

MUIR BEACH COMMUNITY SERVICES DISTRICT

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March 02, 2016
Meeting of the Board of Directors
District Manager's Report

The following is an ongoing list of the District Manager's activities over the past month. Topics are listed in order of the MBCSD's Charter as follows: Fire/Life Safety, Recreation, Roads, Water, and finally General Business:

Item:	Topic: Description	Action
01	<p>Fire/Life Safety – National Park Service inter-agency work: <i>Director Friedman, Director Jeschke, Fire Chief Wynn, the District Manager, & President of the MBVFA will be meeting with General Superintendent Chris Lehnertz and Supervisor Kinsey on 03/02/16 to discuss future cooperation and communications between NPS and MBCSD on issues of mutual interest.</i></p> <p><i>With regards to Grant Opportunities, Director Grose is following up on local resources to pursue grants which may benefit the MBCSD and will be coordinating with NPS and California State Parks.</i></p> <p><i>NPS Park Ranger Mia Monroe asked me to post the following info:</i></p> <p><i>_ March 19 Jr Ranger Day at Muir Woods: family fun plus great chance to get your very own Species of the Year coloring book</i></p> <p><i>_Muir Woods shuttle starts up next month, running April 2 through last weekend in October AND last year's successful weekday service will run again mid-June through mid-August to meet the ferries in Sausalito.</i></p> <p><i>_ The first three items in the MOU between NPS and County of Marin have been successfully completed: the first round of informal roadside shoulder parking has been eliminated through pollards and signage, NPS law enforcement officers patrol and write County tickets, the Muir Woods shuttle service is slightly expanding where possible. Other measures to manage visitation will be tried such as activating the CMS signage, expanding social media messaging. Check NPS websites for updates on conditions, meetings, etc = www.nps.gov/goga</i></p>	<p><i>_Follow up on contacts with NPS, Marin County, and State Parks staff to keep up to date on issues which may affect the CSD's charter.</i></p> <p><i>_ Follow up with Darren Fong and Victor Bjelajac on potential grant opportunities re: sustainability issues and our water service.</i></p>

<p>02</p>	<p>Fire/Life Safety – Budget Update: <i>NOTE: Continued item from the previous report. Still pending action.</i> <i>The FY15/16 budget was passed in December but did not include Fire Dept expenses as those were separately tracked. I am working on a revised budget that is comprehensive so the Board can pass an amended version. I am in contact with the MBVFA and will coordinate review of the revised budget.</i></p> <p><i>As I stated previously, it is important that we begin work on the draft budget for FY16/17 so that it can be properly reviewed and adopted prior to the end of the current fiscal year. Unfortunately, work on other pressing issues has limited my time on the financial review and planning.</i></p>	<p><i>_ Follow up with comments/questions from the Board, MBVFA, Chief, and public on the reports.</i></p> <p><i>_ In preparation for audits, generate similar reports for previous years as necessary.</i></p> <p><i>_Present the Board with a revised FY15/16 budget to reflect this information.</i></p>
<p>03</p>	<p>Fire/Life Safety – 1793 Shoreline: <i>Directors Friedman, Jeschke, and I met with Supervisor Kinsey on Feb 17th, 2016, regarding 1793 Shoreline, the property the CSD formerly acquired as a location for a new fire house but which was tentatively denied a permit application. The Supervisor noted that he would put the CSD in contact with agencies who may have interest but that it would take time and further research to see if a sale was possible. The CSD representatives noted that we are exploring an alternative location for a fire house at the dismantled upper water tank site but for due-diligence would like to investigate all possibilities. Liza Crosse, Supervisor Kinsey’s aid, followed up with contacts for CalTrans and calendared a joint meeting with NPS (re: Item 01 above.)</i></p>	<p><i>_ Gather necessary property info and investigate possible options for sale of the property to a wetlands mitigation fund.</i></p> <p><i>_ Look into other ways to trade the property for equivalent assets.</i></p>
<p>04</p>	<p>Fire/Life Safety – New Fire House: <i>This issue is still pending re: item 03 above. I had a brief meeting with Senior Planning staff at the County who confirmed that they will need to review the old upper tank site and proposed design to see what kind of approval process will be required should the CSD pursue building there. A pre-app mtg request is required for that. Given the CSD’s experience on 1793 Shoreline and Sunset Way with the Planning Department and understanding entitlement/code requirements, I advise that the Board investigate all requirements and options first before making a final decision. It seems premature to do otherwise.</i></p>	<p><i>_ Re-evaluate land-use options available.</i></p> <p><i>_ Investigate any inter-agency help, e.g. the NPS meeting on 03/02/16.</i></p> <p><i>_ Agendize for future board discussion after obtaining all the stakeholder, financial, and feasibility info.</i></p>
<p>05</p>	<p>Fire/Life Safety – Disaster Prep: <i>An American Red Cross volunteer called to update their contact list for the use of the Community Center as a shelter in case of an emergency. I spoke briefly with Chief Wynn about updating certifications for emergency volunteers and would like to follow up on previously mentioned issues such as generators, structural stability of the community center, propane tank strapping, etc. In a conversation with the District Manager of the Strawberry Rec CSD, we agreed that more coordination and support from the County is needed and plan on speaking further about that.</i> <i>Please note that 15 CERT backpacks were purchased as directed previously by the Board.</i></p>	<p><i>_ Coordinate with local volunteers on efforts for disaster preparations.</i></p> <p><i>_ Meet with management of other Marin CSD’s to review County support.</i></p>

<p>06</p>	<p>Recreation – Measure A Funds: <i>I received an update from the County on the anticipated Measure A funds for fiscal year 2016/17 starting 7/1/16. MBCSD should receive +/- \$34,155. As per the last couple of years, these funds will be applied to back-pay the work on the Community Center playground. After a couple more years, we'll be able to apply future funds to new projects.</i></p>	<p><i>_ Continue to track funds and anticipate future use for the specific areas of the Measure A dollars in FY18/19.</i></p>
<p>07</p>	<p>Recreation – Community Center Landscaping: <i>The stonework at the ramps has been taking longer to finish than I was previously informed. I am working to resolve that issue soon. The labor total for the wall work was capped at \$25,000 and materials cost was +/- \$6,500. The stonework was covered by a generous grant of \$40,000 in unrestricted funds and I will follow up with the donor and board on possible plans for the remainder of the balance. Landscape work still remains and should be addressed as part of a larger facilities planning and capital costs study.</i></p>	<p><i>_ Complete financial tracking and follow up with the board and donor on use for the balance.</i></p>
<p>08</p>	<p>Recreation – Community Center Renovations: <i>Item 09 on the agenda has been included to begin a Capital Projects Inventory & Facilities Planning Review list. Input from various groups would be helpful to identify deferred maintenance, liability issues, desired renovations, and optimizations of the District's physical assets. The plan would be to draft a list, identify associated costs, prioritize and coordinate those with the District's long-term budget planning.</i></p>	<p><i>_ Identify one or two board members along with community members who can assist the DM in developing the list and meet as an ad hoc committee to eventually make recommendations to the board.</i></p>
<p>09</p>	<p>Recreation – Spindrif Point: <i>An open invitation went out to the community on 2/12/16 for applications to the Ad Hoc Committee on Spindrif. Board President Friedman and Director Grose were appointed co-chairs by the Board and will be taking the lead on its formation. The first meeting is scheduled for Sunday, 3/6/16 and Director Grose may have some further comments to add during agenda item 11 at the Board meeting.</i></p>	<p><i>_ Follow up post meeting on any preliminary requests by the committee.</i></p>
<p>10</p>	<p>Roads – Sunset Way Project: <i>The Sunset Way Ad Hoc Committee had its initial meeting on 2/10/16 with Directors Jeschke and Hamilton-Rivers co-chairing. In order to make sure everyone was on the same page, the committee carefully reviewed the ILS plans from Feb 2015 as well as alternative options for the end of Sunset from LTD Engineering. Notes were made about various locations which will require further review. Understanding that there are still decisions to be made on the project scope, the board discussed what is required to move forward. The take-away was that we need three important things to proceed: first is definitive confirmation from the Planning Department, Fire Department, and Dept of Public Works as to specific code requirements and entitlement processes. The second is some sense of general pricing. The third is further investigation of particular existing conditions.</i></p> <p><i>On the first issue, the way to clarify the code questions is to submit for a Pre-App Review which results in an official written confirmation. While plans are required to achieve that, the submitted drafts are not interpreted to be "final" or "approved" by any means. In other words,</i></p>	<p><i>_ Periodically check in with the Planning Dept on the Pre-App Review process (estimated to be 2-3 months.)</i></p> <p><i>_ Use the Pre-App Review waiting time to gather rough estimates from GC's in anticipation of an eventual bid package when the scope is determined.</i></p> <p><i>_ Review site conditions indicated by the committee review to clarify scope.</i></p> <p><i>_ Obtain video scope of Cove Lane storm drain.</i></p>

there's no commitment to the draft plans but the officials need some context to respond to. They will confirm both what the code requires and what the approval sequence will consist of.

For the second issue, while it is inefficient and possibly misleading to get formal "bids" prior to a final design, it is not a problem to get rough estimates. Again, that requires using the plans we have and given the uncertainty of the first issue it would be prudent to include all the components with certain pieces as "alternates" even if they do not happen.

Given the above and in consultation with the co-chairs, I investigated the option of a Pre-App Review with the Senior Planning staff and confirmed that it would be best to include all contingencies and scope even if portions were not to be undertaken. As I guessed, the review will take 2-3 months so it was urgent to get the drawings in and I submitted both the ILS plans as well as LTD's options. The Cove Lane portion is clearly marked as an "Alternate" as are the ends of Sunset. I explained extensively to the Senior Planner and the Assistant Director of the Department that there is not a decision to include Cove Lane yet but we also do not want to be surprised by code requirements that would compel improvements. They are clear that our primary goal is to correct the water main, road surface and edge conditions, and surface storm drainage on Sunset Way.

As far as further investigation on site conditions goes, some of that will be part of the bidding and pre-construction process while others will be addressed more immediately. For example, I am looking into the failing retaining wall issue and have a video scoping service referral to objectively assess existing storm drain conditions so we can evaluate any possibility of pending structural failure or other deficiencies.

While we are waiting in line for Planning, I have started contacting GC's for rough estimates. The eventual planning review, pricing, and site investigations will allow us to move forward in determining the final design, first via the committee process and then via the Board and general public.

The co-chairs have not set another committee meeting date yet as the calendar will be driven by the Planning Review and pricing feedback.

Finally, I made full size copies of the ILS set and LTD's options and placed them on a labeled shelf in the Library mezzanine at the Community Center. Feel free to review them on site but do not remove them without letting me know. There are some additional options for the end of Sunset that were posted on the website last year but I have not had a chance to print those and add them to the Library hard copies.

11	<p>Roads – Temporary Patching for Sunset Way and Pacific: <i>Per the prior Board approval of spending up to \$10,000, a bid was obtained to patch Sunset Way and based on additional requests the Water Manager and I walked Pacific Way to review the need for patching there. Pending modifications to the previous bid to include Pacific Way and possibly some competitive proposals from other companies, I will authorize and schedule the work as soon as possible. It should be noted that this interim work is only intended to address the worst areas and hopefully sustain the roads until the project is approved and underway.</i></p>	<p><i>_Approve and schedule work.</i></p>
12	<p>Roads – CalTrans Easement at Hwy 1/Sunset Way: NOTE: Continued item from the previous report. Still pending action. <i>Ingress/Egress difficulties have been discussed at the intersection of Hwy1 and Sunset Way, which is in the easement area of CalTrans. The issue of safety improvements needs to be raised with State representatives and any possible CalTrans improvements there should be coordinated with the Sunset Way project discussions.</i></p>	<p><i>_ Outreach to CalTrans and coordination with Sunset Way Project timeline.</i></p>
13	<p>Water – Marin LAFCO: <i>Former District Manager Hills sent LAFCO a letter countering some statements made in the Countywide Water Study. The study itself is available at: http://marinlafco.com/index.php/special-studies/water-study</i></p>	<p><i>_ Ongoing: Explore recommendations of the study with the Board as a future agenda item.</i></p>
14	<p>Water – 2002 Well Issues: <i>On Wed, 2/10/16, the Water Manager and I observed the video scoping of the 2002 well provided by Weeks Drilling. A large rig was brought in to remove the inner pipe which is the conduit for the pumped water. Then a camera was submerged and we looked on as the tech went up and down inside the well searching for any irregularities. He mentioned that cracks were usually not subtle and would be easy to spot. Upon repeated inspection, none were apparent so that ruled out an obvious source of the bacteria which showed up in the tests that shut down the well.</i> <i>A remaining potential source is a large amount of build-up or scale on the walls of the well, i.e. the outer pipe which has very narrow horizontal slits in it to allow the aquifer water to enter. The build-up starts around 30’ and goes down to around 52’. The pipe was clear in the last few feet at the bottom. This coincided with the conditions of the inner pipe which had scale at the same levels.</i> <i>It may be that the scale is providing an environment for the bacteria to thrive. Clearly, the initial flushing was not strong enough to detach the scale. Therefore, the next step is to use special brushes and compressed air to scrape the well and then a swab to clean it further. Also, the inner pipe will be replaced to eliminate that as a source.</i> <i>Weeks has provided a new proposal for this work. The cost of this next step is \$8,107 with an additional video scoping of \$750 after cleaning. The bill for the scoping work was \$2,146, which was actually \$1,000</i></p>	<p><i>_ Update the board with feedback from the 2002 well assessment by the drilling company and notify the entire community in accordance with our preset plans should any issues affect the water in the supply system post-chlorination, i.e. supply lines and tanks.</i> <i>_ Continue to report to the Water Board and notify the board of any changes in their safety recommendations.</i></p>

	<p><i>less than the contract since the weather cleared up and it was easier than expected to get the rig to the well site.</i></p> <p><i>The cleaning is currently scheduled for March 7th and 8th pending weather conditions. After the work is complete, we'll re-test and see if it solved the problem. If it does not, there are some alternatives to consider prior to drilling a new well. In the meantime, the 2008 backup well is working fine and supplying the District with its water needs. We continue to monitor the system per the approved standards of the Water Board. I have kept the Water Board engineer informed of the 2002 well status and troubleshooting.</i></p>	
15	<p>Water – Banducci /NPS Property: <i>In a 2/17/16 email, the NPS engineer, Mike Ryan, requested that the Board provide approval by 3/14/16 for the connection work to proceed. I previously explained to the engineer that the Board required a contract to clarify the terms of the connection. The engineer requested that the District list the “rate, any fees that will be charged now and in the future (and) any constraints that would apply...” I am consulting with County Counsel to draft a proposal and have informed the engineer that it will have to be reviewed and approved by the Board so the requested deadline is not feasible. I did state, though, that the CSD agrees that the existing connection needs to be replaced and we intend to draft an agreement that solves the problem while addressing the District’s concerns about future use.</i></p>	<p><i>_Develop the draft agreement with counsel, and contact the Water Board in anticipation of an approval process with the Board.</i></p>
16	<p>Water – Conservation: <i>NOTE: No new actions at this time.</i></p>	<p><i>_Follow up with the Board, community, and advisors on issues/measures related to water conservation and the community’s natural resources.</i></p>
17	<p>Water – Water Manager Retirement: <i>Directors Lambert, Director Grose, and I met with Water Manager Pearlman as an Ad Hoc Committee to discuss a retirement schedule, details, and transition. The Water Manager has provided the District with 25 years of service and wishes to assist in the transfer of his substantial knowledge and expertise. The first step will be creating a job description by 5/1/16 understanding that his services have included more than just Water Management but also facility maintenance, special projects, and general support. The goal is to hire a successor in a training capacity and/or determine what components may be divided up by 6/1/16. This would allow six months of transition until the Water Manager’s official retirement on 12/31/16. Over the next month, I will investigate financial options for the District to properly and most effectively provide a fair recognition for his many years of service. The committee will bring a recommendation to the Board for public approval at a future date.</i></p>	<p><i>_ Develop job description(s) by 5/1/16.</i> <i>_Investigate financial package options.</i> <i>_ Next Committee progress meeting will be 4/5/16.</i></p>

<p>18</p>	<p>General Business – District Manager’s Hours: <i>I was hired on a fixed salary basis of 20 hours/week and organized my schedule to allow for the remaining 20 hours with another agency. After four months as District Manager, I recently provided an informational update to the Board on the weekly time that the job has required and which I have carefully tracked. Unfortunately, the demands of the District have often required 30 to 40 hours/week and not 20. This is not sustainable for me as it both unfairly reduces my agreed upon compensation while also taking away paid hours from my other position.</i> <i>While I agreed that an initial “getting up to speed” period would require additional time, that is no longer the case. Rather, it’s a combination of regular tasks plus intensive special projects (e.g. Sunset Way), unforeseen issues such as the 2002 Well, deferred issues (e.g. audits), and previously unaccounted for procedures which, frankly, should have been done regularly. It’s also apparent that the District has not benchmarked this position relative to other CSD’s to understand what the relative standards are.</i> <i>As I stated in the previous Board meeting, the District needs to study its labor requirements more carefully and coordinate its goals, level of service, and finances. I intend to objectively help with that effort.</i> <i>In the meantime, I would like the board to consider compensating me for the hours the job requires until such time that it can reduce the demand or identify what the correct number of hours should be. Please note that this would be consistent with the hourly manner in which the District pays its other labor costs.</i></p>	
<p>19</p>	<p>General Business – Brown Act Training: <i>County Counsel hosted a Brown Act training session for multiple agencies on 2/23/16 at the Marin County Civic Center. I attended along with four of the five Directors. The presentation on the finer points of the Brown Act included extensive Q&A from the attendees. A copy of the slideshow was sent out after the event but Counsel suggested that the best reference to understanding the Brown Act is the manual “Open & Public IV” available at this link: https://www.cacities.org/Member-Engagement/Professional-Departments/City-Attorneys-Department/Publications/Open-Public-IV -A-Guide-to-the-Ralph-M-Brown-Act-%28.aspx</i></p>	
<p>20</p>	<p>General Business – Financial Audits: <i>As stated previously, the District must audit prior FY07-08 thru FY14-15. I hope to have proposals from auditors to consider later this month.</i></p>	<p><i>_Update the board when proposals are received.</i></p>
<p>21</p>	<p>General Business – Strategic Planning: <i>NOTE: No new actions at this time. The pending Special Meeting on Finances (re: agenda item 05) should provide one basis for future work on this topic.</i></p>	<p><i>_ Lay the informational groundwork for future planning of this item.</i></p>

<p>22</p>	<p>General Business – Website: <i>NOTE: Continued item from the previous report. Still pending action. Per my comments in the December 2015 board meeting the CSD should update its website to comply with the Grand Jury’s recommendations on transparency and public access. This item will be a placeholder until the District assigns resources for the update. Any community volunteer resources available to assist with this project are welcome to inquire.</i></p>	<p><i>_Update the board and community for feedback and assistance when resources are assigned.</i></p>
<p>23</p>	<p>General Business – FY16/17 Budget Planning: <i>NOTE: Continued item from the previous report. Still pending action. Please see the attached draft FY15-16 Budget v Actual Report format which should assist us in future budget development. The FY16-17 draft budget process will begin in March with reports included in the board packets. The goal is to adopt a final budget by the start of the fiscal year on July1st in accordance with best practices and consistent with other agencies. Obviously, there will be simultaneous work supporting the audit process but the net result should be a better informed board, management, and public able to achieve this deadline.</i></p>	<p><i>_Revise the FY15-16 budget with comprehensive CSD info in order to template the FY16-17 budget.</i></p>
<p>24</p>	<p>General Business – Grants: <i>NOTE: Continued item from the previous report. Director Grose has begun some outreach in this area and will update the board when appropriate. This is a bookmark for future investigation of grants that would be beneficial to all areas of the CSD’s charter: Water, Fire, Roads, and Recreation. There are immediate opportunities that have been mentioned by Darren Fong with NPS, re: Item 01 above, but management time constraints will be a challenge in pursuing them. Community volunteer assistance would be very helpful in this area!</i></p>	<p><i>_Acquire assistance in researching and application for grant opportunities beneficial to the CSD. _Coordinate with Director Grose on a Community Skills list to search local assets.</i></p>

Muir Beach Community Services District
FY15-16 Budget v Actual: 07/01/15 through 01/31/16

	<u>Actual 14-15</u>	<u>Budget 15-16</u>	<u>YTD</u>	<u>Budget %</u>
Income				
Combined Tax Revenues				
Property Tax Revenues				
Property Tax Revenues	92,063	95,000	54,258	57%
Refund - Educational Deductions	63,046	50,000	31,788	64%
Property Tax Revenues - Other				
Total Property Tax Revenues	<u>155,109</u>	<u>145,000</u>	<u>86,046</u>	<u>59%</u>
\$200 Parcel Tax for Fire Measure A Revenues	31,616	31,500	17,380	55%
Total Combined Tax Revenues	<u>50,841</u>	<u>34,000</u>	<u>103,426</u>	<u>49%</u>
Combined Water Revenues				
Water Operations Revenues				
Water Service Revenues	79,787	85,000	55,218	65%
Misc Water Revenues	545		650	
Water Operations Revenues - Other				
Total Water Operations Revenues	<u>80,332</u>	<u>85,000</u>	<u>55,868</u>	<u>66%</u>
Water Capital Improvement Revs				
Capital Improvement Fees	49,650	49,000	25,116	51%
25% Allocation of Water Revs	19,908	21,250	10,734	51%
Total Water Capital Improvement Revs	<u>69,558</u>	<u>70,250</u>	<u>35,850</u>	<u>51%</u>
Total Combined Water Revenues	149,890	155,250	91,718	59%
Recreational Activities Income				
Rental Income	13,800	10,000	8,505	85%
Community Functions Income	1,376	1,000	1,661	166%
Total Recreational Activities Income	<u>15,176</u>	<u>11,000</u>	<u>10,166</u>	<u>92%</u>
Donations & Grants	67,500	8,400	40,000	476%
Interest Income	610	600	859	143%
Other Income	75		75	
Total Income	<u>470,817</u>	<u>385,750</u>	<u>246,244</u>	<u>64%</u>

Muir Beach Community Services District
FY15-16 Budget v Actual: 07/01/15 through 01/31/16

	<u>Actual 14-15</u>	<u>Budget 15-16</u>	<u>YTD</u>	<u>Budget %</u>
Expense				
Audit Expense		15,000		
Bank Fees & Credit Card Fees	3,488		1,849	
Bookkeeping	20,721	21,000	15,297	73%
Community Classes & Functions	5,669	5,000	4,183	84%
Dues & Memberships	353	1,200		
Fire Dept Expenses				
Firefighting Equipment	5,879	Incomplete	40	
Training	770	Incomplete		
Emergency Med Supplies	81	Incomplete	5,141	
Emergency Preparedness	161	Incomplete	225	
Fire Truck Repairs	100	Incomplete	33,047	
Phone, Radio Link for Bolinas	2,083	Incomplete	1,427	
Other Fire Dept Expenses	2,684	Incomplete	999	
Total Fire Dept Expenses	<u>11,758</u>	<u>Incomplete</u>	<u>40,879</u>	
Insurance - Fire, P&L, Umbrella	12,692	14,000		
Legal Fees	923	1,000	1,280	128%
Permits & Fees	3,870	3,200	3,324	104%
Office and Postage	355	2,000	2,426	121%
Other Operating Expenses	449	4,000	399	10%
Payroll Expenses				
Wages	99,432	102,000	60,913	60%
Employer Payroll Taxes	7,606	7,800	4,671	60%
Payroll Service	2,938	3,000	1,833	61%
Workers' Compensation Insurance	13,876	7,000	-9,040	-129%
Total Payroll Expenses	<u>123,852</u>	<u>119,800</u>	<u>58,377</u>	<u>49%</u>
Health Insurance	9,877	11,000	4,328	39%
Repairs & Maint (non-water)	4,359	25,000	4,629	19%
Supplies (non-water)	3,464	4,000	1,742	44%
Vehicle Expense - Water Manager	1,800	1,800	1,050	58%
Utilities				
Electric	7,653	8,500	4,835	57%
Propane	184	350	99	28%
Refuse Service	783	1,000	592	59%
Telephone	1,253	1,500	792	53%
Total Utilities	<u>9,873</u>	<u>11,350</u>	<u>6,318</u>	<u>56%</u>
Water Enterprise				
Water Expense & Repairs	12,268	25,000	5,243	21%
Water Testing	1,956	5,000	1,075	22%
Water Treatment	6,928	8,000	3,324	42%
Total Water Enterprise	<u>21,152</u>	<u>38,000</u>	<u>9,642</u>	<u>25%</u>
Receipts to be Allocated			761	
Total Expense	<u>234,655</u>	<u>277,350</u>	<u>156,484</u>	<u>56%</u>
Total Income - Expense	<u><u>236,162</u></u>	<u><u>108,400</u></u>	<u><u>89,760</u></u>	<u><u>83%</u></u>