



CITY OF BRYAN

The Good Life, Texas Style.™



CITY OF BRYAN, TEXAS

ANNUAL OPERATING BUDGET FOR FISCAL YEAR 2018-2019

This budget will raise more revenue from property taxes than last year's budget by an amount of \$2,747,383 which is an 8.4% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$954,756.

City Council Record Vote

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

FOR: Mayor Nelson, Mayor Pro-Tem Owens, Councilmembers Marin, Madison, Southerland, Hardeman, and Simank

AGAINST: None

PRESENT and not voting: None

ABSENT: None

Tax Rate	Adopted FY 2018-19	Adopted FY 2017-18
Property Tax Rate	0.629990	0.629990
Effective Rate	0.595220	0.598632
Effective M&O Tax Rate	0.591850	0.580515
Rollback Tax Rate	0.642581	0.644401
Debt Rate	0.151282	0.165403

Comparison of Adopted and Current Tax Rate		
Tax Rate	Adopted FY 2018-19	Adopted FY 2017-18
M&O Tax Rate	0.478708	0.464587
Debt Tax Rate	0.151282	0.165403
Total	0.629990	0.629990

The total amount of municipal debt obligation secured by property taxes for the City of Bryan is \$81,861,822.



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**City of Bryan, Texas
Fiscal Year 2019
Adopted Annual Budget**

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October 1, 2018

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 2019, beginning October 1, 2018. 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
- Parks and Recreation improvements including a regional park
- Continued growth in Texas Triangle Park
- Continued residential and commercial development

The following are key assumptions used in the preparation of the Fiscal Year 2019 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 are 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.

Revenue and expenditure assumptions in the Fiscal Year 2019 Adopted Budget reflect these trends and key assumptions. Overall, an 8.6% increase in General Fund revenues, transfers and right-of-way payments is forecasted in Fiscal Year 2019 vs Fiscal Year 2018's Amended Budget. Sales taxes are expected to improve by 4.0% over Fiscal Year 2018 projected totals. General Fund property tax revenue is up by 11.6% over Fiscal Year 2018 projected totals due to an increase of approximately 8.4% in January 2018 total taxable valuations and 3.2% due to an increase in the M&O portion of the tax rate for FY2019. Right-of-way payments are expected to increase modestly by 1.4%. General Fund operating expenditures are budgeted to increase by \$844,126, or 1.1% over Fiscal Year 2018's Amended Budget. Fiscal Year 2019 increases include a 3.0% merit increase for employees and an additional 2% pay scale adjustment for Public Safety personnel



along with budget requests totaling \$5.4 million. The General Fund budget includes funding for an additional 23 positions. Three police officers, six firefighters that were previously funded through a federal grant, one code position, and one communications and marketing position have all been included in the FY 2019 Adopted Budget. Eighteen “added” positions are related to an IT reorganization that shifted existing staff from BTU to the City General Fund. Lastly, the outsourcing of golf operations to the City Course at the Phillips Event Center resulted in the elimination of six positions.

Overall, the General Fund ending fund balance is budgeted to produce an unassigned fund balance of 95 days at the end of Fiscal Year 2019. This amount is a decrease of 16 days from the actual Fiscal Year 2017 balance and represents the planned use of fund balances for one-time projects and expenditures, but remains well above the sixty day fund balance minimum set by policy.

The Fiscal Year 2019 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 \$405.4 million, and is an increase of \$5.4 million from the Fiscal Year 2018 Amended Budget. The increase is largely driven by increased debt service costs at BTU associated with a one-time balloon payment for debt related to TMPA. This increase is offset by reductions in the Street Improvement Fund and the Drainage Fund due to the completion of several projects in FY 2018 and BTU – Rural due to a decrease in wholesale base rates. Fiscal Year 2019 expenditures exceed revenues by \$14.3 million primarily as a result of BTU’s debt service payment related to TMPA and cash funded capital projects in the Water, Wastewater, and Street Improvement funds.

As outlined in the Fiscal Year 2019 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 continued into August and September.

In closing, I believe the Fiscal Year 2019 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 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 2019.

Sincerely,

Kean Register
City Manager



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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
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



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Bryan
Texas**

For the Fiscal Year Beginning

October 1, 2017

Christopher P. Morrell

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, 2017. 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.

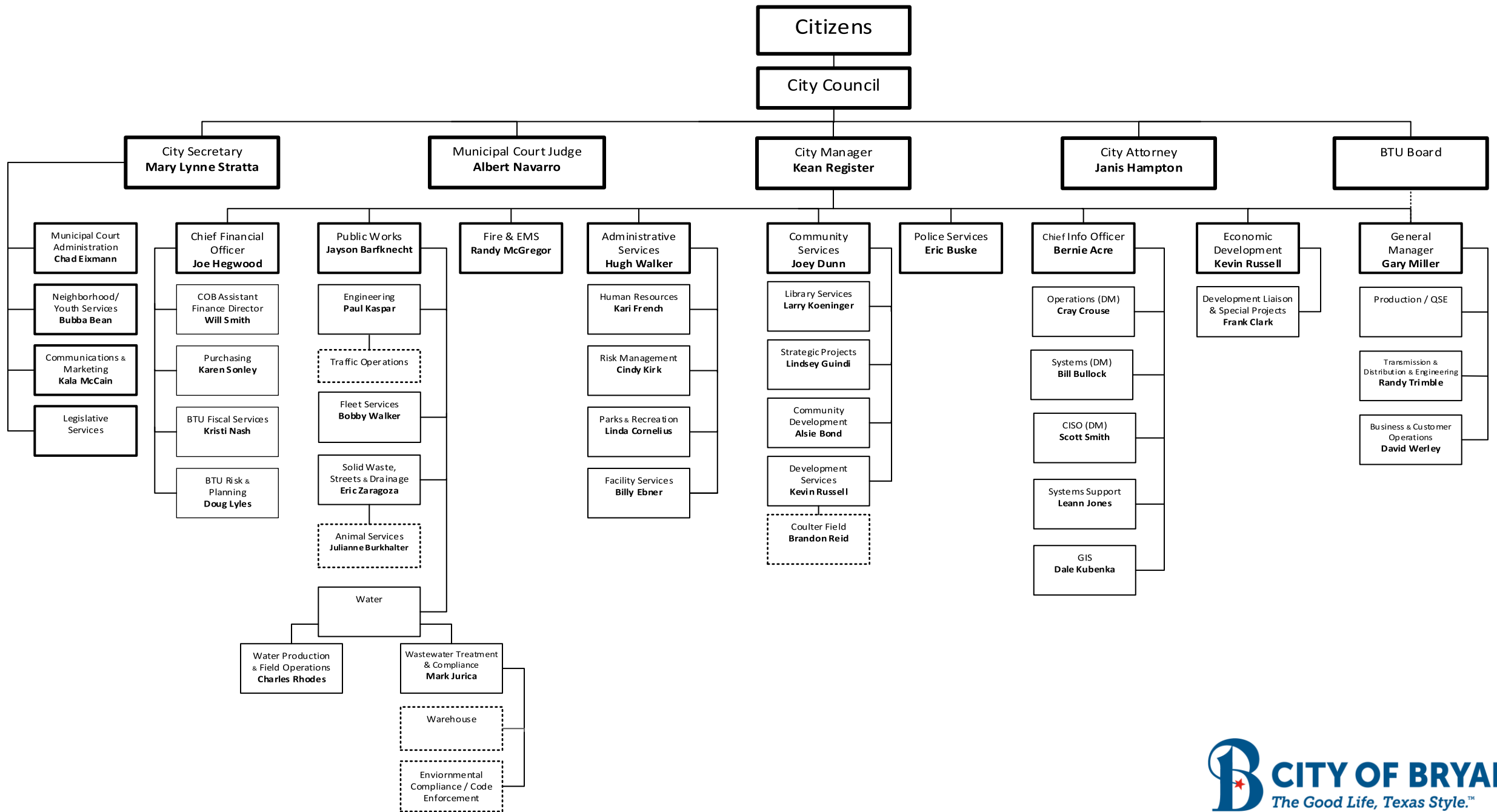


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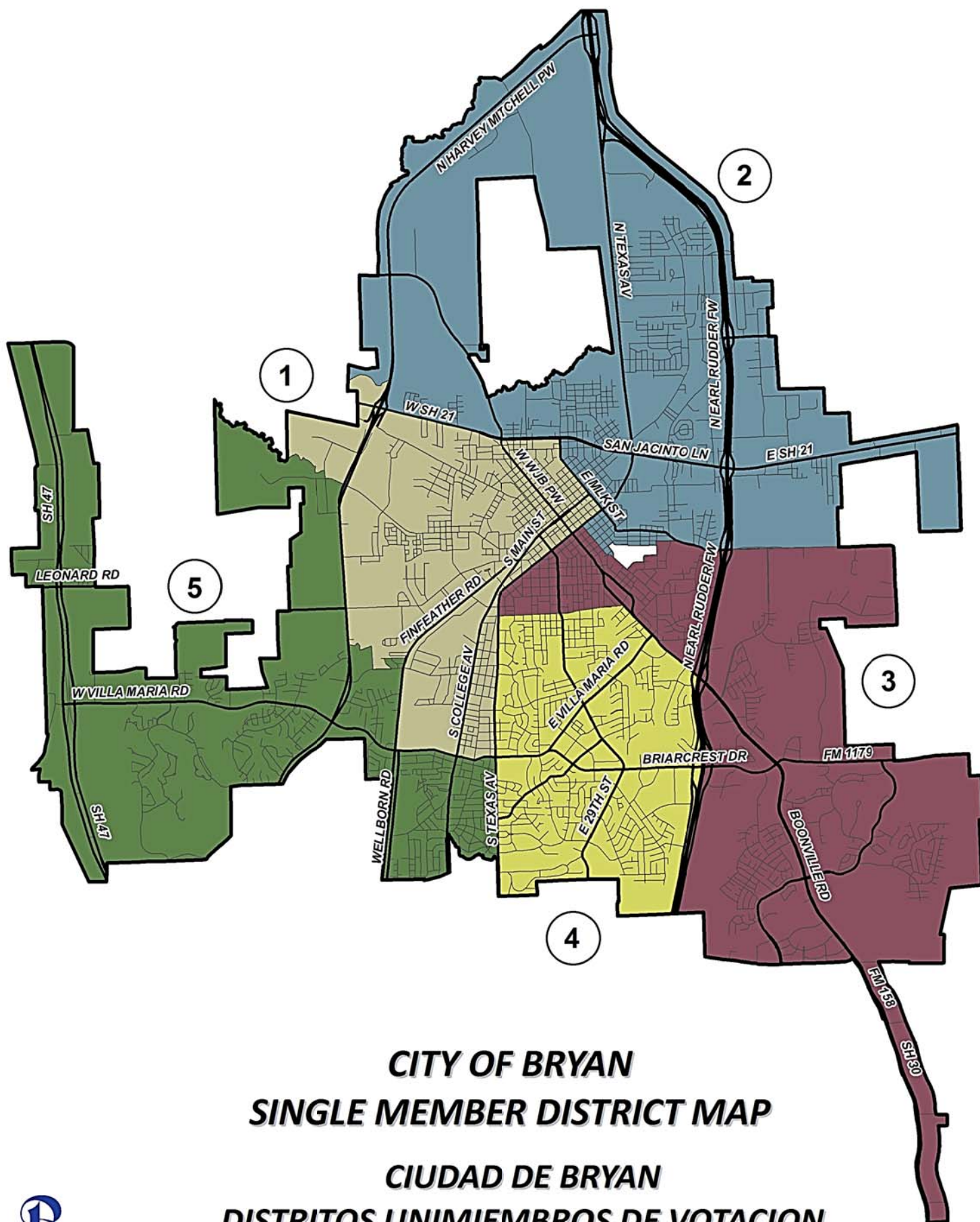


**City of Bryan, Texas
Budget Calendar
Fiscal Year 2019**

<u>Date</u>	<u>Activity</u>
February 27, 2018	HTE budget entry opens to departments
March 12, 2018	Decision Package requests due to HR, Fleet, and/or IT for review
April 2, 2018	Decision Package requests due to Budget office
April 11, 2018	Decision Packages presented to ARM for prioritization
April 27, 2018	Budget entry, goals and objectives, accomplishments, and performance measures due from divisions
July 10, 2018	Council Workshop - FY2019 Budget - General Fund, Debt Service, Internal Service, Special Revenue Funds, Enterprise Funds and CIP
July 25, 2018	Receive Certified Tax Roll
August 3, 2018	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 14, 2018	Discuss proposed tax rate, record vote and schedule public hearing; schedule public hearing on proposed budget
August 21, 2018	Publish Notice of Public Hearing on Budget and post on the City website and Ch. 16
August 28, 2018	Public hearing on Proposed Budget; First Reading of Ordinance to adopt budget
September 11, 2018	First public hearing on tax rate; Second Reading of Ordinance to Adopt Budget
September 18, 2018	Second public hearing on tax rate; First reading of Tax Rate Ordinance
September 25, 2018	Second reading of Ordinance to adopt tax rate; Ratification of tax rate



City of Bryan Organization Chart
July 2018



**CITY OF BRYAN
SINGLE MEMBER DISTRICT MAP**

**CIUDAD DE BRYAN
DISTRITOS UNIMIEMBROS DE VOTACION**



CITY OF BRYAN
GEOGRAPHIC INFORMATION SERVICES

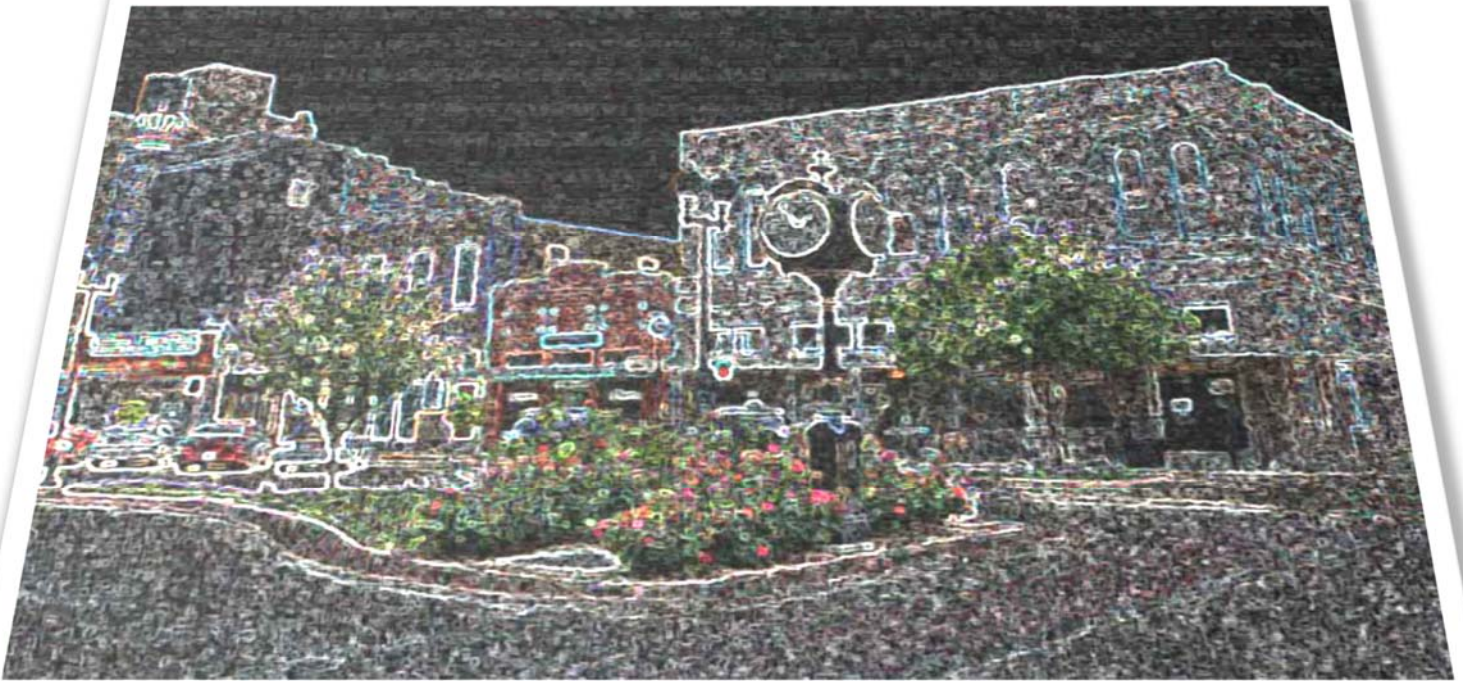


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Strategic Plan

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

SERVICE – KEY RESULT AREAS

- ❖ City Wide
- ❖ Organizational-wide

Objectives

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

Criteria

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

Performance Measures

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

INFRASTRUCTURE-KEY RESULT AREAS

- ❖ City-wide
- ❖ Organizational-wide

Objectives:

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

Criteria:

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

Performance Measures:

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

ECONOMIC DEVELOPMENT – KEY RESULT AREAS

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

Objectives

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

Criteria

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

Performance Measures

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

Bryan Business Council

Objectives

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

Performance Measures

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

The Research Valley Partnership

Objectives

- Encourage economic development opportunities in partnership with Texas A&M University, Blinn Jr. College, Brazos County, Bryan Business Council, 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

Performance Measures

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

- 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

Performance Measures

- 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

Performance Measures

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



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Strategic Areas of Emphasis By Department

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



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INTRODUCTION

BUDGET DOCUMENT KEY ELEMENTS

The following is a summary of key elements included in the City of Bryan FY2019 adopted budget, which begins October 1, 2018 and ends September 30, 2019. 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 City 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, a general aviation airport, 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 initial page of the budget document is a legislative requirement and 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.
- The Table of Contents provides an overview of the adopted budget document for FY2019.
- The City Manager's transmittal letter provides a concise picture of the budget and includes an economic outlook for the City.
- The Introduction section includes the City's mission statement, strategic areas of emphasis and describes the budget process with 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 a detail of revenues and expenditures by department and division. Each division provides a description of services provided, service level objectives for FY2019, accomplishments for FY2018, key performance indicators, budgeted personnel, and financial data.
- The Capital Funding section provides Capital programs and operating Capital for the City.
- 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 City 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 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 Funds

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.

- General Fund: 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.
- 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 (Bond 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. The spendable portion of these funds is allocated on an ongoing basis through direction from City Council.

Proprietary Funds

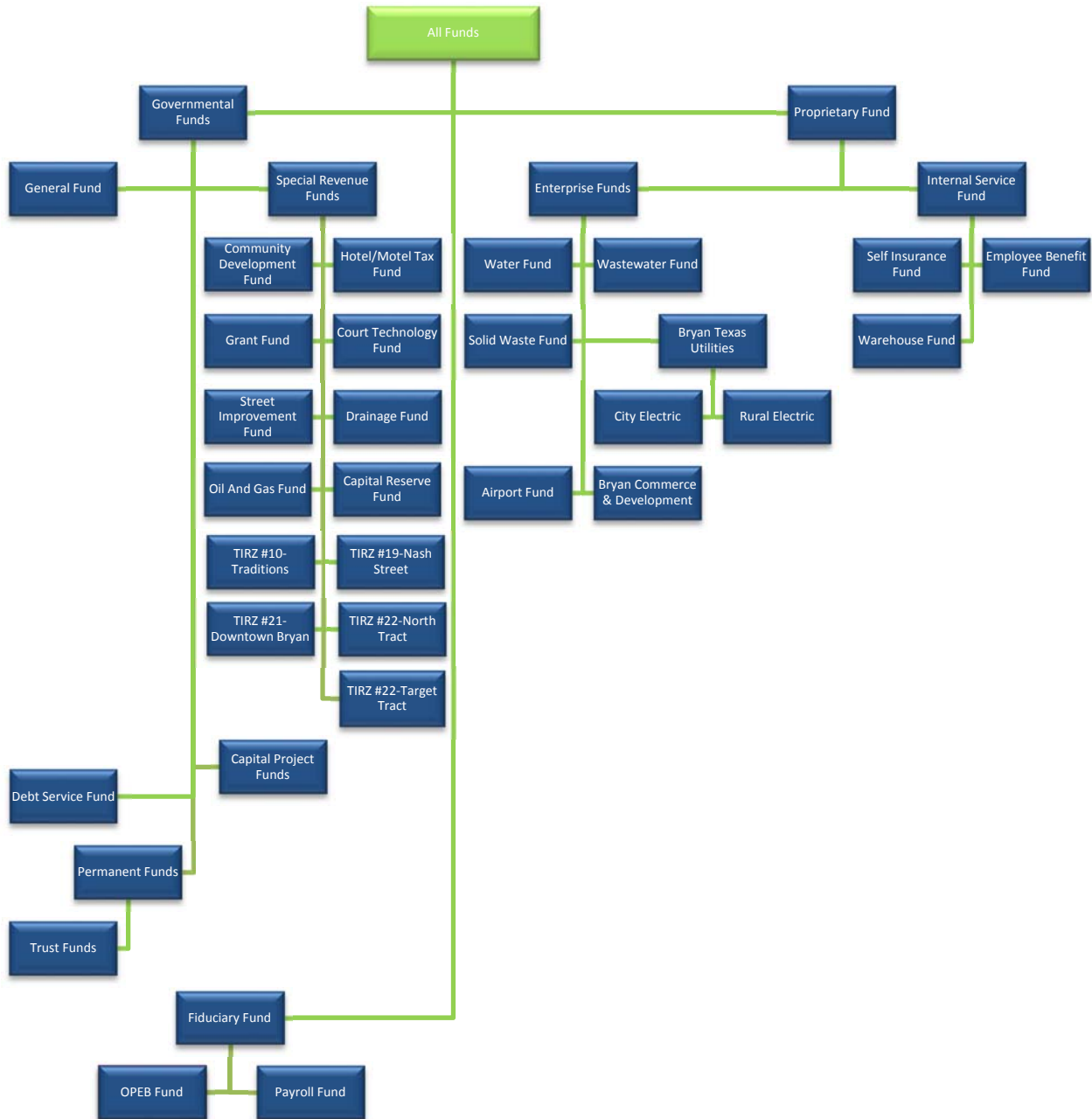
Proprietary funds are used to account for the City's activities that are similar to commercial enterprises. The City maintains two different types of proprietary funds:

- 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 Funds

The City maintains two (2) fiduciary funds, the payroll fund and the other post-employment benefits trust fund ("OPEB Fund"). Fiduciary funds are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government- wide financial statement because the resources of those funds are not available to support the City's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds.

FUND STRUCTURE FY2019



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:

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

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 FY2019 adopted budget upon the fund balances is presented in the Budget Overview section of this document. The change in operating funds can be found in 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 updated in support of the City 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 FY2017 actual revenues and expenditures, FY2018 adopted budget, FY2018 budget as amended by City Council, FY2018 projected budgets based on results projected at the time budgets were prepared, and the FY2019 budget adopted by the City Manager. The budget book compares (\$ and % change) the FY2019 adopted budget with the FY2018 amended budget.

CAPITAL IMPROVEMENTS

The City of Bryan budgets capital improvements through two separate 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. A 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 CIP 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 CIP 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 budget summaries throughout the document.



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FY2019 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 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 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, \$0.151282 per \$100 valuation is currently designated for debt service.

Bond Ratings

The City of Bryan's current bond ratings are:

<u>Rating Agency</u>	<u>BTU City</u>	<u>BTU Rural</u>	<u>General Obligation</u>	<u>Water/Wastewater</u>
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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FY2019 BUDGET SUMMARY

The following is a summary of the FY2019 adopted annual budget for the City of Bryan, Texas.

BUDGETED REVENUES

The City of Bryan FY2019 revenues inclusive of transfers and right-of-way payments are estimated at \$391,108,173 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 (grants), charges for services, fines, forfeits, and penalties, investment earnings, miscellaneous income, and Right of Way and transfers. Assumptions for estimates can be found below under Revenue Assumptions. Included here is a brief summary of the FY2019 revenue types:

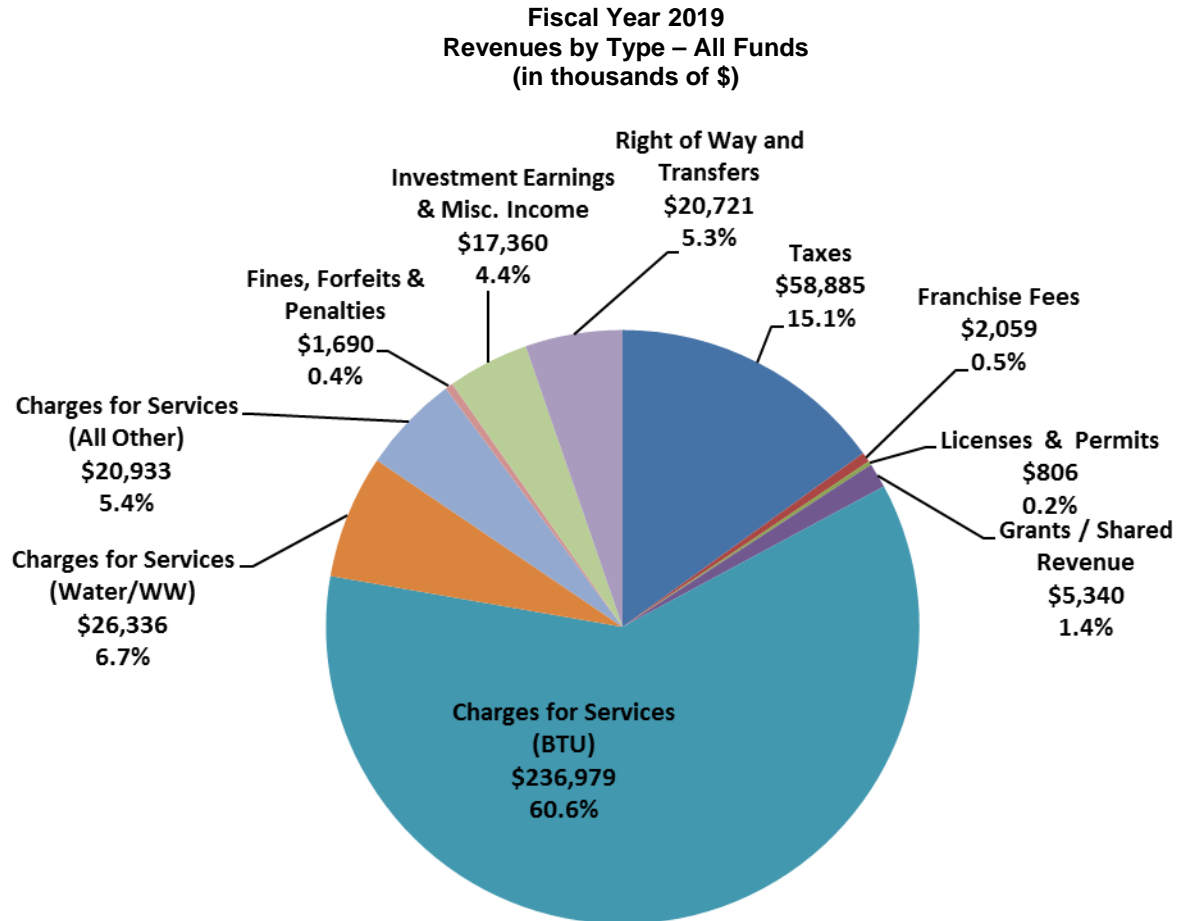
- Tax revenues which include property tax, sales tax, and hotel occupancy tax, are estimated at \$58,885,145 or 15% of the City's revenue base. Of this amount \$12,330,905, or 21%, is restricted.
- Franchise taxes are assessed to private utility companies, including telephone, cable, and gas. For FY2019, franchise taxes are estimated at \$2,058,760 or less than 1% of total revenues.
- Licenses and Permits revenues are estimated at \$805,565 or less than 1% of total revenues.
- Inter-governmental revenues comprise \$5,339,991 or 1% of the total revenue budget. This revenue source is primarily comprised of Community Development grant revenues and revenues from the City of College Station for library services. Payments from Brazos County for their participation in Traditions (TIRZ #10) and TIRZ (TIRZ #22) 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 FY2019 from all services is estimated at \$284,248,361 or 73% of total revenues. BTU-City revenues of \$186,906,022 account for the majority of this revenue category.
- Fines, forfeitures, and penalties total \$1,690,290 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 \$17,359,514 or 4% of total revenues.
- Right-of-way payments received by the General Fund from City owned utilities are budgeted at \$14,913,494 for FY2019. Interfund transfers total \$5,807,053. The combined total for right-of-way and interfund transfers is budgeted at \$20,720,547 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 property tax levy for FY2019 is \$35,515,147. The General Fund (M&O) tax rate was adopted at \$0.478708 per \$100 of assessed valuation and the debt service portion (I&S) of the tax rate is \$0.151282 per \$100 of assessed valuation. The General Fund property tax levy is estimated at \$24,774,240, with an additional \$200,000 budgeted for penalty, interest, and delinquent taxes from prior periods. Debt Service property tax is estimated at \$7,829,191. TIRZ property tax revenues are estimated at \$2,911,714. Total taxable property values increased 8.42% compared to last year's value. The decrease in the I&S rate for FY2019 is a result of the increase in property values that reduced the I&S rate needed to obtain sufficient property tax revenues and the estimated ending fund balance which will be used to pay the debt requirements in FY2019.
- Sales tax revenue for FY2018 is projected to be \$20,750,000. The FY2019 budget estimate of \$21,580,000 is a 4% increase over the amount projected for FY2018.
- The ROW (right-of-way) payments to the General Fund from the Water, Wastewater, and Solid Waste utility funds are based on 5% of operating revenues. The ROW payment from BTU-City is based on approximately 6% of revenues.
- FY2019 estimated Hotel occupancy tax ("HOT") revenues are \$1,500,000, or 15.4%, higher than FY2018 amended budget. This increase in projected revenue is based on near-term historical trends and growth in the hotel industry in Bryan.

- There are no planned solid waste rate increases at this time. In early FY2018, Water rates were adjusted but no significant increases were seen. For the Water Fund, water sales revenues are expected to increase by 5% based on customer growth. The Wastewater Fund will see a modest growth in revenues of slightly more than 1%.

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 within this section of the budget book.



BUDGETED APPROPRIATION OF EXPENDITURES

The City of Bryan Fiscal Year 2019 adopted budget appropriation of expenditures for all funds is \$405,449,445 which represents an 1.4% increase from the FY2018 amended budget.

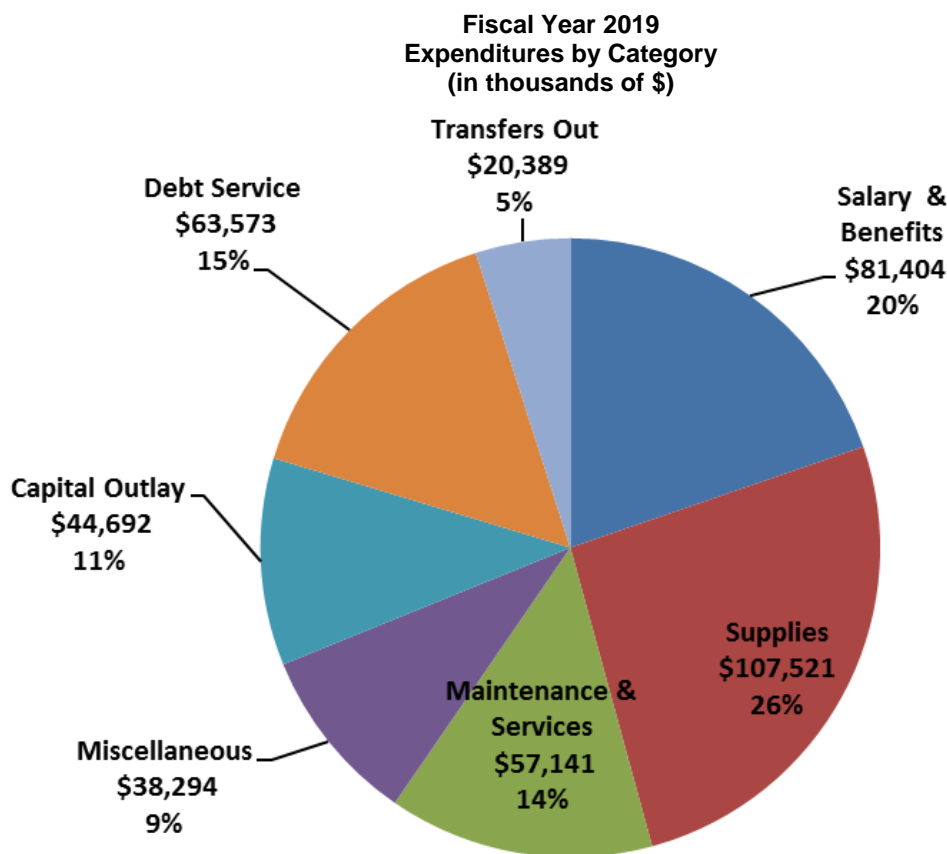
Uses of Appropriated Funds:

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. These amounts are used to offset expenditures in the General Fund.

- BTU-City and BTU-Rural combined appropriations represent 61%, or \$245,511,781, of the total appropriations for the City.
- General Fund budgeted expenditures for fiscal year 2019 are \$76,290,653, which includes an off-set of \$5,934,384 for administrative reimbursement costs from other funds for services provided by the General Fund.

- The City's non-capitalized Salaries & Benefits for FY2019 are \$81,404,049. 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 and an additional 2% market adjustment for civil service (sworn Police and Fire personnel).
- The adopted FY2019 budget increases staffing by 8 positions compared to the FY2018 adopted budget. General Fund staffing increased by 23 positions. General Fund increases include three additional officer positions for police, six firefighters that were previously funded through a grant, one multimedia specialist, and one code enforcement officer. Additionally the Information Technology ("IT") department consolidated staff from BTU into the General Fund support services department. This consolidation increased General Fund IT staffing by 18 full-time employees. This increase in General Fund staffing for IT is also reflected as a decrease in staffing by BTU. Additionally, six golf course positions were eliminated with the closing of the Travis B. Bryan Municipal Golf Course. BTU added three full time positions for FY2019.
- Supplies, which include fuel costs, make up the largest portion of the total budget at 27%, or \$107,250,824.
- Maintenance and Services expenses for FY2019 are \$57,141,388 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 \$38,293,936, or 9%, of the total appropriations for FY2019.
- Capital outlay appropriations for FY2019 are \$44,692,055 and are 11% of the total budget. This category includes capital improvement projects to be funded through operating revenues. Funding for vehicles and equipment is also included in this category. A summary listing of vehicles and equipment can be found on the decision package schedule in the appendix of this document.
- Debt Service payments for all funds are budgeted at \$63,573,053 or 16% of the total budget for FY2019.
- Transfers to other funds for FY2019 total \$20,389,015 and represent 5% of the total appropriations. Utility right-of-way payments of \$14,913,494 account for the majority of this category. Transfers of \$1,931,340 are budgeted from the TIRZ's and Streets fund for their respective debt service payments. Transfers of \$520,000 to the General Fund are budgeted for TIRZ #10 and TIRZ #22 - Target. Additionally, the General Fund will transfer \$885,674 to various funds. There will also be a \$100,000 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 "FY2019 Change in Fund Balance – All Funds" lists changes in year ended operating funds by fund. Overall, balances are projected to decrease by \$14,341,274. The BTU-City decrease of \$6,941,936 accounts for the majority of the overall decrease. The spending of available fund balances reduces the need for issuing debt. The ending fund balance in all funds is within target levels, except for the Employee Benefits fund. This fund balance is projected to be within target levels in the near-term.

City of Bryan, Texas
All Funds Summary - Fiscal Year 2019

<u>REVENUES</u>	FY2017	FY2018	FY2018	FY2018	FY2019	\$Chng/FY18	%Chng
	Actual	Adopted	Amended	Projected	Adopted	Amended	/FY18
Governmental Funds:							
General	\$ 68,147,943	\$ 69,486,209	\$ 69,486,209	\$ 70,552,036	\$ 75,483,875	\$ 5,997,666	8.6%
Debt Service	10,438,777	10,080,120	10,080,120	9,935,620	10,047,963	(32,157)	-0.3%
Hotel/Motel Tax	1,465,885	1,300,000	1,300,000	1,427,900	1,535,000	235,000	18.1%
Street Improvement	5,752,400	5,750,000	5,750,000	5,869,754	5,858,000	108,000	1.9%
Drainage	966,076	913,000	913,000	1,004,000	993,500	80,500	8.8%
TIRZ #10 (Traditions)	2,272,849	2,722,647	2,722,647	2,783,671	3,249,970	527,323	19.4%
TIRZ #19 (Nash Street)	191,350	289,811	289,811	291,609	336,852	47,041	16.2%
TIRZ #21 (Downtown)	118,435	120,620	120,620	123,929	158,103	37,483	31.1%
TIRZ #22 (Target)	299,993	342,972	342,972	340,891	406,864	63,892	18.6%
TIRZ #22 (North Tract)	223,376	188,910	188,910	190,001	200,463	11,553	6.1%
Court Technology	41,169	46,500	46,500	47,300	46,500	-	0.0%
Community Development	1,743,210	2,032,828	2,032,828	1,147,650	2,138,058	105,230	5.2%
Capital Reserve Fund	2,087,651	-	-	151,847	48,825	48,825	0.0%
Oil & Gas Fund	263,230	271,952	271,952	369,600	242,088	(29,864)	-11.0%
Enterprise Funds:							
BTU - City	189,506,432	191,755,921	201,755,921	191,755,921	188,481,131	(13,274,790)	-6.6%
BTU - Rural	44,295,564	46,788,630	51,788,630	51,815,676	50,225,576	(1,563,054)	-3.0%
Water	13,843,049	13,054,500	13,054,500	13,648,191	13,559,862	505,362	3.9%
Wastewater	13,633,629	13,447,062	13,447,062	13,681,262	13,594,733	147,671	1.1%
Solid Waste	8,397,616	8,186,034	8,186,034	8,251,915	8,355,970	169,936	2.1%
Airport	824,236	837,200	837,200	1,086,266	825,659	(11,541)	-1.4%
Bryan Commerce & Dev.	1,299,203	35,000	35,000	4,132,607	53,000	18,000	51.4%
Internal Service Funds:							
Self-Insurance Fund	2,759,386	2,700,475	2,700,475	2,794,464	2,710,365	9,890	0.4%
Employee Benefits	10,544,897	10,868,239	10,868,239	10,944,338	12,234,407	1,366,168	12.6%
Warehouse Fund	298,498	311,766	311,766	323,033	321,409	9,643	3.1%
TOTAL ALL FUNDS	\$ 379,414,854	\$ 381,530,396	\$ 396,530,396	\$ 392,669,481	\$ 391,108,173	(5,422,223)	-1.4%

Revenues include transfers in and right of way payments

<u>EXPENDITURES</u>	FY2017	FY2018	FY2018	FY2018	FY2019	\$Chng/FY18	%Chng
	Actual	Adopted	Amended	Projected	Adopted	Amended	/FY18
Governmental Funds:							
General	\$ 73,736,522	\$ 72,094,527	\$ 75,446,527	\$ 72,412,433	\$ 76,290,653	844,126	1.1%
Debt Service	10,351,310	11,326,657	11,326,657	10,352,935	10,863,196	(463,461)	-4.1%
Hotel/Motel Tax	1,586,498	1,541,500	1,891,500	1,346,500	1,528,583	(362,917)	-19.2%
Street Improvement	9,414,791	6,844,598	9,344,598	12,046,203	7,045,730	(2,298,868)	-24.6%
Drainage	926,893	3,083,419	3,083,419	1,603,974	1,108,632	(1,974,787)	-64.0%
TIRZ #10 (Traditions)	2,034,285	2,932,927	2,932,927	2,932,927	3,370,183	437,256	14.9%
TIRZ #19 (Nash Street)	192,745	212,239	212,239	212,239	415,679	203,440	95.9%
TIRZ #21 (Downtown)	85,298	100,000	170,000	170,000	100,000	(70,000)	-41.2%
TIRZ #22 (Target)	295,516	296,176	296,176	296,176	416,425	120,249	40.6%
TIRZ #22 (North Tract)	268,293	203,297	203,297	183,297	273,301	70,004	34.4%
Court Technology	98,639	34,500	78,500	71,025	19,500	(59,000)	-75.2%
Community Development	1,445,833	2,032,828	2,032,828	1,147,650	2,138,058	105,230	5.2%
Capital Reserve Fund	-	-	-	-	-	-	0.0%
Oil & Gas Fund	-	-	-	-	-	-	0.0%
Enterprise Funds:							
BTU - City	188,506,534	174,992,101	184,992,101	182,294,549	195,423,067	10,430,966	5.6%
BTU - Rural	42,922,149	47,268,865	52,268,865	51,009,916	50,088,714	(2,180,151)	-4.2%
Water	13,062,868	13,616,008	13,616,008	14,315,650	14,748,350	1,132,342	8.3%
Wastewater	12,495,720	15,989,083	15,989,083	16,475,417	17,184,946	1,195,863	7.5%
Solid Waste	7,377,734	7,985,049	8,556,983	8,685,481	8,355,603	(201,380)	-2.4%
Airport	940,872	887,958	1,235,958	994,181	877,323	(358,635)	-29.0%
Bryan Commerce & Dev.	2,122,697	44,900	644,900	604,890	47,891	(597,009)	-92.6%
Internal Service Funds:							
Self-Insurance Fund	1,988,804	2,346,781	2,436,781	2,436,577	2,746,159	309,378	12.7%
Employee Benefits	11,523,250	11,245,727	12,945,727	11,155,481	12,092,743	(852,984)	-6.6%
Warehouse Fund	291,236	314,634	314,634	307,869	314,709	75	0.0%
TOTAL ALL FUNDS	\$ 381,668,487	\$ 375,393,774	\$ 400,019,708	\$ 391,055,370	\$ 405,449,445	5,429,737	1.4%

Expenditures are shown net of administrative reimbursements

City of Bryan, Texas
FY2019 Change in Fund Balance - All Funds

Fund Name	10/1/2018 Est. Beginning Operating Funds	Revenues	ROW Pmts, Transfers In, & Misc Income	Total Inflows	Expenditures ⁽¹⁾	Change in Operating Funds	9/30/2019 Est. Ending Operating Funds
Governmental Funds:							
General	\$ 20,853,846	\$ 59,970,381	\$ 15,513,494	\$ 75,483,875	\$ 76,290,653	\$ (806,778)	\$ 20,047,068
Debt Service	1,826,111	8,116,622	1,931,341	10,047,962	10,863,196	(815,234)	1,010,878
Hotel/Motel Tax	1,966,988	1,535,000	-	1,535,000	1,528,583	6,417	1,973,405
Street Improvement	1,534,289	5,858,000	-	5,858,000	7,045,730	(1,187,730)	346,559
Drainage	2,219,885	993,500	-	993,500	1,108,632	(115,132)	2,104,753
TIRZ #10 (Traditions)	340,795	3,249,970	-	3,249,970	3,370,183	(120,214)	220,581
TIRZ #19 (Nash Street)	130,354	336,852	-	336,852	415,679	(78,827)	51,527
TIRZ #21 (Downtown)	309,370	158,103	-	158,103	100,000	58,103	367,473
TIRZ #22 (Target)	64,880	406,864	-	406,864	416,425	(9,561)	55,319
TIRZ #22 (North Tract)	126,392	200,463	-	200,463	273,301	(72,838)	53,554
Court Technology	163,890	46,500	-	46,500	19,500	27,000	190,890
Community Development	24,944	2,138,058	-	2,138,058	2,138,058	-	24,944
Capital Reserve Fund	3,438,894	48,825	-	48,825	-	48,825	3,487,719
Oil & Gas	963,887	113,600	128,488	242,088	-	242,088	1,205,975
Enterprise Funds:							
BTU - City ⁽²⁾	65,172,923	188,481,131	-	188,481,131	195,423,067	(6,941,936)	58,230,986
BTU - Rural	7,394,466	50,225,576	-	50,225,576	50,088,714	136,862	7,531,328
Water	6,339,401	13,248,500	311,362	13,559,862	14,748,350	(1,188,488)	5,150,913
Wastewater	7,811,685	13,087,800	506,933	13,594,733	17,184,946	(3,590,213)	4,221,472
Solid Waste	5,227,811	8,203,306	152,664	8,355,970	8,355,603	367	5,228,178
Airport	155,515	652,659	173,000	825,659	877,323	(51,664)	103,851
Bryan Commerce & Dev.	3,558,020	-	53,000	53,000	47,891	5,109	3,563,129
Internal Service Funds:							
Self-Insurance Fund	2,506,806	2,705,365	5,000	2,710,365	2,746,159	(35,794)	2,471,012
Employee Benefits	420,944	11,397,297	837,110	12,234,407	12,092,743	141,664	562,607
Warehouse Fund	5,788	69,550	251,859	321,409	314,709	6,700	12,488
TOTAL ALL FUNDS	\$ 132,557,885	\$ 371,243,922	\$ 19,864,251	\$ 391,108,173	\$ 405,449,445	\$ (14,341,274)	\$ 118,216,610

Notes:

- Expenditures are shown net of administrative reimbursements.
- BTU - City beginning fund balance was adjusted for a \$9,678,284 release of restricted collateral.

City of Bryan, Texas
Revenues by Type - All Funds
Fiscal Year 2019

Revenues:	Taxes	Franchise Fees	Licenses & Permits	Intergovernmental	Charges for Services	Fines, Forfeits & Penalties	Investment Earnings / Misc. Income	Right of Way & Transfers	Total
Governmental Funds:									
General	\$ 46,554,240	\$ 2,058,760	\$ 805,565	\$ 1,253,073	\$ 5,427,234	\$ 1,645,290	\$ 2,226,219	\$ 15,513,494	\$ 75,483,875
Debt Service	7,919,191	-	-	141,431	-	-	56,000	1,931,341	10,047,963
Hotel/Motel Tax	1,500,000	-	-	-	-	-	35,000	-	1,535,000
Street Improvement Fund	-	-	-	-	5,700,000	-	158,000	-	5,858,000
Drainage Improvement	-	-	-	-	950,000	-	43,500	-	993,500
TIRZ #10-Traditions	2,072,250	-	-	1,165,720	-	-	12,000	-	3,249,970
TIRZ #19-Nash Street	334,352	-	-	-	-	-	2,500	-	336,852
TIRZ #21-Downtown Bryan	152,603	-	-	-	-	-	5,500	-	158,103
TIRZ #22 - Target	235,651	-	-	169,213	-	-	2,000	-	406,864
TIRZ #22 - North	116,858	-	-	81,405	-	-	2,200	-	200,463
Court Technology	-	-	-	-	-	45,000	1,500	-	46,500
Community Development	-	-	-	2,138,058	-	-	-	-	2,138,058
Capital Reserve	-	-	-	-	-	-	48,825	-	48,825
Oil & Gas	-	-	-	-	-	-	113,600	128,488	242,088
Enterprise Funds:									
BTU-City	-	-	-	-	186,906,022	-	1,575,109	-	188,481,131
BTU-Rural	-	-	-	-	50,072,840	-	152,736	-	50,225,576
Water	-	-	-	-	13,248,500	-	311,362	-	13,559,862
Wastewater	-	-	-	-	13,087,800	-	506,933	-	13,594,733
Solid Waste	-	-	-	-	8,203,306	-	152,664	-	8,355,970
Airport	-	-	-	-	652,659	-	63,000	110,000	825,659
Bryan Commerce & Dev.	-	-	-	-	-	-	53,000	-	53,000
Internal Service Funds:									
Self-Insurance Fund	-	-	-	-	-	-	25,000	2,685,365	2,710,365
Employee Benefits	-	-	-	391,091	-	-	11,743,316	100,000	12,234,407
Warehouse Fund	-	-	-	-	-	-	69,550	251,859	321,409
Total Revenues	\$ 58,885,145	\$ 2,058,760	\$ 805,565	\$ 5,339,991	\$ 284,248,361	\$ 1,690,290	\$ 17,359,514	\$ 20,720,547	\$ 391,108,173

City of Bryan, Texas
Expenses - by Category - All Funds
Fiscal Year 2019

Expenses :	Salary & Benefits	Supplies	Maintenance & Services	Miscellaneous	Capital Outlay	Debt Service	Transfers	Admin. Reimb./ Transfers In	Total
Governmental Funds:									
General	\$ 58,982,668	\$ 2,457,569	\$ 6,662,463	\$ 9,909,830	\$ 3,326,833	\$ -	\$ 885,674	\$ (5,934,384)	\$ 76,290,653
Debt Service	-	-	-	-	-	10,863,196	-	-	10,863,196
Hotel/Motel Tax	-	-	-	1,528,583	-	-	-	-	1,528,583
Street Improvement Fund	-	-	6,515,000	64,000	-	-	466,730	-	7,045,730
Drainage Improvement	-	-	-	5,000	1,000,000	-	103,632	-	1,108,632
TIRZ #10-Traditions	-	-	-	1,950,000	-	-	1,420,183	-	3,370,183
TIRZ #19-Nash Street	-	-	-	278,000	-	-	137,679	-	415,679
TIRZ #21-Downtown Bryan	-	-	-	100,000	-	-	-	-	100,000
TIRZ #22 - Target	-	-	-	-	-	-	416,425	-	416,425
TIRZ #22 - North	-	-	-	150,000	-	-	123,301	-	273,301
Court Technology	-	3,500	16,000	-	-	-	-	-	19,500
Community Development	411,982	16,603	66,380	1,643,093	-	-	-	-	2,138,058
Capital Reserve	-	-	-	-	-	-	-	-	-
Oil & Gas	-	-	-	-	-	-	-	-	-
Enterprise Funds:									
BTU-City	11,354,816	76,346,345	28,828,649	4,804,175	20,423,938	42,101,955	13,193,679	(1,630,490)	195,423,067
BTU-Rural	793,426	26,857,464	8,938,703	177,500	10,354,541	2,967,081	-	-	50,088,714
Water	2,732,195	248,467	2,627,048	1,032,773	2,773,500	4,046,538	1,287,829	-	14,748,350
Wastewater	3,199,108	437,663	2,060,157	968,661	5,768,000	3,519,420	1,231,937	-	17,184,946
Solid Waste	2,986,461	715,948	521,340	2,167,665	942,243	-	1,021,946	-	8,355,603
Airport	195,690	331,850	56,694	115,226	103,000	74,863	-	-	877,323
Bryan Commerce & Dev.	-	-	3,564	44,327	-	-	-	-	47,891
Internal Service Funds:									
Self-Insurance Fund	535,817	88,604	727,036	1,294,702	-	-	100,000	-	2,746,159
Employee Benefits	-	-	103,345	11,989,398	-	-	-	-	12,092,743
Warehouse Fund	211,886	16,811	15,009	71,003	-	-	-	-	314,709
Total Expenses	\$ 81,404,049	\$ 107,520,824	\$ 57,141,388	\$ 38,293,936	\$ 44,692,055	\$ 63,573,053	\$ 20,389,015	\$ (7,564,874)	\$ 405,449,445

PROPERTY TAX CALCULATION AND DISTRIBUTION

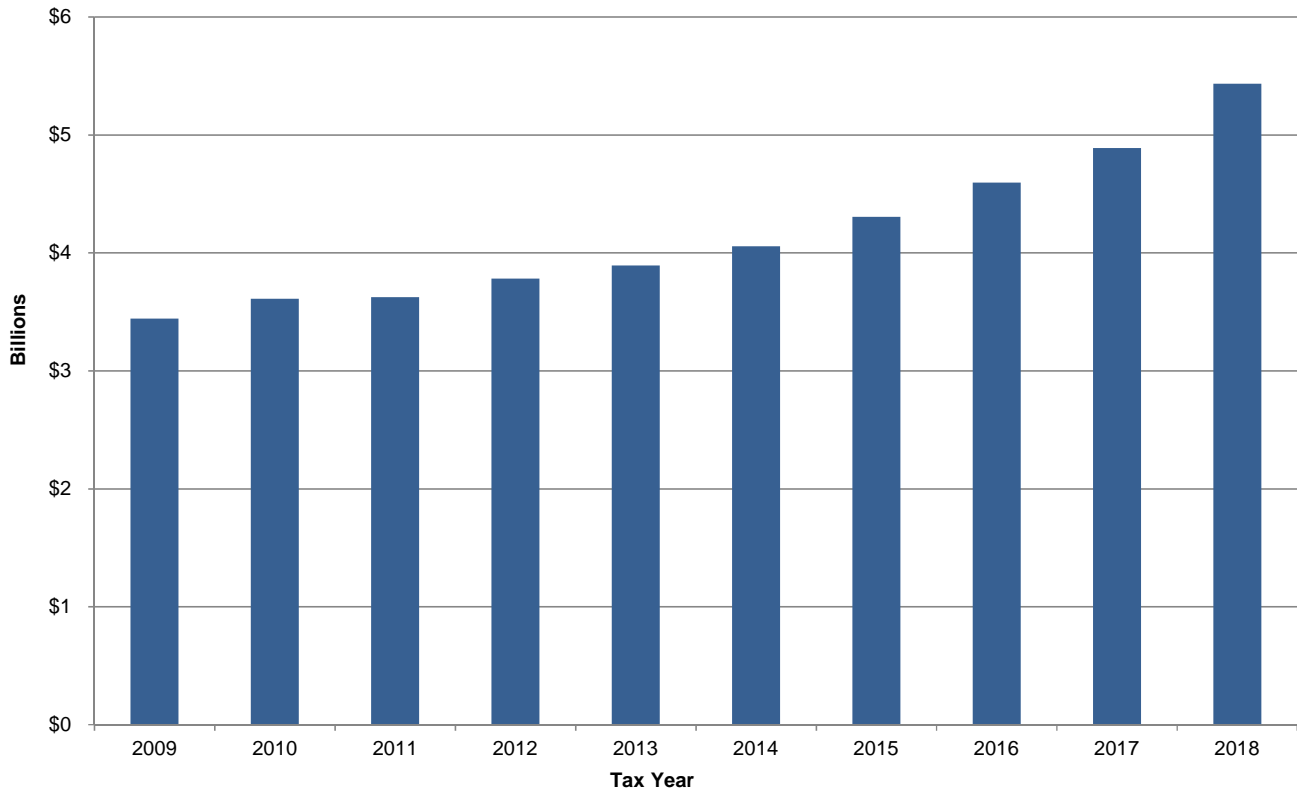
Certified - As of 7/26/2018

EFFECTIVE RATE

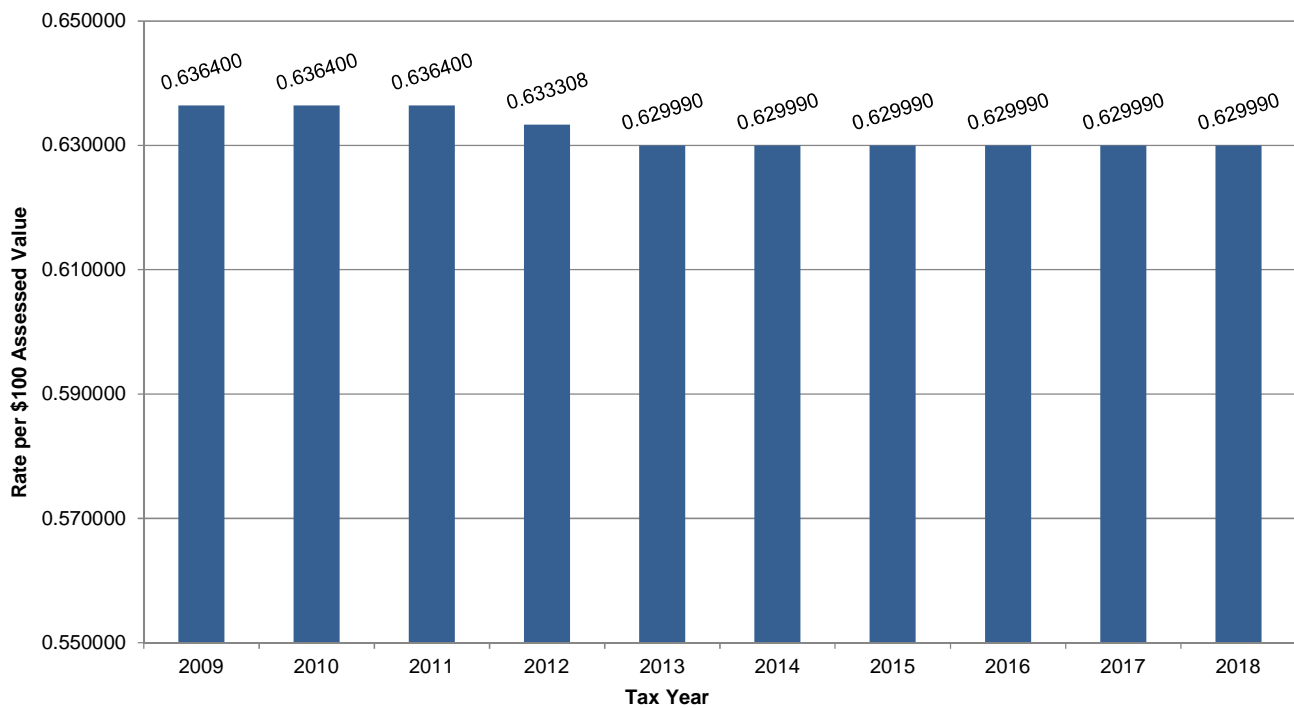
ESTIMATED Tax Roll and Levy	FY2019	FY2018 for Comparison
Assessed Valuation (100%)	\$ 7,201,595,878	\$6,589,795,518
Growth in Assessed Valuation	9.28%	
Net Taxable Value (Before Freeze)	\$ 5,789,605,341	\$5,316,657,693
Growth in Net Taxable (Before Freeze)	8.90%	
Less: Freeze Taxable /Transfer Adj.	695,412,805	618,020,159
% Change Freeze Taxable	12.52%	
Total Taxable	\$ 5,094,192,536	\$4,698,637,534
	8.42%	
Rate Per \$100 of Assessed Valuation	0.629990	0.629990
Tax	\$ 32,092,904	\$ 29,600,947
	8.42%	
Add: Freeze Ceilings	3,422,243	3,166,817
	8.07%	
Total Tax Levy	\$ 35,515,147	\$ 32,767,764
% Change Total Tax Levy	8.38%	

ESTIMATED Distribution:	Tax Rate	% of Total	FY2019	FY2018 for Comparison
General Fund	\$ 0.478708		\$ 22,392,025	\$ 20,130,480
General Fund - Freeze Ceiling	\$ 0.478708		2,382,215	2,123,577
		69.76%	\$ 24,774,240	\$ 22,254,057
			11.32%	
Debt Service	\$ 0.151282		7,076,361	7,166,885
Debt Service - Freeze Ceiling	\$ 0.151282		752,831	756,040
		22.04%	\$ 7,829,192	\$ 7,922,925
			-1.18%	
TIRZ 10 - Traditions	\$ 0.629990	5.83%	\$ 2,072,250	\$ 1,852,338
Projected Growth			11.87%	
TIRZ 19 - Nash Street	\$ 0.629990	0.94%	\$ 334,352	\$ 294,907
Projected Growth			13.38%	
TIRZ 21 - Downtown	\$ 0.629990	0.43%	\$ 152,603	\$ 120,796
Projected Growth			26.33%	
TIRZ 22 - North	\$ 0.629990	0.33%	\$ 116,858	\$ 114,279
Projected Growth			2.26%	
TIRZ 22 - South	\$ 0.629990	0.66%	\$ 235,651	\$ 208,460
Projected Growth			13.04%	
Total Tax Levy			\$ 35,515,147	\$ 32,767,764

Net Taxable Property Value Tax Year 2009 - 2018



Property Tax Rate Tax Year 2009 - 2018



**Summary of Authorized/Budgeted Full-Time Equivalent Positions
With Salary and Benefits
Fiscal Year 2019**

Department	FY2017 Adopted	FY2018 Adopted	FY2019 Adopted	Variance from FY18-FY19	FY2017 Adopted	FY2018 Adopted	FY2019 Adopted	Variance from FY18-FY19
General Fund:								
<i>Public Safety:</i>								
Municipal Court	17.00	17.00	17.00	0.00	\$ 1,176,320	\$ 1,212,189	\$ 1,275,374	\$ 63,185
Police Services	182.00	187.00	190.00	3.00	17,053,541	18,107,275	19,219,951	1,112,676
Fire & Emergency Ops Center	138.00	138.00	144.00	6.00	13,563,755	14,240,934	15,585,929	1,344,995
Bryan Animal Center	11.00	11.00	11.00	0.00	714,343	737,588	770,096	32,508
<i>Total Public Safety</i>	<i>348.00</i>	<i>353.00</i>	<i>362.00</i>	<i>9.00</i>	<i>32,507,959</i>	<i>34,297,986</i>	<i>36,851,350</i>	<i>2,553,364</i>
<i>Public Works:</i>								
Engineering Services	14.00	14.00	14.00	0.00	1,289,665	1,331,020	1,383,351	52,331
Streets & Drainage	17.00	17.00	17.00	0.00	1,029,903	1,062,651	1,118,219	55,568
Traffic Operations	10.00	10.00	10.00	0.00	721,017	813,854	842,066	28,212
<i>Total Public Works</i>	<i>41.00</i>	<i>41.00</i>	<i>41.00</i>	<i>0.00</i>	<i>3,040,585</i>	<i>3,207,525</i>	<i>3,343,636</i>	<i>136,111</i>
<i>Development Services</i>								
Development Services	21.00	21.00	21.00	0.00	1,511,237	1,560,464	1,629,918	69,454
Code Enforcement	4.00	4.00	5.00	1.00	276,129	263,482	349,259	85,777
Community Development Admin.	1.00	1.00	1.00	0.00	96,669	169,968	220,397	50,429
<i>Total Development Services</i>	<i>26.00</i>	<i>26.00</i>	<i>27.00</i>	<i>1.00</i>	<i>1,884,035</i>	<i>1,993,914</i>	<i>2,199,574</i>	<i>205,660</i>
<i>Community Services:</i>								
Bryan/C.S. Library Serv.	39.00	39.00	39.00	0.00	2,282,658	2,358,496	2,454,133	95,637
Parks and Recreation	21.50	21.50	21.50	0.00	2,029,097	2,094,555	2,458,814	364,259
Golf Course	6.00	6.00	0.00	-6.00	575,743	581,136	-	(581,136)
<i>Total Community Services</i>	<i>66.50</i>	<i>66.50</i>	<i>60.50</i>	<i>-6.00</i>	<i>4,887,498</i>	<i>5,034,187</i>	<i>4,912,947</i>	<i>(121,240)</i>
<i>Support Services:</i>								
Fiscal Services	14.00	14.00	14.00	0.00	1,269,444	1,308,980	1,362,556	53,576
Information Technology	19.00	19.00	37.00	18.00	1,703,337	1,753,904	3,994,409	2,240,505
Human Resources	5.00	5.00	5.00	0.00	498,696	516,056	537,378	21,322
Facility Services	17.00	17.50	17.50	0.00	1,152,389	1,189,470	1,246,482	57,012
Fleet Services	11.00	11.00	11.00	0.00	751,268	774,809	796,152	21,343
<i>Total Support Services</i>	<i>66.00</i>	<i>66.50</i>	<i>84.50</i>	<i>18.00</i>	<i>5,375,134</i>	<i>5,543,219</i>	<i>7,936,977</i>	<i>2,393,758</i>
<i>General Administration:</i>								
Executive Services	6.00	6.00	6.00	0.00	1,001,049	1,028,582	1,096,261	67,679
Economic Development	4.00	5.00	5.00	0.00	504,884	632,676	658,778	26,102
Internal Audit	1.00	1.00	1.00	0.00	172,795	176,962	176,245	(717)
City Secretary	6.00	6.00	6.00	0.00	502,472	517,968	545,533	27,565
City Council Services	0.00	0.00	0.00	0.00	66	-	70	70
Communications & Marketing	4.00	4.00	5.00	1.00	358,321	370,088	386,396	16,308
Neighborhood & Youth Services	1.00	1.00	1.00	0.00	90,766	93,029	97,093	4,064
Legal Services	6.00	6.00	6.00	0.00	725,754	748,779	777,808	29,029
<i>Total General Administration</i>	<i>28.00</i>	<i>29.00</i>	<i>30.00</i>	<i>1.00</i>	<i>3,356,107</i>	<i>3,568,084</i>	<i>3,738,184</i>	<i>170,100</i>
Total General Fund	575.50	582.00	605.00	23.00	\$ 51,051,318	\$ 53,644,915	\$ 58,982,668	\$ 5,337,753
Other Funds:								
<i>Enterprise Funds:</i>								
Water Services	35.55	35.55	35.55	0.00	\$ 2,565,511	\$ 2,650,205	\$ 2,732,195	\$ 81,990
Wastewater Services	41.45	41.45	41.45	0.00	2,998,052	3,096,111	3,199,108	102,997
Solid Waste Fund	45.00	45.00	45.00	0.00	2,746,534	2,837,526	2,986,461	148,935
Airport	2.00	2.00	2.00	0.00	182,610	188,654	195,690	7,036
BTU Operations	191.00	196.00	181.00	-15.00	19,991,556	21,175,445	19,821,282	(1,354,163)
<i>Special Revenue Funds:</i>								
Community Development	5.50	5.50	5.50	0.00	445,988	443,415	411,982	(31,433)
<i>Internal Service Fund:</i>								
Self Insurance Fund	6.00	6.00	6.00	0.00	495,187	514,997	535,817	20,820
Warehouse	3.00	3.00	3.00	0.00	195,001	203,312	211,886	8,574
Total Other Funds	329.50	334.50	319.50	-15.00	\$ 29,620,439	\$ 31,109,665	\$ 30,094,421	\$ (1,015,244)
Total All Funds	905	917	925	8.0	\$ 80,671,757	\$ 84,754,580	\$ 89,077,090	\$ 4,322,509

* 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.

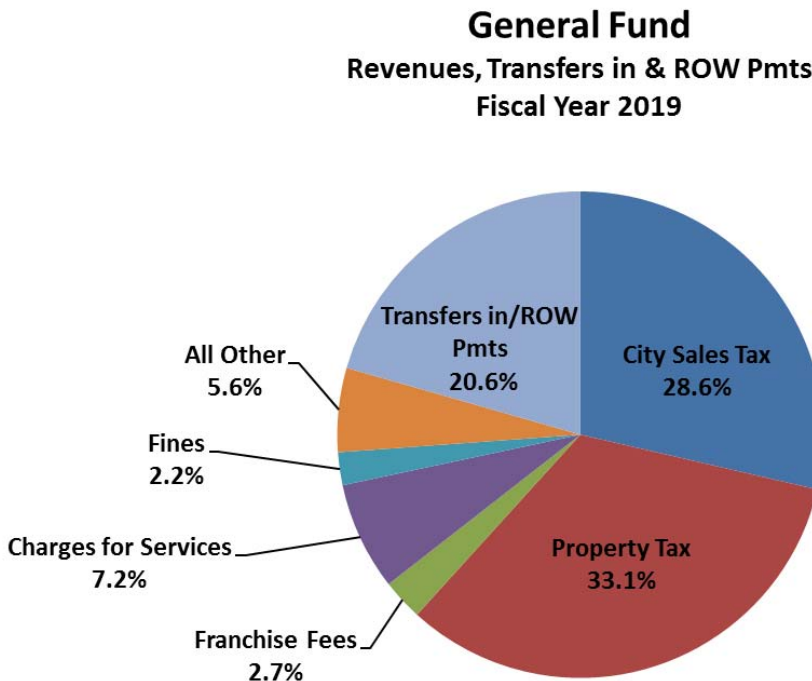
The budget for the General Fund is prepared using the modified accrual basis of accounting. Under this basis of accounting, revenues are recognized when they become both measurable and available to finance expenditures of the current period except where the accrual basis is specified by Generally Accepted 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 2019 REVENUES

The FY2019 Budget includes combined revenues, transfers in and right-of-way payments of \$75,483,875. Revenues of \$59,970,381 account for the majority of the inflows for the General Fund. Right-of-way payments are budgeted at \$14,913,494 and transfers in are budgeted at \$600,000. This represents an overall increase of \$5,997,666 or 8.6% from the FY2018 amended budget of \$69,486,209.

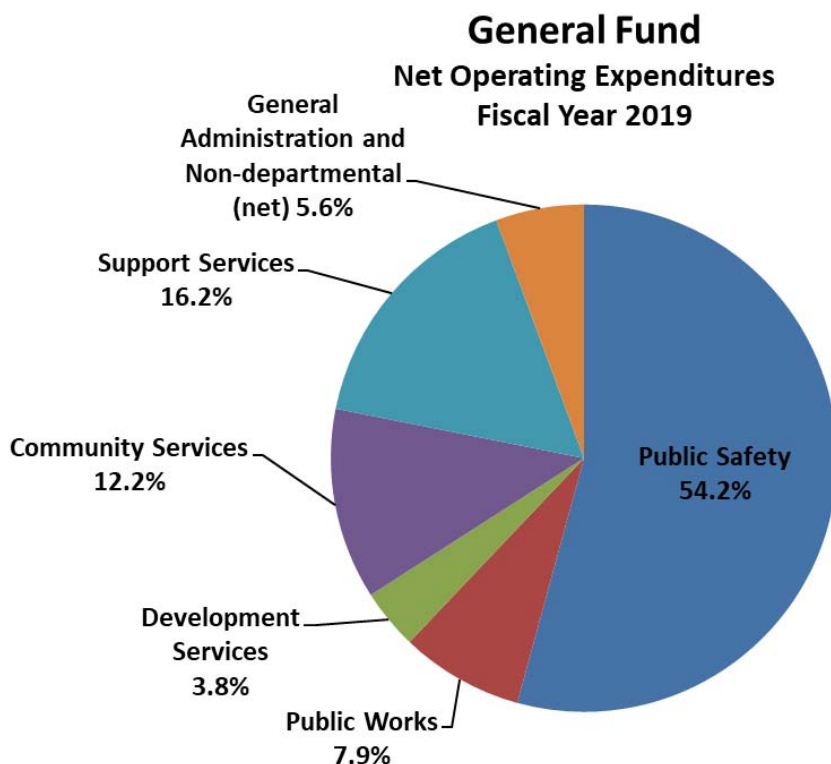
Total tax revenues are budgeted at \$46,554,240 and include sales tax revenues of \$21,580,000 and property tax revenues of \$24,974,240. FY2019 Sales Tax revenues are budgeted at a 6.3% increase over the amended FY2018 budget of \$20,299,500. Property tax revenue (including penalty and interest received on property tax) is expected to increase \$2,603,636, or 11.6%, above the FY2018 amended budget of \$22,370,604. Sales taxes and property taxes account for 61.7% total General Fund inflows. Franchise fees are projected to be \$2,058,760 for FY2019. Transfers in and right-of-way payments are projected to be \$15,513,494 which is an increase of \$692,017 from FY2018 amended budget. Other revenue sources include licenses and permits, grants, charges for services, fines, operating income, shared taxes, and other miscellaneous income.



FISCAL YEAR 2019 EXPENDITURES

General Fund operating expenditures, net of administrative reimbursements, for FY2019 are \$76,290,653.

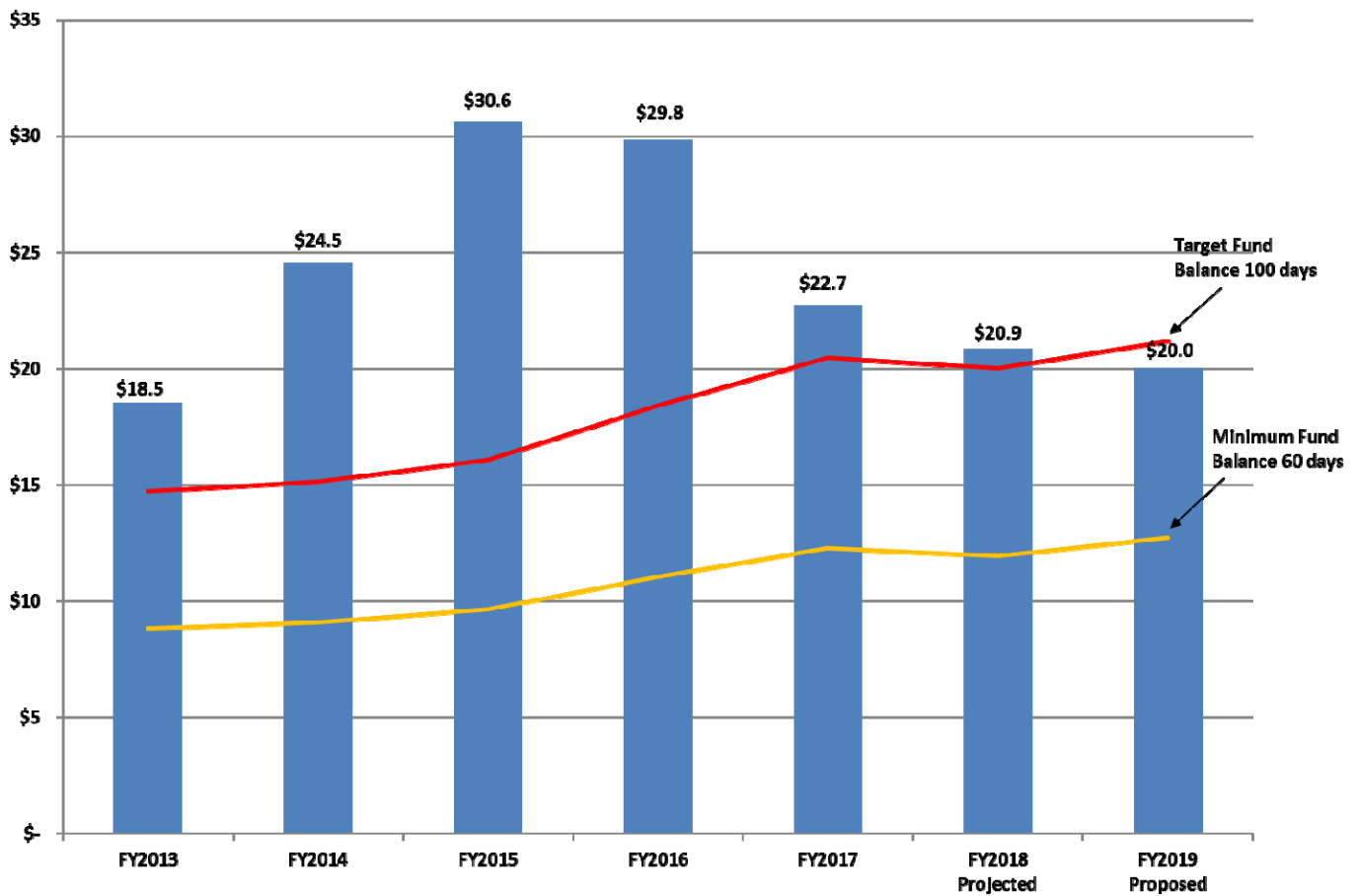
General Fund expenditures are categorized by operational function under the broad categories of Public Safety, Public Works, Development Services, Community Services, Support Services, and General Administration. CIP-Reimbursement Resolutions are debt-funded capital projects that began before debt was issued. These projects were initially paid out of the General Fund then reimbursed when the debt was issued in a later year. In FY2018 administrative reimbursements represent services provided by the General Fund to other funds and serve to offset expenditures in the General Fund. Departmental summary pages provide detailed information by function and category. In FY2018, the City restructured the Information Technology ("IT") department by combining the separate departments at BTU and the City in the General Fund. The administrative reimbursement to the General Fund from BTU was adjusted to account for the added costs of IT services.



FUND BALANCE

The Ending Unassigned FY2019 Fund Balance of \$20,047,068 exceeds the 60 day minimum fund balance policy amount of \$12,715,109.

General Fund Unassigned Fund Balance



CITY OF BRYAN, TEXAS
General Fund Summary
Fiscal Year 2019

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
<u>Revenues</u>							
City Sales Tax	\$ 19,608,634	\$ 20,299,500	\$ 20,299,500	\$ 20,750,000	\$ 21,580,000	\$ 1,280,500	6.3%
Property Tax	20,121,645	22,370,604	22,370,604	22,370,604	24,974,240	2,603,636	11.6%
Franchise Fees	2,179,203	2,078,000	2,078,000	2,029,000	2,058,760	(19,240)	-0.9%
Licenses & Permits	916,482	773,019	773,019	789,769	805,565	32,546	4.2%
Grants	1,377,629	1,205,458	1,205,458	1,281,537	1,253,073	47,615	3.9%
Charges for Services	5,504,973	4,348,823	4,348,823	5,080,978	5,427,234	1,078,411	24.8%
Fines	1,730,417	1,477,100	1,477,100	1,629,000	1,645,290	168,190	11.4%
Miscellaneous & Shared Taxes	3,060,976	2,112,228	2,112,228	2,234,832	2,226,219	113,991	5.4%
Subtotal Revenues	54,499,959	54,664,732	54,664,732	56,165,720	59,970,381	5,305,649	9.7%
ROW Pmts	13,597,984	14,711,477	14,711,477	14,276,316	14,913,494	202,017	1.4%
Transfers In	50,000	110,000	110,000	110,000	600,000	490,000	445.5%
Total Revenues, Transfers & ROW	68,147,943	69,486,209	69,486,209	70,552,036	75,483,875	5,997,666	8.6%
<u>Operating Expenditures</u>							
Public Safety	\$ 37,976,845	\$ 39,192,574	\$ 39,842,574	\$ 39,387,927	\$ 41,386,386	\$ 1,543,812	3.9%
Public Works	6,435,036	5,577,311	5,577,311	5,590,672	5,992,010	414,699	7.4%
Development Services	2,337,629	2,779,891	2,779,891	2,584,593	2,928,385	148,494	5.3%
Community Services	10,960,823	8,976,921	10,699,921	10,427,623	9,299,164	(1,400,757)	-13.1%
Support Services	8,351,670	9,519,203	9,619,203	9,099,142	12,387,415	2,768,212	28.8%
General Administration	4,262,909	4,871,519	4,871,519	4,876,645	5,074,432	202,913	4.2%
Non-departmental	4,506,856	4,528,504	4,528,504	4,881,143	5,157,245	628,741	13.9%
CIP - Reimbursement Resolutions	1,941,916	-	879,000	(1,083,916)	-	(879,000)	-100.0%
Administrative Reimbursements	(3,037,162)	(3,351,396)	(3,351,396)	(3,351,396)	(5,934,384)	(2,582,988)	77.1%
Total Expenditures:	73,736,522	72,094,527	75,446,527	72,412,433	76,290,653	844,126	1.1%
Net Increase/(Decrease)	(5,588,579)	(2,608,318)	(5,960,318)	(1,860,397)	(806,778)		
Beginning Fund Balance	33,552,822	27,154,368	27,964,243	27,964,243	26,103,846		
Ending Fund Balance	27,964,243	24,546,050	22,003,925	26,103,846	25,297,068		
<u>Reductions for Encumbrances and Other</u>							
Encumbrances and Assignments	(5,249,638)	(4,831,000)	(5,249,638)	(5,250,000)	(5,250,000)		
Spending Against Restricted Funds		-	-	-	-		
Ending Funds Available for Operations	\$ 22,714,605	\$ 19,715,050	\$ 16,754,287	\$ 20,853,846	\$ 20,047,068		
# of Days of Reserve	111	98	80	104	95		
Fund Balance Reserve Requirement:							
(60 days operating expenses)	\$ 12,289,420	\$ 12,015,755	\$ 12,574,421	\$ 12,068,739	\$ 12,715,109		
# of Days Required	60	60	60	60	60		

CITY OF BRYAN, TEXAS
General Fund Revenue Summary
Fiscal Year 2019

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Proposed	\$Chng/FY18 Amended	%Chng /FY18
Taxes & Franchise Fees							
City Sales Tax	\$ 19,608,634	20,299,500	20,299,500	20,750,000	21,580,000	\$ 1,280,500	6.3%
Property Tax	20,121,645	22,370,604	22,370,604	22,370,604	24,974,240	2,603,636	11.6%
Franchise Fees	2,179,203	2,078,000	2,078,000	2,029,000	2,058,760	(19,240)	-0.9%
Total Taxes & Franchise Fees	41,909,482	44,748,104	44,748,104	45,149,604	48,613,000	3,864,896	8.6%
Licenses & Permits							
Business	37,943	36,535	36,535	36,535	37,265	730	2.0%
Building Permits/Inspections	878,539	736,484	736,484	753,234	768,300	31,816	4.3%
Total Licenses & Permits	916,482	773,019	773,019	789,769	805,565	32,546	4.2%
Grants							
Federal	79,399	-	-	53,034	-	-	0.0%
State	-	-	-	14,245	14,530	14,530	0.0%
Local Government	1,132,195	1,124,258	1,124,258	1,124,258	1,146,743	22,485	2.0%
Private	166,035	81,200	81,200	90,000	91,800	10,600	13.1%
Total Grants	1,377,629	1,205,458	1,205,458	1,281,537	1,253,073	47,615	3.9%
Charges for Services							
General Government	170,665	144,840	144,840	158,440	162,151	17,311	12.0%
Public Safety	895,263	689,520	689,520	790,920	810,694	121,174	17.6%
Animal Center	90,039	82,983	82,983	85,364	86,217	3,234	3.9%
Mowing & Demo	111,386	96,900	96,900	110,000	112,750	15,850	16.4%
Ambulance & Vital Stats.	2,514,491	1,998,180	1,998,180	2,360,180	2,419,185	421,005	21.1%
Recreation	1,668,983	1,284,400	1,284,400	1,527,074	1,786,012	501,612	39.1%
Library	54,146	52,000	52,000	49,000	50,225	(1,775)	-3.4%
Total Charges for Services	5,504,973	4,348,823	4,348,823	5,080,978	5,427,234	1,078,411	24.8%
Other Income							
Fines	1,730,417	1,477,100	1,477,100	1,629,000	1,645,290	168,190	11.4%
Miscellaneous and Shared Tax	3,060,976	2,112,228	2,112,228	2,234,832	2,226,219	113,991	5.4%
Total Other Income	4,791,393	3,589,328	3,589,328	3,863,832	3,871,509	282,181	7.9%
Total Revenues	\$ 54,499,959	\$ 54,664,732	\$ 54,664,732	\$ 56,165,720	\$ 59,970,381	\$ 5,305,649	9.7%

CITY OF BRYAN, TEXAS
General Fund Expense Summary
Fiscal Year 2019

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Public Safety							
Municipal Court	\$ 1,471,759	\$ 1,582,355	\$ 1,582,355	\$ 1,677,202	\$ 1,643,601	\$ 61,246	3.9%
Police Services	19,419,529	20,445,914	20,445,914	20,184,288	21,138,911	692,997	3.4%
Fire & Emergency Ops Center	16,180,694	16,184,148	16,834,148	16,515,681	17,501,265	667,117	4.0%
Bryan Animal Center	904,863	980,157	980,157	1,010,756	1,102,609	122,452	12.5%
<i>Total Public Safety</i>	<i>37,976,845</i>	<i>39,192,574</i>	<i>39,842,574</i>	<i>39,387,927</i>	<i>41,386,386</i>	<i>1,543,812</i>	<i>3.9%</i>
Public Works							
Engineering Services	2,496,140	1,803,135	1,803,135	1,803,135	1,947,130	143,995	8.0%
Streets & Drainage	2,116,335	1,898,296	1,898,296	1,898,296	2,142,058	243,762	12.8%
Traffic Operations	1,822,561	1,875,880	1,875,880	1,889,241	1,902,822	26,942	1.4%
<i>Total Public Works</i>	<i>6,435,036</i>	<i>5,577,311</i>	<i>5,577,311</i>	<i>5,590,672</i>	<i>5,992,010</i>	<i>414,699</i>	<i>7.4%</i>
Development Services							
Development Services	1,761,615	2,227,089	2,227,089	1,978,197	2,241,004	13,915	0.6%
Code Enforcement	454,678	370,233	370,233	369,190	456,284	86,051	23.2%
Community Development Admin	121,336	182,569	182,569	237,206	231,097	48,528	26.6%
<i>Total Development Services</i>	<i>2,337,629</i>	<i>2,779,891</i>	<i>2,779,891</i>	<i>2,584,593</i>	<i>2,928,385</i>	<i>148,494</i>	<i>5.3%</i>
Community Services							
Bryan/College Station Library Services	2,692,448	2,812,459	2,812,459	2,726,546	2,855,001	42,542	1.5%
Parks & Recreation	7,236,338	5,127,616	6,075,616	6,199,693	5,544,163	(531,453)	-8.7%
Golf Course	1,032,037	1,036,846	1,811,846	1,501,384	900,000	(911,846)	-50.3%
<i>Total Community Services</i>	<i>10,960,823</i>	<i>8,976,921</i>	<i>10,699,921</i>	<i>10,427,623</i>	<i>9,299,164</i>	<i>(1,400,757)</i>	<i>-13.1%</i>
Support Services							
Fiscal Services	1,478,572	1,614,685	1,614,685	1,538,687	1,667,304	52,619	3.3%
Information Technology	3,502,511	3,521,428	3,621,428	3,502,169	6,601,019	2,979,591	82.3%
Human Resources	645,158	763,204	763,204	789,873	716,320	(46,884)	-6.1%
Facility Services	2,093,050	2,762,147	2,762,147	2,584,595	2,523,309	(238,838)	-8.6%
Fleet Services	632,379	857,739	857,739	683,818	879,463	21,724	2.5%
<i>Total Support Services</i>	<i>8,351,670</i>	<i>9,519,203</i>	<i>9,619,203</i>	<i>9,099,142</i>	<i>12,387,415</i>	<i>2,768,212</i>	<i>28.8%</i>
General Administration							
Executive Services	1,240,808	1,343,770	1,343,770	1,445,802	1,412,807	69,037	5.1%
Economic Development	638,621	880,123	880,123	882,631	935,453	55,330	6.3%
Internal Audit	175,190	182,149	182,149	123,674	181,440	(709)	-0.4%
City Secretary	614,014	700,587	700,587	687,753	724,304	23,717	3.4%
City Council Services	237,979	247,373	247,373	222,592	257,457	10,084	4.1%
Communications & Marketing	542,878	564,126	564,126	550,666	576,627	12,501	2.2%
Neighborhood & Youth Services	111,741	145,471	145,471	125,046	149,543	4,072	2.8%
Legal Services	701,678	807,920	807,920	838,481	836,801	28,881	3.6%
<i>Total General Administration</i>	<i>4,262,909</i>	<i>4,871,519</i>	<i>4,871,519</i>	<i>4,876,645</i>	<i>5,074,432</i>	<i>202,913</i>	<i>4.2%</i>
Non-departmental	4,506,856	4,528,504	4,528,504	4,881,143	5,157,245	628,741	13.9%
CIP - Reimbursement Resolutions	1,941,916	-	879,000	(1,083,916)	-	(879,000)	-100.0%
<i>Total Non-departmental & CIP</i>	<i>6,448,772</i>	<i>4,528,504</i>	<i>5,407,504</i>	<i>3,797,227</i>	<i>5,157,245</i>	<i>(250,259)</i>	<i>-4.6%</i>
Administrative Reimbursements	(3,037,162)	(3,351,396)	(3,351,396)	(3,351,396)	(5,934,384)	(2,582,988)	77.1%
Total Expenditures	\$ 73,736,522	\$ 72,094,527	\$ 75,446,527	\$ 72,412,433	\$ 76,290,653	\$ 844,126	1.1%



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Municipal Court

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 2018 Accomplishments

- Implemented new case management software.
- Processed over 11,000 new cases that were filed with the court from multiple agencies.
- Processed over 5,000 warrants to ensure that judgments from the court are enforced.
- Attended 85th Legislature updates to ensure all new applicable laws were implemented at the court.
- 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.

Fiscal Year 2019 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.
- Increase compliance with judicial orders by active enforcement of judgments.

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 1,169,554	\$ 1,212,189	\$ 1,212,189	\$ 1,229,689	\$ 1,275,374	\$ 63,185	5.2%
Supplies	37,990	56,028	56,028	48,573	54,128	(1,900)	-3.4%
Maintenance & Services	181,235	249,038	249,038	244,840	248,999	(39)	0.0%
Miscellaneous/Admin Reimb	34,608	65,100	65,100	154,100	65,100	-	0.0%
Capital Outlay	48,372	-	-	-	-	-	0.0%
Total Expenses	\$ 1,471,759	\$ 1,582,355	\$ 1,582,355	\$ 1,677,202	\$ 1,643,601	\$ 61,246	3.9%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Municipal Court Judge	1	1	1	1	1
Municipal Court Administrator	1	1	1	1	1
City Marshal/Bailiff	4	3	3	3	3
Supervising City Marshal	-	1	1	1	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	17	17	17	17	17

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
% of warrant service targets achieved	97%	90%	90%	90%	90%
# of warrants served	5,584	5,000	5,000	5,000	5,000
Revenue collected on outstanding warrants	\$ 821,082	\$ 450,000	\$ 450,000	\$ 550,000	\$ 550,000
Avg. # of days to process citations	3	3	3	3	3
# of cases filed	12,976	11,000	11,000	12,000	12,000
# of community service cases	601	500	500	660	725
# of warrants issued	5,780	5,000	5,000	5,000	5,500
# of Teen Court sessions	18	30	30	20	20

Police Services

Mission Statement

The Bryan Police Department is committed to providing superior police services to the public in order to protect life, property and freedoms secured by the United States 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 2018 Accomplishments

- Increased Part I UCR clearance rate to 35% in calendar year 2017
- Reduced Part 1 crime by 19%
- Obtained Academy License for Basic Peace Officer Recruit
- Added two (2) new Sergeant positions
- Increased staff by three (3) officer positions
- Continued the process to upgrade/implement a new Records Management System ("RMS")
- 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

Fiscal Year 2019 Goals and Objectives

- Reduce Part 1 UCR crime rate by 3%
- Maintain Part 1 UCR clearance rates above the national average
- Complete a basic police academy recruit class
- Complete final steps to upgrade/implement a new Records Management System ("RMS")
- Continue staff growth to match community growth

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 17,229,279	\$ 18,107,275	\$ 18,107,275	\$ 17,654,831	\$ 19,219,951	\$ 1,112,676	6.1%
Supplies	1,065,518	729,684	729,684	885,796	694,830	(34,854)	-4.8%
Maintenance & Services	463,147	503,575	503,575	505,051	572,358	68,783	13.7%
Miscellaneous/Admin Reimb	138,724	139,840	139,840	147,328	165,840	26,000	18.6%
Capital Outlay	522,861	965,540	965,540	991,282	485,932	(479,608)	-49.7%
Total Expenses	\$ 19,419,529	\$ 20,445,914	\$ 20,445,914	\$ 20,184,288	\$ 21,138,911	\$ 692,997	3.4%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 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	-	-	-	-	-
Crime Scene Investigator	3	3	3	3	3
Crime Victims Assistance Coordinator	1	1	1	1	1
CID Secretary	-	-	-	-	-
Criminal Investigative Division Secretary	1	1	1	1	1
Intake Specialist	7	7	7	7	7
Intake Supervisor	1	1	1	1	1
Investigative Assistant	4	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	116	119	119	119	122
Police Sergeant	21	23	23	23	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	182	187	187	187	190

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Part 1 Crimes reported	2,406	3,000	3,000	2,400	2,400
% of Part 1 Crimes solved	31%	35%	35%	35%	35%
% crime rate growth	-19%	1%	1%	-3%	-3%
Priority call response time (minutes)	5.1	5.0	5.0	5.0	5.0
Traffic accident rate (per 1,000)	21	23	23	22	22
Citizen complaints filed	4	3	3	2	2

*Police Includes 3 new positions for FY17

*Police Includes 3 new positions for FY18

*Police Includes 3 new positions for FY19

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 2018 Accomplishments

- Daily staffing levels increased to include four (4) firefighters for all fire companies.
- Battalion Chief's Aide position established and staffed daily.
- Completion and opening of new Fire Station 2.
- Insurance Services Office ("ISO") rating raised to Class 1.
- Completed the Texas Fire Chiefs Association Best Practices program.
- Took delivery of two (2) new ambulances.
- Took delivery of a new fire engine.
- Took delivery of two (2) new staff vehicles for Fire Marshal's Office.
- Adopted 2015 National Fire Code.
- Obtained an NRA grant for the Fire Marshal's office.
- Interacted with 9,098 citizens in events or programs in the fire prevention public education programs and Citizen's Fire Academy.
- Conducted 1,854 fire and life safety inspections.
- Worked with the Information Technologies ("IT") Department to establish the Bryan Aerial Response Team ("BART") for utilizing drones during emergency operations.
- Responded to 11,979 calls for emergency services.

Fiscal Year 2019 Goals and Objectives

- Continue to participate in the Federal Homeland Security Grant program.
- Evaluate future fire station needs.
- Evaluate potential non-emergency responses to minor medical calls.
- Complete Emergency Medical Services ("EMS") accreditation.
- Update the permitting process in the Fire Marshal's office.
- Continue to increase wildland fire response capabilities.
- Develop plan to expand fire training facility (drill tower location).
- Evaluate and consider dispatching emergency units from Automatic Vehicle Locators ("AVL").
- Continue to implement processes/procedures to reduce cancer exposure risks.

Fire & Emergency Operations Center

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 13,730,196	\$ 14,240,934	\$ 14,640,934	\$ 14,345,576	\$ 15,585,930	\$ 944,996	6.5%
Supplies	953,986	642,671	892,671	788,365	649,471	(243,200)	-27.2%
Maintenance & Services	732,167	610,162	610,162	688,144	608,135	(2,027)	-0.3%
Miscellaneous/Admin Reimb	167,186	85,720	85,720	88,935	85,720	-	0.0%
Capital Outlay	597,159	604,661	604,661	604,661	572,009	(32,652)	-5.4%
Total Expenses	\$ 16,180,694	\$ 16,184,148	\$ 16,834,148	\$ 16,515,681	\$ 17,501,265	\$ 667,117	4.0%

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Fire Services	\$ 16,075,916	\$ 16,093,357	\$ 16,093,357	\$ 16,422,900	\$ 17,410,473	\$ 1,317,116	8.2%
Emergency Operations Center	104,778	90,791	90,791	92,781	90,791	-	0.0%
Total Expenses	\$ 16,180,694	\$ 16,184,148	\$ 16,184,148	\$ 16,515,681	\$ 17,501,264	\$ 1,317,116	8.1%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Fire Chief	1	1	1	1	1
Assistant Fire Chief	3	3	3	3	3
Fire Marshal	1	1	1	1	1
Battalion Chief	3	3	3	3	3
Deputy Fire Marshal Battalion Chief	1	1	1	1	1
Lieutenant	21	21	21	21	21
Deputy Fire Marshal Lieutenant	3	3	3	3	3
Apparatus Operator	21	21	21	21	21
Firefighter	79	79	79	79	85
Fire Services Administrative Assistant	1	1	1	1	1
Fire Services Clerk	2	2	2	2	2
Fire Support Services Tech	1	1	1	1	1
Emergency Mgmt Coordinator	1	1	1	1	1
Total	138	138	138	138	144

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
% of Fire/EMS responses under 5 minutes	69%	60%	60%	67%	67%
# of residential/commercial fires	96	100	100	120	130
Value of property lost to fire	\$ 850,062	\$ 1,000,000	\$ 1,000,000	\$ 1,062,090	\$ 1,500,000
Value of property saved from fire	\$ 32,308,743	\$ 100,000,000	\$ 100,000,000	\$ 267,698,680	\$ 300,000,000
# of Civilian deaths	-	-	-	-	-
# of Civilian injuries due to fire	3	-	-	4	4
# of Firefighters with lost time injuries	1	-	-	2	2
# of Incidents with flame spread exceeding 3	9	12	12	18	20
# of Inspections	1,854	2,500	2,500	2,200	2,500
# of citizens trained in fire prevention	9,098	8,500	8,500	9,400	9,500
Total emergency responses	11,763	12,000	12,000	12,526	13,200
Total unit responses	18,655	22,000	22,000	21,294	23,500
Total EMS patients	8,514	11,200	11,200	8,806	9,100
Average calls per day	32.2	33	33	34	36
Average unit responses per day	53.8	60	60	58	64
# of Citizens Trained in BFD Citizen Fire Academy	-	20	20	20	20
Total funds obtained from Homeland Security Grant Program	\$ 4,245	\$ 30,000	\$ 30,000	\$ 25,784	\$ 5,500

Bryan Animal Center

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2018 Accomplishments

- Maintained a euthanasia rate of 35% and an adoption rate of 39% while attending 91 events in the community.
- Maintained a "returned to owner" in-field rate of 35%, increased the number of foster homes by 11%, and increased the number of rescue groups utilized by 3%.
- Successfully established and maintained good working relationships with numerous local and state animal groups.
- Successfully maintained an average response time of 10 minutes after notification from dispatch, and an average of 21 minutes to conclude each call from arrival to departure of scene.
- Hosted the 5th annual Pawpaloosa, Pet Health Fair and Bryan Animal Center ("BAC") Adoption Reunion May 5th, 2018, providing a collective educational event for pet health and safety while promoting animal adoption.
- Received favorable reviews from the 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.
- Expanded the 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.
- Implemented a Behavior Analysis program to evaluate animals in hopes of addressing any behavior concerns and better matching animals to potential adopters.
- Partnered with Blinn Vet Tech Program in the first full year of a permanent educational display at the Children's Museum of the Brazos Valley encouraging good pet health care and promoting pet adoption.
- Implemented a partnership with AggieLand Humane Society to provide an opportunity for Bryan residents to participate in a low-cost mobile spay/neuter program; and provided sterilization services at the BAC assuring 100% of adopted pets are spayed or neutered.

Fiscal Year 2019 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 60 events in the community to promote education about animal ownership, adoptions, and to promote positive public relations regarding animal control.
- Return a minimum of 25% 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 3%.
- Investigate options to further assist animals in need of additional medical or behavioral treatment.

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 632,217	\$ 737,588	\$ 737,588	\$ 709,078	\$ 770,096	\$ 32,508	4.4%
Supplies	74,937	80,614	80,614	82,505	80,814	200	0.2%
Maintenance & Services	129,211	51,725	51,725	74,922	51,469	(256)	-0.5%
Miscellaneous/Admin Reimb	68,498	110,230	110,230	103,250	110,230	-	0.0%
Capital Outlay	-	-	-	41,001	90,000	90,000	0.0%
Total Expenses	\$ 904,863	\$ 980,157	\$ 980,157	\$ 1,010,756	\$ 1,102,609	\$ 122,452	12.5%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 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	4	4	4	4	4
Total	11	11	11	11	11

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Maintain an Adoption rate of 35%	42%	35%	35%	39%	35%
Increase Rescue groups	156	170	170	160	165
Increase Foster Homes	186	193	193	206	226
Animals returned in field	30%	20%	20%	35%	25%
Average Call Response time	0.11	0.30	0.30	0.10	0.30
Average time spent on call	0.15	0.30	0.30	0.21	0.30
Attendance at Outside Events	77	30	30	91	60

Engineering Services

Mission Statement

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

Strategic Initiatives

- Effective management of capital improvement projects to ensure quality construction on schedule 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 is verified by Engineering Inspectors
- Improve city services by reducing the backlog of maintenance and repair activities through capital projects
- Work with Municipal Separate Storm Sewer Systems ("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 ("ROW") 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 2018 Accomplishments

- Updated the 5 year Flood Mitigation Plan for the City of Bryan.
- Received award of 2 Transportation Alternative Set-Aside ("TASA") Grants from TXDOT worth approximately \$2MM in federal funds for bike/pedestrian lanes
- Implemented HMGP Buyout Grant for 4 flood homes leveraging up to \$225k of local to get \$675k federal
- Completed construction of additional W. 28th Street work, Fire Station 2, Municipal Office Building ADA Improvements, St. Joseph Hospital Area Improvements, S. College Improvements, E. 23rd Street, Wells Fargo Sewer, Coulter Airfield sewer, W. 26th Street, Old Hearne Road Ph 2, Clay Street Extension, Ice House Parking Lot, 23rd and Main parking improvements, local area traffic management improvements, and street maintenance contracts
- Under construction on following major projects: Cherry Creek Stabilization, Siena and Edgewater Parks, W 17th Street culvert, Kazmeier Drainage Improvements and ready to bid on Waco Street improvements.
- Developer agreements such as Sterling Northgate, Edgewater Ph 2&4, University Drive and Greenbrier sewer
- 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, selected consultants for the following projects (29th SUP, Still Creek Culverts, Melba Drainage, Palasota, Waco Street, etc.)
- Updated 5 year transportation fee and drainage utility fee forecasts
- Executed the annual process for the City's comprehensive 5 year Capital Improvement Program (FY2018-FY2022)
- Completed in-house project designs including various Downtown parking lots, Kazmeier Drainage Project, improvements to 23rd St/Main roundabout, and consultant designs for Waco Extension, Cherry Creek, Clay Street, Woodville, Gateway Monument Signs, E. 29th Shared Use Path, and FM158 Schematic Design.
- Developed and implemented a ROW management ordinance to manage work of outside entities within the City's Street Right of Ways including Wireless Telecommunication Facilities
- Continued development and implementation of the ADA Transition Plan
- Developed Contractor Registration Program ensuring quality of contractors building infrastructure including documenting contractor's continuing education efforts

Fiscal Year 2019 Goals and Objectives

- Continue improving infrastructure inspections through use of IPAD devices with implementation of I-Trak-it
- Maintain at least a Class 8 ranking in the Community Rating System (expected decrease from 6 to 8 this year)
- Assist other departments in development of master plans, project development, design and construction as needed
- Continue implementation of Capital Improvement Program (program, design, construction) FY2018-FY2022
- Continue development of the ADA Transition Plan and implement improvements to facilities
- Keep up with increasing workload from development related projects

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 1,159,541	\$ 1,331,020	\$ 1,331,020	\$ 1,331,020	\$ 1,383,351	\$ 52,331	3.9%
Supplies	36,697	48,074	48,074	48,074	39,655	(8,419)	-17.5%
Maintenance & Services	1,080,846	53,491	53,491	314,875	53,574	83	0.2%
Miscellaneous/Admin Reimb	99,269	370,550	370,550	109,166	470,550	100,000	27.0%
Capital Outlay	119,787	-	-	-	-	-	-
Total Expenses	\$ 2,496,140	\$ 1,803,135	\$ 1,803,135	\$ 1,803,135	\$ 1,947,130	\$ 143,995	8.0%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 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	2	2	1	1
Development Services Office Coordinator	1	1	1	1	1
Construction Coordinator	1	-	-	-	-
Engineering Inspector	4	4	4	4	4
Engineering Technician	1	1	1	2	2
Total	14	14	14	14	14

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Development:					
Avg # of days to review site development submittal	3	3	3	3	3
Avg # of days to review Engineering plans/reports	8.93	10.0	10	10	10.0
Value of projects installed by developers	\$ 5,992,179	\$ 5,000,000	\$ 5,000,000	\$ 6,500,000	\$ 5,500,000
# of construction projects monitored	69	45	45	55	50
Max # of construction projects inspected at one time	27	30	30	33	30
# of right of way permits inspected	20	35	35	25	30
Capital Improvement Projects:					
# of consulting engineering contracts	4	4	4	7	4
Value of consulting engineering contracts	\$ 227,937	\$ 2,500,000	\$ 2,500,000	\$ 1,900,000	\$ 2,500,000
# of engineering in-house designed projects	5	3	3	3	3
Value of engineering services provided in-house	\$ 259,077	\$ 60,000	\$ 60,000	\$ 92,500	\$ 60,000
Value of construction projects awarded (public infrastructure)	\$16,439,975	\$ 10,000,000	\$ 10,000,000	\$ 5,000,000	\$ 10,000,000
# of projects tracked (design or construction)	37	40	40	44	40
Max # of construction projects inspected at one time	15	20	20	16	15
# of construction projects completed	6	7	7	8	7
Value of construction projects completed	\$ 3,741,796	\$ 22,000,000	\$ 22,000,000	\$12,000,000	\$ 22,000,000
Total # of change orders issued	32	25	25	25	25
Average # of change orders issued/project	2.00	1.50	1.50	1.50	1.50
Average % value of change orders	2.91%	4.00%	4.00%	2.00%	4.00%
Average change order amount	\$ 58,904	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Records Management:					
CIP records scanned into Laserfiche	54,533	20,000	20,000	40,000	30,000
Development records scanned into Laserfiche	23,856	20,000	20,000	25,000	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.

Strategic Initiatives

Streets

- 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.

Rights-of-Way ("ROW")

- 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 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 2018 Accomplishments

Street Maintenance

- Managed concrete, asphalt, seal coat, and pavement marking contracts
- Responded to and repaired approximately 432 potholes
- Repaired base failures on roadways prior to street maintenance contracts

Drainage Maintenance

- Installed box culverts for Archery Club
- Repaired erosion behind concrete channel between East 29th and Rosemary
- Removed silt from creek and tributary channels throughout the City of Bryan
- Cleaned box culverts at major creek crossings
- Participated in the Floodplain Mitigation Plan

Concrete Maintenance

- Replaced approximately 700 square yards of sidewalks throughout the City of Bryan, which includes repairs along schools zones.
- Installed concrete flumes to direct storm water runoff.
- Installed outdoor kennel pad for Bryan Animal Center.
- 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 for miscellaneous projects such as ROW maintenance, litter and tire pickup, and removing debris around drainage inlets.

Fiscal Year 2019 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 2019.

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 1,008,791	\$ 1,062,651	\$ 1,062,651	\$ 1,004,721	\$ 1,118,219	\$ 55,568	5.2%
Supplies	81,935	89,241	89,241	84,896	91,241	2,000	2.2%
Maintenance & Services	620,209	474,850	474,850	381,466	472,487	(2,363)	-0.5%
Miscellaneous/Admin Reimb	386,296	106,291	106,291	261,950	106,291	-	0.0%
Capital Outlay	19,104	165,263	165,263	165,263	353,820	188,557	-
Total Expenses	\$ 2,116,335	\$ 1,898,296	\$ 1,898,296	\$ 1,898,296	\$ 2,142,058	\$ 243,762	12.8%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
ROW Foreman	1	-	-	-	-
Streets & Drainage Crew Leader	2	3	3	3	3
Streets & Drainage Equipment Operator/Crew Workers	13	12	12	12	12
Streets & Drainage Foreman	-	1	1	1	1
Transportation & Drainage Supervisor	1	1	1	1	1
Total	17	17	17	17	17

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
% of departmental employees with OSHA & Traffic Workzone Training	90%	100%	100%	90%	100%
Proactive ditch maintenance- total linear footage of ditch cut/ maintained	3,630	3,000	3,000	3,400	3,000
Tons of HMAC/ base failure repairs	1,239	1,525	1,525	1,600	1,600
Total # of ditch/ culvert maintenance work orders completed	121	170	170	120	120
Total # of storm sewer cave-in work orders completed	63	75	75	90	75
Total # of creek maintenance work orders completed (Called In/ Proactive)	529	200	200	440	300
% of work orders responded to within 72 hrs.	99%	99%	99%	99%	99%
% of pothole requests responded to within 72 hrs.	100%	99%	99%	99%	99%
% of City Staff w/ MS4 education	50%	70%	70%	70%	70%
# of MS4 education events coordinated*	11	12	12	14	12
# of existing storm drains stenciled*	500	0	0	0	0

Traffic Operations

Mission Statement

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

Strategic Initiatives

- Provide excellent customer service while responding to requests in a timely manner
- Provide a safe working environment for employees through training and safe workplace practices
- Ensure implementation of standards and policies 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 2018 Accomplishments

- Quiet Zone Notification of Intent received by Federal Rail Administration and Public Authority Application issued
- Installed multiple pan tilt zoom cameras
- Reconfigured Wellborn and F&B intersection to allow safer and more efficient turning movements.
- Working on new signal timings on major arterials of Briarcrest, 29th and WJ Bryan/FM158/Boonville
- Fiber connections made to traffic signals at 11 intersections: 29th/Texas, Texas/Villa Maria, Memorial/29th, Villa Maria/29th, Broadmoor/29th, Texas/Coulter, Leonard/FM2818, F&B/Wellborn, Dodge/S. College, 29th/Still Meadow, 29th/Carter Creek.
- Continued coordination with College Station and installed central control software for traffic signal system
- Implemented Local Area Traffic Management Program ("LATM") – completed first and second year of improvements and started third year application process
- 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
- Completed traffic signal warrant studies for multiple intersections
- Represented Bryan on the BCSMPO Technical Advisory Committee and advise the Policy Board member
- Represented on BCSMPO Regional Bicycle / Pedestrian Advisory Panel
- Attended 90 percent of BCSMPO Technical Advisory Committee and Policy Committee Meetings
- Continued project code assignments in Kronos for all staff
- Continued entry of work orders 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
- Replaced last remaining pedestrian flashing beacon powered by electricity with solar powered unit.

Fiscal Year 2019 Goals and Objectives

- Completely redo Traffic Operations website (except for the LATM website which is good)
- Continue Installation of additional Pan/Tilt Zoom cameras in accordance with plan
- Work with IT to improve communication with central software system for full utilization
- Install Pedestrian Hybrid Beacon on Austin's Colony for new trail crossing
- 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
- Attend 100 percent of all MPO Technical Advisory Committee and Policy Committee Meetings
- Quiet Zone implementation in FY2021
- Continue sign inventory and pavement marking inventory

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 689,834	\$ 813,854	\$ 813,854	\$ 820,077	\$ 842,066	\$ 28,212	3.5%
Supplies	46,696	43,979	43,979	47,060	43,979	-	0.0%
Maintenance & Services	1,023,790	1,009,597	1,009,597	1,013,154	1,008,327	(1,270)	-0.1%
Miscellaneous/Admin Reimb	1,965	8,450	8,450	8,950	8,450	-	0.0%
Capital Outlay	60,276	-	-	-	-	-	0.0%
Total Expenses	\$ 1,822,561	\$ 1,875,880	\$ 1,875,880	\$ 1,889,241	\$ 1,902,822	\$ 26,942	1.4%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Traffic Civil Engineer	1	1	1	1	1
Traffic Sign Technician	3	3	3	3	3
Traffic Signal Technician	3	3	3	3	3
Traffic Signal Crew Leader	1	1	1	1	1
Traffic Sign Crew Leader	1	1	1	1	1
Traffic Operations Supervisor	1	1	1	1	1
Graduate Civil Engineer	-	-	-	-	-
Total	10	10	10	10	10

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 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 communication integration complete	94%	100%	100%	96%	100%
% of flashing yellow arrow implemented	20%	50%	50%	40%	50%
% of Advanced Traffic Management implemented	55%	55%	55%	60%	65%
% of traffic sign database implemented	2%	15%	15%	2%	5%
% of website improvements implemented	50%	100%	100%	50%	55%
Amount spent on training/development	\$ 11,774	\$ 10,200	\$ 10,200	\$ 13,000	\$ 11,200
# of sign related work orders completed	1621	1500	1500	1800	1500
# of work orders for tree trimming completed	156	50	50	110	100
# of signal related work orders completed	160	300	300	160	160
# of pavement marking related work orders	11	30	30	25	25
# of traffic studies performed	11	30	30	10	30
# of school zone flasher work orders completed	67	40	40	62	60
# of oversized load work orders	29	50	50	40	50
# of traffic control related work orders	5	50	50	10	50
# of traffic luminaires work orders	4	20	20	10	20
# of Local Area Traffic Management Requests	7	5	5	19	12

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 ("BluePrint 2040") 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 2018 Accomplishments

- Completed the adoption of the 2015 edition of the International Code Council's family of Codes and the 2014 edition of the National Electrical Code.
- Recipient of the 2017 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 Corridor Beautification Grant Program for Texas Avenue
- 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.
- 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.
- Continued supporting the City's implementation of an online permitting software (TrackIt) as part of the OP-ICE project team.
- Managed consultant contract for RELLIS campus area annexation feasibility and strategy study.
- Continued to explore and identify options for possible reconfiguration of Municipal Office Building first floor office 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.

Fiscal Year 2019 Goals and Objectives

- 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.
- 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.
- Support the City's master planning efforts for a new super park on the now-former Travis B. Bryan Municipal Golf Course property.
- Conceive and lead a Midtown Area Plan master planning effort to help guide development around the now-former Travis B. Bryan Municipal Golf Course property.
- Initiate and complete a series of annual development ordinance reviews, updates, and revisions.
- 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
- Completed the adoption of the 2018 edition of the International Code Council's family of Codes and the 2017 edition of the National Electrical Code.

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 1,408,472	\$ 1,560,464	\$ 1,560,464	\$ 1,518,366	\$ 1,629,918	\$ 69,454	4.5%
Supplies	61,800	49,836	49,836	49,150	48,736	(1,100)	-2.2%
Maintenance & Services	71,181	55,789	55,789	51,981	55,765	(24)	0.0%
Miscellaneous/Admin Reimb	139,556	433,000	433,000	230,700	506,585	73,585	17.0%
Capital Outlay	80,606	128,000	128,000	128,000	-	(128,000)	-100%
Total Expenses	\$ 1,761,615	\$ 2,227,089	\$ 2,227,089	\$ 1,978,197	\$ 2,241,004	\$ 13,915	0.6%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Building Inspector	2	2	2	2	2
Chief Building Official	1	1	1	1	1
Development Manager	1	1	1	1	1
Development Services Representative	3	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	1
Electric Inspector	1	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	2
Senior Planner	1	1	1	1	1
Staff/Project Planner	3	3	3	3	3
Total	21	21	21	21	21

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
# of working days to review site dev. submittals	4	4	4	4	4
# of hr/day a "staffer on call" is available to the public	8	8	8	8	8
Planning and Zoning Commission meetings	21	18	18	18	18
Historic Landmark Commission meetings	10	10	10	9	10
Zoning Board of Adjustment meetings	2	3	3	3	4
Building and Standards Commission meetings	9	6	6	6	6
# of wrkshps for boards and commissions	22	20	20	23	20
Change of owner/use/tenant applications processed	347	300	300	275	350
# 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	18,400	14,000	14,000	13,400	16,500
# of dangerous structure inspections	290	250	250	220	250
# of dangerous structure demolished by the City	20	20	20	20	14
# of permits issued	15,573	12,900	12,900	13,000	12,900
# of mobile home park inspections	70	70	70	70	70
# of development/building codes updated	2	9	9	15	20
# of Site Development Review cycles	49	49	49	49	49
# of Site Development Review cases	221	220	220	220	250
# of Development Services newsletter articles	12	12	12	14	12

Code Enforcement

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2018 Accomplishments

- 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
- Reviewed and revised existing ordinances to improve enforceability of adopted standards
- Increased presence for proactive enforcement of ordinance violations
- Sandra Willis awarded Code Officer of the Year – Code Enforcement Association of Texas
- Participant in OP-ICE project to upgrade inspection and permitting software system (Trackit)

Fiscal Year 2019 Goals and Objectives

- 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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 279,853	\$ 263,482	\$ 263,482	\$ 264,922	\$ 349,259	\$ 85,777	32.6%
Supplies	10,580	18,985	18,985	14,229	16,985	(2,000)	-10.5%
Maintenance & Services	15,411	19,466	19,466	19,120	20,290	824	4.2%
Miscellaneous/Admin Reimb	74,672	68,300	68,300	70,919	69,750	1,450	2.1%
Capital Outlay	74,162	-	-	-	-	-	100.0%
Total Expenses	\$ 454,678	\$ 370,233	\$ 370,233	\$ 369,190	\$ 456,284	\$ 86,051	23.2%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Code Compliance Officer	4	4	4	4	5
General Inspector	-	-	-	-	-
Total	4	4	4	4	5

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
# of abandoned vehicle cases ¹	9	14	14	17	15
# of junk vehicle cases	542	475	475	450	463
# of grass & weeds cases	1,743	2,200	2,200	1,925	1,925
# of parking cases	422	475	475	571	523
# of sign cases	76	90	90	125	107
# of zoning cases	339	283	283	374	329
# rubbish & debris cases ²	397	325	325	425	375

¹ enforcement of abandoned vehicles located on public property was transferred to the Bryan Police Department in FY2016

² new benchmark added FY2016

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 2018 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 -2 meetings
- Coordinated efforts for the Bryan's Infill Committee (inner departmental) - 3 meetings and city board Infill Committee - 5 meetings
- Coordinated efforts and served on Brazos County Housing Coalition – 3 meetings
- Provided technical assistance to the Joint Funding Review process for Community Development Block Grant ("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 Chaired the Event – 4 meetings
- Provided technical assistance to Texas A&M University's Planning Department and George Bush School for internships and 3 Work Study students
- Provided leadership to United Way's Financial Stability Committee - 3 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 for CAPSTONE project – Income Inequality and Economic Mobility-presentation and report
- Executive team for Executive Women In Texas Government – serve as Treasury – 4 meetings

Fiscal Year 2019 Goals and Objectives

- Coordinate the Bank on Brazos Valley Program and hold a minimum of 4 meetings annually
- Provide for outreach opportunities to Bank on Members - 3 main events
- Provide coordination for outreach for the Pay Day Lending/Auto Title Loan Ordinance
- Participate in Women's Leadership programs (such as Executive Women in Texas Government - 4 meetings)
- 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 Brazos Housing Coalition, United Way Financial Stability and United Way Women's Leadership Committee, and Community Partnership Board meetings
- Provide for coordination of internal committee, Bryan's First Rehab/Housing/Revitalization Infill program and development of one impact area, Carver acreage
- Provide coordination of the City's outside agency public service funding process
- Provide oversight and monitoring of outside agencies and federally funded agencies
- Coordinate efforts for Pilot program on Children in Poverty with Project Unity
- 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 address poverty relevant issues (financial literacy)

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 107,006	\$ 169,968	\$ 169,968	\$ 173,556	\$ 220,397	\$ 50,429	29.7%
Supplies	4,030	10,800	10,800	10,800	10,700	(100)	-0.9%
Maintenance & Services	1,671	1,801	1,801	3,800	-	(1,801)	-100.0%
Miscellaneous/Admin Reimb	8,629	-	-	49,050	-	-	0.0%
Capital Outlay	-	-	-	-	-	-	0.0%
Total Expenses	\$ 121,336	\$ 182,569	\$ 182,569	\$ 237,206	\$ 231,097	\$ 48,528	26.6%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Community Development Manager	0.5	0.5	0.5	0.5	0.5
Construction Project Specialist	0.5	0.5	0.5	0.5	0.5
Total	1	1	1	1	1

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
# of special projects partnerships with private entities	8	5	5	5	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	6	6	6	6
Provided staff assistance to Downtown North Committee or other City Comm	-	1	1	1	1
Housing Infill program General Funds*	-	1	1	1	1
# of Bryan's 1st Rehab meetings coordinated	4	4	4	4	4
Coordinate Bank on Brazos Valley Program*	4	4	4	4	4
Coordinate Pay Day Lending/Auto Title Ordin outreach*	1	1	1	1	1
Community Partnership Coalitions		4	4	4	4

Bryan + College Station Library Services

Mission Statement

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

Strategic Initiatives

- Education--Provide year-round, age appropriate programs that foster the love of reading and knowledge
- Education--Provide year-round training classes in computer 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 2018 Accomplishments

- 678,540 items were borrowed
- 273,550 items were borrowed by children
- Provided 34,200 public accesses to Internet computers
- Received 306,500 visitors to the libraries
- Provided 708 programs to children, teens, and adults with an attendance of 21,870
- 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 \$52,000 dollars from the Clifton C. and Henryetta C. Doak Charitable Trust and the Dr. Eugene Edge Charitable Trust

Fiscal Year 2019 Goals and Objectives

- Improve programming for all ages through improvement of existing programs and development of new programs
- Expansion of the Ringer Library should begin in April 2018. Construction is expected to take 18-24 months.
- 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 to the citizens of Brazos County

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 2,197,617	\$ 2,358,496	\$ 2,358,496	\$ 2,241,439	\$ 2,454,133	\$ 95,637	4.1%
Supplies	74,142	57,626	57,626	50,358	42,223	(15,403)	-26.7%
Maintenance & Services	141,495	143,815	143,815	127,835	127,373	(16,442)	-11.4%
Miscellaneous/Admin Reimb	77,850	21,575	21,575	65,117	26,200	4,625	21.4%
Capital Outlay	201,344	230,947	230,947	241,797	205,072	(25,875)	-11.2%
Total Expenses	\$ 2,692,448	\$ 2,812,459	\$ 2,812,459	\$ 2,726,546	\$ 2,855,001	\$ 42,542	1.5%

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Bryan Library	\$ 1,359,865	\$ 1,357,301	\$ 1,357,301	\$ 1,357,718	\$ 1,390,793	\$ 33,492	2.5%
College Station Library	1,046,658	1,125,995	1,125,995	1,054,175	1,149,839	23,844	2.1%
Carnegie Library	285,925	329,163	329,163	314,653	314,369	(14,794)	-4.5%
Total Expenses	\$ 2,692,448	\$ 2,812,459	\$ 2,812,459	\$ 2,726,546	\$ 2,855,001	\$ 42,542	1.5%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 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	8	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	6	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

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Circulation	750,995	700,000	700,000	678,000	700,000
Library Visitors	408,406	410,000	410,000	307,000	475,000
# of Volumes	206,548	200,000	200,000	235,000	210,000
# of Reference Inquiries	51,501	50,000	50,000	37,000	5,250
# of Volunteer hours	12,614	8,500	8,500	8,000	13,000
Computer use	47,830	60,000	60,000	40,000	45,000
Registered Borrowers	52,437	30,000	30,000	50,000	54,000
# of programs	1,081	-	-	1,400	1,300

Parks & Recreation

Mission Statement

The mission of the Bryan Parks and Recreation Department is to provide diverse year-round active and passive leisure opportunities, through the preservation of open space, developed parks, pedestrian trails, recreational facilities and programs, to meet the physical, mental, cultural, and social needs of our residents and visitors to our community, while enhancing the overall quality of life in Bryan.

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.
- Promote and generate tourism through use of park facilities.
- Protect, preserve, and enhance public parkland and green spaces.
- Aid in the prevention of juvenile crime by offering unique recreation youth programs.

Fiscal Year 2018 Accomplishments

- 150 year celebration of Bryan Cemetery
- Completed designs on Siena and Edgewater Parks; the parks projects were bid and construction is underway
- Aquatic Center Improvements: completion of two flume slides; new aerator and diving board; bathhouse renovation
- Scurry Park restroom renovation
- Added four (4) additional Softball Tournaments at BRAC
- Assisted with skateboard competition at the Williamson Skate Park, 1st annual event
- Up-dated the Path of Presidents at Sue Haswell Park
- Co-hosted the 2018 T.A.A.F. Games of Texas
- Reorganization of the Parks and Recreation Department
- Made improvements to the BRAC Nature Trail
- Won the BCS Christmas Parade for Large Business Commercial
- Secured a facility to serve as a Senior Center and began renovations
- The expansion of the Bryan City Cemetery was completed; sales began in new section
- Interior security cameras (11) added at Neal Recreation Center
- New restroom added to Bob Bond Park
- Development of the Regional Park Master Plan
- New Recreation Programs; Bricks 4 Kidz Camps, Middle School Sports Academy, Pickleball League
- Little League Improvements: new scoreboards at Travis and Bob Bond fields, assisted with demolition of old score towers, provided three infield groomers to United and National Leagues, performed irrigation repairs, provided new storage units, repaired storage unit doors, purchased netting for batting cages, made additional minor repairs to walkways and other areas within the complexes
- Updated agreements with United and National Little Leagues and executed the agreements
- Nutrabolt Stadium: added a concrete maintenance drive and ADA access connection to new grandstand; fenced in the new grandstand for safety purposes
- Held Blue Bunny event for the first time at Municipal Park

Fiscal Year 2019 Goals and Objectives

- Co-host 2019 T.A.A.F. Games of Texas
- Complete Siena and Edgewater Parks
- Complete 75% of items on the Park Improvement Plan and Phase II Design for Regional Park
- Open Senior Center for Operation
- Increase use of Park and Recreation Facilities through tourism initiatives
- Evaluate future use of Sue Haswell Pool
- Increase league programs at Neal Recreation Center
- Add landscaping to new cemetery section
- Execute a new special event, "Art in the Park"
- 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; acquire five (5) professional certifications from staff

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 1,939,886	\$ 2,094,555	\$ 2,094,555	\$ 2,184,736	\$ 2,458,814	\$ 364,259	17.4%
Supplies	206,781	214,301	214,301	194,948	198,351	(15,950)	-7.4%
Maintenance & Services	726,184	653,480	653,480	757,781	665,000	11,520	1.8%
Miscellaneous/Admin Reimb	1,244,079	1,050,480	1,550,480	2,447,428	1,636,998	86,518	5.6%
Capital Outlay	3,119,408	1,114,800	1,562,800	614,800	585,000	(977,800)	-62.6%
Total Expenses	\$ 7,236,338	\$ 5,127,616	\$ 6,075,616	\$ 6,199,693	\$ 5,544,163	\$ (531,453)	-8.7%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Administrative Assistant	1	1	1	1	1
Aquatic Supervisor	1	1	1	1	1
Athletic Supervisor	1	1	1	1	1
Cemetery Operations Manager	-	1	1	1	1
Golf & Tourism Coordinator	-	1	1	1	1
Horticulture Technician	-	1	1	1	1
Neal Recreation Center Supervisor	1	1	1	1	1
Parks Maintenance Crew Leader	-	2	2	2	2
Parks Maintenance Technician	8	5	5	5	5
Parks Maintenance Supervisor	1	-	-	-	-
Parks Manager (Cemetery Sexton)	1	-	-	-	-
Parks Operations Manager	-	1	1	1	1
Parks Project Manager	-	1	1	1	1
Parks & Recreation Director	1	1	1	1	1
Recreation Manager	1	1	1	1	1
Recreation Programmer	1	-	-	-	-
Recreation Supervisor	-	1	1	1	1
Special Events/Marketing Coordinator	1	1	1	1	1
Recreation Assistant/Coordinator	1	1	1	1	1
Pool Manager	0.5	0.5	0.5	0.5	0.5
Total	19.5	21.5	21.5	21.5	21.5

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Holiday Magic - Participants	6,500	6,500	6,500	6,500	6,500
Family Camp Out - Participants	72	150	150	-	150
Pee Wee Sports Program - Participants	275	250	250	175	200
Aquatics - Learn to Swim - Participants	1,150	1,550	1,550	1,500	1,550
Summer Park Program Sites	6	6	6	6	6
Summer Park Program - Participants	625	735	735	715	735
Neal Recreation Center Memberships	577	350	350	300	350
Adult Softball - Teams Registered	60	75	75	70	75
# of Pavilion Rentals	1,210	1,425	1,425	1,420	1,425
New Recreation Programs	10	10	10	10	10
BRAC Participation Numbers	12,000	13,000	13,000	15,000	15,000

Golf Course

Mission Statement

The mission of The City Course at Phillips Event Center 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 discounted greens fees for juniors and serving as a practice facility for all area school teams and providing junior golf opportunities.
- Develop and implement the Golf Course Strategic Plan with an emphasis on playability and course condition improvements. This includes Poa Ana elimination from greens, improved daily maintenance routine, and drainage improvements for turf and bunkers.
- Continue to maintain good rapport with customers and a good image with the golf community through enhanced training
- Increase memberships, rounds, tournaments, and golf revenue.
- Develop a five year Capital Improvement Plan ("CIP") to identify and address course deficiencies such as improvements to the driving range, cart paths, bridges, drainage, and dredging lake on hole #8.
- Increase rounds and tournaments through advertising and recruitment of events.

Fiscal Year 2018 Accomplishments

- Municipal golf course turned profit for first time in years
- Membership, tournaments, and golf revenue at five year highs
- Transitioned the course from a private country club to a municipal golf course
- Negotiated and executed a management agreement with a management firm
- Management Company hired a new Golf Course Superintendent
- Transitioned Zone Shootout to the City Course
- Branded The City course logo on scorecards, tee markers, golf carts, and golf apparel

Fiscal Year 2019 Goals and Objectives

- Improve golf course conditions with focus on greens and daily maintenance practices
- Attract new golf tournaments and memberships
- Increase green fees, cart fees, and range fees revenues
- Remove burn pile between hole #7 & #8
- Complete one CIP project
- Continue to uphold high standards of customer service and public image

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 520,880	\$ 581,136	\$ 581,136	\$ 135,335	\$ -	\$ (581,136)	-100.0%
Supplies	150,196	184,562	184,562	290,357	-	(184,562)	-100.0%
Maintenance & Services	213,170	216,778	216,778	86,629	-	(216,778)	-100.0%
Miscellaneous/Admin Reimb	24,473	24,550	24,550	367,789	750,000	725,450	2955.0%
Capital Outlay	123,318	29,820	804,820	621,274	150,000	(654,820)	-81.4%
Total Expenses	1,032,037	\$ 1,036,846	\$ 1,811,846	\$ 1,501,384	\$ 900,000	\$ (911,846)	-50.3%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Golf Course Mgr.	1	1	-	-	-
Golf Course Asst. Mgr.	1	1	-	-	-
Golf Course Maintenance Mgr.	1	1	-	-	-
Golf Course Asst. Maint.Mgr.	1	1	-	-	-
Golf Course Maint. Worker	1	1	-	-	-
Golf Course Mechanic	1	1	-	-	-
Total	6	6	-	-	-

*Golf Course is operated by Phillips Event Center as of FY2018

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Rounds of Golf	30,526	32,250	32,250	33,500	35,000
Revenue per round	\$ 20.83	\$ 22.00	\$ 22.00	\$ 28.68	\$ 28.58
Cost per round	\$ 27.66	\$ 28.00	\$ 28.00	\$ 20.75	\$ 26.14
Tournament Rounds	951	1,400	1,400	1,642	1,700
Days Open	364	364	364	362	362

Fiscal Services

Mission Statement

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

Strategic Initiatives

Accounting

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

Budget

- Provide accurate, timely and relevant financial information to the City Council, management, investors and citizens.
- 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 2018 Accomplishments

Accounting

- Received the Certificate of Excellence in Financial Reporting for FY2017 from the Government Finance Officers Association ("GFOA") and received an unmodified opinion from auditors for the year ending September 30, 2017.
- Provided monthly financial information to management on average by the 10th working day of the next month.
- Completed the electronic filing of the Annual Report of continuing Disclosure Requirements of SEC Rule 15c2-12.
- While adhering to the adopted investment policy, maximized the City's return on investments by sustaining an annual yield equal to or above the 1 year Treasury bill rate.

Budget

- Received the Distinguished Budget Award for FY2018 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 2017 legislative changes.
- Purchase Orders processed within 2 days of having a purchase requisition or change order.
- Promoted more cooperative inter-local purchasing.

Fiscal Year 2019 Goals and Objectives

Accounting

- Receive the GFOA's Certificate of Achievement for Excellence in Financial Reporting for FY2018.
- Receive an unmodified opinion from the City's independent auditors for the financial statements for the year ended September 30, 2018.
- Close each prior period and provide monthly financial information by the 10th working day of the following month.
- Submit the FY2018 CAFR to GFOA by the March 31st deadline.

Budget

- Receive the Distinguished Budget Award for FY2019 from the GFOA
- Prepare and analyze 5 year revenue and expenditure forecasts for operations
- Prepare and present annual reports and forecasts for Tax Increment Reinvestment Zones ("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.

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 1,210,337	\$ 1,308,980	\$ 1,308,980	\$ 1,248,724	\$ 1,362,556	\$ 53,576	4.1%
Supplies	36,294	44,240	44,240	35,140	42,940	(1,300)	-2.9%
Maintenance & Services	29,771	60,805	60,805	47,588	51,148	(9,657)	-15.9%
Miscellaneous/Admin Reimb	202,170	200,660	200,660	207,235	210,660	10,000	5.0%
Total Expenses	\$ 1,478,572	\$ 1,614,685	\$ 1,614,685	\$ 1,538,687	\$ 1,667,304	\$ 52,619	3.3%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Accounting:					
Chief Financial Officer	1	1	1	1	1
Assistant Finance Director	1	1	1	1	1
Accounting Manager	-	1	1	1	1
Accounting Supervisor	1	-	-	-	-
Senior Accountant	-	-	-	1	1
General Accountant	1	1	1	-	-
Finance Specialist	2	2	2	3	3
Payroll Specialist	1	1	1	1	1
Finance Assistant	1	1	1	1	1
Financial Analyst	1	1	1	1	1
Budget:					
Budget Analyst	2	1	1	2	2
Budget Assistant	-	1	1	-	-
Purchasing:					
Purchasing Supervisor	1	1	1	1	1
Purchasing Buyer	1	1	1	1	1
Contract Administrator	1	1	1	-	-
Total	14	14	14	14	14

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Accounting:					
# of consecutive years to receive the GFOA Cert of Excellence in Financial Reporting	28	29	29	29	30
% of goal for receiving unqualified opinion from indiv. auditors	100%	100%	100%	100%	100%
# of reportable conditions on auditor's management letter	0	0	0	0	0
Avg. # of working days to close prior accounting period	7	6	6	7	7
Avg. # of working days to issue monthly financial reports	10	10	10	10	10
Expenditures processed on p-card	\$ 1,631,463	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000	\$ 1,750,000
% of CAFR completed & submitted to GFOA by March 31st	100%	100%	100%	100%	100%
Budget:					
# of consecutive years to receive the GFOA Distinguished Budget Award	13	14	14	14	15
# 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	65	70	70	70	70
# of annual contracts for goods and services	124	125	125	125	125
Value of goods and services on annual contracts	\$ 15,771,906	\$ 15,354,450	\$ 15,354,450	\$ 15,354,450	\$ 15,354,450
# of purchase orders issued	1,369	1,400	1,400	1,400	1,400
Expenditures processed through the Purchasing Dept.	\$ 542,079,742	\$ 600,000,000	\$ 600,000,000	\$ 600,000,000	\$ 600,000,000

Information Technology

Mission Statement

The mission of the Information Technology Group is to provide strategic, innovative, secure 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 and insightful strategic vision. We proactively promote, oversee and coordinate the use of technologies to improve all levels of communications, cybersecurity and efficiency.

Strategic Initiatives

- Improve stability and security of technology systems
- Provide in-house training to staff on diverse applications and cybersecurity
- 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 2018 Accomplishments

- Enhanced Citywide cybersecurity by;
 - Increasing frequency of internal phishing campaign
 - Adding category to all employee performance evaluation forms
 - Including all City staff, Council, boards, volunteers with network access
 - Monitoring over 60MM events daily
 - Blocking ~130,000 suspect emails monthly
 - Firewall and IPS blocking ~4.5MM nefarious events daily
 - Monthly cybersecurity awareness messaging to all employees applicable to both work and home
- Replaced over 155 devices including desktops, laptops, printers and scanners
- Global/community/citizen outreach with BVCART, BVWACS, CEOC, BVCNet, BVCOG, Sheriff's office, District Attorney, TAMU Big Event, MS-ISAC, E-ISAC, TAGITM, CIPWIG, DHS, FBI-InfraGard, GIS Day, Blinn College among many other inter- and intra-agency affiliations
- Consolidation of City and BTU Active Directory domains to improve both operational and financial efficiencies,
- Broadened email security through deploying advanced filtering to the individual users
- Developed a Public Safety focused Unmanned Aerial Vehicle program, including 5 FAA certified pilots
- Utilizing cloud technologies to manage future recurring costs
- Implemented a new Municipal Court software platform, replacing a 20 year old system
- Renewed Payment Card Industry ("PCI") compliance for all City departments
- Continued improvement of the safety culture
- Public Safety Records Management software implementation – joint project with Brazos County and Bryan PD
- Expand fiber infrastructure (Traffic signals, Fire Station 2, Wastewater Treatment Plant 1, Main fiber backbone)
- Major system and software upgrades completed: Crystal Reports, Cognos, Tritech, Laserfiche, Sensus, MeterSense, Milsoft, Clevest, GeoDigital, Survalent, Phone System
- Systems Uptime: HTE/Naviline 100%, Public Safety Systems 99.7%, Core Network 100%, Radio 99.9%
- Hardware upgrades completed: Public Safety video storage, Network core, layer2 switching, main firewall

Fiscal Year 2019 Goals and Objectives

- Expand Cybersecurity awareness program
- Expand existing GIS functionality
- Maintain a 99.8% planned uptime for critical systems, core network, and communication systems
- Continue Community/Citizen outreach and support
- Continued integration of BTU and City systems
- Continue expansion and upgrade of city network infrastructure
- Continue to support city systems software/hardware upgrades

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 1,716,494	\$ 1,753,904	\$ 1,753,904	\$ 1,887,968	\$ 3,994,409	\$ 2,240,505	127.7%
Supplies	325,889	177,129	177,129	150,709	226,600	49,471	27.9%
Maintenance & Services	907,676	1,043,095	1,043,095	1,072,557	1,559,610	516,515	49.5%
Miscellaneous/Admin Reimb	116,090	253,300	253,300	99,077	426,400	173,100	68.3%
Capital Outlay	436,362	294,000	394,000	291,858	394,000	-	0.0%
Total Expenses	\$ 3,502,511	\$ 3,521,428	\$ 3,621,428	\$ 3,502,169	\$ 6,601,019	\$ 2,979,591	82.3%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 City Staffing	FY2018 BTU Staffing	FY2018 Combined Staffing	FY2019 Adopted
Chief Information Officer	1	1	1	1	-	1	1
Operations Division Manager	1	1	1	1	-	1	1
Systems Division Manager	-	-	-	-	1	1	1
Chief Information Security Officer	-	-	-	-	1	1	1
Information Technology Services Assistant	1	1	1	1	-	1	1
System/Network Administrator	3	2	2	2	2	4	4
Network Operations Supervisor	-	1	1	1	-	1	1
Systems Supervisor	-	1	1	1	1	2	1
System Support Specialist	4	4	4	4	1	5	5
System's Analyst	4	1	1	1	4	5	5
DBA	-	-	-	-	1	1	1
Business System's Analyst	-	-	-	-	1	1	1
Telecommunications Systems Supervisor	-	1	1	1	-	1	1
Telecommunications Systems Administrator	-	2	2	2	2	4	4
Communications Engineer	2	-	-	-	-	-	-
GIS Supervisor	1	1	1	1	-	1	1
GIS Analyst	2	2	2	2	-	2	3
Public Safety Systems Administrator	-	1	1	1	-	1	1
Project Manager	-	-	-	-	1	1	1
Security Administrator	-	-	-	-	3	3	3
Total	19	19	19	19	18	37	37

*City and BTU departments combined in FY2018

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Help Desk calls processed	4,855	4,700	4,700	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%	99.50%	99.50%	99.99%	99.50%
% System Uptime 99.5%	99.99%	99.50%	99.50%	99.99%	99.50%
% Radio Uptime 99.5%	99.85%	99.50%	99.50%	99.98%	99.50%

Human Resources

Mission Statement

The mission of the Human Resources Department is to provide exceptional customer and human resource services to support, develop and motivate the city's workforce in their endeavor to carry out their mission of serving the citizens of Bryan. *HR is law and administration, but it is also commitment and caring.*

Strategic Initiatives

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

Fiscal Year 2018 Accomplishments

- Conducted (working with compensation consultant) thorough salary survey and market study (for citywide benchmark positions) of comparable cities (and/or industry as needed) and made recommendations of any pay range adjustments and market adjustments necessary to stay competitive. Assisted with a salary/market study for utility positions in conjunction with another Texas utility.
- Conducted (HR staff) 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 50th percentile for all ranks.
- Created and implemented a formal succession-planning program for BTU.
- Implemented a(nother) 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; assigned and ensured all employees were covering their required "2 year" training topics.
- Continued 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 City of Bryan 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

Fiscal Year 2019 Goals and Objectives

- 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.
- Implement a citywide language skills program to include Spanish and other languages used in our community.
- Implement a longevity pay program to incentivize and reward employees for their tenure and continued dedication to the City of Bryan.
- 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.
- Continue to work with top management on succession planning and mentoring program and extend the plan to all management positions and departments.
- Continue to enhance HR's webpage to provide needed and requested information and tools to users.

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 485,338	\$ 516,056	\$ 516,056	\$ 561,768	\$ 537,378	\$ 21,322	4.1%
Supplies	15,549	20,700	20,700	16,900	16,500	(4,200)	-20.3%
Maintenance & Services	114,688	190,148	190,148	174,205	126,842	(63,306)	-33.3%
Miscellaneous/Admin Reimb	29,583	36,300	36,300	37,000	35,600	(700)	-1.9%
Total Expenses	\$ 645,158	\$ 763,204	\$ 763,204	\$ 789,873	\$ 716,320	\$ (46,884)	-6.1%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Human Resource Manager	1	1	1	1	1
Human Resource Supervisor	-	-	1	1	1
Human Resource Generalist	2	2	1	1	1
Human Resources Assistant	1	1	1	1	1
Human Resources Clerk	1	1	1	1	1
Total	5	5	5	5	5

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
# of Personnel Reqs Processed	137	150	150	140	150
# of Applications Received	6,325	6,500	6,500	5,400	5,400
# of New Hires	315	330	330	280	280
Turnover Rate%	20%	18%	18%	23%	18%
# of Onsite Training Sessions	146	50	50	41	50
# of Training Sessions Avail Online for 1000 employees	1923	1500	1500	110	125
# of Employee Relations Issues	150	170	170	200	200
# of Disciplinary Actions/Grievances	90	80	80	70	70

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

Facility Services

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2018 Accomplishments

- Paint all basketball pavilions throughout the parks system
- Upgrades to benches, tables and litter receptacles at various parks
- Work 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.
- 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 the Municipal Service Center Office roof
- 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
- Continue to work with the parks department to implement the parks improvement plan
- Install restroom facility at Bonham Park
- Remodel the Sue Haswell Kitchen
- Upgrade Scurry Park Restroom
- Paint the Gazebo and fencing at Sue Haswell park
- Upgrades to the access controls at the Bryan Justice Center
- Replace HVAC Controls at Justice Center, Municipal Office Building, Clara B. Mounce Library and Fire Station #5

Fiscal Year 2019 Goals and Objectives

- Continue to work closely with the parks department on the parks improvement plan
- Schedule resurfacing of several tennis or basketball courts
- Continue to upgrade benches, tables and litter 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
- Complete gate and door access controls at the Bryan Justice Center
- Major repairs to the roofs at Fire Station #1 and Clara B. Mounce Library
- Continue to provide inspections of all mechanical equipment in all buildings; identify and replace items that are failing or near end-of-life and continue to update five year plan.
- Continue to ensure complete customer satisfaction at the end of our work request
- Communicate project updates so that all involved are informed and up to date with project schedules and timelines
- Continue to enhance our buildings and parks with any Green opportunities, and cost effective changes that will enhance our facilities
- Continue to 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
- Continue to assist the Code officers with the removal of graffiti when property owners have no way to remove
- Continue to focus on training opportunities for staff to enhance their knowledge in maintenance

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 1,101,915	\$ 1,189,470	\$ 1,189,470	\$ 1,155,329	\$ 1,246,482	\$ 57,012	4.8%
Supplies	35,265	45,231	45,231	47,823	45,231	-	0.0%
Maintenance & Services	655,221	640,334	640,334	626,388	551,953	(88,381)	-13.8%
Miscellaneous/Admin Reimb	197,986	191,643	191,643	190,685	191,643	-	0.0%
Capital Outlay	102,663	695,469	695,469	564,370	488,000	(207,469)	-29.8%
Total Expenses	\$ 2,093,050	\$ 2,762,147	\$ 2,762,147	\$ 2,584,595	\$ 2,523,309	\$ (238,838)	-8.6%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Facility Services Manager	1	1	1	1	1
Facility Services Assistant	1	1.5	1.5	1	1
Facility Services Project Coordinator	1	-	-	-	-
Facility Services Part-time Regular Clerk	-	-	-	0.5	0.5
Facility Services Maintenance Supervisor	1	2	2	2	2
Facility Services Crew Supervisor	1	1	1	-	-
Facility Services Custodial Supervisor	-	-	-	1	1
HVAC Technician	1	1	1	1	1
Maintenance Technicians, Tech Op I Thru V	8	8	8	8	8
Preventative Maintenance Technician	1	1	1	1	1
Facility Services Worker	2	2	2	2	2
Total	17	17.5	17.5	17.5	17.5

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Total completed Parks work orders	960	1,014	1,014	987	1,014
Total completed Facility work orders	1,906	1,528	1,528	1,717	1,528
Total completed work orders	2,866	2,221	2,221	2,704	2,221
Avg. labor hrs/facilities preventative maintenance work orders	2	2	2	2	2
Avg. labor hrs/facilities corrective work order	6.22	6.20	6.20	6.18	6.20
Avg. labor cost/facilities preventative maintenance work orders	\$ 20.03	\$ 22.78	\$ 22.78	\$ 21.41	\$ 20.72
Avg. Labor cost/facilities corrective work orders	\$ 110.18	\$ 115.39	\$ 115.39	\$ 112.21	\$ 113.80

Fleet Services

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2018 Accomplishments

- Attained the National Institute for Automotive Service Excellence ("ASE"), Blue Seal of Excellence Award for the tenth consecutive year.
- Continued to enhance services provided on fleet vehicles and equipment
- Continued internal cross-training program.
- Certified Automotive Service Excellence (ASE) for all technicians
- Continued 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. Enhance service level further by implementing a mounted tire/wheel program for Police and Refuse vehicles. Also began a wheel refurbishment exchange process for Refuse, by retaining good wheels from units being removed from the fleet before final disposal.
- 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
- Added a Customer Loaner Unit to the Fleet by temporarily retaining and refurbishing a lower mileage replaced unit. This unit will be cycled out and replaced with an again better unit over the course of time and other replacement cycles. The availability of this unit allows for utilization in the event a customer's unit is out of service, thereby eliminating the perceived need for individual departments to maintain backups within their departmental fleet.

Fiscal Year 2019 Goals and Objectives

- Attain National Institute for Automotive Service Excellence ("ASE"), Blue Seal of Excellence Award for the eleventh 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.
- Restructured Fleet Personnel Staff to more expediently serve our customers and increase efficiency. Add Fleet Shop Foreman and Parts Procurement Specialist
- Continue to enhance services provided on fleet vehicles and equipment with the addition of glass chip/crack repair
- Continue to 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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 569,570	\$ 774,809	\$ 774,809	\$ 600,639	\$ 796,152	\$ 21,343	2.8%
Supplies	33,883	34,257	34,257	37,962	47,057	12,800	37.4%
Maintenance & Services	27,292	45,653	45,653	42,297	33,934	(11,719)	-25.7%
Miscellaneous/Admin Reimb	1,634	3,020	3,020	2,920	2,320	(700)	-23.2%
Total Expenses	\$ 632,379	\$ 857,739	\$ 857,739	\$ 683,818	\$ 879,463	\$ 21,724	2.5%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Fleet Manager	1	1	1	1	1
Lead Service Technician	2	2	2	2	2
Fleet Admin Assistant	1	1	1	1	1
Preventive Maintenance Inspection Technician	1	1	1	1	1
Fleet/Facility Support Technician	1	1	1	1	1
Fleet Mechanic	5	5	5	5	5
Total	11	11	11	11	11

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
# of fleet job orders	6,691	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 *	\$ 85.68	\$ 96	\$ 96	\$ 94	\$ 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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Solid Waste Services	30%	27%	27%	30%	30%
Water Services	18%	20%	20%	20%	20%
Transportation Services	11%	11%	11%	12%	11%
Police Services	13%	15%	15%	14%	14%
Fire Services	15%	14%	14%	12%	14%
Facility Services	2%	5%	5%	2%	2%
Parks Services	5%	5%	5%	5%	5%
All Others Combined	6%	3%	3%	5%	4%

Executive Services

Mission Statement

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

Strategic Initiatives

- City Council policy direction is effectively and accurately communicated to staff
- An environment is created where diversity is valued and ethical, moral, and legal conduct is fostered within the City
- 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 to conduct city business.

Fiscal Year 2018 Accomplishments

- Reviewed Capital Improvement Plans ("CIPs").
- Attended the following board/committee meetings: Bryan Business Council ("BBC"), Bryan Commerce and Development ("BCD"), Bryan Planning and Zoning Commission ("P&Z"), Coulter, TIRZ Boards, Animal Center Advisory Committee, Brazos County Health Department, Intergovernmental Committee ("IGC"), Chamber of Commerce, Brazos Valley Solid Waste Management Agency ("BVSWMA"), Brazos County Health District Board, Bryan-Brazos County Economic Development Foundation ("BBCEDF"), City of Bryan/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, Blinn College-Brazos County Advisory Board, Building and Standards Commission ("BSC"), Experience BCS Board, Civil Services Commission, Leadership Brazos Alumni Association, Library Board, and Parks Board.
- Presented to Bush School faculty and students, various Chamber of Commerce events, Leadership Brazos Local Government Day, Aggieland Rotary Club, Texas A&M Urban Planning Class, and 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.

Fiscal Year 2019 Goals and Objectives

- Provide ways for citizens to have the opportunity to voice opinions through public hearings, 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 weekly Management Team meetings to further enhance communication within the organization
- Provide weekly reports to the City Council
- Continue to implement 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 2019 adopted budget
- Prepare City Council agendas and meet appropriate Texas Open Meetings Act ("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, Extra Territorial Jurisdiction ("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.

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 1,014,358	\$ 1,028,582	\$ 1,028,582	\$ 1,101,112	\$ 1,096,261	\$ 67,679	6.6%
Supplies	8,724	13,700	13,700	13,700	13,500	(200)	-1.5%
Maintenance & Services	126,644	179,107	179,107	183,171	175,665	(3,442)	-1.9%
Miscellaneous/Admin Reimb	91,082	122,381	122,381	147,819	127,381	5,000	4.1%
Total Expenses	\$ 1,240,808	\$ 1,343,770	\$ 1,343,770	\$ 1,445,802	\$ 1,412,807	\$ 69,037	5.1%

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Executive Services	\$ 1,169,984	\$ 1,265,822	\$ 1,265,822	\$ 1,363,544	\$ 1,331,748	65,926	5.2%
City Hall Security	70,824	77,948	77,948	82,258	81,059	3,111	4.0%
Total Expenses	\$ 1,240,808	\$ 1,343,770	\$ 1,343,770	\$ 1,445,802	\$ 1,412,807	\$ 69,037	5.1%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
City Manager	1	1	1	1	1
Deputy City Manager	2	2	2	2	2
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

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Minimum # of days-operating expenses in General Fund reserve	113	60	60	60	60
# of weekly City Manager's Reports to Council	45	52	52	45	45
# of meetings with COCS/Brazos County	52	12	12	52	52
# of meetings with BISD	12	10	10	12	12
# of Council Retreats	12	1	1	10	10
# 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, Traditions and the ATLAS Town Center and Downtown North.
- 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 and 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 and at Coulter Field.
- Pursue and assist with retail development opportunities with retail site selectors, retail site developers, and property owners.
- Pursue active involvement in the Bryan-College Station homebuilders, 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 2018 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 the City's four Tax Increment Reinvestment Zones.
- 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.
- Served as the liaison between the City of Bryan and the Bryan Business Council.
- Served as the liaison between the City of Bryan and the Bryan-Brazos County Economic Development Foundation.
- Served as primary contact to attract new businesses to the Bryan Business Park.
- Held multiple community events at Coulter Field.
- Served on the BISD Long Range Planning Committee, Economic Development Foundation 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.
- Served as the liaison with the Research Valley Partnership.
- Attended and took online courses for a total of 61 hours of Certified Economic Developer ("CEcD") coursework

Fiscal Year 2019 Goals and Objectives

- Continue to encourage economic development opportunities in partnership with Texas A&M University, Blinn Jr. College, Brazos County, Bryan Business Council, Bryan Brazos County Economic Development Foundation, Research Valley Partnership, and St. Joseph Hospital.
- Continue to provide support to the Bryan Business Council as the staff liaison.
- Continue to manage the subcommittees of the Bryan Business Council including the Residential Infill, Commercial Infill, Education, Coulter Field and Finance subcommittees.
- Continue to promote development of the BioCorridor, Traditions and the ATLAS Town Center and 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 and Coulter Field.
- Continue to work on taking 35 plus hours of CEcD certification coursework.

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 522,432	\$ 632,676	\$ 632,676	\$ 623,330	\$ 658,778	\$ 26,102	4.1%
Supplies	4,770	6,900	6,900	7,154	4,900	(2,000)	-29.0%
Maintenance & Services	14,466	22,207	22,207	23,407	27,560	5,353	24.1%
Miscellaneous/Admin Reimb	96,953	218,340	218,340	228,740	244,215	25,875	11.9%
Total Expenses	\$ 638,621	\$ 880,123	\$ 880,123	\$ 882,631	\$ 935,453	\$ 55,330	6.3%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Development Services Director	1	1	1	1	1
Business Liaison & Special Projects Manager	1	1	1	1	1
Director of Strategic Projects	1	1	1	1	1
Economic Development Specialist	-	1	1	1	1
Economic Development Assistant	1	1	1	1	1
Total	4	5	5	5	5

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Meetings:					
Bryan Business Council	12	12	12	11	12
Planning and Zoning Commission	6	6	6	6	6
Bryan City Council/Bryan Commerce and Development Workshop and Regular Sessions Meetings	20	48	48	24	36
Research Valley Partnership	10	10	10	10	24
Bryan Brazos County Economic Development Foundation	9	6	6	14	12
Bryan Independent School District	10	9	9	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	12	12	0	0
BISD Education Foundation Board	N/A	8	8	N/A	8
Texas Association of Builders/Voting Board Member	N/A	3	3	N/A	3
Texas Department of Transportation Aviation	N/A	4	4	4	4
Miscellaneous Subcommittees	N/A	16	16	16	16

Internal Audit

Mission Statement

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 2018 Accomplishments

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

Fiscal Year 2019 Goals and Objectives

- Receive Fraud Hotline reports, investigate and report results to Audit Committee
- Perform Special Assignments per Council guidance
- Perform the Audit Committee approved Audit Plan for FY2019

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 173,494	\$ 176,962	\$ 176,962	\$ 121,820	\$ 176,245	\$ (717)	-0.4%
Supplies	69	770	770	206	770	-	0.0%
Maintenance & Services	1,065	2,817	2,817	1,648	2,825	8	0.3%
Miscellaneous/Admin Reimb	562	1,600	1,600	-	1,600	-	0.0%
Total Expenses	\$ 175,190	\$ 182,149	\$ 182,149	\$ 123,674	\$ 181,440	\$ (709)	-0.4%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
City Internal Auditor	1	1	1	1	1
Total	1	1	1	1	1

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
# of Audit Committee Meetings	4	4	4	4	4
# of Audit Reports and Memos	4	4	4	4	4

City Secretary

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2018 Accomplishments

- Successfully conducted City of Bryan elections 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
- Provided staff support to Citizen Charter Review Advisory Committee
- Conducted four departmental records audits and continued preservation of City's archival records.
- Coordinated Council's annual volunteer reception. Continued growth of the Volunteer Bryan! program.
- Received Five Star Exemplary Award from State of Texas for Excellence in Vital Statistics Reporting
- Vital Statistics Office, in coordination with other local registrars, launched a new training event for local vital statistics partners
- 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 Federal Legislative Plan
- Expanded Youth Advisory Commission ("YAC") activities.
- Transitioned the City Council and 13 other city boards to new agenda software and video streaming service improving public access and transparency of the governmental process.

Fiscal Year 2019 Goals and Objectives

- 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.
- Host Vital Statistics training with local registrars and partners.
- 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.
- Continue the transition of City boards to the new agenda software.

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 508,010	\$ 517,968	\$ 517,968	\$ 580,487	\$ 545,533	\$ 27,565	5.3%
Supplies	13,144	25,244	25,244	17,500	25,244	-	0.0%
Maintenance & Services	23,112	32,754	32,754	20,670	32,806	52	0.2%
Miscellaneous/Admin Reimb	69,748	124,621	124,621	69,096	120,721	(3,900)	-3.1%
Total Expenses	\$ 614,014	\$ 700,587	\$ 700,587	\$ 687,753	\$ 724,304	\$ 23,717	3.4%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
City Secretary	1	1	1	1	1
Assistant City Secretary	1	1	1	1	1
City Secretary Division Assistant	-	1	1	1	1
Council Services Assistant	1	-	-	-	-
Records Management Coordinator	1	1	1	1	1
Vital Statistics Technician	1	1	1	1	1
Citizen Information/Service Clerk	1	1	1	1	1
Total	6	6	6	6	6

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Successful elections	2	2	2	2	2
# of submissions to the Dept. of Justice	-	-	-	-	-
# of departments using Laserfiche	28	31	31	29	31
# of paper copies provided for open records requests	6,797	15,000	15,000	10,000	10,000
# of records converted to electronic format	902,425	800,000	800,000	1,000,000	800,000
# of departmental records audits performed	8	5	2	2	2
# of timely agendas and minutes prepared	70	120	120	70	120
# of Texas Open Meetings Act (TOMA) training	1	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	200	1,200
# of volunteer hours logged	15,070	10,000	10,000	10,000	10,000
Total value of donations from volunteers	\$ 379,019	\$ 230,000	\$ 230,000	\$ 251,500	\$ 251,500
# of certified birth records processed	2,761	4,000	4,000	2,500	2,500
# of death records processed	476	2,000	2,000	500	500

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 2018 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

Fiscal Year 2019 Goals and Objectives

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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 54	\$ -	\$ -	\$ 47	\$ 70	\$ 23	48.9%
Supplies	13,080	20,550	20,550	31,050	33,300	2,250	62.0%
Maintenance & Services	172,112	162,933	162,933	149,375	164,947	15,572	1.2%
Miscellaneous/Admin Reimb	52,733	63,890	63,890	42,120	59,140	17,020	-7.4%
Total Expenses	\$ 237,979	\$ 247,373	\$ 247,373	\$ 222,592	\$ 257,457	\$ 10,084	4.1%

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
# of Strategic Initiatives	-	5	5	5	5
# of Strategic Planning Sessions	-	1	1	1	1
# of Bryan Commerce & Development Agendas & Minutes Prepared	18	36	36	14	24
% of Conferences, Special Receptions or Events Attended	100%	100%	100%	100%	100%
Board/Committee/Commission Applications Rec'd.	129	150	150	150	150
Board/Committee/Commission Appointments	94	100	100	100	100
# of Proclamations Prepared	87	130	130	115	130

Communications & Marketing

Mission Statement

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

Strategic Initiatives

- Provide prompt responses to the needs of citizens, visitors, and local media
- Proactively provide positive information about Bryan
- Proactively address city issues that affect citizens and seek out opportunities to educate them on those 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 2018 Accomplishments

- Produced FY 2017 State of the City video and electronic report highlighting each City department
- Produced Fall/Winter and Spring/Summer Parks and Recreation Activity Guides, Bryan Fire Department Strategic Plan, BTU, Bryan Fire and Bryan Police Departments Annual Reports, and Texas Triangle Park Brochure
- Created and produced numerous graphic projects, print/digital advertisements, brochures, promotional items, etc.
- Produced and aired numerous video Public Service Announcements ("PSAs") for broadcast on Municipal TV Channel 16, KBTX, KAGS, and KYLE stations, promoted the City's website, social media platforms, and digital marketing campaigns
- Assisted in the promotion of special events/initiatives such as the Texas Reds Festival, First Friday, Lights On! Mayor's Downtown Impact Award, Pawpaloosa, City Course at Phillips Event Center Grand Opening, etc.
- Developed a strategy for promoting economic development and tourism for the City; facilitated creation of 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; added NextDoor to engage with yet another demographic of citizens city-wide
- 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 while retaining existing stakeholders
- Enhanced the programming efforts of the City with timely, targeted communications that can be easily adapted to a variety of communication channels
- Redesigned the layout and produced 12 issues each of Texas CoOp Power Magazine, a monthly publication received by each BTU customer, and Plug In, BTU's monthly newsletter included with each customer's bill
- Created new webpage for Gameday Shuttle service in support of existing marketing initiative directly targeting Texas A&M and opposing team fans
- Created new microsite for Economic Development and integrated Zoom Prospector, a 3rd party property listing database tool to promote commercial/retail/residential real estate listings
- Redesigned the City of Bryan's main website and Bank on Brazos Valley website
- Increased the number of subscribers that receive direct email updates through Constant Contact
- Won 5 State awards and 1 National award for excellence in electronic reporting, graphic design, video PSA production, and printed publications

Fiscal Year 2019 Goals and Objectives

- Continue refinement of City of Bryan and BTU websites as marketing tools that provide clear, concise platforms for citizens/visitors to access information
- Update communications plan to address communication/marketing needs in all departments
- Strengthen and expand City's presence on and use of social media
- Continue to promote special events and support other non-profit entities including Bryan ISD, Downtown Bryan Association, etc. in marketing Bryan
- Expand resident and media database in Constant Contact
- Continue to produce high quality videos to market Bryan, including quality of life through amenities/opportunities offered by Parks, BTU, Economic Development, Public Works, Animal Center, etc.
- Continue to design and produce annual reports, special publications, digital collateral, and activity guides for departments; create and publish special reports to raise citizen awareness about safety and special needs of the City
- Publish a City of Bryan State of the City report

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 348,336	\$ 370,088	\$ 370,088	\$ 384,706	\$ 386,396	\$ 16,308	4.4%
Supplies	6,088	19,200	19,200	9,238	22,320	3,120	16.3%
Maintenance & Services	8,006	13,575	13,575	8,594	13,611	36	0.3%
Miscellaneous/Admin Reimb	180,448	145,000	145,000	148,128	151,300	6,300	4.3%
Capital Outlay	-	16,263	16,263	-	3,000	(13,263)	100.0%
Total Expenses	\$ 542,878	\$ 564,126	\$ 564,126	\$ 550,666	\$ 576,627	\$ 12,501	2.2%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 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
Multimedia Specialist	-	-	-	-	1
Total	4	4	4	4	5

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
# of press releases, media alerts, radio appearances	150	185	185	175	185
# of Regular or Recurring Original Programs	65	75	75	75	75
# of media and public contacts in a centralized list	1,100	3,200	3,200	2,834	3,200
% complete (website redesign)	100%	100%	100%	100%	100%
# of unique page views to www.bryantx.gov	776,202	900,000	900,000	858,962	900,000
# of total pageviews to www.bryantx.gov ads)	972,000	1,100,000	1,100,000	1,065,396	1,100,000
	52	85	85	75	85

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 at-risk 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 2018 Accomplishments

- Hosted city wide neighborhood association forum
- Continued activities of the Youth Advisory Commission ("YAC")
- Administered the neighborhood association matching grant program
- Continued to foster communication at the neighborhood level
- Provided support to various youth programs and activities
- Continued the Youth Health Committee to promote wellness programs for youth at-risk
- Support local youth football camp for youth at-risk
- Continued winter clothing program for at-risk children
- Oversaw construction aspect of infill redevelopment program

Fiscal Year 2019 Goals & Objectives

- Continue to register more neighborhood/homeowner associations
- Continue to oversee construction aspect of infill redevelopment program
- Grow the activities of 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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 91,777	\$ 93,029	\$ 93,029	\$ 99,541	\$ 97,093	\$ 4,064	4.4%
Supplies	198	2,125	2,125	405	725	(1,400)	-65.9%
Maintenance & Services	2,013	6,327	6,327	4,798	6,335	8	0.1%
Miscellaneous/Admin Reimb	17,753	43,990	43,990	20,302	45,390	1,400	3.2%
Total Expenses	\$ 111,741	\$ 145,471	\$ 145,471	\$ 125,046	\$ 149,543	\$ 4,072	2.8%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Neighborhood Youth Services Manager	1	1	1	1	1
Total	1	1	1	1	1

*Position was filled in FY15

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
# of neighborhood associations registered	40	45	45	42	42
# of neighborhood associations utilizing matching grant funds	0	3	3	2	3
# of neighborhood associations utilizing YNAPP matching grant	0	2	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	12	12	12	12

Legal Services

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2018 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 2019 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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 647,701	\$ 748,779	\$ 748,779	\$ 775,152	\$ 777,808	\$ 29,029	3.9%
Supplies	5,727	7,568	7,568	6,965	7,368	(200)	-2.6%
Maintenance & Services	28,555	28,398	28,398	32,389	31,450	3,052	10.7%
Miscellaneous/Admin Reimb	19,695	23,175	23,175	23,975	20,175	(3,000)	-12.9%
Total Expenses	\$ 701,678	\$ 807,920	\$ 807,920	\$ 838,481	\$ 836,801	\$ 28,881	3.6%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
City Attorney	1	1	1	1	1
Assistant City Attorney	3	3	3	3	3
First Assistant City Attorney	1	1	1	1	1
Legal Assistant	1	1	1	1	1
Total	6	6	6	6	6

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
% of customers rated services as good	90%	90%	90%	90%	90%
Median response time to Council requests (days)	0.50	0.50	0.50	0.50	0.50
% of tasks meeting agreed deadlines	85%	85%	85%	85%	85%

CITY OF BRYAN, TEXAS
Payments to Other Agencies
Fiscal Year 2019

	FY2017	FY2018	FY2018	FY2018	FY2019	\$Chng/FY18	%Chng
	Actual	Adopted	Amended	Projected	Adopted	Amended	/FY18
<u>Payments Agency Contributions</u>							
BVWACS	\$ 128,643	\$ 133,866	\$ 133,866	\$ 133,866	\$ 137,750	\$ 3,884	2.9%
Downtown Bryan Association	58,125	67,500	67,500	67,500	67,500	-	0.0%
BVC Net	6,500	13,000	13,000	13,000	13,000	-	0.0%
Easterwood Airport	70,456	65,000	65,000	65,000	67,000	2,000	3.1%
Brazos County 911 District	1,755,670	1,819,198	1,819,198	1,819,198	1,896,956	77,758	4.3%
Brazos County Health Department	326,500	326,500	326,500	326,500	395,065	68,565	21.0%
Brazos County (Prisoner Support)	165,736	100,000	100,000	100,000	150,000	50,000	50.0%
Brazos Central Appraisal District	260,554	280,797	280,797	284,200	295,000	14,203	5.1%
Brazos Senior Citizens	15,000	15,000	15,000	15,000	15,000	-	0.0%
Bryan Business Council	20,000	20,000	20,000	20,000	20,000	-	0.0%
Total Partner Agency Contributions	2,807,184	2,840,861	2,840,861	2,844,264	3,057,271	216,410	7.6%
<u>Economic Development Contributions</u>							
Research Valley Partnership	350,000	350,000	350,000	350,000	350,000	-	0.0%
Economic Development Foundation	663,911	137,500	137,500	137,500	137,500	-	0.0%
Total Economic Development	1,013,911	487,500	487,500	487,500	487,500	-	0.0%
<u>Other Non Departmental</u>							
Contractual Obligations	110,245	503,200	503,200	450,000	676,800	173,600	34.5%
Other Misc Obligations	59,159	50,000	50,000	52,436	50,000	-	0.0%
Contingent Expenditures	-	-	-	400,000	-	-	0.0%
Transfer to Other Funds	516,357	646,943	646,943	646,943	885,674	238,731	36.9%
Total Other Non Departmental	685,761	1,200,143	1,200,143	1,549,379	1,612,474	412,331	34.4%
Total	\$ 4,506,856	\$ 4,528,504	\$ 4,528,504	\$ 4,881,143	\$ 5,157,245	\$ 628,742	13.9%

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 2019

The total adopted tax rate for FY2019 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, \$0.151282 is devoted to debt service. The debt rate will generate an estimated \$7,829,191 in property tax revenue in the Debt Service Fund. This will be sufficient to fund 72% of the total debt service payments for FY2019. The remaining 28% will be serviced through delinquent property tax revenues estimated at \$90,000, reimbursements and transfers from other funds as well as interest income of \$56,000. Budgeted reimbursements totaling \$141,431 are for debt service requirements related to BVSWMMA. Transfers in from other funds of \$1,931,340 for FY2019.

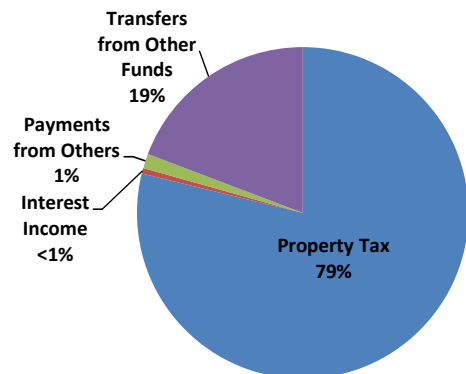
Total Debt Service Fund budgeted expenditures for FY2019 are \$10,863,196. This amount includes principal and interest payments of \$10,853,196 for outstanding and planned debt issuance.

The anticipated year end fund balance for the Debt Service Fund will be \$1,010,878. This fund balance is above the targeted one-month reserve of \$905,266.

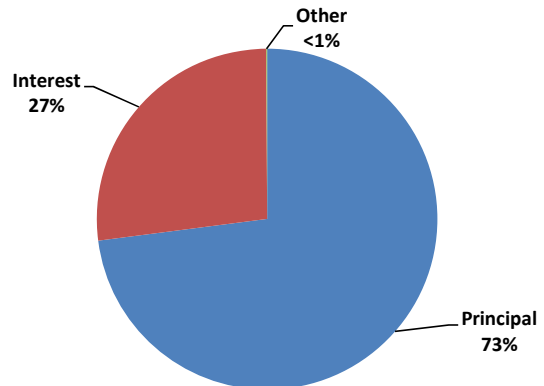
CITY OF BRYAN, TEXAS
Debt Service Fund Summary
Fiscal Year 2019

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
<u>Revenues</u>							
Property Tax	\$ 8,000,102	\$ 7,764,467	\$ 7,764,467	\$ 7,764,467	\$ 7,829,191	\$ 64,725	0.8%
Delinquent & Penalty Collections	91,086	-	-	65,500	90,000	90,000	0.0%
Interest Income	51,866	35,000	35,000	75,000	56,000	21,000	60.0%
Brazos County Payment	251,175	-	-	-	-	-	0.0%
BVSWMA	160,831	401,431	401,431	151,431	141,431	(260,000)	-64.8%
Premium on Bond Sale	-	-	-	-	-	-	0.0%
Miscellaneous	6,020	-	-	-	-	-	0.0%
Subtotal Revenues	8,561,080	8,200,898	8,200,898	8,056,398	8,116,622	(84,276)	-1.0%
Transfers In	1,877,697	1,879,222	1,879,222	1,879,222	1,931,340	52,118	2.8%
Total Revenues and Transfers in	10,438,777	10,080,120	10,080,120	9,935,620	10,047,963	(32,157)	-0.3%
<u>Expenditures</u>							
Debt Service	10,349,160	11,316,657	11,316,657	10,342,935	10,853,196	(463,461)	-4.1%
Debt Expense	2,150	10,000	10,000	10,000	10,000	-	0.0%
Total Expenditures	10,351,310	11,326,657	11,326,657	10,352,935	10,863,196	(463,461)	-4.1%
 Net Increase/(Decrease)	 \$ 87,467	 \$ (1,246,537)	 \$ (1,246,537)	 \$ (417,315)	 \$ (815,233)		
Beginning Fund Balance	5,840,959	2,728,626	2,243,426	2,243,426	1,826,111		
Notes Receivable for BVSWMA	(3,685,000)	-	-	-	-		
Ending Fund Balance	\$ 2,243,426	\$ 1,482,089	\$ 996,889	\$ 1,826,111	\$ 1,010,878		
Reserve Requirement :	862,609	943,888	943,888	862,745	905,266		

Debt Service Fund - Sources



Debt Service Fund - Uses



CITY OF BRYAN, TEXAS
Debt Service Requirements
Fiscal Year 2019

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
<u>Principal</u>							
2008 Certificates of Obligation	485,000	505,000	505,000	505,000	530,000	25,000	5.0%
2009 Certificates of Obligation	345,000	365,000	365,000	365,000	380,000	15,000	4.1%
2010 Certificates of Obligation	570,000	590,000	590,000	590,000	610,000	20,000	3.4%
2010 General Obligation Refunding Bonds	1,050,000	1,085,000	1,085,000	1,085,000	1,055,000	(30,000)	-2.8%
2013 General Obligation Refunding Bonds	1,931,700	1,970,334	1,970,334	1,970,334	1,823,525	(146,809)	-7.5%
2014 Certificates of Obligation	350,000	355,000	355,000	355,000	360,000	5,000	1.4%
2014 General Obligation Refunding Bonds	402,436	406,197	406,197	406,197	417,481	11,284	2.8%
2015 General Obligation Refunding Bonds	1,350,000	1,375,000	1,375,000	1,375,000	1,280,000	(95,000)	-6.9%
2016 Certificates of Obligation	435,000	420,000	420,000	420,000	430,000	10,000	2.4%
2016 General Obligation Refunding Bonds	730,000	730,000	730,000	730,000	745,000	15,000	2.1%
2018 Certificates of Obligation	-	854,253	854,253	-	295,000	(559,253)	-65.5%
Total Principal	\$ 7,649,136	\$ 8,655,784	\$ 8,655,784	\$ 7,801,531	\$ 7,926,005	\$ (729,779)	-8.4%
<u>Interest</u>							
2008 Certificates of Obligation	327,721	308,321	308,321	308,321	288,121	(20,200)	-6.6%
2009 Certificates of Obligation	256,960	244,885	244,885	244,885	226,635	(18,250)	-7.5%
2010 Certificates of Obligation	411,581	388,781	388,781	388,781	365,181	(23,600)	-6.1%
2010 General Obligation Refunding Bonds	217,400	175,400	175,400	175,400	132,000	(43,400)	-24.7%
2013 General Obligation Refunding Bonds	457,745	419,112	419,112	419,112	379,705	(39,407)	-9.4%
2014 Certificates of Obligation	196,271	189,271	189,271	189,271	182,171	(7,100)	-3.8%
2014 General Obligation Refunding Bonds	160,126	152,078	152,078	152,078	143,954	(8,124)	-5.3%
2015 General Obligation Refunding Bonds	285,575	258,575	258,575	258,575	224,200	(34,375)	-13.3%
2016 Certificates of Obligation	231,772	248,031	248,031	248,031	239,631	(8,400)	-3.4%
2016 General Obligation Refunding Bonds	154,872	156,950	156,950	156,950	142,350	(14,600)	-9.3%
2018 Certificates of Obligation	-	119,469	119,469	-	603,243	483,774	404.9%
Total Interest	\$ 2,700,024	\$ 2,660,873	\$ 2,660,873	\$ 2,541,404	\$ 2,927,191	\$ 266,318	10.0%
Paying Agent Fee & Bond Sale Discount	\$ 2,150	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	10,000	0.0%
Debt Service Fund Total Expenditures	\$ 10,351,310	\$ 11,326,657	\$ 11,326,657	\$ 10,352,935	\$ 10,863,196	\$ (463,461)	-4.1%



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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 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 \$13,248,500 which is an increase of \$483,500 over the FY2018 amended budget. Total revenues for FY2019 are expected to be \$13,559,862. Non-operating revenue sources include interest income of \$65,000, water tap fees of \$135,000, a transfers of \$35,307 for administrative costs, and other income of \$76,055.

Anticipated total operating expenses are \$7,265,887, which is an increase of \$191,667, or 2.7% from the FY2018 amended budget of \$7,074,220. Non-operating expenses in FY2019 are anticipated to be \$7,482,463, an increase of \$940,675, or 14.4%, from the FY2018 amended budget. Annual capital is \$2,773,500. Right-of-Way payments are expected to be \$662,425. Debt service payments for the Water Fund total \$4,006,538. Other debt expenses for the water fund total \$40,000.

The FY2019 reserve requirement (60 days of operating expenses) is \$1,210,981. The ending operating funds are projected to be \$5,150,913, or 255 days.

WASTEWATER FUND

Operating revenues for FY2019 are anticipated to be \$13,087,800. Total revenues for FY2019 are expected to be \$13,594,733, an increase of \$147,671, or 1.1%, above the FY2018 amended budget. \$506,933 is attributed to non-operating sources. Non-operating income is expected to increase by \$57,071, or 12.7%, above the FY2018 amended budget of \$449,862.

Operating expenses are expected to be \$7,244,886 in FY2019. This is an increase of \$94,671, or 1.3%, from the FY2018 amended budget amount of \$7,150,215. Non-operating expenses are expected to increase by \$1,101,192, or 12.5%, compared to the FY2018 amended budget. Debt service payments total \$3,514,420 in FY2019 for General Obligation and Revenue Bond debt service. This is an increase of \$127,652, or 3.8%, over the FY2018 amended budget.

The operating reserve requirement (60 days of operating expenses) is \$1,207,481. The ending operating funds are projected to be \$4,221,472, or 209 days.

SOLID WASTE FUND

Operating revenues are anticipated to be \$8,203,306 which is higher than the FY2018 amended budget amount of \$8,045,024 by \$158,282, or 2.0%. Operating income consists of residential and commercial refuse, tipping fees, compost fees, recycling, penalties, license & permit fees, and miscellaneous operating income. Non-operating income of \$152,664 includes interest of \$50,000 and administrative reimbursements of \$102,664. Total revenues are expected to be \$8,355,970, an increase of \$169,936, or 2.1%, above the FY2018 amended budget.

Total operating expenses of the Solid Waste Fund for FY2019 are \$5,881,673, which is an increase of \$355,713, or 6.4%, from the FY2018 amended budget. Non-operating expenses are expected to decrease by \$557,093, or 18.4%, to \$2,473,930 compared to the FY2018 amended budget of \$3,031,023. Annual Capital will decrease to \$942,243. This is a decrease of \$588,709, or 38.5%, compared to the FY2018 amended budget.

The operating reserve requirement (60 days of operating expenses) is \$980,279. The ending operating funds are projected to be \$5,228,178.

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 system encompasses the following services provided to customers within the city limits of Bryan: Production, Transmission, Distribution, Administration, Customer Service, Energy Accounts, and QSE (Qualified Scheduling Entity) Services. Overall revenues for BTU-City are projected to be \$188,481,131 in FY2019. This is a decrease of \$13,274,790, or 6.6%, from the FY2018 amended budget due to a wholesale base rate reduction for the Rural system. Total revenue is derived from operations and investment earnings.

Total operating expenses for BTU-City for FY2019 are projected to be \$119,703,495. BTU-City non-operating expenditures are projected to increase by \$32,819,113, or 76.5%, to \$75,719,572 for FY2019. This increase is attributable to increased debt service costs and cash-funded capital increases. Debt service payments are budgeted to increase by \$24,822,639, or 143.7%, due to the one-time, balloon payment for debt related to TMPA. Capital improvements funded from working capital are primarily associated with improvements in distribution and system growth. Annual Capital is projected to increase by \$7,854,052, or 62.5%.

The ending FY2019 unrestricted cash balance is estimated at \$58,230,986, or 175 days.

BTU-RURAL

The Rural Electric system is comprised of the Distribution and Administrative services directly attributable to the rural service area. The Rural Electric system 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 FY2019 are projected to be \$50,225,576. This is \$1,563,046, or 3.0%, decrease from the FY2018 amended budget of \$51,788,630. Revenue is derived from operations and investment earnings.

Total operating expenses for FY2019 are projected to be \$36,767,093. This is an \$8,850,986, or 19.4%, decrease from the FY2018 amended budget of \$45,618,079. The wholesale base rate reduction discussed above makes up the majority of the reduction in operating expenses compared to the FY2018 amended budget. BTU-Rural non-operating expenditures of \$13,321,622 are budgeted for annual capital and debt service. Capital expenses for FY2019 are \$10,354,541. Debt service payments for BTU-Rural are \$2,967,081.

The ending FY2019 unrestricted cash balance is estimated to be \$7,531,328, or 74 days.

AIRPORT FUND

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

FY2019 operating revenues are projected to be \$652,659. The primary sources of revenues are hangar rentals and fuel sales. Non-operating revenues total \$173,000 and include grants, interest income, miscellaneous revenues from resale items, and a transfer of \$110,000 from the General Fund.

Operating expenses for FY2019 are budgeted at \$595,725, a decrease of \$37,739, or 6.0%, compared to the FY2018 amended budget. Operating expenses are comprised of fuel costs, maintenance and other services and charges.

Non-operating expenses are projected to be \$281,598. This is a decrease of \$320,896, or 53.3%, from the FY2018 amended budget.

The operating reserve requirement (60 days of operating expenses) is \$99,288. The ending operating funds are projected to be \$103,851.

BRYAN COMMERCE AND DEVELOPMENT (BCD)

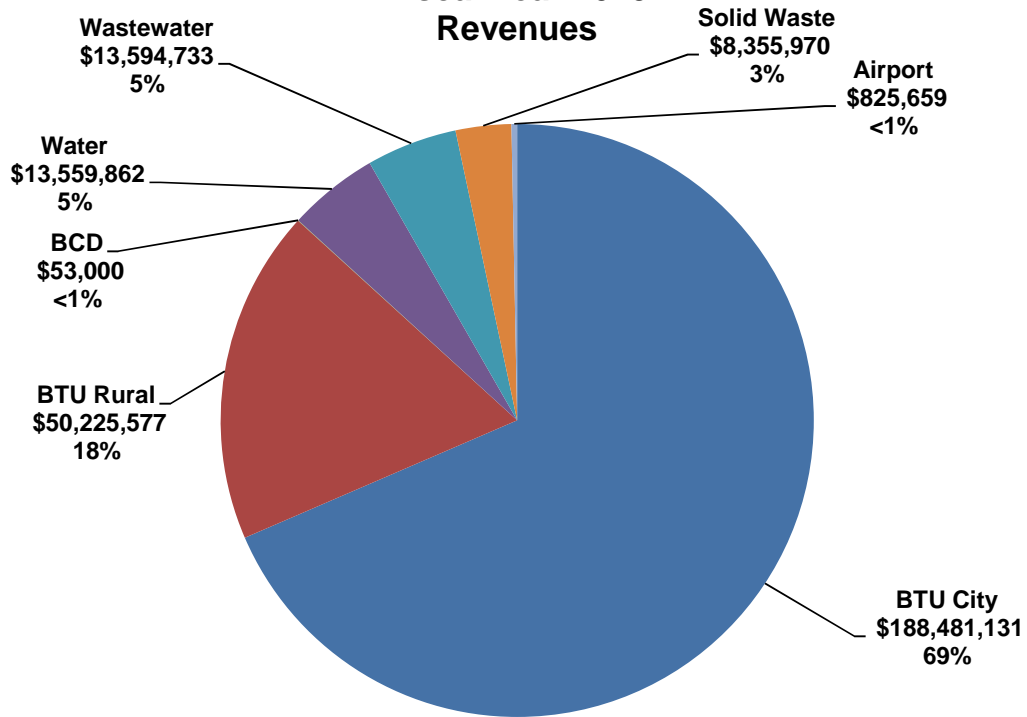
Bryan Commerce and Development, Inc. ("BCD") was created in 2000 to aid the City with economic development activities. The creation and use of BCD was essential since the Texas Local Government Code ("LGC") limits the power and activities of local governments in respect to non-traditional government 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.

FY2019 overall projected revenues are \$53,000, which represents interest income.

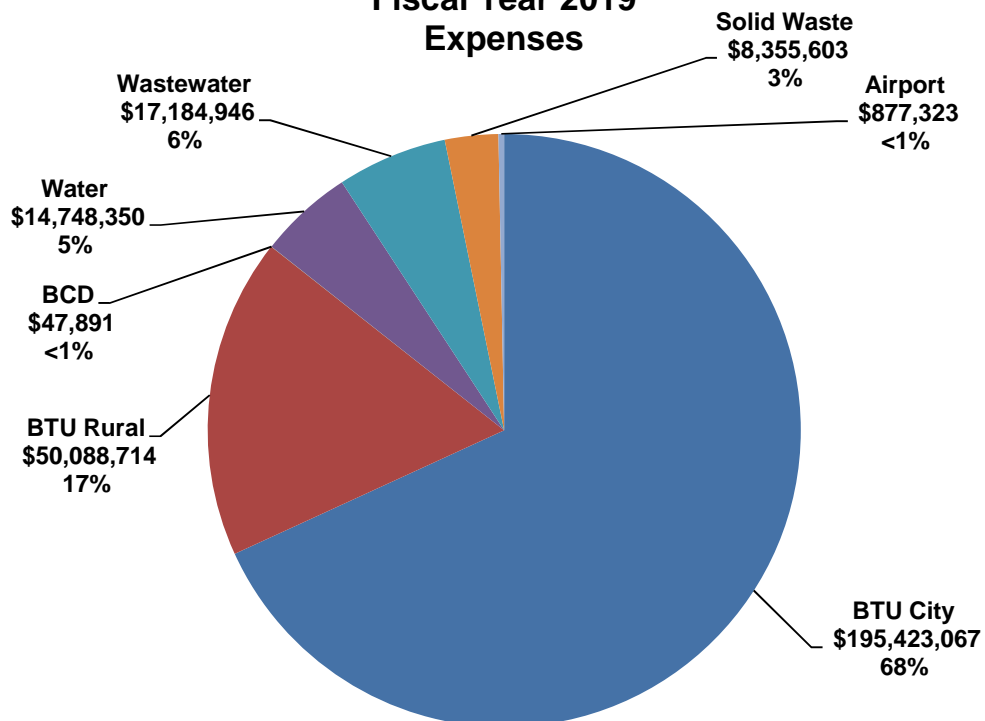
FY 2019 BCD expenditures include allocated costs for services provided to BCD of \$44,327 and other services and charges of \$3,564. Total expenses are expected to be \$47,891.

Ending operating funds in BCD for FY2019 are estimated at \$3,563,129.

Enterprise Funds Fiscal Year 2019 Revenues



Enterprise Funds Fiscal Year 2019 Expenses





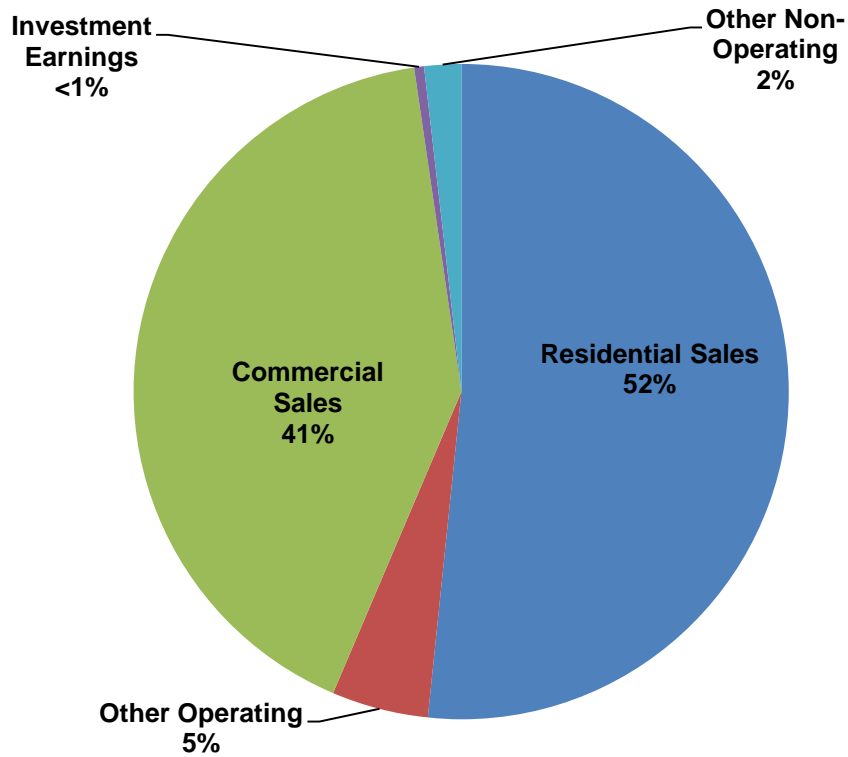
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CITY OF BRYAN, TEXAS
Water Fund Summary
Fiscal Year 2019

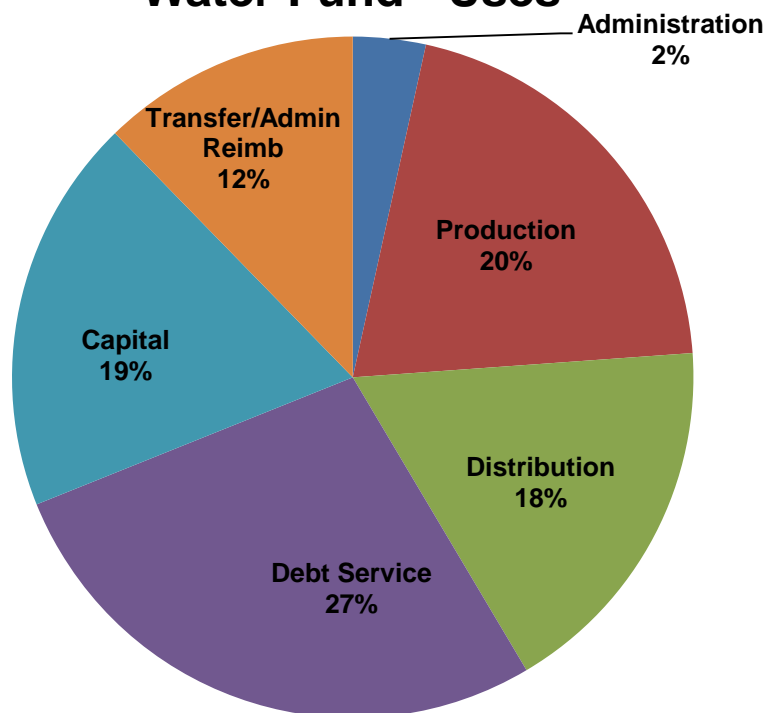
	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
<u>Revenues</u>							
Operating Revenues:							
Water Sales	\$ 12,711,804	\$ 12,000,000	\$ 12,000,000	\$ 12,600,000	\$ 12,600,000	\$ 600,000	5.0%
Water Penalties	134,689	132,000	132,000	132,000	132,000	-	0.0%
Miscellaneous	581,562	633,000	633,000	526,500	516,500	(116,500)	-18.4%
<i>Total Operating Revenues</i>	<u>13,428,055</u>	<u>12,765,000</u>	<u>12,765,000</u>	<u>13,258,500</u>	<u>13,248,500</u>	<u>483,500</u>	<u>3.8%</u>
Non-Operating Revenues:							
Interest Income	49,096	25,000	25,000	134,000	65,000	40,000	160.0%
Gain (Loss) on Assets	70,686	-	-	-	-	-	0.0%
Water Tap Fees	155,341	125,000	125,000	155,000	135,000	10,000	8.0%
Oil & Gas Royalty	43	1,500	1,500	60	55	(1,445)	-96.3%
Inventory markup	20,343	18,000	18,000	-	-	(18,000)	-100.0%
Miscellaneous non-operating income	79,431	90,000	90,000	70,631	76,000	(14,000)	-15.6%
Transfers In	40,054	30,000	30,000	30,000	35,307	5,307	17.7%
<i>Total Non-Operating Revenues</i>	<u>414,994</u>	<u>289,500</u>	<u>289,500</u>	<u>389,691</u>	<u>311,362</u>	<u>21,862</u>	<u>7.6%</u>
Total Revenues	<u>13,843,049</u>	<u>13,054,500</u>	<u>13,054,500</u>	<u>13,648,191</u>	<u>13,559,862</u>	<u>505,362</u>	<u>3.9%</u>
<u>Expenditures</u>							
Operating Expenses:							
Water Administration	868,715	524,326	524,326	847,445	510,168	(14,158)	-2.7%
Water Production	2,518,497	2,967,517	2,967,517	2,723,258	3,009,525	42,008	1.4%
Water Distribution	2,424,502	2,533,856	2,533,856	2,374,463	2,596,665	62,809	2.5%
General & Admin. Reimbursement	433,420	512,574	512,574	512,574	524,125	11,551	2.3%
Transfer to Other Funds	74,765	57,725	57,725	57,725	76,312	18,587	32.2%
Transfer to BTU	479,487	478,222	478,222	478,222	549,092	70,870	14.8%
<i>Total Operating Expenses</i>	<u>6,799,386</u>	<u>7,074,220</u>	<u>7,074,220</u>	<u>6,993,687</u>	<u>7,265,887</u>	<u>191,667</u>	<u>2.7%</u>
Non-Operating Expenses:							
Annual Capital	1,212,247	1,694,000	1,694,000	2,450,000	2,773,500	1,079,500	63.7%
Right of Way Payments	654,709	638,250	638,250	662,425	662,425	24,175	3.8%
Paying Agent Fee	1,270	15,000	15,000	15,000	15,000	-	0.0%
Miscellaneous Debt Expense	198,485	25,000	25,000	25,000	25,000	-	0.0%
Debt Service	4,196,771	4,169,538	4,169,538	4,169,538	4,006,538	(163,000)	-3.9%
<i>Total Non-Operating Expenses</i>	<u>6,263,482</u>	<u>6,541,788</u>	<u>6,541,788</u>	<u>7,321,963</u>	<u>7,482,463</u>	<u>940,675</u>	<u>14.4%</u>
Total Expenditures	<u>13,062,868</u>	<u>13,616,008</u>	<u>13,616,008</u>	<u>14,315,650</u>	<u>14,748,350</u>	<u>1,132,342</u>	<u>8.3%</u>
 Net Increase/(Decrease)	 780,181	 (561,508)	 (561,508)	 (667,459)	 (1,188,488)		
 Beginning Operating Funds	 6,731,872	 5,431,880	 7,006,860	 7,006,860	 6,339,401		
 Timing of Cash Flows	 (505,193)	 -	 -	 -	 -		
Ending Operating Funds	<u>\$ 7,006,860</u>	<u>\$ 4,870,372</u>	<u>\$ 6,445,352</u>	<u>\$ 6,339,401</u>	<u>\$ 5,150,913</u>		
 Reserve Requirement :							
(Sixty days operating expenses)	\$ 1,133,231	\$ 1,179,037	\$ 1,179,037	\$ 1,165,615	\$ 1,210,981		

City of Bryan, Texas
Water Fund
Fiscal Year 2019

Water Fund - Sources



Water Fund - Uses



Water Fund

Mission Statement

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

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

Strategic Initiatives

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

Fiscal Year 2018 Accomplishments

- Replaced miscellaneous distribution lines
- Continued proactive valve program
- Initiated 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
- Infrastructure protection – painted 1 MG elevated reservoir (North Texas)
- Completed design of infrastructure along W SH 21 and Hwy 47 to convert Bryan customers from Wellborn SUD
- Completed the Production loop along North Texas Avenue
- Upgraded the 10” water line along North Texas Avenue
- Rehabilitated High Service Pump #7
- Refurbished Cooling Tower 4
- Identified location for new 2 MG elevated storage site
- Initiated pilot study of Aquifer and Storage Recovery (“ASR”)

Fiscal Year 2019 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
- Adopt water utility extension ordinance
- Infrastructure protection – paint interior of 2 MG elevated reservoir (Luza St)
- Rehabilitate Well #19
- Begin construction on infrastructure along W SH 21 and Hwy 47 to convert Bryan customer from Wellborn SUD
- Continue pilot study of Aquifer and Storage Recovery (“ASR”)
- Pursue backup electrical generation at Main St Pump Station
- Replace distribution lines undersized/inadequate for service level growth

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY2018 Amended	%Chng /18
Salaries and Benefits	\$ 2,274,048	\$ 2,650,205	\$ 2,650,205	\$ 2,591,254	\$ 2,732,195	\$ 81,990	3.1%
Supplies	223,974	245,667	245,667	227,517	248,467	2,800	1.1%
Maintenance & Services	2,737,904	2,707,429	2,707,429	2,550,319	2,627,048	(80,381)	-3.0%
Miscellaneous/Admin Reimb	1,009,208	934,972	934,972	1,019,084	1,032,773	97,801	10.5%
Capital Outlay	1,212,247	1,694,000	1,694,000	2,519,566	2,773,500	1,079,500	63.7%
Debt Service	4,396,526	4,209,538	4,209,538	4,209,538	4,046,538	(163,000)	-3.9%
Transfers	1,208,961	1,174,197	1,174,197	1,198,372	1,287,829	113,632	9.7%
Total Expenses	\$ 13,062,868	\$ 13,616,008	\$ 13,616,008	\$ 14,315,650	\$ 14,748,350	\$ 1,132,342	8.3%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Administration					
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	-	-	-	-	-
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	-	-	-	-	-
WP Maintenance Operator	2	2	2	2	2
WP Plant Operator	4	4	4	4	4
SUB-TOTAL	12.90	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	3	3	3	3	3
Maintenance Worker/Operator	14	14	14	14	14
Valve & Hydrant Crew Leader	-	-	-	-	-
WD Customer Service Technician	1	1	1	1	1
SUB-TOTAL	22.15	22.15	22.15	22.15	22.15
Total	35.55	35.55	35.55	35.55	35.55

Performance and Activity Measures

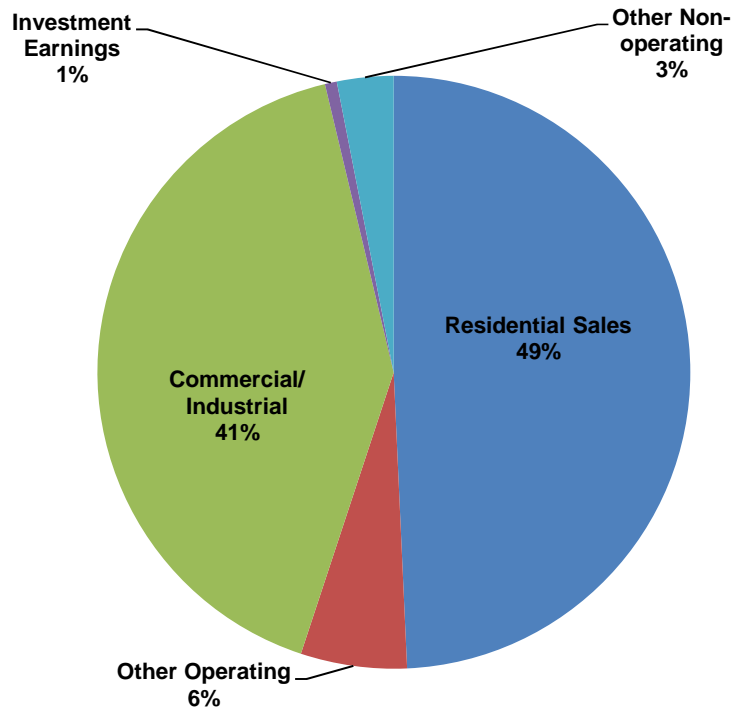
	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Percent Demand as a measure of capacity	60%	64%	64%	64%	64%
Water Pump Stations Maintained	3	3	3	3	3
Water Pumps/Motors Maintained	25	25	25	25	25
Water Mains Maintained (miles)	481	483	482	482	484
Active Customer Accounts	23,223	23,323	23,473	23,473	23,723
New Water Connections	238	250	250	250	250
Water mains installed - new (miles)	2	2	2	2	2
Fire Hydrants Maintained	2,466	2,465	2,465	2,475	2,485
Water Usage per 1000 Population (in millions) Tx	47.7	43.6	43.1	43.6	42.9
Admin Cost per Million Gallons Produced (admin	\$ 2,525	\$ 1,689	\$1,708	\$1,713	\$1,675
Breaks per Main Mile	0.873	0.828	0.830	0.851	0.826
Customer Accounts per Employee (pdn + dist)	663	665	670	670	677
Average Volume of Water (MGD) delivered per employee (pdn + dist)	0.315	0.292	0.289	0.292	0.292
Distribution System Water Loss	7%	8%	8%	8%	8%
O&M Costs per account	\$ 229	\$ 240	\$239	\$231	\$237
O&M Costs per Million Gallons Produced	\$ 1,318	\$ 1,498	\$1,514	\$1,452	\$1,503

CITY OF BRYAN, TEXAS
Wastewater Fund Summary
Fiscal Year 2019

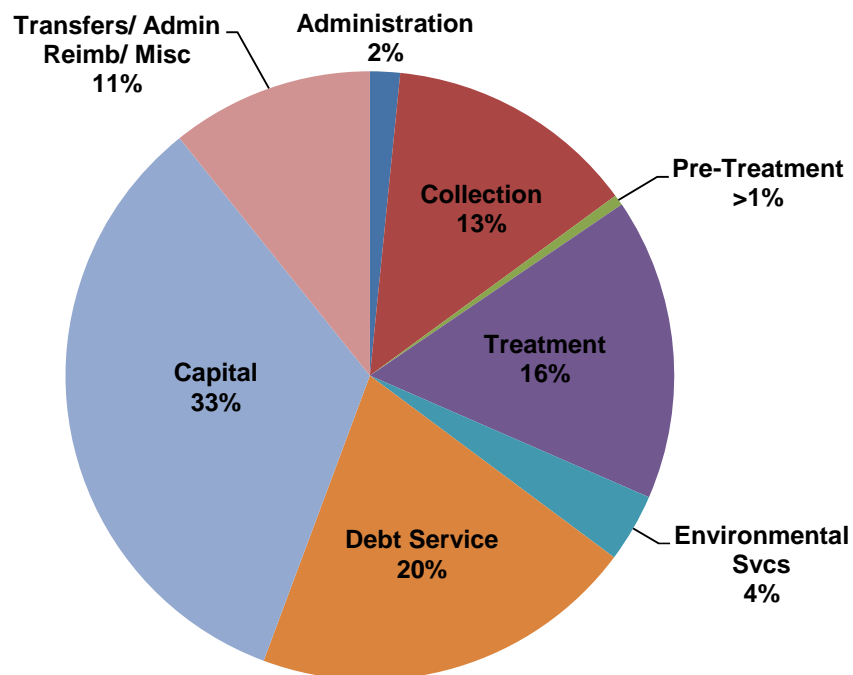
	FY2016 Actual	FY2017 Adopted	FY2017 Amended	FY2017 Projected	FY2018 Adopted	\$Chng/FY17 Amended	%Chng /FY17
<u>Revenues</u>							
Operating Revenues							
Sewer System Revenue	\$ 12,311,305	\$ 12,150,000	\$ 12,150,000	\$ 12,280,000	\$ 12,300,000	\$ 150,000	1.2%
Sewer Penalties	120,343	126,000	126,000	123,000	124,000	(2,000)	-1.6%
Miscellaneous	16,270	7,000	7,000	6,200	6,300	(700)	-10.0%
Pretreatment Fees	611,213	650,000	650,000	615,000	615,000	615,000	94.6%
Hauler & Sewer Inspection Fees	\$ 61,900	64,200	64,200	69,550	42,500	(21,700)	-33.8%
<i>Total Operating Revenues</i>	<u>13,121,031</u>	<u>12,997,200</u>	<u>12,997,200</u>	<u>13,093,750</u>	<u>13,087,800</u>	<u>90,600</u>	<u>0.7%</u>
Non-Operating Revenues							
Sewer Tap Fees	112,758	95,000	95,000	110,000	95,000	-	0.0%
Miscellaneous-Non Operating	39,101	22,000	22,000	29,650	29,000	7,000	31.8%
Transfers from Other Funds	171,290	282,862	282,862	282,862	295,933	13,071	4.6%
Interest Income	68,879	50,000	50,000	165,000	87,000	37,000	74.0%
Gain on sale of asset	120,570	-	-	-	-	-	0.0%
<i>Total Non-Operating Revenues</i>	<u>512,598</u>	<u>449,862</u>	<u>449,862</u>	<u>587,512</u>	<u>506,933</u>	<u>57,071</u>	<u>12.7%</u>
Total Revenues	<u>13,633,629</u>	<u>13,447,062</u>	<u>13,447,062</u>	<u>13,681,262</u>	<u>13,594,733</u>	<u>147,671</u>	<u>1.1%</u>
<u>Expenditures</u>							
Operating Expenses							
Wastewater Administration	866,562	426,193	426,193	449,373	273,420	(152,773)	-35.8%
Wastewater Collection	2,102,713	2,225,302	2,225,302	2,094,826	2,292,575	67,273	3.0%
Wastewater Pre-Treatment	82,043	95,095	95,095	87,705	97,711	2,616	2.8%
Wastewater Treatment	2,236,748	2,688,005	2,688,005	2,356,030	2,756,336	68,331	2.5%
Environmental Services	589,308	606,915	606,915	612,256	627,434	20,519	3.4%
General & Admin Reimbursement	549,668	609,785	609,785	609,785	618,113	8,328	1.4%
Transfer to Other Funds	44,507	34,431	34,431	34,431	47,159	12,728	37.0%
Transfer to BTU	461,846	464,489	464,489	464,489	532,138	67,649	14.6%
<i>Total Operating Expenses</i>	<u>6,933,395</u>	<u>7,150,215</u>	<u>7,150,215</u>	<u>6,708,895</u>	<u>7,244,886</u>	<u>94,671</u>	<u>1.3%</u>
Non-Operating Expenses							
Annual Capital	1,342,157	4,800,000	4,800,000	5,723,164	5,768,000	968,000	20.2%
Right of Way Payments	638,494	647,100	647,100	651,590	652,640	5,540	0.9%
Paying Agent Fee	2,155	5,000	5,000	5,000	5,000	-	0.0%
Bond Sales Expense	45,608	-	-	-	-	-	0.0%
Debt Service	3,533,911	3,386,768	3,386,768	3,386,768	3,514,420	127,652	3.8%
<i>Total Non-Operating Expenses</i>	<u>5,562,325</u>	<u>8,838,868</u>	<u>8,838,868</u>	<u>9,766,522</u>	<u>9,940,060</u>	<u>1,101,192</u>	<u>12.5%</u>
Total Expenditures	<u>12,495,720</u>	<u>15,989,083</u>	<u>15,989,083</u>	<u>16,475,417</u>	<u>17,184,946</u>	<u>1,195,863</u>	<u>7.5%</u>
Net Increase/(Decrease)	1,137,909	(2,542,021)	(2,542,021)	(2,794,155)	(3,590,213)		
Beginning Operating Funds	9,857,562	8,356,491	10,605,840	10,605,840	7,811,685		
Timing of Cash Flows	(389,631)						
Ending Operating Funds	<u>\$ 10,605,840</u>	<u>\$ 5,814,470</u>	<u>\$ 8,063,819</u>	<u>\$ 7,811,685</u>	<u>\$ 4,221,472</u>		
Reserve Requirement : (Sixty days operating expenses)	\$ 1,155,566	\$ 1,191,703	\$ 1,191,703	\$ 1,118,149	\$ 1,207,481		

City of Bryan, Texas
Wastewater Fund
Fiscal Year 2019

Wastewater Fund - Sources



Wastewater Fund - Uses



Wastewater Fund

Mission Statement

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

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

Strategic Initiatives

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

Fiscal Year 2018 Accomplishments

- Replaced aging pumps and motors at Burton and Still Creek WWTPs
- Marketed effluent as a water source for other customers
- Monitored effectiveness of odor control technologies and explore further odor reduction technologies if needed
- Increased aesthetics and appearance of WWTPs
- Continued efforts to meet the goals and objectives of SSO Plan and CMOM
- Continued efforts to eliminate sources of inflow and infiltration (private and public)
- Executed proactive cleaning plan – 80 miles
- Rehabilitate 100 manholes
- Continue developing TV layer in GIS and database of TV information
- Upgraded control panels at miscellaneous lift stations
- Completed annual miscellaneous sewer line replacements (pipe burst/conventional)
- Eastside sewer treatment site selection
- Amend Sewer Use, Pretreatment, and Water Use Ordinances to establish legal authority outside of city limits
- Adopt Local Limits for Thompsons Creek WWTP
- Amend/Adopt Local Limits for Burton Creek and Still Creek WWTPs
- Installed Bar Screen and Dumpster-Veyor at Burton Creek WWTP
- Design projects underway for Burton Creek digester and Grease Plant rehab
- Renewed permit coverage for Burton Creek, Still Creek, and Thompsons Creek WWTPs
- Renewed permit coverage for Risk Management Plan (Burton and Still Creek WWTPs, Well Field)

Fiscal Year 2019 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 – 100 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
- Miscellaneous sewer line replacements (pipe burst/conventional)
- Digester and Grease Plant Rehabilitation Projects complete
- Install Dumpster-Veyor at Still Creek WWTP
- Annual miscellaneous sewer line replacements (pipe burst/conventional)

	FY2016 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 2,871,742	\$ 3,096,111	\$ 3,096,111	\$ 2,986,778	\$ 3,199,108	\$ 102,997	3.3%
Supplies	367,739	452,734	452,734	393,854	437,663	(15,071)	-3.3%
Maintenance & Services	2,291,260	2,108,721	2,108,721	1,926,805	2,060,157	(48,564)	-2.3%
Miscellaneous/Admin Reimb	896,301	993,729	993,729	902,538	968,661	(25,068)	-2.5%
Capital Outlay	1,342,157	4,800,000	4,800,000	5,723,164	5,768,000	968,000	20.2%
Debt Service	3,581,674	3,391,768	3,391,768	3,391,768	3,519,420	127,652	3.8%
Transfers	1,144,847	1,146,020	1,146,020	1,150,510	1,231,937	85,917	7.5%
Total Expenses	\$ 12,495,720	\$ 15,989,083	\$ 15,989,083	\$ 16,475,417	\$ 17,184,946	\$ 1,195,863	7.5%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 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	1	-	-	-	-
Lift Station Operator	1	2	1	1	2
Jet Truck Crew Leader	1	1	1	1	1
Maintenance Crew Leader	5	5	5	5	5
Maintenance Worker/Operator	7	7	7	7	7
Maintenance Supervisor	1	1	1	1	1
Water Services Division Assistant	1	0.50	1	1	0.50
Production & Field Operations Manager	0.20	0.20	0.20	0.20	0.20
Water Services Administrative Supervisor	1	0.50	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	1	1	1	1	1
Subtotal	20.45	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
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	3	3	3	3	3
WWT Plant Operator	6	6	6	6	6
Subtotal	13.00	13.00	13.00	13.00	13.00
Sewer/Env Svcs/Wastewater					
Code Compliance Officer	4	4	4	4	4
Treatment and Compliance Manager	0.50	0.50	0.50	0.50	0.50
Water Quality Technician	2	2	2	2	2
Subtotal	6.50	6.50	6.50	6.50	6.50
Total	41.45	41.45	41.45	41.45	41.45

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Sewer Mains Maintained (miles)	400	400	400	401	402
Stoppages Removed from City Mains (each)	461	600	600	600	600
Collection Mains Installed - New (miles)	2	2	-	1	1
New Sewer Connections	369	125	250	250	250
Sewer Customers (accounts)	22,907	22,848	23,157	23,157	23,407
Sewer Lift Stations Maintained	24	24	24	24	24
TV Inspection I&I (miles)	3.6	7.0	7.0	7.0	7.0
Smoke Testing I&I (miles)	10	40	40	40	40
Manholes Repaired I&I	9	100	100	100	100
Private Repaired/Replaced Sewer Laterals	110	350	350	350	350
Sewer Mains Cleaned (miles)	96	90	90	80	90
Sanitary Sewer Overflows	40	75	75	75	75
Ratio of Volumes of Sewage to Water Sold	64%	70%	70%	70%	70%
Volume of Wastewater Treated (MG)	2,581	2,600	2,600	2,600	2,600
Admin Cost per million gallons processed	\$ 1,077	\$ 2,128	\$ 2,128	\$ 2,094	\$ 2,166
Sewer Overflow Rate (No. of overflows/total miles of main)	0.100	0.188	0.188	0.187	0.187
Collection System Integrity Rate = (# of failures/miles of piping system)	1.25	1.69	1.69	1.68	1.68
O&M Costs per account	246	248	244	225	242
O&M Costs per Million Gallons Processed	\$ 2,185	\$ 2,176	\$ 2,176	\$ 2,003	\$ 2,183
Percentage of Grease Traps Inspected Annually	40%	95%	90%	85%	90%
Percentage of Significant Industrial Users in Compliance with IPP	100%	100%	100%	100%	100%



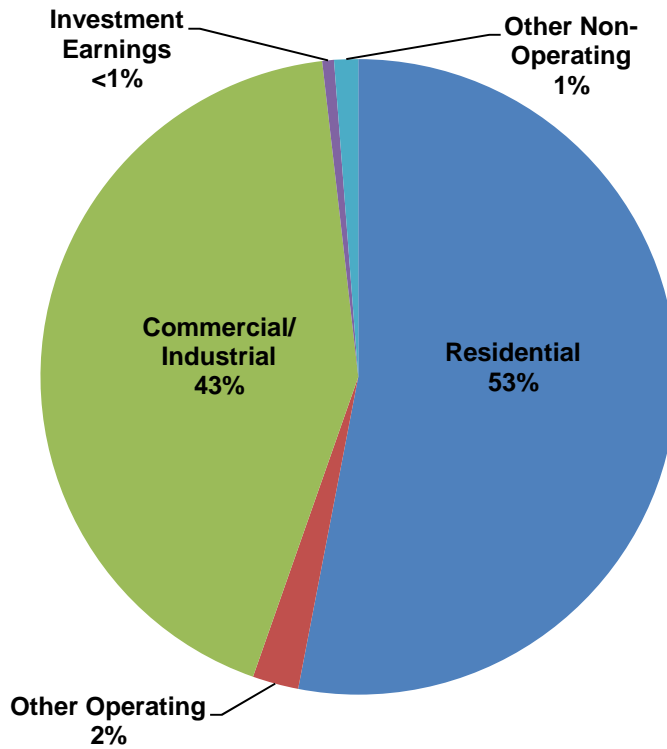
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CITY OF BRYAN, TEXAS
Solid Waste Fund Summary
Fiscal Year 2019

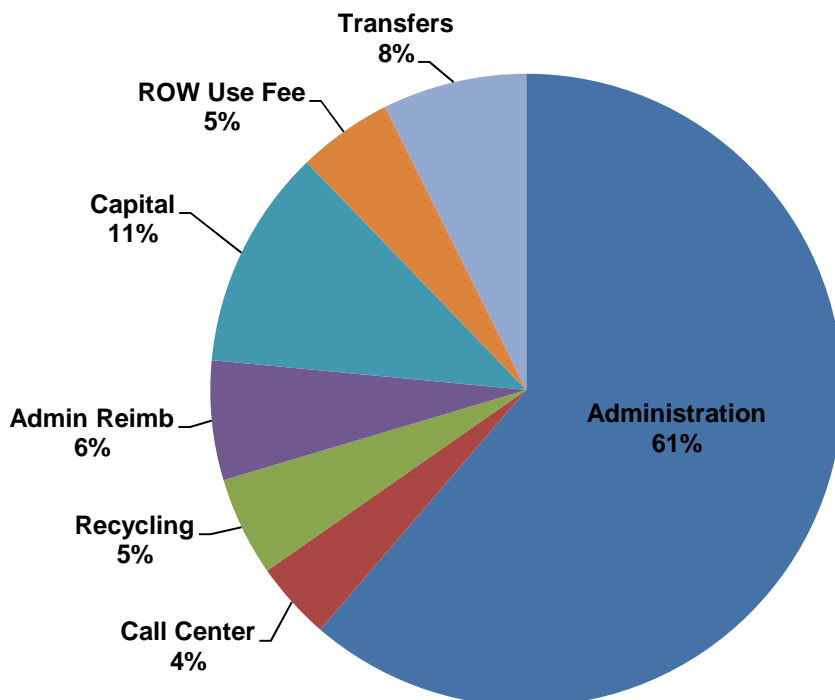
	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
<u>Revenues:</u>							
Operating Revenues:							
Residential Refuse	\$ 4,290,386	\$ 4,354,045	\$ 4,354,045	\$ 4,350,000	\$ 4,432,418	\$ 78,373	1.8%
Commercial Refuse	3,493,263	3,512,409	3,512,409	3,530,000	3,575,633	63,224	1.8%
Penalties	79,919	85,412	85,412	80,000	86,950	1,538	1.8%
License & Permit Fees	59,050	45,000	45,000	60,000	60,000	15,000	33.3%
Recycling	51,748	40,000	40,000	42,000	40,000	-	0.0%
Miscellaneous	8,003	8,158	8,158	8,910	8,305	147	1.8%
<i>Total Operating Revenues</i>	7,982,369	8,045,024	8,045,024	8,070,910	8,203,306	158,282	2.0%
Non-Operating Revenues:							
Interest Income	33,878	35,000	35,000	75,000	50,000	15,000	42.9%
Reimbursements & Transfers In	104,764	106,010	106,010	106,010	102,664	(3,346)	-3.2%
Grants	110,352	-	-	(5)	-	-	0.0%
Gain/(Loss) on sale of Asset	166,253	-	-	-	-	-	0.0%
<i>Total Non-Operating Revenues</i>	415,247	141,010	141,010	181,005	152,664	11,654	8.3%
Total Revenues	8,397,616	8,186,034	8,186,034	8,251,915	8,355,970	169,936	2.1%
<u>Expenditures:</u>							
Operating Expenses:							
Administration	4,852,301	4,780,450	4,780,450	5,015,467	5,121,966	341,516	7.1%
Call Center	287,365	326,833	326,833	300,489	334,385	7,552	2.3%
Recycling	331,458	418,677	418,677	410,653	425,322	6,645	1.6%
<i>Total Operating Expenses</i>	5,471,124	5,525,960	5,525,960	5,726,609	5,881,673	355,713	6.4%
Non-Operating Expenses:							
Admin Reimbursement	540,528	564,752	564,752	564,752	509,741	(55,011)	-9.7%
Transfer to Wastewater	30,266	23,174	23,174	23,174	21,218	(1,956)	-8.4%
Transfer to Water	12,016	5,000	5,000	5,000	11,769	6,769	135.4%
Transfer to BTU	532,303	509,552	509,552	500,026	584,209	74,657	14.7%
Right of Way Use Fee	386,405	397,593	397,593	400,000	404,750	7,157	1.8%
Annual Capital	405,092	959,018	1,530,952	1,465,920	942,243	(588,709)	-38.5%
<i>Total Non-Operating Expenses</i>	1,906,610	2,459,089	3,031,023	2,958,872	2,473,930	(557,093)	-18.4%
Total Expenditures	7,377,734	7,985,049	8,556,983	8,685,481	8,355,603	(201,380)	-2.4%
Net Increase/(Decrease)	1,019,882	200,985	(370,949)	(433,566)	367		
Beginning Operating Funds	4,657,944	4,462,111	5,661,377	5,661,377	5,227,811		
Timing of Cash Flows	(16,449)	-	-	-	-		
Ending Operating Funds	\$ 5,661,377	\$ 4,663,096	\$ 5,290,428	\$ 5,227,811	\$ 5,228,178		
Reserve Requirement :							
(Sixty days operating expenses)	\$ 911,854	\$ 920,993	\$ 920,993	\$ 954,435	\$ 980,279		

City of Bryan, Texas
Solid Waste Fund
Fiscal Year 2019

Solid Waste Fund - Sources



Solid Waste Fund - Uses



Solid Waste Fund

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2018 Accomplishments

- Research routing software to improve safety and efficiency of Solid Waste services
- Completed and presented results from the solid waste rate study, and modified rate resolution based on the study
- Along with BTU, upgraded Public Works radios systems
- Installed DVR camera system in Solid Waste Fleet
- Received Texas APWA In-House Project of the Year Award for Tornado response and clean-up
- Completed the MSC training room renovation and roof repair
- Enhanced the Downtown area by actively collecting litter, maintaining dumpster enclosures, sweeping sidewalks and streets, and performing weekly downtown clean ups
- 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/Compliance Officers and PD
- 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
- Provided support to the Traffic Department's Local Area Traffic Management ("LATM") Program
- Assisting with the implementation and development of the OP-ICE Project

Fiscal Year 2019 Goals and Objectives

- Ensure 100% of all solid waste customers are collected without complaints
- Purchase and implement new routing software to improve Solid Waste services
- Research sidewalk sweeper for Downtown area events and clean ups
- All curbs and gutters are swept at least 3 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%
- Request new 5 year decision package to replace aging waste containers throughout the City
- 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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 2,849,966	\$ 2,837,526	\$ 2,837,526	\$ 3,087,148	\$ 2,986,461	\$ 148,935	5.2%
Supplies	490,662	442,481	442,481	409,206	715,948	273,467	61.8%
Maintenance & Services	582,707	583,562	583,562	652,697	521,340	(62,222)	-10.7%
Miscellaneous/Admin Reimb	2,088,317	2,227,143	2,227,143	2,142,310	2,167,665	(59,478)	-2.7%
Capital Outlay	405,092	959,018	1,530,952	1,465,920	942,243	(588,709)	-38.5%
Transfers	960,990	935,319	935,319	928,200	1,021,946	86,627	9.3%
Total Expenses	\$ 7,377,734	\$ 7,985,049	\$ 8,556,983	\$ 8,685,481	\$ 8,355,603	(201,380)	-2.4%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Administration					
Assistant Container Coordinator	-	1	-	-	1
Brush & Bulky Crew Leader	1	1	1	1	1
Brush & Bulky Equipment Operator	8	11	8	8	11
Brush & Bulky Foreman	1	1	1	1	1
Container Coordinator	2	1	2	2	1
Environmental Operations Supervisor	1	1	1	1	1
Environmental Services Manager	-	1	-	-	1
Assessment Worker	4	2	4	4	2
Solid Waste Foreman	-	2	-	-	2
Solid Waste Equipment Operator	-	14	-	-	14
Solid Waste Commercial Foreman	1	-	1	1	-
Solid Waste Residential Foreman	1	-	1	1	-
Residential	7	-	7	7	-
Commercial	6	-	6	6	-
Street Sweepers	2	-	2	2	-
Subtotal	34	35	34	34	35
Call Center					
Public Works Assistant	3	3	3	3	3
Public Works Support Asst.	1	1	1	1	1
Customer Service Advocate/Supervisor	1	1	1	1	1
Subtotal	5	5	5	5	5
Compost					
Recycling Center Assistant	4	4	4	4	4
Recycling Center Crew Leader	1	1	1	1	1
Environmental Operations Supervisor	1	-	1	1	-
BVSWMA - Compost	-	-	-	-	-
Subtotal	6	5	6	6	5
Total	45	45	45	45	45

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 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	99%	98%	97%	98%	98%
# of calls handled from queue in/out Call Center	58,553	56,000	60,000	55,000	56,000
# of job orders generated	29,217	26,000	25,000	25,500	26,000

Bryan Texas Utilities

Mission Statement

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

Fiscal Year 2018 Accomplishments

- Built new facilities at Lake Bryan Park including the remodeling of the entry booth, restrooms and the installation of new rock entry, security gate, landscaping and signage
- Relocated and expanded the Billing offices within the BTU main offices to improve the working environment for staff and add efficiency to the customer billing processes
- Executed a \$142 million power purchase to supply BTU baseload power for 2023-2027
- Whole customer QSE service contract extended for an additional year
- Relocated QSE to BTU main office into a state of the art facility
- FM 158 streetlight conversion to LED
- St Joseph and South College Underground Conversions
- Enterprise and CSU Graham Road Substations
- Nall to Briarcrest and Briarcrest to Atkins 69 kV Underground Cable Upgrades
- Relocated Engineering and Line Design into the newly renovated Engineering Design Center
- Received an unqualified opinion on BTU's FY17 financial audit
- Submitted all external reporting requirements on or before required deadlines
- Completed ACA and 1099 reporting per IRS regulations
- Closed over \$12M in new construction assets to plant
- Completed an interim Transmission Cost-of-Service filing with the Public Utility Commission that increased annual revenues by \$2.8 million
- Conducted a comprehensive cost of service study and proposed related rate design changes
- Completed repairs to the crest of the south dam on Lake Bryan
- Completed replacement of the Dansby 1 Generator High Voltage Bushings and the Dansby 3 Engine Combustor
- Completed overhaul of the Atkins 7 drive gearbox

Fiscal Year 2019 Goals

- Site work and preparation for a Distribution/Warehouse Service Center
- Continuation of the Pole Replacement Program
- Complete defined activities for the Rodgers & Steele Store substations
- Complete defined activities for the Snook-Steele Store 138kV transmission line
- Improve the visitor experience at Lake Bryan Park by creating a consistently high level of patron services, activities and improved park security and cleanliness. In order to accomplish this goal, BTU will take over management, operations and maintenance of the facility.
- Upgrade Automated Meter Reading Infrastructure (AMI) Tower Gateway Base (TGB) stations. These units are responsible for two-way data collection between the AMI meters and BTU's billing systems.

**Bryan Texas Utilities
City Electric System
Fiscal Year 2019**

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
<u>Revenues:</u>							
Operating Revenues:							
Base Revenue							
Retail	\$ 45,708,531	\$ 46,300,798	\$ 46,300,798	\$ 46,300,798	\$ 47,791,562	\$ 1,490,764	3.2%
Wholesale	24,939,894	24,719,689	24,719,689	24,536,728	15,487,072	(9,232,617)	-37.3%
Fuel Pass Through	71,335,781	71,190,903	81,190,903	82,546,297	74,555,466	(6,635,437)	-8.2%
Regulatory Charge Pass Through	16,064,294	16,582,464	16,582,464	16,818,531	16,637,311	54,847	0.3%
Other Operating Revenue	30,673,534	31,861,518	31,861,518	30,491,019	32,434,610	573,092	1.8%
<i>Total Operating Revenues</i>	<u>188,722,034</u>	<u>190,655,372</u>	<u>200,655,372</u>	<u>200,693,373</u>	<u>186,906,022</u>	<u>(13,749,350)</u>	<u>-6.9%</u>
Non-Operating Revenues:							
Interest Income	784,398	1,100,549	1,100,549	1,331,085	1,575,109	474,560	43.1%
<i>Total Non-Operating Revenues</i>	<u>784,398</u>	<u>1,100,549</u>	<u>1,100,549</u>	<u>1,331,085</u>	<u>1,575,109</u>	<u>474,560</u>	<u>43.1%</u>
Total Revenues	<u>189,506,432</u>	<u>191,755,921</u>	<u>201,755,921</u>	<u>202,024,458</u>	<u>188,481,131</u>	<u>(13,274,790)</u>	<u>-6.6%</u>
<u>Expenditures:</u>							
Operating Expenses:							
Energy Cost	69,993,591	71,190,903	81,190,903	82,546,297	74,555,466	(6,635,437)	-8.2%
Capacity Cost	28,370,440	18,077,594	18,077,594	18,825,744	290,728	(17,786,866)	-98.4%
TCOS Expense - BTU	16,063,152	16,582,464	16,582,464	16,818,531	16,637,311	54,847	0.3%
TCOS Expense - Wholesale	3,081,627	2,422,329	2,422,329	2,422,329	2,139,375	(282,954)	-11.7%
Departmental Expenses	23,879,734	24,539,504	24,539,504	23,176,827	24,816,189	276,685	1.1%
Admin Reimbursement to COB	754,049	877,368	877,368	877,368	2,894,915	2,017,547	230.0%
Admin Reimbursement from COB	(1,762,263)	(1,598,520)	(1,598,520)	(1,598,520)	(1,630,490)	(31,970)	2.0%
<i>Total Operating Expenses</i>	<u>140,380,329</u>	<u>132,091,642</u>	<u>142,091,642</u>	<u>143,068,576</u>	<u>119,703,495</u>	<u>(22,388,147)</u>	<u>-15.8%</u>
Non-Operating Expenses:							
Annual Capital	12,903,718	12,569,886	12,569,886	9,346,261	20,423,938	7,854,052	62.5%
Right-of-Way Payments	11,918,376	13,051,257	13,051,257	12,600,396	13,193,679	142,422	1.1%
Debt Service	23,304,109	17,279,316	17,279,316	17,279,316	42,101,955	24,822,639	143.7%
<i>Total Non-Operating Expenditures</i>	<u>48,126,203</u>	<u>42,900,459</u>	<u>42,900,459</u>	<u>39,225,973</u>	<u>75,719,572</u>	<u>32,819,113</u>	<u>76.5%</u>
Total Expenditures	<u>188,506,534</u>	<u>174,992,101</u>	<u>184,992,101</u>	<u>182,294,549</u>	<u>195,423,067</u>	<u>10,430,966</u>	<u>5.6%</u>
Net Increase (Decrease)	999,898	16,763,820	16,763,820	19,729,909	(6,941,936)		
Beginning Unrestricted Cash	51,901,097	51,950,780	60,121,298	60,121,298	74,851,207		
Release of Collateral	2,000,000	-	-	-	-		
Change in Restricted Collateral	4,900,070	-	-	(5,000,000)	(9,678,284)		
Timing of Cash Flow	320,233	-	-	-	-		
Ending Unrestricted Cash	<u>\$ 60,121,298</u>	<u>\$ 68,714,600</u>	<u>\$ 76,885,118</u>	<u>\$ 74,851,207</u>	<u>\$ 58,230,986</u>		
# of Days of Reserve (90 day min)	154	187	195	188	175		
Rate Stabilization Fund - Ending	\$ 1,696,080	\$ 1,723,799	\$ 1,723,799	\$ 1,717,281	\$ 11,421,325		

**Bryan Texas Utilities
Rural Electric System
Fiscal Year 2019**

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Revenues							
Operating Revenues							
Base Revenue	\$ 24,578,811	\$ 25,903,930	\$ 25,903,930	\$ 28,903,930	\$ 28,289,787	\$ 2,385,857	9.2%
Fuel Pass Through	14,405,520	15,382,749	20,382,749	17,382,749	15,649,740	(4,733,009)	-23.2%
Regulatory Charge Pass Through	4,779,258	5,012,405	5,012,405	5,012,405	5,713,313	700,908	14.0%
Miscellaneous	461,136	409,200	409,200	409,200	420,000	10,800	2.6%
Total Operating Revenues	44,224,725	46,708,284	51,708,284	51,708,284	50,072,840	(1,635,444)	-3.2%
Non-Operating Revenues							
Interest Income	70,839	80,346	80,346	107,392	152,736	72,390	90.1%
Total Revenues	44,295,564	46,788,630	51,788,630	51,815,676	50,225,576	(1,563,054)	-3.0%
Expenditures							
Operating Expenses							
Purchased Power - Base	17,162,790	18,423,616	18,423,616	21,193,066	11,162,824	(7,260,792)	-39.4%
Purchased Power - Fuel	14,405,520	15,382,749	20,382,749	17,382,749	15,649,740	(4,733,009)	-23.2%
Purchased Power - Regulatory Charge	4,779,258	5,012,405	5,012,405	5,012,405	5,713,313	700,908	14.0%
Departmental Expenses	1,673,282	1,764,309	1,764,309	1,714,982	4,206,216	2,441,907	138.4%
All Other	35,291	35,000	35,000	35,000	35,000	-	0.0%
Total Operating Expenses	38,056,141	40,618,079	45,618,079	45,338,202	36,767,093	(8,850,986)	-19.4%
Non-Operating Expenses							
Annual Capital	3,043,910	4,826,027	4,826,027	3,846,955	10,354,541	5,528,514	114.6%
Debt Service	1,822,098	1,824,759	1,824,759	1,824,759	2,967,081	1,142,322	62.6%
Total Non-Operating Expenditures	4,866,007	6,650,786	6,650,786	5,671,714	13,321,622	6,670,836	100.3%
Total Expenditures	\$ 42,922,149	47,268,865	52,268,865	51,009,916	50,088,714	(2,180,150)	-4.2%
Net Increase (Decrease)	1,373,415	(480,235)	(480,235)	805,760	136,862		
Beginning Unrestricted Cash	6,277,122	6,817,121	6,817,121	6,588,707	7,394,466		
Timing of Cash Flow	(1,061,831)	-	-	-	-		
Ending Unrestricted Cash	\$ 6,588,707	\$ 6,336,886	\$ 6,336,886	\$ 7,394,466	\$ 7,531,328		
# of Days of Reserve (45 day min)	62	56	50	59	74		



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CITY OF BRYAN, TEXAS
Airport Fund Summary
Fiscal Year 2019

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
<u>Revenues</u>							
Operating Revenues							
Rent	\$ 169,530	\$ 180,000	\$ 180,000	\$ 196,545	\$ 237,659	\$ 57,659	32.0%
Fuel Revenue	423,368	485,000	485,000	415,318	415,000	(70,000)	-14.4%
<i>Total Operating Revenues</i>	<u>592,898</u>	<u>665,000</u>	<u>665,000</u>	<u>611,863</u>	<u>652,659</u>	<u>(12,341)</u>	<u>-1.9%</u>
Non-Operating Revenues							
Grants and Reimbursements	96,637	50,000	50,000	50,000	50,000	-	0.0%
Interest Income	7,269	9,000	9,000	2,600	2,600	(6,400)	-71.1%
Misc. Revenues	17,432	3,200	3,200	14,803	10,400	7,200	225.0%
Transfers In	110,000	110,000	110,000	110,000	110,000	-	0.0%
Sale of Capital Assets	-	-	-	297,000	-	-	0.0%
<i>Total Non-Operating Revenues</i>	<u>231,338</u>	<u>172,200</u>	<u>172,200</u>	<u>474,403</u>	<u>173,000</u>	<u>800</u>	<u>0.5%</u>
Total Revenues	<u>824,236</u>	<u>837,200</u>	<u>837,200</u>	<u>1,086,266</u>	<u>825,659</u>	<u>(11,541)</u>	<u>-1.4%</u>
<u>Expenditures</u>							
Operating Expenses							
Salaries and Benefits	152,218	188,654	188,654	161,235	195,690	7,036	3.7%
Supplies	12,347	9,136	9,136	9,878	16,850	7,714	84.4%
Fuel for resale	290,178	300,000	360,000	321,170	315,000	(45,000)	-12.5%
Maintenance	25,592	11,640	11,640	50,343	11,640	-	0.0%
Other Services and Charges	91,856	64,034	64,034	63,561	56,545	(7,489)	-11.7%
<i>Total Operating Expenses</i>	<u>572,191</u>	<u>573,464</u>	<u>633,464</u>	<u>606,187</u>	<u>595,725</u>	<u>(37,739)</u>	<u>-6.0%</u>
Non-Operating Expenses							
Debt Service	81,859	78,949	78,949	78,949	74,863	(4,086)	-5.2%
Annual Capital	218,250	136,500	424,500	210,000	103,000	(321,500)	-75.7%
Administrative Reimbursement	68,572	99,045	99,045	99,045	103,735	4,690	4.7%
<i>Total Non-Operating Expenses</i>	<u>368,681</u>	<u>314,494</u>	<u>602,494</u>	<u>387,994</u>	<u>281,598</u>	<u>(320,896)</u>	<u>-53.3%</u>
Total Expenditures	<u>940,872</u>	<u>887,958</u>	<u>1,235,958</u>	<u>994,181</u>	<u>877,323</u>	<u>(358,635)</u>	<u>-29.0%</u>
Net Increase /(Decrease)	(116,636)	(50,758)	(398,758)	92,085	(51,664)		
Beginning Operating Funds	349,278	200,654	63,430	63,430	155,515		
Timing of Cash Flows	(169,212)	-	-	-	-		
Ending Operating Funds	<u>\$ 63,430</u>	<u>\$ 149,896</u>	<u>\$ (335,328)</u>	<u>\$ 155,515</u>	<u>\$ 103,851</u>		
Reserve Requirement :							
(Sixty days operating expenses)	\$ 95,365	\$ 95,577	\$ 105,577	\$ 101,031	\$ 99,288		

Operating Funds = Unrestricted Cash



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Airport Fund

Mission Statement

To provide high-quality General Aviation facilities and superior service for the citizens of Bryan and the local community 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 the Brazos Valley
- Continue to upgrade and improve Coulter Field facilities and infrastructure through the pursuit of funding from Texas Department of Transportation - Aviation Division, and profits resulting from superior management of the facility with the overall goal of making and retaining Coulter Field as the best general aviation airport in the region

Fiscal Year 2018 Accomplishments

- Increased tie-down monthly rentals from 3 to 15
- Completed construction of game fence
- Completed improvements to taxiway
- Completed demolition and repaving of substandard asphalt
- Completed construction of 10-unit T-hangar unit
- Completed construction of corporate box hangar
- Purchased corporate box hangar
- Started and completed phase one of CIP construction projects (TXDOT Aviation)
- Enhanced operations through purchase of new electronic tug and auxiliary power cart
- Started and completed installation of sewer onto airport property
- Hosted Experimental Aircraft Association Ford Tri-motor flights
- Hosted the 4th annual Scotty's House "The Great American Steak Out" event
- Hosted Brazos Valley Cares, "Steak Your Support" event
- Hosted field trips for local students

Fiscal Year 2019 Goals and Objectives

- Increase Coulter tenants by 10 aircraft
- Increase aircraft operations
- Increase activities hosted at airport
- Begin engineering phase of 3 year CIP project
- Remove no-longer-used 100LL underground storage tanks
- Install fire extinguishers on outside of city-owned hangars
- Update airport welcome sign along Highway 21
- Improve landscaping located around terminal building
- Promote awareness of Coulter Field among citizens of Brazos County
- Increase field trips by local students to airport

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 152,218	\$ 188,654	\$ 188,654	\$ 161,235	\$ 195,690	\$ 7,036	3.7%
Supplies	302,525	309,136	369,136	331,048	331,850	(37,286)	-10.1%
Maintenance & Services	70,318	75,674	75,674	100,595	56,694	(18,980)	-25.1%
Miscellaneous/Admin Reimb	115,702	99,045	99,045	112,354	115,226	16,181	16.3%
Capital Outlay	218,250	136,500	424,500	210,000	103,000	(321,500)	-75.7%
Debt Service	81,859	78,949	78,949	78,949	74,863	(4,086)	-5.2%
Total Expenses	\$ 940,872	\$ 887,958	\$ 1,235,958	\$ 994,181	\$ 877,323	\$ (358,635)	-29.0%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
# of hangars leased month to month	36	46	36	46	46
Revenue generated annually	153,655	\$ 161,000	\$ 167,880	\$ 168,255	\$ 197,455
# of hangars with 25-30 year leases	8	9	8	8	9
Revenue generated	3,366	\$ 7,858	\$ 5,122	\$ 5,122	\$ 7,858
# of hangars leased other than T-hangars	2	2	2	2	4
Revenue Generated	28,000	\$ 21,300	\$ 21,300	\$ 21,300	\$ 57,300
# of month to month office lease	4	4	4	4	4
Revenue Generated	8,480	\$ 9,420	\$ 9,420	\$ 9,420	\$ 9,420
10% management fee for the BBC Hangar	1	1	1	1	1
Revenue Generated	4,200	\$ 4,200	\$ 4,200	\$ 4,200	\$ 4,200
Misc. Revenue Generated	1,920	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200

CITY OF BRYAN, TEXAS
Bryan Commerce and Development (BCD) Fund Summary
Fiscal Year 2019

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
<u>Revenues</u>							
Sale of land	\$ -	\$ -	\$ -	\$ 4,013,760	\$ -	\$ -	0.0%
Traditions Lot Sales	1,297,530	-	-	105,347	-	-	0.0%
Interest Income	1,673	-	-	6,000	53,000	53,000	0.0%
Miscellaneous Revenue	-	-	-	7,500	-	-	NA
Transfer from General Fund	-	35,000	35,000	-	-	(35,000)	-100.0%
Total Revenues	1,299,203	35,000	35,000	4,132,607	53,000	18,000	51.4%
<u>Expenditures</u>							
Other services and charges	13,330	3,564	95,564	51,643	3,564	(92,000)	-96.3%
Land Purchase	-	-	403,000	403,000	-	(403,000)	-100.0%
Allocated Costs	41,313	41,336	41,336	44,900	44,327	2,991	7.2%
Transfer to Capital Reserve Fund	2,068,054	-	105,000	105,347	-	-	0.0%
Total Expenses	2,122,697	44,900	644,900	604,890	47,891	(597,009)	-92.6%
Net Increase/(Decrease)	(823,494)	(9,900)	(609,900)	3,527,717	5,109		
Beginning Operating Funds	853,801	30,977	30,303	30,303	3,558,020		
Timing of Cash Flows	(4)	-	-	-	-		
Ending Operating Funds	\$ 30,303	\$ 21,077	\$ (579,597)	\$ 3,558,020	\$ 3,563,129		

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 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. A maximum of 50% can be spent 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. All programs funded must directly enhance and promote tourism and the convention and hotel industry.

Revenues from room receipts and interest income in FY2019 are projected to be \$1,535,000. This is an increase of \$235,000, or 18.1%, compared to FY2018 amended budget.

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 up to a maximum of \$2,250,000. The Stella opened in March, 2017.

Expenditures of \$1,528,583 have been adopted for FY2019. Funding of \$486,586 is for Experience BCS (formerly the Bryan College Station Convention and Visitor's Bureau). The Downtown Bryan Association ("DBA") will be provided with \$314,850 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 FY2019 expenditure budget is \$210,000 for festivals and other events. Funding of \$75,000 is budgeted for the City of Bryan Communications and Marketing department to attract tourists to Bryan through statewide marketing campaigns and targeted advertising. An additional \$82,147 is budgeted in FY2019 for the City of Bryan Parks and Recreation department. This funding will focus on attracting sports tournaments and events to the City. The projected ending fund balance is \$1,973,405.

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 estimated revenues for FY2019 are \$5,858,000. Included in this total are transportation fees of \$5,700,000, penalty income of \$78,000 and non-operating interest income of \$80,000.

The total FY2019 budgeted expenditures are \$7,045,730. The majority of these expenses are budgeted for street maintenance at \$6,515,000. Other expenditures include allocated costs of \$100,467, utility administration reimbursement of \$157,797, uncollectible accounts of \$24,000, and a transfer to debt service of \$208,466.

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 FY2019 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.

FY2019 total estimated revenues are \$993,500. Included in this total are drainage fees of \$950,000, penalty income of \$12,000 and non-operating interest income of \$31,500.

Drainage studies and improvement projects budgeted for FY2019 total \$1,000,000. Additional expenditures include a transfer of \$76,623 to cover utility administrative reimbursements, allocated costs of \$27,009 and uncollectible amounts of \$5,000.

TIRZ #10 – TRADITIONS

Tax Increment Financing Zone #10 – Traditions (TIRZ #10) was created by City Council ordinance in March, 2000. The zone is located on the south west edge of Bryan. TIRZ #10 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 to the 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 of General Obligation Refunding bonds. The projected outstanding principal balance at fiscal year-end 2019 is \$4,143,943. 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 \$6.0 million for the project. To date, TIRZ #10 has funded \$3,510,000 towards the Atlas development. The estimated property tax revenues for FY2019 are \$2,072,250 and contributions from Brazos County are estimated at \$1,165,720. Interest earnings are projected to generate \$12,000 in revenue during FY2019.

FY2019 expenditures include debt service payments in the amount of \$1,020,183 contractual services of \$25,000, a transfer to the General Fund of \$400,000 and \$1,925,000 for the Atlas development. The FY2019 ending fund balance is expected to be \$220,581.

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 2019 will be \$958,558. 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 \$334,352. Interest income is projected at \$2,500.

FY2019 expenditures of \$415,679 are for a transfer to debt service of \$137,679 and construction costs of \$278,000. The ending fund balance is expected to be \$51,527.

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 TIRZ #21 include improvements related to the re-development of the north end of downtown, quiet zone improvements 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 \$152,603 in property tax revenues for FY2019. Interest income of \$5,500 is also projected. \$100,000 is budgeted for façade improvements grant program. The ending fund balance is expected to be \$367,473.

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-phase 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 2023.

TARGET TRACT

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 for the Target tract in FY2019 is projected to be \$1,875,118.

Property Tax revenues for the Target tract in FY2019 are \$235,651. Brazos County also participates in this TIRZ with a contribution of \$169,213 projected. Interest income is expected to be \$2,000. FY2019 expenditures include a transfer to debt service in the amount of \$296,425 and a transfer to the General Fund of \$120,000 for reimbursement of expenditures from prior years. The ending fund balance is expected to be \$55,319.

NORTH TRACT

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 \$1,066,826 at FY2019 year-end.

Property Tax revenues for the North tract in FY2019 are projected to be \$116,858. Brazos County will contribute an additional \$81,405. Interest income is expected to be \$2,200. Expenditures include contractual services of \$150,000 and a transfer to debt service in the amount of \$123,301. The ending fund balance is expected to be \$53,554.

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 State law. Expenditures are limited to technological purchases that enhance the operation of the Municipal Court.

FY2019 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 FY2019 budgeted at \$19,500 which include \$3,500 for supplies and \$16,000 for 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. In FY2019, revenues are budgeted at \$2,138,058, an increase of \$105,230 from the FY2018 amended budget of \$2,032,828.

Budgeted expenditures in the Community Development Fund are \$2,138,058. 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. Due to their unpredictable nature, land sales are not budgeted for future years. During FY2018, transfers in from land sales equaled \$105,347; interest income is projected at \$46,500 for total overall revenues of \$151,847 in FY2018. FY2019 revenues for interest income are budgeted at \$48,825. The Capital Reserve Fund is to be used on projects of a non-recurring nature designated by City Council. The FY2019 projected ending fund balance is \$3,487,719.

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. FY2019 royalties are estimated at \$107,100. Property taxes on mineral values are estimated at \$128,488. All of these revenues will be transferred from the General Fund to the Oil and Gas Fund in FY2019 except budgeted interest income of \$6,500. There are no expenditures budgeted for FY2019. The Oil and Gas Fund is to be used on projects of a non-recurring nature designated by City Council. The FY2019 ending fund balance is expected to be \$1,205,975.

CITY OF BRYAN, TEXAS

Hotel Tax Fund Summary

Fiscal Year 2019

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Room Tax Receipts	\$ 1,453,320	\$ 1,300,000	\$ 1,300,000	\$ 1,400,000	\$ 1,500,000	\$ 200,000	15.4%
Interest Income	12,565	-	-	27,900	35,000	35,000	0.0%
Total Revenues	1,465,885	1,300,000	1,300,000	1,427,900	1,535,000	235,000	18.1%
<u>Programs</u>							
Experience BCS	423,839	384,000	384,000	384,000	486,586	102,586	26.7%
Veterans Memorial	25,000	25,000	25,000	25,000	25,000	-	0.0%
Arts Council	96,000	180,000	180,000	180,000	180,000	-	0.0%
Downtown Bryan Association (DBA)	194,375	247,500	247,500	247,500	314,850	67,350	27.2%
Chamber of Commerce	5,000	5,000	5,000	5,000	5,000	-	0.0%
Park Programs/Projects	596,482	500,000	500,000	-	-	(500,000)	-100.0%
Communication Expenses - City of Bryan	49,373	-	75,000	75,000	75,000	-	0.0%
Parks and Recreation - City of Bryan	-	-	100,000	50,000	82,147	(17,853)	-17.9%
The Stella - Economic Dev. Agreement	-	-	150,000	150,000	150,000	-	0.0%
Total Outside Agency Programs	1,390,069	1,341,500	1,666,500	1,116,500	1,318,583	(347,917)	-20.9%
<u>Events</u>							
Unspecified Events	86,429	90,000	115,000	120,000	100,000	(15,000)	-13.0%
Texas Reds	110,000	110,000	110,000	110,000	110,000	-	
Total Events	196,429	200,000	225,000	230,000	210,000	(15,000)	-6.7%
Total Expenditures	1,586,498	1,541,500	1,891,500	1,346,500	1,528,583	(362,917)	-19.2%
Net Increase/Decrease	(120,613)	(241,500)	(591,500)	81,400	6,417		
Beginning Fund Balance	2,072,462	1,820,123	1,885,588	1,885,588	1,966,988		
Timing of Cash Flows	(66,261)	-	-	-	-		
Ending Operating Funds	\$ 1,885,588	\$ 1,578,623	\$ 1,294,088	\$ 1,966,988	\$ 1,973,405		

CITY OF BRYAN, TEXAS
Street Improvement Fund Summary
Fiscal Year 2019

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
<u>Revenues</u>							
Fees	\$ 5,622,671	\$ 5,590,000	\$ 5,590,000	\$ 5,700,000	\$ 5,700,000	\$ 110,000	2.0%
Other	67,744	80,000	80,000	75,000	78,000	(2,000)	-2.5%
Interest Income	61,985	80,000	80,000	90,000	80,000	-	0.0%
Paving Assessment Receipts		-	-	620	-	-	
Paving Assessment Interest		-	-	4,134	-	-	
Total Revenues	5,752,400	5,750,000	5,750,000	5,869,754	5,858,000	108,000	1.9%
<u>Expenditures</u>							
Street Improvements	8,753,485	6,170,000	8,670,000	10,462,359	6,515,000	(2,155,000)	-24.9%
Professional Services	3,500	-	-	914,606	40,000	40,000	0.0%
Admin Reimbursement	166,443	161,085	161,085	161,085	100,467	(60,618)	
Uncollectible Accounts	26,646	24,000	24,000	24,000	24,000	-	
Contractual Services	8,753	-	-	294	-	-	0.0%
Capital	5,645	128,314	128,314	122,660	-	(128,314)	-100.0%
Transfer to Debt Service	206,859	209,582	209,582	209,582	208,466	(1,116)	-0.5%
Utility Admin. Reimbursement	243,460	151,617	151,617	151,617	157,797	6,180	4.1%
Total Expenditures	9,414,791	6,844,598	9,344,598	12,046,203	7,045,730	(2,298,868)	-24.6%
Net Increase/(Decrease)	(3,662,391)	(1,094,598)	(3,594,598)	(6,176,449)	(1,187,730)		
Beginning Operating Funds	11,243,091	7,246,741	7,710,738	7,710,738	1,534,289		
Timing of Cash Flows	130,038						
Ending Operating Funds	\$ 7,710,738	\$ 6,152,143	\$ 4,116,140	\$ 1,534,289	\$ 346,559		

CITY OF BRYAN, TEXAS
Drainage Fund Summary
Fiscal Year 2019

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
<u>Revenues</u>							
Fees	\$ 938,205	\$ 913,000	\$ 913,000	\$ 950,000	\$ 950,000	\$ 37,000	4.1%
Other	11,304	-	-	12,000	12,000	12,000	0.0%
Interest Income	16,567	-	-	42,000	31,500	31,500	0.0%
Total Revenues	966,076	913,000	913,000	1,004,000	993,500	80,500	8.8%
<u>Expenditures</u>							
Street System Maintenance	44,388	-	-	-	-	-	0.0%
Contr Engineer/Planning	198,519	100,000	100,000	430,727	-	(100,000)	-100.0%
Alloc Costs from City Dept	114,551	64,913	64,913	118,248	27,009	(37,904)	-58.4%
Uncollectible Accounts	4,446	-	-	5,000	5,000		
Storm System	519,821	2,860,000	2,860,000	1,000,000	1,000,000	(1,860,000)	-65.0%
Utility Admin Reimbursement	45,168	58,506	58,506	49,999	76,623	18,117	31.0%
Total Expenditures	926,893	3,083,419	3,083,419	1,603,974	1,108,632	(1,974,787)	-64.0%
Net Increase/(Decrease)	39,183	(2,170,419)	(2,170,419)	(599,974)	(115,132)		
Beginning Operating Funds	2,783,165	2,432,936	2,819,859	2,819,859	2,219,885		
Timing of Cash Flows	(2,489)	-	-	-	-		
Ending Operating Funds	\$ 2,819,859	\$ 262,517	\$ 649,440	\$ 2,219,885	\$ 2,104,753		

CITY OF BRYAN, TEXAS
TIRZ 10 - Traditions Fund Summary
Fiscal Year 2019

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
<u>Revenues</u>							
Property tax - City	\$ 1,458,199	\$ 1,815,291	\$ 1,815,291	\$ 1,815,291	2,072,250	\$ 256,959	14.2%
Property tax - County	803,833	901,096	901,096	952,380	1,165,720	264,624	29.4%
Interest Income	10,817	6,260	6,260	16,000	12,000	5,740	91.7%
Total Revenues	2,272,849	2,722,647	2,722,647	2,783,671	3,249,970	527,323	19.4%
<u>Expenditures</u>							
Transfer to Debt Service Fund	1,109,285	1,107,927	1,107,927	1,107,927	1,020,183	(87,744)	-7.9%
Contractual & Professional Services	25,000	25,000	25,000	25,000	25,000	-	0.0%
Transfers Out	-	40,000	40,000	40,000	400,000	360,000	0.0%
Developer Reimb - Town Center 60%	540,000	1,056,000	1,056,000	1,056,000	1,155,000	99,000	0.0%
Developer Reimb - Conf. Center 40%	360,000	704,000	704,000	704,000	770,000	66,000	0.0%
Total Expenditures	2,034,285	2,932,927	2,932,927	2,932,927	3,370,183	437,255	14.9%
Net Increase/(Decrease)	238,564	(210,280)	(210,280)	(149,256)	(120,214)		
Beginning Operating Funds	208,627	437,908	490,051	490,051	340,795		
Timing of Cash Flows	42,860						
Ending Operating Funds	\$ 490,051	\$ 227,628	\$ 279,771	\$ 340,795	\$ 220,581		

CITY OF BRYAN, TEXAS
TIRZ 19 - Nash Street Fund Summary
Fiscal Year 2019

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
<u>Revenues</u>							
Property tax - City	\$ 190,193	\$ 289,009	\$ 289,009	\$ 289,009	\$ 334,352	\$ 45,343	15.7%
Interest Income	1,157	802	802	2,600	2,500	1,698	211.7%
Total Revenues	191,350	289,811	289,811	291,609	336,852	47,041	16.2%
<u>Expenditures</u>							
Construction Costs	\$ -	\$ 20,000	\$ 20,000	\$ 20,000	\$ 278,000	258,000	100.0%
Transfer to Debt Service Fund	142,745	142,239	142,239	142,239	137,679	(4,560)	-3.2%
Transfer to General Fund	50,000	50,000	50,000	50,000	-	(50,000)	-100.0%
Total Expenditures	192,745	212,239	212,239	212,239	415,679	203,440	95.9%
Net Increase/(Decrease)	(1,395)	77,572	77,572	79,370	(78,827)		
Beginning Operating Funds	52,379	51,168	50,984	50,984	130,354		
Ending Operating Funds	\$ 50,984	\$ 128,740	\$ 128,556	\$ 130,354	\$ 51,527		

CITY OF BRYAN, TEXAS
TIRZ 21 - Downtown Fund Summary
Fiscal Year 2019

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
<u>Revenues</u>							
Property tax - City	\$ 116,077	\$ 118,379	\$ 118,379	\$ 118,379	\$ 152,603	\$ 34,224	28.9%
Interest	2,358	2,241	2,241	5,550	5,500	3,259	145.4%
Total Revenues	118,435	120,620	120,620	123,929	158,103	37,483	31.1%
<u>Expenditures</u>							
Contractual Services	85,298	100,000	170,000	170,000	100,000	(70,000)	-41.2%
Total Expenditures	85,298	100,000	170,000	170,000	100,000	(70,000)	-41.2%
Net Increase/(Decrease)	33,137	20,620	(49,380)	(46,071)	58,103		
Beginning Operating Funds	322,304	339,945	355,441	355,441	309,370		
Ending Operating Funds	\$ 355,441	\$ 360,565	\$ 306,061	\$ 309,370	\$ 367,473		

CITY OF BRYAN, TEXAS
TIRZ 22 - Target Tract Fund Summary
Fiscal Year 2019

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
<u>Revenues</u>							
Property tax - City	\$ 145,483	\$ 204,291	\$ 204,291	\$ 204,291	\$ 235,651	\$ 31,360	15.4%
Property tax - County	98,330	138,077	138,077	134,300	169,213	31,136	22.5%
Interest Income	1,180	604	604	2,300	2,000	1,396	231.1%
Total Revenues	244,993	342,972	342,972	340,891	406,864	63,892	18.6%
Transfers In	55,000	-	-	-	-	-	0.0%
Total Revenues and Transfers In	299,993	342,972	342,972	340,891	406,864	63,892	18.6%
<u>Expenditures</u>							
Transfer to Debt Service	295,516	296,176	296,176	296,176	296,425	249	0.1%
Transfer to Other Funds	-	-	-	-	120,000	-	0.0%
Total Expenditures/Transfers	295,516	296,176	296,176	296,176	416,425	120,249	40.6%
Net Increase/(Decrease)	4,477	46,796	46,796	44,715	(9,561)		
Beginning Operating Funds	15,688	14,360	20,165	20,165	64,880		
Timing of Cash Flows	-	-	-	-	-		
Ending Operating Funds	\$ 20,165	\$ 61,156	\$ 66,961	\$ 64,880	\$ 55,319		

CITY OF BRYAN, TEXAS
TIRZ 22 - North Tract - Fund Summary
Fiscal Year 2019

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
<u>Revenues</u>							
Property tax - City	\$ 131,042	\$ 111,993	\$ 111,993	\$ 111,993	\$ 116,858	\$ 4,865	4.3%
Property tax - County	91,410	75,695	75,695	75,808	81,405	5,710	7.5%
Interest Income	924	1,222	1,222	2,200	2,200	978	80.0%
Total Revenues	223,376	188,910	188,910	190,001	200,463	11,553	6.1%
<u>Expenditures</u>							
Contractual Services	145,000	60,000	60,000	60,000	150,000	90,000	150.0%
Total Expenditures	145,000	60,000	60,000	60,000	150,000	90,000	150.0%
Transfer to Debt Service	123,293	123,297	123,297	123,297	123,301	4	0.0%
Transfer to Other Funds	-	20,000	20,000	-	-	-	100.0%
Total Expenditures/Transfers	268,293	203,297	203,297	183,297	273,301	70,004	34.4%
Net Increase/(Decrease)	(44,917)	(14,387)	(14,387)	6,704	(72,838)		
Beginning Operating Funds	164,605	113,186	119,688	119,688	126,392		
Timing of Cash Flows	-	-	-	-	-		
Ending Operating Funds	\$ 119,688	\$ 98,799	\$ 105,301	\$ 126,392	\$ 53,554		

CITY OF BRYAN, TEXAS
Court Technology Fund Summary
Fiscal Year 2019

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
<u>Revenues</u>							
Technology Fee	\$ 40,117	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ -	0.0%
Interest Income	1,052	1,500	1,500	2,300	1,500	-	0.0%
Total Revenues	41,169	46,500	46,500	47,300	46,500	-	0.0%
<u>Expenditures</u>							
Supplies	9,255	3,500	10,500	3,500	3,500	(7,000)	-66.7%
Maintenance	41,859	16,000	16,000	20,000	16,000	-	0.0%
Capital Outlay	47,525	15,000	52,000	47,525	-	(52,000)	0.0%
Total Expenditures	98,639	34,500	78,500	71,025	19,500	(59,000)	-75.2%
Net Increase/(Decrease)	(57,470)	12,000	(32,000)	(23,725)	27,000		
Beginning Fund Balance	245,307	157,592	187,615	187,615	163,890		
Timing of Cash Flows	(222)	-	-	-	-		
Ending Operating Funds	\$ 187,615	\$ 169,592	\$ 155,615	\$ 163,890	\$ 190,890		



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CITY OF BRYAN, TEXAS
Community Development Fund Summary
Fiscal Year 2019

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
<u>Revenues</u>							
Community Development Block Grant	\$ 1,286,280	\$ 1,407,720	\$ 1,407,720	\$ 845,825	\$ 1,218,293	\$ (189,427)	-13.5%
HOME Grant	292,841	546,108	546,108	180,269	835,765	289,657	53.0%
Revolving Loan	21,947	19,000	19,000	21,000	19,000	-	0.0%
HOME Program Income	107,324	60,000	60,000	100,000	65,000	5,000	8.3%
Recaptured Funds	34,806	-	-	-	-	-	0.0%
Misc.	12	-	-	556	-	-	0.0%
Total Revenues	1,743,210	2,032,828	2,032,828	1,147,650	2,138,058	105,230	5.2%
<u>Expenditures</u>							
CD Administration	159,286	161,640	161,640	170,900	168,000	6,360	3.9%
CDBG Housing Admin	780,354	1,143,850	1,143,850	580,550	948,500	(195,350)	-17.1%
CDBG Public Services	128,281	121,230	121,230	121,200	123,000	1,770	1.5%
HOME Admin	23,461	25,069	25,069	25,000	34,000	8,931	35.6%
HOME Grants	354,451	581,039	581,039	250,000	864,558	283,519	48.8%
Total Expenditures	1,445,833	2,032,828	2,032,828	1,147,650	2,138,058	105,230	5.2%
Net Increase/(Decrease)	297,377	-	-	-	-		
Beginning Fund Balance	(222,840)	(222,840)	24,944	24,944	24,944		
Timing of Cash Flows	(49,593)	-	-	-	-		
Ending Operating Funds	\$ 24,944	\$ (222,840)	\$ 24,944	\$ 24,944	\$ 24,944		

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 2018 Accomplishments

- Coordinate efforts for the Infill Neighborhood Revalorization program-3 meetings
- Provided funding to a minimum of 24 homeowners to improve housing stock for both minor and major rehabilitation/reconstruction- projected 50 total minor and 2 major rehab/reconstruction projects completed.
- Provided technical assistance to over 15 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 2018 Annual Action Plan and submitted the 2016 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 April), outreach and marketing.
- Coordinated efforts for the Housing Revitalization Program Infill (city Board members) Committee and submitted infill action plan for council approval.
- Provided technical assistance, as local jurisdiction, for federal Environmental Review.
- Provided technical assistance and monitoring of HOMECHDO project and bid out for 2019 CHDO project.
- Prepared for federal monitoring for CDBG and HOME projects (3-year period).
- Served on Brazos Valley Coalition for the Homeless and Chaired Continuum of Care Committee -8 meetings

Fiscal Year 2019 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 implement council driven action plan for infill...
- 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 2019/2020 Annual Action Plan and the 2017/2018 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 Brazos Valley.

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 428,646	\$ 443,415	\$ 443,415	\$ 417,471	\$ 411,982	\$ (31,433)	-7.1%
Supplies	13,583	5,805	5,805	9,996	16,603	10,798	186.0%
Maintenance & Services	61,332	61,367	61,367	62,797	66,380	5,013	8.2%
Miscellaneous/Admin Reimb	942,272	1,522,241	1,522,241	657,386	1,643,093	120,852	7.9%
Total Expenses	\$ 1,445,833	\$ 2,032,828	\$ 2,032,828	\$ 1,147,650	\$ 2,138,058	\$ 105,230	5.2%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
# of households provided rehabilitation	69	20	18	50	20
# of households provided reconstruction	2	3	2	2	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	15	10	10	15
# of individuals served through supportive services by non-profits who were provided technical assistance	12,409	15,000	15,000	15,000	15,000
# of youth facilities provided technical assistance or funding		2	2	2	2
# of agencies receiving funding or technical assistance	12	10	12	12	12
# of special projects	8	8	8	8	8
# of public hearings held	4	4	6	4	4
# of Acquisitions	0	0	0	0	0
# of Demolitions	2	1	3	0	0

CITY OF BRYAN, TEXAS
Capital Reserve Fund
Fiscal Year 2019

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
<u>Revenues</u>							
Interest Income	\$ 19,597	\$ -	\$ -	\$ 46,500	\$ 48,825	\$ 48,825	0.0%
Subtotal Revenues	19,597	-	-	46,500	48,825	48,825	0.0%
<u>Transfers</u>							
Transfer in land sales	2,068,054	-	-	105,347	-	-	0.0%
Subtotal Transfers	2,068,054	-	-	105,347	-	-	0.0%
Total Revenues and Transfers	2,087,651	-	-	151,847	48,825	48,825	0.0%
<u>Expenditures</u>							
Transfers out	-	-	-	-	-	-	0.0%
Total Expenditures	-	-	-	-	-	-	0.0%
Net Increase/(Decrease)	2,087,651	-	-	151,847	48,825		
Beginning Operating Funds	1,206,482	3,022,999	3,287,047	3,287,047	3,438,894		
Timing of Cash Flows	(7,086)	-	-	-	-		
Ending Operating Funds	\$ 3,287,047	\$ 3,022,999	\$ 3,287,047	\$ 3,438,894	\$ 3,487,719		

CITY OF BRYAN, TEXAS
Oil & Gas Fund
Fiscal Year 2019

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
<u>Revenues</u>							
Royalties	\$ 122,132	\$ 115,000	\$ 115,000	\$ 250,000	\$ 107,100	\$ (7,900)	-6.9%
Interest Income	3,306	2,500	2,500	9,600	6,500	4,000	160.0%
Subtotal Revenues	125,438	117,500	117,500	259,600	113,600	(3,900)	-3.3%
<u>Transfers</u>							
Transfer in mineral property taxes	137,792	154,452	154,452	110,000	128,488	(25,964)	-16.8%
Subtotal Transfers	137,792	154,452	154,452	110,000	128,488	(25,964)	-16.8%
Total Revenues and Transfers	263,230	271,952	271,952	369,600	242,088	(29,864)	-11.0%
<u>Expenditures</u>							
Transfers out	-	-	-	-	-	-	0.0%
Total Expenditures	-	-	-	-	-	-	0.0%
Net Increase/(Decrease)	263,230	271,952	271,952	369,600	242,088		
Beginning Operating Funds	340,282	590,574	594,287	594,287	963,887		
Timing of Cash Flows	(9,225)	-	-	-	-		
Ending Operating Funds	\$ 594,287	\$ 862,526	\$ 866,239	\$ 963,887	\$ 1,205,975		



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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 obligations. Revenues are recognized in the period which they are earned and become measurable, and expenses in the period 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 and the employee for employee health coverage and by the employee only for optional dependent coverage. Increased City and employee contributions have been necessary over the past few years to offset the rise in claim costs. Education and training programs are offered in efforts to improve the quality of life and health of the City's employees as well as to reduce claims expenses. During FY2018 the City contracted with a new health benefits administrator, Cigna, in order to help mitigate the rising cost of healthcare. FY2016 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 for the Employee Benefits Fund are anticipated to be \$11,372,297. The City contribution of \$8,301,160 reflects an increase of 14.6% compared to the FY2018 amended budget of \$7,243,730. Employee contributions will increase by 6.0% to \$2,393,876 compared to FY2018 amended budget of \$2,257,326. Retiree premiums will increase by 13.8% and account for \$677,261 of revenues. This increase is due to an increase in the projected number of retirees as well as a slight increase in premiums.

Non-operating revenues consist of interest income of \$25,000, health claim rebates of \$335,275, flex admin fees of \$10,744 and a transfer of \$100,000 from the self-insurance fund to cover the costs associated with the use of the Health Center for drug screening and other services. BISD's share of the Health Center costs is projected to be \$391,091 for FY2019. Total non-operating revenue is expected to be \$862,110 which is an increase of \$90,232, or 11.7%, over the FY2018 amended budget.

Total operating expenses for FY2019 are anticipated to be \$11,414,561 which is a decrease of \$907,350, or 7.4%, from the FY2018 amended budget. Health insurance claims are projected to be \$9,749,514, a decrease of \$977,051, or 9.1%, making up the majority of the year-over-year variance. Health insurance administration costs are \$481,823. This is a decrease of \$94,251, or 16.4% from the FY2018 amended budget of \$576,074. Research and reinsurance fees are budgeted at \$3,000. Stop loss premiums are anticipated to be \$881,149 in FY2019, up from \$716,841 in FY2018 by \$164,308, or 22.9%. The Employee Assistance Program is a small component of operating expenses, accounting for \$14,900 of the costs in FY2019.

Employee Health Center costs are budgeted to increase by \$54,366, or 8.7%, to \$678,182 in FY2019. As noted above, BISD will reimburse the City for its portion of costs.

The ending operating funds are projected at \$562,607.

SELF INSURANCE FUND

It is the policy of the City not to purchase commercial insurance for the risk 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 \$2,000,000 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 FY2019 are budgeted to be \$2,685,365. Operating revenues are comprised almost entirely of Liability and Worker's Comp. premiums charged to City departments. These premiums remain unchanged compared to FY2018 premium amounts.

Non-operating revenues are projected to increase by \$10,690 compared to the FY2018 amended budget due to increased interest income.

Operating expenses are expected to be \$2,424,616 in FY2019, an increase of \$237,536, or 10.9%, from the FY2018 amended budget amount of \$2,187,080.

Non-operating expenses are anticipated to be \$321,543, which is an increase of \$71,842, or 28.8%, compared to FY2018. Included in these costs is a transfer to the Employee Benefits Fund to cover certain operating costs of the Employee Health Center. As noted above, this transfer covers the costs associated with the use of the Employee Health Center for drug screening and other services. Other non-operating costs include administrative costs from City departments, capital purchases, and equipment replacement.

The projected ending operating funds for FY2019 is anticipated to be \$2,471,012.

WAREHOUSE FUND

The Warehouse fund supports all departments within the City, except for BTU-City and BTU-Rural which maintain a separate warehouse, by ensuring availability of necessary supplies.

Total operating revenue is anticipated to be \$69,000 for FY2019. Operating revenues consist of fuel markups estimated at \$60,000, and inventory mark-ups of \$9,000.

Non-operating revenues for FY2019 include: interest income anticipated to be \$150 and discounts taken estimated at \$400. Total administrative reimbursements from other departments will be \$251,859, which make up the majority of revenues for the Warehouse Fund.

Operating expenses total \$243,706 for FY2019. This includes expenses for salaries and benefits of \$211,886, supplies of \$16,811 and maintenance and services of \$15,009.

Non-operating expenses for FY2019 include an administrative transfer of \$71,003.

The projected ending operating funds for FY2019 is anticipated to be \$12,488.



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CITY OF BRYAN, TEXAS
Employee Benefits Fund Summary
Fiscal Year 2019

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
<u>Revenues</u>							
Operating Revenues							
Employee Contributions	\$ 2,267,746	\$ 2,257,326	\$ 2,257,326	\$ 2,176,251	\$ 2,393,876	\$ 136,550	6.0%
City Contributions	6,953,930	7,243,730	7,243,730	7,218,400	8,301,160	1,057,430	14.6%
Retiree Health Premiums	589,716	595,305	595,305	615,692	677,261	81,956	13.8%
<i>Total Operating Revenues</i>	9,811,392	10,096,361	10,096,361	10,010,343	11,372,297	1,275,936	12.6%
Non-Operating Revenues							
Interest Income	14,644	25,000	25,000	29,501	25,000	-	0.0%
Flex Admin Fee	10,332	10,415	10,415	10,533	10,744	329	3.2%
Miscellaneous	24	-	-	59,587	-	-	0.0%
Health Claim Rebates	341,589	322,343	322,343	447,033	335,275	12,932	4.0%
BISD Reimbursement	291,916	339,120	339,120	312,341	391,091	51,971	15.3%
Transfer from Other Funds	75,000	75,000	75,000	75,000	100,000	25,000	33.3%
<i>Total Non-Operating Revenues</i>	733,505	771,878	771,878	933,995	862,110	90,232	11.7%
Total Revenues	10,544,897	10,868,239	10,868,239	10,944,338	12,234,407	1,366,168	12.6%
<u>Expenditures</u>							
Operating Expenses							
Administrative Reimbursements	142,057	181,058	181,058	181,058	180,830	(228)	-0.1%
Claims Administration	11,224	11,857	11,857	13,329	13,595	1,738	14.7%
H.S.A. - Employer Paid	80,625	79,250	79,250	92,375	89,750	10,500	13.2%
Health Insurance Administration	558,334	576,074	576,074	515,000	481,823	(94,251)	-16.4%
Health Insurance Claims	9,546,412	9,026,565	10,726,565	9,558,347	9,749,514	(977,051)	-9.1%
Stop/Loss Aggregate refund	(176,366)	-	-	(651,923)	-	-	0.0%
ACA Research & Reinsurance Fees	71,582	15,338	15,338	21,437	3,000	(12,338)	-80.4%
EAP	14,502	14,928	14,928	14,608	14,900	(28)	-0.2%
Stop Loss Premium	686,354	716,841	716,841	786,740	881,149	164,308	22.9%
<i>Total Operating Expenses</i>	10,934,724	10,621,911	12,321,911	10,530,971	11,414,561	(907,350)	-7.4%
Non-Operating Expenses							
Employee Health Center	295,159	311,908	311,908	312,255	339,091	27,183	8.7%
BISD Health Center Expense	293,367	311,908	311,908	312,255	339,091	27,183	8.7%
<i>Total Non-Operating Expenses</i>	588,526	623,816	623,816	624,510	678,182	54,366	8.7%
Total Expenditures	11,523,250	11,245,727	12,945,727	11,155,481	12,092,743	(852,984)	-6.6%
Net Increase/(Decrease)	(978,353)	(377,488)	(2,077,488)	(211,143)	141,664		
Beginning Operating Funds	1,812,085	1,104,154	632,087	632,087	420,944		
Timing of Cash Flows	(201,645)	-	-	-	-		
Ending Operating Funds	\$ 632,087	\$ 726,665	\$ (1,445,401)	\$ 420,944	\$ 562,607		

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Maintenance and Services	\$ 91,849	\$ 91,107	\$ 91,107	\$ 105,704	\$ 103,345	\$ 12,238	13.4%
Misc Admin Reimbursements	11,431,401	11,154,620	12,854,620	11,049,777	11,989,398	(865,222)	-6.7%
Total Expenses	\$ 11,523,250	\$ 11,245,727	\$ 12,945,727	\$ 11,155,481	\$ 12,092,743	\$ (852,984)	-6.6%

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Average # of health plan contracts	909	900	900	910	910
Average # of health plan members	2,136	2,100	2,100	2,110	2,110
# employees enrolled in HDHP/H.S.A.	126	130	130	140	150
Rx Generic dispensing rate	81%	80%	80%	85%	85%
Average medical claims paid per employee per month	\$603	NA	NA	\$615	\$640
Average prescription claims paid per employee per month	\$ 207	NA	NA	\$212	\$220
Average dental claims paid per employee per month	\$ 47	NA	NA	\$ 49	\$ 51
Average medical claims paid per member per month	\$ 258	\$ 280	\$ 280	\$ 265	NA
Average prescription claims paid per member per month	\$86	\$80	\$80	\$80	NA
Average dental claims paid per member per month	\$20	\$40	\$40	\$21	NA
Health Center- # of patient visits	\$ 7,600	\$ 8,000	\$ 8,000	\$ 8,850	\$ 8,500
Health Center- # of new chronic conditions diagnosed	\$ 226	\$ 250	\$ 250	\$ 250	\$ 225
Average health claims paid per contract per month	\$810	NA	NA	NA	NA
Admin & Stop Loss fees paid per contract per month	\$ 113	NA	NA	NA	NA
ER visits/1,000	\$212	NA	NA	NA	NA
ER paid/service*	\$ 1,260	NA	NA	NA	NA
Office visit paid per service*	\$98	NA	NA	NA	NA

CITY OF BRYAN, TEXAS
Self Insurance Fund Summary
Fiscal Year 2019

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
<u>Revenues</u>							
Operating Revenues							
Defensive Driving Fees	\$ 4,025	\$ 1,000	\$ 1,000	\$ 1,025	\$ 200	\$ (800)	-80.0%
Liability/Workers Comp Ins Premiums	2,670,531	2,685,165	2,685,165	2,700,896	2,685,165	-	0.0%
<i>Total Operating Revenues</i>	2,674,556	2,686,165	2,686,165	2,701,921	2,685,365	(800)	0.0%
Non-Operating Revenues							
Interest Income	14,567	9,860	9,860	32,044	20,000	10,140	102.8%
Miscellaneous revenues	70,263	4,450	4,450	60,500	5,000	550	12.4%
<i>Total Non-Operating Revenues</i>	84,830	14,310	14,310	92,543	25,000	10,690	74.7%
Total Revenues	2,759,386	2,700,475	2,700,475	2,794,464	2,710,365	9,890	0.4%
<u>Expenditures</u>							
Operating Expenses							
Personnel Services	488,998	514,997	514,997	523,891	535,817	20,820	4.0%
Supplies	18,243	90,000	90,000	87,027	85,304	(4,696)	-5.2%
Maintenance	1,182	2,000	2,000	1,223	2,000	-	0.0%
Other Services & Charges	132,000	164,744	164,744	148,223	154,675	(10,069)	-6.1%
Judgement & Damage Claims	61,669	40,000	130,000	68,921	40,000	(90,000)	-69.2%
Stop Loss Aggregate refund	(150,604)	(128,375)	(128,375)	(50,000)	(70,000)	58,375	-45.5%
Liability Insurance	518,596	534,004	534,004	528,951	582,276	48,272	9.0%
Claims Administration	44,600	45,938	45,938	47,500	49,900	3,962	8.6%
Workmans Comp & Liability Claims	615,211	833,773	833,773	831,140	1,044,644	210,871	25.3%
<i>Total Operating Expenses</i>	1,729,895	2,097,080	2,187,080	2,186,876	2,424,616	237,536	10.9%
Non-Operating Expenses							
Employee Health Center	75,000	75,000	75,000	75,000	100,000	25,000	33.3%
Equipment Replacement	2,759	3,800	3,800	3,800	3,300	(500)	-13.2%
Capital - Vehicles	-	-	-	-	32,500	32,500	0.0%
Allocation Cost from City Dep	181,150	170,901	170,901	170,901	185,743	14,842	8.7%
<i>Total Non-Operating Expenses</i>	258,909	249,701	249,701	249,701	321,543	71,842	28.8%
Total Expenditures	1,988,804	2,346,781	2,436,781	2,436,577	2,746,159	309,378	12.7%
 Net Increase/(Decrease)	 770,582	 353,694	 263,694	 357,887	 (35,794)		
Beginning Operating Funds	1,468,846	2,086,160	2,148,919	2,148,919	2,506,806		
Timing of Cash Flows	(90,509)	-	-	-	-		
Ending Operating Funds	\$ 2,148,919	\$ 2,439,854	\$ 2,412,613	\$ 2,506,806	\$ 2,471,012		



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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 to provide effective services and/or to increase knowledge.

Fiscal Year 2018 Accomplishments

- Requested proposals and made recommendations for Employee Health Plan Administrator, other Employee Benefit Programs, Property/Casualty Claims Administrator, and Casualty Insurance programs.
- Implemented new Employee Health Plan Administrator and conducted employee training in use of on-line health plan tools.
- Procured and begin implementation of online benefits enrollment software to improve benefit administration efficiency and provide employee self-service capabilities.
- Developed Behavioral Health Guide for Bryan Fire Department employees in coordination with Fire Department and Human Resources.
- Maintained financial integrity of the Self-Insurance Fund with net worker's compensation and liability costs 65% below the actuary's projections.
- Continued to comply with all requirements of the Affordable Care Act.
- Continued high utilization of the Employee Health Center.
- Maintained high participation rate in Healthy Lifestyles Program with 96% completion rate.
- Responded to employee health and safety risks through targeted programs: Naturally Slim Program, Lunch time Yoga, Colon Cancer Prevention, Opioid Education, Driver Safety training, Slips Trips and Falls, Heat Illnesses, Stop the Bleed.

Fiscal Year 2019 Goals and Objectives

- Continue implementation of online benefits enrollment software with portal ready for Open Enrollment in Fall 2019.
- Incorporate member accountability measures into fitness membership program.
- Incorporate spouses enrolled in the City's health insurance plan into the Healthy Lifestyles Program and maintain participation rate.
- Solicit and secure professional services for the continued management and operation of the City of Bryan/BISD Employee Health Center.
- Implement health plan modifications and programs to limit increase in health insurance claims to 2%.
- Continue to review and respond to employee health and safety risks through targeted health and safety discussions, programs, and policies.
- Reduce the rate of collisions per 1,000,000 miles by 5%.
- Maintain current Workers' Compensation Injury Frequency Rate.
- Review City Safety Policies and recommend revisions, if necessary.
- Maintain financial integrity of the Self-Insurance Fund with net worker's compensation and liability costs remaining below the actuary's projections.

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 488,998	\$ 514,997	\$ 514,997	\$ 523,891	\$ 535,817	\$ 20,820	4.0%
Supplies	21,002	93,800	93,800	90,827	88,604	(5,196)	-5.5%
Maintenance & Services	643,468	676,640	676,640	676,036	727,036	50,396	7.4%
Miscellaneous/Admin Reimb	760,336	986,344	1,076,344	1,070,823	1,294,702	218,358	20.3%
Transfers	75,000	75,000	75,000	75,000	100,000	25,000	33.3%
Total Expenses	\$ 1,988,804	\$ 2,346,781	\$ 2,436,781	\$ 2,436,577	\$ 2,746,159	\$ 309,378	12.7%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 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

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Health plan claims cost (net, in millions)	\$ 9.40	\$ 9.00	\$ 7.75	\$ 8.90	\$ 9.26
# of collisions per 1,000,000 miles	20	20	20	18.2	17.0
Workers comp claim costs (FY incurred, in thousands)	\$ 74	\$ 225	\$ 200	\$ 250	\$ 225
Liability claim costs (FY incurred, in thousands)	\$ 256	\$ 275	\$ 250	\$ 150	\$ 225
Actuary's projections to claims costs (work comp & liability)	27%	60%	60%	32%	35%
Injury Frequency Rate per 100 employees	10.59	9.66	9.7	9.00	9.00
% of Safety Procedures reviewed/revised	NA	20%	10%	25%	20%
Healthy Lifestyles Program participation	95%	NA	NA	96%	96%
Implementation of Online Employee Benefits Portal	NA	NA	NA	50%	100%
% employees received Active Shooter Training	100%	100%	100%	100%	NA

CITY OF BRYAN, TEXAS
Warehouse Fund Summary
Fiscal Year 2019

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
<u>Revenues</u>							
Operating Revenues							
Fuel Markup	\$ 61,184	\$ 60,000	\$ 60,000	\$ 61,807	\$ 60,000	\$ -	0.0%
Inventory Markup	9,069	9,000	9,000	8,900	9,000	-	0.0%
<i>Total Operating Revenues</i>	<u>70,253</u>	<u>69,000</u>	<u>69,000</u>	<u>70,707</u>	<u>69,000</u>	<u>-</u>	<u>0.0%</u>
Non Operating Revenues							
Interest Income	209	325	325	135	150	(175)	-53.8%
Discounts Taken	372	560	560	310	400	(160)	-28.6%
Administrative Reimbursements & Transfers	227,664	241,881	241,881	251,881	251,859	9,978	4.1%
<i>Total Non Operating Revenues</i>	<u>228,245</u>	<u>242,766</u>	<u>242,766</u>	<u>252,326</u>	<u>252,409</u>	<u>9,643</u>	<u>4.0%</u>
Total Revenues	<u>298,498</u>	<u>311,766</u>	<u>311,766</u>	<u>323,033</u>	<u>321,409</u>	<u>9,643</u>	<u>3.1%</u>
<u>Expenditures</u>							
Operating Expenses							
Salaries and Benefits	198,044	203,312	203,312	194,964	211,886	8,574	4.2%
Supplies	12,785	16,437	16,437	13,977	16,811	374	2.3%
Maintenance & Services	13,882	16,306	16,306	15,939	15,009	(1,297)	-8.0%
<i>Total Operating Expenditures</i>	<u>224,711</u>	<u>236,055</u>	<u>236,055</u>	<u>224,880</u>	<u>243,706</u>	<u>7,651</u>	<u>3.2%</u>
Non-operating Expenses							
Over/Short Fuel and Inventory	4,264	-	-	4,410	-	-	0.0%
Capital Outlay	-	-	-	-	-	-	0.0%
General and Administrative Transfers	62,261	78,579	78,579	78,579	71,003	(7,576)	-9.6%
<i>Total Non-Operating Expenses</i>	<u>66,525</u>	<u>78,579</u>	<u>78,579</u>	<u>82,989</u>	<u>71,003</u>	<u>(7,576)</u>	<u>-9.6%</u>
Total Expenditures	<u>291,236</u>	<u>314,634</u>	<u>314,634</u>	<u>307,869</u>	<u>314,709</u>	<u>75</u>	<u>0.0%</u>
Net Increase/Decrease	7,262	(2,868)	(2,868)	15,164	6,700		
Beginning Operating Funds	(7,945)	3,451	(9,376)	(9,376)	5,788		
Timing of Cash Flows	(8,693)	-	-	-	-		
Ending Operating Funds	<u>\$ (9,376)</u>	<u>\$ 583</u>	<u>\$ (12,244)</u>	<u>\$ 5,788</u>	<u>\$ 12,488</u>		



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Warehouse Fund

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2018 Accomplishments

- Continuation of support for Water Services operations to include in-house projects and system maintenance
- Promote maximum savings to City by minimizing inventory write-offs and continually evaluating product cost, demand, and availability

Fiscal Year 2019 Goals and Objectives

- Promote maximum savings to City by minimizing inventory write-offs and continually evaluating product cost, demand, and availability
- Explore rehabilitation RFID automation of Waco Street Fuel Island allowing user access to the fuel island from SMART technologies installed to the island and participating vehicle fleet

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted	\$Chng/FY18 Amended	%Chng /FY18
Salaries and Benefits	\$ 198,044	\$ 203,312	\$ 203,312	\$ 194,964	\$ 211,886	\$ 8,574	4.2%
Supplies	12,785	16,437	16,437	18,387	16,811	374	2.3%
Maintenance & Services	13,882	16,306	16,306	15,939	15,009	(1,297)	-8.0%
Miscellaneous/Admin Reimb	62,261	78,579	78,579	78,579	71,003	(7,576)	-9.6%
Over/Short Transfers	4,264	-	-	-	-	-	0.0%
Total Expenses	\$ 291,236	\$ 314,634	\$ 314,634	\$ 307,869	\$ 314,709	\$ 75	0.0%

Budgeted Personnel

	FY2017 Adopted	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Warehouse Supervisor	1	1	1	1	1
Storekeeper	2	2	2	2	2
Total	3	3	3	3	3

Performance and Activity Measures

	FY2017 Actual	FY2018 Adopted	FY2018 Amended	FY2018 Projected	FY2019 Adopted
Value difference (issue value vs. adjustment value) for water warehouse	0.28%	0.44%	0.79%	0.33%	0.30%
Value difference (issue value vs. adjustment value) for general store	0.44%	0.40%	1.37%	0.40%	0.42%
Value difference (issue value vs. adjustment value) for automotive warehouse	0.37%	0.53%	0.71%	0.54%	0.46%
Issue value for water warehouse	\$508,601	\$ 568,524	\$ 466,408	\$520,397	\$514,499
Issue value for general store	\$94,655	\$ 104,195	\$ 100,000	\$86,733	\$90,694
Issue value for automotive warehouse	\$210,890	\$ 206,801	\$ 225,442	\$220,917	\$215,903
# of adjustments for water warehouse	45	73	94	67	56
# of adjustments for general warehouse	26	42	75	37	32
# of adjustments automotive warehouse	46	107	91	87	67



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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 \$44,692,055 in FY2019 for operating capital, including BTU. A summary of operating capital outlay by department and fund is included in this section.

The General Fund operating capital projects total \$3,326,833. A list of detailed projects is included on the next page.

Planned operating capital projects in the Water Fund total \$2,773,500. These include vehicle replacement costs of \$73,500. Water system projects including distribution line upgrades and elevated storage tank projects are projected to total \$2,700,000.

Wastewater Fund operating capital projects total \$5,768,000. Wastewater system upgrades adopted for FY2019 total \$4,800,000 and new equipment costs are projected to be \$557,000. Vehicle replacements totaling \$386,000 and a new vehicle for the new Code Enforcement Officer of \$25,000 are also included in the operating capital budget for FY2019.

The Solid Waste Fund adopted operating capital budget for FY2019 totals \$942,243. This total includes solid waste collection vehicles and fleet vehicles.

The Airport Fund adopted operating capital budget for FY2019 totals \$103,000 which includes airport improvements and phase 2 of drainage rehab project costs.

BTU's City and Rural systems capital budgets of \$20,423,938 and \$10,354,541 respectively will be for new customer growth and distribution and production improvements.

The Drainage Fund adopted operating capital budget for FY2019 totals \$1,000,000 which includes drainage system improvement projects.

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 Government Capital Improvement projects for FY2019 include \$1,067,320 for sidewalk projects on 29th Street, Broadmoor, Rustling Oaks, Clay Street and Palasota. \$701,900 is budgeted for the University Drive East extension. \$1,356,899 is carry-over for West 28th rehabilitation and utility improvements. \$470,000 is budgeted for gateway entrance signs. \$2,029,941 in FY2019 is committed for roadway reconstruction for 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 FY2019 through FY2023 is included in this section.



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**Summary of Operating Capital Outlay
Fiscal Year 2019 Adopted**

General Fund

Police: Vehicle replacements (patrol units and unmarked units)	\$ 485,932
Fire: Replace ambulance; SCBA equipment replacement (60 units)	572,009
Animal Center: Fleet vehicle replacement (2)	90,000
Streets and Drainage: Fleet vehicle replacement (4); Heavy equipment (3)	353,820
Library: Books and digital literature	205,072
Parks: Parks Improvement Plan projects; Fleet vehicle replacement; Senior Center furniture, fixtures and equipment	585,000
Golf Course: heavy equipment	150,000
Information Technology: Computers-software and hardware	394,000
Facilities: Roof and facility repairs; HVAC replacement at Municipal Building	488,000
Communications and Marketing: Digital video hardware/software	3,000

General Fund Total

\$ 3,326,833

Enterprise Funds

Water Fund

Vehicle replacement (2)	\$ 73,500
Water System	2,700,000
<i>Water Total</i>	<u>\$ 2,773,500</u>

Wastewater Fund

Vehicle replacement	\$ 386,000
New vehicle - Code Officer	25,000
New equipment at WWTP	557,000
Wastewater System	4,800,000
<i>Wastewater System Total</i>	<u>\$ 5,768,000</u>

BTU - City Fund

<i>BTU - City Fund Total</i>	<u>\$ 20,423,938</u>
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BTU - Rural Fund

<i>BTU - Rural Fund Total</i>	<u>\$ 10,354,541</u>
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Solid Waste Fund

Solid Waste collection vehicles, fleet vehicle replacement	\$ 942,243
<i>Solid Waste Fund Total</i>	<u>\$ 942,243</u>

Airport Fund

Airport Improvements (TxDOT grant)	\$ 73,000
Phase II drainage rehab	30,000
<i>Airport Fund Total</i>	<u>\$ 103,000</u>

Enterprise Funds Total

\$ 40,365,222

Special Revenue Funds

Drainage Fund

<i>Drainage Fund Total</i>	<u>\$ 1,000,000</u>
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Special Revenue Funds Total

\$ 1,000,000

All Funds Total Operating Capital Outlay

\$ 44,692,055

**General Government
Capital Improvement Projects
FY2019 through FY2023**

	Actual FY2017	Adopted FY2018	Projected FY2018	Adopted FY2019
CO/GO Beginning Funds Balance:	\$ 13,288,794	\$ 2,044,770	\$ 4,266,336	\$ 6,942,137
Additional Resources:				
General Obligation Debt Issuances	-	12,231,000	11,965,000	-
Transfers In/Other	-	-	-	-
Investment Earnings and Premium	42,343	115,000	425,780	18,250
<i>Subtotal Additional Resources</i>	42,343	12,346,000	12,390,780	18,250
Total Resources Available	13,331,137	14,390,770	16,657,116	6,960,387
Debt Issuance Cost (expense)	-	(80,000)	(93,538)	-
Transfers Out	-	-	-	-
Total Construction In Progress from below	(9,064,801)	(13,759,256)	(9,621,441)	(6,576,060)
CO/GO Ending Funds Balance	4,266,336	551,514	6,942,137	384,327
Construction In Progress				
29th Street Sidewalks	-	160,000	50,680	49,320
Broadmoor Sidewalks	-	310,000	-	250,000
Rustling Oaks Sidewalks	-	330,000	-	270,000
Palasota Phase A Sidewalks	-	498,000	-	498,000
Clay Street Extension/sidewalks	-	50,000	76,446	-
FM1179 Briarcrest	-	-	6,139	-
West 28th St Reconstruction - Carry Over	616,634	-	26,467	1,356,899
Fire Station #2 - Carry over	4,248,687	1,282,600	2,099,865	-
Old Hearne Rd - Carry Over	321,621	1,277,707	134,102	-
Old Hearne/Wilkes Rd	2,184,064	-	834,026	-
Gateway Entrance Sign	-	470,000	-	470,000
Tx Ave/Villa Maria - Carry over	250	64,125	-	-
Fire Truck	-	950,000	-	950,000
W 17th Street Sidewalks	-	-	102,780	-
W 26th Street - Carry over	213,672	251,727	437,984	-
E 23rd Street - Rehab and Utility	5,250	-	29,749	-
University Drive East Extension	-	2,743,000	2,041,100	701,900
St Joseph Hospital Area Improvements	1,390,654	-	631,661	-
FM 158 - TX to SH 6	-	2,000,000	409,402	-
South Coulter (Reimb Resolution for 2020)	-	400,000	-	-
South College Ph 2 Rehab	-	2,972,096	2,920,059	2,029,941
South College TAP Matching	83,969	-	2,519	-
Developer Agreements (Carrabba and Arden)	-	-	(181,538)	-
Total CIP Expenditures	\$ 9,064,801	\$ 13,759,256	\$ 9,621,441	\$ 6,576,060

**General Government
Capital Improvement Projects
FY2019 through FY2023**

	Projected FY2020	Projected FY2021	Projected FY2022	Projected FY2023
CO/GO Beginning Funds Balance:	\$ 384,327	\$ 364,327	\$ 381,827	\$ 361,827
Additional Resources:				
General Obligation Debt Issuances	17,400,000	-	27,100,000	-
Transfers In/Other	-	-	-	-
Investment Earnings	105,000	17,500	110,000	18,000
<i>Subtotal Additional Resources</i>	<u>17,505,000</u>	<u>17,500</u>	<u>27,210,000</u>	<u>18,000</u>
Total Resources Available	<u>17,889,327</u>	<u>381,827</u>	<u>27,591,827</u>	<u>379,827</u>
Debt Issuance Cost (expense)	(125,000)	-	(130,000)	-
Transfers Out	-	-	-	-
Total Construction In Progress from below	<u>(17,400,000)</u>	<u>-</u>	<u>(27,100,000)</u>	<u>-</u>
CO/GO Ending Funds Balance	<u>364,327</u>	<u>381,827</u>	<u>361,827</u>	<u>379,827</u>
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	<u>\$ 17,400,000</u>	<u>\$ -</u>	<u>\$ 27,100,000</u>	<u>\$ -</u>

Water
Capital Improvement Projects
FY2019 through FY2023

	Actual FY2017	Adopted FY2018	Projected FY2018	Adopted FY2019
<u>Beginning Revenue Bond Fund Balances:</u>	\$ 291,026	\$ 6,930,377	\$ 6,185,718	\$ 624,723
<u>Additional Resources:</u>				
Revenue Bonds	6,715,000	4,000,000	-	-
Investment Earnings	139,809	30,000	40,000	15,000
<i>Subtotal Additional Resources</i>	6,854,809	4,030,000	40,000	15,000
Total Resources Available	7,145,835	10,960,377	6,225,718	639,723
<u>Statement of Capital Expenditures</u>				
Debt Issuance Cost	-	(120,000)	-	-
Total Construction in Progress from below	(960,117)	(10,714,254)	(5,600,995)	-
Ending Fund Balance	6,185,718	126,123	624,723	639,723
<u>Construction In Progress</u>				
Distribution Lines (Sulphur Springs/Coulter)	15,108	-	141,911	-
South College	-	250,000	-	-
Well Collection Line - LSPS to Well 12	-	3,500,000	-	-
Design West Side Water	-	750,000	-	-
West Side Water Transmission Construction	-	4,000,000	1,800,000	-
West 26th Rehab	151,137	-	94,095	-
ASR Project	133,888	2,214,254	1,500,000	-
SH 6 Water Prod-Main Replacement	659,984	-	2,064,989	-
Total CIP Expenditures	\$ 960,117	\$ 10,714,254	\$ 5,600,995	\$ -

Water
Capital Improvement Projects
FY2019 through FY2023

	Projected FY2020	Projected FY2021	Projected FY2022	Projected FY2023
<u>Beginning Revenue Bond Fund Balances:</u>	\$ 639,723	\$ 644,723	\$ 647,723	\$ 652,723
<u>Additional Resources:</u>				
Revenue Bonds	4,000,000	-	4,000,000	-
Investment Earnings	120,000	3,000	120,000	3,000
<i>Subtotal Additional Resources</i>	4,120,000	3,000	4,120,000	3,000
Total Resources Available	4,759,723	647,723	4,767,723	655,723
<u>Statement of Capital Expenditures</u>				
Debt Issuance Cost	(115,000)	-	(115,000)	-
Total Construction in Progress from below	(4,000,000)	-	(4,000,000)	-
Ending Fund Balance	644,723	647,723	652,723	655,723
<u>Construction In Progress</u>				
SH47/SH21 18" Water Line	\$ 4,000,000	\$ -	\$ -	\$ -
West Side Elevated Tower	-	-	4,000,000	-
Total CIP Expenditures	\$ 4,000,000	\$ -	\$ 4,000,000	\$ -

**Wastewater
Capital Improvement Projects
FY2019 through FY2023**

	Actual FY2017	Adopted FY2018	Projected FY2018	Adopted FY2019
<u>Beginning Revenue Bond Fund Balances</u>	\$ 30,629	\$ 31,129	\$ -	\$ -
<u>Additional Resources:</u>				
Revenue Bonds	-	-	-	-
Grants	-	-	-	-
Investment Earnings	-	500	-	-
<i>Subtotal Additional Resources</i>	-	500	-	-
Total Resources Available	30,629	31,629	-	-
<u>Miscellaneous Expenditures:</u>				
Debt Issuance Cost	-	-	-	-
Other	(30,629)	-	-	-
Total Construction in Progress from below	-	-	-	-
Operating expenses	-	-	-	-
Ending Fund Balance	-	31,629	-	-
<u>Production, Distribution & Rehab Projects:</u>				
Still Creek Sewer Trunk Line Ph 2	-	-	-	-
Thompson Creek Wastewater Treatment Plant	-	-	-	-
WWTP SCADA	-	-	-	-
Total CIP Expenditures	\$ -	\$ -	\$ -	\$ -

**Wastewater
Capital Improvement Projects
FY2019 through FY2023**

	Projected FY2020	Projected FY2021	Projected FY2022	Projected FY2023
<u>Beginning Revenue Bond Fund Balances</u>	\$ -	\$ -	\$ -	\$ -
<u>Additional Resources:</u>				
Revenue Bonds	-	-	-	-
Grants	-	-	-	-
Investment Earnings	-	-	-	-
<i>Subtotal Additional Resources</i>	-	-	-	-
Total Resources Available	-	-	-	-
<u>Miscellaneous Expenditures:</u>				
Debt Issuance Cost	-	-	-	-
Other	-	-	-	-
Total Construction in Progress from below	-	-	-	-
Operating expenses	-	-	-	-
Ending Fund Balance	-	-	-	-
<u>Production, Distribution & Rehab Projects:</u>				
Still Creek Sewer Trunk Line Ph 2	-	-	-	-
Thompson Creek Wastewater Treatment Plant	-	-	-	-
WWTP SCADA	-	-	-	-
Total CIP Expenditures	\$ -	\$ -	\$ -	\$ -

**Airport
Capital Improvement Projects
FY2019 through FY2023**

	Actual FY2017	Adopted FY2018	Projected FY2018	Adopted FY2019
<u>Beginning Bond Fund Balances</u>	\$ 1,205,318	\$ 1,126,804	\$ 1,205,318	\$ -
<u>Additional Resources:</u>				
General Obligation Debt Issuance	-	-	-	-
Grants	-	-	-	-
Investment Earnings	-	-	6,000	-
<i>Subtotal Additional Resources</i>	-	-	6,000	-
Total Resources Available	1,205,318	1,126,804	1,211,318	-
<u>Miscellaneous Expenditures:</u>				
Debt Issuance Cost	-	-	-	-
Other	-	-	-	-
Total Construction in Progress from below	-	(1,097,486)	(1,211,318)	-
Ending Fund Balance	1,205,318	29,318	-	-
<u>Airport Improvement Projects</u>				
Airport Hangars	-	1,097,486	1,123,398	-
Airfield Sewer	-	-	87,920	-
Total CIP Expenditures	\$ -	\$ 1,097,486	\$ 1,211,318	\$ -

**Airport
Capital Improvement Projects
FY2019 through FY2023**

	Projected FY2020	Projected FY2021	Projected FY2022	Projected FY2023
<u>Beginning Bond Fund Balances</u>	\$ -	\$ -	\$ -	\$ -
<u>Additional Resources:</u>				
General Obligation Debt Issuance	-	-	-	-
Grants	-	-	-	-
Investment Earnings	-	-	-	-
<i>Subtotal Additional Resources</i>	-	-	-	-
Total Resources Available	-	-	-	-
<u>Miscellaneous Expenditures:</u>				
Debt Issuance Cost	-	-	-	-
Other	-	-	-	-
Total Construction in Progress from below	-	-	-	-
Ending Fund Balance	-	-	-	-
<u>Airport Improvement Projects</u>				
Airport Hangars	-	-	-	-
Total CIP Expenditures	\$ -	\$ -	\$ -	\$ -

BTU - City
Capital Improvement Projects
FY2019 through FY2023

	Actual FY2017	Adopted FY2018	Projected FY2018	Adopted FY2019
<u>Beginning Revenue Bond Fund Balances:</u>	\$ 62,682,254	\$ 27,915,872	\$ 33,646,774	\$ 5,016,065
<u>Additional Resources:</u>				
Revenue Bonds	-	45,100,000	-	41,520,000
Investment Earnings	-	-	-	-
<i>Subtotal Additional Resources</i>	-	45,100,000	-	41,520,000
Total Resources Available	62,682,254	73,015,872	33,646,774	46,536,065
<u>Statement of Capital Expenditures</u>				
Debt Issuance Cost	\$ -	\$ -	\$ -	\$ -
Other	-	-	-	-
Total Construction in Progress from below	(29,035,480)	(33,483,048)	(28,630,709)	(27,110,000)
Operating expenses	-	-	-	-
Ending Fund Balance	33,646,774	39,532,824	5,016,065	19,426,065
<u>Construction In Progress</u>				
Transmission, Distribution and Production	29,035,480	33,483,048	28,630,709	27,110,000
Total CIP Expenditures	\$ 29,035,480	\$ 33,483,048	\$ 28,630,709	\$ 27,110,000

BTU - City
Capital Improvement Projects
FY2019 through FY2023

	Projected FY2020	Projected FY2021	Projected FY2022	Projected FY2023
<u>Beginning Revenue Bond Fund Balances:</u>	\$ 19,426,065	\$ 6,065	\$ 20,656,065	\$ 6,065
<u>Additional Resources:</u>				
Revenue Bonds	40,000,000	35,520,000	-	31,360,000
Investment Earnings	-	-	-	-
<i>Subtotal Additional Resources</i>	40,000,000	35,520,000	-	31,360,000
Total Resources Available	59,426,065	35,526,065	20,656,065	31,366,065
<u>Statement of Capital Expenditures</u>				
Total Construction in Progress from below	(59,420,000)	(14,870,000)	(20,650,000)	(15,680,000)
Operating expenses				
Ending Fund Balance	6,065	20,656,065	6,065	15,686,065
<u>Construction In Progress</u>				
Transmission, Distribution and Production	\$ 59,420,000	\$ 14,870,000	\$ 20,650,000	\$ 15,680,000
Total CIP Expenditures	\$ 59,420,000	\$ 14,870,000	\$ 20,650,000	\$ 15,680,000

BTU - Rural
Capital Improvement Projects
FY2019 through FY2023

	Actual FY2017	Adopted FY2018	Projected FY2018	Adopted FY2019
<u>Beginning Revenue Bond Fund Balances:</u>	\$ 8,793,251	\$ 4,503,953	\$ 5,017,278	\$ -
<u>Additional Resources:</u>				
Revenue Bonds	1	-	-	17,700,000
Investment Earnings	-	-	-	-
<i>Subtotal Additional Resources</i>	1	-	-	17,700,000
Total Resources Available	8,793,252	4,503,953	5,017,278	17,700,000
<u>Statement of Capital Expenditures</u>				
Debt Issuance Cost	-	-	-	-
Other				
Total Construction in Progress from below	(3,775,974)	(4,503,953)	(5,017,278)	(5,236,401)
Operating expenses				
Ending Fund Balance	5,017,278	-	-	12,463,599
<u>Construction In Progress</u>				
Distribution	3,775,974	4,503,953	5,017,278	5,236,401
Total CIP Expenditures	\$ 3,775,974	\$ 4,503,953	\$ 5,017,278	\$ 5,236,401

BTU - Rural
Capital Improvement Projects
FY2019 through FY2023

	Projected FY2020	Projected FY2021	Projected FY2022	Projected FY2023
<u>Beginning Revenue Bond Fund Balances:</u>	\$ 12,463,599	\$ 6,143,123	\$ 22,346	\$ 12,553,393
<u>Additional Resources:</u>				
Revenue Bonds	-	-	19,400,000	-
Investment Earnings				
<i>Subtotal Additional Resources</i>	-	-	19,400,000	-
Total Resources Available	12,463,599	6,143,123	19,422,346	12,553,393
<u>Statement of Capital Expenditures</u>				
Total Construction in Progress from below	(6,320,476)	(6,120,777)	(6,868,953)	(6,232,658)
Operating expenses				
Ending Fund Balance	6,143,123	22,346	12,553,393	6,320,735
<u>Construction In Progress</u>				
Distribution	\$ 6,320,476	\$ 6,120,777	\$ 6,868,953	\$ 6,232,658
Total CIP Expenditures	\$ 6,320,476	\$ 6,120,777	\$ 6,868,953	\$ 6,232,658



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ORDINANCE NO. 2292

AN ORDINANCE OF THE CITY OF BRYAN, TEXAS APPROVING AND ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2018 AND ENDING SEPTEMBER 30, 2019, INCLUSIVE, WITH EXPENDITURES IN THE COMBINED TOTAL AMOUNT OF \$405,449,445 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, 2018 and ending September 30, 2019; 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, 2018 and ending September 30, 2019 with combined expenditures in the sum of \$405,449,445 be established 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.

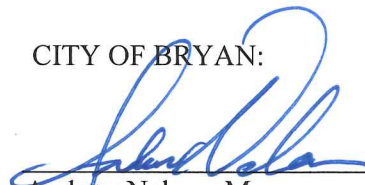
This Ordinance shall go into effect immediately after its second and final reading.

PRESENTED AND GIVEN first reading on the 28th day of August, 2018, at a special meeting of the City Council of the City of Bryan, Texas; and given second and final reading, PASSED AND APPROVED on the 11th day of September 2018, by a vote of 1 ayes and 0 nays at a regular meeting of the City Council of the City of Bryan, Texas.

ATTEST:

CITY OF BRYAN:


Mary Lynne Stratta, City Secretary


Andrew Nelson, Mayor

APPROVED AS TO FORM:


for Janis K. Hampton, City Attorney

CITY OF BRYAN, TEXAS

ALL FUNDS SUMMARY

Fiscal Year 2019

Exhibit A

<u>Fund Name</u>	<u>Total Inflows</u>	<u>Expenditures</u>
Governmental Funds:		
General	\$ 75,483,875	\$ 76,290,653
Debt Service	10,047,963	10,863,196
Hotel/Motel Tax	1,535,000	1,528,583
Street Improvement	5,858,000	7,045,730
Drainage	993,500	1,108,632
TIRZ #10 (Traditions)	3,249,970	3,370,183
TIRZ #19 (Nash Street)	336,852	415,679
TIRZ #21 (Downtown)	158,103	100,000
TIRZ #22 (Target)	406,864	416,425
TIRZ #22 (North Tract)	200,463	273,301
Court Technology	46,500	19,500
Community Development	2,138,058	2,138,058
Capital Reserve Fund	48,825	-
Oil & Gas	242,088	-
Enterprise Funds:		
BTU - City	188,481,131	195,423,067
BTU - Rural	50,225,576	50,088,714
Water	13,559,862	14,748,350
Wastewater	13,594,733	17,184,946
Solid Waste	8,355,970	8,355,603
Airport	825,659	877,323
Bryan Commerce & Dev.	53,000	47,891
Internal Service Funds:		
Self-Insurance Fund	2,710,365	2,746,159
Employee Benefits	12,234,407	12,092,743
Warehouse Fund	321,409	314,709
TOTAL ALL FUNDS	<u><u>\$391,108,173</u></u>	<u><u>\$ 405,449,445</u></u>

ORDINANCE NO. 2299

AN ORDINANCE FIXING THE TAX LEVY OF THE CITY OF BRYAN, TEXAS, FOR THE TAXABLE YEAR 2018 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 2018 the following, to wit:

\$0.478708 on a \$100.00 valuation of all taxable property in the City for General Fund maintenance and operating purposes: and

\$0.151282 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 2018 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 5.84% AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$34.77.

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

3.

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

PRESENTED AND GIVEN first reading on the 18th day of September 2018, at a meeting of the City Council of the City of Bryan, Texas; and given second reading, passed and approved on the 25th day of September 2018, by a vote of 7 ayes and 0 noes at a meeting of the City Council of the City of Bryan, Texas.

ATTEST:


Mary Lynne Stratta, City Secretary

CITY OF BRYAN:

By: 
Andrew Nelson, Mayor

APPROVED AS TO FORM:


for Janis Hampton, City Attorney

FY19 BUDGET INCREASE REQUEST SUMMARY

		FY19 Adopted	
		FY19 Request	Unrestricted Funds Restricted Funds
<u>Council Directed Items</u>			
	Downtown Christmas Lights	550,000	550,000
	SAFER Grant FF - 6 personnel	455,000	455,000
		<u>\$ 1,005,000</u>	<u>\$ 1,005,000</u>
<u>Decision Packages</u>			
<u>Personnel</u>			
Fire	Community Risk Reduction Specialist and Recruiter - New	77,361	
	Salary Pay Scale Adjustment	350,000	350,000
Police	3 Police Officers - New	223,673	223,673
	Salary Pay Scale Adjustment	125,000	125,000
Code Enforcement	Additional Code Enforcement Officer - New	57,417	57,417
	Salary Increase to Promote Existing Personnel to Code Enforcement Supervisor	18,322	18,322
Comm & Mktng	Multimedia Specialist - New	53,051	53,051
Comm Develop/Special Projects	Additional F/T Staff Employee - New	82,818	
Develop Services	Additional Building Inspector - New	65,287	
Parks	Parks Maintenance Technician-F/T - New	45,590	
	Stand-by/On Call Pay for Park Tech/Maintenance	13,938	13,938
	Seasonal Parks Maintenance Technician Position (1000 hrs) - New	11,218	
	Senior Services Coordinator for Recreation Division - New	58,384	
	Seasonal Senior Center P/T Position (>1000 hrs) - New	20,212	
Fiscal Services	Grant Program Coordinator - New	72,896	
Facilities	Additional F/T Maintenance Tech - New	58,466	
		<u>1,333,633</u>	<u>841,401</u>
<u>Other</u>			
Police	Ballistic Vest Replacement - 43 @ \$813 ea.	34,959	34,959
	FitLife Increase	21,996	
Fire	Gas/Oil/Maint for Community Risk Specialist new vehicle, uniforms and cell phone.	5,230	
	Self Contained Breathing Apparatus (SCBA) - 60 @ \$5,000 ea.	300,000	300,000
Parks	Travel/training, uniforms and equipment for New Parks Maintenance Technician	625	
	Training, personal safety equipment and uniforms for New Seasonal Park Maint Technician	350	
	Training, and Uniforms for New Senior Services Coordinator	1,300	
	Landscape Maintenance Contract Increase	199,741	100,000
	Old Reliance Road Median Landscape	31,784	
	Two Outdoor Warning Systems w/Weather Station from Perry Weather	14,718	
	Parks Improvement Plan Funding	500,000	500,000
	Parks Cleaning Contract Increase	19,000	19,000
	Senior Center - <u>DOES NOT INCLUDE LEASEHOLD IMPROVEMENT COSTS</u>	169,462	169,462
	Senior Center - <u>DOES NOT INCLUDE LEASEHOLD IMPROVEMENT COSTS</u>		
Code Enforcement	City Hall Landscaping	17,700	
	Fire Station No. 2 - Landscaping Maintenance	10,519	
Comm Develop/Special Projects	Gas/Oil/Maint for Code Enforcement Officer new vehicle. Office supplies, uniforms, cell phone and IPAD	5,755	
Comm Develop/Special Projects	Lease space options for CD Department	201,750	
	Admin Cost for Bank on Brazos Valley Program	8,500	
Comm & Mktng	Federally mandated ADA requirements increase - Website	6,220	6,220
Economic Develop	Travel/training increase for addtl certification training.	8,000	8,000
	Texas Ave Grant	100,000	100,000
	Downtown Bryan Life Safety Grant Program	100,000	100,000
	Continue consulting services with MFE, LLC	49,900	25,000

FY19 BUDGET INCREASE REQUEST SUMMARY

		FY19 Adopted		
		FY19 Request	Unrestricted Funds	Restricted Funds
Bryan Library	BCS Public Library System eBook Collection	25,000		25,000
Traffic	Purchase two new changeable Message Boards	35,000		
	Purchase ergonomic purpose built Traffic Management Center Workstation	20,364		
	Purchase new fiber optic cabling for traffic signal control	35,000		
	Traffic Modeling Services Consultant	20,000		
Development Services	Rellis Area Annexation	343,585	343,585	
	Building Code Update Consultant	30,000	30,000	
Parks	Computer for New Senior Services Coordinator	1,500		
		2,317,958	1,736,226	25,000
<u>Building & Other Improvements</u>				
Development Services	First Floor MOB expansion and reconfiguration	1,400,000		
Facilities	Replace aging A/C Unit in Server Room at IT Building	90,000		
	Replace (3) aging rooftop HVAC units at MOB	240,000	240,000	
	Repair concrete aprons @ Fire Stations 3 & 4	60,000		
	Replace overhead door operators @ Central Fire Station	25,000	25,000	
	Recoat urethane roofs at Central Fire Station and Clara Mounce Library	248,000	248,000	
Police	Police Department maintenance fund to repair windows, sewage issues and deteriorating office furnishings	50,000	50,000	
		2,113,000	563,000	-
<u>Vehicles & Other Equipment</u>				
Police	Police Pursuit Vehicle-Unit#6-214	62,514	62,514	
	Police Pursuit Vehicle-Unit#6-215	62,514	62,514	
	Police Pursuit Vehicle-Unit#6-218	62,514	62,514	
	Police Pursuit Vehicle-Unit#6-228	62,514	62,514	
	Police Pursuit Vehicle-New	62,514	62,514	
	Police Pursuit Vehicle-New	62,514	62,514	
	Police Pursuit Vehicle-New	62,514	62,514	
	Unmarked Criminal Investigations Vehicle-Unit#6-177	20,039	20,039	
	Police Motorcycle -Unit#6-50	28,295	28,295	
Bryan Animal Center	3/4 Ton P-up w/Animal Unit-Unit# 32-08	45,000	45,000	
	3/4 Ton P-up w/Animal Unit-Unit# 32-149	45,000	45,000	
Fire	Emergency Response UTV (Utility Task Vehicle)-New	27,800		
	1/2 Ton Crew Cab w/Emergency Response Accessories - New	71,500		
	Replace Ambulance-Unit# 28-19	272,009	272,009	
	New vehicle for Community Risk Reduction Specialist and Recruiter	36,000		
IT	New bucket truck for IT field personnel	117,500		
Parks	P-up Truck -Unit#14-63	29,650		
	P-up Truck -Unit#16-11	29,650	29,650	
Streets & Drainage	Bobcat Skid Steer w/74" Bucket-Unit#17-85	55,000	55,000	
	3/4 Ton Light Duty Truck-Extended Cab-Unit#17-27	34,980	34,980	
	3/4 Ton Light Duty Truck-Extended Cab-Unit#17-28	34,980	34,980	
	3/4 Ton Light Duty Truck-Extended Cab-Unit#17-26	34,980	34,980	
	3/4 Ton Light Duty Truck-Extended Cab-Unit#17-24	34,980	34,980	
	E50 Bobcat Excavator w/24" Trench-52" Grade Buckets-Unit#17-109	68,900	68,900	
	2019 Mustang Cat Backhoe-Unit#17-102	90,000	90,000	
Development Services	New Vehicle for Building Inspector	28,000		
		1,541,861	1,231,411	-
FY19 TOTAL GENERAL FUND REQUESTS		\$ 8,311,452	\$ 5,377,038	\$ 25,000
<u>Water Fund</u>				
	Water Distrib-Utility Truck-Transport Minor Equip-Unit#23-68	35,000	35,000	
	Water Distrib-Utility Truck-Transport Minor Equip-Unit#23-73	38,500	38,500	

FY19 BUDGET INCREASE REQUEST SUMMARY

		FY19 Adopted		
		FY19 Request	Unrestricted Funds	Restricted Funds
FY19 TOTAL WATER FUND REQUESTS		73,500	73,500	-
<u>Wastewater Fund</u>				
Wastewater Collection-Vacuum/Jet Truck-Unit#24-37		350,000	350,000	
Wastewater Treatment-Utility Truck-Unit#25-30		36,000	36,000	
Vehicle for Addtl Code Enforcement Officer-New		25,000	25,000	
Installation of Dump-Veyor system at Still Creek WWTP		244,010	244,000	
Installation of New Upsized Multistage Blower at Still Creek WWTP		312,953	313,000	
FY19 TOTAL WASTEWATER FUND REQUESTS		967,963	968,000	-
<u>Solid Waste Fund</u>				
Commerical (dumpsters) and residential (rolling carts) solid waste containers of various sizes.		75,000	75,000	
Commercial Front Load Truck w/AutoCar chassis and 28yd Front Load Heil Body-Unit#14-93		321,978	321,978	
Residential Side Load Truck w/Western Star chassis and 22yd Liberty Heil Body-Unit#14-91		228,655	228,655	
Residential Side Load Truck w/Western Star chassis and 22yd Liberty Heil Body-Unit#14-92		228,655	228,655	
Grapple Truck w/Western Star chassis and Peterson TL3 Loader Body-Unit#29-49		162,955	162,955	
Purchase "Route Optimization Software"		254,000	254,000	
FY19 TOTAL SOLID WASTE FUND REQUESTS		1,271,243	1,271,243	-
<u>Airport</u>				
Removal of 2 Underground Storage Tanks (UST) at Coulter Field		24,000		
FY19 TOTAL AIRPORT REQUESTS		24,000	-	-
FY19 TOTAL ENTERPRISE FUND		2,336,706	2,312,743	-
<u>Hotel/Motel Fund</u>				
T.A.A.F. 2019 Games of Texas		50,205		
<u>Self Insurance Fund</u>				
Chevy Silverado 1500 Crew Cab-Unit# 33-1		32,500	32,500	
FY19 TOTAL SPECIAL REVENUE FUND		82,705	32,500	-
<u>Transportation Fund</u>				
FY19 TOTAL TRANSPORTATION FUND		-	-	-
TOTAL DECISION PACKAGE REQUESTS		10,730,863	7,722,281	25,000



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CITY OF BRYAN

FINANCIAL MANAGEMENT POLICY STATEMENTS

OVERVIEW

Purpose

The City of Bryan Financial Management Policy Statements assemble 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.

Any reports that are required by the State Comptroller's office as established by the legislature will be compiled and reported according to statute. This includes, but is not necessarily limited to debt reporting, Hotel Occupancy Tax reporting, and any reports related to the State Comptroller's Transparency Star Program.

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.

1. 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.
2. 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.
3. 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.

1. 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.

1. 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.

1. 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:

1. 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.

- a. 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.

- b. Special Revenue Funds: Used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.
- c. Debt Service Fund: Used to account for the payment of interest and principal on all general obligation bonds and other long-term debt.
- d. 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.
- e. 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.

2. 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

- a. 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.
- b. 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.

3. 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.
- 3. Annually, the City will seek to obtain the Government Finance Officers Association 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.

Target Unrestricted Cash Balance – Because BTU - Rural is subject to unexpected changes in energy costs, revenues, and expenditures, a targeted unrestricted cash balance is set at 60 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.

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 – The City shall target a minimum unassigned fund balance equal to the stop-loss deductible for the City's excess worker's compensation and liability policy.

J. Employee Benefits Fund Unrestricted Fund Balance

Target Unassigned Fund Balance – The City shall target an unassigned fund balance of 30 days of the current year's budgeted expenditures.

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.
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.

C. Any grants that are funded by the City will be governed by the resolution adopted by City Council to establish the grant or the agreement between the City and the agency/entity receiving the funds.

However, in no case shall any funds be granted to an entity that is eligible to receive funding for the same purpose from an insurance settlement.

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

Centrally located in the Texas Triangle (Houston, Austin/San Antonio, and Dallas), the City of Bryan offers connectivity to more than 70 percent of the state's entire population within a three-hour drive. Bryan is located in Brazos County in east central Texas, just north of Houston, in an area known as the Brazos Valley.

HISTORY

Like many Texas communities, 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 148 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 1871. 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 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 University), 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 development came increased intellectual pursuits. Bryan's first newspaper, *Brazos Pilot*, began weekly publication in 1876. It was joined by the *Bryan Weekly Eagle* in 1889. In 1910, Bryan's first daily paper, the *Bryan-College Station Eagle*, succeeded both weeklies.

The Carnegie Library was founded in 1902 with a \$10,000 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 the oldest library in continuous operation in a Carnegie Library in Texas.

In 1909, the utility system in Bryan became municipally-owned after a fire at City Hall/Opera House cast doubt on the reliability of the local investor-owned company's ability to provide ice, water, and electricity to citizens. By 1911, the City purchased an electric distribution system from Bryan Ice, Water, & Light and began installing street lights on Main Street.

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. In 2014, Downtown Bryan was named a Texas Cultural District.

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 62,518 (Spring 2017) of which 2,811 attend the HSC Campus. Texas A&M Regents approved the allocation of acreage to the 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 the master planned Atlas, Lakewalk, and Traditions development), will allow the HSC to eventually consolidate academic programs and administration currently located throughout Bryan and College Station onto one campus. 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 11,000 (Spring 2017) 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 two 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, Animal Control/Shelter, 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 Steak and Grape 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 15,000 people in 2017.

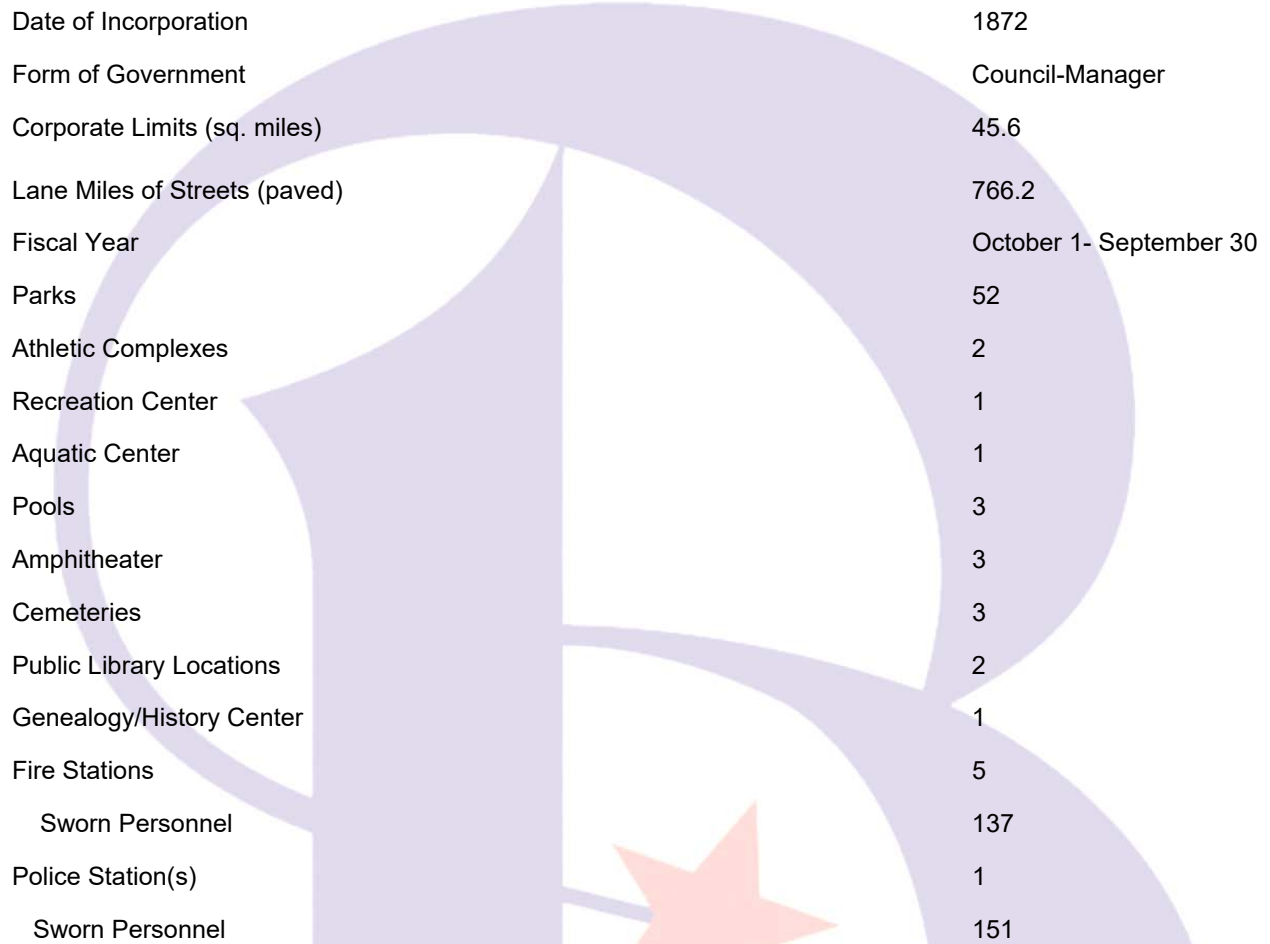
Another asset to the City of Bryan is Coulter Field. The land on Texas Highway 21 where Coulter Field sits was donated by the W.J. Coulter family in 1938. The City of Bryan later bought adjacent property, which now comprises the 247 acre airfield. The airport is home to numerous aviation enthusiasts 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.

In December 2017, local citizen Wallace Phillips donated the 107-acre Phillips Event Center Golf Course to the City of Bryan which opened to the public on January 2, 2018. The City renamed the course the City Course at the Phillips Event Center and closed the existing 117-acre Travis B. Bryan Municipal Golf Course to explore options in converting this property into a regional park. Bryan is a great place for families and boasts more than 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 four aquatic facilities, Bryan has something to offer everyone.

From its contemporary Tejas Center to its revitalized 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 home and are proud to live here. From the accessible parks, the educational and cultural opportunities, the well planned and well managed community, and the “best in class” public services, the city of Bryan really is **“The Good Life, Texas Style.”™**

City of Bryan Statistical Information

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)	766.2
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	151

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

2015	\$0.62999
2016	\$0.62999
2017	\$0.62999

Source: Brazos County Appraisal District

Employment-Bryan

2015	38,748
2016	39,852
2017	40,642

Source: Texas Workforce Commission-Tracer

Unemployment Rate-Bryan

2014	4.0%
2015	3.4%
2016	3.6%
2017	3.2%

Source: Texas Workforce Commission

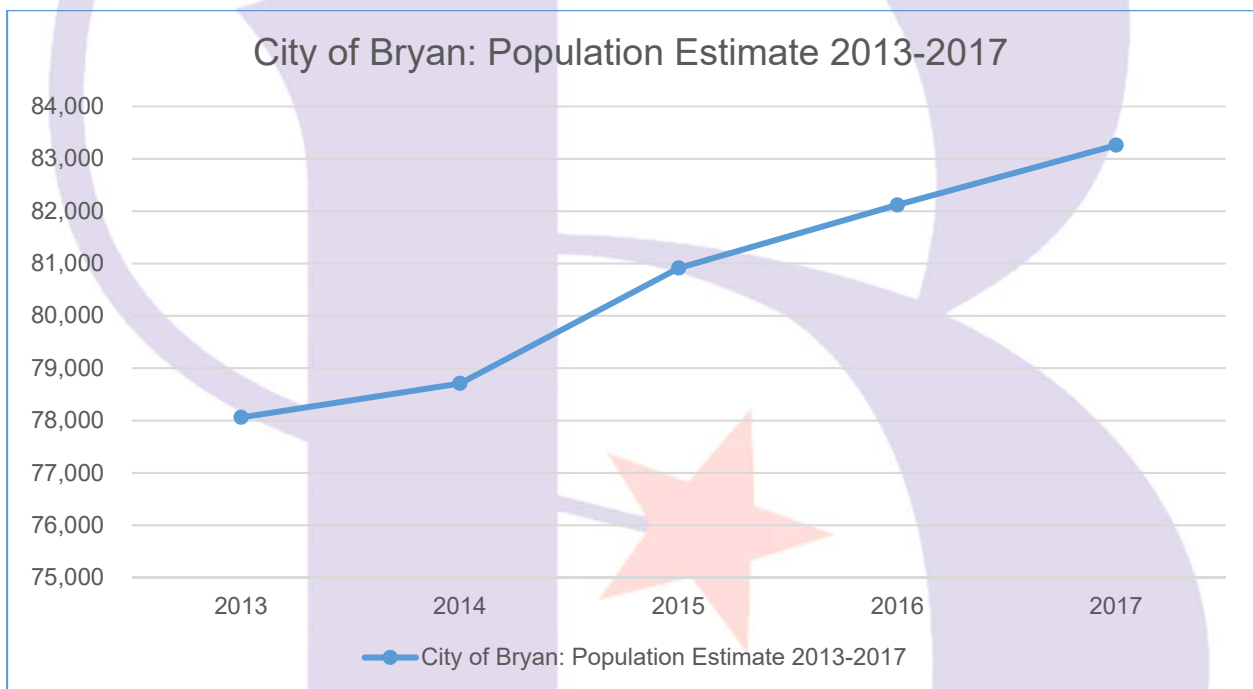
Texas Metro Areas Employment Statistics (2017)

Metro Area	Employment	Unemployment Rate
Abilene	77,406	3.5%
Amarillo	133,436	3.0%
Austin-Round Rock-San Marcos	1,190,849	3.1%
Beaumont-Port Arthur	176,903	6.6%
Brownsville-Harlingen	168,249	6.5%
Bryan-College Station	135,655	3.0%
Corpus Christi	209,764	5.5%
Dallas-Fort Worth-Arlington	3,886,376	3.7%
El Paso	361,783	4.5%
Houston-The Woodlands-Sugar Land	3,393,936	4.6%
Killeen-Temple-Fort Hood	177,662	4.1%
Laredo	116,104	4.0%
Longview	97,673	4.5%
Lubbock	165,355	3.5%
McAllen-Edinburg-Mission	350,359	6.9%
Midland	97,263	2.4%
Odessa	80,950	3.1%
San Angelo	55,634	3.4%
San Antonio-New Braunfels	1,186,154	3.5%
Sherman-Denison	63,709	3.5%

Texas Metro Areas Employment Statistics (2017) *(cont.)*

Metro Area	Employment	Unemployment Rate
Texarkana	65,434	4.7%
Tyler	107,898	3.7%
Victoria	45,841	4.3%
Waco	125,882	3.8%
Wichita Falls	65,873	3.7%

Source: Bureau of Labor Statistics



Source: U.S. Census Bureau

Largest Community Employers (2017)

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 (2017)

Average Price	\$204,446
Median Prices	\$189,500
Average Sales (per month)	105
Average month(s) on Inventory	3.5

Source: Texas A&M Real Estate Center

Single Family Building Permits-Bryan/College Station

Calendar Year	Units	Average Value (\$)
2015	1,131	180,800
2016	1,127	180,500
2017	1,059	177,900

Source: Texas A&M Real Estate Center

GLOSSARY & ACRONYMS

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

A.D.A.	Americans With Disabilities Act
Account Classification	A basis for distinguishing types of expenditures. The five major classifications used by the City of Bryan are 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 all real personal, and mixed property according to the property's assessed valuation and the tax rate, in compliance with the State Property Tax Code.
AED	Automatic External Defibrillator
ALS	Advanced Life Support
Amortization	The repayment of a loan by installment.
Appropriation Ordinance	An official document adopted by the City Council establishing legal authority to obligate and expend resources.
Appropriation	A legal authorization made by the City Council which permits City officials to incur obligations against and to make expenditures of governmental resources.
AS/400	Network Computer System
ASE	Automotive Service Excellence
Assessed Property Valuation	A value established by the Brazos Central Appraisal District which approximates market value of real or personal property. By state law, one hundred percent (100%) of the property value is used for determining the basis for levying property taxes.
ATMS	Advanced Traffic Management System
BBC	Bryan Business Council
BBCEDF	Bryan-Brazos County Economic Development Foundation
BCAD	Brazos Central Appraisal District

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BCD	Bryan Commerce and Development, Incorporated
BCSMI	Bryan-College Station Mobility Initiative
BFD	Bryan Fire Department
BISD	Bryan Independent School District
BLS	Basic Life Support
Bond Proceeds	The proceeds from the sale of bonds, notes, and other obligations issued by the City, and reserves and funds maintained by the City for debt service.
Bond	A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayments of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation (G.O.) and revenue bonds. These are most frequently used for construction for large capital projects, such as buildings, streets, and water and sewer lines.
Book Value	The original acquisition cost of an investment plus or minus the accrued amortization or accretion.
BRAC	Bryan Regional Athletic Complex
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 Policies section of this document.
Budgetary Control	The control or management of a governmental or enterprise fund in accordance with the approved budget to keep expenditures within the limitations of available appropriations and revenues.
BVCOG	Brazos Valley Council of Governments
BVSWMA	Brazos Valley Solid Waste Management Agency

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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 other improvements that result in the acquisition of assets with an estimated useful life of more than one year, a unit cost of \$5,000 or more, and capable of being identified as an individual unit of property.
CD	Certificate of Deposit
CDAC	Community Development Advisory Committee
CDBG	Community Development Block Grant
Certificates of Obligation (C.O.)	Legal debt instruments that finance a variety of public projects such as streets, building, and improvements. These instruments are backed by the full faith and credit of the issuing government and are generally financed through property tax revenues.
Certified Property Values	To be in compliance with the Property Tax Code, the chief appraiser certifies the approved appraisal roll to each taxing unit on or before July 25.
CHDO	Community Housing Development Organization
CIP	Capital Improvements Program
CJC	Criminal Justice Center
CMOM	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 payment of interest and principal to holders of the City's Certificate of Obligation and revenue bonds, the sale of which finances long-term capital improvements, such as facilities, streets and drainage, parks and water/wastewater systems.
Deficit	An excess of liabilities over assets, of losses over profits, or of expenditure over income.
Delinquent Taxes	Real or personal property taxes that remain unpaid on and after February 1st of each year, and upon which penalties and interest are assessed. If half of the tax amounts are paid by November 30 of the tax year, the remaining half may be paid without penalty or interest any time on or before June 30 of the following year. Payment stubs found on the bottom of the tax statement show the half payment amounts. Taxpayers who were 65 years of age or older on January 1, and have filed an application for

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	exemption may pay the taxes on their homestead in four equal installments. 1st payment due January 31, 2nd payment due March 31, 3rd payment due May 31, and 4th payment due July 3.
Department	A major administrative segment responsible for management of operating Divisions that provides services within a functional area.
Depreciation	A reduction in the value of an asset with the passage of time; due in particular to wear and tear.
Disposition Rate	Rate that court cases are finalized and closed within a 12-month period.
Division	A basic organizational unit that is functionally unique and provides service under the administrative direction of a Department.
DOT	Department of Transportation
Economic Diversification	Having more than one financial or monetary factor, industry or sector contributing to the production, development and consumption of commodities within a specific region.
ED	Economic Development
EDA	Economic Development Administration
EEOC	Equal Employment Opportunity Commission
Effective Tax Rate	The prior year's taxes divided by the current year's taxable values of properties that were on the tax roll in both years. Excludes taxes on properties no longer in the taxing unit and the current taxable value of new properties.
EMS	Emergency Medical Services
EMT	Emergency Medical Technician
Encumbrances	Commitments for the expenditure of monies.
Enterprise Fund	A fund established to account for operations that are financed and operated in a manner similar to private business. The fee rate schedules are established to ensure that revenues are adequate to meet all necessary expenditures. The Water, Sewer, Solid Waste, Airport and BTU funds are enterprise funds in the City of Bryan.
EOC	Emergency Operation Center
EPA	Environmental Protection Agency
ERCOT	Electric Reliability Council of Texas
Estimated Revenue	A formal estimate of how much revenue will be earned from a specific revenue source for some future period; typically, a future fiscal year.
Expenditure	Resources spent by governmental funds in accordance with budgeted appropriations on assets or goods and services obtained.

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

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

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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
I/I	Inflow & Infiltration
IBNR	Incurred But Not Reported
ICMA	International City/County Management Association
IFSTA	International Fire Service Training Association
IGC	Intergovernmental Committee
Infrastructure	General fixed assets consisting of certain improvements other than buildings, including roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, and lighting systems.
Intangible Asset	A legal claim to some future benefit, typically a claim to future cash. Goodwill, intellectual property, patents, copyrights and trademarks are examples of intangible assets.
Intergovernmental Revenue	Grants, entitlements and cost reimbursements from another federal, state or local governmental unit.
Internal Service Fund	Accounts for the financing of goods or services provided by one City department to other departments of the governmental unit on a cost reimbursement basis.
Investment Pool	An entity created to invest public funds jointly on behalf of the entities that participate in the pool and whose investment objectives are (in order of priority) preservation and safety of principal, liquidity, and yield.
IPP	Industrial Pretreatment Program
ISO	Insurance Services Office
IT	Information Technology
ITS	Intelligent Transportation Systems
L.E.O.S.E.	Law Enforcement Officers Standard Education
L/M	Low/Moderate Income
LAN	Local Area Network
LED	Light-Emitting Diode
Levy	To impose or collect by legal authority. The City Council has the authority to levy taxes, special assessments, and service charges as stated in the City Charter.
LGC	Local Government Code
Limited Tax Note	Direct obligations of the City payable from ad valorem taxes levied against taxable property located therein, within

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	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.
MPO	Metropolitan Planning Organization
MSA	Metropolitan Statistical Area
MSC	Municipal Service Center
MS4	A general permit to discharge water under the Texas Pollutant Discharge Elimination System. This allows the city to discharge water directly to surface water, (creeks, lakes, etc.)
MSL	Miles above Sea Level.
MUTCD	Manual on Uniform Traffic Control Devices
NAFTA	North American Free Trade Agreement
NAPP	Neighborhood Association Partnership Program
NCIC/TCIC	National Crime Information Center/Texas Crime Information Center
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 is available for taxation minus property eligible for tax exemption.
NLC	National League of Cities
NPI	National Purchasing Institute
Objectives	Time bound and measurable result of an organization's activity which advances the organization toward a goal.

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OJP	Office of Justice Programs
OPEB	Other Post-Employment Benefits
Operating Budget	Plans of current expenditures and the proposed means of financing them. The annual operating budget is the primary means by which most of the financing, acquisition, spending, and service delivery activities of the City are controlled. The use of an annual operating budget is required by State law.
Ordinance	A statute or regulation especially enacted by a city government.
Outside Agencies	Non-profit service organizations funded partially or entirely by the 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 owners located outside the municipal taxing district or not normally subject to municipal taxation.
PCI	Pavement Condition Index
Performance Measures	Specific quantitative and qualitative measures of work performed or results obtained within an activity or program. There are three types of measurements: (1) Volume, which describes the work done (e.g., number of checks processed), (2) efficiency, which relates to the amount of input compared to output (e.g., number of items posted per hour), and (3) effectiveness, which indicates the extent to which activities/programs are achieved (e.g., reduced response time due to a new communication system).
Personnel Services	Costs relating to compensating employees, including salaries, wages, insurance, payroll taxes, and retirement contributions.
PHA	Public Housing Authority
PID	Public Improvement District
PLC	Programmable Logic Controller
PM	Preventative Maintenance
Pooled Fund Group	An internally created fund of the City in which one or more institutional accounts of the City are invested.
PRIMA	Public Risk Management Association
Property Tax	Also called ad valorem tax, this is the charge levied on all real, personal, and mixed property according to the property's valuation and the tax rate, in compliance with the State Property Tax Code.

GLOSSARY & ACRONYMS

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	<p>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:</p> <ol style="list-style-type: none"> 1. For a business organization doing business that is regulated by or registered with a securities commission, a person who is registered under the rules of the National Association of Securities Dealers; 2. For a state or federal bank, a savings bank, or a state or federal credit union, a member of the loan committee for the bank or branch of the bank or a person authorized by corporate resolution to act on behalf of and bind the banking institution; 3. For an investment pool, the person authorized by the elected official or board with authority to administer the activities of the investment pool to sign the written instrument on behalf of the investment pool.
Reserve	An account used to indicate that a portion of fund resources is restricted for a specific purpose, or is not available for appropriation and subsequent spending.
Resolution	A formal statement of a decision, determination or course of action placed before a city council and adopted.
Revenue Bonds	Legal debt instruments that finance public projects for such services as water or sewer. Revenues from the public project are pledged to pay principal and interest of the bonds. In Texas, revenue bonds may or may not be authorized by public referenda.
Revenues	Funds received by the government as income, including tax payments, fees for specific services, receipts from other governments, fines and forfeitures, grants and interest income.
RMS	Records Management System
ROW	Right of Way
RVP	Research Valley Partnership

GLOSSARY & ACRONYMS

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 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.
Supplies	Cost of goods consumed by the City in the course of its operation.
TALHFA	Texas Association of Local Housing Finance Corporation
TAMU	Texas A&M University
Tax Rate	The amount of tax levied for each \$100 of assessed value for real, personal, or mixed property. The rate is set by September 30th of each year by the City Council of the City of Bryan, Texas.
Taxes	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.
TCEQ	Texas Commission on Environmental Quality

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TCMA	Texas City Managers Association
TDHCA	Texas Department of Housing and Community Affairs
TEE	Texas Energy Efficiency
TIF	Tax Increment Financing
TIRZ	Tax Increment Reinvestment Zone
TML	Texas Municipal League
TMRS	Texas Municipal Retirement System
TMUTCD	Texas Manual on Uniform Traffic Control Devices
Total Tax Rate	Property tax rate including both of the portions used for operations and that for debt service.
TPWA	Texas Public Works Association
Transmittal Letter	A general discussion of the adopted budget presented in writing by the City Manager to the Mayor and City Council. The transmittal letter highlights the major budget items including any changes made in the current budget year, issues affecting the decisions and priorities of the current year, and actions incorporated into the adopted budget.
Trend Analysis	Graphs which analyze historical data, projected information, or comparisons from one year to the next. A brief narrative or summary data is included with the graphs.
TWC	Texas Water Commission
TWCC	Texas Workers' Compensation Commission
TWDB	Texas Water Development Board
TWLE	Texas Women in Law Enforcement
TX DOT	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 assets less current liabilities and outstanding encumbrances. The term is used to indicate

GLOSSARY & ACRONYMS

	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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