CITY OF BRYAN
PROPOSED ANNUAL BUDGET

2017

CITY OF BRYAN, TEXAS

ANNUAL OPERATING BUDGET
FOR FISCAL YEAR 2016-2017

This budget will raise more revenue from property taxes than last year's budget by an amount of $1,465,911 which is a 5.68% increase, and of that amount $568,305 is tax revenue to be raised from new property added to the tax roll this year.

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City of Bryan, Texas
Fiscal Year 2017
Proposed Annual Budget

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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	Ben Hardeman	979-209-5008
At-Large	Buppy Simank	979-209-5008

Council Appointees:

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

Executive Management Team:

Deputy City Manager	Joey Dunn	979-209-5100
Deputy City Manager	Hugh R. Walker	979-209-5100
Chief Financial Officer	Joe Hegwood	979-209-5080
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

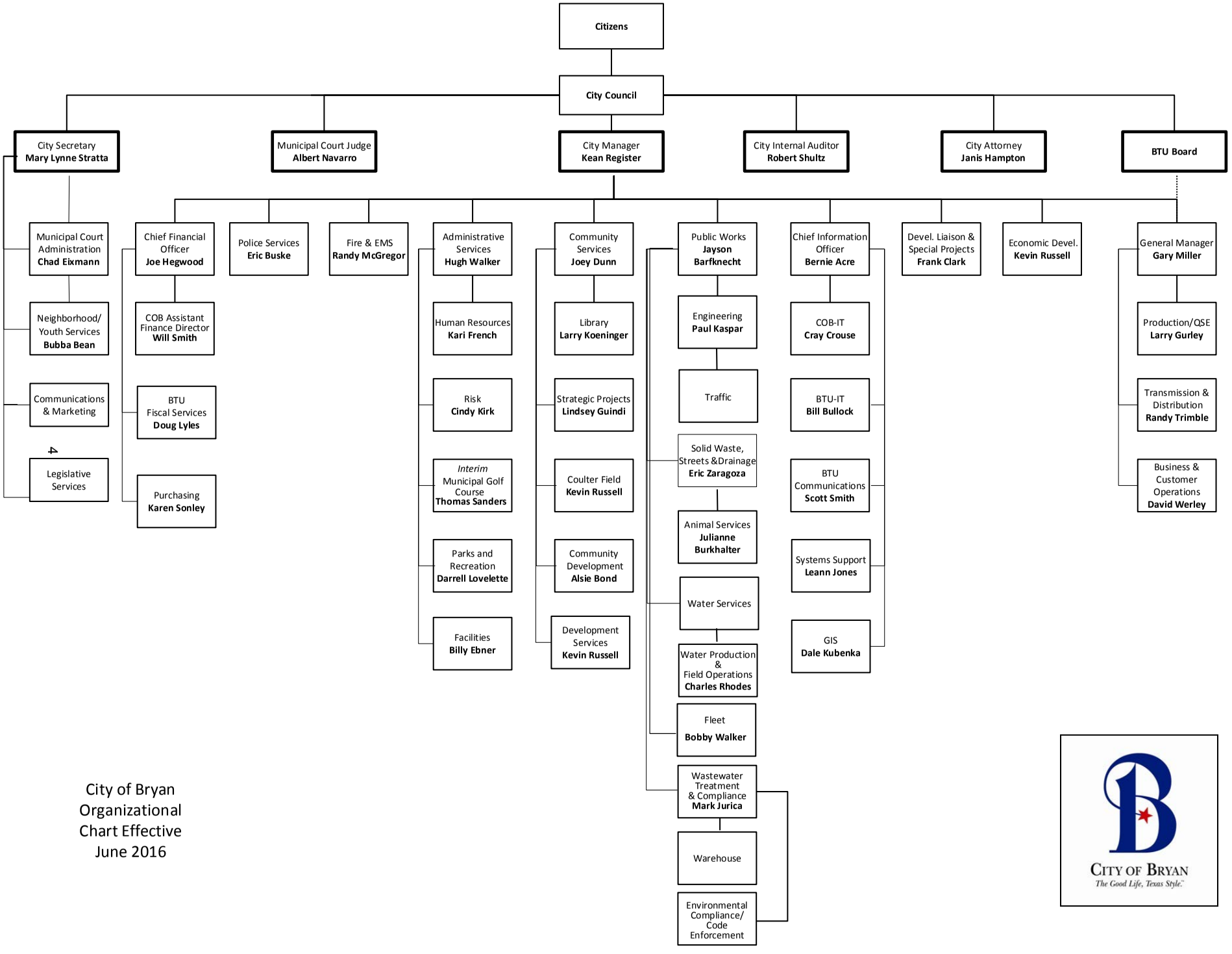
October 1, 2015

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Bryan, Texas for its annual budget for the fiscal year beginning on October 1, 2015. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operational guide, a financial plan, and as a communication device.

City of Bryan, Texas
Budget Calendar
Fiscal Year 2017

Date	Activity
February 29, 2016	HTE budget entry opens to departments
March 1-4, 2016	Budget/Departmental review meetings
March 24, 2016	Decision Package requests due to HR, Fleet, and/or IT for review
April 15, 2016	Decision Package requests due to Budget office
April 22, 2016	Budget entry, goals and objectives, accomplishments, and performance measures due from divisions
May 9, 2016	Decision Packages presented to ARM for prioritization
July 12, 2016	Council Workshop - FY2017 Budget - General Fund, Debt Service, Internal Service, Special Revenue Funds, Enterprise Funds and CIP
August 5, 2016	The Proposed Budget is filed with City Secretary's office and posted on the City's website
August 16, 2016	Council Meeting - Discuss proposed tax rate, record vote and schedule public hearing; schedule public hearing on proposed budget
August 23, 2016	Council Meeting – Public hearing on Proposed Budget; First Reading of Ordinance to adopt budget
September 6, 2016	Special Council Meeting – First public hearing on tax rate; Second Reading of Ordinance to Adopt Budget
September 13, 2016	Council Meeting – Second public hearing on tax rate; First reading of Tax Rate Ordinance
September 20, 2016	Special Council Meeting – Second reading of Ordinance to adopt tax rate; Ratification of tax rate



City of Bryan Organizational Chart Effective June 2016

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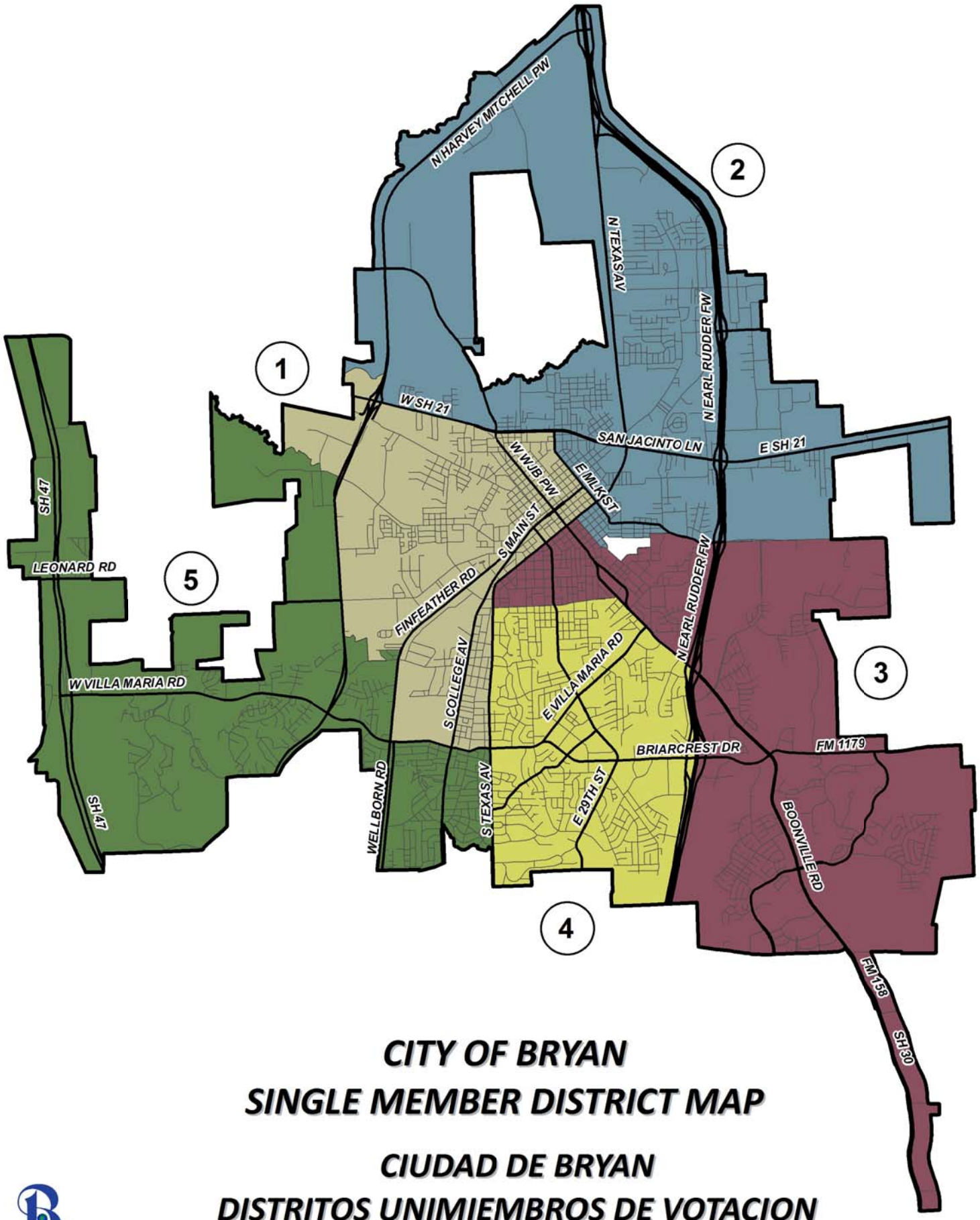

CITY OF BRYAN
SINGLE MEMBER DISTRICT MAP

CIUDAD DE BRYAN
DISTRITOS UNIMIEMBROS DE VOTACION

City of Bryan
Geographic Information Services

City of Bryan Geographic Information Services (COBGIS)

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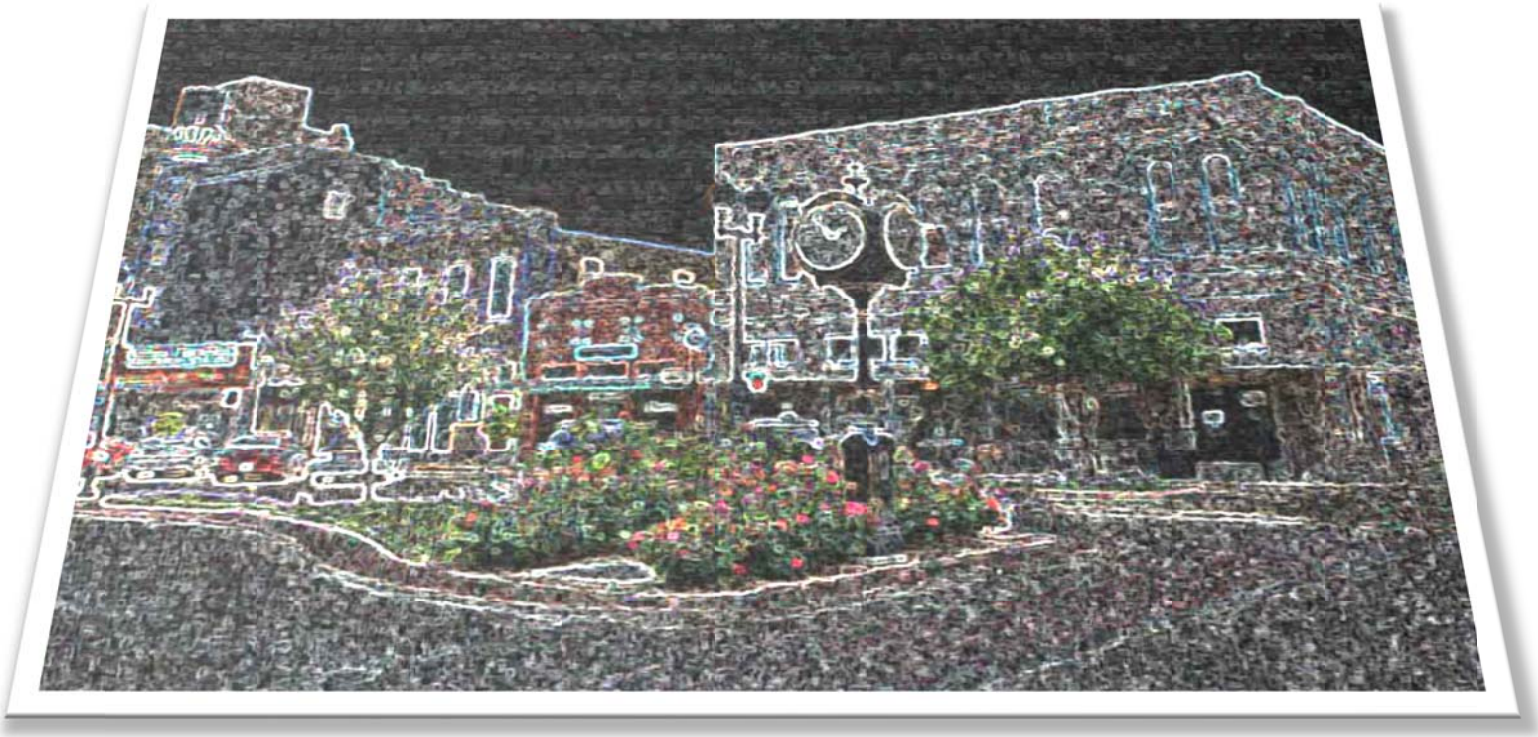
Strategic Plan

CREATING BRYAN'S FUTURE



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

Vision Statement

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

Mission Statement

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

Organizational Values

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

Strategic Initiatives

Public Safety
Bryan residents enjoy a safe and healthy community.

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

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

Economic Development
Bryan is an economically diverse and developing community.

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

PUBLIC SAFETY – KEY RESULT AREAS

- Police
- Fire
- EMS
- Emergency Management

Police

Objectives

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

Criteria

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

Performance Measures

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

Fire

Objectives

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

Criteria

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

Performance Measures

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

Emergency Medical Services

Objectives

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

Criteria

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

Performance Measures

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

Emergency Management

Objectives

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

Criteria

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

Performance Measures

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

SERVICE – KEY RESULT AREAS

- City Wide
- Organizational-wide

Objectives

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

Criteria

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

Performance Measures

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

INFRASTRUCTURE-KEY RESULT AREAS

- City-wide
- Organizational-wide

Objectives:

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

Criteria:

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

Performance Measures:

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

ECONOMIC DEVELOPMENT – KEY RESULT AREAS

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

Objectives

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

Criteria

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

Performance Measures

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

Bryan Business Council

Objectives

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

Criteria

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

Performance Measures

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

The Research Valley Partnership

Objectives

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

Criteria

- Continue to respond to Requests For Proposals for industry looking to move or expand in the State of Texas.
- Continue to work with the City of Bryan to 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
- Number of patrons who utilize parks facilities and programs
- The Parks Activity Guide is produced annually

Downtown Bryan History, Arts, Culture & Commerce

Objectives

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

Criteria

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

Performance Measures

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

Educational Enrichment Programs

Objectives

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

Criteria

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

Performance Measures

- Number of grants received and available funding levels for programs
- Number of informational events provided to local students and community members
- Community members access City provided educational resources
- Average household income levels

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

Access to Health Care & Wellness Programs

Objectives

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

Criteria

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

Performance Measures

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

Housing and Neighborhood Enhancement

Objectives

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

Criteria

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

Performance Measures

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

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Strategic Areas of Emphasis By Department

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

INTRODUCTION

BUDGET DOCUMENT KEY ELEMENTS

The following is a summary of key elements included in the City of Bryan Fiscal Year 2017 proposed budget, which begins October 1, 2016 and ends September 30, 2017. The City Council adopts the budget annually by passage of an appropriations ordinance, which provides a program of action for the ensuing fiscal year. The plan contains the goals of the City Council, and the City Manager's program to meet these goals. This budget was created by staff in partnership with the City Council, with the focus of fulfilling the City's mission statement and supporting the strategic initiatives for the community as defined by the Council. Supporting mission statements and goals for each of the City's departments are found within the fund sections of the budget document.

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

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

BUDGET DOCUMENT STRUCTURE

This budget is presented in several sections:

- The legislative budget page is presented to inform interested parties about the City's property tax rate as this makes up a large proportion of the City's revenue each year.
- City Manager's transmittal letter provides a concise picture of the budget as a whole.
- The Table of Contents provides an overview of the proposed budget document for FY17
- Introduction section includes the City's mission statement, strategic areas of emphasis and describes the budget process and a brief overview of the City's Financial Policies.
- Budget Overview provides narrative and graphical summary presentations of all budgeted funds, including the General Fund, Enterprise Funds, Internal Service Funds, Special Revenue Funds, and the Debt Service Fund.
- Major funds and fund types are presented in separate sections and include a fund narrative, fund financial summary, and detail of revenues and expenditures by department and division. Each division provides a description of services provided, service level objectives for 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 a draft of the Tax Rate Ordinance and a draft of the Budget Appropriation Ordinance. A decision package summary, community profile, and a glossary of Terms and Acronyms are also included in the Appendix.

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

FINANCIAL STRUCTURE

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

Governmental Fund Types

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

- General Fund: The General Fund is the general operating fund and is used to account for all financial transactions not required to be included in other funds. Resources are generated through property tax, sales tax, other general taxes, franchise fees, fines, licenses, and fees for services. This fund accounts for the primary activities of the City: police and fire protection, maintenance of parks, libraries, minor street repair, general administration, and support services.

- Special Revenue Funds: Used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

- Debt Service Fund: Used to account for the payment of interest and principal on all general obligation bonds and other long-term debt.

- Capital Improvement Program Funds (Bond Funds): Used to account for the expenditures of resources accumulated from the sale of debt instruments earmarked for such projects. These funds are allocated from debt proceeds on a project length basis rather than a fiscal year basis.

- Permanent Funds: Used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the City's programs. These funds are not included in the budget document and are not budgeted. The spendable portion of these funds is allocated on an ongoing basis through direction from City Council.

Proprietary Fund Types

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

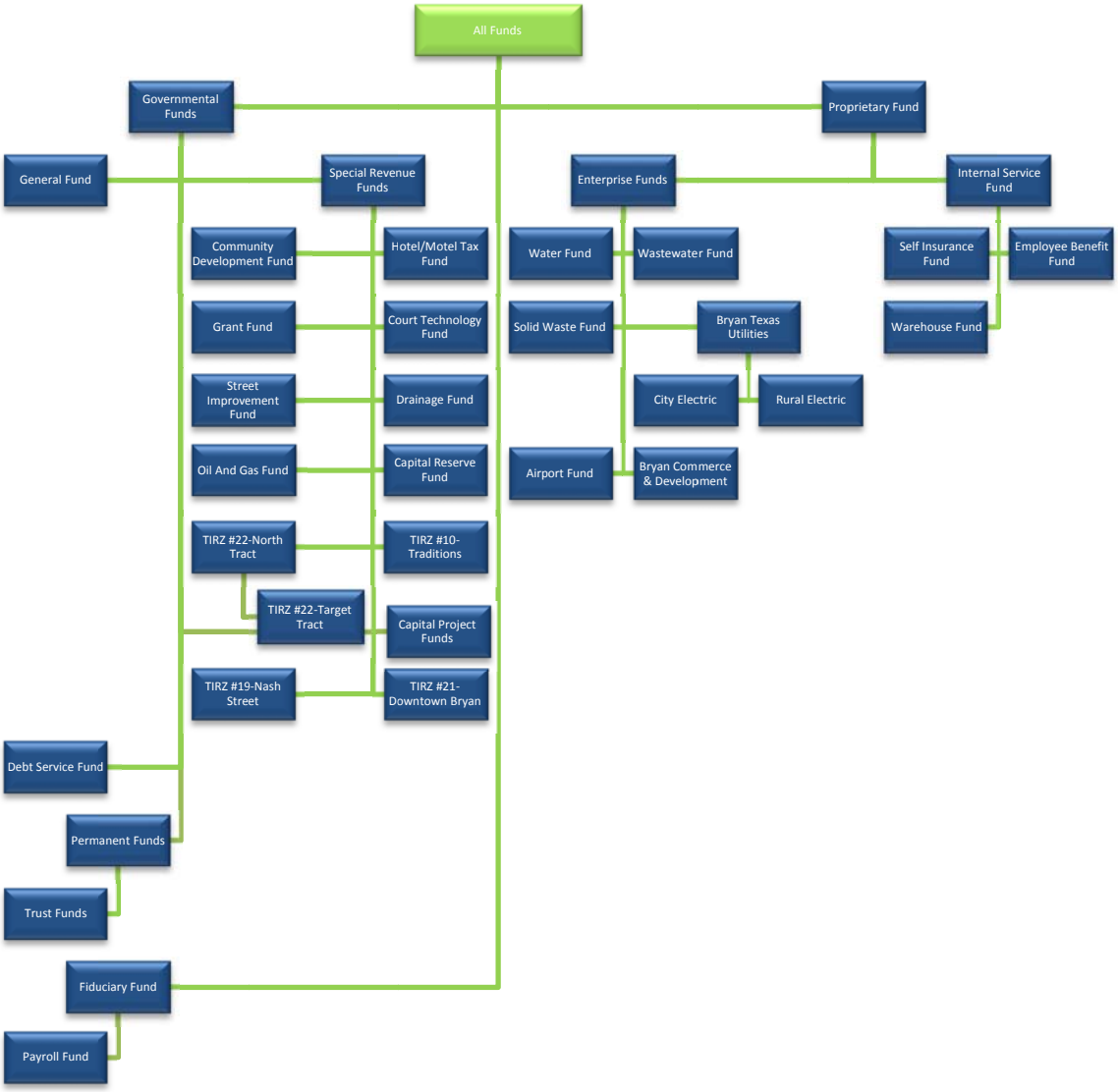
- Enterprise Funds: Used to account for services that are financed and operated in a manner similar to private business where the intent of the governing body is that the cost of providing goods and services to the general public will be financed or recovered primarily through user charges or fees.

- 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
FY2017



BUDGET BASIS OF PRESENTATION

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

Cash + Investments + Accounts Receivable + Prepaids –
Accounts Payable

STRUCTURALLY BALANCED BUDGET

The operating budget presented is a structurally balanced budget in which combined projected recurring resources equal or exceed estimated recurring expenditures. When the current revenues for a particular fund are less than the current expenditures of that fund, the deficit is funded through fund balance. It is the City's policy to fund recurring expenditures with recurring revenues. One-time expenditures are funded through one-time revenues such as land and capital asset sales. A summary of the effect of the FY2017 proposed budget upon the fund balances is presented in the Budget Overview section of this document. The change in operating funds can be found with the detail relating to each fund.

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

BUDGET PROCESS

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

The City of Bryan utilizes an "incremental" budgeting approach. The "base" budget is calculated by subtracting personnel costs, capital purchases, and any one-time allocations from the prior year's proposed 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 proposed 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 proposed 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 proposed in two components—one component funds the operations and maintenance (known as the O&M component) of the organization and the other component funds the general obligation debt service requirements (known as the I&S component) of the city. The property tax rate is proposed by ordinance of the City Council.

PRESENTATION OF ANNUAL REPORTING PERIODS

The budget document presents annual reporting periods for FY2015 actual revenues and expenditures, FY2016 adopted budget, FY2016 budget as amended by City Council, FY2016 projected budgets based on results projected at the time budgets were prepared, and the FY2017 budget proposed to City Council. The budget book compares ($ and % change) the FY17 proposed budget with the FY16 amended budget.

CAPITAL IMPROVEMENTS

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

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

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

FY2017 FINANCIAL POLICIES

LEGAL REQUIREMENTS FOR THE BUDGET

Pursuant to Section 12 of the City Charter, the City Manager is responsible for preparing an annual budget for submission to the City Council for review and consideration. This budget estimate should be as uniform in presentation as possible for the main functional divisions of departments and must provide all information required by the City Council. Furthermore, the proposed 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 proposed budget; and the estimated tax rate required to cover the proposed budget (Texas Local Government Code Chapter 102). The proposed budget must be filed with the City Secretary at least thirty days before the City makes its tax levy for the fiscal year.

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

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

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

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

FINANCIAL MANAGEMENT POLICY STATEMENTS

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

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

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

FUND BALANCE

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

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

A. Fund Balance Classification

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

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

B. Commitment of Fund Balance

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

C. Assignment of Fund Balance

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

D. General Fund Unassigned Fund Balance

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

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

E. Water, Waste Water, Solid Waste, and Airport Funds Unrestricted Cash Balance

The City shall maintain the Water, Waste Water, Solid Waste, and Airport Funds unrestricted cash balance at a level that ensures that an equivalent to 60 days of recurring, budgeted operating expenditures is maintained in the five year forecast.

F. BTU City Fund Unrestricted Cash Balance

Minimum Unrestricted Cash Balance –Will be maintained at a minimum of 90 days of the current year's operating expenditure budget.

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

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

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

I. Self-Insurance Fund Unassigned Fund Balance
Target Unassigned Fund Balance – The City shall target an unassigned fund balance of 90 days of the current year's budgeted expenditures.

J. Employee Benefits Fund Unrestricted Fund Balance
Target Unassigned Fund Balance – The City shall target an unassigned fund balance of 90 days of the current year's budgeted expenditures.

K. Debt Service Fund Balance
The City shall maintain the minimum debt service fund balance at 1 month of annual debt service requirements.

L. All Other City Funds Unassigned Fund Balance/Unrestricted Cash Balance
All other funds do not have a stated minimum unassigned fund balance/unrestricted cash balance but rather are monitored on a monthly basis. A balance sufficient to meet budgeted expenditures will be maintained in all funds.

DEBT POLICY

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

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

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

> "The city council of the city shall have the power, and is hereby authorized to levy, assess and collect an amount not to exceed one dollar and fifty cents ($1.50) on each one hundred dollars ($100) assessed valuation of real and personal property within the city limits of the city not exempt from taxation by the constitution and laws of the State of Texas."Article II, Section 5 of the State of Texas Constitution states in part:
>
> > "…but no tax for any purpose shall ever be lawful for any one year which shall exceed two and one-half percent of the taxable property of such city."

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

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

The City's proposed tax rate is $0.62999 per $100 valuation. Of the total City's proposed property tax rate, $0.181818 per $100 valuation is currently designated for debt service.

Bond Ratings

The City of Bryan's current bond ratings are:

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

INVESTMENT POLICY

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

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

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

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

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

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

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

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

CAPITALIZATION POLICY

The purpose of this policy is to ensure adequate and appropriate control of the City's assets and to establish guidelines for capitalization in accordance with generally accepted accounting principles. City staff will review and monitor the state of the City's capital equipment and infrastructure annually, setting priorities for its replacement and renovation based on needs, funding alternatives, and availability of resources. The City shall annually review a schedule for the replacement of its fleet and technology capital assets. Within the resources available each fiscal year, the City shall replace these assets according to needs.

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

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

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

A. The expected useful life is three (3) years or more.

B. The item belongs to one of the general classes of property that is considered capital assets as defined by Generally Accepted Accounting Principles. Below are the broad capital asset classes:
   1. Land
   2. Buildings and Improvements
   3. Equipment
   4. Improvements other than Buildings
   5. Infrastructure

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FY2017 BUDGET SUMMARY

The following is a summary of the FY2017 proposed annual budget for the City of Bryan, Texas.

BUDGET REVENUES

The City of Bryan FY2017 revenues inclusive of transfers and right-of-way payments are proposed at $374,147,661 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 FY2017 revenue types:

- Tax revenues which include property tax, sales tax, and hotel occupancy tax, are estimated at $51,222,462 or 14% of the City's revenue base. Of this amount, 22% is restricted.

- Franchise taxes are assessed to private utility companies, including telephone, cable, and gas. For FY2017, franchise taxes are estimated at $2,085,300 or less than 1% of total revenues.

- Licenses and Permits revenues are budgeted at $656,472 or less than 1% of total revenues.

- Inter-governmental revenues comprise $4,306,858 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 projected for FY2017 from all services is estimated at $281,169,724 or 75% of total revenues. BTU-City revenues of $192,890,865 account for the majority of this revenue category.

- Fines, forfeits, and penalties total $1,892,412 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 $16,418,326 or 4% of total revenues.

- Right-of-way payments received by the General Fund from the City owned utilities are budgeted at $14,095,315 for FY2017. Inter-fund transfers total $2,300,792. The combined total for right-of-way and interfund transfers is budgeted at $16,396,107 or 4% of total revenues.

Revenue Assumptions:

Several assumptions were utilized in the projection of revenues for FY2017. Those assumptions include:

- The proposed budget maintains the current property tax rate of $0.62999 per $100 of assessed valuation. The estimated total tax levy for FY2017 is $30,211,374. The General Fund (M&O) tax rate will be set at $0.448172 per $100 of assessed valuation and the debt service portion tax rate is $0.181818 per $100 of assessed valuation. The General Fund property tax levy is estimated at $20,066,164, with an additional $288,288 budgeted for penalty and interest Debt Service property tax is estimated at $8,140,603. The remaining $2,004,608 is allocated to the TIRZ funds. Overall net taxable property values increased 5.68% compared to last year's net taxable value.

- Sales tax for FY2016 is anticipated to be $18,700,000. The proposed FY2017 budget estimate of $19,522,800 is a conservative 4.4% increase over the projected amount for FY2016.

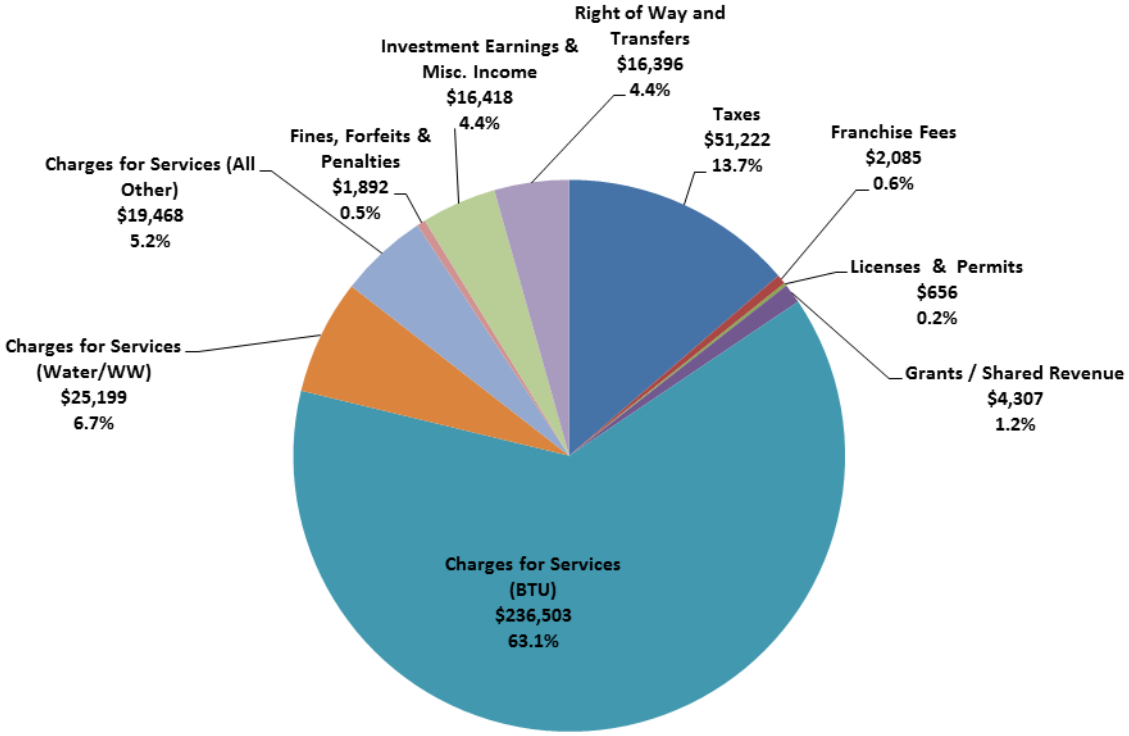
- The ROW (right-of-way) payment to the General Fund from the Water, Wastewater, and Solid Waste utility funds is based on 5% of operating revenues.

- Hotel occupancy FY2017 revenues are budgeted at $1,200,000, unchanged from FY2016.

- There are no planned solid waste rate increases at this time. Staff plans to present rate increases for water and wastewater in late summer. Water revenues are budgeted to increase .2% and wastewater revenues are budgeted for a slight increase of .3%. In FY2017, BTU will implement phase three of a three year base rate change. Overall, City revenues resulting from the rate changes will remain flat; however, Rural rates will increase by a total of 6.7% over the three year period.

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.

Fiscal Year 2017
Revenues by Type – All Funds
(in thousands of $)



BUDGETED APPROPRIATION OF EXPENDITURES

The City of Bryan Fiscal Year 2017 proposed budget appropriation of expenditures for all funds is $394,794,815.

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 $244,178,604 of the total appropriations for the City.

- General Fund budgeted expenditures for fiscal year 2017 are $69,127,002, which includes an off-set of $3,037,162 for administrative reimbursement costs from other funds for services provided by the General Fund.

- The City's non-capitalized Salaries & Benefits for FY2017 are $73,618,571. The proposed budget includes merit pool funding increase of 3% for the City's Career Progression Program for eligible employees, as well as a 3% pay scale adjustment for civil service. The proposed FY2017 budget increases staffing by 15.5 positions over the FY2016 adopted budget. General Fund staffing increased by 15 positions. General Fund increases include three additional officer positions for police, one investigator position for police, three additional firefighter positions, and a new animal control officer. Also added were a new traffic signal technician, a new part-time construction project specialist for community development, a new recreation programmer and an additional maintenance technician for parks. In Development Services a new drainage inspector, a new building inspector, and a new staff planner have been added for FY2017. A full-time position that was shared between the Warehouse Fund and the Fleet department was reassigned and allocated 100% to Fleet.

- Supplies which include fuel costs, makes up the largest portion of the total budget at 36% or $143,447,563.

- Maintenance and Services expenses proposed for FY2017 are $54,825,260 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 FY2017 or $30,489,832.

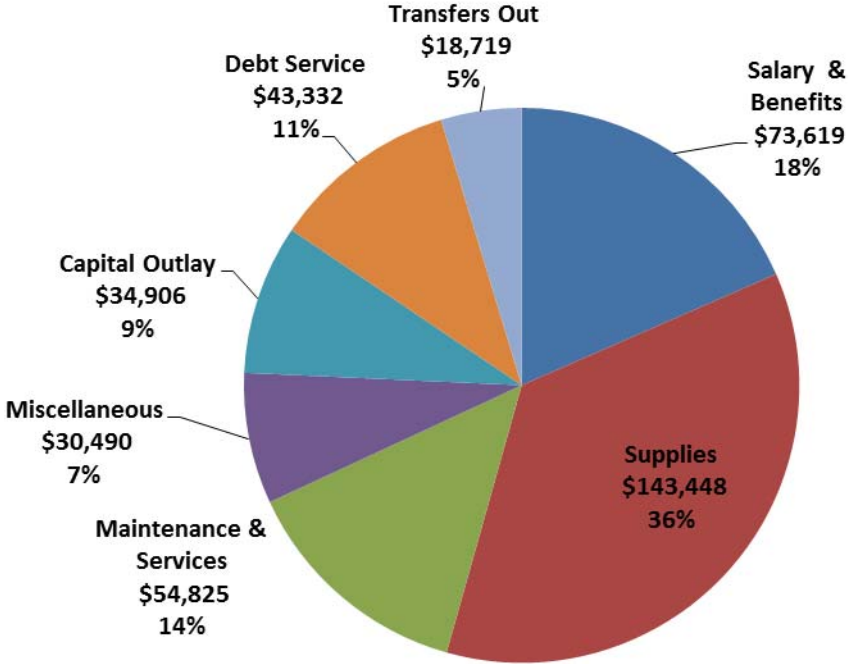
- Capital outlay for FY2017 is proposed at $34,905,838 and is 9% of the total budgeted expense. This category includes capital improvement projects to be funded through operating revenues. Funding for vehicles and equipment is also included in this category. A complete listing of vehicles and equipment can be found on the decision package summary schedule in the appendix of this document.

- Debt Service payments for all funds are budgeted at $43,331,805 or 11% of the total budget for FY2017.

- Transfers out to other funds for FY2017 total $18,718,700 and represent 5% of the total appropriations. Utility right-of-way payments of $14,095,315 account for the majority of this category. Transfers of $1,676,139 are budgeted from the TIRZ for their respective debt service payments. There is a $50,000 transfer budgeted to the general fund from TIRZ 19. Additionally, the General Fund will transfer $601,357 to various funds. There will also be a $75,000 transfer to the Self Insurance to provide adequate resources for operations. The balance of the transfers is related to cost sharing services.

The following graph provides a summary of proposed 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.

Fiscal Year 2017
Expenditures by Category
(in thousands of $)



CHANGE IN OPERATING FUNDS

The table “FY2017 Change in Fund Balance – All Funds” lists changes in year ended operating funds by fund. Overall, balances will be reduced by $20,647,153. 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 2017

REVENUES	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$ Chng FY16 Amended	% Chnge / FY16
Governmental Funds:							
General	$ 65,005,297	$ 62,236,219	$ 62,236,219	$ 63,394,305	$ 66,056,015	$ 3,819,796	6.1%
Debt Service	10,532,072	10,713,571	10,713,571	10,751,991	10,705,607	(7,964)	-0.1%
Hotel/Motel Tax	1,297,096	1,200,000	1,200,000	1,164,700	1,200,000	-	0.0%
Street Improvement	5,714,467	5,530,000	5,530,000	5,665,000	5,742,500	212,500	3.8%
Drainage	953,265	903,700	903,700	928,200	913,000	9,300	1.0%
TIRZ #10 (Traditions)	2,178,423	2,236,473	2,236,473	2,258,063	2,263,566	27,093	1.2%
TIRZ #19 (Nash Street)	182,051	158,123	158,123	158,283	191,811	33,688	21.3%
TIRZ #21 (Downtown)	100,287	105,238	105,238	106,473	117,641	12,403	11.8%
TIRZ #22 (Target)	267,444	345,369	345,369	385,369	299,232	(46,137)	-13.4%
TIRZ #22 (North Tract)	295,148	200,108	200,108	200,108	191,874	(8,234)	-4.1%
Court Technology	41,052	46,100	46,100	46,100	46,200	100	0.2%
Community Development	1,439,391	1,957,309	1,957,309	1,476,439	2,120,908	163,599	8.4%
Capital Reserve Fund	-	-	-	1,202,307	-	-	100.0%
Oil & Gas Fund	-	-	-	339,689	300,294	300,294	100.0%
Enterprise Funds:							
BTU - City	187,499,466	198,685,450	198,685,450	189,025,235	193,170,991	(5,514,459)	-2.8%
BTU - Rural	39,362,876	42,393,121	42,393,121	40,013,191	43,656,324	1,263,203	3.0%
Water	12,917,940	12,688,863	12,688,863	12,528,811	12,717,834	28,971	0.2%
Wastewater	13,266,712	12,977,871	12,977,871	12,995,543	13,017,829	39,958	0.3%
Solid Waste	8,227,583	7,913,293	7,913,293	7,914,181	8,031,713	118,420	1.5%
Airport	697,669	769,280	769,280	682,200	851,015	81,735	10.6%
Bryan Commerce & Dev.	2,469,971	37,004	37,004	879,921	35,000	(2,004)	-5.4%
Internal Service Funds:							
Self-Insurance Fund	2,003,908	2,264,138	2,264,138	2,341,416	2,438,183	174,045	7.7%
Employee Benefits	9,245,079	9,394,914	9,394,914	9,410,317	9,786,827	391,913	4.2%
Warehouse Fund	208,888	306,250	306,250	353,736	293,299	(12,951)	-4.2%
TOTAL ALL FUNDS	**$ 363,906,085**	**$ 373,062,394**	**$ 373,062,394**	**$ 364,221,578**	**$ 374,147,661**	**1,085,267**	**0.3%**

Revenues include transfers in and right of way payments

EXPENDITURES Governmental Funds:	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$ Chng FY16 Amended	% Chnge / FY15
General	$ 57,816,061	$ 69,335,193	$ 71,000,231	$ 69,963,228	$ 69,127,002	$ (1,873,228)	-2.6%
Debt Service	10,580,170	11,403,516	11,403,516	10,683,189	10,321,801	(1,081,715)	-9.5%
Hotel/Motel Tax	635,762	1,617,964	1,617,964	827,964	1,677,964	60,000	3.7%
Street Improvement	6,975,164	11,042,621	17,991,360	8,880,330	10,739,210	(7,252,150)	-40.3%
Drainage	481,805	918,248	1,034,388	1,285,687	1,611,947	577,559	55.8%
TIRZ #10 (Traditions)	2,015,815	2,225,080	2,225,080	2,190,302	2,034,285	(190,796)	-8.6%
TIRZ #19 (Nash Street)	139,744	147,518	147,518	151,229	193,022	45,504	30.8%
TIRZ #21 (Downtown)	88,451	144,386	210,611	210,611	100,000	(110,611)	-52.5%
TIRZ #22 (Target)	364,940	348,540	348,540	348,540	300,539	(48,001)	-13.8%
TIRZ #22 (North Tract)	147,573	222,584	222,584	222,584	298,293	75,709	34.0%
Court Technology	56,643	37,000	37,000	39,000	39,000	2,000	5.4%
Community Development	1,427,202	1,957,309	2,148,669	1,472,860	2,115,133	(33,536)	-1.6%
Capital Reserve Fund	-	-	-	-	-	-	0.0%
Oil & Gas Fund	-	-	-	-	-	-	0.0%
Enterprise Funds:							
BTU - City	182,089,516	198,524,795	198,524,795	198,074,197	200,377,838	1,853,043	0.9%
BTU - Rural	38,703,939	41,902,683	41,902,683	38,961,583	43,800,766	1,898,083	4.5%
Water	13,201,635	12,682,411	14,248,698	14,809,666	14,176,178	(72,520)	-0.5%
Wastewater	13,517,226	16,912,478	20,510,438	17,114,135	15,796,651	(4,713,787)	-23.0%
Solid Waste	7,893,966	8,066,646	8,532,835	8,411,548	8,315,502	(217,333)	-2.5%
Airport	650,987	862,788	914,463	669,978	919,902	5,439	0.6%
Bryan Commerce & Dev.	2,015,562	93,412	93,412	1,244,833	94,738	1,326	1.4%
Internal Service Funds:							
Self-Insurance Fund	2,280,934	2,594,924	2,594,924	2,256,426	2,527,488	(67,436)	-2.6%
Employee Benefits	9,353,714	9,191,056	9,191,056	9,413,095	9,936,867	745,811	8.1%
Warehouse Fund	311,939	306,782	306,782	296,868	290,689	(16,093)	-5.2%
TOTAL ALL FUNDS	**$ 350,748,747**	**$ 390,537,934**	**$ 405,207,546**	**$ 387,527,853**	**$ 394,794,815**	**(10,412,731)**	**-2.6%**

Expenditures are shown net of administrative reimbursements

City of Bryan, Texas
FY2017 Change in Fund Balance - All Funds

Fund Name	10/1/2016 Est. Beginning Operating Funds	Revenues	ROW Pmts, Transfers In, & Misc Income	Total Inflows	Expenditures [1]	Change in Operating Funds	9/30/2017 Est. Ending Operating Funds
Governmental Funds:							
General	$ 28,799,485	$ 51,910,700	$ 14,145,315	$ 66,056,015	$ 69,127,002	$ (3,070,987)	$ 25,728,498
Debt Service	1,893,134	8,822,609	1,882,998	10,705,607	10,321,801	383,806	2,276,940
Hotel/Motel Tax	1,994,605	1,200,000	-	1,200,000	1,677,964	(477,964)	1,516,641
Street Improvement	8,800,738	5,742,500	-	5,742,500	10,739,210	(4,996,710)	3,804,028
Drainage	1,945,453	913,000	-	913,000	1,611,947	(698,947)	1,246,506
TIRZ #10 (Traditions)	249,208	2,263,566	-	2,263,566	2,034,285	229,281	478,489
TIRZ #19 (Nash Street)	56,707	191,811	-	191,811	193,022	(1,211)	55,496
TIRZ #21 (Downtown)	158,453	117,641	-	117,641	100,000	17,641	176,094
TIRZ #22 (Target)	53,712	244,232	55,000	299,232	300,539	(1,308)	52,405
TIRZ #22 (North Tract)	173,468	161,874	30,000	191,874	298,293	(106,419)	67,048
Court Technology	251,136	46,200	-	46,200	39,000	7,200	258,336
Community Development	(5,775)	2,120,908		2,120,908	2,115,133	5,775	-
Capital Reserve Fund	1,202,307	-	-	-	-	-	1,202,307
Oil & Gas	339,689	162,500	137,794	300,294	-	300,294	639,983
Enterprise Funds:							
BTU - City [2]	44,303,572	192,890,865	280,125	193,170,991	200,377,838	(7,206,848)	37,096,725
BTU - Rural	6,910,834	43,656,324		43,656,324	43,800,766	(144,442)	6,766,392
Water	4,069,703	12,677,780	40,054	12,717,834	14,176,178	(1,458,344)	2,611,359
Wastewater	6,450,391	12,877,400	140,429	13,017,829	15,796,651	(2,778,822)	3,671,569
Solid Waste	4,383,505	7,926,949	104,764	8,031,713	8,315,502	(283,789)	4,099,716
Airport	316,066	741,015	110,000	851,015	919,902	(68,887)	247,179
Bryan Commerce & Dev.	98,991	-	35,000	35,000	94,738	(59,738)	39,253
				-			
Internal Service Funds:				-			
Self-Insurance Fund	1,218,803	2,438,183	-	2,438,183	2,527,488	(89,305)	1,129,498
Employee Benefits	2,005,490	9,711,827	75,000	9,786,827	9,936,867	(150,040)	1,855,450
Warehouse Fund	(1,018)	65,635	227,664	293,299	290,689	2,610	1,592
TOTAL ALL FUNDS	$ 115,668,658	$ 356,883,519	$ 17,264,143	$ 374,147,661	$ 394,794,815	$ (20,647,153)	$ 95,021,504

Notes:

1. Expenditures are shown net of administrative reimbursements
2. BTU - City beginning fund balance was adjusted for an $2,000,000 release of restricted collateral

City of Bryan, Texas
Revenues by Type - All Funds
Fiscal Year 2017

Revenues:	Taxes	Franchise Fees	Licenses & Permits	Intergovernmental	Charges for Services	Fines, Forfeits & Penalties	Investment Earnings / Misc. Income	Right of Way & Transfers	Total
Governmental Funds:									
General	$ 39,877,252	$ 2,085,300	$ 656,472	$ 1,220,761	$ 4,377,033	$ 1,847,412	$ 1,846,470	$ 14,145,315	$ 66,056,015
Debt Service	8,140,603						682,006	1,882,998	10,705,607
Hotel/Motel Tax	1,200,000								1,200,000
Street Improvement Fund					5,582,500		160,000		5,742,500
Drainage Improvement					913,000				913,000
TIRZ #10-Traditions	1,457,659			802,792			3,115	-	2,263,566
TIRZ #19-Nash Street	189,834						1,977		191,811
TIRZ #21-Downtown Bryan	116,216						1,425		117,641
TIRZ #22 - Target	145,484			98,076			671	55,000	299,232
TIRZ #22 - North	95,414			64,321			2,139	30,000	191,874
Court Technology						45,000	1,200		46,200
Community Development				2,120,908					2,120,908
Capital Reserve									
Oil & Gas							162,500	137,794	300,294
Enterprise Funds:									
BTU-City					192,890,865		280,125		193,170,991
BTU-Rural					43,612,082		44,242		43,656,324
Water					12,458,280		259,554		12,717,834
Wastwater					12,740,400		277,429		13,017,829
Solid Waste					7,907,949		123,764		8,031,713
Airport					687,615		53,400	110,000	851,015
Bryan Commerce & Dev.								35,000	35,000
Internal Service Funds:									
Self-Insurance Fund							2,438,183		2,438,183
Employee Benefits							9,786,827		9,786,827
Warehouse Fund							293,299		293,299
Total Revenues	$ 51,222,462	$ 2,085,300	$ 656,472	$ 4,306,858	$ 281,169,724	$ 1,892,412	$ 16,418,326	$ 16,396,107	$ 374,147,661

City of Bryan, Texas
Expenses - by Category - All Funds
Fiscal Year 2017

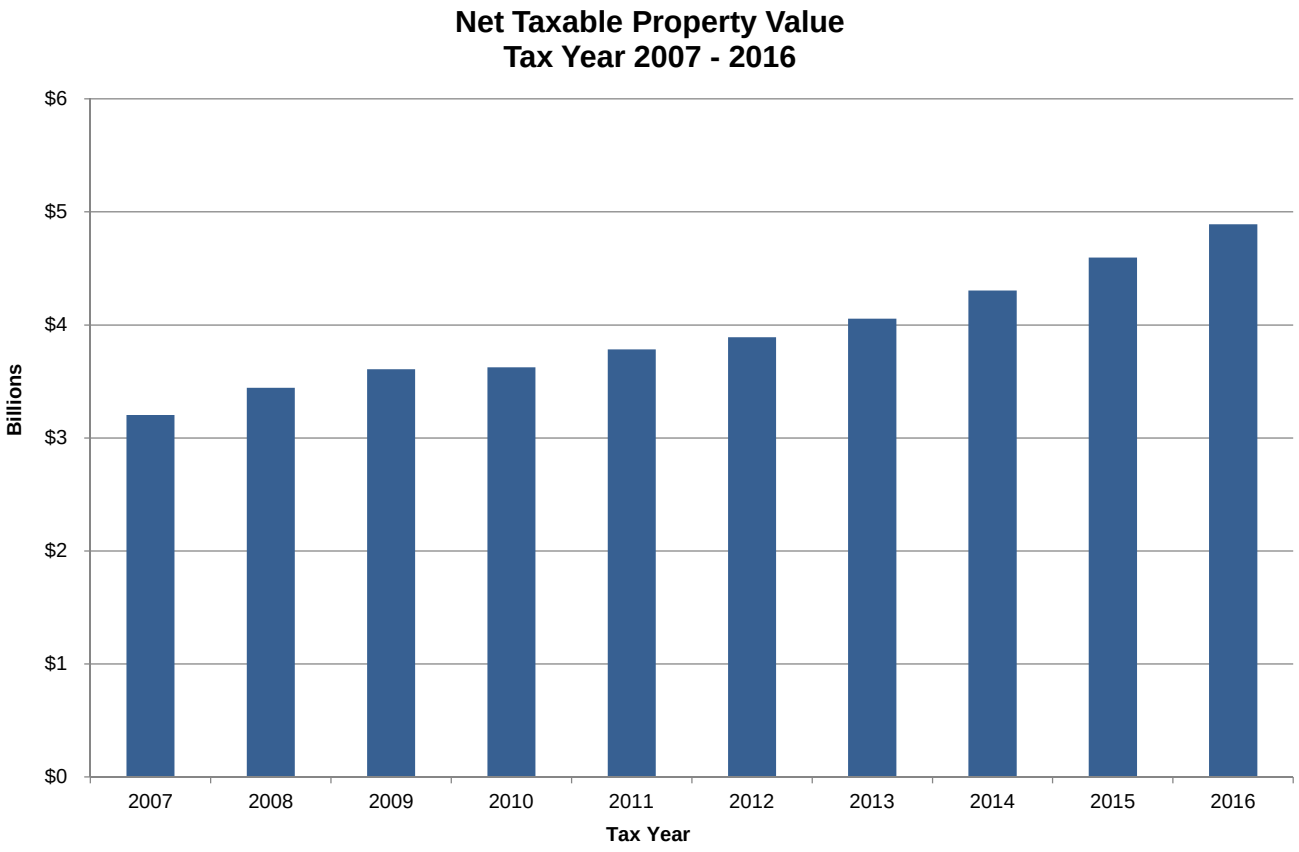
Expenses :	Salary & Benefits	Supplies	Maintenance & Services	Miscellaneous	Capital Outlay	Debt Service	Transfers	Admin. Reimb./ Transfers In	Total
Governmental Funds:									
General	$ 51,332,312	$ 3,071,901	$ 6,621,143	$ 7,042,502	$ 3,494,949	$ -	$ 601,357	$ (3,037,162)	$ 69,127,002
Debt Service						10,321,801			10,321,801
Hotel/Motel Tax				1,677,964					1,677,964
Street Improvement Fund			10,074,000	190,813	66,958		407,439		10,739,210
Drainage Improvement			160,000	114,551	1,250,000		87,396		1,611,947
TIRZ #10-Traditions				925,000			1,109,285		2,034,285
TIRZ #19-Nash Street							193,022		193,022
TIRZ #21-Downtown Bryan				100,000					100,000
TIRZ #22 - Target							300,539		300,539
TIRZ #22 - North				175,000			123,293		298,293
Court Technology		3,300	35,700						39,000
Community Development	445,988	5,711	57,838	1,605,596					2,115,133
Capital Reserve									
Oil & Gas									
Enterprise Funds:									
BTU-City	11,956,384	106,435,704	26,838,938	3,034,063	17,920,166	23,263,080	12,435,095	(1,505,592)	200,377,838
BTU-Rural	700,992	32,091,636	5,114,509	260,000	3,664,749	1,968,879			43,800,766
Water	2,565,511	276,538	2,544,188	835,818	2,566,500	4,155,588	1,232,035		14,176,178
Wastwater	2,998,052	505,750	2,059,269	933,978	4,573,252	3,538,687	1,187,663		15,796,651
Solid Waste	2,746,534	687,002	529,706	2,202,919	1,182,765		966,576		8,315,502
Airport	182,610	323,950	56,096	86,977	186,500	83,769			919,902
Bryan Commerce & Dev.			3,425	91,313					94,738
Internal Service Funds:									
Self-Insurance Fund	495,187	28,300	634,991	1,294,010			75,000		2,527,488
Employee Benefits			79,800	9,857,067					9,936,867
Warehouse Fund	195,001	17,771	15,656	62,261					290,689
Total Expenses	$ 73,618,571	$ 143,447,563	$ 54,825,260	$ 30,489,832	$ 34,905,838	$ 43,331,805	$ 18,718,700	$ (4,542,754)	$ 394,794,815

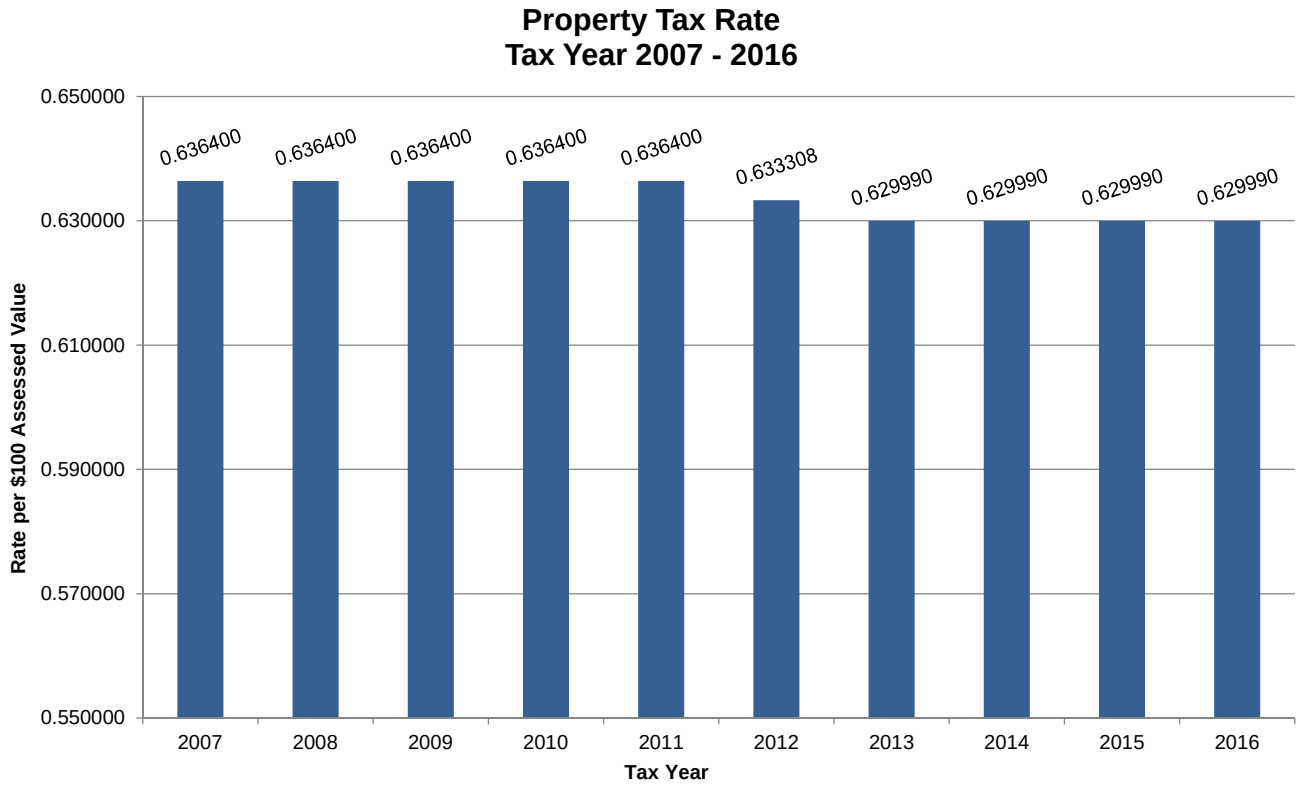
PROPERTY TAX CALCULATION AND DISTRIBUTION
CERTIFIED 7/25/2016

EFFECTIVE RATE

2016 ESTIMATED Tax Roll and Levy		**FY2017**	**FY2016 for Comparison**
Assessed Valuation (100%)	$	6,045,220,766	$ 5,771,345,324
Growth in Assessed Valuation		**4.75%**	
Net Taxable Value (Before Freeze)	$	4,890,838,601	$ 4,597,336,508
Growth in Net Taxable (Before Freeze)		**6.38%**	
Less: Freeze Taxable /Transfer Adjustmer		559,708,287	498,894,243
% Change Freeze Taxable		**12.19%**	
Less: Base values			
Total Taxable	$	4,331,130,314	$ 4,098,442,265
		5.68%	
Rate Per $100 of Assessed Valuation		0.629990	0.629990
Tax	$	27,285,688	$ 25,819,776
		5.68%	
Add: Freeze Ceilings		2,925,686	2,790,422
		4.85%	
Total Tax Levy	$	30,211,374	$ 28,610,198
% Change Total Tax Levy		**5.60%**	

ESTIMATED Distribution:		**Tax Rate**	**% of Total**		**FY2017**		**FY2016**
General Fund	$	0.448172	60.13%	$	18,165,229	$	16,990,305
General Fund - Freeze Ceiling	$	0.448172			1,900,934		1,817,133
				$	20,066,164	$	18,807,438
					6.69%		
Debt Service	$	0.181818	24.39%		7,369,416		7,157,805
Debt Service - Freeze Ceiling	$	0.181818			771,187		765,537
				$	8,140,603	$	7,923,342
					2.74%		
TIRZ 10 - Traditions	$	0.629990	4.82%	$	1,457,659	$	1,356,763
Projected Growth					**7.44%**		
TIRZ 19 - Nash Street	$	0.629990	0.63%	$	189,834	$	157,700
Projected Growth					**20.38%**		
TIRZ 21 - Downtown	$	0.629990	0.38%	$	116,216	$	104,673
Projected Growth					**11.03%**		
TIRZ 22 - North	$	0.629990	0.32%	$	95,414	$	99,060
Projected Growth					**-3.68%**		
TIRZ 22 - South	$	0.629990	0.48%	$	145,484	$	161,222
Projected Growth					**-9.76%**		
Total Tax Levy				**$**	**30,211,374**	**$**	**28,610,198**


Net Taxable Property Value
Tax Year 2007 - 2016
$6
$5
$4
$3
$2
$1
$0
Billions
2007
2008
2009
2010
2011
2012
2013
2014
2015
2016
Tax Year


Property Tax Rate
Tax Year 2007 - 2016
0.650000
0.630000
0.610000
0.590000
0.570000
0.550000
Rate per $100 Assessed Value
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0.636400
0.636400
0.636400
0.636400
0.633308
0.629990
0.629990
0.629990
0.629990
2007
2008
2009
2010
2011
2012
2013
2014
2015
2016
Tax Year

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

Department	FY2015 Adopted	FY2016 Adopted	FY2017 Proposed	Variance from FY16-FY17	FY2015 Adopted	FY2016 Adopted	FY2017 Proposed	Variance from FY16-FY17
General Fund:								
Public Safety:								
Municipal Court	16.00	17.00	17.00	0.00	$ 947,609	$ 1,096,147	$ 1,176,320	$ 80,173
Police Services	175.00	178.00	182.00	4.00	15,318,852	16,008,159	17,053,541	1,045,382
Fire & Emergency Ops Center	128.00	134.00	137.00	3.00	11,637,716	12,549,773	13,563,755	1,013,982
Bryan Animal Center	10.00	10.00	11.00	1.00	601,511	620,751	714,343	93,592
Total Public Safety	329.00	339.00	347.00	8.00	28,505,688	30,274,830	32,507,959	2,233,129
Public Works:								
Engineering Services	14.00	14.00	14.00	0.00	1,185,319	1,219,788	1,289,665	69,877
Streets & Drainage	17.00	17.00	17.00	0.00	941,226	978,477	1,029,903	51,426
Traffic Operations	9.00	9.00	10.00	1.00	606,817	619,706	721,017	101,311
Total Public Works	40.00	40.00	41.00	1.00	2,733,362	2,817,971	3,040,585	222,614
Development Services								
Development Services	19.00	19.00	21.00	2.00	1,266,416	1,302,053	1,511,237	209,184
Code Enforcement	3.00	4.00	4.00	0.00	184,026	265,405	276,129	10,724
Community Development Admin.	0.50	0.50	1.00	0.50	60,365	61,839	96,669	34,830
Total Development Services	22.50	23.50	26.00	2.50	1,510,807	1,629,297	1,884,035	254,738
Community Services:								
Bryan/C.S. Library Serv.	39.00	39.00	39.00	0.00	2,128,120	2,186,493	2,282,658	96,165
Parks and Recreation	18.00	18.00	20.00	2.00	1,704,864	1,784,188	2,029,097	244,909
Golf Course	5.00	6.00	6.00	0.00	491,803	504,470	575,743	71,273
Total Community Services	62.00	63.00	65.00	2.00	4,324,787	4,475,151	4,887,498	412,347
Support Services:								
Fiscal Services	13.00	14.00	14.00	0.00	1,173,465	1,271,385	1,269,444	(1,941)
Information Technology	19.00	19.00	19.00	0.00	1,608,701	1,655,151	1,703,337	48,186
Human Resources	5.00	5.00	5.00	0.00	457,928	469,967	498,696	28,729
Facility Services	17.00	17.00	17.00	0.00	1,049,607	1,092,875	1,152,389	59,514
Fleet Services	10.45	10.45	11.00	0.55	666,697	691,287	751,268	59,981
Total Support Services	64.45	65.45	66.00	0.55	4,956,398	5,180,665	5,375,134	194,469
General Administration:								
Executive Services	5.00	6.00	6.00	0.00	847,331	956,550	1,001,049	44,499
Business Liason/Special Proj.	1.00	0.00	0.00	0.00	132,382	-	-	-
Economic Development	2.00	3.00	4.00	1.00	280,789	428,971	504,884	75,913
Internal Audit	1.00	1.00	1.00	0.00	147,066	165,223	172,795	7,572
City Secretary	6.00	6.00	6.00	0.00	455,671	477,175	502,472	25,297
City Council Services	0.00	0.00	0.00	0.00	68	66	66	-
Communications & Marketing	4.00	4.00	4.00	0.00	327,188	337,149	358,321	21,172
Neighborhood & Youth Services	0.00	1.00	1.00	0.00	-	77,565	90,766	13,201
Legal Services	6.00	6.00	6.00	0.00	666,395	690,150	725,754	35,604
Total General Administration	25.00	27.00	28.00	1.00	2,856,890	3,132,849	3,356,107	223,258
Total General Fund	**542.95**	**557.95**	**573.00**	**15.05**	**$ 44,887,932**	**$ 47,510,763**	**$ 51,051,318**	**$ 3,540,555**
Other Funds:								
Enterprise Funds:								
Water Services	36.05	36.05	35.55	-0.50	$ 2,368,448	$ 2,441,994	$ 2,524,252	$ 82,258
Wastewater Services	40.95	40.95	41.45	0.50	2,717,344	2,781,929	2,998,052	216,123
Solid Waste Fund	44.05	45.00	45.00	0.00	2,468,995	2,584,457	2,734,534	150,077
Airport	2.00	2.00	2.00	0.00	115,128	130,190	182,610	52,420
BTU Operations	187.00	190.00	191.00	1.00	19,103,674	19,682,481	19,991,556	309,075
Special Revenue Funds:								
Community Development	5.50	5.50	5.50	0.00	407,088	418,956	445,988	27,032
Internal Service Fund:								
Self Insurance Fund	6.00	6.00	6.00	0.00	457,958	471,132	495,187	24,055
Warehouse	3.55	3.55	3.00	-0.55	203,632	209,266	195,001	(14,265)
Total Other Funds	**325.10**	**329.05**	**329.50**	**0.45**	**$ 27,842,267**	**$ 28,720,405**	**$ 29,567,180**	**$ 846,775**
Total All Funds	**868**	**887**	**903**	**16**	**$ 72,730,199**	**$ 76,231,168**	**$ 80,618,498**	**$ 4,387,330**

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

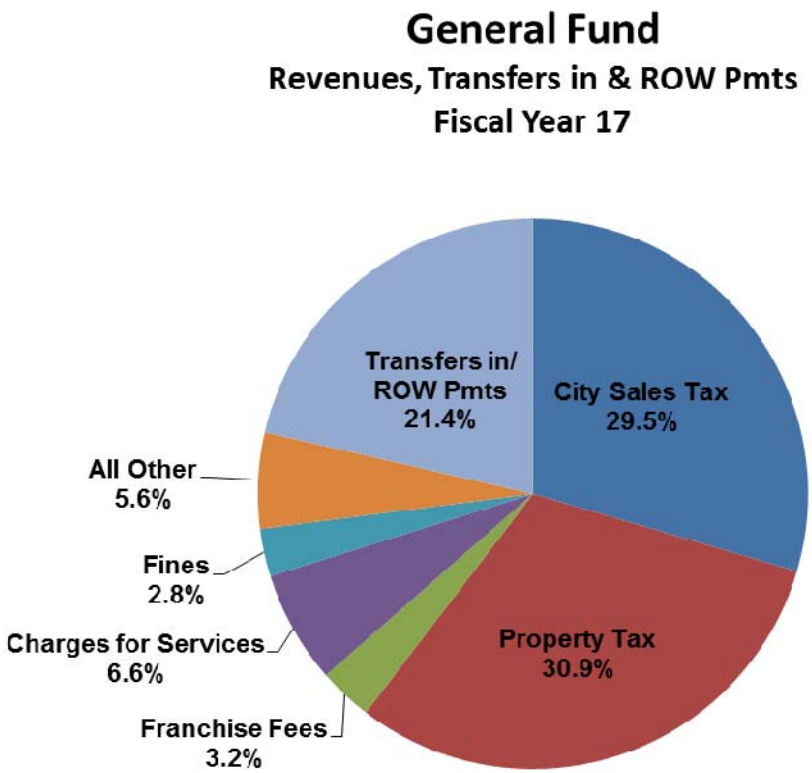
The budget for the General Fund is prepared using the modified accrual basis of accounting. Under this basis of accounting, revenues are recognized when they become both measurable and available to finance expenditures of the current period except where the accrual basis is specified by Generally Accepted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

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

FISCAL YEAR 2017 REVENUES

The FY2017 Budget includes combined revenues, transfers in and right of way payments of $66,056,015. Revenues of $51,910,700 account for the majority of the inflows for the General Fund. Right-of-way payments are budgeted at $14,095,315 and transfers in are budgeted at $50,000. This represents an overall increase of $3,819,796 or 6.1% from the FY2016 amended budget of $62,236,219.

Total tax revenues are budgeted at $41,962,552 and include sales tax receipts, property tax, and franchise fees. Property tax revenue (including penalty and interest received on property tax) is expected to increase $1,274,014. Sales taxes of $19,522,800 and property taxes of $20,354,452 account for 60.4% of the General Fund revenues. Transfers in and Right of Way payments are budgeted at $14,145,315. FY2017 Sales Tax revenues are budgeted at a 4.4% increase over projected FY2016. Other revenue sources include licenses and permits, grants, charges for services, fines, operating income, and miscellaneous income.

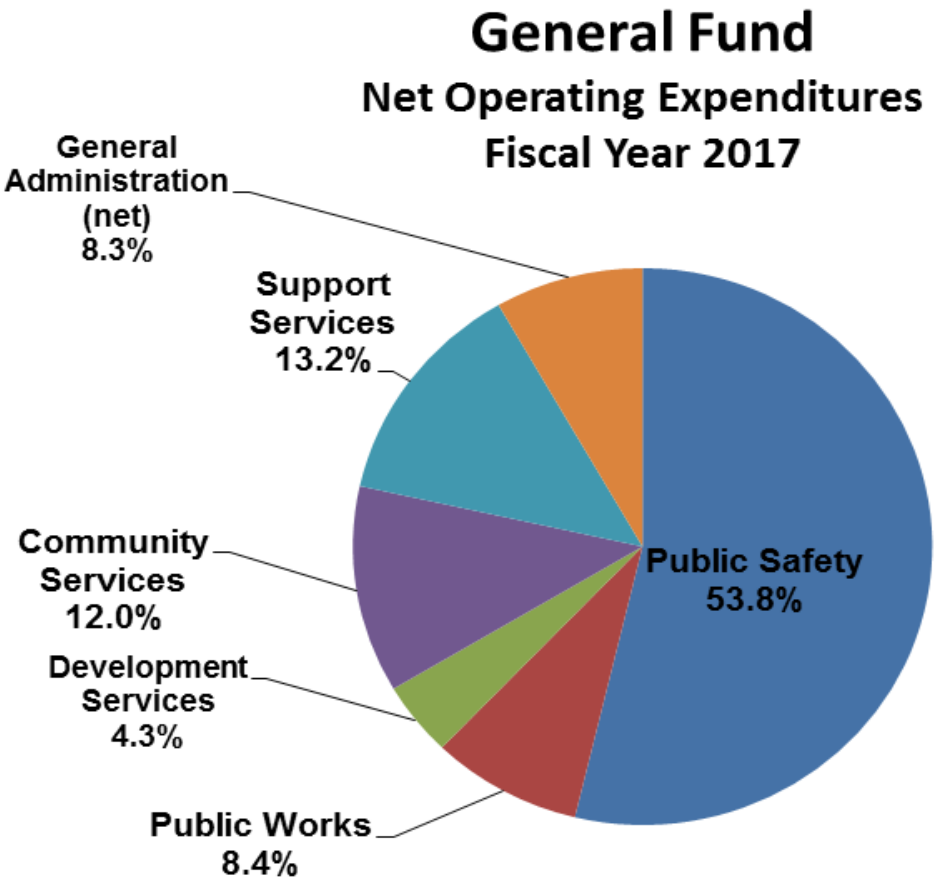


FISCAL YEAR 2017 EXPENDITURES

General Fund operating expenditures, net of administrative reimbursements, for FY2017 are budgeted at $69,127,002.

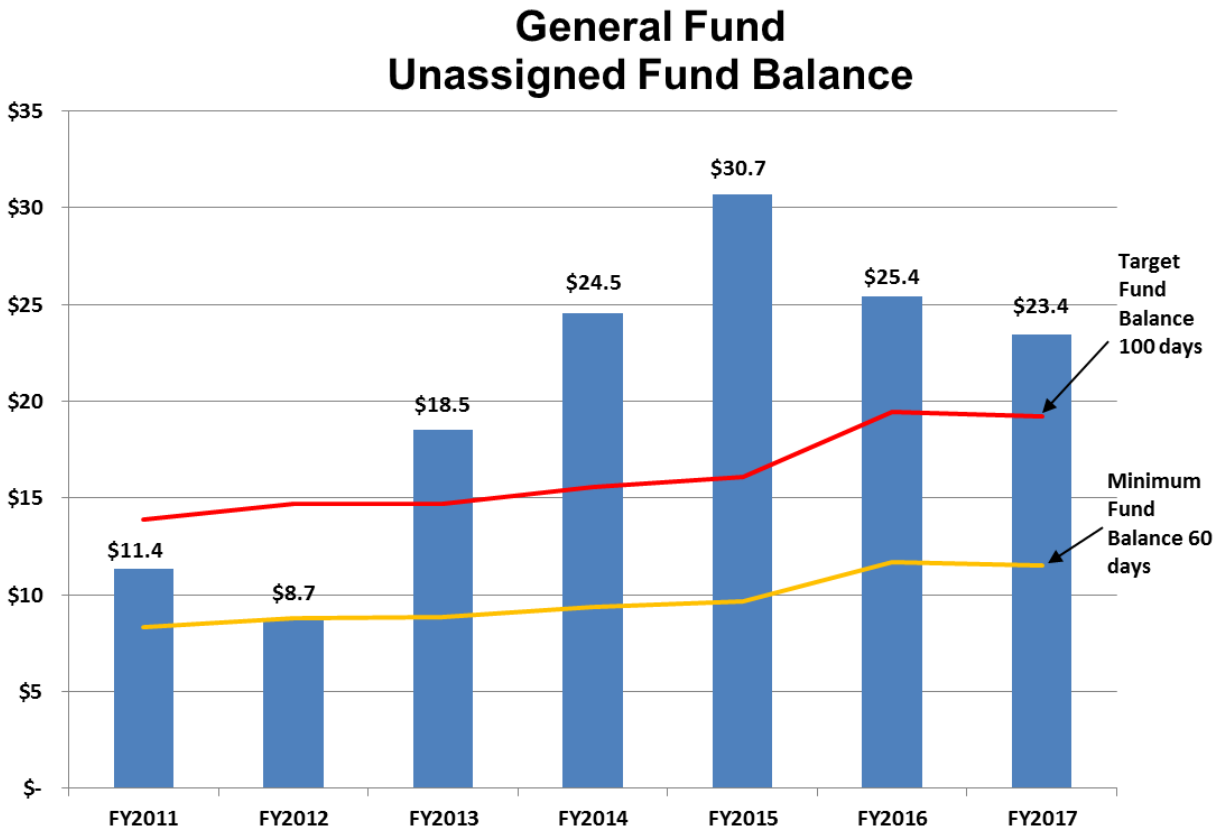
General Fund expenditures are categorized by operational function under the broad categories of Public Safety, Public Works, Development Services, Community Services, Support Services, and General Administration. Administrative reimbursements represent services provided by the General Fund to other funds 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 FY17.



FUND BALANCE

The Ending Unassigned FY2017 Fund Balance of $23,435,498 as calculated in compliance with Government Accounting Standards Board (GASB) Statement No. 54, exceeds the 60 day minimum fund balance policy amount of $11,521,157.



CITY OF BRYAN, TEXAS
General Fund Summary
Fiscal Year 2017

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Revenues							
City Sales Tax	$ 17,788,431	$ 17,831,802	$ 17,831,802	$ 18,700,000	$ 19,522,800	$ 1,690,998	9.5%
Property Tax	18,090,087	19,080,438	19,080,438	19,080,438	20,354,452	1,274,014	6.7%
Franchise Fees	2,191,347	2,144,680	2,144,680	2,045,000	2,085,300	(59,380)	-2.8%
Licenses & Permits	625,107	633,777	633,777	853,646	656,472	22,695	3.6%
Grants	1,284,034	1,157,862	1,157,862	1,171,067	1,220,761	62,899	5.4%
Charges for Services	4,538,814	4,199,853	4,199,853	4,598,461	4,377,033	177,180	4.2%
Fines	1,723,016	1,837,938	1,837,938	1,846,917	1,847,412	9,474	0.5%
Miscellaneous & Shared Taxes	1,605,599	1,237,765	1,237,765	1,162,858	1,846,470	608,705	49.2%
Oil & Gas Royalties & Leases	317,726	138,750	138,750	-	-	(138,750)	0.0%
Land/Property Sales	1,537,568	-	-	-	-	-	0.0%
Subtotal Revenues	49,701,729	48,262,865	48,262,865	49,458,387	51,910,700	3,647,835	7.6%
ROW Pmts	13,043,772	13,963,354	13,963,354	13,935,918	14,095,315	131,961	0.9%
Transfers In	2,259,796	10,000	10,000	-	50,000	40,000	400.0%
Total Revenues, Transfers & ROW	65,005,297	62,236,219	62,236,219	63,394,305	66,056,015	3,819,796	6.1%
Operating Expenditures							
Public Safety	$ 32,404,157	$ 34,682,523	$ 35,026,417	$ 35,057,234	$ 37,159,438	$ 2,133,021	6.1%
Public Works	4,724,711	5,535,371	6,151,416	5,949,711	5,820,208	(331,208)	-5.4%
Development Services	1,965,878	1,978,472	2,260,328	2,222,098	2,970,796	710,468	31.4%
Community Services	6,924,803	9,993,723	10,573,210	10,663,643	8,307,436	(2,265,774)	-21.4%
Support Services	7,648,589	8,260,254	8,509,243	8,305,527	9,145,200	635,957	7.5%
General Administration	3,714,883	4,204,239	4,245,600	4,096,799	4,664,604	419,004	9.9%
Non-departmental	3,909,480	7,747,268	7,300,674	6,734,873	4,096,482	(3,204,191)	-43.9%
Administrative Reimbursements	(3,476,440)	(3,066,657)	(3,066,657)	(3,066,657)	(3,037,162)	29,495	-1.0%
Total Expenditures:	57,816,061	69,335,193	71,000,231	69,963,228	69,127,002	(1,873,228)	-2.6%
Net Increase/(Decrease)	7,189,236	(7,098,974)	(8,764,012)	(6,568,923)	(3,070,987)		
Beginning Fund Balance	28,179,172	32,605,097	35,368,408	35,368,408	28,799,485		
Ending Fund Balance	35,368,408	25,506,123	26,604,396	28,799,485	25,728,498		
Reductions for Encumbrances and Other							
Encumbrances and Assignments	(4,746,693)	(3,442,000)	(3,442,000)	(3,442,000)	(2,348,000)		
Spending Against Restricted Funds		69,400	69,400	69,400	55,000		
Ending Unassigned Fund Balance	$ 30,621,715	$ 22,133,523	$ 23,231,796	$ 25,426,885	$ 23,435,498		
# of Days of Reserve	191	115	118	131	122		
Fund Balance Reserve Requirement:							
(60 days operating expenses)	9,636,010	11,555,866	11,833,372	11,660,538	11,521,167		
# of Days Required	60	60	60	60	60		

CITY OF BRYAN, TEXAS
General Fund Revenue Summary
Fiscal Year 2017

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Taxes							
City Sales Tax	$ 17,788,431	17,831,802	17,831,802	18,700,000	19,522,800	$ 1,690,998	9.5%
Property Tax	18,090,087	19,080,438	19,080,438	19,080,438	20,354,452	1,274,014	6.7%
Franchise Fees	2,191,347	2,144,680	2,144,680	2,045,000	2,085,300	(59,380)	-2.8%
Total Taxes	38,069,865	39,056,920	39,056,920	39,825,438	41,962,552	2,905,632	7.4%
Licenses & Permits							
Business	46,710	44,982	44,982	38,660	39,372	(5,610)	-12.5%
Building Permits/Inspections	578,397	588,795	588,795	814,986	617,100	28,305	4.8%
Total Licenses & Permits	625,107	633,777	633,777	853,646	656,472	22,695	3.6%
Grants							
Federal	-	-	-	13,709	-	-	0.0%
State	30,844	25,724	25,724	25,220	25,724	-	0.0%
Local Government	1,084,115	1,046,458	1,046,458	1,046,458	1,107,643	61,185	5.8%
Private	169,075	85,680	85,680	85,680	87,394	1,714	2.0%
Total Grants	1,284,034	1,157,862	1,157,862	1,171,067	1,220,761	62,899	5.4%
Charges for Services							
General Government	153,204	102,720	102,720	132,000	113,940	11,220	10.9%
Public Safety	806,857	767,217	767,217	739,017	753,797	(13,420)	-1.7%
Animal Center	129,934	133,169	133,169	198,480	128,353	(4,816)	-3.6%
Mowing & Demo	114,804	96,900	96,900	101,100	103,122	6,222	6.4%
Ambulance & Vital Stats.	2,000,455	1,803,870	1,803,870	1,967,570	2,006,921	203,051	11.3%
Recreation	1,279,524	1,236,477	1,236,477	1,409,694	1,211,400	(25,077)	-2.0%
Library	54,036	59,500	59,500	50,600	59,500	-	0.0%
Total Charges for Services	4,538,814	4,199,853	4,199,853	4,598,461	4,377,033	177,180	4.2%
Other Income							
Fines	1,723,016	1,837,938	1,837,938	1,846,917	1,847,412	9,474	0.5%
Miscellaneous and Shared Tax	1,605,599	1,237,765	1,237,765	1,162,858	1,846,470	608,705	49.2%
Land/Property Sales	1,537,568	-	-	-	-	-	0.0%
Oil & Gas Royalties & Leases	317,726	138,750	138,750	-	-	(138,750)	100.0%
Total Other Income	5,183,909	3,214,453	3,214,453	3,009,775	3,693,882	479,429	14.9%
Total Revenues	**$ 49,701,729**	**$ 48,262,865**	**$ 48,262,865**	**$ 49,458,387**	**$ 51,910,700**	**$ 3,647,835**	**7.6%**

CITY OF BRYAN, TEXAS
General Fund Expense Summary
Fiscal Year 2017

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Public Safety							
Municipal Court	$ 1,281,783	$ 1,462,786	$ 1,481,153	$ 1,450,133	$ 1,546,455	$ 65,302	4.4%
Police Services	16,935,640	18,182,113	18,217,613	18,221,667	19,165,085	947,472	5.2%
Fire & Emergency Ops Center	13,466,074	14,219,890	14,475,745	14,519,877	15,460,189	984,444	6.8%
Bryan Animal Center	720,660	817,734	851,906	865,557	987,709	135,803	15.9%
Total Public Safety	32,404,157	34,682,523	35,026,417	35,057,234	37,159,438	2,133,021	6.2%
Public Works							
Engineering Services	1,266,106	1,479,372	1,999,024	1,951,837	1,865,140	(133,884)	-6.7%
Streets & Drainage	1,914,372	2,285,558	2,308,915	2,231,214	1,982,476	(326,439)	-14.1%
Traffic Operations	1,544,233	1,770,441	1,843,477	1,766,660	1,972,592	129,115	7.0%
Total Public Works	4,724,711	5,535,371	6,151,416	5,949,711	5,820,208	(331,208)	-5.4%
Development Services							
Development Services	1,644,978	1,528,398	1,795,698	1,772,698	1,848,936	53,238	3.0%
Code Enforcement	248,429	384,547	387,754	380,210	414,591	26,837	6.9%
Community Development Admin	72,471	65,527	76,876	69,190	707,269	630,393	820.0%
Total Development Services	1,965,878	1,978,472	2,260,328	2,222,098	2,970,796	710,468	31.4%
Community Services							
Bryan/College Station Library Services	2,433,889	2,598,056	2,635,292	2,647,926	2,718,523	83,231	3.2%
Parks & Recreation	3,644,370	6,446,285	6,976,645	7,026,902	4,411,950	(2,564,695)	-36.8%
Texas Reds	1,950	-	-	105	-	-	0.0%
Golf Course	844,594	949,382	961,273	988,710	1,176,963	215,690	22.4%
Total Community Services	6,924,803	9,993,723	10,573,210	10,663,643	8,307,436	(2,265,774)	-21.4%
Support Services							
Fiscal Services	1,313,249	1,574,550	1,590,456	1,574,832	1,573,955	(16,501)	-1.0%
Information Technology	3,298,783	3,234,442	3,288,643	3,311,313	3,807,653	519,010	15.8%
Human Resources	617,650	638,431	645,765	681,973	669,047	23,282	3.6%
Facility Services	1,917,567	2,033,973	2,193,953	2,061,307	2,200,334	6,381	0.3%
Fleet Services	501,340	778,858	790,426	676,102	894,211	103,785	13.1%
Total Support Services	7,648,589	8,260,254	8,509,243	8,305,527	9,145,200	635,957	7.5%
General Administration							
Executive Services	1,131,132	1,271,497	1,287,159	1,286,361	1,329,191	42,032	3.3%
Business Liaison & Special Projects	141,067	-	-	-	-	-	0.0%
Economic Development	295,545	468,586	476,019	483,361	747,946	271,927	57.1%
Internal Audit	151,554	171,755	171,755	172,292	177,817	6,062	3.5%
City Secretary	561,652	659,470	663,393	585,211	684,728	21,335	3.2%
City Council Services	203,792	246,528	246,528	200,841	246,922	394	0.2%
Communications & Marketing	570,028	508,271	514,156	463,410	550,505	36,349	7.1%
Neighborhood & Youth Services	32,136	129,899	129,899	134,304	143,036	13,137	10.1%
Legal Services	627,977	748,233	756,691	771,019	784,459	27,768	3.7%
Total General Administration	3,714,883	4,204,239	4,245,600	4,096,799	4,664,604	419,004	9.9%
Non-departmental	3,909,480	7,747,268	7,300,674	6,734,873	4,096,482	(3,204,191)	-43.9%
Total Admin & Non-departmental	7,624,363	11,951,507	11,546,274	10,831,672	8,761,086	(2,785,187)	-24.1%
Administrative Reimbursements	(3,476,440)	(3,066,657)	(3,066,657)	(3,066,657)	(3,037,162)	29,495	-1.0%
Sub Total Expenditures	$ 57,816,061	$ 69,335,193	$ 71,000,231	$ 69,963,228	$ 69,127,002	$ (1,873,228)	-2.6%
Total Expenditures	**$ 57,816,061**	**$ 69,335,193**	**$ 71,000,231**	**$ 69,963,228**	**$ 69,127,002**	**$ (1,873,228)**	**-2.6%**

CITY OF BRYAN

The Good Life, Texas Style.™

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Municipal Court

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2016 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 events.
- Participated in the Great State of Texas 2016 Warrant Roundup clearing additional outstanding warrants.
- Participated in the Youth Career Fair at the Brazos County Expo Center.
- Participated in National Night Out.
- 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.
- Twelve staff members have maintained and retained Texas Court Clerk Certification – Four individuals at Level I and Eight individuals 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.
- Three City Marshals are TCOLE Certified Court Security Specialists having completed a 40 hour training program as a result of an ongoing effort to make sure all court patrons have a safe place to conduct business.

Fiscal Year 2017 Goals and Objectives

- Improve the court's customer service by upgrading the phone system so that the public can be assisted in an efficient manner.
- Improve court processing and means by which defendants can address their case(s) through technological enhancements.
- Improve the Court's web page to better facilitate citizen accessibility to Court rules, processes, and procedures.
- Investigate and evaluate other court management software to find one that will allow for technological changes that can improve efficiency and customer service.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 966,998	$ 1,096,147	$ 1,114,514	$ 1,114,800	$ 1,176,320	$ 61,806	5.5%
Supplies	38,636	52,088	52,088	43,184	56,805	4,717	9.1%
Maintenance & Services	176,374	242,309	242,309	234,650	248,230	5,921	2.4%
Miscellaneous/Admin Reimb	99,775	72,242	72,242	57,499	65,100	(7,142)	-9.9%
Capital Outlay	-	-	-	-	-	-	0.0%
Total Expenses	**$ 1,281,783**	**$ 1,462,786**	**$ 1,481,153**	**$ 1,450,133**	**$ 1,546,455**	**$ 65,302**	**4.4%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Municipal Court Judge	-	1	1	1	1
Municipal Court Manager	1	1	1	1	1
City Marshal/Bailiff	4	4	4	4	3
Supervising City Marshal	-	-	-	-	1
Deputy Court Clerk	7	7	7	7	7
Municipal Court Administrator	1	1	1	1	1
Warrant Technician	1	1	1	1	1
Juvenile Case Coordinator	1	1	1	1	1
Community Services Coordinator	1	1	1	1	1
Total	**16**	**17**	**17**	**17**	**17**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
% of warrant service targets achieved	83%	90%	90%	90%	90%
# of warrants served	4,972	4,000	4,000	5,000	5,000
Revenue collected on outstanding warrants	$ 675,941	$ 450,000	$ 450,000	$ 600,000	$ 600,000
Avg. # of days to process citations	3	4	4	3	3
# of cases filed	11,878	11,000	11,000	11,000	11,000
# of community service cases	280	300	300	300	300
# of warrants issued	6,015	5,000	5,000	5,500	5,500
# of Teen Court sessions	35	30	30	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 2016 Accomplishments

- Part I UCR clearance rate of thirty-seven percent (37%) in calendar year 2015.
- Reviewed and revised the department's strategic plan.
- Continued collaborations with our citizens through the Community Advisory Council and English, Spanish and Junior Citizen Police Academies.
- Maintained a collaborative regional chief administrators meeting to maximize policing effectiveness.
- Purchased and received new Crisis Negotiation/Command Vehicle.
- Completed training and creation of regional mobile field force.

Fiscal Year 2017 Goals and Objectives

- Reduce Part 1 UCR crime rate by five percent (5%).
- Maintain Part 1 UCR clearance rates above the national average.
- Complete a weapons firing range to achieve a reduction in weapons qualification expenses.
- Complete steps to upgrade the Records Management System (RMS).
- Procurement and equipping of Crisis Negotiation/Command Vehicle.
- Continue to expand Crisis Intervention training at advanced levels to fifteen (15) additional officers.
- Train and deploy body worn cameras to all officers.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY15 Amended	% Chng / FY15
Salaries and Benefits	$ 15,120,088	$ 16,008,159	$ 16,043,659	$ 15,990,868	$ 17,053,541	$ 1,009,882	6.3%
Supplies	565,072	882,865	882,865	919,385	795,151	(87,714)	-9.9%
Maintenance & Services	397,475	469,343	469,343	490,082	450,363	(18,980)	-4.0%
Miscellaneous/Admin Reimb	118,083	134,540	134,540	134,126	139,840	5,300	3.9%
Capital Outlay	734,922	687,206	687,206	687,206	726,190	38,984	5.7%
Total Expenses	**$ 16,935,640**	**$ 18,182,113**	**$ 18,217,613**	**$ 18,221,667**	**$ 19,165,085**	**$ 947,472**	**5.2%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
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	3	2	-
Crime Scence Investigator	-	-	-	-	3
Crime Victims Assistance Investigator	2	2	1	2	1
Intake Specialist	7	7	7	7	7
Intake Supervisor	1	1	1	1	1
Investigative Assistant	3	3	3	4	4
Patrol Services Bureau Asst.	1	1	1	1	1
Police Chief	1	1	1	1	1
Police Division Assistant	1	1	1	1	1
Police Finance Assistant	1	1	1	1	1
Police Lieutenant	6	6	6	6	6
Police Officer	110	113	113	113	116
Police Sergeant	21	21	21	21	21
Police Staff Assistant	1	1	1	1	1
Property & Evidence Custodian	3	3	3	3	3
Records Clerk	7	7	7	7	7
Records Supervisor	1	1	1	1	1
Support Services Secretary	-	-	-	-	-
Total	**175**	**178**	**178**	**179**	**182**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Part 1 Crimes reported	2,963	2,800	2,800	3,000	3,000
% of Part 1 Crimes solved	37%	35%	35%	36%	36%
% crime rate growth	1%	-5%	-5%	0%	0%
Priority call response time (minutes)	5.0	5.0	5.0	5.0	5.0
Traffic accident rate (per 1,000)	24	20	20	23	23
Citizen complaints filed	10	10	10	7	6

**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 services, 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 personnel.

Fiscal Year 2016 Accomplishments

- Took delivery of new refurbished ambulance.
- Took delivery of new fire engine.
- Took delivery of new Fire Marshal's Office pick-up.
- Interacted with 8,852 citizens in 122 events or programs in the fire prevention public education programs and Citizen's Fire Academy.
- Conducted 2,569 fire and life safety inspections.
- Updated EMS patient treatment protocols.
- Replaced all Thermal Imaging Cameras (TICs) with latest technology.
- Added six (6) additional firefighter positions to increase daily staffing levels.
- Hired architectural firm for the construction of new Fire Station 2.
- Updated and replaced technical rescue equipment.
- Updated water rescue equipment and boats.
- Replaced all winter uniform jackets.
- Implemented Target Solutions on-line training program.
- Responded to 11,062 calls for emergency services.

Fiscal Year 2017 Goals and Objectives

- Continue to increase daily staffing levels.
- Oversee construction of new Fire Station 2.
- Develop new fire department strategic plan.
- Continue working toward Emergency Medical Services (EMS) accreditation.
- Continue working toward completion of the Texas Fire Chiefs Association Best Practices program.
- 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.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 11,311,781	$ 12,549,773	$ 12,691,879	$ 12,581,075	$ 13,563,755	$ 871,876	6.9%
Supplies	661,900	720,783	773,008	841,886	733,235	(39,773)	-5.1%
Maintenance & Services	593,079	592,939	592,939	677,337	618,099	25,160	4.2%
Miscellaneous/Admin Reimb	89,659	85,720	85,720	87,380	85,720	-	0.0%
Capital Outlay	809,655	270,675	332,199	332,199	459,380	127,181	38.3%
Total Expenses	**$ 13,466,074**	**$ 14,219,890**	**$ 14,475,745**	**$ 14,519,877**	**$ 15,460,189**	**$ 984,444**	**6.8%**

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Fire Services	$ 13,378,748	$ 14,129,267	$ 14,385,122	$ 14,427,157	$ 15,369,535	$ 984,413	6.8%
Emergency Operations Center	87,326	90,623	90,623	92,720	90,654	31	0.0%
Total Expenses	**$ 13,466,074**	**$ 14,219,890**	**$ 14,475,745**	**$ 14,519,877**	**$ 15,460,189**	**$ 984,444**	**6.8%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Fire Chief	1	1	1	1	1
Assistant Fire Chief	3	3	3	3	3
Fire Marshal	1	1	1	1	1
Deputy Fire Marshal Battalion Chief	1	1	1	1	1
Battalion Chief	3	3	3	3	3
Lieutenant	21	21	21	21	21
Apparatus Operator	21	21	21	21	21
Deputy Fire Marshal Lieutenant	3	3	3	3	3
Firefighter	69	75	75	75	78
Fire Services Administrative Assistant	1	1	1	1	1
Fire Services Clerk	3	3	3	3	3
Emergency Mgmgt Coordinator	1	1	1	1	1
Total	**128**	**134**	**134**	**134**	**137**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
% of Fire/EMS responses under 5 minutes	69%	54%	54%	65%	65%
# of residential/commercial fires	112	100	100	120	130
Value of property lost to fire	$ 1,538,855	$ 2,000,000	$ 2,000,000	$ 4,037,193	$ 4,000,000
Value of property saved from fire	$ 13,053,224	$ 50,000,000	$ 50,000,000	$ 143,769,397	$ 100,000,000
# of Civilian deaths	1	-	-	-	-
# of Civilian injuries due to fire	5	-	-	-	-
# of Firefighters with lost time injuries	1	-	-	10	-
# of Incidents with flame spread exceeding 3	7	15	15	9	10
# of Inspections	2,869	3,300	3,300	3,155	3,200
# of citizens trained in fire prevention	8,852	9,000	9,000	9,000	9,000
Total emergency responses	10,769	10,500	10,500	11,069	11,500
Total unit responses	18,358	18,000	18,000	18,828	19,000
Total EMS patients	8,077	8,000	8,000	8,534	9,000
Average calls per day	29.5	29	29	30	31
Average unit responses per day	50.3	50	50	52	52
# of Citizens Trained in BFD Citizen Fire Academy	-	40	40	20	20
Total funds obtained from Homeland Security Grant Program	$ 6,000	$ 250,000	$ 250,000	$ 20,000	$ 100,000

**Fire includes 6 new fire fighter positions for FY15*
**Fire includes 6 new fire fighter positions for FY16*
**Fire includes 3 new fire fighter positions for FY17*

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 2016 Accomplishments

- Maintained a euthanasia rate of 27%, an adoption rate of 44% while attending 45 events in the community.
- Maintained a "returned to owner" in-field rate of 25%, increased the number of foster homes by 17%, and increased the number of rescue groups utilized by 8%.
- Successfully established and maintained good working relationships with numerous local and state animal groups.
- Successfully reaching and exceeding our calls for service yearly goal by maintaining an average of a 7 minute response time from time of dispatch until arrival, and an average of 17 minutes to conclude each call from arrival to departure of scene.
- Hosting the annual Pawpaloosa, Pet Health Fair and Bryan Animal Center Adoption Reunion May 7th, 2016, 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.
- Implemented community cat ordinances to accommodate Trap Neuter Return.
- Began partnerships with Texas A&M College of Veterinary Medicine and Blinn Veterinary Technology Program, assisting in spay/neuter and additional veterinary care for animals at Bryan Animal Center.
- Designed and built the BAC Canine Enrichment Center. A top of the line area designed for canines to play; be trained; and visit with potential adopters in. The area is similar to a dog park with agility equipment and specially designed artificial canine turf that is durable and will provide a space where a dog can be a dog, helping to ease the stress of shelter life and make animals well-adjusted and therefore more adoptable.
- Initiated a spay/neuter assistance voucher program with the goal of spaying and neutering animals that may otherwise contribute to pet overpopulation. Reducing unwanted pets in turn reduces the number of homeless animals seeking shelter at BAC.

Fiscal Year 2017 Goals and Objectives

- Maintain Euthanasia rate under 40%
- Maintain an Adoption rate of 35% or better
- Continue to refine the policies and procedures for animal services to increase efficiency and effectiveness and eliminate redundancies.
- Respond to calls for animal assistance within 30 minutes from initial contact with dispatch.
- Conclude each call for service within 30 minutes from arrival to and departure from a scene.
- Attend 30 events in the community to promote education about animal ownership, adoptions and to promote positive public relations regarding animal control.
- Return a minimum of 20% of dogs collected in the field by Animal Control Officers to their owners without the use of the Bryan Animal Center.
- Increase the number of foster homes by 10%.
- Increase the number of rescue groups utilized for animal placement by 5%.
- Investigate options to further assist animals in need of additional medical or behavioral treatment while in the care of Bryan Animal Center.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 543,049	$ 620,751	$ 630,323	$ 575,517	$ 714,343	$ 84,020	13.3%
Supplies	69,819	88,980	88,980	91,708	86,080	(2,900)	-3.3%
Maintenance & Services	39,390	46,123	46,123	54,586	85,906	39,783	86.3%
Miscellaneous/Admin Reimb	58,902	61,880	61,880	67,146	60,180	(1,700)	-2.7%
Capital Outlay	9,500	-	24,600	76,600	41,200	16,600	0.0%
Total Expenses	**$ 720,660**	**$ 817,734**	**$ 851,906**	**$ 865,557**	**$ 987,709**	**$ 135,803**	**15.9%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Animal Center Supervisor	1	1	1	1	1
Animal Center Administrative Assistant	1	1	1	1	1
Program Coordinator	1	1	1	1	1
Animal Care Technician	3	3	3	3	3
Lead Animal Control Officer	1	1	1	1	1
Animal Control Officer	3	3	3	3	4
Total	10	**10**	**10**	**10**	**11**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Maintain an Adoption rate of 35%	43%	35%	35%	44%	35%
Increase Rescue groups	114	115	115	123	129
Increase Foster Homes	93	97	97	109	120
Animals returned in field	22%	20%	20%	25%	20%
Average Call Response time	0.08	0.30	0.30	0.07	0.30
Average time spent on call	0.13	0.30	0.30	0.17	0.30
Attendance at Outside Events	46	20	20	45	30

Engineering Services

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2016 Accomplishments

- Applied for Transportation Alternatives Program Grant seeking millions of dollars in federal funds.
- Completed construction of major projects, such as: Still Creek Sewer Ph3, SH 21 Sanitary Sewer, Texas Ave/Villa Maria signals, Villa Maria / Carter Creek, W. 28th Street, Briarcourt Alley and Apple Creek Channel.
- 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 and create red line markups on construction plans – basically going paperless.
- Continued to utilize prequalified list of Engineering Firms to expedite selection of consultants.
- Updated 5 year transportation fee forecast combining street maintenance and capital project funding.
- 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 (FY16-FY20).
- Completed design of major projects including W. 26th St, St Joseph Hospital Area, Old Hearne Ph2 and 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.
- Completed Request for Qualifications for prequalified Engineering Firms that will last through FY19.
- Completed the first ADA Transition Plan and implemented improvements.
- Developed Bicycle Masterplan and updated Sidewalk Masterplan.
- Created new Thoroughfare Plan from scratch and coordinated with MPO's Regional Thoroughfare Plan.

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Fiscal Year 2017 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
- Develop Contractor Registration Program ensuring quality of contractors building infrastructure including documenting contractor's continuing education efforts.
- Continue to assist in development of a Right of Way management ordinance to manage work of outside entities within the City's Street Right of Ways. Develop a right of way permit and take on responsibility for management and enforcement of the ordinance.
- Continue development of the ADA Transition Plan and implement improvements to facilities.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 941,019	$ 1,219,788	$ 1,240,904	$ 1,206,131	$ 1,289,665	$ 48,761	3.9%
Supplies	30,872	55,590	55,590	42,185	49,290	(6,300)	-11.3%
Maintenance & Services	285,892	53,329	551,865	551,491	304,695	(247,170)	-44.8%
Miscellaneous/Admin Reimb	8,322	119,665	119,665	121,030	120,550	885	0.7%
Capital Outlay	-	31,000	31,000	31,000	100,940	69,940	
Total Expenses	**$ 1,266,105**	**$ 1,479,372**	**$ 1,999,024**	**$ 1,951,837**	**$ 1,865,140**	**$ (133,884)**	**-6.7%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
City Engineer	1	1	1	1	1
Assistant City Engineer	2	2	2	2	2
Civil Engineer	3	3	3	3	3
Engineering Technical Assistant	1	2	2	2	1
Development Services Office Coordinator	1	1	1	1	1
Construction Coordinator	1	1	1	1	1
Engineering Inspector	3	3	3	3	4
Engineering Technician	2	1	1	1	1
Total	**14**	**14**	**14**	**14**	**14**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Development:					
Avg # of days to review site development submittal	3	3	3	3	3
Avg # of days to review Engineering plans/reports	9.28	10.00	10.00	7.00	10.00
Value of projects installed by developers	$ 4,632,646	$ 3,500,000	$ 3,500,000	$ 4,500,000	$ 4,500,000
# of construction projects monitored	30	35	35	34	33
Capital Improvement Projects:					
# of consulting engineering contracts	11	5	5	9	8
Value of consulting engineering contracts	$ 1,869,292	$ 600,000	$ 600,000	$ 1,200,000	$ 1,300,000
# of engineering in-house designed projects	2	4	4	4	3
Value of engineering services provided in-house	$ 16,000	$ 250,000	$ 250,000	$ 75,000	$ 60,000
Value of construction projects awarded (public infrastructure)	$ 5,000,000	$ 13,000,000	$ 13,000,000	$ 11,500,000	$ 10,000,000
# of projects tracked (design or construction)	36	35	35	38	38
Max # of construction projects inspected at one time	23	25	25	25	25
# of construction projects completed	9	8	8	8	5
Value of construction projects completed	$ 2,663,116	$ 13,000,000	$ 13,000,000	$8,000,000	$ 11,000,000
Total # of change orders issued	9	5	5	18	15
Average # of change orders issued/project	0.40	0.00	0.00	1.50	1.50
Average % value of change orders	4.71%	5.00%	5.00%	5.00%	5.00%
Average change order amount	$ 15,895	$ 70,000	$ 70,000	$ 30,000	$ 70,000
Records Management:					
CIP records scanned into Laserfiche	43,900	8,000	8,000	9,000	8,000
Development records scanned into Laserfiche	7,230	8,000	8,000	7,500	7,500

Streets & Drainage

Mission Statement

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

Strategic Initiatives

Streets

- Coordinate with the Engineering Department to maintain and implement a five (5) year street maintenance program for the City of Bryan.
- Respond to all work orders requested by citizens or city staff.
- Coordinate with the Engineering, Traffic and Water & Wastewater Departments to efficiently maintain the travel surface of the street system.

Right-of-Ways

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

Drainage

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

MS4 Program

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

Fiscal Year 2016 Accomplishments

Street Maintenance

- Managed and implemented concrete, asphalt, seal coat and crack seal street contracts.
- Responded and repaired approximately 280 pot holes.

Drainage Maintenance

- Installed culvert at W. 17th and N. Parker to improve street drainage.
- Clearing of creeks and box culverts throughout the City providing positive water flow.

Concrete Maintenance

- Working with Rose Rock to install the Ronnie Jackson Trail.
- Installed and updated sidewalks along Carter Creek PW from E. 29th to Briar Oaks.
- 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.
- Updated ILA with Brazos County to have an officer and trustee crew assigned to assist in minor ROW maintenance.

Fiscal Year 2017 Goals and Objectives

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

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 887,844	$ 978,477	$ 994,128	$ 864,443	$ 1,029,903	$ 35,775	3.6%
Supplies	90,572	124,225	124,225	112,240	124,025	(200)	-0.2%
Maintenance & Services	532,217	710,476	713,456	728,342	472,257	(241,199)	-33.8%
Miscellaneous/Admin Reimb	403,739	356,291	361,017	426,651	356,291	(4,726)	-1.3%
Capital Outlay	-	116,089	116,089	99,538	-	(116,089)	-
Total Expenses	**$ 1,914,372**	**$ 2,285,558**	**$ 2,308,915**	**$ 2,231,214**	**$ 1,982,476**	**$ (326,439)**	**-14.1%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
ROW Foreman	1	1	-	-	-
Streets & Drainage Crew Leader	2	2	3	3	3
Streets & Drainage Equipment Operator/Crew Workers	13	13	12	12	12
Streets & Drainage Foreman	-	-	1	1	1
Transportation & Drainage Supervisor	1	1	1	1	1
Total	**17**	**17**	**17**	**17**	**17**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
% of departmental employees with OSHA & Traffic Workzone Training	90%	100%	100%	90%	95%
Proactive ditch maintenance- total linear footage of ditch cut/ maintained	3,220	3,000	3,000	4,500	2,800
Tons of HMAC/ base failure repairs	1,600	1,600	1,600	1,600	1,600
Total # of ditch/ culvert maintenance work orders	144	160	160	250	150
Total # of storm sewer cave-in work orders completed	107	100	100	77	75
Total # of creek maintenance work orders completed (Called In/ Proactive)	97	200	200	78	85
% of work orders responded to within 72 hrs.	99%	100%	100%	100%	100%
% of pothole requests responded to within 72 hrs.	95%	100%	100%	100%	100%
% of City Staff w/ MS4 education	50%	70%	70%	70%	70%
# of MS4 education events coordinated*	11	20	20	11	10
# of existing storm drains stenciled*	500	0	0	0	0

Traffic Operations

Mission Statement

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

Strategic Initiatives

- Provide excellent customer service while responding to requests in a timely manner.
- Provide a safe working environment for employees through training and safe workplace practices.
- Ensure implementation of standards and policies related to transportation planning and traffic engineering.
- Ensure safe, efficient and effective operations of the city's traffic signals and school flasher system.
- Maintain traffic control devices in accordance with the Manual on Uniform Traffic Control Devices (MUTCD).
- Provide transportation planning support to Development Services and engineering support for CIP Projects.
- Manage Local Area Traffic Management Program and provide support to Special Events Permit Process.

Fiscal Year 2016 Accomplishments

- Developed and published traffic systems specifications and standards on the internet.
- Evaluated existing traffic signal network to determine most effective locations for installation of Pan Tilt Zoom cameras that will be utilized to view traffic conditions of the corridors.
- Expand traffic signal communications system by installing radios to all remaining signals without communication.
- Completed replacement / updates on 4 signal cabinets and replaced 2 signal cabinets from traffic accidents.
- Nash/Villa Maria and Nash/WJB Pan Tilt Zooms installed – working on Communication glitch.
- Assisted Engineering in inspection and ultimately putting into operation new signal installations at E. 29th / Villa Maria, E. 29th / Memorial, Villa Maria / Carter Creek and Villa Maria / Texas Avenue.
- Implemented new signal timings on major arterials around the Blinn College Campus (mainly Villa Maria).
- Fiber connection on Wellborn / F&B Intersection and installed new Pedestrian crossing - Briarcrest / Villa Maria
- Added Rectangular Rapid Flashing Beacon at Autumn Lakes for mid-block crossing.
- Provided pavement markings for Wildflower at Briarcrest, Villa Maria / Briarcrest, Bryan Police & Municipal Court parking lot, and Municipal Office Building handicap spots.
- Installed flashing yellow arrows at 4 intersections and upgraded 5 traffic signal controllers.
- Continued coordination with College Station and installed central control software for traffic signal system.
- Implemented Local Area Traffic Management Program (LATM) – Council resolution and first year of applications.
- Attended approximately four public / homeowner's meetings to discuss LATM program.
- Assisted Downtown Bryan Association with all road closures and parking for Texas Reds Festival.
- Designed and implemented numerous traffic control plans for street maintenance & special events.
- Negotiated numerous access management solutions with TxDOT and developers.
- Represented Bryan on the BCSMPO Technical Advisory Committee and advise the Policy Board member.
- Represented on BCSMPO Regional Bicycle / Pedestrian Advisory Panel.
- Attended approximately 65 percent of Planning & Zoning Commission meetings.
- Attended 90 percent of BCSMPO Technical Advisory Committee and Policy Committee Meetings.
- Continued project code assignments in Kronos for all staff.
- Implemented work order creation for all items of work to be able to provide activity statistics.
- Continued to populate a new GIS layer for speed zones and traffic counts.
- Continued work on formal development of Traffic Signal Maintenance Plan.

Fiscal Year 2017 Goals and Objectives

- Install Pan Tilt Zoom cameras at key locations.
- Revise Traffic Operations website.
- Continue to replace signal controllers to all be M50 series – gets rid of problematic Ethernet converter.
- Use work order data to generate reports on activity and look at the data through GIS and assign accurate costs.
- Establish new traffic signal maintenance guidelines in conjunction with ATMS implementation.
- Continue expanding school flasher wireless system 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 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 70 percent attendance at Planning & Zoning Commission meetings.
- Attend 100 percent of all MPO Technical Advisory Committee and Policy Committee Meetings.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	% Chng / FY16
Salaries and Benefits	$ 564,971	$ 619,706	$ 629,709	$ 613,210	$ 721,017	$ 91,308	14.5%
Supplies	41,974	61,950	61,950	46,616	66,040	4,090	6.6%
Maintenance & Services	935,686	1,005,335	1,030,125	1,017,634	1,042,580	12,455	1.2%
Miscellaneous/Admin Reimb	1,602	8,450	8,450	14,200	8,450	-	0.0%
Capital Outlay	-	75,000	113,243	75,000	134,505	21,262	18.8%
Total Expenses	**$ 1,544,233**	**$ 1,770,441**	**$ 1,843,477**	**$ 1,766,660**	**$ 1,972,592**	**$ 129,115**	**7.0%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Traffic Civil Engineer	1	1	1	1	1
Traffic Sign Technician	4	4	4	4	3
Traffic Sign Crew Leader	-	-	-	-	1
Traffic Signal Technician	3	3	3	3	3
Traffic Signal Crew Leader	-	-	-	-	1
Traffic Operations Supervisor	1	1	1	1	1
Graduate Civil Engineer	-	-	-	-	-
Total	**9**	**9**	**9**	**9**	**10**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
% of work orders (maintenance) responded to within 72 hours	100%	100%	100%	100%	100%
% of customer requests responded to within 72 hrs	100%	100%	100%	100%	100%
% of development reviews completed in 5 Days	100%	100%	100%	100%	100%
% of P&Z commission meetings attended	75%	75%	75%	65%	65%
% of traffic signal standards updated	50%	50%	50%	80%	100%
% of communication integration complete	88%	90%	90%	96%	100%
% of flashing yellow arrow implemented	15%	20%	20%	30%	40%
% of ATMS implemented	35%	40%	40%	45%	50%
% of traffic sign database implemented	2%	15%	15%	5%	10%
% of website improvements implemented	65%	100%	100%	100%	100%
Amount spent on training/development	$ 7,384	$ 10,200	$ 10,200	$ 9,000	$ 10,200
# of sign related work orders completed	1385	1000	1000	5322	2000
# of work orders for tree trimming completed	98	50	50	270	200
# of signal related work orders completed	121	150	150	388	300
# of pavement marking related work orders completed	10	30	30	54	45
# of traffic studies performed	7	35	35	76	80
# of school zone flasher work orders completed	57	45	45	170	150
# of oversized load work orders	104	110	110	256	200
# of traffic control related work orders	8	30	30	24	30
# of traffic luminaires work orders	2	2	2	5	5

Development Services

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2016 Accomplishments

- Managed and supported the master-planning effort for the Comprehensive Plan/Parks and Open Space Master Plan/Blinn Small Area Plan project.
- Began supporting Health and Wellness District Area Plan implementation items.
- 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, when permits are required and managed the City's substandard structures abatement program.
- Coordinated the review of development proposals through the Site Development Review (SDRC) and change of owner/use/tenant processes.
- Managed all aspects concerning 6 City advisory boards, commissions, from meeting coordination and the preparation and distribution of detailed background information, to meeting implementation and follow-up.
- Prepared detailed background information and presented development proposals and other projects to the City Council for direction and/or final action.
- Managed the City's Downtown Improvement Grant Program (DIP).
- Reinvented newsletter into online format and updated online customer survey.
- Conducted required training with Planning and Zoning Commissioners and submitted application for the American Planning Association's "2016 Planning Excellence Recognition Program".
- 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 in person, over the phone and by email.

Fiscal Year 2017 Goals and Objectives

- Complete the Comprehensive Plan/Parks and Open Space Master Plan/Blinn Small Area Plan project.
- Begin a comprehensive update to the City's Subdivision Ordinance.
- Work towards the establishment of an Airport Height Hazard Zoning District for Coulter Airfield.
- Manage the City's substandard structures abatement program.
- Support the Planning and Zoning and Historic Landmark Commission's Plans of Work, through research, professional advice, and administrative processing.
- Manage the proposed Downtown Life Safety Grant and the City's Downtown Improvement Grant Program (DIP).
- Continue to cross train staff so that they can provide assistance in multiple areas within the department.
- Continue to encourage professional and technical staff to gain new certifications.
- Continue working towards the adoption of the 2014 National Energy Code and 2015 Building Codes.
- 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 provide (pre-) development meetings, a "staffer on call", and streamlined development review, permitting and inspection processes with customer service that is prompt and responsive.
- Continue to educate the public on the importance of code compliance for safe structures and when permits are required.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 1,233,636	$ 1,302,053	$ 1,323,493	$ 1,313,168	$ 1,511,237	$ 187,744	14.2%
Supplies	59,042	53,347	53,347	48,024	64,347	11,000	20.6%
Maintenance & Services	64,094	54,998	54,998	57,134	59,392	4,394	8.0%
Miscellaneous/Admin Reimb	240,037	118,000	363,860	354,372	118,000	(245,860)	-67.6%
Capital Outlay	48,169	-	-		95,960	95,960	-100%
Total Expenses	**$ 1,644,978**	**$ 1,528,398**	**$ 1,795,698**	**$ 1,772,698**	**$ 1,848,936**	**$ 53,238**	**3.0%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Planning Manager	1	1	1	1	1
Building Inspector	5	4	4	4	2
Chief Building Official	1	1	1	1	1
Development Manager	1	1	1	1	1
Development Services Representative	4	4	4	4	3
Development Services Staff Assistant	2	2	2	2	2
Development Technician	-	1	1	1	1
Drainage Inspector	-	-	-	-	1
Electric Inspector	-	-	-	-	1
Plans Examiner	1	2	2	2	2
Plumbing & Mechanical Inspector	-	-	-	-	2
Senior Planner	3	3	3	3	1
Staff Planner	1	-	-	-	3
Total	**19**	**19**	**19**	**19**	**21**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
# 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	17	20	20	22	22
Historic Landmark Commission meetings	6	12	12	10	10
Zoning Board of Adjustment meetings	2	3	3	3	3
Building and Standards Commission meetings	10	10	10	10	9
# of wrkshps for boards and commissions	21	20	20	20	20
Change of owner/use/tenant applications processed	239	240	240	232	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	13,366	13,500	13,500	13,400	13,500
# of dangerous structure inspections	105	120	120	100	120
# of dangerous structure demolished by the City	28	20	20	20	20
# of dangerous structures demolished by owner	41	20	20	35	20
# of permits issued	10,833	11,500	11,500	11,000	11,500
# of mobile home park inspections	70	70	70	70	70
# of development/building codes updated	2	9	9	2	7
# of Site Development Review cycles	51	51	51	51	51
# of Site Development Review cases	221	185	185	212	185
# of Development Services newsletter articles	3	18	18	7	12

Code Enforcement

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2016 Accomplishments

- Added new Code Officer Position to department.
- Expanded education and outreach materials (common code violation handbook, utility bill insert and updated website).
- Transitioned case management software back H.T.E.
- Reviewed and critiqued existing ordinances to improve enforceability of adopted standards.
- Increased presence for proactive enforcement of ordinance violations.

Fiscal Year 2017 Goals and Objectives

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

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 184,847	$ 265,405	$ 268,612	$ 262,794	$ 276,129	$ 7,517	2.8%
Supplies	10,287	23,650	23,650	22,149	20,600	(3,050)	-12.9%
Maintenance & Services	7,345	15,948	15,948	11,131	13,206	(2,742)	-17.2%
Miscellaneous/Admin Reimb	45,950	48,044	48,044	46,757	49,036	992	2.1%
Capital Outlay	-	31,500	31,500	37,379	55,620	24,120	100.0%
Total Expenses	**$ 248,429**	**$ 384,547**	**$ 387,754**	**$ 380,210**	**$ 414,591**	**$ 26,837**	**6.9%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Code Compliance Officer	3	4	4	4	4
General Inspector	-	-	-	-	-
Total	**3**	**4**	**4**	**4**	**4**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
# of abandoned vehicle cases[1]	11	9	9	8	8
# of junk vehicle cases	180	156	156	325	325
# of grass & weeds cases	1,500	1,427	1,427	1,876	1,876
# of parking cases	158	143	143	284	200
# of sign cases	26	20	20	121	275
# of zoning cases	32	40	40	67	67
# rubbish & debris cases[2]	ND	ND	ND	191	150

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

[2] new benchmark added FY2016

Community Development Administration

Mission Statement

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

Fiscal Year 2017 Goals and Objectives

- Coordinate the Bank on Brazos Valley Program and hold a minimum of 4 meetings annually.
- Coordinate Cities for Financial Empowerment Grant regarding bank on re-launch and outreach.
- Provide coordination for outreach for the Pay Day Lending/Auto Title Loan Ordinance.
- Completion of Leadership America for Women Program – 1 session.
- Provide technical assistance to a minimum of 4 special projects with private entities for collaborative partnerships with the City of Bryan encompassing the Growth, Education and Diversity City Council Strategic Initiatives such as the community wide DASH Committee, United Way Board, United Way Committees, Community Partnership Board meetings.
- Participate on local lead activities for social, cultural, housing needs.
- Provide for coordination of internal committee, Bryan's First Rehab/Housing Revitalization Infill program and development of one impact area.
- Provide coordination of the City's outside agency public service funding process.
- Provide oversight and monitoring of 6 federally funded agencies.
- Coordinate efforts for National League of Cities Economic Diversity/Income Inequality Peer Network- attend national event representing the City November 2016.
- 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 dropout rate And address poverty relevant issues.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 62,760	$ 61,839	$ 62,740	$ 59,891	$ 96,669	$ 33,929	54.1%
Supplies	3,202	2,900	2,900	2,900	10,600	7,700	265.5%
Maintenance & Services	3,128	788	788	853	63,700	62,912	7983.8%
Miscellaneous/Admin Reimb	3,381	-	10,448	5,546	486,300	475,852	4554.5%
Capital Outlay	-	-	-	-	50,000	-	0.0%
Total Expenses	**$ 72,471**	**$ 65,527**	**$ 76,876**	**$ 69,190**	**$ 707,269**	**$ 630,393**	**820.0%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Community Development Manager	0.50	0.50	0.50	0.50	0.50
Construction Project Specialist	-	-	-	-	0.50
Total	**0.50**	**0.50**	**0.50**	**0.50**	**1.00**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
# of special projects partnerships with private entities	8	5	5	4	5
# of public service agency funding processes coordinated	2	2	2	2	2
# of federally funded contracts managed	2	2	2	2	2
# of City-wide planning process projects for 5 Year Consolidation Plan	8	8	8	6	6
Provided staff assistance to Downtown North Committee or other City Comm	-	1	-	1	1
Provide staff assistance to Grants Cp	3	1	-	-	-
# of Bryan's 1st Rehab. meetings coordinated	4	4	4	4	4
Coordinate Bank on Brazos Valley Program	4	4	1	4	4
Coordinate Pay Day Lending/Auto Title Ordin outreach	1	1	1	1	1
Community Partnerships/Coalitions **	-	-	-	4	4

***New Measure Added 2016*

Bryan + College Station Library Services

Mission Statement

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

Strategic Initiatives

- Education--Provide year-round, age appropriate programs that foster the love of reading and knowledge.
- Education--Provide year-round training classes in computer literacy.
- Education--Improve patron's access to cutting edge technology.
- Education--Provide access to online databases to keep up with the advancement of knowledge.
- Economic Development—Provide an English as a Second Language program to help citizens improve their English language reading and writing skills.
- Image--Continue to improve staff knowledge and skills through training.

Fiscal Year 2016 Accomplishments

- Circulated 936,648 items, an increase of 12% over FY15.
- Circulated 377,918 items to children, an increase of 7% over FY2015.
- Provided 62,055 public accesses to Internet computers.
- Received 409,522 visitors to the libraries.
- Provided 804 programs to children, teens, and adults with an attendance of 34,920.
- Subscribed to TexShare, Ancestry.com, Legal Help, and OneClick digital databases with funds received from the City of Bryan, the City of College Station, and the Clifton C. and Henryetta C. Doak Charitable Trust.
- Continued the expansion of the digital collections by purchasing more eBooks and eAudiobooks through Overdrive.
- Added Pronunciator.com as a provider of language learning software including English as a Second Language programs with funds received from the Friends of the Library.
- Received grants totaling $47,419 dollars from the Clifton C. and Henryetta C. Doak Charitable Trust, the Texas State Library and Archives Commission, the Gilbert and Thyra Plass Charitable Trust, and the Texas Commission of the Arts.

Fiscal Year 2017 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.
- Explore and develop digital collections.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 2,042,859	$ 2,186,493	$ 2,223,729	$ 2,218,802	$ 2,282,658	$ 58,929	2.7%
Supplies	40,142	58,400	58,400	58,508	71,628	13,228	22.7%
Maintenance & Services	124,614	129,485	129,485	129,158	145,192	15,707	12.1%
Miscellaneous/Admin Reimb	41,749	27,615	27,615	45,395	30,835	3,220	11.7%
Capital Outlay	184,525	196,063	196,063	196,063	188,210	(7,853)	-4.0%
Total Expenses	**$ 2,433,889**	**$ 2,598,056**	**$ 2,635,292**	**$ 2,647,926**	**$ 2,718,523**	**$ 83,231**	**3.2%**

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Bryan Library	$ 1,207,477	$ 1,299,016	$ 1,316,095	$ 1,334,272	$ 1,344,403	$ 28,308	2.2%
College Station Library	959,687	1,017,425	1,033,164	1,034,141	1,079,241	46,077	4.5%
Carnegie Library	266,725	281,615	286,033	279,513	294,879	8,846	3.1%
Total Expenses	**$ 2,433,889**	**$ 2,598,056**	**$ 2,635,292**	**$ 2,647,926**	**$ 2,718,523**	**$ 83,231**	**3.2%**

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Library Services Division Manager	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Administrative Clerk	1	1	1	1	1
Automation Systems Technician	1	1	1	1	1
Library Supervisor	1	1	1	1	1
Reference Librarians	4	4	4	4	4
Technical Services Clerk	1	1	1	1	1
Catalog Librarian/Tech Services	1	1	1	1	1
Library Clerk	6	6	6	6	8
Senior Librarian	-	-	-	-	-
Carnegie Branch Librarian	1	1	1	1	1
Carnegie Reference Librarian	1	1	1	1	1
Carnegie Branch Clerk	2	2	2	2	2
Library Supervisor	1	1	1	1	1
Branch Librarian	1	1	1	1	1
Library Clerk	9	8	8	8	6
Senior Library Clerk	-	1	1	1	1
Reference Librarian	6	6	6	6	6
Service Worker	1	1	1	1	1
Total	**39**	**39**	**39**	**39**	**39**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Circulation	836,756	700,000	700,000	800,000	850,000
Library Visitors	417,849	450,000	450,000	375,000	400,000
# of Volumes	211,240	235,000	235,000	220,000	220,000
# of Reference Inquiries	44,042	43,000	43,000	45,000	45,000
# of Volunteer hours	6,417	6,000	6,000	3,900	4,000
Computer use	66,598	70,000	70,000	63,000	65,000
Registered Borrowers	29,889	31,000	31,000	31,000	30,000
Program Attendance	39,526	36,000	36,000	85,000	90,000

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 2016 Accomplishments

- New programs and events offered during the year included a Culinary Series, Confectionary Series, Scrapbook Classes, Japanese Language and Culture, Dog Obedience, Puppy Training, Kickball League, Youth Basketball League, Blue Bunny Breakfast and Egg Hunt and a Drive-In Movie.
- A Note and Float program was added to the four city pools.
- The Department hosted a TAAF Region 5 swim meet, a National 16U Fast Pitch Tournament and partnered with Global Sports Authority to host Men's' Senior and State softball tournaments.
- Camp HERO participation numbers increased by 10%.
- Henderson Harbor was re-plastered in the spring. The Bryan Aquatic Center received major renovations with a new liner, new gutter system, pump room upgrades, renovated bulkhead, zero entry construction and more.
- Sadie Thomas Pool officially opened on Saturday, June 4.
- We partnered with the Boys and Girls Club to add swim lessons for their participants.
- Turf renovations were completed during the year at the Hamilton Dog Park.
- Turf renovations were completed on the BRAC soccer fields.
- Upgrades were completed in numerous landscape beds along with the installation of butterfly gardens.
- Major repairs to the irrigation system in Downtown Bryan were completed along with a large number of repairs throughout the city in the parks and on city properties.
- The Parks Improvement Program (PIP) was implemented and many tasks were accomplished. They include replacement of water fountains, cleaning and painting of pavilions, replacement of bollards in four parks, renovations of landscape beds, wildflower area in BRAC, cleared Castle Heights perimeter, fixed bleachers at BRAC, fertilized a number of sport fields and improved the turf in 6 park locations.
- A total of three displays were purchased and added to the Holiday Magic Event. We also switched all lights to LED and added lights to some buildings, fence and trees that were not lit in the past.
- All full time employees not only met their mandatory training requirements but at least half the staff exceeded those requirements. The aquatic staff orientation and incentive program was redeveloped. Summer staff training was updated to include special needs/autism awareness training.
- Three staff members – Ashley Bennett, Marty Mulgrew and Raymond Bradley – received their CPSM certification (Certified Professional Sports Manager). Marty also was named the TAAF Region 5 Swim Commissioner.

Fiscal Year 2017 Goals and Objectives

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

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 1,768,432	$ 1,784,188	$ 1,804,470	$ 1,755,950	$ 2,029,097	$ 224,627	12.4%
Supplies	180,579	206,815	206,815	194,540	277,250	70,435	34.1%
Maintenance & Services	713,867	1,183,807	1,190,807	1,225,315	648,455	(542,352)	-45.5%
Miscellaneous/Admin Reimb	798,395	831,475	844,220	1,411,097	1,049,882	205,662	24.4%
Capital Outlay	183,097	2,440,000	2,930,333	2,440,000	407,266	(2,523,067)	-86.1%
Total Expenses	**$ 3,644,370**	**$ 6,446,285**	**$ 6,976,645**	**$ 7,026,902**	**$ 4,411,950**	**$ (2,564,695)**	**-36.8%**

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Parks and Recreation	$ 3,644,371	$ 6,446,285	$ 6,976,645	$ 7,026,902	$ 4,411,950	$ (2,564,695)	-36.8%
Texas Reds	1,950	-	-	105	-	-	0.0%
	$ 3,646,321	**$ 6,446,285**	**$ 6,976,645**	**$ 7,027,007**	**$ 4,411,950**	**$ (2,564,695)**	**-36.8%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
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	7.00	7.00	7.00	7.00	8.00
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
Total	**18.00**	**18.00**	**18.00**	**18.00**	**20.00**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Holiday Magic - Participants		6,500	6,500	6,500	6,500
Family Camp Out - Participants		300	300	75	150
Pee Wee Sports Program - Participants		275	275	175	250
Aquatics - Learn to Swim - Participants		2,420	2,420	1,500	1,550
Summer Park Program Sites		6	6	6	6
Summer Park Program - Participants		715	715	715	735
Neal Recreation Center Memberships		300	300	325	350
Adult Softball - Teams Registered		110	110	75	75
# of Pavilion Rentals		950	950	1,420	1,425
New Recreation Programs		10	10	10	10
BRAC Participation Numbers		12,000	12,000	13,000	13,000

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 the local market to encourage golfers to return to the course through a combination of affordable rates, excellent customer service, and an enjoyable playing experience.
- Continue to be advocates for growing the game of golf by offering programs to introduce the game to all ages, such as “Kids Play Free” and serving as a practice facility for all area school teams.
- Develop and implement the Golf Course Strategic Plan, with an emphasis on improvements to greens, green surrounds, fairways, irrigation, and drainage.

Fiscal Year 2016 Accomplishments

- Strategic Plan improvements included:
    - Green slope reclamation
    - Fairway reclamation
    - Tee leveling and widening
    - Upgrading bunkers

Fiscal Year 2017 Goals and Objectives

- Maintain the course’s market position as “the best golf value around.”
- Continue to attract tournaments and grow the number of tournaments.
- Evaluate merchandise and food options offered at the Pro Shop.
- Strategic Plan priorities include maintenance equipment replacement and the golf course irrigation system.
- Complete the hiring process to fill the golf course manager position.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 466,032	$ 504,470	$ 510,398	$ 543,345	$ 575,743	$ 65,345	12.8%
Supplies	136,649	172,692	172,692	174,052	186,572	13,880	8.0%
Maintenance & Services	169,837	170,337	226,916	235,300	226,058	(858)	-0.4%
Miscellaneous/Admin Reimb	20,017	23,070	23,070	30,013	23,100	30	0.1%
Capital Outlay	52,059	78,813	28,197	6,000	165,490	137,293	486.9%
Transfers	-	-	-	-	-	-	0.0%
Total Expenses	**844,594**	**$ 949,382**	**$ 961,273**	**$ 988,710**	**$ 1,176,963**	**$ 215,690**	**22.4%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Golf Course Mgr.	1	1	1	1	1
Golf Course Asst. Mgr.	1	1	1	1	1
Golf Course Maintenance Mgr.	1	1	1	1	1
Golf Course Asst. Maint.Mgr.	1	1	1	1	1
Golf Course Maint. Worker	-	1	1	1	1
Golf Course Mechanic	1	1	1	1	1
Total	**5**	**6**	**6**	**6**	**6**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Rounds of Golf	30,526	34,000	34,000	31,500	31,500
Revenue per round	$ 20.83	$ 21.76	$ 19.54	$ 21.09	$ 21.11
Cost per round	$ 27.66	$ 26.94	$ 27.92	$ 30.35	$ 30.35
Tournament Rounds	951	900	900	1,000	1,000
Days Open	363	364	364	364	363

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 2016 Accomplishments

Accounting

- Received the Certificate of Excellence in Financial Reporting for FY2015 from the Government Finance Officers Association (GFOA) and received an unmodified opinion from auditors for the year ending September 30, 2015.
- Provided monthly financial information to management on average by the 10th working day of the next month.
- Completed the electronic filing of the Annual Report of continuing Disclosure Requirements of SEC Rule 15c2-12.
- While adhering to the adopted investment policy, maximized the City's return on investments by sustaining an annual yield equal to or above the 1 year Treasury bill rate.

Budget

- Received the Distinguished Budget Award for FY2016 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 2017 Goals and Objectives

Accounting

- Receive the GFOA's Certificate of Achievement for Excellence in Financial Reporting for FY2016.
- Receive an unmodified opinion from the City's independent auditors for the financial statements for the year ended September 30, 2016.
- Close each prior period and provide monthly financial information by the 10th working day of the following month.
- Submit the FY2016 CAFR to GFOA by the March 31st deadline.

Budget

- Receive the Distinguished Budget Award for FY2017 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.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 1,072,595	$ 1,271,385	$ 1,287,291	$ 1,271,431	$ 1,269,444	$ (17,847)	-1.4%
Supplies	30,284	42,240	42,240	42,585	43,740	1,500	3.6%
Maintenance & Services	29,339	60,265	60,265	60,156	60,111	(154)	-0.3%
Miscellaneous/Admin Reimb	177,392	200,660	200,660	200,660	200,660	-	0.0%
Capital Outlay	3,639	-	-	-	-	-	0.0%
Total Expenses	**$ 1,313,249**	**$ 1,574,550**	**$ 1,590,456**	**$ 1,574,832**	**$ 1,573,955**	**$ (16,501)**	**-1.0%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Accounting:					
Chief Financial Officer	1	1	1	1	1
Assistant Finance Director	-	1	1	1	1
Accounting Manager	1	-	-	1	1
Accounting Supervisor	-	1	1	-	-
General Accountant	3	1	1	1	1
Finance Specialist	2	2	2	2	2
Payroll Specialist	1	1	1	1	1
Finance Assistant	1	1	1	1	1
Financial Analyst	-	1	1	1	1
Budget:					
Budget Manager	1	-	-	-	-
Budget Analyst	1	2	1	1	1
Budget Assistant	-	-	1	1	1
Purchasing:					
Purchasing Supervisor	-	1	1	1	1
Purchasing Buyer	2	1	1	1	1
Contract Administrator	-	1	1	1	1
Total	**13**	**14**	**14**	**14**	**14**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Accounting:					
# of consecutive years to receive the GFOA Cert of Excellence in Financial Reporting	26	27	27	27	28
% 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	6	6	6	6
Avg. # of working days to issue monthly financial reports	10	8	8	8	10
Expenditures processed on p-card	$ 1,750,000	$ 1,750,000	$ 1,750,000	$ 1,750,000	$ 1,750,000
% of CAFR completed & submitted to GFOA by March 31st	100%	100%	100%	100%	100%
Budget:					
# of consecutive years to receive the GFOA Distinguished Budget Award	11	12	12	12	13
# of Monthly Sales Tax Reports provided to Mgmt.	12	12	12	12	12
% of state & federal budget filing requirements met	100%	100%	100%	100%	100%
Purchasing:					
# of formal bids processed	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	$21,000,000	$ 21,000,000	$ 21,000,000	$ 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.	$50,000,000	$ 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 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 and provide them with the most appropriate computer technology. We actively promote, oversee and coordinate the use of technologies to improve all levels of City-wide communication and efficiency.

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 systems.

Fiscal Year 2016 Accomplishments

- Replaced over 200 devices including desktops, laptops, printers and scanners
- Systems Uptime: HTE/Naviline 100%, Public Safety Systems 99.72%, Core Network 100%, Radio 99.85%
- Continued community/citizen outreach with BVCART, BVWACS, CEOC, BVCNet, Sheriff's office, District Attorney, TAMU Big Event, GIS Day and Blinn College.
- Expanded Laserfiche functionality to additional departments (AP process and Council Action Forms).
- Upgraded Council Chambers to High Definition quality.
- Improved network security including VPN, PCI compliance, and through training/outreach.
- Provided training to City staff on Microsoft Office products.
- Expand fiber infrastructure (Three Traffic signals, Neal Recreation, Wastewater Treatment Plant 1, Main fiber backbone).
- Conducted an in-depth technology business process review with all City departments.
- Expanded GIS to BTU for electric system modelling and field staking applications.
- Software upgrades completed: ESRI, Tritech, LaserFiche, Teleworks/Paymentus, HTE, Infosol, and Granicus.
- Hardware upgrades completed: Network core, layer2 switching, main firewall, iseries.

Fiscal Year 2017 Goals and Objectives

- Expand existing GIS functionality.
- Maintain a 99.8% planned uptime for Systems, Network, and Radio system.
- Continue Community/Citizen outreach and support.
- Integrate BTU and City systems.
- Joint BTU/COB radio system.
- Continue expansion and upgrade of City network infrastructure.
- Continue to support City systems software/hardware upgrades.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 1,553,324	$ 1,655,151	$ 1,679,248	$ 1,659,428	$ 1,703,337	$ 24,089	1.4%
Supplies	243,156	191,750	191,750	171,644	253,515	61,765	32.2%
Maintenance & Services	1,019,786	977,566	977,566	1,049,159	1,026,801	49,235	5.0%
Miscellaneous/Admin Reimb	87,318	115,400	125,383	113,814	104,000	(21,383)	-17.1%
Capital Outlay	395,199	294,575	314,696	317,268	720,000	405,304	128.8%
Total Expenses	**$ 3,298,783**	**$ 3,234,442**	**$ 3,288,643**	**$ 3,311,313**	**$ 3,807,653**	**$ 519,010**	**15.8%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Chief Information Officer	1	1	1	1	1
Operations Division Manager	1	1	1	1	1
Information Technology Services Assistant	1	1	1	1	1
System/Network Administrator	3	3	3	3	3
System Network Specialist	1	-	-	-	-
System Support Specialist	3	4	4	4	4
Telecommunications System Specialist	1	-	-	-	-
Radio System Engineer	1	-	-	-	-
Communications Engineer	-	2	2	2	2
GIS Supervisor	1	1	1	1	1
GIS Analyst	2	2	2	2	2
System's Analyst	3	4	4	4	4
Network Infrastructure Technician	1	-	-	-	-
Total	**19**	**19**	**19**	**19**	**19**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Help Desk calls processed	4,855	4,900	4,400	4,300	4,700
Maintain Help Desk issue resolution goals at 99.3% within 18 business hours*	99.80%	99.30%	99.30%	99.82%	99.30%
Maintain Help Desk issue resolution goals at 99.5% within 4 business hours*	98.47%	90.50%	92.50%	98.67%	92.50%
% of Core Network Uptime 99.5%*	100.00%	99.70%	99.70%	99.99%	99.50%
% System Uptime 99.5%*	99.99%	99.70%	99.70%	99.99%	99.50%
% Radio Uptime 99.5%*	99.85%	99.70%	99.70%	99.98%	99.50%

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 2016 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. In addition to an across-the-board market adjustment for all employees, special compensation adjustments were identified and implemented throughout many departments.
- Reviewed position classifications (exempt v. non-exempt and salary ranges) and identified the need for changes anticipating the Department of Labor's updated FLSA regulations regarding overtime.
- 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. The program takes a holistic approach requiring a minimum number of hours in specific developmental categories. Two additional required courses - 'Respect in the Workplace' and 'Active Shooter' – were included this and next fiscal year.
- Recreated a sick leave donation program as part of the catastrophic sick leave policy to assist those employees who have exhausted normal sick leave banks due to legitimate reasons.
- Continued work with COB and BTU Finance Departments and Brazos Valley Affordable Housing and the Community Loan Center of the Brazos Valley to provide access to a Small Loan Program for employees.
- Worked with the Community and Business Leaders Partnership and Workforce Solutions Brazos Valley on an Education Externship program, also partnering with Bryan ISD.
- HR and other City departments attended several career fairs throughout the year, including Chamber of Commerce events, an A&M student athlete event, and veterans and students events - keeping the City of Bryan visible in the community as a prospective employer of choice.
- Developed and implemented policies, practices and programs to enhance work-life balance, increase morale and recognize employee contributions.
- 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.
- 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 2017 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.
- Assign and encourage the completion of all required employment law training courses for all supervisors and managers.

- Coordinate and complete departmental meetings with department heads and/or managers to ascertain their current and future needs, and level of satisfaction of our services.
- Work with the Fire Department and BISD on a venture to introduce firefighting curriculum in Bryan classrooms; also consider partnering with the Brazos County Volunteer Fire Department to obtain entry level certification and experience.
- Continue to work with top management on succession planning and mentoring program and extend the plan to all management positions and departments.
- Implement a citywide language skills program to include Spanish and other languages used in our community.
- Resurrect and enhance the education reimbursement program to offer financial assistance to those employees who want to further their education in the area of their work responsibility.
- Continue to enhance HR's webpage to provide needed and requested information and tools to users.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 455,739	$ 469,967	$ 477,301	$ 503,595	$ 498,696	$ 21,395	4.5%
Supplies	18,723	17,470	17,470	17,537	16,470	(1,000)	-5.7%
Maintenance & Services	118,178	117,394	117,394	124,559	117,981	587	0.5%
Miscellaneous/Admin Reimb	25,010	33,600	33,600	36,282	35,900	2,300	6.8%
Total Expenses	**$ 617,650**	**$ 638,431**	**$ 645,765**	**$ 681,973**	**$ 669,047**	**$ 23,282**	**3.6%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Human Resource Manager	1	1	1	1	1
Human Resource Generalist	2	2	2	2	2
Human Resources Assistant	2	2	2	2	2
Total	**5**	**5**	**5**	**5**	**5**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
# of Personnel Reqs Processed	181	155	155	170	170
# of Applications Received	7,200	7,000	7,000	7,000	7,000
# of New Hires	310	290	290	325	325
Turnover Rate%	26%	21%	21%	23%	23%
# of Onsite Training Sessions	35	40	40	85	50
# of Training Sessions Avail Online for 1000 employees	1200	1015	1015	1481	1500
# of Employee Relations Issues	180	165	165	170	170
# of Disciplinary Actions/Grievances	75	80	80	80	80

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

CITY OF BRYAN

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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 2016 Accomplishments

- Worked with the parks department to implement the parks improvement plan.
- Resurfaced several tennis and basketball courts.
- Upgraded benches, tables and trash receptacles at various parks.
- Worked closely with the Downtown Business Association with Downtown Lights On, Texas Reds and the Palace Theater.
- Worked with Parks Department with Holiday Magic, Christmas Float and various events throughout the year.
- Installed new elevator upgrades at the Clara B. Mounce Library and Access Controls at the Municipal Service Center with the approval of several decision packages.
- Water Services; continued to assist with building remodels and upgrades throughout the year.
- Worked closely with the parks department and others, to install a skate park located at Williamson Park.
- Constructed new pool at Sadie Thomas Park.
- Continued to investigate our options for future upgrades to the I-Net Access and HVAC software.
- Continued to provide inspections of all mechanical equipment in all buildings; identify and replace items that are failing or near end–of–life if funding was available to do so.
- Continued to ensure complete customer satisfaction at the end of our work request.
- Communicated updates so that all involved were informed and up to date with project schedules and timelines.
- Continued to enhance our buildings and parks with any Green opportunities, and cost effective changes that will enhance our facilities.
- Continued to monitor monthly utility bills to track utility usage/cost yearly to find ways to improve energy efficiency.
- Focused on training opportunities for those employees wanting to expand their knowledge in their respected trade.
- Continued to work with the parks department to install new equipment as well as maintained all areas while utilizing budgeted and parkland development funds to maximize the use of funding to accomplish the needs of the parks department.
- Focused on training opportunities for those employees wanting to expand their knowledge.

Fiscal Year 2017 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.
- Water Services; continue to assist with building remodels and upgrades throughout the year.
- Work closely with the parks department and others to install the new skate park at Williamson 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.
- Repairs to several of the cities roofs, i.e. Municipal Office Building, Federal Building, Neal Recreation Center and Central Fire Station.
- Continue to ensure complete customer satisfaction at the end of our work request.
- Communicate updates so that all involved are informed and up to date with project schedules and timelines.
- Focus on training opportunities for those employees wanting to expand their knowledge in their respected trade.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 1,011,634	$ 1,092,875	$ 1,111,369	$ 1,030,148	$ 1,152,389	$ 41,020	3.7%
Supplies	36,711	48,333	48,333	39,910	48,333	-	0.0%
Maintenance & Services	455,737	519,704	653,690	633,205	513,569	(140,121)	-21.4%
Miscellaneous/Admin Reimb	176,710	191,643	191,643	185,685	191,643	-	0.0%
Capital Outlay	236,775	181,418	188,918	172,359	294,400	105,482	55.8%
Total Expenses	**$ 1,917,567**	**$ 2,033,973**	**$ 2,193,953**	**$ 2,061,307**	**$ 2,200,334**	**$ 6,381**	**0.3%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
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
Total	**17**	**17**	**17**	**17**	**17**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Total completed Parks work orders	1,114	1,997	1,997	1,555	1,334
Total completed Facility work orders	2,378	2,130	2,130	2,254	2,316
Total completed work orders	3,492	4,127	4,127	3,809	3,650
Avg. labor hrs/facilities preventative maintenance work orders	2	1	1	1	2
Avg. labor hrs/facilities corrective work order	6.42	6.35	6.35	6.38	6.40
Avg. labor cost/facilities preventative maintenance work orders	$ 29.82	$ 22.29	$ 22.29	$ 26.05	$ 27.93
Avg. Labor cost/facilities corrective work orders	$ 116.55	$ 111.91	$ 111.91	$ 114.23	$ 115.39

Fleet Services

Mission Statement

The mission of the Fleet Services department is to plan, direct, coordinate and manages 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 2016 Accomplishments

- Attained the National Institute for Automotive Service Excellence (ASE), Blue Seal of Excellence Award for the ninth consecutive year. (We are the only governmental entity within a 65 mile radius with this certification).
- Restructured Fleet Personnel Staff to add additional technicians to more expediently serve our customers and increase efficiency.
- Continued to enhance services provided on fleet vehicles and equipment.
- Continued internal cross-training program.
- All Customer Service Training modules completed.
- Certified Automotive Service Excellence (ASE) for all technicians.
- Continued our current in-house tire mounting, balancing and repair services. This service is designed to further reduce vehicle down time and save the departments additional financial resources when compared to current outsourcing alternatives. Added equipment to perform service on Medium/Heavy Trucks FY16. In addition to enhancing the level of service, we saw a positive ROI in less than 3 months (Saving the City of Bryan at minimum of $65.00 on each service).
- Continued the annual Preventive Maintenance Inspection Program to include all City of Bryan 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 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 2017 Goals and Objectives

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

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 454,241	$ 691,287	$ 702,855	$ 601,466	$ 751,268	$ 48,413	6.9%
Supplies	17,990	38,850	38,850	37,048	38,150	(700)	-1.8%
Maintenance & Services	28,066	45,701	45,701	35,391	45,985	284	0.6%
Miscellaneous/Admin Reimb	1,043	3,020	3,020	2,197	3,020	-	0.0%
Capital Outlay	-	-	-	-	55,788	55,788	0.0%
Total Expenses	**$ 501,340**	**$ 778,858**	**$ 790,426**	**$ 676,102**	**$ 894,211**	**$ 103,785**	**13.1%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
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
Fleet Administrative Clerk	-	-	-	-	1.00
Preventive Maintenance Inspection Technician	1.00	1.00	1.00	1.00	1.00
Fleet/Facility Support Technician	1.00	1.00	1.00	1.00	1.00
Fleet Service Technician	4.00	4.00	4.00	4.00	5.00
Welding/Fabrication Technician	1.00	1.00	1.00	1.00	-
Storekeeper	0.20	0.20	0.20	0.20	-
Water Division Asst.	0.25	0.25	0.25	0.25	-
Total	**10.45**	**10.45**	**10.45**	**10.45**	**11.00**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
# of fleet job orders	5,391	7,000	7,000	6,500	7,000
Average labor hours per fleet job order *	1.7	2	2	2	2
Average labor cost per fleet job order *	$ 91.00	$ 84.00	$ 80.00	$ 84.00	$ 90.00
# of fleet job orders completed per day/per mechanic*	4.0	4	4	4	4
Attain National Institute for Automotive Service Excellence (ASE), Blue Seal of Excellence Award *	Yes	Yes	Yes	Yes	Yes
% of eligible Service Technicians ASE Certified	100	100	100	100	100
# of New/Recertified ASE skill areas attained *	12	10	10	10	10

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

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Solid Waste Services	28%	27%	27%	27%	27%
Water Services	20%	20%	20%	20%	20%
Transportation Services	11%	11%	11%	11%	11%
Police Services	14%	15%	15%	15%	15%
Fire Services	14%	14%	14%	14%	14%
Facility Services	4%	5%	5%	5%	5%
Parks Services	4%	5%	5%	5%	5%
All Others Combined	5%	3%	3%	3%	3%

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 2016 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 (BVSWMA), Bryan-Brazos County Economic Development Foundation (BBCEDF), COB/BISD, Community Development Advisory Committee (CDAC), BTU Board, Texas Municipal Power Agency (TMPA) Board, Texas Public Power Association (TPPA) Board, Research Valley Partnership (RVP), Downtown Bryan Association, 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 2017 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 2018 proposed budget.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 905,347	$ 956,550	$ 958,737	$ 961,693	$ 1,001,049	$ 42,312	4.4%
Supplies	13,191	19,100	19,100	24,681	15,100	(4,000)	-20.9%
Maintenance & Services	121,164	176,586	176,586	179,262	177,781	1,195	0.7%
Miscellaneous/Admin Reimb	91,430	119,261	132,736	120,475	135,261	2,525	1.9%
Total Expenses	**$ 1,131,132**	**$ 1,271,497**	**$ 1,287,159**	**$ 1,286,111**	**$ 1,329,191**	**$ 42,032**	**3.3%**

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Executive Services	$ 1,084,936	$ 1,201,585	$ 1,216,361	$ 1,214,174	$ 1,253,504	$ 27,849	3.1%
City Hall Security	46,196	69,912	70,798	71,937	75,687	11,150	6.9%
Total Expenses	**$ 1,131,132**	**$ 1,271,497**	**$ 1,287,159**	**$ 1,286,111**	**$ 1,329,191**	**$ 42,032**	**3.3%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
City Manager	1	1	1	1	1
Deputy City Manager	2	2	2	2	2
Office Coordinator	1	1	1	1	1
Executive Services Assistant	1	1	1	1	1
Security Officer		1	1	1	1
Total	**5**	**6**	**6**	**6**	**6**

**positions moved to separate depts. for FY15*

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
# 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 held	1	1	1	1	1

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 133,281	$ -	$ -	$ -	$ -	$ -	0.0%
Supplies	204	-	-	-	-	-	0.0%
Maintenance & Services	1,504	-	-	-	-	-	0.0%
Miscellaneous/Admin Reimb	6,078	-	-	-	-	-	0.0%
Total Expenses	**$ 141,067**	**$ -**	**$ -**	**$ -**	**$ -**	**$ -**	**0.0%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Special Projects Manager	**1**	-	-	-	-
Total	**1**	-	-	-	-

Position moved out of Executive for FY15
Position moved into Economic Development for FY16

CITY OF BRYAN

The Good Life, Texas Style.™

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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 CHI 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 in increasing property values.
- Encourage residential development.
- Explore opportunities to assist Texas Avenue property owners to market their property for lease or sale.
- 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 2016 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 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 2017 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 CHI 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.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 278,831	$ 428,971	$ 436,404	$ 436,404	$ 504,884	$ 68,480	15.7%
Supplies	1,446	3,100	3,100	3,100	4,600	1,500	48.4%
Maintenance & Services	9,498	20,975	20,975	20,975	22,622	1,647	7.9%
Miscellaneous/Admin Reimb	5,770	15,540	15,540	22,882	215,840	200,300	1288.9%
Total Expenses	**$ 295,545**	**$ 468,586**	**$ 476,019**	**$ 483,361**	**$ 747,946**	**$ 271,927**	**57.1%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Development Services Director*	1	1	1	1	1
Business Liaison & Special Projects Manager	-	-	-	-	1
Director of Strategic Projects*	1	1	1	1	1
Economic Development Assistant	-	1	1	1	1
Total	**2**	**3**	**3**	**3**	**4**

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

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Meetings:					
Bryan Business Council	12	10	10	11	10
Planning and Zoning Commission	6	6	6	6	6
Bryan City Council Workshop and Regular Sessions	20	20	20	24	20
Research Valley Partnership	10	10	10	10	10
Bryan Brazos County Economic Development Foundation	9	10	10	6	6
Bryan Independent School District	10	10	10	10	10
Bryan College Station Home Builders Association Luncheon	10	10	10	12	12
TIRZ Board Meetings	7	7	7	7	7
Convention and Visitors Bureau Meetings	12	12	12	12	12
Health and Wellness District (% of completion)	-	100%	100%	100%	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 2016 Accomplishments

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

Fiscal Year 2017 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 2017.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 149,442	$ 165,223	$ 165,223	$ 165,660	$ 172,795	$ 7,572	4.6%
Supplies	529	2,270	2,270	2,270	770	(1,500)	-66.1%
Maintenance & Services	1,132	2,662	2,662	2,762	2,652	(10)	-0.4%
Miscellaneous/Admin Reimb	451	1,600	1,600	1,600	1,600	-	0.0%
Total Expenses	**$ 151,554**	**$ 171,755**	**$ 171,755**	**$ 172,292**	**$ 177,817**	**$ 6,062**	**3.5%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
City Internal Auditor	1	1	1	1	1
Total	**1**	**1**	**1**	**1**	**1**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
# of Audit Committee Meetings	4	4	4	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 2016 Accomplishments

- Successfully conducted City of Bryan election ordered by Council.
- Successfully converted to vote centers for City elections.
- Conducted candidate orientation for Council candidates.
- Oversaw recruitment/appointment process of Council's boards, committees and commissions. Conducted Texas Open Meeting Act training for newly appointed board, committee and commission members and newly elected Councilmembers.
- 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 five TAMI awards and two national awards for communication and marketing efforts.
- Launched Lunch and Learn series.
- Hosted city wide neighborhood association forum and hired a Neighborhood and Youth Outreach Coordinator.
- Assisted with the formulation of Chamber of Commerce Legislative Plans.
- Expanded Youth Advisory Commission (YAC) activities.
- Assisted with developing B/CS 2016 federal legislative plan and participated in Chamber's federal legislative program in Washington, D.C.

Fiscal Year 2017 Goals and Objectives

- Conduct election(s) ordered by Council.
- Conduct candidate orientation for Council candidates and newly elected Councilmember orientation.
- Certify petitions filed with City Secretary.
- Receive Five Star Award from State of Texas for Excellence in Vital Statistics Reporting.
- Oversee development and launch of special marketing campaigns.
- Continue growing the Volunteer Bryan! program participation and coordinate annual volunteer reception.
- Conduct Texas Open Meetings Act training for newly elected Council and boards, committees and commissions.
- Host city wide neighborhood association forum and continue to register more neighborhood/homeowner associations.
- Expand marketing efforts to target economic development, tourism and public safety.
- Grow the Youth Advisory Commission.
- Monitor legislation filed during the 85th session of the Texas Legislature.
- Co-Chair Chamber of Commerce Legislative Action Committee and assist with the development of the State and Federal Legislative Plans.
- Host community event during Municipal Clerk Week.
- Provide ongoing support to Municipal Court Judge.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 451,651	$ 477,175	$ 481,098	$ 476,614	$ 502,472	$ 21,374	4.4%
Supplies	14,024	24,944	24,944	16,656	24,744	(200)	-0.8%
Maintenance & Services	19,548	32,730	32,730	23,868	32,891	161	0.5%
Miscellaneous/Admin Reimb	76,429	124,621	124,621	68,073	124,621	-	0.0%
Total Expenses	**$ 561,652**	**$ 659,470**	**$ 663,393**	**$ 585,211**	**$ 684,728**	**$ 21,335**	**3.2%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
City Secretary	1	1	1	1	1
Assistant City Secretary	1	1	1	1	1
Council Services Assistant	1	1	1	1	1
Records Management Coordinator	1	1	1	1	1
Vital Statistics Technician	1	1	1	1	1
Citizen Information/Service Clerk	1	1	1	1	1
Total	**6**	**6**	**6**	**6**	**6**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Successful elections	1	2	2	2	2
# of submissions to the Dept. of Justice	-	-	-	-	-
# of departments using Laserfiche	28	31	31	31	31
# of paper copies provided for open records requests	7,414	15,000	15,000	8,000	15,000
# of records converted to electronic format	1,106,808	800,000	800,000	800,000	800,000
# of departmental records audits performed	-	2	2	3	5
# of timely agendas and minutes prepared	71	120	120	120	120
# of Texas Open Meetings Act (TOMA) training	-	1	1	1	1
# of candidate orientations conducted	1	1	1	1	1
# of new councilmember orientations conducted	-	1	1	1	1
# of legislative bills tracked	1,200	200	200	200	200
# of volunteer hours logged	11,112	10,000	10,000	10,000	10,000
Total value of donations from volunteers	$ 250,789	$ 230,000	$ 230,000	$ 230,000	$ 230,000
# of certified birth records processed	2,800	4,000	4,000	4,000	4,000
# of death records processed	736	2,000	2,000	2,000	2,000

City Council Services

Vision Statement

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

Mission Statement

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

Strategic Initiatives

- 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 2016 Accomplishments

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

Fiscal Year 2017 Goals and Objectives

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

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 56	$ 66	$ 66	$ 112	$ 66	$ -	0.0%
Supplies	10,919	12,850	12,850	11,280	13,250	400	3.1%
Maintenance & Services	155,950	156,922	156,922	148,479	156,916	(6)	0.0%
Miscellaneous/Admin Reimb	36,867	76,690	76,690	40,970	76,690	$ -	0.0%
Total Expenses	**$ 203,792**	**$ 246,528**	**$ 246,528**	**$ 200,841**	**$ 246,922**	**$ 394**	**0.2%**

Budgeted Personnel

FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
N/A	N/A	N/A	N/A	N/A

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
# of Strategic Initiatives	-	5	5	5	5
# of Strategic Planning Sessions	1	1	1	-	-
# of Bryan Commerce & Development Agendas & Minutes Prepared	20	36	36	36	36
% of Conferences, Special Receptions or Events Attended	100%	100%	100%	100%	100%
Board/Committee/Commission Applications Rec'd.	109	150	150	150	150
Board/Committee/Commission Appointments	68	97	97	140	120
# of Proclamations Prepared	155	130	130	160	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 2016 Accomplishments

- Produced 2015 State of the City video report.
- Produced annual reports for BTU, Bryan Police Department, PAFR, Fall/Winter and Spring/Summer Parks and Recreation Activity Guides, and the water quality report board game.
- 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 city-wide communication plan.
- Developed a strategy for promoting economic development and tourism for the City.
- 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.
- Continued to produce 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; assumed full responsibility for all content.
- Created tourism (Visit Bryan) page on City's website.
- Expanded Bryan tourism marketing to include a state-wide presence.
- Won 5 State awards and 2 National awards

Fiscal Year 2017 Goals and Objectives

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

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 320,993	$ 337,149	$ 343,034	$ 334,512	$ 358,321	$ 15,287	4.5%
Supplies	13,549	20,500	20,500	16,642	20,600	100	0.5%
Maintenance & Services	8,567	11,617	11,617	6,892	51,584	39,967	344.0%
Miscellaneous/Admin Reimb	75,267	139,005	139,005	105,364	120,000	(19,005)	-13.7%
Capital Outlay	151,652	-	-			-	100.0%
Total Expenses	**$ 570,028**	**$ 508,271**	**$ 514,156**	**$ 463,410**	**$ 550,505**	**$ 36,349**	**7.1%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Communications/Marketing Supervisor	1	1	1	1	1
Graphic Specialist	1	1	1	1	1
Video Production Specialist	1	1	1	1	1
Web Communications Specialist	1	1	1	1	1
Total	**4**	**4**	**4**	**4**	**4**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
# of press releases, media alerts, radio appearances	155	150	150	150	150
# of Regular or Recurring Original Programs	65	50	50	50	50
# of media and public contacts in a centralized list	1,100	400	400	400	400
% complete (website redesign)	100%	100%	100%	100%	100%
# of visits to bryantx.gov	485,000	460,000	460,000	460,000	480,000
# of pageviews	987,000	950,000	950,000	950,000	950,000
# of publications	30	35	35	35	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 youth at-risk in the City of Bryan through programs which will provide positive experiences and outcomes in a safe environment.

Strategic Initiatives

- Establish partnerships with youth serving organizations in the City of Bryan, especially Bryan ISD, to support youth at-risk programs and provide technical assistance to other youth serving agencies.
- Recognize youth for positive achievements.
- Utilize youth in leadership roles through the City of Bryan's Youth Advisory Committee.
- Work with youth serving organizations to increase their participation in the Youth Neighborhood Association Partnership Program (YNAPP) and encourage youth service involvement in neighborhood organizations.
- Focus on the support of early care and education initiatives for children and youth in Bryan.
- Support initiatives that help Bryan families achieve financial stability and improve their quality of life.
- Support the organization and registration of neighborhood associations with the City of Bryan.
- Support registered neighborhood associations applying for and receiving matching grants for neighborhood improvement projects.

Fiscal Year 2016 Accomplishments

- Hired a Neighborhood and Youth Outreach Coordinator.
- Hosted city wide neighborhood association forum.
- Continued growth of the Youth Advisory Commission (YAC).
- Administered the neighborhood association matching grant program.
- Registered three new neighborhood associations.
- Built new foundation for communications at the neighborhood level.
- Provided support to various youth programs and activities.

Fiscal Year 2017 Goals & Objectives

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

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 16,534	$ 77,565	$ 77,565	$ 85,533	$ 90,766	$ 13,201	17.0%
Supplies	799	2,125	2,125	450	2,125	-	0.0%
Maintenance & Services	3,750	6,219	6,219	3,789	6,155	(64)	-1.0%
Miscellaneous/Admin Reimb	11,053	43,990	43,990	44,532	43,990	-	0.0%
Total Expenses	**$ 32,136**	**$ 129,899**	**$ 129,899**	**$ 134,304**	**$ 143,036**	**$ 13,137**	**10.1%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Neighborhood Youth Services Manager	-	1	1	1	1
Total	**-**	**1**	**1**	**1**	**1**

**Position was filled in FY15*

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
# of neighborhood associations registered	40	49	41	41	45
# of neighborhood associations utilizing matching grant funds	0	3	3	1	3
# of neighborhood associations utilizing YNAPP matching grant	0	3	2	1	2
# of City Wide Neighborhood Forums held	1	1	1	1	1
Development of the Youth Advisory Commission	12	12	12	12	12
# of youth at risk events supported	12	10	10	10	12

Legal Services

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2016 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 2017 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.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 556,506	$ 690,150	$ 698,608	$ 698,608	$ 725,754	$ 27,146	3.9%
Supplies	6,170	7,068	7,068	8,893	7,568	500	7.1%
Maintenance & Services	46,022	27,840	27,840	40,343	27,962	122	0.4%
Miscellaneous/Admin Reimb	19,279	23,175	23,175	23,175	23,175	-	0.0%
Total Expenses	**$ 627,977**	**$ 748,233**	**$ 756,691**	**$ 771,019**	**$ 784,459**	**$ 27,768**	**3.7%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
City Attorney	1	1	1	1	1
Assistant City Attorney	4	4	4	4	4
Legal Assistant	1	1	1	1	1
Total	**6**	**6**	**6**	**6**	**6**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
% 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

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	% Chng/ FY16
Payments Agency Contributions							
BVWACS	$ 132,479	$ 144,067	$ 144,067	$ 144,067	$ 128,643	$ (15,424)	-11%
Downtown Bryan Association	45,000	45,000	45,000	45,000	45,000	-	0%
BVC Net	13,000	13,000	13,000	13,000	13,000	-	0%
Easterwood Airport	-	65,000	65,000	65,000	65,000	-	0%
Brazos County 911 District	1,528,981	1,582,621	1,582,621	1,528,981	1,755,670	173,049	11%
Brazos County Health Department	326,500	326,500	326,500	326,500	326,500	-	0%
Brazos County (Prisoner Support)	94,775	100,000	100,000	100,000	100,000	-	0%
Brazos Central Appraisal District	228,602	253,528	253,528	253,528	262,401	8,873	3%
Brazos Senior	7,500	15,000	15,000	7,500	15,000	-	0%
Bryan Business Council	-	-	-	-	20,000	20,000	100%
Total Partner Agency Contributions	2,376,837	2,544,716	2,544,716	2,483,576	2,731,214	186,498	7%
Economic Development Contributions							
Research Valley Partnership	350,000	350,000	350,000	350,000	350,000	-	0%
Economic Development Foundation	163,911	163,911	163,911	163,911	163,911	-	0%
Economic Development	-	3,000,000	3,000,000	2,676,000	-	(3,000,000)	-100%
Total Economic Development	513,911	3,513,911	3,513,911	3,189,911	513,911	(3,000,000)	-85%
Other Non Departmental							
Contractual Obligations	11,173	200,000	200,000	200,000	200,000	-	100%
Other Misc Obligations	105,389	50,000	50,000	63,877	50,000	-	0%
Payroll Adjustments - General Fund Depts	-	950,000	503,406	250,000	-	(503,406)	
Transfer to Debt Service (TIRZ 8)	195,743	-	-	-	-	-	100%
Transfer to Other Funds	706,427	488,641	488,641	547,509	601,357	112,716	23%
Total Other Non Departmental	1,018,732	1,688,641	1,242,047	1,061,386	851,357	(390,690)	-31%
Total	**$ 3,909,480**	**$ 7,747,268**	**$ 7,300,674**	**$ 6,734,873**	**$ 4,096,482**	**$ (3,204,191)**	**-44%**

DEBT SERVICE FUND OVERVIEW

FUND DESCRIPTION

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

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

FUND NARRATIVE

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

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

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

FISCAL YEAR 2017

The total proposed tax rate for FY2017 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, $0.181818 is devoted to debt service. The debt rate will generate an estimated $8,140,603 in property tax revenue in the Debt Service Fund. This will be sufficient to fund 79% of the total debt service payments for fiscal year 2017. The remaining 21% will be serviced through reimbursements and transfers from other funds as well as interest income of $35,000. Budgeted reimbursements totaling $647,006 are for debt service requirements related to the BVSWMA and Brazos County Expo Center. Transfers in from other funds of $1,882,998 are for the payment of debt service obligations of the paying fund.

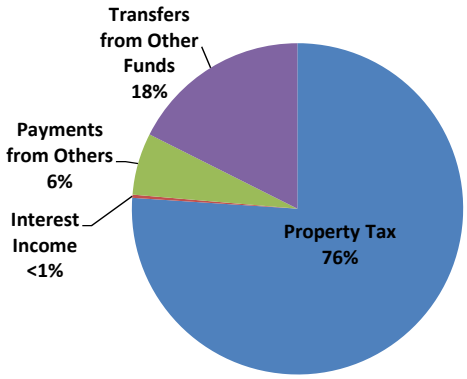
Total Debt Service Fund budgeted expenditures for FY2016 are $10,321,801. This amount includes principal and interest payments of $10,311,801 for outstanding and planned debt issuance.

The anticipated year end fund balance for the Debt Service Fund will be $2,276,940. This fund balance is above the targeted one-month reserve of $860,150.

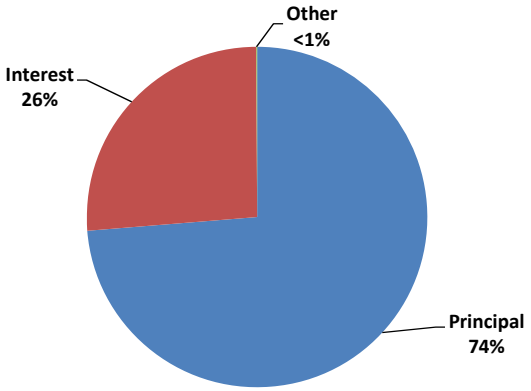
CITY OF BRYAN, TEXAS
Debt Service Fund Summary
Fiscal Year 2017

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Revenues							
Property Tax	$ 7,574,218	$ 7,923,342	$ 7,923,342	$ 7,936,780	$ 8,140,603	$ 217,261	2.7%
Interest Income	32,728	26,595	26,595	30,000	35,000	8,405	31.6%
Brazos County Payment	253,905	250,305	250,305	250,305	251,175	870	0.3%
BVSWMA	176,531	397,731	397,731	397,731	395,831	(1,900)	-0.5%
Premium on Bond Sale	70,873	-	-	-	-	-	0.0%
Miscellaneous	4,981	-	-	2,644	-	-	0.0%
Subtotal Revenues	8,113,236	8,597,973	8,597,973	8,617,460	8,822,609	224,636	2.6%
Transfers In	2,418,836	2,115,598	2,115,598	2,134,531	1,882,998	- (232,600)	-11.0%
Total Revenues and Transfers in	10,532,072	10,713,571	10,713,571	10,751,991	10,705,607	(7,964)	-0.1%
Expenditures							
Debt Service	10,509,161	11,393,516	11,393,516	10,673,189	10,311,801	(1,081,715)	-9.5%
Debt Expense	71,009	10,000	10,000	10,000	10,000	-	0.0%
Total Expenditures	10,580,170	11,403,516	11,403,516	10,683,189	10,321,801	(1,081,715)	-9.5%
Net Increase/(Decrease)	$ (48,098)	$ (689,945)	$ (689,945)	$ 68,802	$ 383,806		
Beginning Fund Balance	6,128,399	1,990,149	1,824,333	1,824,333	1,893,134		
Notes Receivable for BVSWMA	(4,150,000)	-	-	-	-		
Assigned Fund Balance	(105,968)	-	-	-	-		
Ending Fund Balance	**$ 1,824,333**	**$ 1,300,204**	**$ 1,134,388**	**$ 1,893,134**	**$ 2,276,940**		
Reserve Requirement : (No more than 1/12 of total expenditures)	881,681	950,293	950,293	890,266	860,150		

Debt Service Fund - Sources



Debt Service Fund - Uses



CITY OF BRYAN, TEXAS
Debt Service Requirements
Fiscal Year 2017

	FY2015 Actuals	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$ Chng/FY16 Amended	% Chng/ FY16
Principal							
2005 General Obligation Refunding Bonds	1,400,000	-	-	-	-	-	-100.0%
2007 Certificates of Obligation	670,000	700,000	700,000	700,000	-	(700,000)	-100.0%
2008 Certificates of Obligation	445,000	465,000	465,000	465,000	485,000	20,000	4.3%
2009 Certificates of Obligation	320,000	335,000	335,000	335,000	345,000	10,000	3.0%
2010 Certificates of Obligation	650,000	550,000	550,000	550,000	570,000	20,000	3.6%
2010 General Obligation Refunding Bonds	990,000	1,020,000	1,020,000	1,020,000	1,050,000	30,000	2.9%
2013 General Obligation Refunding Bonds	1,858,295	1,885,339	1,885,339	1,885,339	1,931,700	46,361	2.5%
2014 Certificates of Obligation	425,000	865,000	865,000	865,000	350,000	(515,000)	-59.5%
2014 General Obligation Refunding Bonds	383,631	391,153	391,153	391,153	402,436	11,283	97.2%
2015 General Obligation Refunding Bonds	-	1,618,257	1,618,257	1,630,000	1,350,000	(268,257)	119.9%
2016 Certificates of Obligation	-	362,771	362,771	-	1,125,000	762,229	32.2%
Total Principal	**$ 7,141,927**	**$ 8,192,521**	**$ 8,192,521**	**$ 7,841,492**	**$ 7,609,136**	**$ (583,384)**	**-7.1%**
Interest							
2005 General Obligation Refunding Bonds	650,675	-	-	-	-	-	-100.0%
2007 Certificates of Obligation	382,775	355,975	355,975	355,975	-	(355,975)	-100.0%
2008 Certificates of Obligation	368,571	346,321	346,321	346,321	327,721	(18,600)	-5.4%
2009 Certificates of Obligation	276,610	267,010	267,010	267,010	256,960	(10,050)	-3.8%
2010 Certificates of Obligation	454,081	428,081	428,081	428,081	411,581	(16,500)	-3.9%
2010 General Obligation Refunding Bonds	272,750	248,000	248,000	248,000	217,400	(30,600)	-12.3%
2013 General Obligation Refunding Bonds	532,618	495,452	495,452	495,452	457,745	(37,707)	-7.6%
2014 Certificates of Obligation	253,531	213,571	213,571	213,571	196,271	(17,300)	-8.1%
2014 General Obligation Refunding Bonds	175,622	167,949	167,949	167,949	160,126	(7,823)	104.9%
2015 General Obligation Refunding Bonds	-	298,635	298,635	309,337	285,575	(13,060)	104.6%
2016 Certificates of Obligation	-	380,000	380,000	-	389,285	9,285	97.6%
Total Interest	**$ 3,367,234**	**$ 3,200,995**	**$ 3,200,995**	**$ 2,831,697**	**$ 2,702,665**	**$ (498,330)**	**-15.6%**
Paying Agent Fee & Bond Sale Discount	$ 71,009	$ 10,000	$ 10,000	$ 10,000	$ 10,000	-	100.0%
Debt Service Fund Total Expenditures	**$ 10,580,169**	**$ 11,403,516**	**$ 11,403,516**	**$ 10,683,189**	**$ 10,321,801**	**$ (1,081,714)**	**-9.5%**

CITY OF BRYAN

The Good Life, Texas Style.™

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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 statement and recording retirements of principal and capital purchases on the balance sheet, the City does not budget for depreciation or amortization of assets but does budget capital expenses and debt principal on the operating statements.

WATER FUND

Operating revenues consist of sales, penalties, and miscellaneous.

Anticipated operating revenues are $12,458,280, which is an increase of $30,938 over the FY2016 amended budget. Total revenues for FY2017 are expected to be $12,717,834. Non-operating revenue sources include interest income of $25,000, water tap fees of $85,000, a transfer in of $40,054 for administrative costs, and other income of $109,500.

Anticipated total operating expenses are $6,824,790, which is a decrease of $139,518 (2.0%) from the FY2016 amended budget of $6,964,308.

Non-operating expenses in FY2017 are anticipated to be $7,351,388, an increase of $66,998 over the FY2016 amended budget.

Annual capital is $2,566,500. Right-of-Way payments are expected to be $629,300. Debt service payments for the Water Fund total $4,100,588. Other debt expenses for the water fund total $55,000.

The current reserve requirement (60 days of operating expenses) is $1,137,465. The ending operating funds are projected at $2,611,359.

WASTEWATER FUND

Operating revenues for FY2017 are anticipated to be $12,740,400. Total revenues for FY2017 are expected to be $13,017,829, with $277,429 of income attributed to non-operating sources. Non-operating income is expected to increase by $881 above the FY2016 amended budget; from $276,548 to $277,429.

Operating expenses are expected to be $7,045,262 in FY2017. This is an increase of $69,090 from the FY2016 amended budget amount of $6,976,172. Non-operating expenses are expected to have a net decrease of $4,782,877 from the FY2016 amended budget. This decrease is due primarily to a reduction of capital expenditures year over year.

Debt service payments and expenses total $3,533,687 in FY2017 for General Obligation and Revenue Bond debt service, compared to $3,526,794 in FY2016.

The operating reserve requirement (60 days of operating expenses) is $1,174,210. The ending operating funds are projected at $3,671,569.

SOLID WASTE FUND

Operating income is anticipated to be $7,907,949 which is higher than the FY2016 amended budget amount of $7,802,638 by $105,311. 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 $104,764.

Total operating expenses of the Solid Waste Fund for FY2017 are $5,625,633, which is an increase of $185,189 over the FY2016 amended budget.

Non-operating expenses will decrease $402,522 to $2,689,869 compared to the FY2016 amended budget amount of $3,092,391.

Annual Capital will decrease to $1,182,765. This is a decrease of $434,131 compared to the FY2016 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 $193,170,991 in FY2017. This is a decrease over the FY2016 amended budget due to a fuel rate reduction and lower off system sales. Operating revenue is derived from operations, miscellaneous revenue, and investment earnings.

Total operating expenses for BTU-City for FY2017 are projected to be $146,759,497. BTU-City non-operating expenditures will increase by $9,493,300 to $53,618,341 for the FY2017 budget. Debt service payments are budgeted to increase by $1,022,139. Capital improvements funded from working capital are primarily associated with improvements in distribution and system growth. Annual Capital increased by $8,335,746. The ending FY2017 unrestricted cash balance is estimated at $37,096,725.

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 FY2017 are projected to be $43,656,324. This is $1,263,203 higher than the FY2016 amended budget of $42,393,121 due to higher kWh sales levels and the third phase of the 3-year retail rate increase. Revenue is derived from operations, miscellaneous revenue, and investment earnings.

Total operating expenses for FY2017 are projected to be $38,167,137. This is a $972,093 increase from the FY2016 amended budget of $37,195,044. The increased cost of power purchased from BTU-City/QSE comprises the majority of the change.

BTU-Rural non-operating expenditures of $5,633,628 are budgeted for annual capital and for debt service.

Capital expenses for FY2017 are $3,664,749. The ending FY2017 unrestricted cash balance is estimated at $6,766,392 at year end.

AIRPORT FUND

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

FY2017 operating revenues are projected to be $687,615. The primary sources of revenues are hangar 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 FY2017 are budgeted at $581,061, a $34,860 decrease over the FY2016 amended budget. Operating expenses are comprised of fuel costs, maintenance and other services and charges.

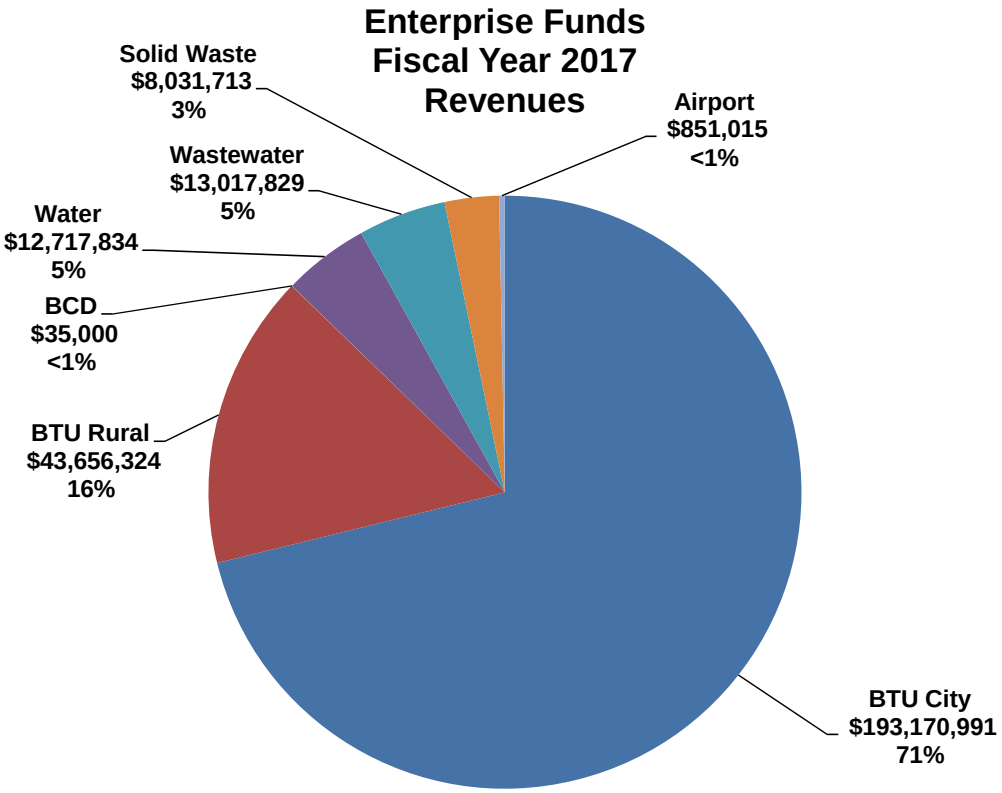
Non-operating expenses are projected to be $338,841. This is an increase of $40,299 over FY16 amended budget. This variance is due to a decrease in cash funded capital and an increase in debt service. The City will issue debt in FY16 of which $1.2 million will be used to construct new hangars. These hangars will produce an increase in operating revenue which will offset the new debt service incurred. The year ending FY2017 operating funds balance is estimated at $247,179.

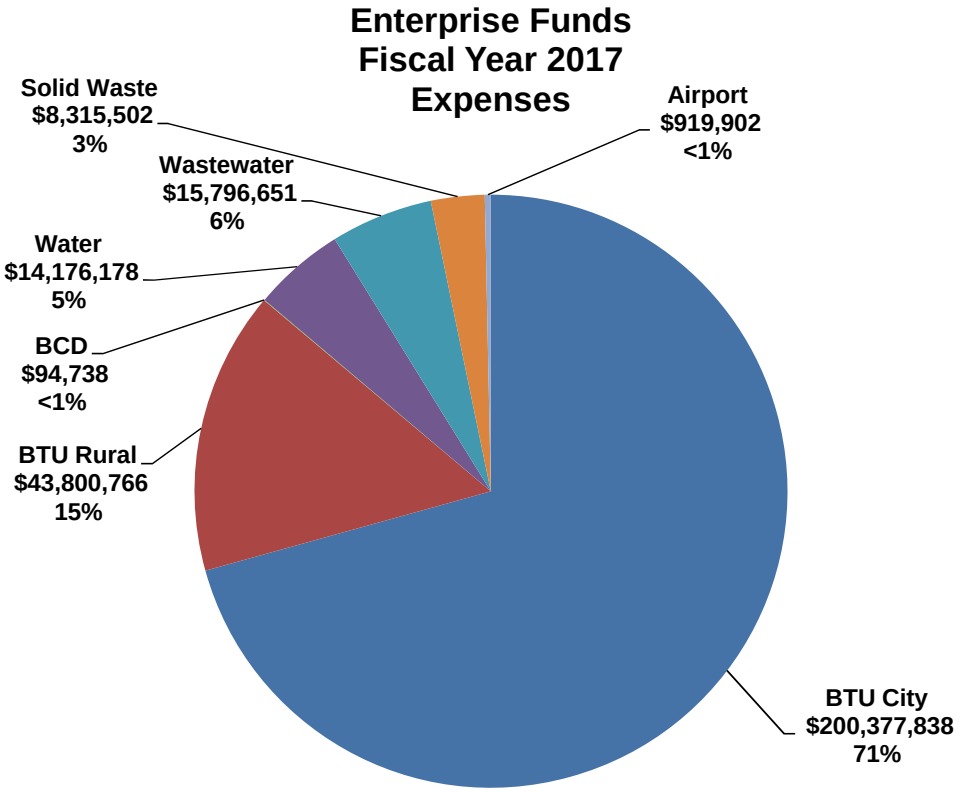
BRYAN COMMERCE AND DEVELOPMENT (BCD)

Bryan Commerce and Development (BCD) were 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.

FY2017 proposed overall revenues are $35,000, which represents a $35,000 transfer from the General Fund.

Fiscal Year 2017 BCD expenditures include allocated costs for services provided to BCD of $41,313 and other services and charges of $53,425. Total expenses are expected to be $94,738. Ending operating funds in BCD for FY17 are estimated at $39,253.


Enterprise Funds
Fiscal Year 2017
Revenues
Solid Waste
$8,031,713
3%
Airport
$851,015
<1%
Wastewater
$13,017,829
5%
Water
$12,717,834
5%
BCD
$35,000
<1%
BTU Rural
$43,656,324
16%
BTU City
$193,170,991
71%


Enterprise Funds
Fiscal Year 2017
Expenses
Solid Waste
$8,315,502
3%
Airport
$919,902
<1%
Wastewater
$15,796,651
6%
Water
$14,176,178
5%
BCD
$94,738
<1%
BTU Rural
$43,800,766
15%
BTU City
$200,377,838
71%

CITY OF BRYAN

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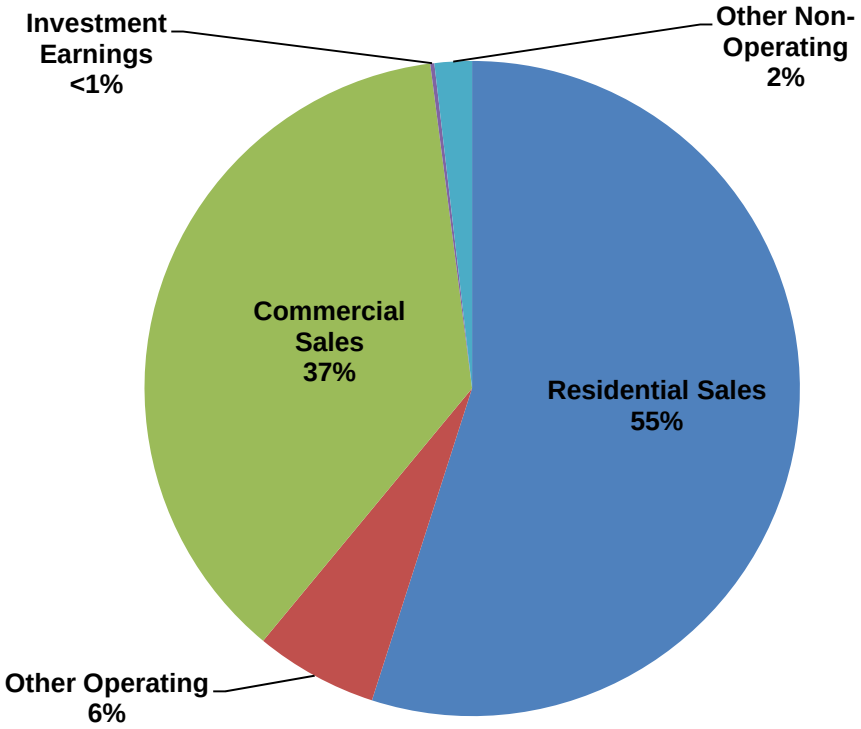
CITY OF BRYAN, TEXAS
Water Fund Summary
Fiscal Year 2017

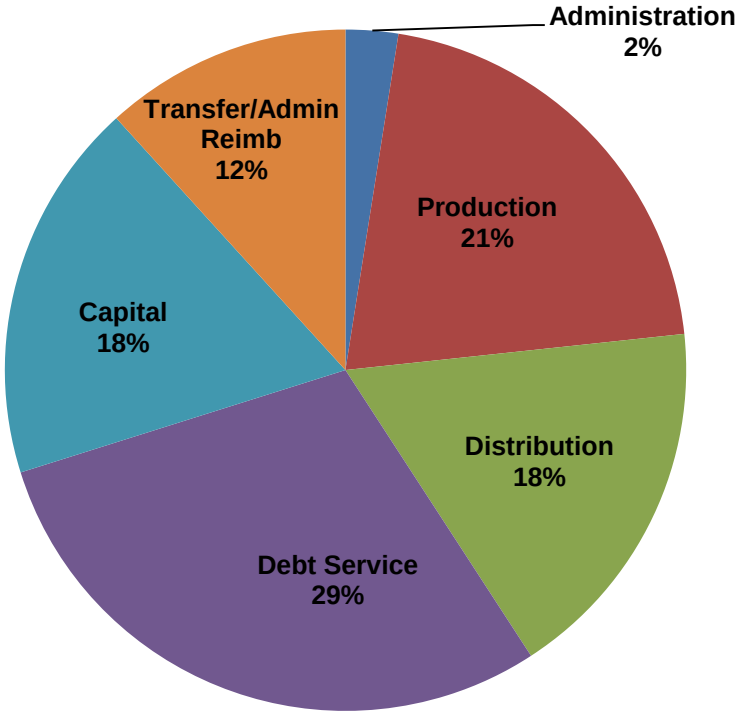
	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/FY16
Revenues							
Operating Revenues:							
Water Sales	$ 11,689,957	$ 11,610,317	$ 11,610,317	$ 11,465,326	$ 11,688,655	$ 78,338	0.7%
Water Penalties	131,878	135,852	135,852	134,000	134,000	(1,852)	-1.4%
Miscellaneous	568,183	681,173	681,173	629,348	635,625	(45,548)	-6.7%
Total Operating Revenues	12,390,018	12,427,342	12,427,342	12,228,674	12,458,280	30,938	0.2%
Non-Operating Revenues:							
Interest Income	57,158	25,000	25,000	45,000	25,000	-	0.0%
Gain (Loss) on Assets	5,587	-	-	-	-	-	N/A
Water Tap Fees	97,155	85,000	85,000	120,000	85,000	-	0.0%
Oil & Gas Royalty	65	1,500	1,500	100	1,500	-	0.0%
Inventory markup	22,367	18,000	18,000	22,805	18,000	-	0.0%
Miscellaneous non-operating income	313,024	90,000	90,000	70,211	90,000	-	0.0%
Transfers In	32,566	42,021	42,021	42,021	40,054	(1,967)	-4.7%
Total Non-Operating Revenues	527,922	261,521	261,521	300,137	259,554	(1,967)	-0.8%
Total Revenues	12,917,940	12,688,863	12,688,863	12,528,811	12,717,834	28,971	0.2%
Expenditures							
Operating Expenses:							
Water Administration	671,783	449,752	565,515	641,661	352,726	(212,789)	-37.6%
Water Production	2,489,376	3,067,478	3,112,968	3,018,389	2,951,176	(161,792)	-5.2%
Water Distribution	1,962,842	2,325,216	2,331,918	2,102,489	2,484,733	152,815	6.6%
General & Admin. Reimbursement	668,809	462,635	462,635	462,635	433,420	(29,215)	-6.3%
Transfer to Other Funds	54,124	57,794	57,794	57,794	74,765	16,971	29.4%
Transfer to BTU	432,421	433,478	433,478	433,478	527,970	94,492	21.8%
Total Operating Expenses	6,279,355	6,796,353	6,964,308	6,716,446	6,824,790	(139,518)	-2.0%
Non-Operating Expenses:							
Annual Capital	2,976,720	1,428,611	2,826,943	3,635,773	2,566,500	(260,443)	-9.2%
Right of Way Payments	612,491	633,970	633,970	633,970	629,300	(4,670)	-0.7%
Paying Agent Fee	1,269	15,000	15,000	15,000	15,000	-	0.0%
Miscellaneous Debt Expense	(1,746)	40,000	40,000	40,000	40,000	-	0.0%
Debt Service: General Obligation Debt	3,333,546	3,768,477	3,768,477	3,768,477	4,100,588	332,111	8.8%
Total Non-Operating Expenses	6,922,280	5,886,058	7,284,390	8,093,220	7,351,388	66,998	0.9%
Total Expenditures	13,201,635	12,682,411	14,248,698	14,809,666	14,176,178	(72,520)	-0.5%
Net Increase/(Decrease)	(283,695)	6,452	(1,559,835)	(2,280,855)	(1,458,344)		
Beginning Operating Funds	7,656,021	4,765,160	6,350,558	6,350,558	4,069,703		
Timing of Cash Flows	(1,021,768)	-	-	-	-		
Ending Operating Funds	**$ 6,350,558**	**$ 4,771,612**	**$ 4,790,723**	**$ 4,069,703**	**$ 2,611,359**		
Reserve Requirement :							
(Sixty days operating expenses)	$ 1,046,559	$ 1,132,725	$ 1,160,718	$ 1,119,408	$ 1,137,465		

City of Bryan, Texas
Water Fund
Fiscal Year 2017

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 2016 Accomplishments

- Replaced miscellaneous distribution lines.
- Continued proactive valve program.
- Continued Automated Meter Infrastructure (AMI) – Phase 5.
- Expanded database for CSI/BPAT.
- 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 1 MG elevated reservoir (Royal St).
- Replaced pump #4 at Main Street Pump Station.
- Upgraded 1 motor control unit in Main Street Pump Station.
- Designed infrastructure along W SH 21 and Hwy 47 to convert Bryan customers from Wellborn SUD.
- Designed Production and Distribution line extensions along North Texas Avenue.

Fiscal Year 2017 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.
- Implementation of emergency generators for the water production system.
- Rehabilitate High Service Pump #7.
- Adopt water utility extension ordinance.
- Identify location for new 2MG elevated storage site.
- Complete the Production line loop along North Texas Avenue.
- Upgrade the 10” water line along North Texas Avenue.
- Infrastructure protection – paint 2 MG elevated reservoir (Luza St).
- Rehabilitate Well #19.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY2016 Amended	%Chng/ FY2016
Salaries and Benefits	$ 2,174,135	$ 2,441,994	$ 2,476,607	$ 2,357,515	$ 2,565,511	$ 88,904	3.6%
Supplies	210,730	278,838	285,540	261,064	276,538	(9,002)	-3.2%
Maintenance & Services	2,401,929	2,542,314	2,703,567	2,669,525	2,544,188	(159,379)	-5.9%
Miscellaneous/Admin Reimb	1,006,016	1,041,935	1,007,322	937,070	835,818	(171,504)	-17.0%
Capital Outlay	2,976,720	1,428,611	2,826,943	3,635,773	2,566,500	(260,443)	-9.2%
Debt Service	3,333,069	3,823,477	3,823,477	3,823,477	4,155,588	332,111	8.7%
Transfers	1,099,036	1,125,242	1,125,242	1,125,242	1,232,035	106,793	9.5%
Total Expenses	**$ 13,201,635**	**$ 12,682,411**	**$ 14,248,698**	**$ 14,809,666**	**$ 14,176,178**	**$ (72,520)**	**-0.5%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Administration					
Director of Public Works	0.50	0.50	0.50	0.50	0.50
SUB-TOTAL	**0.50**	**0.50**	**0.50**	**0.50**	**0.50**
Production					
Production & Field Operations Manager	0.40	0.40	0.40	0.40	0.40
Water Services Division Assistant	0.50	0.50	0.50	0.50	0.50
Maintenance Supervisor	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	-
WP Maintenance Operator	2	2	2	2	2
WP Plant Operator	4	4	4	4	4
SUB-TOTAL	**15.40**	**15.40**	**15.40**	**15.40**	**12.90**
Distribution					
Production & Field Operations Manager	0.40	0.40	0.40	0.40	0.40
GIS Analyst	0.75	0.75	0.75	0.75	0.75
GIS Technician	1	1	1	1	1
Water Services Division Assistant	0.50	0.50	0.50	0.50	0.50
Water Svcs Admin Supervisor	0.50	0.50	0.50	0.50	0.50
Maintenance Supervisor	1	1	1	1	1
Maintenance Crew Leader	2	2	2	2	2
Maintenance Worker/Operator	11	11	11	11	14
Valve & Hydrant Crew Leader	1	1	1	1	1
WD Customer Service Technician	2	2	2	2	1
SUB-TOTAL	**20.15**	**20.15**	**20.15**	**20.15**	**22.15**
Total	**36.05**	**36.05**	**36.05**	**36.05**	**35.55**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Percent Demand as a measure of capacity	58%	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)	487	490	490	490	492
Active Customer Accounts	22,870	22,846	22,846	23,131	23,389
New Water Connections	188	200	200	245	200
Water mains installed - new (miles)	12	8	3	3	2
Fire Hydrants Maintained	2,401	2,425	2,425	2,425	2,450
Water Usage per 1000 Population (in millions) Tx State	44.0	44.7	44.7	44.7	44.5
Admin Cost per Million Gallons Produced (admin costs)	$ 1,505	$ 1,608	$ 1,599	$ 1,580	$ 1,655
Breaks per Main Mile	0.739	0.816	0.816	0.816	0.813
Customer Accounts per Employee (pdn + dist)	643	643	643	651	667
Average Volume of Water (MGD) delivered per	0.278	0.287	0.287	0.287	0.294
Distribution System Water Loss	6%	8%	8%	8%	8%
O&M Costs per account	$ 209	$ 230	$ 239	$ 229	$ 230
O&M Costs per Million Gallons Produced	$ 1,325	$ 1,413	$ 1,467	$ 1,419	$ 1,432

CITY OF BRYAN

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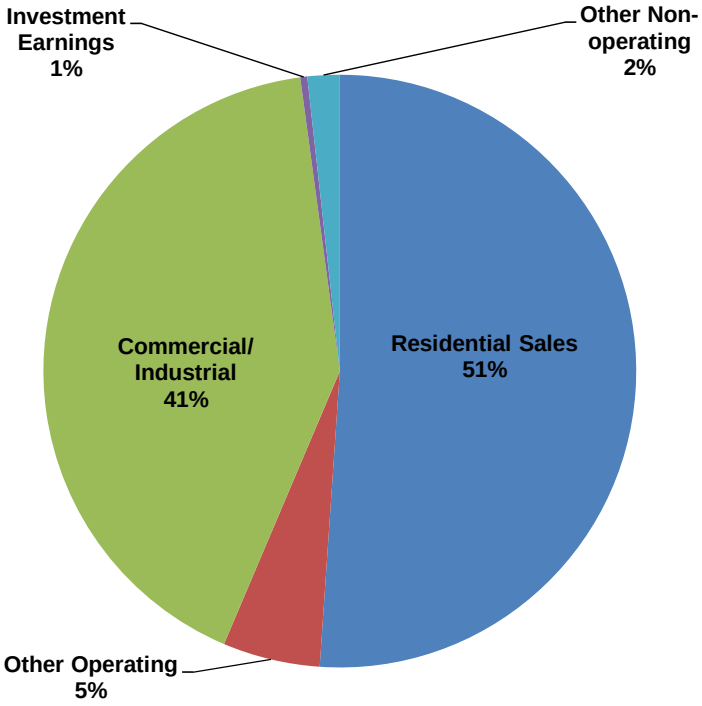
CITY OF BRYAN, TEXAS
Wastewater Fund Summary
Fiscal Year 2017

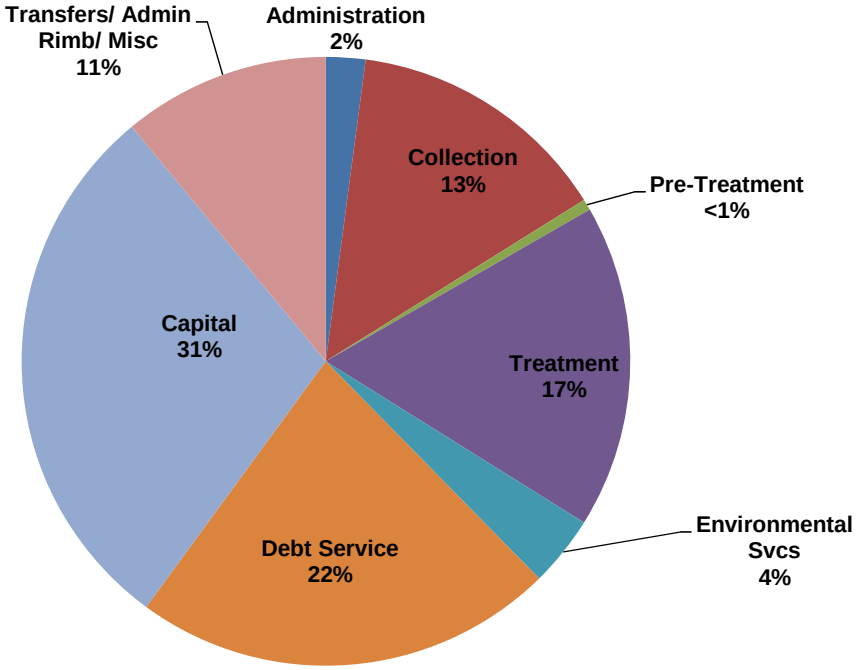
	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Revenues							
Operating Revenues							
Sewer System Revenue	$ 12,131,854	$ 12,114,723	$ 12,114,723	$ 11,957,988	$ 12,050,000	$ (64,723)	-0.5%
Sewer Penalties	129,152	135,000	135,000	130,000	130,000	(5,000)	-3.7%
Miscellaneous	6,088	5,000	5,000	6,462	5,000	-	0.0%
Pretreatment Fees	545,438	405,000	405,000	550,000	500,000	95,000	23.5%
Hauler & Sewer Inspection Fees	70,616	41,600	41,600	57,340	55,400	13,800	33.2%
Total Operating Revenues	12,883,148	12,701,323	12,701,323	12,701,790	12,740,400	39,077	0.3%
Non-Operating Revenues							
Sewer Tap Fees	75,220	60,000	60,000	70,000	65,000	5,000	8.3%
Miscellaneous-Non Operating	188,710	23,500	23,500	25,705	22,000	(1,500)	-6.4%
Transfers from Other Funds	34,500	143,048	143,048	143,048	140,429	(2,619)	-1.8%
Interest Income	85,134	50,000	50,000	55,000	50,000	-	0.0%
Total Non-Operating Revenues	383,564	276,548	276,548	293,753	277,429	881	0.3%
Total Revenues	13,266,712	12,977,871	12,977,871	12,995,543	13,017,829	39,958	0.3%
Expenditures							
Operating Expenses							
Wastewater Administration	741,228	350,630	469,005	449,023	330,585	(138,420)	-29.5%
Wastewater Collection	1,570,523	1,874,600	1,877,141	1,884,537	2,212,585	335,444	17.9%
Wastewater Pre-Treatment	50,021	92,342	92,342	62,848	93,473	1,131	1.2%
Wastewater Treatment	2,517,877	2,926,657	2,991,002	2,650,829	2,717,273	(273,729)	-9.2%
Environmental Services	538,282	581,399	581,399	574,411	593,465	12,066	2.1%
General & Admin Reimbursement	693,703	517,840	517,840	517,840	549,668	31,828	6.1%
Transfer to Other Funds	30,219	35,077	35,077	35,077	44,507	9,430	26.9%
Transfer to BTU	418,056	412,366	412,366	412,366	503,706	91,340	22.2%
Total Operating Expenses	6,559,909	6,790,911	6,976,172	6,586,931	7,045,262	69,090	1.0%
Non-Operating Expenses							
Annual Capital	3,115,382	5,946,307	9,359,006	6,324,351	4,573,252	(4,785,754)	-51.1%
Right of Way Payments	639,191	643,466	643,466	643,466	639,450	(4,016)	-0.6%
Paying Agent Fee	1,256	5,000	5,000	5,000	5,000	-	0.0%
Debt Service	3,201,488	3,526,794	3,526,794	3,554,387	3,533,687	6,893	0.2%
Total Non-Operating Expenses	6,957,317	10,121,567	13,534,266	10,527,204	8,751,389	(4,782,877)	-35.3%
Total Expenditures	13,517,226	16,912,478	20,510,438	17,114,135	15,796,651	(4,713,787)	-23.0%
Net Increase/(Decrease)	(250,514)	(3,934,607)	(7,532,567)	(4,118,592)	(2,778,822)		
Beginning Operating Funds	11,545,368	6,503,713	10,568,983	10,568,983	6,450,391		
Timing of Cash Flows	(725,871)						
Ending Operating Funds	**$ 10,568,983**	**$ 2,569,106**	**$ 3,036,416**	**$ 6,450,391**	**$ 3,671,569**		
Reserve Requirement :							
(Sixty days operating expenses)	$ 1,093,318	$ 1,131,819	$ 1,162,695	$ 1,097,822	$ 1,174,210		

City of Bryan, Texas
Wastewater Fund
Fiscal Year 2017

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 2016 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 – 87 miles.
- Explored end users for Bed & Banks permit for treated wastewater.
- Continued Private Sewer Lateral Repair Program.
- Implemented and managed SSO Plan (Burton and Still Creek Basins) that targeted basins 3, 7, 11, and 13.
- Rehabilitated 78 manholes.
- Partial replacement of lift station control panels.
- Rehabbed aging pumps and motors at Burton and Still Creek WWTPs.
- Completed construction on Still Creek Phase III.
- Decreased dependency on potable water use within WWTPs.
- Developing TV layer in GIS and database of TV information.
- Reallocated Local Limits for Burton Creek and Still Creek WWTPs.
- Adopted Interlocal Agreement for Bio corridor (Pretreatment Legal Authority).
- Adopted Local Limits for Thompsons Creek WWTP.

Fiscal Year 2017 Goals and Objectives

- Replace aging pumps and motors at Burton and Still Creek WWTPs.
- Decrease dependency on potable water use within WWTPs.
- Market effluent as a water source for other customers.
- Monitor effectiveness of odor control technologies and explore further odor reduction technologies if needed.
- Increase aesthetics and appearance of WWTPs.
- Continue efforts to meet the goals and objectives of SSO Plan and CMOM.
- Continue efforts to eliminate sources of inflow and infiltration (private and public).
- Develop asset management plan for pumps, motors and blowers at the WWTPs.
- Execute proactive cleaning plan – 85 miles.
- Rehabilitate 100 manholes.
- Continue developing TV layer in GIS and database of TV information.
- Upgrade control panels at miscellaneous lift stations.
- Research communication options for lift stations.
- Complete all projects in SSO plan with TCEQ.
- Miscellaneous sewer line replacements (pipe burst/conventional).
- Eastside sewer treatment site selection.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY2016 Amended	%Chng/ FY2016
Salaries and Benefits	$ 2,608,633	$ 2,781,929	$ 2,821,965	$ 2,659,175	$ 2,998,052	$ 176,087	6.2%
Supplies	381,127	491,500	527,065	441,989	505,750	(21,315)	-4.0%
Maintenance & Services	2,130,826	2,028,563	2,171,166	2,101,226	2,059,269	(111,897)	-5.2%
Miscellaneous/Admin Reimb	991,048	1,041,476	1,008,533	928,698	933,978	(74,555)	-7.4%
Capital Outlay	3,115,382	5,946,307	9,359,006	6,332,751	4,573,252	(4,785,754)	-51.1%
Debt Service	3,202,744	3,531,794	3,531,794	3,559,387	3,538,687	6,893	0.2%
Transfers	1,087,466	1,090,909	1,090,909	1,090,909	1,187,663	96,754	8.9%
Total Expenses	**$ 13,517,226**	**$ 16,912,478**	**$ 20,510,438**	**$ 17,114,135**	**$ 15,796,651**	**$ (4,713,787)**	**-23.0%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Administration					
Director of Public Works	0.50	0.50	0.50	0.50	0.50
Subtotal	**0.50**	**0.50**	**0.50**	**0.50**	**0.50**
Collection					
Compliance and I&I Supervisor	1	1	1	1	1
Lift Station Crew Leader	0	0	0	0	0
Lift Station Operator	0	0	0	0	2
Jet Truck Crew Leader	1	1	1	1	1
Maintenance Crew Leader	4	4	4	4	5
Maintenance Worker/Operator	8	8	8	8	7
Maintenance Supervisor	1	1	1	1	1
Water Services Divison Assistant	0	0	0	0	0.50
Production & Field Operations Manager	0.20	0.20	0.20	0.20	0.20
Public Works Assistant-Call Center	0	0	0	0	0
Water Services Administrative Supervisor	1	1	1	1	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	1
Subtotal	**19.45**	**19.45**	**19.45**	**19.45**	**20.45**
Pre-Treatment / WWT					
Pre-Treatment Plant Operator	1	1	1	1	1
Subtotal	**1**	**1**	**1**	**1**	**1**
Waste Water Treatment					
Division Assistant	0.50	0.50	0.50	0.50	0.50
Lift Station Crew Leader	1	1	1	1	0
Lift Station Operator	1	1	1	1	0
Maintenance Supervisor	0.50	0.50	0.50	0.50	0
Plant Supervisor	1	1	1	1	1
Roll-Off Operator	1	1	1	1	1
Treatment & Compliance Manager	0.50	0.50	0.50	0.50	0.50
WP Maintenance Crew Leader	1	1	1	1	1
WP Maintenance Operator	1	1	1	1	3
WWT Plant Operator	6	6	6	6	6
Subtotal	**13.50**	**13.50**	**13.50**	**13.50**	**13.00**
Sewer/Env Svcs/Wastewater					
Code Compliance Officer	3	4	3	4	4
Environmental Compliance Supervisor	1	0	1	0	0
Treatment and Compliance Manager	0.50	0.50	0.50	0.50	0.50
Water Quality Technician	2	2	2	2	2
Subtotal	**6.50**	**6.50**	**6.50**	**6.50**	**6.50**
Total	**40.95**	**40.95**	**40.95**	**40.95**	**41.45**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Sewer Mains Maintained (miles)	389	395	395	393	395
Stoppages Removed from City Mains (each)	915	1,000	1,000	1,070	1,000
Collection Mains Installed - New (miles)	4	6	6	4	2
New Sewer Connections	181	250	250	150	200
Sewer Customers (accounts)	22,350	22,534	22,534	22,603	22,859
Sewer Lift Stations Maintained	24	24	24	24	24
TV Inspection I&I (miles)	5.4	7.0	7.0	9.0	7.0
Smoke Testing I&I (miles)	45	30	30	70	40
Manholes Repaired I&I	78	100	100	123	100
Private Repaired/Replaced Sewer Laterals	440	350	350	350	350
Sewer Mains Cleaned (miles)	91	80	80	80	85
Sanitary Sewer Overflows	49	75	75	75	75
Ratio of Volumes of Sewage to Water Sold	77%	63%	61%	67%	67%
Volume of Wastewater Treated (MG)	2,691	2,350	2,350	2,500	2,500
Admin Cost per million gallons processed	$ 1,963	$ 2,410	$ 2,396	$ 2,232	$ 2,264
Sewer Overflow Rate (No. of overflows/total miles of main)	0.126	0.190	0.190	0.191	0.190
Collection System Integrity Rate = (# of failures/miles of piping systen	2.48	2.72	2.72	2.91	2.72
O&M Costs per account	229	235	245	230	243
O&M Costs per Million Gallons Processed	$ 1,903	$ 2,256	$ 2,349	$ 2,081	$ 2,225
Percentage of Grease Traps in Compliance	30%	95%	95%	54%	95%
Percentage of Significant Industrial Users in Compliance with IPP	100%	100%	98%	100%	98%

CITY OF BRYAN

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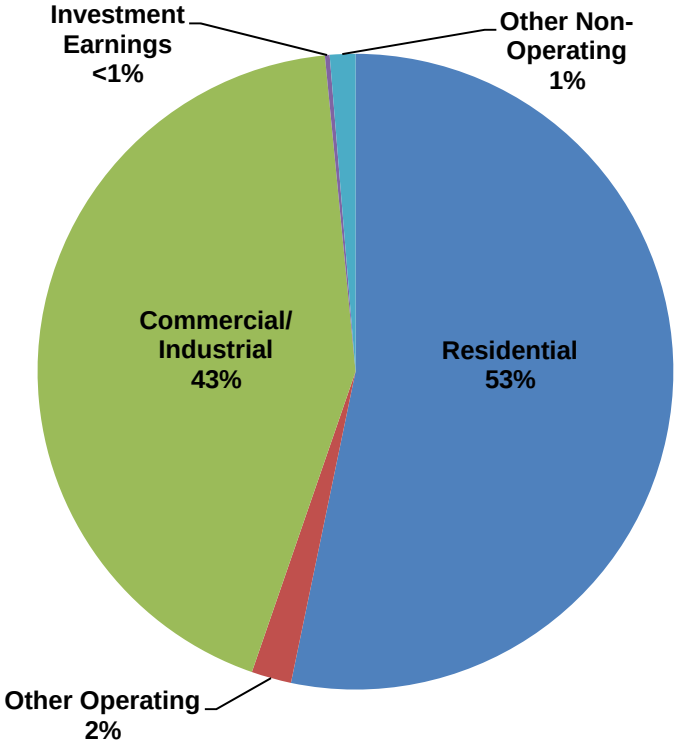
CITY OF BRYAN, TEXAS
Solid Waste Fund Summary
Fiscal Year 2017

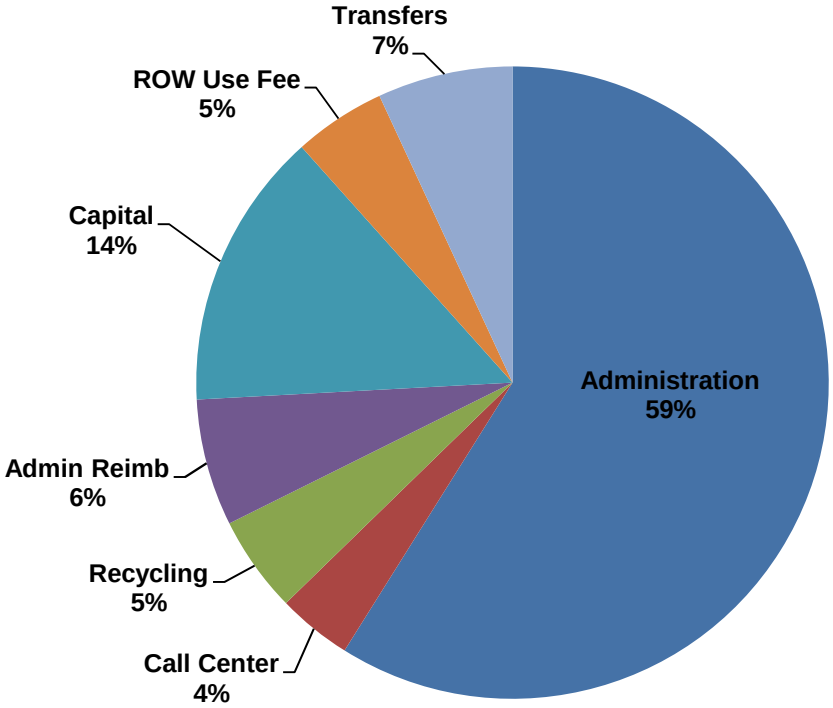
	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Revenues:							
Operating Revenues:							
Residential Refuse	$ 4,092,238	$ 4,248,530	$ 4,248,530	$ 4,202,076	$ 4,277,713	$ 29,183	0.7%
Commercial Refuse	3,440,610	3,393,818	3,393,818	3,406,464	3,467,780	73,962	2.2%
Penalties	81,383	82,418	82,418	86,190	83,902	1,484	1.8%
License & Permit Fees	51,860	40,000	40,000	48,696	40,000	-	0.0%
Recycling	32,918	30,000	30,000	41,000	30,540	540	1.8%
Miscellaneous	12,512	7,872	7,872	13,100	8,014	(142)	-1.8%
Total Operating Revenues	7,711,521	7,802,638	7,802,638	7,797,526	7,907,949	105,311	1.3%
Non-Operating Revenues:							
Interest Income	35,119	19,000	19,000	25,000	19,000	-	0.0%
Reimbursements & Transfers In	97,843	91,655	91,655	91,655	104,764	13,109	14.3%
Gain/(Loss) on sale of Asset	383,100	-	-	-	-	-	0.0%
Total Non-Operating Revenues	516,062	110,655	110,655	116,655	123,764	13,109	11.8%
Total Revenues	8,227,583	7,913,293	7,913,293	7,914,181	8,031,713	118,420	1.5%
Expenditures:							
Operating Expenses:							
Administration	4,635,076	4,740,237	4,742,088	4,705,083	4,898,633	156,545	3.3%
Call Center	257,991	302,283	302,283	269,809	316,693	14,410	4.8%
Recycling	320,328	396,073	396,073	378,677	410,307	14,234	3.6%
Total Operating Expenses	5,213,395	5,438,593	5,440,444	5,353,569	5,625,633	185,189	3.4%
Non-Operating Expenses:							
Admin Reimbursement	560,427	563,220	563,220	563,220	540,528	(22,692)	-4.0%
Transfer to Wastewater	34,500	40,540	40,540	40,540	30,266	(10,274)	-25.3%
Transfer to Water	-	10,505	10,505	10,505	12,016	1,511	N/A
Transfer to BTU	475,342	474,992	474,992	474,992	532,824	57,832	12.2%
Transfer to General Fund	-	-	-	-	-	-	0.0%
Right of Way Use Fee	380,710	386,238	386,238	386,238	391,470	5,232	1.4%
Annual Capital	1,229,592	1,152,558	1,616,896	1,582,484	1,182,765	(434,131)	-26.8%
Total Non-Operating Expenses	2,680,571	2,628,053	3,092,391	3,057,979	2,689,869	(402,522)	-13.0%
Total Expenditures	7,893,966	8,066,646	8,532,835	8,411,548	8,315,502	(217,333)	-2.5%
Net Increase/(Decrease)	333,617	(153,353)	(619,542)	(497,367)	(283,789)		
Beginning Operating Funds	4,536,362	3,669,049	4,880,872	4,880,872	4,383,505		
Timing of Cash Flows	10,893	-	-	-	-		
Ending Operating Funds	**$ 4,880,872**	**$ 3,515,696**	**$ 4,261,330**	**$ 4,383,505**	**$ 4,099,716**		
Reserve Requirement :							
(Sixty days operating expenses)	$ 868,899	$ 906,432	$ 906,741	$ 892,262	$ 937,606		

City of Bryan, Texas
Solid Waste Fund
Fiscal Year 2017

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 2016 Accomplishments

- Continued to identify areas where the use of plastic front load containers will help reduce noise concerns where commercial properties are adjacent to residential neighborhoods.
- Completed installation of new GPS (Clevest) technology in assigned fleet.
- Participated in solid waste rate study with consulting group.
- Implemented Recollect Waste App, an online and mobile waste management solution.
- Participated in new radio integration with BTU.
- Purchase and Install DVR camera system in Solid Waste Fleet.
- Enhanced the Downtown area by actively collecting litter, maintaining dumpster enclosures and sweeping sidewalks and streets.
- Developed and implemented PW Employee Talent Development Program.
- Continuing 5 year decision package to replace aging waste containers throughout the City.
- Participated in multiple city wide tire cleanups with Code and Compliance Officers and collected over 2,000 tires.
- Participated in annual events such as: Texas Reds, HHW, BVED and other city events.
- Employees maintained and obtained various state licenses through TCEQ and SWANA for waste and recycling management.
- Maintained 1% increase of answering calls within 60/s pace service level
- Staff continues to work as part of the test team with Bryan Texas Utilities on upgrade changes to Cayenta.
- Call Center Supervisor selected as the Program Administrator for the LATM (Local Area Traffic Management) Program.
- Call Center staff participated in a pilot group for HR video training.

Fiscal Year 2017 Goals and Objectives

- Ensure 100% of all solid waste customers are collected without complaints.
- All curbs and gutters are swept at least 4 times per year.
- Dead animals are removed within 24 hours of notifications.
- Reduce the number of incidents/accidents by 3%.
- All solid waste work orders generated are completed within 24-48 hours of notifications.
- Increase citizen participation at the recycling center by 2%.
- Implement solid waste phone app for residents to receive Solid Waste service information.
- Apply for at least 1 grant or award with established sustainability and education program.
- Implement Management and Supervisory training schedule for all Foreman and Crew Leaders
- Continue to ensure that all calls presented to an agent are answered within one minute.
- Maintain an average talk time of two minutes with customers.
- Effectively and efficiently handle all calls received and placed in the Call Center.
- Effectively and efficiently process all work orders generated in the Call Center.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 2,599,165	$ 2,584,457	$ 2,624,761	$ 2,759,575	$ 2,746,534	$ 121,773	4.6%
Supplies	538,440	760,003	760,003	495,122	687,002	(73,001)	-9.6%
Maintenance & Services	643,399	520,926	522,777	537,698	529,706	6,929	1.3%
Miscellaneous/Admin Reimb	1,992,818	2,136,427	2,096,123	2,124,394	2,202,919	106,796	5.1%
Capital Outlay	1,229,592	1,152,558	1,616,896	1,582,484	1,182,765	(434,131)	-26.8%
Transfers	890,552	912,275	912,275	912,275	966,576	54,301	6.0%
Total Expenses	**$ 7,893,966**	**$ 8,066,646**	**$ 8,532,835**	**$ 8,411,548**	**$ 8,315,502**	**(217,333)**	**-2.5%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Administration					
Assistant Container Coordinator	0.00	0.00	0.00	0.00	1.00
Brush & Bulky Crew Leader	2.00	1.00	1.00	1.00	1.00
Brush & Bulky Equipment Operator	8.00	8.00	8.00	8.00	10.00
Brush & Bulky Foreman	1.00	1.00	1.00	1.00	1.00
Container Coordinator	2.00	2.00	2.00	2.00	1.00
Environmental Operations Supervisor	1.00	1.00	1.00	1.00	1.00
Environmental Services Manager	0.00	0.00	0.00	0.00	1.00
Assessment Worker	3.00	4.00	4.00	4.00	2.00
Solid Waste Foreman	0.00	0.00	0.00	0.00	2.00
Solid Waste Equipment Operator	0.00	0.00	0.00	0.00	15.00
Director of Public Works	0.05	0.00	0.00	0.00	0.00
Solid Waste Commercial Foreman	1.00	1.00	1.00	1.00	0.00
Solid Waste Residential Foreman	1.00	1.00	1.00	1.00	0.00
Residential	7.00	7.00	7.00	7.00	0.00
Commercial	6.00	6.00	6.00	6.00	0.00
Street Sweepers	2.00	2.00	2.00	2.00	0.00
Subtotal	**34.05**	**34.00**	**34.00**	**34.00**	**35.00**
Call Center					
Public Works Assistant	3.00	3.00	3.00	3.00	3.00
Public Works Support Asst.	1.00	1.00	1.00	1.00	1.00
Customer Service Advocate/Supervisor	1.00	1.00	1.00	1.00	1.00
Subtotal	**5.00**	**5.00**	**5.00**	**5.00**	**5.00**
Compost					
Recycling Center Assistant	3.00	4.00	4.00	4.00	4.00
Recycling Center Crew Leader	1.00	1.00	1.00	1.00	1.00
Environmental Operations Supervisor	1.00	1.00	1.00	1.00	0.00
BVSWMA - Compost	0.00	0.00	0.00	0.00	0.00
Subtotal	**5.00**	**6.00**	**6.00**	**6.00**	**5.00**
Total	**44.05**	**45.00**	**45.00**	**45.00**	**45.00**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Customers collected without complaint (Residential)		100%	100%	99%	100%
Customers collected without complaint (Commercial)		100%	100%	99%	100%
Customers collected without complaint (Brush/Bulky)		100%	100%	99%	100%
Average number of street sweepings annually	3	4	4	3	4
Dead animal requests removed within 24 hrs		100%	100%	100%	100%
All work orders are completed within 24-48hrs		100%	100%	99%	100%
Calls answered within 60sec service level	99%	97%	97%	97%	97%
# of calls handled from queue in/out Call Center	64,667	60,000	60,000	57,220	58,000
# of job orders generated	27,232	25,000	25,000	28,000	28,000

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 2016 Accomplishments

- Created two Continuous Improvement Teams to further develop BTU's safety culture.
- Annual system growth is approximately 1,300 new customers connected.
- Inspected and treated approximately 5,000 distribution poles to increase pole life.
- Identified and replaced 250 poles that were determined to be at end of life.
- Constructed 11 miles of overhead and underground feeders.
- Implemented Distribution System Design software package.
- Implemented a GIS mapping system.
- Completed an in-depth transmission reliability study to help ensure transmission system adequacy.
- Completed an in-depth 10-year distribution planning study to help ensure transmission system adequacy.
- Completed Phase I of the Atkins Substation to Briarcrest Substation transmission line reconstruction.
- Designed and constructed the BTU System Operations/Transmission & Substation office building.
- Re-signed Maverick County Water Control and Improvement District #1 (MCWCID #1) to a 3 year contract
- Migrated to a new Trading, Settlements, & Risk software
- Procured long term peaking power supply through 2022
- Started receiving power from newest energy supplier – Los Vientos V
- Performed emergency repairs to Lake Bryan dam.
- Returned Atkins 7 generating unit to commercial availability.
- Completed Cyber Security and Transmission mock audits for NERC compliance.
- Development and testing of upgraded billing system.
- Improved customer service by providing new online options for paying deposits and service verifications.
- Completed annual financial audit and received an unqualified opinion.
- Issued $99 million in bonds for the City and Rural systems combined.
- Refinanced portions of outstanding debt that resulted in approximately $2 million in debt service savings.
- Successfully created a new Risk & Financial Planning department.
- Completed new Affordable Care Act compliance reporting in response to IRS regulations.

Fiscal Year 2017 Goals and Objectives

- BTU will continue to focus on safety culture improvement.
- Successfully accommodate annual system growth of estimated 1,300 new customers.
- Complete upgrade of billing system software and implement new bill print format.
- Construct sewer lift station at Lake Bryan and improve front entrance booth and signage.
- Replace roof of main office building.
- South College Avenue overhead to underground conversion.
- CHI St. Joseph hospital underground conversion.
- Continue wood pole replacement program.
- Reconfigure Dansby 69kV transmission bus.
- Begin construction on Texas A&M West Campus substation and loop-in.
- Rebuild Nall Lane substation.
- Replace underground transmission between Nall Lane and Briarcrest substations.
- Complete interim transmission cost of service filing.

Bryan Texas Utilities
City Electric System
Fiscal Year 2017

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	% Chng /FY16
Revenues:							
Operating Revenues:							
Base Revenue							
Retail	$ 46,906,583	$ 47,765,417	$ 47,765,417	$ 46,773,274	$ 46,348,502	$ (1,416,915)	-3.0%
Wholesale	23,731,696	24,634,358	24,634,358	23,577,754	24,779,067	144,709	0.6%
Fuel Pass Through	74,683,129	81,237,423	81,237,423	75,071,311	77,678,795	(3,558,628)	-4.4%
Regulatory Charge Pass Through	13,498,758	15,721,121	15,721,121	14,509,407	15,245,133	(475,988)	-3.0%
Other Operating Revenue	27,908,355	29,139,897	29,139,897	28,782,370	28,839,368	(300,529)	-1.0%
Total Operating Revenues	186,728,521	198,498,216	198,498,216	188,714,116	192,890,865	(5,607,351)	-2.8%
Non-Operating Revenues:							
Interest Income	770,945	187,234	187,234	311,118	280,125	92,891	49.6%
Total Non-Operating Revenues	770,945	187,234	187,234	311,118	280,125	92,891	49.6%
Total Revenues	187,499,466	198,685,450	198,685,450	189,025,235	193,170,991	(5,514,459)	-2.8%
Expenditures:							
Operating Expenses:							
Energy Cost	74,683,128	81,237,423	81,237,423	75,071,311	77,678,795	(3,558,628)	-4.4%
Capacity Cost	27,202,304	30,672,501	30,672,501	30,672,501	27,494,469	(3,178,032)	-10.4%
TCOS Expense - BTU	13,498,758	15,721,121	15,721,121	14,509,407	15,245,133	(475,988)	-3.0%
TCOS Expense - Wholesale	2,900,296	3,473,579	3,473,579	3,014,248	3,083,291	(390,288)	-11.2%
Departmental Expenses	23,227,589	23,976,157	23,976,157	25,475,467	23,841,914	(134,243)	-0.6%
Admin Reimbursement to COB	881,813	894,648	894,648	894,648	921,487	26,839	3.0%
Admin Reimbursement from COB	(1,529,782)	(1,575,675)	(1,575,675)	(1,575,675)	(1,505,592)	70,083	-4.4%
Total Operating Expenses	140,864,106	154,399,754	154,399,754	148,061,908	146,759,497	(7,640,257)	-4.9%
Non-Operating Expenses:							
Annual Capital	7,621,312	9,584,420	9,584,420	15,943,380	17,920,166	8,335,746	87.0%
Right-of-Way Payments	11,239,573	12,299,680	12,299,680	11,892,845	12,435,095	135,415	1.1%
Debt Service	22,364,526	22,240,941	22,240,941	22,176,065	23,263,080	1,022,139	4.6%
Total Non-Operating Expenditures	41,225,411	44,125,041	44,125,041	50,012,289	53,618,341	9,493,300	21.5%
Total Expenditures	182,089,516	198,524,795	198,524,795	198,074,197	200,377,838	1,853,043	0.9%
Net Increase (Decrease)	$ 5,409,950	160,655	160,655	(9,048,963)	(7,206,848)		
Beginning Unrestricted Cash	43,826,475	35,249,018	35,249,018	48,852,535	42,303,572		
Transfer From Rate Stabilization Fund	-	-	-	-	-		
Change in Restriced Collateral	-	8,379,422	8,379,422	2,500,000	2,000,000		
Timing of Cash Flow	(383,890)	-	-	-	-		
Ending Unrestricted Cash	$ 48,852,535	$ 43,789,095	$ 43,789,095	$ 42,303,572	$ 37,096,725		
# of Days of Reserve (90 day min)	131	107	107	108	96		
Rate Stabilization Fund - Ending	$ 1,687,392	$ 1,683,878	$ 1,683,878	$ 1,692,454	$ 1,697,532		

Bryan Texas Utilities
Rural Electric System
Fiscal Year 2017

	FY 2015 Actual	FY 2016 Adopted	FY 2016 Amended	FY 2016 Projected	FY 2017 Proposed	$Chng/FY16 Amended	% Chng/ FY16
Revenues							
Operating Revenues							
Base Revenue	$ 22,674,610	$ 23,095,723	$ 23,095,723	$ 23,056,838	$ 24,046,189	$ 950,466	4.1%
Fuel Pass Through	12,279,545	14,467,848	14,467,848	12,345,489	14,943,281	475,433	3.3%
Regulatory Charge Pass Through	3,910,141	4,469,453	4,469,453	4,257,849	4,299,280	(170,173)	-3.8%
Miscellaneous	422,780	316,063	316,063	316,063	323,332	7,269	2.3%
Total Operating Revenues	39,287,076	42,349,087	42,349,087	39,976,239	43,612,082	1,262,995	3.0%
Non-Operating Revenues							
Interest Income	75,800	44,034	44,034	36,952	44,242	208	0.5%
Total Revenues	39,362,876	42,393,121	42,393,121	40,013,191	43,656,324	1,263,203	3.0%
Expenditures							
Operating Expenses							
Purchased Power - Base	15,878,248	16,531,434	16,531,434	15,986,609	17,053,855	522,421	3.2%
Purchased Power - Fuel	12,279,545	14,467,848	14,467,848	12,345,489	14,943,281	475,433	3.3%
Purchased Power - Regulatory Charge	3,910,141	4,469,453	4,469,453	4,257,849	4,299,280	(170,173)	-3.8%
Departmental Expenses	1,162,435	1,701,309	1,701,309	1,685,878	1,835,721	134,412	7.9%
All Other	34,457	25,000	25,000	25,000	35,000	10,000	40.0%
Total Operating Expenses	33,264,826	37,195,044	37,195,044	34,300,824	38,167,137	972,093	2.6%
Non-Operating Expenses							
Annual Capital	4,234,454	2,816,752	2,816,752	3,459,750	3,664,749	847,997	30.1%
Debt Service	1,204,659	1,890,887	1,890,887	1,201,009	1,968,879	77,992	4.1%
Total Non-Operating Expenditures	5,439,112	4,707,639	4,707,639	4,660,759	5,633,628	925,989	19.7%
Total Expenditures	$ 38,703,939	41,902,683	41,902,683	38,961,583	43,800,766	1,898,083	4.5%
Net Increase (Decrease)	$ 658,938	490,438	490,438	1,051,608	(144,442)		
Beginning Unrestricted Cash	7,047,484	6,234,224	6,234,224	5,859,226	6,910,834		
Timing of Cash Flow	(1,847,196)	-	-	-	-		
Ending Unrestricted Cash	$ 5,859,226	$ 6,724,662	$ 6,724,662	$ 6,910,834	$ 6,766,392		
# of Days of Reserve (45 day min)	64	66	66	74	65		

CITY OF BRYAN

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CITY OF BRYAN, TEXAS
Airport Fund Summary
Fiscal Year 2017

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	% Chng/ FY16
Revenues							
Operating Revenues							
Rent	$ 137,387	$ 147,880	$ 147,880	$ 140,200	$ 195,000	$ 47,120	31.9%
Fuel Revenue	381,192	458,000	458,000	375,000	492,615	34,615	7.6%
Total Operating Revenues	518,579	605,880	605,880	515,200	687,615	81,735	13.5%
Non-Operating Revenues							
Grants and Reimbursements	54,541	50,000	50,000	50,000	50,000	-	0.0%
Interest Income	1,712	1,000	1,000	1,300	1,000	-	0.0%
Misc. Revenues	4,301	2,400	2,400	5,700	2,400	-	0.0%
Transfers In	110,000	110,000	110,000	110,000	110,000	-	0.0%
Transfers In (property tax)	8,536	-	-	-	-	-	0.0%
Total Non-Operating Revenues	179,090	163,400	163,400	167,000	163,400	-	0.0%
Total Revenues	697,669	769,280	769,280	682,200	851,015	81,735	10.6%
Expenditures							
Operating Expenses							
Salaries and Benefits	124,418	130,190	132,237	132,237	182,610	50,373	38.1%
Supplies	8,851	10,350	10,350	14,744	8,950	(1,400)	-13.5%
Fuel for resale	258,656	400,000	400,000	217,000	315,000	(85,000)	-21.3%
Maintenance	15,937	11,640	11,640	46,309	11,640	-	0.0%
Other Services and Charges	69,035	63,741	61,694	60,821	62,861	1,167	1.9%
Total Operating Expenses	476,897	615,921	615,921	471,111	581,061	(34,860)	-5.7%
Non-Operating Expenses							
Debt Service	3,181	3,173	3,173	3,173	83,769	80,596	2540.1%
Annual Capital	100,441	190,500	242,175	142,500	186,500	(55,675)	-23.0%
Administrative Reimbursement	70,468	53,194	53,194	53,194	68,572	15,378	28.9%
Total Non-Operating Expenses	174,090	246,867	298,542	198,867	338,841	40,299	13.5%
Total Expenditures	650,987	862,788	914,463	669,978	919,902	5,439	0.6%
Net Increase /(Decrease)	46,682	(93,508)	(145,183)	12,222	(68,887)		
Beginning Operating Funds	263,756	289,455	303,844	303,844	316,066		
Timing of Cash Flows	(6,594)	-	-	-	-		
Ending Operating Funds	**$ 303,844**	**$ 195,947**	**$ 158,661**	**$ 316,066**	**$ 247,179**		

CITY OF BRYAN

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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 2016 Accomplishments

- Executed new fuel provider contract with EPIC Aviation.
- Obtained a Jet A fuel truck to provide a higher level of service.
- Purchased and installed new 100LL fuel farm.
- Increased fuel sales.
- Developed private T-hangar.
- Started and completed phase one of CIP construction projects (TXDOT Aviation).
- Renovated terminal building (flooring/paint/decorations).
- Replaced terminal HVAC system.
- Attracted the Texas Flying Club to relocate operation to Coulter from Easterwood Airport.
- Attracted Helibacon, a commercial operator, to relocate to Coulter from Bay City, TX.
- Hosted the 3rd annual Scotty's House "The Great American Steak Out" event.
- Hosted the 5th annual Relay for Life.
- Hosted 6 field trips for students.

Fiscal Year 2017 Goals and Objectives

- Purchase a tractor and shredder for the airport.
- Hire an additional full time airport staff member (increased traffic).
- Begin the design/engineering phase of the final deferred maintenance project (TXDOT Aviation).
- Submit a letter of intent to TXDOT Aviation regarding Coulter Field's 10 year master plan.
- Continue working with private investors to get hangars developed.
- Purchase a 100ll transfer trailer and provide a higher level of service to those customers.
- Continue hosting special events.
- Continue hosting field trips for the local school districts.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 124,418	$ 130,190	$ 132,237	$ 132,237	$ 182,610	$ 50,373	38.1%
Supplies	267,507	410,350	410,350	231,744	323,950	(86,400)	-21.1%
Maintenance & Services	56,921	56,976	56,976	90,698	56,096	(880)	-1.5%
Miscellaneous/Admin Reimb	98,521	71,599	69,552	69,626	86,977	17,425	25.1%
Capital Outlay	100,441	190,500	242,175	142,500	186,500	(55,675)	-23.0%
Debt Service	3,181	3,173	3,173	3,173	83,769	80,596	2540.1%
Total Expenses	**$ 650,987**	**$ 862,788**	**$ 914,463**	**$ 669,978**	**$ 919,902**	**$ 5,439**	**0.6%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Airport Manager	1	1	1	1	1
Airport Operations Specialist	1	1	1	1	1
Total	**2**	**2**	**2**	**2**	**2**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
# of hangars leased month to month	36	36	36	36	46
Revenue generated annually	127,434	$ 106,200	$ 106,200	$ 106,200	$ 161,000
# of hangars with 25-30 year leases	8	8	8	8	8
Revenue generated	3,366	$ 5,122	$ 5,122	$ 5,122	$ 5,122
# of hangers leased other than T-hangars	2	2	2	2	2
Revenue Generated	28,000	$ 21,300	$ 21,300	$ 21,300	$ 21,300
# of month to month office lease	3	4	4	4	4
Revenue Generated	4,666	$ 9,420	$ 9,420	$ 9,420	$ 9,420
10% management fee for the BBC Hangar	1	1	1	1	1
Revenue Generated	4,200	$ 4,200	$ 4,200	$ 4,200	$ 4,200
Misc. Revenue Generated	1,920	$ 1,200	$ 1,200	$ 1,200	$ 1,200

CITY OF BRYAN, TEXAS
Bryan Commerce and Development (BCD) Fund Summary
Fiscal Year 2017

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Revenues							
Sale of land	$ 2,090,908	$ -	$ -	$ 148,026	$ -	$ -	100.0%
Traditions Lot Sales	374,850	-	-	693,732	-	-	100.0%
Interest Income	2,713	804	804	2,863	-	(804)	-100.0%
Rental Income	1,500	1,200	1,200	300	-	(1,200)	-100.0%
Transfer from General Fund	-	35,000	35,000	35,000	35,000	-	0.0%
Total Revenues	2,469,971	37,004	37,004	879,921	35,000	(2,004)	-5.4%
Expenditures							
Other services and charges	19,392	54,000	54,000	4,114	53,425	(575)	-1.1%
Allocated Costs	36,374	39,412	39,412	39,412	41,313	1,901	4.8%
Transfer to Other Funds	-	-	-	1,201,307	-	-	0.0%
Transfer to General Fund	1,959,796	-	-	-	-	-	0.0%
Total Expenses	2,015,562	93,412	93,412	1,244,833	94,738	1,326	1.4%
Net Increase/(Decrease)	454,409	(56,408)	(56,408)	(364,912)	(59,738)		
Beginning Operating Funds	9,720	81,204	463,903	463,903	98,991		
CAFR Adjustment	(226)	-	-	-	-		
Ending Operating Funds	**$ 463,903**	**$ 24,796**	**$ 407,495**	**$ 98,991**	**$ 39,253**		

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
- Capital Reserve Fund
- Oil & Gas Fund

HOTEL/MOTEL TAX FUND

The Hotel/Motel Tax fund is used to account for the revenues realized from the City's 7% tax on Hotel/Motel receipts on all eligible hotel, motel, and bed and breakfast occupancies within the City of Bryan. By law, 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 FY2017 are projected to be $1,200,000. This is flat compared to FY2016 budget.

Expenditures of $1,677,964 have been budgeted for FY2017. Funding of $331,964 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 $200,000 for festivals and celebrations. All programs funded must directly enhance and promote tourism and the convention and hotel industry. The projected ending fund balance is $1,516,641. Funding of $400,000 for debt service is proposed for FY2017 in anticipation of the issuance of HOT funded debt related to parks construction.

STREET IMPROVEMENT FUND (TRANSPORTATION FEE)

Originally established in 1998, the transportation fee is restricted to the maintenance, repair, reconstruction, or extension of the existing street system in the City. The current fee schedule assesses the street improvement fee to all electric customers that reside within Bryan city limits. The rates are also scaled according to size: residential, small commercial, medium commercial and large commercial. Transportation fees are 86% of the combined Transportation/Drainage rates charged. Total proposed revenues for FY2016 are $5,742,500.

Street maintenance projects are budgeted at $10,074,000. Other expenditures include allocated costs of $190,813, utility administration reimbursement of $200,580, capital of $66,958, and a transfer to debt service of $206,859.

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 FY2017 includes rates charged to electric customers that reside within the city limits of Bryan. Rates are also scaled according to size: residential, small commercial, medium commercial and large commercial. Drainage Fees are 14% of the combined Transportation/Drainage rates charged.

FY2017 total proposed revenues are $913,000. Drainage fees make up 100% of the revenue.

Drainage studies and improvement projects budgeted for FY2017 total $1,410,000. Additional expenditures include a transfer to BTU (electric) of $87,396 to cover utility administrative reimbursements and allocated costs of $114,551.

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 $7,965,728 General Obligation Refunding bonds. The projected outstanding principal balance at fiscal year-end 2017 is $5,944,624. The City contributes all of its incremental tax revenues to TIRZ 10. Brazos County contributes 80% of its maintenance and operations rate to be diverted to TIRZ 10 through 2025.

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 FY2017 are $1,457,659 and contributions from Brazos County are estimated at $802,792. Interest earnings are projected to generate $3,115 in revenue for this fund in FY2017.

FY2017 expenditures include debt service payments in the amount of $1,109,285, contractual services of $25,000 and $900,000 for developer reimbursements. The FY2017 ending fund balance is expected to be $478,489.

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 $1,081,295. 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 $189,834. Brazos County participation ended in FY2013. Interest income is projected at $1,977.

Fiscal year 2017 expenditures of $143,022 are for a transfer to debt service. Additionally, there is a $50,000 transfer to the general fund. The ending fund balance is expected to be $55,496.

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 $116,216 in property tax revenues for FY2017. Interest income of $1,425 is also budgeted. $100,000 is budgeted for façade improvements. The ending fund balance is expected to be $176,094.

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 $2,455,553.

Property Tax revenues for the Target tract FY2017 are $145,484. Brazos County also participates in this TIRZ with a contribution of $98,076 projected. Interest income is expected to be $671. A transfer in of $55,000 from the general fund will be required. FY2017 expenditures include a transfer to debt service in the amount of $300,539. The ending fund balance is expected to be $52,405.

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 $1,216,023 at year end.

Property Tax revenues for the North tract FY2017 are $95,414. Brazos County will contribute an additional $64,321. Interest income is expected to be $2,139. Additionally, there is a $30,000 transfer from the general fund budgeted. Expenditures include contractual services of $175,000 and a transfer to debt service in the amount of $123,293. The ending fund balance is expected to be $67,048.

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.

FY2017 projected revenues are expected to be $46,200. Revenues from the technology fee are anticipated to be $45,000, while interest income is expected to be $1,200. Expenses for FY2017 are $39,000 which includes $3,300 for supplies and $35,700 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 FY2017, revenues are budgeted at $2,120,908, a $163,599 increase from the FY2016 amended budget of $1,957,309.

Proposed expenditures in the Community Development Fund are $2,115,113. The Community Development fund relies solely on grant funding for all operational expenditures. The department can only spend funding which has been awarded.

CAPITAL RESERVE FUND

The Capital Reserve Fund was established by City Council in FY16 to accumulate miscellaneous one-time revenues such as Traditions land sales. Land sales are not budgeted for future years. During FY16, land sales equaled $1,201,307; interest income equaled $1,000 for total overall revenues of $1,202,307 in FY16. The Capital Reserve Fund is to be used on projects of a non-recurring nature designated by City Council.

OIL & GAS FUND

This fund was approved as a part of the FY15 budget, but, per City Council direction. The Oil & Gas Fund was established as part of the FY15 budget to account for the revenues associated with oil and gas leases, royalties, and mineral property taxes. Oil and gas production has declined in the past few years generating. FY2017 oil and gas leases are estimated at $0 and royalties are estimated at $162,000. Property taxes on mineral values are estimated at $137,794. All of these revenues will be transferred from the General Fund to the Oil and Gas Fund in FY2017. Additionally, revenues from oil and gas leases and royalties are conservatively estimated at $300,294 during FY2017. There are no expenditures budgeted for FY2017. The Oil and Gas Fund is to be used on projects of a non-recurring nature designated by City Council.

CITY OF BRYAN, TEXAS
Hotel Tax Fund Summary
Fiscal Year 2017

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Total Revenues	$ 1,297,096	$ 1,200,000	$ 1,200,000	$ 1,164,700	$ 1,200,000	$ -	0.0%
Programs							
Convention & Visitors Bureau (CVB)	238,440	381,964	381,964	381,964	331,964	(50,000)	-13.1%
Veterans Memorial	10,000	25,000	25,000	25,000	25,000	-	0.0%
Arts Council	66,000	96,000	96,000	96,000	96,000	-	0.0%
Downtown Bryan Association (DBA)	120,000	120,000	120,000	120,000	120,000	-	0.0%
Game Day Traffic Study	18,000	-	-	-	-	-	0.0%
Chamber of Commerce	5,000	5,000	5,000	5,000	5,000	-	0.0%
Park Programs/Projects	-	600,000	600,000	-	500,000	(100,000)	-16.7%
Total Outside Agency Programs	457,440	1,227,964	1,227,964	627,964	1,077,964	(150,000)	-12.2%
Events							
Unspecified Events	68,322	390,000	390,000	90,000	90,000	(300,000)	-76.9%
Texas Reds	110,000			110,000	110,000		
Total Events	178,322	390,000	390,000	200,000	200,000	(190,000)	-48.7%
Debt Service	-	-	-	-	400,000	400,000	100.0%
Total Expenditures	635,762	1,617,964	1,617,964	827,964	1,677,964	60,000	3.7%
Net Increase/Decrease	661,334	(417,964)	(417,964)	336,736	(477,964)		
Beginning Fund Balance	1,002,270	1,848,104	1,657,869	1,657,869	1,994,605		
CAFR Adjustment	(5,735)	-	-	-	-		
Ending Operating Funds	**$ 1,657,869**	**$ 1,430,140**	**$ 1,239,905**	**$ 1,994,605**	**$ 1,516,641**		

CITY OF BRYAN, TEXAS
Street Improvement Fund Summary
Fiscal Year 2017

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Revenues							
Fees	$ 5,546,471	$ 5,400,000	$ 5,400,000	$ 5,500,000	$ 5,582,500	$ 182,500	3.3%
Other	69,600	80,000	80,000	80,000	80,000	-	0.0%
Interest Income	98,396	50,000	50,000	85,000	80,000	30,000	37.5%
Total Revenues	5,714,467	5,530,000	5,530,000	5,665,000	5,742,500	212,500	3.8%
Expenditures							
Street Improvements	6,498,000	10,526,025	17,474,764	8,268,950	10,074,000	(7,400,764)	-73.5%
Professional Services	1,600	-	-			-	N/A
Miscellaneous Charges	116,579	159,720	159,720	187,545	190,813	31,093	16.3%
Capital	-	-	-	66,959	66,958	66,958	N/A
Transfer to Debt Service	205,021	206,876	206,876	206,876	206,859	(17)	0.0%
Utility Admin. Reimbursement	153,964	150,000	150,000	150,000	200,580	50,580	25.2%
Total Expenditures	6,975,164	11,042,621	17,991,360	8,880,330	10,739,210	(7,252,150)	-40.3%
Net Increase/(Decrease)	(1,260,697)	(5,512,621)	(12,461,360)	(3,215,330)	(4,996,710)		
Beginning Operating Funds	13,334,902	8,306,082	12,016,068	12,016,068	8,800,738		
CAFR Adjustment	(58,137)						
Ending Operating Funds	**$ 12,016,068**	**$ 2,793,461**	**$ (445,292)**	**$ 8,800,738**	**$ 3,804,028**		

CITY OF BRYAN, TEXAS
Drainage Fund Summary
Fiscal Year 2017

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Revenues							
Fees	$ 925,491	$ 900,000	$ 900,000	$ 900,000	$ 913,000	$ 13,000	1.4%
Other	11,614	-	-	12,000	-	-	0.0%
Interest Income	16,160	3,700	3,700	16,200	-	(3,700)	-100.0%
Total Revenues	953,265	903,700	903,700	928,200	913,000	9,300	1.0%
Expenditures							
Street System Maintenance	-	-	-	-	-	-	0.0%
Contr Engineer/Planning	104,572	100,000	130,922	150,552	160,000	29,078	22.2%
Alloc Costs from City Dept	61,501	118,248	118,248	123,415	114,551	(3,697)	-3.1%
Storm System	265,732	650,000	735,218	961,720	1,250,000	514,782	70.0%
Utility Admin Reimbursement	50,000	50,000	50,000	50,000	87,396	37,396	74.8%
Total Expenditures	481,805	918,248	1,034,388	1,285,687	1,611,947	577,559	55.8%
Net Increase/(Decrease)	471,460	(14,548)	(130,688)	(357,487)	(698,947)		
Beginning Operating Funds	1,841,360	2,469,486	2,302,940	2,302,940	1,945,453		
CAFR Adjustment	(9,880)	-	-	-	-		
Ending Operating Funds	**$ 2,302,940**	**$ 2,454,938**	**$ 2,172,252**	**$ 1,945,453**	**$ 1,246,506**		

CITY OF BRYAN, TEXAS
TIRZ 10 - Traditions Fund Summary
Fiscal Year 2017

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Revenues							
Property tax - City	$ 1,117,330	$ 1,356,763	$ 1,356,763	$ 1,356,763	1,457,659	$ 100,896	7.4%
Property tax - County	756,717	878,632	878,632	900,222	802,792	(75,840)	-8.6%
Interest Income	4,376	1,078	1,078	1,078	3,115	2,037	189.0%
Total Revenues	1,878,423	2,236,473	2,236,473	2,258,063	2,263,566	27,093	1.2%
Transfers from Other Funds	300,000	-	-	-	-	-	0.0%
Total Revenues and Transfers	2,178,423	2,236,473	2,236,473	2,258,063	2,263,566	27,093	1.2%
Expenditures							
Transfer to Debt Service Fund	1,390,815	1,300,080	1,300,080	1,315,302	1,109,285	(190,796)	-14.7%
Contractual & Professional Services	25,000	25,000	25,000	25,000	25,000	-	0.0%
Construction Expense	300,000	-	-	-	-	-	0.0%
Transfer to General Fund	300,000	-	-	-	-	-	0.0%
Developer Reimb - Town Center 60%	-	540,000	540,000	510,000	540,000	-	0.0%
Developer Reimb - Conf. Center 40%		360,000	360,000	340,000	360,000	-	0.0%
Total Expenditures	2,015,815	2,225,080	2,225,080	2,190,302	2,034,285	(190,796)	-8.6%
Net Increase/(Decrease)	162,608	11,393	11,393	67,760	229,281		
Beginning Operating Funds	18,840	159,004	181,448	181,448	249,208		
Ending Operating Funds	**$ 181,448**	**$ 170,397**	**$ 192,841**	**$ 249,208**	**$ 478,489**		

CITY OF BRYAN, TEXAS
TIRZ 19 - Nash Street Fund Summary
Fiscal Year 2017

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Revenues							
Property tax - City	$ 126,601	$ 157,700	$ 157,700	$ 157,700	$ 189,834	$ 32,134	20.4%
Interest Income	450	423	423	583	1,977	1,554	0.0%
Total Revenues	127,051	158,123	158,123	158,283	191,811	33,688	21.3%
Transfers from Other Funds	55,000	-	-	-	-	-	0.0%
Total Revenues and Transfers	182,051	158,123	158,123	158,283	191,811	33,688	21.3%
Expenditures							
Transfer to Debt Service Fund	139,744	137,518	137,518	141,229	143,022	5,504	4.0%
Transfer to General Fund	-	10,000	10,000	10,000	50,000	40,000	0.0%
Total Expenditures	139,744	147,518	147,518	151,229	193,022	45,504	30.8%
Net Increase/(Decrease)	42,307	10,605	10,605	7,054	(1,211)		
Beginning Operating Funds	7,346	7,350	49,653	49,653	56,707		
Ending Operating Funds	**$ 49,653**	**$ 17,955**	**$ 60,258**	**$ 56,707**	**$ 55,496**		

CITY OF BRYAN, TEXAS
TIRZ 21 - Downtown Fund Summary
Fiscal Year 2017

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Revenues							
Property tax - City	$ 98,214	$ 104,673	$ 104,673	$ 104,673	$ 116,216	$ 11,543	11.0%
Interest	2,073	565	565	1,800	1,425	860	152.3%
Total Revenues	100,287	105,238	105,238	106,473	117,641	12,403	11.8%
Expenditures							
Consulting Services	-	-	-	-	-	-	0.0%
Façade Improvements	88,451	100,000	166,225	166,225	100,000	(66,225)	-39.8%
Total Expenditures	88,451	100,000	166,225	166,225	100,000	(66,225)	-39.8%
Transfers to General Fund	-	44,386	44,386	44,386	-	(44,386)	0.0%
Total Transfers/Expenditures	88,451	144,386	210,611	210,611	100,000	(110,611)	-52.5%
Net Increase/(Decrease)	11,836	(39,148)	(105,373)	(104,138)	17,641		
Beginning Operating Funds	250,755	201,116	262,591	262,591	158,453		
Ending Operating Funds	**$ 262,591**	**$ 161,968**	**$ 157,218**	**$ 158,453**	**$ 176,094**		

CITY OF BRYAN, TEXAS
TIRZ 22 - Target Tract Fund Summary
Fiscal Year 2017

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Revenues							
Property tax - City	$ 129,694	$ 161,221	$ 161,221	$ 161,221	$ 145,484	$ (15,737)	-9.8%
Property tax - County	87,000	108,148	108,148	108,148	98,076	(10,072)	-9.3%
Interest Income	750	1,000	1,000	1,000	671	(329)	-32.9%
Misc. Revenue - Developer LOC	-	-	-	-	-	-	0.0%
Total Revenues	217,444	270,369	270,369	270,369	244,232	(26,137)	-9.7%
Transfers In	50,000	75,000	75,000	115,000	55,000	(20,000)	-26.7%
Total Revenues and Transfers In	267,444	345,369	345,369	385,369	299,232	(46,137)	-13.4%
Expenditures							
Transfer to Debt Service	364,940	348,540	348,540	348,540	300,539	(48,001)	-13.8%
Total Expenditures/Transfers	364,940	348,540	348,540	348,540	300,539	(48,001)	-13.8%
Net Increase/(Decrease)	(97,496)	(3,171)	(3,171)	36,829	(1,308)		
Beginning Operating Funds	116,704	52,400	16,883	16,883	53,712		
CAFR Adjustment	(2,325)	-	-	-	-		
Ending Operating Funds	**$ 16,883**	**$ 49,229**	**$ 13,712**	**$ 53,712**	**$ 52,405**		

CITY OF BRYAN, TEXAS
TIRZ 22 - North Tract - Fund Summary
Fiscal Year 2017

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Revenues							
Property tax - City	$ 68,336	$ 99,059	$ 99,059	$ 99,059	$95,414	$ (3,645)	-3.7%
Property tax - County	45,840	66,449	66,449	66,449	64,321	(2,128)	-3.2%
Interest Income	427	100	100	100	2,139	2,039	0.0%
Roll-back Taxes	180,545	34,500	34,500	34,500	-	(34,500)	0.0%
Total Revenues	295,148	200,108	200,108	200,108	161,874	(38,234)	-19.1%
Transfers In	-	-	-	-	30,000	30,000	-
Total Revenues and Transfers In	295,148	200,108	200,108	200,108	191,874	(8,234)	-4.1%
Expenditures							
Contractual Services	25,000	100,000	100,000	100,000	175,000	75,000	75.0%
Total Expenditures	25,000	100,000	100,000	100,000	175,000	75,000	75.0%
Transfer to Debt Service	122,573	122,584	122,584	122,584	123,293	709	0.6%
Transfer to Other Funds	-	-	-	-	-	-	0.0%
Total Expenditures/Transfers	147,573	222,584	222,584	222,584	298,293	75,709	34.0%
Net Increase/(Decrease)	147,575	(22,476)	(22,476)	(22,476)	(106,419)		
Beginning Operating Funds	46,071	69,942	195,943	195,943	173,468		
CAFR Adjustment	2,297	-	-	-	-		
Ending Operating Funds	**$ 195,943**	**$ 47,466**	**$ 173,467**	**$ 173,468**	**$ 67,048**		

CITY OF BRYAN, TEXAS
Court Technology Fund Summary
Fiscal Year 2017

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Revenues							
Technology Fee	$ 39,362	$ 45,000	$ 45,000	$ 45,000	$ 45,000	$ -	0.0%
Interest Income	1,690	1,100	1,100	1,100	1,200	100	9.1%
Total Revenues	41,052	46,100	46,100	46,100	46,200	100	0.2%
Expenditures							
Supplies	22,412	3,300	3,300	3,300	3,300	-	0.0%
Maintenance	34,231	33,700	33,700	35,700	35,700	2,000	5.9%
Capital Outlay	-	-	-	-	-	-	0.0%
Total Expenditures	56,643	37,000	37,000	39,000	39,000	2,000	5.4%
Net Increase/(Decrease)	(15,591)	9,100	9,100	7,100	7,200		
Beginning Fund Balance	259,664	243,356	244,036	244,036	251,136		
CAFR Adjustment	(37)	-	-	-	-		
Ending Operating Funds	**$ 244,036**	**$ 252,456**	**$ 253,136**	**$ 251,136**	**$ 258,336**		

CITY OF BRYAN

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CITY OF BRYAN, TEXAS
Community Development Fund Summary
Fiscal Year 2017

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Revenues							
Community Development Block Grant	$ 905,253	$ 1,158,309	$ 1,158,309	$ 972,237	$ 1,371,775	$ 213,466	18.4%
HOME Grant	448,180	720,000	720,000	362,141	670,133	(49,867)	-6.9%
Revolving Loan	19,067	19,000	19,000	22,097	19,000	-	0.0%
HOME Program Income	52,532	60,000	60,000	55,464	60,000	-	0.0%
Recaptured Funds	14,359	-	-	-	-	-	N/A
Misc.	-	-	-	64,500	-	-	N/A
Interest Income	-	-	-	-	-	-	N/A
Total Revenues	1,439,391	1,957,309	1,957,309	1,476,439	2,120,908	163,599	8.4%
Expenditures							
CD Administration	170,673	171,010	171,010	176,825	171,041	31	0.0%
CDBG Housing Admin	612,390	878,040	952,200	757,735	1,085,678	133,478	14.0%
CDBG Public Services	129,697	128,259	128,259	128,271	128,281	22	0.0%
HOME Admin	25,986	26,226	26,226	26,272	27,273	1,047	4.0%
HOME Grants	488,456	753,774	870,974	383,757	702,860	(168,114)	-19.3%
Total Expenditures	1,427,202	1,957,309	2,148,669	1,472,860	2,115,133	(33,536)	-1.6%
Net Increase/(Decrease)	12,189	-	(191,360)	3,579	5,775		
Beginning Fund Balance	(14,052)	-	(9,354)	(9,354)	(5,775)		
CAFR Adjustment	(7,491)	-	-	-	-		
Ending Operating Funds	**$ (9,354)**	**$ -**	**$ (200,714)**	**$ (5,775)**	**$ -**		

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 2016 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- projected 68 total minor and major rehab/reconstruction projects completed.
- 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 1 vacant house.
- Held 4 public hearings and numerous monthly public meetings to allow citizens to give input on various programs.
- Submitted 2016 annual Consolidated Action Plan and submitted the 2014 Consolidated Annual Evaluation and Performance Plan.
- Provided technical assistance to local non-profit partners by serving on coalitions and committees.
- Provided opportunities to educate the public on the Department's projects through National Community Development week (event March 30 and April 1st), outreach and marketing.
- Coordinated efforts for next Impact area (28th Street) for the Housing Revitalization Program.
- Provided technical assistance, as local jurisdiction, for federal Environmental Review.
- Provided technical assistance and monitoring of HOME CHDO projects and put out Request for Proposal for two year funded project (14/15 and 15/16 HOME funds).

Fiscal Year 2017 Goals and Objectives

- Provide funding to a minimum of 23 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.
- 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 2015 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.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 428,414	$ 418,956	$ 414,687	$ 438,809	$ 445,988	$ 31,301	7.5%
Supplies	9,761	6,700	6,700	7,595	5,711	$ (989)	-14.8%
Maintenance & Services	61,282	58,562	58,562	60,591	57,838	$ (724)	-1.2%
Miscellaneous/Admin Reimb	927,745	1,473,091	1,668,720	965,865	1,605,596	$ (63,124)	-3.8%
Total Expenses	**$ 1,427,202**	**$ 1,957,309**	**$ 2,148,669**	**$ 1,472,860**	**$ 2,115,133**	$ (33,536)	-1.6%

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
CD Manager	0.50	0.50	0.50	0.50	0.50
CD Assistant Manager	1.00	1.00	1.00	1.00	1.00
CD Program Analyst	1.00	1.00	1.00	1.00	1.00
CD Construction/Project Specialist	1.00	1.00	1.00	1.00	1.00
CD Assistant	1.00	1.00	1.00	1.00	1.00
Housing Rehabilitation Specialist	1.00	1.00	1.00	1.00	1.00
Total	**5.50**	**5.50**	**5.50**	**5.50**	**5.50**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
# of households provided rehabilitation	69	18	18	65	20
# of households provided reconstruction	2	2	2	3	3
# of developers provided technical assistance	7	3	3	3	3
# of citizens provided homebuyers assistance	9	10	10	10	10
# of non-profits provided tech. assist. for housing/ support. Serv	2	2	2	3	2
# of Public Housing Authority residents receiving tech. assist	10	10	10	10	15
# of individuals served through supportive services by non-profits who were provided technical assistance	12,409	15,000	15,000	15,000	15,000
# of youth facilities provided technical assistance or funding		2	2	2	2
# of agencies receiving funding or technical assistance	12	12	12	20	20
# of special projects	8	8	8	8	8
# of public hearings held	4	6	6	4	4
# of Acquisitions	0	0	0	0	0
# of Demolitions	2	3	3	1	2

CITY OF BRYAN, TEXAS
Capital Reserve Fund
Fiscal Year 2017

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Revenues							
Interest Income	$ -	$ -	$ -	$ 1,000	$ -	$ -	100.0%
Subtotal Revenues	-	-	-	1,000	-	-	100.0%
Transfers							
Transfer in land sales	-	-	-	1,201,307	-	-	100.0%
Subtotal Transfers	-	-	-	1,201,307	-	-	100.0%
Total Revenues and Transfers	-	-	-	1,202,307	-	-	100.0%
Expenditures							
Transfers out	-	-	-	-	-	-	0.0%
Total Expenditures	-	-	-	-	-	-	0.0%
Net Increase/(Decrease)	-	-	-	1,202,307	-		
Beginning Operating Funds	-	-	-	-	1,202,307		
Ending Operating Funds	**$ -**	**$ -**	**$ -**	**$ 1,202,307**	**$ 1,202,307**		

CITY OF BRYAN, TEXAS
Oil & Gas Fund
Fiscal Year 2017

	FY2014 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Revenues							
Royalties	$ -	$ -	$ -	$ 162,000	$ 162,000	$ 162,000	100.0%
Leases	-	-	-	-	-	-	0.0%
Interest Income	-	-	-	700	500	500	100.0%
Subtotal Revenues	-	-	-	162,700	162,500	162,500	100.0%
Transfers							
Transfer in mineral property taxes	-	-	-	176,989	137,794	137,794	100.0%
Transfer in prior year royalties & leases	-	-	-	-	-	-	0.0%
Subtotal Transfers		-	-	176,989	137,794	137,794	100.0%
Total Revenues and Transfers	-	-	-	339,689	300,294	300,294	100.0%
Expenditures							
Transfers out	-	-	-	-	-	-	0.0%
Total Expenditures	-	-	-	-	-	-	0.0%
Net Increase/(Decrease)	-	-	-	339,689	300,294		
Beginning Operating Funds	-	-	-	-	339,689		
Ending Operating Funds	**$ -**	**$ -**	**$ -**	**$ 339,689**	**$ 639,983**		

CITY OF BRYAN

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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 was the first year that Bryan Independent School District (BISD) participated in the Employee Health Center. BISD reimburses the City for its use of the Employee Health Center.

Total operating revenues are anticipated to be $9,243,607. City contributions will increase by 4.0% per employee based on the FY2016 amended of $6,336,272 for a total of $6,592,000. Employee contributions will increase in FY2017 to $2,055,443. Retiree premiums will account for $596,164 of premiums paid, which is $38,803 lower than the FY2016 amended.

Non-operating revenues consist of interest income of $18,300, health claim rebates of $100,000; flex admin fees of $10,800 and a transfer of $75,000 from the self-insurance fund. There is a $339,120 BISD Reimbursement in FY17 for their share of the costs associated with the Employee Health Center. Total non-operating revenue is expected to be $543,220.

Total operating expenses for FY2017 are anticipated to be $9,258,627. Health insurance claims are projected to be $7,754,000. This reflects an increase of $531,000 from the FY2016 budget of $7,223,000. Health insurance administration costs are $527,900. This is an increase of $19,397 from the FY2016 budget of $508,503. Research and reinsurance fees are budgeted at $55,670. Stop loss premiums are anticipated to be $685,200 in FY2017, up from $616,394 in FY2016, an increase of $68,806. The Employee Assistance Program is a small component of the expenses, accounting for $14,000 of the costs in FY2017.

Employee Health Center costs are budgeted to increase to a total of $365,496 in FY17 due to the addition of BISD under the City's contract. BISD will reimburse the City for its portion of costs.

The ending operating funds are projected at $1,855,450.

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 FY16 and FY17 due to the unprecedented amount of claims incurred in FY13 and FY14.

In an effort to limit exposure, the city carries the following coverage: Workers' compensation and liability claims in excess of $2,500,000 and $500,000 respectively are covered by private excess insurance carriers; property claims in excess of $25,000 are covered by an Inter-local Government Risk Pool and the general and auto liability exposure for municipalities in Texas is lessened due to the Texas Tort Claims Act; which limits liability to $250,000 for each person, $500,000 for each occurrence for bodily injury, and $100,000 for each occurrence for property damage.

Operating revenues for FY2017 are budgeted to be $2,423,873, an increase of $166,995 from the FY2016 amended figure of $2,256,878.

Interest income is expected to increase to $9,860 in FY2017. Overall, the non-operating revenues will increase by $7,050 from the FY2016 budget.

Operating expenses are expected to be $2,267,738 in FY2017, decrease of $44,175 from the FY2016 amended amount of $2,311,913.

The transfer of the expense for the Employee Health Center will be $75,000 for FY2017. This transfer helps cover the cost of operating the Health Center. Non-operating expenses are anticipated to be $259,750, which is a decrease of $23,261 compared to FY2016.

The projected ending operating funds for FY2017 is anticipated to be $1,129,498.

WAREHOUSE FUND

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

Total operating revenue is anticipated to be $64,750 for FY2017. Operating revenues consist of fuel markups estimated at $55,000, and inventory mark-ups of $9,750.

Non-operating revenues for FY2017 include: interest income anticipated to be $325 and discounts taken estimated at $560. Total transfers from other departments will be $227,664.

Operating expenses total $228,428 for FY2017. This includes expenses for salaries and benefits $195,001, supplies of $17,771, and maintenance and services of $15,656.

Non-operating expenses for FY2017 include a General and Administrative Transfer of $62,261. The projected ending operating funds for FY2017 is anticipated to be $1,592.

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CITY OF BRYAN, TEXAS
Employee Benefits Fund Summary
Fiscal Year 2017

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Revenues							
Operating Revenues							
Employee Contributions	$ 1,971,693	$ 2,011,671	$ 2,011,671	$ 1,995,576	$ 2,055,443	$ 43,772	2.2%
City Contributions	6,375,783	6,336,272	6,336,272	6,399,982	6,592,000	255,728	4.0%
Retiree Health Premiums	618,073	634,967	634,967	578,767	596,164	(38,803)	-6.1%
Total Operating Revenues	8,965,548	8,982,910	8,982,910	8,974,325	9,243,607	260,697	2.9%
Non-Operating Revenues							
Interest Income	22,787	11,060	11,060	18,294	18,300	7,240	65.5%
Stop/Loss Aggregate Refund	-	-	-	-	-	-	0.0%
Flex Admin Fee	10,617	11,000	11,000	10,212	10,800	(200)	-1.8%
Miscellaneous	-	-	-	30	-	-	0.0%
Health Claim Rebates	96,127	75,000	75,000	78,910	100,000	25,000	33.3%
BISD Reimbursement	-	214,944	214,944	228,546	339,120	124,176	57.8%
Transfer from Other Funds	150,000	100,000	100,000	100,000	75,000	(25,000)	-25.0%
Total Non-Operating Revenues	279,531	412,004	412,004	435,992	543,220	131,216	31.8%
Total Revenues	9,245,079	9,394,914	9,394,914	9,410,317	9,786,827	391,913	4.2%
Expenditures							
Operating Expenses							
Administrative Reimbursements	138,650	137,615	137,615	137,615	142,057	4,442	3.2%
Claims Administration	11,338	12,500	12,500	11,588	12,300	(200)	-1.6%
H.S.A. - Employer Paid	50,625	60,500	60,500	59,625	67,500	7,000	11.6%
Health Insurance Administration	495,920	508,503	508,503	512,563	527,900	19,397	3.8%
Health Insurance Claims	7,910,931	7,223,000	7,223,000	7,422,387	7,754,000	531,000	7.4%
Stop/Loss Aggregate refund	(284,830)	-	-	(3,820)	-	-	0.0%
ACA Research & Reinsurance Fees	107,520	90,410	90,410	90,754	55,670	(34,740)	-38.4%
EAP	13,171	14,446	14,446	13,670	14,000	(446)	-3.1%
Stop Loss Premium	590,072	616,394	616,394	622,898	685,200	68,806	11.2%
Total Operating Expenses	9,033,397	8,663,368	8,663,368	8,867,280	9,258,627	595,259	6.9%
Non-Operating Expenses							
Employee Health Center	320,318	312,744	312,744	545,815	678,240	365,496	116.9%
BISD Health Center Expense	-	214,944	214,944	-	-	(214,944)	-100.0%
Transfer to Other Funds	-	-	-	-	-	-	0.0%
Total Non-Operating Expenses	320,318	527,688	527,688	545,815	678,240	150,552	28.5%
Total Expenditures	9,353,714	9,191,056	9,191,056	9,413,095	9,936,867	745,811	8.1%
Net Increase/(Decrease)	(191,084)	203,858	203,858	(2,778)	(150,040)		
Beginning Operating Funds	2,275,991	2,008,268	2,008,268	2,008,268	2,005,490		
CAFR Adjustment	(181,156)	-	-	-	-		
Ending Operating Funds	**$ 1,903,751**	**$ 2,212,126**	**$ 2,212,126**	**$ 2,005,490**	**$ 1,855,450**		

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Maintenance and Services	$ 61,963	$ 73,000	$ 73,000	$ 71,213	$ 79,800	$ 6,800	9.3%
Misc Admin Reimbursements	9,291,751	9,118,056	9,118,056	9,341,882	9,857,067	739,011	8.1%
Total Expenses	**$ 9,353,714**	**$ 9,191,056**	**$ 9,191,056**	**$ 9,413,095**	**$ 9,936,867**	**$ 745,811**	**8.1%**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Average # of health plan contracts	857	857	857	859	860
Average # of health plan members	1,996	1,990	1,990	1,999	2,000
# employees enrolled in HDHP/H.S.A.	82	NA	NA	86	90
Average Provider Savings	56%	62%	62%	56%	55%
Rx Generic dispensing rate	80%	80%	80%	80%	81%
Average medical claims paid per member per month	NA	NA	NA	$ 579	$ 280
Average prescription claims paid per member per month	NA	NA	NA	$ 102	$ 100
Average dental claims paid per member per month	NA	NA	NA	$ 39	$ 40
Health Center- # of patient visits	NA	NA	NA	5,641	5,800
Health Center- # of new chronic conditions diagnosed	NA	NA	NA	280	260
Average health claims paid per contract per month	$ 769	$ 702	$ 702	$ 720	NA
Admin & Stop Loss fees paid per contract per month	$ 106	$ 109	$ 109	$ 110	NA
ER visits/1,000	178	200	200	208	NA
ER paid/service*	$ 1,369	$ 1,500	$ 1,500	$ 1,248	NA
Office Services per member per month	16	16	16	17	NA
Office visit paid per service*	$ 54	$ 45	$ 45	$ 59	NA

CITY OF BRYAN, TEXAS
Self Insurance Fund Summary
Fiscal Year 2017

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/FY16
Revenues							
Operating Revenues							
Defensive Driving Fees	$ 3,085	$ 2,000	$ 2,000	$ 3,860	$ 1,000	$ (1,000)	-50.0%
Liability/Workers Comp Ins Premiums	1,948,973	2,254,878	2,254,878	2,307,498	2,422,873	167,995	7.5%
Total Operating Revenues	1,952,058	2,256,878	2,256,878	2,311,358	2,423,873	166,995	7.4%
Non-Operating Revenues							
Interest Income	13,714	7,260	7,260	9,856	9,860	2,600	35.8%
Miscellaneous revenues	38,136	-	-	20,202	4,450	4,450	0.0%
Transfers from Other Funds	-	-	-	-	-	-	0.0%
Total Non-Operating Revenues	51,850	7,260	7,260	30,058	14,310	7,050	97.1%
Total Revenues	2,003,908	2,264,138	2,264,138	2,341,416	2,438,183	174,045	7.7%
Expenditures							
Operating Expenses							
Personnel Services	447,887	471,132	479,302	479,302	495,187	15,885	3.3%
Supplies	14,864	29,800	29,800	20,231	24,700	(5,100)	-17.1%
Maintenance	611	2,000	2,000	1,392	2,000	-	0.0%
Other Services & Charges	141,536	161,182	153,012	158,664	154,480	1,468	1.0%
Judgement & Damage Claims	89,949	40,000	40,000	18,815	40,000	-	0.0%
Stop Loss Aggregate refund	(200,755)	-	-	(219,955)	(181,300)	(181,300)	0.0%
Liability Insurance	448,432	473,456	473,456	470,416	503,033	29,577	6.2%
Claims Administration	44,599	44,600	44,600	44,600	45,938	1,338	3.0%
Workmans Comp & Liability Claims	948,079	1,089,743	1,089,743	996,150	1,183,700	93,957	8.6%
Total Operating Expenses	1,935,202	2,311,913	2,311,913	1,969,615	2,267,738	(44,175)	-1.9%
Non-Operating Expenses							
Equipment Replacement	4,143	-	-	3,800	3,600	3,600	100.0%
Employee Health Center	150,000	-	-	-	-	-	0.0%
Transfer to Other Funds	-	100,000	100,000	100,000	75,000	(25,000)	-25.0%
Allocation Cost from City Dep	191,589	183,011	183,011	183,011	181,150	(1,861)	-1.0%
Total Non-Operating Expenses	345,732	283,011	283,011	286,811	259,750	(23,261)	-8.2%
Total Expenditures	2,280,934	2,594,924	2,594,924	2,256,426	2,527,488	(67,436)	-2.6%
Net Increase/(Decrease)	(375,761)	(330,786)	(330,786)	84,990	(89,305)		
Beginning Operating Funds	1,500,253	1,285,700	1,133,813	1,133,813	1,218,803		
CAFR Adjustment	9,321	-	-	-	-		
Ending Operating Funds	**$ 1,133,813**	**$ 954,914**	**$ 803,027**	**$ 1,218,803**	**$ 1,129,498**		

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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 2016 Accomplishments

- Continued to implement Affordable Care Act requirements including preparation, distribution and submittal of new 1095-C forms.
- Facilitated the addition of Bryan Independent School District to the Employee Health Center through an interlocal agreement and an amended professional services agreement with CHI St. Joseph Health.
- Continued high participation rate in Healthy Lifestyles Program at 94% and reduced top three health risks by at least 12%.
- Marketed and obtained proposals for Health Plan Prescription Benefit Program (PBM) and implemented new PBM.
- Increased employee health and wellness awareness at (1) Municipal Office Building by replacing 'traditional' vending machine with healthier version, and (2) Municipal Service Center with a health station which allows employees to monitor blood pressure, pulse rate, and weight at the workplace.
- Continued offering safety, wellness and personal development training in support of the City's Talent & Development Program.
- Created Active Shooter training for staffed facilities and presented to at least three facilities.
- Maintained financial integrity of the Self-Insurance Fund with net worker's compensation and liability costs below the actuary's projections.
- Health plan claims costs (net) were below the national upward trend of 8%.
- Developed new safety logo, safety recognition program and Facebook group to promote safety awareness.
- Sustained Brazos Valley Critical Incident Stress Management Team by coordinating team meetings and responses to requests for Team services.

Fiscal Year 2017 Goals and Objectives

- Continue to comply with the requirements of the Affordable Care Act.
- Offer prospective retirees an educational forum featuring TMRS and Social Security.
- Continue to explore a partnership with CHI St. Joseph Health to establish a pharmacy component in association with the Employee Health Center.
- Review Healthy Lifestyles program, recommend enhancements for program participation and continue to reduce major health risks by at least 5%.
- Incorporate accountability measure into fitness membership program.
- Continue to maintain net worker's compensation and liability costs below the actuary's projections.
- Continue to maintain net health plan claims costs below the national average.
- Continue to respond to population health and employee safety risks through targeted health and safety risk management programs.
- Continue Active Shooter training for identified facilities and present to remaining facilities.
- Review and make necessary revisions of 25% of Safety Procedures.
- Reduce the vehicle collision rate by 20%.
- Request, review and recommend proposals for services and as determined fiscally necessary.
- Maintain financial integrity of the Self-Insurance Fund with net casualty costs not exceeding the actuary's projections.

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 447,886	$ 471,132	$ 479,302	$ 479,302	$ 495,187	$ 15,885	3.3%
Supplies	19,007	29,800	29,800	24,031	28,300	(1,500)	-5.0%
Maintenance & Services	571,993	602,136	602,136	610,046	634,991	32,855	5.5%
Miscellaneous/Admin Reimb	1,092,048	1,391,856	1,383,686	1,043,047	1,294,010	(89,676)	-6.5%
Transfers	150,000	100,000	100,000	100,000	75,000	(25,000)	-25.0%
Total Expenses	**$ 2,280,934**	**$ 2,594,924**	**$ 2,594,924**	**$ 2,256,426**	**$ 2,527,488**	**$ (67,436)**	**-2.6%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Risk Management Director	1	1	1	1	1
Benefits Administrator	1	1	1	1	1
Claims Specialist	1	1	1	1	1
Risk Management Assistant	1	1	1	1	1
Safety Specialist	1	1	1	1	1
Wellness Coordinator	1	1	1	1	1
Total	**6**	**6**	**6**	**6**	**6**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Health plan claims cost (net, in millions)	$ 7.63	$ 7.20	$ 7.20	$ 7.42	$ 7.75
% of Health Care Reform requirements implemented	100%	100%	100%	100%	100%
Prevalence of top three health risk factors:					
Weight	74%	77%	77%	68%	65%
Nutrition	78%	67%	67%	66%	63%
Coronary risk (overall)	45%	41%	41%	30%	29%
Prediabetes/Diabetes	31%	NA	NA	27%	26%
# of collisions per 1,000,000 miles	16.5	17	17	24.0	20.0
Workers comp claim costs (FY incurred, in thousands)	$ 222	$ 470	$ 470	$ 200	$ 200
Liability claim costs (FY incurred, in thousands)	$ 307	NA	NA	$ 250	$ 250
Actuary's projections to claims costs (work comp & liability)	87%	50%	50%	71%	60%
Workers Comp Recordable Injury Rate	11.09	10.0	10.0	9.72	9.70
# facilities received Active Shooter Training	NA	NA	NA	5	6
% of Safety Procedures reviewed/revised	NA	NA	NA	NA	25%
Health Center-# of patient visits	4,678	5,250	5,250	5,641	NA
Health Center-# of new chronic conditions diagnosed	112	130	130	280	NA
# of employees enrolled in HDHP/H.S.A.	82	82	82	86	NA
# of retirees enrolled in Medicare Advantage plan	3	6	6	6	NA

Warehouse Fund Summary
Fiscal Year 2017

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Revenues							
Operating Revenues							
Fuel Markup	$ 62,345	$ 90,000	$ 90,000	$ 55,000	$ 55,000	$ (35,000)	-38.9%
Inventory Markup	9,319	8,540	8,540	9,750	9,750	1,210	14.2%
Total Operating Revenues	71,664	98,540	98,540	64,750	64,750	(33,790)	-34.3%
Non Operating Revenues							
Interest Income	103	325	325	100	325	-	0.0%
Discounts Taken	296	560	560	300	560	-	0.0%
Administrative Reimbursements & Transfers	136,825	206,825	206,825	288,586	227,664	20,839	10.1%
Total Non Operating Revenues	137,224	207,710	207,710	288,986	228,549	20,839	10.0%
Total Revenues	208,888	306,250	306,250	353,736	293,299	(12,951)	-4.2%
Expenditures							
Operating Expenses							
Salaries and Benefits	207,336	209,266	212,556	207,961	195,001	(17,555)	-8.3%
Supplies	11,851	16,655	16,655	10,041	17,771	1,116	6.7%
Maintenance & Services	18,953	17,729	14,439	12,875	15,656	1,217	8.4%
Total Operating Expenditures	238,140	243,650	243,650	230,877	228,428	(15,222)	-6.2%
Non-operating Expenses							
Over/Short Fuel and Inventory	1,301	-	-	2,859	-	-	0.0%
Capital Outlay	-	-	-	-	-	-	0.0%
General and Administrative Transfers	72,498	63,132	63,132	63,132	62,261	(871)	-1.4%
Total Non-Operating Expenses	73,799	63,132	63,132	65,991	62,261	(871)	-1.4%
Total Expenditures	311,939	306,782	306,782	296,868	290,689	(16,093)	-5.2%
Net Increase/Decrease	(103,051)	(532)	(532)	56,868	2,610		
Beginning Operating Funds	29,577	11,920	(57,886)	(57,886)	(1,018)		
CAFR Adjustment	15,588	-	-	-	-		
Ending Operating Funds	**$ (57,886)**	**$ 11,388**	**$ (58,418)**	**$ (1,018)**	**$ 1,592**		

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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 2016 Accomplishments

- 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 (RFID automation/reconciliation).

Fiscal Year 2017 Goals and Objectives

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

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed	$Chng/FY16 Amended	%Chng/ FY16
Salaries and Benefits	$ 207,336	$ 209,266	$ 212,556	$ 207,961	$ 195,001	$ (17,555)	-8.3%
Supplies	11,851	16,655	16,655	10,041	17,771	1,116	6.7%
Maintenance & Services	18,953	13,616	13,616	12,052	15,656	2,040	15.0%
Miscellaneous/Admin Reimb	70,019	67,245	63,955	63,955	62,261	(1,694)	-2.6%
Debt Service	1,301			2,859	-	-	0.0%
Capital Outlay		-	-		-	-	0.0%
Over/Short Transfers	2,479	-	-		-	-	0.0%
Total Expenses	**$ 311,939**	**$ 306,782**	**$ 306,782**	**$ 296,868**	**$ 290,689**	**$ (16,093)**	**-5.2%**

Budgeted Personnel

	FY2015 Adopted	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Warehouse Supervisor	1	1	1	1	1
Storekeeper	3	3	3	2	2
Total	**3.55**	**3.55**	**3.55**	**3**	**3**

Performance and Activity Measures

	FY2015 Actual	FY2016 Adopted	FY2016 Amended	FY2016 Projected	FY2017 Proposed
Value difference (issue value vs. adjustment value) for water warehouse	0.07%	0.79%	0.79%	0.55%	0.55%
Value difference (issue value vs. adjustment value) for general store	0.41%	1.37%	1.37%	1.20%	1.20%
Value difference (issue value vs. adjustment value) for automotive warehouse	0.04%	0.71%	0.71%	0.55%	0.40%
Issue value for water warehouse	$ 558,963	$ 466,408	$ 466,408	$ 575,000	$ 575,000
Issue value for general store	$ 104,195	$ 100,000	$ 100,000	$ 102,000	$ 102,000
issue value for automotive warehouse	$ 193,888	$ 225,442	$ 225,442	$ 205,000	$ 205,000
# of adjustments for water warehouse	87	94	94	93	91
# of adjustments for general warehouse	46	75	75	74	65
# of adjustments automotive warehouse	108	91	91	90	96

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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.

Planned operating capital projects in the Water Fund total $2,566,500. These include vehicle replacement costs and purchase of new radios of $66,500. Water system projects including well rehabilitation, distribution line upgrades, and elevated storage tank maintenance projects that total $2,500,000.

Wastewater Fund operating capital projects total $4,573,252. Wastewater system infrastructure upgrades proposed for FY2017 total $4,000,000. These include system upgrades in North Bryan (Woodville area), South College, Wells Fargo, and Meadow lane totaling $2,500,000. Collection lines and other system upgrades proposed for FY2017 total $1,500,000. Other projects include heavy equipment, vehicle replacement, purchase of new radios, and facilities repairs totaling $573,252.

The Solid Waste Fund proposed operating capital budget for FY2017 totals $1,182,765. This includes solid waste collection and fleet vehicles.

The City of Bryan has appropriated $34,838,881 in FY2017 for operating capital, including BTU. A summary of operating capital outlay by department and fund is included in this section.

BTU's City and Rural systems capital budgets of $17,920,166 and $3,664,749 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 FY2017 include $275,881 for sidewalk projects on 29th Street, Broadmoor, Rustling Oaks, and W 17th Street. $6,050,000 is carry over from FY16 for Fire station #2 land acquisition and construction. $3,414,000 which is a carry over for Old Hearne Road upgrades is from FY16. W 26th Street rehabilitation, St. Joseph Hospital Area Improvements, signal work at Texas Avenue and Villa Maria total $1,005,116.

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 FY2017 through FY2021 is included in this section.

CITY OF BRYAN

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Summary of Operating Capital Outlay
Fiscal Year 2017 Proposed

General Fund

Police: Vehicle replacements (patrol units and unmarked units)	$ 435,690
Police: Radios	290,500
Fire: Vehicle and ambulance remounts (2), new command vehicle	459,380
Animal Control: Vehicle replacement	41,200
Engineering: Vehicle replacement (3)	100,940
Traffic: Vehicle Replacement	34,505
Traffic: ADA Improvements	100,000
Development Services: Vehicle replacement	32,960
Development Services: New vehicles for staff additions	63,000
Code Enforcement: Vehicle replacement	55,620
Community Development: Land purchase for Neighborhood Infill Project	50,000
Library: Books and digital literature	188,210
Parks: Pool, Parks Improvement Plan projects	407,266
Golf Course: Golf course maintenance equipment purchase	165,490
Information Technology: Computers-Software, Hardware, Civic Platform project	720,000
Facilities: Roof and facility repairs; vehicle replacement	294,400
Fleet: Asset management software	55,788
General Fund Total	**$ 3,494,949**

Enterprise Funds

Water Fund	
Vehicle replacement, radios	66,500
Water System	2,500,000
Water Total	$ 2,566,500
Wastewater Fund	
Vehicle replacement, dump-veyor, Burton Creek bar screen, swing assemblies, radios	573,252
Wastewater System	4,000,000
Wastewater System Total	$ 4,573,252
BTU - City	
BTU - City Total	$ 17,920,166
BTU - Rural	
BTU - Rural Total	$ 3,664,749
Solid Waste	
Solid Waste collection vehicles, fleet vehicle replacement	1,182,765
Solid Waste Total	$ 1,182,765
Airport Fund	
Airport Improvements (TxDOT grant)	100,000
Phase II drainage rehab	86,500
Airport Fund Total	$ 186,500
Enterprise Funds Total	**$ 30,093,932**

Special Revenue Funds

Drainage Fund	
Drainage Fund Total	$ 1,250,000
Special Revenue Funds Total	**$ 1,250,000**
All Funds Total Operating Capital Outlay	**$ 34,838,881**

General Government
Capital Improvement Projects
FY2017 through FY2021

	Actual FY2015	Adopted FY2016	Projected FY2016	Proposed FY2017
CO/GO Beginning Funds Balance:	$ 8,286,216	$ 7,054,742	$ 7,465,788	$ 11,309,603
Additional Resources:				
General Obligation Debt Issuances	-	9,639,900	9,639,900	-
Transfers In/Other	348,513	-	-	-
Investment Earnings	56,259	15,000	60,000	60,000
Subtotal Additional Resources	404,772	9,654,900	9,699,900	60,000
Total Resources Available	**8,690,988**	**16,709,642**	**17,165,688**	**11,369,603**
Debt Issuance Cost (expense)	-	(190,000)	190,000	-
Transfers Out	-	-	-	-
Total Construction In Progress from below	(1,225,200)	(15,534,277)	(6,046,085)	(10,744,997)
CO/GO Ending Funds Balance	**7,465,788**	**985,365**	**11,309,603**	**624,606**
Construction In Progress				
29th Street Sidewalks				60,000
HSC Parkway Extension - PH 1B	9,845	-	-	-
HSC Parkway Extension - PH 1B (CS Reimb)	(776)	-	-	-
Broadmoor Sidewalks	-	-	-	60,000
Rustling Oaks Sidewalks	-	-	-	60,000
College Main Complete Reconstruction	6,950	-	-	-
FM1179 Country Club Dr/Oak Ridge	21,679	-	-	-
West 28th St Reconstruction (Palasota to Congress)	30,938	-	-	-
West 28th St Reconstruction - Carry Over	-	2,572,377	2,499,605	-
Downtown Ph 3 & 4	-	-	-	-
Fire Station #2 Land Acquisition/Relocation	299,153	7,067,900	1,217,900	6,050,000
Dominion Oaks Development	-	-	-	-
Old Hearne Rd	362,778	1,692,000	1,300,000	3,414,000
Old Hearne Rd - Carry Over	-	3,322,000	-	-
Old Hearne Rd Ph 2	-	-	-	-
Safe Routes to School sidewalks	46,941	-	-	-
Tx Ave/Villa Maria	19,236		10,000	64,375
Oversize Participation	5,566	-	-	-
E Villa Maria Extension	5,834	-	-	-
Fire Truck	-	880,000	798,580	-
W 17th Street Sidewalks	10,900	-	20,000	95,881
W 26th Street Rehab and Utility	406,156	-	-	300,000
St Joseph Hospital Area Improvements	-	-	200,000	640,741
Total CIP Expenditures	**$ 1,225,200**	**$ 15,534,277**	**$ 6,046,085**	**$ 10,744,997**

General Government
Capital Improvement Projects
FY2017 through FY2021

	Projected FY2018	Projected FY2019	Projected FY2020	Projected FY2021
CO/GO Beginning Funds Balance:	$ 624,606	$ 609,606	$ 619,606	$ 669,606
Additional Resources:				
General Obligation Debt Issuances	9,663,000	-	12,446,000	-
Transfers In/Other	-	-	-	-
Investment Earnings	50,000	10,000	50,000	10,000
Subtotal Additional Resources	9,713,000	10,000	12,496,000	10,000
Total Resources Available	**10,337,606**	**619,606**	**13,115,606**	**679,606**
Debt Issuance Cost (expense)	(65,000)	-	-	-
Transfers Out	-	-	-	-
Total Construction In Progress from below	(9,663,000)	-	(12,446,000)	-
Expenditure Differences	-	-	-	-
Public Works Services	-	-	-	-
CO/GO Ending Funds Balance	**609,606**	**619,606**	**669,606**	**679,606**
Construction In Progress				
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	-	-	1,000,000	-
Total CIP Expenditures	**$ 9,663,000**	**$ -**	**$ 12,446,000**	**$ -**

Water
Capital Improvement Projects
FY2017 through FY2021

	Actual FY2015	Adopted FY2016	Projected FY2016	Proposed FY2017
Beginning Revenue Bond Fund Balances:	$ 285,483	$ 287,183	$ 288,803	$ 292,803
Additional Resources:				
Revenue Bonds	-	4,500,000	-	4,500,000
Investment Earnings	3,320	1,436	4,000	6,000
Subtotal Additional Resources	3,320	4,501,436	4,000	4,506,000
Total Resources Available	**288,803**	**4,788,619**	**292,803**	**4,798,803**
Statement of Capital Expenditures				
Debt Issuance Cost	-	-	-	(50,000)
Total Construction in Progress from below	-	-	-	(4,500,000)
Ending Fund Balance	**288,803**	**4,788,619**	**292,803**	**248,803**
Construction In Progress				
South College	-	-	-	250,000
Well Collection Line - LSPS to Well 12	-	-	-	3,500,000
Design West Side Water	-	-	-	750,000
Total CIP Expenditures	**$ -**	**$ -**	**$ -**	**$ 4,500,000**

Water
Capital Improvement Projects
FY2017 through FY2021

	Projected FY2018	Projected FY2019	Projected FY2020	Projected FY2021
Beginning Revenue Bond Fund Balances:	$ 248,803	$ 209,803	$ 214,803	$ 177,803
Additional Resources:				
Revenue Bonds	4,000,000	-	4,000,000	-
Investment Earnings	11,000	5,000	13,000	5,000
Subtotal Additional Resources	4,011,000	5,000	4,013,000	5,000
Total Resources Available	**4,259,803**	**214,803**	**4,227,803**	**182,803**
Statement of Capital Expenditures				
Debt Issuance Cost	(50,000)	-	(50,000)	(50,000)
Total Construction in Progress from below	(4,000,000)	-	(4,000,000)	-
Ending Fund Balance	**209,803**	**214,803**	**177,803**	**132,803**
Construction In Progress				
Old Hearne Rd/Drainage	$ -	$ -	$ 750,000	$ -
South Coulter Reconstruction	-	-	500,000	-
Distribution Lines	-	-	2,000,000	-
Water SCADA	-	-	750,000	-
West Side Water Transmission	4,000,000	-	-	-
Total CIP Expenditures	**$ 4,000,000**	**$ -**	**$ 4,000,000**	**$ -**

Wastewater
Capital Improvement Projects
FY2017 through FY2021

	Actual FY2015	Adopted FY2016	Projected FY2016	Proposed FY2017
BeginningRevenue Bond Fund Balances	$ 40,434	$ 100	$ 3,747	$ 3,847
Additional Resources:				
Revenue Bonds	-	-	-	-
Grants	-	-	-	-
Investment Earnings	251	110	100	110
Subtotal Additional Resources	251	110	100	110
Total Resources Available	**40,685**	**210**	**3,847**	**3,957**
Miscellaneous Expenditures:				
Debt Issuance Cost	-	-	-	-
Other	-	-	-	-
Total Construction in Progress from below	(36,938)	-	-	-
Operating expenses	-	-	-	-
Ending Fund Balance	**3,747**	**210**	**3,847**	**3,957**
Production, Distribution & Rehab Projects:				
Still Creek Sewer Trunk Line Ph 2	-	-	-	-
Thompson Creek Wastewater Treatment Plant	-	-	-	-
WWTP SCADA	36,938	-	-	-
Total CIP Expenditures	**$ 36,938**	**$ -**	**$ -**	**$ -**

Wastewater
Capital Improvement Projects
FY2017 through FY2021

	Projected FY2018	Projected FY2019	Projected FY2020	Projected FY2021
BeginningRevenue Bond Fund Balances	$ 3,957	$ 4,072	$ 4,192	$ 4,317
Additional Resources:				
Revenue Bonds	-	-	-	-
Grants	-	-	-	-
Investment Earnings	115	120	125	130
Subtotal Additional Resources	115	120	125	130
Total Resources Available	**4,072**	**4,192**	**4,317**	**4,447**
Miscellaneous Expenditures:				
Debt Issuance Cost	-	-	-	-
Other	-	-	-	-
Total Construction in Progress from below	-	-	-	-
Operating expenses	-	-	-	-
Ending Fund Balance	**4,072**	**4,192**	**4,317**	**4,447**
Production, Distribution & Rehab Projects:				
Still Creek Sewer Trunk Line Ph 2	-	-	-	-
Thompson Creek Wastewater Treatment Plant	-	-	-	-
WWTP SCADA	-	-	-	-
Total CIP Expenditures	**$ -**	**$ -**	**$ -**	**$ -**

BTU - City
Capital Improvement Projects
FY2017 through FY2021

	Actual FY2015	Adopted FY2016	Projected FY2016	Proposed FY2017
Beginning Revenue Bond Fund Balances:	$ 19,450,737	$ 2,448,183	$ 6,103,841	$ 53,256,857
Additional Resources:				
Revenue Bonds	-	127,494,238	72,772,276	-
Investment Earnings	-	-	-	-
Subtotal Additional Resources	-	127,494,238	72,772,276	-
Total Resources Available	**19,450,737**	**129,942,421**	**78,876,117**	**53,256,857**
Statement of Capital Expenditures				
Debt Issuance Cost	-	-	-	-
Other				
Total Construction in Progress from below	(13,346,896)	(47,730,810)	(25,619,260)	(53,256,857)
Operating expenses				
Ending Fund Balance	**6,103,841**	**82,211,611**	**53,256,857**	**-**
Construction In Progress				
Transmission, Distribution and Production	13,346,896	47,730,810	25,619,260	53,256,857
Total CIP Expenditures	**$ 13,346,896**	**$ 47,730,810**	**$ 25,619,260**	**$ 53,256,857**

BTU - City
Capital Improvement Projects
FY2017 through FY2021

	Projected FY2018	Projected FY2019	Projected FY2020	Projected FY2021
Beginning Revenue Bond Fund Balances:	$ -	$ 34,070,668	$ -	$ 30,584,113
Additional Resources:				
Revenue Bonds	66,534,860	-	65,225,850	-
Investment Earnings				
Subtotal Additional Resources	66,534,860	-	65,225,850	-
Total Resources Available	**66,534,860**	**34,070,668**	**65,225,850**	**30,584,113**
Statement of Capital Expenditures				
Total Construction in Progress from below	(32,464,193)	(34,070,668)	(34,641,737)	(30,584,113)
Operating expenses				
Ending Fund Balance	**34,070,668**	**-**	**30,584,113**	**0**
Construction In Progress				
Transmission, Distribution and Production	$ 32,464,193	$ 34,070,668	$ 34,641,737	$ 30,584,113
Total CIP Expenditures	**$ 32,464,193**	**$ 34,070,668**	**$ 34,641,737**	**$ 30,584,113**

BTU - Rural
Capital Improvement Projects
FY2017 through FY2021

	Actual FY2015	Adopted FY2016	Projected FY2016	Proposed FY2017
Beginning Revenue Bond Fund Balances:	$ 2,386,632	$ 100,000	$ 732,749	$ 8,993,604
Additional Resources:				
Revenue Bonds	-	8,812,816	11,862,065	-
Investment Earnings	-	-	-	-
Subtotal Additional Resources	-	8,812,816	11,862,065	-
Total Resources Available	**2,386,632**	**8,912,816**	**12,594,814**	**8,993,604**
Statement of Capital Expenditures				
Debt Issuance Cost	-	-	-	-
Other				
Total Construction in Progress from below	(1,653,883)	(4,225,128)	(3,601,210)	(4,308,359)
Operating expenses				
Ending Fund Balance	**732,749**	**4,687,688**	**8,993,604**	**4,685,245**
Construction In Progress				
Distribution	1,653,883	4,225,128	3,601,210	4,308,359
Total CIP Expenditures	**$ 1,653,883**	**$ 4,225,128**	**$ 3,601,210**	**$ 4,308,359**

BTU - Rural
Capital Improvement Projects
FY2017 through FY2021

	Projected FY2018	Projected FY2019	Projected FY2020	Projected FY2021
Beginning Revenue Bond Fund Balances:	$ 4,685,245	$ -	$ 11,443,385	$ 5,561,274
Additional Resources:				
Revenue Bonds	-	16,212,124	-	-
Investment Earnings				
Subtotal Additional Resources	-	16,212,124	-	-
Total Resources Available	**4,685,245**	**16,212,124**	**11,443,385**	**5,561,274**
Statement of Capital Expenditures				
Total Construction in Progress from below	(4,685,245)	(4,768,739)	(5,882,112)	(5,561,274)
Operating expenses				
Ending Fund Balance	**-**	**11,443,385**	**5,561,274**	**-**
Construction In Progress				
Distribution	$ 4,685,245	$ 4,768,739	$ 5,882,112	$ 5,561,274
Total CIP Expenditures	**$ 4,685,245**	**$ 4,768,739**	**$ 5,882,112**	**$ 5,561,274**

CITY OF BRYAN

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ORDINANCE NO. _____

AN ORDINANCE OF THE CITY OF BRYAN, TEXAS APPROVING AND ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2016 AND ENDING SEPTEMBER 30, 2017, INCLUSIVE, WITH EXPENDITURES IN THE COMBINED TOTAL AMOUNT OF $394,794,815 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, 2016 and ending September 30, 2017; 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, 2016 and ending September 30, 2017 with combined expenditures in the sum of $394,794,815 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 23rd day of August, 2016, at a meeting of the City Council of the City of Bryan, Texas; and given second reading, passed and approved on the 6th day of September 2016, by a vote of _____ ayes and _____ nays at a regular meeting of the City Council of the City of Bryan, Texas.

ATTEST:

_____
Mary Lynne Stratta, City Secretary

CITY OF BRYAN:

_____
Jason P. Bienski, Mayor

APPROVED AS TO FORM:

_____
Janis K. Hampton, City Attorney

CITY OF BRYAN, TEXAS
ALL FUNDS SUMMARY
Fiscal Year 2017
Exhibit A

Fund Name	Total Inflows	Expenditures [1]
Governmental Funds:		
General	$ 66,056,015	$ 69,127,002
Debt Service	10,705,607	10,321,801
Hotel/Motel Tax	1,200,000	1,677,964
Street Improvement	5,742,500	10,739,210
Drainage	913,000	1,611,947
TIRZ #10 (Traditions)	2,263,566	2,034,285
TIRZ #19 (Nash Street)	191,811	193,022
TIRZ #21 (Downtown)	117,641	100,000
TIRZ #22 (Target)	299,232	300,539
TIRZ #22 (North Tract)	191,874	298,293
Court Technology	46,200	39,000
Community Development	2,120,908	2,115,133
Capital Reserve Fund	-	-
Oil & Gas	300,294	-
Enterprise Funds:		
BTU - City [2]	193,170,991	200,377,838
BTU - Rural	43,656,324	43,800,766
Water	12,717,834	14,176,178
Wastewater	13,017,829	15,796,651
Solid Waste	8,031,713	8,315,502
Airport	851,015	919,902
Bryan Commerce & Dev.	35,000	94,738
Internal Service Funds:		
Self-Insurance Fund	2,438,183	2,527,488
Employee Benefits	9,786,827	9,936,867
Warehouse Fund	293,299	290,689
TOTAL ALL FUNDS	$374,147,661	$ 394,794,815

Notes:

1. Expenditures are shown net of administrative

2. BTU - City beginning fund balance was adjusted for a $2,000,000 release of restricted collateral

ORDINANCE NO. _____

AN ORDINANCE FIXING THE TAX LEVY OF THE CITY OF BRYAN, TEXAS, FOR THE TAXABLE YEAR 2016 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 2016 the following, to wit:

$0.448172 on a $100.00 valuation of all taxable property in the City for General Fund maintenance and operating purposes: and

$0.181818 on a $100.00 valuation of all taxable property in the City for the payment of principal and interest on General Obligation Debt for the City.

Total Levy for 2017 is $0.629990 for $100.00 valuation of all taxable property in the City of Bryan.

2.

THE TAX RATE WILL EFFECTIVELY BE RAISED BY 5.12% AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A $100,000 HOME BY APPROXIMATELY $30.67.

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 13th day of September 2016, at a meeting of the City Council of the City of Bryan, Texas; and given second reading, passed and approved on the 20th day of September 2016, by a vote of _____ ayes and _____ noes at a meeting of the City Council of the City of Bryan, Texas.

ATTEST:

_____
Mary Lynne Stratta, City Secretary

APPROVED AS TO FORM:

_____
Janis Hampton, City Attorney

CITY OF BRYAN

By: _____
Jason P. Bienski, Mayor

City of Bryan
FY17 DECISION PACKAGE REQUEST SUMMARY

			FY17 Proposed	
		FY17 Request	Unrestricted Funds	Restricted Funds
Council Directed Projects				
	Software: Civic Platform	$ 425,000	$ 425,000	
	Neighborhood Infill Program	600,000	600,000	
	Firefighter Staffing	237,634	237,652	
	Texas Avenue Grant Program	100,000	100,000	
	Downtown Life Safety Program	100,000	100,000	
	Subtotal	1,462,634	1,462,652	-
Staff Requests				
General Fund				
Personnel				
Bryan Animal Center	Animal Control Officer	46,130	46,130	
	Animal Adoption Specialist	16,135	16,135	
Engineering	Records Management Technician- PT	12,515	12,515	
Fire	College education incentive pay	42,300		
	PIO-Recruiter-Education Specialist	112,273		
Police	Three additional Police Officers	209,564	206,986	
Development Services	New full-time Drainage Inspector	68,351	68,351	
	New full-time General Building Inspector	68,201	68,201	
	New full-time Planner	61,394	61,394	
Golf Course	PT Temp pay increase	7,181	7,181	
	Golf maintenance PT Temp pay increase	37,459	37,459	
Parks	Seasonal PT wage increase	46,424	46,424	
	New full time maintenance employee	41,210	41,210	
	Two new seasonal/part time maintenance employees	21,314	21,314	
	Recreation Programmer	50,771	50,771	
Community Dev./Special Projects	PT Project Specialist	30,831	30,831	
Traffic	Adjustment of Overtime / Standby funding	10,000	10,000	
	Traffic Signal Technician	58,233	58,233	
	Subtotal	940,286	783,135	-
Other				
Human Resources	Education reimbursement program	15,000		
Library	Replacement furniture - meeting rooms	22,777		22,777
	Public Library Digital (eBook) Collection	25,000		25,000
Executive	Downtown Bryan Gameday Shuttle service	13,000	13,000	
Engineering	ADA improvements	100,000	100,000	
Traffic	Professional Engineering Contract for signal timings	49,000		
	Professional Engineering Contract for traffic modeling	20,000		
	Traffic signal controller	86,000		
	Implement Local Area Traffic Management improvements	300,000		
Information Technology	Public Works radios	56,000	56,000	
Police	Ballistic vest replacement	32,749	32,749	
Fire	Knox Box Key Secure and Med Vault upgrades	23,205	23,205	
	Updated technical rescue equipment	10,647	10,467	
Bryan Animal Center	Completion of Animal Center feasibility study	34,000	34,000	
Communications	Freelance contract	40,000	40,000	
Parks	Replacement of ball field bleachers	66,000	66,000	
	Increase funding for landscape maintenance	175,405	175,405	
	Replace fitness equipment at Neal Recreation Center	21,500	21,500	
	Parks & Recreation marketing budget increase	15,000	15,000	
	Replace rubber flooring at Neal Recreation Center	28,000	28,000	
	Gym equipment replacement	19,750	19,750	
	Floor cover roll frame - Neal Recreation Center	2,650	2,650	
	Security system at Neal Recreation Center	1,000	1,000	
	Operation and maintenance budget increase	500,000	250,000	
	Hot water pressure washer	4,000	4,000	
	Senior committee activities budget funding	12,000	12,000	
Golf Course	State-approved fuel storage containers with pumps	12,250	-	
	Soil amendments	13,330	13,330	
	Heavy equipment maintenance	12,000	-	
Community Dev./Special Projects	Administrative cost for the Bank on Brazos Valley program	8,500	8,500	
Fiscal Services	OPEB Funding - Starting FY17	315,000	315,000	
	Subtotal	2,033,763	1,241,556	47,777

FY17 DECISION PACKAGE REQUEST SUMMARY

			FY17 Proposed	
		FY17 Request	Unrestricted Funds	Restricted Funds
Computers - software, hardware, maintenance				
Info Tech	Centralized implementation of fiber connectivity	75,000	75,000	
Fleet	Fleet asset maintenance/management software	75,000	75,000	
Traffic	Traffic control plan software	4,000	4,000	
	Fiber optic cabling	35,000	35,000	
Parks	MainTrac module	28,518	28,518	
	MobileTrac module	3,528	3,528	
	Subtotal	221,046	221,046	-
Building & Other Improvements				
Facility Services	Urethane roof repairs	200,000	200,000	
	Power wash and exterior painting of Palace Theater	30,000	30,000	
	Subtotal	230,000	230,000	-
Vehicles & Other Equipment				
Info Tech	IT Outside Plant Vehicle	40,000		
Animal Control	Cargo Van - 32-151	41,200	41,200	
Traffic	Traffic Operations Vehicle 34-93	34,505	34,505	
	Traffic Trailer with spool holders for wiring	10,000		
Fleet	New 3/4 ton pick-up	33,500		
Facilities	Maintenance Vehicle 11-01	33,500	33,500	
	Custodial maintenance vehicle 11-04	30,900	30,900	
Police	Police Vehicles 6-91	56,650	56,650	
	Police Vehicles 6-94	56,650	56,650	
	Police Vehicles 6-96	56,650	56,650	
	Police Vehicles 6-210	56,650		
	Police Vehicles 6-213	56,650		
	Police Vehicles 6-217	56,650		
	Police Vehicles 6-219	56,650		
	Police Motor Cycle 6-46	27,810	27,810	
	Police Motor Cycle 6-49	27,810		
	Unmarked Vehicles - 6-16	22,660	22,660	
	Unmarked Vehicles - 6-170	22,660	22,660	
	Unmarked Vehicles - 6-173	22,660		
	Unmarked Vehicles - 6-174	22,660	22,660	
	Unmarked Vehicles - 6-177	22,660		
	Police pursuit vehicles - New	56,650	56,650	
	Police pursuit vehicles - New	56,650	56,650	
	Police pursuit vehicles - New	56,650	56,650	
Code Enforcement	1/2 ton light duty truck with lift gate (unit 31-03)	27,810	27,810	
	1/2 ton light duty truck with lift gate (31-14)	27,810	27,810	
Fire	Emergency Response / Incident Command Vehicle 7-23	120,510	120,510	
	Remount (EMS1) 7-27	107,120	107,120	
	Deputy Fire Marshall Vehicle 7-29	46,491		
	Ambulance Remount 28-14	231,750	231,750	
	Wildland Firefighting Vehicle - Ford F550 4X4	187,500		
	Vehicle for PIO/Educator/Recruiter	34,000		
Engineering	Engineering Inspector Truck 18-12	35,020	35,020	
	Engineering Services - City Pool Vehicle 18-11	30,900	30,900	
	Engineering Inspector Truck 18-13	35,020	35,020	
Parks	Sand Pro Groomer 10-60	20,600		
	Sand Pro Groomer 10-61	20,600	20,600	
	John Deere Gator 10-59	10,300	10,300	
	Replace trailer 10-693	2,858	2,858	
	Replace trailer 10-725	2,858	2,858	
	Replace unit 14-63	26,650		
	2016 1/2 ton pickup truck New Maint Employee	26,650	26,650	
Community Development	Truck 15-01	26,780		
Golf Course	Rough mower lease	14,233	71,165	
	Toro Greensmaster 3150-Q greens mower lease	8,063	40,315	
	Progator utility vehicle with dump bed lease	6,112	30,560	
	John Deere Gator TX (MY16) lease	2,082	10,410	
	John Deere TC 125 Core Harvester/Sweeper	2,608	13,040	
Development Serv.	Truck 16-11	32,960	32,960	
	SUV 16-19	29,870		

FY17 DECISION PACKAGE REQUEST SUMMARY

			FY17 Proposed	
		FY17 Request	Unrestricted Funds	Restricted Funds
	SUV 16-20	29,870		
	Vehicle for new Drainage Inspector	35,000	35,000	
	Vehicle for new Building Inspector	28,000	28,000	
	Subtotal	2,169,050	1,516,451	-
	FY16 TOTAL GENERAL FUND REQUESTS	**$ 7,056,779**	**$ 5,454,840**	**$ 47,777**
Water Fund				
	Replacement Vehicle	$ 21,500	$ 21,500	
	Technical Operations Specialist	41,260	41,260	
	FY16 TOTAL WATER FUND REQUESTS	62,760	62,760	-
Wastewater Fund				
	Utility Truck	32,500	32,500	
	New Bar Screen	236,925	236,925	
	Installation - swing check assemblies	22,000	22,000	
	Dump-Veyor system	221,827	221,827	
	FY16 TOTAL WASTEWATER FUND REQUESTS	513,252	513,252	-
Solid Waste Fund				
	Side Load Truck	229,881	229,881	
	Commercial Front Load truck	292,575	292,575	
	Commercial Front Load truck	292,575	292,575	
	Grapple Truck w/ a Freightliner chassis & Peterson TL3 loader body.	159,874	159,874	
	Grapple Truck w/ a Freightliner chassis & Peterson TL3 loader body.	159,874	159,874	
	Ford Explorer Sports Utility Vehicle.	26,786	26,786	
	Refurbish a Rear-Loader unit	21,200	21,200	
	Inmate Labor ILA for Right-of-Way litter abatement and maintenance	40,000	40,000	
	FY16 TOTAL SOLID WASTE FUND REQUESTS	1,222,765	1,222,765	-
Airport	Airport Tractor/Shredder	49,000		
	New full time Airport Maintenance Tech.	39,873	39,873	
	New full time Airport Operations Supervisor	53,002	53,002	
	FY16 TOTAL AIRPORT REQUESTS	141,875	92,875	-
	FY16 TOTAL ENTERPRISE FUND	**$ 1,940,652**	**$ 1,891,652**	**$ -**
Street Improvement	Right of Way mowing contract increase	$ 44,000		
	FY16 TOTAL SPECIAL REVENUE FUND	**$ 44,000**	**$ -**	**$ -**
	TOTAL DECISION PACKAGE REQUESTS	**$ 9,041,431**	**$ 7,346,492**	**$ 47,777**

CITY OF BRYAN

FINANCIAL MANAGEMENT POLICY STATEMENTS

OVERVIEW

Purpose

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

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

Objectives

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

Updates to Financial Management Policy Statements

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

Compliance with Financial Management Statements

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

Summary of Major Policy Topics

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

Detail of Major Policy Topics

I. Accounting, Auditing and Financial Reporting

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

A. Accounting Practices and Principles

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

B. Financial and Management Reports

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

C. Annual Audit

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

D. Annual Financial Disclosure

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

E. Signature of Checks

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

II. Financial Consultants

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

A. Selection of Auditors

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

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

B. Arbitrage

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

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

C. Bond Counsel

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

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

D. Financial Advisory Services

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

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

E. Depository Bank

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

III. Budget and Long Range Financial Planning

A. FINANCIAL STRUCTURE

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

Governmental Fund Type

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

• General Fund: The General Fund is the general operating fund and is used to account for all financial transactions not properly included in other funds. Resources are generated through property tax, sales tax, other general taxes, franchise fees, fines, licenses, and fees for services. This fund accounts for the primary activities of the City: police and fire protection, maintenance of parks, libraries, minor street repair, and general administration.

• Special Revenue Funds: Used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

• Debt Service Fund: Used to account for the payment of interest and principal on all general obligation bonds and other long-term debt.

• Capital Improvement Program Funds: Used to account for the expenditures of resources accumulated from the sale of debt instruments earmarked for such projects. These funds are allocated from debt proceeds on a project length basis rather than a fiscal year basis.

• Permanent Funds: Used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the City's programs. These funds are not included in the budget document and are not budgeted.

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

• Enterprise Funds: Used to account for services that are financed and operated in a manner similar to private business, where the intent of the governing body is that the cost of providing goods and services to the general public will be financed or recovered primarily through user charges or fees.

• Internal Service Funds: Used to account for the financing of goods and services provided by one department or agency to other departments and agencies of the city on a cost reimbursement basis. Internal Service Funds include the Warehouse Fund, Employee Benefits Fund, and Self Insurance Fund.

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

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

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

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

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

E. Tax Rate

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

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

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

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

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

J. Budget Management
The City Council shall delegate authority to the City Manager in managing the budget after it is formally adopted by the City Council, including the transfer of funds within departments, between divisions, and between departments, as well as amending budgeted revenues. The City Manager may further delegate levels of authority for the daily operations of the budget.

Expenditures/expenses are legally adopted at the fund level. All unbudgeted transfers between Funds or amendments increasing annual expenditures must be approved by City Council. Expenditures should not exceed the adopted budget, including budget amendments approved by the City Council.

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

IV. Revenues and Other resources

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

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

B. Electric/ Water/ Waste Water Billings

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

C. Revenue Collections

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

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

D. User Fees

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

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

V. Capital Expenditures and Improvements

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

A. Capitalization Threshold for Tangible Capital Assets

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

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

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

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

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

VI. Fund Balances

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

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

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

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

B. Commitment of Fund Balance

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

C. Assignment of Fund Balance

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

D. General Fund Unassigned Fund Balance

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

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

E. Water, Waste Water, Solid Waste, and Airport Funds Unrestricted Cash Balance

The City shall maintain the Water, Waste Water, Solid Waste, and Airport Funds unrestricted cash balance at a level that ensures that an equivalent to 60 days of recurring, budgeted operating expenditures is maintained in the five year forecast.

F. BTU City Fund Unrestricted Cash Balance

Minimum Unrestricted Cash Balance –Will be maintained at a minimum of 90 days of the current year's operating expenditure budget.

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

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

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

I. Self-Insurance Fund Unassigned Fund Balance
Target Unassigned Fund Balance – The City shall target an unassigned fund balance of 90 days of the current year's budgeted expenditures.

J. Employee Benefits Fund Unrestricted Fund Balance
Target Unassigned Fund Balance – The City shall target an unassigned fund balance of 90 days of the current year's budgeted expenditures.

K. Debt Service Fund Balance
The City shall maintain the minimum debt service fund balance at 1 month of annual debt service requirements.

L. All Other City Funds Unassigned Fund Balance/Unrestricted Cash Balance
All other funds do not have a stated minimum unassigned fund balances/unrestricted cash balances but rather are monitored on a monthly basis. A balance sufficient to meet budgeted expenditures will be maintained in all funds.

VII. Debt

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

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

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

B. Debt Financing

1. Affordability

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

2. Debt Capacity

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

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

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

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

C. Debt Coverage Ratios

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

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

D. Debt Reserve Fund

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

E. Continuing Financial Disclosure related to Debt

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

F. TIRZ Debt.

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

G. Debt Structures

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

H. Debt Refunding

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

I. Sale Process

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

J. Rating Agency Presentations

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

K. Bond Ratings

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

L. Lease/Purchase Agreements

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

VIII. Cash Management/Investments

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

IX. Grants

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

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

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

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

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

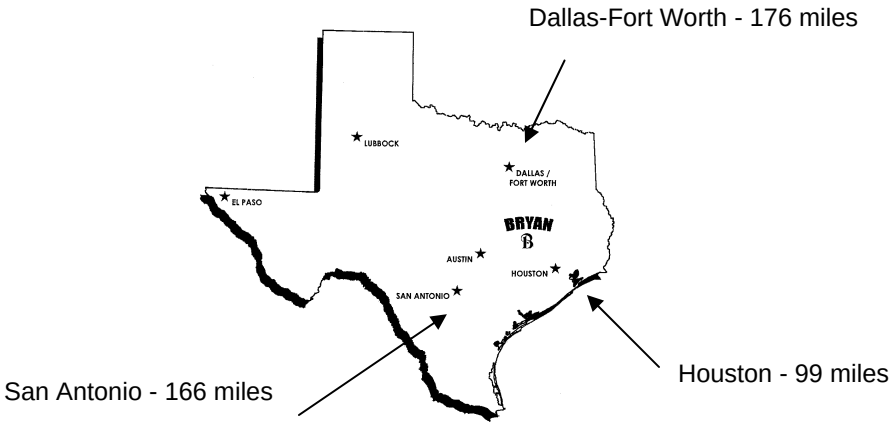
The City shall terminate grant-funded programs and associated positions when grant funds are no longer available, and it is determined that the program no longer supports City goals and/or is no longer in the best interest of the City, unless the City has obligated itself through the terms of the grant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

X. Economic Development Agreements

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

Location

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



HISTORY

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

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

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

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

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

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

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

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

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

The Community Thrives and Diversifies

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

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

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

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

Time Marches On

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

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

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

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

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

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

Public Universities

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

Texas A&M University has been one of the greatest assets to the entire Brazos Valley as a world-class learning institution. The University not only ranks among the top ten research institutions in the nation, but also maintains one of the largest student bodies with enrollment reaching 54,000. 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 12,000 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: Blinn College

City Government Structure

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

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

Bryan Today

"**The Good Life, Texas Style**." ™

Bryan has greeted the 21st century with a vital and robust economy, quality schools, state-of-the-art healthcare, safe neighborhoods and a history that is reflected in its buildings and the pride of its residents. The original square-mile townsite now encompasses more than 45.6 square miles. Bryan's original population of a few hundred has grown to more than 82,000 residents.

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

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

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

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

Bryan is also home to the Travis B. Bryan Municipal Golf Course. The par-70 course spans more than 5,800 yards from the middle tees and extends to more than 6,200 yards from the back tees.
Bryan is a great place for families and boasts of having over 817 acres of beautifully maintained parks. With a bounty of basketball and soccer fields, skateboard parks, splash pads, walking trails, two dozen pavilions for picnicking and three terrific pools Bryan has something to offer everyone.

In 2013, Bryan-College Station was also ranked among America's 10 great places to live by Kiplinger's Personal Finance. The twin cities were ranked third on the list.

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

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

CITY OF BRYAN

The Good Life, Texas Style.™

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City of Bryan Statistical Information

City of Bryan Fast Facts

Date of Incorporation	1872
Form of Government	Council-Manager
Corporate Limits (sq. miles)	45.6
Lane Miles of Streets (paved)	752
Fiscal Year	October 1- September 30
Parks	52
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	123
Police Station(s)	1
Sworn Personnel	143

Source: City of Bryan

Sales Tax Rate

Brazos County	0.50%
City of Bryan	1.50%
State	6.25%

Source: Texas Comptroller of Public Accounts

Property Tax Rate

2013	$0.62999
2014	$0.62999
2015	$0.62999

Source: Brazos County Appraisal District

Employment-Bryan

2013	37,182
2014	37,926
2015	38,748

Source: Texas Workforce Commission-Tracer

Unemployment Rate-Bryan

2012	5.4%
2013	5.0%
2014	4.0%
2015	3.5%

Source: Texas Workforce Commission

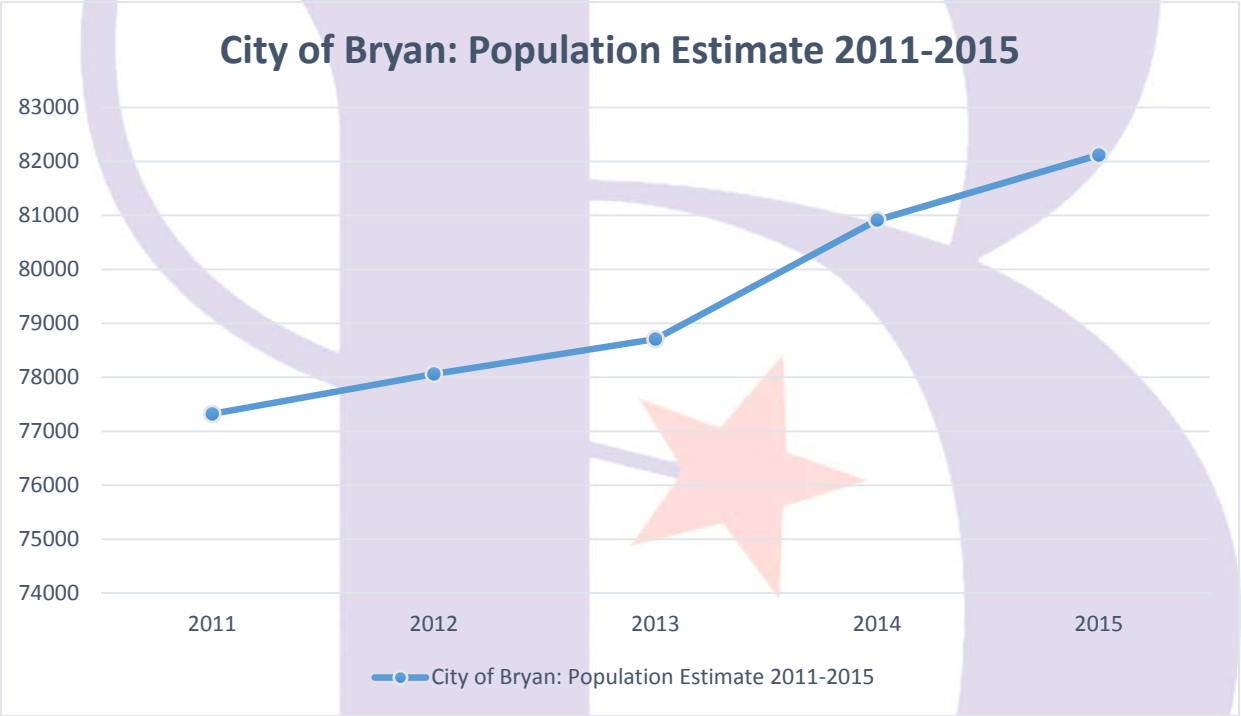
Texas Metro Areas Employment Statistics (2015)

Metro Area	Employment	Unemployment Rate
Abilene	72,076	3.5%
Amarillo	126,494	2.8%
Austin-Round Rock-San Marcos	1,050,864	3.0%
Beaumont-Port Arthur	165,536	6.6%
Brownsville-Harlingen	152,778	6.8%
Bryan-College Station	119,294	3.2%
Corpus Christi	197,811	5.3%
Dallas-Fort Worth-Arlington	3,493,282	3.6%
El Paso	330,937	4.7%
Houston-Sugar Land-Baytown	3,110,944	4.6%
Killeen-Temple-Fort Hood	164,081	4.2%
Laredo	108,689	4.5%
Longview	95,175	5.0%
Lubbock	149,638	3.1%
McAllen-Edinburg-Mission	307,259	7.9%
Midland	86,311	3.6%
Odessa	74,285	5.1%
San Angelo	53,126	4.0%
San Antonio-New Braunfels	1,063,919	3.5%
Sherman-Denison	58,606	3.7%

Texas Metro Areas Employment Statistics (2015) ***(cont.)***

Metro Area	Employment	Unemployment Rate
Texarkana	61,976	4.5%
Tyler	99,159	4.4%
Victoria	47,511	4.1%
Waco	114,467	3.7%
Wichita Falls	61,909	4.2%

Source: Bureau of Labor Statistics



Source: U.S. Census Bureau'

Largest Community Employers (2015)

Company	Sector	#Employees
Texas A&M University	Education	17,000+
Bryan Independent School District	Education	2,000+
Texas A&M Health Science Center	Education	2,000+
College Station Independent School District	Education	2,000+
Reynolds & Reynolds	Computer Hardware/Software	1,800+
Blinn College	Education	1,000+
Sanderson Farms	Food Manufacturing	1,000+
CHI St. Joseph Health System	Health Care	1,000+
Walmart	Retail	1,000+
HEB Grocery	Retail	1,000+
Brazos County	Government	500-999
City of Bryan	Government	500-999
City of College Station	Government	500-999
College Station Medical Center	Health Care	500-999
Ply Gem Windows	Manufacturing	500-999
Baylor Scott & White Health	Health Care	500-999

Source: Research Valley Partnership

Home Sales Bryan-College Station (2015)

Average Price	$175,765
Median Prices	$158,250
Average Sales (per month)	83
Average month(s) on Inventory	2.5

Source: Texas A&M Real Estate Center

Single Family Building Permits-Bryan/College Station

Calendar Year	Units	Average Value ($)
2013	824	171,800
2014	1014	184,800
2015	1209	183,500

Source: Texas A&M Real Estate Center

GLOSSARY & ACRONYMS

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

A.D.A.	Americans With Disabilities Act
Account Classification	A basis for distinguishing types of expenditures. The five major classifications used by the City of Bryan are personnel services (10's), supplies/materials (20's), and maintenance (30's), outside services (40's), other (50's), and capital outlay (60's).
Accretion	In portfolio accounting, a straight line accumulation of capital gains on a discount bond in anticipation of receipt of par at maturity.
Accrual Basis	The basis of accounting under which transactions are recognized when they occur, regardless of the timing of estimated cash flows.
Ad Valorem Tax	Also referred to as property tax, this is the charge levied on all real personal, and mixed property according to the property's assessed valuation and the tax rate, in compliance with the State Property Tax Code.
AED	Automatic External Defibrillator
ALS	Advanced Life Support
Amortization	The repayment of a loan by installment.
Appropriation Ordinance	An official document adopted by the City Council establishing legal authority to obligate and expend resources.
Appropriation	A legal authorization made by the City Council which permits City officials to incur obligations against and to make expenditures of governmental resources.
AS/400	Network Computer System
ASE	Automotive Service Excellence
Assessed Property Valuation	A value established by the Brazos Central Appraisal District which approximates market value of real or personal property. By state law, one hundred percent (100%) of the property value is used for determining the basis for levying property taxes.
ATMS	Advanced Traffic Management System
BBC	Bryan Business Council
BBCEDF	Bryan-Brazos County Economic Development Foundation
BCAD	Brazos County Appraisal District

GLOSSARY & ACRONYMS

BCD	Bryan Commerce and Development, Incorporated
BCSMI	Bryan-College Station Mobility Initiative
BFD	Bryan Fire Department
BISD	Bryan Independent School District
BLS	Basic Life Support
Bond Proceeds	The proceeds from the sale of bonds, notes, and other obligations issued by the City, and reserves and funds maintained by the City for debt service.
Bond	A written promise to pay a sum of money on a specific date at a specified interest rate. The interest payments and the repayments of the principal are detailed in a bond ordinance. The most common types of bonds are general obligation (G.O.) and revenue bonds. These are most frequently used for construction for large capital projects, such as buildings, streets, and water and sewer lines.
Book Value	The original acquisition cost of an investment plus or minus the accrued amortization or accretion.
BRAC	Bryan Regional Athletic Complex
BTU	Bryan Texas Utilities
Budget Document	The compilation of the spending plans for the various funds, along with supporting schedules, tables and charts which, in total, comprise the annual revenue and expenditure plan.
Budget Highlights	Significant changes in expenditures or programs within a fund, department or division.
Budget Summary	Provides a listing of revenues, expenditures, and available resources for all funds.
Budget	A financial plan for a specified period of time (fiscal year) that matches planned revenues with appropriations. The "preliminary" budget designates the financial plan initially developed by departments and presented by the City Manager to the Council for approval. The "adopted budget" is the plan as modified and finally approved by that body. The "approved" budget is authorized by ordinance and thus specifies the legal spending limits for the fiscal year. The budget process in every Texas city must comply with the requirements of the Texas Local Government Code. See description of Budget Compliance in the Financial Polices section of this document.
Budgetary Control	The control or management of a governmental or enterprise fund in accordance with the approved budget to keep expenditures within the limitations of available appropriations and revenues.
BVCOG	Brazos Valley Council of Governments
BVSWMA	Brazos Valley Solid Waste Management Agency

GLOSSARY & ACRONYMS

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

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

GLOSSARY & ACRONYMS

Expense	Resources spent by government funds in accordance with budgeted appropriations on assets or goods and services obtained.
FASB	Financial Accounting Standards Board
FBO	Fixed Base Operator
FCC	Federal Communications Commission
FERC	Federal Energy Regulatory Commission
Fines & Forfeitures	Monies imposed as penalty for an offense and collected as revenue by the municipal court for the city.
Fiscal Year	A consecutive 12-month period that signifies the beginning and ending dates for recording financial transactions. The City of Bryan's fiscal year begins October 1 and ends September 30 of the following calendar year. This is also called the budget year.
FLSA	Fair Labor Standards Act
FTE	Full Time Employee
Fund Balance	The excess of current assets over current liabilities, representing the cumulative effect of revenues and other financing sources over expenditures and other financing uses.
Fund	Fund was defined by Statement 1 of the National Council of Governmental Accounting (NCGAS 1), entitled "Governmental Accounting and Financial Reporting Principals," as follows: A fund is defined as a fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.
Funds	Public funds in the custody of the City that the City has the authority to invest.
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB 34	Pronouncement of the Government Accounting Standards Board (GASB) that establishes financial reporting standards for state and local governments in presenting information about a government's major funds to aid in measuring the operating results of these funds in the interest of accountability to citizens and stakeholders.
GASB	Government Accounting Standards Board. The agency of the Financial Accounting Foundation that promulgates standards for accounting and financial reporting by governmental entities.

GLOSSARY & ACRONYMS

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

GLOSSARY & ACRONYMS

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

	the limits prescribed by law.
Long Term Debt	Debt with a maturity of more than one year after the date of issuance.
M.H.M.R.	Mental Health Mental Retardation
Maintenance	Cost of upkeep of property or equipment.
Mandates or Mandated Expenses	Any expenses relating to an authoritative command or instruction. Refers to the federal and state mandates governing municipalities, such as regulations establishing testing for water quality.
Mg/L	Milligrams per Liter
MG	Million Gallons
MGD	Million Gallons per Day
MHz	Megahertz
Mission Statement	A departmental statement that describes what the department does, why it does it, and who benefits from it.
MPO	Metropolitan Planning Organization
MSA	Metropolitan Statistical Area
MSC	Municipal Service Center
MS4	A general permit to discharge water under the Texas Pollutant Discharge Elimination System. This allows the city to discharge water directly to surface water, (creeks, lakes, etc.)
MSL	Miles above Sea Level.
MUTCD	Manual on Uniform Traffic Control Devices
NAFTA	North American Free Trade Agreement
NAPP	Neighborhood Association Partnership Program
NCIC/TCIC	National Crime Information Center/Texas Crime Information Center
Neighborhood Sweep	An organized neighborhood cleanup event within the city utilizing city personnel and community volunteers.
NET	Neighborhood Enforcement Team
Net Taxable Value	The total assessed value of all property within the city that is available for taxation minus property eligible for tax exemption.
NLC	National League of Cities
NPI	National Purchasing Institute
Objectives	Time bound and measurable result of an organization's activity which advances the organization toward a goal.

GLOSSARY & ACRONYMS

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

GLOSSARY & ACRONYMS

Proprietary Fund	A fund used to account for activities that receive significant support from fees and charges.
PTC	Property Tax Code
QA/QI	Quality Assurance/Quality Improvement
Qualified Representative	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.
Reserve	An account used to indicate that a portion of fund resources is restricted for a specific purpose, or is not available for appropriation and subsequent spending.
Resolution	A formal statement of a decision, determination or course of action placed before a city council and adopted.
Revenue Bonds	Legal debt instruments that finance public projects for such services as water or sewer. Revenues from the public project are pledged to pay principal and interest of the bonds. In Texas, revenue bonds may or may not be authorized by public referenda.
Revenues	Funds received by the government as income, including tax payments, fees for specific services, receipts from other governments, fines and forfeitures, grants and interest income.
RMS	Records Management System
ROW	Right of Way
RVP	Research Valley Partnership

GLOSSARY & ACRONYMS

S.A.R.A.	Scanning, Analysis, Response, Assessment
SCADA	Supervisory Control and Data Acquisition
SCBA	Self-Contained Breathing Apparatus
Seal Coat	Asphalt restoration and maintenance technique used to recondition city streets and thoroughfares.
Service and Work Programs	Tangible "end products" provided to the public or user department/division.
SMD	Single Member District
SMSA	Standard Metropolitan Statistical Area
SOP	Standard Operating Procedure
SPCC	Spill Prevention, Control and Counter Measure
Special Revenue Fund	A separate fund that accounts for resources legally restricted to expenditures for specific operational purposes. The Hotel/Motel Tax Fund or the Community Development Fund would be examples of a special revenue fund.
SRF	State Revolving Fund
SRO	School Resource Officer
SSO	Sanitary Sewer Overflow
STA	Standard Testing Assurance
STP	State Transportation Plan
Strategy	A plan to achieve an objective.
Structurally Balanced Budget	A structurally balanced budget is defined as recurring revenues funding recurring expenditures and adherence to both minimum and targeted fund balance policies. Short term loans between funds will be avoided as budget balancing techniques. Non-recurring expenditures may be funded with either recurring or non-recurring revenues or fund balance.
Supplies	Cost of goods consumed by the City in the course of its operation.
TALHFA	Texas Association of Local Housing Finance Corporation
TAMU	Texas A&M University
Tax Rate	The amount of tax levied for each $100 of assessed value for real, personal, or mixed property. The rate is set by September 30th of each year by the City Council of the City of Bryan, Texas.
Taxes	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.
TCEQ	Texas Commission on Environmental Quality

GLOSSARY & ACRONYMS

TCMA	Texas City Managers Association
TDHCA	Texas Department of Housing and Community Affairs
TEE	Texas Energy Efficiency
TIF	Tax Increment Financing
TIRZ	Tax Increment Reinvestment Zone
TML	Texas Municipal League
TMRS	Texas Municipal Retirement System
TMUTCD	Texas Manual on Uniform Traffic Control Devices
Total Tax Rate	Property tax rate including both of the portions used for operations and that for debt service.
TPWA	Texas Public Works Association
Transmittal Letter	A general discussion of the proposed budget presented in writing by the City Manager to the Mayor and City Council. The transmittal letter highlights the major budget items including any changes made in the current budget year, issues affecting the decisions and priorities of the current year, and actions incorporated into the adopted budget.
Trend Analysis	Graphs which analyze historical data, projected information, or comparisons from one year to the next. A brief narrative or summary data is included with the graphs.
TWC	Texas Water Commission
TWCC	Texas Workers' Compensation Commission
TWDB	Texas Water Development Board
TWLE	Texas Women in Law Enforcement
TX DOT	Texas Department of Transportation
UCR	Uniform Crime Report
UPD	University Police Department
UPS	Uninterrupted Power Supply
User Fee (User Charge)	The payment of a fee for direct receipt of a public service by the part benefiting from the service.
VFD	Variable Frequency Drive
VOIP	Voice Over Internet Protocol
VTCA	Vernon's Texas Civil Statutes Annotations
W/S	Water/Sewer
W/W	Waste Water
Working Capital	Budgeted working capital is calculated as a fund's current assets less current liabilities and outstanding encumbrances. The term is used to indicate

	unencumbered fund balances in Enterprise Funds.
WWT	Wastewater Treatment
WWTP	Wastewater Treatment Plant
Y+R	Yellow and Red
YDI	Youth Development Initiative