



Monday, October 23, 2023
REVISED - Board of Commissioners' Meeting

AGENDA

Renewable Water Resources

561 Mauldin Road

Greenville, SC 29607

Board Room

<https://us02web.zoom.us/j/87295842766>

4:00 P.M.

1. Call to Order

1.01 Call to Order

2. Welcome

2.01 Commissioners Present

2.02 Staff Present

2.03 Introduction of Visitors Present

3. Pledge of Allegiance/Prayer

3.01 Pledge of Allegiance/Prayer

4. Awards and Presentations

4.01 Cancer Survivors Park Alliance Check Presentation to Executive Director Kay Roper, Board President Tom Bates, and Board Member Dr. Jeff Giguere by Chairman Chip Fogleman

4.02 Cancer Survivors Park Alliance Presentation by Executive Director Kay Roper

4.03 Presentation of the Best Places to Work Award to Gina Freeman, Project Communications Specialist, by Chairman Fogleman

5. Safety Moment

5.01 Safety Moment - NO ACTION REQUIRED

6. Verbal Reports

6.01 Report of the September 27, 2023 Board of Commissioners' Community & Engagement Committee and The Greenville Legislative Delegation Luncheon Meeting presented by Committee Chairman Emily K. DeRoberts

6.02 Verbal Report of the October 5, 2023 Board of Commissioners' Policy Governance Ad Hoc Committee Workshop - presented by Committee Chairman John T. Crawford, Jr.

6.03 Verbal Report of the October 12, 2023 Board of Commissioners' Administration and Finance Committee Meetings - presented by Committee Chairman Thomas K. Coker

6.04 Verbal Report of the October 17, 2023 Board of Commissioners' Policy Governance Ad Hoc Committee Workshop - presented by Committee Chairman John T. Crawford, Jr.

6.05 Verbal Report of the October 17, 2023 Board of Commissioners' Farmers Dinner- presented by Chairman Fogleman

7. Consent Agenda*

- 7.01 Minutes of the September 25, 2023 Board of Commissioners' and Leadership Informational Luncheon Meeting**
- 7.02 Minutes of the September 25, 2023 Board of Commissioners Administration & Finance Committee Meeting**
- 7.03 Minutes of the September 25, 2023 Board of Commissioners Operations & Planning Committee Meeting**
- 7.04 Minutes of the September 25, 2023 Board of Commissioners Meeting**
- 7.05 Minutes of the September 25, 2023 Board of Commissioners Enoree Public Comments Presentation**

8. Administration & Finance - September 25, 2023

- 8.01 Investment Summary 09-30-23 - NO ACTION REQUIRED
- 8.02 Summary of Financial Condition 09-30-23 - NO ACTION REQUIRED
- 8.03 Operating Expenses by Natural Classification 09-30-23 - NO ACTION REQUIRED
- 8.04 New Account Fee Classification Report - NO ACTION REQUIRED
- 8.05 Sustainability Services Scorecard - NO ACTION REQUIRED
- 8.06 Financial Audit Firm Recommendation (Memo, Resolution)**

9. Operations & Planning - September 25, 2023

- 9.01 Mauldin Road Solar Dryer CMAR Construction Amendment No. 1 (Memo, Map, Resolution)**
- 9.02 Mauldin Road WRRF Juice System Rehabilitation and Replacement Construction Contract Amendment No. 1 (Memo, Map, Resolution)**
- 9.03 Long Branch Creek Sewer Upgrade Right of Way Acquisition (Map, Resolution)**
- 9.04 Verbal Briefing on Upcoming Projects and Items of Interest - NO ACTION REQUIRED

10. Unfinished Business

- 10.01 Unfinished Business

11. New Business

- 11.01 Designate Nominating Ad Hoc Committee - Chairman Fogleman
- 11.02 Proposed Bylaws Revision for approval at the November Board Meeting - Committee Chairman John T. Crawford, Jr. (recommendation of the Policy Government Ad Hoc Committee)
- 11.03 December 8, 2023 Workshop Review - Chairman Fogleman

12. Other Business

- 12.01 CEO Look Ahead - CEO Jones

13. Executive Session

- 13.01 Receipt of Legal Advice Regarding the Potential Settlement of Legal Claims and Separately Proposed Contractual Agreements

14. Post Executive Session

- 14.01 Action on Items in Executive Session, if applicable

15. Adjournment

- 15.01 Adjourn the Meeting

16. Meeting Disclosures

16.01 *Consent Agenda: All matters listed under Consent Agenda are considered non-controversial Board action items and are approved as a set with one action. If discussion is desired on an item, it will be removed from the Consent Agenda and placed on the regular Board meeting agenda.

16.02 **Following Board review and approval, this item will be made available to the public upon request based on ReWa's Public Information Policy approved May 23, 2011.



Monday, October 23, 2023
Centennial Ad Hoc Committee Meeting

AGENDA

Renewable Water Resources
561 Mauldin Road
Greenville, SC 29607
Board Room
1:15 P.M.

1. Call to Order

1.01 Meeting Called to Order

2. Centennial Planning

2.01 Centennial Planning

3. Next Steps

3.01 Next Steps

4. Adjournment

4.01 Adjourn the Meeting

5. Meeting Disclosures

5.01 *Following Board review and approval, this item will be made available to the public upon request based on ReWa's Public Information Policy approved May 23, 2011.



Monday, October 23, 2023
Operations and Planning Committee Meeting

AGENDA

Renewable Water Resources
561 Mauldin Road
Greenville, SC 29607
Board Room
2:30 P.M.

1. Call to Order

1.01 Call to Order

2. Welcome

2.01 Commissioners: Committee Chair Danny Holliday, John T. Crawford Jr., Phyllis Henderson, Ray Overstreet, Tab Patton

2.02 Non-Committee Members and Staff Present

2.03 Recognition and Introduction of Visitors Present

3. Mauldin Road Solar Dryer CMAR Construction Amendment No. 1

3.01 Mauldin Road Solar Dryer CMAR Construction Amendment No. 1 (Memo, Map, Resolution)**

4. Mauldin Road WRRF Juice System Rehabilitation and Replacement Construction Contract Amendment No. 1

4.01 Mauldin Road WRRF Juice System Rehabilitation and Replacement Construction Contract Amendment No. 1 (Memo, Map, Resolution)**

5. Long Branch Creek Sewer Upgrade Right of Way Acquisition

5.01 Long Branch Creek Sewer Upgrade Right of Way Acquisition (Map, Resolution)**

6. New Business

6.01 Verbal Briefing on Upcoming Projects and Items of Interest - NO ACTION REQUIRED

7. Unfinished Business

7.01 Unfinished Business

8. Other Business

8.01 Other Business

9. Meeting Disclosures

9.01 **Following Board review and approval, this item will be made available to the public upon request based on ReWa's Public Information Policy approved May 23, 2011.

10. Adjournment

10.01 Adjourn the Meeting

DATE: October 23, 2023
TO: Board of Commissioners
FROM: Bryan Kohart
CC: Joel Jones, David Niese, Becca Bowyer
SUBJECT: Mauldin Road Solar Dryer CMAR
Construction Contract Amendment No. 1



**BOARD OF COMMISSIONERS'
MEMORANDUM**

The Mauldin Road Solar Dryer project is utilizing a CMAR delivery method. One benefit of CMAR is flexibility in project delivery, like issuing work packages in segments as design is completed.

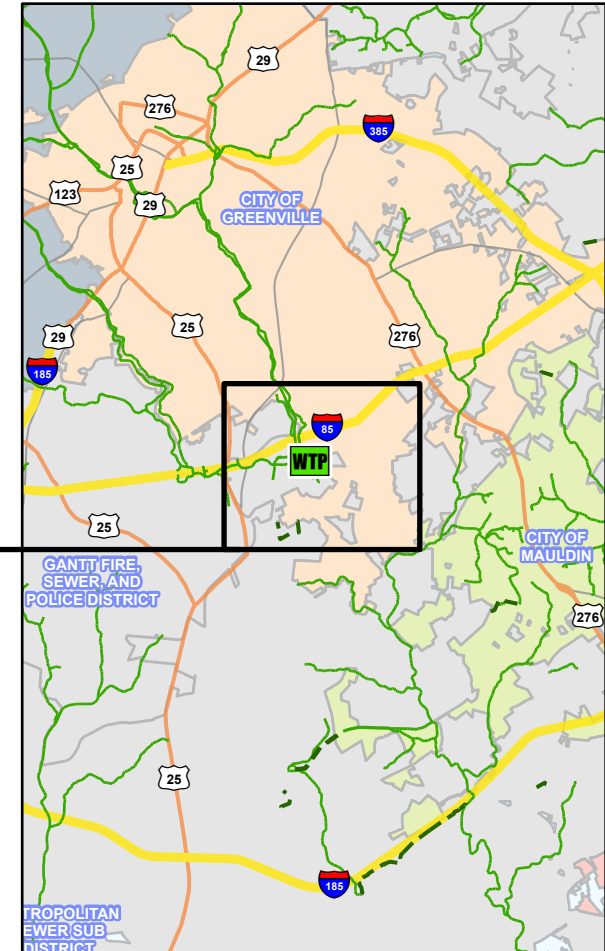
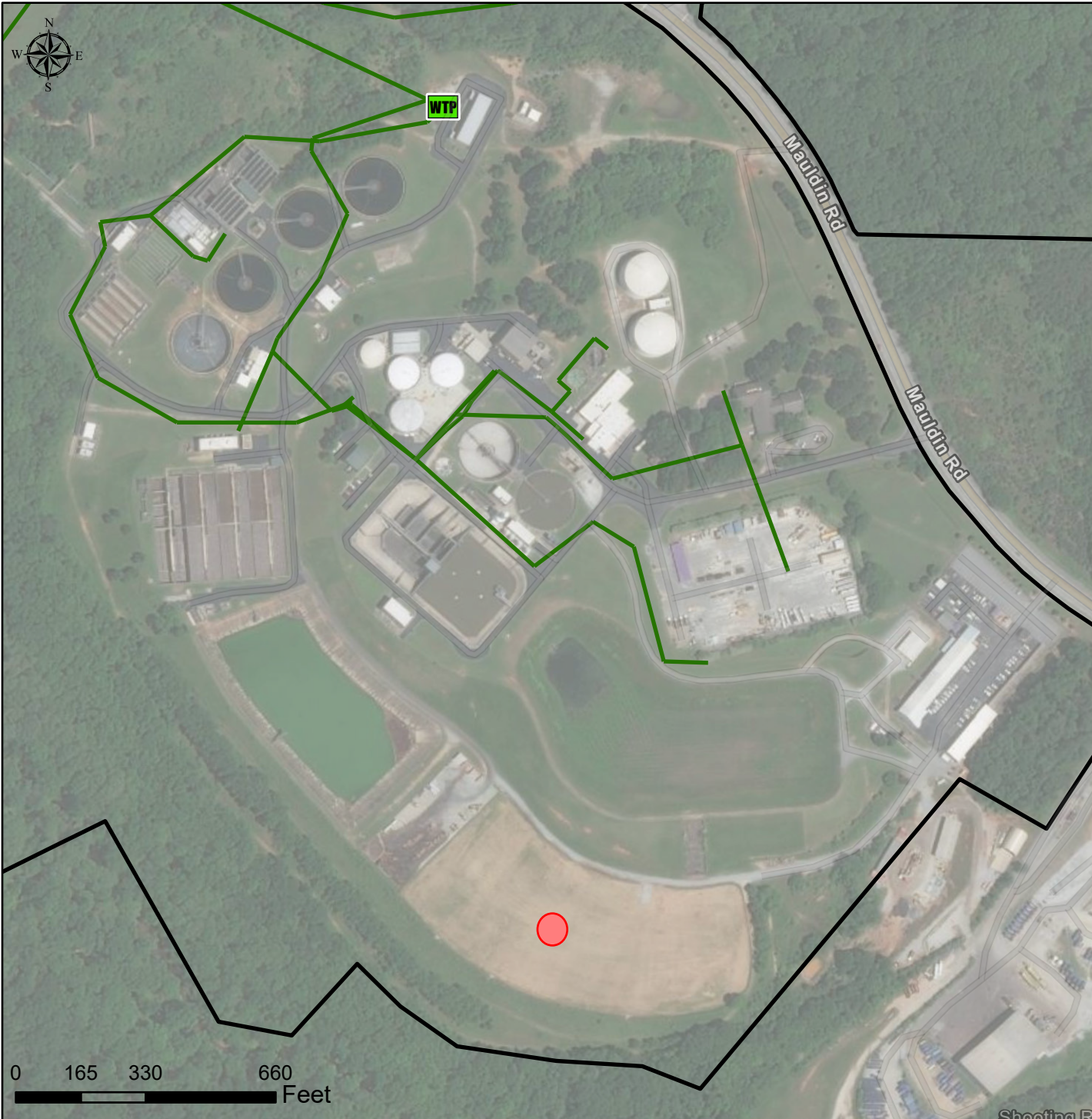
The site work design has been partially completed and an early works package has been issued and consists of constructing a new grit pad and access road which is adjacent to the grit pad and solids storage at the solar dryer site. Staff has negotiated a contract amendment to address these work items.

Project Name	Mauldin Rd. Solar Dryer
Project Number	PRJ-00020
Contractor	Harper Corp.
Amendment Not-to-Exceed Cost	\$1,629,475.77
Amendment No.	1
Previous Contract Value	\$40,000
Total Contract Value	\$1,669,475.77
Amendment Extension (days)	170

Staff recommends the Board approve and authorize the Chief Executive Officer to execute Amendment No. 1 to the contract with Harper Corp. for \$1,629,475.77 increasing the overall contract to a not-to-exceed amount of \$1,669,475.77.

Mauldin Road WRRF

Solar Dryer



- Project Location
- ReWa WRRF
- ReWa Pump Station
- ReWa Gravity Main
- ReWa Force Main
- ReWa WRRF Boundary

This map is a product of ReWa. The accuracy and completeness of the lines and boundaries displayed on this map are believed to be accurate. ReWa expressly disclaims any responsibility or liability for this map.

**BOARD OF COMMISSIONERS'
RESOLUTION**



Mauldin Road Solar Dryer CMAR Construction Amendment No. 1

WHEREAS the Mauldin Road Solar Dryer Amendment No. 1 consists of an early works package to improve biosolids handling and site access;

WHEREAS, Harper Corp. has previously been awarded \$40,000 for pre-construction services;

WHEREAS, Staff has negotiated a fee not to exceed \$1,629,475.77 for construction services;

NOW, THEREFORE, BE IT that Renewable Water Resources does hereby amend the contract with Harper Corp. and authorize the Chief Executive Officer and/or his designee to execute an amendment to bring the total contract to a not-to-exceed amount of \$1,669,475.77; and for a duration of 170 days.

The above Resolution, upon motion duly made, was passed and approved by the Board of Commissioners of Renewable Water Resources at a regular meeting held on the 23rd day of October 2023.

R. L. FOGLEMAN, JR., CHAIRMAN

ATTEST:

CLINTON J. THOMPSON, SECRETARY/TREASURER

DATE: October 23, 2023
TO: Board of Commissioners
FROM: Brianna Wallace
CC: Joel Jones, David Niese, Becca Bowyer
SUBJECT: Mauldin Road WRRF Juice System Rehabilitation and Replacement Construction Contract Amendment No. 1



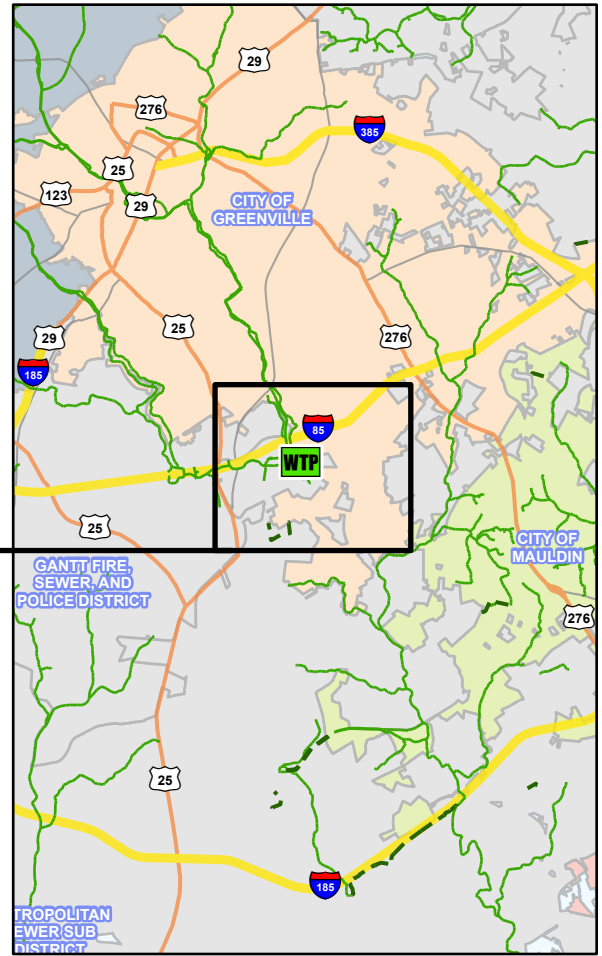
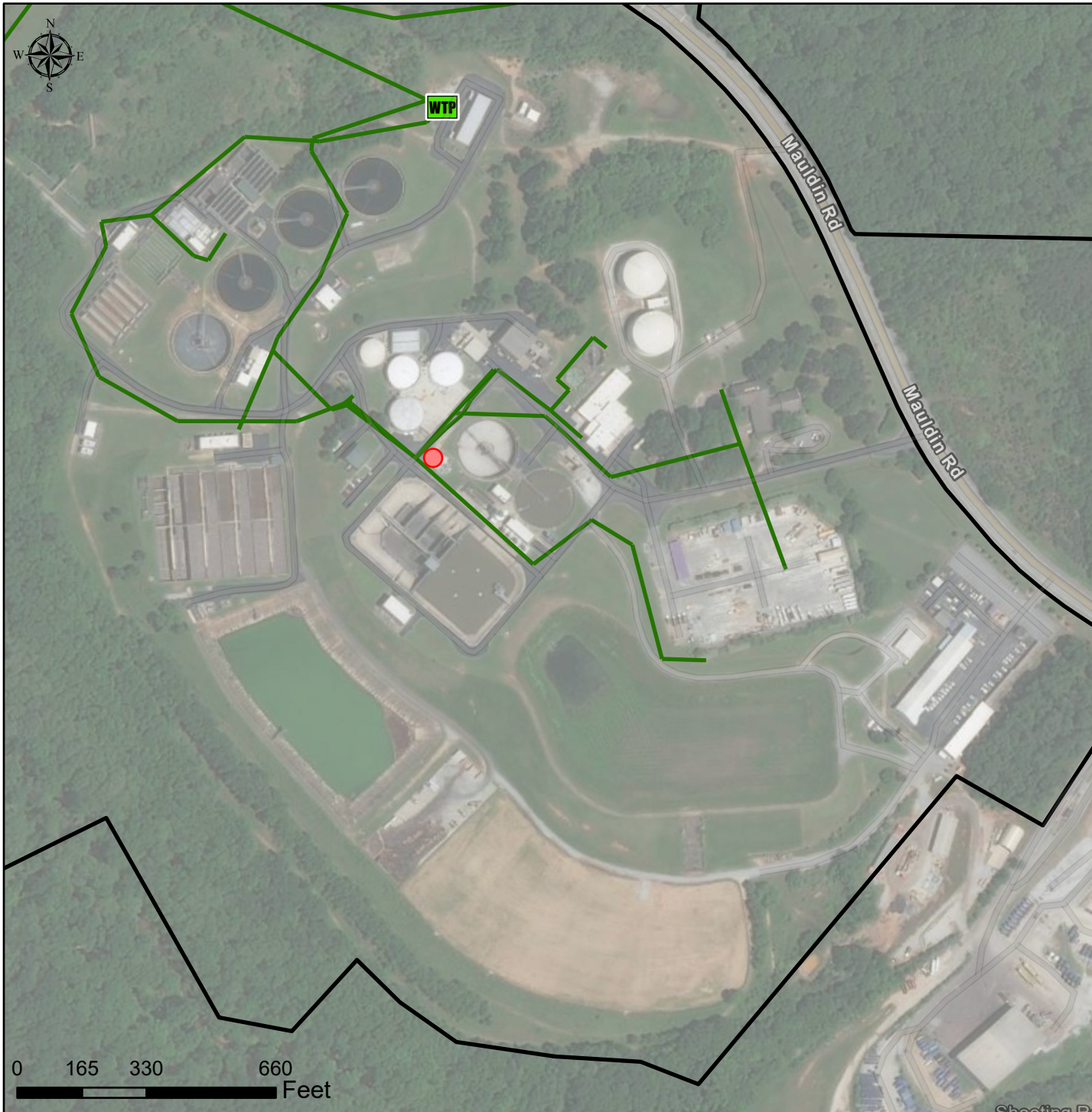
**BOARD OF COMMISSIONERS'
MEMORANDUM**







The Mauldin Road WRRF Juice System Rehabilitation and Pump Replacement project is currently under construction by JL Construction Company, Inc. A contract amendment is needed to change the juice piping material and to address additional work items not included in the original construction award. Staff has negotiated a contract amendment to address the pipe material change and additional work items.

Project Name	Mauldin Road WRRF Juice System Rehabilitation and Replacement
Project Number	PRJ-00016
Contractor	JL Construction Company, Inc.
Amendment Not-to-Exceed Cost	\$71,464
Amendment No.	1
Previous Contract Value	\$1,152,985
Total Contract Value	\$1,224,449
Amendment Extension (days)	90

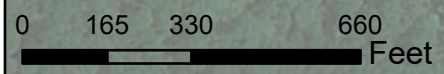
Staff recommends the Board approve and authorize the Chief Executive Officer to execute Amendment No. 1 to the contract with JL Construction Company, Inc. for \$71,464 increasing the overall contract to a not-to-exceed amount of \$1,224,449.

Mauldin Road WRRF Juice System Rehabilitation and Replacement (PRJ-00016)



-  Project Location
-  ReWa WRRF
-  ReWa Pump Station
-  ReWa Gravity Main
-  ReWa Force Main
-  ReWa WRRF Boundary

This map is a product of ReWa. The accuracy and completeness of the lines and boundaries displayed on this map are believed to be accurate. ReWa expressly disclaims any responsibility or liability for this map.



**BOARD OF COMMISSIONERS'
RESOLUTION**



Mauldin Road WRRF Juice System Rehabilitation and Replacement Construction Contract
Amendment No. 1

WHEREAS the Mauldin Road WRRF Juice System Rehabilitation and Replacement Construction Amendment No. 1 consists of work for material changes and other additional work items;

WHEREAS, JL Construction Inc. has previously been awarded \$1,152,985 for construction services;

WHEREAS, Staff has negotiated a fee not to exceed \$71,464 for additional construction services;

NOW, THEREFORE, BE IT RESOLVED that Renewable Water Resources does hereby amend the contract with JL Construction, Inc. and authorize the Chief Executive Officer and/or his designee to execute an amendment to bring the total contract to a not-to-exceed amount of \$1,224,449.; and for an increased duration of 90 days, to bring the total contract time to 390 days.

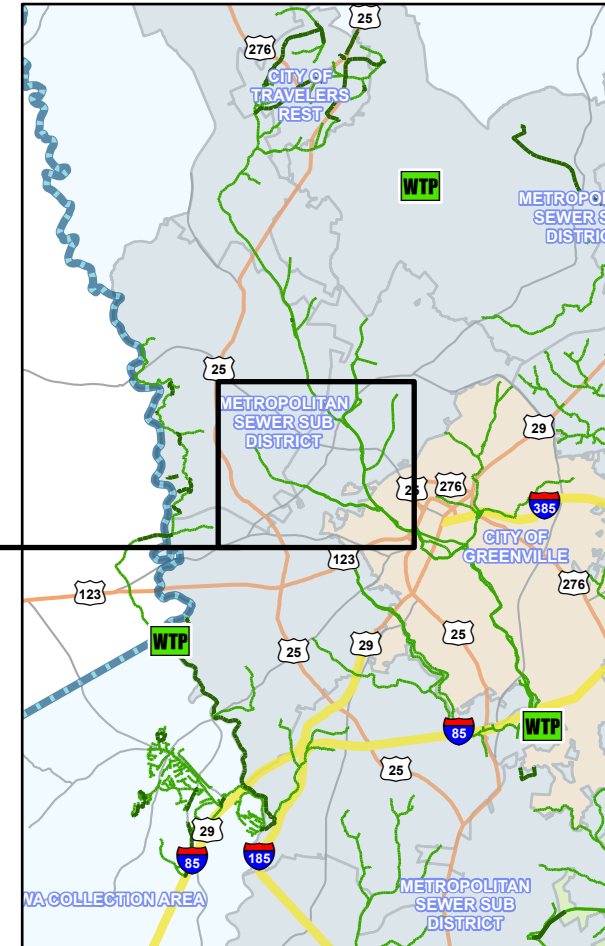
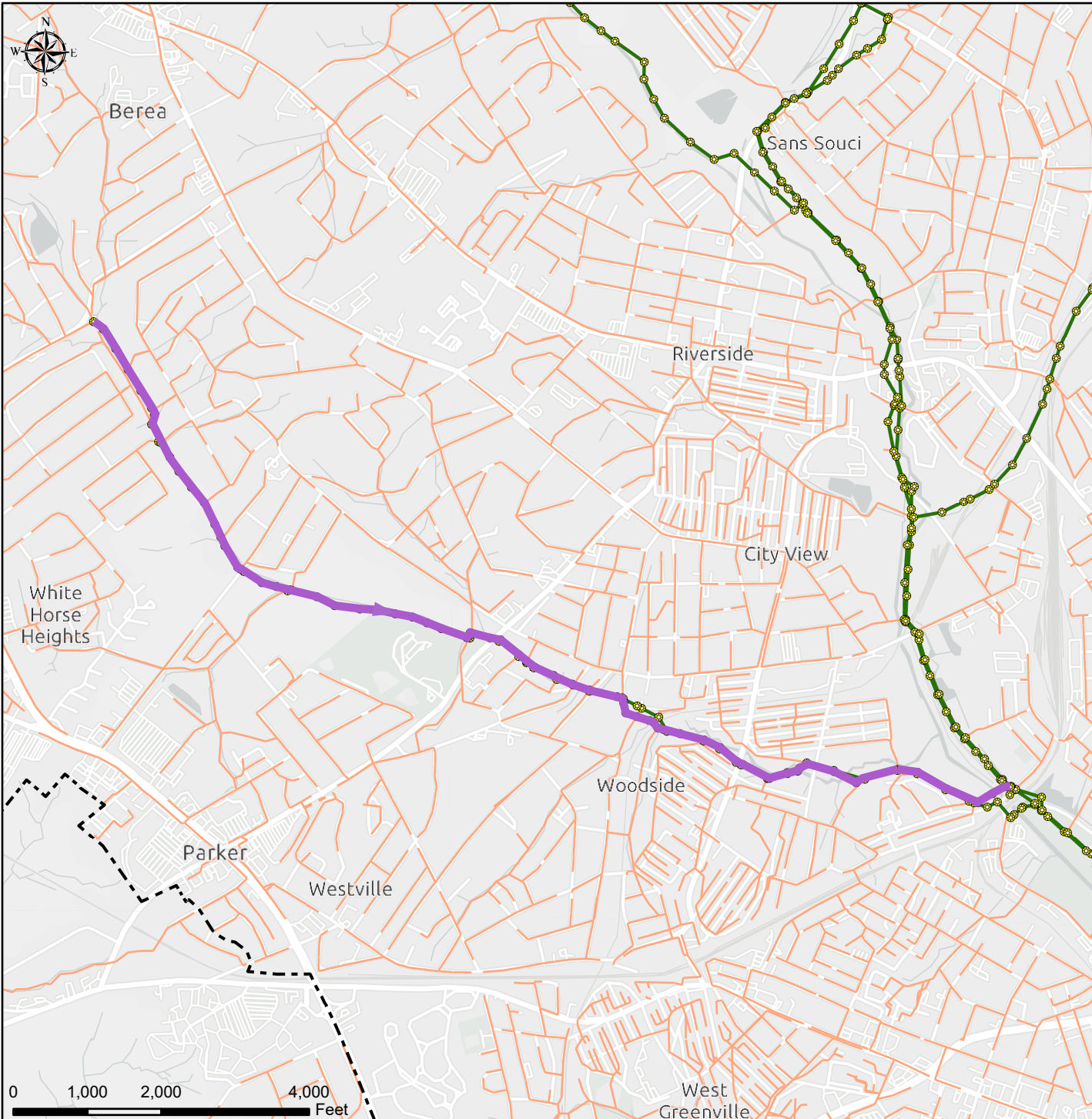
The above Resolution, upon motion duly made, was passed and approved by the Board of Commissioners of Renewable Water Resources at a regular meeting held on the 23rd day of October 2023.

R. L. FOGLEMAN, JR., CHAIRMAN

ATTEST:

CLINTON J. THOMPSON, SECRETARY/TREASURER

Long Branch Creek Gravity Upgrade (PRJ-00007)



- Proposed Pump Station
- Proposed Force Main
- Proposed Gravity Main
- ReWa WRRF
- ReWa Pump Station
- ReWa Force Main
- ReWa Gravity Main

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Date Exported: 10/16/2023

**BOARD OF COMMISSIONERS'
RESOLUTION**



Long Branch Creek Sewer Upgrade Right of Way Acquisition

WHEREAS, the Long Branch Creek Sewer Upgrade Project consists of upgrading approximately 3.2 miles of gravity sewer roughly adjacent to Long Branch Creek from Lily St to Willard St; and

WHEREAS, Staff and Renewable Water Resource's (ReWa) consulting engineer, Brown and Caldwell, have determined it is necessary to acquire rights of way either by way of gift, purchase, or by the exercise of eminent domain in accordance with ReWa procedures;

WHEREAS, ReWa is a body politic under the laws of the State of South Carolina and has rights under the Eminent Domain Procedure Act;

NOW, THEREFORE, BE IT RESOLVED that the Chief Executive Officer and/or his designee are directed to proceed with this project and acquire through gift, purchase, or by exercise of eminent domain, rights of way and/or land over properties needed to construct, operate, and maintain the proposed infrastructure. This authority is to include, but not be limited to, the institution of any and all other actions reasonably associated with acquiring the necessary rights of way for construction.

BE IT FURTHER RESOLVED that in the event the rights of way cannot be acquired by gift or purchase, the Chief Executive Officer and/or his designee shall cause to be instituted condemnation proceedings to exercise ReWa's right of eminent domain under the provisions of S.C. Code Ann. Section 28-2-10, *et seq.* by way of trial as set forth in S.C. Code Ann. Section 28-2-240, as amended.

BE IT FURTHER RESOLVED that the Chief Executive Officer and/or his designee are authorized to negotiate special terms and conditions with property owners as part of such acquisition, where appropriate, which are not inconsistent with the needs of ReWa.

BE IT RESOLVED that should any lien holder, existing or otherwise, attempt to take any action or make any claims which would interfere with ReWa's right to construct, operate and maintain the Project, ReWa has rights under the law to counteract such interference, including the Right of Eminent Domain, pursuant to Title 28, Chapter 2 of the Code of Laws of South Carolina 1976, as amended, including Section 28-2-90, and ReWa affirms that it will take any such action necessary to counteract such interference.

The above Resolutions, upon motion duly made, were passed and approved by the Board of Commissioners of ReWa at a regular meeting held on the 23rd day of October 2023.

R. L. FOGLEMAN, JR., CHAIRMAN

ATTEST:

CLINTON J. THOMPSON, SECRETARY/TREASURER



Monday, October 23, 2023
Administration and Finance Committee Meeting

AGENDA
Renewable Water Resources
561 Mauldin Road
Greenville, SC 29607
Board Room
3:15 PM

1. Call to Order

1.01 Meeting Called to Order

2. Welcome

2.01 Committee Members: Committee Chair Thomas H. Coker III, Clinton J. Thompson, Daniel P. Hamilton, Emily K. DeRoberts, & George W. Fletcher

2.02 Non-Committee Members and Staff

2.03 Recognition and Introduction of Visitors Present

3. Investment Summary

3.01 Investment Summary 09-30-23 - NO ACTION REQUIRED

4. Summary of Financial Condition

4.01 Summary of Financial Condition 09-30-23 - NO ACTION REQUIRED

5. Operating Expenses by Natural Classification

5.01 Operating Expenses by Natural Classification 09-30-23 - NO ACTION REQUIRED

6. New Account Fee Classification Report

6.01 New Account Fee Classification Report - NO ACTION REQUIRED

7. Auditor Recommendation

7.01 Auditor Recommendation

8. Sustainability Services Scorecard

8.01 Sustainability Services Scorecard - NO ACTION REQUIRED

9. New Business

9.01 New Business

10. Unfinished Business

10.01 Unfinished Business

11. Other Business

11.01 Other Business

12. Adjournment

12.01 Adjourn the meeting

13. Meeting Disclosures

13.01 **Following Board review and approval, this item will be made available to the public upon request based on ReWa's Public Information Policy approved May 23, 2011.

**Renewable Water Resources
Cash and Investment Summary
September 30, 2023**

	Interest Rate	Balance August 31, 2023	Balance September 30, 2023	Period Change
Cash and investments by institution				
U.S. Bank debt service fund ¹	0.001%	\$ 17,265,264	\$ 19,905,801	\$ 2,640,537
Southern First Bank MM	5.380%	30,035,749	30,168,729	132,980
Southern First Bank MM NAF	5.380%	623,438	626,198	2,760
UBS Financial Services	1.850%	6,710,160	6,722,080	11,920
UBS Financial Services NAF	0.788%	12,217,960	12,240,140	22,180
MBS-Multi Bank Securities	1.258%	1,456,165	1,459,728	3,563
SC Local Government Investment Pool NAF	5.606%	1,020,843	1,025,547	4,704
SC Local Government Investment Pool	5.606%	106,538	107,029	491
Truist checking	0.350%	4,790,599	13,720,568	8,929,969
Truist new account fee	0.050%	506,128	507,136	1,008
Truist Peters Creek	0.050%	77,209	77,366	157
Petty cash	n/a	2,430	2,473	43
Total funds		\$ 74,812,483	\$ 86,562,795	\$ 11,750,312
Less: Restricted funds				
U.S. Bank debt service fund ¹		\$ 17,265,264	\$ 19,905,801	\$ 2,640,537
Bond covenant: operations & maintenance ²		4,195,780	4,195,780	-
Total restricted funds		21,461,044	24,101,581	2,640,537
Total unrestricted funds³		53,351,439	62,461,214	9,109,775
Less: Committed and assigned funds				
Committed: new account fee ⁴		8,793,469	9,591,549	798,080
Assigned: emergency ⁵		2,083,111	2,083,111	-
Total committed and assigned funds		10,876,580	11,674,660	798,080
Total available funds		\$ 42,474,859	\$ 50,786,554	\$ 8,311,695

¹ Funds held in trust for upcoming principal and interest payments in accordance with section 4.08 of the series resolution adopted December 6, 2004.

² Funds restricted for operating & maintenance expenses in accordance with the bond resolution adopted June 14, 2010.

³ Unrestricted funds are generally available and not legally restricted. While unrestricted cash reserves are generally available, it is ReWa's policy to maintain the following liquidity target:

- 250 days of cash on hand: unrestricted cash and investments divided by total operating expenses before depreciation, expressed in number of days.

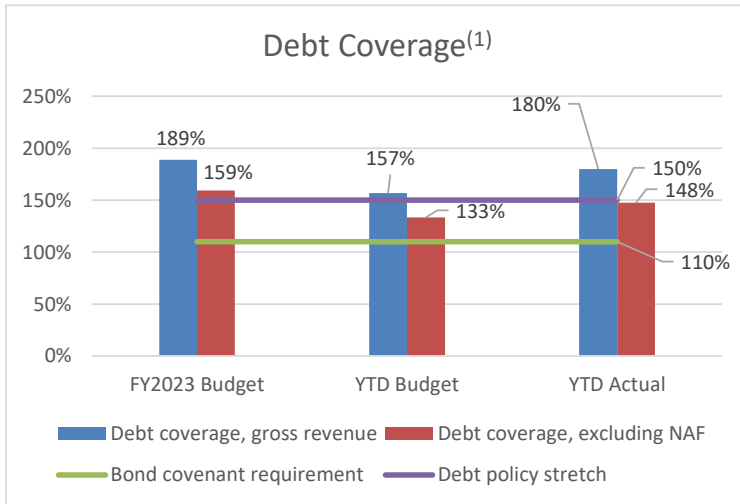
⁴ Monies received from new account fees committed to fund capacity increases.

⁵ Monies assigned for emergency expenditures.

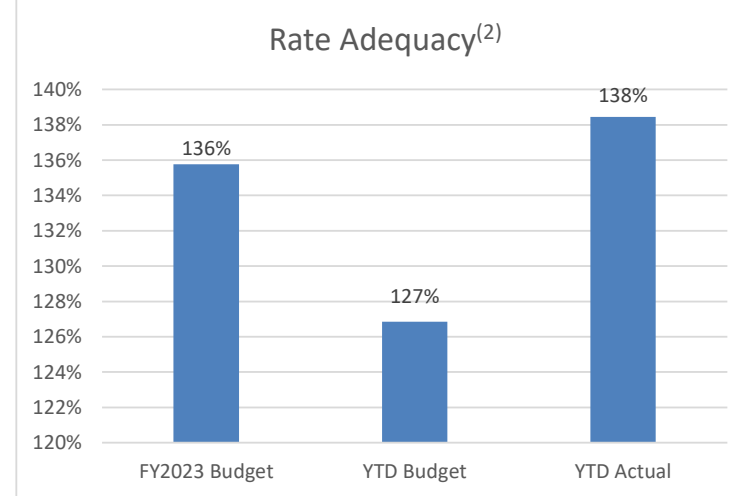
Renewable Water Resources
Summary of Financial Condition
January 1, 2023 - September 30, 2023

	FY 2023 Budget	YTD Budget	YTD Actual	Favorable (Unfavorable) USD	Favorable (Unfavorable) %
Revenue					
Domestic and commercial	\$ 94,647,970	\$ 70,985,977	\$ 73,311,170	\$ 2,325,193	3%
Industrial	8,557,600	6,418,200	6,139,184	(279,016)	(4%)
New account fee (NAF)	10,000,000	7,500,000	10,373,708	2,873,708	38%
Septic haulers and other	760,000	570,000	494,768	(75,232)	(13%)
Unrestricted investment revenue	250,000	187,500	1,431,520	1,244,020	663%
Investment fair value adjustment	-	-	364,791	364,791	(100%)
Miscellaneous revenue	190,000	142,500	445,677	303,177	213%
Gross revenue	\$ 114,405,570	\$ 85,804,177	\$ 92,560,818	\$ 6,756,641	8%
Expense					
Administration					
Administrative finance	\$ 11,701,655	\$ 7,157,187	\$ 7,053,612	\$ 103,575	1%
Business services	3,105,856	2,340,213	2,342,945	(2,732)	(0%)
Human resources	3,734,725	2,119,765	1,981,498	138,267	7%
Information technology	3,694,398	3,027,487	2,992,923	34,564	1%
Technical operations					
Collections & maintenance	6,476,621	4,835,682	4,233,044	602,638	12%
Engineering	885,361	646,790	688,545	(41,755)	(6%)
Regulatory services	7,321,775	5,483,543	4,994,747	488,796	9%
Water resource recovery facilities	13,428,970	10,078,154	10,326,069	(247,915)	(2%)
Total O&M departmental expense	50,349,361	35,688,821	34,613,383	1,075,438	3%
Debt service	33,919,657	31,953,631	32,241,057	(287,426)	(1%)
Total operational expense & debt	\$ 84,269,018	\$ 67,642,452	\$ 66,854,440	\$ 788,012	1%
Contribution to capital			\$ 25,706,378		

Key Operating Metrics

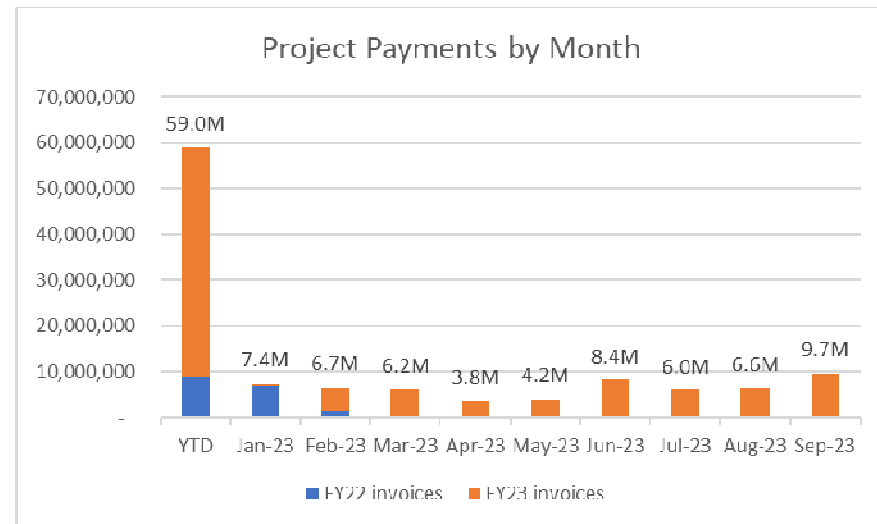
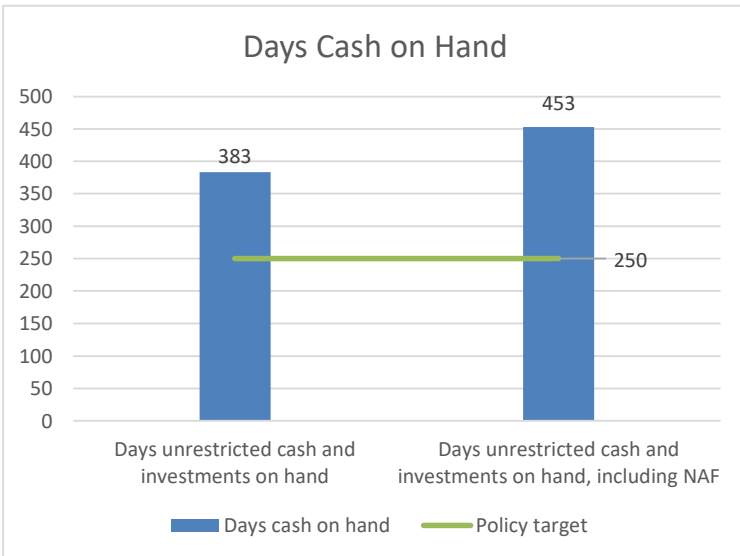


⁽¹⁾Percentage of revenue after operating expense to cover long term debt payments



⁽²⁾Revenue coverage for both operating and long term debt expense

YTD Project Payments



Renewable Water Resources
Operating Expenses by Natural Classification
January 1, 2023 - September 30, 2023

Operating Expenses	2023 Budget	September 2023 YTD Budget	September 2023 YTD Actual	(Favorable)/Unfavorable \$ Variance	% Variance
Employee related expenses					
Salaries	\$ 15,012,905	\$ 11,101,422	\$ 10,265,169	\$ (836,253)	(7.5%)
Payroll taxes	1,133,138	844,755	752,082	(92,673)	(11.0%)
Insurance	1,843,195	1,375,331	1,276,316	(99,015)	(7.2%)
OPEB	1,700,000	603,000	590,919	(12,081)	(2.0%)
Retirement	2,678,836	1,981,066	1,799,296	(181,770)	(9.2%)
Uniforms	128,387	99,029	79,008	(20,021)	(20.2%)
Workers' compensation insurance	212,869	212,869	157,732	(55,137)	(25.9%)
Unemployment	5,000	3,750	-	(3,750)	(100.0%)
Employee wellness	245,704	184,278	162,866	(21,412)	(11.6%)
Utilities					
Utilities	4,677,888	3,501,265	3,374,757	(126,508)	(3.6%)
Telephones and communications	342,506	271,980	266,524	(5,456)	(2.0%)
Contracted Services					
Customer service & billing	3,580,223	2,686,017	2,582,322	(103,695)	(3.9%)
Contracted services	5,275,349	4,265,466	4,790,814	525,348	12.3%
Solids disposal	3,107,138	2,330,354	2,086,773	(243,581)	(10.5%)
Materials, supplies, and maintenance					
R&M equipment	1,296,551	985,479	813,265	(172,214)	(17.5%)
R&M building and grounds	493,659	385,999	385,052	(947)	(0.2%)
R&M electrical	448,162	342,681	469,302	126,621	37.0%
Laboratory equipment and supplies	128,175	100,411	103,645	3,234	3.2%
Vehicle supplies	170,018	128,518	121,727	(6,791)	(5.3%)
Office and cleaning supplies	236,080	167,600	197,155	29,555	17.6%
Equipment supplies	44,420	33,030	2,735	(30,295)	(91.7%)
Gasoline	150,260	112,694	134,246	21,552	19.1%
Fuel oil	185,100	136,763	100,042	(36,721)	(26.9%)
Tools	28,650	21,813	18,631	(3,182)	(14.6%)
Chemicals					
Chemicals	2,333,167	1,798,433	2,277,963	479,530	26.7%
Administration and other					
General insurance	714,676	713,426	742,690	29,264	4.1%
Contingency	2,000,000	-	21,377	21,377	-
Legal	300,000	225,000	245,762	20,762	9.2%
Public relations	481,000	360,875	351,386	(9,489)	(2.6%)
Bad debt	300,000	-	(81,490)	(81,490)	(100.0%)
Administrative expenses	496,775	237,308	190,549	(46,759)	(19.7%)
Training, professional & travel					
Travel	162,616	120,105	99,883	(20,222)	(16.8%)
Employee professional expenses	436,914	358,104	234,885	(123,219)	(34.4%)
Total Operating Expenses	\$ 50,349,361	\$ 35,688,821	\$ 34,613,383	\$ (1,075,438)	(3.0%)

**Renewable Water Resources
NAF Classification Report**



	Subdivision		Multi-family		Individual Home		Septic to Sewer		Mixed Use		Commercial		Retail		Totals	
	FY22	FY23	FY22	FY23	FY22	FY23	FY22	FY23	FY22	FY23	FY22	FY23	FY22	FY23	FY22	FY23
January	\$ 257,500	\$ 342,500	\$ -	\$ 3,750	\$ 20,000	\$ 27,500	\$ -	\$ 7,500	\$ 5,667	\$ 146,250	\$ 72,500	\$ 142,500	\$ -	\$ 48,450	\$ 355,667	\$ 718,450
February	792,500	815,000	537,500	5,000	50,000	52,500	-	5,000	1,108	45,000	67,500	80,000	-	24,300	1,448,608	1,026,800
March	1,340,000	745,000	-	3,750	65,000	33,750	7,500	5,000	286,600	10,000	97,500	37,500	2,700	18,000	1,799,300	853,000
April	715,000	866,600	-	686,250	77,500	63,400	7,500	5,000	172,658	33,608	102,500	25,000	-	6,300	1,075,158	1,686,158
May	540,000	637,500	20,000	292,500	70,000	52,500	5,000	5,000	419,692	-	175,000	215,000	333,600	20,000	1,563,292	1,222,500
June	718,750	1,050,000	422,217	200,000	95,000	50,000	2,500	2,500	1,425	583	105,000	37,500	62,500	14,400	1,407,392	1,354,983
July	422,500	1,005,000	1,250	-	67,500	17,500	-	5,000	-	-	340,000	115,000	4,700	10,800	835,950	1,153,300
August	382,500	845,000	890,000	3,750	37,500	37,500	5,000	5,000	9,900	-	35,000	67,500	-	24,900	1,359,900	983,650
September	617,500	677,500	23,750	20,000	80,000	35,000	5,000	5,000	-	13,967	75,000	30,000	126,600	593,400	927,850	1,374,867
October	524,500		16,875		81,875		7,500		8,934		77,500		14,700		731,884	-
November	507,500		6,875		45,000		2,500		-		50,000		9,000		620,875	-
December	957,500		7,500		75,000		2,500		11,447		115,000		6,300		1,175,247	-
Totals	\$ 7,775,750	\$ 6,984,100	\$ 1,925,967	\$ 1,215,000	\$ 764,375	\$ 369,650	\$ 45,000	\$ 45,000	\$ 917,430	\$ 249,408	\$ 1,312,500	\$ 750,000	\$ 560,100	\$ 760,550	\$ 13,301,122	\$ 10,373,708
<i>Year-Over-Year Totals</i>															<i>\$ 10,773,116</i>	<i>\$ 10,373,708</i>
Refunds															\$ (15,008)	
Receivables / Outstanding Deposits															\$ 2,500	
New Account Fees per the Summary of Financial Condition															\$ 13,288,614	\$ 10,373,708

Sustainability Services Scorecard

		2022	2023 YTD	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept
Recruiting/Retention	Overall Turnover %	18%	10.3%	0.6%	0.0%	1.1%	0.5%	1.1%	1.1%	2.2%	3.7%	0.0%
	Terminations	32	19	1	0	2	1	2	2	4	7	0
	New Hires (FTE's)	29	30	3	2	2	4	8	1	0	5	5
	Headcount (full time, no commissioners)	178	185	180	180	181	183	188	190	186	188	186
	Open Positions	13	14	14	15	16	14	10	12	17	15	15
	Overtime Hours	5,808	4,047	595	345	545	597	260	451	517	345	392
	Manhours (Exempt and Non-Exempt) - not including OT	322,564	254,076	25,453	26,101	29,442	27,806	29,283	29,588	28,493	30,772	27,138
	Vacancy Rate	9%	9%	12%	12%	11%	10%	8%	7%	9%	8%	9%
Safety and Wellness	Near Misses	3	5	0	0	0	0	1	0	2	1	1
	Recordables	2	1	0	0	0	0	0	0	1	0	0
	Lost Time	1	1	0	0	0	0	0	0	0	1	0
	Vehicle Incident	14	18	1	3	5	1	0	3	2	1	2
	Potential Hazards	20	68	3	3	0	1	13	20	8	15	5
	Nurse Practitioner Visits	1,288	906	135	117	115	111	95	81	88	97	67
	Health Plan Savings	\$ 81,721	\$ 74,665	\$ 14,803	\$ 12,514	\$ 6,289	\$ 8,030	\$ 6,542	\$ 4,655	\$ 7,475	\$ 9,493	\$ 4,864
	Productivity Savings	\$ 130,224	\$ 90,753	\$ 13,628	\$ 11,811	\$ 11,609	\$ 11,205	\$ 9,590	\$ 8,177	\$ 8,177	\$ 9,792	\$ 6,764
	Formal Wellness Activities/Programs	16	40	2	4	6	5	5	5	4	4	5
Communi- cations	Social Media Followers (FB, IG, LI, twitter)		3,354	3,086	3,145	3,242	3,289	3,355	3,392	3,495	3,548	3,637
	Off campus/-n-the community outreach opportunities		103	2	3	9	5	15	12	17	10	30
	Tours/Visits on site		75	1	3	6	5	11	17	6	12	14