



CITY OF BRYAN  
ADOPTED ANNUAL BUDGET  
FY 2016





# **CITY OF BRYAN, TEXAS**

## **ANNUAL OPERATING BUDGET FOR FISCAL YEAR 2015-2016**

This budget will raise more revenue from property taxes than last year's budget by an amount of \$1,508,024 which is a 6.2% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$608,491.

### City Council Record Vote

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

FOR: Mayor Bienski, Mayor Pro-Tem Hughes and Councilmembers Saenz, Owens, Peña and Konderla

AGAINST: Councilmember Southerland

PRESENT and not voting: None

ABSENT: None

Tax Rate	Adopted FY 2015-16	Adopted FY 2014-15
Property Tax Rate	0.629990	0.629990
Effective Rate	0.614236	0.608544
Effective M&O Tax Rate	0.580277	0.569258
Rollback Tax Rate	0.656437	0.655947
Debt Rate	0.186737	0.187332

Comparison of Adopted and Current Tax Rate		
Tax Rate	Adopted FY 2015-16	Adopted FY 2014-15
M&O Tax Rate	0.443253	0.442658
Debt Tax Rate	0.186737	0.187332
Total	0.629990	0.629990

The total amount of municipal debt obligation secured by property taxes for the City of Bryan is \$84,334,003.



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**City of Bryan, Texas  
Fiscal Year 2016  
Adopted Annual Budget**

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October 1, 2015

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 2016, beginning October 1, 2015. 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:

- Blinn College expansion – acquisition of 94 acres for new main Bryan campus
- Texas A&M University - enrollment continues to set records
- Growth of the Bio-Corridor, including the Atlas development
- Continued expansion of Axis Pipe and Tube and further development of Texas Triangle Park
- Residential and commercial development
- Exploration and production of oil and gas in Bryan and Brazos County

The following are key assumptions used in the preparation of the Fiscal Year 2016 Budget:

- The local economy is continuing to improve, resulting in increased property values and sales tax and Hotel Occupancy Tax revenue increases.
- Bryan will maintain a structurally balanced budget to ensure projected ongoing revenues cover ongoing costs.
- Bryan continues to benefit from past economic development efforts, which include the sale of City owned land at Traditions and the Bio-corridor. Proceeds from these periodic sales can be invested in one-time projects.
- Oil and gas production activities are subject to fluctuation and therefore only modest impacts are projected in the budget.
- The budget reflects efforts to provide the best value in City services to the citizens of Bryan.
- Key financial matrix of operating cash levels and debt service coverages are projected to be maintained.
- The City continues to provide a competitive compensation package to attract and retain qualified staff.
- The City maintains a long-term high level of service through continued capital investment.
- Citizens' overall cost of City services remains competitive.
- No increases in Water, Wastewater or Solid Waste rates.

Revenue and expenditure assumptions in the Fiscal Year 2016 Adopted Budget reflect these trends and key assumptions. Overall, a 2.2% increase in General Fund revenues, transfers and right-of-way payments is forecasted in Fiscal Year 2016 vs Fiscal Year 2015's Amended Budget. Excluding the budgeted impact of sales of City properties purchased in prior years for economic development and right-

of-way transfers, core City General Fund revenues are expected to increase by 5.9%. Sales taxes are expected to improve by 6.6% over Fiscal Year 2015. The January 2015 assessed property tax valuations also improved and will increase property tax revenue by 5.2%. Right-of-way payments are expected to increase by 5.5% related to additional transmission revenues at BTU.

General Fund operating expenditures are budgeted to increase by 9.9%, driven primarily by one-time projects totaling \$5.9 million including \$3.0 million on economic development for the purchase of the remaining available acreage of the Texas Triangle Park and \$2.9 million on pools and parks. Other increases include a 3.5% merit increase for employees and decision packages totaling \$2.9 million. The General Fund budget also includes funding for an additional 13 positions, nine of which are in Bryan's Police and Fire Departments, one new code enforcement position with the other additions representing existing contract workers transitioning to employees.

Overall, the General Fund ending fund balance is budgeted to produce an unassigned fund balance of 115 days at the end of Fiscal Year 2016. This amount is a decrease of 47 days from the actual Fiscal Year 2014 balance, but remains well above the sixty day fund balance minimum set by policy.

Fiscal Year 2016 Hotel Tax Fund is budgeted to have revenues of \$1.2 million, unchanged from the 2015 budget. The addition of new motels and hotels in Bryan is budgeted to be offset by the decline in oil and gas activity in Fiscal Year 2016.

The Fiscal Year 2016 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 \$390.3 million, and is an increase of \$1.1 million, within 1% of the Fiscal Year 2015 Amended Budget. The increase is driven by greater fund balance spending in the General Fund of \$6.2 million. The General Fund balance has increased in recent years due to one-time revenues. Fiscal Year 2016 expenditures exceed revenues by \$17.2 million primarily as a result of planned drawdowns in the General Fund, Street Improvement and Wastewater operating fund balances. Fiscal Year 2016 operating fund balances will remain above minimum policy levels.

As outlined in the Fiscal Year 2016 Budget Calendar, the budget development process incorporated numerous meetings and discussions among staff starting in March and continuing throughout the year. City Council presentations and discussions began with City Council Workshops in July and continuing into August and September.

In closing, I believe the Fiscal Year 2016 Adopted Budget is a sound financial plan that continues to provide an outstanding level of service to the community. As is always the case, I am proud of the work of our employees who have spent much time preparing information for the budget presented to you. My special thanks go to the managers and budget staff for their numerous hours and late nights of dedicated work preparing this document. Furthermore, my staff and I appreciate your leadership on priorities and initiatives that have helped shape this budget and thus the future of the City of Bryan. Please accept this Adopted Budget as the City's service plan for the citizens of Bryan for Fiscal Year 2016.

Sincerely,

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

Kean Register  
City Manager



## City of Bryan, Texas City Officials

### ***Elected Officials:***

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

### ***Council Appointees:***

City Manager	Kean Register	979-209-5100
City Secretary	Mary Lynne Stratta	979-209-5002
City Attorney	Janis Hampton	979-209-5151
Internal Auditor	Robert Shultz	979-209-5114
Municipal Court Judge	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
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





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Bryan  
Texas**

For the Fiscal Year Beginning

**October 1, 2014**

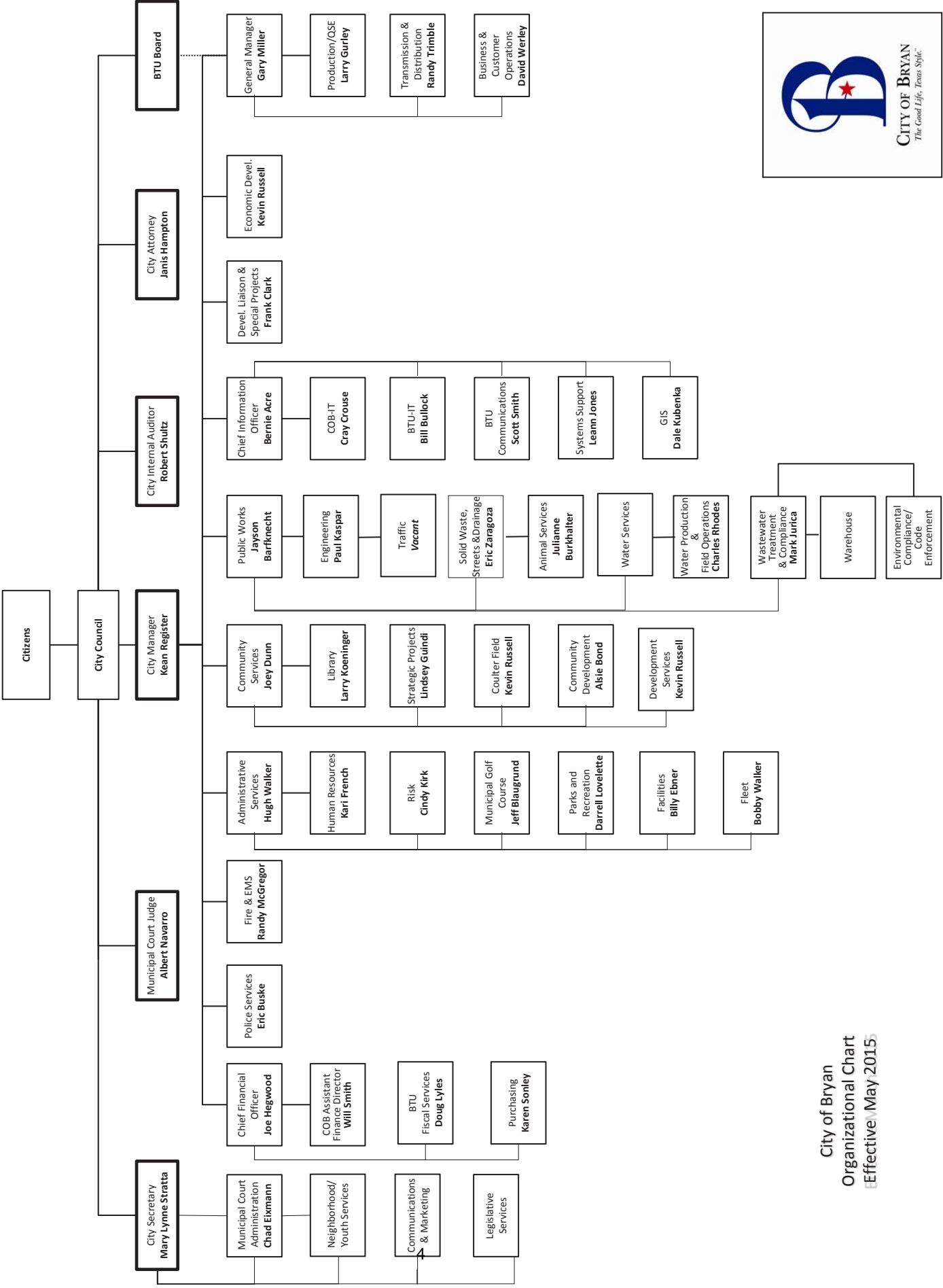
Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation to the City of Bryan, Texas for its annual budget for the fiscal year beginning on October 1, 2014. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operational guide, as a financial plan, and as a communication device.

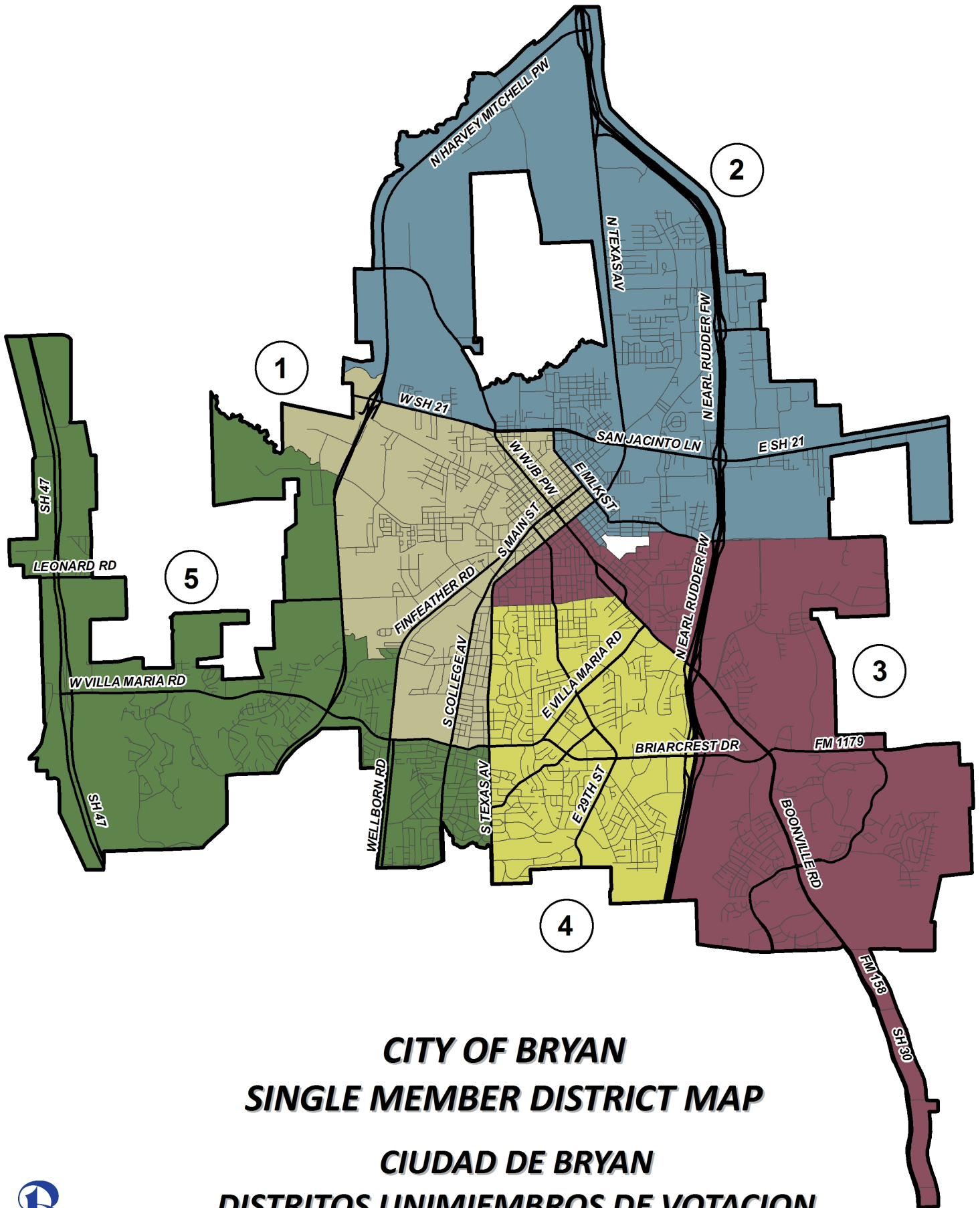


**City of Bryan, Texas  
Budget Calendar  
Fiscal Year 2016**

<b><u>Date</u></b>	<b><u>Activity</u></b>
March 2, 2015	HTE budget entry opens to departments
March 2, 2015	HTE virtual budget training available to depts.
March 2-20, 2015	Budget/Departmental review meetings
March 20, 2015	Decision Package requests due to HR, Fleet, and/or IT for review
April 10, 2015	Decision Package requests due to Budget office
April 20, 2015	Budget entry, goals and objectives, accomplishments, and performance measures due from divisions
March 12-27, 2015	Budget/Departmental review meetings
May 6, 2015	Decision Packages presented to ARM for prioritization
July 28, 2015	Council Workshop - FY2016 Budget - General Fund, Debt Service, Internal Service, Special Revenue Funds, Enterprise Funds and CIP
August 4, 2015	Council Workshop - Discuss proposed tax rate and proposed Fiscal Year 2016 Budget
August 25, 2015	Council Meeting - Public Hearing on Budget, discuss and record vote on proposed tax rate; Council announces two public hearing dates for proposed tax rate
September 8, 2015	Council Meeting - First reading of budget ordinance; first public hearing on tax rate
September 15, 2015	Special Council Meeting – Second public hearing on tax rate; First Reading of Ordinance to Adopt Tax Rate, Second Reading of Ordinance to Adopt Budget
September 22, 2015	Council Meeting - Second reading of Ordinance to Adopt Tax Rate, Ratification of Tax Rate







**CITY OF BRYAN  
SINGLE MEMBER DISTRICT MAP**

**CIUDAD DE BRYAN  
DISTRITOS UNIMIEMBROS DE VOTACION**





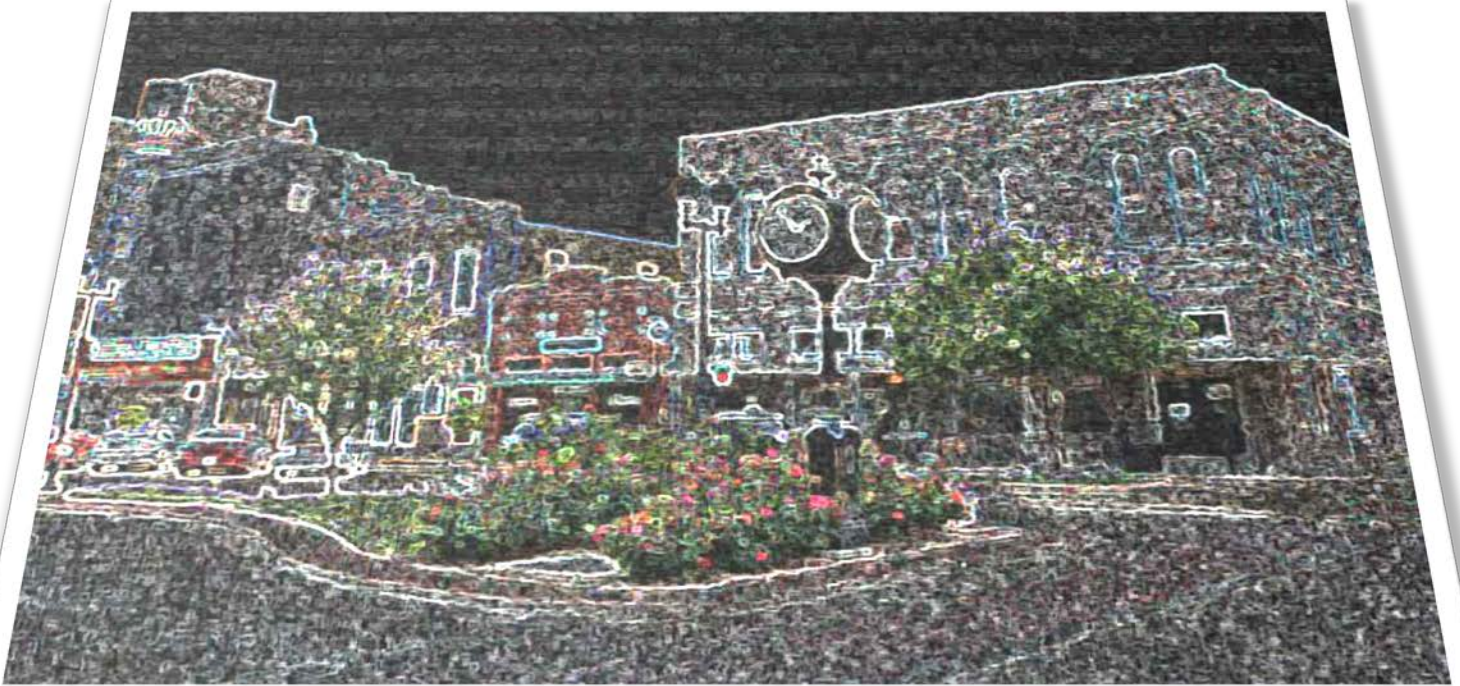
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CITY OF BRYAN  
*The Good Life, Texas Style.™*

# Strategic Plan

## CREATING BRYAN'S FUTURE



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



### **Vision Statement**

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

### **Mission Statement**

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

### **Organizational Values**

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

### **Strategic Initiatives**

#### **Public Safety**

Bryan residents enjoy a safe and healthy community.

#### **Service**

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

#### **Infrastructure**

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

#### **Economic Development**

Bryan is an economically diverse and developing community.

#### **Quality of Life**

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

### **PUBLIC SAFETY – KEY RESULT AREAS**

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

## **Police**

### **Objectives**

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

### **Criteria**

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

### **Performance Measures**

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

## **Fire**

### **Objectives**

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

### **Criteria**

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

### **Performance Measures**

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

## **Emergency Medical Services**

### **Objectives**

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

### **Criteria**

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

### **Performance Measures**

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

## **Emergency Management**

### **Objectives**

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

### **Criteria**

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

### **Performance Measures**

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

## **SERVICE – KEY RESULT AREAS**

- ❖ City Wide
- ❖ Organizational-wide

### **Objectives**

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

**Criteria**

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

**Performance Measures**

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

**INFRASTRUCTURE-KEY RESULT AREAS**

- ❖ City-wide
- ❖ Organizational-wide

**Objectives:**

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

**Criteria:**

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

**Performance Measures:**

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



## **ECONOMIC DEVELOPMENT – KEY RESULT AREAS**

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

### **Objectives**

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

### **Criteria**

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

### **Performance Measures**

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

### **Bryan Business Council**

#### **Objectives**

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

#### **Criteria**

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

#### **Performance Measures**

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

## The Research Valley Partnership

### Objectives

- Encourage economic development opportunities in partnership with Texas A&M University, Blinn Jr. College, Brazos County, Bryan Business Council, St. Joseph Hospital, and the City of Bryan.
- Assist in the creation of new jobs.
- Assist the City 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 maintain competitive in attracting new industry.

### Performance Measures

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

## **QUALITY OF LIFE – KEY RESULT AREAS**

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

### **Parks & Recreation Programs**

#### Objectives

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

#### Criteria

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

#### Performance Measures

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

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

## Downtown Bryan History, Arts, Culture & Commerce

### Objectives

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

### Criteria

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

### Performance Measures

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

## Educational Enrichment Programs

### Objectives

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

### Criteria

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

### Performance Measures

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

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

#### Access to Health Care & Wellness Programs

##### **Objectives**

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

##### **Criteria**

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

##### **Performance Measures**

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

#### Housing and Neighborhood Enhancement

##### **Objectives**

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

##### **Criteria**

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

##### **Performance Measures**

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





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## Strategic Areas of Emphasis By Department

<b>City Departments</b>	<b>Public Safety</b>	<b>Service</b>	<b>Infrastruc- ture</b>	<b>Economic Develop- ment</b>	<b>Quality of Life</b>
<i>Municipal Court</i>	X	X			X
<i>Police Services</i>	X	X			X
<i>Fire &amp; 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 &amp; 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 &amp; 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 &amp; Youth Services</i>		X		X	X
<i>Legal Services</i>		X			
<i>Water/Wastewater/Solid Waste</i>	X	X	X	X	X
<i>Bryan Utilities</i>	X	X	X	X	X
<i>Coulter Airport</i>	X	X	X	X	X
<i>Bryan Commerce and Dev.</i>		X	X	X	X
<i>Self Insurance</i>	X	X	X	X	X
<i>Warehouse</i>		X	X		

## **INTRODUCTION**

### **BUDGET DOCUMENT KEY ELEMENTS**

The following is a summary of key elements included in the City of Bryan Fiscal Year 2016 adopted budget, which begins October 1, 2015 and ends September 30, 2016. The City Council adopts the budget annually by passage of an appropriations ordinance, which provides a complete program of action for the ensuing fiscal year. The plan contains the goals of the City Council, and the City Manager's program to meet these goals. This budget was created by staff in partnership with the City Council, with the focus of fulfilling the City's mission statement and supporting the strategic initiatives for the community as defined by the Council. Supporting mission statements and goals for each of the City departments are found within the fund sections of the budget document.

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

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

### **BUDGET DOCUMENT STRUCTURE**

This budget is presented in several sections:

- City Manager's transmittal letter provides a concise picture of the budget as a whole.
- Introduction section includes the City's mission statement, strategic areas of emphasis and describes the budget process and policies.
- Budget Overview provides narrative and graphical summary presentations of all funds, including the General Fund, Enterprise Funds, Internal Service Funds, Special Revenue Funds, and the Debt Service Fund.
- Major funds and fund types are presented in separate sections and include a fund narrative, fund financial summary, and detail of revenues and expenditures by department and division. Each division provides a description of services provided, service level objectives for FY2016, accomplishments for FY2015, key performance indicators, budgeted personnel, and financial data.
- Capital Funding section provides Capital programs and operating Capital for the City of Bryan on a limited scope.
- Appendix includes supplementary material including the Tax Rate Ordinance and the Budget Appropriation Ordinance. A decision package summary, community profile, and a glossary of Terms and Acronyms are also included in the Appendix.

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

### **FINANCIAL STRUCTURE**

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

#### *Governmental Fund Types*

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

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

#### *Proprietary Fund Types*

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

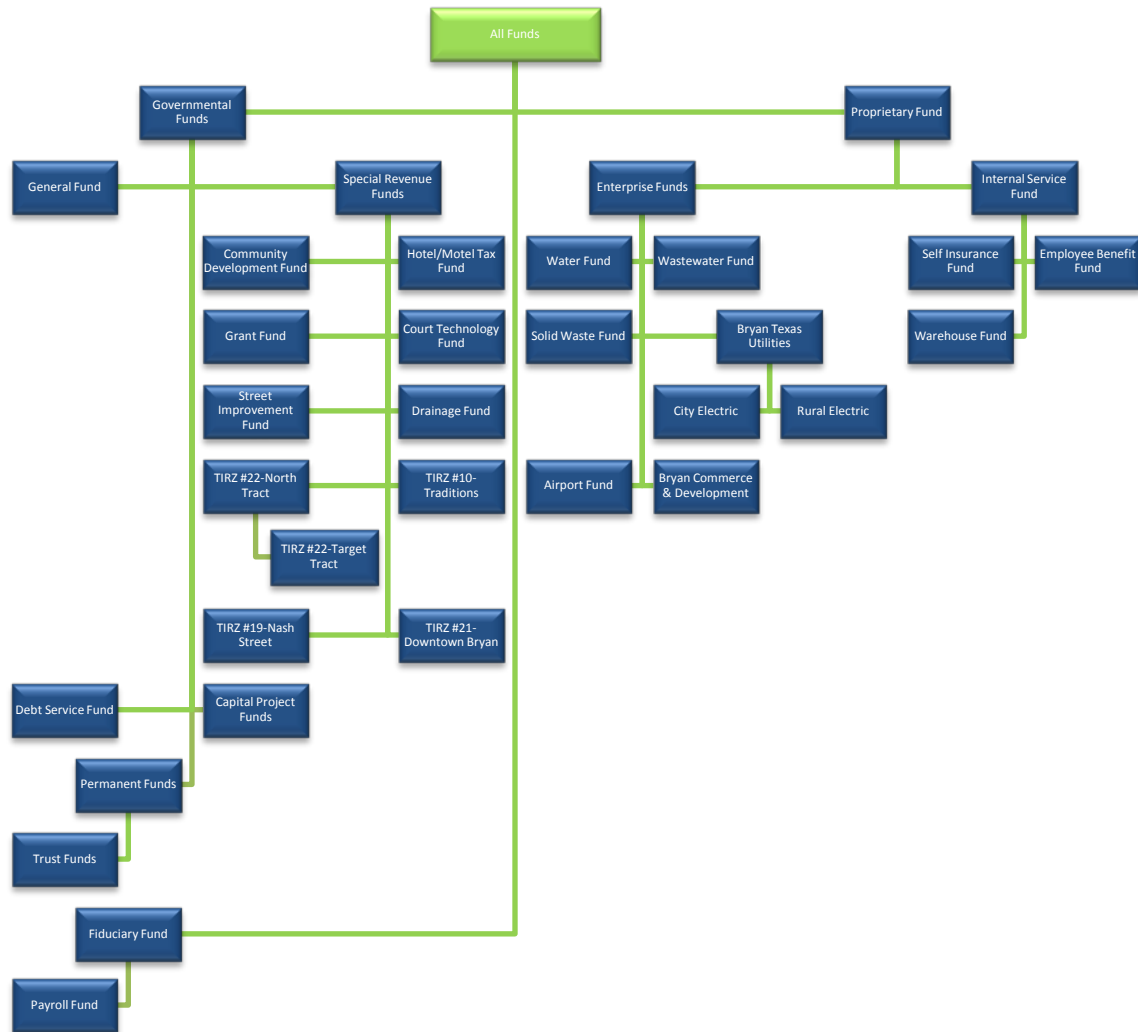
- Enterprise Funds: Used to account for services that are financed and operated in a manner similar to private business, where the intent of the governing body is that the cost of providing goods and services to the general public will be financed or recovered primarily through user charges or fees.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

#### *Fiduciary Fund Type*

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



## FUND STRUCTURE FY2016



## **BUDGET BASIS OF PRESENTATION**

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

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

## **BALANCED BUDGET**

The operating budget presented is a balanced budget in which combined projected resources (current revenues plus fund balances) equal or exceed estimated expenditures. When the current revenues for a particular fund are less than the current expenditures of that fund, the deficit is funded through fund balance. A summary of the effect of the FY2016 budget upon the fund balances is presented in the Budget Overview section of this document. The change in operating funds can be found with the detail relating to each fund.

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

## **BUDGET PROCESS**

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

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

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

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

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

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

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

## **PRESENTATION OF ANNUAL REPORTING PERIODS**

The budget document presents annual reporting periods for FY2014 actual revenues and expenditures, FY2015 adopted budget, FY2015 budget as amended by City Council, FY2015 projected budgets based on results projected at the time budgets were prepared, and the FY2016 budget proposed to City Council. The budget book compares (\$ and % change) the FY16 adopted budget with the FY15 amended budget.

## **CAPITAL IMPROVEMENTS**

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

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

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

## **FY2016 FINANCIAL POLICIES**

### **LEGAL REQUIREMENTS FOR THE BUDGET**

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

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

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

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

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

### **FUND BALANCE**

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

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

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

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

### **DEBT POLICY**

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

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

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

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

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

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

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

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

*Bond Ratings*

The City of Bryan's current bond ratings are:

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

**INVESTMENT POLICY**

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

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



Suitability:

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

Preservation and Safety of Principal:

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

Liquidity:

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

Marketability:

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

Diversification:

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

Yield:

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

## **CAPITALIZATION POLICY**

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

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

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

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



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## FY2016 BUDGET SUMMARY

The following is a summary of the FY2016 adopted annual budget for the City of Bryan, Texas.

### BUDGET REVENUES

The City of Bryan FY2016 revenues inclusive of transfers and right-of-way payments are \$373,062,394 for all funds.

The table "Revenues by Type – All Funds" lists revenues by fund and type. Revenue types include tax revenues, franchise fees, licenses and permits, intergovernmental payments, charges for services, fines, forfeits, and penalties, investment earnings and miscellaneous income, and Right of Way and transfers. Assumptions for estimates can be found below under Revenue Assumptions. Below is a brief summary of the FY2016 revenue types:

- Tax revenues which include property tax, sales tax, and hotel occupancy tax, are estimated at \$47,949,498 or 13% of the City's revenue base.
- Franchise taxes are assessed to private utility companies, including telephone, cable, and gas. For FY2016, franchise taxes are estimated at \$2,144,680 or less than 1% of total revenues.
- Licenses and Permits revenues are budgeted at \$633,777 or less than 1% of total revenues.
- Inter-governmental revenues comprise \$4,168,400 or 1% of the total revenue budget. This revenue source is primarily comprised of Community Development grant revenues and the City of College Station for library services. Payments from Brazos County for their participation in Traditions and Target TIRZs are also included in this category.
- Charges for Services primarily represent revenues received by the utilities as well as transportation and drainage fees. Primary sources of charges for services in the General Fund are ambulance collections, recreation charges, and public safety charges. Total revenue generated for FY2016 from all services is estimated at \$284,964,339 or 76% of total revenues. BTU-City revenues of \$198,498,216 account for the majority of this revenue category.
- Fines, forfeits, and penalties total \$1,882,938 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 \$15,044,810 or 4% of total revenues.
- Right-of-way payments received by the General Fund from the City owned utilities are budgeted at \$13,963,354 for FY2016. Inter-fund transfers total \$2,310,598. The combined total for right-of-way and interfund transfers is budgeted at \$16,273,952 or 4% of total revenues.

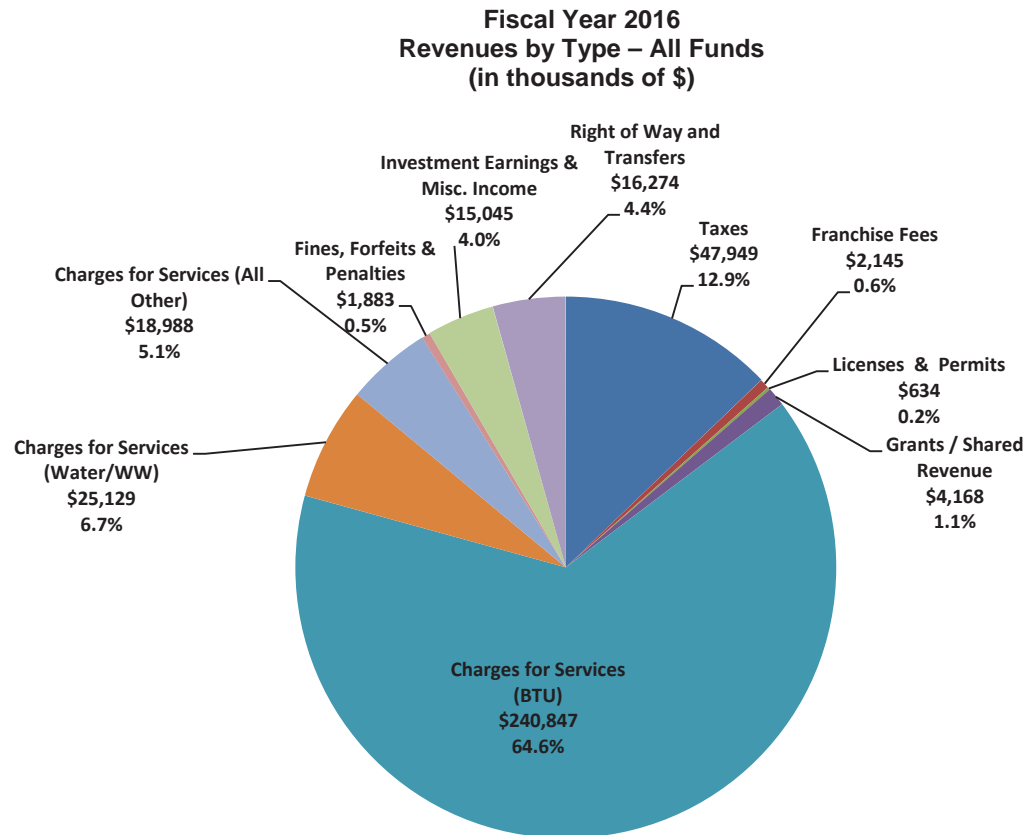
#### *Revenue Assumptions:*

Several assumptions were utilized in the projection of revenues for FY2016. Those assumptions include:

- The adopted budget maintains the current property tax rate of \$0.62999 per \$100 of assessed valuation. The estimated total tax levy for FY2016 is \$28,610,198. The General Fund (M&O) tax rate will be set at \$0.443253 per \$100 of assessed valuation and the debt service portion tax rate is \$0.186737 per \$100 of assessed valuation. The General Fund property tax levy is estimated at \$18,807,438, with an additional \$273,000 budgeted for penalty and interest. Debt Service property tax is estimated at \$7,923,342. The remaining \$1,879,418 is allocated to the TIRZ funds. Overall net taxable property values increased 6.1% compared to last year's actual valuations.
- Sales tax for FY2015 is anticipated to be \$17,396,880. The adopted FY2016 budget estimate of \$17,831,802 is a conservative 2.5% increase over the projected amount for FY2015.
- The ROW (right-of-way) payment to the General Fund from the Water, Wastewater, and Solid Waste utility funds is based on 5% of operating revenues.
- Hotel occupancy revenues are projected to be down approximately \$104,000 from the FY2015 projection due in part to oil and gas activity in the early part of FY2015. As that activity subsides, Hotel Tax revenues are expected to be affected. FY2016 revenues are budgeted at \$1,200,000, unchanged from the FY2015 budget.
- There are no planned water, wastewater or solid waste utility rate increases. Water revenues are not budgeted to increase and wastewater revenues are budgeted for a slight increase of 3.1%. In FY2016, BTU will implement phase two of a three year rate phase-in. Overall, City revenues resulting from the rate phase in will remain flat; however,

rural rates will increase by a total of 12% over the three year period. City revenues will also be positively impacted by the addition of the Axis Pipe and Tube load in 2014 and will increase overall load growth across the system.

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



## BUDGETED APPROPRIATION OF EXPENDITURES

The City of Bryan Fiscal Year 2016 adopted budget appropriation of expenditures for all funds is \$390,537,933.

### *Uses of Appropriated Funds:*

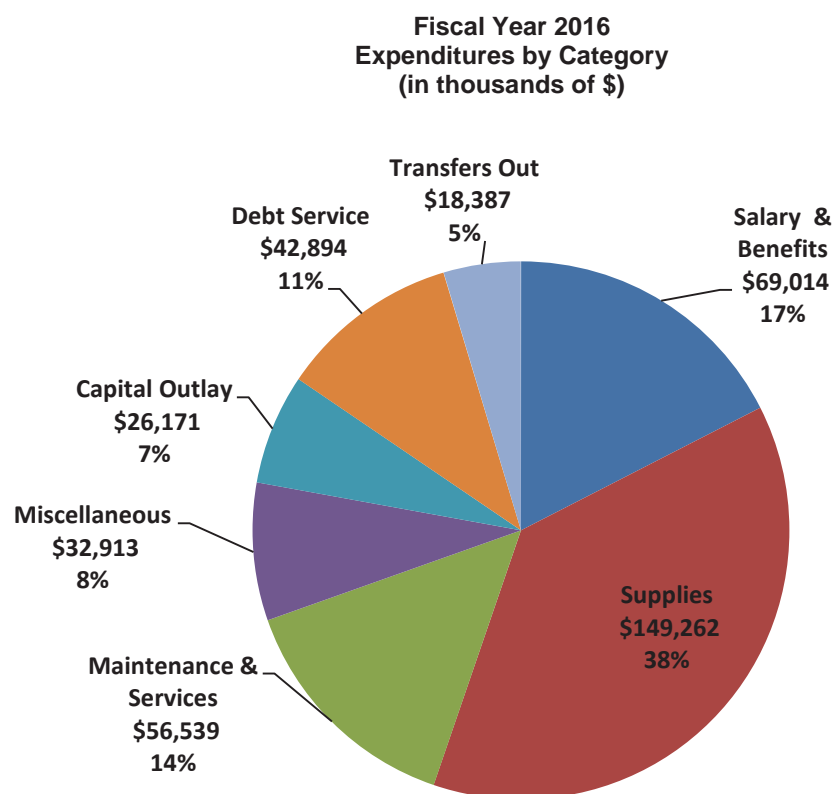
The table "Expenses – by Category – All Funds" lists appropriations by fund and category. Category types include salary & benefits, supplies, maintenance & services, miscellaneous, capital outlay, debt service, and transfers. Administrative reimbursements represent services provided by the General Fund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

- BTU-City and BTU-Rural combined appropriations represent 62% or \$240,427,478 of the total appropriations for the City.
- General Fund budgeted expenditures for fiscal year 2016 are \$69,335,193, which includes an off-set of \$3,066,657 for administrative reimbursement costs from other funds for services provided by the General Fund.
- The City's Salaries & Benefits for FY2016 are \$69,014,243. The adopted budget includes merit pool funding increase of 3.5% for the City's Career Progression Program for eligible employees, as well as a 3.5% pay scale adjustment for civil service. Funding is also allocated for civil service step increases for eligible employees as well as funding for changes to the City's pay scale based on the results of a recently performed salary survey. The adopted FY2016 budget increases staffing by 19 positions over the FY2015 adopted budget. General Fund staffing increased by 15 positions. General Fund increases include three additional officer positions for police, six additional firefighter positions and an additional code officer. A total of three full time equivalent (FTE) positions were added by transitioning existing contract positions to employees. Those positions include a Municipal Court Judge, a security

guard and two part time golf course workers that combined as one FTE. Also, two positions were added in FY2015 through budget amendments and were increases from the FY2015 staffing level. Those positions include a neighborhood and youth director in General Administration and contract administrator position in Fiscal. BTU added four new positions in FY2016 related to production, engineering and communication functions.

- Supplies which include fuel costs, makes up the largest portion of the total budget at 38% or \$149,261,998.
- Maintenance and Services expenses for FY2016 are \$56,538,989 and account for 14% of budgeted expenses. These categories include maintenance expenses and utility service charges.
- Miscellaneous expenditures are primarily for contractual services and accounts for 8% of the total appropriations for FY2016 or \$32,913,031.
- Capital outlay for FY2016 is \$26,171,487 and is 7% of the total budgeted expense. This category includes capital improvement projects to be funded through operating revenues. Funding for vehicles and equipment is also included in this category. A complete listing of vehicles and equipment can be found on the decision package summary schedule in the appendix of this document.
- Debt Service payments for all funds are budgeted at \$42,893,787 or 11% of the total budget for FY2016.
- Transfers out to other funds for FY2015 total \$18,386,731 and represent 5% of the total appropriations. Utility right-of-way payments of \$13,963,354 account for the majority of this category. Transfers of \$2,115,598 are budgeted from the TIRZ and other funds for their respective debt service payments. Additionally, General Fund will transfer \$110,000 to the Airport to provide the match portion of grant funded improvements. There will also be a \$75,000 transfer to TIRZ #22 Target to provide resources for debt payments. 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 "FY2016 Change in Fund Balance – All Funds" lists changes in year ended operating funds by fund. Overall, balances will be reduced by \$17,475,539. Planned fund drawdowns, primarily in Enterprise, Street Improvement, and the General Fund utilize balances built in prior periods. The spending of available fund balances reduces the need for issuing debt. Resulting ending fund balance in all funds is within target levels.



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**City of Bryan, Texas**  
**All Funds Summary - Fiscal Year 2016**

<b>REVENUES</b>	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$ Chng/FY15 Amended</b>	<b>% Chnge / FY15</b>
<b>Governmental Funds:</b>							
General	\$ 60,252,901	\$ 60,897,555	\$ 60,897,555	\$ 63,622,440	\$ 62,236,219	\$ 1,338,664	2.2%
Debt Service	10,531,155	10,575,303	10,575,303	10,637,809	10,713,571	138,268	1.3%
Oil & Gas Fund	-	1,414,195	1,414,195	-	-	(1,414,195)	100.0%
Hotel/Motel Tax	1,183,705	1,200,000	1,200,000	1,304,000	1,200,000	-	0.0%
Court Technology	41,854	46,100	46,100	46,100	46,100	-	0.0%
Street Improvement	5,553,838	5,421,625	5,421,625	5,540,000	5,530,000	108,375	2.0%
Drainage	922,593	903,700	903,700	919,000	903,700	-	0.0%
Community Development	1,248,884	2,297,914	2,297,914	1,357,245	1,957,309	(340,605)	-14.8%
TIRZ #10 (Traditions)	1,435,047	2,155,978	2,155,978	2,155,978	2,236,473	80,495	3.7%
TIRZ #19 (Nash Street)	136,341	127,351	127,351	137,351	158,123	30,772	24.2%
TIRZ #21 (Downtown)	85,120	99,897	99,897	99,897	105,238	5,341	5.3%
TIRZ #22 (Target)	207,508	282,302	282,302	283,302	345,369	63,067	22.3%
TIRZ #22 (North Tract)	60,484	98,521	98,521	171,444	200,108	101,587	103.1%
<b>Enterprise Funds:</b>							
BTU - City	186,830,759	196,525,538	196,525,538	196,525,538	198,685,450	2,159,912	1.1%
BTU - Rural	35,801,515	39,943,152	39,943,152	40,943,152	42,393,121	2,449,969	6.1%
Water	12,466,995	12,831,181	12,831,181	12,862,029	12,688,863	(142,318)	-1.1%
Wastewater	12,857,090	12,496,100	12,496,100	12,659,455	12,977,871	481,771	3.9%
Solid Waste	7,880,542	7,757,164	7,757,164	7,782,774	7,913,293	156,129	2.0%
Airport	900,834	775,816	775,816	778,016	769,280	(6,536)	-0.8%
Bryan Commerce & Dev.	75,979	1,554,200	1,554,200	2,092,856	37,004	(1,517,196)	-97.6%
<b>Internal Service Funds:</b>							
Self-Insurance Fund	1,568,078	1,976,245	1,976,245	2,009,758	2,264,138	287,893	14.6%
Employee Benefits	9,513,743	9,003,308	9,003,308	9,240,374	9,394,914	391,606	4.3%
Warehouse Fund	212,435	308,894	308,894	306,250	306,250	(2,644)	-0.9%
<b>TOTAL ALL FUNDS</b>	<b>\$ 349,767,400</b>	<b>\$ 368,692,039</b>	<b>\$ 368,692,039</b>	<b>\$ 371,474,768</b>	<b>\$ 373,062,394</b>	<b>4,370,355</b>	<b>1.2%</b>

Revenues include transfers in and right of way payments

<b>EXPENDITURES</b>	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$ Chng/FY15 Amended</b>	<b>% Chnge / FY15</b>
<b>Governmental Funds:</b>							
General	\$ 54,534,630	\$ 63,207,741	\$ 63,139,983	\$ 59,196,500	\$ 69,335,193	\$ 6,195,210	9.8%
Debt Service	10,064,188	10,514,760	10,514,760	10,519,160	11,403,516	888,756	8.5%
Oil & Gas Fund	-	-	-	-	-	-	0.0%
Hotel/Motel Tax	714,598	731,847	731,847	578,608	1,617,964	886,117	121.1%
Court Technology	78,500	65,746	65,746	84,146	37,000	(28,746)	-43.7%
Street Improvement	4,421,266	10,722,795	14,944,259	10,882,237	11,042,621	(3,901,638)	-26.1%
Drainage	193,635	1,581,501	1,673,654	343,004	918,248	(755,406)	-45.1%
Community Development	1,278,508	2,297,914	2,297,914	1,335,797	1,957,309	(340,605)	-14.8%
TIRZ #10 (Traditions)	1,462,724	2,015,815	2,015,815	2,015,815	2,225,080	209,265	10.4%
TIRZ #19 (Nash Street)	132,218	76,249	137,347	137,347	147,518	10,171	7.4%
TIRZ #21 (Downtown)	-	200,000	200,000	145,000	144,386	(55,614)	-27.8%
TIRZ #22 (Target)	320,186	347,606	347,606	347,606	348,540	934	0.3%
TIRZ #22 (North Tract)	122,564	147,573	147,573	147,573	222,584	75,011	50.8%
<b>Enterprise Funds:</b>							
BTU - City	176,727,552	195,434,485	195,434,485	192,879,185	198,524,795	3,090,310	1.6%
BTU - Rural	35,838,024	39,058,815	39,058,815	39,988,786	41,902,683	2,843,868	7.3%
Water	13,819,335	14,157,905	16,129,710	15,394,720	12,682,410	(3,447,300)	-21.4%
Wastewater	13,188,596	17,641,933	19,997,737	17,379,134	16,912,478	(3,085,259)	-15.4%
Solid Waste	6,622,727	7,657,941	8,655,945	8,548,783	8,066,646	(589,299)	-6.8%
Airport	758,188	791,724	880,422	728,568	862,788	(17,634)	-2.0%
Bryan Commerce & Dev.	68,063	1,539,184	2,016,184	2,021,374	93,412	(1,922,772)	-95.4%
<b>Internal Service Funds:</b>							
Self-Insurance Fund	3,167,221	2,268,800	2,268,800	2,269,236	2,594,924	326,124	14.4%
Employee Benefits	7,696,789	8,867,756	8,867,756	9,326,941	9,191,056	323,300	3.6%
Warehouse Fund	288,601	371,306	450,924	374,774	306,782	(144,142)	-32.0%
<b>TOTAL ALL FUNDS</b>	<b>\$ 331,498,113</b>	<b>\$ 379,699,396</b>	<b>\$ 389,977,282</b>	<b>\$ 374,644,294</b>	<b>\$ 390,537,933</b>	<b>560,651</b>	<b>0.1%</b>

Expenditures are shown net of administrative reimbursements

**City of Bryan, Texas**  
**FY2016 Change in Fund Balance - All Funds**

<b>Fund Name</b>	<b>10/1/2015 Est. Beginning Operating Funds</b>	<b>Revenues</b>	<b>ROW Pmts &amp; Transfers In</b>	<b>Total Revenues, Transfers &amp; ROW</b>	<b>Expenditures <sup>1</sup></b>	<b>Change in Operating Funds <sup>2</sup></b>	<b>9/30/2016 Est. Ending Operating Funds</b>
<b>Governmental Funds:</b>							
General	\$ 32,605,097	\$ 48,262,865	\$ 13,973,354	\$ 62,236,219	\$ 69,335,193	\$ (7,098,974)	\$ 25,506,123
Debt Service	1,990,149	8,597,973	2,115,598	10,713,571	11,403,516	(689,945)	1,300,204
Hotel/Motel Tax	1,848,104	1,200,000	-	1,200,000	1,617,964	(417,964)	1,430,140
Court Technology	221,703	46,100	-	46,100	37,000	9,100	230,803
Street Improvement	8,306,082	5,530,000	-	5,530,000	11,042,621	(5,512,621)	2,793,461
Drainage	2,469,486	903,700	-	903,700	918,248	(14,548)	2,454,938
Community Development	-	1,957,309	-	1,957,309	1,957,309	-	-
TIRZ #10 (Traditions)	159,004	2,236,473	-	2,236,473	2,225,080	11,393	170,397
TIRZ #19 (Nash Street)	7,350	158,123	-	158,123	147,518	10,605	17,955
TIRZ #21 (Downtown)	205,652	105,238	-	105,238	144,386	(39,148)	166,504
TIRZ #22 (Target)	52,400	270,369	75,000	345,369	348,540	(3,171)	49,229
TIRZ #22 (North Tract)	69,942	200,108	-	200,108	222,584	(22,476)	47,466
<b>Enterprise Funds:</b>							
BTU - City <sup>3</sup>	43,628,440	198,498,216	187,234	198,685,450	198,524,795	160,655	43,789,095
BTU - Rural	6,234,224	42,349,087	44,034	42,393,121	41,902,683	490,438	6,724,662
Water	4,765,160	12,646,842	42,021	12,688,863	12,682,410	6,453	4,771,613
Wastewater	6,503,713	12,834,824	143,047	12,977,871	16,912,478	(3,934,607)	2,569,106
Solid Waste	3,669,049	7,821,638	91,655	7,913,293	8,066,646	(153,353)	3,515,696
Airport	289,455	659,280	110,000	769,280	862,788	(93,508)	195,947
Bryan Commerce & Dev.	81,204	2,004	35,000	37,004	93,412	(56,408)	24,796
<b>Internal Service Funds:</b>							
Self-Insurance Fund	1,285,700	2,264,138	-	2,264,138	2,594,924	(330,786)	954,914
Employee Benefits	2,008,268	9,294,914	100,000	9,394,914	9,191,056	203,858	2,212,126
Warehouse Fund	11,920	99,425	206,825	306,250	306,782	(532)	11,388
<b>TOTAL ALL FUNDS</b>	<b>\$116,412,102</b>	<b>\$ 355,938,626</b>	<b>\$17,123,768</b>	<b>\$373,062,394</b>	<b>\$ 390,537,933</b>	<b>\$ (17,475,539)</b>	<b>\$ 98,936,563</b>

**Notes:**

- Expenditures are shown net of administrative reimbursements
- Operating budgets are considered balanced when the combined projected resources (current revenues plus fund balances) equal or exceed estimated expenditures
- BTU - City beginning fund balance was adjusted for an \$8,379,422 release of restricted collateral

**City of Bryan, Texas**  
**Revenues by Type - All Funds**  
**Fiscal Year 2016**

<b>Revenues:</b>	<b>Taxes</b>	<b>Franchise Fees</b>	<b>Licenses &amp; Permits</b>	<b>Intergovernmental</b>	<b>Charges for Services</b>	<b>Fines, Forfeits &amp; Penalties</b>	<b>Investment Earnings / Misc. Income</b>	<b>Right of Way &amp; Transfers</b>	<b>Total</b>
<b>Governmental Funds:</b>									
General	\$ 36,912,240	\$ 2,144,680	\$ 633,777	\$ 1,157,862	\$ 4,199,853	\$ 1,837,938	\$ 1,376,515	\$ 13,973,354	\$ 62,236,219
Debt Service	7,923,342						674,631	2,115,598	10,713,571
Hotel/Motel Tax	1,200,000								1,200,000
Court Technology						45,000	1,100		46,100
Street Improvement Fund					5,480,000		50,000		5,530,000
Drainage Improvement					900,000		3,700		903,700
Community Development				1,957,309					1,957,309
TIRZ #10-Traditions	1,356,763			878,632			1,078	-	2,236,473
TIRZ #19-Nash Street	157,700						423		158,123
TIRZ #21-Downtown Bryan	104,673						565		105,238
TIRZ #22 - Target	161,221			108,148			1,000	75,000	345,369
TIRZ #22 - North	133,559			66,449			100	-	200,108
<b>Enterprise Funds:</b>									
BTU-City					198,498,216		187,234		198,685,450
BTU-Rural					42,349,087		44,034		42,393,121
Water					12,427,342		261,521		12,688,863
Wastewater					12,701,323		276,548		12,977,871
Solid Waste					7,802,638		110,655		7,913,293
Airport					605,880		53,400	110,000	769,280
Bryan Commerce & Dev.							37,004		37,004
<b>Internal Service Funds:</b>									
Self-Insurance Fund							2,264,138		2,264,138
Employee Benefits							9,394,914		9,394,914
Warehouse Fund							306,250		306,250
<b>Total Revenues</b>	<b>\$ 47,949,498</b>	<b>\$ 2,144,680</b>	<b>\$ 633,777</b>	<b>\$ 4,168,400</b>	<b>\$ 284,964,339</b>	<b>\$ 1,882,938</b>	<b>\$ 15,044,810</b>	<b>\$ 16,273,952</b>	<b>\$ 373,062,394</b>



**City of Bryan, Texas**  
**Expenses - by Category - All Funds**  
**Fiscal Year 2016**

<b>Expenses:</b>	Salary & Benefits	Supplies	Maintenance & Services	Miscellaneous	Capital Outlay	Debt Service	Transfers	Admin. Reimb./ Transfers In	Total
<b>Governmental Funds:</b>									
General	\$ 47,510,763	\$ 2,934,885	\$ 6,831,399	\$ 10,233,824	\$ 4,402,339	\$ -	\$ 488,641	\$ (3,066,657)	\$ 69,335,193
Debt Service						11,403,516			11,403,516
Hotel/Motel Tax				1,617,964					1,617,964
Court Technology		3,300	33,700						37,000
Street Improvement Fund			10,526,025	159,720			356,876		11,042,621
Drainage Improvement			100,000	118,248	650,000		50,000		918,248
Community Development	418,956	6,700	58,562	1,473,091					1,957,309
TIRZ #10-Traditions				925,000			1,300,080		2,225,080
TIRZ #19-Nash Street							147,518		147,518
TIRZ #21-Downtown Bryan				100,000			44,386		144,386
TIRZ #22 - Target							348,540		348,540
TIRZ #22 - North				100,000			122,584		222,584
<b>Enterprise Funds:</b>									
BTU-City	11,828,937	113,284,085	27,847,729	3,014,678	9,584,420	22,240,941	12,299,680	(1,575,675)	198,524,795
BTU-Rural	636,619	31,045,882	5,300,043	212,500	2,816,752	1,890,887			41,902,683
Water	2,441,994	278,838	2,542,314	1,041,935	1,428,611	3,823,476	1,125,242		12,682,410
Wastewater	2,781,929	491,500	2,028,563	1,041,476	5,946,307	3,531,794	1,090,909		16,912,478
Solid Waste	2,584,457	760,003	520,926	2,136,427	1,152,558		912,275		8,066,646
Airport	130,190	410,350	56,976	71,599	190,500	3,173			862,788
Bryan Commerce & Dev.			4,000	89,412					93,412
<b>Internal Service Funds:</b>									
Self-Insurance Fund	471,132	29,800	602,136	1,391,856			100,000		2,594,924
Employee Benefits			73,000	9,118,056					9,191,056
Warehouse Fund	209,266	16,655	13,616	67,245					306,782
<b>Total Expenses</b>	<b>\$ 69,014,243</b>	<b>\$ 149,261,998</b>	<b>\$ 56,538,989</b>	<b>\$ 32,913,031</b>	<b>\$ 26,171,487</b>	<b>\$ 42,893,787</b>	<b>\$ 18,386,731</b>	<b>\$ (4,642,332)</b>	<b>\$ 390,537,933</b>

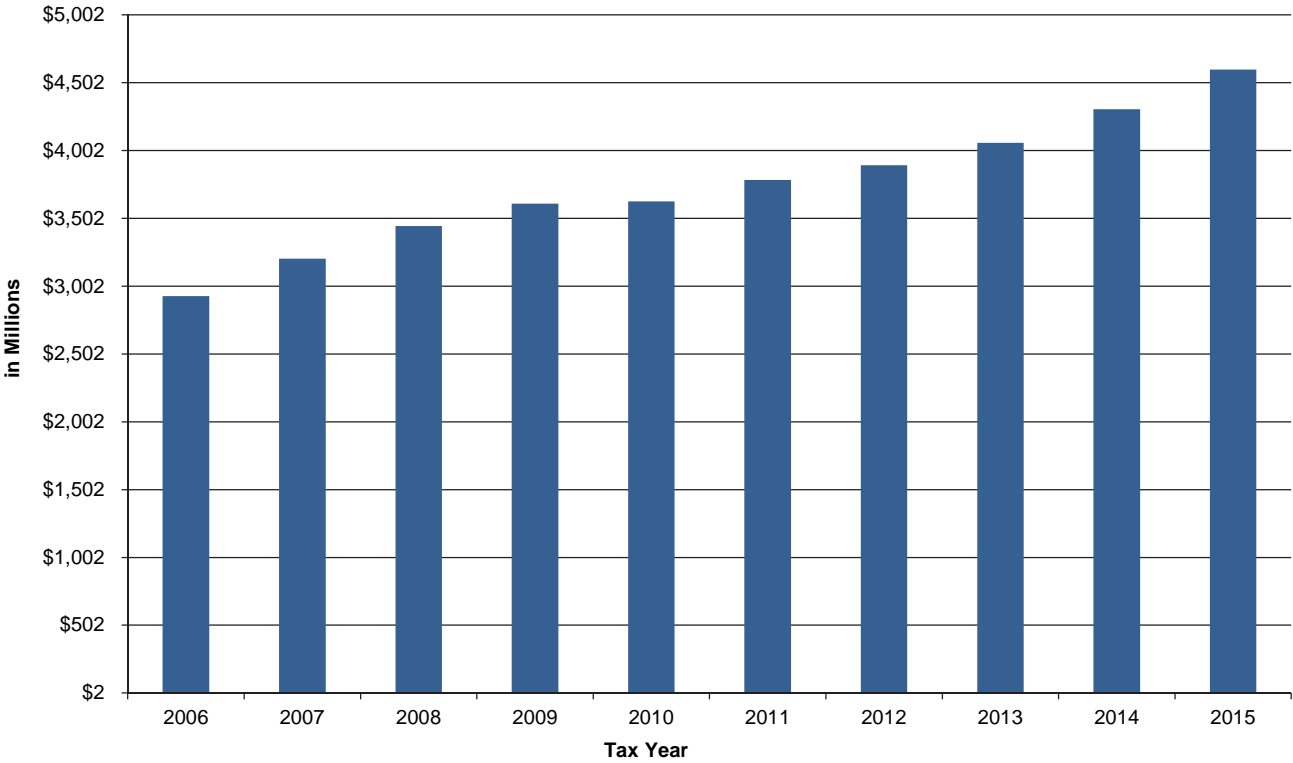
**CITY OF BRYAN, TEXAS**  
**PROPERTY TAX CALCULATION AND DISTRIBUTION**  
**Fiscal Year 2016**

<b>2015 ESTIMATED Tax Roll and Levy</b>	<b>FY2016</b>	<b>FY2015 for Comparison</b>
Assessed Valuation (100%)	\$ 5,771,345,324	\$ 5,508,415,990
<b>Growth in Assessed Valuation</b>	<b>4.77%</b>	
Net Taxable Value (Before Freeze)	\$ 4,597,336,508	\$ 4,334,794,920
<b>Growth in Net Taxable (Before Freeze)</b>	<b>6.06%</b>	
Less: Freeze Taxable /Transfer Adjustments	\$ 498,894,243	\$ 467,685,241
<b>% Change Freeze Taxable</b>	<b>6.67%</b>	
Total Taxable	\$ 4,098,442,265	\$ 3,867,109,679
	<b>5.98%</b>	
Rate Per \$100 of Assessed Valuation	0.629990	0.629990
Tax	\$ 25,819,776	\$ 24,362,404
	<b>5.98%</b>	
Add: Freeze Ceilings	\$ 2,790,422	\$ 2,606,558
	<b>7.05%</b>	
Total Tax Levy	\$ 28,610,198	\$ 26,968,962
<b>% Change Total Tax Levy</b>	<b>6.09%</b>	

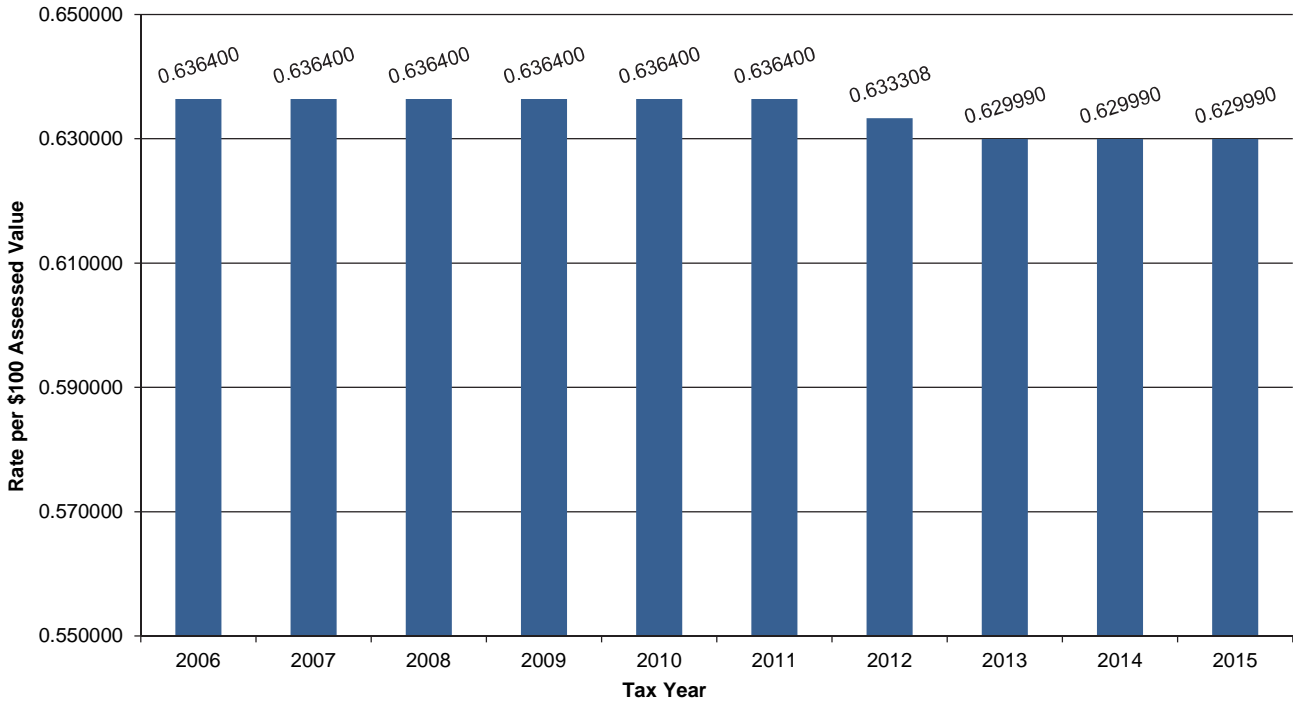
  

<b>ESTIMATED Distribution:</b>	<b>Tax Rate</b>	<b>% of Total</b>	<b>FY2016</b>	<b>FY2015</b>
General Fund	\$ 0.443253	59.39%	\$ 16,990,305	\$ 16,165,958
General Fund - Freeze Ceiling	\$ 0.443253		\$ 1,817,133	1,703,874
			\$ 18,807,438	\$ 17,869,832
			<b>5.25%</b>	
Debt Service	\$ 0.186737	25.02%	\$ 7,157,805	6,841,402
Debt Service - Freeze Ceiling	\$ 0.186737		\$ 765,537	721,076
			\$ 7,923,342	\$ 7,562,478
			<b>4.77%</b>	
TIRZ 10 - Traditions	\$ 0.629990	4.74%	\$ 1,356,763	\$ 1,112,315
<b>Projected Growth</b>			<b>21.98%</b>	
TIRZ 19 - Nash Street	\$ 0.629990	0.55%	\$ 157,700	\$ 127,013
<b>Projected Growth</b>			<b>24.16%</b>	
TIRZ 21 - Downtown	\$ 0.629990	0.37%	\$ 104,673	\$ 99,294
<b>Projected Growth</b>			<b>5.42%</b>	
TIRZ 22 - North	\$ 0.629990	0.35%	\$ 99,059	\$ 58,939
<b>Projected Growth</b>			<b>68.07%</b>	
TIRZ 22 - South	\$ 0.629990	0.56%	\$ 161,221	\$ 139,092
<b>Projected Growth</b>			<b>15.91%</b>	
<b>Total Tax Levy</b>			<b>\$ 28,610,198</b>	<b>\$ 26,968,963</b>

**Net Taxable Property Value  
Tax Year 2006 - 2015**



**Property Tax Rate  
Tax Year 2006 - 2015**



**Summary of Authorized/Budgeted Full-Time Equivalent Positions  
With Salary and Benefits  
Fiscal Year 2016**

<b>Department</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>FY2016 Adopted</b>	<b>Variance from FY15-FY16</b>	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>FY2016 Adopted</b>	<b>Variance from FY15-FY16</b>
<b>General Fund:</b>								
<i>Public Safety:</i>								
Municipal Court	16.00	16.00	17.00	1.00	\$ 915,516	\$ 947,609	\$ 1,096,147	\$ 148,538
Police Services	173.00	175.00	178.00	3.00	14,638,457	15,318,852	16,008,159	689,307
Fire & Emergency Ops Center	122.00	128.00	134.00	6.00	10,881,521	11,637,716	12,549,773	912,057
Bryan Animal Center	9.00	10.00	10.00	0.00	525,642	601,511	620,751	19,240
<i>Total Public Safety</i>	<b>320.00</b>	<b>329.00</b>	<b>339.00</b>	<b>10.00</b>	<b>26,961,136</b>	<b>28,505,688</b>	<b>30,274,830</b>	<b>1,769,142</b>
<i>Public Works:</i>								
Engineering Services	14.00	14.00	14.00	0.00	1,150,265	1,185,319	1,219,788	34,469
Streets & Drainage	19.00	17.00	17.00	0.00	995,656	941,226	978,477	37,251
Traffic Operations	9.00	9.00	9.00	0.00	586,446	606,817	619,706	12,889
<i>Total Public Works</i>	<b>42.00</b>	<b>40.00</b>	<b>40.00</b>	<b>0.00</b>	<b>2,732,367</b>	<b>2,733,362</b>	<b>2,817,971</b>	<b>84,609</b>
<i>Development Services</i>								
Development Services	19.00	19.00	19.00	0.00	1,226,999	1,266,416	1,302,053	35,637
Code Enforcement	4.00	3.00	4.00	1.00	231,298	184,026	265,405	81,379
Community Development Admin.	0.50	0.50	0.50	0.00	58,625	60,365	61,839	1,474
<i>Total Development Services</i>	<b>23.50</b>	<b>22.50</b>	<b>23.50</b>	<b>1.00</b>	<b>1,516,922</b>	<b>1,510,807</b>	<b>1,629,297</b>	<b>118,490</b>
<i>Community Services:</i>								
Bryan/C.S. Library Serv.	39.00	39.00	39.00	0.00	2,068,136	2,128,120	2,186,493	58,373
Parks and Recreation	18.00	18.00	18.00	0.00	1,652,238	1,704,864	1,784,188	79,324
Golf Course	5.00	5.00	6.00	1.00	487,132	491,803	504,470	12,667
<i>Total Community Services</i>	<b>62.00</b>	<b>62.00</b>	<b>63.00</b>	<b>1.00</b>	<b>4,207,506</b>	<b>4,324,787</b>	<b>4,475,151</b>	<b>150,364</b>
<i>Support Services:</i>								
Fiscal Services	13.00	13.00	14.00	1.00	1,141,692	1,173,465	1,271,385	97,920
Information Technology	16.00	19.00	19.00	0.00	1,475,213	1,608,701	1,655,151	46,450
Human Resources	5.00	5.00	5.00	0.00	457,409	457,928	469,967	12,039
Facility Services	17.00	17.00	17.00	0.00	1,012,986	1,049,607	1,092,875	43,268
Fleet Services	11.37	10.40	10.45	0.05	683,816	666,697	691,287	24,590
<i>Total Support Services</i>	<b>62.37</b>	<b>64.40</b>	<b>65.45</b>	<b>1.05</b>	<b>4,771,116</b>	<b>4,956,398</b>	<b>5,180,665</b>	<b>224,267</b>
<i>General Administration:</i>								
Executive Services	8.00	5.00	6.00	1.00	1,225,938	847,331	956,550	109,219
Business Liason/Special Proj.	0.00	1.00	0.00	-1.00	-	132,382	-	(132,382)
Economic Development	0.00	2.00	3.00	1.00	-	280,789	428,971	148,182
Internal Audit	1.00	1.00	1.00	0.00	140,494	147,066	165,223	18,157
City Secretary	6.00	6.00	6.00	0.00	423,461	455,671	477,175	21,504
City Council Services	0.00	0.00	0.00	0.00	68	68	66	(2)
Communications & Marketing	5.00	4.00	4.00	0.00	411,124	327,188	337,149	9,961
Neighborhood & Youth Services	1.00	0.00	1.00	1.00	123,647	-	77,565	77,565
Legal Services	6.00	6.00	6.00	0.00	648,388	666,395	690,150	23,755
<i>Total General Administration</i>	<b>27.00</b>	<b>25.00</b>	<b>27.00</b>	<b>2.00</b>	<b>2,973,120</b>	<b>2,856,890</b>	<b>3,132,849</b>	<b>275,959</b>
<b>Total General Fund</b>	<b>536.87</b>	<b>542.90</b>	<b>557.95</b>	<b>15.05</b>	<b>\$ 43,162,167</b>	<b>\$ 44,887,932</b>	<b>\$ 47,510,763</b>	<b>\$ 2,622,831</b>
<b>Other Funds:</b>								
<i>Enterprise Funds:</i>								
Water Services	35.90	36.05	36.05	0.00	\$ 2,318,148	\$ 2,368,448	\$ 2,441,994	\$ 73,546
Wastewater Services	40.80	40.95	40.95	0.00	2,664,118	2,717,344	2,781,929	64,585
Solid Waste Fund	46.05	44.05	44.00	-0.05	2,384,729	2,468,995	2,584,457	115,462
Airport	1.00	2.00	2.00	0.00	108,070	115,128	130,190	15,062
BTU Operations	184.00	187.00	191.00	4.00	11,016,512	12,001,573	12,465,556	463,983
<i>Special Revenue Funds:</i>								
Community Development	5.50	5.50	5.50	0.00	394,536	407,088	418,956	11,868
<i>Internal Service Fund:</i>								
Self Insurance Fund	6.00	6.00	6.00	0.00	441,531	457,958	471,132	13,174
Warehouse	3.89	3.55	3.55	0.00	210,451	203,632	209,266	5,634
<b>Total Other Funds</b>	<b>323.14</b>	<b>325.10</b>	<b>329.05</b>	<b>3.95</b>	<b>\$ 19,538,095</b>	<b>\$ 20,740,166</b>	<b>\$ 21,503,480</b>	<b>\$ 763,314</b>
<b>Total All Funds</b>	<b>860</b>	<b>868</b>	<b>887</b>	<b>19</b>	<b>\$ 62,700,262</b>	<b>\$ 65,628,098</b>	<b>\$ 69,014,243</b>	<b>\$ 3,386,145</b>

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

## GENERAL FUND OVERVIEW

### FUND DESCRIPTION

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

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

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

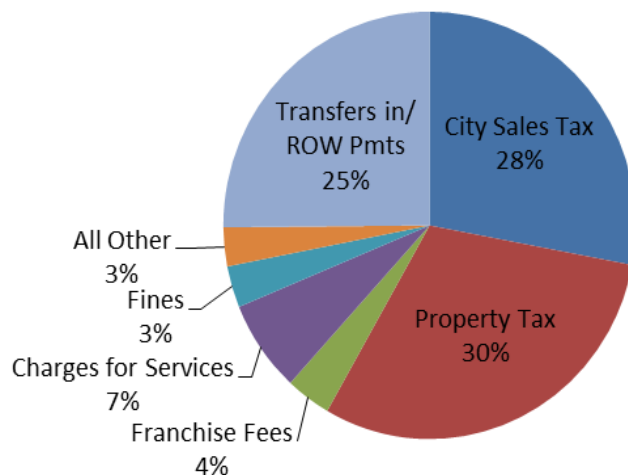
The following narrative reports the major aspects of the General Fund budget for both concluding and new fiscal years. Operational accomplishments and goals are reported in the department narratives.

### FISCAL YEAR 2016 REVENUES

The FY2016 Budget includes combined revenues, transfers in and right of way payments of \$62,236,219. Revenues of \$48,262,865 account for the majority of the inflows for the General Fund. Right-of-way payments are budgeted at \$13,963,354. A transfer in of \$10,000 from TIRZ #19 which is repayment for a transfer that is anticipated for FY15. This represents an overall increase of \$1,338,664 or 2.2% from the FY2015 amended budget of \$60,897,555.

Total tax revenues are budgeted at \$39,056,920 and include sales tax receipts, property tax, and franchise fees. Property tax revenue (including penalty and interest received on property tax) is expected to increase \$950,607. Sales tax of \$17,831,802 and property taxes of \$19,080,438 account for 58% of the General Fund revenue. Sales tax revenue is budgeted at a 6.6% increase above the FY2015 budget amount of \$16,732,500. Other revenue sources include licenses and permits, grants, charges for services, fines, operating income, oil and gas royalties and miscellaneous income.

### General Fund Revenues, Transfers in & ROW Pmts Fiscal Year 2016



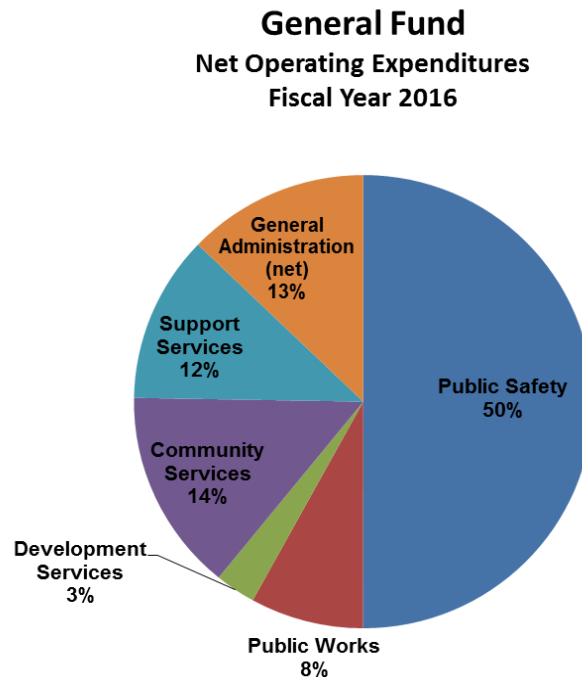


## FISCAL YEAR 2016 EXPENDITURES

General Fund operating expenditures, net of administrative reimbursements, for FY2016 are budgeted at \$69,335,193.

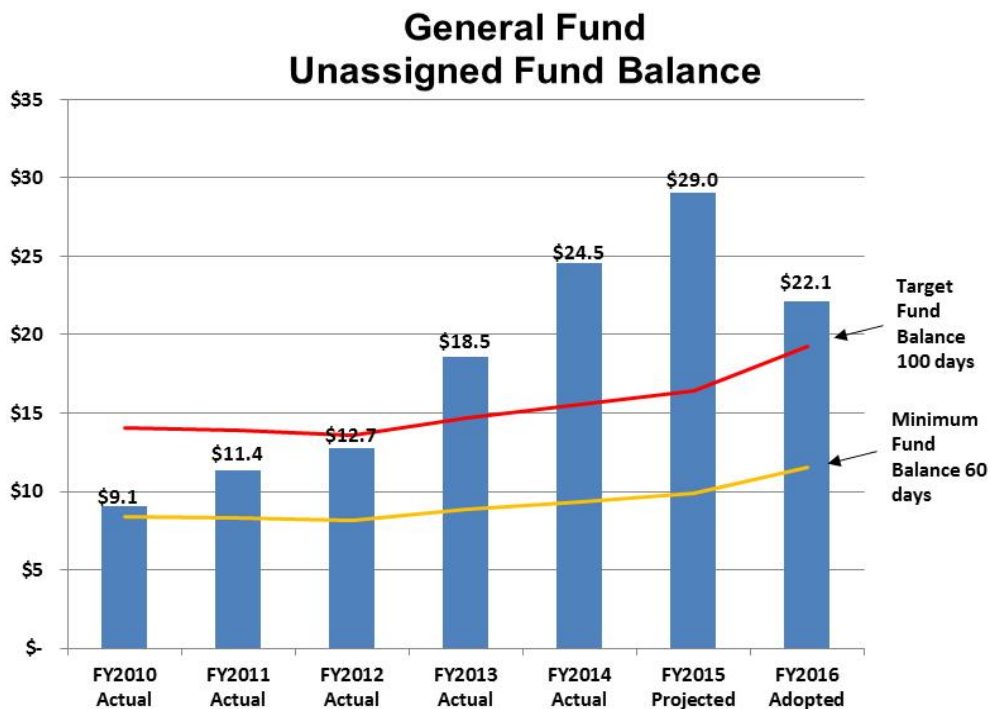
General Fund expenditures are categorized by operational function under the broad categories of Public Safety, Public Works, Development Services, Community Services, Support Services, and General Administration. Administrative reimbursements represent services provided by the General Fund to other funds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

There are no non-operating expenditures budgeted for FY16.



## FUND BALANCE

The Ending Unassigned Fund Balance of \$22,119,123, as calculated in compliance with Government Accounting Standards Board (GASB) Statement No. 54, exceeds the 60 day minimum fund balance policy amount of \$11,555,866.



**CITY OF BRYAN, TEXAS**  
**General Fund Summary**  
**Fiscal Year 2016**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>%Chng/ FY15</b>
<b><u>Revenues</u></b>							
City Sales Tax	\$ 17,882,449	\$ 16,732,500	\$ 16,732,500	\$ 17,396,880	\$ 17,831,802	\$ 1,099,302	6.6%
Property Tax	16,864,110	18,129,831	18,129,831	18,129,831	19,080,438	950,607	5.2%
Franchise Fees	2,380,787	2,116,982	2,116,982	2,104,000	2,144,680	27,698	1.3%
Licenses & Permits	668,583	619,755	619,755	621,350	633,777	14,022	2.3%
Grants	1,289,568	1,067,220	1,067,220	1,135,159	1,157,862	90,642	8.5%
Charges for Services	4,394,267	4,170,379	4,170,379	4,132,774	4,199,853	29,474	0.7%
Fines	1,724,754	1,881,950	1,881,950	1,801,900	1,837,938	(44,012)	-2.3%
Miscellaneous & Shared Taxes	924,498	838,102	838,102	872,952	1,237,765	399,663	47.7%
Oil & Gas Royalties & Leases	759,534	-	-	185,000	138,750	138,750	0.0%
Land/Property Sales	976,089	300,975	300,975	1,883,000	-	(300,975)	-100.0%
<b>Subtotal Revenues</b>	<b>47,864,639</b>	<b>45,857,694</b>	<b>45,857,694</b>	<b>48,262,846</b>	<b>48,262,865</b>	<b>2,405,171</b>	<b>5.2%</b>
ROW Pmts	12,188,262	13,239,861	13,239,861	13,099,594	13,963,354	723,493	5.5%
Transfers In	200,000	1,800,000	1,800,000	2,260,000	10,000	(1,790,000)	-99.4%
<b>Total Revenues, Transfers &amp; ROW</b>	<b>60,252,901</b>	<b>60,897,555</b>	<b>60,897,555</b>	<b>63,622,440</b>	<b>62,236,219</b>	<b>1,338,664</b>	<b>2.2%</b>
<b><u>Operating Expenditures</u></b>							
Public Safety	\$ 30,465,941	\$ 33,175,873	\$ 33,185,373	\$ 33,497,738	\$ 34,682,523	\$ 1,497,150	4.5%
Public Works	4,463,866	4,915,357	5,002,907	4,888,151	5,535,371	532,464	10.6%
Development Services	2,150,041	2,015,565	2,152,025	1,973,621	1,978,472	(173,553)	-8.1%
Community Services	6,947,606	7,893,480	8,387,860	6,896,148	9,993,723	1,605,863	19.1%
Support Services	7,027,406	8,430,580	8,475,642	7,631,894	8,260,254	(215,388)	-2.5%
General Administration	3,361,201	3,991,292	4,164,282	3,789,374	4,204,239	39,957	1.0%
Non-departmental	3,514,863	5,258,931	5,258,931	4,008,611	7,747,268	2,488,337	47.3%
Administrative Reimbursements	(3,396,294)	(3,487,037)	(3,487,037)	(3,489,037)	(3,066,657)	420,380	-12.1%
<b>Total Expenditures:</b>	<b>54,534,630</b>	<b>62,194,041</b>	<b>63,139,983</b>	<b>59,196,500</b>	<b>69,335,193</b>	<b>6,195,210</b>	<b>9.8%</b>
<b><u>Non Operating Expenditures</u></b>							
Transfer to Oil & Gas Fund	-	1,013,700	-	-	-	-	100.0%
<b>Total Expenditures</b>	<b>54,534,630</b>	<b>63,207,741</b>	<b>63,139,983</b>	<b>59,196,500</b>	<b>69,335,193</b>	<b>6,195,210</b>	<b>9.8%</b>
<b>Net Increase/(Decrease)</b>	<b>5,718,271</b>	<b>(2,310,186)</b>	<b>(2,242,428)</b>	<b>4,425,940</b>	<b>(7,098,974)</b>		
Beginning Fund Balance	22,460,886	25,055,506	28,179,157	28,179,157	32,605,097		
Ending Fund Balance	28,179,157	22,745,320	25,936,729	32,605,097	25,506,123		
<b><u>Reductions for Encumbrances and Other</u></b>							
Encumbrances and Assignments	(3,650,000)	(2,792,804)	(3,746,000)	(3,650,000)	(3,442,000)		
Spending Against Restricted Funds		69,400	69,400	69,400	55,000		
<b>Ending Unassigned Fund Balance</b>	<b>\$ 24,529,157</b>	<b>\$ 20,021,916</b>	<b>\$ 22,260,129</b>	<b>\$ 29,024,497</b>	<b>\$ 22,119,123</b>		
# of Days of Reserve	162	116	127	177	115		
<b>Fund Balance Reserve Requirement:</b>							
(60 days operating expenses)	9,089,105	10,365,674	10,523,331	9,866,083	11,555,866		
# of Days Required	60	60	60	60	60		

**CITY OF BRYAN, TEXAS**  
**General Fund Revenue Summary**  
**Fiscal Year 2016**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>%Chng/ FY15</b>
<b>Taxes</b>							
City Sales Tax	\$ 17,882,449	\$ 16,732,500	\$ 16,732,500	17,396,880	17,831,802	\$ 1,099,302	6.6%
Property Tax	16,864,110	18,129,831	18,129,831	18,129,831	19,080,438	950,607	5.2%
Franchise Fees	2,380,787	2,116,982	2,116,982	2,104,000	2,144,680	27,698	1.3%
Total Taxes	37,127,346	36,979,313	36,979,313	37,630,711	39,056,920	2,077,607	5.6%
<b>Licenses &amp; Permits</b>							
Business	35,645	42,505	42,505	44,100	44,982	2,477	5.8%
Building Permits/Inspections	632,938	577,250	577,250	577,250	588,795	11,545	2.0%
Total Licenses & Permits	668,583	619,755	619,755	621,350	633,777	14,022	2.3%
<b>Grants</b>							
Federal	106,299	-	-	-	-	-	0.0%
State	49,865	10,281	10,281	25,220	25,724	15,443	150.2%
Local Government	1,033,385	1,025,939	1,025,939	1,025,939	1,046,458	20,519	2.0%
Private	100,019	31,000	31,000	84,000	85,680	54,680	176.4%
Total Grants	1,289,568	1,067,220	1,067,220	1,135,159	1,157,862	90,642	8.5%
<b>Charges for Services</b>							
General Government	110,929	85,700	85,700	105,000	102,720	17,020	19.9%
Public Safety	766,198	763,644	763,644	752,174	767,217	3,573	0.5%
Animal Center	118,939	87,190	87,190	131,850	133,169	45,979	52.7%
Mowing & Demo	79,099	60,000	60,000	95,000	96,900	36,900	61.5%
Ambulance & Vital Stats.	1,957,645	1,784,545	1,784,545	1,768,500	1,803,870	19,325	1.1%
Recreation	1,304,457	1,330,800	1,330,800	1,226,250	1,236,477	(94,323)	-7.1%
Library	57,000	58,500	58,500	54,000	59,500	1,000	1.7%
Total Charges for Services	4,394,267	4,170,379	4,170,379	4,132,774	4,199,853	29,474	0.7%
<b>Other Income</b>							
Fines	1,724,754	1,881,950	1,881,950	1,801,900	1,837,938	(44,012)	-2.3%
Miscellaneous	924,498	838,102	838,102	872,952	1,237,765	399,663	47.7%
Land/Property Sales	976,089	300,975	300,975	1,883,000	-	(300,975)	-100.0%
Oil & Gas Royalties & Leases	759,534	-	-	185,000	138,750	138,750	100.0%
Total Other Income	4,384,875	3,021,027	3,021,027	4,742,852	3,214,453	193,426	6.4%
Total Revenues	<b>\$ 47,864,639</b>	<b>\$ 45,857,694</b>	<b>\$ 45,857,694</b>	<b>\$ 48,262,846</b>	<b>\$ 48,262,865</b>	<b>\$ 2,405,171</b>	<b>5.2%</b>

**CITY OF BRYAN, TEXAS**  
**General Fund Expense Summary**  
**Fiscal Year 2016**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>%Chng/ FY15</b>
<b>Public Safety</b>							
Municipal Court	\$ 1,323,784	\$ 1,432,178	\$ 1,432,178	\$ 1,426,471	\$ 1,462,786	\$ 30,608	2.1%
Police Services	16,105,340	17,218,386	17,218,386	17,210,818	18,182,113	963,727	5.6%
Fire & Emergency Ops Center	12,385,078	13,731,435	13,731,435	14,074,279	14,219,890	488,455	3.6%
Bryan Animal Center	651,739	793,874	803,374	786,170	817,734	14,360	1.8%
<i>Total Public Safety</i>	30,465,941	33,175,873	33,185,373	33,497,738	34,682,523	1,497,150	4.5%
<b>Public Works</b>							
Engineering Services	1,111,535	1,302,875	1,390,425	1,334,223	1,479,372	88,947	6.4%
Streets & Drainage	1,710,410	1,890,831	1,890,831	1,853,873	2,285,558	394,727	20.9%
Traffic Operations	1,641,921	1,721,651	1,721,651	1,700,055	1,770,441	48,790	2.8%
<i>Total Public Works</i>	4,463,866	4,915,357	5,002,907	4,888,151	5,535,371	532,464	10.6%
<b>Development Services</b>							
Development Services	1,472,091	1,693,625	1,830,085	1,662,851	1,528,398	(301,687)	-16.5%
Code Enforcement	230,084	257,968	257,968	247,276	384,547	126,579	49.1%
Community Development Admin	447,866	63,972	63,972	63,494	65,527	1,555	2.4%
<i>Total Development Services</i>	2,150,041	2,015,565	2,152,025	1,973,621	1,978,472	(173,553)	-8.1%
<b>Community Services</b>							
Bryan/College Station Library Services	2,430,246	2,488,200	2,488,200	2,379,535	2,598,056	109,856	4.4%
Parks & Recreation	3,468,578	4,547,732	4,997,252	3,617,813	6,446,285	1,449,033	29.0%
Texas Reds	33,404	-	-	-	-	-	0.0%
Golf Course	1,015,378	857,548	902,408	898,800	949,382	46,974	5.2%
<i>Total Community Services</i>	6,947,606	7,893,480	8,387,860	6,896,148	9,993,723	1,605,863	19.1%
<b>Support Services</b>							
Fiscal Services	1,331,013	1,475,970	1,503,247	1,349,440	1,574,550	71,303	4.7%
Information Technology	2,923,639	3,489,768	3,489,768	3,072,895	3,234,442	(255,326)	-7.3%
Human Resources	586,580	636,746	636,746	630,966	638,431	1,685	0.3%
Facility Services	1,625,013	2,074,243	2,092,028	2,004,552	2,033,973	(58,055)	-2.8%
Fleet Services	561,161	753,853	753,853	574,041	778,858	25,005	3.3%
<i>Total Support Services</i>	7,027,406	8,430,580	8,475,642	7,631,894	8,260,254	(215,388)	-2.5%
<b>General Administration</b>							
Executive Services	1,017,851	1,203,881	1,202,496	1,231,612	1,271,497	69,001	5.7%
Business Liaison & Special Projects	133,401	138,597	139,982	143,623	-	(139,982)	-100.0%
Economic Development	284,107	296,189	296,189	317,449	468,586	172,397	58.2%
Internal Audit	145,581	152,027	152,027	159,393	171,755	19,728	13.0%
City Secretary	516,398	666,056	666,056	603,152	659,470	(6,586)	-1.0%
City Council Services	172,717	236,607	236,607	173,934	246,528	9,921	4.2%
Communications & Marketing	376,750	521,698	662,078	493,715	508,271	(153,807)	-23.2%
Neighborhood & Youth Services	14,134	51,597	84,207	23,942	129,899	45,692	54.3%
Legal Services	700,262	724,640	724,640	642,554	748,233	23,593	3.3%
<i>Total General Administration</i>	3,361,201	3,991,292	4,164,282	3,789,374	4,204,239	39,957	1.0%
Non-departmental	3,514,863	5,258,931	5,258,931	4,008,611	7,747,268	2,488,337	47.3%
<i>Total Admin &amp; Non-departmental</i>	6,876,064	9,250,223	9,423,213	7,797,985	11,951,507	2,528,294	26.8%
Administrative Reimbursements	(3,396,294)	(3,487,037)	(3,487,037)	(3,489,037)	(3,066,657)	420,380	-12.1%
Sub Total Expenditures	\$ 54,534,630	\$ 62,194,041	\$ 63,139,983	\$ 59,196,500	\$ 69,335,193	\$ 6,195,210	9.8%
Oil and Gas Transfer	-	1,013,700	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>\$ 54,534,630</b>	<b>\$ 63,207,741</b>	<b>\$ 63,139,983</b>	<b>\$ 59,196,500</b>	<b>\$ 69,335,193</b>	<b>\$ 6,195,210</b>	<b>9.8%</b>

## **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 2015 Accomplishments**

- Awarded the Municipal Traffic Safety Initiative award for medium volume courts for outstanding accomplishments in promoting traffic safety.
- Municipal Court celebrated Texas Municipal Courts Week with several in-house and one public event.
- Participated in the Great State of Texas 2015 Warrant Roundup clearing additional outstanding warrants.
- Participated in the Youth to Career Fair at the Brazos County Expo Center.
- Five Teen Courts available at Bryan High, Rudder High, and Collegiate high schools as well as Jane Long, and Stephen F. Austin middle school to mitigate juvenile recidivism.
- Completed the closure of old cases to better depict the court's pending case load on the Texas Office of Court Administration monthly report.
- Ten staff members have maintained and retained Texas Court Clerk Certification – Two individuals at Level I and Eight at Level II.
- Presiding Judge and Associate Judges have attended and complied with mandatory judicial continuing education.
- City Marshals have maintained all state mandated training required for Peace Officer certification through the Texas Commission on Law Enforcement.
- Two City Marshals have obtained certification as Court Security Specialists as a result of an ongoing effort to make sure all court patrons have a safe place to conduct business.
- Implemented Laserfiche as a method of document imaging/retention thereby moving the court to a "paper light" environment.

### **Fiscal Year 2016 Goals and Objectives**

- Improve the court's customer service by upgrading the phone system to that of a "call center" so that the public can be assisted in an efficient manner.
- Improve court processing and means by which defendants can pay their outstanding fines through technological enhancements, including online payments.
- Improve the Court's Web page to better facilitate citizen accessibility to Court processes and procedures.
- Investigate and evaluate other court management software to find one that will allow for technological changes that can improve efficiency and customer service.

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>%Chng/ FY15</b>
Salaries and Benefits	\$ 880,241	\$ 947,609	\$ 947,609	\$ 993,550	\$ 1,096,147	\$ 148,538	15.7%
Supplies	30,134	51,631	51,631	47,461	52,088	457	0.9%
Maintenance & Services	200,869	242,396	242,396	239,110	242,309	(87)	0.0%
Miscellaneous/Admin Reimb	160,224	190,542	190,542	146,350	72,242	(118,300)	-62.1%
Capital Outlay	52,316	-	-	-	-	-	0.0%
<b>Total Expenses</b>	<b>\$ 1,323,784</b>	<b>\$ 1,432,178</b>	<b>\$ 1,432,178</b>	<b>\$ 1,426,471</b>	<b>\$ 1,462,786</b>	<b>\$ 30,608</b>	<b>2.1%</b>

## Budgeted Personnel

	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>
Municipal Court Judge	-	-	-	1	1
Municipal Court Manager	1	1	1	1	1
City Marshal/Bailiff	4	4	4	4	4
Deputy Court Clerk	7	7	7	7	7
Municipal Court Administrative Asst.	1	1	1	1	1
Warrant Technician	1	1	1	1	1
Juvenile Case Coordinator	1	1	1	1	1
Community Services Coordinator	1	1	1	1	1
<b>Total</b>	<b>16</b>	<b>16</b>	<b>16</b>	<b>17</b>	<b>17</b>

## Performance and Activity Measures

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>
% of warrant service targets achieved	73%	90%	90%	90%	90%
# of warrants served	4,196	3,500	3,500	4,000	4,000
Revenue collected on outstanding warrants	\$ 600,292	\$ 200,000	\$ 200,000	\$ 450,000	\$ 450,000
Avg. # of days to process citations	4	4	4	4	4
# of cases filed	13,304	15,000	15,000	12,000	11,000
# of community service cases	282	250	250	300	300
# of warrants issued	5,715	4,000	4,000	5,000	5,000
# of Teen Court sessions	30	20	20	30	30



## **Police Services**

### **Mission Statement**

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

### **Strategic Initiatives**

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

### **Fiscal Year 2015 Accomplishments**

- Part I UCR clearance rate of thirty point six percent (37%) in calendar year 2014.
- Reviewed and revised the department's strategic plan.
- Escort fees collected up by eleven percent (11%) for calendar year 2014.
- Continued calibration with our citizens through the Community Advisory Council and English, Spanish and Junior Citizen Police Academy's.
- Maintained a collaborative regional chief administrators meeting to maximize policing effectiveness.
- Purchased and Received new Crisis Negotiation/Command Vehicle.

### **Fiscal Year 2016 Goals and Objectives**

- Reduce Part 1 UCR crime rate by five percent (5%).
- Maintain Part 1 UCR Clearance rates above the national average.
- Continue planning a weapons firing range to achieve a reduction in weapons qualification expenses.
- Initiate steps to upgrade Records Management System (RMS).
- Procurement and equipping of Crisis Negotiation/Command Vehicle.
- Expand Crisis Intervention training at advanced level to fifteen (15) additional officers.
- Purchase and Equip officers with body worn cameras.

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	%Chng/ FY15
Salaries and Benefits	\$ 14,665,715	\$ 15,318,852	\$ 15,318,852	\$ 15,384,702	\$ 16,008,159	\$ 689,307	4.5%
Supplies	613,070	623,839	623,839	581,577	882,865	259,026	41.5%
Maintenance & Services	377,688	415,111	415,111	387,976	469,343	54,232	13.1%
Miscellaneous/Admin Reimb	114,768	134,540	134,540	130,519	134,540	-	0.0%
Capital Outlay	334,099	726,044	726,044	726,044	687,206	(38,838)	-5.3%
<b>Total Expenses</b>	<b>\$ 16,105,340</b>	<b>\$ 17,218,386</b>	<b>\$ 17,218,386</b>	<b>\$ 17,210,818</b>	<b>\$ 18,182,113</b>	<b>\$ 963,727</b>	<b>5.6%</b>

## Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Accreditation Manager	1	1	1	1	1
Assistant Police Chief	2	2	2	2	2
Auxiliary Services Manager	1	1	1	1	1
CID Secretary	1	1	1	1	1
Crime Analyst	1	1	1	1	1
Crime Scene Unit Supervisor	1	1	1	1	1
Crime Scene Technician	2	2	2	2	2
Crime Victims Assistance Investigator	2	2	2	2	2
Intake Specialist	7	7	7	7	7
Intake Supervisor	1	1	1	1	1
Investigative Assistant	3	3	3	3	3
Patrol Services Bureau Asst.	1	1	1	1	1
Police Chief	1	1	1	1	1
Police Clerk	1	1	1	1	1
Police Finance Assistant	1	1	1	1	1
Police Lieutenant	6	6	6	6	6
Police Officer	109	110	110	110	113
Police Sergeant	20	21	21	21	21
Police Staff Assistant	1	1	1	1	1
Property & Evidence Custodian	2	3	3	3	3
Records Clerk	7	7	7	7	7
Records Supervisor	1	1	1	1	1
Support Services Secretary	1	-	-	-	-
<b>Total</b>	<b>173</b>	<b>175</b>	<b>175</b>	<b>175</b>	<b>178</b>

## Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Part 1 Crimes reported	2,852	2,700	2,700	2,900	2,800
% of Part 1 Crimes solved	37%	35%	35%	37%	35%
% crime rate growth	6%	-5%	-5%	-6%	-5%
Priority call response time (minutes)	6.0	6.0	6.0	5.0	5.0
Traffic accident rate (per 1,000)	20	21	21	20	20
Citizen complaints filed	9	7	7	8	10

\*Police includes 2 new positions for FY14

\*Police includes 2 new positions for FY15

\*Police includes 3 new positions for FY16

## **Fire and Emergency Operations Center**

### **Mission Statement**

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

### **Strategic Initiatives**

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

### **Fiscal Year 2015 Accomplishments**

- Initiated employee evaluation program for civil service employees.
- Took delivery of TIFMAS wildland firefighting truck.
- Took delivery of two (2) new refurbished ambulances.
- Purchased and implemented new Auto-Pulse Cardio-Pulmonary Resuscitation (CPR) devices.
- Replaced all Self-Contained Breathing Apparatus (SCBA) masks with new high-temperature rated masks.
- Took delivery of new pool vehicle for training/travel purposes.
- Interacted with 7706 citizens in 109 events or programs in the fire prevention public education programs and Citizen's Fire Academy.
- Conducted 1,689 fire and life safety inspections.
- Updated EMS patient treatment protocols.
- Implemented new high-rise firefighting policy.
- Added six (6) additional firefighter positions to increase daily staffing levels.
- All administrative assistants were crossed trained in job duties.
- Acquired land for Station 2 relocation.
- Initiated accreditation process for EMS services.
- Purchased 24 sets of Wildland firefighting protective clothing.
- Participated in multi-agency study for long term facility needs for Community Emergency Operations Center.
- Replaced all portable radios.
- Responded to 10,292 calls for emergency services.

### **Fiscal Year 2016 Goals and Objectives**

- Continue to increase daily staffing levels.
- Assist in design and work towards construction of new Fire Station 2.
- Review all forms and legal documents utilized by fire department.
- Review and update department mission and vision statements.
- Update permitting process in the Fire Marshal's office.
- Continue to participate in the Federal Homeland Security Grant program.
- Continue to increase wildland fire response capabilities.
- Continue to study long term facility needs for Community Emergency Operations Center.

Fire & Emergency Operations Center

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	%Chng/ FY15
Salaries and Benefits	\$ 10,938,564	\$ 11,637,716	\$ 11,637,716	\$ 11,880,738	\$ 12,549,773	\$ 912,057	7.8%
Supplies	690,486	686,854	686,854	705,722	720,783	33,929	4.9%
Maintenance & Services	635,059	577,462	577,462	625,462	592,939	15,477	2.7%
Miscellaneous/Admin Reimb	87,026	85,515	85,515	85,813	85,720	205	0.2%
Capital Outlay	33,943	743,888	743,888	776,544	270,675	(473,213)	-63.6%
<b>Total Expenses</b>	<b>\$ 12,385,078</b>	<b>\$ 13,731,435</b>	<b>\$ 13,731,435</b>	<b>\$ 14,074,279</b>	<b>\$ 14,219,890</b>	<b>\$ 488,455</b>	<b>3.6%</b>

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	%Chng/ FY15
Fire Services	\$ 12,297,330	\$ 13,640,830	\$ 13,640,830	\$ 13,983,581	\$ 14,129,267	\$ 488,437	3.6%
Emergency Operations Center	87,748	90,605	90,605	90,698	90,623	18	0.0%
<b>Total Expenses</b>	<b>\$ 12,385,078</b>	<b>\$ 13,731,435</b>	<b>\$ 13,731,435</b>	<b>\$ 14,074,279</b>	<b>\$ 14,219,890</b>	<b>\$ 488,455</b>	<b>3.6%</b>

Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Fire Chief	1	1	1	1	1
Assistant Fire Chief	3	3	3	3	3
Fire Marshal	1	1	1	1	1
Deputy Fire Marshal	1	1	1	1	1
Battalion Chief	3	3	3	3	3
Lieutenant	21	21	21	21	21
Apparatus Operator	21	21	21	21	21
Fire Inspector/Lieutenant	3	3	3	3	3
Firefighter	63	69	69	69	75
Fire Services Administrative Assistant	1	1	1	1	1
Fire Services Clerk	3	3	3	3	3
Emergency Mgmt Coordinator	1	1	1	1	1
<b>Total</b>	<b>122</b>	<b>128</b>	<b>128</b>	<b>128</b>	<b>134</b>

Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
% of Fire/EMS responses under 5 minutes	53%	54%	54%	54%	54%
# of residential/commercial fires	90	130	130	84	100
Value of property lost to fire	\$ 1,167,366	\$ 2,000,000	\$ 2,000,000	\$ 1,089,541	\$ 2,000,000
Value of property saved from fire	\$ 30,654,329	\$200,000,000	\$200,000,000	\$ 28,610,706	\$ 50,000,000
# of Civilian deaths	1	-	-	-	-
# of Civilian injuries due to fire	7	-	-	6	-
# of Firefighters with lost time injuries	2	-	-	2	-
# of Incidents with flame spread exceeding 3	11	20	20	15	15
# of Inspections	3,090	3,300	3,300	3,200	3,300
# of citizens trained in fire prevention	7,288	9,000	9,000	9,000	9,000
Total emergency responses	10,272	9,500	9,500	10,375	10,500
Total unit responses	17,325	16,000	16,000	17,820	18,000
Total EMS patients	7,600	5,800	5,800	7,700	8,000
Average calls per day	28	26	26	28	29
Average unit responses per day	48	42	42	49	50
# of Citizens Trained in BFD Citizen Fire Academy	18	20	20	20	40
Total funds obtained from Homeland Security Grant Program	\$ 4,000	\$ 150,000	\$ 150,000	\$ 275,000	\$ 250,000

\*Fire includes 7 new positions for FY14

\*Fire includes 6 new fire fighter positions for FY15

\*Fire includes 6 new fire fighter positions for FY16

## Bryan Animal Center

### Mission Statement

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

### Strategic Initiatives

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

### Fiscal Year 2015 Accomplishments

- Maintained a euthanasia rate of 30%, an adoption rate of 35% while attending 20 events in the community.
- Maintained a "returned to owner" in-field rate of 30%, increased the number of foster homes by 62%, and increased the number of rescue groups utilized by 24%.
- Successfully established and maintained good working relationships with numerous local and state animal groups.
- Successfully reaching and exceeding our calls for service yearly goals for FY 2014 by maintaining an average of a 26 minute response time from time of dispatch until arrival, and an average of 10 minutes to conclude each call from arrival to departure of scene.
- Hosting the annual Pawpaloosa, Pet Health Fair and Bryan Animal Center Adoption Reunion May 30th, 2015, providing a collective educational event for pet health and safety while promoting animal adoption.
- Received favorable reviews from State Veterinarian for annual inspection including cleanliness of facility, friendliness of staff, management structure, and overall animal health.

### Fiscal Year 2016 Goals and Objectives

- Maintain Euthanasia rate under 50%
- Maintain an Adoption rate of 35%
- Continue to refine the policies and procedures for animal services to increase efficiency and effectiveness and eliminate redundancies.
- Respond to calls for animal assistance within 30 minutes from initial contact with dispatch.
- Conclude each call for service within 30 minutes from arrival to and departure from a scene.
- Attend 20 events in the community to promote education about animal ownership, adoptions, and to promote positive public relations regarding animal control.
- Return a minimum of 20% of dogs collected in the field by Animal Control Officers to their owners without the use of the Bryan Animal Center.
- Investigate options to deal with feral cats in the city limits.
- Increase the number of foster homes by 10%.
- Increase the number of rescue groups utilized for animal placement by 5%.

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>%Chng/ FY15</b>
Salaries and Benefits	\$ 493,775	\$ 601,511	\$ 601,511	\$ 567,052	\$ 620,751	\$ 19,240	3.2%
Supplies	73,295	85,380	85,380	74,266	88,980	3,600	4.2%
Maintenance & Services	45,696	46,283	46,283	41,052	46,123	(160)	-0.3%
Miscellaneous/Admin Reimb	38,973	60,700	60,700	54,300	61,880	1,180	1.9%
Capital Outlay	-	-	9,500	49,500	-	(9,500)	0.0%
<b>Total Expenses</b>	<b>\$ 651,739</b>	<b>\$ 793,874</b>	<b>\$ 803,374</b>	<b>\$ 786,170</b>	<b>\$ 817,734</b>	<b>\$ 14,360</b>	<b>1.8%</b>

## Budgeted Personnel

	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>
Animal Shelter Manager	1	1	1	1	1
Program Coordinator	-	1	1	1	1
Animal Care Technician	3	3	3	3	3
Lead Animal Control Officer	1	1	1	1	1
Animal Control Officer	4	4	4	4	4
<b>Total</b>	<b>9</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>

## Performance and Activity Measures

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>
Maintain an Adoption rate of 35%	34%	35%	35%	35%	35%
Increase Rescue groups	89	77	77	110	115
Increase Foster Homes	54	63	63	88	97
Animals returned in field	30%	20%	20%	30%	20%
Average Call Response time	0.26	0.30	0.30	0.26	0.30
Average time spent on call	0.08	0.30	0.30	0.08	0.30
Attendance at Outside Events	41	20	20	35	20

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

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

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



## Engineering Services

### Mission Statement

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

### Strategic Initiatives

- Effective management of capital improvement projects to ensure quality construction on schedule and within budget and use engineering staff for design when possible for cost effectiveness.
- Ensure public infrastructure is installed using industry standard construction practices and the quality of the infrastructure verified by Engineering Inspectors.
- Improve city services by reducing the backlog of maintenance and repair activities through capital projects.
- Work with MS4 coordinator and Development Services staff to continue compliance with 5 year permit requirements.
- Permit and regulate construction activities within the City's Right of Way through active implementation of a revised Right of Way Ordinance.
- Provide timely, thorough reviews of detailed engineering construction drawings for Development and separate Site Development Review plats and site plans submitted for approval through Development Services.
- Increase the use of technology to improve efficiency, and increase productivity.
- Foster professional working relationships with: the citizens of Bryan; other City departments; community organizations; local, state, and federal agencies; consulting engineers; and contractors.
- Assist with economic development activities of the City.
- Provide excellent customer service (internal and external to organization)
- Continue to update and maintain Geographic Information System (GIS) information such as Floodplains, Storm Sewers, Sidewalks, Street Maintenance, Development Activity and Capital Improvement Projects.
- Perform floodplain administration duties for the City of Bryan and participate in the Community Rating System.

### Fiscal Year 2015 Accomplishments

- Applied for Transportation Alternatives Program Grant seeking millions of dollars in federal funds.
- Completed construction of major projects, such as: First Street Reconstruction, Traffic signals at Carter Creek / Villa Maria, Texas / Villa Maria, Joseph Drive/Villa Maria, Wellborn / F&B, Villa Maria / Cavitt, and S. College / Dodge.
- Managed contractual requirements and audits from various agencies (Feds, TXDOT) for grants associated with CIP.
- Refined use of IPADs in the field for engineering inspectors to document daily reports, photos, email, create red line markups on construction plans – basically going paperless.
- Continued to utilize prequalified list of Engineering Firms to expedite selection of consultants.
- Continued updating a 5 year capital maintenance plan for Streets that coordinates maintenance activities of water, wastewater, streets and drainage.
- Updated 5 year drainage forecast (drainage utility fee funding) using Storm water Master plan as a guide.
- Executed the annual process for the City's comprehensive 5 year Capital Improvement Program (FY14-FY18).
- Prepared new 5 year CIP Program (FY16-FY20)
- Completed design of multiple major projects including W. 26<sup>th</sup> Street, W. 28<sup>th</sup> Street, Old Hearne Ph2, Fire Station 2.
- Maintained a Class 6 status in the National Flood Insurance Program - Community Rating System resulting in up to 20% in Flood Insurance Discounts to Citizens of Bryan.
- Published Physical Map Revision on Carters' Creek changing the actual Flood Insurance Rate Maps that affected approximately 30% of the entire City of Bryan's floodplains.

### Fiscal Year 2016 Goals and Objectives

- Continue improving infrastructure inspections through use of IPAD devices to track daily reports and deploy plans and specs (paperless) into the field. Look for ways to implement video communication to office.
- Maintain at least a Class 7 ranking in the Community Rating System (expected decrease from 6 to 7).
- Assist other departments in development of master plans, project development, design and construction as needed.
- Continue implementation of Capital Improvement Program (program, design, construction) FY16-FY20
- Refine and expand 5 year capital maintenance plan that coordinates maintenance activities of water, wastewater, streets and drainage – including 5 year forecasts of funding and expenditures.
- Develop Contractor Registration Program ensuring quality of contractors building infrastructure including documenting contractor's continuing education efforts.
- Prepare Request for Qualifications for prequalified Engineering Firms that will last through FY19.
- Continue to assist in development of a Right of Way management ordinance to manage work of outside entities within the City's Street Right of Ways. Develop a right of way permit and take on responsibility for management and enforcement of the ordinance.

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	%Chng/ FY15
Salaries and Benefits	\$ 954,411	\$ 1,185,319	\$ 1,185,319	\$ 1,134,307	\$ 1,219,788	\$ 34,469	2.9%
Supplies	39,033	53,785	53,785	43,980	55,590	1,805	3.4%
Maintenance & Services	68,007	54,221	141,771	145,021	53,329	(88,442)	-62.4%
Miscellaneous/Admin Reimb	9,118	9,550	9,550	10,915	119,665	110,115	1153.0%
Capital Outlay	40,966	-	-	-	31,000	31,000	
<b>Total Expenses</b>	<b>\$ 1,111,535</b>	<b>\$ 1,302,875</b>	<b>\$ 1,390,425</b>	<b>\$ 1,334,223</b>	<b>\$ 1,479,372</b>	<b>\$ 88,947</b>	<b>6.4%</b>

## Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
City Engineer	1	1	1	1	1
Assistant City Engineer	2	2	2	2	2
Civil Engineer	3	3	3	3	3
Engineering Technical Assistant	1	1	1	1	2
Development Services Office Coordinator	1	1	1	1	1
Construction Coordinator	1	1	1	1	1
Engineering Inspector	3	3	3	3	3
Engineering Technician	2	2	2	2	1
<b>Total</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>	<b>14</b>

## Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
<b>Development:</b>					
Avg # of days to review site development submittal	3	3	3	3	3
Avg # of days to review Engineering plans/reports	10.00	9.00	9.00	7.50	10.00
Value of projects installed by developers	\$ 3,266,560	\$ 2,750,000	\$ 2,750,000	\$ 3,500,000	\$ 3,500,000
# of construction projects monitored	30	38	38	38	35
<b>Capital Improvement Projects:</b>					
# of consulting engineering contracts	8	4	4	7	5
Value of consulting engineering contracts	\$ 465,557	\$ 500,000	\$ 500,000	\$ 500,000	\$ 600,000
# of engineering in-house designed projects	6	4	4	4	4
Value of engineering services provided in-house	\$ 236,600	\$ 250,000	\$ 250,000	\$ 225,000	\$ 250,000
Value of construction projects awarded (public infrastructure)	\$ 7,198,955	\$ 11,500,000	\$ 11,500,000	\$ 10,500,000	\$ 13,000,000
# of projects tracked (design or construction)	34	35	35	35	35
Max # of construction projects inspected at one time	25	20	20	25	25
# of construction projects completed	8	10	10	7	8
Value of construction projects completed	\$ 21,436,000	\$ 9,000,000	\$ 9,000,000	\$ 9,000,000	\$ 13,000,000
Total # of change orders issued	3	9	9	4	5
Average # of change orders issued/project	1.00	1.00	1.00	0.00	0.00
Average % value of change orders	11.20%	5.00%	5.00%	5.00%	5.00%
Average Change Order amount	\$ 211,277	\$ 50,000	\$ 50,000	\$ 86,000	\$ 70,000
*skewed by \$594,000 street change order					
<b>Records Management:</b>					
CIP records scanned into Laserfiche	7,146	10,000	10,000	6,904	8,000
Development records scanned into Laserfiche	5,093	15,000	15,000	3,104	8,000

## Streets & Drainage

### Mission Statement

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

### Strategic Initiatives

#### Streets

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

#### Right-of-Ways

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

#### Drainage

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

#### MS4 Program

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

### Fiscal Year 2015 Accomplishments

#### Street Maintenance

- Managed and implemented concrete, asphalt, seal coat and crack seal street contracts
- Responded and repaired approximately 300 pot holes

#### Drainage Maintenance

- Installation of 1600LF of "French drain" pipe, in flat areas, to increase residents quality of life
- Clearing of creeks and box culverts throughout the City providing positive water flow
- Installed gabion baskets on Rose Wood Trail

#### Concrete Maintenance

- Made repairs at 4 bridge locations where road/sidewalks were sinking
- Installed new railings at Villa Maria/Blinn, Camelot Park, Freedom Blvd, Cambridge and Downtown Bryan
- Designed and installed parking lot for Scurry Park
- Designed and installed sidewalks on Finfeather and Austin's Colony
- 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
- Installed new hand rails at Villa Maria/Blinn, Camelot Park, Freedom Blvd, Cambridge and Downtown Bryan
- Painted all hand rails in Copperfield

### Fiscal Year 2016 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 to respond to all citizen concerns within 48 hours
- Implement Management and Supervisory training schedule for all Foreman and Crew Leaders
- Work proactively with Water and Sewer Department in order to identify underground utilities prior to street replacement

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>%Chng/ FY15</b>
Salaries and Benefits	\$ 854,135	\$ 941,226	\$ 941,226	\$ 857,684	\$ 978,477	\$ 37,251	4.0%
Supplies	109,371	123,425	123,425	118,810	124,225	800	0.6%
Maintenance & Services	484,984	469,889	469,889	536,979	710,476	240,587	51.2%
Miscellaneous/Admin Reimb	261,920	356,291	356,291	340,400	356,291	-	0.0%
Capital Outlay	-	-	-	-	116,089	116,089	-
<b>Total Expenses</b>	<b>\$ 1,710,410</b>	<b>\$ 1,890,831</b>	<b>\$ 1,890,831</b>	<b>\$ 1,853,873</b>	<b>\$ 2,285,558</b>	<b>\$ 394,727</b>	<b>20.9%</b>

## Budgeted Personnel

	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>
ROW Foreman	1	1	1	1	1
Streets & Drainage Crew Leader	3	2	2	2	2
Streets & Drainage Equipment Operator/Crew Workers	13	13	13	13	13
Streets & Drainage Foreman	1	-	-	-	-
Transportation & Drainage Supervisor	1	1	1	1	1
<b>Total</b>	<b>19</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>

## Performance and Activity Measures

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>
% of departmental employees with OSHA & Traffic Workzone Training	90%	100%	100%	100%	100%
Proactive ditch maintenance- total linear footage of ditch cut/ maintained	3,220	2,500	2,500	3,000	3,000
Tons of HMAC/ base failure repairs	1,600	1,600	1,600	1,600	1,600
Total # of ditch/ culvert maintenance work orders completed	144	160	160	176	160
Total # of storm sewer cave-in work orders completed	107	100	100	88	100
Total # of creek maintenance work orders completed (Called In/ Proactive)	97	200	200	294	200
% of work orders responded to within 72 hrs.	99%	100%	100%	95%	100%
% of pothole requests responded to within 72 hrs.	95%	100%	100%	100%	100%
% of City Staff w/ MS4 education	50%	50%	50%	60%	70%
# of MS4 education events coordinated*	11	20	20	20	20
# of existing storm drains stenciled*	500	0*	0*	0	0

\*New measure added FY12/Project completed FY2014

## Traffic Operations

### Mission Statement

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

### Strategic Initiatives

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

### Fiscal Year 2015 Accomplishments

- Completed cabinet foundation replacements at three intersections.
- Assisted Engineering in inspection and ultimately putting into operation new signal installations at S. College / Dodge, Villa Maria / Cavitt, F&B/Old College / Wellborn, Villa Maria / Carter Creek and Villa Maria / Texas Avenue.
- Implemented new signal timings on major arterials around the Blinn College Campus.
- Completed fiber connection on E. 29<sup>th</sup> Street, Texas Ave, 2818 and HWY 21, E 29<sup>th</sup> and Coulter Ave
- Added approximately 40 school zone flasher assemblies to the wireless communication system.
- Completed citywide pavement marking contract.
- Provided pavement markings for IT parking lot, MSC Parking lot, 26<sup>th</sup> st parking, 26<sup>th</sup> st crosswalk by court house, IT parking lot, Dansbury plant parking lot, arrows, stop bars and yellow median dividers at Marrimont, 2 crosswalks for Anson Jones Elem, coulter airfield gas pad and Fire lanes for the MSC and Parks and Rec.
- Coordinated with College Station and evaluated various controller and ATMS software, settled on same equipment and software to facilitate coordination among jurisdictional entities.
- Attended approximately three public / homeowner's meetings to discuss traffic and transportation planning.
- Assisted Downtown Bryan Association with all road closures, and parking for Texas Reds Festival.
- Designed and implemented numerous traffic control plans for street maintenance & special events.
- Council Workshop on Traffic Calming Techniques and developed policy on traffic calming for certain city streets.
- Negotiated numerous access management solutions with TxDOT and developers.
- Represented Bryan on the BCSMPO Technical Advisory Committee and advise the Policy Committee member.
- Represented on BCSMPO Regional Bicycle / Pedestrian Advisory Panel.
- Attended approximately 75 percent of Planning & Zoning Commission meetings.
- Attended 90 percent of BCSMPO Technical Advisory Committee and Policy Committee Meetings.
- Continued project code assignments in Kronos for all staff.
- Implemented work order creation for all items of work to be able to provide activity statistics.
- Continued to populate a new GIS layer for speed zones and traffic counts.
- Continued work on Traffic Signal Maintenance Plan

### Fiscal Year 2016 Goals and Objectives

- Use work order data to generate reports on activity and look at the data through GIS.
- Utilize H.T.E. to assign accurate cost data to all work orders.
- Establish new traffic signal maintenance guidelines in conjunction with ATMS implementation.
- Expand traffic signal communications system to additional locations on W. Villa Maria Road.
- Continue expanding school flasher wireless system and finish installation of school flashers around remaining campuses (funding dependent).
- Connect fiber optics (running in ROW) to signal controllers at various locations (working with IT)
- Develop and publish traffic systems specifications and standards.
- Develop plan for improving ADA access to existing signals through maintenance activities..
- Pursue grant opportunities for traffic system upgrades.
- Complete pilot project for sign inventory and pavement marking inventory.
- Meet or exceed 95 percent participation in SDRC.
- Meet or exceed 75 percent attendance at Planning & Zoning Commission meetings.
- Attend 100 percent of all MPO Technical Advisory Committee and Policy Committee Meetings.
- Expand presence on new City of Bryan website for Traffic Operations Division.

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	%Chng/ FY15
Salaries and Benefits	\$ 546,224	\$ 606,817	\$ 606,817	\$ 576,724	\$ 619,706	\$ 12,889	2.1%
Supplies	47,633	63,157	63,157	48,470	61,950	(1,207)	-1.9%
Maintenance & Services	1,009,541	1,002,477	1,002,477	1,028,011	1,005,335	2,858	0.3%
Miscellaneous/Admin Reimb	10,218	8,200	8,200	5,850	8,450	250	3.0%
Capital Outlay	28,305	41,000	41,000	41,000	75,000	34,000	82.9%
<b>Total Expenses</b>	<b>\$ 1,641,921</b>	<b>\$ 1,721,651</b>	<b>\$ 1,721,651</b>	<b>\$ 1,700,055</b>	<b>\$ 1,770,441</b>	<b>\$ 48,790</b>	<b>2.8%</b>

## Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Assistant City Engineer - Transportation Engineer	1	1	1	1	1
Traffic Sign Technician	4	4	4	4	4
Traffic Signal Technician	2	3	3	3	3
Traffic Operations Supervisor	1	1	1	1	1
Graduate Civil Engineer	1	-	-	-	-
<b>Total</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>	<b>9</b>

## Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 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	95%	85%	85%	90%	100%
% of P&Z Commission Meetings Attended	80%	85%	85%	75%	75%
% of traffic signal standards updated	40%	50%	50%	40%	50%
% of Communication Integration complete	85%	85%	85%	85%	90%
% of Prot-Perm Lead-Lag eliminated	100%	100%	100%	100%	100%
% of Flashing Yellow Arrow Implemented	10%	8%	8%	15%	20%
% of ATMS Implemented	30%	50%	50%	35%	40%
% of Traffic Sign Database implemented	5%	10%	10%	10%	15%
% of Website Improvements implemented	100%	100%	100%	100%	100%
Amount spent on Training/Development	\$ 6,169	\$ 9,000	\$ 9,000	\$ 12,000	\$ 10,200
# of sign related work orders completed	1195	1300	1300	600	1000
# of work orders for tree trimming completed	58	50	50	50	50
# of signal related work orders completed	165	220	220	150	150
# of pavement marking related work orders completed	15	20	20	30	30
# of traffic studies performed	32	10	10	25	35
# of school zone flasher work orders completed	60	80	80	55	45
# of oversized load work orders	115	100	100	120	110
# of traffic control related work orders	25	30	30	35	30



## Development Services

### Mission Statement

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

### Strategic Initiatives

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

### Fiscal Year 2015 Accomplishments

- Expand small group meeting approach to solicit and respond to customer feedback, including contractors and developers.
- Managed and supported the master-planning effort for the Health and Wellness District Area Plan and began managing and supporting the Comprehensive Plan/Parks and Open Space Master Plan Update.
- Assisted consultant identifying and correcting internal conflicts and inconsistencies in the City's Zoning and Land and Site Development Ordinances.
- Successfully encouraged professional and technical staff to gain new certifications.
- Continued to scan older drawings and store in Laserfiche to reduce paper storage.
- Continued to educate the public on the importance of code compliance for safer structures, and on when permits are required, and managed the City's substandard structures abatement program.
- Coordinated the review of development proposals through the site development review and change of owner/use/tenant processes.
- Supported the Planning and Zoning Commission's Plan of Work, including updating development-related ordinances and the City's Comprehensive Plan.
- Managed all aspects concerning 6 City advisory boards, commissions, including 5 Planning and Zoning Commission subcommittees, from meeting coordination and the preparation and distribution of detailed background information, to meeting implementation and follow-up.
- Prepared detailed background information and presented development proposals and other projects to the City Council for direction and/or final action.
- Provided staff support for numerous (pre-) development meetings with citizens and developers every week.
- Continued the "staffer on call" program making a staff person available during all business hours to assist customers both in person and over the phone.

### Fiscal Year 2016 Goals and Objectives

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

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	% Chng / FY15
Salaries and Benefits	\$ 1,154,710	\$ 1,266,416	\$ 1,266,416	\$ 1,237,507	\$ 1,302,053	\$ 35,637	2.8%
Supplies	51,682	52,818	52,818	50,467	53,347	529	1.0%
Maintenance & Services	43,428	51,023	51,023	60,415	54,998	3,975	7.8%
Miscellaneous/Admin Reimb	222,271	268,000	404,460	259,094	118,000	(286,460)	-70.8%
Capital Outlay	-	55,368	55,368	55,368	-	(55,368)	-100%
<b>Total Expenses</b>	<b>\$ 1,472,091</b>	<b>\$ 1,693,625</b>	<b>\$ 1,830,085</b>	<b>\$ 1,662,851</b>	<b>\$ 1,528,398</b>	<b>\$ (301,687)</b>	<b>-16.5%</b>

## Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Planning & Development Director	1	-	-	-	-
Planning Manager	-	1	1	1	1
Staff or Senior Planner	3	3	3	3	3
Development Technician	-	-	-	-	1
Plan Review Technician	1	1	1	1	-
Development Manager	1	1	1	1	1
Development Services Representative	4	4	4	4	4
Staff Assistant	2	2	2	2	2
Chief Building Official	1	1	1	1	1
Building Inspector	5	5	5	5	4
Plans Examiner	1	1	1	1	2
<b>Total</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>

## Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 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	18	20	20	20	20
Historic Landmark Commission meetings	11	12	12	12	12
Zoning Board of Adjustment meetings	2	3	3	3	3
Building and Standards Commission meetings	9	10	10	10	10
# of wrkshps for boards and commissions	19	22	22	20	20
Change of owner/use/tenant applications processed	261	200	200	220	240
# of days to obtain a residential building permit	2	2	2	2	2
Response time to request for inspection (hours)	19	19	19	19	19
# of total inspections	13,266	13,400	13,400	13,400	13,500
# of dangerous structure inspections	130	110	110	120	120
# of dangerous structure demolished by the City	23	30	30	20	20
# of dangerous structures demolished by owner	25	45	45	20	20
# of permits issued	10,885	11,000	11,000	11,000	11,500
# of mobile home park inspections	70	70	70	70	70
# of development/building codes updated	0	9	9	0	9
# of Site Development Review cycles	51	51	51	51	51
# of Site Development Review cases	202	185	185	185	185
# of Development Services newsletter articles	14	18	18	18	18

## **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 2015 Accomplishments**

- Adopted Mobile Food Vendor Ordinance.
- Adopted Resolution No. 3555 (Nuisance Abatement)
- Launched Mobile Food Vendor Program.

### **Fiscal Year 2016 Goals and Objectives**

- Expand education and cross-train Code Enforcement officers in case management for water, sewer, solid waste, and drainage work orders.
- Explores avenues to increase capability for reporting violations and concerns.
- Expand oversight of managed programs through cross-training.
- Expand public education and outreach.

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	%Chng/ FY15
Salaries and Benefits	\$ 184,329	\$ 184,026	\$ 184,026	\$ 184,686	\$ 265,405	\$ 81,379	44.2%
Supplies	9,618	12,944	12,944	11,011	23,650	10,706	82.7%
Maintenance & Services	6,593	13,098	13,098	10,598	15,948	2,850	21.8%
Miscellaneous/Admin Reimb	29,544	47,900	47,900	40,981	48,044	144	0.3%
Capital Outlay	-	-	-	-	31,500	31,500	100.0%
<b>Total Expenses</b>	<b>\$ 230,084</b>	<b>\$ 257,968</b>	<b>\$ 257,968</b>	<b>\$ 247,276</b>	<b>\$ 384,547</b>	<b>\$ 126,579</b>	<b>49.1%</b>

## Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Code Enforcement Officer	3	3	3	3	4
General Inspector	1	-	-	-	-
<b>Total</b>	<b>4</b>	<b>3</b>	<b>3</b>	<b>3</b>	<b>4</b>

## Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
# of abandoned vehicle cases	11	5	5	11	9
# of junk vehicle cases	175	150	150	98	156
# of grass & weeds cases	1,032	1,300	1,300	560	1,427
# of parking on grass cases	130	125	125	116	143
# parking of trailer or semi on street cases	10	10	10	16	9
# of sign cases	47	75	75	20	20
# of zoning cases	22	45	45	28	40

Code Enforcement was included in Development Services prior to FY2014

## Community Development Administration

### Mission Statement

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

### Strategic Initiatives

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

### Fiscal Year 2015 Accomplishments

- Provided coordination of the outside agency process for non-CDBG service agencies.
- Provided technical assistance to a minimum of 2 private housing developers for the Texas Department of Housing & Community Affairs tax credit developments.
- Provided supervision on housing programs and served on City's Disability Committee.
- Provided technical assistance to Texas A&M Diversity and Culture Committee as a member of the Committee.
- Coordinated efforts for the Bryan's First Rehab. Committee (inner departmental).
- Provided technical assistance to the Joint Funding Review process for CDBG funding and funded 6 agencies.
- Staff coordinator for "You're the Tops" luncheon sponsored by Prenatal Clinic highlighting local women in the community.
- Provided technical assistance to Texas A&M University's Planning Department and George Bush School for internships (2) for 2015 fiscal year and 3 Work Study students.
- Provided leadership to United Way's Board for 3 community impacts: Financial Stability, Health and Education Initiatives.
- Chaired United Way public service community impact committee for funding social service agencies.
- Provided technical assistance to developer for Carver building renovation.
- Coordinated the Bank on Brazos Valley Program and developed two targeted goals: Youth and Families for financial outreach and coordinated City efforts for Small Dollar Loan program".
- Coordinated the Pay Day Lending/Auto Title Ordinance process and Outreach program.

### Fiscal Year 2016 Goals and Objectives

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

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	%Chng/F Y15
Salaries and Benefits	\$ 58,280	\$ 60,365	\$ 60,365	\$ 60,365	\$ 61,839	\$ 1,474	2.4%
Supplies	54	3,129	3,129	3,129	2,900	(229)	-7.3%
Maintenance & Services	402	478	478	-	788	310	64.9%
Miscellaneous/Admin Reimb	389,130	-	-	-	-	-	0.0%
<b>Total Expenses</b>	<b>\$ 447,866</b>	<b>\$ 63,972</b>	<b>\$ 63,972</b>	<b>\$ 63,494</b>	<b>\$ 65,527</b>	<b>\$ 1,555</b>	<b>2.4%</b>

## Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Community Development Manager	0.50	0.50	0.50	0.50	0.50
<b>Total</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>

## Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
# of special projects partnerships with private entities	5	5	5	5	5
# of public service agency funding processes coordinated	2	2	2	2	2
# of federally funded contracts managed	2	2	2	2	2
# of City-wide planning process projects for 5 Year Consolidation Plan	4	8	8	8	8
Provided staff assistance to Downtown North Committee or other City Comm	-	-	-	-	1
Provide staff assistance to Grants Cp, # of Bryan's 1st Rehab. meetings coordinated	-	-	-	1	1
Coordinate Bank on Brazos Valley Program*	4	4	4	4	4
Coordinate Pay Day Lending/Auto Title Ordin outreach*	1	1	1	4	4
	1	1	1	1	1

\*New measure added FY2014



## **Bryan + College Station Library Services**

### **Mission Statement**

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

### **Strategic Initiatives**

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

### **Fiscal Year 2015 Accomplishments**

- Circulated 670,381 items.
- Circulated 285,315 juvenile materials.
- Provided 69,271 public accesses to Internet computers.
- Received 435,425 visitors to the libraries.
- Provided 842 programs for children, teens and adults with an attendance of 35,815.
- Subscribed to TexShare, Ancestry.com, Legal Help, and OneClick Digital databases with funds received from the Doak Foundation.
- Provided access to an eBook collection through Overdrive, Inc. The project was funded by the Friends of the Library.
- Received grants totaling \$28,062 from The Gilbert and Thyra Plass Charitable Trust, The Clifton C. and Henryetta C. Doak Charitable Trust, Union Pacific and the Texas Commission of the Arts for children's services and online databases.

### **Fiscal Year 2016 Goals and Objectives**

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

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	%Chng/ FY15
Salaries and Benefits	\$ 1,982,580	\$ 2,128,120	\$ 2,128,120	\$ 2,020,226	\$ 2,186,493	\$ 58,373	2.7%
Supplies	39,981	51,742	51,742	45,796	58,400	6,658	12.9%
Maintenance & Services	122,805	115,538	115,538	110,227	129,485	13,947	12.1%
Miscellaneous/Admin Reimb	62,887	29,400	29,400	24,386	27,615	(1,785)	-6.1%
Capital Outlay	221,993	163,400	163,400	178,900	196,063	32,663	20.0%
<b>Total Expenses</b>	<b>\$ 2,430,246</b>	<b>\$ 2,488,200</b>	<b>\$ 2,488,200</b>	<b>\$ 2,379,535</b>	<b>\$ 2,598,056</b>	<b>\$ 109,856</b>	<b>4.4%</b>

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	%Chng/ FY15
Bryan Library	\$ 1,260,884	\$ 1,216,167	\$ 1,216,167	\$ 1,169,820	\$ 1,299,016	\$ 82,849	6.8%
College Station Library	909,497	1,001,568	1,001,568	944,798	1,017,425	15,857	1.6%
Carnegie Library	259,865	270,465	270,465	264,917	281,615	11,150	4.1%
<b>Total Expenses</b>	<b>\$ 2,430,246</b>	<b>\$ 2,488,200</b>	<b>\$ 2,488,200</b>	<b>\$ 2,379,535</b>	<b>\$ 2,598,056</b>	<b>\$ 109,856</b>	<b>4.4%</b>

## Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Library Services Division Manager	1	1	1	1	1
Bryan Public Library:					
Administrative Assistant	1	1	1	1	1
Administrative Clerk	1	1	1	1	1
Automation Systems Technician	1	1	1	1	1
Library Supervisor	1	1	1	1	1
Reference Librarians	3	4	4	4	4
Technical Services Clerk	1	1	1	1	1
Catalog Librarian/Tech Services	1	1	1	1	1
Library Clerk	6	6	6	6	6
Senior Librarian	1	-	-	-	-
Carnegie Library Branch:					
Carnegie Branch Librarian	1	1	1	1	1
Carnegie Reference Librarian	1	1	1	1	1
Carnegie Branch Clerk	2	2	2	2	2
College Station Branch:					
Library Supervisor	1	1	1	1	1
Branch Librarian	1	1	1	1	1
Library Clerk	9	9	9	9	8
Senior Library Clerk	-	-	-	-	1
Reference Librarian	6	6	6	6	6
Service Worker	1	1	1	1	1
<b>Total</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>39</b>	<b>39</b>

## Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Circulation	670,381	700,000	700,000	715,000	700,000
Library Visitors	435,425	450,000	450,000	385,000	450,000
# of Volumes	217,809	235,000	235,000	235,000	235,000
# of Reference Inquiries	42,699	36,000	36,000	40,000	43,000
# of volunteer hours	5,766	4,500	4,500	5,500	6,000
Computer use	69,271	70,000	70,000	65,000	70,000
Registered Borrowers	30,423	31,000	31,000	31,000	31,000
Program Attendance	35,815	35,000	35,000	35,000	36,000

## **Parks & Recreation**

### **Mission Statement**

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

### **Strategic Initiatives**

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

### **Fiscal Year 2015 Accomplishments**

- New programs and events offered during the year included SCUBA, Karate – Preschool, Youth and Teen & Adult classes, Community CPR, Youth Basketball League, Adult Volleyball League, Cake Decorating, World's Largest Swim Lesson, Breakfast with Santa, Breakfast with the Bunny, Howl-o-ween Festival, Back To School Splash, and Parks and Recreation Month activities.
- New parent information handbooks for Camp HERO and Swim Lessons were compiled and handed out.
- Haswell Pool opened for public hours
- Partnered with Blinn College Kinesiology Department for use of Bryan Parks and Recreation facilities.
- Served as the test agency for new Swim Team software for Barracudas with NWAL.
- Held monthly RecTrac trainings to train new staff and provide refreshers for current staff using RecTrac.
- Implemented a new scheduling system for Aquatics staff called When To Work.
- Held a successful Games of Texas in Bryan-College Station in late July with full participation by the entire staff. Venues held in Bryan included the Softball at BRAC, Pickleball at Bryan High School and Gymnastics at Rudder High School. The entire full time staff was involved in the planning, supervising and working the overall event. Staff members coordinated the Opening Ceremonies, Tennis, Swimming and Golf venues.
- Partnered with Brazos Valley Arts Council at Neal Recreation Center on a community art project in the Game Room.
- Staff certified throughout the year included Marty Mulgrew (TAAF Sports Management Year 1), Raymond Bradley (TAAF Sports Management Year 1), Ashley Bennett (Certified Parks and Recreation Professional, TAAF Sports Management Year 1) Rene DeLaCruz (Certified Pool Operator), Marcus Walker (Certified Irrigation Specialist)
- Construction of the expansion of the Bryan City Cemetery is complete.
- Successfully re-bid the Landscape Maintenance and Parks Custodial Contracts.
- Completed the upgrade to the Rosewood Trail.
- Implemented the utilization of TAMU student workers at a 75% discount to us.
- Scurry Park received an overhaul with a complete renovation of the trail, major pruning and trimming, and construction of a parking lot and sidewalk to the rest room building.
- Additional lighting and displays were purchased and utilized for the Holiday Magic event.
- A Parks Improvement Plan was finalized. It was set up to guide the department in the renovation, improvement and future development of its park system. It provides a large number of tasks that will be addressed over the next several years through General fund, the CIP program and other funding sources.
- Fully implemented the modules of RecTrac and the public made great use of WebTrac.

### **Fiscal Year 2016 Goals and Objectives**

- Increase attendance at our aquatic facilities by 10%
- Open new pool facility at Sadie Thomas Park.
- Add ten (10) new program offerings to the Recreation Division
- Increase Summer Camp participation by 10%.
- Initiate Turf Renovation Project at the Park Hudson Dog Park
- Undertake and complete major repairs to 3 separate major irrigation leaks in Downtown Bryan.
- Renovate the turf on the soccer side of BRAC.
- Upgrade landscape beds in assorted locations.
- Add new lighting to the Holiday Magic Special Event.
- Replace existing drip irrigation downtown.
- Make sure all full time employees are completing the mandatory training and provide additional training to some employees to meet department and city needs.- i.e. operate a brush truck, tree care, landscape specialist, etc.
- Undertake and complete 50% of the projects listed in the Parks Improvement Plan – O & M Additional.

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	%Chng/ FY15
Salaries and Benefits	\$ 1,677,603	\$ 1,704,864	\$ 1,704,864	\$ 1,671,051	\$ 1,784,188	\$ 79,324	4.7%
Supplies	177,518	192,504	192,504	187,346	206,815	14,311	7.4%
Maintenance & Services	596,630	634,235	634,235	623,355	1,183,807	549,572	86.7%
Miscellaneous/Admin Reimb	813,947	870,675	836,314	884,364	831,475	(4,839)	-0.6%
Capital Outlay	236,284	1,145,454	1,629,335	251,697	2,440,000	810,665	49.8%
<b>Total Expenses</b>	<b>\$ 3,501,982</b>	<b>\$ 4,547,732</b>	<b>\$ 4,997,252</b>	<b>\$ 3,617,813</b>	<b>\$ 6,446,285</b>	<b>\$ 1,449,033</b>	<b>29.0%</b>

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	%Chng/ FY15
Parks and Recreation	\$ 3,468,578	\$ 4,547,732	\$ 4,997,252	\$ 3,617,813	\$ 6,446,285	\$ 1,449,033	29.0%
Texas Reds	33,404	-	-	-	-	-	0.0%
<b>Total</b>	<b>\$ 3,501,982</b>	<b>\$ 4,547,732</b>	<b>\$ 4,997,252</b>	<b>\$ 3,617,813</b>	<b>\$ 6,446,285</b>	<b>\$ 1,449,033</b>	<b>29.0%</b>

## Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Department Manager	1.00	1.00	1.00	1.00	1.00
Administrative Assistant	1.00	1.00	1.00	1.00	1.00
Parks Manager (Cemetery Sexton)	1.00	1.00	1.00	1.00	1.00
Athletic Supervisor	1.00	1.00	1.00	1.00	1.00
Neal Recreation Center Supervisor	1.00	1.00	1.00	1.00	1.00
Aquatic Supervisor	1.00	1.00	1.00	1.00	1.00
Recreation Manager	1.00	1.00	1.00	1.00	1.00
Parks Maintenance Supervisor	1.00	1.00	1.00	1.00	1.00
Special Events/Marketing Supervisor	1.00	1.00	1.00	1.00	1.00
Recreation Programmer	1.00	-	-	-	-
Maintenance Technician	6.00	7.00	7.00	7.00	7.00
Camp Coordinator	0.50	0.50	0.50	0.50	0.50
Recreation Asst.	1.00	1.00	1.00	1.00	1.00
Recreation Coordinator	0.50	0.50	0.50	0.50	0.50
<b>Total</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>	<b>18.00</b>

## Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Holiday Magic - Participants	6,500	6,500	6,500	6,500	6,500
Family Camp Out - Participants	300	300	300	300	300
Pee Wee Sports Program - Participants	275	275	275	275	275
Aquatics - Learn to Swim - Participants	2,420	2,420	2,420	2,420	2,420
Summer Park Program Sites	6	6	6	6	6
Summer Park Program - Participants	715	715	715	715	715
Neal Recreation Center Memberships	300	300	300	300	300
Adult Softball - Teams Registered	100	110	110	110	110
# of Pavilion Rentals	900	950	950	950	950
New Recreation Programs	10	10	10	10	10
BRAC Participation Numbers	12,000	12,000	12,000	12,000	12,000

## **Golf Course**

### **Mission Statement**

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

### **Strategic Initiatives**

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

### **Fiscal Year 2015 Accomplishments**

- Strategic Plan improvements included green slope and fairway reclamation, and upgrading bunkers.
- Replaced the aging fleet of golf carts and expanded the golf cart storage pavilion.
- Despite losing a significant number of prime golf days to cold and wet weather, golf course operations were adjusted where possible to minimize the negative budget impact.

### **Fiscal Year 2016 Goals and Objectives**

- Strengthen our market position as “the best golf value around.”
- Build the tournament calendar with an emphasis on tournaments for 50-75 players.
- Strategic Plan priority is the golf course irrigation system and the maintenance equipment replacement plan.

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>%Chng/F Y15</b>
Salaries and Benefits	\$ 469,060	\$ 491,803	\$ 491,803	\$ 491,290	\$ 504,470	\$ 12,667	2.6%
Supplies	155,380	179,443	179,443	161,393	172,692	(6,751)	-3.8%
Maintenance & Services	185,574	164,732	164,732	197,047	170,337	5,605	3.4%
Miscellaneous/Admin Reimb	40,564	21,570	21,570	23,070	23,070	1,500	7.0%
Capital Outlay	-	-	44,860	26,000	78,813	33,953	75.7%
Transfers	164,800	-	-	-	-	-	0.0%
<b>Total Expenses</b>	<b>1,015,378</b>	<b>\$ 857,548</b>	<b>\$ 902,408</b>	<b>\$ 898,800</b>	<b>\$ 949,382</b>	<b>\$ 46,974</b>	<b>5.2%</b>

## Budgeted Personnel

	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>
Golf Course Mgr.	1	1	1	1	1
Golf Course Asst. Mgr.	1	1	1	1	1
Golf Course Maintenance Mgr.	1	1	1	1	1
Golf Course Asst. Maint. Mgr.	1	1	1	-	1
Golf Course Maint. Worker	-	-	-	1	1
Golf Course Mechanic	1	1	1	1	1
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>6</b>

## Performance and Activity Measures

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>
Rounds of Golf	35,005	35,000	35,000	31,500	34,000
Revenue per round	\$ 20.97	\$ 21.42	\$ 21.42	\$ 20.00	\$ 21.76
Cost per round	\$ 29.00	\$ 24.50	\$ 24.50	\$ 28.49	\$ 26.94
Tournament Rounds	700	1,300	1,300	900	900
Days Open	363	363	363	363	364

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

## Fiscal Services

### Mission Statement

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

### Strategic Initiatives

#### Accounting

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

#### Budget

- Provide accurate, timely and relevant financial information to the City Council, management, investors and citizens.
- 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 2015 Accomplishments

#### Accounting

- Received the Certificate of Excellence in Financial Reporting for FY2014 from the Government Finance Officers Association (GFOA) and received an unqualified opinion from auditors for the year ending September 30, 2014.
- Provided monthly financial information to management on average by the 10<sup>th</sup> working day of the next month.
- Completed the electronic filing of the Annual Report of continuing Disclosure Requirements of SEC Rule 15c2-12.
- While adhering to the adopted investment policy, maximized the City's return on investments by sustaining an annual yield equal to or above the 1 year Treasury bill rate.

#### Budget

- Received the Distinguished Budget Award for FY2015 from the GFOA.
- Provided various quarterly and/or monthly reports to management.
- Provided budget training to all departments.

#### Purchasing

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

### Fiscal Year 2016 Goals and Objectives

#### Accounting

- Receive the GFOA's Certificate of Achievement for Excellence in Financial Reporting for FY2015.
- Receive an unqualified opinion from the City's independent auditors for the financial statements for the year ended September 30, 2014.
- Close each prior period and provide monthly financial information by the 8th working day of the following month.
- 1% or less of 1099's reported by IRS on Notice CP-2100A.
- Submit the FY2014 CAFR to GFOA by the March 31<sup>st</sup> deadline.

#### Budget

- Receive the Distinguished Budget Award for FY2016 from the GFOA.
- Prepare and analyze 5 year revenue and expenditure forecasts for operations.
- Prepare and present annual reports and forecasts for TIRZ.
- Provide financial forecast information to management at regular intervals throughout the budget year.

#### Purchasing

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



	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	%Chng/ FY15
Salaries and Benefits	\$ 1,111,121	\$ 1,173,465	\$ 1,200,742	\$ 1,085,850	\$ 1,271,385	\$ 70,643	5.9%
Supplies	21,909	38,197	38,197	31,787	42,240	4,043	10.6%
Maintenance & Services	29,142	63,648	63,648	48,629	60,265	(3,383)	-5.3%
Miscellaneous/Admin Reimb	168,841	200,660	200,660	179,535	200,660	-	0.0%
Capital Outlay	-	-	-	3,639	-	-	0.0%
<b>Total Expenses</b>	<b>\$ 1,331,013</b>	<b>\$ 1,475,970</b>	<b>\$ 1,503,247</b>	<b>\$ 1,349,440</b>	<b>\$ 1,574,550</b>	<b>\$ 71,303</b>	<b>4.7%</b>

## Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
<b>Accounting:</b>					
Chief Financial Officer	1	1	1	1	1
Accounting Manager	1	1	1	-	-
Assistant Finance Director	-	-	-	1	1
Accounting Supervisor	-	-	-	1	1
General Accountant	3	3	3	1	1
Finance Specialist	2	2	2	2	2
Payroll Specialist	1	1	1	1	1
Finance Assistant	1	1	1	1	1
<b>Budget:</b>					
Budget Manager	1	1	1	-	-
Budget Analyst	1	1	1	1	1
Budget Analyst	-	-	-	2	2
<b>Purchasing:</b>					
Purchasing Supervisor	1	1	1	1	1
Purchasing Buyer	1	1	1	1	1
Contract Administrator	-	-	-	1	1
<b>Total</b>	<b>13</b>	<b>13</b>	<b>13</b>	<b>14</b>	<b>14</b>

## Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
<b>Accounting:</b>					
# of consecutive years to receive the GFOA Cert of Excellence in Financial Reporting	24	26	26	26	27
% of goal for receiving unqualified opinion from indiv. auditors	100%	100%	100%	100%	100%
# of reportable conditions on auditor's management letter	0	0	0	0	0
Avg. # of working days to close prior accounting period	10	10	10	6	6
Avg. # of working days to issue monthly financial reports	10	10	10	8	8
Expenditures processed on p-card	\$ 1,378,859	\$ 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%
<b>Budget:</b>					
# of consecutive years to receive the GFOA Distinguished Budget Award	9	11	11	11	12
# 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%
<b>Purchasing:</b>					
# of formal bids processed	78	65	65	65	65
# of annual contracts for goods and services	110	115	115	115	115
Value of goods and services on annual contracts	\$18,808,363	\$20,109,077	\$20,109,077	\$21,000,000	\$21,000,000
# of purchase orders issued	1,205	1,200	1,200	1,200	1,200
Expenditures processed through the Purchasing Dept.	\$46,235,127	\$50,000,000	\$50,000,000	\$50,000,000	\$50,000,000

## Information Technology

### Mission Statement

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

### Strategic Initiatives

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

### Fiscal Year 2015 Accomplishments

- Upgraded 99% of City computers from Windows XP to Windows 7
- Systems Uptime: HTE/Naviline 100%, Public Safety Systems 99.72%, Core Network 100%, Radio 99.85%
- Continued community/citizen outreach with BVCART, BVWACS, CEOC, BVCNet, Sheriff's office, District Attorney, TAMU Big Event, GIS Day, BISD HOSTS, and Blinn College.
- Expanded Laserfiche functionality to additional departments
- Integrated Exchange calendars between COB and BTU
- Upgraded Active Directory to Server 2012R2
- New fiber run from COB to 911
- Implemented two factor authentication for all Police mobiles
- Software upgrades completed: ESRI, Tiburon, LaserFiche, Teleworks/Paymentus, HTE, One Solution, Infosol, Granicus
- Hardware upgrades completed: Network core, layer2 switching, main firewall, iseries

### Fiscal Year 2016 Goals and Objectives

- Expand existing GIS functionality
- Maintain a 99.7% planned uptime for Systems, Network, and Radio system
- Continue Community/Citizen outreach and support
- Integrate BTU and City systems
- Continue expansion and upgrade of City network infrastructure
- Continue to support City systems software/hardware upgrades

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	%Chng/ FY15
Salaries and Benefits	\$ 1,363,220	\$ 1,608,701	\$ 1,608,701	\$ 1,572,845	\$ 1,655,151	\$ 46,450	2.9%
Supplies	238,299	145,559	145,559	179,650	191,750	46,191	31.7%
Maintenance & Services	903,198	1,304,508	1,304,508	969,100	977,566	(326,942)	-25.1%
Miscellaneous/Admin Reimb	80,829	55,000	55,000	51,300	115,400	60,400	109.8%
Capital Outlay	338,093	376,000	376,000	300,000	294,575	(81,425)	-21.7%
<b>Total Expenses</b>	<b>\$ 2,923,639</b>	<b>\$ 3,489,768</b>	<b>\$ 3,489,768</b>	<b>\$ 3,072,895</b>	<b>\$ 3,234,442</b>	<b>\$ (255,326)</b>	<b>-7.3%</b>

## Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Chief Information Officer	1	1	1	1	1
Operations Division Manager	-	1	1	1	1
Information Technology Director	1	-	-	-	-
Information Technology Services Assistant	1	1	1	1	1
Network Systems Supervisor	1	-	-	-	-
System/Network Administrator	1	3	3	3	3
System Network Specialist	1	1	1	-	-
System Support Specialist	3	3	3	4	4
Telecommunications System Specialist	1	1	1	-	-
Radion System Engineer	1	1	1	-	-
Communications Engineer	-	-	-	2	2
GIS Supervisor	-	1	1	1	1
GIS Analyst	1	2	2	2	2
GIS Coordinator	1	-	-	-	-
Public Safety Systems Supervisor	1	-	-	-	-
Systems Analyst	2	3	3	4	4
Network Infrastructure Technician	-	1	1	-	-
<b>Total</b>	<b>16</b>	<b>19</b>	<b>19</b>	<b>19</b>	<b>19</b>

## Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Help Desk calls processed	5,700	4,200	4,200	4,992	4,900
Maintain Help Desk issue resolution goals at 99.3% within 18 business hours*	N/A	99.30%	99.30%	99.52%	99.30%
Maintain Help Desk issue resolution goals at 99.5% within 4 business hours*	N/A	90.50%	90.50%	98.00%	90.50%
% of Core Network Uptime 99.5%*	N/A	99.50%	99.50%	100.00%	99.70%
% System Uptime 99.5%*	N/A	99.50%	99.50%	99.95%	99.70%
% Radio Uptime 99.5%*	N/A	99.50%	99.50%	99.85%	99.70%

## Human Resources

### Mission Statement

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

### Strategic Initiatives

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

### Fiscal Year 2015 Accomplishments

- Held compensation meetings/discussions with all department heads; updated compensation ranges for all levels/ladders of positions; worked with the City of College Station and a compensation consultant and conducted a salary survey of comparable cities/markets and made recommendations of any market adjustments necessary to stay competitive, police and fire positions included.
- Continued and enhanced a citywide training and talent development program that includes online and onsite/offsite training and development opportunities to meet needs of all departments and individual employees. Program takes a holistic approach requiring a minimum number of hours in specific developmental categories. An integrated customer service training element was added for this and next fiscal year.
- Worked with COB and BTU Finance Departments and Brazos Valley Affordable Housing and the Community Loan Center of the Brazos Valley to provide access to a Small Loan Program for employees.
- Worked with the Community and Business Leaders Partnership and Workforce Solutions Brazos Valley on an Education Externship program, also partnering with Bryan ISD.
- Developed and implemented policies, practices and programs to enhance work-life balance, increase morale and recognize employee contributions.
- Worked with the Fire Department and BISD on a venture to introduce firefighting curriculum in Bryan classrooms.
- Continued update of local Civil Service rules to meet the recruiting, hiring and other needs of the police and fire departments; added a study session for the written examination for beginning fire fighters, and a practice session for the physical agility test for applicants.
- Continued review and update of Personnel and Administrative Policies and Procedures.
- Completed departmental meetings with department heads and/or managers to ascertain their current and future needs, and level of satisfaction of our services.
- Continued to provide advanced technology, training and assistance to our applicants and supervisors with the online employment application/hiring system.
- Worked with managers and Legal on numerous personnel issues to minimize exposure to liability.
- Coordinated and administered police and fire entrance exams, hiring processes and promotional exams/processes.

### Fiscal Year 2016 Goals and Objectives

- Conduct thorough salary survey and market study of comparable cities (and/or industry as needed) and make recommendations of any pay range adjustments and market adjustments necessary to stay competitive, to include police and fire positions.
- Continue to enhance/develop citywide programs to incentivize employees, show appreciation and recognition, boost morale, and provide a happy and healthy workplace environment.
- Continue to develop training tracks and series focused more specifically on individual types of positions, from manager to line worker.
- Continue to work with top management on succession planning and extending the plan to all management positions.
- Implement a citywide language skills program to include Spanish and other languages used in our community.
- Resurrect and enhance the education reimbursement program to offer financial assistance to those employees who want to further their education in the area of their work responsibility.
- Recreate a sick leave donation program and/or catastrophic sick leave program to assist those employees who have exhausted normal sick leave banks due to legitimate reasons.
- Continue to enhance HR's webpage to provide needed and requested information and tools to users.

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>% Chng / FY15</b>
Salaries and Benefits	\$ 437,134	\$ 457,928	\$ 457,928	\$ 456,474	\$ 469,967	\$ 12,039	2.6%
Supplies	22,697	17,870	17,870	18,544	17,470	(400)	-2.2%
Maintenance & Services	111,071	127,348	127,348	122,348	117,394	(9,954)	-7.8%
Miscellaneous/Admin Reimb	15,678	33,600	33,600	33,600	33,600	-	0.0%
<b>Total Expenses</b>	<b>\$ 586,580</b>	<b>\$ 636,746</b>	<b>\$ 636,746</b>	<b>\$ 630,966</b>	<b>\$ 638,431</b>	<b>\$ 1,685</b>	<b>0.3%</b>

## Budgeted Personnel

	<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>
Human Resource Manager	1	1	1	1	1
Human Resource Generalist	2	2	2	2	2
Human Resources Assistant	2	2	2	2	2
<b>Total</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>	<b>5</b>

## Performance and Activity Measures

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>
# of Personnel Reqs Processed	150	150	150	155	155
# of Applications Received	8,000	8,000	8,000	7,000	7,000
# of New Hires	260	250	250	280	290
Turnover Rate%	30%	30%	30%	23%	21%
# of Onsite Training Sessions	50	40	40	40	40
# of Training Sessions Avail Online for 1000 employees	100	237	237	990	1015
# of Employee Relations Issues	200	150	150	160	165
# of Disciplinary Actions/Grievances	100	40	40	80	80

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

## Facility Services

### Mission Statement

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

### Strategic Initiatives

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

### Fiscal Year 2015 Accomplishments

- Bryan Aquatics Center; Repainted slide and structure.
- Bryan Aquatics Center; Replaced pool heater along with the school district.
- Sue Haswell Pool; Replaced circulation piping and installed new pump and motor along with a new filter.
- Clara B. Mounce Library; Replaced sub-basement sump pump.
- Carnegie Library; Installed HVAC Controls
- Municipal Office Building; Upgrade to the Fire Alarm System and Access Controls.
- Municipal Office Building; Installation of an a/c unit in the IT server room.
- Central Fire Station; Repaired stucco on west side of station.
- Central Fire Station; Installed new six (6) burner stove and oven on crew side of station.
- Central Fire Station; Painted all areas of the crew living area.
- Central Fire Station installed new HVAC and Access Controls.
- Bryan Animal Center; Installed new metal awnings in the outside dog storage areas.
- Travis B Bryan Golf Course; Painted walls and upgraded floor in Pro-shop restrooms.
- Federal Building; continued to work with tenant on repairs and improvements to enhance overall appearance of the building.
- Neal Recreation; Installed new double doors to the gymnasium.
- Neal Recreation; Cleaned and repainted entire gymnasium.
- Continued to work with the parks department to install new equipment as well as maintain all areas while utilizing budgeted and parkland development funds to maximize the use of funding to accomplish the needs of the parks department.
- Focus on training opportunities for those employees wanting to expand their knowledge.
- Continued to enhance our buildings and parks with any Green opportunities, and cost effective changes that will enhance our facilities.

### Fiscal Year 2016 Goals and Objectives

- Resurfacing of several tennis and basketball courts.
- Upgrades to benches, tables, and trash receptacles at various parks.
- Work closely with the Downtown Business Association with Downtown Lights On, Texas Reds and the Palace Theater.
- Work with Parks Department with Holiday Magic, Christmas Float and various events throughout the year.
- Install new Elevator upgrades at the Clara B. Mounce Library and Access Controls at the Municipal Service Center with the approval of several decision packages.
- Water Services; continue to assist with building remodels and upgrades throughout the year.
- Work closely with the parks department and others, to install two (2) skate parks at approved locations along with the construction of a new pool at Sadie Thomas Park.
- Continue to investigate our options for future upgrades to the I-Net Access and HVAC software.
- Continue to provide inspections of all mechanical equipment in all buildings identify and replace items that are failing or near end-of-life if funding is available to do so.
- Continue to ensure complete customer satisfaction at the end of our work request.
- Communicate updates so that all involved are informed and up to date with project schedules and timelines.
- Continue to enhance our buildings and parks with any Green opportunities, and cost effective changes that will enhance our facilities.
- Continue to monitor monthly utility bills to track utility usage/cost yearly to find ways to improve energy efficiency.
- Focus on training opportunities for those employees wanting to expand their knowledge in their respected trade.

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	%Chng/ FY15
Salaries and Benefits	\$ 949,508	\$ 1,049,607	\$ 1,049,607	\$ 988,688	\$ 1,092,875	\$ 43,268	4.1%
Supplies	42,762	48,119	48,119	46,476	48,333	214	0.4%
Maintenance & Services	459,672	504,874	522,659	498,703	519,704	(2,955)	-0.6%
Miscellaneous/Admin Reimb	164,249	191,643	191,643	190,685	191,643	-	0.0%
Capital Outlay	8,822	280,000	280,000	280,000	181,418	(98,582)	-35.2%
<b>Total Expenses</b>	<b>\$ 1,625,013</b>	<b>\$ 2,074,243</b>	<b>\$ 2,092,028</b>	<b>\$ 2,004,552</b>	<b>\$ 2,033,973</b>	<b>\$ (58,055)</b>	<b>-2.8%</b>

Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Facility Services Manager	1	1	1	1	1
Facility Services Assistant	1	1	1	1	1
Facility Services Maintenance Supervisor	1	1	1	1	1
Facility Services Custodial Supervisor	1	1	1	1	1
Facility Services Project Coordinator	1	1	1	1	1
HVAC Technician	1	1	1	1	1
Maintenance Technicians, Tech Op I Thru V	8	8	8	8	8
Preventive Maintenance Technician	1	1	1	1	1
Service Worker, Custodial	2	2	2	2	2
<b>Total</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>

Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Total completed Parks work orders	1,399	2,596	2,596	1,698	1,997
Total completed Facility work orders	2,018	2,242	2,242	2,074	2,130
Total completed work orders	3,417	4,838	4,838	3,772	4,127
Avg. labor hrs/facilities preventative maintenance work orders	1	1	1	1	1
Avg. labor hrs/facilities corrective work order	7.31	5.39	5.39	6.83	6.35
Avg. labor cost/facilities preventative maintenance work orders	\$ 24.15	\$ 20.43	\$ 20.43	\$ 23.22	\$ 22.29
Avg. Labor cost/facilities corrective work orders	\$ 127.20	\$ 96.62	\$ 96.62	\$ 119.55	\$ 111.91



## **Fleet Services**

### **Mission Statement**

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

### **Strategic Initiatives**

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

### **Fiscal Year 2015 Accomplishments**

- Attained the National Institute for Automotive Service Excellence (ASE), Blue Seal of Excellence Award for the eighth consecutive year. (We are the only governmental entity within a 65 mile radius with this certification).
- Restructured Fleet Personnel Staff, to add additional technicians to more expediently serve our customers and increase efficiency.
- Continued to enhance services provided on fleet vehicles and equipment.
- Continued internal cross-training program.
- All Customer Service Training modules completed (with exception of new hires).
- 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.
- Continued the annual Preventive Maintenance Inspection Program to include all City of Bryan trailers.
- Continued Fleet Standardization in all areas possible or practical since having a standardized fleet makes for a safer work environment as operators become more familiar with the equipment, as well as also improving purchase price advantages. This also results in greatly improved parts stocking ability, reduced technical training and special tool needs, etc.
- Continued "Green Initiative" efforts by replacing older, inefficient vehicles and equipment with newer, more fuel efficient, lower emission designs 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.

### **Fiscal Year 2016 Goals and Objectives**

- Attain National Institute for Automotive Service Excellence (ASE), Blue Seal of Excellence Award for the ninth consecutive year.
- Implement and transition to a new Fleet Management Software System that will provide greater efficiencies by reducing redundant clerical entries, allow for better utilization and analysis of already captured data, etc.
- Continue to enhance services provided on fleet vehicles and equipment with the addition of glass chip/crack repair.
- Continue to enhance Service Level efficiency with the addition of a Fleet Service Unit equipped to better facilitate Road/Field Service Calls.
- Provide excellent customer service.
- Continue compliance with state and local mandates and laws.
- Continue Customer Service Training that began on May 1, 2014. (now 4 module, all employees).
- Continue internal cross-training program.
- Maintain and increase all technician ASE certifications.
- Continue process of fleet standardization at every level when possible and practical.
- Continue to provide and promote innovative ideas and goal setting to increase cost savings, enhance customer service and increase efficiency in the fleet operation.

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	%Chng/ FY15
Salaries and Benefits	\$ 503,568	\$ 666,697	\$ 666,697	\$ 495,827	\$ 691,287	\$ 24,590	3.7%
Supplies	12,994	38,364	38,364	34,905	38,850	486	1.3%
Maintenance & Services	27,098	45,772	45,772	41,669	45,701	(71)	-0.2%
Miscellaneous/Admin Reimb	4,001	3,020	3,020	1,640	3,020	-	0.0%
Capital Outlay	13,500						
<b>Total Expenses</b>	<b>\$ 561,161</b>	<b>\$ 753,853</b>	<b>\$ 753,853</b>	<b>\$ 574,041</b>	<b>\$ 778,858</b>	<b>\$ 25,005</b>	<b>3.3%</b>

## Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Fleet Supervisor/Manager	1.00	1.00	1.00	1.00	1.00
Lead Service Technician	2.00	2.00	2.00	2.00	2.00
Preventive Maintenance Inspection Technician	1.00	1.00	1.00	1.00	1.00
Fleet Service Technician	4.00	4.00	4.00	4.00	4.00
Fleet Administrative Clerk	1.00	-	-	-	-
Fleet/Facility Support Technician	1.00	1.00	1.00	1.00	1.00
Welding/Fabrication Technician	1.00	1.00	1.00	1.00	1.00
Storekeeper	0.12	0.20	0.20	0.20	0.20
Water Division Asst.	0.25	0.25	0.25	0.25	0.25
<b>Total</b>	<b>11.37</b>	<b>10.45</b>	<b>10.45</b>	<b>10.45</b>	<b>10.45</b>

## Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
# of fleet job orders	4,899	7,000	7,000	5,800	7,000
Average labor hours per fleet job order *	1.7	2	2	2	2
Average labor cost per fleet job order *	\$ 73.21	\$ 80.00	\$ 80.00	\$ 80.00	\$ 84.00
# of fleet job orders completed per day/per mechanic*	4.7	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 *	21	10	10	10	10

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

## Percentage of Resources expended by Department

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Solid Waste Services	36%	27%	27%	27%	27%
Water Services	17%	20%	20%	20%	20%
Transportation Services	12%	15%	15%	11%	11%
Police Services	11%	13%	13%	15%	15%
Fire Services	12%	11%	11%	14%	14%
Facility Services	6%	5%	5%	5%	5%
Parks Services	3%	6%	6%	5%	5%
All Others Combined	3%	3%	3%	3%	3%

## **Executive Services**

### **Mission Statement**

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

### **Strategic Initiatives**

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

### **Fiscal Year 2015 Accomplishments**

- Reviewed Capital Improvement Plans (CIPs).
- Attended the following board/committee meetings: Bryan Business Council (BBC), Coulter, TIRZ Boards, Animal Center Advisory Committee, Brazos County Health Department, Intergovernmental Committee (IGC), Brazos Valley Wide Area Communication System (BVWACS), Chamber of Commerce, Family Solutions, Brazos Valley Solid Waste Management Agency (BVSWM), Bryan-Brazos County Economic Development Foundation (BBCEDF), COB/BISD, Community Development Advisory Committee (CDAC), BTU Board, Texas Municipal Power Agency (TMPA) Board, Texas Public Power Association (TPPA) Board, Research Valley Partnership (RVP), Downtown Bryan Association, 911 Board (Brazos County Emergency Communications District), Salvation Army Board, Bryan ISD Education Foundation Board, BCS Convention and Visitors Bureau, Leadership Brazos Alumni Association, Library Board, and Parks Board.
- Presented to Bush School faculty and students, Leadership Brazos Local Government Day, Jr. Leadership Brazos, Aggieland Rotary Club, Texas A&M Urban Planning Class, Arts Council Board.
- Investigated issues shared by Council members and informed City Council of those concerns.
- Addressed citizen-submitted issues or concerns requiring city services.
- Implemented plans for strategic initiatives as outlined in the strategic plan.
- Heard personnel and claims appeals and rendered decisions.

### **Fiscal Year 2016 Goals and Objectives**

- Provide ways for citizens to have the opportunity to voice opinions through public hearings and meetings, surveys, etc.
- Maintain fund reserve of at least 60 days of operating expenditures/expenses.
- Provide comprehensive CIP information to City Council on a regular basis.
- Conduct at least one Management Team Retreat to further enhance communication within the organization.
- Provide weekly reports to the City Council.
- Continue to implement plans for strategic initiatives as outlined in the Strategic Plan.
- Continue to 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 2017 proposed budget.

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	%Chng /FY15
Salaries and Benefits	\$ 811,963	\$ 847,331	\$ 881,454	\$ 906,162	\$ 956,550	\$ 75,096	8.5%
Supplies	9,919	17,229	17,429	17,429	19,100	1,671	9.6%
Maintenance & Services	123,394	186,121	187,021	186,021	176,586	(10,435)	-5.6%
Miscellaneous/Admin Reimb	72,575	153,200	116,592	122,000	119,261	2,669	2.3%
<b>Total Expenses</b>	<b>\$ 1,017,851</b>	<b>\$ 1,203,881</b>	<b>\$ 1,202,496</b>	<b>\$ 1,231,612</b>	<b>\$ 1,271,497</b>	<b>\$ 69,001</b>	<b>5.7%</b>

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	%Chng /FY15
Executive Services	\$ 1,017,851	\$ 1,203,881	\$ 1,167,273	\$ 1,198,560	\$ 1,201,585	\$ 27,849	2.9%
City Hall Security	-	-	35,223	33,052	69,912	11,150	98.5%
<b>Total Expenses</b>	<b>\$ 1,017,851</b>	<b>\$ 1,203,881</b>	<b>\$ 1,202,496</b>	<b>\$ 1,231,612</b>	<b>\$ 1,271,497</b>	<b>\$ 69,001</b>	<b>5.7%</b>

## Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
City Manager	1	1	1	1	1
Deputy City Manager	2	2	2	2	2
Special Projects Manager*	1	-	-	-	-
Economic Development Director*	1	-	-	-	-
Director of Strategic Projects*	1	-	-	-	-
Office Coordinator	-	1	1	1	1
Executive Services Assistant	2	1	1	1	1
Security Officer				1	1
<b>Total</b>	<b>8</b>	<b>5</b>	<b>5</b>	<b>6</b>	<b>6</b>

\*positions moved to separate depts. for FY15

## Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
# of days operating expenses in General Fund reserve	60	60	60	60	60
# of updates to City Council on CIP Progress	52	52	52	52	52
# of Management Team Retreats	1	1	1	1	1
# of weekly City Manager's Reports to Council	52	52	52	52	52
# of meetings with COCS/Brazos County	12	12	12	12	12
# of meetings with BISD	12	12	12	12	12
# of meetings with Chamber of Commerce/RVP	24	24	24	24	24
# of Community Meetings	6	6	6	6	6
# of Council Retreats	1	1	1	1	1
# of Council Candidate Orientations held	1	1	1	1	1
# of New Council Member Orientations	1	1	1	1	1

## Business and Development Liaison and Special Projects

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	%Chng/ FY15
Salaries and Benefits	\$ 127,643	\$ 132,382	\$ 132,382	\$ 136,023	\$ -	\$ (132,382)	-100.0%
Supplies	560	650	650	650	-	(650)	-100.0%
Maintenance & Services	3,010	4,275	4,275	4,275	-	(4,275)	-100.0%
Miscellaneous/Admin Reimb	2,188	1,290	2,675	2,675	-	(2,675)	-100.0%
<b>Total Expenses</b>	<b>\$ 133,401</b>	<b>\$ 138,597</b>	<b>\$ 139,982</b>	<b>\$ 143,623</b>	<b>\$ -</b>	<b>\$ (139,982)</b>	<b>-100.0%</b>

## Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Special Projects Manager	-	1	1	1	-
<b>Total</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>-</b>

Position moved out of Executive for FY15

Position moved into Economic Development for FY16

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
<b>Meetings:</b>					
Bryan Business Council	N/A	12	12	12	-
Planning and Zoning Commission	N/A	6	6	6	-
Bryan City Council Workshop and Regular Sessions	N/A	20	20	20	-
Planning and Zoning Commission	N/A	20	20	20	-
Research Valley Partnership	N/A	6	6	10	-
Bryan Brazos County Economic Development Foundation	N/A	10	10	10	-
Joint City of Bryan and Bryan Independent School District	N/A	10	10	10	-
Bryan College Station Home Builders Association Luncheons	N/A	10	10	10	-
Development Issues Positively Resolved	N/A	90%	90%	90%	-



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## Economic Development

### Mission Statement

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

### Strategic Initiatives

- Encourage economic development opportunities in partnership with Texas A&M University, Blinn Jr. College, Brazos County, Bryan Business Council, Bryan-Brazos County Economic Development Foundation, Research Valley Partnership, and St. Joseph Hospital.
- Promote the development of the Biomedical Corridor.
- Promote development in downtown Bryan.
- Assist in the creation of new jobs.
- Aid in the expansion of current business.
- Assist in the improvement of the City's gateways.
- Assist the City to increase property values.
- Encourage residential development.
- Explore opportunities to assist Texas Avenue property owners to market their property for lease or sell.
- Encourage economic development opportunities within the Bryan Business Park.
- Encourage economic development opportunities at Coulter Airfield.
- Pursue active involvement in the Bryan-College Station home builders, apartments, and restaurants associations.
- Represents the City at various meetings including, professional association meetings, and other meetings as necessary, and responds to inquiries regarding the incumbent's area of responsibility.
- Serve as primary contact and advocate for the development and building communities. Provide developers a point of contact or liaison.

### Fiscal Year 2015 Accomplishments

- Assisted Bryan-Brazos County Economic Development Foundation in the development of Axis Pipe and Tube, Inc. in the Texas Triangle Park.
- Assisted in preparing multiple Chapter 380 agreements to attract new business.
- Assisted in preparing Chapter 380 agreements to aid in the expansion of existing businesses.
- Prepared and managed in preparing a Chapter 380 Program to encourage new home construction with a minimum of 2,200 square feet.
- Serve as the liaison between the City of Bryan and the Bryan Business Council.
- Serve as the liaison between the City of Bryan and the Bryan-Brazos County Economic Development Foundation.
- Maintained membership in the Home Builders Association.
- Assisted in attracting new businesses to the Bryan Business Park.
- Held multiple community events at Coulter Airfield.
- Served on the BISD Long Range Planning Committee and attended school board public meetings.
- Managed the City's standard oil & gas lease agreements where the City owns minerals rights and acted as the liaison to oil companies on the City's behalf.
- Active in the Bryan-College Station Home Builders Association and elected to the Executive Board for 2015-2016.

### Fiscal Year 2016 Goals and Objectives

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



	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	%Chng/ FY15
Salaries and Benefits	\$ 280,200	\$ 280,789	\$ 280,789	\$ 297,254	\$ 428,971	\$ 148,182	52.8%
Supplies	914	1,550	1,550	1,845	3,100	1,550	100.0%
Maintenance & Services	1,985	12,200	12,200	12,200	20,975	8,775	71.9%
Miscellaneous/Admin Reimb	1,008	1,650	1,650	6,150	15,540	13,890	841.8%
<b>Total Expenses</b>	<b>\$ 284,107</b>	<b>\$ 296,189</b>	<b>\$ 296,189</b>	<b>\$ 317,449</b>	<b>\$ 468,586</b>	<b>\$ 172,397</b>	<b>58.2%</b>

## Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Development Services Director*	-	1	1	1	1
Director of Strategic Projects*	-	1	1	1	1
Special Projects Manager**	-	-	-	-	1
<b>Total</b>	<b>-</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>3</b>

\*Positions moved out of Executive for FY15

\*\*Position moved from Special Projects for FY16

## Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
<b>Meetings:</b>					
Bryan Business Council	N/A	10	10	10	10
Planning and Zoning Commission	N/A	6	6	6	6
Bryan City Council Workshop and Regular Sessions	N/A	20	20	20	20
Research Valley Partnership	N/A	6	6	10	10
Bryan Brazos County Economic Development Foundation	N/A	10	10	10	10
Bryan Independent School District	N/A	10	10	10	10
Bryan College Station Home Builders Association Luncheon	N/A	10	10	10	10
TIRZ Board Meetings	N/A	7	7	7	7
Convention and Visitors Bureau Meetings	N/A	6	6	6	12
Health and Wellness District (% of completion)	N/A	35%	35%	35%	100%

## **Internal Audit**

### **Mission Statement**

The 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 2015 Accomplishments**

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

### **Fiscal Year 2016 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 2016.

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	%Chng/ FY15
Salaries and Benefits	\$ 143,076	\$ 147,066	\$ 147,066	\$ 155,074	\$ 165,223	\$ 18,157	12.3%
Supplies	522	670	670	639	2,270	1,600	238.8%
Maintenance & Services	1,567	2,791	2,791	2,380	2,662	(129)	-4.6%
Miscellaneous/Admin Reimb	416	1,500	1,500	1,300	1,600	100	6.7%
<b>Total Expenses</b>	<b>\$ 145,581</b>	<b>\$ 152,027</b>	<b>\$ 152,027</b>	<b>\$ 159,393</b>	<b>\$ 171,755</b>	<b>\$ 19,728</b>	<b>13.0%</b>

## Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
City Internal Auditor	1	1	1	1	1
<b>Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>

## Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
# of Audit Committee Meetings	4	4	3	4	4
# of Audit Reports and Memos	3	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 2015 Accomplishments

- Successfully conducted City of Bryan elections ordered by Council, including Charter amendment election.
- Conducted candidate orientation for Council candidates.
- Successfully implemented new City Charter amendments passed in the November 4, 2014, election.
- Oversaw recruitment/appointment process of Council's boards, committees and commissions. Conducted Texas Open Meeting Act training for newly appointed board, committee and commission members and newly elected Councilmembers.
- Coordinated Council's annual volunteer reception. Continued growth of the Volunteer Bryan! Program.
- Continued preservation of City's archival records and expanded web based repository of public records.
- Received Five Star Exemplary Award from State of Texas for Excellence in Vital Statistics Reporting.
- Oversaw development and launch of special marketing campaigns. Received three TAMI awards and one SAVVY award for communication and marketing efforts
- Assisted with Bank On initiative and educated public about credit access business alternatives.
- Hosted city wide neighborhood association forum and re-implemented the neighborhood association matching grant program with budgetary support.
- Assisted with the formulation of Chamber of Commerce Legislative Plans.
- Assisted with transition to new Presiding Municipal Court Judge.
- Launched the revised Youth Advisory Commission (YAC).
- Successfully implemented local initiatives to regulate credit access businesses and received support from the Texas Municipal League to promote the passage of State legislation regulating credit access businesses
- Developed City's 2015 legislative plan and monitored legislation during the 84<sup>th</sup> session of the Texas Legislature.

### Fiscal Year 2016 Goals and Objectives

- Convert to vote centers and super precincts for City elections. 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.
- Assist with financial stability programs and Bank On Brazos Valley.
- Host city wide neighborhood association forum and continue to register more neighborhood/homeowner associations.
- Expand marketing efforts to target economic development, tourism and public safety.
- Grow the Youth Advisory Commission.
- Assist with implementation of new laws following the 84<sup>th</sup> session of the Texas Legislature.
- Host community event during Municipal Clerk Week.
- Provide ongoing support to new Municipal Court Judge and implement changes in dockets, standing orders, etc.

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	%Chng/ FY15
Salaries and Benefits	\$ 442,826	\$ 455,671	\$ 455,671	\$ 499,404	\$ 477,175	\$ 21,504	4.7%
Supplies	14,715	34,408	34,408	14,288	24,944	(9,464)	-27.5%
Maintenance & Services	20,274	26,356	26,356	20,308	32,730	6,374	24.2%
Miscellaneous/Admin Reimb	38,583	149,621	149,621	69,152	124,621	(25,000)	-16.7%
<b>Total Expenses</b>	<b>\$ 516,398</b>	<b>\$ 666,056</b>	<b>\$ 666,056</b>	<b>\$ 603,152</b>	<b>\$ 659,470</b>	<b>\$ (6,586)</b>	<b>-1.0%</b>

## Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
City Secretary	1	1	1	1	1
Assistant City Secretary	1	1	1	1	1
Council Services Assistant	1	1	1	1	1
Records Management Coordinator	1	1	1	1	1
Vital Statistics Technician	1	1	1	1	1
Citizen Information/Service Clerk	1	1	1	1	1
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

## Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Successful elections	2	2	2	2	2
# of submissions to the Dept. of Justice	1	-	-	-	-
# of departments using Laserfiche	28	30	30	31	31
# of paper copies provided for open records requests	17,493	15,000	15,000	15,000	15,000
# of records converted to electronic format	439,166	800,000	800,000	800,000	800,000
# of departmental records audits performed	-	2	2	2	2
# of timely agendas and minutes prepared	128	120	120	120	120
# of Texas Open Meetings Act (TOMA) training	1	3	3	1	1
# of candidate orientations conducted	1	1	1	1	1
# of new councilmember orientations conducted	2	1	1	-	1
# of legislative bills tracked	1,500	200	200	1,200	200
# of volunteer hours logged	9,501	6,500	6,500	6,500	10,000

## **City Council Services**

### **Vision Statement**

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

### **Mission Statement**

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

### **Strategic Initiatives**

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

### **Fiscal Year 2015 Accomplishments**

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

### **Fiscal Year 2016 Goals and Objectives**

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

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>%Chng/ FY15</b>
Salaries and Benefits	\$ 58	\$ 68	\$ 68	\$ -	\$ 66	\$ (2)	-2.9%
Supplies	1,547	12,850	12,850	10,140	12,850	-	0.0%
Maintenance & Services	130,373	146,999	146,999	127,474	156,922	9,923	6.8%
Miscellaneous/Admin Reimb	40,739	76,690	76,690	36,320	76,690	-	0.0%
<b>Total Expenses</b>	<b>\$ 172,717</b>	<b>\$ 236,607</b>	<b>\$ 236,607</b>	<b>\$ 173,934</b>	<b>\$ 246,528</b>	<b>\$ 9,921</b>	<b>4.2%</b>

## Budgeted Personnel

<b>FY2014 Adopted</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>
N/A	N/A	N/A	N/A	N/A

## Performance and Activity Measures

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>
# of Strategic Initiatives	6	5	5	5	5
# of Strategic Planning Sessions	3	2	1	1	1
# of Bryan Commerce & Development Agendas & Minutes Prepared	24	36	36	36	36
% of Conferences, Special Receptions or Events Attended	100%	100%	100%	100%	100%
Board/Committee/Commission Applications Rec'd.	98	150	150	150	150
Board/Committee/Commission Appointments	74	97	97	97	97
# of Proclamations Prepared	186	130	130	130	130



## Communications & Marketing

### Mission Statement

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

### Strategic Initiatives

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

### Fiscal Year 2015 Accomplishments

- Produced 2014 State of the City Video report.
- Redesigned and launched new, mobile friendly City of Bryan website.
- Produced special reports: The Cost of DWI and Looking for a Place to Call Home (animal center).
- Produced annual reports for BTU, Bryan Police Department, PAFR, Fall/Winter and Spring/Summer Parks and Recreation Activity Guides, and the water quality report.
- Created and produced numerous graphic projects, including logos, advertisements, flyers, posters, publications, web banners, badges, invitations, etc.
- Produced and aired numerous video Public Service Announcements (PSA's) for broadcast on Channel 16 and all local television platforms, as well as the City's website.
- Assisted in planning and promoting special events such as Lights On!, Holiday Magic, Mayor's Downtown Impact Award, Pawpaloosa, Breakfast with Santa, dog park events, animal center events, etc.
- Created a year-long communication city-wide communication plan.
- Created a cohesive brand structure and guiding document to assist City departments in expanding and capitalizing on the City's brand.
- Strengthened the City's presence on social media and tailored information to fit specific communication channels.
- Focused marketing initiatives and strategies to external audiences to improve the City's image.
- Centralized communication efforts of the City and provided guidance to departments on how to best achieve their marketing and communication goals.
- Launched and produced four issues of Bravo Bryan, the city employee electronic newsletter.
- Enhanced the programming efforts of the City with timely, targeted communications that can be easily adapted to a variety of communication channels.
- Produced 12 issues of Plug In, BTU's monthly newsletter included in bills.
- Launched tourism campaigns with Football Friday and online digital ads.
- Produced 12 issues of Texas CoOp Power Magazine; assume full responsibility for all content.
- Created tourism (Visit Bryan) page on City's website.
- Expanded Bryan tourism marketing to include a state-wide presence.

### Fiscal Year 2016 Goals and Objectives

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

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	% Chng / FY15
Salaries and Benefits	\$ 292,818	\$ 327,188	\$ 327,188	\$ 349,743	\$ 337,149	\$ 9,961	3.0%
Supplies	13,033	17,500	17,500	14,810	20,500	3,000	17.1%
Maintenance & Services	10,750	11,260	11,260	9,772	11,617	357	3.2%
Miscellaneous/Admin Reimb	60,149	100,750	193,726	54,390	139,005	(54,721)	-28.2%
Capital Outlay	-	65,000	112,404	65,000	-	(112,404)	100.0%
<b>Total Expenses</b>	<b>\$ 376,750</b>	<b>\$ 521,698</b>	<b>\$ 662,078</b>	<b>\$ 493,715</b>	<b>\$ 508,271</b>	<b>\$ (153,807)</b>	<b>-23.2%</b>

## Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Communications/Marketing Supervisor	1	1	1	1	1
Graphic Specialist	1	1	1	1	1
Video Production Specialist	2	1	1	1	1
Web Communications Specialist	1	1	1	1	1
<b>Total</b>	<b>5</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

## Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
# of press releases, media alerts, radio appearances	40	100	100	120	150
# of Regular or Recurring Original Programs	25	25	25	48	50
# of media and public contacts in a centralized list	400	400	400	400	400
% complete (website redesign)	20%	20%	20%	100%	100%
# of visits to bryantx.gov	380,000	430,000	430,000	430,000	460,000
# of pageviews	831,000	890,000	890,000	890,000	950,000
# of publications	20	30	30	30	35

## **Neighborhood & Youth Services**

### **Mission Statement**

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

### **Strategic Initiatives**

- Establish partnerships with youth serving organizations in the City of Bryan, especially Bryan ISD, to support youth programs, and provide technical assistance to other youth serving agencies.
- 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 2015 Accomplishments**

- Hosted city wide neighborhood association forum.
- Assisted with Bank On initiative.
- Launched the revised Youth Advisory Commission (YAC).
- Re-implemented the neighborhood association matching grant program with budgetary support.
- Successfully implemented local initiatives to regulate credit access businesses and received support from the Texas Municipal League to promote the passage of State legislation regulating credit access businesses.
- Educated public about credit access business alternatives.

### **Fiscal Year 2016 Goals & Objectives**

- Continue to register more neighborhood/homeowner associations.
- Assist with financial stability programs.
- Grow the Youth Advisory Commission.
- Continue to assist with Bank On Brazos Valley
- Host at least one community-wide forum for registered neighborhood/homeowners associations.
- Continue working with child mentoring programs.

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	%Chng/ FY15
Salaries and Benefits	\$ -	\$ -	\$ 32,319	\$ -	\$ 77,565	\$ 45,246	140.0%
Supplies	13	2,125	2,125	850	2,125	-	0.0%
Maintenance & Services	1,981	5,682	5,890	2,472	6,219	329	5.6%
Miscellaneous/Admin Reimb	12,140	43,790	43,873	20,620	43,990	117	0.3%
<b>Total Expenses</b>	<b>\$ 14,134</b>	<b>\$ 51,597</b>	<b>\$ 84,207</b>	<b>\$ 23,942</b>	<b>\$ 129,899</b>	<b>\$ 45,692</b>	<b>54.3%</b>

Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Neighborhood Youth Services Manager	1	-	1	1	1
<b>Total</b>	<b>1</b>	<b>-</b>	<b>1</b>	<b>1</b>	<b>1</b>

\*Position was filled in FY15

Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
# of neighborhood associations registered	45	48	48	49	49
# of neighborhood associations utilizing matching grant funds	0	3	3	3	3
# of neighborhood associations utilizing YNAPP matching grant	0	2	2	1	3
# of City Wide Neighborhood Forums held	1	1	1	1	1
Development of the Youth Advisory Commission	N/A	12	12	12	12
# of youth at risk events supported	10	10	10	10	10

## Legal Services

### Mission Statement

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

### Strategic Initiatives

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

### Fiscal Year 2015 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 2016 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

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	%Chng/ FY15
Salaries and Benefits	\$ 510,942	\$ 666,395	\$ 666,395	\$ 581,528	\$ 690,150	\$ 23,755	3.6%
Supplies	12,698	7,339	7,339	4,621	7,068	(271)	-3.7%
Maintenance & Services	160,196	27,731	27,731	45,480	27,840	109	0.4%
Miscellaneous/Admin Reimb	16,426	23,175	23,175	10,925	23,175	-	0.0%
<b>Total Expenses</b>	<b>\$ 700,262</b>	<b>\$ 724,640</b>	<b>\$ 724,640</b>	<b>\$ 642,554</b>	<b>\$ 748,233</b>	<b>\$ 23,593</b>	<b>3.3%</b>

Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
City Attorney	1	1	1	1	1
Assistant City Attorney	4	4	4	4	4
Legal Assistant	1	1	1	1	1
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 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 2016**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>% Chng / FY15</b>
<b><u>Payments Agency Contributions</u></b>							
BVWACS	\$ 140,568	\$ 132,479	\$ 132,479	\$ 132,479	\$ 144,067	\$ 11,588	8.7%
Downtown Bryan Association	45,000	45,000	45,000	45,000	45,000	-	0.0%
BVC Net	13,000	13,000	13,000	13,000	13,000	-	0.0%
Easterwood Airport	65,400	65,000	65,000	65,400	65,000	-	0.0%
Brazos County 911 District	1,456,959	1,528,981	1,528,981	1,528,981	1,582,621	53,640	3.5%
Brazos County Health Department	326,500	326,500	326,500	326,500	326,500	-	0.0%
Brazos County (Prisoner Support)	84,420	106,000	106,000	100,000	100,000	(6,000)	-5.7%
Brazos County Appraisal District	243,000	251,484	251,484	248,589	253,528	2,044	0.8%
Brazos Senior	7,500	15,000	15,000	15,000	15,000	-	0.0%
<b>Total Partner Agency Contributions</b>	<b>2,382,347</b>	<b>2,483,444</b>	<b>2,483,444</b>	<b>2,474,949</b>	<b>2,544,716</b>	<b>61,272</b>	<b>2.5%</b>
<b><u>Economic Development Contributions</u></b>							
Research Valley Partnership	350,000	350,000	350,000	350,000	350,000	-	0.0%
Economic Development Foundation	163,911	163,911	163,911	163,911	163,911	-	0.0%
US Tel-Tec	124,929	-	-	-	-	-	0.0%
Texas Institute for Preclinical Studies	84,000	-	-	-	-	-	0.0%
Economic Development		1,000,000	1,000,000		3,000,000	2,000,000	200.0%
<b>Total Economic Development</b>	<b>722,840</b>	<b>1,513,911</b>	<b>1,513,911</b>	<b>513,911</b>	<b>3,513,911</b>	<b>2,000,000</b>	<b>132.1%</b>
<b><u>Other Non Departmental</u></b>							
Contractual Obligations	-	300,000	300,000	10,000	200,000	(100,000)	100.0%
Other Misc Obligations	48,000	66,216	66,216	50,000	50,000	(16,216)	-24.5%
Payroll Adjustments - General Fund Depts	-	-	-	-	950,000	950,000	100.0%
Transfer to Debt Service (TIRZ 8)	-	195,743	195,743	195,743	-	(195,743)	-100.0%
Transfer to Other Funds	361,676	699,617	699,617	764,008	488,641	(210,976)	-30.2%
<b>Total Other Non Departmental</b>	<b>409,676</b>	<b>1,261,576</b>	<b>1,261,576</b>	<b>1,019,751</b>	<b>1,688,641</b>	<b>427,065</b>	<b>33.9%</b>
<b>Sub-Total Expenses</b>	<b>3,514,863</b>	<b>5,258,931</b>	<b>5,258,931</b>	<b>4,008,611</b>	<b>7,747,268</b>	<b>2,488,337</b>	<b>47.3%</b>
<b><u>Non Operating</u></b>							
Transfer to Oil & Gas Fund	-	1,013,700		-	-	-	-100.0%
<b>Total Non Operating</b>	<b>-</b>	<b>1,013,700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-100.0%</b>
<b>Total</b>	<b>\$ 3,514,863</b>	<b>\$ 6,272,631</b>	<b>\$ 5,258,931</b>	<b>\$ 4,008,611</b>	<b>\$ 7,747,268</b>	<b>\$ 2,488,337</b>	<b>47.3%</b>



## **DEBT SERVICE FUND OVERVIEW**

### **FUND DESCRIPTION**

The Debt Service Fund, also known as the Interest and Sinking Fund, was established by ordinance. This fund provides for the payment of principal and interest on general 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 2016**

The total adopted tax rate for FY2016 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, \$0.186737 is devoted to debt service. The debt rate will generate an estimated \$7,923,342 in property tax revenue in the Debt Service Fund. This will be sufficient to fund 69% of the total debt service payments for fiscal year 2016. The remaining 31% will be serviced through reimbursements and transfers from other funds as well as interest income of \$26,595. Budgeted reimbursements totaling \$648,036 are for debt service requirements related to the BVSWMMA and Brazos County Expo Center. Transfers in from other funds of \$2,115,598 are for the payment of debt service obligations of the paying fund.

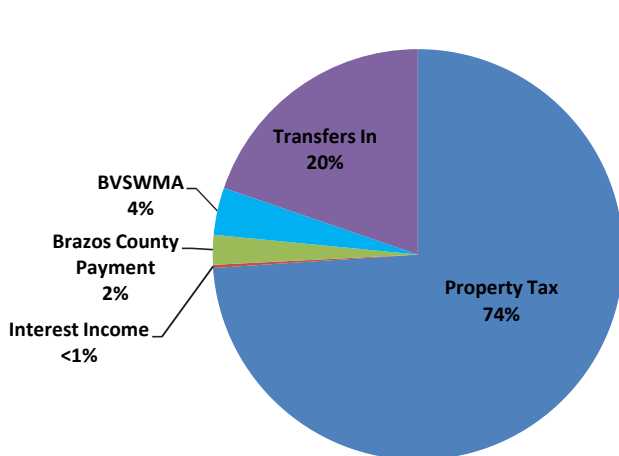
Total Debt Service Fund budgeted expenditures for FY2016 are \$11,403,516. This amount includes principal and interest payments of \$11,393,516 for outstanding and planned debt issuance.

The anticipated year end fund balance for the Debt Service Fund will be \$1,300,204. This fund balance is above the targeted one-month reserve of \$950,293.

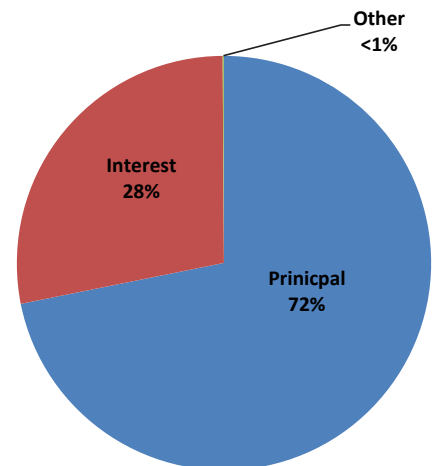
**CITY OF BRYAN, TEXAS**  
**Debt Service Fund Summary**  
**Fiscal Year 2016**

	<b>FY2014 Actuals</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Proposed</b>	<b>\$ Chng/FY15 Amended</b>	<b>% Chng/ FY15</b>
Property Tax	\$7,471,801	\$7,562,478	\$7,562,478	\$7,562,478	\$7,923,342	\$ 360,864	4.8%
Interest Income	20,932	26,783	26,783	25,790	26,595	(188)	-0.7%
Brazos County Payment	252,105	253,905	253,905	253,905	250,305	(3,600)	-1.4%
BVSWMA	185,131	396,531	396,531	396,531	397,731	1,200	0.3%
<b>Subtotal Revenues</b>	<b>7,929,969</b>	<b>8,239,697</b>	<b>8,239,697</b>	<b>8,238,704</b>	<b>8,597,973</b>	<b>358,276</b>	<b>4.3%</b>
<b>Transfers In</b>	<b>2,386,186</b>	<b>2,335,606</b>	<b>2,335,606</b>	<b>2,399,105</b>	<b>2,115,598</b>	<b>(220,008)</b>	<b>-9.4%</b>
<b>Total Revenues and Transfers in</b>	<b>10,316,155</b>	<b>10,575,303</b>	<b>10,575,303</b>	<b>10,637,809</b>	<b>10,713,571</b>	<b>138,268</b>	<b>1.3%</b>
<b><u>Expenditures</u></b>							
Debt Service	10,063,274	10,509,160	10,509,160	10,509,160	11,393,516	884,356	8.4%
Debt Expense	70,494	5,600	5,600	10,000	10,000	4,400	78.6%
Discount on Bond Sale	(69,580)	-	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>10,064,188</b>	<b>10,514,760</b>	<b>10,514,760</b>	<b>10,519,160</b>	<b>11,403,516</b>	<b>888,756</b>	<b>8.5%</b>
 Net Increase/(Decrease)	 \$ 251,967	 \$ 60,543	 \$ 60,543	 \$ 118,649	 \$ (689,945)		
Beginning Fund Balance	5,876,433	1,686,344	1,871,500	1,871,500	1,990,149		
Notes Receivable for BVSWMA	(4,155,000)						
Assigned Fund Balance	(101,900)						
<b>Ending Fund Balance</b>	<b>\$ 1,871,500</b>	<b>\$ 1,746,887</b>	<b>\$ 1,932,043</b>	<b>\$ 1,990,149</b>	<b>\$ 1,300,204</b>		
 Reserve Requirement : (No more than 1/12 of total expenditures)	 838,682	 876,230	 876,230	 876,597	 950,293		

**Debt Service Fund - Sources**



**Debt Service Fund - Uses**



**CITY OF BRYAN, TEXAS**  
**Debt Service Requirements**  
**Fiscal Year 2016**

	<b>FY2014</b>	<b>FY2015</b>	<b>FY2015</b>	<b>FY2015</b>	<b>FY2016</b>	<b>\$ Chng/FY15</b>	<b>% Chng/ FY15</b>
	<b>Actuals</b>	<b>Adopted</b>	<b>Amended</b>	<b>Projected</b>	<b>Proposed</b>	<b>Amended</b>	
<b>Principal</b>							
2004 Certificates of Obligation	755,000	-	-	-	-	-	N/A
2005 Certificates of Obligation	740,000	-	-	-	-	-	N/A
2005 General Obligation Refunding Bonds	1,335,000	1,400,000	1,400,000	1,400,000	-	(1,400,000)	-100.0%
2007 Certificates of Obligation	645,000	670,000	670,000	670,000	700,000	30,000	4.5%
2008 Certificates of Obligation	425,000	445,000	445,000	445,000	465,000	20,000	4.5%
2009 Certificates of Obligation	465,000	320,000	320,000	320,000	335,000	15,000	4.7%
2010 Certificates of Obligation	625,000	650,000	650,000	650,000	550,000	(100,000)	-15.4%
2010 General Obligation Refunding Bonds	975,000	990,000	990,000	990,000	1,020,000	30,000	3.0%
2013 General Obligation Refunding Bonds	625,871	1,858,295	1,858,295	1,858,295	1,885,339	27,044	1.5%
2014 Certificates of Obligation	-	808,631	808,631	425,000	865,000	56,369	7.0%
2014 General Obligation Refunding Bonds	124,116	-	-	383,631	391,153	391,153	N/A
2015 General Obligation Refunding Bonds	-	-	-	-	1,618,257	1,618,257	N/A
2016 Certificates of Obligation	-	-	-	-	362,771	362,771	N/A
<b>Total Principal</b>	<b>\$ 6,714,987</b>	<b>\$ 7,141,927</b>	<b>\$ 7,141,927</b>	<b>\$ 7,141,927</b>	<b>\$ 8,192,521</b>	<b>\$ 1,050,594</b>	<b>14.7%</b>
<b>Interest</b>							
2004 Certificates of Obligation	30,200	-	-	-	-	-	N/A
2005 Certificates of Obligation	178,593	-	-	-	-	-	N/A
2005 General Obligation Refunding Bonds	717,425	650,675	650,675	650,675	-	(650,675)	-100.0%
2007 Certificates of Obligation	408,575	382,775	382,775	382,775	355,975	(26,800)	-7.0%
2008 Certificates of Obligation	389,821	368,571	368,571	368,571	346,321	(22,250)	-6.0%
2009 Certificates of Obligation	290,560	276,610	276,610	276,610	267,010	(9,600)	-3.5%
2010 Certificates of Obligation	479,081	454,080	454,080	454,080	428,081	(25,999)	-5.7%
2010 General Obligation Refunding Bonds	292,250	272,750	272,750	272,750	248,000	(24,750)	-9.1%
2013 General Obligation Refunding Bonds	536,050	532,618	532,618	532,618	495,452	(37,166)	-7.0%
2014 Certificates of Obligation	-	429,154	429,154	253,531	213,571	(215,583)	-50.2%
2014 General Obligation Refunding Bonds	25,731	-	-	175,622	167,949	167,949	N/A
2015 General Obligation Refunding Bonds	-	-	-	-	298,635	298,635	N/A
2016 Certificates of Obligation	-	-	-	-	380,000	380,000	N/A
<b>Total Interest</b>	<b>\$ 3,348,287</b>	<b>\$ 3,367,233</b>	<b>\$ 3,367,233</b>	<b>\$ 3,367,233</b>	<b>\$ 3,200,995</b>	<b>\$ (166,238)</b>	<b>-4.9%</b>
Paying Agent Fee & Bond Sale Discount	\$ 914	\$ 5,600	\$ 5,600	\$ 10,000	\$ 10,000	4,400	78.6%
<b>Debt Service Fund Total Expenditures</b>	<b>\$ 10,064,188</b>	<b>\$ 10,514,760</b>	<b>\$ 10,514,760</b>	<b>\$ 10,519,160</b>	<b>\$ 11,403,516</b>	<b>\$ 888,756</b>	<b>8.5%</b>



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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.

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

### **WATER FUND**

Operating revenues consist of water sales, penalties and other miscellaneous revenue, including sales to other public authorities.

Anticipated operating revenues are \$12,427,342, which is an increase of \$4,442 that is expected from the FY2015 amended budget. Total revenues for FY2016 are expected to be \$12,688,863. Non-operating revenue sources include interest income of \$25,000, water tap fees of \$85,000, a transfer in of \$42,021 for administrative costs, and other income of \$109,500.

Anticipated total operating expenses are \$6,796,353, which is a decrease of \$101,686 (1.5%) from the FY2015 amended budget of \$6,898,039.

Non-operating expenses in FY2016 are anticipated to be \$5,886,057, a decrease of \$3,345,614 from the FY2015 amended budget.

Annual capital is \$1,428,611. Right-of-Way payments are expected to be \$633,970. Debt service payments for the Water Fund total \$3,768,476. Other debt expenses for the water fund total \$55,000.

The current reserve requirement (60 days of operating expenses) is \$1,132,725. The ending operating funds are projected at \$4,771,613.

### **WASTEWATER FUND**

Operating revenues for FY2016 are anticipated to be \$12,701,323. Total revenues for FY2016 are expected to be \$12,977,871, with \$276,548 of income attributed to non-operating sources. Non-operating income is expected to increase by \$104,548 above the FY2015 amended budget; from \$172,000 to \$276,548.

Operating expenses are expected to be \$6,790,911 in FY2016. This is a decrease of \$268,468 from the FY2015 amended budget amount of \$7,059,379. Non-operating expenses are expected to have a net decrease of \$2,816,791 from the FY2015 amended budget. This decrease is due primarily to spending related to capital projects planned for the upcoming fiscal year. Debt service payments will also decrease by \$82,113.

Debt service payments and expenses total \$3,526,794 in FY2016 for General Obligation and Revenue Bond debt service, compared to \$3,608,907 in FY2015.

The operating reserve requirement (60 days of operating expenses) is \$1,131,818. The ending operating funds are projected at \$2,569,107.

## **SOLID WASTE FUND**

Operating income is anticipated to be \$7,802,638 which is higher than the FY2015 amended budget amount of \$7,640,321 by \$162,317. Operating income consists of residential and commercial refuse, tipping fees, compost fees, recycling, penalties, license & permit fees and miscellaneous operating income.

Non-operating income includes interest of \$19,000 and administrative reimbursements of \$91,655.

Total operating expenses of the Solid Waste Fund for FY2016 are \$5,438,593, which is an increase of \$7,624 over the FY2015 amended budget.

Non-operating expenses will decrease \$596,923 to \$2,628,053 compared to the FY2015 amended budget amount of \$3,224,976.

Annual Capital will decrease to \$1,152,558. This is a decrease of \$622,740 compared to FY2015 amended budget.

## **BRYAN TEXAS UTILITIES (BTU)**

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

### ***BTU-CITY***

The City Electric Division encompasses the following services provided to customers within the city limits of Bryan: Production, Transmission, Distribution, Administration, Customer Service, Energy Accounts and QSE (Qualified Scheduling Entity) Services. Overall revenues for the BTU-City service are projected to be \$198,685,450 in FY2016. This is an increase over the FY2015 amended budget due to higher base revenues charged to the rural system as part of a phased in rate increase and to higher transmission costs. Operating revenue is derived from operations, miscellaneous revenue, and investment earnings.

Total operating expenses for BTU-City for FY2016 are projected to be \$154,399,754. BTU-City non-operating expenditures will increase by \$1,562,977 to \$44,125,041 for the FY2016 budget. Debt service payments are budgeted to decrease by \$129,024. Capital improvements funded from working capital are primarily associated with improvements in distribution and system growth. Annual Capital increased by \$1,011,443. The ending FY2016 unrestricted cash balance is estimated at \$43,789,095.

### ***BTU-RURAL***

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

Overall revenues for FY2016 are projected to be \$42,393,121. This is \$2,449,969 higher than the FY2015 amended budget of \$39,943,152 due to higher kwh sales levels and the second phase of the 3-year retail rate increase. Revenue is derived from operations, miscellaneous revenue, and investment earnings.

Total operating expenses for FY2016 are projected to be \$37,195,044. This is a \$2,679,625 increase from the FY2015 amended budget of \$34,515,419. The increased cost of power purchased from BTU-City/QSE comprises the majority of the change.

BTU-Rural non-operating expenditures of \$4,707,639 are budgeted for annual capital and for debt service.

Capital expenses for FY2016 are \$2,816,752. The ending FY2016 unrestricted cash balance is estimated at \$6,724,662 at year end.

## **AIRPORT FUND**

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

FY2016 operating revenues are projected to be \$605,880. The primary sources of revenues are hanger rentals and fuel revenues. Non-operating revenues total \$163,400 and include grants, interest income, miscellaneous revenues from resale items and a transfer of \$110,000 from the General Fund.

Operating expenses for FY2016 are budgeted at \$615,921, a \$7,852 increase over the FY2015 amended budget. Operating expenses are comprised of fuel costs, maintenance and other services and charges.

Non-operating expenses are projected to be \$246,867. The FY2016 operating fund balance is estimated at \$195,947 at year end.

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

Bryan Commerce and Development (BCD) was created in 2000 to aid the City with economic development activities. The creation and use of BCD was essential since the Texas Local Government Code (LGC) limits the power and activities of local governments in respect to non-traditional government activities, specifically regarding the disposition of property. Major economic development activities of BCD have included a partnership in the formation of Traditions and 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.

FY2016 adopted overall revenues are \$37,004, which consist of \$804 in interest income, \$1,200 in rental income and a \$35,000 transfer from the General Fund.

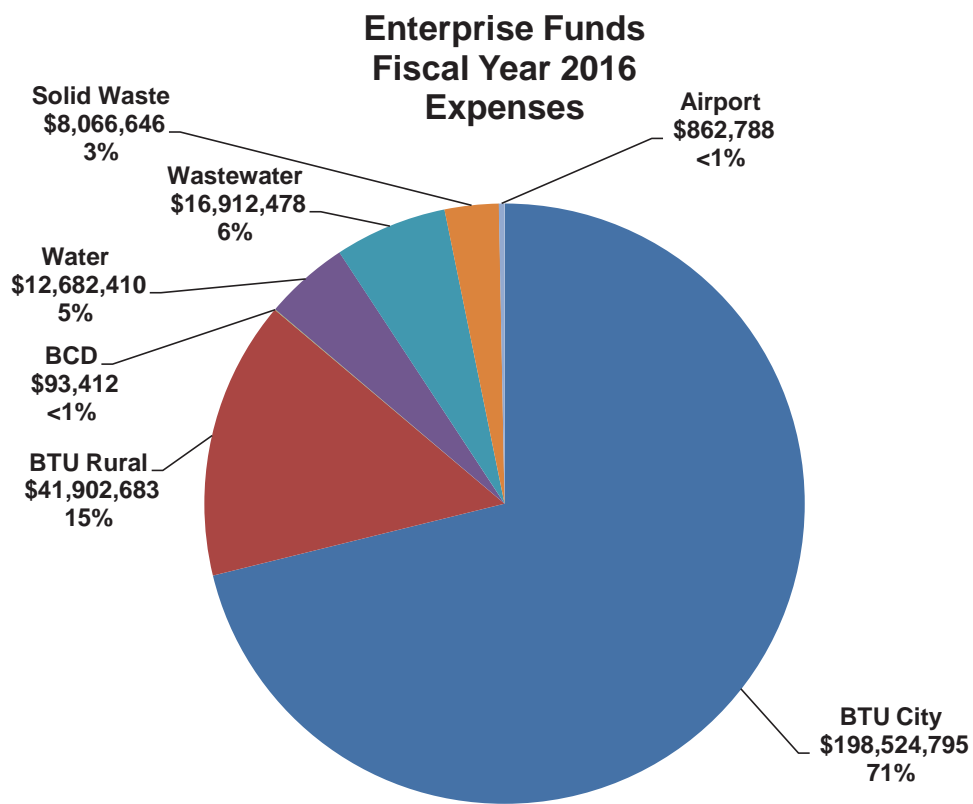
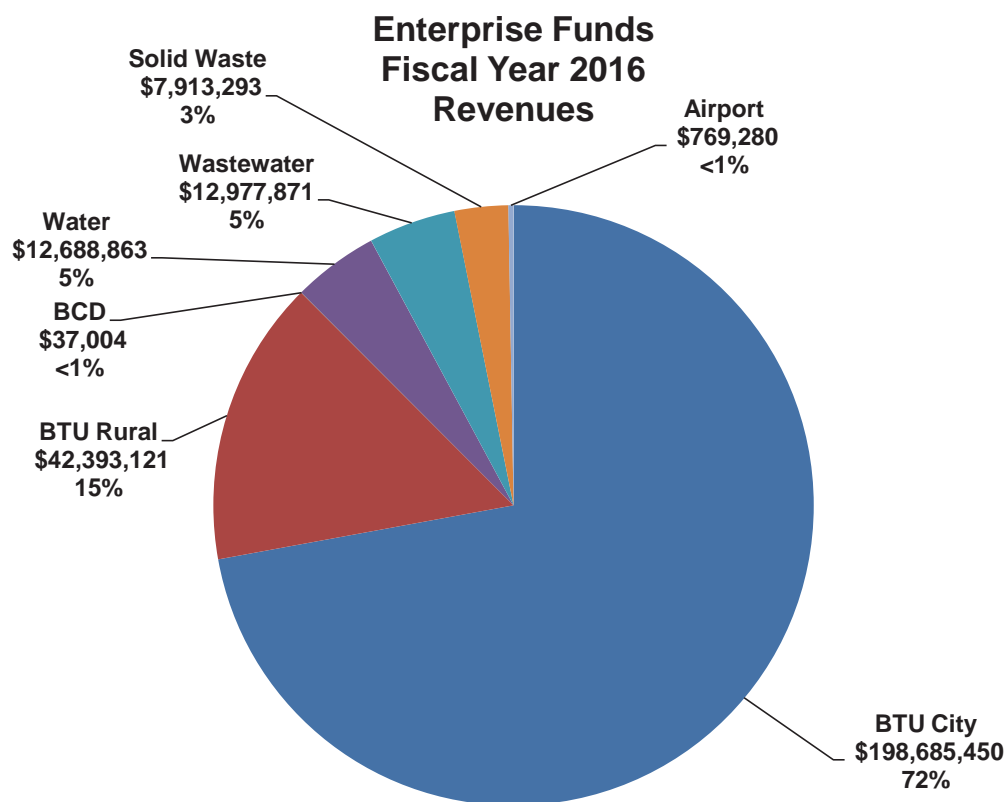
Fiscal Year 2016 BCD expenditures include allocated costs for services provided to BCD of \$39,412 and other services and charges of \$54,000. Total expenses are expected to be \$93,412, which is a decrease of \$1,922,772 over the FY2015 Amended budget. A budget amendment was taken to council and approved September 8, 2015 to cover the increased transfer to the General Fund expense which was due to increased revenue from Tradition land sales. Since the City of Bryan does not amend for revenues BCD shows a negative ending fund balance of \$452,262 for FY2015 amended.

The FY2016 operating fund balance is estimated at \$24,796 at year end.



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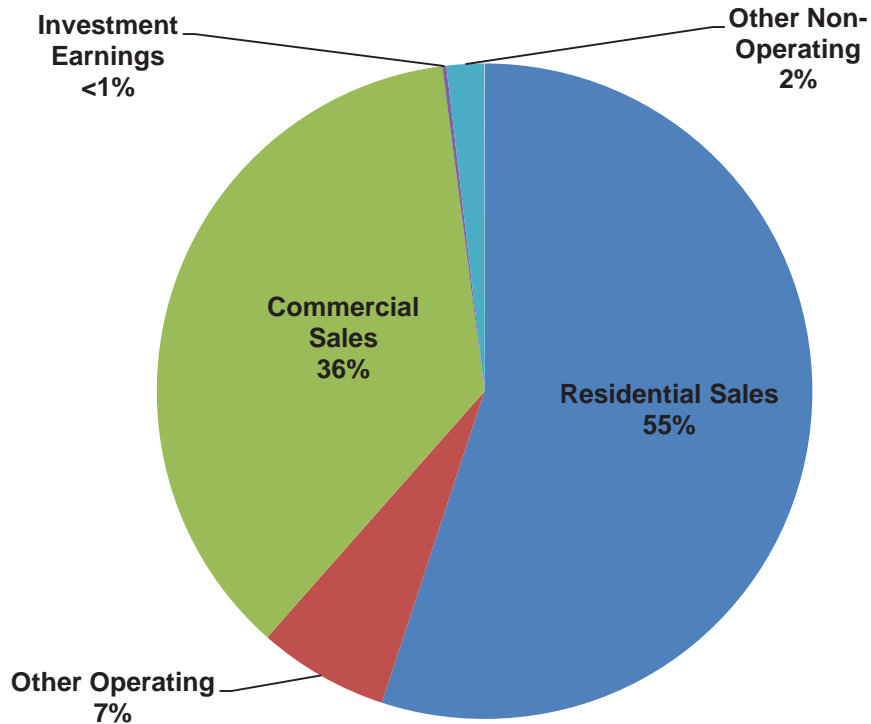


**CITY OF BRYAN, TEXAS**  
**Water Fund Summary**  
**Fiscal Year 2016**

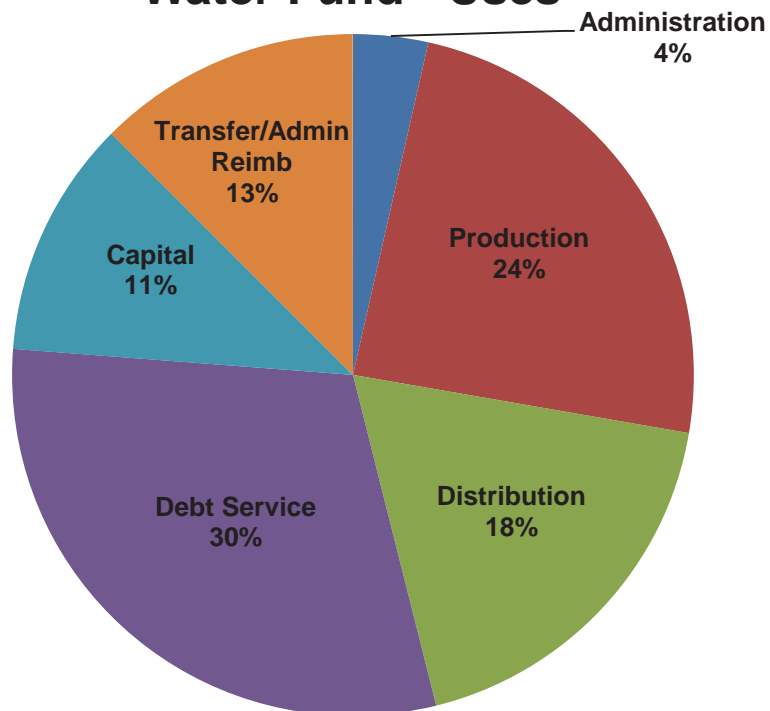
	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>% Chng / FY15</b>
<b><u>Revenues</u></b>							
<b>Operating Revenues:</b>							
Water Sales	\$ 10,965,216	\$ 11,600,000	\$ 11,600,000	\$ 11,610,317	\$ 11,610,317	\$ 10,317	0.1%
Water Penalties	133,257	140,000	140,000	135,852	135,852	(4,148)	-3.0%
Miscellaneous	580,218	682,900	682,900	684,925	681,173	(1,727)	-0.3%
<i>Total Operating Revenues</i>	<u>11,678,691</u>	<u>12,422,900</u>	<u>12,422,900</u>	<u>12,431,094</u>	<u>12,427,342</u>	<u>4,442</u>	<u>0.0%</u>
<b>Non-Operating Revenues:</b>							
Interest Income	43,372	25,000	25,000	35,000	25,000	-	0.0%
Gain (Loss) on Assets	6,677	-	-	-	-	-	N/A
Water Tap Fees	114,900	85,000	85,000	96,000	85,000	-	0.0%
Oil & Gas Royalty	1,579	1,500	1,500	1,483	1,500	-	0.0%
Inventory markup	19,394	18,000	18,000	18,763	18,000	-	0.0%
Miscellaneous non-operating income	588,426	246,215	246,215	247,123	90,000	(156,215)	-63.4%
Transfers In	13,956	32,566	32,566	32,566	42,021	9,455	29.0%
<i>Total Non-Operating Revenues</i>	<u>788,304</u>	<u>408,281</u>	<u>408,281</u>	<u>430,935</u>	<u>261,521</u>	<u>(146,760)</u>	<u>-35.9%</u>
<b>Total Revenues</b>	<u>12,466,995</u>	<u>12,831,181</u>	<u>12,831,181</u>	<u>12,862,029</u>	<u>12,688,863</u>	<u>(142,318)</u>	<u>-1.1%</u>
<b><u>Expenditures</u></b>							
<b>Operating Expenses:</b>							
Water Administration	511,102	422,132	428,349	474,494	449,752	21,403	5.0%
Water Production	2,460,259	3,009,224	3,009,224	2,839,914	3,067,478	58,254	1.9%
Water Distribution	1,675,515	2,305,112	2,305,112	2,099,201	2,325,216	20,104	0.9%
General & Admin. Reimbursement	660,668	668,809	668,809	668,809	462,635	(206,174)	-30.8%
Transfer to Other Funds	59,932	54,124	54,124	69,441	57,794	3,670	6.8%
Transfer to BTU	370,954	432,421	432,421	432,421	433,478	1,057	0.2%
<i>Total Operating Expenses</i>	<u>5,738,429</u>	<u>6,891,822</u>	<u>6,898,039</u>	<u>6,584,280</u>	<u>6,796,353</u>	<u>(101,686)</u>	<u>-1.5%</u>
<b>Non-Operating Expenses:</b>							
Annual Capital	3,097,430	2,449,000	4,414,588	4,413,300	1,428,611	(2,985,977)	-67.6%
Right of Way Payments	594,713	621,145	621,145	621,145	633,970	12,825	2.1%
Paying Agent Fee	1,774	15,000	15,000	3,000	15,000	-	0.0%
Miscellaneous Debt Expense	18,322	40,000	40,000	57	40,000	-	0.0%
Debt Service: General Obligation Debt	303,572	696,837	696,837	634,910	632,829	(64,008)	-9.2%
Debt Service: Revenue Debt	3,326,311	2,800,840	2,800,840	2,551,933	2,548,974	(251,866)	-9.0%
Debt Service: Certificate of Obligation	738,784	643,261	643,261	586,095	586,673	(56,588)	-8.8%
<i>Total Non-Operating Expenses</i>	<u>8,080,906</u>	<u>7,266,083</u>	<u>9,231,671</u>	<u>8,810,440</u>	<u>5,886,057</u>	<u>(3,345,614)</u>	<u>-36.2%</u>
<b>Total Expenditures</b>	<u>13,819,335</u>	<u>14,157,905</u>	<u>16,129,710</u>	<u>15,394,720</u>	<u>12,682,410</u>	<u>(3,447,300)</u>	<u>-21.4%</u>
 Net Increase/(Decrease)	 (1,352,340)	 (1,326,724)	 (3,298,529)	 (2,532,691)	 6,453		
 Beginning Operating Funds	 6,081,243	 3,757,661	 7,297,851	 7,297,851	 4,765,160		
 CAFR Adjustment	 2,568,948						
 <b>Ending Operating Funds</b>	 <b>\$ 7,297,851</b>	 <b>\$ 2,430,937</b>	 <b>\$ 3,999,322</b>	 <b>\$ 4,765,160</b>	 <b>\$ 4,771,613</b>		
 Reserve Requirement :							
(Sixty days operating expenses)	\$ 956,405	\$ 1,148,637	\$ 1,149,673	\$ 1,097,380	\$ 1,132,725		

City of Bryan, Texas  
Water Fund  
Fiscal Year 2016

## 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 2015 Accomplishments**

- Replaced miscellaneous distribution lines.
- Continued proactive valve program.
- Continued Automated Meter Infrastructure (AMI) – Phase 4.
- Expanded database for CSI/BPAT.
- Completed construction of the Wellborn SUD Pumped Interconnect.
- Completed construction of Cooling Tower #4.
- Improved fire flows in areas with flows below 1000 gpm.
- Enhanced water quality control measures.
- Installed strategically placed valves to improve distribution system operation.
- Image enhancement – coating of exposed infrastructure.
- Infrastructure protection – painted ½ MG ground reservoir.
- Replaced 2 pumps at Main Street Pump Station.
- Upgraded 3 motor control units in Main Street Pump Station.
- Purchase and install backup transformer at the Main Street Pump Station.
- 
- Designed Production and Distribution line extensions along North Texas Avenue.
- Implemented a conservation rate structure. Evaluated and replaced mobile data terminals.

### **Fiscal Year 2016 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 implementation of Automated Meter Infrastructure (AMI).
- Improve fire flows in areas with flows currently below 1000 gpm.
- Implement conservation rate structure.
- Implementation of emergency generators for the water production system.
- Manageable Backflow Prevention Program.
- Rehabilitate High Service Pump #7.
- Replace High Service Pump #4.
- Adopt water utility extension ordinance.
- Identify location for new 2MG elevated storage site.
- Complete the Production line loop along North Texas Avenue.
- Upgrade the 10" water line along North Texas Avenue.
- Design infrastructure along W SH 21 and Hwy 47 to convert Bryan customers from Wellborn SUD.
- Infrastructure protection – paint 1 MG elevated reservoir (Royal St).

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	% Chng / FY15
Salaries and Benefits	\$ 1,964,013	\$ 2,368,448	\$ 2,368,448	\$ 2,271,254	\$ 2,441,994	\$ 73,546	3.1%
Supplies	213,423	314,738	314,738	265,039	278,838	(35,900)	-11.4%
Maintenance & Services	2,145,734	2,522,037	2,528,254	2,512,367	2,542,314	14,060	0.6%
Miscellaneous/Admin Reimb	984,373	1,200,054	1,200,054	1,033,758	1,041,935	(158,119)	-13.2%
Capital Outlay	3,097,430	2,449,000	4,414,588	4,413,300	1,428,611	(2,985,977)	-67.6%
Debt Service	4,388,763	4,195,938	4,195,938	3,775,995	3,823,476	(372,462)	-8.9%
Transfers	1,025,599	1,107,690	1,107,690	1,123,007	1,125,242	17,552	1.6%
<b>Total Expenses</b>	<b>\$ 13,819,335</b>	<b>\$ 14,157,905</b>	<b>\$ 16,129,710</b>	<b>\$ 15,394,720</b>	<b>\$ 12,682,410</b>	<b>\$ (3,447,300)</b>	<b>-21.4%</b>

## Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
<b>Administration</b>					
Director of Public Works	0.35	0.50	0.50	0.50	0.50
<b>SUB-TOTAL</b>	<b>0.35</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>
<b>Production</b>					
Production & Field Operations Manager	0.40	0.40	0.40	0.40	0.40
Public Works Support Assistant	0.50	0.50	0.50	0.50	0.50
Maintenance Supervisor	0.50	0.50	0.50	0.50	0.50
Meter Foreman	1	1	1	1	1
Senior Meter Technician	1	1	1	1	1
Meter Technician	3	3	3	3	3
Production Supervisor	1	1	1	1	1
WP Maintenance Crew Leader	2	2	2	2	2
WP Maintenance Operator	2	2	2	2	2
WP Plant Operator	4	4	4	4	4
<b>SUB-TOTAL</b>	<b>15.40</b>	<b>15.40</b>	<b>15.40</b>	<b>15.40</b>	<b>15.40</b>
<b>Distribution</b>					
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
Public Works Assistant - Call Center	0.50	0.50	0.50	0.50	0.50
Water Svcs Admin Supervisor	0.50	0.50	0.50	0.50	0.50
Maintenance Supervisor	1	1	1	1	1
Maintenance Crew Leader	2	2	2	2	2
Maintenance Worker/Operator	11	11	11	11	11
Valve & Hydrant Crew Leader	1	1	1	1	1
WD Customer Service Technician	2	2	2	2	2
<b>SUB-TOTAL</b>	<b>20.15</b>	<b>20.15</b>	<b>20.15</b>	<b>20.15</b>	<b>20.15</b>
<b>Total</b>	<b>35.90</b>	<b>36.05</b>	<b>36.05</b>	<b>36.05</b>	<b>36.05</b>

## Performance and Activity Measures

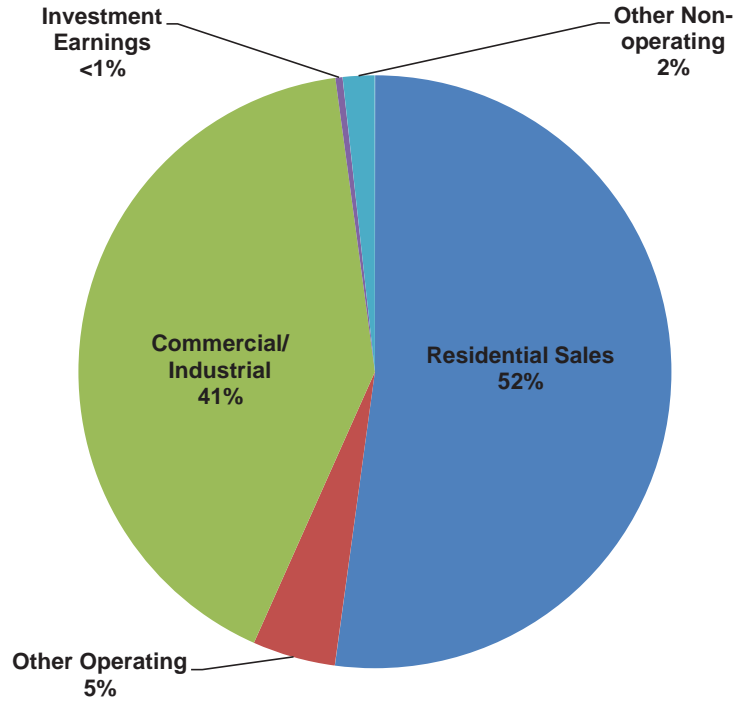
	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Percent Demand as a measure of capacity	51%	64%	64%	64%	64%
Water Pump Stations Maintained	3	3	3	3	3
Water Pumps/Motors Maintained	24	25	25	25	25
Water Mains Maintained (miles)	475	480	480	482	490
Active Customer Accounts	22,434	22,548	22,548	22,646	22,846
New Water Connections	168	200	200	212	200
Water mains installed - new (miles)	5	5	5	7	8
Fire Hydrants Maintained	2,375	2,400	2,400	2,400	2,425
Water Usage per 1000 Population (in	43.4	46.6	46.6	45.4	44.7
Admin Cost per Million Gallons Produced	\$ 1,825	\$ 1,700	\$ 1,700	\$ 1,592	\$ 1,608
Breaks per Main Mile	0.861	0.833	0.833	0.830	0.816
Customer Accounts per Employee (pdn + dist)	631	634	634	637	643
Average Volume of Water (MGD) delivered	0.270	0.295	0.295	0.287	0.287
Distribution System Water Loss	7%	9%	9%	8%	8%
O&M Costs per account	\$ 193	\$ 231	\$ 231	\$ 223	\$ 230
O&M Costs per Million Gallons Produced	\$ 1,233	\$ 1,361	\$ 1,362	\$ 1,355	\$ 1,413

**CITY OF BRYAN, TEXAS**  
**Wastewater Fund Summary**  
**Fiscal Year 2016**

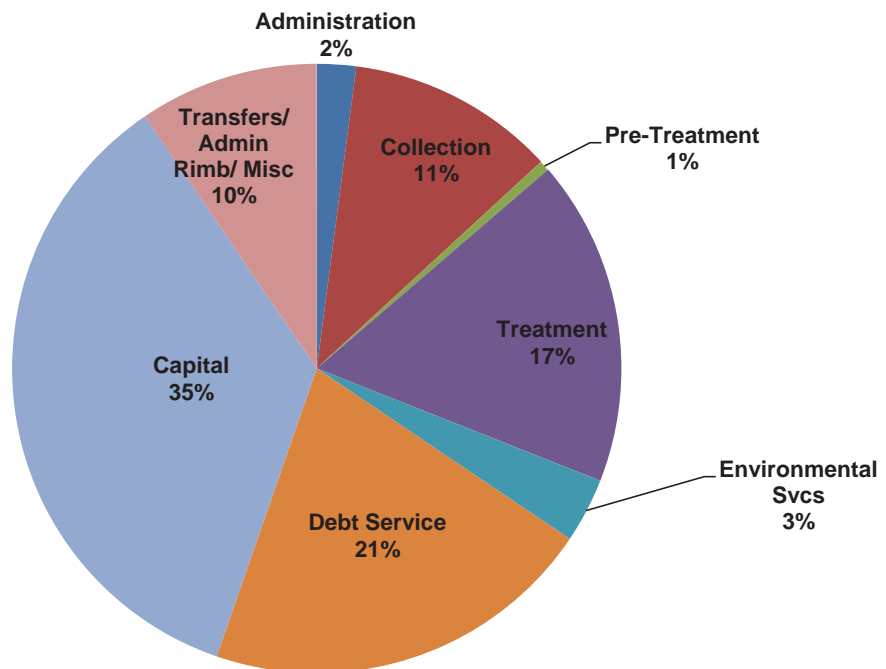
	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>%Chng/ FY15</b>
<b><u>Revenues</u></b>							
<b>Operating Revenues</b>							
Sewer System Revenue	\$ 11,877,572	\$ 11,775,000	\$ 11,775,000	\$ 11,890,000	\$ 12,114,723	\$ 339,723	2.9%
Sewer Penalties	129,364	135,000	135,000	135,000	135,000	-	0.0%
Miscellaneous	149,662	48,200	48,200	9,110	5,000	(43,200)	-89.6%
Pretreatment Fees	468,984	360,000	360,000	410,000	405,000	45,000	12.5%
Hauler & Sewer Inspection Fees	10,425	5,900	5,900	46,300	41,600	35,700	605.1%
<i>Total Operating Revenues</i>	<i>12,636,006</i>	<i>12,324,100</i>	<i>12,324,100</i>	<i>12,490,410</i>	<i>12,701,323</i>	<i>377,223</i>	<i>3.1%</i>
<b>Non-Operating Revenues</b>							
Sewer Tap Fees	65,325	60,000	60,000	60,000	60,000	-	0.0%
Miscellaneous-Non Operating	23,484	27,500	27,500	22,545	23,500	(4,000)	-14.5%
Transfers from Other Funds	52,824	34,500	34,500	34,500	143,048	108,548	314.6%
Interest Income	59,911	50,000	50,000	52,000	50,000	-	0.0%
Gain on sale of asset	19,540	-	-	-	-	-	N/A
<i>Total Non-Operating Revenues</i>	<i>221,084</i>	<i>172,000</i>	<i>172,000</i>	<i>169,045</i>	<i>276,548</i>	<i>104,548</i>	<i>60.8%</i>
<b>Total Revenues</b>	<b>12,857,090</b>	<b>12,496,100</b>	<b>12,496,100</b>	<b>12,659,455</b>	<b>12,977,871</b>	<b>481,771</b>	<b>3.9%</b>
<b><u>Expenditures</u></b>							
<b>Operating Expenses</b>							
Wastewater Administration	911,105	489,763	592,775	467,846	350,630	(242,145)	-40.8%
Wastewater Collection	1,561,141	1,845,417	1,847,958	1,759,277	1,874,600	26,642	1.4%
Wastewater Pre-Treatment	63,423	90,436	90,436	80,776	92,342	1,906	2.1%
Wastewater Treatment	2,376,049	2,812,510	2,882,080	2,598,560	2,926,657	44,577	1.5%
Environmental Services	494,061	564,195	564,195	548,543	581,399	17,204	3.0%
General & Admin Reimbursement	765,311	693,703	693,703	693,703	517,840	(175,863)	-25.4%
Transfer to Other Funds	32,968	30,219	30,219	45,536	35,077	4,858	16.1%
Transfer to BTU	358,013	358,013	358,013	418,056	412,366	54,353	15.2%
<i>Total Operating Expenses</i>	<i>6,562,071</i>	<i>6,884,256</i>	<i>7,059,379</i>	<i>6,612,297</i>	<i>6,790,911</i>	<i>(268,468)</i>	<i>-3.8%</i>
<b>Non-Operating Expenses</b>							
Annual Capital	1,995,063	6,530,270	8,710,951	6,539,431	5,946,307	(2,764,644)	-31.7%
Right of Way Payments	621,513	613,500	613,500	613,500	643,466	29,966	4.9%
Paying Agent Fee	2,251	5,000	5,000	5,000	5,000	-	0.0%
Misc. Debt Expense	3,712	-	-	-	-	-	N/A
Debt Service: General Obligation Debt	132,382	249,521	249,521	249,521	253,053	3,532	1.4%
Debt Service: Revenue Debt	3,037,129	2,727,786	2,727,786	2,727,786	2,641,520	(86,266)	-3.2%
Debt Service: Certificate of Obligation	834,475	631,600	631,600	631,599	632,221	621	0.1%
<i>Total Non-Operating Expenses</i>	<i>6,626,525</i>	<i>10,757,677</i>	<i>12,938,358</i>	<i>10,766,837</i>	<i>10,121,567</i>	<i>(2,816,791)</i>	<i>-21.8%</i>
<b>Total Expenditures</b>	<b>13,188,596</b>	<b>17,641,933</b>	<b>19,997,737</b>	<b>17,379,134</b>	<b>16,912,478</b>	<b>(3,085,259)</b>	<b>-15.4%</b>
Net Increase/(Decrease)	(331,506)	(5,145,833)	(7,501,637)	(4,719,679)	(3,934,607)		
Beginning Operating Funds	11,314,592	8,083,844	11,223,392	11,223,392	6,503,713		
CAFR Adjustment	240,306						
<b>Ending Operating Funds</b>	<b>\$ 11,223,392</b>	<b>\$ 2,938,011</b>	<b>\$ 3,721,755</b>	<b>\$ 6,503,713</b>	<b>\$ 2,569,106</b>		
Reserve Requirement :							
(Sixty days operating expenses)	\$ 1,093,679	\$ 1,147,376	\$ 1,176,563	\$ 1,102,050	\$ 1,131,818		

City of Bryan, Texas  
Wastewater Fund  
Fiscal Year 2016

### 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 2015 Accomplishments**

- Continued public education outreach efforts.
- Began evaluation of technically based local limits for Thompsons Creek.
- Established inter-local agreement for sewer collection/treatment with COCS along bio-corridor.
- Revised MS4 permit.
- Executed proactive cleaning plan – 80 miles.
- Explored end users for Bed & Banks permit for treated wastewater.
- Continued Private Sewer Lateral Repair Program.
- Implemented and managed SSO Plan (Burton and Still Creek Basins) that targeted basins 3, 7, 11, and 13.
- Extended new collection line within the Texas Triangle Business Park.
- Rehabilitated 123 manholes.
- Partial replacement of lift station control panels.
- Installed VFD bypass motor controllers at Burton Creek WWTP's Raw Lift building.
- Rehabbed aging pumps and motors at Burton and Still Creek WWTPs.
- Completed construction on Still Creek Phase III.
- Decreased dependency on potable water use within WWTPs.
- Chemical mixers replaced at Burton and Still Creek WWTPs.
- Developing TV layer in GIS and database of TV information.
- Reallocated Local Limits for Burton Creek and Still Creek WWTPs.
- Adopted Interlocal Agreement for Biocorridor (Pretreatment Legal Authority).
- Adopted Local Limits for Thompsons Creek WWTP.
- Implemented industry-specific software for management of grease traps and backflow devices.

### **Fiscal Year 2016 Goals and Objectives**

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





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	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	% Chng / FY15
Salaries and Benefits	\$ 2,417,680	\$ 2,717,344	\$ 2,717,344	\$ 2,700,630	\$ 2,781,929	\$ 64,585	2.4%
Supplies	411,703	570,155	570,155	451,802	491,500	(78,655)	-13.8%
Maintenance & Services	2,326,403	1,998,838	2,150,821	1,898,322	2,028,563	(78,655)	-5.7%
Miscellaneous/Admin Reimb	1,015,304	1,209,687	1,232,827	1,097,951	1,041,476	(191,351)	-15.5%
Capital Outlay	1,995,063	6,530,270	8,710,951	6,539,431	5,946,307	(2,764,644)	-31.7%
Debt Service	4,009,949	3,613,907	3,613,907	3,613,906	3,531,794	(82,113)	-2.3%
Transfers	1,012,494	1,001,732	1,001,732	1,077,092	1,090,909	89,177	8.9%
<b>Total Expenses</b>	<b>\$ 13,188,596</b>	<b>\$ 17,641,933</b>	<b>\$ 19,997,737</b>	<b>\$ 17,379,134</b>	<b>\$ 16,912,478</b>	<b>\$ (3,085,259)</b>	<b>-15.4%</b>

## Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
<b>Administration</b>					
Director of Public Works	0.50	0.50	0.50	0.50	0.50
<b>Subtotal</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>	<b>0.50</b>
<b>Collection</b>					
Compliance and I&I Supervisor	1	1	1	1	1
Jet Truck Crew Leader	1	1	1	1	1
Maintenance Crew Leader	4	4	4	4	4
Maintenance Worker/Operator	8	8	8	8	8
Maintenance Supervisor	1	1	1	1	1
Production & Field Operations Manager	0.20	0.20	0.20	0.20	0.20
Public Works Assistant-Call Center	0	0	0	0	0
Water Svcs Admin Supervisor	1	1	1	1	1
GIS Analyst	0.25	0.25	0.25	0.25	0.25
TV Truck Crew Leader	1	1	1	1	1
Vacuum Truck Crew Leader	2	2	2	2	2
<b>Subtotal</b>	<b>19.45</b>	<b>19.45</b>	<b>19.45</b>	<b>19.45</b>	<b>19.45</b>
<b>Pre-Treatment / WWT</b>					
Operator	1	1	1	1	1
<b>Subtotal</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>1</b>
<b>Waste Water Treatment</b>					
Division Assistant	0.50	0.50	0.50	0.50	0.50
Lift Station Crew Leader	1	1	1	1	1
Lift Station Operator	1	1	1	1	1
Maintenance Supervisor	0.50	0.50	0.50	0.50	0.50
Chief Plant Operator (supervisor)	1	1	1	1	1
Roll-Off Operator	1	1	1	1	1
Treatment & Compliance Manager	0.50	0.50	0.50	0.50	0.50
WP Maintenance Crew Leader	1	1	1	1	1
WP Maintenance Operator	1	1	1	1	1
WWT Plant Operator	6	6	6	6	6
<b>Subtotal</b>	<b>13.50</b>	<b>13.50</b>	<b>13.50</b>	<b>13.50</b>	<b>13.50</b>
<b>Sewer/Env Svcs/Wastewater</b>					
Environmental Compliance Officer	3	3	3	4	4
Environmental Compliance Supervisor	1	1	1	0	0
Treatment and Compliance Manager	0.50	0.50	0.50	0.50	0.50
Water Quality Technician	2	2	2	2	2
<b>Subtotal</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>	<b>6.50</b>
<b>Total</b>	<b>40.95</b>	<b>40.95</b>	<b>40.95</b>	<b>40.95</b>	<b>40.95</b>

## Performance and Activity Measures

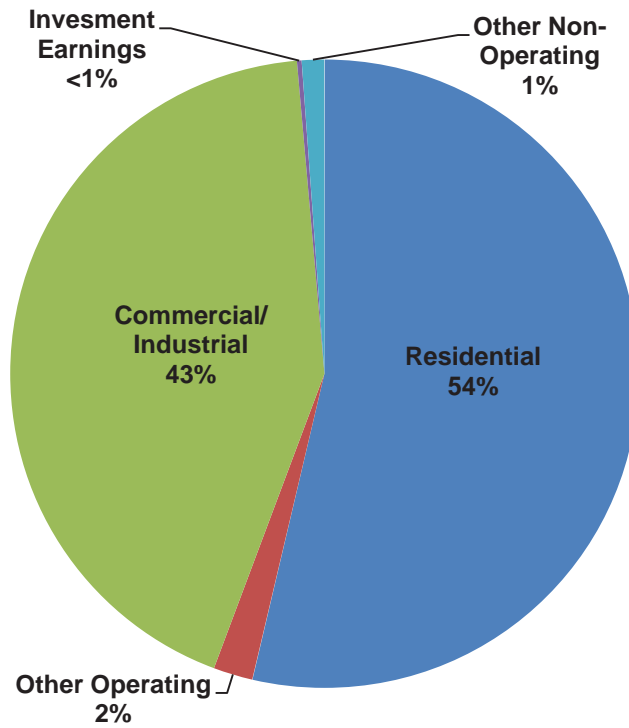
	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Sewer Mains Maintained (miles)	385	389	389	389	395
Stoppages Removed from City Mains (each)	814	1,000	1,000	1,000	1,000
Collection Mains Installed - New (miles)	(4)	4	4	4	6
New Sewer Connections	234	175	175	263	250
Sewer Customers (accounts)	22,021	22,244	22,244	22,284	22,534
Sewer Lift Stations Maintained	24	24	24	24	24
TV Inspection I&I (miles)	6.5	7.0	7.0	7.0	7.0
Smoke Testing I&I (miles)	54	30	30	40	30
Manholes Repaired I&I	202	100	100	123	100
Private Repaired/Replaced Sewer Laterals	311	350	350	350	350
Sewer Mains Cleaned (miles)	87	80	80	85	80
Sanitary Sewer Overflows	57	75	75	75	75
Ratio of Volumes of Sewage to Water Sold	73%	64%	64%	70%	63%
Volume of Wastewater Treated (MG)	2,554	2,438	2,438	2,600	2,350
Admin Cost per million gallons processed	\$ 2,364	\$ 2,389	\$ 2,399	\$ 2,227	\$ 2,410
Sewer Overflow Rate (No. of overflows/total mile)	0.148	0.193	0.193	0.193	0.190
Collection System Integrity Rate = (# of failures/n	2.26	2.76	2.76	2.76	2.72
O&M Costs per account	234	238	244	227	235
O&M Costs per Million Gallons Processed	\$ 2,019	\$ 2,168	\$ 2,231	\$ 1,943	\$ 2,256
Percentage of Grease Traps in Compliance	76%	95%	95%	85%	95%
Percentage of Significant Industrial Users in	100%	98%	98%	100%	100%

**CITY OF BRYAN, TEXAS**  
**Solid Waste Fund Summary**  
**Fiscal Year 2016**

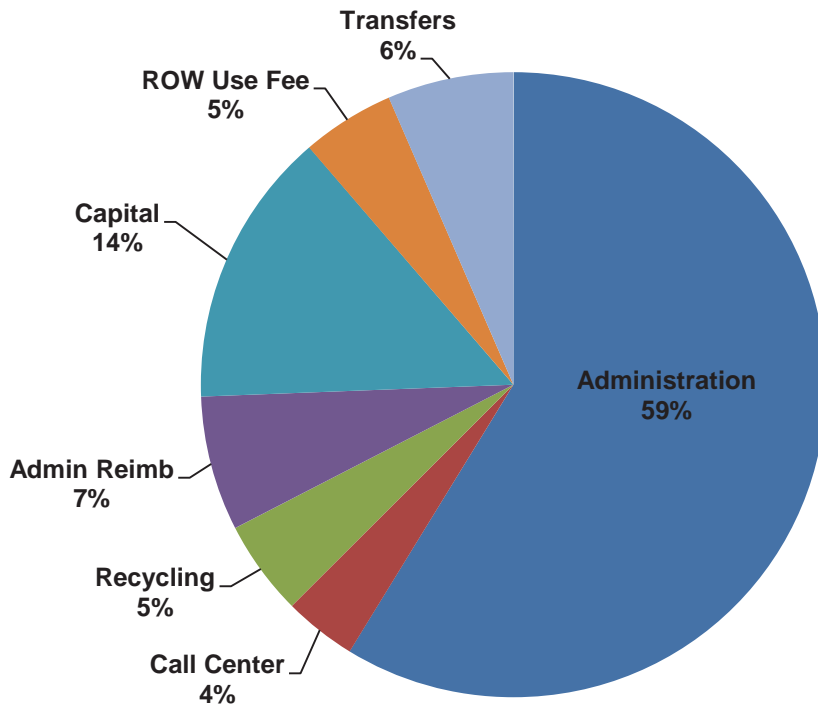
	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>% Chng / FY15</b>
<b><u>Revenues:</u></b>							
<b>Operating Revenues:</b>							
Residential Refuse	\$ 4,107,921	\$ 4,173,409	\$ 4,173,409	\$ 4,173,409	\$ 4,248,530	\$ 75,121	1.8%
Commercial Refuse	3,276,968	3,333,810	3,333,810	3,333,810	3,393,818	60,008	1.8%
Penalties	81,594	80,961	80,961	80,961	82,418	1,457	1.8%
License & Permit Fees	50,965	40,000	40,000	40,000	40,000	-	0.0%
Recycling	1,716	4,390	4,390	30,000	30,000	25,610	583.4%
Miscellaneous	7,280	7,751	7,751	7,751	7,872	121	1.6%
<i>Total Operating Revenues</i>	<i>7,526,444</i>	<i>7,640,321</i>	<i>7,640,321</i>	<i>7,665,931</i>	<i>7,802,638</i>	<i>162,317</i>	<i>2.1%</i>
<b>Non-Operating Revenues:</b>							
Interest Income	20,289	19,000	19,000	19,000	19,000	-	0.0%
Reimbursements & Transfers In	88,273	97,843	97,843	97,843	91,655	(6,188)	-6.3%
Gain/(Loss) on sale of Asset	245,536	-	-	-	-	-	0.0%
<i>Total Non-Operating Revenues</i>	<i>354,098</i>	<i>116,843</i>	<i>116,843</i>	<i>116,843</i>	<i>110,655</i>	<i>(6,188)</i>	<i>-5.3%</i>
<b>Total Revenues</b>	<b>7,880,542</b>	<b>7,757,164</b>	<b>7,757,164</b>	<b>7,782,774</b>	<b>7,913,293</b>	<b>156,129</b>	<b>2.0%</b>
<b><u>Expenditures:</u></b>							
<b>Operating Expenses:</b>							
Administration	4,319,238	4,558,864	4,756,936	4,722,675	4,740,237	(16,699)	-0.4%
Call Center	258,320	288,963	288,963	264,316	302,283	13,320	4.6%
Recycling	312,008	385,070	385,070	336,816	396,073	11,003	2.9%
<i>Total Operating Expenses</i>	<i>4,889,566</i>	<i>5,232,897</i>	<i>5,430,969</i>	<i>5,323,807</i>	<i>5,438,593</i>	<i>7,624</i>	<i>0.1%</i>
<b>Non-Operating Expenses:</b>							
Admin Reimbursement	565,239	560,427	560,427	560,427	563,220	2,793	0.5%
Transfer to Wastewater	38,868	34,500	34,500	34,500	40,540	6,040	17.5%
Transfer to Water	-	-	-	-	10,505	10,505	N/A
Transfer to BTU	411,777	475,342	475,342	475,342	474,992	(350)	-0.1%
Transfer to General Fund	200,000	-	-	-	-	-	0.0%
Right of Way Use Fee	373,324	379,409	379,409	379,409	386,238	6,829	1.8%
Annual Capital	143,953	975,366	1,775,298	1,775,298	1,152,558	(622,740)	-35.1%
Equipment Replacement Transfer						-	0.0%
Facilities Replacement Transfer						-	0.0%
<i>Total Non-Operating Expenses</i>	<i>1,733,161</i>	<i>2,425,044</i>	<i>3,224,976</i>	<i>3,224,976</i>	<i>2,628,053</i>	<i>(596,923)</i>	<i>-18.5%</i>
<b>Total Expenditures</b>	<b>6,622,727</b>	<b>7,657,941</b>	<b>8,655,945</b>	<b>8,548,783</b>	<b>8,066,646</b>	<b>(589,299)</b>	<b>-6.8%</b>
Net Increase/(Decrease)	1,257,815	99,223	(898,781)	(766,009)	(153,353)		
Beginning Operating Funds	3,236,865	3,466,283	4,435,058	4,435,058	3,669,049		
CAFR Adjustment	(59,622)						
<b>Ending Operating Funds</b>	<b>\$ 4,435,058</b>	<b>\$ 3,565,506</b>	<b>\$ 3,536,277</b>	<b>\$ 3,669,049</b>	<b>\$ 3,515,696</b>		
Reserve Requirement :							
(Sixty days operating expenses)	\$ 814,928	\$ 872,150	\$ 905,162	\$ 887,301	\$ 906,432		

City of Bryan, Texas  
Solid Waste Fund  
Fiscal Year 2016

## 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 2015 Accomplishments**

- Worked with Bryan PD assisting in minor crime investigations and prevention.
- Worked with NET Officers to ensure eviction debris and materials are properly collected and disposed of quickly.
- Continued to identify areas where the use of plastic front load containers will help reduce noise concerns where commercial properties are adjacent to residential neighborhoods.
- Continued to work with BTU to implement new GPS technology in assigned fleet.
- Enhanced the Downtown area by actively collecting litter, maintaining dumpster enclosures and sweeping sidewalks and streets.
- Implemented 5 year decision package to replace aging waste containers throughout the City.
- Participated in multiple city wide tire cleanups with Code and Compliance Officers and collected over 1,500 tires.
- Participated in annual events such as: Texas Reds, HHW, BVED.
- Implemented aggressive cross training of employee to empower and optimize staff.
- Modified new cost allocation database used to capture the work performed for departments.
- Maintained 1% increase of answering calls within 60sec service level
- Call Center supervisor continues to work as part of the test team with Bryan Texas Utilities on upgrade changes to Cayenta billing software and City of Bryan IT Services Sungard upgrade.

### **Fiscal Year 2016 Goals and Objectives**

- Ensure 100% of all solid waste customers are collected without complaints.
- All curbs and gutters are swept at least 4 times per year.
- Dead animals are removed within 24 hours of notifications.
- Reduce the number of incidents/accidents by 3%.
- All solid waste work orders generated are completed within 24-48 hours of notifications.
- Increase citizen participation at the recycling center by 2%.
- Apply for at least 1 grant or award with established sustainability and education program.
- 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.
- Implement "Mobile 311" app throughout departments.
- Effectively and efficiently process all work orders generated in the Call Center.
- Work with Web Master to create knowledge-based search engine on City of Bryan homepage.

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	% Chng / FY15
Salaries and Benefits	\$ 2,389,042	\$ 2,468,995	\$ 2,468,995	\$ 2,520,210	\$ 2,584,457	\$ 115,462	4.7%
Supplies	646,205	744,588	772,643	709,617	760,003	(12,640)	-1.6%
Maintenance & Services	444,315	496,488	502,705	625,817	520,926	18,221	3.6%
Miscellaneous/Admin Reimb	1,975,243	2,083,253	2,247,053	2,028,590	2,136,427	(110,626)	-4.9%
Capital Outlay	143,953	975,366	1,775,298	1,775,298	1,152,558	(622,740)	-35.1%
Transfers	1,023,969	889,251	889,251	889,251	912,275	23,024	2.6%
<b>Total Expenses</b>	<b>\$ 6,622,727</b>	<b>\$ 7,657,941</b>	<b>\$ 8,655,945</b>	<b>\$ 8,548,783</b>	<b>\$ 8,066,646</b>	<b>(589,299)</b>	<b>-6.8%</b>

## Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
<b>Administration</b>					
Director of Public Works	0.05	0.05	0.05	0.05	0.00
Environmental Services Department Manager	1.00	1.00	1.00	1.00	1.00
Brush & Bulky Foreman	1.00	1.00	1.00	1.00	1.00
Brush & Bulky Crew Leader	2.00	2.00	2.00	2.00	1.00
Brush & Bulky Equipment Operator	8.00	8.00	8.00	8.00	8.00
Assessment Worker	3.00	3.00	3.00	3.00	3.00
Solid Waste Commercial Foreman	1.00	1.00	1.00	1.00	1.00
Solid Waste Residential Foreman	1.00	1.00	1.00	1.00	1.00
Container Coordinator	2.00	2.00	2.00	2.00	2.00
Residential	7.00	7.00	7.00	7.00	7.00
Commercial	6.00	6.00	6.00	6.00	6.00
Street Sweepers	2.00	2.00	2.00	2.00	2.00
<b>Subtotal</b>	<b>34.05</b>	<b>34.05</b>	<b>34.05</b>	<b>34.05</b>	<b>33.00</b>
<b>Call Center</b>					
Public Works Call Center Assistant	3.00	3.00	3.00	3.00	3.00
Public Works Administrative Asst.	1.00	1.00	1.00	1.00	1.00
Public Works Supervisor	1.00	1.00	1.00	1.00	1.00
<b>Subtotal</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>
<b>Compost</b>					
Recycling Center Assistant	3.00	3.00	3.00	3.00	4.00
Recycling Center Crew Leader	1.00	1.00	1.00	1.00	1.00
Environmental Operations Supervisor	1.00	1.00	1.00	1.00	1.00
BVSWMA - Compost	2.00	0.00	0.00	0.00	0.00
<b>Subtotal</b>	<b>7.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>
<b>Total</b>	<b>46.05</b>	<b>44.05</b>	<b>44.05</b>	<b>44.05</b>	<b>44.00</b>

## Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Customers collected without complaint (Residential)	99%	100%	100%	99%	100%
Customers collected without complaint (Commercial)	99%	100%	100%	99%	100%
Customers collected without complaint (Brush/Bulky)	99%	100%	100%	99%	100%
Average number of street sweepings annually	2	4	4	3	4
Dead animal requests removed within 24 hrs	100%	100%	100%	100%	100%
All work orders are completed within 24-48hrs	100%	100%	100%	100%	100%
Calls answered within 60sec service level	97%	97%	97%	97%	97%
# of calls handled from queue in/out Call Center	61,689	48,000	48,000	60,000	60,000
# of job orders generated	25,525	24,000	24,000	25,000	25,000



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## Bryan Texas Utilities

### Mission Statement

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

### Fiscal Year 2015 Accomplishments

- BTU began a Safety Culture improvement process with Caterpillar Safety Services and a Safety Steering Committee was developed.
- Annual system growth is approximately 1,400 new customers connected.
- To support new customer growth, rebuilt or constructed 25 miles of feeder circuits.
- Completed annual financial audit in record time and received an unqualified opinion.
- Complete an interim transmission cost of service filing increasing annual revenue by \$5 million.
- Completed move and consolidation of warehouse facilities.
- Completed a Resource Procurement Planning study.
- Implemented redesigned electric rates and created time-of-use billing processes.
- Implemented a new three-tiered billing structure for water rates.
- Began demolition of the Atkins Power Plant Units 1 through 6.
- Performed five year inspection of Lake Bryan Dam.
- Implementation of a new GIS and Staking System.
- Email server migration from BTU Exchange 2007 to COB Exchange 2010.
- Restored 275 wood poles and replaced approximately 300 wood poles.
- Completed the 10 mile Wellborn to Millican to Highway 6 transmission line/substation project.
- Completed the 5 mile Snook to Thompson Creek transmission line.
- Completed the Triangle Park Substation and 138 kV transmission line.

### Fiscal Year 2016 Goals and Objectives

- BTU will focus on Safety Culture Improvement.
- Successfully accommodate annual system growth of estimated 1,500 new customers.
- Rebuild or construct approximately 18 miles of feeder circuits.
- Complete internal audit of NERC Critical Infrastructure Protection (CIP) Version 5 Compliance requirements.
- Lake Bryan sewer tie-in to park and pavilion areas.
- Install security fencing on various areas of Lake Bryan.
- Implementation of power trading and energy settlement software.
- CAT6 cabling infrastructure upgrade for BTU main office.
- Desk phone upgrade.
- The Tabor-Rayburn 69 kV transmission line will be rebuilt to accommodate higher transmission loading.
- Rebuild and re-conductor the Atkins to Briarcrest transmission line for area reliability.

**Bryan Texas Utilities  
City Electric System  
Fiscal Year 2016**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>% Chng /FY15</b>
<b><u>Revenues:</u></b>							
<b>Operating Revenues:</b>							
Retail	\$ 43,178,635	\$ 47,920,872	\$ 47,920,872	\$ 47,920,872	\$ 47,765,417	\$ (155,455)	-0.3%
Wholesale	21,317,385	22,703,297	22,703,297	22,703,297	24,634,358	1,931,061	8.5%
Fuel Pass Through	84,178,564	84,941,256	84,941,256	84,941,256	81,237,423	(3,703,833)	-4.4%
Regulatory Charge Pass Through	11,151,480	14,783,323	14,783,323	14,783,323	15,721,121	937,798	6.3%
Other Operating Revenue	26,590,353	25,989,060	25,989,060	25,989,060	29,139,897	3,150,837	12.1%
<i>Total Operating Revenues</i>	<u>186,416,417</u>	<u>196,337,808</u>	<u>196,337,808</u>	<u>196,337,808</u>	<u>198,498,216</u>	<u>2,160,408</u>	<u>1.1%</u>
<b>Non-Operating Revenues:</b>							
Interest Income	414,342	187,730	187,730	187,730	187,234	(496)	-0.3%
<i>Total Non-Operating Revenues</i>	<u>414,342</u>	<u>187,730</u>	<u>187,730</u>	<u>187,730</u>	<u>187,234</u>	<u>(496)</u>	<u>-0.3%</u>
<b>Total Revenues</b>	<u>186,830,759</u>	<u>196,525,538</u>	<u>196,525,538</u>	<u>196,525,538</u>	<u>198,685,450</u>	<u>2,159,912</u>	<u>1.1%</u>
<b><u>Expenditures:</u></b>							
<b>Operating Expenses:</b>							
Energy Cost	84,178,564	84,941,256	84,941,256	84,941,256	81,237,423	(3,703,833)	-4.4%
Capacity Cost	21,956,707	28,744,823	28,744,823	27,244,823	30,672,501	1,927,678	6.7%
TCOS Expense - BTU	11,151,480	14,778,356	14,778,356	14,778,356	15,721,121	942,765	6.4%
TCOS Expense - Wholesale	2,711,867	3,257,310	3,257,310	3,257,310	3,473,579	216,269	6.6%
Departmental Expenses	20,840,583	21,811,868	21,811,868	21,811,868	23,976,157	2,164,289	9.9%
Admin Reimbursement to COB	774,208	868,590	868,590	868,590	894,648	26,058	3.0%
Admin Reimbursement from COB	(1,331,857)	(1,529,782)	(1,529,782)	(1,529,782)	(1,575,675)	(45,893)	3.0%
<i>Total Operating Expenses</i>	<u>140,281,552</u>	<u>152,872,421</u>	<u>152,872,421</u>	<u>151,372,421</u>	<u>154,399,754</u>	<u>1,527,333</u>	<u>1.0%</u>
<b>Non-Operating Expenses:</b>							
Annual Capital	6,335,750	8,572,977	8,572,977	7,517,677	9,584,420	1,011,443	11.8%
Right-of-Way Payments	10,598,712	11,619,122	11,619,122	11,619,122	12,299,680	680,558	5.9%
Debt Service	19,511,538	22,369,965	22,369,965	22,369,965	22,240,941	(129,024)	-0.6%
<i>Total Non-Operating Expenditures</i>	<u>36,446,000</u>	<u>42,562,064</u>	<u>42,562,064</u>	<u>41,506,764</u>	<u>44,125,041</u>	<u>1,562,977</u>	<u>3.7%</u>
<b>Total Expenditures</b>	<u>176,727,552</u>	<u>195,434,485</u>	<u>195,434,485</u>	<u>192,879,185</u>	<u>198,524,795</u>	<u>3,090,310</u>	<u>1.6%</u>
Net Increase (Decrease)	\$ 10,103,207	1,091,053	1,091,053	3,646,353	160,655		
Beginning Unrestricted Cash	33,827,726	40,747,049	40,747,049	43,826,475	35,249,018		
Transfer From Rate Stabilization Fund	-	-	-	-	-		
Change in Restrictd Collateral		1,000,000	1,000,000	(12,223,810)	8,379,422		
Timing of Cash Flow	(104,458)	-	-	-	-		
<b>Ending Unrestricted Cash</b>	<u>\$ 43,826,475</u>	<u>\$ 42,838,102</u>	<u>\$ 42,838,102</u>	<u>\$ 35,249,018</u>	<u>\$ 43,789,095</u>		
# of Days of Reserve (90 day min)	118	106	106	89	107		
<b>Rate Stabilization Fund - Ending</b>	<u>\$ 1,683,878</u>	<u>\$ 1,683,878</u>	<u>\$ 1,683,878</u>	<u>\$ 1,683,878</u>	<u>\$ 1,683,878</u>		

**Bryan Texas Utilities  
Rural Electric System  
Fiscal Year 2016**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>% Chng /FY15</b>
<b><u>Revenues:</u></b>							
<b>Operating Revenues:</b>							
Base Revenue	\$ 19,620,812	\$ 21,464,806	\$ 21,464,806	\$ 22,464,806	\$ 23,095,723	\$ 1,630,917	7.6%
Fuel Pass Through	12,925,728	14,092,628	14,092,628	14,092,628	14,467,848	375,220	2.7%
Regulatory Charge Pass Through	2,768,191	4,040,567	4,040,567	4,040,567	4,469,453	428,886	10.6%
Miscellaneous	413,571	308,655	308,655	308,655	316,063	7,408	2.4%
<i>Total Operating Revenues</i>	<u>35,728,302</u>	<u>39,906,656</u>	<u>39,906,656</u>	<u>40,906,656</u>	<u>42,349,087</u>	<u>2,442,431</u>	<u>6.1%</u>
<b>Non-Operating Revenues:</b>							
Interest Income	73,213	36,496	36,496	36,496	44,034	7,538	20.7%
<i>Total Non-Operating Revenues</i>	<u>73,213</u>	<u>36,496</u>	<u>36,496</u>	<u>36,496</u>	<u>44,034</u>	<u>7,538</u>	<u>20.7%</u>
<b>Total Revenues</b>	<u>35,801,515</u>	<u>39,943,152</u>	<u>39,943,152</u>	<u>40,943,152</u>	<u>42,393,121</u>	<u>2,449,969</u>	<u>6.1%</u>
<b><u>Expenditures:</u></b>							
<b>Operating Expenses:</b>							
Purchased Power - Base	13,510,283	14,817,878	14,817,878	15,817,878	16,531,434	1,713,556	11.6%
Purchased Power - Fuel	12,925,728	14,092,628	14,092,628	14,092,628	14,467,848	375,220	2.7%
Purchased Power - Regulatory Charge	2,768,191	4,040,567	4,040,567	4,040,567	4,469,453	428,886	10.6%
Departmental Expenses	1,266,929	1,539,346	1,539,346	1,539,346	1,701,309	161,963	10.5%
All Other	-	25,000	25,000	25,000	25,000	-	0.0%
<i>Total Operating Expenses</i>	<u>30,471,131</u>	<u>34,515,419</u>	<u>34,515,419</u>	<u>35,515,419</u>	<u>37,195,044</u>	<u>2,679,625</u>	<u>7.8%</u>
<b>Non-Operating Expenses:</b>							
Annual Capital	4,162,531	3,338,737	3,338,737	3,268,708	2,816,752	(521,985)	-15.6%
Debt Service	1,204,362	1,204,659	1,204,659	1,204,659	1,890,887	686,228	57.0%
<i>Total Non-Operating Expenditures</i>	<u>5,366,893</u>	<u>4,543,396</u>	<u>4,543,396</u>	<u>4,473,367</u>	<u>4,707,639</u>	<u>164,243</u>	<u>3.6%</u>
<b>Total Expenditures</b>	<u>\$ 35,838,024</u>	<u>39,058,815</u>	<u>39,058,815</u>	<u>39,988,786</u>	<u>41,902,683</u>	<u>2,843,868</u>	<u>7.3%</u>
Net Increase (Decrease)	\$ (36,509)	\$ 884,337	884,337	954,366	490,438		
Beginning Unrestricted Cash	5,547,343	5,856,617	5,856,617	5,279,858	6,234,224		
Timing of Cash Flow	(230,976)		-	-	-		
<b>Ending Unrestricted Cash</b>	<u>\$ 5,279,858</u>	<u>\$ 6,740,954</u>	<u>\$ 6,740,954</u>	<u>\$ 6,234,224</u>	<u>\$ 6,724,662</u>		
<b># of Days of Reserve (45 day min)</b>	63	71	71	64	66		

**CITY OF BRYAN, TEXAS**  
**Airport Fund Summary**  
**Fiscal Year 2016**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>% Chng / FY15</b>
<b><u>Revenues</u></b>							
<b>Operating Revenues</b>							
Rent	\$ 136,996	\$ 147,880	\$ 147,880	\$ 146,380	\$ 147,880	\$ -	0.0%
Fuel Revenue	478,450	458,000	458,000	440,000	458,000	-	0.0%
<i>Total Operating Revenues</i>	615,446	605,880	605,880	586,380	605,880	-	0.0%
<b>Non-Operating Revenues</b>							
Grants and Reimbursements	48,140	50,000	50,000	67,500	50,000	-	0.0%
Interest Income	553	1,000	1,000	500	1,000	-	0.0%
Misc. Revenues	126,695	400	400	5,100	2,400	2,000	500.0%
Transfers In	110,000	118,536	118,536	118,536	110,000	(8,536)	-7.2%
<i>Total Non-Operating Revenues</i>	285,388	169,936	169,936	191,636	163,400	(6,536)	-3.8%
<b>Total Revenues</b>	<b>900,834</b>	<b>775,816</b>	<b>775,816</b>	<b>778,016</b>	<b>769,280</b>	<b>(6,536)</b>	<b>-0.8%</b>
<b><u>Expenditures</u></b>							
<b>Operating Expenses</b>							
Salaries and Benefits	110,603	115,128	115,128	128,788	130,190	15,062	13.1%
Supplies	7,308	10,436	10,436	9,930	10,350	(86)	-0.8%
Fuel for resale	400,655	400,000	400,000	330,000	400,000	-	0.0%
Maintenance	8,223	11,640	11,640	13,220	11,640	-	0.0%
Other Services and Charges	73,675	70,865	70,865	70,975	63,741	(7,124)	-10.1%
<i>Total Operating Expenses</i>	600,463	608,069	608,069	552,913	615,921	7,852	1.3%
<b>Non-Operating Expenses</b>							
Debt Service	1,653	3,187	3,187	3,187	3,173	(14)	-0.4%
Annual Capital	156,072	110,000	198,698	102,000	190,500	(8,198)	-4.1%
Administrative Reimbursement	-	70,468	70,468	70,468	53,194	(17,274)	-24.5%
<i>Total Non-Operating Expenses</i>	157,725	183,655	272,353	175,655	246,867	(25,486)	-9.4%
<b>Total Expenditures</b>	<b>758,188</b>	<b>791,724</b>	<b>880,422</b>	<b>728,568</b>	<b>862,788</b>	<b>(17,634)</b>	<b>-2.0%</b>
Net Increase /(Decrease)	142,645	(15,908)	(104,606)	49,448	(93,508)		
Beginning Operating Funds	85,100	115,316	240,007	240,007	289,455		
CAFR adjustment	12,262						
<b>Ending Operating Funds</b>	<b>\$ 240,007</b>	<b>\$ 99,408</b>	<b>\$ 135,401</b>	<b>\$ 289,455</b>	<b>\$ 195,947</b>		
Reserve Requirement :							
(Sixty days operating expenses)	\$ 100,077	\$ 101,345	\$ 101,345	\$ 92,152	\$ 102,654		
Operating Funds = Working Capital							



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## **Airport Fund**

### **Mission Statement**

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

### **Strategic Incentives**

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

### **Fiscal Year 2015 Accomplishments**

- Purchase and installed a new updated Jet-A fuel farm.
- Started the design/engineering phase of the 3 year airport improvement plan.
- Diligently working with private investors to develop hangars at Coulter
- Hosted the second annual Scotty's House "The Great American Steak Out"
- Hosted the fourth annual Relay for Life.
- Hired a new full time position of "Airport Operations Specialist"
- Held a tenant appreciation BBQ followed by tenant meetings.

### **Fiscal Year 2016 Goals and Objectives**

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

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	% Chng / FY15
Salaries and Benefits	\$ 110,603	\$ 115,128	\$ 115,128	\$ 128,788	\$ 130,190	\$ 15,062	13.1%
Supplies	407,964	410,436	410,436	339,930	410,350	(86)	0.0%
Maintenance & Services	8,223	58,473	58,473	53,445	56,976	(1,497)	-2.6%
Miscellaneous/Admin Reimb	73,675	94,500	94,500	101,218	71,599	(22,901)	-24.2%
Capital Outlay	156,072	110,000	198,698	102,000	190,500	(8,198)	-4.1%
Debt Service	1,653	3,187	3,187	3,187	3,173	(14)	-0.4%
<b>Total Expenses</b>	<b>\$ 758,188</b>	<b>\$ 791,724</b>	<b>\$ 880,422</b>	<b>\$ 728,568</b>	<b>\$ 862,788</b>	<b>\$ (17,634)</b>	<b>-2.0%</b>

Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Airport Manager	1	1	1	1	1
Airport Operations Specialist	-	1	1	1	1
<b>Total</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>2</b>

Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
# of hangars leased month to month	36	36	36	36	36
Revenue generated annually	113,325	\$ 106,200	\$ 106,200	\$ 106,200	\$ 106,200
# of hangars with 25-30 year leases	8	8	8	8	8
Revenue generated	5,122	\$ 5,122	\$ 5,122	\$ 5,122	\$ 5,122
# of hangars leased other than T-hangars	2	2	2	2	2
Revenue Generated	18,300	\$ 21,300	\$ 21,300	\$ 21,300	\$ 21,300
# of month to month office lease	4	4	4	4	4
Revenue Generated	4,135	\$ 9,420	\$ 9,420	\$ 9,420	\$ 9,420
10% management fee for the BBC Hangar	-	1	1	1	1
Revenue Generated	1,476	\$ 1,650	\$ 1,650	\$ 1,650	\$ 4,200
Misc. Revenue Generated	1,839	\$ 1,200	\$ 1,200	\$ 1,200	\$ 1,200

**CITY OF BRYAN, TEXAS**  
**Bryan Commerce and Development (BCD) Fund Summary**  
**Fiscal Year 2016**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>% Chng / FY15</b>
<b><u>Revenues</u></b>							
Sale of land	\$ -	\$ 1,500,000	\$ 1,500,000	\$ 2,090,908	\$ -	\$ (1,500,000)	100.0%
Interest Income	3	-	-	748	804	804	NA
Rental Income	15,976	4,200	4,200	1,200	1,200	(3,000)	-71.4%
Transfer from General Fund	60,000	50,000	50,000	-	35,000	(15,000)	-30.0%
<b>Total Revenues</b>	<b>75,979</b>	<b>1,554,200</b>	<b>1,554,200</b>	<b>2,092,856</b>	<b>37,004</b>	<b>(1,517,196)</b>	<b>-97.6%</b>
<b><u>Expenditures</u></b>							
Other services and charges	32,089	2,810	19,810	25,000	54,000	34,190	172.6%
Allocated Costs	35,974	36,374	36,374	36,374	39,412	3,038	8.4%
Transfer to General Fund	-	1,500,000	1,960,000	1,960,000	-	(1,960,000)	N/A
<b>Total Expenses</b>	<b>68,063</b>	<b>1,539,184</b>	<b>2,016,184</b>	<b>2,021,374</b>	<b>93,412</b>	<b>(1,922,772)</b>	<b>-95.4%</b>
Net Increase/(Decrease)	7,916	15,016	(461,984)	71,482	(56,408)		
Beginning Operating Funds	1,806	10,980	9,722	9,722	81,204		
<b>Ending Operating Funds</b>	<b>\$ 9,722</b>	<b>\$ 25,996</b>	<b>\$ (452,262)</b>	<b>\$ 81,204</b>	<b>\$ 24,796</b>		



## **SPECIAL REVENUE OVERVIEW**

### **FUND DESCRIPTION**

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

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

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

- 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

### **OIL & GAS FUND**

This fund was approved last year as a part of the FY15 budget, but, per City Council direction, was not funded during the year. This fund has been discontinued.

### **HOTEL/MOTEL TAX FUND**

The Hotel/Motel Tax fund is used to account for the revenues realized from the City's 7% tax on Hotel/Motel receipts on all eligible hotel, motel and bed and breakfast occupancies within the City of Bryan. By law, 1% of the 7% tax rate must be spent on advertising and promotion of the city and its vicinity. No more than 15% of the collected revenue can be spent on promotion of the arts, and a maximum of 50% on historical restoration and preservation. Chapter 351 of the Texas Local Government Code governs the use of Hotel/Motel Tax proceeds. During the 2015 Texas legislative session, House Bill 3629 added language to Chapter 351 which applies only to the cities of Bryan and College Station. The new bill allows the City to use HOT revenues to construct, operate or expand sporting facilities under certain circumstances.

Revenues from room receipts and interest income in FY2016 are projected to be \$1,200,000. This is flat compared to the FY2015 budget.

Expenditures of \$1,617,964 have been budgeted for FY2016. Funding of \$381,964 will be provided to the Bryan-College Station Convention & Visitor's Bureau. The Downtown Bryan Association (DBA) will be provided with \$120,000 to be used to operate events in Downtown Bryan, including First Friday. Through its leadership and partnership activities the DBA has made Downtown Bryan a favorite attraction for tourists. The Arts Council is budgeted to receive \$96,000, and the Chamber of Commerce will receive \$5,000. Included in the FY2016 expenditure budget is \$390,000 for festivals and celebrations and \$600,000 for park programs and projects allowed under the new Chapter 351 language. All programs funded must directly enhance and promote tourism and the convention and hotel industry. The projected ending fund balance is \$1,430,140.

### **STREET IMPROVEMENT FUND (TRANSPORTATION FEE)**

Originally established in 1998, the transportation fee is restricted to the maintenance, repair, reconstruction or extension of the existing street system in the City. The current fee schedule assesses the street improvement fee to all electric customers that reside within Bryan city limits. The rates are also scaled according to size: residential, small commercial, medium commercial and large commercial. Transportation fees are 80% of the combined Transportation/Drainage rates charged. Total adopted revenues for FY2016 are \$5,530,000.

Street maintenance projects are budgeted at \$10,526,025. Other expenditures include allocated costs of \$159,720, utility administration reimbursement of \$150,000, and a transfer to debt service of \$206,876.

## **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 FY2016 includes rates charged to electric customers that reside within the city limits of Bryan. Rates are also scaled according to size: residential, small commercial, medium commercial and large commercial. Drainage Fees are 20% of the combined Transportation/Drainage rates charged.

FY2016 total adopted revenues are \$903,700. Drainage fees make up 99% of the revenue. Interest income constitutes \$3,700.

Drainage studies and improvement projects budgeted for FY2016 total \$750,000. Additional expenditures include a transfer to BTU (electric) of \$50,000 to cover utility administrative reimbursements and allocated costs of \$118,248.

## **TIRZ #10 – TRADITIONS**

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

The City of Bryan issued Combination Tax and Surplus Utility System Revenue Certificates of Obligation, Series 2000A, in the aggregate principal amount of \$17,000,000 for public infrastructure improvements within this TIRZ. In 2005, the Series 2000A bonds were refunded through the City's issuance of \$13,696,712 of General Obligation refunding bonds. The Series 2005 were subsequently refunded in 2015 through the issuance of \$8,240,408 General Obligation Refunding bonds. The projected outstanding principal balance at fiscal year-end 2016 is \$7,241,212. The City contributes all of its incremental tax revenues to TIRZ 10. Brazos County contributes 100% of its maintenance and operations rate to be diverted to TIRZ 10 through 2016. In 2015, Brazos County extended their participation through 2025 at 80% of the maintenance and operations rate.

The Traditions golf course is complete and new home construction continues. In September 2014, City Council approved the funding of a portion of the Atlas development which includes a hotel and conference center. The TIRZ is committed to fund \$6.2 million for the project over the next six years and only as funds are available in the TIRZ. The estimated property tax revenues for FY2016 are \$1,356,763 and contributions from Brazos County are estimated at \$878,632. Interest earnings are projected to generate \$1,078 in revenue for this fund in FY2016.

FY2016 expenditures include debt service payments in the amount of \$1,300,080, contractual services of \$25,000 and \$900,000 for developer reimbursements. The FY2016 ending fund balance is expected to be \$170,397.

## **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. The outstanding principal balance at year-end will be \$1,294,210. 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.

Property tax revenues for TIRZ 19 are projected to be \$157,700. Brazos County participation ended in FY2013. Interest income is projected at \$423.

A \$10,000 transfer is projected for FY2015.

Fiscal year 2016 expenditures of \$137,518 are for a transfer to debt service. There is also a \$10,000 transfer to the general fund to reimburse prior year funding. The ending fund balance is expected to be \$17,955.

### **TIRZ #21 – DOWNTOWN**

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

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

The City of Bryan anticipates approximately \$104,673 in property tax revenues for FY2016. Interest income of \$565 is also budgeted. \$100,000 is budgeted for façade improvements. There is also a \$44,386 transfer to the general fund to reimburse for prior year funding. The ending fund balance is expected to be \$166,504.

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

Tax Increment Financing Zone #22 – Lauth (TIRZ 22) was created by City Council ordinance in February 2007. This improvement zone is located on 282 acres along Briarcrest Drive and the east frontage road of N. Earl Rudder Freeway. TIRZ 22 was created to support the development of a multi-phased regional retail center (known as the “Bryan Towne Center”) and other mixed use development. This development is expected to add significant ad valorem and sales tax base to the City of Bryan. The boundary of this zone was expanded in January 2010 to include approximately 290 acres north of Briarcrest Drive. Due to the expansion, the project and finance plan was also amended to include additional development within the revised boundary. Because the two development agreements determine developer funding on revenues distinct to each agreement, two separate funds were established in FY16. The Target tract represents the original 2007 agreement and the North tract represents the 2010 agreement. Both funds make up the entirety of TIRZ 22. Activity within these tracts is anticipated to generate increased valuations to repay outstanding debt. The City contributes all of its incremental tax revenues to TIRZ 22. Brazos County has agreed to allow 100% of its maintenance and operations rate to be diverted to TIRZ 22 through 2027.

The City of Bryan issued Certificates of Obligation, Series 2007, in the aggregate principal amount of \$4,653,900 for public infrastructure improvements within TIRZ 22. Subsequently, in 2008, the City issued Tax and Revenue Certificates of Obligation, Series 2008, in the aggregate principal amount of \$287,914 for projects. The outstanding principal balance at year-end for the Target tract is \$2,668,154.

Property Tax revenues for the Target tract FY2016 are \$161,221. Brazos County also participates in this TIRZ with a contribution of \$108,148 projected. Interest income is expected to be \$1,000. A transfer in of \$75,000 from general fund will be required. FY2016 expenditures include a transfer to debt service in the amount of \$348,540. The ending fund balance is expected to be \$49,229.

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 \$1,286,347 at year end.

Property Tax revenues for the North tract FY2016 are \$99,059. Brazos County will contribute \$66,449. Interest income and roll-back taxes are expected to be \$34,600. Expenditures include contractual services of \$100,000 and a transfer to debt service in the amount of \$122,584. The ending fund balance is expected to be \$47,466.

### **COURT TECHNOLOGY FUND**

The Court Technology Fund accounts for the receipts and disbursement of the administrative court cost assessed on each municipal court conviction (excluding City ordinances). The amounts realized from the collection of this fee must be used in accordance with Texas Law. Expenditures are limited to technological purchases that enhance the operation of the Municipal Court.

FY2016 projected revenues are expected to be \$46,100. Revenues from the technology fee are anticipated to be \$45,000, while interest income is expected to be \$1,100. Expenses for FY2016 are \$37,000 which includes \$3,300 for supplies and \$33,700 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 (HOME). In FY2016, revenues are budgeted at \$1,957,309, a \$340,605 decrease from the FY2015 amended budget of \$2,297,914.

Adopted expenditures in the Community Development Fund are \$1,957,309. The Community Development fund relies solely on grant funding for all operational expenditures. The department can only spend funding which has been awarded.

**CITY OF BRYAN, TEXAS**  
**Oil & Gas Fund**  
**Fiscal Year 2016**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>%Chng/ FY15</b>
<b><u>Revenues</u></b>							
Royalties	\$ -	\$ 350,000	\$ 350,000	\$ -	\$ -	\$ (350,000)	100.0%
Leases	-	50,000	50,000	-	-	(50,000)	100.0%
Interest Income	-	495	495	-	-	(495)	100.0%
<b>Subtotal Revenues</b>	-	400,495	400,495	-	-	(400,495)	100.0%
<b><u>Transfers</u></b>							
Transfer in mineral property taxes	-	275,300	275,300	-	-	(275,300)	100.0%
Transfer in prior year royalties & leases	-	738,400	738,400	-	-	(738,400)	100.0%
<b>Subtotal Transfers</b>	-	1,013,700	1,013,700	-	-	(1,013,700)	100.0%
<b>Total Revenues and Transfers</b>	-	1,414,195	1,414,195	-	-	(1,414,195)	100.0%
<b><u>Expenditures</u></b>							
Transfers out	-	-	-	-	-	-	N/A
<b>Total Expenditures</b>	-	-	-	-	-	-	N/A
<b>Net Increase/(Decrease)</b>	-	1,414,195	1,414,195	-	-	-	
Beginning Operating Funds	-	-	-	-	-	-	
<b>Ending Operating Funds</b>	<b>\$ -</b>	<b>\$ 1,414,195</b>	<b>\$ 1,414,195</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	

\* City Council elected not to create the Oil and Gas Fund

**CITY OF BRYAN, TEXAS**  
**Hotel Tax Fund Summary**  
**Fiscal Year 2016**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>%Chng/ FY15</b>
<b>Total Revenues</b>	<b>\$ 1,183,705</b>	<b>\$ 1,200,000</b>	<b>\$ 1,200,000</b>	<b>\$ 1,304,000</b>	<b>\$ 1,200,000</b>	<b>\$ -</b>	<b>0.0%</b>
<b><u>Programs</u></b>							
Convention & Visitors Bureau (CVB)	184,850	184,850	184,850	238,440	381,964	197,114	106.6%
Way Finding Signage	-	-	-	-	-	-	0.0%
Veterans Memorial	-	-	-	10,000	25,000	25,000	0.0%
Aggies Go to War Exhibit	100,000	-	-	-	-	-	0.0%
Vietnam Memorial Statue	25,000	-	-	-	-	-	0.0%
Arts Council	46,000	66,000	66,000	66,000	96,000	30,000	45.5%
Downtown Bryan Association (DBA)	247,000	120,000	120,000	120,000	120,000	-	0.0%
Brazos Valley Symphony	-	-	-	-	-	-	0.0%
Game Day Traffic Study	35,000	-	-	18,000	-	-	0.0%
Chamber of Commerce	5,000	5,000	5,000	5,000	5,000	-	0.0%
Park Programs/Projects	-	-	-	-	500,000	500,000	N/A
Park Programs - City Council Direction	-	-	-	-	100,000	100,000	N/A
<b>Total Outside Agency Programs</b>	<b>642,850</b>	<b>375,850</b>	<b>375,850</b>	<b>457,440</b>	<b>1,227,964</b>	<b>852,114</b>	<b>226.7%</b>
<b><u>Events</u></b>							
Unspecified Events	-	327,000	327,000	121,168	390,000	63,000	19.3%
<b>Total Events</b>	<b>49,935</b>	<b>327,000</b>	<b>327,000</b>	<b>121,168</b>	<b>390,000</b>	<b>63,000</b>	<b>19.3%</b>
<b><u>Other/Administrative</u></b>							
Other Administrative	11,497	28,997	28,997	-	-	(28,997)	-100.0%
Hotel Tax Audit Services	10,316	-	-	-	-	-	0.0%
<b>Total Other/Administrative</b>	<b>21,813</b>	<b>28,997</b>	<b>28,997</b>	<b>-</b>	<b>-</b>	<b>(28,997)</b>	<b>-100.0%</b>
<b>Total Expenditures</b>	<b>714,598</b>	<b>731,847</b>	<b>731,847</b>	<b>578,608</b>	<b>1,617,964</b>	<b>886,117</b>	<b>121.1%</b>
Net Increase/Decrease	469,107	468,153	468,153	725,393	(417,964)		
Beginning Fund Balance	653,604	927,941	1,122,711	1,122,711	1,848,104		
<b>Ending Operating Funds</b>	<b>\$ 1,122,711</b>	<b>\$ 1,396,094</b>	<b>\$ 1,590,864</b>	<b>\$ 1,848,104</b>	<b>\$ 1,430,140</b>		

**CITY OF BRYAN, TEXAS**  
**Street Improvement Fund Summary**  
**Fiscal Year 2016**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>%Chng/ FY15</b>
<b><u>Revenues</u></b>							
Fees	\$ 5,416,128	\$ 5,300,000	\$ 5,300,000	\$ 5,400,000	\$ 5,400,000	\$ 100,000	1.9%
Other	67,356	80,000	80,000	80,000	80,000	-	0.0%
Interest Income	65,960	38,000	38,000	60,000	50,000	12,000	24.0%
Paving Assessment Receipts	806	625	625	-	-	(625)	N/A
Paving Assessment Interest	3,588	3,000	3,000	-	-	(3,000)	N/A
<b>Total Revenues</b>	<b>5,553,838</b>	<b>5,421,625</b>	<b>5,421,625</b>	<b>5,540,000</b>	<b>5,530,000</b>	<b>108,375</b>	<b>2.0%</b>
<b><u>Expenditures</u></b>							
Street Improvements	3,903,723	10,100,000	14,321,464	10,406,942	10,526,025	(3,795,439)	-36.1%
Allocated Costs	116,786	116,310	116,310	116,310	159,720	43,410	27.2%
Capital	-	147,500	147,500	-	-	(147,500)	N/A
Transfer to Debt Service	259,643	205,021	205,021	205,021	206,876	1,855	0.9%
Utility Admin. Reimbursement	141,114	153,964	153,964	153,964	150,000	(3,964)	-2.6%
<b>Total Expenditures</b>	<b>4,421,266</b>	<b>10,722,795</b>	<b>14,944,259</b>	<b>10,882,237</b>	<b>11,042,621</b>	<b>(3,901,638)</b>	<b>-26.1%</b>
Net Increase/(Decrease)	1,132,572	(5,301,170)	(9,522,634)	(5,342,237)	(5,512,621)		
Beginning Operating Funds	12,515,747	7,118,829	13,648,319	13,648,319	8,306,082		
<b>Ending Operating Funds</b>	<b>\$ 13,648,319</b>	<b>\$ 1,817,659</b>	<b>\$ 4,125,685</b>	<b>\$ 8,306,082</b>	<b>\$ 2,793,461</b>		

**CITY OF BRYAN, TEXAS**  
**Drainage Fund Summary**  
**Fiscal Year 2016**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>%Chng/ FY15</b>
<b><u>Revenues</u></b>							
Fees	\$ 903,742	\$ 900,000	\$ 900,000	\$ 900,000	\$ 900,000	\$ -	0.0%
Other	11,239	-	-	11,000	-	-	N/A
Interest Income	7,612	3,700	3,700	8,000	3,700	-	0.0%
<b>Total Revenues</b>	<b>922,593</b>	<b>903,700</b>	<b>903,700</b>	<b>919,000</b>	<b>903,700</b>	<b>-</b>	<b>0.0%</b>
<b><u>Expenditures</u></b>							
Street System Maintenance	-	500,000	500,000	-	-	(500,000)	100.0%
Contr Engineer/Planning	65,267	250,000	342,153	218,004	100,000	(242,153)	70.7%
Alloc Costs from City Dept	59,500	61,501	61,501	60,000	118,248	56,747	92.3%
Storm System	18,868	720,000	720,000	15,000	650,000	(70,000)	-9.7%
Utility Admin Reimbursement	50,000	50,000	50,000	50,000	50,000	-	0.0%
<b>Total Expenditures</b>	<b>193,635</b>	<b>1,581,501</b>	<b>1,673,654</b>	<b>343,004</b>	<b>918,248</b>	<b>(755,406)</b>	<b>-45.1%</b>
Net Increase/(Decrease)	728,958	(677,801)	(769,954)	575,996	(14,548)		
Beginning Operating Funds	1,164,532	989,736	1,893,490	1,893,490	2,469,486		
<b>Ending Operating Funds</b>	<b>\$ 1,893,490</b>	<b>\$ 311,935</b>	<b>\$ 1,123,536</b>	<b>\$ 2,469,486</b>	<b>\$ 2,454,938</b>		



**CITY OF BRYAN, TEXAS**  
**TIRZ 10 - Traditions Fund Summary**  
**Fiscal Year 2016**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>%Chng/ FY15</b>
<b><u>Revenues</u></b>							
Property tax - City	\$ 870,344	\$ 1,112,315	\$ 1,112,315	\$ 1,112,315	\$ 1,356,763	\$ 244,448	22.0%
Property tax - County	563,090	742,946	742,946	742,946	878,632	135,686	18.3%
Interest Income	1,613	717	717	717	1,078	361	50.3%
<b>Total Revenues</b>	<b>1,435,047</b>	<b>1,855,978</b>	<b>1,855,978</b>	<b>1,855,978</b>	<b>2,236,473</b>	<b>380,495</b>	<b>20.5%</b>
Transfers from Other Funds	-	300,000	300,000	300,000	-	-	0.0%
<b>Total Revenues and Transfers</b>	<b>1,435,047</b>	<b>2,155,978</b>	<b>2,155,978</b>	<b>2,155,978</b>	<b>2,236,473</b>	<b>80,495</b>	<b>3.7%</b>
<b><u>Expenditures</u></b>							
Transfer to Debt Service Fund	1,392,001	1,390,815	1,390,815	1,390,815	1,300,080	(90,735)	-6.5%
Contractual & Professional Services	70,723	25,000	25,000	25,000	25,000	-	0.0%
Construction Expense	-	300,000	300,000	300,000	-	(300,000)	N/A
Transfer to General Fund	-	300,000	300,000	300,000	-	(300,000)	N/A
Developer Reimb - Town Center 60%	-	-	-	-	540,000	540,000	100.0%
Developer Reimb - Conf. Center 40%	-	-	-	-	360,000	360,000	100.0%
<b>Total Expenditures</b>	<b>1,462,724</b>	<b>2,015,815</b>	<b>2,015,815</b>	<b>2,015,815</b>	<b>2,225,080</b>	<b>209,265</b>	<b>10.4%</b>
Net Increase/(Decrease)	(27,677)	140,163	140,163	140,163	11,393		
Beginning Operating Funds	46,518	16,689	18,841	18,841	159,004		
<b>Ending Operating Funds</b>	<b>\$ 18,841</b>	<b>\$ 156,852</b>	<b>\$ 159,004</b>	<b>\$ 159,004</b>	<b>\$ 170,397</b>		

**CITY OF BRYAN, TEXAS**  
**TIRZ 19 - Nash Street Fund Summary**  
**Fiscal Year 2016**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>% Chng/ FY15</b>
<b><u>Revenues</u></b>							
Property tax - City	\$ 111,146	\$ 127,013	\$ 127,013	\$ 127,013	\$ 157,700	\$ 30,687	24.2%
Interest Income	195	338	338	338	423	85	0.0%
<b>Total Revenues</b>	<b>111,341</b>	<b>127,351</b>	<b>127,351</b>	<b>127,351</b>	<b>158,123</b>	<b>30,772</b>	<b>24.2%</b>
Transfers from Other Funds	25,000	-	-	10,000	-	-	0.0%
<b>Total Revenues and Transfers</b>	<b>136,341</b>	<b>127,351</b>	<b>127,351</b>	<b>137,351</b>	<b>158,123</b>	<b>30,772</b>	<b>24.2%</b>
<b><u>Expenditures</u></b>							
Transfer to Debt Service Fund	132,218	76,249	137,347	137,347	137,518	171	0.1%
Transfer to General Fund	-	-	-	-	10,000	10,000	0.0%
<b>Total Expenditures</b>	<b>132,218</b>	<b>76,249</b>	<b>137,347</b>	<b>137,347</b>	<b>147,518</b>	<b>10,171</b>	<b>7.4%</b>
Net Increase/(Decrease)	4,123	51,102	(9,996)	4	10,605		
Beginning Operating Funds	3,223	17,249	7,346	7,346	7,350		
<b>Ending Operating Funds</b>	<b>\$ 7,346</b>	<b>\$ 68,351</b>	<b>\$ (2,650)</b>	<b>\$ 7,350</b>	<b>\$ 17,955</b>		

**CITY OF BRYAN, TEXAS**  
**TIRZ 21 - Downtown Fund Summary**  
**Fiscal Year 2016**

	<b>FY2014</b>	<b>FY2015</b>	<b>FY2015</b>	<b>FY2015</b>	<b>FY2016</b>	<b>\$Chng/FY15</b>	<b>% Chng</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Amended</b>	<b>Projected</b>	<b>Adopted</b>	<b>Amended</b>	<b>/ FY15</b>
<b><u>Revenues</u></b>							
Property tax - City	\$ 84,020	\$ 99,294	\$ 99,294	\$ 99,294	\$ 104,673	\$ 5,379	5.4%
Interest	1,100	603	603	603	565	(38)	-6.3%
<b>Total Revenues</b>	<b>85,120</b>	<b>99,897</b>	<b>99,897</b>	<b>99,897</b>	<b>105,238</b>	<b>5,341</b>	<b>5.3%</b>
<b><u>Expenditures</u></b>							
Façade Improvements	-	200,000	200,000	145,000	100,000	(100,000)	-50.0%
<b>Total Expenditures</b>	<b>-</b>	<b>200,000</b>	<b>200,000</b>	<b>145,000</b>	<b>100,000</b>	<b>(100,000)</b>	<b>-50.0%</b>
Transfers to General Fund	-	-	-	-	44,386	44,386	0.0%
<b>Total Transfers/Expenditures</b>	<b>-</b>	<b>200,000</b>	<b>200,000</b>	<b>145,000</b>	<b>144,386</b>	<b>(55,614)</b>	<b>-27.8%</b>
Net Increase/(Decrease)	85,120	(100,103)	(100,103)	(45,103)	(39,148)		
Beginning Operating Funds	165,635	201,116	250,755	250,755	205,652		
<b>Ending Operating Funds</b>	<b>\$250,755</b>	<b>\$ 101,013</b>	<b>\$ 150,652</b>	<b>\$ 205,652</b>	<b>\$ 166,504</b>		

**CITY OF BRYAN, TEXAS**  
**TIRZ 22 - Target Tract Fund Summary**  
**Fiscal Year 2016**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>% Chng / FY15</b>
<b><u>Revenues</u></b>							
Property tax - City	\$ 127,675	\$ 139,045	\$ 139,045	\$ 139,045	\$ 161,221	\$ 22,176	15.9%
Property tax - County	78,702	93,257	93,257	93,257	108,148	14,891	16.0%
Interest Income	1,131	-	-	1,000	1,000	1,000	N/A
Misc. Revenue - Developer LOC	-	-	-	-	-	-	N/A
<b>Total Revenues</b>	<b>207,508</b>	<b>232,302</b>	<b>232,302</b>	<b>233,302</b>	<b>270,369</b>	<b>38,067</b>	<b>16.4%</b>
Transfers In	-	50,000	50,000	50,000	75,000	25,000	0.0%
<b>Total Revenues and Transfers In</b>	<b>207,508</b>	<b>282,302</b>	<b>282,302</b>	<b>283,302</b>	<b>345,369</b>	<b>63,067</b>	<b>22.3%</b>
<b><u>Expenditures</u></b>							
Contractual Services	5,227	-	-	-	-	-	0.0%
<b>Total Expenditures</b>	<b>5,227</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0%</b>
Transfer to Debt Service	314,959	347,606	347,606	347,606	348,540	934	0.3%
<b>Total Expenditures/Transfers</b>	<b>320,186</b>	<b>347,606</b>	<b>347,606</b>	<b>347,606</b>	<b>348,540</b>	<b>934</b>	<b>0.3%</b>
Net Increase/(Decrease)	(112,678)	(65,304)	(65,304)	(64,304)	(3,171)		
Beginning Operating Funds	229,382	97,090	116,704	116,704	52,400		
<b>Ending Operating Funds</b>	<b>\$ 116,704</b>	<b>\$ 31,786</b>	<b>\$ 51,400</b>	<b>\$ 52,400</b>	<b>\$ 49,229</b>		

**CITY OF BRYAN, TEXAS**  
**TIRZ 22 - North Tract - Fund Summary**  
**Fiscal Year 2016**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>% Chng / FY15</b>
<b><u>Revenues</u></b>							
Property tax - City	\$ 32,866	\$ 58,985	\$ 58,985	\$ 58,985	\$ 99,059	\$ 40,074	67.9%
Property tax - County	27,511	39,536	39,536	39,536	66,449	26,913	68.1%
Interest Income	107	-	-	100	100	100	0.0%
Roll-back Taxes	-	-	-	72,823	34,500	34,500	0.0%
<b>Total Revenues</b>	<b>60,484</b>	<b>98,521</b>	<b>98,521</b>	<b>171,444</b>	<b>200,108</b>	<b>101,587</b>	<b>103.1%</b>
Transfers In	-	-	-	-	-	-	-
<b>Total Revenues and Transfers In</b>	<b>60,484</b>	<b>98,521</b>	<b>98,521</b>	<b>171,444</b>	<b>200,108</b>	<b>101,587</b>	<b>103.1%</b>
<b><u>Expenditures</u></b>							
Contractual Services	-	25,000	25,000	25,000	100,000	75,000	300.0%
<b>Total Expenditures</b>	<b>-</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>	<b>100,000</b>	<b>75,000</b>	<b>300.0%</b>
Transfer to Debt Service	122,564	122,573	122,573	122,573	122,584	11	0.0%
Transfer to Other Funds	-	-	-	-	-	-	0.0%
<b>Total Expenditures/Transfers</b>	<b>122,564</b>	<b>147,573</b>	<b>147,573</b>	<b>147,573</b>	<b>222,584</b>	<b>75,011</b>	<b>50.8%</b>
Net Increase/(Decrease)	(62,080)	(49,052)	(49,052)	23,871	(22,476)		
Beginning Operating Funds	108,151	40,000	46,071	46,071	69,942		
<b>Ending Operating Funds</b>	<b>\$ 46,071</b>	<b>\$ (9,052)</b>	<b>\$ (2,981)</b>	<b>\$ 69,942</b>	<b>\$ 47,466</b>		

**CITY OF BRYAN, TEXAS**  
**Court Technology Fund Summary**  
**Fiscal Year 2016**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>% Chng / FY15</b>
<b><u>Revenues</u></b>							
Technology Fee	\$ 40,626	\$ 45,000	\$ 45,000	\$ 45,000	\$ 45,000	\$ -	0.0%
Interest Income	1,228	1,100	1,100	1,100	1,100	-	0.0%
<b>Total Revenues</b>	<b>41,854</b>	<b>46,100</b>	<b>46,100</b>	<b>46,100</b>	<b>46,100</b>	<b>-</b>	<b>0.0%</b>
<b><u>Expenditures</u></b>							
Supplies	14,034	3,300	3,300	21,000	3,300	-	0.0%
Maintenance	64,466	42,746	42,746	43,446	33,700	(9,046)	-21.2%
Capital Outlay	-	19,700	19,700	19,700	-	(19,700)	-100.0%
<b>Total Expenditures</b>	<b>78,500</b>	<b>65,746</b>	<b>65,746</b>	<b>84,146</b>	<b>37,000</b>	<b>(28,746)</b>	<b>-43.7%</b>
Net Increase/(Decrease)	(36,646)	(19,646)	(19,646)	(38,046)	9,100		
Beginning Fund Balance	296,395	266,516	259,749	259,749	221,703		
<b>Ending Operating Funds</b>	<b>\$ 259,749</b>	<b>\$ 246,870</b>	<b>\$ 240,103</b>	<b>\$ 221,703</b>	<b>\$ 230,803</b>		

**CITY OF BRYAN, TEXAS**  
**Community Development Fund Summary**  
**Fiscal Year 2016**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>% Chng / FY15</b>
<b><u>Revenues</u></b>							
Community Development Block Grant	\$ 1,123,348	\$ 1,519,244	\$ 1,519,244	\$ 786,500	\$ 1,158,309	\$ (360,935)	-23.8%
HOME Grant	51,195	712,670	712,670	496,245	720,000	7,330	1.0%
Revolving Loan	10,533	6,000	6,000	14,500	19,000	13,000	216.7%
HOME Program Income	63,290	60,000	60,000	60,000	60,000	-	0.0%
Misc.	518	-	-	-	-	-	N/A
<b>Total Revenues</b>	<b>1,248,884</b>	<b>2,297,914</b>	<b>2,297,914</b>	<b>1,357,245</b>	<b>1,957,309</b>	<b>(340,605)</b>	<b>-14.8%</b>
<b><u>Expenditures</u></b>							
CD Administration	183,208	159,706	159,706	173,035	171,010	11,304	7.1%
CDBG Housing Admin	835,920	1,236,284	1,236,284	476,820	878,040	(358,244)	-29.0%
CDBG Public Services	134,253	129,697	129,697	129,697	128,259	(1,438)	-1.1%
HOME Admin	29,392	30,207	30,207	30,272	26,126	(4,081)	-13.5%
HOME Grants	95,735	742,020	742,020	525,973	753,874	11,854	1.6%
<b>Total Expenditures</b>	<b>1,278,508</b>	<b>2,297,914</b>	<b>2,297,914</b>	<b>1,335,797</b>	<b>1,957,309</b>	<b>(340,605)</b>	<b>-14.8%</b>
Net Increase/(Decrease)	(29,624)	-	-	21,448	-		
Beginning Fund Balance	8,176	-	(21,448)	(21,448)	-		
<b>Ending Operating Funds</b>	<b>\$ (21,448)</b>	<b>\$ -</b>	<b>\$ (21,448)</b>	<b>\$ -</b>	<b>\$ -</b>		

## **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 2015 Accomplishments**

- Worked with internal city departments to coordinate efforts in Bryan's First Rehab area to create impact on older (low/moderate income areas) neighborhoods including Executive, Planning, Neighborhood Services, Engineering, Transportation, and Building Inspections.
- Provided funding to a minimum of 30 homeowners to improve housing stock for both minor and major rehabilitation/reconstruction.
- Provided technical assistance to over 5 developers and contractors.
- Provided home buyer's counseling and/or down payment assistance to 10 eligible households.
- Provided funding for the demolition of 2 vacant houses.
- Held 4 public hearings and numerous monthly public meetings to allow citizens to give input on various programs.
- Developed the 2015-2019 5-Year Consolidated Plan, 2015 annual Consolidated Action Plan, revised the Analysis of Impediments and submitted the 2013 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, outreach and marketing.
- Supervised the marketing efforts and outreach of Impact Area II, Sims Street/West 18<sup>th</sup> for the sale of 4 homes.
- Coordinated efforts the private Carver/Hope Crossing development.

### **Fiscal Year 2016 Goals and Objectives**

- Provide funding to a minimum of 20 homeowners to improve housing stock for both minor and major rehabilitation/reconstruction projects and home buyer's assistance to a minimum of 10 eligible citizens.
- Work with internal city departments to coordinate efforts in Bryan's First Rehab area for housing, streets, parks, and water/sewer and building inspections to increase housing stock by implementing a proposed maintenance ordinance and lowering fees for impact area projects.
- Provide outreach on demolition program and complete 2 demolitions to remove vacant dilapidated houses.
- Provide volunteer acquisition opportunities for properties that are located in low and moderate income areas to encourage redevelopment and complete one (1) acquisition.
- Provide technical assistance to create impact areas such as the B.I.S.D. subdivision and Carver Building renovation.
- Provide technical assistance to a minimum of two (2) housing related community committees/coalitions including DASH and Brazos Valley Coalition for the Homeless.
- Prepare and submit the 2016 Consolidated Action and the 2014 Consolidated Annual Performance and Evaluation Plan.
- Provide Fair Housing awareness and initiatives for the public and attend HUD training as appropriate.
- Provide technical assistance for (12) health/social services agencies and funding for (6) health/social services through joint RFP process and technical assistance through participation on a minimum of three (3) social service boards/coalitions and committees such as Project Unity, United Way, and Bank on It.



	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	%Chng/ FY15
Salaries and Benefits	\$ 416,296	\$ 407,088	\$ 407,088	\$ 409,698	\$ 418,956	\$ 11,868	2.9%
Supplies	10,888	2,750	2,750	8,704	8,700	\$ 5,950	216.4%
Maintenance & Services	64,597	74,343	74,343	66,542	65,275	\$ (9,068)	-12.2%
Miscellaneous/Admin Reimb	786,727	1,813,733	1,813,733	850,853	1,464,378	\$ (349,355)	-19.3%
<b>Total Expenses</b>	<b>\$ 1,278,508</b>	<b>\$ 2,297,914</b>	<b>\$ 2,297,914</b>	<b>\$ 1,335,797</b>	<b>\$ 1,957,309</b>	<b>\$ (340,605)</b>	<b>-14.8%</b>

## Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
CD Manager	0.50	0.50	0.50	0.50	0.50
CD Assistant Manager	1.00	1.00	1.00	1.00	1.00
CD Program Analyst	1.00	1.00	1.00	1.00	1.00
CD Construction/Project Specialist	1.00	1.00	1.00	1.00	1.00
CD Assistant	1.00	1.00	1.00	1.00	1.00
Housing Rehabilitation Specialist	1.00	1.00	1.00	1.00	1.00
<b>Total</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>	<b>5.50</b>

## Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
# of households provided rehabilitation	54	15	15	25	18
# of households provided reconstruction	3	3	3	2	2
# of developers provided technical assistance	6	5	5	3	3
# of citizens provided homebuyers assistance	6	15	15	10	10
# of non-profits provided tech. assist. for housing/ support. serv.	3	3	3	2	2
# of Public Housing Authority residents receiving tech. assist.	10	10	10	10	10
# of individuals served through supportive services by non-profits who were provided technical assistance	12,000	15,000	15,000	15,000	15,000
# of youth facilities provided technical assistance or funding	3	3	3	2	2
# of agencies receiving funding or technical assistance	12	12	12	12	12
# of special projects	8	8	8	8	8
# of public hearings held	6	4	4	6	6
# of Acquisitions	0	1	1	0	0
# of Demolitions	3	3	3	2	3



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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.

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

### **EMPLOYEE BENEFITS FUND**

The Employee Benefits Fund was created to account for the administration of health insurance for city employees. Resources are contributed by the City for employee health coverage and by the employee for optional dependent coverage. Increased City and employee contributions have been necessary over the past few years to offset rising claim costs. Education and training programs are offered in efforts to reduce claims and improve the quality of life and health of the City's employees. FY 2016 will be the first year that Bryan Independent School District (BISD) will participate in the Employee Health Center. BISD will reimburse the City for its use of the Employee Health Center.

Total operating revenues are anticipated to be \$8,982,910. City contributions will increase by 1.7% per employee based on the FY2015 amended of \$6,229,008 for a total of \$6,336,272. Employee contributions will increase in FY2016 to \$2,011,671. Retiree premiums will account for \$634,967 of premiums paid, which is \$46,867 higher than the FY2015 amended.

Non-operating revenues consist of interest income of \$11,060, health claim rebates of \$75,000; flex admin fees of \$11,000 and a transfer of \$100,000 from the self-insurance fund. There is also a \$214,944 BISD Reimbursement in FY16 for their share of the costs associated with the Employee Health Center. Total non-operating revenue is expected to be \$412,004.

Total operating expenses for FY2016 are anticipated to be \$8,663,368. Health insurance claims are projected to be \$7,223,000. This reflects an increase of \$131,244 from the FY2015 budget of \$7,091,756. Health insurance administration costs are \$508,503. This is an increase of \$13,403 from the FY2015 budget of \$495,100. Research and reinsurance fees are a new mandate and are budgeted at \$90,410. Stop loss premiums are anticipated to be \$616,394 in FY2016, up from \$544,400 in FY2015, an increase of \$71,994. The Employee Assistance Program is a small component of the expenses, accounting for \$14,446 of the costs in FY2016.

Employee Health Center costs are budgeted to increase to a total of \$527,688 in FY16 due to the addition of BISD under the City's contract. BISD will reimburse the City for its portion of costs. The addition of BISD is expected to reduce the City's net annual cost by \$78,456 or 20.1%.

The ending operating funds are projected at \$2,212,126.

### **SELF INSURANCE FUND**

It is the policy of the City not to purchase commercial insurance for the risks of losses to which it is exposed, except for certain stop-loss provisions. Instead, the City believes it is more economical to manage its risks internally and set aside assets for claim settlements in the Self Insurance Fund. This fund services claims for risk of loss to which the City is exposed. The City increased the workers compensation and liability premiums for FY2015 and FY2016 due to the unprecedented amount of claims incurred in FY2013 and FY2014.

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

Operating revenues for FY2016 are budgeted to be 2,256,878, an increase of \$292,853 from the FY2015 amended figure of \$1,964,025.

Interest income is expected to decrease to \$7,260 in FY2016. Overall, the non-operating revenues will decrease by \$4,960 from the FY2015 budget.

Operating expenses are expected to be \$2,311,913 in FY2016, an increase of \$384,702 from the FY2015 amended amount of \$1,927,211, which is primarily due to a projected increase in liability and workers compensation insurance claims.

The transfer of the expense for the Employee Health Center will be \$100,000 for FY2016. This transfer helps cover the cost of operating the Health Center. Non-operating expenses are anticipated to be \$283,011, which is a decrease of \$58,578 compared to FY2015.

The projected ending operating funds for FY2016 is anticipated to be \$954,914.

## **WAREHOUSE FUND**

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

Total operating revenue is anticipated to be \$98,540 for FY2016. Operating revenues consist of fuel markups estimated at \$90,000, and inventory mark-ups of \$8,540.

Non-operating revenues for FY2016 include: interest income anticipated to be \$325 and discounts taken estimated at \$560. Total transfers from other departments will be \$206,825.

Operating expenses total \$243,650 for FY2016. This includes expenses for salaries and benefits \$209,266, supplies of \$16,655, and maintenance and services of \$17,729.

Non-operating expenses for FY2016 include a General and Administrative Transfer of \$63,132. The projected ending operating funds for FY2016 is anticipated to be \$11,388.



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**CITY OF BRYAN, TEXAS**  
**Employee Benefits Fund Summary**  
**Fiscal Year 2016**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>% Chng / FY15</b>
<b><u>Revenues</u></b>							
<b>Operating Revenues</b>							
Employee Contributions	\$ 1,860,422	\$ 1,929,700	\$ 1,929,700	\$ 2,011,671	\$ 2,011,671	\$ 81,971	4.2%
City Contributions	5,797,100	6,229,008	6,229,008	6,336,272	6,336,272	107,264	1.7%
Retiree Health Premiums	576,079	588,100	588,100	634,967	634,967	46,867	8.0%
<i>Total Operating Revenues</i>	8,233,601	8,746,808	8,746,808	8,982,910	8,982,910	236,102	2.7%
<b>Non-Operating Revenues</b>							
Interest Income	13,473	15,700	15,700	11,494	11,060	(4,640)	-29.6%
Stop/Loss Aggregate Refund	-	-	-	-	-	-	0.0%
Flex Admin Fee	10,843	10,600	10,600	10,670	11,000	400	3.8%
Health Claim Rebates	105,826	80,200	80,200	85,300	75,000	(5,200)	-6.5%
BISD Reimbursement	-	-	-	-	214,944	214,944	0.0%
Transfer from Other Funds	1,150,000	150,000	150,000	150,000	100,000	(50,000)	-33.3%
<i>Total Non-Operating Revenues</i>	1,280,142	256,500	256,500	257,464	412,004	155,504	60.6%
<b>Total Revenues</b>	9,513,743	9,003,308	9,003,308	9,240,374	9,394,914	391,606	4.3%
<b><u>Expenditures</u></b>							
<b>Operating Expenses</b>							
Administrative Reimbursements	140,119	138,650	138,650	138,650	137,615	(1,035)	-0.7%
Claims Administration	11,117	11,100	11,100	11,500	12,500	1,400	12.6%
H.S.A. - Employer Paid	45,463	69,400	69,400	55,000	60,500	(8,900)	-12.8%
Health Insurance Administration	483,428	495,100	495,100	498,532	508,503	13,403	2.7%
Health Insurance Claims	6,339,890	7,091,756	7,091,756	7,655,800	7,223,000	131,244	1.9%
Stop/Loss Aggregate refund	(201,979)	-	-	(109,736)	-	-	0.0%
ACA Research & Reinsurance Fees	3,934	112,750	112,750	107,420	90,410	(22,340)	-19.8%
EAP	12,983	13,400	13,400	13,133	14,446	1,046	7.8%
Stop Loss Premium	526,152	544,400	544,400	587,042	616,394	71,994	13.2%
<i>Total Operating Expenses</i>	7,361,107	8,476,556	8,476,556	8,957,341	8,663,368	186,812	2.2%
<b>Non-Operating Expenses</b>							
Employee Health Center	335,682	391,200	391,200	369,600	312,744	(78,456)	-20.1%
BISD Health Center Expense					214,944		
<i>Total Non-Operating Expenses</i>	335,682	391,200	391,200	369,600	527,688	(78,456)	-20.1%
<b>Total Expenditures</b>	7,696,789	8,867,756	8,867,756	9,326,941	9,191,056	323,300	3.6%
 Net Increase/(Decrease)	 1,816,954	 135,552	 135,552	 (86,567)	 203,858		
 Beginning Operating Funds	 277,881	 1,629,480	 2,094,835	 2,094,835	 2,008,268		
<b>Ending Operating Funds</b>	<b>\$ 2,094,835</b>	<b>\$ 1,765,032</b>	<b>\$ 2,230,387</b>	<b>\$ 2,008,268</b>	<b>\$ 2,212,126</b>		

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	% Chng / FY15
Maintenance and Services	\$ 56,580	\$ 80,500	\$ 80,500	\$ 66,500	\$ 73,000	\$ (7,500)	-9.3%
Misc Admin Reimbursements	7,640,209	8,787,256	8,787,256	9,260,441	9,118,056	330,800	3.8%
<b>Total Expenses</b>	<b>\$ 7,696,789</b>	<b>\$ 8,867,756</b>	<b>\$ 8,867,756</b>	<b>\$ 9,326,941</b>	<b>\$ 9,191,056</b>	<b>\$ 323,300</b>	<b>3.6%</b>

## Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Average # of health plan contracts	855	850	850	856	857
Average # of health plan members	1,959	1,940	1,940	1,990	1,990
Average health claims paid per contract per month	\$ 618	\$ 640	\$ 640	\$ 756	\$ 702
Admin & Stop Loss fees paid per contract per month	\$ 98	\$ 99	\$ 99	\$ 106	\$ 109
Average Provider Savings	64%	62%	62%	63%	62%
ER visits/1,000	181	200	200	205	200
ER paid/service*	\$ 1,267	\$ 1,175	\$ 1,175	\$ 1,405	\$ 1,500
Office Services paid per member per month	16	15	15	16	16
Office visit paid per service*	\$ 49	\$ 43	\$ 43	\$ 44	\$ 45
Rx Generic dispensing rate	79%	78%	78%	79%	80%

\*New performance measure added for FY14

**CITY OF BRYAN, TEXAS**  
**Self Insurance Fund Summary**  
**Fiscal Year 2016**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>% Chng / FY15</b>
<b><u>Revenues</u></b>							
<b>Operating Revenues</b>							
Defensive Driving Fees	\$ 2,023	\$ 1,525	\$ 1,525	\$ 2,480	\$ 2,000	\$ 475	31.1%
Liability/Workers Comp Ins Premiums	1,546,323	1,962,500	1,962,500	1,960,764	2,254,878	292,378	14.9%
<i>Total Operating Revenues</i>	1,548,346	1,964,025	1,964,025	1,963,244	2,256,878	292,853	14.9%
<b>Non-Operating Revenues</b>							
Interest Income	12,065	12,220	12,220	8,702	7,260	(4,960)	-40.6%
Miscellaneous revenues	7,667	-	-	37,812	-	-	0.0%
Transfers from Other Funds	-	-	-	-	-	-	0.0%
<i>Total Non-Operating Revenues</i>	19,732	12,220	12,220	46,514	7,260	(4,960)	-40.6%
<b>Total Revenues</b>	1,568,078	1,976,245	1,976,245	2,009,758	2,264,138	287,893	14.6%
<b><u>Expenditures</u></b>							
<b>Operating Expenses</b>							
Personnel Services	439,060	457,958	457,958	457,203	471,132	13,174	2.9%
Supplies	14,670	28,443	28,443	26,023	29,800	1,357	4.8%
Maintenance	6,233	1,500	1,500	1,300	2,000	500	33.3%
Other Services & Charges	130,758	152,760	152,760	155,450	161,182	8,422	5.5%
Judgement & Damage Claims	33,838	35,000	35,000	92,646	40,000	5,000	14.3%
Stop Loss Aggregate refund	(1,167,908)	-	-	(110,586)	-	-	0.0%
Liability Insurance	279,899	385,500	385,500	448,208	473,456	87,956	22.8%
Claims Administration	44,600	46,000	46,000	44,600	44,600	(1,400)	-3.0%
Workmans Comp & Liability Claims	2,021,680	820,000	820,000	812,803	1,089,743	269,743	32.9%
<i>Total Operating Expenses</i>	1,802,830	1,927,211	1,927,211	1,927,647	2,311,913	384,702	20.0%
<b>Non-Operating Expenses</b>							
Employee Health Center	-	-	-	-	-	-	0.0%
Transfer to Other Funds	1,150,000	150,000	150,000	150,000	100,000	(50,000)	-33.3%
Allocation Cost from City Dep	214,391	191,589	191,589	191,589	183,011	(8,578)	-4.5%
<i>Total Non-Operating Expenses</i>	1,364,391	341,589	341,589	341,589	283,011	(58,578)	-17.1%
<b>Total Expenditures</b>	3,167,221	2,268,800	2,268,800	2,269,236	2,594,924	326,124	14.4%
 Net Increase/(Decrease)	 (1,599,143)	 (292,555)	 (292,555)	 (259,478)	 (330,786)		
Beginning Operating Funds	3,144,321	1,221,963	1,545,178	1,545,178	1,285,700		
<b>Ending Operating Funds</b>	<b>\$ 1,545,178</b>	<b>\$ 929,408</b>	<b>\$ 1,252,623</b>	<b>\$ 1,285,700</b>	<b>\$ 954,914</b>		





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## **Self-Insurance Fund**

### **Mission Statement**

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

### **Strategic Initiatives**

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

### **Fiscal Year 2015 Accomplishments**

- Implemented all FY2015 requirements of the Health Care Reform Act including: obtained Health Plan Identifier (HPID), submitted Transitional Reinsurance Program Fee information and payment of first installment, implemented cost-sharing limits, met affordability and minimum value standards, met employer shared responsibility rules.
- Renewed professional services agreement with St Joseph Regional Health System for the management and operation of the City of Bryan Employee Health; increased utilization of the Employee Health Center by 8%; and received 97% Good/Excellent satisfaction rating from employees.
- Continued high participation rate in Healthy Lifestyles Program at 94% and reduced top three health risks by combined average of 7%.
- Completed pilot health risk management program targeting obesity, diabetes, and hypertension with 61% reducing blood glucose, 57% improving blood pressure (35% significantly improving), and a weight loss of 120 pounds.
- Continued offering the City's Talent & Development Program wellness training and assumed responsibility for the personal development segment.
- Implemented program to assist pre-65 and post-65 retirees in shopping for health insurance plan options through the healthcare marketplace, potentially reducing their health insurance premiums and the City's OPEB liability.
- Offered additional "voluntary" (employee-paid) benefit to employees: Long Term Care insurance.
- Developed departmental User Entity Controls for compliance with GASB Pension Standards.
- Continued to enhance department web page with on-line education in benefits and wellness, including a YouTube series, "Wellness Walter", to highlight important health topics.
- Marketed and obtained proposals for Excess Liability and Worker's Compensation Insurance.
- Reduced workers' compensation net incurred claims cost by 80%.
- Continued to offer safety and health classes in Spanish.
- Maintained financial integrity of the Self-Insurance Fund with net casualty costs not exceeding the actuary's projections.
- Health plan claims costs (net) were below the National trend of 7% increase.
- Sustained Brazos Valley Critical Incident Stress Management Team by coordinating team meetings and responses to requests for Team services.

### **Fiscal Year 2016 Goals and Objectives**

- Continue to implement Affordable Care Act requirements.
- Continue marketing Employee Health Center's services and evaluate opportunity to partner with another organization for Center services as well as a pharmacy component.
- Review Healthy Lifestyles program and recommend enhancements for program participation and results.
- Recommend options to stabilize OPEB (other post-employment benefits) liability.
- Offer prospective retirees an educational forum featuring TMRS and Social Security.
- Request, review, and recommend proposals for expiring services and as determined fiscally necessary.
- Respond to population health and employee safety risks through targeted health and safety risk management programs, including educational videos for employees.
- Reduce the vehicle collision rate by 10%.
- Maintain financial integrity of the Self-Insurance Fund with net casualty costs not exceeding the actuary's projections.
- Maintain flat Health plan claims costs (net).
- Continue to facilitate and coordinate the Brazos Valley Critical Incident Stress Management Team.

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	% Chng / FY15
Salaries and Benefits	\$ 439,060	\$ 457,958	\$ 457,958	\$ 457,203	\$ 471,132	\$ 13,174	2.9%
Supplies	14,670	28,443	28,443	26,023	29,800	1,357	4.8%
Maintenance & Services	406,430	516,500	516,500	582,118	602,136	85,636	16.6%
Miscellaneous/Admin Reimb	1,157,061	1,115,899	1,115,899	1,053,892	1,391,856	275,957	24.7%
Transfers	1,150,000	150,000	150,000	150,000	100,000	(50,000)	-33.3%
<b>Total Expenses</b>	<b>\$ 3,167,221</b>	<b>\$ 2,268,800</b>	<b>\$ 2,268,800</b>	<b>\$ 2,269,236</b>	<b>\$ 2,594,924</b>	<b>\$ 326,124</b>	<b>14.4%</b>

## Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Risk Management Director	1	1	1	1	1
Benefits Administrator	1	1	1	1	1
Claims Specialist	1	1	1	1	1
Risk Management Assistant	1	1	1	1	1
Safety Officer	1	1	1	1	1
Wellness Coordinator	1	1	1	1	1
<b>Total</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>	<b>6</b>

## Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Health plan claims cost (net, in millions)	\$ 6.30	\$ 7.00	\$ 7.00	\$ 7.60	\$ 7.20
% of Health Care Reform requirements implemented	100%	100%	100%	100%	100%
Health Center-# of patient visits	4,637	4,600	4,600	5,000	5,250
Health Center-# of new chronic conditions diagnosed	151	140	140	140	130
# of retirees enrolled in Medicare Advantage plan	4	4	4	4	6
# of employees enrolled in HDHP/H.S.A.	66	75	75	75	82
Prevalence of top three health risk factors:					
Weight	85%	74%	74%	81%	77%
Nutrition	78%	68%	68%	71%	67%
Coronary risk (overall)	45%	37%	37%	43%	41%
# of National Safety Council Supervisor Certification class students	-	20	20	-	NA
# of collisions per 1,000,000 miles	18	19	19	19	17
Workers comp claim costs (FY net incurred, in thousands)	\$ 1,497	\$ 305	\$ 305	\$ 312	\$ 470
Actuary's projections to claims costs (work comp & liability)	215%	90%	90%	50%	50%
Workers Comp Recordable Injury Rate	11.8	10.0	10.0	7.0	10.0

**CITY OF BRYAN, TEXAS**  
**Warehouse Fund Summary**  
**Fiscal Year 2016**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Amended</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>	<b>\$Chng/FY15 Amended</b>	<b>% Chng / FY15</b>
<b><u>Revenues</u></b>							
<b>Operating Revenues</b>							
Fuel Markup	\$ 65,458	\$ 90,000	\$ 90,000	\$ 75,000	\$ 90,000	\$ -	0.0%
Inventory Markup	9,465	10,541	10,541	8,540	8,540	(2,001)	-19.0%
<i>Total Operating Revenues</i>	74,923	100,541	100,541	83,540	98,540	(2,001)	-2.0%
<b>Non Operating Revenues</b>							
Interest Income	526	1,158	1,158	325	325	(833)	-71.9%
Discounts Taken	336	370	370	560	560	190	51.4%
Administrative Reimbursements & Transfers	136,650	206,825	206,825	221,825	206,825	-	0.0%
<i>Total Non Operating Revenues</i>	137,512	208,353	208,353	222,710	207,710	(643)	-0.3%
<b>Total Revenues</b>	212,435	308,894	308,894	306,250	306,250	(2,644)	-0.9%
<b><u>Expenditures</u></b>							
<b>Operating Expenses</b>							
Salaries and Benefits	216,761	203,632	203,632	204,177	209,266	5,634	2.8%
Supplies	8,348	15,182	15,182	11,730	16,655	1,473	9.7%
Maintenance & Services	11,372	12,473	12,473	14,595	17,729	5,256	42.1%
<i>Total Operating Expenditures</i>	236,481	231,287	231,287	230,502	243,650	12,363	5.3%
<b>Non-operating Expenses</b>							
Transfers to VRP & FRP							
Over/Short Fuel and Inventory	(10,906)	-	-	(5,361)	-	-	
Capital Outlay	-	70,000	149,618	79,614	-	(149,618)	-100.0%
General and Administrative Transfers	63,026	70,019	70,019	70,019	63,132	(6,887)	-9.8%
<i>Total Non-Operating Expenses</i>	52,120	140,019	219,637	144,272	63,132	(156,505)	-71.3%
<b>Total Expenditures</b>	288,601	371,306	450,924	374,774	306,782	(144,142)	-32.0%
 Net Increase/Decrease	 (76,166)	 (62,412)	 (142,030)	 (68,524)	 (532)		
 Beginning Operating Funds	 156,610	 67,590	 80,444	 80,444	 11,920		
<b>Ending Operating Funds</b>	<b>\$ 80,444</b>	<b>\$ 5,178</b>	<b>\$ (61,586)</b>	<b>\$ 11,920</b>	<b>\$ 11,388</b>		



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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 2015 Accomplishments**

- Continuation of cost savings measures by implementing a shared-employee program for general administration.
- Continuation of support for Automated Meter Infrastructure (AMI) project by providing storage for the AMI meters.
- Completed rehabilitation of Waco and Fountain Street Fuel Islands.

### **Fiscal Year 2016 Goals and Objectives**

- Promote maximum savings to City by minimizing inventory write-offs and continually evaluating product cost, demand, and availability.

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted	\$Chng/FY15 Amended	% Chng / FY15
Salaries and Benefits	\$ 216,761	\$ 203,632	\$ 203,632	\$ 204,177	\$ 209,266	\$ 5,634	2.8%
Supplies	8,348	15,182	15,182	11,730	16,655	1,473	9.7%
Maintenance & Services	11,372	12,473	12,473	14,595	13,616	1,143	9.2%
Miscellaneous/Admin Reimb	63,026	70,019	70,019	70,019	67,245	(2,774)	-4.0%
Debt Service	(10,243)	-	-	(4,151)	-	-	0.0%
Capital Outlay	-	70,000	149,618	79,614	-	(149,618)	-100.0%
Over/Short Transfers	(663)	-	-	(1,210)	-	-	0.0%
<b>Total Expenses</b>	<b>\$ 288,601</b>	<b>\$ 371,306</b>	<b>\$ 450,924</b>	<b>\$ 374,774</b>	<b>\$ 306,782</b>	<b>\$ (144,142)</b>	<b>-32.0%</b>

## Budgeted Personnel

	FY2014 Adopted	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Warehouse Supervisor	1	1	1	1	1
Storekeeper	3	3	3	3	3
<b>Total</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>	<b>4</b>

## Performance and Activity Measures

	FY2014 Actual	FY2015 Adopted	FY2015 Amended	FY2015 Projected	FY2016 Adopted
Value difference (issue value vs. adjustment value) for water warehouse	0.51%	1.50%	1.50%	71.00%	0.79%
Value difference (issue value vs. adjustment value) for general store	0.93%	1.50%	1.50%	1.36%	1.37%
Value difference (issue value vs. adjustment value) for automotive warehouse	0.64%	1.00%	1.00%	64.00%	0.71%
Issue value for water warehouse	\$ 484,947	\$ 429,331	\$ 461,118	\$ 484,947	\$ 466,408
Issue value for general store	\$ 93,522	\$ 100,061	\$ 99,335	\$ 93,522	\$ 100,000
Issue value for automotive warehouse	\$ 215,304	\$ 245,717	\$ 251,592	\$ 215,304	\$ 225,442
# of adjustments for water warehouse	66	95	95	95	94
# of adjustments for general warehouse	32	95	95	83	75
# of adjustments automotive warehouse	77	65	65	84	91



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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 \$26,171,487 in FY2016 for operating capital, including BTU. A summary of operating capital outlay by department and fund is included in this section

Planned operating capital projects in the Water Fund total \$1,428,611. These include heavy equipment and vehicle replacement costs of \$183,000, facility repairs of \$20,000, and radio upgrades in the amount of \$125,611. Water system projects including well rehabilitation, distribution line upgrades, and elevated storage tank maintenance projects that total \$1,100,000.

Wastewater Fund operating capital projects total \$5,946,307. Wastewater system infrastructure upgrades adopted for FY2016 total \$5,600,000. These include system upgrades at Highway 21 East, West 26<sup>th</sup> Street, Old Hearne Road at Wilkes, and Highway 21 (Texas Avenue to Highway 6) totaling \$4,430,000. Collection lines and other system upgrades adopted for FY2016 total \$1,170,000. Other projects include heavy equipment, vehicle replacement, and facilities repairs totaling \$267,448. Radio upgrades are adopted in the amount of \$78,859 for FY2016.

The Solid Waste Fund adopted operating capital budget for FY2016 totals \$1,152,558. This includes solid waste collection and sweeper vehicles totaling \$1,017,693 and facility maintenance of \$20,000. Additional costs totaling \$114,865 include radio and computer software costs for FY2016.

BTU's City and Rural systems capital budgets of \$9,584,420 and \$2,816,752 respectively will be for new customer growth and distribution and production improvements.

### **CAPITAL IMPROVEMENT PROGRAM**

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

### **CAPITAL IMPROVEMENT PROJECTS**

Planned General Fund Capital Improvement projects for FY2016 include \$2,572,377 which is a carry over for 28<sup>th</sup> Street reconstruction, \$7,067,900 for Fire station #2 land acquisition, \$5,014,000 which is a carry over for Old Hearne Road and \$880,000 for a Fire truck.

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 primarily include Rural tie-ins to City transmission substations.

A complete schedule of capital improvement projects for FY2016 through FY2020 is included in this section.



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## Summary of Operating Capital Outlay Fiscal Year 2016

### General Fund

Police: Vehicle Replacements (6 patrol vehicles, Tahoe for Canine Unit)	396,706
Police: Radios	290,500
Fire: Ambulance Remount	165,675
Fire: Radios	105,000
Traffic: Vehicle Replacement (2)	75,000
Engineering: Vehicle Replacement	31,000
Streets and Drainage: Vehicle Replacement (2)	116,089
Library: Books, Audio/Video System	196,063
Parks: Pool, Parkland projects	2,440,000
Golf Course: Golf Cart Lease, Aerifier	78,813
Information Technology: Computers-Software, Hardware, Maintenance, 1 Van	294,575
Facilities: Clara Mounce Elevator, Vehicle Replacement (2)	181,418
Code Enforcement (New Fleet Vehicle)	31,500

### **General Fund Total**

**\$ 4,402,339**

### Enterprise Funds

#### *Water Fund*

Gate access system, Vehicle replacement, Heavy equipment replacement,	328,611
Water System	1,100,000
<i>Water Total</i>	<b><u>\$ 1,428,611</u></b>

#### *Wastewater Fund*

Gate access system, Radios, Traylor, Computer software	106,859
Wastewater System	5,839,448
<i>Wastewater System Total</i>	<b><u>\$ 5,946,307</u></b>

#### *BTU - City*

<i>BTU - City Total</i>	<b><u>\$ 9,584,420</u></b>
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#### *BTU - Rural*

<i>BTU - Rural Total</i>	<b><u>\$ 2,816,752</u></b>
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#### *Solid Waste*

Gate access system, Heavy equipment replacement, Computer software	1,152,558
<i>Solid Waste Total</i>	<b><u>\$ 1,152,558</u></b>

#### *Airport Fund*

Airport Improvements (TxDOT grant)	100,000
Phase I drainage Rehab	90,500
<i>Airport Fund Total</i>	<b><u>\$ 190,500</u></b>

### **Enterprise Funds Total**

**\$ 21,119,148**

### Special Revenue Funds

#### *Drainage Fund*

650,000

<i>Drainage Fund Total</i>	<b><u>\$ 650,000</u></b>
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### **Special Revenue Funds Total**

**\$ 650,000**

### **All Funds Total Operating Capital Outlay**

**\$ 26,171,487**

**General Government  
Capital Improvement Projects  
FY2016 through FY2020**

	<b>Actual FY2014</b>	<b>Adopted FY2015</b>	<b>Projected FY2015</b>	<b>Adopted FY2016</b>
<b><u>CO/GO Beginning Funds Balance:</u></b>	\$ 2,512,232	\$ 7,561,052	\$ 8,286,216	\$ 7,054,742
<b><u>Additional Resources:</u></b>				
General Obligation Debt Issuances	7,772,538	-	-	9,639,900
Transfers In/Other	707,130		346,000	
Investment Earnings	22,628	15,000	38,000	15,000
<i>Subtotal Additional Resources</i>	<i>8,502,296</i>	<i>15,000</i>	<i>384,000</i>	<i>9,654,900</i>
<b>Total Resources Available</b>	<b>11,014,528</b>	<b>7,576,052</b>	<b>8,670,216</b>	<b>16,709,642</b>
Debt Issuance Cost (expense)	(31,412)	-		(190,000)
Transfers Out	-			
Total Construction In Progress from below	(2,658,322)	(7,050,000)	(1,615,473)	(15,534,277)
Expenditure Differences	-			
Public Works Services	(38,578)			
<b>CO/GO Ending Funds Balance</b>	<b>8,286,216</b>	<b>526,052</b>	<b>7,054,742</b>	<b>985,365</b>
<b><u>Construction In Progress</u></b>				
HSC Parkway Extension - PH 1B	2,378,994		9,845	
HSC Parkway Extension - PH 1B (CS Reimb)	(1,449,519)			
HSC Parkway Extension - PH 1A (CS Reimb)	(372,000)			
College Main Complete Reconstruction	32		6,950	
FM1179 Country Club Dr/Oak Ridge			21,679	
West 28th St Reconstruction (Palasota to Congress)	68,709	3,925,000	27,623	-
West 28th St Reconstruction - Carry Over				2,572,377
Fire Station #2 Land Acquisition/Relocation	498,839		501,161	7,067,900
Dominion Oaks Development				
Old Hearne Rd	103,283	3,125,000	100,000	1,692,000
Old Hearne Rd - Carry Over				3,322,000
Safe Routes to School sidewalks	649,517		46,798	
Johnson sidewalks	15,299			
Tx Ave/Villa Maria			15,801	
Oversize Participation			4,783	
E Villa Maria Extension			5,834	
Fire Truck	765,168			880,000
W 17th Street Sidewalks			175,000	
W 26th Street Rehab and Utility			500,000	
St Joseph Hospital Area Improvements			200,000	
<b>Total CIP Expenditures</b>	<b>\$ 2,658,322</b>	<b>\$ 7,050,000</b>	<b>\$ 1,615,473</b>	<b>\$ 15,534,277</b>
	2,589,026			

**General Government  
Capital Improvement Projects  
FY2016 through FY2020**

	Projected FY2017	Projected FY2018	Projected FY2019	Projected FY2020
<b><u>CO/GO Beginning Funds Balance:</u></b>	\$ 985,365	\$ 990,965	\$ 833,565	\$ 837,483
<b><u>Additional Resources:</u></b>				
General Obligation Debt Issuances	-	9,663,000	-	12,446,000
Transfers In/Other				
Investment Earnings	5,600	5,600	3,918	3,936
<i>Subtotal Additional Resources</i>	5,600	9,668,600	3,918	12,449,936
<b>Total Resources Available</b>	<b>990,965</b>	<b>10,659,565</b>	<b>837,483</b>	<b>13,287,419</b>
Debt Issuance Cost (expense)		(163,000)	-	(65,000)
Transfers Out				
Total Construction In Progress from below	-	(9,663,000)	-	(12,446,000)
Expenditure Differences				
Public Works Services				
<b>CO/GO Ending Funds Balance</b>	<b>990,965</b>	<b>833,565</b>	<b>837,483</b>	<b>776,419</b>
<b><u>Construction In Progress</u></b>				
Sadie Thomas Splashpads				
29th Street Sidewalks		500,000		
SH 21 Sidewalks (TX to Earl Rudder)				1,000,000
Broadmoor Sidewalks		250,000		
Rustling Oaks Sidewalks		270,000		
Old Hearne Rd				5,800,000
South College Phase II (VM to Sulpher Springs)		4,950,000		
Fire Truck		950,000		900,000
University Drive East Extension		2,743,000		
Old Reliance Road Widening				
South Coulter Reconstruction				3,746,000
Neighborhood Revitalization - (Lyndale Acres)				1,000,000
<b>Total CIP Expenditures</b>	<b>\$ -</b>	<b>\$ 9,663,000</b>	<b>\$ -</b>	<b>\$ 12,446,000</b>

**Water**  
**Capital Improvement Projects**  
**FY2016 through FY2020**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>
<b><u>Beginning Revenue Bond Fund Balances:</u></b>	\$ 288,741	\$ 290,185	\$ 285,483	\$ 287,183
<b><u>Additional Resources:</u></b>				
Revenue Bonds	-	5,000,000	-	4,500,000
Investment Earnings	1,681	1,451	1,700	1,436
<i>Subtotal Additional Resources</i>	1,681	5,001,451	1,700	4,501,436
<b>Total Resources Available</b>	<b>290,422</b>	<b>5,291,636</b>	<b>287,183</b>	<b>4,788,619</b>
<b><u>Statement of Capital Expenditures</u></b>				
Debt Issuance Cost	-	(50,000)	-	(50,000)
Total Construction in Progress from below	(4,939)	(3,000,000)	-	(4,650,000)
<b>Ending Fund Balance</b>	<b>285,483</b>	<b>2,241,636</b>	<b>287,183</b>	<b>88,619</b>
<b><u>Construction In Progress</u></b>				
Distribution Lines (Sulphur Springs/Coulter)		500,000		500,000
Distribution Lines				150,000
Old Hearne Rd/West 28th		1,000,000		500,000
Well Collection Line - LSPS to Well 12		1,000,000		3,000,000
West 26th		500,000		500,000
College Main	4,939			
<b>Total CIP Expenditures</b>	<b>\$ 4,939</b>	<b>\$ 3,000,000</b>	<b>\$ -</b>	<b>\$ 4,650,000</b>

**Water**  
**Capital Improvement Projects**  
**FY2016 through FY2020**

	<b>FY2017 Projected</b>	<b>FY2018 Projected</b>	<b>FY2019 Projected</b>	<b>FY2020 Projected</b>
<b><u>Beginning Revenue Bond Fund Balances:</u></b>	\$ 88,619	\$ 91,119	\$ 52,119	\$ 54,619
<b><u>Additional Resources:</u></b>				
Revenue Bonds		4,000,000	-	4,000,000
Investment Earnings	2,500	11,000	2,500	13,000
<i>Subtotal Additional Resources</i>	2,500	4,011,000	2,500	4,013,000
<b>Total Resources Available</b>	<b>91,119</b>	<b>4,102,119</b>	<b>54,619</b>	<b>4,067,619</b>
<b><u>Statement of Capital Expenditures</u></b>				
Debt Issuance Cost		(50,000)		(50,000)
Total Construction in Progress from below	-	(4,000,000)	-	(4,000,000)
<b>Ending Fund Balance</b>	<b>91,119</b>	<b>52,119</b>	<b>54,619</b>	<b>17,619</b>
<b><u>Construction In Progress</u></b>				
Old Hearne Rd/Drainage			\$	750,000
South Coulter Reconstruction				500,000
Design ASR				2,000,000
Distribution Lines				750,000
Highway 21 West Waterline		4,000,000		
<b>Total CIP Expenditures</b>	<b>\$ -</b>	<b>\$ 4,000,000</b>	<b>\$ -</b>	<b>\$ 4,000,000</b>

**Wastewater  
Capital Improvement Projects  
FY2016 through FY2020**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>
<b><u>Beginning Revenue Bond Fund Balances</u></b>	\$ 186,030	\$ 186,960	\$ 34,961	\$ 100
<b><u>Additional Resources:</u></b>				
Revenue Bonds	-	-		
Grants				
Investment Earnings	73	475	100	110
<i>Subtotal Additional Resources</i>	73	475	100	110
<b>Total Resources Available</b>	<b>186,103</b>	<b>187,435</b>	<b>35,061</b>	<b>210</b>
<b><u>Miscellaneous Expenditures:</u></b>				
Debt Issuance Cost	-	-	-	-
Other	-			
Total Construction in Progress from below	(151,142)	-	(34,961)	-
Operating expenses				
<b>Ending Fund Balance</b>	<b>34,961</b>	<b>187,435</b>	<b>100</b>	<b>210</b>
<b><u>Production, Distribution &amp; Rehab Projects:</u></b>				
Still Creek Sewer Trunk Line Ph 2		-		
Thompson Creek Wastewater Treatment Plant	151,142	-	34,961	
WWTP SCADA		-	-	
<b>Total CIP Expenditures</b>	<b>\$ 151,142</b>	<b>\$ -</b>	<b>\$ 34,961</b>	<b>\$ -</b>



**Wastewater  
Capital Improvement Projects  
FY2016 through FY2020**

	<b>FY2017 Projected</b>	<b>FY2018 Projected</b>	<b>FY2019 Projected</b>	<b>FY2020 Projected</b>
<b><u>Beginning Revenue Bond Fund Balances</u></b>	\$ 210	\$ 325	\$ 445	\$ 570
<b><u>Additional Resources:</u></b>				
Revenue Bonds				
Grants				
Investment Earnings	115	120	125	130
<i>Subtotal Additional Resources</i>	115	120	125	130
<b>Total Resources Available</b>	<b>325</b>	<b>445</b>	<b>570</b>	<b>700</b>
<b><u>Miscellaneous Expenditures:</u></b>				
Debt Issuance Cost	-	-	-	-
Other				
Total Construction in Progress from below	-	-	-	-
Operating expenses				
<b>Ending Fund Balance</b>	<b>325</b>	<b>445</b>	<b>570</b>	<b>700</b>
<b><u>Production, Distribution &amp; Rehab Projects:</u></b>				
Still Creek Sewer Trunk Line Ph 2				
Thompson Creek Wastewater Treatment Plant				
WWTP SCADA				
<b>Total CIP Expenditures</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

**BTU - City**  
**Capital Improvement Projects**  
**FY2016 through FY2020**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>
<b><u>Beginning Revenue Bond Fund Balances:</u></b>	\$ 10,160,324	\$ 17,527,058	\$ 19,450,737	\$ 2,447,737
<b><u>Additional Resources:</u></b>				
Revenue Bonds	34,855,000	-	-	127,494,000
Investment Earnings	-	-	-	-
<i>Subtotal Additional Resources</i>	34,855,000	-	-	127,494,000
<b>Total Resources Available</b>	<b>45,015,324</b>	<b>17,527,058</b>	<b>19,450,737</b>	<b>129,941,737</b>
<b><u>Statement of Capital Expenditures</u></b>				
Debt Issuance Cost	-	-	-	-
Other				
Total Construction in Progress from below	(25,564,587)	(17,527,058)	(17,003,000)	(47,731,000)
Operating expenses				
<b>Ending Fund Balance</b>	<b>19,450,737</b>	<b>-</b>	<b>2,447,737</b>	<b>82,210,737</b>
<b><u>Construction In Progress</u></b>				
Transmission, Distribution and Production	25,564,587	17,527,058	17,003,000	47,731,000
<b>Total CIP Expenditures</b>	<b>\$ 25,564,587</b>	<b>\$ 17,527,058</b>	<b>\$ 17,003,000</b>	<b>\$ 47,731,000</b>

**BTU - City**  
**Capital Improvement Projects**  
**FY2016 through FY2020**

	<b>FY2017 Projected</b>	<b>FY2018 Projected</b>	<b>FY2019 Projected</b>	<b>FY2020 Projected</b>
<b><u>Beginning Revenue Bond Fund Balances:</u></b>	\$ 82,210,737	\$ -	\$ 23,633,728	\$ -
<b><u>Additional Resources:</u></b>				
Revenue Bonds		54,502,954		34,089,256
Investment Earnings				
<i>Subtotal Additional Resources</i>	-	54,502,954	-	34,089,256
<b>Total Resources Available</b>	<b>82,210,737</b>	<b>54,502,954</b>	<b>23,633,728</b>	<b>34,089,256</b>
<b><u>Statement of Capital Expenditures</u></b>				
Total Construction in Progress from below	(82,210,737)	(30,869,226)	(23,633,728)	(25,034,300)
Operating expenses				
<b>Ending Fund Balance</b>	<b>-</b>	<b>23,633,728</b>	<b>-</b>	<b>9,054,956</b>
<b><u>Construction In Progress</u></b>				
Transmission, Distribution and Production	\$ 82,210,737	\$ 30,869,226	\$ 23,633,728	\$ 25,034,300
<b>Total CIP Expenditures</b>	<b>\$ 82,210,737</b>	<b>\$ 30,869,226</b>	<b>\$ 23,633,728</b>	<b>\$ 25,034,300</b>

**BTU - Rural**  
**Capital Improvement Projects**  
**FY2016 through FY2020**

	<b>FY2014 Actual</b>	<b>FY2015 Adopted</b>	<b>FY2015 Projected</b>	<b>FY2016 Adopted</b>
<b><u>Beginning Revenue Bond Fund Balances:</u></b>	\$ 4,911,931	\$ 2,144,561	\$ 2,386,632	\$ 100,000
<b><u>Additional Resources:</u></b>				
Revenue Bonds	-	-	-	8,812,816
Investment Earnings	-	-	-	-
<i>Subtotal Additional Resources</i>	-	-	-	8,812,816
<b>Total Resources Available</b>	<b>4,911,931</b>	<b>2,144,561</b>	<b>2,386,632</b>	<b>8,912,816</b>
<b><u>Statement of Capital Expenditures</u></b>				
Debt Issuance Cost	-	-	-	-
Other				
Total Construction in Progress from below	(2,525,299)	(2,134,603)	(2,286,632)	(4,225,128)
Operating expenses				
<b>Ending Fund Balance</b>	<b>2,386,632</b>	<b>9,958</b>	<b>100,000</b>	<b>4,687,688</b>
<b><u>Construction In Progress</u></b>				
Distribution	2,525,299	2,134,603	2,286,632	4,225,128
<b>Total CIP Expenditures</b>	<b>\$ 2,525,299</b>	<b>\$ 2,134,603</b>	<b>\$ 2,286,632</b>	<b>\$ 4,225,128</b>

**BTU - Rural**  
**Capital Improvement Projects**  
**FY2016 through FY2020**

	<b>FY2017 Projected</b>	<b>FY2018 Projected</b>	<b>FY2019 Projected</b>	<b>FY2020 Projected</b>
<b><u>Beginning Revenue Bond Fund Balances:</u></b>	\$ 4,687,688	\$ -	\$ 10,731,747	\$ 5,803,391
<b><u>Additional Resources:</u></b>				
Revenue Bonds	-	15,820,477	-	-
Investment Earnings				
<i>Subtotal Additional Resources</i>	-	15,820,477	-	-
<b>Total Resources Available</b>	<b>4,687,688</b>	<b>15,820,477</b>	<b>10,731,747</b>	<b>5,803,391</b>
<b><u>Statement of Capital Expenditures</u></b>				
Total Construction in Progress from below	(4,687,688)	(5,088,730)	(4,928,356)	(5,803,391)
Operating expenses				
<b>Ending Fund Balance</b>	<b>-</b>	<b>10,731,747</b>	<b>5,803,391</b>	<b>-</b>
<b><u>Construction In Progress</u></b>				
Distribution	\$ 4,687,688	\$ 5,088,730	\$ 4,928,356	\$ 5,803,391
<b>Total CIP Expenditures</b>	<b>\$ 4,687,688</b>	<b>\$ 5,088,730</b>	<b>\$ 4,928,356</b>	<b>\$ 5,803,391</b>



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# **ORDINANCE NO. 2117**

**AN ORDINANCE OF THE CITY OF BRYAN, TEXAS APPROVING AND ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2015, AND ENDING SEPTEMBER 30, 2016, INCLUSIVE, WITH EXPENDITURES IN THE COMBINED TOTAL AMOUNT OF \$390,537,933 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, 2015 and ending September 30, 2016; 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, 2015 and ending September 30, 2016 with combined expenditures in the sum of \$390,537,933 be set up in said accounts and set out in said budget which is made a part hereof and marked Exhibit "A".

2.

Authority is hereby given to the City Manager to approve transfers of portions of any item of appropriation within the same department; and to approve transfers from one department to another department after providing written notice of such transfers to the City Council.

3.

Appropriations, transfers, or expenditures from un-appropriated funds may be made by the City Manager after approval by motion or resolution of the City Council.

4.

All ordinances or parts of ordinances in conflict with the provisions of this ordinance are hereby repealed to the extent of such conflict.

5.

Should any section, paragraph, sentence, clause, phrase or word of this ordinance be declared unconstitutional or invalid for any reason, the remainder of this ordinance shall not be affected thereby, and to this end the provisions of this ordinance are declared to be severable.

6.

It is hereby found and determined that the meetings at which this ordinance is passed are open to the public, as required by Section 551.001 et seq., Texas Government Code, and that advance public notice of time, place and purpose of said meetings was given.

7.

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

PRESENTED AND GIVEN first reading on the 8<sup>th</sup> day of September, 2015, at a meeting of the City Council of the City of Bryan, Texas; and given second reading, passed and approved on the 15<sup>th</sup> day of September 2015, by a vote of 6 ayes and 1 nays at a regular meeting of the City Council of the City of Bryan, Texas.

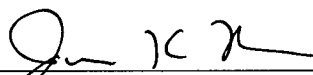
ATTEST:

CITY OF BRYAN:

  
Mary Lynne Stratta, City Secretary

  
Jason P. Bienski, Mayor

APPROVED AS TO FORM:

  
James K. Hampton, City Attorney



**CITY OF BRYAN, TEXAS**  
**ALL FUNDS SUMMARY**  
**Fiscal Year 2016**  
**EXHIBIT A**

<u>Fund Name <sup>1</sup></u>	<u>Revenues, Transfers &amp; ROW</u>	<u>Expenditures <sup>2</sup></u>
<b>Governmental Funds:</b>		
General	\$ 62,236,219	\$ 69,335,193
Debt Service	10,713,571	11,403,516
Hotel/Motel Tax	1,200,000	1,617,964
Court Technology	46,100	37,000
Street Improvement	5,530,000	11,042,621
Drainage	903,700	918,248
Community Development	1,957,309	1,957,309
TIRZ #10 (Traditions)	2,236,473	2,225,080
TIRZ #19 (Nash Street)	158,123	147,518
TIRZ #21 (Downtown)	105,238	144,386
TIRZ #22 (Target)	345,369	348,540
TIRZ #22 (North Tract)	200,108	222,584
<b>Enterprise Funds:</b>		
BTU - City <sup>3</sup>	198,685,450	198,524,795
BTU - Rural	42,393,121	41,902,683
Water	12,688,863	12,682,410
Wastewater	12,977,871	16,912,478
Solid Waste	7,913,293	8,066,646
Airport	769,280	862,788
Bryan Commerce & Dev.	37,004	93,412
<b>Internal Service Funds:</b>		
Self-Insurance Fund	2,264,138	2,594,924
Employee Benefits	9,394,914	9,191,056
Warehouse Fund	306,250	306,782
<b>TOTAL ALL FUNDS</b>	<u><u>\$373,062,394</u></u>	<u><u>\$ 390,537,933</u></u>

**Notes:**

1. Exhibit A "Fund" categories are synonymous with "departments" referred to in the appropriations ordinance.
2. Expenditures are shown net of administrative reimbursements
3. BTU - City beginning fund balance was adjusted for an \$8,379,422 release of restricted collateral.

# ORDINANCE NO. 2120

**AN ORDINANCE FIXING THE TAX LEVY OF THE CITY OF BRYAN, TEXAS, FOR THE TAXABLE YEAR 2015 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 2015 the following, to wit:

\$0.443253 on a \$100.00 valuation of all taxable property in the City for General Fund maintenance and operating purposes: and

\$0.186737 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 2015 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 2.56% AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$16.00.**

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

3.

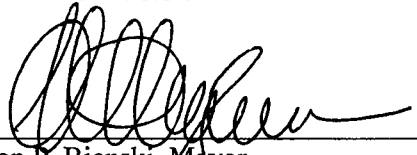
That this Ordinance shall go into effect immediately after its second and final reading.

PRESENTED AND GIVEN first reading on the 15th day of September 2015, at a special meeting of the City Council of the City of Bryan, Texas; and given second reading, passed and approved on the 22nd day of September 2015, by a vote of 5 ayes and 1 noes at a regular meeting of the City Council of the City of Bryan, Texas.

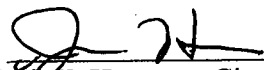
ATTEST:

CITY OF BRYAN:

  
Mary Lynne Stratta, City Secretary

for   
Jason P. Bienski, Mayor

APPROVED AS TO FORM:

  
Janis K. Hampton, City Attorney

# City of Bryan

## FY16 DECISION PACKAGE REQUEST SUMMARY

		FY16 Adopted	
		Unrestricted	Restricted
	FY16 Request	Funds	Funds
<b><i>Council Directed Projects</i></b>			
	Pools		
	Sadie Thomas Pool	\$ 892,469	\$ 892,469
	Other Pool Repairs - Bryan Aquatic	557,531	557,531
	Park Repairs - Park & Rec Board	550,000	550,000
	Economic Development - Texas Triangle Park	3,000,000	3,000,000
	Subtotal	5,000,000	5,000,000
<b><i>Staff Requests</i></b>			
<b><u>Personnel</u></b>			
Fire	6 New Firefighter Positions/uniforms/training	427,553	427,553
Police	3 New Police Positions	201,020	201,020
MOB Security	Security Officer Position/Misc. - Contract to Employee	18,341	18,341
Internal Auditor	Auditor-Temp position	13,422	13,422
Communications	Multi -Media Specialist	62,949	
Library	1/2 Salary Reference Librarian	24,894	
Engineering	Increase available salary for the Transportation Engineer	24,806	
Legal	Additional \$'s for vacant Asst. City Attorney position and current Prosecutor	24,703	
Fire	Over Time DP	123,741	
	PIO Recruiter-Education Specialist	142,809	
Municipal Court	New Presiding Judge - Contract to Employee	18,893	18,893
Golf Course	Golf Course Operations-Temp	28,906	
	Increase Temp \$'s (increase starting pay to \$9 an hr.	46,416	
	Irrigation Technician	36,970	
Parks	Increase in Temp \$'s	46,788	
	Maintenance Employee	65,174	
	Recreation Programmer	50,122	
Community Dev./Special Projects	1/2 salary of asst. manager	48,535	
	Project Specialist	40,142	
	Subtotal	1,446,184	679,229
<b><u>Other</u></b>			
Human Resources	City's Education Reimbursement Program	15,000	
	Language Program	3,000	
Library	Updating A/V system for the meeting room	25,000	25,000
	Increase eBook collections	20,000	20,000
	Purchase Library system cards	10,000	10,000
Legal	Increase Outside Legal fees line item	22,500	
Engineering	Annual contract to scan record drawings	20,000	
	Implementation of the ADA transition plan	520,000	250,000
	Field measurements of city facilities for ADA compliance	100,000	100,000
Police	2 Police Canines/1 Tahoe-new fleet veh.	92,798	92,798
	Ballistic Vest replacement	35,034	35,034
	Mandatory fitness assessment	42,855	42,855
	Data lines for mobile computers	24,000	
Fire	College Education Incentive Program	37,300	

## FY16 DECISION PACKAGE REQUEST SUMMARY

		FY16 Adopted		
		FY16 Request	Unrestricted Funds	Restricted Funds
	CAAS accreditation	13,500		
	First Aid supply increase	20,000		
	Increase Line Item (31-01) Motor vehicle maint.	55,000		
	Target Solution on-line training	11,120		
	Thermal imaging cameras	39,000	39,000	
Communications	Website compliance software service	14,720	14,720	
Parks	Ball field bleachers	66,000		
	Contractual increase for custodial services	52,500		
	Contractual increase for Parks landscape maint.	310,000		
	Annual radio marketing contract	15,000		
	Replace game room and fitness equip.-Neal Rec	28,830		
	Replace the flooring through out Neal Rec.	26,598		
	2 four roll rack frames	2,590		
	Increase O & M	400,000		
Golf Course	Soil Amendment	30,000		
	Fuel Storage Containers	12,250		
	Golf shop furniture	6,565		
Development Services	Urban planning consultant	14,000		
Business Liaison/Special Projects	Builder Incentive program	12,000	12,000	
Economic Dev.	Creation of the Property Enhancement Prog.	100,000		
	Subtotal	2,197,160	586,407	55,000
<b><u>Computers - software, hardware, maintenance</u></b>				
Communications	Additional Funds Request for Ch. 16 Improvements	24,055		24,055
Info Tech	Desk Phone Replacement	50,517		
	PCI Compliance Gap Analysis	60,000	60,000	
Fleet	Fleet Asset Maintenance Software	60,000		
Police	Body Cameras	208,283	208,283	
	Issuing Citations via the e-citation program	29,950		
Parks	MainTrac software	28,482		
	Subtotal	461,287	268,283	24,055
<b><u>Building &amp; Other Improvements</u></b>				
Facility Services	Upgrade the Clara Mounce elevator	125,000	125,000	
	Replace gate access at MSC	20,000		
	Palace Theater façade improvements	26,000		
	Subtotal	171,000	125,000	-
<b><u>Vehicles &amp; Other Equipment</u></b>				
Info Tech	Vehicle replacement (unit 12-22)	24,575	\$ 24,575	
Traffic	Truck w/utility bed (unit 34-95)	37,500	37,500	
	Truck w/utility bed (unit 34-94)	37,500	37,500	
Streets and Drainage	Dump Truck (unit 17-81)	30,000	30,000	
	Dump Truck (unit 17-97)	30,000		
	Dump Truck (unit 17-39)	86,089	86,089	
Fleet	Truck	30,500		
Facilities	Truck w/side tool boxes (unit 11-01)	25,383		
	Van (unit 11-04)	25,835		
	Truck w/cargo bed (unit 11-15)	30,583	30,583	
	Van (unit 11-17)	25,835	25,835	
Police	9 police patrol vehicles (six funded)	508,059	338,706	
	2 unmarked vehicles (unit 6-16 & 6-170)	37,860		

## FY16 DECISION PACKAGE REQUEST SUMMARY

		FY16 Adopted	
		FY16 Request	
		Unrestricted Funds	Restricted Funds
<b>Code Enforcement</b>	2 Motorcycles (units 6-46 & 6-48)	61,024	
	3 marked pursuit vehicles	169,353	
	Truck w/lift gate (unit 31-03)	26,725	
	Truck w/lift gate (unit 31-13)	26,725	
	Truck w/lift gate (unit 31-14)	26,725	
<b>Fire</b>	New Vehicle Request		
	Vehicle replacement (unit 7-21)	36,000	
	Truck (unit 7-29)	36,000	
	Ambulance (unit 28-16)	165,675	165,675
<b>Library</b>	Ambulance (unit 28-17)	165,700	
	Van (used to transport material within the library locations)	15,000	
<b>Engineering Parks</b>	Truck (unit 18-10)	31,000	31,000
	Truck-New Fleet Vehicle	24,280	
	2 Sand Pro Groomers (replacements)	38,500	
	Ramp Trailer (replacement)	1,500	
<b>Golf Course Development Serv.</b>	Mini Truck (upgrade from the current Mule)	18,650	
	Aerifier	22,238	22,238
	SUV (unit 16-18)	25,575	
	SUV (unit 16-11)	25,575	
	Subtotal	1,845,964	829,701

### FY16 TOTAL GENERAL FUND REQUESTS

<b>\$ 11,121,595</b>	<b>\$ 7,488,620</b>	<b>\$ 79,055</b>
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### Water Fund

Replace gate access at MSC	20,000	20,000	
Utility Vehicle (unit 22-07)	32,000	32,000	
Utility Vehicle (unit 22-08)	33,000	33,000	
Utility Vehicle (unit 22-10)	33,000	33,000	
Backhoe (unit 23-18)	85,000	85,000	
<b>FY16 TOTAL WATER FUND REQUESTS</b>	<b>203,000</b>	<b>203,000</b>	<b>-</b>

### Wastewater Fund

Replace gate access at MSC	20,000	20,000	
Swing Check Assemblies	8,123	8,123	
Design/Construct a Dump-Veyor system at BC WWTP	215,325	215,325	
New Security Fence at SC WWTP	16,000	16,000	
New Trailer	8,000	8,000	
<b>FY16 TOTAL WASTEWATER FUND REQUESTS</b>	<b>267,448</b>	<b>267,448</b>	<b>-</b>

### Solid Waste Fund

Replace gate access at MSC	20,000	20,000	
Side Load Truck	217,972	217,972	
Commercial Side Load Truck	289,051	289,051	
Commercial Front Load Truck	299,110	299,110	
Assessment worker	45,994	45,994	
Street Sweeper	211,560	211,560	
<b>FY16 TOTAL SOLID WASTE FUND REQUESTS</b>	<b>1,083,687</b>	<b>1,083,687</b>	<b>-</b>

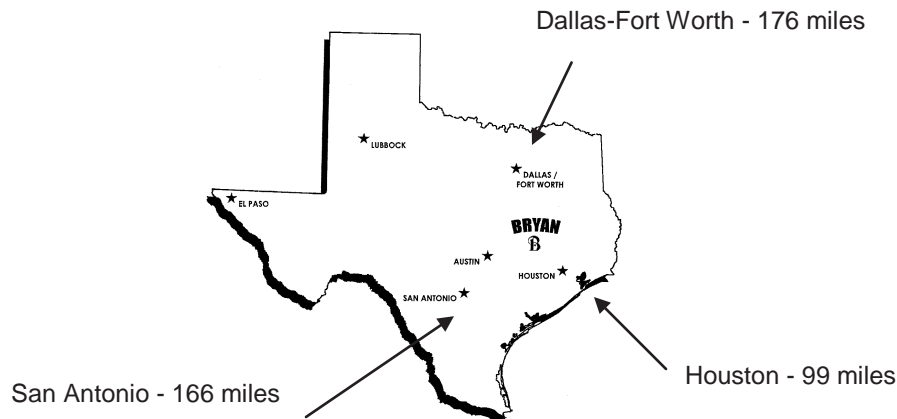
## FY16 DECISION PACKAGE REQUEST SUMMARY

		FY16 Adopted		
		FY16 Request	Unrestricted Funds	Restricted Funds
<u><b>Airport</b></u>	Replace HVAC system	35,000	-	
	Equipment storage building	17,000	-	
	<b>FY16 TOTAL AIRPORT REQUESTS</b>	52,000	-	-
	<b>FY16 TOTAL ENTERPRISE FUND</b>	<b>\$ 1,606,135</b>	<b>\$ 1,554,135</b>	<b>\$ -</b>
<u><b>Street Improvement</b></u>	Centralized Control Software for Traffic Signal Communications	65,000	65,000	
	<b>FY16 TOTAL SPECIAL REVENUE FUND</b>	<b>\$ 65,000</b>	<b>\$ 65,000</b>	<b>\$ -</b>
	<b>TOTAL DECISION PACKAGE REQUESTS</b>	<b>\$ 12,792,730</b>	<b>\$ 9,107,755</b>	<b>\$ 79,055</b>

## COMMUNITY PROFILE

### Location

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



### HISTORY

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

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

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

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

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

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

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

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

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

### ***The Community Thrives and Diversifies***

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

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

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

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

### ***Time Marches On***

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

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

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

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

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

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

### ***Public Universities***

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

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



the largest student bodies with enrollment reaching 50,000. Texas A&M Regents approved the allocation of acreage to the Health Science Center (HSC) in December 2006, having previously accepted the land gift from the City of Bryan. The HSC had its dedication ceremony in July 2010. The Bryan campus, located along State Highway 47 (adjacent to Traditions Club Golf Course), will allow the HSC to eventually consolidate onto a single campus its academic programs and administration that are currently located throughout Bryan and College Station. Fifty acres will be for health-related public/private partnerships and facilities, while the remaining acreage will be for academic facilities.

*Source: Texas A&M University*

#### **Blinn College:**

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

*Source: The Research Valley Partnership*

Blinn College recently expanded in the rapidly growing area of the west side of Bryan with the purchase of 94 acres of land. The location has convenient access to several major roadways: FM 2818, Villa Maria, State Highway 47, Leonard Road, State Highway 21 and Raymond Stotzer Parkway, as well as near the biocorridor, Health Science Center campus and Texas A&M University Campus.

### **City Government Structure**

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

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

### **Bryan Today**

**"The Good Life, Texas Style."™**

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

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

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

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

The Historic Downtown Bryan is also among the state's newest cultural districts, a distinction awarded to select cities by the Texas Commission on the Arts (TCA). Bryan is one of only two cities selected from among nine applicants for 2014.

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

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

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

Bryan was named among the best cities in Texas for job seekers according to NerdWallet. [NerdWallet](#), a consumer advocacy website, ranked Bryan ninth on their list after assessing the area's population growth, median income and unemployment rate using data obtained from the U.S. Census and Bureau of Labor Statistics.

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

The twin cities were ranked among the best-performing small metros. Bryan –College Station is ranked No. 7 for short-term job growth and No. 8 for long-term job growth according to a study titled "2014 Best-Performing Cities: Where America's Jobs are Created and Sustained." It's also ranked No. 12 for wages after wages grew 22 percent above the national average from 2007 to 2012.

Bryan-College Station is ranked No. 2 nationally and No. 1 in Texas on Forbes' 2014 list of the Best Small Places for Business and Careers. No other Texas city ranks in the top 35. In compiling the list, Forbes considered 12 factors related to jobs, business costs, living costs, income growth, quality of life and education. Forbes used data from Moody's Analytics, the U.S. Census and Sperling's Best Places. Forbes ranks Bryan-College Station No. 8 in job growth, No. 17 in education and No. 22 in cost of doing business.

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

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

# City of Bryan Statistical Information

**Table 1.1**

City of Bryan Fast Facts	
Date of Incorporation	1872
Form of Government	Council-Manager
Corporate Limits (sq. miles)	43.4
Lane Miles of Streets (paved)	738
Fiscal Year	October 1—September 30
Parks	42
Athletic Complexes	2
Recreation/Community Center	1
Aquatic Center	1
Neighborhood Pools	4
Open Air Performance Facility	1
Cemeteries	3
Public Library Locations	2
Genealogy/History Center	1
Fire Stations	5
Sworn Personnel	129
Police Station(s)	1
Sworn Personnel	143

Source: City of Bryan

**Table 1.2**

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

Source: Texas Comptroller of Public Accounts

**Table 1.3**

Property Tax Rate	
2012	\$0.633308
2013	\$0.629990
2014	\$0.629990

Source: Brazos County Appraisal District

**Table 1.4**

Employment-Bryan	
2012	36,392
2013	37,610
2014	38,092

Source: Texas Workforce Commission-Tracer

**Table 1.5**

Unemployment Rate-Bryan	
2011	6.4%
2012	5.5%
2013	5.1%
2014	3.9%

Source: Texas Workforce Commission

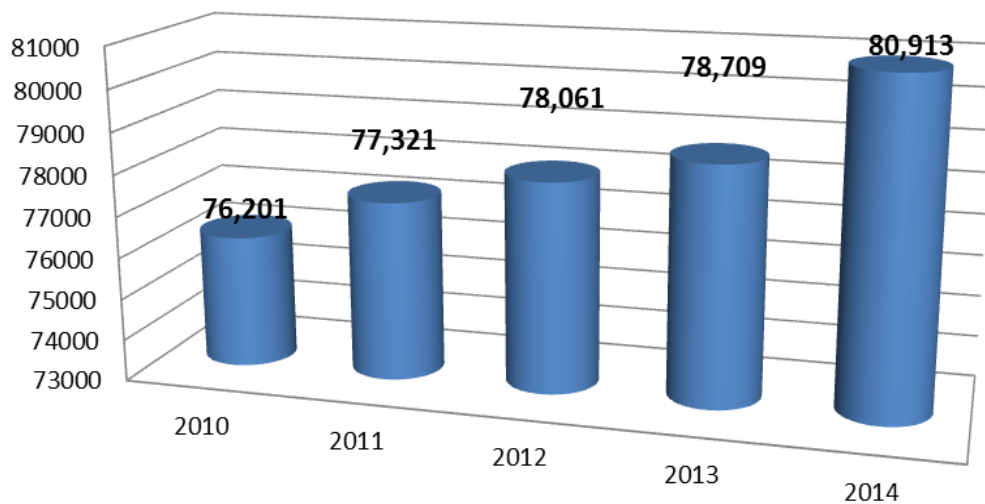
# City of Bryan Statistical Information

**Table 1.6**

Texas Metro Areas Employment Statistics (2014)		
Metro Area	Employment	Unemployment Rate
Abilene	73,610	4.2%
Amarillo	126,506	3.6%
Austin-Round Rock-San Marcos	1,011,668	4.1%
Beaumont-Port Arthur	167,647	7.4%
Brownsville-Harlingen	153,349	7.7%
Bryan-College Station	115,841	3.9%
Corpus Christi	202,469	4.9%
Dallas-Fort Worth-Arlington	3,404,537	4.8%
El Paso	325,359	6.3%
Houston-Sugar Land-Baytown	3,117,852	4.7%
Killeen-Temple-Fort Hood	159,973	5.7%
Laredo	106,616	4.8%
Longview	100,849	4.6%
Lubbock	148,388	3.8%
McAllen-Edinburg-Mission	304,733	8.0%
Midland	93,351	2.8%
Odessa	81,939	3.2%
San Angelo	53,638	3.8%
San Antonio-New Braunfels	1,048,234	4.5%
Sherman-Denison	57,837	4.7%
Texarkana	60,745	5.8%
Tyler	97,747	5.0%
Victoria	48,337	4.0%
Waco	114,139	5.0%
Wichita Falls	63,116	4.7%

Source: Bureau of Labor Statistics

## City of Bryan: Population Estimate 2010-2014



Source: U.S. Census Bureau

# City of Bryan Statistical Information

**Table 1.7**

Largest Community Employers (2014)		
Company	Sector	#Employees
Baylor Scott & White Health	Health Care	1,000+
Blinn College	Education	1,000+
Blue Bell Creameries	Food Manufacturing	1,000+
Bryan Independent School District	Education	1,000+
College Station Independent School District	Education	1,000+
Reynolds & Reynolds	Computer Hardware/Software	1,000+
Sanderson Farms	Food Manufacturing	1,000+
St. Joseph Health System	Health Care	1,000+
Texas A&M University System	Education	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
Monterey Mushrooms	Food Manufacturing	500-999
NOV Grant Prideco	Energy	500-999
Ply Gem Windows	Manufacturing	500-999

Source: Research Valley Partnership

**Table 1.8**

Home Sales Bryan-College Station (2014)	
Average Price	\$197,000
Median Price	\$165,900
Average Sales (per month)	255
Average month(s) on Inventory	4.6

Source: Texas A&M Real Estate Center

**Table 1.9**

Single Family Building Permits—Bryan/College Station		
Calendar Year	Units	Average Value (\$)
2011	601	142,700
2012	727	154,600
2013	755	171,800
2014	955	184,100

Source: Texas A&M Real Estate Center



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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.

<b>A.D.A.</b>	Americans with Disabilities Act
<b>Account Classification</b>	A basis for distinguishing types of expenditures. The five major classifications used by the City of Bryan are personal services (10's), supplies/materials (20's), and maintenance (30's), outside services (40's), other (50's), and capital outlay (60's).
<b>Accretion</b>	In portfolio accounting, a straight line accumulation of capital gains on a discount bond in anticipation of receipt of par at maturity.
<b>Accrual Basis</b>	The basis of accounting under which transactions are recognized when they occur, regardless of the timing of estimated cash flows.
<b>Ad Valorem Tax</b>	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.
<b>AED</b>	Automatic External Defibrillator
<b>ALS</b>	Advanced Life Support
<b>Amortization</b>	The repayment of a loan by installment.
<b>Annual Budget</b>	The total budget as approved by the City Council, as revised.
<b>Appropriation Ordinance</b>	An official document adopted by the City Council establishing legal authority to obligate and expend resources.
<b>Appropriation</b>	A legal authorization made by the City Council which permits City officials to incur obligations against and to make expenditures of governmental resources.
<b>AS/400</b>	Network Computer System
<b>ASE</b>	Automotive Service Excellence
<b>Assessed Property Valuation</b>	A value established by the Brazos County Appraisal District which approximates market value of real or personal property. By state law, one hundred percent (100%) of the property value is used for determining the basis for levying property taxes.
<b>ATMS</b>	Advanced Traffic Management System
<b>Balanced Budget</b>	A budget adopted by the legislative body and authorized by ordinance where the proposed expenditures are equal or less than the proposed revenues plus resources on hand at the beginning of the fiscal year.
<b>BBC</b>	Bryan Business Council
<b>BBCEDF</b>	Bryan-Brazos County Economic Development Foundation
<b>BCAD</b>	Brazos County Appraisal District
<b>BCD</b>	Bryan Commerce and Development, Incorporated
<b>BCSMI</b>	Bryan-College Station Mobility Initiative
<b>BFD</b>	Bryan Fire Department
<b>BISD</b>	Bryan Independent School District
<b>BLS</b>	Basic Life Support
<b>Bond Proceeds</b>	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.
<b>Bond</b>	A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayments of the principal are detailed in a bond ordinance. The most common type of bonds are general obligation (G.O.) and revenue bonds. These are most frequently used for construction for large capital projects, such as buildings, streets, and water and sewer lines.

<b>Book Value</b>	The original acquisition cost of an investment plus or minus the accrued amortization or accretion.
<b>BRAC</b>	Bryan Regional Athletic Complex
<b>BTOP</b>	Broadband Technology Opportunities Program
<b>BTU</b>	Bryan Texas Utilities
<b>Budget Contingency Plan</b>	Details various courses of action that may be undertaken when varying levels of revenue shortfalls are anticipated.
<b>Budget Document</b>	The compilation of the spending plans for the various funds, along with supporting schedules, tables and charts which, in total, comprises the annual revenue and expenditure plan.
<b>Budget Highlights</b>	Significant changes in expenditures or programs within a fund, department or division.
<b>Budget Message</b>	The opening section of the budget provides the City Council and the public with a general summary of the most important aspects of the budget. The message explains principal budget issues against the background of financial experience in recent years, and represents the assumptions and policies upon which the City's budget is based. Also known as the "Transmittal Letter".
<b>Budget Summary</b>	Provides a listing of revenues, expenditures, and available resources for all funds.
<b>Budget</b>	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.
<b>Budgetary Control</b>	The control or management of a governmental or enterprise fund in accordance with approved budget to keep expenditures within the limitations of available appropriations and revenues.
<b>BVCOG</b>	Brazos Valley Council of Governments
<b>BVSWMA</b>	Brazos Valley Solid Waste Management Agency
<b>BVWACS</b>	Brazos Valley Wide Area Communication System
<b>CAD</b>	Computer Aided Dispatch
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CALEA</b>	Commission on Accreditation for Law Enforcement Agencies
<b>CAPER</b>	Consolidated Annual Performance and Evaluation Report
<b>Capital Outlay</b>	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.
<b>CD</b>	Certificate of Deposit
<b>CDAC</b>	Community Development Advisory Committee
<b>CDBG</b>	Community Development Block Grant
<b>Certificates of Obligation (C.O.)</b>	Legal debt instruments that finance a variety of public projects such as streets, building, and improvements. These instruments are backed by the full faith and credit of the issuing government and are financed through property tax revenues.
<b>Certified Property Values</b>	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.
<b>CHDO</b>	Community Housing Development Organization



<b>CIP</b>	Capital Improvements Program
<b>CJC</b>	Criminal Justice Center
<b>CJD</b>	Criminal Justice Division
<b>CMOM</b>	Capacity, Management, Operations, and Maintenance
<b>CO</b>	Certificate of Obligation
<b>COPS</b>	Community Oriented Policing Services
<b>Crack Seal</b>	An intermediate street maintenance repair technique.
<b>D.A.R.E.</b>	Drug Abuse Resistance Education
<b>DASH</b>	Decent Affordable Safe Housing
<b>DBEDA</b>	Downtown Bryan Economic Development Association
<b>Debt Service Fund</b>	A fund used to account for the monies set aside for the payment of interest and principal to holders of the City's general obligation and revenue bonds, the sale of which finances long-term capital improvements, such as facilities, streets and drainage, parks and water/wastewater systems.
<b>Deficit</b>	An excess of liabilities over assets, of losses over profits, or of expenditure over income.
<b>Delinquent Taxes</b>	Real or personal property taxes that remain unpaid on and after February 1st of each year, and upon which penalties and interest are assessed.
<b>Department</b>	A major administrative segment responsible for management of operating Divisions that provides services within a functional area.
<b>Depreciation</b>	The decrease in value of fixed assets due to use and the passage of time. That portion of the cost of a fixed asset is charged as an expense during a particular period. The cost of the loss of usefulness of a fixed asset is the depreciation or the cost to reserve in order to replace the item at the end of its useful life.
<b>Disposition Rate</b>	Rate that court cases are finalized and closed within a 12-month period.
<b>Division</b>	A basic organizational unit that is functionally unique and provides service under the administrative direction of a Department.
<b>DMRAQA</b>	Blind Discharge Monitoring Report Quality Assurance
<b>DOT</b>	Department of Transportation
<b>DUI</b>	Driving Under Influence
<b>Economic Diversification</b>	Having more than one financial or monetary factor, industry or sector contributing to the production, development and consumption of commodities within a specific region.
<b>ED</b>	Economic Development
<b>EDA</b>	Economic Development Administration
<b>EEOC</b>	Equal Employment Opportunity Commission
<b>Effective Tax Rate</b>	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.
<b>EMS</b>	Emergency Medical Services
<b>EMT</b>	Emergency Medical Technician
<b>Encumbrances</b>	Commitments for the expenditure of monies.
<b>Enterprise Fund</b>	A fund established to account for operations that are financed and operated in a manner similar to private business. The rate schedules are established to insure that revenues are adequate to meet all necessary expenditures. The Water, Sewer, Solid Waste, Airport and BTU funds are enterprise funds in the City of Bryan.
<b>EOC</b>	Emergency Operation Center
<b>EPA</b>	Environmental Protection Agency
<b>ERCOT</b>	Electric Reliability Council of Texas
<b>Estimated Revenue</b>	A formal estimate of how much revenue will be earned from a specific revenue source for some future period;

	typically, a future fiscal year.
<b>Expenditure</b>	Resources spent by governmental funds in accordance with budgeted appropriations on assets or goods and services obtained.
<b>Expense</b>	Resources spent by enterprise funds in accordance with budgeted appropriations on assets or goods and services obtained.
<b>FASB</b>	Financial Accounting Standards Board
<b>FBO</b>	Fixed Base Operator
<b>FCC</b>	Federal Communications Commission
<b>FERC</b>	Federal Energy Regulatory Commission
<b>Fines &amp; Forfeitures</b>	Monies imposed as penalty for an offense and collected as revenue by the municipal court for the city.
<b>Fiscal Year</b>	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.
<b>FLSA</b>	Federal Labor Standards Act
<b>FTE</b>	Full Time Employee
<b>Fund Balance</b>	The excess of current assets over current liabilities, representing the cumulative effect of revenues and other financing sources over expenditures and other financing uses.
<b>Fund</b>	An accounting device established to control receipt and disbursement of income from sources set aside to support specific activities or attain certain objectives. Each fund is treated as a distinct fiscal entity with a self-balancing set of accounts. In the budget process, a formal Annual Budget is adopted for the General Fund, General Debt Service Fund, Water Fund, Wastewater Fund, Solid Waste Fund, Airport Fund, Self Insurance Fund, Hotel/Motel Tax Fund, Oil and Gas Fund, Court Technology Fund, Community Development Fund, Transportation Fund, Drainage Fund, TIRZ #8 Fund, TIRZ #10 Fund, BTU City Fund and BTU Rural Fund.
<b>Funds</b>	Public funds in the custody of the City that the City has the authority to invest.
<b>FY</b>	Fiscal Year
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GASB 34</b>	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.
<b>GASB</b>	Government Accounting Standards Board. The agency of the Financial Accounting Foundation that promulgates standards for accounting and financial reporting by governmental entities.
<b>GASB</b>	Governmental Accounting Standards Board
<b>General Fund</b>	The largest governmental fund within the City, the General Fund accounts for the majority of the non-enterprise financial resources of the government. General Fund revenues include property taxes, sales taxes, licenses and permits, service charges, and other type of revenue. This fund includes most of the basic operating functions such as fire and police protection, municipal court, finance, planning and inspection, public works, parks/recreation, and general administration.
<b>General Obligation (G.O.) Bonds</b>	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.
<b>GF</b>	General Fund
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographic Information System
<b>GO</b>	General Obligation (bond)
<b>Goal</b>	Long-term continuing target of an organization (vision of the future).
<b>Governmental Funds</b>	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.
<b>GPM</b>	Gallons Per Minute
<b>HazMat Response Teams</b>	Hazardous Materials Response Team.
<b>HIPAA</b>	Health Insurance Portability & Accountability Act
<b>HOME</b>	Home Investment Partnerships Program
<b>Homestead</b>	A tax exempt qualifying declaration by a property taxpayer for his actual dwelling place or home.
<b>Horticulturist</b>	One skilled in the science of cultivating flowers and plants, as in a municipal parks system.
<b>HOSTS</b>	Helping One Child To Succeed
<b>HR</b>	Human Resources
<b>HTC</b>	House Tax Credit
<b>HTE</b>	Government Software Company
<b>HUD</b>	Housing & Urban Development
<b>HVAC</b>	Heating Vent Air Conditioning
<b>I/I</b>	Inflow & Infiltration
<b>IBNR</b>	Incurred But Not Reported
<b>ICMA</b>	International City/County Management Association
<b>IFSTA</b>	International Fire Service Training Association
<b>IGC</b>	Intergovernmental Committee
<b>Infrastructure</b>	General fixed assets consisting of certain improvements other than buildings, including roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, and lighting systems.
<b>Intangible Asset</b>	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.
<b>Intergovernmental Revenue</b>	Grants, entitlements and cost reimbursements from another federal, state or local governmental unit.
<b>Internal Service Fund</b>	Accounts for the financing of goods or services provided by one City department to other departments of the governmental unit on a cost reimbursement basis. The Self Insurance Fund is operated as an internal service fund in the City of Bryan.
<b>Investment Pool</b>	An entity created under this code to invest public funds jointly on behalf of the entities that participate in the pool and whose investment objectives are (in order of priority) preservation and safety of principal, liquidity, and yield.
<b>IPP</b>	Industrial Pretreatment Program
<b>ISO</b>	Insurance Services Office
<b>IT</b>	Information Technology
<b>ITS</b>	Intelligent Transportation Systems
<b>L.E.O.S.E.</b>	Law Enforcement Officers Standard Education
<b>L/M</b>	Low/Moderate Income
<b>LAN</b>	Local Area Network
<b>LED</b>	Light-Emitting Diode
<b>Levy</b>	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.
<b>LGC</b>	Local Government Code

<b>Limited Tax Note</b>	Direct obligations of the City payable from ad valorem taxes levied against taxable property located therein, within the limits prescribed by law.
<b>Long Term Debt</b>	Debt with a maturity of more than one year after the date of issuance.
<b>M.H.M.R.</b>	Mental Health Mental Retardation
<b>Maintenance</b>	Cost of upkeep of property or equipment.
<b>Mandates or Mandated Expenses</b>	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.
<b>Market Value</b>	The current face or par value of an investment multiplied by the net selling price of the security as quoted by a recognized market-pricing source quoted on the valuation date.
<b>Mg/L</b>	Milligrams per Liter
<b>MG</b>	Million Gallons
<b>MGD</b>	Million Gallons per Day
<b>MHz</b>	Megahertz
<b>Mission Statement</b>	A departmental statement that describes what the department does, why it does it, and who benefits from it.
<b>MPO</b>	Metropolitan Planning Organization
<b>MSA</b>	Metropolitan Statistical Area
<b>MSC</b>	Municipal Service Center
<b>MS4</b>	A general permit to discharge water under the Texas Pollutant Discharge Elimination System. This allows the city to discharge water directly to surface water, (creeks, lakes, etc.)er
<b>MSL</b>	Miles above Sea Level.
<b>MUTCD</b>	Manual on Uniform Traffic Control Devices
<b>NAFTA</b>	North American Free Trade Agreement
<b>NAPP</b>	Neighborhood Association Partnership Program
<b>NCIC/TCIC</b>	National Crime Information Center/Texas Crime Information Center
<b>NDS</b>	Neighborhood Development Services
<b>Neighborhood Sweep</b>	An organized neighborhood clean up event within the city utilizing city personnel and community volunteers.
<b>NET</b>	Neighborhood Enforcement Team
<b>Net Current Assets</b>	The difference between current assets and current liabilities, also known as working capital.
<b>Net Debt</b>	General Obligation Debt net of debt service fund balance and self-supporting debt.
<b>Net Taxable Value</b>	The total assessed value of all property within the city that is available for taxation minus property eligible for tax exemption.
<b>NLC</b>	National League of Cities
<b>NPI</b>	National Purchasing Institute
<b>Objectives</b>	Time bound and measurable result of an organization's activity which advances the organization toward a goal.
<b>OJP</b>	Office of Justice Programs
<b>OPEB</b>	Other Post Employment Benefits
<b>Operating Budget</b>	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.
<b>Ordinance</b>	A statute or regulation especially enacted by a city government.
<b>Outside Agencies</b>	Non-profit service organizations funded partially or entirely by the General Fund.
<b>Outside Services</b>	Professional or technical expertise purchased from external

	sources.
<b>P + Z</b>	Planning + Zoning
<b>Payment In Lieu Of Tax</b>	Monies received for provision of city services to property owners located outside the municipal taxing district or not normally subject to municipal taxation.
<b>PCI</b>	Pavement Condition Index
<b>Performance Measures</b>	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).
<b>Personnel Services</b>	Costs relating to compensating employees, including salaries, wages, insurance, payroll taxes, and retirement contributions.
<b>PHA</b>	Public Housing Authority
<b>PID</b>	Public Improvement District
<b>PILOT</b>	Payment in lieu of taxes
<b>PLC</b>	Programmable Logic Controller
<b>PM</b>	Preventative Maintenance
<b>Pooled Fund Group</b>	An internally created fund of the City in which one or more institutional accounts of the City are invested.
<b>PRIMA</b>	Public Risk Management Association
<b>Property Tax</b>	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.
<b>Proprietary Fund</b>	A fund established to account for operations that are financed and operated in a manner similar to private business enterprises – where the intent of the governing body is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges.
<b>PTC</b>	Property Tax Code
<b>QA/QI</b>	Quality Assurance/Quality Improvement
<b>Qualified Representative</b>	A person who holds a position with a business organization, who is authorized to act on behalf of the business organization, and who is one of the following: 1. For a business organization doing business that is regulated by or registered with a securities commission, a person who is registered under the rules of the National Association of Securities Dealers; 2. For a state or federal bank, a savings bank, or a state or federal credit union, a member of the loan committee for the bank or branch of the bank or a person authorized by corporate resolution to act on behalf of and bind the banking institution; 3. For an investment pool, the person authorized by the elected official or board with authority to administer the activities of the investment pool to sign the written instrument on behalf of the investment pool; or 4. For an investment management firm registered under the Investment Advisors Act of 1940 (15 U.S.C. section 80b-1 et seq.) or, if not subject to registration under the Act, registered with the State Securities Board, a person who is an officer or principal of the investment management firm.
<b>Reserve</b>	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.
<b>Resolution</b>	A formal statement of a decision, determination or course of action placed before a city council and adopted.
<b>Revenue Bonds</b>	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.
<b>Revenues</b>	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.
<b>RMS</b>	Records Management System
<b>ROW</b>	Right of Way
<b>RVP</b>	Research Valley Partnership
<b>S.A.R.A.</b>	Scanning, Analysis, Response, Assessment
<b>SCADA</b>	Supervisory Control and Data Acquisition
<b>SCBA</b>	Self Contained Breathing Apparatus
<b>Seal Coat</b>	Asphalt restoration and maintenance technique used to recondition city streets and thoroughfares.
<b>Separately Invested Asset</b>	An account or fund of a state agency or local government that is not invested in a pooled group fund.
<b>Service and Work Programs</b>	Tangible "end products" provided to the public or user department/division.
<b>SMD</b>	Single Member District
<b>SMSA</b>	Standard Metropolitan Statistical Area
<b>SOP</b>	Standard Operating Procedure
<b>SPCC</b>	Spill Prevention, Control and Counter Measure
<b>Special Revenue Fund</b>	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.
<b>SRF</b>	State Revolving Fund
<b>SRO</b>	School Resource Officer
<b>SSO</b>	Sanitary Sewer Overflow
<b>STA</b>	Standard Testing Assurance
<b>STP</b>	State Transportation Plan
<b>Strategy</b>	A plan to achieve an objective.
<b>Supplies</b>	Cost of goods consumed by the City in the course of its operation.
<b>TALHFA</b>	Texas Association of Local Housing Finance Corporation
<b>TAMU</b>	Texas A&M University
<b>Tax Rate</b>	The amount of tax levied for each \$100 of assessed value for real, personal, or mixed property. The rate is set by September 1 of each year by the City Council of the City of Bryan, Texas.
<b>Taxes</b>	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.
<b>TCEQ</b>	Texas Commission on Environmental Quality
<b>TCMA</b>	Texas City Managers Association
<b>TDHCA</b>	Texas Department of Housing and Community Affairs
<b>TEE</b>	Texas Energy Efficiency
<b>TIF</b>	Tax Increment Financing
<b>TIRZ</b>	Tax Increment Reinvestment Zone
<b>TML</b>	Texas Municipal League
<b>TMRS</b>	Texas Municipal Retirement System
<b>TMUTCD</b>	Texas Manual on Uniform Traffic Control Devices
<b>Total Tax Rate</b>	Property tax rate including both of the portions used for operations and that for debt service.
<b>TPWA</b>	Texas Public Works Association



<b>Transmittal Letter</b>	A general discussion of the proposed budget presented in writing by the City Manager to the Mayor and City Council. The transmittal letter highlights the major budget items including any changes made in the current budget year, issues affecting the decisions and priorities of the current year, and actions incorporated into the adopted budget.
<b>Trend Analysis</b>	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.
<b>TWC</b>	Texas Water Commission
<b>TWCC</b>	Texas Workers' Compensation Commission
<b>TWDB</b>	Texas Water Development Board
<b>TWLE</b>	Texas Women in Law Enforcement
<b>TxDOT</b>	Texas Department of Transportation
<b>UCR</b>	Uniform Crime Report
<b>UPD</b>	University Police Department
<b>UPS</b>	Uninterrupted Power Supply
<b>User Fee (User Charge)</b>	The payment of a fee for direct receipt of a public service by the part benefiting from the service.
<b>VFD</b>	Variable Frequency Drive
<b>VOIP</b>	Voice Over Internet Protocol
<b>VTCA</b>	Vernon's Texas Civil Statutes Annotations
<b>W/S</b>	Water/Sewer
<b>W/W</b>	Waste Water
<b>Working Capital</b>	Budgeted working capital is calculated as a fund's current assets less current liabilities and outstanding encumbrances. The term is used to indicate unencumbered fund balances in Enterprise Funds.
<b>WWT</b>	Wastewater Treatment
<b>WWTP</b>	Wastewater Treatment Plant
<b>Y+R</b>	Yellow and Red
<b>YDI</b>	Youth Development Initiative



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