

Community Relations Commission

Meeting Agenda



Tuesday, Oct. 7, 2025, 4 p.m.

Council Chambers, Goshen Police & Courts, 111 E. Jefferson St.

AGENDA

1. Welcome and Introduction of CRC Members and Guests

- a. **MEMBERS:** E-man Monge, Lori Copsey, Angie Wentz, Tim Swartzentruber and John Dolezal.
- b. **GUESTS:** Gina Leichty (Mayor), Phil Lederach (City Council Liaison), Michael Wanbaugh (Director of Administrative Affairs/Interim Community Relations Director), Theresa Cummings (CDGB administrator), Daniela Panetta (Lacasa)

2. Approve the Agenda

3. Approval of the Minutes

- a. Aug. 5, 2025
- b. Sept. 2, 2025

4. Lacasa report

Daniela Panetta, Director of Community Building & Engagement

5. Presentation: Community-Led Development & Engagement

Presenter: Mike Keen

Mike Keen, Managing Partner of Hometowne Development LLC and President of The Bakery Group, will share insights on how grassroots efforts can transform neighborhoods through incremental development and placemaking. Drawing from his leadership in revitalizing South Bend's Near Northwest Neighborhood and the Strong Towns movement, Mike will highlight how Goshen's CRC can help inspire, initiate, and empower local residents to shape their built environment through small, community-driven steps.

A preview of his message is available here:

<https://www.youtube.com/watch?v=qRv02yQWkp8&t=6s>

6. CRC Financial Report

7. Looking ahead

- a. First Friday's CRC participation for November Light Parade (Nov. 7)

8. Privilege of the floor

9. Adjournment



**Community Relations Commission
CITY OF GOSHEN**

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www.goshenindiana.org/crc

GOSHEN COMMUNITY RELATIONS COMMISSION MEETING MINUTES – Aug. 5, 2025

Tuesday, Aug. 5, 2025 | 4 p.m.

Location: Goshen Police & Courts Council Chambers, 111 E. Jefferson St.

1. Call to Order and Welcome

Chair **Michael Wanbaugh** called the meeting to order at 4:02 p.m. He welcomed commissioners and guests, and thanked members for their continued work to strengthen neighborhood connections. He noted that the agenda was revised to include additional block party mini-grant applications submitted after the packet was finalized.

Roll Call

- **Members present:** E-man Monge, Lori Copsey, Angie Wentz, Tim Swartzentruber, John Dolezal
- **Guests present:** Phil Lederach (City Council Liaison), Michael Wanbaugh (Director of Administrative Affairs/Interim Community Relations Director), Amanda Guzman (Communications Manager), Theresa Cummings (CDBG Administrator)
- **Absent:** Mayor Gina Leichty, Daniela Panetta (LaCasa, Director of Community Building & Engagement)

2. Approval of Agenda

Motion: To approve the amended agenda including two late-submitted mini-grant requests.

Outcome: Motion passed unanimously.

3. Approval of Minutes

Minutes from the **July 1, 2025** CRC meeting were reviewed. Commissioners confirmed they had read the minutes and had no edits.

Motion: To approve the July minutes.

Outcome: Motion carried unanimously.

4. Community Partnership Presentation – Chain Reaction Bicycle Project

Presenter: Kathleen Nofziger Yeakey, Executive Director

- Kathleen provided an overview of the Chain Reaction Bicycle Project, a Goshen nonprofit that operates a community bike shop.
- She explained the shop's role in teaching bicycle repair skills, offering affordable refurbished bicycles, and running a volunteer "work-to-own" program that allows participants to earn a bike.
- She described collaborations with **Elkhart County Jail Ministries** and **Life Cycle**, helping individuals in work-release programs and others in need of basic transportation.
- Kathleen detailed a **\$20,000 funding request** to support operations, replace tools, and expand programming.
- Commissioners asked questions about staffing, demand, and financial sustainability. Kathleen noted that reduced staff meant the shop could currently open only two days a week, lowering income and outreach.



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Discussion: Members agreed the project strongly aligned with CRC goals of equity, inclusion, and neighborhood connectivity.

Next Steps: The request will move forward for evaluation in the CRC's community partnership funding review.

5. Presentation – Community-Led Development & Engagement

Presenter: Mike Keen, Hometowne Development LLC / The Bakery Group

- Chair Wanbaugh noted that Mike Keen was unable to attend the meeting.
- His presentation on grassroots development and placemaking will be rescheduled.

6. LaCasa Report

- Daniela Panetta was not present.
- No report was provided for this meeting.

7. CRC Financial Report

Chair Wanbaugh reviewed the monthly budget summary:

- CRC expenditures through August 1 totaled **\$59,472**.
- About **71 percent of the annual budget** remained available for programs and grants.
- Expenses to date included personnel costs, insurance, office expenses, and event funding.
- Commissioners noted that events and promotion funds were still largely unspent, leaving flexibility for fall activities.

No action was required.

8. Neighborhood Block Party Mini-Grant Applications

Historic Southside Neighborhood Association – Annual Picnic (Aug. 9)

- Request: \$200 to purchase food and supplies.
- Expected turnout: 120–150 residents.
- Commissioners agreed the event promotes civic pride and neighborhood cohesion.

Motion: Approve request.

Outcome: Motion carried unanimously.

West Goshen Neighborhood Association – Annual Block Party (Aug. 16, Bakersfield Park)

- Request: \$200 for food, prizes, and supplies.
- Expected turnout: about 200 residents.
- Commissioners noted the event's long tradition and importance in welcoming new neighbors.

Motion: Approve request.

Outcome: Motion carried unanimously.



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9. Looking Ahead

Chair Wanbaugh led discussion on upcoming activities:

- CRC did not host a table at the most recent **First Fridays** due to the City Colleague Picnic at Abshire Park. Commissioners agreed it was important for CRC to re-establish a presence at upcoming First Fridays to maintain visibility.
- Members acknowledged a full fall calendar of neighborhood events (block parties, ice cream socials, and potlucks) as well as **Indigenous Peoples Day on October 3** and the **Historic Southside Walkabout on October 7**.
- No formal planning decisions were made, but commissioners affirmed interest in continuing CRC's role in outreach at these events.

10. Commissioner Reports

- Commissioners shared updates on outreach to neighborhood leaders.
- Discussion highlighted the need to maintain consistent communication with neighborhoods that lack formal associations.
- Members emphasized that CRC visibility at local events builds trust and strengthens resident connections with city resources.

11. Privilege of the Floor

No public comments or additional items were brought forward.

12. Adjournment

The meeting adjourned at approximately 5:12 p.m.

Minutes prepared by:

Michael Wanbaugh (Chair)



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GOSHEN COMMUNITY RELATIONS COMMISSION MEETING MINUTES – Sept. 2, 2025 Historic Southside Walkabout

Tuesday, Sept. 2, 2025 | 4 p.m.

Location: Historic Southside Neighborhood (Begin and end at Restor Church)

1. Call to Order and Welcome

Chair Michael Wanbaugh opened the September CRC meeting in the form of a neighborhood walkabout. Attendees gathered at Restor Church before touring key sites across the Historic Southside. Attendees

- CRC Members: E-man Monge, Lori Copsey, Angie Wentz, Tim Swartzentruber, John Dolezal
- City Staff and Officials: Michael Wanbaugh (Director of Administrative Affairs/Interim Community Relations Director), Phil Lederach (City Council Liaison), Amanda Guzman (Communications Manager), Theresa Cummings (CDBG Administrator)
- Guests: Southside residents, neighborhood leaders, and community partners

2. Restor Church – Neighborhood Engagement

The tour began at Restor Church, where Lead Pastor Gene Troyer welcomed participants and described the congregation's mission to "know Jesus and our neighbor." He said this vision guides the church's work to be a strong neighbor in the Southside community.

Troyer outlined several initiatives designed to fill neighborhood gaps: hosting Alcoholics Anonymous meetings, offering a Thanksgiving Meal To-Go the Wednesday before Thanksgiving, partnering with LaCasa to provide essentials for transitional housing residents at Oaklawn, and offering Sunday morning services for work-release clients. He emphasized that Restor focuses on partnerships rather than duplicating services, working alongside organizations already serving the community.

3. Chandler Innovation Academy – Career Pathways Expansion

At Chandler Innovation Academy, CRC members were joined by Superintendent Jim Dubois, Associate Superintendent Alan Metcalfe, and Career and Technical Education Director Jon Everingham.

Everingham explained that Chandler, a long-time elementary school, is now being utilized for early childhood education and as a center for Career and Technical Pathways. Current programs include the Certified Nursing Assistant program and welding, which provide students with certifications, hands-on training, and direct pathways to local employers in health care and skilled trades.

Fire Chief Anthony Powell and Division Chief of Education Travis Peak highlighted the RedHawk Fire Academy, now entering its second year. They reported that enrollment has doubled since the program began and that EMS training has been added for the 2025–26 school year. The academy prepares students for careers in fire and emergency services through hands-on instruction in partnership with Goshen Fire Department staff.



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The City of Goshen has partnered with Goshen Community Schools to support these initiatives, including financial contributions that broaden access to pathways. This collaboration underscores the City's commitment to preparing the next generation of professionals across multiple industries while strengthening local workforce development.

4. 10th Street Corridor – Completed Reconstruction

Public Works Director Dustin Sailor highlighted the completed reconstruction of 10th Street, which ran from Jackson Street to Reynolds Street. The project brought a full overhaul of the corridor, including replacement of the water main, new storm sewer and sanitary connections, curbs and gutters, sidewalks, resurfacing, and the replacement of galvanized and lead water service lines.

Stormwater management improvements included the use of subsurface retention and green infrastructure, such as PaveDrain infiltration systems, to handle runoff where outfalls had previously been insufficient. The upgrades improve water pressure, reduce service disruptions, and create a safer and more attractive corridor for pedestrians, bicyclists, and residents.

The engineering work was coordinated with redevelopment projects nearby, ensuring that utilities and alignments supported long-term Southside growth without duplication of work.

5. Ariel Cycleworks Development – Housing Growth

Sailor also provided an update on the Ariel Cycleworks redevelopment at the former Western Rubber site. The \$30 million project is transforming a 4.2-acre brownfield into 135 market-rate apartments and approximately 5,000 square feet of commercial space. The plan includes amenities such as a makerspace, coffee shop, and connections to nearby trails and schools.

The project is funded through a mix of HUD financing, Indiana's READI program, and tax increment financing. Its design integrates stormwater management and pedestrian connectivity, complementing public improvements like the 10th Street reconstruction.

Sailor emphasized that coordinating utility and street work between the Ariel site and 10th Street upgrades ensured the redevelopment could move forward smoothly. Once complete, the project is expected to bring new residents, stimulate commercial activity, and serve as a model for redeveloping former industrial properties in Goshen. Completion is anticipated in 2026.

6. Plymouth Avenue Reconstruction – Street Improvements

Sailor described the scope and phasing of the Plymouth Avenue reconstruction project. Beginning August 11 and continuing through October 10, Plymouth Avenue is closed to local traffic only from S.R. 15 to just short of U.S. 33 to allow concrete work and full roadway reconstruction.

The project is being carried out in two phases. Phase 1 covers the west end near S.R. 15 moving east toward the railroad tracks. Once completed, Phase 2 will close the east end, from the railroad tracks to near U.S. 33. Work includes underground utility upgrades, a full roadway rebuild, and traffic safety improvements to create a more reliable and accessible corridor.



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7. Goshen Public Library – Community Resources

The walk concluded at the Goshen Public Library, where Library Director Ann-Margaret Rice and Community Engagement Manager Grace Thomas welcomed the group.

They described the library's evolving role as a community hub, offering more than traditional book lending. Services highlighted included expanded technology access, workforce readiness support, early literacy programming, and cultural events that draw in residents across age groups. Rice spoke about the library's role in connecting residents to resources, while Thomas emphasized outreach and partnerships that extend services into surrounding neighborhoods.

12 Steps to Town Making

How Locals Can Help Build Vibrant
Communities

Neighborhood
Evolution 

Neighborhood Evolution

Readying locals to take the lead,
steading the building environment,
nurturing the small development ecosystem.

Helping you create your neighborhood's future.



The Solution by Neighborhood Evolution



We are doers who teach and coach.

Our common denominator is we love our communities and we believe in doing what you can, with what you have, where you are.



Our Pillars to Town Making

Farming

Pick a place, stay there. Walk your fields and get to know how everything interacts.

Cultivate the life and beauty that's around you.

Finance

Figure out how to make enough money to sustain yourself, your projects, and your community. Find people who want to invest in a shared vision.

Form

Throughout time good neighborhoods have followed a pattern. Learn it and continue the tradition of building places that get better with age.



Private Sector

Public Sector

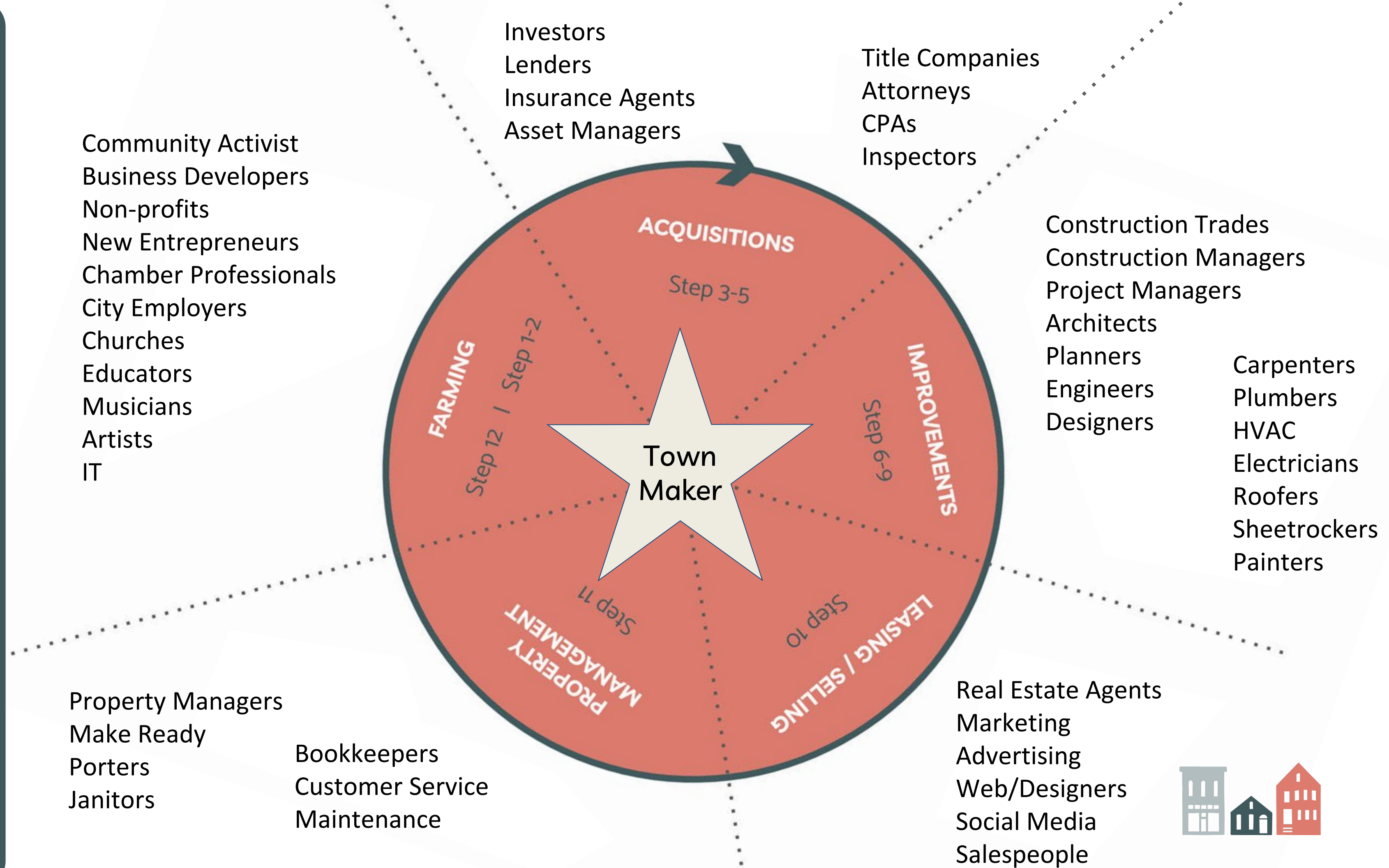
Ecosystem

It is everything around you, it is how you evolve, when done right with intention the best things happen to us.

Not for Profit

Finance

The Flywheel





President,
Options Real
Estate

MONTE ANDERSON

Started Flywheeling:

- Commercial real estate

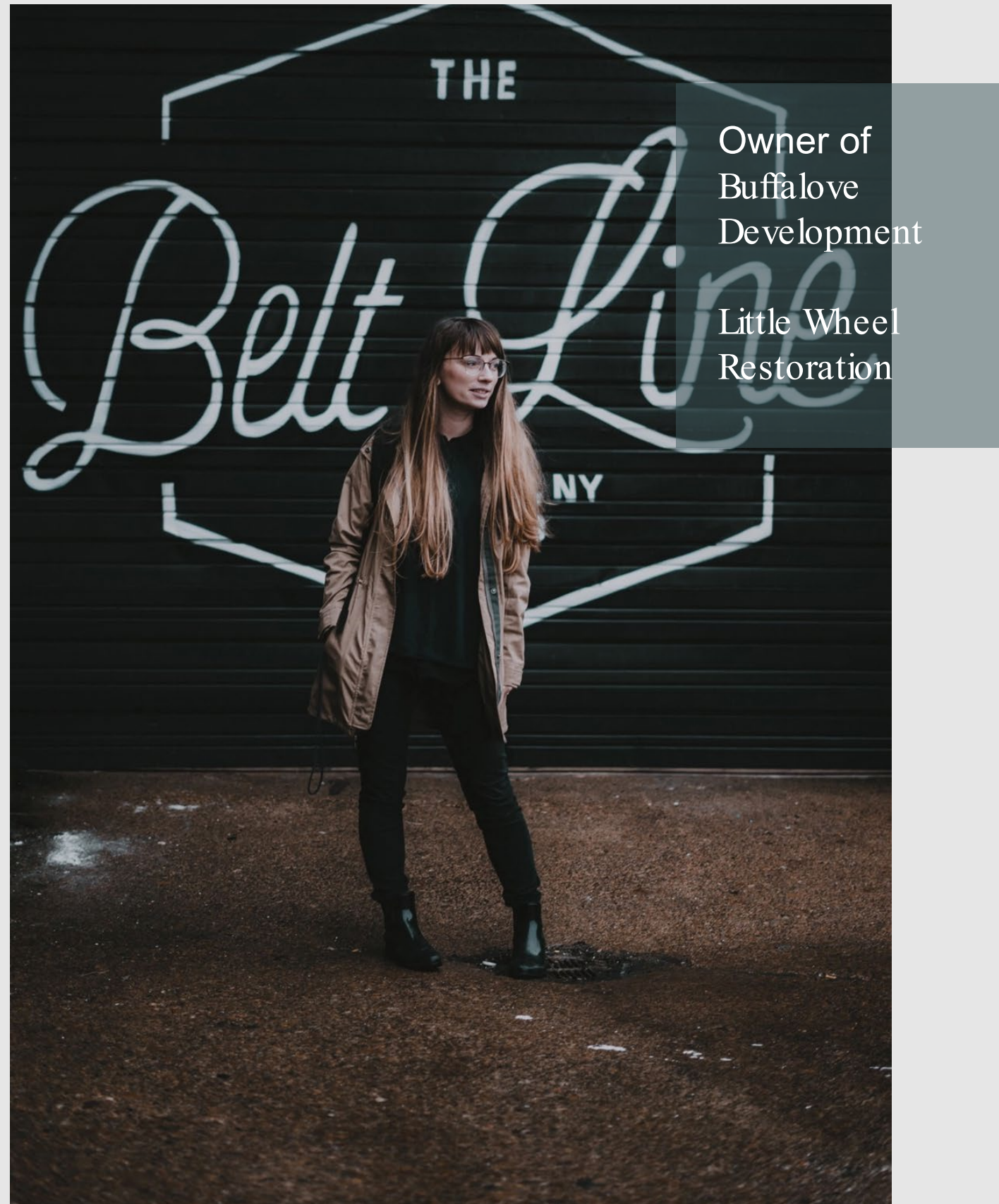
Known for:

- Helping entrepreneurs get a foothold

Community Involvement:

- Former Duncanville City Councillor
- Duncanville Design Studio
- President of CNU North Texas Chapter

Proudly from
Duncanville, TX



Owner of
Buffalove
Development

Little Wheel
Restoration

BERNICE RADLE

Started Flywheeling:

- Maintenance calls for minimum wage.
- Energy retrofits and property management

Known for:

- Cute renovations on a dime
- Small storefronts
- Trying to keep apartments affordable

Community Involvement:

- Zoning Board of Appeals for the City of Buffalo
- FBICI Steering Committee
- Eugene V. Debs Social Hall Board

Proudly from
Buffalo, NY



Principal

Heirloom
Properties

Electric Housing

JIM KUMON

Started Flywheeling:

- Architecture and Construction
- Middle Housing Development

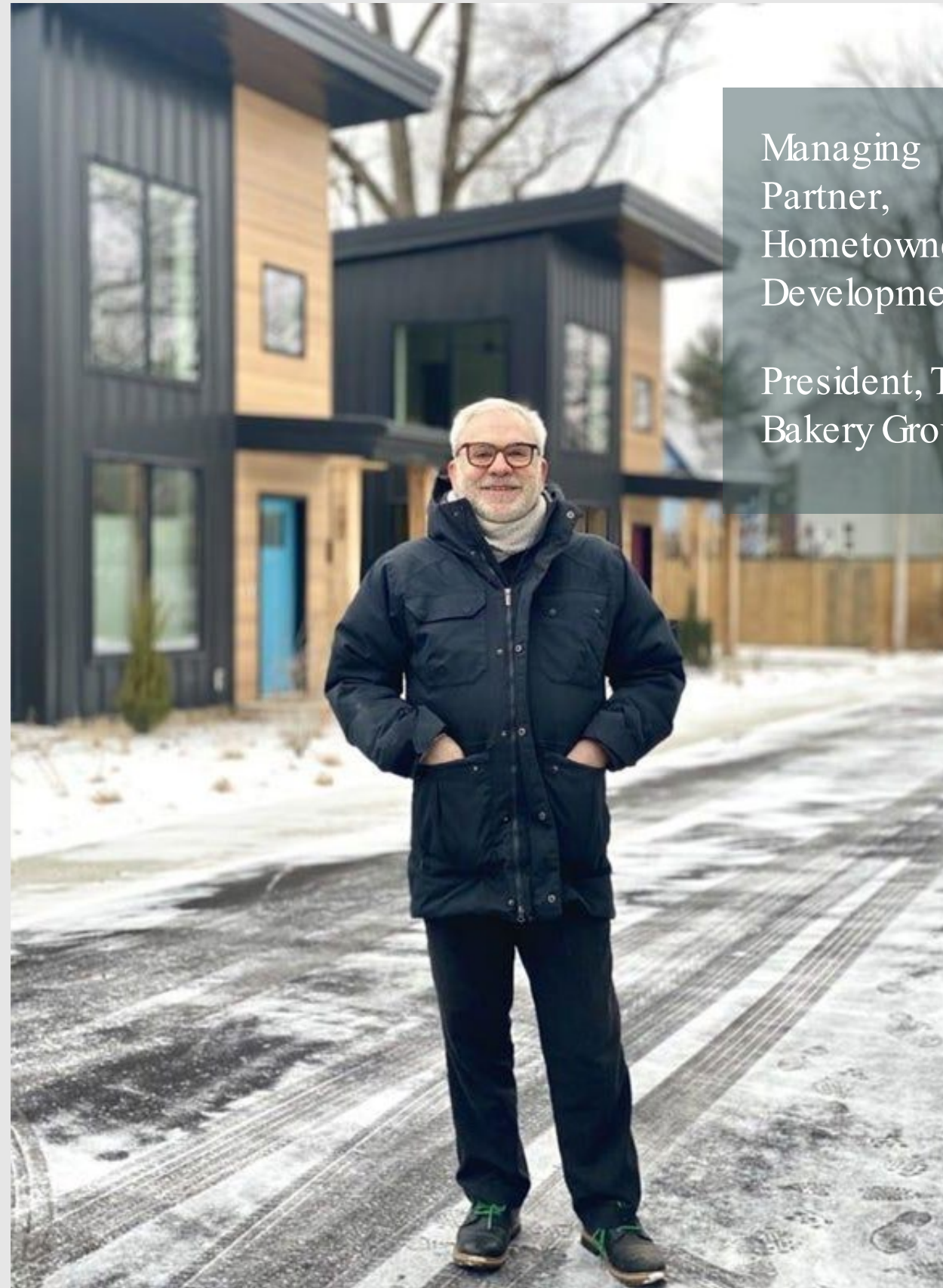
Known for:

- New Construction Housing
- Green Building
- Zoning and Urban Design

Community Involvement:

- Farmers Market Board Member
- Cub Scout Pack Leader
- Passive House State Chapter Board Member

Proudly from
Minneapolis, MN



Managing
Partner,
Hometowne
Development

President, The
Bakery Group

MIKE KEEN

Started Flywheeling:

- Professor of Sociology and Sustainability Studies
- LEED AP sustainability consultant

Known for:

- Neighborhood Commercial Rehab
- The Birthday Chair

Community Involvement:

- Near Northwest Community Meetups
- South Bend Town Makers
- Food Coop Board Member

Proudly from
South Bend, IN



Secretary
WNC Realist

Extraterritorial
Jurisdiction
Representative
Clyde Planning
Board

GENNIE GONZALEZ

Started Flywheeling:

- North Carolina Real Estate Broker license
- Google Data Analytics Professional Certificate

Known for:

- Geospatial analysis
- Urban planning
- Real estate
- Community wealth building

Community Involvement:

- Just Economics of WNC
- Western North Carolina Realist
- Town of Clyde Urban Planning Board

Proudly from
Asheville, NC



12 Steps to Town Making



The secret to a great city,
town, or neighborhood is
that it is shaped by many
hands.





Town Making Step 1

Find Your Place

Find your farm and find your way into the flywheel.





Town Making Step 2

Get to Know Your Neighbors

Meet people, make friends, shop local.
It will come back to help you.





Town Making Step 3

Follow the Money

Become attractive to local money by having your house in order.





Town Making Step 4

Hire Pros for your Organization

Don't try to hack the legal & accounting. Set yourself up for success with solid professional counsel.





Town Making Step 5

Find your First Project

Make the numbers work on an opportunity
you can learn from in your farm.





Town Making Step 6

Clean, Clean, Clean

Clean up your site, your files, your systems,
your life. Show the world and yourself what
kind of person you are.





Town Making Step 7

Assemble Your Crew

Assemble the building and design crew that fit your style, size & budget. They are part of your ecosystem.





Town Making Step 8

Design & Build with the End in Mind

Establish good communication with and between the crew to make sure decisions today don't come back to haunt you tomorrow.





Town Making Step 9

Choose Your Construction Path

Rightsize your construction management system to your project size, risk tolerance, experience, and budget.





Town Making Step 10

Activate the Space

Put the right people in the right spaces with thoughtful leasing and sales.

Bring the farm to life.





Town Making Step 11

Succeed Through Good Management

Property management, bookkeeping, and maintenance is what will make or break your flywheel.





Town Making Step 12

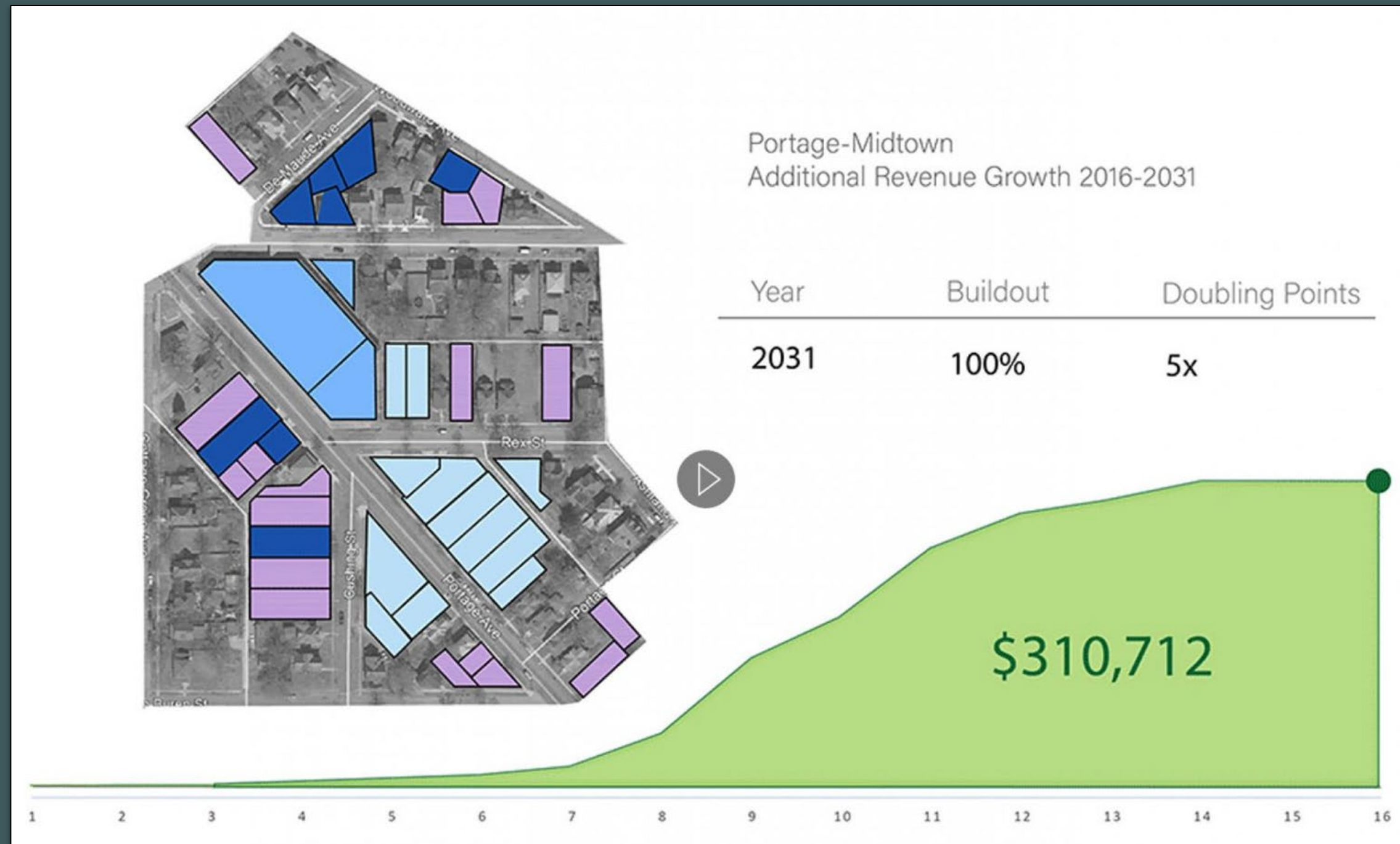
Share With Others

Your legacy is what you give away.

Start today.



Small Development Counts



2016
\$2,600

2024
\$18,600



How to Hold a 12-Step Meeting



Town Maker Meeting Facilitator Guide

Congratulations on being selected as a facilitator for the Town Maker meeting! Your role is crucial in ensuring these gatherings are productive, engaging and inclusive.

1) Each 12 Step Group will need a meeting / community champion.

This person will be responsible for keeping up with emails of those who want to be on the list. This person will send out a simple email two - four days in advance of each meeting. There is nothing else they will have to do. We do not recommend that you start a website, an organization or anything that creates more work. This needs to be kept very simple so that you will not get burnt out by the work. It is just an email. That is your only job!

2) The Place to have the meeting.

The space you have the meeting in is **very important** to the sustainability of the group. First, the place needs to be “cool”. In other words try not to have it at an institutional looking facility. Much better to have it at a creative studio or a place young thinking people like to go. Second, it must be close to a bar or coffee shop that is within walking distance so that the attendees can have a place to hang out after the meeting. Do not have it in a bar or a busy restaurant. You will never be able to hear or have meaningful conversations. Do not move the meetings to different locations. You will lose attendees.

3) Time of the day / month to have the meeting.

We recommend starting at 6pm and going for one hour to one hour and fifteen minutes at the most. Start on time and end on time. Have the meeting at the same time every month, for instance every 2nd Tuesday of the month at 6pm or whenever is best for your community. The main thing is to be very consistent.

4) Facilitating a meeting.

(75 minutes maximum) Individual groups may differ slightly in the way they run meetings, but in general, a typical format for a Town Makers meeting is as follows:

- ☐ Determine who will facilitate the meeting. This should be a different person each time chosen at the end of the previous meeting.
- ☐ Facilitator should open and close the meeting on time, welcome participants, and conduct meetings. Start by introducing any new members or if the group is small enough, let everyone introduce themselves very briefly (no more than 30 seconds each). Facilitator is not giving a lecture or making a presentation. Facilitator is simply presenting the current step and making sure the meeting runs smoothly and everyone gets a chance to talk.

- ☐ After the introduction the facilitator shall read the following statement:

These meetings are intended to help local communities, learn and share their experiences in building or rebuilding their towns in an efficient and sustainable way. This is not a formula for house flipping although there are times when this kind of development requires us to buy and sell properties so that we can keep going on other projects to make our place the best it can be with what we have.

- ☐ Facilitator reviews the 12 steps of Town Making (consult brochure).
- ☐ Introduce the step to be discussed for this meeting. Then the facilitator, or someone else, gives a brief overview of the step. (5 minutes at the most)
- ☐ Next, facilitate discussion of this step, asking each person present to make a comment or contribution, share successes, ask questions, advice, discuss new projects, talk about where they are having difficulties or are stuck.
- ☐ Leave the last 5-10 minutes for anyone who has a burning desire to talk about anything they want.
- ☐ Choose the next meeting facilitator and confirm step to be explored next time.
- ☐ Bring the meeting to a close on time. Thank your host and remind everyone to come hang out at the bar, coffee shop, etc.

5) Key Points.

- Meetings aim to build a viable local ecosystem.
- No official group leader, we are all volunteers. Although, there will always be elders or people with more experience that the group may lean or depend on.
- Emphasize timeliness and confidentiality.
- You do not have to be a developer to participate in these meetings. Developers are only one part of the town making equation. It takes a whole village to do this work.

6) Speaker meetings.

From time to time but probably less than twice per year, you may want to have an outside speaker come in for a short presentation and discussion. These meetings start off the same way, except after you introduce the current step, you introduce the speaker to talk about their experience of said step. The speaker should be familiar with the steps and should present their talk about the step at hand.

By following these steps, the facilitator can ensure productive and engaging meetings that benefit the whole community.

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Facilitating a Meeting



Budget Report Account Summary

For Fiscal: 2025 Period Ending: 10/31/2025

		Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance Favorable (Unfavorable)	Percent Remaining
Fund: 1101 - GENERAL FUND							
Expense							
Department: 01 - COMMUNITY RELATIONS							
1101-5-01-4110130	CRC/FULLTIME PERSONNEL	110,000.00	110,000.00	0.00	45,736.12	64,263.88	58.42 %
1101-5-01-4110151	CRC/INCREMENT	500.00	500.00	0.00	200.00	300.00	60.00 %
1101-5-01-4130100	CRC/SOCIAL SECURITY	6,850.00	6,850.00	0.00	2,618.41	4,231.59	61.78 %
1101-5-01-4130200	CRC/MEDICARE	1,600.00	1,600.00	0.00	612.40	987.60	61.73 %
1101-5-01-4130300	CRC/RETIREMENT	15,650.00	15,650.00	0.00	444.16	15,205.84	97.16 %
1101-5-01-4130501	CRC/INSURANCE	44,350.00	44,350.00	0.00	16,124.18	28,225.82	63.64 %
1101-5-01-4130700	CRC/CELL PHONE	1,200.00	1,200.00	0.00	400.00	800.00	66.67 %
1101-5-01-4130701	CRC/CLOTHING/BOOT/FITNESS	200.00	200.00	0.00	34.32	165.68	82.84 %
1101-5-01-4210500	CRC/OTHER OFFICE EXPENSES	200.00	200.00	0.00	54.23	145.77	72.89 %
1101-5-01-4310501	CRC/PROFESSIONAL SERVICES	1,500.00	1,500.00	0.00	200.00	1,300.00	86.67 %
1101-5-01-4310502	CRC/CONTRACTUAL SERVICES	3,000.00	3,000.00	0.00	1,600.00	1,400.00	46.67 %
1101-5-01-4320301	CRC/TRAVEL EXPENSES	3,000.00	3,000.00	0.00	149.00	2,851.00	95.03 %
1101-5-01-4330501	CRC/OTHER PRINTING & ADVERTISI	1,000.00	1,000.00	0.00	1,023.02	-23.02	-2.30 %
1101-5-01-4390501	CRC/EVENTS EXPENSES	10,000.00	10,000.00	0.00	8,062.95	1,937.05	19.37 %
1101-5-01-4390910	CRC/EDUCATION & PROMOTION	7,000.00	7,000.00	0.00	0.00	7,000.00	100.00 %
Department: 01 - COMMUNITY RELATIONS Total:		206,050.00	206,050.00	0.00	77,258.79	128,791.21	62.50%
Expense Total:		206,050.00	206,050.00	0.00	77,258.79	128,791.21	62.50%
Fund: 1101 - GENERAL FUND Total:		206,050.00	206,050.00	0.00	77,258.79	128,791.21	62.50%
Report Total:		206,050.00	206,050.00	0.00	77,258.79	128,791.21	62.50%

Group Summary

Departmen...	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance	
					Favorable (Unfavorable)	Percent Remaining
Fund: 1101 - GENERAL FUND						
Expense						
01 - COMMUNITY RELATIONS	206,050.00	206,050.00	0.00	77,258.79	128,791.21	62.50%
Expense Total:	206,050.00	206,050.00	0.00	77,258.79	128,791.21	62.50%
Fund: 1101 - GENERAL FUND Total:	206,050.00	206,050.00	0.00	77,258.79	128,791.21	62.50%
Report Total:	206,050.00	206,050.00	0.00	77,258.79	128,791.21	62.50%

Fund Summary

Fund	Original Total Budget	Current Total Budget	Period Activity	Fiscal Activity	Variance	Percent Remaining
					Favorable (Unfavorable)	
1101 - GENERAL FUND	206,050.00	206,050.00	0.00	77,258.79	128,791.21	62.50%
Report Total:	206,050.00	206,050.00	0.00	77,258.79	128,791.21	62.50%