ANDERSON REGIONAL
JOINT WATER SYSTEM

998 Hunters Trail Anderson, SC 29625 Phone: 864-332-6534 Fax: 864-224-6116

BOARD AGENDA

Board of Commissioners
October 25, 2023
12 Noon

Call to Order / Determination of Quorum
Pledge of Allegiance
Commissioners' Comments
Public Comment

I. **Approval of Minutes August 23, 2023**

II. **Consent Calendar (Old Business)**

1. None

III. **Items requiring immediate action**

1. Receive and Accept Annual Comprehensive Financial Report for years ending June 30, 2023 & 2022

IV. **Discussion (New Business)**

1. Executive Director's Report (Oral)

V. **Informational Reports**

1. Executive Committee Meeting Summary
2. Financial & Administration Report
3. Operations and Maintenance Report
4. Sustainability Report

VI. **Closed Executive Session**

1. None

VII. **Adjournment**

Future planned meeting dates of the Anderson Regional Joint Water System Board are:

- December 20, 2023
- February 28, 2024
- April 24, 2024
- June 26, 2024

ANDERSON REGIONAL
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Your Community-Owned and Operated System

998 Hunters Trail Anderson, SC 29625
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www.arjwater.com

MINUTES OF THE
ANDERSON REGIONAL JOINT WATER SYSTEM
August 23, 2023

LET THE MINUTES SHOW THAT THE MEDIA WERE NOTIFIED OF THIS MEETING IN ACCORDANCE WITH THE SOUTH CAROLINA FREEDOM OF INFORMATION ACT.

A QUORUM OF THE BOARD IS PRESENT.

COMMISSIONERS PRESENT: Benjie McGill, City of Clemson; Patrick Jackson, Starr-Iva; David Rogers, Town of Williamston; Matt Ruff, Big Creek-Hammond; Kevin Simpson, Broadway; Tracy Durham, Sandy Springs; Dyke Spencer, Powdersville; Scott Banks, City of Anderson; Dennis Chastain, Homeland Park; John Lollis, West Anderson; Steve Miller, Town of Pendleton

OTHERS PRESENT: Scott Willett, ARJWS; Jeff Caldwell, ARJWS; Kendall Cleary, ARJWS; Christopher Weber, ARJWS; Jodi Logan, ARJWS; Lisa Evatt, ARJWS; Billy Peele, Starr-Iva; Tony Putnam, Clemson University; Don King, Homeland Park; David Hall, Homeland Park

Chairman Patrick Jackson called the Board meeting of Anderson Regional Joint Water System to order at 12:00 p.m. on August 23, 2023.

Chairman Patrick Jackson asked for any Commissioner comments. Mr. Chastain introduced Don King to the Board. Mr. Jackson presented Mr. Spencer with a plaque in appreciation for his commitment and dedicated services as Chairman of the Commission for years 2021-2023.

Mr. Spencer made a motion to approve the June 28, 2023, minutes and Mr. Miller seconded. Motion carried.

I. Consent Calendar (Old Business)

None

II. Items Requiring Immediate Action

None

III. Discussion (New Business).

1. Strategic Plan Annual Update FYE 2023

Mr. Caldwell presented the ARJWS Strategic Plan Update for FYE 2023. He discussed the Critical Objectives which included Brand, Operations and Asset Sustainability, Financial Viability, Staff Retention, and Communication and Partnership.

2. Executive Director's Report (Oral)

Mr. Willett shared the PFAS Litigation & Settlement overview handout with the Board. Mr. Willett discussed where the EPA has identified facilities that may expose people to PFAS, talked briefly on the 3M and DuPont Settlement, Class Members, Base Score, and the pros and cons of participating in the settlements.

IV. Informational Reports

1. Executive Committee Meeting Summary

Mr. Spencer made the suggestion to add the Executive Committee declined the RIA Grant.

2. Finance and Administration Report

Greene Finney, LLP has been on-site to conduct the Annual Audit for FYE 2023. A full report will be presented at the October Board meeting. Each Board member was given the board letter.

3. Operations and Maintenance Report

Mr. Spencer requested ARJWS share PFAS sample results with member agencies.

4. Sustainability Report

These reports are for information and for each Member to review as written. A copy of each report is attached to the file copy of these minutes.

V. Closed Executive Session

None

VI. Adjournment

With no further business, Mr. Lollis made a motion to adjourn at 1:03 p.m. and Mr. Rogers seconded. Motion carried.

Respectfully submitted,

Benjie McGill
Secretary/Treasurer

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BOARD MEMORANDUM

October 17, 2023

Subject

Annual Comprehensive Financial Report (ACFR)

Recommendation

Accept the FYE 2023 Financial Audit report and file copies to required reporting agencies.

Alternatives:

1. Request additional analysis and/or editorial changes to the Audit.

Discussion

Article XI, Section 3 of the Joint Water System By-Laws states "Annual Audit. The Commission shall appoint annually an independent public accountant or accountants to prepare audited financial statements of the financial condition and operations of the Water System for each year. The Commission may authorize or direct the preparation of additional audited or unaudited financial statements of the Water System as the Commission determines is appropriate from time to time."

Greene Finney Cauley, Certified Public Auditors and Consultants has completed the audit for the fiscal year that ended June 30, 2023, and reviewed fiscal year ending June 30, 2022. A copy of the auditor's opinion – Management Letter is included. In summary, the auditors have opined that the financial statements present fairly, in all material respects, the financial position of the Joint Water System as of June 30, 2023, and the results of its operations and its cash flows for the year then ended in conformity with accounting principles generally accepted in the United States. The report includes the debt service coverage ratio calculation per Bond Covenants; the annual coverage ratio was 1.48x. The audit did not identify any deficiencies in internal control.

David Phillips will present the ACFR at the board meeting.

The Financial Report continues to receive the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting.

Approved by: Scott Willett, Executive Director

Attachment: (Website only – Hard copies available at the board meeting)

1. Independent Audit's Report: Anderson Regional Joint Water System Report on Financial Statements for the Years Ended June 30, 2023, and 2022.

August 31, 2023

Board of Commissioners
Anderson Regional Joint Water System
Anderson, South Carolina

We have audited the financial statements of the Anderson Regional Joint Water System, South Carolina (the "Joint Water System") for the year ended June 30, 2023 ("2023"). Professional standards require that we provide you with information about our responsibilities under generally accepted auditing standards and *Government Auditing Standards*, as well as certain information related to the planned scope and timing of our audit. We have communicated such information in our letter to you dated July 14, 2023. Professional standards also require that we communicate to you the following information related to our audit.

Significant Audit Findings

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by the Joint Water System are described in Note 1 to the financial statements. No new significant accounting policies were adopted and the application of existing policies was not significantly changed during 2023. We noted no transactions entered into by the Joint Water System during the year for which there is a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most significant sensitive estimates affecting the Joint Water System's financial statements were:

> Management's estimates of the useful lives of capital assets and the resulting depreciation expense are based on historical data and industry standards. Management's estimates of the net pension liability and deferred outflows/inflows of resources are based on actuarial valuations (actuarial valuation assumptions are based on accounting requirements, actuarial standards, current plan design, past experience, industry norms and future trends) prepared and certified by an independent actuary. We evaluated the key factors and assumptions used to develop these estimates in determining that they are reasonable in relation to the financial statements taken as a whole.

The financial statement disclosures are neutral, consistent, and clear.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are clearly trivial, and communicate them to the appropriate level of management. For purposes of this communication, professional standards define a significant audit adjustment as a proposed correction of the financial statements that, in our judgment, may not have been detected except through our auditing procedures. An audit adjustment may or may not indicate matters that could have a significant effect on the Joint Water System's financial reporting process (that may or may not cause future financial statements to be materially misstated). There were no audit adjustments for 2023.

In our judgment, there were no material known unrecorded and uncorrected misstatements, either individually or in the aggregate, to the Joint Water System's financial statements taken as a whole.

Disagreements with Management

For purposes of this letter, a disagreement with management is a financial accounting, reporting, or auditing matter, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditor's report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated August 31, 2023.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to the Joint Water System's financial statements or a determination of the type of auditor's opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Other Audit Findings or Issues

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as the Joint Water System's auditor. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Other Matters

We applied certain limited procedures to the management's discussion and analysis and the pension plan schedules, which are required supplementary information ("RSI") that supplement the basic financial statements. Our procedures consisted of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We did not audit the RSI and do not express an opinion or provide any assurance on the RSI.

We were engaged to report on the supplementary information, as listed in the table of contents, which accompanies the financial statements but is not RSI. With respect to this information, we made certain inquiries of management and evaluated the form, content, and methods of preparing the information to determine that the information complies with accounting principles generally accepted in the United States of America, the method of preparing it has not changed from the prior period, and the information is appropriate and complete in relation to our audit of the financial statements. We compared and reconciled this information to the underlying accounting records used to prepare the financial statements or to the financial statements themselves.

We were not engaged to report on the introductory section and statistical section which accompany the financial statements but are not RSI. Such information has not been subjected to the auditing procedures applied in the audit of the basic financial statements, and accordingly, we do not express an opinion or provide any assurance on it.

Restriction on Use

This information is intended solely for the information and use of the Board of Commissioners and management of the Joint Water System and is not intended to be, and should not be, used by anyone other than these specified parties.

Very truly yours,

Greene Finney Cauley, LLP

Greene Finney Cauley, LLP
Certified Public Accountants

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JOINT WATER SYSTEM

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COMMITTEE SUMMARY

Executive Committee
October 16, 2023
11:30 am

I. Discussion Summary

1. FYE 2023 Financial Report & Audit Update

ARJWS submitted all required materials along with a Management Discussion and Analysis letter. Greene Finney Cauley has issued an unqualified opinion and conducted an exit interview. GFC will present the audit at the October board meeting.

2. Continuous Improvement

A. Staffing Update

Summary of staffing changes and current position openings was discussed.
Chris Weber has moved from Operations Manager to Maintenance Manager.
Justin Clemones has been promoted to Maintenance Supervisor.
Brandon Good has been promoted to Operations Superintendent.
Current opening for a Water Treatment Plant Operator has been posted.
ARJWS plans to hire two operators due to pending retirement in December.

B. General Manager's Meeting

ARJWS held a General Manager's meeting this month. The topic was Clemson University's Risk and Resilience Assessment for the Army Corps of Engineers. This assessment plans to evaluate infrastructure risk and resilience in the Savannah River Watershed using GIS modeling and member input on various metrics related to water supply, transmission and distribution.

C. Strategic Planning

As part of the annual strategic plan report, the board asked ARJWS staff to review and recommend changes to the Strategic Plan. Staff met on October 12th to kick-off this effort. We began by reviewing and commenting on the mission and vision. This led to a good discussion of strategic objectives. Our staff continues to offer suggestions and comments on a shared document in preparation for our next meeting. Our goal is to have a document ready to recommend at the December Board meeting.

3. PFAS Update

Staff presented a drafted document to communicate a full year's sampling results. The results continue to show less than proposed MCL levels in our treated water. This document will be finalized and sent to all members ASAP.

Prepared by: Jeff Caldwell, Deputy Director

ANDERSON REGIONAL
JOINT WATER SYSTEM

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BOARD MEMORANDUM

October 9, 2023

Subject

Finance and Administration Report

Discussion

Billing

Meters were read on October 2, 2023, with usage down 3.04% from last month (for the same number of days) and up 10.38% from last year (for the same number of days).

AGENCY	PREV.YR SAME MONTH	LAST MONTH	CURRENT
# of Billing Days	**33**	**31**	**32**
Anderson	142,856,463	158,043,696	154,895,665
Big Creek	40,900,000	33,113,790	32,769,495
Broadway	24,350,126	30,558,342	29,866,069
Clemson	79,723,573	76,161,941	81,605,800
Clemson University	41,880,587	46,202,483	41,506,168
Hammond	85,514,527	76,043,055	89,675,775
Homeland Park	19,105,916	21,197,320	21,402,150
Pendleton	12,467,031	11,992,861	12,946,743
Powdersville	9,699,034	10,222,593	9,058,928
Sandy Springs	74,374,181	86,244,590	82,741,138
Starr-Iva	38,653,029	38,090,635	40,166,612
West Anderson	34,718,240	53,251,547	45,828,169
Williamston	13,210,769	19,154,886	18,417,007
TOTAL	**617,453,476**	**660,277,739**	**660,879,719**

Finance/Budget Summary

For the month ending September 30, 2023, ARJWS is trending appropriately for revenues and expenses for the first (3) three months of the fiscal year.

See the Profit & Loss report for additional information.

Safety Training

October
Subject: **Fire Extinguisher Training**
Training Date: **September 21, 2023**
Onsite Attendance
ARJWS Staff – 17
Member Agency – 2

Prepared by: Jodi Logan, Billing/Purchasing Coordinator
Approved by: Kendall Cleary, Accounting Manager

Attachments: Profit & Loss Summary – Budget, Actual, and Forecast

ANDERSON REGIONAL
JOINT WATER SYSTEM

Profit & Loss
For the Month ending September 30, 2023

	Annual Budget	YTD Budget (3 month)	YTD Actual	3+9 Year End Projection	Ideal Percentage	% of Budget	YTD Variance	
Operating Revenue								
Operations and Maintenance	6,700,700	1,675,175	1,721,847	6,747,372	25%	26%	46,672	
Capital Charges	4,980,163	1,245,041	1,245,041	4,980,163	25%	25%	-	
Renewal and Replacement								
Water System	1,526,250	381,563	375,114	1,519,802	25%	25%	(6,448)	
Pump Station	69,828	17,457	16,957	69,328	25%	24%	(500)	
Miscellaneous	52,132	13,033	179,673	218,772	25%	345%	166,640	A
Total Operating Revenue	13,329,073	3,332,268	3,538,632	13,535,437				
Operating Expenses								
Salaries and Wages	1,800,800	450,200	443,869	1,794,469	25%	25%	(6,331)	
Payroll Taxes and Employee Benefits	782,000	195,500	217,994	804,494	25%	28%	22,494	
Operations and Maintenance								
Administrative Expenses	346,200	84,900	71,512	332,812	25%	21%	(13,388)	
Operations Expenses								
Lab Supplies/Uniforms/Safety Equipment	126,300	31,575	40,518	135,243	25%	32%	8,943	
Chemicals	1,069,500	267,375	263,693	1,065,818	25%	25%	(3,682)	
Sludge and Chemical Disposal	350,000	87,500	307,845	350,000	100%	88%	220,345	B
Utilities and Security	1,491,600	372,900	381,741	1,500,441	25%	26%	8,841	
Maintenance Expenses	390,800	97,700	134,363	427,463	25%	34%	36,663	
Professional Fees	85,500	21,375	25,735	89,860	25%	30%	4,360	
Insurance	97,200	24,300	4,630	97,200	25%	5%	(19,670)	
Debt Expenses	5,437,463	1,330,066	1,741,363	5,437,463	25%	32%	411,297	C
Source Water Protection	51,000	12,750	1,015	39,265	25%	2%	(11,735)	
Miscellaneous Expenses	104,800	26,200	14,023	92,623	25%	13%	(12,177)	
Total operating expenses before depreciati	12,133,163	3,002,341	3,648,299	12,167,149				
Net operating income	1,195,910	329,928	(109,667)	1,368,288				
Raw Water								
Raw Water Income	59,411	14,853	47,678	92,236				
Raw Water O&M Expenses	-	-	50,214	50,214				
Raw Water Operating Income	59,411	14,853	(2,536)	42,023	25%	-4%	(17,388)	
Non-Budget Impacting Items								
Junior Lien Bond Payments	245,649	61,412	57,000	245,649	25%	23%	(4,412)	
Filter PLC Upgrade	100,000	25,000	95,452	100,000	100%	95%	70,452	
Transfer Manifold Project	300,000	75,000	130,000	300,000	100%	43%	55,000	
CBS Pump Rebuild	110,000	27,500	4,842	110,000	100%	4%	(22,658)	
High Service Pump #2	110,000	27,500	109,416	109,416	100%	99%	81,916	
Lagoon Pump Replacement	25,000	6,250	18,667	18,667	100%	75%	12,417	
	890,649	222,662	282,452	645,649				

	Cash Balances	Days Cash on Hand
Operating Cash	2,076,812	62
Capital Project Fund	4,938,003	
System R&R Fund (Restricted)	155,772	
Pumped R&R Fund (Restricted)	598,058	
Raw Water O&M	183,580	
Raw Water R&R	246,464	
	8,198,689	

A: Over projected revenue due to approximately $29,000 in interest income earned on accounts held at LGIP this fiscal year-to-date.

B: The sludge disposal project for FY 2023 was completed during August and September.

C: Over budget due to transferring the debt payments for June to US Bank in July.

SYSTEMS REPAIR & REPLACEMENT ACCOUNT

September 30, 2023

DATE	TRANSACTION MEMO	CREDIT	DEBIT	BALANCE
09/01/2023	Balance Forward LGIP Investment			$155,772.16
09/28/2023	System Transfer for August 2023 Billing	$127,187.47		$282,959.63
09/30/2023	Interest Earned September 2023	$776.52		$283,736.15
09/30/2023	Ending Balance LGIP			**$283,736.15**

PUMPED REPAIR & REPLACEMENT ACCOUNT

September 30, 2023

DATE	TRANSACTION MEMO	CREDIT	DEBIT	BALANCE
09/01/2023	Balance Forward LGIP Investment			$598,057.81
09/28/2023	System Transfer for August 2023 Billing	$5,819.00		$603,876.81
09/30/2023	Interest Earned September 2023	$2,758.07		$606,634.88
09/30/2023	Ending Balance LGIP			**$606,634.88**

ANDERSON REGIONAL
JOINT WATER SYSTEM

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BOARD MEMORANDUM

October 4, 2023

Subject

Operations and Maintenance Report

Discussion

As of October 4, 2023, Lake Hartwell's surface elevation was 655.21 ft, 4.79 ft. below full pool. Raw water is being drawn from the top gate of the intake structure. Water temperature at the top gate is 79.9°F. The Joint Water System reached 100% of its settled water turbidity goals for the month of August. Raw water pH levels are relatively constant. Settled and Finished water pH levels are normal. The maximum day for September water production was 52.9% of Finished water capacity.

Operations and Maintenance Highlights

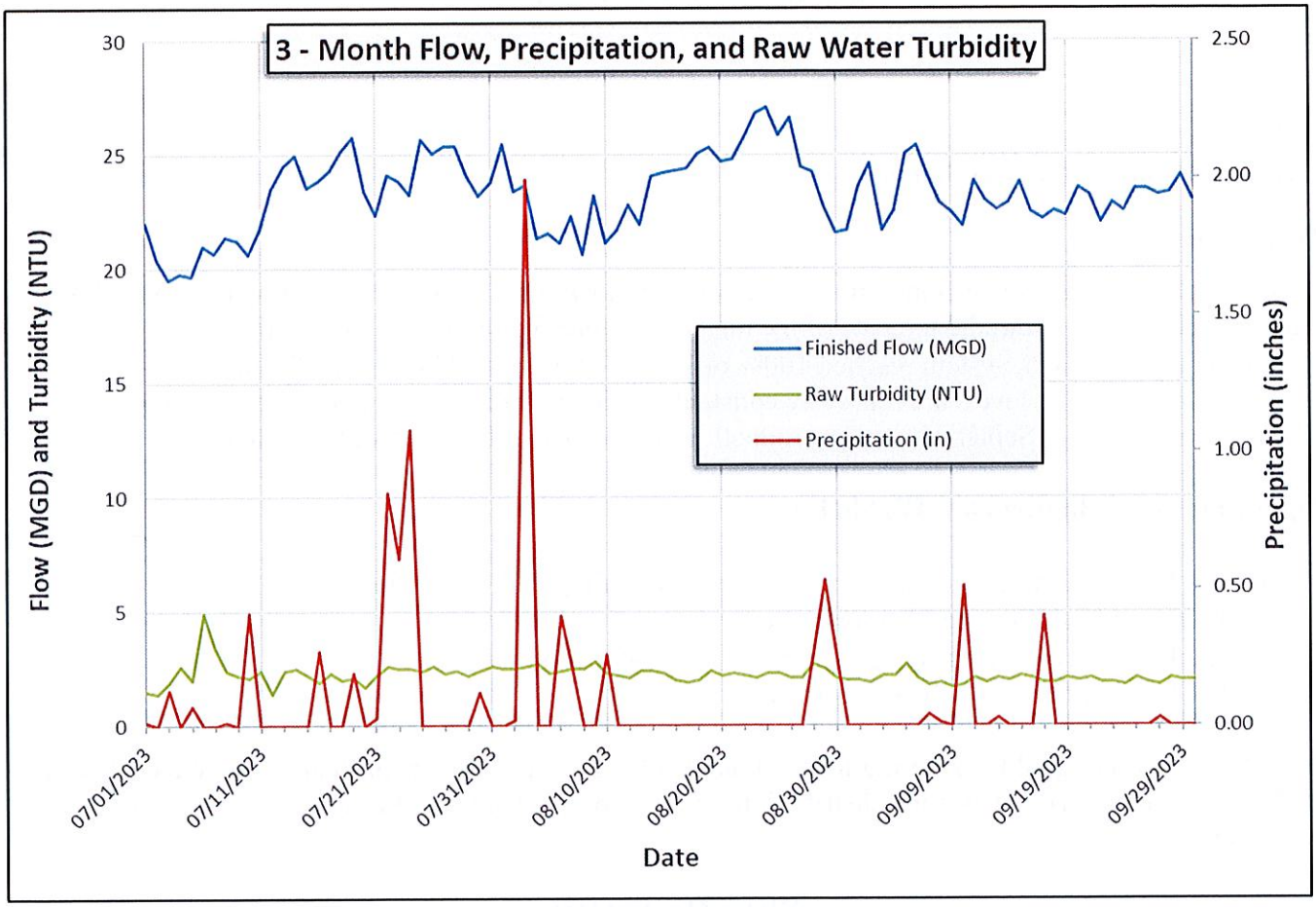
- Contractor completed sludge dredging project totaling 282.04 dry tons
- Replaced High Service #5 transformer
- Replaced valve covers and grease in valve actuators on Filters
- Replaced ARV on 20" line near Bosch

In addition to water quality sampling for the Lake Hartwell Water Treatment Plant, Joint Water System staff processed 180 Total Coliform distribution samples for local entities during the month of September.

Water Quality Data

	Raw	Settled	Finished
pH	6.98	6.67	7.16
Turbidity (NTU) Range	1.70 – 2.70	0.28 – 0.61	0.03 – 0.04
Turbidity (NTU) Average	2.01	0.40	0.03
Turbidity (NTU) Exceedance	-	0%	0%
Total Organic Carbon	1.60	-	0.932
Fluoride Average (ppm)	-	-	0.67
Phosphate Average (ppm)	-	-	.41 (dry wt PO4)
Residual Disinfectant (ppm)	-	-	1.82
TTHM (DBP)	-	-	8.21 ppb
Methylisoborneol (MIB)	8.1 NG/L	-	<1.0 NG/L
Geosmin	8.6 NG/L	-	<1.0 NG/L

Weather Data



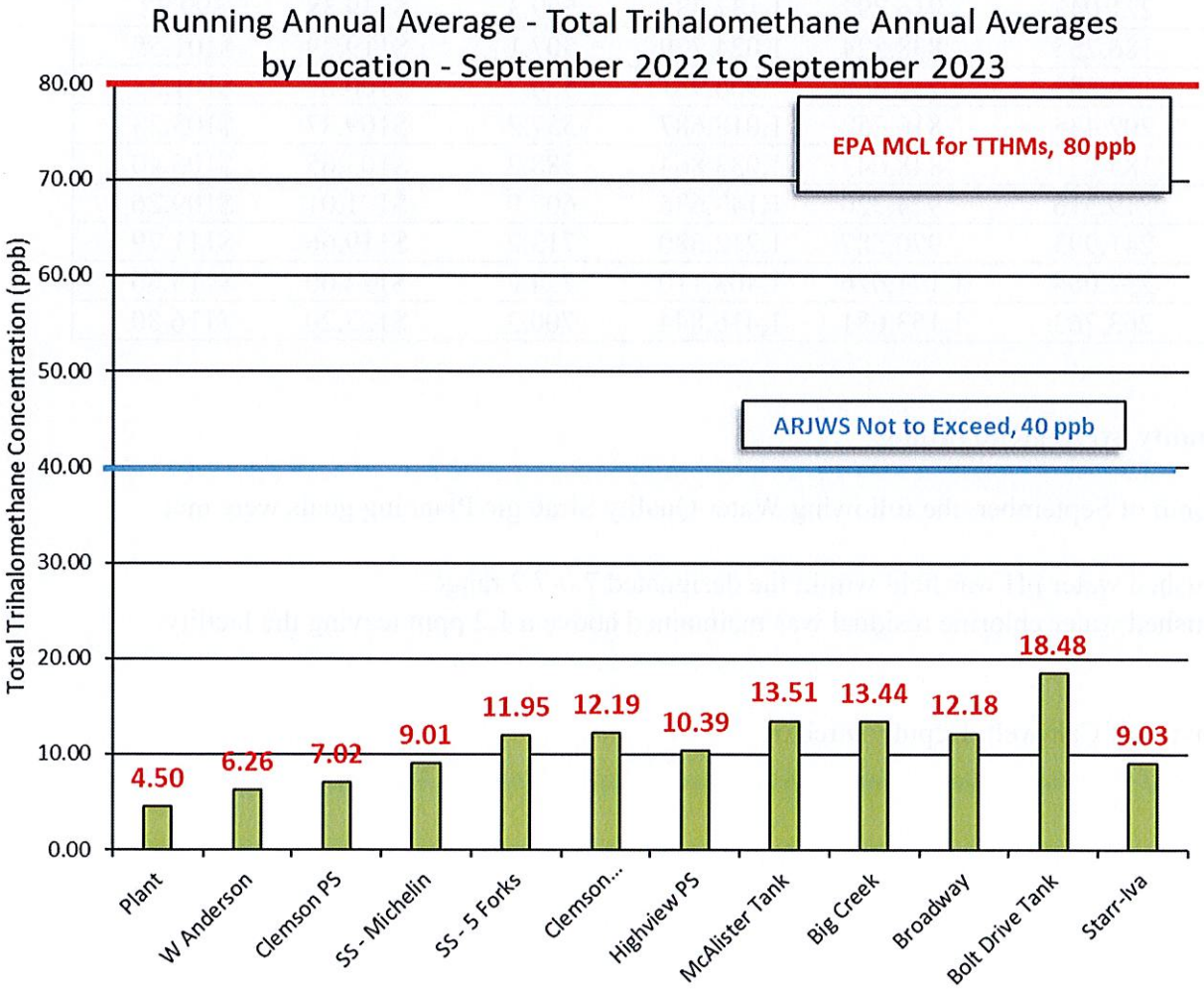
	Minimum	Maximum	Total
Rainfall	0.00 in.	0.51 in.	1.02 in.
Temperature	56° F	95° F	N/A
Humidity	39%	99%	N/A

Water Production Data

	Average	Minimum	Maximum	Total
Raw Water	23,344,000	20,806,000	28,150,000	700,313,000
Finished Water	23,171,000	21,694,000	25,407,000	695,141,000
Finished Max Capacity	48.3%	45.2%	52.9%	

Total Trihalomethane Discussion

Trihalomethanes (THMs) are one type of disinfection byproduct that can form during the treatment process and within the distribution system. THM concentrations vary primarily as a function of total organic carbon (TOC), temperature, disinfectant type, and residence time. THMs can have adverse health effects at high concentrations, and the EPA has established compliance criteria for these compounds in aggregate, termed Total Trihalomethanes (TTHMs). These criteria are established in Stage 2 of the Disinfection Byproduct Rule, which has a numerical MCL of 80 micrograms per liter (or parts per billion, ppb) based on a Locational Running Annual Average. ARJWS Operations Staff collects monthly, one-time samples, as a spot check for TTHM formation in the transmission system. The running annual averages of those results are shown in the figure below.



Monthly Power Consumption Update

For the month of September, ARJWS treated 700,313,000 gallons of water at a power cost of $133.30 per million gallons produced. The 12-month Running Annual Average is currently at $116.80.

Monthly Power Consumption Data

Month	On Peak kWh	Off Peak kWh	Total kWh	Finished Water MG	$/ MG	12 month Average
Sep – 22	235,923	1,022,295	1,258,218	682.5	$101.86	$92.64
Oct – 22	212,428	980,990	1,193,418	663.2	$101.46	$92.39
Nov – 22	186,903	896,111	1,083,014	564.0	$111.30	$93.50
Dec – 22	194,312	808,284	1,002,597	616.5	$133.96	$95.68
Jan – 23	221,043	916,292	1,137,335	569.3	$139.38	$99.22
Feb – 23	186,255	838,524	1,024,779	507.1	$119.29	$101.55
Mar – 23	174,583	732,368	906,951	554.7	$100.27	$101.53
Apr – 23	202,435	816,252	1,018,687	557.2	$109.37	$103.23
May – 23	185,221	848,643	1,033,864	588.2	$103.65	$105.40
June – 23	219,316	924,320	1,143,636	607.9	$121.01	$109.26
July – 23	241,993	970,587	1,212,580	713.2	$119.66	$111.79
Aug -23	232,084	1,171,026	1,403,110	734.2	$124.00	$113.36
Sep – 23	263,763	1,153,081	1,416,844	700.3	$133.20	$116.80

Water Quality Strategic Planning

For the month of September, the following Water Quality Strategic Planning goals were met:

- Finished water pH was held within the designated 7.0-7.2 range.
- Finished water chlorine residual was maintained above a 1.2 ppm leaving the facility.

Prepared by: Jeff Caldwell, Deputy Director

ANDERSON REGIONAL
JOINT WATER SYSTEM

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BOARD MEMORANDUM

October 17, 2023

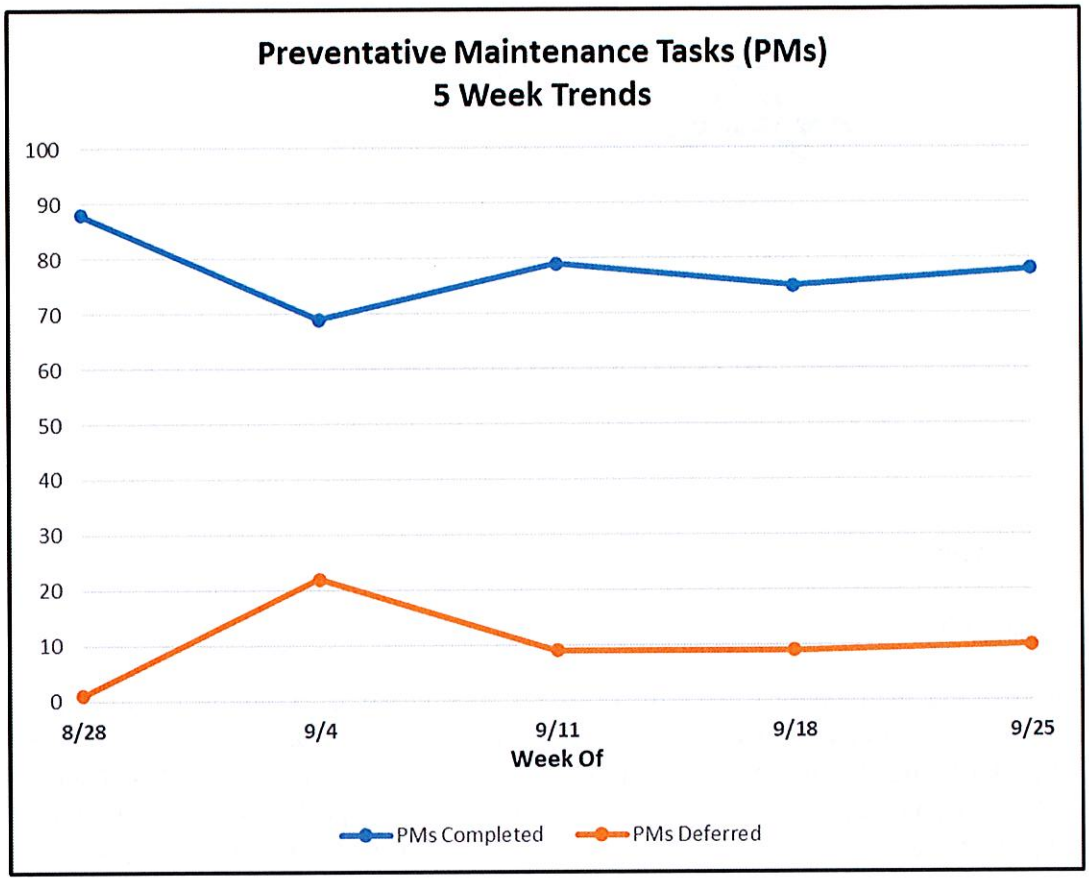
Subject
Sustainability Report

Asset Management

ARJWS is tracking maintenance tasks of all assets. Preventative Maintenance tasks (PMs) are performed on every asset on a weekly, monthly, quarterly, bi-annually, or annual basis. Work Orders consist of installations or repairs required on an asset that are separate from the PM schedule. Asset Management determines which tasks need to be performed by Maintenance staff and which projects need to be scheduled into the Capital Improvement Plan by Engineering staff.

PMs Completed	389
PMs Deferred	51
Completion Percentage	88.4%
Work Orders Completed	14
Avg Time to Close	39 days
Work Orders Open	42
Avg Time Open (Latency)	140 days

*Data as of October 1, 2023



Communication and Partnership

Lake Hartwell Partners hosted the 2023 Splash Away the Trash Weekend Event Statistics:

# of Volunteers	103
# of Staff	15
Manhours Worked	305
Shoreline Cleaned (in miles)	19
Trash Collected (# of bags)	151
Trash Collected (in pounds)	3,900
Items Removed	Tents, Wagon, Car Fender, PVC, Golf Balls, etc.

September Tour(s)

Group	Attendees
Leadership Anderson Class 38	13

General Manager's Meeting

- Topic: Clemson University Risk and Resilience Assessment
- Date: October 11, 2023
- Attendance: 17

Approved by: Jeff Caldwell, Deputy Director