



City of Bryan
Adopted Annual Budget
Fiscal Year 2011



CITY OF BRYAN
The Good Life, Texas Style.™

This budget will raise more total property taxes than last year's budget by \$18,996, or 0.08%, and of that amount \$621,812 is tax revenue to be raised from new property added to the tax roll this year.

The above statement is required by Section 102.005(b), Loc. Gov. Code as amended by HB 3195 of the 80th Texas Legislature.



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**City of Bryan
Fiscal Year 2011
Annual Budget**

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City Manager's Transmittal Letteri

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CITY OF BRYAN

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September 15, 2010

Honorable Mayor and City Council:

As required by the Charter of the City of Bryan (City) and state statute, we are pleased to present the City Council of City of Bryan an adopted Fiscal Year 2011 (FY2011) appropriations budget totaling \$329,009,104 for all funds of the City. Of this amount \$266,059,562 is for the operations and maintenance budget, including debt service, and \$62,949,542 is for capital outlay. The capital outlay appropriations are infrastructure and long term capital projects that are either currently underway or will begin during Fiscal Year 2011.

Economy Affects the Budget

The economy continued to be weak through much of FY 2010. That weakness played a role in staff presenting the Council with an early revised view of a likely shortfall between revenues and transfers as compared to expenditures for the City's general fund. The United States economy has been in recession for approximately two years, some say longer. Some economists indicate that the recession ended earlier in 2010. However, there has been relatively weak economic information through most of the year. Recent reports have been cautiously optimistic that the U.S. could begin to move out of the current shrinking cycle back to a growing economy sometime next year. In Texas, the news has generally not been as bad as the country as a whole. However, even the State is experiencing shrinking revenues, particularly from sales tax receipts.

The Brazos Valley is anchored by Texas A&M University, Blinn College, regional medical facilities, regional retail, various government entities, and education. As a result, where the state and nation are shrinking, Bryan is growing, although at a slower pace than in the past. Sales tax receipts have increased in recent months and are budgeted at a slight 2.5% increase over the FY2010 projected amount. The certified ad valorem tax roll is projected to provide \$18,996 or .08% more revenue for FY2011 than FY2010. Other economic indicators suggest that going into FY2011 the City could see recovery, possibly back to slow growth. Chief among those indicators is new building permits. Between January and June 2010, there were 684 building permits issued as compared to 581 during the same period between January and June 2009. In addition, the estimated value of the permits for 2010 was approximately \$74,983,861 versus \$38,558,782 in 2009. Building permits provide an indicator of future potential increases in ad valorem taxable value.

Approach to Budget

As has been discussed with the Council over the past several months, FY2011 revenues are projected to exceed estimated expenditures for the General Fund by approximately \$399,567. If this nearly \$400,000 increase in fund balance is achieved, the City's General Fund will come closer to meeting the policy of sixty (60) day expenditures in fund balance with an actual goal of achieving fund balance requirements. Throughout the fiscal year, revenues will be monitored and expenses will be scrutinized as we strive to reach fund balance requirements. As a reminder, the new Governmental Accounting Standard Board Statement No. 54 (GASB 54) redefines fund balance beginning with Fiscal Year 2011.

Staff has recommended continuing the current ad valorem tax rate rather than proposing an increase in that rate. The Fiscal Year 2011 Adopted Budget was developed with the following considerations: 1) maintenance and capital are continued; 2) public safety and other traditional front line functions are not reduced; and, 3) redundancy and ineffective or unnecessary spending are reduced. Those items are discussed in the Budget Overview section of this adopted budget.

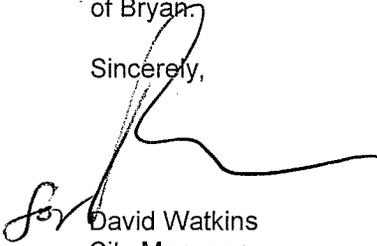
Requests for additional resources (General Fund decision packages) have generally not been included for funding in the proposed budget for FY2011. In the Water and Wastewater Funds some decision packages are funded; however, they are for the most part one-time expenditures.

Conclusion

As is always the case, we are 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 hard and dedicated work.

Please accept this budget as the City's service plan for the citizens of Bryan for Fiscal Year 2011. We appreciate your invaluable input on priorities and initiatives that have helped shape this budget and thus the future of the City of Bryan.

Sincerely,

A handwritten signature in black ink, appearing to read 'David Watkins', with a long horizontal flourish extending to the right.

David Watkins
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	Chuck Konderla	979/209-5008
Single Member District 4	Ann M. Horton	979/209-5008
Single Member District 5	Art Hughes	979/209-5008
At-Large	Mike Southerland	979/209-5008

Council Appointees:

Interim City Manager	Kean Register	979/209-5123
City Secretary	Mary Lynne Stratta	979/209-5008
City Attorney	Janis Hampton	979/209-5151
Internal Auditor	Robert Shultz	979/209-5114
Municipal Court Judge	Latham Boone, III	979/209-5421
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	Charles Cryan	979/209-5080
Interim Communications Director	Allen Bruggman	979/209-5142
Economic Development	Dennis Goehring	979/209-5102
Public Works Director	Linda Huff	979/209-5112
Fire Chief	Mike Donoho	979/209-5971
Police Chief	Eric Buske	979/209-5387
Water Services Director	Jayson Barfknecht	979/209-5929
BTU General Manager	Dan Wilkerson	979/821-5750



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Bryan
Texas**

For the Fiscal Year Beginning

October 1, 2009

A stylized, handwritten signature in black ink, appearing to be 'HR'.

President

A handwritten signature in black ink, appearing to be 'Jeffrey R. Emery'.

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented an award for Distinguished Budget Presentation to the City of Bryan, Texas for its annual budget for the fiscal year beginning October 1, 2009. 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, a financial plan and a communication device.

This award is valid for the period of one year. City staff believes that our current budget continues to conform to program requirements, and is submitting it to GFOA to determine its eligibility for another award.



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. **Image:** Our citizens are proud of where they live and Bryan is recognized as a city that offers an outstanding quality of life.
2. **Infrastructure:** Maintain the existing, upgrade the deficient and plan for future demands.
3. **Growth:** Provide, maintain and promote a healthy economic environment for quality residential, commercial and retail growth with a focus on community needs.
4. **Diversity:** All citizens are involved to ensure participation in governance and community.
5. **Public Safety:** Residents of Bryan live in a safe, aesthetically pleasing community where their lives and property are protected through efficient public safety services.
6. **Education:** All citizens are informed and educated about city issues, policies, services and initiatives. Educational needs of the community are met by educational entities.

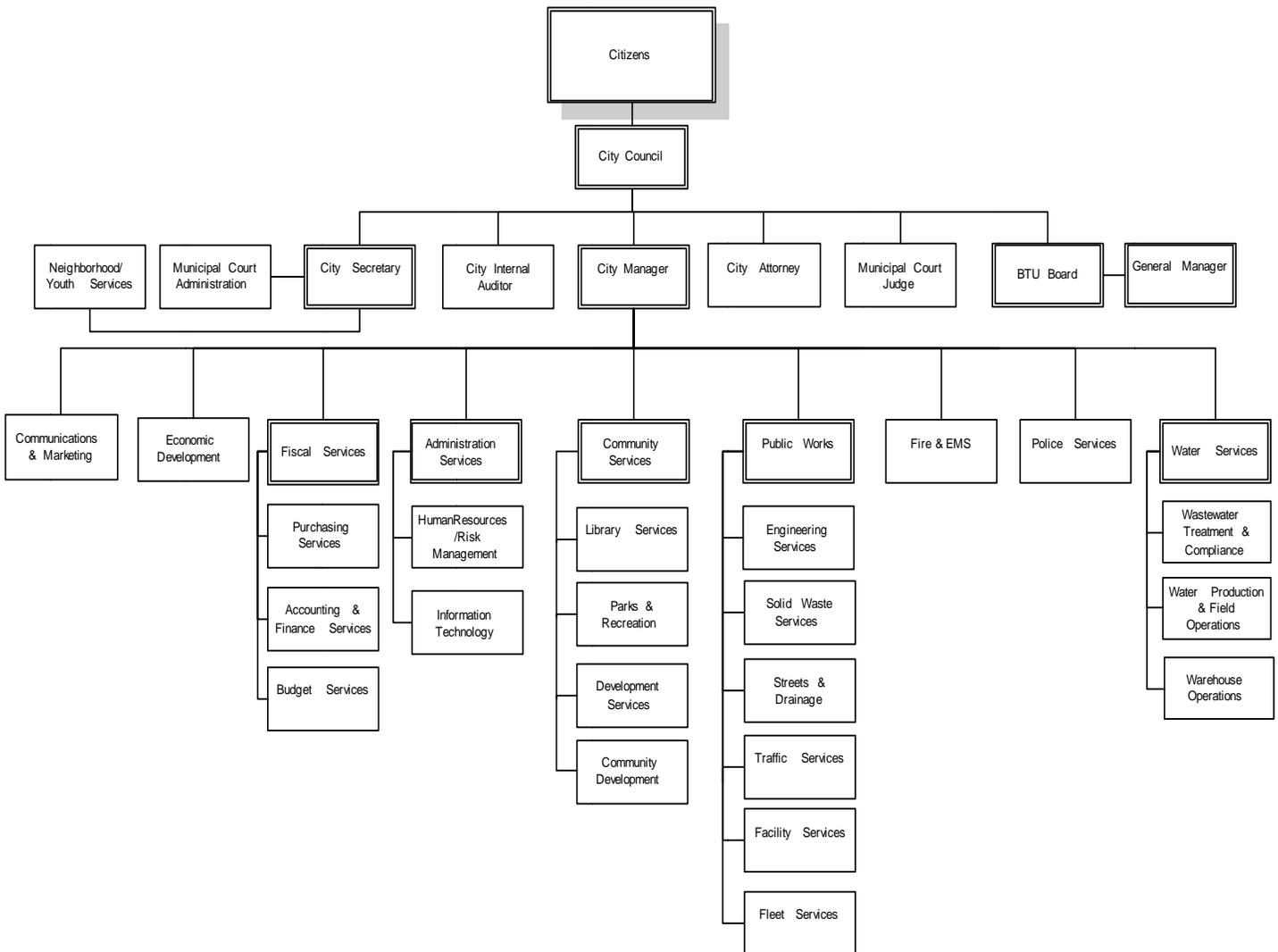


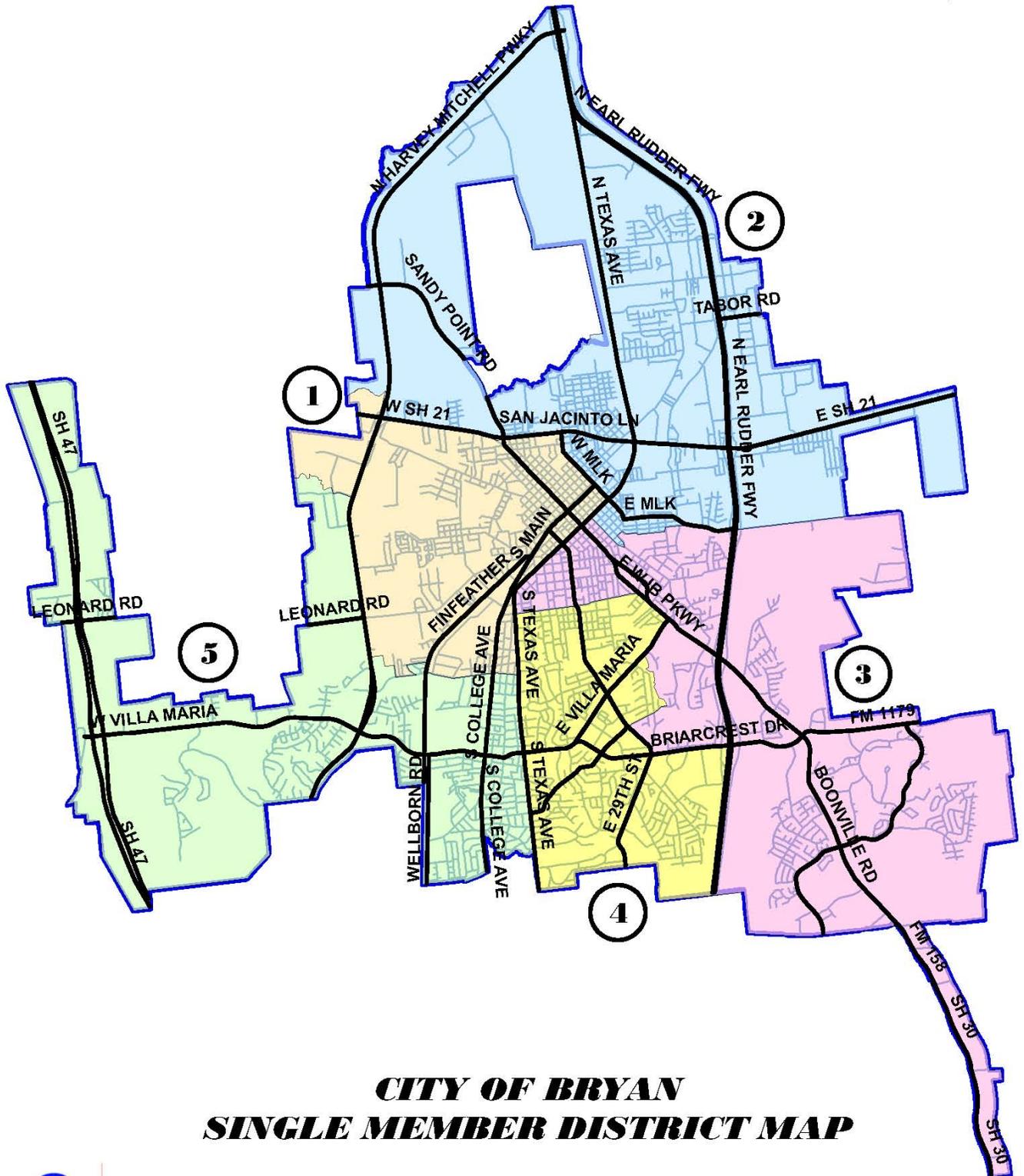
City of Bryan, Texas
Preliminary Budget Calendar
Fiscal Year 2011

<u>Date</u>	<u>Activity</u>
January 19, 2010	Special Council Meeting – Update on FY2010 Budget
January 29 – 30, 2010	Council retreat w/ review of strategic action plan initiatives
March 5, 11-12, 2010	HTE budget training sessions
March 8, 2010	HTE budget entry opens to departments
March 26, 2010	Goals & Objectives, Accomplishments, performance measures due from divisions
April 1, 2010	FY10 Projection entry due
April 9, 2010	Budget entry due, DP requests due to HR, Fleet, and/or IT for review
April 19, 2010	DP requests due to Budget Office
May 10 - 14, 2010	Budget/Departmental review meetings – to be scheduled
May 24, 2010	ARM Budget meeting
May 26, 2010	Decision Packages presented to ARM for prioritization
June 22, 2010	Council Workshop – Financial forecast – General Fund and Debt Service
July 13, 2010	Council Workshop – Financial forecast – Capital Improvement Plan, Transportation Fund and Drainage Fund
July 15, 2010	Council Retreat – FY2011 Budget Introduction
July 27, 2010	Council Workshop – Financial forecast – BTU and other Enterprise Funds
August 10, 2010	Council Workshop –FY2011 Budget General Overview
August 24, 2010	Call Public Hearing on Budget
September 7, 2010	Public Hearing on Budget; First Reading of Ordinance to Adopt Budget First Reading of Ordinance to Adopt Tax Rate
September 14, 2010	Second Reading of Ordinance to Adopt Budget Second Reading of Ordinance to Adopt Tax Rate; Ratification of Tax Rate



City of Bryan, Texas Organizational Chart





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 FY2011 proposed budget. The 2011 fiscal year begins October 1, 2010 and ends September 30, 2011. 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, and the General Obligation Debt Service Fund. Budgets for the Capital Projects Funds are legally adopted for the specific uses prescribed by the debt issuance ordinance using project length budgeting rather than a fiscal year basis. The budgets for the Enterprise Funds and Internal Service Funds are adopted as a financial plan and budget guide and are used interactively.

BUDGET DOCUMENT STRUCTURE

This budget is presented in several sections:

- Following the Table of Contents is the first section: the City Manager's transmittal letter, which is a concise picture of the budget as a whole.
- Second is the Budget Overview section, which includes the City's mission statement, strategic areas of emphasis and describes the budget process and policies.
- The third section is the Financial section which includes a narrative and graphical summary of all funds, including the General Fund, Enterprise Funds, Internal Service Funds, Special Revenue Funds, and the Debt Service Fund. Each fund includes 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 FY2011, accomplishments for FY2010, key performance indicators, budgeted personnel, and financial data.
- The fourth section is the Capital Improvement section which details operational and Construction in Progress projects for both the City of Bryan and BTU on a limited scope.
- The fifth section is the Appendix, which is a collection of supplementary material including the Tax Rate Ordinance and Appropriation Ordinance.

Also included are a Community Profile and Glossary of Terms and Acronyms to assist the reader with unfamiliar terminology.

The budget document is designed to give both decision makers and citizens a better view of the resources utilized by the City in providing the highest level of services to the community.

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 its 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 expenditure 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 Projects Funds: Used to account for the expenditures of resources accumulated from the sale of debt instruments and transfers from operating funds 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.

BUDGET BASIS OF PRESENTATION

- **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, Self Insurance Fund, Equipment Replacement Fund, and Building and Facility Maintenance 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. Fiduciary Funds include the City's payroll funds. 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.

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 affects 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.

The cash equivalent approach for the City is defined as:

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

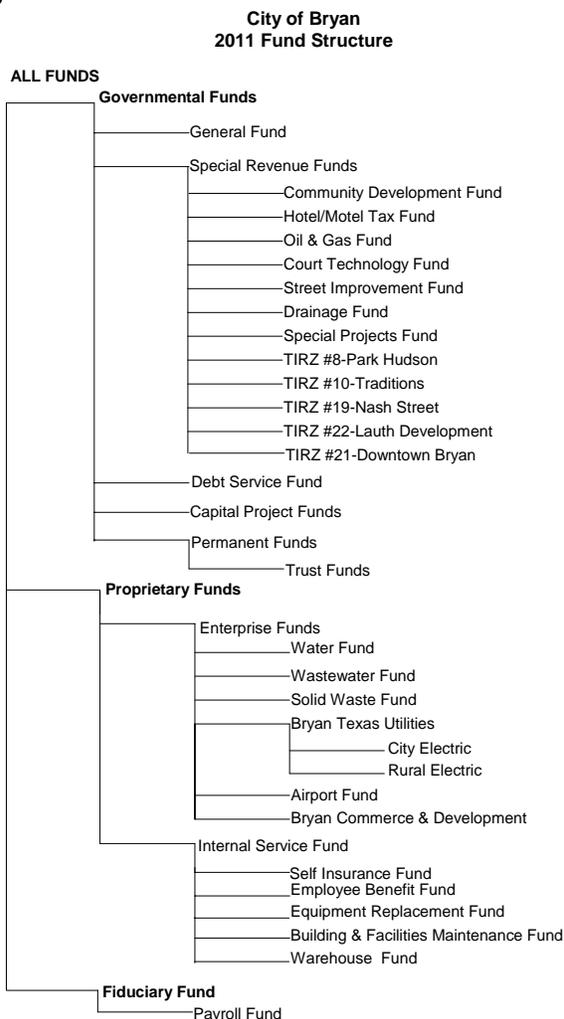
Capital projects are budgeted for project length rather than on a fiscal year basis. The Capital projects are developed utilizing a "project ready" approach whereby the scope and budget for a proposed project is clearly defined prior to the appropriation of funds for construction. It is a multi-year process and may extend over a one to three year period.

Funding for capital projects is provided through the issuance of debt, transfers from governmental funds, developer reimbursements, state and federal funding, and interest income.

BASIS OF ACCOUNTING

The accounting and financial reporting treatment applied to a fund is determined by its measurement focus. Governmental Funds are accounted for 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, as well as expenditures related to compensated absences, are recorded only when payment is due.

All Enterprise Fund types and Internal Service Funds 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 incurred and measurable.



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 FY2011 budget upon the fund balances can be found with the detail relating to each fund. For each fund the net impact on fund balances or unrestricted net assets is shown.

Excess balances will be used for capital outlay or for other non-recurring expenses. The City will avoid 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 year's 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.

The process of preparing the budget begins in February. 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. Fiscal Services budget staff is available to assist with all phases of budget development. The departments are given approximately 2½ months 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. It is assembled and distributed to the City Manager and key staff for review in advance of budget discussions. Each department is given the opportunity to meet with the Chief Financial Officer and budget staff to discuss budget projections and requests, operational or organizational changes, regulatory requirements, service level changes, and to provide details regarding any decision package requests.

Budget workshop sessions with the City Council begin in May 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 throughout the budget process. The council is also provided a compilation of all submitted decision packages. Council determines which, if any, decision packages will be incorporated into the budget.

The Council also sets the property tax rate necessary to support the proposed 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.

FY2011 FINANCIAL POLICIES

LEGAL REQUIREMENTS FOR THE BUDGET

Pursuant to Section 12(c) 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 shall provide all the information required by the City Council. Furthermore, the proposed 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 proposed budget; and the estimated tax rate required to cover the proposed budget (Texas Local Government Code Chapter 102). The proposed 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 shall direct the staff to prepare a budget ordinance using the City Manager's estimate as a basis (City Charter Section 12(d)). At least one public hearing must be scheduled on the proposed 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 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, except for capital projects, which are adopted using project length rather than fiscal year.

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 expenditures for the General Fund. The targeted working capital balance for Proprietary Funds shall be 60 days of operating expenses.

The General Obligation Debt Service maintains a fund balance sufficient to, when coupled with current year revenues to date, meets 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 sufficient to meet any current year obligations and any obligations which occur early in the subsequent fiscal year.

All fund balances, beginning in the earliest year presented, reflect the ending balance as provided for in the City's most recent Comprehensive Annual Financial Report (CAFR). Notations will be made on individual fund reports to reflect CAFR adjustments due to non-cash and cash to accrual changes made during the CAFR process.

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 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.”

At the bottom of this page and on the following two (2) pages are a series of graphs that provide the aggregate debt service on general obligation bonds and total debt service due on all outstanding debt including General Obligation, Water & Sewer System Debt, and Electric Debt.

Debt Philosophy

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 allow 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 proposed in this budget.

Debt Limit

The State of Texas sets the maximum ad valorem tax rate, including all obligations of the City, for a home rule city, such as the City of Bryan; that rate is set at \$2.50 per \$100 valuation. The City of Bryan can, therefore, establish debt in an amount that does not exceed the City’s capacity to fund all obligations in excess of this rate. The City’s current tax rate is \$0.6364 per \$100 valuation. Of the total City’s current property tax rate, \$0.201008 per \$100 valuation is currently designated for debt service.

Debt Refunding

It is the policy of the City of Bryan that debt will not be refunded unless there is a net savings over the life of the debt by at least 5% over the original debt issuance amount.

Bond Ratings

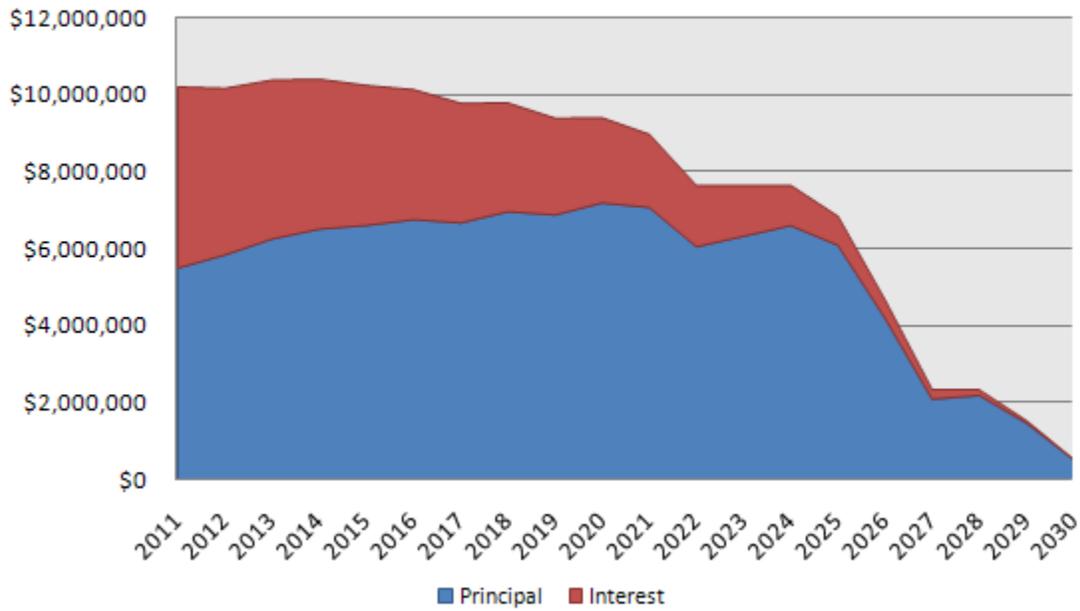
The City of Bryan’s current bond ratings are:

<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	AAA*
Fitch	A+		

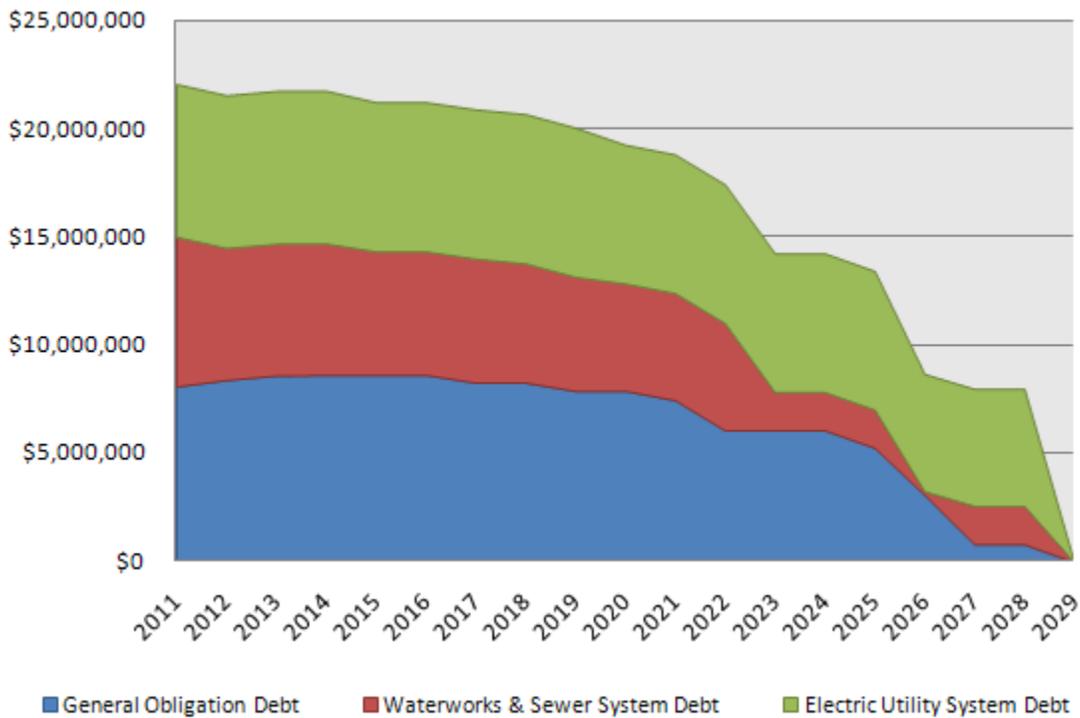
*Bond insurance

All ratings carry a “stable” outlook.

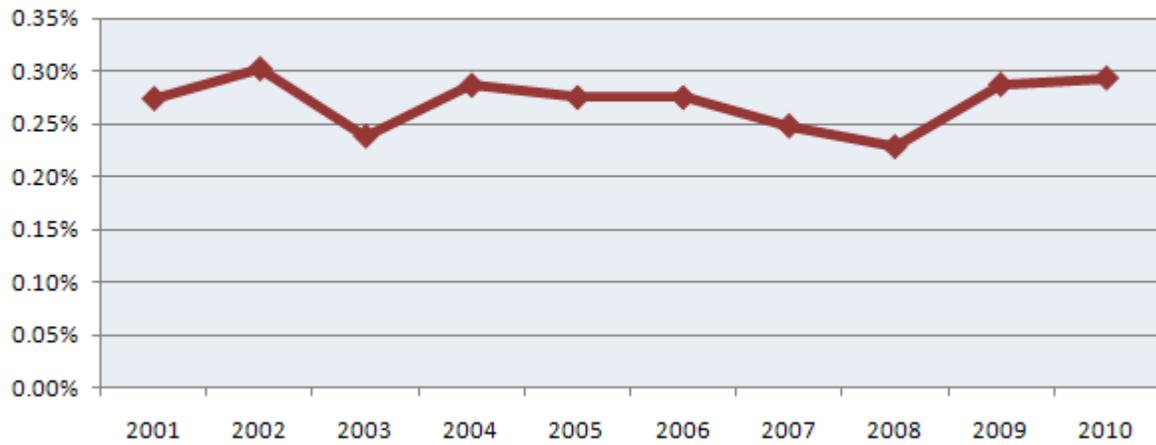
Aggregate Debt Service on General Obligation Bonds



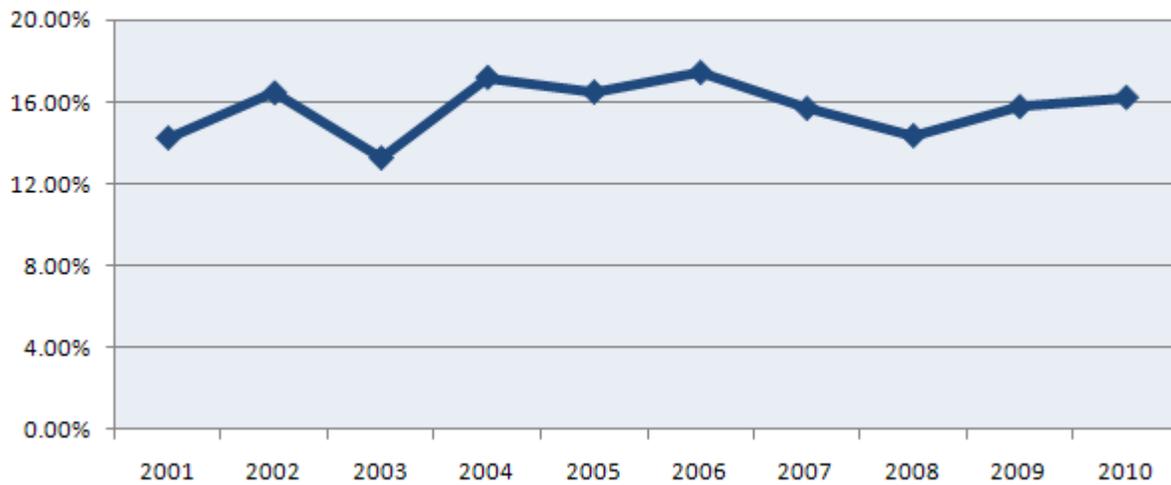
Principal & Interest Payments on Debt



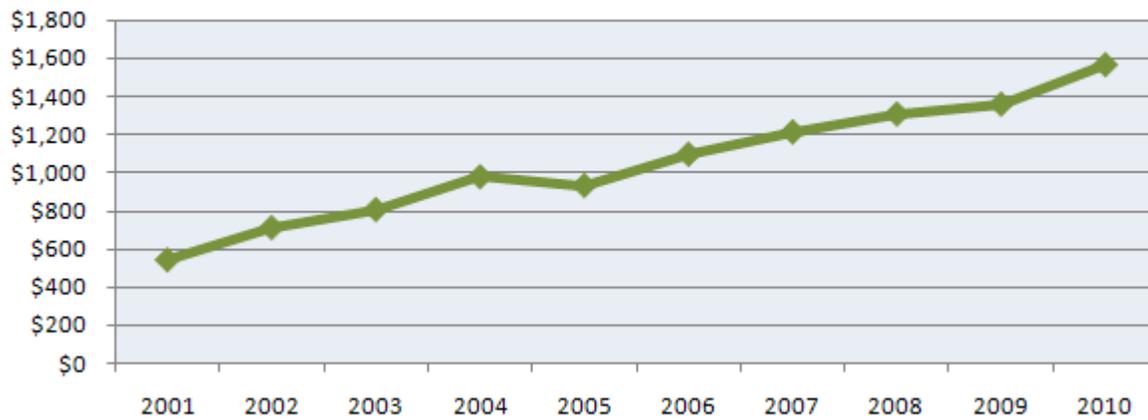
Annual General Purpose Debt Expense as a Percent of Assessed Valuation



Ratio of Debt Service to General Fund Expenditures



Net Tax Supported Debt Per Capita



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. This Policy addresses the methods, procedures, and practices that must be exercised to ensure effective and judicious fiscal management of the City's funds.

This Policy applies to the investment and management of all funds under control of the City, other than those expressly excluded herein or by applicable law or valid agreement. These funds are accounted for in the City of Bryan Comprehensive Annual Financial Report (CAFR).

In order to make effective use of the City's resources, all monies shall be pooled into one investment bank account, except for those monies accounted for in the bank accounts as deemed necessary, or as stipulated by applicable laws, bond covenants, or contracts. The income derived from this pooled investment account shall be distributed in accordance with the City's internal procedures.

The primary objectives, in priority order of investment activities shall be safety, liquidity, and yield:

- A. **Safety.** Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital and the protection of investment principal in the overall portfolio.
- B. **Liquidity.** The City's 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 and by investing in securities with active secondary markets.
- C. **Yield.** The City's investment portfolio shall be designed with the objective of attaining a reasonable rate of return, taking into account the City's investment risk constraints and the cash flow characteristics of the portfolio.

The City of Bryan will attempt to follow an inert, ladder investment strategy. Investments will be purchased with the intent of holding to maturity, with a goal of the portfolio having at least one investment maturing every month. Investment priorities are as follows:

1. Suitability - Any investment allowed under the current Investment Policy is considered suitable.

2. Preservation and Safety of Principal – Safety and preservation of principal in the overall portfolio is the foremost investment objective.
3. Liquidity - The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated, and by structuring the portfolio so that securities mature concurrent with anticipated cash needs.
4. Marketability - Investments should have an active and efficient secondary market to enable the City to liquidate investments prior to the maturity if the need should arise.
5. Diversification – Investments shall be diversified by type and maturity to reduce overall portfolio risks while attaining market rates of return.
6. Yield - The City's investment portfolio shall be designed with the objective of attaining the maximum rate of return throughout budgetary and economic cycles, taking into account the City's risk constraints, and the cash flow characteristics of the portfolio.

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 \$53,000 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

FY2011 BUDGET SUMMARY

The following is a summary of the FY2011 annual budget of the City of Bryan to be adopted at the September 14, 2010 City Council meeting.

BUDGET REVENUES

The City of Bryan FY2011 revenues total \$290,273,765. Primary revenue sources include property taxes, sales tax, and franchise taxes.

- Certified property values increased .08%, resulting in additional revenue of \$18,997 for the year. The General Fund (M&O) portion of taxes is decreased by \$285,994, due to shifting a portion of the tax rate to the Debt Service Fund (I&S). Property taxes allocated to debt increased \$1,037,776.
- Sales tax estimates are projected at \$14,682,500, a decrease of \$238,825 over the FY2010 adopted amount. Sales tax receipts were substantially behind during the first three months of FY2010. The second and third quarter sale tax receipts increased above budget and are forecasted to continue at this level. The FY2011 budgeted amount is a 2.5% increase over the FY2010 projected amount of \$14,500,000.
- Franchise Fees consisting of telephone, gas and cable, are reduced by \$283,752 (12.8%) from the FY2010 adopted amount. These industries have experienced a decline resulting decreased fees.

Revenues are received in several major categories, including tax revenues, franchise fees, charges for services, intergovernmental revenues, fines, and investment/miscellaneous revenues. Below is a brief summary of the FY2011 revenue categories:

- Tax revenues are estimated at \$38,845,565 or 13.38% of the City's revenue base. Assumptions for estimates can be found below under Revenue Assumptions.
- Charges for Services represent another source of revenue for the City. Total revenue generated for FY2011 from all services is estimated at \$41,432,595 (14.27%) of the total revenue budget. This revenue source is comprised of Solid Waste, Transportation, Drainage fees, Water, Wastewater, and BTU.
- Inter-governmental revenues comprise \$4,022,565 or 1.4% of the total revenue budget. This revenue

source is primarily comprised of Community Development grant revenues and revenues from the City of College Station for library services.

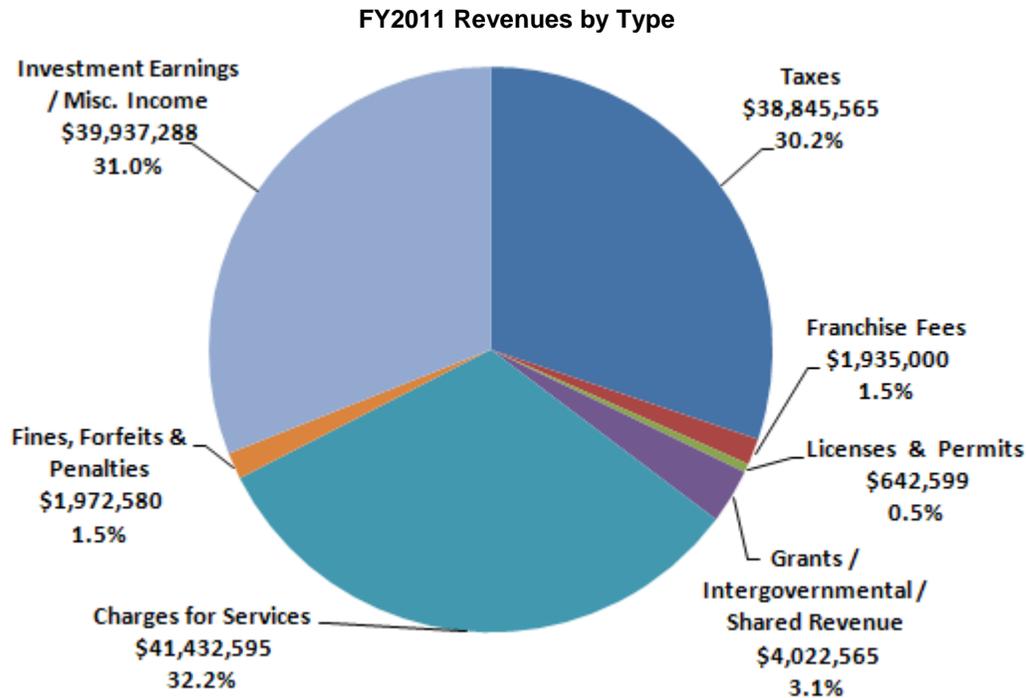
- Fines, forfeits, and penalties total \$1,972,580 (0.7%) for FY2011.
- Investment earnings, miscellaneous revenues, and Capital Construction in Progress (CIP) Bond Fund proceeds make up a significant portion of the revenues included in this budget. These revenues are estimated at \$39,937,288 (13.8%) of the City's revenue budget. Of this number, \$27,866,486 or 9.6% of total revenues is from CIP bond proceeds for the FY2011 year.

Revenue Assumptions:

Several assumptions were utilized in the projection of revenues for FY2011. Those assumptions include:

- Sales tax revenue assumption of 2.5% growth based upon the FY2010 year-end projections.
- This budget is proposed to raise \$22,840,180 from property taxes at \$.6364 per \$100 of taxable value. Of this amount, \$515,506 is tax revenue to be raised from new property added to the tax roll this year. In FY2011 there will be a shift between the Maintenance & Operations (M&O) and Interest & Sinking (I&S) component of the property tax rate. For FY2011, \$.024109 of the M&O portion will be shifted to the I&S tax rate to cover previously authorized debt service requirements. The FY2011 General Fund (M&O) tax rate is \$0.435392 per \$100 of assessed valuation and the I&S tax rate is \$0.201008 per \$100 of assessed valuation.
- ROW payments from BTU and Enterprise Funds, as well as Inter-fund transfers are shown 'below the line' as Other Sources/(Uses). This is reflective of the presentation of revenues and expenditures as shown in the City's Comprehensive Annual Financial Report.
- FY2011 includes an additional 2% ROW payment to the General Fund from the Water, Wastewater, and Solid Waste utility funds. This additional percentage will be evaluated on an annual basis with the goal of eliminating the additional transfer amount.

The following graph depicts the City's revenues by type. A detail of each fund's revenues by type can be found on the Summary of Revenues by Type & Summary of Expenses by Category page within this section of the budget book.



BUDGET APPROPRIATIONS

The City of Bryan FY2011 net expense budget totals \$329,009,104.

Several cost reductions were implemented for the FY2011 Budget including:

- Several vacant positions will remain unfilled. There will be a service level impact with the continued vacant positions. The vacancy period has been established for each position and varies from 5 to 12 months. No staff reductions or lay-offs are recommended.
- Continued rising health care costs have necessitated a 5% increase for the City's contribution to the self-funded insurance plan.
- Travel and training budgets are reduced 10% for all departments.
- Due to budget constraints, there was not a formal funding process for non-profit agencies through the General Fund. This results in a \$40,000 reduction from FY2010.
- Downtown façade program will remain at \$100,000 for FY2011.
- Vehicle replacement plan funding for all departments totals \$3,278,221, which requires extending the vehicle replacement life on certain pieces of equipment.

- Funding of \$944,992 for economic development costs includes Downtown Bryan, US Teltec, Research Valley Partnership, New Gen Industrial Park, Texas Institute for Preclinical Studies, Bryan Commerce & Development (BCD) loan, and LaSalle HUD 108 loan.

Uses of Appropriated Funds:

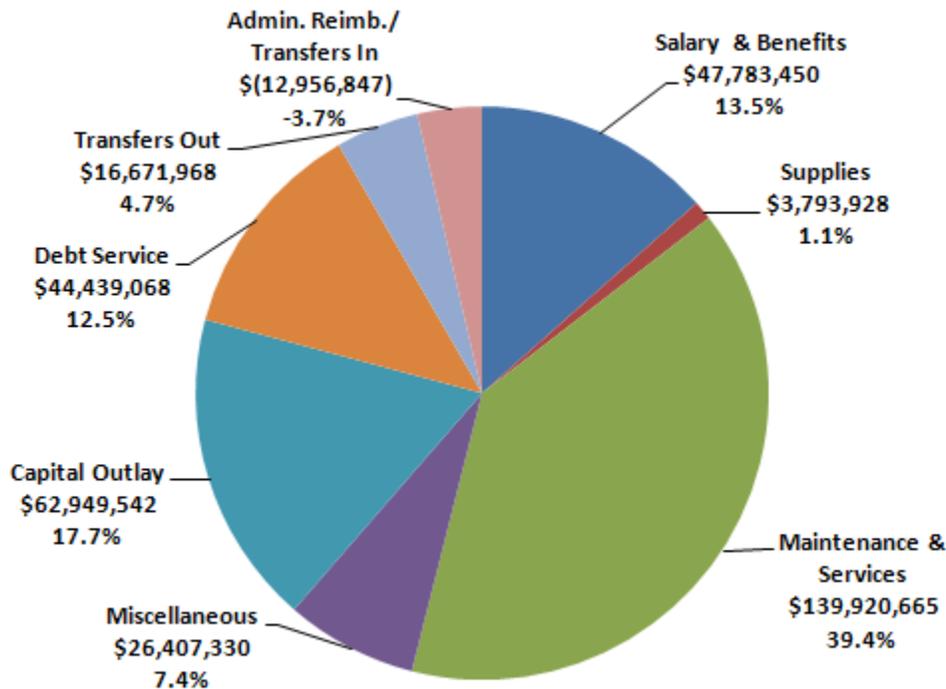
Funds are expended on eight major categories: Salary & Benefits, Supplies, Maintenance & Services, Miscellaneous & Admin. Reimbursements, Capital Outlay, Debt Service, and Transfers.

- BTU appropriations represent 58.8% or \$186,813,216 of the total appropriations for the City. This includes expenditures for all categories including Capital and Construction in Progress expenditures.
- Budgeted expenditures for General Fund for FY2011 are \$52,728,084, which includes a reduction of \$3,717,575 for administrative reimbursement costs from other funds. Transfers and Right of Way payments of (\$11,495,012) are presented as Other Uses/(Sources), to be comparative to the presentation in the Comprehensive Annual Financial Report. This results in Total Expenditures/Other Uses/(Sources) of \$41,233,072 for General Fund in FY2011.

- General Government Capital Construction in Progress (CIP) expenses of \$4,493,500. More information on planned capital projects can be found in the Capital Improvement Program section. Capital Construction of \$1,500,000 for development in TIRZ 22 has also been included. Utility capital construction of \$26,611,768 includes planned projects for Water and Wastewater, as well as BTU,
- The City's Salaries & Benefits for FY2011 are \$47,783,450 or 15% of total appropriations for the year. Funding for the City's Career Progression Program has not been included for FY2011. However, funding has been included for civil service step increases for eligible employees.
- Capital Outlay for the year is \$62,949,542 or 19.8% of the total net appropriations.
- Miscellaneous expenditures and administrative reimbursements total 8.3% of the total appropriations for FY2011 or \$26,407,330.
- Maintenance and Services (excluding BTU) expenses for FY2011 are in the amount of
- \$17,412,891 or 5.5% of the total budget for the year.
- Supplies make up a small portion of the total budget at 1.2% or \$3,793,928 for the year.
- Debt Service payments for FY2011 total \$44,439,068 (8.1%).
- Transfers out to other funds for FY2011 total \$16,671,968 and represent 5.3% of the total net appropriations.
- Administrative reimbursements and other transfers-in are reflected as a reduction to total expenses. These transfers and administrative reimbursements total \$23,977,019 for FY2011. These include:
 - Right of Way payments
 - Administrative reimbursements for cost of services provided to other funds
 - Vehicle replacement funding
 - Bond fund proceeds and expenses
 - Transfers to debt service

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.

FY2011 Expenditures by Category



CITY OF BRYAN, TEXAS
Revenue & Expense Summary for All Funds
FY2011

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	% Change From FY2010 Adopted
Revenues:						
General	\$ 41,225,882	\$ 41,844,514	\$ 42,316,723	\$ 41,919,975	\$ 41,632,638	-0.5%
Water	12,662,755	11,492,800	11,492,800	11,225,074	11,517,600	0.2%
Wastewater	12,388,071	12,638,900	12,638,900	12,243,436	12,715,900	0.6%
Solid Waste	8,940,646	7,645,304	7,645,304	7,660,701	7,428,130	-2.8%
BTU (City)	148,839,223	120,494,466	120,494,466	134,648,264	131,955,771	9.5%
BTU (Rural)	31,053,004	26,074,519	26,074,519	28,627,695	29,529,802	13.3%
Bryan Commerce & Development	540	-	-	1,053	-	N/A
Airport	688,646	35,300	287,211	241,100	367,225	940.3%
Warehouse Fund	87,998	76,661	76,661	100,843	106,500	38.9%
Self-Insurance Fund	1,545,600	1,387,670	1,387,670	1,402,182	1,444,918	4.1%
Employee Benefits Fund	7,753,787	7,484,651	7,484,651	7,406,315	7,975,578	6.6%
Equipment Replacement	7,320	17,500	17,500	1,550	1,650	N/A
Facilities Maintenance	554	-	-	4,370	5,175	N/A
Community Development	1,292,357	2,131,216	2,381,421	1,877,990	2,250,728	5.6%
Hotel/Motel Tax	329,249	434,907	434,907	331,270	341,070	-21.6%
Oil and Gas	70,140	76,021	76,021	92,927	71,000	-6.6%
Special Projects	7,213	79	79	2,415	500	532.9%
Court Technology	49,351	52,348	52,348	49,275	49,600	-5.2%
Street Improvement Fund	3,670,787	5,006,435	5,006,435	5,097,596	4,965,108	-0.8%
Drainage Improvement	903,708	861,632	861,632	1,184,390	1,239,574	43.9%
TIRZ #8-Park Hudson	1,468,674	1,738,662	1,738,662	1,529,650	308,624	-82.2%
TIRZ #10-Traditions	1,285,851	1,180,373	1,180,373	907,385	982,653	-16.8%
TIRZ #19-Nash Street	96,872	118,018	118,018	102,183	129,069	9.4%
TIRZ #21-Downtown Bryan	17,575	63,482	63,482	51,419	72,402	14.1%
TIRZ #22-Lauth Devel.	179,694	281,733	281,733	239,537	260,869	-7.4%
Debt Service	5,732,741	6,015,746	6,015,746	6,297,911	7,055,194	17.3%
TIRZ #22 - CIP	-	-	-	-	1,650,000	N/A
General Government CIP	9,044,150	8,200,000	8,200,000	8,202,622	4,600,000	-43.9%
Water CIP	2,575,556	7,100,000	7,100,000	2,559,607	3,050,000	-57.0%
Wastewater CIP	4,294,716	12,665,000	12,665,000	4,325,662	2,035,000	-83.9%
BTU (City) CIP	-	32,750,305	32,750,305	87,616,261	11,275,984	-65.6%
BTU (Rural) CIP	-	4,912,560	4,912,560	-	5,255,502	N/A
Total Revenues	\$ 296,212,660	\$ 312,780,802	\$ 313,755,127	\$ 365,950,658	\$ 290,273,765	-7.20%
Expenses:						
General ¹	\$ 52,763,546	\$ 53,517,295	\$ 55,025,540	\$ 52,401,570	\$ 52,728,084	-1.5%
Water	11,304,221	12,059,553	13,078,626	13,137,431	15,101,479	25.2%
Wastewater	14,048,500	12,913,308	15,691,780	15,028,391	18,084,573	40.0%
Solid Waste	8,013,215	8,251,839	8,368,084	7,894,456	8,130,831	-1.5%
BTU (City)	154,080,930	137,387,650	137,387,649	138,457,106	139,318,739	1.4%
BTU (Rural)	32,383,111	27,049,390	27,049,390	28,627,303	30,057,709	11.1%
Bryan Commerce & Development	269,926	-	11,275	118,925	633	N/A
Airport	115,390	90,452	352,291	296,637	407,200	350.2%
Warehouse Fund	10,955	165,651	165,651	163,076	149,013	-10.0%
Self-Insurance Fund	2,284,139	4,824,132	4,914,180	2,658,155	3,477,680	-27.9%
Employee Benefits Fund	7,754,000	7,998,201	7,998,201	7,700,154	8,546,621	6.9%
Equipment Replacement Fund	(144,808)	777,699	1,157,189	1,158,339	950,178	22.2%
Facility Replacement Fund	305,196	29,925	30,075	(22,300)	205,225	N/A
Community Development	1,292,367	2,060,047	2,452,848	1,877,990	2,250,728	9.3%
Hotel/Motel Tax	259,292	574,892	580,892	490,892	348,600	-39.4%
Oil and Gas	616	75,313	75,313	75,313	176	-99.8%
Special Projects	73,178	(5,243)	(3,067)	(93,058)	40,320	-869.0%
Court Technology	11,288	33,975	33,975	33,975	50,840	49.6%
Street Improvement Fund	2,595,850	3,711,154	7,981,387	4,815,074	4,965,108	33.8%
Drainage Improvement Fund	1,268,514	1,174,904	1,631,482	836,936	1,239,574	5.5%
TIRZ #8-Park Hudson	1,745,686	1,021,877	1,038,776	945,479	1,382,543	35.3%
TIRZ #10-Traditions	1,799,799	1,672,155	1,672,155	2,281,345	1,391,527	-16.8%
TIRZ #19-Nash Street	50,770	118,018	118,018	94,414	129,069	9.4%
TIRZ #21-Downtown	30,443	63,482	63,482	47,000	72,402	N/A
TIRZ #22-Lauth Devel.	403,400	281,380	281,380	187,355	410,869	46.0%
Debt Service	5,874,439	5,938,504	5,938,504	5,858,979	6,964,115	17.3%
TIRZ #22 - CIP	-	-	-	-	1,500,000	N/A
General Government CIP	5,053,116	13,398,888	13,398,888	5,849,401	4,493,500	-66.5%
Water CIP	1,499,409	14,160,280	14,160,280	1,663,839	3,000,000	-78.8%
Wastewater CIP	889,304	20,371,783	20,371,783	941,425	6,175,000	-69.7%
BTU (City) CIP	22,290,570	29,289,425	29,289,425	78,708,497	14,743,447	-49.7%
BTU (Rural) CIP	1,021,913	3,615,076	3,615,076	497,906	2,693,321	-25.5%
Total Expenses	\$ 329,348,275	\$ 362,621,005	\$ 373,930,528	\$ 372,732,005	\$ 329,009,104	-9.27%
Note 1: FY2010 General Fund Transfers/ROW were budgeted as a reduction to expenditures; FY2011 presents Transfers/ROW Payments as Other Uses/(Sources), as presented in the annual financial report.						
General Fund Transfers/ROW Prmts	(9,826,450)	(12,196,197)	(12,196,197)	(10,481,595)	(11,495,012)	
Net Budget	\$ 319,521,825	\$ 350,424,808	\$ 361,734,331	\$ 362,250,410	\$ 317,514,092	

**Summary of All Funds
FY2011**

	Revenues - by Type								
	Taxes	Franchise Fees	Licenses & Permits	Grants / Intergovernmental / Shared Revenue	Charges for Services	Fines, Forfeits & Penalties	Investment Earnings / Misc. Income	Less Admin. Reimb./ Transfers	Total
Revenues:									
General	\$ 30,322,932	\$ 1,935,000	\$ 610,599	\$ 1,831,597	\$ 4,270,734	\$ 1,926,980	\$ 734,796		\$ 41,632,638
Water					11,241,100		276,500		11,517,600
Wastewater					12,467,700		248,200		12,715,900
Solid Waste			32,000		7,327,079		69,051		7,428,130
BTU (City)					131,955,771				131,955,771
BTU (Rural)					29,529,802				29,529,802
Bryan Commerce & Development									-
Airport				1,000			366,225		367,225
Warehouse Fund							106,500		106,500
Self-Insurance Fund							1,444,918		1,444,918
Employee Health Insurance Fund							7,975,578		7,975,578
Equipment Replacement Fund							1,650	-	1,650
Building & Facilities Maintenance Fund							5,175	-	5,175
Community Development				2,189,968			60,760		2,250,728
Hotel/Motel Tax	336,475						4,595		341,070
Oil and Gas							71,000		71,000
Special Projects							500		500
Court Technology						45,600	4,000		49,600
Street Improvement Fund					4,906,408		58,700		4,965,108
Drainage Improvement					1,219,574		20,000		1,239,574
TIRZ #8-Park Hudson	281,224						27,400		308,624
TIRZ #10-Traditions	582,784						399,869		982,653
TIRZ #19-Nash Street	86,236						42,833		129,069
TIRZ #21-Downtown Bryan	72,326						76		72,402
TIRZ #22-Lauth Development	158,394						102,475		260,869
Debt Service	7,005,194						50,000		7,055,194
TIRZ #22 - CIP							1,650,000		1,650,000
Cemetery Funds									-
General Government CIP*							4,600,000		4,600,000
Water CIP*							3,050,000		3,050,000
Wastewater CIP*							2,035,000		2,035,000
BTU (City) CIP*							11,275,984		11,275,984
BTU (Rural) CIP*							5,255,502		5,255,502
Total Revenues	\$ 38,845,565	\$ 1,935,000	\$ 642,599	\$ 4,022,565	\$ 202,918,168	\$ 1,972,580	\$ 39,937,288		\$ 290,273,765

	Expenses - by Category								
	Salary & Benefits	Supplies	Maintenance & Services	Miscellaneous	Capital Outlay	Debt Service	Transfers Out	Admin. Reimb./ Transfers In	Total
Expenses :									
General	\$ 39,301,471	\$ 2,161,760	\$ 6,230,100	\$ 6,910,465	\$ 1,195,830	\$ 338,740	\$ 307,293	\$ (3,717,575)	\$ 52,728,084
Water	2,155,119	273,975	2,572,531	1,471,174	3,150,000	4,261,050	1,265,846	(48,216)	15,101,479
Wastewater	2,690,519	500,581	2,115,672	1,535,540	6,600,000	3,383,284	1,335,389	(76,412)	18,084,573
Solid Waste	2,477,117	474,577	573,190	3,587,611	57,410		960,926		8,130,831
BTU (City)			96,764,637		9,135,612	24,343,236	9,075,254		139,318,739
BTU (Rural)			25,743,137		3,228,359	1,086,213			30,057,709
Bryan Commerce & Development			633			57,000		(57,000)	633
Airport	131,849	210,600	32,660	69,241		2,850		(40,000)	407,200
Warehouse Fund	193,580	13,437	12,129	94,710				(164,843)	149,013
Self-Insurance Fund	404,571	147,231	523,905	1,613,973	360,000		500,000	(72,000)	3,477,680
Employee Health Insurance Fund			15,000	8,459,621			72,000		8,546,621
Equipment Replacement Fund				11,006	4,217,393			(3,278,221)	950,178
Building & Facilities Maintenance Fund			205,225						205,225
Community Development	429,224	10,767	66,692	1,744,045					2,250,728
Hotel/Motel Tax				348,600					348,600
Oil and Gas				176					176
Special Projects				320			40,000		40,320
Court Technology		1,000	14,600	240	35,000				50,840
Street Improvement Fund			4,700,554				264,554		4,965,108
Drainage Improvement			350,000		864,670		24,904		1,239,574
TIRZ #8-Park Hudson				351,959			1,030,584		1,382,543
TIRZ #10-Traditions							1,391,527		1,391,527
TIRZ #19-Nash Street							129,069		129,069
TIRZ #21-Downtown Bryan							72,402		72,402
TIRZ #22-Lauth Development				208,649	1,500,000		202,220	(1,500,000)	410,869
Debt Service						10,966,695		(4,002,580)	6,964,115
Cemetery Funds									-
TIRZ 22 - CIP					1,500,000				1,500,000
General Government CIP*					4,493,500				4,493,500
Water CIP*					3,000,000				3,000,000
Wastewater CIP*					6,175,000				6,175,000
BTU (City) CIP*					14,743,447				14,743,447
BTU (Rural) CIP*					2,693,321				2,693,321
Total Expenses	\$ 47,783,450	\$ 3,793,928	\$ 139,920,665	\$ 26,407,330	\$ 62,949,542	\$ 44,439,068	\$ 16,671,968	\$ (12,956,847)	\$ 329,009,104

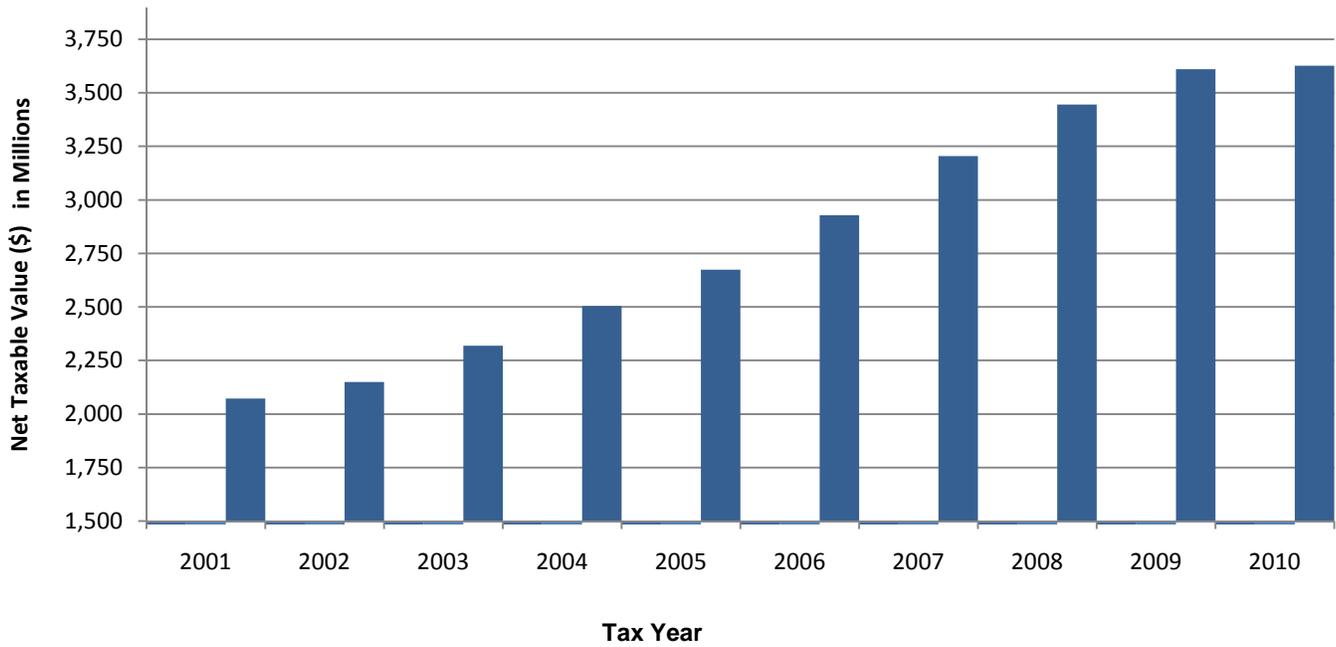
Note: Detailed budgetary information for BTU (City) and BTU (Rural), the City's electric utility, is not disclosed. Such information would reveal strategies about the operations that would give competitors of BTU an advantage if made public.

**PROPERTY TAX CALCULATION AND DISTRIBUTION
FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2011**

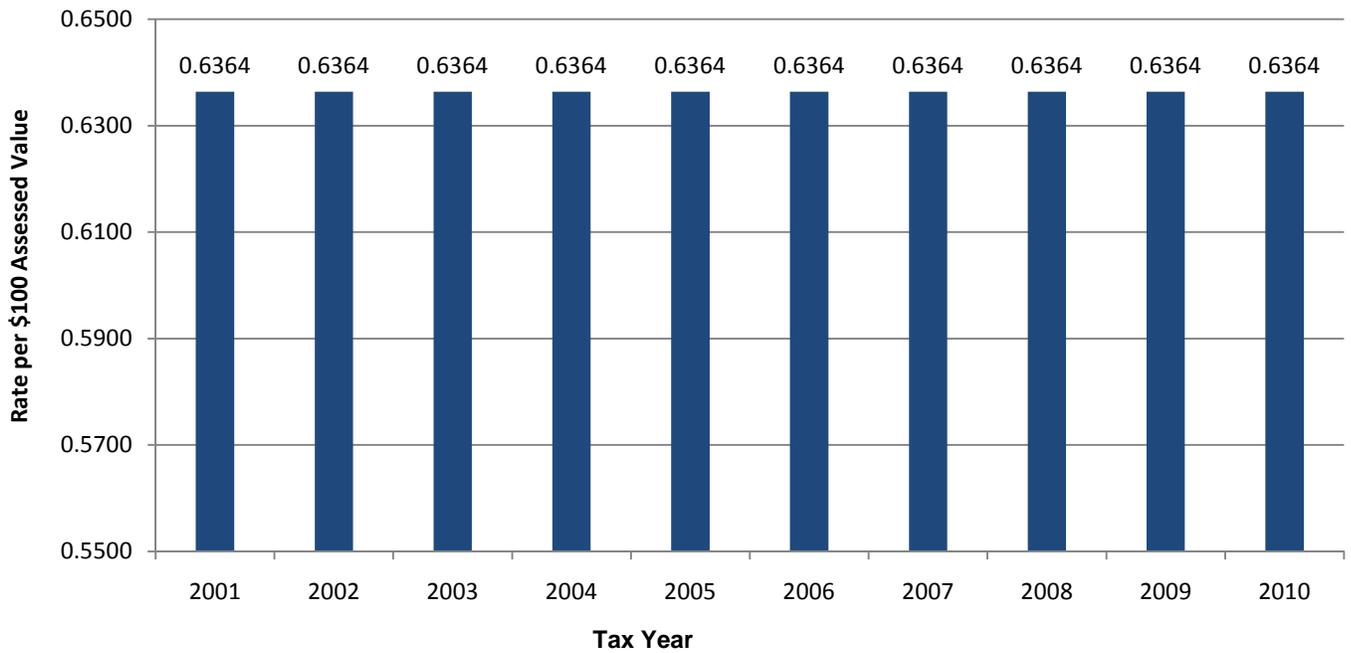
2010 Certified Tax Roll and Levy	FY2011	FY2010 for Comparison
Assessed Valuation (100%)	\$ 4,588,737,387	\$ 4,552,526,367
Net Taxable Value (Before Freeze)	\$ 3,625,928,664	\$ 3,610,792,514
Less: Freeze Taxable /Transfer Adjustments	<u>384,184,012</u>	<u>358,341,815</u>
Total Taxable	\$ 3,241,744,652	\$ 3,252,450,699
Rate Per \$100 of Assessed Valuation	<u>0.636400</u>	<u>0.636400</u>
Taxable	\$ 20,630,463	\$ 20,698,596
Add: Freeze Ceilings	<u>2,209,717</u>	<u>2,122,587</u>
Total Tax Levy	<u><u>\$ 22,840,180</u></u>	<u><u>\$ 22,821,183</u></u>

Adopted Distribution:	Tax Rate	% of Total	FY2011	FY2010
General Fund	\$ 0.435392	65.72%	\$ 15,010,515	\$ 15,279,776
Debt Service	0.201008	30.34%	6,929,924	5,882,418
TIRZ 8 - Park Hudson	0.636400	0.00%	-	800,847
TIRZ 10 - Traditions	0.636400	2.55%	582,784	541,608
TIRZ 19 - Nash Street	0.636400	0.38%	86,236	79,849
TIRZ 21 - Downtown	0.636400	0.32%	72,326	63,482
TIRZ 22 - Lauth	0.636400	0.69%	158,394	173,203
Total Tax Levy			<u><u>\$ 22,840,180</u></u>	<u><u>\$ 22,821,184</u></u>

**Net Taxable Property Value
Tax Year 2001 - 2010**



**Property Tax Rate
Tax Year 2001 - 2010**



**Summary of Authorized/Budgeted Full-Time Positions
FY2011**

Department	FY2009 Adopted	FY2010 Adopted	FY2011 Adopted	Variance from FY10-FY11	FY2009 Adopted	FY2010 Adopted	FY2011 Adopted	Variance from FY10-FY11
General Fund:								
<i>Public Safety:</i>								
Municipal Court	16	16	16	0	\$ 810,785	\$ 856,404	\$ 834,443	\$ (21,961)
Police Services	171	171	171	0	12,392,768	12,767,064	13,057,673	290,609
Fire Services	114	114	114	0	8,606,762	8,908,539	9,472,720	564,181
Total Public Safety	301	301	301	0	\$ 21,810,315	\$ 22,532,007	\$ 23,364,836	\$ 832,829
<i>Public Works:</i>								
Public Works Administration	3	5	0	-5	\$ 385,968	\$ 661,220	\$ -	\$ (661,220)
Public Works Call Center ¹	5	5	5	0	238,396	251,913	255,044	3,131
Engineering Services	17	16	19	3	1,224,708	1,118,209	1,509,520	391,311
Transportation & Drainage ²	31	29	29	0	1,559,672	1,392,221	1,430,146	37,925
Traffic Services ²	10	9	10	1	436,671	463,973	612,566	148,593
Total Public Works	66	64	63	-1	\$ 3,845,415	\$ 3,887,536	\$ 3,807,276	\$ (80,260)
<i>Community Services:</i>								
Neighborhood-Youth Services	1	1	1	0	\$ 113,994	\$ 122,718	\$ 115,543	\$ (7,175)
Real Estate Services ³	2.5	0	0	0	195,553	-	-	-
Special Projects Admin. ⁴	0	0.25	0.25	0	-	46,460	26,787	(19,673)
Library System	35	35	35	0	1,990,869	2,035,947	2,055,484	19,537
Development Services	24	24	25	1	1,437,109	1,486,362	1,569,444	83,082
Parks and Recreation	14	19	18	-1	1,500,735	1,977,878	1,825,297	(152,581)
Total Community Services	76.50	79.25	79.25	0	\$ 5,238,260	\$ 5,669,365	\$ 5,592,555	\$ (76,810)
<i>Support Services:</i>								
Fiscal Services	18	14	14	0	\$ 1,204,858	\$ 1,047,461	\$ 992,597	\$ (54,864)
Communications & Marketing	5	5	5	0	353,528	369,275	372,397	3,122
Information Technology	15	15	15	0	1,051,564	1,115,412	1,142,802	27,390
Human Resources	5	5	5	0	397,587	375,480	382,795	7,315
Facility Services	23	23	23	0	1,144,162	1,170,073	1,131,668	(38,405)
Fleet Services	11	11	12	1	600,028	632,702	688,255	55,553
Total Support Services	77	73	74	1	\$ 4,751,727	\$ 4,710,403	\$ 4,710,515	\$ 112
<i>General Administration:</i>								
Executive Services	6	6	5	-1	\$ 740,264	\$ 773,013	\$ 728,110	\$ (44,903)
Internal Audit	1	1	1	0	117,095	119,877	121,949	2,072
City Secretary	7	7	7	0	405,576	419,900	390,453	(29,447)
Council Services	0	0	0	0	973	971	971	-
Legal Services	6	6	6	0	541,888	582,865	584,807	1,942
Total General Administration	20	20	19	-1	\$ 1,805,796	\$ 1,896,626	\$ 1,826,290	\$ (70,336)
Total General Fund	540.50	537.25	536.25	-1.00	\$ 37,451,513	\$ 38,695,937	\$ 39,301,471	\$ 605,535
Other Funds:								
<i>Enterprise Funds:</i>								
Water Services	35.8	35.55	36.55	1	\$ 2,100,577	\$ 2,176,170	\$ 2,155,119	\$ (21,051)
Wastewater Services	44.2	44.45	44.45	0	2,566,221	2,639,293	2,690,519	51,226
Solid Waste Fund	46	46	47	1	2,269,507	2,354,686	2,477,117	122,431
Airport	0	0	2	2	-	-	131,849	131,849
BTU Operations*	203	187	189	2	N/A*	N/A*	N/A*	N/A*
<i>Special Revenue Funds:</i>								
Community Development	6.5	5.75	5.75	0	431,675	438,110	430,029	(8,081)
<i>Internal Service Fund:</i>								
Self Insurance Fund	16	6	6	0	640,181	416,176	404,571	(11,605)
Warehouse	4	4	4	0	179,416	195,505	193,580	(1,925)
Total Other Funds	355.00	328.75	334.75	6.00	\$ 8,187,577	\$ 8,219,940	\$ 8,482,784	\$ 262,844
Total All Funds	895.50	866.00	871.00	5.00	\$ 45,639,090	\$ 46,915,877	\$ 47,784,255	\$ 868,379

¹ Prior to FY2009 Public Works Call Center was included in the Solid Waste Fund.

² Prior to FY2009 Traffic was included with Streets & Drainage Services; FY10 incr. in personnel count was a correction from the Prior year and should have been included in FY09 counts. A budget amendment was done mid-year to formally add this position back.

³ The Real Estate Services Division was created in FY2009 and eliminated in FY2010.

⁴ The Community Development Admin. Division was renamed in FY2010; this division was formerly titled as Special Projects.

*FY10 counts for BTU reflect an accurate number of personnel; FY08/FY09 figures above were inaccurate adopted figures, 188 and 187 are the correct personnel counts for FY08 and FY09, respectively; BTU Operations salaries are excluded so as not to divulge competitive information as outlined in Senate Bill 7.

GENERAL FUND OVERVIEW

FUND DESCRIPTION

This fund accounts for resources traditionally associated with governments which are not required to be accounted for in another fund.

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 2011 REVENUES

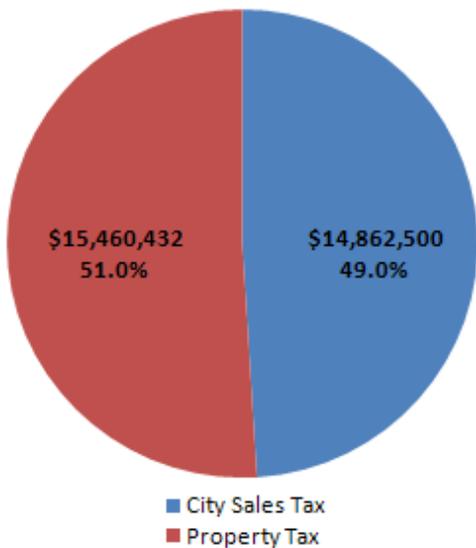
Revenues adopted for the 2011 Fiscal Year are \$41,632,639. This represents a decrease of \$211,875 (0.5%) from the FY2010 adopted budget of \$41,844,514. General Fund revenues are comprised of taxes, charges for services, intergovernmental transfers, municipal court fines, and other sources.

Property tax revenue (including delinquent property tax receipts and penalty and interest received on property tax) is expected to decrease \$285,994 due in large part to shifting a portion of property taxes to the debt service fund. The maintenance and operations portion of the tax rate will be \$0.435392.

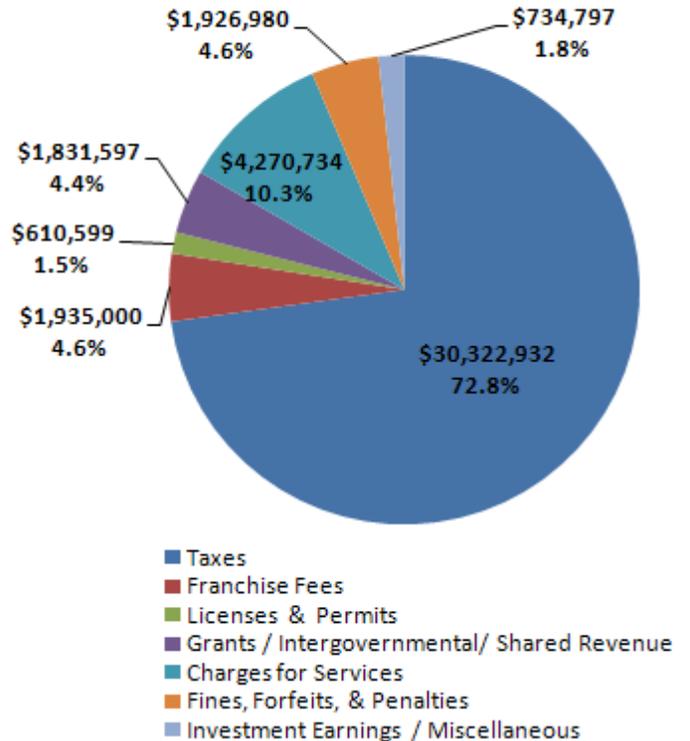
Combined tax revenues of \$30,322,932, include sales tax receipts of \$14,862,500 and property taxes of \$15,460,432, and comprise 72.8% of General Fund revenue. Sales tax revenue is budgeted at a 2.5% increase above the FY2010 ending estimate of \$14,500,000. Other revenue sources include franchise fees, 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.

The following graphs outline the sources of revenue and a breakdown of tax revenue by category.

General Fund Tax Revenues by Source



General Fund Revenue by Category



GENERAL FUND OVERVIEW

FISCAL YEAR 2011 EXPENDITURES

General Fund expenditures, net of administrative reimbursements, for FY2011 have been appropriated at \$52,728,084.

General Fund expenditures are categorized by operational function.

Public Safety

- Municipal Court
- Fire Services and Emergency Operations,
- Police Department

Public Works

- Call Center, Engineering
- Drainage & Streets
- Traffic
- Facilities Administration
- Fleet Administration

Community Services

- Neighborhood/Youth Services
- Community Development Administration
- Library Services
- Development Services
- Parks and Recreation

Support Services

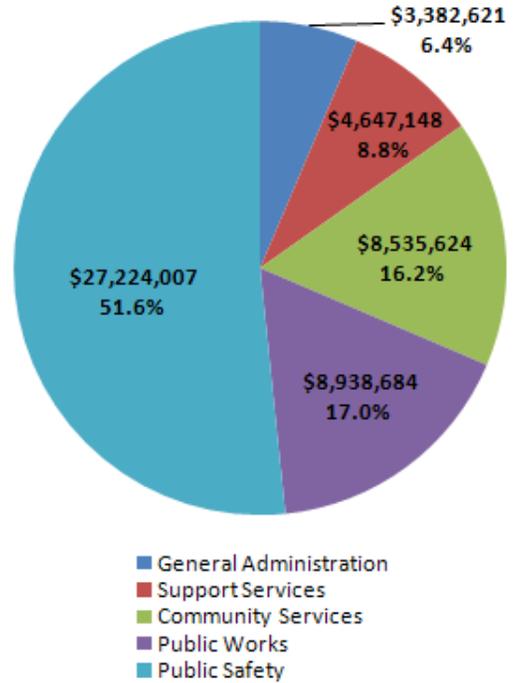
- Finance
- Budget
- Purchasing
- Information Technology
- Communications & Marketing
- Human Resources

General Administration

- Executive
- Internal Audit
- City Secretary
- City Council
- Legal
- Non-departmental
- Administrative Reimbursement for the cost of service provided to other funds is recognized as a reduction to expenditures in the General Fund.

Expenditures by category include salaries & benefits, supplies, maintenance and services, miscellaneous, capital outlay, debt service, and transfer out. Administrative reimbursements are a reduction to expenditures in the General Fund. The following graph provides a distribution of appropriated funds by operational function. Departmental summary pages provide budgeted detail by function and category.

General Fund Expenditures by Function



FUND BALANCE

The FY2011 General Fund projected beginning fund balance on October 1, 2010 is \$10,631,532. Because adopted revenues exceed adopted expenses in FY2011, it is anticipated that the fund balance will increase by \$399,567. This fund balance meets the City Council's established threshold of sixty (60) days of expenses, net of transfers. However, the Ending Unassigned Fund Balance of \$8,346,345, as calculated in compliance with Government Accounting Standards Board (GASB) Statement No. 54, is \$441,669 below the 60 day fund balance policy amount of \$8,788,014. This fund balance threshold is anticipated to be achieved by fiscal year end 2012.

City of Bryan, Texas
General Fund Fund Summary
FY2011

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	% Change from FY2010 Adopted
Revenues:						
City Sales Tax	\$ 14,140,838	\$ 15,101,325	\$ 15,101,325	\$ 14,500,000	\$ 14,862,500	-1.6%
Property Tax	14,926,310	15,746,426	15,746,426	15,745,733	15,460,432	-1.8%
Franchise Fees	2,000,294	2,218,752	2,218,752	1,962,982	1,935,000	-12.8%
Licenses & Permits	587,731	689,770	689,770	610,337	610,599	-11.5%
Grants & State Shared Tax	1,878,048	1,346,989	1,819,198	2,058,104	1,831,597	36.0%
Charges for Services	5,128,904	4,139,489	4,139,489	4,097,423	4,270,734	3.2%
Fines	1,701,325	1,803,151	1,803,151	1,985,496	1,926,980	6.9%
Operating Income	108,683	359,738	359,738	309,900	361,000	0.4%
Miscellaneous	560,298	438,874	438,874	650,000	373,797	-14.8%
Proceeds - GFA Disposition	193,451	-	-	-	-	N/A
Total Revenues	\$ 41,225,882	\$ 41,844,514	\$ 42,316,723	\$ 41,919,975	\$ 41,632,639	-0.5%
Expenditures:						
Public Safety	\$ 27,281,607	\$ 26,372,650	\$ 26,627,035	\$ 26,882,979	\$ 27,224,007	3.2%
Public Works	8,536,995	8,876,470	9,436,646	8,735,870	8,938,684	0.7%
Community Services	9,195,124	8,765,233	8,618,045	8,519,810	8,535,624	-2.6%
Support Services	5,191,683	4,863,729	5,155,150	4,966,921	4,647,148	-4.5%
General Administration	6,323,871	8,629,643	9,179,094	7,286,420	7,100,196	-17.7%
Administrative Reimbursements	(3,765,735)	(3,990,430)	(3,990,430)	(3,990,430)	(3,717,575)	-6.8%
Total Expenditures	\$ 52,763,546	\$ 53,517,295	\$ 55,025,540	\$ 52,401,570	\$ 52,728,084	-1.5%
Other Uses/(Sources)						
Transfers in/ROW Pmts	\$ (9,826,450)	\$ (12,196,197)	\$ (12,196,197)	\$ (10,481,595)	\$ (11,495,012)	-5.7%
Total Expenditures/Other Uses/(Sources)	\$ 42,937,096	\$ 41,321,098	\$ 42,829,343	\$ 41,919,975	\$ 41,233,072	-0.2%
Beginning Fund Balance	12,342,745	10,631,532	10,631,532	10,631,532	10,631,532	0.0%
Net Increase/(Decrease)	(1,711,213)	523,416	(512,620)	-	399,567	-23.7%
Ending Fund Balance	\$ 10,631,532	\$ 11,154,948	\$ 10,118,912	\$ 10,631,532	\$ 11,031,099	-1.1%
Fund Balance Reserve Requirement: (Sixty days operating expenses)	8,793,924	8,919,549	9,170,923	8,733,595	8,788,014	-1.5%
Ending Unassigned Fund Balance ¹	7,946,778	8,470,194	7,434,158	7,946,778	8,346,345	-1.5%

¹Government Accounting Standards Board (GASB) Statement No. 54: effective with Fiscal Year 2011

**General Fund
Summary of Revenues
FY2011**

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Incr/(Decr) from FY2010 Adopted	% Change from FY2010 Adopted
Revenues:							
Taxes:							
City Sales Tax	\$ 14,140,838	\$ 15,101,325	\$ 15,101,325	\$ 14,500,000	\$ 14,862,500	\$ (238,825)	-1.6%
Property Tax*	14,926,310	15,746,426	15,746,426	15,745,733	15,460,432	(285,994)	-1.8%
Franchise Fees	2,000,294	2,218,752	2,218,752	1,962,982	1,935,000	(283,752)	-12.8%
Bingo Tax	195,970	195,941	195,941	195,900	200,000	4,059	2.1%
Mixed Drink Tax	72,777	74,128	74,128	74,000	75,000	872	1.2%
<i>Sub Total Taxes</i>	\$ 31,336,189	\$ 33,336,572	\$ 33,336,572	\$ 32,478,615	\$ 32,532,932	\$ (803,640)	-2.4%
Licenses & Permits:							
Business	\$ 48,013	\$ 28,545	\$ 28,545	\$ 40,453	\$ 40,015	\$ 11,470	40.2%
Non-Business Permits	539,718	661,225	661,225	569,884	570,584	(90,641)	-13.7%
<i>Sub Total Licenses & Permits</i>	\$ 587,731	\$ 689,770	\$ 689,770	\$ 610,337	\$ 610,599	\$ (79,171)	-11.5%
Grants:							
Federal	\$ 505,114	\$ -	\$ 472,209	\$ 653,923	\$ 375,000	\$ 375,000	N/A
State	85,834	-	-	58,282	60,330	60,330	N/A
Local Government	981,917	1,041,920	1,041,920	1,041,920	1,086,267	44,347	4.3%
Private	36,435	35,000	35,000	34,079	35,000	-	0.0%
<i>Sub Total Grants</i>	\$ 1,609,300	\$ 1,076,920	\$ 1,549,129	\$ 1,788,204	\$ 1,556,597	\$ 479,677	44.5%
Charges for Services:							
General Government	\$ 116,301	\$ 117,917	\$ 117,917	\$ 117,603	\$ 118,700	\$ 783	0.7%
Public Safety	923,006	770,568	770,568	843,831	847,800	77,232	10.0%
Sanitation	58,975	96,941	96,941	32,000	40,000	(56,941)	-58.7%
Health	2,097,692	1,516,642	1,516,642	1,410,500	1,541,000	24,358	1.6%
Recreation	1,870,445	1,574,485	1,574,485	1,630,650	1,655,600	81,115	5.2%
Library	62,486	62,936	62,936	62,839	67,634	4,698	7.5%
<i>Sub Total Charges for Services</i>	\$ 5,128,905	\$ 4,139,489	\$ 4,139,489	\$ 4,097,423	\$ 4,270,734	\$ 131,245	3.2%
Other Income:							
Fines	\$ 1,701,325	\$ 1,803,151	\$ 1,803,151	\$ 1,985,496	\$ 1,926,980	\$ 123,829	6.9%
Operating Income	108,683	359,738	359,738	309,900	361,000	1,262	0.4%
Miscellaneous	560,298	438,874	438,874	650,000	373,797	(65,077)	-14.8%
Proceeds - GFA Disposition	193,451	-	-	-	-	-	N/A
<i>Sub Total Other Income</i>	\$ 2,563,757	\$ 2,601,763	\$ 2,601,763	\$ 2,945,396	\$ 2,661,777	\$ 60,014	2.3%
Total Revenues	\$ 41,225,882	\$ 41,844,514	\$ 42,316,723	\$ 41,919,975	\$ 41,632,639	\$ (211,875)	-0.5%

*Includes Current Property Taxes (\$15,279,776), Delinquent Property Taxes (\$239,271), and Penalty and Interest on Tax (\$227,379)

General Fund
Summary of Expenditures by Department
FY2011

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Incr/(Decr) from FY2010 Adopted	% Change from FY2010 Adopted
General Government							
Executive Services	1,113,465	1,151,931	1,166,838	1,088,533	1,039,599	(112,332)	-9.8%
Internal Audit	121,186	127,803	127,803	123,933	126,559	(1,244)	-1.0%
Communications & Marketing	488,994	434,070	434,070	431,703	431,989	(2,081)	-0.5%
City Secretary	494,809	606,240	607,168	557,217	539,461	(66,779)	-11.0%
City Council Services	212,445	262,777	281,878	222,650	274,143	11,366	4.3%
Neighborhood & Youth Svcs.	145,343	174,393	176,499	142,297	141,756	(32,637)	-18.7%
Legal Services	530,272	643,354	645,254	630,805	643,815	461	0.1%
<i>Sub Total General Government</i>	\$ 3,106,514	\$ 3,400,568	\$ 3,439,510	\$ 3,197,138	\$ 3,197,322	\$ (203,246)	-6.0%
Payments to Other Agencies	3,851,695	5,837,538	6,350,153	4,663,282	4,476,619	(1,360,919)	-23.3%
Administrative Reimbursements ¹	(3,765,735)	(3,990,430)	(3,990,430)	(3,990,430)	(3,717,575)	272,855	-6.8%
<i>General Government Net of Admin Reimb.</i>	\$ 3,192,474	\$ 5,247,676	\$ 5,799,233	\$ 3,869,990	\$ 3,956,366	\$ (1,291,310)	-24.6%
Support Services							
Fiscal Services	1,427,511	1,373,221	1,404,445	1,293,261	1,305,669	(67,552)	-4.9%
Information Technology	2,709,001	2,458,976	2,713,344	2,648,771	2,309,215	(149,761)	-6.1%
Human Resources	566,177	597,462	603,291	593,186	600,275	2,813	0.5%
Facilities Administration	1,538,453	1,905,578	2,121,557	1,930,399	1,873,667	(31,911)	-1.7%
Fleet Administration	598,903	708,098	758,067	689,504	762,158	54,060	7.6%
<i>Sub Total Support Services</i>	\$ 6,840,045	\$ 7,043,335	\$ 7,600,704	\$ 7,155,121	\$ 6,850,984	\$ (192,351)	-2.7%
Development & Community Services							
Development Services	1,706,407	1,773,532	1,773,532	1,714,287	1,854,514	80,983	4.6%
Community Development Admin ²	28,113	46,460	46,460	46,460	26,920	(19,540)	-42.1%
Real Estate Services ⁵	195,027	-	-	-	-	-	N/A
Library Services	2,406,551	2,430,843	2,470,528	2,465,768	2,419,254	(11,589)	-0.5%
Parks & Recreation	4,713,682	4,340,006	4,151,026	4,150,998	4,093,180	(246,826)	-5.7%
<i>Sub Total Community Services</i>	\$ 9,049,781	\$ 8,590,840	\$ 8,441,546	\$ 8,377,513	\$ 8,393,868	\$ (196,972)	-2.3%
Public Safety							
Municipal Court	\$ 1,132,499	\$ 1,311,095	\$ 1,282,795	\$ 1,251,808	\$ 1,299,112	\$ (11,983)	-0.9%
Police	14,997,746	14,191,482	14,332,868	14,608,038	14,509,898	318,416	2.2%
Fire & Emergency Ops. Center	11,151,362	10,870,073	11,011,372	11,023,133	11,414,997	544,924	5.0%
<i>Sub Total Public Safety</i>	\$ 27,281,607	\$ 26,372,650	\$ 26,627,035	\$ 26,882,979	\$ 27,224,007	\$ 851,357	3.2%
Public Works							
Public Works Admin.	505,739	758,962	-	-	-	(758,962)	-100.0%
Engineering	1,324,937	1,232,597	1,626,658	1,550,943	1,665,324	432,727	35.1%
Public Works Call Center	225,272	263,064	263,064	247,405	265,739	2,675	1.0%
Streets & Drainage ³	3,042,529	2,491,595	2,904,660	2,640,734	2,716,731	225,136	9.0%
Traffic ⁴	1,301,164	1,516,576	1,762,640	1,676,885	1,655,065	138,489	9.1%
<i>Sub Total Public Works</i>	\$ 6,399,639	\$ 6,262,794	\$ 6,557,022	\$ 6,115,967	\$ 6,302,859	\$ 40,065	0.6%
Total Expenditures	\$ 52,763,546	\$ 53,517,295	\$ 55,025,540	\$ 52,401,570	\$ 52,728,084	\$ (88,469)	-1.5%
Other Uses/(Sources):							
Transfers In/ROW Payment ⁶	\$ (9,826,450)	\$ (12,196,197)	\$ (12,196,197)	\$ (10,481,595)	\$ (11,495,012)	\$ 701,185	-5.7%
Total Expenditures/Other Uses/(Sources)	\$ 42,937,096	\$ 41,321,098	\$ 42,829,343	\$ 41,919,975	\$ 41,233,072	\$ 612,716	-0.2%

¹ Administrative reimbursements are reflected as reductions to expenditures.

² Community Development Admin was formerly called Special Projects

³ Traffic was previously included with Streets & Drainage prior to FY2009.

⁴ Traffic was previously included with Streets & Drainage prior to FY2009.

⁵ Real Estate Services was eliminated for FY2010.

⁶ Transfers In/ROW Payments are reflected as Other Uses/(Sources)

Municipal Court

Mission Statement

The mission of the Bryan 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 processing of citations filed with the Court by various agencies.
- Provide efficient case flow management to ensure that every litigant receives procedural due process and equal protection.
- 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 warrants in an efficient, timely manner.

Fiscal Year 2010 Accomplishments

- Successfully planned, coordinated, and participated in the Great State of Texas Warrant Roundup.
- Expanded the Teen Court Program at Bryan High, Rudder High and moved it into Jane Long Middle School.
- Hired and trained one additional City Marshal.
- Court Administrator re-elected to serve as Secretary of the Texas Municipal Courts Association.
- Provided educational sessions to parents and juvenile defendants.
- Received, filed and processed 15,490 Class C Misdemeanor cases.
- Three new clerks passed the Level I exam and will be certified at Level I. This makes a total of 8 Level I certified court clerks.

Fiscal Year 2011 Goals and Objectives

- Continue to expand the Teen Court program into the Bryan Independent School District (BISD) middle schools.
- Continue to provide educational sessions to parents and juvenile defendants.
- Continue to process cases filed in a timely, effective, and efficient manner.
- Continue to execute the Court's writs on timely and efficient manner.
- Purchase and implement electronic citation writers for the motorcycle unit.

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 759,186	\$ 856,404	\$ 828,104	\$ 796,115	\$ 834,443
Supplies	33,086	36,919	36,919	35,892	38,337
Maintenance & Services	203,158	229,702	229,702	238,783	238,262
Miscellaneous/Admin Reimb	123,391	174,917	188,070	181,018	188,070
Transfers	13,678	13,153	-	-	-
Total Expenses	\$ 1,132,499	\$ 1,311,095	\$ 1,282,795	\$ 1,251,808	\$ 1,299,112

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 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 Assistant	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

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Percent of warrant service targets achieved	100%	100%	100%	90%	90%
Number of warrants served	4,500	4,500	4,500	4,000	4,000
Revenue collected on outstanding warrants	\$ 600,000	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000
Average number of days to process citations	4	4	4	4	4
Number of cases filed	16,500	16,000	16,000	16,000	16,000
Number of community service cases	400	450	450	450	450
Number of warrants issued	4,500	4,000	4,000	4,000	4,000
Number of Teen Court sessions	N/A	52	52	70	70

Police Services

Mission Statement

The mission of the Bryan Police Department is to provide superior police services to the public in order to protect life, property and individual liberty. We will identify and solve problems by forming citizen partnerships to enhance the quality of life within our community.

“To protect and enhance the quality of life through excellence in service for a safer tomorrow.”

Strategic Initiatives

- Annually update the department's five year strategic plan.
- Maintain community partnerships to enhance quality of life for all Bryan residents.
- Maintain accreditation status and compliance with accreditation standards.
- Provide excellence in law enforcement services to the community.
- Continue to increase diversity within the departmental workforce.
- Collaborate with other agencies to reduce crime within our community.

Fiscal Year 2010 Accomplishments

- Reduced reported Part 1 Uniform Crime Rate (UCR) violent crime rate by one percent (1%).
- Reduced Priority 1 response times by thirty percent (30%).
- Maintained a Part 1 UCR clearance rate of twenty-one percent (21%).
- Increased overall minority recruitment by two percent (2%).
- Updated the department's five year strategic plan.
- Implemented division level budget accountability.
- Maintained open communications with the community through the efforts of the Neighborhood Enforcement Team (N.E.T.).
- Maintained a seventy-eight percent (78%) citizen satisfaction rating.
- Achieved Commission on Accreditation for Law Enforcement Agencies (CALEA) re-accreditation and flagship status.
- Implemented a DNA collection program for property crimes.
- Installed video surveillance cameras to cover one city park and entryway.
- Implemented a city alarm management program.
- Implemented a Comp Stat crime analysis and management program.
- Reorganized the department into three operational components.
- Implemented a civil gang injunction against leadership and key members of local gangs.

Fiscal Year 2011 Goals and Objectives

- Reduce reported Part I Uniform Crime Reporting (UCR) by 5% through:
 - Increased use of directed patrols in areas with high concentrations of reported crime.
 - Enforcement of gang injunction against local gang members.
 - Increased use of criminal intelligence to identify and apprehend habitual offenders.
- Reduce reported Part I Uniform Crime Reporting (UCR) property crime by 5% through:
 - Reduction of reported residential and business burglaries by 10%.
 - Reduction of reported theft by 5%.
 - Increase use of traffic enforcement in areas with high concentrations of burglaries.
 - Identification of offenders through DNA collection to reduce burglaries.
- Institutionalize the Comp Stat process of intelligence led policing.
- Increase citizen satisfaction through the Neighborhood Enforcement Team's community oriented policing approach.

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 12,913,033	\$ 12,767,064	\$ 12,767,064	\$ 13,015,520	\$ 13,057,673
Supplies	655,858	402,611	489,601	473,801	461,018
Maintenance & Services	510,473	352,129	356,395	459,617	407,982
Miscellaneous/Admin Reimb	350,404	92,780	567,505	575,472	583,225
Capital Outlay	176,773	102,173	174,597	922	-
Transfers	391,205	474,725	(120,000)	-	-
Total Expenses	\$ 14,997,746	\$ 14,191,482	\$ 14,235,162	\$ 14,525,332	\$ 14,509,898

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Administration (Executive Staff)	\$ 14,997,746	\$ 1,574,690	\$ 1,623,521	\$ 2,238,334	\$ 2,069,491
Staff Services	\$ -	597,653	598,410	558,613	-
Investigations	\$ -	2,138,589	2,150,892	2,236,540	2,184,190
Support Services	\$ -	2,186,619	2,195,431	1,648,823	1,101,561
Auxiliary Services	\$ -	895,957	896,172	786,689	908,323
Day Patrol	\$ -	2,920,509	2,853,043	2,854,256	3,418,969
Night Patrol	\$ -	2,270,651	2,291,210	2,268,656	3,012,606
Special Ops	\$ -	1,599,863	1,619,532	1,932,533	1,814,278
Reserves	\$ -	6,951	6,951	888	480
Total Expenses	\$ 14,997,746	\$ 14,191,482	\$ 14,235,162	\$ 14,525,332	\$ 14,509,898

Police Services

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Accreditation Manager ³	-	1	1	1	1
Animal Control Officer	4	4	4	4	4
Animal Control Supervisor	1	1	1	1	1
Assistant Police Chief	3	3	3	3	3
Auxiliary Services Manager ⁴	-	1	1	1	1
CID Secretary	1	1	1	1	1
Crime Analyst	1	1	1	1	1
Crime Scene Investigator	1	1	1	1	1
Crime Scene Technician ⁵	-	1	1	1	1
Crime Victims Assistance Coordinator ¹	2	2	2	2	2
Field Operations Bureau Secretary	1	1	1	1	1
Intake Specialist	8	8	8	8	8
Intake Supervisor	1	1	1	1	1
Intake/Records Manager ⁴	1	-	-	-	-
Investigative Assistant ⁵	4	3	3	3	3
Police Chief	1	1	1	1	1
Police Clerk	1	-	-	-	-
Police Finance Assistant	1	1	1	1	1
Police Lieutenant	6	6	6	6	6
Police Officer	104	102	102	102	102
Police Sergeant	19	20	20	20	20
Police Staff Assistant	1	1	1	1	1
Property & Evidence Custodian	2	2	2	2	2
Records Clerk	6	7	7	7	7
Records Supervisor	1	1	1	1	1
Support Services Secretary	1	1	1	1	1
Total	171	171	171	171	171

Crime Victims Assistance Coordinator ¹ One Crime Victims Asst Coord is grant funded.

Accreditation Manager³ new position added during FY09.

Intake/Records Manager⁴ title changed to Auxiliary Services Manager⁴ during FY09.

One Investigative Assistant⁵ position upgraded to Crime Scene Technician⁵ during FY09.

Note: 170 positions budgeted as one of the 171 is a military place holder.

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Priority call response time (minutes)	8.1	5.9	5.9	4.5	4.5
Traffic accident rate (per 1,000)	27	25	25	20	20
Total Part 1 Crimes reported	4,512	4,072	4,072	4,286	4,072
Citizen complaints filed	20	18	18	20	20
Employee turnover	11.5%	10%	10%	10%	10%
Part 1 Crimes clearance rate	15.3%	21%	21%	21%	21%
Percent crime rate growth	-4.5%	2%	2%	2%	-3%
Percent change in traffic accident rate	-1%	5%	5%	5%	-3%
Percent citizens satisfied or very satisfied	79%	80%	80%	80%	80%
Implement a DNA program	N/A	100%	100%	100%	100%
Expand the Video Surveillance Network by 20 cameras	N/A	20	21	14	20



CITY OF BRYAN
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Fire Services & Emergency Operations Center

Mission Statement

The mission of the Fire Services and Emergency Operations Center department 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 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 2010 Accomplishments

- Lowered the City of Bryan ISO Rating from 4 to 2.
- Implemented new Fire & EMS software management systems.
- Obtained 3 new ambulances from the vehicle replacement program.
- Obtained 10 Thermal Imaging Cameras from a Homeland Security Grant.
- Co-sponsored and hosted The Texas Firefighters Olympics.

Fiscal Year 2011 Goals and Objectives

- Establish a Quartermaster/Supply Clerk position for Bryan Fire Department (BFD).
- Continue participation in the Federal Homeland Security Grant Program.
- Restart the BFD Citizens Fire Academy Program.

Fire Services & Emergency Operations Center

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 8,914,814	\$ 8,908,539	\$ 8,908,539	\$ 8,951,680	\$ 9,472,720
Supplies	625,711	544,235	598,098	621,755	548,601
Maintenance & Services	475,978	499,680	552,541	544,566	514,921
Miscellaneous/Admin Reimb	82,712	105,395	927,855	880,793	878,755
Capital Outlay	299,196	6,864	24,339	24,339	-
Transfers	752,955	805,360	-	-	-
Total Expenses	\$ 11,151,366	\$ 10,870,073	\$ 11,011,372	\$ 11,023,133	\$ 11,414,997

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Fire Services	\$ 11,094,471	\$ 10,783,766	\$ 10,925,065	\$ 10,936,833	\$ 11,328,868
Emergency Operations Center	56,895	86,307	86,307	86,300	86,129
Total Expenses	\$ 11,151,366	\$ 10,870,073	\$ 11,011,372	\$ 11,023,133	\$ 11,414,997

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Fire Chief	1	1	1	1	1
Assistant Fire Chief	3	3	3	3	3
Fire Marshall	1	1	1	1	1
Deputy Fire Marshall	1	1	1	1	1
Battalion Chief	3	3	3	3	3
Lieutenant	18	21	21	21	21
Apparatus Operator	18	21	21	21	21
Fire Inspector/Lieutenant	2	2	2	2	2
Firefighter	63	57	57	57	57
Fire Services Administrative Assistant	1	1	1	1	1
Fire Services Clerk	2	2	2	2	2
Emergency Mgmt Coordinator	1	1	1	1	1
Total	114	114	114	114	114

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Percent of Fire/EMS responses under 5 minutes	32%	31%	31%	31%	35%
Number of residential/commercial fires	132	140	140	140	150
Value of property lost to fire	\$2,361,702	\$2,500,000	\$2,500,000	\$2,500,000	\$2,700,000
Value of property saved from fire	\$18,048,330	\$22,000,000	\$22,000,000	\$22,000,000	\$27,000,000
Number of Civilian deaths	0	0	0	0	0
Number of Civilian injuries due to fire	16	19	19	19	22
Number of Firefighters with lost time injuries	1	1	1	1	0
Number of Incidents with flame spread exceeding 3	16	17	17	17	17
Number of Inspections	1143	1500	1500	1500	2200
Number of citizens trained in fire prevention	8458	9000	9000	9000	9000
Total emergency responses	9002	9300	9300	9300	9500
Total unit responses	15709	16100	16100	16100	17500
Total EMS patients	5730	6000	6000	6000	6200
Average calls per day	25	26	26	26	26
Average unit responses per day	43	45	45	45	48
Number of Citizens Trained in BFD Citizen Fire Academy	0	100	100	0	60
Total funds obtained from Homeland Security Grant Program	\$92,514.00	\$120,000.00	\$120,000.00	\$120,000.00	\$100,000

Public Works Call Center

Mission Statement

The mission of the Public Works Call Center and Administrative Support department is to respond to customer concerns and departmental requests in an efficient manner while striving to provide superior customer service.

Strategic Initiatives

- Develop well trained, knowledgeable and empowered staff who respond to customer complaints and concerns in a timely and professional manner.
- Develop staff to extend team atmosphere to field employees to enhance work flow and cooperation.
- Streamline the work order process by evaluating and reallocating work distribution and optimizing staff.
- Institute work order-based reporting to provide managers with information in order to raise the level of service provided and monitor productivity.
- Utilize work order application to fullest capability to aid managers with data to operate efficiently.
- Provide accurate and timely financial information to managers and fiscal services.

Fiscal Year 2010 Accomplishments

- Worked with in-house GIS to maintain ArcReader work order history layers.
- Worked with in-house GIS to maintain Special Needs Customer layer.
- Maintained Public Works departmental web pages with updated information.
- Maintained and updated Sungard Work Order application with request category codes, task codes, and other needed information.
- Ensured that FEMA certification was acquired by all staff.
- Staffed the Texas Reds Festival as needed.
- Continued to work with BTU to identify utility accounts that need to be reclassified.
- Continued customer audit of Drainage and Transportation fees and assisted BTU with adjustments.
- Transitioned to the usage of BTU billing software, Cayenta.
- Reduced billing errors of utility customers by automating fees with work orders in Cayenta.
- Reduced discrepancy of open water work orders between BTU Cayenta and COB Sungard.
- Worked with IT Services to update phone system applications and queue messages.
- Performed random phone surveys regarding our customer service and utilized an on-line survey application for email work requests.
- Monitored HelpBryan! E-mail requests.
- Worked with IT Services and Media to successfully address all HelpBryan! E-mail requests when site was down.

- Increased E-mail work requests by 240% by customers using the HelpBryan! web page.
- Reduced abandoned calls during peak hours by repurposing additional staff to be available to monitor the queue.
- Continued to work with Building Services and BTU on the billing of Drainage and Transportation fees.
- Began developing individual training programs using an on-line source.
- Increased use of document scanning in Laserfiche.
- Worked with Traffic Supervisor to develop a Traffic work order form.
- Worked with Solid Waste and Bulk and Brush Foreman to develop spreadsheets to record needed data.
- Created Call Qualifying spreadsheet.
- Established points of contact with outside entities such as: Verizon, Suddenlink, TXDOT, BTU, Brazos Transit District and BIRD Transportation.
- Trained all Call Center Assistants on COGNOS, including running simple reports on work orders.
- Divided the department's reports, allowing them to be more responsive to the needs of each constituency.
- Each sub-department has a point of contact.
- Redesigned open work order reports to reflect aging.
- Maintained ROW mowing work orders to ensure data is collected.
- Improved process of follow-up calls and emails with customers.
- Trained new Call Center Assistant.
- Reduced cell service cost by crews calling 209-5900, a "Friends and Family" number, instead of the Call Center transferring their calls to another department.
- Maintained communication and process with NET police officers regarding their work requests.
- Coded Sungard work order notifications to give Environmental Compliance Officers more details, allowing them to efficiently respond while they are in the field.
- Created Public Works Emergency Call Out Book.
- Created Public Works Call Center Major Event Plan.

Fiscal Year 2011 Goals and Objectives

- 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.
- Ensure that work orders are created and closed on an efficient time schedule.
- Process invoices in a timely manner.
- Utilize media to promote the "HelpBryan!" web page.
- Utilize media to promote the 209-5900 Call Center.
- Increase intake of email "HelpBryan!" work requests.

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 216,905	\$ 251,913	\$ 251,913	\$ 236,354	\$ 255,044
Supplies	2,135	3,501	3,501	3,501	3,425
Maintenance & Services	5,887	7,300	7,300	7,200	6,920
Miscellaneous/Admin Reimb	343	350	350	350	350
Total Expenses	\$ 225,270	\$ 263,064	\$ 263,064	\$ 247,405	\$ 265,739

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Customer Service Supervisor	1	1	1	1	1
Public Works Call Center Assistant	4	3	3	3	3
Public Works Support Assistant	-	1	1	1	1
Total	5	5	5	5	5

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Calls that were presented to an agent and answered within c	95%	95%	95%	95%	95%
Average talk time in minutes	2.00	2.00	2.00	2.00	2.00
Work Orders handled within time schedule	90%	98%	98%	97%	97%
Invoices processed within 7 days of receipt	90%	96%	96%	96%	96%
Number of promotions of Help Bryan! Web page	N/A	3	3	2	2
Number of promotions of 209-5900 Call Center	N/A	N/A	N/A	2	2
Increase number of email (HelpBryan!) work requests	N/A	10%	10%	50%	50%

Engineering Services

Mission Statement

The mission of the Engineering Services department is to provide high quality, efficient, and cost effective municipal engineering services to the citizens, as well as other Divisions and Departments, of the City of Bryan.

Strategic Initiatives

- Effectively manage capital improvement projects to ensure quality construction on schedule and within budget.
- Improve city services by reducing the backlog of maintenance and repair activities through capital improvement projects.
- Provide a thorough review of construction drawings and plans submitted for approval through Development Services in a timely manner.
- 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.
- Install Public infrastructure using industry standard construction practices and ensure verification of the quality of the infrastructure by Engineering Inspectors.
- Continue to update and maintain Geographic Information System (GIS) information relating to development and newly installed public infrastructure.
- Perform floodplain administration duties for the City of Bryan and continue participation in the Community Rating System.

Fiscal Year 2010 Accomplishments

- Achieved Class 7 status in the Community Rating System resulting in up to 15% Flood Insurance Discounts to Citizens of Bryan.
- Refined the City's comprehensive 5 year Capital Improvement Program (2010-2014) and executed the annual process for the program.
- Executed large capital improvement contracts, including Thompson's Wastewater Treatment Plant, new water ground storage tanks and large street projects such as Downtown Phase 3 and Bryan / Beck..
- Scheduled our five-year Recertification in the Community Rating System for June 2010.
- Initiated a Map Modernization outreach project within the community (joint with College Station and the County) to target people who could save money on insurance and to inform the public.
- Began contracting for the development of a Storm Water Master Plan for prioritizing Drainage needs.
- Initiated and implemented the City Hall Annex remodel design and bidding in order to free up room in the Municipal Building to allow for Staff expansion.
- Utilized 40 Engineering Consultant Contracts and designed 30 projects using in-house engineering staff totaling approximately \$48 million of construction projects awarded.

- Monitored approximately 20 development and 60 capital improvement construction projects throughout the City.
- Processed site development review submittals with a 5 day turnaround and reviewed engineering construction plans with a 10 day turnaround.
- Solicited responses to a qualifications based process for engineering, surveying, and landscape architect professional services which will be utilized in selecting consultants for the next 2 to 3 years.
- Scanned over 15,000 documents related to CIP & over 25,000 documents related to development into Laserfish.
- Developed and implemented a comprehensive personnel training plan to maximize the use of the budgeted funds for employee training.

Fiscal Year 2011 Goals and Objectives

Image:

- Include aesthetic aspects to capital improvement projects to beautify the City.
- Assist in development of a right of way management ordinance to manage the work of external parties within the City's Street Rights of Way.
- Develop a plan of action for tree protection along creeks and floodplains.
- Include storm water quality aspects in the new drainage ordinance and begin implementation of requirements.

Infrastructure:

- Assist other departments (Water, Transportation/Drainage, Parks, and Facilities) in development of master plans, project development and construction.
- Continue to implement the Capital Improvement Program.
- Implement the FY 2010 Capital Improvement Projects.
- Increase use of GPS equipment by engineers and inspectors in developing designs and locating public infrastructure

Growth:

- Continue to demonstrate 5 and 10 day turnarounds for development review process and construction plan review, respectively.
- Improve the ranking in the Community Rating System from a level 7 to a higher level 6, increasing the flood insurance discount from 15 to 20%.
- Continue outreach to the neighborhood associations and other civic organizations regarding the Capital Improvement Program (CIP).
- Begin an outreach program to neighborhood associations regarding floodplain management and the National Flood Insurance Program.

Diversity:

- Continue to utilize the Annual Citizen survey in the development of the Capital Improvement Program.
- Provide means for public input about capital improvement projects on the City's web site.

Public Safety:

- Revise the City's Storm Water Drainage Ordinance.

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 1,191,000	\$ 1,118,209	\$ 1,480,132	\$ 1,409,101	\$ 1,509,520
Supplies	31,837	31,295	39,867	34,150	52,928
Maintenance & Services	63,235	50,418	68,984	55,621	65,401
Miscellaneous/Admin Reimb	13,396	10,100	37,675	52,071	37,475
Transfers	25,472	22,575	-	-	-
Total Expenses	\$ 1,324,940	\$ 1,232,597	\$ 1,626,658	\$ 1,550,943	\$ 1,665,324

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Public Works Director ⁴	-	-	1	1	1
City Engineer ²	1	-	1	1	1
Assistant City Engineer	2	2	2	2	2
Civil Engineer ³	4	4	5	5	5
Engineering Technical Assistant	1	1	1	1	1
Development Services Admin Assistant ¹	1	-	-	-	-
Development Services Office Coordinator ¹	-	1	1	1	1
Engineering Inspector	5	5	5	5	5
Engineering Technician	3	3	3	3	3
Total	17	16	19	19	19

Development Services Admin Asst¹ position title changed to Development Services Office Coordinator¹ during FY2009.

City Engineer² position moved to Public Works Administration on 10/1/09. Moved back to Engineering in FY2010.

Civil Engineer³ additional position moved from Streets & Drainage to Engineering.

Director of Public Works⁴ moved from Public Works Administration to Engineering in FY2010.

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Development:					
Avg # of working days to review site development submittals	5	5	5	5	5
Avg # of working days to review Engineering plans and reports	10	10	10	10	10
Value of construction projects installed by developers	\$ 2,930,282	\$ 2,200,000	\$ 2,200,000	\$ 2,200,000	\$ 2,700,000
Number of construction projects monitored	20	20	21	20	20
Capital Improvement Projects:					
Number of consulting engineering contracts	15	20	20	40	30
Number of engineering in-house designed projects	15	15	15	30	20
Value of construction projects awarded (public infrastructure)	\$ 15,000,000	\$ 20,000,000	\$ 20,000,000	\$ 48000000*	\$ 25,000,000
Number of construction projects monitored	30	30	30	60	45
Number of construction projects completed	N/A	14	14	48	25
Value of construction projects completed	N/A	\$ 25,000,000	\$ 25,000,000	\$ 25,800,000	\$ 40000000*

*Skewed due to \$13 Million WWTP

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 conditions. 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 of citizens and visitors as they enter the City of Bryan.

Strategic Initiatives

Transportation:

- Use the MicroPaver software to maintain a five (5) year street maintenance projection for the City of Bryan.
- Increase the average Pavement Condition Index (PCI) for the City of Bryan streets to 70 or above. The current average PCI is 67.
- Annually review the Transportation Fee to determine if adequate funds are being generated to meet the system maintenance needs.
- Add curb and/or gutter where possible along all streets that are reconstructed in the street maintenance contract.
- Respond to all work orders issued by the citizens or the city staff within forty-eight (48) hours from the time the work order is issued.
- Coordinate with the Engineering, Traffic, and Water & Wastewater Divisions to efficiently maintain the travel surface of the street system.

Right-of-Ways:

- Regularly mow and trim the right-of-ways in accordance with the growing conditions to provide a consistently maintained image of the City.
- Regularly review the cost of services by comparing the in-house cost versus the cost of contracted services.

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 eliminate problem areas systematically.
- Prepare a map indicating the location of existing drainage easements within the City of Bryan.
- Prepare a map of proposed drainage easements to be obtained within the City of Bryan.
- Prepare an inventory of open ditches located adjacent to the roadway system.
- Respond to all work orders issued by the citizens or the city staff within forty-eight (48) hours from the time the work order is issued.
- Coordinate with the Engineering, Traffic, Water and Wastewater Divisions to efficiently maintain the drainage facilities owned by the City of Bryan.

MS-4 Program:

- Prepare MS-4 Program annual report and submit it to the Texas Commission on Environmental Quality.

- Conduct Public Service Announcements to educate the citizenry with regards to stormwater protection.
- Implement a Stormwater Hotline.
- Develop a staff education program which identifies stormwater Best Management Practices (BMP's).
- Develop staff site inspection procedures to ensure BMP's are being used at new construction sites.
- Prepare an ordinance for possible fees to finance the cost associated with staff site inspections.

Fiscal Year 2010 Accomplishments

- Developed a stormwater master plan in conjunction with Freese & Nichols Engineering.
- Rehabilitated approximately 53.8 miles of roadway and reconstructed approximately 2.7 miles of roadway in the City of Bryan.
- Re-established the in-house crack sealing program in December 2009.
- Patched a total of 319 locations, amounting to 65,375 square feet of the City of Bryan street system.
- Updated the five year street maintenance plan.
- Installed gabion drainage structures on an unnamed tributary of Carters Creek in the Wheeler Ridge Subdivision.
- Responded to over 1675 Work Order requests over the last year.
- Poured approximately 30,000 square feet of concrete pavement in the MSC parking in lieu of HMA pavement specified in bid package.
- In conjunction with Human Resources, began an in-house employee ethics class as part of the training emphasis.

Fiscal Year 2011 Goals and Objectives

- Continue to develop the methodology for the tracking of work performed and determine the cost associated with the work completed.
- Fill the Right-of-Way Coordinator position.
- Hire a MS4 Coordinator.
- Develop, with the Engineering Division, a pavement design procedure to be used for the design of new and existing streets.
- Develop a workable model of the City of Bryan storm sewer system using StormCAD software.
- Continue to assess the Street & Drainage System operations to determine areas in which budget savings can be made.
- Develop a secondary drainage system master plan.

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 1,295,906	\$ 1,392,221	\$ 1,442,544	\$ 1,297,931	\$ 1,430,146
Supplies	111,255	137,984	117,884	121,040	165,000
Maintenance & Services	912,363	640,782	1,025,124	893,130	803,477
Miscellaneous/Admin Reimb	8,721	6,500	319,108	318,058	318,108
Capital Outlay	311,519	-	-	10,575	-
Transfers	402,769	314,108	-	-	-
Total Expenses	\$ 3,042,533	\$ 2,491,595	\$ 2,904,660	\$ 2,640,734	\$ 2,716,731

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Assistant Director of Public Works ²	-	-	1	1	1
Concrete Finisher ¹	-	1	1	1	1
Drainage & Streets Crew Worker	4	4	4	4	-
Drainage & Streets Equipment Operator	11	8	8	8	-
Drainage & Streets Manager ¹	1	-	-	-	-
ROW Crew Leader (supervisor)	1	1	1	1	-
ROW Equipment Operators/Crew Workers	8	8	8	8	8
ROW Foreman	-	-	-	-	1
Streets & Drainage Crew Leader	4	4	4	4	3
Streets & Drainage Equipment Operator/Crew Workers	-	-	-	-	12
Streets & Drainage Foreman	-	1	1	1	2
Transportation & Drainage Supervisor	1	1	1	1	1
Transportation Engineer	1	1	1	1	-
Total	31	29	30	30	29

Note: Transportation Department changed its name to Drainage & Streets on 10/1/08.

Drainage & Streets Manager¹ transferred to Public Works Administration as Assistant Public Works Director on 10/1/09.

Moved 1 Assistant Director of Public Works² from Public Works Administration to Streets & Drainage in FY2010.

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Compliance with TMUTCD	N/A	N/A	N/A	N/A	N/A
Percentage of paved lane miles in returned to satisfactory condition	8%	5%	5%	6%	3%
Percent of work orders responded to within 72 hours	100%	90%	90%	90%	90%
Percent of pothole requests responded to within 72	100%	95%	95%	100%	100%
Percent of public roadways inspected for conditions	100%	100%	100%	100%	100%
Average PCI > 67	N/A	100%	100%	100%	100%
5,000 Linear Feet of Curb and Gutter Added	N/A	100%	100%	70%	100%
Percent of the Stormwater System Mapped	N/A	15%	15%	40%	75%
Percent of City Staff w/ MS4 education	N/A	10%	10%	40%	80%

Traffic Operations

Mission Statement

The mission of Traffic Operations is to provide expertise in the planning, design, operations, and maintenance of the city's traffic and transportation infrastructure, consistent with professional engineering standards, industry safety protocols, and the most efficient procedures possible while being sensitive to the needs of the public and the environment. A customer service focus will be provided to the citizens of Bryan and all users of the system, including all levels of city government, other governmental agencies, and private sector/ industry partners in order to have the most safe and efficient system possible.

Strategic Initiatives

- Provide transportation planning support to assist in implementation of the Long Range Thoroughfare Plan.
- Provide traffic engineering support for CIP and development design and construction.
- Ensure safe and efficient operations of the City's traffic signal and Intelligent Transportation Systems (ITS).
- Provide for a safe working environment for employees through training and safe working practices.
- Ensure implementation of city standards and policies as related to transportation and traffic engineering.
- Maintain traffic control devices in accordance to the Manual on Uniform Traffic Control Devices (MUTCD).
- Provide excellent customer service while responding to requests in a timely manner.

Fiscal Year 2010 Accomplishments

Planning:

- Completed Downtown Parking Study.
- Update Thoroughfare Plan.
- Reviewed on-street parking guidelines.
- Developed street naming guidelines/conventions.
- Attended 85% of Planning & Zoning (P&Z) Meetings

Design:

- Developed new traffic signal specifications.
- Pursued alternative funding for CIP projects (TIGER, Safe Routes to School, and HES/Safety Bond).

Operations:

- Began implementation of Traffic Signal Master Plan.
- Continued LED upgrades of traffic signals.
- Continued school zone flasher upgrades.
- Constructed traffic signal upgrades at Texas Avenue and Carter Creek Parkway, and at Texas Avenue and Villa Maria Road.
- Implemented new LED rate ordinance.

Maintenance:

- Implemented new city-wide striping contract.
- Implemented city-wide traffic count program.
- Began initial phase of the traffic sign maintenance GIS database.

Other:

- Presented peer-reviewed technical paper at National ITE Conference.
- Updated Traffic Control Schedule in Code of Ordinances.
- Processed Over 35 Special Event Permits.
- Managed all traffic/parking for the Texas Reds Festival.
- Assisted the Traffic Safety Unit with Accident Reconstruction.
- Developed specific training needs for staff.

Fiscal Year 2011 Goals and Objectives

Planning:

- Major update to Thoroughfare Plan.
- Update Bikeway Master Plan.

Design:

- Revise traffic signal standards and specifications.

Operations:

- Identify Regional Mobility Initiative funding.
- Begin implementation of Texas Energy Efficiency (T.E.E.) Grant traffic signal upgrades.
- Complete LED upgrades of traffic signals.

Maintenance:

- Implement new utility billing process.
- Develop Traffic Signal Maintenance Plan.
- Implement Traffic Sign Maintenance Plan.
- Relocate Sign Shop.

Other:

- Implement new Traffic Operations website.

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 387,018	\$ 463,973	\$ 587,113	\$ 528,485	\$ 612,566
Supplies	60,176	45,108	42,158	38,368	46,449
Maintenance & Services	809,661	963,018	1,092,567	1,044,771	954,248
Miscellaneous/Admin Reimb	9,984	11,000	40,802	48,461	41,802
Capital Outlay	-	-	280,400	16,800	-
Transfers	34,329	33,477	-	-	-
Total Expenses	\$ 1,301,168	\$ 1,516,576	\$ 2,043,040	\$ 1,676,885	\$ 1,655,065

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Traffic & Transportation Director ⁴	-	-	1	1	1
Traffic Technician ¹	9	-	-	-	-
Traffic Sign Technician ¹	-	4	4	4	4
Traffic Signal Technician ¹	-	3	3	3	3
Traffic Operations Supervisor ²	-	1	1	1	1
Graduate Civil Engineer ³	-	1	1	1	1
Transportation Supervisor ²	1	-	-	-	-
Total	10	9	10	10	10

Traffic Technician¹ position title changed to Traffic Sign Technician¹ or Traffic Signal Technician¹ during FY2009.

Transportation Supervisor² position title changed to Traffic Operations Supervisor² during FY2009.

Traffic & Transportation Director⁴ moved from Public Works Administration to Traffic Operations in FY2010.

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Percentage of Work Orders (Maintenance) Responded to within 72 hours	100%	100%	100%	95%	100%
Percentage of Customer Requests (Operations) Responded to within 72 hours	100%	100%	100%	95%	100%
Percentage of Development Reviews Completed in 5 Days	100%	100%	100%	100%	100%
Percentage of Design Reviews Completed in 5 Working Days	100%	100%	100%	95%	100%
Percentage of P&Z Commission Meetings Attended	100%	100%	100%	90%	100%
Percentage of Thoroughfare Plan updated	N/A	100%	100%	100%	100%
Percentage of Bikeway Masterplan updated	N/A	100%	100%	100%	100%
Percentage of traffic signal standards updated	N/A	100%	100%	100%	100%
Percentage of Communication Integration complete	N/A	100%	100%	100%	100%
Percentage of Prot-Perm Lead-Lag eliminated	N/A	100%	100%	100%	100%
Percentage of Communications Master Plan completed	N/A	100%	100%	100%	100%
Percentage of BTU Billing process updated	N/A	100%	100%	100%	100%
Percentage of T traffic Signal Maintenance Plan created	N/A	100%	100%	100%	100%
Percentage of Traffic Sign Database implemented	N/A	100%	100%	100%	100%
Percentage of Website Improvements implemented	N/A	100%	100%	100%	100%
Amount spent on Training/Development	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000	\$ 8,000

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 a demonstrating a conscientious effort to maximize the City's financial resources.

Strategic Initiatives

- Meet operational goals within budget.
- Maintain all vehicles and equipment in a safe and operable condition.
- Maintain Schedules and timeframes and complete projects to the customer's satisfaction.
- Continue to prioritize departmental succession training and employee development.

Fiscal Year 2010 Accomplishments

- Replaced HVAC Chiller at Clara B. Mounce Library.
- Replaced Boiler for HVAC at Clara B. Mounce Library.
- Replaced one HVAC unit at the MSC complex.
- Replaced all roof top HVAC units at Fire Station #1.
- Resurfaced basketball courts at: Sadie Thomas, Sam Rayburn, Sue Haswell, and Williamson Parks
- Resurfaced tennis courts at: Sam Rayburn (4), Sue Haswell (2), Tanglewood (2), and Villa West (2) Parks.
- Installed a new shade structure at the Palace Theatre.
- Re-carpeted Admin side of Fire Station #1.
- Replaced several broken pieces of playground equipment at various parks.
- Conducted major repairs and renovations at Bryan Aquatics Center.
- Custodial crew has maintained carpets and ceramic tile floors at Fire Station 2-5.
- Custodial crew has maintained carpets, Mondo floors, terrazzo floors, and vinyl composite tile in Bryan Justice Center.

Fiscal Year 2011 Goals and Objectives

- Replace all rooftop HVAC units at Neal Recreation Center.
- Resurface Tennis and Basketball courts at Bryan High School, BRAC, Henderson, Sam Rayburn, San Jacinto and Tiffany parks.
- Focus on training opportunities for those employees wanting to expand their knowledge.
- Continue to focus on complete customer satisfaction at the end of our work request.
- Continue to communicate with updates so that all involved with projects stay informed.
- Continue to enhance our buildings and parks with any Green opportunities available to develop our system with upgrades that are most cost effective.
- Continue to monitor monthly utility bills to track utility usage/cost yearly to find ways to improve energy efficiency.

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 1,092,480	\$ 1,170,073	\$ 1,296,952	\$ 1,179,038	\$ 1,131,668
Supplies	46,211	36,009	36,009	39,044	50,688
Maintenance & Services	135,772	442,701	478,673	388,889	434,516
Miscellaneous/Admin Reimb	189,632	191,943	258,994	251,051	256,795
Capital Outlay	-	-	50,929	72,377	-
Transfers	74,359	64,852	-	-	-
Total Expenses	\$ 1,538,454	\$ 1,905,578	\$ 2,121,557	\$ 1,930,399	\$ 1,873,667

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Assistant Director of Public Works ^{1*}	-	-	1	1	-
Maintenance Supervisor	1	1	1	1	1
HVAC Technician	1	1	1	1	1
Facility Services Assistant	1	1	1	1	1
Maintenance Technican	9	8	8	8	8
Maintenance Technican -Cemetery	-	1	1	1	1
Facility Project Coordinator	1	1	1	1	1
Preventive Maintenance Tech	1	1	1	1	1
Service Crew Supervisor	1	1	1	1	1
Service Worker	6	6	6	6	6
Facility Equipment Operator	1	1	1	1	1
Facility Services Manager	1	1	1	1	1
Total	23	23	24	24	23

¹Moved 1 Assistant Director of Public Works from Public Works Administration to Facilities in FY2010.

*Moved 1 Assistant Director of Public Works from Facilities to Solid Waste for FY2011.

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Total completed Park Work Orders	2760	2273	2273	2137	2449
Total completed Facility Work Orders	3927	3273	3273	2841	3384
Total completed Work Orders	6687	5546	5546	4978	5833
Avg. labor hrs/facilities preventative maintenance work order	1.85	1.21	1.21	1.73	1.79
Labor hrs/facilities CORR Work Order	5.14	3.83	3.83	4.26	4.7
Avg. labor hours for completed Special Projects*	110.98	87.14	87.14	61.8	86.39
Avg. labor cost/facilities preventative maintenance work order	\$ 24.04	\$ 16.58	\$ 16.58	\$ 24.67	\$ 24.35
Labor cost/facilities CORR Work Order	\$ 83.71	\$ 61.45	\$ 61.45	\$ 71.59	\$ 77.65
Avg. labor cost for Special Projects*	\$ 1,778.86	\$ 1,330.36	\$ 1,330.36	\$ 1,073.26	\$ 1,426.06

*Special Projects are those projects that are larger and typically last more than 2 days and cost more.

Fleet Services

Mission Statement

The mission 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

- Maintain all vehicles and equipment in a safe and operable condition to maximize effective utilization, longevity, and reduce downtime.
 - Meet operational goals within budgetary constraints.
 - Continue to allocate Departmental time to cross-training.
 - Treat staff fairly, with respect, and provide them with a safe working environment.
 - Maintain a consistently high quality of work and encourage staff members to develop and improve their skills and performance.
 - Manage all funds and assets in a fiscally responsible manner.
 - Identify future needs of the organization and plan for them strategically.
- Continued the positive relationship with the Central Receiving Warehouse and personnel, which has translated to an In-house Parts Inventory which allows for improved customer service, efficiency and reduced downtime.
 - Extended Fleet Service Hours by implementing a split shift system in effort to better meet all of our customer needs. (New hours 7:00am-8:00pm, Monday-Friday).
 - Implemented a Biodiesel Pilot program in effort to reduce our dependency on petroleum based fuels.
 - Continued our efforts to "Green" the environment by replacing older, inefficient vehicles and equipment with newer, more fuel efficient, lower emission designs.
 - Began using the Laserfiche system in effort to further streamline our records processing.

Fiscal Year 2011 Goals and Objectives

- ### **Fiscal Year 2010 Accomplishments**
- Continued the implementation of the Vehicle and Equipment Replacement Plan. (Second year).
 - Attained National Institute for Automotive Service Excellence (ASE), Blue Seal of Excellence Award. (Third consecutive year).
 - Continued the "Police Patrol Mounted Tire and Wheel Replacement Program", with the goal of reducing downtime.
 - Enhanced our current in-house tire mounting and balancing services by adding in-house tire/flat repairs on light vehicles and equipment in order to further reduce vehicle down time and conserve financial resources as compared to our current out-sourcing alternatives.
 - Implemented an annual Preventive Maintenance Inspection Program to include all City of Bryan Trailers.
 - Continued Fleet Standardization in all areas possible or practical, making for a safer work environment as well as also improving purchase price advantages.
- Attain National Institute for Automotive Service Excellence (ASE), Blue Seal of Excellence Award. (Fourth consecutive year).
 - Fully implement and fund a Vehicle and Equipment Replacement Plan.
 - Develop and implement a Vehicle and Equipment Replacement Policy.
 - Continue to enhance services provided on fleet vehicles and equipment.
 - Continue to improve Fleet Split Shift operations as deficiencies and areas of potential are identified.
 - Enhance Service Level efficiency with the addition of a Fleet Service Unit equipped to better facilitate Road/Field Service Calls.
 - Continue to implement new procedures and record keeping enhancing environmental compliance, reducing overall maintenance and reducing environmental concerns associated with the Fleet Facility.
 - Provide excellent customer service.
 - Ensure 100% compliance with State and local laws.
 - Continue internal cross-training program to ensure that all technicians are ASE certified.
 - Continue process of fleet standardization at every level when practical or feasible.
 - Continue to provide and promote innovative ideas and goal setting to increase cost savings, enhance customer service and increase efficiency in the fleet operation.

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 532,892	\$ 632,702	\$ 678,334	\$ 613,916	\$ 688,255
Supplies	19,175	22,857	27,176	29,209	24,788
Maintenance & Services	32,706	41,618	41,636	36,511	39,194
Miscellaneous/Admin Reimb	1,584	1,200	10,921	9,868	9,921
Transfers	12,546	9,721	-	-	-
Total Expenses	\$ 598,903	\$ 708,098	\$ 758,067	\$ 689,504	\$ 762,158

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Fleet Supervisor/Manager	1	1	1	1	1
Lead Service Technician	2	2	2	2	2
Preventive Maintenance Inspection Technican	1	1	1	1	1
Fleet Service Mechanic	4	4	4	4	4
Fleet Administrative Clerk	1	1	1	1	1
Fleet/Facility Support Technician	1	1	1	1	1
Welding/Fabrication Technician	1	1	1	1	1
Service Tech/Golf Course Mechanic	-	-	1	1	1
Total	11	11	12	12	12

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Number of fleet job orders	7,800	7,500	7,500	7,700	7,800
Average labor hours per fleet job order	1.60	1.60	1.60	1.70	1.70
Average labor cost per fleet job order	\$ 73.66	\$ 75.00	\$ 75.00	\$ 76.50	\$ 80.00
Number of fleet job orders completed per day/per	5	5	5	4.7	4.7
Attain National Institute for Automotive Service	N/A	Yes	Yes	Yes	Yes
Percentage of eligible Service Technicians ASE Certified	N/A	83	83	83	100
Total Number of New/Recertified ASE skill areas attained	N/A	10	10	10	10

Percentage of Resources expended by Department

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Solid Waste Services	N/A	N/A	N/A	24%	23%
Water Services	N/A	N/A	N/A	21%	20%
Transportation Services	N/A	N/A	N/A	16%	15%
Police Services	N/A	N/A	N/A	14%	14%
Fire Services	N/A	N/A	N/A	12%	12%
Facility Services	N/A	N/A	N/A	7%	7%
Parks Services	N/A	N/A	N/A	4%	7%
All Others Combined	N/A	N/A	N/A	2%	2%

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 in Bryan for positive achievements.
- Utilize youth in leadership roles by establishing and supporting youth to serve on 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 of Bryan'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.
- Appointed to represent the City of Bryan on Texas A&M University's Council on Climate and Diversity that works towards making the A&M campus a more welcoming community for all students, faculty and staff.
- Appointed as an External Advisory Board member of the Youth Development Initiative (YDI) funded by Texas A&M and Agri-Life Extension to improve youth program design, evaluation and staff competencies.
- Hosted the 6th Annual Concerned Black Men's Back to School Party at Sue Haswell Park
- Partnered with BISD to successfully plan and implement the first ever "First Day of School Celebration" in Bryan, TX involving all of the campuses of Bryan ISD.
- Joined with Project Unity, Family Solutions, TAMU and BISD to host a forum on the concept of Social Exclusion – Social Inclusion for Bryan that will revolutionize the City's approach to marginalized citizens and people living in poverty.
- Helped to establish and launch the Social Inclusion Action Network to drive the social inclusion work in our community.
- Asked by the FDIC to serve on a statewide panel for a Financial Literacy Summit sponsored by the Federal Reserve Bank of Dallas.
- Received the 2010 Jefferson Award and travelled to Washington, D.C. for the National Jefferson Award ceremony.
- Developed and hosted a Job Shadowing program for 10 students who shadowed City of Bryan employees that are part of the BISD/TAMU GEAR UP program.

Fiscal Year 2011 Goals and Objectives

- Participate in and help advance the mission of the Social Inclusion Action Network in our community.
 - Continue to support the Family Solutions network.
 - Implement the early childhood literacy program in Bryan and BISD.
 - Continue participating in the Poverty Reduction Peer Network conference calls.
 - Continue registering new neighborhood associations.
 - Continue to support the neighborhood matching grant program.
 - Implement the Bank On initiative in the B/CS area.
 - With the support and assistance of the City's Webmaster, develop and design social inclusion and Bank On websites to be linked to the City website.
 - Track the progress of the Bank On initiative through Intake 1 (a web based tracking system developed locally by Wired Ranch and Jeannie McGuire).
 - Continue participation on external committees.
- Worked with the United Way and Councilmember Ann Horton's "Bank On" initiative to provide funding for additional volunteer tax (VITA) sites in Bryan for the 2nd year in a row and doubled the # of people served.
 - Participated in a drop out recovery initiative led by the Family Solutions Network that recovered 103 students who had previously dropped out of school in BISD.
 - Established 4 new registered neighborhood and/or homeowners associations that registered with the City.

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 108,420	\$ 122,718	\$ 122,718	\$ 113,772	\$ 115,543
Supplies	211	2,125	2,125	1,811	2,125
Maintenance & Services	4,021	5,760	5,760	5,778	5,298
Miscellaneous/Admin Reimb	32,691	43,790	45,896	45,936	18,790
Total Expenses	\$ 145,343	\$ 174,393	\$ 176,499	\$ 167,297	\$ 141,756

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Neighborhood Youth Services Manager	1	1	1	1	1
Total	1	1	1	1	1

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
# of youth receiving new adult mentors	120	126	126	120	130
# of BISD students involved in internships % job shadowing	90	120	120	120	125
# of Poverty Reduction Peer Network Conference Calls	N/A	6	6		
% increase in literacy by providing books through 1st Book	5%	15%	15%	15%	15%
# of presentations to community groups	45	45	45	45	45
# of neighborhood associations registered	40	41	41	44	48
# of neighborhood associations utilizing matching grant funds	N/A	6	6	3	5
# of neighborhood associations utilizing YNAPP matching grant	N/A	5	5	2	5
# of City Wide Neighborhood Forums held	N/A	1	1	1	1
Increase in # of mentors in B/CS Family Partners Program	N/A	36	36	36	40
% increase in low income families that are part of "Bank On It"	N/A	20%	20%	20%	25%
Increase in # of families involved in financial literacy education	15	40	40	45	50
# of youth in early reading project w/ Crockett Elementary School, Head Start, & Bryan Library	N/A	100	100	100	125
Development of the Youth Advisory Commission	N/A	12	12	12	12
B/CS Family Solutions Program Involvement	N/A	20	20	30	40

Special Projects Administration

Mission Statement

The mission of the Special Projects Administration department is to plan, develop and implement special projects which support the City Council Initiatives for the benefit of the citizens of the City of Bryan, eliminate slum and blight, and promote the general welfare of the community.

Strategic Initiatives

- Expand the supply of decent, safe, and affordable housing through support of the Community Development Services Department programs **(Council Initiative: Image, Growth, and Diversity)**.
- Increase access to public services and public facilities through the coordination of the public service funding process **(Council Initiative: Growth and Infrastructure)**.
- Increase economic development by providing technical assistance to special economic development projects **(Council Initiative: Growth and Image)**.
- Increase the opportunity for additional funding by providing assistance on grant development for special projects **(Council Initiative: Education and Growth)**.

Fiscal Year 2010 Accomplishments

- Provided coordination of the outside agency process for 12 non-CDBG service agencies **(Council Initiative: Education)**.
- Provided technical assistance to private housing developers for the Texas Department of Housing & Community Affairs tax credit developments **(Council Initiative: Growth and Diversity)**.
- Researched a minimum of 10 housing grant opportunities for the City, Community Development Services and Community Housing Development Organizations **(Council Initiative: Education and Growth)**.
- Provided oversight of LaSalle Hotel management firm, Magnolia Hotels **(Council Initiative: Growth and Diversity)**.
- Coordinated capital improvement project for the LaSalle Hotel to renovate lobby/café area, paint and refurbish guest rooms, roof maintenance and window repair/replacements. **(Council Initiative: Growth)**.
- Provided technical assistance to Downtown North RFP special project **(Council Initiative: Growth)**.
- Provided technical assistance to Neighborhood Impact Area City Department Committee **(Council Initiative: Growth and Diversity)**.
- Provided technical assistance to Executive for Sale Park Pavilion grant proposal **(Council Initiative: Education and Growth)**.
- Provided technical assistance as part of the City Census Committee **(Council Initiative: Education and Growth)**.

Fiscal Year 2011 Goals and Objectives

- Provide oversight of financials for the LaSalle Hotel (monthly).
- Provide coordination of LaSalle management project.
- Provide technical assistance to special projects, "Grants Committee" and "Downtown North".
- 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.
- Provide coordination of the City's outside agency public service funding process.
- Provide oversight and monitoring of a minimum of 2-5 outside agencies and 6 federally funded agencies.

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 27,821	\$ 46,460	\$ 46,460	\$ 46,460	\$ 26,787
Supplies	77	-	-	-	-
Maintenance & Services	215	-	-	-	133
Total Expenses	\$ 28,113	\$ 46,460	\$ 46,460	\$ 46,460	\$ 26,920

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Community Development Manager	-	0.25	0.25	0.25	0.25
Total	-	0.25	0.25	0.25	0.25

November 2008: Fund splits changed for Manager and Assistant Manager; a portion will now come out of this department

October 2009: Fund split changes for Assistant Manager

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
# of financial reviews for LaSalle Hotel	N/A	12	12	12	12
# of LaSalle proposal management projects	N/A	1	1	1	1
# of LaSalle Hotel management reviews	N/A	4	4	4	4
# of special projects partnerships with private entities	N/A	5	5	5	3
# of public service agency funding processes coordinated	N/A	2	2	1	2
# of outside agency contracts managed	N/A	5	5	5	-
# of federally funded contracts managed	N/A	6	6	4	3
# of City-wide planning process projects for 5 Year Consolidation Plan	N/A	1	1	1	1
Provide staff assistance to Downtown North Committee	N/A	1	1	1	1
Provide staff assistance to Census Committee	N/A	1	1	1	-
Provide staff assistance to Grants Committee	N/A	1	1	-	-

Bryan + College Station Library Services

Mission Statement

The mission of the Bryan + College Station Public Libraries is to provide equal opportunity access to information, high quality book 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

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

Fiscal Year 2010 Accomplishments

- Circulated 785,233 items.
- Circulated 303,598 juvenile items.
- Provided 99,373 uses of public access to computers, an increase of 4%.
- Provided 726 programs with an attendance of 42,926.
- Increased visitorship by 5% (494,863 visitors)
- Implemented Polaris system.
- Developed a plan for the City Council reading program for 4 year olds.
- Added over 2,600 eAudiobooks.
- Developed a list of vendors of Spanish language materials and added over 150 Spanish language eAudiobooks.
- Presented youth summer reading program.
- Began refurbishing the Clara B. Mounce Public Library.

Fiscal Year 2011 Goals and Objectives

- Provide additional programming for adults.
- Continue to develop partnerships within the Bryan and College Station communities.
- Conduct a campaign promoting issuance of cards to 50% of City employees.
- Continue refurbishing the Clara B. Mounce Public Library.
- Continue the expansion project at the Larry J. Ringer Library.

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 1,936,798	\$ 2,035,948	\$ 2,035,948	\$ 2,085,039	\$ 2,055,484
Supplies	59,278	31,780	31,780	39,726	40,465
Maintenance & Services	106,558	145,651	145,651	111,656	80,256
Miscellaneous/Admin Reimb	33,982	38,464	38,464	48,752	38,719
Capital Outlay	269,935	179,000	192,030	197,595	204,330
Total Expenses	\$ 2,406,551	\$ 2,430,843	\$ 2,443,873	\$ 2,482,768	\$ 2,419,254

	FY2009 Actual*	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Library Services	\$ 2,406,551	\$ -	\$ -	\$ -	\$ -
Bryan Library - General Operations	-	1,103,754	1,216,611	1,252,120	1,184,896
Bryan Library - Youth Services	-	176,645			
College Station Library - General Operations	-	817,756	830,726	843,201	979,679
College Station Library - Youth Services	-	124,924	116,703	86,127	
Carnegie Library	-	207,764	279,833	301,320	254,679
Total Expenses	\$ 2,406,551	\$ 2,430,843	\$ 2,443,873	\$ 2,482,768	\$ 2,419,254

*Library Services was formerly reported together; FY2010 is the first year Library Services was broken into divisions.

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 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	4	4	4	4
Technical Services Clerk	1	1	1	1	1
Catalog Librarian/Tech Services	1	1	1	1	1
Library Clerk	3	3	3	3	3
Assistant Librarian	1	-	-	-	-
Senior Librarian	-	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	6	6	6	6
Reference Librarian	6	6	6	6	6
Library Driver/clerk	1	1	1	1	1
Service Worker	1	1	1	1	1
Total	35	35	35	35	35

January 2009: Downgraded Assistant Community Librarian back to Senior Librarian

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Circulation	785,243	840,000	840,000	792,000	800,000
Library Visitors	494,863	480,000	480,000	494,000	500,000
# of Volumes	245,810	242,000	242,000	252,000	260,000
# of Reference Inquiries	27,233	27,000	27,000	21,000	27,000
# of volunteer hours	1,912	1,000	1,000	N/A	2,000
Computer use	99,373	900	900	108,000	110,000
Registered Borrowers	66,557	N/A	N/A	68,000	69,000



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Development Services

Mission Statement

The mission of the Development Services department is to provide quality customer service and education through the encouragement of teamwork and positive relationships in order to guide and promote development which helps build 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.
- Respond to the educational needs of the development community in particular and citizens in general.
- Promote the implementation of the 2001 Downtown Master Plan.
- Encourage development of new and implementation of adopted plans, for example, neighborhood plans and specific corridor plans.
- Prepare for and encourage responsible growth initiatives.
- Continue to seek and be responsive to public input during various phases of the planning, building, and enforcement processes.
- Seek cooperation with other (governmental and non-governmental) entities when appropriate and on regional issues.
- Continue to provide a high-standard, streamlined development, permitting and inspection process.
- Share resources and encourage cross-training among employees with varying job duties to increase efficiency and positive customer service experiences.
- Continue to improve the image and safety of the City and its citizens through proactive enforcement of adopted codes and ordinances.

Fiscal Year 2010 Accomplishments

- Worked towards implementing City Council's adopted strategic initiatives and the Comprehensive Plan's goals and objectives on a daily basis.
- Continued assisting in the development, stakeholder outreach and implementation of improvement plans for phase three of downtown revitalization.
- Administered the Downtown Improvement Program and continued working with downtown property owners to improve their properties in accordance with adopted design guidelines.
- Hired a consultant who began working on a historic resources survey in west downtown Bryan following last fiscal year's successful grant application from the Texas Historic Commission.
- Assisted in administering the Neighborhood Improvement Grant Program.
- 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.
- Developed an improved tracking system for zoning-related code enforcement cases.

- Developed the post-development review process to help achieve code compliance for improvements made without prior permit approvals.
- 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.
- Managed all aspects concerning six City advisory boards, commissions, including a Planning and Zoning Commission subcommittee.
- Prepared detailed background information and presented development proposals and other projects to the City Council for direction and/or final action.
- Held two half-day long training sessions with the Bryan Planning and Zoning Commission.
- Coordinated the 3rd Annual Development and Engineering Services Department Open House.
- Served as the City's representative on several community organizations and committees.
- Gave presentations on current development activities and/or the City's development process to the Planning and Zoning Commission and the City Council, as well as various groups and organizations in the community.
- Began developing individualized training schedules for each staff member, including required certifications and continuing education opportunities.
- Began extensive staff training and program establishment for migrating from the current land management and permitting software HTE to Sungard ONESolution.
- Began working on the development of enhanced land use and other regulatory controls for the Beck Street, State Highway 21, and State Highway 47 corridors.
- Conducted research and recommended regulatory options in response to requests to amend the text of the City's Zoning Ordinance.
- Made substantial progress in efforts to update the City's Subdivision Ordinance, including the establishment of a citizen task force.
- Developed the first comprehensive proposal in eight years for updating the City's fees as they relate to permitting and development review applications.
- Provided feedback and assistance in the planning of major capital improvement projects, including South College, Main Street and W. 28th Street.
- Continued to assist with the City's Green Team efforts by completing a departmental sustainability assessment and providing suggestions and feedback during Green Team meetings.
- Organized all aspects of the Park Hudson Trail ribbon cutting ceremony.
- Began researching opportunities for the development of a Public Improvement District (PID) in downtown Bryan.
- Presented a status report concerning the Comprehensive Plan action items to the City Council and the Planning and Zoning Commission.

Development Services

Fiscal Year 2011 Goals and Objectives

- Assisted other City departments in the drafting and review of changes to the Bryan Code of Ordinances.
- Resumed researching a proposal for establishing an overlay district with enhanced development requirements and land use regulations for the area including and around the St. Joseph Hospital campus.
- Assisted staff during an in-house planning charrette in developing a (re-)development strategy for the Travis B. Bryan Golf Course and surrounding areas.
- Linked all Planned Development (PD) District ordinances in GIS.
- Held quarterly staff meetings that included all Planning, Building, Code divisions as well as Engineering Department staff.
- Modified job descriptions for several positions in the Planning, Building and Code divisions in an effort to streamline work processes and responsibilities.
- Prepared and submitted an application for a Brownfields Community Wide Assessment Grant with the U.S. Environmental Protection Agency, and took necessary steps to ensure the proper administration and disbursement of funds.
- Participated as ex-officio member of the Downtown Bryan Economic Development Association (DBEDA).
- Produced a Downtown Bryan promotional video.
- Began surveying properties in the City's historic districts to identify properties of historic significance affected by neglect.
- Assisted the organizational efforts of the "Lights On in Downtown" and "Texas Reds Steak and Grape Festival" planning committees.
- Assisted the Planning and Zoning Commission in its discussions concerning building setback encroachments and other building design standards for nonresidential and residential developments.
- Investigated the benefits of the Film Friendly Texas certification program and helped adopt guidelines for film production in Bryan.
- Prepared future land use plans/development scenarios for the Water Services Department's application for a sewer CCN with the Texas Commission on Environmental Quality.
- Provided staff for inspection and routine maintenance at Coulter Field.
- Trained Building Inspectors to be able to do all types of inspections (Combination Inspector).
- Obtained ICC certifications.
- Established clear guidelines for Board of Appeals and Building Standards Commission.
- Adopted the 2009 ICC building codes and new electrical codes.
- Completed materials for elementary school public outreach regarding code enforcement.
- Provided proactive enforcement of code violations.
- Identified and demolished unsafe structures.
- Provided staff support for all five tax increment reinvestment zones.
- Provided staff support for the 2010 Census.
- Continue to provide pre-development meetings, a "staffer on call", and streamlined development review, permitting and inspection processes.
- Continue to provide accurate, timely and relevant information to the City Council, boards and commissions, city management and citizens.
- Continue to educate appointed officials in workshop meetings about the City's stated vision and their responsibilities in achieving that vision.
- Continue administration of the Downtown Improvement Program and work towards the establishment of a city-wide property improvement program.
- Continue to assist with all aspects of the Downtown North redevelopment project.
- Continue to make progress in updating development and building codes to align with industry standards.
- Continue working with the IT Department toward the successful implementation of Sungard ONESolution to improve the department's efficiency in tracking applications.
- Adopt updated construction codes reflecting industry standards.
- Continue to provide staff and resources to assist in public education and outreach through PSAs, radio shows and the creation of informational material.
- Update the Developer's Guide.
- Continue identifying and removing unsafe structures through the demolition program.
- Continue to investigate opportunities for enhanced development regulations along the City's major corridors and entryways, including Beck Street, State Highway 21, and State Highway 47.
- Continue to work on updating and overhauling the City's development codes, including the Subdivision, Zoning, and Site Development Ordinances.
- Begin work on a "Zoning History Layer" in GIS.
- Create an inventory of all billboards in GIS.
- Continue developing a "development code library" to improve internal and external research opportunities.
- Complete assigning internal addresses for all traffic signals for internal billing purposes.
- Investigate effective enforcement methods for the repair or removal of deteriorated and abandoned signs.
- Assist Traffic and Transportation Services in updating the City's Thoroughfare Plan.
- Continue to conduct mobile home park inspections.
- Continue to encourage staff to seek training related to the FY10 HR program.
- Develop home owner applications for plumbing, mechanical and electrical permits.
- Increase the rate of Laserfische document scanning.
- Research ways to raise the quality and efficiency of reviews, inspections and customer service.
- Continue a proactive enforcement and demolition program.

Development Services

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 1,366,919	\$ 1,486,362	\$ 1,486,362	\$ 1,477,539	\$ 1,569,444
Supplies	58,003	57,698	57,698	51,497	59,186
Maintenance & Services	88,240	137,651	137,651	103,506	134,063
Miscellaneous/Admin Reimb	166,232	61,500	91,821	81,745	91,821
Transfers	27,013	30,321	-	-	-
Total Expenses	\$ 1,706,407	\$ 1,773,532	\$ 1,773,532	\$ 1,714,287	\$ 1,854,514

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Planning & Development Director	1	1	1	1	1
Assistant Planning & Development Director	-	1	1	1	1
Senior Planner	1	1	1	1	1
Planning Administrator	1	1	1	1	1
Staff Planner	2	-	-	-	-
Project Planner	-	1	1	1	1
Development Technician	1	1	1	1	1
Development Coordinator	1	1	1	1	1
Development Services Representative	6	4	4	4	4
Staff Assistant	-	2	2	2	2
Building Inspector	1	1	1	1	1
Building Services Administrator	1	1	1	1	1
Code Enforcement Officer	6	4	4	4	4
Code Enforcement Coordinator/Supervisor	1	1	1	1	1
Development Project Specialist	-	1	1	1	1
Electric Inspector	1	1	1	1	1
Plans Examiner	1	1	1	1	1
Plumbing & Mechanical Inspector	1	1	1	1	1
Total	25	24	24	24	25

Upgraded 2 Development Services Reps to Development Services Staff Assistants

Changed one Code Enforcement position to Development Project Specialist

Changed Building Services Manager title to Building Services Administrator

Changed Staff Planner title to Project Planner

Changed Project Planner title to Senior Planner

FY2011: Moved Economic Development Planner¹ from Executive

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
# of working days to review site dev. submittals	5	5	5	4	4
# of hours per day a "staffer on call" is available to the public	N/A	8	8	8	8
Planning and Zoning Commission meetings	N/A	23	23	19	21
Historic Landmark Commission meetings	N/A	22	22	17	22
Zoning Board of Adjustment meetings	N/A	8	8	8	12
# of special training wrkshps for boards and commissions	N/A	7	7	5	5
Change of owner/use/tenant applications processed	N/A	310	310	260	290
# of days to obtain a residential building permit	2	2	2	2	3
Response time to request for inspection (hours)	20	20	20	20	24
# of inspections	9,200	7,500	7,500	7,233	8,000
# of dangerous structures repaired/razed	70	70	70	25	30
# of new single family residence & duplexes permitted	275	200	200	162	180
Total # of permits issued	4,500	4,000	4,000	4,333	5,000
# of mobile home park inspections	N/A	35	35	19	30
% complete on HTE Planning Module implementation	N/A	100	100	35	100
# of meetings dedicated to the entire staff development	N/A	5	5	4	5
% complete on the Developers Guide update	N/A	100	100	20	100
# of professional staff receiving formal training	N/A	12	12	12	12
# of development/building codes updated or rewritten	N/A	4	4	3	12
% complete on Census assistance	N/A	N/A	N/A	80%	90%
% complete on mid-point Comp Plan status report	N/A	N/A	N/A	100%	100%
Facilitated funds for DIP	\$200,000	\$100,000	\$100,000	\$100,000	\$100,000
Number of staff in compliance with new training schedule	N/A	N/A	N/A	12	24
% complete on West Side Survey	N/A	N/A	N/A	100%	N/A
% complete on Brownsfield Grant	N/A	N/A	N/A	60%	100%

Parks & Recreation

Mission Statement

The mission of the Parks and Recreation department is to enhance and improve the quality of life of all citizens of Bryan, promote tourism, aid in public safety through juvenile crime prevention, and contribute to community development by providing high quality parks and facilities, highly trained professional staff, special events, and wholesome, constructive recreation programming.

Strategic Initiatives

- Provide the community with a variety of park facilities and amenities.
- Continue to improve the aesthetic aspects of park facilities.
- Provide recreational opportunities for all interests and ages.
- Provide a better quality golfing experience at Bryan Municipal Golf Course.
- Continue to grow and improve the Texas Reds Festival.

Fiscal Year 2010 Accomplishments

- Increased attendance at the Texas Reds Festival by 28%, which exceeded our goal of 10%.
- Increased sponsorship for the Texas Reds Festival by 16.6%, which exceeded our goal of 25%.
- Extended the Holiday lights on rooftops display two more blocks on both Main and Bryan.
- Offered 36 Community Education programs during the year, which exceeded our goal of 10.
- Increased Pee Wee Sports participation by 15%, which exceeded our goal of 10%.
- Established a partnership with the Brazos Valley Museum of Natural History to develop a trail behind the Bryan Towne Center.
- Acquired additional parkland through the subdivision ordinance in the two new subdivisions, which met our goal.
- Inventoried all golf turf equipment and entered the information into the system so that it can be added to the City's equipment replacement program.
- Completed our evaluation of the department organization chart and established four departmental divisions.
- Accomplished numerous projects at the municipal golf course including reconstruction of a low water crossing, planting over 150 trees, building a new bridge, a new scoreboard and a landscaped berm along the 16th fairway, renovating a building for maintenance, establishing a maintenance yard, rebuilding bunkers on #3 and #11 greens and a shelter on #5 hole, renovating the turf in numerous locations, improving the turf throughout the course, installing new drainage lines and implementing the GHIN handicapped system in the shop.

- Started a new Junior Golf program.
- Offered an average of 3 new senior programs or activities during the year which exceeded our goal of 2 per month. We also made the Seniors aware of and/or attended an additional 500+ programs.
- Compiled and sent a monthly calendar of activities and events to over 400 Seniors.
- Completed the Copperfield Nature Trail in conjunction with an Eagle Scout project.
- Renovated the soccer field in Villa West Park.
- Took over the maintenance of the Park Hudson Trail to ameliorate the impact to the department budget.
- Divested unusable land at the corner of Villa Maria and Finfeather.
- Held the First Annual Local Hershey Track and Field Meet.
- Replaced the pool drains at all three aquatic sites to comply with the Virginia Graeme Baker Act.
- Increased summer participation at the Neal Recreation Center.
- Revamped our Texas Reds, Bryan Barracudas and Travis B. Bryan Municipal Golf Course web sites.
- Began Department marketing through social media.

Fiscal Year 2011 Goals and Objectives

- Increase both attendance and sponsorship at Texas Reds Festival by 10%.
- Undertake and complete a minimum of five (5) projects at the Travis B. Bryan Municipal Golf Course.
- Increase rounds of golf by 5%.
- Provide customer service training and conflict management training to the Department staff.
- Offer full day Summer Camp program and increase participation by 10%.
- Increase participation on the Barracudas by 10%.
- Offer a total of 15 Community Education programs.
- Offer at least 3 Senior programs per month and keep the Seniors informed of all other Senior activities in the area on a monthly basis.
- Develop the trail at the Bryan Towne Center Park.
- Develop a dog park at the Morris "Buzz" Hamilton Memorial Park.
- Increase attendance at our aquatic facilities by 20%.
- Increase the use of the Palace Theater by 10%.

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 2,122,717	\$ 1,977,878	\$ 1,932,246	\$ 1,870,132	\$ 1,825,297
Supplies	466,335	344,481	344,481	422,607	411,400
Maintenance & Services	1,016,696	851,772	851,843	946,769	962,075
Miscellaneous/Admin Reimb	943,299	915,595	995,956	812,329	882,908
Capital Outlay	76,411	11,500	26,500	99,161	11,500
Debt Service	-	165,000	-	-	-
Transfers	88,219	73,780	-	-	-
Total Expenses	\$ 4,713,677	\$ 4,340,006	\$ 4,151,026	\$ 4,150,998	\$ 4,093,180

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Parks & Recreation Administration	\$ 3,645,548	\$ 1,704,894	\$ 1,726,546	\$ 995,316	\$ 304,629
Texas Reds Festival	293,815	207,725	207,725	224,973	212,664
Municipal Golf Course	774,314	-	-	744,366	764,368
Operations	-	409,523	244,523	-	-
Maintenance	-	433,899	388,267	-	-
Parks	-	234,436	234,436	650,214	1,569,950
Cemetery	-	54,647	54,647	67,186	72,414
Recreation	-	302,019	302,019	307,638	212,682
Aquatics	-	485,605	485,605	562,949	576,561
Athletics	-	279,506	279,506	362,700	130,213
Neal Recreation Center	-	227,752	227,752	235,656	249,699
Total Expenses	\$ 4,713,677	\$ 4,340,006	\$ 4,151,026	\$ 4,150,998	\$ 4,093,180

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Department Manager	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Parks Manager (Cemetery Sexton)	1	1	1	1	1
Athletic Supervisor	1	1	1	1	1
Neal Recreation Center Supervisor	1	1	1	1	1
Aquatic Supervisor	1	1	1	1	1
Recreation Manager	1	1	1	1	1
Special Events/Marketing Supervisor	1	1	1	1	1
Grounds Foreman	1	1	1	1	1
Irrigation Specialist	1	1	1	-	-
Recreation Programmer	-	-	-	1	1
Parks Grounds Worker	3	3	3	3	3
Maintenance Technician	1	1	1	1	1
Golf Operations Manager	-	1	1	1	1
Golf Assistant Operations Manager	-	1	1	1	1
Golf Assistant Maintenance Manager	-	1	1	1	1
Golf Maintenance Manager	-	1	1	1	1
Golf Mechanic	-	1	1	1	-
Total	14	19	19	19	18

October 2008: Added one Irrigation Specialist for FY09 through a decision package.

February 2009: Irrigation Specialist eliminated and replaced with Recreation Programmer

December 2008: Five golf positions were moved from temporary to full-time positions for FY09.

Parks & Recreation

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Holiday Magic - Participants	5,800	6,000	6,000	6,000	6,000
Family Camp Out - Participants	205	300	300	105	300
Pee Wee Sports Program - Participants	550	600	600	600	625
Aquatics - Learn to Swim - Participants	2,000	2,000	2,000	2,200	2,200
Summer Park Program Sites	9	9	9	9	9
Summer Park Program - Participants	900	900	900	900	900
Neal Recreation Center Memberships	425	425	425	450	450
Adult Softball - Teams Registered	150	125	125	125	125
Cemetery Plot Sales	100	100	100	115	115
# of Pavilion Rentals	900	900	900	920	930
Palace Theater Rentals	63	65	65	60	65
Construction of Splash Pads	N/A	1	1	0	0
Community Education Programs	N/A	10	10	15	15
Texas Reds Participation	25,000	27,500	27,500	32,000	38,000
Sponsorships	\$225,000	\$250,000	\$250,000	\$173,600	\$250,000
% completion of Park Hudson Trail	N/A	N/A	N/A	100%	N/A
% of buildings/trees - Holiday Lights	N/A	100%	100%	100%	N/A
Parcels of parkland acquired	N/A	2	2	2	2
Conduct facility surveys	N/A	3	3	1	2
Senior Programs conducted each month	N/A	2	2	3	5

Parks & Recreation Revenue by Category

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Administration	\$ 501,224	\$ 210,000	\$ 210,000	\$ 433,000	\$ 289,000
Recreation Rentals	64,070	61,000	61,000	60,000	60,000
Aquatics	167,413	155,035	155,035	126,000	136,000
Athletics	41,844	47,000	47,000	43,600	46,000
Neal Recreation Center	27,568	32,800	32,800	32,750	32,500
Golf Course Fees	1,017,755	1,020,000	1,020,000	979,200	1,034,500
Cemetery	41,715	37,850	37,850	40,100	40,100
Palace Theatre	7,158	10,500	10,500	7,500	9,000
Senior Program	1,698	300	300	2,500	2,500
Total Recreation Revenues	\$ 1,870,445	\$ 1,574,485	\$ 1,574,485	\$ 1,724,650	\$ 1,649,600



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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.

Strategic Initiatives

Accounting:

- Provide accurate, timely and relevant financial information to the City Council, management, investors and citizens of the City of Bryan.
- Ensure compliance with all applicable Federal, State and City Charter accounting and financial reporting requirements.
- Prepare financial statements which fairly present the financial position of the City's funds and activities in conformity with Generally Accepted Accounting Principles (GAAP).
- Utilize available technology to ensure efficient and effective customer service and management of resources.

Budget:

- Provide accurate, timely and relevant financial information to the City Council, management, investors and citizens of the City of Bryan.
- Ensure compliance with applicable Federal, State and City Charter budgeting and reporting requirements.
- Prepare the annual budget for use as a policy document, operations guide, financial plan and as a communications device.
- Maintain the City's Investment Policy in compliance with the Public Funds Investment Act.
- Utilize available technology to ensure effective customer service and management of resources.
- Continue emphasis on the performance measurement program to ensure the most effective use of the City's resources.

Purchasing:

- Ensure purchasing policies and procedures
- Provide internal control while streamlining processes.
- Maintain good vendor/City relationships.
- Ensure goods and services are available through the most cost-effective means.
- Provide training for City staff in purchasing policies, quality control, and ethics in procurement.
- Provide annual training for local businesses.
- Promote and support cooperative interlocal purchasing.
- Promote and support effective and cost-saving outsourcing initiatives.

Fiscal Year 2010 Accomplishments

Accounting:

- Received the Government Finance Officers Association (GFOA) Certificate of Excellence in Financial Reporting for fiscal year 2008.
- Received unqualified opinion from auditors for the year ended September 30, 2009.

- Management letter prepared by the City's independent auditing firm contained no reportable conditions.
- Completed the Annual Report of Continuing Disclosure Requirements of SEC Rule 15c2-12.
- Converted child support payments to electronic format.
- Provided training in accounts payable, purchase cards, accounts receivable, cash receipts, and cash handling.
- Received the City award for most documents imaged in fiscal year 2009.

Budget:

- Provided Quarterly Budget Reports to management
- Provided monthly Sales Tax Analysis report
- Provided budget training to all departments

Purchasing:

- Received the 2009 Achievement of Excellence in Procurement (AEP) Award (National Organization).

Fiscal Year 2011 Goals and Objectives

Accounting:

- Receive the GFOA's Certificate of Achievement for Excellence in Financial Reporting for FY2009.
- Receive an unqualified opinion from the City's independent auditors for the financial statements for the year ended September 30, 2010.
- Close each accounting period by the 11th working day of the following month.
- Provide reports to the City Manager by the 12th working day of each month.
- Ensure that 1% or less of 1099's are reported by the IRS on Notice CP-2100A.
- Earn a yield which meets or exceeds the benchmark rate on the cash and investment portfolio.
- Scan all FY2010 journal entries into laser fiche.
- Submit payroll reports/ payments in a timely manner.
- Submit all state and federal reports in a timely manner.
- Prepare and submit all wires and ACH's with no errors.
- Have all cash receipt groups updated no more than two days after receipt by our department.
- Have the FY 2010 CAFR ready for the auditors' review by February 15, 2011.
- Pay all vendor invoices within 6 working days of receiving correct invoices from individual departments.

Budget:

- Receive the GFOA Distinguished Budget Award for the FY2011 annual budget
- Provide monthly sales tax analysis report to management
- Provide quarterly budget reports to management
- Provide financial forecast information to management at regular intervals throughout the budget year

Purchasing:

- Establish effective informational training for City employees.
- Revise Purchasing Department policies and procedures and update according to legislative changes.
- Promote more cooperative inter-local purchasing.
- Apply for and receive the 2010-2011 AEP Award.

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 1,196,539	\$ 1,047,461	\$ 1,047,461	\$ 968,141	\$ 992,597
Supplies	36,469	32,104	35,114	34,616	41,168
Maintenance & Services	42,733	67,282	67,282	50,854	58,284
Miscellaneous/Admin Reimb	151,716	226,374	231,187	216,249	213,620
Capital Outlay	-	-	23,401	23,401	-
Total Expenses	\$ 1,427,457	\$ 1,373,221	\$ 1,404,445	\$ 1,293,261	\$ 1,305,669

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Finance & Accounting	\$ 843,320	\$ 949,973	\$ 981,197	\$ 948,109	\$ 935,074
Budgeting	268,622	223,491	223,491	201,563	211,413
Purchasing	315,515	199,757	199,757	143,589	159,182
Total Expenses	\$ 1,427,457	\$ 1,373,221	\$ 1,404,445	\$ 1,293,261	\$ 1,305,669

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Accounting:					
Chief Financial Officer	1	1	1	1	1
Accounting Manager	1	1	1	1	1
General Accountant	3	3	3	2	2
Finance Specialist	3	3	3	3	3
Payroll Specialist	1	1	1	1	1
Finance Assistant	1	1	1	2	2
Budget:					
Budget Manager	1	1	1	1	1
Budget & Investment Analyst	1	1	1	1	1
Budget Analyst	1	-	-	-	-
Purchasing:					
Purchasing Manager	1	1	1	1	-
Purchasing Buyer	3	1	1	1	2
Purchasing Assistant	1	-	-	-	-
Total	18	14	14	14	14

October 2009: Eliminated Budget Analyst position

October 2009: Changed Budget Director title to Budget Manager

October 2009: Eliminated 2 Buyer positions and 1 Purchasing Assistant

Fiscal Services

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Accounting:					
% of goal for receiving GFOA Cert of Excellence in Finc Reporting	100%	100%	100%	100%	100%
# of days needed to post CAFR on web after auditor review	30	20	20	5	15
% of goal for receiving unqualified opinion from ind. auditors	100%	100%	100%	100%	100%
# of reportable conditions on auditor's management letter	4	2	2	0	0
Avg. # of working days to close prior accounting period	12	11	11	11	11
Avg. # of working days to issue monthly financial reports	12	12	12	12	12
Avg. # of working days to post cash receipts	2	2	2	2	2
% of state and federal filing requirements met	100%	100%	100%	100%	100%
% of 1099's reported on IRS's CP-2100A	N/A	1%	1%	1%	1%
% of wires and ACH's with no errors	N/A	100%	100%	100%	100%
% of CAFR completed & submitted to auditors by Feb. 15	N/A	100%	100%	100%	100%
% of invoices pd w/i 6 work days of receipt from individual depts.	N/A	100%	100%	99%	100%
Budget:					
% of goal for receiving GFOA Distinguished Budget Award	100%	100%	100%	100%	100%
# of Qtlly Budget Reports provided to Audit Comm, Council, & Mgmt	4	4	4	4	4
# of Monthly Sales Tax Reports provided to Mgmt.	N/A	12	12	12	12
# of budget training sessions conducted for staff & Mgmt.	N/A	4	4	3	3
% of state & federal budget filing requirements met	100%	100%	100%	100%	100%
# of reports to Mgmt. & Council relating to economic & financial forecasts	N/A	4	4	4	4
# of Qtlly Investment Reports prepared in compliance with Public Funds Investment Act	N/A	4	4	4	4
Yield % for benchmark perf. rate on cash & investment portfolio	N/A	1.85%	1.85%	1.00%	1.00%
Purchasing:					
# of formal bids processed	96	90	91	75	85
# of annual contracts for goods and services	83	115	115	100	105
Value of goods and services on annual contracts	\$9,800,000	\$13,296,000	\$13,296,000	\$8,859,000	\$9,250,000
# of purchase orders issued	1,400	1,200	1,200	1,200	1,200
Expenditures processed through the Purchasing Dept.	\$63,000,000	\$49,000,000	\$49,000,000	\$49,000,000	\$50,000,000
Expenditures processed on p-card	\$1,780,000	\$1,750,000	\$1,750,000	\$1,700,000	\$1,750,000
Average amount per purchase order	\$45,500	\$43,000	\$43,000	\$40,833	\$41,650



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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

- Provide in-house training to City staff on varied applications.
- Increase utilization of HTE across the City through a system training initiative.
- Broaden deployment of 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.
- Improve stability and security of City systems.

Fiscal Year 2010 Accomplishments

- Implemented Server/Desktop Virtualization
- Implemented Cisco Presence Citywide
- Upgraded City systems to MS-Office 2007
- Maintained over 95% above average rating on Help Desk Survey results
- Maintained 99.99% planned uptime for: Systems, Network, and Radio System
- Maintain capital replacement inventory for all computers and peripherals on our network
- Upgraded Fire Records system hardware/software
- Continued integration of GIS to critical data systems
- Provide over 1200 man-hours of training to City Staff on varied applications and systems
- Expanded City fiber network
- Provided additional redundancy in network and telecommunication resources
- Expanded existing wireless data services
- Facilitated city wide continuing education initiatives
- Migrated from Exchange 2003 to Exchange 2007

- Brought additional City Facilities on-line (Coulter)
- Upgraded Public Safety Systems (Police, 911 and Mobiles)
- Implemented Beta One-Solution Project
- Upgraded LaserFiche (document imaging system)
- Upgraded Municipal Court Application
- Upgraded Kronos Timekeeping Application
- Upgraded I-Series operating Systems
- Supported and Upgraded Mobile Command Vehicle
- Supported Community Emergency Operations Center
- Upgraded mobile data computer "fleet"
- Implemented new mobile video project (Arbitrator)
- Implemented E-Citation Solution
- Upgraded GIS Systems (ArcServer, ArcMap9.3)
- Upgraded Blackberry Enterprise System
- Upgraded CISCO VoIP phone system
- Continued departmental community outreach (Sheriff's office, District Attorney, TAMU Big Event, Boy Scouts, Internet Safety classes, GIS Day, BISD HOSTS, etc.)

Fiscal Year 2011 Goals and Objectives

- Continue "Green IT Initiatives"
- Maintain over 95% above average ratings on Help Desk Survey results
- Maintain at least a 99.5% planned uptime for Systems, Network, and Radio system
- Expand our Virtualization initiatives
- Continue integration of GIS to critical data systems
- Provide 1200 man-hours of training to City Staff on varied applications and systems
- Provide additional redundancy in network and telecommunication resources
- Continue expansion of City fiber network
- Expand additional wireless data services
- Facilitate city wide continuing education initiatives
- Add additional City Facilities (City Hall Annex) to Network
- Implement Windows SharePoint, Windows7, Exchange 2010, Office 2010 and other applications
- Continue Community outreach (Sheriff's office, District Attorney, TAMU Big Event, Boy Scouts, Internet Safety classes, BISD HOSTS, etc.)
- Complete 95% of Radio System Re-banding
- Complete BVWACS Backbone Installation
- Integrate Fire and Police Radio Units into the BVWACS System

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 1,112,871	\$ 1,115,412	\$ 1,115,412	\$ 1,111,332	\$ 1,142,802
Supplies	140,234	62,604	62,754	66,060	85,745
Maintenance & Services	969,796	899,103	922,949	980,823	973,324
Miscellaneous/Admin Reimb	56,040	90,013	94,707	92,556	27,344
Capital Outlay	423,001	287,000	517,522	398,000	80,000
Transfers	7,059	4,844	-	-	-
Total Expenses	\$ 2,709,001	\$ 2,458,976	\$ 2,713,344	\$ 2,648,771	\$ 2,309,215

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
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
Systems/Network Specialist	2	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	15	15

October 2008: Changed 1 System/Network Specialist to System/Network Administrator

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
% "Above Average" rating on Help Desk survey results	N/A	95%	95%	95%	95%
Help Desk calls processed	3,500	4,000	4,000	4,000	4,000
% of Help Desk calls w/ response time < 1 hr	75%	75%	75%	75%	75%
% of Network/System/Radio Uptime	99.5%	99.5%	99.5%	99.5%	99.5%
Training Man-Hours provided to City Staff	1,000	1,200	1,200	1,200	1,200
% of GIS Layers Updated Annually	65%	70%	70%	70%	70%
Continued Development of Business Impact/Continuity Analysis Plan	N/A	100%	100%	100%	100%

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.

Strategic Initiatives

- Provide prompt responses to the needs of citizens, visitors, and local media.
- Proactively provide positive information about Bryan.
- Provide residents, visitors, and media with multiple methods of accessing information about Bryan.

Fiscal Year 2010 Accomplishments

- Earned four statewide awards, four national awards and one local award for Communications and Marketing efforts.
- Represented the City of Bryan on the Texas A&M University Student Life activities committee, the Chamber of Commerce's Media Relations Committee, the Executive Board of the Children's Museum of Brazos Valley.
- Completed annual reports for Bryan Police Department and Bryan Texas Utilities.
- Worked with BTU officials on a communications plan.
- Wrote articles that were published in Texas Monthly and the International Town and Gown Association newsletter.
- Spoke about the City of Bryan to The Battalion newspaper staff, a Blinn College media class and at a meeting of the Houston/Galveston Regional Public Information Officer Network.
- Created the first-ever Code Enforcement coloring book in English and Spanish, to be distributed in local schools.
- Created a marketing piece calling for legislators to assist in funding the proposed HSC Parkway. The proposal represented a partnership of 11 entities.
- Sponsored several Texas A&M sporting events.
- Facilitated numerous story pitches and contacts with the media to ensure accurate, timely information is distributed to the public.
- Created numerous Public Service Announcements promoting Bryan and its programs.
- Promoted City of Bryan information weekly at three local radio stations.
- Assisted in planning and promoting such events as the Lights On holiday ceremony, Buzz Hamilton Park Dedication ceremony, Texas Reds Steak and Grape Festival and Mayor's Downtown Impact Award.

Fiscal Year 2011 Goals and Objectives

- Enhance marketing efforts for Downtown Bryan and biomedical corridor development.
- Strengthen relationships with Texas A&M University and City of College Station.
- Create an advertising RFP and marketing plan for Texas Reds.
- Initiate a quarterly media report to distribute to staff and council to chart departmental progress.

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 356,500	\$ 369,275	\$ 369,275	\$ 368,442	\$ 372,397
Supplies	37,800	6,925	6,925	7,241	9,050
Maintenance & Services	17,429	12,510	10,660	10,660	10,205
Miscellaneous/Admin Reimb	40,553	25,360	47,210	45,360	40,337
Capital Outlay	36,712	20,000	-	-	-
Total Expenses	\$ 488,994	\$ 434,070	\$ 434,070	\$ 431,703	\$ 431,989

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Communications Director	1	1	1	1	1
Communications/Marketing Specialist	1	1	1	1	1
Graphic Design Specialist	1	-	-	-	-
Video Production Specialist	1	2	2	2	2
Webmaster/Multimedia Specialist	1	1	1	1	1
Total	5	5	5	5	5

March 2009: Graphic Design Specialist eliminated and added an additional Video Spec.

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
# of press releases issued	N/A	250	250	300	300
# of public service announcements	N/A	25	25	30	30
# of Bryan Living and Learning segments	N/A	25	25	25	25
# of media contacts	N/A	600	600	600	600
# of meetings with Texas A&M organizations	N/A	10	10	10	10
# of new initiatives implemented for positive promotion of COB	N/A	25	25	25	25
# of initiatives or advertisements used to promote Downtown Bryan	N/A	25	25	25	25
# of media interview training sessions offered to directors	N/A	5	5	5	5

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 and provide motivation for that service.
- Provide excellent customer service at all times and in all initiatives.

Fiscal Year 2010 Accomplishments

- Implemented on-line training options for all employees, including review and recommendation of courses.
- Incorporated training/development requirements into performance evaluation process; initiated and coordinated core training requirements for newly hired employees.
- Developed training tracks and series focused more specifically on individual types of positions, from manager to line worker.
- Created and implemented new performance evaluation process and forms, including 360 evaluations.
- Completed update of local Civil Service rules and regulations to meet the recruiting and hiring 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.
- Conducted thorough salary survey of comparable cities and made recommendations of any market adjustments necessary to stay competitive; police and fire positions included.
- Completed departmental meetings with department heads and/or managers to ascertain their current and future needs, level of satisfaction of our services, etc.
- Provided professional development services to supervisors/managers and employees.
- 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 several police and fire entrance and promotional exams.
- Cross-trained and continued integration of Human Resources and Risk staff and functions.
- Continued initial stages of succession planning for top management positions.
- Coordinated large volunteer program for the Texas Reds Festival.

Fiscal Year 2011 Goals and Objectives

- Conduct thorough salary survey of comparable cities and made recommendations of any market adjustments necessary to stay competitive; police and fire positions included.
- 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 to all management positions.
- Implement a citywide language skills program.
- Continue to enhance HR's webpage to provide needed and requested information and tools to users.
- Develop a shared-service program with other departments to support and enhance funding of training, education reimbursements, recruiting, etc.

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 353,227	\$ 375,480	\$ 375,480	\$ 374,990	\$ 382,795
Supplies	56,353	49,600	55,429	55,285	48,100
Maintenance & Services	131,128	148,282	148,282	139,811	145,580
Miscellaneous/Admin Reimb	25,469	24,100	24,100	23,100	23,800
Total Expenses	\$ 566,177	\$ 597,462	\$ 603,291	\$ 593,186	\$ 600,275

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 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

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
# of Personnel Reqs Processed	190	200	200	150	150
# of Applications Received	7,173	7,600	7,600	6,000	6,000
# of New Hires	280	300	300	240	240
Turnover Rate/%	22%	21%	21%	20%	20%
# of Training Sessions Conducted/Coordinated	120	60	60	60	60
# of Disciplinary Actions/Grievances	N/A	65	65	60	60

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

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

- Communicate City Council policy direction to staff effectively and accurately.
- Create an environment where diversity is valued and ethical, moral and legal conduct is fostered within the organization.
- Involve citizens in community-wide decision making processes.
- Address citizen needs and issues in a responsive, equitable, and courteous manner.
- Ensure that the City Council is well-informed for their decision-making responsibilities.
- Treat staff members fairly, with respect, and are provided with a safe working environment.
- Manage public funds and assets in a fiscally responsible manner.
- Ensure that city staff maintain a consistently high quality of work and are encouraged to develop and improve performance.
- Identify and strategically plan for the future needs of the organization and/or community.
- Follow and act appropriately upon the strategic plan.

Fiscal Year 2010 Accomplishments

- Provided City Council with 52 weekly reports of organizational activities.
- Completed 2010 Bryan Leadership Academy.
- Reviewed Capital Improvement Plans (CIPs) and provided Council with a 5-year CIP.
- Attended BBC, Coulter, CPAC, Library Board, and Parks Board meetings.
- Completed 2010 Citizen Survey.
- Provided City Council with quarterly citizen complaints and comments, as well as how those issues were addressed.
- Investigated issues brought to our attention by Council members and informed Council of those concerns.
- Implemented plans for strategic initiatives as outlined in the strategic plan.

Fiscal Year 2011 Goals and Objectives

- Citizens 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.
- Continue to assist with economic development initiatives.
- Attend all City Council meetings.
- Respond to citizen concerns within 24 hours.

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 779,676	\$ 773,013	\$ 773,013	\$ 770,613	\$ 728,110
Supplies	27,082	28,010	28,010	16,424	28,950
Maintenance & Services	160,642	192,483	192,483	152,246	213,039
Miscellaneous/Admin Reimb	146,800	158,425	173,332	149,250	69,500
Total Expenses	\$ 1,114,200	\$ 1,151,931	\$ 1,166,838	\$ 1,088,533	\$ 1,039,599

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
City Manager	1	1	1	1	1
Deputy City Manager	2	2	2	2	2
Economic Development Planner ¹	-	1	1	1	-
Executive Services Assistant	3	2	2	2	2
Total	6	6	6	6	5

March 2009: Added Economic Dev Planner

October 2009: Moved 1 Executive Services Assistant to Part-time Regular

FY2011: Moved Economic Development¹ Planner to Development Services

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 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	2	2	2	2	2
# 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	4	4	4	4	4
# of Council Retreats	4	4	4	4	4
# 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 mission of the City Internal Auditor's Office is to ensure that proper accountability is maintained over public funds while helping to improve the efficiency and effectiveness of the City of Bryan. To accomplish this, the City Internal Auditor performs audits to help ensure the reliability and integrity of financial records, compliance with City policies and procedures, accountability and protection of City assets, and the achievement of program goals.

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 2010 Accomplishments

- Monitored, investigated and reported on Fraud Hotline/Direct Reported allegations.
- Facilitated and participated in quarterly Audit Committee meetings (plus external Auditor's Reports).
- Audited the City's/BTU's cash handling procedures and policies.
- Attended City Council and BTU board meetings.

Fiscal Year 2011 Goals and Objectives

- Perform an annual risk assessment based on City budget and management input.
- Perform 4-6 operational reviews.
- Perform fraud investigations within 72 hours of receipt and report the results to the Audit Committee during scheduled meetings.
- Perform special requests by the City Council in order to help make management and voting decisions.

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 118,897	\$ 119,877	\$ 119,877	\$ 119,877	\$ 121,949
Supplies	398	883	883	563	563
Maintenance & Services	1,169	5,493	5,493	1,993	2,547
Miscellaneous/Admin Reimb	722	1,550	1,550	1,500	1,500
Total Expenses	\$ 121,186	\$ 127,803	\$ 127,803	\$ 123,933	\$ 126,559

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Internal Auditor	1	1	1	1	1
Total	1	1	1	1	1

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 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 the 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 properly recording and filing 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.
- Assist City Council with accomplishment of strategic initiatives.

Fiscal Year 2010 Accomplishments

- Completed two departmental records audits.
- Administered elections properly and effectively.
- Solicited a preclearance of annexation for special elections through the U.S. Department of Justice.
- Received the Exemplary Five Star Award from State of Texas for excellence in vital statistics reporting.
- Served as 2009-2010 President of the International Institute of Municipal Clerks promoting and representing the City of Bryan throughout the year.
- Continued implementation of city-wide volunteer program.
- Continued expansion of Neighborhood Association Partnership Program.
- Continued expansion of Teen Court at Bryan High, Rudder High School and Long Middle School.

- Continued preservation of City's archival records, expanded repository of public records, and continued expansion of City's imaging/document records management program in various offices.
- Conducted candidate orientation.
- Conducted new councilmember orientation.
- Conducted Texas Open Meetings Act training for newly elected Councilmembers and boards, committee and commission members.
- Assisted Police Department with CALEA accreditations relative to records management.
- Began process for implementation of redistricting plan following the 2010 census.

Fiscal Year 2011 Goals and Objectives

- Facilitate successful redistricting process following 2010 Census.
- Adopt and implement new records retention schedules as set out by State of Texas.
- Continue expansion of Teen Court in Schools Program.
- Serve as interim records custodian for BVSWMMA, Inc.
- Receive Five Star Award from State of Texas for Excellence in Vital Statistics reporting.
- Complete two departmental records audits.
- Administer elections properly and effectively.

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 412,005	\$ 419,900	\$ 419,900	\$ 387,949	\$ 390,453
Supplies	15,591	26,694	27,622	28,234	26,694
Maintenance & Services	16,381	19,867	19,867	19,215	19,035
Miscellaneous/Admin Reimb	50,832	139,779	139,779	121,819	103,279
Total Expenses	\$ 494,809	\$ 606,240	\$ 607,168	\$ 557,217	\$ 539,461

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 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
Records/Scanning Technician ¹	-	1	1	1	1
Vital Statistics Technician	1	1	1	1	1
Citizen Information/Service Clerk	1	1	1	1	1
Total	7	7	7	7	7

Records Management Assitant¹ position title changed to Records/Scanning Technician¹ during FY2007.

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Successful elections	1	2	2	2	2
Number of Submissions to the Dept. of Justice	1	3	3	4	3
Number of Departments using Laserfiche	24	23	23	25	25
Number of paper copies provided for open records requests	3,180	3,200	3,200	3,200	3,200
Number of records converted to electronic format	376,519	405,000	405,000	405,000	405,000
Number of Departmental Records Audits Performed	5	2	2	2	2
Number of official documents processed for Council meetings	401	450	450	450	450
Number of timely agendas and minutes prepared	82	90	90	90	90
Number of Texas Open Meetings Act (TOMA) Training	3	3	3	3	3
Number of Candidate Orientations Conducted	1	1	1	2	1
Number of New Councilmember Orientations Conducted	1	1	1	1	1
Number of Residential Neighborhood Conservation Petitions Filed	-	2	2	1	5
Number of Legislative Bills Tracked	950	500	500	600	1,000
Number of Volunteer Hours Logged	4,225	5,000	5,000	5,000	5,000
Total Value of Donation from Volunteers	\$79,303	\$ 93,850	\$ 93,850	\$ 93,850	\$ 93,850
Number of certified birth records processed	4,970	5,000	5,000	5,000	5,000
Number of death records processed	5,543	5,700	5,700	5,700	5,700
Percentage of 2010 Census Redistricting Plan Accomplished	-	-	-	10%	80%

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

- **Image:** Our citizens are proud of where they live and Bryan is recognized as a city that offers an outstanding quality of life.
- **Infrastructure:** Maintain the existing, upgrade the deficient and plan for future demands.
- **Growth:** Provide, maintain and promote a healthy economic environment for quality residential, commercial and retail growth with a focus on community needs.
- **Diversity:** All citizens are involved to ensure participation in governance and the community.
- **Public Safety:** Residents of Bryan live in a safe, aesthetically pleasing community where their lives and property are protected through efficient public safety services.
- **Education:** All citizens are informed and educated about city issues, policies and initiatives and the education needs of the community are met by educational entities.

Fiscal Year 2010 Accomplishments

- Conducted strategic planning sessions to review, update and continue implementation of City of Bryan Strategic Plan.
- Adopted city budget that reflected continued implementation of Strategic Plan.
- Emphasized redevelopment of certain sections of the community while preparing for growth of the future.
- Continued to emphasize redevelopment of Downtown Bryan.
- Continued to emphasize development and growth around Texas A&M Health Science Center.
- Provided policy direction to staff.
- Coordinated Council training and participation in city related organizations, such as National League of Cities, Texas Municipal League, etc.
- Promoted accurate 2010 Census counts.
- Adopted Five Year Capital Improvement Plan

Fiscal Year 2011 Goals and Objectives

- Adopt new districting plan following public input.
- Review, update and continue implementation of City's Strategic Plan.
- Review and update Five-Year Capital Improvement Plan.
- Adopt City budget that reflects implementation of Strategic Plan and Capital Improvement Plan.
- Continue to emphasize redevelopment and development of Bryan.
- Conduct joint meetings with certain Council Appointed Boards and Committees.

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 69	\$ 971	\$ 971	\$ 71	\$ 971
Supplies	9,047	11,500	11,500	9,383	11,500
Maintenance & Services	128,406	129,666	143,767	140,339	141,032
Miscellaneous/Admin Reimb	74,923	120,640	125,640	71,957	120,640
Total Expenses	\$ 212,445	\$ 262,777	\$ 281,878	\$ 221,750	\$ 274,143

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
No Staffing-staffing included in City Secretary Budget	N/A	N/A	N/A	N/A	N/A

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Number of Strategic Initiatives	6	6	6	6	6
Number of Strategic Planning Sessions	3	3	3	3	3
Number of Bryan Commerce & Development Board Mtgs	20	20	20	20	20
Number of Conferences, Special Receptions or Events Attended	133	100	100	100	100
Participation in 2010 Count Activities	100%	100%	100%	100%	100%
Number of Board/Committee/Commission Applications Rec'd.	140	150	150	150	150
Number of Board/Committee/Commission Appointments	50	55	55	55	55
Number of Proclamations Prepared	72	75	75	75	75
Number of Council phone calls received	106	120	120	120	120
Number of Council correspondences processed	1,151	1,200	1,200	1,200	1,200

Legal Services

Mission Statement

The mission of the Legal department is to provide high quality legal services to assist the City of Bryan in achieving lawful objectives.

Strategic Initiatives

- Maintain effective communication with elected and appointed officials, 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 2010 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.
- The City Attorney's Office successfully resolved five employment lawsuits, two excessive force lawsuits, and three property damage cases.
- The attorneys assisted in obtaining a settlement agreement concerning the BVSWMA construction contract.
- Assisted with property acquisitions in downtown.
- Assisted in the formation of the Bryan-Brazos County Economic Development Foundation, Inc. and the BVWACS.

Fiscal Year 2011 Goals and Objectives

- No complaints from internal clients regarding legal staff communications.
- 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.
- At least 75% of clients surveyed will rate services and advice provided by Legal Services as good or excellent.
- When challenged, City contracts will be declared valid and enforceable.
- Disputes regarding interpretations of contracts drafted by Legal Services do not arise.
- Ordinances and agenda items are reviewed and forwarded within required deadline.
- Have an attorney in attendance at all City boards and commissions meetings.

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 474,959	\$ 582,865	\$ 582,865	\$ 545,901	\$ 584,807
Supplies	3,442	5,580	5,580	5,130	5,580
Maintenance & Services	23,307	21,789	21,789	48,669	20,308
Miscellaneous/Admin Reimb	28,564	33,120	35,020	31,105	33,120
Total Expenses	\$ 530,272	\$ 643,354	\$ 645,254	\$ 630,805	\$ 643,815

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 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

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
% of customers rated services as good	90%	90%	90%	90%	90%
Median response time to Council requests (days)	0.5	0.5	0.5	0.5	0.5
% of tasks meeting agreed deadlines	85%	85%	85%	85%	85%

Non Departmental Payments/Transfers

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Other Service Charges & Miscellaneous	\$ 2,667,453	\$ 2,795,887	\$ 3,200,054	\$ 3,153,461	\$ 2,930,586
Capital Outlay	15,650	2,000,000	2,140,350	500,072	900,000
Debt Service	244,741	329,648	329,648	329,648	338,740
Transfers	923,862	712,003	680,101	680,101	307,293
Total Expenses	\$ 3,851,706	\$ 5,837,538	\$ 6,350,153	\$ 4,663,282	\$ 4,476,619

Authorized Contributions

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
<u>Contributions:</u>					
Research Valley Partnership (RVP)	\$ 400,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Texas Institute for Pre-Clinical Studies	84,000	84,000	84,000	84,000	84,000
New Generation Industrial Park Debt	-	64,622	64,622	64,622	64,622
Downtown Bryan Economic Development Association (DBEDA)	60,000	15,000	15,000	15,000	15,000
Brazos County Health Department	10,000	351,500	351,500	351,500	351,500
Downtown Improvement Program	200,000	100,000	193,892	100,000	100,000
Easterwood Airport	63,543	58,768	58,768	58,768	58,768
BVCNet	13,000	13,000	13,000	13,000	13,000
Metropolitan Planning Organization- Traffic Planner Funding	15,000	-	-	-	-
Lions Club - 4th of July Fireworks	10,000	-	-	-	-
BVWACS	-	-	-	-	87,090
<u>Miscellaneous Charges:</u>					
County Appraisal District	259,628	233,703	233,703	233,703	232,991
US Teltec - Economic Development	122,480	105,680	105,680	105,680	55,680
Brazos County 9-1-1 Dispatching Services	1,339,539	1,297,114	1,297,114	1,297,114	1,287,033
Brazos County Prisoner Support	96,000	26,000	124,300	96,000	96,000
Animal Shelter Services	138,734	-	-	-	-
Borski Homes Development Agreement	-	40,000	40,000	40,000	40,000
General Fund Contingency Balance	20,456	106,500	121,573	100,000	-
<u>Debt Service:</u>					
HUD 108 Loan Debt Payments	244,741	329,648	329,648	329,648	338,740
<u>Transfers & Capital Improvements:</u>					
Renovate Old Police Building	2,000,000	2,000,000	2,140,350	500,000	900,000
Transfers-LaSalle Hotel Support	-	-	-	-	-
Transfer to Debt Service Fund	251,055	251,055	416,055	416,055	153,542
Transfers to Other Departments	346,508	460,948	460,948	460,948	298,653
Total	\$ 5,674,684	\$ 5,837,538	\$ 6,350,153	\$ 4,566,038	\$ 4,476,619

ENTERPRISE FUNDS OVERVIEW

FUND DESCRIPTION

The City's Enterprise Funds consist of the following departments:

- 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 consists of sales, penalties, miscellaneous, and administrative reimbursements.

- Anticipated operating revenues of \$11,241,100, an increase of \$39,500 (0.4%) from the FY2010 adopted figure of \$11,201,600.
- Total revenues for FY2011 are expected to be \$11,517,600, of which \$276,500 are from non-operating revenue sources, including interest income and miscellaneous income.

Anticipated total operating expenses of \$5,525,220, an increase of \$278,512 from the FY2010 adopted budget of \$5,246,708.

- Water services maintained 21,951 residential and commercial meters in FY2010 and plans to maintain 22,176 meters in FY2011.
- The current reserve requirement (sixty days of operating expenses) is \$908,255. The ending unrestricted net current assets is \$4,035,972.

Non-operating expenses in FY2011 are anticipated to be \$9,576,259, an increase of \$2,538,106 over the FY2010 adopted budget of \$6,812,845.

- Also included is the cost study allocation figure for administrative reimbursement. For FY2011 the reimbursement is \$871,895, down \$122,791 from the FY2010 Adopted amount of \$994,686.
- Annual capital increase of \$2,200,000.

- Right-of-Way payments are expected to increase by \$8,475, plus an additional 2% Right-of-Way payment amount of \$224,822. The additional amount increased the total payments to 7%, as allowed by City Charter. The additional 2% will be reviewed on an annual basis.
- Transfers to the Equipment Replacement Fund and Bldg. Maintenance Fund are \$225,684, a decrease of \$3,361 from the FY2010 budget.
- BTU transfer for payment for billing and collections is \$444,923.
- Debt service payments for the Water Fund total \$4,261,050. This amount includes an estimated \$260,000 for anticipated debt issue in the Fall of 2011.

During FY2007, Water Services reinstated their meter replacement program which takes a proactive approach to meter replacement. Standard practice is to replace meters every 10 years; with age, meters tend to read water usage "slow", meaning water usage is under-billed. With over half of the City's water meters more than 10 years old, it is expected that metered water consumption will continue to increase as older meters are replaced with new meters that will more accurately register water usage. Furthermore, the increased water usage will precipitate increased wastewater revenues since sewer charges are based on water consumption.

The City's newly created Building & Maintenance Fund and Equipment Replacement fund have been implemented. The Water Fund's contribution for FY2010 was \$229,045. This amount will decrease slightly in FY2011 to \$225,684 based on scheduled vehicle replacements.

The minimum bond coverage ratio is 1.25. Currently, the bond coverage ratio for projected for the end of FY2011 is 1.34. Although under consideration, rate increases have not been formally approved and therefore have not been reflected in the FY2011 proposed revenue projections.

WASTEWATER FUND

Operating revenues for FY2011 are anticipated to be \$12,467,700. This is only a slight increase of \$148,300 or 1.2% over the FY2010 adopted figure of \$12,319,400.

Total revenues for FY2011 are expected to be \$12,715,900, with \$248,200 of income attributed to non-operating sources.

Non-operating income is expected to decrease \$71,300 below the FY2010 budget; from \$319,500 to \$248,200. This decrease is largely attributed to interest income.

Operating expenses are expected to be \$5,703,431 in FY2011. This is an increase of \$168,462 over the FY2010 budgeted amount of \$5,534,969.

BRYAN TEXAS UTILITIES (BTU)

Non-operating expenses are expected to have a net increase of \$5,002,803 from the FY2010 adopted budget. This increase is due to the following:

- Annual capital increase of \$4,562,500.
- Transfers to the Warehouse fund for administrative reimbursement remain at the FY2010 amount of \$34,046.
- Right-of-Way payments are expected to increase by \$22,415. An additional 2% Right-of-Way payment amount of \$249,354 has also been included. The additional amount will be reviewed annually. The total Right-of-Way payment is 7%, which is allowed by City Charter
- Equipment replacement transfer of \$334,804. This fund is established to enable the City to purchase new equipment as needed.
- BTU transfer for FY2011 is expected to be \$428,604. This transfer is payment to BTU to read the meters, bill and collect.
- Debt service payments and expenses total \$3,343,084 in FY2011 for General Obligation and Revenue Bond debt service. This amount includes an estimate of \$175,000 for principal and interest on 2011 Series Revenue bonds to be issued in the fall.

The operating reserve requirement (60 days of operating expenses) is \$937,550. The ending unrestricted net current assets is \$3,564,503, which is well in excess of the requirement.

The minimum bond coverage ratio is 1.25; Wastewater has a projected ratio of 2.02 in FY2011.

SOLID WASTE FUND

Operating income is anticipated to be \$7,368,130 which is slightly higher than the FY2010 budget amount of \$7,585,304.

- Operating income consists of Residential and commercial refuse, tipping fees, compost fees, recycling, administrative reimbursements, penalties, license & permit fees and miscellaneous operating income.
- A rate increase may be needed in FY2012.

Interest on operating funds comprise the non-operating revenues in the amount of \$60,000.

Total operating expenses of the Solid Waste Fund for FY2011 are \$5,764,967, which is a decrease of 3.4% over the FY2010 adopted budget.

Non-operating expenses will increase \$78,870 to \$2,365,864, above the FY2010 budget amount of \$2,286,994.

- Annual Capital will stay the same at \$57,410.

Solid waste created a grant program in FY2010 and continues the program in FY2011, which supports 50% of the costs of reconstructing old commercial enclosures over the next four years.

Bryan Texas Utilities (BTU) is an enterprise activity of the City of Bryan, Texas. 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, Key Accounts & Energy Management and QSE (Qualified Scheduling Entity) Services.

BTU-CITY

Overall operating revenues for the BTU-City/QSE service are projected to be \$131,955,771 in FY2011.

- This is an increase of \$11,461,305 (9.5%) from the FY2010 adopted budget due to higher kwh sales levels.
- Operating revenue is derived from operations, miscellaneous revenue, and investment earnings.

Total operating expenses for BTU-City/QSE for FY2011 are projected to be \$96,764,637.

- This is a decrease of \$13,064,993 (11.9%) from the FY2010 adopted budget. This decrease can be attributed to the financing of TMPA debt in FY2010.

BTU-City/QSE's non-operating expenditures will increase by \$14,996,083 to \$42,554,102 over FY2010 budget.

- Debt service payments are budgeted to increase by \$13,932,761 as a result of financing \$63 million of TMPA debt in FY2010.
- Capital improvements funded from working capital are primarily associated with improvements in distribution and system growth.
- The FY2011 working capital balance is expected to decrease by \$7,362,968 due to TMPA related debt service.
- BTU is expected to utilize a portion of the rate mitigation fund balance to finance operations in FY2011. The ending FY2011 working capital balance is estimated at \$23,859,774.

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, the City of Snook

Overall revenues for FY2011 are projected to be \$29,529,802.

- This is \$3,455,283 (13.3%) higher than the FY2010 adopted budget of \$26,074,519 due to higher kwh sales levels.
- Operating revenue is derived from operations, miscellaneous revenue, and investment earnings

AIRPORT FUND

Total operating expenses for FY2011 are projected to be \$25,743,137.

- This is a \$2,934,443 (12.9%) increase from the FY2010 adopted budget.
- The increased cost of power purchased from BTU-City/QSE comprises the majority of the change.

BTU-Rural non-operating expenditures will increase by \$73,876 to \$4,314,572 over FY2010 budget.

- Capital expenses for FY2011 are \$3,228,359 (2.7%) higher than the FY2010 adopted budget.
- Unrestricted BTU-Rural operating funds are projected to be \$3,611,026 at year end.

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 in the redevelopment of the LaSalle Hotel in Downtown Bryan.

Recent 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 to be located in the city limits of Bryan.

FY2011 revenues are comprised of a \$57,000 transfer from the general fund to cover expenses paid from the BCD fund.

Fiscal Year 2011 BCD expenditures are comprised of \$57,000 for an interest payment on a land purchase note for property purchased near the Health Science Center project. Also, \$633 will be spent on other services and charges.

Coulter Field is a general use airport on the northeast side of Bryan. It is managed by a fixed base operator (FBO) under contract with the City.

FY2011 operating revenues are proposed to be \$367,225. The primary sources of revenues are hanger rentals and fuel revenues, which comprise \$105,000 and \$260,000, respectively. Non-operating revenues total \$2,225 and include grants, interest income and miscellaneous revenues from resale items.

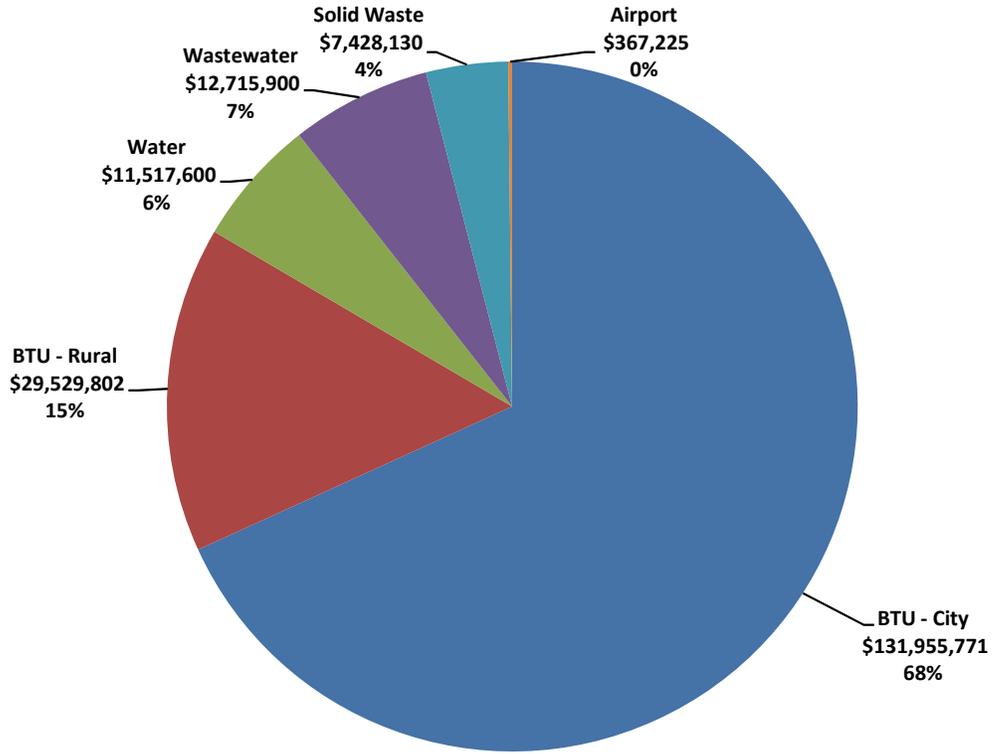
Operating expenses for FY2011 are budgeted at \$389,859, a \$349,459 increase over FY2010 budget. Operating expenses are comprised of maintenance and other services and charges.



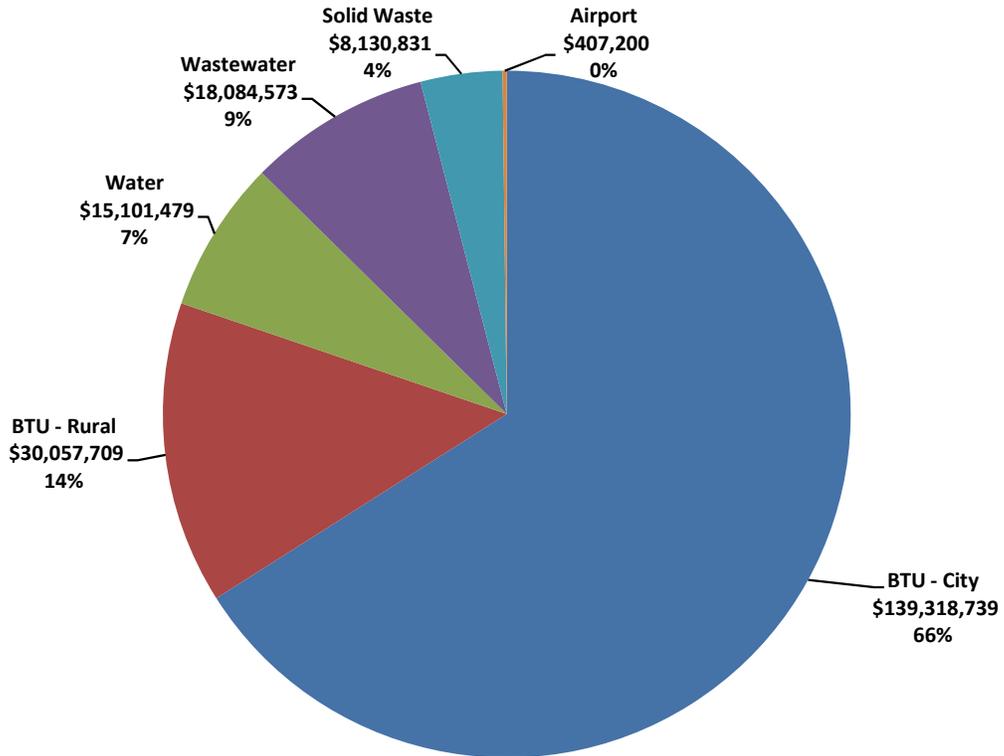
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**Enterprise Funds
FY2011
Revenues**



**Enterprise Funds
FY2011
Expenses**



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 2010 Accomplishments

- Replaced miscellaneous distribution lines.
- Installed well collection line between Wells #6 and #8.
- Installed isolation valve on well lines.
- Installed pump at Main Street Pump Station (7500 GPM).
- Continued proactive valve program.
- Replaced commercial meters 1.5-inch (300) and 2-inch (300).
- Finalized Automated Meter Infrastructure (AMI) Contract/Implementation.
- Implemented proactive management of Backflow Prevention Program.
- Evaluated large pump capacity at High Service Pump Station (pumps 6&9).
- Replaced pump #1 and rehabilitated pump #3 at the well field.
- Replaced well collection line from Well #12 to Well #13.
- Adopted water ordinance.
- Adopted water utility extension ordinance.

- Installed 15 strategically placed valves to enhance distribution system operation.
- Replaced 50 valves identified as deficient during the valve exercise program.
- Eliminated private fire hydrants.
- Constructed Well #19 collection line.
- Completed transaction with OSR Water Supply Corporation for Certificate of Convenience and Necessity (CCN).
- Completed transaction with Brushy Water Supply Corporation for CCN.
- Completed parts book for repair and new development.
- Received the following awards:
 - Public Service Announcements Award – Texas Chapter of American Water Works Association
 - Periodicals Award – Texas Chapter of American Water Works Association
 - Public Education Program Award – Texas Water Utilities Association
 - Education and Training Award – Texas Water Utilities Association

Fiscal Year 2011 Goals and Objectives

- Replace miscellaneous distribution lines.
- Construct Wickson Interconnect.
- Construct 5 MG and 1 MG storage reservoirs.
- Install strategically placed valves to enhance distribution system operation.
- Install fluoride system.
- Flow test fire hydrants.
- Install waterline to Next Generation Business Park.
- Implement Automated Meter Infrastructure (AMI).
- Develop rebate programs for low flow fixture devices for low income customers.
- Improve fire flows in areas with flows currently below 1000 GPM.
- Implement conservation rate structure.

**Water Fund
Summary of Revenues and Expenditures
FY2011**

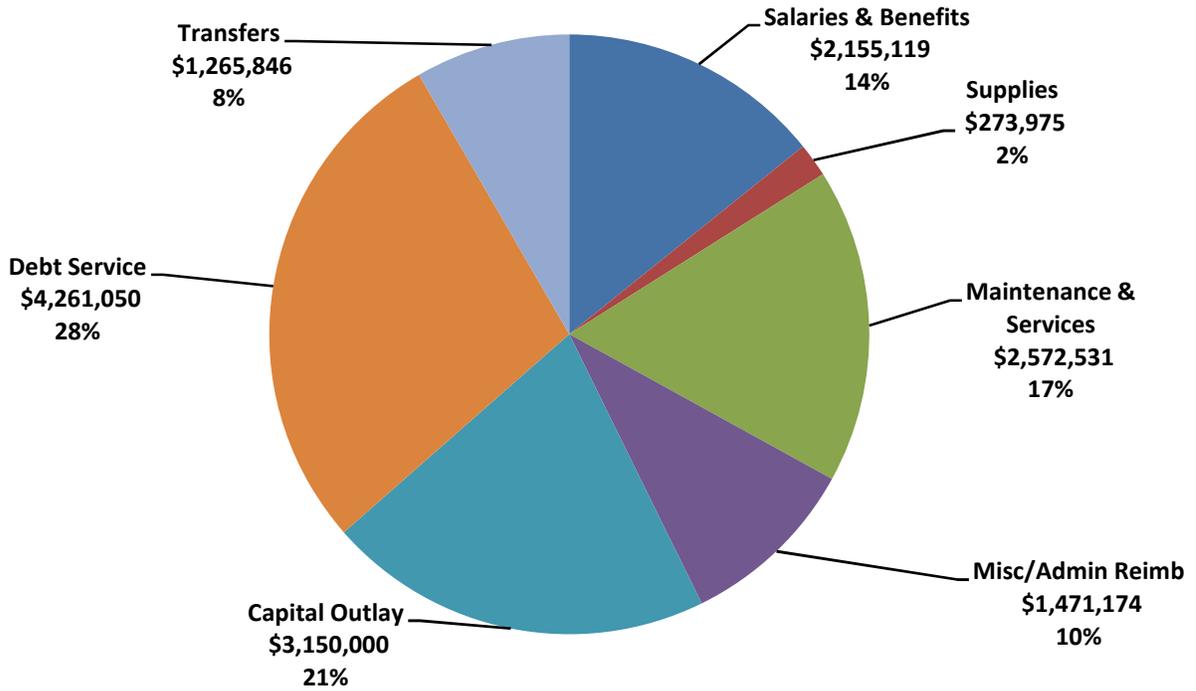
	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Operating Revenues:							
Water Sales	\$ 12,084,487	\$ 11,098,600	\$ 11,098,600	\$ 10,817,938	\$ 11,125,100	\$ 26,500	0.2%
Water Penalties	131,950	88,000	88,000	100,000	101,000	13,000	14.8%
Miscellaneous	-	15,000	15,000	15,000	15,000	-	0.0%
<i>Total Operating Revenues</i>	\$ 12,216,437	\$ 11,201,600	\$ 11,201,600	\$ 10,932,938	\$ 11,241,100	\$ 39,500	0.4%
Non-Operating Revenues:							
Interest Income	\$ 178,745	\$ 175,000	\$ 175,000	\$ 100,001	\$ 100,000	\$ (75,000)	-42.9%
Water Tap Fees	134,560	100,000	100,000	150,000	150,000	50,000	50.0%
Oil & Gas Royalty	1,891	2,200	2,200	2,500	3,500	1,300	59.1%
Inventory markup	27,309	14,000	14,000	20,000	23,000	9,000	64.3%
Miscellaneous non-operating income	103,813	-	-	19,635	-	-	N/A
<i>Total Non-Operating Revenues</i>	\$ 446,318	\$ 291,200	\$ 291,200	\$ 292,136	\$ 276,500	\$ (14,700)	-5.0%
Total Revenues	\$ 12,662,755	\$ 11,492,800	\$ 11,492,800	\$ 11,225,074	\$ 11,517,600	\$ 24,800	0.2%
Expenditures:							
Operating Expenses:							
Water Administration	\$ 164,014	\$ 114,724	\$ 130,194	\$ 145,399	\$ 130,184	\$ 15,460	13.5%
Water Production	2,961,331	2,944,295	2,946,662	2,935,617	2,956,821	12,526	0.4%
Water Distribution	2,021,852	2,187,689	2,338,301	2,314,643	2,238,215	50,526	2.3%
<i>Total Operating Expenses</i>	\$ 5,147,197	\$ 5,246,708	\$ 5,415,157	\$ 5,395,659	\$ 5,325,220	\$ 78,512	1.5%
Non-Operating Expenses:							
General & Admin. Reimbursement	\$ 974,680	\$ 994,686	\$ 994,686	\$ 994,686	\$ 871,895	\$ (122,791)	-12.3%
Annual Capital	358,274	800,000	1,650,624	1,568,185	3,200,000	2,400,000	300.0%
Transfer to Other Funds	2,562,131	34,046	34,046	34,046	34,046	-	0.0%
Right of Way Payments	615,007	553,580	553,580	553,580	562,055	8,475	1.5%
Additional 2% ROW	-	-	-	-	224,822	224,822	N/A
Equip & Bldg/Mtnce Replacement	258,863	229,045	229,045	229,045	225,684	(3,361)	-1.5%
Transfer to BTU	431,960	444,923	444,923	444,923	444,923	-	0.0%
Paying Agent Fee	747	-	-	182	-	-	N/A
Over/Short Inventory W2	(5,684)	-	-	(1,345)	-	-	N/A
Miscellaneous Debt Expense	1,750	-	-	-	-	-	N/A
Debt Service: General Obligation Debt	5	-	-	-	-	-	N/A
Debt Service: Revenue Debt	1,842,828	3,804,781	3,804,781	3,966,686	4,261,050	456,269	12.0%
Transfers In	(883,537)	(48,216)	(48,216)	(48,216)	(48,216)	(486)	-1.0%
<i>Total Non-Operating Expenses</i>	\$ 6,157,024	\$ 6,812,845	\$ 7,663,469	\$ 7,741,772	\$ 9,776,259	\$ 2,738,106	40.2%
Total Expenditures	\$ 11,304,221	\$ 12,059,553	\$ 13,078,626	\$ 13,137,431	\$ 15,101,479	\$ 218,071	1.8%
Net Increase/(Decrease) *	\$ 1,358,534	\$ (566,753)	\$ (1,585,826)	\$ (1,912,357)	\$ (3,583,879)	\$ (193,271)	34.1%
Beginning Unrestricted Net Current Assets	8,150,867	7,157,194	9,173,934	9,173,934	7,261,577	104,383	1.5%
CAFR Adjustment	(335,467)						
Ending Unrestricted Net Current Assets	\$ 9,173,934	\$ 6,590,441	\$ 7,588,108	\$ 7,261,577	\$ 3,677,698	\$ (2,912,743)	-44.2%
Reserve Requirement : (Sixty days operating expenses)	846,115	862,473	890,163	886,958	875,379	12,906	1.5%
Bond Coverage Ratio: (1.25 times minimum)	3.84	1.57	1.52	1.40	1.39		



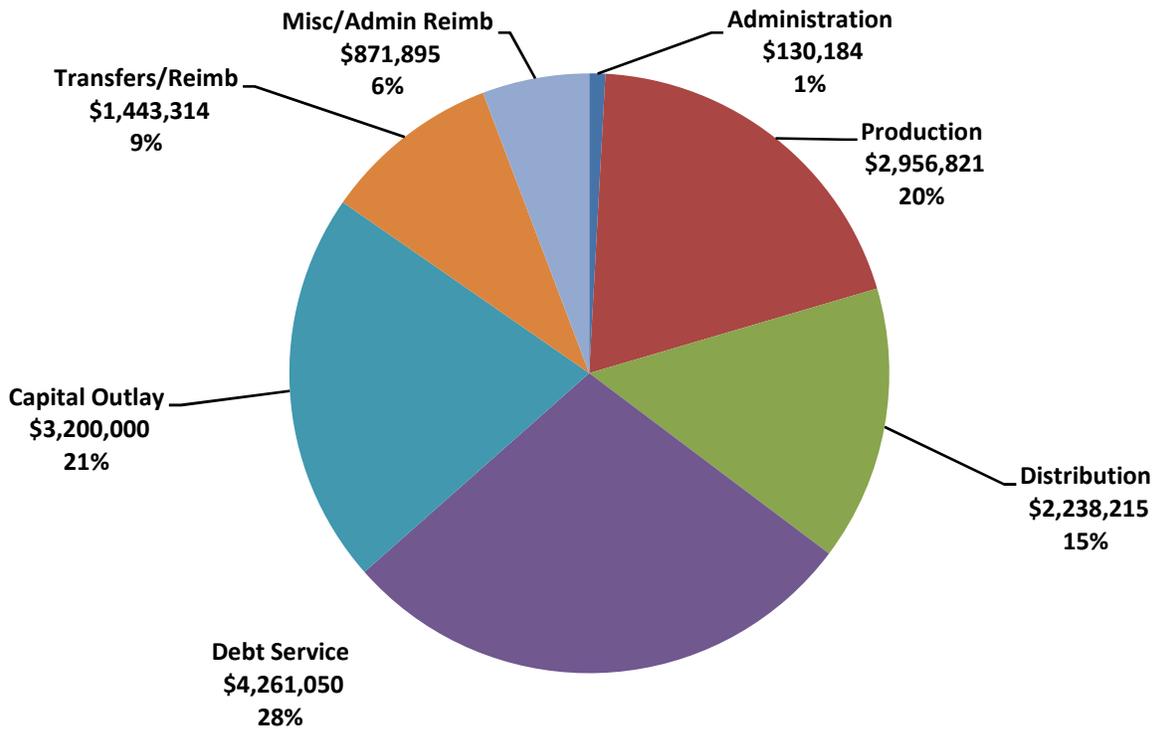
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**FY2011 Water Fund
Expenses by Category**



**FY2011 Water Fund
Expenses by Function**



Water Services

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 1,981,507	\$ 2,176,170	\$ 2,176,170	\$ 2,092,740	\$ 2,155,119
Supplies	198,619	343,043	363,043	331,223	273,975
Maintenance & Services	2,642,318	2,437,795	2,515,849	2,561,137	2,572,531
Miscellaneous/Admin Reimb	1,299,433	1,284,386	1,583,826	1,634,290	1,471,174
Capital Outlay	358,274	800,000	1,650,624	1,568,185	3,150,000
Debt Service	1,839,646	3,804,781	3,804,781	3,965,523	4,261,050
Transfers	3,867,961	1,261,594	1,032,549	1,032,549	1,265,846
Total Expenses	\$ 12,187,758	\$ 12,107,769	\$ 13,126,842	\$ 13,185,647	\$ 15,149,695

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Administration					
Water Utilities Director	0.50	0.50	0.50	0.50	0.50
SUB-TOTAL	0.50	0.50	0.50	0.50	0.50

Production

Production & Field Operations Manager	0.40	0.40	0.40	0.40	0.40
Public Works Support Assistant	0.25	0.25	0.25	0.25	0.25
Division Assistant	0.50	0.50	0.50	0.50	0.50
Maintenance Supervisor	0.50	0.50	0.50	0.50	0.50
Meter Foreman	1	1	1	1	1
Senior Meter Technician	1	1	1	1	1
Meter Technician	3	3	3	3	3
Production Supervisor	1	1	1	1	1
WP Maintenance Crew Leader	2	2	2	2	2
WP Maintenance Operator	2	2	2	2	2
WP Plant Operator	4	4	4	4	4
SUB-TOTAL	15.65	15.65	15.65	15.65	15.65

Distribution

Production & Field Operations Manager	0.40	0.40	0.40	0.40	0.40
Water Services Project Coordinator	1	0.75	0.75	0.75	0.75
GIS Technician	1	1	1	1	1
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	0.75
Maintenance Supervisor	1	1	1	1	1
Maintenance Crew Leader	2	2	2	2	2
Maintenance Worker/Operator	9	9	9	11	11
Valve & Hydrant Crew Leader	1	1	1	1	1
WD Customer Service Technician	2	2	2	2	2
WD Customer Service Supervisor	1	1	1	0	0
SUB-TOTAL	19.65	19.40	19.40	20.40	20.40

Total	35.80	35.55	35.55	36.55	36.55
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Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Percent Demand as a measure of capacity	77%	83%	83%	83%	75%
Water Pump Stations Maintained	3	3	3	3	3
Water Pumps/Motors Maintained	24	24	24	24	24
Elevated Storage Tanks Maintained	3	3	3	3	3
Water Mains Maintained (miles)	447	453	453	453	458
Active Customer Accounts	21,587	21,812	22,037	21,887	22,137
New Water Connections	241	225	225	300	250
Water mains installed - new (miles)	6	5	5	5	5
Fire Hydrants Maintained	2,200	2,210	2,210	2,230	2,250
Fire Hydrants Repaired/Replaced/Installed	59	25	25	70	60
Water Usage per 1000 Population (in millions) Tx State					
Data Center	54.8	46.1	46.1	46.1	42.7
Admin Cost per Million Gallons Produced (admin costs) \$	1,135	\$ 1,930	\$ 1,930	\$ 1,875	\$ 1,930
Breaks per Main Mile	0.800	0.941	0.941	0.751	0.750
Customer Accounts per Employee (pdn + dist)	603	614	614	599	606
Average Volume of Water (MGD) delivered per employee (pdn + dist)	0.291	0.247	0.247	0.240	0.240
Distribution System Water Loss	11%	11%	11%	11%	11%
O&M Costs per account	\$ 247	\$ 235	\$ 235	\$ 233	\$ 235
O&M Costs per Million Gallons Produced	\$ 1,404	\$ 1,604	\$ 1,604	\$ 1,594	\$ 1,600

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 2010 Accomplishments

- Continued public education outreach efforts:
 - Distributed 8,200 educational materials (flyers, brochures, and promotional items).
 - Attended 11 community events and 6 home owner association meetings.
 - Filmed 3 public service announcements.
- Initiated bid, design, and construction of SCADA at the Burton Creek WWTP, Still Creek WWTP, and High Service Pump Station.
- Rehabilitated 200 manholes.
- Executed proactive cleaning plan – 50 miles.
- Developed TV layer in GIS and database of TV information.
- Initiated Type V registration process for the Still Creek WWTP.
- Explored new blower technologies for the Burton and Still Creek WWTPs.
- Obtained Bed & Banks permit for treated wastewater.
- Launched Private Sewer Lateral Repair Program:
 - Installed 250 private clean out caps.
 - Continued smoke testing of sewer lines in Burton Creek sub basin.
 - Funded repair of 40 private sewer laterals.
- Incorporated streamlining rules into the Industrial Pretreatment Program.
- Explored revision of surcharge calculations to reflect current year conditions (loading, treatment cost, year one billing, etc.).
- Completed reconstruction of drying beds at the Still Creek WWTP.
- Installed covered areas for parking at the Burton and Still Creek WWTPs.
- Performed odor study at the Burton Creek WWTP.

- Completed rehabilitation of dewatering building at the Still Creek WWTP.
- Improved oxygen transfer in aeration basins at Burton Creek WWTP.
- Rehabilitated trickling filter at the Still Creek WWTP.
- Implement and manage SSO Plan (Burton and Still Creek Basins) – Target basins: 15, 26, 9, and 13.
- Developed asset management plan for pumps, motors and blowers at the WWTPs.
- Improved electrical reliability at Burton and Still Creek WWTPs.
- Revised and adopted existing sewer use ordinance.
- Adopted sewer utility extension ordinance.
- Received the following awards:
 - Public Service Announcements Award – Texas Chapter of American Water Works Association
 - Periodicals Award – Texas Chapter of American Water Works Association
 - Public Education Program Award – Texas Water Utilities Association
 - Education and Training Award – Texas Water Utilities Association.

Fiscal Year 2011 Goals and Objectives

- Construct Thompsons Creek WWTP.
- Replace aging pumps and motors at Burton and Still Creek WWTPs.
- Complete rehabilitation of dewatering building at the Burton Creek WWTP.
- Market effluent as a water source for other customers.
- Implement asset management plan for pumps, motors and blowers at WWTPs.
- Continue 97 % compliance of food establishments maintaining their grease traps.
- Continue 97 % of industries meeting their discharge permits.
- Implement SCADA project at the Burton Creek WWTP, Still Creek WWTP, and High Service Pump Station.
- Explore and implement odor study recommendations for the Burton Creek WWTP.
- Continue efforts to meet the goals and objectives of SSO Plan and CMOM.
- Continue efforts to eliminate sources of inflow and infiltration.
- Acquisition of property at Still Creek WWTP for future expansion.

**Wastewater Fund
Summary of Revenue and Expenditures
FY2011**

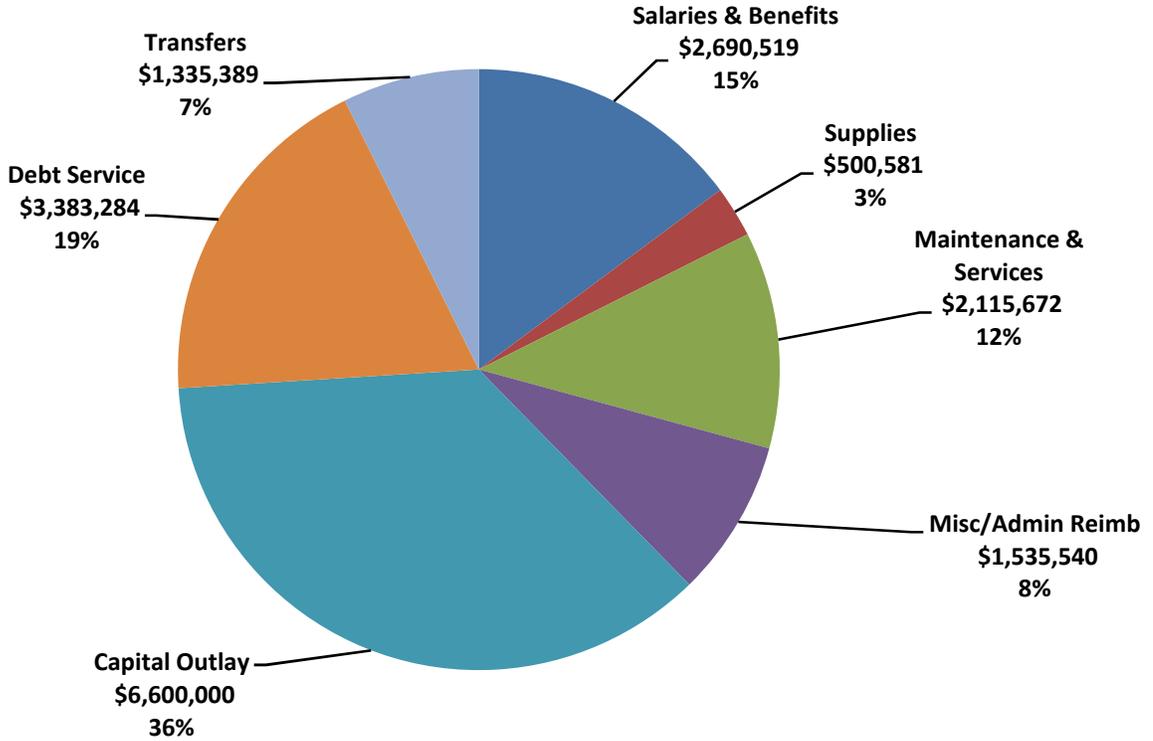
	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Operating Revenues:							
Sewer System Revenue	\$ 11,528,789	\$ 11,950,000	\$ 11,950,000	\$ 11,700,280	\$ 12,100,000	\$ 150,000	1.3%
Sewer Penalties	126,096	95,000	95,000	88,000	95,000	-	0.0%
Miscellaneous	4,959	4,100	4,100	4,959	4,300	200	4.9%
Pretreatment Fees	354,903	265,000	265,000	211,000	265,000	-	0.0%
Hauler Inspection Fees	2,525	5,000	5,000	3,000	3,000	(2,000)	-40.0%
Sewer Inspection Fees	380	300	300	7,800	400	100	33.3%
<i>Total Operating Revenues</i>	\$ 12,017,652	\$ 12,319,400	\$ 12,319,400	\$ 12,015,039	\$ 12,467,700	\$ 148,300	1.2%
Non-Operating Revenues:							
Sewer Tap Fees	\$ 72,360	\$ 40,000	\$ 40,000	\$ 77,088	\$ 75,000	\$ 35,000	87.5%
Miscellaneous-Non Operating	34,257	29,500	29,500	21,309	23,200	(6,300)	-21.4%
Interest Income	219,807	250,000	250,000	130,000	150,000	(100,000)	-40.0%
Gain on sale of asset	43,995	-	-	-	-	-	N/A
<i>Total Non-Operating Revenues</i>	\$ 370,419	\$ 319,500	\$ 319,500	\$ 228,397	\$ 248,200	\$ (71,300)	-22.3%
Total Revenues	\$ 12,388,071	\$ 12,638,900	\$ 12,638,900	\$ 12,243,436	\$ 12,715,900	\$ 77,000	0.6%
Expenditures:							
Operating Expenses:							
Wastewater Administration	\$ 123,980	\$ 90,708	\$ 90,708	\$ 83,114	\$ 91,381	\$ 673	0.7%
Wastewater Collection	1,635,198	1,742,670	2,116,559	2,238,272	1,796,567	53,897	3.1%
Wastewater Pre-Treatment	73,366	67,247	67,247	64,513	92,180	24,933	37.1%
Wastewater Treatment	2,833,627	3,110,685	3,197,306	3,100,945	3,182,546	71,861	2.3%
Environmental Services	527,339	523,659	525,569	511,459	540,757	17,098	3.3%
<i>Total Operating Expenses</i>	\$ 5,193,510	\$ 5,534,969	\$ 5,997,389	\$ 5,998,303	\$ 5,703,431	\$ 168,462	3.0%
Non-Operating Expenses:							
General & Admin Reimbursement	\$ 955,683	\$ 819,944	\$ 819,944	\$ 819,944	\$ 804,077	\$ (15,867)	-1.9%
Annual Capital	1,564,677	2,037,500	4,353,552	3,354,745	6,600,000	4,562,500	223.9%
Transfer to Other Funds	4,311,055	34,046	34,046	34,046	34,046	-	0.0%
Right of Way Payments	607,365	600,970	600,970	600,970	623,385	22,415	3.7%
Additional 2% ROW Payment	-	-	-	-	249,354	249,354	N/A
Equipment Replacement Transfer	288,512	301,571	301,571	301,571	334,804	33,233	11.0%
Transfer to BTU	416,120	428,604	428,604	428,604	428,604	-	0.0%
Paying Agent Fee	553	200	200	618	200	-	0.0%
Bond Sales Expense	-	120,000	120,000	120,000	40,000	(80,000)	-66.7%
Miscellaneous Debt Expense	1,750	-	-	-	-	-	N/A
Debt Service-General Obligation Debt	38	-	-	-	-	-	N/A
Debt Service-Revenue Debt	1,374,333	3,136,035	3,136,035	3,470,121	3,343,084	207,049	6.6%
Transfers from Other Funds	(665,096)	(100,531)	(100,531)	(100,531)	(76,412)	24,119	-108.7%
<i>Total Non-Operating Expenses</i>	\$ 8,854,990	\$ 7,378,339	\$ 9,694,391	\$ 9,030,088	\$ 12,381,142	\$ 5,002,803	67.8%
Total Expenditures	\$ 14,048,500	\$ 12,913,308	\$ 15,691,780	\$ 15,028,391	\$ 18,084,573	\$ 5,171,265	40.0%
Net Increase/(Decrease)	\$ (1,660,429)	\$ (274,408)	\$ (3,052,880)	\$ (2,784,955)	\$ (5,368,673)	\$ (5,094,265)	1856.5%
Beginning Unrestricted Net Current Assets	11,667,316	11,256,022	11,718,131	11,718,131	8,933,176	(2,322,846)	-20.6%
CAFR Adjustment	1,711,244						
Ending Unrestricted Net Current Assets	\$ 11,718,131	\$ 10,981,614	\$ 8,665,251	\$ 8,933,176	\$ 3,564,503	\$ (7,417,111)	-67.5%
Reserve Requirement : (Sixty days operating expenses)	853,728	909,858	985,872	986,022	937,550	27,692	3.0%
Bond Coverage Ratio (1.25 times minimum)	4.97	2.16	2.02	1.73	2.02		



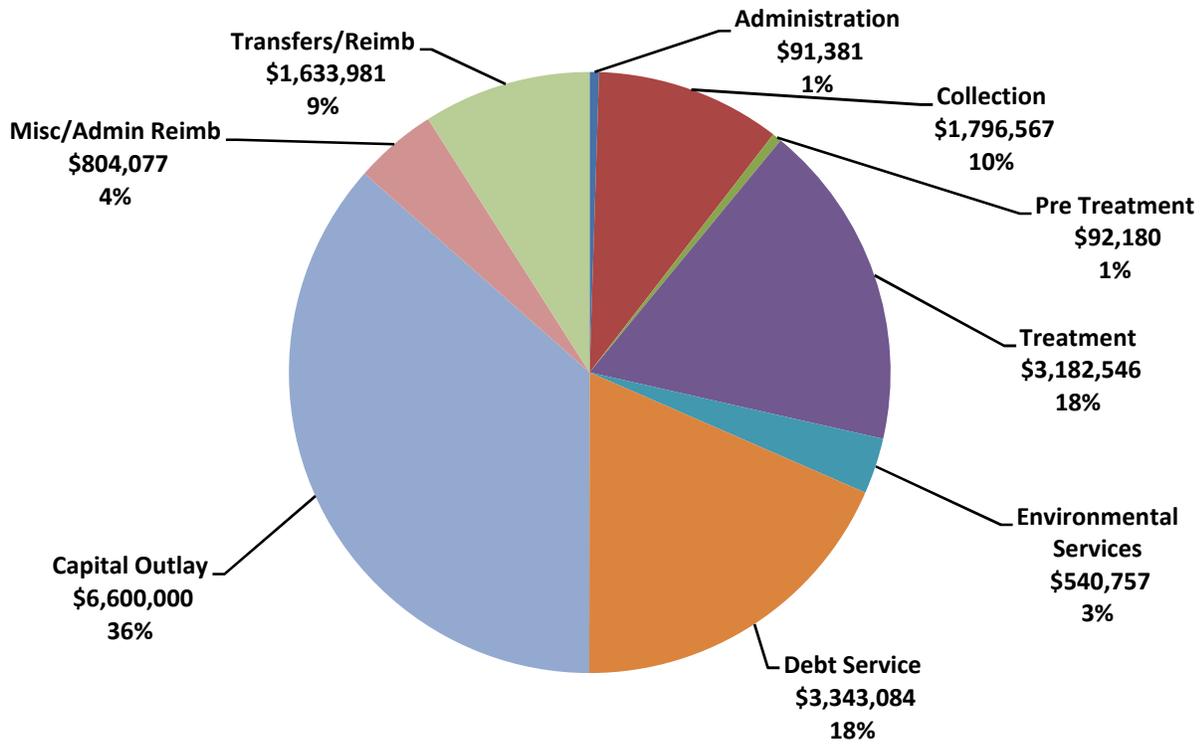
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**FY2011 Wastewater Fund
Expenses by Category**



**FY2011 Wastewater Fund
Expenses by Function**



Wastewater Fund

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 2,554,905	\$ 2,639,293	\$ 2,639,293	\$ 2,621,160	\$ 2,690,519
Supplies	413,504	454,460	476,329	484,787	500,581
Maintenance & Services	1,862,755	1,990,516	2,428,608	2,573,666	2,115,672
Miscellaneous/Admin Reimb	1,318,029	1,270,644	1,574,674	1,440,205	1,535,540
Capital Outlay	1,564,677	2,037,500	4,353,552	3,354,745	6,600,000
Debt Service	1,376,674	3,256,235	3,256,235	3,590,739	3,383,284
Transfers	5,623,052	1,365,191	1,063,620	1,063,620	1,335,389
Total Expenses	\$ 14,713,596	\$ 13,013,839	\$ 15,792,311	\$ 15,128,922	\$ 18,160,985

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Administration					
Water Utilities Director	0.50	0.50	0.50	0.50	0.50
Subtotal	0.50	0.50	0.50	0.50	0.50
Collection					
Compliance and I&I Supervisor	1	1	1	1	1
Jet Truck Crew Leader	1	1	1	1	1
Maintenance Crew Leader	4	4	4	4	4
Maintenance Worker/Operator	8	8	8	8	8
Maintenance Supervisor	1	1	1	1	1
Production & Field Operations Manager	0.20	0.20	0.20	0.20	0.20
Public Works Assistant-Call Center	0.50	0.50	0.50	0.50	0.50
Public Works Support Assistant	1	1	2	1	1
WW/Water Projects Coordinator	N/A	0.25	1.25	0.25	0.25
TV Truck Crew Leader	1	1	1	1	1
Vacuum Truck Crew Leader	2	2	2	2	2
Subtotal	19.70	19.95	21.95	19.95	19.95
Pre-Treatment / WWT					
Operator	1	1	1	1	1
Subtotal	1	1	1	1	1
Waste Water Treatment					
Division Assistant	0.50	0.50	0.50	0.50	0.50
Lift Station Crew Leader	1	1	1	1	1
Lift Station Operator	1	1	1	1	1
Maintenance Supervisor	0.50	0.50	0.50	0.50	0.50
Chief Plant Operator (supervisor)	1	1	1	1	1
Roll-Off Operator	1	1	1	1	1
Treatment & Compliance Manager	0.50	0.50	0.50	0.50	0.50
WP Maintenance Crew Leader	1	1	1	1	1
WP Maintenance Operator	1	1	1	1	1
WWT Plant Operator	9	9	9	9	9
Subtotal	16.50	16.50	16.50	16.50	16.50

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Sewer/Env Svcs/Wastewater					
Environmental Compliance Officer	3	3	3	3	3
Environmental Compliance Supervisor	-	1	1	1	1
Industrial Waste/Pretreatment Officer	1	-	-	-	-
Treatment and Compliance Manager	0.50	0.50	0.50	0.50	0.50
Water Quality Technician	2	2	2	2	2
Subtotal	6.50	6.50	6.50	6.50	6.50
Total	44.20	44.45	46.45	44.45	44.45

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Sewer Mains Maintained (miles)	380	382	382	382	384
Stoppages Removed from City Mains (each)	1,427	1,200	1,200	1,600	1,300
Collection Mains Installed - New (miles)	2	2	2	2	5
New Sewer Connections	188	180	180	235	200
Sewer Customers (accounts)	21,113	21,207	21,207	21,348	21,548
Sewer Lift Stations Maintained	21	21	21	23	23
TV Inspection I&I (miles)	4	7	7	6	8
Smoke Testing I&I (miles)	15	4	4	35	40
Sewer Mains Repaired/Replaced I&I (miles)	4	4	4	4	3
Manholes Repaired I&I	55	200	200	200	200
Private Repaired/Replaced Sewer Laterals	1	-	-	40	50
Sewer Mains Cleaned (miles)	33	70	70	50	75
Sanitary Sewer Overflows	95	100	100	100	100
Ratio of Volumes of Sewage to Water Sold	61%	76%	76%	80%	75%
Volume of Wastewater Treated (MG)	2,333	2,725	2,725	2,725	2,500
Volume of Wastewater Treated per Employee (MGD per employee)	52	81	81	61	56
Admin Cost per million gallons processed (Admin Costs) \$	1,616 \$	1,982 \$	1,982 \$	2,030 \$	2,000
Sewer Overflow Rate (No. Of overflows/total miles of main)	0.250	0.262	0.262	0.262	0.260
Collection System Integrity Rate = (No of failures/miles of piping system)	3.76	3.14	3.14	4.19	3.39
O&M Costs per account	236	264	264	272	264
O&M Costs per Million Gallons Processed \$	2,138 \$	2,055 \$	2,055 \$	2,131 \$	2,323
Percentage of Grease Traps in Compliance	95%	95%	95%	95%	95%
Percentage of Significant Industrial Users in Compliance	100%	98%	98%	100%	98%
Percentage of Biosolids composted	68%	92%	92%	85%	90%

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, composting and community education; respond promptly and accurately to citizen requests; and to ensure 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 waste from landfill through recycling and composting programs.
 - Improve image by decreasing litter and discarded materials in residential neighborhoods and major thoroughfares.
 - Increase participation in Source Reduction programs through enhanced educational efforts.
 - Implement educational programs on environmental sustainability in our community.
 - Respond to customer requests in a timely, professional manner.
 - Provide fiscally sound collection operations by minimizing the fleet and optimizing staff.
 - Increase level of service utilizing existing staff.
 - Develop well-trained and empowered staff at all levels.
 - Improve capitol assets through safety and operational training along with proactive maintenance.
- Worked with the Planning Department to co-manage a \$200,000 EPA Brownfield Clean-Up Grant for Downtown Bryan.
 - Successfully submitted and was awarded \$695,000 from the Department of Energy-Energy Conservation Block Grant for the City Hall Annex Building.
 - Provided grant information that allowed the Transportation Department to secure an Energy Efficiency grant in the amount of \$375,000 for retrofitting LED traffic lights and signal synchronization.
 - Secured an \$11,000 recycling grant from Brazos Valley Council of Government (BVCOG).
 - Updated Solid Waste Ordinances and rate resolution.
 - Successfully participated in TCEQ's Compost Refund Program.
 - Successfully hosted 6 workshops for community members to learn about "Green Living".
 - Completed a volunteer training program to certify community members to become active volunteers for the Be Green in Bryan Program.
 - Implemented a Bio-Diesel pilot program with 8 refuse trucks in order to decrease our emissions and increase our ability to "green" our fleet.

Fiscal Year 2010 Accomplishments

- The department successfully took over the Right-of-Way tree trimming and site distance maintenance; providing clearance over residential roadways for city services.
- Received Texas Public Works Operation Excellence Award for the implementation of ROW and site distance tree maintenance.
- Created a city wide Sustainability Assessment that provided a building energy audit, green house gas emission and overview of the City's "green efforts".
- The department modernized the commercial containers by GIS/GPS all containers/dumpsters in the field.
- All finished product at the Compost Facility was sold.
- Increased recycling tonnage at the Drop-Off Recycling Center by 9%.
- Initiated an aggressive residential container maintenance program that prolonged the life of existing containers.
- Completed the first year of the Safety Awareness Program and decreased work related accidents/incidents from previous year.
- The department enhanced the Downtown area by actively collecting litter, maintaining dumpster enclosures and sweeping sidewalks and streets.
- Implemented aggressive cross training of employees to empower and optimize staff.
- Provided local MSW "A" training/certification opportunity for selected staff.

Fiscal Year 2011 Goals and Objectives

- Ensure 100% of all solid waste customers are collected without complaints.
- All curbs and gutters swept at least 5 times per year.
- Dead animals removed within 24 hours of notifications.
- All solid waste work orders generated are completed within 24-48 hours of notifications.
- Increase citizen participation at the recycling center by 2%.
- Install GPS into 27 solid waste collection trucks to increase quality and quantity of service, maximize route efficiency and decrease fleet maintenance costs.
- Implement and monitor all 11 departments Sustainability Action Plan.
- Release 6 episodes of the Be Green in Bryan TV Show.
- Apply for at least 2 awards and grants with established sustainability and education programs.

Solid Waste Fund
Summary of Revenues and Expenditures
FY2011

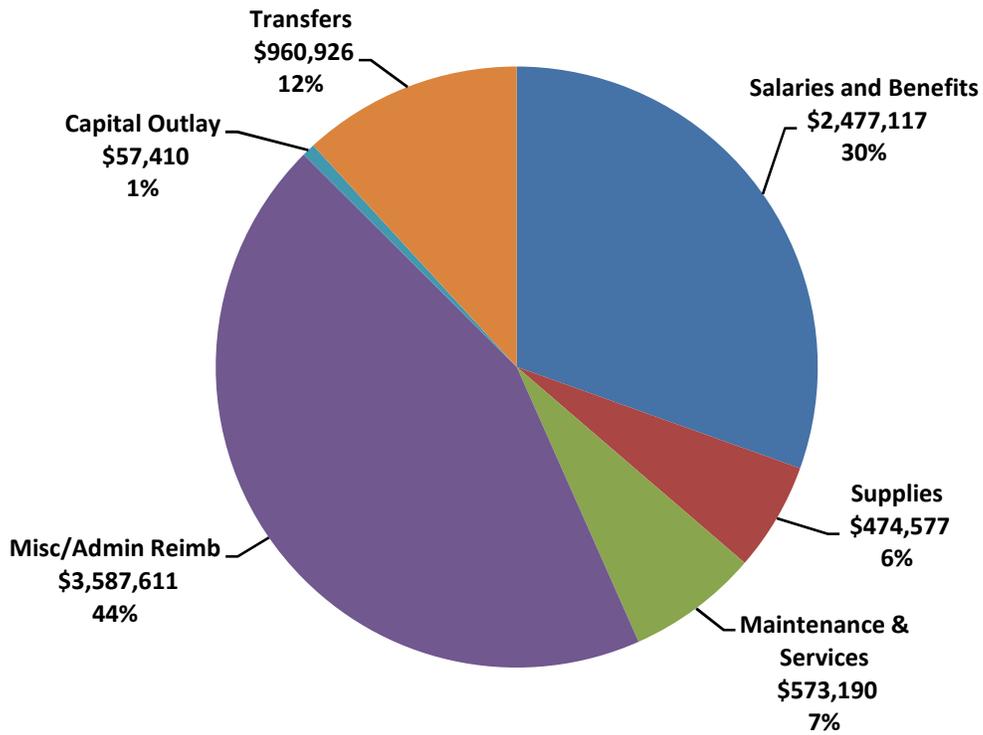
	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
<u>Operating Revenues:</u>							
Residential Refuse	\$ 3,949,899	\$ 3,849,904	\$ 3,849,904	\$ 3,960,655	\$ 4,031,947	\$ 182,043	4.7%
Commercial Refuse	3,223,052	3,200,000	3,200,000	3,176,947	3,234,132	34,132	1.1%
Tipping Fees	387,409	320,000	320,000	290,000	-	(320,000)	-100.0%
Disposition of GFA Assets	1,055,623	-	-	-	-	-	N/A
Compost	88,259	100,000	100,000	80,000	-	(100,000)	-100.0%
Penalties	76,591	61,000	61,000	80,000	61,000	-	0.0%
License & Permit Fees	49,184	32,000	32,000	32,000	32,000	-	0.0%
Recycling	23,147	20,000	20,000	500	500	(19,500)	-97.5%
Miscellaneous	13,180	2,400	2,400	18,599	8,551	6,151	256.3%
<i>Total Operating Revenues</i>	\$ 8,866,344	\$ 7,585,304	\$ 7,585,304	\$ 7,638,701	\$ 7,368,130	\$ (217,174)	-2.9%
<u>Non-Operating Revenues:</u>							
Interest Income	\$ 56,345	\$ 60,000	\$ 60,000	\$ 22,000	\$ 60,000	\$ -	0.0%
Gain/(Loss) on sale of Asset	17,957	-	-	-	-	-	N/A
<i>Total Non-Operating Revenues</i>	\$ 74,302	\$ 60,000	\$ 60,000	\$ 22,000	\$ 60,000	\$ -	0.0%
Total Revenues	\$ 8,940,646	\$ 7,645,304	\$ 7,645,304	\$ 7,660,701	\$ 7,428,130	\$ (217,174)	-2.8%
Expenditures:							
<u>Operating Expenses:</u>							
Administration	\$ 4,408,253	\$ 4,663,906	\$ 4,737,167	\$ 4,266,683	\$ 4,510,768	\$ (153,138)	-3.3%
Call Center	1,071	-	-	-	-	-	N/A
Compost	697,903	804,682	806,190	709,974	806,169	1,487	0.2%
Transfer to Wastewater	86,255	76,094	76,094	76,094	51,975	(24,119)	-31.7%
Transfer to BTU	384,519	396,055	396,055	396,055	396,055	-	0.0%
Transfer to General Fund	90,571	-	-	-	-	-	N/A
Transfer to Other Funds	24,115	24,108	24,108	24,108	-	(24,108)	-100.0%
<i>Total Operating Expenses</i>	\$ 5,692,687	\$ 5,964,845	\$ 6,039,614	\$ 5,472,914	\$ 5,764,967	\$ (199,878)	-3.4%
<u>Non-Operating Expenses:</u>							
Administrative Reimbursement	\$ (160,000)	\$ (180,000)	\$ (180,000)	\$ (80,000)	\$ -	\$ 180,000	-100.0%
Transfers	921,425	967,701	967,701	967,701	922,590	(45,111)	-4.7%
Bond Sale Expense	706	-	-	-	-	-	N/A
Debt Service	217	-	-	(2,042)	-	-	N/A
Annual Capital	279,072	57,410	98,886	94,000	57,410	-	0.0%
Equipment Replacement Transfer	916,624	1,082,338	1,082,338	1,082,338	868,968	(213,370)	-19.7%
Facilities Replacement Transfer	-	4,000	4,000	4,000	4,000	-	0.0%
Right of Way Use Fee	362,484	355,545	355,545	355,545	512,896	157,351	44.3%
<i>Total Non-Operating Expenses</i>	\$ 2,320,528	\$ 2,286,994	\$ 2,328,470	\$ 2,421,542	\$ 2,365,864	\$ 78,870	3.4%
Total Expenditures	\$ 8,013,215	\$ 8,251,839	\$ 8,368,084	\$ 7,894,456	\$ 8,130,831	\$ (121,008)	-1.5%
Net Increase/(Decrease)	\$ 927,431	\$ (606,535)	\$ (722,780)	\$ (233,755)	\$ (702,701)	\$ 468,946	300.6%
Beginning Unrestricted Net Current Assets	3,436,104	2,113,773	2,983,829	2,983,829	2,750,074	233,755	92.2%
CAFR Adjustment	(1,379,706)	-	-	-	-	-	-
Ending Unrestricted Net Current Assets	\$ 2,983,829	\$ 1,507,238	\$ 2,261,049	\$ 2,750,074	\$ 2,047,373	\$ 702,701	74.4%
Reserve Requirement : (Sixty days operating expenses)	935,784	980,522	992,813	899,657	947,666	-	-0.6%
Ninety Day Reserve	1,403,676	1,470,784	1,489,220	1,349,486	1,421,499	-	-



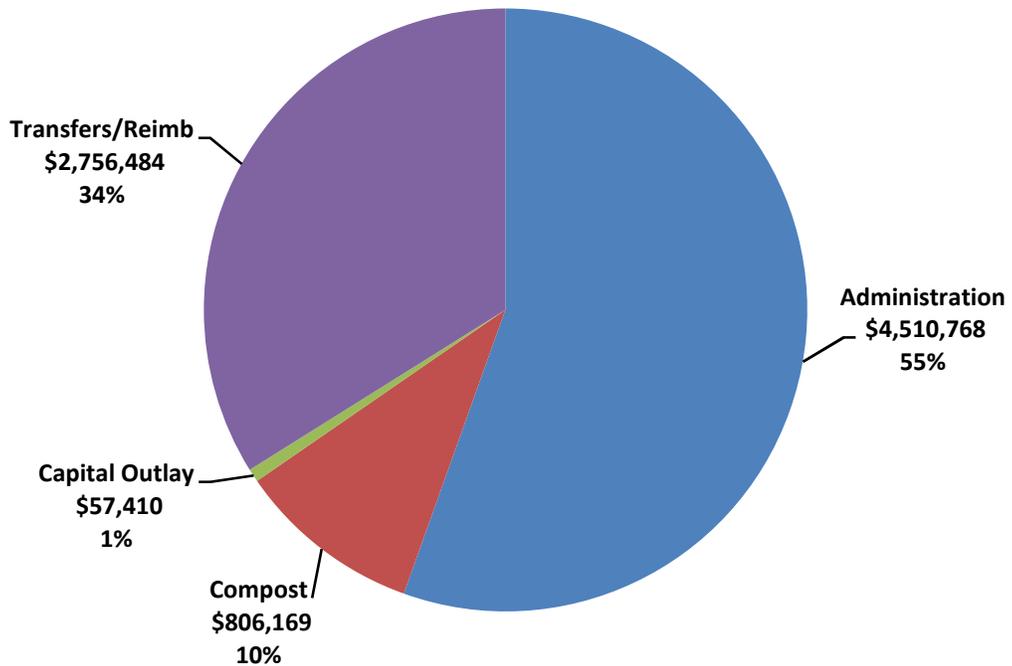
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**FY2011 Solid Waste Fund
Expenses by Category**



**FY2011 Solid Waste Fund
Expenses by Function**



Solid Waste Fund

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 2,367,416	\$ 2,354,686	\$ 2,354,686	\$ 2,299,386	\$ 2,477,117
Supplies	443,391	451,170	451,734	433,482	474,577
Maintenance & Services	729,614	718,506	780,933	572,781	573,190
Miscellaneous/Admin Reimb	2,488,231	2,911,927	2,923,705	3,725,047	3,587,611
Capital Outlay	-	57,410	98,886	94,000	57,410
Debt Service	923	-	-	(2,042)	-
Transfers	1,864,568	1,938,140	1,938,140	851,802	960,926
Total Expenses	\$ 7,894,143	\$ 8,431,839	\$ 8,548,084	\$ 7,974,456	\$ 8,130,831

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Administration					
Assitant Director of Public Works ¹	-	-	-	-	1
Environmental Services Department Manager	1	1	1	1	1
Ass't Director of Public Works	-	-	-	-	1
Sustainability Programs Coordinator	1	1	1	1	1
Brush & Bulky Foreman	1	1	1	1	1
Brush & Bulky Crew Leader	2	2	2	2	2
Brush & Bulky Equipment Operator	8	8	8	8	8
Assessment Worker	3	3	3	3	3
Solid Waste Commercial Foreman	1	1	1	1	1
Solid Waste Residential Foreman	1	1	1	1	1
Container Coordinator	2	2	2	2	2
Solid Waste Equipment Operator					
Residential	8	8	8	8	8
Commercial	7	7	7	7	7
Street Sweepers	2	2	2	2	2
Subtotal	37	37	37	37	38
Compost					
Compost Equipment Operator	3	3	3	3	3
Compost Crew Leader	1	1	1	1	1
Recycling Center Assistant	4	3	3	3	3
Recycling Center Crew Leader	-	1	1	1	1
Waste Reduction Supervisor	1	-	-	-	-
Environmental Operations Supervisor	-	1	1	1	1
Subtotal	9	9	9	9	9
Total	46	46	46	46	47

¹Moved 1 Assistant Director of Public Works from Facilities to Solid Waste for FY2011.

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Customers collected without complaint (Residential)	99%	100%	100%	99%	100%
Customers collected without complaint (Commercial)	99%	100%	100%	99%	100%
Customers collected without complaint (Brush/Bulky)	99%	100%	100%	99%	100%
Average number of street sweepings annually	5	5	5	5	5
Dead animal requests removed/disposed within 24 hours	100%	100%	100%	100%	100%
Number of citizens utilizing recycling centers	33,000	34,333	34,333		
Sell 100% of finish compost product	100%	100%	100%	100%	0%
All solid waste work orders are completed within 24-48hrs	100%	100%	100%	100%	100%
Number of commercial containment enclosures repaired	25	50	50	1	25
Commercial containers bar coded and GIS	100%	100%	100%	100%	
Percent Installation of GPS in Solid Waste Collection Trucks	N/A	100%	100%	0%	100%
Percent Completion of Sustainability Action Plan	N/A	100%	100%	100%	
Number of Be Green in Bryan episodes	N/A	6	6	6	6
Number of awards and grants applied for	N/A	4	4	3	2
Implement and monitor all 11 departments Sustainability Action Plan	N/A	N/A	N/A	N/A	11

BTU - City/QSE
Summary of Revenues and Expenditures
FY2011

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Operating Revenue							
Operations	\$ 144,462,671	\$ 116,734,166	\$ 116,734,166	\$ 130,884,964	\$ 128,384,777	\$ 11,650,611	10.0%
Miscellaneous	2,997,678	3,276,423	3,276,423	3,276,423	3,341,951	65,528	2.0%
Investment earnings	1,378,874	483,877	483,877	486,877	229,043	(254,834)	-52.7%
<i>Total Operating Revenue</i>	\$ 148,839,223	\$ 120,494,466	\$ 120,494,466	\$ 134,648,264	\$ 131,955,771	\$ 11,461,305	9.5%
Total Revenues	\$ 148,839,223	\$ 120,494,466	\$ 120,494,466	\$ 134,648,264	\$ 131,955,771	\$ 11,461,305	9.5%
Expenditures:							
Operating Expenses							
Fuel and Purchased Power	\$ 84,538,896	\$ 58,537,268	\$ 58,537,268	\$ 70,198,698	\$ 64,913,977	\$ 6,376,709	10.9%
TMPA Capacity	19,309,225	29,802,209	29,802,209	21,761,016	8,897,139	(20,905,070)	-70.1%
Production	3,665,707	2,987,501	2,987,501	2,737,501	4,489,984	1,502,483	50.3%
QSE	1,077,475	1,214,669	1,214,669	1,214,669	1,249,125	34,456	2.8%
Transmission	3,351,575	4,130,070	4,130,070	4,130,070	4,626,357	496,287	12.0%
Distribution	1,572,610	1,727,402	1,727,402	1,727,402	1,953,527	226,125	13.1%
Customer Service	3,878,383	3,502,466	3,502,466	3,502,466	3,785,996	283,530	8.1%
Key Accounts	1,077,727	1,288,310	1,288,310	1,288,310	1,561,291	272,981	21.2%
Administration	6,767,575	6,639,735	6,639,735	5,099,807	5,287,241	(1,352,494)	-20.4%
<i>Total Operating Expenses</i>	\$ 125,239,173	\$ 109,829,630	\$ 109,829,630	\$ 111,659,939	\$ 96,764,637	\$ (13,064,993)	-11.9%
Non-Operating Expenses							
Transfers Out	\$ 8,541,770	\$ 9,074,132	\$ 9,074,132	\$ 9,018,251	\$ 9,075,254	\$ 1,122	0.0%
Debt Service Requirements	6,497,633	10,410,475	10,410,475	9,193,504	24,343,236	13,932,761	133.8%
Capital	13,802,354	8,073,412	8,073,412	8,585,412	9,135,612	1,062,200	13.2%
<i>Total Non-Operating Expenses</i>	\$ 28,841,757	\$ 27,558,019	\$ 27,558,019	\$ 26,797,167	\$ 42,554,102	\$ 14,996,083	54.4%
Total Expenditures	\$ 154,080,930	\$ 137,387,649	\$ 137,387,649	\$ 138,457,106	\$ 139,318,739	\$ 1,931,090	1.4%
Net Increase/(Decrease)	\$ (5,241,707)	\$ (16,893,183)	\$ (16,893,183)	\$ (3,808,842)	\$ (7,362,968)	\$ 9,530,215	
Beginning Unrestricted Net Current Assets	35,006,039	30,480,370	30,880,892	30,880,892	27,532,588	(9,530,215)	(0)
Rate Stabilization Transfer	1,116,560	13,494,092	13,494,092	460,538	3,690,154		
Ending Unrestricted Net Current Assets	\$ 30,880,892	\$ 27,081,279	\$ 27,481,801	\$ 27,532,588	\$ 23,859,774	\$ (3,221,505)	-11.9%
Reserve Requirement : (Ninety days operating expenses)	\$ 30,880,892	\$ 27,081,279	\$ 27,081,279	\$ 27,532,588	\$ 23,859,774	\$ 226,125	0.8%

BTU - Rural
Summary of Revenues and Expenditures
FY2011

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues							
<u>Operating Revenues:</u>							
Operations	\$ 30,609,690	\$ 25,771,338	\$ 25,771,338	\$ 28,324,514	\$ 29,220,548	\$ 3,449,210	13.4%
Miscellaneous	386,463	283,528	283,528	283,528	289,601	6,073	2.1%
Investment earnings	56,851	19,653	19,653	19,653	19,653	-	0.0%
<i>Total Operating Revenues</i>	\$ 31,053,004	\$ 26,074,519	\$ 26,074,519	\$ 28,627,695	\$ 29,529,802	\$ 3,455,283	13.3%
Total Revenues	\$ 31,053,004	\$ 26,074,519	\$ 26,074,519	\$ 28,627,695	\$ 29,529,802	\$ 3,455,283	13.3%
Expenditures:							
<u>Operating Expenses:</u>							
Fuel and Purchased Power	\$ 26,910,540	\$ 21,669,775	\$ 21,669,775	\$ 23,927,140	\$ 24,512,731	\$ 2,842,956	13.1%
Transmission	94,142	133,013	133,013	133,013	137,003	3,990	3.0%
Distribution	696,338	832,406	832,406	832,406	919,903	87,497	10.5%
Administration	188,679	173,500	173,500	173,500	173,500	-	0.0%
<i>Total Operating Expenses</i>	\$ 27,889,699	\$ 22,808,694	\$ 22,808,694	\$ 25,066,059	\$ 25,743,137	\$ 2,934,443	12.9%
<u>Non-Operating Expenditures:</u>							
Debt Service Requirements	\$ 417,550	\$ 1,097,002	\$ 1,097,002	\$ 417,550	\$ 1,086,213	\$ (10,789)	-1.0%
Capital	4,075,862	3,143,694	3,143,694	3,143,694	3,228,359	84,665	2.7%
<i>Total Non-Operating Expenses</i>	\$ 4,493,412	\$ 4,240,696	\$ 4,240,696	\$ 3,561,244	\$ 4,314,572	\$ 73,876	1.7%
Total Expenditures	\$ 32,383,111	\$ 27,049,390	\$ 27,049,390	\$ 28,627,303	\$ 30,057,709	\$ 3,008,319	11.1%
Net Increase/(Decrease)	\$ (1,330,107)	\$ (974,871)	\$ (974,871)	\$ 392	\$ (527,907)	\$ 446,964	
Beginning Unrestricted Net Current Assets	3,999,102	3,203,696	4,138,541	4,138,541	4,138,933	935,237	0
2009 CAFR Adjustment*	139,439						
Ending Unrestricted Net Current Assets	\$ 4,138,541	\$ 2,228,825	\$ 3,163,670	\$ 4,138,933	\$ 3,611,026	\$ 1,382,201	62.0%
Reserve Requirement : (Forty five days operating expenses)	\$ 3,438,456	\$ 2,812,031	\$ 2,812,031	\$ 3,090,336	\$ 3,173,811	\$ 361,781	12.9%



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Bryan Commerce & Development (BCD) Fund
Summary of Revenues and Expenditures
FY2011

	FY2009	FY2010	FY2010	FY2010	FY2011	Increase/	% Increase/
	Actuals	Adopted	Amended	Projected	Adopted	(Decrease)	(Decrease)
Revenues:							
Gain/(Loss) on Sale of Asset	\$ (451)	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Interest Income	901	-	-	35	-	-	N/A
Misc Revenues	-	-	-	1,018	-	-	N/A
Rental Income	90	-	-	-	-	-	N/A
Total Revenues	\$ 540	\$ -	\$ -	\$ 1,053	\$ -	\$ -	N/A
Expenditures:							
Other services and charges	\$ 19,010	\$ 606	\$ 606	\$ 42,095	\$ 633	\$ 27	4.46%
LaSalle Operations	-	-	-	431,388	-	-	N/A
Land Purchase	-	-	11,275	11,443	-	-	N/A
Contractual Obligations	-	-	-	100,000	-	-	N/A
Borski Homes Devel Agmt.	40,000	-	-	-	-	-	N/A
Compass Bank Note (Interest)	89,889	116,847	116,847	116,847	57,000	(59,847)	-51.22%
Reclass TIRZ 10 - FY08 Prop Sale	288,446	-	-	-	-	-	N/A
Transfer from General Fund	(167,419)	(117,453)	(117,453)	(582,848)	(57,000)	60,453	-51.47%
Total Expenses	\$ 269,926	\$ -	\$ 11,275	\$ 118,925	\$ 633	\$ -	N/A
Net Increase/(Decrease)	(269,386)	-	(11,275)	(117,872)	(633)	-	N/A
Beginning Unrestricted Net Assets	333,275	-	40,562	40,562	(77,310)	-	N/A
CAFR Adjustments	(23,327)						
Ending Unrestricted Net Assets	\$ 40,562	\$ -	\$ 29,287	\$ (77,310)	\$ (77,943)	\$ -	N/A

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 2010 Accomplishments

- Began managing the Airport Facility April 1, 2010
- Awarded \$50,000 in RAMP Grant projects
- Remodeled parts of the Terminal Building
- Hired Airport Manager
- Hired Assistant Airport Manager
- Updated Landscape around Terminal Building
- Terminal Building linked to COB Network

Fiscal Year 2011 Goals and Objectives

- Construct New Maintenance Hangar
- One new private hangar
- Get all tenants under new month to month lease
- Start shuttle service to TAMU events
- Begin aircraft servicing, i.e. cleaning, washing, towing

Airport Fund
Summary of Revenues and Expenditures
FY2011

	FY2009 Actuals	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Operating Revenues:							
Rent	\$ 30,650	\$ 30,000	\$ 72,500	\$ 86,800	\$ 105,000	\$ 75,000	250.0%
Fuel Revenue	1,443	3,000	184,911	122,000	260,000	257,000	8566.7%
<i>Total Operating Revenues</i>	\$ 32,093	\$ 33,000	\$ 257,411	\$ 208,800	\$ 365,000	\$ 332,000	1006.1%
Non-Operating Revenues:							
Grants	\$ 654,282	\$ -	\$ 25,000	\$ 30,000	\$ 1,000	\$ 1,000	N/A
Interest Income	2,071	2,000	2,000	1,300	225	(1,775)	-88.8%
Misc. Revenues	200	300	2,800	1,000	1,000	700	233.3%
<i>Total Non-Operating Revenues</i>	\$ 656,553	\$ 2,300	\$ 29,800	\$ 32,300	\$ 2,225	\$ (75)	-3.3%
Total Revenues	\$ 688,646	\$ 35,300	\$ 287,211	\$ 241,100	\$ 367,225	\$ 331,925	940.3%
Expenditures:							
Operating Expenses:							
Salaries and Benefits	\$ -	\$ -	\$ 61,829	\$ 62,711	\$ 131,849	\$ 131,849	N/A
Supplies	-	-	128,231	109,768	210,600	210,600	N/A
Maintenance	99,168	12,000	99,179	60,651	32,660	20,660	172.2%
Other Services and Charges	14,330	63,709	13,000	13,455	14,750	(48,959)	-76.8%
<i>Total Operating Expenses</i>	\$ 113,498	\$ 75,709	\$ 302,239	\$ 246,585	\$ 389,859	\$ 314,150	414.9%
Non-Operating Expenses:							
Debt Service	\$ 1,892	\$ 3,933	\$ 3,933	\$ 3,933	\$ 2,850	\$ (1,083)	-27.5%
Annual Capital	-	-	-	-	-	-	N/A
Allocation from City Depts	-	-	35,309	35,309	43,681	43,681	N/A
Bldg & Facility Mtnce	-	10,810	10,810	10,810	10,810	-	0.0%
Transfers In	-	-	-	-	(40,000)	-	-
<i>Total Non-Operating Expenses</i>	\$ 1,892	\$ 14,743	\$ 50,052	\$ 50,052	\$ 17,341	\$ 42,598	288.9%
Total Expenditures	\$ 115,390	\$ 90,452	\$ 352,291	\$ 296,637	\$ 407,200	\$ 356,748	394.4%
Net Increase /(Decrease)	\$ 573,256	\$ (55,152)	\$ (65,080)	\$ (55,537)	\$ (39,975)	\$ (24,823)	45.0%
Beginning Unrestricted Net Current Assets	110,311	100,903	95,649	95,649	40,112	(60,791)	-60.2%
CAFR adjustment	(587,918)						
Ending Unrestricted Net Current Assets	\$ 95,649	\$ 45,751	\$ 30,569	\$ 40,112	\$ 137	(45,614)	-99.7%

Airport Fund

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ -	\$ -	\$ 61,829	\$ 62,711	\$ 131,849
Supplies	207	-	128,231	109,768	210,600
Maintenance & Services	99,168	27,400	99,179	60,651	32,660
Miscellaneous/Admin Reimb	14,123	48,309	59,119	59,574	69,241
Debt Service	1,892	3,933	3,933	3,933	2,850
Transfers	-	10,810	-	-	-
Total Expenses	\$ 115,390	\$ 90,452	\$ 352,291	\$ 296,637	\$ 447,200

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
# of hangars leased month to month	10	10	10	37	37
Revenue generated annually	\$ 27,600	\$ 27,600	\$ 27,600	\$ 31,430	\$ 75,432
# of hangars with 25-30 year leases	5	5	5	7	8
Revenue generated	\$ 2,400	\$ 2,400	\$ 2,400	\$ 2,185	\$ 5,042
# of hangars leased other than T-hangars	N/A	N/A	N/A	1	1
Revenue Generated	N/A	N/A	N/A	\$ 6,125	\$ 14,700
# of month to month office lease	N/A	N/A	N/A	2	4
Revenue Generated	N/A	N/A	N/A	\$ 1,850	\$ 9,048
10% management fee for the BBC Hangar	N/A	N/A	N/A	1	1
Revenue Generated	N/A	N/A	N/A	\$ 688	\$ 1,650
# of permanent tiedowns	N/A	N/A	N/A	18	18
Revenue Generated	N/A	N/A	N/A	\$ 1,000	\$ 2,400
Misc. Revenue generated	N/A	N/A	N/A	\$ 375	\$ 900
Total Fuel Sold ¹	N/A	N/A	N/A	\$ 173,334	\$ 260,000

¹For April 2010 to September 2010

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 Self-Insurance, Employee Benefits, Warehouse, Equipment, and Building and Facilities Maintenance. 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.

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 \$100,925 for FY2011. Operating revenues consist of fuel markups estimated at \$90,000, and inventory mark-ups of \$10,962.

Non-operating revenues for FY2011 include: interest income anticipated to be \$5,000 and discounts taken estimated at \$575.

Operating expenses total \$219,146 for FY2011. This includes expenses for: salaries and benefits \$193,580, supplies of \$13,437, and maintenance and services of \$12,129.

Non-operating expenses for FY2011 include a transfer in the amount of \$11,325 for the newly created facilities replacement program and the equipment replacement program. An administrative reimbursement transfer of \$83,385 will also be made for FY2011, and General and Administrative Transfers in of (\$164,842).

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. The following are types of risk the City is exposed to:

- 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.
- 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 and \$500,000 for each occurrence for bodily injury and \$100,000 for each occurrence for property damage.

Operating revenues for the 2011 fiscal year are proposed to be \$1,372,918, an increase of \$65,248 from the FY2010 adopted figure of \$1,307,670.

Non-operating revenues are anticipated to decrease a net amount of \$8,000 under the FY2010 budget. Operating revenues are as follows: Interest income is expected to decrease by \$8,000 to \$72,000 in FY2011. This is due in part to the current economic environment and to the significantly lower fund balance anticipated in FY2011. Miscellaneous revenues were not budgeted in FY2011.

Operating expenses are expected to be \$2,436,175 in FY2011, a decrease of \$69,272 from the FY2010 adopted amount of \$2,505,447. Judgment and claims estimates are based upon actuary studies. Generally, the claims are much lower than the actuary anticipates.

Non-operating expenses are anticipated to decrease by \$1,532,334 in FY2011 and includes: A transfer to the General Fund for Administration Reimbursement decrease of \$35,776. A Capital outlay increase of \$360,000 is due to a proposed new Employee Health Clinic. This cost includes FF&E, new equipment, and consultants. A contribution of \$3,702 to the Equipment Replacement Fund will cover the future costs of replacing the vehicle Risk currently uses in its day-to-day operations. And Transfers in From Other Funds will be (\$72,000).

The projected fund balance for FY2011 is anticipated to be \$2,929,062. This amount is an increase of \$229,022 over the Adopted ending balance of FY2010 which is \$2,700,040.

EMPLOYEE BENEFITS FUND

The collaboration between the Bryan, College Station, and Brazos County to develop a joint proposal for health care has resulted in savings in health care costs over the last several years.

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 \$7,875,578. Premiums paid by the City are projected to increase in FY2011, from \$5,393,678 in FY2010 to \$5,893,223 in FY2011 (9.3% increase). Employee contributions will decrease slightly, down by \$57,976 (-3.6%) from \$1,594,672 to \$1,536,696 in FY2011. Retiree

premiums will account for \$445,659 of premiums paid. The FY2011 retiree contribution is \$2,173 lower than the FY2010 contribution of \$447,832. Interest income will be \$40,000 in FY2011.

Total Operating expenses for FY2011 are anticipated to be \$8,474,621. Health insurance claims are projected to be \$7,383,310. This reflects an increase of \$679,395 (10.1%) above the FY2010 budget of \$6,703,915. Health insurance administration costs are \$480,260. This is a slight increase of \$12,865 (2.8%) from FY2010 budget of \$467,395. Stop loss premiums anticipated to be \$404,103 in FY2011, up from \$299,961 in FY2010, an increase of \$104,142. Employee Assistance Program is a small component of the expenses, accounting for \$13,000 of the costs in FY2011.

Total non-operating expenses for FY2011 are anticipated to be \$72,000. This is comprised of transfers to the Self Insurance Fund for \$72,000 to cover costs associated with the new Employee Health Clinic. This amount represents 10% of the initial capital outlay for renovations. The total costs will be dispersed over the next 10 years.

EQUIPMENT REPLACEMENT FUND

The Equipment Replacement Fund is an Internal Service Fund designed to replace vehicles and equipment within the City. The fund receives transfer from departments based upon the useful and economic life of their equipment and vehicles. Once it is determined that a piece of equipment should be replaced, the purchase is charged to this fund.

The transfer amounts are based upon the estimated replacement cost of each individual item. The following criteria are used and incorporated into the replacement policy:

- All existing equipment that qualifies under the replacement criteria will be replaced through the Equipment Replacement fund.
- Each department will incur a transfer expense based upon the useful life and anticipated replacement cost on each vehicle and piece of equipment assigned to the department.
- Representatives of departments with existing equipment are involved in the City's prioritization process through a committee. The committee evaluates the equipment replacement needs, and balances those needs with financial capacity and priority based on these criteria.

Budgeted revenues for this fund reflect the Equipment Replacement Fund policies. Transfers from departments on a monthly basis are reflected as reductions to expenditures and ensure sufficient funds are available to fund expenses related to the replacement of equipment.

Modest interest earnings of \$1,600 are projected for FY2011.

Transfers in from departments are tracked by department through specifically identified line items. This process will allow for transfer in and expense analysis by department and division.

Budgeted expenditures reflect recommendations for replacement based on need and available funding. The proposed capital replacements for FY2011 total \$4,217,393, which is off-set by transfers in of \$3,278,221. The projected ending unrestricted net asset balance of is \$160,289 at the end of FY2011. Expenditures on equipment are also tracked by department through specifically identified line items, which allows for revenue and expense analysis by department and division.

A listing outlining the vehicles and equipment to be replaced in FY2011 are included in the following pages. The prices reflect any trade-in value applicable. Auction proceeds will be reimbursed to the fund from which the equipment was originally purchased.

BUILDING AND FACILITIES MAINTENANCE FUND

The Building and Facilities Maintenance Fund is an Internal Service Fund designed to replace building and facilities components within the City that have a calculated expected useful life. The fund receives transfers from departments based upon the useful and economic life of their building components. Once it is determined that a building or facilities maintenance should occur, the purchase is charged to this fund. This fund is still in the early stages of development, and therefore components for replacement in FY2011 have yet to be identified.

The transfer amounts are based upon the estimated replacement cost of each individual component. The following criteria are used and incorporated into the replacement policy:

- All existing components that qualify under the replacement criteria will be replaced through the Building and Facilities Replacement fund. New, additional, and other components will be obtained through the budget process. Examples of items that may be replaced but is not limited to: roofs, HVAC, elevators, windows.

Each department will incur a transfer expense based upon the useful life and anticipated replacement cost for the building and facilities components.

Transfers in for FY2011 include the following: A total of \$196,902 will be transferred from the General Fund account for FY2011. A total of \$30,398 will be transferred from other funds.



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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 2010 Accomplishments

- Drafted SOPs for warehouse function (auto warehouse, fuel procedure, auction, water warehouse, etc.).
- Constructed needed office space for warehouse employees.
- Obtained SPCC certification for the Fountain Street fuel island.

Fiscal Year 2011 Goals and Objectives

- Implement automation in inventory control through use of scanning and data management technologies.
- Facilitate Automated Meter Infrastructure (AMI) project by providing storage for the AMI meters.
- Promote maximum savings to City by minimizing inventory write-offs and continually evaluating product cost, demand, and availability.
- Evaluate potential upgrades to the Gas Boy and Petrovend fuel system at the Fountain Street fuel island.
- Explore security monitoring technologies for the MSC fuel island.

Warehouse Fund
Summary of Revenues and Expenditures
FY2011

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
<u>Operating Revenues:</u>							
Fuel Markup	\$ 68,257	\$ 56,174	\$ 56,174	\$ 85,000	\$ 90,000	\$ 33,826	60.2%
Inventory Markup	10,215	10,962	10,962	10,962	10,925	(37)	-0.3%
<i>Total Operating Revenues</i>	\$ 78,472	\$ 67,136	\$ 67,136	\$ 95,962	\$ 100,925	\$ 33,789	50.3%
<u>Non Operating Revenues:</u>							
Interest Income	\$ 8,920	\$ 8,950	\$ 8,950	\$ 4,300	\$ 5,000	\$ (3,950)	-44.1%
Discounts Taken	606	575	575	581	575	-	0.0%
<i>Total Non Operating Revenues</i>	\$ 9,526	\$ 9,525	\$ 9,525	\$ 4,881	\$ 5,575	\$ (3,950)	0.0%
Total Revenues	\$ 87,998	\$ 76,661	\$ 76,661	\$ 100,843	\$ 106,500	\$ 29,839	-45.4%
Expenditures:							
<u>Operating Expenses:</u>							
Salaries and Benefits	\$ 198,580	\$ 195,505	\$ 195,505	\$ 194,015	\$ 193,580	\$ (1,925)	-1.0%
Supplies	9,174	13,700	13,700	13,171	13,437	(263)	-1.9%
Maintenance & Services	8,395	11,600	11,600	14,164	12,129	529	4.6%
Capital Outlay	-	7,200	7,200	4,080	-	(7,200)	-100.0%
<i>Total Operating Expenditures</i>	\$ 216,149	\$ 228,005	\$ 228,005	\$ 225,430	\$ 219,146	\$ (8,859)	-3.9%
<u>Non-operating Expenses:</u>							
Transfers to VRP & FRP	\$ 11,375	\$ 11,025	\$ -	\$ 11,025	\$ 11,325	\$ 300	2.7%
Over/Short Fuel and Inventory	(42,228)	-	-	-	-	-	N/A
Administrative Reimbursement	-	91,464	102,489	91,464	83,385	(8,079)	-8.8%
General and Administrative Transfers	(174,341)	(164,843)	(164,843)	(164,843)	(164,843)	\$ -	5.4%
<i>Total Non-Operating Expenses</i>	\$ (205,194)	\$ (62,354)	\$ (62,354)	\$ (62,354)	\$ (70,133)	\$ (7,779)	12.5%
Total Expenditures	\$ 10,955	\$ 165,651	\$ 165,651	\$ 163,076	\$ 149,013	\$ (16,638)	8.6%
Net Increase/Decrease	\$ 77,043	\$ (88,990)	\$ (88,990)	\$ (62,233)	\$ (42,513)	\$ 46,477	-52.2%
Beginning Unrestricted Net Current Assets	571,825	531,627	618,479	618,479	556,246	24,619	4.6%
CAFR Adjustment	(30,389)						
Ending Unrestricted Net Current Assets	\$ 618,479	\$ 442,637	\$ 529,489	\$ 556,246	\$ 513,733	71,096	16.1%

Warehouse Fund

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 198,580	\$ 195,505	\$ 195,505	\$ 194,015	\$ 193,580
Supplies	9,174	13,700	13,700	13,171	13,437
Maintenance & Services	8,395	11,600	11,600	14,164	12,129
Miscellaneous/Admin Reimb	-	91,464	102,489	102,489	94,710
Capital Outlay	-	7,200	7,200	4,080	-
Debt Service	(42,228)	-	-	-	-
Transfers	11,375	11,025	-	-	-
Total Expenses	\$ 185,296	\$ 330,494	\$ 330,494	\$ 327,919	\$ 313,856

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Driver - Storekeeper	1	1	1	1	1
Warehouse Coordinator	1	1	1	1	1
Storekeeper	2	2	2	2	2
Total	4	4	4	4	4

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Percent gain or loss in inventory for water warehouse	-7%	10%	10%	5%	5%
Percent gain or loss in inventory for general warehouse	1%	10%	10%	5%	5%
Percent gain or loss in inventory for automotive	-1%	10%	10%	5%	5%
Percent gain or loss in inventory for fuel	6%	10%	10%	5%	5%



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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

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

Fiscal Year 2010 Accomplishments

- Provided competitive employee benefits package with minimum (5%) increase in employee health insurance premiums.
- Completed City-wide Safety Policy Review.
- Vehicle collisions reduced by 10%.
- Assumed administration of contractors' Certificates of Insurance from Purchasing and improved notifications to departments.
- Marketed and obtained insurance for Coulter Field Airport and BVSWMA, Inc.
- Marketed and obtained competitive quotes for property and excess casualty insurance.
- Decreased OPEB liability by 38% with tiered retiree health premiums based on Rule of 80.
- Offered bank draft option for retiree health insurance premium payments.
- Enhanced safety, benefit, and wellness awareness and education through employee meetings and installation of computer kiosk at Municipal Service Center for employees who do not have computer access.
- City of Bryan Wellness Program received the Risk Management Achievement Award from the Texas Public Risk Management Association.
- City of Bryan Wellness Program received national recognition from the National Public Risk Management Association with its "Outstanding Achievement for a Public Risk Management Program Award."
- Decreased the average preventable health cost from \$1,076 to \$954 (per person).
- Decreased the top three identified health risk factors—weight, nutrition, and coronary risk.

- Increased the number of seasonal influenza vaccinations administered to employees onsite by 7.25%, in addition to administering 114 H1N1 vaccinations.
- Employee sick leave usage decreased by 12%.
- 20 employees received National Safety Council's Supervisor Development certification.
- Offered health and safety education classes in Spanish.
- Facilitated and continued partnership with Brazos County and City of College Station for Health & Safety Expo and retirement education.
- Facilitated and continued partnership discussions with Brazos County and Bryan ISD for employee health clinic.

Fiscal Year 2011 Goals and Objectives

- Maintain financial integrity of the Self-Insurance Fund with casualty claims costs not exceeding the actuary's projections.
- Stabilize health plan costs and reduce workers' compensation expenses through implementation of employee health clinic.
- Obtain competitive proposals for employee benefit programs, including health insurance.
- Offer Medicare supplemental policy to Medicare-eligible retirees.
- Conduct National Safety Council's Supervisor Development Academy.
- Reduce number of preventable collisions.
- Enhance department web page, including on-line benefit enrollment/change notifications
- Continue decrease of the top three identified health risk factors.
- Host health education activities/seminars to increase awareness among employees and dependents.
- Continue to partner with other public entities for wellness and safety events and education.
- Coordinate Critical Incident Stress Management meetings between Bryan, College Station, Brazos County, and Bryan ISD.
- Offer safety information and forms in Spanish.

Self Insurance Fund
Summary of Revenue and Expenditures
FY2011

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Operating Revenues:							
Defensive Driving Fees	\$ 1,685	\$ 700	\$ 700	\$ 630	\$ 600	\$ (100)	-14.3%
Liability/Workers Comp Ins Premiums	1,371,720	1,306,970	1,306,970	1,304,901	1,372,318	65,348	5.0%
<i>Total Operating Revenues</i>	<i>\$ 1,373,405</i>	<i>\$ 1,307,670</i>	<i>\$ 1,307,670</i>	<i>\$ 1,305,531</i>	<i>\$ 1,372,918</i>	<i>\$ 65,248</i>	<i>5.0%</i>
Non-Operating Revenues:							
Interest Income	\$ 153,188	\$ 80,000	\$ 80,000	\$ 70,000	\$ 72,000	\$ (8,000)	-10.0%
Miscellaneous revenues	115	-	-	26,651	-	-	N/A
S/L Aggregate Refund	18,892	-	-	-	-	-	N/A
<i>Total Non-Operating Revenues</i>	<i>\$ 172,195</i>	<i>\$ 80,000</i>	<i>\$ 80,000</i>	<i>\$ 96,651</i>	<i>\$ 72,000</i>	<i>\$ (8,000)</i>	<i>-10.0%</i>
Total Revenues	\$ 1,545,600	\$ 1,387,670	\$ 1,387,670	\$ 1,402,182	\$ 1,444,918	\$ 57,248	4.1%
Expenditures:							
Operating Expenses:							
Personnel Services	\$ 378,805	\$ 416,176	\$ 416,176	\$ 396,193	\$ 404,571	\$ (11,605)	-2.8%
Supplies	42,895	146,170	147,193	31,923	147,231	1,061	0.7%
Maintenance	73,650	147,604	183,202	111,325	145,133	(2,471)	-1.7%
Other Services & Charges	94,481	97,125	97,125	86,600	93,875	(3,250)	-3.3%
Judgement & Damage Claims	306,701	-	53,427	90,000	53,500	53,500	N/A
Liability Insurance	243,482	271,355	271,355	265,500	303,772	32,417	11.9%
Employee Safety	9,744	10,000	10,000	10,000	10,000	-	0.0%
Claims Administration	52,000	65,000	65,000	55,000	60,000	(5,000)	-7.7%
Workmans Comp & Liability Claims	894,039	1,352,017	1,352,017	825,000	1,218,093	(133,924)	-9.9%
<i>Total Operating Expenses</i>	<i>\$ 2,095,797</i>	<i>\$ 2,505,447</i>	<i>\$ 2,595,495</i>	<i>\$ 1,871,541</i>	<i>\$ 2,436,175</i>	<i>\$ (69,272)</i>	<i>-2.8%</i>
Non-Operating Expenses:							
Equipment Replacement Transfer	\$ 2,750	\$ 3,702	\$ -	\$ 3,702	\$ 3,969	\$ 267	7.2%
Building & Facility Mtnc	-	2,142	-	2,142	2,142	-	0.0%
General & Admin Reimbursements	14,454	11,825	11,825	12,600	15,000	3,175	26.8%
Capital	-	360,000	360,000	-	360,000	-	0.0%
Transfer to Other Funds	-	-	-	-	-	-	N/A
Transfer to General Fund	-	2,000,000	2,000,000	500,000	500,000	(1,500,000)	-75.0%
Allocation Cost from City Dep	171,138	268,170	274,014	268,170	232,394	(35,776)	-13.3%
Transfers from other funds	-	(327,154)	(327,154)	-	(72,000)	-	0.0%
<i>Total Non-Operating Expenses</i>	<i>\$ 188,342</i>	<i>\$ 2,318,685</i>	<i>\$ 2,318,685</i>	<i>\$ 786,614</i>	<i>\$ 1,041,505</i>	<i>\$ (1,532,334)</i>	<i>-66.1%</i>
Total Expenditures	\$ 2,284,139	\$ 4,824,132	\$ 4,914,180	\$ 2,658,155	\$ 3,477,680	\$ (1,601,606)	-33.2%
Net Increase/(Decrease)	\$ (738,539)	\$ (3,436,462)	\$ (3,526,510)	\$ (1,255,973)	\$ (2,032,762)	\$ 1,658,854	37.3%
Beginning Unrestricted Net Current Assets	6,956,336	6,136,502	6,217,795	\$ 6,217,795	\$ 4,961,824	(1,174,678)	-19.1%
Ending Unrestricted Net Current Assets	\$ 6,217,795	\$ 2,700,040	\$ 2,691,285	\$ 4,961,824	\$ 2,929,062	\$ 484,176	18.2%

Self Insurance Fund

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 378,805	\$ 416,176	\$ 416,176	\$ 396,193	\$ 404,571
Supplies	42,895	146,170	147,193	31,923	147,231
Maintenance & Services	383,586	495,784	531,382	444,425	523,905
Miscellaneous/Admin Reimb	1,476,103	1,727,312	1,786,583	1,285,614	1,613,973
Capital Outlay	-	360,000	360,000	-	360,000
Transfers	2,750	2,005,844	2,000,000	500,000	500,000
Total Expenses	\$ 2,284,139	\$ 5,151,286	\$ 5,241,334	\$ 2,658,155	\$ 3,549,680

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Risk Management					
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
Sub Total	6	6	6	6	6
Clinic					
Clinic Physician	1	-	-	-	-
Clinic Manager	1	-	-	-	-
Physician Assistant	1	-	-	-	-
Medical Assistant	2	-	-	-	-
Clerical	2	-	-	-	-
Clinic Pharmacist	1.5	-	-	-	-
Pharmacy Technician	1	-	-	-	-
Sub Total	10	-	-	-	-
Total	16	6	6	6	6

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Health plan claims cost (in millions)	6.9	6.7	6.7	6.8	6.8
Employee Sick Leave usage	58,955	44,244	44,244	43,738	43,000
OPEB liability, ARC per Active Participant	N/A	\$ 750	\$ 750	\$ 750	N/A
Percentage of Safety Policies reviewed	N/A	100%	100%	100%	N/A
Number of National Safety Council Supervisor Training classes	N/A	1	1	1	1
Number of collisions per 1,000,000 miles	13.6	28.5	28.5	12.2	12.0
Number of safety/health classes held in Spanish	-	4	4	8	
Claims costs to actuary's projections	76%	75%	75%	72%	70%
Prevalance of top three health risk factors:					
weight	80%	76%	76%	79%	77%
nutrition	75%	71%	71%	71%	69%
coronary heart disease	66%	67%	67%	63%	61%
Number of health education activities/seminars	19	N/A	N/A	22	25
Number of educational events with other public entities	3	N/A	N/A	4	5
Workers comp claim costs (in thousands)	349	N/A	N/A	335	300
Reduce percentage of preventable collisions	74%	N/A	N/A	82%	70%
Number of CISM joint Brazos Valley team meetings	0	N/A	N/A	0	2



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Employee Benefits
Summary of Revenues and Expenses
FY2011

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Operating Revenues:							
Employee Contributions	\$ 1,472,980	\$ 1,594,672	\$ 1,594,672	\$ 1,303,675	\$ 1,536,696	\$ (57,976)	-3.6%
City Contributions	5,125,493	5,393,678	5,393,678	5,507,685	5,893,223	499,545	9.3%
Retiree Health Premiums	408,552	447,832	447,832	442,003	445,659	(2,173)	-0.5%
<i>Total Operating Revenues</i>	<u>\$ 7,007,025</u>	<u>\$ 7,436,182</u>	<u>\$ 7,436,182</u>	<u>\$ 7,253,363</u>	<u>\$ 7,875,578</u>	<u>\$ 439,396</u>	<u>5.9%</u>
Non-Operating Revenues:							
Interest Income	\$ 64,833	\$ 48,469	\$ 48,469	\$ 40,635	\$ 40,000	\$ (8,469)	-17.5%
Stop/Loss Aggregate Refund	601,968	-	-	35,322	-	-	N/A
Health Claim Rebates	79,961	-	-	76,995	60,000	60,000	N/A
<i>Total Non-Operating Revenues</i>	<u>\$ 746,762</u>	<u>\$ 48,469</u>	<u>\$ 48,469</u>	<u>\$ 152,952</u>	<u>\$ 100,000</u>	<u>\$ 51,531</u>	<u>106.3%</u>
Total Revenues	<u>\$ 7,753,787</u>	<u>\$ 7,484,651</u>	<u>\$ 7,484,651</u>	<u>\$ 7,406,315</u>	<u>\$ 7,975,578</u>	<u>\$ 490,927</u>	<u>6.6%</u>
Expenditures:							
Operating Expenses:							
Administrative Reimbursements	\$ 153,282	\$ 169,580	\$ 169,580	\$ 169,580	\$ 178,948	\$ 9,368	5.5%
Claims Administration	16,283	17,134	17,134	14,917	15,000	(2,134)	-12.5%
Health Insurance Administration	451,154	467,395	467,395	455,577	480,260	12,865	2.8%
Health Insurance Claims	6,853,598	6,703,915	6,703,915	6,725,757	7,383,310	679,395	10.1%
EAP	6,260	13,062	13,062	12,863	13,000	(62)	-0.5%
Stop Loss Premium	273,423	299,961	299,961	321,460	404,103	104,142	34.7%
<i>Total Operating Expenses</i>	<u>\$ 7,754,000</u>	<u>\$ 7,671,047</u>	<u>\$ 7,671,047</u>	<u>\$ 7,700,154</u>	<u>\$ 8,474,621</u>	<u>\$ 803,574</u>	<u>10.5%</u>
Non-Operating Expenses:							
Transfer to Other Funds	\$ -	\$ 327,154	\$ 327,154	\$ -	\$ 72,000	\$ (255,154)	-78.0%
<i>Total Non-Operating Expenses</i>	<u>\$ -</u>	<u>\$ 327,154</u>	<u>\$ 327,154</u>	<u>\$ -</u>	<u>\$ 72,000</u>	<u>\$ (255,154)</u>	<u>-78.0%</u>
Total Expenditures	<u>\$ 7,754,000</u>	<u>\$ 7,998,201</u>	<u>\$ 7,998,201</u>	<u>\$ 7,700,154</u>	<u>\$ 8,546,621</u>	<u>\$ 548,420</u>	<u>6.9%</u>
Net Increase/(Decrease) *	\$ (213)	\$ (513,550)	\$ (513,550)	\$ (293,839)	\$ (571,043)	\$ (57,493)	-0.3%
Beginning Unrestricted Net Current Assets	2,271,389	2,271,389	2,271,175	2,271,175	1,977,336	(294,053)	-12.9%
Ending Unrestricted Net Current Assets	<u>\$ 2,271,175</u>	<u>\$ 1,757,839</u>	<u>\$ 1,757,625</u>	<u>\$ 1,977,336</u>	<u>\$ 1,406,293</u>	<u>\$ (351,546)</u>	<u>-20.0%</u>

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Claims Administration	\$ 16,283	\$ 17,134	\$ 17,134	\$ 14,917	\$ 15,000
Administrative Reimbursements	153,282	169,580	169,580	169,580	178,948
Health Insurance Administration	451,154	467,395	467,395	455,577	480,260
Stop/Loss Premium	273,423	299,961	299,961	321,460	404,103
EAP	6,260	13,062	13,062	12,863	13,000
Health Insurance Claims	6,853,598	6,703,915	6,703,915	6,725,757	7,383,310
Transfers	-	327,154	327,154	-	72,000
Total Expenses	\$ 7,754,000	\$ 7,998,201	\$ 7,998,201	\$ 7,700,154	\$ 8,546,621

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Average number of health plan contracts	829	800	800	846	872
Average number of health plan members	1,802	1,750	1,750	1,845	1,850
Average health claims paid per contract per month	\$ 663	\$ 669	\$ 669	\$ 597	\$ 641
Total Admin & Stop Loss fees paid per contract per mo	\$ 59	\$ 66	\$ 66	\$ 70	\$ 77
Total plan expenses per contract per month	\$ 722	\$ 735	\$ 735	\$ 667	\$ 717
Average Provider Savings	62%	60%	60%	62%	60%
Inpatient admissions/1,000	77	90	90	81	80
Inpatient days/1,000	281	500	500	280	280
ER visits/1,000	197	230	230	207	205
Professional Provider Inpatient visits/1,000	965	1,242	1,242	1,002	1,040

Equipment Replacement Fund
Summary of Revenues and Expenditures
FY2011

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Operating Revenues:							
Interest Income	\$ 7,320	\$ 17,500	\$ 17,500	\$ 1,550	\$ 1,650	\$ (15,850)	-90.6%
Total Operating Revenues	\$ 7,320	\$ 17,500	\$ 17,500	\$ 1,550	\$ 1,650	\$ (15,850)	-90.6%
Operating Expenditures:							
Supplies Costs:							
Supplies	3,626	-	-	1,150	-	-	N/A
Subtotal Supplies Costs	\$ 3,626	\$ -	\$ -	\$ 1,150	\$ -	\$ 14,547	N/A
Allocated Costs:							
Alloc Costs from City Departments	-	14,547	14,547	14,547	11,006	(3,541)	-24.3%
Subtotal Alloc Costs	\$ -	\$ 14,547	\$ 14,547	\$ 14,547	\$ 11,006	\$ 14,547	N/A
Equipment Replacement Costs:							
Municipal Court Equip. Replacement	62,682	-	-	-	-	-	N/A
Facilities Services Equip. Replacement	227,123	113,500	113,500	113,500	113,500	-	0.0%
Transportation and Drainage Equip. Replacement	635,431	262,260	262,260	262,260	262,260	-	0.0%
Traffic Services Equip. Replacement	-	-	22,685	22,685	22,685	22,685	N/A
Police Services Equip. Replacement	323,640	530,600	530,600	530,600	530,600	-	0.0%
Fire Services Equip. Replacement	570,429	1,736,694	1,736,694	1,736,694	1,736,694	-	0.0%
Planning & Development Services Equip. Replacement	41,008	-	-	-	-	-	N/A
Parks & Recreation Services Equip. Replacement	119,814	120,350	308,676	308,676	120,350	-	0.0%
Risk	-	-	-	-	3,969	3,969	N/A
Warehouse	-	-	-	-	9,719	9,719	N/A
Water Services Equip. Replacement	211,434	292,750	292,750	292,750	220,919	(71,831)	-24.5%
Wastewater Services Equip. Replacement	327,826	248,350	248,350	248,350	327,729	79,379	32.0%
Solid Waste Services Equip. Replacement	639,907	919,800	1,088,278	1,088,278	868,968	(50,832)	-5.5%
Subtotal Equip. Replacement Costs	\$ 3,159,294	\$ 4,224,304	\$ 4,603,793	\$ 4,603,793	\$ 4,217,393	\$ (6,911)	-0.2%
Transfers-In:							
Transfer From Municipal Court	(13,678)	(13,153)	(13,153)	(13,153)	(13,153)	525	3.8%
Transfer From Fleet Services	(12,546)	(9,721)	(9,721)	(9,721)	(9,721)	2,825	22.5%
Transfer From Facilities Services	(74,359)	(64,852)	(64,852)	(64,852)	(64,852)	9,507	12.8%
Transfer From Transportation and Drainage	(402,769)	(314,108)	(314,108)	(314,108)	(314,108)	88,661	22.0%
Transfer From Traffic Services	(34,329)	(33,478)	(33,477)	(33,477)	(33,478)	851	2.5%
Transfer From Police Services	(391,205)	(474,725)	(474,725)	(474,725)	(474,725)	(84,944)	-21.8%
Transfer From Fire Services	(752,955)	(805,360)	(805,360)	(805,360)	(805,360)	(58,248)	-7.8%
Transfer From Planning & Development Srv	(27,013)	(30,321)	(30,321)	(30,321)	(30,321)	(18,146)	-149.0%
Transfer From Parks & Recreation Services	(88,219)	(73,780)	(73,780)	(73,780)	(73,780)	14,439	16.4%
Transfer From Water Services	(258,863)	(224,280)	(224,280)	(224,280)	(220,919)	(41,717)	-22.9%
Transfer From Wastewater Services	(288,512)	(294,496)	(294,496)	(294,496)	(327,729)	(48,286)	-19.6%
Transfer From Solid Waste Services	(916,624)	(1,082,338)	(1,082,338)	(1,082,338)	(868,968)	(165,714)	-18.1%
Transfer From Information Technology	(7,059)	(4,844)	(4,844)	(4,844)	(4,844)	2,215	31.4%
Transfer from Engineering Services	(25,472)	(22,575)	(22,575)	(22,575)	(22,575)	2,897	11.4%
Transfer From Risk Services	(2,750)	(3,702)	(3,702)	(3,702)	(3,969)	(952)	-34.6%
Transfer From Warehouse Services	(11,375)	(9,419)	(9,419)	(9,419)	(9,719)	1,956	17.2%
Subtotal Transfers-In	\$ (3,307,728)	\$ (3,461,152)	\$ (3,461,151)	\$ (3,461,151)	\$ (3,278,221)	\$ (294,131)	8.5%
Total Operating Expenses	\$ (144,808)	\$ 777,699	\$ 1,157,189	\$ 1,158,339	\$ 950,178	\$ (271,948)	-35.0%
Net Increase/(Decrease)	152,128	(760,199)	(1,139,689)	(1,156,789)	(948,528)	256,098	-33.7%
Beginning Unrestricted Net Current Assets	2,113,478	1,921,934	2,265,606	2,265,606	1,108,817	(256,098)	-13.3%
Ending Unrestricted Net Assets	\$ 2,265,606	\$ 1,161,735	\$ 1,125,917	\$ 1,108,817	\$ 160,289	\$ -	0.0%

FY2011 Adopted Equipment Replacement Schedule

Department	Unit # (no dashes or symbols)	Description	Class (pick from dropdown list)	FY11 REPLACEMENT COST
Engineering	1808	2003 FORD F-150 4X4	Truck	\$ 30,975
Engineering Total				\$ 30,975
Facilities	1101	2001 CHEVY 3/4T PICKUP	Truck-Bucket	\$ 23,000
Facilities	1117	2000 DODGE 1/2T CARGO VAN	Van	\$ 28,875
Facilities Total				\$ 51,875
Fire	701	1994 AERIAL LADDER TRUCK	Aerial Device	\$ 300,000
Fire Total				\$ 300,000
Fleet	1131	1993 GMC 1/2 T PU	Truck	\$ 21,950
Fleet Total				\$ 21,950
IT	1202	1998 FORD ECONILINE VAN	Van	\$ 28,875
IT Total				\$ 28,875
Inspections	1605	2000 DODGE 1/2 TON PICKUP	Truck	\$ 21,950
Inspections	1612	2000 CHEVY SILVERADO C1500 EXT. CAB	Truck	\$ 24,675
Inspections Total				\$ 46,625
Parks & Recreation	1027	1998 TORO GROUND MASTER MOWER	Mower	\$ 75,075
Parks & Recreation	1059	2000 KAWASAKI MULE	Utility	\$ 8,825
Parks & Recreation	1062	1998 DIAHATSU TRUCKSTER	Utility	\$ 20,200
Parks & Recreation	10610	2000 TORO WORKMAN	Utility	\$ 20,250
Parks & Recreation	10611	2001 TORO WORKMAN	Utility	\$ 20,250
Parks & Recreation Total				\$ 144,600
Police	609	1994 GMC C1500 REG CAB PICKUP	Truck	\$ 18,500
Police	619	2001 CHEVROLET IMPALA - PEWTER	Sedan-Police	\$ 17,800
Police	630	1999 FORD CROWN VIC.	Sedan-Police	\$ 45,050
Police	637	2000 FORD CROWN VIC.	Sedan-Police	\$ 45,050
Police	640	2001 FORD CROWN VIC.	Sedan-Police	\$ 45,050
Police	641	2001 FORD CROWN VIC.	Sedan-Police	\$ 45,050
Police	644	2001 FORD CROWN VIC.	Sedan-Police	\$ 45,050
Police	657	2002 FORD CROWN VIC.	Sedan-Police	\$ 45,050
Police	658	2002 FORD CROWN VIC.	Sedan-Police	\$ 45,050
Police	677	2003 CHEVROLET TAHOE	Sedan-Police	\$ 51,275
Police	680	2003 FORD CROWN VIC.	Sedan-Police	\$ 45,050
Police	681	2003 FORD CROWN VIC.	Sedan-Police	\$ 45,050
Police	683	2003 FORD CROWN VIC	Sedan-Police	\$ 45,050
Police	685	2003 FORD CROWN VIC	Sedan-Police	\$ 45,050
Police	6139	2004 FORD CROWN VIC	Sedan-Police	\$ 45,050
Police	6142	2005 FORD CROWN VIC	Sedan-Police	\$ 45,050
Police	6145	2005 FORD CROWN VIC	Sedan-Police	\$ 45,050
Police Total				\$ 718,275
Solid Waste	1425	1992 FORD TYMCO SWEEPER	Sweeper	\$ 189,200
Solid Waste	1444	2003 FREIGHTLINER COMERCIAL SIDE LOADER	Sideloader	\$ 197,050
Solid Waste	1445	2006 FREIGHTLINER PYTHON SIDE LOADER	Sideloader	\$ 187,650
Solid Waste	1463	2003 FORD F-150 REG CAB SWB W/LIFT	Truck	\$ 26,950
Solid Waste Total				\$ 600,850
Transportation	17607	2001 TORO FRONT MOWER	Mower	\$ 13,900
Transportation	3437	2000 CHEVY 1TON UTILITY	Truck	\$ 32,025
Transportation Total				\$ 45,925
Wastewater-Collection	2415	1997 FORD FLAT - DUMP BED TRUCK	Medium Truck	\$ 31,950
Wastewater-Collection	2430	2003 FORD F-450 UTILITY BED	Truck	\$ 40,100
Wastewater-Collection Total				\$ 72,050
Wastewater-Environmental Compliance	2932	2002 GMC 7000 PETERSON GRAPPLE	Grapple Truck	\$ 138,850
Wastewater-Environmental Compliance	2933	2003 FREIGHTLINER-PETERSON GRAPPLE	Grapple Truck	\$ 138,850
Wastewater-Environmental Compliance	2934	2003 FREIGHTLINER-PETERSON GRAPPLE	Grapple Truck	\$ 138,850
Wastewater-Environmental Compliance	2938	2003 CHEVY SILVERADO C2500 REG CAB	Truck	\$ 26,950
Wastewater-Environmental Compliance Total				\$ 443,500
Wastewater-Treatment	2515	2001 JCB 214 BACKHOE	Backhoe	\$ 79,750
Wastewater-Treatment	2526	2003 CHEVY SILVERADO C2500 REG CAB	Truck	\$ 23,000
Wastewater-Treatment Total				\$ 102,750
Water-Distribution	2318	1999 CASE BACKHOE (072999)	Backhoe	\$ 60,650
Water-Distribution	2327	2001 JCB 214 BACKHOE	Backhoe	\$ 79,750
Water-Distribution	2333	2003 FORD F-450	Truck	\$ 40,100
Water-Distribution	2336	2003 FORD F-350	Truck	\$ 30,500
Water-Distribution	2337	2003 FORD F-350	Truck	\$ 32,025
Water-Distribution	2339	2003 FORD F-450	Truck	\$ 40,100
Water-Distribution Total				\$ 283,125
TOTAL				\$ 2,891,375

Building and Facilities Maintenance Fund
Summary of Revenues and Expenditures
FY2011

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Interest Income	\$ 171	\$ -	\$ -	\$ 150	\$ 175	175	N/A
Discounts Taken	383	-	-	4,220	5,000	5,000	N/A
Total Revenues	\$ 554	\$ -	\$ -	\$ 4,370	\$ 5,175	\$ 5,175	N/A
Expenditures:							
Operating Expenditures:							
Building Maintenance	\$ 174,033	\$ 158,874	\$ 159,024	\$ 141,500	\$ 106,874	\$ (52,000)	-32.7%
Park & Rec System Maint.	131,163	98,351	98,351	63,500	98,351	-	0.0%
Transfer from General Fund	(338,827)	(196,902)	(196,902)	(196,902)	-	-	0.0%
Transfer from Other Funds	(1,076)	(30,398)	(30,398)	(30,398)	-	-	0.0%
<i>Sub Total Expenditures</i>	\$ (34,707)	\$ 29,925	\$ 30,075	\$ (22,300)	\$ 205,225	\$ (52,000)	-32.7%
Other Uses/(Sources):							
Transfer from General Fund	\$ -	\$ -	\$ -	\$ -	\$ (144,902)	\$ (144,902)	N/A
Transfer from Warehouse Fund	-	-	-	-	(1,606)	(1,606)	N/A
Transfer from Water Fund	-	-	-	-	(4,765)	(4,765)	N/A
Transfer from Wastewater Fund	-	-	-	-	(7,075)	(7,075)	N/A
Transfer from Airport Fund	-	-	-	-	(10,810)	(10,810)	N/A
Transfer from Solid Waste Fund	-	-	-	-	(4,000)	(4,000)	N/A
Transfer from Risk Fund	-	-	-	-	(2,142)	(2,142)	N/A
<i>Sub Total Other Uses/(Sources)</i>	\$ -	\$ -	\$ -	\$ -	\$ (175,300)	\$ (175,300)	N/A
Total Expenditures	\$ (34,707)	\$ 29,925	\$ 30,075	\$ (22,300)	\$ 29,925	\$ (227,300)	-759.6%
Revenue Over/(Under) Expenditures	\$ 35,261	\$ (29,925)	\$ (30,075)	\$ 26,670	\$ (24,750)	\$ 232,475	-776.9%
Beginning Unreserved Net Assets	-	29,925	35,261	35,261	61,931	32,006	107.0%
Ending Unreserved Net Assets	\$ 35,261	\$ -	\$ 5,186	\$ 61,931	\$ 37,181	\$ 37,181	N/A

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 twelve Special Revenue Funds, which includes the following:

- Community Development Fund
- Hotel/Motel Tax Fund
- Oil and Gas Fund
- Special Projects Fund
- Court Technology Fund
- Street Improvement Fund
- Drainage 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 FY2011, revenues total \$2,250,728, a \$119,512 increase from the FY2010 adopted budget of \$2,131,216. The increase is due, in part, to an increase 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 (HOME). As more funds are available to be dispersed by the granting agencies, the City's grant awards are increased.

Adopted expenditures in the Community Development Fund are \$2,250,728. 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 in FY2011 are projected to be \$336,475, a 21.8% decrease from FY2010. This decrease is due to the struggling economy of FY2010.

Expenditures of \$348,600 in FY2011 are programmed into the FY2011 budget. Funding of \$133,400 will be provided to the Bryan-College Station Convention & Visitor's Bureau. Downtown Bryan Economic Development Association (DBEDA) will be provided with \$30,000 in funding, while the Arts Council will receive \$42,000. The Brazos Valley Symphony will receive \$7,000 in funding. Also included in the FY2011 expenditure budget is \$77,500 for festivals and celebrations. All programs funded are designed to promote tourism, convention, and the hotel industry. A portion of the festival funding will be utilized to promote the City of Bryan's signature event, Texas Reds Steak & Grape Festival.

The projected ending fund balance is \$246,561 at year end.

OIL & GAS FUND

Oil and Gas royalties and bonuses from wells drilled on City owned land is accounted for in the Oil & Gas Fund. Use of these funds is at the City Council's discretion. In recent years, expenditures have been budgeted in support of economic development ventures.

Oil and Gas production activity in the Brazos Valley varies depending upon the demand for and the market price of the product. Total revenues from royalties, which have been as high as \$516,000 in FY2001, are only expected to be \$70,000 in FY2011, with interest of \$1,000.

Adopted FY2011 expenditures include a \$176 transfer to the General Fund for administrative reimbursements.

SPECIAL PROJECTS FUND

In 1996, the City settled an environmental pollution lawsuit with a local industry. Under the terms of the agreement, an annual payment of \$450,000 was made by the industry to the City each September through 2005. The proceeds of this settlement are to be restricted to special construction or development projects. In past years, funds were expended to acquire land and pay planning costs for the Traditions Project discussed in TIRZ #10.

The Special Projects Fund is expected to realize interest income of \$500 during FY2011.

For FY2011 planned expenditures from this fund include an administrative reimbursement to the General Fund in the amount of \$320 and a transfer of \$40,000 to other funds. This fund will be reimbursed in the future.

The Special Projects Fund is projected to have a fund balance of \$84,545 at the end of FY2011. This balance is designated for future development projects.

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.

FY2011 projected revenues are expected to be \$49,600 which is a decrease of \$2,748 (5.2%) below the FY2010 adopted budget.

- Revenues from the technology fee are anticipated to be \$45,600, while interest income is expected to be \$4,000.

Projected expenses for FY2011 are \$50,840 and consist of the following:

- \$35,000 is set aside for capital purchases.
- \$1,100 is budgeted for supplies and \$14,500 for the maintenance of the computers.
- \$240 is an administrative reimbursement.

The fund balance is projected to be \$349,022 by year end.

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 FY2011 are \$4,965,108. This includes anticipated interest earnings of \$50,000, fee collections of \$4,861,408, forfeited discounts and penalty income of \$45,000, paving assessment receipts of \$4,200 and paving assessment interest of \$4,500.

Projects budgeted for FY2011 total \$4,700,554 and consist of the following:

- Maintenance and repairs of \$624,000 on West 28th Street and \$600,000 on Coulter Maintenance Hangar.
- General maintenance and repairs of \$3,432,554 and Parker Street North of \$44,000.

Additional expenditures include a transfer to Debt Service of \$239,650 and a transfer to BTU (electric) of \$24,904 to cover utility administrative reimbursements.

No minimum fund balance or reserve requirement exists for this fund.

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 FY2011 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.

FY2011 total adopted revenues are \$1,239,574. Drainage fees comprise 98%, or \$1,215,374, of the total fund revenue. Interest income constitutes \$20,000 and penalty income is \$4,200.

Drainage studies and improvement projects budgeted for FY2011 total \$1,214,670.

Additional expenditures include a transfer to BTU (electric) of \$24,904 to cover utility administrative reimbursements.

No minimum fund balance or reserve requirement exists for this fund.

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.

The primary source of revenues in TIRZ 8 is tax receipts realized from taxing the incremental value of improvements since the zone began. In FY2011, receipts from the City, Brazos County, and Bryan ISD are estimated to be \$256,224. Projected interest earnings for FY2011 are \$27,400. The penalty and interest is expected to be \$25,000. FY2011 total revenues reflect an 82.2% decrease from FY2010 adopted figures.

Adopted FY2011 expenditures consist of land acquisition property improvements (\$340,000), debt service (\$1,030,584), and an administrative reimbursement to the General Fund (\$11,959).

Tax Increment Financing Zone #8 is projected to finish FY2010 with an ending balance of \$2,800,631, and FY2011 with an ending fund balance of \$1,726,712. There is no required minimum balance for this fund.

TIRZ #10 - TRADITIONS

Tax Increment Financing Zone #10 – Traditions (TIRZ 10) was created by City Council ordinance in March, 2000.

TIRZ #21 – DOWNTOWN

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 in 2000.

The “Traditions” golf course is complete and residential lot sales and new home construction continues. The estimated property tax revenues for FY2011 are \$947,049. Interest earnings are projected to generate \$35,604 in revenues for this fund in FY2011.

FY2011 expenditures include debt service payments in the amount of \$1,391,527.

The FY2011 fund balance is expected to decrease by \$408,874 throughout the year with an ending fund balance of \$157,941.

TIRZ #19 – NASH STREET

Tax Increment Financing Zone #19 – Nash Street (TIRZ 19) was created by City Council ordinance on June 26, 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 greatest derived public benefit identified within the plan is the construction of Nash Street which connects William J. Bryan and Villa Maria Road.

Property tax revenues for TIRZ 19 are projected to be \$129,069 in FY2011. Property taxes are estimated to be \$128,939, with interest income of \$130. The forecasted statement of cash flow reflects full participation by the City of Bryan through 2027 and Brazos County participation through 2012.

Adopted net expenditures for FY2011 are \$129,069 for debt service.

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

Projects that are proposed that may be funded from the TIRZ 21 include Phase 3 Downtown re-development and Phase 4 Downtown re-development. Both of these projects consist of re-development of streets, side streets, surface parking, etc. within the Downtown area. In addition to the two phases of re-development the TIRZ proposed projects also include a Civic Park, gateway signage, and a fountain among other potential projects.

The City of Bryan anticipates approximately \$72,402 in property tax revenues for FY2011. Project net expenditures currently slated for FY2011 include \$72,402 for debt service.

TIRZ #22 – LAUTH DEVELOPMENT

Tax Increment Financing Zone #22 – Lauth (TIRZ 22) was created by City Council ordinance on February 13, 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 City of Bryan will be utilizing certificates of obligation designated “City of Bryan, Texas Combination Tax and Tax Increment Revenue Certificates of Obligation, Series 2007” in the approximate aggregate principal amount of \$1.5 million for the purpose of paying contractual obligations incurred or to be incurred by the City in connection with public improvements within TIRZ 22.

Property Tax revenues budgeted for FY2011 are \$257,627. Other projected revenues include \$3,242 in interest income, and transfers in from bond proceeds of \$1,650,000.

The Project Plan for this TIRZ calls for FY2011 expenditures to include reimbursable developer expenses of \$208,649 and construction expenses of \$1,500,000. Total net expenditures adopted for FY2011 total \$1,910,869, and also include a reimbursement to the debt service payments of \$202,220.

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 income-group isolation by decentralizing housing opportunities and expanding home ownership.
- Address the needs of the homeless by providing program access through housing and support services.
- Address special needs populations by providing service access through housing and support services.
- Increase access to public services and public facilities.
- 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 individuals and/or special economic development loans, when funds are available, to eliminate slum/blight.

Fiscal Year 2010 Accomplishments

- Revised programs to allow for additional flexibility for the owner occupied rehabilitation programs to incorporate non profit developers into the bidding process to reduce costs.
- Provided homebuyer's counseling and down payment assistance to a minimum of 15 eligible citizens.
- Provided technical assistance to 1 developer for rental property.
- Provided technical assistance to code enforcement and funding through the Neighborhood Stabilization Program (NSP) to demolish a minimum of 15 vacated dilapidated houses.
- Through the NSP funds, acquired 2 foreclosed properties to rehabilitate and sell.
- Provided funding and technical assistance to a minimum of 6 public service agencies to increase access to services.
- Provided funding to a minimum of 15 homeowners to improve housing stock through the minor repair rehabilitation program and major reconstruction/rehabilitation program.
- Provided funding for the acquisition of one lot and construction funds for one Habitat property.
- Acquired property for Neighborhood Impact Area (Sims/18th Street) for a 4 house subdivision.
- Developed Request for Proposal for two Housing Subdivisions.

- Provided for federally required citizen input through the Community Development Advisory Committee.
- Developed and implemented annual Consolidated Action Plan in accordance with federal regulations.
- Prepared and submitted Consolidated Annual Performance and Evaluation Report.
- Increase economic development by providing technical
- Participated in HUD- Houston Office Director's meeting.
- Staff attended HUD and IDIS training as appropriate.
- Prepared for and implemented additional federal funding including CDBG-R and NSP.
- Provided oversight of LaSalle management (S. 108).
- Provided staff assistance to a minimum of 5 special projects with similar strategic initiatives.
- Developed P.S.A.'s for the Department.
- Developed 5 Year Consolidated Plan (2010-2014) through extensive collection of community input.
- Provided for a Substantial Amendment to the 2007 and 2008 Action Plan to re-allocate unused HOME administrative funds.

Fiscal Year 2011 Goals and Objectives

- Work with other City departments to coordinate efforts for neighborhood improvements in low and moderate income areas to create Neighborhood Impact Areas
- Provide homebuyer's counseling and down payment assistance to a minimum of 15 eligible citizens.
- Provide technical assistance to 1 rental developer.
- Provide funding and technical assistance to a minimum of 6 public service agencies to increase service access.
- Provide funding to a minimum of 15 homeowners to improve stock for both minor and major rehabilitation.
- Provide for federally required collection of citizen input.
- Complete NSP foreclosed properties rehabilitation and sale (2) and demolition projects (15).
- Provide technical assistance and/or funding to Habitat to increase owner occupied housing stock (2).
- Develop and implement annual Consolidated Action Plan in accordance with federal regulations.
- Prepared and submitted Consolidated Annual Performance and Evaluation Report.
- Attend required HUD training.
- Provide coordination of additional federal funds for Neighborhood Stabilization Program.
- Provide technical assistance to a minimum of 3 special projects with similar strategic initiatives.
- Implement the revised 2010-2014 Consolidated Plan.
- Continue working with developers for housing development in Castle Heights and Sims/18th Street area with an outcome of 12 houses being built.

**Community Development Fund
Summary of Revenues and Expenditures
FY2011**

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Community Development Block Grant	\$ 983,162	\$ 1,206,445	\$ 1,456,650	\$ 1,131,641	\$ 1,246,828	\$ 40,383	3.3%
HOME Grant	254,829	871,771	871,771	525,270	806,140	(65,631)	-7.5%
Criminal Justice Division	-	-	-	-	-	-	N/A
Texas Department Community Affairs	-	-	-	-	-	-	N/A
Revolving Loan	2,510	3,000	3,000	3,000	5,760	2,760	92.0%
HOME Program Income	51,856	50,000	50,000	50,000	55,000	5,000	10.0%
FEMA Grant	-	-	-	-	-	-	N/A
CDBG-R; Neighborhood Stabilization	-	-	-	168,079	137,000	137,000	N/A
Interest Income	-	-	-	-	-	-	N/A
Total Revenues	\$ 1,292,357	\$ 2,131,216	\$ 2,381,421	\$ 1,877,990	\$ 2,250,728	\$ 119,512	5.6%
Expenditures:							
CDBG Administration	\$ 184,258	\$ 186,306	\$ 186,479	\$ 188,278	\$ 203,565	\$ 17,259	9.3%
CD Neighborhood Stabilization	-	-	-	168,079	137,000	137,000	N/A
CDBG-R	4,919	-	14,710	21,000	-	-	N/A
CDBG Housing	377,403	878,429	878,429	558,945	910,782	32,353	3.7%
CDBG Public Services	136,263	141,209	151,279	141,209	138,251	(2,958)	-2.1%
CDBG Code Enforcement	28,738	-	-	-	-	-	N/A
CDBG Public Facilities	-	-	235,322	225,209	-	-	N/A
CDBG LaSalle Hotel Project	79,741	-	-	-	-	-	N/A
HOME Grants	306,689	854,103	986,629	575,270	861,130	7,027	0.8%
Health Center Debt	174,356	-	-	-	-	-	N/A
Total Expenditures	\$ 1,292,367	\$ 2,060,047	\$ 2,452,848	\$ 1,877,990	\$ 2,250,728	\$ 190,681	9.3%
Net Increase/(Decrease)	\$ (10)	\$ 71,169	\$ (71,427)	\$ -	\$ -	\$ (71,169)	-100.0%
Beginning Fund Balance	-	-	(10)	(10)	(10)	(10)	N/A
Ending Fund Balance	\$ (10)	\$ 71,169	\$ (71,437)	\$ (10)	\$ (10)	\$ (71,179)	-100.0%

Community Development Fund

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
Salaries and Benefits	\$ 447,748	\$ 438,110	\$ 454,012	\$ 468,681	\$ 429,224
Supplies	9,680	8,555	30,149	6,522	10,767
Maintenance & Services	60,719	55,081	33,713	50,170	66,692
Miscellaneous/Admin Reimb	385,123	1,558,301	1,934,974	1,132,617	1,744,045
Debt Service	389,097	-	-	-	-
Capital	-	-	-	220,000	-
Total Expenses	\$ 1,292,367	\$ 2,060,047	\$ 2,452,848	\$ 1,877,990	\$ 2,250,728

Budgeted Personnel

	FY2009 Adopted	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
CD Manager**	0.50	0.75	0.75	0.75	0.75
CD Assista Manager	-	1.00	1.00	1.00	1.00
CD Program Analyst	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer	1.00	-	-	-	-
CD Construction/Project Specialist	1.00	1.00	1.00	1.00	1.00
CD Housing Rehab specialist	1.00	1.00	1.00	1.00	1.00
CD Assistant	1.00	1.00	1.00	1.00	1.00
CD Non Housing Serv Mgr	1.00	-	-	-	-
Non Housing Assistant	-	-	-	0.50	-
Housing Assistant	-	-	-	0.50	0.50
Total	6.50	5.75	5.75	6.75	5.75

November 2008: Fund splits change for Manager and Assistant Manager

November 2008: Eliminated CD Non-Housing Services Manager and created CD Assistant Manager

October 2009: Fund split change for Assistant Manager

October 2009: Eliminated Code Enforcement Officer position

Performance and Activity Measures

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted
# of households provided rehabilitation	15	15	15	20	15
# of households provided reconstruction	5	5	5	2	2
# of developers provided technical assistance	2	3	3	3	3
# of citizens provided homebuyers assistance	15	15	15	20	15
# of non-profits assisted in obtaining Community Housing Development Organization (CHDO) status	N/A	1	1	-	-
# of non-profits provided tech. assist. for housing/ support. serv.	5	5	5	3	3
# of Public Housing Authority residents receiving tech. assist.	15	10	10	-	-
# of individuals served through supportive services by non-profits who were provided technical assistance	20,000	25,000	25,000	25,000	25,000
# of cases completed by Code Enforcement Officer	30	-	-	30	-
# of youth facilities provided technical assistance or funding	4	4	4	4	4
# of reviews of Section 108 Health Care Facilities	4	4	4	4	4
# of public facilities rehabilitated	1	1	1	-	-
# of agencies receiving funding or technical assistance	6	6	6	6	6
# of agencies funded that provided services to at risk youth	3	3	3	4	3
# of public services receiving consideration for funding	12	12	12	12	12
# of special projects	N/A	5	5	3	3
# of public hearings held	N/A	2	2	4	2



CITY OF BRYAN
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Hotel/Motel Tax Fund
Summary of Revenues and Expenditures
FY2011

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Room Tax Receipts	\$ 321,859	\$ 430,440	\$ 430,440	\$ 326,675	\$ 336,475	\$ (93,965)	-21.8%
Interest Income	7,390	4,467	4,467	4,595	4,595	128	2.9%
Total Revenues	\$ 329,249	\$ 434,907	\$ 434,907	\$ 331,270	\$ 341,070	\$ (93,837)	-21.6%
Expenditures:							
Convention & Visitors Bureau	\$ 116,900	\$ 133,400	\$ 110,000	\$ 128,600	\$ 110,000	\$ (23,400)	-17.5%
Convention & Visitors Bureau - Downtown							
Office Rent & Operational Costs	-	-	-	-	23,400	23,400	N/A
Arts Council	41,133	42,000	42,000	42,000	42,000	-	0.0%
DBEDA Contract	-	30,000	37,500	30,000	30,000	-	0.0%
Brazos Valley Noon Lions Club-July 4th	-	10,000	10,000	10,000	-	(10,000)	-100.0%
Brazos Valley Symphony	-	7,000	7,000	7,000	7,000	-	0.0%
LaSalle Hotel Capital Improvements	2,907	75,000	75,000	49,800	30,000	(45,000)	-60.0%
Contractual Services	6,000	-	-	-	-	-	N/A
Events/Celebrations - Texas Reds	41,000	75,000	75,000	75,000	75,000	-	0.0%
Events/Celebrations - Fiestas Patrias	6,999	5,000	5,000	5,000	-	(5,000)	-100.0%
Events/Celebrations - World Fest	5,000	1,700	1,700	1,700	2,500	800	47.1%
ASA Tournament Fees	10,000	-	-	-	-	-	N/A
Reimb. General Fund for Hotel Fee Waiver	-	16,292	16,292	16,292	-	(16,292)	-100.0%
Booneville Hotel LP - Best Western-Tourism							
Reimbursement (65 Rooms)	-	80,000	80,000	80,000	3,700	(76,300)	-95.4%
Hotel/Motel Occupancy Tax Compliance	-	9,500	15,500	15,500	-	(9,500)	-100.0%
Veteran's Park Sidewalks	20,000	-	-	-	-	-	N/A
Wayfinding Signage Project	-	90,000	90,000	-	-	(90,000)	-100.0%
Contingency	9,353	-	15,900	30,000	25,000	25,000	N/A
Total Expenditures	\$ 259,292	\$ 574,892	\$ 580,892	\$ 490,892	\$ 348,600	\$ (226,292)	-39.4%
Net Increase/Decrease	\$ 69,957	\$ (139,985)	\$ (145,985)	\$ (159,622)	\$ (7,530)	\$ 132,455	-94.6%
Beginning Fund Balance	343,756	297,773	413,713	413,713	254,091	(43,682)	-14.7%
Ending Fund Balance	\$ 413,713	\$ 157,788	\$ 267,728	\$ 254,091	\$ 246,561	\$ 88,773	56.3%

Oil & Gas Fund
Summary of Revenues and Expenditures
FY2011

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Royalties - Genera	\$ 67,688	\$ 75,000	\$ 75,000	\$ 90,986	\$ 70,000	\$ (5,000)	-6.7%
Interest	2,452	1,021	1,021	1,941	1,000	(21)	-2.1%
Total Revenues	\$ 70,140	\$ 76,021	\$ 76,021	\$ 92,927	\$ 71,000	\$ (5,021)	-6.6%
Expenditures:							
Transfer to TIRZ 21 for Expenditure Coverag	\$ -	\$ 75,000	\$ 75,000	\$ 75,000	\$ -	\$ (75,000)	-100.0%
General Fund Administrative Reimbursemer	616	313	313	313	176	(137)	-43.8%
Total Expenditures	\$ 616	\$ 75,313	\$ 75,313	\$ 75,313	\$ 176	\$ (75,137)	-99.8%
Net Increase/(Decrease)	\$ 69,524	\$ 708	\$ 708	\$ 17,614	\$ 70,824	\$ 70,116	9903.4%
Beginning Fund Balance	48,161	5,546	117,685	117,685	135,299	129,753	2339.6%
Ending Fund Balance	\$ 117,685	\$ 6,254	\$ 118,393	\$ 135,299	\$ 206,123	\$ 199,869	3195.9%

**Special Projects Fund
Summary of Revenues and Expenditures
FY2011**

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Interest Income	\$ 7,087	\$ 79	\$ 79	\$ 2,250	\$ 500	\$ 421	532.9%
Discounts Taken	126	-	-	165	-	-	N/A
Total Revenues	\$ 7,213	\$ 79	\$ 79	\$ 2,415	\$ 500	\$ 421	532.9%
Expenditures:							
Transfer to Other Funds	\$ -	\$ -	\$ -	\$ -	\$ -	-	N/A
Transfer to Other Funds - TIRZ 19	-	26,558	26,558	26,558	-	(26,558)	-100.0%
Transfer to Other Funds - TIRZ 21	-	63,000	63,000	63,000	-	(63,000)	-100.0%
Knife River - Colorado Materials Relocation	32,000	-	-	-	-	-	N/A
Downtown Landscaping	19,856	-	-	13,236	-	-	N/A
Planning and Parks Services	16,928	-	-	115,595	-	-	N/A
General Fund Administrative Reimbursement	1,570	199	199	199	320	121	60.8%
CIP Development Consultant	2,824	-	2,176	2,176	-	-	N/A
Reimbursement from TIRZ 22	-	(95,000)	(95,000)	-	-	-	0.0%
<i>Sub Total Expenditures</i>	\$ 73,178	\$ (5,243)	\$ (3,067)	\$ 220,764	\$ 320	\$ 5,563	-106.1%
Other Uses/(Sources)							
Transfer to Other Funds - Coulter Airport	\$ -	\$ -	\$ -	\$ -	\$ 40,000	40,000	N/A
Transfer to Other Funds - TIRZ 19	-	-	-	-	-	-	N/A
Transfer to Other Funds - TIRZ 21	-	-	-	-	-	-	N/A
<i>Sub Total Other Uses/(Sources)</i>	\$ -	\$ -	\$ -	\$ -	\$ 40,000	\$ 40,000	N/A
Total Expenditures	\$ 73,178	\$ (5,243)	\$ (3,067)	\$ 220,764	\$ 40,320	\$ 45,563	-869.0%
Net Increase/(Decrease)	\$ (65,965)	\$ 5,322	\$ 3,146	\$ (218,349)	\$ (39,820)	\$ (45,142)	-848.2%
Beginning Fund Balance	408,679	5,299	342,714	342,714	124,365	119,066	2247.0%
Ending Fund Balance	\$ 342,714	\$ 10,621	\$ 345,860	\$ 124,365	\$ 84,545	\$ 73,924	696.0%

**Court Technology Fund
Summary of Revenues and Expenditures
FY2011**

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Technology Fee	\$ 43,118	\$ 45,600	\$ 45,600	\$ 45,600	\$ 45,600	\$ -	0.0%
Interest Income	6,233	6,748	6,748	3,675	4,000	(2,748)	-40.7%
Total Revenues	\$ 49,351	\$ 52,348	\$ 52,348	\$ 49,275	\$ 49,600	\$ (2,748)	-5.2%
Expenditures:							
Supplies	\$ 11,288	\$ 1,000	\$ 1,000	\$ 1,100	\$ 1,100	\$ 100	10.0%
Maintenance	-	100	100	-	14,500	14,400	14400.0%
Administrative Reimbursement	-	-	-	-	240	240	N/A
Capital Outlay	-	32,875	32,875	32,875	35,000	2,125	6.5%
Total Expenditures	\$ 11,288	\$ 33,975	\$ 33,975	\$ 33,975	\$ 50,840	\$ 16,865	49.6%
Net Increase/(Decrease)	\$ 38,063	\$ 18,373	\$ 18,373	\$ 15,300	\$ (1,240)	\$ 18,990	103.4%
Beginning Fund Balance	296,899	304,366	334,962	334,962	350,262	45,896	15.1%
Ending Fund Balance	\$ 334,962	\$ 322,739	\$ 353,335	\$ 350,262	\$ 349,022	\$ 26,283	8.1%

Street Improvement Fund
Summary of Revenues and Expenditures
FY2011

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Fees	\$ 3,451,410	\$ 4,950,069	\$ 4,950,069	\$ 4,975,000	\$ 4,861,408	\$ (88,661)	-1.8%
Other	28,338	7,034	7,034	52,561	45,000	37,966	539.7%
Interest Income	83,098	42,932	42,932	53,000	50,000	7,068	16.5%
Transfer from Other Funds-Closure of Street Construction Lien Fund	107,716	-	-	-	-	-	N/A
Paving Assessment Receipts	225	1,900	1,900	3,475	4,200	2,300	121.1%
Paving Assessment Interest	-	4,500	4,500	13,560	4,500	-	0.0%
Total Revenues	\$ 3,670,787	\$ 5,006,435	\$ 5,006,435	\$ 5,097,596	\$ 4,965,108	\$ (41,327)	-0.8%
Expenditures:							
Street Maintenance	\$ 2,560,748	\$ 2,150,000	\$ 6,382,313	\$ 4,516,000	\$ 4,700,554	\$ 2,550,554	118.6%
Special Studies	11,880	-	37,920	37,920	-	-	N/A
Street System Capital Improvements	-	1,300,000	1,300,000	-	-	(1,300,000)	-100.0%
Transfer to Debt Service	-	236,250	236,250	236,250	239,650	3,400	1.4%
Utility Admin. Reimbursement	23,222	24,904	24,904	24,904	24,904	-	0.0%
Total Expenditures	\$ 2,595,850	\$ 3,711,154	\$ 7,981,387	\$ 4,815,074	\$ 4,965,108	\$ 1,253,954	33.8%
Net Increase/(Decrease)	\$ 1,074,937	\$ 1,295,281	\$(2,974,952)	\$ 282,522	\$ -	\$(1,295,281)	-100.0%
Beginning Fund Balance	4,280,159	2,927,726	5,355,096	5,355,096	5,637,618		0.0%
Ending Fund Balance	\$ 5,355,096	\$ 4,223,007	\$ 2,380,144	\$ 5,637,618	\$ 5,637,618	\$(1,295,281)	-30.7%

Drainage Fund
Summary of Revenues and Expenditures
FY2011

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Fees	\$ 856,934	\$ 821,380	\$ 821,380	\$ 1,150,000	\$ 1,215,374	\$ 393,994	48.0%
Other	7,079	1,752	1,752	13,140	4,200	2,448	139.7%
Interest Income	39,694	38,500	38,500	21,250	20,000	(18,500)	-48.1%
Total Revenues	\$ 903,708	\$ 861,632	\$ 861,632	\$ 1,184,390	\$ 1,239,574	\$ 377,942	43.9%
Expenditures:							
Flood Studies	\$ 500,962	\$ 350,000	\$ 713,340	\$ 425,000	\$ 350,000	\$ -	0.0%
Land	129,716	-	-	87,000	-	-	N/A
Contracts	29,545	-	-	-	-	-	N/A
System Maintenance	580,535	800,000	893,238	300,032	864,670	64,670	8.1%
Transfers Out/Admin Reimb	27,756	24,904	24,904	24,904	24,904	-	0.0%
Total Expenditures	\$ 1,268,514	\$ 1,174,904	\$ 1,631,482	\$ 836,936	\$ 1,239,574	\$ 64,670	5.5%
Revenue over/(under) expenditures	\$ (364,806)	\$ (313,272)	\$ (769,850)	\$ 347,454	\$ -	\$ 313,272	-100.0%
Beginning Fund Balance	2,302,011	1,998,722	1,937,205	1,937,205	2,284,659	(313,272)	-15.7%
Ending Fund Balance	\$ 1,937,205	\$ 1,685,450	\$ 1,167,355	\$ 2,284,659	\$ 2,284,659	\$ -	0.0%

**Tax Increment Finance Zone #8 - Park Hudson
Summary of Revenues and Expenditures
FY2011**

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Property tax - BISD	\$ 758,843	\$ 907,313	\$ 907,313	\$ 771,216	\$ 136,097	\$ (771,216)	-85.0%
Property tax - County	-	-	-	-	-	-	N/A
Property tax - City	670,222	800,847	800,847	680,720	120,127	(680,720)	-85.0%
Penalty & Interest	-	-	-	-	25,000	25,000	N/A
Gain on Sale of Asset	-	-	-	60,714	-	-	N/A
Interest Income	39,609	30,502	30,502	17,000	27,400	(3,102)	-10.2%
Total Revenues	\$ 1,468,674	\$ 1,738,662	\$ 1,738,662	\$ 1,529,650	\$ 308,624	\$ (1,430,038)	-82.2%
Expenditures:							
Park Hudson Trails Construction	\$ 1,296,908	\$ 280,000	\$ 280,149	\$ (3,065)	\$ -	\$ (280,000)	-100.0%
Land Acquisition	44,722	-	-	-	-	-	N/A
Land Acquisition Property Improvements	-	415,000	415,000	305,030	340,000	(75,000)	-18.1%
Structural & Aesthetic Street Improvements to Copperfield Dr.	-	-	-	267,244	-	-	N/A
Contractual Services	22,949	-	16,750	49,393	-	-	N/A
Debt Service	218,303	222,627	222,627	222,627	1,030,584	807,957	362.9%
Admin. Reimb. to General Fund	162,804	104,250	104,250	104,250	11,959	(92,291)	-88.5%
Total Expenditures	\$ 1,745,686	\$ 1,021,877	\$ 1,038,776	\$ 945,479	\$ 1,382,543	\$ 360,666	35.3%
Net Increase/(Decrease)	\$ (277,012)	\$ 716,785	\$ 699,886	\$ 584,171	\$ (1,073,919)	\$ (1,790,704)	-249.8%
Beginning Fund Balance	2,493,472	2,033,491	2,216,460	2,216,460	2,800,631	767,140	37.7%
Ending Fund Balance	\$ 2,216,460	\$ 2,750,276	\$ 2,916,346	\$ 2,800,631	\$ 1,726,712	\$ (1,023,564)	-37.2%

Tax Increment Investment Zone #10 - Traditions
Summary of Revenues and Expenditures
FY2011

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Property tax - City	\$ 491,498	\$ 541,608	\$ 541,608	\$ 541,608	\$ 582,784	\$ 41,176	7.6%
Property tax - County	301,003	332,777	332,777	332,777	364,265	31,488	9.5%
Lot reimbursement	155,439	276,659	276,659	-	-	(276,659)	-100.0%
Transfer from other funds	288,446	-	-	-	-	-	N/A
Interest Income	49,465	29,329	29,329	33,000	35,604	6,275	21.4%
Total Revenues	\$ 1,285,851	\$ 1,180,373	\$ 1,180,373	\$ 907,385	\$ 982,653	\$ (197,720)	-16.8%
Expenditures:							
Public & Street Improvements	\$ 175,491	\$ -	\$ -	\$ 55,190	\$ -	\$ -	N/A
Transfer to Debt Service Fund	1,525,308	1,522,155	1,522,155	1,522,155	1,391,527	(130,628)	-8.6%
Construction Expense	-	-	-	500,000	-	-	N/A
Contractual & Professional Services	99,000	-	-	-	-	-	N/A
Design Guidelines and Land Planning	-	75,000	75,000	129,000	-	-	0.0%
Administrative Reimb. to General Fund	-	75,000	75,000	75,000	-	-	0.0%
Total Expenditures	\$ 1,799,799	\$ 1,672,155	\$ 1,672,155	\$ 2,281,345	\$ 1,391,527	\$ (280,628)	-16.8%
Net Increase/(Decrease)	\$ (513,949)	\$ (491,782)	\$ (491,782)	\$ (1,373,960)	\$ (408,874)	\$ 82,908	-16.9%
Beginning Fund Balance	2,454,724	1,955,248	1,940,775	1,940,775	566,815	(1,388,433)	-71.0%
Ending Fund Balance	\$ 1,940,775	\$ 1,463,466	\$ 1,448,993	\$ 566,815	\$ 157,941	\$(1,305,525)	-89.2%

Tax Increment Investment Zone #19 - Nash Street
Summary of Revenues and Expenditures
FY2011

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Property tax - City	\$ 61,537	\$ 79,849	\$ 79,849	\$ 63,879	\$ 86,236	\$ 6,387	8.0%
Property tax - County	35,307	38,169	38,169	38,169	42,703	4,534	11.9%
Interest Income	28	-	-	135	130	130	N/A
Total Revenues	\$ 96,872	\$ 118,018	\$ 118,018	\$ 102,183	\$ 129,069	\$ 11,051	9.4%
Expenditures:							
Nash Street, Post Office, Sanitary Sewer Construction, Regional Detention	\$ 729,122	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Landscaping/Walking Trails	-	-	-	175	-	-	N/A
Transfer to Debt Service Func	67,875	144,576	144,576	144,576	129,069	(15,507)	-10.7%
Transfer from Special Projects	(746,227)	(26,558)	(26,558)	(50,337)	-	26,558	-100.0%
Total Expenditures	\$ 50,770	\$ 118,018	\$ 118,018	\$ 94,414	\$ 129,069	\$ 11,051	9.4%
Net Increase/(Decrease)	46,102	-	-	7,769	-	-	N/A
Beginning Fund Balance	(46,101)	-	1	1	7,770	7,770	N/A
Ending Fund Balance	\$ 1	\$ -	\$ 1	\$ 7,770	\$ 7,770	\$ 7,770	N/A

**Tax Increment Investment Zone #21 Downtown
Summary of Revenues and Expenditures
FY2011**

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Property tax - City	\$ 17,495	\$ 63,482	\$ 63,482	\$ 50,786	\$ 72,326	\$ 8,844	13.9%
Interest/Other Income	80	-	-	633	76	76	N/A
Total Revenues	\$ 17,575	\$ 63,482	\$ 63,482	\$ 51,419	\$ 72,402	\$ 8,920	14.1%
Expenditures:							
Land/Land Improvements	\$ 38,048	\$ 200,000	\$ 259,240	\$ -	\$ -	\$ (200,000)	-100.0%
Demolition/Asbestos Abatement	-	-	-	130,000	-	-	N/A
Property Taxes	354	-	-	-	-	-	N/A
Planning/Consulting Expenses	36,427	35,000	35,000	55,000	-	(35,000)	-100.0%
Transfer from Oil and Gas	-	(75,000)	(75,000)	(56,896)	-	75,000	-100.0%
Transfer from Special Projects	(44,386)	(63,000)	(63,000)	(81,104)	-	63,000	-100.0%
Transfer from General Fund	-	(33,518)	(33,518)	-	-	33,518	-100.0%
Transfer to Debt Service	-	-	-	-	72,402	72,402	N/A
Total Expenditures	\$ 30,443	\$ 63,482	\$ 122,722	\$ 47,000	\$ 72,402	\$ 8,920	14.1%
Net Increase/(Decrease)	\$ (12,868)	\$ -	\$ (59,240)	\$ 4,419	\$ -	\$ -	N/A
Beginning Fund Balance	12,868	5,546	-	-	4,419	(1,127)	-20.3%
Ending Fund Balance	\$ -	\$ 5,546	\$ (59,240)	\$ 4,419	\$ 4,419	\$ (1,127)	-20.3%

**Tax Increment Investment Zone #22 - Lauth Development
Summary of Revenues and Expenditures
FY2011**

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Property tax - City	\$ 40,411	\$173,203	\$ 173,203	\$147,223	\$ 158,394	\$ (14,809)	-8.6%
Property tax - County	25,317	108,510	108,510	92,234	99,233	(9,277)	-8.5%
Transfer from Other Funds	113,832	112,000	112,000	-	-	(112,000)	0.0%
Interest Income	134	20	20	80	3,242	3,222	16110.0%
Total Revenues	\$ 179,694	\$393,733	\$ 393,733	\$239,537	\$ 260,869	\$ (132,864)	-33.7%
Expenditures:							
<u>Operating Expenditures</u>							
Bryan Towne Center Ph. 1 Design/Construction	\$ 2,975	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Pond Structure Improvements	-	112,000	553,900	-	-	(112,000)	-100.0%
Reimbursable Developer Expense	-	-	-	-	208,649	208,649	N/A
Contractual Services	-	-	-	975	-	-	N/A
Transfer to Debt Service	400,425	186,380	186,380	186,380	202,220	15,840	8.5%
Transfer to Special Projects Fund	-	95,000	95,000	-	-	(95,000)	-100.0%
<i>Sub Total Expenditures</i>	<i>\$ 403,400</i>	<i>\$393,380</i>	<i>\$ 835,280</i>	<i>\$187,355</i>	<i>\$ 410,869</i>	<i>\$ 17,489</i>	<i>4.4%</i>
<u>Other Uses/(Sources):</u>							
Transfer from 2011 Bond Proceeds	\$ -	\$ -	\$ -	\$ -	\$(1,650,000)	\$(1,650,000)	N/A
Construction Expense	-	-	-	150,000	1,500,000	\$ 1,500,000	N/A
<i>Sub Total Other Uses/(Sources)</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$150,000</i>	<i>\$ (150,000)</i>	<i>\$ (150,000)</i>	<i>N/A</i>
Total Expenditures	\$ 403,400	\$393,380	\$ 835,280	\$337,355	\$ 260,869	\$ (132,511)	-33.7%
Net Increase/(Decrease)	\$(223,706)	\$ 353	\$(441,547)	\$(97,818)	\$ -	\$ (353)	-100.0%
Beginning Fund Balance	344,478	-	120,772	120,772	22,954	22,954	N/A
Ending Fund Balance	\$ 120,772	\$ 353	\$(320,775)	\$ 22,954	\$ 22,954	\$ 22,601	6402.5%

FY2011 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 debt, Moody's has rated the City's debt Aa2 and Standard and Poor's has conferred the AA rating. Both ratings carry a "stable" outlook.

FISCAL YEAR 2011

The total tax rate for FY2011 is \$0.6364/\$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, \$0.201008 is devoted to debt service. It is proposed that \$0.0241 be returned to the General Debt Service Fund from the General Fund as was done in FY2010. The debt rate will generate an estimated \$6,920,194 in property tax revenue in the Debt Service Fund. This will be sufficient to fund 67% of the total debt service payments for FY2011. The remaining amount will be serviced through other sources of revenue which include interest income of \$50,000, and Delinquent Property Tax collection of \$85,000.

The FY2011 principal and interest debt service payments of \$10,966,965 include payments for all outstanding debt. Included in FY2011 payments is approximately \$800,000 to call principal on debt issued in 2001 for projects in the Park Hudson Tax Increment Reinvestment Zone 8. This call has been planned for several years. Other expenditures include handling charges and fees due on outstanding issues total \$5,600. And Reimbursements from other funds will total (\$4,002,580) and are reflected as reductions to expenditures.

The anticipated year end fund balance for the Debt Service Fund will be \$1,583,070. This fund balance is above the targeted one-month reserve of \$913,891.

General Debt Service Fund
Summary of Revenues and Expenditures
Fiscal Year 2011

	FY2009	FY2010	FY2010	FY2010	FY2011	Increase/	% Increase/
	Actual	Adopted	Amended	Projected	Adopted	Decrease	(Decrease)
Revenue:							
Property Tax	\$ 5,550,976	\$ 5,882,418	\$ 5,882,418	\$ 5,882,418	\$ 6,920,194	\$ 1,037,776	17.6%
Delinquent Property Tax	79,425	86,528	86,528	85,000	85,000	(1,528)	-1.8%
Interest Income	95,340	46,800	46,800	75,000	50,000	3,200	6.8%
Penalty & Interest	342	-	-	-	-	-	N/A
Interest on Notes Receivable	6,658	-	-	5,005	-	-	N/A
Premium on Issued Debt	-	-	-	250,488	-	-	N/A
Total Revenues	\$ 5,732,741	\$ 6,015,746	\$ 6,015,746	\$ 6,297,911	\$ 7,055,194	\$ 1,039,448	17.3%
Expenditures:							
Principal - Existing Issues	4,105,057	4,290,000	4,290,000	4,290,000	6,270,000	1,980,000	46.2%
Interest - Existing Issues	4,222,687	4,401,571	4,401,571	4,401,571	4,691,095	289,524	6.6%
Other uses of Debt	9,661	5,600	5,600	230,464	5,600	-	0.0%
Total Expenditures	\$ 8,337,405	\$ 8,697,171	\$ 8,697,171	\$ 8,922,035	\$ 10,966,695	\$ 2,269,524	26.1%
Excess of expenditures over (under revenues)	(2,604,664)	(2,681,425)	(2,681,425)	(2,624,124)	(3,911,501)	(1,230,076)	
Other Sources:							
TIRZ #8 - Park Hudson	218,303	222,627	222,627	222,627	1,030,584	807,957	362.9%
TIRZ #10 - Traditions	1,525,258	1,522,155	1,522,155	1,522,155	1,391,527	(130,628)	-8.6%
TIRZ #19- Nash Street	67,875	144,580	144,580	144,580	129,069	(15,511)	-10.7%
TIRZ #21 - Downtown	-	-	-	-	72,326	72,326	N/A
TIRZ #22- Lauth	400,425	186,380	186,380	186,380	202,220	15,840	8.5%
Transportation Fee	-	236,250	236,250	236,250	239,650	3,400	1.4%
Municipal Golf Course	-	164,675	164,675	164,675	153,542	(11,133)	-6.8%
Expo Water Lines	251,105	282,000	282,000	282,000	254,405	(27,595)	-9.8%
BVSWMA	-	-	-	-	402,446	402,446	N/A
La Salle	-	-	-	-	126,811	126,811	N/A
Closing Justice Center Project	-	-	-	304,389	-	-	N/A
Total Other Sources	\$ 2,462,966	\$ 2,758,667	\$ 2,758,667	\$ 3,063,056	\$ 4,002,580	\$ 1,243,913	45.1%
Revenues/ Other over (under) expenditures	(141,698)	77,242	77,242	438,932	91,079	13,837	17.9%
Beginning Fund Balance	1,194,757	1,112,970	1,053,059	1,053,059	1,491,991	379,021	34.1%
Ending Unreserved Fund Balance	\$ 1,053,059	\$ 1,190,212	\$ 1,130,301	\$ 1,491,991	\$ 1,583,070	\$ 392,858	33.0%
Reserve Requirement : (1/12 of total expenditures)	694,784	724,764	724,764	743,503	913,891		
Over/Under Policy Balance	\$ 358,275	\$ 465,448	\$ 405,537	\$ 748,488	\$ 669,179		

**Debt Service Fund
Debt Service Requirements
FY2011**

	FY2009 Actual	FY2010 Adopted	FY2010 Amended	FY2010 Projected	FY2011 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Principal:							
1998 Certificates of Obligation	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ -	\$ (45,000)	-100.0%
2000A Certificates of Obligation	530,000	555,000	555,000	555,000	-	(555,000)	-100.0%
2000 Certificates of Obligation	70,000	75,000	75,000	75,000	-	(75,000)	-100.0%
2001 Certificates of Obligation	62,969	75,000	75,000	75,000	75,000	-	0.0%
2001 Certificates of Obligation	685,000	720,000	720,000	720,000	755,000	35,000	4.9%
2001 General Obligation Refunding Bonds	137,088	-	-	-	-	-	N/A
2003 Certificates of Obligation	365,000	385,000	385,000	385,000	405,000	20,000	5.2%
2004 Certificates of Obligation	630,000	650,000	650,000	650,000	675,000	25,000	3.8%
2005 Certificates of Obligation	-	525,000	525,000	525,000	655,000	130,000	24.8%
2005 General Obligation Refunding Bonds	475,000	490,000	490,000	490,000	1,175,000	685,000	139.8%
2007 Certificates of Obligation	340,000	45,000	45,000	45,000	95,000	50,000	111.1%
2008 Certificates of Obligation	765,000	360,000	360,000	360,000	375,000	15,000	4.2%
2009 Certificates of Obligation	-	365,000	365,000	365,000	405,000	40,000	11.0%
2010 Certificates of Obligation	-	-	-	-	755,000	755,000	N/A
2010 General Obligation Refunding Bonds	-	-	-	-	150,000	150,000	N/A
2001 Certificates (Call)	-	-	-	-	750,000	750,000	N/A
Total Principal	\$ 4,105,057	\$ 4,290,000	\$4,290,000	\$4,290,000	\$ 6,270,000	\$ 1,980,000	46.2%
Interest:							
1998 Certificates of Obligation	\$ 25,823	\$ 23,854	\$ 23,854	\$ 23,854	\$ -	\$ (23,854)	-100.0%
2000A Certificates of Obligation	52,358	39,637	39,637	39,637	-	(39,637)	-100.0%
2000 Certificates of Obligation	7,110	3,750	3,750	3,750	-	(3,750)	-100.0%
2001 Certificates of Obligation	58,991	57,969	57,969	57,969	54,594	(3,375)	-5.8%
2001 Certificates of Obligation	558,113	530,028	530,028	530,028	32,088	(497,940)	-93.9%
2001 General Obligation Refunding Bonds	2,742	-	-	-	-	-	N/A
2003 Certificates of Obligation	368,690	354,090	354,090	354,090	338,690	(15,400)	-4.3%
2004 Certificates of Obligation	551,183	530,708	530,708	530,708	507,958	(22,750)	-4.3%
2005 Certificates of Obligation	647,578	647,578	647,578	647,578	626,578	(21,000)	-3.2%
2005 General Obligation Refunding Bonds	915,325	896,325	896,325	896,325	876,725	(19,600)	-2.2%
2007 Certificates of Obligation	467,975	454,375	454,375	454,375	452,575	(1,800)	-0.4%
2008 Certificates of Obligation	566,802	466,821	466,821	466,821	448,821	(18,000)	-3.9%
2009 Certificates of Obligation	-	396,437	396,437	396,437	328,810	(67,627)	-17.1%
2010 Certificates of Obligation	-	-	-	-	691,309	691,309	N/A
2010 General Obligation Refunding Bonds	-	-	-	-	332,950	332,950	N/A
Total Interest	\$ 4,222,687	\$ 4,401,571	\$4,401,571	\$4,401,571	\$ 4,691,095	\$ (667,106)	-15.2%
Paying Agent Fee	\$ 9,661	\$ 5,600	\$ 5,600	\$ 230,464	\$ 5,600	\$ -	0.0%
Debt Service Fund Total Expenditures	\$ 8,337,405	\$ 8,697,171	\$8,697,171	\$8,922,035	\$10,966,695	\$ (353,726)	-4.1%

**Schedule of Outstanding General Obligation Debt
Supported by Property Tax Revenues
and Debt Service Requirements
FY2011**

Issue	Interest Rates (%)	Series Matures	Amount Issued	Amount Outstanding 10/1/2010	Debt Service Requirements for FY2011		
					Principal	Interest	Total
General Obligation Bonds:							
Refunding, Series 2005	4.00 - 5.00	2025	20,195,000	18,550,000	1,175,000	876,725	2,051,725
Refunding, Series 2010	2.00 - 4.00	2021	10,635,000	10,455,000	150,000	332,950	482,950
Total General Obligation Bonds Supported by Property Tax Revenues			\$ 30,830,000	\$ 29,005,000	\$ 1,325,000	\$ 1,209,675	\$ 2,534,675
Certificates of Obligation:							
Combination Tax & Surplus Utility System Revenue, Series 2001	4.35 - 6.50	2021	1,550,000	1,115,000	825,000	54,594	879,594
Combination Tax & Surplus Waterworks & Sewer System Revenue, Series 2001A	4.10 - 6.00	2021	15,940,000	755,000	755,000	32,088	787,088
Combination Tax & Surplus Utility System Revenue, Series 2003	4.00 - 4.60	2024	10,000,000	7,950,000	405,000	338,690	743,690
Combination Tax & Surplus Utility System Revenue, Series 2004	2.50 - 4.75	2025	14,730,000	11,660,000	675,000	507,958	1,182,958
Combination Tax & Revenue Series 2005	4.00 - 4.63	2026	15,295,000	14,515,000	655,000	626,578	1,281,578
Combination Tax & Surplus Utility System Revenue, Series 2007	4.00 - 4.21	2026	12,000,000	11,095,000	95,000	452,575	547,575
Combination Tax & Surplus Utility System Revenue, Series 2008	4.00 5.00	2028	11,090,000	9,965,000	375,000	448,821	823,821
Combination Tax & Surplus Utility System Revenue, Series 2009	4.00 5.00	2030	8,730,000	8,365,000	405,000	328,810	733,810
Combination Tax & Surplus Utility System Revenue, Series 2010	2.00 4.38	2030	13,790,000	13,790,000	755,000	691,309	1,446,309
Total Certificates of Obligation Supported by Property Tax Revenues			\$ 103,125,000	\$ 79,210,000	\$ 4,945,000	\$ 3,481,422	\$ 8,426,422
Total General Obligation Debt Supported by Property Tax Revenues			\$ 133,955,000	\$ 108,215,000	\$ 6,270,000	\$ 4,691,097	\$ 10,961,097

CAPITAL IMPROVEMENTS

FUND OVERVIEW

Total capital spending planned by the City of Bryan in FY2011 is \$65,337,496 (including BTU). This includes \$1,215,830 in General Fund operating capital outlay, \$4,217,393 for Equipment Replacement, \$12,423,971 for BTU operating capital expenditures, \$10,187,510 in Enterprise Funds operating capital outlay, \$587,300 in Internal Service Fund operating capital outlay, \$35,000 in Court Technology Fund capital outlay, \$17,436,768 in BTU Capital Improvement Projects and \$4,493,500 in the City of Bryan Capital Improvement Project funding, \$5,565,224 in the Streets and Drainage Funds, and \$9,175,000 in Water and Wastewater Capital Improvement Funds.

This year's program focuses on the City's street and traffic systems as well as drainage improvements and buildings. The Capital Improvement Program (CIP) budget is divided into three major capital programs including \$4,493,500 for general purpose capital improvements, \$10,187,510 for enterprise capital projects, and \$17,436,768 combined for Bryan Texas Utilities City/QSE and Rural divisions. Limited operating capital outlay and capital improvement project information for the Bryan Texas Utilities City/QSE and Rural divisions is not included in this budget book.

The City of Bryan maintains a capital improvement program separate from the operating budget, but the two are closely linked. 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. Capital projects typically apply to: (1) expenditures which take place over two or more years requiring continuing appropriations beyond a single year, funding with debt proceeds because of significant costs to be shared by current and future beneficiaries and scheduled replacement of specific elements of physical assets.

The CIP Budget is a five-year plan that is updated continuously. These projects are selected and the budgets established in the debt issuance process. Those projects funded from the operating budget are approved as a part of the annual budget process.

OPERATIONAL IMPACT OF CAPITAL OUTLAY

Improvements to streets, drainage and signalization included in the CIP allow the Streets & Drainage department to devote resources to ongoing system maintenance. The preventative maintenance such as crack sealing, pothole repair, patching, and base failure repairs helps prolong the life of streets. Other projects included in the operating budget are concrete street repairs, curb, gutter, and sidewalk replacements.

The majority of the capital projects in the Water and Wastewater Funds are transmission and collection system replacements or new service extensions and do not have a known impact on operational costs. 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.

OPERATING CAPITAL OUTLAY

The City of Bryan has appropriated \$34,232,228 in FY2011 for operating capital outlay, including BTU. In general, capital expenditures are defined as those items with a unit cost in excess of \$5,000. An entire listing of criteria is included in the Capitalization Policy included in the Appendix. The estimated impact upon the operating budget in subsequent years will be immaterial. A summary of operating capital outlay by department and fund can be found in this section of the budget book.

GENERAL PURPOSE CAPITAL IMPROVEMENTS

The City approved a new 5 Year CIP plan in FY2008. The CIP was revised based upon the goals established in the comprehensive plan. The CIP included in this budget document reflects general purpose projects identified in years past, which will be completed over the next fiscal year.

The bulk of the General Government CIP appropriations for FY2011 (\$2,881,000 of \$4,493,500) is for West 28th Street Reconstruction (Palasota to Congress). Funding for the project comes from Certificate of Obligation proceeds. The following pages of this section include detailed project information for the general purpose capital improvements for FY2011 and the next four years.

ENTERPRISE FUND CAPITAL IMPROVEMENTS

FY2011 Water Department capital improvement projects are estimated at \$3,000,000 and Wastewater Department capital improvement projects are estimated at \$6,175,000.

The primary focus in the Water Department for FY2011 will be approximately \$750,000 for the Highway 21 West 12" waterline; \$750,000 for State Highway 47 12" waterline; \$550,000 for the West 28th Street Waterline; and \$500,000 for grade separation between Villa Maria and FM 2818. The remaining funds are allocated for planned Water Department projects that will address pump and well improvements, as well as the replacement or relocation of numerous old lines that have deteriorated or are too small to support the flows required for fire suppression.

One primary area of focus of the FY2011 Wastewater Department System Improvement Program is the Next Generation Industrial Park Project at \$1,600,000. The remaining will be spent on manhole rehabilitation, resizing or replacement of existing wastewater collection lines, and the installation of new lines to accommodate growth represent the balance of the planned Wastewater improvements.



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**Summary of Operating Capital Outlay
FY2011**

General Purpose

General Fund

Non Dept Payments: Old PD Building Upgrade	900,000
IT: Office Machines and Equipment	100,000
Golf Course: Mobile radios; misc equipment	11,500
Library: Books and media	204,330
General Fund Total	\$ 1,215,830

Enterprise Funds

Water Fund

Repairs to water system	3,200,000
Decision Packages: pumps, bldg rehab; parking; computers	229,100
<i>Water Total</i>	\$ 3,429,100

Wastewater Fund

Repairs to wastewater system	6,600,000
Decision Packages: cameras; generators; computers; pumps	101,000
<i>Wastewater System Total</i>	\$ 6,701,000

BTU - City

All BTU City Department	9,135,612
<i>BTU - City</i>	\$ 9,135,612

BTU - Rural

All BTU Rural Departments	3,288,359
<i>BTU - Rural Total</i>	\$ 3,288,359

Solid Waste

Refuse Containers	57,410
<i>Solid Waste Total</i>	\$ 57,410

Enterprise Fund Total

\$ 22,611,481

Internal Service Fund

Self Insurance

Furniture and Equipment for Employee Health Clinic	360,000
<i>Self Insurance Total</i>	\$ 360,000

Facilities Maintenance

Facilities Maintenance	227,300
<i>Facilities Maintenance Total</i>	\$ 227,300

Equipment Replacement Fund

Vehicle Replacement	4,217,393
<i>Equipment Replacement Fund Total</i>	\$ 4,217,393

Internal Service Fund Total

\$ 4,804,693

Special Revenue Funds

Court Technology

Mobile Computers	35,000
<i>Court Technology Total</i>	\$ 35,000

Hotel Motel Tax Fund

Wayfinding Signage Project	-
<i>Hotel Motel Tax Fund Total</i>	\$ -

TIRZ 8 (Park Hudson)

Improvements	-
<i>Total TIRZ 8</i>	\$ -

TIRZ 21 (Downtown)

Land/Land Improvements	-
<i>Total TIRZ 21</i>	\$ -

Street Improvement

Street System Maintenance	4,700,554
<i>Street Improvement Total</i>	\$ 4,700,554

Drainage Improvement

Storm System Drainage Improvements	864,670
<i>Drainage Improvement Total</i>	\$ 864,670

Special Revenue Fund Total

\$ 5,600,224

All Funds Total Operating Capital Outlay

\$ 34,232,228

**General Government
Capital Improvement Projects
FY2011 through FY2015**

	Actual FY2009	Adopted FY2010	Projected FY2010	New Projects Adopted FY2011
CO/GO FY09 Beginning Funds Balance:	\$ 12,175,196	\$ 12,793,904	\$ 14,598,272	\$ 13,669,802
Additional Resources:				
General Obligation Debt Issuances	\$ 8,809,084	8,000,000	8,000,000	4,500,000
Investment Earnings	235,066	200,000	202,622	100,000
<i>Subtotal Additional Resources</i>	<u>\$ 9,044,150</u>	<u>\$ 8,200,000</u>	<u>\$ 8,202,622</u>	<u>\$ 4,600,000</u>
Total Resources Available	<u>\$ 21,219,346</u>	<u>\$ 20,993,904</u>	<u>\$ 22,800,894</u>	<u>\$ 18,269,802</u>
Street Rehabilitation Projects:				
Nash St/Wilhelm	\$ 349,017	\$ -	\$ 531,689	
Beck Street/E Villa Maria Ph II	49,277	-	99,606	
Sims - MLK to SH 21				
S College Phase 2 Sulphur Springs to VM				
Bryan/Beck	20,960	-	28,750	-
Old Hearne/Wilkes				-
Old Hearne/South/Wilhelm to Texas Ave				
Old Reliance	1,611,090	-	1,750,687	
Brownstone/Melrose Parkway	109,390	-	135,300	
FM 158 from FM1179 to SH6	13,973			
Bryan Ave (Downtown Phase II Construction)	(485,207)	-	2,422	
College Main Complete Reconstruction	18,275	1,974,000		
Tabor Rd	147,557	-	155,417	
North Coulter Reconstruction Design	732,307			
FM1179 Country Club Dr/Oak Ridge	5,935	-	29,676	-
26th St (Parker to Congress)	3,100	50,000		
West 28th St Reconstruction (Palasota to Congress)		400,000		2,881,000
MLK	138,620	-	162,000	
Downtown Ph 3 & 4	621,250	2,930,102	675,000	
Street Extension Projects:				
Old Reliance Traffic Eval	\$ 2,800	\$ -	\$ -	
Raider Dr Sound Wall Austin's Colony		\$ 550,000		
Muckleroy Extension		\$ 200,000		
Public Facilities:				
Justice Center	\$ 179,042	\$ -	\$ 746,541	
Sadie Thomas Splash Pads				
Fire Station #5	1,151,310	-	1,479,633	
MSC Yard Payment Rehab	8,812			
Relocation of Fire Station 2				300,000
Drainage Projects (CO/GO):				
Old Hearne/Wilkes Drainage				
Other:				
Safe Routes to School sidewalks		300,000	-	62,500
Boonville Towne Center	338,163			
Oversize Participation	-	100,000	2,800	900,000
S College Sidewalks				
29th St Sidewalks (City Limits-Carter Creek-Barak)				
Wilhelm sidewalks				
Broadmoor Sidewalks				-
Tx Ave-City Limits to Tejas Center-sidewalks	37,443		49,881	
Rustling Oaks, S College Ph 2, Wilhelm sidewalks				
Traffic Projects:				
Traffic signals		\$ 740,000		
Texas Avenue & Sims at Old Hearne				
South College & Pleasant & Old College				
Coulter-32nd-Carter Creek				
FM 2818 - SH21				
Groesbeck RR Crossing				150,000
Villa Maria/FM2818 Grade Separation				200,000
Total CIP Expenditures	<u>\$ 5,053,116</u>	<u>\$ 7,244,102</u>	<u>\$ 5,849,401</u>	<u>\$ 4,493,500</u>
Revenue Less Expenditures Sub Total	16,166,230			
Debt Issuance Cost (expense)	\$ 54,170	\$ 80,000	\$ 68,248	\$ 80,000
Public works services (expense)	1,340,762			
Transfers in (revenue)	-			
Transfers out (Funds 276 & 277)(expense)	173,026			
Arbitrage Rebate	-			
Total Other Financing Uses	<u>\$ 1,567,958</u>	<u>\$ 80,000</u>	<u>\$ 68,248</u>	<u>\$ 80,000</u>
Ending Fund Balance	<u>\$ 14,598,272</u>	<u>\$ 13,669,802</u>	<u>\$ 16,883,246</u>	<u>\$ 13,696,302</u>

**General Government
Capital Improvement Projects
FY2011 through FY2015**

	Projected FY2012	Projected FY2013	Projected FY2014	Projected FY2015
CO/GO FY09 Beginning Funds Balance:	\$ 13,696,302	\$ 13,801,302	\$ 13,788,302	\$ 13,952,302
Additional Resources:				
General Obligation Debt Issuances	4,000,000	4,000,000	8,000,000	8,000,000
Investment Earnings	100,000	100,000	200,000	200,000
<i>Subtotal Additional Resources</i>	\$ 4,100,000	\$ 4,100,000	\$ 8,200,000	\$ 8,200,000
Total Resources Available	\$ 17,796,302	\$ 17,901,302	\$ 21,988,302	\$ 22,152,302

Street Rehabilitation Projects:

Nash St/Wilhelm				
Beck Street/E Villa Maria Ph II				
Sims - MLK to SH 21	500,000	2,100,000		
S College Phase 2 Sulphur Springs to VM		345,000	1,298,000	
Bryan/Beck				
Old Hearne/Wilkes	526,000	-		
Old Hearne/South/Wilhelm to Texas Ave			1,254,000	800,000
Old Reliance				
Brownstone/Melrose Parkway				
FM 158 from FM1179 to SH6	410,000			
Bryan Ave (Downtown Phase II Construction)				
College Main Complete Reconstruction				
Tabor Rd				
North Coulter Reconstruction Design				
FM1179 Country Club Dr/Oak Ridge				
26th St (Parker to Congress)	-			
West 28th St Reconstruction (Palasota to Congress)				
MLK				1,055,000
Downtown Ph 3 & 4	-		1,000,000	5,255,000

Street Extension Projects:

Old Reliance Traffic Eval				
Raider Dr Sound Wall Austin's Colony				
Muckleroy Extension				

Public Facilities:

Justice Center				
Sadie Thomas Splash Pads				366,000
Fire Station #5				
MSC Yard Payment Rehab				
Relocation of Fire Station 2			3,000,000	

Drainage Projects (CO/GO):

Old Hearne/Wilkes Drainage		\$ 994,000		
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Other:

Safe Routes to School sidewalks				
Boonville Towne Center				
Oversize Participation	300,000		300,000	300,000
S College Sidewalks	900,000			
29th St Sidewalks (City Limits-Carter Creek-Barak)	542,000			
Wilhelm sidewalks		244,000		
Broadmoor Sidewalks			235,000	
Tx Ave-City Limits to Tejas Center-sidewalks				
Rustling Oaks, S College Ph 2, Wilhelm sidewalks			269,000	

Traffic Projects:

Traffic signals				
Texas Avenue & Sims at Old Hearne		250,000		
South College & Pleasant & Old College			600,000	
Coulter-32nd-Carter Creek				300,000
FM 2818 - SH21		100,000		
Groesbeck RR Crossing	737,000			
Villa Maria/FM2818 Grade Separation				

Total CIP Expenditures	\$ 3,915,000	\$ 4,033,000	\$ 7,956,000	\$ 8,076,000
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Revenue Less Expenditures Sub Total

Debt Issuance Cost (expense)	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
Public works services (expense)				
Transfers in (revenue)				
Transfers out (Funds 276 & 277)(expense)				
Arbitrage Rebate				

Total Other Financing Uses	\$ 80,000	\$ 80,000	\$ 80,000	\$ 80,000
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Ending Fund Balance	\$ 13,801,302	\$ 13,788,302	\$ 13,952,302	\$ 13,996,302
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**Water
Capital Improvement Projects
FY2011 through FY2015**

	Actual FY2009	Adopted FY2010	Projected FY2010	New Projects Adopted FY2011
Beginning Revenue Bond Fund Balances:	\$ 13,776,888	\$ 13,978,805	\$ 15,329,618	\$ 13,851,805
Additional Resources:				
Revenue Bonds	2,509,933	7,000,000	2,500,000	3,000,000
Investment Earnings	65,623	100,000	59,607	50,000
<i>Subtotal Additional Resources</i>	\$ 2,575,556	\$ 7,100,000	\$ 2,559,607	\$ 3,050,000
Total Resources Available	\$ 16,352,444	\$ 21,078,805	\$ 17,889,225	\$ 16,901,805

Production, Distribution & Rehab Projects:

Wilhelm	\$ 3,537	\$ -	\$ 3,537	
26th Street Parker to Congress	119,894		119,894	
Stillcreek	2,230	-	2,230	
WP Masterplan	4,900	-	14,225	
Eastside Transmission-MLK	4,792	-	4,792	
Stillcreek WWTP Water Line	55,430		60,000	
Tabor Street Pump Station	14,221	-	240,125	
Cooling Tower Replacement		-	-	
Redbud/Maywood	165,789	-	198,573	
Tabor Ph 2	12,550	-	12,550	
Advanced Meter Infrastructure	44,289		52,750	
CCN's	63,062	-	58,944	
Brushy/CNN's	63,062		-	
Henderson Park Waterline	53,066			
Booneville Rd Waterline	33,585			
Elaine Dr Waterline	201,859			
Tabor Ground Storage Design	148,473			
Edgemore Waterline	356,542			
Misc Extension/Improvements/Oversize Participation		300,000	2,644	
MLK				
West 28th St Waterline				550,000
Villa Maria / FM 2818 Grade Separation				500,000
Parker St North (24th to MLK)				200,000
SH 47 12" waterline (Leonard to SH21)				750,000
Wilkes to Wilhelm				
Sims - MLK to SH 21				
Old Hearne South (Wilhelm to Texas Ave)				
Briarwood/Oak Cr	152,128	-	148,576	
Downtown Ph 3 & 4				
1 mg Storage Tank		1,000,000	-	
5 mg Storage Tank		3,000,000	345,000	
CIP Lines/Streets		500,000	400,000	
Waterline to new WWTP		750,000		
Well 19 Collection Line		1,300,000		
Elevated Storage-East Side-property				250,000
Old Reliance 12"				-
Hwy 21 West 12"				750,000
Rehab Well 10				
Rehab Well 12				
College Main (complete reconstruction)		300,000		
Raider Dr & Sound Wall		10,000		
Total CIP Expenditures	\$ 1,499,409	\$ 7,160,000	\$ 1,663,839	\$ 3,000,000

Miscellaneous Expenditures:

Debt Issuance Cost		\$ 67,000	\$ 53,000	\$ 67,000
Projects taken to Capital, CIP Removals, CAFR Adj	476,583			

Ending Fund Balance	\$ 15,329,618	\$ 13,851,805	\$ 16,172,386	\$ 13,834,805
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**Water
Capital Improvement Projects
FY2011 through FY2015**

	Projected FY2012	Projected FY2013	Projected FY2014	Projected FY2015
Beginning Revenue Bond Fund Balances:	\$ 13,834,805	\$ 13,857,055	\$ 13,886,055	\$ 10,276,055
Additional Resources:				
Revenue Bonds	3,000,000	2,000,000	2,250,000	2,250,000
Investment Earnings	50,000	50,000	200,000	60,000
<i>Subtotal Additional Resources</i>	<u>\$ 3,050,000</u>	<u>\$ 2,050,000</u>	<u>\$ 2,450,000</u>	<u>\$ 2,310,000</u>
Total Resources Available	<u>\$ 16,884,805</u>	<u>\$ 15,907,055</u>	<u>\$ 16,336,055</u>	<u>\$ 12,586,055</u>

Production, Distribution & Rehab Projects:

Wilhelm				
26th Street Parker to Congress				
Stillcreek				
WP Masterplan				
Eastside Transmission-MLK				
Stillcreek WWTP Water Line				
Tabor Street Pump Station				
Cooling Tower Replacement			1,500,000	
Redbud/Maywood				
Tabor Ph 2				
Advanced Meter Infrastructure				
CCN's				
Brushy/CNN's				
Henderson Park Waterline				
Booneville Rd Waterline				
Elaine Dr Waterline				
Tabor Ground Storage Design				
Edgemore Waterline				
Misc Extension/Improvements/Oversize Participation				
MLK				115,000
West 28th St Waterline				
Villa Maria / FM 2818 Grade Separation				
Parker St North (24th to MLK)				
SH 47 12" waterline (Leonard to SH21)				
Wilkes to Wilhelm		500,000		
Sims - MLK to SH 21		200,000		
Old Hearne South (Wilhelm to Texas Ave)		-	37,500	375,000
Briarwood/Oak Cr				
Downtown Ph 3 & 4				468,000
1 mg Storage Tank	2,000,000			
5 mg Storage Tank				
CIP Lines/Streets	500,000	1,000,000	500,000	1,050,000
Waterline to new WWTP				
Well 19 Collection Line				
Elevated Storage-East Side-property		300,000	4,000,000	
Old Reliance 12"				
Hwy 21 West 12"				
Rehab Well 10	250,000			
Rehab Well 12	250,000			
College Main (complete reconstruction)				
Raider Dr & Sound Wall				
Total CIP Expenditures	<u>\$ 3,000,000</u>	<u>\$ 2,000,000</u>	<u>\$ 6,037,500</u>	<u>\$ 2,008,000</u>

Miscellaneous Expenditures:

Debt Issuance Cost	\$ 27,750	\$ 21,000	\$ 22,500	\$ 22,500
Projects taken to Capital, CIP Removals, CAFR Adj				
Ending Fund Balance	<u>\$ 13,857,055</u>	<u>\$ 13,886,055</u>	<u>\$ 10,276,055</u>	<u>\$ 10,555,555</u>

**Wastewater
Capital Improvement Projects
FY2011 through FY2015**

	Actual FY2009	Adopted FY2010	Projected FY2010	New Projects Adopted FY2011
<u>Beginning Revenue Bond Fund Balances</u>	\$ 5,738,811	\$ 9,876,244	\$ 7,049,545	\$ 7,841,244
<u>Additional Resources:</u>				
Revenue Bonds	4,258,857	12,500,000	4,300,000	2,000,000
Investment Earnings	35,859	165,000	25,662	35,000
<i>Subtotal Additional Resources</i>	<u>\$ 4,294,716</u>	<u>\$ 12,665,000</u>	<u>\$ 4,325,662</u>	<u>\$ 2,035,000</u>
Total Resources Available	<u>\$ 10,033,527</u>	<u>\$ 22,541,244</u>	<u>\$ 11,375,207</u>	<u>\$ 9,876,244</u>
<u>Production, Distribution & Rehab Projects:</u>				
Wilhelm Sewer Line	\$ 205,597		\$ 205,597	
Henderson Park Sewer	40,000		40,000	
Coulter Sewer	69,800		69,800	
Parker St				200,000
Old Hearne/Wilkes				
Old Hearne South (Wilhelm to Texas Ave)				
WWTP Burton Creek	219,749		235,881	400,000
East SH 21				1,300,000
Collection Line Rehab				
Still Creek Swr Trunk Line Ph 2	39,189		39,524	
Hutchins Sewer Rehab				300,000
MLK				
Tabor Rd Ph 2	5,500		5,500	
Downtown Phase IV				
Broadmoor/Braeburn	21,490		21,490	
Wells Fargo Sewer Line				200,000
Forcemain Replacement				225,000
Next Generation Industrial Park				1,600,000
W 28th St; Reese WL Rehab (sewer portion)				350,000
West side sanitary sewer trunk line				
Sims - MLK to SH 21				
CIP/Streets		500,000		
Pipeburst Project			-	500,000
Misc/Oversize Participation		300,000		
S College Ph 2		400,000		
Thompson Creek Wastewater Treatment Plant	243,690	13,000,000	270,882	
Manhole Rehab				400,000
Automatic Meter Infrastructure (AMI) project	44,289		52,750	
Westside Interceptor .5mm		500,000		
Stillcreek Phase III				450,000
Hwy 30 Lift Stations/Package Plant				250,000
Total CIP Expenditures	<u>\$ 889,304</u>	<u>\$ 14,700,000</u>	<u>\$ 941,425</u>	<u>\$ 6,175,000</u>
<u>Miscellaneous Expenditures:</u>				
Debt Issuance Cost		\$ 65,000	\$ 43,000	\$ 125,000
Projects taken to Capital, CIP Removals, CAFR Adj	(2,094,678)	-	-	-
Ending Fund Balance	<u>\$ 7,049,545</u>	<u>\$ 7,841,244</u>	<u>\$ 10,390,782</u>	<u>\$ 3,576,244</u>

**Wastewater
Capital Improvement Projects
FY2011 through FY2015**

	Projected FY2012	Projected FY2013	Projected FY2014	Projected FY2015
<u>Beginning Revenue Bond Fund Balances</u>	\$ 3,576,244	\$ 3,606,244	\$ 3,608,244	\$ 3,608,244
<u>Additional Resources:</u>				
Revenue Bonds	6,300,000	3,500,000	4,540,000	2,015,000
Investment Earnings	75,000	75,000	55,000	55,000
<i>Subtotal Additional Resources</i>	<u>\$ 6,375,000</u>	<u>\$ 3,575,000</u>	<u>\$ 4,595,000</u>	<u>\$ 2,070,000</u>
Total Resources Available	<u>\$ 9,951,244</u>	<u>\$ 7,181,244</u>	<u>\$ 8,203,244</u>	<u>\$ 5,678,244</u>
<u>Production, Distribution & Rehab Projects:</u>				
Wilhelm Sewer Line				
Henderson Park Sewer				
Coulter Sewer				
Parker St				
Old Hearne/Wilkes		525,000		
Old Hearne South (Wilhelm to Texas Ave)			40,000	400,000
WWTP Burton Creek				
East SH 21				
Collection Line Rehab		375,000		975,000
Still Creek Swr Trunk Line Ph 2				
Hutchins Sewer Rehab				
MLK				230,000
Tabor Rd Ph 2				
Downtown Phase IV				410,000
Broadmoor/Braeburn				
Wells Fargo Sewer Line				
Forcemain Replacement				
Next Generation Industrial Park				
W 28th St; Reese WL Rehab (sewer portion)				
West side sanitary sewer trunk line			3,500,000	
Sims - MLK to SH 21		200,000		
CIP/Streets				
Pipeburst Project			1,000,000	
Misc/Oversize Participation				
S College Ph 2				
Thompson Creek Wastewater Treatment Plant				
Manhole Rehab		400,000		
Automatic Meter Infrastructure (AMI) project				
Westside Interceptor .5mm				
Stillcreek Phase III	6,300,000			
Hwy 30 Lift Stations/Package Plant		2,000,000		
Total CIP Expenditures	<u>\$ 6,300,000</u>	<u>\$ 3,500,000</u>	<u>\$ 4,540,000</u>	<u>\$ 2,015,000</u>
<u>Miscellaneous Expenditures:</u>				
Debt Issuance Cost	\$ 45,000	\$ 73,000	\$ 55,000	\$ 55,000
Projects taken to Capital, CIP Removals, CAFR Adj				
Ending Fund Balance	<u>\$ 3,606,244</u>	<u>\$ 3,608,244</u>	<u>\$ 3,608,244</u>	<u>\$ 3,608,244</u>

**BTU -City/QSE
Capital Improvement Projects
FY2011 through FY2015**

	<u>Actual FY2009</u>	<u>Adopted FY2010</u>	<u>Projected FY2010</u>	<u>Adopted FY2011</u>
<i>Beginning Funds Balance:</i>	\$ 26,019,226	\$ 1,272,653	\$ 3,728,656	\$ 11,783,627
<u>Additional Resources:</u>				
Revenue Bond Debt Issuances		32,750,305	87,616,261	11,275,984
Investment Earnings				
<i>Subtotal Additional Resources</i>	\$ -	\$ 32,750,305	\$ 87,616,261	\$ 11,275,984
Total Resources Available	\$ 26,019,226	\$ 34,022,958	\$ 91,344,917	\$ 23,059,611
<u>Transmission, Distribution, Production and Other Projects:</u>				
Transmission Projects	\$ 2,439,101	\$ 14,328,846	\$ 10,932,283	\$ 8,426,919
Distribution Projects	1,862,970	4,385,579	3,944,579	2,466,188
Other	17,988,499	10,575,000	63,831,635	3,850,340
Total CIP Expenditures	\$ 22,290,570	\$ 29,289,425	\$ 78,708,497	\$ 14,743,447
<i>Revenue Less Expenditures Subtotal</i>	\$ 3,728,656	\$ 4,733,533	\$ 12,636,420	\$ 8,316,164
Debt Issuance Cost		327,503	852,793	275,024
Ending Fund Balance	\$ 3,728,656	\$ 4,406,030	\$ 11,783,627	\$ 8,041,140

**BTU -City/QSE
Capital Improvement Projects
FY2011 through FY2015**

	<u>Projected FY2012</u>	<u>Projected FY2013</u>	<u>Projected FY2014</u>	<u>Projected FY2015</u>
<i>Beginning Funds Balance:</i>	\$ 8,041,140	\$ 0	\$ 0	\$ 0
<u>Additional Resources:</u>				
Revenue Bond Debt Issuances	9,765,320	16,760,300	5,609,943	11,975,745
Investment Earnings				
<i>Subtotal Additional Resources</i>	<u>\$ 9,765,320</u>	<u>\$ 16,760,300</u>	<u>\$ 5,609,943</u>	<u>\$ 11,975,745</u>
Total Resources Available	<u>\$ 17,806,460</u>	<u>\$ 16,760,301</u>	<u>\$ 5,609,943</u>	<u>\$ 11,975,745</u>
<u>Transmission, Distribution, Production and Other Projects:</u>				
Transmission Projects	\$ 8,426,386	\$ 14,364,526	\$ 3,474,579	\$ 10,075,754
Distribution Projects	1,969,555	1,986,986	1,998,535	1,607,899
Other	7,150,620			
Total CIP Expenditures	<u>\$ 17,546,561</u>	<u>\$ 16,351,512</u>	<u>\$ 5,473,115</u>	<u>\$ 11,683,654</u>
<i>Revenue Less Expenditures Subtotal</i>	\$ 259,899	\$ 408,788	\$ 136,828	\$ 292,092
Debt Issuance Cost	259,899	408,788	136,828	292,091
Ending Fund Balance	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>	<u>\$ 0</u>

**BTU -Rural
Capital Improvement Projects
FY2011 through FY2015**

	<u>Actual FY2009</u>	<u>Adopted FY2010</u>	<u>Projected FY2010</u>	<u>Adopted FY2011</u>
<i>Beginning Funds Balance:</i>	4,237,111	3,212,111	3,215,198	2,717,292
<u>Additional Resources:</u>				
Revenue Bond Debt Issuances		4,912,560		5,255,502
Investment Earnings				
<i>Subtotal Additional Resources</i>	\$ -	\$ 4,912,560	\$ -	\$ 5,255,502
Total Resources Available	\$ 4,237,111	\$ 8,124,671	\$ 3,215,198	\$ 7,972,794
<u>Transmission, Distribution, Production and Other Projects</u>				
Distribution Projects	1,021,913	3,615,076	497,906	2,693,321
Total CIP Expenditures	\$ 1,021,913	\$ 3,615,076	\$ 497,906	\$ 2,693,321
<i>Revenue Less Expenditures Sub Total</i>	\$ 3,215,198	\$ 4,509,595	\$ 2,717,292	\$ 5,279,473
Debt Issuance Cost		49,126		250,262
Ending Fund Balance	\$ 3,215,198	\$ 4,460,469	\$ 2,717,292	\$ 5,029,211

**BTU -Rural
Capital Improvement Projects
FY2011 through FY2015**

	<u>Projected FY2012</u>	<u>Projected FY2013</u>	<u>Projected FY2014</u>	<u>Projected FY2015</u>
<i>Beginning Funds Balance:</i>	5,029,211	832,721	3,806,521	2,906,533
<i>Additional Resources:</i>				
Revenue Bond Debt Issuances		5,895,760		
Investment Earnings				
<i>Subtotal Additional Resources</i>	\$ -	\$ 5,895,760	\$ -	\$ -
Total Resources Available	\$ 5,029,211	\$ 6,728,481	\$ 3,806,521	\$ 2,906,533
<u>Transmission, Distribution, Production and Other Projects</u>				
Distribution Projects	4,196,490	2,641,210	899,988	2,906,533
Total CIP Expenditures	\$ 4,196,490	\$ 2,641,210	\$ 899,988	\$ 2,906,533
<i>Revenue Less Expenditures Sub Total</i>	\$ 832,721	\$ 4,087,271	\$ 2,906,533	\$ -
Debt Issuance Cost		280,750		
Ending Fund Balance	\$ 832,721	\$ 3,806,521	\$ 2,906,533	\$ (0)



CITY OF BRYAN
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ORDINANCE NO. 1884

AN ORDINANCE OF THE CITY OF BRYAN, TEXAS APPROVING AND ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2010 AND ENDING SEPTEMBER 30, 2011, INCLUSIVE, WITH EXPENDITURES IN THE COMBINED TOTAL AMOUNT OF \$329,009,104, AND REVENUES IN THE COMBINED TOTAL AMOUNT OF \$290,273,764; 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; PROVIDING A SAVINGS CLAUSE; 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, 2010 and ending September 30, 2011; 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 BRYAN, TEXAS, THAT:

1.

The appropriations for the fiscal year beginning October 1, 2010 and ending September 30, 2011 with combined expenditures in the sum of \$329,009,104 and combined revenues in the sum of \$290,273,764, 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 7th day of September 2010, at a special meeting of the City Council of the City of Bryan, Texas; and given second reading, passed and approved on the 14th day of September 2010, by a vote of 1 ayes and 0 nays at a regular 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:

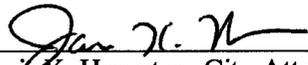

Janis K. Hampton, City Attorney

EXHIBIT A
CITY OF BRYAN, TEXAS
Fiscal Year 2011 Budget
SUMMARY OF REVENUE & EXPENDITURES

	<u>FY2011</u> <u>Revenues</u>	<u>FY2011</u> <u>Expenditures</u>
General	\$ 41,632,638	\$ 52,728,084
Water	11,517,600	15,101,479
Wastewater	12,715,900	18,084,573
Solid Waste	7,428,130	8,130,831
BTU (City)	131,955,771	139,318,739
BTU (Rural)	29,529,802	30,057,709
Bryan Commerce & Development	0	633
Airport	367,225	407,200
Warehouse Fund	106,500	149,013
Self-Insurance Fund	1,444,918	3,477,680
Employee Benefits Fund	7,975,578	8,546,621
Equipment Replacement	1,650	950,178
Facilities Maintenance	5,175	205,225
Community Development	2,250,728	2,250,728
Hotel/Motel Tax	341,070	348,600
Oil and Gas	71,000	176
Special Projects	500	40,320
Court Technology	49,600	50,840
Street Improvement Fund	4,965,108	4,965,108
Drainage Improvement	1,239,574	1,239,574
TIRZ #8-Park Hudson	308,624	1,382,543
TIRZ #10-Traditions	982,653	1,391,527
TIRZ #19-Nash Street	129,069	129,069
TIRZ #21-Downtown Bryan	72,402	72,402
TIRZ #22-Lauth Devel.	260,869	410,869
Debt Service	7,055,194	6,964,115
TIRZ #22-Lauth Devel. CIP	1,650,000	1,500,000
General Government CIP	4,600,000	4,493,500
Water CIP	3,050,000	3,000,000
Wastewater CIP	2,035,000	6,175,000
BTU (City) CIP	11,275,984	14,743,447
BTU (Rural) CIP	5,255,502	2,693,321
Total for All Funds	<u>\$ 290,273,764</u>	<u>\$ 329,009,104</u>

FY2011 General Fund appropriations are \$52,728,084, which has been reduced by (\$3,717,575) for administrative costs from other funds. Transfers/ROW Payments of (\$11,495,012) are presented as Other Uses/(Sources) to be comparative to the presentation in the Comprehensive Annual Financial Report. This results in Total Expenditures/Other Uses/(Sources) of \$41,233,072 for General Fund in FY2011. The FY2011 General Fund Net Increase/Decrease is projected to be \$399,567.



CITY OF BRYAN
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ORDINANCE NO. 1885

AN ORDINANCE FIXING THE TAX LEVY OF THE CITY OF BRYAN, TEXAS, FOR THE TAXABLE YEAR 2010 AT \$0.6364 PER \$100.00 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 2010 the following, to wit:

\$0.435392 on a \$100.00 valuation of all taxable property in the City for General Fund maintenance and operating purposes: and

\$0.201008 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 2010 is \$0.6364 for \$100.00 valuation of all taxable property in the City of Bryan.

2.

There is also levied an Occupation Tax on every person, firm or corporation pursuing any of the occupations named in the Charter, ordinances and the General Laws of Texas, which will be paid in advance, said occupation license to be one-half of the State License for similar occupations.

3.

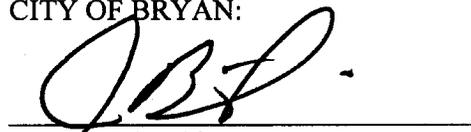
That this Ordinance shall go into effect immediately after its second and final reading.

PRESENTED AND GIVEN first reading on the 7th day of September 2010, at a special meeting of the City Council of the City of Bryan, Texas; and given second reading, passed and approved on the 14th day of September 2010, by a vote of 7 ayes and 0 noes at a regular 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:


James K. Hampton, City Attorney



CITY OF BRYAN
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FY2011 Recommended Decision Package Requests

Fund-Div	Department	Description	FY11 Cost	FY12 Cost
510-4410	Water Production	Replacement pumps-Pumps 1 & 5	\$ 20,000	\$ -
510-4410	Water Production	Control Valve Well 19	\$ 16,000	\$ -
510-4410	Water Production	Line Replacement between wells 12-13	\$ 51,600	\$ -
510-4410	Water Production	Line Replacement between wells 13-14	\$ 62,400	\$ -
510-4410	Water Production	Fence around wells 6 & 11	\$ 15,000	\$ -
510-4410	Water Production	Concrete pad @ Low Serv Pump Station	\$ 25,000	\$ -
510-4410	Water Production	Main Street Pump Stn - building rehab	\$ 100,000	\$ -
510-4410	Water Production	Well Field Pump Stn - building rehab	\$ 50,000	\$ -
510-4410	Water Production	welding machine	\$ 3,500	\$ -
510-4420	Water Distribution	MSC Ice Machine	\$ 3,500	\$ -
510-4420	Water Distribution	Covered parking - MSC	\$ 80,000	\$ -
510-4420	Water Distribution	Refurbish breaker hammer on backhoe	\$ 1,600	\$ 100
510-4420	Water Distribution	Replace existing computers	\$ 7,100	\$ -
Water Total			\$ 435,700	\$ 100
515-4510	WW Collection	Push Camera	\$ 10,000	\$ -
515-4510	WW Collection	Mainline Camera	\$ 15,000	\$ -
515-4510	WW Collection	Root Machine	\$ 3,500	\$ -
515-4510	WW Collection	Portable Generator	\$ 2,000	\$ -
515-4510	WW Collection	Replace existing computers	\$ 6,000	\$ -
515-4515	WW PreTreatment	Still Creek disposal fees	\$ 7,000	\$ 7,140
515-4520	WW Treatment	Saddlewood Lift Station pump	\$ 8,000	\$ -
515-4520	WW Treatment	Mumford Rd Lift Station pump	\$ 6,000	\$ -
515-4520	WW Treatment	Burton Creek ceramic diffusers	\$ 40,000	\$ -
515-4520	WW Treatment	Welding machine	\$ 3,500	\$ -
Wastewater Total			\$ 101,000	\$ 7,140
Total			\$ 536,700	\$ 7,240

FY2011 Non-Recommended Decision Package Requests

Fund-Div	Department	Description	FY11 Cost	FY12 Cost
001-0501	Non-Dept'l Pmts/Xfr	Convert Downtown Improvement to Grant Program	\$ 200,000	\$ 200,000
001-0631	IT	Shared cost BVWACS	\$ 87,090	\$ -
001-0631	IT	Software/Hardware Maintenance increases	\$ 81,050	\$ -
001-0631	IT	Public Safety support personnel	\$ 59,332	\$ 56,139
001-0631	IT	Network Systems Specialist	\$ 68,972	\$ 65,066
001-0631	IT	Additional storage for SAN & Avamar	\$ 105,000	\$ 10,500
001-0631	IT	Upgrade/replace aging equipment	\$ 125,000	\$ 8,000
001-0631	IT	Citywide computer replacement/upgrades	\$ 125,000	\$ -
001-0811	Engineering	Project Dox/ePlan Review - H T E	\$ 136,200	\$ 51,168
001-0811	Engineering	ROW Coordinator	\$ 95,412	\$ 64,825
001-0811	Engineering	Stormwater Manager	\$ 69,472	\$ 69,222
001-0811	Engineering	1st, 2nd & 3rd floor MOB remodel/annex	\$ 50,000	\$ -
001-0821	Streets/Drainage	Crew Worker	\$ 39,370	\$ 39,238
001-0871	Fleet	Field Service Unit	\$ 97,200	\$ 18,200
001-0871	Fleet	Service Technician	\$ 53,787	\$ 55,996
001-0881	Facilities	Coulter Field janitorial service	\$ 3,200	\$ 3,264
001-0881	Facilities	City Hall Annex janitorial service	\$ 30,000	\$ 30,600
001-0881	Facilities	Back up generators maintenance contract	\$ 15,000	\$ 15,300
001-0881	Facilities	HVAC controls maintenance contract	\$ 26,000	\$ 26,520
001-0881	Facilities	HVAC filters annual contract	\$ 10,000	\$ 10,200
001-0881	Facilities	City Hall Annex maintenance funding	\$ 30,000	\$ 30,000
001-0901	Police	Vehicle Mtnce	\$ 18,516	\$ 18,516
001-0901	Police	Mobile Data Computers	\$ 60,000	\$ -
001-0901	Police	In car video systems	\$ 60,000	\$ -
001-1001	Fire	Line item increase - emp physicals/shots	\$ 9,680	\$ 9,680
001-1001	Fire	Probationary Firefighters	\$ 349,362	\$ 341,795
001-1001	Fire	Supply Clerk	\$ 79,971	\$ 54,104
001-1001	Fire	Lt Inspector - Fire Marshall's office	\$ 123,418	\$ 92,730
001-1001	Fire	EMS First Aid Supplies	\$ 24,871	\$ 24,871
001-1001	Fire	Line item increase - biological agents	\$ 9,000	\$ 9,000
001-1163	P&R - Golf Course	P/T employee pay scale adjustment	\$ 9,706	\$ 10,145
001-1161	P&R - Comm Serv	P/T employee pay scale adjustment	\$ 36,496	\$ 38,145
001-1164	P&R - Parks	Maintenance position	\$ 39,372	\$ 39,823
001-1161	P & R	Recreation software	\$ 36,041	\$ 21,459
001-1163	P&R - Golf Course	Truck	\$ 17,500	\$ 2,188
001-1161	P & R	Line item increase - contractual maintenance	\$ 108,076	\$ 108,076
001-1169	P & R - Neal Rec	Replace gym floor	\$ 75,100	\$ -
001-1161	P & R	Senior Programs	\$ 18,000	\$ 18,000
001-1161	P & R	Holiday Lights	\$ 50,000	\$ 50,000
001-1163	P&R - Golf Course	Furniture-concession area	\$ 5,500	\$ -
001-1169	P & R - Neal Rec	Shade structure over playground	\$ 30,000	\$ -
001-1163	P&R - Golf Course	Golf Course Master Plan Design	\$ 25,000	\$ -
001-3201	Dev Serv	Increase demolition line item	\$ 50,000	\$ 50,000
General Fund Total			\$ 2,742,694	\$ 1,642,770
Total			\$ 2,742,694	\$ 1,642,770

COMMUNITY PROFILE

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. But 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 Bryan 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. Among them were: the Central Texas Agricultural and Mechanical Association, chartered for the purpose of holding at least one county fair each year; the Bryan Real Estate, Building, and Joint Stock Association of Bryan; the Bryan Bridge Company, established to encourage trade by getting a bridge built across the Navasota River on a road to Madisonville; and the Library Association.

The following year, citizens voted to establish a public school system and to levy property tax for its support. 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. had established a money-lending office in 1875. By 1890, another major financial institution--the First National Bank of Bryan--had been established, as had utilities in the form of Bryan Compress Company and Bryan Water, Inc. and Electric Light Co., Inc. Bryan'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. 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 gift 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. Bryan's is 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 and 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 business 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 bought 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, then 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. The creation of shopping centers away from downtown, however, created a strain on the Central Business District. Downtown Bryan began a slow decline.

In the late 1980s, a movement toward downtown 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.

But 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 50 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.

Bryan Today

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 the buildings and pride of its residents. The original square-mile townsite now encompasses more than 43.4 square miles. And Bryan's original population of a few hundred has grown to more than 67,000 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 25,000 people in 2009.

From its contemporary Tejas Center to its revived historic downtown, today's Bryan is defined by renewed growth, development and renovation.

Source: Brazos County History: Rich Past-Bright Future; A Guide to Historic Brazos County; A Practical Guide to Bryan-College Station

Education

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. The Bryan campus, located on 200 acres 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 currently located throughout Bryan and College Station.

The first two campus buildings are the \$68 million Health Professions Education Building (HPEB), funded through the Available University Fund (AUF), and the \$60 million Medical Research and Education Building (MREB), funded with \$45 million in tuition revenue bonds approved by the 2006 Texas Legislature and \$15 million from the AUF. The AUF is provided through the A&M System. The HPEB already is open, with the MREB scheduled for occupancy in spring 2011.

At approximately 132,500 total square feet, the four-story Health Professions Education Building has four lecture rooms, two dividable seminar rooms and 16 small group rooms with videoconference capabilities on the ground floor. The main entry level features an outdoor courtyard area, open meeting and dining space, student services, an information technology help center, a teaching and learning resource center, and a library.

The second level is a Simulation Center comprised of 15 clinical exam rooms, eight multi-functional simulation rooms, two fundamental skills rooms, conference rooms and multiple clinical testing areas. The top floor provides offices for the HSC-College of Medicine and HSC-College of Nursing as well as an outdoor courtyard.

At approximately 131,000 total square feet, the four-story Medical Research and Education Building will have ground floor space for seminar rooms, a scientific display area, imaging lab, and offices for the HSC-College of Medicine associate dean of research and graduate studies and chair of the Department of

Neuroscience and Experimental Therapeutics. The second, third and fourth floors will house faculty offices, laboratories and support spaces for the college's Department of Neuroscience and Experimental Therapeutics and Department of Microbial and Molecular Pathogenesis.

And further development of the Bryan campus is moving full speed ahead.

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 with 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, and set policy direction for the conduct of the affairs of the city.

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.

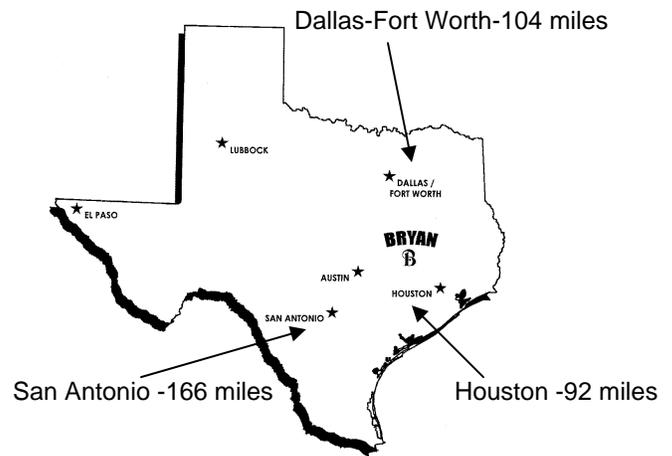
The City offers a full array of municipal services, including Police, Fire, EMS, Traffic and Transportation, Building and Development, Municipal Court, Library Services, and Parks and Recreation. Support services are provided internally to City departments by Fiscal Services, Human Resources, Purchasing, Fleet, Legal, Facilities and Information Technology. Besides tax supported services, the City also provides utilities (electric, water, wastewater, and solid waste), Risk Management, Community Development and a municipal airport.

The City of Bryan has something for everyone. It really is: **"The Good Life, Texas Style."**™

LOCATION

Bryan-College Station is located in Brazos County in east central Texas, just north of Houston, in an area referred to 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.

Distance to:



Texas Metropolitan Statistical Areas (MSA)

Employment:

Dallas—Fort Worth—Arlington

Population- 6,300,006

The DFW Metroplex is anchored by the cities of Dallas and Fort Worth which contain the highest concentrations of corporate headquarters in the U.S. The Metroplex also contains the largest Information Technology industry base in the state (often referred to as Silicon Prairie). Accordingly, there are a large number of corporate IT projects and numerous electronics, computing and telecommunication firms such as Texas Instruments, HP Enterprise Services, Perot Systems, i2, AT&T, and Verizon.

Houston—Sugar Land—Baytown

Population- 5,728,143

The region's economic activity is centered in Houston, the county seat of Harris County. The banking industry is ever-present throughout this MSA, which contains numerous nationwide banking companies. The Galveston Bay and Buffalo Bayou combined, form one of the most substantial shipping hubs in the world. The area is also one of the leading centers of the energy industry, such as petroleum processing, and many companies established large operations in this region. The metropolitan area also comprises the largest petrochemical manufacturing area in the world that produce synthetic rubber, insecticides, and fertilizers. The area is also the world's leading center for building oilfield equipment. The region is also a major center of biomedical research, aeronautics, and high-technology.

San Antonio—New Braunfels

Population-2,031,445

The San Antonio—New Braunfels metropolitan area is home to six Fortune 1000 companies, among them: Valero Energy Corp, Tesoro Petroleum Corp, Clear Channel Communications, USAA, and NuStar Energy are located in San Antonio. H-E-B Food Stores retains its corporate headquarters in San Antonio and employees over 14,000 people. In addition, the Methodist Healthcare System and the University of

Texas Health Science Center combined employee almost 13,000 people. Rush Enterprises is located in New Braunfels.

Austin—Round Rock

Population- 1,652,602

Greater Austin has a diverse economy heavily anchored by government activities, state regulatory agencies, and public education. High-tech firms, related to semiconductors and software, provide an additional economic cluster. The majority of the area's largest employers are all within the City of Austin: Advanced Micro Devices, Austin Independent School District, the City of Austin, Freescale Semiconductor, IBM, Seton Healthcare Network, the Texas Government, the United States Government, and the University of Texas at Austin.

Bryan—College Station

Population-212,268

Bryan—College Station is located in east central Texas, in close proximity to three of the 10 largest cities in the United States. It is 95 miles (153 km) north of Houston, 166 miles (267 km) northeast of San Antonio and 169 miles (272 km) south of Dallas. It is 104 miles (167 km) east of Austin, the state capital. In 2006, Bryan—College Station was named one of the best cities for relocating families by Worldwide ERC & Primacy Relocation. The largest employers in the region are Texas A&M University, Bryan Independent School District, St. Josephs Regional Health Center, Sanderson Farms, City of Bryan, and Alenco. In 2009, an economic development agreement was reached between The Research Valley Partnership, Inc. (RVP) and G-Con, LLC (G-Con) to develop and operate a state-of-the-art biopharmaceutical manufacturing facility, in Bryan, utilizing novel technologies for vaccine production. Under the terms of the agreement, G-Con's facility is defined as one or more buildings having a minimum initial size of 100,000 sq. ft. to support its research, development and commercialization of technologies, as well as the production of vaccines. Initial projections forecast that the facility could create as many as 3,000 direct jobs.

Source: U.S. Census Bureau—2008 Census Estimates; Bureau of Economic Analysis; Texas State Historical Association—the Handbook of Texas Online; San Antonio Economic Development Foundation

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)	742
Fiscal Year	October 1—September 30
Parks	35
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	114
Police Station(s)	1
Sworn Personnel	148

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

2009 Adopted Property Tax Rate	
Brazos County	\$0.48
City of Bryan	\$0.6364
Bryan I.S.D.	\$1.29

Source: Brazos County Appraisal District

Table 1.4

Employment—Bryan	
2007	35,241
2008	35,802
2009	37,275

Source: Texas Workforce Commission

Table 1.5

Unemployment Rate—Bryan	
2007	3.5%
2008	3.8%
2009	5.5%

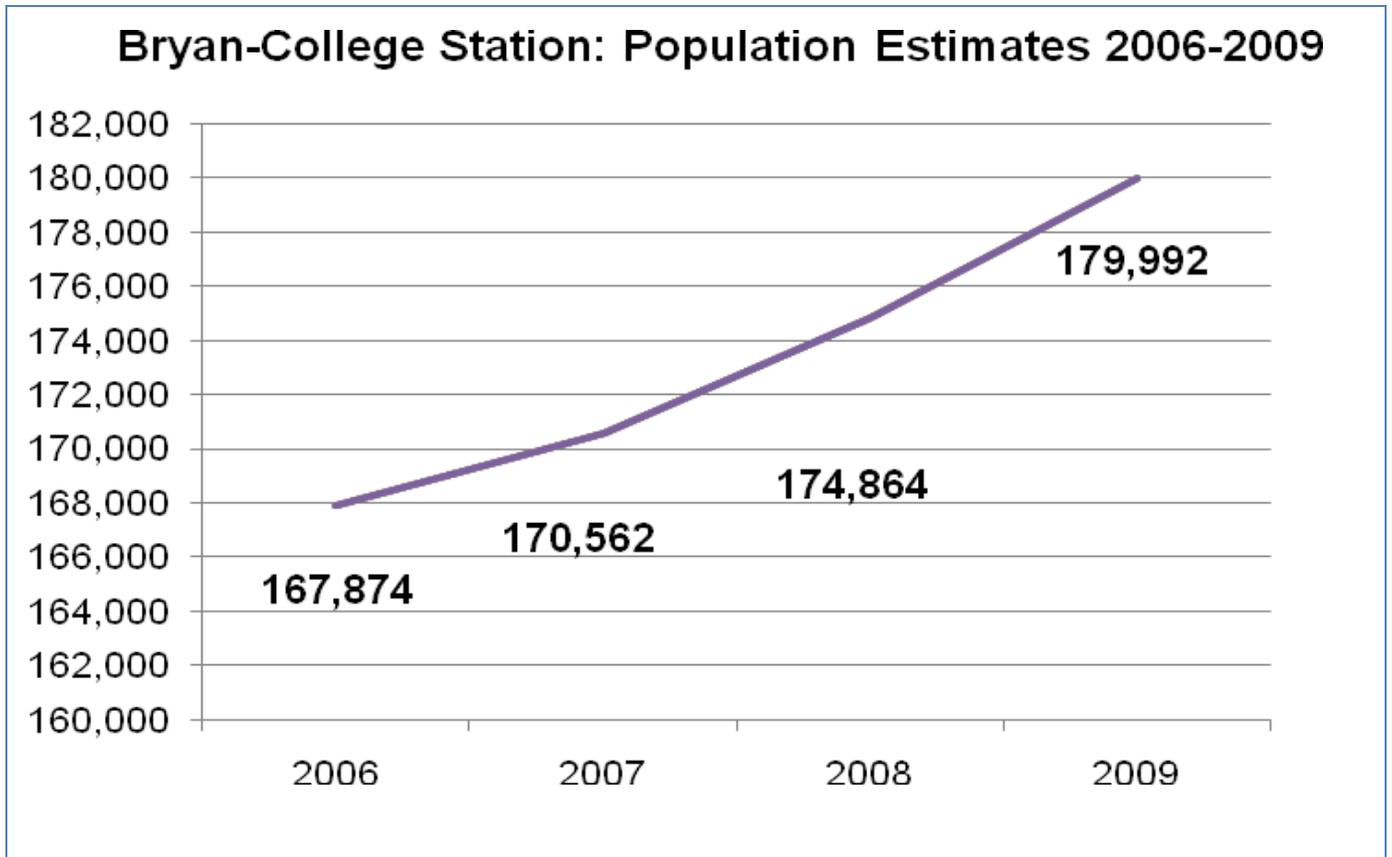
Source: Texas Workforce Commission

City of Bryan Statistical Information

Table 1.6

Texas Metro Areas Employment Statistics—2009		
Metro Area	Employment	Unemployment Rate
McAllen—Edinburg—Mission	265,237	10.6%
Laredo	86,260	8.7%
Bryan-College Station	106,074	5.7%
Longview	101,452	7.4%
El Paso	278,918	9.0%
Midland	70,416	5.6%
Odessa	65,137	8.2%
Houston—Sugar Land—Baytown	2,633,268	7.6%
Killeen—Temple—Fort Hood	150,204	6.9%
San Antonio—New Braunfels	899,862	6.7%
Texarkana	60,446	6.2%
Brownsville—Harlingen	136,501	9.9%
Austin—Round Rock	824,349	6.9%
Dallas—Ft. Worth—Arlington	2,914,250	7.8%
Corpus Christi	192,872	7.2%
Abilene	78,204	5.9%
Wichita Falls	67,338	7.5%
Waco	106,836	6.7%
Tyler	92,950	7.6%
Amarillo	123,859	5.3%
Lubbock	136,814	5.3%
Beaumont—Port Arthur	166,489	9.6%

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	16,000+
Bryan Independent School District	Education	2,070
St. Joseph Regional Hospital	Health Care	2,197
Sanderson Farms	Food Processing	1,574
College Station Independent School District	Education	1,530
Reynolds & Reynolds	Computer hardware/software	1,059
City of Bryan	Government	789
City of College Station	Government	1,027
Brazos County	Government	900
Wal-Mart	Retail	650
New Alenco Windows	Windows	611
HEB Grocery	Retail	590
West Corporation	Telecommunications	550
Scott & White Clinic	Health Care	500
College Station Medical Center	Health Care	420
Kent Moore Cabinets	Cabinets	460
Blinn College Campus	Education	360

Source: Research Valley Partnership

Table 1.8

Home Sales Bryan-College Station	
Average Price	\$165,900
Median Price	\$151,700
Average Sales (per month)	182
Average month(s) on Inventory	6.475

Source: Texas A&M Real Estate Center

Table 1.9

Single Family Building Permits—Bryan/College Station		
Year	Units	Average Value (\$)
2007	863	151,400
2008	792	161,100
2009	707	148,100

Source: Texas A&M Real Estate Center

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GLOSSARY & ACRONYMS

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), 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.
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
BCAD	Brazos County Appraisal District
BCD	Bryan Commerce and Development, Incorporated
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

APPENDIX

GLOSSARY & ACRONYMS

	the accrued amortization or accretion.
BRAC	Bryan Regional Athletic Complex
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.
BVSMA	Brazos Valley Solid Waste Management Agency
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
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

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GLOSSARY & ACRONYMS

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
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
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;

APPENDIX

GLOSSARY & ACRONYMS

	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

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GLOSSARY & ACRONYMS

	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
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
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

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GLOSSARY & ACRONYMS

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
MSC	Municipal Services Center
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.

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GLOSSARY & ACRONYMS

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).
Personal 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; 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

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	<p>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.
SMSA	Standard Metropolitan Statistical Area
SOP	Standard Operating Procedure
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 benefit.
TCEQ	Texas Commission on Environmental Quality
TCMA	Texas City Managers Association

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TDHCA	Texas Department of Housing and Community Affairs
TEE	Texas Energy Efficiency
TIF	Tax Increment Financing
TIRZ	Tax Increment Reinvestment Zone
TML	Texas Municipal League
TMRS	Texas Municipal Retirement System
TMUTCD	Texas Manual on Uniform Traffic Control Devices
Total Tax Rate	Property tax rate including both of the portions used for operations and that for debt service.
TPWA	Texas Public Works Association
Transmittal Letter	A general discussion of the proposed budget presented in writing by the City Manager to the Mayor and City Council. The transmittal letter highlights the major budget items including any changes made in the current budget year, issues affecting the decisions and priorities of the current year, and actions incorporated into the adopted budget.
Trend Analysis	Graphs which analyze historical data, projected information, or comparisons from one year to the next. A brief narrative or summary data is included with the graphs.
TWC	Texas Water Commission
TWCC	Texas Workers' Compensation Commission
TWDB	Texas Water Development Board
TWLE	Texas Women in Law Enforcement
TxDOT	Texas Department of Transportation
UCR	Uniform Crime Report
UPD	University Police Department
User Fee (User Charge)	The payment of a fee for direct receipt of a public service by the part benefiting from the service.
VFD	Variable Frequency Drive
VOIP	Voice Over Internet Protocol
VTCA	Vernon's Texas Civil Statutes Annotations
W/S	Water/Sewer
W/W	Waste Water
Working Capital	Budgeted working capital is calculated as a fund's current assets less current liabilities and outstanding encumbrances. The term is used to indicate unencumbered fund balances in Enterprise Funds.
WWT	Wastewater Treatment
YDI	Youth Development Initiative
YNAPP	Youth Neighborhood Association Partnership Program