

FY 2020

CITY OF BRYAN, TEXAS

ANNUAL OPERATING BUDGET FOR FISCAL YEAR 2019-2020

This budget will raise more revenue from property taxes than last year's budget by an amount of \$2,343,717 which is a 6.6% increase from last year's budget. The property tax revenue to be raised from new property added to the tax roll this year is \$903,943.

City Council Record Vote

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

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

AGAINST: Councilmember Southerland

PRESENT and not voting: None

ABSENT: None

Tax Rate	Adopted FY 2019-20	Adopted FY 2018-19
Property Tax Rate	0.629990	0.629990
Effective Rate	0.604994	0.595220
Effective M&O Tax Rate	0.457131	0.591850
Rollback Tax Rate	0.667572	0.642581
Debt Rate	0.153972	0.151282

Comparison of Adopted and Current Tax Rate		
Tax Rate	Adopted FY 2019-20	Adopted FY 2018-19
M&O Tax Rate	0.476018	0.478708
Debt Tax Rate	0.153972	0.151282
Total	0.629990	0.629990

The total amount of municipal debt obligation secured by property taxes for the City of Bryan is \$73,690,817.



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**City of Bryan, Texas
Fiscal Year 2020
Adopted Annual Budget**

Table of Contents

Transmittal Letter

City Manager's Transmittal Letter	i
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Introduction

Principal City Officials	1
Budget Calendar	5
Organizational Chart	6
Single Member (City Council) District Map	7
Strategic Plan	9
Strategic Areas of Emphasis by Department.....	19
Budget Introduction	21
Financial Policies	27

Budget Overview

Budget Summary	33
Summary of All Funds	36
Change in Fund Balance-By Fund	38
Revenue by Type – All Funds	39
Expenses – by Category	40
Property Tax Calculation and Distribution	42
Net Assessed Property Value 2010-2019 (Graph).....	43
Property Tax Rate 2010-2019 (Graph).....	43
Summary of Authorized Positions	44

General Fund

General Fund Overview	
General Fund Description.....	45
General Fund Summary	48
Fiscal Year 2020 Revenues	50
Fiscal Year 2020 Expenditures.....	51
Summary of Expenditures by Department	
Public Safety	
Municipal Court.....	52
Police Services	54
Fire Services.....	56
Bryan Animal Center	58
Public Works	
Engineering Services.....	60
Streets & Drainage	62
Traffic.....	64
Development Services	
Development Services.....	66
Code Enforcement.....	68
Community Development Administration	70
Community Services	
Bryan – College Station Library Services.....	72
Parks and Recreation	74
Golf Course.....	76
Support Services	
Fiscal Services.....	78
Information Technology	80
Human Resources	82
Facility Services.....	84
Fleet Services	86

General Fund – continued

General Administration	
Executive Services	88
Economic Development.....	90
Internal Audit.....	92
City Secretary	94
City Council Services.....	96
Communications & Marketing.....	98
Neighborhood & Youth Services	100
Legal Services	102
Payments to Other Agencies	104

Debt Service Fund

Debt Service Fund Overview	
Fund Description.....	105
General Debt Service Summary of Revenues and Expenditures	106
Debt Service Requirements.....	107

Enterprise Funds

Enterprise Funds Overview	
Fund Descriptions.....	109
Enterprise Fund Revenues Graph.....	113
Enterprise Fund Expenses Graph	113
Water Fund	114
Wastewater Fund.....	118
Solid Waste Fund	124
Bryan Texas Utilities (“BTU”) Fund.....	128
Airport Fund	132
Bryan Commerce & Development.....	136

Special Revenue Funds

Special Revenue Funds Overview	
Fund Descriptions.....	137
Hotel/Motel Tax Fund	142
Street Improvement Fund.....	143
Drainage Fund	144
Tax Increment Financing Zone #10-Traditions.....	145
Tax Increment Financing Zone #19-Nash Street	146
Tax Increment Financing Zone #21-Downtown.....	147
Tax Increment Financing Zone #22-Target Tract.....	148
Tax Increment Financing Zone #22-North Tract.....	149
Court Technology Fund.....	150
Community Development Fund.....	151
Capital Reserve Fund	154
Oil & Gas Fund.....	155

Internal Service Funds

Internal Service Fund Overview	
Fund Descriptions.....	157
Employee Benefits Fund Summary	162
Self- Insurance Fund Summary.....	164
Warehouse Fund Summary.....	167

Capital Funding

Capital Funding Overview	
Fund Description.....	171
Summary of Operating Capital Outlay.....	173
General Government Capital Improvements Projects.....	174
Water Capital Improvements Projects.....	176
Wastewater Capital Improvement Projects	178
Airport Capital Improvement Projects.....	180
BTU-Capital Improvement Projects	182

Appendix

Budget Ordinance	187
All Funds Summary-Exhibit A	189
Tax Levy Ordinance	190
FY 2020 Decision Packages	
General Fund Decision Package Request Summary.....	192
Enterprise, Internal Service, Special Revenue Funds Decision Package Request Summary.....	194
City of Bryan Financial Management Policy Statements.....	195
Community Profile.....	213
Glossary & Acronyms.....	221



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October 1, 2019

Honorable Mayor and City Council:

Pursuant to provisions of the City Charter and on behalf of the staff, I am pleased to present the City of Bryan Adopted Budget for Fiscal Year 2020, beginning October 1, 2019. The City of Bryan Adopted Budget reflects Bryan's financial plan for meeting the citizens' needs for a thriving community in a growing Brazos Valley. Growth in Bryan has been and will be affected by:

- Further development of the Texas A&M University System's RELLIS campus
- Expansion of Blinn College on the RELLIS campus
- U.S. Army Futures Command research agreement with the Texas A&M University System at the RELLIS campus
- New Annexations in West and North Bryan
- Texas A&M University - enrollment continues to set records
- Growth of the Bio-Corridor, including the Atlas development
- Parks and Recreation improvements including a regional park
- Continued residential and commercial development

The following are key assumptions used in the preparation of the Fiscal Year 2020 Budget:

- The local economy is continuing to improve resulting in increased property values and sales tax and Hotel Occupancy Tax revenue increases.
- The property tax rate remains at the current level of 62.999 cents per \$100 valuation.
- The City begins phase 1 of construction and financing of a regional park.
- Bryan continues to benefit from past economic development efforts, which include the sale of City owned land at Traditions and the Bio-corridor. Proceeds from these periodic sales are invested in one-time projects.
- Bryan will maintain a structurally balanced budget to ensure projected ongoing revenues cover ongoing costs.
- The budget reflects efforts to provide the best value in City services to the citizens of Bryan.
- Key financial matrix of operating cash levels and debt service coverages are projected to be maintained.
- The City continues to provide a competitive compensation package to attract and retain qualified staff.
- The City maintains a long-term high level of service through continued capital investment.
- Citizens' overall cost of City services remains competitive.

Revenue and expenditure assumptions in the Fiscal Year 2020 Adopted Budget reflect these trends and key assumptions. Overall, a 4.6% increase in General Fund revenues, transfers and right-of-way payments is forecasted in Fiscal Year 2020 vs the Fiscal Year 2019 Adopted Budget. Sales taxes are expected to improve by 5.0% over Fiscal Year 2019 projected totals. General Fund property tax revenue is up by 5.5% over Fiscal Year 2019 projected totals due to an increase of approximately 6.6% in total taxable valuations and 5.7% due to an increase in the M&O portion of the tax rate. Right-of-way payments are expected to increase modestly by 0.7%. General Fund operating expenditures are budgeted to increase by \$3,335,916, or 4.4% over Fiscal Year 2019's



Adopted Budget. Fiscal Year 2020 increases include a 3.0% merit increase for employees and budget requests totaling \$5.3 million. The General Fund budget includes funding for an additional five positions. Three police officers, one firefighter and one building inspector position have all been included in the FY 2020 Adopted Budget. BTU also added two new positions including a business analyst and a design engineer. Lastly, the outsourcing of the internal audit function resulted in the elimination of one position.

Overall, the General Fund ending fund balance is budgeted to produce an unassigned fund balance of 101 days at the end of Fiscal Year 2020. This amount is a decrease of 8 days from the actual Fiscal Year 2018 balance and represents the planned use of fund balances for one-time projects and expenditures, but remains well above the sixty day fund balance minimum set by policy.

The Fiscal Year 2020 Adopted Budget, which includes the General Fund, the Debt Service Fund, Enterprise Funds, and the Internal Service and Special Revenue Funds, contains total expenditures of \$404.0 million, and is a decrease of \$1.4 million, or 0.3%, from the Fiscal Year 2019 Adopted Budget. The decrease is largely driven by decreased debt service costs at BTU associated with a one-time balloon payment for debt related to TMPA in Fiscal Year 2019. Fiscal Year 2020 revenues exceed expenditures by \$1.3 million.

As outlined in the Fiscal Year 2020 Budget Calendar, the budget development process incorporated numerous meetings and discussions among staff starting in March and continuing throughout the year. City Council presentations and discussions began with City Council Workshops in July and continued into August and September.

The Fiscal Year 2020 Adopted Budget is a sound financial plan that continues to provide an outstanding level of service to the community. As is always the case, I am proud of the work of our employees who have spent much time preparing information for the budget presented to you. My special thanks go to the managers and budget staff for their numerous hours of dedicated work preparing this document. Furthermore, my staff and I appreciate your leadership on priorities and initiatives that have helped shape this budget and thus the future of the City of Bryan. Please accept this Adopted Budget as the City's service plan for the citizens of Bryan for Fiscal Year 2020.

Sincerely,

Kean Register
City Manager



City of Bryan, Texas
City Officials

Elected Officials:

Mayor	Andrew Nelson	979-209-5008
Single Member District 1	Reuben Marin	979-209-5008
Single Member District 2	Prentiss Madison	979-209-5008
Single Member District 3	Greg Owens	979-209-5008
Single Member District 4	Mike Southerland	979-209-5008
Single Member District 5	Brent Hairston	979-209-5008
At-Large	Buppy Simank	979-209-5008

Council Appointees:

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

Executive Management Team:

Deputy City Manager	Joey Dunn	979-209-5100
Deputy City Manager	Hugh R. Walker	979-209-5100
Chief Financial Officer	Joe Hegwood	979-209-5080
Chief Information Officer	Bernie Acre	979-209-5470
Development Services Director	Kevin Russell	979-209-5016
Public Works Director	Jayson Barfknecht	979-209-5929
Fire Chief	Randy McGregor	979-209-5971
Police Chief	Eric Buske	979-209-5387
BTU General Manager	Gary Miller	979-821-5750



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Bryan
Texas**

For the Fiscal Year Beginning

October 1, 2018

Christopher P. Morrell

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Bryan, Texas for its annual budget for the fiscal year beginning on October 1, 2018. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, an operational guide, a financial plan, and as a communication device.



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**City of Bryan, Texas
Budget Calendar
Fiscal Year 2020**

<u>Date</u>	<u>Activity</u>
February 25, 2019	HTE budget entry available to departments
March 8, 2019	Decision Package requests due to HR, Fleet, and/or IT for review
April 1, 2019	Decision Package requests due to Budget office
April 30, 2019	Budget entry, goals and objectives, accomplishments, and performance measures due from divisions
May 27, 2019	Summary of Decision Packages presented to the City Manager
July 9, 2019	Council Workshop - FY2020 Budget - General Fund, Debt Service, Internal Service, Special Revenue Funds, Enterprise Funds and CIP
July 25, 2019	Receive Certified Tax Roll
August 2, 2019	Notice of Public Hearing on Budget sent to City Secretary; The Proposed Budget is filed with City Secretary's office and posted on the City's website
August 12, 2019	Publish Notice of Public Hearing on Budget and post on the City website and Ch. 16
August 13, 2019	Discuss proposed tax rate, record vote and schedule public hearing; schedule public hearing on proposed budget
August 27, 2019	Public hearing on Proposed Budget; First Reading of Ordinance to adopt budget
September 10, 2019	First public hearing on tax rate; Second Reading of Ordinance to Adopt Budget
September 17, 2019	Second public hearing on tax rate; First reading of Tax Rate Ordinance
September 24, 2019	Second reading of Ordinance to adopt tax rate; Ratification of tax rate

Citizens

City Council

City Secretary
Mary Lynne Stratta

Municipal Court Judge
Albert Navarro

City Manager
Kean Register

City Attorney
Janis Hampton

BTU Board

Municipal Court
Administration
Chad Eikmann

Neighborhood/
Youth Services
Bubba Bean

Communications &
Marketing
Kristen Waggener

Legislative
Services

Chief Financial
Officer
Joe Hegwood

COB Assistant Finance
Director/BTU Fiscal
Services
Will Smith

Purchasing
Karen Sonley

BTU Risk &
Planning
Doug Lyles

Public Works
Jayson Barfknecht

Engineering
Paul Kaspar

Traffic Operations

Fleet Services
Bobby Walker

Solid Waste,
Streets & Drainage
Eric Zaragoza

Animal Services

Water

Water Production
& Field Operations
Charles Rhodes

Wastewater Treatment
& Compliance
Mark Jurica

Warehouse
Scott Brooks

Environmental
Compliance / Code
Enforcement

Fire & EMS
Randy McGregor

Administrative
Services
Hugh Walker

Human Resources
Karl French

Risk Management
Cindy Kirk

Parks & Recreation
Linda Cornelius

Facility Services
Billy Ebner

Community
Services
Joey Dunn

Library Services
Larry Koeninger

Strategic Projects
Lindsey Guindi

Community
Development
Alsie Bond

Development
Services
Kevin Russell

Coulter Field
Brandon Reid

Police Services
Eric Buske

Chief Info Officer
Bernie Acre

Operations (DM)
Cray Crouse

Systems (DM)
Bill Bullock

CISO (DM)
Scott Smith

Systems Support
Leann Jones

GIS
Dale Kubenka

Economic
Development
Kevin Russell

Development Liaison
& Special Projects
Frank Clark

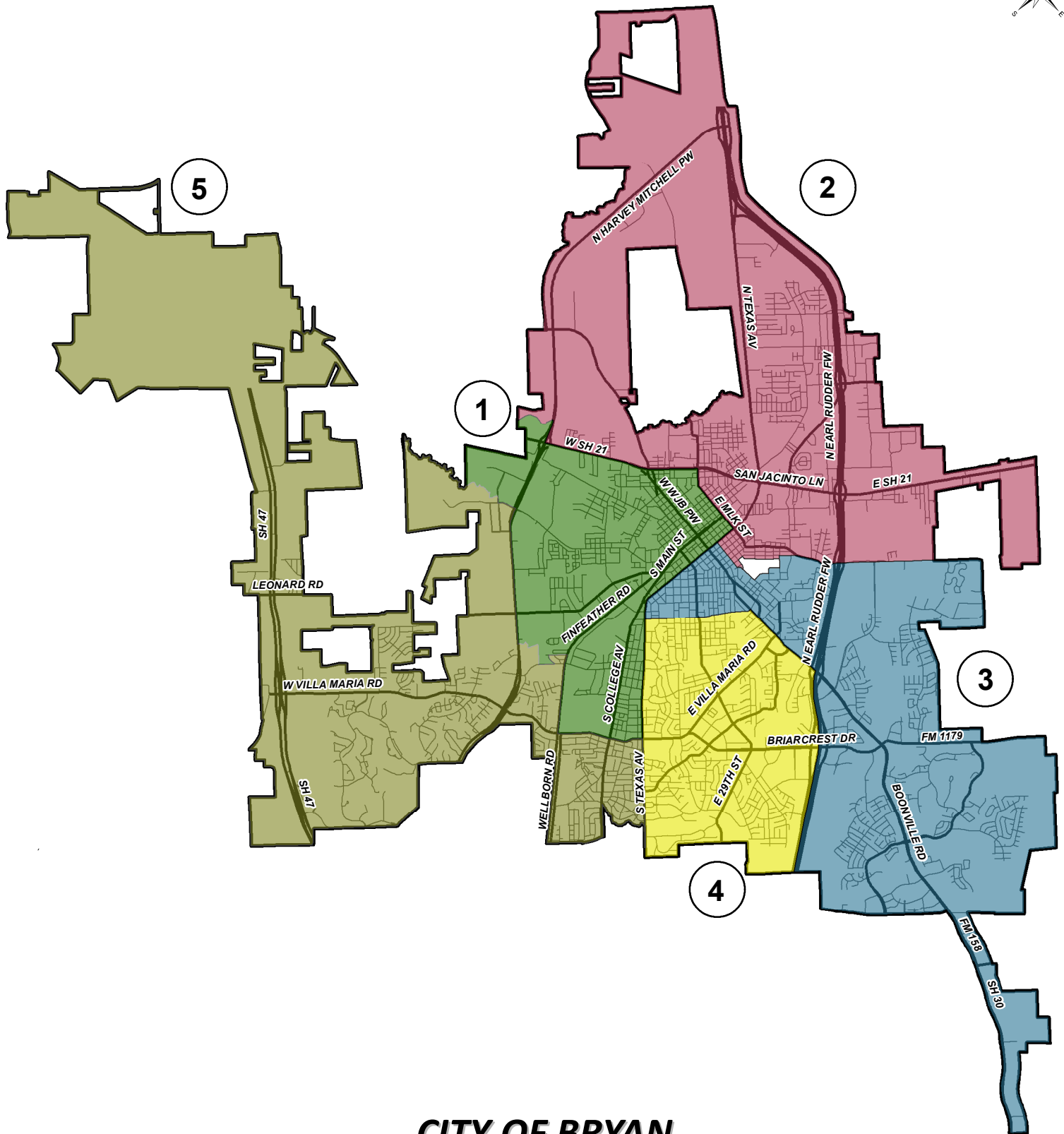
General
Manager
Gary Miller

Production / QSE

Transmission &
Distribution & Engineering
Randy Trimble

Business & Customer
Operations
David Werley





CITY OF BRYAN
SINGLE MEMBER DISTRICT MAP

CIUDAD DE BRYAN
DISTRITOS UNIMIEMBROS DE VOTACION



CITY OF BRYAN

GEOGRAPHIC INFORMATION SERVICES

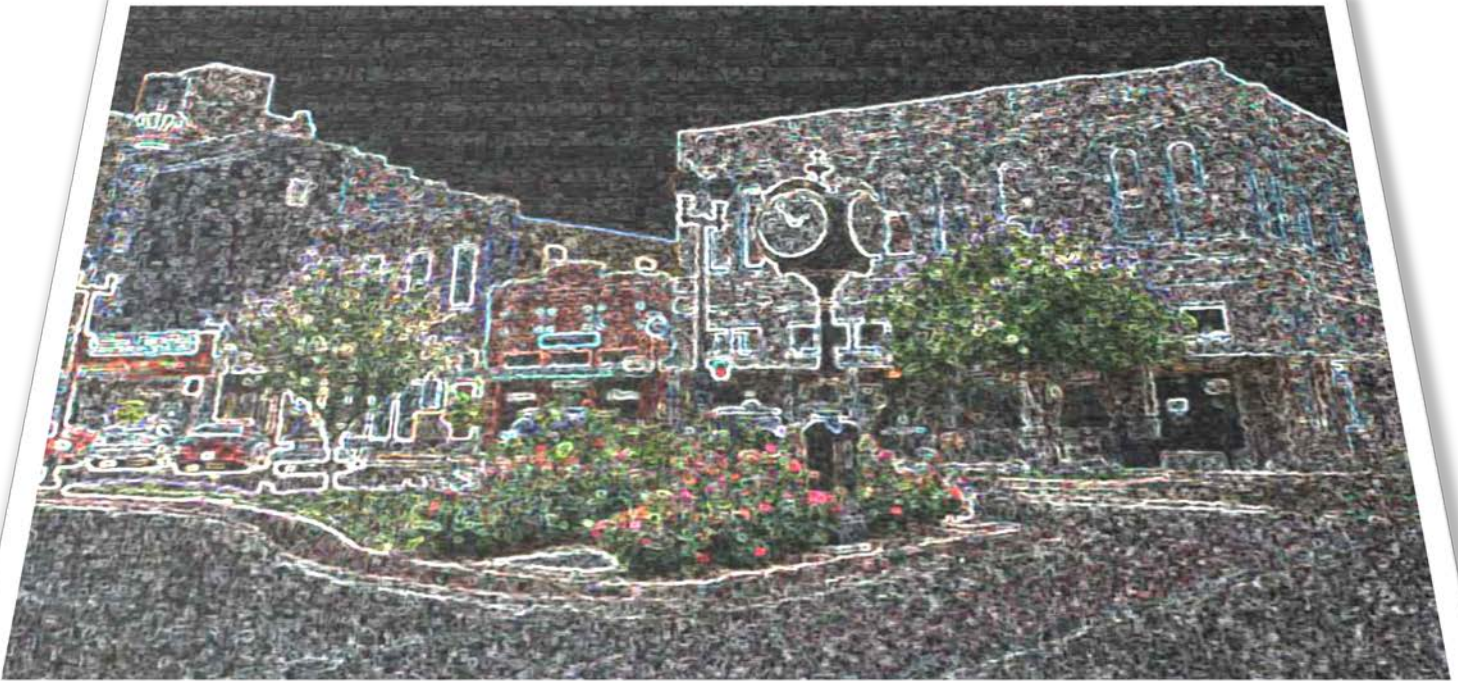


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Strategic Plan

CREATING BRYAN'S FUTURE



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

Vision Statement

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

Mission Statement

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

Organizational Values

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

Strategic Initiatives

Public Safety

Bryan residents enjoy a safe and healthy community.

Service

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

Infrastructure

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

Economic Development

Bryan is an economically diverse and developing community.

Quality of Life

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

PUBLIC SAFETY – KEY RESULT AREAS

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

Police

Objectives

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

Criteria

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

Performance Measures

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

Fire

Objectives

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

Criteria

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

Performance Measures

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

Emergency Medical Services

Objectives

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

Criteria

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

Performance Measures

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

Emergency Management

Objectives

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

Criteria

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

Performance Measures

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

SERVICE – KEY RESULT AREAS

- ❖ City Wide
- ❖ Organizational-wide

Objectives

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

Criteria

- Expect and require superior customer service from all City staff

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

Performance Measures

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

INFRASTRUCTURE-KEY RESULT AREAS

- ❖ City-wide
- ❖ Organizational-wide

Objectives:

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

Criteria:

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

Performance Measures:

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

ECONOMIC DEVELOPMENT – KEY RESULT AREAS

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

Objectives

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

Criteria

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

Performance Measures

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

Bryan Business Council

Objectives

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

Criteria

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

Performance Measures

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

The Research Valley Partnership

Objectives

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

Criteria

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

Performance Measures

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

QUALITY OF LIFE – KEY RESULT AREAS

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

Parks & Recreation Programs

Objectives

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

Criteria

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

Performance Measures

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

- Number of monthly Parks and Recreation Advisory Board Meetings
- Number of patrons who utilize parks facilities and programs
- The Parks Activity Guide is produced annually

Downtown Bryan History, Arts, Culture & Commerce

Objectives

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

Criteria

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

Performance Measures

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

Educational Enrichment Programs

Objectives

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

Criteria

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

Performance Measures

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

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

Access to Health Care & Wellness Programs

Objectives

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

Criteria

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

Performance Measures

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

Housing and Neighborhood Enhancement

Objectives

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

Criteria

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

Performance Measures

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



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Strategic Areas of Emphasis By Department

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



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INTRODUCTION

BUDGET DOCUMENT KEY ELEMENTS

The following is a summary of key elements included in the City of Bryan FY 2020 adopted budget, which begins October 1, 2019 and ends September 30, 2020. The City Council adopts the budget annually by passage of an appropriations ordinance which provides a program of action for the ensuing fiscal year. The plan contains the goals of the City Council and the City Manager's program to meet these goals. This budget was created by staff in partnership with the City Council with the focus of fulfilling the City's mission statement and supporting the strategic initiatives for the community as defined by the City Council. Supporting mission statements and goals for each of the City's departments are found within the fund sections of the budget document.

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

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

BUDGET DOCUMENT STRUCTURE

This budget is presented in several sections:

- The initial page of the budget document is a legislative requirement and is presented to inform interested parties about the City's property tax rate as this makes up a large portion of the City's revenue each year.
- The Table of Contents provides an overview of the adopted budget document for FY 2020.
- The City Manager's transmittal letter provides a concise picture of the budget and includes an economic outlook for the City.
- The Introduction section includes the City's mission statement, strategic areas of emphasis and describes the budget process with a brief overview of the City's Financial Policies.
- The Budget Overview provides narrative and graphical summary presentations of all budgeted funds, including the General Fund, Debt Service Fund, Enterprise Funds, Special Revenue Funds, and the Internal Service Funds.
- Major funds and fund types are presented in separate sections and include a fund narrative, fund financial summary, and a detail of revenues and expenditures by department and division. Each division provides a description of services provided, service level objectives for FY 2020, accomplishments for FY 2019, key performance indicators, budgeted personnel, and financial data.
- The Capital Funding section provides Capital programs and operating Capital for the City.
- The Appendix includes supplementary material including a draft of the Tax Rate Ordinance and a draft of the Budget Appropriation Ordinance. A decision package summary, community profile, and a glossary of terms and acronyms are also included in the Appendix.

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

FINANCIAL STRUCTURE

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

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

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

Proprietary Funds

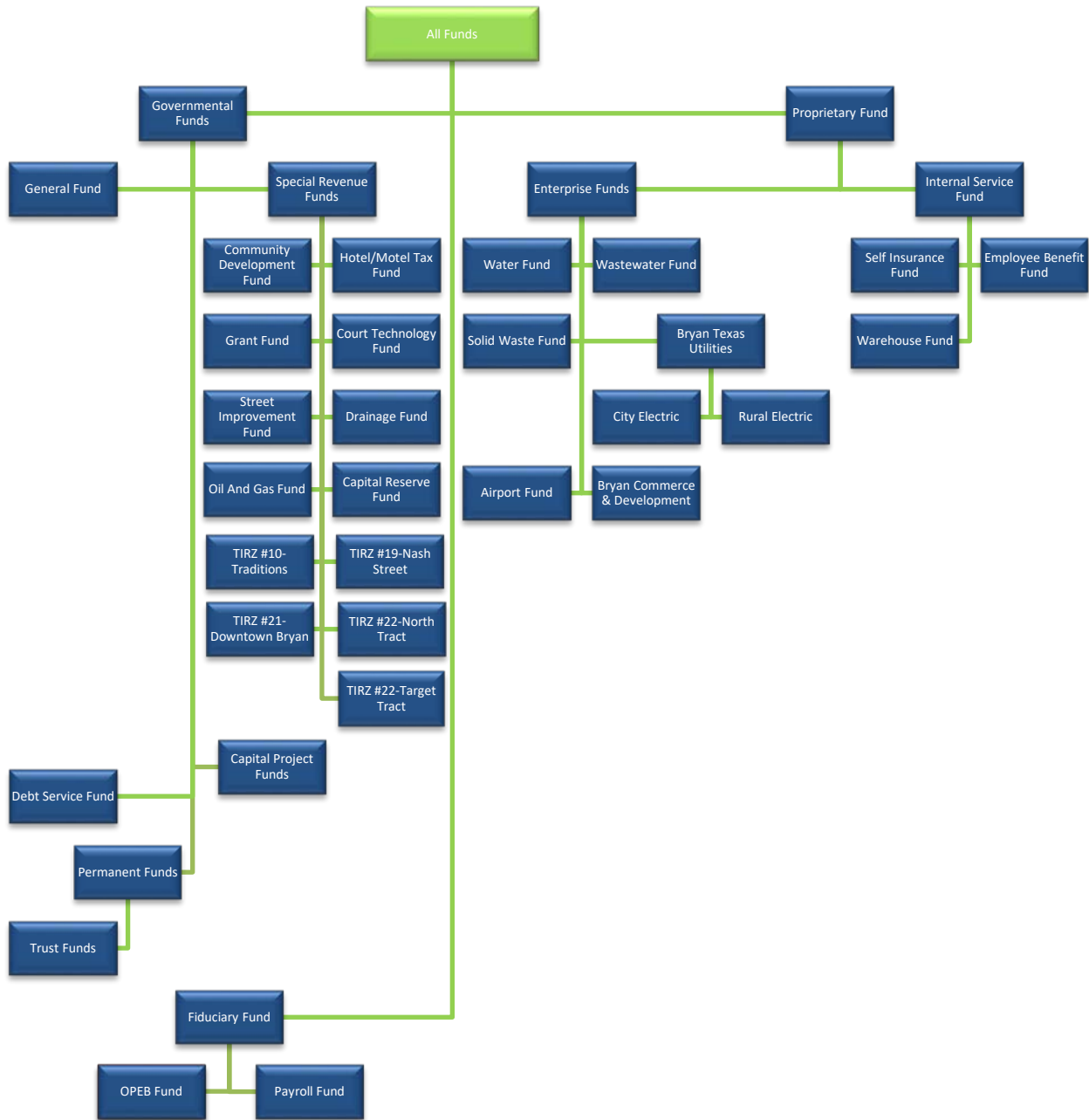
Proprietary funds are used to account for the City's activities that are similar to commercial enterprises. The City maintains two different types of proprietary funds:

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

Fiduciary Funds

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

FUND STRUCTURE FISCAL YEAR 2020



BUDGET BASIS OF PRESENTATION

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

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

STRUCTURALLY BALANCED BUDGET

The operating budget presented is a structurally balanced budget in which combined projected recurring resources equal or exceed estimated recurring expenditures. When the current revenues for a particular fund are less than the current expenditures of that fund, the deficit is funded through fund balance. It is the City’s policy to fund recurring expenditures with recurring revenues. One-time expenditures are funded through one-time revenues such as land and capital asset sales. A summary of the effect of the FY 2020 adopted budget upon the fund balances is presented in the Budget Overview section of this document. The change in operating funds can be found in the detail relating to each fund.

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

BUDGET PROCESS

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

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

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

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

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

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

PRESENTATION OF ANNUAL REPORTING PERIODS

The budget document presents annual reporting periods for FY 2018 actual revenues and expenditures, FY 2019 adopted budget, FY 2019 budget as amended by City Council, FY 2019 projected budgets based on results projected at the time budgets were prepared, and the FY 2020 budget adopted by the City Manager. The budget book compares (\$ and % change) the FY 2020 adopted budget with the FY 2019 adopted budget.

CAPITAL IMPROVEMENTS

The City of Bryan budgets non-enterprise capital improvements through two separate, yet related, processes based on the nature of the cost. The processes are the Operating Capital budget and a Capital Improvement Program.

The Operating Capital budget is part of the annual budget process and generally encompasses shorter lived assets under \$200,000 such as technology improvements and vehicles in the General Fund. Operating Capital budgets in the capital intensive Enterprise funds and Special Revenue funds can be for larger multi-year projects that are of a more routine nature. Operating Capital costs are cash funded.

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 related to non-Enterprise funds. CIP projects typically take place over two or more years requiring continuing appropriations beyond a single year and are funded with debt proceeds as well as cash funded through Special Revenue funds. CIP projects exceed \$200,000. 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.



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FY 2020 FINANCIAL POLICIES

LEGAL REQUIREMENTS FOR THE BUDGET

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

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

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

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

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

FINANCIAL MANAGEMENT POLICY STATEMENTS

In FY 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 – City Council approved a revised minimum fund balance based on the stop-loss deductible for the City's excess worker's compensation and liability policy. For FY 2020, this minimum is set at \$2,250,000.

J. Employee Benefits Fund Unrestricted Fund Balance

Target Unassigned Fund Balance – During the budget process for FY 2018, City Council approved a revised minimum fund balance of 30 days operating cash.

K. Debt Service Fund Balance

The City shall maintain the minimum debt service fund balance at 1 month of annual debt service requirements.

L. All Other City Funds Unassigned Fund Balance/Unrestricted Cash Balance

All other funds do not have a stated minimum unassigned fund balance/unrestricted cash balance but rather are monitored on a monthly basis. A balance sufficient to meet budgeted expenditures will be maintained in all funds.

DEBT POLICY

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

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

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

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

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

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

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

The City's adopted tax rate is \$0.62999 per \$100 valuation. Of the total City's adopted property tax rate, \$0.153972 per \$100 valuation is currently designated for debt service.

Bond Ratings

The City of Bryan's current bond ratings are:

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

INVESTMENT POLICY

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

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

Suitability:

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

Preservation and Safety of Principal:

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

Liquidity:

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

Marketability:

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

Diversification:

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

Yield:

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

CAPITALIZATION POLICY

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

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

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

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

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



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FY 2020 BUDGET SUMMARY

The following is a summary of the FY 2020 annual budget for the City of Bryan, Texas.

BUDGETED REVENUES

The City of Bryan FY 2020 revenues inclusive of transfers and right-of-way payments are projected at \$405,382,810 for all funds.

The table "Revenues by Type – All Funds" lists revenues by fund and type. Revenue types include tax revenues, franchise fees, licenses and permits, intergovernmental payments (grants), charges for services, fines, forfeits and penalties, investment earnings, miscellaneous income, and Right-of-way ("ROW") and transfers. Assumptions for estimates can be found below under Revenue Assumptions. Included here is a brief summary of the FY 2020 revenue types:

- Tax revenues which include property tax, sales tax, and hotel occupancy tax, are estimated at \$63,434,949, or 15.6%, of the City's revenue base. Of this amount \$13,611,250, or 21.5%, is restricted.
- Franchise taxes are assessed to private utility companies including telephone, cable, and gas. For FY 2020, franchise taxes are estimated at \$1,830,000, or 0.5%, of total revenues.
- Licenses and Permits revenues are budgeted at \$672,650, or 0.2%, of total revenues.
- Inter-governmental revenues comprise \$5,293,101, or 1.3%, of the total revenue budget. This revenue source is primarily comprised of Community Development grant revenues and the City of College Station for library services. Payments from Brazos County for their participation in Traditions and Target TIRZ are also included in this category.
- Charges for Services primarily represent revenues received by the utilities as well as transportation and drainage fees. Primary sources of charges for services in the General Fund are ambulance collections, recreation charges, and public safety charges. Total revenue projected for FY 2020 from all services is estimated at \$290,051,405, or 71.6%, of total revenues. BTU-City revenues of \$193,770,600 account for the majority of this revenue category.
- Fines, forfeitures and penalties total \$1,648,000, or 0.4%, of total revenues for the City.
- Investment earnings and miscellaneous revenues, including funding of the City's internal service funds, are budgeted at \$22,105,318, or 5.5%, of total revenues.
- Right-of-way payments received by the General Fund from City owned utilities are budgeted at \$15,664,000 for FY 2020. Inter-fund transfers total \$4,683,387. The combined total for Right-of-way and interfund transfers is budgeted at \$20,347,387, or 5.1%, of total revenues.

Revenue Assumptions:

- The adopted budget maintains the current property tax rate of \$0.62999 per \$100 of assessed valuation. The estimated total property tax levy for FY 2020 is \$37,858,864. The General Fund ("M&O") tax rate is adopted at \$0.476018 per \$100 of assessed valuation and the debt service portion ("I&S") tax rate is \$0.153972 per \$100 of assessed valuation. The General Fund property tax levy is estimated at \$26,172,943 and the Debt Service property tax levy is estimated at \$8,465,857 with additional amounts budgeted for penalty, interest, and delinquent taxes from prior periods. TIRZ property tax levies are estimated at \$3,220,065. Total taxable property values increased 7.2% compared to last year's value.
- Sales tax revenue for FY 2019 is projected to be \$22,350,000. The FY 2020 budget estimate of \$23,467,500 is an 8.7% increase over the amount adopted for FY 2019.
- The ROW payment to the General Fund from the Water, Wastewater, and Solid Waste utility funds is based on 5.0% of revenues. The ROW payment from BTU-City is based on approximately 7.0% of revenues.
- The Water Fund revenues are expected to increase by 1.6%. The Wastewater Fund will see a modest growth in revenues of 0.2%. The Solid Waste Fund anticipates a 1.9% increase in revenues for FY 2020.
- FY 2020 adopted Hotel occupancy tax ("HOT") revenues are \$1,725,000 which is an increase of 15.0% from FY 2019. This increase in projected revenue is based on near-term historical trends and growth in the hotel industry in Bryan.

BUDGETED APPROPRIATION OF EXPENDITURES

The City of Bryan Fiscal Year 2020 budget appropriation of expenditures for all funds is \$404,047,631, which represents a 0.3% decrease from FY 2019 adopted budget.

Uses of Appropriated Funds:

The table "Expenses – by Category – All Funds" lists appropriations by fund and category. Category types include salaries and benefits, supplies, maintenance and services, miscellaneous, capital outlay, debt service, and transfers. Administrative reimbursements represent services provided by the General Fund to other funds. These amounts are used to offset expenditures in the General Fund.

- BTU-City and BTU-Rural combined appropriations represent 58.0%, or \$234,280,800, of the total appropriations for the City.
- General Fund budgeted expenditures for FY 2020 are \$79,626,569, which includes an off-set of \$6,093,231 for administrative reimbursement costs from other funds for services provided by the General Fund.
- The City's Salaries & Benefits for FY 2020 are \$92,631,165 that includes \$7,856,800 of estimated capitalized salaries and benefits that are categorized as capital outlay. The adopted budget includes a merit pool funding increase of 3% for the City's Career Progression Program for eligible employees. The adopted FY 2020 budget increases staffing by 7 positions over the FY 2019 adopted budget.
- Supplies which include fuel costs, makes up the second largest portion of the total budget at 27.7%, or \$111,588,255.
- Maintenance and Services expenses projected for FY 2020 are \$59,210,250 and account for 14.7% of budgeted expenses. These categories include maintenance expenses and utility service charges.
- Miscellaneous expenditures are primarily for contractual services and account for \$35,371,612, or 8.8%, of the total appropriations for FY 2020.
- Capital outlay for FY 2020 is projected at \$55,340,491 and is 13.7% of total budgeted appropriations. This category includes capital improvement projects to be funded through operating revenues. Funding for vehicles and equipment is also included in this category. A complete listing of vehicles and equipment can be found on the decision package summary schedule in the appendix of this document.
- Debt Service payments for all funds are budgeted at \$41,242,586, or 10.2%, of the total adopted budget for FY 2020.
- Transfers out to other funds for FY 2020 total \$20,830,003 and represent 5.2% of the total appropriations. Electric utility ROW payments of \$13,296,000 account for the majority of this category. Transfers of \$1,782,431 are budgeted from the TIRZ and Streets fund for their respective debt service payments. Transfers of \$645,000 to the General Fund are projected for TIRZ 10 and TIRZ 22 - Target. Additionally, the General Fund will transfer \$739,018 to various funds. There will also be a \$100,000 transfer from the Self-Insurance fund to the Employee Benefits fund to cover the costs of occupational services that are provided to the City by the Employee Health Center. The balance of the transfers is related to cost sharing services.

CHANGE IN OPERATING FUNDS

The table "FY 2020 Change in Fund Balance – All Funds" lists changes in year ended operating funds by fund. Overall, balances are projected to increase by \$1,335,180. The BTU-City increase of \$12,324,500 accounts for the majority of the overall increase. The spending of available fund balances reduces the need for issuing debt. The ending fund balance in all funds is within target levels.



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City of Bryan, Texas
All Funds Summary - Fiscal Year 2020

REVENUES	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Governmental Funds:							
General	\$ 74,906,406	\$ 75,483,875	\$ 75,483,875	\$ 78,415,489	\$ 78,990,185	\$ 3,506,310	4.6%
Debt Service	10,355,975	10,047,962	10,047,962	10,065,918	10,486,600	438,638	4.4%
Hotel/Motel Tax	1,766,307	1,535,000	1,535,000	1,735,000	1,768,000	233,000	15.2%
Street Improvement	5,830,661	5,858,000	5,858,000	5,789,000	5,878,000	20,000	0.3%
Drainage	987,405	993,500	993,500	1,033,000	1,012,000	18,500	1.9%
TIRZ #10 (Traditions)	2,890,939	3,249,970	3,249,970	3,266,000	3,450,600	200,630	6.2%
TIRZ #19 (Nash Street)	294,053	336,852	336,852	340,400	395,200	58,348	17.3%
TIRZ #21 (Downtown)	122,335	158,103	158,103	162,600	203,800	45,697	28.9%
TIRZ #22 (Target)	349,198	406,864	406,864	404,000	428,900	22,036	5.4%
TIRZ #22 (North Tract)	197,154	200,463	200,463	198,000	210,100	9,637	4.8%
Court Technology	39,011	46,500	46,500	36,000	36,500	(10,000)	-21.5%
Community Development	1,019,433	2,138,058	2,138,058	1,345,452	2,055,870	(82,188)	-3.8%
Capital Reserve Fund	133,376	48,825	48,825	63,000	65,000	16,175	33.1%
Oil & Gas Fund	584,475	242,088	242,088	636,488	655,550	413,462	170.8%
Enterprise Funds:							
BTU - City	198,368,068	188,481,131	188,481,131	202,068,300	196,578,300	8,097,169	4.3%
BTU - Rural	49,061,478	50,225,577	50,225,577	49,147,200	50,081,300	(144,277)	-0.3%
Water	14,462,997	13,559,862	13,559,862	13,319,700	13,770,100	210,238	1.6%
Wastewater	13,947,231	13,594,733	13,594,733	13,739,000	13,619,100	24,367	0.2%
Solid Waste	8,296,066	8,355,969	8,355,969	8,483,500	8,512,300	156,331	1.9%
Airport	1,068,178	825,659	825,659	758,400	825,800	141	0.0%
Bryan Commerce & Dev.	4,187,799	53,000	53,000	103,350	52,200	(800)	-1.5%
Internal Service Funds:							
Employee Benefits	11,098,470	12,234,407	12,234,407	12,955,150	13,552,400	1,317,993	10.8%
Self-Insurance Fund	2,833,993	2,710,365	2,710,365	2,585,299	2,435,900	(274,465)	-10.1%
Warehouse Fund	320,627	321,409	321,409	321,400	319,106	(2,303)	-0.7%
TOTAL ALL FUNDS	\$ 403,121,636	\$ 391,108,171	\$ 391,108,171	\$ 406,971,646	\$ 405,382,810	\$ 14,274,639	3.6%

Revenues include transfers in and right of way payments

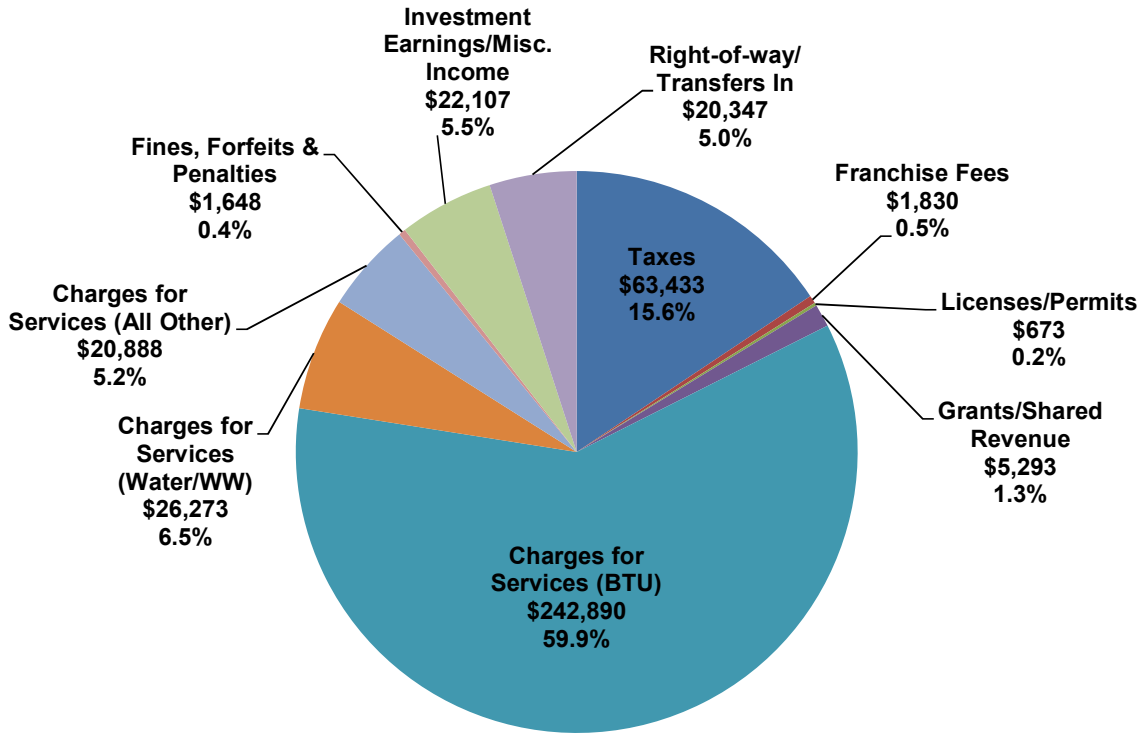
EXPENDITURES	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Governmental Funds:							
General	\$ 74,393,626	\$ 76,290,653	\$ 77,790,653	\$ 78,052,968	\$ 79,626,569	\$ 3,335,916	4.4%
Debt Service	10,457,163	10,863,196	10,863,196	10,783,805	10,805,000	(58,196)	-0.5%
Hotel/Motel Tax	1,400,153	1,528,583	1,653,583	1,483,436	1,750,200	221,617	14.5%
Street Improvement	7,651,037	7,045,730	7,045,730	7,435,580	10,392,964	3,347,234	47.5%
Drainage	566,916	1,108,632	1,858,632	2,938,283	2,128,392	1,019,760	92.0%
TIRZ #10 (Traditions)	2,932,927	3,370,183	3,370,183	3,370,183	2,109,776	(1,260,407)	-37.4%
TIRZ #19 (Nash Street)	192,239	415,679	415,679	380,679	457,655	41,976	10.1%
TIRZ #21 (Downtown)	117,382	100,000	100,000	53,000	211,970	111,970	112.0%
TIRZ #22 (Target)	296,176	416,425	416,425	416,425	439,604	23,179	5.6%
TIRZ #22 (North Tract)	183,297	273,301	273,301	273,301	218,305	(54,996)	-20.1%
Court Technology	67,059	19,500	19,500	19,500	19,500	-	0.0%
Community Development	1,074,496	2,138,058	2,138,058	1,322,979	2,055,870	(82,188)	-3.8%
Capital Reserve Fund	-	-	-	-	-	-	0.0%
Oil & Gas Fund	-	-	-	-	-	-	0.0%
Enterprise Funds:							
BTU - City	174,009,568	195,423,067	199,173,067	194,883,500	184,253,800	(11,169,267)	-5.7%
BTU - Rural	46,900,654	50,088,714	50,088,714	45,558,200	50,027,000	(61,714)	-0.1%
Water	13,288,912	14,748,350	15,748,350	15,288,400	14,827,900	79,550	0.5%
Wastewater	13,109,478	17,184,946	17,184,946	16,952,500	17,726,300	541,354	3.2%
Solid Waste	8,363,136	8,355,603	8,355,603	8,316,220	8,553,100	197,497	2.4%
Airport	972,859	877,323	877,323	793,320	831,626	(45,697)	-5.2%
Bryan Commerce & Dev.	223,647	47,891	647,891	1,050,497	1,349,400	1,301,509	2717.6%
Internal Service Funds:							
Employee Benefits	11,190,411	12,092,743	13,842,743	12,681,700	13,211,000	1,118,257	9.2%
Self-Insurance Fund	2,446,124	2,746,159	2,746,159	2,164,500	2,724,100	(22,059)	-0.8%
Warehouse Fund	314,979	314,709	314,709	304,700	327,600	12,891	4.1%
TOTAL ALL FUNDS	\$ 370,152,238	\$ 405,449,445	\$ 414,924,445	\$ 404,523,676	\$ 404,047,631	\$ (1,401,814)	-0.3%

Expenditures are shown net of administrative reimbursements

Revenues by Type

Fiscal Year 2020

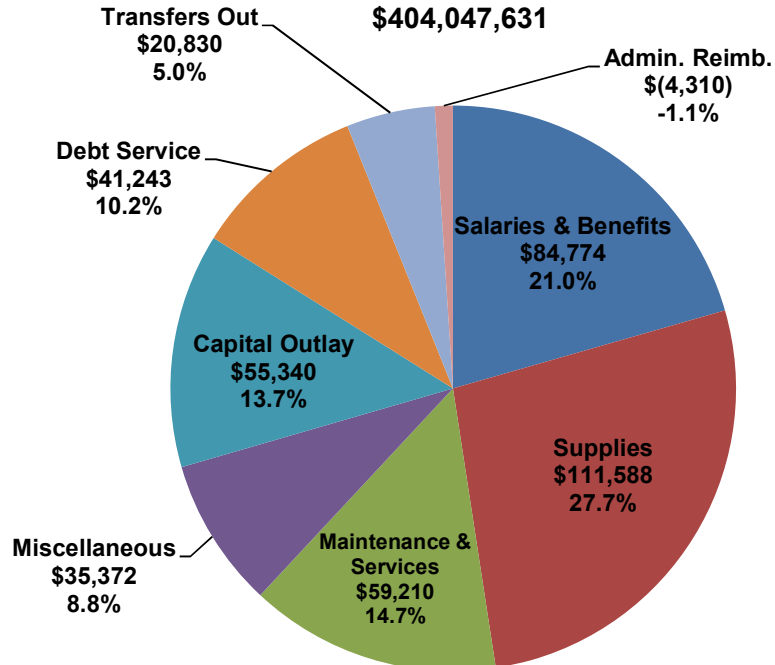
\$405,382,810



Expenditures by Category

Fiscal Year 2020

\$404,047,631



City of Bryan, Texas
FY2020 Change in Fund Balance - All Funds

Fund Name	10/1/2019 Est. Beginning Operating Funds	Revenues	ROW Pmts, Transfers In, & Misc Income	Total Inflows	Expenditures ⁽¹⁾	Change in Operating Funds	9/30/2020 Est. Ending Operating Funds
Governmental Funds:							
General	\$ 22,658,203	\$ 63,326,185	\$ 15,664,000	\$ 78,990,185	\$ 79,626,569	\$ (636,384)	\$ 22,106,818
Debt Service	1,674,352	8,704,169	1,782,431	10,486,600	10,805,000	(318,400)	1,355,952
Hotel/Motel Tax	2,491,744	1,768,000	-	1,768,000	1,750,200	17,800	2,509,544
Street Improvement	5,376,128	5,868,000	10,000	5,878,000	10,392,964	(4,514,964)	861,164
Drainage	1,328,522	1,012,000	-	1,012,000	2,128,392	(1,116,392)	212,130
TIRZ #10 (Traditions)	342,408	3,450,600	-	3,450,600	2,109,776	1,340,824	1,683,232
TIRZ #19 (Nash Street)	112,521	395,200	-	395,200	457,655	(62,455)	50,066
TIRZ #21 (Downtown)	469,995	203,800	-	203,800	211,970	(8,170)	461,825
TIRZ #22 (Target)	60,788	428,900	-	428,900	439,604	(10,704)	50,084
TIRZ #22 (North Tract)	58,244	210,100	-	210,100	218,305	(8,205)	50,039
Court Technology	175,920	36,500	-	36,500	19,500	17,000	192,920
Community Development	-	2,055,870	-	2,055,870	2,055,870	-	-
Capital Reserve Fund	3,478,368	65,000	-	65,000	-	65,000	3,543,368
Oil & Gas	1,810,241	655,550	-	655,550	-	655,550	2,465,791
Enterprise Funds:							
BTU - City ⁽²⁾	66,442,443	196,578,300	-	196,578,300	184,253,800	12,324,500	78,766,943
BTU - Rural	13,488,397	50,081,300	-	50,081,300	50,027,000	54,300	13,542,697
Water	6,076,070	13,745,620	24,480	13,770,100	14,827,900	(1,057,800)	5,018,270
Wastewater	8,353,504	13,350,902	268,198	13,619,100	17,726,300	(4,107,200)	4,246,304
Solid Waste	5,900,535	8,401,205	111,095	8,512,300	8,553,100	(40,800)	5,859,735
Airport	90,718	638,800	187,000	825,800	831,626	(5,826)	84,892
Bryan Commerce & Dev.	2,610,060	52,200	-	52,200	1,349,400	(1,297,200)	1,312,860
Internal Service Funds:							
Employee Benefits	395,386	13,452,400	100,000	13,552,400	13,211,000	341,400	736,786
Self-Insurance Fund	2,983,207	2,435,900	-	2,435,900	2,724,100	(288,200)	2,695,007
Warehouse Fund	12,881	69,550	249,556	319,106	327,600	(8,494)	4,387
TOTAL ALL FUNDS	\$ 146,390,635	\$ 386,986,050	\$ 18,396,760	\$ 405,382,810	\$ 404,047,631	\$ 1,335,180	\$ 147,810,815

Notes:

- Expenditures are shown net of administrative reimbursements.
- BTU - City beginning fund balance was adjusted for \$1,904,887 of restricted cash.

City of Bryan, Texas
Revenues by Type - All Funds
Fiscal Year 2020

Revenues:	Taxes	Franchise Fees	Licenses & Permits	Inter-governmental	Charges for Services	Fines, Forfeits & Penalties	Investment Earnings / Misc. Income	Right of Way & Transfers In	Total
Governmental Funds:									
General	\$ 49,823,700	\$ 1,830,000	\$ 672,650	\$ 1,293,000	\$ 5,300,750	\$ 1,525,000	\$ 2,881,085	\$ 15,664,000	\$ 78,990,185
Debt Service	8,381,200	-	-	131,231	-	90,000	101,738	1,782,431	10,486,600
Hotel/Motel Tax	1,725,000	-	-	-	-	-	43,000	-	1,768,000
Street Improvement Fund	-	-	-	-	5,700,000	-	168,000	10,000	5,878,000
Drainage Improvement	-	-	-	-	950,000	-	62,000	-	1,012,000
TIRZ #10-Traditions	2,219,500	-	-	1,202,400	-	-	28,700	-	3,450,600
TIRZ #19-Nash Street	388,300	-	-	-	-	-	6,900	-	395,200
TIRZ #21-Downtown Bryan	199,800	-	-	-	-	-	4,000	-	203,800
TIRZ #22 - Target	253,200	-	-	170,700	-	-	5,000	-	428,900
TIRZ #22 - North	124,200	-	-	82,900	-	-	3,000	-	210,100
Court Technology	-	-	-	-	-	33,000	3,500	-	36,500
Community Development	-	-	-	2,055,870	-	-	-	-	2,055,870
Capital Reserve	-	-	-	-	-	-	65,000	-	65,000
Oil & Gas	318,250	-	-	-	-	-	337,300	-	655,550
Enterprise Funds:									
BTU-City	-	-	-	-	193,770,600	-	2,807,700	-	196,578,300
BTU-Rural	-	-	-	-	49,119,000	-	962,300	-	50,081,300
Water	-	-	-	-	13,296,500	-	473,600	-	13,770,100
Wastewater	-	-	-	-	12,976,850	-	642,250	-	13,619,100
Solid Waste	-	-	-	-	8,351,205	-	161,095	-	8,512,300
Airport	-	-	-	-	586,500	-	52,300	187,000	825,800
Bryan Commerce & Dev.	-	-	-	-	-	-	52,200	-	52,200
Internal Service Funds:									
Employee Benefits	-	-	-	357,000	-	-	13,095,400	100,000	13,552,400
Self-Insurance Fund	-	-	-	-	-	-	81,500	2,354,400	2,435,900
Warehouse Fund	-	-	-	-	-	-	69,550	249,556	319,106
Total Revenues	\$ 63,433,149	\$ 1,830,000	\$ 672,650	\$ 5,293,101	\$ 290,051,405	\$ 1,648,000	\$ 22,107,118	\$ 20,347,387	\$ 405,382,810

City of Bryan, Texas
Expenses - by Category - All Funds
Fiscal Year 2020

Expenses:	Salaries & Benefits	Supplies	Maintenance & Services	Miscellaneous	Capital Outlay	Debt Service	Transfers Out	Admin. Reimb.	Total
Governmental Funds:									
General	\$ 61,147,800	\$ 3,345,310	\$ 7,505,938	\$ 10,308,733	\$ 2,673,001	\$ -	\$ 739,018	\$ (6,093,231)	\$ 79,626,569
Debt Service	-	-	-	-	-	10,805,000	-	-	10,805,000
Hotel/Motel Tax	60,600	-	-	1,660,600	29,000	-	-	-	1,750,200
Street Improvement Fund	115,800	-	9,217,050	129,494	-	-	930,620	-	10,392,964
Drainage Improvement	-	-	-	74,958	1,900,000	-	153,434	-	2,128,392
TIRZ #10-Traditions	-	-	-	790,000	-	-	1,319,776	-	2,109,776
TIRZ #19-Nash Street	-	-	-	-	310,000	-	147,655	-	457,655
TIRZ #21-Downtown Bryan	-	-	-	100,000	111,970	-	-	-	211,970
TIRZ #22 - Target	-	-	-	-	-	-	439,604	-	439,604
TIRZ #22 - North	-	-	-	95,000	-	-	123,305	-	218,305
Court Technology	-	3,500	16,000	-	-	-	-	-	19,500
Community Development	424,865	10,200	75,841	1,544,964	-	-	-	-	2,055,870
Capital Reserve	-	-	-	-	-	-	-	-	-
Oil & Gas	-	-	-	-	-	-	-	-	-
Enterprise Funds:									
BTU-City**	11,889,900	80,042,200	28,465,100	1,839,000	27,235,000	19,703,300	13,296,000	1,783,300	184,253,800
BTU-Rural**	876,900	26,695,400	7,197,700	77,500	12,202,500	2,977,000	-	-	50,027,000
Water	2,824,300	248,450	2,719,787	1,020,405	2,740,000	3,959,261	1,315,697	-	14,827,900
Wastewater	3,322,400	411,715	2,404,791	1,069,676	5,543,000	3,716,106	1,258,612	-	17,726,300
Solid Waste	3,137,500	461,880	607,391	2,164,027	1,176,020	-	1,006,282	-	8,553,100
Airport	190,000	266,250	48,900	124,557	120,000	81,919	-	-	831,626
Bryan Commerce & Dev.	-	-	3,537	45,863	1,300,000	-	-	-	1,349,400
Internal Service Funds:									
Employee Benefits	-	-	137,300	13,073,700	-	-	-	-	13,211,000
Self-Insurance Fund	558,000	85,300	797,075	1,183,725	-	-	100,000	-	2,724,100
Warehouse Fund	226,300	18,050	13,840	69,410	-	-	-	-	327,600
Total Expenses	\$ 84,774,365	\$ 111,588,255	\$ 59,210,250	\$ 35,371,612	\$ 55,340,491	\$ 41,242,586	\$ 20,830,003	\$ (4,309,931)	\$ 404,047,631

**Note: Capital outlay for BTU includes estimated capitalized salaries and benefits related to capital projects.

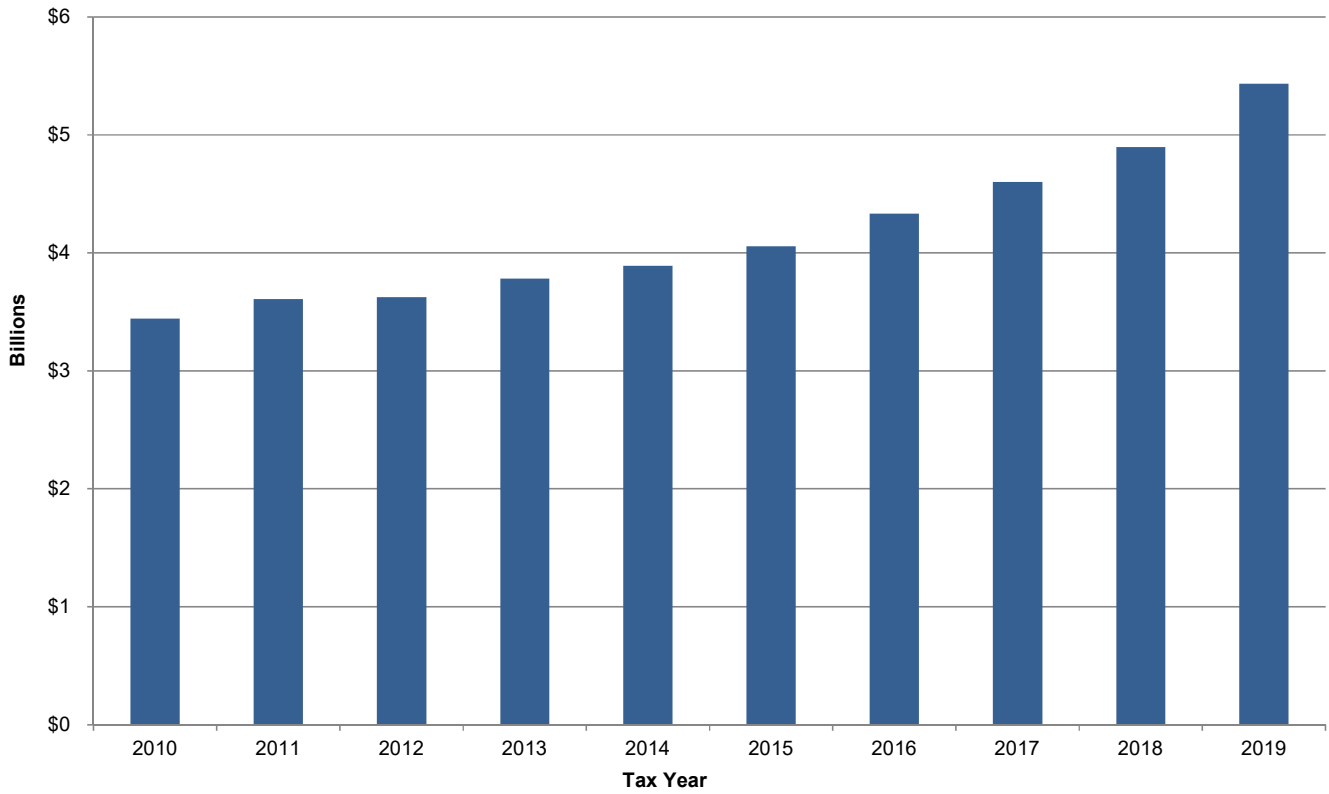


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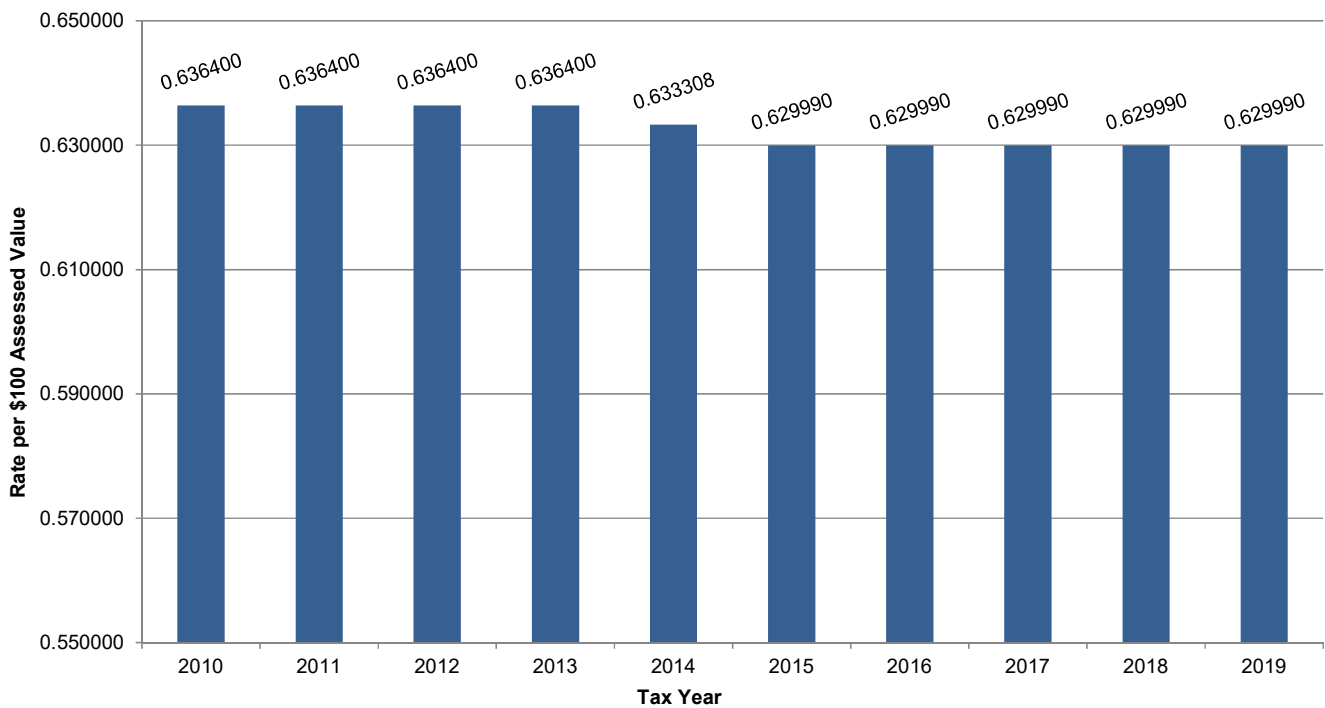
PROPERTY TAX CALCULATION AND DISTRIBUTION
As of 7/24/19 Certified

EFFECTIVE RATE				
ESTIMATED Tax Roll and Levy			FY 2020	FY 2019 for Comparison
Assessed Valuation (100%)	\$		7,662,468,007	\$7,201,595,878
Growth in Assessed Valuation			6.40%	
Net Taxable Value (Before Freeze)	\$		6,201,621,579	\$5,789,605,341
Growth in Net Taxable (Before Freeze)			7.12%	
Less: Freeze Taxable /Transfer Adj.			740,733,653	695,412,805
% Change Freeze Taxable			6.52%	
Total Taxable	\$		5,460,887,926	\$5,094,192,536
			7.20%	
Rate Per \$100 of Assessed Valuation			0.629990	0.629990
Tax	\$		34,403,048	\$ 32,092,904
			7.20%	
Add: Freeze Ceilings			3,455,816	3,422,243
			0.98%	
Total Tax Levy	\$		37,858,864	\$ 35,515,147
% Change Total Tax Levy			6.60%	
ESTIMATED Distribution:				FY 2019 for Comparison
	Tax Rate	% of Total	FY 2020	
General Fund	\$ 0.476018		\$ 23,797,206	\$ 22,392,025
General Fund - Freeze Ceiling	\$ 0.476018		2,375,737	2,382,215
		69.13%	\$ 26,172,943	\$ 24,774,240
			5.65%	
Debt Service	\$ 0.153972		7,697,405	7,076,361
Debt Service - Freeze Ceiling	\$ 0.153972		768,452	752,831
		22.36%	\$ 8,465,857	\$ 7,829,192
			8.13%	
TIRZ 10 - Traditions	\$ 0.629990	5.92%	\$ 2,241,856	\$ 2,072,250
Projected Growth			8.18%	
TIRZ 19 - Nash Street	\$ 0.629990	1.03%	\$ 391,542	\$ 334,352
Projected Growth			17.10%	
TIRZ 21 - Downtown	\$ 0.629990	0.54%	\$ 205,506	\$ 152,603
Projected Growth			34.67%	
TIRZ 22 - North	\$ 0.629990	0.33%	\$ 125,462	\$ 116,858
Projected Growth			7.36%	
TIRZ 22 - South	\$ 0.629990	0.68%	\$ 255,699	\$ 235,651
Projected Growth			8.51%	
Total Tax Levy			\$ 37,858,864	\$ 35,515,147

Net Taxable Property Value Tax Year 2010 - 2019



Property Tax Rate Tax Year 2010 - 2019



**Summary of Authorized/Budgeted Full-Time Equivalent Positions
With Salary and Benefits
Fiscal Year 2020**

Department	FY2018 Adopted	FY2019 Adopted	FY2020 Adopted	Variance from FY19-FY20	FY2018 Adopted	FY2019 Adopted	FY2020 Adopted	Variance from FY19-FY20
General Fund:								
<i>Public Safety:</i>								
Municipal Court	17.00	17.00	16.00	(1.00)	\$ 1,212,189	\$ 1,275,374	\$ 1,289,100	\$ 13,726
Police Services	187.00	190.00	193.00	3.00	18,107,275	19,219,951	20,219,000	999,049
Fire & Emergency Ops Center	137.00	144.00	145.00	1.00	14,240,934	15,585,929	16,136,200	550,271
Bryan Animal Center	11.00	11.00	11.50	0.50	737,588	770,096	792,000	21,904
Total Public Safety	352.00	362.00	365.50	3.50	34,297,986	36,851,350	38,436,300	1,584,950
<i>Public Works:</i>								
Engineering Services	14.00	14.00	14.00	-	1,331,020	1,383,351	1,362,900	(20,451)
Streets & Drainage	17.00	17.00	17.00	-	1,062,651	1,118,219	1,141,400	23,181
Traffic Operations	10.00	10.00	10.00	-	813,854	842,066	784,600	(57,466)
Total Public Works	41.00	41.00	41.00	-	3,207,525	3,343,636	3,288,900	(54,736)
<i>Development Services</i>								
Development Services	21.00	21.00	23.00	2.00	1,560,464	1,629,918	1,772,400	142,482
Code Enforcement	4.00	5.00	5.00	-	263,482	349,259	369,800	20,541
Community Development Admin.	1.00	1.00	1.00	-	169,968	220,397	216,900	(3,497)
Total Development Services	26.00	27.00	29.00	2.00	1,993,914	2,199,574	2,359,100	159,526
<i>Community Services:</i>								
Bryan/C.S. Library Serv.	39.00	39.00	37.50	(1.50)	2,358,496	2,454,133	2,563,700	109,567
Parks and Recreation	20.00	21.50	21.80	0.30	2,094,555	2,458,814	2,477,400	18,586
Golf Course	6.00	-	-	-	581,136	-	-	-
Total Community Services	65.00	60.50	59.30	(1.20)	5,034,187	4,912,947	5,041,100	128,153
<i>Support Services:</i>								
Fiscal Services	14.00	14.00	14.00	-	1,308,980	1,362,556	1,452,800	90,244
Information Technology	19.00	37.00	38.00	1.00	1,753,904	3,994,409	4,253,200	258,791
Human Resources	5.00	5.00	5.00	-	516,056	537,378	576,100	38,722
Facility Services	17.50	17.50	17.50	-	1,189,470	1,246,482	1,273,900	27,418
Fleet Services	11.00	11.00	11.00	-	774,809	796,152	764,800	(31,352)
Total Support Services	66.50	84.50	85.50	1.00	5,543,219	7,936,977	8,320,800	383,823
<i>General Administration:</i>								
Executive Services	6.00	6.00	6.00	-	1,028,582	1,096,261	1,132,500	36,239
Economic Development	5.00	5.00	5.00	-	632,676	658,778	701,800	43,022
Internal Audit	1.00	1.00	-	(1.00)	176,962	176,245	-	(176,245)
City Secretary	6.00	6.00	6.00	-	517,968	545,533	567,800	22,267
City Council Services	-	-	-	-	-	70	100	30
Communications & Marketing	4.00	5.00	4.00	(1.00)	370,088	386,396	403,300	16,904
Neighborhood & Youth Services	1.00	1.00	1.00	-	93,029	97,093	100,900	3,807
Legal Services	6.00	6.00	6.00	-	748,779	777,808	795,200	17,392
Total General Administration	29.00	30.00	28.00	(2.00)	3,568,084	3,738,184	3,701,600	(36,584)
Total General Fund	579.50	605.00	608.30	3.30	\$ 53,644,915	\$ 58,982,668	\$ 61,147,800	\$ 2,165,132
Other Funds:								
<i>Enterprise Funds:</i>								
Water Services	35.55	35.55	35.55	-	\$ 2,650,205	\$ 2,732,195	\$ 2,824,300	\$ 92,105
Wastewater Services	41.45	41.45	41.45	-	3,096,111	3,199,108	3,322,400	123,292
Solid Waste Fund	45.00	45.00	45.00	-	2,837,526	2,986,461	3,137,500	151,039
Airport	2.00	2.00	2.00	-	188,654	195,690	190,000	(5,690)
BTU Operations	196.00	181.00	183.00	2.00	21,175,445	19,821,282	20,623,600	802,318
<i>Special Revenue Funds:</i>								
Community Development	5.50	5.50	5.50	-	443,415	411,982	424,865	12,883
HOT	-	-	0.70	0.70	-	-	60,600	60,600
Street Improvement	-	-	1.00	1.00	-	-	115,800	115,800
<i>Internal Service Fund:</i>								
Self Insurance Fund	6.00	6.00	6.00	-	514,997	535,817	558,000	22,183
Warehouse	3.00	3.00	3.00	-	203,312	211,886	226,300	14,414
Total Other Funds	334.50	319.50	323.20	3.70	\$ 31,109,665	\$ 30,094,421	\$ 31,483,365	\$ 1,388,944
Total All Funds	914.00	924.50	931.50	7.00	\$ 84,754,580	\$ 89,077,090	\$ 92,631,165	\$ 3,554,076

* 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 2020 REVENUES

The FY 2020 Budget includes combined revenues, transfers in and right-of way-payments of \$78,990,185. Revenues of \$63,326,185 from taxes, licenses and permits, grants, charges for services, and other income, account for the majority of the inflows for the General Fund. Right-of-way payments are budgeted at \$15,019,000 and transfers in are budgeted at \$645,000. This represents an overall increase of \$3,506,310, or 4.6%, from the FY 2019 adopted budget of \$75,483,875.

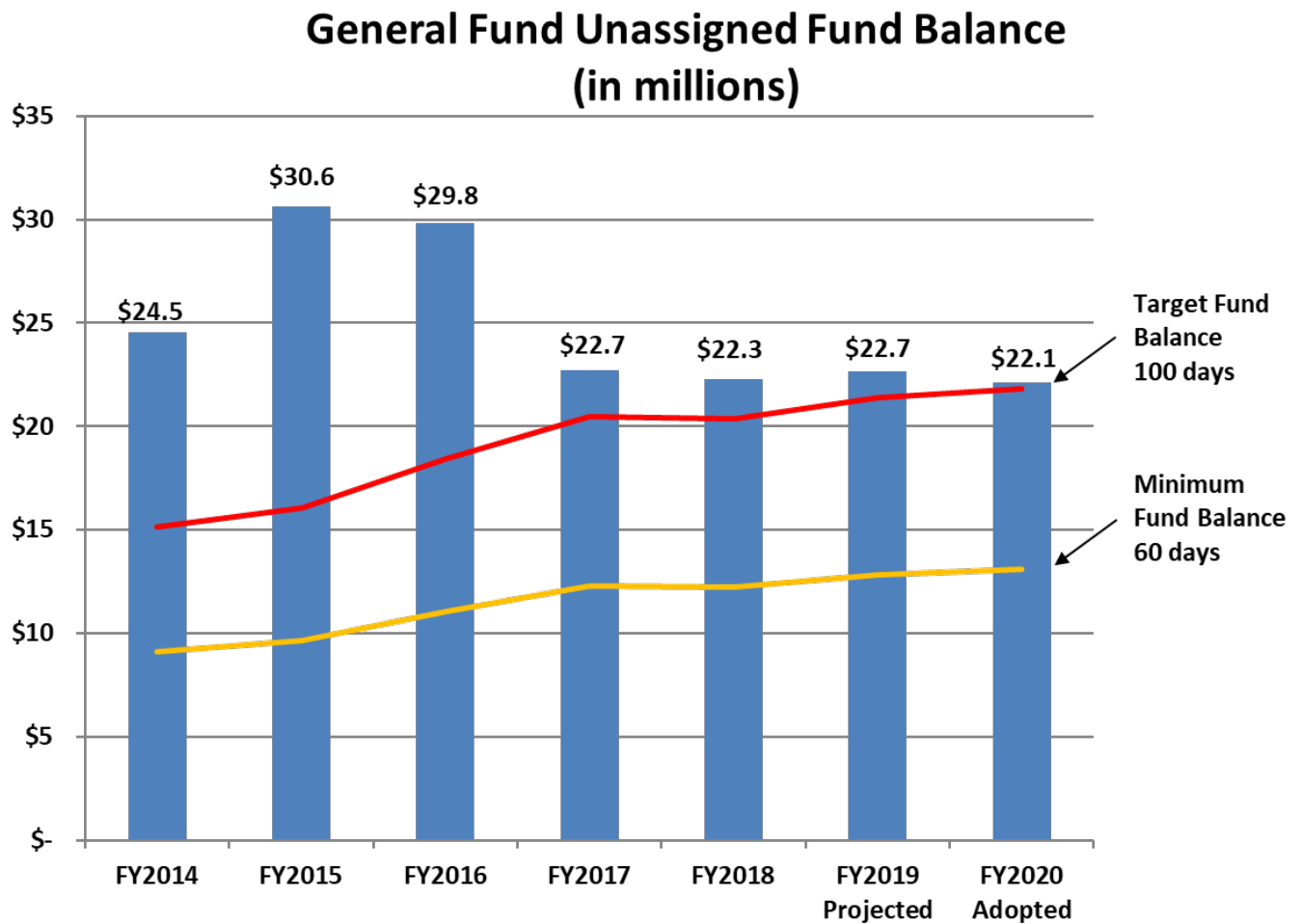
Total tax revenues are budgeted at \$51,653,700 and include sales tax revenues of \$23,467,500, property tax revenues of \$26,356,200 and franchise fees of \$1,830,000. FY 2020 Sales Tax revenues are budgeted at an 8.7% increase over the adopted FY 2019 budget of \$21,580,000. Property tax revenue (including penalty and interest received on property tax delinquent from previous years) is expected to increase \$1,381,960, or 5.5%, above the FY 2019 adopted budget of \$24,974,240. Sales taxes and property taxes account for 63.1% total General Fund inflows. Transfers in and right-of-way payments are projected to be \$15,664,000 which is an increase of \$150,506 from the FY 2019 adopted budget. Other revenue sources include licenses and permits, grants, charges for services, fines, operating income, shared taxes, and other miscellaneous income.

FISCAL YEAR 2020 EXPENDITURES

General Fund operating expenditures, net of administrative reimbursements, for FY 2020 are \$79,626,569 which is an increase of \$3,335,916, or 4.4%, from the FY 2019 adopted budget of \$76,290,653. General Fund expenditures are categorized by operational function under the broad categories of Public Safety, Public Works, Development Services, Community Services, Support Services, and General Administration. CIP-Reimbursement Resolutions are capital projects that have begun prior to debt being issued. These projects are initially paid out of the General Fund then reimbursed when the debt is issued in a later year. Administrative reimbursements represent services provided by the General Fund to other funds and represent a reduction to expenditures in the General Fund. Detailed departmental summaries are shown on the General Fund Expense Summary. Departmental summary pages provide detailed information by function and category.

FUND BALANCE

The Ending Unassigned FY 2020 Funds Available for Operations of \$22,106,818 exceeds the 60 day minimum fund balance policy amount of \$13,089,299.



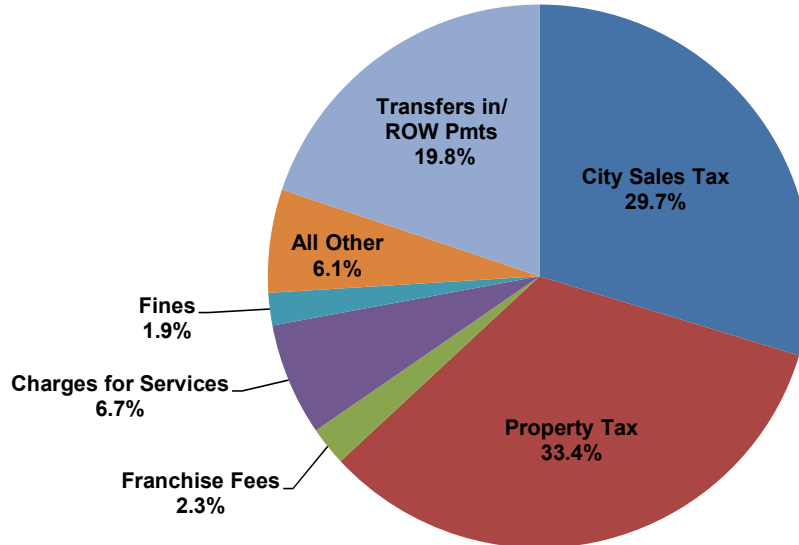


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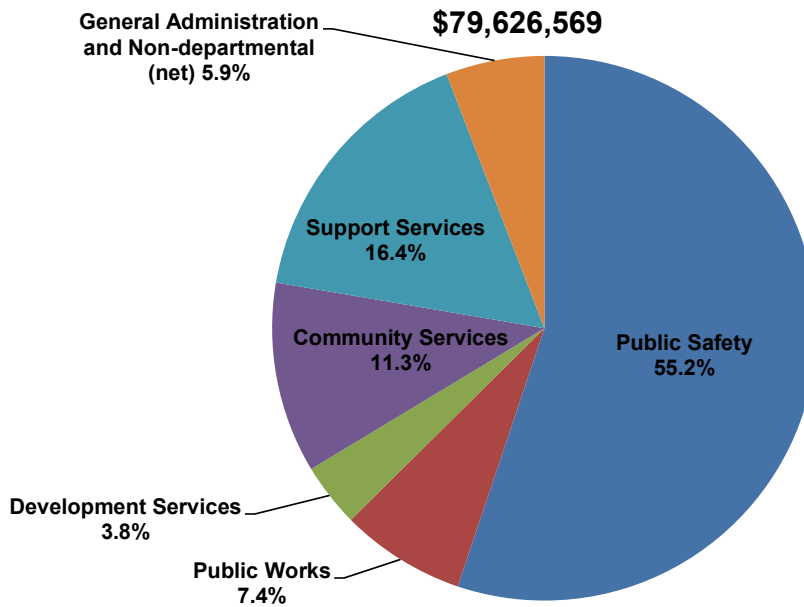
CITY OF BRYAN, TEXAS
General Fund Summary
Fiscal Year 2020

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
<u>Revenues</u>							
City Sales Tax	\$ 21,290,148	\$ 21,580,000	\$ 21,580,000	\$ 22,350,000	\$ 23,467,500	\$ 1,887,500	8.7%
Property Tax	22,261,016	24,974,240	24,974,240	24,974,240	26,356,200	1,381,960	5.5%
Franchise Fees	2,230,544	2,058,760	2,058,760	2,110,000	1,830,000	(228,760)	-11.1%
Licenses & Permits	976,343	805,565	805,565	716,850	672,650	(132,915)	-16.5%
Grants	1,463,165	1,253,073	1,253,073	1,299,800	1,293,000	39,927	3.2%
Charges for Services	5,877,055	5,427,234	5,427,234	5,167,120	5,300,750	(126,484)	-2.3%
Fines	1,731,098	1,645,290	1,645,290	1,525,000	1,525,000	(120,290)	-7.3%
Miscellaneous & Shared Taxes	2,819,265	2,226,219	2,226,219	3,127,350	2,881,085	654,866	29.4%
Land/Property Sales	61,557	-	-	294,000	-	-	0.0%
Subtotal Revenues	58,710,191	59,970,381	59,970,381	61,564,360	63,326,185	3,355,804	5.6%
ROW Pmts	14,151,300	14,913,494	14,913,494	15,331,129	15,019,000	105,506	0.7%
Transfers In	2,044,915	600,000	600,000	1,520,000	645,000	45,000	7.5%
Total Revenues, Transfers & ROW	74,906,406	75,483,875	75,483,875	78,415,489	78,990,185	3,506,310	4.6%
<u>Operating Expenditures</u>							
Public Safety	\$ 39,827,393	\$ 41,386,386	\$ 41,936,386	\$ 42,231,420	\$ 43,921,000	\$ 2,534,614	6.1%
Public Works	5,443,761	5,992,010	5,992,010	6,037,700	5,912,500	(79,510)	-1.3%
Development Services	2,528,645	2,928,385	2,928,385	2,720,600	3,008,500	80,115	2.7%
Community Services	10,759,449	9,299,164	10,049,164	9,841,150	9,018,300	(280,864)	-3.0%
Support Services	8,916,002	12,387,415	12,587,415	12,265,200	13,097,400	709,985	5.7%
General Administration	4,492,070	5,074,432	5,074,432	4,899,420	5,347,100	272,668	5.4%
Non-departmental	4,776,773	5,157,245	5,157,245	4,991,862	5,415,000	257,755	5.0%
CIP - Reimbursement Resolutions	1,000,930	-	-	1,000,000	-	-	0.0%
Administrative Reimbursements	(3,351,396)	(5,934,384)	(5,934,384)	(5,934,384)	(6,093,231)	(158,847)	2.7%
Total Expenditures:	74,393,626	76,290,653	77,790,653	78,052,968	79,626,569	3,335,916	4.4%
Net Increase/(Decrease)	512,780	(806,778)	(2,306,778)	362,521	(636,384)		
Beginning Fund Balance	27,964,916	26,103,846	28,477,697	28,477,697	28,840,218		
Ending Fund Balance	28,477,697	25,297,068	26,170,919	28,840,218	28,203,833		
<u>Reductions for Encumbrances and Other</u>							
Encumbrances and Assignments	(6,182,015)	(5,250,000)	(6,182,015)	(6,182,015)	(6,182,015)		
Spending Against Restricted Funds		-	-	-	85,000		
Ending Funds Available for Operations	\$ 22,295,682	\$ 20,047,068	\$ 19,988,904	\$ 22,658,203	\$ 22,106,818		
# of Days of Reserve	109	96	94	106	101		
<u>Fund Balance Reserve Requirement:</u>							
(60 days operating expenses)	\$ 12,229,089	\$ 12,540,929	\$ 12,787,505	\$ 12,830,625	\$ 13,089,299		
# of Days Required	60	60	60	60	60		
<u>Fund Balance Reserve Target:</u>							
(100 days operating expenses)	\$ 20,381,815	\$ 20,901,549	\$ 21,312,508	\$ 21,384,375	\$ 21,815,498		
# of Days Targeted	100	100	100	100	100		

General Fund
Revenues, Transfers in & ROW Pmts
Fiscal Year 2020
\$78,990,185



General Fund
Net Operating Expenditures
Fiscal Year 2020
\$79,626,569



CITY OF BRYAN, TEXAS
General Fund Revenue Summary
Fiscal Year 2020

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Taxes							
City Sales Tax	\$ 21,290,148	\$ 21,580,000	\$ 21,580,000	\$ 22,350,000	\$ 23,467,500	\$ 1,887,500	8.7%
Property Tax	22,261,016	24,974,240	24,974,240	24,974,240	26,356,200	1,381,960	5.5%
Franchise Fees	2,230,544	2,058,760	2,058,760	2,110,000	1,830,000	(228,760)	-11.1%
<i>Total Taxes</i>	<u>45,781,708</u>	<u>48,613,000</u>	<u>48,613,000</u>	<u>49,434,240</u>	<u>51,653,700</u>	<u>3,040,700</u>	<u>6.3%</u>
Licenses & Permits							
Business	47,965	37,265	37,265	40,350	32,900	(4,365)	-11.7%
Building Permits/Inspections	928,378	768,300	768,300	676,500	639,750	(128,550)	-16.7%
<i>Total Licenses & Permits</i>	<u>976,343</u>	<u>805,565</u>	<u>805,565</u>	<u>716,850</u>	<u>672,650</u>	<u>(132,915)</u>	<u>-16.5%</u>
Grants							
Federal	131,720	-	-	7,300	-	-	0.0%
State	14,317	14,530	14,530	11,000	-	(14,530)	-100.0%
Local Government	1,154,402	1,146,743	1,146,743	1,191,500	1,203,000	56,257	4.9%
Private	162,726	91,800	91,800	90,000	90,000	(1,800)	-2.0%
<i>Total Grants</i>	<u>1,463,165</u>	<u>1,253,073</u>	<u>1,253,073</u>	<u>1,299,800</u>	<u>1,293,000</u>	<u>39,927</u>	<u>3.2%</u>
Charges for Services							
General Government	186,119	162,151	162,151	174,000	163,000	849	0.5%
Public Safety	959,391	810,694	810,694	872,610	1,047,000	236,306	29.1%
Animal Center	78,395	86,217	86,217	72,500	75,000	(11,217)	-13.0%
Mowing & Demo	131,928	112,750	112,750	175,000	110,000	(2,750)	-2.4%
Ambulance & Vital Stats.	2,746,412	2,419,185	2,419,185	2,363,500	2,412,000	(7,185)	-0.3%
Recreation	1,720,766	1,786,012	1,786,012	1,464,510	1,446,500	(339,512)	-19.0%
Library	54,044	50,225	50,225	45,000	47,250	(2,975)	-5.9%
<i>Total Charges for Services</i>	<u>5,877,055</u>	<u>5,427,234</u>	<u>5,427,234</u>	<u>5,167,120</u>	<u>5,300,750</u>	<u>(126,484)</u>	<u>-2.3%</u>
Other Income							
Fines	1,731,098	1,645,290	1,645,290	1,525,000	1,525,000	(120,290)	-7.3%
Miscellaneous and Shared Tax	2,819,265	2,226,219	2,226,219	3,127,350	2,881,085	654,866	29.4%
Land/Property Sales	61,557	-	-	294,000	-	-	0.0%
<i>Total Other Income</i>	<u>4,611,920</u>	<u>3,871,509</u>	<u>3,871,509</u>	<u>4,946,350</u>	<u>4,406,085</u>	<u>534,576</u>	<u>13.8%</u>
Total Revenues	<u>\$ 58,710,191</u>	<u>\$ 59,970,381</u>	<u>\$ 59,970,381</u>	<u>\$ 61,564,360</u>	<u>\$ 63,326,185</u>	<u>\$ 3,355,804</u>	<u>5.6%</u>

CITY OF BRYAN, TEXAS
General Fund Expense Summary
Fiscal Year 2020

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Public Safety							
Municipal Court	\$ 1,549,394	\$ 1,643,601	\$ 1,643,601	\$ 1,576,210	\$ 1,615,000	\$ (28,601)	-1.7%
Police Services	20,467,190	21,138,911	21,388,911	21,090,010	22,632,100	1,493,189	7.1%
Fire & Emergency Ops Center	16,860,495	17,501,265	17,801,265	18,472,100	18,525,400	1,024,135	5.9%
Bryan Animal Center	950,314	1,102,609	1,102,609	1,093,100	1,148,500	45,891	4.2%
<i>Total Public Safety</i>	39,827,393	41,386,386	41,936,386	42,231,420	43,921,000	2,534,614	6.1%
Public Works							
Engineering Services	1,566,721	1,947,130	1,947,130	1,630,350	1,746,500	(200,630)	-10.3%
Streets & Drainage	2,058,598	2,142,058	2,142,058	2,516,700	2,216,900	74,842	3.5%
Traffic Operations	1,818,442	1,902,822	1,902,822	1,890,650	1,949,100	46,278	2.4%
<i>Total Public Works</i>	5,443,761	5,992,010	5,992,010	6,037,700	5,912,500	(79,510)	-1.3%
Development Services							
Development Services	1,971,607	2,241,004	2,241,004	2,107,100	2,306,500	65,496	2.9%
Code Enforcement	356,278	456,284	456,284	437,800	474,000	17,716	3.9%
Community Development Admin	200,760	231,097	231,097	175,700	228,000	(3,097)	-1.3%
<i>Total Development Services</i>	2,528,645	2,928,385	2,928,385	2,720,600	3,008,500	80,115	2.7%
Community Services							
Bryan/College Station Library Services	2,732,949	2,855,001	2,855,001	2,761,450	3,026,300	171,299	6.0%
Parks & Recreation	6,498,122	5,544,163	6,294,163	6,179,700	4,790,300	(753,863)	-13.6%
Golf Course	1,528,378	900,000	900,000	900,000	1,201,700	301,700	33.5%
<i>Total Community Services</i>	10,759,449	9,299,164	10,049,164	9,841,150	9,018,300	(280,864)	-3.0%
Support Services							
Fiscal Services	1,535,268	1,667,304	1,667,304	1,638,350	1,759,300	91,996	5.5%
Information Technology	3,712,760	6,601,019	6,801,019	6,734,700	7,248,800	647,781	9.8%
Human Resources	727,427	716,320	716,320	745,700	755,000	38,680	5.4%
Facility Services	2,280,683	2,523,309	2,523,309	2,472,200	2,485,300	(38,009)	-1.5%
Fleet Services	659,864	879,463	879,463	674,250	849,000	(30,463)	-3.5%
<i>Total Support Services</i>	8,916,002	12,387,415	12,587,415	12,265,200	13,097,400	709,985	5.7%
General Administration							
Executive Services	1,341,678	1,412,807	1,412,807	1,411,750	1,449,000	36,193	2.6%
Economic Development	892,550	935,453	935,453	1,013,050	1,103,600	168,147	18.0%
Internal Audit	125,520	181,440	181,440	180,650	150,000	(31,440)	-17.3%
City Secretary	605,638	724,304	724,304	676,450	756,500	32,196	4.4%
City Council Services	202,673	257,457	257,457	227,570	286,500	29,043	11.3%
Communications & Marketing	485,577	576,627	576,627	521,300	593,400	16,773	2.9%
Neighborhood & Youth Services	118,244	149,543	149,543	123,650	152,900	3,357	2.2%
Legal Services	720,190	836,801	836,801	745,000	855,200	18,399	2.2%
<i>Total General Administration</i>	4,492,070	5,074,432	5,074,432	4,899,420	5,347,100	272,668	5.4%
Non-departmental	4,776,773	5,157,245	5,157,245	4,991,862	5,415,000	257,755	5.0%
CIP - Reimbursement Resolutions	1,000,930	-	-	1,000,000	-	-	0.0%
<i>Total Non-departmental & CIP</i>	5,777,703	5,157,245	5,157,245	5,991,862	5,415,000	257,755	5.0%
Administrative Reimbursements	(3,351,396)	(5,934,384)	(5,934,384)	(5,934,384)	(6,093,231)	(158,847)	2.7%
Total Expenditures	\$ 74,393,626	\$ 76,290,653	\$ 77,790,653	\$ 78,052,968	\$ 79,626,569	\$ 3,335,916	4.4%

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 2019 Accomplishments

- Processed over 12,000 new cases that were filed with the court from multiple agencies.
- Processed over 5,000 warrants to ensure that judgments from the court are enforced.
- Participated in the Youth Advisory Committee.
- Teen Court sessions were held at Bryan Collegiate High School to mitigate juvenile recidivism.
- Nine staff members have maintained and retained Texas Court Clerk Certification.
- Presiding Judge and Associate Judges have attended and complied with mandatory judicial continuing education.
- City Marshals maintained all state mandated training required for peace officer certification through the Texas Commission on Law Enforcement ("TCOLE").
- All City Marshals are TCOLE Certified Court Security Specialists having completed a 40-hour training program as part of an ongoing effort to make sure all court patrons have a safe place to conduct business.
- Partnered with the Texas Municipal Courts Education Center and the Center for Court Innovation to update the Court's web page in an effort to enhance the Court's procedural justice through website design.

Fiscal Year 2020 Goals and Objectives

- Improve court processes and means by which defendants can address their case(s) through technological enhancements.
- Upgrade the Audio/Video technology in the courtroom.
- Utilize the multiple aspects of the case management software so that court processes are simplified.
- Increase compliance with judicial orders by active enforcement of judgments.

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$1,184,890	\$1,275,374	\$1,275,374	\$1,269,300	\$1,289,100	\$ 13,726	1.1%
Supplies	39,865	54,128	54,128	41,300	54,150	22	0.0%
Maintenance & Services	183,796	248,999	248,999	224,250	143,430	(105,569)	-42.4%
Miscellaneous/Admin Reimb	140,844	65,100	65,100	41,360	65,100	-	0.0%
Capital Outlay	-	-	-	-	63,220	63,220	0.0%
Total Expenses	\$1,549,394	\$1,643,601	\$1,643,601	\$1,576,210	\$1,615,000	\$ (28,601)	-1.7%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Municipal Court Judge	1	1	1	1	1
Municipal Court Administrator	1	1	1	1	1
City Marshal/Bailiff	3	3	3	3	3
Supervising City Marshal	1	1	1	1	1
Deputy Court Clerk	7	7	7	7	7
Deputy Court Administrator	1	1	1	1	1
Warrant Technician	1	1	1	1	1
Juvenile Case Coordinator	1	1	1	1	1
Community Services Coordinator	1	1	-	-	-
Total	17	17	16	16	16

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
% of warrant service targets achieved	99%	90%	90%	90%	90%
# of warrants served	3,694	5,000	5,000	5,000	5,500
Revenue collected on outstanding warrants	\$ 526,596	\$ 550,000	\$ 550,000	\$ 550,000	\$ 550,000
Avg. # of days to process citations	3	3	3	3	3
# of cases filed	12,761	12,000	12,000	12,000	11,500
# of community service cases	521	725	530	530	530
# of warrants issued	3,721	5,500	5,500	5,500	6,000
# of Teen Court sessions	12	20	10	6	10

Police Services

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2019 Accomplishments

- Reported Part 1 crime remained the same after record low in 2017.
- Graduated 10 cadets from the first Bryan Police Academy with a 100% pass rate for the academy and TCOLE exam.
- Increased staff by three (3) officer positions.
- Continued the process to upgrade/implement a new Records Management System ("RMS").
- Reviewed and revised the department's strategic plan.
- Continued collaborations with our citizens through the Community Advisory Council and English, Spanish and Junior Citizen Police Academies.
- Maintained a collaborative regional chief administrators meeting to maximize policing effectiveness.

Fiscal Year 2020 Goals and Objectives

- Reduce Part 1 UCR crime rate by 2%.
- Maintain Part 1 UCR clearance rates at or above the national average.
- Continue a basic police academy recruit class.
- Complete final steps to upgrade/implement a new Records Management System ("RMS").
- Continue staff growth to match community growth.
- Implement a new in-car video system that integrates with our current body-worn camera platform and upgrade our body-worn cameras.

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$17,937,734	\$19,219,951	\$19,469,951	\$18,994,000	\$20,219,000	\$ 999,049	5.2%
Supplies	920,232	694,830	694,830	794,410	706,435	11,605	1.7%
Maintenance & Services	527,056	572,358	572,358	647,450	665,666	93,308	16.3%
Miscellaneous/Admin Reimb	140,994	165,840	165,840	168,150	425,651	259,811	156.7%
Capital Outlay	941,174	485,932	485,932	486,000	615,348	129,416	26.6%
Total Expenses	\$20,467,190	\$21,138,911	\$21,388,911	\$21,090,010	\$22,632,100	\$ 1,493,189	7.1%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Accreditation Manager	1	1	1	1	1
Assistant Police Chief	2	2	2	2	2
Auxiliary Services Manager	1	1	1	1	1
Crime Analyst	1	1	1	1	1
Crime Scene Unit Supervisor	1	1	1	1	1
Crime Scene Investigator	3	3	3	3	3
Crime Victims Assistance Coordinator	1	1	1	1	1
Criminal Investigative Division Secretary	1	1	1	1	1
Intake Specialist	7	7	7	7	7
Intake Supervisor	1	1	1	1	1
Investigative Assistant	4	4	4	4	4
Patrol Services Bureau Asst.	1	1	1	1	1
Police Chief	1	1	1	1	1
Police Division Assistant	1	1	1	1	1
Police Finance Assistant	1	1	1	1	1
Police Lieutenant	6	6	6	6	6
Police Officer	119	122	122	122	125
Police Sergeant	23	23	23	23	23
Police Staff Assistant	1	1	1	1	1
Property & Evidence Custodian	3	3	3	3	3
Records Clerk	7	7	7	7	7
Records Supervisor	1	1	1	1	1
Total	187	190	190	190	193

*Police Includes 3 new positions for FY18

*Police Includes 3 new positions for FY19

*Police Includes 3 new positions for FY20

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Part 1 Crimes reported	2,406	2,400	2,400	2,421	2,500
% of Part 1 Crimes solved	31%	35%	35%	27%	35%
% crime rate growth	-19%	-3%	-3%	0%	-3%
Priority call response time (minutes)	5.1	5.0	5.0	5.0	5.0
Traffic accident rate (per 1,000)	21	22	22	21	22
Citizen complaints filed	4	2	2	1	2

Fire and Emergency Operations Center

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2019 Accomplishments

- Replaced all Self-Contained Breathing Apparatus ("SCBA").
- Changed to Code 1 (No lights or sirens) responses on non-emergency calls.
- Completed Emergency Medical Services ("EMS") accreditation.
- Implemented the Compliance Engine, a cloud based service that tracks fire protection systems and maintenance.
- Updated Community Wildfire Protection Plan ("CWPP").
- Began dispatching emergency units from Automatic Vehicle Locators ("AVL").
- Continued to implement processes/procedures to reduce cancer risks including gear extractors at all fire stations.
- Obtained Homeland Security grant for command tent.
- Placed smoke and CO detectors on all fire apparatus for in-the-field installations where a need is recognized.
- Obtained Homeland Security trailer from Robertson County to replace Haz-Mat truck.
- Changes in hiring standards to include uncertified applicants to increase diversity and applicant pool.
- Replaced Ambulance.

Fiscal Year 2020 Goals and Objectives

- Continue to participate in the Federal Homeland Security Grant program.
- Evaluate future fire station needs.
- Acquire second set of firefighting protective equipment for personnel in Operations Division.
- Update the permitting process in the Fire Marshal's office.
- Update technical rescue equipment.
- Renovate smokehouse trailer (Public Education).
- Continue to increase wildland fire response capabilities.
- Develop plan to expand fire training facility (drill tower location).
- Continue to implement processes/procedures to reduce cancer exposure risks.

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 14,673,577	\$ 15,585,930	\$ 15,885,930	\$ 16,175,000	\$ 16,136,200	\$ 550,270	3.5%
Supplies	827,770	649,471	649,471	819,000	1,136,050	486,579	74.9%
Maintenance & Services	697,320	608,135	608,135	737,500	664,192	56,057	9.2%
Miscellaneous/Admin Reimb.	92,050	85,720	85,720	75,100	73,050	(12,670)	-14.8%
Capital Outlay	569,778	572,009	572,009	665,500	515,908	(56,101)	-9.8%
Total Expenses	\$ 16,860,495	\$ 17,501,265	\$ 17,801,265	\$ 18,472,100	\$ 18,525,400	\$ 1,024,135	5.9%

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Fire Services	\$ 16,763,903	\$ 17,410,474	\$ 17,710,474	\$ 18,375,100	\$ 18,434,700	\$ 1,024,226	5.9%
Emergency Operations Center	96,592	90,791	90,791	97,000	90,700	(91)	-0.1%
Total Expenses	\$ 16,860,495	\$ 17,501,265	\$ 17,801,265	\$ 18,472,100	\$ 18,525,400	\$ 1,024,135	5.9%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Fire Chief	1	1	1	1	1
Assistant Fire Chief	3	3	3	3	3
Fire Marshal	1	1	1	1	1
Battalion Chief	3	3	3	3	3
Deputy Fire Marshal Battalion Chief	1	1	1	1	1
Lieutenant	21	21	21	21	21
Deputy Fire Marshal Lieutenant	3	3	3	3	3
Apparatus Operator	21	21	21	21	21
Firefighter	79	85	85	85	86
Fire Services Administrative Assistant	1	1	1	1	1
Fire Services Clerk	2	2	2	2	2
Fire Support Services Tech	1	1	1	1	1
Emergency Mgmt. Coordinator	1	1	1	1	1
Total	138	144	144	144	145

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
% of Fire/EMS responses under 5 minutes	67%	67%	67%	68%	70%
# of residential/commercial fires	108	130	130	110	120
Value of property lost to fire	\$ 1,121,479	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000	\$ 1,000,000
Value of property saved from fire	\$ 106,370,984	\$ 300,000,000	\$ 200,000,000	\$ 200,000,000	\$ 300,000,000
# of Civilian deaths	-	-	-	-	-
# of Civilian injuries due to fire	4	4	4	4	4
# of Firefighters with lost time injuries	1	2	2	2	2
# of Incidents with flame spread exceeding 3	14	20	20	12	15
# of Inspections	1,802	2,500	2,500	2,000	2,500
# of citizens trained in fire prevention	10,729	9,500	11,000	11,000	12,000
Total emergency responses	12,424	13,200	13,200	12,746	13,200
Total unit responses	21,047	23,500	23,500	21,592	22,361
Total EMS patients	8,093	9,100	9,100	8,004	9,100
Average calls per day	34	36	36	35	36
Average unit responses per day	58	64	64	59	61
# of Citizens Trained in BFD Citizen Fire Academy	10	20	20	15	20
Total funds obtained from Homeland Security Grant Program	\$ 3,480	\$ 5,500	\$ 45,000	\$ 45,000	\$ 2,267,000

Bryan Animal Center

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2019 Accomplishments

- Maintained an adoption rate of 36%, with a Live Release Rate (Adoptions, Rescues, and Reclaims) of 53%, and a euthanasia rate of 39%.
- Attended 82 off-site events in the community.
- Maintained a "returned to owner" in-field rate of 35%, increased the number of foster homes by 1%, and increased the number of rescue groups utilized by 2%.
- Successfully established and maintained good working relationships with numerous local and state animal groups.
- Successfully maintained an average response time of 12 minutes after notification from dispatch, and an average of 22 minutes to conclude each call from arrival to departure of scene.
- Hosted the 6th annual Pawpaloosa, Pet Health Fair and Bryan Animal Center ("BAC") Adoption Reunion May 4th, 2019, providing a collective educational event for pet health and safety, while promoting animal adoption.
- Received favorable reviews from the State Veterinarian for annual inspection, including cleanliness of facility.
- Maintained partnerships with Texas A&M College of Veterinary Medicine and Blinn Veterinary Technology Program, assisting in spay/neuter and additional veterinary care for animals.
- Partnered with Texas A&M and Arrow Academy to present the PAWS For Reading program, which allows children to gain confidence in their abilities by reading to dogs.
- Partnered with Blinn Vet Tech Program in a permanent educational display at the Children's Museum of the Brazos Valley, and thereby encouraging good pet health care and promoting pet adoption.
- Partnered with Aggieland Humane Society to provide an opportunity for Bryan residents to participate in a low-cost mobile spay/neuter program, and provided sterilization services at the BAC assuring 100% of adopted pets are spayed or neutered.
- Hosted several pet vaccination, microchip, and spay/neuter voucher events, giving away free to Bryan residents more than 300 rabies vaccines, more than 300 microchips, and more than 300 spay/neuter vouchers.
- Worked with numerous staff members, the Animal Center Advisory Committee, and Bryan residents to develop updated and revised animal ordinances to better serve Bryan Residents and their animals.

Fiscal Year 2020 Goals and Objectives

- Maintain Euthanasia rate under 40%.
- Maintain an Adoption rate of 35% or better.
- Continue to refine the policies and procedures for animal services to increase efficiency and effectiveness, and eliminate redundancies.
- Respond to calls for animal assistance within 30 minutes from initial contact with dispatch.
- Conclude each call for service within 30 minutes from arrival to and departure from a scene.
- Attend 60 events in the community to promote education about animal ownership, adoptions, and to promote positive public relations regarding animal control.
- Return a minimum of 30% 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 1.5%.
- Increase the number of rescue groups utilized for animal placement by 2%.
- Investigate options to further assist animals in need of additional medical or behavioral treatment.

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 683,304	\$ 770,096	\$ 770,096	\$ 712,600	\$ 792,000	\$ 21,904	2.8%
Supplies	86,866	80,814	80,814	84,450	80,800	(14)	0.0%
Maintenance & Services	60,969	51,469	51,469	97,950	49,450	(2,019)	-3.9%
Miscellaneous/Admin Reimb	78,174	110,230	110,230	98,100	110,250	20	0.0%
Capital Outlay	41,001	90,000	90,000	100,000	116,000	26,000	28.9%
Total Expenses	\$ 950,314	\$ 1,102,609	\$ 1,102,609	\$ 1,093,100	\$ 1,148,500	\$ 45,891	4.2%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Animal Center Supervisor	1	1	1	1	1
Animal Center Administrative Assistant	1	1	1	1	1
Animal Center Programs Coordinator	1	1	1	1	1
Animal Center Care Technician	3	3	3	3	3
Lead Animal Services Coordinator	1	1	1	1	1
Animal Control Officer	4	4	4	4	4
Total	11	11	11	11	11

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Maintain an Adoption rate of 35%	37%	35%	35%	36%	35%
Increase Rescue groups	149	165	165	152	165
Increase Foster Homes	205	226	226	207	226
Animals returned in field	35%	25%	25%	38%	30%
Average Call Response time	0.09	0.30	0.30	0.12	0.30
Average time spent on call	0.19	0.30	0.30	0.22	0.30
Attendance at Outside Events	82	60	60	68	60

Engineering Services

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2019 Accomplishments

- Finalized HMGP Buyout Grant for 4 flood homes leveraging up to \$225k of local to get \$675k federal
- Completed construction of S. College Improvements, W. 26th Street, Old Hearne Road Ph 2, Partridge Circle Drainage, Knightsbridge/Apple Creek Storm Sewer Rehab, Traffic Ops Storage Building, SH 21 Sewer Rehab, and street maintenance contracts
- Under construction on following major projects: Cherry Creek Stabilization, Siena and Edgewater Parks, W 17th Street culvert, Kazmeier Drainage Improvements, Waco Street improvements, Woodville Road, Melba Circle Drainage, Still Creek Culverts.
- Developer agreements such as Carrabba Industrial Park.
- Continue to work on developing E-Trak It application for use by Engineers and Inspectors
- Continued to utilize prequalified list of Engineering Firms to expedite selection of consultants, selected consultants for the following projects (Groesbeck Crossing (Quiet Zone))
- Selected design consultant for Texas Avenue MPO Project and FM158 MPO Project.
- Updated 5 year transportation fee and drainage utility fee forecasts
- Executed the annual process for the City's comprehensive 5 year Capital Improvement Program (FY 2020-FY 2024)
- Completed in-house project designs including Kazmeier Drainage Project, and consultant designs for Waco Extension, Cherry Creek, Woodville, Gateway Monument Signs, Greenbrier Sewer, Melba Circle, Still Creek Culverts, Turkey Creek Waterline, and FM158 Schematic Design.
- Continued to implement the ROW management ordinance to manage work of outside entities within the City's Street Right of Ways including Wireless Telecommunication Facilities
- Slowly continued development and implementation of the ADA Transition Plan
- Implemented first year of Contractor Registration Program ensuring quality of contractors building infrastructure including documenting contractor's continuing education efforts
- Began first year of Post Capital Improvement Project reviews to look for ways to improve future projects

Fiscal Year 2020 Goals and Objectives

- Continue improving infrastructure inspections through use of IPAD devices with implementation of I-Trak-it
- Maintain at least a Class 8 ranking in the Community Rating System and look for ways to improve ranking
- Assist other departments in development of master plans, project development, design and construction as needed
- Continue implementation of Capital Improvement Program (program, design, construction) FY 2018-FY 2024
- Improve Post Capital Improvement Project review to look for ways to improve future projects
- Implement ADA improvements to Mounce Library
- Keep up with increasing workload from development related projects

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 1,109,131	\$ 1,383,351	\$ 1,383,351	\$ 1,024,800	\$ 1,362,900	\$ (20,451)	-1.5%
Supplies	35,197	39,655	39,655	38,900	39,300	(355)	-0.9%
Maintenance & Services	144,841	53,574	53,574	96,150	53,800	226	0.4%
Miscellaneous/Admin Reimb	277,552	470,550	470,550	470,500	290,500	(180,050)	-38.3%
Total Expenses	\$ 1,566,721	\$ 1,947,130	\$ 1,947,130	\$ 1,630,350	\$ 1,746,500	\$ (200,630)	-10.3%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
City Engineer	1	1	1	1	1
Assistant City Engineer	2	2	2	2	2
Civil Engineer	3	3	3	3	3
Engineering Technical Assistant	2	1	2	1	1
Engineering Admin Assistant	-	-	-	1	1
Development Services Office Coordinator	1	1	1	1	1
Engineering Inspector	4	4	4	4	4
Engineering Technician	1	2	1	1	1
Total	14	14	14	14	14

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Development:					
Avg # of days to review site development submittal	3	3	3	3	3
Avg # of days to review Engineering plans/reports	10.15	10.0	10.0	10.00	10.00
# of Site Development projects reviewed	57.00	-	60.00	80.00	60.00
Value of projects installed by developers	\$ 7,541,000	\$ 5,500,000	\$ 5,500,000	\$ 8,500,000	\$ 7,000,000
Max # of construction projects inspected at one time	31	30	30	35	35
# of right of way permits inspected	123	30	30	88	100
Capital Improvement Projects:					
# of consulting engineering contracts	12	4	4	4	6
Value of consulting engineering contracts	\$ 1,946,013	\$ 2,500,000	\$ 2,500,000	\$ 1,500,000	\$ 2,000,000
# of engineering in-house designed projects	3	3	3	2	4
Value of engineering services provided in-house	\$ 113,758	\$ 60,000	\$ 60,000	\$ 102,375	\$ 110,000
Value of construction projects awarded (public infrastructure)	\$ 1,502,500	\$ 10,000,000	\$ 10,000,000	\$ 2,457,800	\$ 5,000,000
# of projects tracked (design or construction)	40	40	40	59	40
Max # of construction projects inspected at one time	10	15	15	7	7
# of construction projects completed	7	7	7	4	4
Value of construction projects completed	\$ 1,153,578	\$ 22,000,000	\$ 22,000,000	\$ 9,280,287	\$ 3,000,000
Total # of change orders issued	17	25	25	13	10
Average # of change orders issued/project	1.00	1.50	1.50	1.00	1.00
Average % value of change orders	5.72%	4.00%	4.00%	5.07%	5.00%
Average change order amount	\$ 25,113	\$ 30,000	\$ 30,000	\$ 13,970	\$ 15,000
Records Management:					
CIP records scanned into Laserfiche	62,958	30,000	30,000	35,000	30,000
Development records scanned into Laserfiche	38,782	20,000	20,000	25,000	20,000

Streets & Drainage

Mission Statement

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

Strategic Initiatives

Streets

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

Rights-of-Way ("ROW")

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

Drainage

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

MS4 Program

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

Fiscal Year 2019 Accomplishments

Street Maintenance

- Managed concrete, asphalt, seal coat, and pavement marking contracts
- Responded to and repaired approximately 500 potholes
- Repaired base failures on roadways prior to street maintenance contracts

Drainage Maintenance

- Installed 140 feet of storm drain pipe due a clogged and broken corrugated metal pipe (CMP)
- Installed French Drain along 21st Street
- Install French Drain to assist in redirecting water along 21st Street
- Removed silt from creek and tributary channels throughout the City of Bryan
- Cleaned box culverts at major creek crossings

Concrete Maintenance

- Installed headwalls and outfalls in several locations to include MSC, Tennessee, and 21st Street
- Improved detention pond with addition of concrete flume for both drainage and ease of mowing
- Completed Bombers driveway and dumpster approach
- Connected sidewalk on 28th Street including retaining wall in Downtown Bryan
- Construct driveway for water well

Right of Way Maintenance

- Managed ROW mowing contract maintaining over 90 miles of the City's major thoroughfares and ROW
- Staff utilizes Brazos County Inmate Services for miscellaneous projects such as ROW maintenance, litter and tire pickup, and removing debris around drainage inlets

Fiscal Year 2020 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 both internally and externally
- Work proactively with Water and Sewer Department in order to identify underground utilities prior to street replacement
- Attend Street Saver training in Fall of 2019

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 1,004,921	\$ 1,118,219	\$ 1,118,219	\$ 1,048,000	\$ 1,141,400	\$ 23,181	2.1%
Supplies	92,953	91,241	91,241	93,450	91,250	9	0.0%
Maintenance & Services	467,279	472,487	472,487	444,250	467,950	(4,537)	-1.0%
Miscellaneous/Admin Reimb	448,125	106,291	106,291	465,000	456,300	350,009	329.3%
Capital Outlay	45,320	353,820	353,820	466,000	60,000	(293,820)	-83.0%
Total Expenses	\$ 2,058,598	\$ 2,142,058	\$ 2,142,058	\$ 2,516,700	\$ 2,216,900	\$ 74,842	3.5%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Streets & Drainage Crew Leader	3	3	3	3	3
Streets & Drainage Equipment Operator/Crew Workers	12	12	12	12	12
Streets & Drainage Foreman	1	1	1	1	1
Transportation & Drainage Supervisor	1	1	1	1	1
Total	17	17	17	17	17

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
% of departmental employees with OSHA & Traffic Workzone Training	85%	100%	85%	85%	100%
Proactive ditch maintenance- total linear footage of ditch cut/ maintained	3,800	3,000	3,800	4,400	3,800
Tons of HMAC/ base failure repairs	1,063	1,600	1,600	1,400	1,600
Total # of ditch/ culvert maintenance work orders completed	110	120	120	140	120
Total # of storm sewer cave-in work orders completed	149	75	75	150	75
Total # of creek maintenance work orders completed (Called In/ Proactive)	462	300	400	550	400
% of work orders responded to within 72 hrs.	99%	99%	99%	99%	99%
% of pothole requests responded to within 72 hrs.	100%	99%	100%	100%	100%
% of City Staff w/ MS4 education	100%	70%	100%	100%	100%
# of MS4 education events coordinated*	12	12	12	12	12

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 2019 Accomplishments

- Quiet Zone Notification of Intent received by Federal Rail Administration and reviewed with minimal comments and Public Authority Application issued.
- Completed new signal timings on major arterials of Briarcrest, and WJ Bryan/FM158/Boonville.
- Fiber connections made to traffic signals at 15 intersections: 29th/Texas, Texas/Villa Maria, Memorial/29th, Villa Maria/29th, Broadmoor/29th, Texas/Coulter, Leonard/FM2818, F&B/Wellborn, Dodge/S. College, 29th/Still Meadow, 29th/Carter Creek, Briarcrest/Kent, S. College/North/Sulphur Springs/Villa Maria.
- Continued coordination with College Station and training on central control software for traffic signal system
- In process of refurbishing and upgrading Traffic Management Center.
- Installed GPS clocks at multiple intersections to prevent timing lags.
- Implemented Local Area Traffic Management Program ("LATM") – completed third year of applications and started fourth year application process.
- Installed Grid Smart cameras at intersections that detection failed.
- Assisted Downtown Bryan Association with all road closures, and parking for Texas Reds Festival, Christmas Parades and First Friday events.
- Designed and implemented traffic control plans for street maintenance, water department & special events.
- Negotiated numerous access management solutions with TxDOT and developers.
- Completed traffic signal warrant studies for multiple intersections.
- Represented Bryan on the BCSMPO Technical Advisory Committee and advise the Policy Board member.
- Represented on BCSMPO Regional Bicycle / Pedestrian Advisory Panel.
- Attended 90 percent of BCSMPO Technical Advisory Committee and Policy Committee Meetings.
- Continued project code assignments in Kronos for all staff.
- Continued entry of work orders for all items of work to be able to provide activity statistics.
- Continued to populate a new GIS layer for speed zones and traffic counts.
- Continued work on formal development of Traffic Signal Maintenance Plan.
- Completed Traffic Warehouse Construction and working on moving in.
- Completely redo Traffic Operations website (except for the LATM website which is good).
- Submitted TASA Grant applications.
- Updated the City Thoroughfare Plan to match MPO Regional Plan.

Fiscal Year 2020 Goals and Objectives

- Continue Installation of additional Pan/Tilt Zoom cameras in accordance with plan.
- Work with IT to improve communication with central software system for full utilization.
- Full utilization of the renovated Traffic Management Center.
- Install Pedestrian Hybrid Beacon on Austin's Colony for new trail crossing.
- Use work order data to generate reports on activity and look at the data through GIS and assign accurate costs.
- Establish new traffic signal maintenance guidelines in conjunction with ATMS implementation.
- Continue expanding school flasher wireless system around remaining campuses (funding dependent).
- Connect fiber optics (running in ROW) to signal controllers at various locations (working with IT).
- Develop plan for improving ADA access to existing signals through maintenance activities.
- Pursue grant opportunities for traffic system upgrades.
- Meet or exceed 95 percent participation in SDRC.
- Attend 95 percent of all MPO Technical Advisory Committee and Policy Committee Meetings.
- Quiet Zone implementation in FY 2021.
- Continue sign inventory and pavement marking inventory.

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 747,741	\$ 842,066	\$ 842,066	\$ 841,000	\$ 784,600	\$ (57,466)	-6.8%
Supplies	50,335	43,979	43,979	48,200	44,500	521	1.2%
Maintenance & Services	1,018,199	1,008,327	1,008,327	997,650	1,075,600	67,273	6.7%
Miscellaneous/Admin Reimb	2,167	8,450	8,450	3,800	8,400	(50)	-0.6%
Capital Outlay	-	-	-	-	36,000	36,000	0.0%
Total Expenses	\$ 1,818,442	\$ 1,902,822	\$ 1,902,822	\$ 1,890,650	\$ 1,949,100	\$ 46,278	2.4%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Traffic Civil Engineer**	1	1	2	2	2
Traffic Signs Technician	3	3	3	3	3
Traffic Signal Technician	3	3	3	3	3
Traffic Signal Crew Leader	1	1	1	1	1
Traffic Signs Crew Leader	1	1	1	1	1
Traffic Operations Supervisor	1	1	1	1	1
Total	10	10	11	11	11

**Note: 1 position funded from Streets Fund in FY 2020.

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
% of work orders (maintenance) responded to within 72 hours	100%	100%	100%	100%	100%
% of customer requests responded to within 72 hrs	100%	100%	100%	100%	100%
% of development reviews completed in 5 Days	100%	100%	100%	100%	100%
% of communication integration complete	96%	100%	98%	98%	100%
% of flashing yellow arrow implemented	50%	50%	65%	65%	75%
% of Advanced Traffic Management implemented	60%	65%	65%	65%	70%
% of traffic sign database implemented	2%	5%	3%	3%	6%
% of website improvements implemented	0%	55%	90%	90%	100%
Amount spent on training/development	\$ 8,546	\$ 11,200	\$ 11,000	\$ 11,000	\$ 11,200
# of sign related work orders completed	240	1500	300	300	1500
# of work orders for tree trimming completed	3	100	6	6	100
# of signal related work orders completed	79	160	90	90	160
# of pavement marking related work orders	7	25	0	0	25
# of traffic studies performed	30	30	15	15	20
# of school zone flasher work orders completed	49	60	50	50	60
# of oversized load work orders	7	50	8	8	50
# of traffic control related work orders	4	50	10	10	50
# of traffic luminaires work orders	4	20	5	5	20
# of Local Area Traffic Management Requests	20	12	6	6	10

Development Services

Mission Statement

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

Strategic Initiatives

- Pursue and promote Comprehensive Plan ("Blueprint 2040") goals and objectives through education, initiatives and application of adopted standards.
- Facilitate growth through high-standard, streamlined development, permitting and the inspection process.
- Increase efficiency and provide positive customer service experiences through sharing resources and cross-training within the department and city.
- Address the educational needs of the community, specifically targeting permit and development requirements in general.
- Encourage development of new, and implementation of, adopted plans, for example, neighborhood plans and specific corridor plans.
- Prepare for and encourage responsible and aesthetically pleasing growth initiatives.
-

Fiscal Year 2019 Accomplishments

- Conceived and lead the Midtown Area Plan master planning effort to help guide development around the Bryan Regional Park, including consultant contract management, public engagement and stakeholder meeting coordination.
- Managed all aspects related to the City-initiated annexation of 7,000 acres in the RELLIS Campus and Texas Triangle Park areas and managed consultant contract for RELLIS Campus Area Annexation Feasibility and Strategy Study.
- Supported the work of Planning and Zoning Commission subcommittees on manufactured home regulations, neighborhood integrity and Historic Preservation Overlay Districts.
- Managed all aspects concerning six (6) City advisory boards/commissions, from meeting coordination and the preparation and distribution of detailed background information, to meeting implementation and follow-up.
- Managed the City's substandard structures abatement program, scheduling 60+ cases for Building and Standards Commission consideration and initiating the removal of 15+ substandard structures.
- Recipient of the 2018 Certificate of Achievement for Planning Excellence by the Texas Chapter of the American Planning Association.
- Coordinated the review of hundreds of development proposals through the Site Development Review ("SDRC") and change of owner/use/tenant processes.
- Prepared detailed background information and presented over 80 development proposals and other projects to the City Council for direction and/or final action.
- Provided staff support for numerous (pre-) development meetings with citizens and developers every week.
- Managed the City's Downtown Improvement Grant Program ("DIP"), the Life Safety Grant Program and the Corridor Beautification Grant Program for Texas Avenue.
- Managed the City's storm water management plan (MS4) program.
- Managed the City's participation in, and cooperation with, Census 2020.
- Continued the "staffer on call" program making a staff person available during all business hours to assist customers in person, over the phone and by email.
- Continued supporting the City's implementation of an online permitting software (TrackIt) as part of the OP-ICE project team.
- Continued to explore and identify options for possible reconfiguration of Municipal Office Building first floor office to help maximize available office space, and alleviate safety and ADA access concerns.
- Successfully encouraged professional and technical staff to gain new certifications.
- Continued to educate the public on development review processes, the importance of code compliance for safer structures, and when permits are required
- Began working towards the adoption of the 2018 edition of the International Code Council's family of Codes and the 2017 edition of the National Electrical Code.

Fiscal Year 2020 Goals and Objectives

- Continue supporting Comprehensive Plan ("Blueprint 2040") implementation action items, including long-range planning efforts that help provide for attractive commercial development/redevelopment and residential neighborhood protection/conservation.
- Support the City Council as well as Planning and Zoning and Historic Landmark Commission's plans of work, through research, professional advice, and administrative processing.
- Continue to support the City's master planning efforts and implementation strategies in and around Bryan Regional Park.
- Initiate and complete a series of annual development ordinance reviews, updates, and revisions.
- Continue to cross train staff so that they can provide assistance in multiple areas within the department.
- Continue to encourage staff to gain new professional and technical certifications

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 1,515,149	\$ 1,629,918	\$ 1,629,918	\$ 1,548,500	\$ 1,772,400	\$ 142,482	8.7%
Supplies	54,630	48,736	48,736	67,100	54,025	5,289	10.9%
Maintenance & Services	61,686	55,765	55,765	68,500	307,700	251,935	451.8%
Miscellaneous/Admin Reimb	238,832	506,585	506,585	423,000	133,000	(373,585)	-73.7%
Capital Outlay	101,310	-	-	-	39,375	39,375	0.0%
Total Expenses	\$ 1,971,607	\$ 2,241,004	\$ 2,241,004	\$ 2,107,100	\$ 2,306,500	\$ 65,496	2.9%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Assistant Director	-	-	1	1	1
Building Inspector	2	2	2	2	3
Chief Building Official	1	1	1	1	1
Development Administrator	1	1	1	1	1
Development Services Representative	3	3	3	3	3
Development Services Staff Assistant	2	2	2	2	2
Development Services Technician	1	1	1	1	2
Drainage Inspector	1	1	1	1	1
Electric Inspector	1	1	1	1	1
Plans Examiner	2	2	2	2	2
Planning Administrator	1	1	1	1	1
Plumbing & Mechanical Inspector	2	2	2	2	2
Senior Planner	1	1	1	1	-
Staff/Project Planner	3	3	3	3	3
Total	21	21	22	22	23

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
# of working days to review site dev. submittals	4	4	4	4	4
# of hr/day a "staffer on call" is available to the public	8	8	8	8	8
Planning and Zoning Commission meetings	23	18	18	23	22
Historic Landmark Commission meetings	11	10	10	8	10
Zoning Board of Adjustment meetings	6	4	4	6	6
Building and Standards Commission meetings	8	6	6	7	6
# of wrkshps for boards and commissions	15	20	20	13	14
Change of owner/use/tenant applications processed	268	350	350	250	200
# of days to obtain a residential building permit	2	2	2	2	2
Response time to request for inspection (hours)	24	19	19	24	24
# of total inspections	19,001	16,500	16,500	19,200	19,400
# of dangerous structure inspections	260	250	250	250	250
# of dangerous structure demolished by the City	17	14	14	14	15
# of permits issued	15,561	12,900	12,900	15,600	15,800
# of mobile home park inspections	73	70	70	80	80
# of development/building codes updated	9	20	20	13	15
# of Site Development Review cycles	48	49	49	48	48
# of Site Development Review cases	216	250	250	220	230
# of Development Services newsletter articles	6	12	12	4	6

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 2019 Accomplishments

- Hired Code Enforcement Supervisor
- Expanded education and outreach materials (common code violation handbook, utility bill insert and updated website)
- Increased focus and enforcement for Zoning and Land Site violations
- Participant in OP-ICE project to upgrade inspection and permitting software system (Trackit)

Fiscal Year 2020 Goals and Objectives

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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 273,766	\$ 349,259	\$ 349,259	\$ 333,000	\$ 369,800	\$ 20,541	5.9%
Supplies	14,332	16,985	16,985	18,800	16,350	(635)	-3.7%
Maintenance & Services	16,778	20,290	20,290	23,350	17,150	(3,140)	-15.5%
Miscellaneous/Admin Reimb	51,402	69,750	69,750	62,650	70,700	950	1.4%
Total Expenses	\$ 356,278	\$ 456,284	\$ 456,284	\$ 437,800	\$ 474,000	\$ 17,716	3.9%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Code Enforcement Supervisor	-	-	-	1	1
Code Compliance Officer	4	5	5	4	4
Total	4	5	5	5	5

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
# of junk vehicle cases	622	463	463	543	624
# of grass & weeds cases	1,232	1,925	1,925	1,579	1,815
# of parking cases	448	523	523	486	558
# of sign cases	91	107	107	99	114
# of zoning cases	375	329	329	352	405
# rubbish & debris cases	549	375	375	462	531

Community Development Administration

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2019 Accomplishments

- Provided coordination of the outside agency process for non-CDBG service agencies; funded 5 agencies
- Provided technical assistance to a minimum of 5 private housing developers (such as the Texas Department of Housing & Community Affairs tax credit developments and other workforce housing developments)
- Provided supervision on housing programs extending beyond grant related programs- 2
- Provided technical assistance to Texas A&M Diversity and Culture Committee -2 meetings
- Coordinated efforts for the Bryan's Infill Committee (inner departmental) - 2 meetings
- Coordinated efforts and served on Brazos County Housing Coalition – 8 meetings
- Provided technical assistance to the Joint Relief Funding Review process for Community Development Block Grant ("CDBG") funding and funded 5 agencies
- Staff coordinator for "You're the Tops" luncheon Committee, highlighting local women in the community and Chaired the Event – 4 meetings/2 events
- Provided technical assistance to Texas A&M University's Planning Department and George Bush School for internships and 4 Work Study students
- Provided leadership to United Way's Financial Stability Committee - 3 meetings
- Coordinated the Bank on Brazos Valley Program – 6 meetings & 5 main events
- Coordinated the Pay Day Lending/Auto Title Outreach program
- Coordinated efforts for George Bush Non-profit Center for non- profit forum -4 meetings
- Executive team for Executive Women In Texas Government – serve as Treasury – 4 meetings

Fiscal Year 2020 Goals and Objectives

- Coordinate the Bank on Brazos Valley Program and hold a minimum of 4 meetings annually
- Provide for outreach opportunities to Bank on Brazos Valley Members - 5 main events
- Provide coordination for outreach for the Pay Day Lending/Auto Title Loan Ordinance
- Participate in Women's Leadership programs (such as Executive Women in Texas Government - 4 meetings)
- Provide technical assistance to a minimum of 4 special projects with private entities for collaborative partnerships with the City of Bryan encompassing the Growth, Education and Diversity City Council Strategic Initiatives such as the community wide Brazos Housing Coalition, United Way Financial Stability and United Way Women's Leadership Committee, and Community Partnership Board meetings
- Provide for coordination of internal committee, Housing/Revitalization Infill program
- Provide oversight and monitoring of outside agencies (5) and federally funded agencies (5)
- Coordinate efforts with United Way, &City of College Station for non-profit forums with George Bush Non Profit Center- 4 meetings
- 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 George Bush Nonprofit Center regarding nonprofit leadership training

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 149,833	\$ 220,397	\$ 220,397	\$ 160,500	\$ 216,900	\$ (3,497)	-1.6%
Supplies	2,358	10,700	10,700	10,200	9,200	(1,500)	-14.0%
Maintenance & Services	4,953	-	-	3,500	1,900	1,900	0.0%
Miscellaneous/Admin Reimb	43,616	-	-	1,500	-	-	0.0%
Total Expenses	\$ 200,760	\$ 231,097	\$ 231,097	\$ 175,700	\$ 228,000	\$ (3,097)	-1.3%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Community Development Manager	0.5	0.5	0.5	0.5	0.5
Construction Project Specialist	0.5	0.5	0.5	0.5	0.5
Total	1	1	1	1	1

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
# of special projects partnerships with private entities	4	5	5	6	8
# 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	-	6	6	-	8
Provided staff assistance to Downtown North Committee or other City Comm	2	1	1	2	2
Housing Infill program General Funds	-	1	1	-	-
# of Bryan's 1st Rehab meetings coordinated	4	4	4	2	2
Coordinate Bank on Brazos Valley Program	5	4	4	5	5
Coordinate Pay Day Lending/Auto Title Ordin outreach	1	1	1	1	1
Community Partnership Coalitions	-	4	4	-	-

Bryan + College Station Library Services

Vision Statement

To engage, enlighten, and empower life-long learners in the Brazos Valley.

Mission Statement

The mission of the Library Services department is to improve the quality of life of the community by promoting workforce development and early literacy, providing entertaining and informative programs and high quality materials. The Library Services team, including volunteers, create community connections, fuel the imagination, and respectfully teach, guide, and serve the community in a welcoming environment.

Strategic Initiatives

Education

- Provide year-round, age appropriate programs that foster the love of reading and knowledge
- Provide year-round training classes in computer literacy
- Improve patron's access to cutting edge technology
- Provide access to online databases to keep up with the advancement of knowledge
- Provide annual summer reading programs for all ages

Economic Development

- Provide an English as a Second Language program to help citizens improve their English language reading and writing skills
- Provide job skills training to teens

Quality of Life

- Provide access to high quality materials in a wide variety of formats and languages, including print and digital
- Provide access to technology by providing free access to computers with Internet and Office programs

Fiscal Year 2019 Accomplishments

- 976,534 items were borrowed
- 252,872 items were borrowed by children
- Provided 25,952 public accesses to Internet computers
- Received 476,650 visitors to the libraries
- Provided 592 programs to children, teens, and adults with an attendance of 22,830
- Subscribed to TexShare, Ancestry.com, Legal Help, and OneClick digital databases with funds received from the City of Bryan, the City of College Station, and the Clifton C. and Henryetta C. Doak Charitable Trust
- Continued the expansion of the digital collections by purchasing more eBooks and eAudiobooks through Overdrive
- Received grants totaling \$58,000 dollars from the Clifton C. and Henryetta C. Doak Charitable Trust and the Dr. Eugene Edge Charitable Trust

Fiscal Year 2020 Goals and Objectives

- Implement the Strategic Plan passed by the Library Advisory Board in January 2019
 - <https://www.bcslibrary.org/about/#mission>
- Improve programming for all ages through improvement of existing programs and development of new programs
- Maximize staff to provide excellent customer service to the public
- Pursue grants to provide access to new services, programs and materials
- Explore and develop digital collections
- Expand the Carnegie History Centers digitization projects and seek to make the Center's collections more accessible to the citizens of Brazos County

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 2,246,928	\$ 2,454,133	\$ 2,454,133	\$ 2,239,500	\$ 2,563,700	\$ 109,567	4.5%
Supplies	52,184	42,223	42,223	64,200	51,300	9,077	21.5%
Maintenance & Services	135,093	127,373	127,373	140,750	133,800	6,427	5.0%
Miscellaneous/Admin Reimb	85,276	26,200	26,200	54,000	76,350	50,150	191.4%
Capital Outlay	213,468	205,072	205,072	263,000	201,150	(3,922)	-1.9%
Total Expenses	\$ 2,732,949	\$ 2,855,001	\$ 2,855,001	\$ 2,761,450	\$ 3,026,300	\$ 171,299	6.0%

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Bryan Library	\$ 1,359,136	\$ 1,390,793	\$ 1,390,793	\$ 1,416,900	\$ 1,505,880	\$ 115,087	8.3%
College Station Library	1,064,966	1,149,839	1,149,839	1,054,500	1,179,450	29,611	2.6%
Carnegie Library	308,847	314,369	314,369	290,050	340,970	26,601	8.5%
Total Expenses	\$ 2,732,949	\$ 2,855,001	\$ 2,855,001	\$ 2,761,450	\$ 3,026,300	\$ 171,299	6.0%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Library Services Division Manager	1	1	1	1	1
Administrative Assistant	1	1	1	1	1
Library Divisions Assistant	-	-	1	1	1
Administrative Clerk	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	2	2	2
Catalog Librarian/Tech Services	1	1	1	1	1
Library Clerk	8	8	3	3	3
Carnegie Branch Librarian	1	1	1	1	1
Carnegie Reference Librarian	1	1	1	1	1
Carnegie Branch Clerk	2	2	2	2	2
Library Supervisor	1	1	1	1	1
Branch Librarian	1	1	1	1	1
Library Clerk	6	6	5	5	5
Senior Library Clerk	1	1	1	1	1
Reference Librarian	6	6	6	6	6
Service Worker	1	1	1	1	1
Total	39	39	34	34	34

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Circulation	912,287	700,000	976,534	976,534	980,000
Library Visitors	597,275	475,000	476,650	477,000	600,000
# of Volumes	207,792	210,000	198,000	198,000	200,000
# of Reference Inquiries	48,011	5,250	26,000	26,000	30,000
# of Volunteer hours	8,013	13,000	9,000	9,000	9,500
Computer use	43,306	45,000	25,952	26,000	26,000
Registered Borrowers	56,603	54,000	47,000	47,000	47,000
# of programs	1,307	1,300	592	600	1,300

Parks & Recreation

Mission Statement

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

Strategic Initiatives

- Provide the community with a variety of park facilities and amenities.
- Continue to improve the aesthetic aspects of the park facilities.
- Provide recreational opportunities for all ages and interests.
- Continue the upgrade and development of parks, facilities and trails throughout the community.
- Promote and generate tourism through use of park facilities.
- Protect, preserve, and enhance public parkland and green spaces.
- Aid in the prevention of juvenile crime by offering unique recreation youth programs.

Fiscal Year 2019 Accomplishments

- Completed development of Siena Park
- Bid Edgewater Park project, began construction
- Initiated "on call" program for the Department to provide better customer service
- Developed a tree risk assessment and mitigation program within the parks system
- Replaced playground unit at Neal Park; added new swing sets and fall zone at Tanglewood Park
- Grandview Cemetery rehabilitation project completed; assisted with site clean-up and fencing projects
- Opened up Block 26 in the new Bryan City Cemetery section; added location sign at City Cemetery
- Added historical Cemetery sign at Yellow Fever Cemetery
- Completed 98% of PIP FY 2019 priority list projects
- Hosted the 2019 Texas Amateur Athletic Federation Games of Texas; added Ultimate Frisbee
- Implemented a new Senior event; Senior Dance
- Completed the slide project at Bryan Aquatic Center
- Offered Water Safety Instructors courses; taught by Aquatic Supervisors due to new WSIT Certification
- Facilitated M. S. Cross Country District Meet and H. S. Cross Country District Meet at the Bryan Regional Park
- Facilitated the Bryan High School Girls Softball Tournament at BRAC
- Hosted Ultimate Frisbee Tournament at BRAC
- Created a City Special Events Application Coordinator position; created a Special Event Guide Handbook
- Booked seven (6) new sporting events through tourism initiatives
- Offered Jr. Golf Camps and Ladies Clinics at City Course
- Assisted with the completion of the Regional Park Master planning process; assisted in the future development decision for the park to include interviews and selection of the public partner

Fiscal Year 2020 Goals and Objectives

- Complete Edgewater Park
- Complete 100% of PIP project on the FY 2020 priority project list
- Bid, award and install pedestrian bridge in Camelot Park
- Improve Urban Forest maintenance through inspections, improved maintenance, and education
- Host Columbus Day Boat Race event at the Bryan Aquatic Center
- Add two Senior events; add a Kids Culinary program
- Host a Pickleball Tournament
- Host an invitational swim meet with Bryan High School
- Host a youth basketball tournament at NRC
- Add boys basketball and football to the Middle School Sports Academy
- Host a skateboarding competition at Williamson Skate Park
- Collaborate with Bryan High School Theater to co-host Trunk or Treat event
- Book ten (10) new tournaments that generate over \$2,000,000 in economic impact
- Increase number of special events held in City of Bryan to seventy (70)
- Showcase blueprints/plans for new indoor Sports and Event Center at the National Association of Sport Commissioners
- Assist in booking events to be held at the Regional Park; goal to have facilities fully booked one year in advance of opening

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 2,446,072	\$ 2,458,814	\$ 2,458,814	\$ 2,495,000	\$ 2,477,400	\$ 18,586	0.8%
Supplies	550,390	198,351	198,351	201,050	200,050	1,699	0.9%
Maintenance & Services	1,381,886	665,000	665,000	852,150	673,950	8,950	1.3%
Miscellaneous/Admin Reimb	1,493,979	1,636,998	1,636,998	1,632,000	1,334,900	(302,098)	-18.5%
Capital Outlay	625,795	585,000	1,335,000	999,500	104,000	(481,000)	-82.2%
Total Expenses	\$ 6,498,122	\$ 5,544,163	\$ 6,294,163	\$ 6,179,700	\$ 4,790,300	\$ (753,863)	-13.6%

*Includes Municipal Golf Course ran by the City in FY 2018

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Administrative Assistant	1	1	1	1	1
Aquatic Supervisor	1	1	1	1	1
Athletic Supervisor	1	1	1	1	1
Cemetery Operations Manager	-	1	1	1	1
Golf & Tourism Coordinator**	-	1	1	1	1
Horticulture Technician	-	1	1	1	1
Neal Recreation Center Supervisor	1	1	1	1	1
Parks Maintenance Crew Leader	-	2	2	2	2
Parks Maintenance Technician	8	5	5	6.5	6.5
Parks Maintenance Supervisor	1	-	-	-	-
Cemetery Sexton	1	-	-	-	-
Parks Operations Manager	-	1	1	1	1
Parks Project Manager	-	1	1	1	1
Parks & Recreation Director	1	1	1	1	1
Recreation Manager	1	1	1	1	1
Recreation Programmer	1	-	-	-	-
Recreation Supervisor	-	1	1	1	1
Special Events/Marketing Coordinator	1	1	1	1	1
Recreation Assistant/Coordinator	1	1	1	0.5	0.5
Pool Manager	0.5	0.5	0.5	0.5	0.5
Total	19.5	21.5	21.5	22.5	22.5

**Note: 0.7 of this position is funded from the HOT Fund for FY 2020.

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Holiday Magic - Participants	6,000	6,500	6,500	6,500	7,000
Family Camp Out - Participants	-	150	150	150	200
Pee Wee Sports Program - Participants	83	200	110	110	125
Aquatics - Learn to Swim - Participants	1,514	1,550	1,550	1,550	1,600
Summer Park Program Sites	6	6	6	6	6
Summer Park Program - Participants	481	735	500	525	550
Neal Recreation Center Memberships	701	350	700	700	700
Adult Softball - Teams Registered	52	75	60	60	65
# of Pavilion Rentals	2,555	1,425	2,000	2,000	2,250
New Recreation Programs	12	10	5	5	5
BRAC Participation Numbers	16,000	15,000	17,000	17,500	18,000

Golf Course

Mission Statement

The mission of The City Course at Phillips Event Center is to provide our members and guests an unmatched golf experience with exceptional customer service, affordable rates, and an enjoyable playing experience on a well-maintained golf course.

Strategic Initiatives

- Provide the best golf value in the local market to encourage golfers to return to the course through a combination of affordable rates, excellent customer service, and an enjoyable playing experience.
- Continue to be advocates for growing the game of golf by offering discounted greens fees for juniors and serving as a practice facility for all area school teams and providing junior golf opportunities.
- Introduce game of golf to new players through camps and clinics.
- Develop and implement the Golf Course Strategic Plan with an emphasis on playability and course condition improvements. This includes Poa Ana elimination from greens, improved daily maintenance routine, and drainage improvements for turf and bunkers.
- Continue to maintain good rapport with customers and a good image with the golf community through enhanced training
- Increase memberships, rounds, tournaments, and golf revenue through membership drives, advertising, and recruitment of events.
- Continue to address course deficiencies and finish golf course projects.
- Complete projects identified in the five year Capital Improvement Plan ("CIP").

Fiscal Year 2019 Accomplishments

- Increased membership in Brazos Golf Association
- Organized and led Junior Golf Camps and Wednesday Night Ladies Clinics
- Greatly improved golf course and golf course equipment condition
- Completed bunker projects on all deficient bunkers
- Removed tagged dead trees from property
- Course operated at a profit of \$172,000
- Brush pile removed from holes #7 and #8.
- Identified and completed five year Capital Improvement Plan ("CIP")
- Repaired bridge on #6
- Created daily, weekly, and monthly equipment maintenance program

Fiscal Year 2020 Goals and Objectives

- Continue to focus on maintaining acceptable golf course conditions and standards
- Attract new golf tournaments and memberships
- Increase green fees, cart fees, rounds played, and range fees revenues
- Replace #9 bridge
- Replace irrigation control system
- Continue to uphold high standards of customer service and public image
- Continue to build participation in BGA tournaments, Zone Shootout, Ladies Clinics, and Jr. Golf Camps
- Eliminate Poa Ana issue from greens

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 53	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
Supplies	60,618	-	-	223,502	228,500	228,500	0.0%
Maintenance & Services	23,671	-	-	32,597	29,200	29,200	0.0%
Miscellaneous/Admin Reimb	575,411	750,000	750,000	643,901	644,000	(106,000)	-14.1%
Capital Outlay	868,625	150,000	150,000	-	300,000	150,000	100.0%
Total Expenses	1,528,378	\$ 900,000	\$ 900,000	\$ 900,000	\$ 1,201,700	\$ 301,700	33.5%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Golf Course Mgr.	1	-	-	-	-
Golf Course Asst. Mgr.	1	-	-	-	-
Golf Course Maintenance Mgr.	1	-	-	-	-
Golf Course Asst. Maint.Mgr.	1	-	-	-	-
Golf Course Maint. Worker	1	-	-	-	-
Golf Course Mechanic	1	-	-	-	-
Total	6	-	-	-	-

*Golf Course is operated by Phillips Event Center as of FY 2018

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Rounds of Golf	25,487	35,000	35,000	32,487	35,000
Revenue per round	\$ 23.94	\$ 28.58	\$ 28.58	\$ 25.67	\$ 26.24
Cost per round	\$ 17.00	\$ 26.14	\$ 26.14	\$ 22.75	\$ 21.62
Tournament Rounds	1,633	1,700	1,700	1,700	1,750
Days Open	352	362	362	355	362

Fiscal Services

Mission Statement

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

Strategic Initiatives

Accounting

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

Budget

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

Purchasing

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

Fiscal Year 2019 Accomplishments

Accounting

- Received the Certificate of Excellence in Financial Reporting for FY 2018 from the Government Finance Officers Association ("GFOA") and received an unmodified opinion from auditors for the year ending September 30, 2018.
- 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 FY 2019 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 2019 legislative changes.
- Purchase Orders processed within 2 days of having a purchase requisition or change order.
- Promoted more cooperative inter-local purchasing.

Fiscal Year 2020 Goals and Objectives

Accounting

- Receive the GFOA's Certificate of Achievement for Excellence in Financial Reporting for FY 2019.
- Receive an unmodified opinion from the City's independent auditors for the financial statements for the year ended September 30, 2019.
- Close each prior period and provide monthly financial information by the 10th working day of the following month.
- Submit the FY 2019 CAFR to GFOA by the March 31st deadline.

Budget

- Receive the Distinguished Budget Award for FY 2020 from the GFOA.
- Prepare and analyze 5 year revenue and expenditure forecasts for operations.
- Prepare and present annual reports and forecasts for Tax Increment Reinvestment Zones ("TIRZ").
- Provide financial forecast information to management at regular intervals throughout the budget year.

Purchasing

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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 1,244,568	\$ 1,362,556	\$ 1,362,556	\$ 1,342,200	\$ 1,452,800	\$ 90,244	6.6%
Supplies	34,198	42,940	42,940	45,300	43,000	60	0.1%
Maintenance & Services	42,540	51,148	51,148	38,600	50,500	(648)	-1.3%
Miscellaneous/Admin Reimb	213,962	210,660	210,660	212,250	213,000	2,340	1.1%
Total Expenses	\$ 1,535,268	\$ 1,667,304	\$ 1,667,304	\$ 1,638,350	\$ 1,759,300	\$ 91,996	5.5%

Budgeted Personnel

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Accounting:					
Chief Financial Officer	1	1	1	1	1
Assistant Finance Director	1	1	1	1	1
Accounting Manager	1	1	1	1	1
Senior Accountant	1	1	1	1	1
Finance Specialist	3	3	2	2	2
Payroll Specialist	1	1	1	1	1
Finance Assistant	1	1	1	1	1
Financial Analyst	1	1	1	1	1
Budget:					
Budget Supervisor	-	-	1	1	1
Budget Analyst	2	2	2	2	2
Purchasing:					
Purchasing Supervisor	1	1	1	1	1
Purchasing Buyer	1	1	1	1	1
Total	14	14	14	14	14

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Accounting:					
# of consecutive years to receive the GFOA Cert of Excellence in Financial Reporting	29	30	30	30	31
% 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 issue monthly financial reports	9	10	10	9	10
% 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	14	15	15	15	16
# 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	60	70	65	65	65
# of annual contracts for goods and services	116	125	125	125	125
Value of goods and services on annual contracts	\$ 15,743,318	\$ 15,354,450	\$ 15,800,000	\$ 15,800,000	\$ 15,800,000
# of purchase orders issued	1345	1400	1400	1400	1400
Expenditures processed through the Purchasing Dept.	\$ 44,462,417	\$ 45,000,000	\$ 45,000,000	\$ 45,000,000	\$ 45,000,000

Information Technology

Mission Statement

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

Strategic Initiatives

- Improve stability and security of technology systems
- Provide in-house training to staff on diverse applications and cybersecurity awareness
- Design and implement enterprise infrastructures
- Partner with departments to expand understanding and utilization of system application resources
- Broaden availability of e-services to our citizens
- Increase Geographic Information System (“GIS”) functionality to enhance all facets of city operations
- Strive to attract and retain an accomplished staff through outreach and professional development

Fiscal Year 2019 Accomplishments

- Enhanced Citywide cybersecurity by;
 - Increasing frequency of internal phishing campaign
 - Adding category to all employee performance evaluation forms
 - Including all City staff, Council, boards, volunteers with network access
 - Monitoring over 60MM events daily
 - Blocking ~150,000 suspect emails monthly
 - Firewall and IPS blocking ~4.5MM nefarious events daily
 - Monthly cybersecurity awareness messaging to all employees applicable to both work and home
- Replaced over 215 devices including desktops, laptops, printers and scanners
- Global/community/citizen outreach with BART, BVCART, BVWACS, CEOC, BVCNet, BVCOG, Sheriff’s office, District Attorney, TAMU Big Event, MS-ISAC, E-ISAC, TAGITM, CIPWIG, DHS, FBI-InfraGard, GIS Day, Blinn College among many other inter- and intra-agency affiliations
- Broadened email security through deploying phish alert plugin, preventing many malicious emails
- Received TAGITM Excellence Award for Cyberwarrior Program
- Utilizing cloud technologies to manage future recurring costs
- Completed partnership with Council of Governments for 11 miles of underground fiber
- Renewed Payment Card Industry (“PCI”) compliance for all City departments
- Continued improvement of the safety culture
- Completed a major Utility billing software upgrade
- Expand fiber infrastructure (Coulter Field, South College, Traffic Signals, Main fiber backbone)
- Major system and software upgrades completed: Crystal Reports, Cognos, Tritech, Laserfiche, Sensus, MeterSense, Milsoft, Clevest, GeoDigital, Survalent, Phone System
- Systems Uptime: HTE/Naviline 100%, Public Safety Systems 99.7%, Core Network 100%, Radio 99.9%
- Hardware upgrades completed: AMI network, layer2 switching, CEOC network and phones

Fiscal Year 2020 Goals and Objectives

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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 1,865,052	\$ 3,994,409	\$ 3,994,409	\$ 3,862,000	\$ 4,253,200	\$ 258,791	6.5%
Supplies	127,032	226,600	226,600	158,700	344,500	117,900	52.0%
Maintenance & Services	1,226,812	1,559,610	1,559,610	1,783,500	1,775,900	216,290	13.9%
Miscellaneous/Admin Reimb	169,188	426,400	426,400	307,500	430,200	3,800	0.9%
Capital Outlay	324,676	394,000	594,000	623,000	445,000	51,000	12.9%
Total Expenses	\$ 3,712,760	\$ 6,601,019	\$ 6,801,019	\$ 6,734,700	\$ 7,248,800	\$ 647,781	9.8%

Budgeted Personnel

	FY2018 Adopted**	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Chief Information Officer	1	1	1	1	1
Operations Division Manager	1	1	1	1	1
Systems Division Manager	-	1	1	1	1
Chief Information Security Officer	-	1	1	1	1
Information Technology Services Assistant	1	1	1	1	1
System/Network Administrator	2	4	4	4	4
Network Operations Supervisor	1	1	1	1	1
Systems Supervisor	1	1	1	1	1
System Support Specialist	4	5	5	5	5
System's Analyst	1	5	5	5	6
System's Supervisor	-	-	1	1	1
DBA	-	1	1	1	1
Business System's Analyst	-	1	1	1	-
Telecommunications Systems Supervisor	1	1	1	1	1
Telecommunications Systems Administrator	2	4	4	4	4
GIS Supervisor	1	1	1	1	1
GIS Analyst	2	3	3	3	3
Public Safety Systems Administrator	1	1	1	1	1
Project Manager	-	1	1	1	1
Cybersecurity & Compliance Administrator	-	3	3	3	3
Total	19	37	38	38	38

**Note: City and BTU departments combined in FY2018.

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Help Desk calls processed	4,100	4,700	6,500	6,700	6,500
Maintain Help Desk issue resolution goals at 99.3% within 18 business hours	99.82%	99.30%	99.30%	99.60%	99.50%
Maintain Help Desk issue resolution goals at 99.5% within 4 business hours	98.67%	92.50%	92.50%	94.00%	93.00%
% of Core Network Uptime 99.5%	99.99%	99.50%	99.50%	99.99%	99.50%
% System Uptime 99.5%	99.99%	99.50%	99.50%	99.99%	99.50%
% Radio Uptime 99.5%	99.98%	99.50%	99.50%	99.98%	99.50%

Human Resources

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2019 Accomplishments

- Conducted (working with compensation consultant) thorough salary survey and market study (for citywide benchmark positions) of comparable cities (and/or industry as needed) and made recommendations of any pay range adjustments and market adjustments necessary to stay competitive. Assisted with a salary/market study for utility positions in conjunction with another Texas utility.
- Conducted (HR staff) salary/compensation study for sworn positions in police and fire and worked with those departments to propose special adjustments to the current pay schedules to stay competitive in market for all civil service ranks.
- Created and implemented a formal succession-planning program for BTU.
- Implemented a new platform of our Learning Management System (online training and development tracking system) for enhanced functionality and user-friendliness. Continued and enhanced a citywide training and talent development program that includes online and onsite/offsite training and development opportunities to meet needs of all departments and individual employees.
- Assigned and ensured all supervisors and managers completed the required hours of training in areas of policy, employment law, and job specifics; assigned and ensured all employees were covering their required "2 year" training topics.
- Continued a sick leave donation program as part of the catastrophic sick leave policy to assist those employees who have exhausted normal sick leave banks due to legitimate reasons.
- Continued work with City of Bryan and BTU Finance Departments and Brazos Valley Affordable Housing and the Community Loan Center of the Brazos Valley to provide access to a Small Loan Program for employees.
- Worked with the Community and Business Leaders Partnership and Workforce Solutions Brazos Valley on an Education Externship program, also partnering with Bryan ISD.
- HR and other City departments attended several career fairs throughout the year, including Chamber of Commerce events, an A&M student athlete event, and veterans and students events - keeping the City of Bryan visible in the community as a prospective employer of choice.
- Continued update of local Civil Service rules to meet the recruiting, hiring, and other needs of the police and fire departments.
- Continued review and update of Personnel and Administrative Policies and Procedures.
- Worked with managers and Legal on numerous personnel issues to minimize exposure to liability.
- Coordinated and administered police and fire entrance exams, hiring processes, and promotional exams/processes.

Fiscal Year 2020 Goals and Objectives

- Resurrect and enhance the education reimbursement program to offer financial assistance to those employees who want to further their education in the area of their work responsibility.
- Implement a citywide language skills program to include Spanish and other languages used in our community.
- Implement a longevity pay program to incentivize and reward employees for their tenure and continued dedication to the City of Bryan.
- Continue to enhance/develop citywide programs to incentivize employees, show appreciation and recognition, boost morale, and provide a happy and healthy workplace environment.
- Continue to evolve our training program and develop training tracks and series focused more specifically on individual types of positions, from manager to line worker.
- Continue to work with top management on succession planning and mentoring program and extend the plan to all management positions and departments.

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 528,671	\$ 537,378	\$ 537,378	\$ 561,500	\$ 576,100	\$ 38,722	7.2%
Supplies	16,236	16,500	16,500	16,100	55,000	38,500	233.3%
Maintenance & Services	151,862	126,842	126,842	132,000	90,450	(36,392)	-28.7%
Miscellaneous/Admin Reimb	30,658	35,600	35,600	36,100	33,450	(2,150)	-6.0%
Total Expenses	\$ 727,427	\$ 716,320	\$ 716,320	\$ 745,700	\$ 755,000	\$ 38,680	5.4%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Human Resource Manager	1	1	1	1	1
Human Resource Supervisor	-	1	1	1	1
Human Resource Generalist	2	1	1	1	1
Human Resources Assistant	1	1	-	-	-
Human Resources Specialist	-	-	1	1	1
Human Resources Clerk	1	1	1	1	1
Total	5	5	5	5	5

Performance and Activity Measures*

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
# of Personnel Reqs Processed	169	150	150	160	170
# of Applications Received	5,968	5,400	5,400	5,700	6,000
# of New Hires	269	280	280	270	300
# of Reclass/Promotion/Special	NA	NA	NA	80	80
Turnover Rate%	18%	18%	18%	18%	20%
# of Onsite Training Sessions	40	50	50	30	30
# of Training Sessions Avail	82	125	125	140	150
Online for 1000 employees					
# of Employee Relations Issues	220	200	200	200	200
# of Disciplinary	75	70	70	75	70
Actions/Grievances					

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

Facility Services

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2019 Accomplishments

- Replaced HVAC rooftop unit's #1, #3 and #4 at the Municipal Office Building.
- Completed gate and door access controls at the Bryan Justice Center.
- Completed major repairs to the roofs at Fire Station #1, Clara B. Mounce Library and the Palace Theater.
- Relocated building for the Police Services Department at Coulter field airport.
- Completed HVAC Controls upgrades to the Municipal Office Building, Clara B. Mounce Library and the Bryan Justice Center.
- Renovation of the Castle Heights Restroom Building.
- Worked with the parks department to install new equipment as well as maintained all areas while utilizing Budget, Park Improvement Plan and Parkland Development funds to maximize the use of funding to accomplish the needs of the parks department.
- Painted and upgraded the Municipal Service Center office building, restroom stalls, floors, walls, ceiling tiles and plumbing fixtures.
- Upgraded several park light projects to LED lighting; Henderson, Sue Haswell and Sadie Thomas 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.
- Grandview Cemetery, installation of railings and gate.
- Completed inspections of all mechanical equipment in all buildings; identify and replace items that are failing or near end-of-life and continue to update five year plan.
- Continue to ensure complete customer satisfaction at the end of our work request.
- Continue to assist the Code officers with the removal of graffiti when property owners have no way to remove.

Fiscal Year 2020 Goals and Objectives

- Continue to work closely with the parks department on the parks improvement plan.
- Schedule resurfacing of several tennis or basketball courts with the Bryan Independent School District.
- Continue to upgrade benches, tables and litter receptacles at various parks.
- Continue to work with the Downtown Business Association on downtown lights, Texas Reds, banners and the Palace Theater.
- Work with Parks Department with Holiday Magic, and other events throughout the year.
- Continue to provide inspections of all mechanical equipment in all buildings; identify and replace items that are failing or near end-of-life and continue to update five year plan.
- Continue to ensure complete customer satisfaction at the end of our work request.
- Communicate project updates so that all involved are informed and up to date with project schedules and timelines.
- Continue to work with the parks department to install new equipment as well as maintain all areas while utilizing budgeted, parkland development and PIP funding.
- Continue to assist the Code officers with the removal of graffiti when property owners have no way of removal.
- Continue to focus on training opportunities for staff to enhance their knowledge in maintenance.
- Upgrade gates and operators at the Justice Center as well as the Municipal Service Center.
- Replacement of the backup generator at Fire Station #5.
- Make needed upgrades to the Municipal Office Building Elevators.
- Continue with the department's main focus on maintenance.

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 1,108,043	\$ 1,246,482	\$ 1,246,482	\$ 1,199,600	\$ 1,273,900	\$ 27,418	2.2%
Supplies	45,773	45,231	45,231	47,500	45,200	(31)	-0.1%
Maintenance & Services	735,316	551,953	551,953	599,700	797,550	245,597	44.5%
Miscellaneous/Admin Reimb	195,020	191,643	191,643	225,400	191,650	7	0.0%
Capital Outlay	196,531	488,000	488,000	400,000	177,000	(311,000)	-63.7%
Total Expenses	\$ 2,280,683	\$ 2,523,309	\$ 2,523,309	\$ 2,472,200	\$ 2,485,300	\$ (38,009)	-1.5%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Facility Services Manager	1	1	1	1	1
Facility Services Assistant	1.5	1	1	1	1
Facility Services Clerk	-	0.5	0.5	0.5	0.5
Facility Services Maintenance Supervisor	2	2	2	2	2
Facility Services Crew Supervisor	1	-	-	-	-
Facility Services Custodial Supervisor	-	1	1	1	1
HVAC Technician	1	1	1	1	1
Maintenance Technicians, Tech Op I Thru V	8	8	8	8	8
Preventative Maintenance Technician	1	1	1	1	1
Facility Services Worker	2	2	2	2	2
Total	17.5	17.5	17.5	17.5	17.5

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Total completed Parks work orders	1,153	1,014	1,014	1,000	1,077
Total completed Facility work orders	1,613	1,528	1,528	1,288	1,451
Total completed work orders	2,766	2,221	2,542	2,288	2,527
Avg. labor hrs/facilities preventative maintenance work orders	1.32	2.00	1.50	1.57	1.45
Avg. labor hrs/facilities corrective work order	8.33	6.20	6.20	5.15	6.74
Avg. labor cost/facilities preventative maintenance work orders	\$ 21.35	\$ 20.72	\$ 20.72	\$ 21.42	\$ 21.39
Avg. Labor cost/facilities corrective work orders	\$ 171.76	\$ 113.80	\$ 113.80	\$ 133.92	\$ 152.84

Fleet Services

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2019 Accomplishments

- Recertify for the National Institute for Automotive Service Excellence ("ASE"), Blue Seal of Excellence Award for the eleventh consecutive year.
- Continued to enhance services provided on fleet vehicles and equipment.
- Continued internal cross-training program.
- Certified Automotive Service Excellence ("ASE") for all technicians.
- Continued our current in-house tire mounting, balancing and repair services. This service is designed to further reduce vehicle down time and save the departments additional financial resources when compared to current outsourcing alternatives. Enhance service level further by implementing a mounted tire/wheel program for Police and Refuse vehicles. Also began a wheel refurbishment exchange process for Refuse, by retaining good wheels from units being removed from the fleet before final disposal.
- Continue to enhance services provided on fleet vehicles and equipment with the addition of in-house glass chip/crack repair.
- Continued Fleet Standardization in all areas possible or practical since having a standardized fleet makes for a safer work environment as operators become more familiar with the equipment, as well as improving purchase price advantages. This also results in greatly improved parts stocking ability, reduced technical training and special tool needs, etc.
- Continued "Green Initiative" efforts by replacing older, inefficient vehicles and equipment with newer, more fuel efficient, lower emission designs as budgetary constraints allow.
- Continued utilizing the Laserfiche system in an effort to further streamline records processing and retention.
- Continued to upgrade and outfit our recently acquired (hand me down utility bed pick up) and converted Field Service Unit, with additional tools and equipment as demand illustrates the need and budget allows.
- Added a Customer Loaner Unit to the Fleet by temporarily retaining and refurbishing a lower mileage replaced unit. This unit will be cycled out and replaced with an again better unit over the course of time and other replacement cycles. The availability of this unit allows for utilization in the event a customer's unit is out of service, thereby eliminating the perceived need for individual departments to maintain backups within their departmental fleet.

Fiscal Year 2020 Goals and Objectives

- Attain National Institute for Automotive Service Excellence ("ASE"), Blue Seal of Excellence Award for the twelfth consecutive year.
- Implement and transition to a new Fleet Management Software System that will provide greater efficiencies by reducing redundant clerical entries, allow for better utilization and analysis of already captured data, etc.
- Restructured Fleet Personnel Staff to more expediently serve our customers and increase efficiency. Add Fleet Shop Foreman and Parts Procurement Specialist, working with Human Resources as budget and authority restraints allow.
- Continue to provide excellent customer service.
- Continue compliance with federal, 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.

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 576,651	\$ 796,152	\$ 796,152	\$ 604,000	\$ 764,800	\$ (31,352)	-3.9%
Supplies	53,770	47,057	47,057	32,700	47,550	493	1.0%
Maintenance & Services	28,258	33,934	33,934	35,300	34,300	366	1.1%
Miscellaneous/Admin Reimb	1,185	2,320	2,320	2,250	2,350	30	1.3%
Total Expenses	\$ 659,864	\$ 879,463	\$ 879,463	\$ 674,250	\$ 849,000	\$ (30,463)	-3.5%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Fleet Manager	1	1	1	1	1
Fleet Lead Service Technician	2	2	2	2	2
Fleet Admin Assistant	1	1	1	1	1
Fleet Preventive Maintenance Technician	1	1	1	1	1
Fleet/Facility Support Technician	1	1	1	1	1
Fleet Mechanic	5	5	5	5	5
Total	11	11	11	11	11

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
# of fleet job orders	6,705	7,000	7,000	7,000	7,000
Average labor hours per fleet job order	2	2	2	2	2
Average labor cost per fleet job order	\$ 94.53	\$ 96.00	\$ 96.00	\$ 96.00	\$ 100.00
# of fleet job orders completed per day/per mechanic	4	4	4	4	4
Attain National Institute for Automotive Service Excellence (ASE), Blue Seal of Excellence Award	Yes	Yes	Yes	Yes	Yes
% of eligible Service Technicians ASE Certified	100	100	100	100	100
# of New/Recertified ASE skill areas attained	8	10	10	10	10

Percentage of Resources Expended by Department

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Solid Waste Services	30%	30%	30%	30%	30%
Water Services	18%	20%	20%	20%	20%
Transportation Services	11%	11%	11%	11%	11%
Police Services	13%	14%	14%	14%	14%
Fire Services	15%	14%	14%	14%	14%
Facility Services	2%	2%	2%	2%	2%
Parks Services	5%	5%	5%	5%	5%
All Others Combined	6%	4%	4%	4%	4%

Executive Services

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2019 Accomplishments

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

Fiscal Year 2020 Goals and Objectives

- Provide ways for citizens to have the opportunity to voice opinions through public hearings, meetings, surveys, etc.
- Maintain fund reserve of at least 60 days of operating expenditures/expenses
- Provide comprehensive CIP information to City Council on a regular basis
- Conduct Management Team meetings to further enhance communication within the organization
- Continue to implement strategic initiatives as outlined in the Strategic Plan
- Continue to present to professional groups and educate the public on local government and current issues.
- Continue to assist with economic development initiatives
- Attend all City Council meetings and provide regular reports to the City Council
- Respond to citizen concerns within 24 hours
- Present a balanced Fiscal Year 2019 proposed budget
- Prepare City Council agendas and meet appropriate Texas Open Meetings Act ("TOMA") requirements
- Execute policies set and established by City Council
- Provide effective and efficient service delivery of all municipal services
- Provide City staff with professional development opportunities and other work or career-related training, and promote continuous improvement and learning
- Continue a proactive approach to growth, including economic development, infill development, growth planning, Extra Territorial Jurisdiction ("ETJ") controls, annexation, and development in general
- Continually evaluate City operations, processes, and procedures to take advantage of efficiencies and cost-benefit opportunities; streamline services
- Continue to stress strong customer service values, and encourage employees to embrace customer service skills and qualities.

Executive Services

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 1,064,512	\$ 1,096,261	\$ 1,096,261	\$ 1,089,000	\$ 1,132,500	\$ 36,239	3.3%
Supplies	17,423	13,500	13,500	10,550	13,500	-	0.0%
Maintenance & Services	150,929	175,665	175,665	154,300	175,500	(165)	-0.1%
Miscellaneous/Admin Reimb	108,814	127,381	127,381	157,900	127,500	119	0.1%
Total Expenses	\$ 1,341,678	\$ 1,412,807	\$ 1,412,807	\$ 1,411,750	\$ 1,449,000	\$ 36,193	2.6%

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Executive Services	\$ 1,267,239	\$ 1,331,748	\$ 1,331,748	\$ 1,340,250	\$ 1,364,900	\$ 33,152	2.5%
City Hall Security	74,439	81,059	81,059	71,500	84,100	3,041	3.8%
Total Expenses	\$ 1,341,678	\$ 1,412,807	\$ 1,412,807	\$ 1,411,750	\$ 1,449,000	\$ 36,193	2.6%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
City Manager	1	1	1	1	1
Deputy City Manager	2	2	2	2	2
Executive Services Office Coord/Supervisor	1	1	1	1	1
Executive Services Assistant	1	1	1	1	1
Building Security Officer	1	1	1	1	1
Total	6	6	6	6	6

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Minimum # of days-operating expenses in General Fund reserve	60	60	60	60	60
# of Management Team Weekly Meetings	45	35	20	20	20
# of weekly City Manager's Reports to Council	52	45	50	50	50
# of meetings with COCS/Brazos County	10	52	10	10	10
# of meetings with BISD	10	12	10	10	10
# of Council Candidate Orientations held	1	1	1	1	1
# of New Council Member Orientations held	1	1	1	1	1

Economic Development

Mission Statement

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

Strategic Initiatives

- Encourage economic development opportunities in partnership with Texas A&M University, Blinn Jr. College, Bryan Independent School District, Brazos County, Bryan Business Council, Bryan-Brazos County Economic Development Foundation, Inc., Brazos Valley Economic Development Corporation, and CHI St. Joseph Hospital.
- Promote the development of the BioCorridor, Traditions, ATLAS Town Center and Downtown North.
- Assist in the creation of new jobs.
- Aid in the expansion of current business.
- Assist in the improvement of the City's gateways.
- Assist the City in increasing property values.
- Encourage residential development and explore opportunities to assist Texas Avenue property owners to market their property for lease or sell.
- Encourage economic development opportunities within the Bryan Business Park and at Coulter Field.
- Pursue and assist with retail development opportunities with retail site selectors, developers, and property owners.
- Pursue active involvement in the Bryan-College Station homebuilders, apartments, and restaurants associations.
- Represent the City at various meetings including professional association meetings, and other meetings as necessary, and respond to inquiries regarding the department's area of responsibility.
- Serve as primary contact and advocate for the development and building communities. Provide developers/builders a point of contact or liaison.

Fiscal Year 2019 Accomplishments

- Assisted Bryan-Brazos County Economic Development Foundation in attracting new businesses in the Texas Triangle Park.
- Assisted in preparing Chapter 380 agreements to aid development and redevelopment to include the Home Builder Incentive Program, the Parade of Homes reimbursement, Life/Safety Grant, and the Corridor Beautification Grant.
- Managed the City's four Tax Increment Reinvestment Zones.
- Served as the liaison between the City of Bryan and the Bryan Business Council to facilitate redevelopment of commercial properties, i.e. South College, Residential Infill, and Career and Technology Education with BISD.
- Served as the liaison between the City of Bryan and the Bryan-Brazos County Economic Development Foundation
- Served as primary contact to attract new businesses to the Bryan Business Park.
- Held multiple community events at Coulter Field.
- Served on the BISD Long Range Planning Committee, Economic Development Foundation and attended school board public meetings.
- Managed the City's standard oil & gas lease agreements where the City owns minerals rights and acted as the liaison to oil companies on the City's behalf.
- Served as the Associate Vice President to the Executive Board for FY 2017-2018.
- Served as the liaison with the Brazos Valley Economic Development Corporation
- Completed all courses for a total of 137 hours of Certified Economic Developer ("CECd") coursework

Fiscal Year 2020 Goals and Objectives

- Continue to encourage economic development opportunities in partnership with Texas A&M University, Blinn Jr. College, Bryan Independent School District, Brazos County, Bryan Business Council, Bryan - Brazos County Economic Development Foundation, Brazos Valley Economic Development Corporation, and St. Joseph Hospital.
- Continue to provide support to the Bryan Business Council and Bryan – Brazos County Economic Development Foundation, Inc. as the staff liaison.
- Continue to manage the subcommittees of the Bryan Business Council including the Residential Infill, Commercial Infill, Education, and Finance subcommittees.
- Continue to promote development of the BioCorridor, Traditions, ATLAS Town Center and Downtown Bryan.
- Continue to assist in the creation of new jobs and expansion of current business by improving the City's gateways.
- Continue to assist in increasing property values in the City.
- Continue to explore opportunities to assist Texas Avenue property owners to market their property for lease or sell.
- Continue to encourage economic development opportunities within the Bryan Business Park and Coulter Field.
- Continue to work on taking 35 plus hours of CECd certification coursework.
- Continue to serve as the Associate Vice President in the Brazos Valley Builders Association FY 2018-2019.

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 642,679	\$ 658,778	\$ 658,778	\$ 675,500	\$ 701,800	\$ 43,022	6.5%
Supplies	7,643	4,900	4,900	4,850	4,900	-	0.0%
Maintenance & Services	22,983	27,560	27,560	25,100	27,900	340	1.2%
Miscellaneous/Admin Reimb	219,245	244,215	244,215	307,600	369,000	124,785	51.1%
Total Expenses	\$ 892,550	\$ 935,453	\$ 935,453	\$ 1,013,050	\$ 1,103,600	\$ 168,147	18.0%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Development Services Director	1	1	1	1	1
Business Liaison & Special Projects Manager	1	1	1	1	1
Director of Strategic Projects	1	1	1	1	1
Economic Development Specialist	1	1	1	1	1
Economic Development Assistant	1	1	1	1	1
Total	5	5	5	5	5

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Meetings:					
Bryan Business Council	12	12	14	14	14
BBC Subcommittees	10	12	12	12	12
Planning and Zoning Commission	6	6	2	2	2
Bryan City Council/Bryan Commerce and Development Workshop and Regular Sessions Meetings	36	36	36	36	36
Brazos Valley Economic Development Corporation	12	24	12	12	12
City of Bryan & Brazos County Economic Development Foundation	12	12	12	11	12
Bryan Independent School District	-	9	9	-	9
Bryan College Station Home Builders Association Meetings	-	10	10	-	10
TIRZ Board Meetings	5	7	5	5	5
BISD Education Foundation Board	-	8	-	-	-
	-	3	3	-	3
Texas Association of Builders/Voting Board Member					
Texas Department of Transportation Aviation	4	4	4	4	4
Miscellaneous Subcommittees	-	16	12	-	12

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 2019 Accomplishments

- Performed compliance and performance audits per Audit Committee guidance
- Supported Council by performing special assignments and investigations
- Engaged contracted internal auditor
- Developed and approved an internal audit plan
- Completed at least four audits per the Audit Plan
- Revised the Fraud Hotline process
- Completed special audits
- Reviewed, adopted, and/or recommended other policies, procedures, guidelines, etc.
- Considered and accepted financial reports, such as quarterly reports, the Financial Policy Statement Checklist, CAFR, external audits, etc.
- Recommended changes to the Financial Management Policy Statements
- Reviewed online Code of Ethics and Conduct for Elected and Appointed Officials training

Fiscal Year 2020 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 FY2020
- Provide regular update reports
- Attend Audit Committee meetings

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 113,017	\$ 176,245	\$ 176,245	\$ 600	\$ -	\$ (176,245)	-100.0%
Supplies	-	770	770	-	-	(770)	-100.0%
Maintenance & Services	1,874	2,825	2,825	1,050	-	(2,825)	-100.0%
Miscellaneous/Admin Reimb	10,628	1,600	1,600	179,000	150,000	148,400	9275.0%
Total Expenses	\$ 125,520	\$ 181,440	\$ 181,440	\$ 180,650	\$ 150,000	\$ (31,440)	-17.3%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended**	FY2019 Projected	FY2020 Adopted
City Internal Auditor	1	1	-	-	-
Total	1	1	-	-	-

**Note: The City Internal Auditor position was replaced with contracted services in FY 2019.

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
# of Audit Committee Meetings	4	4	4	4	4
# of Audit Reports and Memos	5	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 2019 Accomplishments

- Successfully conducted City of Bryan elections ordered by Council.
- Conducted candidate orientation for Council candidates.
- Oversaw recruitment/appointment process of Council's boards, committees and commissions. Conducted Texas Open Meeting Act training and City of Bryan Ethics and Conflict of Interest Training for newly appointed board, committee and commission members.
- Implemented new software, increasing the accessibility and transparency of the board recruitment/appointment process.
- Conducted a successful Records Management month and continued preservation of City's archival records.
- Coordinated Council's annual volunteer reception.
- Received Five Star Exemplary Award from State of Texas for Excellence in Vital Statistics Reporting
- Improved and modernized the certificate issuance process in the Vital Statistics Office
- Oversaw development and launch of special marketing campaigns.
- Assisted with the formulation of Chamber of Commerce Federal and State Legislative Plans
- Expanded Youth Advisory Commission ("YAC") activities, including receiving grant from the Texas Youth Action Network administered by Texas A&M Public Policy Research Institute.

Fiscal Year 2020 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 and City of Bryan Ethics and Conflict of Interest Training for newly elected Council and boards, committees and commissions.
- Host city-wide neighborhood association forum
- Expand marketing efforts to target economic development, tourism and public safety.
- Host Vital Statistics training with local registrars and partners.
- Co-Chair Chamber of Commerce Legislative Action Committee and assist with the development of the State and Federal Legislative Plans.
- Host community event during Municipal Clerk Week.
- Develop and launch special "Be Counted" campaign prior to 2020 Federal Census
- Begin preparation for redistricting following 2020 Federal Census.
- Assist with plan for Bryan's 150th birthday celebration.

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 507,816	\$ 545,533	\$ 545,533	\$ 539,300	\$ 567,800	\$ 22,267	4.1%
Supplies	10,880	25,244	25,244	19,900	23,250	(1,994)	-7.9%
Maintenance & Services	15,893	32,806	32,806	30,750	34,900	2,094	6.4%
Miscellaneous/Admin Reimb	71,049	120,721	120,721	86,500	130,550	9,829	8.1%
Total Expenses	\$ 605,638	\$ 724,304	\$ 724,304	\$ 676,450	\$ 756,500	\$ 32,196	4.4%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
City Secretary	1	1	1	1	1
Assistant City Secretary	1	1	1	1	1
City Secretary Division Assistant	-	1	1	1	1
Council Services Assistant	1	-	-	-	-
Records Management Coordinator	1	1	1	1	1
Vital Statistics Technician	1	1	1	1	1
Citizen Information/Service Clerk	1	1	1	1	1
Total	6	6	6	6	6

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Successful elections	1	2	2	1	3
# of submissions to the Dept. of Justice	-	-	-	-	-
# of departments using Laserfiche	29	31	31	29	31
# of paper copies provided for open records requests	8,658	10,000	10,000	9,500	10,000
# of records converted to electronic format	819,439	800,000	800,000	800,000	800,000
# of departmental records audits performed	3	2	2	2	2
# of timely agendas and minutes prepared	64	120	120	70	120
# of Texas Open Meetings Act (TOMA) training	1	1	1	1	1
# of candidate orientations conducted	1	1	1	1	1
# of new councilmember orientations conducted	1	1	1	1	1
# of legislative bills tracked	200	1,200	1,200	1,600	200
# of volunteer hours logged	9,820	10,000	10,000	6,000	10,000
Total value of donations from volunteers	\$ 241,955	\$ 251,500	\$ 251,500	\$ 147,840	\$ 251,500
# of certified birth records processed	2,522	2,500	2,500	2,350	2,500
# of death records processed	1,168	500	500	672	500

City Council Services

Vision Statement

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

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2019 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 and approved Five Year Capital Improvement Program
- Launched Midtown Area Plan
- Progress on new regional park

Fiscal Year 2020 Goals and Objectives

- Review and update Council's strategic plan
- Adopt balanced budget
- Host annual volunteer reception
- Continue development and redevelopment activities
- Continue development of new regional park
- Implement Midtown Area Plan

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 47	\$ 70	\$ 70	\$ 70	\$ 100	\$ 30	42.9%
Supplies	27,813	33,300	33,300	33,000	33,300	-	0.0%
Maintenance & Services	142,400	164,947	164,947	142,000	193,950	29,003	17.6%
Miscellaneous/Admin Reimb	32,413	59,140	59,140	52,500	59,150	10	0.0%
Total Expenses	\$ 202,673	\$ 257,457	\$ 257,457	\$ 227,570	\$ 286,500	\$ 29,043	11.3%

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
# of Strategic Initiatives	5	5	5	5	5
# of Strategic Planning Sessions	-	1	1	1	1
# of Bryan Commerce & Development Agendas & Minutes Prepared	16	24	24	24	24
Board/Committee/Commission Applications Rec'd.	104	150	150	100	150
Board/Committee/Commission Appointments	97	100	100	170	100
# of Proclamations Prepared	82	130	130	90	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; and to retain those who already live and do business in our community.

Strategic Initiatives

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

Fiscal Year 2019 Accomplishments

- Produced Fiscal Year 2018 State of the City video and electronic report highlighting every City department
- Produced Fall/Winter and Spring/Summer Parks and Recreation Activity Guides with online registration directly from the guides. Also produced BTU, Bryan Fire Department, and Bryan Police Department Annual Reports
- Created and produced over 100 graphic projects, print/digital advertisements, brochures, promotional items, etc.
- Produced and aired more than 40 different video projects for broadcast on Municipal TV Channel 16, KBTX, KAGS, and KYLE stations; on the City's website, social media platforms, and in digital marketing campaigns
- Assisted in the promotion of special events/initiatives such as the Texas Reds Festival, First Friday, and Lights On!
- Continued digital ad campaign to increase awareness and drive site selectors to new Economic Development webpage integrated with Zoom Prospector, a third party property listing database tool to promote real estate listings.
- Strengthened the City's presence on social media and tailored information to fit specific communication channels including Facebook, Twitter, Instagram, YouTube, Flickr, and Nextdoor
- Focused marketing initiatives and strategies to external audiences to improve the City's image, attract visitors, and showcase quality of life in an effort to attract new residents and businesses while retaining existing stakeholders
- Enhanced the programming efforts of the City with timely, targeted communications that can be easily adapted to a variety of communication channels
- Redesigned BTU website and intranet; developed interactive map to showcase parks, facilities, and amenities; created unique pages for special projects included Midtown Planning Area and annexation; continued to revamp department pages to organize and edit content to better meet the needs of viewers
- Produced 12 issues each of monthly publications Texas CoOp Power Magazine and Plug In
- Continued promotion of Gameday Shuttle service to directly target Texas A&M and opposing team fans; Downtown Shuttle was the only off-campus service to increase in ridership year over year for the past 4 consecutive years
- Increased the number of subscribers that receive direct email updates through Constant Contact
- Won 5 State awards and 1 National award for excellence in electronic reporting, graphic design, video PSA production, and printed publications

Fiscal Year 2020 Goals and Objectives

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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 361,862	\$ 386,396	\$ 386,396	\$ 378,000	\$ 403,300	\$ 16,904	4.4%
Supplies	3,834	22,320	22,320	8,900	15,100	(7,220)	-32.3%
Maintenance & Services	6,022	13,611	13,611	8,200	13,450	(161)	-1.2%
Miscellaneous/Admin Reimb	113,859	151,300	151,300	126,200	161,550	10,250	6.8%
Capital Outlay	-	3,000	3,000	-	-	(3,000)	-100.0%
Total Expenses	\$ 485,577	\$ 576,627	\$ 576,627	\$ 521,300	\$ 593,400	\$ 16,773	2.9%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Communications & Marketing Manager	1	1	1	1	1
Graphic & Media Project Coordinator	1	1	1	1	1
Video Communications Specialist	1	1	1	1	1
Web Communications Specialist	1	1	1	1	1
Multimedia Specialist	-	1	-	-	-
Total	4	5	4	4	4

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
# of press releases, media alerts, radio appearances	284	185	325	325	335
# of Regular or Recurring Original Programs	37	75	45	45	50
# of media and public contacts in a centralized list	2,516	3,200	3,000	3,000	3,200
% complete (website redesign)	100%	100%	100%	100%	100%
# of unique page views to www.bryantx.gov	270,485	900,000	300,000	300,000	310,000
# of total pageviews to www.bryantx.gov	467,561	1,100,000	475,000	475,000	480,000
# of publications, brochures, handouts (not including ads)	66	85	80	80	85
# of social media fans (Twitter, Facebook, Instagram)	30,303	19,000	40,000	40,000	42,000

Neighborhood & Youth Services

Mission Statement

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

Strategic Initiatives

- Establish partnerships with youth serving organizations in the City of Bryan, 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 2019 Accomplishments

- Continued activities of the Youth Advisory Commission ("YAC")
- Obtained grant from the Texas Youth Action Network administered through Texas A&M Public Policy Research Institute
- Administered the neighborhood association matching grant program
- Continued to foster communication at the neighborhood level
- Provided support to various youth programs and activities
- Continued the Youth Health Committee to promote wellness programs for youth at-risk
- Continued winter clothing program for at-risk children
- Oversaw construction aspect of infill redevelopment program

Fiscal Year 2020 Goals & Objectives

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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 94,770	\$ 97,093	\$ 97,093	\$ 96,000	\$ 100,900	\$ 3,807	3.9%
Supplies	217	725	725	450	750	25	3.4%
Maintenance & Services	4,079	6,335	6,335	5,900	5,850	(485)	-7.7%
Miscellaneous/Admin Reimb	19,178	45,390	45,390	21,300	45,400	10	0.0%
Total Expenses	\$ 118,244	\$ 149,543	\$ 149,543	\$ 123,650	\$ 152,900	\$ 3,357	2.2%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Neighborhood/Youth Outreach Coordinator	1	1	1	1	1
Total	1	1	1	1	1

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
# of neighborhood associations registered	42	42	42	42	42
# of neighborhood associations utilizing matching grant funds	2	3	1	1	3
# of neighborhood associations utilizing YNAPP matching grant	-	2	-	-	2
# of City Wide Neighborhood Forums held	-	1	1	1	1
Development of the Youth Advisory Commission	12	12	12	12	12
# of youth at risk events supported	12	12	12	12	12

Legal Services

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2019 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 2020 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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 671,853	\$ 777,808	\$ 777,808	\$ 710,100	\$ 795,200	\$ 17,392	2.2%
Supplies	11,494	7,368	7,368	8,400	7,350	(18)	-0.2%
Maintenance & Services	29,485	31,450	31,450	17,750	32,450	1,000	3.2%
Miscellaneous/Admin Reimb	7,357	20,175	20,175	8,750	20,200	25	0.1%
Total Expenses	\$ 720,190	\$ 836,801	\$ 836,801	\$ 745,000	\$ 855,200	\$ 18,399	2.2%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
City Attorney	1	1	1	1	1
Assistant City Attorney	3	3	3	3	3
First Assistant City Attorney	1	1	1	1	1
Legal Assistant	1	1	1	1	1
Total	6	6	6	6	6

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
% of customers rated services as good	90%	90%	90%	90%	90%
Avg. response time to Council requests (days)	0.50	0.50	0.50	0.50	0.50
% of tasks meeting agreed deadlines	85%	85%	85%	85%	85%

CITY OF BRYAN, TEXAS
Payments to Other Agencies
Fiscal Year 2020

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
<u>Payments Agency Contributions</u>							
Brazos Central Appraisal District	\$ 255,728	\$ 295,000	\$ 295,000	\$ 297,902	\$ 348,041	\$ 53,041	18.0%
Brazos County (Prisoner Support)	101,555	150,000	150,000	150,000	150,000	-	0.0%
Brazos County 911 District	1,806,926	1,896,956	1,896,956	1,896,956	1,968,028	71,072	3.7%
Brazos County Health Department	359,150	395,065	395,065	395,065	434,572	39,507	10.0%
Brazos Senior Citizens	15,000	15,000	15,000	15,000	15,000	-	0.0%
Bryan Business Council	20,000	20,000	20,000	20,000	50,000	30,000	150.0%
BVC Net	6,500	13,000	13,000	6,500	6,500	(6,500)	-50.0%
BVWACS	133,846	137,750	137,750	110,183	96,459	(41,291)	-30.0%
Downtown Bryan Association	67,500	67,500	67,500	67,500	55,568	(11,932)	-17.7%
Easterwood Airport	70,456	67,000	67,000	70,456	70,456	3,456	5.2%
Total Partner Agency Contributions	2,836,661	3,057,271	3,057,271	3,029,562	3,194,624	137,353	4.5%
<u>Economic Development Contributions</u>							
Brazos Valley Economic Development Corporation	350,000	350,000	350,000	350,000	350,000	-	0.0%
Economic Development Foundation	137,500	137,500	137,500	-	-	(137,500)	-100.0%
Total Economic Development	487,500	487,500	487,500	350,000	350,000	(137,500)	-28.2%
<u>Other Non Departmental</u>							
Contractual Obligations	314,579	676,800	676,800	676,800	1,085,358	408,558	60.4%
Other Misc. Obligations	447,696	50,000	50,000	50,000	46,000	(4,000)	-8.0%
Utility Admin. Reimbursement	54,026	-	-	-	-	-	0.0%
Transfer to Other Funds	632,511	885,674	885,674	885,500	739,018	(146,656)	-16.6%
Total Other Non Departmental	1,448,812	1,612,474	1,612,474	1,612,300	1,870,376	257,902	16.0%
Sub-Total Expenses	4,772,973	5,157,245	5,157,245	4,991,862	5,415,000	257,755	5.0%
<u>Non Operating</u>							
CIP - Reimbursement Resolution	1,000,930	-	-	1,000,000	-	-	0.0%
Land	3,800	-	-	-	-	-	0.0%
Total Non Operating	1,004,730	-	-	1,000,000	-	-	0.0%
Total	\$ 5,777,703	\$ 5,157,245	\$ 5,157,245	\$ 5,991,862	\$ 5,415,000	\$ 257,755	5.0%

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 Standard and Poor's. The ratings are measures of the ability of the City to pay the principal and interest on debt. For General Obligation and Certificates of Obligation, Standard and Poor's has rated the City's debt AA.

FISCAL YEAR 2020

The total adopted tax rate for FY 2020 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, \$0.153972 is devoted to debt service. The debt rate will generate an estimated \$8,381,200 in property tax revenue in the Debt Service Fund. This will be sufficient to fund 77.6% of the total debt service payments for FY 2020. The remaining 22.4% will be funded through delinquent property tax revenues estimated at \$90,000, reimbursements and transfers from other funds as well as interest income of \$101,738. Budgeted reimbursements of \$131,231 are for debt service requirements related to BVSWMA. Transfers in from other funds of \$1,782,431 are expected for FY 2020.

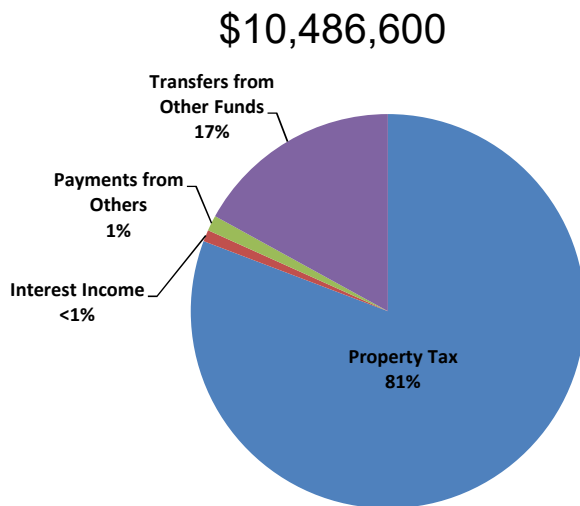
Total budgeted expenditures for the Debt Service Fund for FY 2020 are \$10,805,000. This amount includes principal and interest payments of \$10,794,985 for outstanding debt issuance and \$10,015 for other debt expenses.

The anticipated year end fund balance for the Debt Service Fund will be \$1,355,952. This fund balance is above the targeted one-month reserve of \$888,082.

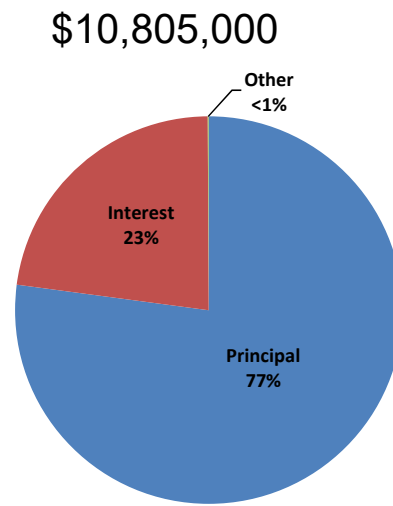
CITY OF BRYAN, TEXAS
Debt Service Fund Summary
Fiscal Year 2020

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
<u>Revenues</u>							
Property Tax	\$ 7,793,416	\$ 7,829,191	\$ 7,829,191	\$ 7,800,000	\$ 8,381,200	\$ 552,009	7.1%
Delinquent & Penalty Collections	89,179	90,000	90,000	90,000	90,000	-	0.0%
Interest Income	79,169	56,000	56,000	105,000	101,738	45,738	81.7%
Brazos County Payment	251,400	-	-	-	-	-	0.0%
BVSWMA	151,431	141,431	141,431	141,431	131,231	(10,200)	-7.2%
Premium on Bond Sale	112,158	-	-	-	-	-	0.0%
Subtotal Revenues	8,476,753	8,116,622	8,116,622	8,136,431	8,704,169	587,547	7.2%
Transfers In	1,879,222	1,931,340	1,931,340	1,929,487	1,782,431	(148,909)	-7.7%
Total Revenues and Transfers in	10,355,975	10,047,962	10,047,962	10,065,918	10,486,600	438,638	4.4%
<u>Expenditures</u>							
Debt Service	10,342,934	10,853,196	10,853,196	10,781,805	10,794,985	(58,211)	-0.5%
Debt Expense	114,229	10,000	10,000	2,000	10,015	15	0.2%
Total Expenditures	10,457,163	10,863,196	10,863,196	10,783,805	10,805,000	(58,196)	-0.5%
Net Increase/(Decrease)	\$ (101,188)	\$ (815,234)	\$ (815,234)	\$ (717,887)	\$ (318,400)		
Beginning Fund Balance	5,928,427	2,728,626	2,392,239	2,392,239	1,674,352		
Notes Receivable for BVSWMA	(3,435,000)	-	-	-	-		
Ending Fund Balance	\$ 2,392,239	\$ 1,913,392	\$ 1,577,005	\$ 1,674,352	\$ 1,355,952		
# of Days of Reserve	83	64	53	57	46		
Fund Balance Reserve Requirement:							
(30 days operating expenses)	\$ 859,493	\$ 892,865	\$ 892,865	\$ 886,340	\$ 888,082		
# of Days required	30	30	30	30	30		

Debt Service Fund - Sources



Debt Service Fund - Uses



CITY OF BRYAN, TEXAS
Debt Service Requirements
Fiscal Year 2020

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
<u>Principal</u>							
2008 Certificates of Obligation	\$ 505,000	\$ 530,000	\$ 530,000	\$ -	\$ -	\$ (530,000)	-100.0%
2009 Certificates of Obligation	365,000	380,000	380,000	380,000	395,000	15,000	3.9%
2010 Certificates of Obligation	590,000	610,000	610,000	610,000	635,000	25,000	4.1%
2010 General Obligation Refunding Bonds	1,085,000	1,055,000	1,055,000	1,055,000	1,100,000	45,000	4.3%
2013 General Obligation Refunding Bonds	1,970,334	1,823,525	1,823,525	1,823,525	1,873,749	50,224	2.8%
2014 Certificates of Obligation	355,000	360,000	360,000	360,000	370,000	10,000	2.8%
2014 General Obligation Refunding Bonds	406,197	417,481	417,481	417,481	421,242	3,761	0.9%
2015 General Obligation Refunding Bonds	1,375,000	1,280,000	1,280,000	1,280,000	1,305,000	25,000	2.0%
2016 Certificates of Obligation	420,000	430,000	430,000	430,000	435,000	5,000	1.2%
2016 General Obligation Refunding Bonds	730,000	745,000	745,000	745,000	760,000	15,000	2.0%
2018 Certificates of Obligation	-	295,000	295,000	295,000	485,000	190,000	64.4%
2018 General Obligation Refunding Bonds	-	-	-	555,000	550,000	550,000	0.0%
2020 Certificates of Obligation	-	-	-	-	-	-	0.0%
Total Principal	\$ 7,801,531	\$ 7,926,005	\$ 7,926,005	\$ 7,951,005	\$ 8,329,991	\$ 403,986	5.1%
<u>Interest</u>							
2008 Certificates of Obligation	308,321	288,121	288,121	-	-	(288,121)	-100.0%
2009 Certificates of Obligation	244,885	226,635	226,635	226,635	207,635	(19,000)	-8.4%
2010 Certificates of Obligation	388,781	365,181	365,181	365,181	340,781	(24,400)	-6.7%
2010 General Obligation Refunding Bonds	175,400	132,000	132,000	132,000	89,800	(42,200)	-32.0%
2013 General Obligation Refunding Bonds	419,111	379,705	379,705	379,705	343,234	(36,471)	-9.6%
2014 Certificates of Obligation	189,271	182,171	182,171	182,171	174,971	(7,200)	-4.0%
2014 General Obligation Refunding Bonds	152,078	143,954	143,954	143,954	135,604	(8,350)	-5.8%
2015 General Obligation Refunding Bonds	258,575	224,200	224,200	224,200	198,600	(25,600)	-11.4%
2016 Certificates of Obligation	248,031	239,631	239,631	239,631	231,031	(8,600)	-3.6%
2016 General Obligation Refunding Bonds	156,950	142,350	142,350	142,350	127,450	(14,900)	-10.5%
2018 Certificates of Obligation	-	603,243	603,243	603,243	419,088	(184,155)	-30.5%
2018 General Obligation Refunding Bonds	-	-	-	191,730	196,800	196,800	0.0%
2020 Certificates of Obligation	-	-	-	-	-	-	0.0%
Total Interest	\$ 2,541,403	\$ 2,927,191	\$ 2,927,191	\$ 2,830,800	\$ 2,464,994	\$ (462,197)	-15.8%
Paying Agent Fee & Bond Sale Discount	114,229	10,000	10,000	2,000	10,015	15	0.2%
Debt Service Fund Total Expenditures	\$ 10,457,163	\$ 10,863,196	\$ 10,863,196	\$ 10,783,805	\$ 10,805,000	\$ (58,196)	-0.5%



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ENTERPRISE FUNDS OVERVIEW

FUND DESCRIPTION

The City's Enterprise Funds include the following:

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

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

While Enterprise Fund types are accounted for on the economic resources measurement focus and the accrual basis for most financial reporting, this document presents them similarly to other funds using the near term economic resources methods. Ending operating funds, and for BTU, unrestricted cash, represents the resources available to the funds to meet near term liabilities and demands. Revenues are recognized in the period in which they are earned and become measureable, and expenses in the period in which they are incurred and measurable. The City does not budget for depreciation or amortization of assets but does budget capital expenses and debt principal on the operating statements.

WATER FUND

Total revenues for FY 2020 are expected to be \$13,770,100. Operating revenues consist of sales, penalties, and miscellaneous. Anticipated operating revenues are \$13,296,500 which is an increase of \$48,000 over the FY 2019 adopted budget. Non-operating revenue sources include interest income of \$210,020, water tap fees of \$165,000, transfers in of \$24,480 for administrative costs, and other income of \$74,100.

Total expenditures for FY 2020 are expected to be \$14,827,900. Anticipated operating expenses are \$7,463,639, which is an increase of \$197,752, or 2.7%, from the FY 2019 adopted budget of \$7,265,887. Non-operating expenses in FY 2020 are anticipated to be \$7,364,261, a decrease of \$118,202, or 1.6%, from the FY 2019 adopted budget.

Annual capital is projected to be \$2,740,000 and right-of-way payments are expected to be \$665,000. Debt service payments for the Water Fund total \$3,924,261. Other debt expenses for the water fund total \$35,000.

The FY 2020 reserve requirement (60 days of operating expenses) is \$1,226,900. The ending operating funds are projected to be \$5,018,270, or 245 days.

WASTEWATER FUND

Total revenues for FY 2020 are expected to be \$13,619,100, an increase of \$24,367, or 0.2%, above the FY 2019 adopted budget. Operating revenues for FY 2020 are anticipated to be \$12,976,850. \$642,250 is attributed to non-operating sources. Non-operating income is expected to increase by \$135,317, or 26.7%, above the FY 2019 adopted budget of \$506,933.

Operating expenses are expected to be \$7,821,194 in FY 2020. This is an increase of \$576,308, or 8.0%, from the FY 2019 adopted budget amount of \$7,244,886. Non-operating expenses are expected to decrease by \$34,954, or 0.4%, compared to the FY 2019 adopted budget.

Annual Capital is projected to be \$5,543,000. This is a decrease of \$225,000, or 3.9%, compared to the FY 2019 adopted budget.

Debt service payments total \$3,711,106 in FY 2020 for General Obligation and Revenue Bond debt service. This is an increase of \$196,686, or 5.6%, over the FY 2019 adopted budget.

The operating reserve requirement (60 days of operating expenses) is \$1,285,676. The ending operating funds are projected to be \$4,246,304, or 198 days.

SOLID WASTE FUND

Operating revenues are anticipated to be \$8,351,205 which is higher than the FY 2019 adopted budget amount of \$8,203,306 by \$147,899, or 1.8%. Operating income consists of residential and commercial refuse, tipping fees, compost fees, recycling, penalties, license & permit fees, and miscellaneous operating income. Non-operating income of \$161,095 includes interest income of \$50,000 and administrative reimbursements of \$111,095. Total revenues are expected to be \$8,512,300, an increase of \$156,331, or 1.9%, above the FY 2019 adopted budget.

Total operating expenses of the Solid Waste Fund for FY 2020 are \$5,864,721, which is a decrease of \$16,952, or 0.3%, from the FY 2019 adopted budget. Non-operating expenses are expected to increase by \$214,449, or 8.7%, to \$2,688,379 compared to the FY 2019 adopted budget of \$2,473,930.

Annual Capital budget is projected to be \$1,176,020. This is an increase of \$233,777, or 24.8%, compared to the FY 2019 adopted budget.

The operating reserve requirement (60 days of operating expenses) is \$964,064. The ending operating funds are projected to be \$5,859,735, or 365 days.

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 BTU-City are projected to be \$196,578,300 in FY 2020. This is an increase of \$8,097,169, or 4.3%, from the FY 2019 adopted budget. Total revenue is derived from operations and investment earnings.

Total operating expenses for BTU-City for FY 2020 are projected to be \$124,019,500. BTU-City non-operating expenditures are projected to decrease by \$15,485,272, or 20.5%, to \$60,234,300 for the FY 2020 budget. This decrease is attributed to FY 2020 debt service payments that are budgeted to decrease by \$22,398,655, or 53.2%, due to the one-time, balloon payment for debt related to Texas Municipal Power Agency (“TMPA”) in FY 2019. Capital improvements funded from working capital are primarily associated with improvements in distribution and system growth.

Annual Capital is projected to increase by \$6,811,062, or 33.3%, to \$27,235,000.

The ending FY 2020 unrestricted cash balance is estimated at \$78,766,943, or 214 days.

BTU-RURAL

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

Overall revenues for FY 2020 are projected to be \$50,081,300. This is \$144,277, or 0.3%, below the FY 2019 adopted budget of \$50,225,577. Revenue is derived from operations and investment earnings.

Total operating expenses for FY 2020 are projected to be \$34,847,500. This is a \$1,919,592, or 5.2%, decrease from the FY 2019 adopted budget of \$36,767,092. BTU-Rural non-operating expenditures of \$15,179,499 are budgeted for annual capital and debt service. Debt service payments for BTU-Rural are \$2,977,000.

Budgeted annual capital expenses for FY 2020 are \$12,202,500.

The ending FY 2020 unrestricted cash balance is estimated to be \$13,542,697, or 142 days.

AIRPORT FUND

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

FY 2020 operating revenues are projected to be \$586,500. The primary sources of revenues are hangar rentals and fuel sales. Non-operating revenues total \$239,300 and include grants, interest income, miscellaneous revenues from resale items, and a transfer of \$187,000 from the General Fund.

Operating expenses for FY 2020 are budgeted at \$505,150, a decrease of \$90,575, or 15.2%, compared to the FY 2019 adopted budget. Operating expenses are comprised of fuel costs, maintenance and other services and charges.

Non-operating expenses are projected to be \$326,476. This is an increase of \$44,878, or 15.9%, from the FY 2019 adopted budget.

The year ending FY 2020 operating funds balance is estimated at \$84,892, or 61 days, which is above the reserve requirement of \$83,038, or 60 days.

BRYAN COMMERCE AND DEVELOPMENT ("BCD")

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

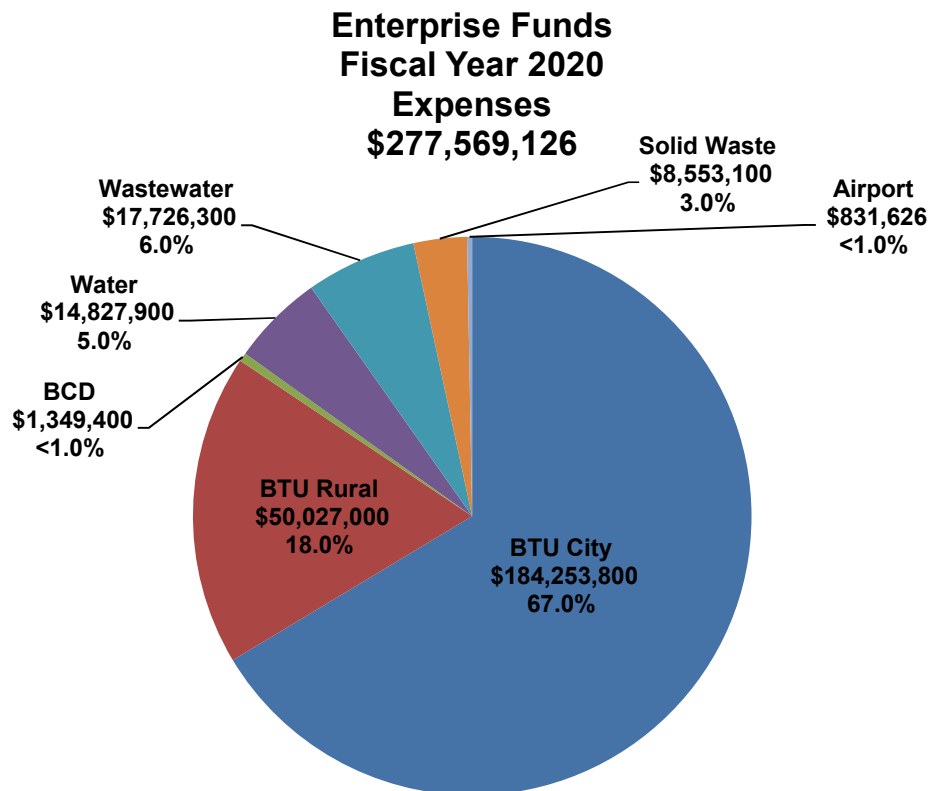
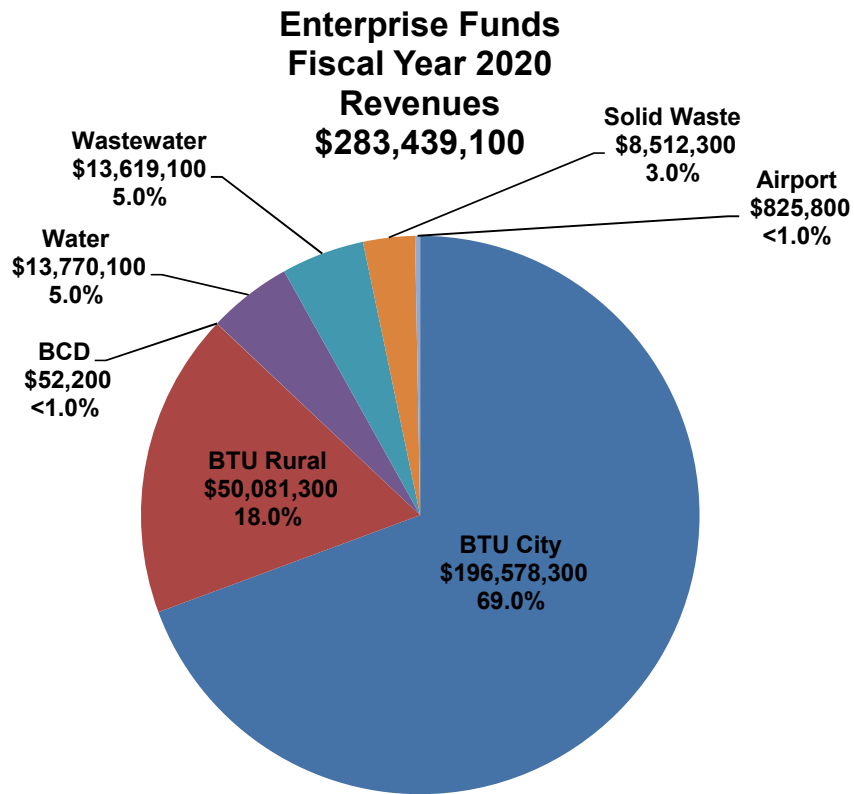
FY 2020 overall projected revenues are \$52,200, which represents interest income.

FY 2020 BCD expenditures include admin reimbursements for services provided to BCD of \$45,863, land purchases of \$1,300,000 and other services and charges of \$3,537. Total expenditures are expected to be \$1,349,400.

Ending operating funds in BCD for FY 2020 are estimated at \$1,312,860.



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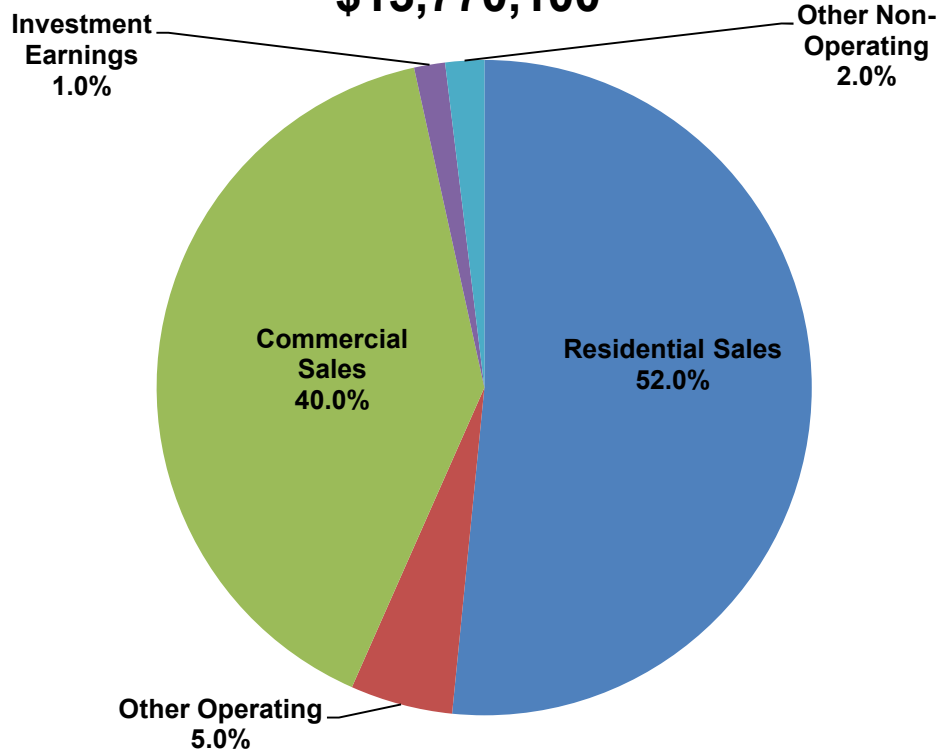


CITY OF BRYAN, TEXAS
Water Fund Summary
Fiscal Year 2020

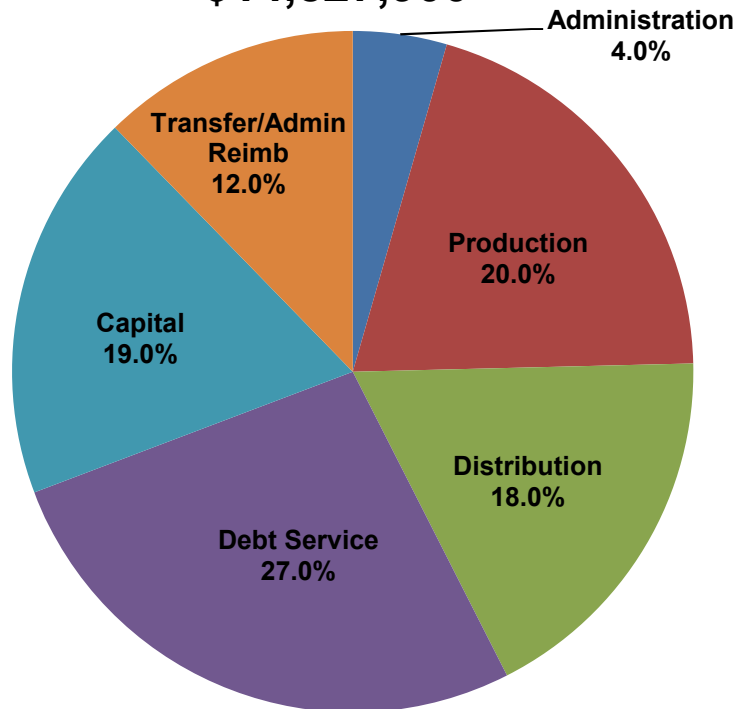
	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
<u>Revenues</u>							
Operating Revenues:							
Water Sales	\$ 13,277,705	\$ 12,600,000	\$ 12,600,000	\$ 12,200,000	\$ 12,600,000	\$ -	0.0%
Water Penalties	137,406	132,000	132,000	132,000	134,000	2,000	1.5%
Miscellaneous	598,922	516,500	516,500	512,500	562,500	46,000	8.9%
<i>Total Operating Revenues</i>	<u>14,014,033</u>	<u>13,248,500</u>	<u>13,248,500</u>	<u>12,844,500</u>	<u>13,296,500</u>	<u>48,000</u>	<u>0.4%</u>
Non-Operating Revenues:							
Interest Income	88,080	65,000	65,000	210,050	210,020	145,020	223.1%
Gain (Loss) on Assets	38,077	-	-	-	-	-	0.0%
Water Tap Fees	214,237	135,000	135,000	155,000	165,000	30,000	22.2%
Oil & Gas Royalty	84	55	55	100	100	45	81.8%
Inventory markup	20,603	-	-	21,000	21,000	21,000	0.0%
Miscellaneous non-operating income	57,883	76,000	76,000	53,800	53,000	(23,000)	-30.3%
Transfers In	30,000	35,307	35,307	35,250	24,480	(10,827)	-30.7%
<i>Total Non-Operating Revenues</i>	<u>448,964</u>	<u>311,362</u>	<u>311,362</u>	<u>475,200</u>	<u>473,600</u>	<u>162,238</u>	<u>52.1%</u>
Total Revenues	<u>14,462,997</u>	<u>13,559,862</u>	<u>13,559,862</u>	<u>13,319,700</u>	<u>13,770,100</u>	<u>210,238</u>	<u>1.6%</u>
<u>Expenditures</u>							
Operating Expenses:							
Water Administration	651,968	510,168	510,168	758,360	661,587	151,419	29.7%
Water Production	2,383,462	3,009,525	3,009,525	2,801,010	2,987,750	(21,775)	-0.7%
Water Distribution	2,490,664	2,596,665	2,596,665	2,465,320	2,655,800	59,135	2.3%
General & Admin. Reimbursement	512,574	524,125	524,125	524,125	507,805	(16,320)	-3.1%
Transfer to Other Funds	66,681	76,312	76,312	76,322	72,945	(3,367)	-4.4%
Transfer to BTU	456,141	549,092	549,092	549,100	577,752	28,660	5.2%
<i>Total Operating Expenses</i>	<u>6,561,489</u>	<u>7,265,887</u>	<u>7,265,887</u>	<u>7,174,237</u>	<u>7,463,639</u>	<u>197,752</u>	<u>2.7%</u>
Non-Operating Expenses:							
Annual Capital	1,859,127	2,773,500	3,773,500	3,405,200	2,740,000	(33,500)	-1.2%
Right of Way Payments	700,657	662,425	662,425	662,425	665,000	2,575	0.4%
Paying Agent Fee	1,224	15,000	15,000	15,000	15,000	-	0.0%
Miscellaneous Debt Expense	(3,123)	25,000	25,000	25,000	20,000	(5,000)	-20.0%
Debt Service	4,169,538	4,006,538	4,006,538	4,006,538	3,924,261	(82,277)	-2.1%
<i>Total Non-Operating Expenses</i>	<u>6,727,422</u>	<u>7,482,463</u>	<u>8,482,463</u>	<u>8,114,163</u>	<u>7,364,261</u>	<u>(118,202)</u>	<u>-1.6%</u>
Total Expenditures	<u>13,288,912</u>	<u>14,748,350</u>	<u>15,748,350</u>	<u>15,288,400</u>	<u>14,827,900</u>	<u>79,550</u>	<u>0.5%</u>
 Net Increase/(Decrease)	 1,174,085	 (1,188,488)	 (2,188,488)	 (1,968,700)	 (1,057,800)		
 Beginning Operating Funds	 7,006,860	 6,339,401	 8,044,770	 8,044,770	 6,076,070		
 Timing of Cash Flows	 (136,175)	 -	 -	 -	 -		
Ending Operating Funds	<u>\$ 8,044,770</u>	<u>\$ 5,150,913</u>	<u>\$ 5,856,282</u>	<u>\$ 6,076,070</u>	<u>\$ 5,018,270</u>		
# of Days of Reserve	448	259	294	309	245		
 Reserve Requirement :							
(60 days operating expenses)	\$ 1,078,601	\$ 1,194,392	\$ 1,194,392	\$ 1,179,327	\$ 1,226,900		
# of Days Required	60	60	60	60	60		

City of Bryan, Texas
Water Fund
Fiscal Year 2020

Water Fund - Sources
\$13,770,100



Water Fund - Uses
\$14,827,900



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 2019 Accomplishments

- Replaced miscellaneous distribution lines
- Continued proactive valve program
- Initiated customer service functionality of Automated Meter Infrastructure (“AMI”) installation
- Expanded database for CSI/BPAT
- Improved fire flows in areas with flows below 1000 gpm
- Enhanced water quality control measures
- Installed strategically placed valves to improve distribution system operation
- Phase 1 construction of infrastructure along W SH 21 and Hwy 47 to convert Bryan customer from Wellborn SUD
- Rehabilitated High Service Pump #7
- Refurbished Cooling Tower 4
- Purchased land for new 2 MG elevated storage site
- Purchased land for Aquifer and Storage Recovery (“ASR”) well sites
- Pilot study of Aquifer and Storage Recovery (“ASR”) underway
- Implement customer service functionality of Automated Meter Infrastructure (“AMI”)
- Adopt water utility extension ordinance
- Complete electrical conversion for Well 11 and reactivate well status with the TCEQ
- Complete electrical/mechanical upgrades to Well 19
- Pursue backup electrical generation at Main St Pump Station
- Design and source a replacement unit for Pump 2 at the Wellfield Pump Station

Fiscal Year 2020 Goals and Objectives

- Replace miscellaneous distribution lines
- Install strategically placed valves to enhance distribution system operation
- Replace valves identified as deficient during the valve exercise program
- Flow test fire hydrants
- Complete customer service functionality of Automated Meter Infrastructure (“AMI”)
- Improve fire flows in areas with flows currently below 1000 gpm
- Implementation of emergency generators for the water production system
- Infrastructure protection – paint interior of 2 MG elevated reservoir (Luza St)
- Rehabilitate Well #19
- Complete Phase 1 for infrastructure along W SH 21 and Hwy 47 to convert Bryan customer from Wellborn SUD
- Complete pilot study of Aquifer and Storage Recovery (“ASR”) and bid ASR wells
- Replace distribution lines undersized/inadequate for service level growth
- Replace Pump 2 at the Wellfield Pump Station
- Replace waterlines around Sulphur Springs, Crane, and Cavitt
- Replace waterlines along Old Hearne and Palasota
- Bid Phase 2 of infrastructure along W SH 21 and Hwy 47 to convert Bryan customer from Wellborn SUD

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 2,451,033	\$ 2,732,195	\$ 2,732,195	\$ 2,528,300	\$ 2,824,300	\$ 92,105	3.4%
Supplies	230,579	248,467	248,467	239,580	248,450	(17)	0.0%
Maintenance & Services	2,317,072	2,627,048	2,627,048	2,727,200	2,719,787	92,739	3.5%
Miscellaneous/Admin Reimb	1,045,008	1,032,773	1,032,773	1,053,735	1,020,405	(12,368)	-1.2%
Capital Outlay	1,859,127	2,773,500	3,773,500	3,405,200	2,740,000	(33,500)	-1.2%
Debt Service	4,162,614	4,046,538	4,046,538	4,046,538	3,959,261	(87,277)	-2.2%
Transfers	1,223,479	1,287,829	1,287,829	1,287,847	1,315,697	27,868	2.2%
Total Expenses	\$ 13,288,912	\$ 14,748,350	\$ 15,748,350	\$ 15,288,400	\$ 14,827,900	\$ 79,550	0.5%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Administration					
Director of Public Works	0.50	0.50	0.50	0.50	0.50
Subtotal	0.50	0.50	0.50	0.50	0.50
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
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 Operator	2	2	2	2	2
WP Plant Operator	4	4	4	4	4
Subtotal	12.90	12.90	12.90	12.90	12.90
Distribution					
Production & Field Operations Manager	0.40	0.40	0.40	0.40	0.40
GIS Analyst	0.75	0.75	0.75	0.75	0.75
GIS Technician	1	1	1	1	1
Water Services Division Assistant	0.50	0.50	0.50	0.50	0.50
Water Svcs Admin Supervisor	0.50	0.50	0.50	0.50	0.50
Maintenance Supervisor	1	1	1	1	1
Maintenance Crew Leader	3	3	3	3	3
Maintenance Worker/Operator	14	14	14	14	14
WD Customer Service Technician	1	1	1	1	1
Subtotal	22.15	22.15	22.15	22.15	22.15
Total	35.55	35.55	35.55	35.55	35.55

Performance and Activity Measures

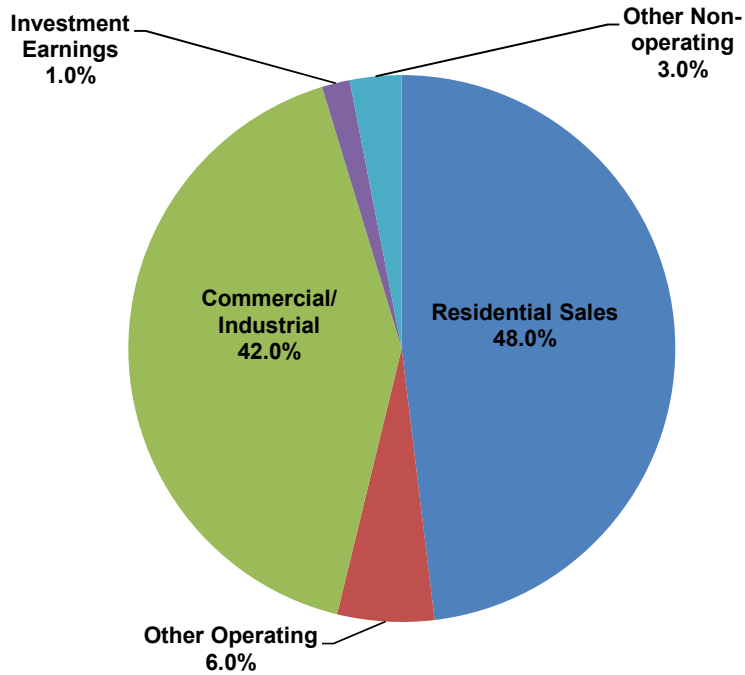
	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Percent Demand as a measure of capacity	65%	64%	64%	64%	64%
Water Pump Stations Maintained	3	3	3	3	3
Water Pumps/Motors Maintained	25	25	25	25	25
Water Mains Maintained (miles)	486	484	484	488	490
Active Customer Accounts	23,428	23,723	23,473	23,678	23,928
New Water Connections	205	250	250	250	250
Water mains installed - new (miles)	5	2	2	2	2
Fire Hydrants Maintained	2,502	2,485	2,485	2,510	2,520
Water Usage per 1000 Population (in millions) Tx State Data Center	47.9	42.9	42.9	42.9	43.0
Admin Cost per Million Gallons Produced	\$ 1,564	\$ 1,675	\$ 1,702	\$ 1,708	\$ 1,657
Breaks per Main Mile	1.002	0.826	0.826	0.840	0.816
Customer Accounts per Employee (pdn + dist)	668	677	670	676	683
Average Volume of Water (MGD) delivered per employee (pdn + dist)	0.322	0.292	0.292	0.292	0.297
Distribution System Water Loss	7%	8%	8%	8%	8%
O&M Costs per account	\$ 213	\$ 237	\$ 239	\$ 232	\$ 242
O&M Costs per Million Gallons Produced	\$ 1,215	\$ 1,503	\$ 1,499	\$ 1,469	\$ 1,524

CITY OF BRYAN, TEXAS
Wastewater Fund Summary
Fiscal Year 2020

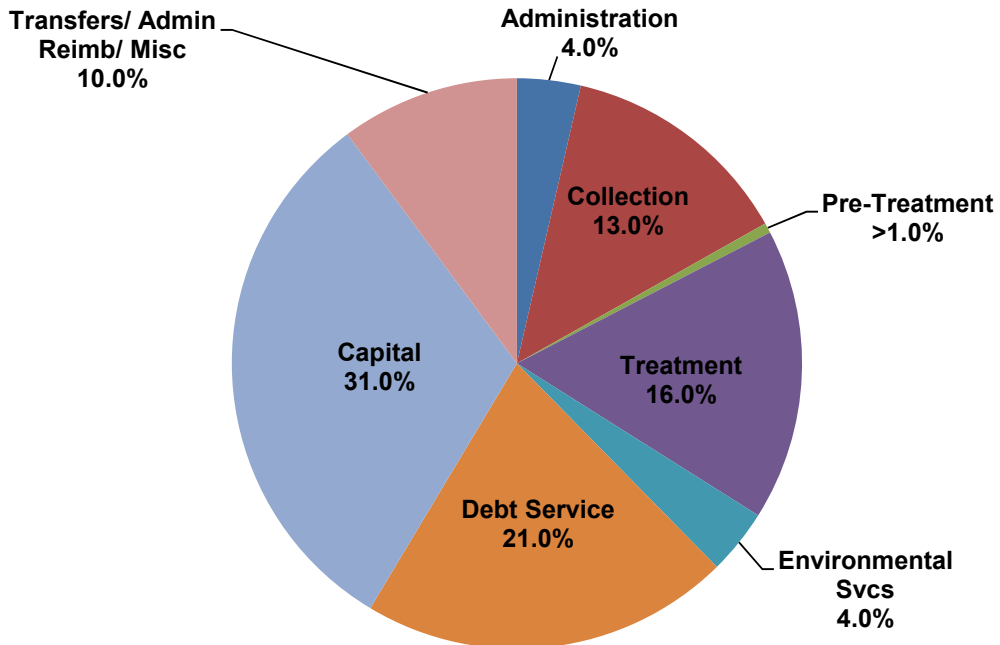
	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
<u>Revenues</u>							
Operating Revenues							
Sewer System Revenue	\$ 12,628,738	\$ 12,300,000	\$ 12,300,000	\$ 12,320,000	\$ 12,200,000	\$ (100,000)	-0.8%
Sewer Penalties	116,984	124,000	124,000	120,280	124,000	-	0.0%
Miscellaneous	7,411	6,300	6,300	5,150	5,650	(650)	-10.3%
Pretreatment Fees	512,796	615,000	615,000	575,000	585,000	(30,000)	-4.9%
Hauler & Sewer Inspection Fees	77,568	42,500	42,500	62,200	62,200	19,700	46.4%
<i>Total Operating Revenues</i>	<u>13,343,497</u>	<u>13,087,800</u>	<u>13,087,800</u>	<u>13,082,630</u>	<u>12,976,850</u>	<u>(110,950)</u>	<u>-0.8%</u>
Non-Operating Revenues							
Sewer Tap Fees	142,056	95,000	95,000	115,140	120,000	25,000	26.3%
Miscellaneous-Non Operating	96,979	29,000	29,000	20,250	29,002	2	0.0%
Transfers from Other Funds	282,862	295,933	295,933	296,000	268,198	(27,735)	-9.4%
Interest Income	105,179	87,000	87,000	224,980	225,050	138,050	158.7%
Gain (Loss) on sale of asset	(23,342)	-	-	-	-	-	0.0%
<i>Total Non-Operating Revenues</i>	<u>603,734</u>	<u>506,933</u>	<u>506,933</u>	<u>656,370</u>	<u>642,250</u>	<u>135,317</u>	<u>26.7%</u>
Total Revenues	<u>13,947,231</u>	<u>13,594,733</u>	<u>13,594,733</u>	<u>13,739,000</u>	<u>13,619,100</u>	<u>24,367</u>	<u>0.2%</u>
<u>Expenditures</u>							
Operating Expenses							
Wastewater Administration	561,473	273,420	273,420	418,090	637,751	364,331	133.2%
Wastewater Collection	1,993,548	2,292,575	2,292,575	2,153,220	2,345,530	52,955	2.3%
Wastewater Pre-Treatment	91,495	97,711	97,711	96,050	100,260	2,549	2.6%
Wastewater Treatment	2,363,537	2,756,336	2,756,336	2,378,560	2,932,895	176,559	6.4%
Environmental Services	612,010	627,434	627,434	624,950	654,100	26,666	4.3%
General & Admin Reimbursement	609,785	618,113	618,113	618,113	538,046	(80,067)	-13.0%
Transfer to Other Funds	43,387	47,159	47,159	47,197	47,890	731	1.6%
Transfer to BTU	440,371	532,138	532,138	532,150	564,722	32,584	6.1%
<i>Total Operating Expenses</i>	<u>6,715,606</u>	<u>7,244,886</u>	<u>7,244,886</u>	<u>6,868,330</u>	<u>7,821,194</u>	<u>576,308</u>	<u>8.0%</u>
Non-Operating Expenses							
Annual Capital	2,342,250	5,768,000	5,768,000	5,915,000	5,543,000	(225,000)	-3.9%
Right of Way Payments	665,462	652,640	652,640	652,700	646,000	(6,640)	-1.0%
Paying Agent Fee	1,281	5,000	5,000	2,050	5,000	-	0.0%
Bond Sales Expense	(1,889)	-	-	-	-	-	0.0%
Debt Service	3,386,768	3,514,420	3,514,420	3,514,420	3,711,106	196,686	5.6%
<i>Total Non-Operating Expenses</i>	<u>6,393,872</u>	<u>9,940,060</u>	<u>9,940,060</u>	<u>10,084,170</u>	<u>9,905,106</u>	<u>(34,954)</u>	<u>-0.4%</u>
Total Expenditures	<u>13,109,478</u>	<u>17,184,946</u>	<u>17,184,946</u>	<u>16,952,500</u>	<u>17,726,300</u>	<u>541,354</u>	<u>3.2%</u>
Net Increase/(Decrease)	837,753	(3,590,213)	(3,590,213)	(3,213,500)	(4,107,200)		
Beginning Operating Funds	10,605,840	7,811,685	11,567,004	11,567,004	8,353,504		
Timing of Cash Flows	123,411	-	-	-	-		
Ending Operating Funds	<u>\$ 11,567,004</u>	<u>\$ 4,221,472</u>	<u>\$ 7,976,791</u>	<u>\$ 8,353,504</u>	<u>\$ 4,246,304</u>		
# of Days of Reserve	629	213	402	444	198		
Reserve Requirement :							
(60 days operating expenses)	\$ 1,103,935	\$ 1,190,940	\$ 1,190,940	\$ 1,129,041	\$ 1,285,676		
# of Days Required	60	60	60	60	60		

City of Bryan, Texas
Wastewater Fund
Fiscal Year 2020

Wastewater Fund - Sources
\$13,619,100



Wastewater Fund - Uses
\$17,726,300



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 2019 Goals and Objectives

- Decrease dependency on potable water use within Wastewater Treatment Plants (“WWTPs”)
- Marketed 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
- Renew SSOI coverage and complete program enrollment
- Continue efforts to eliminate sources of inflow and infiltration (private and public)
- Execute proactive cleaning plan – 100 miles
- Rehabilitate 100 manholes
- Continue developing TV layer in GIS and database of TV information
- Upgrade control panels at miscellaneous lift stations
- Research communication options for lift stations
- Burton Creek Digester Rehabilitation Project complete
- Installation of two raw lift pumps at Burton Creek WWTP
- Annual miscellaneous sewer line replacements (pipe burst/conventional)
- Procure property for future wastewater treatment plant
- Renewed permit coverage for Burton Creek, Still Creek, and Thompsons Creek WWTPs
- Renewed permit coverage for Risk Management Plan (Burton and Still Creek WWTPs, Well Field)

Fiscal Year 2020 Goals and Objectives

- Replace aging pumps and motors at Burton and Still Creek WWTPs
- Decrease dependency on potable water use within WWTPs
- Market effluent as a water source for other customers
- Monitor effectiveness of odor control technologies and explore further odor reduction technologies if needed
- Increase aesthetics and appearance of WWTPs
- Continue efforts to meet the goals and objectives of SSO Plan and CMOM
- Continue efforts to eliminate sources of inflow and infiltration (private and public)
- Develop asset management plan for pumps, motors and blowers at the WWTPs
- Execute proactive cleaning plan – 100 miles
- Rehabilitate 100 manholes
- Continue developing TV layer in GIS and database of TV information
- Upgrade control panels at miscellaneous lift stations
- Research communication options for lift stations
- Annual miscellaneous sewer line replacements (pipe burst/conventional)
- Upgrade WWTP SCADA (network software, application software, hardware)
- Begin efforts to secure discharge permit for future wastewater treatment plant
- Install Dumpster-Veyor and multistage blower at Still Creek WWTP
- Replace sewer lines around Sulphur Springs, Crane, and Cavitt
- Replace sewer lines along Old Hearne
- Design sewer mains on west side of Bryan along SH47 for future development

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng/ FY19
Salaries and Benefits	\$ 2,968,464	\$ 3,199,108	\$ 3,199,108	\$ 3,010,350	\$ 3,322,400	\$ 123,292	3.9%
Supplies	387,426	437,663	437,663	410,320	411,715	(25,948)	-5.9%
Maintenance & Services	1,983,310	2,060,157	2,060,157	1,930,550	2,404,791	344,634	16.7%
Miscellaneous/Admin Reimb	892,648	968,661	968,661	936,763	1,069,676	101,015	10.4%
Capital Outlay	2,342,250	5,768,000	5,768,000	5,916,000	5,543,000	(225,000)	-3.9%
Debt Service	3,386,160	3,519,420	3,519,420	3,516,470	3,716,106	196,686	5.6%
Transfers	1,149,220	1,231,937	1,231,937	1,232,047	1,258,612	26,675	2.2%
Total Expenses	\$ 13,109,478	\$ 17,184,946	\$ 17,184,946	\$ 16,952,500	\$ 17,726,300	\$ 541,354	3.2%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Administration					
Director of Public Works	0.50	0.50	0.50	0.50	0.50
Subtotal	0.50	0.50	0.50	0.50	0.50
Collection					
Compliance and I&I Supervisor	1	1	1	1	1
Lift Station Crew Leader	-	-	1	1	-
Lift Station Operator	2	2	1	1	2
Jet Truck Crew Leader	1	1	1	1	1
Maintenance Crew Leader	5	5	5	5	5
Maintenance Worker/Operator	7	7	7	7	7
Maintenance Supervisor	1	1	1	1	1
Water Services Division Assistant	0.50	0.50	0.50	0.50	0.50
Production & Field Operations Manager	0.20	0.20	0.20	0.20	0.20
Water Services Administrative Supervisor	0.50	0.50	0.50	0.50	0.50
GIS Analyst	0.25	0.25	0.25	0.25	0.25
TV Truck Crew Leader	1	1	1	1	1
Vacuum Truck Crew Leader	1	1	1	1	1
Subtotal	20.45	20.45	20.45	20.45	20.45
Pre-Treatment / WWT					
Pre-Treatment Plant Operator	1	1	1	1	1
Subtotal	1	1	1	1	1
Waste Water Treatment					
Division Assistant	0.50	0.50	0.50	0.50	0.50
Plant Supervisor	1	1	1	1	1
Roll-Off Operator	1	1	1	1	1
Treatment & Compliance Manager	0.50	0.50	0.50	0.50	0.50
WP Maintenance Crew Leader	1	1	1	1	1
WP Maintenance Operator	3	3	3	3	3
WWT Plant Operator	6	6	6	6	6
Subtotal	13.00	13.00	13.00	13.00	13.00
Sewer/Env Svcs/Wastewater					
Code Compliance Officer	4	4	4	4	4
Treatment and Compliance Manager	0.50	0.50	0.50	0.50	0.50
Water Quality Technician	2	2	2	2	2
Subtotal	6.50	6.50	6.50	6.50	6.50
Total	41.45	41.45	41.45	41.45	41.45

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Sewer Mains Maintained (miles)	407	402	402	408	409
Stoppages Removed from City Mains (each)	474	600	600	600	600
Collection Mains Installed - New (miles)	7	1	1	1	1
New Sewer Connections	466	250	250	312	250
Sewer Customers (accounts)	23,373	23,407	23,407	23,685	23,935
Sewer Lift Stations Maintained	24	24	24	24	25
TV Inspection I&I (miles)	4.1	7.0	7.0	7.0	7.0
Smoke Testing I&I (miles)	31	40	40	40	40
Manholes Repaired I&I	42	100	100	100	100
Private Repaired/Replaced Sewer Laterals	206	350	350	350	350
Sewer Mains Cleaned (miles)	89	90	90	80	90
Sanitary Sewer Overflows	49	75	75	75	75
Ratio of Volumes of Sewage to Water Sold	63%	70%	70%	70%	70%
Volume of Wastewater Treated (MG)	2,536	2,600	2,600	2,600	2,600
Admin Cost per million gallons processed	\$ 2,140	\$ 2,166	\$ 2,200	\$ 2,187	\$ 2,325
Sewer Overflow Rate (No. of overflows/total miles of main)	0.120	0.187	0.187	0.184	0.183
Collection System Integrity Rate = (# of failures/miles of piping system)	1.29	1.68	1.68	1.65	1.65
O&M Costs per account	228	243	243	226	256
O&M Costs per Million Gallons Processed	\$ 2,105	\$ 2,183	\$ 2,191	\$ 2,058	\$ 2,361
Percentage of Grease Traps Inspected	10%	90%	90%	85%	90%
Percentage of Significant Industrial Users in Compliance with IPP	100%	100%	100%	100%	100%



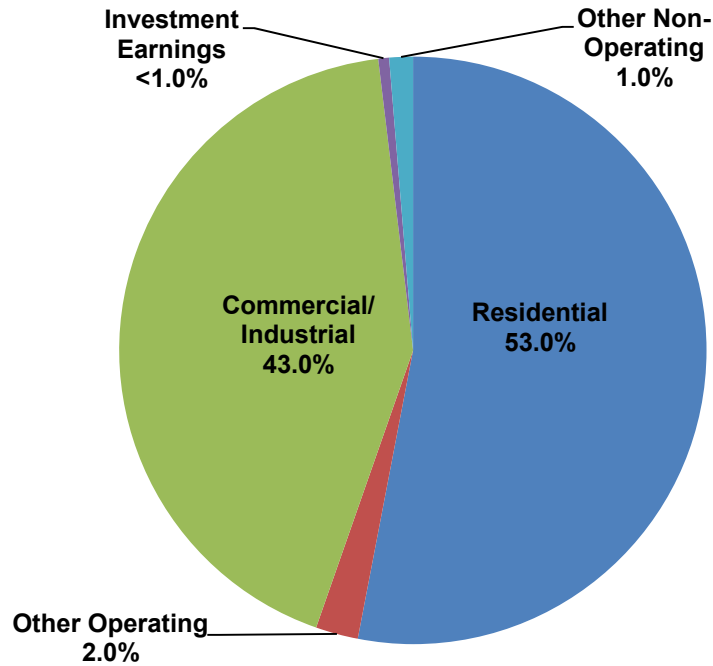
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CITY OF BRYAN, TEXAS
Solid Waste Fund Summary
Fiscal Year 2020

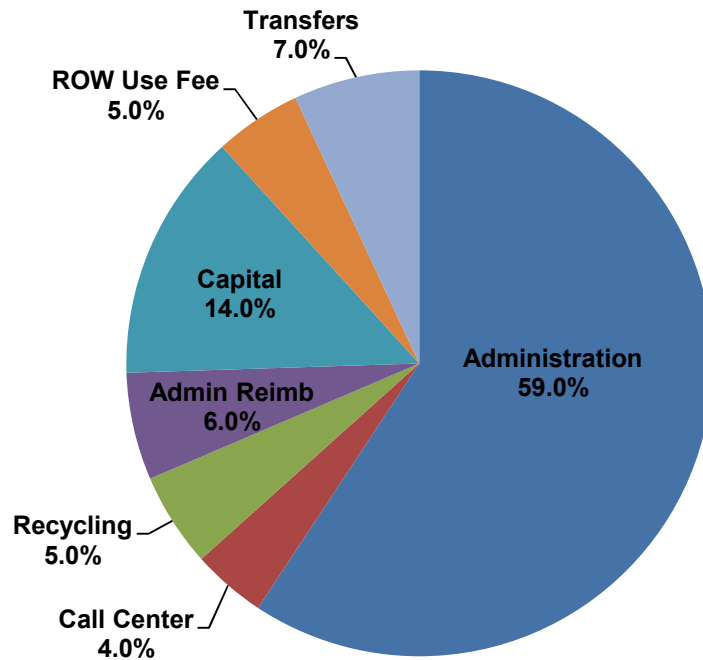
	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
<u>Revenues</u>							
Operating Revenues							
Residential Refuse	\$ 4,366,588	\$ 4,432,418	\$ 4,432,418	\$ 4,435,000	\$ 4,512,200	\$ 79,782	1.8%
Commercial Refuse	3,549,215	3,575,633	3,575,633	3,610,000	3,639,995	64,362	1.8%
Penalties	76,522	86,950	86,950	77,000	88,515	1,565	1.8%
License & Permit Fees	76,252	60,000	60,000	72,000	70,000	10,000	16.7%
Recycling	52,648	40,000	40,000	32,000	32,000	(8,000)	-20.0%
Miscellaneous	7,053	8,305	8,305	6,500	8,495	190	2.3%
<i>Total Operating Revenues</i>	8,128,278	8,203,306	8,203,306	8,232,500	8,351,205	147,899	1.8%
Non-Operating Revenues							
Interest Income	47,766	50,000	50,000	60,000	50,000	-	0.0%
Reimbursements & Transfers In	106,010	102,663	102,663	102,664	111,095	8,432	8.2%
Grants	(5)	-	-	-	-	-	0.0%
Gain/(Loss) on sale of Asset	14,017	-	-	88,336	-	-	0.0%
<i>Total Non-Operating Revenues</i>	167,788	152,663	152,663	251,000	161,095	8,432	5.5%
Total Revenues	8,296,066	8,355,969	8,355,969	8,483,500	8,512,300	156,331	1.9%
<u>Expenditures</u>							
Operating Expenses							
Administration	4,799,111	5,121,966	5,121,966	5,112,783	5,070,671	(51,295)	-1.0%
Call Center	295,964	334,385	334,385	305,800	349,200	14,815	4.4%
Recycling	381,841	425,322	425,322	406,500	444,850	19,528	4.6%
<i>Total Operating Expenses</i>	5,476,916	5,881,673	5,881,673	5,825,083	5,864,721	(16,952)	-0.3%
Non-Operating Expenses							
Admin Reimbursement	564,752	509,741	509,741	509,741	506,077	(3,664)	-0.7%
Transfer to Wastewater	23,174	21,218	21,218	21,218	14,623	(6,595)	-31.1%
Transfer to Water	5,000	11,769	11,769	11,769	6,120	(5,649)	-48.0%
Transfer to BTU	501,295	584,209	584,209	584,209	573,539	(10,670)	-1.8%
Right of Way Use Fee	406,082	404,750	404,750	404,750	412,000	7,250	1.8%
Annual Capital	1,385,917	942,243	942,243	959,450	1,176,020	233,777	24.8%
<i>Total Non-Operating Expenses</i>	2,886,220	2,473,930	2,473,930	2,491,137	2,688,379	214,449	8.7%
Total Expenditures	8,363,136	8,355,603	8,355,603	8,316,220	8,553,100	197,497	2.4%
Net Increase/(Decrease)	(67,070)	366	366	167,280	(40,800)		
Beginning Operating Funds	5,661,377	5,227,811	5,733,255	5,733,255	5,900,535		
Timing of Cash Flows	138,948	-	-	-	-		
Ending Operating Funds	\$ 5,733,255	\$ 5,228,177	\$ 5,733,621	\$ 5,900,535	\$ 5,859,735		
# of Days of Reserve	382	324	356	370	365		
Reserve Requirement :							
(60 days operating expenses)	\$ 900,315	\$ 966,850	\$ 966,850	\$ 957,548	\$ 964,064		
# of Days Required	60	60	60	60	60		

City of Bryan, Texas
Solid Waste Fund
Fiscal Year 2019

Solid Waste Fund - Sources
\$8,512,300



Solid Waste Fund - Uses
\$8,553,100



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 2019 Accomplishments

- Researched and purchased routing software to improve safety and efficiency of Solid Waste services
- All CDL drivers completed driver safety simulator training through Texas Environmental Training & Compliance
- Safety Zero award presented to the Residential Collection crew for achieving zero (0) at-fault accidents the previous fiscal year
- Attended the annual WasteExpo conference, at which, a vendor displayed one of the City's new grapple truck with a custom community inspired truck wrap
- Completed the MSC office renovations
- Enhanced the Downtown area by actively collecting litter, maintaining dumpster enclosures, sweeping sidewalks and streets, and performing weekly downtown clean ups
- Purchased and installed BigBelly self-packing containers for downtown
- Developed and implemented PW Employee Talent Development Program
- Continued a 5 year decision package to replace aging waste containers throughout the City
- Participated in multiple city wide tire cleanups with Code/Compliance Officers and PD
- Participated in annual events such as Texas Reds, HHW, BVED and other city events
- Employees maintained and obtained various state licenses through TCEQ for waste management
- Maintained 1% increase of answering calls within 60/s pace service level
- Staff worked as part of the test team with Bryan Texas Utilities on a major system upgrade to Cayenta
- Provided support to the Traffic Department's Local Area Traffic Management ("LATM") Program
- Assisting with the implementation and development of the OP-ICE Project

Fiscal Year 2020 Goals and Objectives

- Ensure 100% of all solid waste customers are collected without complaints
- Continue to implement new routing software to improve Solid Waste services
- Research sidewalk sweeper for Downtown area events and clean ups
- All curbs and gutters are swept at least 3 times per year
- Dead animals are removed within 24 hours of notifications
- Continue to reduce the number of incidents/accidents by 3%
- All solid waste work orders generated are completed within 24-48 hours of notifications
- Increase citizen participation at the recycling center by 2%
- Request new 5 year decision package to replace aging waste containers throughout the City
- 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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 2,998,106	\$ 2,986,461	\$ 2,986,461	\$ 3,037,500	\$ 3,137,500	\$ 151,039	5.1%
Supplies	404,416	715,948	715,948	695,200	461,880	(254,068)	-35.5%
Maintenance & Services	627,554	521,340	521,340	588,533	607,391	86,051	16.5%
Miscellaneous/Admin Reimb	2,011,592	2,167,665	2,167,665	2,013,591	2,164,027	(3,638)	-0.2%
Capital Outlay	1,385,917	942,243	942,243	959,450	1,176,020	233,777	24.8%
Transfers	935,551	1,021,946	1,021,946	1,021,946	1,006,282	(15,664)	-1.5%
Total Expenses	\$ 8,363,136	\$ 8,355,603	\$ 8,355,603	\$ 8,316,220	\$ 8,553,100	\$ 197,497	2.4%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Administration					
Assistant Container Coordinator	1	1	1	1	1
Brush & Bulky Crew Leader	1	1	1	1	1
Brush & Bulky Equipment Operator	11	11	11	11	11
Brush & Bulky Foreman	1	1	1	1	1
Container Coordinator	1	1	1	1	1
Environmental Operations Supervisor	1	1	1	1	1
Environmental Services Manager	1	1	1	1	1
Assessment Worker	2	2	2	2	2
Solid Waste Foreman	2	2	2	2	2
Solid Waste Equipment Operator	14	14	14	14	14
Subtotal	35	35	35	35	35
Call Center					
Public Works Assistant	3	3	3	3	3
Public Works Support Asst.	1	1	1	1	1
Customer Service Advocate/Supervisor	1	1	1	1	1
Subtotal	5	5	5	5	5
Compost					
Recycling Center Assistant	4	4	4	4	4
Recycling Center Crew Leader	1	1	1	1	1
Subtotal	5	5	5	5	5
Total	45	45	45	45	45

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Customers collected without complaint	100%	100%	100%	99%	100%
Customers collected without complaint (Commercial)	100%	100%	100%	99%	100%
Customers collected without complaint (Brush/Bulky)	100%	100%	100%	99%	100%
Average number of street sweepings annually	4	4	4	3	4
Dead animal requests removed within 24 hrs	100%	100%	100%	100%	100%
All work orders are completed within 24-48hrs	100%	100%	100%	99%	100%
Calls answered within 60sec service level	98%	98%	98%	98%	98%
# of calls handled from queue in/out Call Center	56,041	56,000	56,000	55,000	56,000
# of job orders generated	25,702	26,000	26,000	26,000	25,000

Bryan Texas Utilities

Mission Statement

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

Fiscal Year 2019 Accomplishments

- Planned completion of joint BTU/CSU Graham Road Substation
- BTU's ongoing reliability improvement program included the annual inspection and identification of large number of poles for replacement or treatment/reinforcement to extend life
- Construction of underground electric lines to facilitate move in FY2020 to the new Rodgers Substation
- Relocated QSE to BTU main office into a state of the art facility
- Streetlight conversion of entire service territory to LED bulbs continues
- Architectural design begins for a modern Distribution Service Center
- Major upgrade of Steele Store Substation providing for load growth in the RELLIS Campus area
- Completed several smaller Distribution upgrade projects for increased capacity and reliability
- Dansby Unit #2 controls upgrades, shroud repairs and cooling tower replacement
- Lake Bryan Dam repairs along the southern edge of the structure
- Completed Strategic Plan for power supply procurement through 2027
- Entered into a 15 year purchase power agreement for 150MW of solar power beginning in 2022
- Extended QSE service contracts for Texas A&M University & Maverick County Irrigation District for 3 years
- Successfully upgraded Cayenta CIS software enhancing our customer service experience
- Planned upgrade of payment kiosks to new units, including BTU drive through lane for 24 hour access
- Assumed Lake Bryan Park operations October 1, 2018 and completed improvements to facilities and services allowing for greater lake park guest experience
- SmartHOME and SmartBUSINESS programs have offset nearly 70 KW of electric demand
- Solar distributed generation installations have exceeded 1 megawatt
- Entered into new lease agreement for The Hook restaurant at Lake Bryan
- New concessionaire agreement for paddleboard and kayak rental vendor at Lake Bryan
- Reworked mailroom operations for better staff utilization and improved mail processing efficiency

Fiscal Year 2020 Goals

- Continuation of the Pole Replacement Program
- Complete the streetlight conversion to LED throughout BTU's entire service territory
- Construction of Distribution Service Center to begin
- Begin conversion of Distribution overhead to underground along East William Joel Bryan Parkway
- Construction of electric distribution lines in anticipation of the new Leonard Road Substation
- Several smaller Distribution upgrade projects for increased capacity and reliability
- Complete a 10 mile transmission line connecting Snook and Steele Store substations and supporting the RELLIS campus
- Completion of a contract with Energy Transfer Fuels allowing BTU better utilization of power plants
- Expand enabled trading entities by adding at least one new trading counterparty
- Work with potential vendors and event groups to add amenities and host events at Lake Bryan
- Construct additional restroom facilities at Lake Bryan
- Addition of electric car charging facilities in Downtown Bryan
- Work with TPWD to boost fish population, promote nature and educate guests at Lake Bryan
- AMI TGB station upgrades to improve data collection between AMI meters and BTU billing systems

**Bryan Texas Utilities
City Electric System
Fiscal Year 2020**

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
<u>Revenues:</u>							
Operating Revenues:							
Base Revenue							
Retail	\$ 47,111,207	\$ 47,791,562	\$ 47,791,562	\$ 47,662,700	\$ 48,523,700	\$ 732,138	1.5%
Wholesale	25,747,737	15,487,072	15,487,072	15,555,100	15,662,400	175,328	1.1%
Fuel Pass Through	76,505,781	74,555,466	74,555,466	77,422,100	78,386,800	3,831,334	5.1%
Regulatory Charge Pass Through	17,058,219	16,637,311	16,637,311	16,793,000	16,623,300	(14,011)	-0.1%
Other Operating Revenue	31,168,177	32,434,610	32,434,610	41,919,300	34,574,400	2,139,790	6.6%
<i>Total Operating Revenues</i>	<u>197,591,121</u>	<u>186,906,022</u>	<u>186,906,022</u>	<u>199,352,200</u>	<u>193,770,600</u>	<u>6,864,578</u>	<u>3.7%</u>
Non-Operating Revenues:							
Interest Income	776,947	1,575,109	1,575,109	2,716,100	2,807,700	1,232,591	78.3%
<i>Total Non-Operating Revenues</i>	<u>776,947</u>	<u>1,575,109</u>	<u>1,575,109</u>	<u>2,716,100</u>	<u>2,807,700</u>	<u>1,232,591</u>	<u>78.3%</u>
Total Revenues	<u>198,368,068</u>	<u>188,481,131</u>	<u>188,481,131</u>	<u>202,068,300</u>	<u>196,578,300</u>	<u>8,097,169</u>	<u>4.3%</u>
<u>Expenditures:</u>							
Operating Expenses:							
Energy Cost	76,505,781	74,555,466	78,305,466	77,422,100	78,386,800	3,831,334	5.1%
Capacity Cost	17,565,562	290,728	290,728	-	-	(290,728)	-100.0%
TCOS Expense - BTU	17,058,219	16,637,311	16,637,311	16,793,000	16,623,300	(14,011)	-0.1%
TCOS Expense - Wholesale	2,259,209	2,139,375	2,139,375	2,231,500	2,466,000	326,625	15.3%
Departmental Expenses	25,501,400	24,816,189	24,816,189	28,955,400	24,760,100	(56,089)	-0.2%
Admin Reimbursement to COB	664,967	2,894,915	2,894,915	3,569,300	3,751,500	856,585	29.6%
Admin Reimbursement from COB	(1,640,870)	(1,630,490)	(1,630,490)	(1,630,500)	(1,968,200)	(337,710)	20.7%
<i>Total Operating Expenses</i>	<u>137,914,268</u>	<u>119,703,495</u>	<u>123,453,495</u>	<u>127,340,800</u>	<u>124,019,500</u>	<u>4,316,005</u>	<u>3.6%</u>
Non-Operating Expenses:							
Annual Capital	6,443,028	20,423,938	20,423,938	14,194,500	27,235,000	6,811,062	33.3%
Right-of-Way Payments	12,379,099	13,193,679	13,193,679	12,941,800	13,296,000	102,321	0.8%
Debt Service	17,273,173	42,101,955	42,101,955	40,406,400	19,703,300	(22,398,655)	-53.2%
<i>Total Non-Operating Expenditures</i>	<u>36,095,300</u>	<u>75,719,572</u>	<u>75,719,572</u>	<u>67,542,700</u>	<u>60,234,300</u>	<u>(15,485,272)</u>	<u>-20.5%</u>
Total Expenditures	<u>174,009,568</u>	<u>195,423,067</u>	<u>199,173,067</u>	<u>194,883,500</u>	<u>184,253,800</u>	<u>(11,169,267)</u>	<u>-5.7%</u>
Net Increase (Decrease)	24,358,501	(6,941,936)	(10,691,936)	7,184,800	12,324,500		
Beginning Unrestricted Cash	60,121,297	74,851,207	74,851,207	76,328,086	64,537,556		
Transfer (to)/from other Funds	-	(9,678,284)	(9,678,284)	(18,975,330)	1,904,887		
Change in Collateral	-	-	-	-	-		
Timing of Cash Flow	(8,151,712)	-	-	-	-		
Ending Unrestricted Cash	<u>\$ 76,328,086</u>	<u>\$ 58,230,986</u>	<u>\$ 54,480,986</u>	<u>\$ 64,537,556</u>	<u>\$ 78,766,943</u>		
# of Days of Reserve (90 day min)	190	165	150	172	214		
Rate Stabilization Fund - Ending	<u>\$ 1,704,016</u>	<u>\$ 11,421,325</u>	<u>\$ 11,421,325</u>	<u>\$ 1,738,096</u>	<u>\$ 1,772,858</u>		

**Bryan Texas Utilities
Rural Electric System
Fiscal Year 2020**

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
<u>Revenues:</u>							
Operating Revenues:							
Base Revenue	\$ 27,258,668	\$ 28,289,787	\$ 28,289,787	\$ 28,036,400	\$ 28,347,200	\$ 57,413	0.2%
Fuel Pass Through	15,818,424	15,649,740	15,649,740	15,210,600	15,646,200	(3,540)	0.0%
Regulatory Charge Pass Through	5,382,410	5,713,313	5,713,313	5,060,000	5,125,600	(587,713)	-10.3%
Miscellaneous	475,999	420,000	420,000	420,000	450,000	30,000	7.1%
<i>Total Operating Revenues</i>	<u>48,935,501</u>	<u>50,072,840</u>	<u>50,072,840</u>	<u>48,727,000</u>	<u>49,569,000</u>	<u>(503,840)</u>	<u>-1.0%</u>
Non-Operating Revenues:							
Interest Income	125,977	152,736	152,736	420,200	512,300	359,564	235.4%
<i>Total Non-Operating Revenues</i>	<u>125,977</u>	<u>152,736</u>	<u>152,736</u>	<u>420,200</u>	<u>512,300</u>	<u>359,564</u>	<u>235.4%</u>
Total Revenues	<u>49,061,478</u>	<u>50,225,577</u>	<u>50,225,577</u>	<u>49,147,200</u>	<u>50,081,300</u>	<u>(144,277)</u>	<u>-0.3%</u>
<u>Expenditures:</u>							
Operating Expenses:							
Purchased Power - Base	19,446,505	11,162,824	11,162,824	11,058,500	10,969,100	(193,724)	-1.7%
Purchased Power - Fuel	15,818,424	15,649,740	15,649,740	15,210,600	15,646,200	(3,540)	0.0%
Purchased Power - Regulatory Charge	5,382,410	5,713,313	5,713,313	5,060,000	5,125,600	(587,713)	-10.3%
Departmental Expenses	1,677,679	4,206,216	4,206,216	3,276,300	3,070,600	(1,135,616)	-27.0%
All Other	36,829	35,000	35,000	35,000	36,000	1,000	2.9%
<i>Total Operating Expenses</i>	<u>42,361,848</u>	<u>36,767,092</u>	<u>36,767,092</u>	<u>34,640,400</u>	<u>34,847,500</u>	<u>(1,919,592)</u>	<u>-5.2%</u>
Non-Operating Expenses:							
Annual Capital	2,714,048	10,354,541	10,354,541	8,697,000	12,202,500	1,847,959	17.8%
Debt Service	1,824,759	2,967,081	2,967,081	2,220,800	2,977,000	9,919	0.3%
<i>Total Non-Operating Expenditures</i>	<u>4,538,806</u>	<u>13,321,622</u>	<u>13,321,622</u>	<u>10,917,799</u>	<u>15,179,499</u>	<u>1,857,877</u>	<u>13.9%</u>
Total Expenditures	<u>\$ 46,900,654</u>	<u>50,088,714</u>	<u>50,088,714</u>	<u>45,558,200</u>	<u>50,027,000</u>	<u>(61,714)</u>	<u>-0.1%</u>
Net Increase (Decrease)	2,160,824	136,863	136,863	3,589,000	54,300		
Beginning Unrestricted Cash	6,588,707	7,394,466	7,394,466	9,899,397	13,488,397		
Timing of Cash Flow	1,149,866	-	-	-	-		
Ending Unrestricted Cash	<u>\$ 9,899,397</u>	<u>\$ 7,531,329</u>	<u>\$ 7,531,329</u>	<u>\$ 13,488,397</u>	<u>\$ 13,542,697</u>		
# of Days of Reserve (45 day min)	85	75	75	142	142		



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CITY OF BRYAN, TEXAS
Airport Fund Summary
Fiscal Year 2020

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
<u>Revenues</u>							
Operating Revenues:							
Rent	\$ 183,512	\$ 237,659	\$ 237,659	\$ 212,900	\$ 230,900	\$ (6,759)	-2.8%
Fuel Revenue	416,446	415,000	415,000	292,000	355,600	\$ (59,400)	-14.3%
<i>Total Operating Revenues</i>	599,958	652,659	652,659	504,900	586,500	(66,159)	-10.1%
Non-Operating Revenues:							
Grants and Reimbursements	50,000	50,000	50,000	50,000	50,000	-	0.0%
Interest Income	1,399	2,600	2,600	2,300	1,300	(1,300)	-50.0%
Misc. Revenues	306,821	10,400	10,400	13,200	1,000	(9,400)	-90.4%
Transfers In	110,000	110,000	110,000	188,000	187,000	77,000	70.0%
<i>Total Non-Operating Revenues</i>	468,220	173,000	173,000	253,500	239,300	66,300	38.3%
Total Revenues	1,068,178	825,659	825,659	758,400	825,800	141	0.0%
<u>Expenditures</u>							
Operating Expenses:							
Salaries and Benefits	176,746	195,690	195,690	181,000	190,000	(5,690)	-2.9%
Supplies	8,609	16,850	16,850	7,785	12,000	(4,850)	-28.8%
Fuel for resale	301,345	315,000	315,000	233,300	254,250	(60,750)	-19.3%
Maintenance	52,866	11,640	11,640	17,000	12,000	360	3.1%
Other Services and Charges	59,953	56,545	56,545	100,250	36,900	(19,645)	-34.7%
<i>Total Operating Expenses</i>	599,518	595,725	595,725	539,335	505,150	(90,575)	-15.2%
Non-Operating Expenses:							
Debt Service	78,948	74,863	74,863	77,800	81,919	7,056	9.4%
Annual Capital	195,348	103,000	103,000	72,450	120,000	17,000	16.5%
Administrative Reimbursement	99,045	103,735	103,735	103,735	124,557	20,822	20.1%
<i>Total Non-Operating Expenses</i>	373,341	281,598	281,598	253,985	326,476	44,878	15.9%
Total Expenditures	972,859	877,323	877,323	793,320	831,626	(45,697)	-5.2%
Net Increase /(Decrease)	95,319	(51,664)	(51,664)	(34,920)	(5,826)		
Beginning Operating Funds	63,430	155,515	125,638	125,638	90,718		
Timing of Cash Flows	(33,111)	-	-	-	-		
Ending Operating Funds	\$ 125,638	\$ 103,851	\$ 73,974	\$ 90,718	\$ 84,892		
# of Days of Reserve	76	64	45	61	61		
Reserve Requirement :							
(60 days operating expenses)	\$ 98,551	\$ 97,927	\$ 97,927	\$ 88,658	\$ 83,038		
# of Days Required	60	60	60	60	60		

Operating Funds = Unrestricted Cash



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Airport Fund

Mission Statement

To provide high-quality General Aviation facilities and superior service for the citizens of Bryan and the local community.

Strategic Incentives

- Provide an attractive transportation mode that leaves a lasting positive impression on residents and visitors to the Brazos Valley
- Continue to upgrade and improve Coulter Field facilities and infrastructure through the pursuit of funding from Texas Department of Transportation - Aviation Division, and profits resulting from superior management of the facility with the overall goal of making and retaining Coulter Field as the best General Aviation airport in the region

Fiscal Year 2019 Accomplishments

- Increased Coulter tenants by 12 aircraft
- Updated Height Hazard Zoning Ordinance to assist in protecting Coulter's Runway Protection Zone
- Entered agreement with Texas Department of Transportation-Aviation Division to conduct Airport Layout Plan
- Removed no-longer-used 100LL underground storage tanks
- Completed sanitary improvements to terminal building
- Completed electrical improvements to operations maintenance shed
- Hosted Experimental Aircraft Association
- Hosted annual Scotty's House "The Great American Steak Out" event
- Hosted field trips for local students

Fiscal Year 2020 Goals and Objectives

- Begin engineering phase of Airport Layout Plan
- Install fire extinguishers on outside of city-owned hangars
- Promote awareness of Coulter Field among citizens of Bryan
- Increase aircraft operations

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 176,746	\$ 195,690	\$ 195,690	\$ 181,000	\$ 190,000	\$ (5,690)	-2.9%
Supplies	309,954	331,850	331,850	241,085	266,250	(65,600)	-19.8%
Maintenance & Services	97,847	56,694	56,694	59,850	48,900	(7,794)	-13.7%
Miscellaneous/Admin Reimb	114,016	115,226	115,226	161,135	124,557	9,331	8.1%
Capital Outlay	195,348	103,000	103,000	72,450	120,000	17,000	16.5%
Debt Service	78,948	74,863	74,863	77,800	81,919	7,056	9.4%
Total Expenses	\$ 972,859	\$ 877,323	\$ 877,323	\$ 793,320	\$ 831,626	\$ (45,697)	-5.2%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Airport Manager	1	1	1	1	1
Lead Airport Operations Specialist	1	1	1	1	1
Total	2	2	2	2	2

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
# of Offices Leased	4	4	4	4	4
Revenue generated	8,770	\$ 9,420	9,420	8,340	8,340
Tie Down Revenue	6,280	6,720	6,720	4,800	4,800
# of T Hangers	36	46	46	46	46
Box Hangars Leased	2	4	4	4	4
Revenue generated	150,975	\$ 197,455	197,455	165,210	201,300
# of Ground Leases	2	4	4	4	4
Revenue generated	7,662	\$ 9,664	\$ 9,664	\$ 9,664	9,360
Maintenance Fee (Mgmt Fees)	1	2	2	2	2
Revenue generated	1,400	\$ 8,400	\$ 8,400	\$ 8,400	\$ 8,400

CITY OF BRYAN, TEXAS
Bryan Commerce and Development (BCD) Fund Summary
Fiscal Year 2020

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
<u>Revenues</u>							
<u>Operating Revenues:</u>							
Traditions Lot Sales	\$ 4,184,740	\$ -	\$ -	\$ -	\$ -	\$ -	0.0%
<i>Total Operating Revenues</i>	<u>4,184,740</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>0.0%</u>
<u>Non-Operating Revenues:</u>							
Interest Income	3,059	53,000	53,000	71,967	52,200	(800)	-1.5%
Miscellaneous Revenue	-	-	-	31,383	-	-	0.0%
<i>Total Non-Operating Revenues</i>	<u>3,059</u>	<u>53,000</u>	<u>53,000</u>	<u>103,350</u>	<u>52,200</u>	<u>(800)</u>	<u>-1.5%</u>
Total Revenues	<u>4,187,799</u>	<u>53,000</u>	<u>53,000</u>	<u>103,350</u>	<u>52,200</u>	<u>(800)</u>	<u>-1.5%</u>
<u>Expenditures</u>							
<u>Operating Expenses:</u>							
Other services and charges	76,964	3,564	3,564	6,170	3,537	(27)	-0.8%
Land Purchase	-	-	600,000	1,000,000	1,000,000	1,000,000	0.0%
Land Purchase - Builder Infill Program	-	-	-	-	300,000	300,000	0.0%
<i>Total Operating Expenses</i>	<u>76,964</u>	<u>3,564</u>	<u>603,564</u>	<u>1,006,170</u>	<u>1,303,537</u>	<u>1,299,973</u>	<u>-0.8%</u>
<u>Non-Operating Expenses:</u>							
Admin Reimbursements	41,336	44,327	44,327	44,327	45,863	1,536	3.5%
Transfer to Capital Reserve Fund	105,347	-	-	-	-	-	0.0%
<i>Total Non-Operating Expenses</i>	<u>146,683</u>	<u>44,327</u>	<u>44,327</u>	<u>44,327</u>	<u>45,863</u>	<u>1,536</u>	<u>3.5%</u>
Total Expenditures	<u>223,647</u>	<u>47,891</u>	<u>647,891</u>	<u>1,050,497</u>	<u>1,349,400</u>	<u>1,301,509</u>	<u>2717.6%</u>
Net Increase/(Decrease)	3,964,152	5,109	(594,891)	(947,147)	(1,297,200)		
Beginning Operating Funds	30,303	3,558,020	3,557,207	3,557,207	2,610,060		
Timing of Cash Flows	(437,248)	-	-	-	-		
Ending Operating Funds	<u>\$ 3,557,207</u>	<u>\$ 3,563,129</u>	<u>\$ 2,962,316</u>	<u>\$ 2,610,060</u>	<u>\$ 1,312,860</u>		
Minimum Target Fund Balance ≥ \$0	\$ -	\$ -	\$ -	\$ -	\$ -		

SPECIAL REVENUE OVERVIEW

FUND DESCRIPTION

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

As governmental funds, they are accounted for by using the current financial resources measurement focus. The ending operating fund balance represents the financial resources that are available to meet near-term demands and liabilities. Revenues are recognized in the accounting period in which they are both measurable and available. Revenues are considered to be available when they are collected within the current period or soon enough thereafter to pay liabilities of the current period. Expenditures in the governmental funds are recognized in the period in which the liability is incurred, if measurable. However, debt service expenditures are recorded only when payment is due.

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

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

HOTEL/MOTEL TAX FUND

The Hotel/Motel Tax ("HOT") Fund is used to account for the revenues from the City's 7% tax on receipts from all eligible hotel, motel, and bed and breakfast occupancies within the City of Bryan. By law, at least 1% of the 7% tax rate must be spent on advertising and promotion of the city and its vicinity. No more than 15% of the collected revenue can be spent on promotion of the arts. A maximum of 50% of the collected revenue can be spent on historical restoration and preservation. Chapter 351 of the Texas Local Government Code governs the use of HOT 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 FY 2020 are projected to be \$1,768,000. This is an increase of \$233,000, or 15.2%, compared to FY 2019 adopted budget.

The City entered into an agreement with Atlas Hotel, LP ("The Stella") in FY 2014 and The Stella Hotel opened its doors in March 2017. Through The Stella agreement the City will pay, on a reimbursement basis, 50% of the HOT tax collected and remitted by The Stella for advertising and other qualifying expenditures up to a maximum of \$2,250,000. The projected remaining contract balance at fiscal year-end 2020 will be \$1,721,460. During FY 2020 the City expects to reimburse The Stella \$165,000.

The Downtown Bryan Association (DBA) will be provided with \$324,433 of HOT funds in FY 2020. The funds will go toward the operation events in Downtown Bryan including First Friday. Through the partnership with the DBA and the revival of Downtown Bryan, Downtown Bryan is a destination attraction for tourists.

Including The Stella Hotel agreement, and the DBA, the FY 2020 HOT expenditures are expected to be \$1,750,200. Experience Bryan College Station (EBCS) is budgeted to receive \$598,170. The Arts Council is budgeted to receive \$180,000, with a possible additional \$10,000 for the Art Path Mural. The Chamber of Commerce is budgeted to receive \$5,000. Funding of \$75,000 is budgeted for the City of Bryan Communications and Marketing department to attract tourists to Bryan through statewide marketing campaigns and targeted advertising. An additional \$104,600 is budgeted for the City of Bryan Parks and Recreation department. The Parks and Recreation funding will focus on attracting sports tournaments and other events to the City of Bryan. FY 2020 budgeted expenditures will also include \$212,997 for

festivals and other events including \$110,000 for the Texas Reds Festival ran by the DBA and separate from their operating budget.

The FY 2020 ending fund balance is projected to be \$2,509,544 which is above the reserve target of \$287,704.

STREET IMPROVEMENT FUND (TRANSPORTATION FEE)

The Street Improvement Fund was established by ordinance in 1998. The transportation fees associated with this fund are 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 to customers.

The total revenues for FY 2020 budget for the Street Improvement Fund are expected to be \$5,878,000. \$5,700,000 is budgeted for fees, \$168,000 is budgeted for interest income and other, and \$10,000 is budgeted for a transfer from TIRZ 19.

The total expected expenditures for FY 2020 are \$10,392,964. The majority of the budgeted expenditures are for street improvements are expected to be at \$9,172,050. Other expenditures include administrative reimbursements of \$105,494, utility administration reimbursement of \$153,529, uncollectible accounts of \$24,000, and a transfer to debt service of \$777,091.

The FY 2020 ending fund balance is expected to be \$861,164, which is below the target fund balance of \$1,708,432. Fund balance will be monitored.

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 FY 2020 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.

FY 2020 total projected revenues are \$1,012,000. Included in this total are drainage fees of \$950,000, penalty income of \$12,000 and non-operating interest income of \$50,000.

Drainage studies and improvement projects budgeted for FY2020 total \$1,900,000. Additional expenditures include a transfer of \$58,434 to cover utility administrative reimbursements, a transfer to debt service of \$95,000, administrative reimbursements of \$69,958 and uncollectible amounts of \$5,000.

The FY 2020 ending fund balance is \$212,130, which is below the target fund balance of \$349,873. Fund balance will be monitored.

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 (“The Stella Hotel and Lake Walk development”). Tax receipts from the improvements within the zone coupled with proceeds from the sale of residential lots during the early years were included in the development plan as resources for servicing the debt issued for improvements in this zone.

The City of Bryan issued Combination Tax and Surplus Utility System Revenue Certificates of Obligation, Series 2000A, in the aggregate principal amount of \$17,000,000 for public infrastructure improvements within this TIRZ. In 2005, the Series 2000A bonds were refunded through the City’s issuance of \$13,696,712 of General Obligation refunding bonds. The Series 2005 bonds were subsequently refunded in 2015 through the issuance of \$7,965,728 General Obligation Refunding bonds. The projected outstanding principal balance at fiscal year-end 2020 is \$3,258,862. The City contributes all of its incremental tax revenues to TIRZ 10. Brazos County contributes 80% of its maintenance and operations rate to TIRZ 10 through 2024.

The Traditions golf course is complete and new home construction continues. In September 2014, City Council approved the funding of a portion of The Stella Hotel and Lake Walk development which includes a hotel and conference center.

The TIRZ is committed to reimburse \$6.0 million for infrastructure, conference center expenses and other amenities within the project. To date, TIRZ 10 has reimbursed \$4,710,000 towards the development. The estimated property tax revenues for FY 2020 are \$2,219,500 and contributions from Brazos County are estimated at \$1,202,400. Interest earnings are projected to generate \$28,700 in revenue during FY 2020. Total revenues budgeted for TIRZ 10 are \$3,450,600.

FY 2020 expenditures include debt service payments in the amount of \$1,019,776 contractual services of \$25,000, a transfer to the General Fund of \$200,000 for administrative costs and \$300,000 for advanced funding reimbursements. \$565,000 is projected for The Stella Hotel and Lake Walk development reimbursements.

The FY 2020 ending fund balance is expected to be \$1,683,232, which is above the reserve requirement of \$50,000.

TIRZ #19 – NASH STREET

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

The City of Bryan issued Tax and Revenue Certificates of Obligation, Series 2005, in the aggregate principal amount of \$1,747,642 for public infrastructure improvements within TIRZ 19. Subsequently, in 2007, the City issued Tax and Revenue Certificates of Obligation, Series 2007, in the aggregate principal amount of \$200,000 for TIRZ 19 projects. In 2014, the 2005 bonds were refunded. In 2016 the 2007 bonds were refunded. The outstanding principal balance at fiscal year-end 2020 will be \$846,841. The City contributes all of its incremental tax revenues to TIRZ 19. Brazos County allowed 100% of its maintenance and operations rate to be diverted through 2013. Brazos County no longer participates in TIRZ 19.

Property tax revenues for TIRZ 19 are projected to be \$388,300 for FY 2020. Interest income is projected at \$6,900.

Total FY 2020 expenditures of \$457,655 include a transfer to debt service of \$137,655, a transfer to the Streets Fund of \$10,000, and a Parks and Recreation projects of \$310,000.

The FY 2020 ending fund balance is expected to be \$50,066, which is above the reserve requirement of \$50,000.

TIRZ #21 – DOWNTOWN

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

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

The City of Bryan anticipates approximately \$199,800 in property tax revenues for FY 2020. Interest income of \$4,000 is also projected.

Total expenditures include \$100,000 that are projected for façade improvements and \$111,970 that is projected for parks and recreation projects.

The FY 2020 ending fund balance is expected to be \$461,825, which is above the \$50,000 reserve requirement.

TIRZ #22 – TARGET TRACT/NORTH TRACT

Tax Increment Financing Zone #22 (TIRZ 22) was created by City Council ordinance in February 2007. This improvement zone is located on 282 acres along Briarcrest Drive and the east frontage road of N. Earl Rudder Freeway. TIRZ 22 was created to support the development of a multi-phase regional retail center (known as the "Bryan Towne Center") and other mixed use development. This development is expected to add significant ad valorem and sales tax base to the City of Bryan. The boundary of this zone was expanded in January 2010 to include approximately 290 acres north of Briarcrest Drive. Due to the expansion, the project and finance plan was also amended to include additional development within the revised boundary. Because the two development agreements determine developer funding on revenues distinct to each agreement, two separate funds were established in FY 2016. The Target tract represents the

original 2007 agreement and the North tract represents the 2010 agreement. Both funds make up the entirety of TIRZ 22. Activity within these tracts is anticipated to generate increased valuations to repay outstanding debt. The City contributes all of its incremental tax revenues to TIRZ 22. Brazos County has agreed to allow 100% of its maintenance and operations rate to be diverted to TIRZ 22 through 2023.

TARGET TRACT

The City of Bryan issued Certificates of Obligation, Series 2007, in the aggregate principal amount of \$4,653,900 for public infrastructure improvements within TIRZ 22. Subsequently, in 2008, the City issued Tax and Revenue Certificates of Obligation, Series 2008, in the aggregate principal amount of \$287,914 for projects. In 2016 the 2007 bonds were refunded. The outstanding principal balance for the Target tract in FY 2020 is projected to be \$1,619,437.

Property Tax revenues for the Target tract in FY 2020 are \$253,200. Brazos County also participates in TIRZ 22, and expects to contribute \$170,700 in property taxes. Interest income is expected to be \$5,000. FY 2020 Target tract expenditures include a transfer to debt service in the amount of \$294,604 and a transfer to the General Fund of \$145,000 for reimbursement of expenditures from prior years.

The FY 2020 ending fund balance is expected to be \$50,084, which is above the reserve requirement of \$50,000.

NORTH TRACT

In September 2013, bond funds of \$1,481,500 were assigned from Tax and Revenue Certificate of Obligation, Series 2010 to the North tract development to fund infrastructure costs. The North tract will have an outstanding principal balance of \$987,721 at FY 2020 year-end.

Property Tax revenues for the North tract in FY2020 are projected to be \$124,200. Brazos County will contribute an additional \$82,900. Interest income is expected to be \$3,000. Expenditures for the North tract include contractual services of \$95,000 and a transfer to debt service in the amount of \$123,305.

The FY 2020 ending fund balance is expected to be \$50,039, which is above the reserve requirement of \$50,000.

COURT TECHNOLOGY FUND

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

FY 2020 projected revenues are expected to be \$36,500. Revenues from the technology fee are anticipated to be \$33,000, while interest income is expected to be \$3,500. Expenses for FY 2020 are projected to be \$19,500 which include \$3,500 for supplies and \$16,000 for maintenance costs for Municipal Court software.

The FY 2020 ending fund balance is expected to be \$192,920, which is above the reserve target of \$3,205.

COMMUNITY DEVELOPMENT FUND

The Community Development Fund accounts for the proceeds of grants that focus primarily on community and housing development for low to moderate income citizens. The primary source of revenue for the Community Development fund is the United States Department of Housing and Urban Development ("HUD"). HUD provides grant funding for both the Community Development Block Grant ("CDBG") and the HOME Program.

In FY 2020, revenues are budgeted at \$2,055,870, a decrease of \$82,188 from the FY 2019 adopted budget of \$2,138,058.

FY 2020 Projected expenditures in the Community Development Fund are \$2,055,870. The Community Development fund relies solely on grant funding for all operational expenditures. The department can only spend funding which has been awarded.

The FY 2020 ending fund balance is expected to be \$0, which meets the minimum reserve balance.

CAPITAL RESERVE FUND

The Capital Reserve Fund was established by City Council in FY 2016 to accumulate miscellaneous one-time revenues such as Traditions land sales. Due to their unpredictable nature, land sales are not budgeted for future years. During FY 2019, there were no transfers in from land sales and interest income is projected at \$63,000. FY 2020 revenues for interest income are budgeted at \$65,000. The Capital Reserve fund is to be used on projects of a non-recurring nature designated by City Council.

The FY 2020 ending fund balance is expected to be \$3,543,368, which meets the minimum target fund balance.

OIL & GAS FUND

The Oil & Gas Fund was established as part of the FY 2015 budget to account for the revenues associated with oil and gas leases, royalties, and mineral property taxes. FY 2020 oil and gas royalties are estimated at \$310,500. Property taxes on mineral values are estimated at \$318,250 and will be transferred from the General Fund to the Oil and Gas Fund in FY 2020. Interest income is budgeted \$26,800 for FY 2020. There are no expenditures budgeted for FY 2020. The Oil and Gas Fund is to be used on projects of a non-recurring nature designated by City Council.

The FY 2020 ending fund balance is expected to be \$2,465,791, which is above the minimum target fund balance.

CITY OF BRYAN, TEXAS
Hotel Tax Fund Summary
Fiscal Year 2020

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Proposed	\$Chng/FY19 Adopted	%Chng /FY19
<u>Revenues</u>							
Room Tax Receipts	\$ 1,748,501	\$ 1,500,000	\$ 1,500,000	\$ 1,700,000	\$ 1,725,000	\$ 225,000	15.0%
Interest Income	17,806	35,000	35,000	35,000	43,000	8,000	22.9%
Total Revenues	1,766,307	1,535,000	1,535,000	1,735,000	1,768,000	233,000	15.2%
<u>Expenditures</u>							
Outside Agency Programs							
Experience BCS	398,621	486,586	506,586	486,586	598,170	111,584	22.9%
Experience BCS - Fund Balance Refund	-	-	-	(55,000)	-	-	0.0%
Veterans Memorial	25,000	25,000	25,000	25,000	25,000	-	0.0%
Arts Council	180,000	180,000	180,000	180,000	180,000	-	0.0%
Art Path - Arts Council	-	-	-	-	10,000	10,000	0.0%
Downtown Bryan Association (DBA)	247,500	314,850	314,850	314,850	324,433	9,583	3.0%
Chamber of Commerce	5,000	5,000	5,000	5,000	5,000	-	0.0%
Communication Expenses - City of Bryan	70,339	75,000	75,000	75,000	75,000	-	0.0%
Parks and Recreation - City of Bryan	37,211	82,147	82,147	82,000	104,600	22,453	27.3%
The Stella - Economic Dev. Agreement	138,035	150,000	225,000	160,000	165,000	15,000	10.0%
Historical Restoration	-	-	-	-	50,000	50,000	0.0%
Total Outside Agency Programs	1,101,706	1,318,583	1,413,583	1,273,436	1,537,203	218,620	16.6%
<u>Events</u>							
Unspecified Events	188,448	100,000	130,000	100,000	102,997	2,997	3.0%
Texas Reds	110,000	110,000	110,000	110,000	110,000	-	0.0%
Total Events	298,448	210,000	240,000	210,000	212,997	2,997	1.4%
Total Expenditures	1,400,153	1,528,583	1,653,583	1,483,436	1,750,200	221,617	14.5%
Net Increase/Decrease	366,154	6,417	(118,583)	251,564	17,800		
Beginning Fund Balance	1,885,588	1,966,988	2,240,180	2,240,180	2,491,744		
Timing of Cash Flows	(11,562)	-	-	-	-		
Ending Operating Funds	\$ 2,240,180	\$ 1,973,405	\$ 2,121,597	\$ 2,491,744	\$ 2,509,544		
# of Days Reserve	584	471	468	613	523		
Minimum Operating Reserve Target:							
(60 days operating expenses)	\$ 230,162	\$ 251,274	\$ 271,822	\$ 243,852	\$ 287,704		
# of Days Reserve Target	60	60	60	60	60		

CITY OF BRYAN, TEXAS
Street Improvement Fund Summary
Fiscal Year 2020

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
<u>Revenues</u>							
Fees	\$ 5,694,584	\$ 5,700,000	\$ 5,700,000	\$ 5,600,000	\$ 5,700,000	\$ -	0.0%
Other	66,133	78,000	78,000	73,000	78,000	-	0.0%
Interest Income	65,192	80,000	80,000	116,000	90,000	10,000	12.5%
Paving Assessment Receipts	620	-	-	-	-	-	0.0%
Paving Assessment Interest	4,134	-	-	-	-	-	0.0%
Total Revenues	5,830,661	5,858,000	5,858,000	5,789,000	5,868,000	10,000	0.2%
Transfer from Other Funds	-	-	-	-	10,000	10,000	0.0%
Total Revenues and Transfers In	5,830,661	5,858,000	5,858,000	5,789,000	5,878,000	20,000	0.3%
<u>Expenditures</u>							
Salaries and Benefits	1,664	-	-	56,200	115,800	115,800	0.0%
Street Improvements	7,028,295	6,515,000	6,515,000	6,516,000	9,172,050	2,657,050	40.8%
Professional Services	16,005	40,000	40,000	92,650	45,000	5,000	12.5%
Admin Reimbursement	161,085	100,467	100,467	100,467	105,494	5,027	5.0%
Uncollectible Accounts	20,432	24,000	24,000	24,000	24,000	-	0.0%
Contractual Services	1,129	-	-	280,000	-	-	0.0%
Capital	70,685	-	-	-	-	-	0.0%
Transfer to Debt Service	209,582	208,466	208,466	208,466	777,091	568,625	272.8%
Utility Admin. Reimbursement	142,160	157,797	157,797	157,797	153,529	(4,268)	-2.7%
Total Expenditures	7,651,037	7,045,730	7,045,730	7,435,580	10,392,964	3,347,234	47.5%
Net Increase/(Decrease)	(1,820,375)	(1,187,730)	(1,187,730)	(1,646,580)	(4,514,964)		
Beginning Operating Funds	7,710,738	1,534,289	7,022,708	7,022,708	5,376,128		
Timing of Cash Flows	1,132,345	-	-	-			
Ending Operating Funds	\$ 7,022,708	\$ 346,559	\$ 5,834,978	\$ 5,376,128	\$ 861,164		
# of Days of Reserve	335	18	302	264	30		
Minimum Operating Reserve Target:							
(60 days operating expenses)	\$ 1,257,705	\$ 1,158,202	\$ 1,158,202	\$ 1,222,287	\$ 1,708,432		
# of Days Required	60	60	60	60	60		

CITY OF BRYAN, TEXAS
Drainage Fund Summary
Fiscal Year 2020

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
<u>Revenues</u>							
Fees	\$ 950,205	\$ 950,000	\$ 950,000	\$ 950,000	\$ 950,000	\$ -	0.0%
Other	11,035	12,000	12,000	12,000	12,000	-	0.0%
Interest Income	26,165	31,500	31,500	71,000	50,000	18,500	58.7%
Total Revenues	987,405	993,500	993,500	1,033,000	1,012,000	18,500	1.9%
<u>Expenditures</u>							
Storm System Maintenance	12,480	-	-	-	-	-	0.0%
Contr Engineer/Planning	384,520	-	-	267,601	-	-	0.0%
Admin. Reimbursements	64,913	27,009	27,009	27,009	69,958	42,949	159.0%
Land	-	-	337,500	10,000	-	-	0.0%
Uncollectible Accounts	1,940	5,000	5,000	5,000	5,000	-	0.0%
Storm System	56,185	1,000,000	1,412,500	2,552,050	1,900,000	900,000	90.0%
Transfer to Debt Service	-	-	-	-	95,000	95,000	0.0%
Utility Admin Reimbursement	46,878	76,623	76,623	76,623	58,434	(18,189)	-23.7%
Total Expenditures	566,916	1,108,632	1,858,632	2,938,283	2,128,392	1,019,760	92.0%
Net Increase/(Decrease)	420,489	(115,132)	(865,132)	(1,905,283)	(1,116,392)		
Beginning Operating Funds	2,819,859	2,219,885	3,233,805	3,233,805	1,328,522		
Timing of Cash Flows	(6,543)	-	-	-	-		
Ending Operating Funds	\$ 3,233,805	\$ 2,104,753	\$ 2,368,673	\$ 1,328,522	\$ 212,130		
# of Days Reserve	2,082	693	465	165	36		
Minimum Operating Reserve Target:							
(60 days operating expenses)	\$ 93,192	\$ 182,241	\$ 305,529	\$ 483,005	\$ 349,873		
# of Days Reserve Target	60	60	60	60	60		

CITY OF BRYAN, TEXAS
TIRZ 10 - Traditions Fund Summary
Fiscal Year 2020

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
<u>Revenues</u>							
Property tax - City	\$ 1,851,723	\$ 2,072,250	\$ 2,072,250	\$ 2,086,761	\$ 2,219,500	\$ 147,250	7.1%
Property tax - County	1,021,084	1,165,720	1,165,720	1,151,209	1,202,400	36,680	3.1%
Interest Income	18,132	12,000	12,000	28,030	28,700	16,700	139.2%
Total Revenues	2,890,939	3,249,970	3,249,970	3,266,000	3,450,600	200,630	6.2%
<u>Expenditures</u>							
Transfer to Debt Service Fund	1,107,927	1,020,183	1,020,183	1,020,183	1,019,776	(407)	0.0%
Transfers Out	40,000	400,000	400,000	400,000	300,000	(100,000)	-25.0%
Contractual & Professional Services	25,000	25,000	25,000	25,000	25,000	-	0.0%
Administrative Costs (\$200k) ¹	-	-	-	-	200,000	200,000	0.0%
Developer Reimb - Town Center 60%	1,056,000	1,155,000	1,155,000	1,155,000	339,000	(816,000)	-70.6%
Developer Reimb - Conf. Center 40%	704,000	770,000	770,000	770,000	226,000	(544,000)	-70.6%
Total Expenditures	2,932,927	3,370,183	3,370,183	3,370,183	2,109,776	1,260,407	37.4%
Net Increase/(Decrease)	(41,988)	(120,213)	(120,213)	(104,183)	1,340,824		
Beginning Operating Funds	490,051	340,795	446,591	446,591	342,408		
Timing of Cash Flows	(1,472)						
Ending Operating Funds	\$ 446,591	\$ 220,582	\$ 326,378	\$ 342,408	\$ 1,683,232		
Fund Balance Reserve Requirement:							
(\$50,000 fund balance)	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000		

CITY OF BRYAN, TEXAS
TIRZ 19 - Nash Street Fund Summary
Fiscal Year 2020

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
<u>Revenues</u>							
Property tax - City	\$ 292,039	\$ 334,352	\$ 334,352	\$ 334,350	\$ 388,300	\$ 53,948	16.1%
Interest Income	2,014	2,500	2,500	6,050	6,900	4,400	176.0%
Total Revenues	294,053	336,852	336,852	340,400	395,200	58,348	17.3%
<u>Expenditures</u>							
Construction Costs	-	278,000	278,000	243,000	-	(278,000)	-100.0%
Parks & Recreation Projects	-	-	-	-	310,000	310,000	0.0%
Transfer to Debt Service Fund	142,239	137,679	137,679	137,679	137,655	(24)	0.0%
Transfer to General Fund	50,000	-	-	-	-	-	0.0%
Transfer to Other Funds	-	-	-	-	10,000	10,000	0.0%
Total Expenditures	192,239	415,679	415,679	380,679	457,655	41,976	10.1%
Net Increase/(Decrease)	101,814	(78,827)	(78,827)	(40,279)	(62,455)		
Beginning Operating Funds	50,986	130,354	152,800	152,800	112,521		
Ending Operating Funds	\$ 152,800	\$ 51,527	\$ 73,973	\$ 112,521	\$ 50,066		
Fund Balance Reserve Requirement:							
(\$50,000 fund balance)	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000		

CITY OF BRYAN, TEXAS
TIRZ 21 - Downtown Fund Summary
Fiscal Year 2020

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
<u>Revenues</u>							
Property tax - City	\$ 119,027	\$ 152,603	\$ 152,603	\$ 152,600	\$ 199,800	\$ 47,197	30.9%
Interest	3,308	5,500	5,500	10,000	4,000	(1,500)	-27.3%
Total Revenues	122,335	158,103	158,103	162,600	203,800	45,697	28.9%
<u>Expenditures</u>							
Contractual Services	117,382	100,000	100,000	53,000	100,000	-	0.0%
Parks and Recreation Projects	-	-	-	-	111,970	111,970	0.0%
Total Expenditures	117,382	100,000	100,000	53,000	211,970	111,970	112.0%
Net Increase/(Decrease)	4,953	58,103	58,103	109,600	(8,170)		
Beginning Operating Funds	355,441	309,370	360,395	360,395	469,995		
Ending Operating Funds	\$ 360,395	\$ 367,473	\$ 418,498	\$ 469,995	\$ 461,825		
Fund Balance Reserve Requirement: (\$50,000 fund balance)	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000		

CITY OF BRYAN, TEXAS
TIRZ 22 - Target Tract Fund Summary
Fiscal Year 2020

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
<u>Revenues</u>							
Property tax - City	\$ 208,460	\$ 235,651	\$ 235,651	\$ 236,848	\$ 253,200	\$ 17,549	7.4%
Property tax - County	138,476	169,213	169,213	162,300	170,700	1,487	0.9%
Interest Income	2,262	2,000	2,000	4,852	5,000	3,000	150.0%
Total Revenues	349,198	406,864	406,864	404,000	428,900	22,036	5.4%
<u>Expenditures</u>							
Transfer to Debt Service	296,176	296,425	296,425	296,425	294,604	(1,821)	-0.6%
Transfer to Other Funds	-	120,000	120,000	120,000	145,000	25,000	20.8%
Total Expenditures/Transfers	296,176	416,425	416,425	416,425	439,604	23,179	5.6%
Net Increase/(Decrease)	53,022	(9,561)	(9,561)	(12,425)	(10,704)		
Beginning Operating Funds	20,191	64,880	73,213	73,213	60,788		
Ending Operating Funds	\$ 73,213	\$ 55,319	\$ 63,652	\$ 60,788	\$ 50,084		
Fund Balance Reserve Requirement: (\$50,000 fund balance)	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000		

CITY OF BRYAN, TEXAS
TIRZ 22 - North Tract - Fund Summary
Fiscal Year 2020

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
<u>Revenues</u>							
Property tax - City	\$ 114,279	\$ 116,858	\$ 116,858	\$ 115,661	\$ 124,200	\$ 7,342	6.3%
Property tax - County	81,298	81,405	81,405	79,257	82,900	1,495	1.8%
Interest Income	1,578	2,200	2,200	3,082	3,000	800	36.4%
Total Revenues	197,154	200,463	200,463	198,000	210,100	9,637	4.8%
<u>Expenditures</u>							
Contractual Services	60,000	150,000	150,000	150,000	95,000	(55,000)	-36.7%
Total Expenditures	60,000	150,000	150,000	150,000	95,000	(55,000)	-36.7%
Transfer to Debt Service	123,297	123,301	123,301	123,301	123,305	4	0.0%
Total Expenditures/Transfers	183,297	273,301	273,301	273,301	218,305	(54,996)	-20.1%
Net Increase/(Decrease)	13,857	(72,838)	(72,838)	(75,301)	(8,205)		
Beginning Operating Funds	119,688	126,392	133,545	133,545	58,244		
Ending Operating Funds	\$ 133,545	\$ 53,554	\$ 60,707	\$ 58,244	\$ 50,039		
Fund Balance Reserve Requirement: (\$50,000 fund balance)	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000	\$ 50,000		

CITY OF BRYAN, TEXAS
Court Technology Fund Summary
Fiscal Year 2020

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
<u>Revenues</u>							
Technology Fee	\$ 37,670	\$ 45,000	\$ 45,000	\$ 33,000	\$ 33,000	\$ (12,000)	-26.7%
Interest Income	1,341	1,500	1,500	3,000	3,500	2,000	133.3%
Total Revenues	39,011	46,500	46,500	36,000	36,500	(10,000)	-21.5%
<u>Expenditures</u>							
Supplies	-	3,500	3,500	3,500	3,500	-	0.0%
Maintenance	19,534	16,000	16,000	16,000	16,000	-	0.0%
Capital Outlay	47,525	-	-	-	-	-	0.0%
Total Expenditures	67,059	19,500	19,500	19,500	19,500	-	0.0%
Net Increase/(Decrease)	(28,048)	27,000	27,000	16,500	17,000		
Beginning Fund Balance	187,615	163,890	159,420	159,420	175,920		
Timing of Cash Flows	(147)	-	-	-	-		
Ending Operating Funds	\$ 159,420	\$ 190,890	\$ 186,420	\$ 175,920	\$ 192,920		
# of Days Reserve	868	3,573	3,489	3,293	3,611		
Minimum Operating Reserve Target:							
(60 days operating expenses)	\$ 11,023	\$ 3,205	\$ 3,205	\$ 3,205	\$ 3,205		
# of Days Reserve Target	60	60	60	60	60		

CITY OF BRYAN, TEXAS
Community Development Fund Summary
Fiscal Year 2020

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
<u>Revenues</u>							
Community Development Block Grant	\$ 893,416	\$ 1,218,293	\$ 1,218,293	\$ 897,472	\$ 1,073,300	\$ (144,993)	-11.9%
HOME Grant	23,783	835,765	835,765	358,980	898,570	62,805	7.5%
Revolving Loan	23,443	19,000	19,000	19,000	19,000	-	0.0%
HOME Program Income	78,234	65,000	65,000	65,000	65,000	-	0.0%
Recaptured Funds	-	-	-	5,000	-	-	0.0%
Misc.	557	-	-	-	-	-	0.0%
Total Revenues	1,019,433	2,138,058	2,138,058	1,345,452	2,055,870	(82,188)	-3.8%
<u>Expenditures</u>							
CD Administration	163,223	168,000	168,000	159,658	169,611	1,611	1.0%
CDBG Housing Admin	118,778	948,500	948,500	615,847	795,481	(153,019)	-16.1%
CDBG Public Services	638,538	123,000	123,000	123,494	127,208	4,208	3.4%
HOME Admin	17,336	34,000	34,000	34,370	33,950	(50)	-0.1%
HOME Grants	136,621	864,558	864,558	389,610	929,620	65,062	7.5%
Total Expenditures	1,074,496	2,138,058	2,138,058	1,322,979	2,055,870	(82,188)	-3.8%
Net Increase/(Decrease)	(55,063)	-	-	22,473	-		
Beginning Fund Balance	24,944	24,944	(22,473)	(22,473)	-		
Timing of Cash Flows	7,646	-	-	-	-		
Ending Operating Funds	\$ (22,473)	\$ 24,944	\$ (22,473)	\$ -	\$ -		
Minimum Target Fund Balance ≥ \$0	\$ -	\$ -	\$ -	\$ -	\$ -		

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 2019 Accomplishments

- Coordinate efforts for the Infill Neighborhood Revalorization program-3 meetings
- Provided funding to a minimum of 24 homeowners to improve housing stock for both minor and major rehabilitation/reconstruction- projected 55 total minor and 2 major rehab/reconstruction projects completed.
- Provided technical assistance to over 15 developers and contractors.
- Provided homebuyer's counseling and/or down payment assistance to 12 eligible households.
- Held four public hearings and numerous monthly public meetings to allow citizens to give input on various programs.
- Submitted 2019 Annual Action Plan and submitted the 2017 Consolidated Annual Evaluation and Performance Plan.
- Provided technical assistance to local non-profit partners by serving on coalitions and committees.
- Provided opportunities to educate the public on the Department's projects through National Community Development week (event April), outreach and marketing.
- Provided technical assistance, as local jurisdiction, for federal Environmental Review.
- Provided supervisor and oversight of HOME/CHDO project and HOME monitoring.
- Served on Brazos Valley Coalition for the Homeless and Chaired Continuum of Care Committee -8 meetings
- Supervised 1st pilot program for Partnership program with Stylecraft Builders and Rebuilding Together- 8 projects
- Supervised annual assessment of housing conditions.

Fiscal Year 2020 Goals and Objectives

- Provide funding to a minimum of 23 homeowners to improve housing stock for both minor and major rehabilitation/reconstruction projects and homebuyer's assistance to a minimum of 10 eligible citizens.
- Work with internal city departments to coordinate efforts for the Housing Infill program for housing, streets, parks, and water/sewer and building inspections to increase housing stock.
- Provide outreach on demolition program and complete one demolitions to remove vacant dilapidated houses.
- Provide volunteer acquisition opportunities for properties that are located in low and moderate-income areas to encourage redevelopment.
- Coordinate efforts on future housing impact projects such as a Community Forum and Partnership program 2 projects.
- Provide technical assistance to a minimum of two (2) housing related community committees/coalitions including Brazos County Housing Repair Coalition and Brazos Valley Coalition for the Homeless.
- Prepare and submit the 2019/2020 Annual Action Plan and the 2018/2019 Consolidated Annual Performance and Evaluation Plan.
- Provide Fair Housing awareness and initiatives for the public and attend HUD training as appropriate.
- Provide technical assistance for (12) health/social services agencies and funding for (6) health/social services through joint RFP process and technical assistance through participation on a minimum of three (3) social service boards/coalitions and committees such as Project Unity, United Way, and Bank on Brazos Valley.
- Coordinate public input/focus groups for the 2020/2024 5 Year Consolidated Plan.

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 383,322	\$ 411,982	\$ 411,982	\$ 413,429	\$ 424,865	\$ 12,883	3.1%
Supplies	12,875	16,603	16,603	8,800	10,200	(6,403)	-38.6%
Maintenance & Services	66,535	66,380	66,380	78,965	75,841	9,461	14.3%
Miscellaneous/Admin Reimb	611,767	1,643,093	1,643,093	821,785	1,544,964	(98,129)	-6.0%
Total Expenses	\$ 1,074,499	\$ 2,138,058	\$ 2,138,058	\$ 1,322,979	\$ 2,055,870	\$ (82,188)	-3.8%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
CD Manager	0.50	0.50	0.50	0.50	0.50
CD Assistant Manager	1.00	1.00	1.00	1.00	1.00
CD Program Analyst	1.00	1.00	1.00	1.00	1.00
CD Construction/Project Specialist	0.50	0.50	0.50	0.50	0.50
CD Assistant	1.00	1.00	1.00	1.00	1.00
Housing Rehabilitation Specialist	1.00	1.00	1.00	1.00	1.00
Total	5.00	5.00	5.00	5.00	5.00

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
# of households provided rehabilitation	50	20	20	55	55
# of households provided reconstruction	2	3	3	2	3
# of developers provided technical assistance	3	3	3	15	15
# of citizens provided homebuyers assistance	12	10	10	12	12
# of non-profits provided tech. assist. for housing/ support. serv.	1	2	2	1	2
# of Public Housing Authority residents receiving tech. assist.	25	15	15	25	30
# of individuals served through supportive services by non-profits who were provided technical assistance	5,000	15,000	15,000	5,000	5,000
# of youth facilities provided technical assistance or funding	2	2	2	2	2
# of agencies receiving funding or technical assistance	11	12	12	12	13
# of special projects	9	8	8	9	9
# of public hearings held	4	4	4	4	-
# of Demolitions	-	-	-	-	1

CITY OF BRYAN, TEXAS
Capital Reserve Fund
Fiscal Year 2020

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
<u>Revenues</u>							
Interest Income	\$ 28,029	\$ 48,825	\$ 48,825	\$ 63,000	\$ 65,000	\$ 16,175	33.1%
Subtotal Revenues	28,029	48,825	48,825	63,000	65,000	16,175	33.1%
<u>Transfers</u>							
Transfer in land sales	105,347	-	-	-	-	-	0.0%
Subtotal Transfers	105,347	-	-	-	-	-	0.0%
Total Revenues and Transfers	133,376	48,825	48,825	63,000	65,000	16,175	33.1%
<u>Expenditures</u>							
Transfers out	-	-	-	-	-	-	0.0%
Total Expenditures	-	-	-	-	-	-	0.0%
Net Increase/(Decrease)	133,376	48,825	48,825	63,000	65,000		
Beginning Operating Funds	3,287,047	3,438,894	3,415,368	3,415,368	3,478,368		
Timing of Cash Flows	(5,055)	-	-	-	-		
Ending Operating Funds	\$ 3,415,368	\$ 3,487,719	\$ 3,464,193	\$ 3,478,368	\$ 3,543,368		
Minimum Target Fund Balance ≥ \$0	\$ -	\$ -	\$ -	\$ -	\$ -		

CITY OF BRYAN, TEXAS
Oil & Gas Fund
Fiscal Year 2020

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
<u>Revenues</u>							
Property Taxes	\$ 142,353	\$ 128,488	\$ 128,488	\$ 128,488	\$ 318,250	\$ 189,762	147.7%
Royalties	436,950	107,100	107,100	481,500	310,500	203,400	189.9%
Interest Income	5,173	6,500	6,500	26,500	26,800	20,300	312.3%
Total Revenues	584,475	242,088	242,088	636,488	655,550	413,462	170.8%
<u>Expenditures</u>							
Transfers out	-	-	-	-	-	-	0.0%
Total Expenditures	-	-	-	-	-	-	0.0%
Net Increase/(Decrease)	584,475	242,088	242,088	636,488	655,550		
Beginning Operating Funds	594,287	963,887	1,173,753	1,173,753	1,810,241		
Timing of Cash Flows	(5,009)	-	-	-	-		
Ending Operating Funds	\$ 1,173,753	\$ 1,205,975	\$ 1,415,841	\$ 1,810,241	\$ 2,465,791		
Minimum Target Fund Balance ≥ \$0	\$ -	\$ -	\$ -	\$ -	\$ -		



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INTERNAL SERVICE FUNDS OVERVIEW

FUND DESCRIPTION

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

While Internal Service Fund types are accounted for on the economic resources measurement focus and the accrual basis for most financial reporting, this document presents them similarly to other funds using the near term economic resources method. Ending operating funds represents the resources available to the funds to meet near term liabilities and obligations. Revenues are recognized in the period which they are earned and become measurable, and expenses in the period which they are incurred and measurable. The City does not budget for depreciation or amortization of assets but does budget capital expenses and debt principal on the operating statements.

EMPLOYEE BENEFITS FUND

The Employee Benefits Fund was created to account for the administration of health insurance for city employees. Resources are contributed by the City and the employee for employee health coverage and by the employee 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. During FY 2018 the City contracted with a new health benefits administrator, Cigna, in order to help mitigate the rising cost of healthcare.

Total operating revenues for the Employee Benefits Fund in FY 2020 are anticipated to be \$12,744,800. The City contribution of \$9,699,000 reflects an increase of 16.8% compared to the FY 2019 adopted budget of \$8,301,160. Employee contributions are projected to increase by 0.4% to \$2,403,500 compared to FY 2019 adopted budget of \$2,393,876. Revenues of \$642,300 for retiree premiums will decrease by 5.2% from the FY 2019 adopted budget to \$677,261 of revenues.

Non-operating revenues consist of interest income of \$40,000, health claim rebates of \$300,000, flex admin fees of \$10,600 and a transfer of \$100,000 from the self-insurance fund to cover the costs associated with the use of the Health Center for drug screening and other services. BISD's share of the Health Center costs is projected to be \$357,000 for FY 2020. Total non-operating revenue is expected to be \$807,600 which is a decrease of \$54,510, or 6.3%, from the FY 2019 adopted budget.

Total operating expenses for FY 2020 are anticipated to be \$12,497,000 which is an increase of \$1,082,439, or 9.5%, over the FY 2019 adopted budget. Health insurance claims are projected to be \$10,718,000, an increase of \$968,486, or 9.9%, making up the majority of the year-over-year variance. Health insurance administration costs are \$503,300. This is an increase of \$21,477, or 4.5% from the FY 2019 adopted budget of \$481,823. Stop loss premiums are anticipated to be \$932,000 in FY 2020, up from \$881,149 for FY 2019 adopted budget by \$50,851, or 5.8%. The Employee Assistance Program and research and reinsurance fees are a small component of the expenses, accounting for \$14,000 and \$5,984 respectively of the budgeted costs in FY 2020.

The City's portion of the Employee Health Center costs are budgeted to increase by \$17,909, or 5.3%, which is projected to be \$357,000 in FY 2020. As noted above, BISD will reimburse the City for their projected costs in FY 2020 which are \$357,000 for FY2020.

The ending operating funds are projected to be \$736,786, or 50 days, which is over the reserve requirement of \$440,367, or 30 days.

SELF INSURANCE FUND

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

In an effort to limit exposure, the city carries the following coverage: Workers' compensation and liability claims in excess of \$1,750,000 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.

Total projected revenues for the Self Insurance Fund are \$2,435,900. Operating revenues for FY 2020 are budgeted to be \$2,354,400. Operating revenues are comprised almost entirely of Liability and Worker's Compensation premiums charged to City departments. The liability premiums increased while the worker's compensation premiums decreased from FY 2019. Non-operating revenues are projected to increase by \$56,500 compared to the FY 2019 budget due to an increase in interest income and miscellaneous revenues.

Total projected expenditures for the Self Insurance Fund are \$2,724,100. Operating expenses are expected to be \$2,432,625 in FY 2020, an increase of \$8,009, or 0.3% from the FY2019 adopted budget amount of \$2,424,616. Non-operating expenses are anticipated to be \$291,475, which is a decrease of \$30,068, or 9.4%, compared to FY 2019. Included in these costs is a transfer of \$100,000 to the Employee Benefits Fund to cover the costs associated with the use of the Employee Health Center for drug screening and other services. Other non-operating costs include administrative costs from City departments of \$188,175 and equipment replacement of \$3,300.

The projected ending operating funds for FY 2020 is anticipated to be \$2,695,007, which is over the reserve requirement of \$2,250,000.

WAREHOUSE FUND

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

Total projected revenues for the Warehouse Fund are \$319,106. Operating revenue is anticipated to be \$69,000 for FY 2020. Operating revenues consist of fuel markups estimated at \$60,000, and inventory mark-ups of \$9,000. Non-operating revenues for FY 2020 include: interest income anticipated to be \$150 and discounts taken estimated at \$400. Total administrative reimbursements from other departments will be \$249,556, which make up the majority of revenues for the Warehouse Fund.

Total projected expenditures for the Warehouse Fund are \$327,600. Operating expenses total \$258,190 for FY 2020. This includes expenses for salaries and benefits of \$226,300, supplies of \$18,050 and maintenance and services of \$13,840. Non-operating expenses for FY 2020 include an administrative transfer of \$69,410.

The projected ending operating funds for FY 2020 is anticipated to be \$4,387, which is about the minimum fund balance requirement of \$0.



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Employee Benefits Fund and Self-Insurance Fund

Mission Statement

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

Strategic Initiatives

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

Fiscal Year 2019 Accomplishments

- Implementation of online benefits enrollment software with portal ready for Open Enrollment in Fall 2019.
- Conducted campaign to educate employees of the online health plan tools available through Cigna.
- Continued to comply with all requirements of the Affordable Care Act.
- Continued high utilization of the Employee Health Center.
- Completed 'Active Shooter' training for all locations.
- Requested proposals and made recommendations for additional casualty insurance programs addressing special exposures: Drone Aircraft coverage, Cyber Liability, Lake Bryan, and Special Events.
- Offered diabetes education program to targeted employees and dependents.
- Hosted 'Officer Resilience and Wellness Training' class to community's law enforcement personnel.
- Coordinated and hosted 'Critical Incident Stress Management' classes for community's emergency responders.
- Requested proposals and offered Short-Term Disability insurance program for employee purchase.
- Reduced the number of strain injuries by 33% and reduced the cost by 80% when compared to FY 2018.
- Assisted Fire Department with implementation of on-site athletic trainer to target injury prevention and injury recovery.
- Maintained high participation rate in Healthy Lifestyles Program with 96% completion rate.
- Maintained financial integrity of the Self-Insurance Fund with net worker's compensation and liability costs 75% below the actuary's projections.

Fiscal Year 2020 Goals and Objectives

- Introduce online benefits enrollment software for Plan Year 2020 Open Enrollment.
- Expand Healthy Lifestyles Program to include other preventative screenings and/or participation standards.
- Implement employee benefit education campaign, including smart health care choices.
- Secure professional services for the continued management and operation of the City of Bryan/BISD Employee Health Center.
- Request proposals and recommend Health Plan Prescription Benefit Manager for Plan Year 2021.
- Implement Healthy Pregnancies program in response to maternity and newborn admissions above peer norm.
- Implement other programs and health plan modifications to limit increase in health insurance claims to 2%.
- Continue to review and respond to employee health and safety risks through targeted health and safety discussions, programs, and policies.
- Reduce the rate of collisions per 1,000,000 miles by 10%.
- Maintain current Workers' Compensation Injury Frequency Rate.
- Review City Safety Policies and recommend revisions, if necessary.
- Maintain financial integrity of the Self-Insurance Fund with net worker's compensation and liability costs remaining below the actuary's projections.



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CITY OF BRYAN, TEXAS
Employee Benefits Fund Summary
Fiscal Year 2020

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
<u>Revenues</u>							
Operating Revenues							
Employee Contributions	\$ 2,222,926	\$ 2,393,876	\$ 2,393,876	\$ 2,289,000	\$ 2,403,500	\$ 9,624	0.4%
City Contributions	7,212,800	8,301,160	8,301,160	9,223,000	9,699,000	1,397,840	16.8%
Retiree Health Premiums	616,120	677,261	677,261	611,800	642,300	(34,961)	-5.2%
<i>Total Operating Revenues</i>	<i>10,051,846</i>	<i>11,372,297</i>	<i>11,372,297</i>	<i>12,123,800</i>	<i>12,744,800</i>	<i>1,372,503</i>	<i>12.1%</i>
Non-Operating Revenues							
Interest Income	22,149	25,000	25,000	40,000	40,000	15,000	60.0%
Flex Admin Fee	10,489	10,744	10,744	10,400	10,600	(144)	-1.3%
Miscellaneous	57,062	-	-	150	-	-	0.0%
Health Claim Rebates	578,284	335,275	335,275	341,800	300,000	(35,275)	-10.5%
BISD Reimbursement	303,640	391,091	391,091	339,000	357,000	(34,091)	-8.7%
Transfer from Other Funds	75,000	100,000	100,000	100,000	100,000	-	0.0%
<i>Total Non-Operating Revenues</i>	<i>1,046,624</i>	<i>862,110</i>	<i>862,110</i>	<i>831,350</i>	<i>807,600</i>	<i>(54,510)</i>	<i>-6.3%</i>
Total Revenues	11,098,470	12,234,407	12,234,407	12,955,150	13,552,400	1,317,993	10.8%
<u>Expenditures</u>							
Operating Expenses							
Administrative Reimbursements	181,058	180,830	180,830	180,830	186,416	5,586	3.1%
Claims Administration	12,990	13,595	13,595	13,400	13,800	205	1.5%
H.S.A. - Employer Paid	91,125	89,750	89,750	123,500	123,500	33,750	37.6%
Health Insurance Administration	463,843	481,823	481,823	475,000	503,300	21,477	4.5%
Health Insurance Claims	9,970,530	9,749,514	11,499,514	10,707,300	10,718,000	968,486	9.9%
Stop/Loss Aggregate refund	(897,807)	-	-	(445,500)	-	-	0.0%
ACA Research & Reinsurance Fees	21,437	3,000	3,000	5,570	5,984	2,984	99.5%
EAP	14,571	14,900	14,900	13,400	14,000	(900)	-6.0%
Stop Loss Premium	716,753	881,149	881,149	930,000	932,000	50,851	5.8%
<i>Total Operating Expenses</i>	<i>10,574,500</i>	<i>11,414,561</i>	<i>13,164,561</i>	<i>12,003,500</i>	<i>12,497,000</i>	<i>1,082,439</i>	<i>9.5%</i>
Non-Operating Expenses							
Employee Health Center	308,682	339,091	339,091	339,100	357,000	17,909	5.3%
BISD Health Center Expense	307,229	339,091	339,091	339,100	357,000	17,909	5.3%
<i>Total Non-Operating Expenses</i>	<i>615,911</i>	<i>678,182</i>	<i>678,182</i>	<i>678,200</i>	<i>714,000</i>	<i>35,818</i>	<i>5.3%</i>
Total Expenditures	11,190,411	12,092,743	13,842,743	12,681,700	13,211,000	1,118,257	9.2%
 Net Increase/(Decrease)	 (91,941)	 141,664	 (1,608,337)	 273,450	 341,400		
 Beginning Operating Funds	 632,087	 420,944	 121,936	 121,936	 395,386		
 Timing of Cash Flows	 (418,210)	 -	 -	 -	 -		
 Ending Operating Funds	 \$ 121,936	 \$ 562,607	 \$ (1,486,400)	 \$ 395,386	 \$ 736,786		
# Days of Reserve	10	42	(97)	28	50		
 Fund Balance Reserve Required:							
(30 days operating expenses)	\$ 373,014	\$ 403,091	\$ 461,425	\$ 422,723	\$ 440,367		
# of Days Required	30	30	30	30	30		

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Maintenance and Services	\$ 104,115	\$ 103,345	\$ 103,345	\$ 136,900	\$ 137,300	\$ 33,955	32.9%
Miscellaneous/Admin Reimbursements	11,086,296	11,989,398	13,739,398	12,544,800	13,073,700	1,084,302	9.0%
Total Expenses	\$ 11,190,411	\$ 12,092,743	\$ 13,842,743	\$ 12,681,700	\$ 13,211,000	\$ 1,118,257	9.2%

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Average # of health plan contracts	912	910	910	920	920
Average # of health plan members	2,144	2,110	2,110	2,140	2,130
# employees enrolled in HDHP/H.S.A.	148	150	150	160	170
Rx Generic dispensing rate	84%	85%	85%	85%	85%
Average medical claims paid per employee per month	\$ 663	\$ 640	\$ 640	\$ 665	\$ 660
Average prescription claims paid per employee per month	\$ 194	\$ 220	\$ 220	\$ 200	\$ 195
Average dental claims paid per employee per month	\$ 41	\$ 51	\$ 51	\$ 42	\$ 42
Health Center- # of patient visits	8,269	8,500	8,500	8,400	8,400
Health Center- # of new chronic conditions diagnosed	303	225	225	300	290
# Catastrophic Claims	25	NA	NA	20	15

CITY OF BRYAN, TEXAS
Self Insurance Fund Summary
Fiscal Year 2020

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
<u>Revenues</u>							
Operating Revenues							
Defensive Driving Fees	\$ 1,050	\$ 200	\$ 200	\$ 200	\$ 150	\$ (50)	-25.0%
Liability/Workers Comp Ins Premiums	2,748,617	2,685,165	2,685,165	2,489,600	2,354,250	(330,915)	-12.3%
<i>Total Operating Revenues</i>	2,749,667	2,685,365	2,685,365	2,489,800	2,354,400	(330,965)	-12.3%
Non-Operating Revenues							
Interest Income	23,673	20,000	20,000	70,000	72,000	52,000	260.0%
Miscellaneous revenues	60,653	5,000	5,000	25,500	9,500	4,500	90.0%
<i>Total Non-Operating Revenues</i>	84,326	25,000	25,000	95,499	81,500	56,500	226.0%
Total Revenues	2,833,993	2,710,365	2,710,365	2,585,299	2,435,900	(274,465)	-10.1%
<u>Expenditures</u>							
Operating Expenses							
Personnel Services	504,689	535,817	535,817	532,000	558,000	22,183	4.1%
Supplies	20,415	85,304	85,304	80,200	82,000	(3,304)	-3.9%
Maintenance	25	2,000	2,000	1,500	1,500	(500)	-25.0%
Other Services & Charges	123,533	154,675	154,675	140,900	166,700	12,025	7.8%
Judgement & Damage Claims	108,314	40,000	40,000	40,000	40,000	-	0.0%
Stop Loss Aggregate refund	-	(70,000)	(70,000)	(420,000)	(152,250)	(82,250)	117.5%
Liability Insurance	529,685	582,276	582,276	620,350	637,675	55,399	9.5%
Claims Administration	47,500	49,900	49,900	47,500	50,000	100	0.2%
Workmans Comp & Liability Claims	863,085	1,044,644	1,044,644	800,000	1,049,000	4,356	0.4%
<i>Total Operating Expenses</i>	2,197,246	2,424,616	2,424,616	1,842,450	2,432,625	8,009	0.3%
Non-Operating Expenses							
Employee Health Center	75,000	100,000	100,000	100,000	100,000	-	0.0%
Equipment Replacement	2,977	3,300	3,300	3,300	3,300	-	0.0%
Capital - Vehicles	-	32,500	32,500	33,000	-	(32,500)	-100.0%
Allocation Cost from City Dep	170,901	185,743	185,743	185,750	188,175	2,432	1.3%
<i>Total Non-Operating Expenses</i>	248,878	321,543	321,543	322,050	291,475	(30,068)	-9.4%
Total Expenditures	2,446,124	2,746,159	2,746,159	2,164,500	2,724,100	(22,059)	-0.8%
 Net Increase/(Decrease)	 387,869	 (35,794)	 (35,794)	 420,799	 (288,200)		
Beginning Operating Funds	2,148,919	2,506,806	2,562,408	2,562,408	2,983,207		
Timing of Cash Flows	25,620	-	-	-	-		
Ending Operating Funds	\$ 2,562,408	\$ 2,471,012	\$ 2,526,614	\$ 2,983,207	\$ 2,695,007		
 Minimum Fund Balance Required:	 \$ 2,500,000	 \$ 2,500,000	 \$ 2,250,000	 \$ 2,250,000	 \$ 2,250,000		

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$ 504,689	\$ 535,817	\$ 535,817	\$ 532,000	\$ 558,000	\$ 22,183	4.1%
Supplies	23,392	88,604	88,604	83,500	85,300	(3,304)	-3.7%
Maintenance & Services	649,894	727,036	727,036	774,750	797,075	70,039	9.6%
Miscellaneous/Admin Reimb	1,193,149	1,262,202	1,262,202	641,250	1,183,725	(78,477)	-6.2%
Capital	-	32,500	32,500	33,000	-	(32,500)	-100.0%
Transfers	75,000	100,000	100,000	100,000	100,000	-	0.0%
Total Expenses	\$ 2,446,124	\$ 2,746,159	\$ 2,746,159	\$ 2,164,500	\$ 2,724,100	\$ (22,059)	-0.8%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Risk Management Director	1	1	1	1	1
Benefits Administrator	1	1	1	1	1
Claims Specialist	1	1	1	1	1
Risk Management Assistant	1	1	1	1	1
Safety Specialist	1	1	1	1	1
Wellness Coordinator	1	1	1	1	1
Total	6	6	6	6	6

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Health plan claims cost (net, in millions)	\$ 10.0	\$ 9.26	\$ 9.26	\$ 11.0	\$ 11.00
# of collisions per 1,000,000 miles	15.7	17.0	17.0	17.4	15.5
Workers comp claim costs (FY incurred, in thousands)	\$ 284	\$ 225	\$ 225	\$ 152	\$ 175
Liability claim costs (FY incurred, in thousands)	\$ 104	\$ 225	\$ 225	\$ 90	\$ 100
Actuary's projections to claims costs (work comp & liability)	35%	35%	35%	20%	23%
Injury Frequency Rate per 100 employees	13.4	9.00	9.00	11.1	11.00
% of Safety Procedures reviewed/revised	20%	20%	20%	20%	20%
Healthy Lifestyles Program participation	96%	96%	96%	96%	96%
Implementation of Online Employee Benefits Portal	50%	100%	100%	95%	100%



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CITY OF BRYAN, TEXAS
Warehouse Fund Summary
Fiscal Year 2020

	FY2018	FY2019	FY2019	FY2019	FY2020	\$Chng/FY19	%Chng
	Actual	Adopted	Amended	Projected	Adopted	Adopted	/FY19
<u>Revenues</u>							
Operating Revenues							
Fuel Markup	\$ 68,929	\$ 60,000	\$ 60,000	\$ 60,020	\$ 60,000	\$ -	0.0%
Inventory Markup	9,520	9,000	9,000	8,730	9,000	-	0.0%
<i>Total Operating Revenues</i>	78,449	69,000	69,000	68,750	69,000	-	0.0%
Non Operating Revenues							
Interest Income	(11)	150	150	482	150	-	0.0%
Discounts Taken	308	400	400	309	400	-	0.0%
Administrative Reimbursements & Transfers	241,881	251,859	251,859	251,859	249,556	(2,303)	-0.9%
<i>Total Non Operating Revenues</i>	242,178	252,409	252,409	252,650	250,106	(2,303)	-0.9%
Total Revenues	320,627	321,409	321,409	321,400	319,106	(2,303)	-0.7%
<u>Expenditures</u>							
Operating Expenses							
Salaries and Benefits	214,203	211,886	211,886	208,000	226,300	14,414	6.8%
Supplies	14,151	16,811	16,811	13,650	18,050	1,239	7.4%
Maintenance & Services	11,236	15,009	15,009	12,000	13,840	(1,169)	-7.8%
<i>Total Operating Expenditures</i>	239,590	243,706	243,706	233,650	258,190	14,484	5.9%
Non-operating Expenses							
Over/Short Fuel and Inventory	(3,190)	-	-	-	-	-	0.0%
General and Administrative Transfers	78,579	71,003	71,003	71,050	69,410	(1,593)	-2.2%
<i>Total Non-Operating Expenses</i>	75,389	71,003	71,003	71,050	69,410	(1,593)	-2.2%
Total Expenditures	314,979	314,709	314,709	304,700	327,600	12,891	4.1%
Net Increase/Decrease	5,648	6,700	6,700	16,700	(8,494)		
Beginning Operating Funds	(9,376)	5,788	(3,819)	(3,819)	12,881		
Timing of Cash Flows	(91)	-	-	-	-		
Ending Operating Funds	\$ (3,819)	\$ 12,488	\$ 2,881	\$ 12,881	\$ 4,387		
Minimum Target Fund Balance ≥ \$0	\$ -	\$ -	\$ -	\$ -	\$ -		

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 2019 Accomplishments

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

Fiscal Year 2020 Goals and Objectives

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

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted	\$Chng/FY19 Adopted	%Chng /FY19
Salaries and Benefits	\$214,203	\$211,886	\$211,886	\$208,000	\$226,300	\$ 14,414	6.8%
Supplies	14,151	16,811	16,811	13,650	18,050	1,239	7.4%
Maintenance & Services	11,236	15,009	15,009	12,000	13,840	(1,169)	-7.8%
Miscellaneous/Admin Reimb	78,579	71,003	71,003	71,050	69,410	(1,593)	-2.2%
Over/Short Fuel & Inventory	(3,190)	-	-	-	-	-	0.0%
Total Expenses	\$314,979	\$314,709	\$314,709	\$304,700	\$327,600	\$ 12,891	4.1%

Budgeted Personnel

	FY2018 Adopted	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Warehouse Supervisor	1	1	1	1	1
Storekeeper	2	2	2	2	2
Total	3	3	3	3	3

Performance and Activity Measures

	FY2018 Actual	FY2019 Adopted	FY2019 Amended	FY2019 Projected	FY2020 Adopted
Value difference (issue value vs. adjustment value) for water warehouse	0.53%	0.30%	0.30%	0.48%	0.46%
Value difference (issue value vs. adjustment value) for general store	0.48%	0.42%	0.42%	0.44%	0.42%
Value difference (issue value vs. adjustment value) for automotive warehouse	0.16%	0.46%	0.46%	0.57%	0.47%
Issue value for water warehouse	\$509,544	\$514,499	\$514,499	\$529,952	\$516,032
Issue value for general store	\$ 96,484	\$ 90,694	\$ 90,694	\$ 98,445	\$ 96,528
Issue value for automotive warehouse	\$199,005	\$215,903	\$215,903	\$207,000	\$205,632
# of adjustments for water warehouse	44	56	56	52	47
# of adjustments for general warehouse	26	32	32	31	28
# of adjustments automotive warehouse	15	67	67	56	39



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CAPITAL FUNDING OVERVIEW

The City of Bryan budgets non-enterprise capital improvements through two separate, yet related, processes based on the nature of the cost. The processes are the Operating Capital budget and a Capital Improvement Program ("CIP").

OPERATING CAPITAL BUDGET

The Operating Capital budget is part of the annual budget process and generally encompasses shorter lived assets under \$200,000 such as technology improvements and vehicles in the General Fund. Operating Capital budgets in the capital intensive Enterprise funds and Special Revenue funds can be for larger multi-year projects that are of a more routine nature. Operating Capital costs are cash funded.

The City of Bryan has appropriated \$55,340,491 in FY 2020 for operating capital for all funds, including BTU. A summary of operating capital outlay by department and fund is included in this section.

The General Fund operating capital projects total \$2,673,001. A list of detailed projects is included on the next page.

The Bryan Commerce and Development Fund projected operating capital budget for FY 2020 is \$1,300,000 purchases of land within the City of Bryan.

Planned operating capital projects in the Water Fund total \$2,740,000. These projects include gate upgrade costs of \$15,000 and water system projects including distribution line upgrades and elevated storage tank projects costs that are projected to total \$2,725,000.

Wastewater Fund operating capital projects total \$5,543,000. Wastewater system upgrades projected for FY 2020 total \$5,275,000. Vehicle replacements totaling \$253,000 and gate upgrade costs of \$15,000 are also included in the projected operating capital budget for FY 2020.

BTU's City and Rural systems capital budgets of \$27,235,000 and \$12,202,500 respectively will be for new customer growth and distribution and production improvements.

The Solid Waste Fund projected operating capital budget for FY 2020 totals \$1,176,020. This total includes solid waste collection vehicles and fleet vehicles of \$1,161,020 and gate upgrade costs of \$15,000.

The Airport Fund operating capital budget for FY 2020 is projected for \$120,000 which includes airport improvements and hangar restoration project costs.

The Drainage Fund projected operating capital budget for FY 2020 is \$1,900,000 for drainage system improvement projects.

The Hotel Tax Fund projected operating capital budget for FY 2020 is \$29,000, which includes park and art projects.

The TIRZ 19 Fund projected operating capital outlay budget for FY 2020 totals \$310,000, which includes park projects for the new park within the zone boundaries.

The TIRZ 21 Fund projected operating capital budget for FY 2020 totals \$111,970, which includes park projects within the zone boundaries.

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 related to non-Enterprise funds. CIP projects typically take place over two or more years requiring continuing appropriations beyond a single year and are funded with debt proceeds as well as cash funded through Special Revenue funds. CIP projects exceed \$200,000. The CIP is presented to City Council for approval on a biennial basis. Projects are identified in the debt issuance process. The debt issuance ordinance specifies the purposes for each issue. Capital improvement projects are prioritized and correlate with the overall community needs. Funding limitations are established for each year and the program implements projects within those overall funding limits. The City Council approves by Resolution the five (5) year Capital Improvement Program every two (2) years in an effort to maximize resources with projects typically spanning two years with design occurring one year and construction the following year.

CAPITAL IMPROVEMENT PROJECTS

Planned General Government Capital Improvement projects for FY 2020 include \$59,000,000 for the new regional park and \$900,000 for a new Fire Engine. A detailed list of estimated other capital projects totaling \$12,830,000 for streets, drainage and sidewalk improvements is included in this section.

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.

Airport capital improvement projects consist of \$14,774 for hangar improvements.

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

A complete schedule of capital improvement projects for FY 2020 through FY 2024 is included in this section.

**Summary of Operating Capital Outlay
Fiscal Year 2020 Adopted**

General Fund

Municipal Court: Vehicle replacement - City Marshal unit	\$ 63,220
Police: Vehicle replacements (4 patrol units, 5 unmarked units, and 2 motorcycles); new patrol vehicles (3)	615,348
Fire: Replace ambulances (2)	515,908
Animal Center: Fleet vehicle replacement (2)	116,000
Streets and Drainage: Vehicle replacement (1)	60,000
Traffic: Vehicle replacement (1)	36,000
Development Svcs: New Vehicle - Building Inspector	39,375
Library: Books and digital literature	201,150
Parks: Fleet vehicle replacement (3)	104,000
Golf Course: Estimated capital expenditures	300,000
Information Technology: Computers-software and hardware; Communications	445,000
Facilities: Generator; Gate Upgrades; Palace restrooms; Fleet vehicle replacements (2)	177,000

General Fund Total

2,673,001

Enterprise Funds

Bryan Commerce and Development Fund

Bryan Commerce and Development Fund Total

1,300,000

Water Fund

Buildings - Gate upgrades

15,000

Water System

2,725,000

Water Total

2,740,000

Wastewater Fund

Buildings - Gate upgrades

15,000

Vehicle replacement (3)

253,000

Wastewater System

5,275,000

Wastewater System Total

5,543,000

BTU - City Fund

BTU - City Fund Total

27,235,000

BTU - Rural Fund

BTU - Rural Fund Total

12,202,500

Solid Waste Fund

Buildings - Gate upgrades

15,000

Solid Waste collection vehicles, fleet vehicle replacement

1,161,020

Solid Waste Fund Total

1,176,020

Airport Fund

Airport Fund Total

120,000

Enterprise Funds Total

50,316,520

Special Revenue Funds

Drainage Fund

Drainage Fund Total

1,900,000

Hotel Tax Fund

Hotel Tax Fund Total

29,000

TIRZ 19 Fund

TIRZ 19 Fund Total

310,000

TIRZ 21 Fund

TIRZ 21 Fund Total

111,970

Special Revenue Funds Total

2,350,970

All Funds Total Operating Capital Outlay

\$ 55,340,491

General Government
Capital Improvement Projects - Bond Funded
FY2020 through FY2024

	Actual FY2018	Adopted FY2019	Projected FY2019	Adopted FY2020
<u>CO/GO Beginning Funds Balance:</u>	\$ 3,910,899	\$ 6,942,137	\$ 8,667,764	\$ 169,294
<u>Additional Resources:</u>				
General Obligation Debt Issuances	11,965,000	-	-	13,730,000
General Obligation Debt Issuances - Park	-	-	-	59,000,000
Transfers In/Other	792,267	-	-	-
Investment Earnings and Premium	415,294	18,250	125,000	125,000
<i>Subtotal Additional Resources</i>	<i>13,172,561</i>	<i>18,250</i>	<i>125,000</i>	<i>72,855,000</i>
Total Resources Available	17,083,460	6,960,387	8,792,764	73,024,294
Debt Issuance Cost (expense)	(93,538)	-	-	(150,000)
Transfers Out	-	-	-	-
Total Construction In Progress from below	(8,322,158)	(6,576,060)	(8,623,470)	(72,730,000)
CO/GO Ending Funds Balance	\$ 8,667,764	\$ 384,327	\$ 169,294	\$ 144,294
<u>Construction In Progress</u>				
Regional Park - Design/Construction	-	-	-	59,000,000
29th Street Sidewalks	66,680	49,320	33,320	-
Broadmoor Sidewalks	-	250,000	-	-
Clay Street Extension/sidewalks	81,816	-	-	-
Developer Agreements (Carrabba and Arden)	21,909	-	-	-
E 23rd Street - Rehab and Utility	29,749	-	-	-
Earl Rudder Multiuse Path	-	-	298,566	-
Fire Station #2 - Carry over	2,226,304	-	28,185	-
Fire Truck	-	950,000	950,000	900,000
FM 158 - TX to SH 6	409,402	-	1,790,598	-
FM1179 Briarcrest	6,139	-	-	-
Gateway Entrance Sign	-	470,000	470,000	-
Little League improvements	-	-	-	-
Old Hearne Rd - Carry Over	134,102	-	-	3,400,000
Old Hearne/Wilkes Rd	989,422	-	106,458	-
Palasota Phase A Sidewalks	-	498,000	50,000	-
Rustling Oaks Sidewalks	-	270,000	-	-
South College Ph 2 Rehab	1,842,385	2,029,941	3,107,615	-
South College TAP Matching	2,519	-	-	-
South Coulter (Reimb Resolution for 2020)	-	-	143,465	3,780,000
St Joseph Hospital Area Improvements	59,206	-	20,275	-
TASA Grant - Local match	-	-	-	630,000
Texas Ave - University to SH 21	-	-	-	1,947,000
Thornberry extension - SH 21	-	-	-	230,000
University Drive East Extension	1,515,962	701,900	1,227,038	-
W 17th Street Sidewalks	102,780	-	25,347	-
W 26th Street - Carry over	530,355	-	52,603	-
Waco Street Realignment	253,480	-	-	1,209,000
West 28th St Reconstruction - Carry Over	49,948	1,356,899	-	-
WJB (FM 158) Texas to SH 6 - ROW Acquisition	-	-	230,000	-
WJB (FM 158) Texas to SH 6 - Fiber Optic	-	-	90,000	-
Woodville Road widening - Ph 2	-	-	-	1,634,000
Total CIP Expenditures	\$ 8,322,158	\$ 6,576,060	\$ 8,623,470	\$ 72,730,000

General Government
Capital Improvement Projects - Bond Funded
FY2020 through FY2024

	Projected FY2021	Projected FY2022	Projected FY2023	Projected FY2024
<u>CO/GO Beginning Funds Balance:</u>	\$ 144,294	\$ 219,294	\$ 189,294	\$ 264,294
<u>Additional Resources:</u>				
General Obligation Debt Issuances	-	19,723,000	-	21,290,200
General Obligation Debt Issuances - Park	-	-	-	20,000,000
Transfers In/Other	-	-	-	-
Investment Earnings	75,000	100,000	75,000	100,000
<i>Subtotal Additional Resources</i>	75,000	19,823,000	75,000	41,390,200
Total Resources Available	219,294	20,042,294	264,294	41,654,494
Debt Issuance Cost (expense)	-	(130,000)	-	(130,000)
Transfers Out	-	-	-	-
Total Construction In Progress from below	-	(19,723,000)	-	(41,290,200)
CO/GO Ending Funds Balance	\$ 219,294	\$ 189,294	\$ 264,294	\$ 234,294
Regional Park - Design/Construction	-	-	-	20,000,000
Downtown Quiet Zone	-	5,517,000	-	-
Fire Truck	-	1,900,000	-	1,000,000
FM 158 - Texas to SH6 Fiber Optic Conversion	-	730,000	-	-
FM 158 - Texas to SH6 Landscaping Construction	-	2,141,000	-	-
Hillside lot drainage	-	1,596,000	-	-
Little League improvements	-	-	-	500,000
Old Hearne Rd Constructions - Ph I	-	2,400,000	-	-
Old Hearne Rd Constructions - Ph 5 & 3	-	-	-	4,399,000
Palasota Phase II - Construction	-	700,000	-	-
Police Department Software	-	1,500,000	-	-
South College Ave. Stormwater Detention Facility	-	-	-	974,000
South College Phase I (VM to Carson) - Design	-	866,000	-	7,212,000
South Colleged Shared Use Path	-	-	-	2,662,200
TASA Grant - Local match	-	700,000	-	-
Wayside and Carter Creek storm sewers	-	1,673,000	-	-
Woodville Road widening - Ph 1	-	-	-	4,543,000
Total CIP Expenditures	\$ -	\$ 19,723,000	\$ -	\$ 41,290,200

Water
Capital Improvement Projects - Bond Funded
FY2020 through FY2024

	Actual FY2018	Adopted FY2019	Projected FY2019	Adopted FY2020
<u>Beginning Revenue Bond Fund Balances:</u>	\$ 6,366,534	\$ 624,723	\$ 3,748,679	\$ 2,251,651
<u>Additional Resources:</u>				
Revenue Bonds	-	-	-	5,000,000
Investment Earnings	13,386	15,000	25,000	15,000
Total Additional Resources	13,386	15,000	25,000	5,015,000
<u>Statement of Capital Expenditures</u>				
Debt Issuance Cost	-	-	-	(15,000)
Total Construction in Progress from below	(2,631,241)	-	(1,522,028)	(5,000,000)
Total Expenditures	(2,631,241)	-	(1,522,028)	(5,015,000)
Net Increase/(Decrease)	(2,617,855)	15,000	(1,497,028)	-
Timing of Cash Flows	-			
Ending Operating Fund Balance	\$ 3,748,679	\$ 639,723	\$ 2,251,651	\$ 2,251,651
Encumbrances	(923,910)		(2,250,675)	(2,250,675)
Uncommitted Operating Fund Balance	\$ 2,824,769	\$ 639,723	\$ 976	\$ 976
<u>Construction In Progress</u>				
ASR Project	189,996	-	321,536	-
Linda Lane Waterline	-	-	754,268	-
New Distribution Lines	227,161	-	79,175	-
SH 47 - SH 21 Waterline	-	-	-	5,000,000
SH 6 Water Prod-Main Replacement	2,119,989	-	-	-
West 26th Rehab	94,095	-	255	-
West Side Water Transmission Construction	-	-	366,794	-
Total CIP Expenditures	\$ 2,631,241	\$ -	\$ 1,522,028	\$ 5,000,000

Water
Capital Improvement Projects - Bond Funded
FY2020 through FY2024

	Projected FY2021	Projected FY2022	Projected FY2023	Projected FY2024
<u>Beginning Revenue Bond Fund Balances:</u>	\$ (5,015,000)	\$ (5,127,000)	\$ (5,122,000)	\$ (5,119,000)
<u>Additional Resources:</u>				
Revenue Bonds	15,000,000	4,000,000	-	-
Investment Earnings	3,000	120,000	3,000	3,000
<i>Subtotal Additional Resources</i>	15,003,000	4,120,000	3,000	3,000
Total Resources Available	9,988,000	(1,007,000)	(5,119,000)	(5,116,000)
<u>Statement of Capital Expenditures</u>				
Debt Issuance Cost	(115,000)	(115,000)	-	-
Total Construction in Progress from below	(15,000,000)	(4,000,000)	-	-
Ending Fund Balance	\$ (5,127,000)	\$ (5,122,000)	\$ (5,119,000)	\$ (5,116,000)
<u>Construction In Progress</u>				
ASR Project	15,000,000	-	-	-
SH47/SH21 18" Water Line	-	-	-	-
West Side Elevated Tower	-	4,000,000	-	-
Total CIP Expenditures	\$ 15,000,000	\$ 4,000,000	\$ -	\$ -

Wastewater
Capital Improvement Projects - Bond Funded
FY2020 through FY2024

	Actual FY2018	Adopted FY2019	Projected FY2019	Adopted FY2020
<u>BeginningRevenue Bond Fund Balances</u>	\$ -	\$ -	\$ -	\$ -
<u>Additional Resources:</u>				
Revenue Bonds	-	-	-	-
Investment Earnings	-	-	-	-
<i>Subtotal Additional Resources</i>	-	-	-	-
Total Resources Available	-	-	-	-
<u>Statement of Capital Expenditures</u>				
Debt Issuance Cost	-	-	-	-
Total Construction in Progress from below	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -
<u>Construction In Progress</u>				
SH47 Lift Station and Trunk Line	-	-	-	-
Total CIP Expenditures	\$ -	\$ -	\$ -	\$ -

Wastewater
Capital Improvement Projects - Bond Funded
FY2020 through FY2024

	Projected FY2021	Projected FY2022	Projected FY2023	Projected FY2024
<u>Beginning Revenue Bond Fund Balances</u>	\$ -	\$ -	\$ -	\$ -
<u>Additional Resources:</u>				
Revenue Bonds	-	10,000,000	-	-
Investment Earnings	-	35,000	-	-
<i>Subtotal Additional Resources</i>	-	10,035,000	-	-
Total Resources Available	-	10,035,000	-	-
<u>Statement of Capital Expenditures</u>				
Debt Issuance Cost	-	(35,000)	-	-
Total Construction in Progress from below	-	(10,000,000)	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -
<u>Construction In Progress</u>				
SH47 Lift Station and Trunk Line	-	10,000,000	-	-
Total CIP Expenditures	\$ -	\$ 10,000,000	\$ -	\$ -

Airport
Capital Improvement Projects - Bond Funded
FY2020 through FY2024

	Actual FY2018	Adopted FY2019	Projected FY2019	Adopted FY2020
<u>Beginning Bond Fund Balances</u>	\$ 1,161,728	\$ 42,324	\$ 42,324	\$ 14,474
<u>Additional Resources:</u>				
General Obligation Debt Issuance	-	-	-	-
Investment Earnings	3,994	-	350	300
<i>Subtotal Additional Resources</i>	3,994	-	350	300
Total Resources Available	1,165,722	42,324	42,674	14,774
<u>Miscellaneous Expenditures:</u>				
Debt Issuance Cost	-	-	-	-
Other	-	-	-	-
Total Construction in Progress from below	(1,123,398)	-	(28,200)	(14,774)
Ending Fund Balance	\$ 42,324	\$ 42,324	\$ 14,474	\$ -
<u>Airport Improvement Projects</u>				
Airport Hangars	1,123,398	-	-	14,774
UST Removal	-	-	28,200	-
Total CIP Expenditures	\$ 1,123,398	\$ -	\$ 28,200	\$ 14,774

Airport
Capital Improvement Projects - Bond Funded
FY2020 through FY2024

	Projected FY2021	Projected FY2022	Projected FY2023	Projected FY2024
<u>Beginning Bond Fund Balances</u>	\$ -	\$ -	\$ -	\$ -
<u>Additional Resources:</u>				
General Obligation Debt Issuance	-	-	-	-
Grants	-	-	-	-
Investment Earnings	-	-	-	-
<i>Subtotal Additional Resources</i>	-	-	-	-
Total Resources Available	-	-	-	-
<u>Miscellaneous Expenditures:</u>				
Debt Issuance Cost	-	-	-	-
Other	-	-	-	-
Total Construction in Progress from below	-	-	-	-
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -
<u>Airport Improvement Projects</u>				
Airport Hangars	-	-	-	-
UST Removal	-	-	-	-
Total CIP Expenditures	\$ -	\$ -	\$ -	\$ -

BTU - City
Capital Improvement Projects - Bond Funded
FY2020 through FY2024

	Actual FY2018	Adopted FY2019	Projected FY2019	Adopted FY2020
<u>Beginning Revenue Bond Fund Balances:</u>	\$ 33,646,774	\$ 5,016,065	\$ 22,725,070	\$ 38,585,570
<u>Additional Resources:</u>				
Revenue Bonds	-	41,520,000	41,500,000	-
Investment Earnings	-	-	-	-
<i>Subtotal Additional Resources</i>	-	41,520,000	41,500,000	-
Total Resources Available	33,646,774	46,536,065	64,225,070	38,585,570
<u>Statement of Capital Expenditures</u>				
Debt Issuance Cost	-	-	-	-
Other	-	-	-	-
Bond funded CIP (from below)	(10,921,704)	(27,110,000)	(25,639,500)	(23,715,000)
Operating expenses	-	-	-	-
Ending Fund Balance	\$ 22,725,070	\$ 19,426,065	\$ 38,585,570	\$ 14,870,570
<u>Bond Funded Construction In Progress</u>				
Transmission and Distribution	10,921,704	27,110,000	25,639,500	23,715,000
Total Bond Funded CIP Expenditures	\$ 10,921,704	\$ 27,110,000	\$ 25,639,500	\$ 23,715,000

BTU - City
Capital Improvement Projects - Bond Funded
FY2020 through FY2024

	Projected FY2021	Projected FY2022	Projected FY2023	Projected FY2024
<u>Beginning Revenue Bond Fund Balances:</u>	\$ 14,870,570	\$ 19,215,570	\$ 8,570	\$ 17,968,570
<u>Additional Resources:</u>				
Revenue Bonds	65,820,000	-	33,890,000	-
Investment Earnings	-	-	-	-
<i>Subtotal Additional Resources</i>	65,820,000	-	33,890,000	-
Total Resources Available	80,690,570	19,215,570	33,898,570	17,968,570
<u>Statement of Capital Expenditures</u>				
Bond funded CIP (from below)	(61,475,000)	(19,207,000)	(15,930,000)	(17,965,000)
Operating expenses				
Ending Fund Balance	\$ 19,215,570	\$ 8,570	\$ 17,968,570	\$ 3,570
<u>Bond Funded Construction In Progress</u>				
Transmission	61,475,000	19,207,000	15,930,000	17,965,000
Total Bond Funded CIP Expenditures	\$ 61,475,000	\$ 19,207,000	\$ 15,930,000	\$ 17,965,000

BTU - Rural
Capital Improvement Projects - Bond Funded
FY2020 through FY2024

	Actual FY2018	Adopted FY2019	Projected FY2019	Adopted FY2020
<u>Beginning Revenue Bond Fund Balances:</u>	\$ 5,017,278	\$ -	\$ -	\$ 13,321,000
<u>Additional Resources:</u>				
Revenue Bonds	-	17,700,000	17,700,000	-
Investment Earnings	-	-	-	-
<i>Subtotal Additional Resources</i>	-	17,700,000	17,700,000	-
Total Resources Available	<u>5,017,278</u>	<u>17,700,000</u>	<u>17,700,000</u>	<u>13,321,000</u>
<u>Statement of Capital Expenditures</u>				
Debt Issuance Cost	-	-	-	-
Other				
Bond funded CIP (from below)	(5,017,278)	(5,236,401)	(4,379,000)	(5,744,500)
Operating expenses				
Ending Fund Balance	<u>\$ -</u>	<u>\$ 12,463,599</u>	<u>\$ 13,321,000</u>	<u>\$ 7,576,500</u>
<u>Bond Funded Construction In Progress</u>				
Distribution	5,017,278	5,236,401	4,379,000	5,744,500
Total Bond Funded CIP Expenditures	<u>\$ 5,017,278</u>	<u>\$ 5,236,401</u>	<u>\$ 4,379,000</u>	<u>\$ 5,744,500</u>

BTU - Rural
Capital Improvement Projects - Bond Funded
FY2020 through FY2024

	Projected FY2021	Projected FY2022	Projected FY2023	Projected FY2024
<u>Beginning Revenue Bond Fund Balances:</u>	\$ 7,576,500	\$ 1,643,000	\$ 11,966,500	\$ 6,007,500
<u>Additional Resources:</u>				
Revenue Bonds	-	16,300,000	-	-
Investment Earnings				
<i>Subtotal Additional Resources</i>	-	16,300,000	-	-
Total Resources Available	7,576,500	17,943,000	11,966,500	6,007,500
<u>Statement of Capital Expenditures</u>				
Bond funded CIP (from below)	(5,933,500)	(5,976,500)	(5,959,000)	(5,967,500)
Operating expenses				
Ending Fund Balance	\$ 1,643,000	\$ 11,966,500	\$ 6,007,500	\$ 40,000
<u>Bond Funded Construction In Progress</u>				
Distribution	5,933,500	5,976,500	5,959,000	5,967,500
Total Bond Funded CIP Expenditures	\$ 5,933,500	\$ 5,976,500	\$ 5,959,000	\$ 5,967,500



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ORDINANCE NO. 2369

AN ORDINANCE OF THE CITY OF BRYAN, TEXAS APPROVING AND ADOPTING A BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2019 AND ENDING SEPTEMBER 30, 2020, INCLUSIVE, WITH EXPENDITURES IN THE COMBINED TOTAL AMOUNT OF \$404,047,631 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, 2019 and ending September 30, 2020; 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, 2019 and ending September 30, 2020 with combined expenditures in the sum of \$404,047,631 be established in said accounts and set out in said budget which is made a part hereof and marked Exhibit "A".

2.

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

3.

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

4.

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

5.

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

6.

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

7.

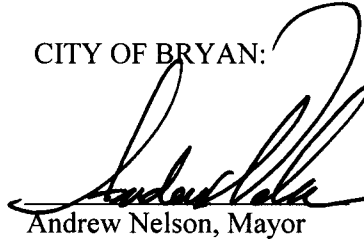
This Ordinance shall go into effect immediately after its second and final reading.

PRESENTED AND GIVEN first reading on the 27th day of August, 2019, at a meeting of the City Council of the City of Bryan, Texas; and given second reading, passed and approved on the 10th day of September 2019, by a vote of 6 ayes and 1 nays at a regular meeting of the City Council of the City of Bryan, Texas.

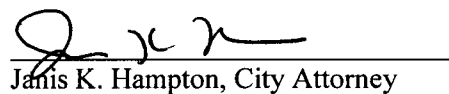
ATTEST:


Mary Lynne Stratta, City Secretary

CITY OF BRYAN:


Andrew Nelson, Mayor

APPROVED AS TO FORM:


Janis K. Hampton, City Attorney

CITY OF BRYAN, TEXAS
ALL FUNDS SUMMARY
Fiscal Year 2020

Exhibit A

Fund Name	Total Inflows	Expenditures
Governmental Funds:		
General	\$ 78,990,185	\$ 79,626,569
Debt Service	10,486,600	10,805,000
Hotel/Motel Tax	1,768,000	1,750,200
Street Improvement	5,878,000	10,392,964
Drainage	1,012,000	2,128,392
TIRZ #10 (Traditions)	3,450,600	2,109,776
TIRZ #19 (Nash Street)	395,200	457,655
TIRZ #21 (Downtown)	203,800	211,970
TIRZ #22 (Target)	428,900	439,604
TIRZ #22 (North Tract)	210,100	218,305
Court Technology	36,500	19,500
Community Development	2,055,870	2,055,870
Capital Reserve Fund	65,000	-
Oil & Gas	655,550	-
Enterprise Funds:		
BTU - City	196,578,300	184,253,800
BTU - Rural	50,081,300	50,027,000
Water	13,770,100	14,827,900
Wastewater	13,619,100	17,726,300
Solid Waste	8,512,300	8,553,100
Airport	825,800	831,626
Bryan Commerce & Dev.	52,200	1,349,400
Internal Service Funds:		
Self-Insurance Fund	2,435,900	2,724,100
Employee Benefits	13,552,400	13,211,000
Warehouse Fund	319,106	327,600
TOTAL ALL FUNDS	\$405,382,810	\$ 404,047,631

ORDINANCE NO. 2375

AN ORDINANCE FIXING THE TAX LEVY OF THE CITY OF BRYAN, TEXAS, FOR THE TAXABLE YEAR 2019 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 2019 the following, to wit:

\$0.476018 on a \$100.00 valuation of all taxable property in the City for General Fund maintenance and operating purposes: and

\$0.153972 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 2019 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 4.13% AND WILL RAISE TAXES FOR MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$18.89.

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

3.

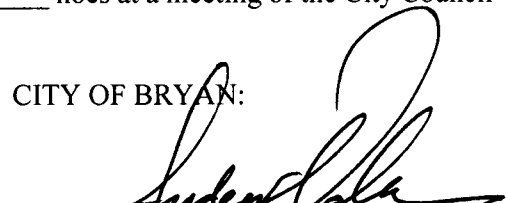
That this Ordinance shall go into effect immediately after its second and final reading.

PRESENTED AND GIVEN first reading on the 17th day of September 2019, at a meeting of the City Council of the City of Bryan, Texas; and given second reading, passed and approved on the 24th day of September 2019, by a vote of 6 ayes and 1 noes at a meeting of the City Council of the City of Bryan, Texas.


ATTEST:

CITY OF BRYAN:


Mary Lynne Stratta, City Secretary


Andrew Nelson, Mayor

APPROVED AS TO FORM:


Janis Hampton, City Attorney



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FY 2020 BUDGET INCREASE REQUEST SUMMARY

		FY20 Adopted		
		FY20 Request	Unrestricted Funds	Restricted Funds
GENERAL FUND				
<u>Council Directed Items</u>				
	Council Initiative for 3 Fire Fighters - New	\$ 256,809	\$ 85,603	
		256,809	85,603	
<u>Decision Packages</u>				
<u>Personnel</u>				
Human Resources	HR Specialist-New	65,857	-	
Police	Supervisor of Property/Evidence Unit-New	65,954	-	
	3 Police Officers - New	230,589	230,589	
Develop Services	Combination Building Inspector-F/T-New	74,445	74,445	
	Planning Manager - Unfunded	88,158	-	
IT	Public Safety Business System Analyst-New	96,737	-	
Parks	Parks Maintenance Technician-F/T-New	49,192	-	
	Parks Horticulture Assistant-P/T-New	34,133	-	
Facilities	Convert PT Regular to FT w/Added duties-Share Salary w/Purchasing Dept	46,258	-	
Fire	Community Risk Reduction Specialist and Recruiter-New	56,306	-	
		807,629	305,034	
<u>Building & Other Improvements</u>				
Development Services	First Floor MOB reconfiguration for Develop Svcs and Engineering	120,685	-	
Facilities	Replacement of Backup Power Generator at Fire Station #5	60,000	60,000	
	Repair concrete aprons @ Fire Stations 3 & 4	60,000	-	
	Modernization to Elevators @ MOB	250,000	250,000	
	Entrance/Exit Gate Upgrades @Bryan Municipal Service Ctr	15,000	15,000	
	Entrance/Exit Gate Upgrades @Justice Center	40,000	-	
	Paint all Overhead Doors @ Bryan Municipal Service Center	22,129	22,129	
	Restroom Upgrades for the Palace Theater	30,000	30,000	
Human Resources	Request to Fund a Longevity Incentive Program	195,000	-	
	Request to Fund/Re-Implement City Education Reimbursement Program	15,000	-	
Police	Maintenance of Existing Security Cameras and One New Camera Project	50,000	-	
	Police Department maintenance fund to repair windows, sewage issues and deteriorating office furnishings	50,000	-	
Parks	Oakwood Cemetery Fence	70,000	-	
	Professional Services for Sue Haswell Park Master Plan Concept	35,000	-	
	Travel/Training increase for Parks and Recreation Staff	7,000	-	
	Federally mandated ADA Upgrades at Bryan Aquatic Center	40,000	-	
	Senior Program Funding	12,000	12,000	
	Renovate US Army Reserve Ctr for Senior Center	1,000,000	-	
Golf Course	Replacement of City Golf Course Irrigation System Controls	76,322	-	
	Replacement of Hole #18 Bridge	96,400	-	
	Cart Paths at PEC	300,000	300,000	
Traffic	Increase Traffic Signal Maint Line Item	70,818	70,818	
		2,615,354	759,947	
<u>Other</u>				
Police	Ballistic Vest Replacement - 45 @ \$813 ea.	36,585	36,585	
	Replace Expired Explosive Components/Reloadable Distraction Devices	10,000	10,000	
	FitLife Increase	12,924	12,924	
	Axon Body Cameras and Tasers	485,851	485,851	
Fire	Second Set Personnel Protective Equipment (PPE)-129 sets @ \$3166	408,350	408,350	
	Replace/Update Technical Rescue Equipment per NFPA 1983 Standard	62,000	62,000	
Parks	Parks Improvement Plan Funding	500,000	250,000	
	Landscape Maintenance Contract Increase	124,036	-	
Facilities	Increase Facilities Contractual Services Line Item	32,975	-	
Bryan Library	BCS Public Library System eBook Collection	25,000	-	25,000
Comm Develop/Special Projects	Admin Cost for Bank on Brazos Valley Program	8,500	-	
Economic Develop	Continue consulting services with MFE, LLC	49,900	49,900	
	Consulting Services for Builder Infill Project - Builder Rebate	50,000	50,000	
	Continue consulting services with Catalyst Commercial	49,900	49,900	
	Texas Ave Grant	100,000	100,000	
	Downtown Bryan Life Safety Grant Program	100,000	100,000	
Develop Services	Emergency Services District (ESD) Required by Law for Annexation	250,950	250,950	
IT	Increase Specific Maintenance Line Item Base Budgets	320,000	320,000	
	Continue Planned Replacement of Network Hardware	370,000	370,000	
		2,996,971	2,556,460	25,000

FY 2020 BUDGET INCREASE REQUEST SUMMARY

		FY20 Adopted		
		FY20 Request	Unrestricted Funds	Restricted Funds
Vehicles & Other Equipment				
Police				
	Police Pursuit Vehicle-Unit#6-221	62,568	62,568	
	Police Pursuit Vehicle-Unit#6-222	62,568	62,568	
	Police Pursuit Vehicle-Unit#6-233	62,568	-	
	Police Pursuit Vehicle-Unit#6-240	62,568	62,568	
	Police Pursuit Vehicle-Unit#6-243	62,568	62,568	
	Police Pursuit Vehicle-Unit#6-246	62,568	-	
	Police Pursuit Vehicle-Unit#6-247	62,568	-	
	Police Pursuit Vehicle-Unit#6-248	62,568	-	
	Police Pursuit Vehicle-New	62,568	62,568	
	Police Pursuit Vehicle-New	62,568	62,568	
	Police Pursuit Vehicle-New	62,568	62,568	
	Unmarked Criminal Investigations Vehicle-Unit#6-04	20,039	20,039	
	Unmarked Criminal Investigations Vehicle-Unit#6-172	20,039	20,039	
	Unmarked Criminal Investigations Vehicle-Unit#6-175	20,039	20,039	
	Unmarked Criminal Investigations Vehicle-Unit#6-178	20,039	20,039	
	Unmarked Special Investigations Vehicle-Unit#6-201	32,500	32,500	
	Police Motorcycle -Unit#6-45	32,358	32,358	
	Police Motorcycle -Unit#6-48	32,358	32,358	
Bryan Animal Center				
	3/4 Ton P-up w/Animal Unit-Unit# 32-203	58,000	58,000	
	3/4 Ton P-up w/Animal Unit-Unit# 32-204	58,000	58,000	
Facilities				
	3/4 Ton P-up w/Utility Bed-Unit# 11-55	40,000	40,000	
	3/4 Ton P-up w/Utility Bed-Unit# 11-57	40,000	-	
	3/4 Ton P-up w/Utility Bed-Unit# 11-61	40,000	-	
	1/2 Ton Extended Cab P-up w/Single Box -Unit# 11-50	32,000	32,000	
Fire				
	Replace Ambulance-Unit# 28-20	257,954	257,954	
	Replace Ambulance-Unit# 28-21	257,954	257,954	
	Replace Ambulance-Unit# 28-22	257,954	-	
	Renovation of Fire Safety House Travel Trailer	15,000	-	
	Emergency Response UTV (Utility Task Vehicle), Trailer and Equip-New	45,387	-	
	Emergency Response 3/4 Ton Crew Cab P-up Truck-New	44,000	-	
Develop Services				
	Combination Building Inspector-F/T-New	39,375	39,375	
Parks				
	3/4 Ton Extended Cab P-up w/ Utility Bed -Unit# 10-70	40,000	40,000	
	Replacement of Unit#10-65 (Truck)	36,000	36,000	
	Replacement of Unit#10-67 (Truck)	36,000	-	
	Replacement of Unit#10-73 (Truck)	39,000	-	
	Replacement of Unit#10-74 (Truck)	28,000	28,000	
Municipal Court				
	Replacement of Unit#110 (City Marshall-Ford Crown Victoria)	63,220	63,220	
Streets & Drainage				
	Replacement of Unit#17-97 (Ford F-550 Dump Bed)	60,000	60,000	
Traffic				
	Replacement of Unit#34-21 w/Extended Cab 1500-V8	36,000	36,000	
		2,389,463	1,621,850	
FY20 TOTAL GENERAL FUND REQUESTS		\$ 9,066,226	\$ 5,328,894	\$ 25,000

FY 2020 BUDGET INCREASE REQUEST SUMMARY

		FY20 Adopted	
		FY20 Request	Unrestricted Funds
			Restricted Funds
ENTERPRISE FUNDS			
<u>Water Fund</u>			
Entrance/Exit Gate Upgrades @Bryan Municipal Svc Center	\$ 15,000	\$ 15,000	
Paint all Overhead Doors @ Bryan Municipal Svc Center	5,957	5,957	
FY20 TOTAL WATER FUND REQUESTS	20,957	20,957	
<u>Wastewater Fund</u>			
Wastewater Collection-CCTV Van-Unit#24-29	185,000	185,000	
Wastewater Collection-Utility Truck-Unit#24-46	34,000	34,000	
Wastewater Collection-Utility Truck-Unit#24-47	34,000	34,000	
SCADA Software/Hardware/Licenses Upgrade to Citect 2018 for WW Server Workstations	170,905	170,905	
Entrance/Exit Gate Upgrades @Bryan Municipal Service Ctr	15,000	15,000	
Paint all Overhead Doors @ Bryan Municipal Service Center	5,957	5,957	
FY20 TOTAL WASTEWATER FUND REQUESTS	444,862	444,862	
<u>Solid Waste Fund</u>			
Replacement of 3/4 ton Chevrolet P-up with one Chevrolet 3/4 ton pickup truck-Unit#14-75	35,092	35,092	
Residential Side Load Truck w/Western Star chassis and 22yd Liberty Heil Body-Unit#14-96	329,858	329,858	
Residential Side Load Truck w/Western Star chassis and 22yd Liberty Heil Body-Unit#14-97	329,858	329,858	
Street Sweeper w/International chassis and Tymco 600 body-Unit-14-71	272,107	272,107	
Grapple Truck w/Western Star chassis and Peterson TL3 Loader Body-Unit#29-55	194,105	194,105	
Entrance/Exit Gate Upgrades @Bryan Municipal Service Ctr	15,000	15,000	
Paint all Overhead Doors @ Bryan Municipal Service Center	5,957	5,957	
FY20 TOTAL SOLID WASTE FUND REQUESTS	1,181,977	1,181,977	
<u>Bryan Commerce & Development</u>			
Builder Infill Project	300,000	300,000	
Land Purchases	1,000,000	1,000,000	
FY20 TOTAL BRYAN COMMERCE & DEVELOP REQUESTS	1,300,000	1,300,000	
FY20 TOTAL ENTERPRISE FUND		\$ 2,947,796	\$ 2,947,796
SPECIAL REVENUE FUNDS			
<u>Hotel/Motel Fund</u>			
Timing System for Bryan Aquatic Ctr-Joint Purchase w/ BISD	\$ 19,000	\$ 19,000	
Mural Request - Bryan Art Path	10,000	10,000	
FY20 TOTAL HOTEL/MOTEL FUND REQUESTS	29,000	29,000	
<u>TIRZ 19 Fund</u>			
City Portion for Camelot Park Pedestrian Bridge-Partial Grant from TX Parks & Wildlife	150,000	150,000	
Camelot Park Playground	160,000	160,000	
FY20 TOTAL TIRZ 19 FUND REQUESTS	310,000	310,000	
<u>TIRZ 21 Fund</u>			
Additional Downtown Christmas Lights	56,970	56,970	
Carnegie Gazebo and Garden	55,000	55,000	
FY20 TOTAL TIRZ 21 FUND REQUESTS	111,970	111,970	
<u>Street Improvement Fund</u>			
Professional Services for Traffic Signal Timing on E 29th St Corridor	45,000	45,000	
FY20 TOTAL STREET IMPROVEMENT FUND REQUESTS	45,000	45,000	
FY20 TOTAL SPECIAL REVENUE FUND		\$ 495,970	\$ 495,970
TOTAL DECISION PACKAGE REQUESTS		\$ 12,509,992	\$ 8,772,660
			\$ 25,000

CITY OF BRYAN

FINANCIAL MANAGEMENT POLICY STATEMENTS

OVERVIEW

Purpose

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

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

Objectives

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

Updates to Financial Management Policy Statements

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

Compliance with Financial Management Statements

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

Summary of Major Policy Topics

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

Detail of Major Policy Topics

I. Accounting, Auditing and Financial Reporting

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

A. Accounting Practices and Principles

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

B. Financial and Management Reports

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

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

C. Annual Audit

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

D. Annual Financial Disclosure

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

E. Signature of Checks

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

II. Financial Consultants

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

A. Selection of Auditors

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

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

B. Arbitrage

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

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

C. Bond Counsel

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

obligations stating the sources of payment and security for the bonds and that the bonds are exempt from State and Federal income taxes.

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

D. Financial Advisory Services

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

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

E. Depository Bank

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

III. Budget and Long Range Financial Planning

A. FINANCIAL STRUCTURE

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

1. Governmental Fund Type

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

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

- b. Special Revenue Funds: Used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.
- c. Debt Service Fund: Used to account for the payment of interest and principal on all general obligation bonds and other long-term debt.
- d. Capital Improvement Program Funds: Used to account for the expenditures of resources accumulated from the sale of debt instruments earmarked for such projects. These funds are allocated from debt proceeds on a project length basis rather than a fiscal year basis.
- e. Permanent Funds: Used to report resources that are legally restricted to the extent that only earnings, not principal, may be used for purposes that support the City's programs. These funds are not included in the budget document and are not budgeted.

2. Proprietary Fund Type

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

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

3. Fiduciary Fund Type

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

B. Balanced Budget

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

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

C. Current Funding Basis (Recurring Revenues)

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

D. Use of Non-Recurring Revenues

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

E. Tax Rate

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

F. Cash Funded Capital Projects

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

G. Revenue Estimating for Budgeting

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

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

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

I. Budget Preparation

1. Department Directors have primary responsibility for formulating budget proposals. New or expanded services should support City Council goals, City Manager priority direction and department goals. Departments are charged with implementing these directions and goals once they are approved.
2. All competing requests for City resources will be considered within the annual budget process.
 - a. The City will prepare a Base Budget consisting of expenditures supporting current levels of service, including current staffing levels adjusted for budgeted compensation increases for performance, merit and civil service step increases.

- b. Increases to staffing or levels of service will be budgeted through Budget Decision Packages which must be fully justified and will be reviewed separately.
- 3. Annually, the City will seek to obtain the Government Finance Officers Association Distinguished Budget Presentation Award. The Budget will be presented in a way that not only meets the criteria of the award, but also clearly communicates the budget to the public.

J. Budget Management

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

K. Long-Range Financial Plans

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

IV. Revenues and Other Resources

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

A. Property Taxes

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

B. Electric/ Water/ Waste Water Billings

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

C. Revenue Collections

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

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

D. User Fees

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

1. General Fund

- a. For services that benefit specific users the City shall establish and collect fees to recover the costs of those services.
- b. Where services provide a general public benefit, the City shall finance those services through property and sales taxes.
- c. For services that provide both specific benefits and a general public benefit, it may be appropriate to subsidize those services from property and sales tax revenues.
- d. Factors in setting fees shall include but not be limited to: market and competitive pricing, effect on demand for services, and impact on users, which may result in recovering something less than full cost.

2. Enterprise Funds

- a. Utility rates and other fund user fees shall be set at levels sufficient to cover operating expenditures (direct and indirect), meet debt obligations and debt service coverage, provide pay-as-you-go funding for capital improvements, provide funding of the General Funds Transfer, and provide adequate levels of working capital.
- b. The City shall seek to eliminate all forms of subsidization between the General Fund and Enterprise Funds.
- c. The Five-Year Financial Plan shall serve as the basis for rate change considerations.
- d. If rate increases are necessary, the Five-Year Financial Plan shall be built around smaller rate increases annually versus higher rate increases periodically.

V. Capital Expenditures and Improvements

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

A. Capitalization Threshold for Tangible Capital Assets

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

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

B. CIP Policy

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

C. Replacement of Capital Assets on a Regular Schedule (Fleet and Technology).

The City shall annually review a schedule for the replacement of its fleet and technology capital assets. Within the resources available each fiscal year, the City shall replace these assets according to needs.

D. Capital Expenditure Financing

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

VI. Fund Balances

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

A. Fund Balance Classification

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

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

B. Commitment of Fund Balance

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

C. Assignment of Fund Balance

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

D. General Fund Unassigned Fund Balance

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

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

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

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

F. BTU City Fund Unrestricted Cash Balance

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

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

G. BTU Rural Fund Unrestricted Cash Balance

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

Target Unrestricted Cash Balance – Because BTU - Rural is subject to unexpected changes in energy costs, revenues, and expenditures, a targeted unrestricted cash balance is set at 60 days of the current year's operating expenditure budget. The annual budget should be set at a level that produces the target level of unrestricted cash by the end of the five year forecast.

H. TIRZ Funds Unassigned Fund Balance

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

I. Self-Insurance Fund Unassigned Fund Balance

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

J. Employee Benefits Fund Unrestricted Fund Balance

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

K. Debt Service Fund Balance

The City shall maintain the minimum debt service fund balance at 1 month of annual debt service requirements.

L. All Other City Funds Unassigned Fund Balance/Unrestricted Cash Balance

All other funds do not have a stated minimum unassigned fund balances/unrestricted cash balances but rather are monitored on a monthly basis. A balance sufficient to meet budgeted expenditures will be maintained in all funds.

VII. Debt

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

A. Use of Debt Financing

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

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

B. Debt Financing

1. Affordability

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

2. Debt Capacity

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

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

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

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

C. Debt Coverage Ratios

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

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

D. Debt Reserve Fund

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

E. Continuing Financial Disclosure related to Debt

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

F. TIRZ Debt.

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

G. Debt Structures

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

H. Debt Refunding

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

I. Sale Process

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

J. Rating Agency Presentations

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

K. Bond Ratings

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

L. Lease/Purchase Agreements

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

VIII. Cash Management/Investments

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

IX. Grants

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

A. Grant Guidelines

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

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

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

B. Grant Termination and/or Reduced Grant Funding

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

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

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

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

X. Economic Development Agreements

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



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COMMUNITY PROFILE

LOCATION

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

HISTORY

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

In the nearly 149 years since Bryan's founding, many Texas railroad stops became nothing more than ghost towns; but the optimistic spirit and determination that built Bryan in its early years continues to define the city today. It is a community that successfully couples dynamic growth with historic importance.



Although Bryan residents voted in 1867 to incorporate, the town was not formally incorporated until an act of the Texas Legislature in 1871. Non-official organizations arose in the early 1870s to promote agriculture, trade and cultural opportunities.

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

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

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

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

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

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

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

Time Marches On

Throughout the early 1900s, Bryan continued to flourish, partly due to its rich agricultural farmlands, the railroad and the area's abundance of cotton, cattle and oil. Bryan survived the hard times of the Great Depression and continued to grow through the post-war years. In the late 1960s, local business interests established the Brazos County Industrial Park, creating an enhanced atmosphere for industrial development. The Bryan Business Park followed, fueling the area's

growth. In terms of recreation, Bryan added a number of city parks to its landscape, beginning with Oak Grove Park in 1913. In 1922, Bryan High School won the state championship in the first UIL football game ever played. Seven years later, a football field was built for Stephen F. Austin High School. In 1939, Bryan developed its 18-hole Municipal Golf Course.

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

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

In the late 1980s, a movement toward downtown's revitalization began, bringing businesses and interest back to Downtown Bryan. In 1992, Bryan became a Texas Main Street City, receiving design and technical assistance from the Texas Historical Commission. In 2014, Downtown Bryan was named a Texas Cultural District.

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

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

Public Universities

Texas A&M University Health Science Center- Bryan Campus and RELLIS 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 68,367 (Spring 2019) of which 2,957 attend the HSC Campus. Texas A&M Regents approved the allocation of acreage to the HSC in December 2006, having previously accepted the land gift from the City of Bryan. The HSC had its dedication ceremony in July 2010. The Bryan campus, located along State Highway 47 (adjacent to the master planned Atlas, Lakewalk, and Traditions development), will allow the HSC to eventually consolidate academic programs and administration currently located throughout Bryan and College Station onto one campus. Fifty acres will be for health-related public/private partnerships and facilities, while the remaining acreage will be for academic facilities.

The 2,000-acre RELLIS Campus was founded in 2016 and is one of Texas A&M University System's private-public partnerships. It serves as an ecosystem that fosters cutting-edge research, technology development, higher education and workforce training. The Texas A&M Transportation Institute (TTI) and the Texas A&M Engineering Experiment Station (TEES), along with academic, corporate and private partners, conduct valuable research for world-changing technologies, processes and products with state-of-the-art research laboratories, testing and proving grounds. At the RELLIS campus, post-secondary degree education and training are offered with programs through Blinn College, multiple universities within the Texas A&M System and the Texas A&M Engineering Extension Service (TEEX). Texas A&M began offering courses on the campus in 2018.

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 10,000 (Fall 2018) students in Bryan, Blinn is one of the largest junior/community colleges in Texas. Blinn consistently has the highest transfer rate in the state, the highest percentage of students who go on to earn bachelor's degrees, and transfers more students to Texas A&M University than any other community college.

Source: Blinn College

City Government Structure

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

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

Bryan Today

“The Good Life, Texas Style.”™

Bryan has 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 53.8 square miles. Bryan's original population of a few hundred has grown to more than 85,000 residents.

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

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

Beginning in 2007, the City of Bryan launched the Texas Reds Steak and Grape Festival as a mechanism for bringing tourism, music, arts and food to the community. Since its inception, Texas Reds has grown in popularity and attendance culminating in a record 12,000 people in 2018.

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

In December 2017, local citizen Wallace Phillips donated the 107-acre Phillips Event Center Golf Course to the City of Bryan which opened to the public on January 2, 2018. The City renamed the course the City Course at the Phillips Event Center and closed the existing 117-acre Travis B. Bryan Municipal Golf Course to explore options in converting this property into a regional park. Bryan is a great place for families and boasts more than 690 acres of beautifully maintained parks. With a bounty of basketball and soccer fields, skateboard parks, splash pads, walking trails, two dozen pavilions for picnicking and four aquatic facilities, Bryan has something to offer everyone.

In 2019, the City initiated the annexation of approximately 1,500 acres of land around and including the Texas Triangle Park in northwestern Brazos County, as well as 5,500 acres of land around and including the Texas A&M University System RELIS Campus in western Brazos County.


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



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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)	53.8
Lane Miles of Streets (paved)	766.2
Fiscal Year	October 1- September 30
Parks	53
Golf Courses	1
Athletic Complexes	2
Recreation Center	1
Aquatic Center	1
Pools	2
Amphitheater	3
Cemeteries	3
Public Library Locations	2
Genealogy/History Center	1
Fire Stations	5
Sworn Personnel	137
Police Station(s)	1
Sworn Personnel	154

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

2016	\$0.62999
2017	\$0.62999
2018	\$0.62999

Source: Brazos County Appraisal District

Employment-Bryan

2016	39,852
2017	40,642
2018	43,138

Source: Texas Workforce Commission-Tracer

Unemployment Rate-Bryan

2015	3.4%
2016	3.6%
2017	3.2%
2018	2.9%

Source: Texas Workforce Commission

Texas Metro Areas Employment Statistics (2018)

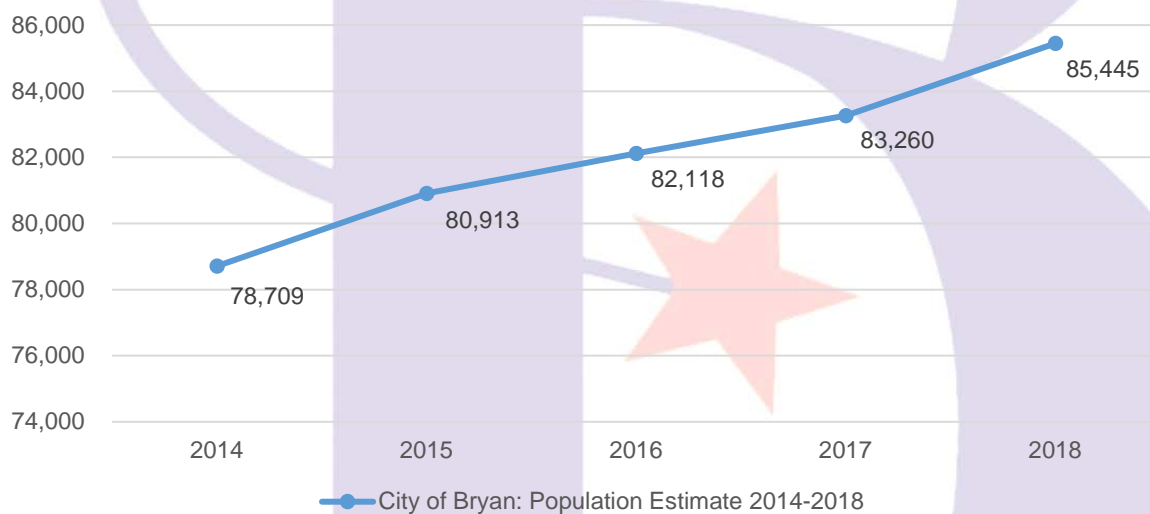
Metro Area	Employment	Unemployment Rate
Abilene	77,533	3.0%
Amarillo	132,759	2.5%
Austin-Round Rock-San Marcos	1,194,067	2.7%
Beaumont-Port Arthur	175,462	5.6%
Brownsville-Harlingen	165,069	5.9%
Bryan-College Station	132,539	2.7%
Corpus Christi	209,449	4.7%
Dallas-Fort Worth-Arlington	3,877,185	3.3%
El Paso	360,169	4.0%
Houston-The Woodlands-Sugar Land	3,377,820	4.1%
Killeen-Temple-Fort Hood	175,428	3.9%
Laredo	115,656	3.5%
Longview	98,073	3.8%
Lubbock	162,834	2.7%
McAllen-Edinburg-Mission	349,387	6.0%
Midland	104,122	2.0%
Odessa	84,813	2.5%
San Angelo	55,640	2.9%
San Antonio-New Braunfels	1,186,683	3.1%
Sherman-Denison	63,164	3.1%

Texas Metro Areas Employment Statistics (2018) *(cont.)*

Metro Area	Employment	Unemployment Rate
Texarkana	64,591	4.8%
Tyler	108,072	3.4%
Victoria	46,629	3.6%
Waco	125,132	3.4%
Wichita Falls	65,955	3.1%

Source: Bureau of Labor Statistics

City of Bryan: Population Estimate 2014-2018



Source: U.S. Census Bureau

Largest Community Employers (2018)

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

Source: Research Valley Partnership

Home Sales Bryan-College Station (2018)

Average Price	\$264,909
Median Prices	\$233,304
Average Sales (per month)	136
Average month(s) on Inventory	4.4

Source: Texas A&M Real Estate Center

Single Family Building Permits-Bryan/College Station

Calendar Year	Units	Average Value (\$)
2016	1,127	180,500
2017	1,059	177,900
2018	1,023	197,525

Source: Texas A&M Real Estate Center

GLOSSARY & ACRONYMS

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

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

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 Policies section of this document.
Budgetary Control	The control or management of a governmental or enterprise fund in accordance with the approved budget to keep expenditures within the limitations of available appropriations and revenues.
BVCOG	Brazos Valley Council of Governments
BVSWMA	Brazos Valley Solid Waste Management Agency

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

GLOSSARY & ACRONYMS

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

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 Budget Presentation Award" (Budget Program) conferred on governments whose budgets are deemed exemplary as a policy document, financial guide, operations guide, and communication device; (2) "Certificate of Achievement for Excellence in Financial Reporting" (CAFR Program) for government who's CAFRs achieve the highest standards in financial reporting.
GIS	Geographic Information System
Goal	An observable and measurable end result having one or more objectives to be achieved within a more or less fixed timeframe.
Governmental Funds	Funds that are maintained on a modified accrual basis with an emphasis on when cash is expended or obligated and revenues are recorded when measurable and available.
GPM	Gallons Per Minute
HazMat Response Teams	Hazardous Materials Response Team.
HIPAA	Health Insurance Portability & Accountability Act
HOME	Home Investment Partnerships Program
Homestead	A tax exempt qualifying declaration by a property taxpayer for his/her actual dwelling place or home.
Horticulturist	One skilled in the science of cultivating flowers and plants, as in a municipal parks system.
HR	Human Resources
HTC	House Tax Credit

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
I&S Tax Rate	Interest and Sinking tax rate – the portion of the tax rate that provides funds for payments on the debt that finances capital projects
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.

GLOSSARY & ACRONYMS

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
M&O Tax Rate	Maintenance and Operations tax rate – The portion of the tax rate that provides funds for maintenance and operations.
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.

GLOSSARY & ACRONYMS

NLC	National League of Cities
NPI	National Purchasing Institute
Objectives	Time bound and measurable result of an organization's activity which advances the organization toward a goal.
OJP	Office of Justice Programs
OPEB	Other Post-Employment Benefits
Operating Budget	Plans of current expenditures and the proposed means of 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.

GLOSSARY & ACRONYMS

PRIMA	Public Risk Management Association
Property Tax	Also called ad valorem tax, this is the charge levied on all real, personal, and mixed property according to the property's valuation and the tax rate, in compliance with the State Property Tax Code.
Proprietary Fund	A fund used to account for activities that receive significant support from fees and charges.
PTC	Property Tax Code
QA/QI	Quality Assurance/Quality Improvement
Qualified Representative	<p>A person who holds a position with a business organization, who is authorized to act on behalf of the business organization, and who is one of the following:</p> <ol style="list-style-type: none"> 1. For a business organization doing business that is regulated by or registered with a securities commission, a person who is registered under the rules of the National Association of Securities Dealers; 2. For a state or federal bank, a savings bank, or a state or federal credit union, a member of the loan committee for the bank or branch of the bank or a person authorized by corporate resolution to act on behalf of and bind the banking institution; 3. For an investment pool, the person authorized by the elected official or board with authority to administer the activities of the investment pool to sign the written instrument on behalf of the investment pool.
Reserve	An account used to indicate that a portion of fund resources is restricted for a specific purpose, or is not available for appropriation and subsequent spending.
Resolution	A formal statement of a decision, determination or course of action placed before a city council and adopted.
Revenue Bonds	Legal debt instruments that finance public projects for such services as water or sewer. Revenues from the public project are pledged to pay principal and interest of the bonds. In Texas, revenue bonds may or may not be authorized by public referenda.
Revenues	Funds received by the government as income, including tax payments, fees for specific services, receipts from other governments, fines and forfeitures, grants and interest income.
RMS	Records Management System
ROW	Right of Way
RVP	Research Valley Partnership
S.A.R.A.	Scanning, Analysis, Response, Assessment
SCADA	Supervisory Control and Data Acquisition

GLOSSARY & ACRONYMS

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. The rate consists of M&O and I&S rates.
Taxes	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.
TCEQ	Texas Commission on Environmental Quality
TCMA	Texas City Managers Association
TDHCA	Texas Department of Housing and Community Affairs

GLOSSARY & ACRONYMS

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

GLOSSARY & ACRONYMS

WWTP	Wastewater Treatment Plant
Y+R	Yellow and Red
YDI	Youth Development Initiative



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