

# ADOPTED 2018

## CITY OF BRYAN, TEXAS

## ANNUAL OPERATING BUDGET FOR FISCAL YEAR 2017-2018

This budget will raise more revenue from property taxes than last year's budget by an amount of \$2,697,953 which is an 8.8% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$1,199,349.

City Council Record Vote

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

FOR: Mayor Nelson, Councilmembers Marin, Madison, Hardeman, and Simank AGAINST: None PRESENT and not voting: None ABSENT: Councilmember Southerland and Mayor Pro-Tem Owens

| Tax Rate               | Adopted FY 2017-18 | Adopted FY 2016-17 |
|------------------------|--------------------|--------------------|
| Property Tax Rate      | 0.629990           | 0.629990           |
| Effective Rate         | 0.598632           | 0.599318           |
| Effective M&O Tax Rate | 0.580515           | 0.580585           |
| Rollback Tax Rate      | 0.644401           | 0.653509           |
| Debt Rate              | 0.165403           | 0.181818           |

| Comparison of Adopted and Current Tax Rate |                    |                    |  |
|--|--------------------|--------------------|--|
| Tax Rate                                   | Adopted FY 2017-18 | Adopted FY 2016-17 |  |
| M&O Tax Rate                               | 0.464587           | 0.448172           |  |
| Debt Tax Rate                              | 0.165403           | 0.181818           |  |
| Total                                      | 0.629990           | 0.629990           |  |

The total amount of municipal debt obligation secured by property taxes for the City of Bryan is \$77,893,353.



#### City of Bryan, Texas Fiscal Year 2018 Adopted Annual Budget

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October 1, 2017

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 2018, beginning October 1, 2017. 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:

- Development of the Texas A&M University System's RELLIS campus
- Expansion of Blinn College on the RELLIS campus
- Texas A&M University enrollment continues to set records
- Growth of the Bio-Corridor, including the Atlas development
- Continued expansion of Axis Pipe and Tube and further development of Texas Triangle Park
- Continued residential and commercial development

The following are key assumptions used in the preparation of the Fiscal Year 2018 Budget:

- The local economy is continuing to improve, resulting in increased property values and sales tax and Hotel Occupancy Tax revenue increases.
- Bryan will maintain a structurally balanced budget to ensure projected ongoing revenues cover ongoing costs.
- Bryan continues to benefit from past economic development efforts, which include the sale of City owned land at Traditions and the Bio-corridor. Proceeds from these periodic sales can be invested in one-time projects.
- Oil and gas production activities are subject to fluctuation and therefore only modest impacts are projected in the budget.
- 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 Electric, Water, Wastewater or Solid Waste rates.

Revenue and expenditure assumptions in the Fiscal Year 2018 Adopted Budget reflect these trends and key assumptions. Overall, a 5.2% increase in General Fund revenues, transfers and right-of-way payments is forecasted in Fiscal Year 2018 vs Fiscal Year 2017's Amended Budget. Sales taxes are expected to improve by 4.0% over Fiscal Year 2017. General Fund property tax revenue is up by 9.9% due to an increase of approximately 6.2% in January 2017 assessed property tax valuations and 3.7% due to an increase in the M&O portion of the tax rate for FY2018. Right-of-way payments are expected to increase by 4.4% related to additional transmission revenues at BTU.



General Fund operating expenditures are budgeted with only a \$11,208 increase over Fiscal Year 2017's Amended Budget primarily due to major one-time spending in Fiscal Year 2017 on Community Development's Neighborhood Infill Program, improvements to Bombers Stadium and Bryan Aquatic Center and funding the Bryan and Brazos County Economic Development Foundation. Fiscal Year 2018 increases include a 3.0% merit increase for employees and decision packages totaling \$5.6 million. The General Fund budget also includes funding for an additional four positions, three of which are in Bryan's Police Department with the other addition in Economic Development.

Overall, the General Fund ending fund balance is budgeted to produce an unassigned fund balance of 98 days at the end of Fiscal Year 2018. This amount is a decrease of 64 days from the actual Fiscal Year 2016 balance and represents the planned use of fund balances, but remains well above the sixty day fund balance minimum set by policy.

Fiscal Year 2018 Hotel Tax Fund is budgeted to have revenues of \$1.3 million, 8.3% above the 2017 budget and results from new motels and hotels in Bryan in during 2017.

The Fiscal Year 2018 Adopted Budget, which includes the General Fund, the Debt Service Fund, Enterprise Funds, and the Internal Service and Special Revenue Funds, contains total expenditures of \$375.4 million, and is a decrease of \$28.6 million from the Fiscal Year 2017 Amended Budget. The decrease is driven by lower fuel related costs at BTU. Fiscal Year 2018 revenues exceed expenditures by \$6.1 million primarily as a result of lower fuel related costs at BTU and is offset by planned fund drawdowns, primarily in Wastewater, Street Improvement, Drainage, Debt Service and the General Fund as they utilize balances built in prior periods. Fiscal Year 2018 operating fund balances will remain above minimum policy levels.

As outlined in the Fiscal Year 2018 Budget Calendar, the budget development process incorporated numerous meetings and discussions among 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.

In closing, I believe the Fiscal Year 2018 Adopted Budget is a sound financial plan that continues to provide an outstanding level of service to the community. As is always the case, I am proud of the work of our employees who have spent much time preparing information for the budget presented to you. My special thanks go to the managers and budget staff for their numerous hours and late nights of dedicated work 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 2018.

Sincerely,

here key

Kean Register City Manager

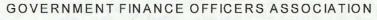
P.O. Box 1000, Bryan, Texas 77805 | 979.209.5000 | bryantx.gov



### City of Bryan, Texas City Officials

| Elected Officials:            |                    |              |
|-------------------------------|--------------------|--------------|
| Mayor                         | Andrew Nelson      | 979-209-5008 |
| Single Member District 1      | Reuben Marin       | 979-209-5008 |
| Single Member District 2      | Prentiss Madison   | 979-209-5008 |
| Single Member District 3      | Greg Owens         | 979-209-5008 |
| Single Member District 4      | Mike Southerland   | 979-209-5008 |
| Single Member District 5      | Ben Hardeman       | 979-209-5008 |
| At-Large                      | Buppy Simank       | 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         | Albert Navarro     | 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 |
| Chief Information Officer     | Bernie Acre        | 979-209-5470 |
| 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 |





## Distinguished Budget Presentation Award

PRESENTED TO

### **City of Bryan**

Texas

For the Fiscal Year Beginning

October 1, 2016

Geffry R. Ener

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 on October 1, 2016. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operational guide, a financial plan, and as a communication device.



## **Transparency Stars**

## The Texas Comptroller of Public Accounts awards the **City of Bryan** the **Traditional Finances Star**

for exemplary efforts in creating financial transparency around public services and spending decisions. The Transparency Stars program recognizes local governments across Texas that are striving to meet a high standard for financial transparency online. These efforts provide citizens with clear, consistent information about public spending in user-friendly formats.

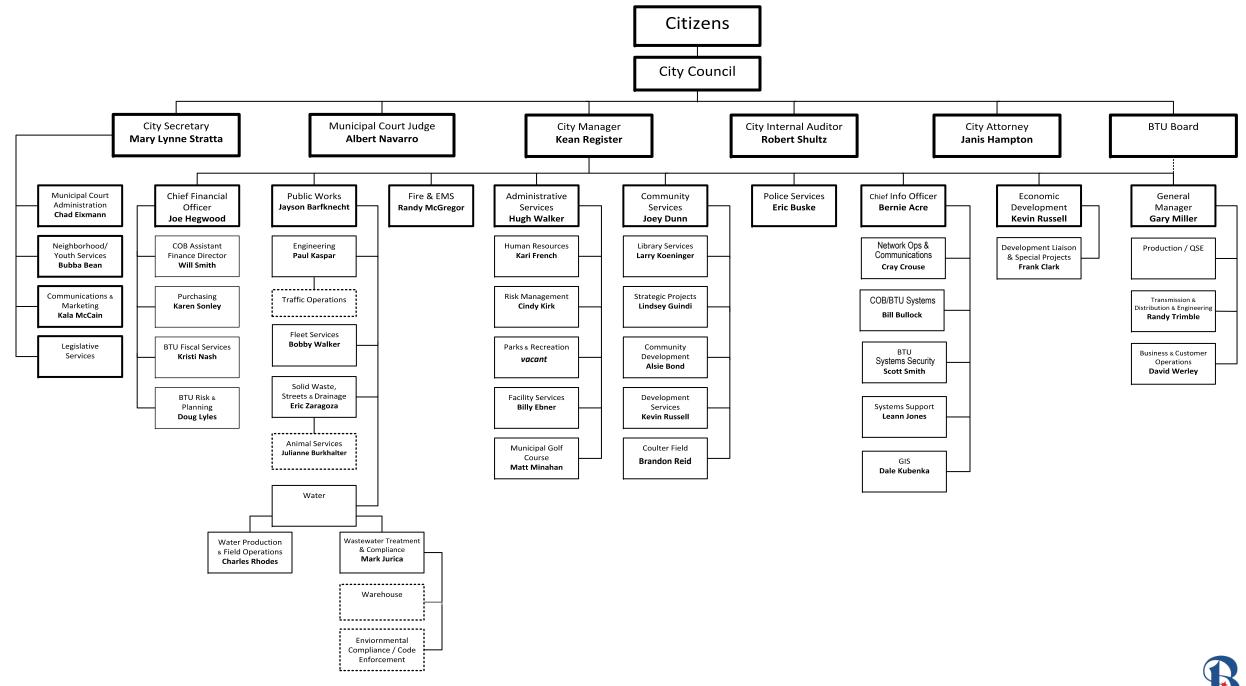


July 19, 2017

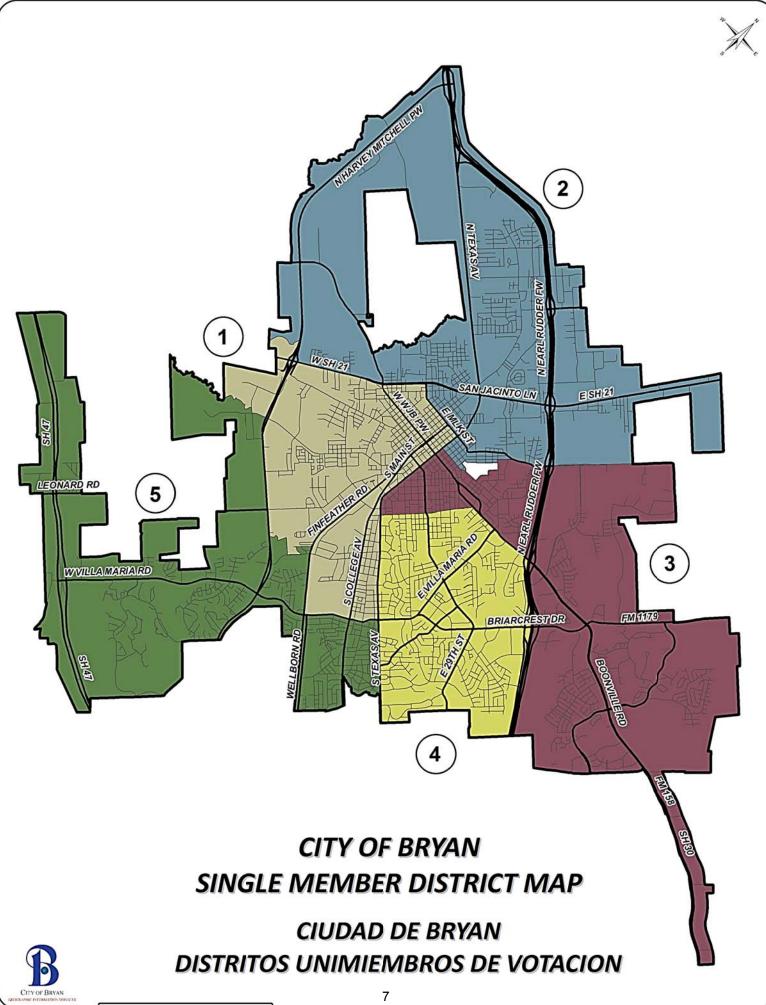


#### City of Bryan, Texas Budget Calendar Fiscal Year 2018

| Date               | Activity  |
|--------------------|---|
| March 3, 2017      | HTE budget entry opens to departments   |
| March 15, 2017     | Decision Package requests due to HR, Fleet, and/or IT for review  |
| March 29, 2017     | Decision Package requests due to Budget office  |
| April 15, 2017     | Decision Packages presented to ARM for prioritization   |
| April 24, 2017     | Budget entry, goals and objectives, accomplishments, and performance measures due from divisions  |
| July 11, 2017      | Council Workshop - FY2018 Budget - General Fund, Debt Service, Internal Service,<br>Special Revenue Funds, Enterprise Funds and CIP                   |
| July 25, 2017      | Receive Certified Tax Roll  |
| August 4, 2017     | Notice of Public Hearing on Budget sent to City Secretary; The Proposed Budget is filed with City Secretary's office and posted on the City's website |
| August 8, 2017     | Discuss proposed tax rate, record vote and schedule public hearing; schedule public hearing on proposed budget  |
| August 10, 2017    | Publish Notice of Public Hearing on Budget and post on the City website and Ch. 16  |
| August 22, 2017    | Public hearing on Proposed Budget; First Reading of Ordinance to adopt budget   |
| September 5, 2017  | First public hearing on tax increase; Second Reading of Ordinance to Adopt Budget   |
| September 12, 2017 | Second public hearing on tax increase; First reading of Tax Rate Ordinance  |
| September 19, 2017 | Second reading of Ordinance to adopt tax rate; Ratification of tax rate   |





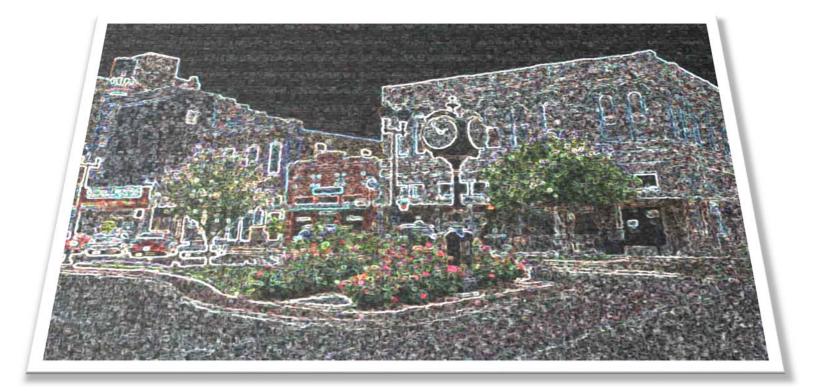






## Strategic Plan

## **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 the 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

#### <u>SERVICE – KEY RESULT AREAS</u>

- 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

- 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 in marketing, leasing or selling their property.

#### Criteria

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

- 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, CHI St. Joseph Hospital, and the City of Bryan.
- Assist in the creation of new jobs.
- Assist the City in increasing 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 remain 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

- 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
- 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

#### **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

- Number of grants received and available funding levels for programs
- Number of informational events provided to local students and community members
- 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 CHI 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

- 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

The Good Life, Texas Style.™

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



#### INTRODUCTION

#### **BUDGET DOCUMENT KEY ELEMENTS**

The following is a summary of key elements included in the City of Bryan Fiscal Year 2018 adopted budget, which begins October 1, 2017 and ends September 30, 2018. The City Council adopts the budget annually by passage of an appropriations ordinance, which provides a 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's 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:

- The legislative budget page is presented to inform interested parties about the City's property tax rate as this makes up a large portion of the City's revenue each year.
- City Manager's transmittal letter provides a concise picture of the budget as a whole.
- The Table of Contents provides an overview of the adopted budget document for FY18.
- The Introduction section includes the City's mission statement, strategic areas of emphasis and describes the budget process and a brief overview of the City's Financial Policies.
- The Budget Overview provides narrative and graphical summary presentations of all budgeted 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 FY2018, accomplishments for FY2017, key performance indicators, budgeted personnel, and financial data.
- The Capital Funding section provides Capital programs and operating Capital for the City of Bryan on a limited scope.
- The Appendix includes supplementary material including a draft of the Tax Rate Ordinance and a draft of 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 are comprised of assets, liabilities, fund equity, revenues (inflows of operating resources), and expenditures (outflows of resources). 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 Improvement Program Funds, and Permanent Funds.

- <u>General Fund</u>: The General Fund is the general operating fund and is used to account for all financial transactions not required to be 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, general administration, and support services.
- <u>Special Revenue Funds</u>: Used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.
- <u>Debt Service Fund:</u> Used to account for the payment of interest and principal on all general obligation bonds and other long-term debt.
- <u>Capital Improvement Program Funds (Bond Funds)</u>: 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.
- <u>Permanent Funds</u>: 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. The spendable portion of these funds is allocated on an ongoing
  basis through direction from City Council.

#### Proprietary Fund Types

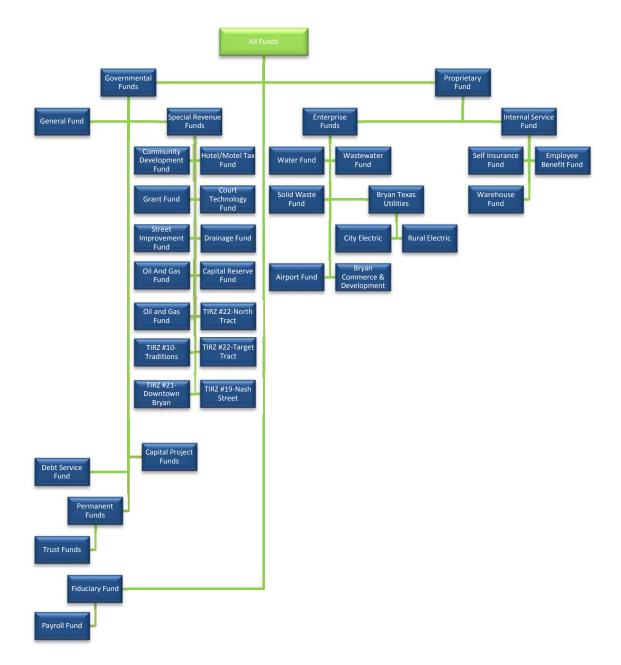
Proprietary funds are used to account for the City's activities that are similar to commercial enterprises. The City maintains two different types of proprietary funds:

- <u>Enterprise Funds:</u> 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.
- <u>Internal Service Funds:</u> 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 FY2018



#### **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 or working capital approach of Governmental Funds can generally be described as current assets minus current liabilities. The enterprise 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 practice 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 as expenditures or outflows of resources. Cash equivalents are presented as operating funds. The cash equivalent approach for the City is generally defined as:

Cash + Investments + Accounts Receivable + Prepaids – Accounts Payable

#### STRUCTURALLY BALANCED BUDGET

The operating budget presented is a structurally balanced budget in which combined projected recurring resources equal or exceed estimated recurring 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. It is the City's policy to fund recurring expenditures with recurring revenues. One-time expenditures are funded through one-time revenues such as land and capital asset sales. A summary of the effect of the FY2018 adopted 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.

The City of 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 adopted 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 (known as the O&M component) of the organization and the other component funds the general obligation debt service requirements (known as the I&S component) 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 FY2016 actual revenues and expenditures, FY2017 adopted budget, FY2017 budget as amended by City Council, FY2017 projected budgets based on results projected at the time budgets were prepared, and the FY2018 budget adopted by the City Council. The budget book compares (\$ and % change) the FY18 adopted budget with the FY17 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 (2) 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.



#### **FY2018 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 should 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 proposed budget must be filed with the City Secretary at least thirty days before the City makes its tax levy for the fiscal year.

Upon receipt of the City Manager's budget estimate the City Council must direct staff to prepare a budget ordinance using the City Manager's estimate as a basis (City Charter Section 12). A public hearing on the proposed appropriations will be held according to state law. 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 or as soon after as practicable.

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 during the fiscal year 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.

#### FINANCIAL MANAGEMENT POLICY STATEMENTS

On April 12, 2016 City Council adopted a resolution establishing the City of Bryan Financial Management Policy Statements. The stated objectives of the policy statements are as follows:

- To guide the City Council and management policy decisions that have significant fiscal impact
- To employ balanced revenue policies that provide adequate funding for services and service levels
- To maintain appropriate financial capacity for present and future needs
- To maintain sufficient reserves so as to maintain service levels during periods of economic downturn
- To promote sound financial management by providing accurate and timely information on the City's financial condition
- To protect the City's credit rating and provide for adequate resources to meet the provisions of the City's debt obligations
- To ensure legal use of financial resources through an effective system of internal controls
- To enhance transparency in financial matters

Selected sections and summaries of these statements are presented below. The full City of Bryan Financial Management Policy Statements are included in the Appendix of this document. They are also available on our website here: https://www.bryantx.gov/fiscal-services/.

#### FUND BALANCE

The City shall maintain the fund balance of the various operating funds at levels sufficient to protect the City's creditworthiness as well as its financial position during emergencies or economic fluctuations. Should the budgeted fund balance drop below the minimum identified by the policy below, the City will establish a plan to replenish the balances the following year. Fund balance is calculated on an as budgeted basis and therefore excludes non-cash operating

expenses in determining balance minimums or targets. The budgeted spending for each fund type should consider the expected fund balance for all years of the five year forecast, not just the most current year.

## A. Fund Balance Classification

The governmental fund financial statements will present fund balances based on classifications that comprise a hierarchy that is based primarily on the extent to which the City is bound to honor certain constraints on the use of the financial resources within the governmental funds. The classifications used will be as follows:

- 1. Non-spendable: includes fund balance amounts that cannot be spent because they are either not in spendable form, or, for legal or contractual reasons, must be kept intact.
- 2. Restricted: includes fund balance amounts that are constrained for specific purposes which are externally imposed by providers, such as creditors, or amounts restricted due to constitutional provisions or enabling legislation.
- 3. Committed: includes fund balance amounts that are constrained for specific purposes that are internally imposed by the City through the adoption of an ordinance. In order for fund balance to be committed, the City Council must adopt an ordinance stating the purpose for which the fund balance is committed. These committed amounts cannot be used for any other purpose unless the government removes or changes the specified use by taking the same type of action (adoption of an ordinance) it employed to previously commit these amounts.
- 4. Assigned: includes fund balance amounts that are self-imposed by the City to be used for a particular purpose. Fund balance can be assigned by the City Manager, the Chief Financial Officer, or their designee. This authority was delegated to the City Manager and the Chief Financial Officer by formal resolution of the City Council. Assigned funds are generally year-end encumbered funds related to open purchase orders.
- 5. Unassigned: includes the residual fund balance which has not been classified within the other above mentioned categories. Unassigned fund balance may also include negative balances for any governmental fund if expenditures exceed amounts restricted, committed, or assigned for those specific purposes. These negative balances are accounted for in the General Fund as amounts due from the funds carrying a negative balance.
- B. Commitment of Fund Balance

When both restricted and unrestricted fund balances are available for use, it is the City's policy to use restricted fund balance first, then unrestricted fund balance. Similarly, committed fund balances are reduced first followed by assigned amounts and then unassigned amounts when expenditures are incurred for purposes for which amounts in any of those unrestricted fund balance classifications are available.

C. Assignment of Fund Balance

the five year forecast.

The City Council has authorized the City Manager as the official authorized to assign fund balance to a specific purpose pursuant to the guidelines.

D. General Fund Unassigned Fund Balance

Minimum Unassigned Fund Balance - The City shall maintain the General Fund unassigned fund balance at a minimum level equivalent to 60 days of recurring, budgeted operating expenditures in the five year forecast.

Target Unassigned Fund Balance – Because the City is subject to unplanned fluctuations in revenues and expenditures a targeted fund balance of 100 days has been established. The annual budget should be set at a level that produces the target level of unassigned fund balance by the end of the five year forecast.

- E. Water, Waste Water, Solid Waste, and Airport Funds Unrestricted Cash Balance The City shall maintain the Water, Waste Water, Solid Waste, and Airport Funds unrestricted cash balance at a level that ensures that an equivalent to 60 days of recurring, budgeted operating expenditures is maintained in
- F. BTU City Fund Unrestricted Cash Balance Minimum Unrestricted Cash Balance –Will be maintained at a minimum of 90 days of the current year's operating expenditure budget.

Target Unrestricted Cash Balance – Because BTU is subject to unexpected changes in energy costs, revenues, and expenditures, a targeted unrestricted cash balance is set at 110 days of the current year's operating expenditure budget. The annual budget should be set at a level that produces the target level of unrestricted cash by the end of the five year forecast.

- G. BTU Rural Fund Unrestricted Cash Balance Minimum Unrestricted Cash Balance –Will be maintained at a minimum of 45 days of the current year's operating expenditure budget.
- H. TIRZ Funds Unassigned Fund Balance Target Unassigned Fund Balance – Because TIRZ funds generally have minimal operating expenses other than debt service, the City shall target an unassigned fund balance of no less than \$50,000 in each TIRZ fund, rather than as a percent of operating expenses. Budgeting should consider future debt service levels in setting current and future funding levels.
- Self-Insurance Fund Unassigned Fund Balance
   Target Unassigned Fund Balance During the budget process for FY2018, City Council approved a revised minimum fund balance based on the stop-loss deductible for the City's excess worker's compensation and liability policy. For FY2018, this minimum is set at \$2,500,000.
- J. Employee Benefits Fund Unrestricted Fund Balance Target Unassigned Fund Balance – During the budget process for FY 2018, City Council approved a revised minimum fund balance of 30 days operating cash.
- K. Debt Service Fund Balance
   The City shall maintain the minimum debt service fund balance at 1 month of annual debt service requirements.
- L. All Other City Funds Unassigned Fund Balance/Unrestricted Cash Balance All other funds do not have a stated minimum unassigned fund balance/unrestricted cash balance but rather are monitored on a monthly basis. A balance sufficient to meet budgeted expenditures will be maintained in all funds.

## 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."

Debt financing, to include general obligation bonds, revenue bonds, certificates of obligations, lease/purchase agreements, and other obligations permitted to be issued or incurred under Texas law, shall only be used to purchase

capital assets that cannot be prudently acquired from either current revenues or fund balance/working capital and to fund infrastructure improvements and additions. Debt will not be used to fund current operating expenditures. The City will pay cash for capital improvements within the financial capability of each fund based on the Five Year Financial Plan forecasts versus automatically issuing debt when funding capital expenditures and capital improvements. Cash sources include, but are not limited to, general fund unassigned fund balance, utility and airport system revenues, economic development corporation funding, developer fees, inter-local agreements, and state and federal grants.

The City's adopted tax rate is \$0.62999 per \$100 valuation. Of the total City's adopted property tax rate, \$0.165403 per \$100 valuation is currently designated for debt service.

## Bond Ratings

The City of Bryan's current bond ratings are:

| Rating Agency     | BTU City | BTU Rural | General Obligation | Water/Wastewater |
|-------------------|----------|-----------|--------------------|------------------|
| Moody's           | A2       | A2        | Aa2                | Aa2              |
| Standard & Poor's | A+       | A+        | AA                 | AA               |
| Fitch             | A+       | A+        | Not Rated          | Not Rated        |
|                   |          |           |                    |                  |

### 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. City staff will review and monitor the state of the City's capital equipment and infrastructure annually, setting priorities for its replacement and renovation based on needs, funding alternatives, and availability of resources. The City shall annually review a schedule for the replacement of its fleet and technology capital assets. Within the resources available each fiscal year, the City shall replace these assets according to needs.

The City recognizes that there are three basic methods of financing its capital requirements: Funding from current revenues, funding from fund balance/working capital as allowed by the Fund Balance/Working Capital Policy, or funding through the issuance of debt. Types of debt and more detailed guidelines for issuing debt are set forth in the Debt section of the City of Bryan Financial Management Policy Statements.

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 Generally Accepted Accounting Principles. Below are the broad capital asset classes:
  - 1. Land
  - 2. Buildings and Improvements
  - 3. Equipment
  - 4. Improvements other than Buildings
  - 5. Infrastructure



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# FY2018 BUDGET SUMMARY

The following is a summary of the FY2018 adopted annual budget for the City of Bryan, Texas.

## BUDGETED REVENUES

The City of Bryan FY2018 revenues inclusive of transfers and right-of-way payments are adopted at \$381,530,396 for all funds.

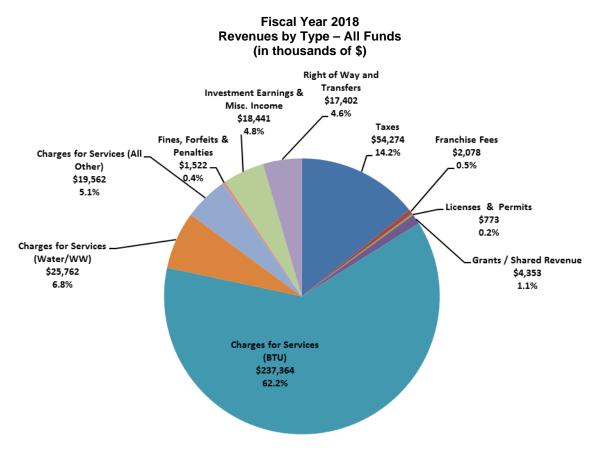
The table "Revenues by Type – All Funds" lists revenues by fund and type. Revenue types include tax revenues, franchise fees, licenses and permits, intergovernmental payments, charges for services, fines, forfeits, and penalties, investment earnings and miscellaneous income, and Right of Way and transfers. Assumptions for estimates can be found below under Revenue Assumptions. Below is a brief summary of the FY2018 revenue types:

- Tax revenues which include property tax, sales tax, and hotel occupancy tax, are estimated at \$54,273,534 or 14% of the City's revenue base. Of this amount \$11,603,430, or 21%, is restricted.
- Franchise taxes are assessed to private utility companies, including telephone, cable, and gas. For FY2018, franchise taxes are estimated at \$2,078,000 or less than 1% of total revenues.
- Licenses and Permits revenues are budgeted at \$773,019 or less than 1% of total revenues.
- Inter-governmental revenues comprise \$4,353,154 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 TIRZ 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 projected for FY2018 from all services is estimated at \$282,687,703 or 74% of total revenues. BTU-City revenues of \$190,655,372 account for the majority of this revenue category.
- Fines, forfeitures, and penalties total \$1,522,100 or less than 1% of total revenues for the City.
- Investment earnings and miscellaneous revenues, including funding of the City's internal service funds, are budgeted at \$18,441,304 or 5% of total revenues.
- Right-of-way payments received by the General Fund from the City owned utilities are budgeted at \$14,711,477 for FY2018. Inter-fund transfers total \$2,690,105. The combined total for right-of-way and interfund transfers is budgeted at \$17,401,582 or 5% of total revenues.

#### Revenue Assumptions:

- The adopted budget maintains the current property tax rate of \$0.62999 per \$100 of assessed valuation. The estimated total tax levy for FY2018 is \$32,767,763. The General Fund (M&O) tax rate will be set at \$0.464587 per \$100 of assessed valuation and the debt service portion tax rate is \$0.165403 per \$100 of assessed valuation. The General Fund property tax levy, discounted 2% for collection rates, is estimated at \$21,808,976, with an additional \$561,628 budgeted for penalty, interest, and delinquent taxes from prior periods. Debt Service property tax is estimated at \$7,764,467, also discounted 2% for collection rates. TIRZ property tax revenues are estimated at \$2,538,963. Total taxable property values increased 7.12% compared to last year's value.
- Sales tax for FY2017 is projected to be \$19,500,000. The adopted FY2018 budget estimate of \$20,299,500 is a 4.1% increase over the projected amount for FY2017.
- 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 FY2018 revenues are budgeted at \$1,300,000, or 8.3%, higher than FY2017.
- There are no planned solid waste rate increases at this time. Staff plans to present rate increases for water and wastewater in late summer. Water revenues are budgeted to increase 2.6% and wastewater revenues are budgeted to increase 3.3%.

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 2018 adopted budget appropriation of expenditures for all funds is \$375,393,774 which represents a 7.1% decrease from FY2017 amended.

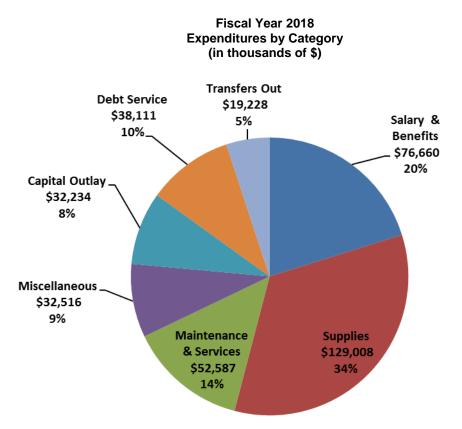
#### Uses of Appropriated Funds:

The table "Expenses – by Category – All Funds" lists appropriations by fund and category. Category types include salary and benefits, supplies, maintenance and 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 59% or \$222,260,966 of the total appropriations for the City.
- General Fund budgeted expenditures for fiscal year 2018 are \$72,094,527, which includes an off-set of \$3,351,396 for administrative reimbursement costs from other funds for services provided by the General Fund.
- The City's non-capitalized Salaries & Benefits for FY2018 are \$76,659,773. The adopted budget includes a merit
  pool funding increase of 3% for the City's Career Progression Program for eligible employees, as well as a 3% pay
  scale adjustment for civil service. The adopted FY2018 budget increases staffing by 11.5 positions over the FY2017
  adopted budget. General Fund staffing increased by 6 positions. General Fund increases include three additional
  officer positions for police, two additional police sergeant positions approved during FY2017 and one economic
  development specialist. The remaining FY2018 additions are for BTU staffing.
- Supplies which include fuel costs, makes up the largest portion of the total budget at 34% or \$129,007,773.

- Maintenance and Services expenses adopted for FY2018 are \$52,587,244 and account for 14% of budgeted expenses. These categories include maintenance expenses and utility service charges.
- Miscellaneous expenditures are primarily for contractual services and account for 9% of the total appropriations for FY2018 or \$32,516,325.
- Capital outlay for FY2018 is adopted at \$32,233,508 and is 9% of total budgeted appropriations. 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.
- Debt Service payments for all funds are budgeted at \$38,110,987 or 10% of the total budget for FY2018.
- Transfers out to other funds for FY2018 total \$19,228,080 and represent 5% of the total appropriations. Utility right-of-way payments of \$14,711,477 account for the majority of this category. Transfers of \$1,779,639 are budgeted from the TIRZ for their respective debt service payments. There is a \$110,000 transfer budgeted to the general fund from TIRZ. Additionally, the General Fund will transfer \$646,943 to various funds. There will also be a \$75,000 transfer from the Self-Insurance fund to the Employee Benefits fund to cover the costs of occupational services that are provided to the City by the Employee Health Center. The balance of the transfers is related to cost sharing services.

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



## CHANGE IN OPERATING FUNDS

The table "FY2018 Change in Fund Balance – All Funds" lists changes in year ended operating funds by fund. Overall, balances are projected to increase by \$6,136,622. The BTU-City increase of \$16,763,820 drives the overall increase. This is offset by planned fund drawdowns, primarily in Wastewater, Street Improvement, Drainage, Debt Service and the General Fund as they utilize balances built in prior periods. The spending of available fund balances reduces the need for issuing debt. The ending fund balance in all funds is within target levels.

# City of Bryan, Texas All Funds Summary - Fiscal Year 2018

|                         | FY2016         | FY2017         | FY2017         | FY2017         | FY2018         | \$ Chng FY17 | % Chnge |
|-------------------------|----------------|----------------|----------------|----------------|----------------|--------------|---------|
| REVENUES                | Actual         | Adopted        | Amended        | Projected      | Adopted        | Amended      | / FY17  |
| Governmental Funds:     |                |                |                |                |                |              |         |
| General                 | \$ 64,414,819  | \$ 66,056,015  | . , ,          | \$ 66,028,114  | \$ 69,486,209  | \$ 3,430,194 | 5.2%    |
| Debt Service            | 11,036,796     | 10,705,607     | 10,705,607     | 10,700,306     | 10,080,120     | (625,487)    | -5.8%   |
| Hotel/Motel Tax         | 1,196,957      | 1,200,000      | 1,200,000      | 1,200,000      | 1,300,000      | 100,000      | 8.3%    |
| Street Improvement      | 5,717,819      | 5,742,500      | 5,742,500      | 5,732,500      | 5,750,000      | 7,500        | 0.1%    |
| Drainage                | 960,316        | 913,000        | 913,000        | 962,000        | 913,000        | -            | 0.0%    |
| TIRZ #10 (Traditions)   | 2,261,843      | 2,263,566      | 2,263,566      | 2,263,566      | 2,722,647      | 459,081      | 20.3%   |
| TIRZ #19 (Nash Street)  | 158,921        | 191,811        | 191,811        | 191,811        | 289,811        | 98,000       | 51.1%   |
| TIRZ #21 (Downtown)     | 105,511        | 117,641        | 117,641        | 117,641        | 120,620        | 2,979        | 2.5%    |
| TIRZ #22 (Target)       | 347,345        | 299,232        | 299,232        | 299,231        | 342,972        | 43,740       | 14.6%   |
| TIRZ #22 (North Tract)  | 191,246        | 191,874        | 191,874        | 216,874        | 188,910        | (2,964)      | -1.5%   |
| Court Technology        | 40,328         | 46,200         | 46,200         | 46,500         | 46,500         | 300          | 0.6%    |
| Community Development   | 1,334,420      | 2,120,908      | 2,120,908      | 1,434,595      | 2,032,828      | (88,080)     | -4.2%   |
| Capital Reserve Fund    | 1,207,886      | -              | -              | 1,816,517      | -              | -            | 0.0%    |
| Oil & Gas Fund          | 340,698        | 300,292        | 300,292        | 250,292        | 271,952        | (28,340)     | -9.4%   |
| Enterprise Funds:       |                |                |                |                |                |              |         |
| BTU - City              | 188,277,023    | 193,170,991    | 193,170,991    | 193,607,478    | 191,755,921    | (1,415,070)  | -0.7%   |
| BTU - Rural             | 41,972,140     | 43,656,324     | 43,656,324     | 44,516,141     | 46,788,630     | 3,132,306    | 7.2%    |
| Water                   | 12,967,737     | 12,717,834     | 12,717,834     | 13,044,816     | 13,054,500     | 336,666      | 2.6%    |
| Wastewater              | 13,358,215     | 13,017,829     | 13,017,829     | 13,139,595     | 13,447,062     | 429,233      | 3.3%    |
| Solid Waste             | 7,971,286      | 8,031,713      | 8,031,713      | 8,158,519      | 8,186,034      | 154,321      | 1.9%    |
| Airport                 | 626,377        | 851,015        | 851,015        | 724,979        | 837,200        | (13,815)     | -1.6%   |
| Bryan Commerce & Dev.   | 1,296,910      | 35,000         | 35,000         | 1,023,281      | 35,000         | -            | 0.0%    |
| Internal Service Funds: |                |                |                |                |                |              |         |
| Self-Insurance Fund     | 2,537,026      | 2,438,183      | 2,438,183      | 2,718,920      | 2,700,475      | 262,292      | 10.8%   |
| Employee Benefits       | 9,633,590      | 9,786,827      | 9,786,827      | 10,521,657     | 10,868,239     | 1,081,411    | 11.0%   |
| Warehouse Fund          | 354,840        | 293,299        | 293,299        | 293,795        | 311,766        | 18,467       | 6.3%    |
| TOTAL ALL FUNDS         | \$ 368,310,049 | \$ 374,147,661 | \$ 374,147,661 | \$ 379,009,128 | \$ 381,530,396 | 7,382,735    | 2.0%    |

Revenues include transfers in and right of way payments

| EXPENDITURES<br>Governmental Funds: | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted | \$ Chng FY17<br>Amended | % Chnge<br>/ FY16 |
|-------------------------------------|------------------|-------------------|-------------------|---------------------|-------------------|-------------------------|-------------------|
| General                             | \$ 66,230,406    | \$ 69,127,002     |                   | \$ 72,426,568       | \$ 72,094,527     | (1,438,792)             | -2.0%             |
| Debt Service                        | 10,757,364       | 10,321,801        | 10,321,801        | 10,359,160          | 11,326,657        | 1,004,856               | 9.7%              |
| Hotel/Motel Tax                     | 809,686          | 1,677,964         | 1,677,964         | 1,452,339           | 1,541,500         | (136,464)               | -8.1%             |
| Street Improvement                  | 6,331,944        | 10,739,210        | 10,739,210        | 9,728,850           | 6,844,598         | (3,894,612)             | -36.3%            |
| Drainage                            | 474,174          | 1,611,947         | 1,611,947         | 1,312,229           | 3,083,419         | 1,471,472               | 91.3%             |
| TIRZ #10 (Traditions)               | 2,190,302        | 2,034,285         | 2,034,285         | 2,034,285           | 2,932,927         | 898,642                 | 44.2%             |
| TIRZ #19 (Nash Street)              | 156,194          | 193.022           | 193.022           | 193.022             | 212.239           | 19,217                  | 10.0%             |
| TIRZ #21 (Downtown)                 | 45,797           | 100,000           | 100,000           | 100,000             | 100,000           | -                       | 0.0%              |
| TIRZ #22 (Target)                   | 348,540          | 300,539           | 300,539           | 300,539             | 296,176           | (4,363)                 | -1.5%             |
| TIRZ #22 (North Tract)              | 222,584          | 298,293           | 298,293           | 268,293             | 203,297           | (94,996)                | -31.8%            |
| Court Technology                    | 38,915           | 39,000            | 39,000            | 134,215             | 34,500            | (4,500)                 | -11.5%            |
| Community Development               | 1,341,471        | 2,115,133         | 2,115,133         | 1,434,595           | 2,032,828         | (82,305)                | -3.9%             |
| Capital Reserve Fund                | -                | -                 | -                 | -                   | -                 | -                       | 0.0%              |
| Oil & Gas Fund                      | -                | -                 | -                 | -                   | -                 | -                       | 0.0%              |
| Enterprise Funds:                   |                  |                   |                   |                     |                   |                         |                   |
| BTU - City                          | 189,025,788      | 200,377,838       | 200,377,838       | 195,557,796         | 174,992,101       | (25,385,737)            | -12.7%            |
| BTU - Rural                         | 42,211,780       | 43,800,766        | 46,800,766        | 43,976,141          | 47,268,865        | 468,099                 | 1.0%              |
| Water                               | 14,368,463       | 14,176,178        | 14,399,178        | 14,344,808          | 13,616,008        | (783,170)               | -5.4%             |
| Wastewater                          | 16,241,652       | 15,796,651        | 15,796,651        | 14,640,666          | 15,989,083        | 192,432                 | 1.2%              |
| Solid Waste                         | 8,297,604        | 8,315,502         | 8,362,502         | 8,354,352           | 7,985,049         | (377,453)               | -4.5%             |
| Airport                             | 683,032          | 919,902           | 919,902           | 873,205             | 887,958           | (31,944)                | -3.5%             |
| Bryan Commerce & Dev.               | 1,245,969        | 94,738            | 94,738            | 1,846,105           | 44,900            | (49,838)                | -52.6%            |
| Internal Service Funds:             |                  |                   |                   |                     |                   |                         |                   |
| Self-Insurance Fund                 | 2,322,518        | 2,527,488         | 2,527,488         | 2,101,606           | 2,346,781         | (180,707)               | -7.1%             |
| Employee Benefits                   | 9,880,607        | 9,936,867         | 11,436,867        | 11,229,588          | 11,245,727        | (191,140)               | -1.7%             |
| Warehouse Fund                      | 297,706          | 290,689           | 290,689           | 282,399             | 314,634           | 23,945                  | 8.2%              |
| TOTAL ALL FUNDS                     | \$ 373,522,496   | \$ 394,794,815    | \$ 403,971,132    | \$ 392,950,761      | \$ 375,393,774    | (28,577,358)            | -7.1%             |

Expenditures are shown net of administrative reimbursements

|                         | 10/1/2017 Est.<br>Beginning<br>Operating |                | ROW Pmts,<br>Transfers In,<br>& Misc |               |                           | Change in<br>Operating | 9/30/2018 Est.<br>Ending<br>Operating |
|-------------------------|--|----------------|--------------------------------------|---------------|---------------------------|------------------------|---------------------------------------|
| Fund Name               | Funds                                    | Revenues       | Income                               | Total Inflows | Expenditures <sup>1</sup> | Funds                  | Funds                                 |
| Governmental Funds:     |  |                |                                      |               |                           |                        |                                       |
| General                 | \$ 27,154,368                            | \$ 54,664,732  | \$14,821,477                         | \$ 69,486,209 | \$ 72,094,527             | \$ (2,608,318)         | \$ 24,546,050                         |
| Debt Service            | 2,728,626                                | 8,200,898      | 1,879,222                            | 10,080,120    | 11,326,657                | (1,246,537)            | 1,482,089                             |
| Hotel/Motel Tax         | 1,820,123                                | 1,300,000      | -                                    | 1,300,000     | 1,541,500                 | (241,500)              | 1,578,623                             |
| Street Improvement      | 7,246,741                                | 5,750,000      | -                                    | 5,750,000     | 6,844,598                 | (1,094,598)            | 6,152,143                             |
| Drainage                | 2,432,936                                | 913,000        | -                                    | 913,000       | 3,083,419                 | (2,170,419)            | 262,517                               |
| TIRZ #10 (Traditions)   | 437,908                                  | 2,722,647      | -                                    | 2,722,647     | 2,932,927                 | (210,280)              | 227,628                               |
| TIRZ #19 (Nash Street)  | 51,168                                   | 289,811        | -                                    | 289,811       | 212,239                   | 77,572                 | 128,740                               |
| TIRZ #21 (Downtown)     | 339,945                                  | 120,620        | -                                    | 120,620       | 100,000                   | 20,620                 | 360,565                               |
| TIRZ #22 (Target)       | 14,360                                   | 342,972        | -                                    | 342,972       | 296,176                   | 46,796                 | 61,156                                |
| TIRZ #22 (North Tract)  | 113,186                                  | 188,910        | -                                    | 188,910       | 203,297                   | (14,387)               | 98,799                                |
| Court Technology        | 157,592                                  | 46,500         | -                                    | 46,500        | 34,500                    | 12,000                 | 169,592                               |
| Community Development   | (222,840)                                | 2,032,828      |                                      | 2,032,828     | 2,032,828                 | -                      | (222,840)                             |
| Capital Reserve Fund    | 3,022,999                                | -              | -                                    | -             | -                         | -                      | 3,022,999                             |
| Oil & Gas               | 590,574                                  | 117,500        | 154,452                              | 271,952       | -                         | 271,952                | 862,526                               |
| Enterprise Funds:       |  |                |                                      |               |                           |                        |                                       |
| BTU - City              | 51,950,780                               | 190,655,372    | 1,100,549                            | 191,755,921   | 174,992,101               | 16,763,820             | 68,714,600                            |
| BTU - Rural             | 6,817,121                                | 46,708,284     | 80,346                               | 46,788,630    | 47,268,865                | (480,235)              | 6,336,886                             |
| Water                   | 5,431,880                                | 12,765,000     | 289,500                              | 13,054,500    | 13,616,008                | (561,508)              | 4,870,372                             |
| Wastewater              | 8,356,491                                | 12,997,200     | 449,862                              | 13,447,062    | 15,989,083                | (2,542,021)            | 5,814,470                             |
| Solid Waste             | 4,462,111                                | 8,045,024      | 141,010                              | 8,186,034     | 7,985,049                 | 200,985                | 4,663,096                             |
| Airport                 | 200,654                                  | 665,000        | 172,200                              | 837,200       | 887,958                   | (50,758)               | 149,896                               |
| Bryan Commerce & Dev.   | 30,977                                   | -              | 35,000                               | 35,000        | 44,900                    | (9,900)                | 21,077                                |
| Internal Service Funds: |  |                |                                      | -             |                           |                        |                                       |
| Self-Insurance Fund     | 2,086,160                                | 2,686,165      | 14,310                               | 2,700,475     | 2,346,781                 | 353,694                | 2,439,854                             |
| Employee Benefits       | 1,104,154                                | 10,096,361     | 771,878                              | 10,868,239    | 11,245,727                | (377,488)              | 726,665                               |
| Warehouse Fund          | 3,451                                    | 69,000         | 242,766                              | 311,766       | 314,634                   | (2,868)                | 583                                   |
| TOTAL ALL FUNDS         | \$ 126,331,465                           | \$ 361,377,824 | \$20,152,572                         | \$381,530,396 | \$ 375,393,774            | \$ 6,136,622           | \$132,468,086                         |

# City of Bryan, Texas FY2018 Change in Fund Balance - All Funds

# Notes:

1. Expenditures are shown net of administrative reimbursements

#### Revenues by Type - All Funds Fiscal Year 2018

|                         |                  |     |             |    |                   |       |              |                         |                            |    | Investment               |                             |                   |
|-------------------------|------------------|-----|-------------|----|-------------------|-------|--------------|-------------------------|----------------------------|----|--------------------------|-----------------------------|-------------------|
| Revenues:               | Taxes            | Fra | nchise Fees | L  | icenses & Permits | Inter | governmental | Charges for<br>Services | nes, Forfeits<br>Penalties | Ea | rnings / Misc.<br>Income | Right of Way &<br>Transfers | Total             |
|                         | <br>10,000       |     |             |    |                   |       | goronnan     | 00111000                |                            |    |                          |                             |                   |
| Governmental Funds:     |                  |     |             |    |                   |       |              |                         |                            |    |                          |                             |                   |
| General                 | \$<br>42,670,104 | \$  | 2,078,000   | \$ | 773,019           | \$    | 1,205,458    | \$<br>4,348,823         | \$<br>1,477,100            | \$ | 2,112,228                | \$ 14,821,477               | \$<br>69,486,209  |
| Debt Service            | 7,764,467        |     |             |    |                   |       |              |                         |                            |    | 35,000                   | 2,280,653                   | 10,080,120        |
| Hotel/Motel Tax         | 1,300,000        |     |             |    |                   |       |              |                         |                            |    |                          |                             | 1,300,000         |
| Street Improvement Fund |                  |     |             |    |                   |       |              | 5,590,000               |                            |    | 160,000                  |                             | 5,750,000         |
| Drainage Improvement    |                  |     |             |    |                   |       |              | 913,000                 |                            |    |                          |                             | 913,000           |
| TIRZ #10-Traditions     | 1,815,291        |     |             |    |                   |       | 901,096      |                         |                            |    | 6,260                    | -                           | 2,722,647         |
| TIRZ #19-Nash Street    | 289,009          |     |             |    |                   |       |              |                         |                            |    | 802                      |                             | 289,811           |
| TIRZ #21-Downtown Bryan | 118,379          |     |             |    |                   |       |              |                         |                            |    | 2,241                    |                             | 120,620           |
| TIRZ #22 - Target       | 204,291          |     |             |    |                   |       | 138,077      |                         |                            |    | 604                      | -                           | 342,972           |
| TIRZ #22 - North        | 111,993          |     |             |    |                   |       | 75,695       |                         |                            |    | 1,222                    | -                           | 188,910           |
| Court Technology        |                  |     |             |    |                   |       |              |                         | 45,000                     |    | 1,500                    |                             | 46,500            |
| Community Development   |                  |     |             |    |                   |       | 2,032,828    |                         |                            |    |                          |                             | 2,032,828         |
| Capital Reserve         |                  |     |             |    |                   |       |              |                         |                            |    |                          |                             | -                 |
| Oil & Gas               |                  |     |             |    |                   |       |              |                         |                            |    | 117,500                  | 154,452                     | 271,952           |
| Enterprise Funds:       |                  |     |             |    |                   |       |              |                         |                            |    |                          |                             | -                 |
| BTU-City                |                  |     |             |    |                   |       |              | 190,655,372             |                            |    | 1,100,549                |                             | 191,755,921       |
| BTU-Rural               |                  |     |             |    |                   |       |              | 46,708,284              |                            |    | 80,346                   |                             | 46,788,630        |
| Water                   |                  |     |             |    |                   |       |              | 12,765,000              |                            |    | 289,500                  |                             | 13,054,500        |
| Wastewater              |                  |     |             |    |                   |       |              | 12,997,200              |                            |    | 449,862                  |                             | 13,447,062        |
| Solid Waste             |                  |     |             |    |                   |       |              | 8,045,024               |                            |    | 141,010                  |                             | 8,186,034         |
| Airport                 |                  |     |             |    |                   |       |              | 665,000                 |                            |    | 62,200                   | 110,000                     | 837,200           |
| Bryan Commerce & Dev.   |                  |     |             |    |                   |       |              |                         |                            |    |                          | 35,000                      | 35,000            |
| Internal Service Funds: |                  |     |             |    |                   |       |              |                         |                            |    |                          |                             |                   |
| Self-Insurance Fund     |                  |     |             |    |                   |       |              |                         |                            |    | 2,700,475                |                             | 2,700,475         |
| Employee Benefits       |                  |     |             |    |                   |       |              |                         |                            |    | 10,868,239               |                             | 10,868,239        |
| Warehouse Fund          |                  |     |             |    |                   |       |              |                         |                            |    | 311,766                  |                             | 311,766           |
| Total Revenues          | \$<br>54,273,534 | \$  | 2,078,000   | \$ | 773,019           | \$    | 4,353,154    | \$<br>282,687,703       | \$<br>1,522,100            | \$ | 18,441,304               | \$ 17,401,582               | \$<br>381,530,396 |

#### City of Bryan, Texas Expenses - by Category - All Funds Fiscal Year 2018

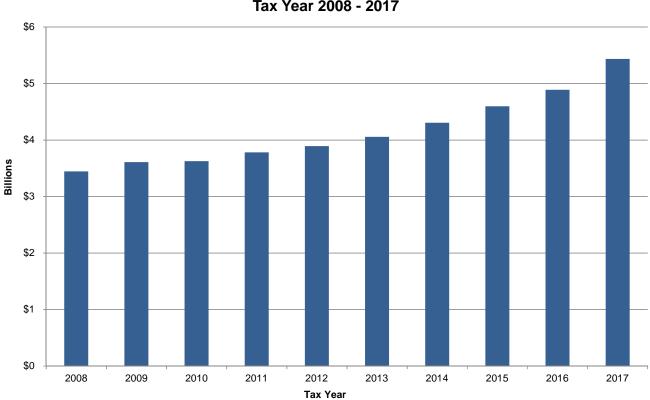
|                         | Salary &         |                   | М  | aintenance & |                  | _  |               |               |                  | dmin. Reimb./        |    |            |
|-------------------------|------------------|-------------------|----|--------------|------------------|----|---------------|---------------|------------------|----------------------|----|------------|
| Expenses :              | <br>Benefits     | Supplies          |    | Services     | Miscellaneous    | С  | apital Outlay | Debt Service  | Transfers        | Fransfers In         |    | Total      |
| Governmental Funds:     |                  |                   |    |              |                  |    |               |               |                  |                      |    |            |
| General                 | \$<br>53,644,915 | \$<br>2,644,015   | \$ | 6,471,720    | \$<br>7,793,567  | \$ | 4,244,763     |               | \$<br>646,943    | \$<br>(3,351,396) \$ |    | 2,094,527  |
| Debt Service            |                  |                   |    |              |                  |    |               | 11,326,657    |                  |                      | 1  | 1,326,657  |
| Hotel/Motel Tax         |                  |                   |    |              | 1,541,500        |    |               |               |                  |                      |    | 1,541,500  |
| Street Improvement Fund |                  |                   |    | 6,170,000    | 185,085          |    | 128,314       |               | 361,199          |                      |    | 6,844,598  |
| Drainage Improvement    |                  |                   |    | 100,000      | 64,913           |    | 2,860,000     |               | 58,506           |                      |    | 3,083,419  |
| TIRZ #10-Traditions     |                  |                   |    |              | 1,785,000        |    |               |               | 1,147,927        |                      |    | 2,932,927  |
| TIRZ #19-Nash Street    |                  |                   |    |              | 20,000           |    |               |               | 192,239          |                      |    | 212,239    |
| TIRZ #21-Downtown Bryan |                  |                   |    |              | 100,000          |    |               |               |                  |                      |    | 100,000    |
| TIRZ #22 - Target       |                  |                   |    |              |                  |    |               |               | 296,176          |                      |    | 296,176    |
| TIRZ #22 - North        |                  |                   |    |              | 60,000           |    |               |               | 143,297          |                      |    | 203,297    |
| Court Technology        |                  | 3,500             |    | 16,000       |                  |    | 15,000        |               |                  |                      |    | 34,500     |
| Community Development   | 443,415          | 5,805             |    | 61,367       | 1,522,241        |    |               |               |                  |                      |    | 2,032,828  |
| Capital Reserve         |                  |                   |    |              |                  |    |               |               |                  |                      |    |            |
| Oil & Gas               |                  |                   |    |              |                  |    |               |               |                  |                      |    |            |
| Enterprise Funds:       |                  |                   |    |              |                  |    |               |               |                  |                      |    |            |
| BTU-City                | 12,400,835       | 90,957,833        |    | 27,585,743   | 2,745,751        |    | 12,569,886    | 17,279,316    | 13,051,257       | (1,598,520)          | 17 | 4,992,101  |
| BTU-Rural               | 679,803          | 33,836,365        |    | 5,919,411    | 182,500          |    | 4,826,027     | 1,824,759     |                  |                      | 4  | 7,268,865  |
| Water                   | 2,650,205        | 245,667           |    | 2,707,429    | 934,972          |    | 1,694,000     | 4,209,538     | 1,174,197        |                      | 1  | 3,616,008  |
| Wastewater              | 3,096,111        | 452,734           |    | 2,108,721    | 993,729          |    | 4,800,000     | 3,391,768     | 1,146,020        |                      | 1  | 5,989,083  |
| Solid Waste             | 2,837,526        | 442,481           |    | 583,562      | 2,227,143        |    | 959,018       |               | 935,319          |                      |    | 7,985,049  |
| Airport                 | 188,654          | 309,136           |    | 75,674       | 99,045           |    | 136,500       | 78,949        |                  |                      |    | 887,958    |
| Bryan Commerce & Dev.   |                  |                   |    | 3,564        | 41,336           |    |               |               |                  |                      |    | 44,900     |
| Internal Service Funds: |                  |                   |    |              |                  |    |               |               |                  |                      |    |            |
| Self-Insurance Fund     | 514,997          | 93,800            |    | 676,640      | 986,344          |    |               |               | 75,000           |                      |    | 2,346,781  |
| Employee Benefits       |                  |                   |    | 91,107       | 11,154,620       |    |               |               |                  |                      | 1  | 1,245,727  |
| Warehouse Fund          | 203,312          | 16,437            |    | 16,306       | 78,579           |    |               |               |                  |                      |    | 314,634    |
| Total Expenses          | \$<br>76,659,773 | \$<br>129,007,773 | \$ | 52,587,244   | \$<br>32,516,325 | \$ | 32,233,508    | \$ 38,110,987 | \$<br>19,228,080 | \$<br>(4,949,916) \$ | 37 | 75,393,774 |

# PROPERTY TAX CALCULATION AND DISTRIBUTION Certified 7/25/2017\*

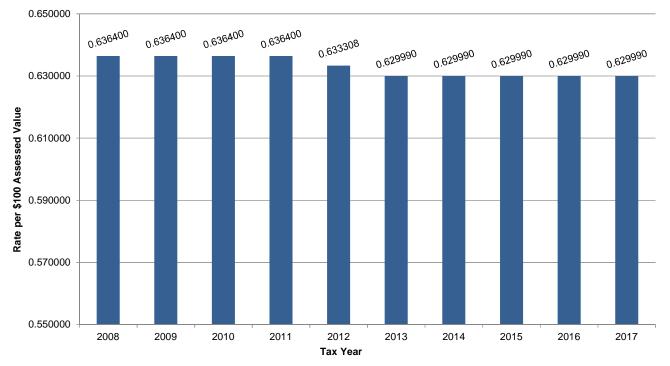
| ESTIMATED Tax Roll and Levy  |         | FY2018                        | FY2017 for<br>Comparison |
|--|---------|-------------------------------|--------------------------|
| Assessed Valuation (100%)<br>Growth in Assessed Valuation                  | \$      | 6,589,795,518<br><b>7.73%</b> | \$6,116,811,045          |
| Net Taxable Value (Before Freeze)<br>Growth in Net Taxable (Before Freeze) | \$      | 5,316,657,693<br><b>8.55%</b> | \$4,898,019,736          |
| Less: Freeze Taxable /Transfer Adj.<br>% Change Freeze Taxable             |         | 618,020,159<br><b>10.42%</b>  | 559,708,287              |
| Less: Base values  |         |                               |                          |
| Total Taxable  | \$      | 4,698,637,534                 | \$4,338,311,449          |
| Rate Per \$100 of Assessed Valuation                                       |         | <b>8.31%</b><br>0.629990      | 0.629990                 |
| Тах  | \$      | 29,600,947                    | \$ 27,330,928            |
| Add: Freeze Ceilings   |         | <b>8.31%</b><br>3,166,817     | 2,961,891                |
| Total Tax Levy   | \$      | <b>6.92%</b><br>32,767,763    | \$ 30,292,819            |
| % Change Total Tax Levy  | <u></u> | 8.17%                         | + 00,-02,010             |

| ESTIMATED Distribution:                       |          | Tax Rate             | % of Total |    | FY2018                      | FY2017 for<br>Comparison |                         |  |
|---|----------|----------------------|------------|----|-----------------------------|--------------------------|-------------------------|--|
| General Fund<br>General Fund - Freeze Ceiling | \$<br>\$ | 0.464587<br>0.464587 | 61.43%     | \$ | 20,130,480<br>2,123,577     | \$                       | 18,225,146<br>1,929,278 |  |
|   |          |                      |            | \$ | 22,254,057<br><b>10.42%</b> | \$                       | 20,154,424              |  |
| Debt Service<br>Debt Service - Freeze Ceiling | \$<br>\$ | 0.165403<br>0.165403 | 21.87%     |    | 7,166,885<br>756,040        |                          | 7,354,740<br>778,559    |  |
| -   |          |                      |            | \$ | 7,922,925<br><b>-2.59%</b>  | \$                       | 8,133,299               |  |
| TIRZ 10 - Traditions<br>Projected Growth      | \$       | 0.629990             | 5.65%      | \$ | 1,852,338<br><b>27.07%</b>  | \$                       | 1,457,703               |  |
| TIRZ 19 - Nash Street<br>Projected Growth     | \$       | 0.629990             | 0.90%      | \$ | 294,907<br><b>55.12%</b>    | \$                       | 190,114                 |  |
| TIRZ 21 - Downtown<br>Projected Growth        | \$       | 0.629990             | 0.37%      | \$ | 120,796<br><b>3.79%</b>     | \$                       | 116,381                 |  |
| TIRZ 22 - North<br>Projected Growth           | \$       | 0.629990             | 0.35%      | \$ | 114,279<br><b>19.77%</b>    | \$                       | 95,413                  |  |
| TIRZ 22 - South<br>Projected Growth           | \$       | 0.629990             | 0.64%      | \$ | 208,460<br><b>43.29%</b>    | \$                       | 145,483                 |  |
| Total Tax Levy                                |          |                      |            | \$ | 32,767,764                  | \$                       | 30,292,817              |  |

\*Values are as of certification with supplemental changes based on most up to date information as of 8/3/2017.



Property Tax Rate Tax Year 2008 - 2017



## Summary of Authorized/Budgeted Full-Time Equivalent Positions With Salary and Benefits Fiscal Year 2018

|   |                   |                   |                   | Variance          |                     |                     |                             | Variance          |
|---|-------------------|-------------------|-------------------|-------------------|---------------------|---------------------|-----------------------------|-------------------|
| Department  | FY2016<br>Adopted | FY2017<br>Adopted | FY2018<br>Adopted | from<br>FY17-FY18 | FY2016<br>Adopted   | FY2017<br>Adopted   | FY2018<br>Adopted           | from<br>FY17-FY18 |
| General Fund:                                     | Adopted           | Adopted           | Adopted           | F117-F110         | Adopted             | Adopted             | Adopted                     | F117-F110         |
| Public Safety:                                    |                   |                   |                   |                   |                     |                     |                             |                   |
| Municipal Court                                   | 17.00             | 17.00             | 17.00             | 0.00              | \$ 1,096,147        | \$ 1,176,320        | \$ 1,212,189                | \$ 35,869         |
| Police Services                                   | 178.00            | 182.00            | 187.00            | 5.00              | 16,008,159          | 17,053,541          | 18,107,275                  | 1,053,734         |
| Fire & Emergency Ops Center                       | 134.00            | 137.00            | 137.00            | 0.00              | 12,549,773          | 13,563,755          | 14,240,934                  | 677,179           |
| Bryan Animal Center                               | 10.00             | 11.00             | 11.00             | 0.00              | 620,751             | 714,343             | 737,588                     | 23,245            |
| Total Public Safety                               | 339.00            | 347.00            | 352.00            | 5.00              | 30,274,830          | 32,507,959          | 34,297,986                  | 1,790,027         |
| Public Works:                                     |                   |                   |                   |                   |                     |                     |                             |                   |
| Engineering Services                              | 14.00             | 14.00             | 14.00             | 0.00              | 1,219,788           | 1,289,665           | 1,331,020                   | 41,355            |
| Streets & Drainage                                | 17.00             | 17.00             | 17.00             | 0.00              | 978,477             | 1,029,903           | 1,062,651                   | 32,748            |
| Traffic Operations                                | 9.00              | 10.00             | 10.00             | 0.00              | 619,706             | 721,017             | 813,854                     | 92,837            |
| Total Public Works                                | 40.00             | 41.00             | 41.00             | 0.00              | 2,817,971           | 3,040,585           | 3,207,525                   | 166,940           |
| Development Services                              | 10.00             |                   |                   |                   |                     |                     | . =                         | 10.007            |
| Development Services                              | 19.00             | 21.00             | 21.00             | 0.00              | 1,302,053           | 1,511,237           | 1,560,464                   | 49,227            |
| Code Enforcement                                  | 4.00              | 4.00              | 4.00              | 0.00              | 265,405             | 276,129             | 263,482                     | (12,647)          |
| Community Development Admin.                      | 0.50              | 1.00<br>26.00     | 1.00<br>26.00     | 0.00              | 61,839<br>1,629,297 | 96,669<br>1,884,035 | <u>169,968</u><br>1,993,914 | 73,299            |
| Total Development Services<br>Community Services: | 23.50             | 26.00             | 26.00             | 0.00              | 1,029,297           | 1,004,035           | 1,993,914                   | 109,879           |
| Bryan/C.S. Library Serv.                          | 39.00             | 39.00             | 39.00             | 0.00              | 2,186,493           | 2,282,658           | 2,358,496                   | 75,838            |
| Parks and Recreation                              | 18.00             | 20.00             | 20.00             | 0.00              | 1,784,188           | 2,029,097           | 2,094,555                   | 65,458            |
| Golf Course                                       | 6.00              | 6.00              | 6.00              | 0.00              | 504,470             | 575,743             | 581,136                     | 5,393             |
| Total Community Services                          | 63.00             | 65.00             | 65.00             | 0.00              | 4,475,151           | 4,887,498           | 5,034,187                   | 146,689           |
| Support Services:                                 |                   | 00.00             | 00.00             | 0.00              | 1,110,101           | 1,007,100           | 0,001,101                   | 110,000           |
| Fiscal Services                                   | 14.00             | 14.00             | 14.00             | 0.00              | 1,271,385           | 1,269,444           | 1,308,980                   | 39,536            |
| Information Technology                            | 19.00             | 19.00             | 19.00             | 0.00              | 1,655,151           | 1,703,337           | 1,753,904                   | 50,567            |
| Human Resources                                   | 5.00              | 5.00              | 5.00              | 0.00              | 469,967             | 498,696             | 516,056                     | 17,360            |
| Facility Services                                 | 17.00             | 17.00             | 17.50             | 0.50              | 1,092,875           | 1,152,389           | 1,189,470                   | 37,081            |
| Fleet Services                                    | 10.45             | 11.00             | 11.00             | 0.00              | 691,287             | 751,268             | 774,809                     | 23,541            |
| Total Support Services                            | 65.45             | 66.00             | 66.50             | 0.50              | 5,180,665           | 5,375,134           | 5,543,219                   | 168,085           |
| General Administration:                           |                   |                   |                   |                   |                     |                     |                             |                   |
| Executive Services                                | 6.00              | 6.00              | 6.00              | 0.00              | 956,550             | 1,001,049           | 1,028,582                   | 27,533            |
| Business Liaison/Special Proj.                    | 0.00              | 0.00              | 0.00              | 0.00              | -                   | -                   | -                           | -                 |
| Economic Development                              | 3.00              | 4.00              | 5.00              | 1.00              | 428,971             | 504,884             | 632,676                     | 127,792           |
| Internal Audit                                    | 1.00              | 1.00              | 1.00              | 0.00              | 165,223             | 172,795             | 176,962                     | 4,167             |
| City Secretary                                    | 6.00              | 6.00              | 6.00              | 0.00              | 477,175             | 502,472             | 517,968                     | 15,496            |
| City Council Services                             | 0.00              | 0.00              | 0.00              | 0.00              | 66                  | 66                  | -                           | (66)              |
| Communications & Marketing                        | 4.00              | 4.00              | 4.00              | 0.00              | 337,149             | 358,321             | 370,088                     | 11,767            |
| Neighborhood & Youth Services                     | 1.00              | 1.00              | 1.00              | 0.00              | 77,565              | 90,766              | 93,029                      | 2,263             |
| Legal Services                                    | 6.00              | 6.00              | 6.00              | 0.00              | 690,150             | 725,754             | 748,779                     | 23,025            |
| Total General Administration                      | 27.00             | 28.00             | 29.00             | 1.00              | 3,132,849           | 3,356,107           | 3,568,084                   | 211,977           |
| Total General Fund                                | 557.95            | 573.00            | 579.50            | 6.50              | \$ 47,510,763       | \$ 51,051,318       | \$ 53,644,915               | \$ 2,593,597      |
| Other Funds:                                      |                   |                   |                   |                   |                     |                     |                             |                   |
| Enterprise Funds:                                 |                   |                   |                   |                   |                     |                     |                             |                   |
| Water Services                                    | 36.05             | 35.55             | 35.55             | 0.00              | \$ 2,441,994        | \$ 2,565,511        | \$ 2,650,205                | \$ 84,694         |
| Wastewater Services                               | 40.95             | 41.45             | 41.45             | 0.00              | 2,781,929           | 2,998,052           | 3,096,111                   | 98,059            |
| Solid Waste Fund                                  | 45.00             | 45.00             | 45.00             | 0.00              | 2,584,457           | 2,746,534           | 2,837,526                   | 90,992            |
| Airport   | 2.00              | 2.00              | 2.00              | 0.00              | 130,190             | 182,610             | 188,654                     | 6,044             |
| BTU Operations                                    | 190.00            | 191.00            | 196.00            | 5.00              | 19,682,481          | 19,991,556          | 21,175,445                  | 1,183,889         |
| Special Revenue Funds:                            | 100.00            | .01.00            | .00.00            | 0.00              |                     | , ,                 | ,,                          | .,,               |
|   | 5.50              | E E0              | E E 0             | 0.00              | 110 050             | 115 000             | 110 145                     | (0 E70)           |
| Community Development                             | 5.50              | 5.50              | 5.50              | 0.00              | 418,956             | 445,988             | 443,415                     | (2,573)           |
| Internal Service Fund:                            |                   |                   |                   | - · · ·           |                     |                     |                             |                   |
| Self Insurance Fund                               | 6.00              | 6.00              | 6.00              | 0.00              | 471,132             | 495,187             | 514,997                     | 19,810            |
| Warehouse   | 3.55              | 3.00              | 3.00              | 0.00              | 209,266             | 195,001             | 203,312                     | 8,311             |
| Total Other Funds                                 | 329.05            | 329.50            | 334.50            | 5.00              | \$ 28,720,405       | \$ 29,620,439       | \$ 31,109,665               | \$ 1,489,226      |
| Total All Funds                                   | 887               | 903               | 914               | 11.5              | \$ 76,231,168       | \$ 80,671,757       | \$ 84,754,580               | \$ 4,082,823      |
|   |                   |                   | -17               |                   | +,_01,100           |                     |                             | + .,002,020       |

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



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# 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 this fund reflects most of the critical issues affecting the community, from establishing a tax rate to determining employee staffing and benefits.

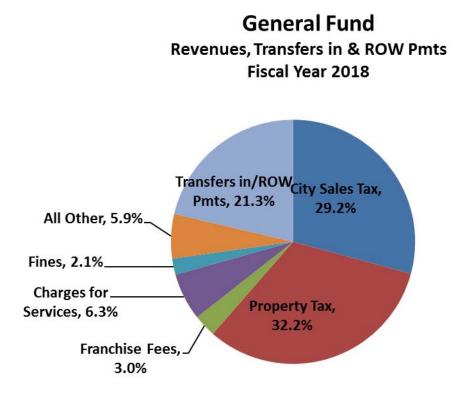
The budget for the General Fund is prepared using the modified accrual basis of accounting. Under this basis of accounting, revenues are recognized when they become both measurable and available to finance expenditures of the current period except where the accrual basis is specified by Generally Accepted 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 the current and upcoming fiscal years. Operational accomplishments and goals are reported in the department narratives.

### FISCAL YEAR 2018 REVENUES

The FY2018 Budget includes combined revenues, transfers in and right of way payments of \$69,486,209. Revenues of \$54,664,732 account for the majority of the inflows for the General Fund. Right-of-way payments are budgeted at \$14,711,477 and transfers in are budgeted at \$110,000. This represents an overall increase of \$3,430,194 or 5.2% from the FY2017 amended budget of \$66,056,015.

Total tax revenues and franchise fees are budgeted at \$44,748,104 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 \$2,016,152. Sales taxes of \$20,299,500 and property taxes of \$22,370,604 account for 61.4% of the General Fund revenues. Transfers in and Right of Way payments are budgeted at \$14,821,477. FY2018 Sales Tax revenues are budgeted at a 4.0% increase over budgeted FY2017 sales tax revenues. Other revenue sources include licenses and permits, charges for services, fines, operating income, and miscellaneous income. grants,

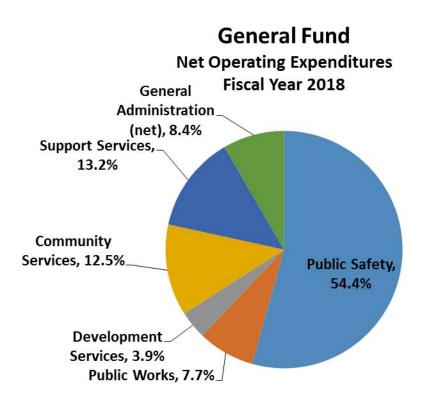


## **FISCAL YEAR 2018 EXPENDITURES**

General Fund operating expenditures, net of administrative reimbursements, for FY2018 are adopted at \$72,094,527.

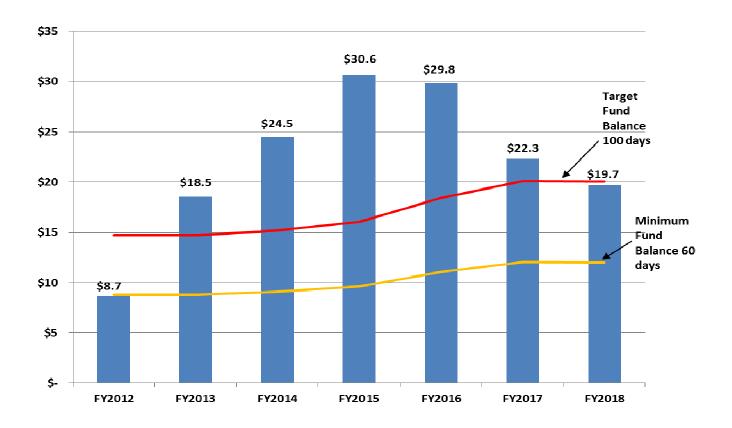
General Fund expenditures are categorized by operational function under the broad categories of Public Safety, Public Works, Development Services, Community Services, Support Services, and General Administration. Administrative reimbursements represent services provided by the General Fund to other funds 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.

There are no non-operating expenditures budgeted for FY18.



# FUND BALANCE

The Ending Unassigned FY2018 Fund Balance of \$19,715,050 as calculated in compliance with Government Accounting Standards Board (GASB) Statement No. 54, exceeds the 60 day minimum fund balance policy amount of \$12,015,755.



# **General Fund Unassigned Fund Balance**

## CITY OF BRYAN, TEXAS General Fund Summary Fiscal Year 2018

|   | FY2016<br>Actual | FY2017<br>Adopted     | FY2017<br>Amended     | FY2017<br>Projected | FY2018<br>Adopted | \$Chng/FY17<br>Amended | %Chng<br>/FY17 |
|---|------------------|-----------------------|-----------------------|---------------------|-------------------|------------------------|----------------|
| Revenues  |                  |                       |                       |                     |                   |                        |                |
| City Sales Tax  | \$ 19,025,856    | \$ 19,522,800         | \$ 19,522,800         | \$ 19,500,000       | \$ 20,299,500     | \$ 776,700             | 4.0%           |
| Property Tax  | 18,703,844       | 20,354,452            | 20,354,452            | 20,215,456          | 22,370,604        | 2,016,152              | 9.9%           |
| Franchise Fees  | 2,037,593        | 2,085,300             | 2,085,300             | 2,060,000           | 2,078,000         | (7,300)                | -0.4%          |
| Licenses & Permits  | 1,105,135        | 656,472               | 656,472               | 761,595             | 773,019           | 116,547                | 17.8%          |
| Grants  | 1,230,452        | 1,220,761             | 1,220,761             | 1,209,743           | 1,205,458         | (15,303)               | -1.3%          |
| Charges for Services  | 5,031,444        | 4,377,033             | 4,377,033             | 4,448,300           | 4,348,823         | (28,210)               | -0.6%          |
| Fines   | 1,670,824        | 1,847,412             | 1,847,412             | 1,527,500           | 1,477,100         | (370,312)              | -20.0%         |
| Miscellaneous & Shared Taxes                                      | 2,000,822        | 1,846,470             | 1,846,470             | 2,103,550           | 2,112,228         | 265,758                | 14.4%          |
| Subtotal Revenues   | 50,805,969       | 51,910,700            | 51,910,700            | 51,826,144          | 54,664,732        | 2,754,032              | 5.3%           |
| ROW Pmts  | 13,554,464       | 14,095,315            | 14,095,315            | 14,151,970          | 14,711,477        | 616,162                | 4.4%           |
| Transfers In  | 54,386           | 50,000                | 50,000                | 50,000              | 110,000           | 60,000                 | 120.0%         |
| Total Revenues, Transfers & ROW                                   | 64,414,819       | 66,056,015            | 66,056,015            | 66,028,114          | 69,486,209        | 3,430,194              | 5.2%           |
| Operating Expenditures  |                  |                       |                       |                     |                   |                        |                |
| Public Safety   | \$ 34,222,074    | \$ 37,159,438         | \$ 37,617,312         | \$ 37,380,279       | \$ 39,192,574     | \$ 1,575,262           | 4.2%           |
| Public Works  | 5,152,320        | 5,820,208             | 7,438,329             | 6,085,440           | 5,577,311         | (1,861,018)            | -25.0%         |
| Development Services  | 2,180,217        | 2,970,796             | 2,970,796             | 2,605,090           | 2,779,891         | (190,905)              | -6.4%          |
| Community Services  | 9,170,121        | 8,307,436             | 10,288,503            | 11,578,061          | 8,976,921         | (1,311,582)            | -12.7%         |
| Support Services  | 7,995,324        | 9,145,200             | 9,145,200             | 8,644,079           | 9,519,203         | 374,003                | 4.1%           |
| General Administration  | 3,811,137        | 4,664,604             | 4,664,604             | 4,568,519           | 4,871,519         | 206,915                | 4.4%           |
| Non-departmental  | 6,765,870        | 4,096,482             | 4,445,737             | 4,602,262           | 4,528,504         | 82,767                 | 1.9%           |
| Administrative Reimbursements                                     | (3,066,657)      | (3,037,162)           | (3,037,162)           | (3,037,162)         | (3,351,396)       | (314,234)              | 10.3%          |
| Total Expenditures:   | 66,230,406       | 69,127,002            | 73,533,319            | 72,426,568          | 72,094,527        | (1,438,792)            | -2.0%          |
| Net Increase/(Decrease)   | (1,815,587)      | (3,070,987)           | (7,477,304)           | (6,398,454)         | (2,608,318)       |                        |                |
| Beginning Fund Balance  | 35,368,409       | 28,799,486            | 33,552,822            | 33,552,822          | 27,154,368        |                        |                |
| Ending Fund Balance   | 33,552,822       | 25,728,499            | 26,075,518            | 27,154,368          | 24,546,050        |                        |                |
| Reductions for Encumbrances and O                                 |                  |                       |                       |                     |                   |                        |                |
| Encumbrances and Assignments<br>Spending Against Restricted Funds | (3,726,031)      | (2,348,000)<br>55,000 | (3,726,031)<br>69,400 | (4,831,000)<br>-    | (4,831,000)<br>-  |                        |                |
| Ending Unassigned Fund Balance                                    | \$ 29,826,791    | \$ 23,435,499         | \$ 22,418,887         | \$ 22,323,368       | \$ 19,715,050     |                        |                |
| # of Days of Reserve  | 162              | 122                   | 110                   | 111                 | 98                |                        |                |
| Fund Balance Reserve Requirement:                                 |                  |                       |                       |                     |                   |                        |                |
| (60 days operating expenses)                                      | 11,038,401       | 11,521,167            | 12,255,553            | 12,071,095          | 12,015,755        |                        |                |
| # of Days Required  | 60               | 60                    | 60                    | 60                  | 60                |                        |                |

## CITY OF BRYAN, TEXAS General Fund Revenue Summary Fiscal Year 2018

|                              | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted | \$Chng/FY17<br>Amended | %Chng<br>/FY17 |
|------------------------------|------------------|-------------------|-------------------|---------------------|-------------------|------------------------|----------------|
| Taxes                        |                  |                   |                   |                     |                   |                        |                |
| City Sales Tax               | \$ 19,025,856    | 19,522,800        | 19,522,800        | 19,500,000          | 20,299,500        | \$ 776,700             | 4.0%           |
| Property Tax                 | 18,703,844       | 20,354,452        | 20,354,452        | 20,215,456          | 22,370,604        | 2,016,152              | 9.9%           |
| Franchise Fees               | 2,037,593        | 2,085,300         | 2,085,300         | 2,060,000           | 2,078,000         | (7,300)                | -0.4%          |
| Total Taxes                  | 39,767,293       | 41,962,552        | 41,962,552        | 41,775,456          | 44,748,104        | 2,785,552              | 6.6%           |
| Licenses & Permits           |                  |                   |                   |                     |                   |                        |                |
| Business                     | 39,798           | 39,372            | 39,372            | 35,995              | 36,535            | (2,837)                | -7.2%          |
| Building Permits/Inspections | 1,065,338        | 617,100           | 617,100           | 725,600             | 736,484           | 119,384                | 19.3%          |
| Total Licenses & Permits     | 1,105,135        | 656,472           | 656,472           | 761,595             | 773,019           | 116,547                | 17.8%          |
| Grants                       |                  |                   |                   |                     |                   |                        |                |
| Federal                      | 13,709           | -                 | -                 | 17,100              | -                 | -                      | 0.0%           |
| State                        | 4,680            | 25,724            | 25,724            | 5,000               | -                 | (25,724)               | -100.0%        |
| Local Government             | 1,046,355        | 1,107,643         | 1,107,643         | 1,107,643           | 1,124,258         | 16,615                 | 1.5%           |
| Private                      | 165,708          | 87,394            | 87,394            | 80,000              | 81,200            | (6,194)                | -7.1%          |
| Total Grants                 | 1,230,452        | 1,220,761         | 1,220,761         | 1,209,743           | 1,205,458         | (15,303)               | -1.3%          |
| Charges for Services         |                  |                   |                   |                     |                   |                        |                |
| General Government           | 157,836          | 113,940           | 113,940           | 142,000             | 144,840           | 30,900                 | 27.1%          |
| Public Safety                | 757,161          | 753,797           | 753,797           | 676,000             | 689,520           | (64,277)               | -8.5%          |
| Animal Center                | 199,308          | 128,353           | 128,353           | 82,700              | 82,983            | (45,370)               | -35.3%         |
| Mowing & Demo                | 107,018          | 103,122           | 103,122           | 95,000              | 96,900            | (6,222)                | -6.0%          |
| Ambulance & Vital Stats.     | 2,273,380        | 2,006,921         | 2,006,921         | 2,059,000           | 1,998,180         | (8,741)                | -0.4%          |
| Recreation                   | 1,478,732        | 1,211,400         | 1,211,400         | 1,340,600           | 1,284,400         | 73,000                 | 6.0%           |
| Library                      | 58,009           | 59,500            | 59,500            | 53,000              | 52,000            | (7,500)                | -12.6%         |
| Total Charges for Services   | 5,031,444        | 4,377,033         | 4,377,033         | 4,448,300           | 4,348,823         | (28,210)               | -0.6%          |
| Other Income                 |                  |                   |                   |                     |                   |                        |                |
| Fines                        | 1,670,824        | 1,847,412         | 1,847,412         | 1,527,500           | 1,477,100         | (370,312)              | -20.0%         |
| Miscellaneous and Shared Tax | 2,000,822        | 1,846,470         | 1,846,470         | 2,103,550           | 2,112,228         | 265,758                | 14.4%          |
| Total Other Income           | 3,671,646        | 3,693,882         | 3,693,882         | 3,631,050           | 3,589,328         | (104,554)              | -2.8%          |
| Total Revenues               | \$ 50,805,969    | \$ 51,910,700     | \$ 51,910,700     | \$ 51,826,144       | \$ 54,664,732     | \$ 2,754,032           | 5.3%           |

## CITY OF BRYAN, TEXAS General Fund Expense Summary Fiscal Year 2018

|  | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted | \$Chng/FY17<br>Amended | %Chng<br>/FY17 |
|--|------------------|-------------------|-------------------|---------------------|-------------------|------------------------|----------------|
| Public Safety                          |                  |                   |                   |                     |                   |                        |                |
| Municipal Court                        | \$ 1,347,443     | \$ 1,546,455      | \$ 1,581,381      | \$ 1,632,850        | \$ 1,582,355      | \$ 974                 | 0.1%           |
| Police Services                        | 17,959,357       | 19,165,085        | 19,284,530        | 18,910,280          | 20,445,914        | 1,161,384              | 6.0%           |
| Fire & Emergency Ops Center            | 14,103,221       | 15,460,189        | 15,763,692        | 15,835,257          | 16,184,148        | 420,456                | 2.7%           |
| Bryan Animal Center                    | 812,053          | 987,709           | 987,709           | 1,001,892           | 980,157           | (7,552)                | -0.8%          |
| Total Public Safety                    | 34,222,074       | 37,159,438        | 37,617,312        | 37,380,279          | 39,192,574        | 1,575,262              | 4.2%           |
| Public Works                           |                  |                   |                   |                     |                   |                        |                |
| Engineering Services                   | 1,333,627        | 1,865,140         | 2,665,140         | 1,752,216           | 1,803,135         | (862,005)              | -32.3%         |
| Streets & Drainage                     | 1,980,610        | 1,982,476         | 2,800,597         | 2,300,646           | 1,898,296         | (902,301)              | -32.2%         |
| Traffic Operations                     | 1,838,083        | 1,972,592         | 1,972,592         | 2,032,578           | 1,875,880         | (96,712)               | -4.9%          |
| Total Public Works                     | 5,152,320        | 5,820,208         | 7,438,329         | 6,085,440           | 5,577,311         | (1,861,018)            | -25.0%         |
| Development Services                   |                  |                   |                   |                     |                   |                        |                |
| Development Services                   | 1,761,700        | 1,848,936         | 1,848,936         | 1,768,467           | 2,227,089         | 378,153                | 20.5%          |
| Code Enforcement                       | 336,032          | 414,591           | 414,591           | 437,612             | 370,233           | (44,358)               | -10.7%         |
| Community Development Admin            | 82,485           | 707,269           | 707,269           | 399,011             | 182,569           | (524,700)              | -74.2%         |
| Total Development Services             | 2,180,217        | 2,970,796         | 2,970,796         | 2,605,090           | 2,779,891         | (190,905)              | -6.4%          |
| Community Services                     |                  |                   |                   |                     |                   |                        |                |
| Bryan/College Station Library Services | 2,518,614        | 2,718,523         | 2,718,523         | 2,761,966           | 2,812,459         | 93,936                 | 3.5%           |
| Parks & Recreation                     | 5,842,599        | 4,411,950         | 6,393,017         | 7,735,849           | 5,127,616         | (1,265,401)            | -19.8%         |
| Texas Reds                             | 1,155            | -                 | -                 | -                   | -                 | -                      | 0.0%           |
| Golf Course                            | 807,753          | 1,176,963         | 1,176,963         | 1,080,246           | 1,036,846         | (140,117)              | -11.9%         |
| Total Community Services               | 9,170,121        | 8,307,436         | 10,288,503        | 11,578,061          | 8,976,921         | (1,311,582)            | -12.7%         |
| Support Services                       |                  |                   |                   |                     |                   |                        |                |
| Fiscal Services                        | 1,499,605        | 1,573,955         | 1,573,955         | 1,473,461           | 1,614,685         | 40,730                 | 2.6%           |
| Information Technology                 | 3,178,281        | 3,807,653         | 3,807,653         | 3,576,893           | 3,521,428         | (286,225)              | -7.5%          |
| Human Resources                        | 670,249          | 669,047           | 669,047           | 655,603             | 763,204           | 94,157                 | 14.1%          |
| Facility Services                      | 2,073,929        | 2,200,334         | 2,200,334         | 2,204,798           | 2,762,147         | 561,813                | 25.5%          |
| Fleet Services                         | 573,260          | 894,211           | 894,211           | 733,324             | 857,739           | (36,472)               | -4.1%          |
| Total Support Services                 | 7,995,324        | 9,145,200         | 9,145,200         | 8,644,079           | 9,519,203         | 374,003                | 4.1%           |
| General Administration                 |                  |                   |                   |                     |                   |                        |                |
| Executive Services                     | 1,176,209        | 1,329,191         | 1,329,191         | 1,427,040           | 1,343,770         | 14,579                 | 1.1%           |
| Economic Development                   | 464,301          | 747,946           | 747,946           | 778,241             | 880,123           | 132,177                | 17.7%          |
| Internal Audit                         | 161,229          | 177,817           | 177,817           | 189,799             | 182,149           | 4,332                  | 2.4%           |
| City Secretary                         | 571,543          | 684,728           | 684,728           | 597,259             | 700,587           | 15,859                 | 2.3%           |
| City Council Services                  | 198,137          | 246,922           | 246,922           | 183,921             | 247,373           | 451                    | 0.2%           |
| Communications & Marketing             | 469,731          | 550,505           | 550,505           | 475,310             | 564,126           | 13,621                 | 2.5%           |
| Neighborhood & Youth Services          | 110,432          | 143,036           | 143,036           | 109,861             | 145,471           | 2,435                  | 1.7%           |
| Legal Services                         | 659,555          | 784,459           | 784,459           | 807,088             | 807,920           | 23,461                 | 3.0%           |
| Total General Administration           | 3,811,137        | 4,664,604         | 4,664,604         | 4,568,519           | 4,871,519         | 206,915                | 4.4%           |
| Non-departmental                       | 6,765,870        | 4,096,482         | 4,445,737         | 4,602,262           | 4,528,504         | 82,767                 | 1.9%           |
| Total Admin & Non-departmental         | 10,577,007       | 8,761,086         | 9,110,341         | 9,170,781           | 9,400,023         | 289,682                | 3.2%           |
| Administrative Reimbursements          | (3,066,657)      | (3,037,162)       | (3,037,162)       | (3,037,162)         | (3,351,396)       | (314,234)              | 10.3%          |
| Sub Total Expenditures                 | \$ 66,230,406    | \$ 69,127,002     | \$ 73,533,319     | \$72,426,568        | \$ 72,094,527     | ,                      | -2.0%          |
| Total Expenditures                     | \$ 66,230,406    | \$ 69,127,002     | \$ 73,533,319     | \$ 72,426,568       | \$ 72,094,527     | \$ (1,438,792)         | -2.0%          |



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# **Mission Statement**

The mission of the 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 administration of justice.
- Execute all of the Court's writs and warrants in an efficient and timely manner.

## Fiscal Year 2017 Accomplishments

- Awarded the Municipal Traffic Safety Initiative Honorable Mention award for medium volume courts for outstanding accomplishments in promoting traffic safety.
- Municipal Court celebrated Texas Municipal Courts Week with several events.
- Hosted a "Spooktacular" Traffic Safety Fair to raise public awareness regarding traffic safety.
- Participated in the Great State of Texas 2017 Warrant Roundup clearing over 600 warrants.
- Participated in the Youth to Career Fair at the Brazos County Expo Center.
- Participated in National Night Out.
- Teen Court sessions were held at Bryan Collegiate High School to mitigate juvenile recidivism.
- Eleven staff members have maintained and retained Texas Court Clerk Certification Two individuals at Level I and Nine individuals at Level II.
- Presiding Judge and Associate Judges have attended and complied with mandatory judicial continuing education.
- City Marshals maintained all state mandated training required for peace officer certification through the Texas Commission on Law Enforcement (TCOLE).
- All four City Marshals are TCOLE Certified Court Security Specialists having completed a 40-hour training program as part of an ongoing effort to make sure all court patrons have a safe place to conduct business.
- City Marshal staff was requested to train Bryan Police Department and Bryan Independent School District staff with
  regards to recognizing signs of illicit drug use.
- Upgraded the phone system with new recordings in an effort to improve the court's customer service to the public.
- Purchase and implementation of new case management software.

## Fiscal Year 2018 Goals and Objectives

- Improve court processes and means by which defendants can address their case(s) through technological enhancements.
- Improve the Court's web page to better facilitate citizen accessibility to Court rules, processes, and procedures.
- Utilize the multiple aspects of the new case management software so that court processes are simplified.

|                           | FY2016<br>Actual | FY2017<br>Adopted |       | FY2017<br>Amended |           | FY2017<br>Projected |           | FY2018<br>Adopted |           | \$Chng/FY17<br>Amended |          | %Chng/<br>FY17 |
|---------------------------|------------------|-------------------|-------|-------------------|-----------|---------------------|-----------|-------------------|-----------|------------------------|----------|----------------|
| Salaries and Benefits     | \$1,091,005      | \$ 1,17           | 6,320 | \$                | 1,176,320 | \$                  | 1,237,925 | \$                | 1,212,189 | \$                     | 35,869   | 3.0%           |
| Supplies                  | 36,884           | 5                 | 6,805 |                   | 56,805    |                     | 48,350    |                   | 56,028    |                        | (777)    | -1.4%          |
| Maintenance & Services    | 173,854          | 24                | 8,230 |                   | 248,230   |                     | 244,303   |                   | 249,038   |                        | 808      | 0.3%           |
| Miscellaneous/Admin Reimb | 39,957           | 6                 | 5,100 |                   | 65,100    |                     | 53,900    |                   | 65,100    |                        | -        | 0.0%           |
| Capital Outlay            | 5,743            |                   | -     |                   | 34,926    |                     | 48,372    |                   |           |                        | (34,926) | 0.0%           |
| Total Expenses            | \$ 1,347,443     | \$ 1,54           | 6,455 | \$                | 1,581,381 | \$                  | 1,632,850 | \$                | 1,582,355 | \$                     | 974      | 0.1%           |

# **Budgeted Personnel**

|                                | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|--------------------------------|-------------------|-------------------|-------------------|---------------------|-------------------|
| Municipal Court Judge          |                   | . 1               | 1                 | 1                   | 1                 |
| Municipal Court Administrator  | 1                 | 1                 | 1                 | 1                   | 1                 |
| City Marshal/Bailiff           | 4                 | 4                 | 4                 | 4                   | 3                 |
| Supervising City Marshal       | -                 | -                 | -                 | -                   | 1                 |
| Deputy Court Clerk             | 7                 | 7                 | 7                 | 7                   | 7                 |
| Deputy Court Administrator     | 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                | 17                | 17                | 17                  | 17                |

### Performance and Activity Measures

|   | FY2016     | FY2016 FY2017 |         |    | FY2017  |    | FY2017   |    | FY2018  |
|---|------------|---------------|---------|----|---------|----|----------|----|---------|
|   | Actual     | Actual A      |         | A  | Amended |    | rojected | ł  | Adopted |
| % of warrant service targets achieved     | 84%        |               | 90%     |    | 90%     |    | 90%      |    | 90%     |
| # of warrants served                      | 5,004      |               | 4,000   |    | 4,000   |    | 5,000    |    | 5,000   |
| Revenue collected on outstanding warrants | \$ 690,085 | \$            | 450,000 | \$ | 450,000 | \$ | 550,000  | \$ | 550,000 |
| Avg. # of days to process citations       | 3          |               | 4       |    | 4       |    | 3        |    | 3       |
| # of cases filed                          | 11,383     |               | 11,000  |    | 11,000  |    | 11,000   |    | 11,000  |
| # of community service cases              | 578        |               | 300     |    | 300     |    | 500      |    | 500     |
| # of warrants issued                      | 5,982      |               | 5,000   |    | 5,000   |    | 5,500    |    | 5,500   |
| # of Teen Court sessions                  | 16         |               | 30      |    | 30      |    | 20       |    | 20      |

# **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 2017 Accomplishments

- Part I UCR clearance rate of thirty-one percent (31%) in calendar year 2017.
- Reviewed and revised the department's strategic plan.
- Continued collaborations with our citizens through the Community Advisory Council and English, Spanish and Junior Citizen Police Academies.
- Maintained a collaborative regional chief administrators meeting to maximize policing effectiveness.
- Completed training and creation of regional mobile field force.
- Completed a weapons firing range and training facility.
- Trained and deployed body worn cameras to all officers.

# **Fiscal Year 2018 Goals and Objectives**

- Reduce Part 1 UCR crime rate by three percent (3%).
- Maintain Part 1 UCR clearance rates above the national average.
- Conduct a basic police peace officer academy.
- Complete steps to upgrade Records Management System (RMS).
- Continue staff growth to match community growth.
- Due to increased staff, increase supervisory staffing by adding two (2) sergeant positions.

|                           | FY2016        | FY2017        | FY2017        | FY2017        | FY2018        | \$C | Chng/FY17 | %Chng/ |
|---------------------------|---------------|---------------|---------------|---------------|---------------|-----|-----------|--------|
|                           | Actual        | Adopted       | Amended       | Projected     | Adopted       | Ā   | Amended   | FY17   |
| Salaries and Benefits     | \$ 15,880,262 | \$ 17,053,541 | \$ 17,088,467 | \$ 16,822,809 | \$ 18,107,275 | \$  | 1,018,808 | 6.0%   |
| Supplies                  | 1,113,447     | 795,151       | 811,217       | 783,762       | 729,684       |     | (81,533)  | -10.1% |
| Maintenance & Services    | 454,475       | 450,363       | 466,816       | 437,400       | 503,575       |     | 36,759    | 7.9%   |
| Miscellaneous/Admin Reimb | 121,624       | 139,840       | 123,387       | 140,119       | 139,840       |     | 16,453    | 13.3%  |
| Capital Outlay            | 389,549       | 726,190       | 794,643       | 726,190       | 965,540       |     | 170,897   | 21.5%  |
| Total Expenses            | \$ 17,959,357 | \$ 19,165,085 | \$ 19,284,530 | \$ 18,910,280 | \$ 20,445,914 | \$  | 1,161,384 | 6.0%   |

### **Budgeted Personnel**

|   | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|---|-------------------|-------------------|-------------------|---------------------|-------------------|
| Accreditation Manager                     | 1                 | 1                 | 1                 | 1                   | 1                 |
| Assistant Police Chief                    | 2                 | 2                 | 2                 | 2                   | 2                 |
| Auxiliary Services Manager                | 1                 | 1                 | 1                 | 1                   | 1                 |
| Crime Analyst                             | 1                 | 1                 | 1                 | 1                   | 1                 |
| Crime Scene Unit Supervisor               | 1                 | 1                 | 1                 | 1                   | 1                 |
| Crime Scene Technician                    | 2                 | -                 | -                 | -                   | -                 |
| Crime Scence Investigator                 | -                 | 3                 | 3                 | 3                   | 3                 |
| Crime Victims Assistance Coordinator      | 2                 | 1                 | 1                 | 1                   | 1                 |
| CID Secretary                             | 1                 | -                 | -                 | -                   | -                 |
| Criminal Investigative Division Secretary | -                 | 1                 | 1                 | 1                   | 1                 |
| Intake Specialist                         | 7                 | 7                 | 7                 | 7                   | 7                 |
| Intake Supervisor                         | 1                 | 1                 | 1                 | 1                   | 1                 |
| Investigative Assistant                   | 3                 | 4                 | 4                 | 4                   | 4                 |
| Patrol Services Bureau Asst.              | 1                 | 1                 | 1                 | 1                   | 1                 |
| Police Chief                              | 1                 | 1                 | 1                 | 1                   | 1                 |
| Police Division Assistant                 | 1                 | 1                 | 1                 | 1                   | 1                 |
| Police Finance Assistant                  | 1                 | 1                 | 1                 | 1                   | 1                 |
| Police Lieutenant                         | 6                 | 6                 | 6                 | 6                   | 6                 |
| Police Officer                            | 113               | 116               | 116               | 116                 | 119               |
| Police Sergeant                           | 21                | 21                | 21                | 21                  | 23                |
| Police Staff Assistant                    | 1                 | 1                 | 1                 | 1                   | 1                 |
| Property & Evidence Custodian             | 3                 | 3                 | 3                 | 3                   | 3                 |
| Records Clerk                             | 7                 | 7                 | 7                 | 7                   | 7                 |
| Records Supervisor                        | 1                 | 1                 | 1                 | 1                   | 1                 |
| Total                                     | 178               | 182               | 182               | 182                 | 187               |

### Performance and Activity Measures

|                                       | FY2016 | FY2017  | FY2017  | FY2017    | FY2018  |
|---------------------------------------|--------|---------|---------|-----------|---------|
|                                       | Actual | Adopted | Amended | Projected | Adopted |
| Part 1 Crimes reported                | 2,983  | 2,800   | 2,800   | 3,000     | 3,000   |
| % of Part 1 Crimes solved             | 31%    | 35%     | 35%     | 35%       | 35%     |
| % crime rate growth                   | 1%     | -5%     | -5%     | 1%        | 1%      |
| Priority call response time (minutes) | 5.4    | 5.0     | 5.0     | 5.0       | 5.0     |
| Traffic accident rate (per 1,000)     | 22     | 20      | 20      | 23        | 23      |
| Citizen complaints filed              | 1      | 10      | 10      | 3         | 3       |

\*Police includes 3 new positions for FY16 \*Police Includes 3 new positions for FY17 \*Police Includes 3 new positions for FY18

# Fire and Emergency Operations Center

### **Mission Statement**

The mission of the Bryan Fire Department is to save lives, protect property, and enhance the quality of life for those we serve.

### **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 personnel.

### **Fiscal Year 2017 Accomplishments**

- Took delivery of new refurbished ambulance.
- Took delivery of new EMS supervisor vehicle.
- Took delivery of new wild land firefighting vehicle.
- Took delivery of new Battalion Chief Command vehicle.
- Interacted with 8,190 citizens in events or programs in the fire prevention public education programs and Citizen's Fire Academy.
- Conducted 2,056 fire and life safety inspections.
- Developed new 5-year fire department strategic plan.
- Acquired Staffing for Adequate Fire and Emergency Response (SAFER) grant (\$849,078) for six firefighters.
- Acquired Assistance to Firefighters Grant (AFG) (\$21,928) for wild land firefighting protective clothing.
- Acquired National Rifle Association Foundation grant for Fire Marshal's Office.
- Received a \$700,156.68 reimbursement for uncompensated medical care for FY15
- Added nine (9) additional firefighter positions to increase daily staffing levels.
- All fire apparatus
- Monitored construction of new Fire Station 2.
- Reviewed and updated department mission and vision statements.
- Updated and replaced technical rescue equipment.
- Responded to 11,226 calls for emergency services.

#### Fiscal Year 2018 Goals and Objectives

- Continue to increase daily staffing levels.
- Oversee completion and opening of new Fire Station 2.
- Complete Emergency Medical Services (EMS) accreditation.
- Complete the Texas Fire Chiefs Association Best Practices program.
- Update the permitting process in the Fire Marshal's office.
- Continue to participate in the Federal Homeland Security Grant program.
- Continue to increase wildland fire response capabilities.

|                             |                      |    | FY2017<br>Adopted |    |                   | FY2017<br>Projected |                     | FY2018<br>Adopted |    | hng/FY17<br>mended   | %Chng/<br>FY17 |
|-----------------------------|----------------------|----|-------------------|----|-------------------|---------------------|---------------------|-------------------|----|----------------------|----------------|
| Salaries and Benefits       | \$<br>12,215,564     | \$ | 13,563,755        | \$ | 13,563,755        | \$                  | 13,702,067          | \$<br>14,240,934  | \$ | 677,179              | 5.0%           |
| Supplies                    | 924,022              |    | 733,235           |    | 875,579           |                     | 903,494             | 642,671           |    | (232,908)            | -26.6%         |
| Maintenance & Services      | 642,697              |    | 618,099           |    | 618,099           |                     | 675,361             | 610,162           |    | (7,937)              | -1.3%          |
| Miscellaneous/Admin Reimb   | 89,139               |    | 85,720            |    | 115,908           |                     | 94,955              | 85,720            |    | (30,188)             | -26.0%         |
| Capital Outlay              | 231,799              |    | 459,380           |    | 590,351           |                     | 459,380             | 604,661           |    | 14,310               | 2.4%           |
| Total Expenses              | \$<br>14,103,221     | \$ | 15,460,189        | \$ | 15,763,692        | \$                  | 15,835,257          | \$<br>16,184,148  | \$ | 420,456              | 2.7%           |
|                             | <br>FY2016<br>Actual |    | FY2017<br>Adopted |    | FY2017<br>Amended |                     | FY2017<br>Projected | FY2018<br>Adopted |    | Chng/FY17<br>Amended | %Chng/<br>FY17 |
| Fire Services               | \$<br>14,013,938     | \$ | 15,369,535        | \$ | 15,673,038        | \$                  | 15,743,953          | \$<br>16,093,357  | \$ | 420,319              | 2.7%           |
| Emergency Operations Center | 89,283               |    | 90,654            |    | 90,654            |                     | 91,304              | 90,791            |    | 137                  | 0.2%           |
| Total Expenses              | \$<br>14,103,221     | \$ | 15,460,189        | \$ | 15,763,692        | \$                  | 15,835,257          | \$<br>16,184,148  | \$ | 420,456              | 2.7%           |

#### **Budgeted Personnel**

|  | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>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 Battalion Chief    | 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                |
| Deputy Fire Marshal Lieutenant         | 3                 | 3                 | 3                 | 3                   | 3                 |
| Firefighter                            | 75                | 78                | 78                | 78                  | 78                |
| Fire Services Administrative Assistant | 1                 | 1                 | 1                 | 1                   | 1                 |
| Fire Services Clerk                    | 3                 | 2                 | 2                 | 2                   | 3                 |
| Emergency Mgmgt Coordinator            | 1                 | 1                 | 1                 | 1                   | 1                 |
| Total                                  | 134               | 137               | 137               | 137                 | 137               |

### Performance and Activity Measures

|   | FY2016<br>Actual |    |             |    | FY2017<br>Amended | FY2017<br>Projected |             |    | FY2018<br>Adopted |
|---|------------------|----|-------------|----|-------------------|---------------------|-------------|----|-------------------|
| % of Fire/EMS responses under 5 minutes           | 60%              | )  | 65%         |    | 65%               |                     | 59%         |    | 60%               |
| # of residential/commercial fires                 | 104              |    | 130         |    | 130               |                     | 98          |    | 100               |
| Value of property lost to fire                    | \$ 2,124,240     | \$ | 4,000,000   | \$ | 4,000,000         | \$                  | 564,341     | \$ | 1,000,000         |
| Value of property saved from fire                 | \$ 125,104,163   | \$ | 100,000,000 | \$ | 100,000,000       | \$                  | 118,077,689 | \$ | 100,000,000       |
| # of Civilian deaths                              | -                |    | -           |    | -                 |                     | -           |    | -                 |
| # of Civilian injuries due to fire                | 2                |    | -           |    | -                 |                     | 3           |    | -                 |
| # of Firefighters with lost time injuries         | 7                |    | -           |    | -                 |                     | 11          |    | -                 |
| # of Incidents with flame spread exceeding 3      | 13               |    | 10          |    | 10                |                     | 11          |    | 12                |
| # of Inspections                                  | 2,056            |    | 3,200       |    | 3,200             |                     | 2,500       |    | 2,500             |
| # of citizens trained in fire prevention          | 8,190            |    | 9,000       |    | 9,000             |                     | 8,500       |    | 8,500             |
| Total emergency responses                         | 11,226           |    | 11,500      |    | 11,500            |                     | 11,855      |    | 12,000            |
| Total unit responses                              | 19,041           |    | 19,000      |    | 19,000            |                     | 20,108      |    | 22,000            |
| Total EMS patients                                | 10,202           |    | 9,000       |    | 9,000             |                     | 10,774      |    | 11,200            |
| Average calls per day                             | 31.0             |    | 31          |    | 31                |                     | 32          |    | 33                |
| Average unit responses per day                    | 52.2             |    | 52          |    | 52                |                     | 55          |    | 60                |
| # of Citizens Trained in BFD Citizen Fire Academy | 12               |    | 20          |    | 20                |                     | 20          |    | 20                |
| Total funds obtained from Homeland Security Grant |                  |    |             |    |                   |                     |             |    |                   |
| Program   | \$ 5,078         | \$ | 100,000     | \$ | 100,000           | ze                  | ero         | \$ | 30,000            |

# **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 2017 Accomplishments**

- Maintained a euthanasia rate of 29%, an adoption rate of 43% while attending 50 events in the community.
- Maintained a "returned to owner" in-field rate of 46%, increased the number of foster homes by 16%, and increased the number of rescue groups utilized by 9%.
- Successfully established and maintained good working relationships with numerous local and state animal groups.
- Successfully reaching and exceeding our calls for service yearly goal by maintaining an average of a 9 minute response time from time of dispatch until arrival, and an average of 17 minutes to conclude each call from arrival to departure of scene.
- Hosting the annual Pawpaloosa, Pet Health Fair and Bryan Animal Center Adoption Reunion May 6th, 2017, 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.
- Maintained partnerships with Texas A&M College of Veterinary Medicine and Blinn Veterinary Technology Program, assisting in spay/neuter and additional veterinary care for animals at Bryan Animal Center.
- Finalized and implemented the BAC Canine Enrichment Center.
- Partnered with Texas A&M and Arrow Academy to present the PAWS For Reading program which allows children to gain confidence in their abilities by reading to dogs.
- Initiated a Behavior Analysis program to evaluate BAC animals in hopes of addressing any behavior concerns and better matching animals to potential adopters.
- Partnered with Blinn Vet Tech Program in creating a permanent educational display at the Children's Museum of the Brazos Valley encouraging good pet health care and promoting pet adoption.

## Fiscal Year 2018 Goals and Objectives

- Maintain Euthanasia rate under 40%
- Maintain an Adoption rate of 35% or better
- 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 30 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.
- Increase the number of foster homes by 10%.
- Increase the number of rescue groups utilized for animal placement by 5%.
- Investigate options to further assist animals in need of additional medical or behavioral treatment while in the care of Bryan Animal Center.

|                           | FY2016<br>Actual | FY2017<br>Adopted |         | FY2017<br>Amended |         | FY2017<br>Projected |           | FY2018<br>Adopted |         | \$Chng/FY17<br>Amended |          | %Chng/<br>FY17 |
|---------------------------|------------------|-------------------|---------|-------------------|---------|---------------------|-----------|-------------------|---------|------------------------|----------|----------------|
| Salaries and Benefits     | \$<br>581,755    | \$                | 714,343 | \$                | 714,343 | \$                  | 666,169   | \$                | 737,588 | \$                     | 23,245   | 3.3%           |
| Supplies                  | 85,121           |                   | 86,080  |                   | 86,080  |                     | 81,156    |                   | 80,614  |                        | (5,466)  | -6.3%          |
| Maintenance & Services    | 67,020           |                   | 85,906  |                   | 85,906  |                     | 135,117   |                   | 51,725  |                        | (34,181) | -39.8%         |
| Miscellaneous/Admin Reimb | 53,557           |                   | 60,180  |                   | 60,180  |                     | 78,250    |                   | 110,230 |                        | 50,050   | 83.2%          |
| Capital Outlay            | 24,600           |                   | 41,200  |                   | 41,200  |                     | 41,200    |                   | -       |                        | (41,200) | 0.0%           |
| Total Expenses            | \$<br>812,053    | \$                | 987,709 | \$                | 987,709 | \$                  | 1,001,892 | \$                | 980,157 | \$                     | (7,552)  | -0.8%          |

### **Budgeted Personnel**

|  | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|--|-------------------|-------------------|-------------------|---------------------|-------------------|
| Animal Center Supervisor               | 1                 | 1                 | 1                 | 1                   | 1                 |
| Animal Center Administrative Assistant | 1                 | 1                 | 1                 | 1                   | 1                 |
| Program Coordinator                    | 1                 | 1                 | 1                 | 1                   | 1                 |
| Animal Care Technician                 | 3                 | 3                 | 3                 | 3                   | 3                 |
| Lead Animal Services Coordinator       | 1                 | 1                 | 1                 | 1                   | 1                 |
| Animal Control Officer                 | 3                 | 4                 | 4                 | 4                   | 4                 |
| Assistant Animal Care Technician       | -                 | -                 | -                 | -                   | -                 |
| Total                                  | 10                | 11                | 11                | 11                  | 11                |

### Performance and Activity Measures

|                                  | FY2016 | FY2017  | FY2017  | FY2017    | FY2018  |
|----------------------------------|--------|---------|---------|-----------|---------|
|                                  | Actual | Adopted | Amended | Projected | Adopted |
| Maintain an Adoption rate of 35% | 43%    | 35%     | 35%     | 43%       | 35%     |
| Increase Rescue groups           | 148    | 129     | 129     | 162       | 170     |
| Increase Foster Homes            | 152    | 120     | 120     | 176       | 193     |
| Animals returned in field        | 32%    | 20%     | 20%     | 46%       | 20%     |
| Average Call Response time       | 0.07   | 0.30    | 0.30    | 0.09      | 0.30    |
| Average time spent on call       | 0.17   | 0.30    | 0.30    | 0.17      | 0.30    |
| Attendance at Outside Events     | 68     | 30      | 30      | 50        | 30      |

# **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 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 projects
- Work with MS4 coordinator and Development Services staff to continue compliance with 5 year permit requirements
- 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
- Serve as ADA Coordinator for the City and update and implement the ADA Transition Plan

# Fiscal Year 2017 Accomplishments

- Received award of 2 TAP Grants from TXDOT worth over 3.5 Million dollars in federal funds for bike/ped
- Received award of HMGP Buyout Grant for 4 flood homes leveraging up to \$225,000 of local to get \$675,000 federal
- Completed construction of Villa Maria / Carter Creek Signals, W. 28<sup>th</sup> Street, Apple Creek Channel, Broadmoor/Nash Roundabout, and street maintenance contracts
- Under construction on following major projects: Fire Station 2, St. Joseph Hospital Area Improvements, W. 26<sup>th</sup> Street, Municipal Building ADA, E23rd Street, and Old Hearne Ph 2
- Developer participation agreements such as University Drive extension and Greenbrier sewer
- Managed contractual requirements and audits from various agencies (Feds, TXDOT) for grants associated with CIP
- Worked on developing E-Trak It application for use by Engineers and Inspectors
- Continued to utilize prequalified list of Engineering Firms to expedite selection of consultants
- Updated 5 year transportation fee and drainage utility fee forecasts
- Executed the annual process for the City's comprehensive 5 year Capital Improvement Program (FY18-FY22)
- Completed in-house project designs including Kazmeier Storm and Sewer Project, Wells Fargo Sewer, Ice House Parking Lot and 23<sup>rd</sup> St. / Main Street on street parking and consultant designs for 17<sup>th</sup> Street culverts/sidewalks, MOB ADA and E. 23<sup>rd</sup> St. projects
- Maintained a Class 6 status in the National Flood Insurance Program
- Began implementation of improvements from the ADA Transition Plan including restroom remodels at MOB
- Developed Bicycle Masterplan and updated Sidewalk Masterplan
- New Thoroughfare Plan adopted and developed MPO's Regional Thoroughfare Plan

## Fiscal Year 2018 Goals and Objectives

- Continue improving infrastructure inspections through use of IPAD devices with implementation of I-Trak-it
- Maintain at least a Class 7 ranking in the Community Rating System (expected decrease from 6 to 7 at some point)
- Assist other departments in development of master plans, project development, design and construction as needed
- Continue implementation of Capital Improvement Program (program, design, construction) FY18-FY22
- Develop Contractor Registration Program ensuring quality of contractors building infrastructure including documenting contractor's continuing education efforts
- Continue to assist in development of a Right of Way management ordinance to manage work of outside entities within the City's Street Right of Ways. Develop a right of way permit and take on responsibility for management and enforcement of the ordinance
- Continue development of the ADA Transition Plan and implement improvements to facilities

|                           | <br>FY2016<br>Actual |    | FY2017<br>Adopted |    | FY2017<br>Amended |    | FY2017<br>Projected |    | FY2018<br>Adopted |    | Chng/FY17<br>Amended | %Chng/<br>FY17 |
|---------------------------|----------------------|----|-------------------|----|-------------------|----|---------------------|----|-------------------|----|----------------------|----------------|
| Salaries and Benefits     | \$<br>1,130,177      | \$ | 1,289,665         | \$ | 1,289,665         | \$ | 1,333,227           | \$ | 1,331,020         | \$ | 41,355               | 3.2%           |
| Supplies                  | 36,353               |    | 49,290            |    | 49,290            |    | 40,984              |    | 48,074            |    | (1,216)              | -2.5%          |
| Maintenance & Services    | 109,818              |    | 304,695           |    | 1,104,695         |    | 152,245             |    | 53,491            |    | (1,051,204)          | -95.2%         |
| Miscellaneous/Admin Reimb | 57,279               |    | 120,550           |    | 120,550           |    | 124,820             |    | 370,550           |    | 250,000              | 207.4%         |
| Capital Outlay            | -                    |    | 100,940           |    | 100,940           |    | 100,940             |    | -                 |    | (100,940)            |                |
| Total Expenses            | \$<br>1,333,627      | \$ | 1,865,140         | \$ | 2,665,140         | \$ | 1,752,216           | \$ | 1,803,135         | \$ | (862,005)            | -32.3%         |
|                           |                      |    |                   |    |                   |    |                     |    |                   |    |                      |                |

### **Budgeted Personnel**

|   | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|---|-------------------|-------------------|-------------------|---------------------|-------------------|
| City Engineer                           | 1                 | 1                 | 1                 | 1                   | 1                 |
| Assistant City Engineer                 | 2                 | 2                 | 2                 | 2                   | 2                 |
| Civil Engineer                          | 3                 | 3                 | 3                 | 3                   | 3                 |
| Engineering Technical Assistant         | 1                 | 1                 | 2                 | 2                   | 2                 |
| Development Services Office Coordinator | 1                 | 1                 | 1                 | 1                   | 1                 |
| Construction Coordinator                | 1                 | 1                 | -                 | -                   | -                 |
| Engineering Inspector                   | 3                 | 4                 | 4                 | 4                   | 4                 |
| Engineering Technician                  | 2                 | 1                 | 1                 | 1                   | 1                 |
| Total                                   | 14                | 14                | 14                | 14                  | 14                |

#### Performance and Activity Measures

|   | FY2016<br>Actual |                 | FY2017<br>Adopted |              | FY2017<br>Amended |                 | FY2017<br>Projected |                  |    | FY2018<br>Adopted |
|---|------------------|-----------------|-------------------|--------------|-------------------|-----------------|---------------------|------------------|----|-------------------|
| Development:  |                  |                 |                   |              |                   |                 |                     |                  |    |                   |
| Avg # of days to review site development submittal  |                  | 3               |                   | 3            |                   | 3               |                     | 3                |    | 3                 |
| Avg # of days to review Engineering plans/reports   |                  | 9.10            |                   | 10           |                   | 10              |                     | 10               |    | 10.0              |
| Value of projects installed by developers   | \$               | 9,227,144       | \$                | 4,500,000    | \$                | 4,500,000       | \$                  | 5,000,000        | \$ | 5,000,000         |
| # of construction projects monitored  |                  | 69              |                   | 35           |                   | 35              |                     | 50               |    | 45                |
| Max # of construction projects inspected at one time                                      |                  | 43              |                   | 25           |                   | 25              |                     | 35               |    | 30                |
| # of right of way permits inspected   |                  |                 |                   |              |                   |                 |                     | 30               |    | 35                |
| Capital Improvement Projects:   |                  |                 |                   |              |                   |                 |                     |                  |    |                   |
| # of consulting engineering contracts   |                  | 11              |                   | 5            |                   | 5               |                     | 5                |    | 4                 |
| Value of consulting engineering contracts   | \$               | 1,060,000       | \$                | 1,300,000    | \$                | , ,             | \$                  | 1,100,000        | \$ | 2,500,000         |
| # of engineering in-house designed projects<br>Value of engineering services provided in- |                  | 1               |                   | 3            |                   | 3               |                     | 3                |    | 3                 |
| house   | \$               | 11,250          | \$                | 92,500       | \$                | 92,500          | \$                  | 92,500           | \$ | 60,000            |
| Value of construction projects awarded (public  |                  |                 |                   |              |                   |                 |                     |                  |    |                   |
| infrastructure)   | \$               | 23,965,000      | \$                | 10,000,000   | \$                | 10,000,000      | \$                  | 7,000,000        | \$ | 10,000,000        |
| # of projects tracked (design or  |                  | 50              |                   |              |                   |                 |                     | 10               |    | 10                |
| construction)   |                  | 52              |                   | 35           |                   | 35              |                     | 40               |    | 40                |
| Max # of construction projects inspected at one time                                      |                  | 23              |                   | 25           |                   | 25              |                     | 22               |    | 20                |
| # of construction projects completed  | ¢                | 7               | ¢                 | 8            | ¢                 | 8               | ¢                   | 8                | ¢  | 7                 |
| Value of construction projects completed  | \$               | 9,351,000<br>21 | Ф                 | 13,000,000 5 | Ф                 | 13,000,000<br>5 | Ф                   | 12,000,000<br>25 | Ф  | 22,000,000<br>25  |
| Total # of change orders issued   |                  |                 |                   |              |                   |                 |                     |                  |    |                   |
| Average # of change orders issued/project   |                  | 2.00            |                   | 1.50         |                   | 1.50            |                     | 1.50             |    | 1.50              |
| Average % value of change orders  | ¢                | 2.98%           | ¢                 | 5.00%        | ¢                 | 5.00%           | ¢                   | 2.00%            | ¢  | 4.00%             |
| Average change order amount   | \$               | 9,213           | \$                | 70,000       | \$                | 70,000          | \$                  | 20,000           | \$ | 30,000            |
| Records Management:   |                  |                 |                   |              |                   |                 |                     |                  |    |                   |
| CIP records scanned into Laserfiche   |                  | 67,941          |                   | 8,000        |                   | 8,000           |                     | 25,000           |    | 20,000            |
| Development records scanned into Laserfiche   |                  | 8,971           |                   | 8,000        |                   | 8,000           |                     | 23,000           |    | 20,000            |

# 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.

## Streets

## **Strategic Initiatives**

- Coordinate with the Engineering Department to maintain and implement a five (5) year street maintenance program for the City of Bryan
- Respond to all work orders requested by citizens or city staff
- 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

## **MS4** Program

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

# Fiscal Year 2017 Accomplishments

## **Street Maintenance**

- Managed concrete, asphalt, seal coat, and striping contracts
- Responded to and repaired approximately 460 potholes
- Repaired base failures on asphaltic roads prior to street maintenance contracts

## **Drainage Maintenance**

- Installed HDPE storm drainpipe on Sharon and Chaparral
- · Cleared creeks and box culverts providing positive water flow
- Removed and maintained culverts in Castle Heights to improve water flow
- Repaired and replaced storm drainpipe and junction box on Lincoln
- Worked with Neighborhood and Outreach Coordinator to clear creek in Castle Heights during Big Event

## **Concrete Maintenance**

- Removed and installed several drainage headwalls
- · Installed manhole and storm drain box in conjunction with water and wastewater department
- Provided and installed subgrade and concrete footers for K9-Enrichment Center
- Replaced damaged sidewalks in school zones
- Managed concrete contract, performing maintenance and repairs to roadways requiring utility cuts

## **Right of Way Maintenance**

- Managed ROW mowing contract maintaining over 90 miles of the City's major thoroughfares and ROW
- Staff utilizes Brazos County Inmate Services to clear brush and trees within ROW's

## Fiscal Year 2018 Goals and Objectives

- Display all Streets and Drainage work orders on GIS map. Utilize data to define re-occurring problem areas to help determine future CIP needs
- Continue training for all Foreman and Crew Leaders
- Work proactively with Water and Sewer Department in order to identify underground utilities prior to street replacement
- Attend Street Saver training in Spring of 2018

|                           | FY2016 |           | FY2017 |           | FY2017 |           | FY2017 |           | FY2018 |           | \$Chng/FY17 |           | %Chng/ |
|---------------------------|--------|-----------|--------|-----------|--------|-----------|--------|-----------|--------|-----------|-------------|-----------|--------|
|                           |        | Actual    |        | Adopted   |        | Amended   |        | Projected |        | Adopted   | F           | mended    | FY17   |
| Salaries and Benefits     | \$     | 944,215   | \$     | 1,029,903 | \$     | 1,029,903 | \$     | 1,011,840 | \$     | 1,062,651 | \$          | 32,748    | 3.2%   |
| Supplies                  |        | 99,804    |        | 124,025   |        | 124,025   |        | 86,619    |        | 89,241    | \$          | (34,784)  | -28.0% |
| Maintenance & Services    |        | 416,842   |        | 472,257   |        | 640,378   |        | 740,680   |        | 474,850   | \$          | (165,528) | -25.8% |
| Miscellaneous/Admin Reimb |        | 420,211   |        | 356,291   |        | 356,291   |        | 441,507   |        | 106,291   | \$          | (250,000) | -70.2% |
| Capital Outlay            |        | 99,538    |        | -         |        | 650,000   |        | 20,000    |        | 165,263   | \$          | (484,737) | -      |
| Total Expenses            | \$     | 1,980,610 | \$     | 1,982,476 | \$     | 2,800,597 | \$     | 2,300,646 | \$     | 1,898,296 | \$          | (902,301) | -32.2% |

#### **Budgeted Personnel**

|  | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|--|-------------------|-------------------|-------------------|---------------------|-------------------|
| ROW Foreman  | 1                 | 1                 | -                 | -                   | -                 |
| Streets & Drainage Crew Leader                     | 2                 | 2                 | 3                 | 3                   | 3                 |
| Streets & Drainage Equipment Operator/Crew Workers | 13                | 13                | 12                | 12                  | 12                |
| Streets & Drainage Foreman                         | -                 | -                 | 1                 | 1                   | 1                 |
| Transportation & Drainage Supervisor               | 1                 | 1                 | 1                 | 1                   | 1                 |
| Total  | 17                | 17                | 17                | 17                  | 17                |

#### Performance and Activity Measures

|  | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|--|------------------|-------------------|-------------------|---------------------|-------------------|
| % of departmental employees with OSHA & Traffic            |                  |                   |                   |                     |                   |
| Workzone Training  | 90%              | 100%              | 90%               | 90%                 | 100%              |
| Proactive ditch maintenance- total linear footage of ditch |                  |                   |                   |                     |                   |
| cut/ maintained  | 3,220            | 3,000             | 3,000             | 3,400               | 3,000             |
| Tons of HMAC/ base failure repairs                         | 1,065            | 1,600             | 1,200             | 1,200               | 1,525             |
| Total # of ditch/ culvert maintenance work orders          |                  |                   |                   |                     |                   |
| completed  | 170              | 160               | 200               | 200                 | 170               |
| Total # of storm sewer cave-in work orders completed       | 117              | 100               | 75                | 75                  | 75                |
| Total # of creek maintenance work orders completed         |                  |                   |                   |                     |                   |
| (Called In/ Proactive)                                     | 283              | 200               | 350               | 350                 | 200               |
| % of work orders responded to within 72 hrs.               | 99%              | 100%              | 99%               | 99%                 | 99%               |
| % of pothole requests responded to within 72 hrs.          | 95%              | 100%              | 99%               | 99%                 | 99%               |
| % of City Staff w/ MS4 education                           | 50%              | 70%               | 70%               | 70%                 | 70%               |
| # of MS4 education events coordinated*                     | 11               | 20                | 14                | 14                  | 12                |
| # of existing storm drains stenciled*                      | 500              | 0                 | 0                 | 0                   | 0                 |

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 related to transportation planning and traffic engineering
- Ensure safe, efficient and effective operations of the city's traffic signals and school flasher system
- Maintain traffic control devices in accordance with the Manual on Uniform Traffic Control Devices (MUTCD)
- Provide transportation planning support to Development Services and engineering support for CIP Projects
- Manage Local Area Traffic Management Program and provide support to Special Events Permit Process

# **Fiscal Year 2017 Accomplishments**

- Submitted Quiet Zone notification of intent to Federal Rail Admin first step for Downtown Quiet Zone
- Updated traffic systems specifications and standards on the internet
- Created map of existing traffic signal network to determine most effective locations for installation of Pan, Tilt, Zoom cameras that will be utilized to view traffic conditions of the corridors
- Completed replacement / updates on all signal cabinets except those in CIP for next 2 years and replaced 3 signal cabinets from traffic accidents
- Texas/Villa Maria and Nash/WJB Pan Tilt Zooms installed
- Assisted Engineering in inspection and ultimately putting into operation new signal installations at E. 29<sup>th</sup> / Villa Maria, E. 29<sup>th</sup> / Memorial, and Villa Maria / Carter Creek
- Working on new signal timings on major arterials of Briarcrest, 29th and WJ Bryan/FM158
- Fiber connections made at numerous intersections
- Fixed the pedestrian crossing signals at Villa Maria / Jaguar
- Continued coordination with College Station and installed central control software for traffic signal system
- Implemented Local Area Traffic Management Program (LATM) completed first year of applications and began
  implementation of improvements and started second year application process
- Attended approximately ten public / homeowner's meetings to discuss LATM program
- 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
- Negotiated numerous access management solutions with TxDOT and developers
- Represented Bryan on the BCSMPO Technical Advisory Committee and advise the Policy Board member
- Represented on BCSMPO Regional Bicycle / Pedestrian Advisory Panel
- Attended approximately 65 percent of Planning & Zoning Commission meetings
- Attended 90 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
- Continued to populate a new GIS layer for speed zones and traffic counts
- Continued work on formal development of Traffic Signal Maintenance Plan
- · Completed pilot project for sign inventory and pavement marking inventory
- Completed new school flasher installations around 3 campuses
- Install Pan Tilt Zoom cameras at key locations (10 planned)

- Revise Traffic Operations website
- Install additional Pan/Tilt Zoom cameras
- Use work order data to generate reports on activity and look at the data through GIS and assign accurate costs
- Establish new traffic signal maintenance guidelines in conjunction with ATMS implementation
- Continue expanding school flasher wireless system around remaining campuses (funding dependent)
- Connect fiber optics (running in ROW) to signal controllers at various locations (working with IT)
- Develop plan for improving ADA access to existing signals through maintenance activities
- Pursue grant opportunities for traffic system upgrades
- Meet or exceed 95 percent participation in SDRC
- Meet or exceed 70 percent attendance at Planning & Zoning Commission meetings
- Attend 100 percent of all MPO Technical Advisory Committee and Policy Committee Meetings
- Quiet Zone continued progress toward implementation

|                           | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | I  | FY2017<br>Projected | FY2018<br>Adopted | •  | hng/FY17<br>mended | %Chng/<br>FY17 |
|---------------------------|------------------|-------------------|-------------------|----|---------------------|-------------------|----|--------------------|----------------|
| Salaries and Benefits     | \$<br>676,814    | \$<br>721,017     | \$<br>721,017     | \$ | 744,680             | \$<br>813,854     | \$ | 92,837             | 12.9%          |
| Supplies                  | 39,880           | 66,040            | 66,040            |    | 54,393              | 43,979            |    | (22,061)           | -33.4%         |
| Maintenance & Services    | 1,041,769        | 1,042,580         | 1,042,580         |    | 1,094,200           | 1,009,597         |    | (32,983)           | -3.2%          |
| Miscellaneous/Admin Reimb | 8,757            | 8,450             | 8,450             |    | 4,800               | 8,450             |    | -                  | 0.0%           |
| Capital Outlay            | 70,863           | 134,505           | 134,505           |    | 134,505             | -                 |    | (134,505)          | -100.0%        |
| Total Expenses            | \$<br>1,838,083  | \$<br>1,972,592   | \$<br>1,972,592   | \$ | 2,032,578           | \$<br>1,875,880   | \$ | (96,712)           | -4.9%          |

|                               | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|-------------------------------|-------------------|-------------------|-------------------|---------------------|-------------------|
| Traffic Civil Engineer        | 1                 | 1                 | 1                 | 1                   | 1                 |
| Traffic Sign Technician       | 4                 | 3                 | 3                 | 3                   | 3                 |
| Traffic Signal Technician     | 3                 | 3                 | 3                 | 3                   | 3                 |
| Traffic Signal Crew Leader    | -                 | 1                 | 1                 | 1                   | 1                 |
| Traffic Sign Crew Leader      | -                 | 1                 | 1                 | 1                   | 1                 |
| Traffic Operations Supervisor | 1                 | 1                 | 1                 | 1                   | 1                 |
| Graduate Civil Engineer       | -                 | -                 | -                 | -                   | -                 |
| Total                         | 9                 | 10                | 10                | 10                  | 10                |

|  | FY2016<br>Actual | -  | Y2017<br>lopted | FY2<br>Ame | 2017<br>nded | F  | FY2017<br>Projected | FY2018<br>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   | 100%             |    | 100%            |            | 100%         |    | 100%                | 100%              |
| % of P&Z commission meetings attended  | 75%              |    | 75%             |            | 75%          |    | 65%                 | 65%               |
| % of traffic signal standards updated  | 80%              |    | 100%            |            | 100%         |    | 100%                | 100%              |
| % of communication integration complete  | 90%              |    | 96%             |            | 96%          |    | 95%                 | 100%              |
| % of flashing yellow arrow implemented   | 20%              |    | 20%             |            | 30%          |    | 40%                 | 50%               |
| % of ATMS implemented  | 40%              |    | 45%             |            | 45%          |    | 50%                 | 55%               |
| % of traffic sign database implemented   | 2%               |    | 5%              |            | 5%           |    | 5%                  | 15%               |
| % of website improvements implemented  | 100%             |    | 100%            |            | 100%         |    | 100%                | 100%              |
| Amount spent on training/development   | \$<br>9,607      | \$ | 10,200          | \$         | 10,200       | \$ | 10,000              | \$<br>10,200      |
| # of sign related work orders completed  | 912              |    | 1000            |            | 1000         |    | 1800                | 1500              |
| # of work orders for tree trimming completed   | 45               |    | 50              |            | 50           |    | 100                 | 50                |
| # of signal related work orders completed<br># of pavement marking related work orders | 79               |    | 150             |            | 150          |    | 160                 | 300               |
| completed  | 6                |    | 30              |            | 30           |    | 30                  | 30                |
| # of traffic studies performed   | 25               |    | 0               |            | 0            |    | 30                  | 30                |
| # of school zone flasher work orders completed   | 40               |    | 35              |            | 35           |    | 50                  | 40                |
| # of oversized load work orders  | 48               |    | 45              |            | 45           |    | 90                  | 50                |
| # of traffic control related work orders   | 23               |    | 110             |            | 110          |    | 55                  | 50                |
| # of traffic luminaires work orders  | 10               |    | 30              |            | 30           |    | 24                  | 20                |
|  | 2                |    | 2               |            | 2            |    | 5                   | 5                 |

# **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 application of adopted standards
- 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
- Address the educational needs of the community, specifically targeting permit and development requirements 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

#### **Fiscal Year 2017 Accomplishments**

- Completed the Comprehensive Plan/Parks and Open Space Master Plan/Blinn Small Area Plan master-planning project ("Blueprint 2040")
- Recipient of the 2016 Certificate of Achievement for Planning Excellence by the Texas Chapter of the American Planning Association
- Supported the work of Planning and Zoning Commission subcommittees on stealth dorms, Brazos County Subdivision regulations, and Historic Preservation Overlay Districts
- Coordinated the review of hundreds of development proposals through the Site Development Review (SDRC) and change of owner/use/tenant processes
- Prepared detailed background information and presented development proposals and other projects to the City Council for direction and/or final action
- Managed all aspects concerning 6 City advisory boards/commissions, from meeting coordination and the preparation and distribution of detailed background information, to meeting implementation and follow-up
- Provided staff support for numerous (pre-) development meetings with citizens and developers every week.
- Managed the City's Downtown Improvement Grant Program (DIP).
- Managed the City's Life Safety Grant Program.
- Managed the City's substandard structures abatement program, scheduling 60+ cases for Building and Standards Commission consideration and initiating the removal of 20+ substandard structures.
- Conceived and managed the City's Corridor Beautification Grant Program for Texas Avenue.
- Continued the "staffer on call" program making a staff person available during all business hours to assist customers in person, over the phone and by email.
- Began supporting the City's implementation of an online permitting software (TrackIt) as part of the OP-ICE project team.
- Began analysis of possible RELLIS campus area annexation.
- Explored and identified options for possible reconfiguration of Municipal Office Building first floor office reconfiguration to help maximize available office space, and alleviate safety and ADA access concerns.
- Successfully encouraged professional and technical staff to gain new certifications.
- Continued to educate the public on development review processes, the importance of code compliance for safer structures, and when permits are required.

- Continue supporting Comprehensive Plan ("Blueprint 2040") implementation action items, including long-range planning efforts that help provide for attractive commercial development/redevelopment and residential neighborhood protection/conservation.
- Complete the adoption of the 2014 National Energy Code and 2015 Building Codes.
- Support the City Council as well as Planning and Zoning and Historic Landmark Commission's plans of work, through research, professional advice, and administrative processing.
- Continue to cross train staff so that they can provide assistance in multiple areas within the department.
- Continue to encourage staff to gain new professional and technical certifications.

|                           | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted | hng/FY17<br>mended | %Chng/<br>FY17 |
|---------------------------|------------------|-------------------|-------------------|---------------------|-------------------|--------------------|----------------|
| Salaries and Benefits     | \$<br>1,292,327  | \$<br>1,511,237   | \$<br>1,511,237   | \$<br>1,420,486     | \$<br>1,560,464   | \$<br>49,227       | 3.3%           |
| Supplies                  | 47,868           | 64,347            | 64,347            | 57,708              | 49,836            | (14,511)           | -22.6%         |
| Maintenance & Services    | 54,460           | 59,392            | 59,392            | 55,484              | 55,789            | (3,603)            | -6.1%          |
| Miscellaneous/Admin Reimb | 367,045          | 118,000           | 118,000           | 138,109             | 433,000           | 315,000            | 266.9%         |
| Capital Outlay            | <br>-            | 95,960            | 95,960            | 96,680              | 128,000           | 32,040             | -100%          |
| Total Expenses            | \$<br>1,761,700  | \$<br>1,848,936   | \$<br>1,848,936   | \$<br>1,768,467     | \$<br>2,227,089   | \$<br>378,153      | 20.5%          |

|                                      | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|--------------------------------------|-------------------|-------------------|-------------------|---------------------|-------------------|
| Building Inspector                   | 4                 | 2                 | 2                 | 2                   | 2                 |
| Chief Building Official              | 1                 | 1                 | 1                 | 1                   | 1                 |
| Development Manager                  | 1                 | 1                 | 1                 | 1                   | 1                 |
| Development Services Representative  | 4                 | 3                 | 3                 | 3                   | 3                 |
| Development Services Staff Assistant | 2                 | 2                 | 2                 | 2                   | 2                 |
| Development Services Technician      | 1                 | 1                 | 1                 | 1                   | 1                 |
| Drainage Inspector                   | -                 | 1                 | 1                 | 1                   | 1                 |
| Electric Inspector                   | -                 | 1                 | 1                 | 1                   | 1                 |
| Plans Examiner                       | 2                 | 2                 | 2                 | 2                   | 2                 |
| Planning Manager                     | 1                 | 1                 | 1                 | 1                   | 1                 |
| Plumbing & Mechanical Inspector      | -                 | 2                 | 2                 | 2                   | 2                 |
| Senior Planner                       | 3                 | 1                 | 1                 | 1                   | 1                 |
| Staff/Project Planner                | -                 | 3                 | 3                 | 3                   | 3                 |
| Total                                | 19                | 21                | 21                | 21                  | 21                |

|   | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|---|------------------|-------------------|-------------------|---------------------|-------------------|
| # of working days to review site dev. submittals<br># of hr/day a "staffer on call" is available to the | 4                | 4                 | 4                 | 4                   | 4                 |
| public  | 8                | 8                 | 8                 | 8                   | 8                 |
| Planning and Zoning Commission meetings   | 21               | 22                | 22                | 18                  | 18                |
| Historic Landmark Commission meetings   | 10               | 10                | 10                | 9                   | 10                |
| Zoning Board of Adjustment meetings   | 2                | 3                 | 3                 | 3                   | 3                 |
| Building and Standards Commission meetings  | 9                | 9                 | 9                 | 6                   | 6                 |
| # of wrkshps for boards and commissions<br>Change of owner/use/tenant applications                      | 22               | 20                | 20                | 23                  | 20                |
| processed   | 247              | 240               | 240               | 275                 | 300               |
| # 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  | 15,600           | 13,500            | 13,500            | 13,400              | 14,000            |
| # of dangerous structure inspections  | 290              | 120               | 120               | 220                 | 250               |
| # of dangerous structure demolished by the City   | 16               | 20                | 20                | 20                  | 20                |
| # of dangerous structures demolished by owner   | 34               | 20                | 20                | 35                  | 20                |
| # of permits issued   | 13,500           | 11,500            | 11,500            | 13,000              | 12,900            |
| # of mobile home park inspections   | 70               | 70                | 70                | 70                  | 70                |
| # of development/building codes updated   | 2                | 7                 | 7                 | 0                   | 9                 |
| # of Site Development Review cycles   | 49               | 51                | 51                | 49                  | 49                |
| # of Site Development Review cases  | 221              | 185               | 185               | 220                 | 220               |
| # of Development Services newsletter articles   | 12               | 12                | 12                | 14                  | 12                |

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 2017 Accomplishments

- Added new Code Officer Position to department
- Expanded education and outreach materials (common code violation handbook, utility bill insert and updated website)
- Increased focus and enforcement for Zoning and Land Site violations
- Transitioned case management software back H.T.E.
- Reviewed and revised existing ordinances to improve enforceability of adopted standards
- Increased presence for proactive enforcement of ordinance violations
- · Participant in OP-ICE project to upgrade inspection and permitting software system (Trackit)
- Sandra Willis awarded with Code Officer of the Year from the Code Enforcement Association of Texas

- Expand education and cross-train Code Enforcement officers in case management for water, sewer, solid waste, zoning, site development, and drainage work orders
- Explore avenues to increase capability for reporting violations and concerns
- Explore opportunity for enforcement expansion along gateways and major thoroughfares
- Expand public education and outreach
- Trackit installed and integrated

|                           | FY2016<br>Actual |    | FY2017<br>Adopted |    | FY2017<br>Amended |    | FY2017<br>Projected |    | FY2018<br>Adopted |    | hng/FY17<br>mended | %Chng<br>/FY17 |
|---------------------------|------------------|----|-------------------|----|-------------------|----|---------------------|----|-------------------|----|--------------------|----------------|
| Salaries and Benefits     | \$<br>235,575    | \$ | 276,129           | \$ | 276,129           | \$ | 258,343             | \$ | 263,482           | \$ | (12,647)           | -4.6%          |
| Supplies                  | 23,794           |    | 20,600            |    | 20,600            |    | 16,216              |    | 18,985            |    | (1,615)            | -7.8%          |
| Maintenance & Services    | 11,913           |    | 13,206            |    | 13,206            |    | 11,776              |    | 19,466            |    | 6,260              | 47.4%          |
| Miscellaneous/Admin Reimb | 64,750           |    | 49,036            |    | 49,036            |    | 68,263              |    | 68,300            |    | 19,264             | 39.3%          |
| Capital Outlay            | -                |    | 55,620            |    | 55,620            |    | 83,014              |    | -                 |    | (55,620)           | 100.0%         |
| Total Expenses            | \$<br>336,032    | \$ | 414,591           | \$ | 414,591           | \$ | 437,612             | \$ | 370,233           | \$ | (44,358)           | -10.7%         |

|                         | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|-------------------------|-------------------|-------------------|-------------------|---------------------|-------------------|
| Code Compliance Officer | 4                 | 4                 | 4                 | 4                   | 4                 |
| General Inspector       | -                 | -                 | -                 | -                   | -                 |
| Total                   | 4                 | 4                 | 4                 | 4                   | 4                 |

|   | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|---|------------------|-------------------|-------------------|---------------------|-------------------|
| # of abandoned vehicle cases <sup>1</sup> | 11               | 9                 | 9                 | 14                  | 14                |
| # of junk vehicle cases                   | 435              | 156               | 156               | 475                 | 475               |
| # of grass & weeds cases                  | 2,104            | 1,427             | 1,427             | 2,200               | 2,200             |
| # of parking cases                        | 316              | 143               | 143               | 444                 | 475               |
| # of sign cases                           | 113              | 20                | 20                | 90                  | 90                |
| # of zoning cases                         | 161              | 40                | 40                | 283                 | 283               |
| # rubbish & debris cases <sup>2</sup>     | 250              | ND                | ND                | 325                 | 325               |

# **Community Development Administration**

## **Mission Statement**

To plan, develop and implement special projects within the Community Development Services Department, which supports 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 2017 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 and served on City's Disability Committee
- Provided technical assistance to Texas A&M Diversity and Culture Committee as a member of the Committee
- Coordinated efforts for the Bryan's First Rehabilitation Committee (inner departmental) 4 meetings
- Provided technical assistance to the Joint Funding Review process for CDBG funding and funded 6 agencies
- Staff coordinator for "You're the Tops" luncheon sponsored by Prenatal Clinic highlighting local women in the community and Co-Chaired the Event
- Provided technical assistance to Texas A&M University's Planning Department and George Bush School for internships (1) for 2016 fiscal year and 3 Work Study students
- Provided leadership to United Way's Board for 3 community impacts: Financial Stability, Health and Education Initiatives and served as Chair for the United Way (Jan-March 2016) and participated on all active committees – attended 12+ meetings
- Coordinated the Bank on Brazos Valley Program and lead Coalitions efforts on outreach- 3 main events
- Coordinated the Pay Day Lending/Auto Title Outreach program
- Coordinated efforts on Poverty Income & Equality (National League of Cities) and local efforts
- Received acceptance prior year to Women's Leadership America Program and attended final session (October 2017) sessions

- Coordinate the Bank on Brazos Valley Program and hold a minimum of 4 meetings annually
- Coordinate Cities for Financial Empowerment Grant regarding bank on re-launch and outreach
- Provide coordination for outreach for the Pay Day Lending/Auto Title Loan Ordinance
- Participate in Women's Leadership program
- 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 Board, United Way Committees, and Community Partnership Board meetings
- Participate on local lead activities for social, cultural, housing needs
- Provide for coordination of internal committee, Bryan's First Rehab/Housing Revitalization Infill program and development of one impact area
- Provide coordination of the City's outside agency public service funding process
- Provide oversight and monitoring of 6 federally funded agencies
- Coordinate efforts for National League of Cities Economic Diversity/Income Inequality Peer Network and coordinate
  efforts for George Bush School Capstone project
- 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.
- Provide technical assistance to Bryan Independent School District to decrease dropout rate and address poverty relevant issues.

|                           | -  | FY2016<br>Actual |    |         |    | FY2017<br>Amended |    | FY2017<br>Proiected |    | FY2018<br>Adopted |    | hng/FY17<br>mended | %Chng<br>/FY17 |
|---------------------------|----|------------------|----|---------|----|-------------------|----|---------------------|----|-------------------|----|--------------------|----------------|
| Salaries and Benefits     | \$ | 72.381           | \$ | 96.669  | \$ | 96.669            | \$ | 122.530             | \$ | 169.968           | \$ | 73.299             | 75.8%          |
| Supplies                  | Ψ  | 2,480            | Ψ  | 10,600  | Ψ  | 10,600            | Ψ  | 10,100              | Ψ  | 10,800            | Ψ  | 200                | 1.9%           |
| Maintenance & Services    |    | 719              |    | 63,700  |    | 63,700            |    | 3,606               |    | 1,801             |    | (61,899)           | -97.2%         |
| Miscellaneous/Admin Reimb |    | 6,905            |    | 486,300 |    | 486,300           |    | 262,775             |    | -                 |    | (486,300)          | 0.0%           |
| Capital Outlay            |    | -                |    | 50,000  |    | 50,000            |    | -                   |    | -                 |    | (50,000)           | 0.0%           |
| Total Expenses            | \$ | 82,485           | \$ | 707,269 | \$ | 707,269           | \$ | 399,011             | \$ | 182,569           | \$ | (524,700)          | -74.2%         |

|                                 | FY2016  | FY2017  | FY2017  | FY2017    | FY2018  |
|---------------------------------|---------|---------|---------|-----------|---------|
|                                 | Adopted | Adopted | Amended | Projected | Adopted |
| Community Development Manager   | 0.50    | 0.50    | 0.50    | 0.50      | 0.50    |
| Construction Project Specialist | 0.50    | 0.50    | 0.50    | 0.50      | 0.50    |
| Total                           | 1.00    | 1.00    | 1.00    | 1.00      | 1.00    |

|  | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|--|------------------|-------------------|-------------------|---------------------|-------------------|
| # of special projects partnerships with  |                  |                   |                   |                     |                   |
| private entities                         | 8                | 5                 | 5                 | 4                   | 5                 |
| # of public service agency funding       |                  |                   |                   |                     |                   |
| processes coordinated                    | 2                | 2                 | 2                 | 2                   | 2                 |
| # of federally funded contracts managed  | 2                | 2                 | 2                 | 2                   | 2                 |
| # of City-wide planning process projects |                  |                   |                   |                     |                   |
| for 5 Year Consolidation Plan            | 8                | 8                 | 8                 | 6                   | 6                 |
| Provided staff assistance to Downtown    |                  |                   |                   |                     |                   |
| North Committee or other City Comm       | -                | 1                 | -                 | 1                   | 1                 |
| Housng Infill program General Funds*     | -                | -                 | -                 | 1                   | 1                 |
| # of Bryan's 1st Rehab meetings          |                  |                   |                   |                     |                   |
| coordinated                              | 4                | 4                 | 4                 | 4                   | 4                 |
| Coordinate Bank on Brazos Valley         |                  |                   |                   |                     |                   |
| Program*                                 | 4                | 4                 | 1                 | 4                   | 4                 |
| Coordinate Pay Day Lending/Auto Title    |                  |                   |                   |                     |                   |
| Ordin outreach*                          | 1                | 1                 | 1                 | 1                   | 1                 |
| Community Partnership Coalitions         | -                | -                 | -                 | 4                   | 4                 |
|  |                  |                   |                   |                     |                   |

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
- Economic Development—Provide an English as a Second Language program to help citizens improve their English language reading and writing skills
- Quality of Life--Continue to improve staff knowledge and skills through training

# **Fiscal Year 2017 Accomplishments**

- Circulated 673,756 items
- Circulated 327,881 items to children
- Provided 58,157 public accesses to Internet computers
- Received 368,000 visitors to the libraries
- Provided 1,100 programs to children, teens, and adults with an attendance of 25,683
- Subscribed to TexShare, Ancestry.com, Legal Help, and OneClick digital databases with funds received from the City of Bryan, the City of College Station, and the Clifton C. and Henryetta C. Doak Charitable Trust
- Continued the expansion of the digital collections by purchasing more eBooks and eAudiobooks through Overdrive
- Received grants totaling \$50,634.64 dollars from the Clifton C. and Henryetta C. Doak Charitable Trust, the Gilbert and Thyra Plass Charitable Trust, the Dr. Eugene Edge Charitable Trust, and the Texas Commission of the Arts

- 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
- Explore and develop digital collections
- Expand the Carnegie History Centers digitization projects and seek to make the Center's collections more accessible by the citizens of Brazos County

|                           | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | I  | FY2017<br>Projected | FY2018<br>Adopted | •    | nng/FY17<br>nended | %Chng/<br>FY17 |
|---------------------------|------------------|-------------------|-------------------|----|---------------------|-------------------|------|--------------------|----------------|
| Salaries and Benefits     | \$<br>2,096,270  | \$<br>2,282,658   | \$<br>2,282,658   | \$ | 2,305,076           | \$<br>2,358,496   | \$   | 75,838             | 3.3%           |
| Supplies                  | 45,190           | 71,628            | 71,628            |    | 68,435              | 57,626            |      | (14,002)           | -19.5%         |
| Maintenance & Services    | 144,557          | 145,192           | 145,192           |    | 141,243             | 143,815           |      | (1,377)            | -0.9%          |
| Miscellaneous/Admin Reimb | 43,680           | 30,835            | 30,835            |    | 59,002              | 21,575            |      | (9,260)            | -30.0%         |
| Capital Outlay            | 188,917          | 188,210           | 188,210           |    | 188,210             | 230,947           |      | 42,737             | 22.7%          |
| Total Expenses            | \$<br>2,518,614  | \$<br>2,718,523   | \$<br>2,718,523   | \$ | 2,761,966           | \$<br>2,812,459   | \$   | 93,936             | 3.5%           |
|                           | FY2016           | FY2017            | FY2017            |    | FY2017              | FY2018            | \$Cł | ng/FY17            | %Chng/         |
|                           | Actual           | Adopted           | Amended           | I  | Projected           | Adopted           | Ar   | nended             | FY17           |
| Bryan Library             | \$<br>1,282,097  | \$<br>1,344,403   | \$<br>1,344,403   | \$ | 1,388,964           | \$<br>1,357,301   | \$   | 12,898             | 1.0%           |
| College Station Library   | 958,039          | 1,079,241         | 1,079,241         |    | 1,088,060           | 1,125,995         |      | 46,754             | 4.3%           |
| Carnegie Library          | 278,478          | 294,879           | 294,879           |    | 284,942             | 329,163           |      | 34,284             | 11.6%          |
| Total Expenses            | \$<br>2,518,614  | \$<br>2,718,523   | \$<br>2,718,523   | \$ | 2,761,966           | \$<br>2,812,459   | \$   | 93,936             | 3.5%           |

|                                   | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|-----------------------------------|-------------------|-------------------|-------------------|---------------------|-------------------|
| Library Services Division Manager | 1                 | 1                 | 1                 | 1                   | 1                 |
| Administrative Assistant          | 1                 | 1                 | 1                 | 1                   | 1                 |
| Administrative Clerk              | 1                 | 1                 | 1                 | 1                   | 1                 |
| Automation Systems Technician     | 1                 | 1                 | 1                 | 1                   | 1                 |
| Library Supervisor                | 1                 | 1                 | 1                 | 1                   | 1                 |
| Reference Librarians              | 4                 | 4                 | 4                 | 4                   | 4                 |
| Technical Services Clerk          | 1                 | 1                 | 1                 | 1                   | 1                 |
| Catalog Librarian/Tech Services   | 1                 | 1                 | 1                 | 1                   | 1                 |
| Library Clerk                     | 6                 | 8                 | 8                 | 8                   | 8                 |
| Senior Librarian                  | -                 | -                 | -                 | -                   | -                 |
| Carnegie Branch Librarian         | 1                 | 1                 | 1                 | 1                   | 1                 |
| Carnegie Reference Librarian      | 1                 | 1                 | 1                 | 1                   | 1                 |
| Carnegie Branch Clerk             | 2                 | 2                 | 2                 | 2                   | 2                 |
| Library Supervisor                | 1                 | 1                 | 1                 | 1                   | 1                 |
| Branch Librarian                  | 1                 | 1                 | 1                 | 1                   | 1                 |
| Library Clerk                     | 8                 | 6                 | 6                 | 6                   | 6                 |
| Senior Library Clerk              | 1                 | 1                 | 1                 | 1                   | 1                 |
| Reference Librarian               | 6                 | 6                 | 6                 | 6                   | 6                 |
| Service Worker                    | 1                 | 1                 | 1                 | 1                   | 1                 |
| Total                             | 39                | 39                | 39                | 39                  | 39                |

|                          | FY2016  | FY2017  | FY2017  | FY2017    | FY2018  |
|--------------------------|---------|---------|---------|-----------|---------|
|                          | Actual  | Adopted | Amended | Projected | Adopted |
| Circulation              | 924,097 | 700,000 | 700,000 | 674,000   | 700,000 |
| Library Visitors         | 403,652 | 450,000 | 450,000 | 368,000   | 410,000 |
| # of Volumes             | 197,471 | 235,000 | 235,000 | 200,000   | 200,000 |
| # of Reference Inquiries | 50,526  | 43,000  | 43,000  | 47,400    | 50,000  |
| # of Volunteer hours     | 8,120   | 6,000   | 6,000   | 8,000     | 8,500   |
| Computer use             | 60,601  | 70,000  | 70,000  | 58,000    | 60,000  |
| Registered Borrowers     | 28,623  | 31,000  | 31,000  | 30,000    | 30,000  |
| Program Attendance       | 37,874  | 36,000  | 36,000  | 36,000    | 40,000  |

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 2017 Accomplishments**

- New programs and events offered during the year included a Culinary and Confectionary Series, Scrapbooking, Japanese Language/ Culture, and a number of senior programs.
- Camp HERO participation numbers increased by 10%.
- The Bryan Aquatic Center received major renovations with new plaster walls, new gutter system, pump room upgrades, renovated bulkhead, zero entry construction, bathhouse improvements, and a new slide,
- Williamson Skate Park construction was completed with a Grand Opening on February 18.
- Turf renovations were completed during the year at the Hamilton Dog Park.
- Turf renovations were completed on the BRAC soccer fields.
- Upgrades were completed in numerous landscape beds along with the installation of butterfly gardens.
- Major repairs to irrigation systems in Downtown Bryan, parks and city properties were completed.
- The Parks Improvement Program (PIP) was implemented and many tasks were accomplished. They include replacement of water fountains, cleaning/painting of pavilions, replacement of bollards in four parks, renovations of landscape beds, wildflower area in BRAC, cleared Castle Heights perimeter, fixed bleachers at BRAC, fertilized sport fields, installed new play structures in three parks, replaced two pavilions in Williamson Park, installed a new rest room in Astin Recreation Area, renovated Harrison Field at Bob Bond, and improved the turf in 6 park locations.
- A total of three displays were purchased and added to the Holiday Magic Event. We also switched all lights to LED and added lights to some buildings, fence and trees that were not lit in the past.
- The stadium (Nutrabolt Stadium) and Bombers field underwent a major transformation with a renovated Grandstand, new field lights, construction of a synthetic turf field, new fencing, two new scoreboards and the addition of bleachers.
- All full time employees not only met their mandatory training requirements but at least half the staff exceeded those requirements. An aquatic staff orientation and incentive program was redeveloped. Summer staff training was updated to include special needs/autism awareness training.
- The expansion of the Bryan City Cemetery was completed.
- Design work for the construction of Edgewater Park and Siena Park was completed. The construction of both parks are scheduled to begin near the end of the fiscal year.
- Two new positions were added to the Department, a Parks Maintenance Tech and a Recreation Programmer. Jeremy Cook and Tina Till, respectively, were hired for these positions.

- Increase attendance at our aquatic facilities by 10%
- Add ten (10) new program offerings to the Recreation Division
- Increase Summer Camp participation by 10%.
- Undertake and complete major repairs to 3 separate major irrigation leaks in Downtown Bryan.
- Upgrade landscape beds in assorted locations Coulter Park, Redbud, Astin and Cherry.
- Replace existing drip irrigation downtown and improve it at Villa West, Autumn Lakes and Washington Parks.
- Make sure all full time employees are completing the mandatory training and provide additional training to some employees to meet department and city needs. I.e. operate a brush truck, tree care, landscape specialist, etc.
- Undertake and complete \$500,000 worth of projects listed in the Parks Improvement Plan under O & M Additional and capital projects not include in the City CIP program but on the PIP Capital list (under \$20,000).
- Renovate the disc golf courses at Austin's Colony and Tiffany Parks.
- Assist the Facilities Services Department in the renovation of 50% of the park system granite trails.
- Finish the construction of Edgewater Park and Siena Park.

|                           | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted | •      | ng/FY17<br>ended | %Chng/<br>FY17 |
|---------------------------|------------------|-------------------|-------------------|---------------------|-------------------|--------|------------------|----------------|
| Salaries and Benefits     | \$<br>1,885,931  | \$<br>2,029,097   | \$<br>2,029,097   | \$<br>1,947,130     | \$<br>2,094,555   | \$     | 65,458           | 3.2%           |
| Supplies                  | 197,826          | 277,250           | 277,250           | 262,014             | 214,301           |        | (62,949)         | -22.7%         |
| Maintenance & Services    | 754,326          | 648,455           | 648,455           | 763,098             | 653,480           |        | 5,025            | 0.8%           |
| Miscellaneous/Admin Reimb | 1,124,685        | 1,049,882         | 1,224,509         | 1,557,099           | 1,050,480         | (      | 174,029)         | -14.2%         |
| Capital Outlay            | <br>1,880,986    | 407,266           | 2,213,706         | 3,206,508           | 1,114,800         | (1,    | 098,906)         | -49.6%         |
| Total Expenses            | \$<br>5,843,754  | \$<br>4,411,950   | \$<br>6,393,017   | \$<br>7,735,849     | \$<br>5,127,616   | \$ (1, | 265,401)         | -19.8%         |
|                           | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |        | ng/FY17<br>ended | %Chng/<br>FY17 |
| Parks and Recreation      | \$<br>5,842,599  | \$<br>4,411,950   | \$<br>6,393,017   | \$<br>7,735,849     | \$<br>5,127,616   | \$ (1, | 265,401)         | -19.8%         |
| Texas Reds                | <br>1,155        | -                 | -                 | -                   | -                 |        | -                | 0.0%           |
|                           | \$<br>5,843,754  | \$<br>4,411,950   | \$<br>6,393,017   | \$<br>7,735,849     | \$<br>5,127,616   | \$ (1, | 265,401)         | -19.8%         |

|                                      | FY2016  | FY2017  | FY2017  | FY2017    | FY2018  |
|--------------------------------------|---------|---------|---------|-----------|---------|
|                                      | Adopted | Adopted | Amended | Projected | Adopted |
| Parks & Recreation 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 Coordinator | 1.00    | 1.00    | 1.00    | 1.00      | 1.00    |
| Recreation Programmer                | -       | 1.00    | 1.00    | 1.00      | 1.00    |
| Maintenance Technician               | 7.00    | 8.00    | 8.00    | 8.00      | 8.00    |
| Camp Coordinator                     | 0.50    | -       | -       | -         | -       |
| Recreation Asst.                     | 1.00    | -       | -       | -         | -       |
| Pool Manager                         | -       | 0.50    | 0.50    | 0.50      | 0.50    |
| Recreation Assistant/Coordinator     | 0.50    | 1.50    | 1.50    | 1.50      | 1.50    |
| Total                                | 18.00   | 20.00   | 20.00   | 20.00     | 20.00   |

|   | FY2016 | FY2017  | FY2017  | FY2017    | FY2018  |
|---|--------|---------|---------|-----------|---------|
| =                                       | Actual | Adopted | Amended | Projected | Adopted |
| Holiday Magic - Participants            | 6,750  | 6,500   | 6,500   | 6,500     | 6,500   |
| Family Camp Out - Participants          | 60     | 300     | 300     | 120       | 150     |
| Pee Wee Sports Program - Participants   | 320    | 275     | 275     | 175       | 250     |
| Aquatics - Learn to Swim - Participants | 1,450  | 2,420   | 2,420   | 1,500     | 1,550   |
| Summer Park Program Sites               | 6      | 6       | 6       | 6         | 6       |
| Summer Park Program - Participants      | 650    | 715     | 715     | 715       | 735     |
| Neal Recreation Center Memberships      | 600    | 300     | 300     | 300       | 350     |
| Adult Softball - Teams Registered       | 70     | 110     | 110     | 75        | 75      |
| # of Pavilion Rentals                   | 1,350  | 950     | 950     | 1,420     | 1,425   |
| New Recreation Programs                 | 12     | 10      | 10      | 10        | 10      |
| BRAC Participation Numbers              | 12,500 | 12,000  | 12,000  | 13,000    | 13,000  |

The mission of Travis B. Bryan Municipal Golf Course is to provide our members and guests an unmatched golf experience with exceptional customer service, affordable rates, and an enjoyable playing experience on a well-maintained golf course.

#### **Strategic Initiatives**

- Provide the best golf value in the local market 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 "Kids Play Free", serving as a practice facility for all area school teams, and holding summer youth clinics
- Develop and implement the Golf Course Strategic Plan, with an emphasis on playability and course condition improvements. This includes green and tee box widening, fairway reclamation, and drainage improvements.
- Increase revenue streams by stocking Pro Shop variety of new items: golf balls, shirts, hats, and outerwear.
- Expand Food & Beverage program with new items.
- Increase membership through membership drives and new membership categories.
- Increase rounds through specials, advertising, and proactively adding to outside event calendar by adding new tournaments.

#### **Fiscal Year 2017 Accomplishments**

- Strategic Plan improvements included: green slope and fairway reclamation and tee widening.
- Built new "Welcome to Travis Bryan Golf Couse" sign
- Decreased labor costs
- Increased golf, pro shop, and food & beverage revenue
- Increased number of outside events, members, and rounds played at course

- Maintain the course's market position as "the best golf value around."
- Attract new golf tournaments
- Increase food & beverage sales
- Increase merchandise sales and Pro Shop inventory
- Increase number of members and rounds played at course
- Strategic Plan priorities include replacing maintenance equipment, improving course conditions, and obtaining funding for new irrigation system, practice putting green, on course restroom, and pavilion.

|                           |               |    | FY2017 FY2017<br>Adopted Amended |    | FY2017<br>Projected |    |           | FY2018<br>Adopted | hng/FY17<br>Mended | %Chng/F<br>Y17  |        |
|---------------------------|---------------|----|----------------------------------|----|---------------------|----|-----------|-------------------|--------------------|-----------------|--------|
| Salaries and Benefits     | \$<br>481,669 | \$ | 575,743                          | \$ | 575,743             | \$ | 535,189   | \$                | 581,136            | \$<br>5,393     | 0.9%   |
| Supplies                  | 118,072       |    | 186,572                          |    | 186,572             |    | 179,903   |                   | 184,562            | (2,010)         | -1.1%  |
| Maintenance & Services    | 185,056       |    | 226,058                          |    | 226,058             |    | 206,400   |                   | 216,778            | (9,280)         | -4.1%  |
| Miscellaneous/Admin Reimb | 14,997        |    | 23,100                           |    | 23,100              |    | 23,754    |                   | 24,550             | 1,450           | 6.3%   |
| Capital Outlay            | 7,959         |    | 165,490                          |    | 165,490             |    | 135,000   |                   | 29,820             | (135,670)       | -82.0% |
| Transfers                 |               |    |                                  |    |                     |    |           |                   |                    | -               | 0.0%   |
| Total Expenses            | <br>807,753   | \$ | 1,176,963                        | \$ | 1,176,963           | \$ | 1,080,246 | \$                | 1,036,846          | \$<br>(140,117) | -11.9% |

|                              | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|------------------------------|-------------------|-------------------|-------------------|---------------------|-------------------|
| Golf Course Mgr.             | 1                 | 1                 | 1                 | 1                   | 1                 |
| Golf Course Asst. Mgr.       | 1                 | 1                 | 1                 | 1                   | 1                 |
| Golf Course Maintenance Mgr. | 1                 | 1                 | 1                 | 1                   | 1                 |
| Golf Course Asst. Maint.Mgr. | 1                 | 1                 | 1                 | 1                   | 1                 |
| Golf Course Maint. Worker    | 1                 | 1                 | 1                 | 1                   | 1                 |
| Golf Course Mechanic         | 1                 | 1                 | 1                 | 1                   | 1                 |
| Total                        | 6                 | 6                 | 6                 | 6                   | 6                 |

|                   | -  | FY2016<br>Actual |    |        |    | Y2017<br>dopted | -  | Y2017<br>nended | -  | Y2017<br>ojected | - | Y2018<br>dopted |
|-------------------|----|------------------|----|--------|----|-----------------|----|-----------------|----|------------------|---|-----------------|
| Rounds of Golf    |    | 30,526           |    | 34,000 |    | 34,000          |    | 31,500          |    | 32,250           |   |                 |
| Revenue per round | \$ | 20.83            | \$ | 21.76  | \$ | 19.54           | \$ | 21.25           | \$ | 22.00            |   |                 |
| Cost per round    | \$ | 27.66            | \$ | 26.94  | \$ | 27.92           | \$ | 29.50           | \$ | 28.00            |   |                 |
| Tournament Rounds |    | 951              |    | 900    |    | 900             |    | 1,300           |    | 1,400            |   |                 |
| Days Open         |    | 363              |    | 364    |    | 364             |    | 364             |    | 364              |   |                 |

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.
- 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 2017 Accomplishments

# Accounting

- Received the Certificate of Excellence in Financial Reporting for FY2016 from the Government Finance Officers Association (GFOA) and received an unmodified opinion from auditors for the year ending September 30, 2016.
- Provided monthly financial information to management on average by the 10<sup>th</sup> 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 FY2017 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 2018 Goals and Objectives

## Accounting

- Receive the GFOA's Certificate of Achievement for Excellence in Financial Reporting for FY2017.
- Receive an unmodified opinion from the City's independent auditors for the financial statements for the year ended September 30, 2017.
- Close each prior period and provide monthly financial information by the 10th working day of the following month.
- Submit the FY2017 CAFR to GFOA by the March 31<sup>st</sup> deadline.

# Budget

- Receive the Distinguished Budget Award for FY2018 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.

|                           |    | FY2016<br>Actual |    | FY2017<br>Adopted |    | FY2017<br>Amended |    | FY2017<br>Projected |    | FY2018<br>Adopted | •  | ng/FY17<br>nended | %Chng<br>/FY17 |
|---------------------------|----|------------------|----|-------------------|----|-------------------|----|---------------------|----|-------------------|----|-------------------|----------------|
| Salaries and Benefits     | \$ | 1,185,718        | \$ | 1,269,444         | \$ | 1,269,444         | \$ | 1,236,515           | \$ | 1,308,980         | \$ | 39,536            | 3.1%           |
| Supplies                  |    | 39,210           |    | 43,740            |    | 43,740            |    | 37,000              |    | 44,240            |    | 500               | 1.1%           |
| Maintenance & Services    |    | 27,011           |    | 60,111            |    | 60,111            |    | 28,911              |    | 60,805            |    | 694               | 1.2%           |
| Miscellaneous/Admin Reimb |    | 247,666          |    | 200,660           |    | 200,660           |    | 171,035             |    | 200,660           |    | -                 | 0.0%           |
| Capital Outlay            |    | -                |    | -                 |    | -                 |    | -                   |    | -                 |    | -                 | 0.0%           |
| Total Expenses            | \$ | 1,499,605        | \$ | 1,573,955         | \$ | 1,573,955         | \$ | 1,473,461           | \$ | 1,614,685         | \$ | 40,730            | 2.6%           |
| Budgeted Personnel        |    |                  |    |                   |    |                   |    |                     |    |                   |    |                   |                |
|                           |    |                  |    |                   |    |                   |    | 510047              |    |                   |    |                   |                |

|                             | FY2016  | FY2017  | FY2017  | FY2017    | FY2018  |
|-----------------------------|---------|---------|---------|-----------|---------|
|                             | Adopted | Adopted | Amended | Projected | Adopted |
| Accounting:                 |         |         |         |           |         |
| Chief Financial Officer     | 1       | 1       | 1       | 1         | 1       |
| Assistant Finance Director  | -       | 1       | 1       | 1         | 1       |
| Accounting Manager          | 1       | -       | -       | 1         | 1       |
| Accounting Supervisor       | -       | 1       | 1       | -         | -       |
| General Accountant          | 3       | 1       | 1       | 1         | 1       |
| Finance Specialist          | 2       | 2       | 2       | 2         | 2       |
| Payroll Specialist          | 1       | 1       | 1       | 1         | 1       |
| Finance Assistant           | 1       | 1       | 1       | 1         | 1       |
| Financial Analyst           | -       | 1       | 1       | 1         | 1       |
| Budget:                     |         |         |         |           |         |
| Budget Manager              | 1       | -       | -       | -         | -       |
| Budget Analyst              | 1       | 2       | -       | -         | -       |
| General Accountant (Budget) | -       | -       | 1       | 1         | 1       |
| Budget Assistant            | -       | -       | 1       | 1         | 1       |
| Purchasing:                 |         |         |         |           |         |
| Purchasing Supervisor       | -       | 1       | 1       | 1         | 1       |
| Purchasing Buyer            | 2       | 1       | 1       | 1         | 1       |
| Contract Administrator      | -       | 1       | 1       | 1         | 1       |
| Total                       | 13      | 14      | 14      | 14        | 14      |

|  | FY2016<br>Actual    | FY2017<br>Adopted    | FY2017<br>Amended | FY2017<br>Projected                    | FY2018<br>Adopted   |
|--|---------------------|----------------------|-------------------|--|---------------------|
| Accounting:  |                     |                      |                   |  |                     |
| # of consecutive years to receive the                        |                     |                      |                   |  |                     |
| GFOA Cert of Excellence in Financial                         |                     |                      |                   |  |                     |
| Reporting  | 27                  | 28                   | 28                | 28                                     | 29                  |
| % of goal for receiving unqualified                          |                     |                      |                   |  |                     |
| opinion from indiv. auditors                                 | 100%                | 100%                 | 100%              | 100%                                   | 100%                |
| # of reportable conditions on auditor's                      | 0                   | 0                    | 0                 | 0                                      | 0                   |
| management letter  | 0                   | 0                    | 0                 | 0                                      | 0                   |
| Avg. # of working days to close prior                        | 8                   | 6                    | 6                 | 6                                      | 6                   |
| accounting period  | 0                   | 0                    | 0                 | ю                                      | 0                   |
| Avg. # of working days to issue<br>monthly financial reports | 12                  | 10                   | 10                | 10                                     | 10                  |
| Expenditures processed on p-card                             | \$ 1,750,000        | \$ 1,750,000         | \$ 1,750,000      | \$ 1,750,000                           | \$ 1,750,000        |
| % of CAFR completed & submitted to                           | φ 1,700,000         | φ 1,700,000          | φ 1,700,000       | φ 1,700,000                            | φ 1,700,000         |
| GFOA by March 31st   | 100%                | 100%                 | 100%              | 100%                                   | 100%                |
| Budget:  | 10070               | 10070                | 10070             | 10070                                  | 10070               |
| # of consecutive years to receive the                        |                     |                      |                   |  |                     |
| GFOA Distinguished Budget Award                              | 12                  | 13                   | 13                | 13                                     | 14                  |
| # 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                                   | 72                  | 70                   | 70                | 70                                     | 70                  |
| # of annual contracts for goods and                          |                     |                      |                   |  |                     |
| services   | 125                 | 125                  | 125               | 125                                    | 125                 |
| Value of goods and services on                               | <b>*</b> 45 054 450 | <b>*</b> 45 05 4 450 | ¢ 45 05 4 450     | <b>*</b> 4 <b>5</b> 0 <b>5</b> 4 4 5 0 | <b>*</b> 45 054 450 |
| annual contracts   | \$15,354,453        | \$ 15,354,450        | \$ 15,354,450     | \$ 15,354,450                          | \$ 15,354,450       |
| # of purchase orders issued                                  | 1,299               | 1,400                | 1,400             | 1,400                                  | 1,400               |
| Expenditures processed through the                           | ¢c7 500 500         | ¢ co ooo ooo         | ¢ co ooo ooo      | ¢ co ooo ooo                           | ¢ co ooo ooo        |
| Purchasing Dept.   | \$67,500,508        | \$ 60,000,000        | \$ 60,000,000     | \$ 60,000,000                          | \$ 60,000,000       |

The mission of the Information Technology Group is to provide strategic, innovative, and cost-effective technologies appropriate to the mission and goals of the City of Bryan. Our goal is to support the city with superior customer service. We proactively promote, oversee and coordinate the use of technologies to improve all levels of communication and efficiency.

#### **Strategic Initiatives**

- Improve stability and security of technology systems
- Provide in-house training to staff on diverse applications
- Design and implement enterprise systems
- Expand system deployment and utilization to all departments
- Broaden availability of e-services to our citizens
- Increase Geographic Information System (GIS) functionality to enhance all facets of city operations

## Fiscal Year 2017 Accomplishments

- Replaced over 145 devices including desktops, laptops, printers and scanners
- Systems Uptime: HTE/Naviline 100%, Public Safety Systems 99.72%, Core Network 100%, Radio 99.85%
- Continued community/citizen outreach with BVCART, BVWACS, CEOC, BVCNet, Sheriff's office, District Attorney, TAMU Big Event, GIS Day, Blinn College among many other inter- and intra-agency affiliations
- Upgrade to Exchange Server 2016
- Increased email security through implementation of a robust spam filter
- Completed 95% of our internal fiber audit, including mapping in the GIS
- Expanded Laserfiche functionality to additional departments (Travel approval)
- Completed Payment Card Industry (PCI) compliance for all City departments
- Fully implemented Caterpillar safety culture
- Tritech Inform RMS software implementation joint project with Brazos County and Bryan PD
- Deployed city-wide interoperable, Mototrbo and public safety radio systems
- Expand fiber infrastructure (Traffic signals, Fire Station 2, Wastewater Treatment Plant 1, Main fiber backbone)
- Major system and software upgrades completed: Cayenta, ESRI, Tritech, Laserfiche, Sensus, Metersense, OATI, Milsoft, Clevest,
- Hardware upgrades completed: Network core, layer2 switching, main firewall

- Expand existing GIS functionality
- Maintain a 99.8% planned uptime for critical systems, core network, and communication systems
- 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

|                           | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | I  | FY2017<br>Projected | FY2018<br>Adopted | •  | hng/FY17<br>mended | %Chng<br>/FY17 |
|---------------------------|------------------|-------------------|-------------------|----|---------------------|-------------------|----|--------------------|----------------|
| Salaries and Benefits     | \$<br>1,645,221  | \$<br>1,703,337   | \$<br>1,703,337   | \$ | 1,751,088           | \$<br>1,753,904   | \$ | 50,567             | 3.0%           |
| Supplies                  | 249,548          | 253,515           | 253,515           |    | 252,928             | 177,129           |    | (76,386)           | -30.1%         |
| Maintenance & Services    | 940,675          | 1,026,801         | 1,026,801         |    | 999,177             | 1,043,095         |    | 16,294             | 1.6%           |
| Miscellaneous/Admin Reimb | 66,718           | 104,000           | 104,000           |    | 76,200              | 253,300           |    | 149,300            | 143.6%         |
| Capital Outlay            | <br>276,119      | 720,000           | 720,000           |    | 497,500             | 294,000           |    | (426,000)          | -59.2%         |
| Total Expenses            | \$<br>3,178,281  | \$<br>3,807,653   | \$<br>3,807,653   | \$ | 3,576,893           | \$<br>3,521,428   | \$ | (286,225)          | -7.5%          |

|   | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|---|-------------------|-------------------|-------------------|---------------------|-------------------|
| Chief Information Officer                 | 1                 | 1                 | 1                 | 1                   | 1                 |
| Operations Division Manager               | 1                 | 1                 | 1                 | 1                   | 1                 |
| Information Technology Services Assistant | 1                 | 1                 | 1                 | 1                   | 1                 |
| System/Network Administrator              | 3                 | 3                 | 2                 | 2                   | 2                 |
| Network Operations Supervisor             | -                 | -                 | 1                 | 1                   | 1                 |
| Systems Supervisor                        | -                 | -                 | 1                 | 1                   | 1                 |
| System Support Specialist                 | 4                 | 4                 | 4                 | 4                   | 4                 |
| System's Analyst                          | 4                 | 4                 | 1                 | 1                   | 1                 |
| Telecommunications Systems Supervisor     | -                 | -                 | 1                 | 1                   | 1                 |
| Telecommunications Systems Administrator  | -                 | -                 | 2                 | 2                   | 2                 |
| Communications Engineer                   | 2                 | 2                 | -                 | -                   | -                 |
| GIS Supervisor                            | 1                 | 1                 | 1                 | 1                   | 1                 |
| GIS Analyst                               | 2                 | 2                 | 2                 | 2                   | 2                 |
| Public Safety Systems Administrator       | -                 | -                 | 1                 | 1                   | 1                 |
| Total                                     | 19                | 19                | 19                | 19                  | 19                |

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|  | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|--|------------------|-------------------|-------------------|---------------------|-------------------|
| Help Desk calls processed                    | 4,855            | 4,900             | 4,400             | 4,100               | 4,700             |
| Maintain Help Desk issue resolution goals at |                  |                   |                   |                     |                   |
| 99.3% within 18 business hours               | 99.95%           | 99.30%            | 99.30%            | 99.82%              | 99.30%            |
| Maintain Help Desk issue resolution goals at |                  |                   |                   |                     |                   |
| 99.5% within 4 business hours*               | 99.61%           | 92.50%            | 92.50%            | 98.67%              | 92.50%            |
| % of Core Network Uptime 99.5%               | 100.00%          | 99.70%            | 99.70%            | 99.99%              | 99.50%            |
| % System Uptime 99.5%                        | 99.99%           | 99.70%            | 99.70%            | 99.99%              | 99.50%            |
| % Radio Uptime 99.5%*                        | 99.85%           | 99.70%            | 99.70%            | 99.98%              | 99.50%            |

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.

## **Fiscal Year 2017 Accomplishments**

- Conducted salary/compensation study for sworn positions in police and fire and worked with those departments to propose special adjustments to the current pay schedules to get closer to the 50<sup>th</sup> percentile for all ranks.
- In anticipation of Department of Labor overtime rule change (although rule is on hold), implemented changes to several exempt positions, reclassifying to non-exempt.
- Implemented a new Learning Management System for enhanced functionality and user-friendliness. 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.
- Assigned and ensured all supervisors and managers completed the required hours of training in areas of policy, employment law, and job specifics.
- Recreated a sick leave donation program as part of the catastrophic sick leave policy to assist those employees who have exhausted normal sick leave banks due to legitimate reasons.
- Continued work with COB and BTU Finance Departments and Brazos Valley Affordable Housing and the Community Loan Center of the Brazos Valley to provide access to a Small Loan Program for employees.
- Worked with the Community and Business Leaders Partnership and Workforce Solutions Brazos Valley on an Education Externship program, also partnering with Bryan ISD.
- HR and other City departments attended several career fairs throughout the year, including Chamber of Commerce events, an A&M student athlete event, and veterans and students events keeping the City of Bryan visible in the community as a prospective employer of choice.
- 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.
- 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.

- 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.
- 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 evolve our training program and develop training tracks and series focused more specifically on individual types of positions, from manager to line worker.
- Work with the Fire Department and BISD on a venture to introduce firefighting curriculum in Bryan classrooms; also consider partnering with the Brazos County Volunteer Fire Department to obtain entry level certification and experience.
- Continue to work with top management on succession planning and mentoring program and extend the plan to all
  management positions and departments.
- Implement a citywide language skills program to include Spanish and other languages used in our community.
- Resurrect and enhance the education reimbursement program to offer financial assistance to those employees who
  want to further their education in the area of their work responsibility.
- Continue to enhance HR's webpage to provide needed and requested information and tools to users.

|                           | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>mended | FY2017<br>rojected | FY2018<br>Adopted | hng/FY17<br>mended | %Chng/<br>FY17 |
|---------------------------|------------------|-------------------|------------------|--------------------|-------------------|--------------------|----------------|
| Salaries and Benefits     | \$<br>505,570    | \$<br>498,696     | \$<br>498,696    | \$<br>489,866      | \$<br>516,056     | \$<br>17,360       | 3.5%           |
| Supplies                  | 15,200           | 16,470            | 16,470           | 16,200             | 20,700            | 4,230              | 25.7%          |
| Maintenance & Services    | 120,614          | 117,981           | 117,981          | 117,437            | 190,148           | 72,167             | 61.2%          |
| Miscellaneous/Admin Reimb | 28,865           | 35,900            | 35,900           | 32,100             | 36,300            | 400                | 1.1%           |
| Total Expenses            | \$<br>670,249    | \$<br>669,047     | \$<br>669,047    | \$<br>655,603      | \$<br>763,204     | \$<br>94,157       | 14.1%          |

|                           | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|---------------------------|-------------------|-------------------|-------------------|---------------------|-------------------|
| Human Resource Manager    | 1                 | 1                 | 1                 | 1                   | 1                 |
| Human Resource Generalist | 2                 | 2                 | 2                 | 2                   | 2                 |
| Human Resources Assistant | 2                 | 1                 | 1                 | 1                   | 1                 |
| Human Resources Clerk     | -                 | 1                 | 1                 | 1                   | 1                 |
| Total                     | 5                 | 5                 | 5                 | 5                   | 5                 |

#### Performance and Activity Measures

|   | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|---|------------------|-------------------|-------------------|---------------------|-------------------|
| # of Personnel Reqs Processed                                 | 137              | 155               | 155               | 170                 | 150               |
| # of Applications Received                                    | 6,325            | 7,000             | 7,000             | 7,000               | 6,500             |
| # of New Hires  | 315              | 290               | 290               | 325                 | 330               |
| Turnover Rate%  | 20%              | 21%               | 21%               | 23%                 | 18%               |
| # of Onsite Training Sessions<br># of Training Sessions Avail | 146              | 40                | 40                | 85                  | 50                |
| Online for 1000 employees                                     | 1923             | 1015              | 1015              | 1481                | 1500              |
| # of Employee Relations Issues<br># of Disciplinary           | 150              | 165               | 165               | 170                 | 170               |
| Actions/Grievances  | 90               | 80                | 80                | 80                  | 80                |

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

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 2017 Accomplishments

- Worked with the parks department to implement the parks improvement plan
- Resurfaced several tennis and basketball courts
- Upgraded benches, tables, and trash receptacles at various parks
- Worked closely with the Downtown Business Association with Downtown Lights On, Texas Reds, and the Palace Theater
- Worked with Parks Department with Holiday Magic, Christmas Float and various events throughout the year
- Installed new elevator upgrades at the Clara B. Mounce Library
- Completed gate and door access controls at the Municipal Service Center
- Major repairs to several of the cities roofs, i.e. Municipal Office Building, Federal Building, Neal Recreation Center and Fire Station #4
- Worked closely with the parks department and others to install a skate park located at Williamson Park, Sadie Thomas Pool, Bryan Aquatic Center Upgrades and the installation of 3 new park playgrounds
- Painted the Palace Theater, Bryan Aquatics Bathhouse, and the Grandstands at Nutra Bolt Stadium
- Continued to investigate our options for future upgrades to the I-Net Access and HVAC software
- Continued to provide inspections of all mechanical equipment in all buildings; identify and replace items that are failing or near end-of-life if funding was available to do so
- Continued to ensure complete customer satisfaction at the end of our work request
- Communicated updates so that all involved were informed and up to date with project schedules and timelines
- Continued to enhance our buildings and parks with any Green opportunities, and cost effective changes that will enhance our facilities
- Continued to work with the parks department to install new equipment as well as maintained all areas while utilizing budgeted and parkland development funds to maximize the use of funding to accomplish the needs of the parks department
- Focused on training opportunities for those employees wanting to expand their knowledge

- · Resurfacing of several tennis and basketball courts
- Upgrades to benches, tables and trash receptacles at various parks
- Work closely with the Downtown Business Association with Downtown Lights On, Texas Reds and the Palace Theater
- Work with Parks Department with Holiday Magic, Christmas Float and various events throughout the year
- · Water Services; continue to assist with building remodels and upgrades throughout the year
- Continue to investigate our options for future upgrades to the I-Net Access and HVAC software
- 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
- Repairs to several of the cities roofs, i.e. Central Fire Station, Clara B. Mounce Library, and the Municipal Service Center Office roof. These projects will be done if approved for funding
- 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
- Focus on training opportunities for those employees wanting to expand their knowledge in their respected trade

|                           | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | I  | FY2017<br>Projected | FY2018<br>Adopted | •  | hng/FY17<br>mended | %Chng/<br>FY17 |
|---------------------------|------------------|-------------------|-------------------|----|---------------------|-------------------|----|--------------------|----------------|
| Salaries and Benefits     | \$<br>1,104,646  | \$<br>1,152,389   | \$<br>1,152,389   | \$ | 1,153,732           | \$<br>1,189,470   | \$ | 37,081             | 3.2%           |
| Supplies                  | 37,227           | 48,333            | 48,333            |    | 39,500              | 45,231            |    | (3,102)            | -6.4%          |
| Maintenance & Services    | 599,977          | 513,569           | 513,569           |    | 493,218             | 640,334           |    | 126,765            | 24.7%          |
| Miscellaneous/Admin Reimb | 201,860          | 191,643           | 191,643           |    | 185,685             | 191,643           |    | -                  | 0.0%           |
| Capital Outlay            | <br>130,219      | 294,400           | 294,400           |    | 332,663             | 695,469           |    | 401,069            | 136.2%         |
| Total Expenses            | \$<br>2,073,929  | \$<br>2,200,334   | \$<br>2,200,334   | \$ | 2,204,798           | \$<br>2,762,147   | \$ | 561,813            | 25.5%          |

|   | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|---|-------------------|-------------------|-------------------|---------------------|-------------------|
| Facility Services Manager                 | 1                 | 1                 | 1                 | 1                   | 1                 |
| Facility Services Assistant               | 1                 | 1                 | 1                 | 1                   | 1.5               |
| Facility Services Maintenance Supervisor  | 1                 | 1                 | 1                 | 1                   | 2                 |
| Facility Services Crew Supervisor         | 1                 | 1                 | 1                 | 1                   | 1                 |
| Facility Services Project Coordinator     | 1                 | 1                 | 1                 | 1                   | -                 |
| HVAC Technician                           | 1                 | 1                 | 1                 | 1                   | 1                 |
| Maintenance Technicians, Tech Op I Thru V | 8                 | 8                 | 8                 | 8                   | 8                 |
| Maintenance Technician                    | 1                 | 1                 | 1                 | 1                   | 1                 |
| Facility Services Worker                  | 2                 | 2                 | 2                 | 2                   | 2                 |
| Total                                     | 17                | 17                | 17                | 17                  | 17.5              |

|   | FY2016<br>Actual |     | FY2017<br>Adopted | FY201<br>Amende | -    | -  | Y2017<br>Djected | FY2018<br>dopted |
|---|------------------|-----|-------------------|-----------------|------|----|------------------|------------------|
| Total completed Parks work orders                 | 92               | 7   | 1,997             | 1,              | 997  |    | 1,101            | 1,014            |
| Total completed Facility work orders              | 2,23             | 8   | 2,130             | 2,              | 130  |    | 2,203            | 1,528            |
| Total completed work orders                       | 3,16             | 5   | 4,127             | 4,              | 127  |    | 3,809            | 2,221            |
| Avg. labor hrs/facilities preventative            |                  |     |                   |                 |      |    |                  |                  |
| maintenance work orders                           |                  | 2   | 1                 |                 | 1    |    | 1                | 2                |
| Avg. labor hrs/facilities corrective work order   | 6.3              | 22  | 6.35              |                 | 6.35 |    | 6.18             | 6.20             |
| Avg. labor cost/facilities preventative           |                  |     |                   |                 |      |    |                  |                  |
| maintenance work orders                           | \$ 22.5          | 6\$ | 22.29             | \$ 22           | 2.29 | \$ | 23.01            | \$<br>22.78      |
| Avg. Labor cost/facilities corrective work orders | \$ 116.5         | 5\$ | 5 111.91          | \$ 11'          | 1.91 | \$ | 114.23           | \$<br>115.39     |

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

## **Strategic Initiatives**

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

## **Fiscal Year 2017 Accomplishments**

- Attained the National Institute for Automotive Service Excellence (ASE), Blue Seal of Excellence Award for the ninth consecutive year. (We are the only governmental entity within a 65 mile radius with this certification)
- 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.
- All Customer Service Training modules completed
- Certified Automotive Service Excellence (ASE) for all technicians
- Continued our current in-house tire mounting, balancing and repair services. This service is designed to further
  reduce vehicle down time and save the departments additional financial resources when compared to current
  outsourcing alternatives. Added equipment to perform service on Medium/Heavy Trucks FY16. In addition to
  enhancing the level of service, we saw a positive ROI in less than 3 months (Saving the City of Bryan at minimum of
  \$65.00 on each service)
- Continued the annual Preventive Maintenance Inspection Program to include all City of Bryan trailer.
- 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 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 as budgetary constraints allow
- 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

- Attain National Institute for Automotive Service Excellence (ASE), Blue Seal of Excellence Award for the tenth 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 to promote and participate in the City of Bryan Training Initiatives
- 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

|                           | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>mended | F  | FY2017<br>Projected | FY2018<br>Adopted | •  | hng/FY17<br>mended | %Chng/<br>FY17 |
|---------------------------|------------------|-------------------|------------------|----|---------------------|-------------------|----|--------------------|----------------|
| Salaries and Benefits     | \$<br>526,741    | \$<br>751,268     | \$<br>751,268    | \$ | 602,630             | \$<br>774,809     | \$ | 23,541             | 3.1%           |
| Supplies                  | 15,053           | 38,150            | 38,150           |    | 32,609              | 34,257            |    | (3,893)            | -10.2%         |
| Maintenance & Services    | 29,892           | 45,985            | 45,985           |    | 44,184              | 45,653            |    | (332)              | -0.7%          |
| Miscellaneous/Admin Reimb | 1,574            | 3,020             | 3,020            |    | 1,901               | 3,020             |    | -                  | 0.0%           |
| Capital Outlay            | -                | 55,788            | 55,788           |    | 52,000              | -                 |    | (55,788)           | -100.0%        |
| Total Expenses            | \$<br>573,260    | \$<br>894,211     | \$<br>894,211    | \$ | 733,324             | \$<br>857,739     | \$ | (36,472)           | -4.1%          |

|  | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|--|-------------------|-------------------|-------------------|---------------------|-------------------|
| Fleet Manager                                | 1.00              | 1.00              | 1.00              | 1.00                | 1.00              |
| Lead Service Technician                      | 2.00              | 2.00              | 2.00              | 2.00                | 2.00              |
| Fleet Admin Assistant                        | -                 | 1.00              | 1.00              | 1.00                | 1.00              |
| Preventive Maintenance Inspection Technician | 1.00              | 1.00              | 1.00              | 1.00                | 1.00              |
| Fleet/Facility Support Technician            | 1.00              | 1.00              | 1.00              | 1.00                | 1.00              |
| Fleet Mechanic                               | 4.00              | 5.00              | 5.00              | 5.00                | 5.00              |
| Welding/Fabrication Technician               | 1.00              | -                 | -                 | -                   | -                 |
| Storekeeper                                  | 0.20              | -                 | -                 | -                   | -                 |
| Water Division Asst.                         | 0.25              | -                 | -                 | -                   | -                 |
| Total  | 10.45             | 11.00             | 11.00             | 11.00               | 11.00             |

#### Performance and Activity Measures

|   | FY2016<br>Actual | FY2017<br>Adopted | -  | Y2017<br>nended | -  | Y2017<br>ojected | -  | Y2018<br>lopted |
|---|------------------|-------------------|----|-----------------|----|------------------|----|-----------------|
| # of fleet job orders                             | <br>6,062        | 7,000             |    | 7,000           |    | 6,500            |    | 7,000           |
| Average labor hours per fleet job order *         | 2                | 2                 |    | 2               |    | 2                |    | 2               |
| Average labor cost per fleet job order *          | \$<br>94.57      | \$<br>84          | \$ | 80              | \$ | 96               | \$ | 96              |
| # 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 *   | 12               | 10                |    | 10              |    | 10               |    | 10              |

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

#### Percentage of Resources Expended by Department

|                         | FY2016 | FY2017  | FY2017  | FY2017    | FY2018  |
|-------------------------|--------|---------|---------|-----------|---------|
|                         | Actual | Adopted | Amended | Projected | Adopted |
| Solid Waste Services    | 28%    | 27%     | 27%     | 27%       | 27%     |
| Water Services          | 20%    | 20%     | 20%     | 20%       | 20%     |
| Transportation Services | 11%    | 11%     | 11%     | 11%       | 11%     |
| Police Services         | 14%    | 15%     | 15%     | 15%       | 15%     |
| Fire Services           | 14%    | 14%     | 14%     | 14%       | 14%     |
| Facility Services       | 4%     | 5%      | 5%      | 5%        | 5%      |
| Parks Services          | 4%     | 5%      | 5%      | 5%        | 5%      |
| All Others Combined     | 5%     | 3%      | 3%      | 3%        | 3%      |

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.
- Citizens' 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.
- Provide a safe environment for staff and citizens alike to conduct city business.

#### **Fiscal Year 2017 Accomplishments**

- Reviewed Capital Improvement Plans (CIPs).
- Attended the following board/committee meetings: Bryan Business Council (BBC), Coulter, TIRZ Boards, Animal Center Advisory Committee, Brazos County Health Department, Intergovernmental Committee (IGC), Chamber of Commerce, Brazos Valley Solid Waste Management Agency (BVSWMA), Bryan-Brazos County Economic Development Foundation (BBCEDF), COB/BISD, Community Development Advisory Committee (CDAC), BTU Board, Texas Municipal Power Agency (TMPA) Board, Texas Public Power Association (TPPA) Board, Research Valley Partnership (RVP), Downtown Bryan Association, Salvation Army Board, Bryan ISD Education Foundation Board, BCS Convention and Visitors Bureau, Civil Services Commission, Leadership Brazos Alumni Association, Library Board, and Parks Board.
- Presented to Bush School faculty and students, Leadership Brazos Local Government Day, Jr. Leadership Brazos, Aggieland Rotary Club, Texas A&M Urban Planning Class, Arts Council Board.
- Investigated issues shared by Council members and informed City Council of those concerns.
- Addressed citizen-submitted issues or concerns requiring city services.
- Implemented plans for strategic initiatives as outlined in the strategic plan.
- Heard personnel and claims appeals and rendered decisions.

- Provide ways for citizens to have the opportunity to voice opinions through public hearings and meetings, surveys, etc.
- Maintain fund reserve of at least 60 days of operating expenditures/expenses.
- Provide comprehensive CIP information to City Council on a regular basis.
- Conduct at least one Management Team Retreat to further enhance communication within the organization.
- Provide weekly reports to the City Council.
- Continue to implement plans for strategic initiatives as outlined in the Strategic Plan.
- Continue to 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 2018 adopted budget.
- Prepare City Council agendas and meet appropriate TOMA requirements.
- Execute policies set and established by City Council.
- Provide effective and efficient service delivery of all municipal services.
- Provide City staff with professional development opportunities and other work or career-related training, and promote continuous improvement and learning.
- Continue a proactive approach to growth, including economic development, infill development, growth planning, ETJ controls, annexation, and development in general.
- Continually evaluate City operations, processes, and procedures to take advantage of efficiencies and cost-benefit opportunities; streamline services.
- Continue to stress strong customer service values, and encourage employees to embrace customer service skills and qualities.

|                           | FY2016<br>Actual |    |                   | FY2017<br>Amended | I  | FY2017<br>Projected | FY2018<br>Adopted | Chng/FY17<br>Amended | %Chng/<br>FY17 |
|---------------------------|------------------|----|-------------------|-------------------|----|---------------------|-------------------|----------------------|----------------|
| Salaries and Benefits     | \$<br>955,279    | \$ | 1,001,049         | \$<br>1,001,049   | \$ | 1,098,920           | \$<br>1,028,582   | \$<br>27,533         | 2.8%           |
| Supplies                  | 5,160            |    | 15,100            | 15,100            |    | 14,600              | 13,700            | (1,400)              | -9.3%          |
| Maintenance & Services    | 126,080          |    | 177,781           | 177,781           |    | 178,162             | 179,107           | 1,326                | 0.7%           |
| Miscellaneous/Admin Reimb | 89,690           |    | 135,261           | 135,261           |    | 135,358             | 122,381           | (12,880)             | -9.5%          |
| Total Expenses            | \$<br>1,176,209  | \$ | 1,329,191         | \$<br>1,329,191   | \$ | 1,427,040           | \$<br>1,343,770   | \$<br>14,579         | 1.1%           |
|                           | FY2016<br>Actual |    | FY2017<br>Adopted | FY2017<br>Amended |    | FY2017<br>Projected | FY2018<br>Adopted | Chng/FY17<br>Amended | %Chng/<br>FY17 |
| Executive Services        | \$<br>1,107,434  | \$ | 1,253,504         | \$<br>1,253,504   | \$ | 1,291,493           | \$<br>1,265,822   | 12,318               | 1.0%           |
| City Hall Security        | <br>68,775       |    | 75,687            | 75,687            |    | 135,547             | 77,948            | 2,261                | 3.0%           |
| Total Expenses            | \$<br>1,176,209  | \$ | 1,329,191         | \$<br>1,329,191   | \$ | 1,427,040           | \$<br>1,343,770   | \$<br>14,579         | 1.1%           |

|                                 | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|---------------------------------|-------------------|-------------------|-------------------|---------------------|-------------------|
| City Manager                    | 1                 | . 1               | 1                 | - 1                 | . 1               |
| Deputy City Manager             | 2                 | 2                 | 2                 | 2                   | 2                 |
| Special Projects Manager*       | -                 | -                 | -                 | -                   | -                 |
| Economic Development Director*  | -                 | -                 | -                 | -                   | -                 |
| Director of Strategic Projects* | -                 | -                 | -                 | -                   | -                 |
| Office Coordinator              | 1                 | 1                 | 1                 | 1                   | 1                 |
| Executive Services Assistant    | 1                 | 1                 | 1                 | 1                   | 1                 |
| Security Officer                | 1                 | 1                 | 1                 | 1                   | 1                 |
| Total                           | 6                 | 6                 | 6                 | 6                   | 6                 |

\*positions moved to separate depts. for FY15

| _   | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|---|------------------|-------------------|-------------------|---------------------|-------------------|
| Minimum # of days-operating expenses in   |                  |                   |                   |                     |                   |
| General Fund reserve                      | 60               | 60                | 60                | 60                  | 60                |
| # 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                | 10                  | 10                |
| # of Council Retreats                     | 1                | 1                 | 1                 | 1                   | 1                 |
| # of Council Candidate Orientations held  | 1                | 1                 | 1                 | 1                   | 1                 |
| # of New Council Member Orientations held | 1                | 1                 | 1                 | 1                   | 1                 |

# **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 BioCorridor.
- 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 in increasing 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 Field.
- Pursue active involvement in the Bryan-College Station home builders, apartments, and restaurants associations.
- Represent the City at various meetings including professional association meetings, and other meetings as necessary, and respond to inquiries regarding the incumbent's area of responsibility.
- Serve as primary contact and advocate for the development and building communities. Provide developers/builders a point of contact or liaison.

## **Fiscal Year 2017 Accomplishments**

- Assisted Bryan-Brazos County Economic Development Foundation in attracting new businesses in the Texas Triangle Park.
- Assisted in preparing Chapter 380 agreements to aid development and redevelopment.
- Managed a Chapter 380 Program to encourage new home construction with a minimum of 2,200 square feet.
- Managed a Chapter 380 Program to encourage builder participation in the Parade of Homes within the City of Bryan.
- Serve as the liaison between the City of Bryan and the Bryan Business Council.
- Serve as the liaison between the City of Bryan and the Bryan-Brazos County Economic Development Foundation.
- Assisted in attracting new businesses to the Bryan Business Park.
- Held multiple community events at Coulter Field.
- Served on the BISD Long Range Planning Committee and attended school board public meetings.
- Managed the City's standard oil & gas lease agreements where the City owns minerals rights and acted as the liaison to oil companies on the City's behalf.
- Active in the Bryan-College Station Home Builders Association and elected as the Associate Vice President to the Executive Board for 2016-2017.
- Serve as the liaison with the Research Valley Partnership.
- Serve on the newly created Community Economic Development Committee.

- 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 provide support to the Bryan Business Council as the liaison
- Continue to manage the subcommittees of the Bryan Business Council including the Residential Infill, Commercial Infill, Education, Coulter Field and Investment subcommittees
- Continue to promote the development of the BioCorridor.
- Continue to promote development in downtown Bryan.
- Continue to assist in the creation of new jobs and 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 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 Field.

|                           | FY2016<br>Actual |    | FY2017<br>Adopted |    | FY2017<br>Amended |    | FY2017<br>Projected |    | FY2018<br>Adopted |    | hng/FY17<br>mended | %Chng<br>/FY17 |
|---------------------------|------------------|----|-------------------|----|-------------------|----|---------------------|----|-------------------|----|--------------------|----------------|
| Salaries and Benefits     | \$<br>436,098    | \$ | 504,884           | \$ | 504,884           | \$ | 535,179             | \$ | 632,676           | \$ | 127,792            | 25.3%          |
| Supplies                  | 3,186            |    | 4,600             |    | 4,600             |    | 4,600               |    | 6,900             |    | 2,300              | 50.0%          |
| Maintenance & Services    | 8,733            |    | 22,622            |    | 22,622            |    | 22,622              |    | 22,207            |    | (415)              | -1.8%          |
| Miscellaneous/Admin Reimb | <br>16,284       |    | 215,840           |    | 215,840           |    | 215,840             |    | 218,340           |    | 2,500              | 1.2%           |
| Total Expenses            | \$<br>464,301    | \$ | 747,946           | \$ | 747,946           | \$ | 778,241             | \$ | 880,123           | \$ | 132,177            | 17.7%          |

|   | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|---|-------------------|-------------------|-------------------|---------------------|-------------------|
| Development Services Director*              | 1                 | 1                 | 1                 | 1                   | 1                 |
| Business Liaison & Special Projects Manager | -                 | 1                 | 1                 | 1                   | 1                 |
| Director of Strategic Projects*             | 1                 | 1                 | 1                 | 1                   | 1                 |
| Economic Development Specialist             | -                 | -                 | -                 | -                   | 1                 |
| Economic Development Assistant              | 1                 | 1                 | 1                 | 1                   | 1                 |
| Total                                       | 3                 | 4                 | 4                 | 4                   | 5                 |

\*Positions moved out of Executive for FY15 \*\*Position moved from Special Projects for FY16

|   | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|---|------------------|-------------------|-------------------|---------------------|-------------------|
| Meetings:                                   |                  |                   |                   |                     |                   |
| Bryan Business Council                      | 12               | 10                | 10                | 11                  | 12                |
| Planning and Zoning Commission              | 6                | 6                 | 6                 | 6                   | 6                 |
| Bryan City Council/Bryan Commerce and       |                  |                   |                   |                     |                   |
| Development Workshop and Regular Sessions   |                  |                   |                   |                     |                   |
| Meetings                                    | 20               | 20                | 20                | 24                  | 48                |
| Research Valley Partnership                 | 10               | 10                | 10                | 10                  | 10                |
| Bryan Brazos County Economic Development    |                  |                   |                   |                     |                   |
| Foundation                                  | 9                | 10                | 10                | 6                   | 6                 |
| Bryan Independent School District           | 10               | 10                | 10                | 8                   | 9                 |
| Bryan College Station Home Builders         |                  |                   |                   |                     |                   |
| Association Meetings                        | 10               | 10                | 10                | 10                  | 10                |
| TIRZ Board Meetings                         | 7                | 7                 | 7                 | 7                   | 7                 |
| Community Economic Development              |                  |                   |                   |                     |                   |
| Committee                                   | 0                | 11                | 11                | 11                  | 12                |
| BISD Education Foundation Board             | N/A              | N/A               | N/A               | N/A                 | 8                 |
| Texas Association of Builders/Voting Board  |                  |                   |                   |                     |                   |
| Member                                      | N/A              | N/A               | N/A               | N/A                 | 3                 |
| Texas Department of Transportation Aviation | N/A              | N/A               | N/A               | 4                   | 4                 |
| Miscellaneous Subcommities                  | N/A              | N/A               | N/A               | 16                  | 16                |

The mission of the Internal Audit Office is to provide independent, objective assurance and consulting services designed to add value and improve the City of Bryan's operations. The Internal Audit Office helps the management team of the City of Bryan accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

#### **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 2017 Accomplishments**

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

- 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 2018

|                           | FY2016<br>Actual | FY2017<br>Adopted | A  | FY2017<br>Mended | F  | FY2017<br>Projected | FY2018<br>Adopted | hng/FY17<br>mended | %Chng<br>/FY17 |
|---------------------------|------------------|-------------------|----|------------------|----|---------------------|-------------------|--------------------|----------------|
| Salaries and Benefits     | \$<br>157,694    | \$<br>172,795     | \$ | 172,795          | \$ | 184,214             | \$<br>176,962     | \$<br>4,167        | 2.4%           |
| Supplies                  | 1,514            | 770               |    | 770              |    | 770                 | 770               | -                  | 0.0%           |
| Maintenance & Services    | 1,539            | 2,652             |    | 2,652            |    | 2,653               | 2,817             | 165                | 6.2%           |
| Miscellaneous/Admin Reimb | 482              | 1,600             |    | 1,600            |    | 2,162               | 1,600             | -                  | 0.0%           |
| Total Expenses            | \$<br>161,229    | \$<br>177,817     | \$ | 177,817          | \$ | 189,799             | \$<br>182,149     | \$<br>4,332        | 2.4%           |
|                           |                  |                   |    |                  |    |                     |                   |                    |                |

|                       | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|-----------------------|-------------------|-------------------|-------------------|---------------------|-------------------|
| City Internal Auditor | 1                 | 1                 | 1                 | 1                   | 1                 |
| Total                 | 1                 | 1                 | 1                 | 1                   | 1                 |

|                               | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|-------------------------------|------------------|-------------------|-------------------|---------------------|-------------------|
| # of Audit Committee Meetings | 4                | 4                 | 4                 | 4                   | 4                 |
| # of Audit Reports and Memos  | 4                | 4                 | 4                 | 4                   | 4                 |

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 2017 Accomplishments

- Successfully conducted City of Bryan election ordered by Council.
- Conducted candidate orientation for Council candidates.
- Oversaw recruitment/appointment process of Council's boards, committees and commissions. Conducted Texas Open Meeting Act training for newly appointed board, committee and commission members and newly elected Councilmembers.
- Conducted seven departmental records audits.
- Coordinated Council's annual volunteer reception. Continued growth of the Volunteer Bryan! program.
- Continued preservation of City's archival records and expanded web based repository of public records.
- The Vital Statistics Office met Payment Card Industry SAQ B Compliance and passed an audit by Texas Department
  of State Health Services Vital Statistics Unit.
- Received Five Star Exemplary Award from State of Texas for Excellence in Vital Statistics Reporting
- Oversaw development and launch of special marketing campaigns.
- Continued the Lunch and Learn series.
- Hosted city wide neighborhood association forum.
- Assisted with the formulation of Chamber of Commerce Legislative Plans.
- Expanded Youth Advisory Commission (YAC) activities.
- Developed City's 2017 legislative plan and monitored legislation during the 85<sup>th</sup> session of the Texas Legislature.

- Conduct election(s) ordered by Council.
- Conduct candidate orientation for Council candidates and newly elected Councilmember orientation.
- Certify petitions filed with City Secretary.
- Receive Five Star Award from State of Texas for Excellence in Vital Statistics Reporting.
- Oversee development and launch of special marketing campaigns.
- Continue growing the Volunteer Bryan! program participation and coordinate annual volunteer reception.
- Conduct Texas Open Meetings Act training for newly elected Council and boards, committees and commissions.
- Host city wide neighborhood association forum and continue to register more neighborhood/homeowner associations.
- Expand marketing efforts to target economic development, tourism and public safety.
- Grow the Youth Advisory Commission.
- Co-Chair Chamber of Commerce Legislative Action Committee and assist with the development of the State and Federal Legislative Plans.
- Host community event during Municipal Clerk Week.
- Provide ongoing support to Municipal Court Judge.

|                           | FY2016<br>Actual | FY2017<br>Adopted | A  | FY2017<br>Amended | FY2017<br>rojected | FY2018<br>Adopted | •  | nng/FY17<br>mended | %Chng/<br>FY17 |
|---------------------------|------------------|-------------------|----|-------------------|--------------------|-------------------|----|--------------------|----------------|
| Salaries and Benefits     | \$<br>482,609    | \$<br>502,472     | \$ | 502,472           | \$<br>466,549      | \$<br>517,968     | \$ | 15,496             | 3.1%           |
| Supplies                  | 15,398           | 24,744            |    | 24,744            | 18,706             | 25,244            |    | 500                | 2.0%           |
| Maintenance & Services    | 24,637           | 32,891            |    | 32,891            | 22,623             | 32,754            |    | (137)              | -0.4%          |
| Miscellaneous/Admin Reimb | 48,899           | 124,621           |    | 124,621           | 89,381             | 124,621           |    | -                  | 0.0%           |
| Total Expenses            | \$<br>571,543    | \$<br>684,728     | \$ | 684,728           | \$<br>597,259      | \$<br>700,587     | \$ | 15,859             | 2.3%           |

|                                   | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|-----------------------------------|-------------------|-------------------|-------------------|---------------------|-------------------|
| City Secretary                    | 1                 | 1                 | 1                 | 1                   | 1                 |
| Assistant City Secretary          | 1                 | 1                 | 1                 | 1                   | 1                 |
| City Secretary Division Assistant | -                 | -                 | 1                 | 1                   | 1                 |
| Council Services Assistant        | 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                 |

|  | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Mended | FY2017<br>rojected | FY2018<br>Adopted |
|--|------------------|-------------------|------------------|--------------------|-------------------|
| Successful elections                                 | <br>1            | 2                 | 2                | 2                  | 2                 |
| # of submissions to the Dept. of Justice             | -                | -                 | -                | -                  | -                 |
| # of departments using Laserfiche                    | 28               | 31                | 31               | 28                 | 31                |
| # of paper copies provided for open records requests | 7,414            | 15,000            | 15,000           | 5,000              | 15,000            |
| # of records converted to electronic format          | 1,106,808        | 800,000           | 800,000          | 800,000            | 800,000           |
| # of departmental records audits performed           | -                | 2                 | 2                | 7                  | 5                 |
| # of timely agendas and minutes prepared             | 71               | 120               | 120              | 70                 | 120               |
| # of Texas Open Meetings Act (TOMA) training         | -                | 1                 | 1                | 1                  | 1                 |
| # of candidate orientations conducted                | 1                | 1                 | 1                | 1                  | 1                 |
| # of new councilmember orientations conducted        | -                | 1                 | 1                | 1                  | 1                 |
| # of legislative bills tracked                       | 1,200            | 200               | 200              | 210                | 200               |
| # of volunteer hours logged                          | 11,112           | 10,000            | 10,000           | 10,000             | 10,000            |
| Total value of donations from volunteers             | \$<br>250,789    | \$<br>230,000     | \$<br>230,000    | \$<br>230,000      | \$<br>230,000     |
| # of certified birth records processed               | 2,800            | 4,000             | 4,000            | 2,500              | 4,000             |
| # of death records processed                         | 736              | 2,000             | 2,000            | 500                | 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**

- 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 2017 Accomplishments**

- Continued biocorridor growth and development
- Continued development activities in north, south, east, west and central Bryan
- Hosted annual volunteer reception
- Maintained same property tax rate
- Adopted a balanced budget
- Updated Capital Improvement Projects Plan

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

|                           | FY2016 FY2017 |                | FY2017  |        |         | FY2017    | FY2018  |    | \$Chng/FY17 |    | %Chng/F  |         |
|---------------------------|---------------|----------------|---------|--------|---------|-----------|---------|----|-------------|----|----------|---------|
|                           | Actual        | Adopted Amende |         | mended | F       | Projected | Adopted |    | Amended     |    | Y17      |         |
| Salaries and Benefits     | \$<br>56      | \$             | 66      | \$     | 66      | \$        | 108     | \$ | -           | \$ | (66)     | -100.0% |
| Supplies                  | 17,283        |                | 13,250  |        | 13,250  |           | 9,600   |    | 20,550      |    | 7,300    | 55.1%   |
| Maintenance & Services    | 142,131       |                | 156,916 |        | 156,916 |           | 132,854 |    | 162,933     |    | 6,017    | 3.8%    |
| Miscellaneous/Admin Reimb | 38,667        |                | 76,690  |        | 76,690  |           | 41,359  |    | 63,890      |    | (12,800) | -16.7%  |
| Total Expenses            | \$<br>198,137 | \$             | 246,922 | \$     | 246,922 | \$        | 183,921 | \$ | 247,373     | \$ | 451      | 0.2%    |

| FY2016  | FY2017  | FY2017  | FY2017    | FY2018  |
|---------|---------|---------|-----------|---------|
| Adopted | Adopted | Amended | Projected | Adopted |
| N/A     | N/A     | N/A     | N/A       | N/A     |

|  | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|--|------------------|-------------------|-------------------|---------------------|-------------------|
| # of Strategic Initiatives   | -                | 5                 | 5                 | 5                   | 5                 |
| # of Strategic Planning Sessions<br># of Bryan Commerce & Development                    | 1                | 1                 | 1                 | 1                   | 1                 |
| Agendas & Minutes Prepared   | 20               | 36                | 36                | 14                  | 36                |
| % of Conferences, Special Receptions<br>or Events Attended<br>Board/Committee/Commission | 100%             | 100%              | 100%              | 100%                | 100%              |
| Applications Rec'd.  | 109              | 150               | 150               | 150                 | 150               |
| Board/Committee/Commission Appointments<br># of Proclamations Prepared                   | 68<br>155        | 97<br>130         | 97<br>130         | 115<br>100          | 100<br>130        |

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, best practices, and products to departments in regards to effective communication and marketing

# **Fiscal Year 2017 Accomplishments**

- Produced FY2016 State of the City video and electronic report highlighting each City department
- Produced BTU Annual Report, Fall/Winter and Spring/Summer Parks and Recreation Activity Guides, Bryan Fire Department Strategic Plan, and Economic Development Brochure
- Created and produced numerous graphic projects, including logo rebuilding/design, print/digital advertisements, brochures, promotional items, posters, articles, web banners, badges, event invitations, etc.
- Produced and aired numerous video Public Service Announcements (PSAs) for broadcast on Municipal TV Channel 16/11, KBTX, KAGS, and KYLE stations as well as the City's website
- Assisted in planning and promoting special events such as First Friday, Lights On!, Holiday Magic, Mayor's Downtown Impact Award, Pawpaloosa, Williamson Skate Park Grand Opening, Breakfast with Santa, Blue Bunny Breakfast & Egg Hunt, Travis B. Bryan Municipal Golf course events, Bryan Animal Center events, etc.
- Developed a strategy for promoting economic development and tourism for the City; began collecting collateral for first ever Economic Development video
- Strengthened the City's presence on social media and tailored information to fit specific communication channels while engaging citizens through open dialogue on each platform
- Focused marketing initiatives and strategies to external audiences to improve the City's image, attract visitors, and showcase quality of life in an effort to attract new residents and businesses
- Continued to produce issues of Bravo Bryan, the internal City employee electronic newsletter
- Enhanced the programming efforts of the City with timely, targeted communications that can be easily adapted to a variety of communication channels
- Produced 12 issues of Plug In, BTU's monthly newsletter included with each customer's bill, providing energy and water conservation tips, electric safety tips, and special events/announcements
- Launched "Visit" tourism campaign including an amplified Football Friday/Shuttle Service marketing initiative directly targeting Texas A&M and opposing team fans
- Designed and produced 12 issues of Texas CoOp Power Magazine, a monthly publication received by each BTU customer, and maintained full responsibility for all content
- Revamped tourism "Visit Bryan" splash page on City's website to showcase upcoming events calendar, attractions, and imagery highlighting activities within our community
- Increased the number of subscribers that receive direct email updates through Constant Contact
- Won 2 State awards and 3 National awards for excellence in electronic reporting, use of social media, video PSA production, and "go green" initiatives

- Continue refinement of City of Bryan and BTU websites to make more interactive
- Update communications plan to address communication/marketing needs in all departments
- Strengthen and expand City's presence on and use of social media
- Assist with special events marketing
- Expand resident and media database in Constant Contact
- Continue to produce high quality videos to market the City and BTU
- Continue to design and produce annual reports and activity guides for various departments
- Publish a City of Bryan State of the City report
- Design, create, author and publish various ads, logos, flyers, posters, PSA's, etc., for all departments
- Create and publish special reports to raise citizen awareness about safety and special needs of the City

|                           | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>mended | FY2017<br>Projected | FY2018<br>dopted | hng/FY17<br>mended | %Chng/F<br>Y17 |
|---------------------------|------------------|-------------------|------------------|---------------------|------------------|--------------------|----------------|
| Salaries and Benefits     | \$<br>339,886    | \$<br>358,321     | \$<br>358,321    | \$<br>328,720       | \$<br>370,088    | \$<br>11,767       | 3.3%           |
| Supplies                  | 12,449           | 20,600            | 20,600           | 13,330              | 19,200           | (1,400)            | -6.8%          |
| Maintenance & Services    | 7,483            | 51,584            | 51,584           | 7,115               | 13,575           | (38,009)           | -73.7%         |
| Miscellaneous/Admin Reimb | 109,913          | 120,000           | 120,000          | 126,145             | 145,000          | 25,000             | 20.8%          |
| Capital Outlay            | -                | -                 | -                | -                   | 16,263           | 16,263             | 100.0%         |
| Total Expenses            | \$<br>469,731    | \$<br>550,505     | \$<br>550,505    | \$<br>475,310       | \$<br>564,126    | \$<br>13,621       | 2.5%           |

|                                     | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|-------------------------------------|-------------------|-------------------|-------------------|---------------------|-------------------|
| Communications/Marketing Supervisor | 1                 | 1                 | 1                 | 1                   | 1                 |
| Graphic Specialist                  | 1                 | 1                 | 1                 | 1                   | 1                 |
| Video Production Specialist         | 1                 | 1                 | 1                 | 1                   | 1                 |
| Web Communications Specialist       | 1                 | 1                 | 1                 | 1                   | 1                 |
| Total                               | 4                 | 4                 | 4                 | 4                   | 4                 |

|  | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|--|------------------|-------------------|-------------------|---------------------|-------------------|
| # of press releases, media alerts, radio appearances | 150              | 175               | 175               | 175                 | 185               |
| # of Regular or Recurring Original Programs          | 65               | 75                | 75                | 75                  | 75                |
| # of media and public contacts in a centralized list | 1,100            | 2,834             | 2,834             | 2,834               | 3,200             |
| % complete (website redesign)                        | 100%             | 100%              | 100%              | 100%                | 100%              |
| # of unique page views to www.bryantx.gov            | 776,202          | 858,962           | 858,962           | 858,962             | 900,000           |
| # of total page views to www.bryantx.gov             | 972,000          | 1,065,396         | 1,065,396         | 1,065,396           | 1,100,000         |
| # of publications, brochures, handouts               | 52               | 75                | 75                | 75                  | 85                |
| # of social media fans                               | 11,000           | 16,984            | 16,984            | 16,984              | 19,000            |

## **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 youth at-risk 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 atrisk programs and provide technical assistance to other youth serving agencies
- 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

## **Fiscal Year 2017 Accomplishments**

- Hosted city wide neighborhood association forum
- Continued growth of the Youth Advisory Commission (YAC)
- Administered the neighborhood association matching grant program
- Registered three new neighborhood associations
- Continued to foster communication at the neighborhood level
- Provided support to various youth programs and activities
- Established the Youth Health Committee to promote wellness programs for youth at-risk
- Conducted Youth Football and Cheer Camps for youth at-risk
- Implemented swimming lesson program and winter clothing program for at-risk children

## Fiscal Year 2018 Goals & Objectives

- Continue to register more neighborhood/homeowner associations
- Oversee construction aspect of infill redevelopment program
- Grow the Youth Advisory Commission
- Host at least one community-wide forum for registered neighborhood/homeowners association
- Continue working with child mentoring programs
- Continue to work with neighborhoods to improve quality of life at the neighborhood level
- Continue to build communication networks to more effectively communicate with neighborhoods and youth at-risk

|                           | FY2016<br>Actual | FY2017<br>dopted | FY2017<br>mended | FY2017<br>rojected | FY2018<br>dopted | •  | ng/FY17<br>nended | %Chng/<br>FY17 |
|---------------------------|------------------|------------------|------------------|--------------------|------------------|----|-------------------|----------------|
| Salaries and Benefits     | \$<br>87,415     | \$<br>90,766     | \$<br>90,766     | \$<br>86,440       | \$<br>93,029     | \$ | 2,263             | 2.5%           |
| Supplies                  | 1,442            | 2,125            | 2,125            | 375                | 2,125            |    | -                 | 0.0%           |
| Maintenance & Services    | 3,607            | 6,155            | 6,155            | 2,146              | 6,327            |    | 172               | 2.8%           |
| Miscellaneous/Admin Reimb | 17,968           | 43,990           | 43,990           | 20,900             | 43,990           |    | -                 | 0.0%           |
| Total Expenses            | \$<br>110,432    | \$<br>143,036    | \$<br>143,036    | \$<br>109,861      | \$<br>145,471    | \$ | 2,435             | 1.7%           |

#### **Budgeted Personnel**

|                                     | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|-------------------------------------|-------------------|-------------------|-------------------|---------------------|-------------------|
| Neighborhood Youth Services Manager | 1                 | 1                 | 1                 | 1                   | 1                 |
| Total                               | 1                 | 1                 | 1                 | 1                   | 11                |

\*Position was filled in FY15

#### Performance and Activity Measures

|  | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|--|------------------|-------------------|-------------------|---------------------|-------------------|
| # of neighborhood associations registered<br># of neighborhood associations utilizing matching | 40               | 49                | 41                | 42                  | 45                |
| grant funds<br># of neighborhood associations utilizing YNAPP                                  | 0                | 3                 | 3                 | 1                   | 3                 |
| matching grant   | 0                | 3                 | 2                 | 0                   | 2                 |
| # of City Wide Neighborhood Forums held  | 1                | 1                 | 1                 | 1                   | 1                 |
| Development of the Youth Advisory Commission   | 12               | 12                | 12                | 12                  | 12                |
| # of youth at risk events supported  | 12               | 10                | 10                | 12                  | 12                |

## **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 2017 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 2018 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

|                           | FY2016<br>Actual |    |         | FY2017<br>Amended |         | FY2017<br>Projected |         | FY2018<br>Adopted |         | \$Chng/FY17<br>Amended |        | %Chng/<br>FY17 |
|---------------------------|------------------|----|---------|-------------------|---------|---------------------|---------|-------------------|---------|------------------------|--------|----------------|
| Salaries and Benefits     | \$<br>570,734    | \$ | 725,754 | \$                | 725,754 | \$                  | 748,985 | \$                | 748,779 | \$                     | 23,025 | 3.2%           |
| Supplies                  | 10,803           |    | 7,568   |                   | 7,568   |                     | 6,930   |                   | 7,568   |                        | -      | 0.0%           |
| Maintenance & Services    | 61,228           |    | 27,962  |                   | 27,962  |                     | 27,998  |                   | 28,398  |                        | 436    | 1.6%           |
| Miscellaneous/Admin Reimb | 16,790           |    | 23,175  |                   | 23,175  |                     | 23,175  |                   | 23,175  |                        | -      | 0.0%           |
| Total Expenses            | \$<br>659,555    | \$ | 784,459 | \$                | 784,459 | \$                  | 807,088 | \$                | 807,920 | \$                     | 23,461 | 3.0%           |

#### **Budgeted Personnel**

|                               | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|-------------------------------|-------------------|-------------------|-------------------|---------------------|-------------------|
| City Attorney                 | 1                 | 1                 | 1                 | 1                   | 1                 |
| Assistant City Attorney       | 4                 | 3                 | 3                 | 3                   | 3                 |
| First Assistant City Attorney | -                 | 1                 | 1                 | 1                   | 1                 |
| Legal Assistant               | 1                 | 1                 | 1                 | 1                   | 1                 |
| Total                         | 6                 | 6                 | 6                 | 6                   | 6                 |

#### Performance and Activity Measures

|   | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|---|------------------|-------------------|-------------------|---------------------|-------------------|
| % of customers rated services as good<br>Median response time to Council requests | 90%              | 90%               | 90%               | 90%                 | 90%               |
| (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 2018

|  | FY2016 FY2017 FY2017 FY2017<br>Actual Adopted Amended Projected |           | FY2018<br>Adopted |                 | hng/FY17<br>mended | % Chng/<br>FY17 |    |           |       |
|--|---|-----------|-------------------|-----------------|--------------------|-----------------|----|-----------|-------|
| Payments Agency Contributions            |   |           |                   |                 |                    |                 |    |           |       |
| BVWACS                                   | \$  | 144,067   | \$<br>128,643     | \$<br>128,643   | \$<br>123,018      | \$<br>133,866   | \$ | 5,223     | 4%    |
| Downtown Bryan Association               |   | 51,675    | 45,000            | 45,000          | 58,125             | 67,500          |    | 22,500    | 50%   |
| BVC Net                                  |   | 13,000    | 13,000            | 13,000          | 13,000             | 13,000          |    | -         | 0%    |
| Easterwood Airport                       |   | 135,856   | 65,000            | 65,000          | 65,000             | 65,000          |    | -         | 0%    |
| Brazos County 911 District               |   | 1,582,564 | 1,755,670         | 1,755,670       | 1,755,670          | 1,819,198       |    | 63,528    | 4%    |
| Brazos County Health Department          |   | 326,500   | 326,500           | 326,500         | 326,500            | 326,500         |    | -         | 0%    |
| Brazos County (Prisoner Support)         |   | 101,935   | 100,000           | 100,000         | 100,000            | 100,000         |    | -         | 0%    |
| Brazos Central Appraisal District        |   | 251,023   | 262,401           | 262,401         | 263,181            | 280,797         |    | 18,396    | 7%    |
| Brazos Senior                            |   | 7,500     | 15,000            | 15,000          | 7,500              | 15,000          |    | -         | 0%    |
| Bryan Business Council                   |   | -         | 20,000            | 20,000          | 20,000             | 20,000          |    | -         | 100%  |
| Total Partner Agency Contributions       |   | 2,614,120 | 2,731,214         | 2,731,214       | 2,731,994          | 2,840,861       |    | 109,647   | 4%    |
| Economic Development Contributions       |   |           |                   |                 |                    |                 |    |           |       |
| Research Valley Partnership              |   | 370,000   | 350,000           | 350,000         | 350,000            | 350,000         |    | -         | 0%    |
| Economic Development Foundation          |   | 2,636,690 | 163,911           | 163,911         | 163,911            | 137,500         |    | (26,411)  | -16%  |
| Economic Development                     |   | -         | -                 | 349,255         | 505,000            | -               |    | (349,255) | -100% |
| Total Economic Development               |   | 3,006,690 | 513,911           | 863,166         | 1,018,911          | 487,500         |    | (375,666) | -44%  |
| Other Non Departmental                   |   |           |                   |                 |                    |                 |    |           |       |
| Contractual Obligations                  |   | 233,834   | 200,000           | 200,000         | 200,000            | 503,200         |    | 303,200   | 152%  |
| Other Misc Obligations                   |   | 1,701     | 50,000            | 50,000          | 50,000             | 50,000          |    | -         | 0%    |
| Payroll Adjustments - General Fund Depts |   | 259,723   | -                 | -               | -                  | -               |    | -         | 0%    |
| Transfer to Debt Service (TIRZ 8)        |   | -         | -                 | -               | -                  | -               |    | -         | 0%    |
| Transfer to Other Funds                  |   | 649,802   | 601,357           | 601,357         | 601,357            | 646,943         |    | 45,586    | 8%    |
| Total Other Non Departmental             |   | 1,145,060 | 851,357           | 851,357         | 851,357            | 1,200,143       |    | 348,786   | 41%   |
| Total                                    | \$  | 6,765,870 | \$<br>4,096,482   | \$<br>4,445,737 | \$<br>4,602,262    | \$<br>4,528,504 | \$ | 82,767    | 2%    |

# DEBT SERVICE FUND OVERVIEW

## FUND DESCRIPTION

The Debt Service Fund, also known as the Interest and Sinking Fund (I&S), was established by ordinance. This fund provides for the payment of principal and interest on general debt of the city consisting of general obligation and certificates of obligation bonds.

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 2018

The total adopted tax rate for FY2018 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, \$0.165403 is devoted to debt service. The debt rate will generate an estimated \$7,764,467 in property tax revenue in the Debt Service Fund. This will be sufficient to fund 70% of the total debt service payments for fiscal year 2018. The remaining 30% will be serviced through reimbursements and transfers from other funds as well as interest income of \$35,000. Budgeted reimbursements totaling \$401,431 are for debt service requirements related to BVSWMA. Transfers in from other funds of \$1,879,222 for FY2018.

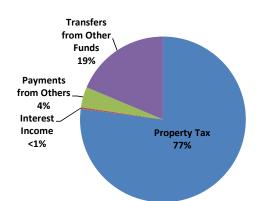
Total Debt Service Fund budgeted expenditures for FY2018 are \$11,326,657. This amount includes principal and interest payments of \$11,316,657 for outstanding and planned debt issuance.

The anticipated year end fund balance for the Debt Service Fund will be \$1,482,089. This fund balance is above the targeted one-month reserve of \$943,888.

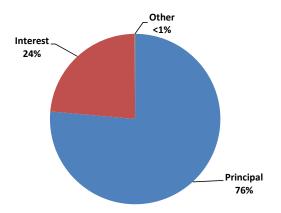
## CITY OF BRYAN, TEXAS Debt Service Fund Summary Fiscal Year 2018

|  | FY2016<br>Actual                      | FY2017<br>Adopted   | FY2017<br>Amended     | FY2017<br>Projected | FY2018<br>Adopted   | \$Chng/FY17<br>Amended | %Chng<br>/FY17 |
|--|---------------------------------------|---------------------|-----------------------|---------------------|---------------------|------------------------|----------------|
| <u>Revenues</u>  |                                       |                     |                       |                     |                     |                        |                |
| Property Tax   | \$ 7,837,108                          | \$ 8,140,603        | 8 \$ 8,140,603        | \$ 8,140,603        | \$ 7,764,467        | \$ (376,137)           | -4.6%          |
| Interest Income  | 37,347                                | 35,000              | 35,000                | 35,000              | 35,000              | -                      | 0.0%           |
| Brazos County Payment  | 250,305                               | 251,175             | 5 251,175             | 251,175             | -                   | (251,175)              | -100.0%        |
| BVSWMA   | 397,731                               | 395,831             | 395,831               | 395,831             | 401,431             | 5,600                  | 1.4%           |
| Premium on Bond Sale   | 372,165                               |                     |                       | -                   | -                   | -                      | 0.0%           |
| Miscellaneous  | 2,644                                 |                     |                       | 6,020               | -                   | -                      | 0.0%           |
| Subtotal Revenues  | 8,897,300                             | 8,822,609           | 8,822,609             | 8,828,629           | 8,200,898           | (621,711)              | -7.0%          |
| Transfers In   | 2,139,496                             | 1,882,998           | 1,882,998             | 1,877,697           | 1,879,222           | (3,776)                | -0.2%          |
| Total Revenues and Transfers in  | 11,036,796                            | 10,705,607          | 10,705,607            | 10,706,326          | 10,080,120          | (625,487)              | -5.8%          |
| Expenditures   |                                       |                     |                       |                     |                     |                        |                |
| Debt Service   | 10,673,189                            | 10,311,801          | 10,311,801            | 10,349,160          | 11,316,657          | 1,004,856              | 9.7%           |
| Debt Expense   | 84,175                                | 10,000              | 10,000                | 10,000              | 10,000              | -                      | 0.0%           |
| Total Expenditures   | 10,757,364                            | 10,321,801          | 10,321,801            | 10,359,160          | 11,326,657          | 1,004,856              | 9.7%           |
| Net Increase/(Decrease)  | \$ 279,432                            | \$ 383,806          | 5 \$ 383,806          | \$ 347,166          | \$ (1,246,537)      |                        |                |
| Beginning Fund Balance<br>Notes Receivable for BVSWMA<br>Assigned Fund Balance | 6,128,399<br>(3,920,000)<br>(106,370) | 1,893,135<br>-<br>- | 5 2,381,460<br>-<br>- | 2,381,460<br>-<br>- | 2,728,626<br>-<br>- |                        |                |
| Ending Fund Balance  | \$ 2,381,460                          | \$ 2,276,941        | \$ 2,765,266          | \$ 2,728,626        | \$ 1,482,089        | -<br>-                 |                |
| Reserve Requirement :  | 896,447                               | 860,150             | 860,150               | 863,263             | 943,888             |                        |                |

# Debt Service Fund - Sources



# Debt Service Fund - Uses



## CITY OF BRYAN, TEXAS Debt Service Requirements Fiscal Year 2018

|  | FY2016<br>Actual   | FY2017<br>Adopted  | FY2017<br>Amended  | FY2017<br>Projected | FY2018<br>Adopted  | \$Chng/FY17<br>Amended | %Chng<br>/FY17         |
|--|--------------------|--------------------|--------------------|---------------------|--------------------|------------------------|------------------------|
| Principal  |                    |                    |                    |                     |                    |                        |                        |
| 2005 General Obligation Refunding Bonds  | -                  | -                  | -                  | -                   | -                  | -                      | 0.0%                   |
| 2007 Certificates of Obligation  | 700,000            | -                  | -                  | -                   | -                  | -                      | 0.0%                   |
| 2008 Certificates of Obligation  | 465,000            | 485,000            | 485,000            | 485,000             | 505,000            | 20,000                 | 4.1%                   |
| 2009 Certificates of Obligation  | 335,000            | 345,000            | 345,000            | 345,000             | 365,000            | 20,000                 | 5.8%                   |
| 2010 Certificates of Obligation  | 550,000            | 570,000            | 570,000            | 570,000             | 590,000            | 20,000                 | 3.5%                   |
| 2010 General Obligation Refunding Bonds  | 1,020,000          | 1,050,000          | 1,050,000          | 1,050,000           | 1,085,000          | 35,000                 | 3.3%                   |
| 2013 General Obligation Refunding Bonds  | 1,885,339          | 1,931,700          | 1,931,700          | 1,931,700           | 1,970,334          | 38,634                 | 2.0%                   |
| 2014 Certificates of Obligation  | 865,000            | 350,000            | 350,000            | 350,000             | 355,000            | 5,000                  | 1.4%                   |
| 2014 General Obligation Refunding Bonds  | 391,153            | 402,436            | 402,436            | 402,436             | 406,197            | 3,761                  | 0.9%                   |
| 2015 General Obligation Refunding Bonds  | 1,630,000          | 1,350,000          | 1,350,000          | 1,350,000           | 1,375,000          | 25,000                 | 1.9%                   |
| 2016 Certificates of Obligation  | -                  | 1,125,000          | 1,125,000          | 435,000             | 420,000            | (705,000)              | -62.7%                 |
| 2016 General Obligation Refunding Bonds  | -                  | -                  | -                  | 730,000             | 730,000            | 730,000                | 0.0%                   |
| 2018 Issuance  | -                  | -                  | -                  | -                   | 854,253            | 854,253                | 0.0%                   |
| Total Principal  | \$ 7,841,492       | \$ 7,609,136       | \$ 7,609,136       | \$ 7,649,136        | \$ 8,655,784       | \$ 1,046,648           | 13.8%                  |
| Interest<br>2005 General Obligation Refunding Bonds                                |                    |                    |                    |                     |                    |                        | 0.0%                   |
| 2005 General Obligation Refunding Bonds<br>2007 Certificates of Obligation         | -<br>355.975       | -                  | -                  | -                   | -                  | -                      | 0.0%                   |
| 2007 Certificates of Obligation  | 346,321            | -<br>327,721       | -<br>327,721       | -<br>327,721        | -<br>308,321       | - (19,400)             |                        |
| 2009 Certificates of Obligation  | 267.010            | 256,960            | 256,960            | 256,960             | 244,885            | (12,075)               | -3.9%<br>-4.7%         |
| 2010 Certificates of Obligation  | 428,081            | 411,581            | 411,581            | 411,581             | 388,781            | (12,073) (22,800)      | -4.7 %                 |
| c c  |                    |                    | -                  |                     | -                  |                        | -19.3%                 |
| 2010 General Obligation Refunding Bonds<br>2013 General Obligation Refunding Bonds | 248,000<br>495,452 | 217,400<br>457,745 | 217,400<br>457,745 | 217,400<br>457,745  | 175,400<br>419,112 | (42,000)<br>(38,633)   | -19.3%<br>-8.4%        |
| 2013 General Obligation Relations  | 495,452<br>213,571 | 196,271            | 196,271            | 196,271             | 189,271            | (36,633)<br>(7,000)    |                        |
| 2014 General Obligation Refunding Bonds  | 167,950            | 160,127            | 160,127            | 160,126             | 152,078            | (7,000)<br>(8,049)     |                        |
| 2014 General Obligation Refunding Bonds  | 309,337            | 285,575            | 285,575            | 285,575             | 258,575            | (27,000)               | -3.0 <i>%</i><br>-9.5% |
| 2016 Certificates of Obligation  |                    | 389,285            | 389,285            | 231,772             | 248,031            | (141,254)              |                        |
| 2016 General Obligation Refunding Bonds  | -                  |                    |                    | 154,872             | 156,950            | 156,950                | 0.0%                   |
| 2018 Issuance  | -                  | -                  | -                  |                     | 119,469            | 119,469                | 0.0%                   |
| Total Interest   | \$ 2,831,697       | \$ 2,702,665       | \$ 2,702,665       | \$ 2,700,023        | \$ 2,660,873       | \$ (41,792)            | -1.5%                  |
|  | + _,,              | + _, _, _,,        | + _,,              | + _,,               | + _,,              | + (···,···-)           |                        |
| Paying Agent Fee & Bond Sale Discount  | \$ 84,175          | \$ 10,000          | \$ 10,000          | \$ 10,000           | \$ 10,000          | 10,000                 | 0.0%                   |
| Debt Service Fund Total Expenditures   | \$ 10,757,364      | \$ 10,321,801      | \$ 10,321,802      | \$ 10,359,160       | \$ 11,326,657      | \$ 1,004,855           | 9.7%                   |



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# 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.

While Enterprise Fund types are accounted for on the economic resources measurement focus and the accrual basis for most financial reporting, this document presents them similarly to other funds using the near term economic resources methods. Ending operating funds, and for BTU unrestricted cash, represents the resources available to the funds to meet near term liabilities and demands. Revenues are recognized in the period in which they are earned and become measureable, and expenses in the period in which they are incurred and measurable. 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, and miscellaneous.

Anticipated operating revenues are \$12,765,000 which is an increase of \$306,720 over the FY2017 amended budget. Total revenues for FY2018 are expected to be \$13,054,500. Non-operating revenue sources include interest income of \$25,000, water tap fees of \$125,000, a transfer in of \$30,000 for administrative costs, and other income of \$109,500.

Anticipated total operating expenses are \$7,074,220, which is an increase of \$249,430, or 3.7% from the FY2017 amended budget of \$6,824,790.

Non-operating expenses in FY2018 are anticipated to be \$6,541,788, a decrease of \$1,032,600 from the FY2017 amended budget.

Annual capital is \$1,694,000. Right-of-Way payments are expected to be \$638,250. Debt service payments for the Water Fund total \$4,169,538. Other debt expenses for the water fund total \$40,000.

The current reserve requirement (60 days of operating expenses) is \$1,179,037. The ending operating funds are projected at \$4,870,372.

#### WASTEWATER FUND

Operating revenues for FY2018 are anticipated to be \$12,997,200. Total revenues for FY2018 are expected to be \$13,447,062 with \$449,862 of income attributed to non-operating sources. Non-operating income is expected to increase by \$172,433 above the FY2017 amended budget, from \$277,429 to \$449,862.

Operating expenses are expected to be \$7,150,215 in FY2018. This is an increase of \$104,953 from the FY2017 amended budget amount of \$7,045,262. Non-operating expenses are expected to have a net increase of \$87,479 from the FY2017 amended budget.

Debt service payments and expenses total \$3,391,768 in FY2018 for General Obligation and Revenue Bond debt service, compared to \$3,538,687 in FY2017.

The operating reserve requirement (60 days of operating expenses) is \$1,191,703. The ending operating funds are projected to be \$5,814,470.

## SOLID WASTE FUND

Operating revenues are anticipated to be \$8,045,024 which is higher than the FY2017 amended budget amount of \$7,907,949 by \$137,075. Operating income consists of residential and commercial refuse, tipping fees, compost fees, recycling, penalties, license & permit fees, and miscellaneous operating income.

Non-operating income includes interest of \$35,000 and administrative reimbursements of \$106,010.

Total operating expenses of the Solid Waste Fund for FY2018 are \$5,525,960, which is a decrease of \$146,673 from the FY2017 amended budget.

Non-operating expenses will decrease \$230,780 to \$2,459,089 compared to the FY2017 amended budget amount of \$2,689,869.

Annual Capital will decrease to \$959,018. This is a decrease of \$223,747 compared to the FY2017 amended budget.

## 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 \$191,755,921 in FY2018. This is a decrease from the FY2017 amended budget due mostly to lower off system sales. Total revenue is derived from operations, miscellaneous revenue, and investment earnings.

Total operating expenses for BTU-City for FY2018 are projected to be \$132,091,642. BTU-City non-operating expenditures will decrease by \$10,717,882 to \$42,900,459 for the FY2018 budget. Debt service payments are budgeted to decrease by \$5,983,764. Capital improvements funded from working capital are primarily associated with improvements in distribution and system growth. Annual Capital decreased by \$5,350,280. The ending FY2018 unrestricted cash balance is estimated at \$68,714,600.

#### 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 portions of the City of College Station.

Overall revenues for FY2018 are projected to be \$46,788,630. This is \$3,132,306 higher than the FY2017 amended budget of 43,656,324 due to higher kWh sales levels. Revenue is derived from operations, miscellaneous revenue, and investment earnings.

Total operating expenses for FY2018 are projected to be \$40,618,079. This is a \$450,941 increase from the FY2017 amended budget of \$40,167,138. The increased cost of power purchased from BTU-City comprises the majority of the change.

BTU-Rural non-operating expenditures of \$6,650,786 are budgeted for annual capital and for debt service.

Capital expenses for FY2018 are \$4,826,027. Debt service payments for BTU-Rural are \$1,824,759. The ending FY2018 unrestricted cash balance is estimated to be \$6,336,886.

## AIRPORT FUND

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

FY2018 operating revenues are projected to be \$665,000. The primary sources of revenues are hangar rentals and fuel revenues. Non-operating revenues total \$172,200 and include grants, interest income, miscellaneous revenues from resale items, and a transfer of \$110,000 from the General Fund.

Operating expenses for FY2018 are budgeted at \$573,464, a \$7,597 decrease from the FY2017 amended budget. Operating expenses are comprised of fuel costs, maintenance and other services and charges.

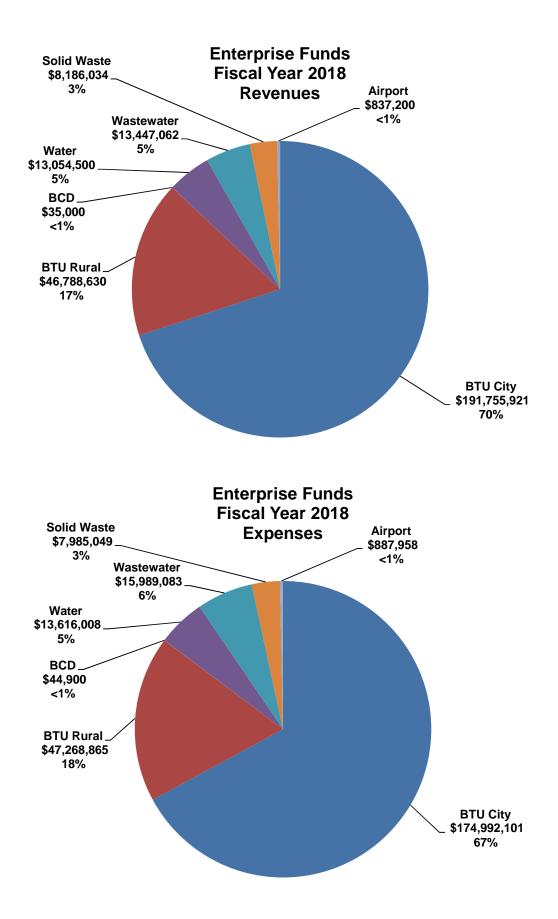
Non-operating expenses are projected to be \$314,494. This is a decrease of \$24,347 from the FY2017 amended budget. This variance is due to a decrease in cash funded capital and a decrease in debt service. The City issued debt in FY2016 of which \$1.2 million will be used to construct new hangars in FY2018. These hangars will produce an increase in operating revenue which should offset the new debt service incurred. The year ending FY2018 operating funds balance is estimated at \$149,896.

## **BRYAN COMMERCE AND DEVELOPMENT (BCD)**

Bryan Commerce and Development, Inc. (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.

FY2018 overall adopted revenues are \$35,000, which represents a \$35,000 transfer from the General Fund.

Fiscal Year 2018 BCD expenditures include allocated costs for services provided to BCD of \$41,336 and other services and charges of \$3,564. Total expenses are expected to be \$44,900. Ending operating funds in BCD for FY2018 are estimated at \$21,077.

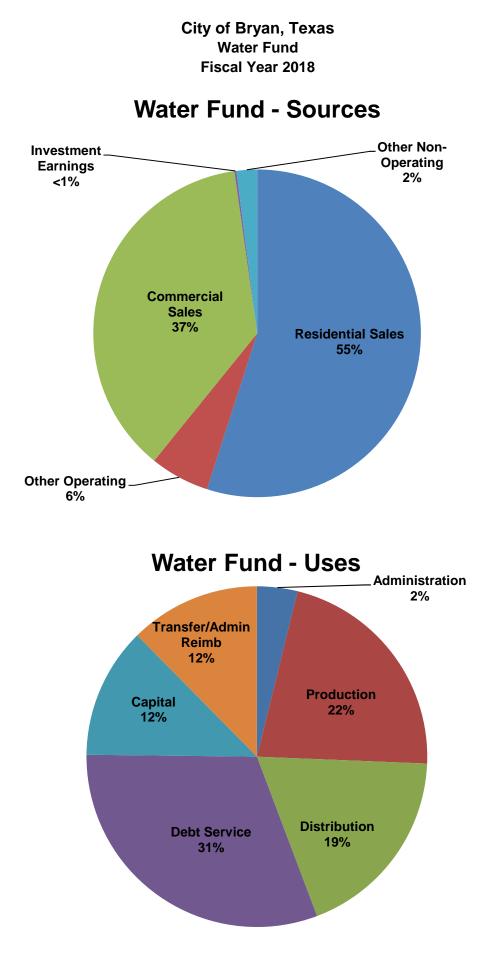




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#### CITY OF BRYAN, TEXAS Water Fund Summary Fiscal Year 2018

|  | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted | \$Chng/FY17<br>Amended | %Chng<br>/FY17 |
|--|------------------|-------------------|-------------------|---------------------|-------------------|------------------------|----------------|
| Revenues   |                  |                   |                   |                     |                   |                        |                |
| Operating Revenues:                                      |                  |                   |                   |                     |                   |                        |                |
| Water Sales  | \$ 11,998,867    | \$ 11,688,655     | \$ 11,688,655     | \$ 11,988,655       | \$ 12,000,000     | \$ 311,345             | 2.7%           |
| Water Penalties  | 129,622          | 134,000           | 134,000           | 134,474             | 132,000           | (2,000)                | -1.5%          |
| Miscellaneous  | 527,689          | 635,625           | 635,625           | 587,500             | 633,000           | (2,625)                | -0.4%          |
| Total Operating Revenues                                 | 12,656,178       | 12,458,280        | 12,458,280        | 12,710,629          | 12,765,000        | 306,720                | 2.5%           |
| Non-Operating Revenues:                                  |                  |                   |                   |                     |                   |                        |                |
| Interest Income  | 52,470           | 25,000            | 25,000            | 46,000              | 25,000            | -                      | 0.0%           |
| Gain (Loss) on Assets                                    | 12,420           | -                 | -                 | -                   | -                 | -                      | 0.0%           |
| Water Tap Fees   | 139,850          | 85,000            | 85,000            | 120,000             | 125,000           | 40,000                 | 47.1%          |
| Oil & Gas Royalty  | 56               | 1,500             | 1,500             | 100                 | 1,500             | -                      | 0.0%           |
| Inventory markup   | 22,869           | 18,000            | 18,000            | 20,000              | 18,000            | -                      | 0.0%           |
| Miscellaneous non-operating income                       | 41,873           | 90,000            | 90,000            | 108,033             | 90,000            | -                      | 0.0%           |
| Transfers In   | 42,021           | 40,054            | 40,054            | 40,054              | 30,000            | (10,054)               | -25.1%         |
| Total Non-Operating Revenues                             | 311,559          | 259,554           | 259,554           | 334,187             | 289,500           | 29,946                 | 11.5%          |
| Total Revenues   | 12,967,737       | 12,717,834        | 12,717,834        | 13,044,816          | 13,054,500        | 336,666                | 2.6%           |
| Expenditures   |                  |                   |                   |                     |                   |                        |                |
| Operating Expenses:                                      |                  |                   |                   |                     |                   |                        |                |
| Water Administration                                     | 1,633,103        | 352,726           | 352,726           | 833,403             | 524,326           | 171,600                | 48.6%          |
| Water Production   | 2,719,308        | 2,951,176         | 2,951,176         | 2,803,209           | 2,967,517         | 16,341                 | 0.6%           |
| Water Distribution                                       | 2,089,415        | 2,484,733         | 2,484,733         | 2,398,704           | 2,533,856         | 49,123                 | 2.0%           |
| General & Admin. Reimbursement                           | 462,635          | 433,420           | 433,420           | 433,420             | 512,574           | 79,154                 | 18.3%          |
| Transfer to Other Funds                                  | 69,241           | 74,765            | 74,765            | 74,765              | 57,725            | (17,040)               | -22.8%         |
| Transfer to BTU  | 433,478          | 527,970           | 527,970           | 527,970             | 478,222           | (49,748)               | -9.4%          |
| Total Operating Expenses                                 | 7,407,179        | 6,824,790         | 6,824,790         | 7,071,471           | 7,074,220         | 249,430                | 3.7%           |
| Non-Operating Expenses:                                  |                  |                   |                   |                     |                   |                        |                |
| Annual Capital   | 2,560,161        | 2,566,500         | 2,566,500         | 2,309,973           | 1,694,000         | (872,500)              | -34.0%         |
| Right of Way Payments                                    | 631,378          | 629,300           | 629,300           | 629,300             | 638,250           | 8,950                  | 1.4%           |
| Paying Agent Fee   | 1,269            | 15,000            | 15,000            | 15,000              | 15,000            | -                      | 0.0%           |
| Miscellaneous Debt Expense                               | -                | 40,000            | 263,000           | 122,293             | 25,000            | (238,000)              | -90.5%         |
| Debt Service: General Obligation Debt                    | 3,768,476        | 4,100,588         | 4,100,588         | 4,196,771           | 4,169,538         | 68,950                 | 1.7%           |
| Total Non-Operating Expenses                             | 6,961,284        | 7,351,388         | 7,574,388         | 7,273,337           | 6,541,788         | (1,032,600)            | -13.6%         |
| Total Expenditures                                       | 14,368,463       | 14,176,178        | 14,399,178        | 14,344,808          | 13,616,008        | (783,170)              | -5.4%          |
| Net Increase/(Decrease)                                  | (1,400,726)      | (1,458,344)       | (1,681,344)       | (1,299,992)         | (561,508)         |                        |                |
| Beginning Operating Funds                                | 6,350,558        | 4,069,703         | 4,069,703         | 6,731,872           | 5,431,880         |                        |                |
| Timing of Cash Flows                                     | 1,782,040        | -                 | -                 | -                   | -                 |                        |                |
| Ending Operating Funds                                   | \$ 6,731,872     | \$ 2,611,359      | \$ 2,388,359      | \$ 5,431,880        | \$ 4,870,372      |                        |                |
| Reserve Requirement :<br>(Sixty days operating expenses) | \$ 1,234,530     | \$ 1,137,465      | \$ 1,137,465      | \$ 1,178,579        | \$ 1,179,037      |                        |                |



## **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 2017 Accomplishments**

- Replaced miscellaneous distribution lines
- Continued proactive valve program
- Completed Automated Meter Infrastructure (AMI) installation
- Initiate customer service functionality of Automated Meter Infrastructure (AMI) installation
- Expanded database for CSI/BPAT
- 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
- Infrastructure protection painted 2 MG elevated reservoir (Luza St)
- Replaced pump #1 at Main Street Pump Station
- Replaced pump #5 at Main Street Pump Station
- Completed design of infrastructure along W SH 21 and Hwy 47 to convert Bryan customers from Wellborn SUD.
- Bid Production and Distribution line extensions along North Texas Avenue

#### Fiscal Year 2018 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
- Complete customer service functionality of Automated Meter Infrastructure (AMI)
- Improve fire flows in areas with flows currently below 1000 gpm
- Implementation of emergency generators for the water production system
- Rehabilitate High Service Pump #7
- Adopt water utility extension ordinance
- Identify location for new 2MG elevated storage site
- Complete the Production line loop along North Texas Avenue
- Upgrade the 10" water line along North Texas Avenue
- Infrastructure protection paint 1 MG elevated reservoir (North Texas)
- Rehabilitate Well #19
- Begin construction on infrastructure along W SH 21 and Hwy 47 to convert Bryan customer from Wellborn SUD

|                           |          | FY2016<br>Actual |    | FY2017<br>Adopted |    |            | FY2017<br>Projected |            | FY2018<br>Adopted |            | \$Chng/FY2017<br>Amended |                   | %Chng<br>/17 |
|---------------------------|----------|------------------|----|-------------------|----|------------|---------------------|------------|-------------------|------------|--------------------------|-------------------|--------------|
| Salaries and Benefits     | \$ 2,3   | 5,185            | \$ | 2,565,511         | \$ | 2,565,511  | \$                  | 2,426,626  | \$                | 2,650,205  | \$                       | 84,694            | 3.3%         |
| Supplies                  | 22       | 2,356            |    | 276,538           |    | 276,538    |                     | 261,884    |                   | 245,667    |                          | (30,871)          | -11.2%       |
| Maintenance & Services    | 3,33     | 5,353            |    | 2,544,188         |    | 2,544,188  |                     | 2,864,098  |                   | 2,707,429  |                          | 163,241           | 6.4%         |
| Miscellaneous/Admin Reimb | 1,03     | 1,566            |    | 835,818           |    | 835,818    |                     | 916,128    |                   | 934,972    |                          | 99,154            | 11.9%        |
| Capital Outlay            | 2,50     | 0,161            |    | 2,566,500         |    | 2,566,500  |                     | 2,309,973  |                   | 1,694,000  |                          | (872,500)         | -34.0%       |
| Debt Service              | 3,76     | 9,745            |    | 4,155,588         |    | 4,378,588  |                     | 4,334,064  |                   | 4,209,538  |                          | (169,050)         | -3.9%        |
| Transfers                 | 1,13     | 4,097            |    | 1,232,035         |    | 1,232,035  |                     | 1,232,035  |                   | 1,174,197  |                          | (57 <i>,</i> 838) | -4.7%        |
| Total Expenses            | \$ 14,30 | 8,463            | \$ | 14,176,178        | \$ | 14,399,178 | \$                  | 14,344,808 | \$                | 13,616,008 | \$                       | (783,170)         | -5.4%        |

#### **Budgeted Personnel**

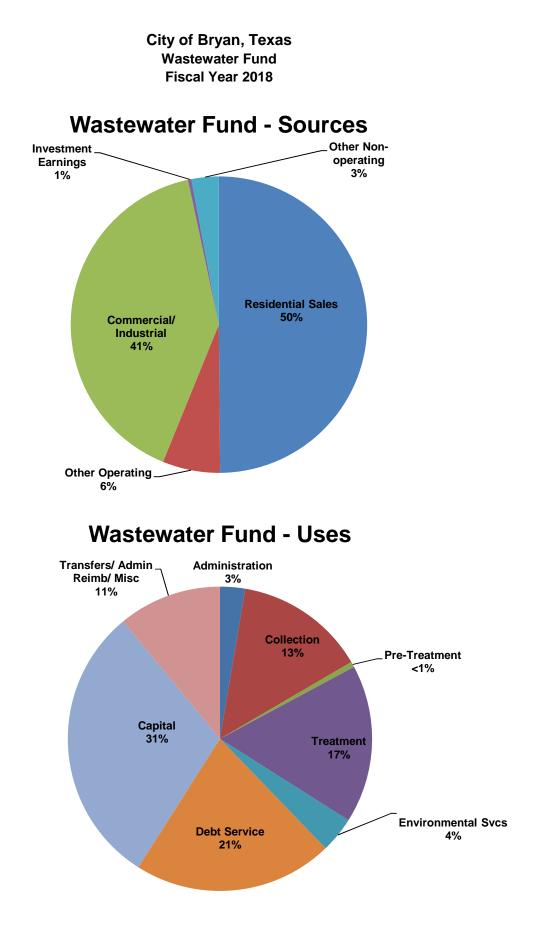
|                                       | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|---------------------------------------|-------------------|-------------------|-------------------|---------------------|-------------------|
| Administration                        | Adopted           | Adopted           | Amenaca           | Trojecteu           | Adopted           |
| Director of Public Works              | 0.50              | 0.50              | 0.50              | 0.50                | 0.50              |
| SUB-TOTAL                             | 0.50              | 0.50              | 0.50              | 0.50                | 0.50              |
| Production                            |                   |                   |                   |                     |                   |
| Production & Field Operations Manager | 0.40              | 0.40              | 0.40              | 0.40                | 0.40              |
| Water Services Division Assistant     | 0.50              | 0.50              | 0.50              | 0.50                | 0.50              |
| Maintenance Supervisor                | 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                 | -                 | -                 | -                   | -                 |
| WP Maintenance Operator               | 2                 | 2                 | 2                 | 2                   | 2                 |
| WP Plant Operator                     | 4                 | 4                 | 4                 | 4                   | 4                 |
| SUB-TOTAL                             | 15.40             | 12.90             | 12.90             | 12.90               | 12.90             |
| Distribution                          |                   |                   |                   |                     |                   |
| Production & Field Operations Manager | 0.40              | 0.40              | 0.40              | 0.40                | 0.40              |
| GIS Analyst                           | 0.75              | 0.75              | 0.75              | 0.75                | 0.75              |
| GIS Technician                        | 1                 | 1                 | 1                 | 1                   | 1                 |
| Water Services Division Assistant     | 0.50              | 0.50              | 0.50              | 0.50                | 0.50              |
| Water Svcs Admin Supervisor           | 0.50              | 0.50              | 0.50              | 0.50                | 0.50              |
| Maintenance Supervisor                | 1                 | 1                 | 1                 | 1                   | 1                 |
| Maintenance Crew Leader               | 2                 | 3                 | 3                 | 3                   | 3                 |
| Maintenance Worker/Operator           | 11                | 14                | 14                | 14                  | 14                |
| Valve & Hydrant Crew Leader           | 1                 | -                 | -                 | -                   | -                 |
| WD Customer Service Technician        | 2                 | 1                 | 1                 | 1                   | 1                 |
| SUB-TOTAL                             | 20.15             | 22.15             | 22.15             | 22.15               | 22.15             |
| Total                                 | 36.05             | 35.55             | 35.55             | 35.55               | 35.55             |

Performance and Activity Measures

|  | FY2016<br>Actual |      | FY2017<br>Adopted | FY2017<br>Amended | I  | FY2017<br>Projected | FY2018<br>Adopted |
|--|------------------|------|-------------------|-------------------|----|---------------------|-------------------|
| Percent Demand as a measure of capacity          |                  | 60%  | . 64%             | 64%               |    | 64%                 | 64%               |
| Water Pump Stations Maintained                   |                  | 3    | 3                 | 3                 |    | 3                   | 3                 |
| Water Pumps/Motors Maintained                    |                  | 25   | 25                | 25                |    | 25                  | 25                |
| Water Mains Maintained (miles)                   |                  | 479  | 482               | 481               |    | 481                 | 483               |
| Active Customer Accounts                         | 22,              | ,985 | 23,099            | 23,099            |    | 23,099              | 23,323            |
| New Water Connections                            |                  | 275  | 200               | 250               |    | 300                 | 250               |
| Water mains installed - new (miles)              |                  | 2    | 3                 | 2                 |    | 2                   | 2                 |
| Fire Hydrants Maintained                         | 2,               | ,426 | 2,450             | 2,450             |    | 2,450               | 2,465             |
| Water Usage per 1000 Population (in millions) Tx |                  | 45.5 | 43.8              | 43.8              |    | 43.8                | 43.6              |
| Admin Cost per Million Gallons Produced (admin   | \$ 1,            | ,559 | \$<br>1,682       | \$<br>5 1,742     | \$ | 1,752               | \$<br>1,689       |
| Breaks per Main Mile                             | 0.               | .752 | 0.830             | 0.832             |    | 0.832               | 0.828             |
| Customer Accounts per Employee (pdn + dist)      |                  | 647  | 659               | 659               |    | 659                 | 665               |
| Average Volume of Water (MGD) delivered per      | 0.               | .292 | 0.289             | 0.289             |    | 0.289               | 0.292             |
| Distribution System Water Loss                   |                  | 7%   | 8%                | 8%                |    | 8%                  | 8%                |
| O&M Costs per account                            | \$               | 256  | \$<br>233         | \$<br>5 233       | \$ | 240                 | \$<br>240         |
| O&M Costs per Million Gallons Produced           | \$ 1,            | ,553 | \$<br>1,456       | \$<br>5 1,456     | \$ | 1,501               | \$<br>1,498       |

## CITY OF BRYAN, TEXAS Wastewater Fund Summary Fiscal Year 2018

|  | FY2016<br>Actual | FY2017<br>Adopted     | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted | \$Chng/FY17<br>Amended | %Chng<br>/FY17 |
|--|------------------|-----------------------|-------------------|---------------------|-------------------|------------------------|----------------|
| Revenues   |                  |                       |                   |                     |                   |                        |                |
| Operating Revenues                                       |                  | • · · · · · · · · · · | •                 | • • • • • • • • • • |                   | • • • • • • • • •      |                |
| Sewer System Revenue                                     | \$ 12,207,129    | \$ 12,050,000         | \$ 12,050,000     | \$ 12,050,000       | \$ 12,150,000     | \$ 100,000             | 0.8%           |
| Sewer Penalties  | 120,876          | 130,000               | 130,000           | 126,464             | 126,000           | (4,000)                | -3.1%          |
| Miscellaneous  | 14,681           | 5,000                 | 5,000             | 7,000               | 7,000             | 2,000                  | 40.0%          |
| Pretreatment Fees  | 604,377          | 500,000               | 500,000           | 575,000             | 650,000           | 150,000                | 30.0%          |
| Hauler & Sewer Inspection Fees                           | 62,250           | 55,400                | 55,400            | 64,300              | 64,200            | 8,800                  | 15.9%          |
| Total Operating Revenues                                 | 13,009,313       | 12,740,400            | 12,740,400        | 12,822,764          | 12,997,200        | 256,800                | 2.0%           |
| Non-Operating Revenues                                   |                  |                       |                   |                     |                   |                        |                |
| Sewer Tap Fees   | 90,605           | 65,000                | 65,000            | 85,000              | 95,000            | 30,000                 | 46.2%          |
| Miscellaneous-Non Operating                              | 31,019           | 22,000                | 22,000            | 26,402              | 22,000            | -                      | 0.0%           |
| Transfers from Other Funds                               | 143,048          | 140,429               | 140,429           | 140,429             | 282,862           | 142,433                | 101.4%         |
| Interest Income  | 70,115           | 50,000                | 50,000            | 65,000              | 50,000            | -                      | 0.0%           |
| Gain on sale of asset                                    | 14,115           | -                     | -                 | -                   | -                 | -                      | 0.0%           |
| Total Non-Operating Revenues                             | 348,902          | 277,429               | 277,429           | 316,831             | 449,862           | 172,433                | 62.2%          |
| Total Revenues   | 13,358,215       | 13,017,829            | 13,017,829        | 13,139,595          | 13,447,062        | 429,233                | 3.3%           |
| Expenditures   |                  |                       |                   |                     |                   |                        |                |
| Operating Expenses                                       |                  |                       |                   |                     |                   |                        |                |
| Wastewater Administration                                | 476,335          | 330,585               | 330,585           | 618,566             | 426,193           | 95,608                 | 28.9%          |
| Wastewater Collection                                    | 1,805,495        | 2,212,585             | 2,212,585         | 2,111,119           | 2,225,302         | 12,717                 | 0.6%           |
| Wastewater Pre-Treatment                                 | 62,273           | 93,473                | 93,473            | 77,740              | 95,095            | 1,622                  | 1.7%           |
| Wastewater Treatment                                     | 2,341,819        | 2,717,273             | 2,717,273         | 2,406,494           | 2,688,005         | (29,268)               | -1.1%          |
| Environmental Services                                   | 550,904          | 593,465               | 593,465           | 588,932             | 606,915           | 13,450                 | 2.3%           |
| General & Admin Reimbursement                            | 517,840          | 549,668               | 549,668           | 549,668             | 609,785           | 60,117                 | 10.9%          |
| Transfer to Other Funds                                  | 46,524           | 44,507                | 44,507            | 44,507              | 34,431            | (10,076)               | -22.6%         |
| Transfer to BTU  | 412,366          | 503,706               | 503,706           | 503,706             | 464,489           | (39,217)               | -7.8%          |
| Total Operating Expenses                                 | 6,213,556        | 7,045,262             | 7,045,262         | 6,900,732           | 7,150,215         | 104,953                | 1.5%           |
| Non-Operating Expenses                                   |                  | ,, -                  | ,, -              | -,,-                | , , -             | - ,                    |                |
| Annual Capital   | 5,870,207        | 4,573,252             | 4,573,252         | 3,561,573           | 4,800,000         | 226,748                | 5.0%           |
| Right of Way Payments                                    | 633,504          | 639,450               | 639,450           | 639,450             | 647,100           | 7,650                  | 1.2%           |
| Paying Agent Fee   | 2,056            | 5,000                 | 5,000             | 5,000               | 5,000             | -                      | 0.0%           |
| Debt Service   | 3,522,329        | 3,533,687             | 3,533,687         | 3,533,911           | 3,386,768         | (146,919)              | -4.2%          |
| Total Non-Operating Expenses                             | 10,028,096       | 8,751,389             | 8,751,389         | 7,739,934           | 8,838,868         | 87,479                 | 1.0%           |
| Total Expenditures                                       | 16,241,652       | 15,796,651            | 15,796,651        | 14,640,666          | 15,989,083        | 192,432                | 1.2%           |
| Net Increase/(Decrease)                                  | (2,883,437)      | (2,778,822)           | (2,778,822)       | (1,501,071)         | (2,542,021)       |                        |                |
| Beginning Operating Funds                                | 10,568,983       | 6,450,391             | 6,450,391         | 9,857,562           | 8,356,491         |                        |                |
| Timing of Cash Flows                                     | 2,172,016        |                       |                   |                     |                   |                        |                |
| Ending Operating Funds                                   | \$ 9,857,562     | \$ 3,671,569          | \$ 3,671,569      | \$ 8,356,491        | \$ 5,814,470      |                        |                |
| Reserve Requirement :<br>(Sixty days operating expenses) | \$ 1,035,593     | \$ 1,174,210          | \$ 1,174,210      | \$ 1,150,122        | \$ 1,191,703      |                        |                |



## **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 2017 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
- Executed proactive cleaning plan 76 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
- Rehabilitated 83 manholes
- Partial replacement of lift station control panels
- Rehabbed aging pumps and motors at Burton and Still Creek WWTPs
- Completed construction on Still Creek Phase III
- Decreased dependency on potable water use within WWTPs
- Developed TV layer in GIS and database of TV information
- Reallocated Local Limits for Burton Creek and Still Creek WWTPs
- Pipe burst aging infrastructure

#### Fiscal Year 2018 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 85 miles
- Rehabilitate 100 manholes
- Continue developing TV layer in GIS and database of TV information
- Upgrade control panels at miscellaneous lift stations
- Research communication options for lift stations
- Complete all projects in SSO plan with TCEQ
- Miscellaneous sewer line replacements (pipe burst/conventional)
- Eastside sewer treatment site selection
- Adopt Local Limits for Thompsons Creek WWTP
- Renew permit coverage for Burton Creek, Still Creek, and Thompsons Creek WWTPs
- Renew permit coverage for MS4
- Renew permit coverage for Risk Management Plan (Burton and Still Creek WWTPs, Well Field)

|                           |      | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted | •  | nng/FY2017<br>Amended | %Chng<br>/17 |
|---------------------------|------|------------------|-------------------|-------------------|---------------------|-------------------|----|-----------------------|--------------|
| Salaries and Benefits     | \$   | 2,698,454        | \$<br>2,998,052   | \$<br>2,998,052   | \$<br>2,870,540     | \$<br>3,096,111   | \$ | 98,059                | 3.3%         |
| Supplies                  |      | 364,581          | 505,750           | 505,750           | 460,507             | 452,734           |    | (53,016)              | -10.5%       |
| Maintenance & Services    |      | 1,767,488        | 2,059,269         | 2,059,269         | 2,148,130           | 2,108,721         |    | 49,452                | 2.4%         |
| Miscellaneous/Admin Reimb |      | 924,143          | 933,978           | 933,978           | 878,915             | 993,729           |    | 59,751                | 6.4%         |
| Capital Outlay            |      | 5,870,207        | 4,573,252         | 4,573,252         | 3,556,000           | 4,800,000         |    | 226,748               | 5.0%         |
| Debt Service              |      | 3,524,385        | 3,538,687         | 3,538,687         | 3,538,911           | 3,391,768         |    | (146,919)             | -4.2%        |
| Transfers                 |      | 1,092,394        | 1,187,663         | 1,187,663         | 1,187,663           | 1,146,020         |    | (41,643)              | -3.5%        |
| Total Expenses            | \$ : | 16,241,652       | \$<br>15,796,651  | \$<br>15,796,651  | \$<br>14,640,666    | \$<br>15,989,083  | \$ | 192,432               | 1.2%         |

**Budgeted Personnel** 

|  |                   | But               | Beteurersonne     |                     |                   |
|--|-------------------|-------------------|-------------------|---------------------|-------------------|
|  | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
| Administration                           |                   |                   |                   |                     |                   |
| Director of Public Works                 | 0.50              | 0.50              | 0.50              | 0.50                | 0.50              |
| Subtotal                                 | 0.50              | 0.50              | 0.50              | 0.50                | 0.50              |
| Collection                               |                   |                   |                   |                     |                   |
| Compliance and I&I Supervisor            | 1                 | 1                 | 1                 | 1                   | 1                 |
| Lift Station Crew Leader                 | 0                 | 1                 | 1                 | 1                   | 0                 |
| Lift Station Operator                    | 0                 | 1                 | 1                 | 1                   | 2                 |
| Jet Truck Crew Leader                    | 1                 | 1                 | 1                 | 1                   | 1                 |
| Maintenance Crew Leader                  | 4                 | 5                 | 5                 | 5                   | 5                 |
| Maintenance Worker/Operator              | 8                 | 7                 | 7                 | 7                   | 7                 |
| Maintenance Supervisor                   | 1                 | 1                 | 1                 | 1                   | 1                 |
| Water Services Division Assistant        | 0                 | 1                 | 1                 | 1                   | 0.50              |
| Production & Field Operations Manager    | 0.20              | 0.20              | 0.20              | 0.20                | 0.20              |
| Public Works Assistant-Call Center       | 0                 | 0                 | 0                 | 0                   | 0                 |
| Water Services Administrative Supervisor | 1                 | 1                 | 1                 | 1                   | 0.50              |
| GIS Analyst                              | 0.25              | 0.25              | 0.25              | 0.25                | 0.25              |
| TV Truck Crew Leader                     | 1                 | 1                 | 1                 | 1                   | 1                 |
| Vacuum Truck Crew Leader                 | 2                 | 1                 | 1                 | 1                   | 1                 |
| Subtotal                                 | 19.45             | 20.45             | 20.45             | 20.45               | 20.45             |
| Pre-Treatment / WWT                      |                   |                   |                   |                     |                   |
| Pre-Treatment Plant 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                 | 0                 | 0                 | 0                   | 0                 |
| Lift Station Operator                    | 1                 | 0                 | 0                 | 0                   | 0                 |
| Maintenance Supervisor                   | 0.50              | 0.00              | 0.00              | 0.00                | 0                 |
| Plant 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                 | 3                 | 3                 | 3                   | 3                 |
| WWT Plant Operator                       | 6                 | 6                 | 6                 | 6                   | 6                 |
| Subtotal                                 | 13.50             | 13.00             | 13.00             | 13.00               | 13.00             |
| Sewer/Env Svcs/Wastewater                |                   |                   |                   |                     |                   |
| Code Compliance Officer                  | 3                 | 4                 | 3                 | 4                   | 4                 |
| Environmental Compliance Supervisor      | 1                 | 4<br>0            | 1                 | 4                   | 4<br>0            |
| Treatment and Compliance Manager         | 0.50              | 0.50              | 0.50              | 0.50                | 0.50              |
| Water Quality Technician                 | 2                 | 0.50              | 0.30              | 0.30                | 0.50              |
| Subtotal                                 | 6.50              | 6.50              | 6.50              | 6.50                | 6.50              |
| Total                                    | 40.95             | 41.45             | 41.45             | 41.45               | 41.45             |
| 10101                                    | 40.95             | 41.45             | 41.43             | 41.43               | 41.43             |

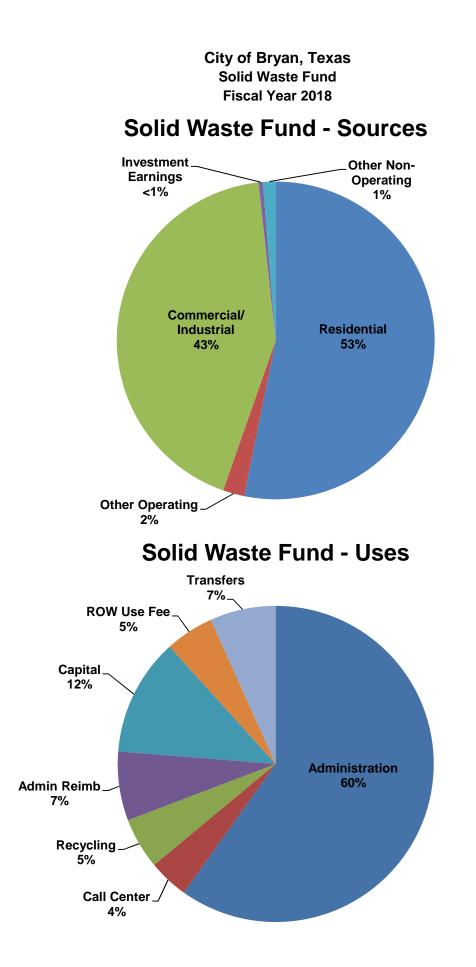
|   | Performance and Activity Measures |                 |                  |     |                   |                     |       |                   |
|---|-----------------------------------|-----------------|------------------|-----|-------------------|---------------------|-------|-------------------|
|   |                                   | Y2016<br>Actual | FY2017<br>Adopte |     | FY2017<br>Amended | FY2017<br>Projected |       | FY2018<br>Adopted |
| Sewer Mains Maintained (miles)  |                                   | 396             |                  | 395 | 398               | 39                  | 8     | 400               |
| Stoppages Removed from City Mains (each)                                  |                                   | 594             | 1,               | 000 | 600               | 60                  | 0     | 600               |
| Collection Mains Installed - New (miles)                                  |                                   | 7               |                  | (1) | 2                 |                     | 2     | 2                 |
| New Sewer Connections   |                                   | 121             |                  | 250 | 250               | 12                  | 5     | 125               |
| Sewer Customers (accounts)  |                                   | 22,538          | 22,              | 598 | 22,598            | 22,59               | 8     | 22,848            |
| Sewer Lift Stations Maintained  |                                   | 24              |                  | 24  | 24                | 2                   | 4     | 24                |
| TV Inspection I&I (miles)   |                                   | 3.6             |                  | 7.0 | 7.0               | 7                   | 0     | 7.0               |
| Smoke Testing I&I (miles)   |                                   | 51              |                  | 30  | 30                | 7                   | 0     | 40                |
| Manholes Repaired I&I   |                                   | 83              |                  | 100 | 100               | 10                  | 0     | 100               |
| Private Repaired/Replaced Sewer Laterals                                  |                                   | 188             |                  | 350 | 350               | 35                  | 0     | 350               |
| Sewer Mains Cleaned (miles)   |                                   | 76              |                  | 80  | 90                | 9                   | 0     | 90                |
| Sanitary Sewer Overflows  |                                   | 42              |                  | 75  | 75                | 7                   | 5     | 75                |
| Ratio of Volumes of Sewage to Water Sold                                  |                                   | 70%             |                  | 68% | 68%               | 70                  | )%    | 70%               |
| Volume of Wastewater Treated (MG)   |                                   | 2,658           | 2,               | 500 | 2,500             | 2,60                | 0     | 2,600             |
| Admin Cost per million gallons processed                                  | \$                                | 2,085           | \$2,             | 264 | \$ 2,264          | \$ 2,15             | 6 \$  | 2,128             |
| Sewer Overflow Rate (No. of overflows/total miles of main)                |                                   | 0.106           | 0.               | 190 | 0.188             | 0.18                | 8     | 0.188             |
| Collection System Integrity Rate = (# of failures/miles of piping system) |                                   | 1.61            | 2                | .72 | 1.70              | 1.7                 | 0     | 1.69              |
| O&M Costs per account   |                                   | 214             |                  | 246 | 246               | 24                  | 2     | 248               |
| O&M Costs per Million Gallons Processed                                   | \$                                | 1,817           | \$2,             | 225 | \$ 2,225          | \$ 2,10             | 17 \$ | 2,176             |
| Percentage of Grease Traps Inspected Annually                             |                                   | 24%             |                  | 95% | 95%               | 70                  | )%    | 95%               |
| Percentage of Significant Industrial Users in Compliance with IPP         |                                   | 100%            | 1                | 00% | 98%               | 100                 | )%    | 100%              |



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## CITY OF BRYAN, TEXAS Solid Waste Fund Summary Fiscal Year 2018

|  | FY2016<br>Actual |    | FY2017<br>Adopted | FY2017<br>Amended |   | FY2017<br>Projected | FY2018<br>Adopted |    | hng/FY17<br>mended | %Chng<br>/FY17 |
|--|------------------|----|-------------------|-------------------|---|---------------------|-------------------|----|--------------------|----------------|
| Revenues:  |                  |    |                   |                   |   |                     |                   |    |                    |                |
| Operating Revenues:                                      |                  |    |                   |                   |   |                     |                   |    |                    |                |
| Residential Refuse                                       | \$<br>4,217,732  | \$ | 4,277,713         | \$ 4,277,713      |   | \$ 4,277,058        | \$<br>4,354,045   | \$ | 76,332             | 1.8%           |
| Commercial Refuse  | 3,433,471        | :  | 3,467,780         | 3,467,780         |   | 3,450,304           | 3,512,409         |    | 44,629             | 1.3%           |
| Penalties  | 82,180           |    | 83,902            | 83,902            |   | 83,388              | 85,412            |    | 1,510              | 1.8%           |
| License & Permit Fees                                    | 50,892           |    | 40,000            | 40,000            |   | 50,000              | 45,000            |    | 5,000              | 12.5%          |
| Recycling  | 33,050           |    | 30,540            | 30,540            |   | 50,000              | 40,000            |    | 9,460              | 31.0%          |
| Miscellaneous  | 4,809            |    | 8,014             | 8,014             |   | 3,005               | 8,158             |    | 144                | 1.8%           |
| Total Operating Revenues                                 | <br>7,822,134    |    | 7,907,949         | 7,907,949         |   | 7,913,755           | 8,045,024         |    | 137,075            | 1.7%           |
| Non-Operating Revenues:                                  |                  |    |                   |                   |   |                     |                   |    |                    |                |
| Interest Income  | 31,467           |    | 19,000            | 19,000            |   | 40,000              | 35,000            |    | 16,000             | 84.2%          |
| Reimbursements & Transfers In                            | 91,655           |    | 104,764           | 104,764           |   | 104,764             | 106,010           |    | 1,246              | 1.2%           |
| Gain/(Loss) on sale of Asset                             | 26,030           |    | -                 | -                 |   | 100,000             | -                 |    | -                  | 0.0%           |
| Total Non-Operating Revenues                             | <br>149,152      |    | 123,764           | 123,764           |   | 244,764             | 141,010           |    | 17,246             | 13.9%          |
| Total Revenues   | <br>7,971,286    |    | 8,031,713         | 8,031,713         |   | 8,158,519           | 8,186,034         |    | 154,321            | 1.9%           |
| Expenditures:  |                  |    |                   |                   |   |                     |                   |    |                    |                |
| Operating Expenses:                                      |                  |    |                   |                   |   |                     |                   |    |                    |                |
| Administration   | 4,781,944        |    | 4,898,633         | 4,945,633         |   | 5,015,389           | 4,780,450         |    | (165,183)          | -3.3%          |
| Call Center  | 273,197          |    | 316,693           | 316,693           |   | 288,244             | 326,833           |    | 10,140             | 3.2%           |
| Recycling  | <br>339,857      |    | 410,307           | 410,307           |   | 403,615             | 418,677           |    | 8,370              | 2.0%           |
| Total Operating Expenses                                 | <br>5,394,998    |    | 5,625,633         | 5,672,633         |   | 5,707,248           | 5,525,960         |    | (146,673)          | -2.6%          |
| Non-Operating Expenses:                                  |                  |    |                   |                   |   |                     |                   |    |                    |                |
| Admin Reimbursement                                      | 563,220          |    | 540,528           | 540,528           |   | 540,528             | 564,752           |    | 24,224             | 4.5%           |
| Transfer to Wastewater                                   | 40,540           |    | 30,266            | 30,266            |   | 30,266              | 23,174            |    | (7,092)            | -23.4%         |
| Transfer to Water  | 10,505           |    | 12,016            | 12,016            |   | 12,016              | 5,000             |    | (7,016)            | -58.4%         |
| Transfer to BTU  | 474,992          |    | 532,824           | 532,824           |   | 532,824             | 509,552           |    | (23,272)           | -4.4%          |
| Right of Way Use Fee                                     | 380,964          |    | 391,470           | 391,470           |   | 391,470             | 397,593           |    | 6,123              | 1.6%           |
| Annual Capital   | <br>1,432,385    |    | 1,182,765         | 1,182,765         |   | 1,140,000           | 959,018           |    | (223,747)          | -18.9%         |
| Total Non-Operating Expenses                             | <br>2,902,606    |    | 2,689,869         | 2,689,869         |   | 2,647,104           | 2,459,089         |    | (230,780)          | -8.6%          |
| Total Expenditures                                       | <br>8,297,604    |    | 8,315,502         | 8,362,502         |   | 8,354,352           | 7,985,049         |    | (377,453)          | -4.5%          |
| Net Increase/(Decrease)                                  | (326,318)        |    | (283,789)         | (330,789          | ) | (195,833)           | 200,985           |    |                    |                |
| Beginning Operating Funds                                | 4,880,872        |    | 4,657,944         | 4,657,944         |   | 4,657,944           | 4,462,111         |    |                    |                |
| Timing of Cash Flows                                     | 103,390          |    | -                 | -                 |   | -                   | -                 |    |                    |                |
| Ending Operating Funds                                   | \$<br>4,657,944  | \$ | 4,374,155         | \$ 4,327,155      |   | \$ 4,462,111        | \$<br>4,663,096   | -  |                    |                |
| Reserve Requirement :<br>(Sixty days operating expenses) | \$<br>899,166    | \$ | 937,606           | \$ 945,439        |   | \$ 951,208          | \$<br>920,993     |    |                    |                |



## **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 2017 Accomplishments

- 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
- Completed and presented results from the solid waste rate study
- Launched a mobile app for residents, Recollect, an online and mobile waste management solution
- Along with BTU, upgraded Public Works radios systems
- Installed DVR camera system in Solid Waste Fleet
- Purchased and installed environmentally friendly wash station for refuse trucks
- Facilitated MSC training room renovation
- Enhanced the Downtown area by actively collecting litter, maintaining dumpster enclosures and sweeping sidewalks and streets
- Developed and implemented PW Employee Talent Development Program
- Continuing 5 year decision package to replace aging waste containers throughout the City
- Participated in multiple city wide tire cleanups with Code and Compliance Officers and collected over 2,000 tires
- Participated in annual events such as: Texas Reds, HHW, BVED and other city events
- Employees maintained and obtained various state licenses through TCEQ for waste management
- Maintained 1% increase of answering calls within 60/s pace service level
- Staff worked as part of the test team with Bryan Texas Utilities on a major system upgrade to Cayenta.
- Call Center Supervisor continues as the Program Administrator for the LATM (Local Area Traffic Management) Program
- Call Center Supervisor selected as Team Leader for OP-ICE CRM (Citizen Response Management) team.

## Fiscal Year 2018 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%.
- Implement solid waste phone app for residents to receive Solid Waste service information.
- Apply for at least 1 grant or award with established sustainability and education program.
- Implement Management and Supervisory training schedule for all Foreman and Crew Leaders
- 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.
- Effectively and efficiently process all work orders generated in the Call Center.

|                           | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted | \$Chng/FY17<br>Amended | %Chng/<br>FY17 |
|---------------------------|------------------|-------------------|-------------------|---------------------|-------------------|------------------------|----------------|
| Salaries and Benefits     | \$ 2,822,981     | \$ 2,746,534      | \$ 2,746,534      | \$ 2,884,251        | \$ 2,837,526      | \$ 90,992              | 3.3%           |
| Supplies                  | 426,136          | 687,002           | 687,002           | 505,016             | 442,481           | (244,521)              | -35.6%         |
| Maintenance & Services    | 528,068          | 529,706           | 576,706           | 651,296             | 583,562           | 6,856                  | 1.2%           |
| Miscellaneous/Admin Reimb | 2,181,033        | 2,202,919         | 2,202,919         | 2,178,213           | 2,227,143         | 24,224                 | 1.1%           |
| Capital Outlay            | 1,432,385        | 1,182,765         | 1,182,765         | 1,169,000           | 959,018           | (223,747)              | -18.9%         |
| Transfers                 | 907,001          | 966,576           | 966,576           | 966,576             | 935,319           | (31,257)               | -3.2%          |
| Total Expenses            | \$ 8,297,604     | \$ 8,315,502      | \$ 8,362,502      | \$ 8,354,352        | \$ 7,985,049      | (377,453)              | -4.5%          |

#### **Budgeted Personnel**

|                                      | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|--------------------------------------|-------------------|-------------------|-------------------|---------------------|-------------------|
| Administration                       |                   | / depice          |                   |                     |                   |
| Assistant Container Coordinator      | 0.00              | 0.00              | 0.00              | 0.00                | 1.00              |
| Brush & Bulky Crew Leader            | 2.00              | 1.00              | 1.00              | 1.00                | 1.00              |
| Brush & Bulky Equipment Operator     | 8.00              | 8.00              | 8.00              | 8.00                | 11.00             |
| Brush & Bulky Foreman                | 1.00              | 1.00              | 1.00              | 1.00                | 1.00              |
| Container Coordinator                | 2.00              | 2.00              | 2.00              | 2.00                | 1.00              |
| Environmental Operations Supervisor  | 1.00              | 1.00              | 1.00              | 1.00                | 1.00              |
| Environmental Services Manager       | 0.00              | 0.00              | 0.00              | 0.00                | 1.00              |
| Assessment Worker                    | 3.00              | 4.00              | 4.00              | 4.00                | 2.00              |
| Solid Waste Foreman                  | 0.00              | 0.00              | 0.00              | 0.00                | 2.00              |
| Solid Waste Equipment Operator       | 0.00              | 0.00              | 0.00              | 0.00                | 14.00             |
| Director of Public Works             | 0.05              | 0.00              | 0.00              | 0.00                | 0.00              |
| Solid Waste Commercial Foreman       | 1.00              | 1.00              | 1.00              | 1.00                | 0.00              |
| Solid Waste Residential Foreman      | 1.00              | 1.00              | 1.00              | 1.00                | 0.00              |
| Residential                          | 7.00              | 7.00              | 7.00              | 7.00                | 0.00              |
| Commercial                           | 6.00              | 6.00              | 6.00              | 6.00                | 0.00              |
| Street Sweepers                      | 2.00              | 2.00              | 2.00              | 2.00                | 0.00              |
| Subtotal                             | 34.05             | 34.00             | 34.00             | 34.00               | 35.00             |
| Call Center                          |                   |                   |                   |                     |                   |
| Public Works Assistant               | 3.00              | 3.00              | 3.00              | 3.00                | 3.00              |
| Public Works Support Asst.           | 1.00              | 1.00              | 1.00              | 1.00                | 1.00              |
| Customer Service Advocate/Supervisor | 1.00              | 1.00              | 1.00              | 1.00                | 1.00              |
| Subtotal                             | 5.00              | 5.00              | 5.00              | 5.00                | 5.00              |
| Compost                              |                   |                   |                   |                     |                   |
| Recycling Center Assistant           | 3.00              | 4.00              | 4.00              | 4.00                | 4.00              |
| 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                | 0.00              |
| BVSWMA - Compost                     | 0.00              | 0.00              | 0.00              | 0.00                | 0.00              |
| Subtotal                             | 5.00              | 6.00              | 6.00              | 6.00                | 5.00              |
| Total                                | 44.05             | 45.00             | 45.00             | 45.00               | 45.00             |

#### Performance and Activity Measures

|   | FY2016 | FY2017  | FY2017  | FY2017    | FY2018  |
|---|--------|---------|---------|-----------|---------|
|   | Actual | Adopted | Amended | Projected | 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         | 3      | 4       | 4       | 3         | 4       |
| Dead animal requests removed within 24 hrs          | 100%   | 100%    | 100%    | 100%      | 100%    |
| All work orders are completed within 24-48hrs       | 99%    | 100%    | 100%    | 99%       | 100%    |
| Calls answered within 60sec service level           | 97%    | 97%     | 97%     | 98%       | 98%     |
| # of calls handled from queue in/out Call Center    | 64,393 | 60,000  | 60,000  | 55,000    | 56,000  |
| # of job orders generated                           | 32,002 | 25,000  | 25,000  | 25,500    | 26,000  |

#### **Mission Statement**

BTU's mission is to give its customers exceptional service with reliable, competitively priced electricity while acting as a responsible and caring member of the community.

#### **Fiscal Year 2017 Accomplishments**

- Created third Continuous Improvement Team to further develop BTU's safety culture
- Annual system growth is approximately 1,600 new customers connected
- Inspected 4,829 wood distribution poles and treated approximately 4,132 poles to increase pole life
- Identified and replaced 267 wood distribution poles that were determined to be at end of life
- Identified and reinforced 430 wood distribution poles to increase pole life
- Constructed 11 miles of overhead and 16 miles of underground primary
- Completed Phase 2 of the Atkins Substation to Briarcrest Substation transmission line reconstruction
- Moved Transmission department to the BTU System Operations Center office building
- Completed upgrade of billing system software and implemented new bill print format
- Completed annual financial audit and received an unqualified opinion
- Completed enhancements to BTU website to allow customers to make deposit payments online
- Implementation of Payments for taking credit card payments on the phone
- Implementation QSE software to manage power purchases and ERCOT accounting
- Worked with Sensus to support the mass exchange of water meters
- Included Solid Waste vehicles into the Clevest AVL application (Automatic Vehicle Location)
- Migrated the MeterSense application to hosted solution with Sensus
- Refinanced portions of outstanding debt that resulted in debt service savings
- Complete upgrade of billing system software and implement new bill print format
- Construct sewer lift station at Lake Bryan and improve front entrance booth and signage
- Repaired roof of main office building
- Began construction of the South College Avenue overhead to underground conversion
- CHI St. Joseph hospital underground conversion
- Continue wood pole replacement program
- Began construction of Dansby 69kV transmission substation reconfigure
- Completed construction of the Texas A&M West Campus 138kV substation and loop-in
- Began design of the Nall Lane substation relocation
- Replace underground transmission between Nall Lane and Briarcrest substations
- Replace underground transmission between Atkins and Briarcrest substations

#### **Fiscal Year 2018 Goals and Objectives**

- BTU will continue to focus on safety culture improvement
- Successfully accommodate annual system customer growth
- Continue build-out of BTU Transmission system to meet customer growth and reliability needs
- Continue to build new Distribution facilities to meet the needs of both City and Rural customers
- Maintain software and hardware systems such that BTU customer operations and billing efforts can be accommodated
- Maintain BTU generation facilities so as to provide adequate resources to the system when necessary
- Maintain retail and wholesale rates that are competitive and reasonable

## Bryan Texas Utilities City Electric System Fiscal Year 2018

|  | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Proposed | \$Chng/FY17<br>Amended | % Chng<br>/FY17 |
|--|------------------|-------------------|-------------------|---------------------|--------------------|------------------------|-----------------|
| Revenues:  | <u></u>          | Adoptod           | / intended        | 110,00104           | Tropodou           | , inicitada            | <u>,</u>        |
| Operating Revenues:  |                  |                   |                   |                     |                    |                        |                 |
| Base Revenue   |                  |                   |                   |                     |                    |                        |                 |
| Retail   | \$ 45,927,166    | \$ 46,348,502     | \$ 46,348,502     | \$ 45,952,242       | \$ 46,300,798      | \$ (47,704)            | -0.1%           |
| Wholesale  | 24,083,070       | 24,779,068        | 24,779,068        | 25,293,421          | 24,719,689         | (59,379)               | -0.2%           |
| Fuel Pass Through  | 71,333,494       | 77,678,795        | 77,678,795        | 75,176,693          | 71,190,903         | (6,487,892)            | -8.4%           |
| Regulatory Charge Pass Through                                       | 15,840,864       | 15,245,133        | 15,245,133        | 16,208,461          | 16,582,464         | 1,337,331              | 8.8%            |
| TCOS Revenue   | 27,620,321       | -                 | -, -,             | -,, -               | -                  | -                      | 0.0%            |
| Other Operating Revenue  | 2,819,740        | 28,839,368        | 28,839,368        | 29,897,529          | 31,861,518         | 3,022,150              | 10.5%           |
| Total Operating Revenues   | 187,624,655      | 192,890,866       | 192,890,866       | 192,528,346         | 190,655,372        | (2,235,494)            | -1.2%           |
| Non-Operating Revenues:  | - ,- ,           | - ,,              | - ,,              | - ,,                |                    | ( ) , - ,              |                 |
| Interest Income  | 652,368          | 280,125           | 280,125           | 1,079,132           | 1,100,549          | 820,424                | 292.9%          |
| Total Non-Operating Revenues   | 652,368          | 280,125           | 280,125           | 1,079,132           | 1,100,549          | 820,424                | 292.9%          |
| Total Revenues   | 188,277,023      | 193,170,991       | 193,170,991       | 193,607,478         | 191,755,921        | (1,415,070)            | -0.7%           |
|  |                  |                   | , ,               | , ,                 | , ,                |                        |                 |
| Expenditures:<br>Operating Expenses:                                 |                  |                   |                   |                     |                    |                        |                 |
| Energy Cost  | 71,333,494       | 77,678,795        | 77,678,795        | 75,176,693          | 71,190,903         | (6,487,892)            | -8.4%           |
| Capacity Cost  | 29,998,113       | 27,494,469        | 27,494,469        | 28,563,630          | 18,077,594         | (9,416,875)            | -34.3%          |
| TCOS Expense - BTU   | 15,840,864       | 15,245,133        | 15,245,133        | 16,208,461          | 16,582,464         | 1,337,331              | 8.8%            |
| TCOS Expense - Wholesale   | 3,072,887        | 3,083,291         | 3,083,291         | 3,132,764           | 2,422,329          | (660,962)              | -21.4%          |
| Departmental Expenses  | 24,122,974       | 23,841,914        | 23,841,914        | 22,492,311          | 24,539,504         | 697,590                | 2.9%            |
| Admin Reimbursement to COB   | 768,630          | 921,487           | 921,487           | 811,965             | 877,368            | (44,119)               | -4.8%           |
| Admin Reimbursement from COB   | (1,515,748)      | ,                 | (1,505,592)       | (1,562,584)         | (1,598,520)        | (92,928)               | 6.2%            |
| Total Operating Expenses   | 143,621,213      | 146,759,497       | 146,759,497       | 144,823,240         | 132,091,642        | (14,667,855)           | -10.0%          |
| Non-Operating Expenses:  | 110,021,210      | 110,100,101       | 110,100,101       | 111,020,210         | 102,001,012        | (11,001,000)           | 10.070          |
| Annual Capital   | 11,319,894       | 17,920,166        | 17,920,166        | 14,853,476          | 12,569,886         | (5,350,280)            | -29.9%          |
| Right-of-Way Payments  | 11,908,617       | 12,435,095        | 12,435,095        | 12,576,970          | 13,051,257         | 616,162                | 5.0%            |
| Debt Service   | 22,176,065       | 23,263,080        | 23,263,080        | 23,304,110          | 17,279,316         | (5,983,764)            | -25.7%          |
| Total Non-Operating Expenditures                                     | 45,404,576       | 53,618,341        | 53,618,341        | 50,734,556          | 42,900,459         | (10,717,882)           | -20.0%          |
| Total Expenditures   | 189,025,788      | 200,377,838       | 200,377,838       | 195,557,796         | 174,992,101        | (25,385,737)           | -12.7%          |
| Net Increase (Decrease)  | \$ (748,766)     |                   | (7,206,847)       | (1,950,318)         | 16,763,820         | (,,,)                  |                 |
|  |                  |                   |                   |                     |                    |                        |                 |
| Beginning Unrestricted Cash<br>Transfer From Rate Stabilization Fund | 47,165,143       | 42,303,573        | 50,916,377        | 51,901,097          | 51,950,780         |                        |                 |
| Change in Restricted Collateral                                      | 4,500,000        | 2,000,000         | 2,000,000         | 2,000,000           |                    |                        |                 |
| Timing of Cash Flow  | 4,300,000        | 2,000,000         | 2,000,000         | 2,000,000           |                    |                        |                 |
| Ending Unrestricted Cash   | \$ 50,916,377    | \$ 37,096,726     | \$ 45,709,530     | \$ 51,950,779       | \$ 68,714,600      |                        |                 |
| # of Days of Reserve (90 day min)                                    | 134              | 96                | 118               | 135                 | 195                |                        |                 |
| Rate Stabilization Fund - Ending                                     | \$ 1,691,508     | \$ 1,697,532      | \$ 1,697,532      | \$ 1,706,732        | \$ 1,723,799       |                        |                 |

## Bryan Texas Utilities Rural Electric System Fiscal Year 2018

|  | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Proposed | \$Chng/FY17<br>Amended | % Chng<br>/FY17 |
|--|------------------|-------------------|-------------------|---------------------|--------------------|------------------------|-----------------|
| Revenues   |                  |                   |                   |                     |                    |                        |                 |
| Operating Revenues                                 |                  |                   |                   |                     |                    |                        |                 |
| Base Revenue                                       | \$ 23,031,797    | \$ 24,046,189     | \$ 24,046,189     | \$ 24,780,844       | \$ 25,903,930      | \$ 1,857,741           | 7.7%            |
| Fuel Pass Through                                  | 13,933,366       | 14,943,281        | 14,943,281        | 14,530,320          | 15,382,749         | 439,468                | 2.9%            |
| Regulatory Charge Pass Through                     | 4,540,617        | 4,299,280         | 4,299,280         | 4,731,967           | 5,012,405          | 713,125                | 16.6%           |
| Miscellaneous                                      | 425,246          | 323,332           | 323,332           | 400,000             | 409,200            | 85,868                 | 26.6%           |
| Total Operating Revenues                           | 41,931,026       | 43,612,082        | 43,612,082        | 44,443,131          | 46,708,284         | 3,096,202              | 7.1%            |
| Non-Operating Revenues                             |                  |                   |                   |                     |                    |                        |                 |
| Interest Income                                    | 41,114           | 44,242            | 44,242            | 73,010              | 80,346             | 36,104                 | 81.6%           |
| Total Revenues                                     | 41,972,140       | 43,656,324        | 43,656,324        | 44,516,141          | 46,788,630         | 3,132,306              | 7.2%            |
| Expenditures                                       |                  |                   |                   |                     |                    |                        |                 |
| Operating Expenses                                 |                  |                   |                   |                     |                    |                        |                 |
| Purchased Power - Base                             | 16,374,791       | 17,053,855        | 19,053,855        | 17,654,626          | 18,423,616         | (630,239)              | -3.3%           |
| Purchased Power - Fuel                             | 13,933,366       | 14,943,281        | 14,943,281        | 14,530,320          | 15,382,749         | 439,468                | 2.9%            |
| Purchased Power - Regulatory Charge                | 4,540,617        | 4,299,280         | 4,299,280         | 4,731,967           | 5,012,405          | 713,125                | 16.6%           |
| Departmental Expenses                              | 1,664,352        | 1,835,722         | 1,835,722         | 1,776,442           | 1,764,309          | (71,413)               | -3.9%           |
| All Other  | 35,688           | 35,000            | 35,000            | 35,000              | 35,000             | -                      | 0.0%            |
| Total Operating Expenses                           | 36,548,814       | 38,167,138        | 40,167,138        | 38,728,355          | 40,618,079         | 450,941                | 1.1%            |
| Non-Operating Expenses                             |                  |                   |                   |                     |                    |                        |                 |
| Annual Capital                                     | 4,461,957        | 3,664,749         | 4,664,749         | 3,425,688           | 4,826,027          | 161,278                | 3.5%            |
| Debt Service                                       | 1,201,009        | 1,968,879         | 1,968,879         | 1,822,098           | 1,824,759          | (144,120)              | -7.3%           |
| Total Non-Operating Expenditures                   | 5,662,965        | 5,633,628         | 6,633,628         | 5,247,786           | 6,650,786          | 17,158                 | 0.3%            |
| Total Expenditures                                 | \$ 42,211,780    | 43,800,766        | 46,800,766        | 43,976,141          | 47,268,865         | 468,099                | 1.0%            |
| Net Increase (Decrease)                            | \$ (239,640)     | (144,442)         | (3,144,442)       | 540,000             | (480,235)          |                        |                 |
| Beginning Unrestricted Cash<br>Timing of Cash Flow | 5,859,226        | 6,910,834<br>-    | 5,619,586<br>-    | 6,277,122           | 6,817,121<br>-     |                        |                 |
| Ending Unrestricted Cash                           | \$ 5,619,586     | \$ 6,766,392      | \$ 2,475,144      | \$ 6,817,122        | \$ 6,336,886       | -                      |                 |
| # of Days of Reserve (45 day min)                  | 56               | 65                | 22                | 64                  | 57                 |                        |                 |



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## CITY OF BRYAN, TEXAS Airport Fund Summary Fiscal Year 2018

|  | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted | \$Chng/FY17<br>Amended | %Chng<br>/FY17 |
|--|------------------|-------------------|-------------------|---------------------|-------------------|------------------------|----------------|
| Revenues   |                  |                   |                   |                     |                   |                        |                |
| Operating Revenues                                       |                  |                   |                   |                     |                   |                        |                |
| Rent   | \$ 135,484       | \$ 195,000        | \$ 195,000        | \$ 152,925          | \$ 180,000        | \$ (15,000)            | -7.7%          |
| Fuel Revenue   | 363,086          | 492,615           | 492,615           | 388,000             | 485,000           | (7,615)                | -1.5%          |
| Total Operating Revenues                                 | 498,570          | 687,615           | 687,615           | 540,925             | 665,000           | (22,615)               | -3.3%          |
| Non-Operating Revenues                                   |                  |                   |                   |                     |                   |                        |                |
| Grants and Reimbursements                                | -                | 50,000            | 50,000            | 48,000              | 50,000            | -                      | 0.0%           |
| Interest Income  | 5,177            | 1,000             | 1,000             | 9,000               | 9,000             | 8,000                  | 800.0%         |
| Misc. Revenues   | 9,405            | 2,400             | 2,400             | 17,054              | 3,200             | 800                    | 33.3%          |
| Transfers In   | 110,000          | 110,000           | 110,000           | 110,000             | 110,000           | -                      | 0.0%           |
| Gain on Sale of Asset                                    | 3,225            | -                 | -                 | -                   | -                 | -                      |                |
| Total Non-Operating Revenues                             | 127,807          | 163,400           | 163,400           | 184,054             | 172,200           | 8,800                  | 5.4%           |
| Total Revenues   | 626,377          | 851,015           | 851,015           | 724,979             | 837,200           | (13,815)               | -1.6%          |
| <b>Expenditures</b>                                      |                  |                   |                   |                     |                   |                        |                |
| Operating Expenses                                       |                  |                   |                   |                     |                   |                        |                |
| Salaries and Benefits                                    | 141,395          | 182,610           | 182,610           | 165,595             | 188,654           | 6,044                  | 3.3%           |
| Supplies   | 14,802           | 8,950             | 8,950             | 9,169               | 9,136             | 186                    | 2.1%           |
| Fuel for resale  | 222,256          | 315,000           | 315,000           | 240,000             | 300,000           | (15,000)               | -4.8%          |
| Maintenance  | 41,225           | 11,640            | 11,640            | 13,955              | 11,640            | -                      | 0.0%           |
| Other Services and Charges                               | 63,764           | 62,861            | 62,861            | 72,435              | 64,034            | 1,173                  | 1.9%           |
| Total Operating Expenses                                 | 483,442          | 581,061           | 581,061           | 501,154             | 573,464           | (7,597)                | -1.3%          |
| Non-Operating Expenses                                   |                  |                   |                   |                     |                   |                        |                |
| Debt Service   | 11,716           | 83,769            | 83,769            | 81,859              | 78,949            | (4,820)                | -5.8%          |
| Annual Capital   | 134,680          | 186,500           | 186,500           | 221,620             | 136,500           | (50,000)               | -26.8%         |
| Administrative Reimbursement                             | 53,194           | 68,572            | 68,572            | 68,572              | 99,045            | 30,473                 | 44.4%          |
| Total Non-Operating Expenses                             | 199,590          | 338,841           | 338,841           | 372,051             | 314,494           | (24,347)               | -7.2%          |
| Total Expenditures                                       | 683,032          | 919,902           | 919,902           | 873,205             | 887,958           | (31,944)               | -3.5%          |
| Net Increase /(Decrease)                                 | (56,655)         | (68,887)          | (68,887)          | (148,226)           | (50,758)          |                        |                |
| Beginning Operating Funds                                | 303,844          | 316,066           | 316,066           | 348,880             | 200,654           |                        |                |
| Timing of Cash Flows                                     | 101,691          | -                 | -                 | -                   | -                 |                        |                |
| Ending Operating Funds                                   | \$ 348,880       | \$ 247,179        | \$ 247,179        | \$ 200,654          | \$ 149,896        | -                      |                |
| Reserve Requirement :<br>(Sixty days operating expenses) | \$ 80,574        | \$ 96,844         | \$ 96,844         | \$ 83,526           | \$ 95,577         |                        |                |

Operating Funds = Unrestricted Cash



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## **Airport Fund**

## **Mission Statement**

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

## **Strategic Incentives**

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

## **Fiscal Year 2017 Accomplishments**

- Executed new fuel provider contract with EPIC Aviation
- Purchased and installed new 100LL fuel farm
- Increased fuel sales
- Developed private T-hangar
- Started and completed phase one of CIP construction projects (TXDOT Aviation)
- Renovated terminal building (flooring/paint/decorations)
- Replaced terminal HVAC system
- Attracted the Texas Flying Club to relocate operation to Coulter from Easterwood Airport
- Hosted the 3<sup>rd</sup> annual Scotty's House "The Great American Steak Out" event
- Hosted 6 field trips for students

## Fiscal Year 2018 Goals and Objectives

- Purchase a new lekrto tug for the airport
- Begin the first construction phase of the 3 year AIP project
- Submit a letter of intent to TXDOT Aviation regarding Coulter Field's 10 year master plan
- Continue working with private investors to get hangars developed
- Purchase a 100ll transfer trailer and provide a higher level of service to those customers
- Lease Jet –a re-fueler truck to increase the service level provided to our customers
- Continue hosting field trips for the local school districts
- Re-model the men's and women's restrooms in the terminal
- Revitalize the front terminal entry sign and landscaping at HWY 21
- Auction off the temporary construction trailer located near the H3 hangar to provide additional parking spaces

|                           | FY2016<br>Actual | FY2017<br>Adopted |         | FY2017<br>Amended |         | FY2017<br>Projected |         | FY2018<br>Adopted |    | hng/FY17<br>mended | %Chng/<br>FY17 |
|---------------------------|------------------|-------------------|---------|-------------------|---------|---------------------|---------|-------------------|----|--------------------|----------------|
| Salaries and Benefits     | \$<br>141,395    | \$                | 182,610 | \$                | 182,610 | \$                  | 165,595 | \$<br>188,654     | \$ | 6,044              | 3.3%           |
| Supplies                  | 237,057          |                   | 323,950 |                   | 323,950 |                     | 249,169 | 309,136           |    | (14,814)           | -4.6%          |
| Maintenance & Services    | 86,626           |                   | 56,096  |                   | 56,096  |                     | 59,026  | 75,674            |    | 19,578             | 34.9%          |
| Miscellaneous/Admin Reimb | 71,557           |                   | 86,977  |                   | 86,977  |                     | 95,936  | 99,045            |    | 12,068             | 13.9%          |
| Capital Outlay            | 134,680          |                   | 186,500 |                   | 186,500 |                     | 221,620 | 136,500           |    | (50,000)           | -26.8%         |
| Debt Service              | 11,716           |                   | 83,769  |                   | 83,769  |                     | 81,859  | 78,949            |    | (4,820)            | -5.8%          |
| Transfers                 | -                |                   | -       |                   | -       |                     | -       | -                 |    | -                  | 0.0%           |
| Total Expenses            | \$<br>683,032    | \$                | 919,902 | \$                | 919,902 | \$                  | 873,205 | \$<br>887,958     | \$ | (31,944)           | -3.5%          |

#### **Budgeted Personnel**

|                                    | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|------------------------------------|-------------------|-------------------|-------------------|---------------------|-------------------|
| Airport Manager                    | 1                 | 1                 | 1                 | 1                   | 1                 |
| Lead Airport Operations Specialist | 1                 | 1                 | 1                 | 1                   | 1                 |
| Total                              | 2                 | 2                 | 2                 | 2                   | 2                 |

#### Performance and Activity Measures

|  | FY2016<br>Actual |    | FY2017<br>Adopted | FY2017<br>mended | FY2017<br>Projected |         | FY2018<br>Adopted |         |
|--|------------------|----|-------------------|------------------|---------------------|---------|-------------------|---------|
| # of hangars leased month to month       | 36               |    | 36                | 36               |                     | 36      |                   | 46      |
| Revenue generated annually               | 127,434          | \$ | 106,200           | \$<br>106,200    | \$                  | 106,200 | \$                | 161,000 |
| # of hangars with 25-30 year leases      | 8                |    | 8                 | 8                |                     | 8       |                   | 9       |
| Revenue generated                        | 3,366            | \$ | 5,122             | \$<br>5,122      | \$                  | 5,122   | \$                | 7,858   |
| # of hangers leased other than T-hangars | 2                |    | 2                 | 2                |                     | 2       |                   | 2       |
| Revenue Generated                        | 28,000           | \$ | 21,300            | \$<br>21,300     | \$                  | 21,300  | \$                | 21,300  |
| # of month to month office lease         | 3                |    | 4                 | 4                |                     | 4       |                   | 4       |
| Revenue Generated                        | 4,666            | \$ | 9,420             | \$<br>9,420      | \$                  | 9,420   | \$                | 9,420   |
| 10% management fee for the BBC Hangar    | 1                |    | 1                 | 1                |                     | 1       |                   | 1       |
| Revenue Generated                        | 4,200            | \$ | 4,200             | \$<br>4,200      | \$                  | 4,200   | \$                | 4,200   |
| Misc. Revenue Generated                  | 1,920            | \$ | 1,200             | \$<br>1,200      | \$                  | 1,200   | \$                | 1,200   |

# CITY OF BRYAN, TEXAS Bryan Commerce and Development (BCD) Fund Summary Fiscal Year 2018

|                            | FY2016<br>Actual   | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted | \$Chng/FY17<br>Amended | %Chng/<br>FY16 |
|----------------------------|--------------------|-------------------|-------------------|---------------------|-------------------|------------------------|----------------|
| Revenues                   |                    |                   |                   |                     |                   |                        |                |
| Sale of land               | \$ 598,533         | 3\$               | - \$ -            | \$-                 | \$-               | \$-                    | 0.0%           |
| Traditions Lot Sales       | 696,232            | 2                 |                   | 1,022,093           | -                 | \$-                    | 0.0%           |
| Interest Income            | 1,84               | 5                 |                   | 1,188               | -                 | -                      | 0.0%           |
| Rental Income              | 300                | C                 |                   | -                   | -                 | -                      | 0.0%           |
| Transfer from General Fund |                    | - 35,0            | 35,000            | -                   | 35,000            | -                      | 0.0%           |
| Total Revenues             | 1,296,910          | ) 35,0            | 00 35,000         | 1,023,281           | 35,000            | -                      | 0.0%           |
| Expenditures               |                    |                   |                   |                     |                   |                        |                |
| Other services and charges | 5,250              | 0 53,4            | 25 53,425         | 12,175              | 3,564             | (49,861)               | -93.3%         |
| Allocated Costs            | 39,412             | 2 41,3            | 13 41,313         | 41,313              | 41,336            | 23                     | 0.1%           |
| Transfer to Other Funds    | 1,201,307          | 7                 |                   | 1,792,617           | -                 | -                      | 0.0%           |
| Total Expenses             | 1,245,969          | 9 94,7            | 38 94,738         | 1,846,105           | 44,900            | (49,838)               | -52.6%         |
| Net Increase/(Decrease)    | 50,94 <sup>2</sup> | 1 (59,7)          | 38) (59,738       | ) (822,824)         | (9,900)           |                        |                |
| Beginning Operating Funds  | 463,903            | 3 98,99           | 91 853,801        | 853,801             | 30,977            |                        |                |
| Timing of Cash Flows       | 338,957            | 7                 |                   | -                   | -                 |                        |                |
| Ending Operating Funds     | \$ 853,80          | 1 \$ 39,2         | 53 \$ 794,063     | \$ 30,977           | \$ 21,077         | -                      |                |

# 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 for specified purposes.

As Governmental Funds, they are accounted for by using the current financial resources measurement focus. Ending operating funds represents the financial resources that are available to meet near-term demands and liabilities. 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:

- Hotel/Motel Tax Fund
- Street Improvement Fund
- Drainage Fund
- TIRZ #10 (Traditions)
- TIRZ #19 (Nash Street)
- TIRZ #21 (Downtown)
- TIRZ #22 (Target)
- TIRZ #22 (North Tract)
- Court Technology Fund
- Community Development Fund
- Capital Reserve Fund
- Oil & Gas Fund

#### 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, at least 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. During the 2015 Texas legislative session, House Bill 3629 added language to Chapter 351 which applies only to the cities of Bryan and College Station. The new bill allows the City to use HOT revenues to construct, operate, or expand sporting facilities under certain circumstances.

Revenues from room receipts and interest income in FY2018 are projected to be \$1,300,000. This is an increase of \$100,000, or 8.3%, compared to FY2017 projections.

The City entered into an agreement with Atlas Hotel, LP ("The Stella") in FY2014. Through this agreement the City will pay, on a reimbursement basis, 50% of the Hotel/Motel tax collected and remitted by the Stella for advertising and other qualifying expenditures. The Stella opened in March, 2017.

Expenditures of \$1,541,500 have been budgeted for FY2018. Funding of \$384,000 is budgeted to the Bryan-College Station Convention & Visitor's Bureau. The Downtown Bryan Association (DBA) will be provided with \$247,500 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 \$180,000, and the Chamber of Commerce \$5,000. Included in the FY2018 expenditure budget is \$200,000 for festivals and other events. All programs funded must directly enhance and promote tourism and the convention and hotel industry. Funding of \$500,000 is budgeted for eligible Parks and Recreation projects for FY2018. The projected ending fund balance is \$1,578,623.

#### 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 86% of the combined Transportation/Drainage rates charged. Total adopted revenues for FY2018 are \$5,750,000.

Street maintenance projects are budgeted at \$6,170,000. Other expenditures include allocated costs of \$161,085, utility administration reimbursement of \$151,617, capital of \$128,314, uncollectible accounts of \$24,000, and a transfer to debt service of \$209,582.

## 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 FY2018 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 14% of the combined Transportation/Drainage rates charged.

FY2018 total adopted revenues are \$913,000.

Drainage studies and improvement projects budgeted for FY2018 total \$2,960,000. Additional expenditures include a transfer to BTU (electric) of \$58,506 to cover utility administrative reimbursements and allocated costs of \$64,913.

## 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, upscale residential development and most recently, the Atlas Hotel development. Tax receipts from the improvements within the zone coupled with proceeds from the sale of residential lots during the early years 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 Series 2005 bonds were subsequently refunded in 2015 through the issuance of \$7,965,728 General Obligation Refunding bonds. The projected outstanding principal balance at fiscal year-end 2018 is \$5,012,068. The City contributes all of its incremental tax revenues to TIRZ 10. Brazos County contributes 80% of its maintenance and operations rate to be diverted to TIRZ 10 through 2024.

The Traditions golf course is complete and new home construction continues. In September 2014, City Council approved the funding of a portion of the Atlas development which includes a hotel and conference center. The TIRZ is committed to fund \$6.2 million for the project over the next six years and only as funds are available in the TIRZ. The estimated property tax revenues for FY2018 are \$1,815,291 and contributions from Brazos County are estimated at \$901,096. Interest earnings are projected to generate \$6,260 in revenue for this fund in FY2018.

FY2018 expenditures include debt service payments in the amount of \$1,107,927, contractual services of \$25,000, a transfer to the General Fund of \$40,000 and \$1,760,000 for developer reimbursements. The FY2018 ending fund balance is expected to be \$227,628.

#### 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 2007, in the aggregate principal amount of \$200,000 for TIRZ 19 projects. In 2014, the 2005 bonds were refunded. In 2016 the 2007 bonds were refunded. The outstanding principal balance at fiscal year-end 2018 will be \$1,068,248. 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 through 2013. Brazos County no longer participates in TIRZ #19.

Property tax revenues for TIRZ 19 are projected to be \$289,009. Interest income is projected at \$802.

Fiscal year 2018 expenditures of \$142,239 are for a transfer to debt service. \$20,000 is also adopted for project costs in the zone. Additionally, there is a \$50,000 transfer to the general fund to reimburse General Fund subsidies in prior years. The ending fund balance is expected to be \$128,740.

## 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 \$118,379 in property tax revenues for FY2018. Interest income of \$2,241 is also budgeted. \$100,000 is budgeted for façade improvements grant program. The ending fund balance is expected to be \$360,565.

## TIRZ #22 – LAUTH DEVELOPMENT (TARGET TRACT/NORTH TRACT)

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 to include approximately 290 acres north of Briarcrest Drive. Due to the expansion, the project and finance plan was also amended to include additional development within the revised boundary. Because the two development agreements determine developer funding on revenues distinct to each agreement, two separate funds were established in FY2016. The Target tract represents the original 2007 agreement and the North tract represents the 2010 agreement. Both funds make up the entirety of TIRZ 22. Activity within these tracts is anticipated to generate increased valuations to repay 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.

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 projects. In 2016 the 2007 bonds were refunded. The outstanding principal balance at year-end for the Target tract is \$2,119,917.

Property Tax revenues for the Target tract FY2018 are \$204,291. Brazos County also participates in this TIRZ with a contribution of \$138,077 projected. Interest income is expected to be \$604. FY2018 expenditures include a transfer to debt service in the amount of \$296,176. The ending fund balance is expected to be \$61,156.

In September 2013, bond funds of \$1,481,500 were assigned from Tax and Revenue Certificate of Obligation, Series 2010 to the North tract development to fund infrastructure costs. The North tract will have an outstanding principal balance of \$1,142,887 at year end.

Property Tax revenues for the North tract FY2018 are projected at \$111,993. Brazos County will contribute an additional \$75,695. Interest income is expected to be \$1,222. Expenditures include contractual services of \$60,000, a transfer to the General Fund of \$20,000 for reimbursement of subsidies from prior years, and a transfer to debt service in the amount of \$123,297. The ending fund balance is expected to be \$98,799.

## 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.

FY2018 projected revenues are expected to be \$46,500. Revenues from the technology fee are anticipated to be \$45,000, while interest income is expected to be \$1,500. Expenses for FY2018 are projected to be \$34,500 which includes \$3,500 for supplies and \$31,000 for capital and maintenance costs for Municipal Court software.

## 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 FY2018, revenues are budgeted at \$2,032,828, an \$88,080 decrease from the FY2017 amended budget of \$2,120,908.

Adopted expenditures in the Community Development Fund are \$2,032,828. The Community Development fund relies solely on grant funding for all operational expenditures. The department can only spend funding which has been awarded.

## CAPITAL RESERVE FUND

The Capital Reserve Fund was established by City Council in FY2016 to accumulate miscellaneous one-time revenues such as Traditions land sales. Land sales are not budgeted for future years. During FY2017, transfers in from land sales equaled \$1,792,617; interest income is projected at \$23,900 for total overall revenues of \$1,816,517 in FY2017. The Capital Reserve Fund is to be used on projects of a non-recurring nature designated by City Council.

## OIL & GAS FUND

The Oil & Gas Fund was established as part of the FY2015 budget to account for the revenues associated with oil and gas leases, royalties, and mineral property taxes. Oil and gas production has declined in the past few years. FY2018 oil and gas leases are estimated at \$0 and royalties are estimated at \$115,000. Property taxes on mineral values are estimated at \$154,452. All of these revenues will be transferred from the General Fund to the Oil and Gas Fund in FY2018. There are no expenditures budgeted for FY2018. The Oil and Gas Fund is to be used on projects of a non-recurring nature designated by City Council.

#### **CITY OF BRYAN, TEXAS Hotel Tax Fund Summary** Fiscal Year 2018 FY2016 FY2017 FY2017 FY2017 FY2018 \$Chng/FY17 %Chng Actual Adopted Amended Adopted Amended /FY17 Projected **Total Revenues** \$1,196,957 \$1,200,000 \$1,200,000 \$1,200,000 \$ 1,300,000 \$ 100,000 8.3% **Programs** Convention & Visitors Bureau (CVB) 381,964 331,964 331,964 331,964 384,000 52,036 15.7% Veterans Memorial 25,000 25,000 25,000 25,000 0.0% 25,000 . Arts Council 96,000 96,000 96,000 96,000 180,000 84,000 87.5% Downtown Bryan Association (DBA) 120,000 120,000 120,000 194,375 247,500 127,500 106.3% Chamber of Commerce 0.0% 5,000 5,000 5,000 5,000 5,000 . Park Programs/Projects 500,000 500,000 600,000 500,000 0.0% **Total Outside Agency Programs** 627,964 263,536 1,077,964 1,077,964 1,252,339 1,341,500 24.4% **Events Unspecified Events** 71,722 90,000 90,000 90,000 90,000 0.0% -Texas Reds 110,000 110,000 110,000 110,000 110,000 **Total Events** 181,722 200,000 200,000 200,000 200,000 -0.0% **Debt Service** -400,000 400,000 \_ -(400,000) -100.0% **Total Expenditures** -8.1% 809,686 1,677,964 1,677,964 1,452,339 1,541,500 (136,464) Net Increase/Decrease 387,271 (477,964) (477, 964)(252, 339)(241,500)Beginning Fund Balance 1,994,605 1,657,869 2,072,462 1,820,123 2,072,462 Timing of Cash Flows 27,322 **Ending Operating Funds** \$ 2,072,462 \$1,516,641 \$ 1,594,498 \$1,820,123 \$ 1,578,623

## CITY OF BRYAN, TEXAS Street Improvement Fund Summary Fiscal Year 2018

|                              | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted | \$Chng/FY17<br>Amended | %Chng<br>/FY17 |
|------------------------------|------------------|-------------------|-------------------|---------------------|-------------------|------------------------|----------------|
| <u>Revenues</u>              |                  |                   |                   |                     |                   |                        |                |
| Fees                         | \$ 5,577,550     | \$ 5,582,500      | \$ 5,582,500      | \$ 5,582,500        | \$ 5,590,000      | \$ 7,500               | 0.1%           |
| Other                        | 69,447           | 80,000            | 80,000            | 70,000              | 80,000            | -                      | 0.0%           |
| Interest Income              | 70,822           | 80,000            | 80,000            | 80,000              | 80,000            | -                      | 0.0%           |
| Total Revenues               | 5,717,819        | 5,742,500         | 5,742,500         | 5,732,500           | 5,750,000         | 7,500                  | 0.1%           |
| Expenditures                 |                  |                   |                   |                     |                   |                        |                |
| Street Improvements          | 5,638,897        | 10,074,000        | 10,074,000        | 9,108,548           | 6,170,000         | (3,904,000)            | -38.8%         |
| Professional Services        | 25,663           | -                 | -                 | -                   | -                 | -                      | 0.0%           |
| Admin Reimbursement          | 159,720          | 166,443           | 166,443           | 166,443             | 161,085           | (5,358)                |                |
| Uncollectible Accounts       | (10,951)         | 24,059            | 24,059            | 20,000              | 24,000            | (59)                   |                |
| Contractual Services         | 95,596           | 311               | 311               | 1,000               | -                 | (311)                  | -100.0%        |
| Capital                      | 71,230           | 66,958            | 66,958            | 66,000              | 128,314           | 61,356                 | 91.6%          |
| Transfer to Debt Service     | 206,876          | 206,859           | 206,859           | 206,859             | 209,582           | 2,723                  | 1.3%           |
| Utility Admin. Reimbursement | 144,913          | 200,580           | 200,580           | 160,000             | 151,617           | (48,963)               | -24.4%         |
| Total Expenditures           | 6,331,944        | 10,739,210        | 10,739,210        | 9,728,850           | 6,844,598         | (3,894,612)            | -36.3%         |
| Net Increase/(Decrease)      | (614,125)        | (4,996,710)       | (4,996,710)       | (3,996,350)         | (1,094,598)       |                        |                |
| Beginning Operating Funds    | 12,016,068       | 8,800,738         | 11,243,091        | 11,243,091          | 7,246,741         |                        |                |
| Timing of Cash Flows         | 158,852          |                   |                   |                     |                   |                        |                |
| Ending Operating Funds       | \$ 11,243,091    | \$ 3,804,028      | \$ 6,246,381      | \$ 7,246,741        | \$ 6,152,143      | -                      |                |

## CITY OF BRYAN, TEXAS Drainage Fund Summary Fiscal Year 2018

|                             |     | Y2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |    | ng/FY17<br>nended | %Chng<br>/FY17 |
|-----------------------------|-----|-----------------|-------------------|-------------------|---------------------|-------------------|----|-------------------|----------------|
| Revenues                    |     |                 |                   |                   |                     |                   |    |                   |                |
| Fees                        | \$  | 930,676         | \$<br>913,000     | \$<br>913,000     | \$<br>930,000       | \$<br>913,000     | \$ | -                 | 0.0%           |
| Other                       |     | 11,588          | -                 | -                 | 12,000              | -                 |    | -                 | 0.0%           |
| Interest Income             |     | 18,052          | -                 | -                 | 20,000              | -                 |    | -                 | 0.0%           |
| Total Revenues              |     | 960,316         | 913,000           | 913,000           | 962,000             | 913,000           |    | -                 | 0.0%           |
| Expenditures                |     |                 |                   |                   |                     |                   |    |                   |                |
| Contr Engineer/Planning     |     | 82,334          | 160,000           | 160,000           | 306,950             | 100,000           |    | (60,000)          | -37.5%         |
| Alloc Costs from City Dept  |     | 118,248         | 114,551           | 114,551           | 114,551             | 64,913            |    | (49,638)          | -43.3%         |
| Uncollectible Accounts      |     | (1,827)         | -                 | -                 | 3.332               | - ,               |    | ( -,,             |                |
| Storm System                |     | 225,419         | 1,250,000         | 1,250,000         | 800,000             | 2,860,000         | 1  | ,610,000          | 128.8%         |
| Utility Admin Reimbursement |     | 50,000          | 87,396            | 87,396            | 87,396              | 58,506            |    | (28,890)          | -33.1%         |
| <b>Total Expenditures</b>   |     | 474,174         | 1,611,947         | 1,611,947         | 1,312,229           | 3,083,419         | 1  | ,471,472          | 91.3%          |
| Net Increase/(Decrease)     |     | 486,142         | (698,947)         | (698,947)         | (350,229)           | (2,170,419)       |    |                   |                |
| Beginning Operating Funds   | 2   | 2,302,940       | 1,945,453         | 2,783,165         | 2,783,165           | 2,432,936         |    |                   |                |
| Timing of Cash Flows        |     | (5,917)         | -                 | -                 | -                   | -                 |    |                   |                |
| Ending Operating Funds      | \$2 | 2,783,165       | \$<br>1,246,506   | \$<br>2,084,218   | \$<br>2,432,936     | \$<br>262,517     |    |                   |                |

## CITY OF BRYAN, TEXAS TIRZ 10 - Traditions Fund Summary Fiscal Year 2018

|                                     | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | I  | FY2017<br>Projected | TY2018        | hng/FY17<br>mended | %Chng<br>/FY17 |
|-------------------------------------|------------------|-------------------|-------------------|----|---------------------|---------------|--------------------|----------------|
| Revenues                            |                  |                   |                   |    |                     |               |                    |                |
| Property tax - City                 | \$<br>1,356,055  | 1,457,659         | \$<br>1,457,659   | \$ | 1,457,659           | 1,815,291     | \$<br>357,632      | 24.5%          |
| Property tax - County               | 899,528          | 802,792           | 802,792           |    | 802,792             | 901,096       | 98,304             | 12.2%          |
| Interest Income                     | 6,260            | 3,115             | 3,115             |    | 3,115               | 6,260         | 3,145              | 101.0%         |
| Total Revenues                      | <br>2,261,843    | 2,263,566         | 2,263,566         |    | 2,263,566           | 2,722,647     | 459,081            | 20.3%          |
| Expenditures                        |                  |                   |                   |    |                     |               |                    |                |
| Transfer to Debt Service Fund       | 1,315,302        | 1,109,285         | 1,109,285         |    | 1,109,285           | 1,107,927     | (1,358)            | -0.1%          |
| Contractual & Professional Services | 25,000           | 25,000            | 25,000            |    | 25,000              | 25,000        | -                  | 0.0%           |
| Transfers Out                       | -                | -                 | -                 |    | -                   | 40,000        | 40,000             | 0.0%           |
| Developer Reimb - Town Center 60%   | 510,000          | 540,000           | 540,000           |    | 540,000             | 1,056,000     | 516,000            | 0.0%           |
| Developer Reimb - Conf. Center 40%  | 340,000          | 360,000           | 360,000           |    | 360,000             | 704,000       | 344,000            | 0.0%           |
| Total Expenditures                  | <br>2,190,302    | 2,034,285         | 2,034,285         |    | 2,034,285           | 2,932,927     | 898,642            | 44.2%          |
| Net Increase/(Decrease)             | 71,541           | 229,281           | 229,281           |    | 229,281             | (210,280)     |                    |                |
| Beginning Operating Funds           | 181,448          | 478,489           | 208,627           |    | 208,627             | 437,908       |                    |                |
| Timing of Cash Flows                | (44,362)         |                   |                   |    |                     |               |                    |                |
| Ending Operating Funds              | \$<br>208,627    | \$<br>707,770     | \$<br>437,908     | \$ | 437,908             | \$<br>227,628 |                    |                |

## CITY OF BRYAN, TEXAS TIRZ 19 - Nash Street Fund Summary Fiscal Year 2018

|   | FY2016<br>Actual                        | FY2017<br>Adopted                       | FY2017<br>Mended                        | FY2017<br>rojected                      | FY2018<br>Adopted                            |    | ng/FY17<br>nended              | %Chng<br>/FY17                          |
|---|---|---|---|---|--|----|--------------------------------|---|
| <u>Revenues</u><br>Property tax - City<br>Interest Income<br><b>Total Revenues</b>                                    | \$<br>158,119<br>802<br>158,921         | \$<br>189,834<br>1,977<br>191,811       | \$<br>189,834<br>1,977<br>191.811       | \$<br>189,834<br>1,977<br>191,811       | \$<br>289,009<br>802<br>289,811              | \$ | 99,175<br>(1,175)<br>98,000    | 52.2%<br>-59.4%<br>51.1%                |
| Transfers from Other Funds<br>Total Revenues and Transfers  | <br>- 158,921                           | - 191,811                               | - 191,811                               | - 191,811                               | 289,811                                      |    | - 98,000<br>- 98,000           | 0.0%<br>51.1%                           |
| Expenditures<br>Construction Costs<br>Transfer to Debt Service Fund<br>Transfer to General Fund<br>Total Expenditures | \$<br>-<br>146,194<br>10,000<br>156,194 | \$<br>-<br>143,022<br>50,000<br>193,022 | \$<br>-<br>143,022<br>50,000<br>193,022 | \$<br>-<br>143,022<br>50,000<br>193,022 | \$<br>20,000<br>142,239<br>50,000<br>212,239 |    | 20,000<br>(783)<br>-<br>19,217 | 100.0%<br>-0.5%<br><u>0.0%</u><br>10.0% |
| Net Increase/(Decrease)<br>Beginning Operating Funds  | 2,727<br>49,652                         | (1,211)<br>56,707                       | (1,211)<br>52,379                       | (1,211)<br>52,379                       | 77,572<br>51,168                             |    |                                |   |
| Ending Operating Funds  | \$<br>52,379                            | \$<br>55,496                            | \$<br>51,168                            | \$<br>51,168                            | \$<br>128,740                                | -  |                                |   |

## CITY OF BRYAN, TEXAS TIRZ 21 - Downtown Fund Summary Fiscal Year 2018

|                              | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted | \$Chng/FY17<br>Amended | %Chng<br>/FY17 |
|------------------------------|------------------|-------------------|-------------------|---------------------|-------------------|------------------------|----------------|
| <u>Revenues</u>              |                  |                   |                   |                     |                   |                        |                |
| Property tax - City          | \$103,270        | \$ 116,216        | \$116,216         | \$116,216           | \$ 118,379        | \$ 2,163               | 1.9%           |
| Interest                     | 2,241            | 1,425             | 1,425             | 1,425               | 2,241             | 816                    | 57.3%          |
| Total Revenues               | 105,511          | 117,641           | 117,641           | 117,641             | 120,620           | 2,979                  | 2.5%           |
| Expenditures                 |                  |                   |                   |                     |                   |                        |                |
| Contractual Services         | 1,411            | 100,000           | 100,000           | 100,000             | 100,000           |                        |                |
| Total Expenditures           | 1,411            | 100,000           | 100,000           | 100,000             | 100,000           | -                      | 0.0%           |
| Transfers to General Fund    | 44,386           | -                 | -                 | -                   | -                 | -                      | 0.0%           |
| Total Transfers/Expenditures | 45,797           | 100,000           | 100,000           | 100,000             | 100,000           |                        | 0.0%           |
|                              |                  |                   |                   |                     |                   |                        |                |
| Net Increase/(Decrease)      | 59,714           | 17,641            | 17,641            | 17,641              | 20,620            |                        |                |
| Beginning Operating Funds    | 262,591          | 158,453           | 322,304           | 322,304             | 339,945           |                        |                |
| Ending Operating Funds       | \$322,304        | \$ 176,094        | \$ 339,945        | \$339,945           | \$ 360,565        | -                      |                |

## CITY OF BRYAN, TEXAS TIRZ 22 - Target Tract Fund Summary Fiscal Year 2018

|                                 | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>mended | FY2017<br>Projected | FY2018<br>Adopted | •  | ng/FY17<br>nended | %Chng<br>/FY17 |
|---------------------------------|------------------|-------------------|------------------|---------------------|-------------------|----|-------------------|----------------|
| Revenues                        |                  |                   |                  |                     |                   |    |                   |                |
| Property tax - City             | \$<br>157,223    | \$<br>145,485     | \$<br>145,485    | \$<br>145,484       | \$<br>204,291     | \$ | 58,806            | 40.4%          |
| Property tax - County           | 114,518          | 98,076            | 98,076           | 98,076              | 138,077           |    | 40,001            | 40.8%          |
| Interest Income                 | <br>604          | 671               | 671              | 671                 | 604               |    | (67)              | -10.0%         |
| Total Revenues                  | <br>272,345      | 244,232           | 244,232          | 244,231             | 342,972           |    | 98,740            | 40.4%          |
| Transfers In                    | 75,000           | 55,000            | 55,000           | 55,000              | -                 |    | (55,000)          | -100.0%        |
| Total Revenues and Transfers In | <br>347,345      | 299,232           | 299,232          | 299,231             | 342,972           |    | 43,740            | 14.6%          |
| Expenditures                    |                  |                   |                  |                     |                   |    |                   |                |
| Transfer to Debt Service        | 348,540          | 300,539           | 300,539          | 300,539             | 296,176           |    | (4,363)           | -1.5%          |
| Transfer to Other Funds         | -                | -                 | -                | -                   | -                 |    | -                 | 0.0%           |
| Total Expenditures/Transfers    | <br>348,540      | 300,539           | 300,539          | 300,539             | 296,176           |    | (4,363)           | -1.5%          |
| Net Increase/(Decrease)         | (1,195)          | (1,307)           | (1,307)          | (1,308)             | 46,796            |    |                   |                |
| Beginning Operating Funds       | 16,883           | 53,712            | 15,688           | 15,668              | 14,360            |    |                   |                |
| Timing of Cash Flows            | -                | -                 | -                | -                   | -                 |    |                   |                |
| Ending Operating Funds          | \$<br>15,688     | \$<br>52,405      | \$<br>14,381     | \$<br>14,360        | \$<br>61,156      | -  |                   |                |

## CITY OF BRYAN, TEXAS TIRZ 22 - North Tract - Fund Summary Fiscal Year 2018

|                                 | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>mended | FY2017<br>Projected | FY2018<br>Adopted |    | nng/FY17<br>nended | %Chng<br>/FY17 |
|---------------------------------|------------------|-------------------|------------------|---------------------|-------------------|----|--------------------|----------------|
| Revenues                        |                  |                   |                  |                     |                   |    |                    |                |
| Property tax - City             | \$<br>118,897    | \$<br>95,414      | \$<br>95,414     | \$<br>95,414        | \$<br>111,993     | \$ | 16,579             | 17.4%          |
| Property tax - County           | 71,127           | 64,321            | 64,321           | 64,321              | 75,695            |    | 11,374             | 17.7%          |
| Interest Income                 | 1,222            | 2,139             | 2,139            | 2,139               | 1,222             |    | (917)              | -42.9%         |
| Roll-back Taxes                 | -                | -                 | -                | 55,000              | -                 |    | -                  | 0.0%           |
| Total Revenues                  | <br>191,246      | 161,874           | 161,874          | 216,874             | 188,910           |    | 27,036             | 16.7%          |
| Transfers In                    | -                | 30,000            | 30,000           | -                   | -                 |    | (30,000)           | -100.0%        |
| Total Revenues and Transfers In | 191,246          | 191,874           | 191,874          | 216,874             | 188,910           |    | (2,964)            | -1.5%          |
| Expenditures                    |                  |                   |                  |                     |                   |    |                    |                |
| Contractual Services            | <br>100,000      | 175,000           | 175,000          | 145,000             | 60,000            |    | (115,000)          | -65.7%         |
| Total Expenditures              | 100,000          | 175,000           | 175,000          | 145,000             | 60,000            |    | (115,000)          | -65.7%         |
| Transfer to Debt Service        | 122,584          | 123,293           | 123,293          | 123,293             | 123,297           |    | 4                  | 0.0%           |
| Transfer to Other Funds         | <br>-            | -                 | -                | -                   | 20,000            |    | -                  | 100.0%         |
| Total Expenditures/Transfers    | <br>222,584      | 298,293           | 298,293          | 268,293             | 203,297           |    | (94,996)           | -31.8%         |
| Net Increase/(Decrease)         | (31,338)         | (106,419)         | (106,419)        | (51,419)            | (14,387)          |    |                    |                |
| Beginning Operating Funds       | 195,943          | 178,325           | 164,605          | 164,605             | 113,186           |    |                    |                |
| Timing of Cash Flows            | -                | -                 | -                | -                   | -                 |    |                    |                |
| Ending Operating Funds          | \$<br>164,605    | \$<br>71,906      | \$<br>58,186     | \$<br>113,186       | \$<br>98,799      | -  |                    |                |

# CITY OF BRYAN, TEXAS Court Technology Fund Summary Fiscal Year 2018

|                         | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted | \$Chng/FY17<br>Amended | %Chng<br>/FY17 |
|-------------------------|------------------|-------------------|-------------------|---------------------|-------------------|------------------------|----------------|
| Revenues                |                  |                   |                   |                     |                   |                        |                |
| Technology Fee          | \$ 38,876        | \$ 45,000         | \$ 45,000         | \$ 45,000           | \$ 45,000         | \$-                    | 0.0%           |
| Interest Income         | 1,452            | 1,200             | 1,200             | 1,500               | 1,500             | 300                    | 25.0%          |
| Total Revenues          | 40,328           | 46,200            | 46,200            | 46,500              | 46,500            | 300                    | 0.6%           |
| <b>Expenditures</b>     |                  |                   |                   |                     |                   |                        |                |
| Supplies                | 3,300            | 3,300             | 3,300             | 3,465               | 3,500             | 200                    | 6.1%           |
| Maintenance             | 35,615           | 35,700            | 35,700            | 35,700              | 16,000            | (19,700)               | -55.2%         |
| Capital Outlay          | -                | -                 | -                 | 95,050              | 15,000            | 15,000                 | 0.0%           |
| Total Expenditures      | 38,915           | 39,000            | 39,000            | 134,215             | 34,500            | (4,500)                | -11.5%         |
| Net Increase/(Decrease) | 1,413            | 7,200             | 7,200             | (87,715)            | 12,000            |                        |                |
| Beginning Fund Balance  | 244,036          | 251,136           | 245,307           | 245,307             | 157,592           |                        |                |
| Timing of Cash Flows    | (142             | ) -               | -                 | -                   | -                 |                        |                |
| Ending Operating Funds  | \$ 245,307       | \$ 258,336        | \$ 252,507        | \$ 157,592          | \$ 169,592        | -                      |                |



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## CITY OF BRYAN, TEXAS Community Development Fund Summary Fiscal Year 2018

|                                   |       | 2016<br>tual | FY2017<br>Adopted | FY2017<br>Amended | F  | FY2017<br>Projected | FY2018<br>Adopted | \$Chng<br>Amer |         | %Chng/<br>FY17 |
|-----------------------------------|-------|--------------|-------------------|-------------------|----|---------------------|-------------------|----------------|---------|----------------|
| Revenues                          |       |              |                   |                   |    |                     |                   |                |         |                |
| Community Development Block Grant | \$ 8  | 28,303       | \$<br>1,371,775   | \$<br>1,371,775   | \$ | 130,999             | \$<br>-           | \$ (1,37       | 71,775) | -100.0%        |
| HOME Grant                        | 3     | 58,403       | 670,133           | 670,133           |    | 351,220             | 546,108           | (12            | 24,025) | -18.5%         |
| CDBG                              |       | -            | -                 | -                 |    | 870,001             | 1,407,720         | 1,40           | 07,720  | 100.0%         |
| Revolving Loan                    |       | 19,777       | 19,000            | 19,000            |    | 19,000              | 19,000            |                | -       | 0.0%           |
| HOME Program Income               |       | 58,039       | 60,000            | 60,000            |    | 60,000              | 60,000            |                | -       | 0.0%           |
| Recaptured Funds                  |       | -            | -                 | -                 |    | 3,375               | -                 |                | -       | 0.0%           |
| Misc.                             |       | 69,898       | -                 | -                 |    | -                   | -                 |                | -       | 0.0%           |
| Interest Income                   |       | -            | -                 | -                 |    | -                   | -                 |                | -       | 0.0%           |
| Total Revenues                    | 1,3   | 34,420       | 2,120,908         | 2,120,908         |    | 1,434,595           | 2,032,828         | 3)             | 38,080) | -4.2%          |
| Expenditures                      |       |              |                   |                   |    |                     |                   |                |         |                |
| CD Administration                 | 1     | 71,860       | 171,041           | 171,041           |    | 171,041             | 161,640           |                | (9,401) | -5.5%          |
| CDBG Housing Admin                | 6     | 14,740       | 1,085,678         | 1,085,678         |    | 720,678             | 1,143,850         | 5              | 58,172  | 5.4%           |
| CDBG Public Services              | 1     | 28,260       | 128,281           | 128,281           |    | 128,281             | 121,230           |                | (7,051) | -5.5%          |
| HOME Admin                        |       | 24,650       | 27,273            | 27,273            |    | 27,271              | 25,069            |                | (2,204) | -8.1%          |
| HOME Grants                       | 4     | 01,961       | 702,860           | 702,860           |    | 387,324             | 581,039           | (12            | 21,821) | -17.3%         |
| Total Expenditures                | 1,3   | 41,471       | 2,115,133         | 2,115,133         |    | 1,434,595           | 2,032,828         | (8             | 32,305) | -3.9%          |
| Net Increase/(Decrease)           |       | (7,051)      | 5,775             | 5,775             |    | -                   | -                 |                |         |                |
| Beginning Fund Balance            |       | (9,354)      | (5,775)           | (222,840)         |    | (222,840)           | (222,840)         |                |         |                |
| Timing of Cash Flows              | (2    | 06,435)      | -                 | -                 |    | -                   | -                 |                |         |                |
| Ending Operating Funds            | \$ (2 | 22,840)      | \$<br>-           | \$<br>(217,065)   | \$ | (222,840)           | \$<br>(222,840)   |                |         |                |

# **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 2017 Accomplishments

- Worked with internal city departments to coordinate efforts for the Infill Neighborhood Revalorization program 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 24 homeowners to improve housing stock for both minor and major rehabilitation/reconstruction- projected 60 total minor and 3 major rehab/reconstruction projects completed.
- Provided technical assistance to over five developers and contractors.
- Provided homebuyer's counseling and/or down payment assistance to 10 eligible households.
- Held four public hearings and numerous monthly public meetings to allow citizens to give input on various programs.
- Submitted 2017 Annual Action Plan and submitted the 2015 Consolidated Annual Evaluation and Performance Plan.
- Provided technical assistance to local non-profit partners by serving on coalitions and committees.
- Provided opportunities to educate the public on the Department's projects through National Community Development week (event March), outreach and marketing.
- Coordinated efforts for next Impact area (28<sup>th</sup> Street) for the Housing Revitalization Program.
- Provided technical assistance, as local jurisdiction, for federal Environmental Review.
- Provided technical assistance and monitoring of HOME CHDO projects & completed one CHDO project.
- Prepare for federal monitoring.

## **Fiscal Year 2018 Goals and Objectives**

- Provide funding to a minimum of 23 homeowners to improve housing stock for both minor and major rehabilitation/reconstruction projects and homebuyer's assistance to a minimum of 10 eligible citizens.
- Work with internal city departments to coordinate efforts for the Housing Infill program for housing, streets, parks, and water/sewer and building inspections to increase housing stock.
- Provide outreach on demolition program and complete one demolitions to remove vacant dilapidated houses.
- Provide volunteer acquisition opportunities for properties that are located in low and moderate-income areas to encourage redevelopment.
- Coordinate efforts on impact area projects such as the B.I.S.D. subdivision and Carver Building renovation and complete one infill project (3 houses W28th/Graham).
- 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 2017/2018 Annual Action Plan and the 2016/2017 Consolidated Annual Performance and Evaluation Plan.
- Provide Fair Housing awareness and initiatives for the public and attend HUD training as appropriate.
- Provide technical assistance for (12) health/social services agencies and 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.

|                           | FY2016      |     | FY2017    |    | FY2017    | FY2017          | FY2018          | •  | hng/FY17 | %Chng |
|---------------------------|-------------|-----|-----------|----|-----------|-----------------|-----------------|----|----------|-------|
|                           | Actual      |     | Adopted   | 4  | Amended   | Projected       | Adopted         | A  | mended   | /FY17 |
| Salaries and Benefits     | \$ 431,01   | 3\$ | 445,988   | \$ | 445,988   | \$<br>444,056   | \$<br>443,415   | \$ | (2,573)  | -0.6% |
| Supplies                  | 9,73        | 7   | 5,711     |    | 5,711     | 13,341          | 5,805           |    | 94       | 1.6%  |
| Maintenance & Services    | 59,48       | 8   | 57,838    |    | 57,838    | 59,360          | 61,367          |    | 3,529    | 6.1%  |
| Miscellaneous/Admin Reimb | 841,23      | 3   | 1,605,596 |    | 1,605,596 | 917,838         | 1,522,241       |    | (83,355) | -5.2% |
| Total Expenses            | \$ 1,341,47 | 1\$ | 2,115,133 | \$ | 2,115,133 | \$<br>1,434,595 | \$<br>2,032,828 | \$ | (82,305) | -3.9% |

## **Budgeted Personnel**

|                                    | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>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 | 0.50              | 0.50              | 0.50              | 0.50                | 0.50              |
| 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                              | 5.00              | 5.00              | 5.00              | 5.00                | 5.00              |

## Performance and Activity Measures

|  | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|--|------------------|-------------------|-------------------|---------------------|-------------------|
| # of households provided rehabilitation  | 69               | 18                | 18                | 60                  | 20                |
| # of households provided reconstruction  | 2                | 2                 | 2                 | 3                   | 3                 |
| # of developers provided technical assistance  | 7                | 3                 | 3                 | 3                   | 3                 |
| # of citizens provided homebuyers assistance   | 9                | 10                | 10                | 10                  | 10                |
| # of non-profits provided tech. assist. for housing/   |                  |                   |                   |                     |                   |
| support. serv.   | 2                | 2                 | 2                 | 3                   | 2                 |
| # of Public Housing Authority residents receiving tech.  |                  |                   |                   |                     |                   |
| assist.  | 10               | 10                | 10                | 10                  | 15                |
| # of individuals served through supportive services by   |                  |                   |                   |                     |                   |
| non-profits who were provided technical assistance<br># of youth facilities provided technical assistance or | 12,409           | 15,000            | 15,000            | 15,000              | 15,000            |
| funding  |                  | 2                 | 2                 | 2                   | 2                 |
| # of agencies receiving funding or technical assistance  | 12               | 12                | 12                | 15                  | 10                |
| # of special projects  | 8                | 8                 | 8                 | 8                   | 8                 |
| # of public hearings held  | 4                | 6                 | 6                 | 4                   | 4                 |
| # of Acquisitions  | 0                | 0                 | 0                 | 0                   | 0                 |
| # of Demolitions   | 2                | 3                 | 3                 | 0                   | 1                 |

## CITY OF BRYAN, TEXAS Capital Reserve Fund Fiscal Year 2018

|                              | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted | \$Chng/FY17<br>Amended | %Chng<br>/FY17 |
|------------------------------|------------------|-------------------|-------------------|---------------------|-------------------|------------------------|----------------|
| <u>Revenues</u>              |                  |                   |                   |                     |                   |                        |                |
| Interest Income              | \$ 6,579         | \$-               | \$-               | \$ 23,900           | \$-               | \$-                    | 0.0%           |
| Subtotal Revenues            | 6,579            | -                 | -                 | 23,900              | -                 | -                      | 0.0%           |
| <u>Transfers</u>             |                  |                   |                   |                     |                   |                        |                |
| Transfer in land sales       | 1,201,307        | -                 | -                 | 1,792,617           | -                 | -                      | 0.0%           |
| Subtotal Transfers           | 1,201,307        | -                 | -                 | 1,792,617           | -                 | -                      | 0.0%           |
| Total Revenues and Transfers | 1,207,886        | -                 | -                 | 1,816,517           | -                 | -                      | 0.0%           |
| Expenditures                 |                  |                   |                   |                     |                   |                        |                |
| Transfers out                | -                | -                 | -                 | -                   | -                 | -                      | 0.0%           |
| Total Expenditures           | -                | -                 | -                 | -                   | -                 | -                      | 0.0%           |
| Net Increase/(Decrease)      | 1,207,886        | -                 | -                 | 1,816,517           | -                 |                        |                |
| Beginning Operating Funds    | -                | 1,202,307         | 1,206,482         | 1,206,482           | 3,022,999         |                        |                |
| Timing of Cash Flows         | (1,404)          | -                 | -                 | -                   | -                 |                        |                |
| Ending Operating Funds       | \$ 1,206,482     | \$ 1,202,307      | \$ 1,206,482      | \$ 3,022,999        | \$ 3,022,999      | =                      |                |

## CITY OF BRYAN, TEXAS Oil & Gas Fund Fiscal Year 2018

|   | FY2016 FY2017<br>Actual Adopted |                 | FY2017<br>Amended   | FY2017<br>Projected | FY2018<br>Adopted | \$Chng/FY17<br>Amended | %Chng<br>/FY17   |
|---|---------------------------------|-----------------|---------------------|---------------------|-------------------|------------------------|------------------|
| <u>Revenues</u><br>Royalties<br>Leases  | \$ 164,149<br>-                 | \$ 162,000<br>- | \$ 162,000 <u>-</u> | \$ 110,000<br>-     | \$ 115,000<br>-   | \$ (47,000)            | -29.0%<br>0.0%   |
| Interest Income<br>Subtotal Revenues  | 2,354<br>166,503                | 500<br>162,500  | 500<br>162,500      | 2,558<br>112,558    | 2,500<br>117,500  | 2,000 (45,000)         | 400.0%<br>-27.7% |
| <u>Transfers</u><br>Transfer in mineral property taxes<br>Transfer in prior year royalties & leases | 174,195                         | 137,792         | 137,792             | 137,734             | 154,452           | 16,660<br>-            | 12.1%<br>0.0%    |
| Subtotal Transfers  | 174,195                         | 137,792         | 137,792             | 137,734             | 154,452           | 16,660                 | 12.1%            |
| Total Revenues and Transfers  | 340,698                         | 300,292         | 300,292             | 250,292             | 271,952           | (28,340)               | -9.4%            |
| Expenditures<br>Transfers out<br>Total Expenditures   | <u>-</u>                        | -               | -                   | <u>-</u><br>-       | -                 | -                      | 0.0%<br>0.0%     |
| Net Increase/(Decrease)   | 340,698                         | 300,292         | 300,292             | 250,292             | 271,952           |                        |                  |
| Beginning Operating Funds   | -                               | 339,689         | 340,282             | 340,282             | 590,574           |                        |                  |
| Timing of Cash Flows  | (416)                           | -               | -                   | -                   | -                 |                        |                  |
| Ending Operating Funds  | \$ 340,282                      | \$ 639,981      | \$ 640,574          | \$ 590,574          | \$ 862,526        | -                      |                  |



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# 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.

While Internal Service Fund types are accounted for on the economic resources measurement focus and the accrual basis for most financial reporting, this document presents them similarly to other funds using the near term economic resources method. Ending operating funds, represents the resources available to the funds to meet near term liabilities and demands. 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. The City does not budget for depreciation or amortization of assets but does budget capital expenses and debt principal 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. FY 2016 was the first year that Bryan Independent School District (BISD) participated in the Employee Health Center. BISD reimburses the City for its use of the Employee Health Center.

Total operating revenues are anticipated to be \$10,096,361. The City contribution rate will increase by 4.5% per employee based on the FY2017 projections of \$6,933,790 for a total of \$7,243,730. Employee contributions will remain flat at \$2,257,326 compared to FY2017 projections. Retiree premiums will remain the same as FY2017 and account for \$595,305 of revenues.

Non-operating revenues consist of interest income of \$25,000, health claim rebates of \$322,343 flex admin fees of \$10,415 and a transfer of \$75,000 from the self-insurance fund. There is a \$339,120 BISD Reimbursement projected in FY2018 for their share of the costs associated with the Employee Health Center. Total non-operating revenue is expected to be \$771,878.

Total operating expenses for FY2018 are anticipated to be \$10,621,911. Health insurance claims are projected to be \$9,026,565. This reflects a decrease of \$227,435 from the FY2017 amended budget of \$9,254,000. Health insurance administration costs are \$576,074. This is an increase of \$48,174 from the FY2017 amended budget of \$527,900. Research and reinsurance fees are budgeted at \$15,338. Stop loss premiums are anticipated to be \$716,841 in FY2018, up from \$685,200 in FY2017, an increase of \$31,641 The Employee Assistance Program is a small component of the expenses, accounting for \$14,928 of the costs in FY2018.

Employee Health Center costs are budgeted to decrease to a total of \$623,816 in FY2018. BISD will reimburse the City for its portion of costs.

The ending operating funds are projected at \$726,665.

#### SELF INSURANCE FUND

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

In an effort to limit exposure, the city carries the following coverage: Workers' compensation and liability claims in excess of \$2,500,000 and \$500,000 respectively 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 FY2018 are budgeted to be \$2,686,165, an increase of \$262,292 from the FY2017 amended figure of \$2,423,873.

Non-operating revenues will remain flat compared to the FY2017 budget.

Operating expenses are expected to be \$2,097,080 in FY2018, a decrease of \$170,658 from the FY2017 amended amount of \$2,267,738.

The transfer of the expense for the Employee Health Center will be \$75,000 for FY2018. This transfer helps cover the cost of operating the Health Center. Non-operating expenses are anticipated to be \$249,701, which is a decrease of \$10,049 compared to FY2017.

The projected ending operating funds for FY2018 is anticipated to be \$2,439,854.

## WAREHOUSE FUND

The Warehouse fund supports all departments within the City by ensuring availability of necessary supplies.

Total operating revenue is anticipated to be \$69,000 for FY2018. Operating revenues consist of fuel markups estimated at \$60,000, and inventory mark-ups of \$9,000.

Non-operating revenues for FY2018 include: interest income anticipated to be \$325 and discounts taken estimated at \$560. Total transfers and administrative reimbursements from other departments will be \$241,881.

Operating expenses total \$236,055 for FY2018. This includes expenses for salaries and benefits of \$203,312, supplies of \$16,437 and maintenance and services of \$16,306.

Non-operating expenses for FY2018 include a General and Administrative Transfer of \$78,579. The projected ending operating funds for FY2018 is anticipated to be \$583.



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## CITY OF BRYAN, TEXAS Employee Benefits Fund Summary Fiscal Year 2018

|                                 | FY2016       | FY2017       | FY2017       | FY2017       | FY2018       | \$Chng/FY17 | %Chng  |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|-------------|--------|
| Revenues                        | Actual       | Adopted      | Amended      | Projected    | Adopted      | Amended     | /FY17  |
| Operating Revenues              |              |              |              |              |              |             |        |
| Employee Contributions          | \$ 2,034,029 | \$ 2,055,443 | \$ 2,055,443 | \$ 2,257,326 | \$ 2,257,326 | \$ 201,883  | 9.8%   |
| City Contributions              | 6,518,890    | 6,592,000    | 6,592,000    | 6,933,790    | 7,243,730    | 651,730     | 9.9%   |
| Retiree Health Premiums         | 582,645      | 596,164      | 596,164      | 595,305      | 595,305      | (859)       | -0.1%  |
| Total Operating Revenues        | 9,135,564    | 9,243,607    | 9,243,607    | 9,786,421    | 10,096,361   | 852,754     | 9.2%   |
| Non-Operating Revenues          |              |              |              |              |              |             |        |
| Interest Income                 | 20,154       | 18,300       | 18,300       | 23,779       | 25,000       | 6,700       | 36.6%  |
| Flex Admin Fee                  | 10,281       | 10,800       | 10,800       | 10,211       | 10,415       | (385)       | -3.6%  |
| Miscellaneous                   | 30           | -            | -            | 15           | -            | -           | 0.0%   |
| Health Claim Rebates            | 204,747      | 100,000      | 100,000      | 322,343      | 322,343      | 222,343     | 222.3% |
| BISD Reimbursement              | 162,814      | 339,120      | 339,120      | 303,888      | 339,120      | -           | 0.0%   |
| Transfer from Other Funds       | 100,000      | 75,000       | 75,000       | 75,000       | 75,000       | -           | 0.0%   |
| Total Non-Operating Revenues    | 498,026      | 543,220      | 543,220      | 735,236      | 771,878      | 228,658     | 42.1%  |
| Total Revenues                  | 9,633,590    | 9,786,827    | 9,786,827    | 10,521,657   | 10,868,239   | 1,081,411   | 11.0%  |
| <b>Expenditures</b>             |              |              |              |              |              |             |        |
| Operating Expenses              |              |              |              |              |              |             |        |
| Administrative Reimbursements   | 137,615      | 142,057      | 142,057      | 142,057      | 181,058      | 39,001      | 27.5%  |
| Claims Administration           | 11,317       | 12,300       | 12,300       | 11,512       | 11,857       | (443)       | -3.6%  |
| H.S.A Employer Paid             | 64,875       | 67,500       | 67,500       | 79,250       | 79,250       | 11,750      | 17.4%  |
| Health Insurance Administration | 552,273      | 527,900      | 527,900      | 559,295      | 576,074      | 48,174      | 9.1%   |
| Health Insurance Claims         | 7,985,400    | 7,754,000    | 9,254,000    | 9,234,565    | 9,026,565    | (227,435)   | -2.5%  |
| Stop/Loss Aggregate refund      | (65,981)     | ) -          | -            | (176,366)    | -            | -           | 0.0%   |
| ACA Research & Reinsurance Fees | 90,969       | 55,670       | 55,670       | 70,350       | 15,338       | (40,332)    | -72.4% |
| EAP                             | 13,661       | 14,000       | 14,000       | 14,635       | 14,928       | 928         | 6.6%   |
| Stop Loss Premium               | 625,381      | 685,200      | 685,200      | 682,706      | 716,841      | 31,641      | 4.6%   |
| Total Operating Expenses        | 9,415,510    | 9,258,627    | 10,758,627   | 10,618,004   | 10,621,911   | (136,716)   | -1.3%  |
| Non-Operating Expenses          |              | -,,-         | -,,-         | -,,          | - , - , -    | ( / - /     |        |
| Employee Health Center          | 277,746      | 678,240      | 678,240      | 611,584      | 623,816      | (54,424)    | -8.0%  |
| BISD Health Center Expense      | 187,351      |              |              | -            |              | (0 :, :_ :) | 0.0%   |
| Transfer to Other Funds         | -            | -            | -            | -            | -            | -           | 0.0%   |
| Total Non-Operating Expenses    | 465,097      | 678,240      | 678,240      | 611,584      | 623,816      | (54,424)    | -8.0%  |
| Total Expenditures              | 9,880,607    | 9,936,867    | 11,436,867   | 11,229,588   | 11,245,727   | (191,140)   | -1.7%  |
|                                 | (047.047     | (450.040)    | (4.050.040)  | (707.004)    | (077 400)    |             |        |
| Net Increase/(Decrease)         | (247,017)    | ) (150,040)  | (1,650,040)  | (707,931)    | (377,488)    |             |        |
| Beginning Operating Funds       | 2,035,941    | 2,033,162    | 1,812,085    | 1,812,085    | 1,104,154    |             |        |
| Timing of Cash Flows            | 23,161       | -            | -            | -            | -            |             |        |
| Ending Operating Funds          | \$ 1,812,085 | \$ 1,883,122 | \$ 162,045   | \$ 1,104,154 | \$ 726,665   | -           |        |

|                           | FY2016<br>Actual | ual Adopted |           |             | FY2017<br>mended |         | 2017<br>ected |                   | Y2018<br>dopted | · . | hng/FY17<br>mended | %Chng/F<br>Y17 |
|---------------------------|------------------|-------------|-----------|-------------|------------------|---------|---------------|-------------------|-----------------|-----|--------------------|----------------|
| Maintenance and Services  | \$<br>76,192     | \$          | 79,800    | \$          | 79,800           | \$      | 90,762        | \$                | 91,107          | \$  | 11,307             | 14.2%          |
| Misc Admin Reimbursements | 9,804,415        |             | 9,857,067 |             | 1,357,067        | 11,1    | 138,826       | 11                | 1,154,620       |     | (202,447)          | -1.8%          |
| Total Expenses            | \$<br>9,880,607  | \$          | 9,936,867 | <b>\$</b> 1 | 1,436,867        | \$ 11,2 | 229,588       | \$ 1 <sup>·</sup> | 1,245,727       | \$  | (191,140)          | -1.7%          |

## Performance and Activity Measures

|   | 2016<br>tual | -  | Y2017<br>dopted | -  | Y2017<br>nended | <br>2017<br>Djected | -  | TY2018 |
|---|--------------|----|-----------------|----|-----------------|---------------------|----|--------|
| Average # of health plan contracts                    | 881          |    | 860             |    | 860             | 908                 |    | 900    |
| Average # of health plan members                      | 2,054        |    | 2,000           |    | 2,000           | 2,119               |    | 2,100  |
| # employees enrolled in HDHP/H.S.A.                   | 102          |    | 90              |    | 90              | 110                 |    | 130    |
| Average Provider Savings                              | 54%          |    | 55%             |    | 55%             | 53%                 |    | 53%    |
| Rx Generic dispensing rate                            | 80%          |    | 81%             |    | 81%             | 80%                 |    | 80%    |
| Average medical claims paid per member per month      | \$<br>257    | \$ | 280             | \$ | 280             | 285                 |    | 280    |
| Average prescription claims paid per member per month | \$<br>78     | \$ | 100             | \$ | 100             | \$<br>80            | \$ | 80     |
| Average dental claims paid per member per month       | \$<br>22     | \$ | 40              | \$ | 40              | \$<br>40            | \$ | 40     |
| Health Center- # of patient visits                    | 6,342        |    | 5,800           |    | 5,800           | 7,600               |    | 8,000  |
| Health Center- # of new chronic conditions diagnosed  | 235          |    | 260             |    | 260             | 250                 |    | 250    |
| Average health claims paid per contract per month     | \$<br>611    |    | NA              |    | NA              | NA                  |    | NA     |
| Admin & Stop Loss fees paid per contract per month    | \$<br>120    |    | NA              |    | NA              | NA                  |    | NA     |
| ER visits/1,000                                       | 200          |    | NA              |    | NA              | NA                  |    | NA     |
| ER paid/service*                                      | \$<br>1,112  |    | NA              |    | NA              | NA                  |    | NA     |
| Office Services per member per month                  | 8            |    | NA              |    | NA              | NA                  |    | NA     |
| Office visit paid per service*                        | \$<br>56     |    | NA              |    | NA              | NA                  |    | NA     |

## CITY OF BRYAN, TEXAS Self Insurance Fund Summary Fiscal Year 2018

|                                     | FY2016<br>Actual |              |              | FY2017<br>Projected | FY2018<br>Adopted | \$Chng/FY17<br>Amended | %Chng<br>/FY17 |
|-------------------------------------|------------------|--------------|--------------|---------------------|-------------------|------------------------|----------------|
| Pevenues                            |                  |              |              | -                   |                   |                        |                |
| Operating Revenues                  |                  |              |              |                     |                   |                        |                |
| Defensive Driving Fees              | \$ 3,320         | \$ 1,000     | \$ 1,000     | \$ 2,275            | \$ 1,000          | \$-                    | 0.0%           |
| Liability/Workers Comp Ins Premiums | 2,471,959        | 2,422,873    | 2,422,873    | 2,632,515           | 2,685,165         | 262,292                | 10.8%          |
| Total Operating Revenues            | 2,475,279        | 2,423,873    | 2,423,873    | 2,634,790           | 2,686,165         | 262,292                | 10.8%          |
| Non-Operating Revenues              |                  |              |              |                     |                   |                        |                |
| Interest Income                     | 12,793           | 9,860        | 9,860        | 17,524              | 9,860             | -                      | 0.0%           |
| Miscellaneous revenues              | 48,954           | 4,450        | 4,450        | 66,606              | 4,450             | -                      | 0.0%           |
| Transfers from Other Funds          | -                | -            | -            | -                   | -                 | -                      | 0.0%           |
| Total Non-Operating Revenues        | 61,747           | 14,310       | 14,310       | 84,130              | 14,310            | -                      | 0.0%           |
| Total Revenues                      | 2,537,026        | 2,438,183    | 2,438,183    | 2,718,920           | 2,700,475         | 262,292                | 10.8%          |
| Expenditures                        |                  |              |              |                     |                   |                        |                |
| Operating Expenses                  |                  |              |              |                     |                   |                        |                |
| Personnel Services                  | 476,819          | 495,187      | 495,187      | 495,187             | 514,997           | 19,810                 | 4.0%           |
| Supplies                            | 18,299           | 24,700       | 24,700       | 23,736              | 90,000            | 65,300                 | 264.4%         |
| Maintenance                         | 463              | 2,000        | 2,000        | 1,502               | 2,000             | -                      | 0.0%           |
| Other Services & Charges            | 135,752          | 154,480      | 154,480      | 147,213             | 164,744           | 10,264                 | 6.6%           |
| Judgement & Damage Claims           | 27,991           | 40,000       | 40,000       | 54,111              | 40,000            | -                      | 0.0%           |
| Stop Loss Aggregate refund          | (266,465)        | (181,300)    | (181,300)    | (106,361)           | (128,375)         | 52,925                 | -29.2%         |
| Liability Insurance                 | 475,184          | 503,033      | 503,033      | 518,450             | 534,004           | 30,971                 | 6.2%           |
| Claims Administration               | 44,600           | 45,938       | 45,938       | 44,600              | 45,938            | -                      | 0.0%           |
| Workmans Comp & Liability Claims    | 1,121,703        | 1,183,700    | 1,183,700    | 667,018             | 833,773           | (349,928)              | -29.6%         |
| Total Operating Expenses            | 2,034,346        | 2,267,738    | 2,267,738    | 1,845,456           | 2,097,080         | (170,658)              | -7.5%          |
| Non-Operating Expenses              |                  |              |              |                     |                   |                        |                |
| Equipment Replacement               | 2,511            | 3,600        | 3,600        | -                   | 3,800             | 200                    | 5.6%           |
| Transfer to Other Funds             | 100,000          | 75,000       | 75,000       | 75,000              | 75,000            | -                      | 0.0%           |
| Allocation Cost from City Dep       | 185,661          | 181,150      | 181,150      | 181,150             | 170,901           | (10,249)               | -5.7%          |
| Total Non-Operating Expenses        | 288,172          | 259,750      | 259,750      | 256,150             | 249,701           | (10,049)               | -3.9%          |
| Total Expenditures                  | 2,322,518        | 2,527,488    | 2,527,488    | 2,101,606           | 2,346,781         | (180,707)              | -7.1%          |
|                                     |                  |              |              |                     |                   |                        |                |
| Net Increase/(Decrease)             | 214,508          | (89,305)     | (89,305)     | 617,314             | 353,694           |                        |                |
| Beginning Operating Funds           | 1,133,815        | 1,218,805    | 1,468,846    | 1,468,846           | 2,086,160         |                        |                |
| Timing of Cash Flows                | 120,523          | -            | -            | -                   | -                 |                        |                |
| Ending Operating Funds              | \$ 1,468,846     | \$ 1,129,500 | \$ 1,379,541 | \$ 2,086,160        | \$ 2,439,854      |                        |                |



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# Self-Insurance Fund

## **Mission Statement**

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

## **Strategic Initiatives**

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

## **Fiscal Year 2017 Accomplishments**

- Continued to comply with all requirements of the Affordable Care Act.
- Offered prospective retirees a local educational forum featuring TMRS and Social Security.
- Offered CHI St. Joseph pharmacy option to medical plan participants.
- Continued high utilization of the Employee Health Center.
- Maintained high participation rate in Healthy Lifestyles Program with 95% completion rate.
- Continue to respond to employee health and safety risks through targeted programs:
  - Naturally Slim Program with total weight loss in excess of 900 pounds.
  - Farm-to-Work program offered to employees to encourage healthy eating choices.
  - Health and safety education programs tailored to specific department's needs.
  - Comprehensive revision and implementation of Employee Fleet Safety Policy.
- Requested proposals and made recommendations for Property/Casualty Broker of Record, Property Insurance programs, and Employee Benefit programs.
- Maintained financial integrity of the Self-Insurance Fund with net worker's compensation and liability costs 48% below the actuary's projections.

## Fiscal Year 2018 Goals and Objectives

- Continue to comply with the current requirements of the Affordable Care Act (ACA) and consider health plan changes to address impending ACA Cadillac Tax provision.
- Incorporate accountability measure into fitness membership program.
- Evaluate, procure, and implement online benefits enrollment software to improve benefit administration efficiency and provide employee self-service capabilities.
- Reduce top three health risks by 5%.
- Continue to review and respond to employee health and safety risks through targeted health and safety discussions, programs, and policies.
- Enhance Risk internal webpage and/or social media to provide benefit, health, and safety education.
- Reduce the rate of collisions per 1,000,000 miles.
- Maintain current Workers' Compensation Recordable Injury Rate.
- Maintain the current fiscal year incurred cost for workers' compensation and liability claims (combined).
- Review 20% of safety policies and recommend revisions, if necessary.
- Develop and implement program to assess and enhance City departments' safety culture.
- Maintain financial integrity of the Self-Insurance Fund with net worker's compensation and liability costs remaining below the actuary's projections.

|                           | FY2016<br>Actual |    |           |    | FY2017<br>Amended | FY2017<br>Projected |           |    | FY2018<br>Adopted | hng/FY17<br>mended | %Chng/<br>FY17 |
|---------------------------|------------------|----|-----------|----|-------------------|---------------------|-----------|----|-------------------|--------------------|----------------|
| Salaries and Benefits     | \$<br>476,819    | \$ | 495,187   |    | 495,187           | \$                  | 495,187   | \$ | 514,997           | \$<br>19,810       | 4.0%           |
| Supplies                  | 20,810           |    | 28,300    |    | 28,300            |                     | 23,736    |    | 93,800            | 65,500             | 231.4%         |
| Maintenance & Services    | 598,434          |    | 634,991   |    | 634,991           |                     | 655,992   |    | 676,640           | 41,649             | 6.6%           |
| Miscellaneous/Admin Reimb | 1,126,455        |    | 1,294,010 |    | 1,294,010         |                     | 851,691   |    | 986,344           | (307,666)          | -23.8%         |
| Transfers                 | 100,000          |    | 75,000    |    | 75,000            |                     | 75,000    |    | 75,000            | -                  | 0.0%           |
| Total Expenses            | \$<br>2,322,518  | \$ | 2,527,488 | \$ | 2,527,488         | \$                  | 2,101,606 | \$ | 2,346,781         | \$<br>(180,707)    | -7.1%          |

## **Budgeted Personnel**

|                           | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>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 Specialist         | 1                 | 1                 | 1                 | 1                   | 1                 |
| Wellness Coordinator      | 1                 | 1                 | 1                 | 1                   | 1                 |
| Total                     | 6                 | 6                 | 6                 | 6                   | 6                 |

#### Performance and Activity Measures

|   | FY2016<br>Actual | FY2017<br>Adopted |      | FY2017<br>Amended |    | FY2017<br>Projected |    | FY2018<br>Adopted |
|---|------------------|-------------------|------|-------------------|----|---------------------|----|-------------------|
| Health plan claims cost (net, in millions)                    | \$<br>7.92       | \$                | 7.75 | \$<br>7.75        | \$ | 8.86                | \$ | 9.00              |
| % of Health Care Reform requirements implemented              | 100%             |                   | 100% | 100%              |    | 100%                |    | 100%              |
| Weight  | 68%              |                   | 65%  | 65%               |    | 65%                 |    | 62%               |
| Nutrition   | 66%              |                   | 63%  | 63%               |    | 62%                 |    | 59%               |
| Coronary risk (overall)                                       | 30%              |                   | 29%  | 29%               |    | 37%                 |    | 35%               |
| Prediabetes/Diabetes  | 27%              |                   | 26%  | 26%               |    | 23%                 |    | 22%               |
| # of collisions per 1,000,000 miles                           | 23               |                   | 20   | 20                |    | 25.8                |    | 20.0              |
| Workers comp claim costs (FY incurred, in thousands)          | \$<br>214        | \$                | 200  | \$<br>200         | \$ | 200                 | \$ | 225               |
| Liability claim costs (FY incurred, in thousands)             | \$<br>133        | \$                | 250  | \$<br>250         | \$ | 300                 | \$ | 275               |
| Actuary's projections to claims costs (work comp & liability) | 95%              |                   | 60%  | 60%               |    | 52%                 |    | 60%               |
| Workers Comp Recordable Injury Rate                           | 12.13            |                   | 9.7  | 9.7               |    | 9.66                |    | 9.66              |
| % of Safety Procedures reviewed/revised                       | NA               |                   | 25%  | 10%               |    | 25%                 |    | 20%               |
| % employees received Active Shooter Training                  | 100%             |                   | 100% | 100%              |    | 100%                |    | NA                |
| Health Center-# of patient visits                             | 6,342            |                   | NA   | NA                |    | NA                  |    | NA                |
| Health Center-# of new chronic conditions diagnosed           | 235              |                   | NA   | NA                |    | NA                  |    | NA                |
| # of employees enrolled in HDHP/H.S.A.                        | 86               |                   | NA   | NA                |    | NA                  |    | NA                |
| # of retirees enrolled in Medicare Advantage plan             | 6                |                   | NA   | NA                |    | NA                  |    | NA                |

#### CITY OF BRYAN, TEXAS Warehouse Fund Summary Fiscal Year 2018

|   | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>mended | I  | FY2017<br>Projected | FY2018<br>Adopted |    | ng/FY17<br>nended | %Chng<br>/FY17 |
|---|------------------|-------------------|------------------|----|---------------------|-------------------|----|-------------------|----------------|
| Revenues                                  |                  |                   |                  |    |                     |                   |    |                   |                |
| Operating Revenues                        |                  |                   |                  |    |                     |                   |    |                   |                |
| Fuel Markup                               | \$<br>54,044     | \$<br>55,000      | \$<br>55,000     | \$ | 56,847              | \$<br>60,000      | \$ | 5,000             | 9.1%           |
| Inventory Markup                          | <br>9,392        | 9,750             | 9,750            |    | 8,700               | 9,000             |    | (750)             | -7.7%          |
| Total Operating Revenues                  | 63,436           | 64,750            | 64,750           |    | 65,547              | 69,000            |    | 4,250             | 6.6%           |
| Non Operating Revenues                    |                  |                   |                  |    |                     |                   |    |                   |                |
| Interest Income                           | 57               | 325               | 325              |    | 157                 | 325               |    | -                 | 0.0%           |
| Discounts Taken                           | 261              | 560               | 560              |    | 427                 | 560               |    | -                 | 0.0%           |
| Administrative Reimbursements & Transfers | <br>291,086      | 227,664           | 227,664          |    | 227,664             | 241,881           |    | 14,217            | 6.2%           |
| Total Non Operating Revenues              | <br>291,404      | 228,549           | 228,549          |    | 228,248             | 242,766           |    | 14,217            | 6.2%           |
| Total Revenues                            | <br>354,840      | 293,299           | 293,299          |    | 293,795             | 311,766           |    | 18,467            | 6.3%           |
| <b>Expenditures</b>                       |                  |                   |                  |    |                     |                   |    |                   |                |
| Operating Expenses                        |                  |                   |                  |    |                     |                   |    |                   |                |
| Salaries and Benefits                     | 208,697          | 195,001           | 195,001          |    | 186,923             | 203,312           |    | 8,311             | 4.3%           |
| Supplies                                  | 10,450           | 17,771            | 17,771           |    | 14,965              | 16,437            |    | (1,334)           | -7.5%          |
| Maintenance & Services                    | <br>12,724       | 15,656            | 15,656           |    | 14,655              | 16,306            |    | 650               | 4.2%           |
| Total Operating Expenditures              | <br>231,871      | 228,428           | 228,428          |    | 216,543             | 236,055           |    | 7,627             | 3.3%           |
| Non-operating Expenses                    |                  |                   |                  |    |                     |                   |    |                   |                |
| Over/Short Fuel and Inventory             | 3,054            | -                 | -                |    | 3,570               | -                 |    | -                 | 0.0%           |
| Capital Outlay                            | -                | -                 | -                |    | -                   | -                 |    | -                 | 0.0%           |
| General and Administrative Transfers      | <br>62,781       | 62,261            | 62,261           |    | 62,286              | 78,579            |    | 16,318            | 26.2%          |
| Total Non-Operating Expenses              | <br>65,835       | 62,261            | 62,261           |    | 65,856              | 78,579            |    | 16,318            | 26.2%          |
| Total Expenditures                        | <br>297,706      | 290,689           | 290,689          |    | 282,399             | 314,634           |    | 23,945            | 8.2%           |
| Net Increase/Decrease                     | 57,134           | 2,610             | 2,610            |    | 11,396              | (2,868)           |    |                   |                |
| Beginning Operating Funds                 | (57,886)         | (1,018)           | (7,945)          |    | (7,945)             | 3,451             |    |                   |                |
| Timing of Cash Flows                      | (7,193)          | -                 | -                |    | -                   | -                 |    |                   |                |
| Ending Operating Funds                    | \$<br>(7,945)    | \$<br>1,592       | \$<br>(5,335)    | \$ | 3,451               | \$<br>583         | :  |                   |                |



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# Warehouse Fund

## **Mission Statement**

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

## **Strategic Initiatives**

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

## Fiscal Year 2017 Accomplishments

• Continuation of support for Automated Meter Infrastructure (AMI) project by providing storage for the AMI meters

## **Fiscal Year 2018 Goals and Objectives**

- Promote maximum savings to City by minimizing inventory write-offs and continually evaluating product cost, demand, and availability
- Completed rehabilitation of Waco and Fountain Street Fuel Islands (RFID automation)

|                           | -  | FY2016<br>Actual | FY2017<br>Adopted |         | FY2017<br>mended | FY2017<br>rojected | FY2018<br>Adopted | •  | nng/FY17<br>mended | %Chng<br>/FY17 |
|---------------------------|----|------------------|-------------------|---------|------------------|--------------------|-------------------|----|--------------------|----------------|
| Salaries and Benefits     | \$ | 208,697          | \$                | 195,001 | \$<br>195,001    | \$<br>186,923      | \$<br>203,312     | \$ | 8,311              | 4.3%           |
| Supplies                  |    | 10,450           |                   | 17,771  | 17,771           | 14,965             | 16,437            |    | (1,334)            | -7.5%          |
| Maintenance & Services    |    | 12,724           |                   | 15,656  | 15,656           | 14,655             | 16,306            |    | 650                | 4.2%           |
| Miscellaneous/Admin Reimb |    | 63,132           |                   | 62,261  | 62,261           | 62,261             | 78,579            |    | 16,318             | 26.2%          |
| Debt Service              |    | -                |                   | -       | -                | -                  | -                 |    | -                  | 0.0%           |
| Capital Outlay            |    | -                |                   | -       | -                | -                  | -                 |    | -                  | 0.0%           |
| Over/Short Transfers      |    | 2,703            |                   | -       | -                | 3,595              | -                 |    | -                  | 0.0%           |
| Total Expenses            | \$ | 297,706          | \$                | 290,689 | \$<br>290,689    | \$<br>282,399      | \$<br>314,634     | \$ | 23,945             | 8.24%          |

## **Budgeted Personnel**

|                      | FY2016<br>Adopted | FY2017<br>Adopted | FY2017<br>Amended | FY2017<br>Projected | FY2018<br>Adopted |
|----------------------|-------------------|-------------------|-------------------|---------------------|-------------------|
| Warehouse Supervisor | 1                 | 1                 | 1                 | 1                   | 1                 |
| Storekeeper          | 2.55              | 2                 | 2                 | 2                   | 2                 |
| Total                | 3.55              | 3                 | 3                 | 3                   | 3                 |

## Performance and Activity Measures

|  | FY2016<br>Actual | FY2017<br>Adopted | FY2017<br>mended | FY2017<br>Projected | FY2018<br>Adopted |
|--|------------------|-------------------|------------------|---------------------|-------------------|
| Value difference (issue value vs. adjustment |                  |                   |                  |                     |                   |
| value) for water warehouse                   | 0.55%            | 0.79%             | 0.79%            | 0.33%               | 0.44%             |
| Value difference (issue value vs. adjustment |                  |                   |                  |                     |                   |
| value) for general store                     | 0.50%            | 1.37%             | 1.37%            | 0.30%               | 0.40%             |
| Value difference (issue value vs. adjustment |                  |                   |                  |                     |                   |
| value) for automotive warehouse              | 0.85%            | 0.71%             | 0.71%            | 0.69%               | 0.53%             |
| Issue value for water warehouse              | \$571,711.58     | \$<br>466,408     | \$<br>466,408    | \$565,337           | \$568,524         |
| Issue value for general store                | \$104,195.11     | \$<br>100,000     | \$<br>100,000    | \$104,195           | \$104,195         |
| Issue value for automotive warehouse         | \$211,105.72     | \$<br>225,442     | \$<br>225,442    | \$202,497           | \$206,801         |
| # of adjustments for water warehouse         | 68               | 94                | 94               | 78                  | 73                |
| # of adjustments for general warehouse       | 40               | 75                | 75               | 43                  | 42                |
| # of adjustments automotive warehouse        | 107              | 91                | 91               | 108                 | 107               |



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# CAPITAL FUNDING OVERVIEW

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

## OPERATING CAPITAL BUDGET

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

The City of Bryan has appropriated \$32,233,508 in FY2018 for operating capital, including BTU. A summary of operating capital outlay by department and fund is included in this section.

Planned operating capital projects in the Water Fund total \$1,694,000. These include vehicle replacement costs of \$69,000. Water system projects including distribution line upgrades, elevated storage tank projects, and generator design costs that total \$1,625,000.

Wastewater Fund operating capital projects total \$4,800,000. Wastewater system infrastructure upgrades adopted for FY2018 total \$4,616,000. These include system upgrades in North, East, and West Bryan totaling \$1,200,000. Collection lines and other system upgrades adopted for FY2018 total \$3,416,000. Vehicle replacements totaling \$184,000 are also included in the operating capital budget for FY2018.

The Solid Waste Fund adopted operating capital budget for FY2018 totals \$959,018. This total includes solid waste collection vehicles and fleet vehicles.

BTU's City and Rural systems capital budgets of \$12,569,886 and \$4,826,027 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. 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 FY2018 include \$1,348,000 for sidewalk projects on 29<sup>th</sup> Street, Broadmoor, Rustling Oaks, Clay Street and Palasota. \$2,743,000 is budgeted for the University Drive East extension. \$2,876,160 is carry-over for Fire Station #2 construction, Old Hearne Road rehabilitation, West 26<sup>th</sup> rehabilitation and utility improvements, and the Texas Avenue/Villa Maria reconstruction. \$470,000 is budgeted for gateway entrance signs. \$5,372,096 in FY2018 is committed for roadway reconstruction for FM 158 Texas Avenue to Highway 6, South Coulter, and South College Phase 2 rehabilitation. \$950,000 is budgeted for a new Fire Engine.

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

BTU City capital improvement projects primarily include transmission, distribution and production. BTU Rural capital improvements include distribution construction.

A complete schedule of capital improvement projects for FY2018 through FY2022 is included in this section.



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# Summary of Operating Capital Outlay Fiscal Year 2018 Adopted

| Concrete Frind   |                          |
|--|--------------------------|
| General Fund   | \$ 965.540               |
| Police: Vehicle replacements (patrol units and unmarked units)<br>Fire: Vehicle and ambulance remounts (2), fire marshall vehicles (2) | \$    965,540<br>604,661 |
| Streets and Drainage: Fleet vehicle replacement (4); Heavy equipment (1)   | 165,263                  |
| Development Services: Fleet vehicle replacement  | 128,000                  |
| Library: Books and digital literature  | 230,947                  |
| Parks: Parks Improvement Plan projects; Little League field improvements   | 1,114,800                |
| Golf Course: Golf Course heavy equipment (1)   | 29,820                   |
| Information Technology: Computers-software and hardware  | 294,000                  |
| Facilities: Roof and facility repairs; fleet vehicle replacement (2)   | 695,469                  |
| Communication and Marketing: Digital video hardware/software   | 16,263                   |
| Communication and Marketing. Digital video hardware/software   | 10,205                   |
| General Fund Total   | \$ 4,244,763             |
|  |                          |
| Enterprise Funds   |                          |
| Water Fund   |                          |
| Vehicle replacement  | 69,000                   |
| Water System   | 1,625,000                |
| Water Total  | \$ 1,694,000             |
| Wastewater Fund  | 404.000                  |
| Vehicle replacement  | 184,000                  |
| Wastewater System  | 4,616,000                |
| Wastewater System Total  | \$ 4,800,000             |
| BTU - City Fund  | \$ 12,569,886            |
| BTU - City Fund Total<br>BTU - Rural Fund  | \$12,509,660             |
| BTU - Rural Fund Total   | \$ 4,826,027             |
| Solid Waste Fund   | φ 4,020,027              |
| Solid Waste collection vehicles, fleet vehicle replacement   | 959,018                  |
| Solid Waste Fund Total   | \$ 959,018               |
| Airport Fund   | φ 000,010                |
| , Airport Improvements (TxDOT grant)   | 100,000                  |
| Phase II drainage rehab  | 36,500                   |
| Airport Fund Total   | \$ 136,500               |
|  |                          |
| Enternrice Eunde Total   | \$ 24 095 421            |
| Enterprise Funds Total   | \$ 24,985,431            |
| Special Revenue Funds  |                          |
| Drainage Fund  |                          |
| Drainage Fund Total  | \$ 2,860,000             |
| Street Improvement Fund  |                          |
| Street Improvement Fund Total  | \$ 128,314               |
| Court Technology Fund  |                          |
| Court Technology Fund Total  | \$ 15,000                |
| Special Revenue Funds Total  | \$ 3,003,314             |
|  | φ 3,003,314              |
| All Funds Total Operating Capital Outlay   | \$ 32,233,508            |
|  |                          |

#### General Government Capital Improvement Projects FY2018 through FY2022

|   | Actual<br>FY2016 | Adopted<br>FY2017 | Projected<br>FY2017 | Adopted<br>FY2018 |
|---|------------------|-------------------|---------------------|-------------------|
| CO/GO Beginning Funds Balance:                | \$ 7,465,788     | \$ 11,309,603     | \$ 13,327,432       | \$ 2,044,770      |
| Additional Resources:                         |                  |                   |                     |                   |
| General Obligation Debt Issuances             | 9,705,700        | -                 | -                   | 12,231,000        |
| Transfers In/Other                            | 486,148          | -                 | -                   | -                 |
| Investment Earnings                           | 62,544           | 60,000            | 104,000             | 115,000           |
| Subtotal Additional Resources                 | 10,254,391       | 60,000            | 104,000             | 12,346,000        |
| Total Resources Available                     | 17,720,179       | 11,369,603        | 13,431,432          | 14,390,770        |
| Debt Issuance Cost (expense)<br>Transfers Out | (68,351)         | -                 | -                   | (80,000)          |
| Total Construction In Progress from below     | (4,324,396)      | (10,744,997)      | (11,386,662)        | (13,759,256)      |
| CO/GO Ending Funds Balance                    | 13,327,432       | 624,606           | 2,044,770           | 551,514           |
| Construction In Progress                      |                  |                   |                     |                   |
| 29th Street Sidewalks                         | -                | 60,000            | -                   | 160,000           |
| Broadmoor Sidewalks                           | -                | 60,000            | -                   | 310,000           |
| Rustling Oaks Sidewalks                       | -                | 60,000            | -                   | 330,000           |
| Palasota Phase A Sidewalks                    | -                | -                 | -                   | 498,000           |
| University Drive East Extension               | -                | -                 | -                   | 2,743,000         |
| FM 158 - TX to SH 6                           | -                | -                 | -                   | 2,000,000         |
| West 28th St Reconstruction - Carry Over      | 1,423,960        | -                 | 308,045             | -                 |
| South Coulter (Reimb Resolution for 2020)     | -                | -                 | -                   | 400,000           |
| Fire Station #2 Land Acquisition/Relocation   | 462,400          | 6,050,000         | 4,300,000           | -                 |
| Fire Station #2 - Carry over                  | -                | -                 | -                   | 1,282,600         |
| Dominion Oaks Development                     | -                | -                 | -                   | -                 |
| Old Hearne Rd                                 | 1,068,663        | 3,414,000         | 3,136,293           | -                 |
| Old Hearne Rd - Carry Over                    | -                | -                 | -                   | 1,277,707         |
| Gateway Entrance Sign                         | -                | -                 | -                   | 470,000           |
| Tx Ave/Villa Maria                            | -                | 64,375            | 250                 | -                 |
| Tx Ave/Villa Maria - Carry over               | -                | -                 | -                   | 64,125            |
| Oversize Participation                        | 1,280            | -                 | -                   | -                 |
| E Villa Maria Extension                       | 32               | -                 | -                   | -                 |
| Fire Truck                                    | 798,580          | -                 | -                   | 950,000           |
| W 17th Street Sidewalks                       | 6,100            | 95,881            | -                   | -                 |
| W 26th Street Rehab and Utility               | 505              | 300,000           | 48,273              | -                 |
| W 26th Street - Carry over                    | -                | -                 | -                   | 251,727           |
| St Joseph Hospital Area Improvements          | 600              | 640,741           | 1,615,898           | -                 |
| South College Ph 2 Rehab                      | 554,976          | -                 | 1,977,904           | 2,972,096         |
| Clay Street Extension/sidewalks               | 7,300            | -                 | -                   | 50,000            |
| Total CIP Expenditures                        | \$ 4,324,396     | \$ 10,744,997     | \$ 11,386,662       | \$ 13,759,256     |

#### General Government Capital Improvement Projects FY2018 through FY2022

|   | ojected<br>Y2019 | Projected<br>FY2020 | rojected<br>FY2021 | Projected<br>FY2022 |
|---|------------------|---------------------|--------------------|---------------------|
| CO/GO Beginning Funds Balance:            | \$<br>551,514    | \$ 569,764          | \$<br>549,764      | \$<br>567,264       |
| Additional Resources:                     |                  |                     |                    |                     |
| General Obligation Debt Issuances         | -                | 17,400,000          | -                  | 27,100,000          |
| Transfers In/Other                        | -                | -                   | -                  | -                   |
| Investment Earnings                       | <br>18,250       | 105,000             | 17,500             | 110,000             |
| Subtotal Additional Resources             | <br>18,250       | 17,505,000          | 17,500             | 27,210,000          |
| Total Resources Available                 | <br>569,764      | 18,074,764          | 567,264            | 27,777,264          |
| Debt Issuance Cost (expense)              | -                | (125,000)           | -                  | (130,000)           |
| Transfers Out                             | -                | -                   | -                  | -                   |
| Total Construction In Progress from below | <br>-            | (17,400,000)        | -                  | (27,100,000)        |
| CO/GO Ending Funds Balance                | <br>569,764      | 549,764             | 567,264            | 547,264             |
| Construction In Progress                  |                  |                     |                    |                     |
| Waco Street realignment                   | _                | 1,209,000           | _                  | _                   |
| Woodville Road widening - Ph 2            | -                | 1,634,000           |                    | 611,000             |
| Little League improvements                | -                | 400,000             | _                  | 1,100,000           |
| Super Park - Design/Construction          | -                | 1,000,000           | -                  | 6,735,000           |
| Animal Center (Private match \$1MM)       | -                | -                   | -                  | 4,600,000           |
| Downtown Quiet Zone                       | _                | _                   | -                  | 5,517,000           |
| Wayside and Carter Creek storm sewers     | -                | -                   | -                  | 1,673,000           |
| Hillside lot drainage                     | -                | -                   | -                  | 1,596,000           |
| Bristol and Ester drainage                | -                | -                   | -                  | 3,318,000           |
| Commerce Ph 1                             | -                | -                   | -                  | 1,000,000           |
| Old Hearne Rd                             | -                | 5,800,000           | -                  | -                   |
| Texas Ave - University to SH 21           | -                | 1,947,000           | -                  | -                   |
| Thornberry extension - SH 21              | -                | 230,000             | -                  | -                   |
| TASA Grant - Local match                  | -                | 500,000             | -                  | -                   |
| Fire Truck                                | -                | 900,000             | -                  | 950,000             |
| South Coulter Reconstruction              | -                | 3,780,000           | -                  | -                   |
| Total CIP Expenditures                    | \$<br>-          | \$ 17,400,000       | \$<br>-            | \$<br>27,100,000    |

#### Water Capital Improvement Projects FY2018 through FY2022

|  |    | Actual<br>FY2016 | Adopted<br>FY2017 |  | Projected<br>FY2017 |                             | Adopted<br>FY2018 |  |
|--|----|------------------|-------------------|--|---------------------|-----------------------------|-------------------|--|
| Beginning Revenue Bond Fund Balances:<br>Additional Resources:   | \$ | 288,803          | \$                | 292,803  | \$                  | 291,737                     | \$                | 6,930,377  |
| Revenue Bonds  |    | -                |                   | 4,500,000                                      |                     | 6,845,000                   |                   | 4,000,000  |
| Investment Earnings  |    | 2,934            |                   | 6,000  |                     | 25,000                      |                   | 30,000   |
| Subtotal Additional Resources  |    | 2,934            |                   | 4,506,000                                      |                     | 6,870,000                   |                   | 4,030,000  |
| Total Resources Available  |    | 291,737          |                   | 4,798,803                                      |                     | 7,161,737                   |                   | 10,960,377   |
| <u>Statement of Capital Expenditures</u><br>Debt Issuance Cost<br>Total Construction in Progress from below  |    | -                |                   | (50,000)<br>(4,500,000)                        |                     | (44,825)<br>(186,535)       |                   | (120,000)<br>(10,714,254)                                      |
| Ending Fund Balance  |    | 291,737          |                   | 248,803  |                     | 6,930,377                   |                   | 126,123  |
| Construction In Progress<br>South College<br>Well Collection Line - LSPS to Well 12<br>Design West Side Water<br>West Side Water Transmission Construction<br>West 26th Rehab<br>ASR Project | _  |                  |                   | 250,000<br>3,500,000<br>750,000<br>-<br>-<br>- |                     | -<br>-<br>100,647<br>85,888 |                   | 250,000<br>3,500,000<br>750,000<br>4,000,000<br>-<br>2,214,254 |
| Total CIP Expenditures   | \$ | -                | \$                | 4,500,000                                      | \$                  | 186,535                     | \$                | 10,714,254   |

#### Water Capital Improvement Projects FY2018 through FY2022

|   | Projected<br>FY2019 |         | Projected<br>FY2020 | rojected<br>FY2021 | Projected<br>FY2022 |                          |
|---|---------------------|---------|---------------------|--------------------|---------------------|--------------------------|
| Beginning Revenue Bond Fund Balances:<br>Additional Resources:  | \$                  | 126,123 | \$<br>129,123       | \$<br>132,123      | \$                  | 135,223                  |
| Revenue Bonds   |                     | -       | -                   | -                  |                     | 4,000,000                |
| Investment Earnings   |                     | 3,000   | 3,000               | 3,100              |                     | 120,000                  |
| Subtotal Additional Resources   |                     | 3,000   | 3,000               | 3,100              |                     | 4,120,000                |
| Total Resources Available   |                     | 129,123 | 132,123             | 135,223            |                     | 4,255,223                |
| <u>Statement of Capital Expenditures</u><br>Debt Issuance Cost<br>Total Construction in Progress from below |                     | -       | -                   | -                  |                     | (115,000)<br>(4,000,000) |
| Ending Fund Balance   |                     | 129,123 | 132,123             | 135,223            |                     | 140,223                  |
| Construction In Progress<br>West Side Elevated Tower  | \$                  | -       | \$<br>-             | \$<br>-            | \$                  | 4,000,000                |
| Total CIP Expenditures  | \$                  | -       | \$<br>-             | \$<br>-            | \$                  | 4,000,000                |

#### Wastewater Capital Improvement Projects FY2018 through FY2022

|  | Actual<br>Y2016                         | Adopted<br>FY2017 | F  | Projected<br>FY2017   | dopted<br>FY2018      |
|--|---|-------------------|----|-----------------------|-----------------------|
| BeginningRevenue Bond Fund Balances<br>Additional Resources:   | \$<br>63,466                            | \$<br>3,847       | \$ | 30,629                | \$<br>31,129          |
| Revenue Bonds  | -                                       | -                 |    | -                     | -                     |
| Grants   | -                                       | -                 |    | -                     | -                     |
| Investment Earnings  | <br>193                                 | 110               |    | 500                   | 500                   |
| Subtotal Additional Resources  | <br>193                                 | 110               |    | 500                   | 500                   |
| Total Resources Available  | <br>63,659                              | 3,957             |    | 31,129                | 31,629                |
| <u>Miscellaneous Expenditures:</u><br>Debt Issuance Cost<br>Other<br>Total Construction in Progress from below<br>Operating expenses<br>Ending Fund Balance          | <br>(33,030)<br>-<br><b>30,629</b>      | 3,957             |    | -<br>-<br>-<br>31,129 | -<br>-<br>-<br>31,629 |
| Production, Distribution & Rehab Projects:<br>Still Creek Sewer Trunk Line Ph 2<br>Thompson Creek Wastewater Treatment Plant<br>WWTP SCADA<br>Total CIP Expenditures | \$<br>-<br>-<br>33,030<br><b>33,030</b> | \$<br>            | \$ | -<br>-<br>-           | \$<br>-<br>-<br>-     |

#### Wastewater Capital Improvement Projects FY2018 through FY2022

|   | ojected<br>FY2019 | Projected<br>FY2020   | rojected<br>FY2021        | rojected<br>FY2022         |
|---|-------------------|-----------------------|---------------------------|----------------------------|
| BeginningRevenue Bond Fund Balances<br>Additional Resources:  | \$<br>31,629      | \$<br>31,744          | \$<br>31,864              | \$<br>31,989               |
| Revenue Bonds   | -                 | -                     | -                         | -                          |
| Grants  | -                 | -                     | -                         | -                          |
| Investment Earnings   | <br>115           | 120                   | 125                       | 130                        |
| Subtotal Additional Resources   | <br>115           | 120                   | 125                       | 130                        |
| Total Resources Available   | <br>31,744        | 31,864                | 31,989                    | 32,119                     |
| <u>Miscellaneous Expenditures:</u><br>Debt Issuance Cost<br>Other<br>Total Construction in Progress from below<br>Operating expenses<br>Ending Fund Balance | <br>31,744        | -<br>-<br>-<br>31,864 | <br>-<br>-<br>-<br>31,989 | -<br>-<br>-<br>-<br>32,119 |
| Production, Distribution & Rehab Projects:<br>Still Creek Sewer Trunk Line Ph 2<br>Thompson Creek Wastewater Treatment Plant<br>WWTP SCADA                  | <br>-             | -<br>-                | -                         | -<br>-                     |
| Total CIP Expenditures  | \$<br>-           | \$<br>-               | \$<br>-                   | \$<br>-                    |

#### Airport Capital Improvement Projects FY2018 through FY2022

|   | -  | Actual Adopted<br>FY2016 FY2017 |    |   | Projected<br>FY2017 |           |    | Adopted<br>FY2018 |
|---|----|---------------------------------|----|---|---------------------|-----------|----|-------------------|
| Beginning Bond Fund Balances              | \$ | -                               |    |   | \$                  | 1,205,318 | \$ | 1,126,804         |
| Additional Resources:                     |    |                                 |    |   |                     |           |    |                   |
| General Obligation Debt Issuance          |    | 1,213,867                       |    | - |                     | -         |    | -                 |
| Grants                                    |    | -                               |    | - |                     | -         |    | -                 |
| Investment Earnings                       |    | 4 0 4 0 0 0 7                   |    |   |                     | 24,000    |    |                   |
| Subtotal Additional Resources             |    | 1,213,867                       |    | - |                     | 24,000    |    | -                 |
| Total Resources Available                 |    | 1,213,867                       |    | - |                     | 1,229,318 |    | 1,126,804         |
| Miscellaneous Expenditures:               |    |                                 |    |   |                     |           |    |                   |
| Debt Issuance Cost                        |    | (8,549)                         |    | - |                     | -         |    | -                 |
| Other                                     |    | -                               |    | - |                     | -         |    | -                 |
| Total Construction in Progress from below |    | -                               |    | - |                     | (102,514) |    | (1,097,486)       |
| Ending Fund Balance                       |    | 1,205,318                       |    | - |                     | 1,126,804 |    | 29,318            |
| Airport Improvement Projects              |    |                                 |    |   |                     |           |    |                   |
| Airport Hangars                           |    | -                               |    | - |                     | 102,514   |    | 1,097,486         |
| Total CIP Expenditures                    | \$ | -                               | \$ | - | \$                  | 102,514   | \$ | 1,097,486         |

#### Airport Capital Improvement Projects FY2018 through FY2022

|   | ojected<br>FY2019 | rojected<br>FY2020 | rojected<br>FY2021 | ojected<br>FY2022 |
|---|-------------------|--------------------|--------------------|-------------------|
| Beginning Bond Fund Balances              | \$<br>29,318      | \$<br>29,818       | \$<br>30,318       | \$<br>30,818      |
| Additional Resources:                     |                   |                    |                    |                   |
| General Obligation Debt Issuance          | -                 | -                  | -                  | -                 |
| Grants                                    | -                 | -                  | -                  | -                 |
| Investment Earnings                       | 500               | 500                | 500                | 550               |
| Subtotal Additional Resources             | 500               | 500                | 500                | 550               |
| Total Resources Available                 | <br>29,818        | 30,318             | 30,818             | 31,368            |
| Miscellaneous Expenditures:               |                   |                    |                    |                   |
| Debt Issuance Cost                        | -                 | -                  | -                  | -                 |
| Other                                     | -                 | -                  | -                  | -                 |
| Total Construction in Progress from below | -                 | -                  | -                  | -                 |
| Ending Fund Balance                       | 29,818            | 30,318             | 30,818             | 31,368            |
| Airport Improvement Projects              |                   |                    |                    |                   |
| Airport Hangars                           | -                 | -                  | -                  | -                 |
| Total CIP Expenditures                    | \$<br>-           | \$<br>-            | \$<br>-            | \$<br>-           |

#### BTU - City Capital Improvement Projects FY2018 through FY2022

|  | Actual<br>FY2016 |                                 | Adopted<br>FY2017 |                        | Projected<br>FY2017 |                        | Adopted<br>FY2018 |                                 |
|--|------------------|---------------------------------|-------------------|------------------------|---------------------|------------------------|-------------------|---------------------------------|
| Beginning Revenue Bond Fund Balances:<br>Additional Resources:           | \$               | 6,103,841                       | \$                | 53,256,857             | \$                  | 62,682,254             | \$                | 27,915,872                      |
| Revenue Bonds<br>Investment Earnings                                     |                  | 72,772,551                      |                   | -                      |                     | -                      |                   | 45,100,000<br>-                 |
| Subtotal Additional Resources<br>Total Resources Available               |                  | 72,772,551<br><b>78,876,392</b> |                   | -<br>53,256,857        |                     | -<br>62,682,254        |                   | 45,100,000<br><b>73,015,872</b> |
| Statement of Capital Expenditures<br>Debt Issuance Cost                  | \$               | -                               | \$                | -                      | \$                  | -                      | \$                | -                               |
| Other<br>Total Construction in Progress from below<br>Operating expenses |                  | -<br>(16,194,138)               |                   | -<br>(53,256,857)<br>- |                     | -<br>(34,766,382)<br>- |                   | -<br>(33,483,048)<br>-          |
| Ending Fund Balance  |                  | 62,682,254                      |                   | -                      |                     | 27,915,872             |                   | 39,532,823                      |
| Construction In Progress<br>Transmission, Distribution and Production    |                  | 16,194,138                      |                   | 53,256,857             |                     | 34,766,382             |                   | 33,483,048                      |
| Total CIP Expenditures   | \$               | 16,194,138                      | \$                | 53,256,857             | \$                  | 34,766,382             | \$                | 33,483,048                      |

#### BTU - City Capital Improvement Projects FY2018 through FY2022

|  | <br>Projected Projected<br>FY2019 FY2020 |    | Projected<br>FY2021 | Projected<br>FY2022 |    |              |
|--|--|----|---------------------|---------------------|----|--------------|
| Beginning Revenue Bond Fund Balances:<br>Additional Resources:                                       | \$<br>39,532,823                         | \$ | 28,660              | \$<br>32,596,331    | \$ | 72,918       |
| Revenue Bonds  | -  |    | 65,800,000          | -                   |    | 60,400,000   |
| Investment Earnings  | <br>-                                    |    | -                   | -                   |    | -            |
| Subtotal Additional Resources  | <br>-                                    |    | 65,800,000          | -                   |    | 60,400,000   |
| Total Resources Available  | <br>39,532,823                           |    | 65,828,660          | 32,596,331          |    | 60,472,918   |
| Statement of Capital Expenditures<br>Total Construction in Progress from below<br>Operating expenses | (39,504,163)                             |    | (33,232,329)        | (32,523,413)        |    | (30,183,371) |
| Ending Fund Balance  | <br>28,660                               |    | 32,596,331          | 72,918              |    | 30,289,546   |
| <u>Construction In Progress</u><br>Transmission, Distribution and Production                         | \$<br>39,504,163                         | \$ | 33,232,329          | \$<br>32,523,413    | \$ | 30,183,371   |
| Total CIP Expenditures   | \$<br>39,504,163                         | \$ | 33,232,329          | \$<br>32,523,413    | \$ | 30,183,371   |

#### BTU - Rural Capital Improvement Projects FY2018 through FY2022

|  | Actual Adopted<br>FY2016 FY2017 |                  | Projected<br>FY2017 | Adopted<br>FY2018 |    |                  |
|--|---------------------------------|------------------|---------------------|-------------------|----|------------------|
| Beginning Revenue Bond Fund Balances:<br>Additional Resources:   | \$                              | 732,749          | \$<br>8,993,604     | \$<br>8,793,251   | \$ | 4,503,953        |
| Revenue Bonds  |                                 | 11,902,950       | -                   | -                 |    | -                |
| Investment Earnings  |                                 | -                | -                   | -                 |    | -                |
| Subtotal Additional Resources  |                                 | 11,902,950       | -                   | -                 |    | -                |
| Total Resources Available  |                                 | 12,635,699       | 8,993,604           | 8,793,251         |    | 4,503,953        |
| <u>Statement of Capital Expenditures</u><br>Debt Issuance Cost<br>Other<br>Total Construction in Progress from below<br>Operating expenses |                                 | -<br>(3,842,448) | -<br>(4,308,359)    | -<br>(4,289,298)  |    | -<br>(4,503,953) |
| Ending Fund Balance  |                                 | 8,793,251        | 4,685,245           | 4,503,953         |    | -                |
| Construction In Progress<br>Distribution   |                                 | 3,842,448        | 4,308,359           | 4,289,298         |    | 4,503,953        |
| Total CIP Expenditures   | \$                              | 3,842,448        | \$<br>4,308,359     | \$<br>4,289,298   | \$ | 4,503,953        |

#### BTU - Rural Capital Improvement Projects FY2018 through FY2022

|  |    | Projected<br>FY2019 |    | Projected<br>FY2020 |    | Projected<br>FY2021 |    | Projected<br>FY2022 |
|--|----|---------------------|----|---------------------|----|---------------------|----|---------------------|
| Beginning Revenue Bond Fund Balances:<br>Additional Resources:                                       | \$ | -                   | \$ | 12,803,575          | \$ | 6,417,133           | \$ | 660,746             |
| Revenue Bonds<br>Investment Earnings   |    | 18,800,000          |    | -                   |    | -                   |    | 18,000,000          |
| Subtotal Additional Resources  |    | 18,800,000          |    | -                   |    | -                   |    | 18,000,000          |
| Total Resources Available  |    | 18,800,000          |    | 12,803,575          |    | 6,417,133           |    | 18,660,746          |
| Statement of Capital Expenditures<br>Total Construction in Progress from below<br>Operating expenses |    | (5,996,426)         |    | (6,386,442)         |    | (5,756,387)         |    | (5,994,955)         |
| Ending Fund Balance  |    | 12,803,575          |    | 6,417,133           |    | 660,746             |    | 12,665,790          |
| <u>Construction In Progress</u><br>Distribution  | \$ | 5,996,426           | \$ | 6,386,442           | \$ | 5,756,387           | \$ | 5,994,955           |
| Total CIP Expenditures   | \$ | 5,996,426           | \$ | 6,386,442           | \$ | 5,756,387           | \$ | 5,994,955           |



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#### **ORDINANCE NO. 2230**

AN ORDINANCE OF THE CITY OF BRYAN, TEXAS APPROVING AND ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2017 AND ENDING SEPTEMBER 30, 2018, INCLUSIVE, WITH EXPENDITURES IN THE COMBINED TOTAL AMOUNT OF \$375,393,774 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, 2017 and ending September 30, 2018; 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, 2017 and ending September 30, 2018 with combined expenditures in the sum of \$375,393,774 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  $22^{nd}$  day of August, 2017, at a meeting of the City Council of the City of Bryan, Texas; and given second reading, passed and approved on the 5<sup>th</sup> day of September 2017, by a vote of <u>5</u> ayes and <u>2</u> nays at a special meeting of the City Council of the City of Bryan, Texas.

ATTEST:

Mary Lynne Stratta, City Secretary

CITY OF BRYAN:

Andrew Nelson, Mayor

APPROVED AS TO FORM:

Janis K. Hampton, City Attorney

# CITY OF BRYAN, TEXAS ALL FUNDS SUMMARY Fiscal Year 2018 Exhibit A

| Fund Name               | Total Inflows | Expenditures   |
|-------------------------|---------------|----------------|
| Governmental Funds:     |               |                |
| General                 | \$ 69,486,209 | \$ 72,094,527  |
| Debt Service            | 10,080,120    | 11,326,657     |
| Hotel/Motel Tax         | 1,300,000     | 1,541,500      |
| Street Improvement      | 5,750,000     | 6,844,598      |
| Drainage                | 913,000       | 3,083,419      |
| TIRZ #10 (Traditions)   | 2,722,647     | 2,932,927      |
| TIRZ #19 (Nash Street)  | 289,811       | 212,239        |
| TIRZ #21 (Downtown)     | 120,620       | 100,000        |
| TIRZ #22 (Target)       | 342,972       | 296,176        |
| TIRZ #22 (North Tract)  | 188,910       | 203,297        |
| Court Technology        | 46,500        | 34,500         |
| Community Development   | 2,032,828     | 2,032,828      |
| Capital Reserve Fund    | -             | -              |
| Oil & Gas               | 271,952       | -              |
| Enterprise Funds:       |               |                |
| BTU - City              | 191,755,921   | 174,992,101    |
| BTU - Rural             | 46,788,630    | 47,268,865     |
| Water                   | 13,054,500    | 13,616,008     |
| Wastewater              | 13,447,062    | 15,989,083     |
| Solid Waste             | 8,186,034     | 7,985,049      |
| Airport                 | 837,200       | 887,958        |
| Bryan Commerce & Dev.   | 35,000        | 44,900         |
| Internal Service Funds: |               |                |
| Self-Insurance Fund     | 2,700,475     | 2,346,781      |
| Employee Benefits       | 10,868,239    | 11,245,727     |
| Warehouse Fund          | 311,766       | 314,634        |
| TOTAL ALL FUNDS         | \$381,530,396 | \$ 375,393,774 |
|                         |               |                |

#### Notes:

1. Expenditures are shown net of administrative reimbursements.

#### **ORDINANCE NO. 2242**

# AN ORDINANCE FIXING THE TAX LEVY OF THE CITY OF BRYAN, TEXAS, FOR THE TAXABLE YEAR 2017 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 2017 the following, to wit:

- \$0.464587 on a \$100.00 valuation of all taxable property in the City for General Fund maintenance and operating purposes: and
- \$0.165403 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 2017 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 5.24% AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$31.36.

THIS TAX RATE WILL RAISE MORE TAXES FOR MAINTENANCE AND OPERATIONS THAN LAST YEAR'S TAX RATE 3.

5.

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

PRESENTED AND GIVEN first reading on the 12th day of September 2017, at a meeting of the City Council of the City of Bryan, Texas; and given second reading, passed and approved on the 19th day of September 2017, by a vote of \_\_\_\_\_\_ ayes and \_\_\_\_\_\_ noes at a meeting of the City Council of the City of Bryan, Texas.

ATTEST:

Mary Lynne Stratta, City Secretary

APPROVED AS TO FORM:

Janis Hampton, City Attorney

CITY OF BR

Andrew Nelson, Mayor

# City of Bryan FY18 DECISION PACKAGE REQUEST SUMMARY

|   |   |                               | FY18 Ac                       | lopted              |  |
|---|---|-------------------------------|-------------------------------|---------------------|--|
|   |   | FY18 Request                  | Unrestricted<br>Funds         | Restricted<br>Funds |  |
| Council Directed Projects   |   |                               |                               |                     |  |
|   | Downtown Bryan Life Safety Grant Program<br>Texas Ave Grant   | 100,000<br>100,000            | 100,000<br>100,000            |                     |  |
|   | Subtotal  | 200,000                       | 200,000                       |                     |  |
| Staff Requests<br>General Fund<br>Personnel                       | Subtotai  |                               | 200,000                       |                     |  |
| Fire  | PIO-Recruiter-Education Specialist  | 73,287                        | 252.000                       |                     |  |
| Police  | Fire Salary Increases<br>Police Salary Increases<br>Three New Police Officers   | 504,000<br>155,267<br>196,053 | 252,000<br>155,267<br>196,053 |                     |  |
| Information Technology<br>Golf Course                             | GIS Analyst<br>New PT Regular Golf Course Asst Pro Shop Mgr<br>New FT Irrigation Technician   | 59,622<br>24,825<br>45,283    | 100,000                       |                     |  |
| Comm Develop/Special Projects<br>Economic Develop<br>Facilities   | Salary & Benefits-Grant Compensated Staff<br>Economic Development Specialist<br>Additional FT Maint Tech IV   | 42,000<br>117,607<br>58,146   | 42,000<br>117,607             |                     |  |
| Traffic<br>Fiscal Services  | Transportation Engineer-Upgrade Entry Level to Experienced<br>Grant Program Coordinator   | 70,409<br>79,998              | 70,409                        |                     |  |
| Other   | Subtotal  | 1,426,497                     | 833,336                       | -                   |  |
| Police<br>Fire  | Ballistic Vest Replacement - 30 @ \$773.75 ea.<br>Gas/Oil for PIO/Eductor/Recruiter New Vehicle   | 23,213<br>4,000               | 23,213                        |                     |  |
| Parks   | Increase Funding for Approved Maint Contracts<br>Annual Marketing Budget  | 175,405<br>15,000             | 175,405<br>15,000             |                     |  |
|   | New Office furniture for Three FT Employees<br>Parks Improvement Plan Funding<br>Equipment for Recreation Division  | 11,244<br>500,000<br>13,750   | 500,000<br>13,750             |                     |  |
| Community Development   | Senior Advisory Committee<br>Additional Mowing of BTU ROW at Park Hudson Trail<br>Admin Cost for Bank on Brazos Valley Program                                  | 12,000<br>7,200<br>8,500      | 12,000<br>7,200<br>8,500      |                     |  |
| Golf Course   | State Approved Fuel Storage w/Pumps<br>Hole #10 Renovation  | 12,250<br>169,000             | 8,500                         |                     |  |
| Communications & Marketing<br>Bryan Library                       | PR Services Increase for Marketing Efforts<br>New Quad-Copter (Drone) Handheld Camera Equip/Software<br>BCS Public Library System eBook Collection              | 25,000<br>16,263<br>25,000    | 25,000<br>16,263              | 25,000              |  |
| Human Resources   | Professional Svc/Consultants for Salary Study<br>Education Reimbursement Program<br>Online Training System  | 68,250<br>15,000<br>8,300     | 68,250<br>8,300               |                     |  |
| Bryan Animal Center<br>Development Services                       | Mobile Spay/Neuter Clinic<br>Rellis Area Annexation<br>Increase in Credit Card Processing Fees  | 50,000<br>488,100<br>15,000   | 50,000<br>300,000<br>15,000   |                     |  |
|   | Subtotal  | 1,662,475                     | 1,237,881                     | 25,000              |  |
| <u>Computers - software, hardware, maintenance</u><br>Engineering | Additional License for AutoCAD Civil 3D   | 2,507                         | 2,507                         |                     |  |
| Carnegie Library  | License for Bentley Sewer GEMA Software Pkg<br>Equip for Digitizing, Storing, Archiving Collection  | 7,099<br>25,000               | 7,099                         | 25,000              |  |
|   | Subtotal  | 34,606                        | 9,606                         | 25,000              |  |
| Building & Other Improvements<br>Information Technology           | COB IT Bldg Wall Reconstruct for New Staff  | 15,000                        |                               |                     |  |
| Parks   | New Security System for Neal Recreation Center<br>Two New Slides for Haswell and Sadie Thomas Pool's<br>Replace Cabinets and Counters at Neal Recreation Center | 12,038<br>250,000<br>15,000   |                               |                     |  |
| Golf Course   | Little League Field Improvements<br>Replacement of Golf Course Restrooms  | 500,000<br>125,000            | 500,000                       |                     |  |

# FY18 DECISION PACKAGE REQUEST SUMMARY

#### FY18 Adopted

|                           |   | _            | 1110 A                | Jopicu             |  |
|---------------------------|---|--------------|-----------------------|--------------------|--|
|                           |   | FY18 Request | Unrestricted<br>Funds | Restricte<br>Funds |  |
|                           | Construction of a New Practice Putting Green            | 25,000       | i unus                | Tunus              |  |
|                           | New (Construction) Golf Course Pavillion                | 56,000       |                       |                    |  |
| Development Services      | First Floor MOB Remodel                                 | 106,428      |                       |                    |  |
| acilities                 | Doors and Access Controls Replacement                   | 185,000      | 185,000               |                    |  |
|                           | HVAC Controls Replacement                               | 225,000      | 225,000               |                    |  |
|                           | Replace MOB Carpet                                      | 217,469      | 217,469               |                    |  |
|                           | Replace/Repair Broken Glass at MOB                      | 18,000       | 227,105               |                    |  |
|                           | Painting all Overhead Doors Located at the MSC          | 32,000       |                       |                    |  |
|                           | Painting all City Owned Basketball Pavillions           | 126,000      | 126,000               |                    |  |
|                           | Roof Repairs for Several COB Facilities                 | 247,100      | ,                     |                    |  |
|                           | Interior Painting of the MOB                            | 75,000       |                       |                    |  |
| reets & Drainage          | Replacement Ice Machine at the MSC                      | 1,500        |                       |                    |  |
|                           | Remodeling the MSC Training Room                        | 8,750        |                       |                    |  |
|                           | Roof Replacement at the MSC                             | 50,000       |                       |                    |  |
| ommunity Development      | Renovation of Fire Station #2 for Community Development | 357,000      |                       |                    |  |
| Similarity Development    | Hope Crossing Project (Infill Neighborhood)             | 750,000      |                       |                    |  |
|                           | Subtotal  | 3,397,285    | 1,253,469             |                    |  |
| ehicles & Other Equipment |   |              |                       |                    |  |
| olice                     | Police Pursuit Vehicle-Unit#6-91                        | 56,650       | 56,650                |                    |  |
|                           | Police Pursuit Vehicle-Unit#6-94                        | 56,650       | 56,650                |                    |  |
|                           | Police Pursuit Vehicle-Unit#6-96                        | 56,650       | 56,650                |                    |  |
|                           | Police Pursuit Vehicle-Unit#6-184                       | 56,650       | 56,650                |                    |  |
|                           | Police Pursuit Vehicle-Unit#6-212                       | 56,650       | 56,650                |                    |  |
|                           | Police Pursuit Vehicle-Unit#6-213                       | 56,650       | 56,650                |                    |  |
|                           | Police Pursuit Vehicle-Unit#6-217                       | 56,650       | 56,650                |                    |  |
|                           | Police Pursuit Vehicle-Unit#6-219                       | 56,650       | 56,650                |                    |  |
|                           | Police Pursuit Vehicle-Unit#6-226                       | 56,650       | 56,650                |                    |  |
|                           | Police Pursuit Vehicle-Unit#6-227                       | 56,650       | 56,650                |                    |  |
|                           | Police Pursuit Vehicle-Unit#6-229                       | 56,650       | 56,650                |                    |  |
|                           | Police Motorcycle-Unit#6-49                             | 24,800       | 24,800                |                    |  |
|                           | Unmarked Criminal Investigations Vehicle-Unit#6-173     | 22,000       | 22,000                |                    |  |
|                           | Unmarked Criminal Investigations Vehicle-Unit#6-177     | 22,000       | 22,000                |                    |  |
|                           | Police Persuit Vehicle-New                              | 56,650       | 56,650                |                    |  |
|                           | Police Persuit Vehicle-New                              | 56,650       | 56,650                |                    |  |
|                           | Police Persuit Vehicle-New                              | 56,650       | 56,650                |                    |  |
|                           | Unmarked Special Investigations Vehicle-Unit#6-7        | 27,295       | 27,295                |                    |  |
|                           | Unmarked Special Investigations Vehicle-Unit#6-79       | 32,445       | 32,445                |                    |  |
|                           | Van-Criminal Investigations-Unit#6-13                   | 43,900       | 43,900                |                    |  |
| cilities                  | HVAC Maint Vehicle-Unit#11-35                           | 34,000       | 34,000                |                    |  |
|                           | Plumbing Maint Vehicle-Unit#11-42                       | 34,000       | 34,000                |                    |  |
| e                         | Vehicle for PIO/Educator/Recruiter-New                  | 32,000       |                       |                    |  |
|                           | Fire Department P-up Truck-New                          | 63,000       |                       |                    |  |
|                           | Ambulance Remount-Unit#28-15                            | 270,770      | 270,770               |                    |  |
|                           | Ambulance Remount-Unit#28-17                            | 259,891      | 259,891               |                    |  |
|                           | Deputy Fire Marshall Vehicle-Unit#7-29                  | 42,000       | 42,000                |                    |  |
|                           | Fire Marshall Vehicle-Unit#7-30                         | 32,000       | 32,000                |                    |  |
|                           | Rescue Truck-Unit#7-8                                   | 780,000      | 52,000                |                    |  |
| rks                       | P-up Truck-Unit#14-63                                   | 27,000       |                       |                    |  |
|                           | New Mini Backhoe W/Front End Loader                     | 24,000       | 24,000                |                    |  |
|                           | New Dump Truck - (3 Yard)                               | 60,000       | 60,000                |                    |  |
|                           | New Toro Pro Force Debris Blower                        | 7,000        | 7,000                 |                    |  |
|                           | New Walk Behind Aerator-Turf Repair                     | 2,800        | 2,800                 |                    |  |
|                           | John Deere Gator-Unit#10-76                             |              | 2,800                 |                    |  |
|                           |   | 11,500       |                       |                    |  |
|                           | Toro Workman Utility Vehicle-Unit#10-614                | 23,000       | 31 000                |                    |  |
| valanment Convises        | Sand Pro Groomer-Unit#10-60                             | 21,000       | 21,000                |                    |  |
| velopment Services        | SUV for Inspection Staff-Unit#16-20                     | 32,000       | 32,000                |                    |  |
|                           | SUV for Inspection Staff-Unit#16-18                     | 32,000       | 32,000                |                    |  |
|                           | SUV for Inspection Staff-Unit#16-19                     | 32,000       | 32,000                |                    |  |
|                           | SUV for Inspection Staff-Unit#16-23                     | 32,000       | 32,000                |                    |  |
| reets & Drainage          | 3/4 Ton Light Duty Truck-Extended Cab-Unit#17-92        | 30,000       | 30,000                |                    |  |
|                           | 3/4 Ton Light Duty Truck-Extended Cab-Unit#17-91        | 30,000       | 30,000                |                    |  |
|                           | 3/4 Ton Light Duty Truck-Extended Cab-Unit#17-90        | 30,000       | 30,000                |                    |  |
|                           | 3/4 Ton Light Duty Truck-Extended Cab-Unit#17-89        | 30,000       | 30,000                |                    |  |
|                           | S74 TOT Eight Duty Truck Extended cub Onter17 05        | 50,000       | 50,000                |                    |  |

# FY18 DECISION PACKAGE REQUEST SUMMARY

|                       |  |                    | FY18 Ad               | lopted              |
|-----------------------|--|--------------------|-----------------------|---------------------|
|                       |  | FY18 Request       | Unrestricted<br>Funds | Restricted<br>Funds |
|                       | Bobcat Skid Steer w/74" Bucket-Unit#17-85  | 50,000             |                       |                     |
| Golf Course           | Replace Ryan Renovaire 96" Tow Behind Aerator  | 7,995              |                       |                     |
|                       | Replace John Deere 5055E Utility Tractor   | 29,820             | 29,820                |                     |
|                       | Subtotal   | 3,070,579          | 2,076,084             | -                   |
|                       | FY17 TOTAL GENERAL FUND REQUESTS   | \$ 9,791,442       | \$ 5,610,376          | \$ 50,000           |
|                       |  | <i>Ş 3,731,442</i> | <i>Ş 3,010,370</i>    | ÷ 50,000            |
| Water Fund            |  |                    |                       |                     |
|                       | Water Distrib-Rehab Dump Bed-Unit#23-22  | 10,000             | 10,000                |                     |
|                       | Water Distrib-Rehab Dump Bed-Unit#23-38  | 10,000             | 10,000                |                     |
|                       | Water Prod-Utility Truck-Water Meter Services-Unit#22-12                                 | 35,000             | 35,000                |                     |
|                       | Water Distrib-Utility Truck-Transport Minor Equip-Unit#23-67                             | 34,000             | 34,000                |                     |
|                       | Replacement Motor - High Service Pump 7  | 125,000            | 125,000               |                     |
|                       | Cooling Tower 4 (Cell 3) Rehabilitation  | 100,000            | 100,000               |                     |
|                       | Roof Replacement at the MSC  | 50,000             | 50,000                |                     |
|                       | Replacement Ice Machine at the MSC   | 1,500              |                       |                     |
|                       | Remodeling the MSC Training Room   | 8,750              |                       |                     |
|                       |  | -,                 |                       |                     |
|                       | FY17 TOTAL WATER FUND REQUESTS   | 374,250            | 364,000               | -                   |
| Wastewater Fund       |  |                    |                       |                     |
|                       | Roll Off Truck-Transport Sludge-Unit#25-32   | 183,681            | 184,000               |                     |
|                       | Certification Pay  | 3,600              | 201,000               |                     |
|                       | Certification Pay  | 2,520              |                       |                     |
|                       | Aeration Basin Improvement - Burton Creek WWTP   | 1,838,438          |                       |                     |
|                       | Burton Creek WWTP Digester Rehabilitation  | 1,037,084          | 1,000,000             |                     |
|                       | Still Creek Liquid Waste Processing Rehabilitation (Grease Plant)                        | 750,813            | 750,000               |                     |
|                       |  | 50.000             | 50.000                |                     |
|                       | Roof Replacement at the MSC  | 50,000             | 50,000                |                     |
|                       | Replacement Ice Machine at the MSC<br>Remodeling the MSC Training Room                   | 1,500<br>8,750     |                       |                     |
|                       |  | 3,876,386          | 1,984,000             |                     |
|                       |  |                    | _,                    |                     |
| Solid Waste Fund      | Commercial Front Load Truck w/Mark charging and 29vd Front Load                          | 298,235            | 200 225               |                     |
|                       | Commercial Front Load Truck w/Mack chassis and 28yd Front Load<br>Heil Body-Unit#14-94   | 298,235            | 298,235               |                     |
|                       | Grapple Truck w/Freightliner chassis and Peterson TL3 Loader Body-<br>Unit#29-46         | 158,711            | 158,711               |                     |
|                       | Grapple Truck w/Freightliner chassis and Peterson TL3 Loader Body-<br>Unit#29-45         | 158,711            | 158,711               |                     |
|                       | Grapple Truck w/Freightliner chassis and Peterson TL3 Loader Body-<br>Unit#29-47         | 158,711            | 158,711               |                     |
|                       | Grapple Truck w/Freightliner chassis and Peterson TL3 Loader Body-<br>Unit#29-48         | 158,711            | 158,711               |                     |
|                       | 3/4 Ton P-up Truck-Unit#14-64  | 25,939             | 25,939                |                     |
|                       | 3rd Eye Mobile Vision DVR Monitors and Cameras   | 49,944             | ,                     |                     |
|                       | Roof Replacement at the MSC  | 50,000             | 50,000                |                     |
|                       | Replacement Ice Machine at the MSC   | 1,500              | ,                     |                     |
|                       | Remodeling the MSC Training Room   | 8,750              |                       |                     |
|                       | FY17 TOTAL SOLID WASTE FUND REQUESTS   | 1,069,212          | 1,009,018             |                     |
|                       | FTT TOTAL SOLID WASTL FOND REQUESTS  | 1,005,212          | 1,005,010             |                     |
| <u>Airport</u>        |  |                    |                       |                     |
|                       | Extension of Public Sewer onto Coulter Field - RAMP Eligible 50/50 split up to \$100,000 | 125,500            |                       |                     |
|                       | FY17 TOTAL AIRPORT REQUESTS  | 125,500            | -                     | -                   |
|                       | FY17 TOTAL ENTERPRISE FUND   | \$ 5,445,348       | \$ 3,357,018          | \$-                 |
| Colf Income on French |  |                    |                       |                     |
| Self Insurance Fund   | Lease Emp Benefits Online Software   | \$ 66,000          | 66,000                |                     |
|                       |  | - 00,000           |                       |                     |

# FY18 DECISION PACKAGE REQUEST SUMMARY

|                     |  | -<br>FY18 Request |           |                         | FY18 Ad   | lopte               | эd    |
|---------------------|--|-------------------|-----------|-------------------------|-----------|---------------------|-------|
|                     |  |                   |           | Unrestricted<br>t Funds |           | Restricted<br>Funds |       |
|                     | FY17 TOTAL SPECIAL REVENUE FUND  | \$                | 66,000    | \$                      | 66,000    | \$                  | -     |
| Transportation Fund |  |                   |           |                         |           |                     |       |
| Streets & Drainage  | S770 T4 Bobcat Skid-Steer Loader w/ 40"Planner and 74" Bucket Attachment | \$                | 69,314    |                         | 69,314    |                     |       |
|                     | FY18 TOTAL TRANSPORTATION FUND   | \$                | 69,314    | \$                      | 69,314    | \$                  | -     |
|                     | TOTAL DECISION PACKAGE REQUESTS  | \$ 1              | 5,372,104 | \$                      | 9,102,708 | \$5                 | 0,000 |

# **CITY OF BRYAN**

# FINANCIAL MANAGEMENT POLICY STATEMENTS

During the budget process for FY2018, City Council approved a revised minimum fund balance for the Self-insurance Fund based on the stop-loss deductible for the City's excess worker's compensation and liability policy. For FY2018, this minimum is set at \$2,500,000.

Additionally, during the budget process for FY 2018, City Council approved a revised minimum fund balance of 30 days operating cash for the Employee Benefits Fund.

#### **OVERVIEW**

#### Purpose

The City of Bryan Financial Management Policy Statements assembles all of the City's major financial policies into one document. These statements are the tools used to ensure that the City is financially able to meet its current and future service needs. The individual statements contained herein serve as guidelines for both the financial planning and internal financial management of the City.

Municipal resources must be wisely used to ensure adequate funding for the services, public facilities, and infrastructure necessary to meet immediate and long-term needs. These policy statements safeguard the fiscal stability required to achieve the City's objectives and ensure long-term financial health.

# Objectives

A. To guide City Council and management policy decisions that have significant fiscal impact.

B. To employ balanced revenue policies that provides adequate funding for services and service levels.

C. To maintain appropriate financial capacity for present and future needs.

D. To maintain sufficient reserves so as to maintain service levels during periods of economic downturn.

E. To promote sound financial management by providing accurate and timely information on the City's financial condition.

F. To protect the City's credit rating and provide for adequate resources to meet the provisions of the City's debt obligations on all municipal debt.

G. To ensure the legal use of financial resources through an effective system of internal controls.

H. To enhance transparency in financial matters.

# **Updates to Financial Management Policy Statements**

The Financial Management Policy Statements will be reviewed and approved by Council at a minimum of every two years.

# **Compliance with Financial Management Statements**

A Financial Management Policy Compliance checklist will be completed annually by the City Internal Auditor and the results will be reported to the Audit Committee. The Financial Management Policies are guidelines, and occasionally exceptions may be appropriate and required. Exceptions to stated policies will be specifically identified and explained to the City Manager and City Council.

#### **Summary of Major Policy Topics**

- I. Accounting, Auditing & Financial Reporting
- II. Financial Consultants
- III. Budgeting and Long Range Financial Planning
- IV. Revenues and Other Resources
- V. Capital Expenditures and Improvements
- VI. Fund Balance/Ending Balances
- VII. Debt
- VIII. Cash Management/Investments
- IX. Grants
- X. Economic Development Agreements

# **Detail of Major Policy Topics**

#### I. Accounting, Auditing and Financial Reporting

Maintain accounting practices that conform to generally accepted accounting principles and comply with prevailing federal, state, and local statutes and regulations. Prepare and present regular reports that analyze and evaluate the City's financial performance and economic condition.

A. Accounting Practices and Principles

The City will maintain accounting practices that conform to generally accepted accounting principles (GAAP) as set forth by the Governmental Accounting Standards Board (GASB), the authoritative standard setting body for units of local government. All city financial documents, except monthly interim financial reports, including official statements accompanying debt issues, Comprehensive Annual Financial Reports and continuing disclosure statements will meet these standards. Monthly interim financial reports are prepared on a cash basis and will be reported as budgeted. Annual financial statements will be prepared and reported using the economic resources measurement focus and the accrual basis of accounting.

B. Financial and Management Reports

Interim Financial Reports that note significant deviations from the amended budget will be provided on a monthly basis to management and the City Council. These reports will be reviewed monthly with the City Manager and provided to City Council by the end of each month for the prior month. A quarterly report will be prepared based on these documents and will be presented to the Audit Committee for review.

C. Annual Audit

Pursuant to State Statute, the City shall have its records and accounts audited annually and shall have an annual financial statement prepared based on the audit. The audit shall be performed by a certified public accounting (CPA) firm, licensed to practice in the State of Texas. The audit firm shall provide a management letter to the City prior to the filing of the audit. The audit firm shall also provide a Single Audit of Federal and State grants, when necessary. An official Comprehensive Annual Financial Report (CAFR) shall be issued no later than 180 days following the end of the fiscal year.

D. Annual Financial Disclosure

As required by the Securities and Exchange Commission (SEC) Rule 15c2-12, the City, with support of the City's financial advisor and bond counsel, will provide certain annual financial information to various information repositories through disclosure documents or set of documents that include the necessary information. This will include any material event notices to be filed as required by relevant regulations.

# E. Signature of Checks

All checks shall have two signatures. Two persons shall be authorized to sign checks: the Mayor and the Chief Financial Officer. Signatures shall be affixed to all City checks via facsimile signatures, made with a secure laser check printing system or through handwritten signatures affixed to each check.

# II. Financial Consultants

The City will employ qualified financial advisors and consultants as needed in the administration and management of the City's financial functions. Factors in the selection of these consultants will be experience/expertise, ability to perform, the services offered, references, and methodology to name a few. In no case should price be allowed to serve as the sole criterion for the selection.

# A. Selection of Auditors

At least every five years, the City shall request proposals from qualified firms, including the current auditors if their past performance has been satisfactory. The Audit Committee shall select an independent firm of certified public accountants to perform an annual audit of the accounts and records, and render an opinion on the financial statements of the City.

- It is the City's *preference* to rotate audit firms every five years to ensure that the City's financial statements are reviewed and audited with an objective, impartial, and unbiased point of view. The rotation of the audit firm will be based upon the proposals received, the qualifications of the firm, and the firm's ability to perform a quality audit.
- However, if through the proposal and review process, management and the Audit Committee select the current audit firm, it is the City's *preference* that the lead audit partner be rotated as well as the lead reviewer after a maximum of five years.
- Annually, the independent auditor will provide a letter of engagement to the City for annual audit services.
- B. Arbitrage

While the City is responsible to ensure that the records are in order, the calculations made, reporting completed, and filings made, the actual arbitrage calculation and reporting shall be contracted out to a qualified firm.

- Every five years the City will submit a Request for Qualifications for Arbitrage Consultants. Qualifications will be the sole criteria for ranking and price will be negotiated once the top responders are chosen.
- C. Bond Counsel

Bond Counsel to the City has the role of an independent expert who provides an objective legal opinion concerning the issuance and sale of bonds and other debt instruments. As bond counsel are specialized attorneys who have developed necessary expertise in a broad range of practice areas, the City will always use a consultant for these services. Generally, bonds are not marketable without an opinion of nationally recognized bond counsel stating that the bonds are valid and binding obligations stating the sources of payment and security for the bonds and that the bonds are exempt from State and Federal income taxes.

• Due to the complexity of the City's financial structure and the benefits that come with the history and knowledge of the City, the contract with Bond Counsel shall be considered evergreen, however with a termination clause.

#### D. Financial Advisory Services

The City issues various types of securities to finance its capital improvement program. Debt structuring and issuance requires a comprehensive list of services associated with municipal transactions, including but not limited to: method of sale, analysis of market conditions, size and structure of the issue, preparation of disclosure documents, coordinating rating agency relations, evaluation of and advice on the pricing of securities, assisting with closing and debt management, calculating debt service schedules, and advising financial management.

• As financial advisors to governmental entities have developed the necessary expertise in a broad range of services, the City will use a consultant for these services. Every five years the City will submit a Request for Qualifications for Financial Advisory Services. Qualifications will be the sole criteria for ranking and price will be negotiated once the top responders are chosen.

# E. Depository Bank

Pursuant to State law, the City of Bryan may approve a depository services contract whose term does not exceed five years. There is no requirement for rotation. The City of Bryan will select its official banking institution through a formal process based on best value in order to provide the City with the most comprehensive, flexible, and cost-effective banking services available.

#### III. Budget and Long Range Financial Planning

#### A. 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 are comprised of assets, liabilities, fund equity, revenues, and expenditures or expenses. The following is a description of the various funds and account groups:

#### Governmental Fund Type

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 Type

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.

#### B. Balanced Budget

The City Manager shall propose annually a *structurally* balanced budget for the ensuing fiscal year to City Council pursuant to the prevailing state and local law. A structurally balanced budget is further defined as recurring revenues funding recurring expenditures and adherence to both minimum and targeted fund balance policies. Short term loans between funds will be avoided as budget balancing techniques. Non-recurring expenditures may be funded with either recurring or non-recurring revenues or fund balance.

The City shall demonstrate annually the impact of expected revenues and expenditures on fund balance and adhere to a structurally balanced budget through long range financial planning.

#### C. Current Funding Basis (Recurring Revenues)

The City shall budget and operate on a current funding basis. Recurring expenditures shall be budgeted and controlled so as not to exceed current revenues. Recurring expenses will be funded exclusively with recurring revenue sources to facilitate operations on a current funding basis.

#### D. Use of Non-Recurring Revenues

Non-recurring revenue sources, such as a one-time revenue remittance of fund balance in excess of policy can only be budgeted/used to fund non-recurring expenditures, such as capital purchases or capital improvement projects. This will ensure that recurring expenditures are not funded by non-recurring sources. The use of one-time revenue funds such as the Capital Reserve Fund may be utilized to facilitate the separation between recurring and non-recurring revenues.

# E. Tax Rate

The City Manager will recommend a tax rate that allows the City to provide the level of services required by its citizens, continually fund ongoing operations and maintenance expenses, and pay its debt requirements.

# F. Cash Funded Capital Projects

Cash funded capital projects will be budgeted when financially feasible while considering the impact of these projects on the long range financial plans of the City. Funding will be based on the financial health of each fund with the long-term goal of adequately funding ongoing infrastructure and capital improvement needs.

# G. Revenue Estimating for Budgeting

In order to protect the City from revenue shortfalls and to maintain a stable level of service, the City shall use a conservative, objective, reasonable and analytical approach when preparing revenue estimates. The process shall include historical collection rates, trends, development, and probable economic changes. This approach is intended to reduce the likelihood of actual revenues falling short of budget estimates.

# H. Performance, Merit Pool, and Civil Service Step Increases

The budget shall include an amount adequate to cover an overall average performance and merit pool, as well as an amount for police and fire step increases, as determined annually by the City Manager. Budgeted performance and merit increases shall be based on current market surveys. Amounts will be calculated for each fund based on budgeted salaries for the year. In addition, funds may be budgeted when appropriate to bring identified jobs and/or pay-scales up to market salary rates.

# I. Budget Preparation

- 1. Department Directors have primary responsibility for formulating budget proposals. New or expanded services should support City Council goals, City Manager priority direction and department goals. Departments are charged with implementing these directions and goals once they are approved.
- 2. All competing requests for City resources will be considered within the annual budget process.
  - a. The City will prepare a Base Budget consisting of expenditures supporting current levels of service, including current staffing levels adjusted for budgeted compensation increases for performance, merit and civil service step increases.
  - b. Increases to staffing or levels of service will be budgeted through Budget Decision Packages which must be fully justified and will be reviewed separately.
- Annually, the City will seek to obtain the Government Finance Officers Associate Distinguished Budget Presentation Award. The Budget will be presented in a way that not only meets the criteria of the award, but also clearly communicates the budget to the public.

# J. Budget Management

The City Council shall delegate authority to the City Manager in managing the budget after it is formally adopted by the City Council, including the transfer of funds within departments,

between divisions, and between departments, as well as amending budgeted revenues. The City Manager may further delegate levels of authority for the daily operations of the budget. Expenditures/expenses are legally adopted at the fund level. All unbudgeted transfers between Funds or amendments increasing annual expenditures must be approved by City Council. Expenditures should not exceed the adopted budget, including budget amendments approved by the City Council.

- K. Long-Range Financial Plans
  - 1. The City shall develop and maintain a five-year financial forecast for each major operating fund in conjunction with the annual budget process. Major operating funds are as follows:
    - a. General Fund
    - b. Debt Service Fund
    - c. Enterprise Funds
    - d. Special Revenue Funds
    - e. Internal Service Funds
  - 2. The forecast should enable current services and current service levels provided to be sustained over the forecast period. Operating impacts from completed capital improvement projects in the City's five-Year CIP shall be included in the forecast. Commitments and obligations already made that require future financial resources shall also be included.
  - 3. The forecasts should identify the impact to property taxes and utility rates.

#### IV. Revenues and Other resources

The City shall strive to maintain a balanced and diversified revenue system to protect from fluctuations in any one source due to changes in local economic conditions, which may adversely impact that source.

- A. Property Taxes
  - 1. The City's property tax revenues fund the City's General Fund, Debt Service Fund, TIRZ Funds and some Enterprise Funds. The City's tax rate and its O&M vs I&S rates are evaluated annually through the budget process.
  - 2. Payments to Tax Increment Reinvestment Zones (TIRZ) The City has several TIRZ established within the City. Taxes paid to the City on properties in each zone are paid to each TIRZ monthly, or as they are received by the County Tax Assessor/Collector.
  - 3. Oil and Gas revenues and property taxes attributable to Enterprise Funds- Property taxes and oil and gas revenues collected on property of Enterprise Funds will be transferred to the Enterprise Fund to use for operations and development.
- B. Electric/ Water/ Waste Water Billings

Electric, water, and wastewater charges are billed in arrears, as customer meters are read monthly for the previous month's usage. At year end, revenues are accrued to adjust revenues to full accrual basis. During the year, revenues are recorded on a modified accrual basis (when billed).

C. Revenue Collections

The City shall maintain high collection rates for all revenues by monitoring monthly receivables. The City shall follow an aggressive, consistent, yet reasonable approach to collecting revenues to the fullest extent allowed by law for all delinquent taxpayers and others overdue in payments to the City.

- 1. The City shall contract for collection of outstanding receivables when it makes economic sense for the City to do so.
- 2. Utility write-offs will be recorded on accounts outstanding for 2 years, identified as uncollectible, where all attempts to collect have been taken. The write-off of uncollected accounts is a bookkeeping entry only and does not release the debtor from any debt owed to the City.
- **3.** The City shall estimate uncollectible accounts through an allowance for doubtful accounts in each fund with receivables.

#### D. User Fees

The City shall design, maintain, and administer a revenue system that will help ensure a reliable, equitable, diversified, and sufficient revenue stream to support desired City services.

#### 1. General Fund

- a. For services that benefit specific users the City shall establish and collect fees to recover the costs of those services.
- b. Where services provide a general public benefit, the City shall finance those services through property and sales taxes.
- c. For services that provide both specific benefits and a general public benefit, it may be appropriate to subsidize those services from property and sales tax revenues.
- d. Factors in setting fees shall include but not be limited to: market and competitive pricing, effect on demand for services, and impact on users, which may result in recovering something less than full cost.
- 2. Enterprise Funds
  - a. Utility rates and other fund user fees shall be set at levels sufficient to cover operating expenditures (direct and indirect), meet debt obligations and debt service coverage, provide pay-as-you-go funding for capital improvements, provide funding of the General Funds Transfer, and provide adequate levels of working capital.
  - b. The City shall seek to eliminate all forms of subsidization between the General Fund and Enterprise Funds.
  - c. The Five-Year Financial Plan shall serve as the basis for rate change considerations.
  - d. If rate increases are necessary, the Five-Year Financial Plan shall be built around smaller rate increases annually versus higher rate increases periodically.

# V. Capital Expenditures and Improvements

City staff will review and monitor the state of the City's capital equipment and infrastructure annually, setting priorities for its replacement and renovation based on needs, funding alternatives, and availability of resources.

A. Capitalization Threshold for Tangible Capital Assets

Tangible capital items should be capitalized only if they have an estimated useful life of at least one year following the date of acquisition or significantly extend the useful life of the existing asset and cannot be consumed, unduly altered, or materially reduced in value immediately by use and has a cost of not less than \$5,000 for any individual item.

The capitalization threshold of \$5,000 will be applied to individual items rather than to a group of similar items, (i.e.: desks, chairs, etc.)

B. CIP Policy

Capital Improvement Projects (CIP) address Bryan's long-term needs in the form of street and drainage improvements, new parks, and other public utilities and facilities. The CIP process is governed by a separate resolution.

- C. Replacement of Capital Assets on a Regular Schedule (Fleet and Technology). The City shall annually review a schedule for the replacement of its fleet and technology capital assets. Within the resources available each fiscal year, the City shall replace these assets according to needs.
- D. Capital Expenditure Financing

The City recognizes that there are three basic methods of financing its capital requirements: Funding from current revenues, funding from fund balance/working capital as allowed by the Fund Balance/Working Capital Policy, or funding through the issuance of debt. Types of debt and guidelines for issuing debt are set forth in the Debt section of this policy.

# VI. Fund Balances

The City shall maintain the fund balance of the various operating funds at levels sufficient to protect the City's creditworthiness as well as its financial position during emergencies or economic fluctuations. Should the budgeted fund balance drop below the minimum identified by the policy below, the City will establish a plan to replenish the balances the following year. Fund balance is calculated on an as budgeted basis and therefore excludes non-cash operating expenses in determining balance minimums or targets. The budgeted spending for each fund type should consider the expected fund balance for all years of the five year forecast, not just the most current year.

# A. Fund Balance Classification

The governmental fund financial statements will present fund balances based on classifications that comprise a hierarchy that is based primarily on the extent to which the City is bound to honor certain constraints on the use of the financial resources within the governmental funds. The classifications used will be as follows:

- 1. Non-spendable: includes fund balance amounts that cannot be spent because they are either not in spendable form, or, for legal or contractual reasons, must be kept intact.
- 2. Restricted: includes fund balance amounts that are constrained for specific purposes which are externally imposed by providers, such as creditors, or amounts restricted due to constitutional provisions or enabling legislation.
- 3. Committed: includes fund balance amounts that are constrained for specific purposes that are internally imposed by the City through the adoption of an ordinance. In order for fund balance to be committed, the City Council must adopt an ordinance stating the purpose for which the fund balance is committed. These committed amounts cannot be used for any other purpose unless the government removes or changes the specified use by taking the same type of action (adoption of an ordinance) it employed to previously commit these amounts.

- 4. Assigned: includes fund balance amounts that are self-imposed by the City to be used for a particular purpose. Fund balance can be assigned by the City Manager, the Chief Financial Officer, or their designee. This authority was delegated to the City Manager and the Chief Financial Officer by formal resolution of the City Council. Assigned funds are generally year end encumbered funds related to open purchase orders.
- 5. Unassigned: includes the residual fund balance which has not been classified within the other above mentioned categories. Unassigned fund balance may also include negative balances for any governmental fund if expenditures exceed amounts restricted, committed, or assigned for those specific purposes. These negative balances are accounted for in the General Fund as amounts due from the funds carrying a negative balance.

#### B. Commitment of Fund Balance

When both restricted and unrestricted fund balances are available for use, it is the City's policy to use restricted fund balance first, then unrestricted fund balance. Similarly, committed fund balances are reduced first followed by assigned amounts and then unassigned amounts when expenditures are incurred for purposes for which amounts in any of those unrestricted fund balance classifications are available.

# C. Assignment of Fund Balance

The City Council has authorized the City Manager as the official authorized to assign fund balance to a specific purpose pursuant to the guidelines.

#### D. General Fund Unassigned Fund Balance

Minimum Unassigned Fund Balance - The City shall maintain the General Fund unassigned fund balance at a minimum level equivalent to 60 days of recurring, budgeted operating expenditures in the five year forecast.

Target Unassigned Fund Balance – Because the City is subject to unplanned fluctuations in revenues and expenditures a targeted fund balance of 100 days has been established. The annual budget should be set at a level that produces the target level of unassigned fund balance by the end of the five year forecast.

- E. Water, Waste Water, Solid Waste, and Airport Funds Unrestricted Cash Balance The City shall maintain the Water, Waste Water, Solid Waste, and Airport Funds unrestricted cash balance at a level that ensures that an equivalent to 60 days of recurring, budgeted operating expenditures is maintained in the five year forecast.
- F. BTU City Fund Unrestricted Cash Balance Minimum Unrestricted Cash Balance –Will be maintained at a minimum of 90 days of the current year's operating expenditure budget.

Target Unrestricted Cash Balance – Because BTU is subject to unexpected changes in energy costs, revenues, and expenditures, a targeted unrestricted cash balance is set at 110 days of the current year's operating expenditure budget. The annual budget should be set at a level that produces the target level of unrestricted cash by the end of the five year forecast.

G. BTU Rural Fund Unrestricted Cash Balance

Minimum Unrestricted Cash Balance –Will be maintained at a minimum of 45 days of the current year's operating expenditure budget.

H. TIRZ Funds Unassigned Fund Balance

Target Unassigned Fund Balance – Because TIRZ funds generally have minimal operating expenses other than debt service, the City shall target an unassigned fund balance of no less than \$50,000 in each TIRZ fund, rather than as a percent of operating expenses. Budgeting should consider future debt service levels in setting current and future funding levels.

- I. Self-Insurance Fund Unassigned Fund Balance Target Unassigned Fund Balance – During the budget process for FY2018, City Council approved a revised minimum fund balance based on the stop-loss deductible for the City's excess worker's compensation and liability policy. For FY2018, this minimum is set at \$2,500,000.
- J. Employee Benefits Fund Unrestricted Fund Balance Target Unassigned Fund Balance – During the budget process for FY 2018, City Council approved a revised minimum fund balance of 30 days operating cash.
- K. Debt Service Fund Balance The City shall maintain the minimum debt service fund balance at 1 month of annual debt service requirements.
- L. All Other City Funds Unassigned Fund Balance/Unrestricted Cash Balance All other funds do not have a stated minimum unassigned fund balances/unrestricted cash balances but rather are monitored on a monthly basis. A balance sufficient to meet budgeted expenditures will be maintained in all funds.

### VII. Debt

Establish guidelines for debt financing that will provide needed facilities, land, capital equipment, and infrastructure improvements while minimizing the impact of debt payments on current and future tax rates.

A. Use of Debt Financing

Debt financing, to include general obligation bonds, revenue bonds, certificates of obligations, lease/purchase agreements, and other obligations permitted to be issued or incurred under Texas law, shall only be used to purchase capital assets that cannot be prudently acquired from either current revenues or fund balance/working capital and to fund infrastructure improvements and additions. Debt will not be used to fund current operating expenditures.

The City will pay cash for capital improvements within the financial capability of each fund based on the Five Year Financial Plan forecasts versus automatically issuing debt when funding capital expenditures and capital improvements. Cash sources include, but are not limited to, general fund unassigned fund balance, utility and airport system revenues, economic development corporation funding, developer fees, inter-local agreements, and state and federal grants.

### B. Debt Financing

### 1. Affordability

The City shall use an objective analytical approach to determine whether it can afford to issue new general purpose debt, both General Obligation bonds and Certificates of Obligation.

### 2. Debt Capacity

The City shall complete an annual debt capacity assessment to ensure that proposed debt is affordable and contributes to the financial strength of the City. The debt capacity is the upper limit on the dollar amount of capital improvements that the City can afford to fund from debt.

Debt capacity calculations for long-term planning shall assume market rates for the average annual interest costs at the time the capacity is determined. The analysis shall not assume future refunding of any outstanding bonds and shall consider both debt service requirements on current and proposed debt.

For property tax supported debt, maximum capacity shall be determined by an amount of annual debt service that the City can absorb within the proposed tax rate allocation for debt based on assumed growth in assessed valuation.

For revenue debt, maximum capacity shall be determined by the amount of annual debt service that the City can absorb within a proposed rate structure that has been reviewed with City Council and which can support the proposed debt within the additional bonds test as defined in the revenue bond covenants. The City shall not exceed debt capacity as defined through bond covenants or fall below bond coverage ratios for additional revenue bonds.

### C. Debt Coverage Ratios

The Debt Coverage Ratio is the ratio of Net Revenue Available for Debt Service to Debt Annual Service cost. Debt Coverage Ratios shall be maintained at:

|                    | Minimum | Target |
|--------------------|---------|--------|
| BTU City Electric  | 1.1     | 2.0    |
| BTU Rural Electric | 1.2     | 2.0    |
| Water & Wastewater | 1.25    | 2.0    |

### D. Debt Reserve Fund

Debt service reserves should be maintained for each bond issue as required by bond covenants.

E. Continuing Financial Disclosure related to Debt

The covenants related to debt require continual annual disclosure of specific financial information about the City. Required annual disclosure information will be posted to the Electronic Municipal Market Access (EMMA) website and as a supplement to the City's annual CAFR document

F. TIRZ Debt.

It is the City's policy not to issue City debt in order to fund any future Tax Increment Reinvestment Zones (TIRZ).

### G. Debt Structures

- 1. The City shall normally issue bonds with a life not to exceed 25 years for general obligation bonds and 25 years for revenue bonds, but in no case longer than the useful life of the asset.
- 2. The City shall seek level or declining debt repayment schedules and shall seek to retire 50% of the total principal outstanding within 10 years of the year of issuance.
- 3. There shall always be at least interest paid in the first fiscal year after a bond sale and principal payments starting generally no later than the second fiscal year after the bond issue.
- 4. Normally, there shall be no capitalized interest included in the debt structure except for debt issuances reimbursing developers for infrastructure, which shall not exceed 2 years of capitalized interest.

### H. Debt Refunding

The City's financial advisor shall monitor the municipal bond market for opportunities to obtain interest savings by refunding outstanding debt. As a general rule, the net present value savings of a particular refunding should exceed 3.0% of the refunded maturities unless (1) a debt restructuring is necessary or (2) bond covenant revisions are necessary to facilitate the ability to provide services or to issue additional debt.

I. Sale Process

The City shall use a competitive bidding process in the sale of debt unless the nature of the issue warrants a negotiated sale. The City will utilize a negotiated process when the issue is, or contains, a refinancing that is dependent on market/interest rate timing. The City shall award the bonds based on a true interest cost (TIC) basis. However, the City may award bonds based on a net interest cost (NIC) basis as long as the financial advisor agrees that the NIC basis can satisfactorily determine the lowest and best bid.

### J. Rating Agency Presentations

Full disclosure of operations and open lines of communications shall be maintained with the rating agencies. City staff, with the assistance of financial advisors, shall prepare the necessary materials and presentation to the rating agencies.

K. Bond Ratings

The City will prudently manage the General and Enterprise Funds and attempt to issue and structure debt to help maintain or increase the current bond ratings.

L. Lease/Purchase Agreements

The City will use lease/purchase agreements for capital items when it is cost-efficient and provides for more attractive terms than issuance of bonds.

### VIII. Cash Management/Investments

The City's investment policy is governed by a separate resolution. It is the policy of the COB to invest public funds in a manner that will ensure the preservation of capital, meet daily cash flow demands, conform to all applicable State and Local statutes governing the investment of public funds, and provide reasonable investment returns.

### IX. Grants

The City will seek, apply for, and effectively administer federal, state and local grants, which support the City's current priorities and policy objectives.

A. Grant Guidelines

The City shall apply and facilitate the application for only those grants that are consistent with the objectives and high priority needs identified by Council and City Management.

Grant funding will be considered to leverage City funds. Inconsistent and/or fluctuating grants should not be used to fund ongoing programs.

The potential for incurring ongoing costs, to include assumptions of support for grant-funded positions from local revenues, will be considered prior to applying for a grant.

B. Grant Termination and/or Reduced Grant Funding

In the event of reduced grant funding, City resources will be substituted only after all program priorities and alternatives are considered during the budget process, unless the City is obligated through the terms of the grant to maintain the positions.

The City shall terminate grant-funded programs and associated positions when grant funds are no longer available, and it is determined that the program no longer supports City goals and/or is no longer in the best interest of the City, unless the City has obligated itself through the terms of the grant to maintain the positions after the grant period ends.

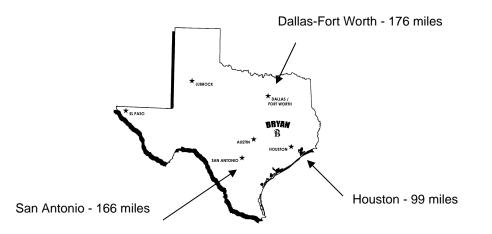
### X. Economic Development Agreements

The City shall monitor compliance with the terms of all economic development agreements and report the compliance status to City Council at least annually.

## **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-19<sup>th</sup> 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 66,425 (2016).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 12,000 (2016) 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: Blinn College* 

#### 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 45.6 square miles. Bryan's original population of a few hundred has grown to more than 83,000 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 690 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.

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**." ™



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# City of Bryan Statistical Information

### **City of Bryan Fast Facts**

| Date of Incorporation                        | 1872                    |
|--|-------------------------|
| Form of Government                           | Council-Manager         |
| Corporate Limits (sq. miles)                 | 45.6                    |
| Lane Miles of Streets (paved)                | 763.54                  |
| Fiscal Year                                  | October 1- September 30 |
| Parks  | 52                      |
| Athletic Complexes                           | 2                       |
| Recreation Center                            | 1                       |
| Aquatic Center                               | 1                       |
| Pools  | 3                       |
| Amphitheater                                 | 3                       |
| Cemeteries                                   | 3                       |
| Public Library Locations                     | 2                       |
| Genealogy/History Center                     | 1                       |
| Fire Stations                                | 5                       |
| Sworn Personnel                              | 137                     |
| Police Station(s)                            | 1                       |
| Sworn Personnel                              | 148                     |
| Source: City of Bryan                        |                         |
| Sales Tax Rate                               |                         |
|  |                         |
| Brazos County                                | 0.50%                   |
| City of Bryan                                | 1.50%                   |
| State  | 6.25%                   |
| Source: Texas Comptroller of Public Accounts |                         |
| Property Tax Rate                            |                         |
| 2014   | \$0.62999               |
| 2015   | \$0.62999               |
| 2016   | \$0.62999               |
| Source: Brazos County Appraisal District     |                         |

### Employment-Bryan

| 2014                                      | 37,926 |
|---|--------|
| 2015                                      | 38,748 |
| 2016                                      | 39,852 |
| Source: Texas Workforce Commission-Tracer |        |
| Unemployment Rate-Bryan                   |        |
| 2013                                      | 5.0%   |
| 2014                                      | 4.0%   |
| 2015                                      | 3.5%   |
| 2016                                      | 3.5%   |
| Sources Taxas Workforce Commission        |        |

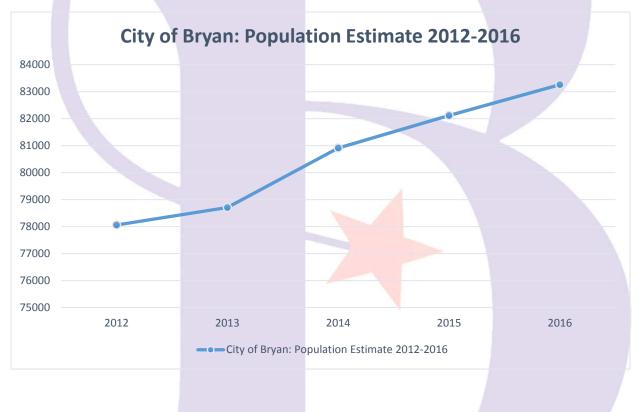
## Source: Texas Workforce Commission

## **Texas Metro Areas Employment Statistics (2016)**

| Metro Area                  | Employment                  | Unemployment Rate |
|-----------------------------|-----------------------------|-------------------|
| Abilene                     | 73,111                      | 3.8%              |
| Amarillo                    | 127,679                     | 3.2%              |
| Austin-Round Rock-San Mai   | rcos 1,072,803              | 3.2%              |
| Beaumont-Port Arthur        | 165,006                     | 7.4%              |
| Brownsville-Harlingen       | 156,409                     | 7.3%              |
| Bryan-College Station       | 122,344                     | 3.4%              |
| Corpus Christi              | 200,263                     | 6.1%              |
| Dallas-Fort Worth-Arlington | 3,610,564                   | 3.7%              |
| El Paso                     | 338,197                     | 4.9%              |
| Houston-Sugar Land-Baytov   | vn 3,134, <mark>9</mark> 79 | 5.3%              |
| Killeen-Temple-Fort Hood    | 167,320                     | 4.3%              |
| Laredo                      | 111,146                     | 4.5%              |
| Longview                    | 95,928                      | 5.8%              |
| Lubbock                     | 151,197                     | 3.2%              |
| McAllen-Edinburg-Mission    | 316,458                     | 8.2%              |
| Midland                     | 86,498                      | 3.8%              |
| Odessa                      | 74,235                      | 5.4%              |
| San Angelo                  | 53,924                      | 4.1%              |
| San Antonio-New Braunfels   | 1,087,923                   | 3.7%              |
| Sherman-Denison             | 59,519                      | 3.6%              |

### Texas Metro Areas Employment Statistics (2016) (cont.)

| Metro Area                         | Employment | Unemployment Rate |
|------------------------------------|------------|-------------------|
| Texarkana                          | 61,741     | 4.6%              |
| Tyler                              | 100,682    | 4.4%              |
| Victoria                           | 48,171     | 4.9%              |
| Waco                               | 117,012    | 3.9%              |
| Wichita Falls                      | 61,619     | 4.2%              |
| Source: Bureau of Labor Statistics |            |                   |



Source: U.S. Census Bureau'

## Largest Community Employers (2016)

| Company                                     | Sector                     | #Employees |
|---|----------------------------|------------|
| Texas A&M University System                 | Education                  | 17,000+    |
| Bryan Independent School District           | Education                  | 2,000+     |
| Texas A&M Health Science Center             | Education                  | 2,000+     |
| College Station Independent School District | Education                  | 2,000+     |
| Reynolds & Reynolds                         | Computer Hardware/Software | 1,800+     |
| Blinn College                               | Education                  | 1,000+     |
| Sanderson Farms                             | Food Manufacturing         | 1,000+     |
| CHI St. Joseph Health System                | Health Care                | 1,000+     |
| Walmart                                     | Retail                     | 1,000+     |
| HEB Grocery                                 | Retail                     | 1,000+     |
| Brazos County                               | Government                 | 500-999    |
| City of Bryan                               | Government                 | 500-999    |
| City of College Station                     | Government                 | 500-999    |
| College Station Medical Center              | Health Care                | 500-999    |
| Ply Gem Windows                             | Manufacturing              | 500-999    |
| Baylor Scott & White Health                 | Health Care                | 500-999    |
| Source: Research Valley Partnership         |                            |            |
| Home Sales Bryan-College Station (201       | 6)                         |            |
| Average Price                               |                            | \$190,181  |
| Median Prices                               |                            | \$169,875  |
| Average Sales (per month)                   |                            | 79         |
| Average month(s) on Inventory               |                            | 2.4        |
| Source: Texas A&M Real Estate Center        |                            |            |

## Single Family Building Permits-Bryan/College Station

| Calendar Year | Units | Average Value (\$) |
|---------------|-------|--------------------|
| 2014          | 955   | 184,100            |
| 2015          | 1,131 | 180,800            |
| 2016          | 1,127 | 180,500            |

Source: Texas A&M Real Estate Center

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 personnel 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<br>all real personal, and mixed property according to the<br>property's assessed valuation and the tax rate, in<br>compliance with the State Property Tax Code.                                      |
| AED                         | Automatic External Defibrillator  |
| ALS                         | Advanced Life Support   |
| Amortization                | The repayment of a loan by installment.   |
| 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<br>permits City officials to incur obligations against and to<br>make expenditures of governmental resources.  |
| AS/400                      | Network Computer System   |
| ASE                         | Automotive Service Excellence   |
| Assessed Property Valuation | A value established by the Brazos Central Appraisal<br>District which approximates market value of real or<br>personal property. By state law, one hundred percent<br>(100%) of the property value is used for determining the<br>basis for levying property taxes. |
| ATMS                        | Advanced Traffic Management System  |
| BBC                         | Bryan Business Council  |
| BBCEDF                      | Bryan-Brazos County Economic Development Foundation   |
| BCAD                        | Brazos Central 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<br>at a specified interest rate. The interest payments and the<br>repayments of the principal are detailed in a bond<br>ordinance. The most common types of bonds are general<br>obligation (G.O.) and revenue bonds. These are most<br>frequently used for construction for large capital projects,<br>such as buildings, streets, and water and sewer lines.   |
| Book Value        | The original acquisition cost of an investment plus or minus the accrued amortization or accretion.   |
| BRAC              | Bryan Regional Athletic Complex   |
| BTU               | Bryan Texas Utilities   |
| Budget Document   | The compilation of the spending plans for the various funds, along with supporting schedules, tables and charts which, in total, comprise the annual revenue and expenditure plan.  |
| Budget Highlights | Significant changes in expenditures or programs within a fund, department or division.  |
| Budget Summary    | Provides a listing of revenues, expenditures, and available resources for all funds.  |
| Budget            | A financial plan for a specified period of time (fiscal year) that matches planned revenues with appropriations. The "preliminary" budget designates the financial plan initially developed by departments and presented by the City Manager to the Council for approval. The "adopted budget" is the plan as modified and finally approved by that body. The "approved" budget is authorized by ordinance and thus specifies the legal spending limits for the fiscal year. The budget process in every Texas city must comply with the requirements of the Texas Local Government Code. See description of Budget Compliance in the Financial Polices section of this document. |
| Budgetary Control | The control or management of a governmental or<br>enterprise fund in accordance with the approved budget to<br>keep expenditures within the limitations of available  |
|                   | appropriations and revenues.  |
| BVCOG             | Brazos Valley Council of Governments  |

| BVWACS                            | Brazos Valley Wide Area Communication System   |  |
|-----------------------------------|--|--|
| CAD                               | Computer Aided Dispatch  |  |
| CAFR                              | Comprehensive Annual Financial Report  |  |
| CALEA                             | Commission on Accreditation for Law Enforcement Agencies   |  |
| Capital Outlay                    | Expenditures for equipment, vehicles, or machinery, and<br>other improvements that result in the acquisition of assets<br>with an estimated useful life of more than one year, a unit<br>cost of \$5,000 or more, and capable of being identified as<br>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<br>projects such as streets, building, and improvements.<br>These instruments are backed by the full faith and credit of<br>the issuing government and are generally financed through<br>property tax revenues.  |  |
| Certified Property Values         | To be in compliance with the Property Tax Code, the chief<br>appraiser certifies the approved appraisal roll to each<br>taxing unit on or before July 25.  |  |
| CHDO                              | Community Housing Development Organization   |  |
| CIP                               | Capital Improvements Program   |  |
| CJC                               | Criminal Justice Center  |  |
| СМОМ                              | Capacity, Management, Operations, and Maintenance  |  |
| COPS                              | Community Oriented Policing Services   |  |
| Crack Seal                        | An intermediate street maintenance repair technique.   |  |
| Debt Service Fund                 | A fund used to account for the monies set aside for the<br>payment of interest and principal to holders of the City's<br>Certificate of Obligation and revenue bonds, the sale of<br>which finances long-term capital improvements, such as<br>facilities, streets and drainage, parks and water/wastewater<br>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<br>after February 1st of each year, and upon which penalties<br>and interest are assessed. If half of the tax amounts are<br>paid by November 30 of the tax year, the remaining half<br>may be paid without penalty or interest any time on or<br>before June 30 of the following year. Payment stubs<br>found on the bottom of the tax statement show the half<br>payment amounts. Taxpayers who were 65 years of age<br>or older on January 1, and have filed an application for |  |

| Expenditure              | Resources spent by governmental funds in accordance with budgeted appropriations on assets or goods and   |
|--------------------------|---|
| Estimated Revenue        | A formal estimate of how much revenue will be earned<br>from a specific revenue source for some future period;<br>typically, a future fiscal year.  |
| ERCOT                    | Electric Reliability Council of Texas   |
| EPA                      | Environmental Protection Agency   |
| EOC                      | Emergency Operation Center  |
| Enterprise Fund          | A fund established to account for operations that are<br>financed and operated in a manner similar to private<br>business. The fee rate schedules are established to<br>ensure that revenues are adequate to meet all necessary<br>expenditures. The Water, Sewer, Solid Waste, Airport and<br>BTU funds are enterprise funds in the City of Bryan. |
| Encumbrances             | Commitments for the expenditure of monies.  |
| EMT                      | Emergency Medical Technician  |
| EMS                      | Emergency Medical Services  |
| 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.   |
| EEOC                     | Equal Employment Opportunity Commission   |
| EDA                      | Economic Development Administration   |
| ED                       | Economic Development  |
| Economic Diversification | Having more than one financial or monetary factor, industry<br>or sector contributing to the production, development and<br>consumption of commodities within a specific region.  |
| DOT                      | Department of Transportation  |
| Division                 | A basic organizational unit that is functionally unique and<br>provides service under the administrative direction of a<br>Department.  |
| Disposition Rate         | Rate that court cases are finalized and closed within a 12-<br>month period.  |
| Depreciation             | A reduction in the value of an asset with the passage of time; due in particular to wear and tear.  |
| Department               | A major administrative segment responsible for management of operating Divisions that provides services within a functional area.   |
|                          | exemption may pay the taxes on their homestead in four<br>equal installments. 1st payment due January 31, 2nd<br>payment due March 31, 3rd payment due May 31, and<br>4th payment due July 3.   |

| Expense             | Resources spent by government 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<br>and ending dates for recording financial transactions. The<br>City of Bryan's fiscal year begins October 1 and ends<br>September 30 of the following calendar year. This is also<br>called the budget year.  |
| FLSA                | Fair Labor Standards Act   |
| FTE                 | Full Time Employee   |
| Fund Balance        | The excess of current assets over current liabilities,<br>representing the cumulative effect of revenues and other<br>financing sources over expenditures and other financing<br>uses.   |
| Fund                | Fund was defined by Statement 1 of the National Council<br>of Governmental Accounting (NCGAS 1), entitled<br>"Governmental Accounting and Financial Reporting<br>Principals," as follows: A fund is defined as a fiscal and<br>accounting entity with a self-balancing set of accounts<br>recording cash and other financial resources, together with<br>all related liabilities and residual equities or balances, and<br>changes therein, which are segregated for the purpose of<br>carrying on specific activities or attaining certain objectives<br>in accordance with special regulations, restrictions, or<br>limitations. |
| 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<br>Board (GASB) that establishes financial reporting<br>standards for state and local governments in presenting<br>information about a government's major funds to aid in<br>measuring the operating results of these funds in the<br>interest of accountability to citizens and stakeholders.  |
| GASB                | Government Accounting Standards Board. The agency of<br>the Financial Accounting Foundation that promulgates<br>standards for accounting and financial reporting by<br>governmental entities.  |

| General Fund<br>General Obligation (G.O.) Bonds | The General Fund is the City's primary operating fund. It<br>accounts for all financial resources of the general<br>government, except those required to be accounted for in<br>another fund. All general tax revenues and other receipts<br>that are not restricted by law or contractual agreement to<br>some other fund are accounted for in this fund. General<br>operating expenditures, fixed charges and capital<br>improvement costs that are not paid through other funds<br>are paid from the General Fund.   |
|---|---|
|   | projects such as streets, building, and improvements.<br>These bonds are backed by the full faith and credit of the<br>issuing government and are financed through property tax<br>revenues. In Texas, G.O. Bonds must be authorized by<br>public referenda.  |
| GF  | General Fund  |
| GFOA  | The Government Finance Officers Association of the<br>United States and Canada is the premier association of<br>public sector finance professionals and is dedicated to<br>providing high quality support to state and local<br>governments. The GFOA's two established criteria for<br>financial excellence include: (1) the "Distinguished Budget<br>Presentation Award" (Budget Program) conferred on<br>governments whose budgets are deemed exemplary as a<br>policy document, financial guide, operations guide, and<br>communication device; (2) "Certificate of Achievement for<br>Excellence in Financial Reporting" (CAFR Program) for<br>government who's CAFRs achieve the highest standards in<br>financial reporting. |
| GIS   | Geographic Information System   |
| Goal  | An observable and measurable end result having one or<br>more objectives to be achieved within a more or less fixed<br>timeframe.   |
| Governmental Funds                              | Funds that are maintained on a modified accrual basis with<br>an emphasis on when cash is expended or obligated and<br>revenues are recorded when measurable and available.   |
| GPM   | Gallons Per Minute  |
| HazMat Response Teams                           | Hazardous Materials Response Team.  |
| НІРАА   | Health Insurance Portability & Accountability Act   |
| НОМЕ  | Home Investment Partnerships Program  |
| Homestead                                       | A tax exempt qualifying declaration by a property taxpayer for his/her actual dwelling place or home.   |
| Horticulturist                                  | One skilled in the science of cultivating flowers and plants, as in a municipal parks system.   |
| HR  | Human Resources   |
| HTC   | House Tax Credit  |

| HTE                       | The City of Bryan's enterprise resource management  |
|---------------------------|---|
|                           | program used for financial reporting and other business operations.   |
| HUD                       | Housing & Urban Development   |
| HVAC                      | Heating Vent Air Conditioning   |
| 1/1                       | 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<br>other than buildings, including roads, bridges, curbs and<br>gutters, streets and sidewalks, drainage systems, and<br>lighting systems.                                      |
| Intangible Asset          | A legal claim to some future benefit, typically a claim to<br>future cash. Goodwill, intellectual property, patents,<br>copyrights and trademarks are examples of intangible<br>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<br>one City department to other departments of the<br>governmental unit on a cost reimbursement basis.  |
| Investment Pool           | An entity created to invest public funds jointly on behalf of<br>the entities that participate in the pool and whose<br>investment objectives are (in order of priority) preservation<br>and safety of principal, liquidity, and yield. |
| IPP                       | Industrial Pretreatment Program   |
| ISO                       | Insurance Services Office   |
| ΙΤ                        | Information Technology  |
| ITS                       | Intelligent Transportation Systems  |
| L.E.O.S.E.                | Law Enforcement Officers Standard Education   |
| L/M                       | Low/Moderate Income   |
| LAN                       | Local Area Network  |
| LED                       | Light-Emitting Diode  |
| Levy                      | To impose or collect by legal authority. The City Council has the authority to levy taxes, special assessments, and service charges as stated in the City Charter.  |
| LGC                       | Local Government Code   |
| Limited Tax Note          | Direct obligations of the City payable from ad valorem taxes levied against taxable property located therein, within  |

|                               | the limits prescribed by law.  |
|-------------------------------|--|
| Long Term Debt                | Debt with a maturity of more than one year after the date of issuance.   |
| M.H.M.R.                      | Mental Health Mental Retardation   |
| Maintenance                   | Cost of upkeep of property or equipment.   |
| Mandates or Mandated Expenses | Any expenses relating to an authoritative command or instruction. Refers to the federal and state mandates governing municipalities, such as regulations establishing testing for water quality. |
| 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.  |
| МРО                           | Metropolitan Planning Organization   |
| MSA                           | Metropolitan Statistical Area  |
| MSC                           | Municipal Service Center   |
| MS4                           | A general permit to discharge water under the Texas<br>Pollutant Discharge Elimination System. This allows the<br>city to discharge water directly to surface water, (creeks,<br>lakes, etc.)    |
| 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<br>Information Center  |
| Neighborhood Sweep            | An organized neighborhood cleanup event within the city utilizing city personnel and community volunteers.   |
| NET                           | Neighborhood Enforcement Team  |
| Net Taxable Value             | The total assessed value of all property within the city that<br>is available for taxation minus property eligible for tax<br>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   |
|--------------------------------|--|
| ОРЕВ                           | Other Post-Employment Benefits   |
| Operating Budget               | Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of the City are controlled. The use of an annual operating budget is required by State law.  |
| Ordinance                      | A statute or regulation especially enacted by a city government.   |
| Outside Agencies               | Non-profit service organizations funded partially or entirely<br>by the donations and contributions from the City of Bryan.  |
| Outside Services               | Professional or technical expertise purchased from external sources.   |
| P + Z                          | Planning + Zoning  |
| Payment In Lieu Of Tax (PILOT) | Monies received for provision of city services to property<br>owners located outside the municipal taxing district or not<br>normally subject to municipal taxation.   |
| PCI                            | Pavement Condition Index   |
| Performance Measures           | <ul> <li>Specific quantitative and qualitative measures of work performed or results obtained within an activity or program. There are three types of measurements:</li> <li>(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</li> </ul> |
| Personnel Services             | system).<br>Costs relating to compensating employees, including<br>salaries, wages, insurance, payroll taxes, and retirement<br>contributions.   |
| РНА                            | Public Housing Authority   |
| PID                            | Public Improvement District  |
| PLC                            | Programmable Logic Controller  |
| РМ                             | 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<br>real, personal, and mixed property according to the<br>property's valuation and the tax rate, in compliance with the<br>State Property Tax Code.   |

| Proprietary Fund         | A fund used to account for activities that receive significant  |
|--------------------------|---|
|                          | support from fees and charges.  |
| PTC                      | Property Tax Code   |
| QA/QI                    | Quality Assurance/Quality Improvement   |
| Qualified Representative | <ul> <li>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: <ol> <li>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;</li> <li>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;</li> </ol> </li> <li>For an investment pool, the person authorized by</li> </ul> |
|                          | the elected official or board with authority to<br>administer the activities of the investment pool to sign<br>the written instrument on behalf of the investment<br>pool.  |
| Reserve                  | An account used to indicate that a portion of fund<br>resources is restricted for a specific purpose, or is not<br>available for appropriation and subsequent spending.   |
| Resolution               | A formal statement of a decision, determination or course<br>of action placed before a city council and adopted.  |
| Revenue Bonds            | Legal debt instruments that finance public projects for such<br>services as water or sewer. Revenues from the public<br>project are pledged to pay principal and interest of the<br>bonds. In Texas, revenue bonds may or may not be<br>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.   |
| 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.   |
| Structurally Balanced Budget | A structurally balanced budget is defined as recurring<br>revenues funding recurring expenditures and adherence to<br>both minimum and targeted fund balance policies. Short<br>term loans between funds will be avoided as budget<br>balancing techniques. Non-recurring expenditures may be<br>funded with either recurring or non-recurring revenues or<br>fund balance. |
| 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<br>for real, personal, or mixed property. The rate is set by<br>September 30th of each year by the City Council of the City<br>of Bryan, Texas.   |
| Taxes                        | Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.   |
| TCEQ                         | Texas Commission on Environmental Quality   |

| ТСМА                   | 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.  |
| ТРWA                   | Texas Public Works Association   |
| Transmittal Letter     | A general discussion of the adopted budget presented in<br>writing by the City Manager to the Mayor and City Council.<br>The transmittal letter highlights the major budget items<br>including any changes made in the current budget year,<br>issues affecting the decisions and priorities of the current<br>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.  |
| тwс                    | Texas Water Commission   |
| тисс                   | Texas Workers' Compensation Commission   |
| TWDB                   | Texas Water Development Board  |
| TWLE                   | Texas Women in Law Enforcement   |
| тх рот                 | 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 party 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<br>assets less current liabilities and outstanding<br>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                    |



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