



*City of Bryan
Adopted Annual Budget
Fiscal Year 2012*



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**City of Bryan
Fiscal Year 2012
Annual Budget**

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CITY OF BRYAN
The Good Life, Texas Style.™

August 5, 2011

Honorable Mayor and City Council:

As required by the Charter of the City of Bryan (City) and State statute, I am pleased to present the City Council of the City of Bryan a proposal of FY2012 appropriations totaling \$373,726,676 for all funds of the City. Of this amount \$300,914,193 is for the operations and maintenance budget, including debt service, and \$82,411,124 is for capital projects. The capital projects appropriations are infrastructure and long term capital projects that are either currently underway or will begin during Fiscal Year 2012.

Economy Affects the Budget

The economy continued to be weak through much of FY2011. The United States economy has been in recession for more than two years. The economic outlook remains uncertain, at least in the near term with 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 saw an increase in the early part of the fiscal year, but have declined in recent months and are budgeted at a very slight 1% increase over the FY2011 projected amount. Our certified property values are showing an increase of approximately 4.2% over last year, including new values added to the roll.

Approach to Budget

As has been discussed with the Council over the past several months, the City's general fund is now projected to end the current year with an ending unassigned fund balance of \$9.9 million. This amount is well above the policy amount of sixty (60) days of expenditures in fund balance.

The adopted FY2012 Budget maintains the current property tax rate of \$0.6364 per \$100. The primary focus is to achieve a healthy reserve in the General Fund. The current year is anticipated to achieve this requirement and will continue in the upcoming fiscal year.

Conclusion

As is always the case, I am proud of the work of our employees who have spent much time preparing information for the budget presented to you. My special thanks go to the managers and Budget staff for their numerous hours and late nights of hard and dedicated work.

Please accept this adopted budget as the City's service plan for the citizens of Bryan for Fiscal Year 2012. My staff and I appreciate your valuable input on priorities and initiatives that have helped shape this budget and thus the future of the City of Bryan.

Sincerely,


Kean Register
Interim City Manager



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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
Interim Chief Financial Officer	Robert Shultz	979/209-5081
Interim Communications Director	Allen Bruggman	979/209-5142
Economic Development	Dennis Goehring	979/209-5102
Public Works Director	Jayson Barfknecht	979/209-5929
Fire Chief	Mike Donoho	979/209-5971
Police Chief	Eric Buske	979/209-5387
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, 2010

Two handwritten signatures are present. The signature on the left is for the President, and the signature on the right is for the Executive Director.

President

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation to the City of Bryan, Texas for its annual budget for the fiscal year beginning October 1, 2010. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operational guide, as a financial plan, and as a communication device.

This award is valid for the period of one year only. We believe our current budget continues to conform to program requirements, and we are 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

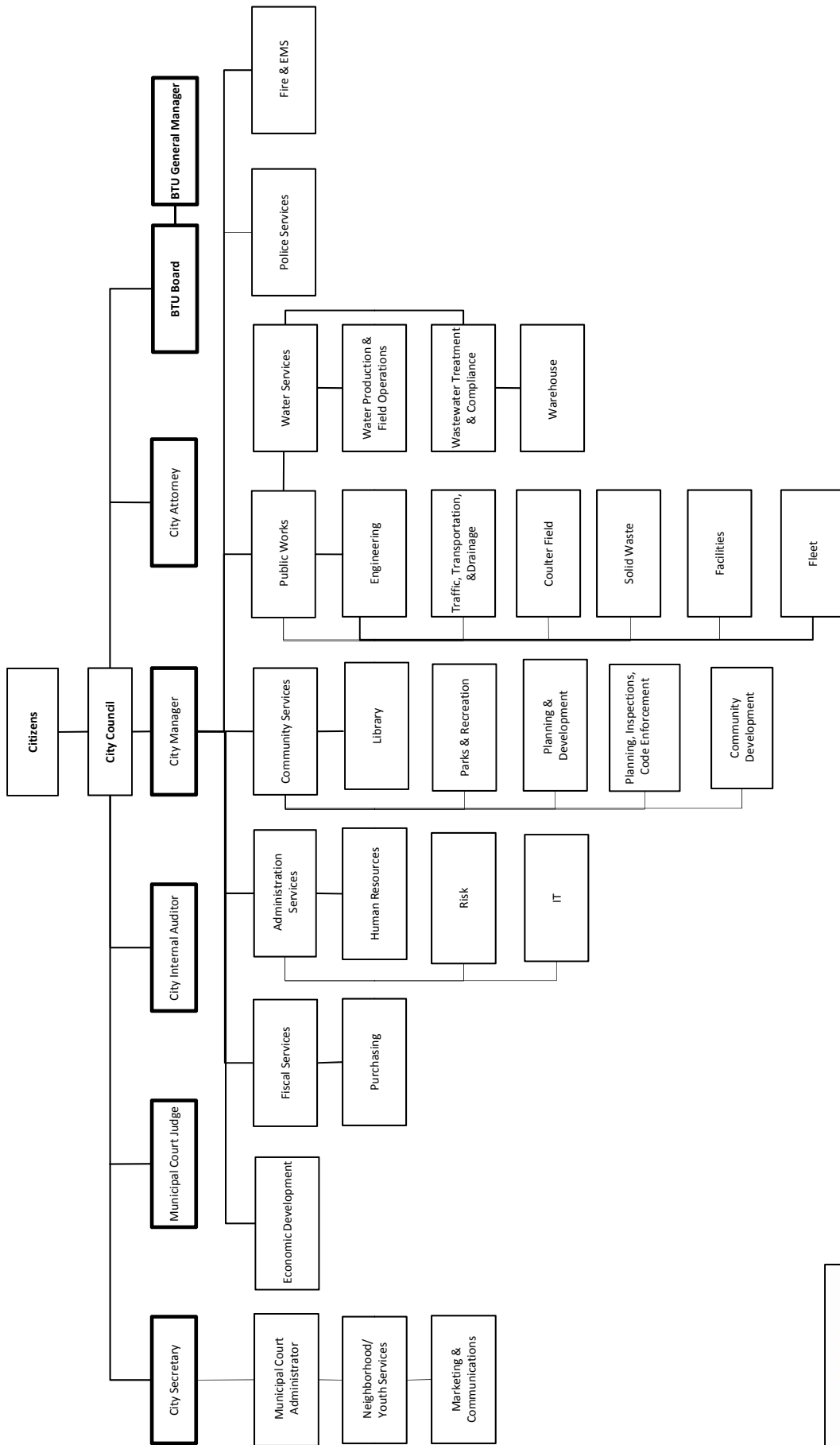
1. **Image:** Our citizens are proud of where they live and Bryan is recognized as a city that offers an outstanding quality of life.
2. **Infrastructure:** Maintain the existing, upgrade the deficient and plan for future demands.
3. **Growth:** Provide, maintain and promote a healthy economic environment 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.

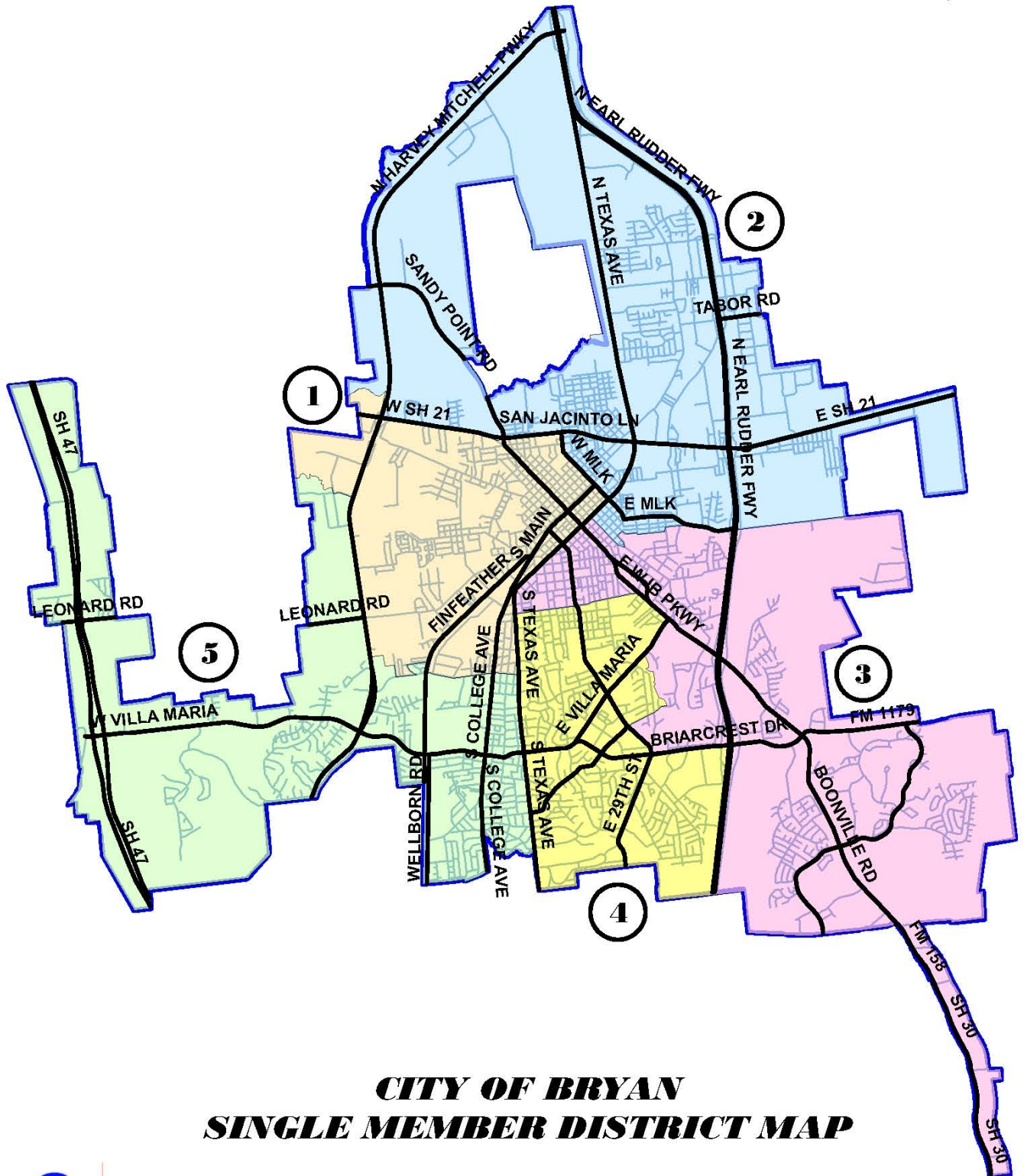


City of Bryan, Texas
Budget Calendar
Fiscal Year 2012

<u>Date</u>	<u>Activity</u>
February 7 – 8, 2011	Council retreat w/ review of strategic action plan initiatives
March 2 – 4, 2011	HTE budget training sessions
March 2, 2011	HTE budget entry opens to departments
March 25, 2011	Goals & Objectives, Accomplishments, performance measures due from divisions
April 1, 2011	FY11 Projection entry due
April 13, 2011	Budget entry due, DP requests due to HR, Fleet, and/or IT for review
April 27, 2011	DP requests due to Budget Office
May 10 - 14, 2011	Budget/Departmental review meetings (scheduled as needed)
May 24, 2011	ARM Budget meeting
May 26, 2011	Decision Packages presented to ARM for prioritization
July 12, 2011	Council Workshop – FY2012 Budget - General Fund and Debt Service
July 26, 2011	Council Workshop – FY2012 Budget – BTU, Enterprise Funds, CIP Update
Aug 9, 2011	Council Meeting - Discuss proposed tax rate, schedule public hearings, call public hearing on Budget
Aug 23, 2011	Council Meeting - First Public Hearing on tax rate; Public Hearing on Budget; First Reading of Ordinance to Adopt Budget
September 13, 2011	Council Meeting - 2 nd Public Hearing on the tax rate, Second Reading of Ordinance to Adopt Budget
September 14, 2011	Special Council Meeting - First Reading of Ordinance to Adopt Tax Rate
September 27, 2011	Council Meeting - Second Reading of Ordinance to Adopt Tax Rate; Ratification of Tax Rate

**City of Bryan
Organizational Chart
Effective May 2011**





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 FY2012 adopted budget. The 2012 fiscal year begins October 1, 2011 and ends September 30, 2012. 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 FY2012, accomplishments for FY2011, 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 is 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 funds 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:

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

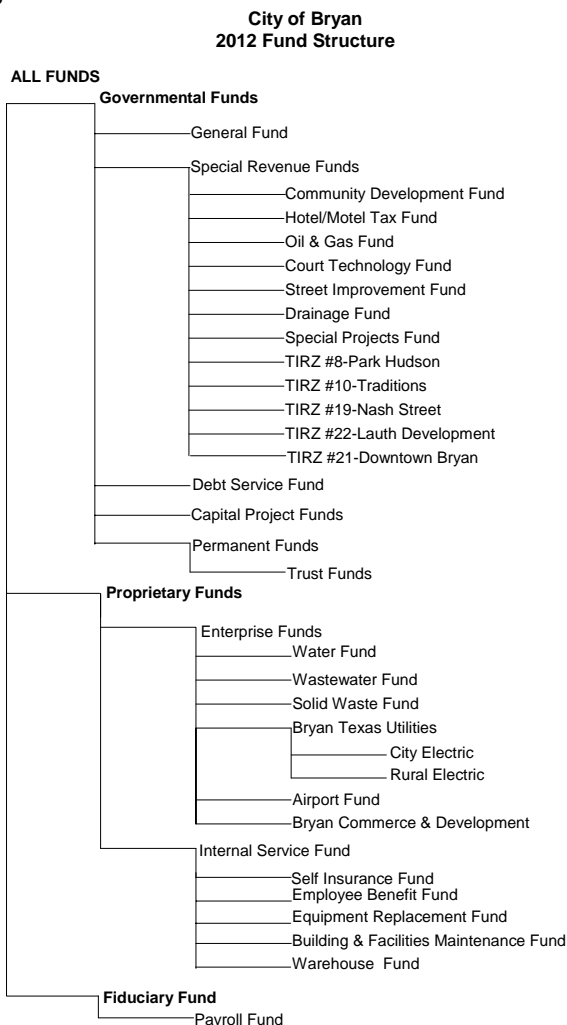
Capital projects are budgeted for project length rather than on a fiscal year basis. The Capital projects are developed utilizing a "project ready" approach whereby the scope and budget for a proposed project is clearly defined prior to the appropriation of funds for construction. It is a multi-year 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 FY2012 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 planned 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 adopted expenditure budget. The process of adopting the property tax rate is dictated by truth-in-taxation guidance issued by the Texas Legislature. The truth-in-taxation regulations govern the conduct of public hearings, publication of notices, and amounts by which tax rates may be increased without voter approval. The property tax rate is adopted in two components—one component funds the operations and maintenance of the organization and the other component funds the general obligation debt service requirements of the city. The property tax rate is adopted by ordinance of the City Council.

FY2012 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 adopted budget must include: the outstanding debt obligations of the City; the financial resources to the credit of each fund; the funds received from all sources during the preceding year; the funds available from all sources during the ensuing year; the estimated revenue available to cover the adopted budget; and the estimated tax rate required to cover the adopted budget (Texas Local Government Code Chapter 102). The adopted budget must be filed with the City Secretary at least thirty days before the City makes its tax levy for the fiscal year.

Upon receipt of the City Manager's budget estimate the City Council 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 adopted budget. The City Secretary must post the notice of the public hearing at City Hall, on the City's internet webpage, and publish the notice in a newspaper of general circulation at least ten days before the public hearing is conducted.

After the public hearing, the City Council may consider the budget ordinance for adoption with or without amendment for the first of two required readings. The second reading, which signifies adoption, must occur at a subsequent meeting. The 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.”

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.

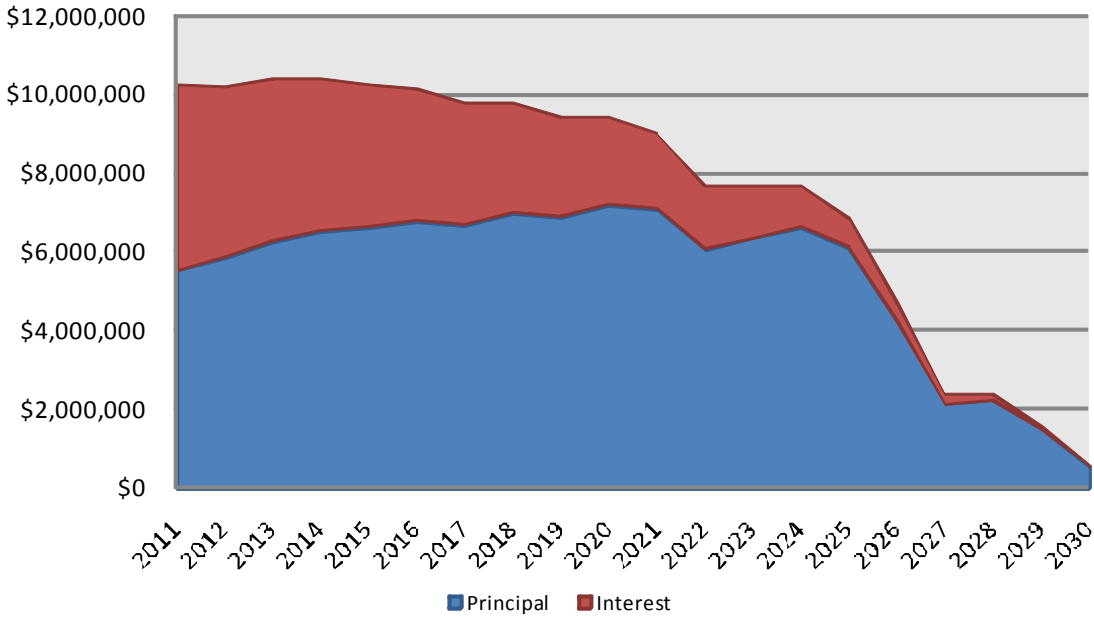
Bond Ratings

The City of Bryan's current bond ratings are:

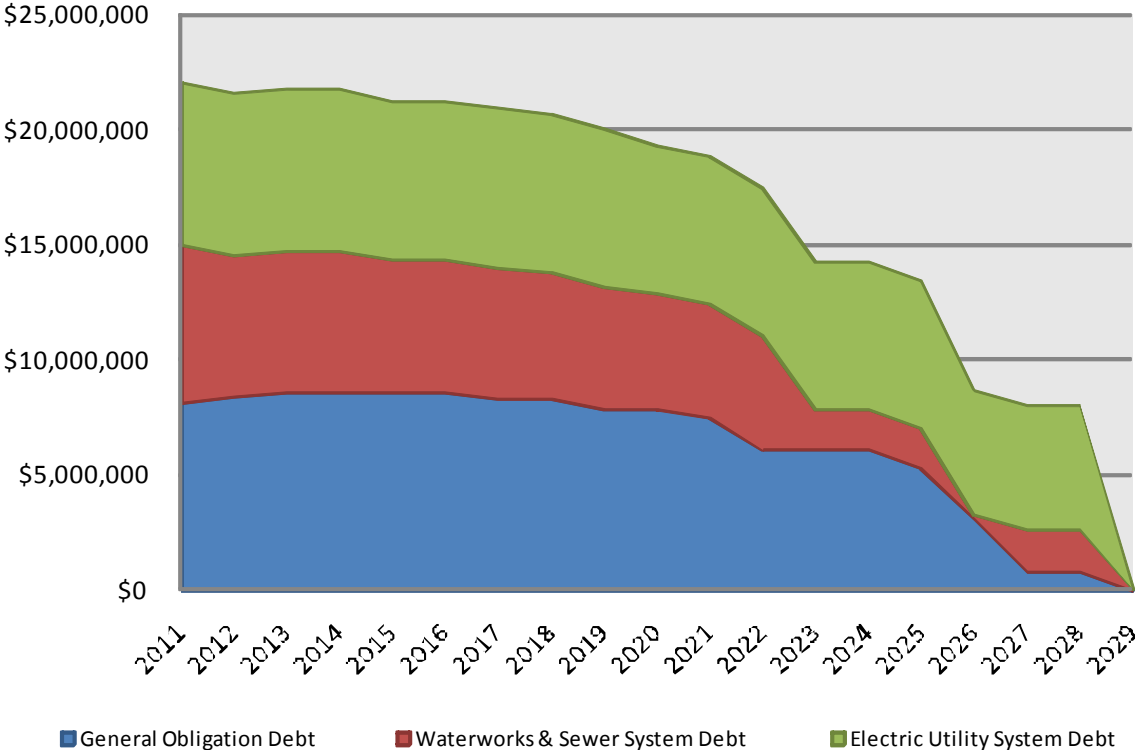
<u>Rating Agency</u>	<u>BTU-City</u>	<u>General Obligation</u>	<u>Water/Wastewater</u>
Moody's	A1	Aa2	Aa2
Standard & Poor's	A+	AA	AAA*
Fitch	A+		
*Bond insurance			

All ratings carry a "stable" outlook.

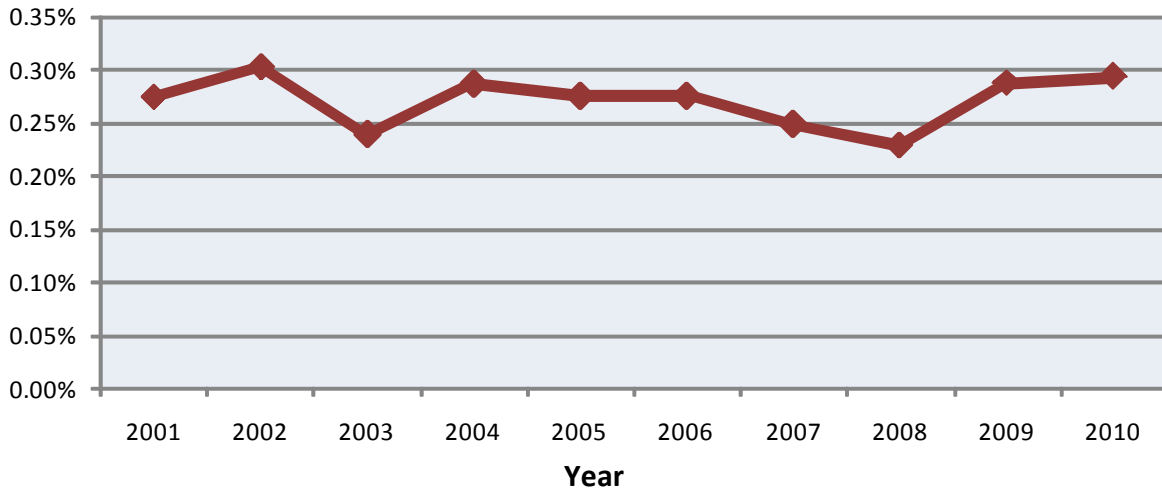
Aggregate Debt Service on General Obligation Bonds



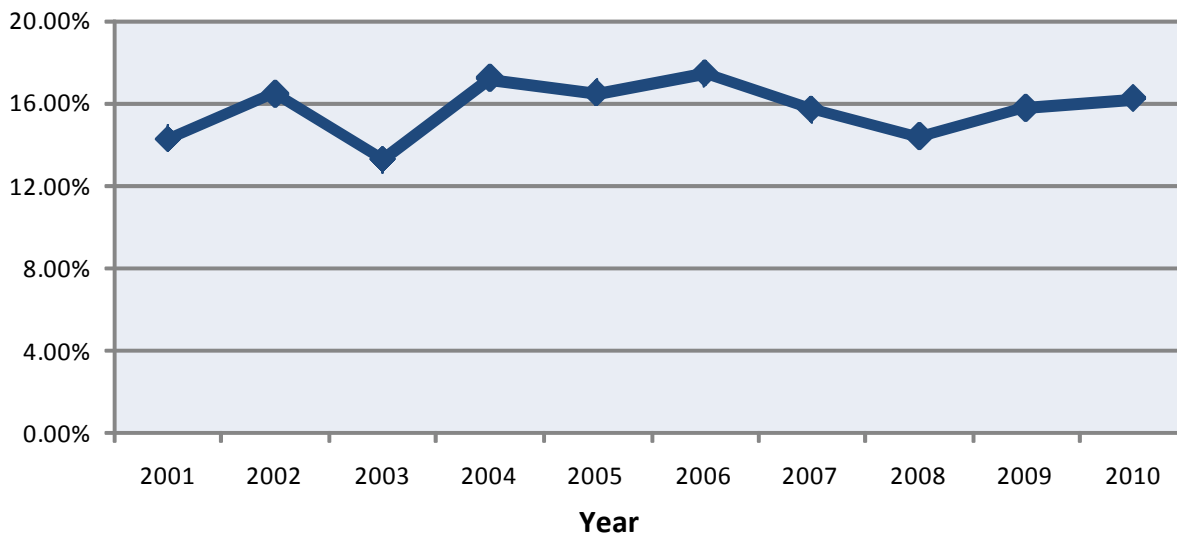
Principal & Interest Payments on Debt



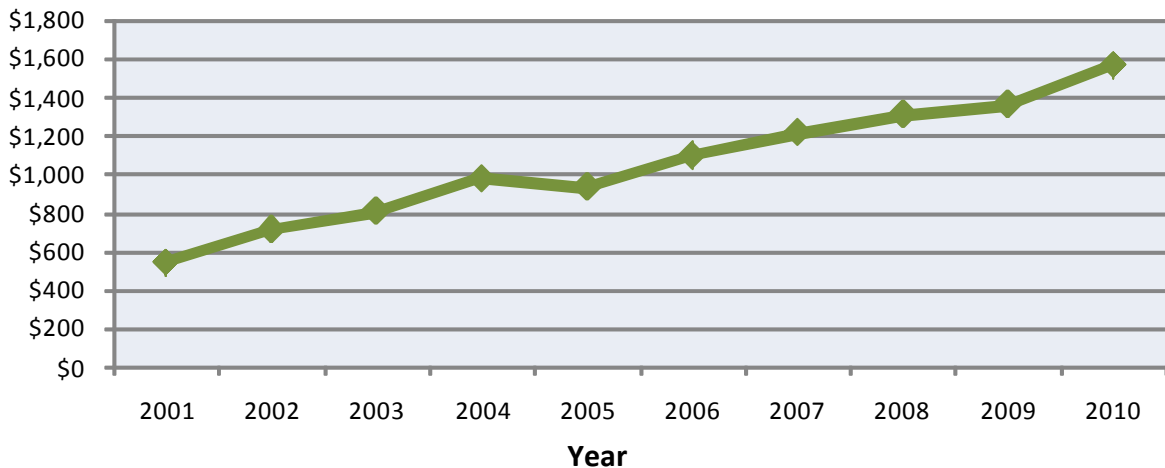
Annual General Purpose Debt Expense as a Percent of Assessed Valuation



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).

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:

1. **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.
2. **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.
3. **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 \$5,000 without first obtaining a purchase order." By definition, capital assets cost more than \$5,000, so they must be purchased via a purchase order, blanket purchase order or inverted purchase order.

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

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

FY2012 BUDGET SUMMARY

The following is a summary of the FY2012 annual budget of the City of Bryan to be adopted at the September 14, 2011 City Council meeting.

BUDGET REVENUES

The City of Bryan FY2012 revenues for all funds total \$349,035,464.

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 FY2012 revenue categories:

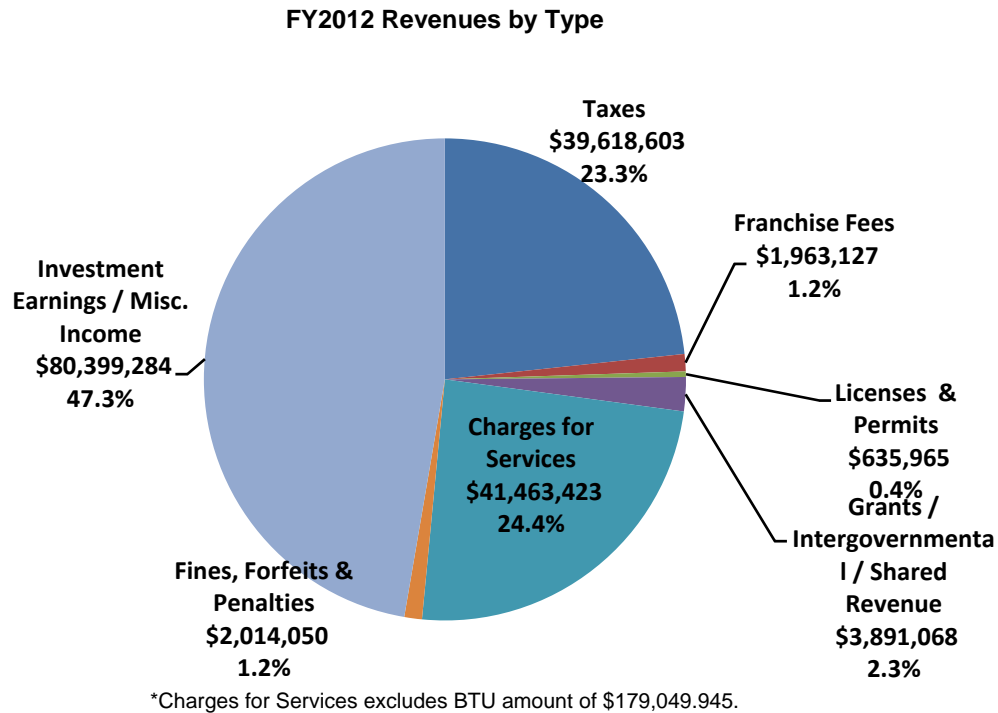
- Tax revenues are estimated at \$39,618,603 or 11.4% of the City's revenue base. Assumptions for estimates can be found below under Revenue Assumptions.
- Franchise taxes are assessed to private utility companies, including telephone, cable, and gas. For FY2012, franchise taxes are estimated at \$1,963,127 or less than 1% of total revenues. Right of way payments from the City owned utilities are interfund activities and classified as other (uses)/sources. These payments are budgeted at \$10,707,049 for FY2012.
- Charges for Services represent another source of revenue for the City. Total revenue generated for FY2012 from all services is estimated at \$220,513,368, of which \$179,049,945 is attributed to BTU revenues. This revenue source is comprised of Solid Waste, Transportation, Drainage fees, Water, Wastewater, and BTU.
- Inter-governmental revenues comprise \$3,891,068 or 1.1% 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 \$2,014,050, which is a modest 2.2% increase over FY2011. This revenue category is less than 1% of total revenues for the City.
- 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 \$80,399,284 (23%) of the City's revenue budget. Of this number, \$66,210,600 or 19% of total revenues is from CIP bond proceeds for the FY2012 year.

Revenue Assumptions:

Several assumptions were utilized in the projection of revenues for FY2012. Those assumptions include:

- Sales tax revenue assumption of 1% growth based upon the FY2011 year-end projections.
- At the adopted tax rate of \$0.6364 per \$100 of taxable value, the estimated total tax levy for FY2012 is \$23,800,131. Of this amount, approximately \$496,041 is tax revenue to be raised from new property added to the tax roll this year. In FY2012 there will be a shift between the Maintenance & Operations (M&O) and Interest & Sinking (I&S) component of the property tax rate. For FY2012, \$0.005187 of the total tax rate is being shifted from I&S to the M&O portion. This split will provide the required funds for debt service payments and will be shifted to the I&S tax rate to cover previously authorized debt service requirements. The FY2012 adopted General Fund (M&O) tax rate is \$0.440579 per \$100 of assessed valuation and the I&S tax rate is \$0.195821 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.
- The FY2011 budgeted included an additional 2% ROW payment to the General Fund from the Water, Wastewater, and Solid Waste utility funds. This additional percentage has not been included for FY2012.

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 FY2012 budget appropriations are \$373,726,676.

A primary focus for the development of the FY2012 Budget is the increase the fund balance reserves above the requirement. As adopted, the FY2012 budget increases General Fund fund balance by \$938,252; the ending unassigned fund balance is projected to be \$9,726,111 or \$1,287,257 above the sixty day requirement. In order to achieve this amount of reserve, several cost savings were identified.

- Several vacant positions will remain unfilled. There will be a service level impact with the continued vacant positions. Several vacant positions have been eliminated. No additional staff reductions or lay-offs are recommended, although cost efficiencies will continue to be monitored.
- Continued rising health care costs continue to be an area of concern. The City did establish the Employee Clinic during 2011. The projected utilization of the clinic for routine appointments versus outside health care is projected to result in long term savings. Initial response has been positive. With the opening of the clinic, the City's contribution to the self-funded insurance plan is not increased during FY2012.
- The vehicle replacement plan has been eliminated for FY2012. The funding level for this plan is not sustainable in the current economic climate. Recommended vehicle replacements for FY2012 are limited to: 9 police vehicles, one investigators vehicle, one motorcycle, and one vehicle for Fire. Funding for these vehicles is planned to be through short term financing to be put in place next spring.

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.

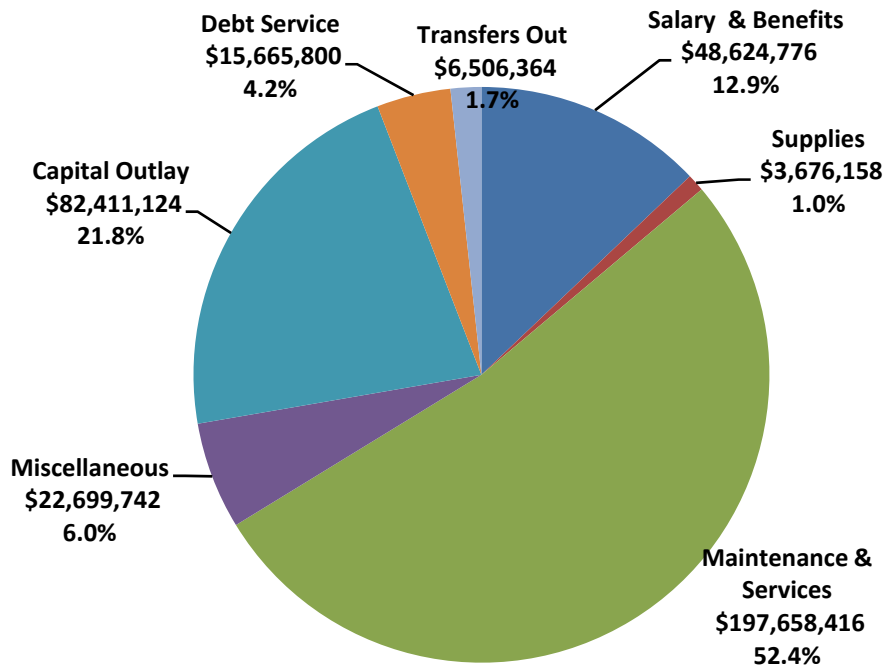
- BTU appropriations represent 58% or \$218,475,407 of the total appropriations for the City. This includes expenditures for all categories including Capital and Construction in Progress expenditures.
- Budgeted expenditures for General Fund for FY2012 are \$50,633,125, which includes a reduction of \$3,515,703 for administrative reimbursement costs from other funds. Transfers and Right of Way payments of (\$10,707,049) 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 \$39,926,076 for General Fund in FY2012.

- General Government Capital Construction in Progress (CIP) expenses of \$7,519,125. More information on planned capital projects can be found in the Capital Improvement Program section. Utility capital construction of \$84,299,328 includes planned projects for Water and Wastewater, as well as BTU,
- The City’s Salaries & Benefits for FY2012 are \$48,624,776, which is approximately 1.7% increase over FY2011. This increase will provide funding for the City’s Career Progression Program for eligible employees, as well a pay scale adjustment for civil service. Funding is also allocated for civil service step increases for eligible employees.
- Miscellaneous expenditures account for 5.8% of the total appropriations for FY2012 or \$22,699,742.
- Maintenance and Services (excluding BTU) expenses for FY2012 are in the amount of \$19,929,871 or 5.1% of the total budget for the year.
- Supplies make up a small portion of the total budget at 0.9% or \$3,676,158 for the year.
- Debt Service payments (not including BTU) for FY2012 total \$15,665,800 or 4%.
- Transfers out to other funds for FY2012 total \$6,506,364 and represent 1.7% of the total net appropriations.

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.

FY2012 Expenditures by Category



CITY OF BRYAN, TEXAS
Revenue & Expense Summary for All Funds
FY2012

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	% Change From FY2011 Adopted
Revenues:						
General	\$ 41,938,764	\$ 41,632,638	\$ 41,454,303	\$ 40,921,935	\$ 40,864,328	-1.8%
Water	11,837,016	11,517,600	11,517,600	12,087,715	11,910,300	3.4%
Wastewater	12,615,960	12,715,900	12,715,900	12,676,119	12,753,900	0.3%
Solid Waste	8,198,262	7,428,130	7,428,130	7,718,858	7,823,841	5.3%
BTU (City)	148,839,223	131,955,771	131,955,771	147,466,287	148,625,898	12.6%
BTU (Rural)	31,053,004	29,529,802	29,529,802	30,531,713	30,424,047	3.0%
Bryan Commerce & Development	974	-	1,800,000	2,193,085	-	N/A
Airport	210,741	367,225	413,067	499,433	484,835	32.0%
Warehouse Fund	102,938	106,500	106,500	98,097	122,500	15.0%
Self-Insurance Fund	1,545,600	1,444,918	1,444,918	1,402,182	1,847,684	27.9%
Employee Benefits Fund	7,753,787	7,975,578	7,975,578	7,406,315	8,082,170	1.3%
Equipment Replacement	7,320	1,650	1,650	1,550	-	N/A
Facilities Maintenance	554	5,175	5,175	4,370	-	N/A
Community Development	1,292,357	2,250,728	2,250,728	1,877,990	2,352,977	4.5%
Grant Fund	-	-	-	408,310	241,371	N/A
Hotel/Motel Tax	414,457	341,070	341,070	403,000	349,200	2.4%
Oil and Gas	70,140	71,000	71,000	92,927	76,500	7.7%
Special Projects	7,213	500	500	2,415	1,200	140.0%
Court Technology	49,351	49,600	49,600	49,275	49,100	-1.0%
Street Improvement Fund	3,670,787	4,965,108	4,965,108	5,097,596	5,311,000	7.0%
Drainage Improvement	903,708	1,239,574	1,239,574	1,184,390	875,000	-29.4%
TIRZ #8-Park Hudson	1,468,674	308,624	308,624	1,529,650	1,209,629	291.9%
TIRZ #10-Traditions	1,285,851	982,653	982,653	907,385	1,242,858	26.5%
TIRZ #19-Nash Street	96,872	129,069	129,069	102,183	144,126	11.7%
TIRZ #21-Downtown Bryan	17,575	72,402	72,402	51,419	74,943	3.5%
TIRZ #22-Lauth Devel.	179,694	260,869	260,869	239,537	326,109	25.0%
Debt Service	5,732,741	7,055,194	7,055,194	6,297,911	7,631,348	8.2%
TIRZ #22 - CIP	-	1,650,000	1,650,000	-	-	N/A
General Government CIP	9,044,150	4,600,000	4,600,000	8,202,622	3,440,807	-25.2%
Water CIP	2,575,556	3,050,000	3,050,000	2,559,607	4,033,756	32.3%
Wastewater CIP	4,294,716	2,035,000	2,035,000	4,325,662	4,105,536	101.7%
BTU (City) CIP	-	11,275,984	11,275,984	87,616,261	54,630,501	384.5%
BTU (Rural) CIP	-	5,255,502	5,255,502	-	-	N/A
Total Revenues	\$ 295,207,985	\$ 290,273,764	\$ 291,941,271	\$ 383,955,799	\$ 349,035,464	20.24%
Expenses:						
General ¹	\$ 51,644,575	\$ 52,728,084	\$ 54,341,247	\$ 52,965,477	\$ 50,633,125	-4.0%
Water	11,957,795	15,101,479	15,311,772	18,558,990	13,454,649	-10.9%
Wastewater	11,357,778	18,084,573	19,712,594	16,121,735	16,033,194	-11.3%
Solid Waste	8,484,238	8,130,831	8,248,655	7,591,007	8,209,154	1.0%
BTU (City)	154,080,930	139,318,739	139,318,739	152,068,961	147,994,463	6.2%
BTU (Rural)	32,383,111	30,057,708	30,057,708	30,039,901	29,734,082	-1.1%
Bryan Commerce & Development	635,496	633	1,890,638	2,362,546	-	N/A
Airport	326,100	447,200	578,099	711,549	483,505	8.1%
Warehouse Fund	325,044	313,856	315,456	318,374	119,697	-61.9%
Self-Insurance Fund	2,284,139	3,477,680	4,914,180	2,658,155	2,648,609	-23.8%
Employee Benefits Fund	7,754,000	8,546,621	7,998,201	7,700,154	8,061,959	-5.7%
Equipment Replacement Fund	(144,808)	950,178	1,157,189	1,158,339	-	-100.0%
Facility Replacement Fund	305,196	205,225	30,075	(22,300)	-	N/A
Community Development	1,292,367	2,250,728	2,452,848	1,877,990	2,352,977	4.5%
Grant Fund	-	-	-	-	241,371	N/A
Hotel/Motel Tax	407,080	348,600	362,100	392,100	381,100	9.3%
Oil and Gas	616	176	75,313	75,313	-	-100.0%
Special Projects	73,178	40,320	(3,067)	(93,058)	-	-100.0%
Court Technology	11,288	50,840	33,975	33,975	54,920	8.0%
Street Improvement Fund	2,595,850	4,965,108	7,981,387	4,815,074	8,882,984	78.9%
Drainage Improvement Fund	1,268,514	1,239,574	1,631,482	836,936	1,416,925	14.3%
TIRZ #8-Park Hudson	1,745,686	1,382,543	1,038,776	945,479	625,066	-54.8%
TIRZ #10-Traditions	1,799,799	1,391,527	1,672,155	2,281,345	1,415,171	1.7%
TIRZ #19-Nash Street	50,770	129,069	118,018	94,414	160,851	24.6%
TIRZ #21-Downtown	30,443	72,402	63,482	47,000	-	-100.0%
TIRZ #22-Lauth Devel.	403,400	410,869	281,380	187,355	298,418	-27.4%
Debt Service	5,874,439	6,964,115	5,938,504	5,858,979	7,628,469	9.5%
TIRZ #22 - CIP	-	1,500,000	-	-	-	-100.0%
General Government CIP	5,053,116	4,493,500	13,398,888	5,849,401	7,519,125	67.3%
Water CIP	1,499,409	3,000,000	14,160,280	1,663,839	4,480,000	49.3%
Wastewater CIP	889,304	6,175,000	20,371,783	941,425	20,150,000	226.3%
BTU (City) CIP	22,290,570	14,743,447	29,289,425	78,708,497	35,608,035	141.5%
BTU (Rural) CIP	1,021,913	2,693,321	3,615,076	497,906	5,138,827	90.8%
Total Expenses	\$ 327,701,336	\$ 329,213,946	\$ 386,356,358	\$ 397,246,858	\$ 373,726,676	13.52%
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 Pmts	10,915,998	11,495,012	11,495,012	11,495,012	10,707,049	
Net Budget	\$ 316,785,338	\$ 317,718,934	\$ 374,861,346	\$ 385,751,846	\$ 363,019,627	

City of Bryan, Texas
All Funds Summary - Fiscal Year 2012

Fund Name	Est. Beginning Fund Balance	Revenues	Expenditures	Right of Way Payments	Est. Ending Unreserved Fund Balance	Change in Unreserved Fund Balance
Airport	\$ (109,169)	\$ 484,835	\$ 483,505	\$ -	\$ (107,839)	\$ 1,330
Bryan Commerce & Development	22,746	-	-	-	22,746	-
BTU - City/QSE	27,690,079	148,625,898	147,994,462	-	28,321,515	631,436
BTU - Rural	3,785,785	30,424,047	29,734,082	-	4,475,750	689,965
Community Development	1	2,352,977	2,352,977	-	1	-
Court Technology	277,893	49,100	54,920	-	272,073	(5,820)
Debt Service	1,785,302	7,631,348	7,628,469	-	1,788,181	2,879
Drainage	562,014	875,000	1,416,925	-	20,089	(541,925)
Employee Benefits	1,539,553	8,082,170	8,061,959	-	1,559,764	20,211
General	9,987,859	40,864,329	50,633,125	10,707,049	10,926,112	938,252
Grant Funds	9,451	241,371	241,371	-	9,451	-
Hotel/Motel Tax	356,990	349,200	381,100	-	325,090	(31,900)
Oil and Gas	235,015	76,500	-	-	311,515	76,500
Self-Insurance Fund	3,431,648	1,847,684	2,648,609	-	2,630,723	(800,925)
Solid Waste	2,951,624	7,823,841	8,209,154	-	2,566,311	(385,313)
Special Projects	123,576	1,200	-	-	124,776	1,200
Street Improvement	3,957,453	5,311,000	8,882,984	-	385,469	(3,571,984)
TIRZ #10 (Traditions)	238,804	1,242,858	1,415,171	-	66,491	(172,313)
TIRZ #19 (Nash Street)	18,015	144,126	160,851	-	1,290	(16,725)
TIRZ #21 (Downtown)	19,298	74,943	-	-	94,241	74,943
TIRZ #22 (Lauth)	37,665	326,109	298,418	-	65,356	27,691
TIRZ #8 (Park Hudson)	3,252,490	1,209,629	625,066	-	3,837,053	584,563
Warehouse Fund	505,635	122,500	119,697	-	508,438	2,803
Wastewater	8,740,211	12,753,900	16,033,194	-	5,460,917	(3,279,294)
Water	1,648,429	11,910,300	13,454,649	-	104,080	(1,544,349)
Sub-Total	\$ 71,068,367	\$ 282,824,865	\$ 300,830,688	\$ 10,707,049	\$ 63,769,593	\$ (7,298,775)
CIP Funds C O B	27,707,660	11,580,099	32,149,125	-	7,138,634	(20,569,026)
CIP Funds B T U	8,418,860	54,630,501	40,746,862	-	22,302,499	13,883,639
TOTAL ALL FUNDS	\$ 107,194,887	\$ 349,035,465	\$ 373,726,675	\$ 10,707,049	\$ 93,210,726	\$ (13,984,162)

**Summary of All Funds
FY2012**

Revenues - by Type

	Taxes	Franchise Fees	Licenses & Permits	Intergovernmental / Shared Revenue	Charges for Services	Fines, Forfeits & Penalties	Investment Earnings / Misc. Income	Admin. Reimb./ Transfers	Total
Revenues:									
General	\$ 30,533,604	\$ 1,963,127	\$ 565,965	\$ 1,351,985	\$ 3,910,223	\$ 1,968,450	\$ 570,975	\$	\$ 40,864,328
Water					11,635,800		274,500		11,910,300
Wastewater			38,000		12,467,700		248,200		12,753,900
Solid Waste			32,000		7,339,700		452,141		7,823,841
BTU (City)					148,625,898				148,625,898
BTU (Rural)					30,424,047				30,424,047
Bryan Commerce & Development Airport				4,235					4,235
Warehouse Fund							480,600		480,600
Self-Insurance Fund							122,500		122,500
Employee Health Insurance Fund							1,847,684		1,847,684
Community Development				2,293,477			8,082,170		8,082,170
Hotel/Motel Tax	345,000						59,500		2,352,977
Grant Fund				241,371			4,200		349,200
Oil and Gas							76,500		241,371
Special Projects							1,200		76,500
Court Technology						45,600	3,500		1,200
Street Improvement Fund					5,245,000		66,000		49,100
Drainage Improvement					865,000		10,000		5,311,000
TIRZ #8-Park Hudson	980,404						229,225		875,000
TIRZ #10-Traditions	626,363						616,495		1,209,629
TIRZ #19-Nash Street	98,376						45,750		1,242,858
TIRZ #21-Downtown Bryan	74,691						252		144,126
TIRZ #22-Lauth Development	143,716						182,393		74,943
Debt Service	6,816,449						814,899		326,109
General Government CIP*							3,440,807		7,631,348
Water CIP*							4,033,756		3,440,807
Wastewater CIP*							4,105,536		4,033,756
BTU (City) CIP*							54,630,501		4,105,536
BTU (Rural) CIP*									54,630,501
Total Revenues	\$ 39,618,603	\$ 1,963,127	\$ 635,965	\$ 3,891,068	\$ 220,513,368	\$ 2,014,050	\$ 80,399,284	\$	\$ 349,035,464

Expenses - by Category

	Salary & Benefits	Supplies	Maintenance & Services	Miscellaneous	Capital Outlay	Debt Service	Transfers	Admin. Reimb./ Transfers In	Total
Expenses:									
General	\$ 39,690,409	\$ 2,135,339	\$ 5,821,371	\$ 5,103,774	\$ 247,000	\$ 505,220	\$ 645,716	\$ (3,515,703)	\$ 50,633,125
Water	2,218,728	261,738	2,480,802	1,308,944	2,018,800	3,997,212	1,168,425	-	13,454,649
Wastewater	2,590,655	470,117	2,070,993	1,286,471	5,009,100	3,530,642	1,075,216	-	16,033,194
Solid Waste	2,698,841	484,427	528,464	2,611,411	977,312	-	908,699	-	8,209,154
BTU (City)			147,994,463						147,994,463
BTU (Rural)			29,734,082						29,734,082
Bryan Commerce & Development									
Airport	132,162	264,800	47,876	34,410		4,257			483,505
Warehouse Fund	205,151	17,524	13,311	111,443	27,000		(254,732)		119,697
Self-Insurance Fund	419,731	30,391	465,591	1,732,896					2,648,609
Employee Health Insurance Fund			10,928	7,701,031			350,000		8,061,959
Community Development	427,728	11,402	59,535	1,854,312					2,352,977
Hotel/Motel Tax				381,100					381,100
Grant Fund	241,371	-	-	-	-	-	-	-	241,371
Oil and Gas									
Special Projects									
Court Technology		420	1,000		53,500				54,920
Street Improvement Fund			8,280,000	174,450			428,534		8,882,984
Drainage Improvement			150,000	59,500	1,157,425		50,000		1,416,925
TIRZ #8-Park Hudson				340,000			285,066		625,066
TIRZ #10-Traditions					25,000		1,390,171		1,415,171
TIRZ #19-Nash Street							160,851		160,851
TIRZ #21-Downtown Bryan									
TIRZ #22-Lauth Development						7,628,469	298,418		298,418
Debt Service									
General Government CIP*					7,519,125				7,628,469
Water CIP*					4,480,000				7,519,125
Wastewater CIP*					20,150,000				4,480,000
BTU (City) CIP*					35,608,035				20,150,000
BTU (Rural) CIP*					5,138,827				35,608,035
Total Expenses	\$ 48,624,776	\$ 3,676,158	\$ 197,658,416	\$ 22,699,742	\$ 82,411,124	\$ 15,665,800	\$ 6,506,364	\$ (3,515,703)	\$ 373,726,676

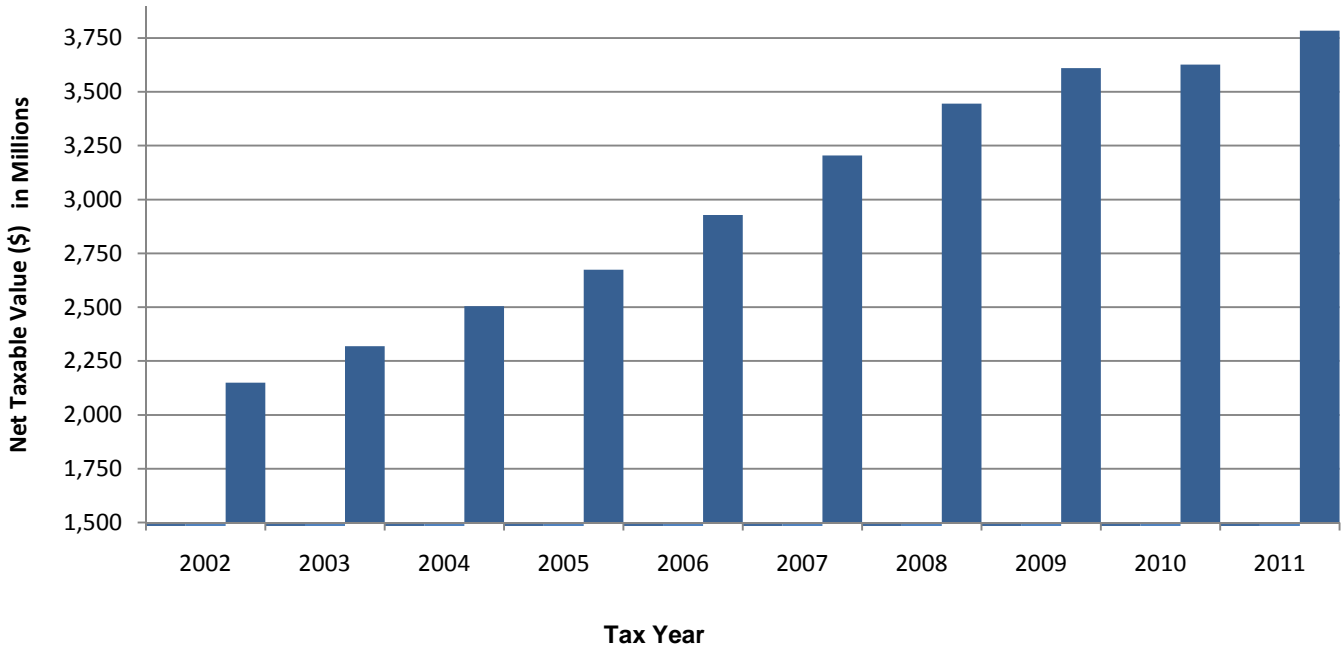
Note: Detailed budgetary information for BTU (City) and BTU (Rural), the City's electric utility, is not disclosed. Such information would reveal strategies about the operations that would give competitors of BTU an advantage if made public.

**PROPERTY TAX CALCULATION AND DISTRIBUTION
FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2012**

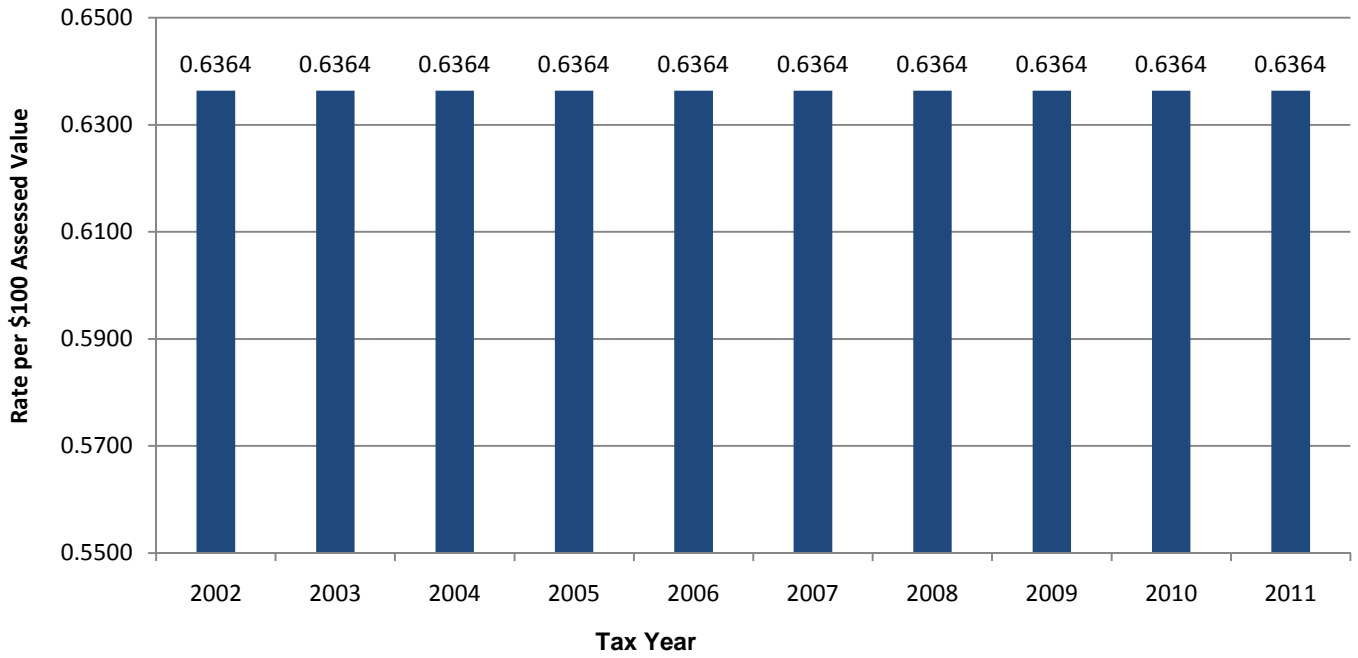
2011 Certified Tax Roll and Levy	FY2012	FY2011 for Comparison
Assessed Valuation (100%)	\$ 4,839,668,530	\$ 4,588,737,387
Net Taxable Value (Before Freeze)	\$ 3,783,727,145	\$ 3,625,928,664
Less: Freeze Taxable /Transfer Adjustments	<u>401,545,411</u>	<u>384,184,012</u>
Total Taxable	\$ 3,382,181,734	\$ 3,241,744,652
Rate Per \$100 of Assessed Valuation	<u>0.636400</u>	<u>0.636400</u>
Tax	\$ 21,524,205	\$ 20,630,463
Add: Freeze Ceilings	<u>2,275,926</u>	<u>2,209,717</u>
Total Tax Levy	<u><u>\$ 23,800,131</u></u>	<u><u>\$ 22,840,180</u></u>

Adopted Distribution:	Tax Rate	% of Total	FY2012	FY2011
General Fund	\$ 0.440579	57.01%	\$ 13,569,512	
General Fund - Freeze Ceiling	\$ 0.440579		<u>1,575,621</u>	
			15,145,133	15,010,515
Debt Service	\$ 0.195821	25.34%	6,031,144	
Debt Service - Freeze Ceiling	\$ 0.195821		<u>700,305</u>	
			6,731,449	6,929,924
TIRZ 8 - Park Hudson	\$ 0.636400	4.12%	980,404	-
TIRZ 10 - Traditions	\$ 0.636400	2.63%	626,363	582,784
TIRZ 19 - Nash Street	\$ 0.636400	0.41%	98,376	86,236
TIRZ 21 - Downtown	\$ 0.636400	0.31%	74,691	72,326
TIRZ 22 - Lauth	\$ 0.636400	0.60%	143,716	158,394
Total Tax Levy			<u><u>\$ 23,800,131</u></u>	<u><u>\$ 22,840,180</u></u>

**Net Taxable Property Value
Tax Year 2002 - 2011**



**Property Tax Rate
Tax Year 2002 - 2011**



**Summary of Authorized/Budgeted Full-Time Positions
FY2012**

Department	FY2010 Adopted	FY2011 Adopted	FY2012 Adopted	Variance from FY11-FY12	FY2010 Adopted	FY2011 Adopted	FY2012 Adopted	Variance from FY11-FY12
General Fund:								
<i>Public Safety:</i>								
Municipal Court	16	16	16.00	0	\$ 856,404	\$ 834,443	\$ 873,811	\$ 39,368
Police Services	171	171	171.00	0	12,767,064	13,057,673	13,658,914	601,241
Fire Services	114	114	114.00	0	8,908,539	9,472,720	9,834,495	361,775
Total Public Safety	301	301	301.00	0	\$ 22,532,007	\$ 23,364,836	\$ 24,367,220	\$ 1,002,384
<i>Public Works:</i>								
Public Works Administration	5	0	0.00	0	\$ 661,220	\$ -	\$ -	\$ -
Public Works Call Center ¹	5	5	0.00	-5	251,913	255,044	-	(255,044)
Engineering Services	16	19	16.03	-3	1,118,209	1,509,520	1,107,433	(402,087)
Streets & Drainage ²	29	29	28.03	-1	1,392,221	1,430,146	1,362,886	(67,260)
Traffic Services	9	10	10.03	0	463,973	612,566	641,322	28,756
Total Public Works	64	63	54.09	-9	\$ 3,887,536	\$ 3,807,276	\$ 3,111,641	\$ (695,635)
<i>Community Services:</i>								
Neighborhood-Youth Services	1	1	1.00	0	\$ 122,718	\$ 115,543	\$ 118,548	\$ 3,005
Special Projects Admin. ⁴	0.25	0.25	0.25	0	46,460	26,787	27,719	932
Library System	35	35	35.00	0	2,035,947	2,055,484	2,016,861	(38,623)
Development Services	24	25	25.00	0	1,486,362	1,569,444	1,512,340	(57,104)
Parks and Recreation	19	18	19.00	1	1,977,878	1,825,297	2,003,133	177,836
Total Community Services	79.25	79.25	80.25	1	\$ 5,669,365	\$ 5,592,555	\$ 5,678,601	\$ 86,046
<i>Support Services:</i>								
Fiscal Services	14	14	13.00	-1	\$ 1,047,461	\$ 992,597	\$ 929,505	\$ (63,092)
Communications & Marketing	5	5	5.00	0	369,275	372,397	374,666	2,269
Information Technology	15	15	15.00	0	1,115,412	1,142,802	1,188,015	45,213
Human Resources	5	5	5.00	0	375,480	382,795	362,640	(20,155)
Facility Services	23	23	22.03	-1	1,170,073	1,131,668	1,170,256	38,588
Fleet Services	11	12	11.03	-1	632,702	688,255	643,744	(44,511)
Total Support Services	73	74	71.06	-3	\$ 4,710,403	\$ 4,710,515	\$ 4,668,826	\$ (41,689)
<i>General Administration:</i>								
Executive Services	6	5	5.00	0	\$ 773,013	\$ 728,110	\$ 722,762	\$ (5,348)
Internal Audit	1	1	1.00	0	119,877	121,949	137,066	15,117
City Secretary	7	7	6.00	-1	419,900	390,453	399,157	8,704
Council Services	0	0	0.00	0	971	971	-	(971)
Legal Services	6	6	6.00	0	582,865	584,807	605,136	20,329
Total General Administration	20	19	18.00	-1	\$ 1,896,626	\$ 1,826,290	\$ 1,864,121	\$ 37,831
Total General Fund	537.25	536.25	524.40	-11.85	\$ 38,695,937	\$ 39,301,472	\$ 39,690,408	\$ 388,937
Other Funds:								
<i>Enterprise Funds:</i>								
Water Services	35.55	36.55	36.40	0	\$ 2,176,170	\$ 2,155,119	\$ 2,218,728	\$ 63,609
Wastewater Services	44.45	44.45	44.30	0	2,639,293	2,690,519	2,590,655	(99,864)
Solid Waste Fund	46	47	52.15	5	2,354,686	2,477,117	2,698,841	221,724
Airport	0	2	2.00	0	-	131,849	132,162	313
BTU Operations*	187	189	181.00	-8	N/A*	N/A*	N/A*	N/A*
<i>Special Revenue Funds:</i>								
Community Development	5.75	5.75	5.75	0.00	438,110	430,029	427,728	(2,301)
Grant Fund	0.00	0.00	4.00	4.00	-	-	241,371	241,371
<i>Internal Service Fund:</i>								
Self Insurance Fund	6	6	6.00	0	416,176	404,571	419,731	15,160
Warehouse	4	4	4.00	0	195,505	193,580	205,151	11,571
Total Other Funds	328.75	334.75	335.60	0.85	\$ 8,219,940	\$ 8,482,784	\$ 8,934,367	\$ 451,583
Total All Funds	866.00	871.00	860.00	-11.00	\$ 46,915,877	\$ 47,784,256	\$ 48,624,775	\$ 840,520

¹ Moved to the Solid Waste Fund for FY12.

² Assistant Public Works Director position removed for FY12.

*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 2012 REVENUES

Revenues proposed for the 2012 Fiscal Year are \$40,864,328. This represents a decrease of \$768,310 (\$1.8%) from the FY2011 adopted budget of \$41,632,638. 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 increase \$179,205, due in large part to shifting a portion of property taxes from the debt service fund. The maintenance and operations portion of the tax rate will be \$0.440567.

Combined tax revenues of \$30,533,692, include sales tax receipts of \$14,893,935 and property taxes of \$15,639,637, and comprise 74.7% of General Fund revenue. Sales tax revenue is budgeted at a 1% increase above the FY2011 ending estimate of \$14,746,500. 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.

FISCAL YEAR 2012 EXPENDITURES

General Fund expenditures, net of administrative reimbursements, for FY2012 are proposed at \$50,633,125.

General Fund expenditures are categorized by operational function.

Public Safety

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

Public Works

- Engineering
- Call Center
- Drainage & Streets
- Traffic

Community Services

- Parks and Recreation
- Library Services

Development Services

- Development Services
- Community Development Administration

GENERAL FUND OVERVIEW

Support Services

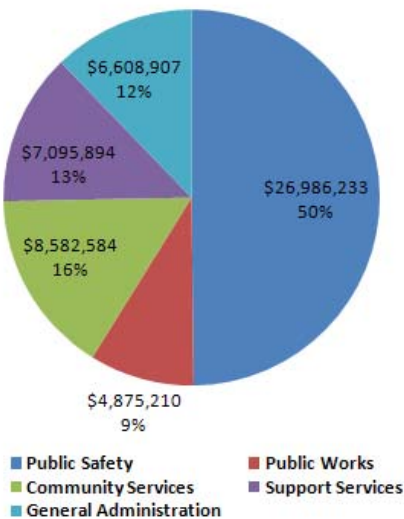
- Fiscal Services
 - Budget
 - Purchasing
- Information Technology
- Human Resources
- Facilities Administration
- Fleet Administration

General Government

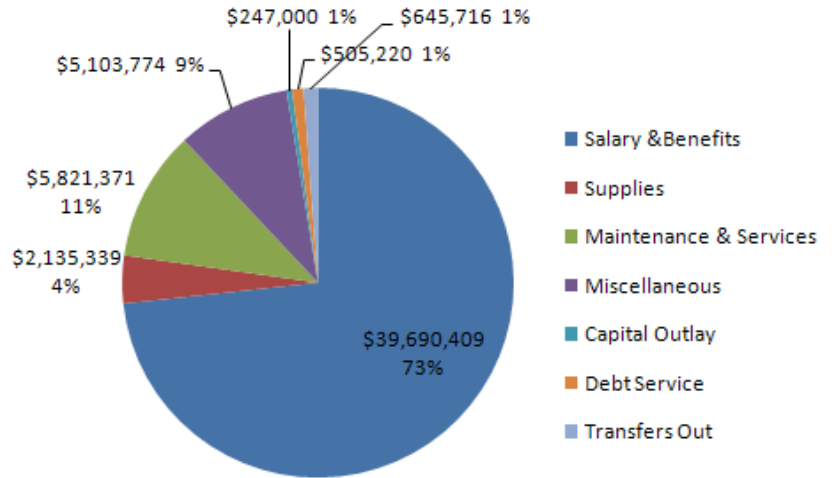
- Executive
- Internal Audit
- Communications & Marketing
- City Secretary
- City Council
- Neighborhood/Youth Services
- Legal
- Non-departmental
- Administrative Reimbursement for the cost of service provided to other funds is recognized as a reduction to expenditures in the General Fund.

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.

Expenditures by Function



Expenditures by Category



FUND BALANCE

The FY2012 General Fund projected beginning fund balance on October 1, 2012 is \$11,293,187. Because proposed revenues exceed expenses in FY2012, it is anticipated that the fund balance will increase by \$938,252. This fund balance meets the City Council’s established threshold of sixty (60) days of expenses, net of transfers. Additionally, the Ending Unassigned Fund Balance of \$9,726,111, as calculated in compliance with Government Accounting Standards Board (GASB) Statement No. 54, exceeds the 60 day fund balance policy amount of \$8,438,854 by \$1,287,257.

CITY OF BRYAN, TEXAS
General Fund Summary
FY2012 Adopted Budget

	FY 2010	FY2011	FY2011	FY2011	FY2012	% Change
	Actuals	Adopted	Revised	Projected	Adopted	from FY11
					Adopted	
<u>Revenues:</u>						
City Sales Tax	\$ 14,608,410	\$ 14,862,500	\$ 14,746,500	\$ 14,746,500	\$ 14,893,965	0.2%
Property Tax	15,512,614	15,460,432	15,460,432	15,530,182	15,639,637	1.2%
Franchise Fees	2,071,337	1,935,000	1,935,000	1,983,544	1,963,127	1.5%
Licenses & Permits	572,572	610,599	610,599	572,819	565,965	-7.3%
Grants & State Shared Tax	2,000,400	1,831,597	1,969,262	1,948,403	1,351,985	-26.2%
Charges for Services	4,528,545	4,270,734	4,070,734	3,624,088	3,910,223	-8.4%
Fines	1,866,467	1,926,980	1,926,980	1,938,460	1,968,450	2.2%
Operating Income	112,642	109,000	109,000	20,556	-	-100.0%
Miscellaneous	522,468	625,796	625,796	545,383	570,975	-8.8%
Proceeds - GFA Disposition	143,309	-	-	12,000	-	N/A
Total Revenues	\$ 41,938,764	\$ 41,632,638	\$ 41,454,303	\$ 40,921,935	\$ 40,864,328	-1.8%
<u>Expenditures:</u>						
Public Safety	27,072,593	27,224,007	27,368,306	27,283,146	26,986,233	-0.9%
Public Works	5,929,207	6,302,859	6,549,595	5,809,039	4,875,210	-22.7%
Community Services	8,641,341	8,535,624	8,770,123	8,582,911	8,582,584	0.6%
Support Services	7,200,105	7,282,973	7,803,405	7,397,111	7,095,894	-2.6%
General Administration	6,791,759	7,100,196	7,567,393	7,535,845	6,608,907	-6.9%
Administrative Reimbursements	(3,990,430)	(3,717,575)	(3,717,575)	(3,642,575)	(3,515,703)	-5.4%
Total Expenditures	\$ 51,644,575	\$ 52,728,084	\$ 54,341,247	\$ 52,965,477	\$ 50,633,125	-4.0%
<u>Other (Uses)/Sources</u>						
Transfers in/ROW Pmts	\$ 10,915,998	\$ 11,495,012	\$ 11,495,012	\$ 11,495,012	\$ 10,707,049	-6.9%
Total Expenditures/Other Uses/(Sources)	\$ 40,728,577	\$ 41,233,072	\$ 42,846,235	\$ 41,470,465	\$ 39,926,076	-3.2%
Net Increase/(Decrease)	\$ 1,210,187	\$ 399,566	\$ (1,391,932)	\$ (548,530)	\$ 938,252	134.8%
Beginning Fund Balance	10,631,532	10,631,532	11,841,717	11,841,717	11,293,187	6.2%
Ending Fund Balance	\$ 11,841,717	\$ 11,031,098	\$ 10,449,785	\$ 11,293,187	\$ 12,231,439	10.9%
Fund Balance Reserve Requirement: (Sixty days operating expenses)	\$ 8,607,429	\$ 8,788,014	\$ 9,056,875	\$ 8,827,580	\$ 8,438,854	-4.0%
<i>Ending Fund Balance</i>	\$ 11,841,717	\$ 11,031,098	\$ 10,449,785	\$ 11,293,187	\$ 12,231,439	10.9%
<i>Estimated encumbrances/assignments</i>	\$ -	\$ (2,684,753)	\$ -	\$ -	\$ (1,200,000)	-55.3%
Encumbrances	\$ (2,258,428)	\$ -	\$ -	\$ -	\$ -	N/A
Other assignments	\$ (1,305,328)	\$ -	\$ (1,305,328)	\$ (1,305,328)	\$ (1,305,328)	N/A
Ending Unassigned Fund Balance	\$ 8,277,961	\$ 8,346,345	\$ 9,144,457	\$ 9,987,859	\$ 9,726,111	16.5%

**General Fund
Summary of Revenues
FY2012 Adopted Budget**

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Incr/(Decr) from FY2010 Adopted	% Change from FY2010 Adopted
Revenues:							
Taxes:							
City Sales Tax	\$ 14,608,410	\$ 14,862,500	\$ 14,746,500	\$ 14,746,500	\$ 14,893,965	\$ 31,465	0.2%
Property Tax*	15,512,614	15,460,432	15,460,432	15,639,720	15,639,720	179,288	1.2%
Franchise Fees	2,071,337	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>	\$ 32,461,108	\$ 32,811,753	\$ 32,695,753	\$ 32,619,102	\$ 32,743,685	\$ (68,068)	-0.2%
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	\$ 42,350,801	\$ 41,319,695	\$ 41,675,904	\$ 42,060,462	\$ 41,843,392	\$ 523,697	1.3%

*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
FY2012**

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Incr/(Decr) from FY2011 Adopted	% Change from FY2011 Adopted
General Government							
Executive Services	1,109,619	1,039,599	1,041,191	1,012,735	1,018,303	(21,296)	-2.0%
Internal Audit	122,788	126,559	126,559	123,610	141,794	15,235	12.0%
City Secretary	493,569	539,461	586,675	514,403	601,228	61,767	11.4%
City Council Services	194,896	274,143	276,007	263,991	233,323	(40,820)	-14.9%
Communications & Marketing	422,909	431,989	431,989	336,018	434,355	2,366	0.5%
Neighborhood & Youth Svcs.	133,788	141,756	144,756	142,333	144,977	3,221	2.3%
Legal Services	616,225	643,815	643,815	638,180	664,249	20,434	3.2%
<i>Sub Total General Government</i>	\$ 3,093,794	\$ 3,197,322	\$ 3,250,992	\$ 3,031,270	\$ 3,238,229	\$ 40,907	1.3%
Payments to Other Agencies	4,254,615	4,476,619	4,893,147	4,982,926	3,950,010	(526,609)	-11.8%
Administrative Reimbursements ¹	(3,990,430)	(3,717,575)	(3,717,575)	(3,642,575)	(3,515,703)	201,872	-5.4%
<i>General Government Net of Admin Reimb.</i>	\$ 3,357,979	\$ 3,956,366	\$ 4,426,564	\$ 4,371,621	\$ 3,672,536	\$ (283,830)	-7.2%
Support Services							
Fiscal Services	1,190,526	1,305,669	1,305,719	1,174,722	1,229,318	(76,351)	-5.8%
Information Technology	2,384,245	2,309,215	2,877,084	2,857,679	2,239,800	(69,415)	-3.0%
Human Resources	558,329	600,275	600,275	584,891	559,570	(40,705)	-6.8%
Facilities Administration	1,954,587	1,873,667	1,873,667	1,821,846	1,911,074	37,407	2.0%
Fleet Administration	689,556	762,158	714,671	621,955	721,778	(40,380)	-5.3%
<i>Sub Total Support Services</i>	\$ 6,777,243	\$ 6,850,984	\$ 7,371,416	\$ 7,061,093	\$ 6,661,540	\$ (189,444)	-2.8%
Development Services							
Development Services	1,671,516	1,854,514	1,854,514	1,780,423	1,685,805	(168,709)	-9.1%
Community Development Admin ²	29,621	26,920	26,920	26,920	28,137	1,217	4.5%
<i>Sub Total Development Services</i>	\$ 1,701,137	\$ 1,881,434	\$ 1,881,434	\$ 1,807,343	\$ 1,713,942	\$ (167,492)	-8.9%
Public Safety							
Municipal Court	\$ 1,142,810	\$ 1,299,112	\$ 1,299,112	\$ 1,278,931	\$ 1,328,896	\$ 29,784	2.3%
Police	14,910,815	14,509,898	14,603,311	14,602,296	14,645,654	135,756	0.9%
Fire & Emergency Ops. Center	11,018,968	11,414,997	11,465,882	11,401,919	11,011,683	(403,314)	-3.5%
<i>Sub Total Public Safety</i>	\$ 27,072,593	\$ 27,224,007	\$ 27,368,305	\$ 27,283,146	\$ 26,986,233	\$ (237,774)	-0.9%
Public Works							
Public Works Admin.	-	-	-	-	-	-	N/A
Engineering	1,507,772	1,665,324	1,665,324	1,508,298	1,213,594	(451,730)	-27.1%
Public Works Call Center	238,797	265,739	265,739	250,286	-	(265,739)	-100.0%
Streets & Drainage ³	2,420,778	2,716,731	2,717,639	2,151,651	2,007,064	(709,667)	-26.1%
Traffic ⁴	1,761,860	1,655,065	1,900,893	1,898,804	1,654,552	(513)	0.0%
<i>Sub Total Public Works</i>	\$ 5,929,207	\$ 6,302,859	\$ 6,549,595	\$ 5,809,039	\$ 4,875,210	\$ (1,427,649)	-22.7%
Community Services							
Real Estate Services ⁵	-	-	-	-	-	-	N/A
Library Services	2,461,950	2,419,254	2,445,266	2,410,107	2,366,306	(52,948)	-2.2%
Parks & Recreation	4,344,466	4,093,180	4,298,667	4,223,128	4,357,359	264,179	6.5%
<i>Sub Total Community Services</i>	\$ 6,806,416	\$ 6,512,434	\$ 6,743,933	\$ 6,633,235	\$ 6,723,665	\$ 211,231	3.2%
Total Expenditures	\$ 51,644,575	\$ 52,728,084	\$ 54,341,247	\$ 52,965,477	\$ 50,633,125	\$ (2,094,959)	-4.0%
Other Uses/(Sources):							
Transfers In/ROW Payment ⁶	\$(10,915,998)	\$(11,495,012)	\$(11,495,012)	\$(11,495,012)	\$(10,707,049)	\$ 787,963	-6.9%
Total Expenditures/Other Uses/(Sources)	\$ 40,728,577	\$ 41,233,072	\$ 42,846,235	\$ 41,470,465	\$ 39,926,076	\$ (1,306,996)	-3.2%

¹ Administrative reimbursements are reflected as reductions to expenditures.

² Community Development Admin was formerly called Special Projects

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

Executive Services

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2011 Accomplishments

- Provided City Council with 52 weekly reports of organizational activities.
- Successfully completed 2011 Bryan Leadership Academy.
- Reviewed Capital Improvement Plans (CIPs) and provided Council with a 5-year CIP.
- Attended the following board/committee meetings: Bryan Business Council (BBC), Coulter, TIRZ Boards, Animal Shelter Advisory Committee, Brazos County Health Department, Intergovernmental Committee (IGC), Brazos Valley Wide Area Communication System (BVWACS), Chamber of Commerce, Family Solutions, Brazos Valley Solid Waste Management Agency (BVSWMA), Bryan-Brazos County Economic Development Foundation (BBCEDF), COB/BISD, Community Development Advisory Committee (CDAC), BTU, Research Valley Partnership (RVP), Library Board, and Parks Board.
- Provided City Council with weekly updates concerning 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 2012 Goals and Objectives

- Provide ways for citizens to have the opportunity to voice opinions through public hearings and meetings, surveys, etc.
- Maintain fund reserve of at least 60 days of operating expenditures/expenses.
- Provide comprehensive CIP information to City Council on a regular basis.
- Conduct at least one Management Team Retreat to further enhance communication within the organization.
- Provide weekly reports to the City Council.
- Continue to implement plans for strategic initiatives as outlined in the strategic plan.
- Continue to assist with economic development initiatives.
- Attend all City Council meetings.
- Respond to citizen concerns within 24 hours.

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 791,376	\$ 728,110	\$ 728,110	\$ 820,845	\$ 722,762
Supplies	20,661	27,750	27,750	13,365	24,100
Maintenance & Services	140,843	213,039	213,039	154,388	205,011
Miscellaneous/Admin Reimb	156,739	70,700	72,292	24,137	66,430
Total Expenses	\$ 1,109,619	\$ 1,039,599	\$ 1,041,191	\$ 1,012,735	\$ 1,018,303

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
City Manager	1	1	1	1	1
Deputy City Manager	2	2	2	2	2
Economic Development Planner	1	-	-	-	-
Executive Services Assistant	2	2	2	2	2
Total	6	5	5	5	5

FY2011: Moved Economic Development¹ Planner to Development Services

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 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	1	1
# of weekly City Manager's Reports to Council	52	52	52	52	52
# of meetings with COCS/Brazos County	12	12	12	12	12
# of meetings with BISD	12	12	12	12	12
# of meetings with Chamber of Commerce/RVP	24	24	24	24	24
# of Community Meetings	4	4	4	6	6
# of Council Retreats	2	4	4	2	2
# of Council Candidate Orientations held	1	1	1	0	0
# of New Council Member Orientations held	1	1	1	0	0

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 2011 Accomplishments

- Received three national awards, five state-wide awards and two local awards for Communications and Marketing efforts – including video, print and website productions.
- Produced bi-weekly television show *Bryan: Living & Learning*, a marketing initiative that highlights Bryan and Bryan ISD. The shows have received thousands of views online.
- Produced *Downtown Bryan: An Oral History* which has become our most-watched and most-requested video ever.
- Launched our most targeted marketing initiative in years with the “*Good Life, Texas Style*” webkeys, website, and print materials.
- Created or redesigned over 10 original websites that help our citizens find information about City programs and events more readily.
- Members of our staff made over 25 live appearances on KBTX to promote City of Bryan events or programs.
- Created marketing materials for *Bank On Brazos Valley* – including a website, posters, brochures, videos, and press releases.
- Members of our staff made nearly 150 live radio appearances that went out to five different local radio stations (WTAW, KORA, KKYS, KAGG, KNFX).
- Produced the annual report for the Bryan Police Department and due to a release-date change, two annual reports for Bryan Texas Utilities.
- Created numerous video Public Service Announcements for marketing or educational purposes.
- 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.
- Assisted in planning and promoting such events as the Lights On! Downtown lighting ceremony, the Mayor’s Downtown Impact Award, Texas Reds Steak & Grape Festival, and Lemonade Day.
- Assisted Bryan Texas Utilities with marketing and education outreach – producing television public service announcements and educational videos on AMI.
- Led an effort to upgrade the audio system in the Council Chambers, which includes a back-up system in the event of failures.

Fiscal Year 2012 Goals and Objectives

- Continue to expand the *Good Life, Texas Style* brand – focusing on marketing initiatives that will improve the City’s image.
- Adapt communications and marketing messages to languages other than English.
- Submit for and receive state-wide and national recognition for our Communications and Marketing initiatives.
- Focus marketing initiatives on Biomedical Corridor area.
- Continue to utilize the website, television channel and other City operated mediums to communicate messages and market the City to residents and others.
- Strive to keep media mentions of the City of Bryan in a positive light.

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 359,964	\$ 372,397	\$ 372,397	\$ 264,648	\$ 374,666
Supplies	9,336	9,050	9,050	7,900	9,050
Maintenance & Services	8,010	10,205	10,205	8,370	10,302
Miscellaneous/Admin Reimb	45,599	40,337	40,337	55,100	40,337
Total Expenses	\$ 422,909	\$ 431,989	\$ 431,989	\$ 336,018	\$ 434,355

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Communications Director	1	1	1	1	1
Communications/Marketing Specialist	1	1	1	1	1
Video Production Specialist	2	2	2	2	2
Webmaster/Multimedia Specialist	1	1	1	1	1
Total	5	5	5	5	5

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Number of press releases issued	525	300	420	420	420
Number of public service announcements	41	30	25	25	25
Number of Bryan Living and Learning segments	25	25	25	25	25
Number of media contacts	600	600	600	600	600
Number of meetings with Texas A&M organizations	10	10	10	10	10
Number of new initiatives implemented for positive promotion of COB	25	25	25	25	25
Number of initiatives or advertisements used to promote Downtown Bryan	25	25	25	25	25
Number of media interview training sessions offered to directors	5	5	5	5	5

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. (This strategic initiative is on hold for budgetary reasons.)
- 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.

Fiscal Year 2011 Accomplishments

- Launched Bank On Brazos Valley on March 24, 2011.
- Hosted a Poverty Reduction workshop in February 10 & 11, 2011 with the Bush School of Government.
- Created the Social Inclusion Action Network to develop targeted strategies to alleviate poverty in Bryan (particularly in Single Member District (SMD) #2). Bryan is one of the few cities in the U.S. utilizing this framework to address poverty.

- Partnered with Texas A&M University Parks & Recreation Class to explore youth development strategies for Bryan youth. Hosted a presentation from those students to the Neighborhood/Youth Services Advisory Board on April 28, 2011.
- Assisted in facilitating meetings to kick off and support Lemonade Day in Bryan and College Station.
- Participated with Mayor Bienski in a National League of Cities (NLC) workshop during the 2010 Congress of Cities in Denver, Colorado.
- Joined the P-16 and Achieving the Dream initiatives at Blinn College to promote post secondary education in local residents.
- Became a member of the President's Council on Climate and Diversity at Texas A&M University.
- Served as a member of the Decent Affordable, Safe Housing committee (D.A.S.H.).

Fiscal Year 2012 Goals and Objectives

- Continue to register more neighborhood associations in fiscal year 2012.
- Implement and evaluate the Social Inclusion action network plan for Bryan in reducing poverty and other targets.
- Work with the Bush School students to evaluate the success of Bank On Brazos Valley.

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 112,407	\$ 115,543	\$ 115,543	\$ 115,543	\$ 118,548
Supplies	343	2,125	2,125	2,348	2,125
Maintenance & Services	6,699	5,298	5,298	5,298	5,514
Miscellaneous/Admin Reimb	14,339	18,790	21,790	19,144	18,790
Total Expenses	\$ 133,788	\$ 141,756	\$ 144,756	\$ 142,333	\$ 144,977

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Neighborhood Youth Services Manager	1	1	1	1	1
Total	1	1	1	1	1

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
# of youth receiving new adult mentors	125	130	115	115	125
# of BISD students involved in internships % job shadowing	120	125	85	85	125
# of Poverty Reduction Peer Network Conference Calls	6	6	6	6	6
% increase in literacy by providing books through 1st Book	15%	15%	10%	10%	15%
# of presentations to community groups	43	45	35	40	45
# of neighborhood associations registered	40	48	40	42	42
# of neighborhood associations utilizing matching grant funds	0	5	0	0	0
# of neighborhood associations utilizing YNAPP matching grant	0	5	2	2	2
# of City Wide Neighborhood Forums held	0	1	0	1	1
Increase in # of mentors in B/CS Family Partners Program	35	40	10	10	10
% increase in low income families that are part of "Bank On It"	20%	20%	0%	20%	25%
Increase in # of families involved in financial literacy education	20	50	50	50	75
# of youth in early reading project w/ Crockett Elementary School, Head Start, & Bryan Library	0	125	0	0	125
Development of the Youth Advisory Commission	12	12	12	12	12
B/CS Family Solutions Program Involvement	40	40	40	40	40

Internal Audit

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2011 Accomplishments

- Received Fraud Hotline reports, investigated, and reported results to Audit Committee.
- Performed Special Assignments per Council guidance.

Fiscal Year 2012 Goals and Objectives

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

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 120,396	\$ 121,949	\$ 121,949	\$ 121,949	\$ 137,066
Supplies	465	563	563	465	563
Maintenance & Services	1,138	2,547	2,547	1,196	2,665
Miscellaneous/Admin Reimb	789	1,500	1,500	-	1,500
Total Expenses	\$ 122,788	\$ 126,559	\$ 126,559	\$ 123,610	\$ 141,794

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Internal Auditor	1	1	1	1	1
Total	1	1	1	1	1

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Number of Audit Committee Meetings	5	5	5	5	5
Number 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 proper recordation and filing of birth and death records.

Strategic Initiatives

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

Fiscal Year 2011 Accomplishments

- Developed redistricting plan following the 2010 census, including solicitation of public input.
- Successful administration of elections .
- Received the Five Star Award from State of Texas for excellence in vital statistic reporting.
- Cited for Exemplary Examples of Best Practices in Local Registrar Audit Program.
- Continued implementation of city-wide volunteer program.
- Continued expansion of Neighborhood Association Partnership Program.
- Continued expansion of Teen Court in the Schools Program to include Long and Rayburn Middle Schools and Bryan Collegiate High 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 Texas Open Meetings Act training for newly appointed boards, committee and commission members.

- Successful training of new Records Management Coordinator.
- Monitored filed legislation during 2011 Texas Legislative Session.
- Coordinated Council's annual volunteer reception.
- Assisted Police Department with Commission on Accreditation for Law Enforcement Agencies (CALEA) follow-up accreditation relative to records management.
- Served as interim records custodian for BVSWMMA, Inc.
- Adopted and implemented new records retention schedules as set out by State of Texas.
- Implemented new technologies at Municipal Court to improve efficiencies and collections.

Fiscal Year 2012 Goals and Objectives

- Continue to facilitate successful redistricting process following 2010 Census.
- Successful preclearance of new districting plan by U.S. Department of Justice.
- Continue expansion of Teen Court in Schools Program.
- Receive Five Star Award from State of Texas for Excellence in Vital Statistics reporting.
- Successfully administer elections.
- Coordinate annual volunteer reception.
- Host city wide neighborhood association forum.
- Assist with Bank On initiative.

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 410,098	\$ 390,453	\$ 390,453	\$ 390,453	\$ 399,157
Supplies	15,050	26,694	26,694	26,694	26,694
Maintenance & Services	13,248	19,035	19,035	16,035	19,211
Miscellaneous/Admin Reimb	55,173	103,279	150,493	81,221	156,166
Total Expenses	\$ 493,569	\$ 539,461	\$ 586,675	\$ 514,403	\$ 601,228

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 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	-	-	-
Vital Statistics Technician	1	1	1	1	1
Citizen Information/Service Clerk	1	1	1	1	1
Total	7	7	6	6	6

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Successful elections	-	2	1	2	2
Number of Submissions to the Dept. of Justice	-	3	3	3	3
Number of Departments using Laserfiche	24	25	25	25	25
Number of paper copies provided for open records requests	11,558	3,200	3,200	25,000	10,000
Number of records converted to electronic format	479,912	405,000	405,000	450,000	450,000
Number of Departmental Records Audits Performed	3	2	2	2	2
Number of timely agendas and minutes prepared	90	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	-	1
Number of New Councilmember Orientations Conducted	1	1	1	-	1
Number of Residential Neighborhood Conservation Petitions Filed	-	5	5	3	3
Number of Legislative Bills Tracked	133	1,000	1,000	1,000	1,000
Number of Volunteer Hours Logged	5,493	5,000	5,000	6,000	6,000
Total Value of Donation from Volunteers	\$103,094	\$ 93,850	\$ 93,850	\$ 112,620	\$ 112,620
Number of certified birth records processed	3,896	5,000	5,000	4,000	4,000
Number of death records processed	4,911	5,700	5,700	5,000	5,000
Percentage of 2010 Census Redistricting Plan	-	80%	60%	40%	0%

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 2011 Accomplishments

- Conducted strategic planning session.
- Held joint meetings with various Council appointed boards, committees and commissions.
- Commenced redistricting process following the 2010 census.
- Hosted annual Council volunteer reception.

Fiscal Year 2012 Goals and Objectives

- Complete redistricting process.
- Order special election.
- Hold annual strategic planning session.
- Hire City Manager.

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 77	\$ 971	\$ 971	\$ 59	\$ -
Supplies	8,893	11,500	5,000	5,000	5,000
Maintenance & Services	143,205	141,032	141,032	141,792	141,183
Miscellaneous/Admin Reimb	42,721	120,640	129,004	117,140	87,140
Total Expenses	\$ 194,896	\$ 274,143	\$ 276,007	\$ 263,991	\$ 233,323

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
No Staffing-staffing included in City Secretary Budget	N/A	N/A	N/A	N/A	N/A

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Number of Strategic Initiatives	6	6	6	6	6
Number of Strategic Planning Sessions	3	3	3	2	2
Number of Bryan Commerce & Development Board Mtgs	18	20	20	20	20
Number of Conferences, Special Receptions or Events Attended	361	100	100	350	350
Participation in 2010 Count Activities	100%	100%	100%	0%	0%
Number of Board/Committee/Commission Applications Rec'd.	103	150	150	150	150
Number of Board/Committee/Commission Appointments	65	55	55	65	65
Number of Proclamations Prepared	67	75	75	70	70

Municipal Court

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2011 Accomplishments

- No major security breaches occurred at the court while open to the public.
- Purchased and deployed electronic citation writers, mutually benefitting the Court and Police departments.
- Upgraded the court's version of Tele-Works for out bound computerized calls, local and long distance, as well as provided IVR capability for citizens to access the court's database. Also, expanded the on-line and telephone payment base for defendants to pay remotely.
- Participated in the Great State of Texas Warrant Roundup to clear additional outstanding warrants.
- Purchased and implemented twelve new computers and six counter receipt printers within the clerk's office to improve case processing and customer processing at the counter.
- Continued education with previously established Teen Courts at Bryan, Rudder and Collegiate High Schools, and middle schools.

Fiscal Year 2012 Goals and Objectives

- Improve court processing and means by which defendants can pay their outstanding fines by adding more technology capabilities.
- Improve the bonding out process at the jail for class C misdemeanants by adding a credit card process.
- Improve the security of citizens, defendants and court staff by purchasing and implementing a front door security screening system.

Municipal Court

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 772,842	\$ 834,443	\$ 834,443	\$ 820,798	\$ 873,811
Supplies	29,741	38,337	38,337	36,806	38,674
Maintenance & Services	207,647	238,262	238,262	233,257	241,494
Miscellaneous/Admin Reimb	132,580	188,070	188,070	188,070	174,917
Total Expenses	\$ 1,142,810	\$ 1,299,112	\$ 1,299,112	\$ 1,278,931	\$ 1,328,896

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 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

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Percent of warrant service targets achieved	109%	90%	90%	90%	90%
Number of warrants served	4,353	4,000	4,000	3,500	3,500
Revenue collected on outstanding warrants	\$ 621,264	\$ 550,000	\$ 550,000	\$ 500,000	\$ 500,000
Average number of days to process citations	4	4	4	4	4
Number of cases filed	16,228	16,000	16,000	16,000	16,000
Number of community service cases	494	450	450	400	400
Number of warrants issued	4,554	4,000	4,000	3,000	3,000
Number of Teen Court sessions	34	70	70	30	30

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 2011 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.
- Assisted with property acquisitions in downtown.

Fiscal Year 2012 Goals and Objectives

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

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 531,169	\$ 584,807	\$ 584,807	\$ 579,011	\$ 605,136
Supplies	4,103	5,580	5,580	5,612	5,580
Maintenance & Services	46,996	20,308	20,308	20,297	20,413
Miscellaneous/Admin Reimb	33,957	33,120	33,120	33,260	33,120
Total Expenses	\$ 616,225	\$ 643,815	\$ 643,815	\$ 638,180	\$ 664,249

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 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

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 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

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Other Service Charges & Miscellaneous	\$ 2,953,119	\$ 2,930,586	\$ 2,953,680	\$ 3,044,917	\$ 2,957,874
Capital Outlay	440,959	900,000	1,286,976	1,291,976	-
Debt Service	329,648	492,282	338,740	492,282	346,420
Transfers	530,889	153,751	313,751	153,751	645,716
Total Expenses	\$ 4,254,615	\$ 4,476,619	\$ 4,893,147	\$ 4,982,926	\$ 3,950,010

Authorized Contributions

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Contributions:					
Research Valley Partnership (RVP)	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 350,000
Texas Institute for Pre-Clinical Studies	84,000	84,000	84,000	84,000	84,000
New Generation Industrial Park Debt	64,653	64,622	64,622	64,622	64,621
New Gen Economic Development	-	-	-	-	53,250
Downtown Bryan Economic Development Association (DBEDA)	15,000	15,000	15,000	15,000	15,000
Brazos County Health Department	352,260	351,500	351,140	351,500	326,500
Downtown Improvement Program	-	100,000	56,295	89,338	-
Easterwood Airport	58,768	58,768	58,768	58,768	58,768
BVCNet	13,000	13,000	13,000	13,000	13,000
BVWACS	-	87,090	87,090	87,090	144,598
Miscellaneous Charges:					
County Appraisal District	227,737	232,991	232,991	232,991	236,554
US Teltec - Economic Development	122,480	55,680	122,472	122,472	122,472
Brazos County 9-1-1 Dispatching Services	1,295,248	1,287,033	1,287,033	1,287,033	1,352,492
Brazos County Prisoner Support	83,880	96,000	96,000	103,880	96,000
Animal Shelter Services	-	-	-	-	-
Borski Homes Development Agreement	40,000	40,000	40,000	40,000	40,000
Communication (data line charges)	619	-	-	300	619
Contractual Obligations and Other Charges	2,580	-	367	40,499	-
General Fund Contingency Balance	221,111	-	-	9,522	-
Debt Service:					
HUD 108 Loan Debt Payments	329,648	338,740	338,740	338,740	346,420
Transfers & Capital Improvements:					
Renovate Old Police Building	428,958	900,000	1,286,976	1,291,976	-
Transfer to Debt Service Fund	153,725	153,542	-	153,542	-
Facilities Maintenance Allocation	196,902	144,902	144,902	144,902	-
Transfers to Other Funds	264,046	153,751	313,751	153,751	645,716
Total	\$ 4,254,615	\$ 4,476,619	\$ 4,893,147	\$ 4,982,926	\$ 3,950,010



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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 at the best value to the City.

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 legal compliance with all applicable Federal, State and City Charter budgeting and financial reporting requirements.
- Prepare the annual budget for use as a policy document, operations guide, financial plan and as a communications device.
- Maintain the City's Investment Policy in compliance with the Public Funds Investment Act.
- Utilize available technology to ensure efficient and 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 good internal control while streamlining the processes affecting City staff and vendors.
- 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.
- Manage to carry out all previously stated strategic initiatives by also keeping with City Council strategic goals and objectives.

Fiscal Year 2011 Accomplishments

Accounting

- Received the Government Finance Officers Association (GFOA) Certificate of Excellence in Financial Reporting for fiscal year 2009.
- Provided monthly financial information on a timely basis.
- Received unqualified opinion from auditors for the year ended September 30, 2010.
- The City's independent auditing firm found no reportable conditions or deficiencies in internal control.
- Completed the electronic filing of the Annual Report of Continuing Disclosure Requirements of SEC Rule 15c2-12.
- Completed the electronic filing of the SF-SAC Data Collection Form for fiscal year 2010.
- Implemented payroll cards to replace paper checks for employees.

Budget

- Received the Distinguished Budget Award for FY2010 from the Government Finance Officers Association.
- Provided Quarterly Budget Reports to management.
- Provided monthly Sales Tax Analysis report.
- Provided budget training to all departments.

Purchasing

- Received the City award for most documents imaged in fiscal year 2010.
- Received the 2010 Achievement of Excellence in Procurement (AEP) Award from the National Purchasing Institute.

Fiscal Year 2012 Goals and Objectives

Accounting

- Receive the GFOA's Certificate of Achievement for Excellence in Financial Reporting for FY2010.
- Receive an unqualified opinion from the City's independent auditors for the financial statements for the year ended September 30, 2011.
- Close each accounting period by the 11th working day of the following month.
- Provide monthly reports to City managers by the 12th working day of each month.
- Have 1% or less of 1099's reported by IRS on Notice CP-2100A.
- Earn a yield which meets or exceeds the benchmark performance rate on the cash and investment portfolio.
- Submit all payroll reports and payments in a timely manner with no errors.
- Submit all state and federal reports on time and without errors.
- Prepare and submit all wires and ACHs with no errors.
- Have all cash receipt groups reviewed and updated within no more than two days after receipt by our department.
- Have the FY 2011 CAFR ready for the auditors' review by February 15, 2012.

- Pay all vendor invoices within six (6) working days of receiving correct invoices from individual departments.
- Implement GASB Statement 54, "Fund Balance Reporting and Governmental Fund Type Definitions" in the fiscal year 2011 CAFR.

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

- Revise Purchasing Department policies and procedures and update according to 2011 legislative changes.
- Promote more cooperative inter-local purchasing.
- Apply for and receive the 2011 AEP Award.

Fiscal Services

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 956,257	\$ 992,597	\$ 992,597	\$ 880,687	\$ 929,505
Supplies	31,118	41,168	41,218	33,616	30,244
Maintenance & Services	38,490	58,284	58,284	45,034	52,524
Miscellaneous/Admin Reimb	164,481	213,620	213,620	215,385	217,045
Capital Outlay	180	-	-	-	-
Total Expenses	\$ 1,190,526	\$ 1,305,669	\$ 1,305,719	\$ 1,174,722	\$ 1,229,318

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Finance & Accounting	\$ 859,673	\$ 935,074	\$ 935,124	\$ 837,038	\$ 875,842
Budgeting	196,324	211,413	211,413	196,055	202,940
Purchasing	134,529	159,182	159,182	141,629	150,536
Total Expenses	\$ 1,190,526	\$ 1,305,669	\$ 1,305,719	\$ 1,174,722	\$ 1,229,318

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Accounting					
Chief Financial Officer	1	1	1	1	1
Accounting Manager	1	1	1	1	1
General Accountant	3	2	3	3	3
Finance Specialist	3	3	2	2	2
Payroll Specialist	1	1	1	1	1
Finance Assistant *	1	2	1	1	1
Budget					
Budget Manager	1	1	1	1	1
Budget & Investment Analyst	1	1	1	1	1
Budget Analyst	-	-	-	-	-
Purchasing					
Purchasing Manager	1	1	1	1	1
Purchasing Buyer	1	1	1	1	1
Total	14	14	13	13	13

* Finance Assistant position is filled by 2 part time individuals

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 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	20	15	20	5	5
% of goal for receiving unqualified opinion from ind. auditors	100%	100%	100%	100%	100%
# of reportable conditions on auditor's management letter	2	0	2	0	0
Avg. # of working days to close prior accounting period	11	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	2%	1%	1%	1%	1%
% of wires and ACH's with no errors	100%	100%	100%	100%	100%
% of CAFR completed & submitted to auditors by Feb. 15	100%	100%	100%	70%	100%
% of invoices pd w/i 6 work days of receipt from individual depts.	100%	100%	100%	100%	100%
Budget:					
% of goal for receiving GFOA Distinguished Budget Award	100%	100%	100%	100%	100%
Number of Qtlly Budget Reports provided to Audit Comm, Council, & Mgmt	4	4	4	4	4
Number of Monthly Sales Tax Reports provided to Mgmt.	12	12	12	12	12
Number of budget training sessions conducted for staff & Mgmt.	4	3	4	3	2
% of state & federal budget filing requirements met	100%	100%	100%	100%	100%
Number of Qtlly Investment Reports prepared in compliance with Public Funds Investment Act	4	4	4	4	4
Yield % for benchmark perf. rate on cash & investment portfolio	1.85%	1.00%	1.85%	1.00%	1.25%
Purchasing:					
Number of formal bids processed	91	85	90	80	85
Number of annual contracts for goods and services	115	105	115	100	105
Value of goods and services on annual contracts	\$13,296,000	\$9,250,000	\$13,296,000	\$8,634,025	\$9,250,000
Number of purchase orders issued	1,200	1,200	1,200	1,200	1,200
Expenditures processed through the Purchasing Dept.	\$49,000,000	\$50,000,000	\$49,000,000	\$49,000,000	\$50,000,000
Expenditures processed on p-card	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000
Average amount per purchase order	\$43,000	\$41,650	\$43,000	\$43,000	\$41,650

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/OneSolution 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 2011 Accomplishments

- Continued Server/Desktop Virtualization Initiative.
- Upgraded City systems to MS-Office 2007.
- Maintained over 95% above average rating on Help Desk Survey results.
- Maintained 99.5% planned uptime for: Systems, Network, and Radio System.
- Maintained 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.
- Brought additional City Facilities on-line (MOB Annex).
- Upgraded Public Safety Systems (Police, 911 and Mobiles).
- Continued Implementation of Beta OneSolution Project.
- Upgraded LaserFiche (document imaging system).
- Upgraded TeleWorks 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 eCitation solution.

- Upgraded GIS Systems (ArcGIS 10).
- Major Blackberry Enterprise System upgrade.
- Upgraded CISCO VoIP phone system.
- Continued departmental community outreach with Sheriff's office, District Attorney, TAMU Big Event, Boy Scouts, Internet Safety classes, GIS Day, BISS HOSTS, etc.
- Assisted with Police Wireless Camera Initiative.
- Provided support for Waste Water SCADA upgrade project.
- Assisted in planning and design of centralized traffic control system.
- Supported the upgrade of County-wide Emergency Notification System.
- Completed BVWACS Backbone.
- Upgraded 911 consoles and all City radios to new BVWACS system.
- Continued OneSolution Go-Live of Community modules.
- Continued OneSolution planning and implementation of Finance modules.
- Doubled internet bandwidth capacity.
- Deployed network monitoring utilities.
- Acquired updated aerial imagery.

Fiscal Year 2012 Goals and Objectives

- Continue "Green IT Initiatives."
- Maintain over 95% above average rating on Help Desk Survey results.
- Maintain a 99.5% planned uptime for Systems, Network, and Radio system.
- Expand our Server/Desktop Virtualization initiatives.
- Continue integration of GIS to critical data systems.
- Provide 1200 man-hours of training to City Staff on varied applications, systems and data management.
- 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 (New Waste Water Treatment Plant) to network.
- Begin implementation of SharePoint 2010, Windows7, Exchange 2010, Office 2010 and other applications.
- Continue Community outreach.
- Support continued expansion of BVWACS system.
- Complete Radio System Re-banding project.
- Implement Centralized Traffic Control System.
- Upgrade Fire Alerting for Fire Stations.
- OneSolution Go-Live of Finance modules.
- Upgrade aging network infrastructure.
- Expansion of eCitation system.

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 1,149,839	\$ 1,142,802	\$ 1,142,802	\$ 1,148,302	\$ 1,188,015
Supplies	131,658	85,745	91,690	85,730	61,313
Maintenance & Services	865,207	973,324	983,818	973,503	887,972
Miscellaneous/Admin Reimb	90,451	27,344	27,344	24,144	22,500
Capital Outlay	147,043	80,000	631,430	626,000	80,000
Total Expenses	\$ 2,384,198	\$ 2,309,215	\$ 2,877,084	\$ 2,857,679	\$ 2,239,800

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 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	1
Systems/Network Specialist	1	1	1	1	1
System Support Specialist	3	3	3	3	3
Telecommunications System Specialist	1	1	1	1	1
Radio System Engineer	1	1	1	1	1
GIS Coordinator	1	1	1	1	1
GIS Analyst	1	1	1	1	1
Public Safety Systems Supervisor	1	1	1	1	1
Systems Analyst	2	2	2	2	2
Help Desk Supervisor	-	-	-	-	-
CAD/RMS System Administrator	-	-	-	-	-
Total	15	15	15	15	15

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
% "Above Average" rating on Help Desk survey results	98%	95%	95%	95%	95%
Help Desk calls processed	4,049	4,000	4,000	3,460	4,000
% of Help Desk calls w/ response time < 1 hr	99%	75%	75%	95%	95%
% of Network/System/Radio Uptime	99.9%	99.5%	99.5%	99.5%	99.5%
Training Man-Hours provided to City Staff	1,100	1,200	1,200	1,500	1,200
% of GIS Layers Updated Annually	75%	70%	70%	70%	75%
Continued Development of Business Impact/Continuity Analysis Plan	100%	100%	100%	100%	100%

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 2011 Accomplishments

- Reviewed benefits, policies, staffing needs, etc. to find cost-savings and budget cut options.
- Developed and implemented policies, practices and programs to enhance work-life balance, increase morale and recognize employee contributions.
- Continued review and recommendation of on-line training options for departments and individual employees, working with vendors to create, develop and share new courses.
- Completed pilot program of newly created performance evaluation process and forms, incorporating feedback from users/managers.
- Continued update of local Civil Service rules to meet the recruiting, hiring and other needs of the police and fire departments.
- Continued review and update of Personnel and Administrative Policies and Procedures to stay in line with current needs.
- 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., including several departmental reorganizations, position modifications and eliminations.

- Continued to provide advanced technology, training and assistance to our applicants and supervisors with the online employment application/hiring system.
- Worked with managers and Legal on numerous personnel issues to minimize exposure to liability.
- Coordinated and administered police and fire entrance exams and hiring processes.
- Coordinated large volunteer program for the Texas Reds Festival.

Fiscal Year 2012 Goals and Objectives

- Conduct thorough salary survey of comparable cities and make 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.

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 369,089	\$ 382,795	\$ 382,795	\$ 383,400	\$ 362,640
Supplies	52,003	48,100	48,100	49,441	50,300
Maintenance & Services	119,427	145,580	145,580	128,450	121,830
Miscellaneous/Admin Reimb	17,810	23,800	23,800	23,600	24,800
Total Expenses	\$ 558,329	\$ 600,275	\$ 600,275	\$ 584,891	\$ 559,570

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 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

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Number of Personnel Reqs Processed	200	150	120	120	150
Number of Applications Received	7,600	6,000	5,000	5,000	6,000
Number of New Hires	244	240	120	120	150
Turnover Rate/%	21%	20%	25%	25%	25%
# of Training Sessions Conducted/Coordinated	60	60	30	30	30
# of Training Sessions Avail Online for 600 ees	N/A		15	15	25
Number of Employee Relations Issues	N/A		150	150	100
Number of Disciplinary Actions/Grievances	65	60	85	85	60

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

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

- Effective management of capital improvement projects to ensure quality construction on schedule and within budget.
- Leverage City professional engineering staff to provide cost effective engineering design services when possible.
- Improve city services by reducing the backlog of maintenance and repair activities through capital improvement projects.
- Permit and control construction activities within the City's Right of Way through active implementation of a revised Right of Way Ordinance.
- Provide timely, thorough reviews of construction drawings and plats submitted for approval through Development Services.
- Increase the use of technology to improve efficiency, and increase productivity.
- Foster professional working relationships with: the citizens of Bryan; other City departments; community organizations; local, state, and federal agencies; consulting engineers; and contractors.
- Assist with economic development activities of the City.
- Ensure public infrastructure is installed using industry standard construction practices and the quality of the infrastructure verified 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.
- Implemented the FY 2010 Capital Improvement Projects and began FY 2011 CIP designs.
- Completed major projects, such as: City Hall Annex remodel, Downtown Bryan Ph 3, Bryan/Beck, Texas & MLK Sidewalks, Henderson and Commerce area utility rehabilitations.
- Utilized 35 Engineering Consultant Contracts and designed 15 projects using in-house engineering staff. Construction projects awarded totaled approximately thirty-one million dollars (\$31,000,000).
- Monitored approximately twenty-two (22) development and 45 capital improvement construction projects throughout the City.
- Designed and executed first Miscellaneous Drainage Contract to handle projects too big for city crews but too small for CIP process (\$140,000 construction contract).
- Rewrote floodplain ordinance and included stormwater quality aspects in the new stormwater ordinance and began implementation of requirements.
- Maintained Class 7 status in the National Flood Insurance Program - Community Rating System resulting in up to 15% in Flood Insurance Discounts to Citizens of Bryan.
- Passed 5 year Recertification in the National Flood Insurance Program - Community Rating System.
- Managed Map Modernization project coordinating protests from residents and in depth review of new maps and documenting errors that FEMA needs to correct.
- Developed a Stormwater Masterplan for prioritizing Drainage needs.
- Prepared 5 year Stormwater Program (drainage utility fee funding).
- Maintained seven (7) Certified Floodplain Managers and Assistant City Engineer took on role of Floodplain Administrator.
- Reviewed site development submittals with a three (3) day turnaround (SDRC process) and reviewed engineering construction plans with normally a ten (10) day turnaround.
- Supported and assisted with HSC/Bio-medical corridor master planning efforts including HSC Parkway alignment/design and TXDOT coordination on SH 47 Interchange.
- Continued development of engineering staff including cross training between development review, capital project management and engineering design.
- Solicited responses to a qualifications based process for construction materials testing and geotechnical services with multiple contracts executed that can be extended for two (2) years.
- Scanned over 40,000 documents – 30,000 documents related to CIP & over 12,000 documents related to development – into Laserfiche records management system.

Fiscal Year 2011 Accomplishments

- Involved and secured in obtaining Grant Funds: \$183,000 Flood Protection Planning Grant, \$670,000 Safe Routes to School Grant (Johnson, Crockett, Navarro, Bonham).
- Managed contractual requirements and audits from Federal Government for existing grants including a \$695,000 Energy Efficiency Community Block Grant for a City Hall Annex, a \$283,000 Safe Routes to School for Carter Creek Sidewalks and \$220,000 Community Development Block Grant for MLK sidewalks.
- Implemented Contractor Registration Program and Professional Services negotiation Policy.
- Executed the annual process for the City's comprehensive 5 year Capital Improvement Program (2011-2015).
- Developed the Capital Improvement Plan for 2011-2015.

- Developed and began implementation of a comprehensive personnel training plan to maximize the use of the budgeted funds for employee training – utilizing webinars and DVDs whenever possible – program identified recurrence interval for various types of training by employee classification.
- Expanded use of laptop computers for construction inspection staff.

Fiscal Year 2012 Goals and Objectives

Image

- Develop a plan of action for tree protection along creeks and floodplains (from flood mitigation plan).
- Refine comprehensive personnel training plan to maximize the use of the budgeted funds for employee training – utilizing webinars, online training system and DVDs whenever possible.

Infrastructure

- Assist other departments in development of master plans, project development and construction.
- Design and construct the FY 2011 & FY 2012 Capital Improvement Projects.
- Continue implementation of Capital Improvement Program and the specific Capital Improvement Plan for 2012-2016.
- Develop 5 year capital maintenance plan that coordinates maintenance activities of water, wastewater, streets and drainage.
- Train engineering staff in the use of MicroPAVER for expanded role in developing a street maintenance program.
- Increase use of GPS equipment by engineers and inspectors in developing designs and locating public infrastructure.
- Continue seeking and applying for Grant funding in all areas of infrastructure being mindful of those grants that require local matching funds.
- Continue to minimize records storage by converting to digital (Laserfiche) – setting a goal to scan 35,000 records for CIP and 15,000 records for development.

Growth

- Continue three (3) day development review process (SDRC) and ten (10) day turnaround for construction plan review. Begin documentation for more accurate performance measure reporting.
- Investigate the cost effectiveness of improving the ranking in the Community Rating System from a level 7 to a higher level 6 thereby increasing the flood insurance discount from 15 to 20%. At some point the cost will become too great to gain benefits for a limited number of citizens that purchase flood insurance.
- 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.
- Participate in stormwater quality outreach efforts as part of the City's MS4 program.
- Start tracking actual review time of development construction plan review to document the 10 day turnaround period in performance measures.

Diversity

- Continue to utilize the Annual Citizen survey in the development of the Capital Improvement Program

Public Safety

- Continue to assist in development of a Right of Way management ordinance to manage work of outside entities within the City's Street Rights of Ways. Develop a right of way permit and take on responsibility for management and enforcement of the ordinance.

Engineering Services	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 1,384,962	\$ 1,509,520	\$ 1,509,520	\$ 1,381,710	\$ 1,107,433
Supplies	33,474	52,928	52,928	42,323	40,151
Maintenance & Services	54,485	65,401	65,401	50,560	56,060
Miscellaneous/Admin Reimb	32,351	37,475	37,475	33,705	9,950
Capital Outlay	2,500	-	-	-	-
Total Expenses	\$ 1,507,772	\$ 1,665,324	\$ 1,665,324	\$ 1,508,298	\$ 1,213,594

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Director of Public Works	-	1	1	1	-
City Engineer	-	1	1	1	1
Assistant City Engineer	2	2	2	2	2
Civil Engineer	4	5	5	5	4
Engineering Technical Assistant	1	1	1	1	1
Development Services Office Coordinator	1	1	1	1	1
Engineering Inspector	5	5	5	5	5
Engineering Technician	3	3	3	3	2
Total	16	19	19	19	16

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Development:					
Avg # of working days to review site development submittals	3	5	5	3	3
Avg # of working days to review Engineering plans and reports (Note specific performance measure will be tracked for documentation in FY12)	10	10	10	10	10
Value of construction projects installed by developers	\$ 3,800,000	2,700,000	2,700,000	4,000,000	3,000,000
Number of construction projects monitored	26	20	20	22	20
Capital Improvement Projects:					
Number of consulting engineering contracts	24	30	30	35	17
Value of consulting engineering contracts	\$ 2,115,991	NA	NA	2,000,000	1,000,000
Number of engineering in-house designed projects	20	20	20	15	12
Value of engineering services provided in-house	\$ 318,065	NA	NA	275,000	200,000
Value of construction projects awarded (public infrastructure)	\$ 25,500,000	25,000,000	25,000,000	31,000,000	17,000,000
Number of projects tracked (design or construction)	\$ 43	45	45	40	30
Max Number of construction projects inspected at one time	21	21	21	20	17
Number of construction projects completed	26	25	25	31	19
Value of construction projects completed	\$ 9,000,000	\$ 40,000,000*	\$ 40,000,000*	\$ 32,000,000**	\$35,000,000 *
Total number of change orders issued	26	NA	NA	30	35
Average number of change orders issued	1.52	NA	NA	3	3
Average % value of change orders	5.85%	NA	NA	7.00%	8.00%
Average Change Order amount	\$ 45,000	NA	NA	\$ 50,000	\$ 55,000
Total number of contingency payment authorizations issued	54	NA	NA	45	35
Average number of contingency payment authorizations	2.84	NA	NA	2	2
Average % value of contingency payment authorizations	4.28%	NA	NA	4.00%	4.00%
Average contingency payment authorization amount	\$ 40,000	NA	NA	\$ 30,000	\$ 35,000
Records Management:					
Number of CIP records scanned into Laserfiche	50,200	NA	NA	30,000	35,000
Number of Development records scanned into Laserfiche	15,689	NA	NA	12,000	15,000

*Skewed due to \$13 Million WWTP

**Skewed due to \$15 Million Downtown, Bryan Beck, City Hall Annex and Thornberry completing behind schedule



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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 citizens and visitors receive 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 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 48 hours from the time the work order is issued.
- Coordinate with the Engineering, Traffic and the 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 (BMPs).
- Develop staff site inspection procedures to assure BMPs are being used at new construction sites.
- Prepare an ordinance for possible fees to finance the cost associated with staff site inspections.

Fiscal Year 2011 Accomplishments

General Departmental

- Assisted Coulter Field in the installation of 250 LF of data conduit.
- Responded to February snow/ice event by spreading over 100 tons of sand on roadways, bridges, and areas at the police station, fire stations, and city hall.
- Fabricated (by fleet services) and installed approximately 250 LF of decorative handrail throughout city.

Street Maintenance

- In-house installation of approximately 6,000 pounds of crack seal material in Copper Field Subdivision.
- In-house crack seal of Coulter Field Taxiway.
- Completed miscellaneous HMA repairs throughout Coulter Field.
- Completed approximately 307 pothole work orders, and approximately 2000 non-work order potholes.
- Installed approximately 2,100 tons of roadway base.
- Installed approximately 1,200 tons of HMA.

Drainage

- Assisted Engineering in conceptual design of ENG11-02 (Misc Drainage Projects) and ENG11-11 (Old Oaks & Windover East Drainage Improvements).
- Completed 73 creek maintenance work orders.
- Completed 128 culvert and storm pipe work orders.
- Completed 109 drainage ditch work orders.

Concrete Maintenance

- In-house completion of approximately 600 LF of sidewalk improvements along WJB.
- In-house completion of new drive apron and sidewalks at American Cancer Society.
- Managed and supervised outsourced concrete contractor in the performance of approximately \$600,000 of Water/Sewer utility cuts and general roadway/sidewalk improvements.
- Completed ADA compliant sidewalk improvements along 29th Street and Broadmoor.

Right of Way

- Mowed and maintained 90 miles of city gateways and ROWs.

Fiscal Year 2012 Goals and Objectives

- Utilize H.T.E. to assign accurate cost data to all streets, drainage, concrete, & ROW work orders.
- Plot all Streets and Drainage work orders on GIS map. Utilize data to define re-occurring problem areas to help determine future CIP needs.

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 1,339,388	\$ 1,430,146	\$ 1,430,146	\$ 1,214,769	\$ 1,362,886
Supplies	130,472	165,000	165,000	148,464	145,834
Maintenance & Services	619,140	803,477	804,385	472,290	496,594
Miscellaneous/Admin Reimb	321,214	318,108	318,108	316,128	1,750
Capital Outlay	10,564	-	-	-	-
Total Expenses	\$ 2,420,778	\$ 2,716,731	\$ 2,717,639	\$ 2,151,651	\$ 2,007,064

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Assistant Director of Public Works ²	-	1	1	-	-
Concrete Finisher	1	1	1	-	-
Drainage & Streets Crew Worker	4	-	-	-	-
Drainage & Streets Equipment Operator	8	-	-	-	-
ROW Crew Leader (supervisor)	1	-	-	-	-
ROW Equipment Operators/Crew Workers	8	8	8	8	8
ROW Foreman	-	1	1	1	1
Streets & Drainage Crew Leader	4	3	3	3	3
Streets & Drainage Equipment Operator/Crew Workers	-	12	12	13	13
Streets & Drainage Foreman	1	2	2	2	2
Transportation & Drainage Supervisor	1	1	1	1	1
Transportation Engineer	1	-	-	-	-
Total	29	29	29	28	28

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

Performance and Activity Measures

N/A- Proposed New Performance Measures	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Percentage of departmental employees with OSHA & Traffic Workzone Training	N/A	N/A	N/A	100%	100%
Percentage of pothole requests responded to within 48 hours	N/A	N/A	N/A	100%	100%
Percentage of storm sewer cave-in requests responded to within 72 hours	N/A	N/A	N/A	90%	100%
Proactive ditch maintenance- total linear footage of ditch cut/ maintained	N/A	N/A	N/A	N/A	1500
MS4 Program GIS Mapping- Percentage of inlets and outfalls accurately mapped	N/A	N/A	N/A	N/A	50%
Tons of HMAC/ base failure repairs	N/A	N/A	N/A	1200	1200
Total No. of base failure work orders completed	N/A	N/A	N/A	100	100
Total No. of utility cut work orders completed	N/A	N/A	N/A	40	40
Total No. of ditch/ culvert maintenance work orders completed	N/A	N/A	N/A	140	150
Total No. of storm sewer cave-in work orders completed	N/A	N/A	N/A	20	20
Total No. of creek maintenance work orders completed (Called In/ Proactive)	N/A	N/A	N/A	75	125
Percentage of paved lane miles in returned to satisfactory condition	N/A	3%	N/A	N/A	N/A
Percent of work orders responded to within 72 hours	N/A	90%	90%	90%	N/A
Percent of pothole requests responded to within 72	N/A	100%	100%	100%	N/A
Percent of public roadways inspected for conditions	N/A	100%	100%	100%	N/A
Average PCI > 67	N/A	100%	N/A	N/A	N/A
5,000 Linear Feet of Curb and Gutter Added	N/A	100%	N/A	N/A	N/A
Percent of the Stormwater System Mapped	N/A	75%	25%	25%	N/A
Percent of City Staff w/ MS4 education	N/A	80%	25%	25%	N/A

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 to private sector/industry partners 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 2011 Accomplishments

Planning

- Completed updates to the Small Area Thoroughfare Plan.
- Reviewed the Subdivision Ordinance.
- Attended 95% of Planning & Zoning (P&Z) Commission Meetings.

Design

- Accepted bids on five capital signal projects.
- Developed street name sign standards and specifications.
- Developed new specifications for Uninterrupted Power Supply (UPS) and radar detection.
- Completed traffic signal master plan.

Operations

- Completed bid for Texas Energy Efficiency (TEE) Grant for the purchase of Advanced Traffic Management System (ATMS) software and communication equipment.
- Completed corridor re-timing efforts.
- Implemented downtown parking initiatives.
- Updated all Yellow and Red (Y+R) clearance intervals.

Maintenance

- Relocated the Sign Shop.
- Completed LED upgrades of street signals.
- Implemented TACTICS View software.
- Developed a central signal database.
- Developed a prototype of the sign database.
- Implemented the first phase of wireless school zone communication.
- Accepted bids on a striping contract.

Other

- Pursued additional grant opportunities for traffic signals.
- Adopted Bryan-College Station Mobility Initiative (BCSMI) agreement.

Fiscal Year 2012 Goals and Objectives

Planning

- Assist in re-write of Comp Plan.
- Meet or exceed 95% participation in SDRC.

Design

- Bid capital signal projects.

Operations

- Implement ATMS.
- Implement remaining phases of the wireless signal system.

Maintenance

- Implement Traffic Signal Maintenance Plan.
- Implement Traffic Sign Maintenance Plan.
- Upgrade technology Signal Shop.

Traffic Operations

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 606,487	\$ 612,566	\$ 612,566	\$ 626,682	\$ 641,322
Supplies	43,552	46,449	50,608	53,797	49,347
Maintenance & Services	1,052,061	954,248	1,195,917	1,176,216	955,308
Miscellaneous/Admin Reimb	59,760	41,802	41,802	42,109	8,575
Capital Outlay	-	-	-	-	-
Total Expenses	\$ 1,761,860	\$ 1,655,065	\$ 1,900,893	\$ 1,898,804	\$ 1,654,552

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Traffic & Transportation Director ⁴	-	1	1	1	1
Traffic Sign Technician	4	4	4	4	4
Traffic Signal Technician	3	3	3	3	3
Traffic Operations Supervisor	1	1	1	1	1
Graduate Civil Engineer	1	1	1	1	1
Total	9	10	10	10	10

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

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Percentage of Work Orders (Maintenance) Responded to within 72 hours	95%	100%	95%	100%	100%
Percentage of Customer Requests (Operations) Responded to within 72 hours	100%	100%	90%	100%	100%
Percentage of Development Reviews Completed in 5 Days	95%	100%	100%	100%	100%
Percentage of Design Reviews Completed in 5 Working Days	100%	100%	50%	100%	100%
Percentage of P&Z Commission Meetings Attended	95%	100%	80%	100%	100%
Percentage of Thoroughfare Plan updated	100%	100%	25%	100%	100%
Percentage of Bikeway Masterplan updated	0%	100%	0%	100%	100%
Percentage of traffic signal standards updated	100%	100%	100%	100%	100%
Percentage of Communication Integration complete	50%	100%	50%	100%	100%
Percentage of Prot-Perm Lead-Lag eliminated	100%	100%	100%	100%	100%
Percentage of Communications Master Plan completed	100%	100%	50%	100%	100%
Percentage of BTU Billing process updated	50%	100%	50%	100%	100%
Percentage of Traffic Signal Maintenance Plan created	50%	100%	50%	100%	100%
Percentage of Traffic Sign Database implemented	50%	100%	50%	100%	100%
Percentage of Website Improvements implemented	75%	100%	100%	100%	100%
Amount spent on Training/Development	\$ 12,192	\$ 8,000	\$ 10,300	\$ 10,300	\$ 10,300

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

- All vehicles and equipment are maintained in a safe and operable condition to maximize effective utilization, longevity, and reduce downtime.
 - Operational goals are met within budgetary constraints.
 - Departmental time allocated to cross-training is continued.
 - Staff is treated fairly, with respect and is provided with a safe working environment.
 - Staff maintains a consistently high quality of work and is encouraged to develop and improve their skills and performance.
 - All funds and assets are managed in a fiscally responsible manner.
 - Future needs of the organization are identified and planned for strategically.
- Enhanced our current in-house tire mounting and balancing services by adding in-house tire/flat repairs on light vehicles and equipment. This service is designed to further reduce vehicle down time and save the departments additional financial resources when compared to current outsourcing alternatives.
 - Implemented an annual Preventive Maintenance Inspection Program to include all City of Bryan trailers.
 - Continued Fleet Standardization in all areas possible or practical since having a standardized fleet makes for a safer work environment as operators become more familiar with the equipment, as well as also improving purchase price advantages. This also results in greatly improved parts stocking ability, reduced technical training and special tool needs, etc.
 - Continued the positive relationship with the Central Receiving Warehouse and personnel, which has tremendously enhanced our operation translating to an In-house Parts Inventory which allows for improved customer service, efficiency and reduced downtime.
 - Continued efforts to "Green" the environment by replacing older, inefficient vehicles and equipment with newer, more fuel efficient, lower emission designs.
 - Initiated using the Laserfiche system in an effort to further streamline records processing.

Fiscal Year 2011 Accomplishments

- Attained the National Institute for Automotive Service Excellence (ASE), Blue Seal of Excellence Award for the fourth consecutive year.
- Continued to enhance services provided on fleet vehicles and equipment..
- Returned approximately 20% of FY11 Adjusted Budget to the General Fund through prudent management of resources.
- Improved Fleet Split Shift operations by condensing Fleet Service Hours (7:00 am-5:00pm Monday-Friday) to better serve our customers with our very lean staff, thereby allowing more technician availability during more critical external department operation hours and more efficient utilization of Fleet Staff's time.
- Continued implementation of new procedures and record keeping which allows for enhancing environmental compliance, reducing overall maintenance and reducing environmental concerns associated with the Fleet Facility.
- Ensured 100% compliance with state and local laws.
- Continued internal cross-training program.
- Certified Automotive Service Excellence (ASE) for all technicians.
- Continued the "Police Patrol Mounted Tire and Wheel Replacement Program." This program was originally developed for the Police department, with the goal of reducing downtime. It has proven effective and the program is to be implemented in other areas of the fleet, where feasible.

Fiscal Year 2012 Goals and Objectives

- Attain National Institute for Automotive Service Excellence (ASE), Blue Seal of Excellence Award for the fifth consecutive year.
- Continue to enhance services provided on fleet vehicles and equipment with the addition of glass chip/crack repair.
- Enhance Service Level efficiency with the addition of a Fleet Service Unit equipped to better facilitate Road/Field Service Calls.
- Provide excellent customer service.
- Ensure 100% compliance with state and local laws.
- Continue internal cross-training program.
- Maintain 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.

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 625,457	\$ 688,255	\$ 640,768	\$ 560,958	\$ 643,744
Supplies	19,606	24,788	24,788	22,370	24,137
Maintenance & Services	33,561	39,194	39,194	38,627	43,976
Miscellaneous/Admin Reimb	10,932	9,921	9,921	-	9,921
Total Expenses	\$ 689,556	\$ 762,158	\$ 714,671	\$ 621,955	\$ 721,778

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 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 Technician	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
Golf Course Service Technician	-	1	1	1	-
Total	11	12	12	12	11

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Number of fleet job orders	7,473 *	7,800	7300 *	7300 *	7,800
Average labor hours per fleet job order	1.74 *	1.70	1.80 *	1.80 *	1.70 *
Average labor cost per fleet job order	\$ 71.75 *	\$ 80.00	\$ 80.75	\$ 77.69 *	\$ 80.00 *
Number of fleet job orders completed per day/per mechanic	3.99 *	4.7	3.9 *	3.9 *	4 *
Attain National Institute for Automotive Service Excellence (ASE), Blue Seal of Excellence Award.	Yes *	Yes *	Yes *	Yes *	Yes *
Percentage of eligible Service Technicians ASE Certified	89 *	100 *	89 *	89 *	100 *
Total Number of New/Recertified ASE skill areas attained	12 *	10 *	16 *	16 *	10 *

* = Measures do not include Golf Course or Fabrication Technicians.

Percentage of Resources expended by Department

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Solid Waste Services	N/A	23%	26.5%	27%	28%
Water Services	N/A	20%	22.0%	22%	22%
Transportation Services	N/A	15%	15.5%	16%	14%
Police Services	N/A	14%	13.5%	14%	15%
Fire Services	N/A	12%	13.0%	13%	12%
Facility Services	N/A	7%	4.0%	4%	4%
Parks Services	N/A	7%	3.0%	3%	4%
All Others Combined	N/A	2%	2.5%	2%	2%

Facility Services

Mission Statement

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

Strategic Initiatives

- Meet operational goals within budget.
- Maintain all vehicles and equipment 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 2011 Accomplishments

- Replaced HVAC System at Carnegie Library.
- Replaced slide and circulating pumps at Bryan Aquatics Center.
- Repaired pool liner at Haswell Pool.
- Resurfaced basketball courts at Bryan Regional Athletic Complex (BRAC), Castle Heights, Henderson, Jane Long, and Sam Rayburn parks.
- Resurfaced tennis courts at Bryan High (6 courts), Tiffany (4), and BRAC (1) parks.
- Re-carpeted weight room at Fire Station #1.
- Commissioned control system at Central Fire.
- Rewrote and commissioned the sequence for Library HVAC controls.
- Custodial crews have maintained carpets and ceramic tile floors at Fire Stations 2-5.
- Custodial crews have maintained carpets, Mondo floors, terrazzo floors, vinyl composite tile in Bryan Justice Center.

Fiscal Year 2012 Goals and Objectives

- Replace all rooftop HVAC units at Neal Recreation Center.
- Replace HVAC units at Coulter Field Airport.
- Replace HVAC units at the MSC Office.
- Replace the Heaters at the Fleet maintenance shop.
- Upgrade recreation exercise equipment at Neal Park.
- Resurface tennis and basketball courts as needed at Austin's Colony Tennis Center (3 courts), Bonham (2), Scurry (1), and Neal (1) parks.
- Focus on training opportunities for those employees wanting to expand their knowledge.
- Continue to ensure complete customer satisfaction at the end of our work request.

- Communicate updates so that all involved are informed and up to date with project schedules and timelines.
- Continue to enhance our buildings and parks with any Green opportunities, and cost effective changes that will enhance our facilities.
- Continue to monitor monthly utility bills to track utility usage/cost yearly to find ways to improve energy efficiency .

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 1,250,702	\$ 1,131,668	\$ 1,131,668	\$ 1,114,894	\$ 1,170,256
Supplies	38,534	50,688	50,688	45,697	49,851
Maintenance & Services	376,177	434,516	434,516	415,303	499,024
Miscellaneous/Admin Reimb	240,116	256,795	256,795	245,952	191,943
Capital Outlay	49,058	-	-	-	-
Total Expenses	\$ 1,954,587	\$ 1,873,667	\$ 1,873,667	\$ 1,821,846	\$ 1,911,074

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Facility Services Manager	1	1	1	1	1
Facility Services Assistant	1	1	1	1	1
Facility Services Maintenance Supervisor	1	1	1	1	1
Facility Services Custodial Supervisor	1	1	1	1	1
Facility Services Project Coordinator	1	1	1	1	1
HVAC Technician	1	1	1	1	1
Maintenance Technicians, Tech Op I Thru V	9	9	9	9	9
Preventive Maintenance Technician	1	1	1	1	1
Service Worker, Custodial	7	7	7	6	6
Total	23	23	23	22	22

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Total completed Park Work Orders	2523	2449	2449	2449	2486
Total completed Facility Work Orders	3924	3384	3384	3384	3654
Total completed Work Orders	6447	5833	5833	5833	6140
Avg. labor hrs/facilities preventative maintenance work order	1.76	1.79	1.79	1.79	1.78
Avg. Labor hrs/facilities CORR Work Order	3.99	4.7	4.7	4.7	4.35
Avg. labor cost/facilities preventative maintenance work order	\$ 24.47	\$ 24.35	\$ 24.35	\$ 24.35	\$ 24.41
Avg. Labor cost/facilities CORR Work Order	\$ 84.22	\$ 77.65	\$ 77.65	\$ 77.65	\$ 80.94

Police Services

Mission Statement

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

“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 service to the community.
- Continue to increase diversity within the departmental workforce.
- Collaborate with other agencies to reduce crime within our community.

Fiscal Year 2011 Accomplishments

- Reduced reported Part I Uniform Crime Rate (UCR) violent crime rate by seven percent (7%).
- Maintained a Part I UCR clearance rate of thirty percent (30%).
- Reduced Priority 1 response times by eight percent (8%).
- Increased overall minority recruitment by seven percent (7%).
- Achieved a seventy-three percent (73%) citizen satisfaction rating.
- Reviewed and revised the department's strategic plan.
- Realized per diem savings of forty percent (40%) on Travel and Training.

Fiscal Year 2012 Goals and Objectives

- Expand the Major Crimes Section to four investigators by increasing authorized strength by one position.
- Expand the Crime Scene Section to three technicians by increasing authorized strength by one position.
- Expand the Drug Enforcement Unit to three investigators by increasing authorized strength by one position.
- Reclassify the Professional Standards Division clerk position from a part-time regular to a full-time regular position.
- Initiate construction of a weapons firing range to achieve a reduction in weapons qualification expenses.
- Establish an unmarked vehicle pool program to achieve a reduction in fuel expenditures.
- Transition the Animal Control Unit's mobile data computers from data radio to USB air card communications to improve efficiency and evaluate potential savings.
- Enhance the CompStat process with advanced analytics software to improve effectiveness.

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 13,209,940	\$ 13,057,673	\$ 13,057,673	\$ 13,070,542	\$ 13,658,914
Supplies	612,485	461,018	486,835	534,620	483,342
Maintenance & Services	419,706	407,982	423,981	395,732	388,258
Miscellaneous/Admin Reimb	641,313	583,225	583,225	601,402	115,140
Capital Outlay	27,371	-	51,597	-	-
Total Expenses	\$ 14,910,815	\$ 14,509,898	\$ 14,603,311	\$ 14,602,296	\$ 14,645,654

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Administration (Executive Staff)	\$ 2,490,017	\$ 2,069,491	\$ 13,938,542	\$ 13,915,342	\$ 13,985,232
Staff Services	574,091	-	-	-	-
Investigations	2,197,725	2,184,190	98,125	78,013	77,090
Support Services	1,544,951	1,101,561	133,797	141,886	144,568
Auxiliary Services	838,066	908,323	19,634	22,362	17,774
Day Patrol	2,784,380	3,418,969	183,384	241,430	203,867
Night Patrol	2,402,651	3,012,606	100,498	94,276	107,425
Special Ops	2,077,948	1,814,278	129,331	108,987	109,698
Reserves	986	480	-	-	-
Total Expenses	\$ 14,910,815	\$ 14,509,898	\$ 14,603,311	\$ 14,602,296	\$ 14,645,654

Police Services

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Accreditation Manager	1	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	1	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	1	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	-	-	-	-	-
Investigative Assistant	3	3	3	3	3
Police Chief	1	1	1	1	1
Police Clerk	-	-	-	-	-
Police Finance Assistant	1	1	1	1	1
Police Finance Clerk	-	-	-	-	-
Police Lieutenant	6	6	6	6	6
Police Officer	102	102	102	102	102
Police Sergeant	20	20	20	20	20
Police Staff Assistant	1	1	1	1	1
Property & Evidence Custodian	2	2	2	2	2
Records Clerk	7	7	7	7	7
Records Supervisor	1	1	1	1	1
Support Services Secretary	1	1	1	1	1
Total	171	171	171	171	171

Crime Victims Assistance Coordinator¹ One Crime Victims Asst Coord is grant funded.

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

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Priority call response time (minutes)	5.9	4.5	4.5	4.3	4.3
Traffic accident rate (per 1,000)	25	20	20	20	20
Total Part 1 Crimes reported	4,072	4,072	4,072	3,934	3,934
Citizen complaints filed	18	20	20	11	11
Employee turnover	10.00%	10%	10%	8%	8%
Part 1 Crimes clearance rate	21.00%	21%	21%	30%	30%
Percent crime rate growth	2.00%	-3%	-3%	-5%	-5%
Percent change in traffic accident rate	5.00%	-3%	-3%	-5%	-5%
Percent citizens satisfied or very satisfied	80.00%	80%	80%	78%	78%
Implement a DNA program	100%	100%	100%	100%	-
Expand the Video Surveillance Network by 20 cameras	20	20	20	15	-



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Fire Services & Emergency Operations Center

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2011 Accomplishments

- Hired six (6) firefighters to complete current approved staffing level for fire department.
- Ordered a new 100-foot ladder platform truck.
- Received delivery of two new fire engines ordered in fiscal year 2010.
- Received \$162,000 in Homeland Security Grant Funds for equipment purchases and upgrades.
- Conducted 2,127 life safety and fire code inspections.
- Generated over \$30,000 in municipal court fines from fire code and life safety code violations.
- Interacted with 9,699 citizens in 87 events or programs in the fire prevention public education programs and citizens fire academy.
- Responded to 8,871 calls for Emergency Services.

Fiscal Year 2012 Goals and Objectives

- Reorganize the support services division of the fire department.
- Implement an in-the-field reporting system using software and tablets (laptops) purchased with Homeland Security Grant Funds.
- Update the records management reporting software programs currently used by the fire department.
- Continue to participate in the Federal Homeland Security Grant program.

Fire Services & Emergency Operations Center

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 9,008,928	\$ 9,472,720	\$ 9,472,720	\$ 9,400,662	\$ 9,834,495
Supplies	590,834	548,601	575,986	582,982	562,077
Maintenance & Services	504,797	514,921	514,921	533,055	541,716
Miscellaneous/Admin Reimb	896,934	878,755	878,755	885,220	73,395
Capital Outlay	17,475	-	23,500	-	-
Total Expenses	\$ 11,018,968	\$ 11,414,997	\$ 11,465,882	\$ 11,401,919	\$ 11,011,683

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Fire Services	\$ 10,947,026	\$ 11,328,868	\$ 11,379,753	\$ 11,315,790	\$ 10,923,332
Emergency Operations Center	71,942	86,129	86,129	86,129	88,351
Total Expenses	\$ 11,018,968	\$ 11,414,997	\$ 11,465,882	\$ 11,401,919	\$ 11,011,683

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Fire Chief	1	1	1	1	1
Assistant Fire Chief	3	3	3	3	3
Fire Marshal	1	1	1	1	1
Deputy Fire Marshal	1	1	1	1	1
Battalion Chief	3	3	3	3	3
Lieutenant	21	21	21	21	21
Apparatus Operator	21	21	21	21	21
Fire Inspector/Lieutenant	2	2	2	2	2
Firefighter	57	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

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Percent of Fire/EMS responses under 5 minutes	59%	58%	58%	58%	56%
Number of residential/commercial fires	139	150	150	150	165
Value of property lost to fire	\$1,303,995	\$1,500,000	\$1,500,000	\$1,500,000	\$1,600,000
Value of property saved from fire	\$24,448,040	\$27,000,000	\$27,000,000	\$27,000,000	\$30,000,000
Number of Civilian deaths	0	0	0	0	0
Number of Civilian injuries due to fire	10	22	22	22	20
Number of Firefighters with lost time injuries	0	0	0	0	0
Number of Incidents with flame spread exceeding 3	22	25	25	25	28
Number of Inspections	2127	2200	2200	2200	2500
Number of citizens trained in fire prevention	9699	10000	10000	10000	11000
Total emergency responses	8873	9200	9200	9200	9500
Total unit responses	15030	17500	17500	17500	18000
Total EMS patients	5588	6200	6200	6200	6300
Average calls per day	24.3	25	25	25	26
Average unit responses per day	41.2	48	48	48	49
Number of Citizens Trained in BFD Citizen Fire Academy	13	20	20	20	25
Total funds obtained from Homeland Security Grant Program	\$162,679.60	\$100,000	\$100,000	\$100,000	\$150,000

Parks & Recreation

Mission Statement

The mission of Parks and Recreation is to enhance and improve the quality of life of all citizens of Bryan. Promote tourism, aid in public safety through juvenile crime prevention, and contribute to community aesthetics 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 the 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 2011 Accomplishments

- At the Travis B. Bryan Municipal Golf Course we rebuilt the bulkhead on number 3 green, performed numerous turf renovations throughout the course, established our maintenance yard off from Williamson Street, renovated number 10 green, planted over 100 trees, and install additional air conditioning in the Pro Shop.
- Our golf rounds increased from 34,937 to 36,500.
- Palace Theater rental income increased.
- The Bryan City Cemetery design work was completed and construction is underway.
- Design work was completed for the construction of the Morris "Buzz" Hamilton Park.
- Successfully reorganized our Parks Division for a more efficient operation.
- We increased our attendance at our aquatic facilities.

Fiscal Year 2012 Goals and Objectives

- Increase attendance and sponsorship by 20% for Texas Reds
- Reduce the deficit at Texas Reds by \$75,000
- Increase rounds of golf at the municipal course by 5%
- Add 10 program offerings for the community
- Increase attendance at our aquatic facilities by 10%
- Increase the use of the Palace Theater by 25%
- Develop the Morris "Buzz" Hamilton Park
- Design and construct the addition to the Bryan City Cemetery
- Undertake and complete 3 projects at the golf course

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 2,164,620	\$ 1,825,297	\$ 1,872,784	\$ 1,947,376	\$ 2,003,133
Supplies	444,460	411,400	411,400	332,582	433,159
Maintenance & Services	903,198	962,075	962,075	887,068	957,742
Miscellaneous/Admin Reimb	762,613	882,908	882,908	863,122	804,525
Debt Service	-	-	158,000	158,000	158,800
Capital Outlay	69,575	11,500	11,500	34,980	-
Total Expenses	\$ 4,344,466	\$ 4,093,180	\$ 4,298,667	\$ 4,223,128	\$ 4,357,359

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Parks & Recreation Administration	\$ 959,314	\$ 304,629	\$ 304,629	\$ 351,397	\$ 240,796
Texas Reds Festival	260,022	212,664	212,664	70,693	214,501
Municipal Golf Course	754,383	764,368	969,855	969,459	978,537
Parks	596,590	1,569,950	1,569,950	1,556,215	1,571,122
Cemetery	66,727	72,414	72,414	67,567	71,847
Recreation	292,559	212,682	212,682	239,768	311,628
Aquatics	653,565	576,561	576,561	559,126	570,476
Athletics	480,710	130,213	130,213	141,993	135,138
Neal Recreation Center	280,596	249,699	249,699	266,910	263,314
Total Expenses	\$ 4,344,466	\$ 4,093,180	\$ 4,298,667	\$ 4,223,128	\$ 4,357,359

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 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	-	-	-	-
Recreation Programmer	-	1	1	1	1
Parks Grounds Worker	3	3	3	3	3
Maintenance Technician	1	1	1	1	1
Golf Operations Manager	1	1	1	1	1
Golf Assistant Operations Manager	1	1	1	1	1
Golf Assistant Maintenance Manager	1	1	1	1	1
Golf Maintenance Manager	1	1	1	1	1
Golf Mechanic	1	-	1	1	1
Total	19	18	19	19	19

Parks & Recreation

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Holiday Magic - Participants	5,500	6,000	6,000	6,000	6,300
Family Camp Out - Participants	240	300	300	300	315
Pee Wee Sports Program - Participants	325	625	375	375	375
Aquatics - Learn to Swim - Participants	2,000	2,200	2,200	2,200	2,200
Summer Park Program Sites	9	9	9	9	9
Summer Park Program - Participants	625	900	700	700	735
Neal Recreation Center Memberships	425	450	450	450	460
Adult Softball - Teams Registered	125	125	125	125	125
Cemetery Plot Sales	100	115	115	115	115
# of Pavilion Rentals	827	930	900	900	945
Palace Theater Rentals	34	65	40	40	50
Community Education Programs	36	15	5	5	10
Texas Reds Participation	25,000	38,000	0	0	35,000
Sponsorships	\$193,687	\$250,000	\$0	\$0	\$200,000
Parcels of parkland acquired	2	2	2	2	1
Conduct facility surveys	0	2	2	2	3
Senior Programs conducted each month	0	5	0	0	0



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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.
- Provide access to databases to keep up with the advancement of knowledge.
- Continue to improve staff knowledge and skills through training.

Fiscal Year 2011 Accomplishments

- Circulated 857,090 items, an increase of 13% over fiscal year 2010.
- Circulated 315,659 juvenile materials, an increase of 4% over fiscal year 2010.
- Provided 109,482 uses of public access to computers, an increase of 10% over fiscal year 2010.
- Received 560,855 visitors to the libraries, an increase of 13% over fiscal year 2010.
- Provided 575 programs with an attendance of 53,100.
- Implemented downloadable audio books.
- Launched a new website.
- Participated in the Broadband Technology Opportunities Program (BTOP) federal grant to replace all public internet accessible computers in the library system.

Fiscal Year 2012 Goals and Object

- Continue to develop Adult Reading Programs.
- Continue to improve the appearance and space utilization at all library system buildings.
- Maximize limited staff to provide excellent customer service to the public.

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 2,075,520	\$ 2,055,484	\$ 2,055,484	\$ 1,985,003	\$ 2,016,861
Supplies	42,594	40,465	57,884	59,831	37,890
Maintenance & Services	113,694	80,256	80,256	116,883	115,980
Miscellaneous/Admin Reimb	31,491	38,719	38,919	35,667	28,575
Capital Outlay	198,651	204,330	212,723	212,723	167,000
Total Expenses	\$ 2,461,950	\$ 2,419,254	\$ 2,445,266	\$ 2,410,107	\$ 2,366,306

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Bryan Library	\$ 1,241,833	\$ 1,184,896	\$ 1,207,239	\$ 1,173,081	\$ 1,153,470
College Station Library	929,947	979,679	983,348	982,347	954,649
Carnegie Library	290,170	254,679	254,679	254,679	258,187
Total Expenses	\$ 2,461,950	\$ 2,419,254	\$ 2,445,266	\$ 2,410,107	\$ 2,366,306

Bryan + College Station Library Services

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 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
Senior Librarian	1	1	1	1	1
Carnegie Library Branch:					
Carnegie Branch Librarian	1	1	1	1	1
Carnegie Reference Librarian	1	1	1	1	1
Carnegie Branch Clerk	2	2	2	2	2
College Station Branch:					
Library Supervisor	1	1	1	1	1
Branch Librarian	1	1	1	1	1
Library Clerk	6	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

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Circulation	857,090	800,000	800,000	793,428	800,000
Library Visitors	560,855	500,000	500,000	420,534	430,000
Number of Volumes	235,137	260,000	260,000	260,000	275,000
Number of Reference Inquiries	21,995	27,000	27,000	25,335	27,000
Number of volunteer hours	2,224	2,000	2,000	2,300	2,500
Computer use	109,482	110,000	110,000	101,853	105,000
Registered Borrowers	33,266	69,000	69,000	35,000	38,000
Program Attendance	53,100	53,000	53,000	12,471	15,500



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Development Services

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2011 Accomplishments

- Improved Manufactured Home policies to insure safer housing.
- Organized and conducted mobile home park inspections with the Mobile Home Park Team.
- Met monthly to cross train inspectors and plans examiner.
- Attended seminars and code training workshops on mechanical, electrical, plumbing and architectural requirements.
- Revised permit applications and inspection process to be more efficient. This includes allowing more special inspections for certain engineered items, such as piers, speed construction for contractors, and improving inspection response times.
- Required better drawings for commercial and residential permit applications to avoid problems and surprises in the field, and to ultimately help speed up the inspection process with less problems and/or issues to work out in the field.
- Assisted and improved relationships with other departments, such as Transportation (with residential driveway right of way inspections), Fire Department (fire code issues), Environmental (grease traps), Engineering (drainage, private storm drains, flood plain), BTU, etc.
- Worked with residential properties where work has been completed without permits (post development).

- Educated the Building Standards Commission and Board of Appeals on codes and the mobile home park initiative.
- Teamed up with Brazos Valley Council of Governments (BVCOG) and the Housing Task Force (Bryan PD, Fire, Code Enforcement, and Building Inspections) to identify dangerous or poorly maintained multifamily properties.
- Teamed up with other departments to identify motels, duplexes, and other multifamily properties with serious code violations.
- Educated multifamily property owners on code and permit requirements.
- Assisted in removing individuals and families from dangerous structures and helped relocate them to safer structures.
- Assisted several families during long periods of cold weather with finding better, warmer shelter.
- Facilitated the adoption of updated versions of our International Codes.
- Worked towards implementing City Council's adopted strategic initiatives and the Comprehensive Plan's goals and objectives on a daily basis.
- Managed all aspects concerning six City advisory boards and commissions, including a Planning and Zoning Commission subcommittee, from meeting coordination and the preparation and distribution of detailed background information, to meeting implementation and follow-up.
- Managed the City's five Tax Increment Reinvestment Zones.
- Prepared detailed background information and presented development proposals and other projects to the City Council for direction and/or final action.
- Coordinated the review of development proposals through the site development review and change of owner/use/tenant processes.
- Provided staff support for numerous (pre-) development meetings with citizens and developers every week.
- Continued the "staffer on call" program making a staff person available during all business hours to assist customers both in person and over the phone.
- Continued working with downtown property owners to improve their properties in accordance with adopted design guidelines.
- Completed contract with consultant on historic resources survey in west downtown Bryan and presented recommendations to City Council.
- Participated as ex-officio member of the Downtown Bryan Association (DBA).
- Completed a promotional video about Downtown Bryan.
- Assisted the organizational efforts of the "Lights On in Downtown" planning committee.
- Assisted the organizational efforts of the "Texas Reds Steak and Grape Festival" planning committee.
- 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.

Development Services

- Assisted with all aspects of the Downtown North redevelopment project.
- Updated the Developer's Guide.
- Served as the City's representative on several community organizations and committees.
- Provided presentations on current development activities, capital improvement projects, building permitting trends and/or the City's development process to the Planning and Zoning Commission, the City Council as well as various groups and organizations in the community.
- Continued extensive staff training and program establishment for migrating from the current land management and permitting software HTE to Sungard ONESolution.
- Continued efforts to update the City's Subdivision Ordinance.
- Initiated preparations to update the City's Land and Site Development Review, Zoning and Sign Ordinances.
- Continued educational workshops for Planning and Zoning Commission providing training on development review processes and approval procedures as well as development-related department updates.
- Assisted the Planning and Zoning Commission in its discussions on building design standards.
- Provided staff for inspection and routine maintenance at Coulter Field.
- Commenced working on an inventory layer showing all billboards in GIS.
- Provided staff and resources to assist in public education and outreach through PSAs, radio shows and the creation of informational material about the City's processes.
- Identified dangerous structures and worked on their repair or removal through the Building and Standards Commission and the demolition program.
- Administered the Economic Development Administration (EDA) grant for the Next Generation Industrial Park.
- Assisted in the development of standards for the Bio-medical Corridor.
- Continue to educate public on (1) newly adopted codes, (2) importance of code compliance for safer structures, and (3) on when permits are required.
- Identify motels, multifamily, duplex, and other rental property needing attention or education on code compliance and permit requirements.
- Begin planning for process of proposing a new zoning map.
- Begin planning for process of updating the City's Comprehensive Plan, including a useful future land use map and Thoroughfare Plan.
- Continue recommending long-range planning efforts that help provide for attractive commercial development/redevelopment and residential neighborhood protection/conservation.
- Begin identifying future growth areas and the development of preliminary plans on how to extend city services to those areas.
- 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 working towards achieving that vision.
- Continue to provide pre-development meetings, a staffer on call, and streamlined development review, permitting and inspection processes with customer service that is prompt and responsive.

Fiscal Year 2012 Goals and Objectives

- Continue to improve the manufactured home inspection process and separate the problems into two areas: 1.) individual home issues and 2.) park issues.
- Continue to cross train staff and meet at least twice a month on site to discuss inspection processes.
- Encourage the inspectors to gain at least one new certification by year end.
- Revise and update permit applications.
- Continue to scan older drawings and store in Laserfische to reduce paper storage
- Continue to educate the Building Standards Commission and Board of Appeals on codes and other relevant issues.

Development Services

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 1,433,835	\$ 1,569,444	\$ 1,569,444	\$ 1,481,350	\$ 1,512,340
Supplies	51,110	59,186	59,186	64,814	55,908
Maintenance & Services	105,650	134,063	134,063	139,063	57,557
Miscellaneous/Admin Reimb	80,921	91,821	91,821	95,196	60,000
Total Expenses	\$ 1,671,516	\$ 1,854,514	\$ 1,854,514	\$ 1,780,423	\$ 1,685,805

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Economic Development Planner	-	1	1	1	1
Planning & Development Director	1	1	1	1	1
Assistant Planning & Development Director	1	1	1	1	1
Senior Planner	1	1	1	1	1
Planning Administrator	1	1	1	1	1
Project Planner	1	1	1	1	1
Development Technician	1	1	1	1	1
Development Coordinator	1	1	1	1	1
Development Services Representative	4	4	4	4	4
Staff Assistant	2	2	2	2	2
Building Inspector	1	1	1	1	1
Building Services Administrator	1	1	1	1	1
Code Enforcement Officer	4	4	4	4	4
Code Enforcement Coordinator/Supervisor	1	1	1	1	1
Development Project Specialist	1	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	24	25	25	25	25

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
# of working days to review site dev. submittals	4	4	4	4	4
# of hours per day a "staffer on call" is available to the public	8	8	8	8	8
Planning and Zoning Commission meetings	18	21	21	18	19
Historic Landmark Commission meetings	9	22	22	12	10
Zoning Board of Adjustment meetings	6	12	12	8	8
# of special training wrkshps for boards and commissions	13	5	5	17	12
Change of owner/use/tenant applications processed	238	290	290	200	240
# of days to obtain a residential building permit	2	3	3	2	2
Response time to request for inspection (hours)	20	24	24	20	20
# of inspections	7,500	8,000	8,000	9,575	10,000
# of dangerous structures repaired/razed	5	30	30	42	72
# of new single family residence & duplexes permitted	193	180	180	180	180
Total # of permits issued	5,806	5,000	5,000	6,000	6,200
# of mobile home park inspections	23	30	30	35	35
% complete on ONESolution System Set-up	50%	100%	100%	75%	100%
% complete on the Developers Guide update	50%	100%	100%	100%	N/A
# of professional staff receiving formal training	12	12	12	12	12
# of development/building codes updated or rewritten	0	12	12	10	5
% complete on Census assistance	90%	90%	90%	100%	N/A
% complete on mid-point Comp Plan status report	90%	100%	100%	100%	N/A
Faciliated funds for DIP	\$94,070	\$100,000	\$100,000	\$80,000	\$100,000
% complete on West Side Survey	N/A	N/A	N/A	100%	N/A
% complete on Brownsfiled Grant	N/A	100%	100%	20%	75%

Special Projects Administration

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2011 Accomplishments

- Provided coordination of the outside agency process for 3 non-CDBG service agencies (**City Council Initiatives: Education**).
- Provided technical assistance to 9 private housing developers for the Texas Department of Housing & Community Affairs tax credit developments (**City Council Initiatives: Growth and Diversity**).
- Researched a minimum of 5 housing grant opportunities for the City, Community Development Services and Community Housing Development Organizations (**City Council Initiatives: Education and Growth**).
- Provided oversight of LaSalle Hotel management firm, Magnolia Hotels (**City Council Initiatives: Growth and Diversity**).
- Coordinated the LaSalle Hotel's capital improvement project Basement Meeting Room project. (**City Council Initiatives: Growth**).
- Provided technical assistance to George Bush School Poverty Initiative Seminar special project (**City Council Initiatives: Growth**).
- Provided technical assistance to Neighborhood Impact Area City Department Committee (**City Council Initiatives: Growth and Diversity**).
- Provided technical assistance to (**City Council Initiatives: Education and Growth**).
- Provided technical assistance as part of the City Census Committee (**City Council Initiatives: Education and Growth**).
- Provided technical assistance to Texas A&M University's Planning Department for internships (2) and projects (2) for 2011 fiscal year (**City Council Initiatives: Education and Growth**).
- .

Fiscal Year 2012 Goals and Objectives

- Provide oversight of financials for the LaSalle Hotel (monthly).
- Provide coordination of LaSalle management project.
- Provide technical assistance to special project "Grants Committee".
- Provide technical assistance to special project "Social Inclusion/Exclusion" Model.
- Provide technical assistance to a minimum of 3 special projects with private entities for collaborative partnerships with the City of Bryan encompassing the Growth, Education and Diversity City Council Strategic Initiatives such as the community wide DASH Committee, United Way's Financial Stability Committee and the Bank on it Program.
- 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.

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 29,302	\$ 26,787	\$ 26,787	\$ 26,787	\$ 27,719
Supplies	2	-	-	-	-
Maintenance & Services	317	133	133	133	418
Total Expenses	\$ 29,621	\$ 26,920	\$ 26,920	\$ 26,920	\$ 28,137

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Community Development Manager	0.25	0.25	0.25	0.25	0.25
Total	0.25	0.25	0.25	0.25	0.25

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Number of financial reviews for LaSalle Hotel	12	12	12	12	12
Number of LaSalle proposal management projects	1	1	1	1	1
Number of LaSalle Hotel management reviews	4	4	4	3	4
Number of special projects partnerships with private entities	3	3	3	3	3
Number of public service agency funding processes coordinated	2	2	2	2	2
Number of outside agency contracts managed	-	-	-	3	-
Number of federally funded contracts managed	3	3	3	3	3
Number of City-wide planning process projects for 5 Year Consolidation Plan	1	1	1	2	2
Provided staff assistance to Downtown North Committee	1	1	1	1	1
Provide staff assistance to Census Committee	-	-	-	-	-
Provide staff assistance to Grants Committee	-	-	-	-	-
Number of Bryan's 1st Rehab. meetings coordinated	3	3	3	3	3



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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 \$11,635,800 an increase of \$394,700 (3.5%) from the FY2011 adopted figure of \$11,241,100.
- Total revenues for FY2012 are expected to be \$11,910,300, of which \$274,500 are from non-operating revenue sources, including interest income and miscellaneous income.

Anticipated total operating expenses of \$5,478,913, an increase of \$153,693 (2.9%) from the FY2011 adopted budget of \$5,325,220.

- 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 \$900,643. The ending unrestricted net current assets will be \$104,080.

Non-operating expenses in FY2012 are anticipated to be \$7,975,736, a decrease of \$1,684,634 from the FY2011 adopted budget of \$9,776,259.

- Also included is the cost study allocation figure for administrative reimbursement. For FY2012 the reimbursement is \$806,299, down \$65,596 from the FY2011 Adopted amount of \$871,895.
- Annual capital is \$2,003,800.

- Right-of-Way payments are expected to increase by \$19,735.
- BTU transfer for payment for billing and collections is \$459,702.
- Debt service payments for the Water Fund total \$3,997,212.

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 minimum bond coverage ratio is 1.25. Currently, the bond coverage ratio for projected for the end of FY2012 is 1.90.

WASTEWATER FUND

Operating revenues for FY2012 are anticipated to be \$12,467,700.

Total revenues for FY2012 are expected to be \$12,753,900, with \$286,200 of income attributed to non-operating sources.

Non-operating income is expected to increase \$38,000 above the FY2011 budget; from \$286,200 to \$248,200.

Operating expenses are expected to be \$5,654,524 in FY2012. This is a decrease of \$48,907 over the FY2011 budgeted amount of \$5,703,431.

Non-operating expenses are expected to have a net decrease of \$1,995,200 from the FY2011 adopted budget.

This increase is due to the following:

- Annual capital decrease of \$1,600,000.
- Right-of-Way payments are reduced to 5%
- BTU transfer for FY2012 is expected to be \$447,064. This transfer is payment to BTU to read the meters, bill and collect.
- Debt service payments and expenses total \$3,530,642 in FY2012 for General Obligation and Revenue Bond debt service.

The operating reserve requirement (60 days of operating expenses) is \$929,511. The ending unrestricted net current assets are \$5,460,917, which is well in excess of the requirement.

The minimum bond coverage ratio is 1.25; Wastewater has a projected ratio of 2.50 in FY2012.

SOLID WASTE FUND

Operating income is anticipated to be \$7,588,707 which is higher than the FY2011 budget amount of \$7,368,130.

- Operating income consists of Residential and commercial refuse, tipping fees, compost fees, recycling, administrative reimbursements, penalties, license & permit fees and miscellaneous operating income.

Interest on Solid Waste operating funds total \$30,000.

Total operating expenses of the Solid Waste Fund for FY2012 are \$6,146,465, which is an increase of 6.6% over the FY2011 adopted budget.

Non-operating expenses will decrease \$391,775 to \$1,974,089, below the FY2011 budget amount of \$2,365,864.

- Annual Capital will stay the same at \$977,312.

BRYAN TEXAS UTILITIES (BTU)

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 \$148,625,898 in FY2012.

- This is an increase of \$16,670,127 (12.6%) from the FY2011 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 FY2012 are projected to be \$110,289,216.

- This is an increase of \$13,524,579 (14%) from the FY2011 adopted budget..

BTU-City/QSE's non-operating expenditures will decrease by \$4,848,856 to \$37,705,246 under FY2011 budget.

- Debt service payments are budgeted to increase by \$6,263,502 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.

- FY2012. The ending FY2012 working capital balance is estimated at \$28,321,515.

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 FY2012 are projected to be \$30,424,047.

- This is \$894,245 (3.00%) higher than the FY2011 adopted budget of \$29,529,802 due to higher kwh sales levels.
- Operating revenue is derived from operations, miscellaneous revenue, and investment earnings

Total operating expenses for FY2012 are projected to be \$25,890,482.

- This is a \$147,345 (0.6%) increase from the FY2011 adopted budget.
- The increased cost of power purchased from BTU-City/QSE comprises the majority of the change.

BTU-Rural non-operating expenditures will decrease by \$470,972 to \$3,843,600 over FY2011 budget.

- Capital expenses for FY2012 are \$3,082,800 (-4.5%) lower than the FY2011 adopted budget.
- Unrestricted BTU-Rural operating funds are projected to be \$4,475,750 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.

There are no FY2012 revenues budgeted.

Fiscal Year 2012 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, \$178 will be spent on other services and charges.

AIRPORT FUND

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.

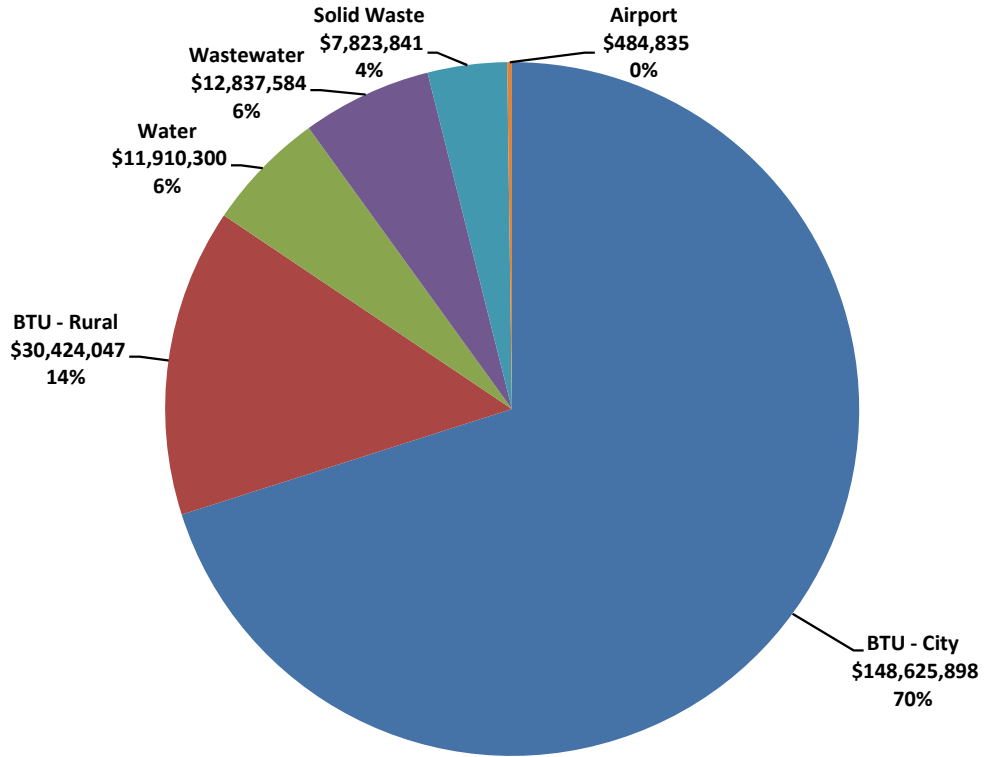
FY2012 operating revenues are adopted to be \$465,300. The primary sources of revenues are hanger rentals and fuel revenues. Non-operating revenues total \$19,535 and include grants, interest income and miscellaneous revenues from resale items.

Operating expenses for FY2012 are budgeted at \$479,248, an \$89,389 increase over FY2011 budget. Operating expenses are comprised of maintenance and other services and charges.

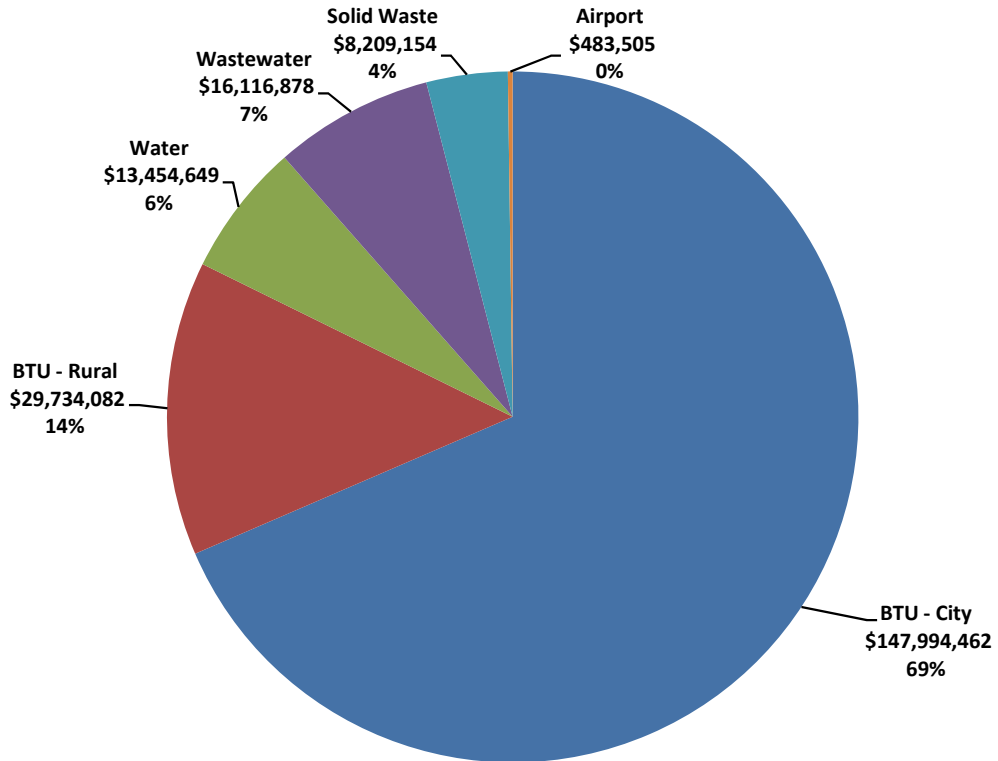


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**Enterprise Funds
FY2012
Revenues**



**Enterprise Funds
FY2012
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 2011 Accomplishments

- Replaced miscellaneous distribution 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.
- Rehabilitated pump #4 at the well field.
- Completed façade improvements to Main Street Pump Station.
- Replaced well collection line from well #12 to well #13.
- Adopted water ordinance.
- Adopted water utility extension ordinance.
- Constructed Well #19 collection line.
- Bid Wickson Interconnect.
- Constructed significant portion of the 5 MG storage reservoir.
- Explored rebate program for low flow fixture devices for low income customers.
- Installed waterline to the Texas Triangle Business Park.
- Evaluated water conservation rate structure.

Fiscal Year 2012 Goals and Objectives

- Replace miscellaneous distribution lines.
- Construct 1 MG storage reservoir.
- Install strategically placed valves to enhance distribution system operation.
- Install 15 strategically placed valves to enhance distribution system operation.
- Replace 50 valves identified as deficient during the valve exercise program.
- Flow test fire hydrants.
- Update Water Conservation and Drought Contingency Plans.
- Continue implementation of Automated Meter Infrastructure (AMI).
- Improve fire flows in areas with flows currently below 1000 gpm.
- Implement conservation rate structure.
- Install well collection line between Wells #6 and #8.
- Implementation of emergency generators for the water production system.
- Manageable Backflow Prevention Program.
- Rehabilitate High Service Pump #7

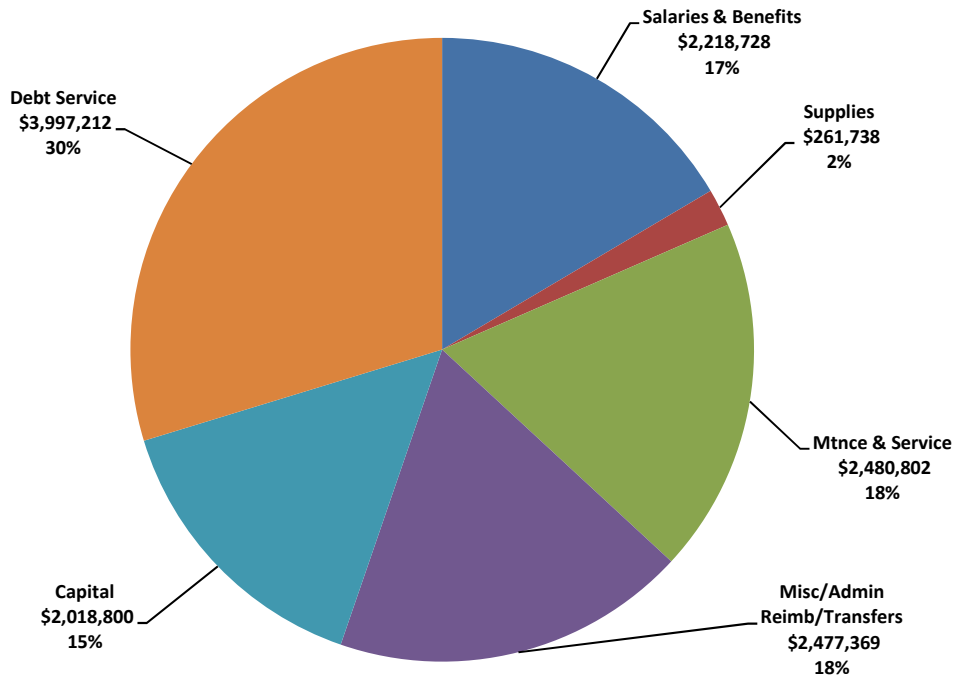
**Water Fund
Summary of Revenues and Expenditures
FY2012**

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Operating Revenues:							
Water Sales	\$ 11,371,801	\$ 11,140,100	\$ 11,140,100	\$ 11,503,000	\$ 11,510,800	\$ 370,700	3.3%
Water Penalties	150,916	101,000	101,000	125,000	125,000	24,000	23.8%
Miscellaneous	6,500	-	-	-	-	-	N/A
<i>Total Operating Revenues</i>	<u>\$ 11,529,217</u>	<u>\$ 11,241,100</u>	<u>\$ 11,241,100</u>	<u>\$ 11,628,000</u>	<u>\$ 11,635,800</u>	<u>\$ 394,700</u>	<u>3.5%</u>
Non-Operating Revenues:							
Interest Income	\$ 74,517	\$ 100,000	\$ 100,000	\$ 116,000	\$ 100,000	\$ -	0.0%
Water Tap Fees	176,065	150,000	150,000	100,000	150,000	-	0.0%
Oil & Gas Royalty	2,450	3,500	3,500	1,500	1,500	(2,000)	-57.1%
Inventory markup	19,252	23,000	23,000	23,000	23,000	-	0.0%
Miscellaneous non-operating income	35,515	-	-	49,945	-	-	N/A
Revenue Bonds	-	-	-	5,105,000	-	-	N/A
<i>Total Non-Operating Revenues</i>	<u>\$ 307,799</u>	<u>\$ 276,500</u>	<u>\$ 276,500</u>	<u>\$ 5,395,445</u>	<u>\$ 274,500</u>	<u>\$ (2,000)</u>	<u>-0.7%</u>
Total Revenues	\$ 11,837,016	\$ 11,517,600	\$ 11,517,600	\$ 17,023,445	\$ 11,910,300	\$ 392,700	3.4%
Expenditures:							
Operating Expenses:							
Water Administration	\$ 166,603	\$ 130,184	\$ 130,184	\$ 167,119	\$ 305,687	\$ 175,503	134.8%
Water Production	2,704,225	2,956,821	3,083,742	3,064,896	2,955,676	(1,145)	0.0%
Water Distribution	2,153,753	2,238,215	2,342,792	2,408,983	2,217,550	(20,665)	-0.9%
<i>Total Operating Expenses</i>	<u>\$ 5,024,581</u>	<u>\$ 5,325,220</u>	<u>\$ 5,556,718</u>	<u>\$ 5,640,998</u>	<u>\$ 5,478,913</u>	<u>\$ 153,693</u>	<u>2.9%</u>
Non-Operating Expenses:							
General & Admin. Reimbursement	\$ 994,686	\$ 871,895	\$ 871,895	\$ 871,895	\$ 806,299	\$ (65,596)	-7.5%
Annual Capital	1,523,470	3,200,000	3,178,795	1,694,864	2,003,800	(1,196,200)	-37.4%
Transfer to Other Funds	34,046	34,046	34,046	5,047,797	126,933	92,887	272.8%
Right of Way Payments	573,122	562,055	562,055	562,055	581,790	19,735	3.5%
Additional 2% ROW	-	224,822	224,822	224,822	-	(224,822)	-100.0%
Equip & Bldg/Mtnce Replacement	229,045	225,684	225,684	225,684	-	(225,684)	-100.0%
Transfer to BTU	441,104	444,923	444,923	444,923	459,702	14,779	3.3%
Paying Agent Fee	896	-	-	1,421	10,231	10,231	N/A
Over/Short Inventory W2	(794)	-	-	196	-	-	N/A
Miscellaneous Debt Expense	8,377	-	-	-	50,000	50,000	N/A
Debt Service: General Obligation Debt	-	-	-	110,699	694,531	694,531	N/A
Debt Service: Revenue Debt	3,954,451	4,261,050	4,261,050	4,229,850	3,242,450	(1,018,600)	-23.9%
Transfers In	(825,189)	(48,216)	(48,216)	(723,467)	-	(486)	-1.0%
<i>Total Non-Operating Expenses</i>	<u>\$ 6,933,214</u>	<u>\$ 9,776,259</u>	<u>\$ 9,755,054</u>	<u>\$ 12,690,739</u>	<u>\$ 7,975,736</u>	<u>\$ (1,684,634)</u>	<u>-17.2%</u>
Total Expenditures	\$ 11,957,795	\$ 15,101,479	\$ 15,311,772	\$ 18,331,737	\$ 13,454,649	\$ 218,071	1.8%
Net Increase/(Decrease) *	\$ (120,779)	\$ (3,583,879)	\$ (3,794,172)	\$ (1,308,292)	\$ (1,544,349)	\$ 174,629	-4.9%
Beginning Unrestricted Net Current Assets	9,173,934	7,261,577	8,061,721	8,061,721	6,753,429	(508,148)	-7.0%
CAFR Adjustment	(991,434)						
Ending Unrestricted Net Current Assets	\$ 8,061,721	\$ 3,677,698	\$ 4,267,549	\$ 6,753,429	\$ 5,209,080	\$ 1,531,382	41.6%
Reserve Requirement : (Sixty days operating expenses)	825,959	875,379	913,433	927,287	900,643	25,265	2.9%
Bond Coverage Ratio: (1.25 times minimum)	1.64	1.39	1.33	1.42	1.56		

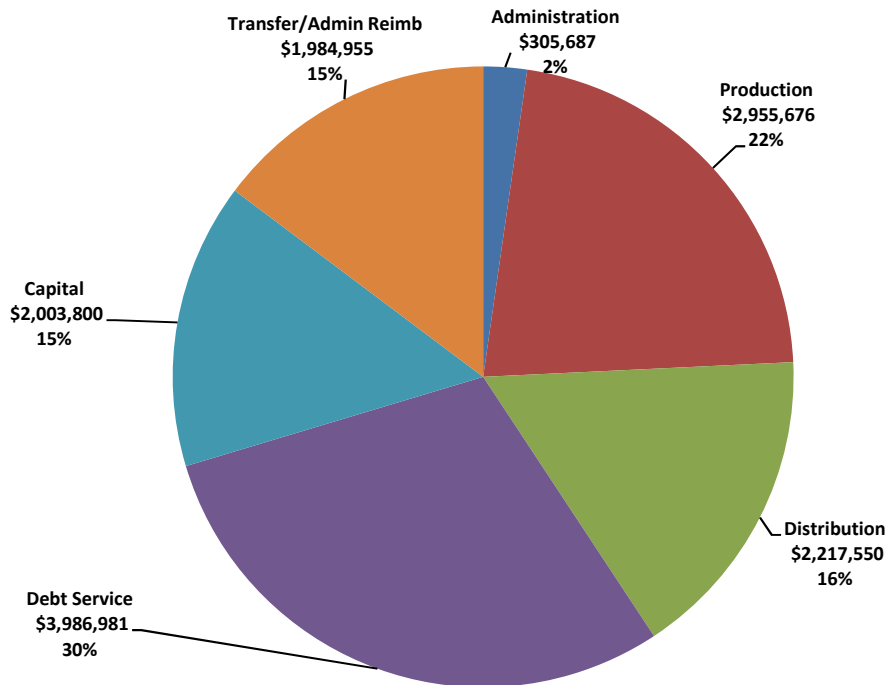


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**Water
FY2012
Expenses by Category**



**Water
FY2012
Expenses by Function**



	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 2,075,768	\$ 2,155,119	\$ 2,155,119	\$ 2,122,602	\$ 2,218,728
Supplies	281,951	273,975	280,509	247,424	261,738
Maintenance & Services	2,223,275	2,572,531	2,745,361	2,665,116	2,480,802
Miscellaneous/Admin Reimb	1,667,318	1,471,174	1,473,001	1,474,004	1,308,944
Capital Outlay	1,523,470	3,150,000	3,179,102	1,924,295	2,018,800
Debt Service	3,962,930	4,261,050	4,261,050	4,342,166	3,997,212
Transfers	1,048,272	1,265,846	1,265,846	6,279,597	1,168,425
Total Expenses	\$ 12,782,984	\$ 15,149,695	\$ 15,359,988	\$ 19,055,204	\$ 13,454,649

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 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	0.75	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	11	11	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	0	0	0	0
SUB-TOTAL	19.40	20.40	20.40	20.40	20.40
Total	35.55	36.55	36.55	36.55	36.55

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Percent Demand as a measure of capacity	55%	75%	75%	64%	64%
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)	457	458	466	466	473
Active Customer Accounts	21,770	22,020	22,020	22,020	22,270
New Water Connections	232	250	250	250	250
Water mains installed - new (miles)	10	5	9	9	7
Fire Hydrants Maintained	2,258	2,250	2,280	2,280	2,310
Fire Hydrants Repaired/Replaced/Installed	63	60	60	60	50
Water Usage per 1000 Population (in millions) Tx State	45.9	42.7	47.3	47.3	47.5
Admin Cost per Million Gallons Produced (admin costs) \$	1,810	\$ 1,930	\$ 1,805	\$ 1,805	\$ 1,720
Breaks per Main Mile	0.740	0.750	0.751	0.751	0.740
Customer Accounts per Employee (pdn + dist)	621	602	611	611	618
Average Volume of Water (MGD) delivered per	0.268	0.240	0.269	0.269	0.270
Distribution System Water Loss	8%	11%	10%	10%	9%
O&M Costs per account	\$ 236	\$ 235	\$ 235	\$ 235	\$ 238
O&M Costs per Million Gallons Produced	\$ 1,495	\$ 1,600	\$ 1,462	\$ 1,462	\$ 1,495

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 2011 Accomplishments

- Continued public education outreach efforts.
- Initiated design and construction of SCADA at the Burton Creek Waste Water Treatment Plant (WWTP), Still Creek WWTP, and High Service Pump Station.
- Began construction of Thompsons WWTP.
- Received \$485,000 in federal grant funding for construction of offsite utilities at Thompsons Creek WWTP.
- Obtained funding for construction of Thompsons Creek WWTP through the Clean Water State Revolving Fund.
- Rehabilitated 200 manholes.
- Executed proactive cleaning plan – 75 miles.
- Developed TV layer in GIS and database of TV information.
- Installed high efficiency blowers at the Burton and Still Creek WWTPs.
- Explored end users for Bed & Banks permit for treated wastewater.
- Launched Private Sewer Lateral Repair Program:
 - Continued smoke testing of sewer lines in Burton Creek sub basin.
 - Provided funding mechanism for repair of private sewer laterals.
 - Explored 3rd party service line warranties.
- Incorporated streamlining rules into the Industrial Pretreatment Program.
- Completed reconstruction of drying beds at the Still Creek WWTP.

- Completed rehabilitation of dewatering building at Burton Creek WWTP.
- Installed odor control technology (strobic fans) at Burton Creek WWTP.
- Rehabilitated aeration basins at Burton Creek WWTP.
- Abandoned and removed drying beds at the Burton Creek WWTP.
- Implemented and managed SSO Plan (Burton and Still Creek Basins) that targeted basins 15, 26, 9, and 13.
- Revised and adopted existing sewer use ordinance.
- Revised and adopted existing oil and gas ordinance and rate resolution.
- Rehabilitated trickling filter at Still Creek WWTP
- Revised and adopted existing industrial pretreatment ordinance and rate resolution.
- Adopted sewer utility extension ordinance.
- Renewed franchise agreement for pipelines.
- Reviewed implementation of UV disinfection at Burton Creek WWTP.
- Replaced force main along Highway 6.
- Received the following awards:
 - 1st Runner Up Hach See the BIG Picture Award – Hach Co.

Fiscal Year 2012 Goals and Objectives

- Complete construction of the Thompsons Creek WWTP.
- Replace aging pumps and motors at Burton and Still Creek WWTPs.
- Decrease dependency on potable water use within WWTPs.
- Market effluent as a water source for other customers.
- 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.
- Complete construction of SCADA project at the Burton Creek WWTP, Still Creek WWTP, and High Service Pump Station.
- Monitor effectiveness of odor control technologies at the Burton Creek WWTP and explore further odor reduction technologies if needed.
- Continue efforts to meet the goals and objectives of SSO Plan and CMOM.
- Continue efforts to eliminate sources of inflow and infiltration (private and public).
- Construct new collection line to the Texas Triangle Business Park.
- Develop asset management plan for pumps, motors and blowers at the WWTPs.
- Execute proactive cleaning plan – 75 miles.
- Rehabilitate 200 manholes.

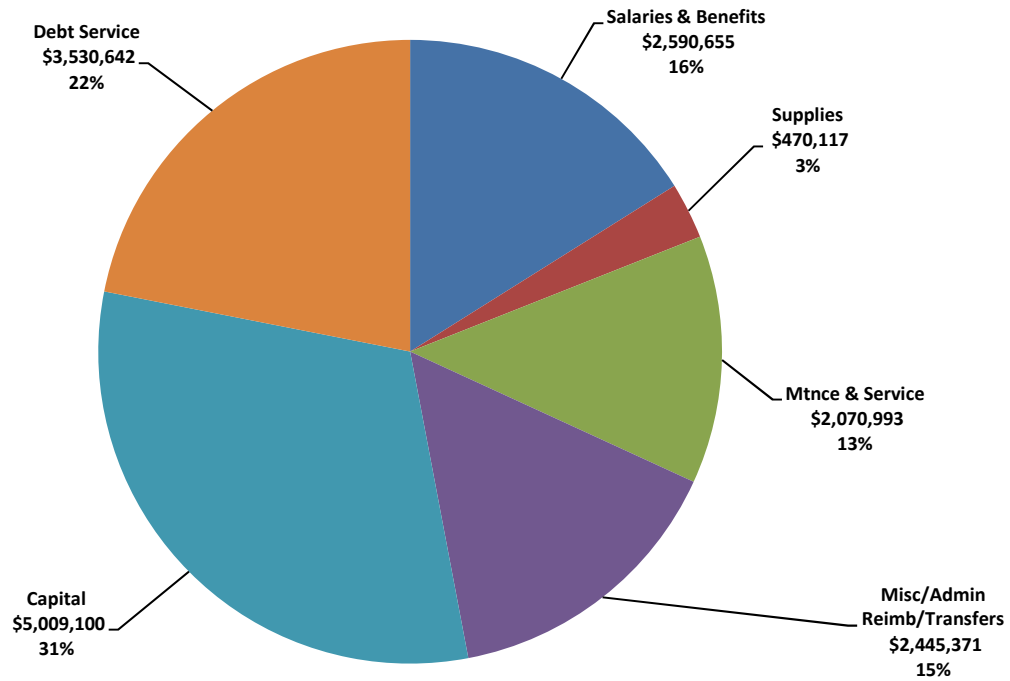
Wastewater Fund
Summary of Revenue and Expenditures
FY2012

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Operating Revenues:							
Sewer System Revenue	\$ 11,839,711	\$ 12,100,000	\$ 12,100,000	\$ 12,000,000	\$ 12,100,000	\$ -	0.0%
Sewer Penalties	143,442	95,000	95,000	125,000	95,000	-	0.0%
Miscellaneous	2,885	4,300	4,300	7,432	4,300	-	0.0%
Pretreatment Fees	361,260	265,000	265,000	300,000	265,000	-	0.0%
Hauler Inspection Fees	-	3,000	3,000	3,733	3,000	-	0.0%
Sewer Inspection Fees	7,845	400	400	-	400	-	0.0%
<i>Total Operating Revenues</i>	\$ 12,355,143	\$ 12,467,700	\$ 12,467,700	\$ 12,436,165	\$ 12,467,700	\$ -	0.0%
Non-Operating Revenues:							
Sewer Tap Fees	\$ 78,745	\$ 75,000	\$ 75,000	\$ 65,000	\$ 75,000	\$ -	0.0%
Miscellaneous-Non Operating	39,720	23,200	23,200	65,768	61,200	38,000	163.8%
Interest Income	112,962	150,000	150,000	135,000	150,000	-	0.0%
Gain on sale of asset	29,390	-	-	(26,656)	-	-	N/A
<i>Total Non-Operating Revenues</i>	\$ 260,817	\$ 248,200	\$ 248,200	\$ 239,112	\$ 286,200	\$ 38,000	15.3%
Total Revenues	\$ 12,615,960	\$ 12,715,900	\$ 12,715,900	\$ 12,675,277	\$ 12,753,900	\$ 38,000	0.3%
Expenditures:							
Operating Expenses:							
Wastewater Administration	\$ 94,759	\$ 91,381	\$ 91,381	\$ 118,436	\$ 270,975	\$ 179,594	196.5%
Wastewater Collection	1,818,964	1,796,567	2,542,065	2,090,163	1,758,160	(38,407)	-2.1%
Wastewater Pre-Treatment	70,456	92,180	92,180	75,685	86,488	(5,692)	-6.2%
Wastewater Treatment	2,766,377	3,182,546	4,038,740	3,850,380	3,002,743	(179,803)	-5.6%
Environmental Services	501,227	540,757	540,806	511,542	536,158	(4,599)	-0.9%
<i>Total Operating Expenses</i>	\$ 5,251,783	\$ 5,703,431	\$ 7,305,172	\$ 6,646,206	\$ 5,654,524	\$ (48,907)	-0.9%
Non-Operating Expenses:							
General & Admin Reimbursement	\$ 819,944	\$ 804,077	\$ 804,077	\$ 804,077	\$ 772,812	\$ (31,265)	-3.9%
Annual Capital	1,438,238	6,600,000	6,626,280	3,040,636	5,000,000	(1,600,000)	-24.2%
Transfer to Other Funds	34,046	34,046	34,046	360,950	88,451	54,405	159.8%
Right of Way Payments	612,821	623,385	623,385	623,385	623,385	-	0.0%
Additional 2% ROW Payment	-	249,354	249,354	249,354	-	(249,354)	N/A
Equipment Replacement Transfer	301,571	334,804	334,804	334,804	-	(334,804)	N/A
Transfer to BTU	425,010	428,604	428,604	428,604	447,064	18,460	4.3%
Paying Agent Fee	904	200	200	120,301	7,123	6,923	3461.5%
Bond Sales Expense	-	40,000	40,000	-	50,000	10,000	25.0%
Miscellaneous Debt Expense	-	-	-	-	-	-	N/A
Debt Service-General Obligation Debt	-	-	-	-	748,453	748,453	N/A
Debt Service-Revenue Debt	3,442,140	3,343,084	3,343,084	3,510,191	2,725,066	(618,018)	-18.5%
Transfers from Other Funds	(968,679)	(76,412)	(76,412)	(269,356)	(83,684)	(7,272)	-108.7%
<i>Total Non-Operating Expenses</i>	\$ 6,105,995	\$ 12,381,142	\$ 12,407,422	\$ 9,202,946	\$ 10,378,670	\$ (2,002,472)	-16.2%
Total Expenditures	\$ 11,357,778	\$ 18,084,573	\$ 19,712,594	\$ 15,849,152	\$ 16,033,194	\$ (2,051,379)	-11.3%
Net Increase/(Decrease)	\$ 1,258,182	\$ (5,368,673)	\$ (6,996,694)	\$ (3,173,875)	\$ (3,279,294)	\$ 2,089,379	-38.9%
Beginning Unrestricted Net Current Assets	11,718,131	8,933,176	11,914,086	11,914,086	8,740,211	(192,965)	-2.2%
CAFR Adjustment	(1,062,227)						
Ending Unrestricted Net Current Assets	\$ 11,914,086	\$ 3,564,503	\$ 4,917,392	\$ 8,740,211	\$ 5,460,917	\$ 1,896,414	53.2%
Reserve Requirement : (Sixty days operating expenses)	863,307	937,550	1,200,850	1,092,527	929,511	(8,040)	-0.9%
Bond Coverage Ratio (1.25 times minimum)	2.06	2.02	1.54	1.65	1.96		

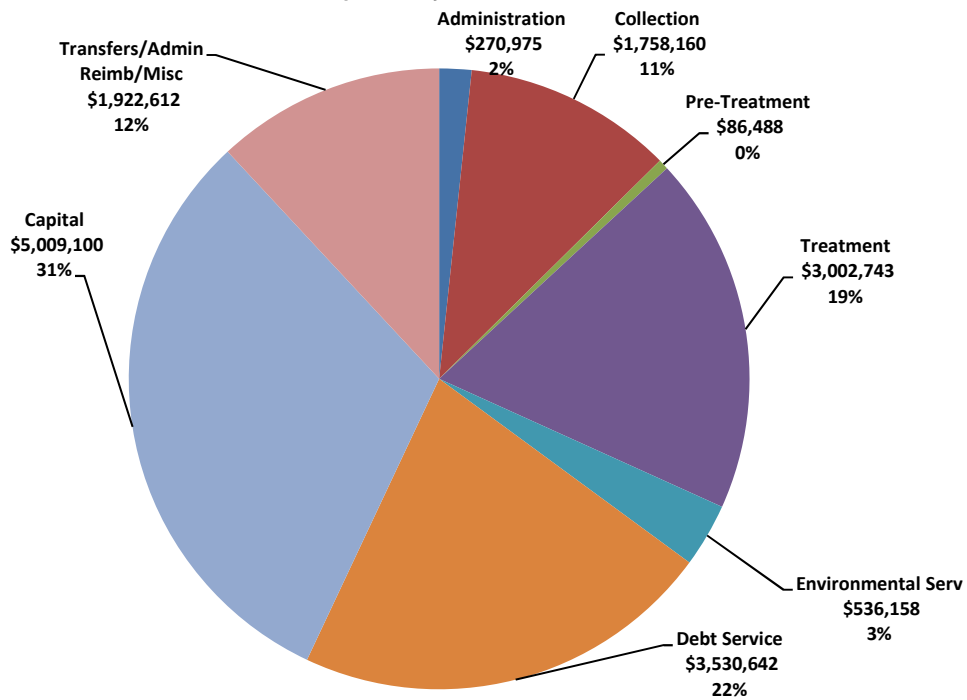


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**Wastewater
FY2012
Expenses by Category**



**Wastewater
FY2012
Expenses by Function**



Wastewater Fund

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 2,532,168	\$ 2,690,519	\$ 2,690,519	\$ 2,669,864	\$ 2,590,655
Supplies	461,042	500,581	501,301	465,099	470,117
Maintenance & Services	1,962,729	2,115,672	2,272,090	2,164,619	2,070,993
Miscellaneous/Admin Reimb	1,417,359	1,535,540	1,535,589	1,472,346	1,286,471
Capital Outlay	1,438,238	6,600,000	8,070,834	4,053,795	5,009,100
Debt Service	3,443,044	3,383,284	3,383,284	3,630,492	3,530,642
Transfers	1,071,877	1,335,389	1,335,389	1,662,293	1,158,900
Total Expenses	\$ 12,326,457	\$ 18,160,985	\$ 19,789,006	\$ 16,118,508	\$ 16,116,878

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 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
Distribution & Collection Manager	-	-	-	-	-
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	1	1	1
WW/Water Projects Coordinator	0.25	0.25	0.25	0.25	0.25
TV Truck Crew Leader	1	1	1	1	1
Vacuum Truck Crew Leader	2	2	2	2	2
Subtotal	19.95	19.95	19.95	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
Production & Plant Manager	-	-	-	-	-
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
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	44.45	44.45	44.45	44.45	44.45

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Sewer Mains Maintained (miles)	385	384	390	390	397
Stoppages Removed from City Mains (each)	1,663	1,300	1,450	1,450	1,500
Collection Mains Installed - New (miles)	5	5	5	5	7
New Sewer Connections	194	200	175	175	200
Sewer Customers (accounts)	21,378	21,578	21,553	21,553	21,753
Sewer Lift Stations Maintained	23	23	23	23	23
TV Inspection I&I (miles)	5	8	5	5	7
Smoke Testing I&I (miles)	25.3	40	51	51	50
Sewer Mains Repaired/Replaced I&I (miles)	4	3	3	3	
Manholes Repaired I&I	263	200	250	250	200
Private Repaired/Replaced Sewer Laterals	28	50	20	20	40
Sewer Mains Cleaned (miles)	52	75	63	63	75
Sanitary Sewer Overflows	88	100	100	100	100
Ratio of Volumes of Sewage to Water Sold	75%	75%	65%	65%	68%
Volume of Wastewater Treated (MG)	2,562	2,500	2,300	2,300	2,400
Volume of Wastewater Treated per Employee (MGD per employee)	70	56	63	63	66
Admin Cost per million gallons processed (Admin Costs) \$	2,175	\$ 2,000	\$ 2,586	\$ 2,586	\$ 2,208
Sewer Overflow Rate (No. Of overflows/total miles of main)	0.229	0.260	0.256	0.256	0.252
Collection System Integrity Rate = (No of failures/miles of piping system)	4.55	3.39	3.97	3.97	4.03
O&M Costs per account	\$ 244	264	227	\$ 227	231
O&M Costs per Million Gallons Processed	\$ 2,037	\$ 2,323	\$ 2,127	\$ 2,127	\$ 2,092
Percentage of Grease Traps in Compliance	95%	95%	95%	95%	95%
Percentage of Significant Industrial Users in Compliance	100%	98%	98%	98%	98%
Percentage of Biosolids composted	63%	90%	90%	90%	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.

Fiscal Year 2011 Accomplishments

- Eliminated one full-time equivalent (FTE) through aggressive cross training of employees in the Residential Collection Operation.
- Implemented a five day work week in the Commercial Operation, allowing the elimination of one FTE.
- Changed the Brush & Bulky Operation to "task work hours" which reduced overtime, fuel and fleet maintenance costs.
- Successfully took over the street sweeping of all SH 6 feeder roads and SH 21 located in Bryan from TXDOT.
- Worked with Bryan PD assisting in minor crime investigations and prevention.
- Worked with BTU to audit residential accounts in order to verifying billing for extra containers.
- Consolidated business parks and strip centers, where feasible, with multiple containers to one container in order to eliminate extra containers and to ensure route efficiency.
- Implemented and utilized plastic front load containers that have helped reduce noise concerns where commercial properties are adjacent to residential neighborhoods.
- Continued the Right-of-Way tree trimming and site distance maintenance; completing over 332 work orders.

- Continued an aggressive residential container maintenance program that prolonged the life of existing containers that helped save container replacement costs. In FY10, averages of 125 new containers were set out each month, and in FY11 the average number has been reduced to 13 new containers set out each month.
- Decreased the number of incidents/accidents by 6% with the Safety Awareness Program.
- Enhanced the Downtown area by actively collecting litter, maintaining dumpster enclosures and sweeping sidewalks and streets.
- Secured a \$4,995 recycling grant from Brazos Valley Council of Government (BVCOG).
- Attended and completed EPA Quality Assurance Certification for Brownfields Grant Program.
- Facilitated the transfer of operations and registration of the City of Bryan Compost Facility to BVSWMA Inc.

Fiscal Year 2012 Goals and Objectives

- Ensure 100% of all solid waste customers are collected without complaints.
- All curbs and gutters are swept at least 4 times per year.
- Dead animals are removed within 24 hours of notifications.
- Reduce the number of incidents/accidents by 3%.
- All solid waste work orders generated are completed within 24-48 hours of notifications.
- Increase citizen participation at the recycling center by 2%.
- Install GPS into 27 solid waste collection trucks to increase quality and quantity of service, maximize route efficiency and decrease fleet maintenance costs.
- Apply for at least 1 grant or award with established sustainability and education program.

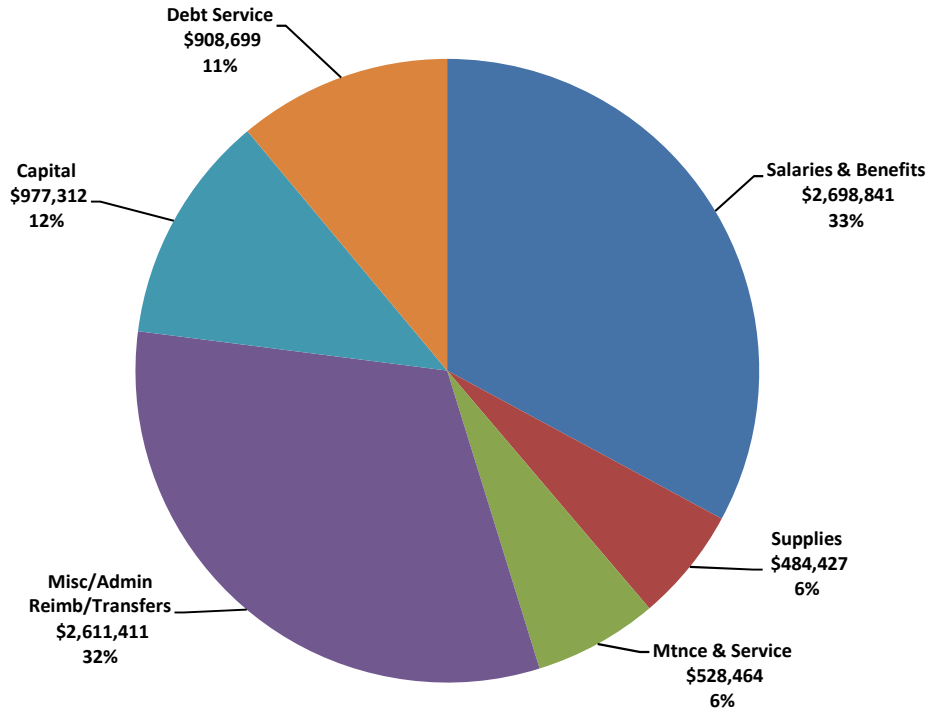
Solid Waste Fund
Summary of Revenues and Expenditures
FY2012

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Operating Revenues:							
Residential Refuse	\$ 3,967,850	\$ 4,031,947	\$ 4,031,947	\$ 3,950,000	\$ 4,021,100	\$ (10,847)	-0.3%
Commercial Refuse	3,189,945	3,234,132	3,234,132	3,200,000	3,257,600	23,468	0.7%
Tipping Fees	348,236	-	-	-	-	-	N/A
BVSWMA	345,066	-	-	616,545	188,284	188,284	N/A
Compost	120,355	-	-	-	-	-	N/A
Penalties	90,490	61,000	61,000	70,000	61,000	-	0.0%
License & Permit Fees	35,270	32,000	32,000	32,000	32,000	-	0.0%
Recycling	6,807	500	500	25,000	20,000	19,500	3900.0%
Miscellaneous	25,619	8,551	8,551	8,578	8,723	172	2.0%
<i>Total Operating Revenues</i>	\$ 8,129,638	\$ 7,368,130	\$ 7,368,130	\$ 7,902,123	\$ 7,588,707	\$ 220,577	3.0%
Non-Operating Revenues:							
Interest Income	\$ 19,791	\$ 60,000	\$ 60,000	\$ 22,000	\$ 30,000	\$ (30,000)	-50.0%
Transfers In	-	-	-	-	205,134	-	-
Gain/(Loss) on sale of Asset	48,833	-	-	-	-	-	N/A
<i>Total Non-Operating Revenues</i>	\$ 68,624	\$ 60,000	\$ 60,000	\$ 22,000	\$ 235,134	\$ 175,134	291.9%
Total Revenues	\$ 8,198,262	\$ 7,428,130	\$ 7,428,130	\$ 7,924,123	\$ 7,823,841	\$ 395,711	5.3%
Expenditures:							
Operating Expenses:							
Administration	\$ 4,498,986	\$ 4,510,768	\$ 4,589,615	\$ 4,337,924	\$ 4,728,843	\$ 218,075	4.8%
Call Center	-	-	-	-	273,326	273,326	N/A
Compost	712,036	806,169	806,169	374,209	414,298	(391,871)	-48.6%
BVSWMA Compost	-	-	-	-	188,284	188,284	N/A
Transfer to Wastewater	76,094	51,975	51,975	51,975	34,628	(17,347)	-33.4%
Transfer to BTU	392,686	396,055	396,055	396,055	467,086	71,031	17.9%
Transfer to General Fund	-	-	-	-	-	-	N/A
Transfer to Other Funds	24,108	-	-	24,108	40,000	40,000	N/A
<i>Total Operating Expenses</i>	\$ 5,703,910	\$ 5,764,967	\$ 5,843,814	\$ 5,184,271	\$ 6,146,465	\$ 381,498	6.6%
Non-Operating Expenses:							
Transfers	967,701	922,590	922,590	922,590	718,392	(204,198)	-22.1%
Vehicle Replacement Fund Reimbursement	-	-	-	(850,000)	-	-	N/A
Debt Service	-	-	-	-	-	-	N/A
Annual Capital	364,326	57,410	96,387	613,282	977,312	919,902	1602.3%
Equipment Replacement Transfer	1,082,338	868,968	868,968	868,968	-	(868,968)	-100.0%
Facilities Replacement Transfer	4,000	4,000	4,000	4,000	-	(4,000)	-100.0%
Right of Way Use Fee	361,963	512,896	512,896	512,896	366,985	(145,911)	-28.4%
<i>Total Non-Operating Expenses</i>	\$ 2,780,328	\$ 2,365,864	\$ 2,404,841	\$ 2,071,736	\$ 2,062,689	\$ (303,175)	-12.8%
Total Expenditures	\$ 8,484,238	\$ 8,130,831	\$ 8,248,655	\$ 7,256,007	\$ 8,209,154	\$ 78,323	1.0%
Net Increase/(Decrease)	\$ (285,976)	\$ (702,701)	\$ (820,525)	\$ 668,116	\$ (385,313)	\$ 1,053,429	-57.7%
Beginning Unrestricted Net Current Assets	2,983,829	2,750,074	2,283,508	2,283,508	2,951,624	(668,116)	129.3%
CAFR Adjustment	(414,345)	-	-	-	-	-	-
Ending Unrestricted Net Current Assets	\$ 2,283,508	\$ 2,047,373	\$ 1,462,983	\$ 2,951,624	\$ 2,566,311	\$ 385,313	86.9%
Reserve Requirement :							
(Sixty days operating expenses)	937,629	947,666	960,627	852,209	1,010,378		1.1%
Ninety Day Reserve	1,406,444	1,421,499	1,440,940	1,278,313	1,515,567		

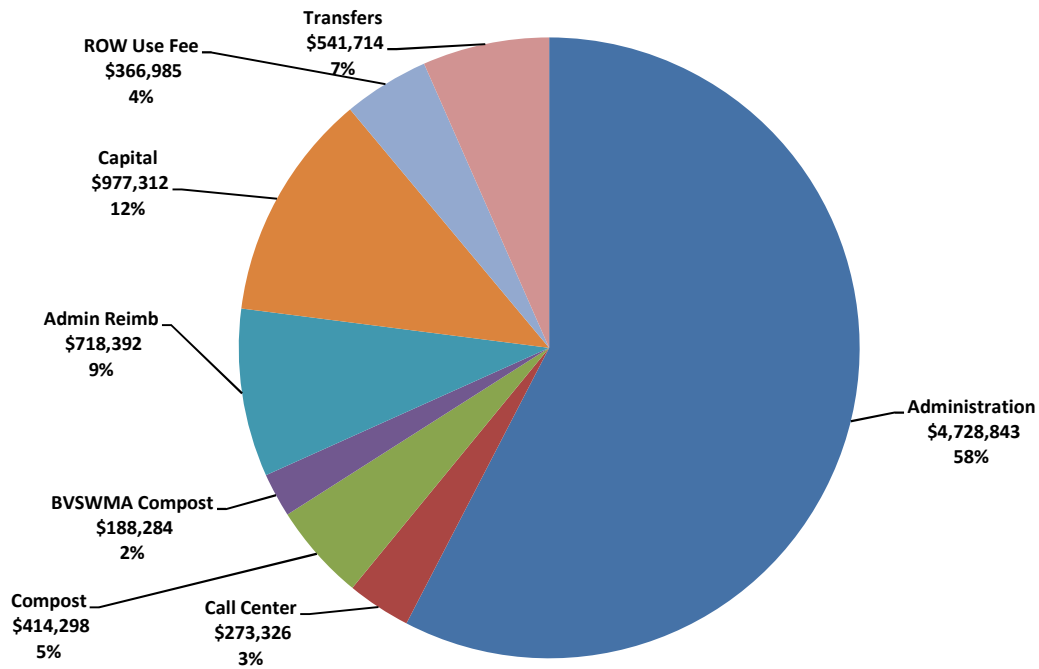


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**Solid Waste
FY2012
Expenses by Category**



**Solid Waste
FY2012
Expenses by Function**



	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 2,610,483	\$ 2,732,161	\$ 2,732,161	\$ 2,235,586	\$ 2,698,841
Supplies	480,078	478,002	478,002	519,152	484,427
Maintenance & Services	453,875	580,110	658,957	434,504	528,464
Miscellaneous/Admin Reimb	3,959,422	3,587,961	3,587,961	3,583,735	2,611,411
Capital Outlay	364,326	57,410	96,387	598,282	977,312
Transfers	854,851	960,926	960,926	985,034	908,699
Total Expenses	\$ 8,723,035	\$ 8,396,570	\$ 8,514,394	\$ 8,356,293	\$ 8,209,154

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Administration	\$ 7,772,202	\$ 7,324,662	\$ 7,442,486	\$ 7,216,798	\$ 7,333,246
Call Center	238,797	265,739	265,739	250,286	273,326
Animal Shelter	-	-	-	515,000	-
BVSWMA Compost	-	-	-	-	188,284
Compost	712,036	806,169	806,169	374,209	414,298
Total Expenses	\$ 8,723,035	\$ 8,396,570	\$ 8,514,394	\$ 8,356,293	\$ 8,209,154

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Administration					
Director of Public Works	-	-	-	-	0.15
Assistant Director of Public Works ¹	-	1	1	1	-
Environmental Services Department Manager	1	1	1	1	1
Sustainability Programs Coordinator	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	5	5
Street Sweepers	2	2	2	2	2
Subtotal	37.00	38.00	38.00	35.00	34.15
Call Center					
Customer Service Supervisor	1	1	1	1	1
Public Works Call Center Assistant	3	3	3	3	3
Public Works Support Assistant	1	1	1	1	1
Subtotal	5.00	5.00	5.00	5.00	5.00
Animal Shelter					
Animal Shelter Manager	-	-	-	1	1
Animal Care Technician	-	-	-	3	3
Subtotal	-	-	-	4.00	4.00
Compost					
Compost Equipment Operator	3	3	3	3	-
Compost Crew Leader	1	1	1	1	-
Recycling Center Assistant	3	3	3	3	3
Recycling Center Crew Leader	1	1	1	1	1
Environmental Operations Supervisor	1	1	1	1	1
BVSWMA - Compost	-	-	-	-	4
Subtotal	9	9	9	9	9
Total	51.00	52.00	52.00	53.00	52.15

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

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Administration:					
Customers collected without complaint (Residential)	99%	100%	99%	99%	100%
Customers collected without complaint (Commercial)	99%	100%	99%	99%	100%
Customers collected without complaint (Brush/Bulky)	99%	100%	99%	99%	100%
Average number of street sweepings annually	5	5	5	4	4
Dead animal requests removed/disposed within 24 hours	100%	100%	100%	100%	100%
All solid waste work orders are completed within 24-48hrs	100%	100%	100%	100%	100%
Number of commercial containment enclosures repaired	1	25	1	1	5
Percent Installation of GPS in Solid Waste Collection Trucks	0%	100%	0%	0%	100%
Percent Completion of Sustainability Action Plan					
Number of Be Green in Bryan episodes	6	6			
Number of awards and grants applied for	2	2	1	1	1
Implement and monitor all 11 departments Sustainability Action Plan	11%	11	11	11	11
Call Center:					
Calls that were presented to an agent and answered within one minute	95%	95%	95%	96%	96%
Average talk time in minutes	2.00	2.00	2.00	2.00	2.00
Number of calls handled	28242	29000	29000	29000	29000
Number to date of email service requests from HelpBryan!	254	71	71	150	18900
Number of job orders handled	18813	18900	18900	18900	18900
Work Orders handled within time schedule	97%	97%	97%	98%	99%
Invoices processed within 7 days of receipt	96%	96%	96%	99%	99%
Compost:					
Sell 100% of finish compost product	100%	0%	0%	0%	0%
Call Center:					
Calls that were presented to an agent and answered within one minute	95%	95%	95%	96%	96%
Average talk time in minutes	2.00	2.00	2.00	2.00	2.00
Number of calls handled	28242	29000	29000	29000	29000
Number to date of email service requests from HelpBryan!	254	71	71	150	250
Number of job orders handled	18813	18900	18900	18900	18900
Work Orders handled within time schedule	97%	97%	97%	98%	99%
Invoices processed within 7 days of receipt	96%	96%	96%	99%	99%

BTU - City/QSE
Summary of Revenues and Expenditures
FY2012

	FY2010	FY2011	FY2011	FY2011	FY2012	Increase/	% Increase/
	Actual	Adopted	Amended	Projected	Adopted	(Decrease)	(Decrease)
Revenues:							
Operating Revenue							
Operations	\$ 132,364,551	\$ 128,384,777	\$ 128,384,777	\$ 143,918,796	\$ 144,783,634	\$ 16,398,857	12.8%
Miscellaneous	3,480,952	3,341,951	3,341,951	3,341,951	3,645,301	303,350	9.1%
Investment earnings	356,581	229,043	229,043	229,043	196,963	(32,080)	-14.0%
<i>Total Operating Revenue</i>	<u>\$ 136,202,084</u>	<u>\$ 131,955,771</u>	<u>\$ 131,955,771</u>	<u>\$ 147,489,790</u>	<u>\$ 148,625,898</u>	<u>\$ 16,670,127</u>	<u>12.6%</u>
Total Revenues	\$ 136,202,084	\$ 131,955,771	\$ 131,955,771	\$ 147,489,790	\$ 148,625,898	\$ 16,670,127	12.6%
Expenditures:							
Operating Expenses							
Fuel and Purchased Power	\$ 70,320,087	\$ 64,913,977	\$ 64,913,977	\$ 80,447,996	\$ 77,337,649	\$ 12,423,672	19.1%
TMPA Capacity	21,777,781	8,897,139	8,897,139	8,897,139	9,798,494	901,355	10.1%
Production	2,967,690	4,489,984	4,489,984	4,489,984	3,491,088	(998,896)	-22.2%
QSE	1,175,529	1,249,125	1,249,125	1,249,125	1,283,750	34,625	2.8%
Transmission	3,979,515	4,626,357	4,626,357	4,626,357	5,998,012	1,371,655	29.6%
Distribution	1,565,584	1,953,527	1,953,527	1,953,527	1,889,400	(64,127)	-3.3%
Customer Service	3,635,880	3,785,996	3,785,996	3,785,996	3,640,413	(145,583)	-3.8%
Key Accounts	1,094,130	1,561,291	1,561,291	1,561,291	1,563,791	2,500	0.2%
Administration	4,779,695	5,287,241	5,287,241	5,287,241	5,286,619	(622)	0.0%
<i>Total Operating Expenses</i>	<u>\$ 111,295,891</u>	<u>\$ 96,764,637</u>	<u>\$ 96,764,637</u>	<u>\$ 112,298,656</u>	<u>\$ 110,289,216</u>	<u>\$ 13,524,579</u>	<u>14.0%</u>
Non-Operating Expenses							
Transfers Out	\$ 8,969,382	\$ 9,075,254	\$ 9,075,254	\$ 9,075,254	\$ 9,621,174	\$ 545,920	6.0%
Debt Service Requirements	8,926,329	24,343,236	24,343,236	18,583,044	30,606,738	6,263,502	25.7%
Capital	10,486,752	9,135,612	9,135,612	13,761,470	(2,522,666)	(11,658,278)	-127.6%
<i>Total Non-Operating Expenses</i>	<u>\$ 28,382,463</u>	<u>\$ 42,554,102</u>	<u>\$ 42,554,102</u>	<u>\$ 41,419,768</u>	<u>\$ 37,705,246</u>	<u>\$ (4,848,856)</u>	<u>-11.4%</u>
Total Expenditures	\$ 139,678,354	\$ 139,318,739	\$ 139,318,739	\$ 153,718,424	\$ 147,994,462	\$ 8,675,723	6.2%
Net Increase/(Decrease)	\$ (3,476,270)	\$ (7,362,968)	\$ (7,362,968)	\$ (6,228,634)	\$ 631,436	\$ 7,994,404	
Beginning Unrestricted Net Current Assets	30,880,892	27,532,588	27,532,588	27,442,822	27,690,079	(7,994,404)	(0)
Rate Stabilization Transfer	38,200	3,690,154	3,690,154	6,475,891	-		
Ending Unrestricted Net Current Assets	\$ 27,442,822	\$ 23,859,774	\$ 23,859,774	\$ 27,690,079	\$ 28,321,515	\$ -	0.0%
Reserve Requirement : (Ninety days operating expenses)	\$ 27,442,822	\$ 23,859,774	\$ 23,859,774	\$ 27,690,080	\$ 27,194,601	\$ (64,127)	-0.3%

BTU - Rural
Summary of Revenues and Expenditures
FY2011

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues							
<u>Operating Revenues:</u>							
Operations	\$ 29,706,590	\$ 29,220,548	\$ 29,220,548	\$ 32,207,818	\$ 30,114,047	\$ 893,499	3.1%
Miscellaneous	426,898	289,601	289,601	289,601	290,000	399	0.1%
Investment earnings	43,002	19,653	19,653	19,653	20,000	347	1.8%
<i>Total Operating Revenues</i>	<u>\$ 30,176,490</u>	<u>\$ 29,529,802</u>	<u>\$ 29,529,802</u>	<u>\$ 32,517,072</u>	<u>\$ 30,424,047</u>	<u>\$ 894,245</u>	<u>3.0%</u>
Total Revenues	<u>\$ 30,176,490</u>	<u>\$ 29,529,802</u>	<u>\$ 29,529,802</u>	<u>\$ 32,517,072</u>	<u>\$ 30,424,047</u>	<u>\$ 894,245</u>	<u>3.0%</u>
Expenditures:							
<u>Operating Expenses:</u>							
Fuel and Purchased Power	\$ 25,103,404	\$ 24,512,731	\$ 24,512,731	\$ 27,500,001	\$ 24,688,941	\$ 176,210	0.7%
Transmission	107,582	137,003	137,003	137,003	140,990	3,987	2.9%
Distribution	768,506	919,903	919,903	919,903	880,274	(39,629)	-4.3%
Administration	103,518	173,500	173,500	173,500	180,277	6,777	3.9%
<i>Total Operating Expenses</i>	<u>\$ 26,083,010</u>	<u>\$ 25,743,137</u>	<u>\$ 25,743,137</u>	<u>\$ 28,730,407</u>	<u>\$ 25,890,482</u>	<u>\$ 147,345</u>	<u>0.6%</u>
<u>Non-Operating Expenditures:</u>							
Debt Service Requirements	\$ 417,550	\$ 1,086,213	\$ 1,086,213	\$ 417,300	\$ 760,800	\$ (325,413)	-30.0%
Capital	3,197,300	3,228,359	3,228,359	3,228,359	3,082,800	(145,559)	-4.5%
<i>Total Non-Operating Expenses</i>	<u>\$ 3,614,850</u>	<u>\$ 4,314,572</u>	<u>\$ 4,314,572</u>	<u>\$ 3,645,659</u>	<u>\$ 3,843,600</u>	<u>\$ (470,972)</u>	<u>-10.9%</u>
Total Expenditures	<u>\$ 29,697,860</u>	<u>\$ 30,057,709</u>	<u>\$ 30,057,709</u>	<u>\$ 32,376,066</u>	<u>\$ 29,734,082</u>	<u>\$ (323,627)</u>	<u>-1.1%</u>
Net Increase/(Decrease)	\$ 478,630	\$ (527,907)	\$ (527,907)	\$ 141,006	\$ 689,965	\$ 1,217,872	
Beginning Unrestricted Net Current Assets	3,166,149	4,138,933	4,138,933	3,644,779	3,785,785	(353,148)	(0)
Ending Unrestricted Net Current Assets	<u>\$ 3,644,779</u>	<u>\$ 3,611,026</u>	<u>\$ 3,611,026</u>	<u>\$ 3,785,785</u>	<u>\$ 4,475,750</u>	<u>\$ 864,724</u>	<u>23.9%</u>
Reserve Requirement : (Forty five days operating expenses)	\$ 3,215,714	\$ 3,173,811	\$ 3,173,811	\$ 3,542,105	\$ 3,191,977	\$ 18,166	0.6%



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**Bryan Commerce & Development (BCD) Fund
Summary of Revenues and Expenditures
FY2012**

	FY2010 Actuals	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Gain/(Loss) on Sale of Asset		\$ -	\$ -	\$ 35,900	\$ -	\$ -	N/A
Grants - Office of the Governor	\$ -	\$ -	\$ 1,800,000	\$ 2,000,000	\$ -	-	N/A
Interest Income	-	-	-	185	-	-	N/A
Misc Revenues	974	-	-	-	-	-	N/A
Rental Income	-	-	-	-	-	-	N/A
Total Revenues	\$ 974	\$ -	\$ 1,800,000	\$ 2,036,085	\$ -	\$ -	N/A
Expenditures:							
Other services and charges	\$ 63,707	\$ 633	\$ 633	\$ 11,199	\$ 178	\$ (455)	-71.88%
LaSalle Operations	689,856	-	35,114	39,456	-	-	N/A
Land Purchase	-	-	9,185	9,185	-	-	N/A
Legal	-	-	45,706	45,706	-	-	
Contractual Obligations	100,000	-	1,900,000	2,000,000	-	-	N/A
Compass Bank Note (Principal)	-	-	-	-	-	-	N/A
Compass Bank Note (Interest)	85,830	57,000	57,000	57,000	57,000	-	0.00%
Transfer from General Fund	(303,897)	(57,000)	(157,000)	(157,000)	(57,178)	(178)	0.31%
Total Expenses	\$ 635,496	\$ 633.00	\$ 1,890,638	\$ 2,005,546	\$ -	\$ -	N/A
Net Increase/(Decrease)	(634,522)	(633)	(90,638)	30,539	-	-	0.00%
Beginning Unrestricted Net Assets	41,464	(77,310)	(521,793)	(521,793)	(491,254)	-	0.00%
CAFR Adjustments	(71,265)						
Ending Unrestricted Net Assets	\$ (521,793)	\$ (77,943)	\$ (612,431)	\$ (491,254)	\$ (491,254)	\$ -	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 2011 Accomplishments

- Began providing shuttle service to Texas A&M University football events.
- Installed Self Service Fueling Equipment.
- Contract in place with aviation fuel vendor.
- Implemented and put into practice a new list for Hangar Waiting List Applicants.
- Created a new community event – Coulter Airfield Aviation Expo.
- Engineered a new hangar for maintenance.
- Increased existing revenue sources.
- Painted hangars W2, W3, W5, W7, W8.
- Instituted new record keeping practices.

Fiscal Year 2012 Goals and Objectives

- Install Automatic Weather Observation System.
- Complete new maintenance hangar.
- Add more revenue sources.
- Construct one, new private hangar.

Airport Fund
Summary of Revenues and Expenditures
FY2011

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Operating Revenues:							
Rent	\$ 65,718	\$ 105,000	\$ 105,000	\$ 114,360	\$ 142,300	\$ 37,300	35.5%
Fuel Revenue	129,052	260,000	260,000	290,000	323,000	63,000	24.2%
<i>Total Operating Revenues</i>	\$ 194,770	\$ 365,000	\$ 365,000	\$ 404,360	\$ 465,300	\$ 100,300	27.5%
Non-Operating Revenues:							
Grants	\$ 14,478	\$ 1,000	\$ 1,000	\$ 30,084	\$ 4,235	\$ 3,235	323.5%
Interest Income	74	225	225	30	-	(225)	-100.0%
Misc. Revenues	1,419	1,000	46,842	77,799	15,300	14,300	1430.0%
Transfers In	-	40,000	125,000	125,000	-	(40,000)	-100.0%
<i>Total Non-Operating Revenues</i>	\$ 15,971	\$ 42,225	\$ 173,067	\$ 232,913	\$ 19,535	\$ (22,690)	-53.7%
Total Revenues	\$ 210,741	\$ 407,225	\$ 538,067	\$ 637,273	\$ 484,835	\$ 77,610	19.1%
Expenditures:							
Operating Expenses:							
Salaries and Benefits	\$ 63,274	\$ 131,849	\$ 187,691	\$ 163,687	\$ 132,162	\$ 313	0.2%
Supplies	122,089	210,600	210,600	246,015	264,800	54,200	25.7%
Maintenance	57,625	32,660	32,660	70,175	47,876	15,216	46.6%
Other Services and Charges	34,879	14,750	14,807	69,730	34,410	19,660	133.3%
<i>Total Operating Expenses</i>	\$ 277,867	\$ 389,859	\$ 445,758	\$ 549,607	\$ 479,248	\$ 89,389	22.9%
Non-Operating Expenses:							
Debt Service	\$ 1,798	\$ 2,850	\$ 2,850	\$ 3,704	\$ 4,257	\$ 1,407	49.4%
Annual Capital	-	-	75,000	64,724	64,724	64,724	N/A
Allocation from City Depts	35,309	43,681	43,681	43,681	-	(43,681)	-100.0%
Bldg & Facility Mtnc	11,126	10,810	10,810	10,810	-	(10,810)	-100.0%
Transfers Out	-	-	-	-	-	-	N/A
Transfers In	-	-	-	-	-	-	N/A
<i>Total Non-Operating Expenses</i>	\$ 48,233	\$ 57,341	\$ 132,341	\$ 122,919	\$ 68,981	\$ 11,640	20.3%
Total Expenditures	\$ 326,100	\$ 447,200	\$ 578,099	\$ 672,526	\$ 548,229	\$ 101,029	22.6%
Net Increase /(Decrease)	\$ (115,359)	\$ (39,975)	\$ (40,032)	\$ (35,253)	\$ (63,394)	\$ (23,419)	58.6%
Beginning Unrestricted Net Current Assets	95,649	40,112	(22,053)	(22,053)	(57,306)	(97,418)	-242.9%
CAFR adjustment	(2,343)						
Ending Unrestricted Net Current Assets	\$ (22,053)	\$ 137	\$ (62,085)	\$ (57,306)	\$ (120,700)	\$ (120,837)	-88202.2%

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 63,274	\$ 131,849	\$ 187,691	\$ 163,687	\$ 132,162
Supplies	122,089	210,600	210,600	246,711	264,800
Maintenance & Services	57,625	32,660	32,660	78,326	47,876
Miscellaneous/Admin Reimb	81,314	69,241	69,298	88,279	34,410
Capital Outlay			75,000		
Debt Service	1,798	2,850	2,850	3,704	4,257
Transfers	-	-	-	130,842	-
Total Expenses	\$ 326,100	\$ 447,200	\$ 578,099	\$ 711,549	\$ 483,505

Budgeted Personnel

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Airport Manager	-	1	1	1	1
Assistant Airport Manager	-	-	-	1	1
Total	-	1	1	2	2

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
# of hangars leased month to month	37	37	37	36	36
Revenue generated annually	46,936	75,432	75,432	78,726	80,496
# of hangars with 25-30 year leases	8	8	8	8	8
Revenue generated	5,042	5,042	5,042	5,042	5,042
# of hangers leased other than T-hangars	1	1	1	1	1
Revenue Generated	7,350	14,700	14,700	14,700	14,700
# of month to month office lease	4	4	4	4	4
Revenue Generated	765	9,048	9,048	8,983	9,420
10% management fee for the BBC Hangar	1	1	1	1	1
Revenue Generated	825	1,650	1,650	1,650	1,650
# of permanent tiedowns	10	18	18	9	8
Revenue Generated	4,800	2,400	2,400	4,000	3,840
Misc. Revenue generated	1,398	900	900	900	1,040
Total Fuel Sold ¹	129,000	260,000	260,000	260,000	300,000

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 \$116,925 for FY2012. Operating revenues consist of fuel markups estimated at \$106,000, and inventory mark-ups of \$10,925.

Non-operating revenues for FY2012 include: interest income anticipated to be \$5,000 and discounts taken estimated at \$575.

Operating expenses total \$262,986 for FY2012. This includes expenses for: salaries and benefits \$205,151, supplies of \$17,524, capital outlay of \$27,000 and maintenance and services of \$13,311.

Non-operating expenses for FY2012 include an administrative reimbursement transfer of \$111,443 will also be made for FY2012, and General and Administrative Transfers in of (\$254,732).

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 2012 fiscal year are proposed to be \$1,441,684, an increase of \$68,766 from the FY2011 adopted figure of \$1,372,918.

Non-operating revenues are anticipated to decrease a net amount of \$16,000 under the FY2011 budget. Operating revenues are as follows: Interest income is expected to decrease by \$16,000 to \$56,000 in FY2012. This is due in part to the current economic environment and to the significantly lower fund balance anticipated in FY2012. Miscellaneous revenues were not budgeted in FY2012.

Operating expenses are expected to be \$2,023,778 in FY2012, a decrease of \$427,397 from the FY2011 adopted amount of \$2,451,175. 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 \$751,674 in FY2012 and includes: A transfer to the General Fund for Administration Reimbursement decrease of \$7,563 and Transfers in From Other Funds will decrease by (\$278,000).

The projected fund balance for FY2012 is anticipated to be \$2,630,723. This amount is an decrease of \$298,339 over the Adopted ending balance of FY2011 which is \$2,929,062.

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 \$8,046,399. Premiums paid by the City are projected to decrease in FY2012, from \$5,893,223 in FY2011 to \$5,871,029 in FY2012 (0.4% decrease). Employee contributions will increase slightly, up by \$139,192 (9.1%) from \$1,536,696 to \$1,675,888 in FY2012. Retiree premiums will account for \$499,482 of premiums paid. The FY2012 retiree contribution is \$53,823 higher than the FY2011 contribution of \$445,659. Interest income will be \$35,771 in FY2012.

Total Operating expenses for FY2012 are anticipated to be \$8,061,959. Health insurance claims are projected to be \$6,672,712. This reflects a decrease of \$710,598 below the FY2011 budget of \$7,383,310. Health insurance administration costs are \$477,119. This is a slight decrease of \$3,141 from FY2011 budget of \$480,260. Stop loss premiums anticipated to be \$375,790 in FY2012, down from \$404,103 in FY2011, an decrease of \$28,313. Employee Assistance Program is a small component of the expenses, accounting for \$13,716 of the costs in FY2012. Total non-operating expenses for FY2012 are anticipated to be \$350,000. This is comprised of transfers to other funds.

EQUIPMENT REPLACEMENT FUND

The Equipment Replacement Fund is being eliminated at the end of FY2011.

BUILDING AND FACILITIES MAINTENANCE FUND

The Building and Facilities Maintenance Fund is being eliminated at the end of FY2011.



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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 2011 Accomplishments

- Completed standard operating procedures (SOP) for warehouse function (auto warehouse, fuel procedure, auction, water warehouse, etc.).
- Accommodated streamlining of internal services by assuming greater responsibility and ownership for auction process, weekly bidding of goods, and administration of fleet services.
- Obtained a Spill Prevention, Control and Counter Measure (SPCC) plan for Fountain Street Fuel Island.
- Received compliance rating from Texas Commission on Environmental Quality (TCEQ) for management and operation of underground storage tanks.

Fiscal Year 2012 Goals and Objectives

- 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.
- Support integration of existing fuel system software to communicate with One Solution Software.
- Evaluate options for security monitoring of MSC Fuel Island.

Warehouse Fund
Summary of Revenues and Expenditures
FY2012

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
<u>Operating Revenues:</u>							
Fuel Markup	\$ 88,247	\$ 90,000	\$ 90,000	\$ 82,000	\$ 106,000	\$ 16,000	17.8%
Inventory Markup	10,514	10,925	10,925	10,597	10,925	-	0.0%
<i>Total Operating Revenues</i>	\$ 98,761	\$ 100,925	\$ 100,925	\$ 92,597	\$ 116,925	\$ 16,000	17.8%
<u>Non Operating Revenues:</u>							
Interest Income	\$ 3,509	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	0.0%
Discounts Taken	668	575	575	500	575	-	0.0%
<i>Total Non Operating Revenues</i>	\$ 4,177	\$ 5,575	\$ 5,575	\$ 5,500	\$ 5,575	\$ -	0.0%
Total Revenues	\$ 102,938	\$ 106,500	\$ 106,500	\$ 98,097	\$ 122,500	\$ 16,000	-45.4%
Expenditures:							
<u>Operating Expenses:</u>							
Salaries and Benefits	\$ 200,826	\$ 193,580	\$ 193,580	\$ 196,254	\$ 205,151	\$ 11,571	6.0%
Supplies	11,667	13,437	13,437	9,790	17,524	4,087	30.4%
Maintenance & Services	12,498	12,129	13,729	15,525	13,311	1,182	9.7%
Capital Outlay	1,451	-	-	-	27,000	27,000	N/A
<i>Total Operating Expenditures</i>	\$ 226,442	\$ 219,146	\$ 220,746	\$ 221,569	\$ 262,986	\$ 43,840	20.0%
<u>Non-operating Expenses:</u>							
Transfers to VRP & FRP	\$ 11,025	\$ 11,325	\$ 11,325	\$ 11,325	\$ -	\$ (11,325)	-100.0%
Over/Short Fuel and Inventory	(3,887)	-	-	2,095	-	-	N/A
Administrative Reimbursement	91,464	83,385	83,385	83,385	111,443	28,058	33.6%
General and Administrative Transfers	(164,843)	(164,843)	(164,843)	(164,843)	(254,732)	\$ (89,889)	5.4%
<i>Total Non-Operating Expenses</i>	\$ (66,241)	\$ (70,133)	\$ (70,133)	\$ (68,038)	\$ (143,289)	\$ (73,156)	104.3%
Total Expenditures	\$ 160,201	\$ 149,013	\$ 150,613	\$ 153,531	\$ 119,697	\$ (29,316)	124.3%
Net Increase/Decrease	\$ (57,263)	\$ (42,513)	\$ (44,113)	\$ (55,434)	\$ 2,803	\$ 45,316	-106.6%
Beginning Unrestricted Net Current Assets	618,479	556,246	561,069	561,069	505,635	(50,611)	-9.1%
CAFR Adjustment	(147)						
Ending Unrestricted Net Current Assets	\$ 561,069	\$ 513,733	\$ 516,956	\$ 505,635	\$ 508,438	(5,295)	-1.0%

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 200,826	\$ 193,580	\$ 193,580	\$ 196,254	\$ 205,151
Supplies	11,667	13,437	13,437	9,790	17,524
Maintenance & Services	12,498	12,129	13,729	14,726	13,311
Miscellaneous/Admin Reimb	102,489	94,710	94,710	95,509	111,443
Capital Outlay	1,451	-	-	-	27,000
Over/Short Fuel & Inventory	(3,887)	-	-	2,095	-
Total Expenses	\$ 325,044	\$ 313,856	\$ 315,456	\$ 318,374	\$ 374,429

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Driver - Storekeeper	1	1	-	-	-
Warehouse Coordinator	1	1	1	1	1
Storekeeper	2	2	3	3	3
Total	4	4	4	4	4

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Value difference (issue value vs. adjustment value) for water warehouse*	3.0%	NA	NA	3%	5%
Value difference (issue value vs. adjustment value) for general store*	3.8%	NA	NA	4%	5%
Value difference (issue value vs. adjustment value) for automotive warehouse*	3.3%	NA	NA	2%	5%
Issue value for water warehouse*	481,243	NA	NA	341,914	481,243
Issue value for general store*	85,385	NA	NA	92,272	92,272
issue value for automotive warehouse*	221,481	NA	NA	218,931	221,481
Number of adjustments for water warehouse	264	NA	NA	250	250
Number of adjustments for general warehouse*	156	NA	NA	156	200
Number of adjustments automotive warehouse*	147	NA	NA	75	175

*represents new performance measure added in fiscal year 2011



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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 2011 Accomplishments

- Obtained approval, implemented, and opened City of Bryan Employee Health center.
- Provided competitive employee benefits package with no increase in employee health insurance premiums.
- Implemented High Deductible Health Plan along with Health Savings Account.
- Enhanced health insurance plan options for Medicare-qualified retirees by offering a lower cost Medicare supplemental plan.
- Marketed and obtained services for Prescription Drug Management company and enhanced coverage to remove copayment for certain over-the-counter drugs and cholesterol lowering medications.
- Reduced total vehicle collisions by 31%.
- Obtained certification as CPR/First Aid instructor trainer.
- Conducted National Safety Council's Supervisor Development course for employee certification.
- Conducted health education and awareness activities for employees including seminars addressing the top three health risk factors (weight, nutrition, and coronary risk).
- High participation rate of employees in Healthy Lifestyles Program at 93%.
- Decreased average preventable health cost from \$954.02 to \$893.60.
- Decreased number of employees with moderate to high coronary risk.
- Implemented an interactive Wellness Website for employees and their families.

- Decreased employee sick leave usage by 3%.
- Continued partnership with Brazos County and the City of College Station for Health & Safety Expo.
- Assisted in obtaining employee benefits for BVSMA, Inc. employees.
- Presented CPR certification course to Spanish Citizens Police Academy.

Fiscal Year 2012 Goals and Objectives

- Market and obtain competitive proposals for employee health plan year 2013.
- Offer defensive driving and CPR/First Aid classes in Spanish.
- Certify ten employees in the National Safety Council's Supervisor Development Academy.
- Reduce number of preventable collisions by 5%.
- Maintain financial integrity of the Self-Insurance Fund with casualty costs not exceeding the actuary's projections.
- Stabilize health plan costs through utilization of Employee Health Center.
- Increase enrollment in High Deductible Health Plan/Health Savings Account to improve health plan consumer education to reduce health plan costs.
- Increase enrollment in Medicare supplemental plans to reduce other post employment benefits (OPEB) liability.
- Continue to enhance department web page with on-line education in benefits and safety and updates to Wellness Website.
- Facilitate group or individual health education sessions based on recommendations from Employee Health Center.
- Expand partnership in employee Health & Safety Expo to include Bryan ISD.
- Partner with other public entities for wellness and safety related activities and events.
- Coordinate a joint Critical Incident Stress Management meeting and/or training session between Bryan, College Station, Brazos County, and Bryan ISD.

Self Insurance Fund
Summary of Revenue and Expenditures
FY2011

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Operating Revenues:							
Defensive Driving Fees	\$ 660	\$ 600	\$ 600	\$ 855	\$ 750	\$ 150	25.0%
Liability/Workers Comp Ins Premiums	1,307,143	1,372,318	1,372,318	1,267,204	1,440,934	68,616	5.0%
<i>Total Operating Revenues</i>	<i>\$ 1,307,803</i>	<i>\$ 1,372,918</i>	<i>\$ 1,372,918</i>	<i>\$ 1,268,059</i>	<i>\$ 1,441,684</i>	<i>\$ 68,766</i>	<i>5.0%</i>
Non-Operating Revenues:							
Interest Income	\$ 64,218	\$ 72,000	\$ 72,000	\$ 62,472	\$ 56,000	\$ (16,000)	-22.2%
Miscellaneous revenues	26,651	-	-	19,221	-	-	N/A
S/L Aggregate Refund	-	-	-	35,273	-	-	N/A
<i>Total Non-Operating Revenues</i>	<i>\$ 90,869</i>	<i>\$ 72,000</i>	<i>\$ 72,000</i>	<i>\$ 116,966</i>	<i>\$ 56,000</i>	<i>\$ (16,000)</i>	<i>-22.2%</i>
Total Revenues	\$ 1,398,672	\$ 1,444,918	\$ 1,444,918	\$ 1,385,025	\$ 1,497,684	\$ 52,766	3.7%
Expenditures:							
Operating Expenses:							
Personnel Services	\$ 394,272	\$ 404,571	\$ 404,571	\$ 404,280	\$ 419,731	\$ 15,160	3.7%
Supplies	20,182	147,231	147,231	29,646	30,391	(116,840)	-79.4%
Maintenance	85,114	160,133	186,687	112,771	99,891	(60,242)	-37.6%
Other Services & Charges	69,778	93,875	93,875	70,280	67,520	(26,355)	-28.1%
Judgement & Damage Claims	89,241	53,500	53,500	44,450	60,000	6,500	12.1%
Liability Insurance	243,380	303,772	303,772	286,925	305,700	1,928	0.6%
Employee Safety	10,206	10,000	10,000	10,000	-	(10,000)	-100.0%
Claims Administration	52,000	60,000	60,000	55,000	60,000	-	0.0%
Workmans Comp & Liability Claims	560,076	1,218,093	1,283,900	993,615	980,545	(237,548)	-19.5%
<i>Total Operating Expenses</i>	<i>\$ 1,524,249</i>	<i>\$ 2,451,175</i>	<i>\$ 2,543,536</i>	<i>\$ 2,006,967</i>	<i>\$ 2,023,778</i>	<i>\$ (427,397)</i>	<i>-17.4%</i>
Non-Operating Expenses:							
Equipment Replacement Transfer	\$ 3,702	\$ 3,969	\$ 3,969	\$ 3,969	\$ -	\$ (3,969)	-100.0%
Building & Facility Mtnc	2,142	2,142	2,142	2,142	-	(2,142)	-100.0%
General & Admin Reimbursements	-	-	-	-	-	-	N/A
Capital	-	360,000	360,000	-	-	(360,000)	-100.0%
Employee Health Center	-	-	-	310,404	400,000	400,000	N/A
Transfer to Other Funds	-	-	-	-	-	-	N/A
Transfer to General Fund	787,705	500,000	525,000	500,000	-	(500,000)	-100.0%
Allocation Cost from City Dep	268,170	232,394	232,394	232,394	224,831	(7,563)	-3.3%
Transfers from other funds	-	(72,000)	(72,000)	(72,000)	(350,000)	(278,000)	386.1%
<i>Total Non-Operating Expenses</i>	<i>\$ 1,061,719</i>	<i>\$ 1,026,505</i>	<i>\$ 1,051,505</i>	<i>\$ 976,909</i>	<i>\$ 274,831</i>	<i>(751,674)</i>	<i>-73.2%</i>
Total Expenditures	\$ 2,585,968	\$ 3,477,680	\$ 3,595,041	\$ 2,983,876	\$ 2,298,609	(1,179,071)	-33.9%
Net Increase/(Decrease)	\$ (1,187,296)	\$ (2,032,762)	\$ (2,150,123)	\$ (1,598,851)	\$ (800,925)	\$ 1,231,837	37.6%
Beginning Unrestricted Net Current Assets	6,217,795	4,961,824	5,030,497	\$ 5,030,497	\$ 3,431,648	(1,530,176)	-30.8%
Ending Unrestricted Net Current Assets	\$ 5,030,497	\$ 2,929,062	\$ 2,880,374	\$ 3,431,648	\$ 2,630,723	\$ (298,339)	6.7%

Self Insurance Fund

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 394,272	\$ 404,571	\$ 404,571	\$ 404,280	\$ 419,731
Supplies	20,182	147,231	147,231	29,646	30,391
Maintenance & Services	380,494	523,905	550,459	454,696	465,591
Miscellaneous/Admin Reimb	1,003,315	1,613,973	1,679,780	1,667,254	1,732,896
Capital Outlay	-	360,000	360,000	-	-
Transfers	787,705	500,000	525,000	500,000	-
Total Expenses	\$ 2,585,968	\$ 3,549,680	\$ 3,667,041	\$ 3,055,876	\$ 2,648,609

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Risk Management Director	1	1	1	1	1
Benefits Administrator	1	1	1	1	1
Claims Specialist	1	1	1	1	1
Risk Management Assistant	1	1	1	1	1
Safety Officer	1	1	1	1	1
Wellness Coordinator	1	1	1	1	1
Total	6	6	6	6	6

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Number of safety/health classes held in Spanish	4	4	4	4	6
Number of collisions per 1,000,000 miles	20.2	12.0	12.0	11.4	20.0
Reduce percentage of preventable collisions	63%	70%	70%	62%	60%
Claims costs to actuary's projections	51%	70%	70%	65%	70%
Workers comp claim costs (in thousands)	265	300	300	350	350
Health plan claims cost (in millions)	6.6	6.8	6.8	7.1	7.0
Health Center-number of patient visits	N/A	N/A	N/A	1,100	2,225
Health Center-number of new chronic conditions diagnosed	N/A	N/A	N/A	8	16
Number of employees enrolled in HDHP/HAS	N/A	N/A	N/A	10	100
Number of retirees enrolled in Medicare supplement	N/A	N/A	N/A	2	5
Number of National Safety Council Supervisor Training classes	1	1	1	1	N/A
Number of National Safety Council Supervisor Certification class students	N/A	N/A	N/A	10	10
Prevalance of top three health risk factors:					
weight	79%	77%	77%	82%	80%
nutrition	71%	69%	69%	69%	67%
coronary heart disease	63%	61%	61%	58%	56%
Number of health education activities/seminars	20	25	25	24	24
Number of educational events with other public entities	4	5	5	4	5
Number of CISM joint Brazos Valley team meetings	0	2	2	0	1
Employee Sick Leave usage	41,207	43,000	43,000	39,880	N/A



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Employee Benefits
Summary of Revenues and Expenses
FY2011

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Operating Revenues:							
Employee Contributions	\$ 1,572,801	\$ 1,536,696	\$ 1,536,696	\$ 1,592,588	\$ 1,675,888	\$ 139,192	9.1%
City Contributions	5,497,886	5,893,223	5,893,223	5,700,029	5,871,029	(22,194)	-0.4%
Retiree Health Premiums	443,152	445,659	445,659	484,934	499,482	53,823	12.1%
<i>Total Operating Revenues</i>	<u>\$ 7,513,839</u>	<u>\$ 7,875,578</u>	<u>\$ 7,875,578</u>	<u>\$ 7,777,551</u>	<u>\$ 8,046,399</u>	<u>\$ 170,821</u>	<u>2.2%</u>
Non-Operating Revenues:							
Interest Income	\$ 32,271	\$ 40,000	\$ 40,000	\$ 33,664	\$ 35,771	\$ (4,229)	-10.6%
Stop/Loss Aggregate Refund	51,648	-	-	11,758	-	-	N/A
Health Claim Rebates	78,550	60,000	60,000	37,411	-	(60,000)	-100.0%
<i>Total Non-Operating Revenues</i>	<u>\$ 162,469</u>	<u>\$ 100,000</u>	<u>\$ 100,000</u>	<u>\$ 82,833</u>	<u>\$ 35,771</u>	<u>\$ (64,229)</u>	<u>-64.2%</u>
Total Revenues	<u>\$ 7,676,308</u>	<u>\$ 7,975,578</u>	<u>\$ 7,975,578</u>	<u>\$ 7,860,384</u>	<u>\$ 8,082,170</u>	<u>\$ 106,592</u>	<u>1.3%</u>
Expenditures:							
Operating Expenses:							
Administrative Reimbursements	\$ 169,580	\$ 178,948	\$ 178,948	\$ 178,948	\$ 161,694	\$ (17,254)	-9.6%
Claims Administration	15,063	15,000	15,000	16,011	10,928	(4,072)	-27.1%
Health Insurance Administration	489,008	480,260	480,260	467,962	477,119	(3,141)	-0.7%
Health Insurance Claims	7,088,656	7,383,310	7,383,310	7,094,531	6,672,712	(710,598)	-9.6%
EAP	12,783	13,000	13,000	13,063	13,716	716	5.5%
Stop Loss Premium	292,928	404,103	404,103	357,781	375,790	(28,313)	-7.0%
<i>Total Operating Expenses</i>	<u>\$ 8,068,018</u>	<u>\$ 8,474,621</u>	<u>\$ 8,474,621</u>	<u>\$ 8,128,296</u>	<u>\$ 7,711,959</u>	<u>\$ (762,662)</u>	<u>-9.0%</u>
Non-Operating Expenses:							
Transfer to Other Funds	\$ -	\$ 72,000	\$ 72,000	\$ 72,000	\$ 350,000	\$ 278,000	386.1%
<i>Total Non-Operating Expenses</i>	<u>\$ -</u>	<u>\$ 72,000</u>	<u>\$ 72,000</u>	<u>\$ 72,000</u>	<u>\$ 350,000</u>	<u>\$ 278,000</u>	<u>386.1%</u>
Total Expenditures	<u>\$ 8,068,018</u>	<u>\$ 8,546,621</u>	<u>\$ 8,546,621</u>	<u>\$ 8,200,296</u>	<u>\$ 8,061,959</u>	<u>\$ (484,662)</u>	<u>-5.7%</u>
Net Increase/(Decrease) *	\$ (391,710)	\$ (571,043)	\$ (571,043)	\$ (339,912)	\$ 20,211	\$ 591,254	7.0%
Beginning Unrestricted Net Current Assets	2,271,176	1,977,336	1,879,465	1,879,465	1,539,553	(437,783)	-22.1%
Ending Unrestricted Net Current Assets	<u>\$ 1,879,465</u>	<u>\$ 1,406,293</u>	<u>\$ 1,308,422</u>	<u>\$ 1,539,553</u>	<u>\$ 1,559,764</u>	<u>\$ 153,471</u>	<u>10.9%</u>

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Claims Administration	\$ 15,063	\$ 15,000	\$ 15,000	\$ 16,011	\$ 10,928
MiscAdmin Reimbursements	8,052,955	8,459,621	8,459,621	8,112,285	7,701,031
Transfers	-	72,000	72,000	72,000	350,000
Total Expenses	\$ 8,068,018	\$ 8,546,621	\$ 8,546,621	\$ 8,200,296	\$ 8,061,959

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Average number of health plan contracts	890.00	872.00	872.00	882.00	880.00
Average number of health plan members	1,987.00	1,850.00	1,850.00	2,001.00	1,998.00
Average health claims paid per contract per month	663.73	640.66	640.66	670.31	640.00
Total Admin & Stop Loss fees paid per contract per mo	74.41	76.00	76.00	80.00	82.07
Total plan expenses per contract per month	738.14	716.66	716.66	750.31	722.00
Average Provider Savings	61%	60%	60%	52%	50%
Inpatient admissions/1,000	64.90	80.00	80.00	68.20	64.79
Inpatient days/1,000	236.70	280.00	280.00	267.10	253.75
ER visits/1,000	197.10	205.00	205.00	192.90	183.26
Professional Provider visits/member	8.90			8.80	7.92

Equipment Replacement Fund
Summary of Revenues and Expenditures
FY2012

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Operating Revenues:							
Interest Income	\$ 8,118	\$ 1,650	\$ 1,650	\$ 17,500	\$ -	\$ (1,650)	-100.0%
Gain on Sale of Assets	5,741	-	-	-	-	-	N/A
Total Operating Revenues	\$ 13,859	\$ 1,650	\$ 1,650	\$ 17,500	\$ -	\$ (1,650)	-100.0%
Operating Expenditures:							
Supplies Costs:							
Supplies	1,150	-	-	15,442	-	-	N/A
<i>Subtotal Supplies Costs</i>	<i>\$ 1,150</i>	<i>\$ -</i>	<i>\$ -</i>	<i>\$ 15,442</i>	<i>\$ -</i>	<i>\$ 14,547</i>	<i>N/A</i>
Misc/Admin Reimb:							
Alloc Costs from City Departments	14,547	11,006	11,006	11,006	-	(11,006)	-100.0%
Loss on Sale of Asset	13,921	-	-	-	-	-	-
<i>Subtotal Misc/Admin Reimb</i>	<i>\$ 14,547</i>	<i>\$ 11,006</i>	<i>\$ 11,006</i>	<i>\$ 11,006</i>	<i>\$ -</i>	<i>\$ 14,547</i>	<i>N/A</i>
Equipment Replacement Costs:							
Municipal Court Equip. Replacement	-	-	-	-	-	-	N/A
Facilities Services Equip. Replacement	81,500	113,500	148,503	148,503	-	(113,500)	-100.0%
Transportation and Drainage Equip. Replacement	187,044	262,260	262,260	262,260	-	(262,260)	-100.0%
Traffic Services Equip. Replacement	22,685	22,685	100,665	100,665	-	(22,685)	-100.0%
Police Services Equip. Replacement	479,740	530,600	578,269	578,269	-	(530,600)	-100.0%
Fire Services Equip. Replacement	507,166	1,736,694	2,975,438	2,975,438	-	(1,736,694)	-100.0%
Planning & Development Services Equip. Replacement	-	-	-	-	-	-	N/A
Parks & Recreation Services Equip. Replacement	302,370	120,350	120,350	120,350	-	(120,350)	-100.0%
Risk	-	3,969	3,969	3,969	-	(3,969)	-100.0%
Warehouse	-	9,719	9,719	9,719	-	(9,719)	-100.0%
Water Services Equip. Replacement	183,622	220,919	235,982	235,982	-	(220,919)	-100.0%
Wastewater Services Equip. Replacement	204,057	327,729	327,729	327,729	-	(327,729)	-100.0%
Solid Waste Services Equip. Replacement	644,302	868,968	923,870	923,870	-	(868,968)	-100.0%
<i>Subtotal Equip. Replacement Costs</i>	<i>\$ 2,612,487</i>	<i>\$ 4,217,393</i>	<i>\$ 5,686,754</i>	<i>\$ 5,686,754</i>	<i>\$ -</i>	<i>\$ (4,217,393)</i>	<i>-100.0%</i>
Transfers-In:							
Transfer From Municipal Court	(13,153)	(13,153)	(13,153)	(13,153)	-	525	3.8%
Transfer From Fleet Services	(9,721)	(9,721)	(9,721)	(9,721)	-	2,825	22.5%
Transfer From Facilities Services	(80,703)	(64,852)	(64,852)	(64,852)	-	9,507	12.8%
Transfer From Transportation and Drainage	(314,108)	(314,108)	(314,108)	(314,108)	-	88,661	22.0%
Transfer From Traffic Services	(73,477)	(33,477)	(33,477)	(33,477)	-	851	2.5%
Transfer From Police Services	(485,265)	(474,725)	(474,725)	(474,725)	-	(84,944)	-21.8%
Transfer From Fire Services	(805,360)	(805,360)	(805,360)	(805,360)	-	(58,248)	-7.8%
Transfer From Planning & Development Srv	(30,321)	(30,321)	(30,321)	(30,321)	-	(18,146)	-149.0%
Transfer From Parks & Recreation Services	(73,780)	(73,780)	(73,780)	(73,780)	-	14,439	16.4%
Transfer From Water Services	(224,280)	(220,919)	(220,919)	(220,919)	-	(41,717)	-22.9%
Transfer From Wastewater Services	(294,493)	(327,729)	(327,729)	(327,729)	-	(48,286)	-19.6%
Transfer From Solid Waste Services	(1,082,338)	(868,968)	(868,968)	(868,968)	-	(165,714)	-18.1%
Transfer From Information Technology	(4,844)	(4,844)	(4,844)	(4,844)	-	2,215	31.4%
Transfer from Engineering Services	(22,575)	(22,575)	(22,575)	(22,575)	-	2,897	11.4%
Transfer From Risk Services	(3,705)	(3,969)	(3,969)	(3,969)	-	(952)	-34.6%
Transfer From Warehouse Services	(9,419)	(9,719)	(9,719)	(9,719)	-	1,956	17.2%
<i>Subtotal Transfers-In</i>	<i>\$ (3,527,542)</i>	<i>\$ (3,278,220)</i>	<i>\$ (3,278,220)</i>	<i>\$ (3,278,220)</i>	<i>\$ -</i>	<i>\$ (294,131)</i>	<i>9.0%</i>
Total Operating Expenses	\$ (899,358)	\$ 950,179	\$ 2,419,540	\$ 2,434,982	\$ -	\$ (4,482,430)	-471.7%
Net Increase/(Decrease)	913,217	(948,529)	(2,417,890)	(2,417,482)	-	4,480,780	-472.4%
Beginning Unrestricted Net Current Assets	2,265,605	1,108,817	3,178,822	3,178,822	761,340	(4,480,780)	-404.1%
Ending Unrestricted Net Assets	\$ 3,178,822	\$ 160,288	\$ 760,932	\$ 761,340	\$ 761,340	\$ -	0.0%

**Building and Facilities Maintenance Fund
Summary of Revenues and Expenditures
FY2012**

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Interest Income	\$ 463	\$ 175	\$ 175	\$ 750	\$ -	(175)	-100.0%
Discounts Taken	4,220	5,000	5,000	5,000	-	(5,000)	-100.0%
Total Revenues	\$ 4,683	\$ 5,175	\$ 5,175	\$ 5,750	\$ -	\$ (5,175)	-100.0%
Expenditures:							
Operating Expenditures:							
Building Maintenance	\$ 86,118	\$ 106,874	\$ 186,374	\$ 186,374	\$ -	\$ (106,874)	-100.0%
Park & Rec System Maint.	61,410	98,351	98,351	98,351	-	(98,351)	-100.0%
Transfer from General Fund	-	-	-	-	-	-	N/A
Transfer from Other Funds	-	-	-	-	-	-	N/A
<i>Sub Total Expenditures</i>	\$ 147,528	\$ 205,225	\$ 284,725	\$ 284,725	\$ -	\$ (205,225)	-200.0%
Other Uses/(Sources):							
Transfer from General Fund	\$ (196,902)	\$ (144,902)	\$ (144,902)	\$ (144,902)	\$ -	\$ 144,902	-100.0%
Transfer from Warehouse Fund	(1,606)	(1,606)	(1,606)	(1,606)	-	1,606	-100.0%
Transfer from Water Fund	(4,765)	(4,765)	(4,765)	(4,765)	-	4,765	-100.0%
Transfer from Wastewater Fund	(7,075)	(7,075)	(7,075)	(7,075)	-	7,075	-100.0%
Transfer from Airport Fund	(10,810)	(10,810)	(10,810)	(10,810)	-	10,810	-100.0%
Transfer from Solid Waste Fund	(4,000)	(4,000)	(4,000)	(4,000)	-	4,000	-100.0%
Transfer from Risk Fund	(2,142)	(2,142)	(2,142)	(2,142)	-	2,142	-100.0%
<i>Sub Total Other Uses/(Sources)</i>	\$ (227,300)	\$ (175,300)	\$ (175,300)	\$ (175,300)	\$ -	\$ 175,300	\$ (1)
Total Expenditures	\$ (79,772)	\$ 29,925	\$ 109,425	\$ 109,425	\$ -	\$ (29,925)	-100.0%
Revenue Over/(Under) Expenditures	\$ 84,455	\$ (24,750)	\$ (104,250)	\$ (103,675)	\$ -	\$ 24,750	-100.0%
Beginning Unreserved Net Assets	35,261	61,931	119,716	119,716	16,041	(45,890)	-74.1%
Ending Unreserved Net Assets	\$ 119,716	\$ 37,181	\$ 15,466	\$ 16,041	\$ 16,041	\$ (21,140)	-56.9%



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SPECIAL REVENUE OVERVIEW

FUND DESCRIPTION

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

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

The City adopts legal budgets for 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 FY2012, revenues total \$2,352,977, a \$102,249 increase from the FY2011 adopted budget. 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.

Proposed expenditures in the Community Development Fund are \$2,352,977. 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 FY2012 are projected to be \$345,000, or a 2.5% increase from FY2011. Interest income of \$4,200 is projected.

Expenditures of \$381,100 in FY2012 are programmed into the proposed 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 FY2012 expenditure budget is \$82,500 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 \$480,090 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 FY2012, with interest of \$1,000. No expenditures are anticipated in FY2012. The Oil & Gas Fund will be closed to the General Fund.

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. The Special Projects Fund is expected to realize interest income of \$500 during FY2012. No expenditures are planned in FY2012 from this fund. This fund will also be closed to the General Fund.

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.

FY2012 projected revenues are expected to remain stable at \$49,600 which equal to FY2011. Revenues from the technology fee are anticipated to be \$45,600, while interest income is expected to be \$4,000.

Proposed expenses for FY2012 are \$54,920 and consist of the following:

- \$53,500 is set aside for capital purchases, including a payment kiosk and a license reader.
- \$420 is budgeted for supplies and \$1,000 for the maintenance of the computers.

The fund balance is projected to be \$272,073 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 FY2012 are \$5,311,000. This includes anticipated interest earnings of \$60,000. Expenditures are budgeted at \$8,882,984.

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 FY2012 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.

FY2012 total adopted revenues are \$875,000. Drainage fees comprise 98%, or \$860,000, of the total fund revenue. Interest income constitutes \$10,000 and penalty income is \$5,000.

Drainage studies and improvement projects budgeted for FY2012 total \$1,416,925.

Additional expenditures include a transfer to BTU (electric) of \$50,000 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 FY2012, receipts from the City, Brazos County, and Bryan ISD are budgeted at \$1,167,429. However, BIRD may elect to make their contribution of \$187,025 in FY11. Projected interest earnings for FY2012 are \$42,200.

Adopted FY2012 expenditures include \$340,000 for park improvements, as well as \$285,066 for debt service payments.

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.

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 FY2012 are \$1,092,918. Transfers from other funds and interest income of \$140,587 are also budgeted in FY12.

FY2012 expenditures include debt service payments in the amount of \$1,390,171, and \$25,000 for developer reimbursements.

The FY2012 fund balance is expected to decrease by \$181,666 throughout the year with an ending fund balance of \$57,138. There is no required minimum balance for this fund.

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 \$142,890 in FY2012 with interest income of \$271. The forecasted statement of cash flow reflects full participation by the City of Bryan through 2027 and Brazos County participation through 2012.

Adopted expenditures for FY2012 are \$160,851 for debt service.

TIRZ #21 – DOWNTOWN

Tax Increment Financing Zone #21 – Downtown (TIRZ 21) was created by City Council ordinance in December 2006. This improvement zone is located 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 \$74,691 in property tax revenues for FY2012. There are no expenditures budgeted for this fund in FY2012.

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 FY2012 are \$249,416. Other projected revenues include \$1,693 in interest income, and transfers in of \$75,000.

Total expenditures adopted for FY2012 total \$298,418 as a transfer out debt service payments.

GRANT FUND

The Grant Fund was established in 2011 to segregate and administer governmental grants. The grants received and recorded in this fund are primarily for public safety purposes. The FY2012 Adopted Budget includes revenues of \$241,371 for COPS Grant. This grant provides funding for entry level salary and benefits for four (4) police officers. Grant funding is provided for four years. FY2012 expenditures of \$241,371 are included for the salaries and benefits for the COPS Grant officers.

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 decent, safe and affordable housing.
- Reduce the isolation of income groups by decentralizing housing opportunities and expanding home ownership.
- Address needs of homeless through housing and supportive services by providing access to eligible programs.
- Address special needs populations through housing and supportive services by providing access to eligible services.
- Increase access to public services and public facilities as defined by HUD.
- Increase economic development by providing technical assistance to private non-profit, for profit developers, and special economic development loans to increase access to services for low to moderate income individuals.
- Increase economic development by providing technical assistance to individuals and/or special economic development loans, when funds are available, to eliminate slum/blight.

Fiscal Year 2011 Accomplishments

- Worked with internal city departments to coordinate efforts in Bryan's First Rehab area to create impact on older (low/moderate income areas) neighborhoods including Executive, Planning, Neighborhood Services, Engineering, Transportation, and Building Inspections.
- Provided technical assistance to and participated on the DASH (Decent Affordable, Safe Housing) Committee to provide private/public partnerships to eliminate substandard and/or dilapidate houses (approximately 8 meetings held).
- Assisted in DASH presentation to City Council on housing initiatives to stimulate housing stock low/moderate income areas.
- Provided funding to a minimum of 15 homeowners to improve housing stock for both minor and major rehabilitation/reconstruction.
- Provided technical assistance to over 8 House Tax Credit (HTC) developers and 2 local developers.
- Provided home buyer's counseling and/or down payment assistance to a minimum of 15 citizens.
- Provided for the acquisition of one property.
- Provided for the demolition of 2 vacant houses.

- Provided for citizen's input through 3 public hearings and monthly public meetings.
- Developed and implemented 2011 annual Consolidated Action Plan.
- Prepared and submitted 2009 annual Consolidated Annual Performance and Evaluation Report.
- Provided technical assistance to Brazos Valley Coalition for the Homeless - Chair (quarterly meetings).
- Provided for funding of a minimum of 6 public service agencies to increase access to services and providing opportunity through a RFP for submission of proposals for public service agencies.
- Prepared for Community Development Block Grant (CDBG) Monitoring.
- Provided staff oversight of Neighborhood Stabilization Program for 32 demolitions and one acquisition/rehabilitation for one owner occupied home.
- Provided for an application process for public facility funding for the 2011 program year.
- Co-Chaired United Way's Financial Stability Committee to increase financial resources for low and moderate income people.

Fiscal Year 2012 Goals and Objectives

- Provide funding to a minimum of 17 homeowners to improve housing stock for both minor and major rehabilitation/reconstruction projects.
- Provide home buyer's assistance to a minimum of 15 eligible citizens.
- Work with internal city departments to coordinate efforts in Bryan's First Rehab area for housing, streets, parks, water/sewer and building inspections to increase housing stock by implementing a proposed maintenance ordinance and lowering fees for impact area projects.
- Work with and provide technical assistance to DASH to implement Good Samaritan project to increase rental properties (5 rental properties) and local builders to increase opportunities for owner occupied (5 new properties for home ownership).
- Provide technical assistance and partner with Social Inclusion/Exclusion model for Bryan's First Rehabilitation Area for long term plan to address housing and social service issues.
- Provide volunteer demolition opportunities and complete 5 demolitions to remove vacant dilapidated houses.
- Provide volunteer acquisition opportunities for properties that are located in low and moderate income areas to encourage redevelopment and complete one (1) to two (2) acquisitions.
- Provide technical assistance to a minimum of two (2) housing developers to encourage housing developments in low/moderate income areas or for low/moderate income individuals/families.
- Provide technical assistance to a minimum of two (2) housing related community committees/coalitions including DASH and Brazos Valley Coalition for the Homeless.

Community Development Fund

- Provide technical assistance through participation on a minimum of three (3) social service boards/Coalitions and committees such as Project Unity, United Way, and Bank On It.
- Prepare and submit the 2011 Consolidated Action Plan.
- Prepare and submit the 2010 Consolidated Annual Evaluation and Performance Plan.
- Attend HUD meetings as appropriate, with a minimum of one per fiscal year.

Community Development Fund
Summary of Revenues and Expenditures
FY2012

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Community Development Block Grant	\$ 669,462	\$ 1,246,968	\$ 1,246,968	\$ 960,040	\$ 1,322,263	\$ 75,295	6.0%
HOME Grant	433,770	806,000	806,000	343,511	971,214	165,214	20.5%
Revolving Loan	2,634	5,760	5,760	4,500	4,500	(1,260)	-21.9%
HOME Program Income	57,837	55,000	55,000	50,000	55,000	-	0.0%
CDBG-R; Neighborhood Stabilization	335,157	137,000	137,000	105,442	-	(137,000)	-100.0%
Total Revenues	\$ 1,498,860	\$ 2,250,728	\$ 2,250,728	\$ 1,463,493	\$ 2,352,977	\$ 102,249	4.5%
Expenditures:							
CD Administration	\$ 188,407	\$ 203,565	\$ 203,565	\$ 203,565	\$ 170,538	\$ (33,027)	-16.2%
CD Neighborhood Stabilization CDNSP	89,871	137,000	234,213	105,442	-	(137,000)	-100.0%
CDBG-R	20,080	-	-	-	-	-	N/A
CDBG Housing Admin	342,480	898,490	960,990	622,724	1,028,321	129,831	14.4%
CDBG Public Services	141,208	150,631	150,631	138,251	127,904	(22,727)	-15.1%
CDBG Public Facilities PFCDBG-R	225,206	-	-	-	-	-	N/A
HOME Grants	491,607	861,042	1,055,690	393,511	1,026,214	165,172	19.2%
Total Expenditures	\$ 1,498,859	\$ 2,250,728	\$ 2,605,089	\$ 1,463,493	\$ 2,352,977	\$ 102,249	4.5%
Net Increase/(Decrease)	\$ 1	\$ -	\$ (354,361)	\$ -	\$ -	\$ -	N/A
Beginning Fund Balance	-	(10)	1	1	1	11	-110.0%
Ending Fund Balance	\$ 1	\$ (10)	\$ (354,360)	\$ 1	\$ 1	\$ 11	-110.0%

Community Development Fund

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Salaries and Benefits	\$ 479,839	\$ 429,266	\$ 429,266	\$ 458,259	\$ 427,728
Supplies	8,995	10,767	10,767	10,754	11,402
Maintenance & Services	62,526	66,663	66,663	67,518	59,535
Miscellaneous/Admin Reimb	727,499	1,744,032	2,098,393	926,962	1,854,312
Debt Service	-	-	-	-	-
Capital	220,000	-	-	-	-
Total Expenses	\$ 1,498,859	\$ 2,250,728	\$ 2,605,089	\$ 1,463,493	\$ 2,352,977

Budgeted Personnel

	FY2010 Adopted	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
CD Manager	0.75	0.75	0.75	0.75	0.75
CD Assistant Manager	1.00	1.00	1.00	1.00	1.00
CD Programs Administrator	-	-	-	-	-
CD Program Analyst	1.00	1.00	1.00	1.00	1.00
Code Enforcement Officer	-	-	-	-	-
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	-	-	-	-	-
Housing Coordinator	-	-	-	-	-
Non Housing Assistant	-	-	-	-	-
Housing Assistant	-	0.50	0.50	0.50	0.50
Total	5.75	6.25	6.25	6.25	6.25

Performance and Activity Measures

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted
Number of households provided rehabilitation	30	15	20	20	17
Number of households provided reconstruction	2	2	2	2	2
Number of developers provided technical assistance	4	3	10	10	2
Number of citizens provided homebuyers assistance	26	15	15	15	15
Number of non-profits provided tech. assist. for housing/ support. serv.	3	3	3	3	3
Number of Public Housing Authority residents receiving tech. assist.	1	-	1	1	1
Number of individuals served through supportive services by non-profits who were provided technical	25,000	25,000	25,000	25,000	25,000
Number of youth facilities provided technical assistance or funding	3	4	4	4	3
Number of reviews of Section 108 Health Care Facilities	1	4	1	1	1
Number of agencies receiving funding or technical assistance	10	6	6	6	6
Number of agencies funded that provided services to at risk youth	6	3	3	3	3
Number of public services receiving consideration for funding	10	12	10	12	15
Number of special projects	3	3	3	3	3
Number of public hearings held	5	2	3	4	4
Number of Acquisitions	1	-	2	1	2
Number of Demolitions	-	-	20	2	5

Hotel/Motel Tax Fund
Summary of Revenues and Expenditures
FY2012

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Room Tax Receipts	\$ 411,190	\$ 336,475	\$ 336,475	\$ 400,000	\$ 345,000	\$ 8,525	2.5%
Interest Income	3,267	4,595	4,595	3,000	4,200	(395)	-8.6%
Total Revenues	\$ 414,457	\$ 341,070	\$ 341,070	\$ 403,000	\$ 349,200	\$ 8,130	2.4%
Expenditures:							
Convention & Visitors Bureau	\$ 133,400	\$ 133,400	\$ 133,400	\$ 133,400	\$ 133,400	\$ -	0.0%
Children's Museum	-	-	-	-	-	-	N/A
Arts Council	42,000	42,000	42,000	42,000	42,000	-	0.0%
DBEDA Contract	30,000	30,000	30,000	30,000	30,000	-	0.0%
Brazos Valley Noon Lions Club-July 4th	10,000	-	-	-	10,000	10,000	N/A
Brazos Valley Symphony	7,000	7,000	7,000	7,000	7,000	-	0.0%
Texas Association of Museums	5,000	-	-	-	-	-	N/A
Events/Celebrations - Texas Reds	62,941	75,000	75,000	25,000	75,000	-	0.0%
Events/Celebrations - Fiestas Patrias	4,995	-	-	-	5,000	5,000	N/A
Events/Celebrations - World Fest	1,700	2,500	2,500	2,500	2,500	-	0.0%
ASA Tournament Fees	10,000	-	-	-	-	-	N/A
Reimb. General Fund for Hotel Fee Waiver	16,292	-	-	-	17,500	17,500	N/A
Booneville Hotel LP - Best Western-Tourism							
Reimbursement (65 Rooms)	83,752	3,700	3,700	3,700	3,700	-	0.0%
LaSalle Hotel Capital Improvements	-	30,000	30,000	30,000	-	(30,000)	-100.0%
Contingency	-	25,000	38,500	38,500	55,000	30,000	120.0%
Total Expenditures	\$ 407,080	\$ 348,600	\$ 362,100	\$ 312,100	\$ 381,100	\$ 32,500	9.3%
Net Increase/Decrease	\$ 7,377	\$ (7,530)	\$ (21,030)	\$ 90,900	\$ (31,900)	\$ (24,370)	323.6%
Beginning Fund Balance	413,713	254,091	421,090	421,090	511,990	257,899	101.5%
Ending Fund Balance	\$ 421,090	\$ 246,561	\$ 400,060	\$ 511,990	\$ 480,090	\$ 233,529	94.7%

Oil & Gas Fund
Summary of Revenues and Expenditures
FY2012

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Royalties - Genera	\$ 50,702	\$ 70,000	\$ 70,000	\$ 62,997	\$ 75,000	\$ 5,000	7.1%
Interest	2,020	1,000	1,000	2,100	1,500	500	50.0%
Total Revenues	\$ 52,722	\$ 71,000	\$ 71,000	\$ 65,097	\$ 76,500	\$ 5,500	7.7%
Expenditures:							
General Fund Administrative Reimbursemer	313	176	176	176	-	(176)	-100.0%
Total Expenditures	\$ 313	\$ 176	\$ 176	\$ 176	\$ -	\$ (176)	-100.0%
Net Increase/(Decrease)	\$ 52,409	\$ 70,824	\$ 70,824	\$ 64,921	\$ 76,500	\$ 5,676	8.0%
Beginning Fund Balance	117,685	135,299	170,094	170,094	235,015	99,716	73.7%
FY2009 CAFR Adjustment	-	-	-	-	-	-	N/A
Ending Fund Balance	\$ 170,094	\$ 206,123	\$ 240,918	\$ 235,015	\$ 311,515	\$ 105,392	51.1%

Special Projects Fund
Summary of Revenues and Expenditures
FY2012

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Interest Income	\$ 1,395	\$ 500	\$ 500	\$ 1,000	\$ -	\$ (500)	-100.0%
Discounts Taken	188	-	-	86	-	-	N/A
Total Revenues	\$ 1,583	\$ 500	\$ 500	\$ 1,086	\$ -	\$ (500)	-100.0%
Expenditures:							
Transfer to Bryan Commerce & Development	\$ 39,807	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
Downtown Landscaping	21,809	-	-	9,242	-	-	N/A
Villa Maria Grade Separation Landscaping	110,429	-	-	-	-	-	N/A
General Fund Administrative Reimbursement	199	320	320	320	-	(320)	-100.0%
<i>Sub Total Expenditures</i>	\$ 172,244	\$ 320	\$ 320	\$ 9,562	\$ -	\$ (320)	-100.0%
Other Uses/(Sources)							
Transfer to Other Funds - Coulter Airport	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	\$ (40,000)	-100.0%
<i>Sub Total Other Uses/(Sources)</i>	\$ -	\$ 40,000	\$ 40,000	\$ 40,000	\$ -	\$ (40,000)	-100.0%
Total Expenditures	\$ 172,244	\$ 40,320	\$ 40,320	\$ 49,562	\$ -	\$ (40,320)	-100.0%
Net Increase/(Decrease)	\$ (170,661)	\$ (39,820)	\$ (39,820)	\$ (48,476)	\$ -	\$ 39,820	-100.0%
Beginning Fund Balance	342,713	124,365	172,052	172,052	123,576	(789)	-0.6%
Ending Fund Balance	\$ 172,052	\$ 84,545	\$ 132,232	\$ 123,576	\$ 123,576	\$ 39,031	46.2%

Court Technology Fund
Summary of Revenues and Expenditures
FY2011

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Technology Fee	\$ 44,446	\$ 45,600	\$ 45,600	\$ 45,600	\$ 45,600	\$ -	0.0%
Interest Income	3,398	4,000	4,000	3,200	3,500	(500)	-12.5%
Total Revenues	\$ 47,844	\$ 49,600	\$ 49,600	\$ 48,800	\$ 49,100	\$ (500)	-1.0%
Expenditures:							
Supplies	\$ -	\$ 1,000	\$ 1,000	\$ 13,447	\$ 420	\$ (580)	-58.0%
Maintenance	-	14,600	49,600	45,117	1,000	(13,600)	-93.2%
Administrative Reimbursement	-	240	240	240	-	(240)	-100.0%
Capital Outlay	17,456	35,000	87,022	77,453	53,500	18,500	52.9%
Total Expenditures	\$ 17,456	\$ 50,840	\$ 137,862	\$ 136,257	\$ 54,920	\$ 4,080	8.0%
Net Increase/(Decrease)	\$ 30,388	\$ (1,240)	\$ (88,262)	\$ (87,457)	\$ (5,820)	\$ 22,580	-1821.0%
Beginning Fund Balance	334,962	350,262	365,350	365,350	277,893	(72,369)	-20.7%
Ending Fund Balance	\$ 365,350	\$ 349,022	\$ 277,088	\$ 277,893	\$ 272,073	\$ (76,949)	-22.0%

Street Improvement Fund
Summary of Revenues and Expenditures
FY2012

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Fees	\$ 5,187,432	\$ 4,861,408	\$ 4,861,408	\$ 4,861,408	\$ 5,200,000	\$ 338,592	7.0%
Other	65,339	45,000	45,000	46,963	45,000	-	0.0%
Interest Income	56,273	50,000	50,000	55,000	60,000	10,000	20.0%
Paving Assessment Receipts	3,626	4,200	4,200	3,600	4,000	(200)	-4.8%
Paving Assessment Interest	14,018	4,500	4,500	3,800	2,000	(2,500)	-55.6%
Total Revenues	\$ 5,326,688	\$ 4,965,108	\$ 4,965,108	\$ 4,970,771	\$ 5,311,000	\$ 345,892	7.0%
Expenditures:							
Street Maintenance	\$ 3,813,243	\$ 4,700,554	\$ 7,618,914	\$ 6,355,074	\$ 8,275,000	\$ 3,574,446	76.0%
Mtnce & Services	-	-	-	5,159	5,000	5,000	N/A
Misc/Admin Reimb	37,920	-	-	536	174,450	174,450	N/A
Transfers	302,895	239,650	239,650	1,130,692	254,866	15,216	6.3%
Utility Admin. Reimbursement	24,680	24,904	24,904	24,904	173,668	148,764	597.3%
Total Expenditures	\$ 4,178,738	\$ 4,965,108	\$ 7,883,468	\$ 7,516,365	\$ 8,882,984	\$ 3,917,876	78.9%
Net Increase/(Decrease)	\$ 1,147,950	\$ -	\$(2,918,360)	\$(2,545,594)	\$(3,571,984)	\$(3,571,984)	N/A
Beginning Fund Balance	5,355,097	5,637,618	6,503,047	6,503,047	3,957,453		0.0%
Ending Fund Balance	\$ 6,503,047	\$ 5,637,618	\$ 3,584,687	\$ 3,957,453	\$ 385,469	\$(3,571,984)	-63.4%

Drainage Fund
Summary of Revenues and Expenditures
FY2012

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Fees	\$ 842,822	\$ 1,215,374	\$ 1,215,374	\$ 950,000	\$ 860,000	\$ (355,374)	-29.2%
Other	16,335	4,200	4,200	13,000	5,000	800	19.0%
Interest Income	17,030	20,000	20,000	12,500	10,000	(10,000)	-50.0%
Total Revenues	\$ 876,188	\$ 1,239,574	\$ 1,239,574	\$ 975,500	\$ 875,000	\$ (364,574)	-29.4%
Expenditures:							
Street System Mainenance	\$ 135,133	\$ -	\$ -	\$ 23	\$ -	\$ -	N/A
Contr Engineer/Planning	456,258	350,000	562,992	350,000	150,000	(200,000)	-57.1%
Alloc Costs from City Dept	-	-	-	-	59,500	59,500	N/A
Filing Fees-County Clerk	84	-	-	-	-	-	N/A
Land	103,275	-	-	20,381	-	-	N/A
Storm System	758,550	864,670	1,410,987	1,353,590	1,157,425	292,755	33.9%
Utility Admin Reimbursement	24,680	24,904	24,904	24,904	50,000	25,096	100.8%
Total Expenditures	\$ 1,477,980	\$ 1,239,574	\$ 1,998,883	\$ 1,748,898	\$ 1,416,925	\$ 177,351	14.3%
Revenue over/(under) expenditures	\$ (601,792)	\$ -	\$ (759,309)	\$ (773,398)	\$ (541,925)	\$ (541,925)	N/A
Beginning Fund Balance	1,937,204	2,284,659	1,335,412	1,335,412	562,014	541,925	23.7%
Ending Fund Balance	\$ 1,335,412	\$ 2,284,659	\$ 576,103	\$ 562,014	\$ 20,089	\$ -	0.0%

**Tax Increment Finance Zone #8 - Park Hudson
Summary of Revenues and Expenditures
FY2012**

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Property tax - BISD & Cnty	\$ 790,116	\$ -	\$ -	\$ 423,855	\$ 187,025	\$ 187,025	N/A
Property tax - City	702,742	-	-	697,730	980,404	980,404	N/A
Delinquent Property Taxes	-	281,224	281,224	281,224	-	(281,224)	-100.0%
Gain on Sale of Asset	60,714	-	-	-	-	-	N/A
Interest Income	23,233	27,400	27,400	28,700	42,200	14,800	54.0%
Total Revenues	\$ 1,576,805	\$ 308,624	\$ 308,624	\$ 1,431,509	\$ 1,209,629	\$ 901,005	291.9%
Expenditures:							
Planning and Construction Exp	\$ 299,275	\$ -	\$ 4,897	\$ 46,460	\$ -	\$ -	N/A
Pub of Legal Notices	-	-	-	107	-	-	N/A
Alloc Costs from City Dept's	104,250	11,959	11,959	11,959	-	(11,959)	-100.0%
Contractual Services	1,850	340,000	700,000	700,000	340,000	-	0.0%
Contingent Expenditures	(159)	-	-	-	-	-	N/A
Land	305,030	-	-	-	-	-	N/A
Transfer to City Debt Service	222,926	1,030,584	1,030,584	280,584	285,066	(745,518)	-72.3%
Total Expenditures	\$ 933,172	\$ 1,382,543	\$ 1,747,440	\$ 1,039,110	\$ 625,066	\$ (757,477)	-54.8%
Net Increase/(Decrease)	\$ 643,633	\$ (1,073,919)	\$ (1,438,816)	\$ 392,399	\$ 584,563	\$ 1,658,482	-154.4%
Beginning Fund Balance	2,216,458	2,800,631	2,860,091	2,860,091	3,252,490	451,859	16.1%
Ending Fund Balance	\$ 2,860,091	\$ 1,726,712	\$ 1,421,275	\$ 3,252,490	\$ 3,837,053	\$ 2,110,341	122.2%

**Tax Increment Investment Zone #10 - Traditions
Summary of Revenues and Expenditures
FY2012**

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Property tax - City	\$ 540,792	\$ 582,784	\$ 582,784	\$ 582,784	\$ 617,010	\$ 34,226	5.9%
Property tax - County	328,323	364,265	364,265	364,265	475,908	111,643	30.6%
Transfer from other funds	-	-	-	172,204	140,000	140,000	N/A
Interest Income	9,590	35,604	35,604	16,327	587	(35,017)	-98.4%
Total Revenues	\$ 878,705	\$ 982,653	\$ 982,653	\$ 1,135,580	\$ 1,233,505	\$ 250,852	25.5%
Expenditures:							
Transfer to Debt Service Fund	\$ 1,522,155	\$ 1,391,527	\$ 1,391,527	\$ 1,391,527	\$ 1,390,171	(1,356)	-0.1%
Construction Expense	477,328	-	-	-	-	-	-
Contractual & Professional Services	200,754	-	43,500	49,493	25,000	25,000	N/A
Administrative Reimb. to General Fund	75,000	-	-	-	-	-	N/A
Total Expenditures	\$ 2,275,237	\$ 1,391,527	\$ 1,435,027	\$ 1,441,020	\$ 1,415,171	\$ 23,644	1.7%
Net Increase/(Decrease)	\$ (1,396,533)	\$ (408,874)	\$ (452,374)	\$ (305,440)	\$ (181,666)	\$ 227,208	-55.6%
Beginning Fund Balance	1,940,777	566,815	544,244	544,244	238,804	(328,011)	-57.9%
Ending Fund Balance	\$ 544,244	\$ 157,941	\$ 91,870	\$ 238,804	\$ 57,138	\$ (100,803)	-63.8%

Tax Increment Investment Zone #19 - Nash Street
Summary of Revenues and Expenditures
FY2012

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Property tax - City	\$ 80,859	\$ 86,236	\$ 86,236	\$ 86,236	\$ 97,411	\$ 11,175	13.0%
Property tax - County	38,408	42,703	42,703	42,703	45,479	2,776	6.5%
Interest Income	367	130	130	130	271	141	108.5%
Total Revenues	\$ 119,634	\$ 129,069	\$ 129,069	\$ 129,069	\$ 143,161	\$ 14,092	10.9%
Expenditures:							
Landscaping/Walking Trails	175	-	-	98	-	-	N/A
Transfer to Debt Service Func	142,304	129,069	129,069	129,069	160,851	31,782	24.6%
Transfer from Other Funds	(40,958)	-	-	-	-	-	N/A
Total Expenditures	\$ 101,521	\$ 129,069	\$ 129,069	\$ 129,167	\$ 160,851	\$ 31,782	24.6%
Net Increase/(Decrease)	18,113	-	-	(98)	(17,690)	(17,690)	N/A
Beginning Fund Balance	-	7,770	18,113	18,113	18,015	10,245	131.9%
Ending Fund Balance	\$ 18,113	\$ 7,770	\$ 18,113	\$ 18,015	\$ 325	\$ (7,445)	-95.8%

**Tax Increment Investment Zone #21 Downtown
Summary of Revenues and Expenditures
FY2012**

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Proposed	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Property tax - City	\$ 63,383	\$ 72,326	\$ 72,326	\$ 72,326	\$ 74,691	\$ 2,365	3.3%
Interest/Other Income	468	76	76	225	252	176	231.6%
Misc Revenues	-	-	-	15,000	-	-	N/A
Discounts Taken	564	-	-	-	-	-	N/A
Total Revenues	\$ 64,415	\$ 72,402	\$ 72,402	\$ 87,551	\$ 74,943	\$ 2,541	3.5%
Expenditures:							
Contr Engineer / Planning	\$ 84,168	\$ -	\$ 26,000	\$ 7,500	\$ -	\$ -	N/A
Land	-	-	-	41,000	-	-	N/A
Transfer to Other Funds	-	72,402	72,402	-	-	(72,402)	-100.0%
Total Expenditures	\$ 84,168	\$ 72,402	\$ 98,402	\$ 48,500	\$ -	\$ (72,402)	-100.0%
Net Increase/(Decrease)	\$ (19,753)	\$ -	\$ (26,000)	\$ 39,051	\$ 74,943	\$ 74,943	N/A
Beginning Fund Balance	-	4,419	(19,753)	(19,753)	19,298	14,879	336.7%
Ending Fund Balance	\$ (19,753)	\$ 4,419	\$ (45,753)	\$ 19,298	\$ 94,241	\$ 89,822	2032.6%

**Tax Increment Investment Zone #22 - Lauth Development
Summary of Revenues and Expenditures
FY2012**

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Property tax - City	\$ 173,203	\$ 158,394	\$ 158,394	\$ 158,394	\$ 143,716	\$ (14,678)	-9.3%
Property tax - County	107,939	99,233	99,233	99,233	105,700	6,467	6.5%
Transfer from Other Funds	-	1,650,000	1,650,000	1,400,000	75,000	(1,575,000)	0.0%
Misc Revenues	-	-	-	-	-	-	0.0%
Interest Income	232	3,242	3,242	3,242	1,693	(1,549)	-47.8%
Total Revenues	\$ 281,374	\$ 1,910,869	\$ 1,910,869	\$ 1,660,869	\$ 326,109	\$(1,584,760)	-82.9%
Expenditures:							
<u>Operating Expenditures</u>							
Engineering	50,630	-	21,370	30,860	-	-	N/A
Construction Expense	-	1,500,000	1,500,000	1,250,000	-	(1,500,000)	-100.0%
Contractual Services	74,822	208,649	293,437	230,437	-	(208,649)	-100.0%
Transfer to Debt Service	186,380	202,220	202,220	202,220	298,418	96,198	47.6%
Transfer to Special Projects Fund	-	-	-	-	-	-	N/A
Total Expenditures	\$ 311,832	\$ 1,910,869	\$ 2,017,027	\$ 1,713,517	\$ 298,418	\$(1,612,451)	-84.4%
Net Increase/(Decrease)	\$ (30,458)	\$ -	\$ (106,158)	\$ (52,648)	\$ 27,691	\$ 27,691	N/A
Beginning Fund Balance	120,771	22,954	90,313	90,313	37,665	14,711	64.1%
Ending Fund Balance	\$ 90,313	\$ 22,954	\$ (15,845)	\$ 37,665	\$ 65,356	\$ 42,402	184.7%

**Grant Fund
Summary of Revenues and Expenditures
FY2012**

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Revenues:							
Criminal Justice Grant	\$ -	\$ -	\$ -	\$ 53,876	\$ -	\$ -	N/A
OJP-LLEBG, JAG Grants	-	-	330,199	286,227	-	-	N/A
OJP - COPS Grant	-	-	-	-	241,371	241,371	N/A
Recovery Act - ARRA Grant	-	-	16,699	181,455	-	-	N/A
Interest	-	-	-	15	-	-	N/A
Total Revenues	\$ -	\$ -	\$ 346,898	\$ 521,573	\$ 241,371	\$ 241,371	N/A
Expenditures:							
Police Salaries and Benefit	-	-	174,660	174,660	241,371	241,371	N/A
Police Minor Equipmen	-	-	172,238	311,814	-	-	N/A
Police Personal Safety Equipmen	-	-	-	25,648	-	-	N/A
Total Expenditures	\$ -	\$ -	\$ 346,898	\$ 512,122	\$ 241,371	\$ 241,371	N/A
Net Increase/(Decrease)	\$ -	\$ -	\$ -	\$ 9,451	\$ -	\$ -	N/A
Beginning Fund Balance	-	-	-	-	9,451	9,451	N/A
Ending Fund Balance	\$ -	\$ -	\$ -	\$ 9,451	\$ 9,451	\$ 9,451	N/A



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FY2012 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 2012

The total proposed tax rate for FY2012 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, \$0.195821 is devoted to debt service. The debt rate will generate an estimated \$6,731,449 in property tax revenue in the Debt Service Fund. This will be sufficient to fund 66% of the total debt service payments for FY2012. The remaining amount will be serviced through other sources of revenue which include interest income of \$35,000, delinquent property tax collection of \$85,000. Budgeted reimbursements totaling \$779,899 are for debt service requirements related to the BVSWMA, LaSalle, and Brazos County Expo Center. Reimbursements from other funds of \$2,548,171 are also included.

The FY2012 principal and interest debt service payments of \$10,966,965 include payments for all outstanding debt. Other expenditures include handling charges and fees due on outstanding issues total \$5,600.

The anticipated year end fund balance for the Debt Service Fund will be \$1,785,302. This fund balance is above the targeted one-month reserve of \$848,053.

General Debt Service Fund
Summary of Revenues and Expenditures
Fiscal Year 2012

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ Decrease	% Increase/ (Decrease)
Revenue:							
Property Tax	\$ 5,765,294	\$ 6,920,194	\$ 6,920,194	\$ 6,920,155	\$ 6,731,449	\$ (188,745)	-2.7%
Delinquent Property Tax	87,677	85,000	85,000	97,906	85,000	-	0.0%
Interest Income	78,080	50,000	50,000	37,500	35,000	(15,000)	-30.0%
Reimb (BVSWMA, LaSalle, Expo)	-	-	-	-	779,899	779,899	N/A
Interest on Notes Receivable	6,364	-	-	5,005	-	-	N/A
Premium on Issued Debt	250,488	-	-	-	-	-	N/A
Total Revenues	\$ 6,187,903	\$ 7,055,194	\$ 7,055,194	\$ 7,060,566	\$ 7,631,348	\$ 576,154	8.2%
Expenditures:							
Principal - Existing Issues	4,422,656	6,270,000	6,270,000	5,520,000	5,855,743	(414,257)	-6.6%
Interest - Existing Issues	4,307,056	4,691,095	4,691,095	4,691,095	4,315,297	(375,798)	-8.0%
Other uses of Debt	141,723	5,600	5,600	5,600	5,600	5,600	100.0%
Total Expenditures	\$ 8,871,435	\$ 10,966,695	\$ 10,966,695	\$ 10,216,695	\$ 10,176,640	\$ (784,455)	-7.2%
Excess of expenditures over (under revenues)	(2,683,532)	(3,911,501)	(3,911,501)	(3,156,129)	(2,545,292)	1,360,609	
Other Sources:							
TIRZ #8 - Park Hudson	222,926	1,030,584	1,030,584	1,030,584	285,065	(745,519)	-72.3%
TIRZ #10 - Traditions	1,522,155	1,391,527	1,391,527	1,391,527	1,390,171	(1,356)	-0.1%
TIRZ #19- Nash Street	142,304	129,069	129,069	129,069	160,851	31,782	24.6%
TIRZ #21 - Downtown	-	72,326	72,326	72,326	-	(72,326)	-100.0%
TIRZ #22- Lauth	186,380	202,220	202,220	202,220	298,418	96,198	47.6%
Transportation Fee	251,915	239,650	239,650	239,650	254,866	15,216	6.3%
Municipal Golf Course	153,725	153,542	153,542	153,542	158,800	5,258	3.4%
Expo Water Lines	250,530	254,405	254,405	254,405	-	(254,405)	-100.0%
BVSWMA	-	402,446	402,446	402,446	-	(402,446)	-100.0%
La Salle	-	126,811	126,811	126,811	-	(126,811)	-100.0%
Closing Justice Center Project	304,389	-	-	-	-	-	N/A
Total Other Sources	\$ 3,034,324	\$ 4,002,580	\$ 4,002,580	\$ 4,002,580	\$ 2,548,171	\$ (1,454,409)	-36.3%
Net Expenditures	\$ 5,837,111	\$ 6,964,115	\$ 6,964,115	\$ 6,214,115	\$ 7,628,469	\$ 669,954	9.6%
Revenues/ Other over (under) expenditures	350,792	91,079	91,079	846,451	2,879	(93,800)	-103.0%
Beginning Fund Balance	1,053,059	1,112,970	1,403,851	1,403,851	1,785,302	672,332	60.4%
Record Notes Receivable for LaSalle	-	-	-	(465,000)	-	-	
Ending Unreserved Fund Balance	\$ 1,403,851	\$ 1,204,049	\$ 1,494,930	\$ 1,785,302	\$ 1,785,302	\$ 578,532	48.0%
Reserve Requirement : (1/12 of total expenditures)	739,286	913,891	913,891	851,391	848,053		
Over/Under Policy Balance	\$ 664,565	\$ 290,158	\$ 581,039	\$ 933,911	\$ 937,249		

**Debt Service Fund
Debt Service Requirements
FY2012**

	FY2010 Actual	FY2011 Adopted	FY2011 Amended	FY2011 Projected	FY2012 Adopted	Increase/ (Decrease)	% Increase/ (Decrease)
Principal:							
1998 Certificates of Obligation	\$ 45,000	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
2000A Certificates of Obligation	555,000	-	-	-	-	-	N/A
2000 Certificates of Obligation	75,000	-	-	-	-	-	N/A
2001 Certificates of Obligation	75,000	75,000	75,000	75,000	85,000	10,000	13.3%
2001 Certificates of Obligation	720,000	755,000	755,000	755,000	-	(755,000)	-100.0%
2003 Certificates of Obligation	385,000	405,000	405,000	405,000	425,000	20,000	4.9%
2004 Certificates of Obligation	650,000	675,000	675,000	675,000	700,000	25,000	3.7%
2005 Certificates of Obligation	525,000	655,000	655,000	655,000	685,000	30,000	4.6%
2005 General Obligation Refunding Bonds	490,000	1,175,000	1,175,000	1,175,000	1,220,000	45,000	3.8%
2007 Certificates of Obligation	45,000	95,000	95,000	95,000	390,000	295,000	310.5%
2008 Certificates of Obligation	360,000	375,000	375,000	375,000	395,000	20,000	5.3%
2009 Certificates of Obligation	365,000	405,000	405,000	405,000	425,000	20,000	4.9%
2010 Certificates of Obligation	-	755,000	755,000	755,000	600,000	(155,000)	-20.5%
2010 General Obligation Refunding Bonds	180,000	150,000	150,000	150,000	935,000	785,000	523.3%
Total Principal	\$ 4,470,000	\$ 6,270,000	\$ 6,270,000	\$ 5,520,000	\$ 5,860,000	\$ (410,000)	-6.5%
Interest:							
1998 Certificates of Obligation	\$ 23,854	\$ -	\$ -	\$ -	\$ -	\$ -	N/A
2000A Certificates of Obligation	39,637	-	-	-	-	-	N/A
2000 Certificates of Obligation	3,750	-	-	-	-	-	N/A
2001 Certificates of Obligation	57,969	54,594	54,594	54,594	51,219	(3,375)	-6.2%
2001 Certificates of Obligation	530,028	32,088	32,088	32,088	-	(32,088)	-100.0%
2003 Certificates of Obligation	354,090	338,690	338,690	338,690	322,490	(16,200)	-4.8%
2004 Certificates of Obligation	530,708	507,958	507,958	507,958	482,645	(25,313)	-5.0%
2005 Certificates of Obligation	647,578	626,578	626,578	626,578	600,378	(26,200)	-4.2%
2005 General Obligation Refunding Bonds	896,325	876,725	876,725	876,725	829,725	(47,000)	-5.4%
2007 Certificates of Obligation	454,375	452,575	452,575	452,575	448,775	(3,800)	-0.8%
2008 Certificates of Obligation	466,821	448,821	448,821	448,821	430,071	(18,750)	-4.2%
2009 Certificates of Obligation	396,437	328,810	328,810	328,810	316,660	(12,150)	-3.7%
2010 Certificates of Obligation	-	691,309	691,309	691,309	503,382	(187,927)	-27.2%
2010 General Obligation Refunding Bonds	112,183	332,950	332,950	332,950	329,950	(3,000)	-0.9%
Total Interest	\$ 4,513,755	\$ 4,691,097	\$ 4,691,097	\$ 4,691,097	\$ 4,315,292	\$ (172,726)	-3.7%
Paying Agent Fee	\$ 9,661	\$ 5,600	\$ 5,600	\$ 230,464	\$ 5,600	\$ -	0.0%
Debt Service Fund Total Expenditures	\$ 8,993,416	\$ 10,966,697	\$ 10,966,697	\$ 10,441,561	\$ 10,180,892	\$ (548,529)	-5.0%

**Schedule of Outstanding General Obligation Debt
Supported by Property Tax Revenues
and Debt Service Requirements
FY2012**

Issue	Interest Rates (%)	Series Matures	Amount Issued	Amount Outstanding 10/1/2011	Debt Service Requirements for FY2012		
					Principal	Interest	Total
General Obligation Bonds:							
Refunding, Series 2005	4.00 - 5.00	2025	20,195,000	17,375,000	1,220,000	829,725	2,049,725
Refunding, Series 2010	2.00 - 4.00	2021	10,635,000	10,305,000	935,000	329,950	1,264,950
Total General Obligation Bonds Supported by Property Tax Revenues			\$ 30,830,000	\$ 27,680,000	\$ 2,155,000	\$ 1,159,675	\$ 3,314,675
Certificates of Obligation:							
Combination Tax & Surplus Utility System Revenue, Series 2001	4.35 - 6.50	2021	1,600,000	1,040,000	85,000	51,219	136,219
Combination Tax & Surplus Waterworks & Sewer System Revenue, Series 2001A	4.10 - 6.00	2021	15,940,000	-	-	-	-
Combination Tax & Surplus Utility System Revenue, Series 2003	4.00 - 4.60	2024	10,000,000	7,545,000	425,000	322,490	747,490
Combination Tax & Surplus Utility System Revenue, Series 2004	2.50 - 4.75	2025	14,730,000	10,985,000	700,000	482,645	1,182,645
Combination Tax & Revenue Series 2005	4.00 - 4.63	2026	15,295,000	13,860,000	685,000	600,378	1,285,378
Combination Tax & Surplus Utility System Revenue, Series 2007	4.00 - 4.21	2026	12,000,000	11,000,000	390,000	448,775	838,775
Combination Tax & Surplus Utility System Revenue, Series 2008	4.00 5.00	2028	11,090,000	9,590,000	395,000	430,071	825,071
Combination Tax & Surplus Utility System Revenue, Series 2009	4.00 5.00	2030	8,730,000	7,960,000	425,000	316,660	741,660
Combination Tax & Surplus Utility System Revenue, Series 2010	2.00 4.38	2030	13,790,000	13,035,000	600,000	503,382	1,103,382
Total Certificates of Obligation Supported by Property Tax Revenues			\$ 103,175,000	\$ 75,015,000	\$ 3,705,000	\$ 3,155,619	\$ 6,860,619
Total General Obligation Debt Supported by Property Tax Revenues			\$ 134,005,000	\$ 102,695,000	\$ 5,860,000	\$ 4,315,294	\$ 10,175,294

CAPITAL IMPROVEMENTS

FUND OVERVIEW

Total capital spending planned by the City of Bryan in FY2012 is \$150,733,531 (including BTU). This includes \$247,000 in General Fund operating capital outlay, \$59,769,328 for BTU operating capital expenditures, \$8,982,524 in Enterprise Funds operating capital outlay, \$27,000 in Internal Service Fund operating capital outlay, \$53,500 in Court Technology Fund capital outlay, \$40,215,129 in BTU Capital Improvement Projects and \$7,476,625 in the City of Bryan Capital Improvement Project funding, \$9,434,625 in the Streets and Drainage Funds, and \$24,530,000 in Water and Wastewater Capital Improvement Funds.

This year's program focuses on the City's new wastewater treatment plant being built at Thompson Creek. The Capital Improvement Program (CIP) budget is divided into three major capital programs including \$7,476,625 for general purpose capital improvements, \$24,530,000 for enterprise capital projects, and \$40,215,129 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 \$78,511,777 in FY2012 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 FY2012 (\$3,000,000 of \$7,476,625) is for the Health Science Center Parkway extension. 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 FY2012 and the next four years.

ENTERPRISE FUND CAPITAL IMPROVEMENTS

FY2012 Water Department capital improvement projects are estimated at \$4,430,000 and Wastewater Department capital improvement projects are estimated at \$20,100,000.

The primary focus in the Water Department for FY2012 will be approximately \$3,000,000 for the 1 mg storage tank construction; \$600,000 for Next Generation waterline; \$430,000 for the College Main Waterline; and \$400,000 for Villa Maria/FM2818 waterline. 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 FY2012 Wastewater Department System Improvement Program is the Thompson Creek WWTP at \$13,000,000, and \$3,600,000 for the Still Creek Trunk Line. 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
FY2012**

General Purpose

General Fund

IT: Office Machines and Equipment	80,000
Library: Books and media	167,000
General Fund Total	\$ 247,000

Enterprise Funds

Water Fund

Repairs to water system	2,000,000
Decision Packages: small equipment; computers	18,800
<i>Water Total</i>	\$ 2,018,800

Wastewater Fund

Repairs to wastewater system	5,000,000
Decision Packages: Gator; computers	9,100
<i>Wastewater System Total</i>	\$ 5,009,100

BTU - City/QSE

Transmission & Distribution Projects	43,033,560
Other Projects	11,596,941
<i>BTU - City</i>	\$ 54,630,501

BTU - Rural

Distribution Projects	2,944,444
Other Projects	2,194,383
<i>BTU - Rural Total</i>	\$ 5,138,827

Solid Waste

Refuse Containers	57,410
Decision Packages	919,902
<i>Solid Waste Total</i>	\$ 977,312

Enterprise Fund Total	\$ 68,751,852
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Internal Service Fund

Warehouse

Fork Lift	27,000
<i>Self Insurance Total</i>	\$ 27,000

Internal Service Fund Total	\$ 27,000
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Special Revenue Funds

Court Technology

Payment Kiosk; License Plate Reader	53,500
<i>Court Technology Total</i>	\$ 53,500

Street Improvement

Street System Maintenance	8,275,000
<i>Street Improvement Total</i>	\$ 8,275,000

Drainage Improvement

Storm System Drainage Improvements	1,157,425
<i>Drainage Improvement Total</i>	\$ 1,157,425

Special Revenue Fund Total	\$ 9,485,925
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All Funds Total Operating Capital Outlay	\$ 78,511,777
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**General Government
Capital Improvement Projects
FY2012 through FY2016**

	Actual FY2010	Adopted FY2011	Projected FY2011	New Projects Adopted FY2012
CO/GO Beginning Funds Balance:	\$ 14,598,272	\$ 13,669,802	\$ 13,346,109	\$ 6,278,073
Additional Resources:				
General Obligation Debt Issuances	\$ 13,867,859	4,500,000	-	3,400,000
Investment Earnings	159,366	100,000	105,000	40,807
<i>Subtotal Additional Resources</i>	<u>\$ 14,027,225</u>	<u>\$ 4,600,000</u>	<u>\$ 105,000</u>	<u>\$ 3,440,807</u>
Total Resources Available	<u>\$ 28,625,497</u>	<u>\$ 18,269,802</u>	<u>\$ 13,451,109</u>	<u>\$ 9,718,880</u>
Debt Issuance Cost (expense)	\$ (42,423)	\$ (80,000)	\$ -	\$ (42,500)
Transfers Out	(346,288)			
BVSWMA/LaSalle	(5,690,000)			
Expenditure Differences	(32,148)			
Total Construction In Progress from below	(9,168,529)	(4,493,500)	(7,173,036)	(7,476,625)
CO/GO Ending Funds Balance	<u>\$ 13,346,109</u>	<u>\$ 13,696,302</u>	<u>\$ 6,278,073</u>	<u>\$ 2,199,755</u>
Construction In Progress				
26th & WJB Downtown Alley	2,645		\$ 954	
Austin Colony Soundwall	19,602		7,048	
TIRZ 10 Reimbursement				180,000
TIRZ 22 (Harrison Construction)				1,300,000
Bryan/Beck	1,400,875		1,228,546	40,000
FM1179 TxDot AFA				500,000
HSC Parkway Extension				3,000,000
Old Reliance	(15,078)		450	
Melrose Pkwy Extension	352,034			
Hwy 47 Bridge				1,050,000
Thornberry Dr Improvements	1,095,480		1,125,988	
College Main Complete Reconstruction	289,807		96,600	
Wellborn - FB - Old College	25,500		16,500	
Highland Hills	51,086		1,156,139	
FM1179 Country Club Dr/Oak Ridge	2,968		20,773	
26th St (Parker to Congress)	35,594			
West 28th St Reconstruction (Palasota to Congress)		2,881,000		
MLK	852,029		368,761	
Downtown Ph 3 & 4	3,997,249		1,885,396	
Park Harrison Soft Costs			84,788	
Fire Station Land Acquisition				\$ 800,000
Raider Dr	68,500		24,450	
Muckleroy Extension			155,207	
ROW Waco Street			5,888	
WalMart Road			33,750	
MSC Yard Payment Rehab	161,425			
Relocation of Fire Station 2		300,000	1,477	
Dominion Oaks Development			300,000	
W 28th Street	312,061		291,999	
Old Hearne Rd				526,000
Safe Routes to School sidewalks	186,178	62,500	74,892	80,625
Old Reliance Rd Landscaping	149,933			
Oversize Participation		900,000	1,322	
Tx Ave-City Limits to Tejas Center-sidewalks	180,642		146,258	
Traffic signals				
Signal design			59,500	
Freedom Blvd signal			1,750	
Groesbeck RR Crossing		150,000		
Villa Maria/FM2818 Grade Separation		200,000	84,600	
Total CIP Expenditures	<u>\$ 9,168,529</u>	<u>\$ 4,493,500</u>	<u>\$ 7,173,036</u>	<u>\$ 7,476,625</u>

**General Government
Capital Improvement Projects
FY2012 through FY2016**

	Projected FY2013	Projected FY2014	Projected FY2015	Projected FY2016
CO/GO Beginning Funds Balance:	\$ 2,199,755	\$ 2,214,054	\$ 1,814,445	\$ 1,826,239
Additional Resources:				
General Obligation Debt Issuances		4,000,000		4,000,000
Investment Earnings	14,298	14,391	11,794	11,871
<i>Subtotal Additional Resources</i>	<u>\$ 14,298</u>	<u>\$ 4,014,391</u>	<u>\$ 11,794</u>	<u>\$ 4,011,871</u>
Total Resources Available	<u>\$ 2,214,054</u>	<u>\$ 6,228,445</u>	<u>\$ 1,826,239</u>	<u>\$ 5,838,110</u>
Debt Issuance Cost (expense)	\$ -	\$ (50,000)	\$ -	\$ (50,000)
Transfers Out				
BVSWMA/LaSalle				
Expenditure Differences				
Total Construction In Progress from below		(4,364,000)		(4,200,000)
CO/GO Ending Funds Balance	<u>\$ 2,214,054</u>	<u>\$ 1,814,445</u>	<u>\$ 1,826,239</u>	<u>\$ 1,588,110</u>
Construction In Progress				
26th & WJB Downtown Alley				
Austin Colony Soundwall				
TIRZ 10 Reimbursement				
TIRZ 22 (Harrison Construction)				
Bryan/Beck				
FM1179 TxDot AFA				
HSC Parkway Extension				
Old Reliance				
Melrose Pkwy Extension				
Hwy 47 Bridge				
Thornberry Dr Improvements				
College Main Complete Reconstruction				
Wellborn - FB - Old College				
Highland Hills				
FM1179 Country Club Dr/Oak Ridge				
26th St (Parker to Congress)				
West 28th St Reconstruction (Palasota to Congress)		2,800,000		
MLK				
Downtown Ph 3 & 4				
Park Harrison Soft Costs				
Fire Station Land Acquisition				
Raider Dr				
Muckleroy Extension				
ROW Waco Street				
WalMart Road		350,000		
MSC Yard Payment Rehab				
Relocation of Fire Station 2				3,000,000
Dominion Oaks Development				
W 28th Street				
Old Hearne Rd		1,000,000		1,200,000
Safe Routes to School sidewalks				
Old Reliance Rd Landscaping				
Oversize Participation				
Tx Ave-City Limits to Tejas Center-sidewalks				
Traffic signals				
Signal design				
Freedom Blvd signal		214,000		
Groesbeck RR Crossing				
Villa Maria/FM2818 Grade Separation				
Total CIP Expenditures	<u>\$ -</u>	<u>\$ 4,364,000</u>	<u>\$ -</u>	<u>\$ 4,200,000</u>

**Water
Capital Improvement Projects
FY2012 through FY2016**

	Actual FY2010	Adopted FY2011	Projected FY2011	New Projects Adopted FY2012
<u>Beginning Revenue Bond Fund Balances:</u>	\$ 15,329,618	\$ 13,851,805	\$ 4,348,291	\$ 5,193,307
<u>Additional Resources:</u>				
Revenue Bonds	-	3,000,000	5,013,751	4,000,000
Investment Earnings	18,660	50,000	35,000	33,756
<i>Subtotal Additional Resources</i>	<u>\$ 18,660</u>	<u>\$ 3,050,000</u>	<u>\$ 5,048,751</u>	<u>\$ 4,033,756</u>
Total Resources Available	<u>\$ 15,348,278</u>	<u>\$ 16,901,805</u>	<u>\$ 9,397,041</u>	<u>\$ 9,227,063</u>

Statement of Capital Expenditures

Debt Issuance Cost	\$ -	\$ (67,000)	\$ (63,793)	\$ (50,000)
FY11 GO Refunding Issuance Cost			(110,699)	
Projects taken to Capital fund 562	(169,897)			
Projects taken to Capital fund 565	(1,070,241)			
Projects taken to Capital fund 567	(1,878,899)			
Projects taken to Capital fund 569	(7,609,823)			
Projects taken to Capital fund 571	-			
Total Construction in Progress from below		(3,000,000)	(4,029,243)	(4,430,000)
Operating expenses	(271,127)			
Ending Fund Balance	<u>\$ 4,348,291</u>	<u>\$ 13,834,805</u>	<u>\$ 5,193,307</u>	<u>\$ 4,747,063</u>

Construction In Progress

Parker Phase 1			45,000	
Bennett St Waterline			83,901	
Cooling Tower Replacement				
Distribution Lines				
Brushy/CNN's	376,389			
Henderson Park Waterline	252,707		2,807	
Bryan Beck Street Reconstruction	445,239			
Elaine Dr Waterline	938,184		529,932	
Tabor Ground Storage Design	229,845		2,400,000	
Edgemore Waterline	1,500			
West 28th St Waterline		550,000		
Villa Maria / FM 2818		500,000		400,000
Parker St North (24th to MLK) Phase 2		200,000		
SH 47 12" waterline (Leonard to SH21)		750,000		
Downtown Ph 3 & 4	299,700		17,752	
1 mg Storage Tank				3,000,000
CIP Lines/Streets			46,194	
Well 19 Collection Line	56,600		833,657	
Elevated Storage-East Side-property		250,000		
Hwy 21 West 12"		750,000		
Next Generation Park				600,000
College Main (complete reconstruction)			70,000	430,000
Future capital projects				
Total CIP Expenditures	<u>\$ 2,600,165</u>	<u>\$ 3,000,000</u>	<u>\$ 4,029,243</u>	<u>\$ 4,430,000</u>

**Water
Capital Improvement Projects
FY2012 through FY2016**

	Projected FY2013	Projected FY2014	Projected FY2015	Projected FY2016
<u>Beginning Revenue Bond Fund Balances:</u>	\$ 4,747,063	\$ 3,977,919	\$ 3,953,776	\$ 3,954,475
<u>Additional Resources:</u>				
Revenue Bonds	-	4,000,000	2,000,000	3,000,000
Investment Earnings	30,856	25,856	25,700	25,704
<i>Subtotal Additional Resources</i>	<u>\$ 30,856</u>	<u>\$ 4,025,856</u>	<u>\$ 2,025,700</u>	<u>\$ 3,025,704</u>
Total Resources Available	<u>\$ 4,777,919</u>	<u>\$ 8,003,776</u>	<u>\$ 5,979,475</u>	<u>\$ 6,980,179</u>

Statement of Capital Expenditures

Debt Issuance Cost	\$ -	\$ (50,000)	\$ (25,000)	\$ (37,500)
FY11 GO Refunding Issuance Cost				
Projects taken to Capital fund 562				
Projects taken to Capital fund 565				
Projects taken to Capital fund 567				
Projects taken to Capital fund 569				
Projects taken to Capital fund 571				
Total Construction in Progress from below	(800,000)	(4,000,000)	(2,000,000)	(3,000,000)
Operating expenses				
Ending Fund Balance	<u>\$ 3,977,919</u>	<u>\$ 3,953,776</u>	<u>\$ 3,954,475</u>	<u>\$ 3,942,679</u>

Construction In Progress

Parker Phase 1				
Bennett St Waterline				
Cooling Tower Replacement	300,000	1,500,000		
Distribution Lines	500,000	1,000,000		
Brushy/CNN's				
Henderson Park Waterline				
Bryan Beck Street Reconstruction				
Elaine Dr Waterline				
Tabor Ground Storage Design				
Edgemore Waterline				
West 28th St Waterline				
Villa Maria / FM 2818				
Parker St North (24th to MLK) Phase 2				
SH 47 12" waterline (Leonard to SH21)				
Downtown Ph 3 & 4				
1 mg Storage Tank				
CIP Lines/Streets		1,500,000		
Well 19 Collection Line				
Elevated Storage-East Side-property				
Hwy 21 West 12"				
Next Generation Park				
College Main (complete reconstruction)				
Future capital projects			2,000,000	3,000,000
Total CIP Expenditures	<u>\$ 800,000</u>	<u>\$ 4,000,000</u>	<u>\$ 2,000,000</u>	<u>\$ 3,000,000</u>

**Wastewater
Capital Improvement Projects
FY2012 through FY2016**

	Actual FY2010	Adopted FY2011	Projected FY2011	New Projects Adopted FY2012
<u>Beginning Revenue Bond Fund Balances</u>	\$ 7,049,545	\$ 7,841,244	\$ 5,288,335	\$ 16,236,280
<u>Additional Resources:</u>				
Revenue Bonds	-	2,000,000	15,400,008	4,000,000
Investment Earnings	12,807	35,000	15,000	105,536
<i>Subtotal Additional Resources</i>	<u>\$ 12,807</u>	<u>\$ 2,035,000</u>	<u>\$ 15,415,008</u>	<u>\$ 4,105,536</u>
Total Resources Available	<u>\$ 7,062,352</u>	<u>\$ 9,876,244</u>	<u>\$ 20,703,343</u>	<u>\$ 20,341,816</u>
<u>Miscellaneous Expenditures:</u>				
Debt Issuance Cost	\$ -	\$ (125,000)	\$ (192,500)	\$ (50,000)
FY11 GO Refunding Issuance Cost			(119,278)	
Projects taken to Capital fund 561	(9,800)			
Projects taken to Capital fund 566	(1,565,547)			
Projects taken to Capital fund 568	(89,480)			
Projects taken to Capital fund 570	(81,217)			
Total Construction in Progress from below		(6,175,000)	(4,155,285)	(20,100,000)
Operating expenses	(27,973)			
Ending Fund Balance	<u>\$ 5,288,335</u>	<u>\$ 3,576,244</u>	<u>\$ 16,236,280</u>	<u>\$ 191,816 # #</u>
<u>Production, Distribution & Rehab Projects:</u>				
Commerce St Sewer	752,421		74,351	
Henderson Park Sewer	238,338		33,583	
Bryan Beck Street Reconstruction	565,102			
Parker St		200,000		
WWTP Burton Creek		400,000		
East SH 21		1,300,000	60,000	1,600,000
Still Creek Swr Trunk Line Ph 2				3,600,000
Hutchins Sewer Rehab		300,000		400,000
Downtown Phase III and IV	311,303		75,000	
Wells Fargo Sewer Line		200,000		
Forcemain Replacement		225,000		
Next Generation Industrial Park		1,600,000		1,500,000
W 28th St; Reese WL Rehab (sewer portion)		350,000		
Future capital projects				
Pipeburst Project		500,000		
Thompson Creek Wastewater Treatment Plant	1,104,611		3,000,000	13,000,000
Manhole Rehab		400,000		
Bennett St			112,351	
WWTP SCADA			800,000	
Stillcreek Phase III		450,000		-
Hwy 30 Lift Stations/Package Plant		250,000		
Total CIP Expenditures	<u>\$ 2,971,774</u>	<u>\$ 6,175,000</u>	<u>\$ 4,155,285</u>	<u>\$ 20,100,000</u>

**Wastewater
Capital Improvement Projects
FY2012 through FY2016**

	Projected FY2013	Projected FY2014	Projected FY2015	Projected FY2016
<u>Beginning Revenue Bond Fund Balances</u>	\$ 191,816	\$ 193,062	\$ 194,317	\$ 170,580
<u>Additional Resources:</u>				
Revenue Bonds	-	-	2,000,000	4,000,000
Investment Earnings	1,247	1,255	1,263	1,109
<i>Subtotal Additional Resources</i>	<u>\$ 1,247</u>	<u>\$ 1,255</u>	<u>\$ 2,001,263</u>	<u>\$ 4,001,109</u>
Total Resources Available	<u>\$ 193,062</u>	<u>\$ 194,317</u>	<u>\$ 2,195,580</u>	<u>\$ 4,171,689</u>
<u>Miscellaneous Expenditures:</u>				
Debt Issuance Cost	\$ -	\$ -	\$ (25,000)	\$ (50,000)
FY11 GO Refunding Issuance Cost				
Projects taken to Capital fund 561				
Projects taken to Capital fund 566				
Projects taken to Capital fund 568				
Projects taken to Capital fund 570				
Total Construction in Progress from below	-	-	(2,000,000)	(4,000,000)
Operating expenses				
Ending Fund Balance	<u>\$ 193,062</u>	<u>\$ 194,317</u>	<u>\$ 170,580</u>	<u>\$ 121,689</u>
<u>Production, Distribution & Rehab Projects:</u>				
Commerce St Sewer				
Henderson Park Sewer				
Bryan Beck Street Reconstruction				
Parker St				
WWTP Burton Creek				
East SH 21				
Still Creek Swr Trunk Line Ph 2				
Hutchins Sewer Rehab				
Downtown Phase III and IV				
Wells Fargo Sewer Line				
Forcemain Replacement				
Next Generation Industrial Park				
W 28th St; Reese WL Rehab (sewer portion)				
Future capital projects			2,000,000	4,000,000
Pipeburst Project				
Thompson Creek Wastewater Treatment Plant				
Manhole Rehab				
Bennett St				
WWTP SCADA				
Stillcreek Phase III				
Hwy 30 Lift Stations/Package Plant				
Total CIP Expenditures	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 2,000,000</u>	<u>\$ 4,000,000</u>

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

	<u>Actual FY2010</u>	<u>Adopted FY2011</u>	<u>Projected FY2011</u>	<u>Adopted FY2012</u>
<i>Beginning Funds Balance:</i>	\$ 3,728,656	\$ 11,783,627	\$ 19,629,585	\$ 3,280,033
<i>Additional Resources:</i>				
Revenue Bond Debt Issuances	87,616,260	11,275,984	-	54,630,501
Investment Earnings				
<i>Subtotal Additional Resources</i>	<u>\$ 87,616,260</u>	<u>\$ 11,275,984</u>	<u>\$ -</u>	<u>\$ 54,630,501</u>
Total Resources Available	<u>\$ 91,344,916</u>	<u>\$ 23,059,611</u>	<u>\$ 19,629,585</u>	<u>\$ 57,910,534</u>
<u>Transmission, Distribution, Production and Other Projects:</u>				
TMPA	\$ 63,831,634			
Transmission Projects	6,063,144	8,426,919	13,883,364	20,014,786
Distribution Projects	967,761	2,466,188	2,466,188	3,464,575
Other	-	3,850,340	-	11,596,941
Total CIP Expenditures	<u>\$ 70,862,539</u>	<u>\$ 14,743,447</u>	<u>\$ 16,349,552</u>	<u>\$ 35,076,302</u>
<i>Revenue Less Expenditures Subtotal</i>	\$ 20,482,377	\$ 8,316,164	\$ 3,280,033	\$ 22,834,232
Debt Issuance Cost	852,792	275,024	-	531,733
Ending Fund Balance	<u>\$ 19,629,585</u>	<u>\$ 8,041,140</u>	<u>\$ 3,280,033</u>	<u>\$ 22,302,499</u>

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

	<u>Projected FY2013</u>	<u>Projected FY2014</u>	<u>Projected FY2015</u>	<u>Projected FY2016</u>
<i>Beginning Funds Balance:</i>	\$ 22,302,499	\$ 3,280,033	\$ -	\$ 1
<u>Additional Resources:</u>				
Revenue Bond Debt Issuances	-	2,488,070	13,945,582	5,243,502
Investment Earnings				
<i>Subtotal Additional Resources</i>	<u>\$ -</u>	<u>\$ 2,488,070</u>	<u>\$ 13,945,582</u>	<u>\$ 5,243,502</u>
Total Resources Available	<u>\$ 22,302,499</u>	<u>\$ 5,768,103</u>	<u>\$ 13,945,582</u>	<u>\$ 5,243,503</u>

**Transmission, Distribution, Production and
Other Projects:**

TMPA				
Transmission Projects	17,090,783	3,731,864	10,047,754	2,903,621
Distribution Projects	1,931,683	1,895,554	3,557,691	2,211,992
Other	-			
Total CIP Expenditures	<u>\$ 19,022,466</u>	<u>\$ 5,627,418</u>	<u>\$ 13,605,445</u>	<u>\$ 5,115,613</u>
<i>Revenue Less Expenditures Subtotal</i>	\$ 3,280,033	\$ 140,685	\$ 340,137	\$ 127,890
Debt Issuance Cost	-	140,685	340,136	127,890
Ending Fund Balance	<u>\$ 3,280,033</u>	<u>\$ -</u>	<u>\$ 1</u>	<u>\$ -</u>

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

	<u>Actual FY2010</u>	<u>Adopted FY2011</u>	<u>Projected FY2011</u>	<u>Adopted FY2012</u>
<i>Beginning Funds Balance:</i>	3,215,198	2,717,292	3,083,506	5,138,827
<u>Additional Resources:</u>				
Revenue Bond Debt Issuances		5,255,502	2,799,377	-
Investment Earnings				
<i>Subtotal Additional Resources</i>	\$ -	\$ 5,255,502	\$ 2,799,377	\$ -
Total Resources Available	\$ 3,215,198	\$ 7,972,794	\$ 5,882,883	\$ 5,138,827
<u>Transmission, Distribution, Production and Other Projects</u>				
Distribution Projects	131,692	2,693,321	639,062	5,138,827
Total CIP Expenditures	\$ 131,692	\$ 2,693,321	\$ 639,062	\$ 5,138,827
<i>Revenue Less Expenditures Sub Total</i>	\$ 3,083,506	\$ 5,279,473	\$ 5,243,821	\$ -
Debt Issuance Cost		250,262	104,994	-
Ending Fund Balance	\$ 3,083,506	\$ 5,029,211	\$ 5,138,827	\$ -

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

	<u>Projected FY2013</u>	<u>Projected FY2014</u>	<u>Projected FY2015</u>	<u>Projected FY2016</u>
<i>Beginning Funds Balance:</i>	-	2,560,648	1,030,718	6,968,600
<u>Additional Resources:</u>				
Revenue Bond Debt Issuances	3,976,391	-	10,590,264	
Investment Earnings				
<i>Subtotal Additional Resources</i>	<u>\$ 3,976,391</u>	<u>\$ -</u>	<u>\$ 10,590,264</u>	<u>\$ -</u>
Total Resources Available	<u>\$ 3,976,391</u>	<u>\$ 2,560,648</u>	<u>\$ 11,620,982</u>	<u>\$ 6,968,600</u>
 <u>Transmission, Distribution, Production and Other Projects</u>				
Distribution Projects	1,226,391	1,529,930	4,122,869	3,615,383
Total CIP Expenditures	<u>\$ 1,226,391</u>	<u>\$ 1,529,930</u>	<u>\$ 4,122,869</u>	<u>\$ 3,615,383</u>
<i>Revenue Less Expenditures Sub Total</i>	\$ 2,750,000	\$ 1,030,718	\$ 7,498,113	\$ 3,353,217
Debt Issuance Cost	189,352	-	529,513	
Ending Fund Balance	<u>\$ 2,560,648</u>	<u>\$ 1,030,718</u>	<u>\$ 6,968,600</u>	<u>\$ 3,353,217</u>



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ORDINANCE NO. 1931

AN ORDINANCE OF THE CITY OF BRYAN, TEXAS APPROVING AND ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2011 AND ENDING SEPTEMBER 30, 2012, INCLUSIVE, WITH EXPENDITURES IN THE COMBINED TOTAL AMOUNT OF \$373,726,676, AND REVENUES IN THE COMBINED TOTAL AMOUNT OF \$349,035,464; APPROPRIATING FUNDS FOR THE MAINTENANCE AND OPERATION OF THE VARIOUS DEPARTMENTS, ACTIVITIES AND IMPROVEMENTS OF THE CITY; APPROPRIATING FUNDS FOR THE PAYMENT OF DEBT OBLIGATIONS IN ACCORDANCE WITH APPLICABLE CONTRACTS AND LAWS; PROVIDING THAT EXPENDITURES FOR SAID FISCAL YEAR SHALL BE MADE IN ACCORDANCE WITH SAID BUDGET; AUTHORIZING THE CITY MANAGER TO MAKE CERTAIN TRANSFERS OF FUNDS; REPEALING ALL ORDINANCES OR PARTS OF ORDINANCES IN CONFLICT HERewith; PROVIDING A SEVERABILITY CLAUSE; FINDING AND DETERMINING THAT THE MEETINGS AT WHICH THE ORDINANCE IS PASSED ARE OPEN TO THE PUBLIC AS REQUIRED BY LAW; AND PROVIDING AN EFFECTIVE DATE.

WHEREAS, as required by Section 12 (c) of the City Charter, the City Manager has prepared and submitted to the City Council a proposed budget of revenues and expenditures of all departments, divisions, and offices for the fiscal year beginning October 1, 2011 and ending September 30, 2012; 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, 2011 and ending September 30, 2012 with combined expenditures in the sum of \$373,726,676 and combined revenues in the sum of \$349,035,464, 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.

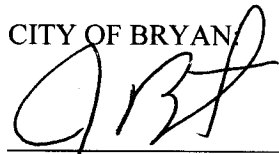
7.

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

PRESENTED AND GIVEN first reading on the 25 day of August, 2011, at a meeting of the City Council of the City of Bryan, Texas; and given second reading, passed and approved on the 13 day of September 2011, by a vote of 6 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:

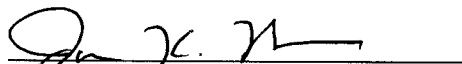

Jahnis K. Hampton, City Attorney

EXHIBIT A
CITY OF BRYAN, TEXAS
Fiscal Year 2012 Budget
SUMMARY OF REVENUE & EXPENDITURES

	<u>FY2012 Revenues</u>	<u>FY2012 Expenditures</u>
General	\$ 40,864,328	\$ 50,633,125
Water	11,910,300	13,454,649
Wastewater	12,753,900	16,033,194
Solid Waste	7,823,841	8,209,154
BTU (City)	148,625,898	147,994,463
BTU (Rural)	30,424,047	29,734,082
Bryan Commerce & Development	0	0
Airport	484,835	483,505
Warehouse Fund	122,500	119,697
Self-Insurance Fund	1,847,684	2,648,609
Employee Benefits Fund	8,082,170	8,061,959
Community Development	2,352,977	2,352,977
Hotel/Motel Tax	349,200	381,100
Grant Fund	241,371	241,371
Oil and Gas	76,500	0
Special Projects	1,200	0
Court Technology	49,100	54,920
Street Improvement Fund	5,311,000	8,882,984
Drainage Improvement	875,000	1,416,925
TIRZ #8-Park Hudson	1,209,629	625,066
TIRZ #10-Traditions	1,242,858	1,415,171
TIRZ #19-Nash Street	144,126	160,851
TIRZ #21-Downtown Bryan	74,943	0
TIRZ #22-Lauth Devel.	326,109	298,418
Debt Service	7,631,348	7,628,469
General Government CIP	3,440,807	7,519,125
Water CIP	4,033,756	4,480,000
Wastewater CIP	4,105,536	20,150,000
BTU (City) CIP	54,630,501	35,608,035
BTU (Rural) CIP	0	5,138,827
Total for All Funds	<u>\$ 349,035,464</u>	<u>\$ 373,726,676</u>

FY2012 General Fund total appropriations of \$54,148,828, are reduced (\$3,515,703) for the administrative cost reimbursements from other funds, for a total expenditure budget of \$50,633,125. Transfers/ROW Payments of \$10,707,049 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 \$39,926,076 for General Fund in FY2012. The FY2012 General Fund Net Increase/Decrease is projected to be \$938,252.

ORDINANCE NO. 1935

AN ORDINANCE FIXING THE TAX LEVY OF THE CITY OF BRYAN, TEXAS, FOR THE TAXABLE YEAR 2011 AT \$0.6364 PER \$100 OF ASSESSED VALUATION; AND PROVIDING AN EFFECTIVE DATE.

BE IT ORDAINED BY THE CITY OF BRYAN, TEXAS:

1.

That there be assessed, levied and collected on all taxable property in the City of Bryan, for the taxable year 2011 the following, to wit:

\$0.440579 on a \$100.00 valuation of all taxable property in the City for General Fund maintenance and operating purposes: and

\$0.195821 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 2011 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.

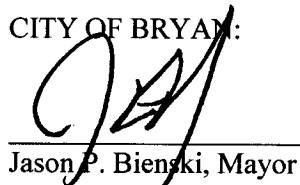
PRESENTED AND GIVEN first reading on the 14th day of September 2011, at a special meeting of the City Council of the City of Bryan, Texas; and given second reading, passed and approved on the 27th day of September 2011, by a vote of 6 ayes and 0 noes at a regular meeting of the City Council of the City of Bryan, Texas.

ATTEST:



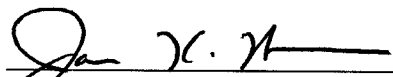
Mary Lynne Stratta, City Secretary

CITY OF BRYAN:



Jason P. Bienski, Mayor

APPROVED AS TO FORM:



James K. Hampton, City Attorney

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.

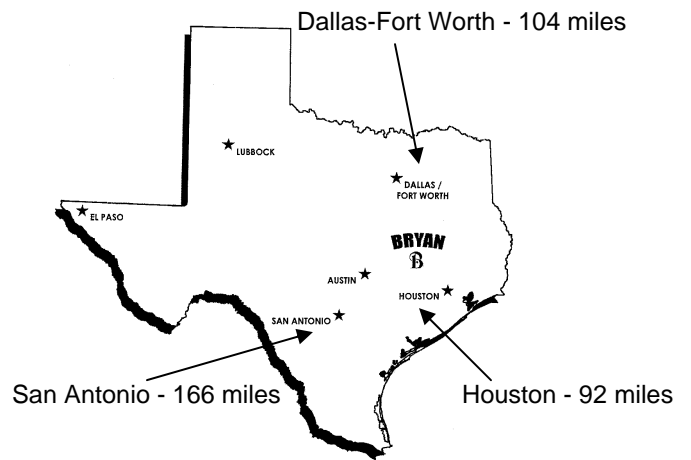
The City offers a full array of municipal services, including Police, Fire, EMS, Traffic and Transportation, Building and Development, Municipal Court, Library Services, and Parks and Recreation. Support services are provided internally to City departments by Fiscal Services, Human Resources, Purchasing, 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)	738
Fiscal Year	October 1—September 30
Parks	42
Athletic Complexes	2
Recreation/Community Center	1
Aquatic Center	1
Neighborhood Pools	3
Open Air Performance Facility	1
Cemeteries	3
Public Library Locations	2
Genealogy/History Center	1
Fire Stations	5
Sworn Personnel	114
Police Station(s)	1
Sworn Personnel	137

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

2010 Adopted Property Tax Rate	
Brazos County	\$0.4856
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
2010	38,119

Source: Texas Workforce Commission

Table 1.5

Unemployment Rate—Bryan	
2007	3.5%
2008	3.8%
2009	5.5%
2010	6.2%

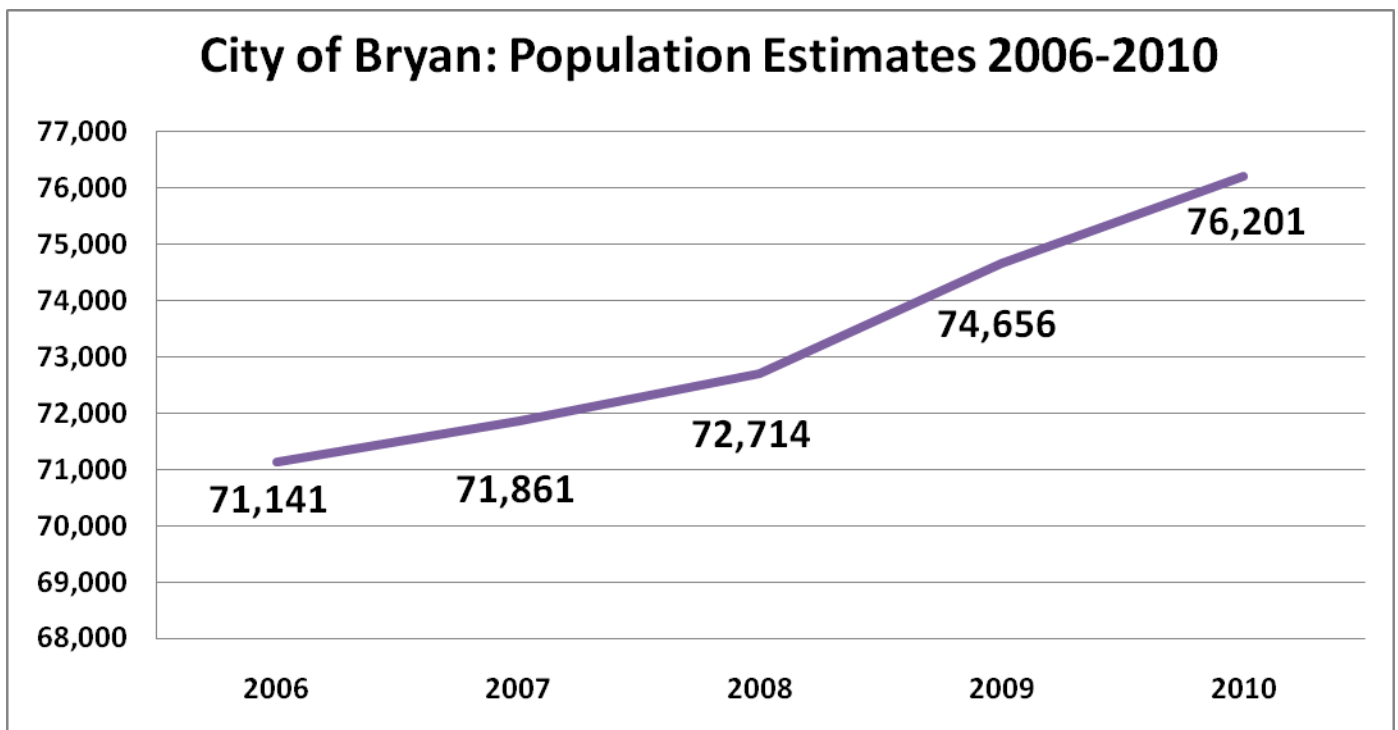
Source: Texas Workforce Commission

City of Bryan Statistical Information

Table 1.6

Texas Metro Areas Employment Statistics—2010		
Metro Area	Employment	Unemployment Rate
Abilene	77,907	6.5%
Amarillo	124,431	5.7%
Austin-Round Rock-San Marcos	843,413	7.1%
Beaumont-Port Arthur	167,560	10.6%
Brownsville-Harlingen	140,350	11.2%
Bryan-College Station	107,611	6.3%
Corpus Christi	195,354	8.0%
Dallas-Fort Worth-Arlington	2,945,951	8.3%
El Paso	287,846	9.5%
Houston-Sugar Land-Baytown	2,650,608	8.5%
Killeen-Temple-Fort Hood	155,000	7.6%
Laredo	87,421	8.6%
Longview	103,245	7.4%
Lubbock	137,410	6.2%
McAllen-Edinburg-Mission	269,653	11.8%
Midland	72,990	5.3%
Odessa	67,020	7.8%
San Angelo	51,325	6.4%
San Antonio-New Braunfels	916,219	7.3%
Sherman-Denison	52,593	8.4%
Texarkana	60,211	7.5%
Tyler	93,429	7.9%
Victoria	54,480	7.8%
Waco	107,199	7.4%
Wichita Falls	67,339	7.7%

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	\$171,400
Median Price	\$152,000
Average Sales (per month)	168
Average month(s) on Inventory	8.7

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
2010	760	129,000

Source: Texas A&M Real Estate Center

FY12 Decision Package Requests - Complete List

Fund-Div	Department	Description	FY12 Cost	FY13 Cost
001-0111	Comm & Mkt	Increase line item 50-21; Council request	12,000	-
001-0201	City Secretary	Special November 2011 election	50,140	
001-0304	Muni Crt-Bldg Sec	Xray Machine and magnetometer	34,500	4,700
001-0501	Non Departmental	Property Enhancement Grant Proram	200,000	200,000
001-0631	IT	Network Replacement	105,000	6,000
001-0631	IT	One Solution	160,000	-
001-0631	IT	SAN storage	96,000	9,500
001-0631	IT	Vehicle Replacement (unit 12-2)	24,053	-
001-0631	IT	Public Safety Computer Replacements	72,000	-
001-0631	IT	Citywide Computer Replacements	127,000	-
001-0811	Engineering	Project Dox	140,215	55,343
001-0821	Streets/Drainage	Asphalt Planer	13,900	-
001-0841	Traffic	B/CS Mobility Initiative	38,000	55,000
001-0841	Traffic	School Flashers	80,000	80,000
001-0841	Traffic	Opticom GPS System for FS #1	90,000	-
001-0871	Fleet	Field Service Unit (replace unit 11-32)	79,500	-
001-0901	Police	Police vehicles (9)(Fleet needs unit #'s)	411,957	
001-0901	Police	Investigators vehicle (Fleet needs unit #)	17,331	-
001-0901	Police	Police motorcycle (Fleet needs unit #)	26,666	-
001-0901	Police	Hep B Vaccinations	6,630	-
001-1001	Fire	Replace vehicle 7-3	37,000	-
001-1001	Fire	Replace vehicle 7-7	27,500	
001-1001	Fire	Increase line item; Certification pay tests	-	-
001-1001	Fire	Increase line item 45-03; employee physicals	9,680	9,680
001-3201	Dev Serv	SUV; Replace unit 16-10	24,453	-
001-3201	Dev Serv	Pick up; Replace unit 16-5	19,000	-
202-0901	Grant Fund-Police	Protective Vest and Vest Carriers	30,325	-
205-1301	Warehouse	Computers	3,600	-
205-1301	Warehouse	Fork lift; replace unit 19-01	27,000	-
230-1350	Court Tech	Payment Kiosk	30,920	3,520
230-1650	Court Tech	License Plate Reader	24,000	1,600
510-4401	Water Admin	Traffic Controller; Replace unit 23-45 not 23-46	3,800	-
510-4420	Water Distribution	Boring Machine	3,500	-
510-4420	Water Distribution	Utility Locator	5,000	-
510-4420	Water Distribution	Tapping Machines (2)	10,000	-
510-4420	Water Distribution	Computers	1,200	-
515-4520	WW Treatment	Computers	2,400	-
515-4520	WW Treatment	Gator (NEW?)	9,100	
520-4601	Airport	Airport beacon	15,000	
520-4601	Airport	Vehicle (NEW)	19,000	-
520-4601	Airport	Vehicle (NEW)	14,000	-
520-4601	Airport	Airport Tug	37,000	-
520-4601	Airport	Mower	9,100	-
520-4601	Airport	Smart Board, computer	6,300	-
520-4601	Airport	Computer	1,500	-
520-4601	Airport	Conference table and chairs	4,800	-
520-4601	Airport	Ground Support Equipment	6,200	-
525-4701	SW	Grapple truck; replace unit 29-33 or 29-34	127,067	-
525-4701	SW	Grapple truck; replace unit 29-35 or 29-36	127,067	-
525-4701	SW	Front loader; replace unit 14-50	223,322	-
525-4701	SW	Front loader; replace unit 14-51	223,322	-
525-4701	SW	Side loader; replace unit 14-45	170,596	
525-4701	SW	Truck; replace unit 14-63	24,264	-
525-4701	SW	Truck; replace unit 29-37	24,264	-
Grand Total			3,086,172	425,343

FY12 Approved General Fund Decision Package Requests

Fund-Div	Department	Description	FY12 Cost	FY13 Cost
001-0201	City Secretary	Special November 2011 election	50,140	
001-0901	Police	Hep B Vaccinations	6,630	-
001-1001	Fire	Increase line item; Certification pay tests	5,500	5,500
001-1001	Fire	Increase line item 45-03; employee physicals	9,680	9,680
Grand Total (non capital)			71,950	15,180

FY12 Decision Package Requests - Non General Fund

Fund-Div	Department	Description	FY12 Cost	FY13 Cost
202-0901	Grant Fund-Police	Protective Vest and Vest Carriers	30,325	-
205-1301	Warehouse	Computers	3,600	-
205-1301	Warehouse	Fork lift; replace unit 19-01	27,000	-
230-1350	Court Tech	Payment Kiosk	30,920	3,520
230-1650	Court Tech	License Plate Reader	24,000	1,600
510-4401	Water Admin	Traffic Controller; Replace unit 23-45 not 23-46	3,800	-
510-4420	Water Distribution	Boring Machine	3,500	-
510-4420	Water Distribution	Utility Locator	5,000	-
510-4420	Water Distribution	Tapping Machines (2)	10,000	-
510-4420	Water Distribution	Computers	1,200	-
515-4520	WW Treatment	Computers	2,400	-
515-4520	WW Treatment	Gator (NEW?)	9,100	-
520-4601	Airport	Airport beacon	15,000	-
520-4601	Airport	Vehicle (NEW)	19,000	-
520-4601	Airport	Vehicle (NEW)	14,000	-
520-4601	Airport	Airport Tug	37,000	-
520-4601	Airport	Mower	9,100	-
520-4601	Airport	Smart Board, computer	6,300	-
520-4601	Airport	Computer	1,500	-
520-4601	Airport	Conference table and chairs	4,800	-
520-4601	Airport	Ground Support Equipment	6,200	-
525-4701	SW	Grapple truck; replace unit 29-33 or 29-34	127,067	-
525-4701	SW	Grapple truck; replace unit 29-35 or 29-36	127,067	-
525-4701	SW	Front loader; replace unit 14-50	223,322	-
525-4701	SW	Front loader; replace unit 14-51	223,322	-
525-4701	SW	Side loader; replace unit 14-45	170,596	-
525-4701	SW	Truck; replace unit 14-63	24,264	-
525-4701	SW	Truck; replace unit 29-37	24,264	-
Grand Total			1,183,647	5,120

APPENDIX

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

APPENDIX

GLOSSARY & ACRONYMS

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

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

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

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

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Investment Pool	An entity created under this code to invest public funds jointly on behalf of the entities that participate in the pool and whose investment objectives are (in order of priority) preservation and safety of principal, liquidity, and yield.
IPP	Industrial Pretreatment Program
ISO	Insurance Services Office
IT	Information Technology
ITS	Intelligent Transportation Systems
L.E.O.S.E.	Law Enforcement Officers Standard Education
L/M	Low/Moderate Income
LAN	Local Area Network
LED	Light-Emitting Diode
Levy	To impose or collect by legal authority. The City Council has the authority to levy taxes, special assessments, and service charges as stated in the City Charter.
LGC	Local Government Code
Limited Tax Note	Direct obligations of the City payable from ad valorem taxes levied against taxable property located therein, within the limits prescribed by law.
Long Term Debt	Debt with a maturity of more than one year after the date of issuance.
M.H.M.R.	Mental Health Mental Retardation
Maintenance	Cost of upkeep of property or equipment.
Mandates or Mandated Expenses	Any expenses relating to an authoritative command or instruction. Refers to the federal and state mandates governing municipalities, such as regulations establishing testing for water quality.
Market Value	The current face or par value of an investment multiplied by the net selling price of the security as quoted by a recognized market-pricing source quoted on the valuation date.
Mg/L	Milligrams per Liter
MG	Million Gallons
MGD	Million Gallons per Day
MHz	Megahertz
Mission Statement	A departmental statement that describes what the department does, why it does it, and who benefits from it.
MPO	Metropolitan Planning Organization
MSA	Metropolitan Statistical Area
MSC	Municipal Service Center
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.

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

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	<p>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;</p> <p>2. For a state or federal bank, a savings bank, or a state or federal credit union, a member of the loan committee for the bank or branch of the bank or a person authorized by corporate resolution to act on behalf of and bind the banking institution;</p> <p>3. For an investment pool, the person authorized by the elected official or board with authority to administer the activities of the investment pool to sign the written instrument on behalf of the investment pool; or</p> <p>4. For an investment management firm registered under the Investment Advisors Act of 1940 (15 U.S.C. section 80b-1 et seq.) or, if not subject to registration under the Act, registered with the State Securities Board, a person who is an officer or principal of the investment management firm.</p>
Reserve	An account used to indicate that a portion of fund resources is restricted for a specific purpose, or is not available for appropriation and subsequent spending.
Resolution	A formal statement of a decision, determination or course of action placed before a city council and adopted.
Revenue Bonds	Legal debt instruments that finance public projects for such services as water or sewer. Revenues from the public project are pledged to pay principal and interest of the bonds. In Texas, revenue bonds may or may not be authorized by public referenda.
Revenues	Funds received by the government as income, including tax payments, fees for specific services, receipts from other governments, fines and forfeitures, grants and interest income.
RMS	Records Management System
ROW	Right of Way
RVP	Research Valley Partnership
S.A.R.A.	Scanning, Analysis, Response, Assessment
SCADA	Supervisory Control and Data Acquisition
SCBA	Self Contained Breathing Apparatus
Seal Coat	Asphalt restoration and maintenance technique used to recondition city streets and thoroughfares.
Separately Invested Asset	An account or fund of a state agency or local government that is not invested in a pooled group fund.
Service and Work Programs	Tangible "end products" provided to the public or user department/division.
SMD	Single Member District
SMSA	Standard Metropolitan Statistical Area
SOP	Standard Operating Procedure
SPCC	Spill Prevention, Control and Counter Measure
Special Revenue Fund	A separate fund that accounts for resources legally restricted to expenditures for specific operational purposes. The Hotel/Motel Tax Fund or the Community Development Fund would be examples of a special revenue fund.
SRF	State Revolving Fund
SRO	School Resource Officer
SSO	Sanitary Sewer Overflow
STA	Standard Testing Assurance
STP	State Transportation Plan

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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
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
UPS	Uninterrupted Power Supply
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
WWTP	Wastewater Treatment Plant
Y+R	Yellow and Red
YDI	Youth Development Initiative
YNAPP	Youth Neighborhood Association Partnership Program