

City of Hudson
121 N Church St
Hudson, MI 49247

Dear City of Hudson City Council:

We have performed the procedures enumerated below, which were agreed to by City of Hudson, solely to assist you with respect to irregularities noted in the accounting records from July 1, 2015 through March 31, 2021. City management is responsible for the City's accounting records. These forensic auditing services were predicated on the current cash flow concerns at the City.

Objective

The objective of the investigation was to assess the various causes of the current cash flow situation at the City, and accumulate, if applicable, the amount of loss attributed to missing or misused funds based on the information provided by representatives of City of Hudson.

Scope of the Investigation

The scope of the services was limited, at your request, to the period of July 1, 2015 through March 31, 2020.

Executive Summary

The June 30, 2020 audited financial statements were presented in at the October 20, 2020 City Council meeting. Within these financial statements, as discussed later in this report, were significant deficiencies related to internal controls and financial reporting for which the City provided responses to prior to the audit presentation.

On November 13, 2020, the State of Michigan sent a letter to the City Manager requesting improvement of deficiencies and a corrective action plan specifically surrounding the City's continued declining fund balance and budget violations as well comments included in the audit report. As noted below, the City responded to this request on December 1, 2020.

In April 2021, the City of Hudson (the City) received notification that a number of checks written by the City were unable to clear the bank, as there were insufficient funds to pay these checks. The City discussed this with their assigned banker, who indicated that there was approximately \$6,800 of checks that did not clear the bank, as the City did not have sufficient funds in their accounts. At that time, the Treasurer was terminated. At the April 20 City Council meeting, the City Manager updated the City Council on the financial shortfall and indicated that revenues were expected to bring all accounts to positive balances in subsequent weeks.

At a special meeting on April 24, 2021, the City Council approved a forensic audit and placed the City Manager on paid administrative leave, until the completion of the audit.

We understand various firms and consultants have been contacted since to evaluate the feasibility and financing the continued Maple Grove projects. Maner Costerisan was brought in at the culmination of the above events.

Summary of Procedures Performed

1. Inquired of Charlie Weir, acting City Manager, Jeaniene McClellan, City Clerk, Brandon Hudson, acting City Treasurer, Linda Cross, Deputy Clerk and Treasurer, and Carmel Camp, Mayor, related to standard procedures within the City, as well as irregularities that had been identified, concerns, or conflicts of interest noted during the period under evaluation.
2. Inquired of audit partner, Brent Shea.
3. Performed analytical procedures on general ledger accounts, journal entries and audited data.
4. Reviewed disbursements to the City Manager Steven Hartsel and the former Treasurer Benjamin Farley and any identified conflicts of interest (however none were noted in above inquiries).
5. Reviewed credit card activity for unusual transactions.
6. Reviewed disbursements to Jones & Henry Engineers, the project manager of the North Maple Grove project.
7. Reviewed the summary memo provided to Interim City Manager Charlie Weir.

Source Documents

We inspected copies of the following documents:

1. City of Hudson's Financial Edge generated general ledger report for the period July 1, 2015, through March 31, 2021.
2. Financial Edge generated trial balance for the periods ending July 1, 2015, through March 31, 2021.
3. Financial Edge generated Vendor activity for the period of July 1, 2015, through March 31, 2021.
4. Credit Card statements for the City of Hudson from October 2020 through April 2021.
5. Summary memo provided to Interim City Manager Charlie Weir prepared by Brandon Hudson, acting City Treasurer, and Michael Sessions, Morenci City Administrator/Clerk.
6. Audited financial statements and F-65 reports from June 30, 2010 through June 30, 2020.

Findings and Conclusion

Inquiries of City Staff

Discussions with City staff members took place to gain an understanding of the current financial situation of the City, as well as details of events leading up to the time in which we were engaged.

Concerns were expressed regarding the lack of organization and control over documents and accounting records shown by both the City Manager and former Treasurer. City staff found cash and uncashed checks loose in a box. Unpaid bills, which had been documented as paid in the accounting system, were found in boxes or under stacks of paper. Further, a new accounting software, which was approved by the City Council to assist in providing more accurate financial information, was not purchased. Because the previous system was cancelled as of June 30, 2021, the City is facing a lack of access to accounting software effective July 1, 2021, which could further impact the City's ability to present accurate financial information to the City Council and stakeholders.

Data Analytic Procedures Performed

As part of our procedures, we obtained the Financial Edge general ledger for all funds from July 1, 2015, through March 31, 2021. We also obtained the audited financial reports from the State of Michigan website for fiscal years June 30, 2010 through June 30, 2020. Utilizing this data, we performed a variety of data analytics including applying Benford's Law to payment data, a 10-year analysis of the City finances, and a search of journal entries made.

Benford's Law testing, performed by data analytic software, seeks to identify irregularities in non-sequential numbers and data sets using algorithms developed under assumptions that "natural numbers" follow predictable patterns. This concept is widely utilized in forensic analysis. Our testing indicated minimal anomalies in the data tested.

The search of journal entries, which included reviewing entries made on weekends and those that reduced cash, indicated a significant number of journal entries that were made on weekends (Saturdays or Sundays). Review of those entries, however, indicates that these entries were made to correspond with the end of the fiscal year, month end or other deadlines (such as the delinquent tax deadline). For the journal entries impacting cash, these entries were largely made to record payroll, interest and other similar items. As discussed in the "Response to the memo of May 2, 2021", however, there was one journal entry with credits to cash that merited additional discussion and is evaluated below.

The 10-year analysis of City's finances, reflective of the audited financial statements, can be seen in the attached schedule (Attachment I). The schedule shows the revenues, expenses and other financial sources/uses, as well as the beginning and ending fund balance for the general fund, ambulance fund, income tax fund, major street fund and the local street fund for the period of June 30, 2010 through June 30, 2020. A total of all these funds is also shown. These funds were selected because they are the general operating fund (general fund), are referenced in the Corrective Action Plan provided to the State of Michigan (ambulance fund), provide a significant amount of cash flow to the City (income tax fund) or are largely involved in the capital projects of the City (major and local street funds). As indicated in that schedule, since July 1, 2009, there have been significant annual declines in fund balance. The general fund has decreased almost 50%, the income tax fund 87%, and the local street fund 41%. Total fund balance of the above noted funds decreased 45% from July 1, 2009 to June 30, 2020.

Projects within the City

In the December 23, 2019 Planning Commission meeting, a 2020-2026 Capital Improvement Plan was developed and sent to the City Council, who approved this plan at the January 21, 2020 City Council meeting. This plan included \$3,630,000 in five phases for North Maple Grove Reconstruction. Based on this approved plan, bid opening for this project was to take place on January 23, 2020. Based on discussion with City staff, however, any related bids to this project cannot be found at the City, either because they were not retained or were not properly filed. The engineering firm selected was Jones & Henry, out of Toledo, Ohio. It is our understanding that a bidding process was not completed for the engineering firm contract. It is further our understanding that the contract between the City and the engineering firm could not be located. Because of this, it was deemed prudent to isolate and review transactions directly with the firm as noted below.

We received copies of all invoices for July 1, 2018 through March 31, 2021 from Jones & Henry (which are summarized, by project, below). Based on discussions with City staff, this company was selected for both the wastewater treatment plan improvements of previous fiscal years, as well as the Maple Grove project, and others noted below. Though no direct concerns or conflicts of interest were noted relative to this vendor, City staff did note that a significant amount of business was conducted with Jones & Henry. Additionally, a review of the expense reimbursements, as noted in the expense reimbursement section below, indicated that monthly trips were taken by the City Manager in fiscal year 2018 to meet with Jones & Henry.

PROJECT DESCRIPTION	TOTAL SPENT (TO DATE)	FISCAL YEAR ACTIVITY	APPROVED BUDGET - PER JONES & HENRY INVOICES
DRINKING WATER ASSET MANAGEMENT (DWAM) GRANT APPLICATION	\$2,499.56	YEAR ENDING 6/30/2021	\$2,500
HUDSON/ MISC ENGINEERING SERVICES	\$4,225.11	YEAR ENDING 6/30/2020	\$20,000
MAPLE GROVE AVE RECONSTRUCT PH 2	\$20,580.14	YEAR ENDING 6/30/2021	\$84,060
MAPLE GROVE AVE RECONSTRUCT PH 1	\$205,426.39	YEARS ENDING 2019, 2020 & 2021	\$78,000, INCREASED TO \$189,500
OWNERS ADVISOR FOR WWTP IMPROVEMENTS/ WWTP CONSTRUCTION SUPPORT SERVICES	\$58,452.18	YEARS ENDING 2019 & 2020	\$122,500
PER MAPLE GROVE AVENUE IMPROVEMENTS	\$27,497.70	YEAR ENDING 6/30/2020	\$27,500
PILOT DRINKING WATER COMMUNITY WATER SUPPLY GRANT	\$127,35.14	YEAR ENDING 6/30/2019	\$167,442
TOTAL SPENT	\$446,034.22		

Maple Grove Avenue project:

Jones & Henry subcontracted with a number of other vendors and reached substantial completion of Phase 1 (of 5 proposed phases) in October 2020. At the October 20, 2020 meeting of the City Council, the City Manager, in his report, indicated that the City was approaching its debt limit and thus tentatively recommended doing a “pay-as-we-go” approach, using Act 51, Income tax and LCSA (Local Community Stabilization Authority) revenues to complete the remaining phases over the next seven to nine years. The City would therefore essentially be paying cash for the entire \$3,360,000, five-phase project. The income tax fund, which is a special revenue fund of the City, does not have specific limitations or use restrictions, under the City’s policies. The LCSA funds from the State of Michigan also do not have a specified use. The Act 51 funds are limited in use for specific aspects of road projects. As of March 2021, approximately \$253,500 has been spent with Jones and Henry for the Maple Grove project alone (Phase 1 \$205,426.39, Phase 2 \$20,580.14 and improvements of \$27,497.70), this does not include the expenditures incurred directly with subcontractors.

Expense Reimbursements

We utilized the Financial Edge general ledger for all funds from July 1, 2015, through March 31, 2021, identifying disbursements to the City Manager and the former Treasurer. We identified that the City Manager received, in this period, \$53,519.68 in reimbursements. Review of these reimbursements indicated that they were for the consistent purposes of mileage reimbursements, vehicle allowance, cell phone reimbursement and insurance reimbursements. The insurance reimbursements were \$450 for cash in lieu of health and \$50 for not taking the City’s dental insurance. The vehicle allowance, cell phone reimbursement and insurance reimbursements were all approved in the City Manager’s employment contract. The former Treasurer received \$2,801.08, all of which related to the cell phone reimbursement or mileage.

These disbursements reflect a lack of internal controls, as these disbursements were approved by either the Treasurer or the City Manager. No employee is to approve their own reimbursement, nor should any employee review and approve their supervisor’s reimbursements.

Credit Card Purchases

We reviewed the most recent credit card statements available (which included October 2020 through April 2021). Though no transactions appeared unreasonable for the activities of a City, the lack of receipts indicates a lack of internal controls. Based on the nature of these charges and available documentation, we do not recommend any additional procedures over credit card data at this time.

State of Michigan “Request for Improvement of Deficiencies – Corrective Action Plan” and response

On November 13, 2020, the City Manager was sent a Request for Improvement of Deficiencies – Corrective Action Plan, from the State of Michigan. This document indicated that actual expenditures exceeded budgeted and expenditures had exceeded revenues for the past three years, both of which are identified as being violations of State statute (in the case of the budgets) or other deficiencies (in the case of expenses exceeding revenues). The State of Michigan required a response within 30 days.

The response, with a corrective action plan, was provided to the State on December 1, 2020, signed by the Mayor and City Manager. This plan responded to the State of Michigan’s findings, as well as the significant deficiencies identified by the auditor.

As part of our procedures, on June 9, 2021, we called the City’s independent auditing firm, Brent D. Shea, CPA. Based on our discussion with Mr. Shea, during the previous audit, an unmodified opinion was issued, with significant deficiencies identified. Most notable among these identified deficiencies relates to the preparation of the bank reconciliations which, while prepared, did not identify irregularities and overdrawn balances.

Our conversation further revealed that the City Manager and former Treasurer indicated that, upon receipt of the letter requesting a Corrective Action Plan from the State of Michigan regarding the declining fund balance of the City, they contacted the auditor to discuss the findings. Mr. Shea indicates that this conversation did not take place. Though the City is not required to provide their response to the State of Michigan to their auditing firm, based on the nature of the findings, this lack of communication is highly irregular.

Memo of May 2, 2021

On May 2, 2021, the interim City Treasurer and Michael Sessions, assisting from the City of Morenci, provided interim City Manager Charlie Weir a memo regarding their most pressing concerns.

This memo indicates that it appears all accounting functions ceased in December 2020, including, but not limited to: bank reconciliations not being performed, approximately \$100,000 in deposits not being recorded in the accounting system (despite being deposited in the bank) and numerous invoices being recorded as paid, with no cash disbursement made. There were indicators of financial issues beginning in March 2020, with negative cash balances in the ambulance and utility funds. Bank reconciliations, as indicated in the auditor's significant deficiencies, were not correctly performed and reflected negative cash in various funds. While not unusual to see negative cash throughout the year in certain funds when using pooled cash, the City would not typically show negative cash balances in its financial statements. This decline in not only the financial record keeping but also in oversight is in line with the analysis performed in the data analytic procedures section.

The memo further indicates a breakdown in internal controls where a withdrawal was made from the income tax fund to cover payroll, for which there was insufficient funds in the general accounts, with only one signature. The City's policy is that all such transactions must be signed by two people.

The memo further indicates that there is a significant amount of unpaid federal and state income tax, withheld from employees, that has not been remitted to the appropriate taxing authority. Based on the general ledger detail reviewed, no payment of federal withholdings has been made since January 31, 2021, with an outstanding balance in the related account of \$33,608.17. Further, payments for FICA ceased, per the general ledger, on January 29, 2021. There was a further question on whether amounts withheld for the retirement plan had been properly remitted, as checks to the retirement plan administrator were among those that did not clear the bank because of insufficient funds.

In September 2020, a journal entry was made to reflect payment of the City's debt within the enterprise funds, as shown below. This entry was reversed in December 2020, increasing the cash and clearing out the principal and interest expense that had been booked in on September 21, 2020. Subsequent to the termination of the City Treasurer, a correcting entry to reverse the effect of the December 2020 entry was made in order to correct the records of the City. This entry was dated for September 24, 2020, as that was the month that was impacted by the original entry. This reversing entry was performed as there was no indication on the City's bank statements that cash had been received for the December 2020 entry.

The initial December 2020 entry, therefore, appeared to artificially increase the cash balance of the City and was misleading in financial reporting. As noted above, this was retroactively corrected for reporting purposes after the City Treasurer was terminated.

A schedule of the entries in question is below:

DATE	MEMO	AMOUNT	ACCOUNT	NATURE OF LINE ITEM
9/21/2020	THE BANK OF NEW YORK	\$(366,968.82)	CASH UTILITIES	DECREASING CASH
9/21/2020	THE BANK OF NEW YORK	\$(366,968.82)	ACCOUNTS PAYABLE	CREATING AN ACCOUNTS PAYABLE
9/21/2020	THE BANK OF NEW YORK	\$366,968.82	ACCOUNTS PAYABLE	REVERSING ACCOUNT PAYABLE
9/21/2020	THE BANK OF NEW YORK	\$258,385.51	SRF INTEREST PAYMENT	SHOWING THE EXPENSE PAID FOR INTEREST
9/21/2020	THE BANK OF NEW YORK	\$108,583.31	WTP BOND DEBT	SHOWING EXPENSE PAID FOR PRINCIPAL
9/24/2020	WIRE TRANSFER FOR BOND PAYMENT	\$(366,968.82)	CASH UTILITIES	DECREASING CASH
9/24/2020	WIRE TRANSFER FOR BOND PAYMENT	\$366,968.82	WTP BOND DEBT	SHOWING EXPENSE PAID
12/2/2020	THE BANK OF NEW YORK	\$366,968.82	ACCOUNTS PAYABLE	CREATING AN ACCOUNTS PAYABLE
12/2/2020	THE BANK OF NEW YORK	\$(366,968.82)	ACCOUNTS PAYABLE	REVERSING ACCOUNT PAYABLE
12/2/2020	THE BANK OF NEW YORK	\$366,968.82	CASH UTILITIES	INCREASING CASH
12/2/2020	THE BANK OF NEW YORK	\$(108,583.31)	WTP BOND DEBT	REVERSING THE EXPENSE FOR PRINCIPAL
12/2/2020	THE BANK OF NEW YORK	\$(258,385.51)	SRF INTEREST PAYMENT	REVERSING THE EXPENSE FOR INTEREST

Overall, while there were various entries seeming to complicate the financial records, there did not appear to be cash withdrawn from the City accounts in excess of the appropriate bond payment within these transactions.

Conclusion

Based on these procedures, no evidence was obtained that that City funds were used for personal gain of City stakeholders. The financial decline and instability of the City of Hudson appears to be a result of overspending and financial mismanagement. It is, however, evident that the accounting records of the City were not appropriately and accurately maintained or reviewed on an ongoing basis, creating a misleading picture of the finances of the City, which made making prudent financial decisions extremely difficult for the Council.

A City Treasurer is primarily responsible for oversight of financial activities within the City; managing revenue and maintaining cash flow of the municipality.

A City Manager is generally the "chief executive" of the City, overseeing all positions and ensuring the Council policies and procedures are executed. Section 4.11 of the City of Hudson Charter indicates that the City Manager is the chief administrative officer and shall, among other things, be responsible to the Council for the efficient administration of all administrative departments of the city government; to direct and supervise department heads; to submit to the Council financial statements at least quarterly, to recommend an annual budget to the Council and to administer the budget as finally adopted; *and to keep the Council fully advised as to the financial condition and needs of the City.*

Given the procedures and results outlined it appears there was a gap in both positions related to accurate execution of the positions responsibilities as well as a lack in oversight of the financial stability for the City of Hudson.

Restrictions

We were not engaged to, and did not conduct an audit, the objective of which would be the expression of an opinion, on the accounting records. Accordingly, we do not express such an opinion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.

This report is intended solely for the use of management of City of Hudson, and should not be used for any other purpose. We are available and happy to assist the City as it considers any restructuring and rebuilding of financial stability.

Very truly yours,

Maner Costesiano PC

July 12, 2021

ATTACHMENT I

	6/30/2010	6/30/2011	6/30/2012	6/30/2013	6/30/2014	6/30/2015	6/30/2016	6/30/2017	6/30/2018	6/30/2019	6/30/2020
General fund revenues	1,378,809.00	1,485,756.00	1,529,673.00	1,757,440.00	1,491,662.00	1,448,151.00	1,634,643.00	1,393,780.00	1,660,610.00	1,591,357.00	1,634,742.00
General fund expenses	(1,342,066.00)	(1,497,645.00)	(1,581,421.00)	(1,853,898.00)	(1,532,579.00)	(1,411,941.00)	(1,658,769.00)	(1,380,135.00)	(1,676,282.00)	(1,725,281.00)	(1,749,074.00)
Income (loss) before transfers	36,743.00	(11,889.00)	(51,748.00)	(96,438.00)	(40,917.00)	36,210.00	(34,126.00)	13,645.00	(15,672.00)	(133,924.00)	(114,332.00)
Other fm sources (uses)	(118,974.00)	(37,743.00)	(17,943.00)	(28,865.00)	122,276.00	99,030.00	(2,143.00)	20,950.00	117,284.00	(13,353.00)	25,034.00
General fund income (loss)	(82,231.00)	(49,632.00)	(69,692.00)	(125,323.00)	81,359.00	135,240.00	(27,269.00)	34,595.00	101,612.00	(147,277.00)	(89,298.00)
General fund beginning balance	489,794.00	407,563.00	357,931.00	288,239.00	162,916.00	244,275.00	379,515.00	352,246.00	386,841.00	488,453.00	341,176.00
General fund ending balance	407,563.00	357,931.00	288,239.00	162,916.00	244,275.00	379,515.00	352,246.00	386,841.00	488,453.00	341,176.00	251,878.00
Percent increase (decrease) in fund balance		-17%	-12%	-19%	-43%	50%	53%	-7%	10%	26%	-30%
Ambulance revenues	323,684.00	347,538.00	370,824.00	319,460.00	458,298.00	410,356.00	548,821.00	484,104.00	557,905.00	500,905.00	615,686.00
Ambulance expenses	(245,932.00)	(311,012.00)	(292,507.00)	(539,095.00)	(488,519.00)	(460,917.00)	(503,949.00)	(539,781.00)	(807,021.00)	(575,540.00)	(617,617.00)
Income (loss) before transfers	77,752.00	36,526.00	78,317.00	(219,635.00)	(30,221.00)	(50,561.00)	44,872.00	(55,677.00)	(249,116.00)	(74,635.00)	(1,931.00)
Other fm sources (uses)	2,500.00	2,500.00	2,500.00	142,500.00	2,500.00	2,500.00	22,500.00	22,500.00	262,500.00	28,932.00	28,932.00
Ambulance income (loss)	80,252.00	39,026.00	80,817.00	(77,135.00)	(27,721.00)	(48,061.00)	67,372.00	(33,177.00)	13,384.00	(45,703.00)	27,001.00
Ambulance beginning fund balance	7,161.00	87,413.00	126,439.00	207,256.00	130,121.00	102,400.00	54,339.00	121,711.00	88,534.00	101,918.00	56,215.00
Ambulance ending fund balance	87,413.00	126,439.00	207,256.00	130,121.00	102,400.00	54,339.00	121,711.00	88,534.00	101,918.00	56,215.00	83,216.00
Percent increase (decrease) in fund balance		45%	64%	-37%	-21%	-47%	124%	-27%	15%	-45%	48%
Income tax revenues	263,072.00	328,312.00	337,009.00	414,036.00	497,491.00	548,687.00	550,816.00	484,765.00	489,950.00	536,719.00	523,205.00
Income tax expenses	(67,220.00)	(82,408.00)	(78,127.00)	(250,482.00)	(132,480.00)	(193,419.00)	(117,160.00)	(139,320.00)	(118,541.00)	(128,652.00)	(134,985.00)
Income (loss) before transfers	195,842.00	245,904.00	258,882.00	163,554.00	372,691.00	355,268.00	433,656.00	345,445.00	371,409.00	408,067.00	388,220.00
Other fm sources (uses)	(109,442.00)	(214,716.00)	(239,004.00)	(472,052.00)	(334,258.00)	(432,453.00)	(491,129.00)	(348,990.00)	(309,865.00)	(405,599.00)	(584,177.00)
Income tax income (loss)	86,400.00	31,188.00	19,878.00	(308,498.00)	38,433.00	(77,185.00)	(57,473.00)	(3,545.00)	61,544.00	2,468.00	(195,957.00)
Income tax beginning fund balance	446,313.00	532,713.00	563,901.00	583,779.00	275,281.00	313,714.00	236,529.00	179,056.00	175,511.00	250,654.00	253,122.00
Income tax ending fund balance	532,713.00	563,901.00	583,779.00	275,281.00	313,714.00	236,529.00	179,056.00	175,511.00	250,654.00	253,122.00	57,165.00
Percent increase (decrease) in fund balance		19%	6%	4%	-53%	14%	-25%	-24%	-2%	35%	1%
Major street revenues	123,808.00	127,131.00	126,755.00	127,862.00	142,562.00	142,925.00	389,485.00	172,807.00	232,384.00	239,846.00	402,588.00
Major Street expenses	(96,558.00)	(103,461.00)	(186,667.00)	(112,778.00)	(133,708.00)	(123,482.00)	(424,421.00)	(412,985.00)	(128,818.00)	(355,852.00)	(346,242.00)
Income (loss) before transfers	27,250.00	23,670.00	(59,912.00)	15,084.00	8,854.00	19,443.00	(34,936.00)	(240,178.00)	103,566.00	(116,006.00)	56,164.00
Other fm sources (uses)	22,356.00	(46,550.00)	(15,500.00)	(15,500.00)	(15,500.00)	45,100.00	9,000.00	99,000.00	(36,000.00)	154,491.00	10,000.00
Major street income (loss)	49,606.00	(22,880.00)	(75,412.00)	(416.00)	(6,646.00)	64,543.00	(25,936.00)	(141,178.00)	67,566.00	38,485.00	66,164.00
Major street beginning fund balance	247,153.00	296,759.00	273,879.00	198,467.00	198,051.00	191,405.00	255,948.00	230,012.00	88,834.00	156,400.00	194,885.00
Major street ending fund balance	296,759.00	273,879.00	198,467.00	198,051.00	191,405.00	255,948.00	230,012.00	88,834.00	156,400.00	194,885.00	261,049.00
Percent increase (decrease) in fund balance		20%	-8%	-28%	0%	34%	-10%	-61%	76%	25%	34%
Local street revenues	54,537.00	54,833.00	55,114.00	55,339.00	59,023.00	72,502.00	90,967.00	69,018.00	80,234.00	102,098.00	89,218.00
Local street expense	(67,229.00)	(67,265.00)	(181,929.00)	(290,335.00)	(250,035.00)	(121,650.00)	(300,034.00)	(76,632.00)	(171,335.00)	(302,635.00)	(139,260.00)
Income (loss) before transfers	(12,692.00)	(12,432.00)	(126,815.00)	(234,996.00)	(191,012.00)	(49,148.00)	(209,067.00)	(7,614.00)	(91,101.00)	(200,537.00)	(50,042.00)
Other fm sources (uses)	74,672.00	78,222.00	48,500.00	348,500.00	128,500.00	88,500.00	189,000.00	54,000.00	38,000.00	38,500.00	65,800.00
Local street income (loss)	61,980.00	65,790.00	(78,315.00)	113,504.00	(62,512.00)	39,352.00	(20,067.00)	46,386.00	(53,101.00)	(162,037.00)	15,758.00
Local street beginning fund balance	80,269.00	142,249.00	208,039.00	129,724.00	243,228.00	180,716.00	220,068.00	200,001.00	246,387.00	193,286.00	31,249.00
Local street ending fund balance	142,249.00	208,039.00	129,724.00	243,228.00	180,716.00	220,068.00	200,001.00	246,387.00	193,286.00	31,249.00	47,007.00
Percent increase (decrease) in fund balance		77%	46%	-38%	87%	-26%	22%	-9%	23%	-22%	-84%
Total revenues	2,143,910.00	2,343,570.00	2,419,375.00	2,674,137.00	2,649,036.00	2,622,621.00	3,214,732.00	2,604,474.00	3,021,083.00	2,970,925.00	3,265,439.00
Total expenses	(1,819,015.00)	(2,061,791.00)	(2,320,651.00)	(3,046,588.00)	(2,529,641.00)	(2,311,409.00)	(3,004,333.00)	(2,548,853.00)	(2,901,997.00)	(3,087,960.00)	(2,987,360.00)
Income (loss) before transfers	324,895.00	281,779.00	98,724.00	(372,451.00)	119,395.00	311,212.00	210,399.00	55,621.00	119,086.00	(117,035.00)	278,079.00
Total other financing sources (uses)	(128,888.00)	(218,287.00)	(221,448.00)	(25,417.00)	(96,482.00)	(197,323.00)	(273,772.00)	(152,540.00)	71,919.00	(197,029.00)	(454,411.00)
Total income (loss)	196,007.00	63,492.00	(122,724.00)	(397,868.00)	22,913.00	113,889.00	(63,373.00)	(96,919.00)	191,005.00	(314,064.00)	(176,332.00)
Total beginning fund balance	1,270,690.00	1,466,697.00	1,530,189.00	1,407,465.00	1,009,597.00	1,032,510.00	1,146,399.00	1,083,026.00	986,107.00	1,190,711.00	876,647.00
Total ending fund balance	1,466,697.00	1,530,189.00	1,407,465.00	1,009,597.00	1,032,510.00	1,146,399.00	1,083,026.00	986,107.00	1,190,711.00	876,647.00	700,315.00
Percent increase (decrease) in fund balance		15%	4%	-8%	-28%	2%	11%	-6%	-9%	19%	-26%