

City of Bryan ADOPTED ANNUAL BUDGET



FISCAL YEAR
2014



CITY OF BRYAN
The Good Life, Texas Style.™

About the Budget Cover:

This Budget cover is dedicated to the Bryan Fire Department and to all of the lives that were affected by the fire event on February 15, 2013.

*In honor of our injured heroes: **Mitch Moran** and **Ricky Mantey***

*In memory of our fallen heroes: **Greg Pickard** and **Eric Wallace***

The photos (flag and station #5 firehouse) are courtesy of David Lund with the Bryan Police Department.

CITY OF BRYAN, TEXAS

ANNUAL OPERATING BUDGET FOR FISCAL YEAR 2013-2014

This budget will raise more revenue from property taxes than last year's budget by an amount of \$714,081 which is a 3.41% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$425,132.

City Council Record Vote

The members of the governing body voted on the adoption of the budget as follows:

FOR: Mayor Bienski and Councilmembers Cortez, Madison, Owens, Horton, Hughes
and Konderla

AGAINST: None

PRESENT and not voting: None

ABSENT: None

Tax Rate	Adopted FY 2013-14	Adopted FY 2012-13
Property Tax Rate	0.629990	0.633308
Effective Rate	0.620372	0.633308
Effective M&O Tax Rate	0.560234	0.569769
Rollback Tax Rate	0.662258	0.674933
Debt Rate	0.195881	0.195825

Comparison of Proposed and Current Tax Rate		
Tax Rate	Adopted FY 2013-14	Adopted FY 2012-13
M&O Tax Rate	0.434109	0.437483
Debt Tax Rate	0.195881	0.195825
Total	0.629990	0.633308

The total amount of municipal debt obligation secured by property taxes for the City of Bryan is \$90,900,000.

**City of Bryan, Texas
Fiscal Year 2014
Adopted Annual Budget**

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October 1, 2013

Honorable Mayor and City Council:

Pursuant to provisions of the City Charter and on behalf of the staff, I am pleased to present the City of Bryan Adopted Budget for the Fiscal Year 2014, beginning October 1, 2013.

This year's budget reflects a continuation of positive trends occurring in the area's economy and in the finances of the City. Sales tax revenues improved in Fiscal Year 2013 and property tax values trended up as well. The Fiscal Year 2014 Adopted Budget maintains those revenue trends. Overall, a 3.2% increase in General Fund revenues, transfers and right-of-way payments is forecasted in Fiscal Year 2014. Excluding the budgeted impact of sales of City properties purchased in prior years for economic development, core City General Fund revenues are expected to increase by 4.1% over the Fiscal Year 2013 budget. Sales taxes are expected to improve by 5.8% over Fiscal Year 2013 while the 2013 assessed property tax valuations are 4.2% over 2012. Right-of-way payments are expected to increase by 8.0% related to an increase in transmission revenues at BTU. Partially offsetting these increases is a projected moderation in revenues from the sale of City investment property.

General Fund operating expenditures are budgeted to increase by 6.3%, driven primarily by a 3% merit increase for employees and decision packages totaling \$2.4 million. The General Fund budget includes funding for an additional 13 positions in Bryan's Police and Fire Departments. Overall, the General Fund ending fund balance is budgeted to produce an unassigned fund balance of 101 days at the end of Fiscal Year 2014. This amount is an increase of 7 days over the actual Fiscal Year 2012 balance, and is well above the 60 day fund balance minimum set by policy.

The following are key assumptions used in the preparation of the Fiscal Year 2014 Budget:

- The local economy is continuing to improve, resulting in property value increases, and sales tax and Hotel Occupancy Tax revenue increases. The Fiscal Year 2014 projections reflect that trend.
- The budget reflects efforts to provide the best value in City services to the citizens of Bryan.

- Key financial matrix of operating cash levels and debt service coverage's are projected to be maintained or improved
- The City continues to provide a competitive compensation package to attract and retain qualified staff
- The City maintains a long-term high level of service through continued capital investment.
- Citizens' overall cost of City services remains competitive.

As outlined in the Fiscal Year 2014 Budget Calendar, the budget development process incorporated numerous meetings and discussions among staff throughout the year. City Council presentations and discussions began with a City Council Retreat in April, followed by City Council Workshops beginning in July. This process resulted in a Fiscal Year 2014 budget incorporating the following:

- A reduction in the City of Bryan property tax rate from \$ 0.633308 to \$ 0.629990 per \$100 valuation. This decrease is the second consecutive property tax rate reduction.
- Approval of an average 3% for employee merit increases in Fiscal Year 2014.
- The funding of 13 additional positions in the Police and Fire Departments.
- No increases in Water, Wastewater or Solid Waste rates.

The Fiscal Year 2014 Adopted Budget, which includes the General Fund, the Debt Service Fund, Enterprise Funds, and Internal Service and Special Revenue Funds, contains total expenditures of \$338.3 million, and is an increase of \$16.5 million (5.1%) from the Fiscal Year 2013 Adopted Budget. The increase is primarily driven by higher transmission and capital costs at BTU in Fiscal Year 2014. Fiscal Year 2014 expenditures exceed revenues by \$10.3 million primarily as a result of planned drawdowns in Enterprise and Street Improvement operating fund balances. Fiscal Year 2014 operating fund balances will remain above minimum policy levels.

In closing, I believe the Fiscal Year 2014 Adopted Budget is a sound financial plan that continues to provide an outstanding level of service to the community. As is always the case, I am proud of the work of our employees who have spent much time preparing information for the budget presented to you. My special thanks go to the managers and budget staff for their numerous hours and late nights of dedicated work. Furthermore, my staff and I appreciate your leadership on priorities and initiatives that have helped shape this budget and thus the future of the City of Bryan. Please accept this Adopted Budget as the City's service plan for the citizens of Bryan for Fiscal Year 2014.

Sincerely,



Kean Register
City Manager



City of Bryan, Texas City Officials

Elected Officials:

Mayor	Jason P. Bienski	979-209-5008
Single Member District 1	Richard M. Cortez, Sr.	979-209-5008
Single Member District 2	Paul Madison, Sr.	979-209-5008
Single Member District 3	Greg Owens	979-209-5008
Single Member District 4	Ann M. Horton	979-209-5008
Single Member District 5	Art Hughes	979-209-5008
At-Large	Chuck Konderla	979-209-5008

Council Appointees:

City Manager	Kean Register	979-209-5100
City Secretary	Mary Lynne Stratta	979-209-5002
City Attorney	Janis Hampton	979-209-5151
Internal Auditor	Robert Shultz	979-209-5114
Municipal Court Judge	Latham Boone, III	979-209-5400
BTU Board		979-821-5750

Executive Management Team:

Deputy City Manager	Joey Dunn	979-209-5100
Deputy City Manager	Hugh R. Walker	979-209-5100
Chief Financial Officer	Joe Hegwood	979-209-5080
Development Services Director	Kevin Russell	979-209-5016
Public Works Director	Jayson Barfknecht	979-209-5929
Fire Chief	Randy McGregor	979-209-5971
Police Chief	Eric Buske	979-209-5387
BTU General Manager	Gary Miller	979-821-5750



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Bryan
Texas**

For the Fiscal Year Beginning

October 1, 2012

Christopher P. Morrell

President

Jeffrey R. Egan

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation to the City of Bryan, Texas for its annual budget for the fiscal year beginning October 1, 2012. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operational guide, as a financial plan, and as a communication device.



Vision

Bryan is a thriving, diverse, historic city where people are proud of their heritage, compassionate to one another and enjoy their family-oriented community to the fullest.

Mission

The City of Bryan is committed to providing efficient municipal services to improve the quality of life and develop a community where all citizens are proud to live.

Values

Integrity at all levels
Commitment to quality services
Treating citizens equally
Consistency across the board
Open-minded
Visionary
Innovative

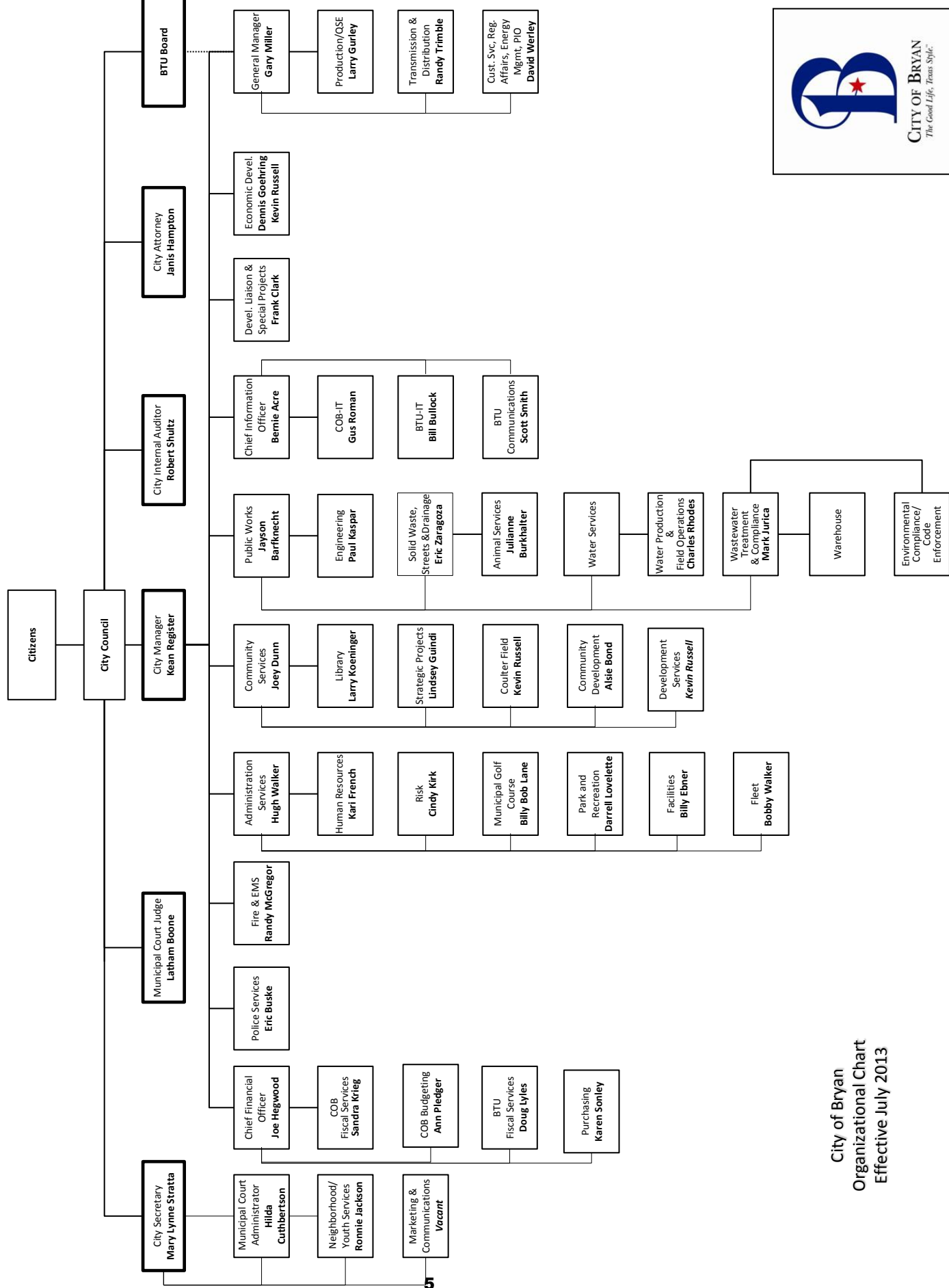
Strategic Areas of Emphasis

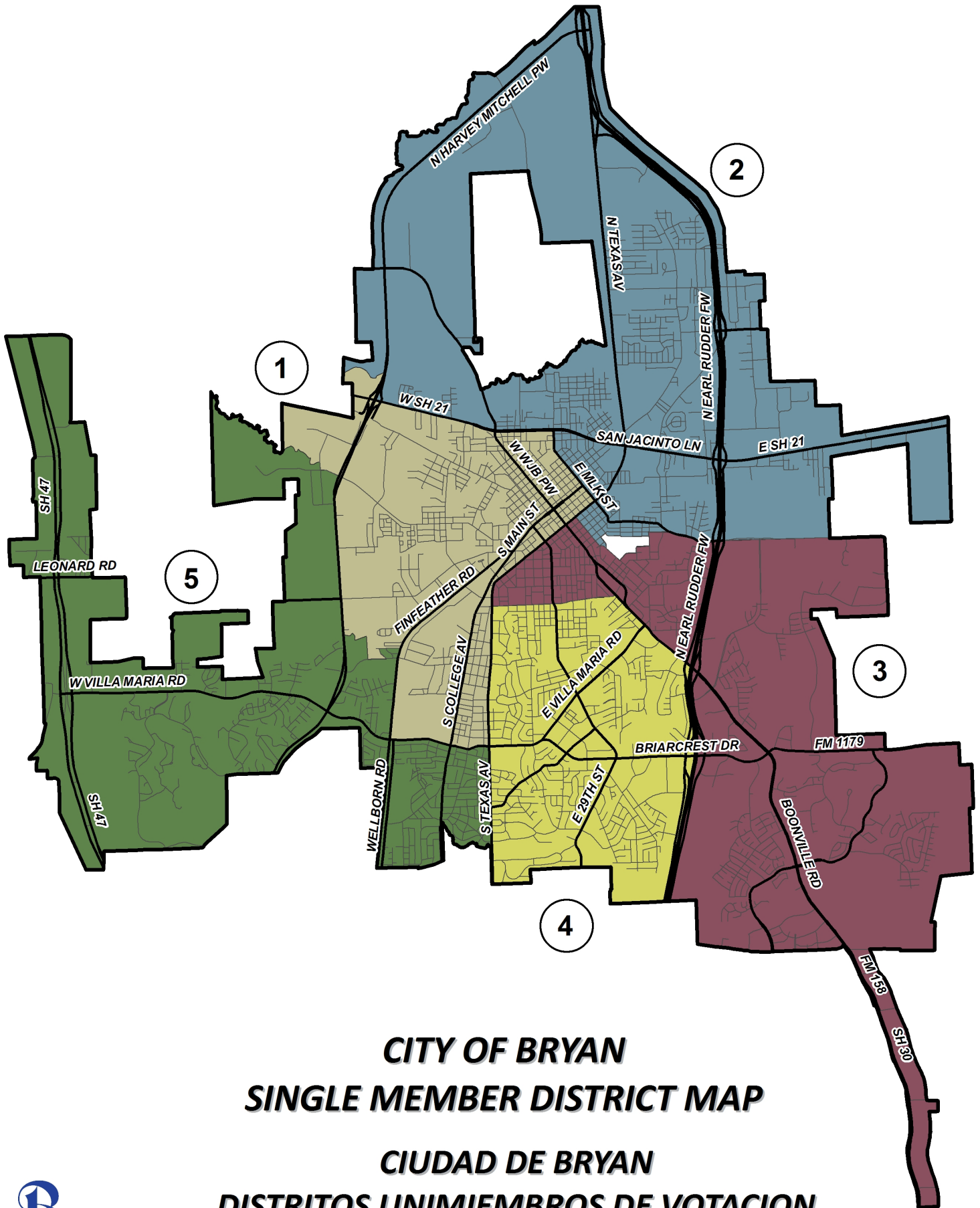
1. **Public Safety:** Bryan residents enjoy a safe and healthy community.
2. **Service:** Bryan is a business-friendly city that provides exceptional public and customer services.
3. **Infrastructure:** Bryan has adequate and well maintained infrastructure to support a developing community.
4. **Economic Development:** Bryan is an economically diverse and developing community.
5. **Quality of Life:** Bryan is an attractive community where residents and visitors enjoy diversity, history, parks, recreation, educational and cultural opportunities.



**City of Bryan, Texas
Budget Calendar
Fiscal Year 2014**

<u>Date</u>	<u>Activity</u>
March 6, 2013	HTE budget entry opens to departments
March 6-7, 2013	HTE budget training sessions
March 22, 2013	Decision Package requests due to HR, Fleet, and/or IT for review
April 12, 2013	Decision Package requests due to Budget office
April 19, 2013	Budget entry due, goals and objectives, accomplishments, and performance measures due from divisions
April 23, 2013	Council Retreat w/ review of strategic plan initiatives
May 1, 2013	Decision Packages presented to ARM for prioritization
May 15, 2013	Prioritized list of Decision Packages back from ARM
May 21-31, 2013	Budget/Departmental review meetings (scheduled as needed)
July 9, 2013	Council Workshop - FY2014 Budget - General Fund, Debt Service, Special Revenue Funds, BTU, and Enterprise Funds
August 6, 2013	Council Meeting - Discuss proposed tax rate, record vote & schedule public hearings
August 27, 2013	Council Meeting - Public Hearing on Budget; First Reading of Ordinance to Adopt Budget; First Public Hearing on Tax Increase
September 10, 2013	Council Meeting - Second Reading of Ordinance to Adopt Budget; Second Public Hearing on Tax Increase
September 23, 2013	Special Council Meeting – First Reading of Ordinance to Adopt Tax Rate
September 24, 2013	Council Meeting - Second reading of Ordinance to Adopt Tax Rate, Ratification of Tax Rate





CITY OF BRYAN
SINGLE MEMBER DISTRICT MAP

CIUDAD DE BRYAN
DISTRITOS UNIMIEMBROS DE VOTACION



INTRODUCTION

BUDGET DOCUMENT KEY ELEMENTS

The following is a summary of key elements included in the City of Bryan Fiscal Year 2014 adopted budget, which begins October 1, 2013 and ends September 30, 2014. The City Council adopts the budget annually by passage of an appropriations ordinance, which provides a complete program of action for the ensuing fiscal year. The plan contains the goals of the City Council, and the City Manager's program to meet these goals. This budget was created by staff in partnership with the City Council, with the focus of fulfilling the City's mission statement and supporting the strategic initiatives for the community as defined by the Council. Supporting mission statements and goals for each of the City departments are found within the fund sections of the budget document.

Budgets are prepared for the full range of municipal services provided by the City: public safety, community services, utility services, aviation, public infrastructure, general administrative and support services.

Annual operating budgets are adopted for the General Fund, Special Revenue Funds, Enterprise Funds, Internal Service Funds and Debt Service Fund. The Capital Improvement Program (CIP) is a five-year plan approved by the City Council by separate resolution.

BUDGET DOCUMENT STRUCTURE

This budget is presented in several sections:

- City Manager's transmittal letter provides a concise picture of the budget as a whole.
- Introduction section includes the City's mission statement, strategic areas of emphasis and describes the budget process and policies.
- Budget Overview provides narrative and graphical summary presentations of all funds, including the General Fund, Enterprise Funds, Internal Service Funds, Special Revenue Funds, and the Debt Service Fund.
- Major funds and fund types are presented in separate sections and include a fund narrative, fund financial summary, and detail of revenues and expenditures by department and division. Each division provides a description of services provided, service level objectives for FY2014, accomplishments for FY2013, key performance indicators, budgeted personnel, and financial data.
- Capital Funding section provides Capital programs and operating Capital for the City of Bryan on a limited scope.
- Appendix includes supplementary material including the Tax Rate Ordinance and the Budget Appropriation Ordinance. A decision package summary, community profile, and a glossary of Terms and Acronyms are also included in the Appendix.

The budget document is designed to give both decision makers and citizens a better view of the resources utilized by the City in fulfilling the City's mission and supporting the strategic initiatives for the community as defined by the Council.

FINANCIAL STRUCTURE

The accounts of the City are organized on the basis of funds and account groups, each of which operate separately and independently of each other. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise of assets, liabilities, fund equity, revenues, and expenditures or expenses. Following is a description of the various funds and account groups:

Governmental Fund Types

Governmental funds are used to account for general government operations and include the General Fund, Special Revenue Funds, Debt Service Fund, Capital Project Funds, and Permanent Funds.

- General Fund: The General Fund is the general operating fund and is used to account for all financial transactions not properly included in other funds. Resources are generated through property tax, sales tax, other general taxes, franchise fees, fines, licenses, and fees for services. This fund accounts for the primary activities of the City: police and fire protection, maintenance of parks, libraries, minor street repair, and general administration.
- Special Revenue Funds: Used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.
- Debt Service Fund: Used to account for the payment of interest and principal on all general obligation bonds and other long-term debt.
- Capital Improvement Program Funds: Used to account for the expenditures of resources accumulated from the sale of debt instruments earmarked for such projects. These funds are allocated from debt proceeds on a project length basis rather than a fiscal year basis.
- Permanent Funds: Used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the City's programs. These funds are not included in the budget document and are not budgeted.

Proprietary Fund Types

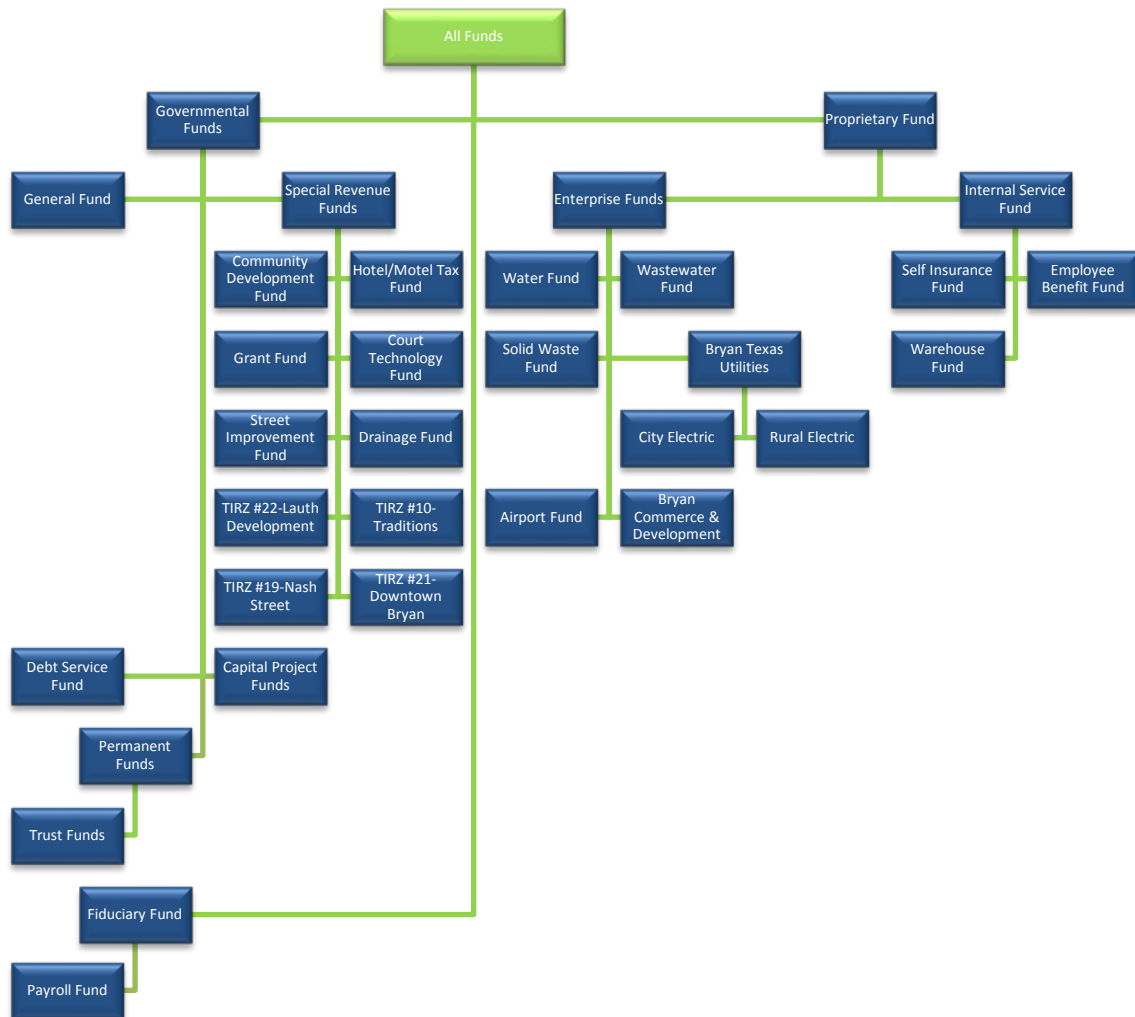
Proprietary funds are used to account for the City's activities that are similar to commercial enterprise accounting. The City maintains two different types of proprietary funds

- Enterprise Funds: Used to account for services that are financed and operated in a manner similar to private business, where the intent of the governing body is that the cost of providing goods and services to the general public will be financed or recovered primarily through user charges or fees.
- Internal Service Funds: Used to account for the financing of goods and services provided by one department or agency to other departments and agencies of the city on a cost reimbursement basis. Internal Service Funds include the Warehouse Fund, Employee Benefits Fund, and Self Insurance Fund.

Fiduciary Fund Type

This fund type accounts for assets held by the City in a trustee capacity or as an agent for other governmental units and/or funds. The Fiduciary Fund for the City is the payroll fund. Each of the other funds contributes its respective share of personnel costs to the Payroll Fund. This fund is not included in the budget document and is not budgeted.

FUND STRUCTURE FY2014



BUDGET BASIS OF PRESENTATION

Governmental fund budgets are presented on a modified accrual basis; revenues are budgeted when they are measurable and available and expenditures are budgeted in the period in which the liability is incurred which is in accordance with Generally Accepted Accounting Principles (GAAP). The fund balance approach of Governmental Funds or working capital approach can be described as current assets minus current liabilities. The enterprise and internal service funds are budgeted using a flow of economic resources and use the accrual basis of accounting. These are the same methods as used in the City of Bryan's Comprehensive Annual Financial Report (CAFR). Contrary to Generally Accepted Accounting Principles of recording depreciation in the income statements and recording the effects of retirements of principal and capital purchases on the balance sheet, the City does not budget for depreciation or amortization of assets, but does include capital expenses and debt principal retirement in the annual budget. Cash equivalents are presented as operating funds. The cash equivalent approach for the City is defined as:

$$\text{Cash} + \text{Investments} + \text{Accounts Receivable} + \text{Prepays} - \\ \text{Accounts Payable}$$

BALANCED BUDGET

The operating budget presented is a balanced budget in which combined projected resources (current revenues plus fund balances) equal or exceed estimated expenditures. When the current revenues for a particular fund are less than the current expenditures of that fund, the deficit is funded through fund balance. A summary of the effect of the FY2014 budget upon the fund balances is presented in the Budget Overview section of this document. The change in operating funds can be found with the detail relating to each fund.

The City avoids budgetary procedures that balance the budget at the expense of future years' budgets, such as, postponing expenditures or accruing future years' revenues.

BUDGET PROCESS

As a precursor to budget preparation, a retreat is conducted annually during which the City Council articulates its vision for the community, and prioritizes its strategic initiatives. Departmental goals, objectives and action plans are developed in support of the Council's strategic initiatives.

Bryan utilizes an "incremental" budgeting approach. The "base" budget is calculated by subtracting personnel costs, capital purchases, and any one-time allocations from the prior years adopted budget. If additional funding is needed to purchase capital, maintain service levels, or to add or expand programs, a "decision package" request must be submitted. A decision package request must include all expenditures related to the program, or item being requested. A summary of the current year decision packages can be found in the appendix section of this document.

Budget monitoring and reporting occurs throughout the year. Departments typically begin budget preparation and development in March for the upcoming fiscal year. Instructions and forms are distributed to department managers with particular care given to communicating any changes in the budget process or funding objectives since the last budget cycle. Personalized training is offered to all personnel involved in the budget process. Budget staff is available to assist with all phases of budget development. The departments are given approximately six weeks to determine the allocation of their respective base budgets; prepare decision packages; update mission statements, goals and objectives; summarize accomplishments of the current budget year; and report performance measurement data.

Fiscal Services budget staff coordinates the development of revenue projections for all City funds. Historical trends, economic factors, and departmental input all play a role in developing revenue projections.

After all budget requests have been submitted by the departments, the budget staff reviews and compiles the information. This data is assembled and distributed to the City Manager and key staff for review in advance of budget workshop sessions. Budget workshop sessions with the City Council begin in July and continue through budget adoption in September. In addition to the budget proposals for the upcoming fiscal year, a five-

year forecast is prepared for the General and utility funds. The forecasts reflect the immediate and long-term impact of budget decisions and assumptions, and are provided to Council through the budget process.

The Council also sets the property tax rate necessary to support the adopted expenditure budget. The process of adopting the property tax rate is dictated by truth-in-taxation guidance issued by the Texas Legislature. The truth-in-taxation regulations govern the conduct of public hearings, publication of notices, and amounts by which tax rates may be increased without voter approval. The property tax rate is adopted in two components—one component funds the operations and maintenance of the organization and the other component funds the general obligation debt service requirements of the city. The property tax rate is adopted by ordinance of the City Council.

PRESENTATION OF ANNUAL REPORTING PERIODS

The budget document presents annual reporting periods for FY2012 actual revenues and expenditures, FY2013 adopted budget, FY2013 budget as amended by City Council, FY2013 projected budgets based on results projected at the time budgets were prepared, and the FY2014 budget adopted by City Council.

CAPITAL IMPROVEMENTS

The City of Bryan budgets capital improvements through two separate, yet related processes, based on the funding source. The Capital Improvement Program (CIP) budget is debt funded while the Operating Capital budget is funded with operating cash.

The Capital Improvement Program (CIP) is a multi-year financial plan for the acquisition, expansion or rehabilitation of infrastructure, capital assets, or productive capacity of city services. The CIP project is defined as an asset of the City that costs at least \$200,000, is a non-recurring expense, and provides at least 5 years of benefit. CIP projects typically take place over two or more years requiring continuing appropriations beyond a single year and are funded with debt proceeds. The CIP is presented to City Council for approval on a biennial basis and is updated continuously. Projects are identified in the debt issuance process. The debt issuance ordinance specifies the purposes for each issue. Capital improvement projects are prioritized and correlate with the overall community needs. Funding limitations are established for each year and the program implements projects within those overall funding limits. The City Council approves by Resolution the five (5) year Capital Improvement Program every two (2) years in an effort to maximize resources with projects typically spanning two years with design occurring one year and construction the following year. The Capital Improvement Program budget is detailed in the Capital Funding section of this document.

The Operating Capital budget is part of the annual budget process and generally encompasses shorter lived assets such as technology improvements and vehicles in the General Fund. Operating Capital budgets in the Enterprise funds and Special Revenue funds can be for larger multi-year projects that are of a more routine nature. Operating Capital is funded with operating funds. The Operating Capital budget is detailed in the Capital Funding section of this document and also in the departmental budgets reported throughout this document.

FY2014 FINANCIAL POLICIES

LEGAL REQUIREMENTS FOR THE BUDGET

Pursuant to Section 12 of the City Charter, the City Manager is responsible for preparing an annual budget for submission to the City Council, for review and consideration. This budget estimate must be as uniform in presentation as possible for the main functional divisions of departments and must provide all information required by the City Council. Furthermore, the adopted budget must include: the outstanding debt obligations of the City; the financial resources to the credit of each fund; the funds received from all sources during the preceding year; the funds available from all sources during the ensuing year; the estimated revenue available to cover the adopted budget; and the estimated tax rate required to cover the adopted budget (Texas Local Government Code Chapter 102). The adopted budget must be filed with the City Secretary at least thirty days before the City makes its tax levy for the fiscal year.

Upon receipt of the City Manager's budget estimate the City Council must direct staff to prepare a budget ordinance using the City Manager's estimate as a basis (City Charter Section 12). At least one public hearing must be scheduled on the adopted budget. The City Secretary must post the notice of the public hearing at City Hall, on the City's internet webpage, and publish the notice in a newspaper of general circulation at least ten days before the public hearing is conducted.

After the public hearing, the City Council may consider the budget ordinance for adoption with or without amendment for the first of two required readings. The second reading, which signifies adoption, must occur at a subsequent meeting. The vote for approval must be recorded. The adoption of the budget must occur before the beginning of the fiscal year.

Expenditures are controlled at the fund level for all funds and may not exceed appropriations at that level. Budget transfers between departments within the same fund require approval of the City Manager. Since expenditures may not legally exceed budget appropriations, amendments to the budget are occasionally required. Budget amendments are processed when it is necessary to increase appropriations, or to allow for increased transfers between funds. In accordance with the City Charter and applicable State Law, both require City Council approval by ordinance. At any time in the fiscal year the City Council may make emergency appropriations to meet an unforeseen need for public expenditure in order to protect the public health, safety, or welfare.

At the end of each fiscal year, any unencumbered appropriation balances lapse or revert to the undesignated fund balance.

FUND BALANCE

The City recognizes its responsibility to provide sound financial management in order to maintain existing city service levels, to respond to economic fluctuations, and to meet the demands of change. With this in mind, the City Council has deemed it appropriate to set the minimum fund balance standard at 60 days of total operating expenditures for the General Fund.

The Debt Service maintains a fund balance sufficient to, when coupled with current year revenues to date, meet required principal and interest payments as they come due. The current policy is to maintain a reserve no greater than one-twelfth of the debt requirements for the fiscal year.

The Special Revenue Funds maintain a targeted fund balance of 60 days operating reserves.

Net working capital is presented as operating reserves for the Special Revenue Funds, Enterprise Funds, and Internal Service Funds. Net working capital is defined as unreserved current assets less on-going receivables minus current liabilities. Net working capital is calculated based on amounts as reported in the most recent comprehensive annual financial report (CAFR).

DEBT POLICY

The City of Bryan issues debt to finance a major portion of its capital improvement plan. The proceeds of bonds and certificates of obligation provide funding for major street, drainage, sidewalk, traffic improvements, facility construction, park construction, and other major capital purchases that have an anticipated lifespan greater than the life of the associated debt. The City's ad valorem tax revenues are pledged to provide for the payment of principal and interest on general obligation debt.

Revenue bond proceeds are utilized to fund capital improvements of the City's enterprise activities. Bryan Texas Utilities, the Water and Wastewater Funds currently have outstanding revenue bonds. The ordinances which authorize the issuance of revenue bonds stipulate that the City will establish rates sufficient to generate funding of the ongoing operation of the respective systems, and provide net revenues sufficient to fund the principal and interest on the outstanding debt.

As a Home Rule City, the City of Bryan is not limited by law in the amount of debt that may be issued. The limit is governed by the City's ability to levy and collect taxes to service the debt. The City's charter (Section 12) states:

"The city council of the city shall have the power, and is hereby authorized to levy, assess and collect an amount not to exceed one dollar and fifty cents (\$1.50) on each one hundred dollars (\$100) assessed valuation of real and personal property within the city limits of the city not exempt from taxation by the constitution and laws of the State of Texas."Article II, Section 5 of the State of Texas Constitution states in part:

"...but no tax for any purpose shall ever be lawful for any one year which shall exceed two and one-half percent of the taxable property of such city."

The City does not issue debt to fund current operating expenditures. Debt is only issued for the purpose of acquiring or constructing capital assets for the general benefit of its citizens and allows it to further the strategic initiatives of the City Council. The City will finance improvements over a period of time not greater than the useful life of the improvement or asset. The City will also conservatively project the revenue sources that will be utilized to pay for the debt.

The City's debt management objective is to maintain level debt service that does not adversely impact tax or utility rates and does not hinder the City's ability to effectively operate the utility systems, infrastructure, or other City facilities. The City's debt payments must stay within provisions of state law, bond covenants, and City Council adopted policies. All of these criteria and objectives are met with the debt financing in this budget.

The City's current tax rate is \$0.62999 per \$100 valuation. Of the total City's current property tax rate, \$0.195881 per \$100 valuation is currently designated for debt service.

Bond Ratings

The City of Bryan's current bond ratings are:

<u>Rating Agency</u>	<u>BTU</u>	<u>General Obligation</u>	<u>Water/Wastewater</u>
Moody's	A1	Aa2	Aa2
Standard & Poor's	A+	AA	A+
Fitch	A+		

INVESTMENT POLICY

It is the policy of the City of Bryan, Texas ("City") to invest public funds in a manner that will ensure the preservation of capital, meet daily cash flow demands of the City, and conform to all applicable State and Local statutes governing the investment of public funds and provide reasonable investment returns. The Public Funds Investment Act, Chapter 2256, Texas Government Code prescribes that each city is to adopt rules governing its investment practices and to define the authority of the Investment Officers. The Policy addresses the methods, procedures, and practices that must be exercised to ensure effective and judicious fiscal management of the City's funds.

To accomplish the City's Investment Policy, the following objectives are as follows in order of priority:

Suitability:

Each investment must be in conformance with all Federal regulations, State of Texas statutes, and other legal requirements - including the City Charter, City Ordinances, and this Investment Policy. Section IX (in the 2014 investment policy) includes a list of these securities and deposits specifically authorized as investments for the funds respectively.

Preservation and Safety of Principal:

Investment of funds shall be undertaken in a manner that seeks to ensure the preservation of capital and the protection of investment principal in the overall portfolio. All participants in the investment process shall seek to act responsibly as custodians of the public trust.

Liquidity:

The investment portfolio will remain sufficiently liquid to enable the City to meet all operating requirements that might be reasonably anticipated. Liquidity shall be achieved by matching investment maturities with forecasted cash flow requirements, by investing in securities with active secondary markets, and by allocating a portion of available funds to fully liquid investment accounts such as money market funds and public funds investment pools.

Marketability:

The Policy is to buy and hold investments to maturity. However, authorized investments shall only include those investments that can be liquidated before maturity, should the need arise.

Diversification:

Investments of the City shall be diversified by security type and maturity date in such manner as approved by the Investment Committee.

Yield:

The investment portfolio shall be designed with the objective of attaining a reasonable rate of return throughout budgetary and economic cycles, and taking into account investment risk and cash flow characteristics of the portfolio. Given this strategy, the basis used by the City to determine whether reasonable yields are being achieved shall be the daily average of the six-month U.S. Treasury Bill during the reporting period or the average Federal Funds target rate (whichever is higher). The investment strategy shall seek to augment returns above this threshold consistent with risk limitations identified herein and prudent investment principles.

CAPITALIZATION POLICY

The purpose of this policy is to ensure adequate and appropriate control of the City's assets and to establish guidelines for capitalization in accordance with generally accepted accounting principles.

The City of Bryan Purchasing Policy states that "Departments are prohibited from making any purchase which exceeds \$5,000 without first obtaining a purchase order." By definition, capital assets cost more than \$5,000, so they must be purchased via a purchase order, blanket purchase order or inverted purchase order.

Capital assets (or "fixed assets") are defined as real or personal property used in the City's operations. They are not repair or supply items and are not acquired for the purpose of resale. Generally, items must be capitalized if they meet all of the following criteria:

- A. The expected useful life is three (3) years or more.
- B. The item belongs to one of the general classes of property that is considered capital assets as defined by general accounting terms. Below are the broad capital asset classes:
 - 1. Land
 - 2. Buildings and Improvements
 - 3. Equipment
 - 4. Improvements other than Buildings
 - 5. Infrastructure

FY2014 BUDGET SUMMARY

The following is a summary of the FY2014 adopted annual budget for the City of Bryan, Texas.

BUDGET REVENUES

The City of Bryan FY2014 revenues inclusive of transfers and right-of-way payments are adopted at \$327,967,126 for all funds.

The table "Revenues by Type" lists revenues by fund and type. Revenue types include tax revenues, franchise fees, charges for services, intergovernmental revenues, fines, and investment/miscellaneous revenues. Assumptions for estimates can be found below under Revenue Assumptions. Below is a brief summary of the FY2014 revenue types:

- Tax revenues which include property tax, sales tax, and hotel occupancy tax, are estimated at \$42,085,168 or 13% of the City's revenue base.
- Franchise taxes are assessed to private utility companies, including telephone, cable, and gas. For FY2014, franchise taxes are estimated at \$2,075,982 or 1% of total revenues.
- Licenses and Permits revenues are budgeted at \$605,605 or less than 1% of total revenues.
- Inter-governmental revenues comprise \$4,118,005 or 1% of the total revenue budget. This revenue source is primarily comprised of Community Development grant revenues and the City of College Station for library services. Payments from Brazos County for their participation in Traditions, Nash Street, and Target TIRZs are also included in this category.
- Charges for Services primarily represent revenues received by the utilities as well as transportation and drainage fees. Primary sources of charges for services in the General Fund are ambulance collections, recreation charges, and public safety charges. Total revenue generated for FY2014 from all services is estimated at \$249,301,252 or 76% of total revenues. BTU-City revenues of \$172,091,110 account for the majority of this revenue category.
- Fines, forfeits, and penalties total \$1,960,150 or less than 1% of total revenues for the City.
- Investment earnings and miscellaneous revenues, including proceeds from the sale of property, are budgeted at \$13,068,390 or 4% of total revenues.
- Right-of-way payments from the City owned utilities are budgeted at \$11,828,858 for FY2014. Interfund transfers total \$2,923,716. The combined total for right-of-way and interfund transfers is budgeted at \$14,752,574 or 4% of total revenues.

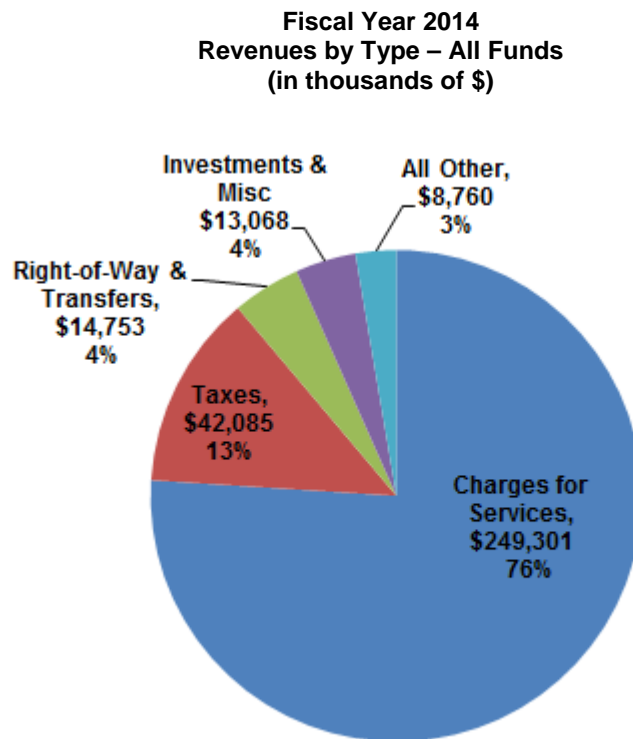
Revenue Assumptions:

Several assumptions were utilized in the projection of revenues for FY2014. Those assumptions include:

- The adopted budget reduces the property tax rate from \$0.633308 to \$0.62999 per \$100 of assessed valuation. This is the second consecutive year for a reduction in the property tax rate. The estimated total tax levy for FY2014 is \$25,300,013. The General Fund (M&O) tax rate will be set at \$0.434109 per \$100 of assessed valuation and the debt service portion tax rate is \$0.195881 per \$100 of assessed valuation. The General Fund property tax levy is estimated at \$16,586,868, with an additional \$260,000 budgeted for penalty and interest. Debt Service property tax is estimated at \$7,484,416. The remaining \$1,228,730 is allocated to the TIRZ funds. Overall property values increased 4.24% compared to last year's actual valuations.
- Sales tax revenue assumes a 3% growth over the FY2013 year-end projections.
- The ROW (right-of-way) payment to the General Fund from the Water, Wastewater, and Solid Waste utility funds is based on 5% of operating revenues.
- Hotel occupancy activity and the number of hotels have increased, resulting in a budgeted revenue increase of 34.5%.
- There are no planned water, wastewater or solid waste utility rate increases. Water revenues are budgeted to increase based on projected higher volumes. Wastewater revenues are not budgeted to increase. BTU revenues

assume a rate structure change to create a pass-through charge to address Regulatory Costs. This structure change will address the volatility in transmission costs but will not have an immediate rate impact. Over time, the overall rates are expected to increase by 4 – 5%.

The following chart summarizes the City's revenues by type. A detail of each fund's revenues by type can be found on the Revenues by Type – All Fund page within this section of the budget book. There is also a Summary of Expenses by Category page within this section of the budget book.



BUDGETED APPROPRIATION OF EXPENDITURES

The City of Bryan Fiscal Year 2014 adopted budget appropriation of expenditures for all funds is \$338,295,425.

Uses of Appropriated Funds:

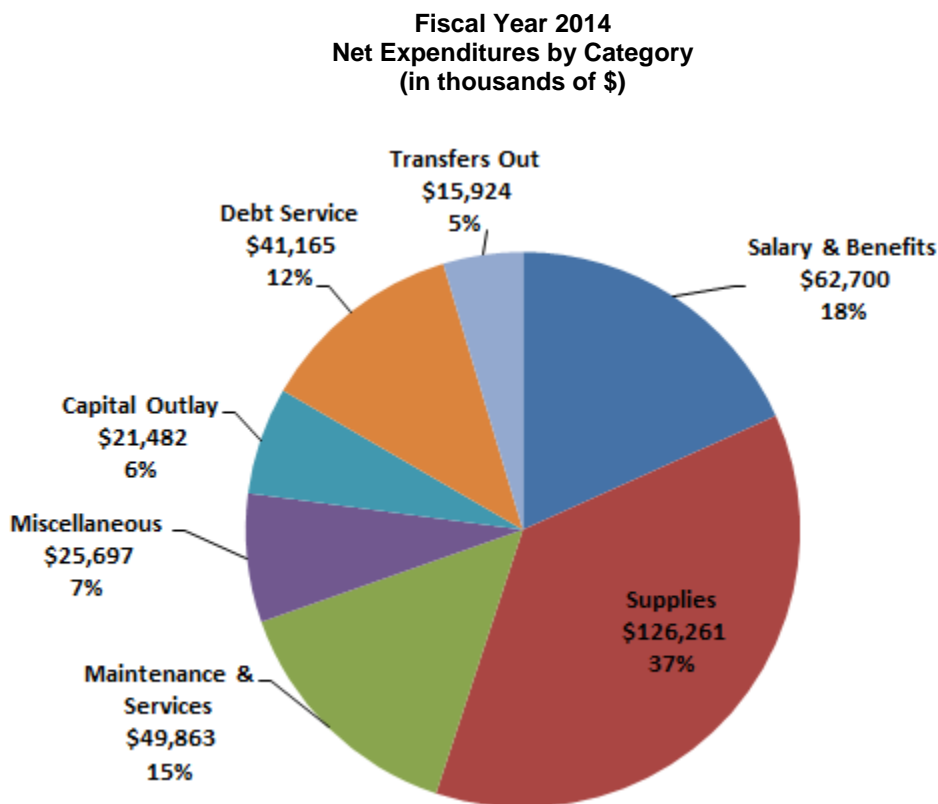
The table "Expense by Category" lists appropriations by fund and category. Category types include salary & benefits, supplies, maintenance & services, miscellaneous, capital outlay, debt service, and transfers. Administrative reimbursements represent services provided by the General Fund to other funds and carried as a reduction to expenditures in the General Fund.

- BTU-City and BTU-Rural combined appropriations represent 62% or \$208,787,484 of the total appropriations for the City.
- General Fund budgeted expenditures for fiscal year 2014 are \$57,136,717, which includes an off-set of \$3,464,278 for administrative reimbursement costs from other funds for services provided by the General Fund.
- The City's Salaries & Benefits for FY2014 are \$62,700,262. The adopted budget includes merit pool funding increase of 3% for the City's Career Progression Program for eligible employees, as well as a 3% pay scale adjustment for civil service. Funding is also allocated for civil service step increases for eligible employees. The adopted budget increases funding to include two additional officer positions for Police, as well as full funding for the four police officers previously funded through the COPS grant. The adopted budget also adds six firefighters and a Fire inspector-lieutenant. Other increases include additional funding for school crossing guards in Police. Funding for a part-time tech support position as well as increased funding for overtime has been added to the Information Technology budget. These increases are all included in the General Fund.
- Miscellaneous expenditures are primarily for contractual services and accounts for 7% of the total appropriations for FY2014 or \$25,696,781.

- Maintenance and Services expenses for FY2014 are in the amount of \$49,862,946 and account for 15% of budgeted expenses. These categories include maintenance expenses and utility service charges.
- Supplies which include fuel costs, makes up the largest portion of the total budget at 37% or \$126,261,346.
- Debt Service payments for all funds are budgeted at \$41,164,841 or 12% of the total budget for FY2014.
- Transfers out to other funds for FY2014 total \$15,923,504 and represent 5% of the total appropriations. Utility right-of-way payments of \$11,828,858 account for the majority of this category. Transfers of \$2,563,716 are budgeted from the TIRZ and other funds for their respective debt service payments. The balance of the transfers are related to cost sharing services and subsidies including a Solid Waste transfer of \$200,000 to the General Fund in support of the Bryan Animal Center. There will be a General Fund transfer of \$110,000 to Airport to provide the match portion of grant funded improvements. There will also be a \$50,000 transfer to TIRZ #19 Nash to provide resources for debt payments.

Capital outlay for FY2014 is adopted at \$21,481,880 or 6% of budgeted expense. This category includes capital improvement projects to be funded through operating revenues. Funding for vehicles and equipment is also included in this category. A complete listing of vehicles and equipment can be found on the decision package summary schedule in the appendix of this document.

The following graph provides a summary of adopted expenditures by category. A summary of the expenditures by fund and category can be found on the Summary of Revenues by Type & Summary of Expenses by Category page within this section of the budget book. Detailed information by fund can be found within the financial section by fund type within this budget document.



CHANGE IN FUND BALANCE

The table "FY2014 Change in Fund Balance – By Fund" lists changes in year ended fund balance by fund. Overall, fund balances were reduced by \$10,328,299. Planned fund drawdowns, primarily in Enterprise and Street Improvement Funds utilize balances built in prior periods. The spending of available fund balances reduces the need for issuing debt. Resulting ending fund balance in all funds is within target levels.

City of Bryan, Texas
All Funds Summary - Fiscal Year 2014

REVENUES	FY20112 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	% Chnge FY13 Adptd
Governmental Funds:						
General	\$ 51,758,066	\$ 54,650,854	\$ 60,276,052	\$ 60,779,947	\$ 56,417,021	3.2%
Debt Service	10,527,354	10,619,229	10,619,229	10,619,229	10,735,368	1.1%
Hotel/Motel Tax	507,310	489,466	489,466	610,550	658,400	34.5%
Court Technology	47,659	49,100	49,100	46,200	46,100	-6.1%
Street Improvement	6,371,078	5,323,625	5,323,625	5,320,625	5,321,625	0.0%
Drainage	933,803	899,300	899,300	954,429	943,700	4.9%
Community Development	1,335,661	2,411,868	2,411,868	1,601,841	2,268,648	-5.9%
TIRZ #8 (Park Hudson)	988,231	12,000	12,000	8,300	-	-100.0%
TIRZ #10 (Traditions)	1,203,264	1,383,346	1,458,346	1,458,346	1,420,345	2.7%
TIRZ #19 (Nash Street)	176,143	166,180	166,180	161,180	162,907	-2.0%
TIRZ #21 (Downtown)	72,852	79,396	79,396	79,729	86,161	8.5%
TIRZ #22 (Lauth)	1,528,719	1,674,680	1,674,680	393,290	280,410	-83.3%
Grant Funds	348,265	262,769	262,759	363,521	-	-100.0%
Enterprise Funds:						
BTU - City	146,792,955	153,589,860	159,480,763	158,560,844	172,091,110	12.0%
BTU - Rural	31,578,174	31,403,284	31,403,284	31,403,284	33,511,312	6.7%
Water	13,904,145	13,301,730	13,301,730	13,430,355	12,627,661	-5.1%
Wastewater	14,544,787	12,846,617	12,846,617	12,965,206	12,881,529	0.3%
Solid Waste	10,552,747	7,748,578	7,748,578	7,697,711	7,647,523	-1.3%
Airport	583,960	661,720	661,720	589,082	687,180	3.8%
Bryan Commerce & Dev.	143,366	184,010	5,756,837	5,624,256	-	-100.0%
Internal Service Funds:						
Self-Insurance Fund	1,752,675	1,887,108	1,887,108	2,335,125	1,476,500	-21.8%
Employee Benefits	8,542,753	7,857,252	7,857,252	7,646,600	8,460,231	7.7%
Warehouse Fund	432,882	126,075	126,075	90,939	243,395	93.1%
TOTAL ALL FUNDS	\$ 304,626,849	\$ 307,628,047	\$ 324,791,965	\$ 322,740,589	\$ 327,967,126	6.6%

Revenues include transfers in and right of way payments

EXPENDITURES	FY20112 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	% Chnge FY13 Adptd
Governmental Funds:						
General	\$ 48,825,549	\$ 52,710,612	\$ 57,941,237	\$ 57,643,750	\$ 57,136,717	8.4%
Debt Service	10,801,421	10,536,174	10,536,174	10,536,174	10,804,864	2.6%
Hotel/Motel Tax	435,995	586,600	812,600	776,600	563,039	-4.0%
Court Technology	21,510	29,800	29,800	36,980	57,000	91.3%
Street Improvement	3,970,618	6,612,634	8,782,289	8,339,590	8,852,543	33.9%
Drainage	1,263,845	559,500	990,108	774,345	884,500	58.1%
Community Development	1,335,765	2,411,868	2,443,659	1,601,737	2,268,648	-5.9%
TIRZ #8 (Park Hudson)	1,194,791	195,756	2,571,953	2,570,532	-	-100.0%
TIRZ #10 (Traditions)	1,408,143	1,415,984	1,415,984	1,415,984	1,417,002	0.1%
TIRZ #19 (Nash Street)	160,850	164,066	164,066	164,066	156,331	-4.7%
TIRZ #21 (Downtown)	7,500	-	7,500	-	-	0.0%
TIRZ #22 (Lauth)	1,516,364	433,915	433,915	392,447	420,009	-3.2%
Grant Funds	341,750	262,759	262,759	363,476	-	-100.0%
Enterprise Funds:						
BTU - City	137,635,760	161,620,740	167,511,643	163,737,307	175,274,304	8.4%
BTU - Rural	29,132,168	31,169,803	32,619,803	31,460,893	33,513,180	7.5%
Water	12,519,635	16,366,391	18,213,061	17,828,244	14,524,112	-11.3%
Wastewater	13,492,436	16,799,820	18,228,286	20,676,301	13,009,512	-22.6%
Solid Waste	8,038,699	7,996,099	8,604,132	8,346,698	7,311,997	-8.6%
Airport	556,222	632,947	749,326	612,725	607,487	-4.0%
Bryan Commerce & Dev.	207,671	184,010	5,756,538	5,638,989	36,284	-80.3%
Internal Service Funds:						
Self-Insurance Fund	2,159,458	2,612,250	2,653,159	2,528,358	2,584,211	-1.1%
Employee Benefits	9,289,995	8,183,520	8,183,520	8,224,040	8,474,519	3.6%
Warehouse Fund	362,433	318,814	318,814	312,673	399,166	25.2%
TOTAL ALL FUNDS	\$ 284,678,578	\$ 321,804,062	\$ 349,230,326	\$ 343,981,909	\$ 338,295,425	5.1%

Expenditures are shown net of administrative reimbursements

City of Bryan, Texas
FY2014 Change in Fund Balance -By Fund

Fund Name	10/1/2013 Est. Beginning Fund Balance	Revenues & Transfers-in	ROW Pmts	Total Revenues, Transfers & ROW	Expenditures ¹	Change in Unreserved Fund Balance ²	9/30/2014 Est. Ending Fund Balance
Governmental Funds:							
General	\$ 19,279,011	\$ 44,588,163	\$11,828,858	\$ 56,417,021	\$ 57,136,717	\$ (719,696)	\$18,559,315
Debt Service	1,131,018	10,735,368	-	10,735,368	10,804,864	(69,496)	1,061,522
Hotel/Motel Tax	444,134	658,400	-	658,400	563,039	95,361	539,495
Court Technology	296,942	46,100	-	46,100	57,000	(10,900)	286,042
Street Improvement	7,078,221	5,321,625	-	5,321,625	8,852,543	(3,530,918)	3,547,303
Drainage	882,893	943,700	-	943,700	884,500	59,200	942,093
Community Development	-	2,268,648	-	2,268,648	2,268,648	-	-
TIRZ #8 (Park Hudson)	8,084	-	-	-	-	-	8,084
TIRZ #10 (Traditions)	43,836	1,420,345	-	1,420,345	1,417,002	3,343	47,179
TIRZ #19 (Nash Street)	7,443	162,907	-	162,907	156,331	6,576	14,019
TIRZ #21 (Downtown)	167,248	86,161	-	86,161	-	86,161	253,409
TIRZ #22 (Lauth)	395,295	280,410	-	280,410	420,009	(139,599)	255,696
Grant Funds	10,908	-	-	-	-	-	10,908
Enterprise Funds:							
BTU - City	36,875,862	172,091,110	-	172,091,110	175,274,304	(3,183,194)	33,692,668
BTU - Rural	5,618,443	33,511,312	-	33,511,312	33,513,180	(1,868)	5,616,575
Water	4,736,927	12,627,661	-	12,627,661	14,524,112	(1,896,451)	2,840,476
Wastewater	2,650,338	12,881,529	-	12,881,529	13,009,512	(127,983)	2,522,355
Solid Waste	2,992,180	7,647,523	-	7,647,523	7,311,997	335,526	3,327,706
Airport	102,891	687,180	-	687,180	607,487	79,693	182,584
Bryan Commerce & Dev.	189,184	-	-	-	36,284	(36,284)	152,900
Internal Service Funds:							
Self-Insurance Fund	3,544,743	1,476,500	-	1,476,500	2,584,211	(1,107,711)	2,437,032
Employee Benefits	793,907	8,460,231	-	8,460,231	8,474,519	(14,288)	779,619
Warehouse Fund	168,892	243,395	-	243,395	399,166	(155,771)	13,121
TOTAL ALL FUNDS	\$ 87,418,400	\$ 316,138,268	\$11,828,858	\$327,967,126	\$ 338,295,425	\$ (10,328,299)	\$77,090,101

Notes:

- Expenditures are shown net of administrative reimbursements
- Operating budgets are considered balanced when the combined projected resources (current revenues plus fund balances) equal or exceed estimated expenditures.

City of Bryan, Texas
Revenues by Type - All Funds
Fiscal Year 2014

Revenues:	Taxes	Franchise Fees	Licenses & Permits	Intergovernmental	Charges for Services	Fines, Forfeits & Penalties	Investment Earnings / Misc. Income	Right of Way & Transfers	Total
Governmental Funds:									
General	\$ 32,716,622	\$ 2,075,982	\$ 605,605	\$ 1,178,939	\$ 4,387,400	\$ 1,915,150	\$ 1,508,465	\$ 12,028,858	\$ 56,417,021
Debt Service	7,484,416						687,236	2,563,716	10,735,368
Hotel/Motel Tax	655,400						3,000		658,400
Court Technology						45,000	1,100		46,100
Street Improvement Fund					5,280,000		41,625		5,321,625
Drainage Improvement					900,000		43,700		943,700
Community Development				2,268,648					2,268,648
TIRZ #8-Park Hudson									-
TIRZ #10-Traditions	869,596			550,649			100	-	1,420,345
TIRZ #19-Nash Street	112,907						475	50,000	162,907
TIRZ #21-Downtown Bryan	85,686						100		86,161
TIRZ #22 - Target	160,541			119,769					280,410
Grant Fund				-			-		-
Enterprise Funds:									
BTU-City					172,091,110				172,091,110
BTU-Rural					33,511,312				33,511,312
Water					12,422,900		204,761		12,627,661
Wastewater					12,657,400		224,129		12,881,529
Solid Waste					7,540,250		107,273		7,647,523
Airport					510,880		66,300	110,000	687,180
Bryan Commerce & Dev.									-
Internal Service Funds:									
Self-Insurance Fund							1,476,500		1,476,500
Employee Benefits							8,460,231		8,460,231
Warehouse Fund							243,395		243,395
Total Revenues	\$ 42,085,168	\$ 2,075,982	\$ 605,605	\$ 4,118,005	\$ 249,301,252	\$ 1,960,150	\$ 13,068,390	\$ 14,752,574	\$ 327,967,126

City of Bryan, Texas
Expenses - by Category
Fiscal Year 2014

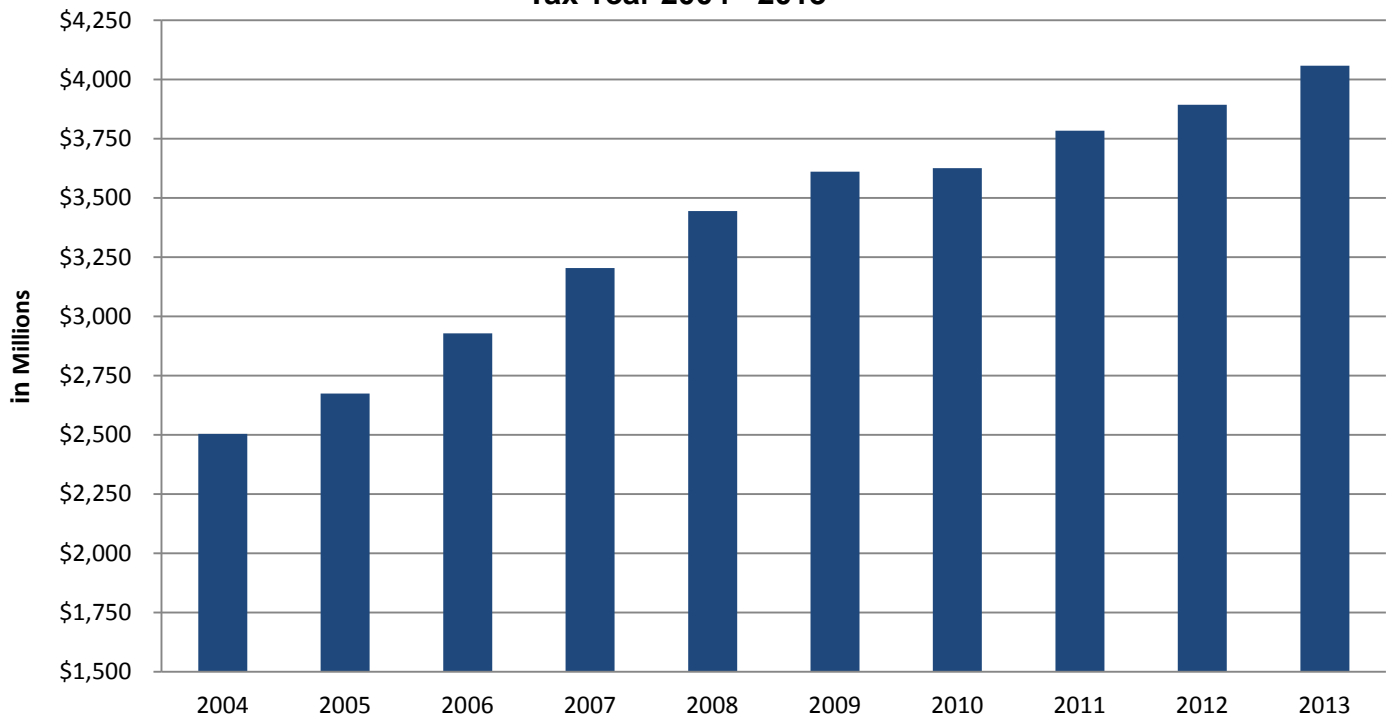
Expenses:	Salary & Benefits	Supplies	Maintenance & Services	Miscellaneous	Capital Outlay	Debt Service	Transfers	Admin. Reimb./ Transfers In	Total
Governmental Funds:									
General	\$ 43,162,167	\$ 2,321,767	\$ 6,277,805	\$ 7,253,531	\$ 1,069,859	\$ -	\$ 515,867	\$ (3,464,278)	\$ 57,136,717
Debt Service						10,804,864			10,804,864
Hotel/Motel Tax				563,039					563,039
Court Technology		3,000	30,000		24,000				57,000
Street Improvement Fund			8,592,900			259,643			8,852,543
Drainage Improvement			884,500						884,500
Community Development	394,536	5,600	1,793,711	74,801					2,268,648
TIRZ #8-Park Hudson									-
TIRZ #10-Traditions				25,000			1,392,002		1,417,002
TIRZ #19-Nash Street							156,331		156,331
TIRZ #21-Downtown Bryan									
TIRZ #22 - Target				25,000			395,009		420,009
Grant Fund	-								-
Enterprise Funds:									
BTU-City	10,432,008	97,833,090	23,237,794	3,291,679	10,045,610	21,563,753	10,202,226	(1,331,857)	175,274,304
BTU-Rural	584,504	24,198,335	2,997,540	296,837	4,291,296	1,144,668			33,513,180
Water	2,318,148	300,488	2,531,602	1,193,313	3,188,000	3,940,530	1,052,031		14,524,112
Wastewater	2,664,118	559,066	2,105,106	1,178,280	2,034,000	3,446,841	1,022,101		13,009,512
Solid Waste	2,384,729	698,647	483,504	2,088,065	619,115		1,037,937		7,311,997
Airport	108,070	302,075	82,800		110,000	4,542			607,487
Bryan Commerce & Dev.			36,284						36,284
Internal Service Funds:									
Self-Insurance Fund	441,531	24,700	782,889	1,185,091			150,000		2,584,211
Employee Benefits			15,400	8,459,119					8,474,519
Warehouse Fund	210,451	14,578	11,111	63,026	100,000				399,166
Total Expenses	\$ 62,700,262	\$ 126,261,346	\$ 49,862,946	\$ 25,696,781	\$ 21,481,880	\$ 41,164,841	\$ 15,923,504	\$ (4,796,135)	\$ 338,295,425

CITY OF BRYAN, TEXAS
PROPERTY TAX CALCULATION AND DISTRIBUTION
Fiscal Year 2014

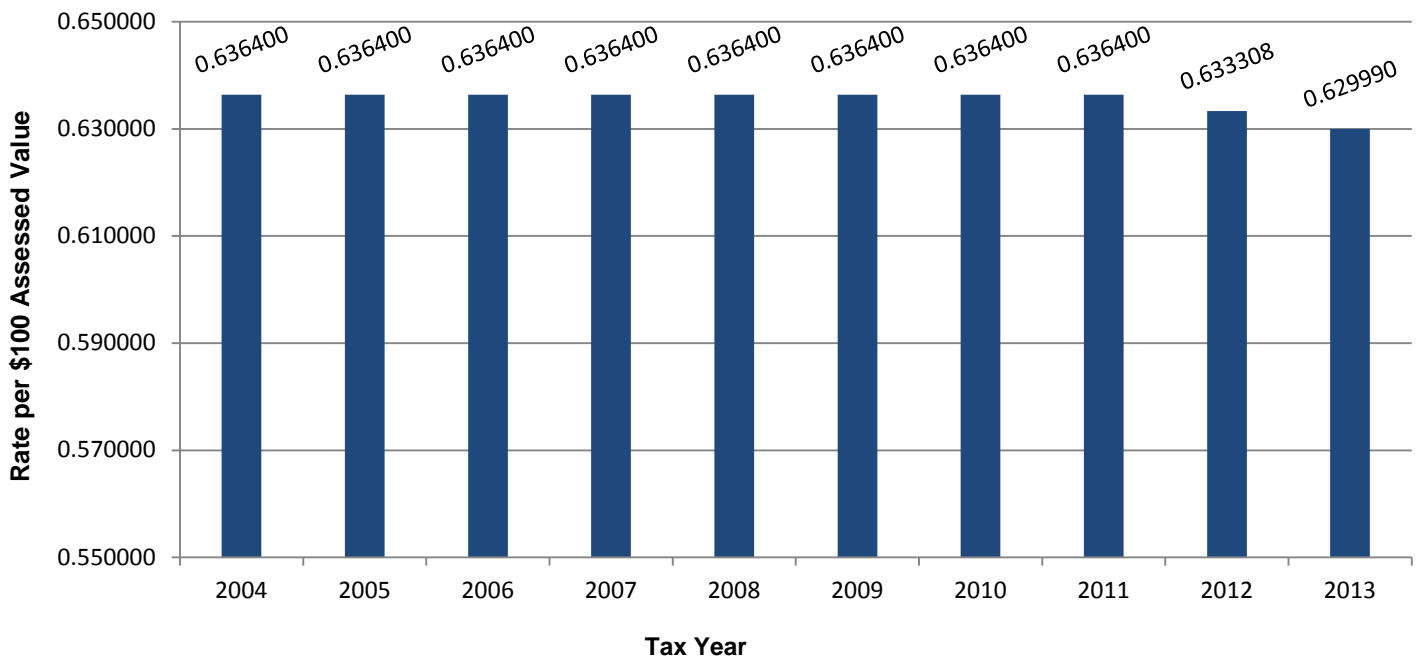
2013 ESTIMATED Tax Roll and Levy	FY2014	FY2013 for Comparison
Assessed Valuation (100%)	\$ 5,238,621,514	\$ 5,051,467,186
Growth in Assessed Valuation	3.70%	
Net Taxable Value (Before Freeze)	\$ 4,058,125,914	\$ 3,892,979,897
Growth in Net Taxable (Before Freeze)	4.24%	
Less: Freeze Taxable /Transfer Adjustmen	439,147,095	393,958,972
% Change Freeze Taxable	11.47%	
Total Taxable	\$ 3,618,978,819	\$ 3,499,020,925
	3.43%	
Rate Per \$100 of Assessed Valuation	0.629990	0.633308
Tax	\$ 22,799,205	\$ 22,159,579
	2.89%	
Add: Freeze Ceilings	2,500,808	2,244,523
	11.42%	
Total Tax Levy	\$ 25,300,013	\$ 24,404,102
% Change Total Tax Levy	3.67%	

ESTIMATED Distribution:	Tax Rate	% of Total	FY2014	FY2013
General Fund	\$ 0.434109	59.15%	\$ 14,963,959	\$ 14,657,502
General Fund - Freeze Ceiling	\$ 0.434109		1,622,908	1,475,842
			\$ 16,586,868	\$ 16,133,344
			2.81%	
Debt Service	\$ 0.195881	26.69%	6,752,118	6,560,953
Debt Service - Freeze Ceiling	\$ 0.195881		732,298	660,612
			\$ 7,484,416	\$ 7,221,565
			3.64%	
TIRZ 10 - Traditions	\$ 0.629990	3.44%	\$ 869,596	\$ 720,733
Projected Growth			20.65%	
TIRZ 19 - Nash Street	\$ 0.629990	0.45%	\$ 112,907	\$ 108,586
Projected Growth			3.98%	
TIRZ 21 - Downtown	\$ 0.629990	0.34%	\$ 85,686	\$ 79,296
Projected Growth			8.06%	
TIRZ 22 - Lauth	\$ 0.629990	0.63%	\$ 160,541	\$ 140,578
Projected Growth			14.20%	
Total Tax Levy			\$ 25,300,013	\$ 24,404,102

**Net Taxable Property Value
Tax Year 2004 - 2013**



**Property Tax Rate
Tax Year 2004 - 2013**



**Summary of Authorized/Budgeted Full-Time Positions
With Salary and Benefits
Fiscal Year 2014**

Department	FY2012 Adopted	FY2013 Amended	FY2014 Adopted	Variance from FY13-FY14	FY2012 Adopted	FY2013 Amended	FY2014 Adopted	Variance from FY13-FY14
General Fund:								
<i>Public Safety:</i>								
Municipal Court	16.00	16.00	16.00	0.00	\$ 873,811	\$ 873,464	\$ 915,516	\$ 42,052
Police Services	171.00	167.00	173.00	6.00	13,658,914	13,814,649	14,638,457	823,808
Fire & Emergency Ops Center	114.00	115.00	122.00	7.00	9,834,495	9,981,655	10,881,521	899,866
Bryan Animal Center	0.00	9.00	9.00	0.00	-	507,259	525,642	18,383
<i>Total Public Safety</i>	301.00	307.00	320.00	13.00	24,367,220	25,177,027	26,961,136	1,784,109
<i>Public Works:</i>								
Engineering Services	16.03	14.04	14.00	-0.04	1,107,433	1,131,832	1,150,265	18,433
Streets & Drainage	28.03	20.10	19.00	-1.10	1,362,886	1,058,966	995,656	(63,310)
Traffic Operations	10.03	10.03	9.00	-1.03	641,322	648,940	586,446	(62,494)
<i>Total Public Works</i>	54.09	44.17	42.00	-2.17	3,111,641	2,839,738	2,732,367	(107,371)
<i>Development Services</i>								
Development Services	25.00	24.00	19.00	-5.00	1,512,340	1,603,059	1,226,999	(376,060)
Code Enforcement	0.00	0.00	4.00	4.00	-	-	231,298	231,298
Community Development Admin.	0.25	0.50	0.50	0.00	27,719	56,069	58,625	2,556
<i>Total Development Services</i>	25.25	24.50	23.50	-1.00	1,540,059	1,659,128	1,516,922	(142,206)
<i>Community Services:</i>								
Bryan/C.S. Library Serv.	35.00	39.00	39.00	0.00	2,016,861	2,012,602	2,068,136	55,534
Parks and Recreation	19.00	21.00	18.00	-3.00	2,003,133	2,080,265	1,652,238	(428,027)
Golf Course	0.00	0.00	5.00	5.00	-	-	487,132	487,132
<i>Total Community Services</i>	54.00	60.00	62.00	2.00	4,019,994	4,092,867	4,207,506	(372,493)
<i>Support Services:</i>								
Fiscal Services	13.00	13.00	13.00	0.00	929,505	1,032,485	1,141,692	109,207
Information Technology	15.00	16.00	16.00	0.00	1,188,015	1,303,110	1,475,213	172,103
Human Resources	5.00	5.00	5.00	0.00	362,640	368,936	457,409	88,473
Facility Services	22.03	17.03	17.00	-0.03	1,170,256	996,709	1,012,986	16,277
Fleet Services	11.03	11.05	11.37	0.32	643,744	658,742	683,816	25,074
<i>Total Support Services</i>	66.06	62.08	62.37	0.28	4,294,160	4,359,982	4,771,116	411,134
<i>General Administration:</i>								
Executive Services	5.00	7.00	8.00	1.00	722,762	804,902	1,225,938	421,036
Internal Audit	1.00	1.00	1.00	0.00	137,066	135,426	140,494	5,068
City Secretary	6.00	6.00	6.00	0.00	399,157	399,374	423,461	24,087
City Council Services	0.00	0.00	0.00	0.00	-	68	68	-
Communications & Marketing	5.00	5.00	5.00	0.00	374,666	403,622	411,124	7,502
Neighborhood & Youth Services	1.00	1.00	1.00	0.00	118,548	120,352	123,647	3,295
Legal Services	6.00	6.00	6.00	0.00	605,136	626,950	648,388	21,438
<i>Total General Administration</i>	24.00	26.00	27.00	1.00	2,357,335	2,490,694	2,973,120	482,426
Total General Fund	524.40	523.75	536.87	13.12	\$ 39,690,409	\$ 40,619,436	\$ 43,162,167	\$ 2,055,599
Other Funds:								
<i>Enterprise Funds:</i>								
Water Services	36.40	35.90	35.92	0.02	\$ 2,218,728	\$ 2,238,792	\$ 2,318,148	\$ 79,356
Wastewater Services	44.30	40.80	40.82	0.02	2,590,655	2,547,428	2,664,118	116,690
Solid Waste Fund	52.15	46.05	44.00	-2.05	2,698,841	2,440,963	2,384,729	(56,234)
Airport	2.00	1.00	1.00	0.00	132,162	105,445	108,070	2,625
BTU Operations	181.00	177.00	184.00	7.00	N/A	9,713,406	11,016,512	1,303,106
<i>Special Revenue Funds:</i>								
Community Development	5.75	5.50	5.50	0.00	427,728	397,204	394,536	(2,668)
Grant Fund	4.00	4.00	0.00	-4.00	241,371	262,759	-	(262,759)
<i>Internal Service Fund:</i>								
Self Insurance Fund	6.00	6.00	6.00	0.00	419,731	425,325	441,531	16,206
Warehouse	4.00	4.00	3.89	-0.11	205,151	208,101	210,451	2,350
Total Other Funds	335.60	320.25	321.13	0.88	\$ 8,934,367	\$ 18,339,423	\$ 19,538,095	\$ 1,198,672
Total All Funds	860.00	844.00	858.00	14.00	\$ 48,624,776	\$ 58,958,859	\$ 62,700,262	\$ 3,254,271

GENERAL FUND OVERVIEW

FUND DESCRIPTION

This fund accounts for resources traditionally associated with the basic functions of government. These basic functions include public safety, public works, development services, community services, support services, and general administration.

During the budget process, it is the General Fund which receives the most scrutiny from city staff, the council, and the public. The attention is deserved because it is this fund that reflects most of the critical issues affecting the community, from establishing a tax rate to determining employee staffing and benefits.

The budget for the General Fund is prepared using the modified accrual basis of accounting. Under this basis of accounting, revenues are recognized when they become both measurable and available to finance expenditures of the current period except where the accrual basis is specified by Generally Accepted Accounting Principles (GAAP). Revenues are considered to be available when they are collected within the current period or soon thereafter to pay liabilities of the current period. Expenditures in the governmental funds are recognized in the period in which the liability is incurred, if measurable.

The following narrative reports the major aspects of the General Fund budget for both concluding and new fiscal years. Operational accomplishments and goals are reported in the department narratives.

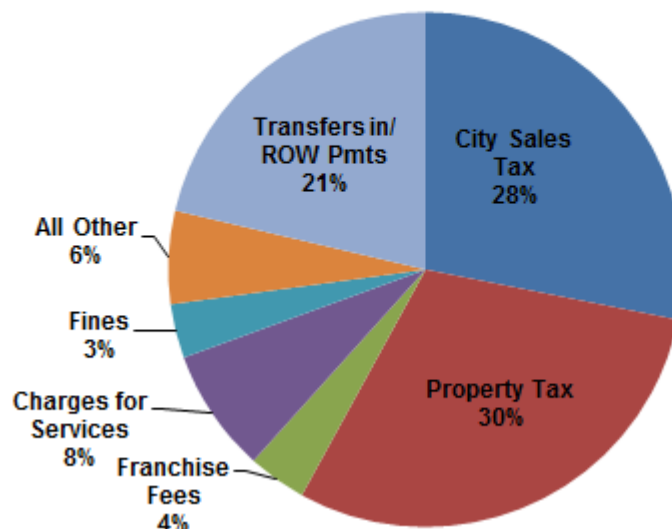
FISCAL YEAR 2014 REVENUES

The FY2014 Budget includes combined revenues, transfers in and right of way payments of \$56,417,021. Revenues of \$44,388,163 account for the majority of the inflows for the General Fund. Right-of-way payments are budgeted at \$11,828,858 and a transfer in of \$200,000 from the Solid Waste Fund is also planned, for a combined total of \$12,028,858. This represents an increase of \$890,284 (8.0%) from the FY2013 adopted budget of \$11,138,574.

Total tax revenues are budgeted at \$34,792,604 and include sales tax receipts, property tax, and franchise fees. Property tax revenue (including penalty and interest received on property tax) is expected to increase \$469,024. Sales tax of \$15,869,754 and property taxes of \$16,846,868 account for 58% of the General Fund revenue. Sales tax revenue is budgeted at a 5.8% increase above the FY2013 budget amount of \$14,998,500. Other revenue sources include licenses and permits, grants, charges for services, fines, operating income and miscellaneous income. Detailed amounts for these sources can be found on the General Fund Summary of Revenues.

Proceeds from land sales and auction proceeds are reported as Proceeds GFA (General Fixed Assets) Disposition. The FY2013 projected amount includes the revenues received from Traditions land sales. Proceeds from the sale of Bryan Commerce & Development (BCD) properties, including the LaSalle Hotel, are included in the FY2013 projected Transfers in/ROW Pmts.

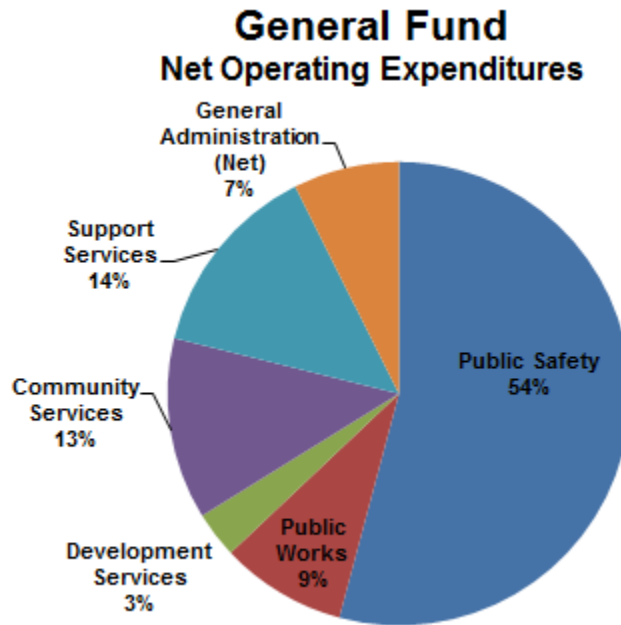
**General Fund
Revenues, Transfers in & ROW Pmts**



FISCAL YEAR 2014 EXPENDITURES

General Fund operating expenditures, net of administrative reimbursements, for FY2014 are budgeted at \$56,036,717.

General Fund expenditures are categorized by operational function under the broad categories of Public Safety, Public Works, Development Services, Community Services, Support Services, and General Administration. Administrative reimbursements represent services provided by the General Fund to other funds and carried as a reduction to expenditures in the General Fund. Detailed departments are shown on the General Fund Expense Summary. Departmental summary pages provide budgeted detail by function and category.

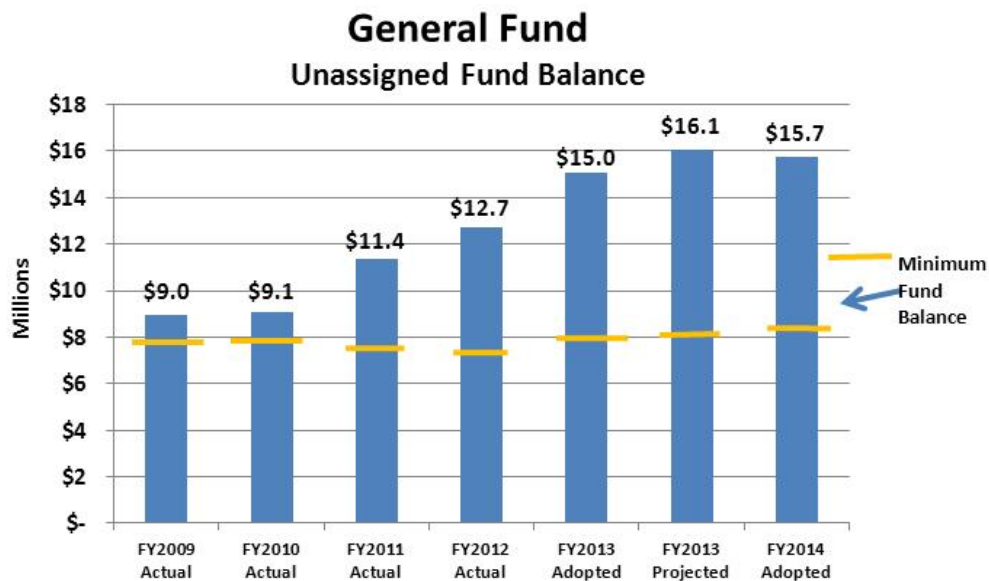


FISCAL YEAR 2014 NON-OPERATING EXPENDITURES

General Fund non-operating expenditures of \$1,100,000 are included for economic development in the Texas Triangle Park.

FUND BALANCE

The Ending Unassigned Fund Balance of \$15,739,318, as calculated in compliance with Government Accounting Standards Board (GASB) Statement No. 54, exceeds the 60 day fund balance policy amount of \$9,339,453.



CITY OF BRYAN, TEXAS
General Fund Summary
Fiscal Year 2014

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	\$ Change /FY13	% Change /FY13
<u>Revenues</u>							
City Sales Tax	\$ 14,814,931	\$ 14,998,500	\$ 14,998,500	\$ 15,407,528	\$ 15,869,754	\$ 871,254	5.8%
Property Tax	15,487,774	16,377,844	16,377,844	16,397,982	16,846,868	469,024	2.9%
Franchise Fees	1,963,381	2,042,982	2,042,982	1,973,640	2,075,982	33,000	1.6%
Licenses & Permits	592,784	584,755	584,755	605,867	605,605	20,850	3.6%
Grants	1,343,302	976,820	976,820	1,013,136	1,178,939	202,119	20.7%
Charges for Services	3,846,147	4,246,489	4,246,489	4,528,597	4,387,400	140,911	3.3%
Fines	1,844,317	1,950,000	1,950,000	1,876,465	1,915,150	(34,850)	-1.8%
Miscellaneous	716,383	834,890	834,890	919,818	873,000	38,110	4.6%
Proceeds GFA Disposition	47,265	1,500,000	1,500,000	1,293,141	635,465	(864,535)	-57.6%
Subtotal Revenues	40,656,283	43,512,280	43,512,280	44,016,174	44,388,163	875,883	2.0%
Transfers in/ROW Pmts	11,101,783	11,138,574	16,763,772	16,763,772	12,028,858	890,284	8.0%
Total Revenues, Transfers & ROW	51,758,066	54,650,854	60,276,052	60,779,946	56,417,021	1,766,167	3.2%
<u>Operating Expenditures:</u>							
Public Safety	26,792,401	28,430,904	28,552,272	29,187,094	30,346,552	1,915,648	6.7%
Public Works	4,697,262	4,883,559	4,900,339	4,667,876	4,935,644	52,085	1.1%
Development Services	1,660,066	1,859,653	1,889,653	1,876,752	1,800,376	(59,277)	-3.2%
Community Services	6,335,536	6,819,557	7,182,040	7,131,587	7,103,361	283,804	4.2%
Support Services	6,011,080	6,963,532	7,126,061	6,720,533	7,703,996	740,464	10.6%
General Administration	6,844,906	7,089,527	7,532,349	7,367,844	7,611,066	521,539	7.4%
Administrative Reimbursements	(3,515,703)	(3,336,120)	(3,336,120)	(3,403,376)	(3,464,278)	(128,158)	3.8%
Operating Expenditures	48,825,549	52,710,612	53,846,594	53,548,310	56,036,717	3,326,105	6.3%
Non Operating Expenditures	-	-	4,094,643	4,095,440	1,100,000	1,100,000	100.0%
Total Expenditures	48,825,549	52,710,612	57,941,237	57,643,750	57,136,717	4,426,105	8.4%
Net Increase/(Decrease)	2,932,517	1,940,242	2,334,815	3,136,196	(719,696)		
Beginning Fund Balance	13,210,298	15,010,048	16,142,815	16,142,815	19,279,011		
Ending Fund Balance	16,142,815	16,950,290	18,477,630	19,279,011	18,559,315		
<u>Reductions for Encumbrances and Other</u>							
Encumbrances	(193,524)	(515,336)	-	-	-		
Other Assignments	(3,228,117)	(1,390,732)	(3,228,117)	(3,228,117)	(3,000,997)		
Spending Against Restricted Funds			61,000		181,000		
Ending Unassigned Fund Balance	\$ 12,721,174	\$ 15,044,222	\$ 15,310,513	\$ 16,050,894	\$ 15,739,318		
# of Days of Reserve	94	103	102	108	101		
Fund Balance Reserve Requirement:							
(60 days operating expenses)	\$ 8,137,591	\$ 8,785,102	\$ 8,974,432	\$ 8,924,718	\$ 9,339,453		
# of Days Required	60	60	60	60	60		

CITY OF BRYAN, TEXAS
General Fund Revenue Summary
Fiscal Year 2014

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	\$ Chng FY13 Adptd	% Chng FY13 Adptd
Taxes							
City Sales Tax	\$ 14,814,931	\$ 14,998,500	\$ 14,998,500	\$ 15,407,528	\$ 15,869,754	\$ 871,254	5.8%
Property Tax	15,487,774	16,377,844	16,377,844	16,397,982	16,846,868	469,024	2.9%
Franchise Fees	1,963,381	2,042,982	2,042,982	1,973,640	2,075,982	33,000	1.6%
<i>Total Taxes</i>	<u>32,266,086</u>	<u>33,419,326</u>	<u>33,419,326</u>	<u>33,779,150</u>	<u>34,792,604</u>	<u>1,373,278</u>	<u>4.1%</u>
Licenses & Permits							
Business	31,954	29,865	29,865	38,105	38,385	8,520	28.5%
Building Permits/Inspections	560,830	554,890	554,890	567,762	567,220	12,330	2.2%
<i>Total Licenses & Permits</i>	<u>592,784</u>	<u>584,755</u>	<u>584,755</u>	<u>605,867</u>	<u>605,605</u>	<u>20,850</u>	<u>3.6%</u>
Grants							
Federal	284,505	-	-	-	122,000	122,000	-
State	8,555	-	-	35,000	-	-	-
Local Government	1,017,266	945,820	945,820	947,136	1,025,939	80,119	8.5%
Private	32,976	31,000	31,000	31,000	31,000	-	0.0%
<i>Total Grants</i>	<u>1,343,302</u>	<u>976,820</u>	<u>976,820</u>	<u>1,013,136</u>	<u>1,178,939</u>	<u>202,119</u>	<u>20.7%</u>
Charges for Services							
General Government	65,314	118,850	118,850	77,167	85,700	(33,150)	-27.9%
Public Safety	698,317	809,039	809,039	837,930	847,400	38,361	4.7%
Mowing & Demo	42,050	30,000	30,000	60,000	60,000	30,000	100.0%
Ambulance & Vital Stats.	1,397,867	1,613,500	1,613,500	1,777,000	1,806,500	193,000	12.0%
Recreation	1,581,415	1,516,000	1,516,000	1,717,000	1,527,300	11,300	0.7%
Library	61,185	59,500	59,500	59,500	60,500	1,000	1.7%
<i>Total Charges for Services</i>	<u>3,846,147</u>	<u>4,146,889</u>	<u>4,146,889</u>	<u>4,528,597</u>	<u>4,387,400</u>	<u>240,511</u>	<u>5.8%</u>
Other Income							
Fines	1,844,317	1,950,000	1,950,000	1,876,465	1,915,150	(34,850)	-1.8%
Miscellaneous	716,383	934,490	934,490	919,818	873,000	(61,490)	-6.6%
Proceeds GFA Disposition	47,265	1,500,000	1,500,000	1,293,141	635,465	(864,535)	-57.6%
<i>Total Other Income</i>	<u>2,607,965</u>	<u>4,384,490</u>	<u>4,384,490</u>	<u>4,089,424</u>	<u>3,423,615</u>	<u>(960,875)</u>	<u>-21.9%</u>
Total Revenues	<u>\$ 40,656,283</u>	<u>\$ 43,512,280</u>	<u>\$ 43,512,280</u>	<u>\$ 44,016,174</u>	<u>\$ 44,388,163</u>	<u>\$ 875,883</u>	<u>2.0%</u>

CITY OF BRYAN, TEXAS
General Fund Expense Summary
Fiscal Year 2014

	FY2012 Actuals	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	\$ Chng FY13 Adptd	% Chng FY13 Adptd
Public Safety							
Municipal Court	\$ 1,271,478	\$ 1,399,931	\$ 1,399,931	\$ 1,394,397	\$ 1,421,563	\$ 21,632	1.5%
Police Services	14,664,844	15,105,077	15,152,767	15,723,923	16,035,982	930,905	6.2%
Fire & Emergency Ops Center	10,856,079	11,227,478	11,301,156	11,428,386	12,175,498	948,020	8.4%
Bryan Animal Center	-	698,418	698,418	640,388	713,509	15,091	2.2%
<i>Total Public Safety</i>	26,792,401	28,430,904	28,552,272	29,187,094	30,346,552	1,915,648	6.7%
Public Works							
Engineering Services	1,148,772	1,241,350	1,241,350	1,229,772	1,387,624	146,274	11.8%
Streets & Drainage	1,706,100	1,971,329	1,971,329	1,812,631	1,906,569	(64,760)	-3.3%
Traffic Operations	1,842,390	1,670,880	1,687,660	1,625,473	1,641,451	(29,429)	-1.8%
<i>Total Public Works</i>	4,697,262	4,883,559	4,900,339	4,667,876	4,935,644	52,085	1.1%
Development Services							
Development Services	1,628,036	1,799,671	1,829,671	1,819,877	1,465,546	(334,125)	-18.6%
Code Enforcement	-	-	-	-	275,892	275,892	100.0%
Community Development Admin	32,029	59,982	59,982	56,875	58,938	(1,044)	-1.7%
<i>Total Development Services</i>	1,660,066	1,859,653	1,889,653	1,876,752	1,800,376	(59,277)	-3.2%
Community Services							
Bryan/College Station Library Services	2,275,679	2,363,576	2,424,576	2,488,957	2,417,912	54,336	2.3%
Parks & Recreation	2,832,829	3,219,722	3,255,560	3,259,295	3,461,110	241,388	7.5%
Texas Reds	267,700	184,696	450,341	362,982	208,596	23,900	12.9%
Golf Course	959,329	1,051,563	1,051,563	1,020,353	1,015,743	(35,820)	-3.4%
<i>Total Community Services</i>	6,335,536	6,819,557	7,182,040	7,131,587	7,103,361	283,804	4.2%
Support Services							
Fiscal Services	1,090,877	1,336,008	1,336,008	1,330,390	1,440,415	104,407	7.8%
Information Technology	2,154,459	2,578,652	2,724,536	2,447,475	3,051,435	472,783	18.3%
Human Resources	489,728	565,885	565,885	569,738	618,408	52,523	9.3%
Facility Services	1,648,922	1,739,394	1,756,039	1,692,780	1,827,171	87,777	5.0%
Fleet Services	627,093	743,593	743,593	680,150	766,567	22,974	3.1%
<i>Total Support Services</i>	6,011,080	6,963,532	7,126,061	6,720,533	7,703,996	740,464	10.6%
General Administration							
Executive Services	921,402	1,028,232	1,143,900	1,215,208	1,540,944	512,712	49.9%
Internal Audit	136,937	140,164	140,164	140,160	145,182	5,018	3.6%
City Secretary	484,455	574,736	574,736	574,736	593,886	19,150	3.3%
City Council Services	181,063	233,418	233,418	233,362	236,580	3,162	1.4%
Communications & Marketing	298,990	463,245	463,245	463,147	538,858	75,613	16.3%
Neighborhood & Youth Services	135,131	146,780	146,780	146,780	175,075	28,295	19.3%
Legal Services	648,463	683,047	683,047	665,952	703,515	20,468	3.0%
<i>Total General Administration</i>	2,806,440	3,269,622	3,385,290	3,439,345	3,934,040	664,418	20.3%
Payments to Other Agencies	4,038,466	3,819,905	4,147,059	3,928,499	3,677,026	(142,879)	-3.7%
<i>Total Admin & Pmts to Others</i>	6,844,906	7,089,527	7,532,349	7,367,844	7,611,066	521,539	7.4%
Administrative Reimbursements	(3,515,703)	(3,336,120)	(3,336,120)	(3,403,376)	(3,464,278)	(128,158)	3.8%
Non-Operating Expense	-	-	4,094,643	4,095,440	1,100,000	1,100,000	100.0%
Net Expenditures	\$ 48,825,549	\$ 52,710,612	\$ 57,941,237	\$ 57,643,750	\$ 57,136,717	\$4,426,105	8.4%

Municipal Court

Mission Statement

The mission of Municipal Court is to serve the public in a fair, efficient and accountable manner while contributing to the quality of life in our community by impartially administering justice.

Strategic Initiatives

- Provide efficient case flow management to ensure that every litigant receives procedural due process and equal protection.
- Provide efficient processing of citations filed with the court by various agencies.
- Provide prompt processing of the court's writs and warrants.
- Continue to investigate and evaluate means by which Information Technology can improve court operations and the quality of justice.
- Execute all of the Court's writs and warrants in an efficient, timely manner.

Fiscal Year 2013 Accomplishments

- Received the Texas Municipal Courts Education Center, Traffic Safety Initiative Award for medium size courts for the third time.
- Municipal Court celebrated Texas Municipal Courts Week with several in-house and one public event.
- Participated in the Great State of Texas 2013 Warrant Roundup clearing additional outstanding warrants.
- Five Teen Courts in operation at Bryan High, Rudder High, Collegiate High Schools, Jane Long and Stephen F. Austin middle school to mitigate juvenile recidivism.
- Cleaned up and closure of old cases to better depict court's pending case load on the new Texas Office of Court Administration monthly report.
- Reclassification/ upgrade of a city marshal position to a supervisory city marshal position.
- Implementation and deployment of GovPay credit card system providing Class C misdemeanants' additional means to bond out of jail or pay their fines at booking time.
- Five staff members have maintained and retained Court Clerk Certification – Two clerks at Level I and Three at Level II.
- Presiding Judge and Associates have attended and complied with mandatory judicial continuing education.
- Court Administrator earned the nationally recognized Institute of Court Management, Certified Court Executive certification, June 2012.

Fiscal Year 2014 Goals and Objectives

- Improve the security of citizens, defendants and court staff by purchasing and implementing a front door security screening and walk through system.
- Improve court processing and means by which defendants can pay their outstanding fines through technological capabilities, including Payment Kiosks.
- Developing and Implementing a Succession Plan for Municipal Court.
- Review, inspect and develop more efficient and effective processes for handling juvenile cases in accordance with statutory guidelines.
- Improve the Court's Web page to better facilitate citizen accessibility to Court processes and procedures.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 874,589	\$ 873,464	\$ 873,464	\$ 869,257	\$ 915,516
Supplies	32,340	38,674	38,674	36,874	38,674
Maintenance & Services	216,214	241,576	241,576	242,049	241,676
Miscellaneous/Admin Reimb	148,335	206,217	206,217	206,217	193,497
Capital Outlay	-	40,000	40,000	40,000	32,200
Total Expenses	\$ 1,271,478	\$ 1,399,931	\$ 1,399,931	\$ 1,394,397	\$ 1,421,563

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Municipal Court Manager	1	1	1	1	1
City Marshal/Bailiff	4	4	4	4	4
Deputy Court Clerk	7	7	7	7	7
Municipal Court Administrative Asst.	1	1	1	1	1
Warrant Technician	1	1	1	1	1
Juvenile Case Coordinator	1	1	1	1	1
Community Services Coordinator	1	1	1	1	1
Total	16	16	16	16	16

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
% of warrant service targets achieved	90%	90%	90%	90%	90%
# of warrants served	6,229	3,500	3,500	3,500	3,500
Revenue collected on outstanding warrants	\$ 492,341	\$ 400,000	\$ 400,000	\$ 400,000	\$ 400,000
Avg. # of days to process citations	4	4	4	4	4
# of cases filed	18,113	17,500	17,500	17,500	17,500
# of community service cases	192	400	400	300	300
# of warrants issued	2,746	3,000	3,000	3,000	3,000
# of Teen Court sessions	34	40	40	74	50

Police Services

Mission Statement

The Bryan Police Department is committed to providing superior police services to the public in order to protect life, property and freedoms secured by the Constitution. We will identify and solve problems by forming partnerships with citizens to enhance the quality of life within our community.

Strategic Initiatives

- Reduce the incidence of crime through the employment of emerging technologies and programs.
- Increase collaboration with regional criminal justice agencies to improve effectiveness.
- Enhance law enforcement service delivery to the community.
- Strengthen community partnership to enhance the quality of life for all citizens.
- Recruit and train a police force capable of accomplishing the stated mission of the Bryan Police Department.
- Continue CompStat process to reduce crime and improve quality of life.

Fiscal Year 2013 Accomplishments

- Reduced reported Part I Uniform Crime Rate (UCR) by seventeen percent (17%) in calendar year 2012.
- Improved the Part I UCR clearance rate to thirty-eight point six percent (38.6%) in calendar year 2012.
- Reviewed and revised the department's strategic plan.
- Alarm fees collected up thirteen percent (13%) for calendar year 2012.
- Traffic stops increased by seven percent (7%) for calendar year 2012.
- Created and filled a Crime Lab Technician position in calendar year 2012.
- Continued calibration with our citizens through the Community Advisory Council and English and Spanish Citizen Police Academy's.
- Maintained a collaborative regional chief administrators meeting to maximize policing effectiveness.

Fiscal Year 2014 Goals and Objectives

- Reduce Part I UCR crime rate by five percent (5%).
- Initiate a Junior Citizen Police Academy to enhance recruiting and citizen's involvement.
- Improve Part 1 UCR clearance rate to forty percent (40%).
- Continue planning a weapons firing range to achieve a reduction in weapons qualification expenses.
- Continue planning a joint vehicle storage lot.
- Expand reserve police force by two personnel.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 13,490,466	\$ 13,779,939	\$ 13,814,649	\$ 14,404,542	\$ 14,638,457
Supplies	570,600	514,089	527,069	510,754	511,039
Maintenance & Services	380,303	377,870	377,870	388,044	389,515
Miscellaneous/Admin Reimb	106,597	129,490	129,490	121,583	145,590
Capital Outlay	116,879	303,689	303,689	299,000	351,381
Total Expenses	\$ 14,664,845	\$ 15,105,077	\$ 15,152,767	\$ 15,723,923	\$ 16,035,982

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Accreditation Manager	1	1	1	1	1
Animal Control Officer	4	-	-	-	-
Animal Control Supervisor	1	-	-	-	-
Assistant Police Chief	3	2	2	2	2
Auxiliary Services Manager	1	1	1	1	1
CID Secretary	1	1	1	1	1
Crime Analyst	1	1	1	1	1
Crime Scene Unit Supervisor	1	1	1	1	1
Crime Scene Investigator	1	-	-	-	-
Crime Scene Technician	1	2	2	2	2
Crime Victims Assistance Coordinator	2	2	2	2	2
Field Operations Bureau Secretary	1	-	-	-	-
Intake Specialist	8	7	7	7	7
Intake Supervisor	1	1	1	1	1
Investigative Assistant	3	3	3	3	3
Patrol Services Bureau Asst.	-	1	1	1	1
Police Chief	1	1	1	1	1
Police Clerk	1	1	1	1	1
Police Finance Assistant	1	1	1	1	1
Police Lieutenant	6	6	6	6	6
Police Officer	102	103	103	103	109
Police Sergeant	20	20	20	20	20
Police Staff Assistant	1	1	1	1	1
Property & Evidence Custodian	2	2	2	2	2
Records Clerk	7	7	7	7	7
Records Supervisor	1	1	1	1	1
Support Services Secretary	1	1	1	1	1
Total	173	167	167	167	173

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Part 1 Crimes reported	2,806	3,300	3,300	3,000	3,000
% of Part 1 Crimes solved	39%	32%	32%	38%	38%
% crime rate growth	-17%	-5%	-5%	-5%	-5%
Priority call response time (minutes)	6.0	6.0	6.0	6.0	6.0
Traffic accident rate (per 1,000)	20	20	20	21	21
Citizen complaints filed	9	8	8	9	9

*Police includes 2 new positions for FY14

*The Cops Grant expired at the end of FY13

*Moved Animal Control Officers to Animal Services for FY13

Fire & Emergency Operations Center

Mission Statement

The mission of Fire Services is to save lives, protect property and enhance the quality of life of the citizens of Bryan by providing quality and cost efficient services including fire prevention, fire suppression, rescue, emergency medical, emergency management, code enforcement and hazardous materials mitigation.

Strategic Initiatives

- Plan for future fire station locations and relocations to sustain or improve acceptable response times and to provide for adequate personnel and equipment response.
- Reduce average property loss by fire damage.
- Successfully utilize Records Management System (RMS)/ Computer Aided Dispatch (CAD) system.
- Prevent fires by active code enforcement, public education and effective fire investigation.
- Provide excellent customer service in fire suppression, emergency medical services, hazardous materials mitigation, technical rescue and homeland security issues.
- Protect the community from natural and man-made disasters through progressive emergency management leadership.
- Continue to provide excellent customer service through efficient and effective fiscal management.
- Improve both the quality and quantity of professional development opportunities for all fire department supervisors.

Fiscal Year 2013 Accomplishments

- Partnered with Bryan Emergency Physicians to provide local medical control.
- Developed Community Wildfire Protection Plan in conjunction with Texas A&M Forest Service.
- Developed Wildfire Pre-Attack Plan in conjunction with Texas A&M Forest Service.
- Received delivery of two new ¾ ton crew cab pick-ups.
- Replaced 72 breathing cylinders that reached end-of-life date.
- Created a citizen fire academy support team.
- Updated the patient care reporting software programs currently used by the fire department.
- Established Field Training Officer (FTO) program in EMS to assist in training new paramedics.
- Created Fire Department Strategic Plan.
- Became compliant with new state regulation to narrow-band all VHF radios
- Upgraded Mobile Command Post with satellite communications system with 2012 grant money
- Conducted 1,852 life safety and fire code inspections.
- Generated over \$29,424 in municipal court fines from fire code and life safety code violations.
- Interacted with 8,897 citizens in 91 events or programs in the fire prevention public education programs and Citizen's Fire Academy.
- Responded to 9,420 calls for Emergency Services.

Fiscal Year 2014 Goals and Objectives

- Increase staffing levels.
- Initiate wildland fire response capabilities.
- Increase certification pay for fire personnel.
- Initiate employee evaluation program for civil service employees.
- Continue to participate in the Federal Homeland Security Grant program.
- Review all forms and legal documents utilized by fire marshal's office.
- Review and update department mission and vision statements.
- Update permitting process in fire marshal's office.
- Update fire department fees.
- Acquire land for Station 2 relocation.

Fire & Emergency Operations Center

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 9,779,156	\$ 9,940,041	\$ 9,981,655	\$ 10,101,635	\$ 10,881,521
Supplies	493,339	608,701	632,947	634,717	609,151
Maintenance & Services	488,022	537,018	537,018	560,295	565,211
Miscellaneous/Admin Reimb	74,105	73,911	104,888	87,091	85,515
Capital Outlay	21,457	67,807	44,648	44,648	34,100
Total Expenses	\$ 10,856,079	\$ 11,227,478	\$ 11,301,156	\$ 11,428,386	\$ 12,175,498

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Fire Services	\$ 10,779,641	\$ 11,144,052	\$ 11,217,730	\$ 11,344,960	\$ 12,085,025
Emergency Operations Center	76,438	83,426	83,426	83,426	90,473
Total Expenses	\$ 10,856,079	\$ 11,227,478	\$ 11,301,156	\$ 11,428,386	\$ 12,175,498

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Fire Chief	1	1	1	1	1
Assistant Fire Chief	3	3	3	3	3
Fire Marshal	1	1	1	1	1
Deputy Fire Marshal	1	1	1	1	1
Battalion Chief	3	3	3	3	3
Lieutenant	21	21	21	21	21
Apparatus Operator	21	21	21	21	21
Fire Inspector/Lieutenant	2	2	2	2	3
Firefighter	57	57	57	57	63
Fire Services Administrative Assistant	1	1	1	1	1
Fire Services Clerk	2	3	3	3	3
Emergency Mgmt Coordinator	1	1	1	1	1
Total	114	115	115	115	122

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
% of Fire/EMS responses under 5 minutes	55%	56%	56%	54%	54%
# of residential/commercial fires	125	165	165	126	130
Value of property lost to fire	\$ 1,656,152	\$ 1,000,000	\$ 1,000,000	\$ 1,669,401	\$ 2,000,000
Value of property saved from fire	\$ 94,835,099	\$ 30,000,000	\$ 30,000,000	\$ 95,593,780	\$ 100,000,000
# of Civilian deaths	-	-	-	-	-
# of Civilian injuries due to fire	16	5	5	17	-
# of Firefighters with lost time injuries	-	-	-	4	-
# of Incidents with flame spread exceeding 3	23	20	20	25	25
# of Inspections	2,828	2,500	2,500	3,000	3,000
# of citizens trained in fire prevention	8,867	11,000	11,000	9,000	9,000
Total emergency responses	9,188	9,500	9,500	9,276	9,490
Total unit responses	14,921	16,000	16,000	15,064	15,207
Total EMS patients	6,053	6,500	6,500	6,111	6,169
Average calls per day	25	26	26	25	26
Average unit responses per day	41	43	43	41	42
# of Citizens Trained in BFD Citizen Fire Academy	18	20	20	20	40
Total funds obtained from Homeland Security Grant Program	\$ -	\$ 150,000	\$ 150,000	\$ 100,000	\$ 100,000

*Fire includes 7 new positions for FY14

Bryan Animal Center

Mission Statement

To provide the City of Bryan with quality animal control and temporary housing for animals in need, while giving health care and arranging for forever homes; and offering public education and low cost spay neuter programs to reduce the number of homeless animals while upholding and enforcing all city, state, and federal laws governing animal welfare.

Strategic Initiatives

- Provide every animal the best opportunity to be reunited with its owner, or to be adopted, fostered or rescued.
- To provide every animal entering the Bryan Animal Center with the best care possible while determining the best disposition for the animal.
- To educate the public about responsible pet care and ownership.
- Protect residents of Bryan from sick, vicious, or injured animals.
- Protect residents of Bryan from zoonotic diseases such as rabies.
- Protect, either by enforcement or education, animals within the City of Bryan from cruelty and neglect.
- Enforce the City of Bryan's animal ordinances while balancing flexibility and ethical practices.
- To foster relationships with the Community, local veterinarians, and partnering agencies.

Fiscal Year 2013 Accomplishments

- Successfully operated the Bryan Animal Center reaching and exceeding our yearly goals for FY 2013. This included maintaining a euthanasia rate of 45%. Successfully operated Bryan Animal Center reaching and exceeding our yearly goals for FY 2013. This included a current, as of April 2013, dog returned to owner in field rate of 38%.
- Successfully established and maintained good working relationships with numerous local and state animal groups, including a new outside group recently established to aid in placement of feral cats from the Bryan Animal Center.
- Successfully instituted a new feline Bordetella vaccine, drastically decreasing the incident of feline upper respiratory infection in our adoptable population.
- Received favorable reviews from State Veterinarian for annual inspection including cleanliness of facility, management structure, and overall animal health.

Fiscal Year 2014 Goals and Objectives

- Maintain Euthanasia rate below 50%
- Maintain an Adoption rate of 35%
- Continue to refine the policies and procedures for animal services to increase efficiency and effectiveness and eliminate redundancies.
- Respond to calls for animal assistance within 45 minutes from initial contact with dispatch.
- Conclude each call for service within 30 minutes from arrival to and departure from a scene.
- Attend 20 events in the community to promote education about animal ownership, adoptions, and to promote positive public relations regarding animal control.
- Return a minimum of 15% of dogs collected in the field by Animal Control Officers to their owners without the use of the Bryan Animal Center.
- Investigate options to deal with feral cats in the city limits.
- Increase the number of foster homes by 10%.
- Increase the number of rescue groups utilized for animal placement by 10%.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ -	\$ 507,259	\$ 507,259	\$ 474,734	\$ 525,642
Supplies	-	76,010	76,010	77,088	80,448
Maintenance & Services	-	43,779	43,779	37,766	46,719
Miscellaneous/Admin Reimb	-	70,550	70,550	50,800	60,700
Capital Outlay	-	820	820	-	-
Total Expenses	\$ -	\$ 698,418	\$ 698,418	\$ 640,388	\$ 713,509

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Animal Shelter Manager	-	1	1	1	1
Animal Care Technician	-	3	3	3	3
Lead Animal Control Officer	-	1	1	1	1
Animal Control Officer	-	4	4	4	4
Total	-	9	9	9	9

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Maintain an Adoption rate of 35%	N/A	35%	35%	36%	35%
Increase Rescue groups	N/A	21	21	50	55
Increase Foster Homes	N/A	40	40	35	38
Animals returned in field	N/A	15%	15%	25%	15%
Average Call Response time	N/A	1 hr.	1 hr.	0.30	0.30
Average time spent on call	N/A	0.30	0.30	0.30	0.30
Attendance at Outside Events	N/A	15	15	20	20

*City of Bryan began operating the Bryan Animal Center during FY12

*The Bryan Animal Center was moved from Solid Waste to General Fund in FY13

*The Animal Control Officers were moved from Police to the Bryan Animal Center in FY13

Engineering Services

Mission Statement

The mission of the Engineering Services department is to provide high quality, efficient, and cost effective municipal engineering services on behalf of the citizens and other departments in the City of Bryan.

Strategic Initiatives

- Effective management of capital improvement projects to ensure quality construction on schedule and within budget and use engineering staff for design when possible for cost effectiveness.
- Ensure public infrastructure is installed using industry standard construction practices and the quality of the infrastructure verified by Engineering Inspectors.
- Improve city services by reducing the backlog of maintenance and repair activities through capital improvement projects.
- Permit and regulate construction activities within the City's Right of Way through active implementation of a revised Right of Way Ordinance.
- Provide timely, thorough reviews of detailed engineering construction drawings for Development and separate Site Development Review plats and site plans submitted for approval through Development Services.
- Increase the use of technology to improve efficiency, and increase productivity.
- Foster professional working relationships with: the citizens of Bryan; other City departments; community organizations; local, state, and federal agencies; consulting engineers; and contractors.
- Assist with economic development activities of the City.
- Continue to update and maintain Geographic Information System (GIS) information such as Floodplains, Storm Sewers, Sidewalks, Street Maintenance, Development Activity and Capital Improvement Projects.
- Perform floodplain administration duties for the City of Bryan and participate in the Community Rating System.

Fiscal Year 2013 Accomplishments

- Coordinated, bid and constructed the public infrastructure in the Bio-corridor (HSC Parkway and utilities) and coordinated reimbursements with City of College Station.
- Construction started on \$813,000 Safe Routes to School Grant (Johnson, Crockett, Navarro, and Bonham).
- Managed contractual requirements and audits from Federal Government for existing grants associated with the Wastewater Treatment Plant.
- Developed Request for Qualifications for prequalified list of Engineering Firms, reviewed the Statements of Qualifications from 62 engineering firms and categorized technical areas the firms were best qualified for.
- Developed a 5 year capital maintenance plan for Streets that coordinates maintenance activities of water, wastewater, streets and drainage.
- Executed the annual process for the City's comprehensive 5 year Capital Improvement Program (2013-2017).
- Completed major projects, such as: College Main Reconstruction, 5 MG Water Tank Construction, 1 MG Water Tank Construction, Haswell/Hutchins Utility Rehab, MLK Culvert Replacement, Thompson Creek Wastewater Treatment Plant, Texas Triangle Park Sewer Extension, Johnson Sidewalks, Country Club Estates Drainage.
- Maintained a Class 6 status in the National Flood Insurance Program - Community Rating System resulting in up to 20% in Flood Insurance Discounts to Citizens of Bryan.
- Coordinated efforts with Physical Map Revision on Carters' Creek with citizens and FEMA.
- Prepared 5 year Storm water Program (drainage utility fee funding) using Storm water Master plan as a guide.

Fiscal Year 2014 Goals and Objectives

- Begin implementation of improving infrastructure inspections through use of IPAD devices to track daily reports and deploy plans and specs (paperless) into the field along with video communication back to the office to view time critical construction conflicts.
- Maintain the new ranking of Class 6 in the Community Rating System.
- Assist other departments in development of master plans, project development and construction - Continue implementation of Capital Improvement Program (program, design, construction)
- Refine and expand 5 year capital maintenance plan that coordinates maintenance activities of water, wastewater, streets and drainage.
- Develop Contractor Registration Program documenting contractor's continuing education efforts.
- Continue to assist in development of a Right of Way management ordinance to manage work of outside entities within the City's Street Right of Ways. Develop a right of way permit and take on responsibility for management and enforcement of the ordinance.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 1,052,571	\$ 1,131,832	\$ 1,131,832	\$ 1,118,331	\$ 1,150,265
Supplies	51,272	46,015	46,015	49,010	42,101
Maintenance & Services	36,144	53,113	53,113	50,741	153,708
Miscellaneous/Admin Reimb	8,785	10,390	10,390	11,690	11,050
Capital Outlay	-	-	-	-	30,500
Total Expenses	\$ 1,148,772	\$ 1,241,350	\$ 1,241,350	\$ 1,229,772	\$ 1,387,624

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Director of Public Works	0.03	0.04	0.04	0.04	-
City Engineer	1.00	1.00	1.00	1.00	1.00
Assistant City Engineer	2.00	2.00	2.00	2.00	2.00
Civil Engineer	4.00	3.00	3.00	3.00	3.00
Engineering Technical Assistant	1.00	1.00	1.00	1.00	1.00
Development Services Office Coordinator	1.00	1.00	1.00	1.00	1.00
Construction Coordinator	1.00	1.00	1.00	1.00	1.00
Engineering Inspector	4.00	3.00	3.00	3.00	3.00
Engineering Technician	2.00	2.00	2.00	2.00	2.00
Total	16.03	14.04	14.04	14.04	14.00

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Development:					
Avg # of days to review site development submittal	3	3	3	3	3
Avg # of days to review Engineering plans/reports	6.18	8.00	8.00	7.00	8.00
Value of projects installed by developers	\$ 1,780,867	\$ 2,800,000	\$ 2,800,000	\$ 2,800,000	\$ 3,000,000
# of construction projects monitored	22	30	30	30	32
Capital Improvement Projects:					
# of consulting engineering contracts	7	10	10	6	5
Value of consulting engineering contracts	\$ 802,190	\$ 900,000	\$ 900,000	\$ 650,000	\$ 600,000
# of engineering in-house designed projects	6	8	8	5	4
Value of engineering services provided in-house	\$ 190,729	\$ 250,000	\$ 250,000	\$ 250,000	\$ 200,000
Value of construction projects awarded (public infrastructure)	\$ 11,028,668	\$ 12,000,000	\$ 12,000,000	\$ 14,000,000	\$ 9,000,000
# of projects tracked (design or construction)	42	30	30	35	35
Max # of construction projects inspected at one time	22	18	18	20	20
# of construction projects completed	11	17	17	10	10
Value of construction projects completed	\$ 19,068,393	\$25,000,000	\$25,000,000	\$6,000,000	\$ 12,000,000
Total # of change orders issued	26	40	40	15	15
Average number of change orders issued/project	2.00	3.00	3.00	1.00	1.00
Average % value of change orders **	-0.02%	8.00%	8.00%	5.00%	5.00%
Average Change Order amount **	\$ (6,120)	\$ 60,000	\$ 60,000	\$ 100,000	\$ 50,000
Records Management:					
CIP records scanned into Laserfiche	8,384	30,000	30,000	9,000	10,000
Development records scanned into Laserfiche	24,173	15,000	15,000	18,000	15,000

**change order amount and % low in FY12 because of offset from existing contingency still in projects.

Streets & Drainage

Mission Statement

The mission of the Streets and Drainage department is to provide the citizens and visitors of Bryan a thoroughfare system that is maintained in such a manner as to promote safe and aesthetically pleasing travel by maintaining the vegetation along the thoroughfare and a drainage system that promotes safe and efficient removal of storm related runoff. We are committed to responding to the needs of our customers with professionalism, insuring quality customer service in a timely manner, and improving the first image citizens and visitors receive as they enter the City of Bryan.

Strategic Initiatives

Streets

- Coordinate with the Engineering Department to maintain and implement a five (5) year street maintenance program for the City of Bryan.
- Review the Transportation Fee annually to determine if adequate funds are being generated to meet the street system maintenance needs.
- Respond to all work orders requested by citizens or city staff within 48 hours.
- Coordinate with the Engineering, Traffic, and Water & Wastewater Departments to efficiently maintain the travel surface of the street system.

Right-of-Ways

- Monitor and manage outsourced ROW mowing contractor(s) to provide a consistently maintained image of the City.

Drainage

- Maintain an inventory and develop a map of existing drainage problems within the City of Bryan and initiate a five year maintenance program to systematically maintain or eliminate problem areas.
- Respond to all work orders issued by the citizens or the city staff within 48 hours.

MS4 Program

- Comply with TXR04000 General Permit through established Storm Water Management Program (SWMP).
- Increase public awareness to factors impacting storm water quality: surface runoff, pollutant loading, erosion, etc.
- Develop public, private, and community partnerships to improve storm water quality.

Fiscal Year 2013 Accomplishments

Street Maintenance

- Reconstructed/overlaid 27 miles of streets through the street maintenance program.
- Completed approximately 275 pothole work orders, and approximately 2,000 non-work order potholes.
- Installed approximately 2,100 tons of roadway base and laid 1,800 tons of HMA.
- Implemented pothole repair zones to proactively repair potholes within the City.
- Continue to fabricate and install decorative handrails throughout the City of Bryan.

Drainage

- Replaced ~1100 LF of HDPE pipe in the City of Bryan, including Broadmoor drainage pipe replacement project.
- Responded to FY2013 flooding events, and completed 318 creek, culvert and ditch maintenance work orders.

Concrete Maintenance

- Repaired 4 locations at bridges where road and sidewalks were sinking, and installed sidewalks along Muckelroy.
- Managed and supervised outsourced concrete contractor in the performance of approximately \$600,000 of Water/Sewer utility cuts and general roadway/sidewalk improvements.
- Improvement of the City of Bryan Golf Course.
- Installed several street inlets to eliminate or lessen homes flooding.

Right of Way

- Developed and implemented FY2013 ROW Contract to mow and maintain 90 miles of city gateways and ROWs.

Fiscal Year 2014 Goals and Objectives

- Display all Streets and Drainage work orders on GIS map. Utilize data to define re-occurring problem areas to help determine future CIP needs.
- Continue working with the Engineering Department to update the Storm Water Master Plan to determine future drainage needs.
- Respond to all citizen complaints within 48 hours.
- Implement Management and Supervisory training schedule for all Foreman and Crew Leaders.
- Renew coverage for TXR04000 General Permit.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 980,204	\$ 1,058,966	\$ 1,058,966	\$ 998,030	\$ 995,656
Supplies	114,068	135,587	135,587	118,175	129,587
Maintenance & Services	433,423	460,526	460,526	445,326	465,076
Miscellaneous/Admin Reimb	178,405	316,250	316,250	251,100	316,250
Total Expenses	\$ 1,706,100	\$ 1,971,329	\$ 1,971,329	\$ 1,812,631	\$ 1,906,569

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Director of Public Works	0.03	0.10	0.10	0.10	-
Concrete Finisher	1.00	-	-	-	-
ROW Equipment Operators/Crew Workers	8.00	-	-	-	-
ROW Foreman	1.00	1.00	1.00	1.00	1.00
Streets & Drainage Crew Leader	3.00	3.00	3.00	3.00	3.00
Streets & Drainage Equipment Operator/Crew Workers	12.00	13.00	13.00	13.00	13.00
Streets & Drainage Foreman	2.00	2.00	2.00	1.00	1.00
Transportation & Drainage Supervisor	1.00	1.00	1.00	1.00	1.00
Total	28.03	20.10	20.10	19.10	19.00

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
% of departmental employees with OSHA & Traffic Workzone Training	100%	100%	100%	99%	100%
Proactive ditch maintenance- total linear footage of ditch cut/ maintained	1,500	1,500	1,500	2,000	2,000
Tons of HMA/ base failure repairs	1,875	1,875	1,875	2,100	2,100
Total # of ditch/ culvert maintenance work orders completed	160	160	160	160	160
Total # of storm sewer cave-in work orders completed	60	60	60	100	100
Total # of creek maintenance work orders completed (Called In/ Proactive)	140	140	140	140	140
% of work orders responded to within 72 hrs.	100%	100%	100%	100%	100%
% of pothole requests responded to within 72 hrs.	100%	100%	100%	100%	100%
% of City Staff w/ MS4 education	50%	50%	50%	50%	50%
# of MS4 education events coordinated*	11	20	20	20	20
# of existing storm drains stenciled*	500	500	500	500	500

*New measure added FY12

Traffic Operations

Mission Statement

The mission of the Traffic Operations Department is to work with the citizens of Bryan and all users to provide a safe and efficient transportation system through professional transportation planning and traffic engineering initiatives.

Strategic Initiatives

- Provide excellent customer service while responding to requests in a timely manner.
- Provide a safe working environment for employees through training, and safe workplace practices.
- Ensure implementation of standards and policies as related to transportation planning and traffic engineering.
- Ensure safe, efficient, and effective operations of the city's traffic signals system.
- Maintain traffic control devices in accordance with the Manual on Uniform Traffic Control Devices (MUTCD).
- Provide transportation planning support.
- Provide traffic engineering support for CIP and development design and construction.

Fiscal Year 2013 Accomplishments

- Updated yellow, red, and pedestrian clearance intervals at all traffic signals.
- Completed initial testing and implementation of flashing yellow arrow operation for left turns.
- Completed cabinet foundation replacements at three intersections.
- Completed cabinet replacements at 10 intersections.
- Completed major maintenance upgrades to 29th/Coulter Drive traffic signal.
- Implemented routine travel time runs on major arterials.
- Updated central software database for major arterials.
- Completed fiber connection on E. 29th Street.
- Issued RFP for controller and ATMS software replacement.
- Added approximately 40 additional school zone flasher assemblies to the wireless communication system.
- Implemented street addressing for all traffic signals, overhead flashing beacons, and hard-wired school flashers.
- Completed approximately 15 speed zone studies and updated ordinances.
- Issued RFP for citywide pavement marking contract.
- Completed mast arm sign installations at 10 intersections.
- Replaced sign cutter equipment in Sign Shop.
- Attended approximately ten public / homeowner's meetings to discuss traffic and transportation planning.
- Planned, designed, and implemented all road closures, parking, and park-and-ride activities for Texas Reds Festival.
- Designed and implemented approximately 40 traffic control plans for street maintenance projects, special events, and accident reconstruction.
- Developed traffic calming recommendations for certain city streets.
- Negotiated numerous access management solutions with TxDOT and developers.
- Instrumental in getting the SH 6 ramp reversal project funded through MPO.
- Instrumental in getting new BCSMPO Director hired.
- Chair the BCSMPO Technical Advisory Committee for 2013 and 2014.
- Attended approximately 75 percent of Planning & Zoning Commission meetings.
- Attended 100 percent of BCSMPO Technical Advisory Committee and Policy Committee Meetings.
- Implemented project code assignments in Kronos for all staff.

Fiscal Year 2014 Goals and Objectives

- Implement Advance Traffic Management System (ATMS) and controller upgrades.
- Establish new traffic signal maintenance guidelines in conjunction with ATMS implementation.
- Expand traffic signal communications system to additional locations on W. Villa Maria Road.
- Expand school flasher wireless system.
- Develop and publish traffic systems specifications and standards.
- Develop cost / needs assessment of bus priority system on South College Avenue.
- Pursue grant opportunities for traffic system upgrades.
- Complete pilot project for sign inventory.
- Establish tracking process for BTU accounts for traffic signals and street lights.
- Meet or exceed 95 percent participation in SDRC.
- Meet or exceed 75 percent attendance at Planning & Zoning Commission meetings.
- Attend 100 percent of all MPO Technical Advisory Committee and Policy Committee Meetings.
- Utilize H.T.E. to assign accurate cost data to all work orders.
- Develop a new mapping application for speed zones and traffic counts.
- Develop new website data for Traffic Operations.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 652,009	\$ 648,940	\$ 648,940	\$ 605,849	\$ 586,446
Supplies	60,883	59,150	59,150	59,212	59,650
Maintenance & Services	1,127,061	954,425	971,205	954,041	954,540
Miscellaneous/Admin Reimb	2,437	8,365	8,365	6,371	8,365
Capital Outlay	-	-	-	-	32,450
Total Expenses	\$ 1,842,390	\$ 1,670,880	\$ 1,687,660	\$ 1,625,473	\$ 1,641,451

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Director of Public Works	0.03	0.03	0.03	0.03	-
Traffic & Transportation Director	1.00	1.00	1.00	1.00	1.00
Traffic Sign Technician	4.00	4.00	4.00	4.00	4.00
Traffic Signal Technician	3.00	3.00	3.00	3.00	2.00
Traffic Operations Supervisor	1.00	1.00	1.00	1.00	1.00
Graduate Civil Engineer	1.00	1.00	1.00	1.00	1.00
Total	10.03	10.03	10.03	10.03	9.00

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
% of Work Orders (Maintenance) Responded to within 72 hours	100%	100%	100%	100%	100%
% of Customer Requests responded to within 72 hrs	100%	100%	100%	90%	100%
% of Development Reviews Completed in 5 Days	100%	100%	100%	25%	50%
% of Design Reviews Completed in 5 Working Days	100%	100%	100%	50%	75%
% of P&Z Commission Meetings Attended	100%	100%	100%	75%	75%
% of traffic signal standards updated	N/A	100%	100%	50%	100%
% of Communication Integration complete	N/A	75%	75%	50%	75%
% of Prot-Perm Lead-Lag eliminated	75%	100%	100%	100%	0%
% of Flashing Yellow Arrow Implemented	N/A	N/A	N/A	12%	25%
% of ATMS Implemented	N/A	N/A	N/A	N/A	33%
% of BTU Billing process updated	0%	0%	0%	50%	100%
% of Traffic Signal Maintenance Plan created	0%	0%	0%	0%	100%
% of Traffic Sign Database implemented	N/A	75%	75%	10%	100%
% of Signal Shop/Control Center Improved	N/A	100%	100%	100%	100%
% of Website Improvements implemented	N/A	100%	100%	0%	100%
Amount spent on Training/Development	\$ 7,000	\$ 11,000	\$ 11,000	\$ 10,000	\$ 10,200

Development Services

Mission Statement

The mission of the Development Services department is to provide quality customer service and education through team work and positive relationships to guide and promote development which helps build and maintain a valued community for current and future generations.

Strategic Initiatives

- Pursue and promote Comprehensive Plan goals and objectives through education, initiatives and enforcement of adopted standards.
- Address the educational needs of the community, specifically targeting permit requirements and development in general.
- Encourage development of new and implementation of adopted plans, for example, neighborhood plans and specific corridor plans.
- Prepare for and encourage responsible and aesthetically pleasing growth initiatives.
- Facilitate growth through high-standard, streamlined development, permitting and the inspection process.
- Increase efficiency and provide positive customer service experiences through sharing resources and cross-training within the department and city.
- Assist other departments in planning for future infrastructure needs.

Fiscal Year 2013 Accomplishments

- Concentrated on the effort to cross train staff on various functions within the department.
- Attended seminars and code training workshops on mechanical, electrical, plumbing and architectural requirements.
- Adopted the 2011 National Electrical Code.
- Continued a partnership with the Fire Department and Police Department on the identification, inspection and removal or repair of substandard structures.
- Managed all aspects concerning six City advisory boards, commissions, including a Planning and Zoning Commission subcommittee, from meeting coordination and the preparation and distribution of detailed background information, to meeting implementation and follow-up.
- Managed the City's five Tax Increment Reinvestment Zones.
- Prepared detailed background information and presented development proposals and other projects to the City Council for direction and/or final action.
- Coordinated the review of development proposals through the site development review and change of owner/use/tenant processes.
- Provided staff support for numerous (pre-) development meetings with citizens and developers every week.
- Continued the "staffer on call" program making a staff person available during all business hours to assist customers both in person and over the phone.
- Continued the coordination of the manufactured home land-lease community inspection program, a multi-departmental effort to achieve code compliance in all of the City's manufactured housing communities.
- Administered the EDA grant for the Next Generation/Texas Triangle Industrial Park.
- Continue to solicit and respond to continual customer service feedback.

Fiscal Year 2014 Goals and Objectives

- Continue to cross train staff so that they can provide assistance in multiple areas within the department.
- Encourage the professional and technical staff to gain new certifications.
- Work towards the adoption of the 2012 National Energy Code.
- Continue to scan older drawings and store in Laserfiche to reduce paper storage
- Continue to educate the public on the importance of code compliance for safer structures, and on when permits are required.
- Support the Planning and Zoning Commission's goals, including updating development ordinances and the Comprehensive Plan.
- Continue recommending long-range planning efforts that help provide for attractive commercial development/redevelopment and residential neighborhood protection/conservation.
- Continue to educate appointed officials in workshop meetings about the City's stated vision and their responsibilities in working towards achieving that vision.
- Continue to provide pre-development meetings, a staffer on call, and streamlined development review, permitting and inspection processes with customer service that is prompt and responsive.

Development Services

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 1,405,139	\$ 1,603,059	\$ 1,603,059	\$ 1,598,874	\$ 1,226,999
Supplies	53,616	58,809	58,809	54,940	42,547
Maintenance & Services	59,975	77,803	107,803	102,133	47,000
Miscellaneous/Admin Reimb	109,306	60,000	60,000	63,930	149,000
Total Expenses	\$ 1,628,036	\$ 1,799,671	\$ 1,829,671	\$ 1,819,877	\$ 1,465,546

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Planning & Development Director	1	1	1	1	1
Assistant Planning & Development Director	1	1	1	1	-
Planners	3	3	3	3	3
Planning Administrator	1	1	1	-	-
Development Technician	1	1	1	-	-
Plan Review Technician	-	-	-	1	1
Development Coordinator	1	-	-	-	1
Development Services Representatives	4	4	4	4	4
Staff Assistant	2	2	2	2	2
Building Official	1	1	1	1	1
Code Enforcement Officer	4	5	5	5	-
Code Enforcement Coordinator/Supervisor	1	-	-	-	-
Development Project Specialist	1	-	-	-	-
Inspectors	3	4	4	5	5
Plans Examiner	1	1	1	1	1
Total	25	24	24	24	19

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
# of working days to review site dev. submittals	4	4	4	4	4
# of hr/day a "staffer on call" is available to the public	8	8	8	8	8
Planning and Zoning Commission meetings	17	20	20	18	18
Historic Landmark Commission meetings	9	10	10	10	10
Zoning Board of Adjustment meetings	1	5	5	3	3
Building and Standards Commission meetings	8	N/A	N/A	10	10
# of wrkshps for boards and commissions	25	12	12	28	28
Change of owner/use/tenant applications processed	221	275	275	244	255
# of days to obtain a residential building permit	2	2	2	3	2
Response time to request for inspection (hours)	20	20	20	24	19
# of total inspections	11,971	11,500	11,500	13,000	13,100
# of dangerous structure inspections	N/A	N/A	N/A	100	110
# of dangerous structure demolished by the City	19	N/A	N/A	10	35
# of dangerous structures demolished by owner	67	N/A	N/A	60	60
# of permits issued	8,093	6,200	6,200	10,000	10,100
# of mobile home park inspections	70	35	35	70	70
# of development/building codes updated	2	10	10	6	5
# of Site Development Review cycles	51	N/A	N/A	51	51
# of Site Development Review cases	136	N/A	N/A	120	160
# of Development Services newsletter articles	8	N/A	N/A	12	12

Code Enforcement was moved out of Development Services. FY14 is the first year Code Enforcement was reported separately.

Code Enforcement

Mission Statement

The mission of Code Enforcement is to enforce the codes of the City in order to protect the health, safety and welfare of the community; and, where violations occur, to work with our citizens to achieve compliance through an efficient and fair process.

Strategic Initiatives

- Maintain an attractive, safe, and healthy community.
- Provide prompt, courteous and professional service to our citizens.
- Encourage responsible property maintenance.
- Maintain open communications and continuing education with the community.

Fiscal Year 2013 Accomplishments

- Incorporated a work order system.

Fiscal Year 2014 Goals and Objectives

- Merge Environmental Compliance and Code Enforcement into a single-point manager of city codes.
- Increase officer awareness to code violations by restructuring the current 4 zone system into 8 zones.
- Cross-train Code Enforcement officers in case management for water, sewer, solid waste, and drainage work orders.
- Consolidate Code Enforcement and Environmental Compliance cases in One Solution.
- Expand oversight of managed programs through cross-training.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ -	\$ -	\$ -	\$ -	\$ 231,298
Supplies	-	-	-	-	14,654
Maintenance & Services	-	-	-	-	9,440
Miscellaneous/Admin Reimb	-	-	-	-	20,500
Total Expenses	\$ -	\$ -	\$ -	\$ -	\$ 275,892

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Code Enforcement Officer	3	3	3	4	3
General Inspector	1	1	1	-	1
Total	4	4	4	4	4

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
# of code enforcement cases	N/A	N/A	N/A	3,500	4,000
# of code enforcement site visits	N/A	N/A	N/A	3,200	3,600
# of code enforcement reinspections	N/A	N/A	N/A	3,800	4,200
# of abandoned vehicle cases	N/A	N/A	N/A	9	9
# of dangerous building cases	N/A	N/A	N/A	136	136
# of junk vehicle cases	N/A	N/A	N/A	152	152
# of mobile home inspections	N/A	N/A	N/A	1	1
# of nuisance cases	N/A	N/A	N/A	1,392	1,392
# of parking on grass cases	N/A	N/A	N/A	139	139
# of sign cases	N/A	N/A	N/A	13	13
# of zoning cases	N/A	N/A	N/A	31	31
# of citations issued	N/A	N/A	N/A	12	12
# of community events attended	N/A	N/A	N/A	10	10

New performance measures established in FY2013

Code Enforcement was formerly reported with Development Services. FY14 is the first year Code Enforcement was reported separately

Community Development Administration

Mission Statement

To plan, develop and implement special projects within the Community Development Services Department, which support the City Council Initiatives for the benefit of the citizens of the City of Bryan; to eliminate slum and blight; and for the general betterment of the community.

Strategic Initiatives

- Expand the supply of decent, safe, and affordable housing through support of the Community Development Services Department programs.
- Increase access to public services and public facilities through the coordination of the public service funding process.
- Increase economic development by providing technical assistance to special economic development projects.
- Increase the opportunity for additional funding by providing assistance on grant development for special projects.

Fiscal Year 2013 Accomplishments

- Provided coordination of the outside agency process for 2 non-CDBG service agencies.
- Provided technical assistance to 2 private housing developers for the Texas Department of Housing & Community Affairs tax credit developments.
- Researched a minimum of 3 housing grant opportunities for the City, Community Development Services and Community Housing Development Organizations.
- Provided oversight of LaSalle Hotel management firm, Magnolia Hotels.
- Coordinated the LaSalle Hotel's maintenance projects.
- Coordinated the marketing and sale efforts of the LaSalle Hotel.
- Provided technical assistance to George Bush School Brown Sack seminars special project.
- Provided technical assistance to Neighborhood Impact Area City Department Committee.
- Provided technical assistance to Hotel Tax Funding Application process.
- Staff coordinator for "You're the Tops" luncheon sponsored by Prenatal Clinic highlighting local women in the community.
- Provided technical assistance to Texas A&M University's Planning Department and George Bush School for internships (2) for 2012 fiscal year.
- Provided for the close out of the Neighborhood Stabilization program.
- Provided leadership to United Way's Financial Initiatives opening of the Financial Fitness Center which provides financial coaching in the community targeting low and moderate income population as well as the general population.
- Chaired United Way public service community impact committee for funding social service agencies.
- Provided technical assistance to developer for Carver building renovation.

Fiscal Year 2014 Goals and Objectives

- Provide coordination of LaSalle close out.
- Participate in the Great Exchange.
- Provide technical assistance to special project "Social Inclusion/Exclusion" Model.
- Provide technical assistance to a minimum of 3 special projects with private entities for collaborative partnerships with the City of Bryan encompassing the Growth, Education and Diversity City Council Strategic Initiatives such as the community wide DASH Committee, United Way's Financial Stability Committee, Community Impact Committee and the Bank on it Program.
- Provide for coordination of internal committee, Bryan's First Rehab and development of one new impact area.
- Provide coordination of the City's outside agency public service funding process.
- Provide coordination for the development of BTU's weatherization housing program.
- Provide oversight and monitoring of a minimum of 2-5 outside agencies and 6 federally funded agencies.
- Seek alternative funding streams for the Department and review for consistency of goals.
- Provide for the coordination of the Texas Department of Housing and Community Affairs Housing Tax Credit process.
- Provide leadership to Financial Committee of United Way seeking opportunities to increase financial stability of low and moderate income populations.
- Provide technical assistance to the Deputy City Manager on Special Projects as needed such as Down Town Bryan.
- Provide technical assistance to Family Solutions and Bryan Independent School District to decrease drop out rate.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 31,601	\$ 56,069	\$ 56,069	\$ 52,962	\$ 58,625
Supplies	-	3,600	3,600	3,600	-
Maintenance & Services	428	313	313	313	313
Total Expenses	\$ 32,029	\$ 59,982	\$ 59,982	\$ 56,875	\$ 58,938

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Community Development Manager	0.25	0.50	0.50	0.50	0.50
Total	0.25	0.50	0.50	0.50	0.50

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
# of financial reviews for LaSalle Hotel	12	12	12	12	1
# of LaSalle proposal management projects	1	1	1	1	-
# of LaSalle Hotel management reviews	4	4	4	4	-
# of special projects partnerships with private entities	3	3	3	4	5
# of public service agency funding processes coordinated	2	2	2	2	2
# of outside agency contracts managed	-	-	-	2	2
# of federally funded contracts managed	3	2	2	3	2
# of City-wide planning process projects for 5 Year Consolidation Plan	2	-	-	-	4
Provided staff assistance to Downtown North Committee	1	1	1	1	1
Provide staff assistance to Grants Committee	-	1	1	-	1
# of Bryan's 1st Rehab. meetings coordinated	3	4	4	4	4

Bryan + College Station Library Services

Mission Statement

The mission of the Bryan + College Station Public Library System is to provide equal opportunity access to information, high quality books and multimedia materials, programs, exhibits and online resources to meet the needs of a diverse community for lifelong learning, cultural enrichment, and intellectual stimulation by employing a knowledgeable, well-trained staff committed to excellent service.

Strategic Initiatives

- Education--Provide year-round, age appropriate programs that foster the love of reading and knowledge.
- Education--Provide year-round training classes in computer usage.
- Education--Improve patron's access to cutting edge technology.
- Education--Provide access to online databases to keep up with the advancement of knowledge.
- Image--Continue to improve staff knowledge and skills through training.

Fiscal Year 2013 Accomplishments

- Circulated 1,085,435 items.
- Circulated 292,958 juvenile materials.
- Provided 150,387 public accesses to Internet computers.
- Received 430,032 visitors to the libraries for an average of 1,229 visitors per day.
- Provided 995 programs with an attendance of 36,690.
- Participated in the Broadband Technology Opportunities Program (BTOP) federal grant.
 - Provided training for 275 individuals in Office, Facebook, email and basic computer and Internet skills.
 - Replaced public computers at all library system locations.
- Subscribed to TexShare, Fold3, Ancestry.com, Legal Help, and OneClick Digital databases with funds received from the Doak Foundation.
- Implemented an eBook collection through Overdrive, Inc.. The project was funded by the Friends of the Library and a \$10,000 Impact Grant from the Texas State Library and Archives Commission.
- Received grants totaling \$27,811 from The Gilbert and Thyra Plass Charitable Trust, The Clifton C. and Henryetta C. Doak Charitable Trust, and the Barbara Bush Literacy Corps for children's services and online databases.

Fiscal Year 2014 Goals and Objectives

- Improve programming for all ages through improvement of existing programs and development of new programs.
- Continue to improve the appearance and space utilization at all library system buildings.
- Maximize staff to provide excellent customer service to the public.
- Pursue grants to provide access to new services, programs and materials.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 1,909,175	\$ 2,012,602	\$ 2,012,602	\$ 2,034,689	\$ 2,068,136
Supplies	42,145	30,990	30,990	42,163	41,365
Maintenance & Services	109,843	118,206	118,206	111,428	115,561
Miscellaneous/Admin Reimb	43,584	29,428	29,428	45,327	27,350
Capital Outlay	170,932	172,350	233,350	255,350	165,500
Total Expenses	\$ 2,275,679	\$ 2,363,576	\$ 2,424,576	\$ 2,488,957	\$ 2,417,912

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Bryan Library	\$ 1,089,345	\$ 1,167,827	\$ 1,167,827	\$ 1,197,586	\$ 1,185,187
College Station Library	934,404	935,197	935,197	950,828	970,900
Carnegie Library	251,930	260,552	260,552	260,543	261,825
Total Expenses	\$ 2,275,679	\$ 2,363,576	\$ 2,363,576	\$ 2,408,957	\$ 2,417,912

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Library Services Division Manager	1	1	1	1	1
Bryan Public Library:					
Administrative Assistant	1	1	1	1	1
Administrative Clerk	1	1	1	1	1
Automation Systems Technician	1	1	1	1	1
Library Supervisor	1	1	1	1	1
Reference Librarians	4	3	3	3	3
Technical Services Clerk	1	1	1	1	1
Catalog Librarian/Tech Services	1	1	1	1	1
Library Clerk	3	6	6	6	6
Senior Librarian	1	1	1	1	1
Carnegie Library Branch:					
Carnegie Branch Librarian	1	1	1	1	1
Carnegie Reference Librarian	1	1	1	1	1
Carnegie Branch Clerk	2	2	2	2	2
College Station Branch:					
Library Supervisor	1	1	1	1	1
Branch Librarian	1	1	1	1	1
Library Clerk	6	9	9	9	9
Reference Librarian	6	6	6	6	6
Library Driver/clerk	1	-	-	-	-
Service Worker	1	1	1	1	1
Total	35	39	39	39	39

*FY11& FY12 part time lib clerks were not counted. FY13 & FY14 Clerks were counted 2 part time=1 full-time position.

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Circulation	1,085,435	875,000	875,000	1,006,155	1,000,000
Library Visitors	430,032	470,000	470,000	377,326	470,000
# of Volumes	228,746	235,000	235,000	235,000	235,000
# of Reference Inquiries	36,406	25,000	25,000	30,000	30,000
# of volunteer hours	2,426	2,500	2,500	2,500	2,500
Computer use	150,387	107,000	107,000	77,592	100,000
Registered Borrowers	32,562	36,000	36,000	36,000	36,000
Program Attendance	36,690	22,000	22,000	35,000	35,000

Parks & Recreation

Mission Statement

The mission of Parks and Recreation is to enhance and improve the quality of life of all citizens of Bryan. The Department promotes tourism, aids in public safety through juvenile crime prevention, and contributes to community aesthetics by providing high quality parks and facilities, highly trained professional staff, special events, and wholesome, recreation programming.

Strategic Initiatives

- Provide the community with a variety of park facilities and amenities.
- Continue to improve the aesthetic aspects of the park facilities.
- Provide recreational opportunities for all ages and interests.
- Continue to grow and improve the Texas Reds Steak and Grape Festival
- Continue the development of parks and trails throughout the community

Fiscal Year 2013 Accomplishments

- Texas Reds attendance dropped in FY13 due to the severe weather. Attendance was estimated at 21,000.
- New programs offered during the year included SNAG, Hershey Track and Field Games; Pitch, Hit and Run; Summer Kickoff; Lap Chat; Zumba; July Parks and Recreation Month activities, and Blended learning Lifeguard class.
- The Neal Recreation Supervisor became certified to provide CPI (Crisis Prevention Institute) training on nonviolent crisis intervention which will be provided to summer camp staff.
- The Morris "Buzz Hamilton" dog park is 95% completed with the grand opening tentatively slated for the end of June.
- Five new events were added to Texas Reds – High School Culinary Challenge, Food Truck Alley, Chow Down Competition, Premium Wine Area, and Artist Showcase expanded and moved within festival grounds.

Fiscal Year 2014 Goals and Objectives

- Increase the number of Cook-off Teams by 5% for Texas Reds
- Increase the number of Vendors by 10% for Texas Reds
- Add 5 program offerings for the community
- Increase attendance at our aquatic facilities by 10%
- Increase attendance at the Palace Theater by 15%
- Implement the construction of the new addition to the Bryan City Cemetery
- Reduce number of double bookings for facilities to no more than 5
- Reduce number of unprepared pavilions to 8 or less
- Increase Summer Camps participation by 10%

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 1,903,509	\$ 2,080,265	\$ 2,080,265	\$ 2,047,936	\$ 1,652,238
Supplies	422,810	442,953	448,598	471,905	235,809
Maintenance & Services	919,093	939,113	964,951	1,036,380	796,430
Miscellaneous/Admin Reimb	655,646	829,200	1,099,200	903,161	841,975
Debt Service	-	164,450	164,450	-	-
Transfers	158,800	-	-	183,248	-
Capital Outlay	-	-	-	-	143,254
Total Expenses	\$ 4,059,858	\$ 4,455,981	\$ 4,757,464	\$ 4,642,630	\$ 3,669,706

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Parks and Recreation	\$ 2,832,829	\$ 3,219,722	\$ 3,255,560	\$ 3,259,295	\$ 3,461,110
Golf Course*	959,329	1,051,563	1,051,563	1,020,353	-
Texas Reds	267,700	184,696	450,341	362,982	208,596
Total	\$ 4,059,858	\$ 4,455,981	\$ 4,757,464	\$ 4,642,630	\$ 3,669,706

*The golf course was moved out of Parks and Recreation for FY14

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Department Manager	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Parks Manager (Cemetery Sexton)	1.00	1.00	1.00	1.00	1.00
Athletic Supervisor	1.00	1.00	1.00	1.00	1.00
Neal Recreation Center Supervisor	1.00	1.00	1.00	1.00	1.00
Aquatic Supervisor	1.00	1.00	1.00	1.00	1.00
Recreation Manager	1.00	1.00	1.00	1.00	1.00
Parks Maintenance Supervisor	-	1.00	1.00	1.00	1.00
Special Events/Marketing Supervisor	1.00	1.00	1.00	1.00	1.00
Grounds Foreman	1.00	1.00	1.00	-	-
Recreation Programmer	1.00	-	-	1.00	1.00
Parks Grounds Worker	3.00	-	-	-	-
Maintenance Technician	1.00	6.00	6.00	6.00	6.00
Golf Operations Manager	1.00	1.00	1.00	1.00	-
Golf Assistant Operations Manager	1.00	1.00	1.00	1.00	-
Golf Assistant Maintenance Manager	1.00	1.00	1.00	1.00	-
Golf Maintenance Manager	1.00	1.00	1.00	1.00	-
Camp Coordinator	-	-	-	-	0.50
Recreation Asst.	-	-	-	-	1.00
Recreation Coordinator	-	-	-	-	0.50
Golf Mechanic	1.00	1.00	1.00	1.00	-
Total	19.00	21.00	21.00	21.00	18.00

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Holiday Magic - Participants	6,300	6,300	6,300	6,300	6,500
Family Camp Out - Participants	315	325	325	-	325
Pee Wee Sports Program - Participants	375	350	350	200	250
Aquatics - Learn to Swim - Participants	2,200	2,000	2,000	2,000	2,200
Summer Park Program Sites	9	6	6	6	6
Summer Park Program - Participants	735	600	600	650	650
Neal Recreation Center Memberships	460	375	375	375	375
Adult Softball - Teams Registered	125	120	120	110	120
# of Pavilion Rentals	945	925	925	940	950
Palace Theater Rentals	50	40	40	38	42
Recreation Programs	10	10	10	5	5
Texas Reds Participation	35,000	28,600	28,600	21,000	30,000
Sponsorships	\$ 200,000	\$ 250,000	\$ 250,000	\$ 200,000	\$ 200,000

Golf Course

Mission Statement

The mission of Travis B. Bryan Municipal Golf Course is to provide Bryan residents and visitors the friendliest golf course in Texas, providing excellent customer service, affordable rates and an enjoyable playing experience.

Strategic Initiatives

- Continue to be advocates for growing the game of golf, and offer programs to introduce the game to all ages.
- Provide exemplary customer service to encourage golfers to return to the Course.
- Maintain the Golf Course Strategic Plan and continue to make progress in areas such as:
 - Greens
 - Greens surrounds
 - Fairways
 - Areas of poor drainage

Fiscal Year 2013 Accomplishments

- Initiated a five-year Strategic Plan.
- Rebuilt several senior tee boxes and the regular tee on Hole #2.
- Began green surround and fairway reclamation.
- Facilities remodeled the Pro Shop including changing rooms, new flat screen TV, relocated a refrigerator, and removed a wall so that the shop is more open, quieter and friendlier to customers and staff.
- Hired a new Assistant Manager.
- COB street and drainage crews corrected a drainage problem on Hole #17 that has been flooding the course for years.
- COB street and drainage crews replaced thousands of square feet of asphalt with concrete, replaced a water line under the parking lot and put it in a sleeve so that future repairs are easier, and replaced thousands of square feet of bad concrete on the cart paths.
- In conjunction with local PGA teaching professional Wendi Wiese, Golf Course staff initiated Get Golf Ready, which is a national beginner-friendly PGA program to grow the game of golf.
- Joined forces with "The Zone" radio station to transform the old Wednesday Bud League into the Zone Shootout, and increased participation from under 30 players to more than 50 each week.
- Began an advisory committee made up of four golfers, Golf staff, and Executive Staff.
- Updated the Golf Course website.

Fiscal Year 2014 Goals and Objectives

- Continue upgrades and projects according to the Strategic Plan.
- Continue providing programs to grow the golf game with players of all ages.
- Meet the competitive challenge with the re-opening of the Texas A&M golf course during FY 2014, with a continued emphasis on great customer service and competitive pricing.
- Continue to grow our tournament presence by adding at least one large tournament of 100 or more players, and two medium tournaments of at least 40 players, such as visiting SEC boosters, BCS Chamber & CVB, and others.
- Increase participation in Get Golf Ready and related "grow the game" initiatives by 10 percent.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ -	\$ -	\$ -	\$ -	\$ 487,132
Supplies	-	-	-	-	166,242
Maintenance & Services	-	-	-	-	176,569
Miscellaneous/Admin Reimb	-	-	-	-	21,000
Debt Service	-	-	-	-	164,800
Total Expenses	-	-	-	-	\$ 1,015,743

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Golf Course Mgr.	-	-	-	-	1
Golf Course Asst. Mgr.	-	-	-	-	1
Golf Course Maintenance Mgr.	-	-	-	-	1
Golf Course Asst. Maintenance Mgr.	-	-	-	-	1
Golf Course Mechanic	-	-	-	-	1
Total	-	-	-	-	5

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Rounds of Golf	28,720	33,600	33,600	40,500	34,146
Revenue per round	\$ 23.13	\$ 21.90	\$ 21.90	\$ 20.53	\$ 20.50
Cost per round	\$ 33.40	\$ 31.30	\$ 31.30	\$ 25.19	\$ 29.89
Tournament Rounds*	-	-	-	1,100	1,280
Days Open	364	364	364	364	364

*Golf Course was formerly reported with Parks and Recreation. FY14 is the first year Golf Course was reported separately.

*New Performance Measure

Fiscal Services

Mission Statement

The mission of the Fiscal Services department is to ensure financial accountability, to effectively manage the City's assets, to provide appropriate financial information for the evaluation of the City's activities and to support all departments within the City of Bryan by providing cost-effective, procurement of goods and services at the best value to the City.

Strategic Initiatives

Accounting

- Provide accurate, timely and relevant financial information in conformity with General Accepted Accounting Principles(GAAP)
- Ensure compliance with all applicable Federal, State and City Charter accounting and financial reporting requirements.
- Maintain the City's Investment Policy in compliance with the Public Funds Investment Act.

Budget

- Provide accurate, timely and relevant financial information to the City Council, management, investors and citizens of the City of Bryan.
- Ensure legal compliance with all applicable Federal, State and City Charter budgeting and financial reporting requirements.
- Prepare the annual budget for use as a policy document, operations guide, financial plan and as a communications device.

Purchasing

- Ensure purchasing policies and procedures provide good internal control while streamlining the processes affecting City staff and vendors.
- Ensure goods and services are available through the most cost-effective means.
- Promote and support cooperative interlocal purchasing.

Fiscal Year 2013 Accomplishments

Accounting

- Received the Certificate of Excellence in Financial Reporting for FY2012 from the Government Finance Officers Association (GFOA).
- Provided monthly financial information on a timely basis.
- Received unqualified opinion from auditors for the year ended September 30, 2012.
- Completed the electronic filing of the Annual Report of continuing Disclosure Requirements of SEC Rule 15c2-12.

Budget

- Received the Distinguished Budget Award for FY2013 from the GFOA.
- Provided Various Quarterly and/or monthly reports to management.
- Provided budget training to all departments.

Purchasing

- Revised Purchasing Dept. policies and procedures to be in compliance with 2012 legislative changes.
- Purchase Orders processed within 2 days of having a purchase requisition or change order.
- Promoted more cooperative inter-local purchasing.

Fiscal Year 2014 Goals and Objectives

Accounting

- Receive the GFOA's Certificate of Achievement for Excellence in Financial Reporting for FY2013.
- Receive an unqualified opinion from the City's independent auditors for the financial statements for the year ended September 30, 2013.
- Close each prior period and provide monthly financial information by the 10th working day of the following month.
- 1% or less of 1099's reported by IRS on Notice CP-2100A.
- Submit the FY2013 CAFR to GFOA by the March 31st deadline.

Budget

- Receive the Distinguished Budget Award for FY2014 from the GFOA.
- Prepare and analyze 5 year revenue and expenditure forecasts for operations.
- Prepare and present annual reports and forecasts for TIRZ.
- Provide financial forecast information to management at regular intervals throughout the budget year.

Purchasing

- Continue efforts to promote more cooperative inter-local purchasing
- Continue using buyers that participate in our Local Public Purchasing Association and the Texas Public Purchasing Association.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 892,404	\$ 1,032,485	\$ 1,032,485	\$ 1,075,454	\$ 1,141,692
Supplies	26,127	38,584	38,584	31,814	39,775
Maintenance & Services	23,139	52,309	52,309	39,545	45,409
Miscellaneous/Admin Reimb	149,207	204,630	204,630	183,577	213,539
Capital Outlay	-	8,000	8,000	-	-
Total Expenses	\$ 1,090,877	\$ 1,336,008	\$ 1,336,008	\$ 1,330,390	\$ 1,440,415

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Accounting:					
Chief Financial Officer	1	1	1	1	1
Accounting Manager	1	1	1	1	1
General Accountant	3	3	3	3	3
Finance Specialist	2	2	2	2	2
Payroll Specialist	1	1	1	1	1
Finance Assistant	1	1	1	1	1
Budget:					
Budget Manager	1	1	1	1	1
Budget & Investment Analyst	1	-	-	-	-
Budget Analyst	-	1	1	1	1
Purchasing:					
Purchasing Buyer	1	1	1	1	1
Purchasing Buyer	1	1	1	1	1
Total	13	13	13	13	13

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Accounting:					
# of consecutive years to receive the GFOA Cert of Excellence in Financial Reporting	23	24	24	24	25
% of goal for receiving unqualified opinion from indiv. auditors	100%	100%	100%	100%	100%
# of reportable conditions on auditor's management letter	0	0	0	0	0
Avg. # of working days to close prior accounting period	11	11	11	10	10
Avg. # of working days to issue monthly financial reports	12	12	12	10	10
Expenditures processed on p-card	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000
% of CAFR completed & submitted to GFOA by March 31st	100%	100%	100%	100%	100%
Budget:					
# of consecutive years to receive the GFOA Distinguished Budget Award	8	9	9	9	10
# of Monthly Sales Tax Reports provided to Mgmt.	12	12	12	12	12
% of state & federal budget filing requirements met	100%	100%	100%	100%	100%
Purchasing:					
# of formal bids processed	48	85	85	55	55
# of annual contracts for goods and services	105	105	105	109	109
Value of goods and services on annual contracts	\$ 18,808,363	\$ 9,250,000	\$ 9,250,000	\$ 18,808,363	\$ 18,808,363
# of purchase orders issued	1,127	1,200	1,200	1,150	1,150
Expenditures processed through the Purchasing Dept.	\$ 45,942,869	\$ 50,000,000	\$ 50,000,000	\$ 50,000,000	\$ 50,000,000

Information Technology

Mission Statement

The mission of the Information Technology department is to provide the City with timely and cost-effective access to existing technologies appropriate to the mission and goals of the City of Bryan and to provide assistance and advice in its use. Our goal is to support City employees and citizens with superior customer service, provide them with the most appropriate computer technology and assist them in their ability to communicate effectively. We will continue to actively promote, oversee and coordinate the regular use of technologies to improve all levels of City-wide communication.

Strategic Initiatives

- Improve stability and security of City technology systems
- Provide in-house training to City staff on varied applications
- Continue upgrade and maintenance of enterprise systems
- Broaden deployment of existing systems to more City departments
- Improve availability of e-services to our citizens
- Utilize the Intranet to enhance the accessibility of information to employees
- Increase GIS utilization by integrating with external entities' systems

Fiscal Year 2013 Accomplishments

- Maintained over 95% above average rating on Help Desk Survey results
- Maintained a 99.5% planned uptime for Systems, Network, and Radio system
- Continued "Green IT" Initiatives with expansion of Server Virtualization
- Provided 1200 man-hours of training to City Staff on varied applications, systems and data management
- Upgraded physical security access systems at numerous facilities
- Maintained capital replacement inventory for all computers and peripherals on our network
- Continued community/citizen outreach with BVCART, BVWACS, CEOC, BVCNet, Sheriff's office, District Attorney, TAMU Big Event, Boy Scouts, PD Internet Safety classes, GIS Day, BISD HOSTS, and Blinn College.
- Software upgrades completed: ESRI, Tiburon, MS-Office 2010, Windows 7, Exchange, BES, MobileIron, VMWare, LaserFiche, Teleworks, iSeries, Infosol, Granicus, Cassidian Communications, and NetFlow NetworkMonitoring,
- Hardware upgrades completed: Network core, layer2 switching, mobile data computers, DR site, system back-up storage capacity, Mobile Command Post, Arbitrator, and 911 consoles.
- Project Implementation Completion: Waste Water SCADA, Traffic and TxDOT, RASTRAC mobile deployment, Mobile Device Management, Fire Alerting, Re-banding, Narrow Banding, BVWACS, Waste Water Treatment Plant Fiber

Fiscal Year 2014 Goals and Objectives

- Maintain over 95% above average rating on Help Desk Survey results
- Maintain a 99.999% planned uptime for Systems, Network, and Radio system
- Continue "Green IT" Initiatives
- Continue Community/Citizen outreach and support
- Provide 1200 man-hours of training to City Staff on varied applications, systems and data management
- Continue expansion and upgrade of City network infrastructure
- Facilitate city wide continuing education initiatives
- Complete Radio System Re-banding project
- Continue to support City systems software/hardware upgrades

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 1,166,915	\$ 1,199,110	\$ 1,303,110	\$ 1,164,274	\$ 1,475,213
Supplies	56,558	87,510	87,510	91,130	147,104
Maintenance & Services	847,400	1,043,932	1,043,932	894,571	1,088,875
Miscellaneous/Admin Reimb	17,572	22,500	64,384	72,500	59,769
Capital Outlay	66,014	225,600	225,600	225,000	280,474
Total Expenses	\$ 2,154,459	\$ 2,578,652	\$ 2,724,536	\$ 2,447,475	\$ 3,051,435

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Chief Information Officer	-	-	-	1	1
Information Technology Director	1	1	1	1	1
Information Technology Services Assistant	1	1	1	1	1
Network Systems Supervisor	1	1	1	1	1
System/Network Administrator	1	1	1	1	1
Systems/Network Specialist	1	1	1	1	1
System Support Specialist	3	3	3	3	3
Telecommunications System Specialist	1	1	1	1	1
Radio System Engineer	1	1	1	1	1
GIS Coordinator	1	1	1	1	1
GIS Analyst	1	1	1	1	1
Public Safety Systems Supervisor	1	1	1	1	1
Systems Analyst	2	2	2	2	2
Total	15	15	15	16	16

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
% "Above Average" rating on Help Desk survey results	97%	95%	95%	97%	95%
Help Desk calls processed	4,900	5,700	5,700	5,900	6,000
% of Help Desk calls w/ response time < 1 hr	95%	75%	75%	75%	75%
% of Network/System/Radio Uptime	99.50%	99.50%	99.50%	99.50%	99.50%
Training Man-Hours provided to City Staff	1,500	1,200	1,200	2,200	1,200
% of GIS Layers Updated Annually	75%	70%	70%	70%	70%

Human Resources

Mission Statement

The mission of the Human Resources Department is to provide exceptional customer and human resource services to support, develop, and motivate the city's workforce in their endeavor to carry out their mission of serving the citizens of Bryan.

Strategic Initiatives

- Provide timely, effective and innovative recruitment processes by working closely with individual departments and determining their needs.
- Establish and promote appropriate training and development opportunities for all employees - including a succession program.
- Ensure pay and benefits are representative of the labor market.
- Assist supervisors and employees with employee relations issues, resolving disputes, and handling disciplinary actions in a fair, consistent and constructive manner.
- Provide up-to-date written policies and procedures that do not impede progress of City initiatives.
- Recognize exceptional service of employees; provide motivation and incentives for that service and improving employee morale.
- Provide excellent customer service and support at all times and in all initiatives.

Fiscal Year 2013 Accomplishments

- Developed and implemented a citywide training and talent development program that includes online and onsite/offsite training and development opportunities to meet needs of all departments and individual employees. Program takes a holistic approach requiring a minimum number of hours in specific developmental categories.
- Updated compensation ranges for all levels/ladders of positions, update has not been done since 2008; updated position ladder definitions and guidelines in the City's compensation and performance program (Career Progression Program); conducted salary survey of comparable cities and made recommendations of any market adjustments necessary to stay competitive, police and fire positions included.
- Coordinated the completion of 360 evaluations of all BTU managers; assisted with interpretation and assessment of these evaluations to be utilized for future needs of the department.
- Integrated BTU and COB personnel policies and procedures to ensure all employees are working under fair and consistent policy and practice.
- Developed and implemented policies, practices and programs to enhance work-life balance, increase morale and recognize employee contributions.
- Continued update of local Civil Service rules to meet the recruiting, hiring and other needs of the police and fire departments.
- Continued review and update of Personnel and Administrative Policies and Procedures to stay in line with current needs.
- Completed departmental meetings with department heads and/or managers to ascertain their current and future needs, level of satisfaction of our services, etc., including several departmental reorganizations, position modifications and eliminations.
- Continued to provide advanced technology, training and assistance to our applicants and supervisors with the online employment application/hiring system.
- Worked with managers and Legal on numerous personnel issues to minimize exposure to liability.
- Coordinated and administered police and fire entrance exams, hiring processes and promotional exams/processes.
- Coordinated large volunteer program for the Texas Reds Festival.

Fiscal Year 2014 Goals and Objectives

- Conduct thorough salary survey and market study of comparable cities (and/or industry as needed) and make recommendations of any pay range adjustments and market adjustments necessary to stay competitive, to include police and fire positions.
- Continue to enhance/develop citywide programs to incentivize employees, show appreciation and recognition, boost morale, and provide a happy and healthy workplace environment.
- Continue to develop training tracks and series focused more specifically on individual types of positions, from manager to line worker.
- Continue to work with top management on succession planning and extending the plan to all management positions.
- Implement a citywide language skills program.
- Resurrect and enhance the education reimbursement program and possibly a sick leave donation program.
- Continue to enhance HR's webpage to provide needed and requested information and tools to users.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 327,391	\$ 368,936	\$ 368,936	\$ 374,666	\$ 457,409
Supplies	42,236	49,370	49,370	65,185	13,370
Maintenance & Services	103,683	122,679	122,679	110,687	122,729
Miscellaneous/Admin Reimb	16,418	24,900	24,900	19,200	24,900
Total Expenses	\$ 489,728	\$ 565,885	\$ 565,885	\$ 569,738	\$ 618,408

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Human Resource Manager	1	1	1	1	1
Human Resource Generalist	2	2	2	2	2
Human Resources Assistant	2	2	2	2	2
Total	5	5	5	5	5

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
# of Personnel Reqs Processed	150	120	120	150	150
# of Applications Received	6,000	6,000	6,000	8,000	8,000
# of New Hires	150	220	220	260	260
Turnover Rate%	25%	30%	30%	30%	30%
# of Training Sessions Conducted/Coordinated	30	50	50	100	100
# of Training Sessions Avail Online for 1000 ees	25	30	30	100	100
# of Employee Relations Issues	100	150	150	200	200
# of Disciplinary Actions/Grievances	60	80	80	100	100

Note: Above figures include full-time regular, part-time regular and temporary/seasonal for COB & BTU

Facility Services

Mission Statement

The mission of Facility Services is to provide customers and employees with an honest, courteous and responsive level of service where every Facilities team member is dedicated to providing the City's public facilities and parks with exceptional workmanship while exhibiting integrity and demonstrating a conscientious effort to maximize the City's financial resources.

Strategic Initiatives

- Meet operational goals within budget.
- Maintain all vehicles and equipment in safe and operable condition.
- Maintain schedules and timeframes, and complete projects to the customer's satisfaction.
- Remain focused on employee development and training.

Fiscal Year 2013 Accomplishments

- Resurfacing of several tennis and basketball courts; Austin's Colony, Neal, Scurry, and Washington parks.
- San Jacinto; removed and installed new Tot Lot Playground.
- Tiffany Park; removed and installed new playground unit for ages 5-12.
- Bryan Aquatics Center; Installed new 60' shade structure.
- Municipal Office Building; Major reconfigurations to the first, second, and third floor office areas.
- Municipal Office Building; upgraded several drinking fountains.
- Water Services; Completed several remodels to the Municipal Service Center office and the North Bryan Well site shop area.
- Travis B Bryan Golf Course; remodel of the pro shop to include changing rooms and the addition of counter top space.
- Federal Building; continue to work with tenant on repairs and improvements to enhance overall appearance of the building.
- Renovate and upgrade the city's carwash located at the MSC.
- Fire Station #1 Administration side; Removed VCT flooring and installed new ceramic tile in hallways, break room and training room.
- Continued to work with the parks department to install new equipment as well as maintain all areas while utilizing budgeted and park development funds to maximize the use of funding to accomplish the needs of the parks department.
- Focus on training opportunities for those employees wanting to expand their knowledge.
- Continue to enhance our buildings and parks with any Green opportunities, and cost effective changes that will enhance our facilities.
- Continue to monitor monthly utility bills to track utility usage/cost yearly to find ways to improve energy efficiency.

Fiscal Year 2014 Goals and Objectives

- Resurfacing of several tennis and basketball courts.
- Upgrades to benches, tables, and trash receptacles at various parks.
- Work closely with the parks department during Texas Reds, Holiday Magic, Downtown Lights, and on several floats for the various parades throughout the year.
- Replacement of the carpet and VCT floors on the crew side of Fire Station #1 with new ceramic tile.
- Investigate our options for future upgrades to the I-Net Access and HVAC software.
- Evaluate all BTU buildings for possible repairs or upgrades and get their preventive maintenance plan started again.
- Inspect mechanical equipment in all buildings, identify and replace items that are failing or near end-of-life if funding is available to do so.
- Continue to ensure complete customer satisfaction at the end of our work request.
- Communicate updates so that all involved are informed and up to date with project schedules and timelines.
- Continue to enhance our buildings and parks with any Green opportunities, and cost effective changes that will enhance our facilities.
- Continue to monitor monthly utility bills to track utility usage/cost yearly to find ways to improve energy efficiency.
- Focus on training opportunities for those employees wanting to expand their knowledge in their respected trade.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 980,903	\$ 996,709	\$ 996,709	\$ 1,003,833	\$ 1,012,986
Supplies	41,116	49,851	49,851	42,270	44,351
Maintenance & Services	465,899	500,891	517,536	462,277	577,891
Miscellaneous/Admin Reimb	161,004	191,943	191,943	184,400	191,943
Capital Outlay		-	-	-	-
Total Expenses	\$ 1,648,922	\$ 1,739,394	\$ 1,756,039	\$ 1,692,780	\$ 1,827,171

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Director of Public Works	0.03	0.03	0.03	0.03	-
Facility Services Manager	1.00	1.00	1.00	1.00	1.00
Facility Services Assistant	1.00	1.00	1.00	1.00	1.00
Facility Services Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Facility Services Custodial Supervisor	1.00	1.00	1.00	1.00	1.00
Facility Services Project Coordinator	1.00	1.00	1.00	1.00	1.00
HVAC Technician	1.00	1.00	1.00	1.00	1.00
Maintenance Technicians, Tech Op I Thru V	9.00	8.00	8.00	8.00	8.00
Preventive Maintenance Technician	1.00	1.00	1.00	1.00	1.00
Service Worker, Custodial	6.00	2.00	2.00	2.00	2.00
Total	22.03	17.03	17.03	17.03	17.00

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Total completed Parks work orders	2,333	2,229	2,229	2,364	2,297
Total completed Facility work orders	3,232	3,120	3,120	1,754	2,437
Total completed work orders	5,565	5,349	5,349	4,118	4,734
Avg. labor hrs/facilities preventative maintenance work orders	1	2	2	1	1
Avg. labor hrs/facilities corrective work order	5	6	6	5	5.34
Avg. labor cost/facilities preventative maintenance work orders	\$ 21.17	\$ 23.60	\$ 23.60	\$ 15.71	\$ 19.66
Avg. Labor cost/facilities corrective work orders	\$ 91.94	\$ 95.45	\$ 95.45	\$ 88.20	\$ 91.83

Fleet Services

Mission Statement

The missions of the Fleet Services department is to plan, direct, coordinate and manage an effective maintenance, procurement, and replacement program for the City's fleet inventory within the limits of the City's financial resources and to provide advice and information on fleet requirements through a constant evaluation of fiscal resources, manpower, programs, facilities and equipment.

Strategic Initiatives

- All vehicles and equipment are maintained in a safe and operable condition to maximize effective utilization, longevity, and reduce downtime.
- Operational goals are met within budgetary constraints.
- Departmental time allocated to cross-training is continued.
- Staff is treated fairly, with respect and is provided with a safe working environment.
- Staff maintains a consistently high quality of work and is encouraged to develop and improve their skills and performance.
- All funds and assets are managed in a fiscally responsible manner.
- Future needs of the organization are identified and planned for strategically.

Fiscal Year 2013 Accomplishments

- Attained the National Institute for Automotive Service Excellence (ASE), Blue Seal of Excellence Award for the sixth consecutive year.
- Continued to enhance services provided on fleet vehicles and equipment.
- Continued internal cross-training program.
- Certified Automotive Service Excellence (ASE) for all technicians.
- Continued the Police Patrol and newly implemented Ambulance Mounted Tire and Wheel Replacement Program. This program was originally developed for the Police department, with the goal of reducing downtime. It has proven effective and the program is to be implemented in other areas of the fleet, where feasible.
- Continue our current in-house tire mounting and balancing services by adding in-house tire/flat repairs on light vehicles and equipment. This service is designed to further reduce vehicle down time and save the departments additional financial resources when compared to current outsourcing alternatives.
- Continue the annual Preventive Maintenance Inspection Program to include all City of Bryan trailers.
- Continued Fleet Standardization in all areas possible or practical since having a standardized fleet makes for a safer work environment as operators become more familiar with the equipment, as well as also improving purchase price advantages. This also results in greatly improved parts stocking ability, reduced technical training and special tool needs, etc.
- Continued efforts to "Go Green" by replacing older, inefficient vehicles and equipment with newer, more fuel efficient, lower emission designs.
- Continue utilizing the Laserfiche system in an effort to further streamline records processing and retention.
- Continue to upgrade and outfit our recently acquired (hand me down utility bed pick up) and converted Field Service Unit, with additional tools and equipment as demand illustrates the need and budget allows.

Fiscal Year 2014 Goals and Objectives

- Attain National Institute for Automotive Service Excellence (ASE), Blue Seal of Excellence Award for the seventh consecutive year.
- Implement and transition to a new Fleet Management Software System that will provide greater efficiencies by reducing redundant clerical entries, allow for better utilization and analysis of already captured data, etc.
- Continue to enhance services provided on fleet vehicles and equipment with the addition of glass chip/crack repair.
- Continue to enhance Service Level efficiency with the addition of a Fleet Service Unit equipped to better facilitate Road/Field Service Calls.
- Provide excellent customer service.
- Continue compliance with state and local mandates and laws.
- Continue internal cross-training program.
- Maintain and increase all technician ASE certifications.
- Continue process of fleet standardization at every level when possible and practical.
- Continue to provide and promote innovative ideas and goal setting to increase cost savings, enhance customer service and increase efficiency in the fleet operation.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 573,716	\$ 658,742	\$ 658,742	\$ 618,273	\$ 683,816
Supplies	20,858	29,400	29,400	24,440	31,000
Maintenance & Services	29,923	45,530	45,530	34,512	40,839
Miscellaneous/Admin Reimb	2,596	9,921	9,921	2,925	10,912
Total Expenses	\$ 627,093	\$ 743,593	\$ 743,593	\$ 680,150	\$ 766,567

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Director of Public Works	0.03	0.05	0.05	0.05	-
Fleet Supervisor/Manager	1.00	1.00	1.00	1.00	1.00
Lead Service Technician	2.00	2.00	2.00	2.00	2.00
Preventive Maintenance Inspection Technican	1.00	1.00	1.00	1.00	1.00
Fleet Service Technician	4.00	4.00	4.00	4.00	4.00
Fleet Administrative Clerk	1.00	1.00	1.00	1.00	1.00
Fleet/Facility Support Technician	1.00	1.00	1.00	1.00	1.00
Welding/Fabrication Technician	1.00	1.00	1.00	1.00	1.00
Storekeeper	-	-	-	-	0.12
Water Division Asst.	-	-	-	-	0.25
Total	11.03	11.05	11.05	11.05	11.37

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
# of fleet job orders	7,056	7,800	7,800	6,500	7,000
Average labor hours per fleet job order *	2	2	2	2	2
Average labor cost per fleet job order *	\$ 66.92	\$ 80.00	\$ 80.00	\$ 80.00	\$ 80.00
# of fleet job orders completed per day/per mechanic*	4	4	4	4	4
Attain National Institute for Automotive Service Excellence (ASE), Blue Seal of Excellence Award *	Yes	Yes	Yes	Yes	Yes
% of eligible Service Technicians ASE Certified	100	100	100	100	100
# of New/Recertified ASE skill areas attained *	10	10	10	26	10

* Measures do not include Golf Course or Fabrication Technicians.

Percentage of Resources expended by Department

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Solid Waste Services	25%	28%	28%	28%	28%
Water Services	21%	22%	22%	21%	21%
Transportation Services	17%	14%	14%	15%	15%
Police Services	13%	15%	15%	13%	14%
Fire Services	11%	12%	12%	11%	11%
Facility Services	7%	4%	4%	6%	5%
Parks Services	4%	4%	4%	3%	3%
All Others Combined	2%	2%	2%	3%	3%

Executive Services

Mission Statement

The mission of the Executive Services Department is to provide support to the City Council and provide direction to staff based upon City Council policy. Executive Services is responsible for managing all city operations while ensuring activities are done legally and expenditures are made with fiduciary responsibility.

Strategic Initiatives

- City Council policy direction is effectively and accurately communicated to staff.
- An environment is created where diversity is valued and ethical, moral and legal conduct is fostered within the organization.
- Citizens are involved in community-wide decision making processes.
- Citizen needs and issues are addressed in a responsive, equitable, and courteous manner.
- City Council is well-informed for their decision-making responsibilities.
- Staff members are treated fairly, with respect, and are provided with a safe working environment.
- Public funds and assets are managed in a fiscally responsible manner.
- Staff maintains a consistently high quality of work and is encouraged to develop and improve performance.
- Future needs of the organization and/or community are identified and strategically planned.
- The strategic plan is followed and appropriately acted upon.

Fiscal Year 2013 Accomplishments

- Provided City Council with 52 weekly reports of organizational activities.
- Reviewed Capital Improvement Plans (CIPs) and provided Council with a 5-year CIP.
- Extended Community Emergency Operations Center agreements.
- Attended the following board/committee meetings: Bryan Business Council (BBC), Coulter, TIRZ Boards, Animal Center Advisory Committee, Brazos County Health Department, Intergovernmental Committee (IGC), Brazos Valley Wide Area Communication System (BVWACS), Chamber of Commerce, Family Solutions, Brazos Valley Solid Waste Management Agency (BVSWM), Bryan-Brazos County Economic Development Foundation (BBCEDF), COB/BISD, Community Development Advisory Committee (CDAC), BTU, Research Valley Partnership (RVP), 911 Board (Brazos County Emergency Communications District), Salvation Army Board, Library Board, and Parks Board.
- Presented to Bush School faculty and students, Leadership Brazos Local Government Day, Jr. Leadership Brazos Local Government Day, Arts Council Board.
- Investigated issues shared by Council members and informed City Council of those concerns.
- Implemented plans for strategic initiatives as outlined in the strategic plan.
- Heard personnel appeals and rendered decisions.

Fiscal Year 2014 Goals and Objectives

- Provide ways for citizens to have the opportunity to voice opinions through public hearings and meetings, surveys, etc.
- Maintain fund reserve of at least 60 days of operating expenditures/expenses.
- Provide comprehensive CIP information to City Council on a regular basis.
- Conduct at least one Management Team Retreat to further enhance communication within the organization.
- Provide weekly reports to the City Council.
- Continue to implement plans for strategic initiatives as outlined in the Strategic Plan.
- Conduct the citizen survey to gauge public opinion on city services and programs.
- Continue to present to professional groups and educate the public on local government and current issues.
- Continue to assist with economic development initiatives.
- Attend all City Council meetings.
- Respond to citizen concerns within 24 hours.
- Present a balanced fiscal year 2015 proposed budget.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 696,472	\$ 731,902	\$ 804,902	\$ 930,216	\$ 1,225,938
Supplies	8,698	22,400	22,400	13,900	16,750
Maintenance & Services	116,011	204,930	204,930	166,142	219,316
Miscellaneous/Admin Reimb	100,221	69,000	111,668	104,950	78,940
Total Expenses	\$ 921,402	\$ 1,028,232	\$ 1,143,900	\$ 1,215,208	\$ 1,540,944

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
City Manager	1	1	1	1	1
Deputy City Manager	2	2	2	2	2
Special Projects Manager	-	-	-	1	1
Economic Development Director	-	-	-	-	1
Director of Strategic Projects	-	-	-	-	1
Executive Services Assistant	2	2	2	2	2
Total	5	5	5	6	8

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
# of days operating expenses in General Fund reserve	60	60	60	60	60
# of updates to City Council on CIP Progress	52	52	52	52	52
# of Management Team Retreats	1	1	1	1	1
# of weekly City Manager's Reports to Council	52	52	52	52	52
# of meetings with COCS/Brazos County	12	12	12	12	12
# of meetings with BISD	12	12	12	12	12
# of meetings with Chamber of Commerce/RVP	24	24	24	24	24
# of Community Meetings	6	6	6	6	6
# of Council Retreats	1	1	1	1	1
# of Council Candidate Orientations held	1	1	1	1	1
# of New Council Member Orientations held	1	1	1	1	1

Internal Audit

Mission Statement

The Office of the City Internal Auditor assists the City Council and citizens in ensuring that City government is accountable, transparent, and cost effective.

Strategic Initiatives

- Ensure effectiveness of controls and accuracy of financial records by performing independent, objective compliance audits.
- Promote efficient City operations through implementation of a comprehensive program of fraud and waste prevention.

Fiscal Year 2013 Accomplishments

- Performed compliance and efficiency audits per Audit Committee guidance.
- Supported Council by performing special assignments and investigations.

Fiscal Year 2014 Goals and Objectives

- Receive Fraud Hotline reports, investigate and report results to Audit Committee.
- Perform Special Assignments per Council guidance.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 135,539	\$ 135,426	\$ 135,426	\$ 137,181	\$ 140,494
Supplies	368	563	563	520	563
Maintenance & Services	1,030	2,675	2,675	1,159	2,625
Miscellaneous/Admin Reimb	-	1,500	1,500	1,300	1,500
Total Expenses	\$ 136,937	\$ 140,164	\$ 140,164	\$ 140,160	\$ 145,182

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Internal Auditor	1	1	1	1	1
Total	1	1	1	1	1

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
# of Audit Committee Meetings	5	5	5	5	5
# of Audit Reports and Memos	5	5	5	5	5

City Secretary

Mission Statement

The mission of the City Secretary department is to support, facilitate and strengthen the City of Bryan governmental process by assisting the City Council in fulfilling its duties and responsibilities, improving public access to municipal records and other information, enhancing public participation in municipal government processes, safeguarding and enriching the municipal election and records management processes, providing continuity for Bryan city government by recording its legislative actions, both contemporary and archival, serving as historian for the City of Bryan, and serving as the local registrar for Bryan residents by proper recordation and filing of birth and death records.

Strategic Initiatives

- Provide efficient records management program.
- Provide excellent Vital Statistics services.
- Administer successful elections in accordance with state, federal and local law.
- Provide timely, efficient responses to open records requests.
- Provide prompt processing of official documents.
- Provide prompt preparation of Council agendas and packets.
- Monitor and oversee Council's legislative priorities.
- Ensure efficient, timely posting and publication of legal notices.
- Provide required Texas Open Meetings Act training to new Councilmembers, board, committee and commission members.
- Oversee operations of Communications and Marketing, Neighborhood/Youth Services and Municipal Court Divisions.
- Assist City Council with accomplishment of strategic initiatives.

Fiscal Year 2013 Accomplishments

- Implemented new single member districts and voting precincts.
- Conducted special election ordered by Council.
- Certified two Residential Neighborhood Conservation petitions filed with City Secretary.
- Received the Exemplary Five Star Award from State of Texas for Excellence in Vital Statistic Reporting.
- Successfully administered City of Bryan elections in November.
- Obtained preclearance of special election by the U.S. Department of Justice.
- Conducted Texas Open Meeting Act training for newly appointed board, committee and commission members.
- Continued to grow Teen Court in the Schools Program.
- Coordinated Council's annual volunteer reception.
- Oversaw development and launch of marketing campaign for Travis B. Bryan Municipal Golf Course.
- Continued preservation of City's archival records and expanded web based repository of public records.
- Oversaw implementation of new electronic Council agenda process.
- Successful partnership with BTU to participate in Laserfiche program for records retention.
- Continued implementation of Laserfiche RIO module for records retention for City and BTU.
- Oversaw recruitment/appointment process of Council's boards, committees and commissions.
- Continued implementation of succession plan at Municipal Court.

Fiscal Year 2014 Goals and Objectives

- Conduct election(s) ordered by Council.
- Certify petitions filed with City Secretary.
- Obtain preclearance of election changes by the U.S. Department of Justice.
- Receive Five Star Award from State of Texas for Excellence in Vital Statistics Reporting.
- Oversee development and launch of special marketing campaigns.
- Assist with Bank On initiative.
- Host city wide neighborhood association forum.
- Coordinate annual volunteer reception.
- Implement succession plan at Municipal Court.
- Conduct Texas Open Meetings Act training for newly elected Council and boards, committees and commissions.
- Assist with implementation of new laws from the 83rd session of the Texas Legislature.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 387,317	\$ 399,374	\$ 399,374	\$ 399,795	\$ 423,461
Supplies	18,818	35,694	35,694	35,722	30,694
Maintenance & Services	18,356	26,068	26,068	26,119	26,210
Miscellaneous/Admin Reimb	59,964	113,600	113,600	113,100	113,521
Total Expenses	\$ 484,455	\$ 574,736	\$ 574,736	\$ 574,736	\$ 593,886

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
City Secretary	1	1	1	1	1
Assistant City Secretary	1	1	1	1	1
Council Services Assistant	1	1	1	1	1
Records Management Coordinator	1	1	1	1	1
Vital Statistics Technician	1	1	1	1	1
Citizen Information/Service Clerk	1	1	1	1	1
Total	6	6	6	6	6

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Successful elections	2	2	2	2	1
# of submissions to the Dept. of Justice	2	2	2	1	1
# of departments using Laserfiche	28	27	27	30	30
# of paper copies provided for open records requests	9,874	25,000	25,000	15,000	15,000
# of records converted to electronic format	766,497	600,000	600,000	600,000	800,000
# of departmental records audits performed	1	2	2	2	2
# of timely agendas and minutes prepared	116	116	116	120	120
# of Texas Open Meetings Act (TOMA) training	3	3	3	3	3
# of candidate orientations conducted	1	-	-	1	1
# of new councilmember orientations conducted	1	-	-	1	1
# of legislative bills tracked	500	1,200	1,200	1,500	1,000
# of volunteer hours logged	4,743	7,000	7,000	5,000	5,000
Total value of donations from volunteers	\$ 93,347	\$ 131,390	\$ 131,390	\$ 93,850	\$ 93,850
# of certified birth records processed	3,863	4,200	4,200	4,000	4,000
# of death records processed	1,759	5,000	5,000	2,000	2,000

City Council Services

Vision Statement

Bryan is a thriving, diverse, historic city where people are proud of their heritage, compassionate to one another, and enjoy their family oriented community to the fullest.

Mission Statement

The City of Bryan is committed to providing financially efficient municipal services to improve the quality of life and develop a community where all citizens are proud to live.

Strategic Initiatives (revised as of April 23, 2013)

- Public Safety: Bryan residents enjoy a safe and healthy community.
- Service: Bryan is a business-friendly city that provides exceptional public and customer services.
- Infrastructure: Bryan has adequate and well maintained infrastructure to support a developing community.
- Economic Development: Bryan is an economically diverse and developing community.
- Quality of Life: Bryan is an attractive community where residents and visitors enjoy diversity, history, parks, recreation, educational and cultural opportunities.

Fiscal Year 2013 Accomplishments

- Continued biocorridor growth and development.
- Continued development activities in north, south, east, west and central Bryan.
- Reviewed and updated Council's Strategic Plan.
- Hosted annual volunteer reception
- Held annual planning retreat.
- Adopted a comprehensive Code of Ethics.
- Adopted balanced budget with increased fund balance.
- Transitioned to new November general election date.
- Participated in Chamber of Commerce legislative trip to Austin.
- Adopted new strategic plan.

Fiscal Year 2014 Goals and Objectives

- Review and update Council's strategic plan.
- Adopt balanced budget.
- Host annual volunteer reception.
- Hold annual planning retreat.
- Continue development activities.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 68	\$ 68	\$ 68	\$ 68	\$ 68
Supplies	1,824	5,000	5,000	4,500	5,000
Maintenance & Services	116,028	141,210	141,210	147,954	147,022
Miscellaneous/Admin Reimb	63,143	87,140	87,140	80,840	84,490
Total Expenses	\$ 181,063	\$ 233,418	\$ 233,418	\$ 233,362	\$ 236,580

Budgeted Personnel

FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
N/A	N/A	N/A	N/A	N/A

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
# of Strategic Initiatives	6	6	6	6	5
# of Strategic Planning Sessions	1	1	1	2	2
# of Bryan Commerce & Development Agendas & Minutes Prepared	36	26	26	36	36
% of Conferences, Special Receptions or Events Attended	100%	100%	100%	100%	100%
Board/Committee/Commission Applications Rec'd.	128	150	150	150	150
Board/Committee/Commission Appointments	97	95	95	97	97
# of Proclamations Prepared	137	90	90	130	130

Communications & Marketing

Mission Statement

The mission of the Communications & Marketing department is to provide the citizens of Bryan and local media timely information, whether educational or emergency in nature; to address issues or concerns that affect citizens; and to market the positive aspects of the City of Bryan in the best way possible to recruit prospective businesses and new residents.

Strategic Initiatives

- Provide prompt responses to the needs of citizens, visitors, and local media.
- Proactively provide positive information about Bryan.
- Proactively address city issues that affect citizens and seek out opportunities to educate them on the issues.
- Provide residents, visitors, and media with multiple methods of accessing information about Bryan.
- Effectively integrate departmental components into the overall City of Bryan communication initiatives.
- Provide consultation and best practices to departments in regards to effective communication and marketing.

Fiscal Year 2013 Accomplishments

- Received national, state and local recognition for Communications and Marketing efforts – including video, print and website productions.
- Produced bi-weekly television show *Bryan: Living & Learning*, a marketing initiative that highlights Bryan and Bryan ISD.
- Maintained 19 different websites, including the City's main site, BryanTx.gov, that help our citizens find information about City programs and events more readily.
- Produced the annual reports for the Bryan Police Department and Bryan Texas Utilities.
- Produced the City of Bryan Drinking Water Quality Report Calendar.
- Produced numerous graphic projects, including logos, badges, advertisements, flyers, etc.
- Launched a marketing campaign for the Travis B. Bryan Municipal Golf Course
- Created numerous video Public Service Announcements for marketing or educational purposes.
- Facilitated numerous story pitches and contacts with the media to ensure accurate, timely information is distributed to the public.
- Assisted in planning and promoting such events as the Lights On! Downtown lighting ceremony, the Mayor's Downtown Impact Award, the Downtown Bryan Christmas Parade, Texas Reds Steak & Grape Festival, and Lemonade Day.

Fiscal Year 2014 Goals and Objectives

- Create a draft communication plan that identifies priorities and submit to City management for approval and support in carrying out initiatives.
- Develop a list of expectations when working with the Communications and Marketing Department and educate our coworkers on our purpose and role in the organization.
- Create a cohesive brand structure and guiding document to assist the City and its departments in expanding and capitalizing on its brand.
- Initiate a redesign of the City's website (BryanTx.gov), taking into account user preferences, traffic, web best practices and focus group feedback, to create a modern, accessible and easily navigable website for citizens and prospective businesses and residents.
- Strengthen the City's presence on social media and look for purpose in tailoring information to fit specific communication channels.
- Develop a centralized media list in which information can be sent out aesthetically, efficiently, effectively and timely, and maintain positive relationships with our local media.
- Focus marketing initiatives to an external audience to improve the City's image, including, but not limited to, economic development in Bryan, local shopping, medical industry in Bryan, and the promotion of the Bryan Independent School District.
- Centralize the communication efforts of the City and provide guidance and consultation to departments on how they should best meet/achieve their own communication/marketing priorities.
- Enhance the programming efforts of the City with timely, targeted communication that can be easily adapted to fit a variety of communication channels.
- Submit for and receive state-wide and national recognition for our Communications and Marketing initiatives.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 233,019	\$ 403,622	\$ 403,622	\$ 403,622	\$ 411,124
Supplies	7,273	8,750	8,750	8,902	15,200
Maintenance & Services	6,547	10,234	10,234	9,984	12,034
Miscellaneous/Admin Reimb	52,151	40,639	40,639	40,639	100,500
Total Expenses	\$ 298,990	\$ 463,245	\$ 463,245	\$ 463,147	\$ 538,858

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Communications/Marketing Manager	1	1	1	1	1
Communications/Marketing Specialist	1	1	1	1	1
Video Production Specialist	2	2	2	2	2
Webmaster/Multimedia Specialist	1	1	1	1	1
Total	5	5	5	5	5

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
# of press releases issued	250	300	300	400	400
# of public service announcements	30	25	25	50	50
# of Bryan Living and Learning segments	25	25	25	25	25
# of media contacts in a new centralized list	400	400	400	400	400
% complete of website redesign	N/A	N/A	N/A	10%	20%
% complete regarding creation of brand guide document and implementation of document	N/A	N/A	N/A	5%	50%

Neighborhood & Youth Services

Mission Statement

The mission of Neighborhood Services is to improve the quality of life in the City of Bryan by promoting and facilitating citizen communication, participation, and involvement in local governance through the organization and registration of neighborhood and/or homeowner associations with the City of Bryan's Neighborhood Association Partnership Program (NAPP). The mission of Youth Services is to contribute to the healthy and pro-social development of all youth in the City of Bryan through programs which will provide positive experiences and outcomes in a safe environment.

Strategic Initiatives

- Establish partnerships with youth serving organizations in the City of Bryan, especially Bryan ISD, to support youth programs, and provide technical assistance to other youth serving agencies.
- Conduct community presentations about developmental needs and recognize youth for positive achievements.
- Utilize youth in leadership roles through the City of Bryan's Youth Advisory Committee.
- Work with youth serving organizations to increase their participation in the Youth Neighborhood Association Partnership Program (YNAPP) and encourage youth service involvement in neighborhood organizations.
- Focus on the support of early care and education initiatives for children and youth in Bryan.
- Support initiatives that help Bryan families achieve financial stability and improve their quality of life.
- Support the organization and registration of neighborhood associations with the City of Bryan.
- Support registered neighborhood associations applying for and receiving matching grants for neighborhood improvement projects.
- Provide ongoing feedback through newsletters and the City's website on neighborhood association news and happenings in Bryan.
- Work with other health and human service organizations in the community to develop and implement a social inclusion framework for reducing poverty and its effects on citizens in Bryan.

Fiscal Year 2013 Accomplishments

- Assisted with hosting the first ever Financial Fitness Fair in the Brazos Valley and the first Money Week Brazos Valley event in our community.
- Provided Bush School of Government and Public Service report on the evaluation of Bank On Brazos Valley.
- Assisted with opening of the United Way of the Brazos Valley's Financial Fitness Center to help individuals and families with targeted strategies to save, reduce their debt, increase credit scores and learn practical skills regarding money management.
- Assisted with Councilmember feature on a NLC Webinar on "Steps by the City of Bryan to Increase Family Financial Security."
- Assisted with the feasibility study of Hope Crossing, an affordable housing development involving the City of Bryan's Community Development Department that also includes the redevelopment of the Carver School buildings into a community center type complex.
- Continued implementation of Bank On Brazos Valley.
- Revamped the Youth Advisory Commission (YAC) to take in students from all four local Bryan ISD high schools.
- Continue to recruit and register neighborhood/homeowner associations with the City of Bryan's NAPP.
- Hosted a community-wide forum for registered neighborhood/homeowners associations.
- Supported and assisted with the Bryan ISD/TAMU GEAR UP program.

Fiscal Year 2014 Goals & Objectives

- Continue to register more neighborhood/homeowner associations.
- Conduct another successful Financial Fitness Fair.
- Increase utilization of the United Way's Financial Fitness Center.
- Launch the revised Youth Advisory Commission.
- Continue to implement Bank On Brazos Valley
- Continue to work with the Carver-Kemp Neighborhood Association to implement the vision of Hope Crossing and the redevelopment of the Carver School buildings.
- Host at least one community-wide forum for registered neighborhood/homeowners associations.
- Re-implement the neighborhood association matching grant program with budgetary support.
- Continue working with Big Brothers and Big Sisters mentoring program as well as other mentoring programs.
- Continue support and involvement with the GEAR UP program through Bryan ISD and TAMU.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 117,582	\$ 120,352	\$ 120,352	\$ 120,352	\$ 123,647
Supplies	5	2,125	2,125	2,125	2,125
Maintenance & Services	2,152	5,513	5,513	5,513	5,513
Miscellaneous/Admin Reimb	15,392	18,790	18,790	18,790	43,790
Total Expenses	\$ 135,131	\$ 146,780	\$ 146,780	\$ 146,780	\$ 175,075

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Neighborhood Youth Services Manager	1	1	1	1	1
Total	1	1	1	1	1

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
# of youth receiving new adult mentors	100	115	115	80	115
# of BISD students involved in internships % job shadowing	80	90	90	70	90
# of Poverty Reduction Peer Network Conference	4	6	6	6	6
% increase in literacy by providing books through 1st Book	0%	10%	10%	0%	0%
# of presentations to community groups	20	40	40	20	40
# of neighborhood associations registered	45	45	45	45	48
# of neighborhood associations utilizing matching grant funds	0	0	0	0	3
# of neighborhood associations utilizing YNAPP matching grant	0	2	2	0	2
# of City Wide Neighborhood Forums held	1	1	1	1	1
Increase in # of mentors in B/CS Family Partners Program	10	10	10	10	10
% increase in low income families that are part of "Bank On It"	10%	20%	20%	10%	20%
Increase in # of families involved in financial literacy education	50	50	50	50	50
Development of the Youth Advisory Commission	N/A	12	12	12	12
B/CS Family Solutions Program Involvement	40	40	40	40	40

Legal Services

Mission Statement

The mission of the Office of the City Attorney is to provide high quality legal services to protect the legal interests and assets of the City and to assist the City in achieving its lawful objectives with the highest level of professionalism, ethics and dedication to serving the City of Bryan for the benefit of its citizens.

Strategic Initiatives

- Maintain effective communication with elected and appointed officials, city staff, and the public.
- Assure that legal advice is accurate, timely, and meets client needs.
- Verify that contracts prepared by third-parties and reviewed by Legal Services are valid and enforceable.
- Attest that City ordinances and agenda items are thoroughly and promptly reviewed.
- Recruit and retain a qualified legal staff.

Fiscal Year 2013 Accomplishments

- The City Attorney's Office has successfully handled cases in both civil and criminal courts and has effectively worked with and advised other City departments on municipal issues including economic development laws, ordinance drafting and enforcement, civil liability, open government laws, criminal law, employment law, procurement law, real estate law, annexation law, land use/development law, and public utility law.

Fiscal Year 2014 Goals and Objectives

- Deliver high quality, cost effective legal services that are responsive to the City's adopted policies, goals, and objectives.
- Provide responsive and preventative legal services to assist the City in minimizing its financial exposure to claims and lawsuits by involving attorneys early in project development, increasing accessibility of attorneys to departments and divisions, and informing department directors and division managers on how to use attorneys effectively to accomplish goals and objectives.
- Provide legal advice and guidance to the City, its elected and appointed officers and employees in a timely and efficient manner.
- Majority of Council inquiries are responded to within the same business day.
- Legal advice and services are provided on or before the agreed upon delivery date.
- Disputes regarding interpretations of contracts drafted by Legal Services do not arise.
- When challenged, City contracts will be declared valid and enforceable.
- Protect the City's assets by minimizing its exposure to liability, fairly and economically resolving disputes and effectively supervising outside legal counsel to minimize legal fees and costs.
- Ordinances and agenda items are reviewed and forwarded within required deadline.
- Have an attorney in attendance at all City boards and commission meetings

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 609,256	\$ 626,950	\$ 626,950	\$ 615,999	\$ 648,388
Supplies	5,016	5,568	5,568	7,300	4,568
Maintenance & Services	14,714	27,354	27,354	19,503	27,384
Miscellaneous/Admin Reimb	19,477	23,175	23,175	23,150	23,175
Total Expenses	\$ 648,463	\$ 683,047	\$ 683,047	\$ 665,952	\$ 703,515

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
City Attorney	1	1	1	1	1
Assistant City Attorney	4	4	4	4	4
Legal Assistant	1	1	1	1	1
Total	6	6	6	6	6

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
% of customers rated services as good	90%	90%	90%	90%	90%
Median response time to Council requests (days)	0.50	0.50	0.50	0.50	0.50
% of tasks meeting agreed deadlines	85%	85%	85%	85%	85%

CITY OF BRYAN, TEXAS
Payments to Other Agencies
Fiscal Year 2014

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	\$ Change /FY13	% Change /FY13
<u>Payments Agency Contributions</u>							
BVWACS	\$ 144,598	\$ 197,543	\$ 197,543	\$ 197,441	\$ 140,568	\$ (56,975)	-29%
Downtown Bryan Association	15,000	15,000	15,000	15,000	45,000	30,000	200%
BVC Net	13,000	13,000	13,000	13,000	13,000	-	0%
Easterwood Airport	58,768	58,768	58,768	58,768	58,768	-	0%
Brazos County 911 District	1,343,721	1,381,763	1,381,763	1,381,763	1,456,959	75,196	5%
Brazos County Health Department	326,500	326,500	326,500	326,500	326,500	-	0%
Borski Homes	40,000	40,000	40,000	40,000	-	(40,000)	-100%
Brazos County (Prisoner Support)	64,362	106,000	151,518	106,000	106,000	-	0%
Brazos County Appraisal District	228,926	237,007	237,007	236,173	249,525	12,518	5%
Brazos Senior	-	-	-	7,500	7,500	7,500	100%
Downtown Improvement Program	55,686	-	25,791	25,791	-	-	0%
Queen Theater	-	-	10,000	10,000	-	-	0%
Total Partner Agency Contributions	\$ 2,290,560	\$ 2,375,581	\$ 2,456,890	\$ 2,417,936	\$ 2,403,820	\$ 28,239	1%
<u>Economic Development Contributions</u>							
Research Valley Partnership	\$ 350,000	\$ 350,000	\$ 375,000	\$ 375,000	\$ 350,000	\$ -	0%
Economic Development Foundation	149,252	156,225	156,225	182,460	163,911	7,686	5%
US Tel-Tec	122,480	-	-	-	125,000	125,000	100%
Texas Institute for Preclinical Studies	84,000	84,000	84,000	84,000	84,000	-	0%
Total Economic Development	\$ 705,732	\$ 590,225	\$ 615,225	\$ 641,460	\$ 722,911	\$ 132,686	22%
<u>Transfers Out</u>							
Bryan Commerce & Dev.	-	57,310	57,310	-	-	(57,310)	-100%
Wastewater Fund	49,056	12,200	12,200	12,200	13,956	1,756	14%
Warehouse Fund	207,948	-	-	-	80,580	80,580	0%
Water Fund	-	-	445,000	445,000	13,956	13,956	0%
Solid Waste	116,534	55,969	55,969	55,969	51,443	(4,526)	-8%
TIRZ 22 (Target)	75,000	163,000	163,000	-	-	(163,000)	-100%
TIRZ 10 (Traditions)	190,000	214,000	289,000	289,000	-	(214,000)	-100%
TIRZ 19 (Nash)	30,000	5,000	5,000	5,000	50,000	45,000	900%
Coulter Airport	-	-	-	-	110,000	110,000	100%
Debt Service (TIRZ 8)	-	-	-	-	195,932	195,932	200%
Transfers Out	668,538	507,479	1,027,479	807,169	515,867	8,388	2%
<u>Other</u>							
Utilities/communication	\$ 115	\$ 200	\$ 200	\$ 200	\$ 200	\$ -	0%
Village Foods tax reimb.	16,905	-	-	12,130	16,000	16,000	0%
Escrow BCC	10,000	-	-	-	-	-	0%
Principal & Interest - HUD Loan	346,420	346,420	-	-	-	(346,420)	-100%
Contingent	196	-	47,265	49,604	18,228	18,228	0%
Total Other	\$ 373,636	\$ 346,620	\$ 47,465	\$ 61,934	\$ 34,428	\$ (312,192)	-90%
Sub-Total	\$ 4,038,466	\$ 3,819,905	\$ 4,147,059	\$ 3,928,499	\$ 3,677,026	\$ (142,879)	0%
Non-Operating	-	-	4,094,643	4,095,440	1,100,000	1,100,000	0%
Total Non-Departmental	\$ 4,038,466	\$ 3,819,905	\$ 8,241,702	\$ 8,023,939	\$ 4,777,026	957,121	0%

ENTERPRISE FUNDS OVERVIEW

FUND DESCRIPTION

The City's Enterprise Funds include the following:

- Water
- Wastewater
- Solid Waste
- City Electric (BTU City)
- Rural Electric (BTU Rural)
- Coulter Field Airport
- Bryan Commerce and Development (BCD)

These funds are financed and operated in a manner similar to private business enterprises. The costs of providing products and services to the public are recovered primarily through user charges.

All Enterprise Fund types are accounted for on the economic resources measurement focus and the accrual basis. Revenues are recognized in the period in which they are earned and become measurable, and expenses in the period in which they are incurred and measurable. Contrary to Generally Accepted Accounting Principles (GAAP) of recording depreciation in the income statements and recording retirements of principal and capital purchases on the balance sheet, the City does not budget for depreciation or amortization of assets but does budget capital expenses and debt principal on the operating statements.

WATER FUND

Operating revenues consist of sales, penalties, miscellaneous, and administrative reimbursements.

Anticipated operating revenues are \$12,422,900, which is an increase of \$353,000 (2.9%) from the FY2013 adopted budget of \$12,069,900. Total revenues for FY2014 are expected to be \$12,627,661. Non-operating revenue sources include interest income of \$75,000, water tap fees at \$85,000 and other income of \$44,761.

Anticipated total operating expenses are \$6,794,437, which is an increase of \$180,609 (2.7%) from the FY2013 adopted budget of \$6,613,828.

Water Services outsourced the water meter reading January 2012. Currently Water Services has 23,680 residential and commercial meters. The Automated Metering Infrastructure (AMI) is a 4 year phase in project set to be completed in FY2015. Currently 6,116 meters are on the AMI system being parallel tested for accuracy. As meters age, they tend to read water usage "slow", meaning water usage is under-billed. It is expected that as these meters are replaced metered water consumption will continue to increase and the increased water usage will precipitate increased wastewater revenues since sewer charges are based on water consumption.

Non-operating expenses in FY2014 are anticipated to be \$7,729,675, a decrease of \$2,022,888 from the FY2013 adopted budget of \$9,752,563.

Annual capital is \$3,188,000. Right-of-Way payments are expected to be \$621,145. Debt service payments for the Water Fund total \$3,910,299. Other expenses for the water fund total \$10,231.

The current reserve requirement (60 days of operating expenses) is \$1,116,894. The ending unrestricted net current assets will be \$2,840,476.

WASTEWATER FUND

Operating revenues for FY2014 are anticipated to be \$12,657,400. Total revenues for FY2014 are expected to be \$12,881,529, with \$224,129 of income attributed to non-operating sources. Non-operating income is expected to decrease by \$22,088 below the FY2013 budget; from \$246,217 to \$224,129.

Operating expenses are expected to be \$6,897,551 in FY2014. This is an increase of \$188,286 over the FY2013 budgeted amount of \$6,709,265. Non-operating expenses are expected to have a net decrease of \$3,978,594 from the FY2013 adopted budget. This decrease is due to an annual capital decrease of \$3,640,950.

Debt service payments and expenses total \$3,439,718 in FY2014 for General Obligation and Revenue Bond debt service, compared to \$3,780,362 in FY2013.

The operating reserve requirement (60 days of operating expenses) is \$1,133,844. The ending unrestricted net current assets are \$2,552,355.

SOLID WASTE FUND

Operating income is anticipated to be \$7,540,250 which is higher than the FY2013 budget amount of \$7,521,827 by \$18,423. Operating income consists of residential and commercial refuse, tipping fees, compost fees, recycling, administrative reimbursements, penalties, license & permit fees and miscellaneous operating income.

Non-operating income includes interest of \$19,000 and administrative reimbursements of \$88,273.

Total operating expenses of the Solid Waste Fund for FY2014 are \$5,089,706, which is an increase of \$77,733 over the FY2013 adopted budget. Compost has been fully transferred to BSWMA and accounts for the operational decrease.

Non-operating expenses will decrease \$761,835 to \$2,222,291 compared to the FY2013 budget amount of \$2,984,126.

Annual Capital will decrease to \$619,115. A transfer to General Fund of \$200,000 for animal shelter operations is also included for FY2014. This is a decrease of \$100,000 compared to FY2013. This transfer is planned to be phased-out in future years.

BRYAN TEXAS UTILITIES (BTU)

Bryan Texas Utilities (BTU) operates a "City" and "Rural" electric system. Each system, while operated by a common staff, is maintained separately for internal and external accounting and reporting purposes.

The City Electric System encompasses the following services provided to customers within the city limits of Bryan: Production, Transmission, Distribution, Administration, Customer Service, Energy Accounts and QSE (Qualified Scheduling Entity) Services.

BTU-CITY

Overall revenues for the BTU-City service are projected to be \$172,091,110 in FY2014. This is an increase over the FY2013 adopted budget due to regulatory charges. Operating revenue is derived from operations, miscellaneous revenue, and investment earnings. Total operating expenses for BTU-City for FY2014 are projected to be \$133,462,715.

BTU-City non-operating expenditures will increase by \$5,396,848 to \$41,811,589 for the FY2014 budget. Debt service payments are budgeted to increase by \$1,277,334. Capital improvements funded from working capital are primarily associated with improvements in distribution and system growth. Annual Capital increased \$3,151,350. The ending FY2014 working capital balance is estimated at \$33,692,668.

BTU-RURAL

The Rural Electric Division is comprised of the Distribution and Administrative services directly attributable to the rural service area. The Rural Electric Division is comprised of those areas outside the city limits of the City of Bryan which includes portions of: Brazos County, Burleson County, Robertson County, and the City of Snook.

Overall revenues for FY2014 are projected to be \$33,511,312. This is \$2,108,028 higher than the FY2013 adopted budget of \$31,403,284 due to higher kwh sales levels. Operating revenue is derived from operations, miscellaneous revenue, and investment earnings.

Total operating expenses for FY2014 are projected to be \$28,077,216. This is a \$1,753,485 increase from the FY2013 adopted budget of \$26,323,731. The increased cost of power purchased from BTU-City/QSE comprises the majority of the change.

BTU-Rural non-operating expenditures of \$5,435,964 are budgeted for annual capital and for debt service.

Capital expenses for FY2014 are \$4,291,296. Unrestricted BTU-Rural operating funds are projected to be \$5,616,576 at year end.

AIRPORT FUND

Coulter Field is a general use airport on the northeast side of Bryan which is managed by the City.

FY2014 operating revenues are adopted to be \$510,880. The primary sources of revenues are hanger rentals and fuel revenues. Non-operating revenues total \$176,300 and include grants, interest income, miscellaneous revenues from resale items and a transfer of \$110,000 from the General Fund.

Operating expenses for FY2014 are budgeted at \$492,945, a \$4,135 increase over FY2013 budget. Operating expenses are comprised of maintenance and other services and charges.

Non-operating expenses will decrease \$29,595 to \$114,542 compared to the FY2013 budget amount of \$144,137.

BRYAN COMMERCE AND DEVELOPMENT (BCD)

Bryan Commerce and Development (BCD) was created in 2000 to aid the City with economic development activities. The creation and use of BCD was essential since the Texas Local Government Code (LGC) limits the power and activities of local governments in respect to non-traditional government activities, specifically regarding the disposition of property. Major economic development activities of BCD have included a partnership in the formation of Traditions and the sale of the LaSalle Hotel in Downtown Bryan. Other economic development activities have included the purchase and donation of land for the purpose of spurring economic development on the west side of Bryan for the development of the new Texas A&M Health Science Center located in the city limits of Bryan.

FY2013 projected revenues from the sale of properties include Tradition properties and the LaSalle Hotel. Proceeds from the sale of the hotel will be used to pay off the remaining balance on the HUD loan for this property.

A transfer from the City's General Fund of \$1,950,672 is also projected. These funds are from the sale of City owned properties within Traditions. This transfer will be used to pay off the remaining balance on the Compass Bank note.

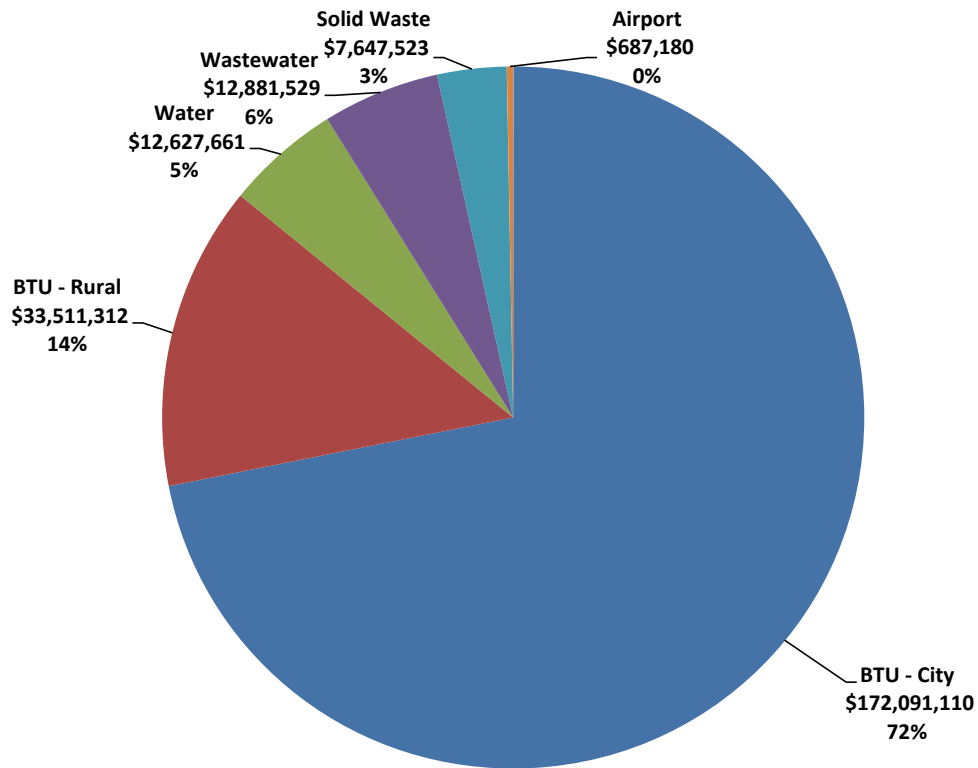
There are no anticipated transfers or revenues budgeted for fiscal year 2014.

Fiscal Year 2014 BCD expenditures include allocated costs for services provided to BCD of \$35,974 and liability insurance premium of \$310.

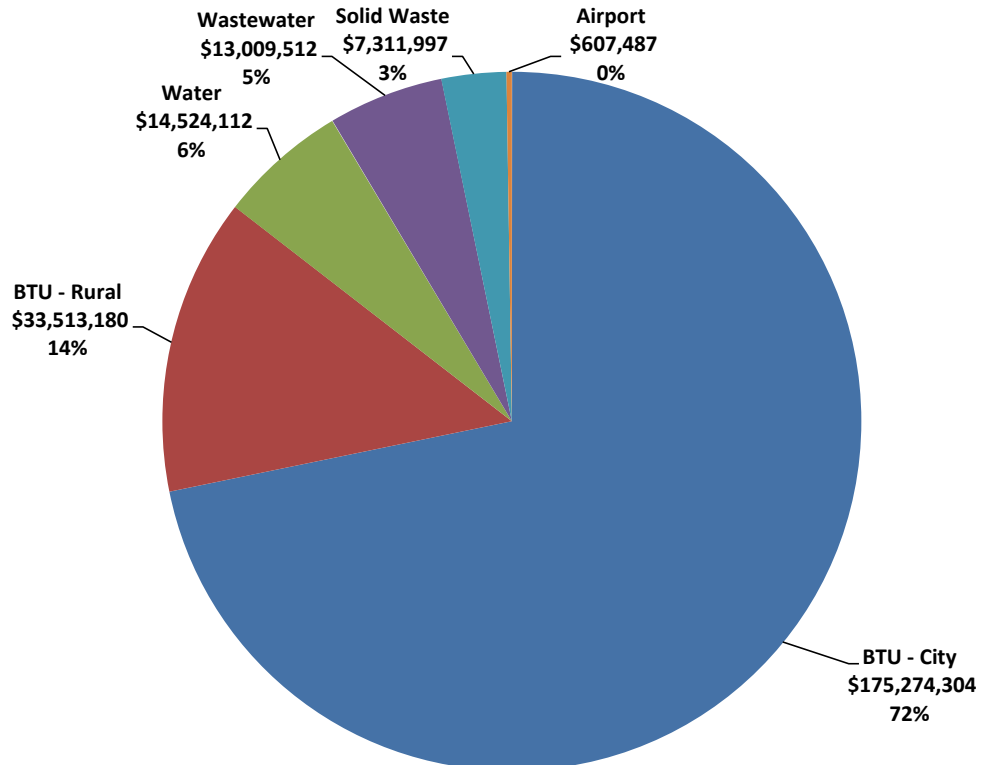


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Enterprise Funds Fiscal Year 2014 Revenues



Enterprise Funds Fiscal Year 2014 Expenses

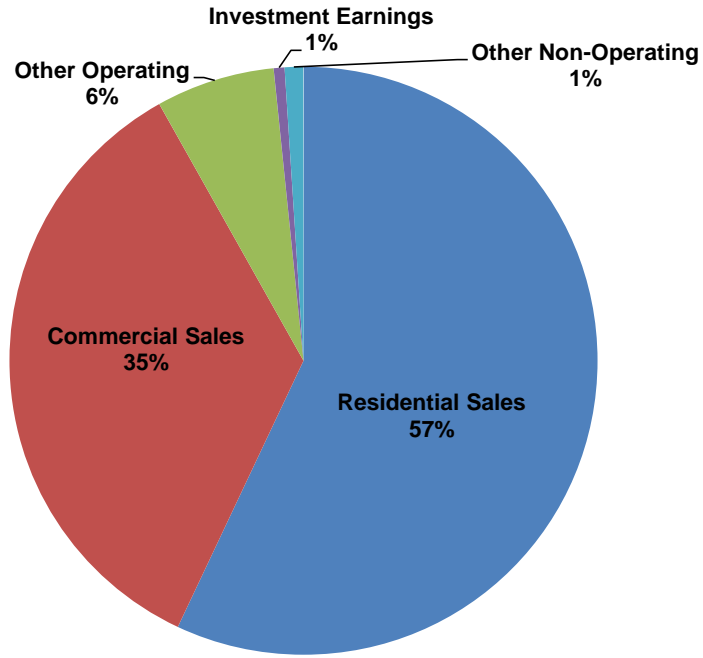


CITY OF BRYAN, TEXAS
Water Fund Summary
Fiscal Year 2014

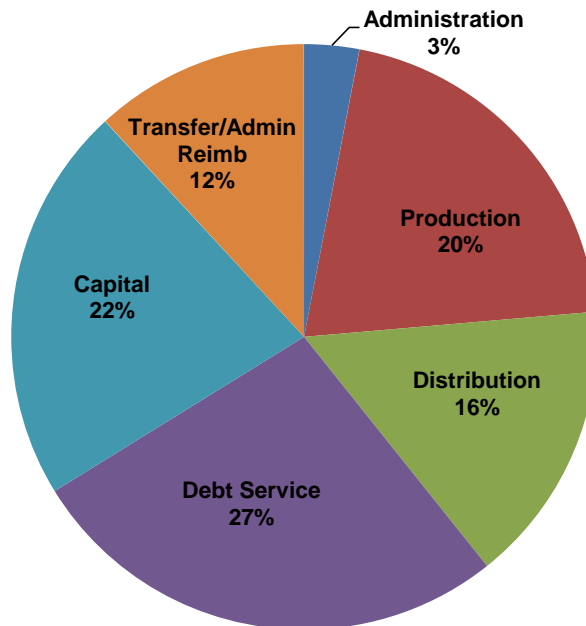
	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	\$ Chng/ FY13 Adptd	% Chng/ FY13 Adptd
<u>Revenues:</u>							
Operating Revenues:							
Water Sales	\$ 12,740,623	\$ 11,929,900	\$ 11,929,900	\$ 12,027,600	\$ 12,282,900	\$ 353,000	3.0%
Water Penalties	138,755	140,000	140,000	135,000	140,000	-	0.0%
<i>Total Operating Revenues</i>	<u>12,879,378</u>	<u>12,069,900</u>	<u>12,069,900</u>	<u>12,162,600</u>	<u>12,422,900</u>	<u>353,000</u>	<u>0</u>
Non-Operating Revenues:							
Interest Income	70,981	80,000	80,000	68,975	75,000	(5,000)	-6.3%
Water Tap Fees	82,700	85,000	85,000	80,000	85,000	-	0.0%
Oil & Gas Royalty	1,920	1,500	1,500	1,500	1,500	-	0.0%
Inventory markup	19,718	21,500	21,500	20,855	20,000	(1,500)	-7.0%
Miscellaneous non-operating income	171,374	-	-	52,625	-	-	0.0%
Transfers In	678,824	-	-	-	23,261	23,261	0.0%
US Dept of Commerce	(750)	1,043,830	1,043,830	1,043,800	-	(1,043,830)	-100.0%
<i>Total Non-Operating Revenues</i>	<u>1,024,767</u>	<u>1,231,830</u>	<u>1,231,830</u>	<u>1,267,755</u>	<u>204,761</u>	<u>(1,027,069)</u>	<u>-83.4%</u>
Total Revenues	<u>13,904,145</u>	<u>13,301,730</u>	<u>13,301,730</u>	<u>13,430,355</u>	<u>12,627,661</u>	<u>(674,069)</u>	<u>-5.1%</u>
<u>Expenditures:</u>							
Operating Expenses:							
Water Administration	528,285	307,539	316,107	335,043	441,411	133,872	43.5%
Water Production	2,993,409	2,955,990	2,966,730	2,905,372	2,989,863	33,873	1.1%
Water Distribution	1,712,242	2,218,021	2,260,900	2,044,188	2,271,609	53,588	2.4%
General & Admin. Reimbursement	806,299	737,345	737,345	737,345	660,668	(76,677)	-10.4%
Transfer to Other Funds	126,933	30,695	30,695	30,695	59,932	29,237	95.3%
Transfer to BTU	459,702	364,238	364,238	364,238	370,954	6,716	1.8%
<i>Total Operating Expenses</i>	<u>6,626,870</u>	<u>6,613,828</u>	<u>6,676,015</u>	<u>6,416,881</u>	<u>6,794,437</u>	<u>180,609</u>	<u>2.7%</u>
Non-Operating Expenses:							
Annual Capital	1,351,739	4,876,200	6,660,683	6,885,000	3,188,000	(1,688,200)	-34.6%
Right of Way Payments	633,140	603,495	603,495	603,495	621,145	17,650	2.9%
Over/Short Inventory	(2,256)	-	-	-	-	-	0.0%
Paying Agent Fee	2,119	10,231	10,231	10,231	10,231	-	0.0%
Miscellaneous Debt Expense	-	50,000	50,000	-	-	(50,000)	-100.0%
Debt Service: General Obligation Debt	694,531	667,679	667,679	667,679	669,364	1,685	0.3%
Debt Service: Revenue Debt	3,213,492	3,544,958	3,544,958	3,244,958	3,240,935	(304,023)	-8.6%
<i>Total Non-Operating Expenses</i>	<u>5,892,765</u>	<u>9,752,563</u>	<u>11,537,046</u>	<u>11,411,363</u>	<u>7,729,675</u>	<u>(2,022,888)</u>	<u>-21%</u>
Total Expenditures	<u>12,519,635</u>	<u>16,366,391</u>	<u>18,213,061</u>	<u>17,828,244</u>	<u>14,524,112</u>	<u>(1,842,279)</u>	<u>-11.3%</u>
 Net Increase/(Decrease)	 1,384,510	 (3,064,661)	 (4,911,331)	 (4,397,889)	 (1,896,451)		
 Beginning Operating Funds	 8,104,395	 8,494,452	 9,134,816	 9,134,816	 4,736,927		
 CAFR Adjustment	 (354,089)						
 Ending Operating Funds	 <u>\$ 9,134,816</u>	 <u>\$ 5,429,791</u>	 <u>\$ 4,223,485</u>	 <u>\$ 4,736,927</u>	 <u>\$ 2,840,476</u>		
 Reserve Requirement : (Sixty days operating expenses)	 \$ 1,089,348	 \$ 1,087,205	 \$ 1,097,427	 \$ 1,054,830	 \$ 1,116,894		

City of Bryan, Texas
Water Fund
Fiscal Year 2014

Water Fund - Sources



Water Fund - Uses



Water Fund

Mission Statement

The mission of Water Services is to produce and supply safe, palatable water for drinking and domestic use that satisfies the needs of all residential and commercial customers. To accomplish this mission we will:

- Provide continuous improvement in operations and customer service.
- Maintain infrastructure and facilities to maximize cost-effective service life and supply.
- Develop and implement plans to satisfy future water demands.

Strategic Initiatives

- The City maintains sufficient quantities of water to meet demands.
- The City receives no water quality violations.
- Low water pressure or quantity problems do not occur.
- Annual maintenance operations are performed within budget.
- Elevate customer service levels by promptly responding to service requests.
- Enhance the working environment for employees by improving communications and rewarding performance.

Fiscal Year 2013 Accomplishments

- Replaced miscellaneous distribution lines.
- Continued proactive valve program.
- Continued Automated Meter Infrastructure (AMI) – Phase 2.
- Rehabilitated pump #3 at the well field.
- Adopted water ordinance.
- Bid Wickson Interconnect.
- Complete construction of the 5 MG storage reservoir.
- Wells 6, 8, & 19 approved for service.
- Wholesale contract with Wellborn Special Utility District.
- Updated Water Conservation Plan.
- Began 1 MG storage reservoir construction.
- Improved fire flows in areas with flows below 1000 gpm.
- Enhanced water quality control measures.
- Installed strategically placed valves to improve distribution system operation.
- Image enhancement – coating of exposed infrastructure.
- Start design work for Cooling Tower 4.
- Replace pumps at Main Street Pump Station.

Fiscal Year 2014 Goals and Objectives

- Replace miscellaneous distribution lines.
- Complete 1 MG storage reservoir.
- Install strategically placed valves to enhance distribution system operation.
- Replace valves identified as deficient during the valve exercise program.
- Flow test fire hydrants.
- Continue implementation of Automated Meter Infrastructure (AMI).
- Improve fire flows in areas with flows currently below 1000 gpm.
- Implement conservation rate structure.
- Implementation of emergency generators for the water production system.
- Manageable Backflow Prevention Program.
- Rehabilitate High Service Pump #7
- Adopt water utility extension ordinance.
- Well Field pump upgrades.
- Evaluate mobile data terminals for replacement.
- Construct Cooling Tower 4.
- Construct Wickson Interconnect.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 2,084,677	\$ 2,238,792	\$ 2,238,792	\$ 2,155,027	\$ 2,318,148
Supplies	227,691	261,738	267,678	255,328	300,488
Maintenance & Services	2,543,561	2,478,375	2,534,622	2,376,572	2,531,602
Miscellaneous/Admin Reimb	1,182,050	1,239,990	1,239,990	1,235,021	1,193,313
Capital Outlay	1,351,739	4,876,200	6,660,683	6,885,000	3,188,000
Debt Service	3,910,142	4,272,868	4,272,868	3,922,868	3,940,530
Transfers	1,219,775	998,428	998,428	998,428	1,052,031
Total Expenses	\$ 12,519,635	\$ 16,366,391	\$ 18,213,061	\$ 17,828,244	\$ 14,524,112

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Administration					
Director of Public Works	0.35	0.35	0.35	0.35	0.50
SUB-TOTAL	0.35	0.35	0.35	0.35	0.50
Production					
Production & Field Operations Manager	0.40	0.40	0.40	0.40	0.30
Public Works Support Assistant	0.25	0.25	0.25	0.25	0.35
Division Assistant	0.50	-	-	-	-
Maintenance Supervisor	0.50	0.50	0.50	0.50	0.50
Meter Foreman	1.00	1.00	1.00	1.00	1.00
Senior Meter Technician	1.00	1.00	1.00	1.00	1.00
Meter Technician	3.00	3.00	3.00	3.00	3.00
Production Supervisor	1.00	1.00	1.00	1.00	1.00
WP Maintenance Crew Leader	2.00	2.00	2.00	2.00	2.00
WP Maintenance Operator	2.00	2.00	2.00	2.00	2.00
WP Plant Operator	4.00	4.00	4.00	4.00	4.00
SUB-TOTAL	15.65	15.15	15.15	15.15	15.15
Distribution					
Production & Field Operations Manager	0.40	0.40	0.40	0.40	0.40
Water Services Project Coordinator	0.75	0.75	0.75	0.75	0.75
GIS Technician	1.00	1.00	1.00	1.00	1.00
Public Works Assistant - Call Center	0.50	0.50	0.50	0.50	0.50
Public Works Support Assistant	0.75	0.75	0.75	0.75	0.50
Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Maintenance Crew Leader	2.00	2.00	2.00	2.00	2.00
Maintenance Worker/Operator	11.00	11.00	11.00	11.00	11.00
Valve & Hydrant Crew Leader	1.00	1.00	1.00	1.00	1.00
WD Customer Service Technician	2.00	2.00	2.00	2.00	2.00
SUB-TOTAL	20.40	20.40	20.40	20.40	20.15
Total	36.40	35.90	35.90	35.90	35.80

Performance and Activity Measures

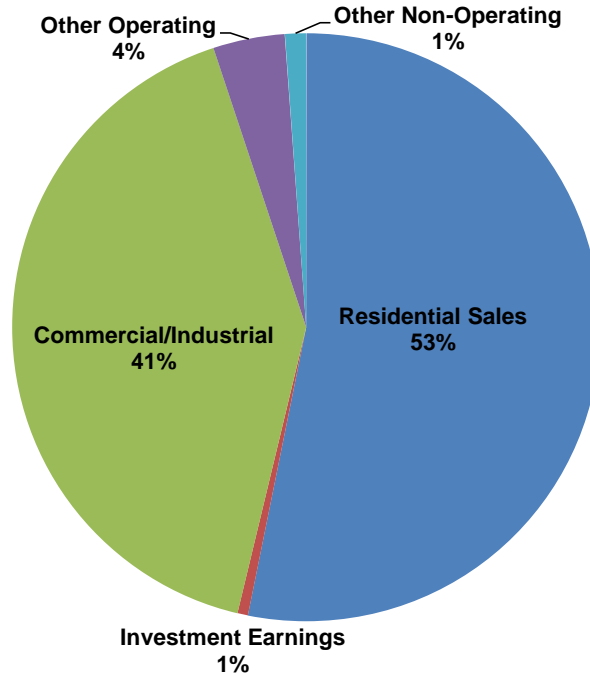
	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
% Demand as a measure of capacity	57%	64%	64%	64%	64%
Water Pump Stations Maintained	3	3	3	3	3
Water Pumps/Motors Maintained	24	24	24	24	24
Water Mains Maintained (miles)	470	473	473	475	476
Active Customer Accounts	21,913	22,270	22,270	21,913	22,080
New Water Connections	149	250	250	200	225
Water mains installed - new (miles)	11	7	7	5	3
Fire Hydrants Maintained	2,344	2,310	2,310	2,360	2,375
Water Usage per 1000 Population (in millions) Tx State Data Center	49.3	47.5	47.5	47.5	50.2
Admin Cost per Million Gallons Produced (admin costs)	\$ 1,631	\$ 1,834	\$ 1,834	\$ 1,734	\$ 1,648
Breaks per Main Mile	1.055	0.740	0.740	0.737	0.735
Customer Accounts per Employee (pdn + dist)	608	626	626	616	625
Average Volume of Water (MGD) delivered per employee (pdn + dist)	0.294	0.274	0.274	0.274	0.291
Distribution System Water Loss	8%	9%	9%	9%	9%
O&M Costs per account	\$ 222	\$ 224	\$ 226	\$ 218	\$ 233
O&M Costs per Million Gallons Produced	\$ 1,255	\$ 1,403	\$ 1,420	\$ 1,348	\$ 1,372

CITY OF BRYAN, TEXAS
Wastewater Fund Summary
Fiscal Year 2014

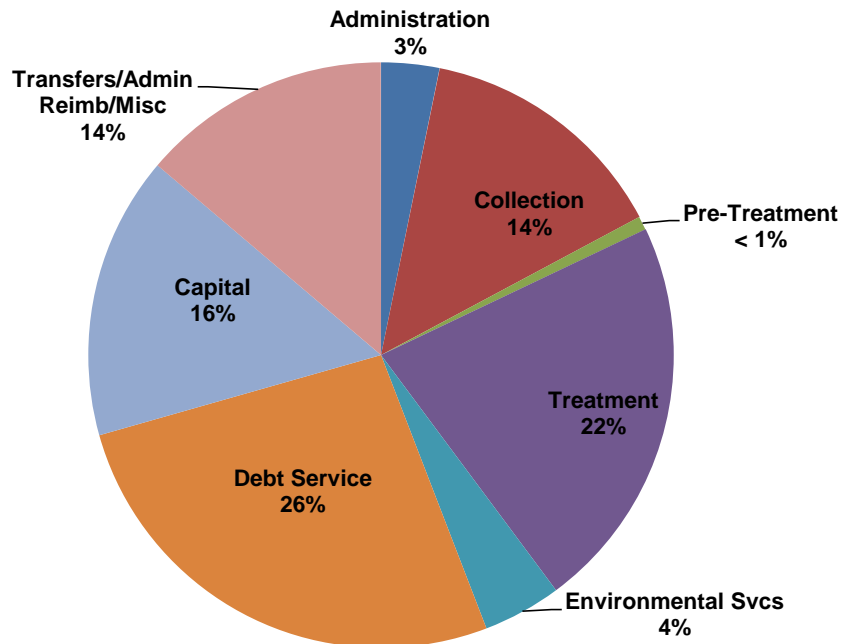
	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	\$ Chng/ FY13 Adptd	% Chng/ FY13 Adptd
<u>Revenues</u>							
Operating Revenues							
Sewer System Revenue	\$ 12,563,233	\$ 12,150,000	\$ 12,150,000	\$ 12,250,000	\$ 12,150,000	\$ -	0.0%
Sewer Penalties	135,516	135,000	135,000	135,000	135,000	-	0.0%
Miscellaneous	4,767	5,000	5,000	3,800	5,000	-	0.0%
Pretreatment Fees	359,093	270,000	270,000	330,000	330,000	60,000	22.2%
Hauler & Sewer Inspection Fees	43,625	40,400	40,400	37,825	37,400	(3,000)	-7.4%
<i>Total Operating Revenues</i>	<u>13,106,234</u>	<u>12,600,400</u>	<u>12,600,400</u>	<u>12,756,625</u>	<u>12,657,400</u>	<u>57,000</u>	<u>0.5%</u>
Non-Operating Revenues							
Sewer Tap Fees	46,750	70,000	70,000	60,000	60,000	(10,000)	-14.3%
Miscellaneous-Non Operating	13,372	27,000	27,000	24,364	27,000	-	0.0%
Transfers from Other Funds	1,284,121	49,217	49,217	49,217	62,129	12,912	26.2%
Interest Income	78,285	100,000	100,000	75,000	75,000	(25,000)	-25.0%
Gain on sale of asset	16,025	-	-	-	-	-	N/A
<i>Total Non-Operating Revenues</i>	<u>1,438,553</u>	<u>246,217</u>	<u>246,217</u>	<u>208,581</u>	<u>224,129</u>	<u>(22,088)</u>	<u>-9.0%</u>
Total Revenues	<u>14,544,787</u>	<u>12,846,617</u>	<u>12,846,617</u>	<u>12,965,206</u>	<u>12,881,529</u>	<u>34,912</u>	<u>0.3%</u>
<u>Expenditures</u>							
Operating Expenses							
Wastewater Administration	431,918	452,387	452,387	536,752	417,763	(34,624)	-7.7%
Wastewater Collection	1,510,814	1,776,297	1,781,115	1,767,465	1,817,526	41,229	2.3%
Wastewater Pre-Treatment	71,952	87,245	87,245	75,688	98,808	11,563	13.3%
Wastewater Treatment	2,298,708	2,764,440	2,799,174	2,540,707	2,845,359	80,919	2.9%
Environmental Services	497,676	543,750	543,960	514,331	561,803	18,053	3.3%
General & Admin Reimbursement	772,812	727,446	727,446	727,446	765,311	37,865	5.2%
Transfer to Other Funds	88,451	4,885	4,885	4,885	32,968	28,083	574.9%
Transfer to BTU	447,064	352,815	352,815	352,815	358,013	5,198	1.5%
<i>Total Operating Expenses</i>	<u>6,119,395</u>	<u>6,709,265</u>	<u>6,749,027</u>	<u>6,520,089</u>	<u>6,897,551</u>	<u>188,286</u>	<u>2.8%</u>
Non-Operating Expenses							
Annual Capital	3,279,120	5,674,950	7,063,654	10,090,609	2,034,000	(3,640,950)	-64.2%
Right of Way Payments	643,528	628,120	628,120	628,120	631,120	3,000	0.5%
Paying Agent Fee	2,906	7,123	7,123	7,123	7,123	-	0.0%
Debt Service	3,447,487	3,780,362	3,780,362	3,430,360	3,439,718	(340,644)	-9.0%
<i>Total Non-Operating Expenses</i>	<u>7,373,041</u>	<u>10,090,555</u>	<u>11,479,259</u>	<u>14,156,212</u>	<u>6,111,961</u>	<u>(3,978,594)</u>	<u>-39.4%</u>
Total Expenditures	<u>13,492,436</u>	<u>16,799,820</u>	<u>18,228,286</u>	<u>20,676,301</u>	<u>13,009,512</u>	<u>(3,790,308)</u>	<u>-22.6%</u>
Net Increase/(Decrease)	1,052,351	(3,953,203)	(5,381,669)	(7,711,095)	(127,983)	3,825,220	-96.8%
Beginning Operating Funds	9,619,815	8,450,296	10,361,433	10,361,433	2,650,338		
CAFR Adjustment	(310,733)						
Ending Operating Funds	<u>\$ 10,361,433</u>	<u>\$ 4,497,093</u>	<u>\$ 4,979,764</u>	<u>\$ 2,650,338</u>	<u>\$ 2,522,355</u>		
Reserve Requirement :							
(Sixty days operating expenses)	\$ 1,005,928	\$ 1,102,893	\$ 1,109,429	\$ 1,071,795	\$ 1,133,844		

City of Bryan, Texas
Wastewater Fund
Fiscal Year 2014

Wastewater Fund - Sources



Wastewater Fund - Uses



Wastewater Fund

Mission Statement

The mission of Water Services is to provide uninterrupted, cost effective wastewater collection/treatment services to residential and commercial customers. To accomplish this mission we will:

- Provide this service in a well-maintained wastewater collection system.
- Practice environmental responsibility and quality treatment services.
- Develop and implement plans to satisfy future wastewater demands.

Strategic Initiatives

- Wastewater is collected, transported, and treated without violation of permit.
- Rainfall events do not create collection system surcharges or capacity issues at the treatment plants
- Annual maintenance operations are performed within budget.
- Elevate customer service levels by promptly responding to service requests.
- Enhance the working environment for employees by improving communications and rewarding performance.

Fiscal Year 2013 Accomplishments

- Continued public education outreach efforts.
- Installed SCADA at the Burton Creek Waste Water Treatment Plant (WWTP), Still Creek WWTP, and High Service Pump Station.
- Adjusted wastewater treatment staffing levels to reduce labor expense.
- Construction of Thompsons WWTP.
- Reduced professional service expenses by performing services in-house: (1) Turkey Creek Closure Plan, (2) Thompsons Creek Reclaimed Water Authorization, (3) SWP3 renewal Burton Creek, Still Creek, and Coulter Airfield, (4) TPDES permit renewals for Burton Creek and Still Creek, and (5) MS4 Master Plan.
- Monitored the development of TMDL and I-Plan for Burton and Carters Creek.
- Executed proactive cleaning plan – 75 miles.
- Explored end users for Bed & Banks permit for treated wastewater.
- Continued Private Sewer Lateral Repair Program.
- Established technical limits for Thompsons Creek.
- Implemented and managed SSO Plan (Burton and Still Creek Basins) that targeted basins 3, 7, 11, and 13.
- Replaced force main along Highway 6.
- Constructed new collection line to the Texas Triangle Business Park.
- Rehabilitated 215 manholes.
- Upgraded check valves at Burton Creek.
- Partial replacement of lift station control panels.

Fiscal Year 2014 Goals and Objectives

- Replace aging pumps and motors at Burton and Still Creek WWTPs.
- Decrease dependency on potable water use within WWTPs.
- Market effluent as a water source for other customers.
- Monitor effectiveness of odor control technologies and explore further odor reduction technologies if needed.
- Increase aesthetics and appearance of WWTPs.
- Continue efforts to meet the goals and objectives of SSO Plan and CMOM.
- Continue efforts to eliminate sources of inflow and infiltration (private and public).
- Develop asset management plan for pumps, motors and blowers at the WWTPs.
- Execute proactive cleaning plan – 75 miles.
- Rehabilitate 150 manholes.
- Develop TV layer in GIS and database of TV information.
- Upgrade control panels at miscellaneous lift stations.
- Research communication options for lift stations.
- Complete Still Creek Phase III.



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	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 2,361,323	\$ 2,547,428	\$ 2,547,428	\$ 2,489,337	\$ 2,664,118
Supplies	419,401	481,001	485,039	443,875	559,066
Maintenance & Services	1,690,502	2,120,506	2,156,020	2,070,821	2,105,106
Miscellaneous/Admin Reimb	1,112,654	1,202,630	1,202,840	1,158,356	1,178,280
Capital Outlay	3,279,120	5,674,950	7,063,654	10,090,609	2,034,000
Debt Service	3,450,393	3,787,485	3,787,485	3,437,483	3,446,841
Transfers	1,179,043	985,820	985,820	985,820	1,022,101
Total Expenses	\$ 13,492,436	\$ 16,799,820	\$ 18,228,286	\$ 20,676,301	\$ 13,009,512

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Administration					
Director of Public Works	0.35	0.35	0.35	0.35	0.50
Subtotal	0.35	0.35	0.35	0.35	0.50
Collection					
Compliance and I&I Supervisor	1.00	1.00	1.00	1.00	1.00
Jet Truck Crew Leader	1.00	1.00	1.00	1.00	1.00
Maintenance Crew Leader	4.00	4.00	4.00	4.00	4.00
Maintenance Worker/Operator	8.00	8.00	8.00	8.00	8.00
Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Production & Field Operations Manager	0.20	0.20	0.20	0.20	0.20
Public Works Assistant-Call Center	0.50	0.00	0.00	0.00	0.50
Public Works Support Assistant	1.00	1.00	1.00	1.00	0.50
WW/Water Projects Coordinator	0.25	0.25	0.25	0.25	0.25
TV Truck Crew Leader	1.00	1.00	1.00	1.00	1.00
Vacuum Truck Crew Leader	2.00	2.00	2.00	2.00	2.00
Subtotal	19.95	19.45	19.45	19.45	19.45
Pre-Treatment / WWT					
Operator	1.00	1.00	1.00	1.00	1.00
Subtotal	1.00	1.00	1.00	1.00	1.00
Waste Water Treatment					
Division Assistant	0.50	0.50	0.50	0.50	0.38
Lift Station Crew Leader	1.00	1.00	1.00	1.00	1.00
Lift Station Operator	1.00	1.00	1.00	1.00	1.00
Maintenance Supervisor	0.50	0.50	0.50	0.50	0.50
Chief Plant Operator (supervisor)	1.00	1.00	1.00	1.00	1.00
Roll-Off Operator	1.00	1.00	1.00	1.00	1.00
Treatment & Compliance Manager	0.50	0.50	0.50	0.50	0.50
WP Maintenance Crew Leader	1.00	1.00	1.00	1.00	1.00
WP Maintenance Operator	1.00	1.00	1.00	1.00	1.00
WWT Plant Operator	9.00	6.00	6.00	6.00	6.00
Subtotal	16.50	13.50	13.50	13.50	13.38
Sewer/Env Svcs/Wastewater					
Environmental Compliance Officer	3.00	3.00	3.00	4.00	4.00
Environmental Compliance Supervisor	1.00	1.00	1.00	0.00	0.00
Treatment and Compliance Manager	0.50	0.50	0.50	0.50	0.50
Water Quality Technician	2.00	2.00	2.00	2.00	2.00
Subtotal	6.50	6.50	6.50	6.50	6.50
Total	44.30	40.80	40.80	40.80	40.83

Performance and Activity Measures

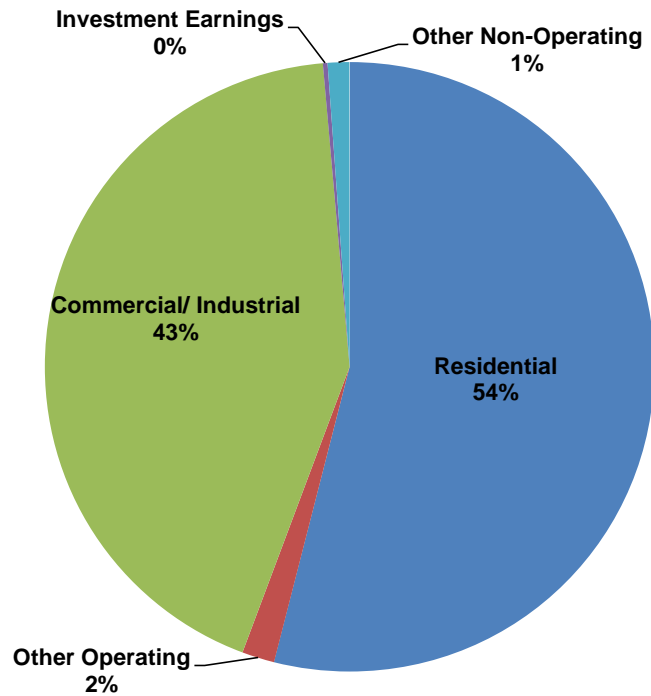
	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Sewer mains maintained (miles)	389	396	396	391	394
Stoppages removed from city mains (each)	695	1,500	1,500	950	1,000
Collection mains installed - New (miles)	7	7	7	2	3
New sewer connections	139	200	200	200	175
Sewer customers (accounts)	21,539	21,753	21,753	21,860	22,188
Sewer lift stations maintained	23	23	23	23	24
TV inspection I&I (miles)	6.0	7.0	7.0	6.5	7.0
Smoke testing I&I (miles)	28	50	50	25	30
Manholes repaired I&I	43	200	200	215	50
Private repaired/replaced sewer laterals	153	40	40	350	350
Sewer mains cleaned (miles)	83	75	75	80	79
Sanitary sewer overflows	68	100	100	75	75
Ratio of volumes of sewage to water sold	66%	68%	68%	68%	67%
Volume of wastewater treated (MG)	2,560	2,400	2,400	2,400	2,500
Admin cost per million gallons processed	\$ 2,243	\$ 2,490	\$ 2,490	\$ 2,326	\$ 2,259
O&M costs per account	208	237	239	229	240
O&M costs per million gallons processed	\$ 1,747	\$ 2,145	\$ 2,162	\$ 2,085	\$ 2,131
% of grease traps in compliance	95%	95%	95%	95%	95%
% of industrial users in compliance with IPP	100%	98%	98%	98%	98%

CITY OF BRYAN, TEXAS
Solid Waste Fund Summary
Fiscal Year 2014

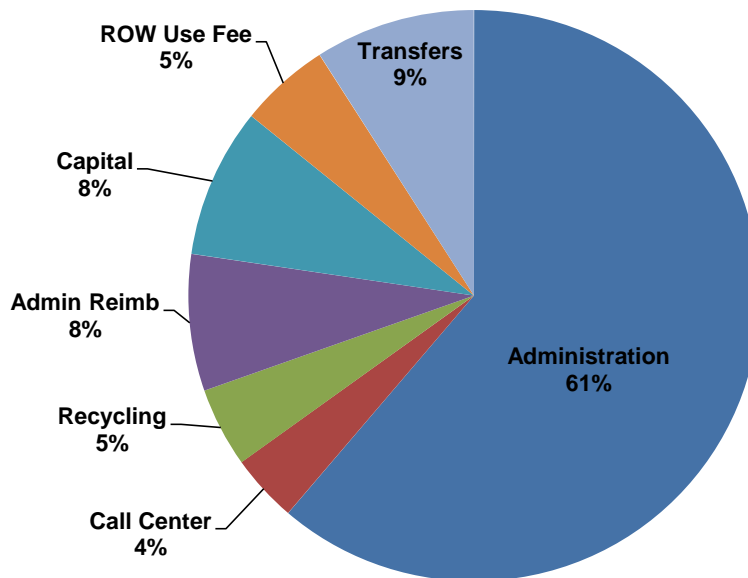
	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	\$ Chng/ FY13 Adptd	% Chng/ FY13 Adptd
<u>Revenues:</u>							
Operating Revenues:							
Residential Refuse	\$ 4,032,218	\$ 4,091,684	\$ 4,091,684	\$ 4,055,646	\$ 4,128,648	\$ 36,964	0.9%
Commercial Refuse	3,240,246	3,305,263	3,305,263	3,221,926	3,279,921	(25,342)	-0.8%
Penalties	78,465	61,000	61,000	77,380	78,773	17,773	29.1%
License & Permit Fees	44,903	35,000	35,000	45,000	40,000	5,000	14.3%
Recycling	6,742	20,000	20,000	5,092	5,184	(14,816)	-74.1%
Miscellaneous	6,819	8,880	8,880	7,613	7,724	(1,156)	-13.0%
Animal Center	109,837	-	-	-	-	-	0.0%
<i>Total Operating Revenues</i>	<i>7,519,230</i>	<i>7,521,827</i>	<i>7,521,827</i>	<i>7,412,657</i>	<i>7,540,250</i>	<i>18,423</i>	<i>0.2%</i>
Non-Operating Revenues:							
Interest Income	26,947	30,000	30,000	18,534	19,000	(11,000)	-36.7%
Administrative Reimbursements	92,776	140,782	140,782	196,751	88,273	(52,509)	-37.3%
Transfers In	2,913,793	55,969	55,969	55,969	-	(55,969)	-100.0%
Grants	-	-	-	13,800	-	-	0.0%
<i>Total Non-Operating Revenues</i>	<i>3,033,517</i>	<i>226,751</i>	<i>226,751</i>	<i>285,054</i>	<i>107,273</i>	<i>(119,478)</i>	<i>-52.7%</i>
Total Revenues	10,552,747	7,748,578	7,748,578	7,697,711	7,647,523	(101,055)	-1.3%
<u>Expenditures:</u>							
Operating Expenses:							
Administration	4,496,152	4,303,583	4,404,583	4,454,607	4,478,896	175,313	4.1%
Call Center	261,773	276,305	276,305	274,687	281,302	4,997	1.8%
Recycling	370,986	326,883	326,883	323,244	329,508	2,625	0.8%
Animal Center	361,755	-	-	-	-	-	0.0%
BVSWMA Compost	-	105,202	105,202	-	-	(105,202)	-100.0%
<i>Total Operating Expenses</i>	<i>5,490,666</i>	<i>5,011,973</i>	<i>5,112,973</i>	<i>5,052,538</i>	<i>5,089,706</i>	<i>77,733</i>	<i>1.6%</i>
Non-Operating Expenses:							
Admin Reimbursement	718,389	653,913	653,912	653,912	565,239	(88,674)	-13.6%
Transfer to Wastewater	34,628	37,017	37,017	37,017	38,868	1,851	5.0%
Transfer to BTU	467,086	404,478	404,478	404,478	424,702	20,224	5.0%
Transfer to General Fund	-	300,000	300,000	300,000	200,000	(100,000)	-33.3%
Transfer to Other Funds	40,000	-	-	-	-	-	0.0%
Right of Way Use Fee	367,546	372,897	372,897	372,897	374,367	1,470	0.4%
Annual Capital	920,384	1,215,821	1,722,855	1,525,856	619,115	(596,706)	-49.1%
<i>Total Non-Operating Expenses</i>	<i>2,548,033</i>	<i>2,984,126</i>	<i>3,491,159</i>	<i>3,294,160</i>	<i>2,222,291</i>	<i>(761,835)</i>	<i>-25.5%</i>
Total Expenditures	8,038,699	7,996,099	8,604,132	8,346,698	7,311,997	(684,102)	-8.6%
Net Increase/(Decrease)	2,514,048	(247,521)	(855,554)	(648,987)	335,526		
Beginning Operating Funds	1,300,735	3,535,904	3,641,167	3,641,167	2,992,180		
CAFR Adjustment	(173,616)						
Ending Operating Funds	\$ 3,641,167	\$ 3,288,383	\$ 2,785,613	\$ 2,992,180	\$ 3,327,706		
Reserve Requirement :							
(Sixty days operating expenses)	\$ 902,575	\$ 823,886	\$ 840,489	\$ 830,554	\$ 836,664		

City of Bryan, Texas
Solid Waste Fund
Fiscal Year 2014

Solid Waste Fund - Sources



Solid Waste Fund - Uses



Solid Waste Fund

Mission Statement

To provide the City of Bryan with safe, timely, cost effective and environmentally conscious solid waste collection and disposal; reduce waste through recycling, and community education; respond promptly and accurately to citizen concerns and requests with superior customer service; ensuring environmental compliance for a safe, attractive and clean aesthetically pleasing community for residents and visitors.

Strategic Initiatives

- Provide safe and timely residential, commercial and brush & bulky solid waste services.
- Divert and direct waste from landfill through recycling programs and educational programs.
- Improve image by decreasing litter and discarded materials in residential neighborhoods and major thoroughfares.
- Respond to customer requests in a timely, professional manner.
- Provide fiscally sound collection operations by minimizing the fleet and optimizing staff.
- Develop well-trained and empowered staff at all levels.
- Improve capital assets through safety and operational training along with proactive maintenance.
- Provide superior customer service in Public Works Call Center.
- Institute work order-based reporting to provide managers with information in order to raise the level of service provided and monitor productivity.

Fiscal Year 2013 Accomplishments

- Worked with Bryan PD assisting in minor crime investigations and prevention.
- Worked with NET Officers to ensure eviction debris and materials are properly collected and disposed of quickly.
- Partnered with the City of College Station to release an "Alternative Fuel Study" RFP to help identify the best alternative fuel and technology which may be feasible and economical for both cities.
- Increased route efficiency by consolidating business parks and strip centers, where feasible, with multiple containers to one container in order to eliminate extra containers and to ensure route efficiency.
- Continued to identify areas where the use of plastic front load containers will help reduce noise concerns where commercial properties are adjacent to residential neighborhoods.
- Decreased the number of incidents/accidents by ~30% with the Safety Awareness Program.
- Purchased new baler at Recycling Center with BVCOG Grant.
- Created and implemented new cost allocation database to more closely capture the work performed for departments. The process closely resembles customer service management software and leads way to using the One Solution CSM.
- Increased calls answered within 60sec service level by 1%
- Successfully incorporated the 28% increase of AIM work orders into daily work routine.
- Decreased BTU street light outages reported to PWCC by 98% by incorporating BTU service requests within our "HelpBryan!" web site and other web changes.
- Member of the Call Center and the supervisor worked as part of the test team with Bryan Texas Utilities on upgrade changes to Cayenta billing software.

Fiscal Year 2014 Goals and Objectives

- Ensure 100% of all solid waste customers are collected without complaints.
- All curbs and gutters are swept at least 4 times per year.
- Dead animals are removed within 24 hours of notifications.
- Reduce the number of incidents/accidents by 3%.
- All solid waste work orders generated are completed within 24-48 hours of notifications.
- Increase citizen participation at the recycling center by 2%.
- Apply for at least 1 grant or award with established sustainability and education program.
- Continue to ensure that all calls presented to an agent are answered within one minute.
- Maintain an average talk time of two minutes with customers.
- Effectively and efficiently handle all calls received and placed in the Call Center.
- Increase online service requests of "HelpBryan!" work requests.
- Effectively and efficiently process all work orders generated in the Call Center.

Solid Waste Fund

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 2,601,078	\$ 2,440,963	\$ 2,440,963	\$ 2,372,948	\$ 2,384,729
Supplies	714,536	571,650	672,650	690,301	698,647
Maintenance & Services	600,550	486,151	486,151	484,880	483,504
Miscellaneous/Admin Reimb	2,292,891	2,167,122	2,167,121	2,158,321	2,088,065
Capital Outlay	920,384	1,215,821	1,722,855	1,525,856	619,115
Transfers	909,260	1,114,392	1,114,392	1,114,392	1,037,937
Total Expenses	\$ 8,038,699	\$ 7,996,099	\$ 8,604,132	\$ 8,346,698	\$ 7,311,997

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Administration					
Director of Public Works	0.15	0.05	0.05	0.05	0.05
Environmental Services Department Manager	1.00	1.00	1.00	1.00	1.00
Brush & Bulky Foreman	1.00	1.00	1.00	1.00	1.00
Brush & Bulky Crew Leader	2.00	2.00	2.00	2.00	2.00
Brush & Bulky Equipment Operator	8.00	8.00	8.00	8.00	8.00
Assessment Worker	3.00	3.00	3.00	3.00	3.00
Solid Waste Commercial Foreman	1.00	1.00	1.00	1.00	1.00
Solid Waste Residential Foreman	1.00	1.00	1.00	1.00	1.00
Container Coordinator	2.00	2.00	2.00	2.00	2.00
Solid Waste Equipment Operator					
Residential	8.00	7.00	7.00	7.00	7.00
Commercial	5.00	6.00	6.00	6.00	6.00
Street Sweepers	2.00	2.00	2.00	2.00	2.00
Subtotal	34.15	34.05	34.05	34.05	34.05
Call Center					
Customer Service Supervisor	1.00	1.00	1.00	1.00	1.00
Public Works Call Center Assistant	3.00	3.00	3.00	3.00	3.00
Public Works Support Assistant	1.00	1.00	1.00	1.00	1.00
Subtotal	5.00	5.00	5.00	5.00	5.00
Compost					
Compost Equipment Operator	3.00	0.00	0.00	0.00	0.00
Compost Crew Leader	1.00	0.00	0.00	0.00	0.00
Recycling Center Assistant	3.00	3.00	3.00	3.00	3.00
Recycling Center Crew Leader	1.00	1.00	1.00	1.00	1.00
Environmental Operations Supervisor	1.00	1.00	1.00	1.00	1.00
BVSWMA - Compost	4.00	2.00	2.00	2.00	2.00
Subtotal	13.00	7.00	7.00	7.00	7.00
Total	52.15	46.05	46.05	46.05	46.05

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Customers collected without complaint (Residential)	99%	100%	100%	98%	100%
Customers collected without complaint (Commercial)	99%	100%	100%	98%	100%
Customers collected without complaint (Brush/Bulky)	99%	100%	100%	98%	100%
Average number of street sweepings annually	4	4	4	4	4
Dead animal requests removed within 24 hrs	100%	100%	100%	100%	100%
All work orders are completed within 24-48hrs	99%	100%	100%	100%	100%
Calls answered within 60sec service level	96%	96%	96%	97%	97%
# of calls handled from queue in/out Call Center	48,549	31,000	31,000	48,000	48,000
# of job orders generated	21,800	16,800	16,800	23,448	24,000

**Bryan Texas Utilities
City Electric System
Fiscal Year 2014**

	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Adopted	\$ Chng FY13 Adptd	% Chng FY13 Adptd
<u>Revenues</u>						
Operating Revenues						
Base Revenue						
Retail	\$ 42,952,794	\$ 49,280,576	\$ 48,280,576	\$ 41,683,686	\$ (7,596,890)	-15.4%
Wholesale	19,704,372	20,525,520	20,525,520	22,445,173	1,919,653	9.4%
Fuel Pass Through	71,055,100	70,589,070	70,589,070	72,353,799	1,764,729	2.5%
Regulatory Charge Pass Through	-	-	-	13,424,705	13,424,705	100.0%
Other Operating Revenue	12,710,752	12,917,753	18,888,737	22,035,780	9,118,027	70.6%
Total Operating Revenue	<u>146,423,018</u>	<u>153,312,919</u>	<u>158,283,903</u>	<u>171,943,142</u>	<u>18,630,223</u>	<u>12.2%</u>
Non-Operating Revenues						
Interest	369,937	276,941	276,941	147,968	(128,973)	-46.6%
Total Revenues	<u>146,792,955</u>	<u>153,589,860</u>	<u>158,560,844</u>	<u>172,091,110</u>	<u>18,501,250</u>	<u>12.0%</u>
<u>Expenditures</u>						
Operating Expenses						
Energy Cost	71,055,100	70,589,070	70,589,070	72,353,799	1,764,729	2.5%
Capacity Cost	10,670,516	24,993,963	24,343,427	22,462,543	(2,531,419)	-10.1%
TCOS Expense - BTU	4,032,849	6,684,110	10,432,154	13,424,705	6,740,595	100.8%
TCOS Expense - Wholesale	-	3,082,659	2,619,560	4,170,562	1,087,903	35.3%
Departmental Expenses	18,125,756	20,659,441	19,123,691	21,609,181	949,740	4.6%
Admin Reimbursement to COB	486,285	541,576	691,576	773,783	232,207	42.9%
Admin Reimbursement from COB	(1,597,520)	(1,344,820)	(1,344,820)	(1,331,857)	12,963	-1.0%
Total Operating Expenses	<u>102,772,986</u>	<u>125,205,999</u>	<u>126,454,658</u>	<u>133,462,715</u>	<u>8,256,717</u>	<u>6.6%</u>
Non-Operating Expenses						
Annual Capital	6,698,017	6,894,260	8,126,650	10,045,610	3,151,350	45.7%
Right-of-Way Payments	9,170,222	9,234,062	9,234,062	10,202,226	968,164	10.5%
Debt Service	18,994,535	20,286,419	19,921,937	21,563,753	1,277,334	6.3%
Total Non-Operating Expenditures	<u>34,862,774</u>	<u>36,414,741</u>	<u>37,282,649</u>	<u>41,811,589</u>	<u>5,396,848</u>	<u>14.8%</u>
Total Expenditures	<u>137,635,760</u>	<u>161,620,740</u>	<u>163,737,307</u>	<u>175,274,304</u>	<u>13,653,564</u>	<u>8.4%</u>
Net Increase (Decrease)	9,157,195	(8,030,880)	(5,176,463)	(3,183,194)	4,847,686	-60.4%
Beginning Unrestricted Cash	28,671,298	43,414,135	42,052,325	36,875,862	(6,538,273)	-15.1%
Transfer From Rate Stabilization Fund	-	-	-	-	-	0.0%
Timing of Cash Flow	4,223,832	-	-	-	-	0.0%
Ending Unrestricted Cash	<u>\$ 42,052,325</u>	<u>\$ 35,383,255</u>	<u>\$ 36,875,862</u>	<u>\$ 33,692,668</u>	<u>\$ (1,690,588)</u>	<u>-4.8%</u>
# of Days of Reserve (90 day min)	155	108	111	97		

**Bryan Texas Utilities
Rural Electric System
Fiscal Year 2014**

	FY 2012 Actual	FY 2013 Budget	FY 2013 Projection	FY 2014 Adopted	\$ Chng FY13 Adptd	% Chng FY13 Adptd
<u>Revenues</u>						
Operating Revenues						
Base Revenue	\$ 18,293,177	\$ 19,460,378	\$ 19,460,378	\$ 18,560,239	\$ (900,139)	-4.6%
Fuel Pass Through	12,776,447	11,625,597	11,625,597	12,078,996	453,399	3.9%
Regulatory Charge Pass Through	-	-	-	2,542,270	2,542,270	N/A
Miscellaneous	426,217	295,800	295,800	301,716	5,916	2.0%
Total Operating Revenues	31,495,841	31,381,775	31,381,775	33,483,220	2,101,445	6.7%
Non-Operating Revenues						
Interest Income	82,333	21,509	21,509	28,092	6,583	30.6%
Total Revenues	31,578,174	31,403,284	31,403,284	33,511,312	2,108,028	6.7%
<u>Expenditures</u>						
Operating Expenses						
Purchased Power - Base	12,426,463	13,282,058	13,282,058	12,041,419	(1,240,639)	-9.3%
Purchased Power - Fuel	12,776,447	11,625,597	11,625,597	12,078,996	453,399	3.9%
Purchased Power - Regulatory Charge	-	-	-	2,542,270	2,542,270	N/A
Departmental Expenses	1,115,978	1,391,076	1,391,076	1,389,532	(1,544)	-0.1%
All Other	29,463	25,000	25,000	25,000	-	0.0%
Total Operating Expenses	26,348,351	26,323,731	26,323,731	28,077,216	1,753,485	6.7%
Non-Operating Expenses						
Annual Capital	2,052,415	5,293,975	4,362,162	4,291,296	(1,002,679)	-18.9%
Debt Service	731,402	1,002,097	775,000	1,144,668	142,571	14.2%
Total Non-Operating Expenditures	2,783,817	6,296,072	5,137,162	5,435,964	(860,108)	-13.7%
Total Expenditures	29,132,168	32,619,803	31,460,893	33,513,180	893,377	2.7%
Net Increase (Decrease)	2,446,006	(1,216,519)	(57,609)	(1,867)	1,214,651	-99.8%
Beginning Unrestricted Cash	4,528,007	4,301,813	5,676,052	5,618,443	1,316,630	30.6%
Timing of Cash Flow	(1,297,961)	-	-	-		
Ending Unrestricted Cash	\$ 5,676,052	\$ 3,085,294	\$ 5,618,443	\$ 5,616,576	\$ 2,531,282	82.0%
# of Days of Reserve (45 day min)	79	43	78	73		

CITY OF BRYAN, TEXAS
Airport Fund Summary
Fiscal Year 2014

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	\$ Chng/ FY 13 Adptd	% Chng/ FY13 Adptd
<u>Revenues</u>							
Operating Revenues							
Rent	\$ 126,290	\$ 167,920	\$ 167,920	\$ 141,075	\$ 165,880	\$ (2,040)	-1.2%
Fuel Revenue	338,333	345,000	345,000	345,290	345,000	-	0.0%
<i>Total Operating Revenues</i>	464,622	512,920	512,920	486,365	510,880	(2,040)	-0.4%
Non-Operating Revenues							
Grants and Reimbursements	55,202	144,000	144,000	95,278	50,000	(94,000)	-65.3%
Interest Income	1,329	-	-	1,000	10,000	10,000	100.0%
Misc. Revenues	44,153	4,800	4,800	6,439	6,300	1,500	31.3%
Transfers In	18,654	-	-	-	110,000	110,000	100.0%
<i>Total Non-Operating Revenues</i>	119,338	148,800	148,800	102,717	176,300	27,500	18.5%
Total Revenues	583,960	661,720	661,720	589,082	687,180	25,460	3.8%
<u>Expenditures</u>							
Operating Expenses							
Salaries and Benefits	110,006	105,445	105,445	103,365	108,070	2,625	2.5%
Supplies	8,080	11,500	11,500	8,948	9,450	(2,050)	-17.8%
Fuel for resale	275,628	290,000	290,000	290,000	292,625	2,625	0.9%
Maintenance	37,194	14,000	14,000	5,499	12,640	(1,360)	-9.7%
Other Services and Charges	72,279	67,865	67,865	75,858	70,160	2,295	3.4%
<i>Total Operating Expenses</i>	503,188	488,810	488,810	483,670	492,945	4,135	0.8%
Non-Operating Expenses							
Debt Service	4,121	4,137	4,137	4,137	4,542	405	9.8%
Annual Capital	48,913	140,000	256,379	124,918	110,000	(30,000)	-21.4%
<i>Total Non-Operating Expenses</i>	53,034	144,137	260,516	129,055	114,542	(29,595)	-20.5%
Total Expenditures	556,222	632,947	749,326	612,725	607,487	(25,460)	-4.0%
Net Increase /(Decrease)	27,738	28,773	(87,606)	(23,643)	79,693		
Beginning Operating Funds	48,521	26,856	126,534	126,534	102,891		
CAFR adjustment	50,275						
Ending Operating Funds	\$ 126,534	\$ 55,629	\$ 38,928	\$ 102,891	\$ 182,584		
Reserve Requirement : (Sixty days operating expenses)	\$ 82,716	\$ 80,352	\$ 80,352	\$ 79,507	\$ 81,032		

Operating Funds = Working Capital



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Airport Fund

Mission Statement

To provide the highest quality General Aviation facilities, provide superior service, and foster a safe aviation environment for the citizens of Bryan and the residents of this region while enhancing a transportation gateway into the community.

Strategic Incentives

- Provide an attractive and beneficial transportation corridor that leaves a lasting positive impression on residents and visitors.
- To continue to upgrade and improve the Coulter Airfield facility and infrastructure through the pursuit of funding from the FAA, Texas Department of Transportation (TxDOT) - Aviation Division, and profits resulting from superior management of the facility with the overall goal of making and retaining Coulter Airfield as the best general aviation airport in the region.

Fiscal Year 2013 Accomplishments

- Updated Vision of Coulter Airfield with City Council
- Beacon and Tower Operational and Safety Upgrades.
- Completed New City Box Hanger
- Adjusted/Repaired PAPI Lighting System
- Completed Construction of Automatic Weather Observation System (AWOS)
- Implemented Marketing Program for Southeast Conference Schools
- Added lighting for Jet A and 100LL self-serve for fueling aircraft
- Entered into a design contract for a Jet A tank replacement.
- Complete Automatic Weather Observation System.
- Increased Jet A Fuel Sales

Fiscal Year 2014 Goals and Objectives

- Runway Light replacement
- Complete Coulter Field's First Business Plan
- Begin Capital Improvements identified and 90% funded by the Texas Department of Transportation Aviation Division
- Add Jet Service Amenities.
- Increased existing revenue sources.
- Construct Two New Private Hangars.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 110,006	\$ 105,445	\$ 105,445	\$ 103,365	\$ 108,070
Supplies	283,709	301,500	301,500	298,948	302,075
Maintenance & Services	72,890	51,490	51,490	55,802	51,150
Miscellaneous/Admin Reimb	36,583	30,375	30,375	29,692	31,650
Capital Outlay	48,913	140,000	256,379	124,918	110,000
Debt Service	4,121	4,137	4,137	-	4,542
Total Expenses	\$ 556,222	\$ 632,947	\$ 749,326	\$ 612,725	\$ 607,487

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Airport Manager	1	1	1	1	1
Assistant Airport Manager	1	-	-	-	-
Total	2	1	1	1	1

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
# of hangars leased month to month	36	36	36	36	36
Revenue generated annually	\$ 80,000	\$ 105,000	\$ 105,000	\$ 105,000	\$ 106,200
# of hangars with 25-30 year leases	8	8	8	8	8
Revenue generated	\$ 5,042	\$ 5,042	\$ 5,042	\$ 5,042	\$ 5,122
# of hangars leased other than T-hangars	1	1	1	1	2
Revenue Generated	\$ 14,700	\$ 14,700	\$ 14,700	\$ 14,700	\$ 21,300
# of month to month office lease	4	4	4	4	4
Revenue Generated	\$ 9,420	\$ 9,420	\$ 9,420	\$ 9,420	\$ 9,420
10% management fee for the BBC Hangar	1	1	1	1	1
Revenue Generated	\$ 1,650	\$ 1,650	\$ 1,650	\$ 1,650	\$ 1,650
# of permanent tiedowns	18	18	18	18	18
Revenue Generated	\$ 3,840	\$ 3,840	\$ 3,840	\$ 3,840	\$ 4,320
Misc. Revenue Generated	\$ 1,040	\$ 1,040	\$ 1,040	\$ 1,040	\$ 1,200
Additional Equipment Costs for Jet Services	51,200	51,200	51,200	51,200	30,000
Additional Ground Lease Revenue	\$ 8,100	\$ 8,100	\$ 8,100	\$ 8,100	\$ 8,100
Additional Jet Fuel Sales	\$ 10,500	\$ 10,500	\$ 10,500	\$ 6,500	\$ 6,500
Total Fuel Sold	\$ 290,000	\$ 290,000	\$ 290,000	\$ 250,000	\$ 250,000

CITY OF BRYAN, TEXAS
Bryan Commerce and Development (BCD) Fund Summary
Fiscal Year 2014

	2012 Actuals	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	\$ Chng/ FY13 Adptd	% Chng/ FY13 Adptd
<u>Revenues:</u>							
Sale of land	\$ -	\$ -	\$ 1,303,593	\$ 1,303,593	\$ -	\$ -	0.00%
Sale of LaSalle Hotel	-	-	2,360,939	2,360,939	-	-	0.00%
Interest Income	366	-	-	261	-	-	0.00%
Rental Income	-	-	-	1,671	-	-	0.00%
LaSalle	143,000	126,700	126,700	7,000	-	(126,700)	-100.00%
Transfer from General Fund	-	57,310	1,965,305	1,950,792	-	(57,310)	-100.00%
Total Revenues	143,366	184,010	5,756,537	5,624,256	-	(184,010)	N/A
<u>Expenditures:</u>							
Other services and charges	16,698	310	310	16,664	310	-	0.00%
Contractual Obligations	4,500	-	-	-	-	-	N/A
Compass Bank Note	57,473	57,000	1,964,995	1,950,792	-	(57,000)	N/A
Allocated Costs	-	-	-	-	35,974	35,974	100.00%
Transfer to Debt Service	129,000	126,700	126,700	7,000	-	(126,700)	N/A
Transfer to General Fund	-	-	3,664,533	3,664,533	-	-	N/A
Total Expenses	207,671	184,010	5,756,538	5,638,989	36,284	(147,726)	-407.1%
Net Increase/(Decrease)	(64,305)	-	(1)	(14,733)	(36,284)		
Beginning Operating Funds	201,572	118,007	203,917	203,917	189,185		
CAFR Adjustment	66,650	-					
Ending Operating Funds	\$ 203,917	\$ 118,007	\$ 203,917	\$ 189,185	\$ 152,901		

INTERNAL SERVICE FUNDS OVERVIEW

FUND DESCRIPTION

Internal Service Funds account for services furnished by a designated program to other programs within the City. Funds included are the Self-Insurance Fund, the Employee Benefits Fund and the Warehouse Fund. Each fund receives revenues from City departments to which services are provided. Internal Service Funds have revenues transferred from departmental budgets on a monthly basis to ensure that funds are available to fund related expenses.

The Internal Service Funds are accounted for on the economic resource measurement focus and the accrual basis. Revenues are recognized in the period in which they are earned and become measurable, and expenses in the period in which they are incurred and measurable. Contrary to Generally Accepted Accounting Principles (GAAP) of recording depreciation in the income statements and recording capital purchases on the balance sheet, the City does not budget for depreciation or amortization of assets but does budget capital expenses on the operating statements.

EMPLOYEE BENEFITS FUND

The Employee Benefits Fund was created to account for the administration of health insurance for city employees. Resources are contributed by the City for employee health coverage and by the employee for optional dependent coverage. Education and training programs are offered in efforts to reduce claims and improve the quality of life and health of the City's employees.

Total operating revenues are anticipated to be \$8,200,431. City contributions will increase by 6% per employee for a total of \$6,041,631 in FY2014. Employee contributions are projected to increase in FY2014, from \$1,600,000 to \$1,680,000. Retiree premiums will account for \$478,800 of premiums paid, which is \$22,800 higher than the FY2013 contribution of \$456,000.

Non-operating revenues consist of interest income of \$5,000, health claim rebates of \$93,800; flex admin fees of \$11,000 and a transfer of \$150,000 from the self-insurance fund. Total non-operating revenue is expected to be \$259,800.

Total operating expenses for FY2014 are anticipated to be \$8,089,519. Health insurance claims are projected to be \$6,803,000. This reflects an increase of \$47,813 from the FY2013 budget of \$6,755,817. Health insurance administration costs are \$490,200. This is a decrease of \$9,967 from the FY2013 budget of \$500,167. Research and reinsurance fees are a new mandate and are budgeted at \$94,000. Stop loss premiums are anticipated to be \$472,900 in FY2014, up from \$447,589 in FY2013, an increase of \$25,311. The Employee Assistance Program is a small component of the expenses, accounting for \$13,900 of the costs in FY2014.

Non-operating expense of \$385,000 will provide funding for the Employee Health Center.

The ending operating funds are projected at \$779,619.

SELF INSURANCE FUND

It is the policy of the City not to purchase commercial insurance for the risks of losses to which it is exposed, except for certain stop-loss provisions. Instead, the City believes it is more economical to manage its risks internally and set aside assets for claim settlements in the Self Insurance Fund. This fund services claims for risk of loss to which the City is exposed.

In an effort to limit exposure, the city carries the following coverage: Workers' compensation and liability claims in excess of \$250,000 are covered by private excess insurance carriers; property claims in excess of \$25,000 are covered by an Inter-local Government Risk Pool and the general and auto liability exposure for municipalities in Texas is lessened due to the Texas Tort Claims Act; which limits liability to \$250,000 for each person, \$500,000 for each occurrence for bodily injury, and \$100,000 for each occurrence for property damage.

Operating revenues for FY2014 are budgeted to be \$1,461,500, a decrease of \$42,864 from the FY2013 adopted figure of \$1,504,364.

Transfers in will decrease by \$313,606 from the FY2013 budget. This decrease in transfers in is off-set by the transfer of the expense for the Employee Health Clinic to the Employee Benefits Fund. Interest income is expected to decrease to \$15,000 in FY2014. Overall, the non-operating revenues will decrease by \$367,744 from the FY2013 budget.

Operating expenses are expected to be \$2,219,820 in FY2014, an increase of \$225,004 from the FY2013 adopted amount of \$1,994,816. The increase is primarily due to an increase in liability insurance.

The transfer of the expense for the Employee Health Center decreases the non-operating expense in this fund. Non-operating expenses are anticipated to be \$364,391, which is a decrease of \$253,043 compared to FY2013. This decrease is partially offset by a budgeted transfer out of \$150,000 to the Employee Benefits Fund.

The projected ending operating funds for FY2014 is anticipated to be \$2,437,032. This amount is a decrease of \$575,802 over the adopted ending balance for FY2013 which is \$3,012,834.

WAREHOUSE FUND

This Internal Service fund supports all departments within the City by ensuring availability of necessary supplies.

Total operating revenue is anticipated to be \$104,670 for FY2014. Operating revenues consist of fuel markups estimated at \$93,870, and inventory mark-ups of \$10,800.

Non-operating revenues for FY2014 include: interest income anticipated to be \$1,500 and discounts taken estimated at \$575. Total transfers from other departments will be \$136,650.

Operating expenses total \$236,140 for FY2014. This includes expenses for salaries and benefits \$210,451, supplies of \$14,578, and maintenance and services of \$11,111.

Non-operating expenses for FY2014 include a General and Administrative Transfer of \$63,026, and capital expenses of \$100,000.



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CITY OF BRYAN, TEXAS
Employee Benefits Fund Summary
Fiscal Year 2014

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	\$ Chng/ FY13 Adptd	% Chng/ FY13 Adptd
<u>Revenues:</u>							
Operating Revenues:							
Employee Contributions	\$ 1,651,484	\$ 1,600,000	\$ 1,600,000	\$ 1,644,800	\$ 1,680,000	\$ 80,000	5.0%
City Contributions	5,388,961	5,699,652	5,699,652	5,404,600	6,041,631	341,979	6.0%
Retiree Health Premiums	461,843	456,000	456,000	483,200	478,800	22,800	5.0%
<i>Total Operating Revenues</i>	<u>7,502,288</u>	<u>7,755,652</u>	<u>7,755,652</u>	<u>7,532,600</u>	<u>8,200,431</u>	<u>444,779</u>	<u>5.7%</u>
Non-Operating Revenues:							
Interest Income	14,447	22,296	22,296	13,800	5,000	(17,296)	-77.6%
Stop/Loss Aggregate Refund	915,725	-	-	-	-	-	0.0%
Flex Admin Fee	-	-	-	-	11,000	11,000	100.0%
Health Claim Rebates	110,293	79,304	79,304	100,200	93,800	14,496	18.3%
Transfer from Other Funds	-	-	-	-	150,000	150,000	100.0%
<i>Total Non-Operating Revenues</i>	<u>1,040,465</u>	<u>101,600</u>	<u>101,600</u>	<u>114,000</u>	<u>259,800</u>	<u>158,200</u>	<u>155.7%</u>
Total Revenues	<u>8,542,753</u>	<u>7,857,252</u>	<u>7,857,252</u>	<u>7,646,600</u>	<u>8,460,231</u>	<u>602,979</u>	<u>7.7%</u>
<u>Expenditures:</u>							
Operating Expenses:							
Administrative Reimbursements	161,694	137,620	137,620	137,620	140,119	2,499	1.8%
Claims Administration	14,242	14,949	14,949	14,700	15,400	451	3.0%
H.S.A. - Employer Paid	-	-	-	60,000	60,000	60,000	100.0%
Health Insurance Administration	462,257	500,167	500,167	466,900	490,200	(9,967)	-2.0%
Health Insurance Claims	7,961,458	6,755,187	6,755,187	6,803,000	6,803,000	47,813	0.7%
ACA Research & Reinsurance Fees	-	-	-	1,900	94,000	94,000	100.0%
EAP	12,679	14,402	14,402	13,300	13,900	(502)	-3.5%
Stop Loss Premium	413,478	447,589	447,589	450,400	472,900	25,311	5.7%
<i>Total Operating Expenses</i>	<u>9,025,808</u>	<u>7,869,914</u>	<u>7,869,914</u>	<u>7,947,820</u>	<u>8,089,519</u>	<u>219,605</u>	<u>2.8%</u>
Non-Operating Expenses:							
Employee Health Center	-	-	-	-	385,000	385,000	100.0%
Transfer to Other Funds	264,187	313,606	313,606	276,200	-	(313,606)	-100.0%
<i>Total Non-Operating Expenses</i>	<u>264,187</u>	<u>313,606</u>	<u>313,606</u>	<u>276,200</u>	<u>385,000</u>	<u>71,394</u>	<u>22.8%</u>
Total Expenditures	<u>9,289,995</u>	<u>8,183,520</u>	<u>8,183,520</u>	<u>8,224,020</u>	<u>8,474,519</u>	<u>290,999</u>	<u>3.6%</u>
Net Increase/(Decrease)	(747,242)	(326,268)	(326,268)	(577,420)	(14,288)		
Beginning Operating Funds	2,118,569	1,629,480	1,371,327	1,371,327	793,907		
Ending Operating Funds	<u>\$ 1,371,327</u>	<u>\$ 1,303,212</u>	<u>\$ 1,045,059</u>	<u>\$ 793,907</u>	<u>\$ 779,619</u>		

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Claims Administration	\$ 14,242	\$ 14,949	\$ 14,949	\$ 14,700	\$ 15,400
Misc Admin Reimbursements	9,011,566	7,854,965	7,854,965	7,933,120	8,459,119
Transfers	264,187	313,606	313,606	276,200	-
Total Expenses	\$ 9,289,995	\$ 8,183,520	\$ 8,183,520	\$ 8,224,020	\$ 8,474,519

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Average number of health plan contracts	843	865	865	840	840
Average number of health plan members	1,951	1,975	1,975	1,937	1,937
Average health claims paid per contract per month	\$ 787	\$ 659	\$ 659	\$ 675	\$ 675
Admin & Stop Loss fees paid per contract per month	\$ 87	\$ 91	\$ 91	\$ 91	\$ 96
Average Provider Savings	60%	55%	55%	59%	62%
ER visits/1,000	190	188	188	167	160
ER paid/service*	N/A	N/A	N/A	N/A	\$ 1,075
Office Services per member per month	14	14	14	13	13
Office visit paid/member*	N/A	N/A	N/A	N/A	\$ 48
Rx Generic dispensing rate	75%	75%	75%	77%	78%

*New performance measure added for FY14

CITY OF BRYAN, TEXAS
Self Insurance Fund Summary
Fiscal Year 2014

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	\$ Chng/ FY13 Adptd	% Chng/ FY13 Adptd
<u>Revenues:</u>							
Operating Revenues:							
Defensive Driving Fees	\$ 1,230	\$ 950	\$ 950	\$ 1,500	\$ 1,500	\$ 550	57.9%
Liability/Workers Comp Ins Premiums	1,438,470	1,503,414	1,503,414	1,460,000	1,460,000	(43,414)	-2.9%
<i>Total Operating Revenues</i>	<u>1,439,700</u>	<u>1,504,364</u>	<u>1,504,364</u>	<u>1,461,500</u>	<u>1,461,500</u>	<u>(42,864)</u>	<u>-2.8%</u>
Non-Operating Revenues:							
Interest Income	21,851	69,138	69,138	24,200	15,000	(54,138)	-78.3%
Miscellaneous revenues	4,788	-	-	6,578	-	-	N/A
S/L Aggregate Refund	5,282	-	-	566,647	-	-	N/A
Transfers from Other Funds	281,054	313,606	313,606	276,200	-	(313,606)	-100.0%
<i>Total Non-Operating Revenues</i>	<u>312,975</u>	<u>382,744</u>	<u>382,744</u>	<u>873,625</u>	<u>15,000</u>	<u>(367,744)</u>	<u>-96.1%</u>
Total Revenues	<u>1,752,675</u>	<u>1,887,108</u>	<u>1,887,108</u>	<u>2,335,125</u>	<u>1,476,500</u>	<u>(410,608)</u>	<u>-21.8%</u>
<u>Expenditures:</u>							
Operating Expenses:							
Personnel Services	415,389	425,325	425,325	427,282	441,531	16,206	3.8%
Supplies	237,312	30,200	30,200	5,200	24,700	(5,500)	-18.2%
Maintenance	6,524	10,490	10,490	9,400	6,100	(4,390)	-41.8%
Other Services & Charges	122,732	165,561	165,561	165,350	167,900	2,339	1.4%
Judgement & Damage Claims	(221,177)	50,000	50,000	47,000	50,000	-	0.0%
Liability Insurance	262,737	307,489	307,489	285,000	621,389	313,900	102.1%
Claims Administration	52,000	60,000	60,000	52,000	62,000	2,000	3.3%
Workmans Comp & Liability Claims	728,877	945,751	986,660	966,500	846,200	(99,551)	-10.5%
<i>Total Operating Expenses</i>	<u>1,604,394</u>	<u>1,994,816</u>	<u>2,035,725</u>	<u>1,957,732</u>	<u>2,219,820</u>	<u>225,004</u>	<u>11.3%</u>
Non-Operating Expenses:							
Employee Health Center	330,233	392,008	392,008	345,200	-	(392,008)	-100.0%
Transfer to Other Funds	-	-	-	-	150,000	150,000	100.0%
Allocation Cost from City Dep	224,831	225,426	225,426	225,426	214,391	(11,035)	-4.9%
<i>Total Non-Operating Expenses</i>	<u>555,064</u>	<u>617,434</u>	<u>617,434</u>	<u>570,626</u>	<u>364,391</u>	<u>(253,043)</u>	<u>-41.0%</u>
Total Expenditures	<u>2,159,458</u>	<u>2,612,250</u>	<u>2,653,159</u>	<u>2,528,358</u>	<u>2,584,211</u>	<u>(28,039)</u>	<u>-1.1%</u>
 Net Increase/(Decrease)	 (406,783)	 (725,142)	 (766,051)	 (193,233)	 (1,107,711)		
Beginning Operating Funds	3,522,148	3,737,976	3,737,976	3,737,976	3,544,743		
Ending Operating Funds	<u>\$ 3,737,976</u>	<u>\$ 3,012,834</u>	<u>\$ 2,971,925</u>	<u>\$ 3,544,743</u>	<u>\$ 2,437,032</u>		



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Self-Insurance Fund

Mission Statement

Provide excellent customer service and effective protection of the City's financial and human resources, enhancing the quality of life for employees and taxpayers.

Strategic Initiatives

- Provide attractive employee benefits within available fiscal resources.
- Protect employees and assets of the City from injury and loss.
- Provide adequate funds for losses incurred and minimize their total cost.
- Provide on-going review of requirements, policies, procedures, claims, and regulations to ensure up-to-date practices and mandated standards.
- Provide excellent customer service with accurate and timely advice to customers.
- Establish a worksite wellness program into City's culture.
- Facilitate partnerships with other local governments for cooperative purchases, to provide effective services, and/or to increase knowledge.

Fiscal Year 2013 Accomplishments

- Implemented all Health Care Reform requirements effective during FY2013.
- Provided competitive employee benefits package.
- Contracted with St. Joseph Regional Health Center to continue operating and managing the Employee Health Center with minimal increase in costs (1%).
- Increased utilization of Employee Health Center.
- Implemented health plan design changes and increased enrollment in High Deductible Health Plan/Health Savings Account by 40%.
- Negotiated agreement with health plan network to enhance member in-network benefits.
- High participation rate in Healthy Lifestyles Program at 93%.
- Facilitated group health education sessions based on Health Risk Assessment results and recommendations from Employee Health Center.
- Additional open enrollment period negotiated for Critical Care Insurance and Accident Insurance.
- Obtained excess casualty renewal with FY12 retention level in public entity market where insurance carriers were increasing retentions across the nation.
- Reduced number of vehicle collisions.
- Continued to offer safety and health classes in Spanish.

Fiscal Year 2014 Goals and Objectives

- Implement all FY2014 requirements of the Health Care Reform Act and prepare for future requirements.
- Continue marketing Employee Health Center and increase utilization by 10%.
- Expand services offered at Employee Health Center to include treatment of minor work injuries.
- Reduce top three health risks by 5%.
- Incorporate wellness training into requirements for Talent & Development Program and/or Healthy Lifestyles Program.
- Increase enrollment in Medicare supplemental plans to reduce other post-employment benefits (OPEB) liability.
- Continue to enhance department web page with on-line education in benefits and safety and updates to Wellness Website.
- Certify twenty employees in the National Safety Council's Supervisor Development Academy.
- Reduce the vehicle collision rate by 3%.
- Reduce workers' compensation incurred claims cost by 85%.
- Implement selected Payroll and Human Resource software application(s) within established timeline.
- Market and obtain competitive proposals for property and casualty programs, including claims administrative services and successfully implement any resulting changes.
- Maintain financial integrity of the Self-Insurance Fund with casualty costs not exceeding the actuary's projections.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 415,389	\$ 425,325	\$ 425,325	\$ 427,282	\$ 441,531
Supplies	16,132	30,200	30,200	22,900	24,700
Maintenance & Services	388,790	466,595	466,595	421,850	782,889
Transfers	-	-	-	-	150,000
Miscellaneous/Admin Reimb	1,339,147	1,690,130	1,731,039	1,656,326	1,185,091
Total Expenses	\$ 2,159,458	\$ 2,612,250	\$ 2,653,159	\$ 2,528,358	\$ 2,584,211

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Risk Management Director	1	1	1	1	1
Benefits Administrator	1	1	1	1	1
Claims Specialist	1	1	1	1	1
Risk Management Assistant	1	1	1	1	1
Safety Officer	1	1	1	1	1
Wellness Coordinator	1	1	1	1	1
Total	6	6	6	6	6

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Health plan claims cost (in millions)	\$ 7.90	\$ 6.80	\$ 6.80	\$ 6.80	\$ 6.80
% of Health Care Reform requirements implemented	100%	100%	100%	100%	100%
Health Center-number of patient visits	3,230	3,553	3,553	3,500	4,000
Health Center-number of new chronic conditions diagnosed	178	100	100	200	150
# of retirees enrolled in Medicare supplement	2	12	12	5	8
# of employees enrolled in HDHP/H.S.A.	10	40	40	50	60
Prevalance of top three health risk factors:					
Weight	80%	75%	75%	82%	78%
Nutrition	83%	78%	78%	78%	73%
Coronary risk (overall)	42%	40%	40%	47%	42%
# of National Safety Council Supervisor Certification class students	10	10	10	10	20
# of collisions per 1,000,000 miles	21	18	18	18	15
Workers comp claim costs (FY total incurred in thousands)	\$ 241	\$ 425	\$ 425	\$ 281	\$ 425
Claims costs to actuary's projections (work comp & liability)	130%	70%	70%	92%	70%

CITY OF BRYAN, TEXAS
Warehouse Fund Summary
Fiscal Year 2014

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	\$ Chng/ FY13 Adptd	% Chng/ FY13 Adptd
<u>Revenues:</u>							
Operating Revenues:							
Fuel Markup	\$ 121,347	\$ 112,500	\$ 112,500	\$ 75,240	\$ 93,870	\$ (18,630)	-16.6%
Inventory Markup	11,929	10,800	10,800	13,699	10,800	-	0.0%
<i>Total Operating Revenues</i>	<u>133,276</u>	<u>123,300</u>	<u>123,300</u>	<u>88,939</u>	<u>104,670</u>	<u>(18,630)</u>	<u>-15.1%</u>
Non Operating Revenues:							
Interest Income	2,199	2,200	2,200	1,500	1,500	(700)	-31.8%
Discounts Taken	331	575	575	500	575	-	0.0%
Administrative Reimbursements & Transfers	297,076	-	-	-	136,650	136,650	N/A
<i>Total Non Operating Revenues</i>	<u>299,606</u>	<u>2,775</u>	<u>2,775</u>	<u>2,000</u>	<u>138,725</u>	<u>135,950</u>	<u>4899.1%</u>
Total Revenues	<u>432,882</u>	<u>126,075</u>	<u>126,075</u>	<u>90,939</u>	<u>243,395</u>	<u>117,320</u>	<u>93.1%</u>
<u>Expenditures:</u>							
Operating Expenses:							
Salaries and Benefits	208,212	208,101	208,101	208,024	210,451	2,350	1.1%
Supplies	17,256	14,144	14,144	11,710	14,578	434	3.1%
Maintenance & Services	8,988	13,184	13,184	9,781	11,111	(2,073)	-15.7%
<i>Total Operating Expenditures</i>	<u>234,456</u>	<u>235,429</u>	<u>235,429</u>	<u>229,515</u>	<u>236,140</u>	<u>711</u>	<u>0.3%</u>
Non-operating Expenses:							
Over/Short Fuel and Inventory	(10,856)	-	-	(227)	-	-	N/A
Capital Outlay	27,390	-	-	-	100,000	100,000	N/A
General and Administrative Transfers	111,443	83,385	83,385	83,385	63,026	(20,359)	-24.4%
<i>Total Non-Operating Expenses</i>	<u>127,977</u>	<u>83,385</u>	<u>83,385</u>	<u>83,158</u>	<u>163,026</u>	<u>79,641</u>	<u>95.5%</u>
Total Expenditures	<u>362,433</u>	<u>318,814</u>	<u>318,814</u>	<u>312,673</u>	<u>399,166</u>	<u>80,352</u>	<u>25.2%</u>
Net Increase/Decrease	70,449	(192,739)	(192,739)	(221,734)	(155,771)		
Beginning Operating Funds	272,797	200,699	390,626	390,626	168,892		
CAFR Adjustment	47,380						
Ending Operating Funds	<u>\$ 390,626</u>	<u>\$ 7,960</u>	<u>\$ 197,887</u>	<u>\$ 168,892</u>	<u>\$ 13,121</u>		



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Warehouse Fund

Mission Statement

The Warehouse will support all departments within the City of Bryan by providing exceptional customer service, maintaining adequate stock levels for needed supplies, and safeguarding inventory to prevent loss.

Strategic Initiatives

- Ensure goods and services are available in a timely and cost-effective manner.
- Reduce backorders and stock shortage by proactive management of inventory.
- No violations issued for fuel storage and delivery.
- Operations are performed within budget.
- Provide excellent customer service to customers both internal and external of the city.
- Enhance the working environment for employees through improved communication and rewarding performance.

Fiscal Year 2013 Accomplishments

- Reduced value difference for issued valve vs. adjustment value beneath projections for all three warehouses.
- Obtained certification for management of underground fuel tanks.
- Facilitated cost savings measures by implementing a shared-employee program for general administration.
- Facilitated Automated Meter Infrastructure (AMI) project by providing storage for the AMI meters.

Fiscal Year 2014 Goals and Objectives

- Promote maximum savings to City by minimizing inventory write-offs and continually evaluating product cost, demand, and availability.
- Support integration of existing fuel system software to communicate with One Solution Software.
- Purchase a new fork lift.
- Complete rehabilitation of Waco and Fountain Street Fuel Islands.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 208,212	\$ 208,101	\$ 208,101	\$ 208,024	\$ 210,451
Supplies	17,256	14,144	14,144	11,710	14,578
Maintenance & Services	8,949	13,184	13,184	9,781	11,111
Miscellaneous/Admin Reimb	111,482	83,385	83,385	83,385	63,026
Debt Service	(10,856)	-	-	(227)	-
Capital Outlay	27,390	-	-	-	100,000
Total Expenses	\$ 362,433	\$ 318,814	\$ 318,814	\$ 312,673	\$ 399,166

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Warehouse Supervisor	1	1	1	1	1
Storekeeper	3	3	3	3	3
Total	4	4	4	4	4

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Value difference (issue value vs. adjustment value) for water warehouse	0.5%	1.5%	1.5%	1.0%	1.5%
Value difference (issue value vs. adjustment value) for general store	1.3%	1.5%	1.5%	1.5%	1.5%
Value difference (issue value vs. adjustment value) for automotive warehouse	0.4%	1.5%	1.5%	1.0%	1.5%
Issue value for water warehouse	\$ 492,905	\$ 424,545	\$ 424,545	\$ 488,219	\$ 468,556
Issue value for general store	\$ 98,610	\$ 95,083	\$ 95,083	\$ 107,064	\$ 100,252
Issue value for automotive warehouse	\$ 257,468	\$ 228,291	\$ 228,291	\$ 307,823	\$ 264,528
# of adjustments for water warehouse	96	150	150	101	116
# of adjustments for general warehouse	107	115	115	187	136
# of adjustments for automotive warehouse	64	75	75	72	70



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SPECIAL REVENUE OVERVIEW

FUND DESCRIPTION

Special Revenue Funds may be used to account for the proceeds of specific revenue sources (other than permanent funds or for major capital projects) that are legally restricted as to expenditure for specified purposes.

As Governmental Funds, they are accounted for by using the current financial resources measurement focus and the modified accrual basis. Revenues are recognized in the accounting period in which they are both measurable and available. Revenues are considered to be available when they are collected within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures in the governmental funds are recognized in the period in which the liability is incurred, if measurable. However, debt service expenditures are recorded only when payment is due.

The City adopts legal budgets for the following Special Revenue Funds:

- Community Development Fund
- Hotel/Motel Tax Fund
- Court Technology Fund
- Street Improvement Fund
- Drainage Fund
- Grant Fund
- TIRZ #8 (Park Hudson)
- TIRZ #10 (Traditions)
- TIRZ #19 (Nash Street)
- TIRZ #21 (Downtown)
- TIRZ #22 (Lauth)

COMMUNITY DEVELOPMENT FUND

The Community Development Fund accounts for the proceeds of grants that focus primarily on community and housing development for low to moderate income citizens. The primary source of revenue for the Community Development Fund is the United States Department of Housing and Urban Development (HUD). HUD provides grant funding for both the Community Development Block Grant (CDBG) and the HOME Program (HOME). In FY2014, revenues are budgeted at \$2,268,648, a \$143,220 decrease from the FY2013 adopted budget of \$2,411,868. The decrease is due, in part, to a decrease in the overall allocation to the US Department of Housing and Urban Development for the Community Development Block Grant (CDBG) and the Home Investment Partnership Program Grant.

Proposed expenditures in the Community Development Fund are \$2,268,648. The Community Development fund relies solely on grant funding for all operational expenditures. The department can only spend funding which has been awarded.

HOTEL/MOTEL TAX FUND

The Hotel/Motel Tax fund is used to account for the revenues realized from the City's 7% tax on Hotel/Motel receipts on all eligible hotel, motel and bed and breakfast occupancies within the City of Bryan. By law, cities less than 125,000 in population must spend at least 1% of the proceeds on advertising, no more than 15% on art programs and a maximum of 50% on historical preservation. Chapter 351 of the Texas Local Government Code governs the use of Hotel/Motel Tax proceeds.

Revenues from room receipts and interest income in FY2014 are projected to be \$658,400. This is an overall increase of 34.5% from FY2013.

Expenditures of \$563,039 have been budgeted for FY2014. Funding of \$172,042 will be provided to the Bryan-College Station Convention & Visitor's Bureau. The Downtown Bryan Association is budgeted to be provided with \$120,000 to be used to operate the City of Bryan's signature event, Texas Reds Steak & Grape Festival. The Arts Council is budgeted to receive \$42,000, and the Chamber of Commerce will receive \$5,000. Included in the FY2014 expenditure budget is \$195,000 for festivals and celebrations. All programs funded must directly enhance and promote tourism and the convention and hotel industry. The projected ending fund balance is \$539,495.

COURT TECHNOLOGY FUND

The Court Technology Fund accounts for the receipts and disbursement of the administrative court cost assessed on each municipal court conviction (excluding City ordinances). The amounts realized from the collection of this fee must be used in accordance with Texas Law. Expenditures are limited to technological purchases that enhance the operation of the Municipal Court.

FY2014 projected revenues are expected to be \$46,100. Revenues from the technology fee are anticipated to be \$45,000, while interest income is expected to be \$1,100. Adopted expenses for FY2014 are \$57,000 which includes \$3,000 for supplies, \$30,000 for maintenance costs for Municipal Court software and \$24,000 for a license plate reader system which will expedite the process of locating individuals with outstanding warrants.

STREET IMPROVEMENT FUND (TRANSPORTATION FEE)

Originally established in 1998, the transportation fee is restricted to the maintenance, repair, reconstruction or extension of the existing street system in the City. The current fee schedule assesses the street improvement fee to all electric customers that reside within Bryan city limits. The rates are also scaled according to size: residential, small commercial, medium commercial and large commercial. Transportation fees are 80% of the combined Transportation/Drainage rates charged. Total adopted revenues for FY2014 are \$5,321,625.

Street maintenance projects are budgeted at \$8,335,000. Other expenditures include allocated costs of \$116,786, utility administration reimbursement of \$141,114, and a transfer to debt service of \$259,643.

DRAINAGE FUND

Originally established in 1998, the Drainage Fee is used to improve drainage in the City through maintenance, extensions and improvements, as well as addressing federal storm water mandates. The current rate schedule in effect for FY2014 includes rates charged to electric customers that reside within the city limits of Bryan. Rates are also scaled according to size: residential, small commercial, medium commercial and large commercial. Drainage Fees are 20% of the combined Transportation/Drainage rates charged.

FY2014 total proposed revenues are \$943,700. Drainage fees make up 98% of the total fund revenue. Interest income constitutes \$3,700, and penalty income is \$40,000.

Drainage studies and improvement projects budgeted for FY2014 total \$875,000. Additional expenditures include a transfer to BTU (electric) of \$50,000 to cover utility administrative reimbursements and allocated costs of \$59,500.

GRANT FUND

The Grant Fund was set up to account for the receipt and expenditure for all governmental funds other than the Community Development Fund. The COPS Hiring Program (CHP) grant was the major component for this fund. The program is designed to advance community policing for state and local law enforcement nationwide. The CHP grant was established in FY11. The City of Bryan was able to hire four additional police officers with CHP reimbursing the full salary and benefits throughout the term of the grant. The grant was initially awarded in FY2011 and the grant will end at the end of February FY2014. These positions were transferred to the Police Department in the City's General Fund for FY2014. There are no known grant revenues or expenditures budgeted for fiscal year 2014.

TIRZ #8 – PARK HUDSON

Tax Increment Financing Zone #8 – Park Hudson (TIRZ 8) was created in December 1998 by City Council Ordinance. It was created for the purpose of funding public improvements in a geographic area in east Bryan. The improvements are primarily street, water and other infrastructure intended to increase the attractiveness of the zone to investment by developers. The increased tax receipts resulting from the improvements in the zone are used to service the debt issued in 1999 and 2001 that financed the infrastructure improvements.

All projects have been completed within this zone and City Council passed a resolution to close TIRZ 8 effective September 30, 2012. The balance in this fund has been returned to the participating entities including a transfer to the City's General Fund. Tax Increment Financing Zone #8 is projected to finish FY2013 with an ending balance of \$8,084. This residual balance will be closed out to the General Fund.

TIRZ #10 – TRADITIONS

Tax Increment Financing Zone #10 – Traditions (TIRZ 10) was created by City Council ordinance in March, 2000. This improvement zone is located on the south west edge of Bryan. The zone was created to develop the infrastructure for the "Traditions" project, which includes a championship golf course, facilities for the Texas A&M University golf team and upscale residential development. Tax receipts from the improvements within the zone coupled with proceeds from the sale of residential lots were included in the development plan as resources for servicing the debt issued for improvements in this zone.

The City of Bryan issued Combination Tax and Surplus Utility System Revenue Certificates of Obligation, Series 2000A, in the aggregate principal amount of \$17,000,000 for public infrastructure improvements within this TIRZ. In 2005, the Series 2000A bonds were refunded through the City's issuance of \$13,696,712 of General Obligation refunding bonds. The current outstanding debt balance is \$10,956,691. The City contributes all of its incremental tax revenues to TIRZ #10. Brazos County has agreed to allow 100% of its maintenance and operations rate to be diverted to TIRZ 10 through 2016.

The "Traditions" golf course is complete and residential lot sales and new home construction continues. The estimated property tax revenues for FY2014 are \$869,596 and contributions from Brazos County are estimated at \$550,649. Interest earnings are projected to generate \$100 in revenue for this fund in FY2014.

FY2014 expenditures include debt service payments in the amount of \$1,392,002, and contractual services of \$25,000. The FY2014 ending fund balance is expected to be \$47,179.

TIRZ #19 – NASH STREET

Tax Increment Financing Zone #19 – Nash Street (TIRZ 19) was created by City Council ordinance in June 2007. This improvement zone is located on 122 acres along the Villa Maria Road and FM 158 corridor within the corporate limits of Bryan. TIRZ 19 was created to develop the retail and commercial portions of the project along William J. Bryan Parkway and Villa Maria Road.

The City of Bryan issued Tax and Revenue Certificates of Obligation, Series 2005, in the aggregate principal amount of \$1,747,642 for public infrastructure improvements within TIRZ #19. Subsequently, in 2007, the City issued Tax and Revenue Certificates of Obligation, Series 2005, in the aggregate principal amount of \$200,000 for TIRZ #19 projects. The current outstanding debt balance is \$1,681,347. The City contributes all of its incremental tax revenues to TIRZ #19. Brazos County has agreed to allow 100% of its maintenance and operations rate to be diverted to Zone Nineteen through 2013.

Property tax revenues for TIRZ 19 are projected to be \$112,907. Brazos County participation ended in FY2013. A transfer of \$50,000 from General Fund is also anticipated.

Fiscal year 2014 expenditures total \$156,331 are for a transfer to debt service. The ending fund balance is expected to be \$14,019.

TIRZ #21 – DOWNTOWN

Tax Increment Financing Zone #21 – Downtown (TIRZ 21) was created by City Council ordinance in December 2006. This improvement zone is located in Downtown Bryan. The zone was created to support the re-development of the Downtown district.

Future projects that may be funded from the TIRZ 21 include improvements related to the re-development of the north end of Downtown and funding for the Downtown Façade Improvement Program. Completed projects include the demolition of non-historical structures that were in a state of disrepair and various market studies related to the development of Downtown.

The City of Bryan anticipates approximately \$85,686 in property tax revenues for FY2014. Interest income of \$475 is also budgeted. There are no expenditures currently slated for FY2014. The ending fund balance is expected to be \$253,409.

TIRZ #22 – LAUTH DEVELOPMENT

Tax Increment Financing Zone #22 – Lauth (TIRZ 22) was created by City Council ordinance in February 2007. This improvement zone is located on 282 acres along Briarcrest Drive and the east frontage road of N. Earl Rudder Freeway. TIRZ 22 was created to support the development of a multi-phased regional retail center (known as the “Bryan Towne Center”) and other mixed use development. This development is expected to add significant ad valorem and sales tax base to the City of Bryan. The boundary of this zone was expanded in January 2010. Due to the expansion, the project and finance plan was also amended to include additional development within the revised boundary.

The City of Bryan issued Certificates of Obligation, Series 2007, in the aggregate principal amount of \$4,653,900 for public infrastructure improvements within TIRZ #22. Subsequently, in 2008, the City issued Tax and Revenue Certificates of Obligation, Series 2008, in the aggregate principal amount of \$287,914 for TIRZ #22 projects. The current outstanding debt balance is \$3,712,636. The City contributes all of its incremental tax revenues to TIRZ #22. Brazos County has agreed to allow 100% of its maintenance and operations rate to be diverted to TIRZ #22 through 2027. The FY2014 budget assumes the issuance of approximately \$1.3 million of additional debt for projects on the northern portion of the TIRZ.

Property Tax revenues budgeted for FY2014 are \$160,541. Brazos County also participates in this TIRZ with a contribution of \$119,769 projected. Other revenues include interest of \$100. FY2014 expenditures include a transfer to debt service in the amount of \$395,009 and contractual expenses of \$25,000. The ending fund balance is expected to be \$255,696.



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CITY OF BRYAN, TEXAS
Community Development Fund Summary
Fiscal Year 2014

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	\$ Chng/ FY13 Adptd	% Chng/ FY13 Adptd
<u>Revenues:</u>							
Community Development Block Grant	\$ 874,699	\$ 1,379,146	\$ 1,379,146	\$ 795,992	\$ 1,518,641	\$ 139,495	10.1%
HOME Grant	388,015	970,222	970,222	661,606	684,007	(286,215)	-29.5%
Revolving Loan	6,497	4,500	4,500	6,000	6,000	1,500	33.3%
HOME Program Income	65,273	58,000	58,000	60,000	60,000	2,000	3.4%
CDBG-R; Neighborhood Stabilization	1,177	-	-	78,243	-	-	N/A
Total Revenues	1,335,661	2,411,868	2,411,868	1,601,841	2,268,648	(143,220)	-5.9%
<u>Expenditures:</u>							
CD Administration	169,193	167,257	167,590	166,754	181,402	14,145	8.5%
CD Neighborhood Stabilization CDNSP	15,538	-	-	28	-	-	N/A
CDBG Housing Admin	585,276	1,090,947	1,115,306	588,039	1,207,187	116,240	10.7%
CDBG Public Services	127,904	125,442	125,442	125,442	136,052	10,610	8.5%
HOME Admin	44,688	30,723	30,723	30,703	30,125	(598)	-1.9%
HOME Grants	393,166	997,499	1,004,598	690,771	713,882	(283,617)	-28.4%
Total Expenditures	1,335,765	2,411,868	2,443,659	1,601,737	2,268,648	(143,220)	-5.9%
Net Increase/(Decrease)	(104)	-	(31,791)	104	-		
Beginning Fund Balance	-	-	(104)	(104)	-		
Ending Operating Funds	\$ (104)	\$ -	\$ (31,895)	\$ -	\$ -		



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Community Development Fund

Mission Statement

To receive, allocate, and administer Community Development Block Grant (CDBG) and Home Investment Partnership Grant (HOME) funding and other appropriate funding as obtained, in accordance with guidelines published by the U.S. Department of Housing and Urban Development for the benefit of the citizens of the City of Bryan; to eliminate slum and blight; and for the general betterment of the community.

Strategic Initiatives

- Expand the supply of safe and affordable housing.
- Reduce the isolation of income groups by decentralizing housing opportunities and expanding home ownership.
- Address needs of homeless through housing and supportive services by providing access to eligible programs.
- Address special needs populations through housing and supportive services by providing access to eligible services.
- Increase access to public services and public facilities as defined by HUD.
- Increase economic development by providing technical assistance to private non-profit, for profit developers, and special economic development loans to increase access to services for low to moderate income individuals.
- Increase economic development by providing technical assistance to partners who work toward the elimination of slum/blighted areas.

Fiscal Year 2013 Accomplishments

- Worked with internal city departments to coordinate efforts in Bryan's First Rehab area to create impact on older (low/moderate income areas) neighborhoods including Executive, Planning, Neighborhood Services, Engineering, Transportation, and Building Inspections.
- Provided funding to a minimum of 25 homeowners to improve housing stock for both minor and major rehabilitation/reconstruction.
- Provided technical assistance to over 3 House Tax Credit (HTC) developers and 4 local developers.
- Provided home buyer's counseling and/or down payment assistance to a minimum of 15 citizens.
- Provided funding for the demolition of 3 vacant houses.
- Held 4 public hearings and numerous monthly public meetings to allow citizens to give input on various programs.
- Developed and implemented 2013 annual Consolidated Action Plan and 2011 CAPER.
- Provided technical assistance to local non-profit partners by serving on coalitions and committees.
- Managed the LaSalle Hotel.

Fiscal Year 2014 Goals and Objectives

- Provide funding to a minimum of 18 homeowners to improve housing stock for both minor and major rehabilitation/reconstruction projects.
- Provide home buyer's assistance to a minimum of 15 eligible citizens.
- Work with internal city departments to coordinate efforts in Bryan's First Rehab area for housing, streets, parks, and water/sewer and building inspections to increase housing stock by implementing a proposed maintenance ordinance and lowering fees for impact area projects.
- Work with external private partnerships to increase efficiency in delivery of housing initiatives.
- Provide volunteer demolition opportunities and complete 3 demolitions to remove vacant dilapidated houses.
- Provide volunteer acquisition opportunities for properties that are located in low and moderate income areas to encourage redevelopment and complete one (1) acquisition.
- Provide technical assistance to create impact areas such as the B.I.S.D. subdivision and Carver Building renovation.
- Provide technical assistance to a minimum of two (2) housing related community committees/coalitions including DASH and Brazos Valley Coalition for the Homeless.
- Prepare and submit the 2013 Consolidated Action and the 2012 Consolidated Annual Performance and Evaluation Plan.
- Provide technical assistance to Brazos Valley Homeless Coalition continuum of care grant process.
- Attend HUD meetings and training as appropriate for the department staff.
- Provide Fair Housing awareness and initiatives for the public.
- Provide technical assistance through participation on a minimum of three (3) social service boards/coalitions and committees such as Project Unity, United Way, and Bank on It.

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
Salaries and Benefits	\$ 464,491	\$ 397,204	\$ 397,204	\$ 429,250	\$ 394,536
Supplies	11,867	11,249	11,249	7,549	5,600
Maintenance & Services	62,349	81,974	82,307	63,904	74,801
Miscellaneous/Admin Reimb	797,058	1,921,441	1,952,899	1,101,034	1,793,711
Total Expenses	\$ 1,335,765	\$ 2,411,868	\$ 2,443,659	\$ 1,601,737	\$ 2,268,648

Budgeted Personnel

	FY2012 Adopted	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
CD Manager	0.75	0.50	0.50	0.50	0.50
CD Assistant Manager	1.00	1.00	1.00	1.00	1.00
CD Program Analyst	1.00	1.00	1.00	1.00	1.00
CD Construction/Project Specialist	1.00	1.00	1.00	1.00	1.00
CD Housing Rehab specialist	1.00	-	-	-	-
CD Assistant	1.00	1.00	1.00	1.00	1.00
Housing Assistant	0.50	1.00	1.00	1.00	1.00
Total	6.25	5.50	5.50	5.50	5.50

Performance and Activity Measures

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted
# of households provided rehabilitation	17	18	18	20	15
# of households provided reconstruction	2	2	2	5	3
# of developers provided technical assistance	2	8	8	4	4
# of citizens provided homebuyers assistance	15	15	15	19	15
# of non-profits provided tech. assist. for housing/ support. serv.	3	3	3	3	3
# of Public Housing Authority residents receiving tech. assist.	1	1	1	10	10
# of individuals served through supportive services by non- profits who were provided technical assistance	25,000	28,000	28,000	28,000	28,000
# of youth facilities provided technical assistance or funding	3	3	3	3	3
# of agencies receiving funding or technical assistance	6	12	12	12	12
# of special projects	3	8	8	8	8
# of public hearings held	4	4	4	4	4
# of Acquisitions	2	2	2	0	0
# of Demolitions	5	5	5	3	3

CITY OF BRYAN, TEXAS
Hotel Tax Fund Summary
Fiscal Year 2014

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	\$ Chng/ FY13 Adptd	% Chng/ FY13 Adptd
Total Revenues	\$ 507,310	\$ 489,466	\$ 489,466	\$ 610,550	\$ 658,400	\$ 168,934	34.5%
<u>Programs</u>							
Convention & Visitors Bureau	133,400	133,400	133,400	133,400	172,042	38,642	29.0%
Way Finding Signage	108,000	-	-	-	-	-	N/A
Veterans Memorial	5,000	-	-	30,000	-	-	N/A
Arts Council	42,000	42,000	42,000	42,000	42,000	-	0.0%
Downtown Bryan Association	40,000	40,000	80,000	80,000	120,000	80,000	200.0%
Brazos Valley Symphony	7,000	-	-	7,000	-	-	N/A
Chamber of Commerce	5,000	-	-	5,000	5,000	5,000	N/A
Total Outside Agency Programs	340,400	215,400	255,400	297,400	339,042	123,642	57.4%
<u>Events</u>							
Unspecified Events	-	200,000	200,000	77,459	195,000	(5,000)	-2.5%
Texas Reds	51,054	150,000	300,000	300,000	-	(150,000)	-100.0%
Fiestas Patrias	5,000	-	-	5,000	-	-	N/A
ASA Tournament Fees	10,000	-	-	-	-	-	N/A
Blues Festival	29,541	-	-	29,541	-	-	N/A
Brazos Valley Noon Lions Club-July 4th	-	-	-	10,000	-	-	N/A
Total Events	95,595	350,000	500,000	422,000	195,000	(155,000)	-44.3%
<u>Other/Administrative</u>							
Other Administrative	-	21,200	57,200	57,200	28,997	7,797	36.8%
Total Other/Administrative	-	21,200	57,200	57,200	28,997	7,797	36.8%
Total Expenditures	435,995	586,600	812,600	776,600	563,039	(23,561)	-4.0%
Net Increase/Decrease	71,315	(97,134)	(323,134)	(166,050)	95,361		
Beginning Fund Balance	538,869	447,570	610,184	610,184	444,134		
Ending Operating Funds	\$ 610,184	\$ 350,436	\$ 287,050	\$ 444,134	\$ 539,495		

CITY OF BRYAN, TEXAS
Court Technology Fund Summary
Fiscal Year 2014

	FY2012	FY2013	FY2013	FY2013	FY2014	\$ Chng/	% Chng/
	Actual	Adopted	Amended	Projected	Adopted	FY13 Adptd	FY13 Adptd
<u>Revenues:</u>							
Technology Fee	\$ 46,176	\$ 45,600	\$ 45,600	\$ 45,000	\$ 45,000	\$ (600)	-1.3%
Interest Income	1,483	3,500	3,500	1,200	1,100	(2,400)	-68.6%
Total Revenues	47,659	49,100	49,100	46,200	46,100	(3,000)	-6.1%
<u>Expenditures:</u>							
Supplies	18,460	-	-	3,300	3,000	3,000	N/A
Maintenance	3,050	29,800	29,800	33,680	30,000	200	0.7%
Capital Outlay	-	-	-	-	24,000	24,000	N/A
Total Expenditures	21,510	29,800	29,800	36,980	57,000	27,200	91.3%
Net Increase/(Decrease)	26,149	19,300	19,300	9,220	(10,900)		
Beginning Fund Balance	261,573	276,853	276,853	287,722	296,942		
Ending Operating Funds	\$ 287,722	\$ 296,153	\$ 296,153	\$ 296,942	\$ 286,042		

CITY OF BRYAN, TEXAS
Street Improvement Fund Summary
Fiscal Year 2014

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	\$ Chng/ FY13 Adptd	% Chng/ FY13 Adptd
<u>Revenues:</u>							
Fees	\$ 5,352,136	\$ 5,200,000	\$ 5,200,000	\$ 5,200,000	\$ 5,200,000	\$ -	0.0%
Other	68,019	80,000	80,000	80,000	80,000	-	0.0%
Interest Income	53,658	40,000	40,000	37,000	38,000	(2,000)	-5.0%
Paving Assessment Receipts	1,142	625	625	625	625	-	0.0%
Paving Assessment Interest	5,081	3,000	3,000	3,000	3,000	-	0.0%
Total Revenues	5,480,036	5,323,625	5,323,625	5,320,625	5,321,625	(2,000)	0.0%
Transfer from Other Funds	891,042	-	-	-	-	-	N/A
Total Revenues and Transfers In	6,371,078	5,323,625	5,323,625	5,320,625	5,321,625	(2,000)	0.0%
<u>Expenditures:</u>							
Street Improvements	3,367,151	5,963,193	8,132,848	7,734,494	8,335,000	2,371,807	39.8%
Misc/Admin Reimb	174,931	174,450	174,450	174,450	116,786	(57,664)	-33.1%
Capital		44,345	44,345	-	-	(44,345)	-100.0%
Transfers	254,866	257,357	257,357	257,357	259,643	2,286	0.9%
Utility Admin. Reimbursement	173,670	173,289	173,289	173,289	141,114	(32,175)	-18.6%
Total Expenditures	3,970,618	6,612,634	8,782,289	8,339,590	8,852,543	2,239,909	33.9%
Net Increase/(Decrease)	2,400,460	(1,289,009)	(3,458,664)	(3,018,965)	(3,530,918)		
Beginning Operating Funds	7,696,726	3,957,453	10,097,186	10,097,186	7,078,221		
Ending Operating Funds	\$ 10,097,186	\$ 2,668,444	\$ 6,638,523	\$ 7,078,221	\$ 3,547,303		

CITY OF BRYAN, TEXAS
Drainage Fund Summary
Fiscal Year 2014

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	\$ Chng/ FY13 Adptd	% Chng/ FY13 Adptd
<u>Revenues:</u>							
Fees	\$ 892,564	\$ 885,000	\$ 885,000	\$ 900,000	\$ 900,000	\$ 15,000	1.7%
Other	11,350	10,000	10,000	40,000	40,000	30,000	300.0%
Texas Water Board	25,077	-	-	10,729	-	-	N/A
Interest Income	4,812	4,300	4,300	3,700	3,700	(600)	-14.0%
Total Revenues	933,803	899,300	899,300	954,429	943,700	44,400	4.9%
<u>Expenditures:</u>							
Street System Mainenance	11,080	-	-	14,845	-	-	N/A
Contr Engineer/Planning	159,392	100,000	196,306	200,000	400,000	300,000	300.0%
Alloc Costs from City Dept	59,500	59,500	59,500	59,500	59,500	-	0.0%
Storm System	983,875	350,000	684,302	450,000	375,000	25,000	7.1%
Utility Admin Reimbursement	49,998	50,000	50,000	50,000	50,000	-	0.0%
Total Expenditures	1,263,845	559,500	990,108	774,345	884,500	325,000	58.1%
Net Increase/(Decrease)	(330,042)	339,800	(90,808)	180,084	59,200		
Beginning Operating Funds	1,032,851	113,906	702,809	702,809	882,893		
Ending Operating Funds	\$ 702,809	\$ 453,706	\$ 612,001	\$ 882,893	\$ 942,093		

CITY OF BRYAN, TEXAS
Grant Fund Summary
Fiscal Year 2014

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	\$ Chng/ FY13 Adptd	% Chng/ FY13 Adptd
<u>Revenues:</u>							
Criminal Justice Grant	\$ 2,048	\$ -	\$ -	\$ 2,340	\$ -	\$ -	N/A
OJP-LLEBG, JAG Grants	41,661	-	-	55,643	-	-	N/A
OJP - COPS Grant	237,925	262,759	262,759	272,449	-	(262,759)	-100.0%
Dept of Homeland Security	43,578	-	-	-	-	-	N/A
Office of the Governor	23,048	-	-	-	-	-	N/A
Texas Forest Service	-	-	-	5,044	-	-	N/A
Ron Darby Charitable Foundation	-	-	-	10,000	-	-	N/A
Doak Foundation	-	-	-	18,000	-	-	N/A
Interest	6	10	-	45	-	(10)	-100.0%
Total Revenues	348,265	262,769	262,759	363,521	-	(262,769)	-100.0%
<u>Expenditures:</u>							
COPS Grant	237,924	262,759	262,759	272,449	-	(262,759)	-100.0%
Police Equipment Grants	60,249	-	-	57,983	-	-	N/A
Fire Dept Grants	43,578	-	-	5,044	-	-	N/A
Animal Center Grant	-	-	-	10,000	-	-	N/A
Library Grant	-	-	-	18,000	-	-	N/A
Total Expenditures	341,750	262,759	262,759	363,476	-	(262,759)	-100.0%
Net Increase/(Decrease)	6,515	10	-	45	-		
Beginning Operating Funds	4,348	10	10,863	10,863	10,908		
Ending Operating Funds	\$ 10,863	\$ 20	\$ 10,863	\$ 10,908	\$ 10,908		

CITY OF BRYAN, TEXAS
TIRZ #8 - Park Hudson Fund Summary
Fiscal Year 2014

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	\$ Chng/ FY13 Adptd	% Chng/ FY13 Adptd
<u>Revenues</u>							
Property tax - City	\$ 972,887	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Developer Contribution	968	-	-	-	-	-	N/A
Interest Income	14,376	12,000	12,000	8,300	-	(12,000)	-100.0%
Total Revenues	988,231	12,000	12,000	8,300	-	(12,000)	-100.0%
<u>Expenditures</u>							
Contr. Engineer/Planning	1,500	-	1,709	288	-	-	N/A
Contributions	-	-	413,821	413,821	-	-	N/A
Contractual Services	14,438	-	-	-	-	-	N/A
Construction Expense	266,209	-	-	-	-	-	N/A
Transfer to Debt Service	912,644	195,756	195,756	195,756	-	(195,756)	-100.0%
Transfer to General Fund	-	-	1,960,667	1,960,667	-	-	N/A
Total Expenditures	1,194,791	195,756	2,571,953	2,570,532	-	(195,756)	-100.0%
Net Increase/(Decrease)	(206,560)	(183,756)	(2,559,953)	(2,562,232)	\$ -		
Beginning Operating Funds	2,776,874	3,166,141	2,570,315	2,570,315	8,084		
Ending Operating Funds	\$ 2,570,315	\$ 2,982,386	\$ 10,363	\$ 8,084	\$ 8,084		

CITY OF BRYAN, TEXAS
TIRZ 10 - Traditions Fund Summary
Fiscal Year 2014

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	\$ Chng/ FY13 Adptd	% Chng/ FY13 Adptd
<u>Revenues</u>							
Property tax - City	\$ 625,151	\$ 720,733	\$ 720,733	\$ 720,733	\$ 869,596	\$ 148,863	20.7%
Property tax - County	387,504	448,513	448,513	448,513	550,649	102,136	22.8%
Interest Income	609	100	100	100	100	-	-
Subtotal Revenues	1,013,264	1,169,346	1,169,346	1,169,346	1,420,345	250,999	21.5%
Transfers from Other Funds	190,000	214,000	289,000	289,000	-	(214,000)	-100.0%
Total Revenues and Transfers	1,203,264	1,383,346	1,458,346	1,458,346	1,420,345	36,999	2.7%
<u>Expenditures</u>							
Transfer to Debt Service Fund	1,390,171	1,390,984	1,390,984	1,390,984	1,392,002	1,018	0.1%
Contractual & Professional Services	17,972	25,000	25,000	25,000	25,000	-	N/A
Total Expenditures	1,408,143	1,415,984	1,415,984	1,415,984	1,417,002	1,018	0.1%
Net Increase/(Decrease)	(204,879)	(32,638)	42,362	42,362	3,343		
Beginning Operating Funds	206,353	89,795	1,474	1,474	43,836		
Ending Operating Funds	\$ 1,474	\$ 57,157	\$ 43,836	\$ 43,836	\$ 47,179		

CITY OF BRYAN, TEXAS
TIRZ 19 - Nash Street Fund Summary
Fiscal Year 2014

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	\$ Chng/ FY13 Adptd	% Chng/ FY13 Adptd
<u>Revenues</u>							
Property tax - City	\$ 98,406	\$ 108,586	\$ 108,586	\$ 108,586	\$ 112,907	\$ 4,321	4.0%
Property tax - County	47,712	52,594	52,594	52,594	-	(52,594)	-100.0%
Interest Income	25	-	-	-	-	-	-
Total Revenues	146,143	161,180	161,180	161,180	112,907	(48,273)	-33.5%
Transfers from Other Funds	30,000	5,000	5,000	5,000	50,000	45,000	900.0%
Total Revenues and Transfers	176,143	166,180	166,180	166,180	162,907	(3,273)	-2.0%
<u>Expenditures</u>							
Transfer to Debt Service Fund	160,850	164,066	164,066	164,066	156,331	(7,735)	-4.7%
Total Expenditures	160,850	164,066	164,066	164,066	156,331	(7,735)	-4.8%
Net Increase/(Decrease)	15,293	2,114	2,114	2,114	6,576		
Beginning Operating Funds	(9,964)	5,360	5,329	5,329	7,443		
Ending Operating Funds	\$ 5,329	\$ 7,474	\$ 7,443	\$ 7,443	\$ 14,019		

CITY OF BRYAN, TEXAS
TIRZ 21 - Downtown Fund Summary
Fiscal Year 2014

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	\$ Chng/ FY13 Adptd	% Chng/ FY13 Adptd
<u>Revenues</u>							
Property tax - City	\$ 72,549	\$ 79,296	\$ 79,296	\$ 79,296	\$ 85,686	\$ 6,390	8.1%
Interest	303	100	100	433	475	375	375.0%
Total Revenues	72,852	79,396	79,396	79,729	86,161	6,765	8.5%
Total Revenues and Transfers	72,852	79,396	79,396	79,729	86,161	6,765	8.5%
<u>Expenditures</u>							
Consulting Services	7,500	-	-	-	-	-	0.0%
Total Expenditures	7,500	-	-	-	-	-	0.0%
Net Increase/(Decrease)	65,352	79,396	79,396	79,729	86,161		
Beginning Operating Funds	22,167	96,998	87,519	87,519	167,248		
Ending Operating Funds	\$ 87,519	\$ 176,394	\$ 166,915	\$ 167,248	\$ 253,409		

CITY OF BRYAN, TEXAS
TIRZ 22 - Lauth Development Fund Summary
Fiscal Year 2014

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	\$ Chng/ FY13 Adptd	% Chng/ FY13 Adptd
<u>Revenues</u>							
Property tax - City	\$ 143,715	\$ 140,578	\$ 140,578	\$ 140,578	\$ 160,541	\$ 19,963	14.2%
Property tax - County	91,166	89,612	89,612	89,612	119,769	30,157	33.7%
Interest Income	892	100	100	100	100	-	0.0%
Misc. Revenue - Developer LOC	-	63,444	63,444	-	-	(63,444)	-100.0%
Total Revenues	235,773	293,734	293,734	230,290	280,410	(13,324)	-4.5%
Transfers In	1,292,946	163,000	163,000	163,000	-	(163,000)	-100.0%
Record Bond Proceeds ¹	-	1,217,946	-	-	-	(1,217,946)	-100.0%
Total Revenues and Transfers In	1,528,719	1,674,680	456,734	393,290	280,410	(1,394,270)	-83.3%
<u>Expenditures</u>							
Contractual Services	-	25,000	25,000	25,000	25,000	-	0.0%
Total Expenditures	-	25,000	25,000	25,000	25,000	-	0.0%
Transfer to Debt Service	298,418	408,915	408,915	367,447	395,009	\$ (13,906)	-3.4%
Transfer to Other Funds	1,217,946	-	-	-	-	-	-
Total Expenditures/Transfers	1,516,364	433,915	433,915	392,447	420,009	(13,906)	-3.2%
Net Increase/(Decrease)	12,355	1,240,765	22,819	843	(139,599)		
Beginning Operating Funds	359,278	(1,217,550)	371,633	394,452	395,295		
Ending Operating Funds	\$ 371,633	\$ 23,215	\$ 394,452	\$ 395,295	\$ 255,696		

¹ Debt issuance is planned for the spring of 2014. Debt proceeds and the long-term liability will be recorded in a separate bond fund.



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DEBT SERVICE FUND OVERVIEW

FUND DESCRIPTION

The Debt Service Fund, also known as the Interest and Sinking Fund, was established by ordinance. This fund provides for the payment of principal and interest on general obligation debt.

As one of the governmental funds, the modified accrual basis is used as the basis of accounting in this fund. Revenues are recognized in the accounting period in which they are both measurable and available. Revenues are considered to be available when they are collected within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures in the governmental funds are recognized in the period in which the liability is incurred, if measurable. However, debt service expenditures are recorded only when payment is due.

FUND NARRATIVE

An ad valorem (property) tax rate and tax levy are required to be computed and levied which will be sufficient to produce the funding to satisfy annual debt service requirements.

The Debt Service Fund services tax supported debt that includes both General Obligation Bonds and Certificates of Obligation. These types of debt fund public projects such as streets, parks and facilities and other improvements.

Tax supported debt of the City is rated as to quality by Moody's Investor Service and Standard and Poor's. These ratings are measures of the ability of the City to pay the principal and interest on debt. For general obligation and certificates of obligation, Moody's has rated the City's debt Aa2 and Standard and Poor's has conferred the AA rating.

FISCAL YEAR 2014

The total adopted tax rate for FY2014 is \$0.62999/\$100 assessed valuation. This total tax rate is well below the City Charter limit of \$1.50/\$100 assessed valuation. Of this total tax rate, \$0.195881 is devoted to debt service. The debt rate will generate an estimated \$7,484,416 in property tax revenue in the Debt Service Fund. This will be sufficient to fund 70% of the total debt service payments for fiscal year 2014. The remaining amount will be serviced through other sources of revenue which include interest income of \$35,000. Budgeted reimbursements totaling \$652,236 are for debt service requirements related to the BVSWMMA and Brazos County Expo Center. Transfers in from other funds of \$2,563,716 are for the payment of debt service obligations of the paying fund.

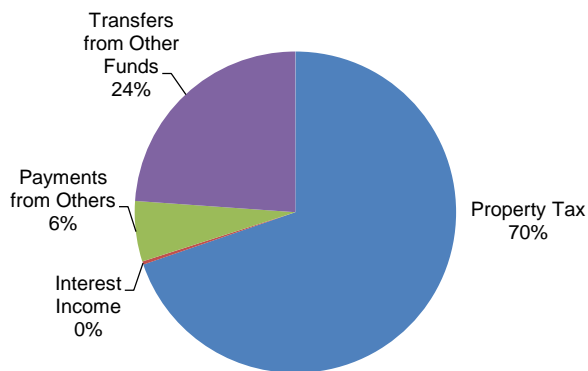
Total Debt Service Fund budgeted expenditures for FY2014 are \$10,804,864. This amount includes principal and interest payments of \$10,799,264 for outstanding and planned debt issuance. New debt issuance of \$7,815,000 in FY2014 will provide funding for 28th Street reconstruction, Old Hearne Road, and a new fire apparatus. Other expenditures include handling charges and fees due on outstanding issues, totaling \$5,600.

The anticipated year end fund balance for the Debt Service Fund will be \$1,061,522. This fund balance is above the targeted one-month reserve of \$900,405.

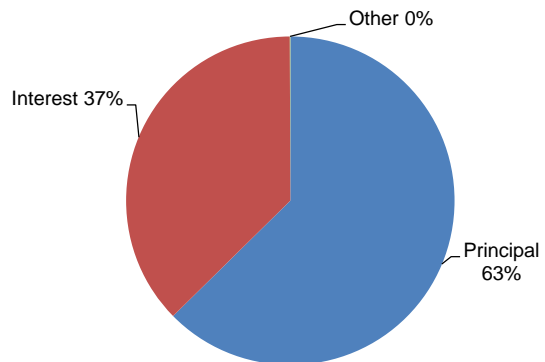
CITY OF BRYAN, TEXAS
Debt Service Fund Summary
Fiscal Year 2014

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	\$ Chng/ FY13 Adptd	% Chng/ FY13 Adptd
Property Tax	\$ 6,751,400	\$ 7,221,565	\$ 7,221,565	\$ 7,221,565	\$ 7,484,416	\$ 262,851	3.6%
Interest Income	25,307	35,000	35,000	35,000	35,000	-	0.0%
Brazos County Payment	252,468	255,105	255,105	255,105	252,105	(3,000)	-1.2%
BVSWMA	193,431	399,331	399,331	399,331	400,131	800	0.2%
Subtotal Revenues	7,222,606	7,911,001	7,911,001	7,911,001	8,171,652	260,651	3.3%
Transfers in	3,304,748	2,708,228	2,708,228	2,708,228	2,563,716	(144,512)	-5.3%
Total Revenues and Transfers in	10,527,354	10,619,229	10,619,229	10,619,229	10,735,368	116,139	1.1%
<u>Expenditures</u>							
Principal	6,482,344	6,306,563	6,306,563	6,306,563	6,779,423	472,860	7.5%
Interest	4,319,077	4,224,011	4,224,011	4,224,011	4,019,841	(204,170)	-4.8%
Debt Expense	-	5,600	5,600	5,600	5,600	-	0.0%
Subtotal Expenditures	10,801,421	10,536,174	10,536,174	10,536,174	10,804,864	268,690	2.6%
Net Increase/(Decrease)	(274,067)	83,055	83,055	83,055	(69,496)		
Beginning Fund Balance	6,219,331	1,785,302	1,047,963	1,047,963	1,131,018		
Notes Receivable for BVSWMA	(4,795,000)						
Assigned Fund Balance	(102,301)						
Ending Fund Balance	\$ 1,047,963	\$ 1,785,302	\$ 1,131,018	\$ 1,131,018	\$ 1,061,522		
Reserve Policy: (No more than 1/12 of total expenditures)	\$ 900,118	\$ 878,015	\$ 878,015	\$ 878,015	\$ 900,405		

Debt Service Fund - Sources



Debt Service Fund - Uses



CITY OF BRYAN, TEXAS
Debt Service Requirements
Fiscal Year 2014

	FY2012 Actual	FY2013 Adopted	FY2013 Amended	FY2013 Projected	FY2014 Adopted	\$ Chng/ FY13 Adptd	% Chng/ FY13 Adptd
<u>Principal:</u>							
2001 Certificates of Obligation	\$ 707,344	\$ 26,563	\$ 26,563	\$ 26,563	\$ 31,835	\$ 5,272	83.4%
2003 Certificates of Obligation	425,000	445,000	445,000	445,000	470,000	25,000	94.7%
2004 Certificates of Obligation	700,000	730,000	730,000	730,000	755,000	25,000	96.7%
2005 Certificates of Obligation	685,000	710,000	710,000	710,000	740,000	30,000	95.9%
2005 General Obligation Refunding Bonds	1,220,000	1,270,000	1,270,000	1,270,000	1,335,000	65,000	95.1%
2007 Certificates of Obligation	390,000	615,000	615,000	615,000	645,000	30,000	95.3%
2008 Certificates of Obligation	395,000	410,000	410,000	410,000	425,000	15,000	96.5%
2009 Certificates of Obligation	425,000	445,000	445,000	445,000	465,000	20,000	95.7%
2010 Certificates of Obligation	600,000	615,000	615,000	615,000	625,000	10,000	98.4%
2010 General Obligation Refunding Bonds	935,000	950,000	950,000	950,000	975,000	25,000	97.4%
2012 Tax and Revenue Refunding Bonds	-	90,000	90,000	-	-	(90,000)	N/A
2014 Certificates of Obligation	-	-	-	-	312,588	312,588	0.0%
Total Principal	\$ 6,482,344	\$ 6,306,563	\$ 6,306,563	\$ 6,216,563	\$ 6,779,423	\$ 472,860	8.1%
<u>Interest:</u>							
2001 Certificates of Obligation	\$ 50,479	\$ 14,811	\$ 14,811	\$ 14,906	\$ 13,584	\$ (1,227)	109.0%
2003 Certificates of Obligation	322,490	305,490	305,490	305,490	287,690	(17,800)	106.2%
2004 Certificates of Obligation	482,645	455,520	455,520	455,520	426,320	(29,200)	106.8%
2005 Certificates of Obligation	600,377	572,978	572,978	572,978	544,578	(28,400)	105.2%
2005 General Obligation Refunding Bonds	829,725	780,925	780,925	780,925	717,425	(63,500)	108.9%
2007 Certificates of Obligation	448,775	433,175	433,175	433,175	408,575	(24,600)	106.0%
2008 Certificates of Obligation	430,071	410,320	410,320	410,321	389,821	(20,499)	105.3%
2009 Certificates of Obligation	316,660	303,910	303,910	303,910	290,560	(13,350)	104.6%
2010 Certificates of Obligation	503,381	491,381	491,381	491,381	479,081	(12,300)	102.6%
2010 General Obligation Refunding Bonds	329,950	311,249	311,249	311,250	292,250	(18,999)	106.5%
2012 Tax and Revenue Refunding Bonds	-	144,252	144,252	-	-	(144,252)	N/A
2014 Certificates of Obligation	-	-	-	-	169,957	169,957	0.0%
Total Interest	\$ 4,314,554	\$ 4,224,011	\$ 4,224,011	\$ 4,079,856	\$ 4,019,841	\$ (204,170)	-4.7%
Paying Agent Fee	\$ 4,523	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,600	-	0.0%
Debt Service Fund Total Expenditures	\$ 10,801,421	\$ 10,536,174	\$ 10,536,174	\$ 10,302,019	\$ 10,804,864	\$ 268,690	2.6%



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CAPITAL FUNDING OVERVIEW

The City of Bryan budgets capital improvements through two separate, yet related processes, based on the funding source. The Capital Improvement Program (CIP) budget is debt funded while the Operating Capital budget is funded with operating cash.

OPERATING CAPITAL BUDGET

The Operating Capital budget is part of the annual budget process and generally encompasses shorter lived assets such as technology improvements and vehicles in the General Fund. Operating Capital budgets in the Enterprise funds and Special Revenue funds can be for larger multi-year projects that are of a more routine nature. Operating Capital is funded through operating funds.

The City of Bryan has appropriated \$30,191,880 in fiscal year 2014 for operating capital, including BTU. A summary of operating capital outlay by department and fund is included in this section.

Planned operating projects in the Water Fund include \$1,500,000 for the cooling tower, \$500,000 for construction of Old Hearne Road drainage, \$550,000 for West 28th street reconstruction, \$50,000 for distribution and collection lines, and \$500,000 for AMI Phase 3.

Wastewater capital improvement projects include \$525,000 for construction of Old Hearne Road drainage; \$350,000 for West 28th St reconstruction; \$300,000 for pipe repairs, \$300,000 for distribution and collection lines, and \$500,000 for AMI Phase 3.

BTU's City and Rural systems budget \$10,045,610 and \$4,291,296 respectively for new customer growth and distribution and production improvements.

CAPITAL IMPROVEMENT PROGRAM

The Capital Improvement Program (CIP) is a multi-year financial plan for the acquisition, expansion or rehabilitation of infrastructure, capital assets, or productive capacity of city services. CIP projects typically take place over two or more years requiring continuing appropriations beyond a single year and are funded with debt proceeds. The CIP is presented to City Council for approval on a biennial basis and is updated continuously. Projects are identified in the debt issuance process. The debt issuance ordinance specifies the purposes for each issue. Capital improvement projects are prioritized and correlate with the overall community needs. Funding limitations are established for each year and the program implements projects within those overall funding limits. The City Council approves by Resolution the five (5) year Capital Improvement Program every two (2) years in an effort to maximize resources with projects typically spanning two years with design occurring one year and construction the following year.

CAPITAL IMPROVEMENT PROJECTS

Planned General Fund Capital Improvement projects for FY2014 include \$3,925,000 for 28th Street reconstruction, \$3,125,000 Old Hearne Road/Wilkes; and \$765,000 for a fire engine.

The majority of the capital projects in the Water and Wastewater Funds are transmission and collection system replacements or new service extension. The scheduled water system improvements will increase water availability. Reduction of Inflow and Infiltration (I/I) is the primary focus of the planned wastewater projects. Reduction of I/I will increase plant capacity by lessening the amount of storm water being processed by the wastewater treatment plants.

BTU City capital improvement projects primarily include major transmission construction in the south portion of Brazos County, construction at Texas Triangle Park, Atkins and Annex substation improvements and an Atkins to Briarcrest transmission line upgrade. BTU Rural capital improvements primarily include Rural tie-ins to City transmission substations.

A complete schedule of capital improvement projects for FY2014 through FY2018 is included in this section.



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**Summary of Operating Capital Outlay
Fiscal Year 2014**

General Purpose

General Fund

IT: Office Machines and Equipment	280,474
Engineering: Replacement vehicle	30,500
Traffic: Replacement 1 ton utility truck	32,450
Fire: 3/4 ton truck for new fire inspector position	34,100
Police: Vehicle replacements (6 patrol vehicles; 1 unmarked; 1 motorcycle)	351,381
Parks: Replace mini truck and 2 utility vehicles	33,254
Parks: Recreation software	50,000
Parks: Shade structure and gym floor at Neal Recreation	60,000
Municipal Court: Replace vehicle	32,200
Library: Books	165,500

General Fund Total

\$ 1,069,859

Enterprise Funds

Water Fund

Vehicle replacement	34,000
Heavy equipment replacements	54,000
Water system improvements	3,100,000

Water Total

\$ 3,188,000

Wastewater Fund

Repairs to wastewater system	1,975,000
Decision Packages: Vehicles, equipment, and construction	59,000

Wastewater System Total

\$ 2,034,000

BTU - City

Transmission & Distribution Projects	10,045,610
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BTU - City

\$ 10,045,610

BTU - Rural

Distribution Projects	4,291,296
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BTU - Rural Total

\$ 4,291,296

Solid Waste

Decision Packages	619,115
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Solid Waste Total

\$ 619,115

Airport Fund

Airport improvements (TxDOT grant)	110,000
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Airport Fund Total

\$ 110,000

Enterprise Fund Total

\$ 20,288,021

Internal Service Fund

Warehouse Fund

Fuel system upgrade	100,000
Warehouse Fund Total	<u>100,000</u>

Internal Service Fund Total

\$ 100,000

Special Revenue Funds

Court Technology

Software/hardware maintenance	24,000
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Court Technology Total

\$ 24,000

Street Improvement

Street System Maintenance	8,335,000
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Street Improvement Total

\$ 8,335,000

Drainage Improvement

Storm System Drainage Improvements	375,000
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Drainage Improvement Total

\$ 375,000

Special Revenue Fund Total

\$ 8,734,000

All Funds Total Operating Capital Outlay

\$ 30,191,880

**General Government
Capital Improvement Projects
FY2014 through FY2018**

	Actual FY2012	Adopted FY2013	Projected FY2013	Adopted FY2014
<u>CO/GO Beginning Funds Balance:</u>	\$ 7,832,036	\$ 6,506,958	\$ 3,597,077	\$ 107,097
<u>Additional Resources:</u>				
General Obligation Debt Issuances	\$ -	-	-	7,815,000
Transfers In/Other	\$ 171,405			
Investment Earnings	28,707	42,295	38,228	51,494
<i>Subtotal Additional Resources</i>	\$ 200,112	\$ 42,295	\$ 38,228	\$ 7,866,494
Total Resources Available	\$ 8,032,148	\$ 6,549,253	\$ 3,635,305	\$ 7,973,591
Debt Issuance Cost (expense)	\$ -	\$ -	\$ -	\$ (97,688)
Transfers Out	(1,255,773)			
Total Construction In Progress from below	(2,933,823)	(5,562,038)	(3,528,208)	(3,585,000)
Expenditure Differences	11,008			
Public Works Services	(256,483)			
CO/GO Ending Funds Balance	\$ 3,597,077	\$ 987,215	\$ 107,097	\$ 4,290,903

Construction In Progress

Sadie Thomas Splashpads				
29th Street Sidewalks				
TIRZ 10 Reimbursement			180,000	
TIRZ 22 (Harrison Construction) (reimb soft cost)	351,500			
Bryan/Beck	10,559			
HSC Parkway Extension - PH 1B	162,458	4,000,000	2,150,845	
HSC Parkway Extension - PH 1B (CS Reimb)		(2,000,000)	(2,000,000)	
HSC Parkway Extension - PH 1A (CS Reimb)		(472,500)	(472,500)	
HSC Parkway Extension - PH 2A				
HSC Parkway Extension - PH 2A (CS Reimb)				
Broadmoor Sidewalks				
Hwy 47 Bridge	1,000,000			
Rustling Oaks Sidewalks				
College Main Complete Reconstruction	15,678			
Wellborn - FB - Old College Traffic Signal	6,500	423,000	178,500	
reimb)		(282,000)		
FM1179 TxDot AFA			306,860	
FM1179 Country Club Dr/Oak Ridge	309,837			
West 28th St Reconstruction (Palasota to Congress)	1,961	249,983	713,022	1,570,000
Downtown Ph 3 & 4	15,093			
Fire Station Land Acquisition/Relocation		800,000	800,000	
Dominion Oaks Development	1,002,929		244,728	
Old Hearne Rd		1,561,000	594,308	1,250,000
Old Hearne Rd Ph 2				
Safe Routes to School sidewalks	57,308	700,000		
Safe Routes to School sidewalks (reimbursement)		(700,000)		
Johnson sidewalks		275,000	317,500	
S College/Dodge		453,555	453,555	
Tx Ave/Villa Maria		219,000		
Carter Creek/Villa Maria		335,000	61,390	
Vehicles - Police & Fire; IT; Coulter				765,000
Total CIP Expenditures	\$ 2,933,823	\$ 5,562,038	\$ 3,528,208	\$ 3,585,000

**General Government
Capital Improvement Projects
FY2014 through FY2018**

	Projected FY2015	Projected FY2016	Projected FY2017	Projected FY2018
<u>CO/GO Beginning Funds Balance:</u>	\$ 4,290,903	\$ 88,794	\$ 4,867,371	\$ 1,079,009
<u>Additional Resources:</u>				
General Obligation Debt Issuances	-	7,000,000	-	7,100,000
Transfers In/Other				
Investment Earnings	27,891	46,077	31,638	53,164
<i>Subtotal Additional Resources</i>	\$ 27,891	\$ 7,046,077	\$ 31,638	\$ 7,153,164
Total Resources Available	\$ 4,318,794	\$ 7,134,871	\$ 4,899,009	\$ 8,232,173
Debt Issuance Cost (expense)	\$ -	\$ (87,500)	\$ -	\$ (88,750)
Transfers Out				
Total Construction In Progress from below	(4,230,000)	(2,180,000)	(3,820,000)	(8,070,000)
Expenditure Differences				
Public Works Services				
CO/GO Ending Funds Balance	\$ 88,794	\$ 4,867,371	\$ 1,079,009	\$ 73,423

Construction In Progress

Sadie Thomas Splashpads				380,000
29th Street Sidewalks				500,000
TIRZ 10 Reimbursement				
TIRZ 22 (Harrison Construction) (reimb soft cost)				
Bryan/Beck				
HSC Parkway Extension - PH 1B				
HSC Parkway Extension - PH 1B (CS Reimb)				
HSC Parkway Extension - PH 1A (CS Reimb)				
HSC Parkway Extension - PH 2A				
HSC Parkway Extension - PH 2A (CS Reimb)				
Broadmoor Sidewalks				250,000
Hwy 47 Bridge				
Rustling Oaks Sidewalks				240,000
College Main Complete Reconstruction				
Wellborn - FB - Old College Traffic Signal				
reimb)				
FM1179 TxDot AFA				
FM1179 Country Club Dr/Oak Ridge				
West 28th St Reconstruction (Palasota to Congress)	2,355,000			
Downtown Ph 3 & 4				
Fire Station Land Acquisition/Relocation		1,000,000	3,520,000	
Dominion Oaks Development				
Old Hearne Rd	1,875,000			
Old Hearne Rd Ph 2		300,000	300,000	1,000,000
Safe Routes to School sidewalks				
Safe Routes to School sidewalks (reimbursement)				
Johnson sidewalks				
S College/Dodge				4,750,000
Tx Ave/Villa Maria				
Carter Creek/Villa Maria				
Vehicles - Police & Fire; IT; Coulter		880,000		950,000
Total CIP Expenditures	\$ 4,230,000	\$ 2,180,000	\$ 3,820,000	\$ 8,070,000

Water
Capital Improvement Projects
FY2014 through FY2018

	Actual FY2012	Adopted FY2013	Projected FY2013	Adopted FY2014
<u>Beginning Revenue Bond Fund Balances:</u>	\$ 2,521,951	\$ 564,058	\$ 1,201,452	\$ 20,512
<u>Additional Resources:</u>				
Revenue Bonds	-	4,000,000		
Investment Earnings	8,364	15,000	5,902	133
<i>Subtotal Additional Resources</i>	8,364	4,015,000	5,902	133
Total Resources Available	2,530,315	4,579,058	1,207,354	20,646
<u>Statement of Capital Expenditures</u>				
Debt Issuance Cost	-	-	-	-
Other	(1,960)			
Transfer to Fund 510 (close Fund 571)			(420,928)	
Total Construction in Progress from below	(1,326,903)	(3,450,000)	(765,914)	-
Operating expenses				
Ending Fund Balance	1,201,452	1,129,058	20,512	20,646
<u>Construction In Progress</u>				
Cooling Tower Replacement		200,000		
Elaine Dr Waterline	3,131			
1 mg Storage Tank		3,000,000		
College Main	311,326		116,391	
Briarcrest WL		250,000		
Water SCADA				
Tabor Ground Storage Design	1,012,446		649,523	
Well Collection Line - hwy 6/FM2818				
Emergency Generator				
Elevated Storage Tank				
Total CIP Expenditures	\$ 1,326,903	\$ 3,450,000	\$ 765,914	\$ -

Water
Capital Improvement Projects
FY2014 through FY2018

	Projected FY2015	Projected FY2016	Projected FY2017	Projected FY2018
<u>Beginning Revenue Bond Fund Balances:</u>	\$ 20,646	\$ 2,246,780	\$ 11,384	\$ 1,987,458
<u>Additional Resources:</u>				
Revenue Bonds	4,000,000		4,000,000	
Investment Earnings	26,134	14,604	26,074	12,918
<i>Subtotal Additional Resources</i>	<i>4,026,134</i>	<i>14,604</i>	<i>4,026,074</i>	<i>12,918</i>
Total Resources Available	4,046,780	2,261,384	4,037,458	2,000,376
<u>Statement of Capital Expenditures</u>				
Debt Issuance Cost	(50,000)	-	(50,000)	-
Other				
Transfer to Fund 510 (close Fund 571)				
Total Construction in Progress from below	(1,750,000)	(2,250,000)	(2,000,000)	(2,000,000)
Operating expenses				
Ending Fund Balance	2,246,780	11,384	1,987,458	376
<u>Construction In Progress</u>				
Cooling Tower Replacement				
Elaine Dr Waterline				
1 mg Storage Tank				
College Main				
Briarcrest WL				
Water SCADA	362,500	362,500		
Tabor Ground Storage Design				
Well Collection Line - hwy 6/FM2818	1,137,500	1,137,500		
Emergency Generator		500,000		
Elevated Storage Tank	250,000	250,000	2,000,000	2,000,000
Total CIP Expenditures	\$ 1,750,000	\$ 2,250,000	\$ 2,000,000	\$ 2,000,000

**Wastewater
Capital Improvement Projects
FY2014 through FY2018**

	Actual FY2012	Adopted FY2013	Projected FY2013	Adopted FY2014
<u>Beginning Revenue Bond Fund Balances</u>	\$ 14,259,743	\$ 6,344,457	\$ 4,632,660	\$ 73,152
<u>Additional Resources:</u>				
Revenue Bonds	-	4,000,000		
Grants	485,000			
Investment Earnings	44,436	28,000	30,112	475
<i>Subtotal Additional Resources</i>	<u>529,436</u>	<u>4,028,000</u>	<u>30,112</u>	<u>475</u>
Total Resources Available	<u>14,789,179</u>	<u>10,372,457</u>	<u>4,662,772</u>	<u>73,628</u>
<u>Miscellaneous Expenditures:</u>				
Debt Issuance Cost	-	(50,000)	-	-
Other	1,185			
Total Construction in Progress from below	(10,157,705)	(10,320,298)	(4,589,619)	-
Operating expenses				
Ending Fund Balance	<u>4,632,660</u>	<u>2,159</u>	<u>73,152</u>	<u>73,628</u>
<u>Production, Distribution & Rehab Projects:</u>				
Still Creek Sewer Trunk Line Ph 2		3,800,000		
Thompson Creek Wastewater Treatment Plant	9,840,189	6,303,449	4,509,863	
WWTP SCADA	317,516	216,849	79,757	
Total CIP Expenditures	<u>\$ 10,157,705</u>	<u>\$ 10,320,298</u>	<u>\$ 4,589,619</u>	<u>\$ -</u>

**Wastewater
Capital Improvement Projects
FY2014 through FY2018**

	Projected FY2015	Projected FY2016	Projected FY2017	Projected FY2018
<u>Beginning Revenue Bond Fund Balances</u>	\$ 73,628	\$ 74,106	\$ 74,588	\$ 75,073
<u>Additional Resources:</u>				
Revenue Bonds				
Grants				
Investment Earnings	479	482	485	488
<i>Subtotal Additional Resources</i>	479	482	485	488
Total Resources Available	74,106	74,588	75,073	75,561
<u>Miscellaneous Expenditures:</u>				
Debt Issuance Cost	-	-	-	-
Other				
Total Construction in Progress from below	-	-	-	-
Operating expenses				
Ending Fund Balance	74,106	74,588	75,073	75,561
<u>Production, Distribution & Rehab Projects:</u>				
Still Creek Sewer Trunk Line Ph 2				
Thompson Creek Wastewater Treatment Plant				
WWTP SCADA				
Total CIP Expenditures	\$ -	\$ -	\$ -	\$ -

**BTU-City
Capital Improvement Projects
FY2014 through FY2018**

	Actual FY2012	Adopted FY2013	Projected FY2013	Adopted FY2014
<u>Beginning Revenue Bond Fund Balances:</u>	\$ 5,573,147	\$ 33,079,857	\$ 37,056,243	\$ 6,840,427
<u>Additional Resources:</u>				
Revenue Bonds	50,400,000	34,419,870		40,442,984
Investment Earnings	-	-	-	-
<i>Subtotal Additional Resources</i>	<u>50,400,000</u>	<u>34,419,870</u>	<u>-</u>	<u>40,442,984</u>
Total Resources Available	<u>55,973,147</u>	<u>67,499,727</u>	<u>37,056,243</u>	<u>47,283,411</u>
 <u>Statement of Capital Expenditures</u>				
Debt Issuance Cost	-	-	-	-
Other	-	-	-	-
Total Construction in Progress from below	(18,916,904)	(46,801,455)	(30,215,816)	(34,816,132)
Operating expenses				
Ending Fund Balance	<u>37,056,243</u>	<u>20,698,272</u>	<u>6,840,427</u>	<u>12,467,279</u>
 <u>Construction In Progress</u>				
Transmission Projects	8,914,723	42,312,525	28,656,484	31,205,762
Distribution Lines	2,543,583	1,488,930	617,930	3,610,370
Production		3,000,000	-	-
AMI	7,458,598	-	941,402	-
Total CIP Expenditures	<u>\$ 18,916,904</u>	<u>\$ 46,801,455</u>	<u>\$ 30,215,816</u>	<u>\$ 34,816,132</u>

BTU-City
Capital Improvement Projects
FY2014 through FY2018

	Projected FY2015	Projected FY2016	Projected FY2017	Projected FY2018
<u>Beginning Revenue Bond Fund Balances:</u>	\$ 12,467,279	\$ 0	\$ 0	\$ 0
<u>Additional Resources:</u>				
Revenue Bonds		13,687,377	12,753,166	4,549,653
Investment Earnings	-	-	-	-
<i>Subtotal Additional Resources</i>	-	13,687,377	12,753,166	4,549,653
Total Resources Available	12,467,279	13,687,377	12,753,166	4,549,654
<u>Statement of Capital Expenditures</u>				
Debt Issuance Cost	-	-	-	-
Other				
Total Construction in Progress from below	(12,467,279)	(13,687,377)	(12,753,166)	(4,549,653)
Operating expenses				
Ending Fund Balance	0	0	0	0
<u>Construction In Progress</u>				
Transmission Projects	9,155,000	11,248,000	8,750,000	555,000
Distribution Lines	3,312,279	2,439,377	4,003,166	3,994,653
Production	-	-	-	-
AMI	-	-	-	-
Total CIP Expenditures	\$ 12,467,279	\$ 13,687,377	\$ 12,753,166	\$ 4,549,653

**BTU-Rural
Capital Improvement Projects
FY2014 through FY2018**

	Actual FY2012	Adopted FY2013	Projected FY2013	Adopted FY2014
<u>Beginning Revenue Bond Fund Balances:</u>	\$ 5,478,519	\$ 1,836,436	\$ 246,810	\$ 4,161,438
<u>Additional Resources:</u>				
Revenue Bonds	-	3,414,611	5,503,787	-
Investment Earnings	-	-	-	-
<i>Subtotal Additional Resources</i>	-	3,414,611	5,503,787	-
Total Resources Available	5,478,519	5,251,047	5,750,597	4,161,438
<u>Statement of Capital Expenditures</u>				
Debt Issuance Cost	-	-	-	-
Other	-	-	-	-
Total Construction in Progress from below	(5,231,709)	(2,362,486)	(1,589,159)	(2,107,852)
Operating expenses				
Ending Fund Balance	246,810	2,888,561	4,161,438	2,053,586
<u>Construction In Progress</u>				
Distribution	2,534,605	2,362,486	1,589,159	2,107,852
AMI	2,697,104			
Total CIP Expenditures	\$ 5,231,709	\$ 2,362,486	\$ 1,589,159	\$ 2,107,852

**BTU-Rural
Capital Improvement Projects
FY2014 through FY2018**

	Projected FY2015	Projected FY2016	Projected FY2017	Projected FY2018
<u>Beginning Revenue Bond Fund Balances:</u>	\$ 2,053,586	\$ 246,810	\$ 6,355,591	\$ 3,168,932
<u>Additional Resources:</u>				
Revenue Bonds		8,444,841	-	-
Investment Earnings	-	-	-	-
<i>Subtotal Additional Resources</i>	-	8,444,841	-	-
Total Resources Available	2,053,586	8,691,651	6,355,591	3,168,932
<u>Statement of Capital Expenditures</u>				
Debt Issuance Cost	-	-	-	-
Other				
Total Construction in Progress from below	(1,806,776)	(2,336,061)	(3,186,659)	(3,168,932)
Operating expenses				
Ending Fund Balance	246,810	6,355,591	3,168,932	-
<u>Construction In Progress</u>				
Distribution	1,806,776	2,336,061	3,186,659	3,168,932
AMI				
Total CIP Expenditures	\$ 1,806,776	\$ 2,336,061	\$ 3,186,659	\$ 3,168,932



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ORDINANCE NO. 2016

AN ORDINANCE OF THE CITY OF BRYAN, TEXAS APPROVING AND ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2013 AND ENDING SEPTEMBER 30, 2014, INCLUSIVE, WITH EXPENDITURES IN THE COMBINED TOTAL AMOUNT OF \$338,295,425 APPROPRIATING FUNDS FOR THE MAINTENANCE AND OPERATION OF THE VARIOUS DEPARTMENTS, ACTIVITIES AND IMPROVEMENTS OF THE CITY; APPROPRIATING FUNDS FOR THE PAYMENT OF DEBT OBLIGATIONS IN ACCORDANCE WITH APPLICABLE CONTRACTS AND LAWS; PROVIDING THAT EXPENDITURES FOR SAID FISCAL YEAR SHALL BE MADE IN ACCORDANCE WITH SAID BUDGET; AUTHORIZING THE CITY MANAGER TO MAKE CERTAIN TRANSFERS OF FUNDS; REPEALING ALL ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT HERewith; PROVIDING A SEVERABILITY CLAUSE; FINDING AND DETERMINING THAT THE MEETINGS AT WHICH THE ORDINANCE IS PASSED ARE OPEN TO THE PUBLIC AS REQUIRED BY LAW; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, as required by Section 12 (c) of the City Charter, the City Manager has prepared and submitted to the City Council a proposed budget of revenues and expenditures of all departments, divisions, and offices for the fiscal year beginning October 1, 2013 and ending September 30, 2014; and

WHEREAS, the City Council has received the City Manager's proposed budget, a copy of which and all supporting schedules have been filed with the City Secretary of the City of Bryan, Texas; and

WHEREAS, the City Council has conducted the necessary public hearings as required by law;

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BRYAN, TEXAS, THAT:

1.

The appropriations for the fiscal year beginning October 1, 2013, and ending September 30, 2014, with combined expenditures in the sum of \$338,295,425 be set up in said accounts and set out in said budget which is made a part hereof and marked Exhibit "A".

2.

Authority is hereby given to the City Manager to approve transfers of portions of any item of appropriation within the same department; and to approve transfers from one department to another department after providing written notice of such transfers to the City Council.

3.

Appropriations, transfers, or expenditures from un-appropriated funds may be made by the City Manager after approval by motion or resolution of the City Council.

4.

All ordinances or parts of ordinances in conflict with the provisions of this ordinance are hereby repealed to the extent of such conflict;

5.

Should any section, paragraph, sentence, clause, phrase or word of this ordinance be declared unconstitutional or invalid for any reason, the remainder of this ordinance shall not be affected thereby, and to this end the provisions of this ordinance are declared to be severable.

6.

It is hereby found and determined that the meetings at which this ordinance is passed are open to the public, as required by Section 551.001 et seq., Texas Government Code, and that advance public notice of time, place and purpose of said meetings was given.

7.

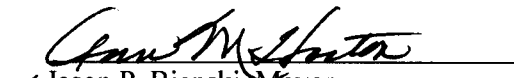
This Ordinance shall go into effect immediately after its second and final reading.

PRESENTED AND GIVEN first reading on the 27th day of August, 2013, at a meeting of the City Council of the City of Bryan, Texas; and given second reading, passed and approved on the 10th day of September 2013, by a vote of 7 ayes and 0 nays at a regular meeting of the City Council of the City of Bryan, Texas.


ATTEST:

CITY OF BRYAN:


Mary Lynne Stratta, City Secretary


for Jason P. Bienski, Mayor

APPROVED AS TO FORM:


Janis K. Hampton, City Attorney

**All Funds Summary
Fiscal Year 2014
EXHIBIT A**

Fund Name ¹	Revenues & Transfers-in	Expenditures ²
Governmental Funds:		
General	\$ 56,417,021	\$ 57,136,717
Debt Service	10,735,368	10,804,864
Hotel/Motel Tax	658,400	563,039
Court Technology	46,100	57,000
Street Improvement	5,321,625	8,852,543
Drainage	943,700	884,500
Community Development	2,268,648	2,268,648
TIRZ #8 (Park Hudson)	-	-
TIRZ #10 (Traditions)	1,420,345	1,417,002
TIRZ #19 (Nash Street)	162,907	156,331
TIRZ #21 (Downtown)	86,161	-
TIRZ #22 (Lauth)	280,410	420,009
Grant Funds	-	-
Enterprise Funds:		
BTU - City/QSE	172,091,110	175,274,304
BTU - Rural	33,511,312	33,513,180
Water	12,627,661	14,524,112
Wastewater	12,881,529	13,009,512
Solid Waste	7,647,523	7,311,997
Airport	687,180	607,487
Bryan Commerce & Dev.	-	36,284
Internal Service Funds:		
Self-Insurance Fund	1,476,500	2,584,211
Employee Benefits	8,460,231	8,474,519
Warehouse Fund	243,395	399,166
TOTAL ALL FUNDS	\$ 327,967,126	\$ 338,295,425

1 Exhibit A "Fund " categories are synonymous with "departments" referred to in the appropriations ordinance.

2 Expenditures are shown net of administrative reimbursements

ORDINANCE NO. 2019

AN ORDINANCE FIXING THE TAX LEVY OF THE CITY OF BRYAN, TEXAS, FOR THE TAXABLE YEAR 2013 AT \$0.629990 PER \$100 OF ASSESSED VALUATION AND PROVIDING AN EFFECTIVE DATE.

BE IT ORDAINED BY THE CITY OF BRYAN, TEXAS:

1.

That there be assessed, levied and collected on all taxable property in the City of Bryan, for the taxable year 2013 the following, to wit:

\$0.434109 on a \$100.00 valuation of all taxable property in the City for General Fund maintenance and operating purposes: and

\$0.195881 on a \$100.00 valuation of all taxable property in the City for the payment of principal and interest on General Obligation Debt for the City.

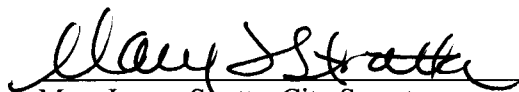
Total Levy for 2013 is \$0.629990 for \$100.00 valuation of all taxable property in the City of Bryan.

2.


That this Ordinance shall go into effect immediately after its second and final reading.

PRESENTED AND GIVEN first reading on the 23rd day of September 2013, at a meeting of the City Council of the City of Bryan, Texas; and given second reading, passed and approved on the 24th day of September 2013, by a vote of 7 ayes and 0 noes at a meeting of the City Council of the City of Bryan, Texas.

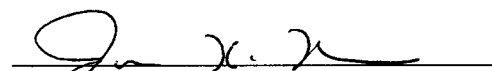
ATTEST:


Mary Lynne Stratta, City Secretary

CITY OF BRYAN


Jason P. Bienski, Mayor

APPROVED AS TO FORM:


Janis K. Hampton, City Attorney

FISCAL YEAR 2014 DECISION PACKAGE SUMMARY

		FY14 Requested	FY14 Adopted	Restricted Funds
<u>Personnel</u>				
Police	Increase budget for crossing guards	\$ 30,274	\$ 30,274	
	Addition of 2 new officer positions	128,911	128,911	
Fire	(6) additional firefighters	376,956	376,956	
	Fire inspector-lieutenant* (new fleet request for position)	105,553	105,553	
	Increase certification pay	65,294	65,294	
Parks	Addition of a full time maintenance employee (irrigation spec.)	39,042	-	
CD Admin	1/2 salary for asst. manager	44,399	-	
	Part time project specialist	27,033	-	
Info Tech	Part time tech support position	39,975	39,975	
	Increasing the overtime line item	12,500	12,500	
HR	Increasing the service awards line item	34,733	34,733	
		\$ 904,670	\$ 794,196	\$ -
<u>Other</u>				
Police	Fit life health assessment for police officers	\$ 10,250	\$ 10,250	
Fire	(36) apparatus (SCBA) bottles (replacement)	23,400	23,400	
	Increase demolition fund (DP from Fire/PD/Dev. Services)	60,000	60,000	
	Consultant to prepare ADA transition plan	175,000	100,000	
Traffic	Installation of GPS system for Firestation #1	100,000	-	
	School flasher assemblies *Funded from Street Improvement Fund	70,000	-	70,000
Golf Course	Golf shop furniture	4,676	-	
Dev. Services	Reinstate the full mowing budget	25,000	-	
	St Joseph medical district plan	30,000	30,000	
CD Admin	General Fund to cover increased rent (recurring through FY15)	42,968	-	
Neighborhood/Youth	Neighborhood improvement program	25,000	25,000	
Services				
Parks	Consultant to evaluate Henderson Pool	15,000	-	
	Consultant to update City of Bryan parks	75,000	-	
	Restoration of funding to cover city parks /landscaping etc.	297,943	-	
	Operations and maintenance for the dog park in Morris Hamilton memorial park	32,000	10,000	
	Shade structure at Neal rec	15,000	-	15,000
	Holiday lights at Sue Haswell	20,000	20,000	
	Replace gym floor at Neal Rec	45,000	-	45,000
	Replace window screens/curtains at the tennis center	25,000	-	25,000
	Increase public relations fund/increase outside travel	32,161	32,161	
Communications	Increase the Ch. 16 programming for the education and gov't fund	30,000	-	30,000
			-	
		\$ 1,153,398	\$ 310,811	\$ 185,000

FISCAL YEAR 2014 DECISION PACKAGE SUMMARY

		FY14 Requested	FY14 Adopted	Restricted Funds
<u>Computers - software, hardware, maintenance</u>				
Engineering	Electronic dev. Plan review for COB (recurring through FY18)	\$ 167,240	\$ -	
	HP large format printer (replacement)	11,000	-	
	IPADS (5)	5,331	1,066	
	Computer (replacement)	2,000	2,000	
Info Tech	Upgrade/replace core network infrastructure	321,311	321,311	
	Network storage for PD incar video sys.(recurring through FY18)	120,000	120,000	
	Additional IT recommended change outs (All dept.)	50,000	50,000	
Fleet	Fleet Asset-maintenance management software	49,950	-	
Parks	(6) computers (replacement)	6,600	-	
	Parks and Rec software	108,934	58,934	
Golf Course	(5) computers (replacement)	3,667	-	
Communications	Purchase of a Mac	1,800	1,800	
	Software supported by Mac	4,700	4,700	
Bryan Library	(6) computers (replacement) (restricted gift fund)	5,500	-	5,500
			-	
		\$ 858,033	\$ 559,811	\$ 5,500
<u>Building & Other Improvements</u>				
Bryan Library	Renovation Project *Funded in FY13	\$ 60,000	\$ -	-
MOB	Electric switch gear maint. - basement	75,000	75,000	
Airport	CIP, 90% TXDOT, 10% General Fund	300,000	110,000	
		\$ 435,000	\$ 185,000	\$ -
<u>Vehicles & Other Equipment</u>				
Fire	3/4 ton pick up truck for requested fire inspector position	\$ 34,100	\$ 34,100	
	Wild land firefighting vehicle(new fleet vehicle)	144,000	-	
	Toyota Sienna mini-van used for travel out of town (replace unit 7-26)*	27,930	-	
	Fire Engine (replace '00 fire engine, ordered in FY13 funded in FY14)*	765,168	-	765,168
	Bond Funded			
Police	Unmarked vehicle for investigation (replacement)	18,652	18,652	
	(6) police patrol vehicles (replacements)	304,473	304,473	
	(1) motorcycle for traffic safety (replacement)	28,256	28,256	
Dev. Services	SUV for building inspector (replace unit 16-10)	27,705	-	
	Chevy 1/2 ton for building inspector (replace unit 16-12)	27,125	-	
Traffic	1 ton utility truck (replace unit 34-37)	32,450	32,450	
	Message sign (replace 34-714)	14,700	-	
Mun. Court	City Marshall police vehicle (replacement)	32,200	32,200	
Parks	Mini truck (replace unit 10-62)	12,000	12,000	
	(2) utility vehicles (replace units 10-610 and 10-611)	42,508	21,254	
Engineering	Inspector truck (replace unit 18-8)	30,500	30,500	
Streets	Bobcat compact excavator (replace units 17-45, 17-10, 17-111)	43,000	-	
			-	
		\$ 1,584,767	\$ 513,885	\$ 765,168
FY14 TOTAL GENERAL FUND REQUESTS		\$ 4,935,868	\$ 2,363,703	\$ 955,668

FISCAL YEAR 2014 DECISION PACKAGE SUMMARY

		FY14 Requested	FY14 Adopted	Restricted Funds
Municipal Ct/Tech	FY14 SPECIAL/REVENUE REQUESTS			
	License Plate Reader (restricted revenue)	\$ 24,000	\$ -	\$ 24,000
			-	-
	FY14 TOTAL SPECIAL REVENUE FUNDS	\$ 24,000	\$ -	\$ 24,000
<u>Water Fund</u>				
	1 ton utility vehicle (replace 22-9)	\$ 40,800	\$ 40,800	
	Mini excavator (replace unit 23-60)	45,200	45,200	
	Purchase a pipe chainsaw	10,000	10,000	
	Replace water pumps	3,750	3,750	
	Purchase tap machines	16,000	16,000	
	(3) computers (replace)	5,900	5,900	
	Traffic control signs	2,500	2,500	
	Cut off saw replacement	3,000	3,000	
			-	
	FY14 TOTAL WATER FUND REQUESTS	\$ 127,150	\$ 127,150	
<u>Wastewater Fund</u>				
	Replace air compressor @ ww plants	\$ 24,000	\$ 24,000	
	Mini excavator (replace unit 24-42)	36,000	36,000	
	Door replacement at Still Creek WWTP	41,000	41,000	
	Replace water pumps	3,750	3,750	
	Replace belt press control panel	64,000	64,000	
	Repair roof at MCC building at Still Creek	11,000	11,000	
	Cut off saw replacement	3,000	3,000	
	Purchase of polymer blender for Burton Creek WWTP	36,000	36,000	
	Traffic control signs	2,500	2,500	
	(4) computers (replace)	4,800	4,800	
			-	
	FY14 TOTAL WASTEWATER FUND REQUESTS	\$ 226,050	\$ 226,050	
<u>Solid Waste Fund</u>				
	Residential side load truck (replace unit 14-68)	\$ 211,724	\$ 211,724	
	3/4 ton light duty truck (replace unit 14-65)	23,761	23,761	
	Commercial front load truck (replace unit 14-80)	249,354	249,354	
	Grapple truck (replace 29-41)	134,276	134,276	
	(390) commercial containers (recurring through FY18)	60,000	60,000	
	FY14 TOTAL SOLID WASTE FUND REQUESTS	\$ 679,115	\$ 679,115	
	FY14 TOTAL ENTERPRISE FUND REQUESTS	\$ 1,032,315	\$ 1,032,315	
<u>Warehouse</u>				
	Fork lift (replace unit 19-02)	\$ 28,112	\$ 28,112	
	Fuel system upgrade	100,000	100,000	
	FY14 TOTAL WAREHOUSE REQUESTS	\$ 128,112	\$ 128,112	
	FY14 TOTAL INTERNAL SERVICE FUND REQUESTS	\$ 128,112	\$ 128,112	
	TOTAL DECISION PACKAGE REQUESTS	\$ 6,120,295	\$ 3,524,130	

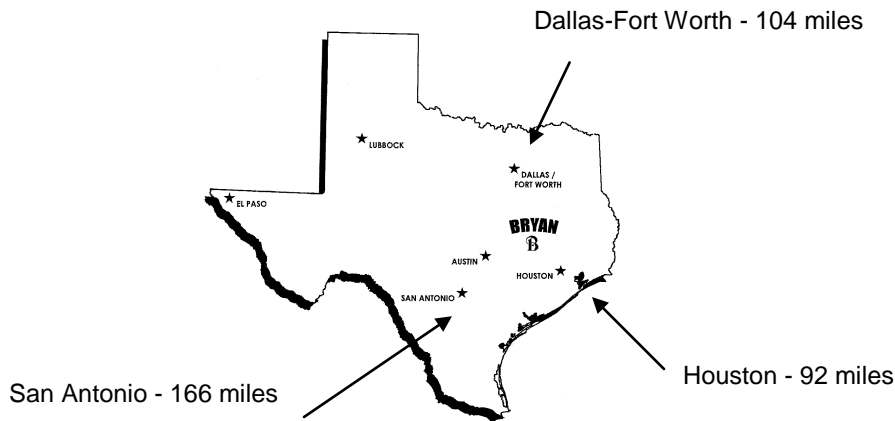


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COMMUNITY PROFILE

Location

Bryan-College Station is located in Brazos County in east central Texas, just north of Houston, in an area known as the Brazos Valley. It is found in the center of what is sometimes referred to as the Texas Triangle, a triangle formed by the metropolitan areas of Dallas-Fort Worth, Austin, Houston and San Antonio.



HISTORY

Like many Texas communities in the mid- and late-19th century, the City of Bryan began as a small-town stop along the state's expanding railway system. However, almost from the beginning, Bryan was different. It quickly distinguished itself from the many other railway stops across the state by flourishing into a vibrant and permanent center of business and trade.

In the nearly 140 years since Bryan's founding, many Texas railroad stops became nothing more than ghost towns; but the optimistic spirit and determination that built Bryan in its early years continues to define the city today. It is a community that successfully couples dynamic growth with historic importance.

Although Bryan residents voted in 1867 to incorporate, the town was not formally incorporated until an act of the Texas Legislature in 1872. Non-official organizations arose in the early 1870s to promote agriculture, trade and cultural opportunities.

Soon after incorporating, citizens voted to establish a public school system and to levy property tax to help support it. The first tax-supported school opened in 1880 under the name of "Bryan Grade School," and its first graduates completed the 10th Grade School four years later. Private schools joining the educational system included Allen Academy in 1899 and Villa Maria Ursuline Academy for girls in 1901.

In the late 1800s, a large number of German, Czech and Italian immigrants settled in the Brazos River Valley. Their children and grandchildren left area cotton farms and moved to Bryan, many entering the business world. Attracted by the community's prosperity, a merchant class developed. Many businessmen were involved in the export of cotton, grain, oil, livestock, wool and hides.

Guy M. Bryan Jr. established a money-lending office in 1875. By 1890, The First National Bank of Bryan, another major financial institution, had been established. Bryan had utilities in the form of Bryan Compress Company, Bryan Water, Inc. and Electric Light Co., Inc. The City's first telephones were installed in 1918.

Bryan also benefited from the Agriculture and Mechanical College (Texas A&M), which opened its doors in 1876. The college was located four miles outside of Bryan on land given to the state by Harvey Mitchell.

Along with physical city development came increased intellectual pursuits. Bryan's first newspaper, Brazos Pilot, began weekly publication in 1876. It was joined by the Bryan Weekly Eagle in 1889 and in 1910, Bryan's first daily paper, the Bryan-College Station Eagle, succeeded both weeklies.

The Carnegie Library was founded in 1902 with a \$10,000 donation from nationally recognized philanthropist Andrew Carnegie. The Carnegie served the community until 1969 when the city opened the Bryan Public Library. Today, the renovated library houses the Carnegie Center of Brazos Valley History and is now the oldest existing Carnegie Library in Texas.

The Community Thrives and Diversifies

The turn of the century saw a host of new additions and developments in Bryan. A sewer system was built, street lights installed to serve the business district, free city mail delivery was established and the Bryan-College Station Interurban trolley began operation. By 1915, Main and Bryan streets had been paved, accommodating the increasing number of automobiles.

As the century wore on, Bryan's residential areas began benefiting from the developments previously reserved for the business district. In 1913, a modern sewage disposal plant was built for the western part of the city. From 1919 to 1925, streetlights were installed in residential areas.

The city's North Side historically has been home to Bryan's African-American community. Newly freed African Americans settled in an area around Orleans and Preston streets known as "Freedmanstown." African-American businesses and professional offices traditionally operated at the northern end of Main and Bryan streets. Today, the Martin Luther King Jr. corridor serves as a primary artery to Bryan's largest African-American neighborhood, with a mix of commercial, religious and residential structures along its entire length.

Individuals of Hispanic descent have had land holdings in Brazos County since before its inception. Increased migration from Mexico occurred during the 1910s and 1920s, then again in recent decades. Today, Bryan takes pride in the rich diversity of its residents. In fact, the demographics of Bryan directly reflect those of the entire state of Texas.

Time Marches On

Throughout the early 1900s, Bryan continued to flourish, partly due to its rich agricultural farmlands, the railroad and the area's abundance of cotton, cattle and oil. Bryan survived the hard times of the Great Depression and continued to grow through the post-war years. In the late 1960s, local business interests established the Brazos County Industrial Park, creating an enhanced atmosphere for industrial development. The Bryan Business Park followed, fueling the area's growth. In terms of recreation, Bryan added a number of city parks to its landscape, beginning with Oak Grove Park in 1913. In 1922, Bryan High School won the state championship in the first UIL football game ever played. Seven years later, a football field was built for Stephen F. Austin High School. In 1939, Bryan developed its 18-hole Municipal Golf Course.

The Bryan Air Base was activated in 1942, deactivated in 1945, and reactivated in 1951. In the 1940s, the base served as a temporary campus for Texas A&M College freshmen. A hospital established on the base boasted an obstetrics ward. The air base was phased out in 1959, and in 1962, the property became home to the Texas A&M Research Annex.

In 1958, Townshire became Bryan's first major shopping center. Its first enclosed shopping center, Manor East Mall, opened in 1972. However, the creation of shopping centers away from downtown created a strain on the Central Business District. Downtown Bryan began a slow decline.

In the late 1980s, a movement toward downtown's revitalization began, bringing businesses and interest back to Downtown Bryan. In 1992, Bryan became a Texas Main Street City, receiving design and technical assistance from the Texas Historical Commission.

Bryan's downtown business district isn't the city's only area that can boast of its heritage. An East Side Historic District was created in the 1980s, and close to fifty Bryan homes and other structures are listed on the National Register of Historical Places.

Today, businesses are opening, expanding and relocating in Downtown Bryan, breathing new life into the area. This push toward downtown revitalization is now enabling people to experience the shops, restaurants, hotels and businesses that are working together to restore Downtown Bryan to the thriving hub of its glory days.

Public Universities

Texas A&M University Health Science Center- Bryan Campus:

Texas A&M University has been one of the greatest assets to the entire Brazos Valley as a world-class learning institution. The University not only ranks among the top ten research institutions in the nation, but also maintains one of

the largest student bodies with enrollment reaching 45,000. Texas A&M Regents approved the allocation of acreage to the Health Science Center (HSC) in December 2006, having previously accepted the land gift from the City of Bryan. The HSC had its dedication ceremony in July 2010. The Bryan campus, located along State Highway 47 (adjacent to Traditions Club Golf Course), will allow the HSC to eventually consolidate onto a single campus its academic programs and administration that are currently located throughout Bryan and College Station. Fifty acres will be for health-related public/private partnerships and facilities, while the remaining acreage will be for academic facilities.

Source: Texas A&M University

Blinn College:

In addition to the four-year programs offered at Texas A&M University, Blinn College offers two-year associates degree programs and vocational training programs at its Bryan campus. With more than 13,000 students in Bryan, Blinn is one of the largest junior/community colleges in Texas. Blinn consistently has the highest transfer rate in the state, the highest percentage of students who go on to earn bachelor's degrees and transfers more students to Texas A&M University than any other community college.

Source: The Research Valley Partnership

City Government Structure

The City of Bryan Charter stipulates that the council/manager form of government be utilized. The seven-member city council consists of a mayor and six council members; the mayor and one councilmember are elected at-large while the other five are elected from single-member districts. The mayor and council members are elected for alternating three-year terms with six-year term limits. The role of the City Council is to enact ordinances and resolutions, adopt regulations, set policy and direct city staff in the decision making process.

The City Council, by majority vote, appoints the City Manager, City Secretary, City Attorney, City Internal Auditor and Municipal Court Judge. The City Manager is responsible and accountable for the routine administration and direction of the municipal organization. The City offers a full array of municipal services, including Police, Fire, EMS, The Animal Center, Traffic and Transportation, Building and Development, Municipal Court, Library Services, and Parks and Recreation.

Bryan Today

"The Good Life, Texas Style."™

Bryan has greeted the 21st century with a vital and robust economy, quality schools, state-of-the-art healthcare, safe neighborhoods and a history that is reflected in its buildings and the pride of its residents. The original square-mile townsite now encompasses more than 43.4 square miles. Bryan's original population of a few hundred has grown to more than 78,000 residents.

The City has successfully attracted numerous technology and internet-based firms into the community. These companies provide technological and support services throughout the state including advertising, networking, graphic design, interactive media and communications.

Bryan has continued to revitalize the downtown business district through a series of Capital Improvement Projects (CIP) aimed at addressing the city's long-term needs in the form of street and drainage improvements, new parks and other public utilities and facilities.

Beginning in 2007, the City of Bryan launched the Texas Reds Festival as a mechanism for bringing tourism, music, arts and food to the community. Since its inception, Texas Reds has grown in popularity and attendance culminating in a record 30,000 people in 2011.

Another asset to the City of Bryan is Coulter Airfield. The land on Texas Hwy. 21 where Coulter Airfield sits was donated by the W.J. Coulter family in 1938. The City of Bryan later bought some adjacent property, which now comprises the 247 acre airfield. The airport is home to numerous aviation enthusiasts and has served as a hub for PHI Air Medical helicopter service. An annual air show put on at Coulter Field draws tourists from across the state.

Bryan is also home to the Travis B. Bryan Municipal Golf Course. The par-70 course spans more than 5,800 yards from the middle tees and extends to more than 6,200 yards from the back tees.

Bryan is a great place for families and boasts of having over 750 acres of beautifully maintained parks. With a bounty of basketball and soccer fields, skateboard parks, splash pads, walking trails, two dozen pavilions for picnicking and three terrific pools Bryan has something to offer everyone.

Bryan-College Station was also ranked among America's 10 great places to live by Kiplinger's Personal Finance. The twin cities were ranked third on the list.

From its contemporary Tejas Center to its revived historic downtown, today's Bryan is defined by renewed growth, development and innovation. Its success can be attributed to the wonderful people that call Bryan their home and are proud to live here. From the great parks, the educational and cultural opportunities, the well planned and well managed community and the "best in class" public services, the city of Bryan really is: **"The Good Life, Texas Style."** TM

City of Bryan Statistical Information

Table 1.1

City of Bryan Fast Facts	
Date of Incorporation	1872
Form of Government	Council-Manager
Corporate Limits (sq. miles)	43.4
Lane Miles of Streets (paved)	738
Fiscal Year	October 1—September 30
Parks	42
Athletic Complexes	2
Recreation/Community Center	1
Aquatic Center	1
Neighborhood Pools	3
Open Air Performance Facility	1
Cemeteries	3
Public Library Locations	2
Genealogy/History Center	1
Fire Stations	5
Sworn Personnel	111
Police Station(s)	1
Sworn Personnel	138

Source: City of Bryan

Table 1.2

Sales Tax Rate	
Brazos County	0.50%
City of Bryan	1.50%
State	6.25%

Source: Texas Comptroller of Public Accounts

Table 1.3

Property Tax Rate	
2011	\$0.636400
2012	\$0.633308
2013	\$0.629990

Source: Brazos County Appraisal District

Table 1.4

Employment-Bryan	
2010	38,119
2011	36,297
2012	36,115

Source: Texas Workforce Commission-Tracer

Table 1.5

Unemployment Rate-Bryan	
2009	5.5%
2010	6.2%
2011	6.5%
2012	5.6%

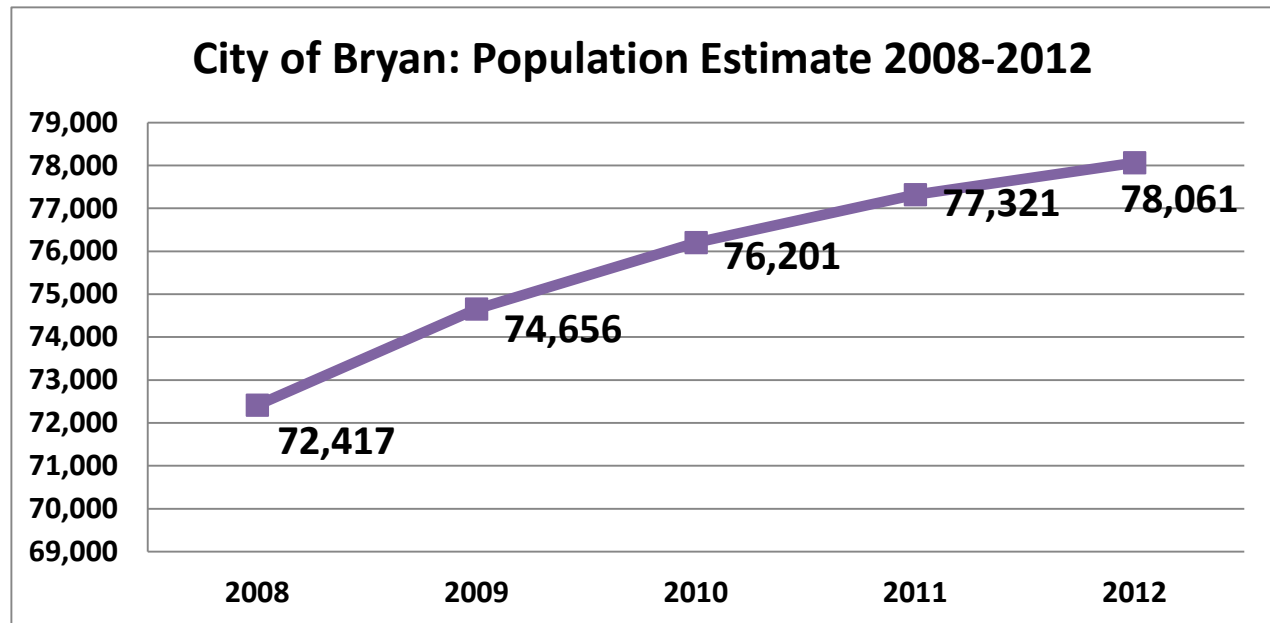
Source: Texas Workforce Commission

City of Bryan Statistical Information

Table 1.6

Texas Metro Areas Employment Statistics		
Metro Area	Employment	Unemployment Rate
Abilene	79,712	5.4%
Amarillo	127,633	4.8%
Austin-Round Rock-San Marcos	908,253	5.8%
Beaumont-Port Arthur	170,889	10.1%
Brownsville-Harlingen	145,885	10.5%
Bryan-College Station	107,740	5.6%
Corpus Christi	203,292	6.4%
Dallas-Fort Worth-Arlington	3,116,834	6.7%
El Paso	294,304	9.3%
Houston-Sugar Land-Baytown	2,832,731	6.8%
Killeen-Temple-Fort Hood	157,440	7.5%
Laredo	93,268	7.1%
Longview	109,382	5.8%
Lubbock	138,402	5.5%
McAllen-Edinburg-Mission	281,330	11.0%
Midland	87,005	3.5%
Odessa	79,947	4.2%
San Angelo	53,124	5.3%
San Antonio-New Braunfels	959,876	6.5%
Sherman-Denison	53,619	7.2%
Texarkana	60,732	6.7%
Tyler	95,713	7.0%
Victoria	57,722	5.7%
Waco	108,721	6.5%
Wichita Falls	67,950	6.1%

Source: Texas Workforce Commission



Source: U.S. Census Bureau

City of Bryan Statistical Information

Table 1.7

Largest Community Employers		
Company	Sector	#Employees
Texas A&M University	Education	1,000+
Bryan Independent School District	Education	1,000+
St. Joseph Regional Hospital	Health Care	1,000+
Sanderson Farms	Food Processing	1,000+
College Station Independent School District	Education	1,000+
Reynolds & Reynolds	Computer Hardware/Software	1,000+
City of Bryan	Government	500-999
Brazos County	Government	500-999
City of College Station	Government	500-999
Wal-Mart	Retail	500-999
HEB Grocery	Retail	500-999
Scott & White Clinic	Health Care	500-999
College Station Medical Center	Health Care	500-999
Texas A&M Health Science Center	Education	500-999
PennCro & Associates	Financial Services	500-999

Source: Research Valley Partnership

Table 1.8

Home Sales Bryan-College Station	
Average Price	\$179,700
Median Price	\$154,100
Average Sales (per month)	197
Average month(s) on Inventory	8.9

Source: Texas A&M Real Estate Center

Table 1.9

Single Family Building Permits—Bryan/College Station		
Year	Units	Average Value (\$)
2009	707	148,100
2010	760	129,000
2011	601	142,700
2012	727	154,600

Source: Texas A&M Real Estate Center



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The Annual Budget contains specialized and/or technical terminology, along with acronyms, that are unique to public finance and budgeting. To assist the reader in understanding the Annual Budget document, a glossary of terms is provided.

A.D.A.	Americans with Disabilities Act
Account Classification	A basis for distinguishing types of expenditures. The five major classifications used by the City of Bryan are personal services (10's), supplies/materials (20's), and maintenance (30's), outside services (40's), other (50's), and capital outlay (60's).
Accretion	In portfolio accounting, a straight line accumulation of capital gains on a discount bond in anticipation of receipt of par at maturity.
Accrual Basis	The basis of accounting under which transactions are recognized when they occur, regardless of the timing of estimated cash flows.
Ad Valorem Tax	Also referred to as property tax, this is the charge levied on all real personal, and mixed property according to the property's assessed valuation and the tax rate, in compliance with the State Property Tax Code.
AED	Automatic External Defibrillator
ALS	Advanced Life Support
Amortization	The repayment of a loan by installment.
Annual Budget	The total budget as approved by the City Council, as revised.
Appropriation Ordinance	An official document adopted by the City Council establishing legal authority to obligate and expend resources.
Appropriation	A legal authorization made by the City Council which permits City officials to incur obligations against and to make expenditures of governmental resources.
AS/400	Network Computer System
ASE	Automotive Service Excellence
Assessed Property Valuation	A value established by the Brazos County Appraisal District which approximates market value of real or personal property. By state law, one hundred percent (100%) of the property value is used for determining the basis for levying property taxes.
ATMS	Advanced Traffic Management System
Balanced Budget	A budget adopted by the legislative body and authorized by ordinance where the proposed expenditures are equal or less than the proposed revenues plus resources on hand at the beginning of the fiscal year.
BBC	Bryan Business Council
BBCEDF	Bryan-Brazos County Economic Development Foundation
BCAD	Brazos County Appraisal District
BCD	Bryan Commerce and Development, Incorporated
BCSMI	Bryan-College Station Mobility Initiative
BFD	Bryan Fire Department
BISD	Bryan Independent School District
BLS	Basic Life Support
Bond Proceeds	The proceeds from the sale of bonds, notes, and other obligations issued by the City, and reserves and funds maintained by the City for debt service.
Bond	A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayments of the principal are detailed in a bond ordinance. The most common type of bonds are general obligation (G.O.) and revenue bonds. These are most frequently used for construction for large capital projects, such as buildings, streets, and water and sewer lines.

Book Value	The original acquisition cost of an investment plus or minus the accrued amortization or accretion.
BRAC	Bryan Regional Athletic Complex
BTOP	Broadband Technology Opportunities Program
BTU	Bryan Texas Utilities
Budget Contingency Plan	Details various courses of action that may be undertaken when varying levels of revenue shortfalls are anticipated.
Budget Document	The compilation of the spending plans for the various funds, along with supporting schedules, tables and charts which, in total, comprises the annual revenue and expenditure plan.
Budget Highlights	Significant changes in expenditures or programs within a fund, department or division.
Budget Message	The opening section of the budget provides the City Council and the public with a general summary of the most important aspects of the budget. The message explains principal budget issues against the background of financial experience in recent years, and represents the assumptions and policies upon which the City's budget is based. Also known as the "Transmittal Letter".
Budget Summary	Provides a listing of revenues, expenditures, and available resources for all funds.
Budget	A financial plan for a specified period of time (fiscal year) that matches planned revenues with appropriations. The "preliminary" budget designates the financial plan initially developed by departments and presented by the City Manager to the Council for approval. The "adopted budget" is the plan as modified and finally approved by that body. The "approved" budget is authorized by ordinance and thus specifies the legal spending limits for the fiscal year. The budget process in every Texas city must comply with the requirements of the Texas Local Government Code. See description of Budget Compliance in the Financial Policies section of this document.
Budgetary Control	The control or management of a governmental or enterprise fund in accordance with approved budget to keep expenditures within the limitations of available appropriations and revenues.
BVCOG	Brazos Valley Council of Governments
BVSWMA	Brazos Valley Solid Waste Management Agency
BVWACS	Brazos Valley Wide Area Communication System
CAD	Computer Aided Dispatch
CAFR	Comprehensive Annual Financial Report
CALEA	Commission on Accreditation for Law Enforcement Agencies
CAPER	Consolidated Annual Performance and Evaluation Report
Capital Outlay	Expenditures for equipment, vehicles, or machinery, and other improvements that result in the acquisition of assets with an estimated useful life of more than one year, a unit cost of \$5,000 or more, and capable of being identified as an individual unit of property.
CD	Certificate of Deposit
CDAC	Community Development Advisory Committee
CDBG	Community Development Block Grant
Certificates of Obligation (C.O.)	Legal debt instruments that finance a variety of public projects such as streets, building, and improvements. These instruments are backed by the full faith and credit of the issuing government and are financed through property tax revenues.
Certified Property Values	To be in compliance with the Property Tax Code, the chief appraiser certifies the approved appraisal roll to each

	taxing unit on or before July 25.
CHDO	Community Housing Development Organization
CIP	Capital Improvements Program
CJC	Criminal Justice Center
CJD	Criminal Justice Division
CMOM	Capacity, Management, Operations, and Maintenance
CO	Certificate of Obligation
COPS	Community Oriented Policing Services
Crack Seal	An intermediate street maintenance repair technique.
D.A.R.E.	Drug Abuse Resistance Education
DASH	Decent Affordable Safe Housing
DBEDA	Downtown Bryan Economic Development Association
Debt Service Fund	A fund used to account for the monies set aside for the payment of interest and principal to holders of the City's general obligation and revenue bonds, the sale of which finances long-term capital improvements, such as facilities, streets and drainage, parks and water/wastewater systems.
Deficit	An excess of liabilities over assets, of losses over profits, or of expenditure over income.
Delinquent Taxes	Real or personal property taxes that remain unpaid on and after February 1st of each year, and upon which penalties and interest are assessed.
Department	A major administrative segment responsible for management of operating Divisions that provides services within a functional area.
Depreciation	The decrease in value of fixed assets due to use and the passage of time. That portion of the cost of a fixed asset is charged as an expense during a particular period. The cost of the loss of usefulness of a fixed asset is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.
Disposition Rate	Rate that court cases are finalized and closed within a 12-month period.
Division	A basic organizational unit that is functionally unique and provides service under the administrative direction of a Department.
DMRAQA	Blind Discharge Monitoring Report Quality Assurance
DOT	Department of Transportation
DUI	Driving Under Influence
Economic Diversification	Having more than one financial or monetary factor, industry or sector contributing to the production, development and consumption of commodities within a specific region.
ED	Economic Development
EDA	Economic Development Administration
EEOC	Equal Employment Opportunity Commission
Effective Tax Rate	The prior year's taxes divided by the current year's taxable values of properties that were on the tax roll in both years. Excludes taxes on properties no longer in the taxing unit and the current taxable value of new properties.
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
Encumbrances	Commitments for the expenditure of monies.
Enterprise Fund	A fund established to account for operations that are financed and operated in a manner similar to private business. The rate schedules are established to insure that revenues are adequate to meet all necessary expenditures. The Water, Sewer, Solid Waste, Airport and BTU funds are enterprise funds in the City of Bryan.
EOC	Emergency Operation Center

EPA	Environmental Protection Agency
ERCOT	Electric Reliability Council of Texas
Estimated Revenue	A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.
Expenditure	Resources spent by governmental funds in accordance with budgeted appropriations on assets or goods and services obtained.
Expense	Resources spent by enterprise funds in accordance with budgeted appropriations on assets or goods and services obtained.
FASB	Financial Accounting Standards Board
FBO	Fixed Base Operator
FCC	Federal Communications Commission
FERC	Federal Energy Regulatory Commission
Fines & Forfeitures	Monies imposed as penalty for an offense and collected as revenue by the municipal court for the city.
Fiscal Year	A consecutive 12-month period that signifies the beginning and ending dates for recording financial transactions. The City of Bryan's fiscal year begins October 1 and ends September 30 of the following calendar year. This is also called the budget year.
FLSA	Federal Labor Standards Act
FTE	Full Time Employee
Fund Balance	The excess of current assets over current liabilities, representing the cumulative effect of revenues and other financing sources over expenditures and other financing uses.
Fund	An accounting device established to control receipt and disbursement of income from sources set aside to support specific activities or attain certain objectives. Each fund is treated as a distinct fiscal entity with a self-balancing set of accounts. In the budget process, a formal Annual Budget is adopted for the General Fund, General Debt Service Fund, Water Fund, Wastewater Fund, Solid Waste Fund, Airport Fund, Self Insurance Fund, Hotel/Motel Tax Fund, Oil and Gas Fund, Court Technology Fund, Community Development Fund, Transportation Fund, Drainage Fund, TIRZ #8 Fund, TIRZ #10 Fund, BTU City Fund and BTU Rural Fund.
Funds	Public funds in the custody of the City that the City has the authority to invest.
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB 34	Pronouncement of the Government Accounting Standards Board (GASB) that establishes financial reporting standards for state and local governments in presenting information about a government's major funds to aid in measuring the operating results of these funds in the interest of accountability to citizens and stakeholders.
GASB	Government Accounting Standards Board. The agency of the Financial Accounting Foundation that promulgates standards for accounting and financial reporting by governmental entities.
GASB	Governmental Accounting Standards Board
General Fund	The largest governmental fund within the City, the General Fund accounts for the majority of the non-enterprise financial resources of the government. General Fund revenues include property taxes, sales taxes, licenses and permits, service charges, and other type of revenue. This fund includes most of the basic operating functions such as

	fire and police protection, municipal court, finance, planning and inspection, public works, parks/recreation, and general administration.
General Obligation (G.O.) Bonds	Legal debt instruments that finance a variety of public projects such as streets, building, and improvements. These bonds are backed by the full faith and credit of the issuing government and are financed through property tax revenues. In Texas, G.O. Bonds must be authorized by public referenda.
GF	General Fund
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GO	General Obligation (bond)
Goal	Long-term continuing target of an organization (vision of the future).
Governmental Funds	Funds that are maintained on a modified accrual basis with an emphasis on when cash is expended or obligated and revenues are recorded when measurable and available.
GPM	Gallons Per Minute
HazMat Response Teams	Hazardous Materials Response Team.
HIPAA	Health Insurance Portability & Accountability Act
HOME	Home Investment Partnerships Program
Homestead	A tax exempt qualifying declaration by a property taxpayer for his actual dwelling place or home.
Horticulturist	One skilled in the science of cultivating flowers and plants, as in a municipal parks system.
HOSTS	Helping One Child To Succeed
HR	Human Resources
HTC	House Tax Credit
HTE	Government Software Company
HUD	Housing & Urban Development
HVAC	Heating Vent Air Conditioning
I/I	Inflow & Infiltration
IBNR	Incurred But Not Reported
ICMA	International City/County Management Association
IFSTA	International Fire Service Training Association
IGC	Intergovernmental Committee
Infrastructure	General fixed assets consisting of certain improvements other than buildings, including roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, and lighting systems.
Intangible Asset	A legal claim to some future benefit, typically a claim to future cash. Goodwill, intellectual property, patents, copyrights and trademarks are examples of intangible assets.
Intergovernmental Revenue	Grants, entitlements and cost reimbursements from another federal, state or local governmental unit.
Internal Service Fund	Accounts for the financing of goods or services provided by one City department to other departments of the governmental unit on a cost reimbursement basis. The Self Insurance Fund is operated as an internal service fund in the City of Bryan.
Investment Pool	An entity created under this code to invest public funds jointly on behalf of the entities that participate in the pool and whose investment objectives are (in order of priority) preservation and safety of principal, liquidity, and yield.
IPP	Industrial Pretreatment Program
ISO	Insurance Services Office
IT	Information Technology
ITS	Intelligent Transportation Systems

L.E.O.S.E.	Law Enforcement Officers Standard Education
L/M	Low/Moderate Income
LAN	Local Area Network
LED	Light-Emitting Diode
Levy	To impose or collect by legal authority. The City Council has the authority to levy taxes, special assessments, and service charges as stated in the City Charter.
LGC	Local Government Code
Limited Tax Note	Direct obligations of the City payable from ad valorem taxes levied against taxable property located therein, within the limits prescribed by law.
Long Term Debt	Debt with a maturity of more than one year after the date of issuance.
M.H.M.R.	Mental Health Mental Retardation
Maintenance	Cost of upkeep of property or equipment.
Mandates or Mandated Expenses	Any expenses relating to an authoritative command or instruction. Refers to the federal and state mandates governing municipalities, such as regulations establishing testing for water quality.
Market Value	The current face or par value of an investment multiplied by the net selling price of the security as quoted by a recognized market-pricing source quoted on the valuation date.
Mg/L	Milligrams per Liter
MG	Million Gallons
MGD	Million Gallons per Day
MHz	Megahertz
Mission Statement	A departmental statement that describes what the department does, why it does it, and who benefits from it.
MPO	Metropolitan Planning Organization
MSA	Metropolitan Statistical Area
MSC	Municipal Service Center
MS4	A general permit to discharge water under the Texas Pollutant Discharge Elimination System. This allows the city to discharge water directly to surface water, (creeks, lakes, etc.)er
MSL	Miles above Sea Level.
MUTCD	Manual on Uniform Traffic Control Devices
NAFTA	North American Free Trade Agreement
NAPP	Neighborhood Association Partnership Program
NCIC/TCIC	National Crime Information Center/Texas Crime Information Center
NDS	Neighborhood Development Services
Neighborhood Sweep	An organized neighborhood clean up event within the city utilizing city personnel and community volunteers.
NET	Neighborhood Enforcement Team
Net Current Assets	The difference between current assets and current liabilities, also known as working capital.
Net Debt	General Obligation Debt net of debt service fund balance and self-supporting debt.
Net Taxable Value	The total assessed value of all property within the city that is available for taxation minus property eligible for tax exemption.
NLC	National League of Cities
NPI	National Purchasing Institute
Objectives	Time bound and measurable result of an organization's activity which advances the organization toward a goal.
OJP	Office of Justice Programs
OPEB	Other Post Employment Benefits
Operating Budget	Plans of current expenditures and the proposed means of

	financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of the City are controlled. The use of an annual operating budget is required by State law.
Ordinance	A statute or regulation especially enacted by a city government.
Outside Agencies	Non-profit service organizations funded partially or entirely by the General Fund.
Outside Services	Professional or technical expertise purchased from external sources.
P + Z	Planning + Zoning
Payment In Lieu Of Tax	Monies received for provision of city services to property owners located outside the municipal taxing district or not normally subject to municipal taxation.
PCI	Pavement Condition Index
Performance Measures	Specific quantitative and qualitative measures of work performed or results obtained within an activity or program. There are three types of measurements: (1) Volume, which describes the work done (e.g., number of checks processed), (2) efficiency, which relates to the amount of input compared to output (e.g., number of items posted per hour), and (3) effectiveness, which indicates the extent to which activities/programs are achieved (e.g., reduced response time due to a new communication system).
Personnel Services	Costs relating to compensating employees, including salaries, wages, insurance, payroll taxes, and retirement contributions.
PHA	Public Housing Authority
PID	Public Improvement District
PILOT	Payment in lieu of taxes
PLC	Programmable Logic Controller
PM	Preventative Maintenance
Pooled Fund Group	An internally created fund of the City in which one or more institutional accounts of the City are invested.
PRIMA	Public Risk Management Association
Property Tax	Also called ad valorem tax, this is the charge levied on all real, personal, and mixed property according to the property's valuation and the tax rate, in compliance with the State Property Tax Code.
Proprietary Fund	A fund established to account for operations that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.
PTC	Property Tax Code
QA/QI	Quality Assurance/Quality Improvement
Qualified Representative	A person who holds a position with a business organization, who is authorized to act on behalf of the business organization, and who is one of the following: 1. For a business organization doing business that is regulated by or registered with a securities commission, a person who is registered under the rules of the National Association of Securities Dealers; 2. For a state or federal bank, a savings bank, or a state or federal credit union, a member of the loan committee for the bank or branch of the bank or a person authorized by corporate resolution to act on behalf of and bind the banking institution;

	<p>3. For an investment pool, the person authorized by the elected official or board with authority to administer the activities of the investment pool to sign the written instrument on behalf of the investment pool; or</p> <p>4. For an investment management firm registered under the Investment Advisors Act of 1940 (15 U.S.C. section 80b-1 et seq.) or, if not subject to registration under the Act, registered with the State Securities Board, a person who is an officer or principal of the investment management firm.</p>
Reserve	An account used to indicate that a portion of fund resources is restricted for a specific purpose, or is not available for appropriation and subsequent spending.
Resolution	A formal statement of a decision, determination or course of action placed before a city council and adopted.
Revenue Bonds	Legal debt instruments that finance public projects for such services as water or sewer. Revenues from the public project are pledged to pay principal and interest of the bonds. In Texas, revenue bonds may or may not be authorized by public referenda.
Revenues	Funds received by the government as income, including tax payments, fees for specific services, receipts from other governments, fines and forfeitures, grants and interest income.
RMS	Records Management System
ROW	Right of Way
RVP	Research Valley Partnership
S.A.R.A.	Scanning, Analysis, Response, Assessment
SCADA	Supervisory Control and Data Acquisition
SCBA	Self Contained Breathing Apparatus
Seal Coat	Asphalt restoration and maintenance technique used to recondition city streets and thoroughfares.
Separately Invested Asset	An account or fund of a state agency or local government that is not invested in a pooled group fund.
Service and Work Programs	Tangible "end products" provided to the public or user department/division.
SMD	Single Member District
SMSA	Standard Metropolitan Statistical Area
SOP	Standard Operating Procedure
SPCC	Spill Prevention, Control and Counter Measure
Special Revenue Fund	A separate fund that accounts for resources legally restricted to expenditures for specific operational purposes. The Hotel/Motel Tax Fund or the Community Development Fund would be examples of a special revenue fund.
SRF	State Revolving Fund
SRO	School Resource Officer
SSO	Sanitary Sewer Overflow
STA	Standard Testing Assurance
STP	State Transportation Plan
Strategy	A plan to achieve an objective.
Supplies	Cost of goods consumed by the City in the course of its operation.
TALHFA	Texas Association of Local Housing Finance Corporation
TAMU	Texas A&M University
Tax Rate	The amount of tax levied for each \$100 of assessed value for real, personal, or mixed property. The rate is set by September 1 of each year by the City Council of the City of Bryan, Texas.
Taxes	Compulsory charges levied by a government for the purpose of financing services performed for the common