



CITY OF BRYAN



ADOPTED ANNUAL BUDGET

FY 2015

CITY OF BRYAN, TEXAS

ANNUAL OPERATING BUDGET FOR FISCAL YEAR 2014-2015

This budget will raise more revenue from property taxes than last year's budget by an amount of \$1,586,097 which is a 3.52% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$569,045.

City Council Record Vote

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

FOR: Mayor Bienski, and Councilmembers Saenz, Pena, Owens, Horton, Hughes
and Konderla

AGAINST: None

PRESENT and not voting: None

ABSENT: None

Tax Rate	Adopted FY 2014-15	Adopted FY 2013-14
Property Tax Rate	0.629990	0.629990
Effective Rate	0.608544	0.620372
Effective M&O Tax Rate	0.569258	0.560234
Rollback Tax Rate	0.655947	0.662258
Debt Rate	0.187332	0.195881

Comparison of Proposed and Current Tax Rate		
Tax Rate	Adopted FY 2014-15	Adopted FY 2013-14
M&O Tax Rate	0.442658	0.434109
Debt Tax Rate	0.187332	0.195881
Total	0.629990	0.629990

The total amount of municipal debt obligation secured by property taxes for the City of Bryan is \$91,880,908.



This page left blank intentionally.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Bryan
Texas**

For the Fiscal Year Beginning

October 1, 2013

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Bryan, Texas for its annual budget for the fiscal year beginning October 1, 2013. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operational guide, as a financial plan, and as a communication device.

The award is valid for a 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.

The City was also awarded a Certificate of Achievement for Excellence in Financial Reporting by GFOA for its Comprehensive Annual Financial Report (CAFR) for the fiscal year ending September 30, 2013. The certificate is a form of recognition for excellence in state and local government financial reporting.

Together, the award and the certificate are evidence of the Fiscal Service department's dedication to producing documents which effectively communicate the City's financial condition to elected officials, city administrators and the general public.



This page left blank intentionally.

**City of Bryan, Texas
Fiscal Year 2015
Adopted Annual Budget**

Table of Contents

Transmittal Letter

City Manager's Transmittal Letter	i
---	---

Introduction

Principal City Officials	1
Single Member (City Council) District Map	2
Mission Statement & Strategic Initiatives	3
Strategic Areas of Emphasis by Department	12
Organizational Chart	13
Budget Introduction	14
Financial Policies	19
Budget Calendar	22

Budget Overview

Budget Summary	23
Summary of All Funds	26
Change in Fund Balance-By Fund	27
Revenue by Type – All Funds	28
Expenses – by Category	29
Property Tax Calculation and Distribution	30
Net Assessed Property Value 2005-2014 (Graph)	31
Property Tax Rate 2005-2014 (Graph)	31
Summary of Authorized Positions	32

General Fund

General Fund Overview	
General Fund Description	33
General Fund Summary	35
Fiscal Year 2015 Revenues	36
Fiscal Year 2015 Expenditures	37
Summary of Expenditures by Department	
Public Safety	
Municipal Court	38
Police Services	40
Fire Services	42
Bryan Animal Center	44
Public Works	
Engineering Services	46
Streets & Drainage	48
Traffic	50
Development Services	
Development Services	52
Code Enforcement	54
Community Development Administration	56
Community Services	
Bryan – College Station Library Services	58
Parks and Recreation	60
Golf Course	62
Support Services	
Fiscal Services	64
Information Technology	66
Human Resources	68
Facility Services	70
Fleet Services	72

General Fund – continued

General Administration	
Executive Services	74
Business and Development Liaison and Special Projects	76
Economic Development.....	78
Internal Audit.....	80
City Secretary	82
City Council Services.....	84
Communications & Marketing.....	86
Neighborhood & Youth Services	88
Legal Services	90
Payments to Other Agencies	92

Debt Service Fund

Debt Service Fund Overview	
Fund Description.....	93
General Debt Service Summary of Revenues and Expenditures	94
Debt Service Requirements.....	95

Enterprise Funds

Enterprise Funds Overview	
Fund Descriptions.....	97
Enterprise Fund Revenues Graph.....	101
Enterprise Fund Expenses Graph	101
Water Fund	102
Wastewater Fund.....	106
Solid Waste Fund	112
Bryan Texas Utilities (BTU) Fund	116
Airport Fund	118
Bryan Commerce & Development.....	122

Special Revenue Funds

Special Revenue Funds Overview	
Fund Descriptions.....	123
Oil & Gas Fund Summary.....	128
Hotel/Motel Tax Fund	129
Street Improvement Fund.....	130
Drainage Fund	131
Tax Increment Financing Zone #10-Traditions.....	132
Tax Increment Financing Zone #19-Nash Street	133
Tax Increment Financing Zone #21-Downtown.....	134
Tax Increment Financing Zone #22-Lauth Development	135
Court Technology Fund.....	136
Community Development Fund	137

Internal Service Funds

Internal Service Fund Overview	
Fund Descriptions.....	141
Employee Benefits Fund Summary	144
Self- Insurance Fund Summary.....	146
Warehouse Fund Summary.....	150

Capital Funding

Capital Funding Overview	
Fund Description.....	155
Summary of Operating Capital Outlay.....	157
General Government Capital Improvements Projects	158
Water Capital Improvements Projects	160
Wastewater Capital Improvement Projects	162
BTU-Capital Improvement Projects	164

Appendix

Budget Ordinance	169
All Funds Summary-Exhibit A	171
Tax Levy Ordinance	172
FY2015 Decision Packages	
General Fund Decision Package Request Summary.....	173
Enterprise, Internal Service, Special Revenue Funds Decision Package Request Summary.....	174
Community Profile.....	177
Glossary & Acronyms.....	185



October 1, 2014

Honorable Mayor and City Council:

Pursuant to provisions of the City Charter and on behalf of the staff, I am pleased to present the City of Bryan Adopted Budget for the Fiscal Year 2015, beginning October 1, 2014. The City of Bryan Adopted Budget reflects Bryan's financial plan for meeting the citizens' needs for a thriving community in a growing Brazos Valley. Growth in Bryan has been and will be affected by:

- Texas A&M University and Blinn College – enrollment continues to set records
- Growth of the Bio-Corridor
- Operations of Axis Pipe and Tube in Texas Triangle Park
- Exploration and production of oil and gas in Bryan and Brazos County
- Residential and commercial development

The following are key assumptions used in the preparation of the Fiscal Year 2015 Budget:

- The local economy is continuing to improve, resulting in property value increases and sales tax and Hotel Occupancy Tax revenue increases.
- The budget reflects efforts to provide the best value in City services to the citizens of Bryan.
- Key financial matrix of operating cash levels and debt service coverages are projected to be maintained.
- The City continues to provide a competitive compensation package to attract and retain qualified staff.
- The City maintains a long-term, high level of service through continued capital investment.
- Citizens' overall cost of City services remains competitive.
- No increases in Water, Wastewater or Solid Waste rates.

Revenue assumptions in the Fiscal Year 2015 Adopted Budget reflect these revenue trends and key assumptions. Overall, a 7.9% increase in General Fund revenues, transfers and right-of-way payments is forecasted in Fiscal Year 2015. Excluding the budgeted impact of sales of City properties purchased in prior years for economic development and right-of-way transfers, core City General Fund revenues are expected to increase by 3.3% over the Fiscal Year 2014 budget. Sales taxes are expected to improve by 5.4% over Fiscal Year 2014. The January 2014 assessed property tax valuations also improved and will increase property tax revenue by 7.6%. These revenues increases are partially offset as oil and gas revenues will be budgeted in a separate oil and gas fund in FY2015. Right-of-way payments are expected to increase by 11.9% related to additional transmission revenues at BTU. Also contributing to transfers-in are revenues from the sale of City investment property.

General Fund operating expenditures are budgeted to increase by 7.9%, driven primarily by a 3.5% merit increase for employees and decision packages totaling \$3.0 million. The General Fund budget also includes funding for an additional nine positions in Bryan's Police and Fire Departments, offset by reductions of three positions in other departments. Additionally, the budget includes funding for skate parks of \$1.1 million. Fiscal Year 2015 General Fund non-operating expenditures total \$2.0 million and include the transfer of oil and gas revenues of approximately \$1.0 million to a stand-alone Oil and Gas

fund to be managed separately from the General Fund and \$1.0 million to fund the Economic Development Foundation in Fiscal Year 2015.

Overall, the General Fund ending fund balance is budgeted to produce an unassigned fund balance of 118 days at the end of Fiscal Year 2015. This amount is a decrease of eight days from the actual Fiscal Year 2013 balance, but remains well above the sixty day fund balance minimum set by policy.

Fiscal Year 2015 Hotel Tax Fund is budgeted to see revenues increase by 82.3% over the 2014 budget. The addition of new motels and hotels in Bryan and greater activity drawing visitors to the area are fueling the increase. Budgeted Fiscal Year 2015 Hotel Tax Fund revenues are \$1.2 million.

As outlined in the Fiscal Year 2015 Budget Calendar, the budget development process incorporated numerous meetings and discussions amongst staff starting in March and continuing throughout the year. City Council presentations and discussions began with City Council Workshops in July and continuing into August and September.

The Fiscal Year 2015 Adopted Budget, which includes the General Fund, the Debt Service Fund, Enterprise Funds, and Internal Service and Special Revenue Funds, contains total expenditures of \$379.7 million, and is an increase of \$33.8 million (9.8%) from the Fiscal Year 2014 Amended Budget. The increase is primarily driven by higher energy costs at BTU in Fiscal Year 2015. Fiscal Year 2015 expenditures exceed revenues by \$11.0 million primarily as a result of planned drawdowns in Enterprise and Street Improvement operating fund balances. Fiscal Year 2015 operating fund balances will remain above minimum policy levels.

In closing, I believe the Fiscal Year 2015 Adopted Budget is a sound financial plan that continues to provide an outstanding level of service to the community. 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 long days and late nights of dedicated work preparing this document. Furthermore, my staff and I appreciate your leadership on priorities and initiatives that have helped shape this budget and thus, the future of the City of Bryan. Please accept this Adopted Budget as the City's service plan for the citizens of Bryan for Fiscal Year 2015.

Sincerely,

A handwritten signature in black ink, appearing to read "Kean Register", with a long horizontal line extending to the right.

Kean Register
City Manager



City of Bryan, Texas City Officials

Elected Officials:

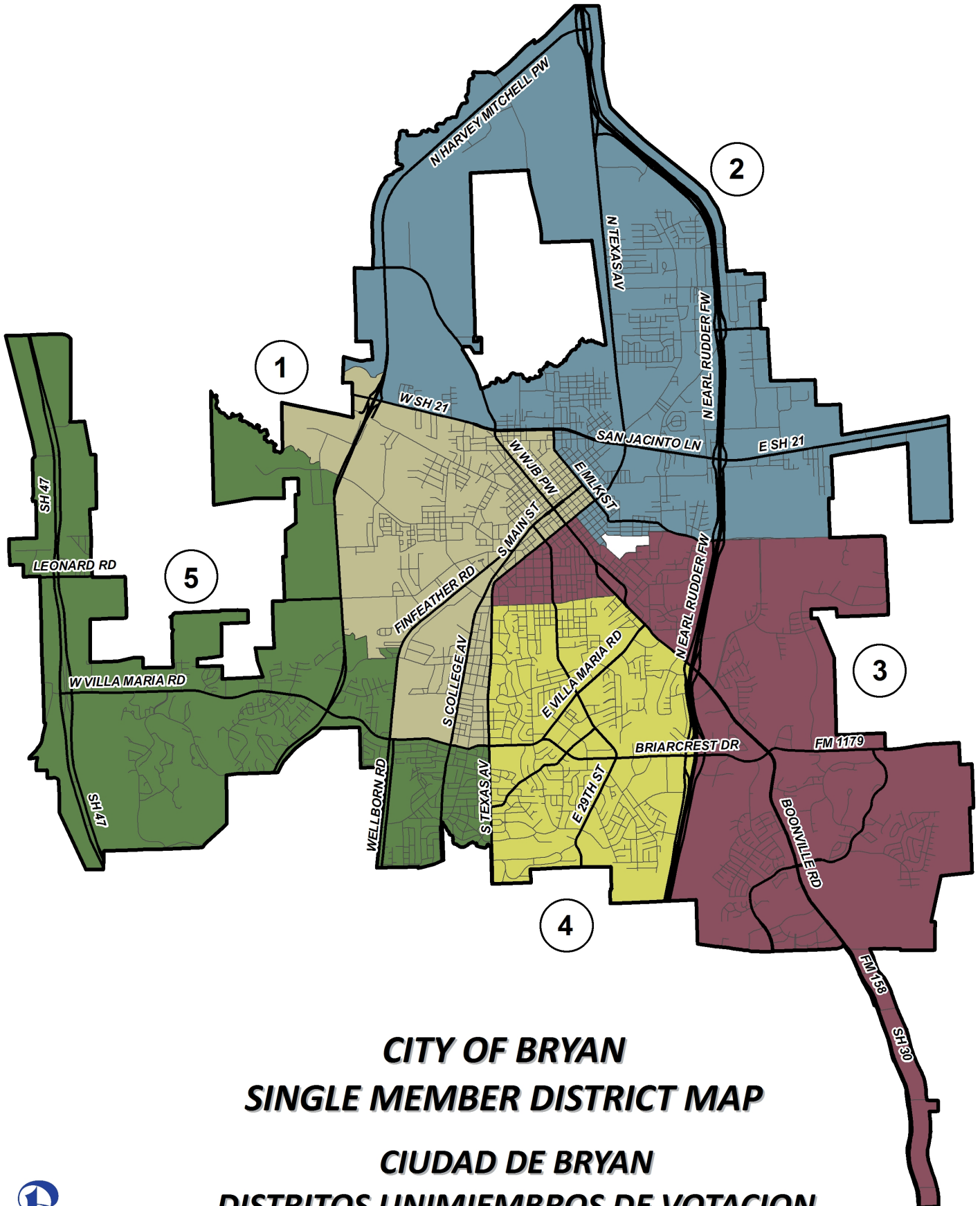
Mayor	Jason P. Bienski	979-209-5008
Single Member District 1	Al Saenz	979-209-5008
Single Member District 2	Rafael Peña III	979-209-5008
Single Member District 3	Greg Owens	979-209-5008
Single Member District 4	Ann M. Horton	979-209-5008
Single Member District 5	Art Hughes	979-209-5008
At-Large	Chuck Konderla	979-209-5008

Council Appointees:

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

Executive Management Team:

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



CITY OF BRYAN
SINGLE MEMBER DISTRICT MAP
CIUDAD DE BRYAN
DISTRITOS UNIMIEMBROS DE VOTACION



CITY OF BRYAN
GEOGRAPHIC INFORMATION SERVICES

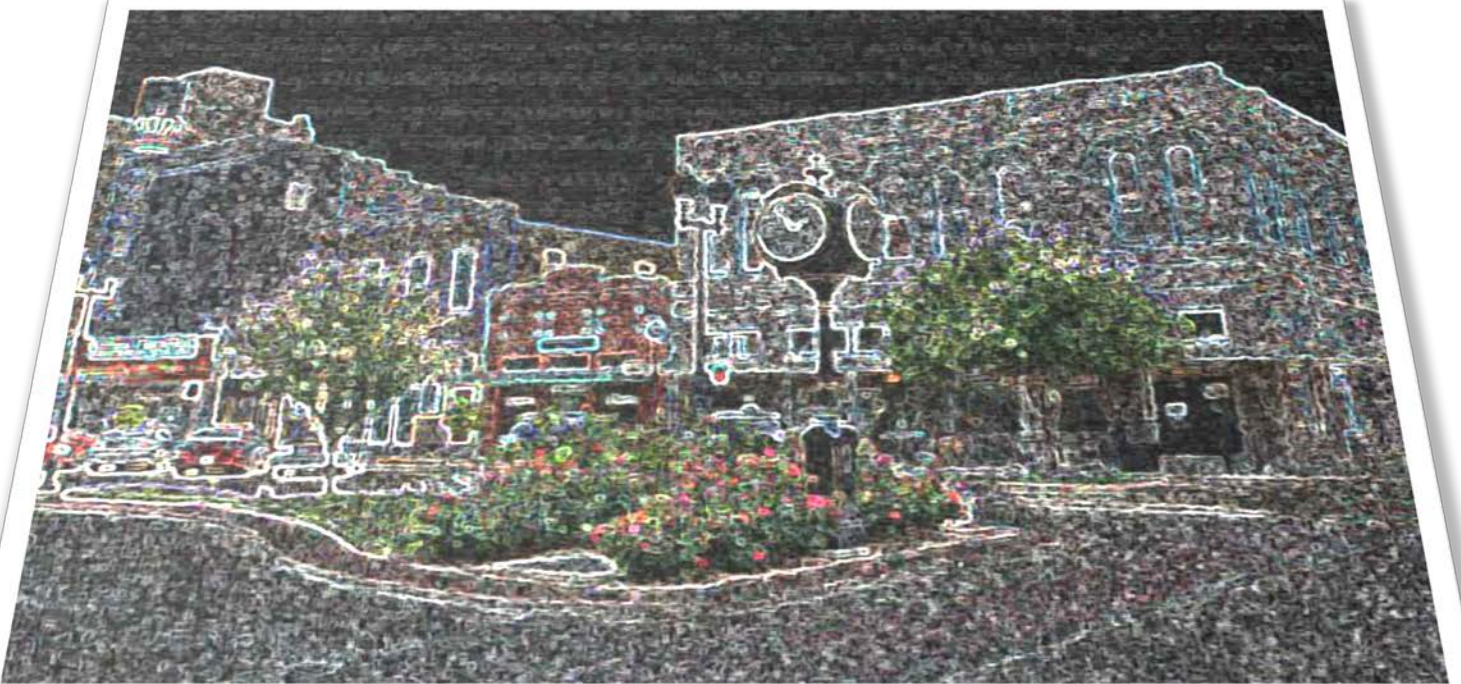
City of Bryan Geographic Information Services (COBGIS)



CITY OF BRYAN
The Good Life, Texas Style.™

Strategic Plan

CREATING BRYAN'S FUTURE



Each department strives to achieve the Council's strategic areas of emphasis because those strategic initiatives represent the goals of the citizens of Bryan. As stewards of public resources, it is important that City staff work diligently to accomplish the goals of the community and do so in a fiscally sound manner.

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.

Organizational Values

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

Strategic Initiatives

Public Safety

Bryan residents enjoy a safe and healthy community.

Service

Bryan is a business-friendly city that provides exceptional public and customer services.

Infrastructure

Bryan has adequate and well-maintained infrastructure to support a developing community.

Economic Development

Bryan is an economically diverse and developing community.

Quality of Life

Bryan is an attractive community where residents and visitors enjoy diversity, history, parks, recreation, educational and cultural opportunities.

PUBLIC SAFETY – KEY RESULT AREAS

- ❖ Police
- ❖ Fire
- ❖ EMS
- ❖ Emergency Management

Police

Objectives

- Proactively attack crime and the fear of crime
- Partner with our community in order to effectively problem solve
- Provide prompt, fair and equal treatment to all
- Ensure we have a professional, well-trained, diverse police department

Criteria

- Reduce crime and the fear of crime throughout the city.
- Practice Community Policing
- Ensure we meet high State and National standards
- Continue to be a regional leader in training and professionalism.

Performance Measures

- Track and assess UCR crime statistics weekly, monthly, and annually through Compstat
- Track and record our Community Policing projects conducted by NET and all areas of the Department.
- Maintain national accreditation through CALEA
- Maintain staff training that meets or exceeds State requirements.

Fire

Objectives

- Plan for future fire station locations and relocations to sustain or improve acceptable response times
- Prevent fires by active code enforcement, public education, and effective fire investigation
- Provide excellent customer service
- Ensure competent and safe employees
- Reduce average property loss by fire damage

Criteria

- Monitor growth of city and forecast new fire stations needed
- Work proactively with business owners to maintain safe structures for the public
- Provide effective tools and processes for delivering quality services
- Provide quality training and promote wellness and fitness initiatives
- Analyze firefighting strategies to ensure most effective methods

Performance Measures

- Analyze response data in order to improve response times
- Review annually on frequency of fire inspections, with priorities on high risk commercial buildings
- Review after action reports
- Track and review all physicals and job performance testing to ensure safe and healthy firefighters
- Analyze fire control times and methods

Emergency Medical Services

Objectives

- Ensure our personnel are well-trained and provide the best possible pre-hospital patient care
- Provide excellent customer service
- Ensure rapid transport on all major trauma calls
- Provide most effective patient care protocols
- Collaborate with other community medical partners

Criteria

- Improve patient outcomes through updated equipment and protocols.
- Focus on new paramedic field training
- Work with local medical director to review latest advancements in pre-hospital care
- Remain active in Regional Advisory Council (RAC)

Performance Measures

- Track and assess STEMI interpretation monthly
- Monthly review of all transmitted 12 lead ECG
- 100% retrospective review of calls.
- Focused review of all CPR, helicopter activation, and >20 min. scene time calls
- Analyze feedback on all operations from receiving physicians

Emergency Management

Objectives

- Protect the community from natural and man-made disasters through progressive leadership.
- Provide for public communication during weather concerns and other emergencies
- Work with regional emergency management agencies to improve training and communications
- Maintain Emergency Operations Center in state of readiness

Criteria

- Annual updates on all annexes of the Brazos County Inter-jurisdictional Emergency Management plan
- Develop and maintain current public alerting systems for emergency communications
- Continue to assist and provide training classes across region
- Work with other Brazos County Emergency Management Coordinators to improve EOC activations

Performance Measures

- Compare mitigation, preparedness, response, and recovery efforts against state and national standards
- Review all emergency communication messages that are sent for timeliness and effectiveness
- Review annually number of training hours provided and assess need for different or new training topics
- Conduct in-house exercises to determine effectiveness of EOC staff and protocols

SERVICE – KEY RESULT AREAS

- ❖ City Wide
- ❖ Organizational-wide

Objectives

- Citizens feel welcomed and invited to communicate and participate with the City
- Feedback from citizens indicate they are well-served
- Complaints regarding City services are handled courteously, promptly, and professionally
- Citizens are treated equally and solutions are provided without being special interest based
- Clear communication exists between the City Council/City Manager/City staff and citizens
- Cooperation and teamwork are key components within the City organization
- A positive environment exists whereby City employees consider customer service paramount to success
- The City of Bryan is perceived to be a proponent to citizen's needs

Criteria

- Expect and require superior customer service from all City staff
- Hold one another accountable throughout the City organization
- Use common sense and good judgment (i.e., do unto others...The Golden Rule)
- Provide appropriate training and employ other methods to encourage exceptional customer service
- Empower employees to make decisions that positively affect customer service

Performance Measures

- Feedback, comments, surveys, etc. from citizens and visitors
- Citizen comments provided to City Council, boards, committees, commissions, and management
- All employees attended customer service training

INFRASTRUCTURE-KEY RESULT AREAS

- ❖ City-wide
- ❖ Organizational-wide

Objectives:

- Has the necessary infrastructure to provide a safe community to promote growth and improve the quality of life for its residents
- Has long range plans for infrastructure: Water, Sewer, Electric, Streets, Traffic Signals, Sidewalks, Drainage Facilities, Information Technology, Coulter Field, City Buildings, and Parks
- Maintains an active Capital Improvement Program (CIP) that is based on community needs
- Coordinates with regional entities involved in infrastructure (MPO, TXDOT, Brazos County, College Station)
- Leverages and maximizes financial resources for all infrastructure
- Ensures and enforces strong standards for new development to maximize infrastructure longevity
- Provides organizational training, development, succession planning and structure to meet the needs of the City
- Citizens feel welcomed and invited to communicate and participate in the Capital Improvement Plan process
- Clear communication exists between the City Council/City Manager/City staff and citizens

Criteria:

- Continue to follow the CIP process and update Council annually
- Coordination between City Departments on infrastructure needs and timelines
- Continue coordination efforts with County, TXDOT, College Station and the MPO
- Seek and apply for grant programs that provide significant leverage of limited local dollars
- Improve multi-modal transportation by improving walkability / pedestrian access and bicycle mobility
- Provide necessary training, technology and equipment for staff to execute their job duties efficiently
- Develop and support utility / fee / tax rates to provide funding for strategic objectives
- Utilize local resources when available, qualified, and appropriate

Performance Measures:

- Feedback, comments, surveys, etc. from citizens and Council
- The CIP process is appropriately reviewed, updated, and followed
- Evaluation of projects for completion time and budget
- Evaluation of a project's effectiveness after implementation
- Evaluation of infrastructure conditions (i.e. grade infrastructure conditions)
- Evaluation of training hours completed by City employees
- Evaluation of competitive pay and retention rate of City employees
- Evaluation of infrastructure grade to determine if sufficient funds are being spent to upgrade the infrastructure

ECONOMIC DEVELOPMENT – KEY RESULT AREAS

- ❖ City Wide
- ❖ Bryan Business Council
- ❖ The Research Valley Partnership

Objectives

- Encourage economic development opportunities in partnership with Texas A&M University, Blinn Jr. College, Brazos County, Research Valley Partnership, Bryan Business Council, and St. Joseph Hospital.
- Continue to promote the development of the Biomedical Corridor.
- Continue to promote development in downtown Bryan.
- Assist in the creation of new jobs.
- Aid in the expansion of current business.
- Encourage residential development.
- Assist in the improvement of the City's gateways.

Criteria

- Maintain membership in the Home Builders Association
- Continued involvement in the Research Valley Partnership and the Bryan Business Council.
- Aid in streamlining development process.

Performance Measures

- New businesses and industry locating in Bryan/Texas Triangle Park.
- Brazos County Appraisal District appraisal values.
- Economic indicators – permitting statistics, Hotel/Motel Tax, and sales tax.
- Annual review of development process.

Bryan Business Council

Objectives

- Encourage economic development opportunities within the Bryan Business Park.
- Encourage economic development opportunities at Coulter Airfield.
- Assist the Research Valley Partnership in recruitment of new industry.
- Aid in the expansion of current business.
- Explore opportunities to assist Texas Avenue property owner's market lease or sale their property.

Criteria

- Continued involvement in the Research Valley Partnership.
- Market Bryan Business Council assets.
- Maintain a Coulter Airfield subcommittee.

Performance Measures

- New businesses and industry locating in Bryan and the Bryan Business Park.
- Brazos County Appraisal District appraisal values.
- Economic indicators -Permitting statistics, inquiries to the Research Valley Partnership, and sales tax.

The Research Valley Partnership

Objectives

- Encourage economic development opportunities in partnership with Texas A&M University, Blinn Jr. College, Brazos County, Bryan Business Council, St. Joseph Hospital, and the City of Bryan.
- Assist in the creation of new jobs.
- Assist the City increase property values.
- Aid in the expansion of current business.

Criteria

- Continue to respond to Requests For Proposals for industry looking to move or expand in the State of Texas.
- Continue to work with the City of Bryan to maintain competitive in attracting new industry.

Performance Measures

- New businesses and industry locating in Bryan/Texas Triangle Park.
- Report compliance annually to the City Council.
- Brazos County Appraisal District appraisal values.
- Economic indicators -Permitting statistics, Hotel/Motel Tax, and sales tax.

QUALITY OF LIFE – KEY RESULT AREAS

- ❖ Parks & Recreation Programs
- ❖ Downtown Bryan History, Arts, Culture & Commerce
- ❖ Educational Enrichment Programs
- ❖ Access to Health Care & Wellness Programs
- ❖ Housing and Neighborhood Enhancement

Parks & Recreation Programs

Objectives

- Existing parks are safe and well maintained
- Parks and recreation amenities exist for people of all ages
- Programs assist in the enrichment and development of the community's wellness

Criteria

- Ensure all park equipment and facilities are safe, properly monitored and well maintained
- Maintain a Parks Master Plan and a Parks Enhancement Plan
- Provide opportunities for adult and youth sports programs year-round
- Utilize and enhance the City of Bryan Parks & Recreation Activity Guide
- The Parks and Recreation Advisory Board has opportunities to provide recommendations

Performance Measures

- Number of accidents and incidents recorded
- City Council has a Parks Master Plan
- Number of sports programs offered annually
- Number of new parks amenities added
- Citizen satisfaction surveys
- Number of monthly Parks and Recreation Advisory Board Meetings occur

- Number of patrons who utilize parks facilities and programs
- The Parks Activity Guide is produced annually

Downtown Bryan History, Arts, Culture & Commerce

Objectives

- Efforts exist to educate and increase awareness of Bryan's rich history
- There is a positive business environment in Downtown Bryan
- High quality events for the community regularly occur
- Tourism and visitor attractions are promoted in Downtown Bryan

Criteria

- Promote public events focused on Downtown Bryan
- Provide support for preservation and rehabilitation of existing historic buildings
- Encourage redevelopment of Downtown North blocks
- Ensure Downtown streets, parks, sidewalks and parking areas are safe, properly monitored and well maintained
- Provide awareness for arts-related activities, events and projects
- Provide support to the Downtown Bryan Association (DBA)

Performance Measures

- Event attendance, participation, & volunteer hours
- New businesses and restaurants
- Sales and property tax growth
- Hotel Occupancy Tax (HOT) growth
- Number of cultural and arts-related events
- Number of reported crimes (community or Downtown??)

Educational Enrichment Programs

Objectives

- The City participates in educational enrichment opportunities in partnership with BISD, TAMU, Blinn College, and other organizations
- The City is involved in the creation or promotion of educational programs serving community members of all ages

Criteria

- Support BISD in efforts to graduate young adults prepared for higher education or meaningful employment
- Encourage TAMU and Blinn to promote the potential higher education options awaiting Bryan students
- Utilize City resources to provide educational assistance, guidance, and alternatives for Bryan citizens
- Provide support to senior citizens programs and organizations
- Provide juvenile intervention programs through municipal court
- Support at risk youth programs

Performance Measures

- Number of grants received and available funding levels for programs (what type of grants?)
- Number of informational events provided to local students and community members (who does this?)
- Community members access City provided educational resources
- Average household income levels

- Number of monthly joint COB/BISD meetings
- Channel 16 is utilized to share community information
- Number of educational opportunities offered through Parks & Recreation

Access to Health Care & Wellness Programs

Objectives

- The City partners with St. Joseph Regional Health System, the Texas A&M Health Science Center, and other area organizations to develop and implement a Health & Wellness Master Plan
- The City supports ongoing efforts of local hospitals, the Brazos County Health Department, and City programs to provide healthcare access for Bryan citizens

Criteria

- Develop handouts/pamphlets explaining available healthcare resources
- Encourage citizen participation in community-wide health events
- Promote hospital and Brazos County Health Department programs and events

Performance Measures

- Citizens have access to hospitals/clinics and a City-funded health clinic (Brazos County Health Department)
- Citizens participate in preventative care programs
- Number of marketing events/programs annually
- The Brazos County Health Department offers health-related services five days per week

Housing and Neighborhood Enhancement

Objectives

- Programs and partnerships exist to reduce substandard housing and create opportunities for quality living conditions.
- The City coordinates and communicates with homeowners and neighborhood association representatives to encourage community pride and ownership
- An appropriate inventory of mid-range priced housing exists
- Community Development programs and funding meet national objectives for Fair Housing standards to create affordable, decent and safe housing for all Bryan citizens

Criteria

- Form public/private partnerships with builders and developers to encourage development of new housing and neighborhood improvements
- Reduce barriers and provide incentives for private reinvestment in older neighborhoods
- Utilize and enforce relevant codes and ordinances to maintain aesthetically pleasing neighborhoods
- Neighborhood and homeowner associations partner with the City to share information and provide objective input
- Promote and educate citizens and housing clients through quality events, public outreach, website, and other media

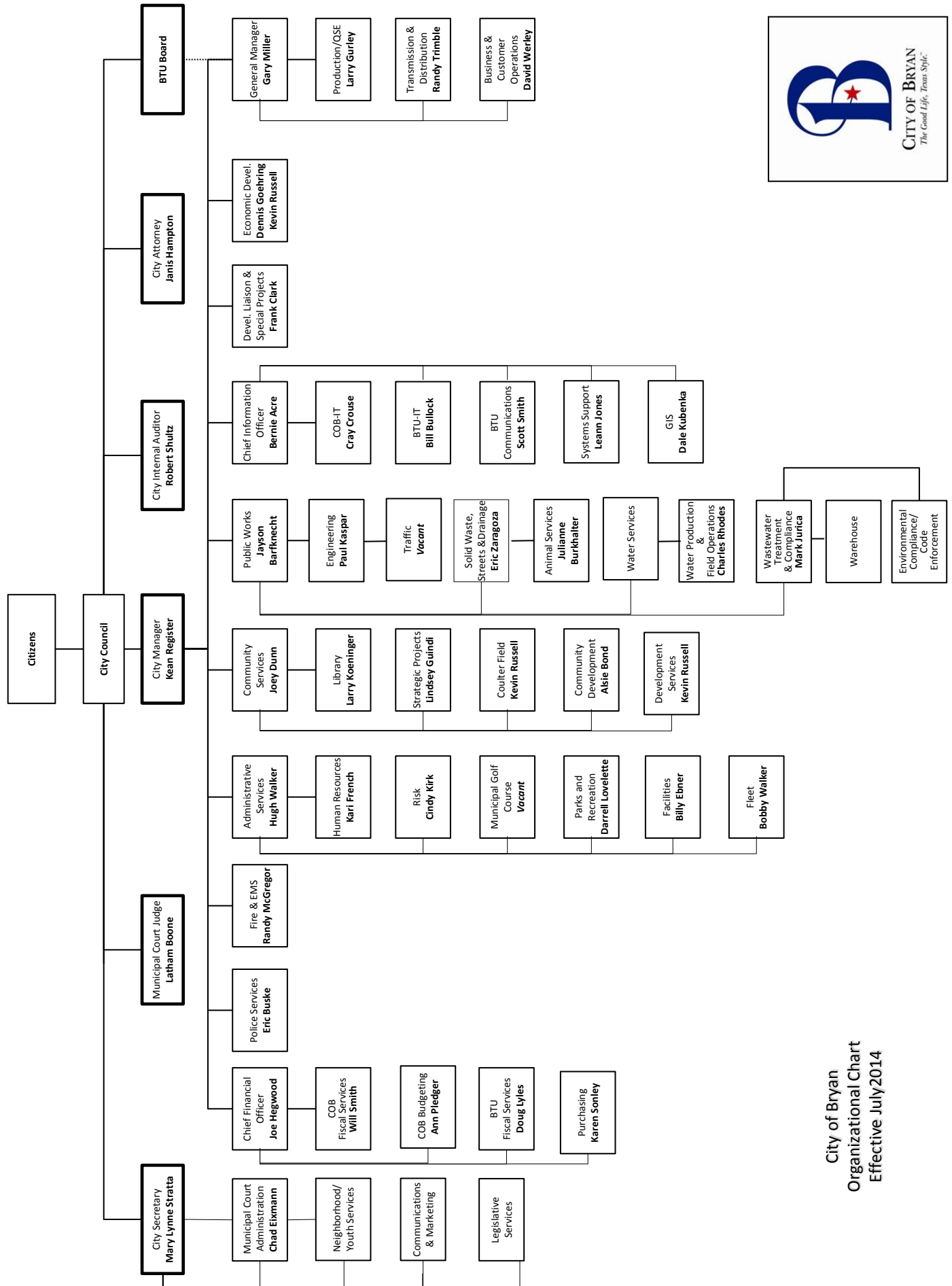
Performance Measures

- Property values & crime statistics by geographic area
- Number of homeowners/neighborhood associations
- Participation in HBA Parade of Homes
- Number and value of residential building permits issued
- Number of public outreach/ neighborhood/community meetings



Strategic Areas of Emphasis By Department

City Departments	Public Safety	Service	Infrastruc- ture	Economic Develop- ment	Quality of Life
<i>Municipal Court</i>	X	X			X
<i>Police Services</i>	X	X			X
<i>Fire & Emergency Ops</i>	X	X			X
<i>Bryan Animal Center</i>	X	X			X
<i>Engineering Services</i>	X	X	X	X	X
<i>Streets & Drainage</i>	X	X	X	X	X
<i>Traffic Operations</i>	X	X	X	X	X
<i>Development Services</i>		X		X	X
<i>Code Enforcement</i>	X	X		X	X
<i>Community Dev.</i>	X	X		X	X
<i>Library Services</i>		X		X	X
<i>Parks & Rec.</i>	X	X	X	X	X
<i>Golf Course</i>		X	X	X	X
<i>Fiscal Services</i>		X			X
<i>Information Tech.</i>	X	X	X	X	X
<i>Human Resources</i>	X	X			X
<i>Facility Services</i>	X	X	X		X
<i>Fleet Services</i>	X	X			
<i>Executive Services</i>	X	X		X	X
<i>Business Liason/Special Projects</i>		X		X	X
<i>Economic Dev.</i>		X		X	X
<i>Internal Audit</i>		X			
<i>City Secretary</i>	X	X		X	X
<i>City Council</i>	X	X	X	X	X
<i>Communications</i>	X	X		X	X
<i>Neighborhood & Youth Services</i>		X		X	X
<i>Legal Services</i>		X			
<i>Water/Wastewater/Solid Waste</i>	X	X	X	X	X
<i>Bryan Utilities</i>	X	X	X	X	X
<i>Coulter Airport</i>	X	X	X	X	X
<i>Bryan Commerce and Dev.</i>		X	X	X	X
<i>Self Insurance</i>	X	X	X	X	X
<i>Warehouse</i>		X	X		



INTRODUCTION

BUDGET DOCUMENT KEY ELEMENTS

The following is a summary of key elements included in the City of Bryan Fiscal Year 2015 adopted budget, which begins October 1, 2014 and ends September 30, 2015. The City Council adopts the budget annually by passage of an appropriations ordinance, which provides a complete program of action for the ensuing fiscal year. The plan contains the goals of the City Council, and the City Manager's program to meet these goals. This budget was created by staff in partnership with the City Council, with the focus of fulfilling the City's mission statement and supporting the strategic initiatives for the community as defined by the Council. Supporting mission statements and goals for each of the City departments are found within the fund sections of the budget document.

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

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

BUDGET DOCUMENT STRUCTURE

This budget is presented in several sections:

- City Manager's transmittal letter provides a concise picture of the budget as a whole.
- Introduction section includes the City's mission statement, strategic areas of emphasis and describes the budget process and policies.
- Budget Overview provides narrative and graphical summary presentations of all funds, including the General Fund, Enterprise Funds, Internal Service Funds, Special Revenue Funds, and the Debt Service Fund.
- Major funds and fund types are presented in separate sections and include a fund narrative, fund financial summary, and detail of revenues and expenditures by department and division. Each division provides a description of services provided, service level objectives for FY2015, accomplishments for FY2014, key performance indicators, budgeted personnel, and financial data.
- Capital Funding section provides Capital programs and operating Capital for the City of Bryan on a limited scope.
- Appendix includes supplementary material including the Tax Rate Ordinance and the Budget Appropriation Ordinance. A decision package summary, community profile, and a glossary of Terms and Acronyms are also included in the Appendix.

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

FINANCIAL STRUCTURE

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

Governmental Fund Types

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

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

Proprietary Fund Types

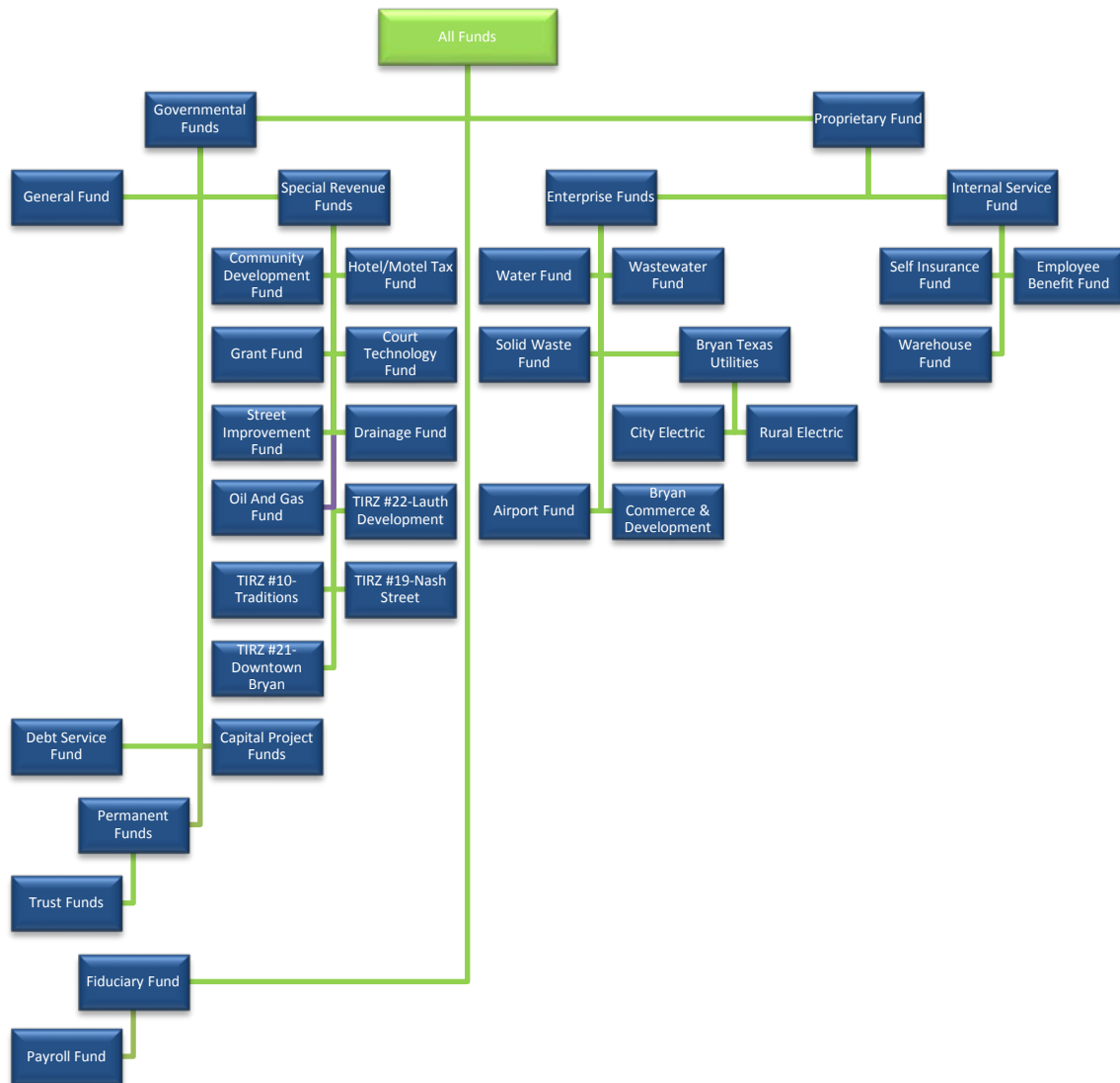
Proprietary funds are used to account for the City's activities that are similar to commercial enterprise accounting. The City maintains two different types of proprietary funds

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

Fiduciary Fund Type

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

FUND STRUCTURE FY2015



BUDGET BASIS OF PRESENTATION

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

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

BALANCED BUDGET

The operating budget presented is a balanced budget in which combined projected resources (current revenues plus fund balances) equal or exceed estimated expenditures. When the current revenues for a particular fund are less than the current expenditures of that fund, the deficit is funded through fund balance. A summary of the effect of the FY2015 budget upon the fund balances is presented in the Budget Overview section of this document. The change in operating funds can be found with the detail relating to each fund.

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

BUDGET PROCESS

As a precursor to budget preparation, departmental goals, objectives and action plans are developed in support of the Council's strategic initiatives and their vision for the community.

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

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

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

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

and long-term impact of budget decisions and assumptions, and are provided to Council through the budget process.

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

PRESENTATION OF ANNUAL REPORTING PERIODS

The budget document presents annual reporting periods for FY2013 actual revenues and expenditures, FY2014 adopted budget, FY2014 budget as amended by City Council, FY2014 projected budgets based on results projected at the time budgets were prepared, and the FY2015 budget adopted by City Council. The budget book compares (\$ and % change) the FY15 adopted budget with the FY14 amended budget.

CAPITAL IMPROVEMENTS

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

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

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

FY2015 FINANCIAL POLICIES

LEGAL REQUIREMENTS FOR THE BUDGET

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

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

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

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

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

FUND BALANCE

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

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

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

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

DEBT POLICY

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

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

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

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

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

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

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

The City's adopted tax rate is \$0.62999 per \$100 valuation. Of the total City's property tax rate, \$0.187332 per \$100 valuation is currently designated for debt service.

Bond Ratings

The City of Bryan's current bond ratings are:

<u>Rating Agency</u>	<u>BTU</u>	<u>General Obligation</u>	<u>Water/Wastewater</u>
Moody's	A2	Aa2	Aa2
Standard & Poor's	A+	AA	AA-
Fitch	A+	NR	NR

INVESTMENT POLICY

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

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

Suitability:

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

Preservation and Safety of Principal:

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

Liquidity:

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

Marketability:

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

Diversification:

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

Yield:

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

CAPITALIZATION POLICY

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

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

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

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

**City of Bryan, Texas
Budget Calendar
Fiscal Year 2015**

<u>Date</u>	<u>Activity</u>
March 5, 2014	HTE budget entry opens to departments
March 5-6, 2014	HTE budget training sessions
March 21, 2014	Decision Package requests due to HR, Fleet, and/or IT for review
April 11, 2014	Decision Package requests due to Budget office
April 21, 2014	Budget entry, goals and objectives, accomplishments, and performance measures due from divisions
March 12-27, 2014	Budget/Departmental review meetings
May 14, 2014	Decision Packages presented to ARM for prioritization
July 8, 2014	Council Workshop - FY2015 Budget - General Fund, Debt Service, Internal Service, and Special Revenue Funds
August 12, 2014	Council Workshop-FY2015 Budget- BTU and Enterprise Funds Council Meeting - Discuss proposed tax rate, record vote & schedule public hearings
August 26, 2014	Council Meeting - Public Hearing on Budget; First Reading of Ordinance to Adopt Budget; First Public Hearing on Tax Increase
September 9, 2014	Council Meeting - Second Reading of Ordinance to Adopt Budget; Second Public Hearing on Tax Increase
September 16, 2014	Special Council Meeting – First Reading of Ordinance to Adopt Tax Rate
September 23, 2014	Council Meeting - Second reading of Ordinance to Adopt Tax Rate, Ratification of Tax Rate

FY2015 BUDGET SUMMARY

The following is a summary of the FY2015 adopted annual budget for the City of Bryan, Texas.

BUDGET REVENUES

The City of Bryan FY2015 revenues inclusive of transfers and right-of-way payments are adopted at \$368,692,039 for all funds.

The table "Revenues by Type" lists revenues by fund and type. Revenue types include tax revenues, franchise fees, charges for services, intergovernmental revenues, fines, and investment/miscellaneous revenues. Assumptions for estimates can be found below under Revenue Assumptions. Below is a brief summary of the FY2015 revenue types:

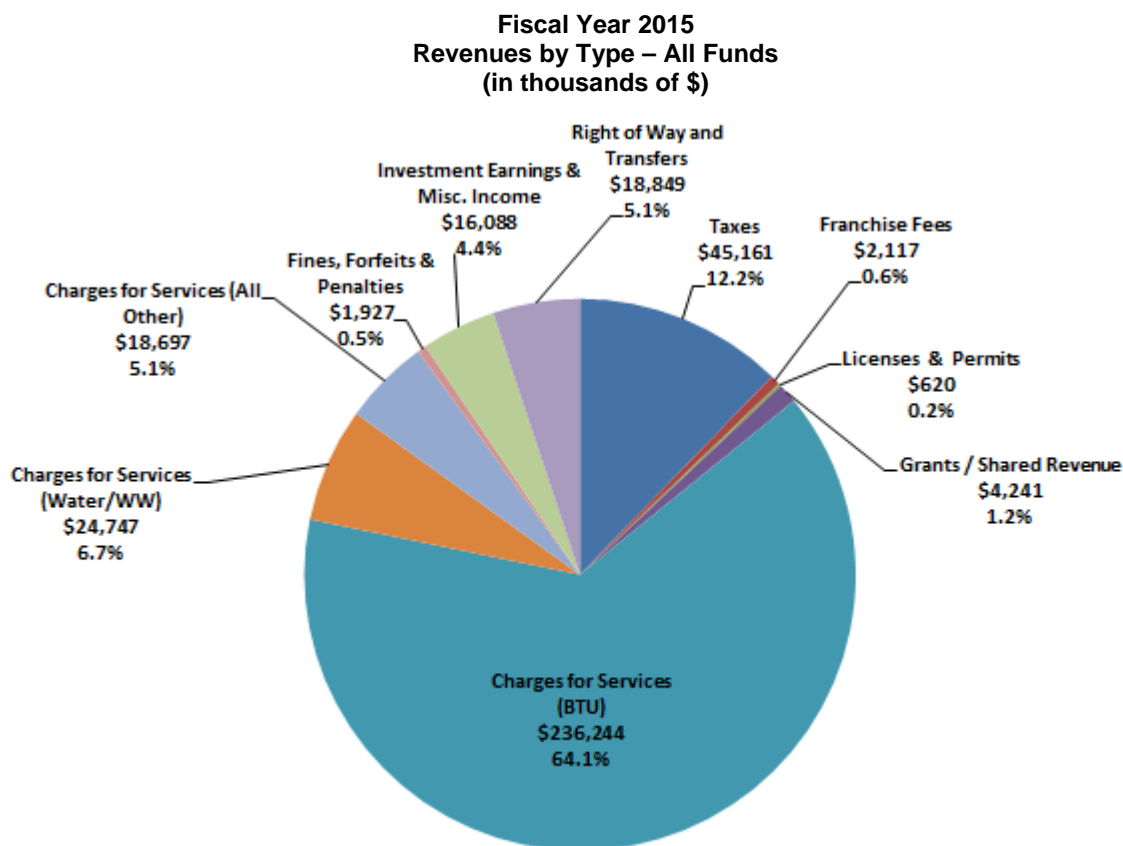
- Tax revenues which include property tax, sales tax, and hotel occupancy tax, are estimated at \$45,161,461 or 12% of the City's revenue base.
- Franchise taxes are assessed to private utility companies, including telephone, cable, and gas. For FY2015, franchise taxes are estimated at \$2,116,982 or less than 1% of total revenues.
- Licenses and Permits revenues are budgeted at \$619,755 or less than 1% of total revenues.
- Inter-governmental revenues comprise \$4,240,873 or 1% of the total revenue budget. This revenue source is primarily comprised of Community Development grant revenues and the City of College Station for library services. Payments from Brazos County for their participation in Traditions and Target TIRZs are also included in this category.
- Charges for Services primarily represent revenues received by the utilities as well as transportation and drainage fees. Primary sources of charges for services in the General Fund are ambulance collections, recreation charges, and public safety charges. Total revenue generated for FY2015 from all services is estimated at \$279,688,654 or 76% of total revenues. BTU-City revenues of \$196,337,808 account for the majority of this revenue category.
- Fines, forfeits, and penalties total \$1,926,950 or less than 1% of total revenues for the City.
- Investment earnings and miscellaneous revenues, including proceeds from the sale of property, are budgeted at \$16,088,197 or 4% of total revenues.
- Right-of-way payments from the City owned utilities are budgeted at \$13,239,861 for FY2015. Inter-fund transfers total \$5,609,306. The combined total for right-of-way and interfund transfers is budgeted at \$18,849,167 or 5% of total revenues.

Revenue Assumptions:

Several assumptions were utilized in the projection of revenues for FY2015. Those assumptions include:

- The adopted budget maintains the current property tax rate of \$0.62999 per \$100 of assessed valuation. The estimated total tax levy for FY2015 is \$26,968,962. The General Fund (M&O) tax rate will be set at \$0.442658 per \$100 of assessed valuation and the debt service portion tax rate is \$0.187332 per \$100 of assessed valuation. The General Fund property tax levy is estimated at \$17,869,832, with an additional \$260,000 budgeted for penalty and interest. Debt Service property tax is estimated at \$7,562,478. The remaining \$1,536,652 is allocated to the TIRZ funds. Overall net taxable property values increased 6.82% compared to last year's actual valuations.
- Sales tax has been strong over the past year and the FY2014 sales tax is anticipated to be \$17,250,000. The adopted FY2015 budget estimate of \$16,732,500 is a conservative 3% decrease over the projected amount for FY2014.
- The ROW (right-of-way) payment to the General Fund from the Water, Wastewater, and Solid Waste utility funds is based on 5% of operating revenues.
- Hotel occupancy activity and the number of hotels have increased, resulting in a budgeted revenue increase of 82%.
- There are no planned water, wastewater or solid waste utility rate increases. Water and wastewater revenues are not budgeted to increase. In FY2015, BTU will be implementing a three year rate phase-in. Overall, City revenues resulting from the rate phase in will remain flat; however, rural rates will increase by a total of 12% over the three year period. City revenues will also be positively impacted by the addition of the Axis Pipe and Tube load in 2014 and will increase overall load growth across the system.

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



BUDGETED APPROPRIATION OF EXPENDITURES

The City of Bryan Fiscal Year 2015 adopted budget appropriation of expenditures for all funds is \$379,699,397.

Uses of Appropriated Funds:

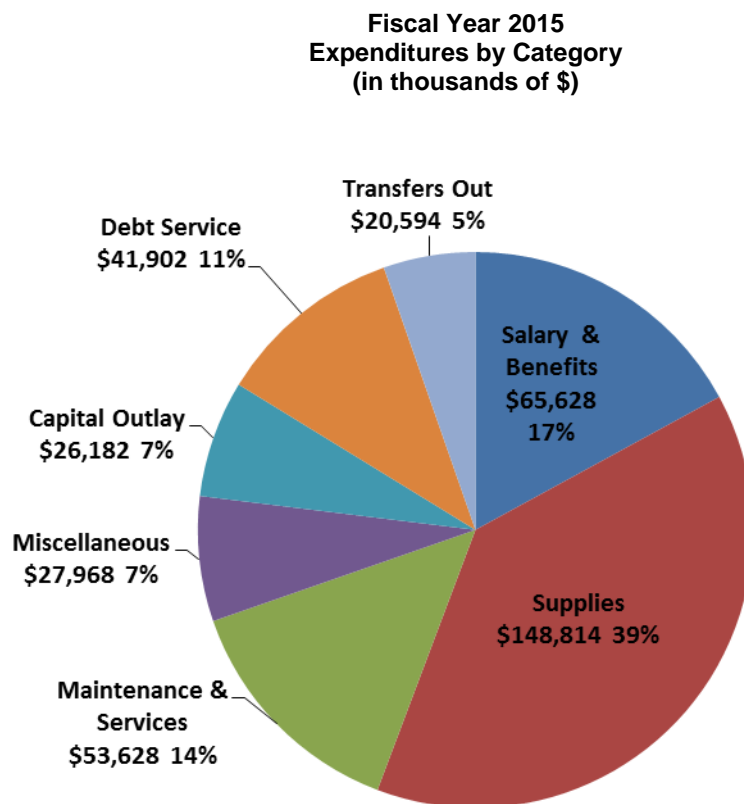
The table "Expense by Category" lists appropriations by fund and category. Category types include salary & benefits, supplies, maintenance & services, miscellaneous, capital outlay, debt service, and transfers. Administrative reimbursements represent services provided by the General Fund to other funds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

- BTU-City and BTU-Rural combined appropriations represent 62% or \$234,493,300 of the total appropriations for the City.
- General Fund budgeted expenditures for fiscal year 2015 are \$63,207,741, which includes an off-set of \$3,487,037 for administrative reimbursement costs from other funds for services provided by the General Fund.
- The City's Salaries & Benefits for FY2015 are \$65,628,098. The adopted budget includes merit pool funding increase of 3.5% for the City's Career Progression Program for eligible employees, as well as a 3.5% pay scale adjustment for civil service. Funding is also allocated for civil service step increases for eligible employees. The adopted budget increases funding to include two additional officer positions for Police, as well as six additional firefighter positions. One position is also added to the Bryan Animal Center which is funded through reallocations in other departments. Funding for a Network Infrastructure Technician in the Information Technology department is also included. These staff additions are all included in the General Fund.
- Miscellaneous expenditures are primarily for contractual services and accounts for 7% of the total appropriations for FY2015 or \$27,968,158.

- Maintenance and Services expenses for FY2015 are in the amount of \$53,627,657 and account for 14% of budgeted expenses. These categories include maintenance expenses and utility service charges.
- Supplies which include fuel costs, makes up the largest portion of the total budget at 39% or \$148,813,564.
- Debt Service payments for all funds are budgeted at \$41,902,416 or 11% of the total budget for FY2015.
- Transfers out to other funds for FY2015 total \$20,594,120 and represent 5% of the total appropriations. Utility right-of-way payments of \$13,239,861 account for the majority of this category. Transfers of \$2,237,244 are budgeted from the TIRZ and other funds for their respective debt service payments. Proceeds from land sales of \$1,500,000 will be transferred from BCD to the General Fund. Additionally, General Fund will transfer \$110,000 to the Airport to provide the match portion of grant funded improvements and \$300,000 to TIRZ #10 to be repaid over the course of the year. There will also be a \$50,000 transfer to TIRZ #22 Target to provide resources for debt payments. The balance of the transfers is related to cost sharing services.

Capital outlay for FY2015 is adopted at \$26,182,204 and is 7% of the total budgeted expense. This category includes capital improvement projects to be funded through operating revenues. Funding for vehicles and equipment is also included in this category. A complete listing of vehicles and equipment can be found on the decision package summary schedule in the appendix of this document.

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



CHANGE IN OPERATING FUNDS

The table "FY2015 Change in Fund Balance – By Fund" lists changes in year ended operating funds by fund. Overall, balances will be reduced by \$10,007,358. Planned fund drawdowns, primarily in Enterprise and Street Improvement Funds utilize balances built in prior periods. The spending of available fund balances reduces the need for issuing debt. Resulting ending fund balance in all funds is within target levels.

City of Bryan, Texas
All Funds Summary - Fiscal Year 2015

REVENUES	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$ Chng FY14 Amended	% Chnge / FY14
Governmental Funds:							
General	\$ 63,069,367	\$ 56,417,021	\$ 56,417,021	\$ 58,713,136	\$ 60,897,555	\$ 4,480,534	7.9%
Debt Service	10,222,655	10,735,368	10,735,368	10,713,205	10,575,303	(160,065)	-1.5%
Oil & Gas Fund	-	-	-	-	1,414,195	1,414,195	100.0%
Hotel/Motel Tax	723,065	658,400	658,400	1,003,000	1,200,000	541,600	82.3%
Street Improvement	5,443,964	5,321,625	5,321,625	5,320,625	5,421,625	100,000	1.9%
Drainage	916,113	943,700	943,700	903,700	903,700	(40,000)	-4.2%
TIRZ #10 (Traditions)	1,463,228	1,420,345	1,420,345	1,434,747	2,155,978	735,633	51.8%
TIRZ #19 (Nash Street)	161,959	162,907	162,907	162,628	127,351	(35,556)	-21.8%
TIRZ #21 (Downtown)	78,116	86,161	86,161	85,481	99,897	13,736	15.9%
TIRZ #22 (Lauth)	338,051	280,410	280,410	266,854	380,823	100,413	35.8%
Court Technology	45,652	46,100	46,100	46,100	46,100	-	0.0%
Community Development	1,509,884	2,268,648	2,268,648	1,514,912	2,297,914	29,266	1.3%
Grant Fund	466,481	-	-	-	-	-	0.0%
Enterprise Funds:							
BTU - City	158,675,752	172,091,110	172,091,110	200,937,212	196,525,538	24,434,428	14.2%
BTU - Rural	32,304,796	33,511,312	33,511,312	37,511,312	39,943,152	6,431,840	19.2%
Water	14,292,948	12,627,661	12,627,661	13,175,163	12,831,181	203,520	1.6%
Wastewater	12,828,730	12,881,529	12,881,529	12,619,420	12,496,100	(385,429)	-3.0%
Solid Waste	7,647,571	7,647,523	7,647,523	7,610,853	7,757,164	109,641	1.4%
Airport	644,978	687,180	996,880	895,602	775,816	(221,064)	-22.2%
Bryan Commerce & Dev.	4,057,886	-	80,000	74,200	1,554,200	1,474,200	1842.8%
Internal Service Funds:							
Self-Insurance Fund	1,505,217	1,476,500	1,476,500	1,587,422	1,976,245	499,745	33.8%
Employee Benefits	7,684,283	8,460,231	9,460,231	9,391,320	9,003,308	(456,923)	-4.8%
Warehouse Fund	75,142	243,395	243,395	218,280	308,894	65,499	26.9%
TOTAL ALL FUNDS	\$ 324,155,838	\$ 327,967,126	\$ 329,356,826	\$ 364,185,172	\$ 368,692,039	39,335,213	11.9%

Revenues include transfers in and right of way payments

EXPENDITURES	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$ Chng FY14 Amended	% Chnge / FY14
Governmental Funds:							
General	\$ 56,751,296	\$ 57,136,717	\$ 57,834,226	\$ 56,118,516	\$ 63,207,741	\$ 5,373,515	9.3%
Debt Service	10,291,485	10,804,864	10,804,864	10,216,725	10,514,760	(290,104)	-2.7%
Oil & Gas Fund	-	-	-	-	-	-	0.0%
Hotel/Motel Tax	679,644	563,039	735,847	728,663	731,847	(4,000)	-0.5%
Street Improvement	3,025,404	8,852,543	10,787,940	10,717,543	10,722,795	(65,145)	-0.6%
Drainage	454,388	884,500	1,017,696	1,004,500	1,581,501	563,805	55.4%
TIRZ #10 (Traditions)	1,418,184	1,417,002	1,464,576	1,464,576	2,015,815	551,239	37.6%
TIRZ #19 (Nash Street)	164,065	156,331	156,331	148,602	76,250	(80,081)	-51.2%
TIRZ #21 (Downtown)	-	-	200,000	50,000	200,000	-	0.0%
TIRZ #22 (Lauth)	372,151	420,009	467,297	467,297	495,179	27,882	6.0%
Court Technology	36,979	57,000	82,000	75,979	65,746	(16,254)	-19.8%
Community Development	1,501,708	2,268,648	2,412,848	1,514,912	2,297,914	(114,934)	-4.8%
Grant Fund	453,164	-	10,904	-	-	(10,904)	-100.0%
Enterprise Funds:							
BTU - City	164,186,303	175,274,304	184,518,304	194,517,889	195,434,485	10,916,181	5.9%
BTU - Rural	32,202,529	33,513,180	37,202,180	37,202,038	39,058,815	1,856,635	5.0%
Water	16,093,185	14,524,112	15,900,862	15,498,745	14,157,905	(1,742,957)	-11.0%
Wastewater	12,429,861	13,009,512	14,679,503	15,850,168	17,641,933	2,962,430	20.2%
Solid Waste	8,176,233	7,311,997	7,464,462	7,381,435	7,657,941	193,479	2.6%
Airport	653,439	607,487	888,827	865,386	791,724	(97,103)	-10.9%
Bryan Commerce & Dev.	3,745,547	36,284	79,284	65,026	1,539,184	1,459,900	1841.4%
Internal Service Funds:							
Self-Insurance Fund	2,098,873	2,584,211	3,600,736	3,509,779	2,268,800	(1,331,936)	-37.0%
Employee Benefits	8,371,709	8,474,519	8,474,519	8,305,119	8,867,756	393,237	4.6%
Warehouse Fund	309,158	399,166	399,166	307,300	371,306	(27,860)	-7.0%
TOTAL ALL FUNDS	\$ 323,415,305	\$ 338,295,425	\$ 359,182,373	\$ 366,010,198	\$ 379,699,397	20,517,024	5.7%

Expenditures are shown net of administrative reimbursements

City of Bryan, Texas
FY2015 Change in Fund Balance -By Fund

Fund Name	10/1/2014 Est. Beginning Operating Funds	Revenues	ROW Pmts & Transfers In	Total Revenues, Transfers & ROW	Expenditures ¹	Change in Operating Funds ²	9/30/2015 Est. Ending Operating Funds
Governmental Funds:							
General	\$ 25,055,506	\$ 45,857,694	\$ 15,039,861	\$ 60,897,555	\$ 63,207,741	\$ (2,310,186)	\$ 22,745,320
Debt Service	1,686,344	10,575,303	-	10,575,303	10,514,760	60,543	1,746,887
Oil & Gas Fund	-	1,414,195	-	1,414,195	-	1,414,195	1,414,195
Hotel/Motel Tax	927,941	1,200,000	-	1,200,000	731,847	468,153	1,396,094
Street Improvement	7,118,829	5,421,625	-	5,421,625	10,722,795	(5,301,170)	1,817,659
Drainage	989,736	903,700	-	903,700	1,581,501	(677,801)	311,935
TIRZ #10 (Traditions)	16,689	2,155,978	-	2,155,978	2,015,815	140,163	156,852
TIRZ #19 (Nash Street)	17,249	127,351	-	127,351	76,250	51,101	68,350
TIRZ #21 (Downtown)	201,116	99,897	-	99,897	200,000	(100,103)	101,013
TIRZ #22 (Lauth)	137,090	380,823	-	380,823	495,179	(114,356)	22,734
Court Technology	266,516	46,100	-	46,100	65,746	(19,646)	246,870
Community Development	8,176	2,297,914	-	2,297,914	2,297,914	-	8,176
Enterprise Funds:							
BTU - City ³	40,747,049	196,525,538	-	196,525,538	195,434,485	2,091,053	42,838,102
BTU - Rural	5,856,617	39,943,152	-	39,943,152	39,058,815	884,337	6,740,954
Water	3,757,661	12,831,181	-	12,831,181	14,157,905	(1,326,724)	2,430,937
Wastewater	8,083,844	12,496,100	-	12,496,100	17,641,933	(5,145,833)	2,938,011
Solid Waste	3,466,283	7,757,164	-	7,757,164	7,657,941	99,223	3,565,506
Airport	115,316	775,816	-	775,816	791,724	(15,908)	99,408
Bryan Commerce & Dev.	10,980	1,554,200	-	1,554,200	1,539,184	15,016	25,996
Internal Service Funds:							
Self-Insurance Fund	1,221,963	1,976,245	-	1,976,245	2,268,800	(292,555)	929,408
Employee Benefits	1,770,102	9,003,308	-	9,003,308	8,867,756	135,552	1,905,654
Warehouse Fund	67,590	308,894	-	308,894	371,306	(62,412)	5,178
TOTAL ALL FUNDS	\$101,522,597	\$ 353,652,178	\$15,039,861	\$368,692,039	\$ 379,699,397	\$ (10,007,358)	\$ 91,515,239

Notes:

- Expenditures are shown net of administrative reimbursements
- Operating budgets are considered balanced when the combined projected resources (current revenues plus fund balances) equal or exceed estimated expenditures.
- BTU - City fund balance increased by \$1,000,000 release of restricted collateral

City of Bryan, Texas
Revenues by Type - All Funds
Fiscal Year 2015

Revenues:	Taxes	Franchise Fees	Licenses & Permits	Intergovernmental	Charges for Services	Fines, Forfeits & Penalties	Investment Earnings / Misc. Income	Right of Way & Transfers	Total
Governmental Funds:									
General	\$ 34,862,331	\$ 2,116,982	\$ 619,755	\$ 1,067,220	\$ 4,170,364	\$ 1,881,950	\$ 1,139,092	\$ 15,039,861	\$ 60,897,555
Debt Service	7,562,478						677,219	2,335,606	10,575,303
Oil & Gas Fund							400,495	1,013,700	1,414,195
Hotel/Motel Tax	1,200,000								1,200,000
Court Technology						45,000	1,100		46,100
Street Improvement Fund					5,380,625		41,000		5,421,625
Drainage Improvement					900,000		3,700		903,700
Community Development				2,297,914					2,297,914
TIRZ #10-Traditions	1,112,315			742,946			717	300,000	2,155,978
TIRZ #19-Nash Street	127,013						338		127,351
TIRZ #21-Downtown Bryan	99,294						603		99,897
TIRZ #22 - Target	198,030			132,793				50,000	380,823
Enterprise Funds:									
BTU-City					196,337,808		187,730		196,525,538
BTU-Rural					39,906,656		36,496		39,943,152
Water					12,422,900		408,281		12,831,181
Wastewater					12,324,100		172,000		12,496,100
Solid Waste					7,640,321		116,843		7,757,164
Airport					605,880		59,936	110,000	775,816
Bryan Commerce & Dev.							1,554,200		1,554,200
Internal Service Funds:									
Self-Insurance Fund							1,976,245		1,976,245
Employee Benefits							9,003,308		9,003,308
Warehouse Fund							308,894		308,894
Total Revenues	\$ 45,161,461	\$ 2,116,982	\$ 619,755	\$ 4,240,873	\$ 279,688,654	\$ 1,926,950	\$ 16,088,197	\$ 18,849,167	\$ 368,692,039

City of Bryan, Texas
Expenses - by Category
Fiscal Year 2015

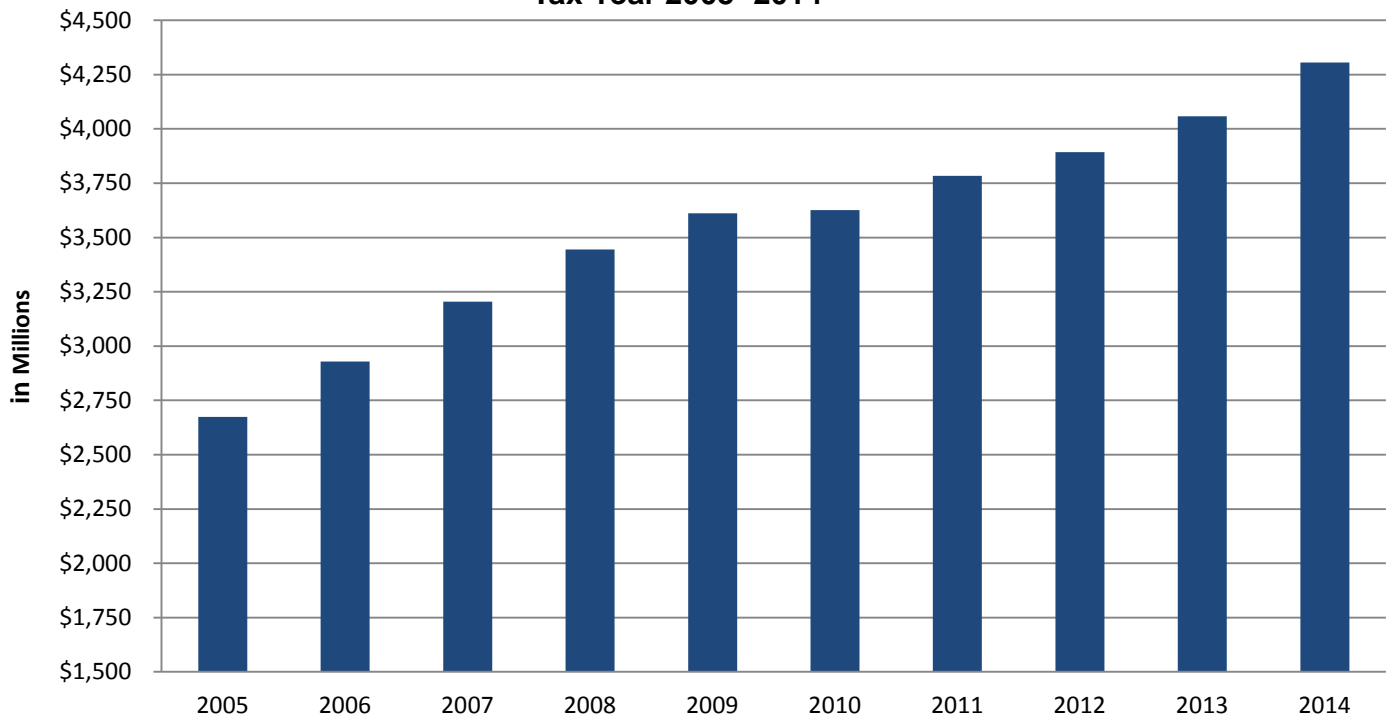
	Salary & Benefits	Supplies	Maintenance & Services	Miscellaneous	Capital Outlay	Debt Service	Transfers	Admin. Reimb./ Transfers In	Total
Expenses:									
Governmental Funds:									
General	\$ 44,887,932	\$ 2,563,081	\$ 6,256,708	\$ 7,506,844	\$ 3,596,154	\$ -	\$ 1,884,060	\$ (3,487,037)	\$ 63,207,741
Debt Service						10,514,760			10,514,760
Oil & Gas Fund				731,847					731,847
Hotel/Motel Tax			10,517,774				205,021		10,722,795
Street Improvement Fund			1,434,001		147,500				1,581,501
Drainage Improvement				25,000	300,000		1,690,815		2,015,815
TIRZ #10-Traditions							76,250		76,250
TIRZ #19-Nash Street			200,000				470,179		200,000
TIRZ #21-Downtown Bryan				25,000					495,179
TIRZ #22 - Target					19,700				65,746
Court Technology		3,300	42,746						2,297,914
Community Development	407,088	2,750	74,343	1,813,733					
Enterprise Funds:									
BTU-City	11,373,367	115,213,089	24,796,806	3,018,941	8,572,977	22,369,965	11,619,122	(1,529,782)	195,434,485
BTU-Rural	628,206	28,949,288	4,710,056	227,869	3,338,737	1,204,659			39,058,815
Water	2,368,448	314,738	2,522,037	1,200,054	2,449,000	4,195,938	1,107,690		14,157,905
Wastewater	2,717,344	570,155	1,954,108	1,182,417	6,602,270	3,613,907	1,001,732		17,641,933
Solid Waste	2,468,995	744,588	496,488	2,083,253	975,366		889,251		7,657,941
Airport	115,128	408,950	43,333	110,626	110,500	3,187			791,724
Bryan Commerce & Dev.			39,184				1,500,000		1,539,184
Internal Service Funds:									
Self-Insurance Fund	457,958	28,443	516,500	1,115,899			150,000		2,268,800
Employee Benefits			11,100	8,856,656					8,867,756
Warehouse Fund	203,632	15,182	12,473	70,019	70,000				371,306
Total Expenses	\$ 65,628,098	\$ 148,813,564	\$ 53,627,657	\$ 27,968,158	\$ 26,182,204	\$ 41,902,416	\$ 20,594,120	\$ (5,016,819)	\$ 379,699,397

CITY OF BRYAN, TEXAS
PROPERTY TAX CALCULATION AND DISTRIBUTION
Fiscal Year 2015

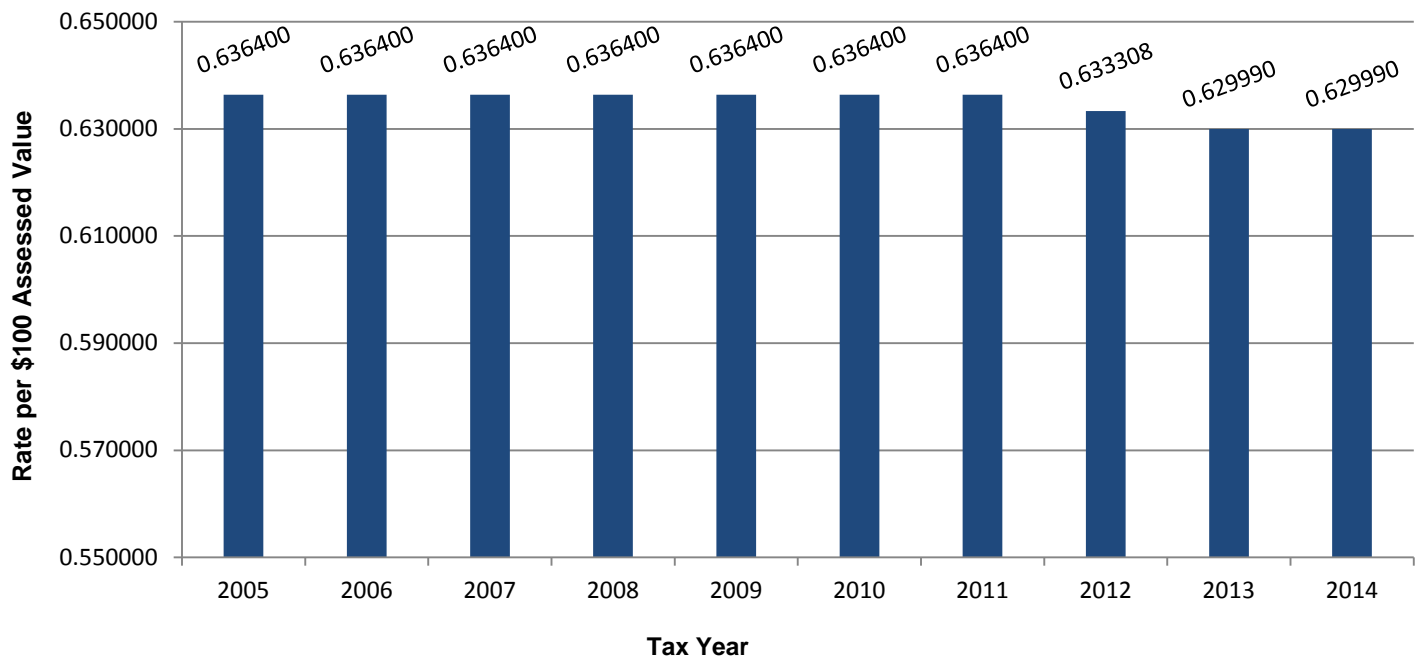
2014 ESTIMATED Tax Roll and Levy	FY2015	FY2014 for Comparison
Assessed Valuation (100%)	\$ 5,508,415,990	\$ 5,238,621,514
Growth in Assessed Valuation	5.15%	
Net Taxable Value (Before Freeze)	\$ 4,334,794,920	\$ 4,058,125,914
Growth in Net Taxable (Before Freeze)	6.82%	
Less: Freeze Taxable /Transfer Adjustments	467,685,241	439,147,095
% Change Freeze Taxable	6.50%	
Total Taxable	\$ 3,867,109,679	\$ 3,618,978,819
	6.86%	
Rate Per \$100 of Assessed Valuation	0.629990	0.629990
Tax	\$ 24,362,404	\$ 22,799,205
	6.86%	
Add: Freeze Ceilings	2,606,558	2,500,808
	4.23%	
Total Tax Levy	\$ 26,968,962	\$ 25,300,013
% Change Total Tax Levy	6.60%	

ESTIMATED Distribution:	Tax Rate	% of Total	FY2015	FY2014
General Fund	\$ 0.442658	59.94%	\$ 16,165,958	\$ 14,963,959
General Fund - Freeze Ceiling	\$ 0.442658		1,703,874	1,622,908
			\$ 17,869,832	\$ 16,586,867
			7.73%	
Debt Service	\$ 0.187332	25.37%	6,841,402	6,752,118
Debt Service - Freeze Ceiling	\$ 0.187332		721,076	732,298
			\$ 7,562,478	\$ 7,484,416
			1.04%	
TIRZ 10 - Traditions	\$ 0.629990	4.12%	\$ 1,112,315	\$ 869,596
Projected Growth			27.91%	
TIRZ 19 - Nash Street	\$ 0.629990	0.47%	\$ 127,013	\$ 112,907
Projected Growth			12.49%	
TIRZ 21 - Downtown	\$ 0.629990	0.37%	\$ 99,294	\$ 85,686
Projected Growth			15.88%	
TIRZ 22 - Lauth	\$ 0.629990	0.73%	\$ 198,030	\$ 160,541
Projected Growth			23.35%	
Total Tax Levy			\$ 26,968,962	\$ 25,300,013

**Net Taxable Property Value
Tax Year 2005- 2014**



**Property Tax Rate
Tax Year 2005 - 2014**



**Summary of Authorized/Budgeted Full-Time Positions
With Salary and Benefits
Fiscal Year 2015**

Department	FY2013 Amended	FY2014 Adopted	FY2015 Adopted	Variance from FY14-FY15	FY2013 Amended	FY2014 Adopted	FY2015 Adopted	Variance from FY14-FY15
General Fund:								
<i>Public Safety:</i>								
Municipal Court	16.00	16.00	16.00	0.00	\$ 873,464	\$ 915,516	\$ 947,609	\$ 32,093
Police Services	167.00	173.00	175.00	2.00	13,814,649	14,638,457	15,318,852	680,395
Fire & Emergency Ops Center	115.00	122.00	128.00	6.00	9,981,655	10,881,521	11,637,716	756,195
Bryan Animal Center	9.00	9.00	10.00	1.00	507,259	525,642	601,511	75,869
<i>Total Public Safety</i>	<i>307.00</i>	<i>320.00</i>	<i>329.00</i>	<i>9.00</i>	<i>25,177,027</i>	<i>26,961,136</i>	<i>28,505,688</i>	<i>1,544,552</i>
<i>Public Works:</i>								
Engineering Services	14.04	14.00	14.00	0.00	1,131,832	1,150,265	1,185,319	35,054
Streets & Drainage	20.10	19.00	17.00	-2.00	1,058,966	995,656	941,226	(54,430)
Traffic Operations	10.03	9.00	9.00	0.00	648,940	586,446	606,817	20,371
<i>Total Public Works</i>	<i>44.17</i>	<i>42.00</i>	<i>40.00</i>	<i>-2.00</i>	<i>2,839,738</i>	<i>2,732,367</i>	<i>2,733,362</i>	<i>995</i>
<i>Development Services</i>								
Development Services	24.00	19.00	19.00	0.00	1,603,059	1,226,999	1,266,416	39,417
Code Enforcement	0.00	4.00	3.00	-1.00	-	231,298	184,026	(47,272)
Community Development Admin.	0.50	0.50	0.50	0.00	56,069	58,625	60,365	1,740
<i>Total Development Services</i>	<i>24.50</i>	<i>23.50</i>	<i>22.50</i>	<i>-1.00</i>	<i>1,659,128</i>	<i>1,516,922</i>	<i>1,510,807</i>	<i>(6,115)</i>
<i>Community Services:</i>								
Bryan/C.S. Library Serv.	39.00	39.00	39.00	0.00	2,012,602	2,068,136	2,128,120	59,984
Parks and Recreation	21.00	18.00	18.00	0.00	2,080,265	1,652,238	1,704,864	52,626
Golf Course	0.00	5.00	5.00	0.00	-	487,132	491,803	4,671
<i>Total Community Services</i>	<i>60.00</i>	<i>62.00</i>	<i>62.00</i>	<i>0.00</i>	<i>4,092,867</i>	<i>4,207,506</i>	<i>4,324,787</i>	<i>117,281</i>
<i>Support Services:</i>								
Fiscal Services	13.00	13.00	13.00	0.00	1,032,485	1,141,692	1,173,465	31,773
Information Technology	16.00	16.00	19.00	3.00	1,303,110	1,475,213	1,608,701	133,488
Human Resources	5.00	5.00	5.00	0.00	368,936	457,409	457,928	519
Facility Services	17.03	17.00	17.00	0.00	996,709	1,012,986	1,049,607	36,621
Fleet Services	11.05	11.37	10.40	-0.97	658,742	683,816	666,697	(17,119)
<i>Total Support Services</i>	<i>62.08</i>	<i>62.37</i>	<i>64.40</i>	<i>2.04</i>	<i>4,359,982</i>	<i>4,771,116</i>	<i>4,956,398</i>	<i>185,282</i>
<i>General Administration:</i>								
Executive Services	7.00	8.00	5.00	-3.00	804,902	1,225,938	847,331	(378,607)
Business Liason/Special Proj.	0.00	0.00	1.00	1.00	-	-	132,382	132,382
Economic Development	0.00	0.00	2.00	2.00	-	-	280,789	280,789
Internal Audit	1.00	1.00	1.00	0.00	135,426	140,494	147,066	6,572
City Secretary	6.00	6.00	6.00	0.00	399,374	423,461	455,671	32,210
City Council Services	0.00	0.00	0.00	0.00	68	68	68	-
Communications & Marketing	5.00	5.00	4.00	-1.00	403,622	411,124	327,188	(83,936)
Neighborhood & Youth Services	1.00	1.00	0.00	-1.00	120,352	123,647	-	(123,647)
Legal Services	6.00	6.00	6.00	0.00	626,950	648,388	666,395	18,007
<i>Total General Administration</i>	<i>26.00</i>	<i>27.00</i>	<i>25.00</i>	<i>-2.00</i>	<i>2,490,694</i>	<i>2,973,120</i>	<i>2,856,890</i>	<i>(116,230)</i>
Total General Fund	523.75	536.87	542.90	6.04	\$ 40,619,436	\$ 43,162,167	\$ 44,887,932	\$ 1,725,765
Other Funds:								
<i>Enterprise Funds:</i>								
Water Services	35.90	35.90	36.05	0.15	\$ 2,238,792	\$ 2,318,148	\$ 2,368,448	\$ 50,300
Wastewater Services	40.80	40.80	40.95	0.15	2,547,428	2,664,118	2,717,344	53,226
Solid Waste Fund	46.05	46.05	44.05	-2.00	2,440,963	2,384,729	2,468,995	84,266
Airport	1.00	1.00	2.00	1.00	105,445	108,070	115,128	7,058
BTU Operations	177.00	184.00	187.00	3.00	9,713,406	11,016,512	12,001,573	985,061
<i>Special Revenue Funds:</i>								
Community Development	5.50	5.50	5.50	0.00	397,204	394,536	407,088	12,552
Grant Fund	4.00	0.00	0.00	0.00	262,759	-	-	-
<i>Internal Service Fund:</i>								
Self Insurance Fund	6.00	6.00	6.00	0.00	425,325	441,531	457,958	16,427
Warehouse	4.00	3.89	3.55	-0.34	208,101	210,451	203,632	(6,819)
Total Other Funds	320.25	323.14	325.10	1.96	\$ 18,339,423	\$ 19,538,095	\$ 20,740,166	\$ 1,202,071
Total All Funds	844	860	868	8	\$ 58,958,859	\$ 62,700,262	\$ 65,628,098	\$ 2,927,836

* Fleet Services position count is split with Enterprise Funds position count

GENERAL FUND OVERVIEW

FUND DESCRIPTION

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

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

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

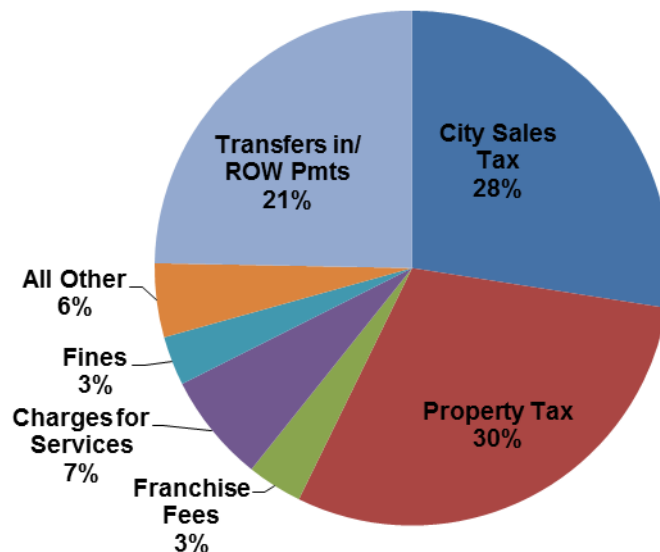
The following narrative reports the major aspects of the General Fund budget for both concluding and new fiscal years. Operational accomplishments and goals are reported in the department narratives.

FISCAL YEAR 2015 REVENUES

The FY2015 Budget includes combined revenues, transfers in and right of way payments of \$60,897,555. Revenues of \$45,857,694 account for the majority of the inflows for the General Fund. Right-of-way payments are budgeted at \$13,239,861. Transfers in include \$1,500,000 from Bryan Commerce & Development for land sales as well as \$300,000 from TIRZ #10 which is repayment of a short term transfer anticipated to be made at the beginning of the fiscal year. This represents an overall increase of \$4,480,534 or 7.9% from the FY2014 amended budget of \$56,417,021.

Total tax revenues are budgeted at \$36,979,313 and include sales tax receipts, property tax, and franchise fees. Property tax revenue (including penalty and interest received on property tax) is expected to increase \$1,282,963. Sales tax of \$16,732,500 and property taxes of \$18,129,831 account for 57% of the General Fund revenue. Sales tax revenue is budgeted at a 5.4% increase above the FY2014 budget amount of \$15,869,754. Other revenue sources include licenses and permits, grants, charges for services, fines, operating income, oil and gas royalties and miscellaneous income. Proceeds from the Community Development low to middle income home sales project is projected to be \$300,975 for FY15. Detailed amounts for these sources can be found on the General Fund Summary of Revenues.

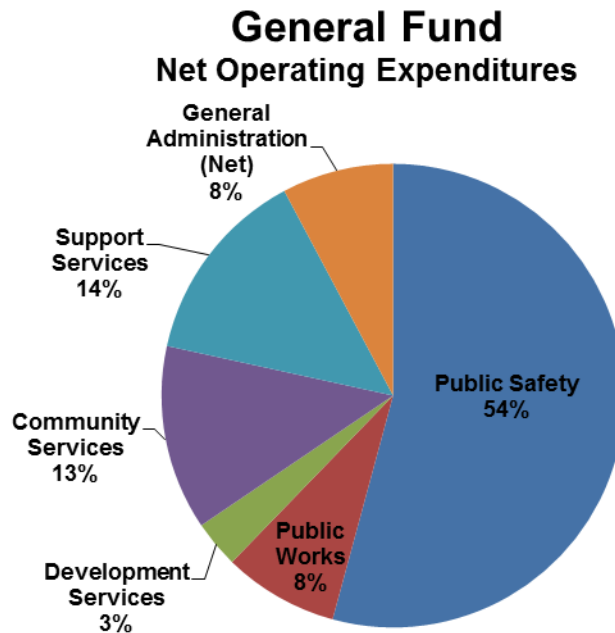
**General Fund
Revenues, Transfers in & ROW Pmts**



FISCAL YEAR 2015 EXPENDITURES

General Fund operating expenditures, net of administrative reimbursements, for FY2015 are budgeted at \$61,194,041.

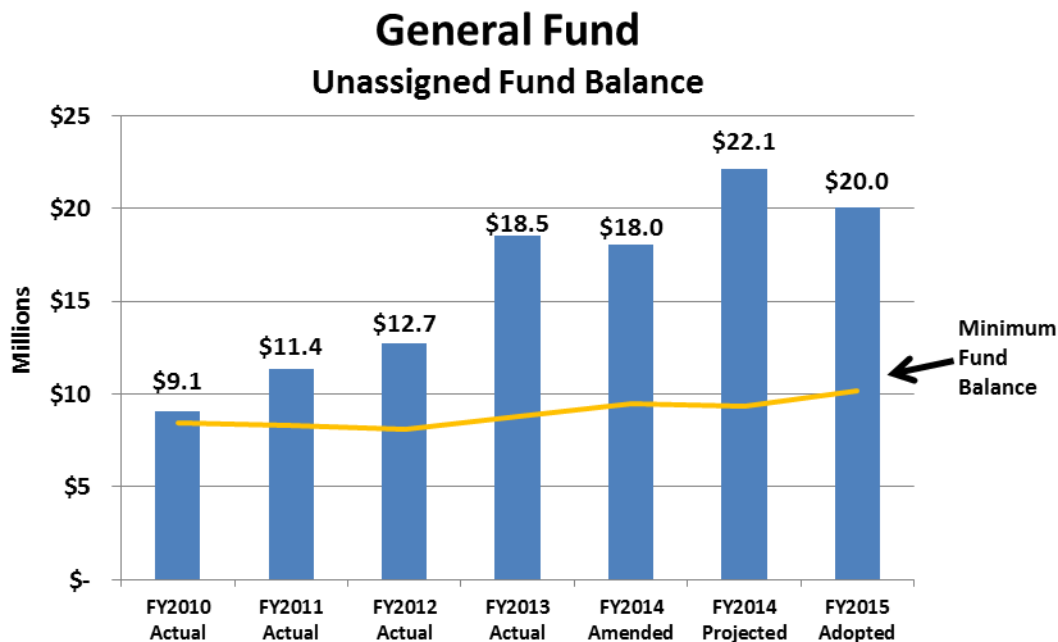
General Fund expenditures are categorized by operational function under the broad categories of Public Safety, Public Works, Development Services, Community Services, Support Services, and General Administration. Administrative reimbursements represent services provided by the General Fund to other funds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



Non-operating expenses include a transfer of \$1,013,700 to the Oil & Gas Fund as well as \$1,000,000 for economic development activities. Combined operating expenditures and non-operating transfers total \$63,207,741.

FUND BALANCE

The Ending Unassigned Fund Balance of \$20,021,916, as calculated in compliance with Government Accounting Standards Board (GASB) Statement No. 54, exceeds the 60 day fund balance policy amount of \$10,199,007.



CITY OF BRYAN, TEXAS
General Fund Summary
Fiscal Year 2015

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
<u>Revenues</u>							
City Sales Tax	\$ 15,984,919	\$ 15,869,754	\$ 15,869,754	\$ 17,250,000	\$ 16,732,500	\$ 862,746	5.4%
Property Tax	16,437,819	16,846,868	16,846,868	16,847,131	18,129,831	1,282,963	7.6%
Franchise Fees	2,108,521	2,075,982	2,075,982	2,083,000	2,116,982	41,000	2.0%
Licenses & Permits	565,539	605,605	605,605	609,025	619,755	14,150	2.3%
Grants	1,028,040	1,178,939	1,178,939	1,204,100	1,067,220	(111,719)	-9.5%
Charges for Services	5,199,123	4,482,200	4,482,200	4,201,519	4,170,364	(311,836)	-7.0%
Fines	1,794,775	1,915,150	1,915,150	1,835,965	1,881,950	(33,200)	-1.7%
Miscellaneous & Shared Taxes	1,047,051	753,200	753,200	856,374	838,117	84,917	11.3%
Oil & Gas Royalties & Leases	125,027	25,000	25,000	738,400	-	(25,000)	-100.0%
Land/Property Sales	1,293,141	635,465	635,465	1,075,839	300,975	(334,490)	-52.6%
Subtotal Revenues	45,583,955	44,388,163	44,388,163	46,701,353	45,857,694	1,469,531	3.3%
ROW Pmts	10,800,456	11,828,858	11,828,858	11,811,783	13,239,861	1,411,003	11.9%
Transfers In	6,684,956	200,000	200,000	200,000	1,800,000	1,600,000	800.0%
Total Revenues, Transfers & ROW	63,069,367	56,417,021	56,417,021	58,713,136	60,897,555	4,480,534	7.9%
<u>Operating Expenditures</u>							
Public Safety	28,931,067	30,346,552	30,383,952	30,714,689	33,175,873	2,791,921	9.2%
Public Works	4,527,031	4,935,644	4,983,903	4,746,904	4,915,357	(68,546)	-1.4%
Development Services	1,802,493	1,800,376	2,288,101	2,192,465	2,015,565	(272,536)	-11.9%
Community Services	6,720,636	7,103,361	7,162,134	7,059,755	7,893,480	731,346	10.2%
Support Services	6,662,789	7,703,996	7,728,713	7,563,284	8,430,580	701,867	9.1%
General Administration	7,742,216	7,611,066	7,651,701	7,237,713	8,250,223	598,522	7.8%
Administrative Reimbursements	(3,425,498)	(3,464,278)	(3,464,278)	(3,396,294)	(3,487,037)	(22,759)	0.7%
Total Expenditures:	52,960,734	56,036,717	56,734,226	56,118,516	61,194,041	4,459,815	7.9%
<u>Non Operating Expenditures</u>							
Economic Development and Land Sales	3,790,562	1,100,000	1,100,000	-	1,000,000	(100,000)	-9.1%
Transfer to Oil & Gas Fund					1,013,700	1,013,700	100.0%
Total Expenditures	\$ 56,751,296	\$ 57,136,717	\$ 57,834,226	\$ 56,118,516	\$ 63,207,741	\$ 5,373,515	9.3%
Net Increase/(Decrease)	6,318,071	(719,696)	(1,417,205)	2,594,620	(2,310,186)		
Beginning Fund Balance	16,142,815	19,279,011	22,460,886	22,460,886	25,055,506		
Ending Fund Balance	22,460,886	18,559,315	21,043,681	25,055,506	22,745,320		
<u>Reductions for Encumbrances and Other</u>							
Encumbrances and Assignments	(974,951)	(3,000,997)	(3,000,997)	(3,000,997)	(2,792,804)		
Spending Against Restricted Funds	(2,938,240)	181,000	-	65,000	69,400		
Ending Unassigned Fund Balance	\$ 18,547,695	\$ 15,739,318	\$ 18,042,684	\$ 22,119,509	\$ 20,021,916		
# of Days of Reserve	126	101	114	142	118		
Fund Balance Reserve Requirement:							
(60 days operating expenses)	8,826,789	9,339,453	9,455,704	9,353,086	10,199,007		
# of Days Required	60	60	60	60	60		

CITY OF BRYAN, TEXAS
General Fund Revenue Summary
Fiscal Year 2015

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Taxes							
City Sales Tax	\$ 15,984,919	\$ 15,869,754	\$ 15,869,754	17,250,000	16,732,500	\$ 862,746	5.4%
Property Tax	16,437,819	16,846,868	16,846,868	16,847,131	18,129,831	1,282,963	7.6%
Franchise Fees	2,108,521	2,075,982	2,075,982	2,083,000	2,116,982	41,000	2.0%
<i>Total Taxes</i>	<u>34,531,259</u>	<u>34,792,604</u>	<u>34,792,604</u>	<u>36,180,131</u>	<u>36,979,313</u>	<u>2,186,709</u>	<u>6.3%</u>
Licenses & Permits							
Business	43,722	38,385	38,385	41,805	42,505	4,120	10.7%
Building Permits/Inspections	521,817	567,220	567,220	567,220	577,250	10,030	1.8%
<i>Total Licenses & Permits</i>	<u>565,539</u>	<u>605,605</u>	<u>605,605</u>	<u>609,025</u>	<u>619,755</u>	<u>14,150</u>	<u>2.3%</u>
Grants							
Federal	3,820	122,000	122,000	106,536	-	(122,000)	-100.0%
State	42,302	-	-	30,179	10,281	10,281	0.0%
Local Government	951,033	1,025,939	1,025,939	1,033,385	1,025,939	-	0.0%
Private	30,885	31,000	31,000	34,000	31,000	-	0.0%
<i>Total Grants</i>	<u>1,028,040</u>	<u>1,178,939</u>	<u>1,178,939</u>	<u>1,204,100</u>	<u>1,067,220</u>	<u>(111,719)</u>	<u>-9.5%</u>
Charges for Services							
General Government	96,814	85,700	85,700	90,968	85,700	-	0.0%
Public Safety	878,937	847,400	847,400	767,174	763,674	(83,726)	-9.9%
Animal Center	-	94,800	94,800	110,300	87,190	(7,610)	-8.0%
Mowing & Demo	51,758	60,000	60,000	60,000	60,000	-	0.0%
Ambulance & Vital Stats.	2,058,601	1,806,500	1,806,500	1,829,500	1,784,500	(22,000)	-1.2%
Recreation	2,051,719	1,527,300	1,527,300	1,283,077	1,330,800	(196,500)	-12.9%
Library	61,294	60,500	60,500	60,500	58,500	(2,000)	-3.3%
<i>Total Charges for Services</i>	<u>5,199,123</u>	<u>4,482,200</u>	<u>4,482,200</u>	<u>4,201,519</u>	<u>4,170,364</u>	<u>(311,836)</u>	<u>-7.0%</u>
Other Income							
Fines	1,794,775	1,915,150	1,915,150	1,835,965	1,881,950	(33,200)	-1.7%
Miscellaneous	1,047,051	753,200	753,200	856,374	838,117	84,917	11.3%
Land/Property Sales	1,293,141	635,465	635,465	1,075,839	300,975	(334,490)	-52.6%
Oil & Gas Royalties & Leases	125,027	25,000	25,000	738,400	-	(25,000)	-100.0%
<i>Total Other Income</i>	<u>4,259,994</u>	<u>3,328,815</u>	<u>3,328,815</u>	<u>4,506,578</u>	<u>3,021,042</u>	<u>(307,773)</u>	<u>-9.2%</u>
Total Revenues	<u>\$ 45,583,955</u>	<u>\$ 44,388,163</u>	<u>\$ 44,388,163</u>	<u>\$ 46,701,353</u>	<u>\$ 45,857,694</u>	<u>\$ 1,469,531</u>	<u>3.3%</u>

CITY OF BRYAN, TEXAS
General Fund Expense Summary
Fiscal Year 2015

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Public Safety							
Municipal Court	\$ 1,252,301	\$ 1,421,563	\$ 1,442,534	\$ 1,423,909	\$ 1,432,178	\$ (10,356)	-0.7%
Police Services	15,590,836	16,035,982	16,039,211	16,069,484	17,218,386	1,179,175	7.4%
Fire & Emergency Ops Center	11,475,438	12,175,498	12,175,498	12,521,607	13,731,435	1,555,937	12.8%
Bryan Animal Center	612,492	713,509	726,709	699,689	793,874	67,165	9.2%
<i>Total Public Safety</i>	28,931,067	30,346,552	30,383,952	30,714,689	33,175,873	2,791,921	9.2%
Public Works							
Engineering Services	1,206,151	1,387,624	1,387,624	1,368,510	1,302,875	(84,749)	-6.1%
Streets & Drainage	1,687,878	1,906,569	1,947,328	1,757,099	1,890,831	(56,497)	-2.9%
Traffic Operations	1,633,002	1,641,451	1,648,951	1,621,295	1,721,651	72,700	4.4%
<i>Total Public Works</i>	4,527,031	4,935,644	4,983,903	4,746,904	4,915,357	(68,546)	-1.4%
Development Services							
Development Services	1,741,078	1,465,546	1,552,296	1,490,077	1,693,625	141,329	9.1%
Code Enforcement	-	275,892	275,892	242,542	257,968	(17,924)	-6.5%
Community Development Admin	61,415	58,938	459,913	459,846	63,972	(395,941)	-86.1%
<i>Total Development Services</i>	1,802,493	1,800,376	2,288,101	2,192,465	2,015,565	(272,536)	-11.9%
Community Services							
Bryan/College Station Library Services	2,407,043	2,417,912	2,456,827	2,427,516	2,488,200	31,373	1.3%
Parks & Recreation	2,965,438	3,461,110	3,470,088	3,631,282	4,547,732	1,077,644	31.1%
Texas Reds	321,512	208,596	209,564	32,113	-	(209,564)	-100.0%
Golf Course	1,026,643	1,015,743	1,025,655	968,844	857,548	(168,107)	-16.4%
<i>Total Community Services</i>	6,720,636	7,103,361	7,162,134	7,059,755	7,893,480	731,346	10.2%
Support Services							
Fiscal Services	1,235,438	1,440,415	1,440,415	1,438,184	1,475,970	35,555	2.5%
Information Technology	2,616,018	3,051,435	3,086,470	2,982,640	3,489,768	403,298	13.1%
Human Resources	581,920	618,408	618,408	607,012	636,746	18,338	3.0%
Facility Services	1,597,712	1,827,171	1,829,614	1,803,491	2,074,243	244,629	13.4%
Fleet Services	631,701	766,567	753,806	731,957	753,853	47	0.0%
<i>Total Support Services</i>	6,662,789	7,703,996	7,728,713	7,563,284	8,430,580	701,867	9.1%
General Administration							
Executive Services	1,102,631	1,540,944	1,540,944	1,487,488	1,203,881	(337,063)	-21.9%
Business Liaison & Special Projects	-	-	-	-	138,597	138,597	100.0%
Economic Development	-	-	-	-	296,189	296,189	100.0%
Internal Audit	141,178	145,182	145,182	146,425	152,027	6,845	4.7%
City Secretary	508,008	593,886	593,886	564,659	666,056	72,170	12.2%
City Council Services	216,085	236,580	236,580	226,680	236,607	27	0.0%
Communications & Marketing	304,293	538,858	539,450	398,818	521,698	(17,752)	-3.3%
Neighborhood & Youth Services	122,432	175,075	175,075	28,703	51,597	(123,478)	-70.5%
Legal Services	591,729	703,515	717,767	659,205	724,640	6,873	1.0%
<i>Total General Administration</i>	2,986,356	3,934,040	3,948,884	3,511,978	3,991,292	42,408	1.1%
Payments to Other Agencies	4,755,860	3,677,026	3,702,817	3,725,735	4,258,931	556,114	15.0%
<i>Total Admin & Pmts to Others</i>	7,742,216	7,611,066	7,651,701	7,237,713	8,250,223	598,522	7.8%
Administrative Reimbursements	(3,425,498)	(3,464,278)	(3,464,278)	(3,396,294)	(3,487,037)	(22,759)	0.7%
Sub Total Expenditures	\$ 52,960,734	\$ 56,036,717	\$ 56,734,226	\$ 56,118,516	\$ 61,194,041	\$ 4,459,815	7.9%
Non-Operating Expense	3,790,562	1,100,000	1,100,000	-	2,013,700	913,700	83.1%
Total Expenditures	\$ 56,751,296	\$ 57,136,717	\$ 57,834,226	\$ 56,118,516	\$ 63,207,741	\$ 5,373,515	9.3%

Municipal Court

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2014 Accomplishments

- Hosted a Traffic Safety Fair at the Bryan Justice Center to promote public awareness.
- Municipal Court celebrated Texas Municipal Courts Week with several in-house and one public event.
- Participated in the Great State of Texas 2014 Warrant Roundup clearing additional outstanding warrants.
- Participated in the Youth to Career Fair at the Brazos County Expo Center.
- Five Teen Courts available at Bryan High, Rudder High, and Collegiate high schools as well as Jane Long, and Stephen F. Austin middle school to mitigate juvenile recidivism.
- Closure of old cases to better depict court's pending case load on the Texas Office of Court Administration monthly report.
- Eleven staff members have maintained and retained Texas Court Clerk Certification – Two individuals at Level I and Nine at Level II.
- Presiding Judge and Associates have attended and complied with mandatory judicial continuing education.
- City Marshals have maintained all state mandated training required for Peace Officer certification through the Texas Commission on Law Enforcement.
- Implementation of electronic docket posting and payment Kiosk in the lobby of the Municipal Court.
- Implementation of x-ray baggage scanner and walk through metal detector to ensure the safety of everyone that enters the Courtroom.
- Attended Legislative update(s) and implemented statutory changes within the Court.

Fiscal Year 2015 Goals and Objectives

- Improve the court's customer service by upgrading the phone system to that of a "call center" so that the public can be assisted in an efficient manner.
- Improve court processing and means by which defendants can pay their outstanding fines through technological enhancements, including online payments.
- Improve the Court's Web page to better facilitate citizen accessibility to Court processes and procedures.
- Review, inspect and develop more efficient and effective processes for handling juvenile cases in accordance with statutory guidelines.

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 861,105	\$ 915,516	\$ 915,516	\$ 927,561	\$ 947,609	\$ 32,093	3.5%
Supplies	31,970	38,674	38,674	42,130	51,631	12,957	33.5%
Maintenance & Services	195,001	241,676	241,676	239,976	242,396	720	0.3%
Miscellaneous/Admin Reimb	164,225	193,497	193,497	182,042	190,542	(2,955)	-1.5%
Capital Outlay	-	32,200	53,171	32,200	-	(53,171)	-100.0%
Total Expenses	\$ 1,252,301	\$ 1,421,563	\$ 1,442,534	\$ 1,423,909	\$ 1,432,178	\$ (10,356)	-0.7%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Municipal Court Manager	1	1	1	1	1
City Marshal/Bailiff	4	4	4	4	4
Deputy Court Clerk	7	7	7	7	7
Municipal Court Administrative Asst.	1	1	1	1	1
Warrant Technician	1	1	1	1	1
Juvenile Case Coordinator	1	1	1	1	1
Community Services Coordinator	1	1	1	1	1
Total	16	16	16	16	16

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
% of warrant service targets achieved	97%	90%	90%	90%	90%
# of warrants served	4,176	3,500	3,500	3,500	3,500
Revenue collected on outstanding warrants	\$ 455,276	\$ 400,000	\$ 400,000	\$ 400,000	\$ 200,000
Avg. # of days to process citations	4	4	4	4	4
# of cases filed	16,821	17,500	17,500	15,000	15,000
# of community service cases	356	300	300	250	250
# of warrants issued	4,272	3,000	3,000	4,000	4,000
# of Teen Court sessions	57	50	50	20	20

Police Services

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2014 Accomplishments

- Reduced reported Part I Uniform Crime Rate (UCR) by four percent (4%) in calendar year 2013.
- Part I UCR clearance rate of thirty point six percent (30.6%) in calendar year 2013.
- Reviewed and revised the department's strategic plan.
- Escort fees collected up by seventeen percent (17%) for calendar year 2013.
- Continued calibration with our citizens through the Community Advisory Council and English and Spanish Citizen Police Academy's.
- Initiated a Junior Citizen Police Academy to enhance recruiting and citizen's involvement.
- Maintained a collaborative regional chief administrators meeting to maximize policing effectiveness.
- Expanded the reserve police force by two (2) personnel.
- Created a joint vehicle storage facility between the City of Bryan and City of College Station.
- Updated Tow Truck and Vehicle Storage Business Ordinance.

Fiscal Year 2015 Goals and Objectives

- Reduce Part I UCR crime rate by five percent (5%).
- Improve Part 1 UCR clearance rate to thirty-five percent (35%).
- Continue planning a weapons firing range to achieve a reduction in weapons qualification expenses.
- Initiate steps to upgrade Records Management System (RMS).
- Procurement and equipping of Crisis Negotiation/Command Vehicle.
- Expand Crisis Intervention training at advanced level to fifteen (15) additional officers.

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 14,224,600	\$ 14,638,457	\$ 14,638,457	\$ 14,614,897	\$ 15,318,852	\$ 680,395	4.6%
Supplies	558,302	511,039	514,268	605,685	623,839	109,571	21.3%
Maintenance & Services	378,309	389,515	389,515	359,024	415,111	25,596	6.6%
Miscellaneous/Admin Reimb	126,066	145,590	145,590	141,104	134,540	(11,050)	-7.6%
Capital Outlay	303,559	351,381	351,381	348,774	726,044	374,663	106.6%
Total Expenses	\$ 15,590,836	\$ 16,035,982	\$ 16,039,211	\$ 16,069,484	\$ 17,218,386	\$ 1,179,175	7.4%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Accreditation Manager	1	1	1	1	1
Assistant Police Chief	2	2	2	2	2
Auxiliary Services Manager	1	1	1	1	1
CID Secretary	1	1	1	1	1
Crime Analyst	1	1	1	1	1
Crime Scene Unit Supervisor	1	1	1	1	1
Crime Scene Investigator	2	2	2	2	2
Crime Victims Assistance Coordinator	2	2	2	2	2
Intake Specialist	7	7	7	7	7
Intake Supervisor	1	1	1	1	1
Investigative Assistant	3	3	3	3	3
Patrol Services Bureau Asst.	1	1	1	1	1
Police Chief	1	1	1	1	1
Police Clerk	1	1	1	1	1
Police Finance Assistant	1	1	1	1	1
Police Lieutenant	6	6	6	6	6
Police Officer	103	109	108	108	110
Police Sergeant	20	20	21	21	21
Police Staff Assistant	1	1	1	1	1
Property & Evidence Custodian	2	2	2	2	3
Records Clerk	7	7	7	7	7
Records Supervisor	1	1	1	1	1
Support Services Secretary	1	1	1	1	-
Total	167	173	173	173	175

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Part 1 Crimes reported	3,000	3,000	3,000	2,700	2,700
% of Part 1 Crimes solved	38%	38%	38%	35%	35%
% crime rate growth	-5%	-5%	-5%	-5%	-5%
Priority call response time (minutes)	6.0	6.0	6.0	6.0	6.0
Traffic accident rate (per 1,000)	21	21	21	21	21
Citizen complaints filed	9	9	9	7	7

*Police includes 2 new positions for FY15

*Police includes 2 new positions for FY14

*The Cops Grant expired at the end of FY13

*Moved Animal Control Officers to Animal Services for FY13

Fire & Emergency Operations Center

Mission Statement

The mission of Fire Services is to save lives, protect property and enhance the quality of life for 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 2014 Accomplishments

- Increased minimum staffing level of ladder truck to four firefighters.
- Initiated resolution passed by City Council for long term staffing goals
- Initiated wildland fire response capabilities.
- Increased certification pay for fire personnel.
- Initiated employee evaluation program for civil service employees.
- Upgraded all breathing air cylinders from 30 min. to 45 min.
- Increased Box Alarm assignment from three to four engine companies to provide additional personnel at structure fires.
- Developed and implemented several changes to firefighting operations
- Developed Operations Committee for ongoing operational review.
- Implemented different colors for all fire hoses for accountability during may-day operations.
- Hired additional Deputy Fire Marshal.
- Acquired grant for TIFMAS wildland firefighting truck.
- Interacted with 8512 citizens in 86 events or programs in the fire prevention public education programs and Citizen's Fire Academy.
- Conducted 1920 fire and life safety inspections
- Implemented several upgrades to firefighting protective clothing.
- Responded to 9,261 calls for Emergency Services.

Fiscal Year 2015 Goals and Objectives

- Continue to increase staffing.
- Cross train all administrative assistants.
- Review all forms and legal documents utilized by fire department.
- Review and update department mission and vision statements.
- Update permitting process in fire marshal's office.
- Acquire land for Station 2 relocation.
- Continue to participate in the Federal Homeland Security Grant program.
- Initiate accreditation for EMS services
- Initiate in TFCA Best Practices program
- Continue to increase wildland fire response capabilities.
- Determine long term facility needs for Community Emergency Operations Center.

Fire & Emergency Operations Center

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 10,246,861	\$ 10,881,521	\$ 10,881,521	\$ 10,986,969	\$ 11,637,716	\$ 756,195	6.9%
Supplies	608,763	609,151	609,151	757,035	686,854	77,703	12.8%
Maintenance & Services	486,333	565,211	565,211	657,178	577,462	12,251	2.2%
Miscellaneous/Admin Reimb	92,516	85,515	85,515	86,325	85,515	-	0.0%
Capital Outlay	40,965	34,100	34,100	34,100	743,888	709,788	2081.5%
Total Expenses	\$ 11,475,438	\$ 12,175,498	\$ 12,175,498	\$ 12,521,607	\$ 13,731,435	\$ 1,555,937	12.8%

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Fire Services	\$ 11,396,687	\$ 12,085,025	\$ 12,085,025	\$ 12,431,134	\$ 13,640,830	\$ 1,555,805	12.9%
Emergency Operations Center	78,751	90,473	90,473	90,473	90,605	132	0.1%
Total Expenses	\$ 11,475,438	\$ 12,175,498	\$ 12,175,498	\$ 12,521,607	\$ 13,731,435	\$ 1,555,937	12.8%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 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	3	3	3	3
Firefighter	57	63	63	63	69
Fire Services Administrative Assistant	1	1	1	1	1
Fire Services Clerk	3	3	3	3	3
Emergency Mgmt Coordinator	1	1	1	1	1
Total	115	122	122	122	128

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
% of Fire/EMS responses under 5 minutes	53%	54%	54%	54%	54%
# of residential/commercial fires	112	130	130	130	130
Value of property lost to fire	\$ 1,640,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Value of property saved from fire	\$172,000,000	\$100,000,000	\$100,000,000	\$200,000,000	\$200,000,000
# of Civilian deaths	1	-	-	-	-
# of Civilian injuries due to fire	3	-	-	-	-
# of Firefighters with lost time injuries	4	-	-	-	-
# of Incidents with flame spread exceeding 3	19	25	25	20	20
# of Inspections	3,125	3,000	3,000	3,300	3,300
# of citizens trained in fire prevention	8,500	9,000	9,000	9,000	9,000
Total emergency responses	9,261	9,490	9,490	9,500	9,500
Total unit responses	15,423	16,000	16,000	16,000	16,000
Total EMS patients	5,618	5,700	5,700	5,800	5,800
Average calls per day	25	26	26	26	26
Average unit responses per day	42	42	42	42	42
# of Citizens Trained in BFD Citizen Fire Academy	20	40	40	20	20
Total funds obtained from Homeland Security Grant Program	\$ 125,000	\$ 100,000	\$ 100,000	\$ 150,000	\$ 150,000

*Fire includes 7 new positions for FY14

*Fire includes 6 new fire fighter posititons for FY15

Bryan Animal Center

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2014 Accomplishments

- Maintained a euthanasia rate of 40%, an adoption rate of 36% while attending 20 events in the community.
- Maintained a "returned to owner" in-field rate of 37%, increased the number of foster homes by 87%, and increased the number of rescue groups utilized by 40%.
- Successfully established and maintained good working relationships with numerous local and state animal groups.
- Successfully reaching and exceeding our calls for service yearly goals for FY 2013 by maintaining an average of a 26 minute response time from time of dispatch until arrival, and an average of 10 minutes to conclude each call from arrival to departure of scene.
- Hosting Inaugural Pawpaloosa, Pet Health Fair and Bryan Animal Center Adoption Reunion May 31st, 2014, providing a collective educational event for pet health and safety while promoting animal adoption.
- Received favorable reviews from State Veterinarian for annual inspection including cleanliness of facility, friendliness of staff, management structure, and overall animal health.

Fiscal Year 2015 Goals and Objectives

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

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 477,533	\$ 525,642	\$ 538,403	\$ 499,643	\$ 601,511	\$ 63,108	11.7%
Supplies	65,598	80,448	80,876	75,630	85,380	4,504	5.6%
Maintenance & Services	27,659	46,719	46,730	73,766	46,283	(447)	-1.0%
Miscellaneous/Admin Reimb	41,702	60,700	60,700	50,650	60,700	-	0.0%
Capital Outlay	-	-	-	-	-	-	0.0%
Total Expenses	\$ 612,492	\$ 713,509	\$ 726,709	\$ 699,689	\$ 793,874	\$ 67,165	9.2%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Animal Shelter Manager	1	1	1	1	1
Program Coordinator	-	-	-	-	1
Animal Care Technician	3	3	3	3	3
Lead Animal Control Officer	1	1	1	1	1
Animal Control Officer	4	4	4	4	4
Total	9	9	9	9	10

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Maintain an Adoption rate of 35%	36%	35%	35%	36%	35%
Increase Rescue groups	50	55	55	70	77
Increase Foster Homes	31	38	38	58	63
Animals returned in field	21%	15%	15%	37%	20%
Average Call Response time	0.26	0.30	0.30	0.26	0.30
Average time spent on call	0.09	0.30	0.30	0.10	0.30
Attendance at Outside Events	34	20	20	40	20

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

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

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

Engineering Services

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2014 Accomplishments

- Completed construction of major projects, such as: Bio-corridor Infrastructure (HSC Parkway and utilities), NGIP Rail Lead, Water Storage Tanks, Safe Routes to School Grant (Johnson, Crockett, Navarro, and Bonham).
- Managed contractual requirements and audits from various agencies (Feds, TXDOT) for grants associated with CIP.
- Implemented use of IPADs in the field for engineering inspectors to document daily reports, photos, email, create red line markups on construction plans – basically going paperless. Video communication back to engineers will also be utilized this year for time sensitive problems. Long term the process will change to merge with new citywide permitting system.
- Continued to utilize prequalified list of Engineering Firms to expedite selection of consultants.
- Continued updating a 5 year capital maintenance plan for Streets that coordinates maintenance activities of water, wastewater, streets and drainage.
- Updated 5 year drainage forecast (drainage utility fee funding) using Storm water Master plan as a guide.
- Executed the annual process for the City's comprehensive 5 year Capital Improvement Program (FY14-FY18).
- Maintained a Class 6 status in the National Flood Insurance Program - Community Rating System resulting in up to 20% in Flood Insurance Discounts to Citizens of Bryan.
- Published Physical Map Revision on Carters' Creek changing the actual Flood Insurance Rate Maps that affected approximately 30% of the entire City of Bryan's floodplains.

Fiscal Year 2015 Goals and Objectives

- Continue improving infrastructure inspections through use of IPAD devices to track daily reports and deploy plans and specs (paperless) into the field along with video communication back to the office to view time critical construction conflicts.
- Maintain the Class 6 ranking in the Community Rating System.
- Assist other departments in development of master plans, project development, design and construction as needed.
- Continue implementation of Capital Improvement Program (program, design, construction) FY15-FY19
- Refine and expand 5 year capital maintenance plan that coordinates maintenance activities of water, wastewater, streets and drainage – including 5 year forecasts of funding and expenditures.
- Develop Contractor Registration Program ensuring quality of contractors building infrastructure including documenting contractor's continuing education efforts.
- Prepare Request for Qualifications for prequalified Engineering Firms that will last through FY18.
- Continue to assist in development of a Right of Way management ordinance to manage work of outside entities within the City's Street Right of Ways. Develop a right of way permit and take on responsibility for management and enforcement of the ordinance.

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 1,115,428	\$ 1,150,265	\$ 1,150,265	\$ 1,132,212	\$ 1,185,319	\$ 35,054	3.0%
Supplies	39,204	42,101	42,101	44,550	53,785	11,684	27.8%
Maintenance & Services	42,290	153,708	153,708	151,958	54,221	(99,487)	-64.7%
Miscellaneous/Admin Reimb	9,229	11,050	11,050	9,790	9,550	(1,500)	-13.6%
Capital Outlay	-	30,500	30,500	30,000	-	(30,500)	-100.0%
Total Expenses	\$ 1,206,151	\$ 1,387,624	\$ 1,387,624	\$ 1,368,510	\$ 1,302,875	\$ (84,749)	-6.1%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Director of Public Works	0.04	-	-	-	-
City Engineer	1.00	1.00	1.00	1.00	1.00
Assistant City Engineer	2.00	2.00	2.00	2.00	2.00
Civil Engineer	3.00	3.00	3.00	3.00	3.00
Engineering Technical Assistant	1.00	1.00	1.00	1.00	1.00
Development Services Office Coordinator	1.00	1.00	1.00	1.00	1.00
Construction Coordinator	1.00	1.00	1.00	1.00	1.00
Engineering Inspector	3.00	3.00	3.00	3.00	3.00
Engineering Technician	2.00	2.00	2.00	2.00	2.00
Total	14.04	14.00	14.00	14.00	14.00

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Development:					
Avg # of days to review site development submittal	3	3	3	3	3
Avg # of days to review Engineering plans/reports	10.00	8.00	8.00	10.00	9.00
Value of projects installed by developers	\$ 2,200,000	\$ 3,000,000	\$ 3,000,000	\$ 2,500,000	\$ 2,750,000
# of construction projects monitored	30	32	32	35	38
Capital Improvement Projects:					
# of consulting engineering contracts	5	5	5	4	4
Value of consulting engineering contracts	\$ 950,811	\$ 600,000	\$ 600,000	\$ 400,000	\$ 500,000
# of engineering in-house designed projects	1	4	4	5	4
Value of engineering services provided in-house	\$ 106,577	\$ 200,000	\$ 200,000	\$ 300,000	\$ 250,000
Value of construction projects awarded (public infrastructure)	\$ 11,285,348	\$ 9,000,000	\$ 9,000,000	\$ 10,500,000	\$ 11,500,000
# of projects tracked (design or construction)	33	35	35	38	35
Max # of construction projects inspected at one time	21	20	20	18	20
# of construction projects completed	8	10	10	9	10
Value of construction projects completed	\$ 6,884,356	\$ 12,000,000	\$ 12,000,000	\$ 11,500,000	\$ 9,000,000
Total # of change orders issued	8	15	15	8	9
Average # of change orders issued/project	1.00	1.00	1.00	1.00	1.00
Average % value of change orders	3.00%	5.00%	5.00%	15.00%	5.00%
Average Change Order amount	\$ 43,694	\$ 50,000	\$ 50,000	\$ 65,000	\$ 50,000
Records Management:					
CIP records scanned into Laserfiche	6,000	10,000	10,000	8,000	10,000
Development records scanned into Laserfiche	10,000	15,000	15,000	14,000	15,000

Streets & Drainage

Mission Statement

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

Strategic Initiatives

Streets

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

Right-of-Ways

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

Drainage

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

MS4 Program

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

Fiscal Year 2014 Accomplishments

Street Maintenance

- Reconstructed/overlaid 27 miles of streets through the street maintenance program.
- Completed approximately 360 pothole work orders, and approximately 1800 non-work order potholes.
- Installed approximately 4,000 tons of roadway base and laid 2,900 tons of HMAC.
- Implemented pothole repair zones to proactively repair potholes within the City.
- Continued to fabricate and install decorative handrails throughout the City of Bryan.

Drainage

- Replaced ~1500 LF of HDPE pipe in the City of Bryan to replace older infrastructure.
- Completed about 500 creek, culvert, and ditch and miscellaneous maintenance work orders.
- Improved drainage flow at major road crossings throughout the City of Bryan.

Concrete Maintenance

- Repaired sidewalks around schools, installed sidewalks on Sandy Point Rd, Peppertree, and Sam Rayburn Middle School.
- Managed and supervised outsourced concrete contractor in the performance of approximately \$600,000 of Water/Sewer utility cuts and general roadway improvements.
- Installed street inlets to eliminate or lessen homes flooding.

Right of Way

- Developed and implemented FY2014 ROW Contract to mow and maintain 90 miles of city gateways and ROWs.

Fiscal Year 2015 Goals and Objectives

- Display all Streets and Drainage work orders on GIS map. Utilize data to define re-occurring problem areas to help determine future CIP needs.
- Work with TAMU Engineering students to assist in implanting Stormwater inspections for the TXR04000.
- Respond to all citizen complaints within 72 hours.
- Renew coverage for TXR04000 General Permit.
- Continue utilizing city staff to perform smaller, capital type, drainage, streets, & concrete projects.

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 903,821	\$ 995,656	\$ 995,656	\$ 920,442	\$ 941,226	\$ (54,430)	-5.5%
Supplies	108,675	129,587	129,587	119,445	123,425	(6,162)	-4.8%
Maintenance & Services	424,443	465,076	505,835	451,462	469,889	(35,946)	-7.1%
Miscellaneous/Admin Reimb	250,006	316,250	316,250	265,750	356,291	40,041	12.7%
Capital Outlay	933	-	-	-	-	-	0.0%
Total Expenses	\$ 1,687,878	\$ 1,906,569	\$ 1,947,328	\$ 1,757,099	\$ 1,890,831	\$ (56,497)	-2.9%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Director of Public Works	0.10	-	-	-	-
ROW Foreman	1.00	1.00	1.00	1.00	1.00
Streets & Drainage Crew Leader	3.00	3.00	3.00	3.00	2.00
Streets & Drainage Equipment Operator/Crew Workers	13.00	13.00	13.00	13.00	13.00
Streets & Drainage Foreman	2.00	1.00	1.00	1.00	-
Transportation & Drainage Supervisor	1.00	1.00	1.00	1.00	1.00
Total	20.10	19.00	19.00	19.00	17.00

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
% of departmental employees with OSHA & Traffic Workzone Training	90%	100%	100%	90%	100%
Proactive ditch maintenance- total linear footage of ditch cut/ maintained	3,220	2,000	2,000	2,500	2,500
Tons of HMAC/ base failure repairs	1,600	2,100	2,100	1,600	1,600
Total # of ditch/ culvert maintenance work orders completed	144	160	160	160	160
Total # of storm sewer cave-in work orders completed	107	100	100	100	100
Total # of creek maintenance work orders completed (Called In/ Proactive)	97	140	140	180	200
% of work orders responded to within 72 hrs.	99%	100%	100%	99%	100%
% of pothole requests responded to within 72 hrs.	95%	100%	100%	95%	100%
% of City Staff w/ MS4 education	50%	50%	50%	50%	50%
# of MS4 education events coordinated*	11	20	20	15	20
# of existing storm drains stenciled*	500	500	500	500	0*

*New measure added FY12/Project completed FY2014

Traffic Operations

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2014 Accomplishments

- Updated yellow, red, and pedestrian clearance intervals at all traffic signals.
- Completed initial installation of flashing yellow arrow operation for left turns including media outreach.
- Completed cabinet foundation replacements at three intersections.
- Improved detection at 29th/Coulter Drive signal using innovative 1 camera solution instead of 4 camera installation.
- Implemented routine travel time runs on major arterials.
- Completed fiber connection on E. 29th Street.
- Added approximately 40 school zone flasher assemblies to the wireless communication system.
- Implemented street addressing for all traffic signals, overhead flashing beacons, and hard-wired school flashers.
- Issued RFP for citywide pavement marking contract.
- Issued RFP for controller and ATMS software replacement.
- Replaced sign cutter equipment in Sign Shop.
- Attended approximately four public / homeowner's meetings to discuss traffic and transportation planning.
- Assisted Downtown Bryan Association with all road closures, and parking for Texas Reds Festival.
- Designed and implemented numerous traffic control plans for street maintenance & special events.
- Council Workshop on Traffic Calming Techniques and developed policy on traffic calming for certain city streets.
- Negotiated numerous access management solutions with TxDOT and developers.
- Represented Bryan on the BCSMPO Technical Advisory Committee and advise the Policy Committee member.
- Severed on BCSMPO Bicycle / Pedestrian sub-committee.
- Attended approximately 80 percent of Planning & Zoning Commission meetings.
- Attended 100 percent of BCSMPO Technical Advisory Committee and Policy Committee Meetings.
- Continued project code assignments in Kronos for all staff.
- Implemented work order creation for all items of work to be able to provide activity statistics.
- Established tracking process for BTU accounts for traffic signals and street lights.
- Developed a new GIS layer for speed zones and traffic counts.
- Created Traffic Signal Maintenance Plan

Fiscal Year 2015 Goals and Objectives

- Develop budgetary Decision Package for Implementation of Advance Traffic Management System (ATMS) and controller upgrades in FY16 Budget.
- Use work order data to generate reports on activity and look at the data through GIS.
- Utilize H.T.E. to assign accurate cost data to all work orders.
- Establish new traffic signal maintenance guidelines in conjunction with ATMS implementation.
- Expand traffic signal communications system to additional locations on W. Villa Maria Road.
- Complete school flasher wireless system and finish installation of school flashers around remaining campuses (funding dependent).
- Connect fiber optics (running in ROW) to signal controllers at various locations (including 29th and Briarcrest)
- Develop and publish traffic systems specifications and standards.
- Develop cost / needs assessment of bus priority system on South College Avenue.
- Pursue grant opportunities for traffic system upgrades.
- Complete pilot project for sign inventory and pavement marking inventory.
- Meet or exceed 95 percent participation in SDRC.
- Meet or exceed 75 percent attendance at Planning & Zoning Commission meetings.
- Attend 100 percent of all MPO Technical Advisory Committee and Policy Committee Meetings.
- Expand presence on new City of Bryan website for Traffic Operations Division.

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 636,089	\$ 586,446	\$ 586,446	\$ 575,882	\$ 606,817	\$ 20,371	3.5%
Supplies	51,923	59,650	59,650	55,316	63,157	3,507	5.9%
Maintenance & Services	939,968	954,540	954,540	948,147	1,002,477	47,937	5.0%
Miscellaneous/Admin Reimb	5,022	8,365	15,865	11,950	8,200	(7,665)	-48.3%
Capital Outlay	-	32,450	32,450	30,000	41,000	8,550	26.3%
Total Expenses	\$ 1,633,002	\$ 1,641,451	\$ 1,648,951	\$ 1,621,295	\$ 1,721,651	\$ 72,700	4.4%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Director of Public Works	0.03	-	-	-	-
Assistant City Engineer - Transportation Engineer	1.00	1.00	1.00	1.00	1.00
Traffic Sign Technician	4.00	4.00	4.00	4.00	4.00
Traffic Signal Technician	3.00	2.00	2.00	3.00	3.00
Traffic Operations Supervisor	1.00	1.00	1.00	1.00	1.00
Graduate Civil Engineer	1.00	1.00	1.00	-	-
Total	10.03	9.00	9.00	9.00	9.00

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
% of Work Orders (Maintenance) Responded to within 72 hours	100%	100%	100%	100%	100%
% of Customer Requests responded to within 72 hrs	100%	100%	100%	100%	100%
% of Development Reviews Completed in 5 Days	50%	50%	50%	60%	85%
% of P&Z Commission Meetings Attended	70%	75%	75%	80%	85%
% of traffic signal standards updated	10%	100%	100%	10%	50%
% of Communication Integration complete	60%	75%	75%	75%	85%
% of Prot-Perm Lead-Lag eliminated	50%	0%	0%	100%	100%
% of Flashing Yellow Arrow Implemented	0%	25%	25%	4%	8%
% of ATMS Implemented	25%	33%	33%	40%	50%
% of Traffic Sign Database implemented	0%	100%	100%	0%	10%
% of Website Improvements implemented	0%	100%	100%	15%	100%
Amount spent on Training/Development	\$ 9,911	\$ 10,200	\$ 10,200	\$ 6,000	\$ 9,000
# of sign related work orders completed*	-	-	-	1278	1300
# of work orders for tree trimming completed*	-	-	-	45	50
# of signal related work orders completed*	-	-	-	200	220
# of pavement marking related work orders completed*	-	-	-	20	20
# of traffic studies performed*	-	-	-	5	10
# of school zone flasher work orders completed*	-	-	-	125	80
# of oversized load work orders*	-	-	-	100	100
# of traffic control related work orders*	-	-	-	30	30

*New measure added FY2014

Development Services

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2014 Accomplishments

- Continued the effort to cross train staff on various functions within the department.
- Attended seminars and code training workshops on mechanical, electrical, plumbing and architectural requirements.
- Continued a partnership with the Fire Department and Police Department on the identification, inspection and removal or repair of substandard structures.
- Managed all aspects concerning six City advisory boards, commissions, including five Planning and Zoning Commission subcommittees, from meeting coordination and the preparation and distribution of detailed background information, to meeting implementation and follow-up.
- Managed the City's four 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.
- Administered the EDA grant for the Next Generation/Texas Triangle Industrial Park.
- Managed and completed the requirements for the EPA's Brownfield Clean-up Grant for Block 106 in downtown.
- Continued to solicit and respond to customer feedback, including small group meetings with contractors from different trades that work on construction sites in Bryan.

Fiscal Year 2015 Goals and Objectives

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

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 1,548,557	\$ 1,226,999	\$ 1,226,999	\$ 1,161,029	\$ 1,266,416	\$ 39,417	3.2%
Supplies	50,436	42,547	42,547	46,906	52,818	10,271	24.1%
Maintenance & Services	84,906	47,000	47,000	43,692	51,023	4,023	8.6%
Miscellaneous/Admin Reimb	57,179	149,000	235,750	238,450	268,000	32,250	13.7%
Capital Outlay	-	-	-	-	55,368	55,368	0.0%
Total Expenses	\$ 1,741,078	\$ 1,465,546	\$ 1,552,296	\$ 1,490,077	\$ 1,693,625	\$ 141,329	9.1%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Planning & Development Director	1	1	1	-	-
Assistant Planning & Development Director	1	-	-	-	-
Planning Manager	-	-	-	-	1
Planners	3	3	3	3	3
Planning Administrator	1	-	-	1	-
Development Technician	1	-	-	-	-
Plan Review Technician	-	1	1	1	1
Development Coordinator	-	1	1	1	1
Development Services Representatives	4	4	4	4	4
Staff Assistant	2	2	2	2	2
Building Official	1	1	1	1	1
Code Enforcement Officer	5	-	-	-	-
Inspectors	4	5	5	5	5
Plans Examiner	1	1	1	1	1
Total	24	19	19	19	19

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
# of working days to review site dev. submittals	4	4	4	4	4
# of hr/day a "staffer on call" is available to the public	8	8	8	8	8
Planning and Zoning Commission meetings	22	18	18	20	20
Historic Landmark Commission meetings	9	10	10	11	12
Zoning Board of Adjustment meetings	1	3	3	3	3
Building and Standards Commission meetings	9	10	10	10	10
# of wrkshps for boards and commissions	23	28	28	20	22
Change of owner/use/tenant applications processed	266	255	255	160	200
# of days to obtain a residential building permit	2	2	2	2	2
Response time to request for inspection (hours)	19	19	19	19	19
# of total inspections	13,200	13,100	13,300	13,300	13,400
# of dangerous structure inspections	140	110	110	110	110
# of dangerous structure demolished by the City	8	35	35	28	30
# of dangerous structures demolished by owner	61	60	60	30	45
# of permits issued	10,678	10,100	10,100	10,700	11,000
# of mobile home park inspections	70	70	70	70	70
# of development/building codes updated	1	5	5	0	9
# of Site Development Review cycles	51	51	51	51	51
# of Site Development Review cases	182	160	160	160	185
# of Development Services newsletter articles	18	12	12	18	18

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

Code Enforcement

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2014 Accomplishments

- Established accounting for nuisance abatement and lien administration.
- Adopted Resolution No. 3533 (Nuisance Abatement)
- Incorporated program management and enforcement of utilities ordinance.
- Established operating budget.
- Merged Environmental Compliance and Code Enforcement into a single-point manager of city codes.

Fiscal Year 2015 Goals and Objectives

- Expand education and cross-train Code Enforcement officers in case management for water, sewer, solid waste and drainage work orders.
- Expand oversight of managed programs through cross-training.
- Expand public education and outreach.

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ -	\$ 231,298	\$ 231,298	\$ 178,906	\$ 184,026	\$ (47,272)	-20.4%
Supplies	-	14,654	14,654	11,975	12,944	(1,710)	-11.7%
Maintenance & Services	-	9,440	9,440	9,011	18,098	8,658	91.7%
Miscellaneous/Admin Reimb	-	20,500	20,500	42,650	42,900	22,400	109.3%
Total Expenses	\$ -	\$ 275,892	\$ 275,892	\$ 242,542	\$ 257,968	\$ (17,924)	-6.5%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Code Enforcement Officer	-	3	3	3	3
General Inspector	-	1	1	-	-
Total	-	4	4	3	3

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
# of abandoned vehicle cases	N/A	6	6	5	5
# of junk vehicle cases	N/A	143	143	139	150
# of grass & weeds cases	N/A	1,218	1,218	1,300	1,300
# of parking on grass cases	N/A	149	149	125	125
# parking of trailer or semi on street cases	N/A	7	7	14	10
# of sign cases	N/A	13	13	75	75
# of zoning cases	N/A	31	31	45	45

Code Enforcement was included in Development Services prior to FY2014

Community Development Administration

Mission Statement

To plan, develop and implement special projects within the Community Development Services Department, which support the City Council Initiatives for the benefit of the citizens of the City of Bryan by eliminating slum and blight; meeting national objectives of funding sources and providing for the general betterment of the community.

Strategic Initiatives

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

Fiscal Year 2014 Accomplishments

- Provided coordination of the outside agency process for non-CDBG service agencies.
- Provided technical assistance to a minimum of 2 private housing developers for the Texas Department of Housing & Community Affairs tax credit developments.
- Provided supervision on housing programs.
- Provided oversight of LaSalle Hotel (after sell) close out.
- Provided technical assistance to Texas A&M Diversity and Culture Committee
- Provided technical assistance to Bryan's First Rehab. Committee (inner departmental).
- Provided technical assistance to the Joint Funding Review process for CDBG funding and funded 7 agencies.
- Staff coordinator for "You're the Tops" luncheon sponsored by Prenatal Clinic highlighting local women in the community.
- Provided technical assistance to Texas A&M University's Planning Department and George Bush School for internships (2) for 2014 fiscal year.
- Provided leadership to United Way's Financial Initiatives including the Financial Fitness Center which provides financial coaching in the community targeting low and moderate income population as well as the general population.
- Chaired United Way public service community impact committee for funding social service agencies.
- Provided technical assistance to developer for Carver building renovation.
- Coordinated the Bank on Brazos Valley Program.
- Coordinated the Pay Day Lending/Auto Title Ordinance process and Outreach program.

Fiscal Year 2015 Goals and Objectives

- Coordinate the Bank on Brazos Valley Program.
- Provide coordination for outreach for the Pay Day Lending/Auto Title Loan Ordinance.
- Participate in the Great Exchange and other available leadership opportunities.
- Provide technical assistance to a minimum of 4 special projects with private entities for collaborative partnerships with the City of Bryan encompassing the Growth, Education and Diversity City Council Strategic Initiatives such as the community wide DASH Committee, United Way's Financial Stability Committee, Community Impact Committee, United Way Board of Directors, Project Unity Partnership Board meetings, Carver Area Redevelopment.
- Provide for coordination of internal committee, Bryan's First Rehab and development of one new impact area.
- Provide coordination of the City's outside agency public service funding process.
- Provide oversight and monitoring of a minimum of 2-5 outside agencies and 6 federally funded agencies.
- Seek alternative funding streams for the Department and review for consistency of goals.
- Provide for the coordination of the Texas Department of Housing and Community Affairs Housing Tax Credit process.
- Provide supervision of Housing programs.
- Provide technical assistance to the Deputy City Manager on Special Projects as needed such as Down Town Bryan.
- Provide technical assistance to Family Solutions and Bryan Independent School District to decrease drop out rate.

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 58,325	\$ 58,625	\$ 58,625	\$ 58,558	\$ 60,365	\$ 1,740	3.0%
Supplies	2,689	-	-	-	3,129	3,129	0.0%
Maintenance & Services	401	313	313	313	478	165	52.7%
Miscellaneous/Admin Reimb	-	-	400,975	400,975	-	(400,975)	-100.0%
Total Expenses	\$ 61,415	\$ 58,938	\$ 459,913	\$ 459,846	\$ 63,972	\$ (395,941)	-86.1%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Community Development Manager	0.50	0.50	0.50	0.50	0.50
Total	0.50	0.50	0.50	0.50	0.50

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
# of financial reviews for LaSalle Hotel	-	1	1	-	-
# of special projects partnerships with private entities	5	5	5	5	5
# of public service agency funding processes coordinated	2	2	2	2	2
# of outside agency contracts managed		2	2	2	-
# of federally funded contracts managed	2	2	2	2	2
# of City-wide planning process projects for 5 Year Consolidation Plan	5	4	4	4	8
Provided staff assistance to Downtown North Committee	1	1	1	-	-
Provide staff assistance to Grants Committee	-	1	1	-	-
# of Bryan's 1st Rehab. meetings coordinated	3	4	4	4	4
Coordinate Bank on Brazos Valley Program*	-	-	-	1	1
Coordinate Pay Day Lending/Auto Title Ordin outreach*	-	-	-	1	1

*New measure added FY2014

Bryan + College Station Library Services

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2014 Accomplishments

- Circulated 1,091,860 items.
- Circulated 297,545 juvenile materials.
- Provided 79,294 public accesses to Internet computers.
- Received 414,791 visitors to the libraries.
- Provided 995 programs 480 with an attendance of 35,256.
- Subscribed to TexShare, Fold3, Ancestry.com, Legal Help, and OneClick Digital databases with funds received from the Doak Foundation.
- Provided access to an eBook collection through Overdrive, Inc. The project was funded by the Friends of the Library and a \$10,000 Impact Grant from the Texas State Library and Archives Commission.
- Received grants totaling \$35,690 from The Gilbert and Thyra Plass Charitable Trust, The Clifton C. and Henryetta C. Doak Charitable Trust, Impact Grant, Texas Reads, and the Barbara Bush Literacy Corps for children's services and online databases.

Fiscal Year 2015 Goals and Objectives

- Improve programming for all ages through improvement of existing programs and development of new programs.
- Move forward with the expansion of the Larry J. Ringer Library.
- Maximize staff to provide excellent customer service to the public.
- Pursue grants to provide access to new services, programs and materials.
- Incorporate City of College Station Performance Audit elements into 5-year plan.
- Explore and develop digital collections.

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 2,013,567	\$ 2,068,136	\$ 2,068,136	\$ 2,003,660	\$ 2,128,120	\$ 59,984	2.9%
Supplies	49,466	41,365	41,365	40,653	51,742	10,377	25.1%
Maintenance & Services	111,586	115,561	115,561	119,168	115,538	(23)	0.0%
Miscellaneous/Admin Reimb	35,141	27,350	27,350	46,027	29,400	2,050	7.5%
Capital Outlay	197,283	165,500	204,415	218,008	163,400	(41,015)	-20.1%
Total Expenses	\$ 2,407,043	\$ 2,417,912	\$ 2,456,827	\$ 2,427,516	\$ 2,488,200	\$ 31,373	1.3%

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Bryan Library	\$ 1,201,110	\$ 1,185,187	\$ 1,223,804	\$ 1,231,288	\$ 1,216,167	\$ (7,637)	-0.6%
College Station Library	944,741	970,900	971,198	934,435	1,001,568	30,370	3.1%
Carnegie Library	261,192	261,825	261,825	261,793	270,465	8,640	3.3%
Total Expenses	\$ 2,407,043	\$ 2,417,912	\$ 2,456,827	\$ 2,427,516	\$ 2,488,200	\$ 31,373	1.3%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 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	3	3	3	3	4
Technical Services Clerk	1	1	1	1	1
Catalog Librarian/Tech Services	1	1	1	1	1
Library Clerk	6	6	6	6	6
Senior Librarian	1	1	1	1	-
Carnegie Library Branch:					
Carnegie Branch Librarian	1	1	1	1	1
Carnegie Reference Librarian	1	1	1	1	1
Carnegie Branch Clerk	2	2	2	2	2
College Station Branch:					
Library Supervisor	1	1	1	1	1
Branch Librarian	1	1	1	1	1
Library Clerk	9	9	9	9	9
Reference Librarian	6	6	6	6	6
Service Worker	1	1	1	1	1
Total	39	39	39	39	39

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Circulation	1,091,860	1,000,000	1,000,000	633,816	700,000
Library Visitors	414,791	470,000	470,000	444,132	450,000
# of Volumes	206,113	235,000	235,000	230,000	235,000
# of Reference Inquiries	33,016	30,000	30,000	35,261	36,000
# of volunteer hours	3,011	2,500	2,500	3,734	4,500
Computer use	79,294	100,000	100,000	65,446	70,000
Registered Borrowers	31,477	36,000	36,000	24,504	31,000
Program Attendance	35,256	35,000	35,000	35,000	35,000

Parks & Recreation

Mission Statement

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

Strategic Initiatives

- Provide the community with a variety of park facilities and amenities.
- Continue to improve the aesthetic aspects of the park facilities.
- Provide recreational opportunities for all ages and interests.
- Continue the upgrade and development of parks, facilities and trails throughout the community.

Fiscal Year 2014 Accomplishments

- New programs offered during the year included Aquatic Boot Camp, Prenatal/Postpartum Water Fitness, Aqua Zumba, Canoe/Kayak Battleship, Culinary Classes, a Track program, Pickleball League and Fitness in the Park activities.
- The Morris "Buzz Hamilton" Dog Park was opened successfully in November and has held 3 events held.
- A design was drawn up and funding approved for the construction of the roadway and development of the additional land for the Bryan City Cemetery.
- We had a successful implementation of RecTrac and WebTrac within the department. It has been well received by both internal and external customers.
- A Parks Improvement Plan was drawn up to guide the department in the renovation, improvement and future development of its park system. It provides a large number of tasks that will be addressed over the next several years through General fund, the CIP program and other funding sources.
- The construction of two concrete skateparks was undertaken and scheduled to be completed and open to the public in early 2015.
- A successful Games of Texas was held in Bryan-College Station in late July with full participation by the entire staff. Venues held in Bryan included the swimming event with over 3,000 participants at BAC and the softball venue at BRAC. The entire full time staff was involved in the planning, supervising and working the overall event. Staff members coordinated the Opening Ceremonies and the Golf Venue.
- Renovated the landscaping outside the BAC and updated key competitive equipment around the pool.
- Partnered with the Brazos Valley Arts Council at Henderson Harbor on a joint community art project.
- Staff certified throughout the year included Marty Mulgrew (Aquatics Facility Operator, Lifeguard Instructor Trainer), Marcus Walker (Playground Inspector, Certified Arborist), Darrell Lovelette (Certified Parks and Recreation Professional), and Robert Jackson (Pesticide Applicator).
- Operations Manual was updated for policies and procedures for all PARD facilities.

Fiscal Year 2015 Goals and Objectives

- Increase attendance at our aquatic facilities by 10%
- Increase participation in the aquatic programs by 10%
- Utilize all modules of RecTrac
- Implement the construction of the additional land for the Bryan City Cemetery
- Complete all projects in the Parks Improvement Plan listed under Operations and Maintenance
- Add ten (10) new program offerings to the Recreation Division
- Implement three (3) Dog Park Special Events in partnership with the Bryan Animal Center
- Reduce the number of double bookings for facilities to no more than 5.
- Reduce number of unprepared pavilions to less than 8.
- Increase Summer Camp participation by 10%.
- Add Counselor in Training (CIT) to Camp Hero program for teens, ages 13 - 15

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 2,079,962	\$ 1,652,238	\$ 1,652,238	\$ 1,629,846	\$ 1,704,864	\$ 52,626	3.2%
Supplies	384,342	235,809	235,809	295,084	192,504	(43,305)	-18.4%
Maintenance & Services	891,615	796,430	797,398	632,821	634,235	(163,163)	-20.5%
Miscellaneous/Admin Reimb	736,973	841,975	850,953	851,390	870,675	19,722	2.3%
Capital Outlay	56,251	143,254	143,254	254,254	1,145,454	1,002,200	699.6%
Debt Service	164,450	-	-	-	-	-	N/A
Total Expenses	\$ 4,313,593	\$ 3,669,706	\$ 3,679,652	\$ 3,663,395	\$ 4,547,732	\$ 868,080	23.6%

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Parks and Recreation	\$ 2,965,438	\$ 3,461,110	\$ 3,470,088	\$ 3,631,282	\$ 4,547,732	\$ 1,077,644	31.1%
Golf Course	1,026,643	-	-	-	-	-	N/A
Texas Reds	321,512	208,596	209,564	32,113	-	(209,564)	-100.0%
Total	\$ 4,313,593	\$ 3,669,706	\$ 3,679,652	\$ 3,663,395	\$ 4,547,732	\$ 868,080	23.6%

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

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Department Manager	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Parks Manager (Cemetery Sexton)	1.00	1.00	1.00	1.00	1.00
Athletic Supervisor	1.00	1.00	1.00	1.00	1.00
Neal Recreation Center Supervisor	1.00	1.00	1.00	1.00	1.00
Aquatic Supervisor	1.00	1.00	1.00	1.00	1.00
Recreation Manager	1.00	1.00	1.00	1.00	1.00
Parks Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Special Events/Marketing Supervisor	1.00	1.00	1.00	1.00	1.00
Grounds Foreman	1.00	-	-	-	-
Recreation Programmer	-	1.00	1.00	-	-
Parks Grounds Worker	-	-	-	-	-
Maintenance Technician	6.00	6.00	6.00	7.00	7.00
Golf Operations Manager	1.00	-	-	-	-
Golf Assistant Operations Manager	1.00	-	-	-	-
Golf Assistant Maintenance Manager	1.00	-	-	-	-
Golf Maintenance Manager	1.00	-	-	-	-
Camp Coordinator	-	0.50	0.50	0.50	0.50
Recreation Asst.	-	1.00	1.00	1.00	1.00
Recreation Coordinator	-	0.50	0.50	0.50	0.50
Golf Mechanic	1.00	-	-	-	-
Total	21.00	18.00	18.00	18.00	18.00

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Holiday Magic - Participants	6,300	6,500	6,500	6,500	6,500
Family Camp Out - Participants	-	325	325	148	300
Pee Wee Sports Program - Participants	200	250	250	242	275
Aquatics - Learn to Swim - Participants	2,150	2,200	2,200	2,200	2,420
Summer Park Program Sites	6	6	6	6	6
Summer Park Program - Participants	600	650	650	650	715
Neal Recreation Center Memberships	325	375	375	256	300
Adult Softball - Teams Registered	110	120	120	110	110
# of Pavilion Rentals	940	950	950	950	950
New Recreation Programs	5	5	5	10	10
BRAC Participation Numbers	9,875	10,000	10,000	10,000	12,000

Golf Course

Mission Statement

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

Strategic Initiatives

- Provide the best value for golf in the area to encourage golfers to return to the course, through a combination of affordable rates, excellent customer service and an enjoyable playing experience.
- Continue to be advocates for growing the game of golf by offering programs to introduce the game to all ages, such as the PGA's "Get Golf Ready" program.
- Develop and implement the Golf Course Strategic Plan, with an emphasis on improvements to greens, greens surrounds, fairways and irrigation and drainage.

Fiscal Year 2014 Accomplishments

- Strategic Plan elements included, initiating green slope reclamation, cleaned and upgraded bunker drains, installed limestone tee box curbing, and installed irrigation line to the new gold tee boxes
- Met the competitive market challenges presented by the opening of the renovated TAMU course and the new ownership and Briarcrest, through a combination of competitive pricing and great customer service.
- Attracted several new events to our tournament calendar.
- Expanded our Get Golf Ready program to monthly classes offered year-round.

Fiscal Year 2015 Goals and Objectives

- Strategic Plan elements include, fairway reclamation, bunker downsizing and green reshaping
- Strengthen our market position as "the best golf value around."
- Continue to build our tournament calendar, with an emphasis on our primary market niche of tournaments for 50-100 players.
- Increase participation in our Get Golf Ready instruction program.

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ -	\$ 487,132	\$ 487,132	\$ 422,006	\$ 491,803	\$ 4,671	1.0%
Supplies	-	166,242	167,668	166,142	178,100	10,432	6.2%
Maintenance & Services	-	176,569	185,055	194,504	164,145	(20,910)	-11.3%
Miscellaneous/Admin Reimb	-	21,000	21,000	21,392	21,570	570	2.7%
Transfers to Debt Service	-	164,800	164,800	164,800	-	(164,800)	-100.0%
Total Expenses	\$ -	\$ 1,015,743	\$ 1,025,655	\$ 968,844	\$ 857,548	\$ (168,107)	-16.4%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Golf Course Mgr.	-	1	1	1	1
Golf Course Asst. Mgr.	-	1	1	1	1
Golf Course Maintenance Mgr.	-	1	1	1	1
Golf Course Asst. Maintenance Mgr.	-	1	1	1	1
Golf Course Mechanic	-	1	1	1	1
Total	-	5	5	5	5

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Rounds of Golf	44,844	34,146	34,146	34,325	35,000
Revenue per round	\$ 20.70	\$ 20.50	\$ 20.50	\$ 20.39	\$ 21.42
Cost per round	\$ 22.89	\$ 29.89	\$ 29.89	\$ 29.59	\$ 31.23
Tournament Rounds	1,158	1,280	1,280	1,280	1,300
Days Open	364	364	364	364	363

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

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

- Maintain the financial integrity of the City by providing accurate, timely and relevant financial information in conformity with General Accepted Accounting Principles (GAAP) to both internal and external financial statement users.
- Ensure compliance with all applicable Federal, State and City Charter accounting and financial reporting requirements.
- Maintain the City's Investment Policy in compliance with the Public Funds Investment Act.

Budget

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

Purchasing

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

Fiscal Year 2014 Accomplishments

Accounting

- Received the Certificate of Excellence in Financial Reporting for FY2013 from the Government Finance Officers Association (GFOA) and received an unqualified opinion from auditors for the year ending September 30, 2013.
- Provided monthly financial information to management by the 10th working day of the next month.
- Completed the electronic filing of the Annual Report of continuing Disclosure Requirements of SEC Rule 15c2-12.
- While adhering to the adopted investment policy, maximized the City's return on investments by sustaining an annual yield equal to or above the 1 year Treasury Bill rate.

Budget

- Received the Distinguished Budget Award for FY2014 from the GFOA.
- Provided various quarterly and/or monthly reports to management.
- Provided budget training to all departments.

Purchasing

- Revised Purchasing Department policies and procedures to be in compliance with 2013 legislative changes.
- Purchase Orders processed within 2 days of having a purchase requisition or change order.
- Promoted more cooperative inter-local purchasing.

Fiscal Year 2015 Goals and Objectives

Accounting

- Receive the GFOA's Certificate of Achievement for Excellence in Financial Reporting for FY2014.
- Receive an unqualified opinion from the City's independent auditors for the financial statements for the year ended September 30, 2014.
- Close each prior period and provide monthly financial information by the 8th working day of the following month.
- 1% or less of 1099's reported by IRS on Notice CP-2100A.
- Submit the FY2014 CAFR to GFOA by the March 31st deadline.

Budget

- Receive the Distinguished Budget Award for FY2015 from the GFOA.
- Prepare and analyze 5 year revenue and expenditure forecasts for operations.
- Prepare and present annual reports and forecasts for TIRZ.
- Provide financial forecast information to management at regular intervals throughout the budget year.

Purchasing

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

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 1,021,534	\$ 1,141,692	\$ 1,141,692	\$ 1,111,597	\$ 1,173,465	\$ 31,773	2.8%
Supplies	34,191	39,775	39,775	132,585	38,197	(1,578)	-4.0%
Maintenance & Services	26,291	45,409	45,409	37,967	63,648	18,239	40.2%
Miscellaneous/Admin Reimb	153,422	213,539	213,539	156,035	200,660	(12,879)	-6.0%
Capital Outlay	-	-	-	-	-	-	0.0%
Total Expenses	\$ 1,235,438	\$ 1,440,415	\$ 1,440,415	\$ 1,438,184	\$ 1,475,970	\$ 35,555	2.5%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Accounting:					
Chief Financial Officer	1	1	1	1	1
Accounting Manager	1	1	1	1	1
General Accountant	3	3	3	3	3
Finance Specialist	2	2	2	2	2
Payroll Specialist	1	1	1	1	1
Finance Assistant	1	1	1	1	1
Budget:					
Budget Manager	1	1	1	1	1
Budget Analyst	1	1	1	1	1
Purchasing:					
Purchasing Buyer	1	1	1	1	1
Purchasing Buyer	1	1	1	1	1
Total	13	13	13	13	13

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Accounting:					
# of consecutive years to receive the GFOA Cert of Excellence in Financial Reporting	24	25	25	25	26
% of goal for receiving unqualified opinion from indiv. auditors	100%	100%	100%	100%	100%
# of reportable conditions on auditor's management letter	0	0	0	0	0
Avg. # of working days to close prior accounting period	10	10	10	10	10
Avg. # of working days to issue monthly financial reports	10	10	10	10	10
Expenditures processed on p-card	\$ 1,220,104	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000
% of CAFR completed & submitted to GFOA by March 31st	100%	100%	100%	100%	100%
Budget:					
# of consecutive years to receive the GFOA Distinguished Budget Award	9	10	10	10	11
# of Monthly Sales Tax Reports provided to Mgmt.	12	12	12	12	12
% of state & federal budget filing requirements met	100%	100%	100%	100%	100%
Purchasing:					
# of formal bids processed	63	55	55	75	65
# of annual contracts for goods and services	109	109	109	115	115
Value of goods and services on annual contracts	\$13,822,424	\$18,808,363	\$18,808,363	\$13,000,000	\$15,000,000
# of purchase orders issued	1,205	1,150	1,150	1,200	1,200
Expenditures processed through the Purchasing Dept.	\$46,235,127	\$50,000,000	\$50,000,000	\$50,000,000	\$50,000,000

Information Technology

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2014 Accomplishments

- Systems Uptime: HTE/Naviline 100%, Public Safety Systems 99.72%, Core Network 100%, Radio 99.75%
- Continued "Green IT" Initiatives with expansion of Server Virtualization
- Continued community/citizen outreach with BVCART, BVWACS, CEOC, BVCNet, Sheriff's office, District Attorney, TAMU Big Event, Boy Scouts, Internet Safety classes, GIS Day, BISD HOSTS, and Blinn College.
- Software upgrades completed: ESRI, Tiburon, MobileIron, VMWare, LaserFiche, Teleworks, HTE, One Solution, Infosol, Granicus
- Implemented Vermont Systems – Parks and Recreation management software suite
- Implemented a paperless payroll solution – saving Fiscal Services time and money
- Hardware upgrades completed: Network core, layer2 switching, mobile data computers, DR site, Dedicated Police in-car video storage, Police desktop PCs

Fiscal Year 2015 Goals and Objectives

- Replace aging Windows XP computers as budgeted with Windows 7 computers
- Expand existing GIS functionality
- Maintain a 99.5% planned uptime for Systems, Network, and Radio system
- Continue Community/Citizen outreach and support
- Integrate BTU and City systems
- Continue expansion and upgrade of City network infrastructure
- Continue to support City systems software/hardware upgrades

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 1,325,060	\$ 1,475,213	\$ 1,475,213	\$ 1,351,394	\$ 1,608,701	\$ 133,488	9.0%
Supplies	95,973	147,104	179,889	248,711	145,559	(34,330)	-19.1%
Maintenance & Services	920,334	1,088,875	1,088,875	1,019,800	1,304,508	215,633	19.8%
Miscellaneous/Admin Reimb	49,359	59,769	62,019	96,285	55,000	(7,019)	-11.3%
Capital Outlay	225,292	280,474	280,474	266,450	376,000	95,526	34.1%
Total Expenses	\$ 2,616,018	\$ 3,051,435	\$ 3,086,470	\$ 2,982,640	\$ 3,489,768	\$ 403,298	13.1%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Chief Information Officer	1	1	1	1	1
Operations Division Manager	-	-	-	1	1
Information Technology Director	1	1	1	-	-
Information Technology Services Assistant	1	1	1	1	1
Network Systems Supervisor	1	1	1	-	-
System/Network Administrator	1	1	1	3	3
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 Supervisor	-	-	-	1	1
GIS Coordinator	1	1	1	-	-
GIS Analyst	1	1	1	2	2
Public Safety Systems Supervisor	1	1	1	-	-
Systems Analyst	2	2	2	3	3
Network Infrastructure Technician	-	-	-	-	1
Total	16	16	16	18	19

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Help Desk calls processed	5,700	6,000	6,000	3,500	4,200
Maintain Help Desk issue resolution goals at 99.3% within 18 business hours*	N/A	99.3%	99.30%	99.30%	99.30%
Maintain Help Desk issue resolution goals at 99.5% within 4 business hours*	N/A	99.50%	99.50%	99.50%	90.50%
% of Core Network Uptime 99.5%*	N/A	99.50%	99.50%	99.50%	99.50%
% System Uptime 99.5%*	N/A	99.50%	99.50%	99.50%	99.50%
% Radio Uptime 99.5%*	N/A	99.50%	99.50%	99.50%	99.50%

*New measure added FY2014

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. *HR is law and administration, but it is also commitment and caring.*

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 integrated customer service training and a succession program.
- Ensure pay and benefits are representative of the labor market.
- Ensure all position classifications are appropriate with employment laws and our current pay/classification system.
- Assist supervisors and employees with employee relations issues, resolving disputes, and handling disciplinary actions in a fair, consistent and constructive manner.
- Provide up-to-date written policies and procedures that do not impede progress of City initiatives.
- Recognize exceptional service of employees; provide motivation and incentives for that service and improving employee morale.
- Provide excellent customer service and support at all times and in all initiatives.

Fiscal Year 2014 Accomplishments

- Continued and enhanced a citywide training and talent development program that includes online and onsite/offsite training and development opportunities to meet needs of all departments and individual employees. Program takes a holistic approach requiring a minimum number of hours in specific developmental categories. An integrated customer service training element was added for this and next fiscal year.
- Updated compensation ranges for all levels/ladders of positions; updated position ladder definitions and guidelines in the City's compensation and performance program (Career Progression Program); conducted salary survey of comparable cities and made recommendations of any market adjustments necessary to stay competitive, police and fire positions included.
- Coordinated the completion of 360 evaluations of all BTU managers; assisted with interpretation and assessment of these evaluations to be utilized for future needs of the department. Conducted follow up and planning meetings with managers and staff as appropriate based on 360 results.
- Continued the integration of BTU and COB personnel policies and procedures to ensure all employees are working under fair and consistent policy and practice.
- Developed and implemented policies, practices and programs to enhance work-life balance, increase morale and recognize employee contributions – specifically, an Employee Recognition and Reward Program was revamped and re-implemented, and all employees were treated during the national Public Service Recognition Week.
- Continued update of local Civil Service rules to meet the recruiting, hiring and other needs of the police and fire departments.
- Continued review and update of Personnel and Administrative Policies and Procedures to stay in line with current needs.
- Completed departmental meetings with department heads and/or managers to ascertain their current and future needs, level of satisfaction of our services, etc., including several departmental reorganizations, position modifications and eliminations.
- Continued to provide advanced technology, training and assistance to our applicants and supervisors with the online employment application/hiring system.
- Worked with managers and Legal on numerous personnel issues to minimize exposure to liability.
- Coordinated and administered police and fire entrance exams, hiring processes and promotional exams/processes.
- Coordinated large volunteer program for the Texas Reds Festival.

Fiscal Year 2015 Goals and Objectives

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

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 389,006	\$ 457,409	\$ 457,409	\$ 456,287	\$ 457,928	\$ 519	0.1%
Supplies	69,333	13,370	13,370	12,000	17,870	4,500	33.7%
Maintenance & Services	106,156	122,729	122,729	114,225	127,348	4,619	3.8%
Miscellaneous/Admin Reimb	17,425	24,900	24,900	24,500	33,600	8,700	34.9%
Total Expenses	\$ 581,920	\$ 618,408	\$ 618,408	\$ 607,012	\$ 636,746	\$ 18,338	3.0%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 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

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
# of Personnel Reqs Processed	150	150	150	150	150
# of Applications Received	8,000	8,000	8,000	8,000	8,000
# of New Hires	234	260	260	260	250
Turnover Rate%	30%	30%	30%	30%	30%
# of Onsite Training Sessions	55	50	50	50	40
# of Training Sessions Avail Online for 1000 employees	131	100	137	137	237
# of Employee Relations Issues	200	200	200	200	150
# of Disciplinary Actions/Grievances	30	100	40	40	40

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

Facility Services

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2014 Accomplishments

- Resurfacing of several tennis and basketball courts.
- Bryan Aquatics Center; Repainted slide and structure.
- Bryan Aquatics Center; Painted metal fascia panels and soffits around the bath house and pump room buildings.
- Sue Haswell Pool; Replaced circulation piping and installed new pump.
- Clara B. Mounce Library; Completed second floor remodel and painting project.
- Municipal Office Building; Upgrades to the deer fountain, new pump and motor.
- Municipal Office Building; Electrical conduit upgrades to the main electrical panels in the basement mechanical room.
- Water Services; completed several painting and roofing projects at Waste Water Plants 1 and 2.
- Bryan Animal Center; Installed new metal awnings in the outside dog storage areas.
- Travis B Bryan Golf Course; Installed wood floor and new carpet in the Pro Shop along with three (3) flag poles on first tee.
- Federal Building; continued to work with tenant on repairs and improvements to enhance overall appearance of the building.
- Neal Recreation; Repairs to roof and installation of new carpet in the multipurpose room, 2 offices and computer room.
- Continued to work with the parks department to install new equipment as well as maintain all areas while utilizing budgeted and parkland development funds to maximize the use of funding to accomplish the needs of the parks department.
- Focus on training opportunities for those employees wanting to expand their knowledge.
- Continued to enhance our buildings and parks with any Green opportunities, and cost effective changes that will enhance our facilities.
- Continued to monitor monthly utility bills to track utility usage/cost yearly to find ways to improve energy efficiency.

Fiscal Year 2015 Goals and Objectives

- Resurfacing of several tennis and basketball courts.
- Upgrades to benches, tables, and trash receptacles at various parks.
- Work closely with the parks department during Holiday Magic, Downtown Lights On, Summer Programs, and several floats for the various parades throughout the year.
- Install new HVAC Controls, Fire Alarm, and Elevator upgrades at various locations, with the approval of several decision packages.
- Water Services; continue to assist with building remodels and upgrades throughout the year.
- Work closely with the parks department and others, to install two (2) skate parks at approved locations.
- Investigate our options for future upgrades to the I-Net Access and HVAC software.
- Continue to provide BTU with maintenance and preventive maintenance at all their facilities
- Continue to provide inspections of all mechanical equipment in all buildings identify and replace items that are failing or near end-of-life if funding is available to do so.
- Continue to ensure complete customer satisfaction at the end of our work request.
- Communicate updates so that all involved are informed and up to date with project schedules and timelines.
- Continue to enhance our buildings and parks with any Green opportunities, and cost effective changes that will enhance our facilities.
- Continue to monitor monthly utility bills to track utility usage/cost yearly to find ways to improve energy efficiency.
- Focus on training opportunities for those employees wanting to expand their knowledge in their respected trade.

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 982,397	\$ 1,012,986	\$ 1,012,986	\$ 989,708	\$ 1,049,607	\$ 36,621	3.6%
Supplies	42,372	44,351	44,351	92,740	48,119	3,768	8.5%
Maintenance & Services	409,709	577,891	580,334	536,743	504,874	(75,460)	-13.0%
Miscellaneous/Admin Reimb	163,234	191,943	191,943	184,300	191,643	(300)	-0.2%
Capital Outlay	-	-	-	-	280,000	280,000	0.0%
Total Expenses	\$ 1,597,712	\$ 1,827,171	\$ 1,829,614	\$ 1,803,491	\$ 2,074,243	\$ 244,629	13.4%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Director	0.03	-	-	-	-
Facility Services Manager	1.00	1.00	1.00	1.00	1.00
Facility Services Assistant	1.00	1.00	1.00	1.00	1.00
Facility Services Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Facility Services Custodial Supervisor	1.00	1.00	1.00	1.00	1.00
Facility Services Project Coordinator	1.00	1.00	1.00	1.00	1.00
HVAC Technician	1.00	1.00	1.00	1.00	1.00
Maintenance Technicians, Tech Op I Thru V	8.00	8.00	8.00	8.00	8.00
Preventive Maintenance Technician	1.00	1.00	1.00	1.00	1.00
Service Worker, Custodial	2.00	2.00	2.00	2.00	2.00
Total	17.03	17.00	17.00	17.00	17.00

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Total completed Parks work orders	2,696	2,297	2,297	2,496	2,596
Total completed Facility work orders	2,097	2,437	2,437	2,386	2,242
Total completed work orders	4,793	4,734	4,734	4,882	4,838
Avg. labor hrs/facilities preventative maintenance work orders	1	1	1	1	1
Avg. labor hrs/facilities corrective work order	5.41	5.34	5.34	5.38	5.39
Avg. labor cost/facilities preventative maintenance work orders	\$ 20.68	\$ 19.66	\$ 19.66	\$ 20.17	\$ 20.43
Avg. Labor cost/facilities corrective work orders	\$ 94.21	\$ 91.83	\$ 91.83	\$ 93.02	\$ 96.62

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.

Fiscal Year 2014 Accomplishments

- Attained the National Institute for Automotive Service Excellence (ASE), Blue Seal of Excellence Award for the seventh consecutive year.
- Restructured Fleet Personnel Staff, to add additional technicians to more expediently serve our customers and increase efficiency.
- Continued to enhance services provided on fleet vehicles and equipment.
- Continued internal cross-training program.
- Began Customer Service Training, May 1, 2014. (8 modules over 2 years, all employees).
- Certified Automotive Service Excellence (ASE) for all technicians.
- Continued 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.
- Continued the annual Preventive Maintenance Inspection Program to include all City of Bryan trailers.
- Continued Fleet Standardization in all areas possible or practical since having a standardized fleet makes for a safer work environment as operators become more familiar with the equipment, as well as also improving purchase price advantages. This also results in greatly improved parts stocking ability, reduced technical training and special tool needs, etc.
- Continued "Green Initiative" efforts by replacing older, inefficient vehicles and equipment with newer, more fuel efficient, lower emission designs.
- Continued utilizing the Laserfiche system in an effort to further streamline records processing and retention.
- Continued to upgrade and outfit our recently acquired (hand me down utility bed pick up) and converted Field Service Unit, with additional tools and equipment as demand illustrates the need and budget allows.

Fiscal Year 2015 Goals and Objectives

- Attain National Institute for Automotive Service Excellence (ASE), Blue Seal of Excellence Award for the eighth consecutive year.
- Implement and transition to a new Fleet Management Software System that will provide greater efficiencies by reducing redundant clerical entries, allow for better utilization and analysis of already captured data, etc.
- Continue to enhance services provided on fleet vehicles and equipment with the addition of glass chip/crack repair.
- Continue to enhance Service Level efficiency with the addition of a Fleet Service Unit equipped to better facilitate Road/Field Service Calls.
- Provide excellent customer service.
- Continue compliance with state and local mandates and laws.
- Continue Customer Service Training that began on May 1, 2014. (8 modules over 2 years, all employees).
- Continue internal cross-training program.
- Maintain and increase all technician ASE certifications.
- Continue process of fleet standardization at every level when possible and practical.
- Continue to provide and promote innovative ideas and goal setting to increase cost savings, enhance customer service and increase efficiency in the fleet operation.

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 586,191	\$ 683,816	\$ 671,055	\$ 611,191	\$ 666,697	\$ (4,358)	-0.6%
Supplies	16,301	31,000	31,000	78,047	38,364	7,364	23.8%
Maintenance & Services	27,544	40,839	40,839	39,453	45,772	4,933	12.1%
Miscellaneous/Admin Reimb	1,665	10,912	10,912	3,266	3,020	(7,892)	-72.3%
Total Expenses	\$ 631,701	\$ 766,567	\$ 753,806	\$ 731,957	\$ 753,853	\$ 47	0.0%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Director of Public Works	0.05	-	-	-	-
Fleet Supervisor/Manager	1.00	1.00	1.00	1.00	1.00
Lead Service Technician	2.00	2.00	2.00	2.00	2.00
Preventive Maintenance Inspection Technican	1.00	1.00	1.00	1.00	1.00
Fleet Service Technician	4.00	4.00	4.00	4.00	4.00
Fleet Administrative Clerk	1.00	1.00	1.00	1.00	-
Fleet/Facility Support Technician	1.00	1.00	1.00	1.00	1.00
Welding/Fabrication Technician	1.00	1.00	1.00	1.00	1.00
Storekeeper	-	0.12	0.12	0.12	0.20
Water Division Asst.	-	0.25	0.25	0.25	0.25
Total	11.05	11.37	11.37	11.37	10.45

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
# of fleet job orders	6,886	7,000	7,000	7,084	7,000
Average labor hours per fleet job order *	2	2	2	1.9	2
Average labor cost per fleet job order *	\$ 81.00	\$ 80.00	\$ 80.00	\$ 78.00	\$ 80.00
# of fleet job orders completed per day/per mechanic*	4	4	4	4	4
Attain National Institute for Automotive Service Excellence (ASE), Blue Seal of Excellence Award *	Yes	Yes	Yes	Yes	Yes
% of eligible Service Technicians ASE Certified	100	100	100	100	100
# of New/Recertified ASE skill areas attained *	15	10	10	15	10

* Measures do not include Golf Course or Fabrication Technicians.

Percentage of Resources expended by Department

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Solid Waste Services	27%	28%	28%	27%	27%
Water Services	20%	21%	21%	18%	20%
Transportation Services	16%	15%	15%	17%	15%
Police Services	12%	14%	14%	13%	13%
Fire Services	12%	11%	11%	11%	11%
Facility Services	7%	5%	5%	5%	5%
Parks Services	3%	3%	3%	6%	6%
All Others Combined	3%	3%	3%	3%	3%

Executive Services

Mission Statement

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

Strategic Initiatives

- City Council policy direction is effectively and accurately communicated to staff.
- An environment is created where diversity is valued and ethical, moral and legal conduct is fostered within the organization.
- Citizens are involved in community-wide decision making processes.
- Citizen's 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 2014 Accomplishments

- 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 Center Advisory Committee, Brazos County Health Department, Intergovernmental Committee (IGC), Brazos Valley Wide Area Communication System (BVWACS), Chamber of Commerce, Family Solutions, Brazos Valley Solid Waste Management Agency (BVSWMA), Bryan-Brazos County Economic Development Foundation (BBCEDF), COB/BISD, Community Development Advisory Committee (CDAC), BTU, Research Valley Partnership (RVP), 911 Board (Brazos County Emergency Communications District), Salvation Army Board, Library Board, and Parks Board.
- Presented to Bush School faculty and students, Leadership Brazos Local Government Day, Jr. Leadership Brazos Local Government Day, Arts Council Board.
- Investigated issues shared by Council members and informed City Council of those concerns.
- Implemented plans for strategic initiatives as outlined in the strategic plan.
- Heard personnel and claims appeals and rendered decisions.
- The City Council's Strategic Plan was updated, including amendments to Strategic Initiatives

Fiscal Year 2015 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.
- Consider a citizen survey to gauge public opinion on city services and programs.
- Continue to present to professional groups and educate the public on local government and current issues.
- Continue to assist with economic development initiatives.
- Attend all City Council meetings.
- Respond to citizen concerns within 24 hours.
- Present a balanced fiscal year 2016 proposed budget.

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 863,709	\$ 1,225,938	\$ 1,225,938	\$ 1,207,223	\$ 847,331	\$ (378,607)	-30.9%
Supplies	12,940	16,750	16,750	16,200	17,229	479	2.9%
Maintenance & Services	123,156	219,316	219,316	185,025	186,121	(33,195)	-15.1%
Miscellaneous/Admin Reimb	102,826	78,940	78,940	79,040	153,200	74,260	94.1%
Total Expenses	\$ 1,102,631	\$ 1,540,944	\$ 1,540,944	\$ 1,487,488	\$ 1,203,881	\$ (337,063)	-21.9%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
City Manager	1	1	1	1	1
Deputy City Manager	2	2	2	2	2
Special Projects Manager*	-	1	1	1	-
Economic Development Director*	-	1	1	1	-
Director of Strategic Projects*	-	1	1	1	-
Office Coordinator	-	-	-	-	1
Executive Services Assistant	2	2	2	2	1
Total	5	8	8	8	5

*positions moved to separate depts. for FY15

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 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	20	52
# of Management Team Retreats	1	1	1	1	1
# of weekly City Manager's Reports to Council	52	52	52	52	52
# of meetings with COCS/Brazos County	12	12	12	12	12
# of meetings with BISD	12	12	12	12	12
# of meetings with Chamber of Commerce/RVP	24	24	24	24	24
# of Community Meetings	6	6	6	6	6
# of Council Retreats	1	1	1	0	1
# of Council Candidate Orientations held	1	1	1	1	1
# of New Council Member Orientations	1	1	1	1	1

Business and Development Liaison and Special Projects

Mission Statement

The mission of the Business and Development Liaison is economic development and to act as a liaison between the development and building community by solving issues, interpreting regulations/codes, and improving the City's image and relations with the building/development community as well as working independently on special projects/assignments.

Strategic Initiatives

- Pursue and promote economic development in the City of Bryan to new and existing businesses, developers and builders, architectural and engineering firms, builders, and property owners.
- Build relationships and solve issues between the City and the development and building communities. Act as troubleshooter for issues between city departments - planning/development, engineering, code enforcement, fire marshal's office – and the development and building community.
- Provide professional and technical advice and support to Municipal Boards and Commissions regarding the overall growth and development of the city, including economic growth-related activities.
- Pursue active involvement in the Bryan College Station home builders, apartments, restaurants associations.
- Represents the City at various meetings including, professional association meetings, and other meetings as necessary and responds to inquiries regarding the incumbent's area of responsibility.
- Serve as primary contact and advocate for the development and building communities. Provide developers a point of contact or liaison.

Fiscal Year 2014 Accomplishments

- Prepared detailed information on economic development in the Texas Triangle Park and presented to the City Council, Bryan Commerce and Development (BCD), and the Bryan-Brazos County Economic Development Foundation (BBCEDF) for direction and/or final action.
- Developed a builder incentive program with the help of local builders and developers to increase the number of single family homes in a target range and active in the Bryan College Station Home Builders Association and to promote Bryan.
- Served as a liaison between the BBCEDF, City of Bryan, Brazos County, and Axis Pipe and Tube, Inc. in the purchase of the 183 and 100 acres in the Texas Triangle Park and promoted the City of Bryan to new industry.
- Represented the City of Bryan's interest at the Research Valley Partnership Board Meetings, Bryan Business Council, Bryan Commerce and Development, Texas Aggies Go-To-War committee, City of Bryan, and Bryan Independent School Board (BISD) joint meetings.
- Served on the BISD Long Range Planning Committee and attended school board public meetings.
- Worked with the Bryan-College Station Chamber of Commerce staff and local business leaders on various projects.
- Sponsored a resolution through the City Council establishing a standard mineral lease agreement for property where the City of Bryan owns the mineral rights and acted as the liaison to oil companies on leasing city owned mineral rights.
- Active in the Bryan Noon's Lion's Club and elected as the Membership Director for 2014-2015.

Fiscal Year 2015 Goals and Objectives

- Actively promote the City of Bryan to area realtors and restaurants and continue to promote through the Bryan-College Station Home Builders Association and Chamber of Commerce.
- Continue to promote economic development in the City of Bryan to new and existing industry and work through the Bryan-Brazos County Economic Development Corporation (BBCEDF), Bryan Commerce and Development, the Bryan Business Council, and the Research Valley Partnership, and the Bryan-College Station Chamber of Commerce, Texas Aggies Go-To-War committee, City of Bryan, and Bryan Independent School Board (BISD) joint meetings.
- Continue to prepare detailed information on economic development in the Texas Triangle Park and present to the City Council, Bryan Commerce and Development (BCD), and the Bryan-Brazos County Economic Development Foundation (BBCEDF) for direction and/or final action.
- Continue to serve as a liaison between the City of Bryan and Brazos County with regards to the sale of property in the Texas Triangle Park to new industry/business.
- Continue to represent the City of Bryan interest at the Research Valley Partnership Board Meetings, Bryan Business Council, Bryan Commerce and Development, Texas Aggies Go-To-War committee, City of Bryan and Bryan Independent School Board (BISD) joint meetings.

Business and Development Liaison and Special Projects

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ -	\$ -	\$ -	\$ -	\$ 132,382	\$ 132,382	N/A
Supplies	-	-	-	-	650	650	N/A
Maintenance & Services	-	-	-	-	4,275	4,275	N/A
Miscellaneous/Admin Reimb	-	-	-	-	1,290	1,290	N/A
Total Expenses	\$ -	\$ -	\$ -	\$ -	\$ 138,597	\$ 138,597	N/A

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Special Projects Manager	-	-	-	-	1
Total	-	-	-	-	1

Position moved out of Executive for FY15

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Meetings:					
Bryan Business Council	N/A	12	12	12	12
Planning and Zoning Commission	N/A	6	6	6	6
Bryan City Council Workshop and Regular Sessions	N/A	20	20	20	20
Planning and Zoning Commission	N/A	20	20	20	20
Research Valley Partnership	N/A	6	6	10	10
Bryan Brazos County Economic Development Foundation	N/A	10	10	10	10
Joint City of Bryan and Bryan Independent School District	N/A	10	10	10	10
Bryan College Station Home Builders Association Luncheons	N/A	10	10	10	10
Development Issues Positively Resolved	N/A	90%	90%	90%	90%

Economic Development

Mission Statement

Economic Development Services is dedicated to helping create opportunities for economic development through desirable business growth, expansion, retention and attraction by working as a partner in the community to develop a climate conducive in maintaining a high quality of life in Bryan, Texas.

Strategic Initiatives

- Encourage economic development opportunities in partnership with Texas A&M University, Blinn Jr. College, Brazos County, Bryan Business Council, Bryan Brazos County Economic Development Foundation, Research Valley Partnership, and St. Joseph Hospital.
- Promote the development of the Biomedical Corridor.
- Promote development in downtown Bryan.
- Assist in the creation of new jobs.
- Aid in the expansion of current business.
- Assist in the improvement of the City's gateways.
- Assist the City to increase property values.
- Encourage residential development.
- Explore opportunities to assist Texas Avenue property owners to market their property for lease or sell.
- Encourage economic development opportunities within the Bryan Business Park.
- Encourage economic development opportunities at Coulter Airfield.

Fiscal Year 2014 Accomplishments

- Assisted Bryan-Brazos County Economic Development Foundation in the development of Axis Pipe and Tube, Inc. in the Texas Triangle Park.
- Assisted in the development of the Rudder's Landing Development.
- Assisted in preparing multiple Chapter 380 agreements to attract new business.
- Assisted in preparing Chapter 380 agreements to aid in the expansion of existing businesses.
- Assisted in preparing a Chapter 380 Program to encourage new home construction with a minimum of 2,200 square feet.
- Serve as the liaison between the City of Bryan and the Bryan Business Council.
- Maintained membership in the Home Builders Association.
- Assisted in attracting new businesses to the Bryan Business Park.
- Invited to speak on economic development opportunities at Coulter Airfield at the 2014 Texas Aviation Conference.
- Held multiple events at Coulter Airfield.

Fiscal Year 2015 Goals and Objectives

- Continue to encourage economic development opportunities in partnership with Texas A&M University, Blinn Jr. College, Brazos County, Bryan Business Council, Bryan Brazos County Economic Development Foundation, Research Valley Partnership, and St. Joseph Hospital.
- Continue to promote the development of the Biomedical Corridor.
- Continue to promote development in downtown Bryan.
- Continue to assist in the creation of new jobs.
- Continue to aid in the expansion of current business.
- Continue to assist in the improvement of the City's gateways.
- Continue to assist in increasing property values in the City.
- Continue to encourage residential development.
- Continue to explore opportunities to assist Texas Avenue property owners to market their property for lease or sell.
- Continue to encourage economic development opportunities within the Bryan Business Park.
- Continue to encourage economic development opportunities at Coulter Airfield.

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ -	\$ -	\$ -	\$ -	\$ 280,789	\$ 280,789	N/A
Supplies	-	-	-	-	1,550	1,550	N/A
Maintenance & Services	-	-	-	-	12,200	12,200	N/A
Miscellaneous/Admin Reimb	-	-	-	-	1,650	1,650	N/A
Total Expenses	\$ -	\$ -	\$ -	\$ -	\$ 296,189	\$ 296,189	N/A

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Development Services Director	-	-	-	-	1
Director of Strategic Projects	-	-	-	-	1
Total	-	-	-	-	2

*Positions moved out of Executive for FY15

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Meetings:					
Bryan Business Council	N/A	10	10	10	10
Planning and Zoning Commission	N/A	6	6	6	6
Bryan City Council Workshop and Regular Sessions	N/A	20	20	20	20
Research Valley Partnership	N/A	6	6	10	10
Bryan Brazos County Economic Development Foundation	N/A	10	10	10	10
Bryan Independent School District	N/A	10	10	10	10
Bryan College Station Home Builders Association Luncheon	N/A	10	10	10	10
TIRZ Board Meetings	N/A	7	7	7	7
Convention and Visitors Bureau Meetings	N/A	6	6	6	12
Health and Wellness District (% of completion)	N/A	35%	35%	35%	100%

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 2014 Accomplishments

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

Fiscal Year 2015 Goals and Objectives

- Receive Fraud Hotline reports, investigate and report results to Audit Committee.
- Perform Special Assignments per Council guidance.
- Perform the Audit Committee approved Audit Plan for 2015.

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 138,485	\$ 140,494	\$ 140,494	\$ 143,015	\$ 147,066	\$ 6,572	4.7%
Supplies	438	563	563	451	670	107	19.0%
Maintenance & Services	1,249	2,625	2,625	1,909	2,791	166	6.3%
Miscellaneous/Admin Reimb	1,006	1,500	1,500	1,050	1,500	-	0.0%
Total Expenses	\$ 141,178	\$ 145,182	\$ 145,182	\$ 146,425	\$ 152,027	\$ 6,845	4.7%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Internal Auditor	1	1	1	1	1
Total	1	1	1	1	1

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
# of Audit Committee Meetings	5	5	5	4	5
# of Audit Reports and Memos	5	5	5	4	5

City Secretary

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2014 Accomplishments

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

Fiscal Year 2015 Goals and Objectives

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

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 418,733	\$ 423,461	\$ 423,461	\$ 454,525	\$ 455,671	\$ 32,210	7.6%
Supplies	20,573	30,694	30,694	22,944	34,408	3,714	12.1%
Maintenance & Services	17,733	26,210	26,210	23,490	26,356	146	0.6%
Miscellaneous/Admin Reimb	50,969	113,521	113,521	63,700	149,621	36,100	31.8%
Total Expenses	\$ 508,008	\$ 593,886	\$ 593,886	\$ 564,659	\$ 666,056	\$ 72,170	12.2%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
City Secretary	1	1	1	1	1
Assistant City Secretary	1	1	1	1	1
Council Services Assistant	1	1	1	1	1
Records Management Coordinator	1	1	1	1	1
Vital Statistics Technician	1	1	1	1	1
Citizen Information/Service Clerk	1	1	1	1	1
Total	6	6	6	6	6

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Successful elections	2	1	1	2	2
# of submissions to the Dept. of Justice	1	1	1	-	-
# of departments using Laserfiche	30	30	30	30	30
# of paper copies provided for open records	15,000	15,000	15,000	15,000	15,000
# of records converted to electronic format	600,000	800,000	800,000	800,000	800,000
# of departmental records audits performed	2	2	2	2	2
# of timely agendas and minutes prepared	120	120	120	120	120
# of Texas Open Meetings Act (TOMA) training	3	3	3	3	3
# of candidate orientations conducted	1	1	1	1	1
# of new councilmember orientations conducted	1	1	1	1	1
# of legislative bills tracked	1,500	1,000	1,000	200	200
# of volunteer hours logged	5,000	5,000	5,000	6,000	6,500
Total value of donations from volunteers	\$ 93,850	\$ 93,850	\$ 93,850	\$ 125,000	\$ 150,000
# of certified birth records processed	4,000	4,000	4,000	4,000	4,000
# of death records processed	2,000	2,000	2,000	2,000	2,000

City Council Services

Vision Statement

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

Mission Statement

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

Strategic Initiatives (revised as of April 23, 2013)

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

Fiscal Year 2014 Accomplishments

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

Fiscal Year 2015 Goals and Objectives

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

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 66	\$ 68	\$ 68	\$ 68	\$ 68	\$ -	0.0%
Supplies	2,553	5,000	5,000	3,050	12,850	7,850	157.0%
Maintenance & Services	138,793	147,022	147,022	144,672	146,999	(23)	0.0%
Miscellaneous/Admin Reimb	74,673	84,490	84,490	78,890	76,690	(7,800)	-9.2%
Total Expenses	\$ 216,085	\$ 236,580	\$ 236,580	\$ 226,680	\$ 236,607	\$ 27	0.0%

Budgeted Personnel

FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
N/A	N/A	N/A	N/A	N/A

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
# of Strategic Initiatives	6	5	5	6	5
# of Strategic Planning Sessions	2	2	2	2	2
# of Bryan Commerce & Development Agendas & Minutes Prepared	36	36	36	36	36
% of Conferences, Special Receptions or Events Attended	100%	100%	100%	100%	100%
Board/Committee/Commission Applications Rec'd.	150	150	150	150	150
Board/Committee/Commission Appointments	97	97	97	97	97
# of Proclamations Prepared	130	130	130	130	130

Communications & Marketing

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2014 Accomplishments

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

Fiscal Year 2015 Goals and Objectives

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

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 248,179	\$ 411,124	\$ 411,124	\$ 296,419	\$ 327,188	\$ (83,936)	-20.4%
Supplies	4,685	15,200	15,200	12,900	17,500	2,300	15.1%
Maintenance & Services	5,681	12,034	12,034	13,899	11,260	(774)	-6.4%
Miscellaneous/Admin Reimb	45,748	100,500	101,092	75,600	100,750	(342)	-0.3%
Capital Outlay	-	-	-	-	65,000	65,000	100.0%
Total Expenses	\$ 304,293	\$ 538,858	\$ 539,450	\$ 398,818	\$ 521,698	\$ (17,752)	-3.3%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Communications/Marketing Manager	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	4

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
# of press releases issued	400	400	400	400	400
# of public service announcements	50	50	50	50	50
# of Bryan Living and Learning segments	25	25	25	25	25
# of media contacts in a centralized list	400	400	400	400	400
% complete (website redesign)	20%	20%	20%	20%	20%
% complete (creation of brand guide document and implementation of document)	50%	50%	50%	50%	50%

Neighborhood & Youth Services

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2014 Accomplishments

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

Fiscal Year 2015 Goals & Objectives

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

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 105,977	\$ 123,647	\$ 123,647	\$ -	\$ -	\$ (123,647)	-100.0%
Supplies	17	2,125	2,125	-	2,125	-	0.0%
Maintenance & Services	602	5,513	5,513	3,003	5,682	169	3.1%
Miscellaneous/Admin Reimb	15,836	43,790	43,790	25,700	43,790	-	0.0%
Total Expenses	\$ 122,432	\$ 175,075	\$ 175,075	\$ 28,703	\$ 51,597	\$ (123,478)	-70.5%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Neighborhood Youth Services Manager	1	1	1	-	-
Total	1	1	1	-	-

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
# of youth receiving new adult mentors	100	115	115	0	0
# of BISD students involved in internships & job shadowing	80	90	90	0	0
# of Poverty Reduction Peer Network Conference Calls	4	6	6	0	0
# of neighborhood associations registered	45	48	48	49	49
# of neighborhood associations utilizing matching grant funds	0	3	3	1	3
# of neighborhood associations utilizing YNAPP matching grant	0	2	2	1	3
# of City Wide Neighborhood Forums held	1	1	1	1	1
% increase in low income families that are part of "Bank On It"	10%	20%	20%	20%	20%
Increase in # of families involved in financial literacy education	50	50	50	50	5
Development of the Youth Advisory Commission	N/A	12	12	12	12
# of youth at risk events supported	N/A	10	10	10	10

Legal Services

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2014 Accomplishments

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

Fiscal Year 2015 Goals and Objectives

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

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 509,419	\$ 648,388	\$ 648,388	\$ 550,828	\$ 666,395	\$ 18,007	2.8%
Supplies	8,202	4,568	4,568	11,213	7,339	2,771	60.7%
Maintenance & Services	56,784	27,384	41,636	71,884	27,731	(13,905)	-33.4%
Miscellaneous/Admin Reimb	17,324	23,175	23,175	25,280	23,175	-	0.0%
Total Expenses	\$ 591,729	\$ 703,515	\$ 717,767	\$ 659,205	\$ 724,640	\$ 6,873	1.0%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 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

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
% of customers rated services as good	90%	90%	90%	90%	90%
Median response time to Council requests (days)	0.50	0.50	0.50	0.50	0.50
% of tasks meeting agreed deadlines	85%	85%	85%	85%	85%

CITY OF BRYAN, TEXAS
Payments to Other Agencies
Fiscal Year 2015

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
<u>Payments Agency Contributions</u>							
BVWACS	\$ 184,921	\$ 140,568	\$ 140,568	\$ 140,568	\$ 132,479	\$ (8,089)	-6%
Downtown Bryan Association	15,000	45,000	45,000	45,000	45,000	-	0%
Downtown Bryan Association - Queen Theater	10,000	-	25,791	25,791	-	(25,791)	-100%
Downtown Improvement Program	17,830	-	-	-	-	-	0%
BVC Net	13,000	13,000	13,000	13,000	13,000	-	0%
Easterwood Airport	65,400	58,768	58,768	58,768	65,000	6,232	11%
Brazos County 911 District	1,381,763	1,456,959	1,456,959	1,456,959	1,528,981	72,022	5%
Brazos County Health Department	326,500	326,500	326,500	326,500	326,500	-	0%
Brazos County (Prisoner Support)	77,265	106,000	106,000	106,000	106,000	-	0%
Broski Homes	40,000	-	-	-	-	-	0%
Brazos County Appraisal District	228,558	249,525	249,525	245,521	251,484	1,959	1%
Brazos Senior	7,500	7,500	7,500	7,500	15,000	7,500	100%
Total Partner Agency Contributions	2,367,737	2,403,820	2,429,611	2,425,607	2,483,444	79,624	3%
<u>Economic Development Contributions</u>							
Research Valley Partnership	350,000	350,000	350,000	350,000	350,000	-	0%
Economic Development Foundation	152,580	163,911	163,911	163,911	163,911	-	0%
US Tel-Tec	-	125,000	125,000	125,000	-	(125,000)	-100%
Texas Institute for Preclinical Studies	84,000	84,000	84,000	84,000	-	(84,000)	-100%
Total Economic Development	586,580	722,911	722,911	722,911	513,911	(209,000)	-29%
<u>Other Non Departmental</u>							
Contractual Obligations	355,130	-	-	-	300,000	300,000	100%
Other	448,488	34,428	34,428	61,350	66,216	31,788	92%
Transfer to Debt Service (TIRZ 8)	195,756	195,932	195,932	195,932	195,743	(189)	0%
Transfer to Other Funds	802,169	319,935	319,935	319,935	699,617	379,682	119%
Total Other Non Departmental	1,801,543	550,295	550,295	577,217	1,261,576	711,281	129%
Sub-Total Expenses	4,755,860	3,677,026	3,702,817	3,725,735	4,258,931	556,114	15%
<u>Non Operating</u>							
Economic Development	3,790,562	1,100,000	1,100,000	-	1,000,000	(100,000)	-9%
Transfer to Oil & Gas Fund	-	-	-	-	1,013,700	1,013,700	100%
Total Non Operating	3,790,562	1,100,000	1,100,000	-	2,013,700	913,700	83%
Total	\$ 8,546,422	\$ 4,777,026	\$ 4,802,817	\$ 3,725,735	\$ 6,272,631	\$ 1,469,814	31%

DEBT SERVICE FUND OVERVIEW

FUND DESCRIPTION

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

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

FUND NARRATIVE

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

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

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

FISCAL YEAR 2015

The total adopted tax rate for FY2015 is \$0.62999/\$100 assessed valuation. This total tax rate is well below the City Charter limit of \$1.50/\$100 assessed valuation. Of this total tax rate, \$0.187332 is devoted to debt service. The debt rate will generate an estimated \$7,562,478 in property tax revenue in the Debt Service Fund. This will be sufficient to fund 72% of the total debt service payments for fiscal year 2015. The remaining amount will be serviced through other sources of revenue which include interest income of \$26,783. Budgeted reimbursements totaling \$650,436 are for debt service requirements related to the BVSWMMA and Brazos County Expo Center. Transfers in from other funds of \$2,335,606 are for the payment of debt service obligations of the paying fund.

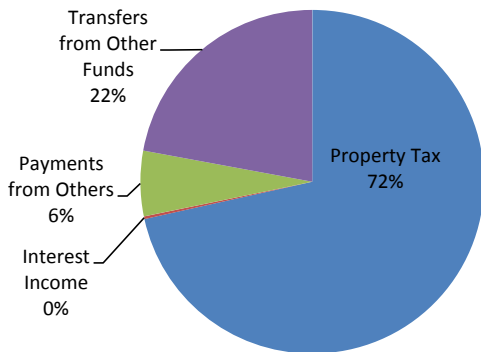
Total Debt Service Fund budgeted expenditures for FY2015 are \$10,514,760. This amount includes principal and interest payments of \$10,509,160 for outstanding and planned debt issuance. Other expenditures include handling charges and fees due on outstanding issues, totaling \$5,600.

The anticipated year end fund balance for the Debt Service Fund will be \$1,746,887. This fund balance is above the targeted one-month reserve of \$876,230.

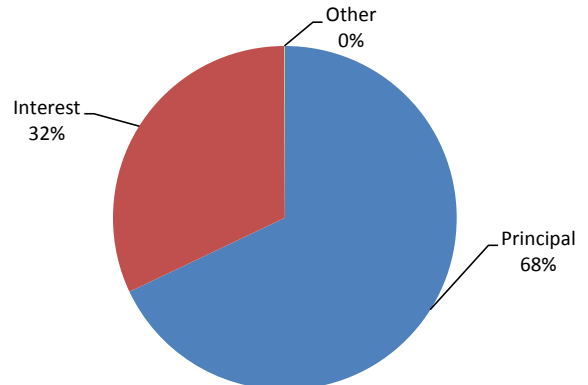
CITY OF BRYAN, TEXAS
Debt Service Fund Summary
Fiscal Year 2015

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
<u>Revenues</u>							
Property Tax	\$ 7,215,022	\$ 7,484,416	\$ 7,484,416	\$ 7,484,416	\$ 7,562,478	\$ 78,062	1.0%
Interest Income	17,286	35,000	35,000	20,000	26,783	(8,217)	-23.5%
Brazos County Payment	255,105	252,105	252,105	210,156	253,905	1,800	0.7%
BVSWMA	189,331	400,131	400,131	400,131	396,531	(3,600)	-0.9%
Subtotal Revenues	7,676,744	8,171,652	8,171,652	8,114,704	8,239,697	68,045	0.8%
Transfers In	2,545,911	2,563,716	2,563,716	2,598,501	2,335,606	(228,110)	-8.9%
Total Revenues and Transfers in	10,222,655	10,735,368	10,735,368	10,713,205	10,575,303	(160,065)	-1.5%
<u>Expenditures</u>							
Principal	6,212,739	6,779,423	6,779,423	6,714,454	7,141,927	362,504	5.3%
Interest	4,084,479	4,019,841	4,019,841	3,496,672	3,367,233	(652,608)	-16.2%
Debt Expense	4,623	5,600	5,600	5,600	5,600	-	0.0%
Discount on Bond Sale	(10,356)	-	-	-	-	-	0.0%
Total Expenditures	10,291,485	10,804,864	10,804,864	10,216,725	10,514,760	(290,104)	-2.7%
 Net Increase/(Decrease)	 \$ (68,830)	 \$ (69,496)	 \$ (69,496)	 \$ 496,480	 \$ 60,543		
Beginning Fund Balance	5,945,264	1,131,018	1,189,864	1,189,864	1,686,344		
Notes Receivable for BVSWMA	(4,585,000)						
Assigned Fund Balance	(101,570)						
Ending Fund Balance	\$ 1,189,864	\$ 1,061,522	\$ 1,120,368	\$ 1,686,344	\$ 1,746,887		
 Reserve Requirement : (No more than 1/12 of total expenditures)	 857,624	 900,405	 900,405	 851,394	 876,230		

Debt Service Fund - Sources



Debt Service Fund - Uses



CITY OF BRYAN, TEXAS
Debt Service Requirements
Fiscal Year 2015

	FY2013	FY2014	FY2014	FY2014	FY2015	\$Chng/FY14	% Chng
	Actual	Adopted	Amended	Projected	Adopted	Amended	/ FY14
Principal							
2001 Certificates of Obligation	\$ 22,739	\$ 31,835	\$ 31,835	\$ -	\$ -	\$ (31,835)	N/A
2003 Certificates of Obligation	445,000	470,000	470,000	-	-	(470,000)	N/A
2004 Certificates of Obligation	730,000	755,000	755,000	755,000	-	(755,000)	N/A
2005 Certificates of Obligation	710,000	740,000	740,000	740,000	-	(740,000)	N/A
2005 General Obligation Refunding Bonds	1,270,000	1,335,000	1,335,000	1,335,000	1,400,000	65,000	95.4%
2007 Certificates of Obligation	615,000	645,000	645,000	645,000	670,000	25,000	96.3%
2008 Certificates of Obligation	410,000	425,000	425,000	425,000	445,000	20,000	95.5%
2009 Certificates of Obligation	445,000	465,000	465,000	465,000	320,000	(145,000)	145.3%
2010 Certificates of Obligation	615,000	625,000	625,000	625,000	650,000	25,000	96.2%
2010 General Obligation Refunding Bonds	950,000	975,000	975,000	975,000	990,000	15,000	98.5%
2013 General Obligation Refunding Bonds	-	(125,000)	(125,000)	625,871	1,858,295	1,983,295	-6.7%
2014 Certificates of Obligation	-	437,588	437,588	123,583	808,631	371,043	54.1%
Total Principal	\$ 6,212,739	\$ 6,779,423	\$ 6,779,423	\$ 6,714,454	\$ 7,141,927	\$ 362,504	94.9%
Interest							
2001 Certificates of Obligation	\$ 14,905	\$ 15,231	\$ 15,231	\$ -	\$ -	\$ (15,231)	N/A
2003 Certificates of Obligation	305,490	305,490	305,490	-	-	(305,490)	N/A
2004 Certificates of Obligation	455,520	426,320	426,320	30,200	-	(426,320)	N/A
2005 Certificates of Obligation	572,978	544,578	544,578	327,586	-	(544,578)	N/A
2005 General Obligation Refunding Bonds	780,925	717,425	717,425	717,425	650,675	(66,750)	110.3%
2007 Certificates of Obligation	433,175	408,575	408,575	408,575	382,775	(25,800)	106.7%
2008 Certificates of Obligation	410,321	389,821	389,821	389,821	368,571	(21,250)	105.8%
2009 Certificates of Obligation	303,910	290,560	290,560	290,560	276,610	(13,950)	105.0%
2010 Certificates of Obligation	491,381	479,081	479,081	479,081	454,080	(25,001)	105.5%
2010 General Obligation Refunding Bonds	311,250	292,250	292,250	292,250	272,750	(19,500)	107.1%
2013 General Obligation Refunding Bonds	-	(37,241)	(37,241)	536,050	532,618	569,859	-7.0%
2014 Certificates of Obligation	-	187,751	187,751	25,123	429,154	241,403	43.7%
Total Interest	\$ 4,079,855	\$ 4,019,841	\$ 4,019,841	\$ 3,496,672	\$ 3,367,233	\$ (652,608)	119.4%
Paying Agent Fee & Bond Sale Discount	\$ (1,109)	\$ 5,600	\$ 5,600	\$ 5,600	\$ 5,600	\$ -	0.0%
Debt Service Fund Total Expenditures	\$ 10,291,485	\$ 10,804,864	\$ 10,804,864	\$ 10,216,725	\$ 10,514,760	\$ (290,104)	102.8%



This page left blank intentionally.

ENTERPRISE FUNDS OVERVIEW

FUND DESCRIPTION

The City's Enterprise Funds include the following:

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

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

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

WATER FUND

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

Anticipated operating revenues are \$12,422,900, which no increase is expected from the FY2014 budget. Total revenues for FY2015 are expected to be \$12,831,181. Non-operating revenue sources include interest income of \$25,000, water tap fees of \$85,000, a reimbursed expense of \$246,215 from the BBCEDF for the Next Generation Rail, and other income of \$52,066.

Anticipated total operating expenses are \$6,891,822, which is an increase of \$45,286 (.7%) from the FY2014 budget of \$6,846,536.

Water Services outsourced the water meter reading January 2012. Currently Water Services has 23,680 residential and commercial meters. The Automated Metering Infrastructure (AMI) is a 4 year phase in project set to be completed in FY2015. Currently 55% of the meters are on the AMI system. As meters age, they tend to read water usage "slow", meaning water usage is under-billed. It is expected that as these meters are replaced metered water consumption will continue to increase and the increased water usage will precipitate increased wastewater revenues since sewer charges are based on water consumption.

Non-operating expenses in FY2015 are anticipated to be \$7,266,083, a decrease of \$1,788,243 from the FY2014 amended budget.

Annual capital is \$2,449,000. Right-of-Way payments are expected to be \$621,145. Debt service payments for the Water Fund total \$4,140,938. Other expenses for the water fund total \$55,000.

The current reserve requirement (60 days of operating expenses) is \$1,132,902. The ending operating funds are projected at \$2,430,937.

WASTEWATER FUND

Operating revenues for FY2015 are anticipated to be \$12,324,100. Total revenues for FY2015 are expected to be \$12,496,100, with \$172,000 of income attributed to non-operating sources. Non-operating income is expected to decrease by \$52,129 below the FY2014 budget; from \$224,129 to \$172,000.

Operating expenses are expected to be \$6,812,256 in FY2015. This is a decrease of \$317,989 over the FY2014 amended budget amount of \$7,130,245. Non-operating expenses are expected to have a net increase of \$3,280,419

from the FY2014 budget. This increase is due primarily to spending related to capital projects planned for the upcoming fiscal year. Debt service payments will also increase by \$169,189.

Debt service payments and expenses total \$3,613,907 in FY2015 for General Obligation and Revenue Bond debt service, compared to \$3,446,841 in FY2014.

The operating reserve requirement (60 days of operating expenses) is \$1,119,823. The ending operating funds are projected at \$2,938,011.

SOLID WASTE FUND

Operating income is anticipated to be \$7,640,321 which is higher than the FY2014 budget amount of \$7,540,250 by \$100,071. Operating income consists of residential and commercial refuse, tipping fees, compost fees, recycling, administrative reimbursements, penalties, license & permit fees and miscellaneous operating income.

Non-operating income includes interest of \$19,000 and administrative reimbursements of \$97,843.

Total operating expenses of the Solid Waste Fund for FY2015 are \$5,232,897, which is an increase of \$126,311 over the FY2014 budget.

Non-operating expenses will increase \$67,168 to \$2,425,044 compared to the FY2014 budget amount of \$2,357,876.

Annual Capital will increase to \$975,366. This is an increase of \$220,666 compared to FY2014.

BRYAN TEXAS UTILITIES (BTU)

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

BTU-CITY

The City Electric Division encompasses the following services provided to customers within the city limits of Bryan: Production, Transmission, Distribution, Administration, Customer Service, Energy Accounts and QSE (Qualified Scheduling Entity) Services. Overall revenues for the BTU-City service are projected to be \$196,525,538 in FY2015. This is an increase over the FY2014 budget due to fuel pass through and regulatory charges. Operating revenue is derived from operations, miscellaneous revenue, and investment earnings.

Total operating expenses for BTU-City for FY2015 are projected to be \$152,872,421. BTU-City non-operating expenditures will increase by \$750,475 to \$42,562,064 for the FY2015 budget. Debt service payments are budgeted to increase by \$806,212. Capital improvements funded from working capital are primarily associated with improvements in distribution and system growth. Annual Capital decreased by \$1,472,633. The ending FY2015 unrestricted cash balance is estimated at \$42,838,102.

BTU-RURAL

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

Overall revenues for FY2015 are projected to be \$39,943,152. This is \$6,431,840 higher than the FY2014 budget of \$33,511,312 due to higher kwh sales levels. Operating revenue is derived from operations, miscellaneous revenue, and investment earnings.

Total operating expenses for FY2015 are projected to be \$34,515,419. This is a \$2,749,203 increase from the FY2014 budget of \$31,766,216. The increased cost of power purchased from BTU-City/QSE comprises the majority of the change.

BTU-Rural non-operating expenditures of \$4,543,396 are budgeted for annual capital and for debt service.

Capital expenses for FY2015 are \$3,338,737. The ending FY2015 unrestricted cash balance is estimated at \$6,740,954 at year end.

AIRPORT FUND

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

FY2015 operating revenues are projected to be \$605,880. The primary sources of revenues are hanger rentals and fuel revenues. Non-operating revenues total \$169,936 and include grants, interest income, miscellaneous revenues from resale items and a transfer of \$110,000 from the General Fund.

Operating expenses for FY2015 are budgeted at \$607,569, a \$95,376 decrease over the FY2014 budget, which is due to lower projected fuel costs. Operating expenses are comprised of maintenance and other services and charges.

Non-operating expenses are projected to be 184,155.

BRYAN COMMERCE AND DEVELOPMENT (BCD)

Bryan Commerce and Development (BCD) was created in 2000 to aid the City with economic development activities. The creation and use of BCD was essential since the Texas Local Government Code (LGC) limits the power and activities of local governments in respect to non-traditional government activities, specifically regarding the disposition of property. Major economic development activities of BCD have included a partnership in the formation of Traditions and the sale of the LaSalle Hotel in Downtown Bryan. Current economic development activities include the redevelopment of the historic Ice House, the development of Downtown North, and the continued participation in the area in and around Traditions, including the new Atlas master-planned community.

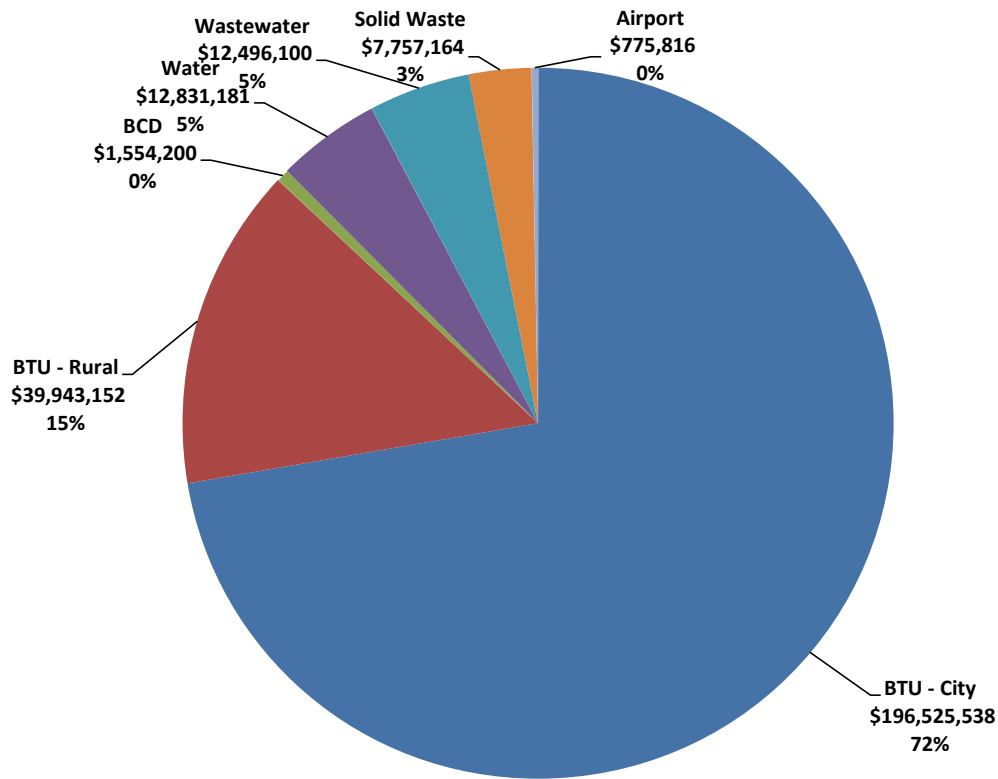
FY2015 adopted revenues are \$1,500,000 from the sale of Tradition properties. Other revenue includes \$4,200 in rental income and a \$50,000 transfer from the General Fund. Total adopted revenue for FY15 is \$1,554,200.

Fiscal Year 2015 BCD expenditures include allocated costs for services provided to BCD of \$36,374 and a liability insurance premium of \$2,810. A transfer to the City's General Fund of \$1,500,000 from the Tradition property sales is projected. Total expenses are expected to be \$1,539,184.

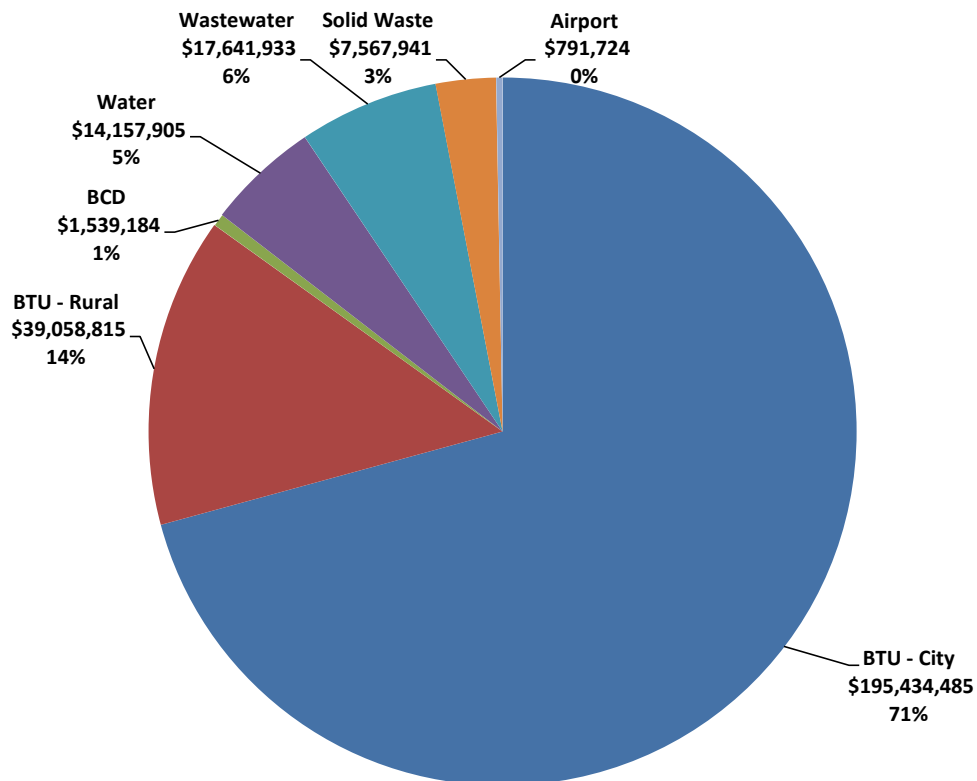


This page left blank intentionally.

Enterprise Funds Fiscal Year 2015 Revenues



Enterprise Funds Fiscal Year 2015 Expenses

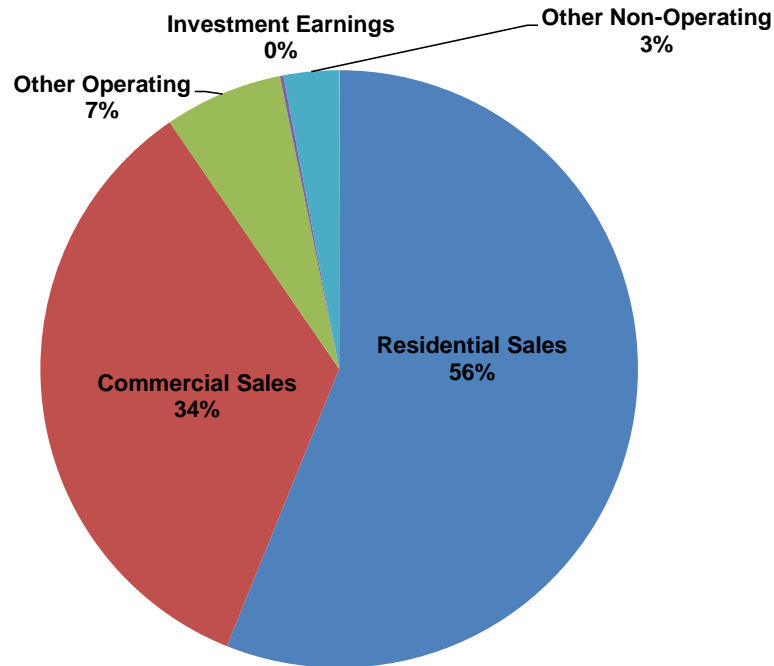


CITY OF BRYAN, TEXAS
Water Fund Summary
Fiscal Year 2015

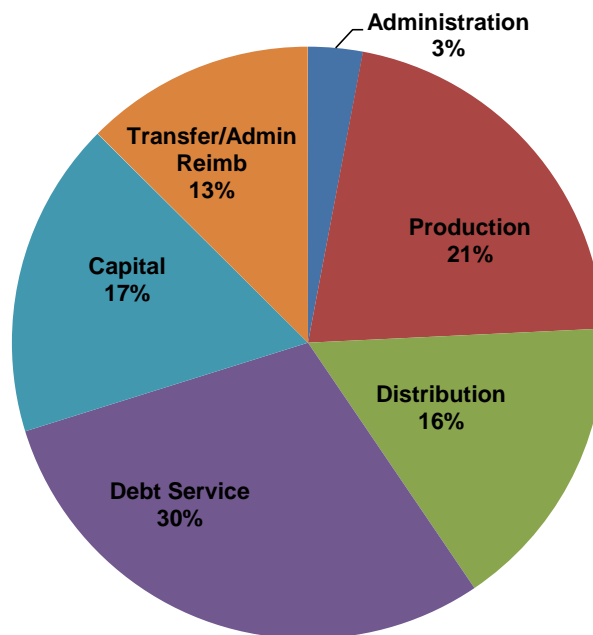
	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
<u>Revenues</u>							
Operating Revenues:							
Water Sales	\$ 12,588,296	\$ 12,282,900	\$ 12,282,900	\$ 12,335,100	\$ 12,282,900	\$ -	0.0%
Water Penalties	135,544	140,000	140,000	136,000	140,000	-	0.0%
<i>Total Operating Revenues</i>	<u>12,723,840</u>	<u>12,422,900</u>	<u>12,422,900</u>	<u>12,471,100</u>	<u>12,422,900</u>	<u>-</u>	<u>0.0%</u>
Non-Operating Revenues:							
Interest Income	39,614	75,000	75,000	32,000	25,000	(50,000)	-66.7%
Water Tap Fees	157,680	85,000	85,000	85,000	85,000	-	0.0%
Oil & Gas Royalty	949	1,500	1,500	1,500	1,500	-	0.0%
Inventory markup	17,176	20,000	20,000	17,500	18,000	(2,000)	-10.0%
Miscellaneous non-operating income	96,558	-	-	82	-	-	N/A
Reimbursed Expense	-	-	-	554,025	246,215	246,215	N/A
Transfers In	421,282	23,261	23,261	13,956	32,566	9,305	40.0%
US Dept of Commerce	835,849	-	-	-	-	-	N/A
<i>Total Non-Operating Revenues</i>	<u>1,569,108</u>	<u>204,761</u>	<u>204,761</u>	<u>704,063</u>	<u>408,281</u>	<u>203,520</u>	<u>99.4%</u>
Total Revenues	<u>14,292,948</u>	<u>12,627,661</u>	<u>12,627,661</u>	<u>13,175,163</u>	<u>12,831,181</u>	<u>203,520</u>	<u>1.6%</u>
<u>Expenditures</u>							
Operating Expenses:							
Water Administration	404,915	441,411	444,460	413,207	422,132	(22,328)	-5.0%
Water Production	2,578,850	2,989,863	3,005,413	2,869,830	3,009,224	3,811	0.1%
Water Distribution	1,683,679	2,271,609	2,305,109	2,026,072	2,305,112	3	0.0%
General & Admin. Reimbursement	737,345	660,668	660,668	660,668	668,809	8,141	1.2%
Transfer to Other Funds	30,695	59,932	59,932	59,932	54,124	(5,808)	-9.7%
Transfer to BTU	364,238	370,954	370,954	370,954	432,421	61,467	16.6%
<i>Total Operating Expenses</i>	<u>5,799,722</u>	<u>6,794,437</u>	<u>6,846,536</u>	<u>6,400,663</u>	<u>6,891,822</u>	<u>45,286</u>	<u>0.7%</u>
Non-Operating Expenses:							
Annual Capital	5,792,827	3,188,000	4,512,651	4,444,359	2,449,000	(2,063,651)	-45.7%
Right of Way Payments	622,691	621,145	621,145	623,555	621,145	-	0.0%
Over/Short Inventory	(1,296)	-	-	-	-	-	N/A
Paying Agent Fee	1,854	10,231	10,231	10,231	15,000	4,769	46.6%
Miscellaneous Debt Expense	20,612	-	-	18,216	40,000	40,000	N/A
Debt Service: General Obligation Debt	667,679	669,364	669,364	944,411	634,910	(34,454)	-5.1%
Debt Service: Revenue Debt	3,189,096	3,240,935	3,240,935	3,057,310	3,506,028	265,093	8.2%
<i>Total Non-Operating Expenses</i>	<u>10,293,463</u>	<u>7,729,675</u>	<u>9,054,326</u>	<u>9,098,082</u>	<u>7,266,083</u>	<u>(1,788,243)</u>	<u>-19.8%</u>
Total Expenditures	<u>16,093,185</u>	<u>14,524,112</u>	<u>15,900,862</u>	<u>15,498,745</u>	<u>14,157,905</u>	<u>(1,742,957)</u>	<u>-11.0%</u>
 Net Increase/(Decrease)	 (1,800,237)	 (1,896,451)	 (3,273,201)	 (2,323,582)	 (1,326,724)		
 Beginning Operating Funds	 9,134,816	 4,736,927	 6,081,243	 6,081,243	 3,757,661		
 Ending Operating Funds	 <u>\$ 6,081,243</u>	 <u>\$ 2,840,476</u>	 <u>\$ 2,808,042</u>	 <u>\$ 3,757,661</u>	 <u>\$ 2,430,937</u>		
 Reserve Requirement :							
(Sixty days operating expenses)	\$ 953,379	\$ 1,116,894	\$ 1,125,458	\$ 1,052,164	\$ 1,132,902		

City of Bryan, Texas
Water Fund
Fiscal Year 2015

Water Fund - Sources



Water Fund - Uses



Water Fund

Mission Statement

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

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

Strategic Initiatives

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

Fiscal Year 2014 Accomplishments

- Replaced miscellaneous distribution lines.
- Continued proactive valve program.
- Continued Automated Meter Infrastructure (AMI) – Phase 3.
- Expanded database for CSI/BPAT.
- Completed construction of the Wickson Creek Pumped Interconnect.
- Completed construction of the 1 MG storage reservoir and piping.
- Wholesale contract with Wellborn Special Utility District.
- Improved fire flows in areas with flows below 1000 gpm.
- Enhanced water quality control measures.
- Installed strategically placed valves to improve distribution system operation.
- Image enhancement – coating of exposed infrastructure.
- Completed design, awarded bid, and began construction on Cooling Tower 4.
- Replaced pumps at Main Street Pump Station.
- Purchased and install backup transformer at the Main Street Pump Station.
- Designed pumped interconnect with Wellborn SUD.
- Extended 12" water line within the Texas Triangle Park.
- Completed CCN transfer with Wellborn SUD.

Fiscal Year 2015 Goals and Objectives

- Replace miscellaneous distribution lines.
- Install strategically placed valves to enhance distribution system operation.
- Replace valves identified as deficient during the valve exercise program.
- Flow test fire hydrants.
- Continue implementation of Automated Meter Infrastructure (AMI).
- Improve fire flows in areas with flows currently below 1000 gpm.
- Implement conservation rate structure.
- Implementation of emergency generators for the water production system.
- Manageable Backflow Prevention Program.
- Rehabilitate High Service Pump #7
- Adopt water utility extension ordinance.
- Evaluate mobile data terminals for replacement.
- Begin implementation of One Solution (Work Order Module).
- Finish construction of Cooling Tower 4.
- Construct Wellborn Interconnect.
- Identify location for new 2MG elevated storage site.

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 2,078,274	\$ 2,318,148	\$ 2,318,148	\$ 2,199,588	\$ 2,368,448	\$ 50,300	2.2%
Supplies	223,413	300,488	300,488	284,010	314,738	14,251	4.7%
Maintenance & Services	1,936,480	2,551,602	2,602,502	2,412,501	2,522,037	(80,465)	-3.1%
Miscellaneous/Admin Reimb	1,165,326	1,193,313	1,194,513	1,076,088	1,200,054	5,541	0.5%
Capital Outlay	5,792,827	3,188,000	4,512,651	4,444,359	2,449,000	(2,063,651)	-45.7%
Debt Service	3,879,241	3,920,530	3,920,530	4,030,168	4,195,938	275,408	7.0%
Transfers	1,017,624	1,052,031	1,052,031	1,052,031	1,107,690	55,659	5.3%
Total Expenses	\$ 16,093,185	\$ 14,524,112	\$ 15,900,862	\$ 15,498,745	\$ 14,157,905	\$(1,742,957)	-11.0%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Administration					
Director of Public Works	0.35	0.35	0.35	0.35	0.50
SUB-TOTAL	0.35	0.35	0.35	0.35	0.50
Production					
Production & Field Operations Manager	0.40	0.40	0.40	0.40	0.40
Public Works Support 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	15.40	15.40	15.40	15.40	15.40
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	0.50	0.50	0.50	0.50	0.50
Maintenance Supervisor	1	1	1	1	1
Maintenance Crew Leader	2	2	2	2	2
Maintenance Worker/Operator	11	11	11	11	11
Valve & Hydrant Crew Leader	1	1	1	1	1
WD Customer Service Technician	2	2	2	2	2
SUB-TOTAL	20.15	20.15	20.15	20.15	20.15
Total	35.90	35.90	35.90	35.90	36.05

Performance and Activity Measures

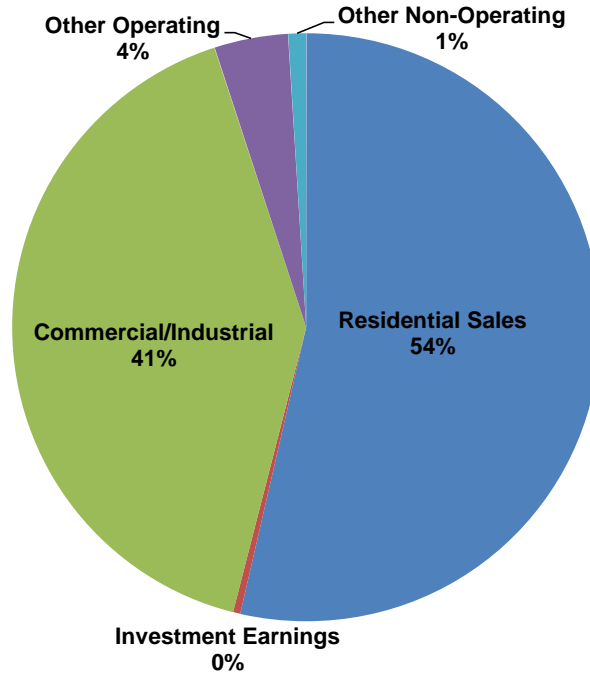
	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Percent Demand as a measure of capacity	62%	64%	64%	64%	64%
Water Pump Stations Maintained	3	3	3	3	3
Water Pumps/Motors Maintained	24	24	24	25	25
Water Mains Maintained (miles)	470	473	474	474	487
Active Customer Accounts	22,147	22,348	22,348	22,348	22,548
New Water Connections	172	250	250	175	200
Water mains installed - new (miles)	4	7	2	2	3
Fire Hydrants Maintained	2,344	2,310	2,373	2,380	2,400
Water Usage per 1000 Population (in millions) Tx State Data Center	47.7	46.4	46.4	46.4	46.6
Admin Cost per Million Gallons Produced	\$ 1,595	\$ 1,643	\$ 1,643	\$ 1,641	\$ 1,700
Breaks per Main Mile	0.872	0.740	0.738	0.992	0.821
Customer Accounts per Employee (pdn + dist)	623	629	629	629	634
Average Volume of Water (MGD) delivered per employee (pdn + dist)	0.293	0.289	0.289	0.289	0.295
Distribution System Water Loss	8%	9%	9%	9%	9%
O&M Costs per account	\$ 191	\$ 231	\$ 234	\$ 219	\$ 231
O&M Costs per Million Gallons Produced	\$ 1,115	\$ 1,378	\$ 1,391	\$ 1,305	\$ 1,361

CITY OF BRYAN, TEXAS
Wastewater Fund Summary
Fiscal Year 2015

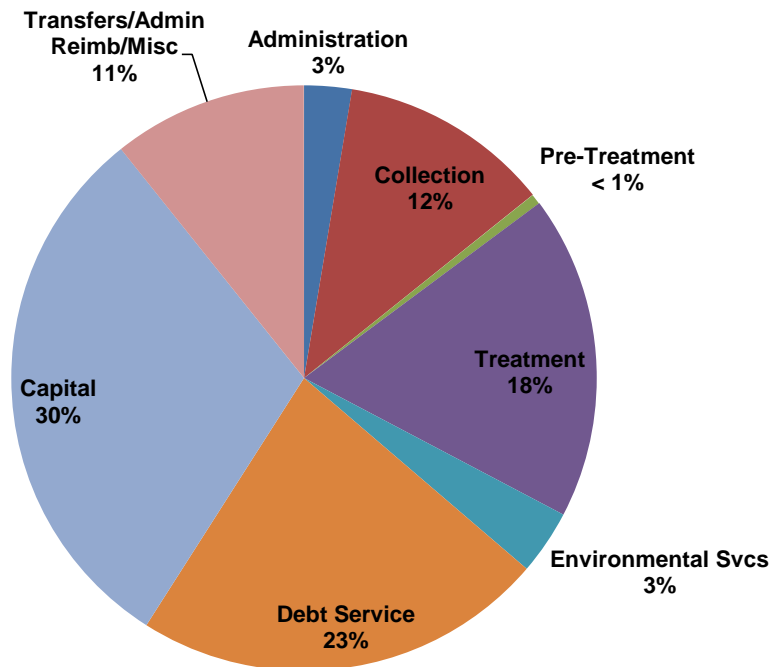
	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
<u>Revenues</u>							
Operating Revenues							
Sewer System Revenue	\$ 11,903,363	\$ 12,150,000	\$ 12,150,000	\$ 11,800,000	\$ 11,775,000	\$ (375,000)	-3.1%
Sewer Penalties	126,831	135,000	135,000	135,000	135,000	-	0.0%
Miscellaneous	3,655	5,000	5,000	2,000	5,000	-	0.0%
Pretreatment Fees	391,778	330,000	330,000	390,000	360,000	30,000	9.1%
Hauler & Sewer Inspection Fees	37,025	37,400	37,400	107,700	49,100	11,700	31.3%
<i>Total Operating Revenues</i>	12,462,652	12,657,400	12,657,400	12,434,700	12,324,100	(333,300)	-2.6%
Non-Operating Revenues							
Sewer Tap Fees	63,950	60,000	60,000	55,000	60,000	-	0.0%
Miscellaneous-Non Operating	188,360	27,000	27,000	26,896	27,500	500	1.9%
Transfers from Other Funds	49,217	62,129	62,129	52,824	34,500	(27,629)	-44.5%
Interest Income	48,632	75,000	75,000	50,000	50,000	(25,000)	-33.3%
Gain on sale of asset	15,919	-	-	-	-	-	N/A
<i>Total Non-Operating Revenues</i>	366,078	224,129	224,129	184,720	172,000	(52,129)	-23.3%
Total Revenues	12,828,730	12,881,529	12,881,529	12,619,420	12,496,100	(385,429)	-3.0%
<u>Expenditures</u>							
Operating Expenses							
Wastewater Administration	431,918	417,763	524,584	536,752	417,763	(106,821)	-20.4%
Wastewater Collection	1,680,412	1,817,526	1,831,764	1,774,501	1,845,417	13,653	0.7%
Wastewater Pre-Treatment	71,471	98,808	98,808	89,864	90,436	(8,372)	-8.5%
Wastewater Treatment	2,160,156	2,845,359	2,955,094	2,738,646	2,812,510	(142,584)	-4.8%
Environmental Services	519,396	561,803	563,703	551,095	564,195	492	0.1%
General & Admin Reimbursement	727,446	765,311	765,311	765,311	693,703	(71,608)	-9.4%
Transfer to Other Funds	4,885	32,968	32,968	32,968	30,219	(2,749)	-8.3%
Transfer to BTU	352,815	358,013	358,013	352,815	358,013	-	0.0%
<i>Total Operating Expenses</i>	5,948,499	6,897,551	7,130,245	6,841,952	6,812,256	(317,989)	-4.5%
Non-Operating Expenses							
Annual Capital	2,454,659	2,034,000	3,471,297	4,900,000	6,602,270	3,130,973	90.2%
Right of Way Payments	611,658	631,120	631,120	631,120	613,500	(17,620)	-2.8%
Paying Agent Fee	2,906	7,123	7,123	7,123	5,000	(2,123)	-29.8%
Debt Service	3,412,139	3,439,718	3,439,718	3,469,973	3,608,907	169,189	4.9%
<i>Total Non-Operating Expenses</i>	6,481,362	6,111,961	7,549,258	9,008,216	10,829,677	3,280,419	43.5%
Total Expenditures	12,429,861	13,009,512	14,679,503	15,850,168	17,641,933	2,962,430	20.2%
Net Increase/(Decrease)	398,869	(127,983)	(1,797,974)	(3,230,748)	(5,145,833)		
Beginning Operating Funds	10,361,433	2,650,338	11,314,592	11,314,592	8,083,844		
Ending Operating Funds	\$ 11,314,592	\$ 2,522,355	\$ 9,516,618	\$ 8,083,844	\$ 2,938,011		
Reserve Requirement : (Sixty days operating expenses)	\$ 977,835	\$ 1,133,844	\$ 1,172,095	\$ 1,124,704	\$ 1,119,823		

City of Bryan, Texas
Wastewater Fund
Fiscal Year 2015

Wastewater Fund - Sources



Wastewater Fund - Uses



Wastewater Fund

Mission Statement

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

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

Strategic Initiatives

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

Fiscal Year 2014 Accomplishments

- Continued public education outreach efforts.
- Began evaluation of technically based local limits for Thompsons Creek.
- Established inter-local agreement for sewer collection/treatment with COCS along bio-corridor.
- Revised MS4 permit.
- Executed proactive cleaning plan – 75 miles.
- Explored end users for Bed & Banks permit for treated wastewater.
- Continued Private Sewer Lateral Repair Program.
- Implemented and managed SSO Plan (Burton and Still Creek Basins) that targeted basins 3, 7, 11, and 13.
- Extended new collection line within the Texas Triangle Business Park.
- Rehabilitated 123 manholes.
- Partial replacement of lift station control panels.
- Installed VFD bypass motor controllers at Burton Creek WWTP's Raw Lift building.
- Replaced failing Belt Press controllers at Burton Creek and Still Creek WWTP's sludge management facilities.
- Rehabbed aging pumps and motors at Burton and Still Creek WWTPs.
- Completed design, awarded bid, and began construction on Still Creek Phase III.
- Decreased dependency on potable water use within WWTPs.

Fiscal Year 2015 Goals and Objectives

- Replace aging pumps and motors at Burton and Still Creek WWTPs.
- Decrease dependency on potable water use within WWTPs.
- Market effluent as a water source for other customers.
- Monitor effectiveness of odor control technologies and explore further odor reduction technologies if needed.
- Increase aesthetics and appearance of WWTPs.
- Continue efforts to meet the goals and objectives of SSO Plan and CMOM.
- Continue efforts to eliminate sources of inflow and infiltration (private and public).
- Develop asset management plan for pumps, motors and blowers at the WWTPs.
- Execute proactive cleaning plan – 80 miles.
- Rehabilitate 100 manholes.
- Develop TV layer in GIS and database of TV information.
- Upgrade control panels at miscellaneous lift stations.
- Research communication options for lift stations.
- Begin implementation of One Solution (Business Module).
- Complete construction on Still Creek Phase III.
- Complete all projects in SSO plan with TCEQ.



This page left blank intentionally.

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 2,390,871	\$ 2,664,118	\$ 2,664,118	\$ 2,572,609	\$ 2,717,344	\$ 53,226	2.0%
Supplies	398,400	504,351	506,251	495,553	570,155	63,904	12.6%
Maintenance & Services	1,674,519	2,112,606	2,299,160	2,206,147	1,954,108	(345,052)	-15.0%
Miscellaneous/Admin Reimb	1,129,915	1,225,495	1,244,735	1,176,664	1,182,417	(62,318)	-5.0%
Capital Outlay	2,454,659	2,034,000	3,496,297	4,900,000	6,602,270	3,105,973	88.8%
Debt Service	3,412,139	3,446,843	3,446,843	3,477,096	3,613,907	167,064	4.8%
Transfers	969,358	1,022,099	1,022,099	1,022,099	1,001,732	(20,367)	-2.0%
Total Expenses	\$ 12,429,861	\$ 13,009,512	\$ 14,679,503	\$ 15,850,168	\$ 17,641,933	\$ 2,962,430	20.2%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Administration					
Director of Public Works	0.35	0.50	0.50	0.50	0.50
Subtotal	0.35	0.50	0.50	0.50	0.50
Collection					
Compliance and I&I Supervisor	1	1	1	1	1
Jet Truck Crew Leader	1	1	1	1	1
Maintenance Crew Leader	4	4	4	4	4
Maintenance Worker/Operator	8	8	8	8	8
Maintenance Supervisor	1	1	1	1	1
Production & Field Operations Manager	0.20	0.20	0.20	0.20	0.20
Public Works Assistant-Call Center	0	0	0	0	0
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	19.45	19.45	19.45	19.45	19.45
Pre-Treatment / WWT					
Operator	1	1	1	1	1
Subtotal	1	1	1	1	1
Waste Water Treatment					
Division Assistant	0.50	0.50	0.50	0.50	0.50
Lift Station Crew Leader	1	1	1	1	1
Lift Station Operator	1	1	1	1	1
Maintenance Supervisor	0.50	0.50	0.50	0.50	0.50
Chief Plant Operator (supervisor)	1	1	1	1	1
Roll-Off Operator	1	1	1	1	1
Treatment & Compliance Manager	0.50	0.50	0.50	0.50	0.50
WP Maintenance Crew Leader	1	1	1	1	1
WP Maintenance Operator	1	1	1	1	1
WWT Plant Operator	9	6	6	6	6
Subtotal	16.50	13.50	13.50	13.50	13.50
Sewer/Env Svcs/Wastewater					
Environmental Compliance Officer	3	3	3	4	4
Environmental Compliance Supervisor	1	1	1	0	0
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	43.80	40.95	40.95	40.95	40.95

Performance and Activity Measures

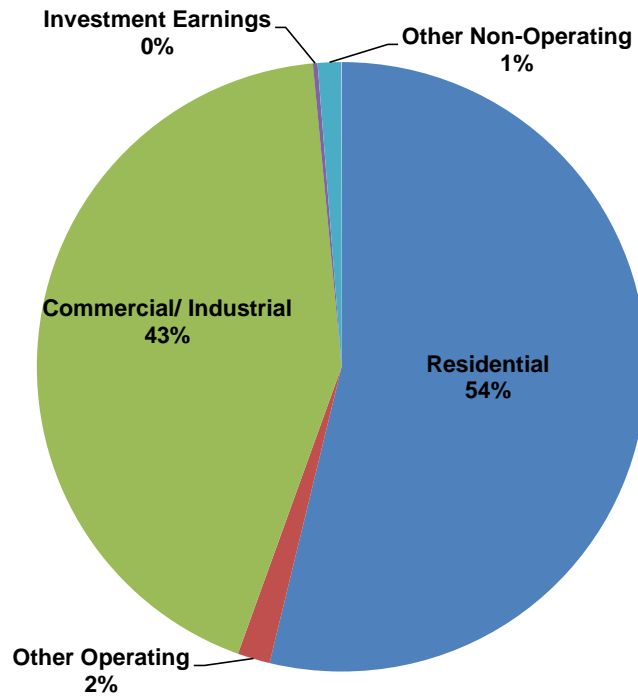
	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Sewer Mains Maintained (miles)	389	396	396	400	400
Stoppages Removed from City Mains (each)	988	1,000	1,000	1,039	1,000
Collection Mains Installed - New (miles)	3	7	4	3	3
New Sewer Connections	192	175	175	200	175
Sewer Customers (accounts)	21,761	22,001	22,001	22,001	22,244
Sewer Lift Stations Maintained	23	24	24	24	24
TV Inspection I&I (miles)	6.5	7.0	7.0	10.6	7.0
Smoke Testing I&I (miles)	28	30	30	25	30
Manholes Repaired I&I	124	50	50	123	100
Private Repaired/Replaced Sewer Laterals	225	350	350	300	350
Sewer Mains Cleaned (miles)	85	75	75	72	80
Sanitary Sewer Overflows	41	75	75	78	75
Ratio of Volumes of Sewage to Water Sold	62%	67%	67%	65%	64%
Volume of Wastewater Treated (MG)	2,372	2,500	2,500	2,438	2,438
Admin Cost per million gallons processed	\$ 2,324	\$ 2,278	\$ 2,285	\$ 2,328	\$ 2,378
Sewer Overflow Rate (No. of overflows/total miles of main)	0.105	0.189	0.189	0.195	0.188
Collection System Integrity Rate = (# of failures/miles of piping system)	2.65	2.71	2.71	2.79	2.69
O&M Costs per account	205	240	249	240	236
O&M Costs per Million Gallons Processed	\$ 1,882	\$ 2,112	\$ 2,188	\$ 2,163	\$ 2,150
Percentage of Grease Traps in Compliance	98%	95%	95%	90%	95%
Percentage of Significant Industrial Users in Compliance with IPP	100%	98%	98%	94%	98%

CITY OF BRYAN, TEXAS
Solid Waste Fund Summary
Fiscal Year 2015

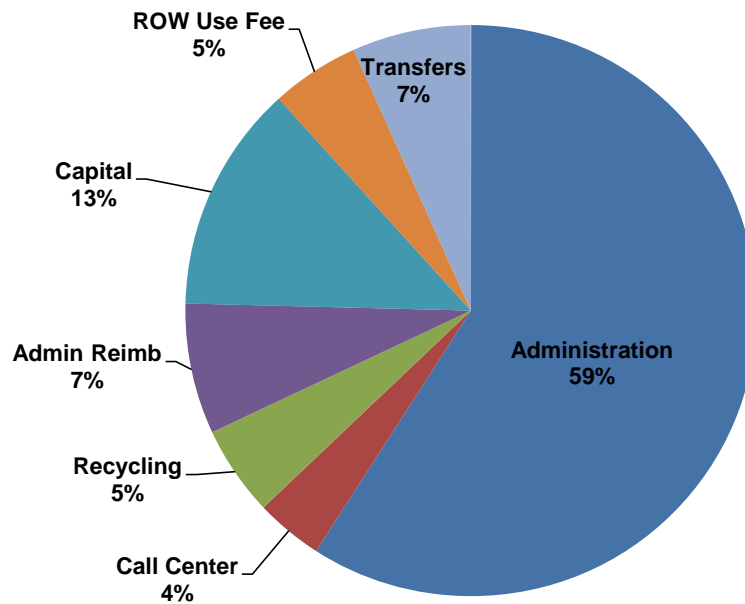
	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
<u>Revenues:</u>							
Operating Revenues:							
Residential Refuse	\$ 4,070,614	\$ 4,128,648	\$ 4,128,648	\$ 4,099,616	\$ 4,173,409	\$ 44,761	1.1%
Commercial Refuse	3,236,891	3,279,921	3,279,921	3,274,862	3,333,810	53,889	1.6%
Penalties	78,124	78,773	78,773	82,130	80,961	2,188	2.8%
License & Permit Fees	54,059	40,000	40,000	40,000	40,000	-	0.0%
Recycling	4,236	5,184	5,184	2,000	4,390	(794)	-15.3%
Miscellaneous	7,497	7,724	7,724	7,614	7,751	27	0.3%
<i>Total Operating Revenues</i>	<i>7,451,421</i>	<i>7,540,250</i>	<i>7,540,250</i>	<i>7,506,222</i>	<i>7,640,321</i>	<i>100,071</i>	<i>1.3%</i>
Non-Operating Revenues:							
Interest Income	27,710	19,000	19,000	16,358	19,000	-	0.0%
Reimbursements & Transfers In	91,549	88,273	88,273	88,273	97,843	9,570	10.8%
Miscellaneous	63,091	-	-	-	-	-	0.0%
Grants	13,800	-	-	-	-	-	0.0%
<i>Total Non-Operating Revenues</i>	<i>196,150</i>	<i>107,273</i>	<i>107,273</i>	<i>104,631</i>	<i>116,843</i>	<i>9,570</i>	<i>8.9%</i>
Total Revenues	7,647,571	7,647,523	7,647,523	7,610,853	7,757,164	109,641	1.4%
<u>Expenditures:</u>							
Operating Expenses:							
Administration	4,464,165	4,478,896	4,495,776	4,445,575	4,558,864	63,088	1.4%
Call Center	269,510	281,302	281,302	259,904	288,963	7,661	2.7%
Recycling	283,304	329,508	329,508	309,546	385,070	55,562	16.9%
<i>Total Operating Expenses</i>	<i>5,016,979</i>	<i>5,089,706</i>	<i>5,106,586</i>	<i>5,015,025</i>	<i>5,232,897</i>	<i>126,311</i>	<i>2.5%</i>
Non-Operating Expenses:							
Admin Reimbursement	653,912	565,239	565,239	565,239	560,427	(4,812)	-0.9%
Transfer to Wastewater	37,017	38,868	38,868	38,868	34,500	(4,368)	-11.2%
Transfer to BTU	404,478	424,702	424,702	424,702	475,342	50,640	11.9%
Transfer to General Fund	300,000	200,000	200,000	200,000	-	(200,000)	-100.0%
Right of Way Use Fee	369,272	374,367	374,367	374,367	379,409	5,042	1.3%
Annual Capital	1,394,575	619,115	754,700	763,234	975,366	220,666	29.2%
<i>Total Non-Operating Expenses</i>	<i>3,159,254</i>	<i>2,222,291</i>	<i>2,357,876</i>	<i>2,366,410</i>	<i>2,425,044</i>	<i>67,168</i>	<i>2.8%</i>
Total Expenditures	8,176,233	7,311,997	7,464,462	7,381,435	7,657,941	193,479	2.6%
Net Increase/(Decrease)	(528,662)	335,526	183,061	229,418	99,223		
Beginning Operating Funds	3,641,167	2,992,180	3,236,865	3,236,865	3,466,283		
CAFR Adjustment	124,360						
Ending Operating Funds	\$ 3,236,865	\$ 3,327,706	\$ 3,419,926	\$ 3,466,283	\$ 3,565,506		
Reserve Requirement :							
(Sixty days operating expenses)	\$ 824,709	\$ 836,664	\$ 839,439	\$ 824,388	\$ 860,202		

City of Bryan, Texas
Solid Waste Fund
Fiscal Year 2015

Solid Waste Fund - Sources



Solid Waste Fund - Uses



Solid Waste Fund

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2014 Accomplishments

- Worked with Bryan PD assisting in minor crime investigations and prevention.
- Worked with NET Officers to ensure eviction debris and materials are properly collected and disposed of quickly.
- Continued to identify areas where the use of plastic front load containers will help reduce noise concerns where commercial properties are adjacent to residential neighborhoods.
- Partnered with BTU to implement new GPS technology in assigned fleet.
- Enhanced the Downtown area by actively collecting litter, maintaining dumpster enclosures and sweeping sidewalks and streets.
- Implemented 5 year decision package to replace aging waste containers throughout the City.
- Continued the Right-of-Way tree trimming and site distance maintenance; completing over 200 work orders.
- Modified new cost allocation database used to capture the work performed for departments.
- Maintained 1% increase of answering calls within 60sec service level
- Successfully incorporated additional 10% increase of AIM work orders into daily work routine from previous year's implementation.
- Successfully incorporated additional 2% increase of work orders and calls for Code Enforcement into daily work routine.
- Call Center supervisor worked as part of the test team with Bryan Texas Utilities on upgrade changes to Cayenta billing software and City of Bryan IT Services Sungard upgrade.
- Purchased phone application to be able to manually operate queue in event of emergencies and add prompt messages.

Fiscal Year 2015 Goals and Objectives

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

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 2,394,900	\$ 2,384,729	\$ 2,384,729	\$ 2,328,603	\$ 2,468,995	\$ 84,266	3.5%
Supplies	688,750	704,276	704,276	702,494	744,588	40,312	5.7%
Maintenance & Services	440,734	477,875	494,755	481,951	496,488	1,733	0.4%
Miscellaneous/Admin Reimb	2,146,507	2,088,065	2,088,065	2,067,216	2,083,253	(4,812)	-0.2%
Capital Outlay	1,394,575	619,115	754,700	763,234	975,366	220,666	29.2%
Transfers	1,110,767	1,037,937	1,037,937	1,037,937	889,251	(148,686)	-14.3%
Total Expenses	\$ 8,176,233	\$ 7,311,997	\$ 7,464,462	\$ 7,381,435	\$ 7,657,941	193,479	2.6%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Administration					
Director of Public Works	0.05	0.05	0.05	0.05	0.05
Environmental Services Department Manager	1.00	1.00	1.00	1.00	1.00
Brush & Bulky Foreman	1.00	1.00	1.00	1.00	1.00
Brush & Bulky Crew Leader	2.00	2.00	2.00	2.00	2.00
Brush & Bulky Equipment Operator	8.00	8.00	8.00	8.00	8.00
Assessment Worker	3.00	3.00	3.00	3.00	3.00
Solid Waste Commercial Foreman	1.00	1.00	1.00	1.00	1.00
Solid Waste Residential Foreman	1.00	1.00	1.00	1.00	1.00
Container Coordinator	2.00	2.00	2.00	2.00	2.00
Solid Waste Equipment Operator					
Residential	7.00	7.00	7.00	7.00	7.00
Commercial	6.00	6.00	6.00	6.00	6.00
Street Sweepers	2.00	2.00	2.00	2.00	2.00
Subtotal	34.05	34.05	34.05	34.05	34.05
Call Center					
Public Works Call Center Assistant	3.00	3.00	3.00	3.00	3.00
Subtotal	3.00	3.00	3.00	3.00	3.00
Compost					
Recycling Center Assistant	3.00	3.00	3.00	3.00	3.00
Recycling Center Crew Leader	1.00	1.00	1.00	1.00	1.00
Environmental Operations Supervisor	1.00	1.00	1.00	1.00	1.00
BVSWMA - Compost	2.00	2.00	2.00	2.00	0.00
Subtotal	7.00	7.00	7.00	7.00	5.00
Total	44.05	44.05	44.05	44.05	42.05

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Customers collected without complaint (Residential)	99%	100%	100%	99%	100%
Customers collected without complaint (Commercial)	99%	100%	100%	99%	100%
Customers collected without complaint (Brush/Bulky)	99%	100%	100%	99%	100%
Average number of street sweepings annually	2	4	4	2	4
Dead animal requests removed within 24 hrs	100%	100%	100%	100%	100%
All work orders are completed within 24-48hrs	100%	100%	100%	100%	100%
Calls answered within 60sec service level	97%	97%	97%	97%	97%
# of calls handled from queue in/out Call Center	46,337	48,000	48,000	54,000	48,000
# of job orders generated	23,965	24,000	24,000	25,000	24,000

**Bryan Texas Utilities
City Electric System
Fiscal Year 2015**

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
<u>Revenues</u>							
Operating Revenues							
Base Revenue							
Retail	\$ 48,248,302	\$ 43,442,325	\$ 43,442,325	\$ 43,442,325	\$ 47,920,872	\$ 4,478,547	10.3%
Wholesale	20,995,416	20,686,534	20,686,534	20,186,534	22,703,297	2,016,763	9.7%
Fuel Pass Through	70,327,446	72,353,799	72,353,799	97,353,799	84,941,256	12,587,457	17.4%
Regulatory Charge Pass Through	-	13,424,705	13,424,705	13,424,705	14,783,323	1,358,618	10.1%
Other Operating Revenue	18,696,668	22,035,780	22,035,780	26,281,882	25,989,060	3,953,280	17.9%
Total Operating Revenue	158,267,832	171,943,142	171,943,142	200,689,244	196,337,808	24,394,666	14.2%
Non-Operating Revenues							
Interest	407,920	147,968	147,968	247,968	187,730	39,762	26.9%
Total Revenues	158,675,752	172,091,110	172,091,110	200,937,212	196,525,538	24,434,428	14.2%
<u>Expenditures</u>							
Operating Expenses							
Energy Cost	70,327,521	72,353,799	81,597,799	97,353,799	84,941,256	3,343,457	4.1%
Capacity Cost	25,342,258	22,462,543	22,462,543	21,962,543	28,744,823	6,282,280	28.0%
TCOS Expense - BTU	7,871,725	13,424,705	13,424,705	13,424,705	14,778,356	1,353,651	10.1%
TCOS Expense - Wholesale	4,204,680	4,170,562	4,170,562	3,670,562	3,257,310	(913,252)	-21.9%
Departmental Expenses	19,106,500	21,609,181	21,609,181	21,609,181	21,811,868	202,687	0.9%
Admin Reimbursement to COB	630,954	773,783	773,783	773,783	868,590	94,807	12.3%
Admin Reimbursement from COB	(1,344,820)	(1,331,857)	(1,331,857)	(1,331,857)	(1,529,782)	(197,925)	14.9%
Total Operating Expenses	126,138,818	133,462,715	142,706,715	157,462,715	152,872,421	10,165,706	7.1%
Non-Operating Expenses							
Annual Capital	8,928,711	10,045,610	10,045,610	7,341,410	8,572,977	(1,472,633)	-14.7%
Right-of-Way Payments	9,196,836	10,202,226	10,202,226	10,202,226	11,619,122	1,416,896	13.9%
Debt Service	19,921,938	21,563,753	21,563,753	19,511,538	22,369,965	806,212	3.7%
Total Non-Operating Expenditures	38,047,485	41,811,589	41,811,589	37,055,174	42,562,064	750,475	1.8%
Total Expenditures	164,186,303	175,274,304	184,518,304	194,517,889	195,434,485	10,916,181	5.9%
Net Increase (Decrease)	(5,510,551)	(3,183,194)	(12,427,194)	6,419,323	1,091,053		
Beginning Unrestricted Cash	42,052,325	36,875,862	36,875,862	33,827,726	40,747,049		
Release of Restricted Collateral	-	-	-	500,000	1,000,000		
Ending Unrestricted Cash	\$ 33,827,726	\$ 33,692,668	\$ 24,448,668	\$ 40,747,049	\$ 42,838,102		
# of Days of Reserve (90 day min)	103	97	97	98	106		
Rate Stabilization Fund - Ending	\$ 1,683,878	\$ 1,683,878	\$ 1,683,878	\$ 1,683,878	\$ 1,683,878		

**Bryan Texas Utilities
Rural Electric System
Fiscal Year 2015**

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
<u>Revenues</u>							
Operating Revenues							
Base Revenue	\$ 19,994,475	\$ 18,560,239	\$ 18,560,239	\$ 20,560,239	\$ 21,464,806	\$ 2,904,567	15.6%
Fuel Pass Through	11,894,008	12,078,996	12,078,996	14,078,996	14,092,628	2,013,632	16.7%
Regulatory Charge Pass Through	-	2,542,270	2,542,270	2,542,270	4,040,567	1,498,297	58.9%
Miscellaneous	368,891	301,716	301,716	301,716	308,655	6,939	2.3%
Total Operating Revenues	32,257,374	33,483,220	33,483,220	37,483,220	39,906,656	6,423,436	19.2%
Non- Non-Operating Revenues							
Interest Income	47,422	28,092	28,092	28,092	36,496	8,404	29.9%
Total Revenues	32,304,796	33,511,312	33,511,312	37,511,312	39,943,152	6,431,840	19.2%
<u>Expenditures</u>							
Operating Expenses							
Purchased Power - Base	14,121,173	12,041,419	13,885,919	14,041,419	14,817,878	931,959	6.7%
Purchased Power - Fuel	11,894,008	12,078,996	13,923,496	14,078,996	14,092,628	169,132	1.2%
Purchased Power - Regulatory Charge	-	2,542,270	2,542,270	2,542,270	4,040,567	1,498,297	58.9%
Departmental Expenses	1,186,133	1,389,532	1,389,532	1,389,532	1,539,346	149,814	10.8%
All Other	29,896	25,000	25,000	25,000	25,000	-	0.0%
Total Operating Expenses	27,231,210	28,077,216	31,766,216	32,077,216	34,515,419	2,749,203	8.7%
Non-Operating Expenses							
Annual Capital	4,196,319	4,291,296	4,291,296	3,920,460	3,338,737	(952,559)	-22.2%
Debt Service	775,000	1,144,668	1,144,668	1,204,362	1,204,659	59,991	5.2%
Total Non-Operating Expenditures	4,971,319	5,435,964	5,435,964	5,124,822	4,543,396	(892,568)	-16.4%
Total Expenditures	32,202,529	33,513,180	37,202,180	37,202,038	39,058,815	1,856,635	5.0%
Net Increase (Decrease)	102,267	(1,867)	(3,690,868)	309,274	884,337		
Beginning Unrestricted Cash	5,676,052	5,618,443	5,618,443	5,547,343	5,856,617		
Ending Unrestricted Cash	\$ 5,547,343	\$ 5,616,576	\$ 1,927,575	\$ 5,856,617	\$ 6,740,954		
# of Days of Reserve (45 day min)	74	73	73	67	71		

CITY OF BRYAN, TEXAS
Airport Fund Summary
Fiscal Year 2015

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
<u>Revenues</u>							
Operating Revenues							
Rent	\$ 141,261	\$ 165,880	\$ 165,880	\$ 146,800	\$ 147,880	\$ (18,000)	-10.9%
Fuel Revenue	379,355	345,000	545,000	458,000	458,000	(87,000)	-16.0%
<i>Total Operating Revenues</i>	520,616	510,880	710,880	604,800	605,880	(105,000)	-14.8%
Non-Operating Revenues							
Grants and Reimbursements	101,494	50,000	50,000	59,000	50,000	-	0.0%
Interest Income	524	1,000	1,000	150	1,000	-	0.0%
Misc. Revenues	22,344	15,300	125,000	121,652	400	(124,600)	-99.7%
Transfers In	-	110,000	110,000	110,000	110,000	-	0.0%
Transfers In (property tax)	-	-	-	-	8,536	8,536	0.0%
<i>Total Non-Operating Revenues</i>	124,362	176,300	286,000	290,802	169,936	(116,064)	-40.6%
Total Revenues	644,978	687,180	996,880	895,602	775,816	(221,064)	-22.2%
<u>Expenditures</u>							
Operating Expenses							
Salaries and Benefits	112,631	108,070	108,070	110,903	115,128	7,058	6.5%
Supplies	14,976	9,450	9,450	9,450	8,950	(500)	-5.3%
Fuel for resale	292,128	292,625	492,625	400,000	400,000	(92,625)	-18.8%
Maintenance	4,554	12,440	12,440	11,747	11,640	(800)	-6.4%
Other Services and Charges	78,676	70,360	80,360	82,214	71,851	(8,509)	-10.6%
<i>Total Operating Expenses</i>	502,965	492,945	702,945	614,314	607,569	(95,376)	-13.6%
Non-Operating Expenses							
Debt Service	3,922	4,542	4,542	4,542	3,187	(1,355)	-29.8%
Annual Capital	146,553	110,000	181,340	246,530	110,500	(70,840)	-39.1%
Administrative Reimbursement	-	-	-	-	70,468	70,468	0.0%
<i>Total Non-Operating Expenses</i>	150,474	114,542	185,882	251,072	184,155	(1,727)	-0.9%
Total Expenditures	653,439	607,487	888,827	865,386	791,724	(97,103)	-10.9%
 Net Increase /(Decrease)	 (8,461)	 79,693	 108,053	 30,216	 (15,908)		
 Beginning Operating Funds	 126,534	 102,891	 85,100	 85,100	 115,316		
 CAFR adjustment	 (32,973)						
 Ending Operating Funds	 \$ 85,100	 \$ 182,584	 \$ 193,153	 \$ 115,316	 \$ 99,408		
 Reserve Requirement :							
(Sixty days operating expenses)	\$ 82,679	\$ 81,032	\$ 115,553	\$ 100,983	\$ 99,874		
 Operating Funds = Working Capital							



This page left blank intentionally.

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 2014 Accomplishments

- Runway light project will be complete with LED add alternate July 2014
- Business plan will be completed Aug/Sep 2014
- CIP projects are underway
- New Jet-A fuel farm to be complete Aug/Sep 2014
- Jet-A and 100ll Fuel sales have increased
- Currently working with potential hangar investors to construct Private T-hangars

Fiscal Year 2015 Goals and Objectives

- Obtain new branded fuel service
- Provide fueling truck service to jet aircraft
- Increase fuel sales
- Develop private T-hangar
- Start phase one of CIP projects
- Renovate terminal building (flooring/paint/decorations)
- Attract a commercial operator (Avionics/maintenance/hangar management/aircraft sales)

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 112,631	\$ 108,070	\$ 108,070	\$ 110,903	\$ 115,128	\$ 7,058	6.5%
Supplies	307,104	302,075	502,075	409,450	408,950	(93,125)	-18.5%
Maintenance & Services	45,391	52,950	62,950	55,194	43,333	(19,617)	-31.2%
Miscellaneous/Admin Reimb	37,838	29,850	29,850	38,767	110,626	80,776	270.6%
Capital Outlay	146,553	110,000	181,340	246,530	110,500	(70,840)	-39.1%
Debt Service	3,922	4,542	4,542	4,542	3,187	(1,355)	-29.8%
Total Expenses	\$ 653,439	\$ 607,487	\$ 888,827	\$ 865,386	\$ 791,724	\$ (97,103)	-10.9%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Airport Manager	1	1	1	1	1
Airport Assistant	-	-	-	-	1
Total	1	1	1	1	2

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
# of hangars leased month to month	36	36	36	36	36
# of hangars with 25-30 year leases	8	8	8	8	8
# of hangars leased other than T-hangars	2	2	2	2	2
Total Hanger Revenue Generated	\$ 131,496	\$ 132,622	\$ 132,622	\$ 138,500	\$ 137,000
# of month to month offices leased	4	4	4	4	4
Revenue Generated	\$ 6,565	\$ 9,420	\$ 9,420	\$ 5,500	\$ 8,000
# of permanent tiedowns	18	18	18	18	18
Revenue Generated	\$ 3,200	\$ 4,320	\$ 4,320	\$ 2,800	\$ 2,880
Misc. Revenue Generated	\$ 2,848	\$ 1,200	\$ 1,200	\$ 150	\$ 400
Total Fuel Sold	\$ 379,355	\$ 250,000	\$ 250,000	\$ 458,000	\$ 458,000

*Hanger revenue was consolidated in FY2015

CITY OF BRYAN, TEXAS
Bryan Commerce and Development (BCD) Fund Summary
Fiscal Year 2015

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
<u>Revenues</u>							
Sale of land	\$ 2,098,923	\$ -	\$ -	\$ -	\$ 1,500,000	\$ 1,500,000	100.00%
Interest Income	7,931	-	-	-	-	-	NA
Rental Income	2,721	-	-	4,200	4,200	4,200	NA
LaSalle	-	-	-	-	-	-	NA
Transfer from General Fund	1,948,311	-	80,000	70,000	50,000	(30,000)	-37.50%
Total Revenues	4,057,886	-	80,000	74,200	1,554,200	1,474,200	1842.75%
<u>Expenditures</u>							
Other services and charges	22,366	310	43,310	29,052	2,810	(40,500)	-93.51%
Compass Bank Note	52,799	-	-	-	-	-	0.00%
Allocated Costs	-	35,974	35,974	35,974	36,374	400	1.11%
Transfer to Debt Service	5,850	-	-	-	-	-	0.00%
Transfer to General Fund	3,664,532	-	-	-	1,500,000	1,500,000	100.00%
Total Expenses	3,745,547	36,284	79,284	65,026	1,539,184	\$ 1,459,900	1841.36%
Net Increase/(Decrease)	312,339	(36,284)	716	9,174	15,016		
Beginning Operating Funds	203,917	189,185	1,806	1,806	10,980		
Ending Operating Funds	\$ 1,806	\$ 152,901	\$ 2,522	\$ 10,980	\$ 25,996		

SPECIAL REVENUE OVERVIEW

FUND DESCRIPTION

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

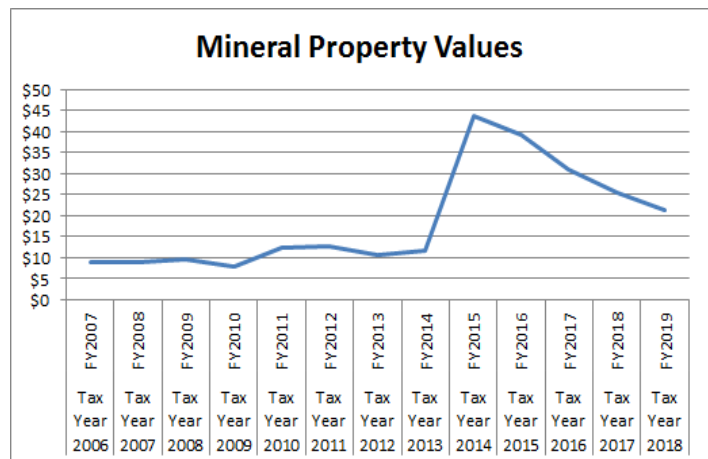
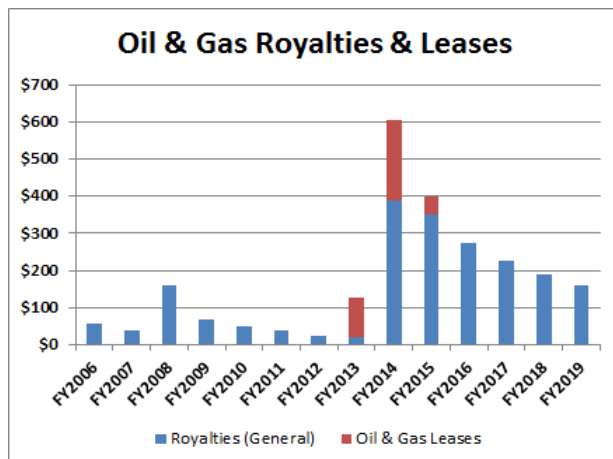
As Governmental Funds, they are accounted for by using the current financial resources measurement focus and the modified accrual basis. Revenues are recognized in the accounting period in which they are both measurable and available. Revenues are considered to be available when they are collected within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

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

- Oil & Gas Fund Summary
- Hotel/Motel Tax Fund
- Street Improvement Fund
- Drainage Fund
- TIRZ #10 (Traditions)
- TIRZ #19 (Nash Street)
- TIRZ #21 (Downtown)
- TIRZ #22 (Lauth)
- Court Technology Fund
- Community Development Fund

OIL & GAS FUND

The Oil & Gas Fund will be established to account for the revenues associated with oil and gas leases, royalties, and mineral property taxes. Oil and gas production has spiked in the past year generating significant revenue. FY2014 oil and gas leases are estimated at \$228,400 and royalties are estimated at \$510,000. Due to the increase in production, the mineral property values are also projected to increase from approximately \$12 million to nearly \$44 million, a value growth of over 274%. Property taxes on these mineral values are estimated at \$275,300. All of these revenues will be transferred from the General Fund to the Oil and Gas Fund in FY2015. Additionally, revenues from oil and gas leases and royalties are conservatively estimated at \$400,000 during FY2015. There are no expenditures budgeted for FY2015.



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, 1% of the 7% tax rate must be spent on advertising and promotion of the city and its vicinity. No more than 15% of the collected revenue can be spent on promotion of the arts, and a maximum of 50% on historical restoration and preservation. Chapter 351 of the Texas Local Government Code governs the use of Hotel/Motel Tax proceeds.

Revenues from room receipts and interest income in FY2015 are projected to be \$1,200,000. This is an overall increase of 82% from FY2014. Hotel tax receipts have increased over the past year, which is attributed to the improved economy as well as new hotels opening in FY2013-2014. Additional hotels are anticipated to open in the upcoming year.

Expenditures of \$731,847 have been budgeted for FY2015. Funding of \$184,850 will be provided to the Bryan-College Station Convention & Visitor's Bureau. The Downtown Bryan Association (DBA) will be provided with \$120,000 to be used to operate events in Downtown Bryan, including First Friday. Through its leadership and partnership activities the DBA has made Downtown Bryan a favorite attraction for tourists. The Arts Council is budgeted to receive \$66,000, and the Chamber of Commerce will receive \$5,000. Included in the FY2015 expenditure budget is \$327,000 for festivals and celebrations. All programs funded must directly enhance and promote tourism and the convention and hotel industry. Other administrative expenses of \$28,997 are also budgeted. The projected ending fund balance is \$1,324,368.

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 FY2015 are \$5,421,625.

Street maintenance projects are budgeted at \$10,100,000. Other expenditures include allocated costs of \$116,310, utility administration reimbursement of \$153,964, and a transfer to debt service of \$205,021. \$77,500 is budgeted for a material storage shelter and \$70,000 for school zone flashers.

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 FY2015 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.

FY2015 total adopted revenues are \$903,700. Drainage fees make up 99% of the total fund revenue. Interest income constitutes \$3,700.

Drainage studies and improvement projects budgeted for FY2015 total \$1,470,000. Additional expenditures include a transfer to BTU (electric) of \$50,000 to cover utility administrative reimbursements and allocated costs of \$61,501.

TIRZ #10 – TRADITIONS

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

The City of Bryan issued Combination Tax and Surplus Utility System Revenue Certificates of Obligation, Series 2000A, in the aggregate principal amount of \$17,000,000 for public infrastructure improvements within this TIRZ. In 2005, the Series 2000A bonds were refunded through the City's issuance of \$13,696,712 of General Obligation refunding bonds. The projected outstanding debt balance at fiscal year- end 2015 is \$8,240,408. The City contributes all of its incremental tax revenues to TIRZ #10. Brazos County has agreed to allow 100% of its maintenance and operations rate to be diverted to TIRZ 10 through 2016. Brazos County has agreed to extend their participation through 2025 at 80% of the maintenance and operations rate.

The "Traditions" golf course is complete and residential lot sales and new home construction continues. The estimated property tax revenues for FY2015 are \$1,112,315 and contributions from Brazos County are estimated at \$742,946. Interest earnings are projected to generate \$717 in revenue for this fund in FY2015.

FY2015 expenditures include debt service payments in the amount of \$1,390,815, and contractual services of \$25,000. Funding of \$300,000 is included for the construction of a bridge. This project was included in the original project and finance plan. A transfer of \$300,000 from General Fund is planned at the beginning of the fiscal year to provide the funds for this project. The TIRZ will repay this transfer after property tax receipts are received. This repayment is projected to occur during the second quarter of the fiscal year. The FY2015 ending fund balance is expected to be \$156,852.

TIRZ #19 – NASH STREET

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

The City of Bryan issued Tax and Revenue Certificates of Obligation, Series 2005, in the aggregate principal amount of \$1,747,642 for public infrastructure improvements within TIRZ #19. Subsequently, in 2007, the City issued Tax and Revenue Certificates of Obligation, Series 2005, in the aggregate principal amount of \$200,000 for TIRZ #19 projects. In 2014, the 2005 bonds were refunded. The outstanding principal balance at year end will be \$884,912. The City contributes all of its incremental tax revenues to TIRZ #19. Brazos County allowed 100% of its maintenance and operations rate to be diverted to Zone Nineteen through 2013.

Property tax revenues for TIRZ 19 are projected to be \$127,013. Brazos County participation ended in FY2013. Interest income is projected at \$338.

Fiscal year 2015 expenditures of \$76,250 are for a transfer to debt service. The ending fund balance is expected to be \$68,350.

TIRZ #21 – DOWNTOWN

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

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

The City of Bryan anticipates approximately \$99,294 in property tax revenues for FY2015. Interest income of \$603 is also budgeted. \$200,000 is budgeted for façade improvements. The ending fund balance is expected to be \$101,013.

TIRZ #22 – LAUTH DEVELOPMENT

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

The City of Bryan issued Certificates of Obligation, Series 2007, in the aggregate principal amount of \$4,653,900 for public infrastructure improvements within TIRZ #22. Subsequently, in 2008, the City issued Tax and Revenue Certificates of Obligation, Series 2008, in the aggregate principal amount of \$287,914 for TIRZ #22 projects. The outstanding debt balance on these issues will be \$2,897,309 at year end. Additionally, the 2010 Certificates of Obligation bonds allocated \$1,841,500 for projects in what is known as the Harrison tract within this TIRZ, which will have an outstanding balance of \$1,353,965 at year end. Activity within the Harrison tract is anticipated to generate increased valuations to repay this portion of the outstanding debt. The City contributes all of its incremental tax revenues to TIRZ #22. Brazos County has agreed to allow 100% of its maintenance and operations rate to be diverted to TIRZ #22 through 2027.

Property Tax revenues budgeted for FY2015 are \$198,030. Brazos County also participates in this TIRZ with a contribution of \$132,793 projected. A transfer in of \$50,000 from general fund will be required. FY2015 expenditures include a transfer to debt service in the amount of \$470,179 and contractual expenses of \$25,000. The ending fund balance is expected to be \$22,734.

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.

FY2015 projected revenues are expected to be \$46,100. Revenues from the technology fee are anticipated to be \$45,000, while interest income is expected to be \$1,100. Adopted expenses for FY2015 are \$65,746 which includes \$3,300 for supplies, \$42,746 for maintenance costs for Municipal Court software and \$19,700 for a license plate reader system which will expedite the process of locating individuals with outstanding warrants.

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 FY2015, revenues are budgeted at \$2,297,914, a \$29,226 increase from the FY2014 amended budget of \$2,268,648.

Adopted expenditures in the Community Development Fund are \$2,297,914. The Community Development fund relies solely on grant funding for all operational expenditures. The department can only spend funding which has been awarded.



This page left blank intentionally.

CITY OF BRYAN, TEXAS

Oil & Gas Fund

Fiscal Year 2015

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
<u>Revenues</u>							
Royalties	\$ -	\$ -	\$ -	\$ -	\$ 350,000	\$ 350,000	100.0%
Leases	-	-	-	-	50,000	50,000	100.0%
Interest Income	-	-	-	-	495	495	100.0%
Subtotal Revenues	-	-	-	-	400,495	400,495	100.0%
<u>Transfers</u>							
Transfer in mineral property taxes	-	-	-	-	275,300	275,300	100.0%
Transfer in prior year royalties & leases	-	-	-	-	738,400	738,400	100.0%
Subtotal Transfers	-	-	-	-	1,013,700	1,013,700	100.0%
Total Revenues and Transfers	-	-	-	-	1,414,195	675,795	100.0%
<u>Expenditures</u>							
Transfers out	-	-	-	-	-	-	N/A
Total Expenditures	-	-	-	-	-	-	N/A
Net Increase/(Decrease)	-	-	-	-	1,414,195		
Beginning Operating Funds	-	-	-	-	-		
Ending Operating Funds	\$ -	\$ -	\$ -	\$ -	\$ 1,414,195		

* Includes property tax revenues on mineral values applicable to General Fund estimated at \$275,300; FY2014 oil and gas royalties estimated at \$510,000; and FY2014 oil and gas leases estimated at \$228,400

CITY OF BRYAN, TEXAS
Hotel Tax Fund Summary
Fiscal Year 2015

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Total Revenues	\$ 723,065	\$ 658,400	\$ 658,400	\$ 1,003,000	\$ 1,200,000	\$ 541,600	82.3%
<u>Programs</u>							
Convention & Visitors Bureau (CVB)	133,400	172,042	184,850	184,850	184,850	-	0.0%
Way Finding Signage	36,000	-	-	-	-	-	0.0%
Veterans Memorial	25,000	-	-	-	-	-	0.0%
Aggies Go to War Exhibit			100,000	100,000		(100,000)	-100.0%
Vietnam Memorial Statue			25,000	25,000		(25,000)	-100.0%
Arts Council	42,000	42,000	42,000	42,000	66,000	24,000	57.1%
Downtown Bryan Association (DBA)	80,000	120,000	120,000	120,000	120,000	-	0.0%
Brazos Valley Symphony	7,000	-	-	-	-	-	0.0%
Game Day Traffic Study			35,000	35,000			
Chamber of Commerce	5,000	5,000	5,000	5,000	5,000	-	0.0%
Total Outside Agency Programs	328,400	339,042	511,850	511,850	375,850	(136,000)	-26.6%
<u>Events</u>							
Unspecified Events	-	195,000	195,000	68,000	327,000	132,000	67.7%
Texas Reds	300,000	-	-	127,000	-	-	0.0%
Total Events	350,832	195,000	195,000	195,000	327,000	132,000	67.7%
<u>Other/Administrative</u>							
Other Administrative	412	28,997	28,997	21,813	28,997	-	0.0%
Total Other/Administrative	412	28,997	28,997	21,813	28,997	-	0.0%
Total Expenditures	679,644	563,039	735,847	728,663	731,847	(4,000)	-0.5%
Net Increase/Decrease	43,421	95,361	(77,447)	274,337	468,153		
Beginning Fund Balance	610,183	444,134	653,604	653,604	927,941		
Ending Operating Funds	\$ 653,604	\$ 539,495	\$ 576,157	\$ 927,941	\$ 1,396,094		

CITY OF BRYAN, TEXAS
Street Improvement Fund Summary
Fiscal Year 2015

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
<u>Revenues</u>							
Fees	\$ 5,335,054	\$ 5,200,000	\$ 5,200,000	\$ 5,200,000	\$ 5,300,000	\$ 100,000	1.9%
Other	65,967	80,000	80,000	80,000	80,000	-	0.0%
Interest Income	41,210	38,000	38,000	37,000	38,000	-	0.0%
Paving Assessment Receipts	569	625	625	625	625	-	0.0%
Paving Assessment Interest	1,164	3,000	3,000	3,000	3,000	-	0.0%
Total Revenues	5,443,964	5,321,625	5,321,625	5,320,625	5,421,625	100,000	1.9%
<u>Expenditures</u>							
Street Improvements	2,420,308	8,335,000	10,270,397	10,200,000	10,100,000	(170,397)	-1.7%
Allocated Costs	174,450	116,786	116,786	116,786	116,310	(476)	-0.4%
Capital	-	-	-	-	147,500	147,500	N/A
Transfer to Debt Service	257,357	259,643	259,643	259,643	205,021	(54,622)	-26.6%
Utility Admin. Reimbursement	173,289	141,114	141,114	141,114	153,964	12,850	8.3%
Total Expenditures	3,025,404	8,852,543	10,787,940	10,717,543	10,722,795	(65,145)	-0.6%
Net Increase/(Decrease)	2,418,560	(3,530,918)	(5,466,315)	(5,396,918)	(5,301,170)		
Beginning Operating Funds	10,097,187	3,957,453	12,515,747	12,515,747	7,118,829		
Ending Operating Funds	\$ 12,515,747	\$ 426,535	\$ 7,049,432	\$ 7,118,829	\$ 1,817,659		

CITY OF BRYAN, TEXAS
Drainage Fund Summary
Fiscal Year 2015

	FY2013	FY2014	FY2014	FY2014	FY2015	\$Chng/FY14	% Chng
	Actual	Adopted	Amended	Projected	Adopted	Amended	/ FY14
<u>Revenues</u>							
Fees	\$ 901,363	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ -	0.0%
Other	-	40,000	40,000	-	-	(40,000)	-100.0%
Texas Water Board	10,729	-	-	-	-	-	N/A
Interest Income	4,021	3,700	3,700	3,700	3,700	-	0.0%
Total Revenues	916,113	943,700	943,700	903,700	903,700	(40,000)	-4.2%
<u>Expenditures</u>							
Street System Mainenance	44,857	-	-	30,000	500,000	500,000	N/A
Contr Engineer/Planning	26,245	400,000	468,990	115,000	250,000	(218,990)	-54.7%
Alloc Costs from City Dept	59,500	59,500	59,500	59,500	61,501	2,001	3.4%
Storm System	273,785	375,000	439,206	750,000	720,000	280,794	74.9%
Utility Admin Reimbursement	50,000	50,000	50,000	50,000	50,000	-	0.0%
Total Expenditures	454,388	884,500	1,017,696	1,004,500	1,581,501	563,805	55.4%
Net Increase/(Decrease)	461,725	59,200	(73,996)	(100,800)	(677,801)		
Beginning Operating Funds	702,807	882,893	1,164,532	1,090,536	989,736		
Ending Operating Funds	\$ 1,164,532	\$ 942,093	\$ 1,090,536	\$ 989,736	\$ 311,935		

CITY OF BRYAN, TEXAS
TIRZ 10 - Traditions Fund Summary
Fiscal Year 2015

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
<u>Revenues</u>							
Property tax - City	\$ 720,395	\$ 869,596	\$ 869,596	\$ 870,380	\$ 1,112,315	\$ 242,719	27.9%
Property tax - County	452,104	550,649	550,649	563,401	742,946	192,297	34.9%
Interest Income	1,729	100	100	966	717	617	617.4%
Total Revenues	1,174,228	1,420,345	1,420,345	1,434,747	1,855,978	435,633	30.7%
Transfers from Other Funds	289,000	-	-	-	300,000	-	0.0%
Total Revenues and Transfers	1,463,228	1,420,345	1,420,345	1,434,747	2,155,978	735,633	51.8%
<u>Expenditures</u>							
Transfer to Debt Service Fund	1,390,984	1,392,002	1,392,002	1,392,002	1,390,815	(1,187)	-0.1%
Contractual & Professional Services	27,200	25,000	25,000	25,000	25,000	-	0.0%
Construction Expense	-	-	47,574	47,574	300,000	252,426	0.0%
Transfer to General Fund	-	-	-	-	300,000		
Total Expenditures	1,418,184	1,417,002	1,464,576	1,464,576	2,015,815	551,239	37.6%
Net Increase/(Decrease)	45,044	3,343	(44,231)	(29,829)	140,163		
Beginning Operating Funds	1,474	43,836	46,518	46,518	16,689		
Ending Operating Funds	\$ 46,518	\$ 47,179	\$ 2,287	\$ 16,689	\$ 156,852		

CITY OF BRYAN, TEXAS
TIRZ 19 - Nash Street Fund Summary
Fiscal Year 2015

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
<u>Revenues</u>							
Property tax - City	\$ 108,750	\$ 112,907	\$ 112,907	\$ 112,628	\$ 127,013	\$ 14,106	12.5%
Property tax - County	52,984	-	-	-	-	-	0.0%
Interest Income	225	-	-	-	338	338	0.0%
Total Revenues	161,959	112,907	112,907	112,628	127,351	14,444	12.8%
Transfers from Other Funds	-	50,000	50,000	50,000	-	(50,000)	-100.0%
						-	0.0%
Total Revenues and Transfers	161,959	162,907	162,907	162,628	127,351	(35,556)	-21.8%
<u>Expenditures</u>							
Transfer to Debt Service Fund	164,065	156,331	156,331	148,602	76,250	(80,081)	-51.2%
						-	0.0%
Total Expenditures	164,065	156,331	156,331	148,602	76,250	(80,081)	-51.2%
Net Increase/(Decrease)	(2,106)	6,576	6,576	14,026	51,101		
Beginning Operating Funds	5,329	7,443	3,223	3,223	17,249		
Ending Operating Funds	\$ 3,223	\$ 14,019	\$ 9,799	\$ 17,249	\$ 68,350		

CITY OF BRYAN, TEXAS
TIRZ 21 - Downtown Fund Summary
Fiscal Year 2015

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
<u>Revenues</u>							
Property tax - City	\$ 77,508	\$ 85,686	\$ 85,686	\$ 84,984	\$ 99,294	\$ 13,608	15.9%
Interest	608	475	475	497	603	128	26.9%
Total Revenues	78,116	86,161	86,161	85,481	99,897	13,736	15.9%
<u>Expenditures</u>							
Façade Improvements	-	-	200,000	50,000	200,000	-	0.0%
Total Expenditures	-	-	200,000	50,000	200,000	-	0.0%
Net Increase/(Decrease)	78,116	86,161	(113,839)	35,481	(100,103)		
Beginning Operating Funds	87,519	167,248	165,635	165,635	201,116		
Ending Operating Funds	\$ 165,635	\$ 253,409	\$ 51,796	\$ 201,116	\$ 101,013		

CITY OF BRYAN, TEXAS
TIRZ 22 - Lauth Development Fund Summary
Fiscal Year 2015

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
<u>Revenues</u>							
Property tax - City	\$ 220,932	\$ 160,541	\$ 160,541	\$ 160,541	\$ 198,030	\$ 37,489	23.4%
Property tax - County	114,484	119,769	119,769	106,213	132,793	13,024	10.9%
Interest Income	657	100	100	100	-	(100)	-100.0%
Total Revenues	336,073	280,410	280,410	266,854	330,823	50,413	18.0%
Transfers In	1,978	-	-	-	50,000	50,000	0.0%
Total Revenues and Transfers In	338,051	280,410	280,410	266,854	380,823	100,413	35.8%
<u>Expenditures</u>							
Contractual Services	4,704	25,000	29,774	29,774	25,000	(4,774)	-16.0%
Total Expenditures	4,704	25,000	29,774	29,774	25,000	(4,774)	-16.0%
Transfer to Debt Service	367,447	395,009	437,523	437,523	470,179	32,656	7.5%
Transfer to Other Funds	-	-	-	-	-	-	0.0%
Total Expenditures/Transfers	372,151	420,009	467,297	467,297	495,179	27,882	6.0%
Net Increase/(Decrease)	(34,100)	(139,599)	(186,887)	(200,443)	(114,356)		
Beginning Operating Funds	371,633	395,295	337,533	337,533	137,090		
Ending Operating Funds	\$ 337,533	\$ 255,696	\$ 150,646	\$ 137,090	\$ 22,734		

CITY OF BRYAN, TEXAS
Court Technology Fund Summary
Fiscal Year 2015

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
<u>Revenues</u>							
Technology Fee	\$ 44,611	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ -	0.0%
Interest Income	1,041	1,100	1,100	1,100	1,100	-	0.0%
Total Revenues	45,652	46,100	46,100	46,100	46,100	-	0.0%
<u>Expenditures</u>							
Supplies	3,300	3,000	10,000	-	3,300	(6,700)	-67.0%
Maintenance	33,679	30,000	48,000	48,679	42,746	(5,254)	-10.9%
Capital Outlay	-	24,000	24,000	27,300	19,700	(4,300)	-17.9%
Total Expenditures	36,979	57,000	82,000	75,979	65,746	(16,254)	-19.8%
Net Increase/(Decrease)	8,673	(10,900)	(35,900)	(29,879)	(19,646)		
Beginning Fund Balance	287,722	276,853	296,395	296,395	266,516		
Ending Operating Funds	\$ 296,395	\$ 265,953	\$ 260,495	\$ 266,516	\$ 246,870		

CITY OF BRYAN, TEXAS
Community Development Fund Summary
Fiscal Year 2015

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
<u>Revenues</u>							
Community Development Block Grant	\$ 633,472	\$ 1,518,641	\$ 1,518,641	\$ 1,108,912	\$ 1,519,244	\$ 603	0.0%
HOME Grant	712,978	684,007	684,007	340,000	712,670	28,663	4.2%
Revolving Loan	8,018	6,000	6,000	6,000	6,000	-	0.0%
HOME Program Income	46,824	60,000	60,000	52,500	60,000	-	0.0%
Recaptured Funds	-	-	-	7,500	-	-	N/A
CDBG-R; Neighborhood Stabilization	108,591	-	-	-	-	-	N/A
Interest Income	1	-	-	-	-	-	N/A
Total Revenues	1,509,884	2,268,648	2,268,648	1,514,912	2,297,914	29,266	1.3%
<u>Expenditures</u>							
CD Administration	171,042	181,402	181,402	181,402	159,706	(21,696)	-12.0%
CD Neighborhood Stabilization CDNSP	28	-	-	-	-	-	N/A
CDBG Housing Admin	453,599	1,207,187	1,351,387	797,458	1,236,284	(115,103)	-8.5%
CDBG Public Services	125,442	136,052	136,052	136,052	129,697	(6,355)	-4.7%
HOME Admin	30,724	30,125	30,125	30,125	30,207	82	0.3%
HOME Grants	720,873	713,882	713,882	369,875	742,020	28,138	3.9%
Total Expenditures	1,501,708	2,268,648	2,412,848	1,514,912	2,297,914	(114,934)	-4.8%
Net Increase/(Decrease)	8,176	-	(144,200)	-	-		
Beginning Fund Balance	-	-	8,176	8,176	8,176		
Ending Operating Funds	\$ 8,176	\$ -	\$ (136,024)	\$ 8,176	\$ 8,176		

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; to meet National Objectives of the funding sources; and for the general betterment of the community.

Strategic Initiatives

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

Fiscal Year 2014 Accomplishments

- Worked with internal city departments to coordinate efforts in Bryan's First Rehab area to create impact on older (low/moderate income areas) neighborhoods including Executive, Planning, Neighborhood Services, Engineering, Transportation, and Building Inspections.
- Provided funding to a minimum of 30 homeowners to improve housing stock for both minor and major rehabilitation/reconstruction.
- Provided technical assistance to over 50 developers and contractors.
- Provided home buyer's counseling and/or down payment assistance to a minimum of 15 citizens.
- Provided funding for the demolition of 1 vacant house.
- Held 4 public hearings and numerous monthly public meetings to allow citizens to give input on various programs.
- Developed and implemented 2014 annual Consolidated Action Plan and 2012 CAPER.
- Provided technical assistance to local non-profit partners by serving on coalitions and committees.
- Managed the close out of the LaSalle Hotel project after the sale of the property.
- Provided opportunities to educate the public on the Department's projects through National Community Development week.
- Coordinated the development of Impact Area II, Sims Street/West 18th for the development and sell of 4 homes.
- Oversight of Impact Area I, Castle Heights, completion of seven new affordable homes.
- Provided for a Request for Proposal for Community Development Housing Organization funding (2012 and 2013 CHDO set aside funds).

Fiscal Year 2015 Goals and Objectives

- Provide funding to a minimum of 18 homeowners to improve housing stock for both minor and major rehabilitation/reconstruction projects and home buyer's assistance to a minimum of 15 eligible citizens.
- Work with internal city departments to coordinate efforts in Bryan's First Rehab area for housing, streets, parks, and water/sewer and building inspections to increase housing stock by implementing a proposed maintenance ordinance and lowering fees for impact area projects.
- Provide outreach on demolition program and complete 3 demolitions to remove vacant dilapidated houses.
- Provide volunteer acquisition opportunities for properties that are located in low and moderate income areas to encourage redevelopment and complete one (1) acquisition.
- Provide technical assistance to create impact areas such as the B.I.S.D. subdivision and Carver Building renovation.
- Provide technical assistance to a minimum of two (2) housing related community committees/coalitions including DASH and Brazos Valley Coalition for the Homeless.
- Prepare and submit the 2013 Consolidated Action and the 2012 Consolidated Annual Performance and Evaluation Plan.
- Provide Fair Housing awareness and initiatives for the public and attend HUD training as appropriate.
- Provide funding for (6) health/social services through joint RFP process and 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.

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 466,398	\$ 394,536	\$ 394,536	\$ 464,030	\$ 407,088	\$ 12,552	3.2%
Supplies	6,057	5,600	5,600	6,225	2,750	\$ (2,850)	-50.9%
Maintenance & Services	56,918	74,801	74,801	63,643	74,343	\$ (458)	-0.6%
Miscellaneous/Admin Reimb	972,335	1,793,711	1,937,911	981,014	1,813,733	\$ (124,178)	-6.4%
Total Expenses	\$ 1,501,708	\$ 2,268,648	\$ 2,412,848	\$ 1,514,912	\$ 2,297,914	\$ (114,934)	-54.7%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
CD Manager	0.50	0.50	0.50	0.50	0.50
CD Assistant Manager	1.00	1.00	1.00	1.00	1.00
CD Program Analyst	1.00	1.00	1.00	1.00	1.00
CD Construction/Project Specialist	1.00	1.00	1.00	1.00	1.00
CD Assistant	1.00	1.00	1.00	1.00	1.00
Housing Rehabilitation Specialist	1.00	1.00	1.00	1.00	1.00
Total	5.50	5.50	5.50	5.50	5.50

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
# of households provided rehabilitation	43	15	15	30	15
# of households provided reconstruction	5	3	3	4	3
# of developers provided technical assistance	5	4	4	50+	5
# of citizens provided homebuyers assistance	18	15	15	15	15
# of non-profits provided tech. assist. for housing/ support. serv.	3	3	3	3	3
# of Public Housing Authority residents receiving tech. assist.	5	10	10	10	10
# of individuals served through supportive services by non-profits who were provided technical assistance	13,014	28,000	28,000	15,000	15,000
# of youth facilities provided technical assistance or funding	3	3	3	3	3
# of agencies receiving funding or technical assistance	14	12	12	14	12
# of special projects	10	8	8	8	8
# of public hearings held	4	4	4	4	4
# of Acquisitions	-	0	0	0	1
# of Demolitions	4	3	3	2	3



This page left blank intentionally.

INTERNAL SERVICE FUNDS OVERVIEW

FUND DESCRIPTION

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

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

EMPLOYEE BENEFITS FUND

The Employee Benefits Fund was created to account for the administration of health insurance for city employees. Resources are contributed by the City for employee health coverage and by the employee for optional dependent coverage. Increased City and employee contributions have been necessary over the past few years to offset rising claim costs. 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 \$8,746,808. City contributions will increase by 8% per employee based on the FY2014 projection of \$5,767,600 for a total of \$6,229,008. Employee contributions will increase in FY2015 to \$1,929,700. Retiree premiums will account for \$588,100 of premiums paid, which is \$33,230 higher than the FY2014 projected.

Non-operating revenues consist of interest income of \$15,700, health claim rebates of \$80,200; flex admin fees of \$10,600 and a transfer of \$150,000 from the self-insurance fund. Total non-operating revenue is expected to be \$256,500.

Total operating expenses for FY2015 are anticipated to be \$8,476,556. Health insurance claims are projected to be \$7,091,756. This reflects an increase of \$288,756 from the FY2014 budget of \$6,803,000. Health insurance administration costs are \$495,100. This is an increase of \$4,900 from the FY2014 budget of \$490,200. Research and reinsurance fees are a new mandate and are budgeted at \$107,100. Stop loss premiums are anticipated to be \$544,400 in FY2015, up from \$472,900 in FY2014, an increase of \$71,500. The Employee Assistance Program is a small component of the expenses, accounting for \$13,400 of the costs in FY2015.

Non-operating expense of \$391,200 will provide funding for the Employee Health Center.

The ending operating funds are projected at \$1,905,654.

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 City increased the workers compensation and liability premiums for FY15 due to the unprecedented amount of claims incurred in FY13 and FY14.

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

Operating revenues for FY2015 are budgeted to be \$1,964,025, an increase of \$502,525 from the FY2014 amended figure of \$1,461,500.

Interest income is expected to decrease to \$12,220 in FY2015. Overall, the non-operating revenues will decrease by \$2,780 from the FY2014 budget.

Operating expenses are expected to be \$1,927,211 in FY2015, a decrease of \$309,134 from the FY2014 amended amount of \$2,236,345, which is primarily due to a projected decrease in liability insurance claims.

The transfer of the expense for the Employee Health Center will be \$150,000 for FY2015. Non-operating expenses are anticipated to be \$341,589, which is a decrease of \$1,022,802 compared to FY2014. This decrease is due to a \$1,000,000 transfer made to the Employee Benefits Fund for FY2014.

The projected ending operating funds for FY2015 is anticipated to be \$929,408.

WAREHOUSE FUND

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

Total operating revenue is anticipated to be \$100,541 for FY2015. Operating revenues consist of fuel markups estimated at \$90,000, and inventory mark-ups of \$10,541.

Non-operating revenues for FY2015 include: interest income anticipated to be \$1,158 and discounts taken estimated at \$370. Total transfers from other departments will be \$206,825.

Operating expenses total \$231,287 for FY2015. This includes expenses for salaries and benefits \$203,632, supplies of \$15,182, and maintenance and services of \$12,473.

Non-operating expenses for FY2015 include a General and Administrative Transfer of \$70,019. Upgrading the City's fuel system is projected to cost \$80,000; \$10,000 will be spent in FY14 and the remaining \$70,000 is projected to be spent in FY15. The projected ending operating funds for FY2015 is anticipated to be \$5,178.



This page left blank intentionally.

CITY OF BRYAN, TEXAS
Employee Benefits Fund Summary
Fiscal Year 2015

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
<u>Revenues</u>							
Operating Revenues							
Employee Contributions	\$ 1,683,392	\$ 1,680,000	\$ 1,680,000	\$ 1,820,500	\$ 1,929,700	\$ 249,700	14.9%
City Contributions	5,407,481	6,041,631	6,041,631	5,767,600	6,229,008	187,377	3.1%
Retiree Health Premiums	494,732	478,800	478,800	554,870	588,100	109,300	22.8%
<i>Total Operating Revenues</i>	<u>7,585,605</u>	<u>8,200,431</u>	<u>8,200,431</u>	<u>8,142,970</u>	<u>8,746,808</u>	<u>546,377</u>	<u>6.7%</u>
Non-Operating Revenues							
Interest Income	8,973	5,000	5,000	6,000	15,700	10,700	214.0%
Stop/Loss Aggregate Refund	-	-	-	-	-	-	0.0%
Flex Admin Fee	11,127	11,000	11,000	10,600	10,600	(400)	-3.6%
Health Claim Rebates	78,578	93,800	93,800	81,750	80,200	(13,600)	-14.5%
Transfer from Other Funds	-	150,000	1,150,000	1,150,000	150,000	(1,000,000)	-87.0%
<i>Total Non-Operating Revenues</i>	<u>98,678</u>	<u>259,800</u>	<u>1,259,800</u>	<u>1,248,350</u>	<u>256,500</u>	<u>(1,003,300)</u>	<u>-79.6%</u>
Total Revenues	<u>7,684,283</u>	<u>8,460,231</u>	<u>9,460,231</u>	<u>9,391,320</u>	<u>9,003,308</u>	<u>(456,923)</u>	<u>-4.8%</u>
<u>Expenditures</u>							
Operating Expenses							
Administrative Reimbursements	137,620	140,119	140,119	140,119	144,300	4,181	3.0%
Claims Administration	12,172	15,400	15,400	11,100	11,100	(4,300)	-27.9%
H.S.A. - Employer Paid	60,563	60,000	60,000	55,900	69,400	9,400	15.7%
Health Insurance Administration	466,706	490,200	490,200	485,900	495,100	4,900	1.0%
Health Insurance Claims	7,333,179	6,803,000	6,803,000	6,885,200	7,091,756	288,756	4.2%
Stop/Loss Aggregate refund	(104,924)	-	-	(186,300)	-	-	0.0%
ACA Research & Reinsurance Fees	1,984	94,000	94,000	4,000	107,100	13,100	13.9%
EAP	12,814	13,900	13,900	13,100	13,400	(500)	-3.6%
Stop Loss Premium	451,595	472,900	472,900	528,500	544,400	71,500	15.1%
<i>Total Operating Expenses</i>	<u>8,371,709</u>	<u>8,089,519</u>	<u>8,089,519</u>	<u>7,937,519</u>	<u>8,476,556</u>	<u>387,037</u>	<u>4.8%</u>
Non-Operating Expenses							
Employee Health Center	-	385,000	385,000	367,600	391,200	6,200	1.6%
<i>Total Non-Operating Expenses</i>	<u>-</u>	<u>385,000</u>	<u>385,000</u>	<u>367,600</u>	<u>391,200</u>	<u>6,200</u>	<u>1.6%</u>
Total Expenditures	<u>8,371,709</u>	<u>8,474,519</u>	<u>8,474,519</u>	<u>8,305,119</u>	<u>8,867,756</u>	<u>393,237</u>	<u>4.6%</u>
 Net Increase/(Decrease)	 (687,426)	 (14,288)	 985,712	 1,086,201	 135,552		
 Beginning Operating Funds	 1,371,327	 1,629,480	 683,901	 683,901	 1,770,102		
Ending Operating Funds	<u>\$ 683,901</u>	<u>\$ 1,615,192</u>	<u>\$ 1,669,613</u>	<u>\$ 1,770,102</u>	<u>\$ 1,905,654</u>		

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Claims Administration	\$ 12,172	\$ 15,400	\$ 15,400	\$ 11,100	\$ 11,100	\$ (4,300)	-27.9%
Misc Admin Reimbursements	8,359,537	8,459,119	8,459,119	8,294,019	8,856,656	397,537	4.7%
Total Expenses	\$ 8,371,709	\$ 8,474,519	\$ 8,474,519	\$ 8,305,119	\$ 8,867,756	\$ 393,237	4.6%

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Average # of health plan contracts	843	840	840	853	850
Average # of health plan members	1,936	1,937	1,937	1,947	1,940
Average health claims paid per contract per month	\$ 734	\$ 675	\$ 675	\$ 650	\$ 640
Admin & Stop Loss fees paid per contract per month	\$ 90	\$ 96	\$ 96	\$ 98	\$ 99
Average Provider Savings	60%	62%	62%	62%	62%
ER visits/1,000	180	160	160	200	200
ER paid/service*	\$ 1,254	\$ 1,075	\$ 1,075	\$ 1,180	\$ 1,175
Office Services paid per member per month	18	13	13	18	15
Office visit paid per service*	\$ 48	\$ 48	\$ 48	\$ 45	\$ 43
Rx Generic dispensing rate	78%	78%	78%	78%	78%

*New performance measure added for FY14

CITY OF BRYAN, TEXAS
Self Insurance Fund Summary
Fiscal Year 2015

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
<u>Revenues</u>							
Operating Revenues							
Defensive Driving Fees	\$ 1,547	\$ 1,500	\$ 1,500	\$ 1,700	\$ 1,525	\$ 25	1.7%
Liability/Workers Comp Ins Premiums	1,481,873	1,460,000	1,460,000	1,570,000	1,962,500	502,500	34.4%
<i>Total Operating Revenues</i>	1,483,420	1,461,500	1,461,500	1,571,700	1,964,025	502,525	34.4%
Non-Operating Revenues							
Interest Income	15,219	15,000	15,000	15,722	12,220	(2,780)	-18.5%
Miscellaneous revenues	6,578	-	-	-	-	-	0.0%
Transfers from Other Funds	-	-	-	-	-	-	0.0%
<i>Total Non-Operating Revenues</i>	21,797	15,000	15,000	15,722	12,220	(2,780)	-18.5%
Total Revenues	1,505,217	1,476,500	1,476,500	1,587,422	1,976,245	499,745	33.8%
<u>Expenditures</u>							
Operating Expenses							
Personnel Services	439,278	441,531	441,531	442,631	457,958	16,427	3.7%
Supplies	15,755	24,700	24,700	20,007	29,443	4,743	19.2%
Maintenance	6,120	6,100	6,100	6,700	1,500	(4,600)	-75.4%
Other Services & Charges	120,111	167,900	184,425	154,050	152,310	(32,115)	-17.4%
Judgement & Damage Claims	20,587	50,000	50,000	25,000	35,000	(15,000)	-30.0%
Stop Loss Aggregate refund	(1,169,588)	-	-	(1,047,000)	-	-	0.0%
Liability Insurance	283,753	621,389	621,389	280,700	385,000	(236,389)	-38.0%
Claims Administration	52,000	62,000	62,000	46,000	46,000	(16,000)	-25.8%
Workmans Comp & Liability Claims	1,785,528	846,200	846,200	2,217,300	820,000	(26,200)	-3.1%
<i>Total Operating Expenses</i>	1,553,544	2,219,820	2,236,345	2,145,388	1,927,211	(309,134)	-13.8%
Non-Operating Expenses							
Employee Health Center	319,903	-	-	-	-	-	0.0%
Transfer to Other Funds	-	150,000	1,150,000	1,150,000	150,000	(1,000,000)	-87.0%
Allocation Cost from City Dep	225,426	214,391	214,391	214,391	191,589	(22,802)	-10.6%
<i>Total Non-Operating Expenses</i>	545,329	364,391	1,364,391	1,364,391	341,589	(1,022,802)	-75.0%
Total Expenditures	2,098,873	2,584,211	3,600,736	3,509,779	2,268,800	(1,331,936)	-37.0%
 Net Increase/(Decrease)	 (593,655)	 (1,107,711)	 (2,124,236)	 (1,922,357)	 (292,555)		
 Beginning Operating Funds	 3,737,976	 3,544,743	 3,144,321	 3,144,321	 1,221,963		
Ending Operating Funds	\$ 3,144,321	\$ 2,437,032	\$ 1,020,085	\$ 1,221,963	\$ 929,408		



This page left blank intentionally.

Self-Insurance Fund

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2014 Accomplishments

- Implemented all FY2014 requirements of the Health Care Reform Act including: distribution of Exchange Notices and Summary of Benefits and Coverage (SBC); Flexible Spending Account limitations; and meeting the Affordability/Minimum Value Assessment.
- Continued marketing Employee Health Center and increased utilization by 7%.
- Expanded services offered at Employee Health Center to include pre-employment physicals, drug screens, and treatment of minor work injuries.
- Continued high participation rate in Healthy Lifestyles Program at 91%.
- Reduced top three health risks by combined average of 5%.
- Offered pilot health risk management program targeting obesity, diabetes, and hypertension to health plan participants with 22 volunteering their commitment to this six month program.
- Incorporated wellness training into requirements for City's Talent & Development Program.
- Implemented program to attract retirees to elect Medicare supplemental plans by allowing them to utilize the clinic.
- Continued to enhance department web page with on-line education in benefits and wellness, including a "Local Health Resources" section to Wellness Website.
- Marketed and obtained competitive proposals for Benefits Broker services.
- Reduced workers' compensation net incurred claims cost by 44%.
- Continued to offer safety and health classes in Spanish.
- Marketed and obtained competitive proposals for property and casualty programs, including claims administrative services and successfully implemented excess insurance carrier and worker's compensation bill review provider changes.
- Maintained financial integrity of the Self-Insurance Fund with net casualty costs not exceeding the actuary's projections.
- Health plan claims costs (net) decreased compared to a National trend of minimum 7.5% increase.
- Facilitated quarterly meetings of the Brazos Valley Critical Incident Stress Management Team and served as the Team's coordinator.

Fiscal Year 2015 Goals and Objectives

- Implement Affordable Care Act requirements for "shared responsibility" provisions without penalties.
- Continue marketing Employee Health Center and increase utilization by 5%.
- Reduce top three health risks by an average of 5%.
- Incorporate employee accountability measures into fitness membership program.
- Expand Healthy Lifestyle Program to include accountability for spouse members and retain 90% participation rate.
- Stabilize OPEB (other post-employment benefits) liability by increasing retiree enrollment in external insured health plans.
- Respond to population health and employee safety risks through targeted health and safety risk management programs.
- Reduce the vehicle collision rate by 10%.
- Maintain financial integrity of the Self-Insurance Fund with net casualty costs not exceeding the actuary's projections.
- Maintain flat Health plan claims costs (net).
- Continue to facilitate and coordinate the Brazos Valley Critical Incident Stress Management Team.

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 439,277	\$ 441,531	\$ 441,531	\$ 442,631	\$ 457,958	\$ 16,427	3.7%
Supplies	15,755	24,700	24,700	20,007	28,443	3,743	15.2%
Maintenance & Services	407,558	782,889	782,889	415,800	516,500	(266,389)	-34.0%
Transfers	-	150,000	1,150,000	1,150,000	150,000	(1,000,000)	-87.0%
Miscellaneous/Admin Reimb	1,236,283	1,185,091	1,201,616	1,481,341	1,115,899	(85,717)	-7.1%
Total Expenses	\$ 2,098,873	\$ 2,584,211	\$ 3,600,736	\$ 3,509,779	\$ 2,268,800	(1,331,936)	-37.0%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 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

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Health plan claims cost (net, in millions)	\$ 7.20	\$ 6.80	\$ 6.80	\$ 6.70	\$ 7.00
% of Health Care Reform requirements implemented	100%	100%	100%	100%	100%
Health Center-# of patient visits	4,112	4,000	4,000	4,400	4,600
Health Center-# of new chronic conditions diagnosed	177	150	150	150	140
# of retirees enrolled in Medicare Advantage plan	5	8	8	2	4
# of employees enrolled in HDHP/H.S.A.	49	60	60	66	75
Prevalance of top three health risk factors:					
Weight	82%	78%	78%	78%	74%
Nutrition	78%	73%	73%	73%	68%
Coronary risk (overall)	47%	42%	42%	42%	37%
# of National Safety Council Supervisor Certification class students	-	20	20	-	20
# of collisions per 1,000,000 miles	20.9	15	15	20.6	18.5
Workers comp claim costs (FY net incurred, in thousands)	\$ 486	\$ 425	\$ 425	\$ 275	\$ 305
Actuary's projections to claims costs (work comp & liability)	66%	70%	70%	93%	90%
Workers Comp Recordable Injury Rate	12.06	NA	NA	11.00	10.00

CITY OF BRYAN, TEXAS
Warehouse Fund Summary
Fiscal Year 2015

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
<u>Revenues</u>							
Operating Revenues							
Fuel Markup	\$ 62,778	\$ 93,870	\$ 93,870	\$ 70,219	\$ 90,000	\$ (3,870)	-4.1%
Inventory Markup	11,054	10,800	10,800	10,541	10,541	(259)	-2.4%
<i>Total Operating Revenues</i>	73,832	104,670	104,670	80,760	100,541	(4,129)	-3.9%
Non Operating Revenues							
Interest Income	949	1,500	1,500	500	1,158	(342)	-22.8%
Discounts Taken	361	575	575	370	370	(205)	-35.7%
Administrative Reimbursements & Transfers	-	136,650	136,650	136,650	206,825	70,175	51.4%
<i>Total Non Operating Revenues</i>	1,310	138,725	138,725	137,520	208,353	69,628	50.2%
Total Revenues	75,142	243,395	243,395	218,280	308,894	65,499	26.9%
<u>Expenditures</u>							
Operating Expenses							
Salaries and Benefits	209,780	210,451	210,451	210,527	203,632	(6,819)	-3.2%
Supplies	10,041	14,578	14,578	11,945	15,182	604	4.1%
Maintenance & Services	10,418	11,111	11,111	11,802	12,473	1,362	12.3%
<i>Total Operating Expenditures</i>	230,239	236,140	236,140	234,274	231,287	(4,853)	-2.1%
Non-operating Expenses							
Capital Outlay	-	100,000	100,000	10,000	70,000	(30,000)	-30.0%
General and Administrative Transfers	78,845	63,026	63,026	63,026	70,019	6,993	11.1%
<i>Total Non-Operating Expenses</i>	78,919	163,026	163,026	73,026	140,019	(23,007)	-14.1%
Total Expenditures	309,158	399,166	399,166	307,300	371,306	(27,860)	-7.0%
Net Increase/Decrease	(234,016)	(155,771)	(155,771)	(89,020)	(62,412)		
Beginning Operating Funds	390,626	168,892	156,610	156,610	67,590		
Ending Operating Funds	\$ 156,610	\$ 13,121	\$ 839	\$ 67,590	\$ 5,178		



This page left blank intentionally.

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 2014 Accomplishments

- Continuation of cost savings measures by implementing a shared-employee program for general administration.
- Continuation of support for Automated Meter Infrastructure (AMI) project by providing storage for the AMI meters.

Fiscal Year 2015 Goals and Objectives

- Promote maximum savings to City by minimizing inventory write-offs and continually evaluating product cost, demand, and availability.
- Purchase a new fork lift.
- Complete rehabilitation of Waco and Fountain Street Fuel Islands.

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted	\$Chng/FY14 Amended	% Chng / FY14
Salaries and Benefits	\$ 209,780	\$ 210,451	\$ 210,451	\$ 210,527	\$ 203,632	\$ (6,819)	-3.2%
Supplies	10,041	14,578	14,578	11,945	15,182	604	4.1%
Maintenance & Services	10,418	11,111	11,111	11,802	12,473	1,362	12.3%
Miscellaneous/Admin Reimb	78,845	63,026	63,026	63,026	70,019	6,993	11.1%
Debt Service	(353)	-	-	-	-	-	0.0%
Capital Outlay	-	100,000	100,000	10,000	70,000	(30,000)	-30.0%
Over/Short Transfers	427	-	-	-	-	-	0.0%
Total Expenses	\$ 309,158	\$ 399,166	\$ 399,166	\$ 307,300	\$ 371,306	\$ (27,860)	-7.0%

Budgeted Personnel

	FY2013 Adopted	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Warehouse Supervisor	1	1	1	1	1
Storekeeper	3	3	3	3	3
Total	4	4	4	4	4

Performance and Activity Measures

	FY2013 Actual	FY2014 Adopted	FY2014 Amended	FY2014 Projected	FY2015 Adopted
Value difference (issue value vs. adjustment value) for water warehouse	1.2%	1.5%	1.5%	0.7%	1.5%
Value difference (issue value vs. adjustment value) for general store	1.8%	1.5%	1.5%	1.5%	1.5%
Value difference (issue value vs. adjustment value) for automotive warehouse	0.9%	1.5%	1.5%	0.6%	1.0%
Issue value for water warehouse	\$ 429,331	\$ 429,905	\$ 429,905	\$ 500,155	\$ 463,074
Issue value for general store	\$ 100,061	\$ 98,610	\$ 98,610	\$ 102,634	\$ 99,979
issue value for automotive warehouse	\$ 245,717	\$ 257,468	\$ 257,468	\$ 270,480	\$ 257,783
# of adjustments for water warehouse	122	96	96	109	95
# of adjustments for general warehouse	109	107	107	108	95
# of adjustments automotive warehouse	112	64	64	88	65



This page left blank intentionally.

CAPITAL FUNDING OVERVIEW

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

OPERATING CAPITAL BUDGET

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

The City of Bryan has appropriated \$26,182,204 in fiscal year 2015 for operating capital, including BTU. A summary of operating capital outlay by department and fund is included in this section.

Planned operating projects in the Water Fund total \$2,250,000. Projects include the Hwy. 21 West design (\$300,000), an elevated storage capacity maintenance tower (\$350,000), a cooling tower (\$800,000), AMI Phase 4 (\$500,000), and Hwy. 21-Texas Ave. relocation (\$300,000). Other capital of \$199,000 is designated for vehicle and heavy equipment replacements.

Wastewater capital improvement projects total \$6,250,000. Projects include a Hwy 21 East project (\$2,000,000), Wells Fargo (\$200,000), AMI Phase 4 (\$500,000), Pipebursting (\$775,000), Hwy 21-Texas Ave repairs (\$400,000), Hwy 30-FM158 new installation (\$1,000,000), West 26th repairs (\$500,000), and Old Hearne Rd-West 28th repairs (\$875,000). Additional capital funding of \$352,270 will allow for vehicle and equipment replacements and SCADA upgrades.

BTU's City and Rural systems capital budgets of \$8,572,977 and \$3,338,737 respectively will be for new customer growth and distribution and production improvements.

CAPITAL IMPROVEMENT PROGRAM

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

CAPITAL IMPROVEMENT PROJECTS

Planned General Fund Capital Improvement projects for FY2015 include \$3,925,000 for 28th Street reconstruction and \$3,125,000 Old Hearne Road.

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

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

A complete schedule of capital improvement projects for FY2015 through FY2019 is included in this section.



This page left blank intentionally.

**Summary of Operating Capital Outlay
Fiscal Year 2015**

General Fund

Police: Vehicle Replacements (5 patrol vehicles, 2 unmarked vehicles, 1 motorcycle, 2 Police Pursuit Vehicles)	435,544
Police: Radios	290,500
Fire: 2 Ambulance Remounts, CPR devices, 1 pool vehicle	443,888
Fire: Radios	300,000
Traffic: Vehicle Replacement	41,000
Dev Services: Vehicle Replacements (2)	55,368
Library: Books	163,400
Parks: Replace Mower, Tractor, Utility Veh	45,454
Skate Parks	1,100,000
Information Technology: Computers-Software, Hardware, Maintenance	376,000
Facilities: Replace HVAC systems, Fire Alarm System	280,000
Communications: Replace Equipment in Council Chambers	65,000

General Fund Total

\$ 3,596,154

Enterprise Funds

Water Fund

Vehicle replacement	56,000
Heavy equipment replacements	143,000
Water system improvements	2,250,000
<i>Water Total</i>	<u>\$ 2,449,000</u>

Wastewater Fund

Repairs to wastewater system	6,250,000
Decision Packages: Vehicles, SCADA Upgrade, Equipment	352,270
<i>Wastewater System Total</i>	<u>\$ 6,602,270</u>

BTU - City

Transmission & Distribution Projects	8,572,977
<i>BTU - City Total</i>	<u>\$ 8,572,977</u>

BTU - Rural

Distribution Projects	3,338,737
<i>BTU - Rural Total</i>	<u>\$ 3,338,737</u>

Solid Waste

Decision Packages: Replacements, Vehicles, Heavy Equipment	975,366
<i>Solid Waste Total</i>	<u>\$ 975,366</u>

Airport Fund

Airport Improvements (TxDOT grant)	
<i>Airport Fund Total</i>	<u>110,500</u>
	<u>\$ 110,500</u>

Enterprise Funds Total

\$ 22,048,850

Special Revenue Funds

Court Technology

Mobile Data Terminals for Marshal's Vehicles	19,700
<i>Court Technology Total</i>	<u>\$ 19,700</u>

Street Improvement

Decision Packages: Storage Shelter, School Flasher Assemblies	147,500
<i>Street Improvement Total</i>	<u>\$ 147,500</u>

TIRZ #10-Traditions

Bridge Construction	300,000
<i>TIRZ #10-Traditions Total</i>	<u>\$ 300,000</u>

Special Revenue Funds Total

\$ 467,200

Internal Service Funds

Warehouse

Fuel System Upgrade	70,000
<i>Warehouse Fund Total</i>	<u>\$ 70,000</u>

Internal Service Funds Total

\$ 70,000

All Funds Total Operating Capital Outlay

\$ 26,182,204

**General Government
Capital Improvement Projects
FY2015 through FY2019**

	Actual FY2013	Adopted FY2014	Projected FY2014	Adopted FY2015
<u>CO/GO Beginning Funds Balance:</u>	\$ 3,597,077	\$ 107,097	\$ 2,512,232	\$ 7,561,052
<u>Additional Resources:</u>				
General Obligation Debt Issuances	-	7,815,000	7,760,000	-
Transfers In/Other	189,266		193,000	
Investment Earnings	16,132	51,494	14,850	15,000
<i>Subtotal Additional Resources</i>	<i>205,398</i>	<i>7,866,494</i>	<i>7,967,850</i>	<i>15,000</i>
Total Resources Available	3,802,475	7,973,591	10,480,082	7,576,052
Debt Issuance Cost (expense)	-	(97,688)	(31,411)	-
Transfers Out	(442,915)			
Total Construction In Progress from below	1,733,158	(3,585,000)	(2,887,619)	(7,050,000)
Expenditure Differences	-			
Public Works Services	-			
CO/GO Ending Funds Balance	2,512,232	4,290,903	7,561,052	526,052
<u>Construction In Progress</u>				
Sadie Thomas Splashpads				
29th Street Sidewalks				
TIRZ 10 Reimbursement				
TIRZ 22 (Harrison Construction) (reimb soft cost)				
Bryan/Beck				
HSC Parkway Extension - PH 1B	1,215,309		1,905,759	
HSC Parkway Extension - PH 1B (CS Reimb)	(266,906)		(450,471)	
HSC Parkway Extension - PH 1A (CS Reimb)	(26,740)		(368,967)	
HSC Parkway Extension - PH 2A				
HSC Parkway Extension - PH 2A (CS Reimb)				
Broadmoor Sidewalks				
Hwy 47 Bridge				
Rustling Oaks Sidewalks				
College Main Complete Reconstruction	15,789		32	
Wellborn - FB - Old College Traffic Signal	12,353			
Wellborn-FB - Old College Traffic Sig (CS & TAMU reimb)				
FM1179 TxDot AFA				
FM1179 Country Club Dr/Oak Ridge				
West 28th St Reconstruction (Palasota to Congress)	47,708	1,570,000	62,672	3,925,000
Downtown Ph 3 & 4				
Fire Station Land Acquisition/Relocation	9,294		178,305	
Dominion Oaks Development				
Old Hearne Rd	172,039	1,250,000		3,125,000
Old Hearne Rd Ph 2			94,330	
Safe Routes to School sidewalks	112,969		647,081	
Safe Routes to School sidewalks (reimbursement)				
Johnson sidewalks	232,217		15,299	
S College/Dodge				
Tx Ave/Villa Maria	5,620		1,250	
Carter Creek/Villa Maria				
Vehicles - Police & Fire; IT; Coulter		765,000	765,000	
Oversize Participation	203,508		2,595	
Village Foods - Developer Agreement			34,733	
Total CIP Expenditures	\$ 1,733,158	\$ 3,585,000	\$ 2,887,619	\$ 7,050,000

**General Government
Capital Improvement Projects
FY2015 through FY2019**

	Projected FY2016	Projected FY2017	Projected FY2018	Projected FY2019
<u>CO/GO Beginning Funds Balance:</u>	\$ 526,052	\$ 5,286,443	\$ 712,520	\$ 485,408
<u>Additional Resources:</u>				
General Obligation Debt Issuances	7,000,000		7,100,000	
Transfers In/Other				
Investment Earnings	27,891	46,077	31,638	53,164
<i>Subtotal Additional Resources</i>	<i>7,027,891</i>	<i>46,077</i>	<i>7,131,638</i>	<i>53,164</i>
Total Resources Available	7,553,943	5,332,520	7,844,158	538,572
Debt Issuance Cost (expense)	(87,500)	-	(88,750)	-
Transfers Out				
Total Construction In Progress from below	(2,180,000)	(4,620,000)	(7,270,000)	(185,000)
Expenditure Differences				
Public Works Services				
CO/GO Ending Funds Balance	5,286,443	712,520	485,408	353,572
<u>Construction In Progress</u>				
Design for 2020 project				185,000
Sadie Thomas Splashpads		50,000	330,000	
29th Street Sidewalks			500,000	
TIRZ 10 Reimbursement				
TIRZ 22 (Harrison Construction) (reimb soft cost)				
Bryan/Beck				
HSC Parkway Extension - PH 1B				
HSC Parkway Extension - PH 1B (CS Reimb)				
HSC Parkway Extension - PH 1A (CS Reimb)				
HSC Parkway Extension - PH 2A				
HSC Parkway Extension - PH 2A (CS Reimb)				
Broadmoor Sidewalks			250,000	
Hwy 47 Bridge				
Rustling Oaks Sidewalks			240,000	
College Main Complete Reconstruction				
Wellborn - FB - Old College Traffic Signal				
reimb)				
FM1179 TxDot AFA				
FM1179 Country Club Dr/Oak Ridge				
West 28th St Reconstruction (Palasota to Congress)				
Downtown Ph 3 & 4				
Fire Station Land Acquisition/Relocation	1,000,000	3,520,000		
Dominion Oaks Development				
Old Hearne Rd				
Old Hearne Rd Ph 2	300,000	300,000	1,000,000	
Safe Routes to School sidewalks				
Safe Routes to School sidewalks (reimbursement)				
Johnson sidewalks				
S College/Dodge				
S College Ph 2 - Villa Maria to Sulphur Springs		750,000	4,000,000	
Tx Ave/Villa Maria				
Carter Creek/Villa Maria				
Vehicles - Police & Fire; IT; Coulter	880,000		950,000	
Total CIP Expenditures	\$ 2,180,000	\$ 4,620,000	\$ 7,270,000	\$ 185,000

Water
Capital Improvement Projects
FY2015 through FY2019

	Actual FY2013	Adopted FY2014	Projected FY2014	Adopted FY2015
<u>Beginning Revenue Bond Fund Balances:</u>	\$ 1,202,863	\$ 20,512	\$ 288,741	\$ 290,185
<u>Additional Resources:</u>				
Revenue Bonds	-	-		5,000,000
Investment Earnings	1,681	133	1,444	1,451
<i>Subtotal Additional Resources</i>	<u>1,681</u>	<u>133</u>	<u>1,444</u>	<u>5,291,636</u>
Total Resources Available	<u>1,204,544</u>	<u>20,645</u>	<u>290,185</u>	<u>5,581,820</u>
<u>Statement of Capital Expenditures</u>				
Debt Issuance Cost	-	-	-	(50,000)
Other				
Transfer to Fund 510 (close Fund 571)	(421,394)			
Total Construction in Progress from below	(494,409)			(3,000,000)
Operating expenses				
Ending Fund Balance	<u>288,741</u>	<u>20,645</u>	<u>290,185</u>	<u>2,581,820</u>
<u>Construction In Progress</u>				
Distribution Lines (Sulphur Springs/Coulter)				500,000
Old Hearne Rd/West 28th				1,000,000
Well Collection Line - LSPS to Well 12				1,000,000
West 26th				500,000
College Main	90,652			
Briarcrest WL				
Water SCADA				
Tabor Ground Storage Tanks	403,623			
Well Collection Line - hwy 6/FM2818				
1179 Utility Relocate	134			
Highway 21 West Waterline				
Total CIP Expenditures	<u>\$ 494,409</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 3,000,000</u>

Water
Capital Improvement Projects
FY2015 through FY2019

	Projected FY2016	Projected FY2017	Projected FY2018	Projected FY2019
<u>Beginning Revenue Bond Fund Balances:</u>	\$ 2,581,820	\$ 607,955	\$ 572,559	\$ 598,633
<u>Additional Resources:</u>				
Revenue Bonds			3,500,000	
Investment Earnings	26,134	14,604	26,074	12,918
<i>Subtotal Additional Resources</i>	26,134	14,604	3,526,074	12,918
Total Resources Available	2,607,955	622,559	4,098,633	611,551
<u>Statement of Capital Expenditures</u>				
Debt Issuance Cost		(50,000)		-
Other				
Transfer to Fund 510 (close Fund 571)				
Total Construction in Progress from below	(2,000,000)	-	(3,500,000)	-
Operating expenses				
Ending Fund Balance	607,955	572,559	598,633	611,551
<u>Construction In Progress</u>				
Distribution Lines (Sulphur Springs/Coulter)				
Well Collection Line - LSPS to Well 12	2,000,000			
West 26th				
Briarcrest WL				
Water SCADA				
Tabor Ground Storage Design				
Well Collection Line - hwy 6/FM2818				
Emergency Generator				
1179 Utility Relocate				
Highway 21 West Waterline			3,500,000	
Total CIP Expenditures	\$ 2,000,000	\$ -	\$ 3,500,000	\$ -

**Wastewater
Capital Improvement Projects
FY2015 through FY2019**

	Actual FY2013	Adopted FY2014	Projected FY2014	Adopted FY2015
<u>Beginning Revenue Bond Fund Balances</u>	\$ 4,632,660	\$ 73,152	\$ 186,030	\$ 186,960
<u>Additional Resources:</u>				
Revenue Bonds	-	-		
Grants				
Investment Earnings	1,919	475	930	475
<i>Subtotal Additional Resources</i>	1,919	475	930	475
Total Resources Available	4,634,578	73,627	186,960	187,436
<u>Miscellaneous Expenditures:</u>				
Debt Issuance Cost	-	-	-	-
Other	-			
Total Construction in Progress from below	(4,448,549)	-	-	-
Operating expenses				
Ending Fund Balance	186,030	73,627	186,960	187,436
<u>Production, Distribution & Rehab Projects:</u>				
Still Creek Sewer Trunk Line Ph 2		-		
Thompson Creek Wastewater Treatment Plant	4,370,292	-	-	
WWTP SCADA	78,257	-	-	
Total CIP Expenditures	\$ 4,448,549	\$ -	\$ -	\$ -

**Wastewater
Capital Improvement Projects
FY2015 through FY2019**

	Projected FY2016	Projected FY2017	Projected FY2018	Projected FY2019
<u>Beginning Revenue Bond Fund Balances</u>	\$ 187,436	\$ 188,373	\$ 189,315	\$ 190,261
<u>Additional Resources:</u>				
Revenue Bonds				
Grants				
Investment Earnings	937	942	947	951
<i>Subtotal Additional Resources</i>	937	942	947	951
Total Resources Available	188,373	189,315	190,261	191,212
<u>Miscellaneous Expenditures:</u>				
Debt Issuance Cost	-	-	-	-
Other				
Total Construction in Progress from below	-	-	-	-
Operating expenses				
Ending Fund Balance	188,373	189,315	190,261	191,212
<u>Production, Distribution & Rehab Projects:</u>				
Still Creek Sewer Trunk Line Ph 2				
Thompson Creek Wastewater Treatment Plant				
WWTP SCADA				
Total CIP Expenditures	\$ -	\$ -	\$ -	\$ -

BTU-City
Capital Improvement Projects
FY2015 through FY2019

	Actual FY2013	Adopted FY2014	Projected FY2014	Adopted FY2015
<u>Beginning Revenue Bond Fund Balances:</u>	\$ 37,056,244	\$ 6,840,427	\$ 10,160,324	\$ 17,527,058
<u>Additional Resources:</u>				
Revenue Bonds	-	40,442,985	34,692,000	-
Investment Earnings	-	-	-	-
<i>Subtotal Additional Resources</i>	-	40,442,985	34,692,000	-
Total Resources Available	37,056,244	47,283,412	44,852,324	17,527,058
<u>Statement of Capital Expenditures</u>				
Debt Issuance Cost	-	-	-	-
Other	-	-	-	-
Total Construction in Progress from below	(26,895,920)	(31,205,762)	(27,325,266)	(17,527,058)
Operating expenses				
Ending Fund Balance	10,160,324	16,077,650	17,527,058	-
<u>Construction In Progress</u>				
Transmission & Distribution	26,895,920	31,205,762	27,325,266	17,527,058
Production		-	-	-
Total CIP Expenditures	\$ 26,895,920	\$ 31,205,762	\$ 27,325,266	\$ 17,527,058

BTU-City
Capital Improvement Projects
FY2015 through FY2019

	Projected FY2016	Projected FY2017	Projected FY2018	Projected FY2019
<u>Beginning Revenue Bond Fund Balances:</u>	\$ -	\$ 19,746,545	\$ 929,164	\$ 29,207,206
<u>Additional Resources:</u>				
Revenue Bonds	28,000,000	-	42,000,000	-
Investment Earnings	-	-	-	-
<i>Subtotal Additional Resources</i>	28,000,000	-	42,000,000	-
Total Resources Available	28,000,000	19,746,545	42,929,164	29,207,206
<u>Statement of Capital Expenditures</u>				
Debt Issuance Cost	(350,000)	-	-	-
Other				
Total Construction in Progress from below	(7,903,455)	(18,817,381)	(13,721,958)	(28,563,242)
Operating expenses				
Ending Fund Balance	19,746,545	929,164	29,207,206	643,964
<u>Construction In Progress</u>				
Transmission & Distribution	7,903,455	18,817,381	13,721,958	28,563,242
Production	-	-	-	-
Total CIP Expenditures	\$ 7,903,455	\$ 18,817,381	\$ 13,721,958	\$ 28,563,242

BTU-Rural
Capital Improvement Projects
FY2015 through FY2019

	Actual FY2013	Adopted FY2014	Projected FY2014	Adopted FY2015
<u>Beginning Revenue Bond Fund Balances:</u>	\$ 246,810	\$ 4,161,438	\$ 4,911,931	\$ 2,144,561
<u>Additional Resources:</u>				
Revenue Bonds	5,600,000	-	-	-
Investment Earnings	-	-	-	-
<i>Subtotal Additional Resources</i>	<i>5,600,000</i>	<i>-</i>	<i>-</i>	<i>-</i>
Total Resources Available	5,846,810	4,161,438	4,911,931	2,144,561
<u>Statement of Capital Expenditures</u>				
Debt Issuance Cost	-	-	-	-
Other	-	-	-	-
Total Construction in Progress from below	(934,879)	(2,107,852)	(2,767,370)	(2,134,603)
Operating expenses				
Ending Fund Balance	4,911,931	2,053,586	2,144,561	9,958
<u>Construction In Progress</u>				
Distribution	934,879	2,107,852	2,767,370	2,134,603
Total CIP Expenditures	\$ 934,879	\$ 2,107,852	\$ 2,767,370	\$ 2,134,603

**BTU-Rural
Capital Improvement Projects
FY2015 through FY2019**

	Projected FY2016	Projected FY2017	Projected FY2018	Projected FY2019
<u>Beginning Revenue Bond Fund Balances:</u>	\$ 9,958	\$ 6,783,198	\$ 3,349,688	\$ (26,952)
<u>Additional Resources:</u>				
Revenue Bonds		-	-	-
Investment Earnings	8,600,000	-	-	6,000,000
<i>Subtotal Additional Resources</i>	8,600,000	-	-	6,000,000
Total Resources Available	8,609,958	6,783,198	3,349,688	5,973,048
<u>Statement of Capital Expenditures</u>				
Debt Issuance Cost	-	-	-	-
Other				
Total Construction in Progress from below	(1,826,760)	(3,433,510)	(3,376,640)	(2,006,240)
Operating expenses				
Ending Fund Balance	6,783,198	3,349,688	(26,952)	3,966,808
<u>Construction In Progress</u>				
Distribution	1,826,760	3,433,510	3,376,640	2,006,240
Total CIP Expenditures	\$ 1,826,760	\$ 3,433,510	\$ 3,376,640	\$ 2,006,240



This page left blank intentionally.

ORDINANCE NO. 2063

AN ORDINANCE OF THE CITY OF BRYAN, TEXAS APPROVING AND ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2014 AND ENDING SEPTEMBER 30, 2015, INCLUSIVE, WITH EXPENDITURES IN THE COMBINED TOTAL AMOUNT OF \$379,699,397; 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, 2014 and ending September 30, 2015; and

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

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

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

1.

The appropriations for the fiscal year beginning October 1, 2014 and ending September 30, 2015 with combined expenditures in the sum of \$379,699,397 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.

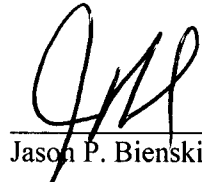
This Ordinance shall go into effect immediately after its second and final reading.

PRESENTED AND GIVEN first reading on the 26th day of August, 2014, at a meeting of the City Council of the City of Bryan, Texas; and given second reading, passed and approved on the 9th day of September 2014, by a vote of 7 ayes and 0 nays at a regular meeting of the City Council of the City of Bryan, Texas.

ATTEST:


Mary Lynne Stratta, City Secretary

CITY OF BRYAN:


Jason P. Bienski, Mayor

APPROVED AS TO FORM:


Janis K. Hampton, City Attorney

**CITY OF BRYAN, TEXAS
ALL FUNDS SUMMARY
Fiscal Year 2015
EXHIBIT A**

Fund Name ¹	Total Revenues, Transfers & ROW	Expenditures ²
Governmental Funds:		
General	\$ 60,897,555	\$ 63,207,741
Debt Service	10,575,303	10,514,760
Oil & Gas Fund	1,414,195	-
Hotel/Motel Tax	1,200,000	731,847
Street Improvement	5,421,625	10,722,795
Drainage	903,700	1,581,501
TIRZ #10 (Traditions)	2,155,978	2,015,815
TIRZ #19 (Nash Street)	127,351	76,250
TIRZ #21 (Downtown)	99,897	200,000
TIRZ #22 (Lauth)	380,823	495,179
Court Technology	46,100	65,746
Community Development	2,297,914	2,297,914
Enterprise Funds:		
BTU - City ³	196,525,538	195,434,485
BTU - Rural	39,943,152	39,058,815
Water	12,831,181	14,157,905
Wastewater	12,496,100	17,641,933
Solid Waste	7,757,164	7,657,941
Airport	775,816	791,724
Bryan Commerce & Dev.	1,554,200	1,539,184
Internal Service Funds:		
Self-Insurance Fund	1,976,245	2,268,800
Employee Benefits	9,003,308	8,867,756
Warehouse Fund	308,894	371,306
TOTAL ALL FUNDS	\$ 368,692,039	\$ 379,699,397

Notes:

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

2. Expenditures are shown net of administrative reimbursements

3. BTU - City fund balance increased by \$1,000,000 due to a release of restricted collateral

ORDINANCE NO. 2065

AN ORDINANCE OF THE CITY COUNCIL OF THE CITY OF BRYAN, TEXAS, FIXING THE TAX LEVY OF THE CITY OF BRYAN, TEXAS, FOR THE TAXABLE YEAR 2014 AT \$0.629990 PER \$100 OF ASSESSED VALUATION AND PROVIDING AN EFFECTIVE DATE.

BE IT ORDAINED BY THE CITY OF BRYAN, TEXAS:

1.

That there be assessed, levied and collected on all taxable property in the City of Bryan, for the taxable year 2014 the following, to wit:

\$0.442658 on a \$100.00 valuation of all taxable property in the City for General Fund maintenance and operating purposes: and

\$0.187332 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 2014 is \$0.629990 for \$100.00 valuation of all taxable property in the City of Bryan.

2.

THE TAX RATE WILL EFFECTIVELY BE RAISED BY 3.52% AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$21.00.

3.

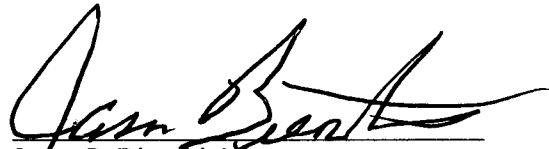
That this Ordinance shall go into effect immediately after its second and final reading.

PRESENTED AND GIVEN first reading the 16th day of September, 2014 at a special meeting of the City Council of the City of Bryan, Texas; and given second reading, **PASSED AND APPROVED** on the 23rd day of September, 2014 by a vote of 7 ayes and 0 nays at a regular meeting of the City Council of the City of Bryan, Texas.

ATTEST:

CITY OF BRYAN:


Mary Lynne Stratta, City Secretary


Jason P. Bienski, Mayor

APPROVED AS TO FORM:


Janis K. Hampton, City Attorney

FY15 DECISION PACKAGE REQUEST SUMMARY

		FY15 Request	FY15 Adopted	Restricted Funds
<u>Personnel</u>				
Municipal Court	Deputy Court Clerk	\$ 37,378	\$ -	
Info Tech	Network infrastructure position (see also cable budget)	75,652	75,652	
Fire	Increase overtime line item (includes benefits)	127,254	-	
	Public Information Specialist (truck & fuel listed with Fleet)	109,031	-	
	College education incentive pay (includes benefits)	35,872	-	
Golf Course	Fully staffed golf course-maint & operations (\$&B increases)	50,249	-	
Parks	Full time maint. employee	39,450	-	
Library	Full time reference librarian	51,897	-	
Special Projects	Part time project specialist	31,478	-	
	1/2 the salary for the Asst. Community Dev. Manager	45,060	-	
Brvan Animal Center	Program Coordinator	53,076	-	
	(Position funded by eliminating 2 vacant positions)			
		\$ 656,397	\$ 75,652	\$ -
<u>Other</u>				
City Secretary	Charter amendment election funding (legal/regulatory)	\$ 40,000	\$ 35,000	
Info Tech	Cable maintenance (see network infrastructure position DP)	25,000	25,000	
Human Resources	Re-Implement education reimbursement program	15,000	-	
	Employee recognition rewards program	5,000	5,000	
	Increase internal training, additional online courses and webinars	8,300	-	
	2-Year customer service training program (Executive funding 10k in FY14 and HR will fund the 10k for FY15)	10,000	10,000	
Traffic	Increase electricity line item	125,000	45,000	
Police	Ballistic vest replacement (30 vests, possible 1/2 grant reimbursement)	22,500	-	
	TASER replacement (85)	89,296	-	
Fire	Scott AV3000 HT face piece for all Firefighters	28,800	-	
	Increase communications line item	9,600	9,600	
	Increase motor vehicles maintenance line item	57,000	-	
	3 auto pulse CPR devices	52,663	52,663	
Parks	Pool blankets	34,800	-	
	Restore funding to cover City property/parks	297,943	-	
	Henderson Pool-Aquatic Consultant	20,000	-	
	Operation and maintenance tasks within the City park system	400,000	-	
	Consultant to update the parks, open space and trails master plan	75,000	50,000	
Golf Course	Office furniture	4,676	-	
	Soil amendments for the Golf Course (Increase to line item 24-10)	30,000	-	
Development Services	Consultant to prepare a new COB comprehensive plan	220,000	150,000	
Code Enforcement	Operating budget increase for mowing and nuisance abatement	25,000	25,000	
		\$ 1,595,578	\$ 407,263	\$ -
<u>Computers - software, hardware, maintenance</u>				
Communications	Replace broadcast equipment in council chambers (PEG Funds)	\$ 65,000		\$ 65,000
Municipal Court	Mobil data terminals for Marshal vehicles	29,446		29,446
Info Tech	MOB & MSC network cabling refresh	140,000	110,000	
	Base budget increase for network, computer and storage purchases	162,000	150,000	
	ERP assessment & customer portal	470,000	200,000	
	Computer hardware replacement General Fund	247,843	247,843	
Engineering	Format color scanner/copier/printer	10,375	-	
Fleet	Fleet asset maintenance software	55,000	-	
Police	Replace radios (FCC requirements, outside mandate)	581,354	290,500	
Fire	Replace radios (FCC requirements, outside mandate)	337,177	300,000	
Parks	(2) iPads	1,600	-	
	New access control system at Austin Colony Tennis Center	6,016	-	
Bryan Library	Polaris phone service server (College Station will pay 1/2 of it)	4,400	-	4,400
		\$ 2,045,211	\$ 1,298,343	\$ 98,846

FY15 DECISION PACKAGE REQUEST SUMMARY

		FY15 Request	FY15 Adopted	Restricted Funds
<u>Building & Other Improvements</u>				
Facility Services	Fire alarm replacement	80,000	80,000	
	Elevator equipment, Clara Mounce Library	125,000	-	
	HVAC controls (Station 1, Neal Rec, Carnegie)	200,000	200,000	
		\$ 405,000	\$ 280,000	\$ -
<u>Vehicles & Other Equipment</u>				
Info Tech	Vehicle replacement (unit 12-22 van)	\$ 25,625	\$ -	
Traffic	Vehicle replacement (unit 34-101)	41,000	41,000	
Fleet	Pick up truck w/ rear lift gate	31,875	-	
Police	2 unmarked vehicles(replacement, units 6-75, 6-170)	40,194	20,000	
	9 Tahoe (PD Fleet) replacements (5 Funded)	494,127	275,000	
	2 Police pursuit vehicles (new fleet request)	109,806	109,806	
	Motorcycle replacement	30,738	30,738	
Fire	Ambulance remount (unit 28-18)	170,200	170,200	
	Ambulance remount (unit 28-11)	176,525	176,525	
	Pool vehicle (2001 Chevy minivan currently being used that was already retired and is not reliable)	44,500	44,500	
	New Fleet purchase (truck for new position request, 36k, fuel 4k)	40,000	-	
Parks	Riding mower (replacement)	6,200	6,200	
	Tractor (replacement unit 10-37)	18,000	18,000	
	Utility vehicle (replacement unit 10-611)	21,254	21,254	
Golf Course	New golf cart fleet (trade in 60 old carts and lease 65 new)	45,000	-	
	Aerifier (Lease 7543 a year, purchase \$24k)	7,543	-	
Development Serv.	Vehicle replacement (truck unit 16-11)	27,684	27,684	
	Vehicle replacement (truck unit 16-10)	27,684	27,684	
Total Vehicles and Other Equipment		1,357,955	968,591	\$ -
FY15 TOTAL GENERAL FUND REQUESTS		\$ 6,060,141	\$ 3,029,849	\$ 98,846
(Fire Engine replacement , Ordered in FY15, Funded in FY16)		799,601		
<u>Water Fund</u>				
	Vehicle replacement (unit 23-64)	\$ 28,000	\$ 28,000	
	Vehicle replacement (unit 23-66)	28,000	28,000	
	iPads for crew leaders	4,000	4,000	
	Hydraulic breaker attachment	8,000	8,000	
	Well field pumps-motor contactor replacement	100,000	100,000	
	Water well-motor contactor replacement	35,000	35,000	
	Computer hardware replacement	39,400	39,400	
FY15 TOTAL WATER FUND REQUESTS		\$ 242,400	\$ 242,400	
<u>Wastewater Fund</u>				
	Vehicle replacement (unit 24-34)	\$ 165,000	\$ 165,000	
	Vehicle replacement (unit 24-44)	32,000	32,000	
	Vehicle replacement (unit 25-31)	36,000	36,000	
	Vehicle replacement (unit 25-34)	80,000	80,000	
	Replace gas feed heaters at the treatment plants	12,200	12,200	
	SCADA upgrade for wastewater systems	86,010	86,010	
	iPads for crew leaders	4,000	4,000	
	Computer hardware replacement	35,514	35,514	
FY15 TOTAL WASTEWATER FUND REQUESTS		\$ 450,724	\$ 450,724	

FY15 DECISION PACKAGE REQUEST SUMMARY

	FY15 Request	FY15 Adopted	Restricted Funds
<u>Solid Waste Fund</u>			
Side load truck replacement (residential)	\$ 217,201	\$ 217,201	
Side load truck replacement (Rapid Rail, residential & commercial)	223,635	223,635	
Commercial front load truck replacement	301,655	301,655	
Grapple truck	150,701	150,701	
Vehicle replacement (unit 14-64, 3/4 ton truck)	25,187	25,187	
Vehicle replacement (unit 29-39, 3/4 ton truck)	25,187	25,187	
Vehicle replacement (1 ton truck)	31,800	31,800	
Computer hardware replacement	2,929	2,929	
FY15 TOTAL SOLID WASTE FUND REQUESTS	\$ 978,295	\$ 978,295	
<u>Airport</u>			
Utility vehicle	\$ 10,000	-	
Full time Airport employee	36,045	-	
Temporary Employee \$'s will be used to fund this position			
Computer hardware replacement	1,186	1,186	
FY15 TOTAL AIRPORT REQUESTS	\$ 47,231	\$ 1,186	
FY15 TOTAL ENTERPRISE FUND REQUESTS	\$ 1,718,650	\$ 1,672,605	
<u>Warehouse</u>			
Forklift, replacement (unit 19-02)	\$ 31,610	-	
Computer hardware replacement	1,343	1,343	
FY15 TOTAL WAREHOUSE REQUESTS	\$ 32,953	\$ 1,343	
<u>Risk</u>			
Annual spouse wellness screening program	\$ 11,200	-	
Computer hardware replacement	4,143	4,143	
FY15 TOTAL RISK REQUESTS	\$ 15,343	\$ 4,143	
FY15 TOTAL INTERNAL SERVICE FUND REQUESTS	\$ 48,296	\$ 5,486	
<u>Street Improvement</u>			
School flasher assemblies (funding from Street Imp. Fund)	\$ 70,000	\$ 70,000	
Storage Shelter	77,500	77,500	
FY15 TOTAL SPECIAL REVENUE FUND REQUESTS	\$ 147,500	\$ 147,500	
TOTAL DECISION PACKAGE REQUESTS	\$ 7,974,587	\$ 4,855,440	\$ 98,846

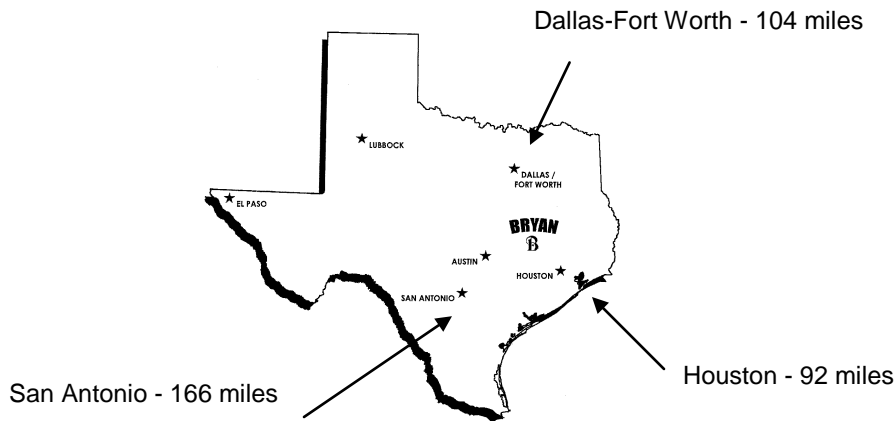


This page left blank intentionally.

COMMUNITY PROFILE

Location

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



HISTORY

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

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

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

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

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

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

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

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

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

The Community Thrives and Diversifies

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

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

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

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

Time Marches On

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

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

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

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

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

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

Public Universities

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

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

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

Source: Texas A&M University

Blinn College:

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

Source: The Research Valley Partnership

City Government Structure

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

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

Bryan Today

"The Good Life, Texas Style."™

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

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

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

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

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

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

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

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

Movoto Real Estate, famous for ranking cities based on affordability and other characteristics ranked Bryan the tenth most exciting city in Texas. The list tracked the top 100 most populated cities. The rating is based on, in part, music venues, nightlife, and all the parks Bryan has to offer.

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

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	117
Police Station(s)	1
Sworn Personnel	140

Source: City of Bryan

Table 1.2

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

Source: Texas Comptroller of Public Accounts

Table 1.3

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

Source: Brazos County Appraisal District

Table 1.4

Employment-Bryan	
2011	36,371
2012	36,392
2013	37,610

Source: Texas Workforce Commission-Tracer

Table 1.5

Unemployment Rate-Bryan	
2010	6.6%
2011	6.4%
2012	5.5%
2013	5.1%

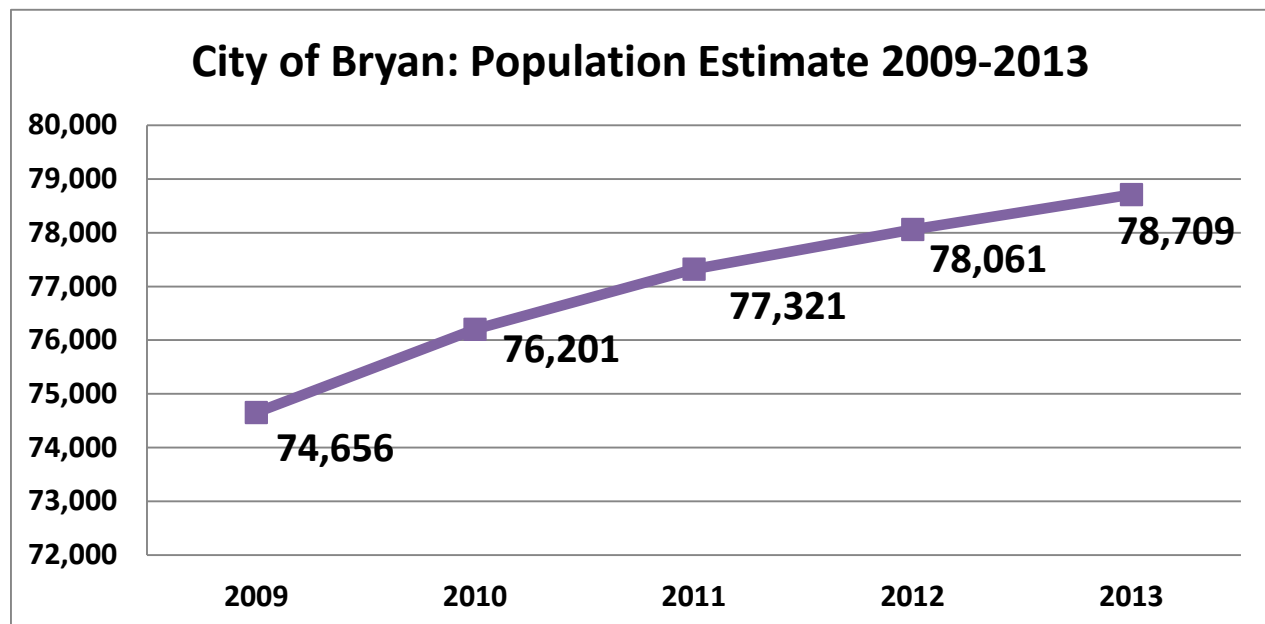
Source: Texas Workforce Commission

City of Bryan Statistical Information

Table 1.6

Texas Metro Areas Employment Statistics		
Metro Area	Employment	Unemployment Rate
Abilene	79,871	5.1%
Amarillo	128,482	4.6%
Austin-Round Rock-San Marcos	952,570	5.2%
Beaumont-Port Arthur	166,225	10.0%
Brownsville-Harlingen	148,102	10.1%
Bryan-College Station	112,520	5.1%
Corpus Christi	205,353	6.0%
Dallas-Fort Worth-Arlington	3,187,864	6.2%
El Paso	297,011	8.8%
Houston-Sugar Land-Baytown	2,922,400	6.2%
Killeen-Temple-Fort Hood	159,832	7.2%
Laredo	94,686	6.7%
Longview	108,568	5.7%
Lubbock	141,205	5.0%
McAllen-Edinburg-Mission	284,651	10.8%
Midland	91,573	3.3%
Odessa	81,308	4.0%
San Angelo	54,246	5.1%
San Antonio-New Braunfels	986,253	6.0%
Sherman-Denison	54,646	6.6%
Texarkana	58,165	7.3%
Tyler	96,766	6.5%
Victoria	59,678	5.3%
Waco	107,901	6.1%
Wichita Falls	66,787	5.9%

Source: Texas Workforce Commission



Source: U.S. Census Bureau

City of Bryan Statistical Information

Table 1.7

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

Source: Research Valley Partnership

Table 1.8

Home Sales Bryan-College Station	
Average Price	\$189,700
Median Price	\$160,200
Average Sales (per month)	238
Average month(s) on Inventory	6.5

Source: Texas A&M Real Estate Center

Table 1.9

Single Family Building Permits—Bryan/College Station		
Year	Units	Average Value (\$)
2010	777	128,700
2011	619	142,000
2012	784	151,300
2013	824	171,800

Source: Texas A&M Real Estate Center



This page left blank intentionally.

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 frequently used for construction for large capital projects, such as buildings, streets, and water and sewer lines.

GLOSSARY & ACRONYMS

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

GLOSSARY & ACRONYMS

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

GLOSSARY & ACRONYMS

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

GLOSSARY & ACRONYMS

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

GLOSSARY & ACRONYMS

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

GLOSSARY & ACRONYMS

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

GLOSSARY & ACRONYMS

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

GLOSSARY & ACRONYMS

	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



This page left blank intentionally.