

City of Sugar Land FY20 Budget Workshops

ENTERPRISE FUNDS

JENNIFER BROWN, DIRECTOR OF FINANCE

Workshop Format

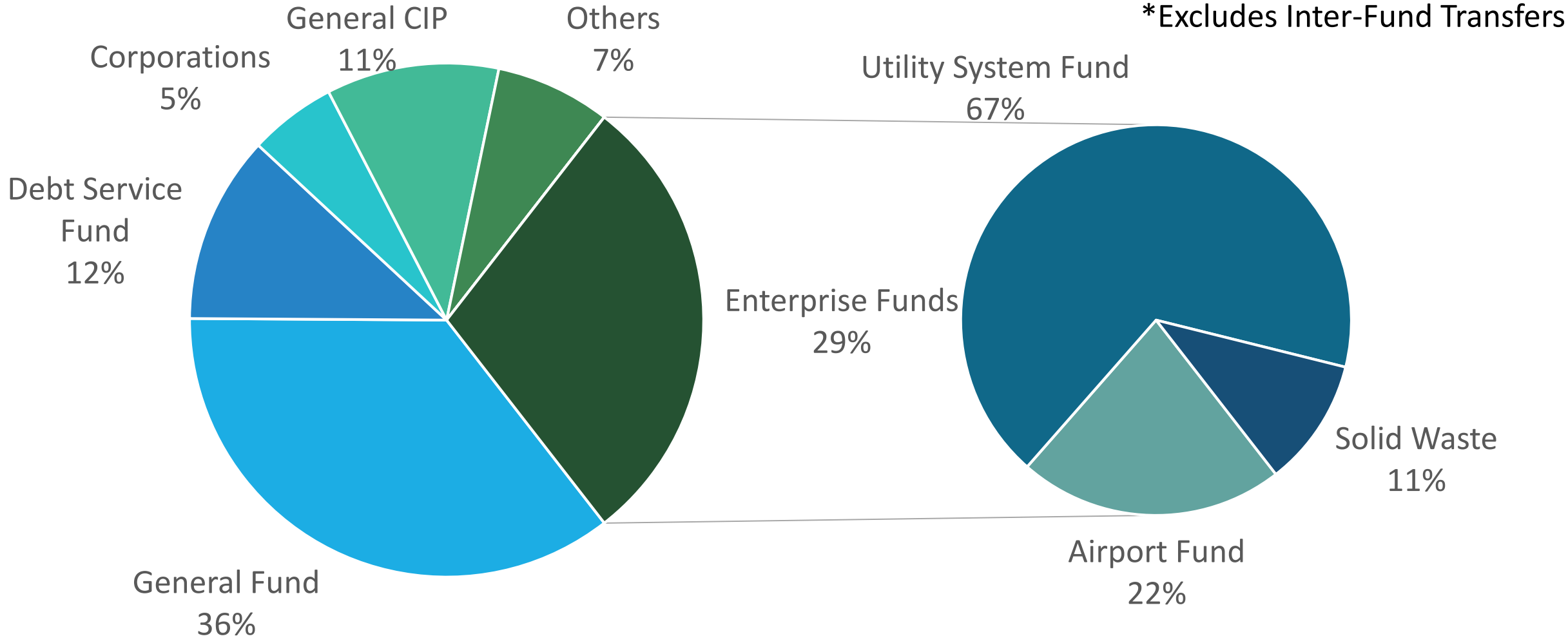
- Review budget information
- Staff is keeping track of questions
 - Answer questions as we go
 - Identify areas for more information and follow up
 - Will provide a summary of answers to all
- Goal: provide information to allow for informed City Council decisions

Enterprise Funds

- Services are funded through user fees
- Financed and operated in a manner similar to a private business
- Sugar Land has three Enterprise Funds:
 - Utility Fund
 - Solid Waste Fund
 - Airport Fund
- Not supported by General Government finances (taxes)



FY20 Budget Total Expenditures \$272.1M*



FY20 Base Budget Assumptions – Enterprise Funds

- **Base adjustments required to deliver the same level of service**
 - **CPI Adjustments**
 - **Utility costs**
 - **Fleet maintenance**
- **Implementation of City's Compensation Philosophy**
 - **Performance based merit pool budgeted at 3%**
 - **Compensation plan structure moves, no across the board adjustments**
 - **Benefits cost budgeted at 7% increase to City**

Utility Fund

Utility Fund Overview

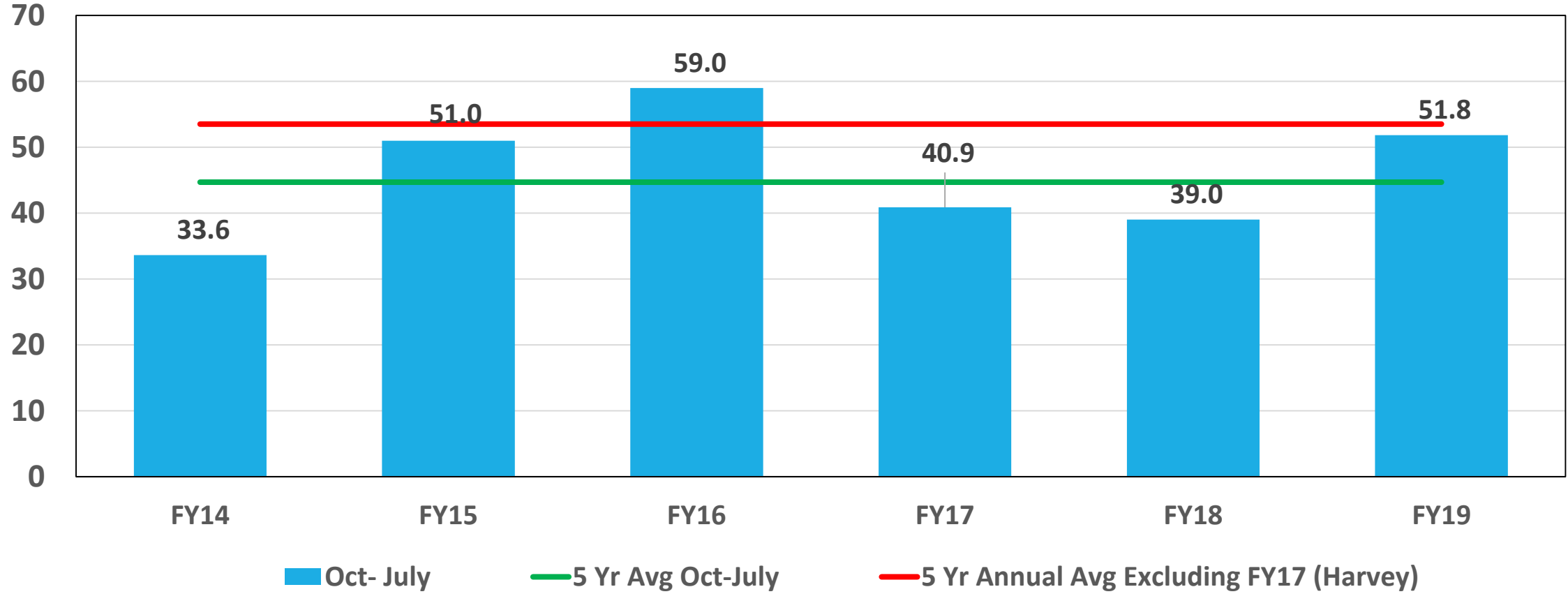
- Responsible for the long range planning, administration and operation of the City's water, surface water and wastewater systems including regulatory compliance for all mandated EPA and TCEQ programs
- Surface Water operations account for all activities relating to the conversion of surface water and groundwater reduction plan
- Implementation of the Integrated Water Resource Plan
- Activities relating to mandated reduction of groundwater use by Fort Bend Subsidence District
 - 30% by 2015
 - 60% by 2025

FY19 Overview

- **Above average rainfall has led to lower than anticipated consumption**
 - **Revenues are lower than budgeted; budget for an average year**
 - **Revenues estimated based on incomplete data**
 - **Residents have changed behaviors, reduced consumption**
 - **Citywide winter average is down from 5,780 to 5,280 gallons**
- **Expenditure savings as a result of lower water production**
 - **Enough to nearly offset the additional water rights purchased in FY19**
- **Sufficient fund balances available to draw down without negative impact to long range forecast**

Sugar Land Rainfall

Regional Rainfall Averages 41" Oct - July



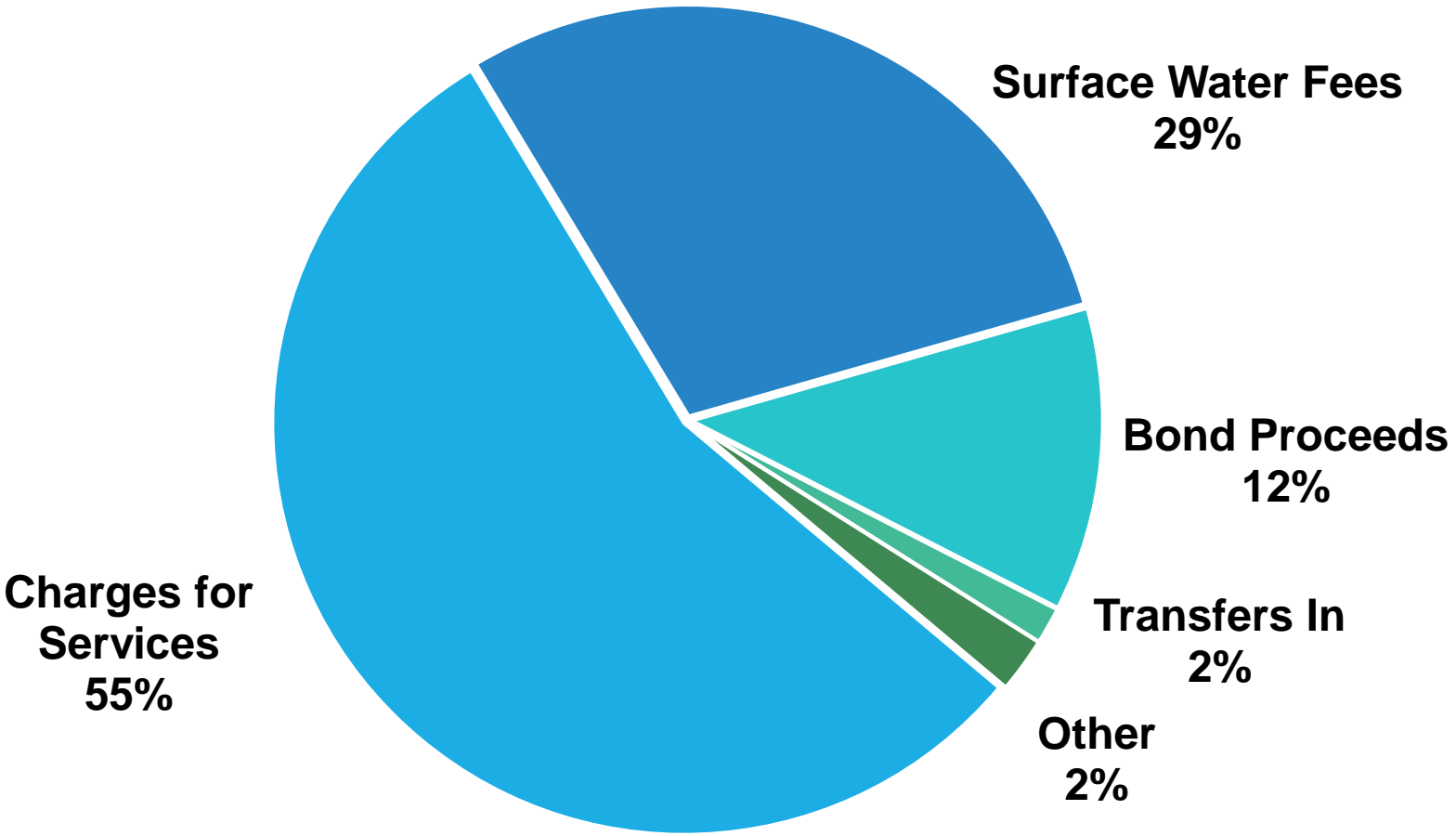
FY19 Water Rights Acquisition

| | FY19 Projections |
|---|---------------------|
| FY19 Additional Water Rights | \$ 812,641 |
| Covered with FY19 Operating Savings: | |
| • Electricity for Treatment Plants | - 504,422 |
| • Water Treatment Chemicals | - 200,000 |
| • Departmental Operating Savings | - 107,619 |
| Total Operating Savings | \$ - 812,041 |

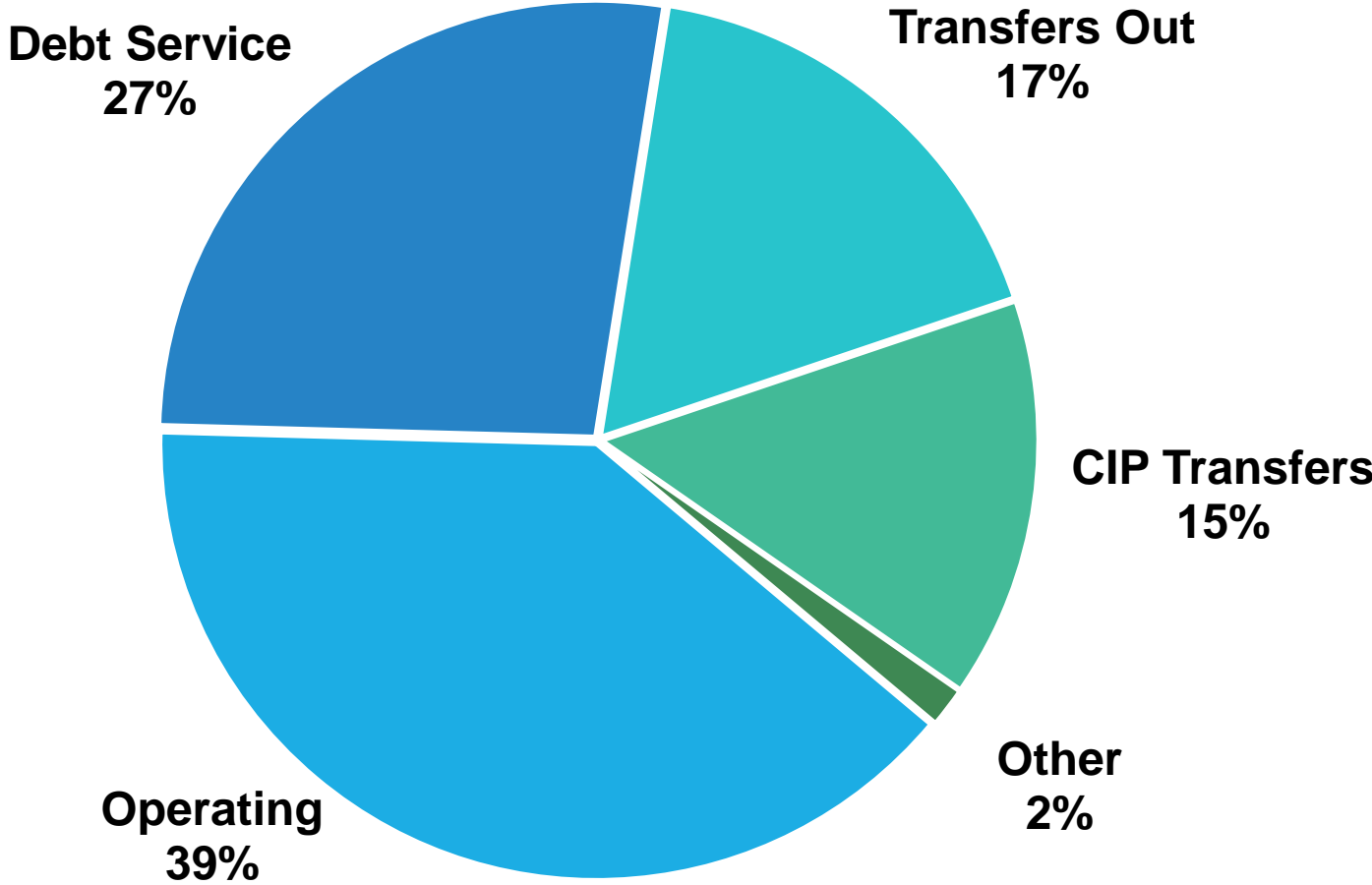
Inter-Fund Loan Paid

- In 2016 City Council approved a \$3M inter-fund loan to support the Westside Land Acquisition project from Surface Water Fund
 - Airport \$2M
 - General CIP/ SLDC \$1M
- Inter-Fund Loan will be fully repaid with interest at the end of FY19 as planned

FY20 Utility Fund Revenues \$63.31M



FY20 Utility Fund Expenditures \$64.30M



FY20 Base Budget Assumptions

- Contractual increases to maintain current service levels
- Subsidence district regulations will drive future rate increases
- Begin implementation of the Integrated Water Resource Plan (IWRP)
 - Operating Budget Additions
 - Capital Improvement Program planning
- Revenues based on
 - Average year's rainfall/consumption
 - Winter average for residential wastewater 5,280 gallons

Base Adjustments in FY20 Budget

| Description | Recurring |
|---|-------------------|
| Repairs & Maintenance | \$ 184,088 |
| Chemicals | 77,839 |
| Increased Cost of Existing Water Rights | 48,635 |
| Vehicle Maintenance Increase | 54,893 |
| R & M Supplies/Training | 12,825 |
| Cost Allocation Plan (recurring from FY19 update) | 610,271 |
| Transfer to Debt Service Fund (MUD Debt Payments) | -176,836 |
| Comp Plan Adjustment | 10,500 |
| Total Base Budget Adjustments | \$ 822,215 |

Integrated Water Resources Plan

- IWRP adopted by City Council on March 19, 2019 after 4 years of work
- Recommendations on how to best meet the long term water needs of the City
 - Capital investment and operating impacts
 - Five Year CIP and forecast reflects recommendations and costs
 - Revenue requirements derived from costs – determines rate adjustments
 - Future policy direction can influence out-year implementation and costs
 - Medium and long-term projects are outside of five-year window

Summary of IWRP Implementation in FY20

| Description | Recurring | One-Time |
|---|--------------|-----------|
| Additional Water Rights- BRA | \$ 842,878 | \$ - |
| Additional Water Rights- GCWA | 239,930 | |
| Utility Rate Study | | 60,000 |
| Operating Funding from IWRP Recommendations | \$ 1,082,808 | \$ 60,000 |

| FY20 Capital Projects for IWRP | |
|--|------------|
| Surface Water Treatment Plant Expansion | \$ 605,250 |
| SW Transmission Line to New Territory WP | 160,000 |
| Total FY20 CIP for IWRP | \$ 765,250 |

IWRP Recommendations in FY20-24 Forecast

| Description (\$M) | FY20 | FY21 | FY22 | FY23 | FY24 | TOTAL |
|-----------------------------|-----------------|-----------------|------------------|------------------|------------------|------------------|
| Utility Rate Study | \$ 0.060 | \$ - | \$ - | \$ - | \$ - | \$0.060 |
| Water Loss Audits | | 0.132 | 0.132 | 0.132 | 0.132 | 0.528 |
| Pilot Programs/ Studies | - | 0.100 | 0.050 | 0.080 | 0.080 | 0.310 |
| Additional Water Rights | 1.082 | 1.750 | 1.750 | 1.750 | 1.750 | 8.082 |
| Automated Meter Integration | | 1.711 | 9.656 | 0.075 | 0.075 | 11.517 |
| Rebates & Initiatives | | 0.426 | 0.426 | 0.426 | 0.426 | 1.704 |
| SWTP Expansion | 0.605 | | 1.816 | 19.123 | 19.123 | 40.667 |
| SWTP Transmission Lines | 0.160 | | 0.418 | 4.398 | 4.398 | 9.374 |
| New Territory WP Conversion | | 0.165 | 0.495 | 10.428 | | 11.088 |
| TOTAL | \$ 1.907 | \$ 4.284 | \$ 14.743 | \$ 36.412 | \$ 25.984 | \$ 83.330 |

Operating Budget

Rehabilitation Increases

| Description | Recurring | One-Time |
|--|-------------------|------------------|
| Valve Rehab & Repairs | \$ 104,062 | \$ - |
| Meter Repairs | | 37,000 |
| Sewer Televising & PACP Scoring System | 2,100 | 24,900 |
| Manhole Rehab & Repairs | 130,000 | |
| Total Rehabilitation Increases | \$ 236,162 | \$ 61,900 |

Other Operating Additions

| Description | FTE | Recurring | One-Time |
|--|------------|-------------------|-------------------|
| Customer Service - GM Worker | 1.0 | \$ 51,360 | \$ 34,400 |
| Testing Reagents- ChemTools | | 19,388 | |
| Water Quality Technician | 1.0 | 56,047 | 34,400 |
| Water MP Update- South of Brazos River | | | 150,000 |
| AWIA Risk Study | | | 250,000 |
| Automatic Line Flushers | | | 28,500 |
| LIMS/WIMS Data Management Tools | | 8,000 | 150,000 |
| Total Other Additions | 2.0 | \$ 134,795 | \$ 647,300 |

Utility Fund Summary

| \$ Millions | FY19 Projection | FY20 Budget |
|---|------------------------|--------------------|
| Revenues | \$62.12 | \$63.32 |
| Operating Expenditures | - 24.99 | - 25.28 |
| CIP Transfers | - 13.77 | -9.55 |
| Other Non-Operating Expenditures | - 29.15 | -29.48 |
| Net Change | - 5.79 | -0.99 |

Utility Fund Balances

| \$ Millions | FY19 Projection | FY20 Budget |
|-----------------------------|------------------------|--------------------|
| Beginning Balance | \$ 27.60 | \$ 21.81 |
| Net Change | - 5.79 | -0.99 |
| Debt Service Reserve | - 8.94 | - 7.30 |
| Ending Balance | \$ 12.87 | \$ 13.52 |
| Cash Reserve Ratio | 51% | 53% |
| All-In Bond Coverage | 1.19 | 1.70 |

FY20 Utility Rates

| Residential Rates | Current Rate | New Rate |
|--|---------------------|-----------------|
| Base Water Charge ¾" Meter | \$ 7.98 | \$ 8.38 |
| Volume 0-3,000 Gallons | 0.90 | 0.95 |
| Volume 3,001-10,000 Gallons | 1.05 | 1.10 |
| Volume 10,001-20,000 Gallons | 1.43 | 1.50 |
| Volume 20,001+ Gallons | 1.64 | 1.72 |
| Base WW Charge ¾" Meter | 12.40 | 13.02 |
| WW Volume per 1,000 Gallons | 2.90 | 3.05 |
| Surface Water per 1,000 Gallons | 1.88 | 2.09 |

FY20 Utility Rates

| Commercial & Irrigation Rates | Current Rate | New Rate |
|--|---------------------|-----------------|
| Base Water Charge 2" Meter | \$ 51.54 | \$ 54.12 |
| Commercial per 1,000 | 1.17 | 1.23 |
| Irrigation-Winter | 1.16 | 1.22 |
| Irrigation- Summer | 1.46 | 1.53 |
| Base WW Charge 2" Meter | 86.97 | 91.32 |
| WW Volume per 1,000 Gallons | 2.90 | 3.05 |
| Surface Water per 1,000 Gallons | 1.88 | 2.09 |
| GRP Pumpage Fee per 1,000 Gallons | 1.75 | 1.93 |

Residential Utility Bill Impact

| Monthly bill based on: | Current Rates | New Rates |
|----------------------------------|----------------------|------------------|
| Water 12,000 Gal. | \$ 20.89 | \$ 21.93 |
| Surface Water 12,000 Gal. | 22.56 | 25.10 |
| Wastewater (5,280 Gal) | 27.71 | 29.10 |
| Total Water Bill | \$ 71.16 | \$ 76.13 |
| \$ Increase per month | | \$4.97 |
| % Increase per month | | 7% |

5 Year Utility Forecast Assumptions

- Forecast includes annual increases to support
 - Construction and implementation of IWRP projects
 - Funded \$83.33 M within 5-year forecast
 - Infrastructure rehabilitation
 - System operating budget impacts
- Forecast assumptions
 - 3% growth in personnel costs
 - 2% in operations & maintenance costs

5 Year Utility Forecast Assumptions

- **FY20 Rate Increase:**
 - **Water/Wastewater** **5%**
 - **Pumpage/ Surface Water Fees** **10%**
- **Last Rate Increase:**
 - **Water/Wastewater** **Jan 2011**
 - **Pumpage/ Surface Water** **Jan 2014**
- **Estimated impact is 30% (average 6% annual) over the 5 year forecast**
 - **Increases spread out over time to build coverage to support debt issued for CIP from IWRP implementation**
 - **Future rates and structure to be defined through Utility Rate Study to be conducted in FY20**

Utility System Fund – 5 Year Forecast

| \$ Millions | FY20 | FY21 | FY22 | FY23 | FY24 |
|-----------------------|-----------------|-----------------|-----------------|------------------|------------------|
| Total Revenues | \$ 63.32 | \$ 70.83 | \$ 87.57 | \$ 109.04 | \$ 108.23 |
| Total Expenses | - 64.31 | - 69.96 | - 85.06 | - 107.23 | - 105.82 |
| Net Income | - 0.99 | 0.87 | 2.51 | 1.81 | 2.41 |
| Ending Balance | \$ 13.52 | \$ 14.39 | \$ 16.90 | \$ 18.71 | \$ 21.12 |

FY20-FY24 Water CIP

| \$ Millions | FY20 | FY21 | FY22 | FY23 | FY24 | TOTAL |
|---|----------------|----------------|----------------|----------------|----------------|-----------------|
| SH99 & US90A Line Relocation | \$ 0.35 | \$ - | \$ - | \$ - | \$ - | \$ 0.35 |
| Well Rehabilitation | 1.27 | 1.27 | 1.27 | 1.27 | 1.27 | 6.35 |
| Distrib. Sys. Water Main Rehab | 0.30 | 2.80 | 0.30 | 2.80 | 0.30 | 6.50 |
| Ground Storage Tank Rehab | 1.20 | 1.20 | 1.20 | 1.20 | 1.20 | 6.00 |
| Ground Water Plant Rehab | 1.10 | 2.16 | 1.10 | 2.16 | 1.10 | 7.62 |
| SCADA Improvements | 0.08 | 0.15 | 0.23 | 0.30 | 0.38 | 1.14 |
| Utility Work/Drainage CIP | 1.65 | - | - | - | - | 1.65 |
| Total Water | \$ 5.95 | \$ 7.58 | \$ 4.10 | \$ 7.73 | \$ 4.25 | \$ 29.61 |

FY20-FY24 Wastewater CIP

| \$ Millions | FY20 | FY21 | FY22 | FY23 | FY24 | TOTAL |
|--------------------------------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| Collection System (Project E) | \$ 0.57 | \$ 0.44 | \$ 4.40 | \$ - | \$ - | \$ 5.41 |
| Lift Station Rehab | 1.62 | 1.62 | 1.62 | 1.62 | 1.62 | 8.10 |
| Treatment Plant Improvements | 0.35 | 1.10 | 3.50 | 1.50 | 1.50 | 7.95 |
| Lift Station 48 | - | - | - | 1.80 | - | 1.80 |
| Force main from N to W WWTP | - | - | - | 0.80 | - | 0.80 |
| West WWTP Expansion Ph. 1 | - | - | - | 1.20 | - | 1.20 |
| Collection System Rehab | - | - | - | 0.30 | 2.80 | 3.10 |
| Total Wastewater | \$ 2.54 | \$ 3.16 | \$ 9.52 | \$ 7.22 | \$ 5.92 | \$ 28.36 |

FY20-FY24 Surface Water CIP

| \$ Millions | FY20 | FY21 | FY22 | FY23 | FY24 | TOTAL |
|---|----------------|----------------|-----------------|-----------------|-------------|-----------------|
| SWT Plant Expansion* | \$ 0.61 | \$ - | \$ 1.82 | \$ 38.25 | \$ - | \$ 40.68 |
| Transmission Line to NT* | 0.16 | - | 0.42 | 8.79 | - | 9.37 |
| Yard Pipe & Aerial Cr. Recoating | 0.30 | - | - | - | - | 0.30 |
| New Territory WP Conversion* | - | 0.16 | 0.49 | 10.43 | - | 11.08 |
| Automated Meter Integration* | - | 1.71 | 9.66 | - | - | 11.37 |
| Total Surface Water | \$ 1.07 | \$ 1.87 | \$ 12.39 | \$ 57.47 | \$ - | \$ 72.80 |

*** IWRP Recommendation**

FY20-24 Utility CIP Summary

| | FY20 | FY21 | FY22 | FY23 | FY24 | TOTAL |
|--------------------------|----------------|-----------------|----------------|-----------------|-----------------|------------------|
| Water | \$ 5.95 | \$ 7.58 | \$ 4.10 | \$ 7.73 | \$ 4.25 | \$ 29.61 |
| Wastewater | 2.54 | 3.16 | 9.52 | 7.22 | 5.92 | 28.36 |
| Surface Water | 1.07 | 1.87 | 12.39 | 57.47 | - | 72.80 |
| Total Utility CIP | \$9.56 | \$ 12.61 | \$26.01 | \$ 72.42 | \$ 10.17 | \$ 130.77 |

Solid Waste Fund

Solid Waste Fund Overview

- **Solid Waste Fund accounts for all activities relating to residential solid waste collection**
 - **Facilitates a recycling program through solid waste contracts**
 - **Provides emergency response for debris removal**
 - **Engages the community with education and outreach**

FY20 Solid Waste Assumptions

- **Contractual Increase of 2.5% based on CPI increase**
- **Republic Services**
 - **Serves all of City except Greatwood**
 - **Rate increases based on contract- runs through March 2023**
- **Best Trash**
 - **Serves Greatwood**
 - **Based on existing contract- ends Dec 2020**
 - **Develop a transition plan during FY20**
 - **Work through Finance/Audit Committee**

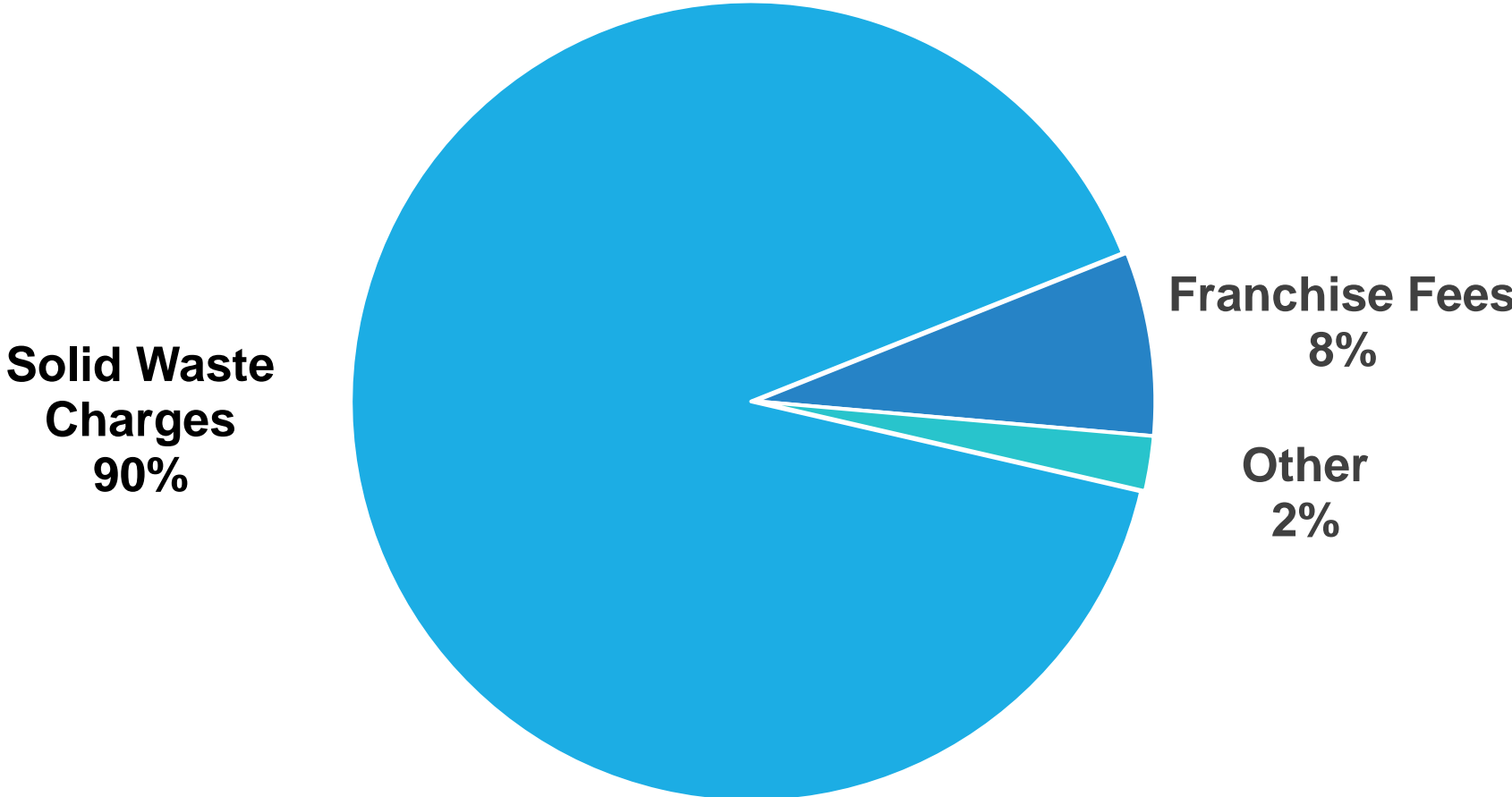
FY20 Solid Waste Assumptions

- **Approximately 35,000 Residential customers**
- **Solid Waste Rates - Contractual**
 - **Rate through December 31: \$18.91 per month**
 - **Increase Effective January 1 – new rate \$19.38 per month**
- **Franchise Fees**
 - **5% of gross receipts (Residential & Commercial)**

Recycling Discussion

- **Recycling market is changing**
- **Increase educational efforts to help public understand market issues**
 - **Public education & input through fall of 2019**
 - **Future of Recycling web page with FAQ**
- **Continue to coordinate through Finance/Audit Committee**
- **Future discussion on programs with City Council**

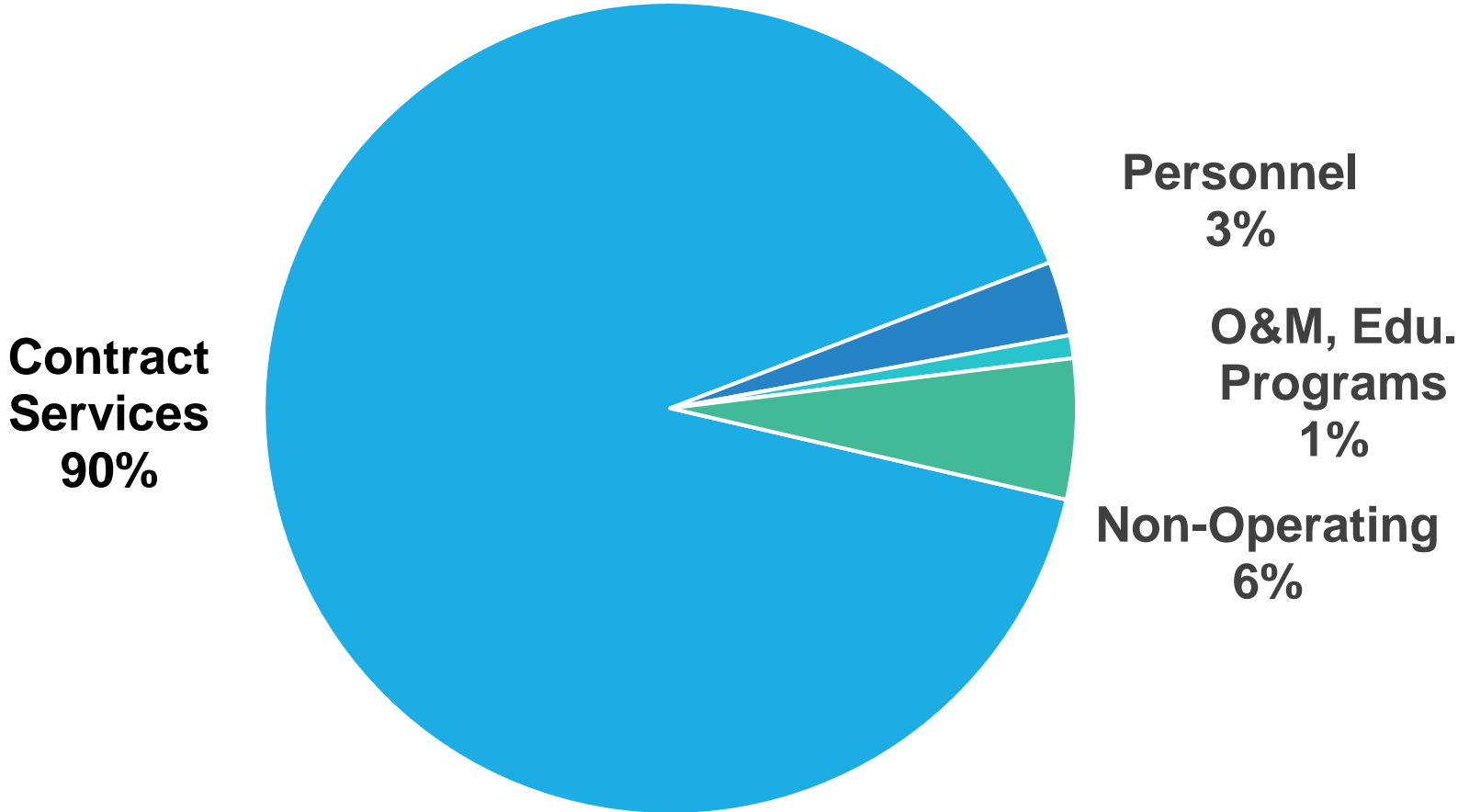
FY20 Solid Waste Revenues \$8.83M



FY20 Solid Waste Base Budget

| Budget | Amount |
|-------------------------------|--------------------|
| Beginning Base Budget | \$8,780,982 |
| Base Adjustments | 5,176 |
| FY20 Base Budget | \$8,786,158 |
| Base Budget % Increase | 0.06% |

FY20 Solid Waste Expenditures \$8.78M



Solid Waste Fund Summary

| \$ Millions | FY19 Proj. | FY20 Budget |
|-------------------------------|-------------------|--------------------|
| Beginning Fund Balance | \$ 0.47 | \$ 0.52 |
| Revenue | 8.63 | 8.84 |
| Expenditures | -8.58 | -8.79 |
| Net Change | 0.05 | 0.05 |
| Ending Fund Balance | \$ 0.52 | \$ 0.57 |

Airport Fund

Airport Fund Overview

- Sugar Land Regional Airport
 - “Our mission is to be the safest, best planned, and most recognized ‘premier’ reliever airport within the Houston Metropolitan area.”
 - As a "reliever airport" for George Bush and Hobby Airports in Houston
 - Reduces corporate and general aviation traffic at Houston, allowing Hobby to further concentrate on commercial air travel
 - The airport plays a critical role in the region's economic development
 - Brings corporate executives to the City



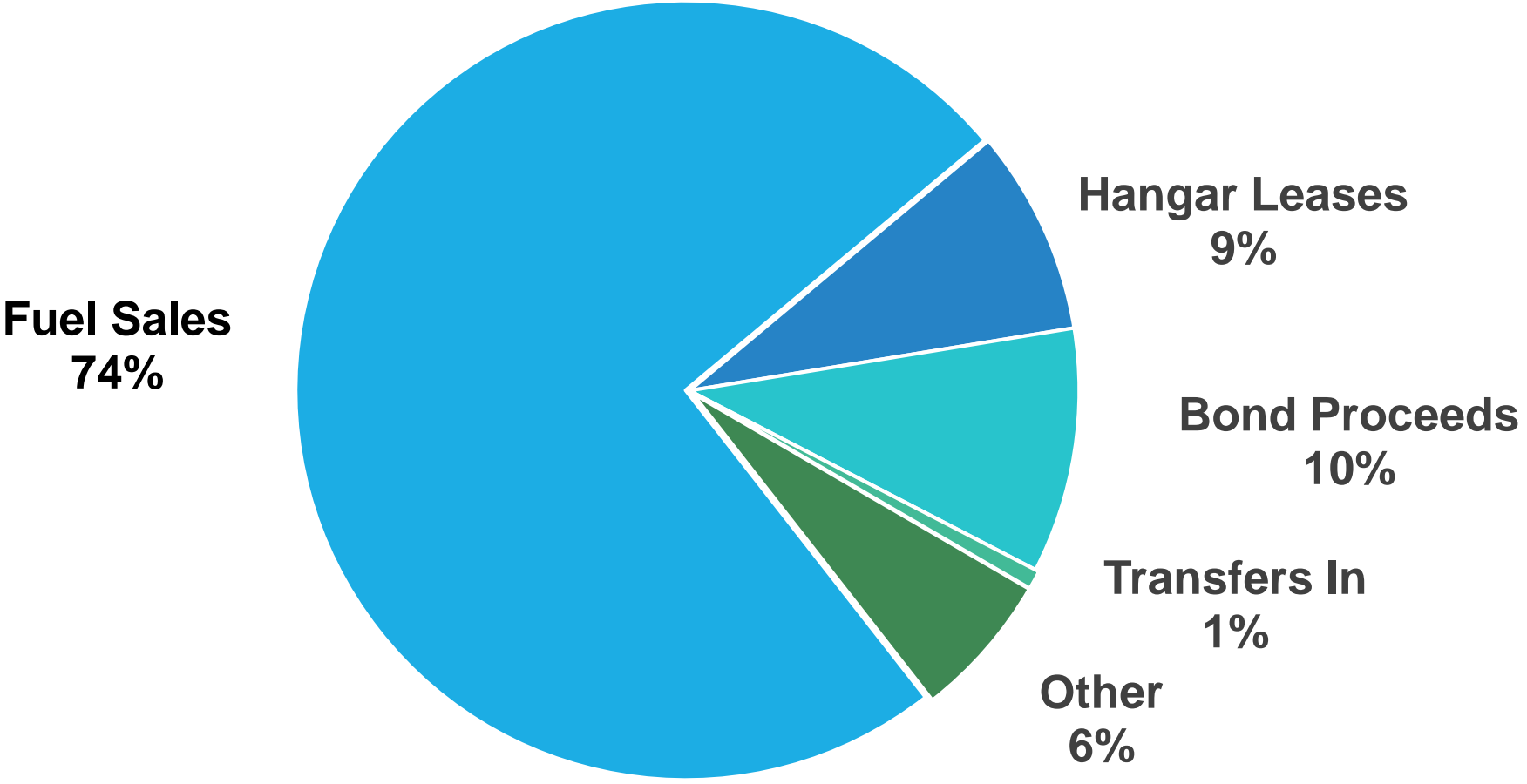
Airport Fund Overview

- The airport provides a variety of aviation related services such as:
 - Marshalling, Towing, Servicing, and Fueling Aircraft
- Airport revenues are driven by multiple revenue sources:
 - Airport operational services listed above, plus
 - Other revenues
 - Hangar leases
 - Rental car concessions
 - Misc. fees.

FY19 Airport Overview

- **TxDOT reimbursement for 95 acres will not be received in FY19**
 - **Tying funds to completion of Taxiway Relocation, shown in FY23-24**
 - **Airport sees benefit to advancing Taxiway Relocation project**
- **Monitoring closely and engage in robust intergovernmental relations efforts**
- **Airport performing as well as or better than expected in operating budget**
- **Sufficient balances available to absorb the delay in reimbursement**
- **Able to make the final inter-fund loan payment as scheduled**

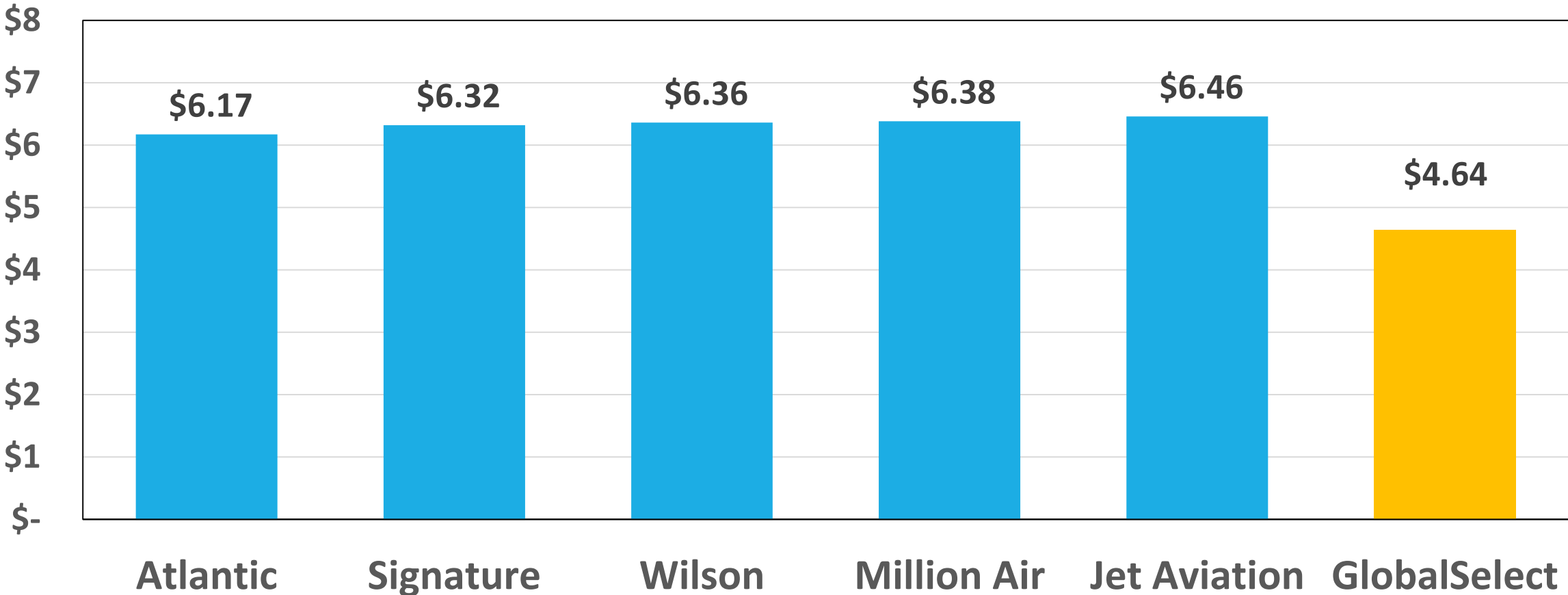
FY20 Airport Revenues \$17.98M



FY20 Airport Fund Revenue Assumptions

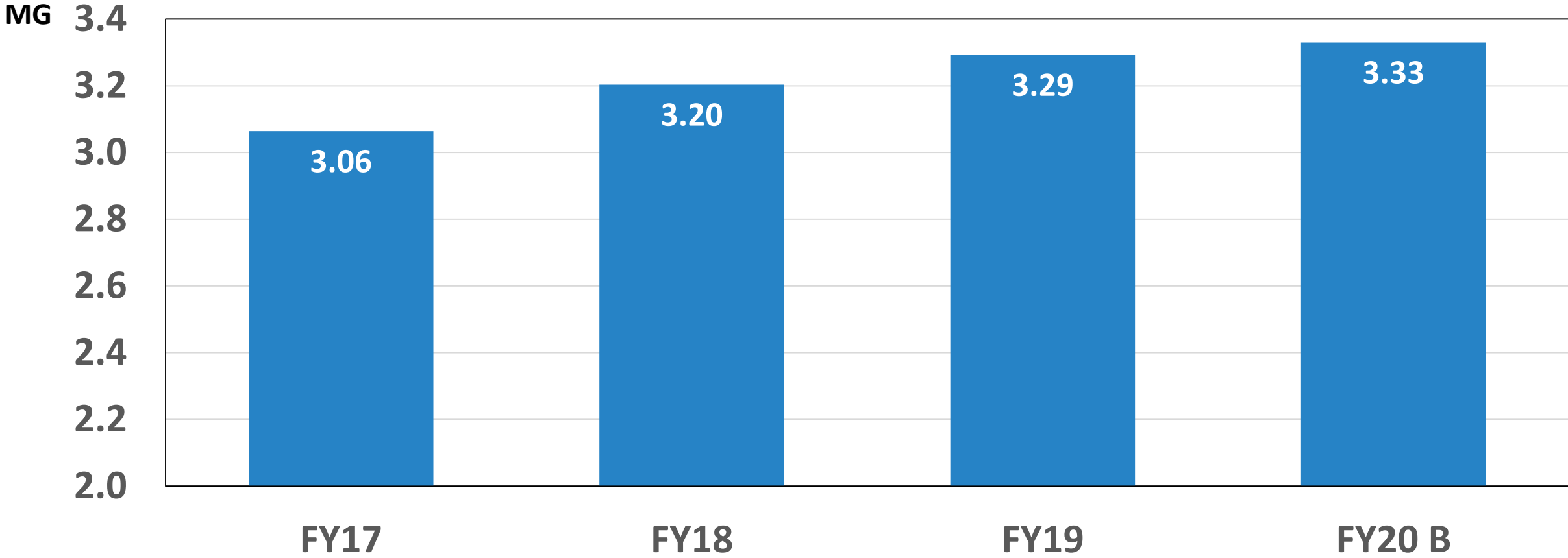
- **Planned increase in fuel markup of \$0.08 per gallon in FY20**
 - **Comparison reveals that current pricing is in the Low-Mid Range**
- **Rental Cars**
- **Hangar and Land Lease revenues**
- **Misc. fees and revenues based on current trends**
 - **Customs Fees, Café Select**
- **Bond Proceeds of \$1.8M for FY20 CIP**

Regional Fuel Prices by FBO - Retail*

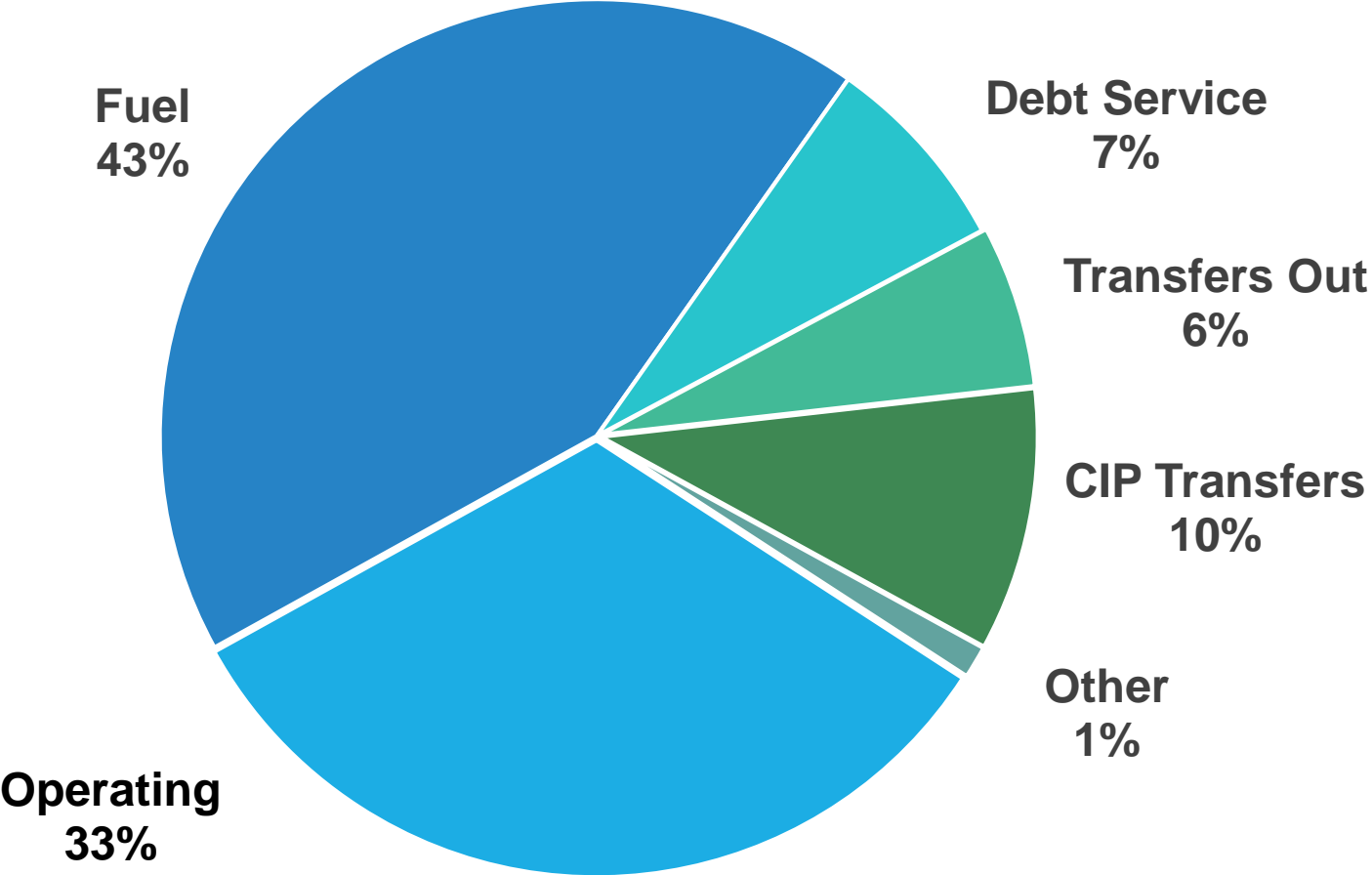


* Posted retail prices; do not reflect discount programs that may be offered by each FBO

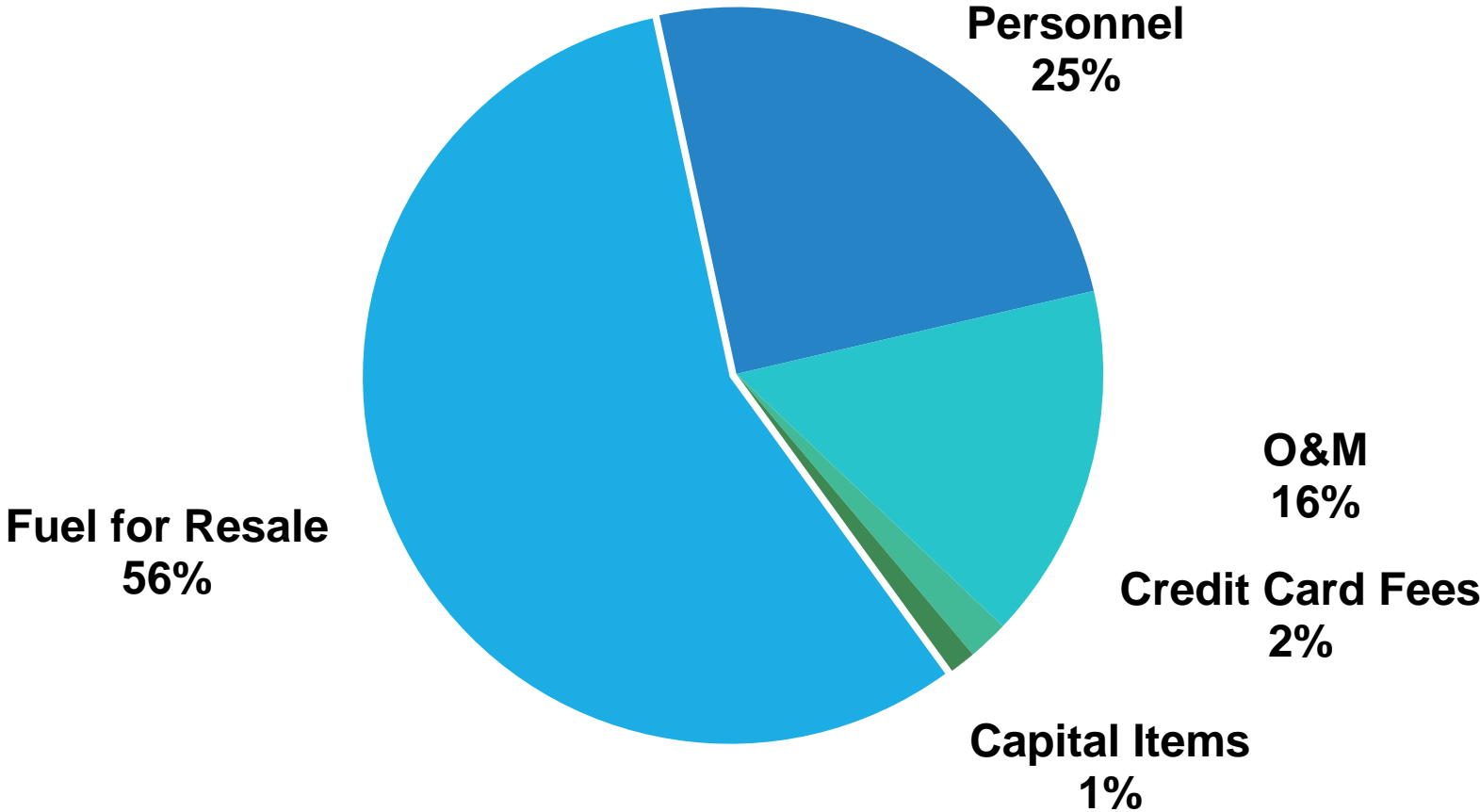
Aviation Fuel Gallons Sales



FY20 Airport Expenditures \$18.45M



FY20 Airport Fund Operating Expenditures



FY20 Airport Fund Base Budget

| Budget in \$ Millions | Amount |
|-------------------------------|-----------------|
| Beginning Base Budget | \$ 15.69 |
| Base Adjustments | -0.04 |
| FY20 Base Budget | \$ 15.65 |
| Base Budget % Increase | -0.25% |

Rehabilitation

| Description | Recurring | One-Time |
|--|-----------------|-------------------|
| Runway Condition Evaluation | \$ - | \$ 150,000 |
| Repair & Maintenance Costs | 15,000 | |
| Crew Suite Renovations | | 15,000 |
| Customs Building Renovations | | 154,195 |
| Emergency Generator Replacement | | 37,000 |
| Building 108 Asbestos Mitigation & Demo. | | 50,600 |
| Airfield & Roadway Concrete Repair | | 43,700 |
| Taxiway & Ramp Asphalt Overlay | | 155,000 |
| Total Rehabilitation | \$15,000 | \$ 605,495 |

Other Additions

| Description | FTE | Recurring | One-Time |
|---------------------------------------|------------|-------------------|------------------|
| Additional Ground Power Unit | | \$ - | \$ 42,000 |
| 4x4 Utility Vehicle | | - | 30,000 |
| Enhanced FBO Services - Line Crew I | 2.0 | 108,432 | - |
| Enhanced FBO Services – P/T ASRs | 1.0 | 31,429 | - |
| Transfer to Increase Benefits Reserve | | | 10,601 |
| Total Other Additions | 3.0 | \$ 139,861 | \$ 82,601 |

Airport Fund Summary

| \$ Millions | FY19 Projections* | FY20 Budget* |
|----------------------------------|--------------------------|---------------------|
| Beginning Balance | \$ 5.99 | \$ 2.29 |
| Revenues* | 15.95 | 17.98 |
| Expenses | - 18.79 | - 18.45 |
| Net Income | - 2.84 | - 0.46 |
| Debt Service Reserve | - 0.86 | - 0.99 |
| Ending Available Balance* | \$ 2.29 | \$ 1.70 |
| Cash Eq. Reserve Ratio* | 45% | 32% |
| Bond Coverage | 1.99 | 1.91 |

* Revised from filed budget book

Airport Long-Range Forecast Assumptions

- Revenues

- 1% annual growth in fuel gallons FY20-24, no additional mark up increases
- Certificates of Obligation for CIP in FY20 & FY22
- TxDOT Reimbursement for Westside Land Acquisition delayed, shown in FY23-24

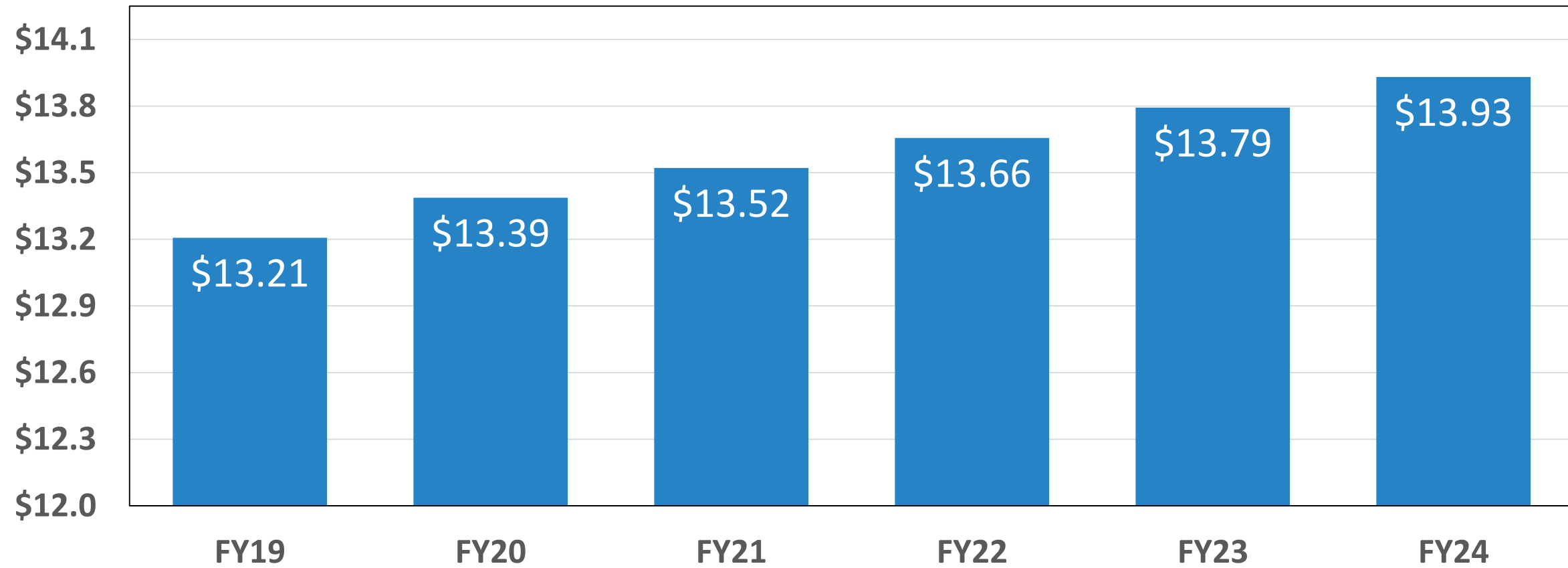
- Expenditures

- 3% growth in personnel costs
- 1% growth in O&M
- Fuel based on assumed gallons above plus Credit Card Fees

- Debt Service for new CO's issued for CIP projects

FY20-FY24 Aviation Fuel Sales

Millions



FY20-FY24 Airport CIP

| \$ Millions | FY20 | FY21 | FY22 | FY23 | FY24 | TOTAL |
|-----------------------------------|----------------|-------------|----------------|-------------|----------------|----------------|
| Hangar Replacement | \$ 1.80 | \$ - | \$ - | \$ - | \$ - | \$ 1.80 |
| Terminal Ramp Expansion | | | 0.60 | | | 0.60 |
| Taxiway Relocation Phase 3 | | | 0.95 | | | 0.95 |
| Approach Lighting System | | | | | 0.11 | 0.11 |
| Security Fencing | | | | | 0.30 | 0.30 |
| Total Airport CIP | \$ 1.80 | \$ - | \$ 1.55 | \$ - | \$ 0.41 | \$ 3.76 |

Airport Fund FY20-FY24 Forecast

| Millions (\$) | FY20 | FY21 | FY22 | FY23 | FY24 |
|------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Total Revenues* | \$ 17.99 | \$ 16.31 | \$ 18.07 | \$ 19.00 | \$ 17.37 |
| Total Expenses* | 18.45 | 16.11 | 17.99 | 16.61 | 17.22 |
| Net Income/Loss | -0.46 | 0.20 | 0.08 | 2.39 | 0.15 |
| Ending Balance* | \$ 1.70 | \$ 1.90 | \$ 1.98 | \$ 4.38 | \$ 4.53 |
| Reserve Ratio * | 32% | 35% | 36% | 79% | 81% |
| Bond Coverage | 1.91 | 1.80 | 1.80 | 1.80 | 1.96 |

* Revised from filed budget document

Key Dates

| Date | Action |
|----------------|---|
| Aug 20 | Public Hearing on Proposed Budget Amend FY19 Budget to Projections |
| Aug 22 | Budget Workshop- CIP: GO Bond Election |
| Aug 27 | Public Hearing on Proposed Tax Rate Public Hearing on PID Assessment |
| Sept 3 | Public Hearing on Proposed Tax Rate First Reading of Fee Ordinance & PID Assessment |
| Sept 17 | Approve FY20 Budget, Five Year CIP and Comp Plans Adopt 2019 Tax Rate Second Reading of Fee Ordinance & PID Assessment |

Clarifying Questions for Staff

City Council Discussion
