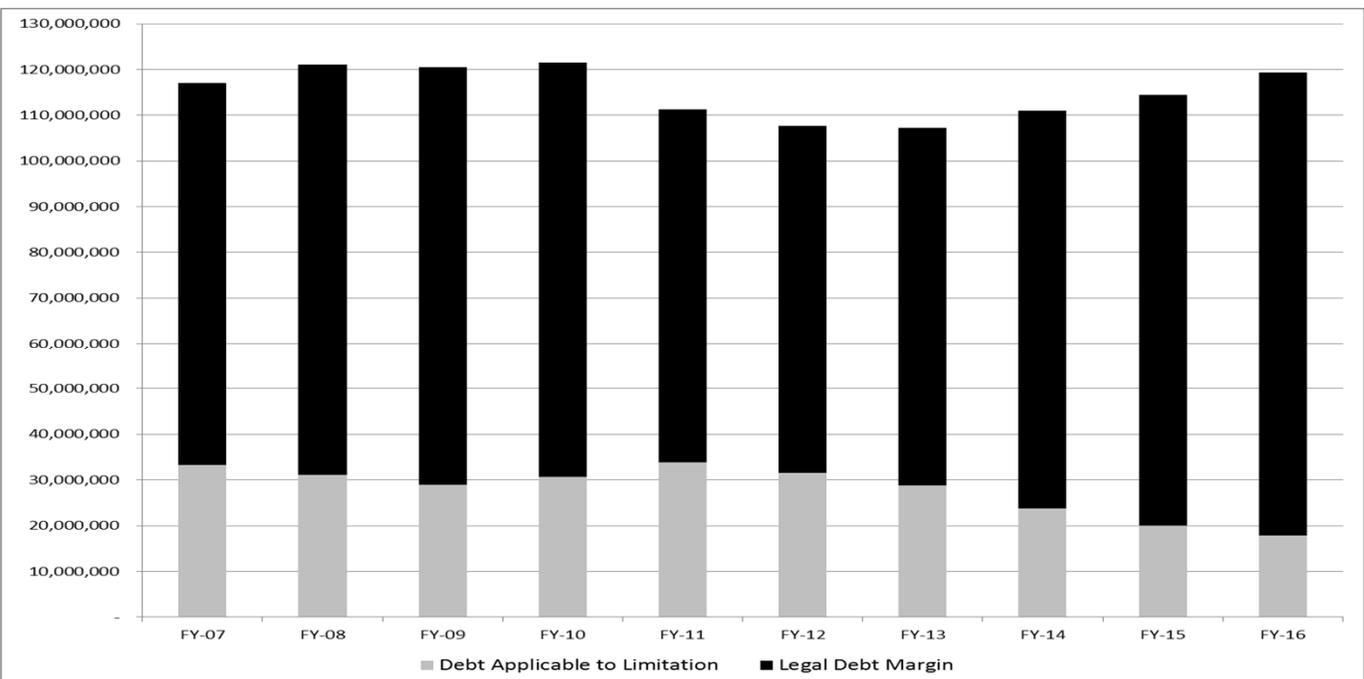
ESTIMATED LEGAL DEBT MARGIN AT JULY 1, 2015

| | |
|--|----------------|
| Debt Limitation Minus Debt Applicable to Limitation Equals Estimated Legal Debt Margin | \$ 101,494,311 |
|--|----------------|

ADDITIONAL NOTE:

The City of Holland is legally indebted for the \$875,000 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 \$875,000, or \$543,375, should be added to the Legal Debt Margin shown above.



DEBT SERVICE

(Existing Issues Across All Governmental Debt Service Funds, Includes Enterprise Funds)

| Schedule of Outstanding Long-Term Debt Obligations | Funded By | Date Of | | Net Effective Interest Rate | Original Issuance | | Remaining @ 07/01/15 | |
|--|--------------------|------------------|-------------------|--------------------------------------|-----------------------------|---------------------------|-----------------------------|---------------------------|
| | | Debt Issuance | Final Maturity | | Debt Principal Amount | Debt Interest Total | Debt Principal Amount | Debt Interest Total |
| <u>Act 34 Capital Improvements Bond Issues</u> | | | | | | | | |
| 2008 Parking Deck | Brownfield Capture | 07-31-08 | 05-01-33 | 4.504268% | 4,000,000 | 2,939,470 | 3,575,000 | 1,807,910 |
| 2010 Street Improvements | Property Taxation | 05-26-10 | 08-01-19 | 2.744873% | 5,500,000 | 826,255 | 3,295,000 | 259,659 |
| Total Act 34 Capital Improv. Issues | | | | | 9,500,000 | 3,765,725 | 6,870,000 | 2,067,569 |
| <u>Building Authority Bond Issues</u> | | | | | | | | |
| 2006 Refunding Police/Transp/W.G. | Property Taxation | 04-13-06 | 10-01-21 | 4.01637% | 7,255,000 | 3,958,445 | 6,985,000 | 1,408,675 |
| 2010 Refunding Police/Transp/W.G. | Property Taxation | 09-09-10 | 10-01-18 | 2.39586% | 7,425,000 | 1,204,325 | 4,200,000 | 227,488 |
| 2004 Herrick Dist. Library Refunding | Property Taxation | 05-13-04 | 05-01-17 | 3.84925% | 5,400,000 | 1,560,433 | 875,000 | 55,462 |
| Total Building Authority Bond Issues | | | | | 20,080,000 | 6,723,203 | 12,060,000 | 1,691,625 |
| <u>Special Assessment Issues</u> | | | | | | | | |
| Series 2006-A Issue | Special Assmts. | 06-01-06 | 06-01-20 | 5.060000% | 155,000 | 60,720 | 60,000 | 9,867 |
| Total Special Assessment Issues | | | | | 155,000 | 60,720 | 60,000 | 9,867 |
| Total Governmental Funds | | | | | 29,735,000 | 10,549,648 | 18,990,000 | 3,769,061 |
| <u>Board of Public Works Issues</u> | | | | | | | | |
| Series 2012-A Refunding | Water Fund | 07-01-14 | 07-01-24 | 2.81250% | 9,740,000 | 2,635,719 | 9,545,000 | 2,029,644 |
| Series 2013-A Refunding | Water Fund | 01-01-14 | 07-01-17 | 1.22000% | 3,260,000 | 238,350 | 3,260,000 | 195,600 |
| Drinking Water Program Bond | Water Fund | 09-23-11 | 04-01-32 | 2.50000% | 6,026,500 | 1,428,768 | 5,300,000 | 1,107,630 |
| Electric Revenue Bond | Electric Fund | 04-22-14 | 07-01-39 | 4.06000% | 158,840,000 | 95,900,678 | 158,840,000 | 95,900,678 |
| Total Board of Public Works Issues | | | | | 177,866,500 | 100,203,515 | 176,945,000 | 99,233,552 |
| Total Enterprise Funds | | | | | 177,866,500 | 100,203,515 | 176,945,000 | 99,233,552 |
| Grand Total | | | | | 207,601,500 | 110,753,163 | 195,935,000 | 103,002,613 |
| | | | | | | | | |



DEBT SERVICE

LIMITED TAX GENERAL OBLIGATION (LTGO)

SUMMARY ACROSS ALL LTGO BOND ISSUES

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|---|----------------------------|----------------------------|----------------------------------|------------------------------|
| - - FUNDING SOURCES & USES - - | | | | |
| FUNDING SOURCES - | | | | |
| Taxes | \$ 2,870,315 | \$ 2,830,463 | \$ 2,391,651 | \$ 2,388,420 |
| Special Assessments | 68,592 | 88,297 | 46,986 | 38,044 |
| Interest & Rents | | | | |
| * Building Authority Rental Receipts - | | | | |
| from Property Taxes (above) | 2,025,887 | 3,012,337 | 1,631,631 | 1,683,344 |
| from Herrick District Library | 568,638 | 529,657 | 505,488 | 482,487 |
| * Special Assessment Interest | 13,968 | 10,683 | 5,942 | 3,584 |
| * Investment Income | 3,726 | 5,080 | 3,210 | 3,150 |
| Other | - 0 - | - 0 - | - 0 - | - 0 - |
| Transfers In | 440,224 | 1,281,110 | 260,817 | 267,816 |
| TOTAL SOURCES | \$ 5,991,350 | \$ 7,757,625 | \$ 4,845,725 | \$ 4,866,845 |
| FUNDING USES - | | | | |
| Other Current Expenditures - | | | | |
| * Other Miscellaneous | \$ 3,586 | \$ (3,614) | \$ 501 | \$ 1,001 |
| * Building Authority Rental Payments | 2,025,887 | 3,012,337 | 1,631,631 | 1,683,344 |
| Debt Service Payments - | | | | |
| * Principal | 3,218,225 | 3,839,000 | 2,389,000 | 2,445,000 |
| * Interest | 1,009,186 | 910,245 | 775,688 | 693,006 |
| * Agent Fees | 1,650 | 2,138 | 3,575 | 3,300 |
| Transfers Out | 1 | 50,456 | 22,136 | 22,136 |
| TOTAL USES | \$ 6,258,535 | \$ 7,810,562 | \$ 4,822,531 | \$ 4,847,787 |
| - - FUND EQUITY - - | | | | |
| INCREASE (DECREASE) | \$ (267,185) | \$ (52,937) | \$ 23,194 | \$ 19,058 |
| ENDING BALANCE - | | | | |
| - for General Municipal Long-term Debt | \$ 135,267 | \$ 182,055 | \$ 188,412 | \$ 201,163 |
| - for Special Assessment Long-term Debt | 117,477 | 17,753 | 34,589 | 40,896 |
| TOTAL FUND EQUITY | \$ 252,744 | \$ 199,807 | \$ 223,000 | \$ 242,058 |



DEBT SERVICE

LIMITED TAX GENERAL OBLIGATION (LTGO)

TAXATION & CASH CONTROL

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|--|----------------------------|----------------------------|----------------------------------|------------------------------|
| FUNDING SOURCES - | | | | |
| Taxes | \$ 2,870,315 | \$ 2,830,463 | \$ 2,391,651 | \$ 2,388,420 |
| Investment Income | 3,070 | 4,393 | 3,000 | 3,000 |
| Transfers In | 241,815 | 1,214,704 | 260,816 | 267,815 |
| TOTAL SOURCES | \$ 3,115,200 | \$ 4,049,559 | \$ 2,655,467 | \$ 2,659,235 |
| FUNDING USES - | | | | |
| Other Current Expenditures - | | | | |
| * Other | | | | |
| - Miscellaneous | \$ 3,585 | \$ (3,615) | \$ 500 | \$ 1,000 |
| - Principal - Land Contract | 12,500 | - 0 - | - 0 - | - 0 - |
| - Interest - Land Contract | 625 | - 0 - | - 0 - | - 0 - |
| - Principal - Act 34 Capital Improvement | 75,000 | 85,000 | 100,000 | 110,000 |
| - Interest - Act 34 Capital Improvement | 166,415 | 163,790 | 160,815 | 157,065 |
| - Fees - Act 34 Capital Improvement | 400 | 750 | 750 | 750 |
| - Principal - Act 34 Streets | 540,000 | 560,000 | 585,000 | 605,000 |
| - Interest - Act 34 Streets | 124,605 | 114,960 | 102,919 | 88,624 |
| - Fees - Act 34 Streets | 100 | 100 | 750 | 750 |
| - Principal-Ottawa County Drain | 64,000 | 64,000 | 64,000 | - 0 - |
| - Interest-Ottawa County Drain | 8,410 | 5,606 | 2,803 | - 0 - |
| - Building Auth. Lease Payments | 2,025,888 | 3,012,337 | 1,631,632 | 1,683,344 |
| Transfers Out | 1 | 1 | 1 | 1 |
| TOTAL USES | \$ 3,021,529 | \$ 4,002,930 | \$ 2,649,170 | \$ 2,646,534 |
| SOURCES OVER (UNDER) USES | \$ 93,671 | \$ 46,629 | \$ 6,297 | \$ 12,701 |
| ENDING FUND EQUITY | \$ 122,680 | \$ 169,309 | \$ 175,606 | \$ 188,307 |

2.2198 mills
Taxable Value
of \$1,076,006,619
(excludes Ren. Zones, includes Brownfields)



DEBT SERVICE

LIMITED TAX GENERAL OBLIGATION (LTGO)

BUILDING AUTHORITY CONSTRUCTION BONDS

(SUMMARY OF THREE OUTSTANDING ISSUES)

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|--|----------------------------|----------------------------|----------------------------------|------------------------------|
| FUNDING SOURCES - | | | | |
| Interest & Rents: | | | | |
| * Building Authority Rental Receipts - | | | | |
| - from Debt Svc Cash Control-Taxes | \$ 2,025,887 | \$ 3,012,337 | \$ 1,631,631 | \$ 1,683,344 |
| - from Herrick District Library | 568,638 | 529,657 | 505,488 | 482,487 |
| * Investment Earnings | 31 | 158 | 60 | 50 |
| * Other | - 0 - | - 0 - | - 0 - | - 0 - |
| * Transfers In | 1 | 1 | 1 | 1 |
| TOTAL SOURCES | <u>\$ 2,594,557</u> | <u>\$ 3,542,153</u> | <u>\$ 2,137,180</u> | <u>\$ 2,165,882</u> |
| FUNDING USES - | | | | |
| Other Current Expenditures - | | | | |
| * Other | \$ 1 | \$ 1 | \$ 1 | \$ 1 |
| Debt Service Payments - | | | | |
| * Principal | 1,915,000 | 2,925,000 | 1,630,000 | 1,720,000 |
| * Interest | 679,300 | 616,331 | 505,319 | 444,031 |
| * Agent Fees | 625 | 663 | 1,800 | 1,800 |
| TOTAL USES | <u>\$ 2,594,926</u> | <u>\$ 3,541,995</u> | <u>\$ 2,137,120</u> | <u>\$ 2,165,832</u> |
| SOURCES OVER (UNDER) USES | <u>\$ (369)</u> | <u>\$ 158</u> | <u>\$ 60</u> | <u>\$ 50</u> |
| ENDING FUND EQUITY | <u>\$ 12,587</u> | <u>\$ 12,745</u> | <u>\$ 12,805</u> | <u>\$ 12,855</u> |



DEBT SERVICE

LIMITED TAX GENERAL OBLIGATION (LTGO)

SPECIAL ASSESSMENT BONDS

(SUMMARY OF THREE OUTSTANDING ISSUES)

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|----------------------------------|----------------------------|----------------------------|----------------------------------|------------------------------|
| FUNDING SOURCES - | | | | |
| Taxes & Special Assessments: | | | | |
| * Special Assessment Principal | \$ 68,592 | \$ 88,297 | \$ 46,986 | \$ 38,044 |
| Interest & Rents: | | | | |
| * Special Assessment Interest | 13,968 | 10,683 | 5,942 | 3,584 |
| * Investment Income | 625 | 529 | 150 | 100 |
| Other | - 0 - | - 0 - | - 0 - | - 0 - |
| Transfers In | 198,408 | 66,405 | - 0 - | - 0 - |
| TOTAL SOURCES | \$ 281,593 | \$ 165,913 | \$ 53,078 | \$ 41,728 |
| FUNDING USES - | | | | |
| Debt Service Payments - | | | | |
| * Principal | \$ 611,725 | \$ 205,000 | \$ 10,000 | \$ 10,000 |
| * Interest | 29,831 | 9,558 | 3,832 | 3,286 |
| * Agent Fees | 525 | 625 | 275 | - 0 - |
| Transfers Out | - 0 - | 50,455 | 22,135 | 22,135 |
| TOTAL USES | \$ 642,081 | \$ 265,637 | \$ 36,242 | \$ 35,421 |
| SOURCES OVER (UNDER) USES | \$ (360,488) | \$ (99,724) | \$ 16,836 | \$ 6,307 |
| ENDING FUND EQUITY | \$ 117,477 | \$ 17,753 | \$ 34,589 | \$ 40,896 |



DEBT SERVICE

SPECIAL ASSESSMENT BOND SERIES 1999

(ANNEXED DISTRICT OF FILLMORE TOWNSHIP)

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|---|----------------------------|----------------------------|----------------------------------|------------------------------|
| FUNDING SOURCES - | | | | |
| Special Assessments | \$ - 0 - | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Interest on Special Assessment Installments | - 0 - | - 0 - | - 0 - | - 0 - |
| Fillmore Annexation Turnover | - 0 - | - 0 - | - 0 - | - 0 - |
| Investment Income | 164 | - 0 - | - 0 - | - 0 - |
| Investment Income - Market Adjustment | - 0 - | - 0 - | - 0 - | - 0 - |
| Transfer In | 198,408 | - 0 - | - 0 - | - 0 - |
| FUNDING SOURCES - TOTALS | \$ 198,572 | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| FUNDING USES - | | | | |
| Principal Retirement | \$ 516,725 | \$ - 0 - | \$ - 0 - | \$ - 0 - |
| Interest Expense | 12,137 | - 0 - | - 0 - | - 0 - |
| Paying Agent Fees | - 0 - | - 0 - | - 0 - | - 0 - |
| Transfer to G.O. Debt Fund | - 0 - | 164 | - 0 - | - 0 - |
| FUNDING USES - TOTALS | \$ 528,862 | \$ 164 | \$ - 0 - | \$ - 0 - |
| Excess (Deficiency) of Funding Sources over Funding Uses | (330,290) | (164) | - 0 - | - 0 - |
| ENDING FUND EQUITY | \$ 164 | \$ - 0 - | \$ - 0 - | \$ - 0 - |



DEBT SERVICE

SPECIAL ASSESSMENT BOND SERIES 2000A

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|---|----------------------------|----------------------------|----------------------------------|------------------------------|
| FUNDING SOURCES - | | | | |
| Special Assessments | \$ 12,747 | \$ 12,747 | \$ 1,164 | \$ 1,164 |
| Special Assessments - Alternates | - 0 - | - 0 - | - 0 - | - 0 - |
| Interest on Special Assessment Installments | 1,808 | 980 | 151 | 75 |
| Investment Income | 304 | 199 | - 0 - | - 0 - |
| Investment Income - Market Adjustment | (139) | 1 | - 0 - | - 0 - |
| FUNDING SOURCES - TOTALS | \$ 14,720 | \$ 13,927 | \$ 1,315 | \$ 1,239 |
| FUNDING USES - | | | | |
| Principal Retirement | \$ 25,000 | \$ 25,000 | \$ - 0 - | \$ - 0 - |
| Interest Expense | 2,925 | 1,463 | - 0 - | - 0 - |
| Paying Agent Fees | 275 | 275 | 275 | - 0 - |
| Transfer to G.O. Debt Fund | - 0 - | 30,000 | - 0 - | - 0 - |
| FUNDING USES - TOTALS | \$ 28,200 | \$ 56,738 | \$ 275 | \$ - 0 - |
| Excess (Deficiency) of Funding Sources over Funding Uses | (13,480) | (42,810) | 1,040 | 1,239 |
| ENDING FUND EQUITY | \$ 43,143 | \$ 333 | \$ 1,373 | \$ 2,612 |



DEBT SERVICE

SPECIAL ASSESSMENT BOND SERIES 2002A

| Description | FY-2013 | FY-2014 | FY-2015 | FY-2016 |
|---|------------------|-------------------|-----------------------|-------------------|
| | Final Actual | Final Actual | Final Revised Est. | Adopted Budget |
| FUNDING SOURCES - | | | | |
| Special Assessments | \$ 47,996 | \$ 67,583 | \$ 37,992 | \$ 29,160 |
| Interest on Special Assessment Installments | 8,706 | 6,680 | 3,207 | 1,385 |
| Bond Proceeds | - 0 - | - 0 - | - 0 - | - 0 - |
| Investment Income | 356 | 79 | - 0 - | - 0 - |
| Investment Income - Market Adjustment | (146) | - 0 - | - 0 - | - 0 - |
| Transfer In | - 0 - | 66,405 | - 0 - | - 0 - |
| FUNDING SOURCES - TOTALS | \$ 56,912 | \$ 140,747 | \$ 41,199 | \$ 30,545 |
| FUNDING USES - | | | | |
| Principal Retirement | \$ 60,000 | \$ 170,000 | \$ - 0 - | \$ - 0 - |
| Interest Expense | 10,225 | 4,050 | 290 | 250 |
| Paying Agent Fees | 250 | 350 | - 0 - | - 0 - |
| Transfer out | - 0 - | 20,291 | 22,135 | 22,135 |
| FUNDING USES - TOTALS | \$ 70,475 | \$ 194,690 | \$ 22,425 | \$ 22,385 |
| Excess (Deficiency) of Funding Sources over Funding Uses | (13,563) | (53,944) | 18,774 | 8,160 |
| ENDING FUND EQUITY | \$ 45,235 | \$ (8,709) | \$ 10,065 | \$ 18,225 |



DEBT SERVICE

SPECIAL ASSESSMENT BOND SERIES 2006A

| Description | FY-2013 Final Actual | FY-2014 Final Actual | FY-2015 Final Revised Est. | FY-2016 Adopted Budget |
|---|----------------------------|----------------------------|----------------------------------|------------------------------|
| FUNDING SOURCES - | | | | |
| Special Assessments | \$ 7,849 | \$ 7,967 | \$ 7,830 | \$ 7,720 |
| Interest on Special Assessment Installments | 3,454 | 3,023 | 2,584 | 2,124 |
| Investment Income | 179 | 177 | 150 | 100 |
| Investment Income - Market Adjustment | (93) | 72 | - 0 - | - 0 - |
| FUNDING SOURCES - TOTALS | \$ 11,389 | \$ 11,239 | \$ 10,564 | \$ 9,944 |
| FUNDING USES - | | | | |
| Principal Retirement | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| Interest Expense | 4,544 | 4,045 | 3,542 | 3,036 |
| Paying Agent Fees | - 0 - | - 0 - | - 0 - | - 0 - |
| Transfer to Capital Project Funds | - 0 - | - 0 - | - 0 - | - 0 - |
| FUNDING USES - TOTALS | \$ 14,544 | \$ 14,045 | \$ 13,542 | \$ 13,036 |
| Excess (Deficiency) of Funding Sources over Funding Uses | (3,155) | (2,806) | (2,978) | (3,092) |
| ENDING FUND EQUITY | \$ 28,935 | \$ 26,129 | \$ 23,151 | \$ 20,059 |

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS

NOTE: LONG-TERM DEBT REQUIREMENTS THAT ARE SUPPORTED FROM REVENUES
OF SPECIFIC PROPRIETARY FUNDS ARE DISPLAYED WITH THAT FUND.

ACT 34 STREET CAPITAL IMPROVEMENT BOND ISSUE, Series 2010

With Limited Tax General Obligation Pledge (Funding for Various Street Projects)
\$5,500,000 Non-Voted Bond Issue dated May 26, 2010

Total Original Bond Issue: 9 Annual Serial Maturities from August 1, 2011 to August 1, 2019
Debt Service for Principal and Interest maturities are financed 100% by Property Taxation

| <u>Fiscal Year</u> | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |
|--------------------|------------------|-----------------|------------------|
| 2015-16 | 605,000 | 88,624 | 693,624 |
| 2016-17 | 630,000 | 72,247 | 702,247 |
| 2017-18 | 660,000 | 53,850 | 713,850 |
| 2018-19 | 685,000 | 33,498 | 718,498 |
| 2019-20 | 715,000 | 11,440 | 726,440 |
| Total | <u>3,295,000</u> | <u>259,659</u> | <u>3,554,659</u> |

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

| <u>Fiscal Year</u> | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |
|--------------------|------------------|-----------------|----------------|
| 2015-16 | 445,000 | 37,187 | 482,187 |
| 2016-17 | 430,000 | 18,275 | 448,275 |
| Total | <u>875,000</u> | <u>55,462</u> | <u>930,462</u> |

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS (continued)

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

| <u>Fiscal Year</u> | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |
|--------------------|-------------------------|-------------------------|-------------------------|
| 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 | <u>1,880,000</u> | <u>37,600</u> | <u>1,917,600</u> |
| Total | <u><u>6,985,000</u></u> | <u><u>1,408,675</u></u> | <u><u>8,393,675</u></u> |

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS (continued)

ACT 34 CAPITAL IMPROVEMENT BOND ISSUE, Series 2008

With Limited Tax General Obligation Pledge (Funding for the 7th Street Parking Deck)

\$4,000,000 Non-Voted Bond Issue dated July 31, 2008

Total Original Bond Issue: 24 Annual Serial Maturities from May 1, 2010 to May 1, 2033

Principal & Interest maturities are financed 100% by Brownfield Redevelopment Tax Capture

| <u>Fiscal Year</u> | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |
|--------------------|------------------|------------------|------------------|
| 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 | 126,802 | 276,802 |
| 2022-23 | 165,000 | 120,427 | 285,427 |
| 2023-24 | 180,000 | 113,415 | 293,415 |
| 2024-25 | 195,000 | 105,765 | 300,765 |
| 2025-26 | 215,000 | 97,478 | 312,478 |
| 2026-27 | 235,000 | 88,340 | 323,340 |
| 2027-28 | 255,000 | 78,118 | 333,118 |
| 2028-29 | 275,000 | 67,025 | 342,025 |
| 2029-30 | 285,000 | 54,650 | 339,650 |
| 2030-31 | 285,000 | 41,825 | 326,825 |
| 2031-32 | 290,000 | 29,000 | 319,000 |
| 2032-33 | 290,000 | 14,500 | 304,500 |
| Total | <u>3,575,000</u> | <u>1,807,910</u> | <u>5,382,910</u> |

DEBT SERVICE FUNDS - REMAINING ANNUAL REQUIREMENTS (continued)

BUILDING AUTHORITY REFUNDING BOND ISSUE, Series 2010

With Limited Tax General Obligation Pledge (Refunded the Series 2002 Police/Transp. Bond Issue)

\$7,425,000 Non-Voted Bond Issue dated September 9, 2010

Total Original Bond Issue: 8 Annual Serial Maturities from Oct. 1, 2011 to Oct. 1, 2018

Principal & Interest maturities are financed 100% by 'Rental Payments' to the Building Authority

| <u>Fiscal Year</u> | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |
|--------------------|------------------|-----------------|------------------|
| 2015-16 | 1,240,000 | 128,375 | 1,368,375 |
| 2016-17 | 1,350,000 | 73,200 | 1,423,200 |
| 2017-18 | 1,460,000 | 23,663 | 1,483,663 |
| 2018-19 | 150,000 | 2,250 | 152,250 |
| Total | <u>4,200,000</u> | <u>227,488</u> | <u>4,427,488</u> |

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

| <u>Fiscal Year</u> | <u>Principal</u> | <u>Interest</u> | <u>Total</u> |
|--------------------|------------------|-----------------|---------------|
| 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 | <u>60,000</u> | <u>9,867</u> | <u>69,867</u> |

WATER FUND
DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS
FOR REMAINING MATURITIES

WATER SUPPLY REFUNDING BOND ISSUE, Series 2012-A

Without Limited Tax General Obligation Pledge
\$9,740,000 Non-Voted Bond Issue dated June 6, 2012 with 11 Annual Serial Maturities
from July 1, 2014 to July 1, 2024
Principal and Interest maturities are financed 100% by Water Utility Fund Revenues

| <u>Fiscal Year</u> | <u>Principal</u> | <u>Interest</u> | <u>Refunding Discount Amortization</u> | <u>Total Requirements</u> |
|--------------------|------------------|------------------|--|-------------------------------|
| 2015-16 | 190,000 | 298,212 | (6,934) | 481,278 |
| 2016-17 | 190,000 | 294,413 | (6,845) | 477,568 |
| 2017-18 | 190,000 | 290,613 | (6,756) | 473,857 |
| 2018-19 | 1,145,000 | 275,831 | (6,153) | 1,414,678 |
| 2019-20 | 1,185,000 | 245,175 | (5,321) | 1,424,854 |
| 2020-21 | 1,235,000 | 208,875 | (4,454) | 1,439,421 |
| 2021-22 | 1,280,000 | 171,150 | (3,556) | 1,447,594 |
| 2022-23 | 1,325,000 | 132,075 | (2,626) | 1,454,449 |
| 2023-24 | 1,375,000 | 84,700 | (1,339) | 1,458,361 |
| 2024-25 | 1,430,000 | 28,600 | 0 | 1,458,600 |
| | | | | 0 |
| Total | <u>9,545,000</u> | <u>2,029,644</u> | <u>(43,984)</u> | <u>11,530,660</u> |

**WATER FUND
 DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS
 FOR REMAINING MATURITIES**

WATER SUPPLY REFUNDING BOND ISSUE, Series 2013-A

**Without Limited Tax General Obligation Pledge
 \$3,260,000 Non-Voted Bond Issue dated January 1, 2014 with 5 Annual Serial Maturities
 from January 1, 2014 to July 1, 2017
 Principal and Interest maturities are financed 100% by Water Utility Fund Revenues**

| <u>Fiscal Year</u> | <u>Principal</u> | <u>Interest</u> | <u>Refunding Discount Amortization</u> | <u>Total Requirements</u> |
|--------------------|------------------|-----------------|--|-------------------------------|
| 2015-16 | 780,000 | 82,200 | 20,391 | 882,591 |
| 2016-17 | 795,000 | 62,475 | 13,855 | 871,330 |
| 2017-18 | 830,000 | 38,100 | 7,030 | 875,130 |
| 2018-19 | 855,000 | 12,825 | 0 | 867,825 |
| Total | <u>3,260,000</u> | <u>195,600</u> | <u>41,276</u> | <u>3,496,876</u> |

WATER FUND
DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS
FOR REMAINING MATURITIES

WATER SUPPLY DRINKING BOND (with City of Wyoming)

Without Limited Tax General Obligation Pledge
\$6,026,500 Non-Voted Bond Issue dated September 23, 2011 with 20 Annual Serial Maturities
from April 1, 2014 to April 1, 2032
Principal and Interest maturities are financed 100% by Water Utility Fund Revenues

| <u>Fiscal Year</u> | <u>Principal</u> | <u>Interest</u> | <u>Refunding Discount Amortization</u> | <u>Total Requirements</u> |
|--------------------|------------------|------------------|--|-------------------------------|
| 2015-16 | 255,000 | 122,912 | | 377,912 |
| 2016-17 | 260,000 | 116,537 | | 376,537 |
| 2017-18 | 265,000 | 110,037 | | 375,037 |
| 2018-19 | 275,000 | 103,412 | | 378,412 |
| 2019-20 | 280,000 | 96,537 | | 376,537 |
| 2020-21 | 290,000 | 89,537 | | 379,537 |
| 2021-22 | 295,000 | 82,287 | | 377,287 |
| 2022-23 | 300,000 | 74,912 | | 374,912 |
| 2023-24 | 310,000 | 67,412 | | 377,412 |
| 2024-25 | 315,000 | 59,662 | | 374,662 |
| 2025-26 | 325,000 | 51,787 | | 376,787 |
| 2026-27 | 335,000 | 43,662 | | 378,662 |
| 2027-28 | 340,000 | 35,287 | | 375,287 |
| 2028-29 | 350,000 | 26,787 | | 376,787 |
| 2029-30 | 360,000 | 18,037 | | 378,037 |
| 2030-31 | 370,000 | 9,037 | | 379,037 |
| 2031-32 | 375,000 | (213) | | 374,787 |
| | | | | 0 |
| Total | <u>5,300,000</u> | <u>1,107,630</u> | <u>0</u> | <u>6,407,630</u> |

Note - BPW makes entire debt payment and is reimbursed in part by the City of Wyoming.

ELECTRIC FUND
DETAIL OF ANNUAL PRINCIPAL AND INTEREST REQUIREMENTS
FOR REMAINING MATURITIES

ELECTRIC SYSTEM REVENUE BONDS ISSUE, Series 2014A

Without Limited Tax General Obligation Pledge
\$158,840,000 Non-Voted Bond Issue dated April 22, 2014 with 26 Annual Serial Maturities
from July 1, 2014 to July 1, 2039
Principal and Interest maturities are financed 100% by Electric Utility Fund Revenues

| <u>Fiscal Year</u> | <u>Principal</u> | <u>Interest</u> | <u>Total</u> | <u>Requirements</u> |
|--------------------|--------------------|-------------------|--------------|---------------------|
| 2016 | | 6,621,406 | | 6,621,406 |
| 2017 | | 6,621,406 | | 6,621,406 |
| 2018 | 4,600,000 | 6,575,406 | | 11,175,406 |
| 2019 | 4,690,000 | 6,490,513 | | 11,180,513 |
| 2020 | 4,770,000 | 6,391,994 | | 11,161,994 |
| 2021 | 4,890,000 | 6,283,469 | | 11,173,469 |
| 2022 | 4,985,000 | 6,134,869 | | 11,119,869 |
| 2023 | 5,185,000 | 5,949,994 | | 11,134,994 |
| 2024 | 5,355,000 | 5,762,125 | | 11,117,125 |
| 2025 | 5,560,000 | 5,576,031 | | 11,136,031 |
| 2026 | 5,725,000 | 5,399,600 | | 11,124,600 |
| 2027 | 5,915,000 | 5,173,847 | | 11,088,847 |
| 2028 | 6,180,000 | 4,894,613 | | 11,074,613 |
| 2029 | 6,470,000 | 4,607,725 | | 11,077,725 |
| 2030 | 6,750,000 | 4,301,350 | | 11,051,350 |
| 2031 | 7,085,000 | 3,961,444 | | 11,046,444 |
| 2032 | 7,430,000 | 3,616,819 | | 11,046,819 |
| 2033 | 7,775,000 | 3,264,225 | | 11,039,225 |
| 2034 | 8,135,000 | 2,888,300 | | 11,023,300 |
| 2035 | 8,525,000 | 2,523,750 | | 11,048,750 |
| 2036 | 8,865,000 | 2,139,566 | | 11,004,566 |
| 2037 | 9,295,000 | 1,701,841 | | 10,996,841 |
| 2038 | 9,740,000 | 1,243,028 | | 10,983,028 |
| 2039 | 10,210,000 | 762,150 | | 10,972,150 |
| 2040 | 10,705,000 | 258,022 | | 10,963,022 |
| Total | <u>158,840,000</u> | <u>95,900,678</u> | <u>0</u> | <u>254,740,678</u> |

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.

Adopted Budget: The final operating and capital budget, as approved by the City Council following public hearings and amendments to the proposed budget; that then becomes the legal guidance of the ensuing fiscal year for management and departments.

Appropriation: A formally approved and adopted authorization to incur obligations and generate the expenditure of government resources for either a specific item or for a general class of objects. Appropriations for operations and smaller capital outlay items typically relate to a specific fiscal year. Appropriations for grant items most often relate to the specific period as specified by terms of the grant. Appropriations for very large capital outlays and capital projects most often are designated for the projected term of the capital item or capital project.

B

Balanced Budget: For a fiscal year, the total appropriated expenditures & outlays may not exceed total projected financing sources (i.e., estimated revenues plus anticipated drawdown of Reserves and/or Fund Balance).

Bonded Debt 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).

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.

C

Capital Expenditures / Capital Outlay: Expenditures which result in acquisition, expansion or substantial rehabilitation of capital asset items.

Capital Improvement / Capital Project: Major capital outlays related to the acquisition, expansion, development, and/or substantial rehabilitation to an element of the City's physical plant; to include land, buildings, facilities, and infrastructure.

Capital Improvement Plan (CIP): A multi-year plan, updated annually, that outlines and schedules all of the known major capital projects to be implemented; with each capital project to include a description and anticipated financing sources, and projected cost elements.

Charges for Services: Fees assessed by the City to users of various defined government services, such as recreation fees, license fees, permit fees, special agreement fees, admission fees, etc.

Component Unit: A legally separate organization for which the elected officials of the primary government are financially accountable.

Contingencies Appropriation: A budgetary appropriation set aside for unforeseen and unanticipated expenditure items, and for minor emergencies. Such an appropriation is most often included in the original budget preparation process of various funds, and determined as a specific dollar amount or as a percentage of total budgeted expenditure appropriations.

D

Debt Service: The cost of paying principal and interest maturities, and fiscal agent fees, on borrowed money to holders of the governmental unit's debt instruments. Debt instruments provide specific stipulations concerning repayment; to include interest rate(s), due date intervals for payments of principal and interest, and total length of the debt service schedule (beginning to end).

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.

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.

E

Economic Vitality Incentive Program (EVIP): Public Act 63 of 2011 included the creation of the Economic Vitality Incentive Program (EVIP) that replaced statutory Revenue Sharing that had been in place for many years. The three components of the program include Accountability and Transparency – Dashboard and Citizens Guide (10/1), Consolidation of Services Plan (1/1) and Employee Compensation Plan (5/1). Local units of government must comply with certain specified requirements under the program in order to receive the additional authorized revenue sharing payments.

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'. 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 Contribution'. 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, and the Windmill Island Fund.

Expenditure / Expense: Similar in nature, but distinguishable in governmental accounting, as follows:

- Expenditure –represents a decrease in a government's current financial resources due to the immediate or near-term outlay of cash for goods and/or services
 - measurement focus application = current financial resources

- basis of accounting application = modified accrual (combination of cash & accrual accounting)
- Expense - represents charges incurred, whether paid immediately or not, for operations, maintenance, interest, or other purposes.
 - measurement focus application = flow of economic resources
 - basis of accounting application = full accrual

F

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.

Financial Accounting Standards Board (FASB): A non-government private organization that sets GAAP in the United States for profit making entities and not-for-profit non-governmental organizations.

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.

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/Types: For governmental purposes, funds will fall into one of three classifications. Within the classifications, funds are categorized into fund types they include:

GOVERNMENTAL FUNDS

- General Fund
- Special Revenue Funds
- Debt Service Funds
- Capital Projects Funds
- Permanent Funds

PROPRIETARY FUNDS

- Enterprise Funds
- Internal Service Funds

FIDUCIARY FUNDS

- Pension (or other entrusted employee benefits) Trust Funds
- Investment Trust Funds
- Private-Purpose Trust Funds
- Agency Funds

G

General Fund: One of five governmental fund types. It serves as the primary operating fund of a governmental unit; accounting for all financial resources and government services, except those required or mandated for accounting in a separate fund.

Generally Accepted Accounting Principles (GAAP): The conventions, rules, and procedures that serve as the uniform minimum standards for accounting and financial statement presentation. For governmental units, Statement of Accounting Standards (SAS) No. 69 - issued by the AICPA – represents the authority delineating the various sources of Generally Accepted Accounting Principles.

Governmental Accounting Standards Board (GASB): The ultimate authoritative accounting and financial reporting standard-setting body for state and local governments.

Governmental Funds: An upper-level classification of funds that includes five different fund-types, to include: General Fund, Special Revenue Funds, Debt Service Funds, Capital Projects Funds, and Permanent Funds. All governmental funds share a common measurement focus, with the objective of the operating statements reflecting near-term inflows and outflows of spendable resources. To achieve this objective, a modified accrual basis of accounting is used which recognizes revenues in the accounting period in which they become both measurable and available to finance expenditures of the fiscal period; and that expenditures be recognized under the accrual method, but with various exceptions outlined under Governmental GAAP guidelines.

I

Industrial Facilities Tax (IFT) Abatement: Michigan Public Act 198 of 1974, as amended, is the primary economic development tool used by local units of government to provide incentives for industrial manufacturing companies to develop new or expand/renovate existing facilities and/or equipment. The financial incentive takes the form of reduced property taxes assessable to the company on the new or rehabilitated investment:

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.

L

Legal Debt Margin: The amount of debt that may be legally authorized compared to the amount of debt that is currently outstanding.

M

Macatawa Area Coordinating Council (MACC): An acronym that references a Metropolitan Planning Organization composed of nine adjacent local-area governments under the title 'Macatawa Area Coordinating Council' (MACC). This association was established in 1993, to encourage area-wide planning for topics of mutual concerns. This organization meets monthly to discuss and vote upon various agenda items, especially such items as transportation and watersheds. The MACC applies for and receives several federal and state grants for streets & highway construction, engineering and environmental studies, public transportation items, and watershed improvements.

Major Fund: A governmental fund or enterprise fund that is reported as a separate column in the basic fund financial statements. Major funds are those whose revenues, expenditures/expenses, assets, or liabilities are at least 10% of corresponding totals for all governmental or enterprise funds, and at least 5% of the aggregate amount for all governmental and enterprise funds for the same item. The General Fund is always classified as a major fund; and any other governmental or enterprise fund may be reported as a major fund if government officials believe it to be particularly important to financial statement users.

Measurement Focus: The objective of what is being expressed in the reporting of an entity's financial performance and financial position. A particular measurement focus considers not only which resources are measured, but also when the effects of transactions or events that involve those resources are recognized. The specific methodology of financial reporting that places emphasis 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.

N

Neighborhood Enterprise Zone (NEZ): The Neighborhood Enterprise Zone (NEZ) Program was established by Michigan Public Act 147 of 1992, as amended. A qualifying local unit of government may designate one or more specific areas as a NEZ. The program provides incentives for neighborhood revitalization through the development of new or rehabilitated owner-occupied residences in areas where it may not otherwise occur. The financial incentives primarily take the form of reduced property taxes for a specified number of years.

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.

Other Post-Employment Benefits (OPEB): An acronym that references Other Post-Employment Benefits which are most typically retiree medical benefits. The obligation for any post-employment medical costs must be disclosed under GASB Statement No. 45.

P

Performance Measurers: Quantitative and/or qualitative objective measurement of result by a department or division, as a means of determining the effectiveness in meeting goals and objectives. The 'output', 'quality' and 'efficiency' measurements that are used to assess how well an objective has been achieved.

Permanent Funds: A fiduciary fund type used to report legally restricted resources which are legally restricted to the extent that only earnings, and not principal, may be used to support the government's programs.

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.

Proprietary Funds: A category of funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. In many ways, the budgeting, accounting and financial reporting simulates that found in a 'for-profit' private-sector organization. There are basically two different types of proprietary funds: 'Enterprise Funds' and 'Internal Service Funds'.

R

Refunding: 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).

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.

S

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.

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.

T

Tax Increment Financing: Financing of capital improvements to a designated redevelopment area or district, achieved by "capturing" incremental increases in taxable values (and accordingly, tax revenues). The captured taxes must be dedicated towards 'pay-as-you-go' capital improvements and/or towards debt service on capital improvements debt obligations of the tax increment financing district. Normally, a specific term (number of years) is specified upon establishment of a tax increment financing district.

Tool & Dies Renaissance (Recovery) Zone: Program initially established by Michigan Public Act 376 of 1996, and amended by MI P. A. 276 of 2005 and MI P.A. 93 of 2006. A local unit of government may designate specific property parcels as recovery zones, thereby entitling a tool & die manufacturer (which has entered into a 'collaborative agreement' with other tool & die manufacturers) to exemption from property taxes for a specified period of years.

Transfers In / Out: 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

Undesignated Unreserved Fund Balance: Available expendable financial resources in a governmental fund that are not the object of tentative management plans.

W

Working Capital: The excess of current assets over current liabilities. As a general rule, the working capital of any individual fund should never be negative (negative = deficiency of current assets to current liabilities).

Acronyms

CAFR – Comprehensive Annual Financial Report
CATV – Cable Access Television
CCF – Cubic Foot
CDBG – Community Development Block Grant
DDA – Downtown Development Authority
EBT – Electronic Benefit Transfer
FEMA – Federal Emergency Management Agency
FTE – Full Time Equivalent
FY – Fiscal Year (July 1 – June 30)
GO – General Obligation
HBPW – Holland Board of Public Works
HRC – Human Relations Commission
IRC – International Relations Commission
KWH – Kilowatt Hour
LTGO – Long Term General Obligation
MAX – Macatawa Area Express
MERS – Municipal Employees Retirement System
MDOT – Michigan Department of Transportation
MG – Million Gallons
MML – Michigan Municipal League
MSHDA – Michigan State Housing Development Authority
MVH – Motor Vehicle Highway
MWH – Megawatt Hour
PRE – Principal Residence Exemption
PSD – Principal Shopping District
SEV – State Equalized Value
TPA – Third Party Administrator
WEMET – West Michigan Enforcement Team
WMAA – West Michigan Airport Authority