

**NOTICE OF FINANCE COMMITTEE MEETING**  
**Wednesday, February 16, 2022**  
**Immediately Following the 5:00 p.m.**  
**Lakefront, Parks, and Natural Areas Committee Meeting**

Park District of Highland Park  
Board of Park Commissioners  
636 Ridge Road, Highland Park, IL 60035

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**FINANCE COMMITTEE MEETING AGENDA**

Pursuant to Section 7(e) of the Open Meetings Act, the President of the Board of Park Commissioners has made a finding that it is not practical or prudent to hold in person Meetings because of the COVID-19 public health emergency. Neither the elected officials nor the public will be allowed to attend Regular or Committee Meetings in person but will participate virtually by the means described below.

**Members of the public may view a live stream of the Meeting by clicking the Wednesday, February 16 Finance Committee Meeting Video link found at <https://www.pdhp.org/government/board-of-park-commissioners-meetings/>**

**I. CALL TO ORDER**

**II. ROLL CALL**

**III. ADDITIONS TO THE AGENDA**

**IV. PUBLIC COMMENT FOR ITEMS ON AGENDA**

For public comment, members of the public can attend the virtual meeting so they may have the opportunity to speak during the public comment period.

If you wish to speak during the virtual meeting you will need to register at the link below.  
[https://us02web.zoom.us/webinar/register/WN\\_rUQNNxGXR8eDhVTkEQzMbg](https://us02web.zoom.us/webinar/register/WN_rUQNNxGXR8eDhVTkEQzMbg)

Registrants will receive an email with meeting access information from [it@pdhp.org](mailto:it@pdhp.org).

Anyone wishing to speak during the public comment period of the virtual meeting will need to use the "Raise Hand" function in Zoom to indicate that they would like to speak. The Board President or Board Secretary will call on registrants who have activated the "Raise Hand" feature in alphabetical order

**V. APPROVAL OF THE FINANCE COMMITTEE MEETING MINUTES FROM JANUARY 20, 2022**

**VI. REVIEW OF THE FIVE-YEAR CAPITAL PLAN**

**VII. RESOLUTION 2022-02 – AUTHORIZING A SOLE SOURCE CONTRACT FOR PROCUREMENT OF THE CENTENNIAL ICE ARENA ZAMBONI REPLACEMENT**

**VIII. RESOLUTION 2022-03 – AUTHORIZING AN INCREASE IN THE BUDGETED YEAR-END FUND TRANSFER AMOUNTS**

**IX. OTHER BUSINESS**

**X. OPEN TO PUBLIC TO ADDRESS BOARD**

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**XI. CLOSED SESSION PURSUANT TO THE FOLLOWING SECTIONS OF THE OPEN MEETINGS**

**ACT:** Section 2(c)1: The employment, compensation, discipline, performance, or dismissal of specific employees, specific individuals who serve as independent contractors in a park, recreational, or educational setting, or specific volunteers of the public body or legal counsel for the public body; Section 2(c)5 – the purchase or lease of real estate including discussion on whether a certain parcel of property should be acquired; Section 2(c)6 – the setting of a price for sale or lease of property owned by the District; Section 2(c)8 – security procedures and the use of personnel and equipment to respond to an actual, a threatened, or a reasonably potential danger to the safety of employees, students, staff, the public, or public property; Section 2(c) 11 – litigation against or on behalf of the District or where the District finds that an action is probable or imminent; Section 2(c) 21 – the discussion of minutes lawfully closed under the Act, whether for the purposes of approval of said minutes or for conducting the semi-annual review of the minutes as set forth in section 2.06 of the Act.; Section 2(c) 29 - for discussions between internal or external auditors and the Board. Possible action by the Board on items discussed in closed session.

**XII. ADJOURNMENT**

Persons with disabilities requiring reasonable accommodation to participate in this meeting should contact the Park District's ADA Compliance Officer, Brian Romes, at the Park District's Administrative Office, 636 Ridge Road, Highland Park, IL Monday through Friday from 8:30 a.m. until 5:00 p.m. at least 48 hours prior to the meeting. Requests for a qualified ASL interpreter require five (5) working days advance notice. Telephone number 847-831-3810; fax number 847-831-0818.

**MINUTES OF A THE FINANCE COMMITTEE MEETING OF THE PARK DISTRICT OF HIGHLAND PARK HELD ON JANUARY 20, 2022, 6:18 PM. PURSUANT TO SECTION 7(e) OF THE OPEN MEETINGS ACT, THE PRESIDENT OF THE BOARD OF PARK COMMISSIONERS HAS MADE A FINDING THAT IT IS NOT PRACTICAL OR PRUDENT TO HOLD IN PERSON MEETINGS BECAUSE OF THE COVID-19 PUBLIC HEALTH EMERGENCY. NEITHER THE ELECTED OFFICIALS NOR THE PUBLIC WILL BE ALLOWED TO ATTEND REGULAR OR COMMITTEE MEETINGS IN PERSON BUT WILL PARTICIPATE VIRTUALLY. LINKS TO THE VIRTUAL MEETING CAN BE FOUND ON THE PARK DISTRICT WEBSITE [HTTPS://WWW.PDHP.ORG/PARK-BOARD/MEETINGS/](https://www.pdhp.org/park-board/meetings/)**

**Present:** Commissioner Bernstein, Commissioner Freeman, President Ruttenberg

**Absent:** Commissioner Kaplan, Vice President Grossberg

**Also, Present:** Executive Director Romes; Director Smith; Director Voss; Director Peters; Director Carr; Director Gogola; Assistant Director Maliszewski; Assistant Director Murrin; Manager Schwartz, Manager Sassorossi; Manager Ochs; Manager Johnson; Coordinator Hejnowski

**Guest Speaker:** None

**Additions to the Agenda**

Executive Director Romes reported that staff would like to add West Ridge Center update.

**Public Comment for Items on the Agenda**

***Garrett Flynn***

***365 North Deere Park Drive, Highland Park***

He complimented the fundraising efforts conducted by the Park District, the Parks Foundations, and members of the North Shore Yacht Club. With the launch falling into disrepair as a result of the damage sustained during the dredging process many boaters opted to store and/or launch their vessels at the Winnetka Park District. As we have tried to garner support for the loyalty program we have run into several problems and read a list of comments, which include:

- a. Having launched at Lake Forest this year, we felt like the facilities and additional dock space were attractive. It doesn't feel like the Park District is committed to repairing the launch, so I won't make commitments until it's clear they support and have approved the long-term repairs needed for the breakwater and boat ramp.
- b. The launch was damaged before the start of the 2020 season and the Park District still hasn't been able to mobilize to fix that repair.
- c. The Park District Board expressed a commitment to do the temporary repairs if the cost was in the \$30,000 - \$35,000 range, which was estimated by WJE, but now there seems to be a lot of push back from the Board to cost-justify the temporary repairs for ROI during the 2022 boating season. With the Park Board constantly changing its stance I do not feel that they are truly committed to getting the launch back open, so I will not make any donations.

- d. We are interested in buying a boat however we don't want to do so if we cannot launch in Highland Park during the 2022 boating season. We will wait to see if the Park District commits to the long-term repairs for the breakwater and boat ramp before purchasing.

Considering many families are waiting on the sidelines to see what happens, please help us garner more support by making an immediate commitment of the repairs for the temporary boat ramp and extending the Loyalty Program deadline beyond January so that those families who are on the fence about donating have time to do so since they have been waiting on commitment from the Park District.

**Approval of the Finance Committee Meeting Minutes from December 8, 2021**

The Minutes from the December 8, 2021 Finance Committee Meeting were approved.

**Park Avenue**

***A. Temporary Boat Ramp Repair Project Bid Results***

Director Smith reported that staff received seven responsive and responsible bids on Tuesday, January 18, 2022, for the 2022 Park Avenue Temporary Boat Ramp Repair Project. The project includes four items: mobilization and general conditions, new concrete topping over the damaged portion of the submerged concrete ramp, fill the void below the upper portion of the concrete ramp, and repair the damaged concrete at the top of the ramp. Misfits Construction Company was the low bidder.

The focus behind this project is to reopen the powerboat launch from Memorial Day to Labor Day weekend.

***Budget Summary Comparison***

Director Carr provided a budget summary comparison report, examining impacts to the budget with and without the temporary repair. When looking at revenue impacts, Director Carr reported that staff budgeted \$268,507 in revenue, of which the temporary repair would have no impact. If the concrete launch remained closed for the 2022 season, revenue would decrease by \$100,000 since staff are assuming all motorized boat launches and storage revenue would be lost, resulting in a reduction in parking pass sales, and deferring Loyalty Program revenue until 2023. As for expenses, staff budgeted \$260,751. If the Park Board of Commissioners approves the temporary repair expenses would surpass the budget by \$34,000. If the concrete launch remained closed for the 2022 season, expenses would significantly decrease since staff would defer the annual dredging project. Overall, Director Carr reported that staff would have a \$26,244 deficit with the repair vs. a \$64,104 deficit if the concrete launch remained closed for the 2022 season.

Commissioner Bernstein would like to know if the costs for dredging are included in this summary.

Director Carr reported that the annual dredging costs are baked into this summary.

President Ruttenberg would like to know how there would be a \$221,751 expense if the concrete launch remained closed for the 2022 season.

Director Carr reported that even if the concrete launch remained closed there are still operating expenses for property management which include the costs for the security contract, staff overseeing administrative functions, labor to the south side of the beach and sand ramp, and equipment expenses.

President Ruttenberg would like to know if the south side of the site is self-operating.

Director Carr reported that expenses are minimal for the south side, however, there are still costs for labor to the south beach and sand ramp

***Proposed Project Schedule***

Director Smith reported that the bid opening was on January 18 and staff are recommending that the Park Board of Commissioners proceed with the temporary repair at the January 26 Regular Board Meeting. If approved construction would begin in mid-March with estimated completion in April.

Director Smith reported that staff are requesting consensus from the Finance Committee to place this item on the consent agenda at the January 26 Regular Board Meeting. If approved, construction would begin in March with an estimated completion of early April so long as weather permits.

Commissioner Freeman reported that she supports staff's recommendation.

President Ruttenberg and Commissioner Bernstein requested that this item be placed under Unfinished Business at the January 26 Regular Board Meeting.

***B. Breakwater and Boat Ramp Replacement Project***

Director Smith reported that at the September 28, 2021 Regular Board Meeting, the Park Board of Commissioners awarded a contract to SmithGroup for Phase 3: Final Engineering and Permitting of the Park Avenue Breakwater and Boat Ramp Replacement Project at Park Avenue Boating Facility. At the December 7, 2021 Workshop Meeting, representatives from SmithGroup provided an update on Task 3.4: Final Construction Documents. SmithGroup has now completed the final construction documents and provided a final opinion of probable construction cost.

Furthermore, bid solicitation for this project was released on January 19, 2022, and bids are due on February 17, 2022. Director Smith shared the updated opinion of probable construction costs reporting that the total with contingency is \$2.7 million.

***Project Schedule***

Staff will review the bid results with the Park Board of Commissioners in early March and request contract approval at the March 30 Regular Board Meeting. If approved construction would begin after Labor Day and staff are estimating the project to be completed in May of 2023.

President Ruttenberg would like to know if staff will have an update on the grant applications before requesting contract approval.

Director Smith reported that staff hopes to have an update on the grant applications prior to requesting contract approval.

**Millard Bluff Tree Removal Bid**

Director Voss reported that staff received one bid, and as a result staff does not wish to move forward with the current bid. Instead, staff would like to reject this bid and provide an update of future plans at the next Lakefront, Parks, and Natural Areas Committee Meeting.

### **Hidden Creek AquaPark Slide Structure Repairs Bid**

Director Carr shared images of the slide structure at Hidden Creek AquaPark, reporting that the structure is entering its 26th year of service. General inspections are conducted daily, and thorough inspections are conducted before, mid, and at the end of the summer season. Additionally, an engineering firm conducted a structural assessment in April 2019, and they reported that the railings are in need of repair. As a result, staff conducted in-house repairs, but staff has determined that the railings need to be removed and replaced with formed concrete and reinstalled before the Summer of 2022. General, platform, staircase, and foundation are all in good condition with no immediate action necessary.

The project would commence in early Spring and is anticipated to be completed by April 30, weather permitting.

Below are the bid results. The low bidder was Misfits Construction Company. Staff has conducted reference verification for this contractor which was favorable and included Park Districts in Tinley Park and Hanover Park.

Staff recommends consensus from the Finance Committee to place the Base Bid Proposal from Misfits Construction Company and authorize the Executive Director to enter into an agreement in the amount of \$46,400 on the Consent Agenda for the January 26 Regular Board Meeting.

President Ruttenberg would like to know if PDRMA needs to be informed of the project.

Director Carr reported that PDRMA has been informed of the project and received copies of the engineering assessment and inspections.

Staff received consensus from the Finance Committee to place this item on the consent agenda at the January 26 Regular Board Meeting.

### **2022 Ricoh Copier Lease Buyout**

Director Smith reported that in August of 2016 staff reviewed print structures throughout the Park District. At that time, the Park District operated 43 printers and copiers, utilizing over 900,000 sheets of paper per year.

In December 2016 staff recommended entering into a five-year lease agreement with Ricoh Solutions to provide 11 new printers and copiers throughout the Park District and remove the 43 devices. This reduced the Park District's overall paper usage by 60%.

In January 2022 the lease agreement with Ricoh Solutions will end. The Park District has the option of returning or purchasing the existing printers and copiers. Due to the current condition of the equipment is in good shape and are meeting the Park District's needs staff recommended a buyout of the 11 printers and copiers. Toner and repair service for the equipment will continue through a separate maintenance agreement. The copiers are anticipated to provide at least two additional years of life. Staff will consider releasing a Request for Proposal for a new copier lease in 2024.

The annual lease payment over the last 5 years has been \$40,054 whereas the proposed buyout is \$25,425. This is a \$14,629 cost reduction in 2022 and a \$40,054 savings in 2023.

Staff recommends consensus from the Finance Committee to place the purchase of 11 printers and copiers from Ricoh Solutions in the amount of \$25,425.53 on the consent agenda at the January 26 Regular Board Meeting.

Staff received consensus from the Finance Committee to place this item on the consent agenda at the January 26 Regular Board Meeting.

**The Renewal of the 2020 Routine Grounds Maintenance Service Bid Proposal for 2022 & the Renewal of the 2021 Landscape Services Bid Proposal for 2022**

Director Voss reported that the Park District of Highland Park bid for the Routine Grounds Maintenance Services in early 2020. The bid proposal specifies weekly mowing and string trimming at 22 park sites and 9 alternate sites, taking place over 26 weeks, beginning approximately the third week of April, and continuing through the second week of October.

Upon the beginning of Phase 3 of the Governor's Restore Illinois Plan in June of 2020, staff recommended, and the Park Board approved a shortened 14-week contract for the base bid, plus 6 alternate sites with low bidder Balanced Environments, Inc for \$68,676.

Additionally, the Park District of Highland Park released the Landscape Services Bid in March of 2021. The bid proposal specifies weekly mowing and additional landscaping tasks such as weeding, edging, cultivating, and mulching at twelve (12) park sites and nine (9) alternate Park District sites. The work specified in the bid would take place primarily over 26 weeks, beginning approximately the third week of April continuing through the second week of October for \$51,756.36, which is \$25,000 under budget.

Staff recommends consensus from the Finance Committee to place the final renewal of the 2020 Routine Grounds Maintenance Services bid proposal and alternates 1-2, 5-6, and 8-9 for the entire 26 weeks from Balanced Environments, Inc. in the amount of \$68,676.66 and the 2021 Landscape Services bid proposal and all alternates 1-11 from Balanced Environments Inc. in the total amount of \$51,756.36 on the Consent Agenda at the January 26 Regular Board Meeting.

Staff received consensus from the Finance Committee to place both items on the consent agenda at the January 26 Regular Board Meeting.

**2022 Sunset Valley Golf Club Cart Path Bridge Replacement and Removal Bid Results**

Director Smith reported that staff received five responsive and responsible bids on Tuesday, January 11, 2022 for the 2022 Sunset Valley Golf Club Cart Path Bridge Replacement and Removal Project. The awarded contractor will be responsible for the removal and replacement of bridges 1, 7, and 9 and the removal of bridge 8. This project is year one of a two-year project. Year two will occur in early 2023 and include the removal and replacement of bridges 2, 3, and 5 and the removal of bridge 6. Fabrication of the bridges was bid separately. The low bidder was Copenhaver Construction, Inc. References for this contractor are favorable. Overall, the project is anticipated to be \$5,071 under budget.

Staff recommends consensus from the Finance Committee approval from the Park Board of Commissioners at the January 26, 2022 Regular Board Meeting to approve Items 1, 2, 3, and 4 from Copenhaver Construction, Inc and authorize the Executive Director to enter into an agreement in the amount of \$455,412.00 on the Consent Agenda.

Staff received consensus from the Finance Committee to place both items on the consent agenda at the January 26 Regular Board Meeting.

**West Ridge Park Site and Building Update**

Manager Schwartz reported that staff will present the final cost proposal at the February 9 Workshop Meeting, present a draft contract at the March 9 Workshop meeting, and request approval from the Park Board of Commissioners to award the contract at the March 30 Regular Board Meeting.

Additionally, staff are working to get a Construction Management firm on board for pre-construction services. The goal of this contract is to create a structure of checks and balances from the first day of the project. The pre-construction scope tasks of the Construction Management firm are to provide accurate cost estimates and guide the project toward a more efficient, cost-effective building method and materials. The contract will be based on hourly rates, and staff estimates \$5,000 – \$25,000 in expenses.

Finally, staff are targeting to issue the RFP tomorrow, and are expecting to receive those proposals later this month. Staff will review the submissions and create a shortlist to interview. Staff will interview the finalists on February 7 and 8 and target award on February 22.

**Other Business**

Director Peters reported the next Finance Committee will be on Wednesday, February 16 at 6:00 p.m.

**Closed Session**

A motion was made by President Ruttenberg, seconded by Commissioner Freeman to adjourn into Closed Session for discussion of Section 2(c)1: The employment, compensation, discipline, performance, or dismissal of specific employees, specific individuals who serve as independent contractors in a park, recreational, or educational settings, or specific volunteers of the public body or legal counsel for the public body.

**Roll Call:**

**Aye:** Commissioner Bernstein, Commissioner Freeman, President Ruttenberg

**Nay:** None

**Absent:** None

**Abstain:** None

**Motion Carried**

The meeting adjourned into Closed Session at 7:11 p.m.

The meeting reconvened into Open Session at 7:23 p.m.



**Action From Closed Session If Any**

President Ruttenberg reported that the Board met in Closed Session under Section 2(c)1: The employment, compensation, discipline, performance, or dismissal of specific employees, specific individuals who serve as independent contractors in a park, recreational, or educational settings, or specific volunteers of the public body or legal counsel for the public body.

No action was taken.

**Open to the public to address the board**

None.

**Adjournment**

The meeting adjourned at 7:24 p.m.

Respectfully submitted,

Roxanne Hejnowski, Assistant Secretary



# Memorandum

**To:** Park Board of Commissioners

**From:** Jeff Smith, Director of Planning and Projects; Brian Romes, Executive Director

**Date:** February 16, 2022

**Subject:** **Review of the Five-Year Capital Plan**

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## **Summary**

Staff will provide an overview of Capital Projects occurring in Quarter 1 and scheduled for Quarter 2. Staff will also review projects recommended for deferral to a future year.



# Memorandum

**To:** Finance Committee

**From:** Tony Matzke, Facilities Maintenance Manager; Mitch Carr, Director of Recreation and Facilities; Brian Romes, Executive Director

**Date:** February 16, 2022

**Subject:** **Resolution 2022-02 Authorizing a Sole Source Contract for Procurement of the Centennial Ice Arena Zamboni Replacement**

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## **Summary**

Centennial Ice Arena currently operates with two Zamboni units. One of the Zamboni's is currently 17 years old with outdated technology and has been experiencing frequent mechanical failures. This unit has met its useful life and is need of replacement. A new Zamboni will include the latest technology to maintain optimal ice conditions including:

- a) Advanced water system: Automatically regulates the amount of water dispensed on the ice to provide a uniform application.
- b) Level-Ice system: Laser guided blade control to provide a consistently level surface. This will reduce manual ice maintenance frequency, water usage, energy consumption, and time resulting in overall cost savings.

Since Zamboni Company USA, Inc. is the only manufacturer of Zambonis, staff is seeking the approval of a Sole Source purchase. This request is due to proven reliability, existing relationships, service response and availability of the until and repair/replacement parts.

## **Financial Impact**

Amount in 2022 Capital Budget for Project	\$ 200,000
<u>Equipment Quote</u>	<u>\$ 178,855</u>
<b>Anticipated Amount <u>Under</u> Budget</b>	<b>(\$ 21,145)</b>

## **Recommendation**

Staff recommends consensus from the Finance Committee approval from the Park Board of Commissioners at the February 23, 2022 Regular Board Meeting of Resolution 2022-02 authorizing the Executive Director to enter into a sole source contract for procurement of the Centennial Ice Arena Zamboni replacement from Zamboni Company, USA, Inc. in the amount of \$ 178,855 on the Consent Agenda.



# Memorandum

**To:** Finance Committee of the Park Board of Commissioners

**From:** Mari-Lynn Peters, Director of Finance; Brian Romes, Executive Director

**Date:** February 16, 2022

**Subject:** **Resolution 2022-03 Authorizing an Increase in the Budgeted Year-End Fund Transfer Amounts**

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## Summary

The 2021 budget was prepared and approved in 2020 with anticipation of following guidelines of Phase 4 of the Restore Illinois State Plan in 2021. On June 11, 2021, the State began Phase 5 of the Restore Illinois Plan. As a result, the Park District exceeded budgeted projections for both revenues and expenses. After careful review and in concert with discussions at previous Finance Committee Meetings, staff is recommending formal approval from the Park Board to increase fund transfers to the Capital Fund for the fiscal year ending 2021. The adjustment in transfers from the 2021 Budget to 2021 Proposed is below:

	<b>2021 Budget</b>	<b>2021 Adjusted Budget</b>	<b>Change</b>
<b>Special Recreation Fund transfer to Capital Fund</b>	<b>\$300,000</b>	<b>\$489,848</b>	<b>\$189,848</b>
<b>Recreation Fund transfer to Capital Fund</b>	<b>\$1,500,000</b>	<b>\$2,000,000</b>	<b>\$500,000</b>

The increase in transfers totals: \$689,848 to the capital fund.

## Recommendation

Staff recommends consensus from the Finance Committee approval from the Park Board of Commissioners at the February 23, 2022, Regular Board Meeting of Resolution 2022-03 to increase fund transfers from the 2021 budgeted amounts.



# Transfer Presentation

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2021

# 2021 TRANSFER CONSIDERATIONS

	2021 Budget	2021 Proposed	Change
<b>Special Recreation to Capital</b>	<b>300,000</b>	<b>489,848</b>	<b>189,848</b>
<b>Recreation to Capital</b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>500,000</b>

# Fund Balance History and Projections

	ACTUAL 2018	ACTUAL 2019	ACTUAL 2020	PROJ. 2021	BUDGET 2022
<b><u>GENERAL FUND</u></b>					
FUND BALANCE POLICY (25%)	1,328,965	1,308,345	1,084,010	1,448,933	1,524,980
FUND BALANCE	2,380,282	3,304,258	4,062,334	5,303,164	3,553,867
<b>FUND BALANCE % ON HAND</b>	<b>45%</b>	<b>63%</b>	<b>94%</b>	<b>87%</b>	<b>58%</b>
<b><u>RECREATION FUND</u></b>					
FUND BALANCE POLICY (25%)	2,894,841	2,849,046	2,263,611	2,674,469	3,219,009
FUND BALANCE	4,659,345	4,715,040	4,976,709	6,448,912	6,518,018
<b>FUND BALANCE % ON HAND</b>	<b>40%</b>	<b>41%</b>	<b>55%</b>	<b>50%</b>	<b>51%</b>
<b><u>SPECIAL RECREATION FUND</u></b>					
FUND BALANCE POLICY (15%)	60,638	84,650	52,370	110,219	62,114
FUND BALANCE	226,222	322,940	807,524	236,389	254,536
<b>FUND BALANCE % ON HAND</b>	<b>56%</b>	<b>57%</b>	<b>231%</b>	<b>57%</b>	<b>61%</b>

# Fund Balance Projections

	General	Recreation	Special Recreation	Debt Service	Capital Projects	Total
<b>Estimated Fund</b>						
<b>Balance 1/1/2022</b>	5,303,164	6,448,912	236,389	31,492	27,855,497	39,875,554
REVENUES	5,973,016	15,997,482	932,237	1,650,660	740,000	25,293,395
EXPENDITURES	6,099,919	12,875,536	414,090	3,315,035	12,504,955	34,210,034
TRANSFER FOR DEBT	-622,394	-1,052,341		1,674,735		
TRANSFER FOR CAPITAL	-1,000,000	-2,000,000	-500,000		3,500,000	
<b>Estimated Fund</b>						
<b>Balance 12/31/2022</b>	<u>3,553,867</u>	<u>6,518,018</u>	<u>254,536</u>	<u>41,852</u>	<u>19,590,642</u>	<u>29,958,915</u>
Fund Balance Policy						
% of Expenditures	1,524,980	3,219,009	62,114			
	58%	51%	61%			



# QUESTIONS

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