



FOR THE FISCAL YEAR ENDING  
SEPTEMBER 30, 2013



CITY OF COLLEGE STATION

Home of Texas A&M University®



City of College Station, Texas  
1101 Texas Ave  
College Station, Texas 77842

**CITY OF COLLEGE STATION, TEXAS**  
**POPULAR ANNUAL FINANCIAL REPORT**  
**FOR THE FISCAL YEAR ENDED SEPTEMBER 30, 2013**

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**CITY OF COLLEGE STATION, TEXAS**  
**POPULAR ANNUAL FINANCIAL REPORT**  
**FOR THE FISCAL YEAR ENDED SEPTEMBER 30, 2013**

**A MESSAGE FROM THE CITY  
MANAGER**



I am pleased to present to you the City of College Station's Popular Annual Financial Report (PAFR) for the year ended September 30, 2013. This report is an easy-to-read version of

the City's Comprehensive Annual Financial Report (CAFR) which is available on the City's website at [www.cstx.gov/cafr](http://www.cstx.gov/cafr) .

This report provides a summary of the City's revenue, spending and financial condition. It also includes statistical information for the City, as well as reference information.

Thank you for your interest in the City of College Station's government, how it functions and how it is financed. I welcome your feedback, suggestions and comments regarding the information contained in this report.

Sincerely,

Kelly Templin  
City Manager

**ELECTED OFFICIALS**  
As of September 30, 2013



Nancy Berry – Mayor



Blanche Brick



Jess Fields



Karl Mooney



John Nichols



Julie Schultz



James Benham

# POPULAR ANNUAL FINANCIAL REPORT | 2013

## ABOUT THIS REPORT

This Popular Annual Financial Report (PAFR) has been prepared to inform citizens about the City of College Station and its operations, services and programs, as well as its financial condition for the fiscal year ending September 30, 2013. It is suitable for readers who prefer to review operational and financial information in summary form and does not substitute for the City's Comprehensive Annual Financial Report (CAFR). This publication is derived from information provided in the CAFR which is based on generally accepted accounting principles (GAAP). This report is presented in GAAP format and is not inclusive of all funds. The City's financial statements have been audited by Ingram, Wallis & Co., P.C., an independent firm of certified public accountants. The auditor's report concluded that the financial statements present fairly, in all material respects, the financial condition of the City. A copy of the CAFR is published online at: [cstx.gov/cafr](http://cstx.gov/cafr)

## ABOUT THE CITY OF COLLEGE STATION

The City of College Station, incorporated in 1938, is located in Brazos County in East Central Texas, approximately 140 miles north of the Gulf of Mexico, approximately 90 miles northwest of Houston, approximately 165 miles south of Dallas and approximately 100 miles east of Austin, in an area referred to as the Brazos Valley. The City currently has a land area of 50.8 square miles and a current estimated population of 99,755 as of September 2013.

College Station is a home-rule city operating under the Council-Manager form of government. The City Council is composed of a mayor and six council members, elected at large, who enact local laws, determine policies and adopt the annual budget. The City Manager is appointed by the City Council and is responsible for the daily management of the City.

### Mission Statement

ON BEHALF OF THE CITIZENS OF COLLEGE STATION, HOME OF TEXAS A&M UNIVERSITY, WE WILL CONTINUE TO PROMOTE AND ADVANCE THE COMMUNITY'S QUALITY OF LIFE.

### Community Vision

College Station, the proud home of Texas A&M University and the heart of the Brazos Valley, will be a vibrant, progressive, knowledge-based community which promotes the highest quality of life by:

- Ensuring safe, tranquil, clean and healthy neighborhoods with enduring character;
- Increasing and maintaining the mobility of College Station citizens through a well-planned and constructed inter-modal transportation system;
- Expecting sensitive development and management of the built and natural environment;
- Supporting well-planned, quality and sustainable growth;
- Valuing and protecting our cultural and historical community resources;

### IMPORTANT PHONE NUMBERS

#### POLICE DEPARTMENT (NON-EMERGENCY)

(979) 764-3600

#### FIRE DEPARTMENT (NON-EMERGENCY)

(979) 764-3705

#### PUBLIC WORKS

(979) 764-3690

#### CSU Hotline (outages)

855-528-4278

#### UTILITY CUSTOMER SERVICES

(979) 764-3535

#### PARKS & RECREATION

(979) 764-3486

#### CITY MANAGER'S OFFICE

(979) 764-3509

#### CITY SECRETARY'S OFFICE

(979) 764-3500

#### CODE ENFORCEMENT

(979) 764-6363

#### FISCAL DEPARTMENT

(979) 764-3555

#### HUMAN RESOURCES

(979) 764-3517

#### LIBRARY

(979) 764-3416

#### MUNICIPAL COURT

(979) 764-3683

#### RECYCLING SERVICES

(979) 764-6229

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- Developing and maintaining quality, cost-effective community facilities, infrastructure and services which ensure our city is cohesive and well connected; and
- Proactively creating and maintaining economic and educational opportunities for all citizens

College Station will remain among the friendliest and most responsive of communities and a demonstrated partner in maintaining and enhancing all that is good and celebrated in the Brazos Valley. It will forever be a place where Texans and the world come to learn.

## Core Values

To promote:

- The health, safety, and general well being of the community
- Excellence in customer service
- Fiscal responsibility
- Involvement and participation of the citizenry
- Collaboration and cooperation
- Regionalism: active member of the Brazos Valley community and beyond
- Activities that promote municipal empowerment

Organizational Values:

- Respect everyone
- Deliver excellent service
- Risk, create, innovate
- Be one city, one team
- Be personally responsible
- Do the right thing - act with integrity and honesty
- Have fun

Using the community vision, mission statement and values as a spring board, the College Station City Council in 2013 set the strategic direction for the city government through development of seven goals:

- Good Governance
- Financially Sustainable City
- Core Services and Infrastructure
- Neighborhood Integrity
- Diverse Growing Economy
- Improving Mobility
- Sustainable City

## Economic Factors

Economic conditions have been positive in 2013 with both sales tax revenues and property values increasing from the previous year. Growth has been seen in the northern part of the City with ongoing development activity in the University Drive/Northgate area, in addition to activity in the bio-corridor area. Growth also continues in the southern part of the City with the progress of new and expanded medical facilities, and continued retail development in the Tower Point area. In August 2013 the new Scott & White Hospital facility located just south of Rock Prairie Road was officially opened.

## DEMOGRAPHIC AND ECONOMIC STATISTICS

### POPULATION STATISTICS

Population - estimate	99,755
% Male	52.1% (1)
% Female	47.9% (1)
Median household income	\$29,906 (1)
Median Age	22.5 (1)
CSISD enrollment	11,022 (2)

### POPULATION FOR LAST TEN YEARS

2003	78,309
2004	80,214
2005	81,930
2006	84,116
2007	86,982
2008	90,897
2009	93,450
2010	94,642
2011	96,603
2012	97,462

### UNEMPLOYMENT

City	4.8% (3)
County - Brazos	4.8% (3)
State	6.2% (3)

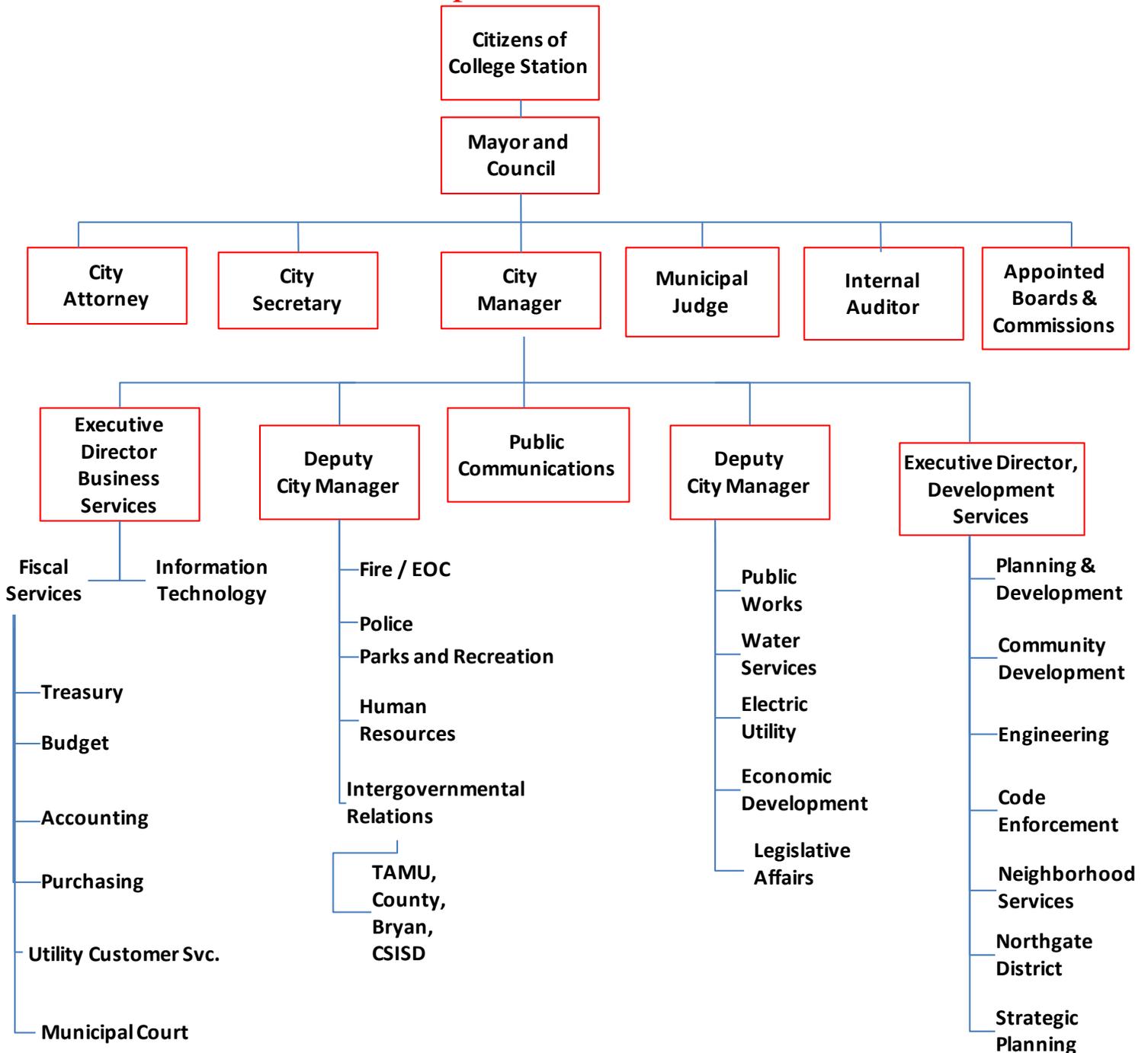
### REFERENCES:

- (1) U.S. Census Bureau
- (2) College Station ISD
- (3) Texas Workforce Commission

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One of College Station's greatest assets is being home of Texas A&M University (TAMU). TAMU is located on a 5,200-acre campus and has a significant economic impact on the City, contributing more than a billion dollars annually to the local economy. TAMU has a significant economic impact on the City, contributing over a billion dollars annually to the local economy. TAMU has consistently ranked among the top 50 universities in the United States. Each year, TAMU's approximately 2,500 faculty members conduct an estimated \$700 million worth of research and development. Student enrollment at TAMU's main College Station campus exceeded 58,000 and TAMU employs more than 27,000 full-time and part-time staff as of September 30, 2013.

## CITY ORGANIZATION As of September 30, 2013



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## WHAT YOUR CITY GOVERNMENT DOES

City government must ensure that adequate services are being provided to residents and businesses. A large portion of the City's budget provides for police and fire protection, as well as public works projects such as resurfacing streets, maintaining roads and providing utility services (electric, water, sewer and sanitation).

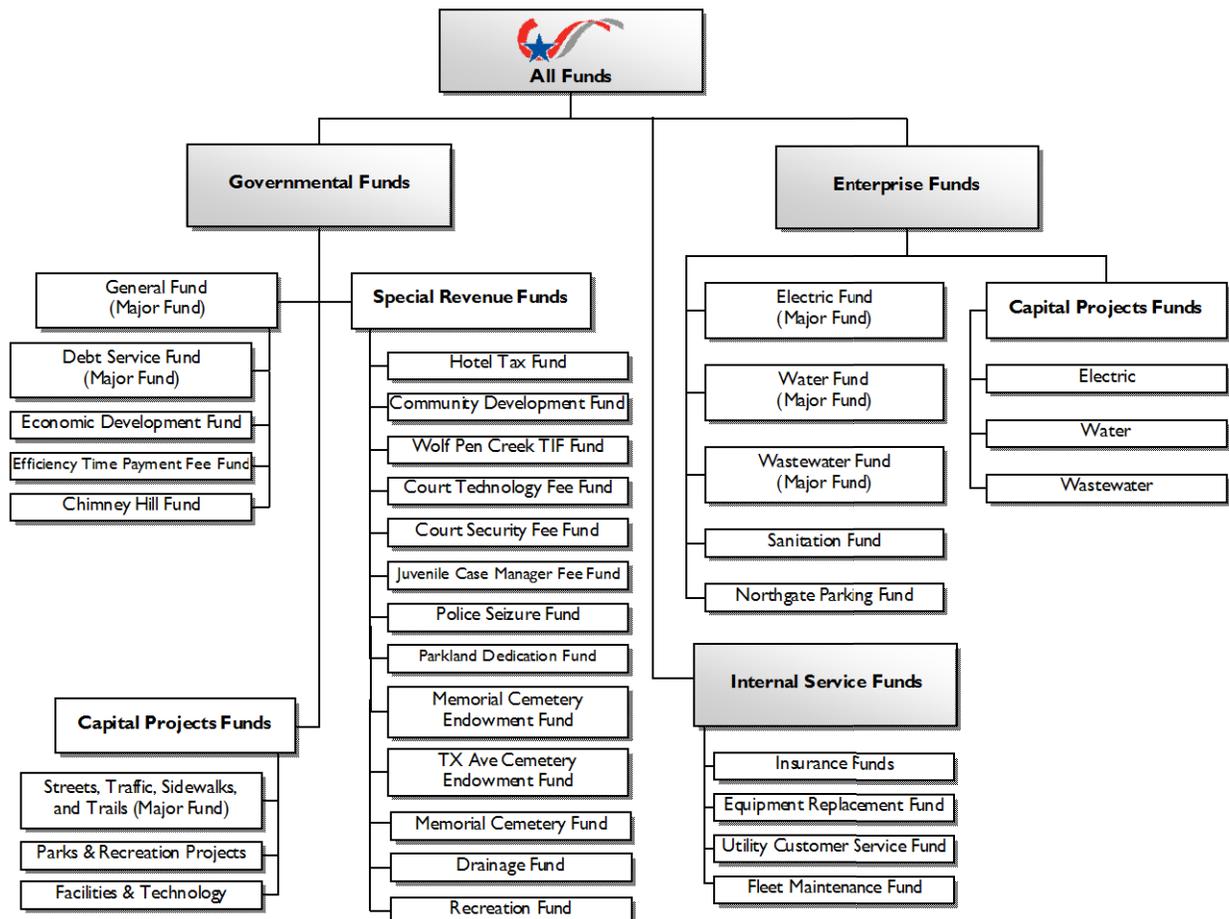
The accounts of the City are organized by fund, each of which operates separately and independently of one another. The operations of each fund are accounted for with a separate set of self-balancing accounts that are comprised of assets, liabilities, fund balance, revenues and expenditures.

**Governmental** funds are generally used to account for tax-supported activities. In this document, General, Economic Development, Unclaimed Property, Efficiency Time Payment, Chimney Hill, and Business Park funds are considered General Funds. **Enterprise** funds are used to report activities for which a fee is charged to external users for goods and services. **Internal Service** funds may be used to report activities that provide goods or services to other funds, or departments of the City, on a cost-reimbursement basis.

Major funds are any governmental fund that has revenues, expenditures, assets and/or liabilities that constitute more than 10% of the revenues, expenditures, assets or liabilities of the total governmental funds budget. Additionally, the fund must be 5% of the total revenues, expenditures, assets and/or liabilities for the combined governmental funds *and* enterprise funds budget. Any fund the government feels is of considerable importance to financial statement readers may also be designated as a major fund. Additional details for major funds can be found in the City's CAFR.

This PAFR is presented in GAAP format and is not inclusive of all funds listed below, however all funds are included in the City's CAFR.

### City of College Station Fund Structure



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## WHERE GENERAL FUND MONEY COMES FROM

The City must raise funds to pay for the services it provides to citizens and businesses. Revenues are raised through taxes, licenses and permits, and charges for services.

It is important to analyze the City's General Fund when assessing the financial results of the City. The General Fund is the City's primary operating fund and supports the day-to-day operations of the City.

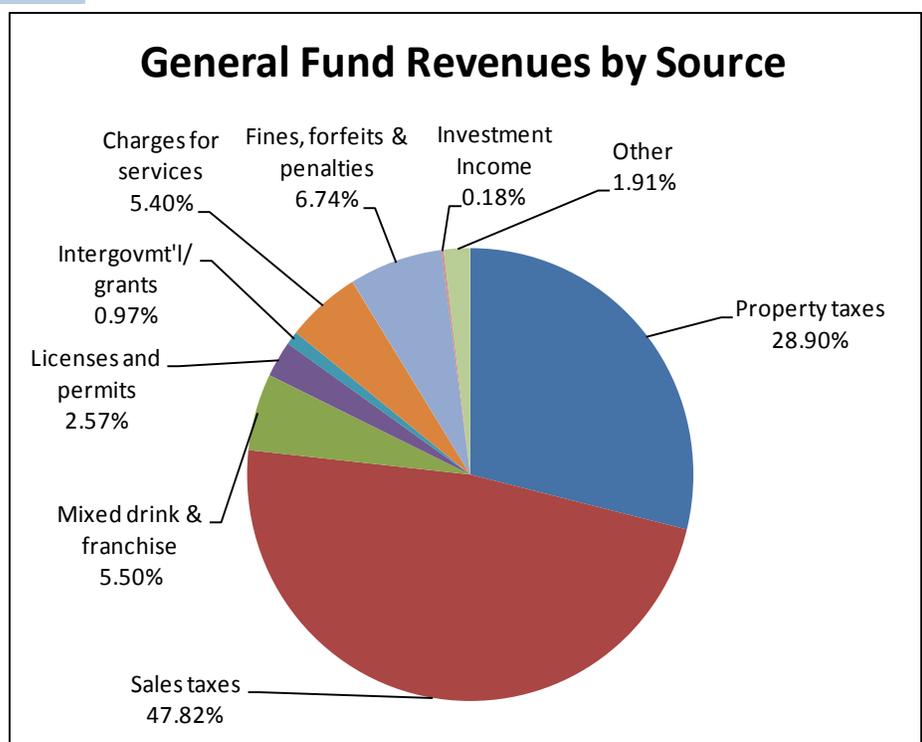
PROPERTY TAX STATISTICS		
PRINCIPAL PROPERTY TAXPAYERS		
TAXPAYER	Type of Business	Assessed Valuation
Post Oak Mall		
College Station LLC	Retail Mall	\$ 57,078,010
College Station Hospital LP	Medical	55,074,030
SHP-The Callaway House LP	Apartments	48,001,150
SW Meadows Point LP	Apartments	41,401,080
Walmart Real Estate Business Trust	Retail Mall	39,708,580
BVP 2818 Place, LP	Apartments	39,422,730
Jamespoint Management	Housing	39,240,330
Weinberg, Israel & David Alkosser	Housing	38,977,930
Woodland of College Station LP	Apartments	38,632,380
CVCS LLC	Retail	37,192,140

This is 6.98% of the City's Taxable Assessed Value of \$6,231,119,010  
Source: Brazos County Appraisal

REVENUE SOURCE	2013	2012
Property taxes	\$ 13,938,602	\$ 13,477,878
Sales taxes	23,064,035	21,498,319
Mixed drink and franchise	2,651,828	2,551,014
Licenses and permits	1,238,967	1,496,424
Intergovernmental/grants	469,783	520,948
Charges for services	2,605,519	2,296,105
Fines, forfeits & penalties	3,252,418	3,636,209
Investment Income	88,198	88,684
Other	919,746	994,693
<b>Total revenues</b>	<b>\$ 48,229,096</b>	<b>\$ 46,560,274</b>

CITY OF COLLEGE STATION TAX RATE	
FISCAL YEAR	RATE
2004	0.465300
2005	0.464000
2006	0.439400
2007	0.439400
2008	0.439400
2009	0.439400
2010	0.439400
2011	0.447543
2012	0.437995
2013	0.430687

Rate is per \$100 assessed valuation.



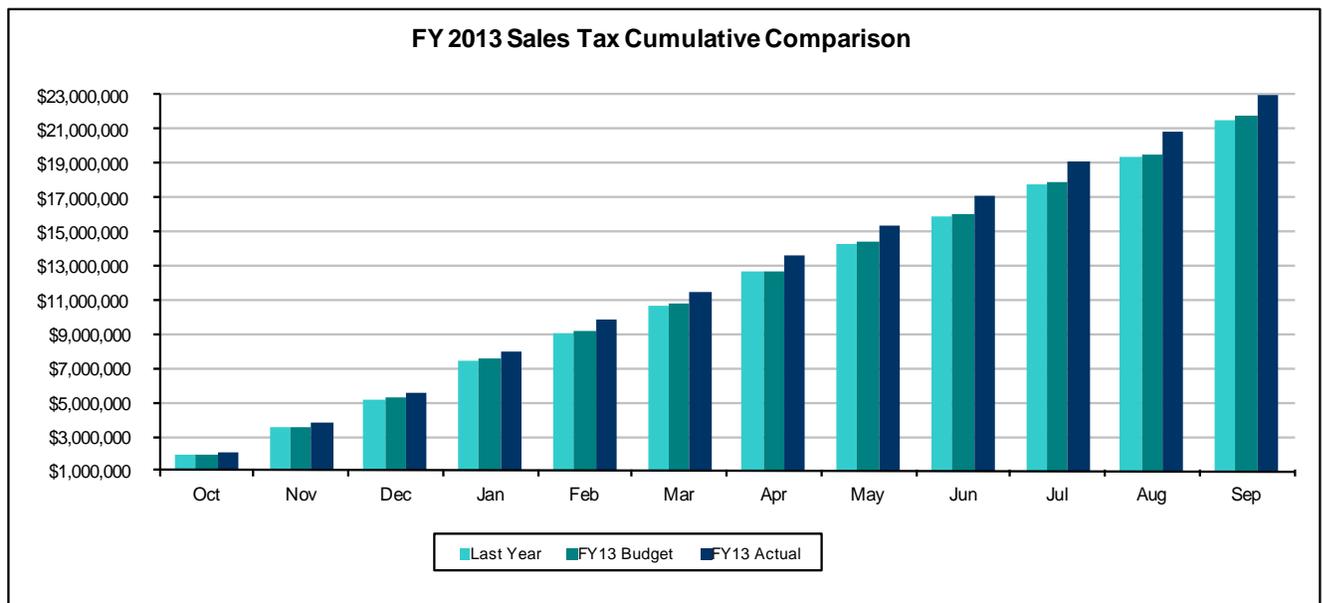
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Total revenues of the General Fund increased \$1,668,822 or 3.58% over the prior year.

The following revenue sources are used to help pay for police, fire protection, streets and many other services:

- Property tax – An ad valorem levy on the value of property the owner is required to pay. The ad valorem tax rate for 2013 is \$0.430687/\$100 valuation. Of this, \$0.235052 is designated for operations and maintenance, and \$0.195635 is allocated to debt service.
- Sales tax – City's portion (1.5%) of the state imposed tax on all retail sales, leases and rentals of most goods, as well as taxable services. The current sales tax rate is 8.25%, of which 6.25% is the state rate, 1.5% is the city rate, and 0.50% county. Sales tax revenues are 47.82% of General Fund revenues.
- Mixed drink and franchise tax - City's portion of the state imposed tax on the sale, preparation or service of mixed beverages. Franchise fees represent a percent of revenue paid for the use of the City's right-of-way to deliver phone, cable and natural gas.
- Licenses and permits – fees collected primarily for single and multi-family construction.
- Charges for services - fees paid by individuals or businesses that purchase, use or directly benefit from the goods and services provided by the City, including Development Services, Police, Fire and Parks and Recreation.
- Fines, forfeits and penalties - ticket and court fines from Municipal Court generated primarily through traffic citations.
- Investment income – earnings on the invested cash balances.
- Other – includes such items as rents and royalties, various donations, collection service fees, sale of abandoned property, sale of fixed assets, etc.

Sales tax revenue came in higher than anticipated in fiscal year 2013. The following chart illustrates sales tax collection for fiscal year 2013 compared to previous year's collections and budget:



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## WHERE GENERAL FUND MONEY GOES

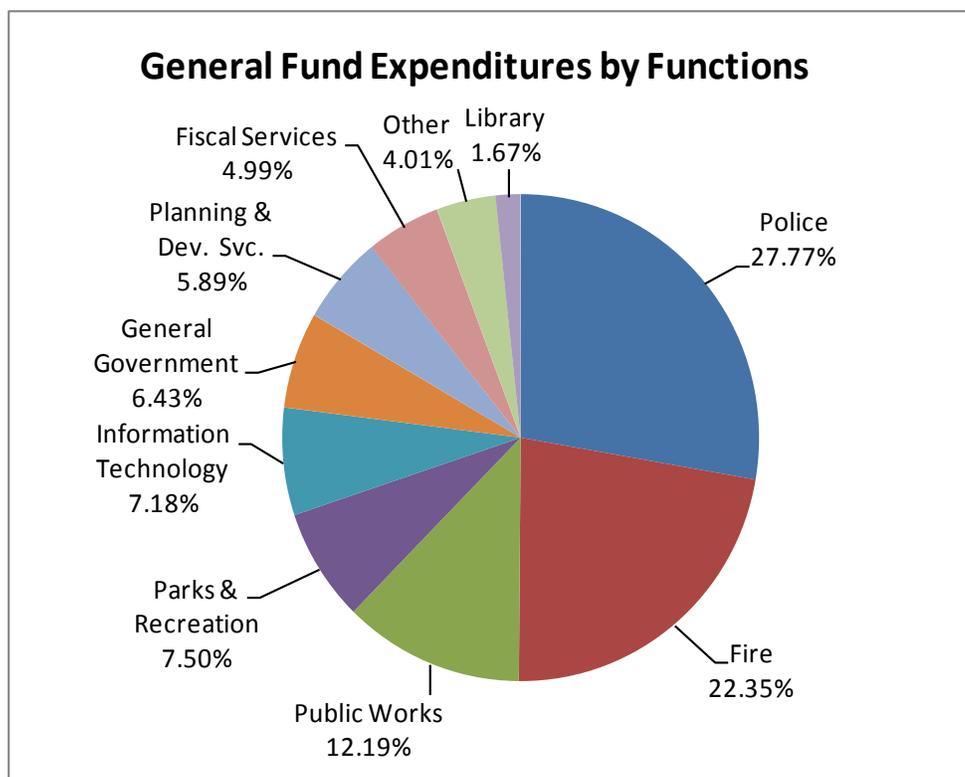
The funds the City collects from all sources must be spent efficiently to provide services to citizens and businesses. General Fund finances the day-to-day operations of the City. General fund expenditures are categorized by the type of service provided. The General Fund accounts for all activities typically considered governmental functions of the City. These include Public Safety, Public Works, Parks and Recreation, as well as Planning and Development Services. Also included are the primary support services for these areas such as Fiscal Services and Information Technology.

During the years ended September 30, 2013 and 2012, the City expended funds as shown below:

EXPENDITURES	2013	2012
Police	16,515,820	15,465,837
Fire	13,297,527	12,578,396
Public Works	7,253,222	6,672,609
Parks & Recreation	4,463,535	4,329,869
Information Technology	4,271,209	3,844,107
General Government	3,825,760	4,189,987
Planning & Dev. Svc.	3,505,029	3,523,742
Fiscal Services	2,970,342	2,871,677
Other	2,386,639	1,121,343
Library	994,476	1,072,551
<b>Total expenditures</b>	<b>\$ 59,483,559</b>	<b>\$ 55,670,118</b>

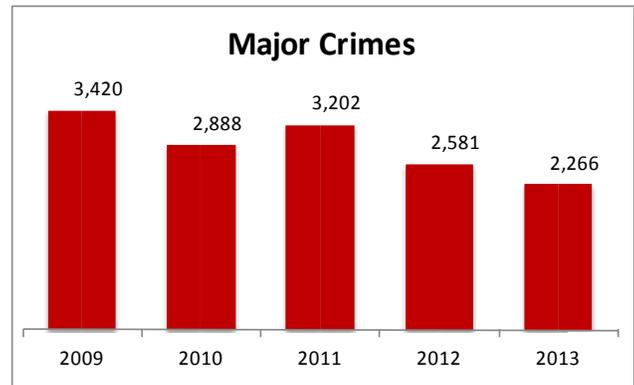
Expenditures increased 6.85% over the prior year as a result of additional public safety funding in 2013.

The graph below illustrates General Fund(s) expenditures by function.



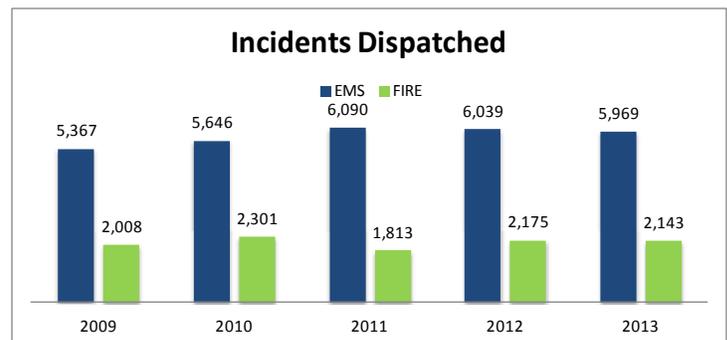
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**Police** – 27.77% of governmental expenditures. The Police department provides a number of services that help keep the community safe. Services provided include: 1) police patrol with certified police officers who are assigned to specific areas of the City and who are equipped with police vehicles and all necessary equipment; 2) criminal investigation of reported crimes; 3) animal control; 4) communications and emergency medical dispatch support for police, fire and EMS; 5) short term jail/detention facilities that reduce the processing time of arrests; and 6) a recruiting and training division that serves as a support and training function for the Department.

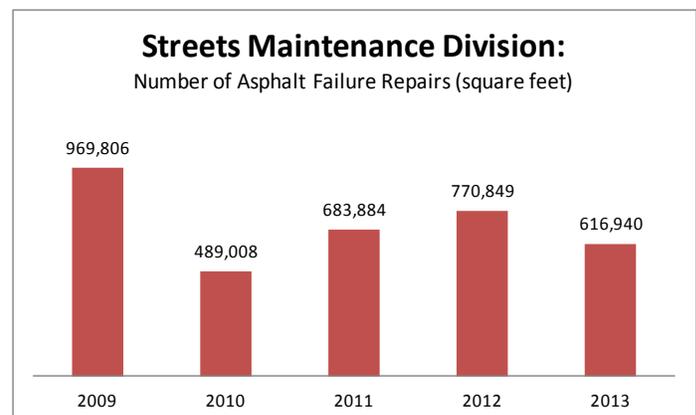


*The above graph illustrates major crime committed in each year. A "major crime" includes any of the following: Murder, Sexual Assault, Robbery, Aggravated Assault, Vehicle Theft and Burglary.*

**Fire** – 22.35% of governmental expenditures. The basic services provided by the Fire Department include: 1) fire response; 2) emergency medical response; 3) fire prevention services, including commercial fire safety inspections and fire prevention training at local schools and various functions; and 4) hazardous material response.



**Public Works** – 12.19% of governmental expenditures. The Public Works Department consists of the following divisions: Capital Projects Management, Facilities Maintenance, Streets Maintenance, Traffic Signals, Traffic Signs, Irrigation Maintenance and Administration. The Public Works Administration Division is responsible for the daily administrative functions of these divisions and responsible for refuse collection as well as fleet and drainage maintenance which are contained in other funds.



**Parks & Recreation** – 7.50% of governmental expenditures. The Parks and Recreation Department is responsible for College Station park facilities and recreational programs. The revenues and expenditures for the City's recreation programs are accounted for in the Recreation Fund and subsidized by the General Fund.

Parks & Recreation Facilities			
Parks play units	56	Community centers	2
Softball/baseball fields	36	Pools	3
Soccer fields	30	Libraries	1
Jogging/walking trails	34		

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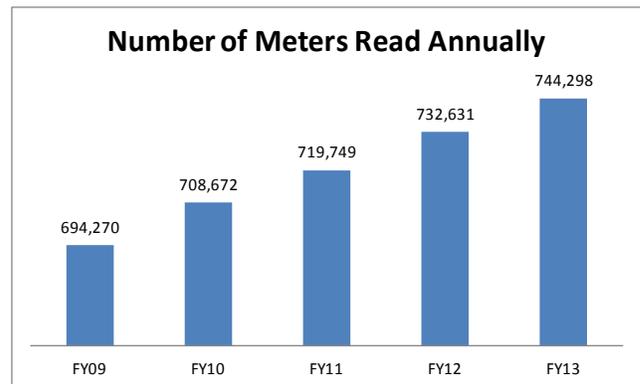
**Information Technology** – 7.18% of governmental expenditures. Information Technology (IT) implements and maintains the technology and computer based information systems used by all City Departments. The IT department includes IT Administration, Technology Services (formerly Management Information Services (MIS)), Business Services, Network Services, Geographic Information Services (GIS), E-Government, Mail, and Communication Services.

**General Government** – 6.43% of governmental expenditures. General Government Department includes many of the administrative functions of the City. The administrative divisions are Mayor and Council, City Secretary, Internal Auditor, City Manager, Legal, Public Communications, Human Resource and Risk Management.

**Planning & Development Services** – 5.89% of governmental expenditures. Planning and Development Services is responsible for services including land use, development, engineering, and building regulations, comprehensive planning, neighborhood services, floodplain management, code enforcement, community development and Northgate Parking operations.

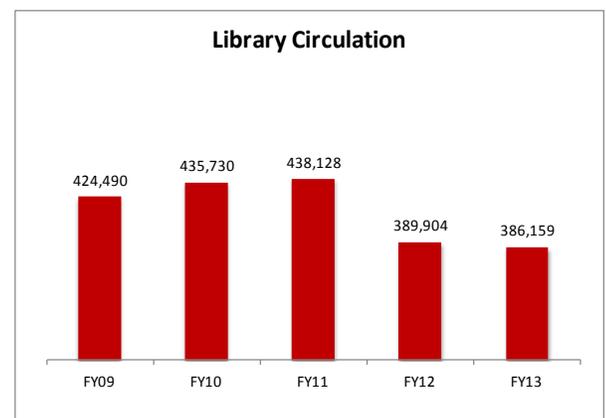
Planning & Development Services	2009	2010	2011	2012	2013
Permits processed	5,819	5,972	6,026	5,600	3,991
Building inspections processed	12,938	12,379	11,583	12,100	12,945
Community enhancement cases	11,622	11,408	8,632	8,900	6,518

**Fiscal Services** – 4.99% of governmental expenditures. Fiscal Services provides fiscal administration, accounting, treasury, purchasing, budgeting and financial reporting services to the City. This department also oversees the operations of the Municipal Court and Utility Customer Service.



**Other** – 4.01% of governmental expenditures. Other expenditures include all other expenditures that do not fit in any of the expenditure categories listed above, such as funding for the arts, research, and economic development.

**Library** – 1.67% of governmental expenditures. The Larry J. Ringer Library facility is overseen by the City's Parks and Recreation Department. This facility is operated in collaboration with City of Bryan, which provides staffing for the College Station facility.



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## GENERAL FUND UNASSIGNED FUND BALANCE

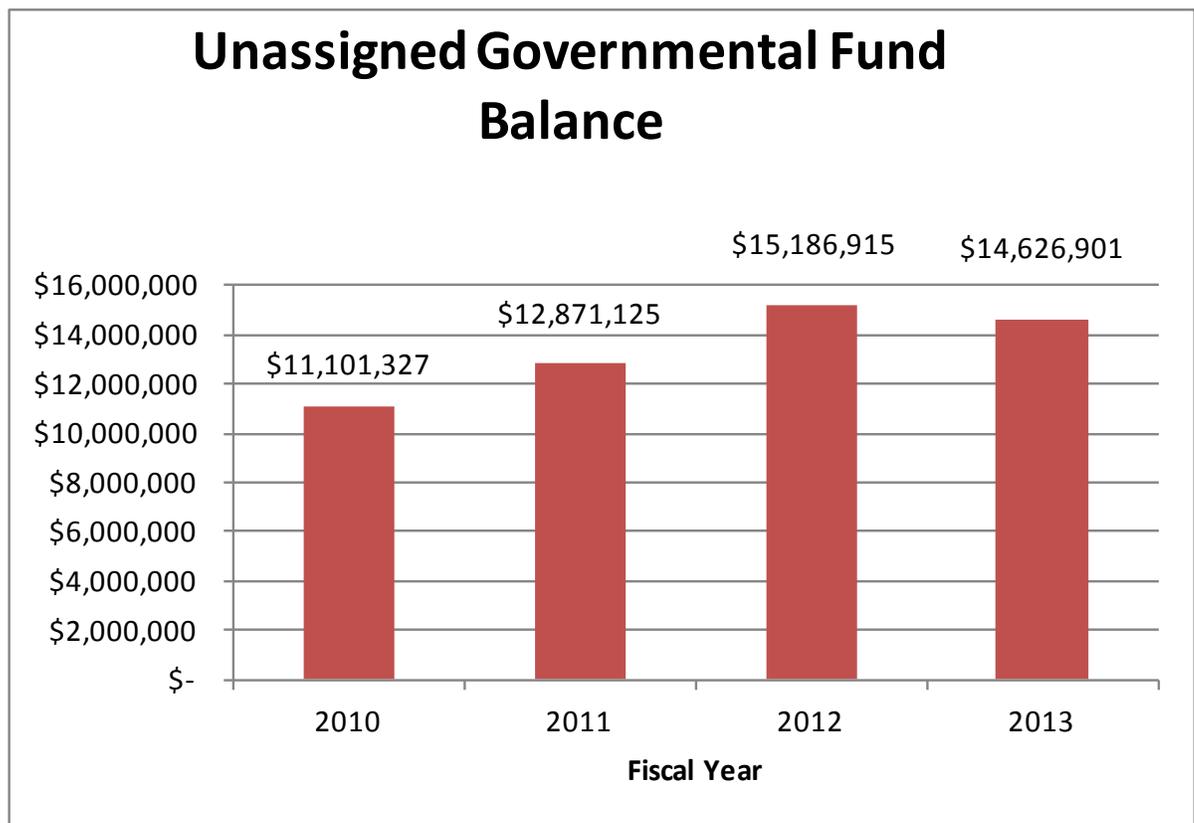
Fund balance is an accumulation of revenues less expenditures. It represents the net position of a governmental fund. Unassigned fund balance represents funds that are not restricted and are available to the City for any of its purposes.

Fiscal and Budgetary Policy requires the unobligated (unassigned) fund balance in the General Fund should be at least 15% of the annual budgeted General Fund expenditures. This percentage is the equivalent of 55 days expenditures.

Below is a comparison of the fund balance as a percentage of the expenditure budget for 2010-2013:

Year	Fund Balance	Exp. Budget	%
2010	11,101,327	60,264,060	18%
2011	12,871,125	59,600,236	22%
2012	15,186,915	58,613,897	26%
2013	14,626,901	61,345,977	24%

The decrease in fund balance is primarily due to an increase in public safety expenditures for police and fire.



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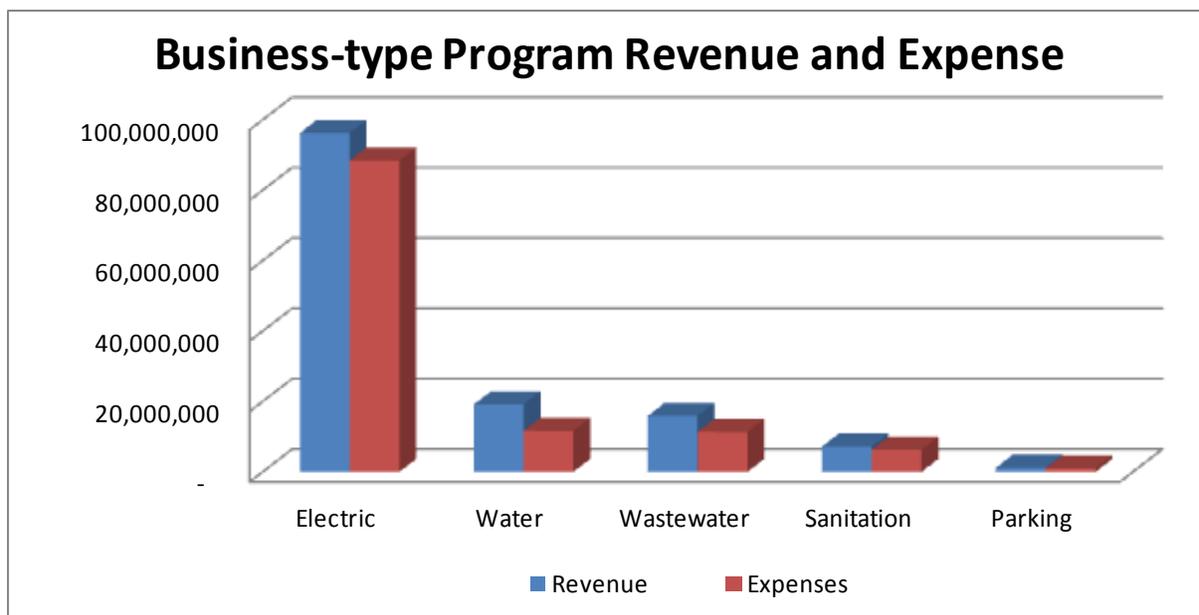
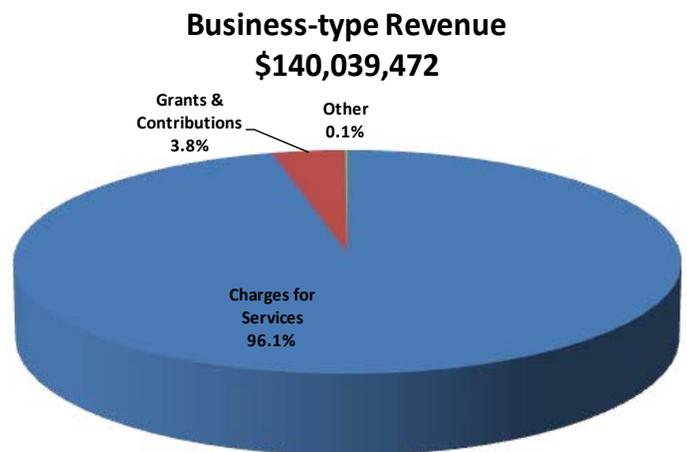
## ENTERPRISE FUNDS

Enterprise funds are used to account for those operations that are financed and operated in a manner similar to private business. The City uses enterprise funds to account for the operations of the electric, water, wastewater, sanitation and parking activities of the City. Electric, Water and Wastewater funds are considered to be major funds. The revenue sources include charges for services along with grants and developer contributions.

### 2013 OPERATING INDICATORS BY FUNCTION

<b>Electric</b>	
Number of connections	38,138
Average monthly consumption (KWH)	64,568,405
<b>Water</b>	
Number of connections	40,767
Average monthly consumption (MGW)	380,558
<b>Sewer</b>	
Number of connections	38,688
Average daily sewage treatment (thousands of gallons)	6,500
New services completed	319
<b>Sanitation</b>	
Number of users (units)	32,551
Residential tons collected	25,493
Residential tons recycled	1,010
Commercial tons collected	36,751
<b>Parking garage</b>	
Active contract customers	354
Hourly cash customers	81,624

The following chart shows operating income for enterprise funds in fiscal year 2013:



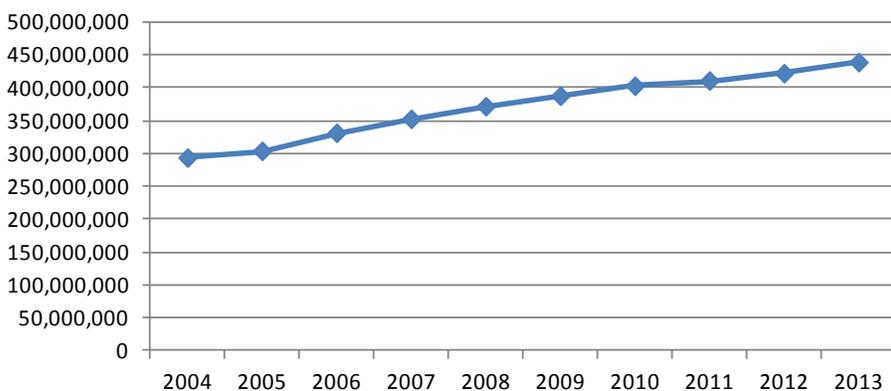
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## STATEMENT OF NET POSITION (in thousands)

	Governmental Activities		Business-Type Activities		Total	
	2013	2012	2013	2012	2013	2012
<b>Assets</b>						
Current and other assets	\$ 92,399	\$ 86,483	\$ 88,071	\$ 85,819	\$ 180,470	\$ 172,302
Capital assets	242,046	238,028	319,524	305,406	561,570	543,434
Total assets	334,445	324,511	407,595	391,225	742,040	715,736
Total deferred outflow of resources	1,430	-	1,733	-	3,163	-
<b>Liabilities</b>						
Long-term liabilities outstanding	105,277	102,752	142,438	140,098	247,715	242,850
Other liabilities	19,666	19,212	39,145	31,824	58,811	51,036
Total liabilities	124,943	121,964	181,583	171,922	306,526	293,886
<b>Net Position</b>						
Net investment in capital assets	153,214	149,876	189,315	179,124	342,529	329,000
Restricted	16,752	13,606	1,581	1,581	18,333	15,187
Unrestricted	40,965	39,065	36,848	38,598	77,813	77,663
Total net position	\$ 210,931	\$ 202,547	\$ 227,744	\$ 219,303	\$ 438,675	\$ 421,850

Net Position, the amount in which assets (what we have) exceed liabilities (what we owe), may serve as a useful indicator of the City's financial position. The City of College Station's total net position for fiscal year 2013 is \$438,675,077. Unrestricted net assets are \$77,812,508, which can be used to meet the government's ongoing obligations to citizens and creditors. Combined net position increased \$16,824,967 (3.8%) over last year.

### Net Position



### Accounting Terminology

#### Current Assets

Assets which are available or can be made readily available to finance current operations or to pay current liabilities. Current assets also include those which will be used up or converted into cash within one year. Some examples are temporary investments and taxes receivable which will be collected in one year.

#### Capital Assets

Land, improvement to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure and all other tangible or intangible asset that are used in operations and that have initial useful lives extending beyond a single reporting period.

#### Long-term liabilities

A liability with a future benefit over one year, such as notes payable that mature in more than one year.

#### Net Investment in capital assets

This represents the City's investment in its capital asset less accumulated depreciation and any outstanding debt due to the acquisition, construction, or improve of capital assets.

#### Restricted net position

A component of net assets calculated by reducing the carrying value of restricted assets by the amount of any related debt outstanding.

#### Unrestricted net position

Portion of net assets that is neither restricted nor invested in capital assets (net of related debt).

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## LONG-TERM DEBT

### Year-End Outstanding Debt Payable

	Governmental Activities	Business-Type Activities	Total
General Obligation Bonds	\$ 79,710,000	\$ 39,230,000	\$ 118,940,000
Certificates of Obligation	17,160,000	71,025,000	88,185,000
Revenue Bonds	-	34,765,000	34,765,000
	<u>\$ 96,870,000</u>	<u>\$ 145,020,000</u>	<u>\$ 241,890,000</u>

At the end of the 2013 fiscal year, the City of College Station had total debt outstanding of \$241,890,000. Of this amount, \$207,125,000 (85.6 percent) is comprised of debt backed by the full faith and credit of the City. Certificates of Obligation that fund business-type activities in the Electric, Water, Wastewater and Northgate Parking Garage Funds are also backed by the surplus of revenue derived from each enterprise funds revenue source. The remaining debt \$34,765,000 (14.4 percent), is revenue bonds secured by specified revenue sources from the City's combined utility system.

## CAPITAL IMPROVEMENTS

The City issues General Obligation Bonds and Certificates of Obligation to provide funds for the acquisition and construction of major capital facilities.



Fire Station #6

Major capital projects completed by the City during the 2013 fiscal year include:

- o Fire Station #6
- o Electric-Underground duct system along Health Science Center Parkway
- o Electric-Overhead Feeders extension along Wallace Phillips Parkway and Greens Prairie Road
- o Electric-Street light Installations: Wellborn Road
- o Traffic Signal at Harvey and Copperfield
- o Barron Road Widening Phase II

- o Wolf Pen Creek Festival Site
- o University Drive Sidewalks
- o College Main Rehabilitation
- o Plantation Oaks Water Line
- o South Knoll/The Glade Water and Wastewater Rehabilitation



Wolf Pen Creek Festival Site