Early Northgate

City of College Station, Texas

Embracing the Past, Exploring the Future.

FY2003-2004 Approved Budget

65th Anniversary Edition

Northgate 2003

CITY OF
COLLEGE STATION

APPROVED BUDGET
FOR FISCAL YEAR
OCTOBER 1, 2003 TO SEPTEMBER 30, 2004

MAYOR

RON SILVIA

JOHN HAPP, COUNCILMAN
SCOTT MEARS, COUNCILMAN
ROBERT WAREING, COUNCILMAN
ANNE HAZEN, MAYOR PRO-TEM
DENNIS MALONEY, COUNCILMAN
JAMES MASSEY, COUNCILMAN

THOMAS E. BRYMER, CITY MANAGER

JEFF KERSTEN, BUDGET AND STRATEGIC PLANNING DIRECTOR

www.ci.college-station.tx.us

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of College Station, Texas for its annual budget for the fiscal year beginning October 1, 2002.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. The award is valid for a period of one year only. We believe that our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

City of College Station

Texas

For the Fiscal Year Beginning

October 1, 2002

President

Executive Director

CITY OF COLLEGE STATION, TEXAS

PRINCIPAL CITY OFFICIALS
OCTOBER 2003

ELECTED OFFICIALS:

MAYOR ..... RON SILVIA
COUNCIL MEMBERS ..... ANNE HAZEN, MAYOR PRO-TEM
JOHN HAPP
ROBERT WAREING
SCOTT MEARS
DENNIS MALONEY
JAMES MASSEY

CITY ADMINISTRATION:

CITY MANAGER ..... THOMAS E. BRYMER
ASSISTANT CITY MANAGER ..... GLENN BROWN
DIRECTOR OF PUBLIC UTILITIES ..... JOHN C. WOODY
POLICE CHIEF ..... EDGAR R. FELDMAN
FIRE CHIEF ..... DAVID GIORDANO
DIRECTOR OF FISCAL SERVICES ..... CHARLES CRYAN
BUDGET AND STRATEGIC PLANNING DIRECTOR ..... JEFF KERSTEN
DIRECTOR OF PUBLIC WORKS ..... MARK SMITH
DIRECTOR OF PARKS AND RECREATION ..... STEPHEN C. BEACHY
DIRECTOR OF DEVELOPMENT SERVICES ..... KELLY TEMPLIN
DIRECTOR OF THE OFFICE OF TECHNOLOGY
AND INFORMATION SERVICES ..... OLIVIA BURNSIDE
DIRECTOR OF HUMAN RESOURCES ..... JULIE O'CONNELL
DIRECTOR OF ECONOMIC DEVELOPMENT ..... KIM FOUTZ
CITY ATTORNEY ..... HARVEY CARGILL, Jr.
CITY SECRETARY ..... CONNIE L. HOOKS

Embracing the Past

Exploring the Future

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The City of
College Station, Texas
Embracing the Past, Exploring the Future.
P.O. Box 9960 • 1101 Texas Avenue • College Station, TX 77842 • (979) 764-3500
www.ci.college-station.tx.us

October 1, 2003

Honorable Mayor and City Council,

In accordance with the City Charter and on behalf of the Management Team, I am pleased to present the Approved Fiscal Year (FY) 2003-2004 Annual Budget totaling $160,357,672 for all funds. Of this amount:

- $124,798,351 is approved for the operations and maintenance budget. This represents an increase of 3.31% above the original 2002-2003 operations and maintenance budget.
- The total approved capital budget is $35,559,321 which is approximately $9 million over the original 2002-2003 budget. This increase is in large part due to additional appropriations for the new conference center project. The increase in the capital budget has caused most of the overall budget increase of 9.02%. Since this budget was prepared, the proposed Conference Center project was halted and will not be constructed at the proposed site with the proposed partner. The City Council is currently considering options on this matter.

The capital budget increase is due to a number of new infrastructure and public facility projects proposed to take place in 2003-2004. These include the first phase of utility infrastructure rehabilitation in the Southside area, the next phase of construction for the conference center project, capital improvements at the Lincoln Center area; and the first phase of the Spring Creek Business Park development. There are also additional budget appropriations for water and wastewater capital projects to rehabilitate and expand these utilities to meet the needs of a growing community.

Budget Goal and Objectives

The key goal in the preparation of the FY 2003-2004 approved budget is to **maintain core services of the City in the face of continued growth coupled with changing economic conditions.** This will be achieved in the following ways:

- Having a prudent approach to City finances so as to continue meeting existing fiscal and budgetary policies within the existing ad valorem tax rate.
- Meeting strategic priorities identified by the City Council, and addressing concerns identified in the annual citizen survey.
- Maintaining service quality.
- Investing in existing infrastructure and public facilities, as well as expanding certain infrastructure and public facilities.

Positioned for Changing Economic Conditions

In February of this year a financial forecast was presented to the City Council that examined economic downturn scenarios. However, since February, the State of Texas has adopted a budget that reduced funding for Texas A&M University by a lesser amount, approximately 2%. These funding reductions were much less severe than some of the earlier scenarios. The City of College Station continues to see some growth in certain economic indicators including sales tax, and the

steady issuance of building permits. Additionally, while reducing some positions, the Texas A&M University President has indicated that he intends to add several academic positions over the next several years. College Station has also continued to experience growth in the past year, and this growth creates increased demands for City services. The year 2003 has seen a great deal of economic uncertainty at the national, state and local level. This budget provides resources to continue to provide excellent core city services to the citizens and visitors of College Station.

Strategic Planning continues to be a driving force in the preparation of the budget. The City Mission and Vision Statements are the framework for the preparation of the strategic plan. The City Council revised the Mission and Vision Statements. The City Council also identified the key strategies they want to focus on over the next several years to move the City toward meeting the Mission and Vision Statements.

Meeting Strategic Priorities

The following outlines some of the key items included in the FY 2003-2004 budget by vision statement that address the strategic plan.

Core Services Vision Statement - *We will continue to improve high quality customer focused basic city services at a reasonable cost.*

These core services include police, fire, and emergency management services; streets, traffic and drainage services; and the administrative services. It also includes the capital projects for each of these areas.

- The budget includes nearly $3.8 million of resources for Southside infrastructure rehabilitation. This will be one phase of a multi year effort to rehabilitate and upgrade the infrastructure in older areas of College Station.
- Additional resources of $300,000 for thoroughfare rehabilitation projects in FY 2003-2004.
- The budget also includes $200,530 for the third and final phase of additional operations and maintenance costs associated with Fire Station #5. This will provide resources to hire three additional firefighters. A total of ten firefighters are needed to operate this station.
- Additional resources for the Police Department through the addition of a Criminal Investigation Division Sergeant in the amount of $99,784 is included in the budget.
- An additional drainage crew, at a cost of $152,309 to ensure drainage rights of way are maintained at appropriate levels.
- Resources of $53,853 are also included for the additional maintenance costs associated with the new public safety computer system.
- Enhancements to public communications through the addition of a media specialist and equipment for television production in the amount of $198,422.
- Enhancing communications through a low band radio station system costing $95,000 is also in the proposed budget.
- Resources for holding a capital improvement project bond election totaling $47,710 are included in the budget.

- The budget also includes funds to improve the retirement benefit for City employees. Currently, the City offers a retirement plan where each employee contributes 6% of their salary to the retirement plan, and the city matches that on a two to one basis. The budget includes the means to increase the benefit from a 6% contribution to a 7% contribution. This increase will bring the City retirement plan in line with those of other cities that are included in the annual market salary survey. The budget also includes funding for a 1% across the board increase in salaries for all employees. This 1% increase would offset the additional cost of the increase in retirement benefit, and also move the City salary structure toward the market for salaries. The annual cost of the increase in the retirement benefit and the 1% across the board increase is $773,355. The budget also includes additional costs for health insurance in FY 2003-2004.

Parks and Leisure Services Vision Statement - *We will continue to promote a large range of recreational and cultural arts opportunities.* The budget includes resources to continue funding the Parks and Recreation Department at current service levels.

- Additional resources of $55,100 for the operations and maintenance of the improvements being made at Lick Creek Park and other new parks coming on line. The budget includes funds to privatize certain grounds maintenance functions at City Hall and the Police Station, and reallocate the existing parks crews performing that work to the new parks coming on line.
- Implementation of the Tarrow Park Masterplan through capital projects at the Lincoln Center totaling over $900,000 is included in the budget.
- Additional resources for improved signage in the Wolf Pen Creek area of $70,500.
- Resources for the City's 65th Birthday Celebration totaling $25,130.

Planning and Development Vision Statement - *We will continue to promote a well-planned community.* This vision statement is addressed directly through the efforts to complete revisions to the Unified Development Ordinance.

- The budget includes funding of $46,504 for an additional plans examiner position in Development Services. This will improve the turn around time in the plans review process.
- The budget also includes resources of $60,000 to continue to review annexation options next year.

Economic Development Vision Statement - *We will continue to promote a strong and diverse economic environment.* Economic Development initiatives are proposed to continue and resources are included in the budget.

- The new Conference Center project is included in the FY 2003-2004 budget. This project is driving a large part of the increase in the overall capital budget. Recent decisions have resulted in a change in direction for the Conference Center project, and it is unlikely much of the budget appropriation will be expended in FY 04.
- Resources of $15,000 are also included to improve signage in the Northgate area.
- Additional capital resources of $2.3 million are included in the budget for the development of the Spring Creek Business Park.

Base Budget and Service Level Adjustments
The Approved Budget is generally made up of two parts. First, is the base budget, which is designed to be the budget necessary to maintain the base levels of service currently provided. The second portion of the budget, are the service level adjustments, which represent increases to the base budget to address a number of items. These include operations and maintenance costs associated with capital projects, increases in costs to provide the same base level of service, increases to address the strategic plan, and other increases to provide services to a growing community.

The Approved Budget addresses each of these areas. College Station is fortunate to have the resources to address these items.

The following is a summary of the City's General Fund in each of these categories.

		General Fund Budget	Cumulative Total
	Base Budget	$33,395,558	$33,395,558
PLUS	Capital Project Operations and Maintenance and Other Base Increases	354,483	33,750,041
PLUS	Strategic Budget Items	1,456,231	35,206,272
PLUS	All Other Increases to Maintaining or Enhancing Service Delivery	1,350,669	36,556,941
	Total Approved General Fund Budget		$36,556,941

The General Fund Approved Budget includes the costs associated with the capital project operations and maintenance, the strategic plan related items, and the other items to enhance service delivery.

The capital project related items will allow the City to complete the staffing of Fire Station #5, as well as maintain the improvements at Lick Creek Park. The Strategic Plan related increases will allow a number of key City Council priorities including transportation to be addressed next year. The other increases will allow certain services to be provided next year, and will provide an increased retirement benefit and 1% pay adjustment for City employees. Careful planning has helped put the City in a position to continue to meet the needs of a growing community.

Key Decision Points
The Approved Budget had a number of key decisions the City Council considered as the budget was reviewed.

- **Tax Rate**
  The proposed ad valorem tax rate was the 2002-2003 tax rate of 47.77 cents per $100 assessed valuation. After the final taxable assessed values were received from the appraisal

district, it was determined that a tax rate of 46.53 cents per $100 assessed valuation would fund the 2003-2004 budget. After much discussion the City Council adopted the lower tax rate of 46.53 cents per $100 assessed valuation. The approved tax rate provides the resources needed to fund the FY 04 approved budget; and meet the requirements of the proposed $38 million bond authorization, based on current forecasts.

- **Utility Rates and User Fees**
  Another key decision point was on utility rates and user fees. The budget includes a wastewater revenue increase of four percent. This increase is the final of three increases forecasted in order to fund additional debt service resulting from the expansion of the Lick Creek Wastewater Treatment Plant. A water and wastewater rate study was completed and reviewed as part of the budget process. User fees and charges for services were also reviewed.

- **Retirement and Pay Plan Adjustments**
  Another budget decision point was on the proposal to increase the retirement benefit to City employees. This change makes the retirement benefit offered competitive with other cities. The budget also includes a 1% across the board pay increase. These retirement and pay plan adjustments are included in the approved budget.

- **Outside Agency Funding**
  Another key decision the City Council made was the level of funding provided to outside organizations requesting resources. The recommendations from the General Fund Outside Agency Review Committee were presented to the City Council as part of the budget process. The committee has recommended funding for a number of agencies.
  Those recommendations were not in the proposed budget, however the City Council added a number of these requests to the budget. Those additions are outlined below.

Changes to the Proposed Budget

The following is a summary of the changes made to the proposed budget by the City Council:

- General Fund Outside Agency Additions

The Children's Museum of the Brazos Valley	$30,000
Retired Senior Volunteer Program	$5,000
African American National Heritage Society	$16,000
Brazos Valley Veteran's Memorial	$50,000
Dispute Resolution Center	$10,000
Bryan-College Station Sister Cities	$4,500
George Bush Library and Museum	$42,767
Total	$158,267

- An additional $110,000 was also added to the Economic Development Fund for additional economic development incentives, particularly for infrastructure costs related to retail redevelopment. Of this additional amount for Economic Development, $100,000 is coming from the Electric Fund, and $10,000 is coming from the Wastewater Fund.

A total of $268,267 was added to the final budget. All of these changes are included in the approved budget.

Conclusion

Developing the budget is a team effort that requires the participation of citizens, City Council, and city staff. We were pleased to work with the City Council in reviewing the proposed budget and making the changes the City Council wished to incorporate into the budget. The budget was reviewed with the City Council by fund over a series of budget workshops held in the latter part of July and the month of August.

I want to thank the staff, including the Management Team, for their effort and diligence in putting this budget together. Many difficult decisions were made as this budget was prepared. I would also like to thank the staff in the Office of Budget and Strategic Planning (Corby Alexander, Bekie Charanza, Courtney Curtis, Ryan Rapelye, Jonathon Stever, and Jeff Kersten) for the hard work, strong effort, and long hours put into this process which begins early in the calendar year. Finally, I would like to thank the City Council for providing the leadership and direction to make the decisions necessary to move the City of College Station forward.

Sincerely,

Thomas E. Brymer

Thomas E. Brymer
City Manager

EXECUTIVE SUMMARY

CITY OF COLLEGE STATION
2003-04 BUDGET
EXECUTIVE SUMMARY

City of College Station Mission Statement

"On behalf of the citizens of College Station, home of Texas A&M University, we will continue to promote and advance the community's quality of life."

Vision Statements

- ***Core Services –*** *We will continue to improve high quality customer focused basic city services at a reasonable cost.*
- ***Parks and Leisure Services –*** *We will continue to promote a wide range of leisure, recreational and cultural arts opportunities.*
- ***Planning and Development –*** *We will continue to promote a well-planned community.*
- ***Economic Development –*** *We will continue to promote a strong and diverse economic environment.*

The following is a summary of key elements included in the Fiscal Year 2003-2004 Approved Budget for the City of College Station. The budget provides the framework to implement the Strategic Plan and meet the Mission Statement outlined by the City Council. It also provides resources for quality city services in College Station. The 2004 fiscal year begins October 1, 2003 and ends September 30, 2004.

This document is presented by function or program as they address one of the four Vision Statements, or overall goals, established by the City Council to meet the City's Mission Statement. The organization of the document allows the reader to review changes in programs as they relate to the Strategic Plan and goals the City Council has set.

The budget was also prepared in the context of the Financial Forecast. The forecast predicts the fiscal impact of current and future budgetary decisions in a five-year forecast based on a set of assumptions regarding revenues and expenditures. The budget also continues the implementation of decisions made by the City Council over the past several years.

The budget document is designed to provide decision makers with a better view of the City's resources and their utilization to accomplish the policy direction of the City Council as set out in the Strategic Plan and other policy direction. It also shows the City's near term commitments and how the City meets the financial policies approved by the City Council. The document is also designed to show citizens the services being provided and their associated costs.

The following is a summary of the FY 04 Approved Budget.

FY 04 Approved Net Budget Summary

Fund Type	Approved Net Budget
Governmental Funds	$44,300,333
Enterprise Funds	$75,323,986
Special Revenue Funds	$5,174,032
Subtotal O&M	$124,798,351
Fund Balance/Working Cap. Transfers to CIP Subtotal	$12,879,395
Capital Projects Subtotal	$22,679,926
Total Approved Net Budget	**$160,357,672**

Budget Format

Budget Summary Section

The approved budget is presented in four main sections. The first is the *Budget Summary*. It includes the Transmittal Letter, Executive Summary, Overall Funds Summary, and Strategic Plan Summary. This section provides the reader with a general overview of the approved budget and identifies key changes from the prior year.

Vision Statements Section

The *Vision Statements* section of the budget provides the reader with a view of the various services provided by the City and is organized around the four Council Vision Statements and the Strategic Plan. This part of the budget is designed to help show what services are being provided with the budget resources available.

Performance expectations are shown in the form of service levels and performance measures for each major activity. This information is organized by Vision Statement within the budget document. The service levels show the services that different functions and programs in the organization provide. The performance measures illustrate how well those levels of service are being met. This occurs through the creation of specific measures designed to show what levels of service are being achieved.

Also included in this section is a budget summary organized by service levels. The budget summary provides a brief description of the activity, the approved budget, and the number of personnel included in the activity.

Financial Section

Following the Vision Statements is the *Financial Section* of the budget. It provides a more traditional *"fund accounting"* view of the City's budget. Fund summaries and department summaries are provided. These summaries include prior year actual revenues and expenditures, revised FY 03 budget revenues and expenditures, FY 03 year end estimates, FY 04 base departmental requests, FY 04 approved Service Level Adjustments, and the total FY 04 approved budget.

The financial section of the document is broken into four fund types. These are *Governmental Funds, Enterprise Funds, Special Revenue Funds,* and *Internal Service Funds.*

Budget Basis

The budgets for the Governmental Funds and Special Revenue Funds are prepared on the modified accrual basis of accounting. Under this basis revenues are recognized when they become measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred with the exception of several items. The full listing of these items can be found in the Financial Policies beginning on page F-1.

The budgets for the Enterprise and Internal Service Funds are similarly prepared on the modified accrual basis where cash transactions are included in the budget presentation in lieu of non cash transactions such as depreciation. The focus is on the net change in working capital.

The City organization is composed of various departments or general service areas. Several departments are represented within more than one fund, i.e., the Utilities Department, known as College Station Utilities, encompasses the Electric, Water, and Wastewater Funds. Each department consists of one or more divisions and each division may have one or more activity (cost) center. Routine budget controls are exercised within activity centers at the category level (groupings of accounting objects into the items personnel, supplies, maintenance, services, and capital). On an annual basis, fiscal control is at the Department level in the General Fund and at the fund level for other funds.

Also included in the Financial Section of the Budget is a summary of the approved Capital Improvement Projects Budget for FY 04. This includes the General Government Capital Projects and the Utility Capital Projects. A summary of the operational impact the approved capital projects will have on the operations budget is provided.

Appendices

The fourth major section of the budget is the *Appendices,* which contains supplemental information to meet specific Charter requirements and to help the reader better understand the community. The appendices include a detail of salaries and positions approved in the budget, the Fiscal and Budgetary Policies, and other schedules necessary for a comprehensive budget document.

A shortened version of the budget, called the Citizen's Approved Budget, has also been prepared. It provides summary information on the budget and is designed as a quick reference document.

The budget is submitted to the City of College Station City Council approximately 45 days prior to the end of the fiscal year. Copies are placed with the City Secretary and in the College Station branch library for citizen review. The approved budget is also available on the City's Internet site: www.ci.college-station.tx.us.

Strategic Planning and Budgetary Management

Strategic Planning

The City uses a strategic planning process which is designed to identify where the City Council wants the City to be in the future and determine what path will be taken to achieve that future. In May of this year, the City Council revised the City Mission Statement and 4 Vision Statements at their annual strategic planning retreat.

The Mission Statement and Vision Statements provide the framework for the rest of the strategic planning process and the preparation of this approved budget.

The City Council has also identified strategies for each of the vision statements. These strategies are the more specific objectives to fulfill the vision. The City Council then ranked the strategies as a whole, and within the vision statements. Next, implementation plans were identified for each of the strategies. These implementation plans are the specific means of meeting the strategies and each of the overall vision statements identified. Each of the implementation plans includes the following information: plan leader, a brief summary, the timeframe for achieving the plan, and what resources are needed.

This budget document addresses the resources needed to carry out the implementation plans that require additional resources. The result of the May retreat was a more streamlined strategic plan outline that focuses first and foremost on core, or basic City services.

A total of 18 strategies were identified by the City Council. A draft of the Strategic Plan with these strategies and implementation plans was presented to the City Council in July. As the budget process continues, there will be further discussion of the strategic plan and the resources that will be included to implement it. The strategic plan will be revised and considered by the City Council for adoption at the time the budget is considered for adoption.

Page 29 and *Appendix L* includes a summary of the Strategic Plan.

Budgetary Management

The strategic planning and budget process is integrated to ensure that the policy direction provided in the Strategic Plan is implemented through the budget process. A basic flow chart showing the strategic plan and budget development process may be found in the Appendices on page I-1.

The budget process begins early in the calendar year with the Budget staff preparing salary and benefit information based on the Council approved pay policy for the upcoming budget year. The process continues through the Spring and early Summer as departments prepare their budget requests. Budget requests are analyzed and reviewed, and the City Manager's Approved Budget is developed using the framework of the strategic plan and existing levels of service.

The FY 04 Approved Budget continues the practice of not appropriating funds for anticipated vacant positions. All salary and benefit amounts for regular full and part time positions are budgeted approximately three percent lower than actual salary costs, due to existing or anticipated vacancies that will occur in the year. The approved budget also includes increases in the City contribution to the health benefits fund due to increasing health care costs.

The Budget staff evaluated the current budget prior to developing target budgets for FY 04. Part of the analysis entailed identifying and reducing all "one-time" expenditures (expenditures for capital, special studies and other like items) included in current budgets.

A detailed review of departmental submissions was conducted to insure that requests were complete and within the guidelines of the City Council and the City Manager. The Budget Office prepared budget estimates for many costs including salaries and benefits, equipment replacement, utilities, and other costs and provided those to the departments. All other costs were held at the current level. The base or target budgets prepared by departments are designed to provide the resources needed to maintain current service levels.

Budgets submitted by departments were reviewed to make sure they included only those things necessary to maintain the existing levels of service being provided.

Items determined to be in excess of the target budget were submitted and reviewed as Service Level Adjustments (SLA's). The City Manager, Assistant City Manager, Fiscal Services Director, and Budget and Strategic Planning Director reviewed these SLA's. The approved list was also reviewed with affected department directors and with the Management Team as a whole. The finalized list is included in this approved budget. Also included in the budget is a list of all service

level adjustments requested by departments but not included in the approved budget.

SLA's were approved to be added to the budget based on several basic criteria: a) mandates due to federal or state statutes or regulations, contractual agreements, local policies, and capital projects; b) items directly included in an implementation plan in the strategic plan document; c) items needed to continue or enhance the ability of the City to carry out the City Council's Strategic Plan; d) other items of general value to the City either as replacements or added efficiencies or improved services; e) items that maintain existing service levels approved by the City Council in light of increasing demands for service due to growth. Most of the approved service level adjustments are for one-time expenditures rather than for programs, which have ongoing costs.

The strategic planning and budget processes are truly integrated and the budget is designed to become one of the implementing tools of the Strategic Plan developed by the City Council.

The following chart provides a comparison of the operating budgets of the major operating funds. The comparison shows the percent change from the Original FY 03 Budget to the Approved Base FY 04 budget. The approved base number does not include service level adjustments. Also shown is a comparison between the total approved budget including service level adjustments and the original FY 03 Budget.

Original Operating Budget* Comparison

Fund	Original FY 03 Budget	Approved Base FY 04	Percent Change	Approved Base + SLAs FY 04	Percent Change
General	$38,883,229	$38,603,571	(0.72%)	$41,003,769	5.45%
Combined Utility	42,788,545	43,344,870	1.30%	44,199,432	3.30%
Sanitation	3,934,760	3,917,922	(0.43%)	3,938,158	(0.09%)
BVSWMA	6,512,810	4,737,983	(27.25%)	6,488,035	(0.38%)
Utility Customer Service	1,688,375	1,702,364	0.83%	1,803,990	6.85%
Internal Services	2,011,427	1,986,254	(1.25%)	2,033,936	1.11%
Other Operating Funds	459,376	460,580	0.26%	477,155	3.87%
Totals	$96,278,522	$94,753,544	(1.58%)	$99,944,475	3.81%

* This comparison reflects only the operating expenditure portion of each fund.

Fiscal and Budgetary Policies

Each year as part of the budget process, Fiscal and Budgetary Policies are reviewed. These policies are included as *Appendix F* in this document. These policies serve as the framework for preparing the budget as well as for the financial management of the City.

During the budget process changes to these policies will be reviewed with the City Council.

Key Budget Goals

The key goal of the 2003-2004 approved budget is to maintain core services of the City in the face of continued growth coupled with changing economic conditions.

This is going to be achieved by the following:

- Having a prudent approach to City finances so as to continue meeting existing fiscal and budgetary policies within the existing ad valorem tax rate.
- Meeting strategic priorities identified by the City Council, and addressing concerns identified in the annual citizen survey.
- Maintaining service quality.
- Investing in existing infrastructure and public facilities, as well as expanding certain infrastructure and public facilities.

The approved budget is designed to provide resources to achieve the visions and strategies set out in the Strategic Plan.

CORE SERVICES-VISION STATEMENT

Most of the City's approved budget is used to provide core services. These services include

streets, drainage, solid waste, utilities, police, and fire services. Over $135 million is included in the Core Services Vision Statement.

Key Core Service Approved Budget Additions

- Resources for **infrastructure** improvements to the **Southside area** of nearly $3.8 million are in the approved budget. This is part of a multi year effort to rehabilitate infrastructure.
- Additional resources of $300,000 for **street thoroughfare rehabilitations** are included in the approved budget.
- Additional resources **for Fire Station #5 operations and maintenance** (phase 3 of 3) of $200,530 is included.
- Additional resources for the Police Department through the approved addition of a **Criminal Investigation Division Sergeant** in the amount of $99,784 are included in the approved budget.
- An additional **drainage crew** is approved at a cost of $152,309 to ensure drainage rights of way are maintained at appropriate levels.
- Resources of $53,853 are also approved for the additional **maintenance costs** associated with the **new public safety computer system**.
- Enhancements to public communications function are approved through the addition of a **media specialist and equipment for television production** in the amount of $198,422.
- Enhancing communications through a approved **low band radio station system** costing $95,000 is also in the approved budget.
- Resources for holding a **capital improvement project bond election** totaling $47,710 are included in the approved budget.

All of these approved items are directly related to the core services in the Strategic Plan.

The challenge in the budget process again this year has been to maintain excellent core city services with more uncertainty in the local economy and the impact that may have on revenue growth. All services will continue to be reviewed to determine if here are improvements that can be made in the way services are provided.

PARKS AND LEISURE SERVICES-VISION STATEMENT

The approved budget includes resources to continue the Parks and Recreation Department at current service levels. Resources are also included to continue funding Arts Council, and public art.

Key Parks and Leisure Services Approved Budget Additions

- Additional resources of $55,100 are approved for the maintenance of the improvements being made at Lick Creek Park and other new parks coming on line. The budget includes a proposal to privatize certain maintenance functions at City Hall and the Police Station, and reallocate the existing parks crew to the new parks coming on line.
- Implementation of the Tarrow Park Masterplan through approved **capital projects at the Lincoln Center** totaling over $900,000 is included in the approved budget.
- Additional resources for **improved signage** in the **Wolf Pen Creek area** of $70,500 is approved.
- Resources are approved for the **City's 65th Birthday Celebration** totaling $25,130.

PLANNING AND DEVELOPMENT –VISION STATEMENT

This vision statement is addressed through the conclusion of efforts to complete the Unified Development Ordinance.

Key Planning and Development Approved Budget Additions

- The approved budget includes funding of $46,504 for an **additional plans examiner position** in Development Services. This will improve the turn around time in the plans review process.
- The approved budget also includes resources of $60,000 to continue to review annexation options next year.

ECONOMIC DEVELOPMENT-VISION STATEMENT

Economic Development initiatives are approved to continue and resources are included in the approved budget.

Key Economic Development Approved Budget Additions

- The **new Conference Center** project is included in the FY 04 approved budget. The FY 04 new budget appropriation for the construction of the Conference Center is approximately $5.8 million. A total of $12.1 million is projected to be spent in FY 04. Since this budget was prepared the proposed Conference Center project was halted and will not be constructed at the proposed site with the proposed partner. The City Council is currently considering options on this matter.
- Resources of $15,000 are also included to improve signage in the **Northgate** area.
- Additional capital resources of $2.3 million are included in the approved budget for the development of the **Spring Creek Business Park**.

College Station Growth Trends

The following sections highlight some of the key factors used in the preparation of the FY 04 approved budget. These include a summary of the City's key **economic indicators**, the **financial forecast**, and a summary of the results of the **2003 citizen survey**.

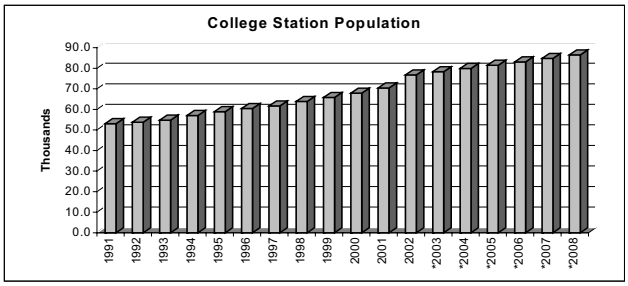
Economic Indicators

Preparing this budget was challenging given the uncertainty through most of the Spring about the level of funding Texas A&M University would receive through the state budget process. The state of Texas was facing a deficit of approximately $10 billion. Ultimately, Texas A&M University did not realize the large budget reductions that were originally predicted.

College Station has continued to grow over the last year, although some areas of the economy have continued to slow. This slower growth has a direct impact on the resources available to the City to provide services to the community. Indicators of growth include population increases, building activity, unemployment rate, ad valorem tax revenues, and sales tax revenues. The City of College Station has not experienced some of the more severe impacts of the economic downturn faced by other areas in Texas and the nation. Part of this is due to the fact that the major influence on the local economy continues to be Texas A&M University. However, the potential for significant budget reductions at Texas A&M University has caused uncertainty in the local economy.

The population of College Station grew throughout the 1990's. At the 1990 Census, the population of College Station was 52,456. The 2000 Census reported the population to be 67,890. The current estimated population through May 2003 is 74,223. This is a 29% increase in population over that ten year period. The population is projected to grow by two percent per year over the next five years to an estimated population of 86,500.

The following graph shows population growth in College Station over the last ten years and

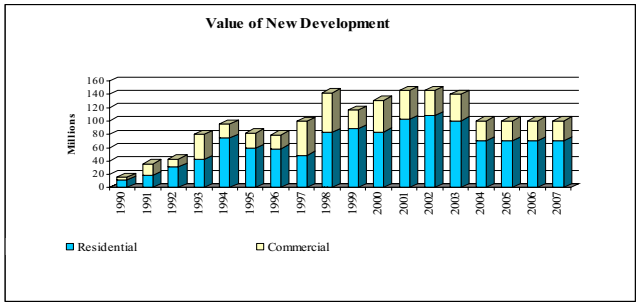


projections through the year 2008.

The pace of new development has continued to grow over the last several years. For several years during the early 1990s, growth was primarily due to retail development, as College Station became a regional shopping center. Both residential and commercial development has remained strong in recent years. Other economic indicators continue to demonstrate a strong local economy.

1. Building Permits and Development – The new property value added to the ad valorem tax base in 2002 was approximately $142 million. In 2003 the new property value added to the tax base is estimated to be $143 million. Both single family and multi family residential construction continues to be strong. Through June 2003, 432 single-family permits were issued. For the same period of 2002, 447 single-family residential permits were issued.

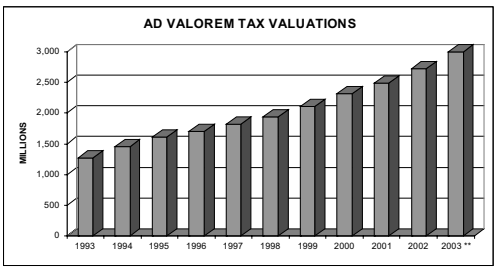
   From January through June 2003, the City issued permits with a value of $112.7 million. For the same period in 2002 $86.6 million was permitted. The chart below shows dramatic year to year changes has occurred in permitted construction in the 1990's. It also projects future new development of $100 million per year through 2007.



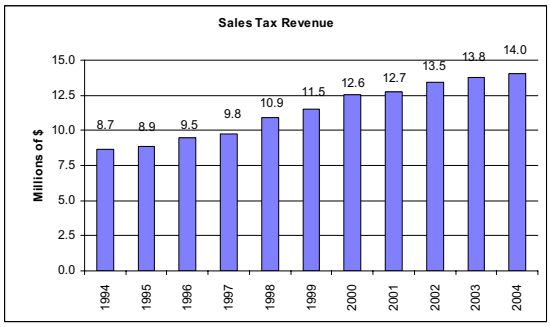
Commercial construction also remains strong in College Station. Through the first six months of 2003, $23.5 million in new construction was permitted compared to $24.6 million through the same period of 2002.

2. Unemployment Rate--Brazos County has maintained an unemployment rate of less than 4% since 1990. The local economy has one of the lowest unemployment rates in the state and the nation. Locally employment remains relatively strong.

3. Ad Valorem Valuations-- Ad valorem tax values remained relatively level from the mid 1980's until 1991. Beginning in 1993, total taxable assessment rose from approximately $1.3 billion to approximately $3 billion. The City has experienced a 136% increase since 1993 and an estimated 10% increase in the last year. The increase in ad valorem value is directly related to new construction in the City. Increasing values reflect an overall healthy local economy. Current residential and commercial projects underway are anticipated to add to the ad valorem tax base next year. As taxable ad valorem value increases, particularly through growth, it provides additional resources for both the General Fund and General Debt Service Fund of the City. This increase provides resources needed to help meet increasing service demands associated with the City's growth.



4. Sales Tax Revenues-- The sales tax is the largest single revenue source for the City's General Fund, accounting for approximately 40% of General Fund revenues. This is one reason why a fiscally conservative approach is taken to estimate future sales tax revenues. Many Texas cities have continued to see a reduction in sales tax revenues. College Station, though, has continued to see some sales tax growth in the past year. Sales tax revenues are projected to grow in FY 04 by two percent over the FY 03-year end estimate.



The previous chart shows sales tax revenues received by the City of College Station.

5. Total Utility Revenues--Utility revenues continue to increase from year to year. The City has experienced fairly consistent customer growth that has helped keep annual sales growing. The number of customers has risen steadily over the past ten years. Changes in revenues have been affected by purchased power costs, rate changes, and weather conditions. Growth in customers and sales contribute to the City's ability to maintain stable rates and to provide needed resources for the City's General Fund.

Economic and fiscal indicators demonstrate that the local economy has shown moderate and sustained growth. This growth has moderated in recent years, and this has a direct impact on the ability to have resources to provide services. This growth results in both revenue growth for the City and increased demand for services. Revenue growth appears equal to the costs of maintaining the current service levels throughout the City, however the margin is much smaller than in prior years. Staff continues to monitor various indicators of economic and fiscal health of the community. This is why the concern over the state budget decisions were so high. Monitoring is also done in order to better respond to economic conditions that may indicate a weakening in the local economy. Any such weakening could adversely affect the fiscal health of the City. If the economy does have an

adverse effect on the City's fiscal health, choices on revenues and expenditures will have to be made to address the impact. Although some growth is still occurring in College Station, fiscally conservative estimates are made in anticipating future revenues. This approach is important to ensure that any slow down in growth, or change in economic conditions does not adversely affect the financial position of the City.

Financial Forecast

The financial forecast is a tool used to indicate the actual and possible results of decisions made by the City Council over a number of years. The forecast has become an integral part of the planning and budget preparation processes. The forecast was reviewed with the City Council in February and again in July prior to the presentation of this approved budget.

Current and anticipated growth in the community has resulted in increased demands for services provided by the City. These include increased public safety needs, pressure on the transportation systems in College Station, demands for Parks and Recreation services, Development Services, and others. As growth occurs in the next several years, it will become more difficult to find additional resources to meet the service demand increases that result. It will be necessary to examine and consider alternatives on how services are delivered, as well as how some of these additional needs are funded in the future.

This year when the preliminary forecast was presented in February, it was presented in a way to allow the flexibility in the budget to pivot, if economic conditions worsened, or if the budget at Texas A&M University was cut substantially. The forecast assumed maintaining service levels, but included a pay freeze in FY 04 and FY 05. Since that time the State of Texas passed a budget that did not have a significant reduction in funding for Texas A&M University. The approved budget does not anticipate a significant economic downturn impacting revenues in FY 04, and includes recommendations for maintaining and enhancing some services, improving the retirement benefit, and a small pay increase for City employees.

The forecast provides an opportunity to think strategically about the best ways to address growing service demand issues in the next several years. It also serves as the foundation for continued planning in the next 12 to 18 months. The financial forecast exercise has served the City well over the past several years.

2003 Citizen Survey Results

The National Service Research group was hired to perform the annual citizen survey in 2003. This is the seventh year this survey has been conducted. It was conducted as a random sample telephone survey with 500 respondents. The survey focused on satisfaction with service delivery by different departments of the City, rather than desire for additional services.

Respondents continue to hold a very favorable view of City services. 93% of respondents said that they were either somewhat satisfied or very satisfied with the services provided by the City. In particular residents polled are generally satisfied with police, fire, parks, code maintenance enforcement, animal control, recycling and garbage services, public utilities, and solid waste.

Three areas on the survey that received relatively lower levels of satisfaction were the streets, bikes, and sidewalks; utility bill inserts; and library services. Residents felt the single greatest need in College Station varied between traffic control, better signal timing, and improve roads; more entertainment, restaurants, night life, theater, cultural opportunities, and shopping; public transportation; and more parks, bike lanes, sidewalks, dog park, and recreation opportunities for seniors and children.

The results of this annual survey are one tool used to garner feedback from citizens regarding satisfaction with services. Areas that receive lower satisfaction rates are examined to determine the resource allocation changes that may be needed.

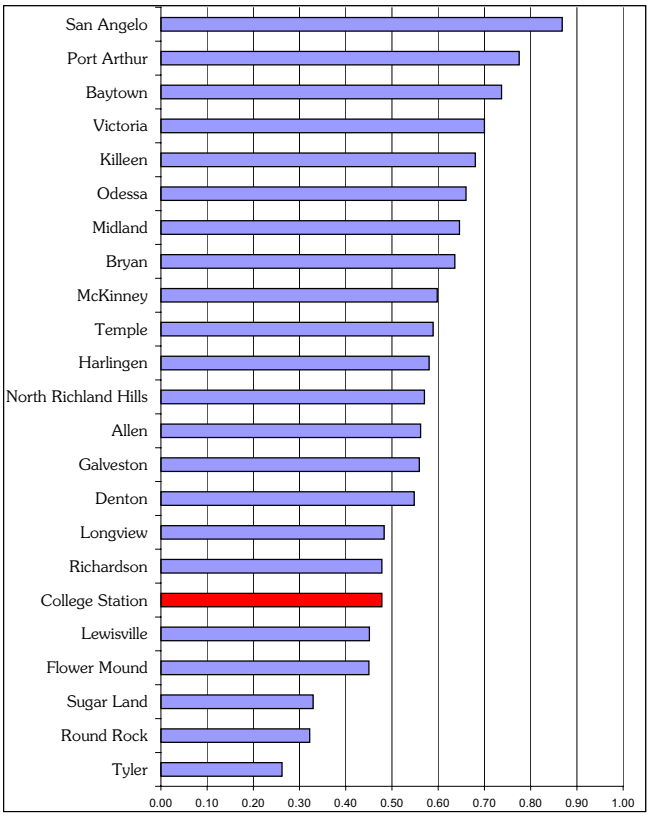
Property Tax Rate, Utility Rate, and User Fee Changes

The ad valorem (property) tax rate is approved to be $0.4653 per $100 valuation. This approved tax rate will meet the debt service obligations of the City and provide operations and maintenance funding in the General Fund and anticipates continued implementation of the Wolf Pen Creek Tax Increment Financing district. The debt service portion of the tax rate is approved to be $0.2732 per $100 valuation. The operations and maintenance portion of the tax rate is approved to be $0.1921 per $100 valuation**. The approved tax rate was lowered by $0.0124 from the 2003 rate of $0.4777 per $100 assessed valuation. This tax rate will provide funds for the debt service requirements and the**

operation and maintenance costs in the General Fund in the approved FY04 Budget.

College Station continues to have one of the lowest tax rates among cities between 50,000 and 100,000 in population. The City of College Station tax rate is lower than 75% of these cities. Overall the approved tax rate is expected to generate more revenue in FY 04 than in FY 03. This is due to two factors. First, is the estimated $143 million of new appraised value on the tax roll. This is the result on new residential and commercial construction in College Station last year. New residential and commercial construction continues to meet the needs of a growing population. A portion of the increase in revenue is the result of increases to existing property values. These increases are the result of re appraisals on property done by the appraisal district. The City will adopt a tax rate based under the truth in taxation legislation. This process will show how much of the revenue increase is the result of new value, and how much is the result of increases in existing values.

Tax Rate Comparison



The preceding graph shows a comparison of the tax rate of cities in Texas between 50,000 and 100,000 population. The College Station tax rate is lower than 75% of the cities listed. This data is from the annual TML tax and debt survey.

The approved budget includes a 4% revenue increase in the Wastewater Fund. This rate increase is needed as a result of the expansion of the Lick Creek wastewater treatment plant. The increase will pay for the long-term debt service on this facility and other capital projects needed to maintain, rehabilitate, and expand the wastewater system infrastructure.

No rate changes are approved in any of the other utility funds.

As part of the budget process this year a number of user fees were reviewed and increases were proposed in order to move toward meeting the City financial and budgetary policies. The fees reviewed include Parks and Recreation fees, Development fees, ambulance fees, and cemetery fees. None of the fee increases being considered have been included in the approved FY 04 budget.

Positions in the Approved FY 04 Budget

As a service providing organization, salaries and benefits account for the largest percentage of operating expenses. College Station is similar to other cities in this respect. Human resources are also one of the primary assets of the City of College Station. When the cost of purchased power is excluded; personnel expenditures account for approximately 59% of total City operating and maintenance expenditures.

The approved budget includes 816.25 full time equivalent positions.

A net total of 11.75 new positions are approved in FY 04. **The following is a list of the positions approved.**

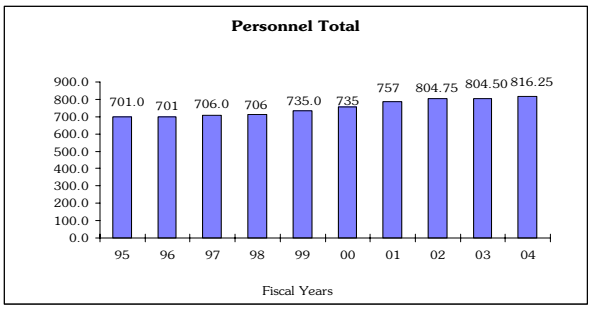
- **3 Firefighters -** This is the third and final year of a three year plan to add firefighters to man Fire Station #5.
- **1 Police Sergeant** in the Criminal Investigation Division
- **3 person Drainage Crew** to improve the service level for mowing drainage rights of way, and maintaining drainage areas.
- **1 Plans Examiner** in Development Services to review building plans.

- **1 Media Specialist** in Public Communications and Marketing to expand television production activities.
- **1 Municipal Court Customer Service Representative, and 1 Municipal Court Payment Plan Coordinator** to improve customer service, and increase the collection of fines.
- **1 Warehouse Assistant** in Public Utilities
- **0.25 Secretary** in Human Resources. This will make the position a full time position.

In the Utility Customer Service fund one part time (0.5) position is to be eliminated. The budget includes a request to automate a portion of the billing process, and will result in the elimination of a part time customer service representative.

The number of City employees will increase by less than 1.5% in the FY04 approved budget. The positions are directly related to core services and the strategic plan, as well as increasing revenue, and customer service.

The City of College Station also budgets for temporary/seasonal positions. The Parks Department makes extensive use of these funds for many of their seasonal programs. Other departments also utilize these resources.
The City accounts for temporary/seasonal funds by calculating the number of hours worked, and approximating the number of full-time equivalent (FTE's) positions.



The chart above shows the change in the number of positions over the last 10 years.

Approved Retirement Plan and Pay Changes

The City has been working under a market pay system for the past 4 years. As part of this system, an annual salary survey is conducted to determine where the City pay plan is in relation to the rest of the defined market for the City. The City has made great strides moving toward the market over the last several years. This allows the City to recruit and keep well-qualified employees. The City also provides a retirement plan, the Texas Municipal Retirement System, to City employees with the 6/12 plan. Currently the employees participate at a level of 6% of their pay. The City matches that contribution on a two to one basis. Most of the City's included in the salary survey have the 7/14 plan. Of the 16 cities included in the salary survey only 3 are not at the 7/14 level. The FY 04 Budget includes a proposal to increase the retirement benefit to 7/14 level. The annual cost of this is $455,390. The approved budget also includes a 1% across the board increase to offset the additional retirement cost to City employees. The 1% across the board increase will cost $317,965 on an annual basis. This change is being made in lieu of any other pay changes in FY 04. The approved budget also includes additional resources for health insurance costs in FY 2003-2004.

Capital Improvement Projects

The approved Capital Improvements Budget for FY 04 total $35,559,321 for all funds which include capital projects. However, this budget amount does not reflects all projected capital expenditures for FY 04. In the case of projects for which funds have already been approved and budgeted, the city may continue to spend money to complete these projects without including the projected FY 04 expense as a new appropriation. The project budgets that have been appropriated carry forward until the project is complete. Only portions of the projects that have not been appropriated previously are included in the FY 04 Budget.

In FY 04, the city anticipates that there will be significant expenditures for both general government and utility capital projects. Significant infrastructure rehabilitation and improvement projects are scheduled in FY 04. Included in this are rehabilitation projects in the southside area. These projects will involve the rehabilitation of utilities, drainage ways, and streets. Other projects underway include a number of street projects including those from the interim cip included in the current year budget, as well as projects from the 1998 bond authorization.

There are a number of Water and Wastewater capital projects that will incur expense in FY 04. These projects are discussed in greater detail later in the budget overview and in the capital project section of this document.

City of College Station
Net Budget Expenditure Comparison

Fund	Original **FY03** Budget	Approved **FY04** Budget	Percent Change
General Fund	$33,677,968	$35,916,941	6.65%
Combined Utilities	61,147,543	62,5769,292	2.34%
Sanitation	4,764,539	4,845,347	1.70%
BVSWMA	6,960,558	6,981,299	0.30%
General Debt Service	8,506,258	7,844,062	-7.78%
Hotel/Motel	2,350,583	2,274,833	-3.22%
Parking Fund	367,296	918,048	149.95%
Parks Xtra Ed.	122,670	123,082	0.34%
Police Seizure	3,500	2,700	-22.86%
Court Security	110,000	168,548	53.23%
Court Tech.	100,000	245,000	145.00%
Comm. Dev.	2,692,349	2,753,677	2.28%
Cemetery	0	145,522	N/A
Total O&M Expenditures	$120,803,264	$124,798,351	3.31%
General Fund		640,000	
Combined Utilities	2,080,000	10,400,000	400.00%
Comm. Dev.	1,482,333	1,839,395	24.09%
Hotel/Motel	600,000	0	-100.00%
Fund Balance/ Working Capital Transfers to CIP	$4,162,333	$12,879,395	209.43%
Capital Imp. Proj.			
General Govt.	6,011,536	5,664,619	-5.77%
Utilities	8,687,900	7,391,457	-14.92%
Drainage	2,440,748	1,193,245	-51.11%
Convention Ctr.	2,483,038	5,876,802	136.68%
Wolf Pen TIF	2,403,200	2,553,803	6.27%
Melrose TIF	96,000	0	-100.00%
Total Capital Expenditures	$22,122,422	$22,679,926	2.52%
TOTAL	$147,088,019	$160,357,672	9.02%

Net Operating Budget Change

The previous table shows the City's net operating and maintenance expenditures for FY 04 are approved to be $124,798,351 which is 3.31% over the FY 03 budget. Transfers From fund balance for capital projects in FY 04 are approved to be $12,879,395. This increase is due to the scheduled transfer of resources from the Water Fund for water capital projects. The net Capital Budget is approved to be $22,679,926. The latter two items will provide a total of $35,559,321 of new budget appropriation for all capital projects. The increase in the capital budget has caused most of the overall budget increase of 9.02%. The total approved budget is $160,357,672.

Each fund will be discussed in detail in the Financial section of this budget.

Budget Overview

The discussion below focuses on the various City departments and functions provided by each department. It is intended to discuss the approved changes and to identify the basic functions of the various city departments. A number of departments have functions that cross both the Visions Statements and among the various funds of the City. The overlaps between departments, funds and Vision Statements will be noted for the reader. The Department totals represent the operating portion of the budget.

Police Department $9,231,753

The Police Department provides a number of services that help make the community safe. Among the services provided are 1) police patrol with certified police officers who are equipped with police vehicles and all necessary equipment, and assigned to specific areas of the city; 2) criminal investigation which investigates reported crimes; 3) animal control; 4) jail and communications support for officers on the street and short term detention facilities that reduce the processing time of arrests; and 5) a professional standards division that serves a support and training function for the Department.

Three service level adjustments are approved for the FY 04 CSPD operating budget. This includes $8,605 to develop a replacement and maintenance schedule for patrol bicycles. Three bicycles will be replaced in FY 04. $45,060 for traffic enforcement is also approved for FY 04. $33,795 will be reimbursed back to the City through the Selective Traffic Enforcement Program Grant. Finally, $99,784 is approved for an additional Sergeant in the Criminal Investigations Division (CID). This position is being requested to ensure the caseload in CID can be managed efficiently.

Fire Department $7,236,399

The Fire Department provides services to College Station, to our neighbors in Bryan through an automatic aid program, and to rural areas around College Station through mutual aid agreements. The Fire Department operates out of four stations located throughout the City.

The basic services of the Fire Department are 1) fire response 2) emergency medical response, 3) fire prevention services, including commercial fire safety inspections and fire prevention training at local schools and various functions; 4) code enforcement activities performed by the community enhancement action center and 5) hazardous material response.

There are 6 SLAs approved as part of the Fire Department budget, totaling, $265,682. $200,530 is approved for phase III of implementing the operating costs associated with fire station 5. Additionally, $7,500 for an employee recognition program, $19,852 for textbook training media, $6,300 for a commercial washer extractor, and $2,500 for digital camera and equipment to assist code enforcement personnel. Due to the rising costs of services, $29,000 is included in order to maintain the current service level in the FY 04 approved budget.

Public Works $17,514,541

The Public Works Department maintains streets, drainage and greenways, and the City's traffic control system. It is also responsible for refuse collection, capital project engineering and construction, as well as fleet and facilities maintenance. Also included is the budget for the Brazos valley Solid Waste Management Agency.

One service level adjustment is included in the approved budget for the Public Works Administration Division. $20,000 is approved to hire a consultant to help identify and prioritize traffic issues in many of the elementary, middle, and high school areas. City and CSISD staff will use the results of this traffic study in subsequent years to select candidate schools and projects so that the grant program can best meet the needs of both agencies and the constituents they represent.

The **Facilities Maintenance** division provides support services to City departments through the maintenance of City facilities. This entails all City buildings including heating, ventilation and cooling systems. Additionally, Facilities Maintenance performs some minor building construction and remodeling activities. The Division also supervises facility repair fund uses to ensure that facilities and equipment are repaired and replaced in a timely manner.

The Street Division of the Public Works Department strives to ensure that the street system within the City of College Station is properly maintained. This is done through a number of programs including a street rehabilitation program that addresses street repair before more expensive reconstruction measures are needed. The Streets Division also coordinates with the Engineering Division to plan and develop major street capital projects that involve rebuilding roadways that need upgrades.

The Street Division also provides routine pothole patching and other maintenance services. The effectiveness of this service is measured by determining whether 95% of the streets in the City have a grade of "C" or better, using the Pavement Management System.

The Streets Division's FY 04 Approved Budget includes a service level adjustment for $91,000. These funds will be used to support maintenance activities of recent annexation. Approximately 22 lane miles of streets were added to the street inventory due to the recent annexation.

Drainage issues have been critical in the last several years in College Station. Drainage issues can impact both health and public safety, as well as Transportation and Mobility issues. The Drainage service level provides a drainage maintenance program that keeps the storm carrying capacity of the system adequate in College Station. Mowing of rights of way and creek cleaning are the primary ways this service level is provided. The total approved budget is $544,013.

There are two SLA's approved for the Drainage Division of Public Works. The first approved SLA is for $11,500 to carry out a mosquito abatement program within City limits. The second approved SLA is for a full-time operator and 2 full-time Public Service Workers to maintain right of ways and ditches in compliance with our current weed ordinance. The cost of this is $152,309.

The **traffic signal and sign system** in College Station serves as an integral traffic flow control mechanism throughout the City. The system is critical during peak traffic times, such as during the Texas A&M football season. The Traffic Signal Division is responsible for maintaining and repairing traffic signals and school warning devices in order to provide safe and efficient movement of vehicles and pedestrians. Traffic Signs will receive an additional Traffic Signals technician in FY 04. This position comes from the Engineering Division in Public Works.

One service level adjustment is included in the Traffic Signals budget for FY 04. $60,000 is approved to provide funding for uninterrupted power supply for traffic signals at 6 traffic intersections in the City. This will provide the ability to operate certain key traffic signals in the event of a power outage for a period of time.

The total approved budget is $745,937.

The Department of Public Works **Engineering Division** is responsible for the administration of the City's capital improvement plan. This includes the building of projects approved as part of bond elections such as streets, fire stations, libraries, and others; as well as capital projects for the public utilities such as electric, water, wastewater, and drainage projects. The total approved budget is $690,725.

The Public Works **Fleet Services Division** manages the vehicle and equipment fleet, also performing preventive maintenance and vehicle repair. The City of College Station maintains a fleet of vehicles and heavy equipment to provide services to the citizens of College Station. Nearly every City department depends on having a reliable fleet of vehicles to provide services. Some of these services include Police and Fire services, Solid Waste Collection, Public Utilities, among others. There are no service level adjustments approved in the Fleet Services budget. The total approved budget is $1,133,084.

There is one approved SLA in the amount of $11,585 included in the Fleet Services FY 04 Approved Budget. These funds will be used to purchase 3 hydraulic vehicle lifts.

The **Sanitation Division** of the Public Works Department provides a number of services to meet the local need for municipal solid waste collection. These include providing residential containers, curbside recycling, brush and grass clipping collection, street sweeping and the removal of virtually any waste that may be disposed of in the local landfill or through composting. Commercial service is also provided to local businesses. Commercial service offers collection in small and large plastic receptacles, and is loaded with side mounted automated collection equipment. Customers with greater volumes also have the

option of using roll off containers that hold a larger capacity and are serviced by front load collection equipment.

The total approved budget is $3,938,158.

The Brazos Valley Solid Waste Management Agency (BVSWMA) is a cooperative arrangement between the Cities of College Station and Bryan to provide solid waste disposal service. BVSWMA is responsible for running the landfill, developing and implementing alternative disposal programs for waste that cannot be placed into the current landfill site, and providing for long-term disposal for the two cities and other customers of the agency.

The total approved budget is $6,488,035. Approved expenditures include two service level adjustments. The first, $600,000 will be used for the design and construction of approximately 70 acres of Pre-Subtitle D and Subtitle D Final Cover for the Rock Prairie Road Landfill. Funds from this SLA will also be used to provide an Active Gas Collection and Control System (GCCS). The second SLA, requests $1,100,000 the construction and oversight of Fill Sector 18 at the Rock Prairie Road Landfill.

Parks & Recreation Department$6,407,522
The Parks and Recreation Department is responsible for the College Station park facilities and recreation programs. Among the services provided are athletics, recreation and instruction programs for youth and adults in activities including softball, swimming and tennis.

Also provided are programs and special events at the Wolf Pen Creek Amphitheater and other park locations throughout the City. The Parks Department operates a number of special facilities including three City-owned swimming pools and the CSISD Natatorium.

The Conference Center is operated to provide meeting space for various groups and organizations. The Lincoln Center is a community center that provides positive programming and serves as a satellite center for social services. The Xtra Education program provides citizens of all ages the opportunity to enhance their quality of life through various continuing education programs.

The Parks Operations Division maintains park facilities, including ballfields and pool sites, through regular mowing and maintenance projects. The Forestry Division, through horticultural and landscaping efforts, ensures that City property is maintained in an aesthetically pleasing manner. The City Cemetery is included in the property maintained by the Forestry Division.

There is six-service level adjustments (SLAs) approved in the Parks and Recreation FY 04 budget. There are two approved SLAs in the Parks Administration Division, which include $70,500 for signs for the Wolf Pen Creek District to identify trail entrances and vehicular gateway; and $9,500 for a large format copier to produce blueprints.
Two service level adjustments are approved for the Recreation Division. The first, $19,950 will be used to provide funds for the increases in officiating fees. This cost will be offset in part by increases in user fees. The second SLA approved for the Recreation Division for $25,130 for the City's 65th Birthday Celebration. One SLA is approved for Parks Operations. $55,100 is recommended for the ongoing operations and maintenance costs associated with Lick Creek Park, which is under construction. This SLA will contract out the landscape maintenance of the City Hall/Fire Administration Complex and the Police Department/Cy Miller Park, and allow those Park resources to be shifted to Lick Creek Park. Finally, $8,600 is approved for a vehicle upgrade in the Forestry Division.

Development Services $2,164,761
The Development Services Department provides oversight for new development in the City. Development Services works to ensure that there is compliance with zoning, subdivision, drainage and other ordinances. This ensures the community develops in a manner consistent with the policies established by the City Council. The development process includes planning and construction functions as well as development coordination activities. Also involved in the development process are other areas such the Fire Department and the Public Utilities Department.

In FY 03, a vacant Secretary position was reclassified into an Assistant Director for Development Services position. This position upgrade was made to improve Development Services. This upgrade results in an increase in cost of approximately $59,000. This increase is included in the Development Services base budget.

Development Services has three approved service level adjustments (SLA's) for FY 04 in the amount $124,015. The first approved SLA request is for

the purchase of TRANSCAD Software and the hiring of a part-time intern.

This software will analyze transportation impacts regarding thoroughfare and land use changes. The cost of this SLA is $17,511. The second approved SLA is for an additional plans examiner in the building division. In FY 03, commercial and residential building continues to remain strong in the City. Therefore, an additional position would allow plans to be reviewed in a timely manner. The cost of this SLA is $46,504. The third approved SLA, for $60,000, will fund the development of further annexation strategies.

Office of Technology and Information Services $5,425,187

The Office of Technology and Information Services (OTIS) provides a number of internal services to the City organization. In addition, the Department manages the franchise agreements that the City of College Station has with telecommunication, cable and natural gas providers in the community. Services provided from General Fund revenues include OTIS Administration, Management Information Services (MIS) for micro to mid-range computer users, and Geographic Information Services (GIS). The OTIS internal service funds include Communication Services, Print/Mail, and Utility Billing.

The OTIS Department has six approved SLA's in the amount of $327,799. The first approved SLA is for the electrical franchise with BTU in the amount of $100,000. The second approved SLA is for the purchase of a citizen contact software. This software would allow a method for citizens to submit service requests via the internet or telephone. The cost of this SLA is $53,000. The third approved SLA is for the maintenance costs associated with the Public Safety Computer System, which is currently being installed. The cost of this SLA is $53,853. The fourth approved SLA is a continuation from an approved SLA from FY 03. This SLA would fund the purchase of a license in order to continue to install Microsoft XP Software as a standard desktop suite for the City. The cost of this SLA is $60,000. This is the second year of a two-year plan to upgrade all City computers to this standard desktop suite. The fifth approved SLA is maintenance costs for various existing software, such as HTE modifications and Lotus Notes which is used in the Police Department. The cost of this SLA is $3,755. The final approved SLA is for replacement cost for uninterruptable power supply at a cost of $57,191.

The Communications Division is responsible for the maintenance of telephone, radio, and other communications systems used by the City of College Station. The approved FY 04 budget for the Communications Division is $579,360.

The Print/Mail Division is responsible for providing printing and mail services to City Departments. The approved FY 04 budget for the Print/Mail Division is $321,492.

Utility Customer Service Division is responsible for the metering, billing, and collection of electric, water, wastewater, sanitation, and drainage utility fees. The Utility Customer Division has three approved SLA's in the amount of $82,591. The first approved SLA would provide funding for the use of credit card payment option for customers. The cost of this SLA is $30,000. The second approved SLA is for the purchase of software to read bar code return pay stubs. Also approved in this SLA is the reduction of a part-time position due to the efficiency of this automatic billing function. The cost of this SLA is $48,500. The final approved SLA for the Utility Customer Service Division is for replacement costs for uninterruptable power supply in the amount of $4,091.

Fiscal Services $2,605,941

The Fiscal Services Department provides Fiscal Administration, Accounting, Purchasing, and Risk Management services to the City organization. It also oversees the operations of the Municipal Court.

Fiscal Services Administration oversees the other areas of the Department and handles cash and debt issues for the City while ensuring all funds are invested prudently. The Accounting and Purchasing Divisions work closely together to ensure that purchases are made and recorded according to guidelines. The Risk Management function seeks to ensure that the City's exposure to physical and financial losses is minimized through a number of programs addressing worker safety. Municipal Court collects the fines and fees for the City. The Fiscal Services Department has six approved SLA's in the amount of $211,436.

The first approved SLA submitted is from fiscal administration for payment to the Brazos County Appraisal District in the amount of $16,000. The second approved SLA would fund a project to perform an inventory and valuation of non-utility infrastructure. The cost of this SLA is $20,000.

The third approved SLA is for an additional Customer Service Representative in the Municipal Court Division at a cost of $31,568. The fourth approved SLA would allow for the hiring of a Payment Plan Compliance Coordinator for the Municipal Court Division in the amount of $34,152. The fifth approved SLA is for overtime for police officers to serve warrants. The cost of this SLA is $35,000. The final approved SLA submitted by the Fiscal Services Department is for the collection of credit card fees from customer paying by credit card. The cost of this approved SLA is $22,800. The approved SLA's in the Municipal Court Division are anticipated to result in an increase of fine revenue of approximately $500,000 per year. The move to the new municipal court building will allow for increases in efficiency and fine collections.

General Government $3,925,389

The General Government Department includes many of the administrative functions of the City.

The City Secretary's Office is responsible for elections, records management, City Council support and other activities. The approved budget is $358,509, which includes one approved service level adjustment in the amount of $47,710. The purpose of this SLA is to fund a bond and charter election.

The City Manager's Office is responsible for the day to day operations of the City, making recommendations on current and future issues to the City Council, and providing short and long-term direction for the organization. The approved budget is $543,485.

Community Programs is an activity center in the City Manager's Office and is responsible for providing a number of programs including Teen Court and Citizens University. Community Programs has one service level adjustments for FY 04. This SLA proposes funds to renew the Decision-Making for First Offenders Class, which is funded by a grant through the Juvenile Accountability Incentive Block Grant fund. The approved budget is $119,476, which includes the SLA for the incentive block grant fund in the amount of $7,020.

Another key support area for the organization is the **Legal Office.** The Legal Office provides legal services and support to the City Council and the City staff. Among the services provided by this office are legal advice, contract writing, and litigation. The approved Legal Office budget is $671,325.

The **Office of Budget and Strategic Planning** prepares, monitors, and reviews the annual budget. This office also coordinates the City's strategic planning process, which is closely tied to the City's budget. In addition, the Office of Budget and Strategic Planning provides management and organization review services to City departments. The approved budget is $307,377.

The **Human Resources Department** assists in recruiting, hiring, and retaining the most appropriate candidates for City positions. Human Resources provides employee training and administers the compensation and benefits program. The Human Resources Department has one approved service level adjustment for an increase in benefits to a secretarial position. Currently this position is benefited at seventy-five percent. The approved budget is $427,198, which includes the SLA in the amount of $2,802.

The **Emergency Management Division** is responsible for coordinating emergency and/or disaster training, mitigation, preparedness, planning, response and recovery for the City. The approved FY 04 budget is $95,915. This amount includes one approved SLA in the amount of $3,000 for the purchase and maintenance of an alert system. This is one-third of the total cost of $9,000. Brazos County and the City of Bryan will be procuring the remaining cost equally for this alert system.

Public Communications and Marketing is a division of the General Government Division which provides timely, factual, and understandable information to College Station residents, both directly and through the news media. The Public Communications Division has three approved SLA's in the amount of $298,442. The first approved SLA would allow for the purchase of television equipment, supplies, and the hiring of a media specialist to operate the cameras in-house. The cost of this SLA is $198,442. The second approved SLA would allow for the update of the 1988 City history video "Golden Memories." The cost of this SLA is $5,000. The final approved SLA would allow the City to develop a low band radio station, which could be used for emergency management as well as general public information. The cost of this SLA is $95,000.

The approved Public Communications and Marketing budget is $558,559.

The **Community Development Department** helps provide low cost housing and other public assistance through community development block grant funds from the federal government. These funds are used to assist low to moderate-income residents of College Station. Assistance is provided through housing services, public agency funding, public facility improvements, and economic development activities. The total Community Development approved budget is $4,593,072. The approved administrative budget is $598,294, which includes one service level adjustment in the amount of $3,773. The purpose of this is SLA is to fund a part-time intern.

The **Economic Development Department** is responsible for coordinating economic development activities in College Station. The department director serves as the staff liaison to the Economic Development Corporation.

The Economic Development FY 04 approved operating budget is $245,251. The approved budget includes one service level adjustment in the amount of $15,000. The purpose of this SLA is to provide directional signs to the Northgate District.

Electric Division $45,043,565

The Electric Division is responsible for providing cost efficient and reliable electric service to the citizens, businesses, and institutions in College Station. Electric service is critical to the ability to encourage new employment and prosperity in the City. The total Electric Fund budget is $45,043,565

Water Division - Operations $4,023,032

A reliable and safe supply of potable water is necessary for any community. The City of College Station has the capacity to produce approximately 18.29 million gallons per day of potable water. The Water Division has developed high standards of reliability, which assures customers their needs will be met with supplies, which meet or exceed all federal and state mandated standards. As a City enterprise, the full cost of service for water production, transmission, and distribution is recovered by charging customers for consumption on a per unit basis.

SLAs in the Water Division total $199,800 in the FY 04 Approved Budget. These SLA's include $72,800 for the equipment to assist with power interruptions and blackouts, $40,000 for protective coating on pump stations, $12,000 for chlorine covers, $25,000 for SCADA equipment, $5,000 to train technical personnel, and $45,000 to design a drainage structure.

Wastewater - Operations $3,677,415

Effective sanitary sewer collection and treatment is essential to public health in an urban environment. Over the last several decades, the standards have increased for this infrastructure. The past upgrades to the Carter Creek Wastewater Treatment Plant were directly related to those changing standards. As the system continues to grow, additional capital is needed for line extensions. The existing system will have to be maintained with line replacements and plant enhancements and expansions. Wastewater services are provided as an enterprise function with service related fees paying for the cost of service.

The approved budget includes $186,960 in SLAs for the Wastewater Division. These SLAs include $33,500 for TCEQ mandate permit renewals, $28,000 for maintenance of equipment to help deal with power interruptions and blackouts, $74,000 for additional equipment for the sewer television van, $32,750 for SCADA equipment, $5,000 for training for technical personnel. $13,710 is also included to replace uninterrupted power supply devices.

Other Funds and Capital Projects Funds

The City uses a number of other funds to account for various types of activities and programs that do not strictly fall under one of the operating departments. These funds and the capital project budgets approved for FY 04 are described below.

General Debt Service Fund

The General Debt Service Fund is used to account for ad valorem taxes collected to pay for authorized general government debt. The debt service portion of the ad valorem tax rate is approved to be $27.32 cents per $100 assessed valuation. This is less than the FY 03 rate by $0.0099 cents. It is anticipated there will be capacity to fund an additional $35-$40 million in debt over the next 5 year period within the approved tax rate.

Economic Development Fund

The City created an Economic Development Fund to account for resources and expenditures directed at providing incentives for businesses and industries

to locate in the College Station/Bryan area. This is different from the funding provided to the Economic Development Corporation, which is included in the Electric Fund Budget. All resources set aside for these purposes will be transferred into this fund and will remain in the fund until expended for the intended purpose. The City has a number of potential and real prospects indicating a desire to locate in College Station. Resources in this fund will allow the City to meet its obligations to those and future prospects within the limits of the funds available. An additional $110,000 was added to this budget in FY 04. There is $610,000 approved in this fund for economic development incentives.

Court Security and Court Technology Funds
In 1999 the City adopted two new Municipal Court fees as authorized by the State Legislature. The Court Security Fee is designed to pay for security related projects at the Municipal Court facility. The Court Technology Fee is deigned to pay for technology related projects for the Municipal Court operation.

It is anticipated that the Court Security Fee will generate $74,660 in FY 04, and the Court Technology Fee is projected to generate $99,960 in FY 04. These funds, along with existing fund balance from prior years, are approved to be appropriated for security and technology projects at the Municipal Court.

Hotel/Motel Tax Fund
The City receives a tax of 7% of room rental rates from persons staying in hotels or motels within the City. The City's use of the taxes received is limited by state statutes to support of tourism and have a number of allowable uses specified in the law. The tax is used by the City to support the Convention and Visitors Bureau, to pay for activities in the Wolf Pen Creek Amphitheater, support the Arts Council of Brazos Valley, support of certain parks activities, and funding for the new conference center project. The total anticipated revenues are $2.229 million and anticipated expenditures are $2.275 million.

The approved FY 04 Hotel/Motel Fund budget includes $1,019,633 for City Operations including the Conference Center, Wolf Pen Creek Operations, and other Parks programs and events that are eligible for Hotel/Motel Funds.

The Arts Council recommended budget for FY 04 is $300,000. The Arts Council request is below the 15% limit that can be spent on art programs out of the Hotel/Motel Fund. These funds are for the operations of the Arts Council.
The Convention & Visitors Bureau recommended budget is $915,200. This supports ongoing operations and maintenance of the Convention and Visitor Bureau.

Cemetery Perpetual Care Fund
This fund accounts for the sale of cemetery lots and other revenues that are collected through the College Station cemetery. The fund also accounts for expenditures on projects that take place in the cemetery. In FY 04 a service level adjustment is included in the amount of $55,000 to improve the rear entrance to the Cemetery. This will provide an alternate entrance to the cemetery, which will be important as Texas Avenue construction begins.

Parks Xtra Education Fund
The Parks Xtra Education Fund was established in FY 96 and is a joint effort between the City of College Station and the College Station Independent School District to provide community based education programs. The approved Parks Xtra Education Fund budget is $123,082.

Parking Enterprise Fund
The Parking Enterprise Fund accounts for the Parking operations of the City. This includes the parking lot, the parking garage, and the on street parking. The approved budget for FY 04 is $918,048, which includes a approved SLA in the amount of $14,250. This SLA would fund the purchase of digital cameras.

Equipment Replacement Fund
The City has a fund that serves to accumulate resources for the replacement of vehicles and large motorized equipment, the telephone and radio systems, and to provide replacement assets for the existing major technological infrastructure, and the replacement of copiers.

Base budget revenues for the fund reflect the above policies. The revenues are automatically transferred from departmental budgets on a monthly basis to ensure that sufficient funds will be available to fund expenses related to the specific functions. The approved FY 04 total revenues are $2,422,060, 3.45% higher than the FY 03 revised budget.

The approved equipment replacement budget also includes $917,000 for the replacement of the City telephone system. Funds have been placed in the

replacement fund since 1994 when the phone system was last replaced.

The approved FY 04 total expenditures are $3,363,756, a 6.63% increase from the FY 03 revised budget.

Internal Services Fund
Over the past several years the City has established three internal services funds for Fleet Services, Print/Mail and Communications. Each of these funds receives revenues from City departments to whom they provide services. Fleet Services is responsible for maintaining the rolling stock of the City of College Station. Print/Mail provides printing and mail services to the departments. The print services are provided based on the cost of providing the services. Departments have the option of either using the City print shop or taking the work to an outside print shop. The Communications Fund provides all of the phone and radio maintenance in the City system.

Base budget revenues for the fund reflect the above policies. The revenues are transferred from departmental budgets on a monthly basis to ensure that sufficient funds will be available to fund all expenses related to the specific functions.

Print/Mail Fund
The total approved revenues for FY 04 are $381,399; an increase of 0.97% over the FY 03 revised budget.

The FY 04 approved expenditures are $367,321, an increase of 1.13% over the FY 03 revised budget.

Communications Fund
Revenues in this fund are projected to decrease 1.24% from the revised budget of FY 03. This decrease is mainly attributable to the lack of transfers in FY 04.

Expenditure in this fund, are approved to increase by 0.12% to $679,360. This increase includes one service level adjustment in the amount of $18,951 for uninterruptable power supply replacement costs.

Fleet Fund
In FY 04, revenues in the Fleet Fund are projected to decrease by 4.94%. This decrease is due mainly to the reduction in fleet charges to Departments throughout the City's organization.

The FY 04 approved expenditures are $1,265,384, an increase of 0.88% from the previous fiscal year. This increase includes an SLA in the amount of $11,585 for hydraulic vehicle lifts.

Self Insurance Fund
The City of College Station is partially self-insured for property casualty and general liability, worker's compensation and unemployment compensation. The City participates in a PPO for employee and dependent health care. The City moved to the PPO in January 2003. This move was made as a result of the escalating health insurance costs seen in recent years.

Actuarially-based charges are made to each of the operating funds using relevant bases (i.e., health insurance is charged monthly per full-time participating employee, while unemployment and worker's compensation are charged as a percentage of gross salary). This method of funding allows the City to more accurately reflect the costs of claims against the various funds and to minimize potential risks.

These Funds are prepared on the modified accrual basis where cash transactions are included in the budget presentation in lieu of non-cash transactions such as depreciation. The focus is on the net change in working capital.

The City is making changes to the risk management program, which are designed to control costs in the Property Casualty Fund and the Workers Compensation Fund. Property casualty costs are anticipated to increase in the future as the cost of insurance increases. Changes being considered include increasing the deductibles for the City and implementing a proactive risk management and safety program in order to better control claims and therefore control costs. This effort includes implementing a citywide safety training program, as well as other revisions in the way risk is managed in the City.

Workers Compensation Fund
Approved premiums are based on the actual amounts received from the City's employees. Due to an increase in the number of employees and rate, premiums in this fund have increased 67% over the FY 03 adjusted budget.

Expenditures in this fund have increased 27% from the previous fiscal year to $510,645. The rising costs associated with claims and premiums largely contributed to this increase. The claim increases

are a result of increased medical costs, and claims that were incurred in recent years.

Property and Casualty Fund
FY 04 approved revenues are based on the actual amounts assigned to the various operating activity centers. There will be an 11% increase over FY 03 for premiums and an overall decrease in revenues of 4%.

Expenditures in this fund are projected to decrease by 3% in FY 04 to $509,145. Much of this decrease can be attributed to a reduction in pay outs on premiums.

Employee Benefits Fund
In FY 03, efforts to create a reserve in the fund so that future cost increases can be moderated were successful. An increase in health insurance premiums was approved for FY 03, as part of the effort to address continued cost increase in health insurance costs. These changes will continue to move the Employee Benefits Fund to a position of being self-sufficient. If the rate of growth continues to increase in health care costs, then the employee benefits fund will have to be re evaluated to determine what additional changes will need to be recommended. These changes have included charging employees for a portion of their health insurance cost. **Additional premium increases are included in the approved FY 04 budget. The City is also actively participating in an effort to determine if there are benefits to the City, Brazos County, and the City of Bryan jointly providing health insurance.**

FY 04 expenditures are based on estimates of future claims, premiums, and other miscellaneous costs. Total approved expenditures are $4,506,437, an increase of 15% over the FY 03 revised budget. This increase is a result primarily of rising medical costs. Through education and training programs, efforts are being made to reduce the claims incurred. The City will continue to monitor claims to determine what additional plan changes need to be made.

Unemployment Fund
Revenues in this fund are collected much like the Workers Compensation Fund, based on employee collections. There is a 0.35% increase in expected FY 04 premiums over FY 03 budgeted revenues due to change in number of employees.

Expenditures in this fund are expected to be the same as the previous fiscal year, $25,000.

Capital Projects Funds

The City has a number of capital project funds. General obligation bonds form the basic resource for general government projects such as streets, parks, traffic, public facilities, drainage and other such needs. However, the City has several other resources that may be used to supplement those resources, and help to hold down the ad valorem taxes necessary to pay for general obligation bonds.

In addition to the general government projects, the City has bond funds for each of the utilities operated by the City. Operating funds from the Water Fund will be used to fund $10.4 million in capital projects.

Other resources to fund capital projects include the Wolf Pen Creek Tax Increment Financing District, the Drainage Utility, and Parkland Dedication Funds. Each will provide resources that will be used to complete a number of projects over the next five years. Community Development funds will also be used to fund certain street projects in eligible areas, and park projects in the Tarrow Park and Lincoln Center area.

General Capital Projects

The following is a brief summary of some of the key general government projects scheduled for FY 04.

Street Rehabilitation Projects
In FY 04, $1.2 million is approved for rehabilitation to streets in the Southside Area. This is a multi-year effort to rehabilitate the infrastructure in older parts of College Station. Also in FY 04, $500,000 is approved for various street rehabilitation projects. In particular, $200,000 of this amount will be used to overlay newly annexed streets and $300,000 is approved for thoroughfare rehabilitation.

Street extension projects include $632,404 for completing the widening George Bush Dr. from Texas Avenue to Harvey Road. $722,000 is the anticipated project expense for phase II of the Jones Butler Road project. Additionally, the FY 04 Approved Budget projects $2.2 million for the Longmire Drive extension project, $3.7 million toward the widening of Greens Prairie Road, and

$3.4 to for the extension of Dartmouth Drive from Krenek Tap Road to FM 2818.

These street projects will help to address traffic issues that have been highlighted in the citizen survey and other feedback received from College Station citizens.

Street TxDOT Capital Projects
It is anticipated that $580,000 will be used for Texas Avenue Widening Phase II streetscaping, and $175,000 for the George Bush Drive medians.

TxDOT timing on these projects will determine when these expenditures will be made. The City pays ten percent of right-of-way costs, and also pays for any enhancements, such as the application of any streetscaping desired in the project.

Traffic Capital Projects
In FY 04, there is no approved new budget appropriation for traffic signal enhancements. However, $72,000 is projected to cover the cost of widening Holleman at the intersection of Holleman and Texas Avenue.

Sidewalks & Trails
The City of College Station has worked over the years to ensure adequate transportation infrastructure for pedestrians and bicyclists. The City has an adopted sidewalk and bike loop plan. As new development occurs, sidewalks are an important aspect that must be considered. In FY 04, $75,000 is anticipated for neighborhood capital improvements, $132,000 to construct a section of sidewalks on Longmire and $50,000 to build sidewalks on Anderson.

Parks Capital Projects
The most significant parks projects for FY 04 are improvements to the Lincoln Center. The FY 04 budget includes $623,000 to expand the Lincoln Center and $350,000 to add a covered basketball pavilion to the facilities. These projects are funded through the Community Development Block Grant Funds. These projects are part of the implementation of the Tarrow Park master plan which the City Council approved earlier in 2003.

Parkland Dedication Capital Projects $258,000
Parkland dedication funds can be used for projects in neighborhood parks within the various park zones. The funds come from a dedication required as new development occurs in College Station. In FY 04, projects anticipated to use parkland dedication funds include $700,000 for Woodway Park development and $175,000 for a park in Zone 10.

General Government And Capital Equipment Capital Projects
General government and capital equipment projects are planned assets that have value to more than one specific area of City operations. Two main divisions within this category are public facilities and technology projects. In FY 04, significant projects include: $1,255,780 for construction of Fire Station #5; $917,000 to replace the City phone system; $200,000 to complete the fiber loop; and $100,000 to begin setting aside funds for a topographic/aerial map. Other technology related projects approved for FY 04 include the completion of the replacement of the public safety computer system, as well as the addition of several other public safety technology projects. These include a police booking system, a police field reporting system, and a fire tone out system.

Conference Center $5,876,802
In FY 04, the new approved budget appropriation of $5,876,802 is recommended for the Conference Center. It is anticipated that over $13 million in new and existing appropriation will be expended in FY 04. These funds will be used for the development of the Conference Center that will be located on the Highway 30/60 corridor in East College Station. Funds are also projected to be spent on associated infrastructure for the project. Since this budget was prepared the proposed Conference Center project was halted and will not be constructed at the proposed site with the proposed partner. The City Council is currently considering options on this matter.

Business Park CIP $2,570,000
In FY 04, there are two significant business park related projects. These include $2,320,000 for the construction of the Spring Creek Corporate Campus Phase I and $415,000 for development of a new class B business center. An additional $250,000 is also included in the approved budget for costs associated with the existing business park. These costs include reimbursement for a fence being built, and funds for minor improvements in the existing business park facility.

Wolf Pen Creek TIF $2,553,803
This district generates revenues that can be utilized in the Wolf Pen Creek District. The budget funding

is targeted for future Wolf Pen Creek projects. The Wolf Pen Creek trail project, which includes construction of a trail system in the Wolf Pen Creek area, will continue in FY 04.

Utility Capital Projects

The following is a brief summary of some of the utility capital projects scheduled for FY 04. These capital projects are funded either through existing revenues from these funds, through the issuance of utility revenue bonds.

Electric Capital Projects $5,530,000

$5,530,000 is the approved expenditure amount for electric capital projects in FY 04.

Water Capital Projects

In FY 04, $6,101,737 is the projected new appropriations for water capital projects, and total water capital project expenditures are projected to be $14,769,051. Included in the Approved FY 04 Budget is over $1 million for water line rehabilitation in the Southside area, $3.2 million for the parallel water line transmission project, and $462,900 on projects to provide water to newly annexed portions of the City. Additionally, $4,174,837 is the projected expense for water capital project to provide water service to City residents not currently using College Station water. The Water Capital Projects Fund also includes $305,000 to improve the security of the water supply and $530,000 to provide backup power generation to the water system.

Wastewater Capital Projects

In FY 04, $6,159,720 is the projected new appropriations for wastewater capital projects, and total wastewater capital project expenditures are projected to be $7,343,720. In the Southside area, $1.5 million is included for the rehabilitation of wastewater infrastructure. Over $1 million is also included as projected expense for relocating and rehabilitating sewer line beneath Texas Avenue. This project is necessary because of the TxDoT widening of Texas Avenue, and will be done in conjunction with this project. As in the Water Division, the Wastewater Division includes $330,000 to improve security of wastewater facilities and $215,000 for backup power generation to operate the sewer system in the event of a power outage.

In the FY 04 approved budget, $535,800 is included to provide sewer services to the newly annexed parts of the City.

It is anticipated $4,000,000 in utility revenue bonds will be issued for wastewater capital projects in FY 04.

Drainage Utility CIP

The Approved FY 04 drainage capital projects budget includes $1,193,245 in improvements to the City's drainage system. The bulk of these expenditures will be for drainage channel improvements in the Bee Creek area at a cost of $3 million and the Wolf Pen Creek area at a cost of $1 million.

Additional O&M Costs

With the addition of new facilities and infrastructure, additional operations and maintenance costs may be incurred. Regarding infrastructure rehabilitation it is expected that O&M cost will decrease for those areas the project targeted. However, it is difficult to quantify the cost savings of rehabilitation since resources are used elsewhere and not removed from departmental budgets.

The FY 04 budget is impacted by a number of capital projects that have been completed and have added additional operation and maintenance expense. The City's General Fund and the utility funds have been and will continue to be impacted by capital projects as they come online. FY 04 Approved Budget includes an additional, $309,483 for operations and maintenance associated with capital projects coming on line.

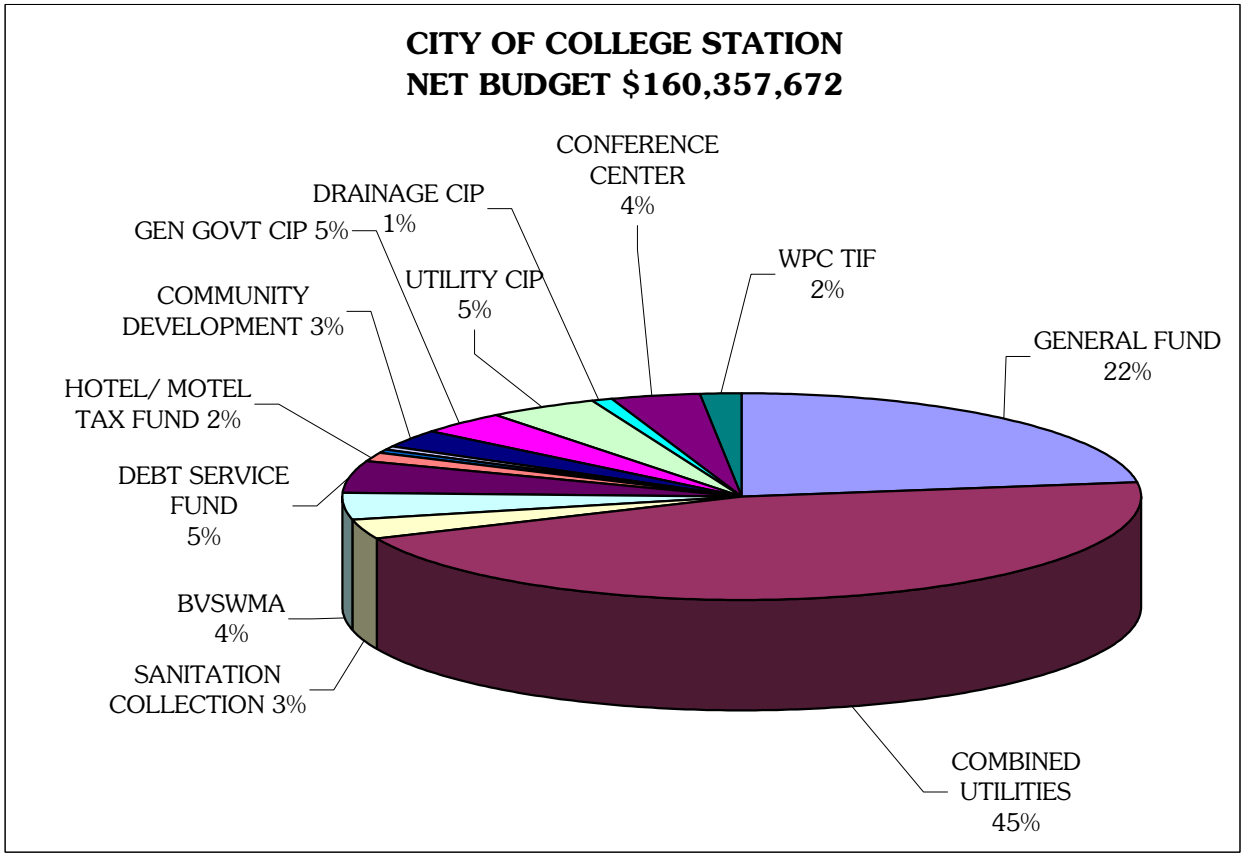
Conclusion

The previous discussion provided the reader with an overview of the approved FY 04 budget and the key changes from the FY 03 budget. The following sections of the budget provide a more detailed discussion of the approved budget both by Council Vision Statement and by Fund.

CITY OF COLLEGE STATION
FISCAL YEAR COMPARISON SUMMARY

FISCAL YEAR 2003-2004 APPROVED BUDGET	FY 04 APPROVED TOTAL SOURCES OF FUNDS	FY 04 APPROVED TOTAL USES OF FUNDS	TRANSFERS IN	NET OPERATING & CAPITAL BUDGET	% CHANGE FROM PRIOR FISCAL YEAR
GENERAL FUND	$ 42,847,209	$ 41,701,534	$ (5,784,593)	$ 35,916,941	6.65%
UTILITY FUNDS	79,750,189	62,579,292	0	62,579,292	2.34%
SANITATION COLLECTION	6,062,327	4,845,347	0	4,845,347	1.70%
BVSWMA	14,062,720	6,981,299	0	6,981,299	0.30%
UTILITY CUSTOMER SERVICE FUND	2,236,074	2,324,471	(2,324,471)	0	NA
ECONOMIC DEVELOPMENT	556,199	610,000	(610,000)	0	NA
INSURANCE FUND	6,736,574	5,551,227	(5,551,227)	0	NA
DEBT SERVICE FUND	9,830,074	9,267,686	(1,423,624)	7,844,062	(7.78%)
HOTEL/ MOTEL TAX FUND	3,080,346	2,274,833	0	2,274,833	(3.22%)
PARKING ENTERPRISE FUND	1,619,543	918,048	0	918,048	149.95%
PARKS XTRA EDUCATION	146,673	123,082	0	123,082	0.34%
POLICE SEIZURE FUND	16,798	2,700	0	2,700	(22.86%)
INTERNAL SERVICES	11,351,008	5,675,821	(5,675,821)	0	NA
COURT SECURITY FUND	190,380	168,548	0	168,548	53.23%
COURT TECHNOLOGY FUND	293,216	245,000	0	245,000	145.00%
COMMUNITY DEVELOPMENT	3,500,519	2,753,677	0	2,753,677	2.28%
CEMETERY PERPETUAL CARE FUND	1,078,012	145,522	0	145,522	NA
SUB TOTAL OF O&M	$ 183,357,861	$ 146,168,087	$ (21,369,736)	$ 124,798,351	3.31%
GENERAL FUND	$ 640,000	$ 640,000	$ -	$ 640,000	NA
UTILITY FUNDS	10,400,000	10,400,000	0	10,400,000	400.00%
COMMUNITY DEVELOPMENT	1,839,395	1,839,395	0	1,839,395	24.09%
FUND BALANCE/WORKING CAPITAL TRANSFERS TO CIP	$ 12,879,395	$ 12,879,395	$ -	$ 12,879,395	209.43%
UTIL CAP IMPROV PROJECTS	$ 28,272,616	$ 17,791,457	$ (10,400,000)	7,391,457	(14.92%)
GEN GOVT CAP IMPROV PROJ	32,013,672	7,504,014	(1,839,395)	5,664,619	(5.77%)
DRAINAGE UTIL CAP IMPROV PROJ	7,925,196	1,193,245	0	1,193,245	(51.11%)
CONVENTION CENTER CIP	18,206,029	5,876,802	0	5,876,802	136.68%
WOLF PEN CREEK TIF	3,027,863	2,553,803	0	2,553,803	6.27%
SUB TOTAL OF CAPITAL	$ 89,445,376	$ 34,919,321	$ (12,239,395)	$ 22,679,926	2.52%
TOTALS	$ 285,682,632	$ 193,966,803	$ (33,609,131)	$ 160,357,672	9.02%

FISCAL YEAR 2002-2003 APPROVED BUDGET	FY 03 APPROVED TOTAL SOURCES OF FUNDS	FY 03 APPROVED TOTAL USES OF FUNDS	TRANSFERS IN	NET OPERATING & CAPITAL BUDGET	% CHANGE FROM PRIOR FISCAL YEAR
GENERAL FUND	$ 39,918,647	$ 39,769,872	$ (6,091,904)	$ 33,677,968	3.81%
UTILITY FUNDS	94,963,504	61,147,543	0	61,147,543	0.83%
SANITATION COLLECTION	5,973,835	4,764,539	0	4,764,539	0.66%
BVSWMA	15,982,342	6,960,558	0	6,960,558	33.65%
UTILITY BILLING FUND	2,698,142	2,307,802	(2,307,802)	0	NA
ECONOMIC DEVELOPMENT	1,072,262	962,209	(962,209)	0	NA
INSURANCE FUND	6,482,565	4,817,381	(4,817,381)	0	NA
DEBT SERVICE FUND	11,335,369	9,464,758	(958,500)	8,506,258	5.80%
HOTEL/ MOTEL TAX FUND	2,835,840	2,350,583	0	2,350,583	0.15%
PARKING ENTERPRISE FUND	555,160	367,296	0	367,296	(63.40%)
PARKS XTRA EDUCATION	130,872	122,670	0	122,670	16.42%
POLICE SEIZURE FUND	9,340	3,500	0	3,500	(68.18%)
INTERNAL SERVICES	10,914,329	5,100,864	(5,100,864)	0	NA
COURT SECURITY FUND	194,590	110,000	0	110,000	35.64%
COURT TECHNOLOGY FUND	233,960	100,000	0	100,000	(47.92%)
COMMUNITY DEVELOPMENT	3,402,587	2,692,349	0	2,692,349	(44.16%)
CEMETERY PERPETUAL CARE FUND	0	0	0	0	(100.00%)
SUB TOTAL OF O&M	$ 196,703,344	$ 141,041,924	$ (20,238,660)	$ 120,803,264	0.98%
UTILITY FUNDS	$ 2,080,000	$ 2,080,000	$ -	$ 2,080,000	(75.42%)
COMMUNITY DEVELOPMENT	1,482,333	1,482,333	-	1,482,333	NA
SANITATION COLLECTION	0	0	0	0	NA
HOTEL/ MOTEL TAX FUND	600,000	600,000	0	600,000	0.00%
FUND BALANCE/WORKING CAPITAL TRANSFERS TO CIP	$ 4,162,333	$ 4,162,333	$ -	$ 4,162,333	(54.06%)
UTIL CAP IMPROV PROJECTS	$ 19,543,712	$ 10,767,900	$ (2,080,000)	8,687,900	(27.43%)
GEN GOVT CAP IMPROV PROJ	28,985,644	7,493,869	(1,482,333)	6,011,536	(58.35%)
DRAINAGE UTIL CAP IMPROV PROJ	6,375,969	2,440,748	0	2,440,748	72.49%
CONVENTION CENTER CIP	18,117,542	3,083,038	(600,000)	2,483,038	(21.92%)
NORTHGATE PARKING CIP	0	0	0	0	(100.00%)
WOLF PEN CREEK TIF	3,294,788	2,403,200	0	2,403,200	(24.13%)
MEL ROSE TIF	96,278	96,000	0	96,000	(57.33%)
SUB TOTAL OF CAPITAL	$ 76,413,933	$ 26,284,755	$ (4,162,333)	$ 22,122,422	(36.37%)
TOTALS	$ 277,279,610	$ 171,489,012	$ (24,400,993)	$ 147,088,019	(10.02%)


CITY OF COLLEGE STATION
NET BUDGET $160,357,672
CONFERENCE CENTER 4%
DRAINAGE CIP 1%
GEN GOVT CIP 5%
WPC TIF 2%
UTILITY CIP 5%
COMMUNITY DEVELOPMENT 3%
GENERAL FUND 22%
HOTEL/ MOTEL TAX FUND 2%
DEBT SERVICE FUND 5%
BVSWMA 4%
SANITATION COLLECTION 3%
COMBINED UTILITIES 45%

CITY OF COLLEGE STATION
ALL FUNDS
SUMMARY

EXPENDITURE BY FUND

FUND	ACTUAL FY 01-02	REVISED BUDGET FY 02-03	ESTIMATED YEAR END FY 02-03	BASE BUDGET FY 03-04	APPROVED BUDGET FY 03-04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
GENERAL FUND	$ 36,745,411	$ 39,847,902	$ 39,311,195	$ 38,603,571	$ 41,003,769	2.90%
PARKING ENTERPRISE FUND	408,860	367,556	329,751	368,560	385,135	4.78%
XTRA EDUCATION FUND	57,454	92,080	92,080	92,020	92,020	-0.07%
ELECTRIC FUND	7,676,664	5,921,554	5,882,157	5,943,126	6,364,985	7.49%
WATER FUND	3,582,533	3,890,830	3,776,223	3,792,507	4,014,132	3.17%
WASTEWATER FUND	2,931,523	3,476,400	3,468,759	3,466,337	3,677,415	5.78%
PURCHASED POWER	32,017,834	30,000,000	30,574,000	30,134,000	30,134,000	0.45%
SANITATION FUND	3,974,599	3,941,263	3,963,532	3,917,922	3,938,158	-0.08%
UTILITY BILLING FUND	1,447,074	1,695,106	1,642,652	1,702,364	1,803,990	6.42%
FLEET FUND	1,118,865	1,107,333	1,104,480	1,111,789	1,133,084	2.33%
PRINT/MAIL FUND	353,140	315,540	331,997	319,051	321,492	1.89%
COMMUNICATIONS FUND	532,237	593,550	567,608	555,414	579,360	-2.39%
BVSWMA FUND	4,497,736	6,760,096	7,062,688	4,737,983	6,488,035	-4.02%
COMBINED FUND TOTAL	$ 95,343,930	$ 98,009,210	$ 98,107,122	$ 94,744,644	$ 99,935,575	1.97%

EXPENDITURE BY CLASSIFICATION

CLASSIFICATION	ACTUAL FY 01-02	REVISED BUDGET FY 02-03	ESTIMATED YEAR END FY 02-03	BASE BUDGET FY 03-04	APPROVED BUDGET FY 03-04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
SALARIES & BENEFITS	$ 36,721,834	$ 38,962,311	$ 38,693,614	$ 39,185,183	$ 40,371,978	3.62%
SUPPLIES	3,724,823	5,107,293	5,050,970	4,581,486	4,994,572	-2.21%
MAINTENANCE	5,150,779	4,854,993	4,739,612	4,543,585	4,706,332	-3.06%
PURCHASED SERVICES	16,161,243	17,547,281	17,424,920	15,400,109	18,084,738	3.06%
CAPITAL OUTLAY	1,567,417	1,537,332	1,624,006	900,281	1,643,955	6.94%
PURCHASED POWER	32,017,834	30,000,000	30,574,000	30,134,000	30,134,000	0.45%
COMBINED FUND TOTAL	$ 95,343,930	$ 98,009,210	$ 98,107,122	$ 94,744,644	$ 99,935,575	1.97%

PERSONNEL SUMMARY BY FUND

FUND	ACTUAL FY 01	ACTUAL FY 02	REVISED BUDGET FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
GENERAL FUND	535.25	550.75	550.50	550.50	561.75	2.04%
PARKING ENTERPRISE FUND	8.0	8.0	8.0	8.0	8.00	0.00%
XTRA EDUCATION FUND	0.0	0.0	0.0	0.0	0.00	0.00%
ELECTRIC FUND	59.5	59.5	58.5	58.5	59.50	1.71%
WATER FUND	31.0	31.0	31.0	31.0	31.00	0.00%
WASTEWATER FUND	36.0	38.0	38.0	38.0	38.00	0.00%
SANITATION FUND	34.5	35.5	36.5	36.5	36.50	0.00%
UTILITY BILLING FUND	30.5	30.5	30.5	30.5	30.00	-1.64%
FLEET FUND	15.0	15.0	15.0	15.0	15.00	0.00%
PRINT/MAIL FUND	5.0	5.0	5.0	5.0	5.00	0.00%
COMMUNICATIONS FUND	5.0	5.0	6.0	6.0	6.00	0.00%
BVSWMA FUND	26.5	26.5	25.5	25.5	25.50	0.00%
COMBINED FUND TOTAL	786.25	804.75	804.50	804.50	816.25	1.46%

ANALYSIS OF TAX RATE
FY 03-04

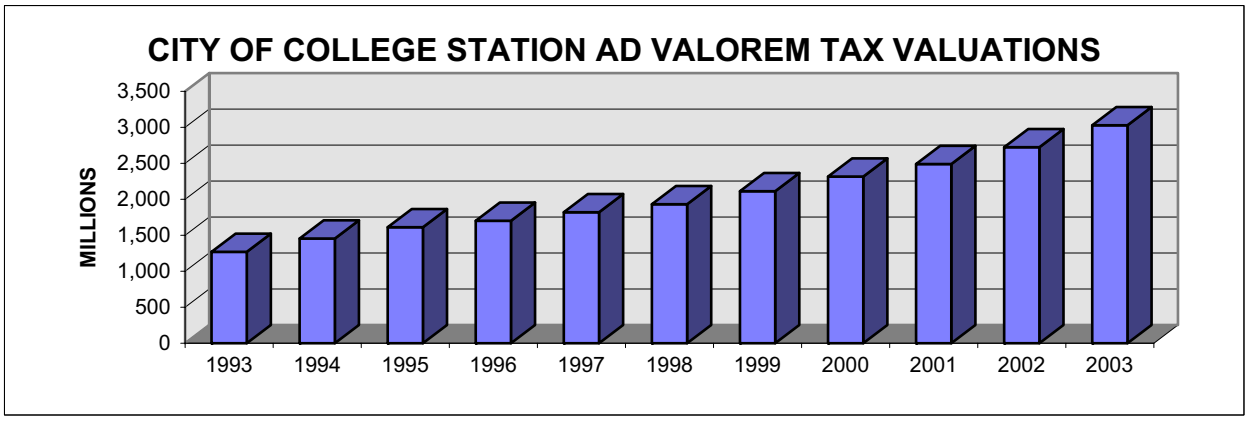
	APPROVED FY 03	APPROVED FY 04
Assessed Valuation of Real and Exempt Property (Based on 100% of Market Value)	$3,151,961,166	$3,522,272,128
Less: Exempt Property	$317,659,070	$352,147,872
Less: Agricultural Loss	$32,451,400	$45,233,970
Less: Over 65 and Veterans Exemptions	$42,890,060	$46,449,460
Less: House Bill 366	$95,873	$99,769
Less: Abatements	$28,600,746	$41,572,761
Less: Proration	$167,053	$570,958
Less: Freeport	$6,531,511	$7,289,944
Taxable Assessed Value	$2,723,565,453	$3,028,907,394
O&M and Debt Service Portion	$2,692,939,790	$2,988,936,031
TIF Captured Value	$30,625,663	$39,971,363
Total	$2,723,565,453	$3,028,907,394
Apply Tax Rate per/$100 Valuation	0.4777/$100	0.4653/$100
Total Tax Levy	$13,010,472	$14,093,506
Estimate 100% Collection	$13,010,472	$14,093,506

	Tax Rate Per $100 Valuation	Percent Of Levy	Estimated Collections
Debt Service	0.2732	58.7%	**$8,165,773**
General Fund	0.1921	41.3%	**$5,741,746**
Wolf Pen Creek TIF #1	0.4653	100%	**$185,987**

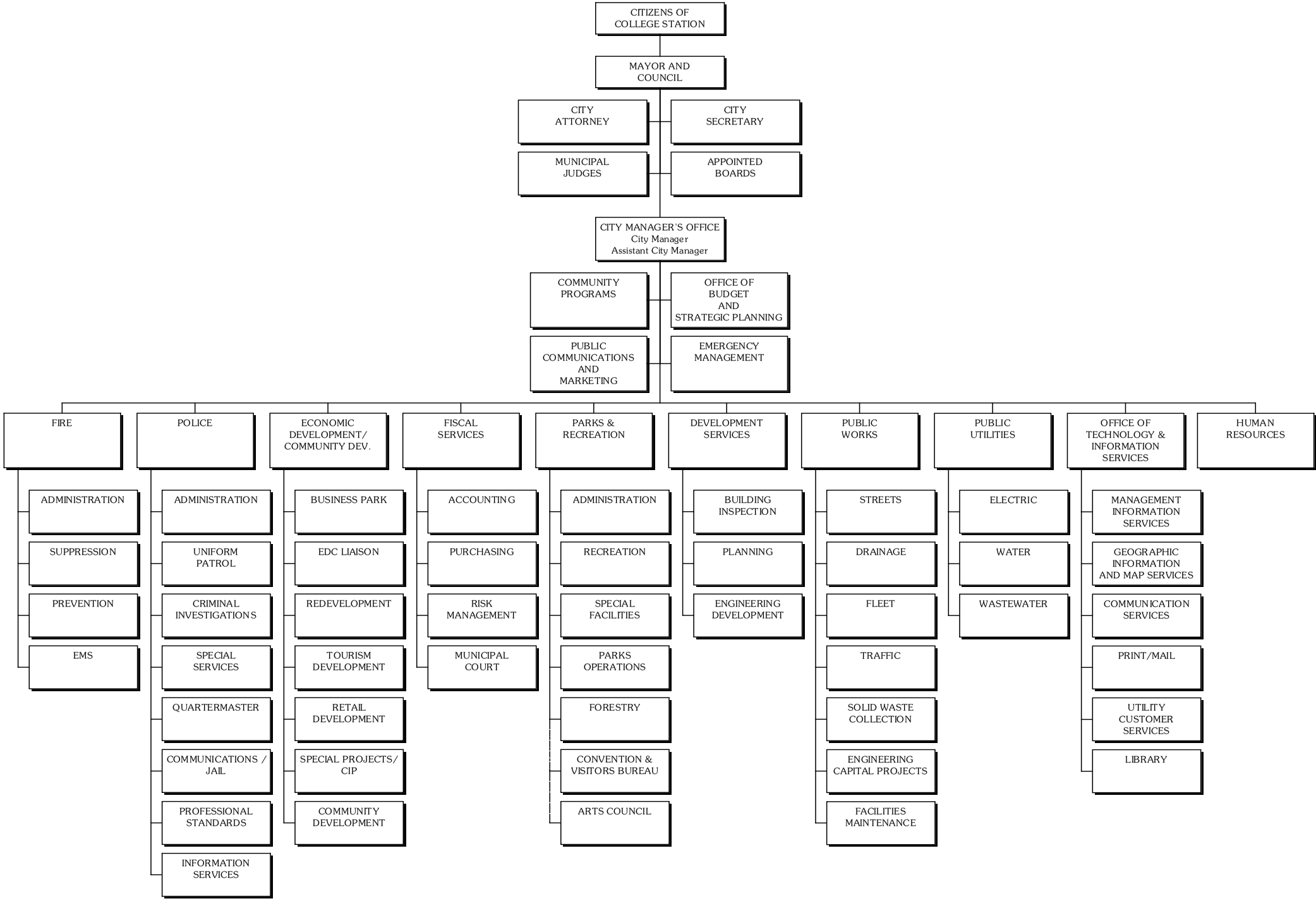
ANALYSIS OF PROPERTY VALUATIONS

APPRAISAL YEAR	TOTAL MARKET VALUATION	EXEMPT VALUE	TOTAL TAXABLE VALUE *
1993	1,446,692,180	177,229,893	1,269,462,287
1994	1,648,484,066	194,215,922	1,454,268,144
1995	1,814,639,141	203,017,772	1,611,621,369
1996	1,935,322,710	234,121,234	1,701,201,476
1997	2,065,133,267	245,085,209	1,820,048,058
1998	2,208,019,033	276,453,209	1,931,565,824
1999	2,420,818,924	308,471,247	2,112,347,677
2000	2,661,115,250	345,752,888	2,315,362,362
2001	2,870,510,984	380,950,901	2,489,560,083
2002	3,151,961,166	428,395,713	2,723,565,453
2003	3,522,272,128	493,364,734	3,028,907,394

* Assessed value is 100% of the estimated value.



CITY OF COLLEGE STATION



CITY OF COLLEGE STATION
FY2003-2004 STRATEGIC PLAN

One of the primary roles of the College Station City Council is to determine the direction that the City of College Station will follow into the future. A long-term strategic plan can help the City Council set this course for the future. Strategic planning is especially important in a community such as College Station, where recent growth is expected to continue.

Strategic planning is a process that requires decision-makers to focus on the overall mission of the City and the goals to be achieved. College Station's strategic planning process facilitates the City Council and City staff's ability to:

- Align the City's priorities with changing conditions and new opportunities;
- Create shared commitments among Council members, City staff, and College Station residents regarding present and future endeavors; and develop new goals and strategies;
- Assess the City's strengths, weaknesses, opportunities, and threats.

It is important to remember that strategic planning is only a set of concepts, procedures, and tools. It takes the combined efforts of the City Council and City of College Station employees to make any strategic planning effort meaningful and successful.

The 2003-2004 Strategic Plan is a document that compiles the results of the City of College Station's strategic planning process. The Strategic Plan establishes the City's Council's Mission and a series of Vision Statements that describe where the City Council would like the community to be in the future. The document outlines specific strategies and implementation plans to fulfill these visions. The Strategic Plan document can be accessed on the internet at www.ci.college-station.tx.us.

The City of College Station has integrated the annual budgeting process with the strategic planning process. The Strategic Plan helps to prioritize how the organization will use current and future resources to achieve identified goals. In this way, the Strategic Plan drives budget preparation decisions and service delivery implementation.

The City's strategic plan is reviewed and updated on annual basis to ensure that it remains current and reflects the needs and desires of the residents of College Station.

The following page include a summary of the College Station City Council's Mission and four Vision Statements. This overview is organized according to Council approved priority. A more detailed list of all of the implementation plans required to carry out each strategy in the Strategic Plan is in *Appendix L*.

CITY OF COLLEGE STATION MISSION STATEMENT

On behalf of the citizens of College Station, home of Texas A&M University, we will continue to promote and advance the community's quality of life.

Core Values

- **Promote involvement and participation of the citizenry**
- **Promote the health, safety, and general well being of the community**
- **Promote fiscal responsibility**
- **Promote collaboration and cooperation**
- **Promote Regionalism**
- **Promote being active member of the Brazos Valley community**
- **Support activities that promote municipal empowerment**
- **Promote Excellence in customer service**

Vision Statements

Core Services

We will continue to improve high quality customer focused basic city services at a reasonable cost.

- We will provide infrastructure, with the capacity to meet current and projected needs.
- We will promote public safety and health.
- We will promote effective communication (interdepartmentally and to the public).
- We will rehabilitate infrastructure as needed.
- We will provide streets, traffic and transportation systems.
- We will provide a workplace that fosters creative ideas for delivery of core services.

Parks and leisure Services

We will continue to promote a wide range of leisure, recreational and cultural arts opportunities.

- We will maintain an integrated parks system driven by connectivity.
- We will promote programs and facilities that target all age groups.
- We will promote cultural arts.
- We will pursue regional planning and development efforts.

Planning and Development

We will continue to promote a well-planned community.

- We will continue to revise and guide the development process through the Unified Development Ordinance (UDO).
- We will continue to support an intermodal transportation action plan.
- We will promote well-planned neighborhoods.

Economic Development

We will continue to promote a strong and diverse economic environment.

- We will promote the development of strategic areas.
- We will continue to strengthen and diversify the tax and job base.
- We will promote tourism.
- We will promote revitalization and redevelopment.
- We will encourage and integrate the city's economic development efforts with the Research Valley Partnership.

CORE SERVICES

CORE SERVICES ***$135,246,809****

We will continue to improve high quality customer focused basic city services at a reasonable cost.

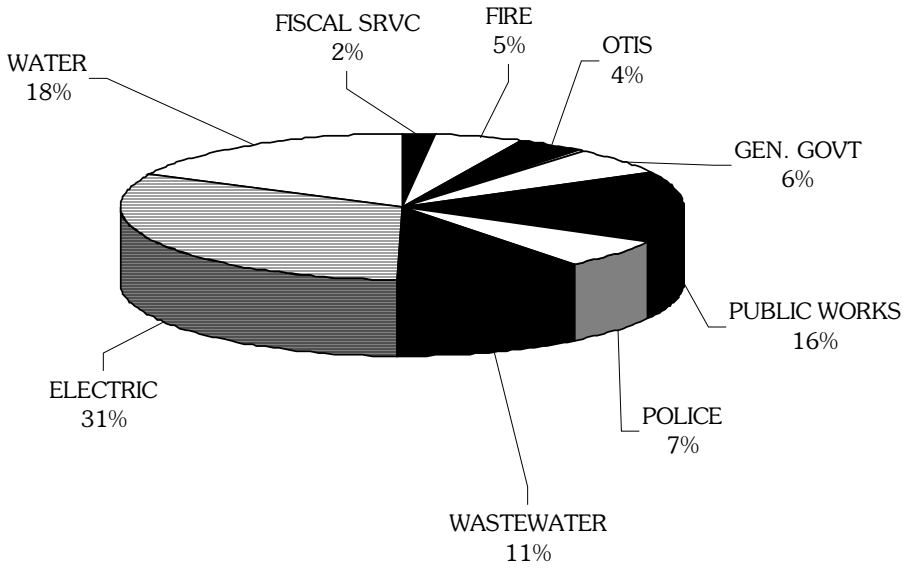
Strategic Plan Summary:

Core services are the basic services provided by the City of College Station. These include public safety, public works, public utilities, and the support service functions. The strategic plan addresses these core services through the following strategies:

- We will provide infrastructure with the capacity to meet current and projected needs.
- We will promote public safety and health.
- We will promote effective communication (interdepartmentally and to the public).
- We will rehabilitate infrastructure as needed.
- We will provide streets, traffic and transportation systems.
- We will provide a workplace that fosters creative ideas for delivery of core services.

**This is the net total for the Core Services Vision Statement.*

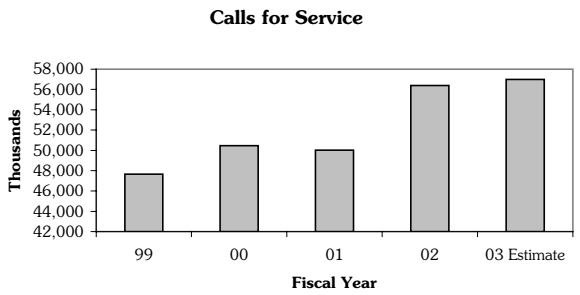
APPROPRIATIONS –CORE SERVICES



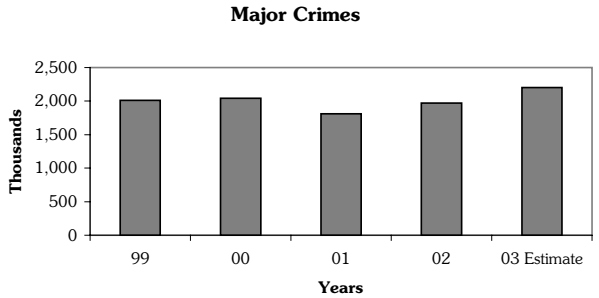
Police Department **$9,231,753**

The Police Department provides services that help to maintain community safety. Among the services provided are 1) police patrol with certified police officers who are equipped with police vehicles and all necessary equipment, and assigned to specific areas of the city; 2) criminal investigation division which investigates reported crimes; 3) animal control; 4) jail and communications support for officers on the street and short term detention facilities that reduce the processing time of arrests; and 5) a professional standards division that serves a support and training function for the Department.

Three service level adjustments are approved for the FY 04 CSPD operating budget. This includes $8,605 to develop a replacement and maintenance schedule for patrol bicycles. Three bicycles will be replaced in FY 04. $45,060 for traffic enforcement is also approved for FY 04. $33,795 will be reimbursed back to the City through the Selective Traffic Enforcement Program Grant. Finally, $99,784 is approved for an additional Sergeant in the Criminal Investigations Division (CID). This position is being requested to ensure the caseload in CID can be managed efficiently.



This graph illustrates an increase in calls for service over the past year. A "Call for Service" is defined as any event or situation, reported by a citizen, which requires a response from the Police Department.



This graph illustrates the past 5 years of major offenses.

Fire Department $7,236,399

The Fire Department provides services to College Station, to our neighbors in Bryan through an automatic aid program, and to rural areas around College Station through mutual aid agreements. The Fire Department operates out of four stations located throughout the City. The basic services of the Fire Department are 1) fire response 2) emergency medical response, 3) fire prevention services, including commercial fire safety inspections and fire prevention training at local schools and various functions; 4) code enforcement activities performed by the community enhancement action center and 5) hazardous material response.

Strategic Plan 2003-2004

In an effort to continue providing effective Fire and EMS services, CSFD's FY 04 Approved Budget includes $200,530 for staffing and operating costs for Fire Station #5 scheduled to open in 2005.

There are 6 SLAs approved as part of the Fire Department budget, totaling, $265,682. $200,530 is approved for phase III of implementing the operating costs associated with fire station #5. Additionally, $7,500 for an employee recognition program, $19,852 for textbook training media, $6,300 for a commercial washer extractor, and $2,500 for digital camera and equipment to assist code enforcement personnel. Due to the rising costs of services, $29,000 is included in order to maintain the current service level in the FY 04 approved budget.

This graph illustrates the increase/decrease in

incidents responded to by the Fire Department over the last three years.

Fire Capital Projects

In FY 04, the projected expense for capital projects related to providing fire services is $1,255,780. This expense is for the construction of fire station #5.

Public Works Administration $565,738

This is the administrative division of the Public Works Department, which includes Streets, Drainage, Fleet, Traffic, and Solid Waste Collection. Public Works Administration is the primary customer contact point for these activities.

One service level adjustment is included in the approved budget for the Public Works Administration Division. $20,000 is approved to hire a consultant to help identify and prioritize traffic issues in many of the elementary, middle, and high school areas. City and CSISD staff will use the results of this traffic study in subsequent years to select candidate schools and projects so that the grant program can best meet the needs of both agencies and the constituents they represent.

Facilities Maintenance $1,138,266
The Facilities Maintenance function provides support services to City departments through the maintenance of City facilities. This entails all City buildings including heating, ventilation and cooling systems. Additionally, Facilities Maintenance performs some minor building construction and remodeling activities, and supervises the repair funds to ensure facilities and equipment are repaired and replaced in a timely manner.

Streets Division $2,270,462
The Street Division of the Public Works Department strives to ensure that the street system within the City of College Station is properly maintained. This is done through a number of programs including a street rehabilitation program that addresses street repair before more expensive reconstruction measures are needed. The Streets Division also coordinates with the Engineering Division to plan and develop major street capital projects that involve rebuilding roadways that need upgrades.

Strategic Plan 2003-2004
To provide effective street programs, routine street maintenance is a part of day to day operations. $91,000 of the FY 04 Approved Budget is dedicated to ensuring that recently annexed streets receive the maintenance necessary to continue effective street programs. A total of $10.8 million is included in the approved capital budget for street capital projects.

The Street Division also provides routine pothole patching and other maintenance services. The effectiveness of this service is measured by determining whether 95% of the streets in the City have a grade of "C" or better, using the Pavement Management System.

Streets FY 04 Approved Budget includes a service level adjustment for $91,000. These funds will be used to support maintenance activities of recent annexation. 22 lane miles of streets were added to the street inventory due to the recent annexation.

Street Rehab. Capital Projects $1,700,000
In FY 04, $1.2 Million is approved for rehabilitation to streets in the Southside Area. This is a multi-year effort to rehabilitate the infrastructure in older parts of College Station. Also in FY 04, $500,000 is approved for various street rehabilitation projects. In particular, $200,000 of this amount will be used to overlay newly annexed streets and $300,000 is approved for thoroughfare rehabilitation.

Street Extension Capital Projects
Street extension projects include Jones Butler Road, and Longmire south to Cypress Meadows. Other projects included in the FY 04 capital projects budget are the extension of Dartmouth to FM 2818 and the Greens Prairie Widening project.

Street TxDOT Capital Projects
In FY 04, the City will be working in conjunction with the Texas Department of Transportation. In FY 04, the City expects to complete the Texas Avenue Streetscape Phase II and the medians on George Bush Drive. It is anticipated that $580,000 will be used for Texas Avenue streetscaping, and $175,000 for the George Bush Drive medians.

TxDOT timing on these projects will determine when these expenditures will be made. The City pays ten percent of right-of-way costs, and also pays for any enhancements, such as the application of any streetscaping desired in the project.

Strategic Plan 2003-2004
An effort to upgrade older infrastructure areas in College Station is a priority in FY 03-FY 04. In particular, the Southside Area will see significant infrastructure rehabilitation over the next several years.

Drainage - Operations $544,013
Drainage issues have been critical in the last several years in College Station. Drainage issues can impact both health and public safety, as well as Transportation and Mobility issues.
The Drainage service level provides a drainage maintenance program that keeps the storm carrying capacity of the system adequate in College Station. The mowing of right of ways and creek cleaning are the primary ways this service level is provided.

There are two approved SLAs in the Drainage Division of Public Works. The first approved SLA is in the amount of $11,500 and is requested to carry out a mosquito abatement program within City limits. The second approved SLA in the amount of $152,309 is for a full time Operator and two-full time Public Service Workers to

maintain right of ways and ditches in compliance with our current weed ordinance.

Drainage Utility CIP $1,193,245

The approved FY 04 drainage capital projects budget includes $1,193,245 in improvement to the City's drainage system. The bulk of these expenditures will be for drainage channel improvements in the Bee Creek area at a cost of $3 million and the Wolf Pen Creek area at a cost of $1 million.

Traffic Signs & Signals $745,937

The traffic signal system in College Station serves as an integral traffic flow control mechanism throughout the City. The system is critical during peak traffic times, such as during the Texas A&M football season. The Traffic Signal Division is responsible for maintaining and repairing traffic signals and school warning devices in order to provide safe and efficient movement of vehicles and pedestrians. Traffic Signs will receive an additional Traffic Signals technician in FY 04. This position comes from the Engineering Division in Public Works.

One service level adjustment is included in the Traffic Signals budget for FY 04. $60,000 is approved to provide funding for uninterrupted power supply for traffic signals at 6 traffic intersections in the City. This will provide the ability to operate certain key traffic signals in the event of a power outage for a period of time.

Traffic Capital Projects

In FY 04, there are no new budget appropriations for traffic signal enhancements. However, $72,000 is projected to cover the cost of widening Holleman at the intersection of Holleman and Texas Avenue.

Sidewalks & Trails Capital Projects $124,000

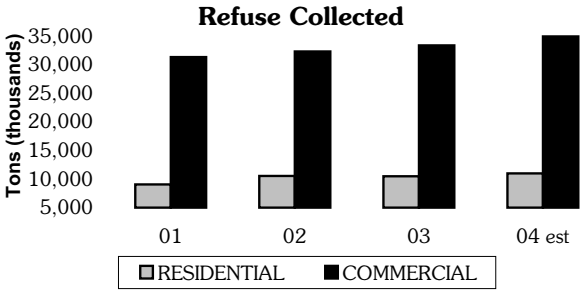
The City of College Station has worked over the years to ensure adequate transportation infrastructure for pedestrians and bicyclists. The City has an adopted sidewalk and bike loop plan. As new development occurs, sidewalks are an important aspect that must be considered. In FY 04, $75,000 is anticipated for neighborhood capital improvements, $132,000 to construct sidewalks on Longmire, and $50,000 to build a section of sidewalks on Anderson.

Engineering Division $690,725

The Engineering division is responsible for the administration of the City's capital improvement plan. This includes the building of projects approved as part of bond elections such as streets, fire stations, libraries, and others; as well as capital projects for the public utilities such as electric, water, wastewater, and drainage projects.

Sanitation $4,845,347

The Sanitation Division of the Public Works Department provides a number of services to meet the local need for the collection of municipal solid waste. These include providing residential containers, curbside recycling, brush and grass clipping collection, street sweeping and the removal of virtually any waste that may be disposed of in the local landfill or through composting. Commercial service is also provided to local businesses. Commercial service offers collection in small and large plastic receptacles, and is loaded with side mounted automated collection equipment. Customers with greater volumes also have the option of using roll off containers that hold a larger capacity and are serviced by front load collection equipment.



This graph illustrates volumes, in tons, of refuse collected and disposed of by the Sanitation Division, since FY 01.

Fleet Services $1,265,384

The City of College Station has a fleet of vehicles and heavy equipment to provide services to the citizens of College Station. Nearly every City department depends on having a reliable fleet of vehicles to provide services. Many of these services include Police and Fire services, Solid Waste Collection, Public Utilities, among others. The Fleet Services Division manages the fleet and performs preventive maintenance and vehicle repair. In Fleet Services, there is one approved SLA in the amount of $11,585 and is included in the Fleet Services FY 04 Approved Budget. The purpose of this approved SLA would allow for the purchase of 3 hydraulic vehicle lifts.

Brazos Valley Solid Waste Management Agency $6,981,299

The Brazos Valley Solid Waste Management Agency (BVSWMA) is a cooperative arrangement between the Cities of College Station and Bryan to provide solid waste disposal service. BVSWMA is responsible for landfill operations, developing and implementing alternative disposal programs for waste that cannot be placed into the current landfill site, and providing for long-term disposal options for the two cities and other customers of the agency. BVSWMA is in the process of acquiring a new landfill site in Grimes County to meet future landfill needs.

These approved expenditures include two service level adjustments. The first, $600,000 will be used for the design and construction of approximately 70 acres of Pre-Subtitle D and Subtitle D Final Cover for the Rock Prairie Road Landfill. Funds from this SLA will also be used to provide an Active Gas Collection and Control System (GCCS). The second SLA, requests $1,100,000 for the construction and oversight of Fill Sector 18 at the Rock Prairie Road Landfill.

Strategic Plan 2003-2004
Siting a new landfill is a critical program for BVSWMA. The present landfill on Rock Prairie Road has a capacity through 2008. BVSWMA is in the process of permitting a site located in Grimes County.

Electric Fund $45,043,565

The Electric Division is responsible for providing cost efficient and reliable electric service to the citizens, businesses, and institutions in College Station. Electric service is critical to encourage new employment and prosperity in the City. The total Electric Fund budget is $45,043,565.

Electric Capital Projects

$5,530,000 is the approved expenditure amount for electric capital projects in FY 04.

Water Fund $18,803,582

A reliable and safe supply of potable water is necessary for any community. The City of College Station has the capacity to produce approximately 18.29 million gallons per day of potable water. The Water Division has developed high standards of reliability, which assures customers their needs will be met with supplies, which meet or exceed all federal and state mandated standards. As a City enterprise, the full cost of service for water production, transmission, and distribution is recovered by charging customers for consumption on a per unit basis.

The operating portion of the Water Fund is $5,000,895. SLAs in the Water Division total $199,800 in the FY 04 Approved Budget. These SLAs include $72,800 for the equipment to assist with power interruptions and blackouts, $40,000 for protective coating on pump stations, $12,000 for chlorine covers, $25,000 for the Supervisory Control and Data Acquisition (SCADA) equipment, $5,000 to train technical personnel, and $45,000 to design a drainage structure. The non-operating portion of the Water Fund budget totals $13,802,687. This includes $12,500 for Economic Development, $2,490,947 for Debt Services, and $10,400,000 to be used out of operating funds for Capital projects.

Water – CIP $6,101,737

In FY 04, $6,101,737 is the approved appropriation for water capital projects. Included in the Approved FY 04 Budget is over $1 million for water line rehabilitation in the Southside area, $3.2 million for the parallel water line transmission project, and $462,900 on projects to provide water to newly annexed portions of the City. Additionally, $4,174,837 is the projected expense for water capital projects to provide water service to City residents not currently using College Station water. The Water Capital Projects Fund also includes $305,000 to improve the security of the water supply and $530,000 to provide backup power generation to the water system.

Strategic Plan 2003-2004
An effort to upgrade older infrastructure areas in College Station is a priority in FY 03-FY 04. In particular, the Southside Area will see significant repair and/or replacement of substandard water and wastewater lines over the next several years.

Wastewater Fund $9,131,875

Effective sanitary sewer collection and treatment is essential to public health in an urban environment. Over the last several decades, the standards have increased for this infrastructure. The past upgrades to the Carter Creek Wastewater Treatment Plant were directly related to those changing standards. As the system continues to grow, additional capital is needed for line extensions. The existing system will have to

be maintained with line replacements and plant enhancements and expansions. Wastewater services are provided as an enterprise function with service related fees paying for the cost of service. The operating portion of the Wastewater Fund Budget is $4,600,967.

The approved budget includes $186,960 in SLAs for the Wastewater Division. These SLAs include $33,500 for TCEQ mandate permit renewals, $28,000 for maintenance of equipment to help deal with power interruptions and blackouts, $74,000 for additional equipment for the sewer television van, $32,750 for SCADA equipment, $5,000 for training for technical personnel. $13,710 is also included to replace uninterrupted power supply devices. The non-operating portion of the Wastewater Fund is $4,530,908. This includes $20,000 for Economic Development and $3,571,608 for Debt Service.

Wastewater - CIP $6,159,720

The FY 04 includes $6,159,720 in new appropriation expenditures for numerous wastewater capital projects. In the Southside area, $1.5 million is included for the rehabilitation of wastewater infrastructure. Over $1 million is also included as projected expense for relocating and rehabilitating sewer line beneath Texas Avenue. This project is necessary because of the TxDoT widening of Texas Avenue, and will be done in conjunction with this project. As in the Water Division, the Wastewater Division includes $330,000 to improve security of wastewater facilities and $215,000 for backup power generation to operate the sewer system in the event of a power outage. In the FY 04 approved budget, $535,800 is included to provide sewer services to the newly annexed parts of the City.

Office of Technology and Information Services $2,720,345

The Office of Technology and Information Services (OTIS) provides a number of internal services to the City organization. In addition, the Department manages the franchise agreements, which the City of College Station has with telecommunication, cable and natural gas providers in the community. Services provided from General Fund revenues include OTIS Administration, Management Information Services (MIS) for micro to mid-range computer users, and Geographic Information Services (GIS). The OTIS internal service funds include Communication Services, Print/Mail, and Utility Customer Service. The OTIS Department has six approved SLAs in the amount of $327,799. The first approved SLA is for the electrical franchise with BTU in the amount of $100,000. The second approved SLA is for the purchase of a citizen contact software. This software would allow a method for citizens to submit service requests via the internet or telephone. The cost of this SLA is $53,000. The third approved SLA is for the maintenance costs associated with the Public Safety Computer System, which is currently being installed. The cost of this SLA is $53,853. The fourth approved SLA is a continuation from an approved SLA from FY 03. This SLA would fund the purchase of a license in order to continue to install Microsoft XP Software as a standard desktop suite for the City. The cost of this SLA is $60,000. This is the second year of a two-year plan to upgrade all City computers to this standard desktop suite. The fifth approved SLA is maintenance costs for various existing software, such as HTE modifications and Lotus Notes which is used in the Police Department. The cost of this SLA is $3,755. The final approved SLA is for replacement cost for uninterruptable power supply at a cost of $57,191.

Strategic Plan 2003-2004

E-Government continually adopts a more integral role in the relationship between the citizen and local government. The City of College Station is committed to providing these advancements to the citizen. In FY 03 and in FY 04, the following will help carry out this philosophy: an online Utility Bill payment system, online traffic citation payment system, and an up to date web site.

Communications & Print/Mail $1,046,681

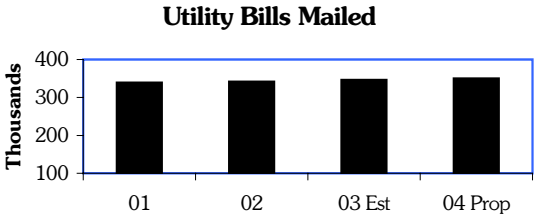
The Communications Division is responsible for the maintenance of telephone, radio, and other communications systems used by the City of College Station. The approved FY 04 budget for the Communications Division is $679,360.

The Print/Mail Division is responsible for providing printing and mail services to City Departments. The approved FY 04 budget for the Print/Mail Division is $367,321.

Utility Customer Service $1,803,990

Utility Customer Service is responsible for the metering, billing, and collection of electric, water, wastewater, sanitation, and drainage utility fees. The Utility Customer Division has three approved

SLAs in the amount of $82,591. The first approved SLA would provide funding for the use of credit card payment option for customers. The cost of this SLA is $30,000. The second approved SLA is for the purchase of software to read bar code return pay stubs. Also approved in this SLA is the reduction of a part-time position due to the efficiency of this automatic billing function. The cost of this SLA is $48,500. The final approved SLA for the Utility Customer Service Division is for replacement costs for uninterruptable power supply in the amount of $4,091.



This chart demonstrates the steady growth in the number of utility bills mailed annually by Utility Customer Service.

Fiscal Services $2,605,940

The Fiscal Services Department provides Fiscal Administration, Accounting, Purchasing, and Risk Management services to the City organization. It also oversees the operations of the Municipal Court.

Fiscal Services Administration oversees the entire Department and also handles cash and debt issues for the City while ensuring all funds are invested prudently. The Accounting and Purchasing Divisions work closely together to ensure that purchases are made and recorded according to guidelines. The Risk Management function seeks to ensure that the City's exposure to physical and financial losses is minimized through a number of programs addressing worker safety. Municipal Court collects the fines and fees for the City. The Fiscal Services Department has six approved SLAs in the amount of $211,436. The first approved SLA submitted is from fiscal administration for payment to the Brazos County Appraisal district in the amount of $16,000. The second approved SLA would fund a project to perform an inventory and valuation of non-utility infrastructure. The cost of this SLA is $20,000. The third approved SLA is for an additional Customer Service Representative in the Municipal Court Division at a cost of $31,568. The fourth approved SLA would allow for the hiring of a Payment Plan Compliance Coordinator for the Municipal Court Division in the amount of $34,152. The fifth approved SLA is for overtime for police officers to serve warrants. The cost of this SLA is $35,000. The final approved SLA submitted by the Fiscal Services Department is for the collection of credit card fees from customer paying by credit card. The cost of this approved SLA is $22,800. The approved SLAs in the Municipal Court Division are anticipated to result in an increase of fine revenue of approximately $500,000 per year. The move to the new municipal court building will allow for increases in efficiency and fine collections.

General Government $2,525,695

The City Secretary's Office is responsible for elections, records management, City Council support and other activities.

The City Manager's Office is responsible for the day to day operations of the City, making recommendations on current and future issues to the City Council, and providing long-term organizational direction for the City. Community Programs has one approved service level adjustment for FY 04 in the amount of $7,020. This SLA would allow the Teen Court Program to receive a matching grant.

Another key support area for the organization is the Legal Office. The Legal Office provides legal services and support to the City Council and the City staff. Among the services provided by this office are legal advice, contract writing, and litigation.

The Office of Budget and Strategic Planning prepares, monitors, and reviews the annual budget. This office also coordinates the City's strategic planning process, which is closely tied to the City's budget. In addition, the Office of Budget and Strategic Planning provides management and organization review services to City departments.

The Human Resources Department assists in recruiting, hiring, and retaining the most appropriate candidates for City positions. Human Resources provides employee training and administers the compensation and benefits program. The Human Resources Department has one approved service level adjustment in the amount of $2,802. This SLA would increase the

benefits for a full-time secretarial position. Currently, the position is budgeted at seventy-five percent.

The Emergency Management Division is responsible for coordinating emergency and/or disaster training, mitigation, preparedness, planning, response and recovery for the City. The approved FY 04 budget is $94,958. This amount includes one approved SLA in the amount of $3,000 for the purchase and maintenance of an alert system. This is one-third of the total cost of $9,000. Brazos County and the City of Bryan will be procuring the remaining cost equally for this alert system.

Public Comm. and Marketing $558,559

Public Communications and Marketing is a division of the General Government Division which provides timely, factual, and understandable information to College Station residents, both directly and through the news media. The Public Communications Division has three approved SLAs in the amount of $298,442. The first approved SLA would allow for the purchase of television equipment, supplies, and the hiring of a media specialist to operate the cameras in-house. The cost of this SLA is $198,442. The second approved SLA would allow for the update of the 1988 City history video "Golden Memories." The cost of this SLA is $5,000. The final approved SLA would allow the City to develop a low band radio station, which could be used for emergency management as well as general public information. The cost of this SLA is $95,000. Also included in the Public Communications and Marketing budget is $4,500 for Sister Cities. This outside agency provides opportunities for students in College Station to experience foreign culture through exchange programs.

Strategic Plan 2003-2004

So as to improve public communications and interaction, the City is committed to effectively utilizing television. For FY 04, $198,442 in funds is approved to provide funding for in-house production and broadcast of City Council meetings and other meetings as appropriate.

Community Development $4,593,072

The Community Development Department helps provide low cost housing and other public assistance through community development block grant funds from the federal government. These funds are used to assist low to moderate-income residents of College Station. Assistance is provided through housing services, public agency funding, public facility improvements, and economic development activities. The Community Development Division has one approved SLA for FY 04. This approved SLA would fund the hiring of a part-time intern to assist in duties in the Community Development Office. The cost of this SLA is $3,773.

General Government and Capital Equipment CIP $1,167,000

General government and capital equipment projects are planned assets that have a value to more than one specific area of City operations. The two main divisions within this category are public facilities and technology projects.

In FY 04, significant projects include: $1,255,780 for construction of Fire Station # 5; $917,000 to replace the City's phone system, $200,000 to complete the fiber loop, and $100,000 to begin setting aside funds for a topographic/aerial map. Other technology related projects approved for FY 04 include the completion of the replacement of the public safety computer system, as well as the addition of several other public safety technology projects. These include a police booking system, a police field reporting system, and a fire tone out system.

Cemetery Perpetual Care $55,500

The Cemetery Perpetual Care Fund provides the funding to maintain the College Station Cemetery. $55,500 is approved to add landscaping to improve the aesthetics of the rear entrance to the Cemetery, and to increase the roadbed size to allow two-way traffic to the Anderson entrance.

Other Health & Public Safety Expenditures $128,498

The Health Department provides health services to the citizens of Brazos County. These services include restaurant inspection and health services for lower income residents. The approved FY 04 Health Department budget is $113,498.

$5,000 will be provided to Retired Senior Citizens Volunteer Program to provide volunteer travel reimbursement and volunteer insurance, recruit and recognize volunteers, offset printing costs for R.S.V.P. publications, and provide training and development for volunteer managers.

$10,000 is approved to help fund the Dispute Resolution Center. The Dispute Resolution Center provides mediation and other alternative dispute resolution services to residents of the Central Brazos Valley. The Center also provides Basic and Family Mediation training. The DRC is the only non-profit mediation center in the area. These funds will be used to allow the Center to increase its current level of service.

The following pages of this section detail the service levels and performance measures for the operating divisions on the Core Services Vision Statement. Also included are the budget and position summaries for each of the divisions.

POLICE DEPARTMENT
ADMINISTRATION

Description & Budget Explanation
The Administration Division is responsible for the administrative support of all divisions in the Police Department.

	Fy 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$527,763	$713,791	$808,619	$709,468
Position Summary	6	8	10	* 9

* Crime Analyst transferred to Division 49

Program Name: Administration

Service Level: To ensure that Departmental programs and activities are in line with the department mission statement and accomplished within budgetary limitations.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	Fy 04 Approved
Effectiveness				
- Complaints are investigated within 30 days of assignment.	71%	68%	86%	85%
Efficiency				
- The Department stays within budget overall.	100%	100%	100%	100%
Output				
- Percent of chapters of policy revised annually.	100%	100%	100%	100%

POLICE DEPARTMENT
UNIFORM PATROL

Description & Budget Explanation:
The Uniform Patrol Division is responsible for providing police patrol and traffic enforcement duties.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$3,782,457	$4,097,327	$4,174,442	$4,074,642
Position Summary	67.5	67.5	66.5	66.5

Program Name: Uniform Patrol

Service Level: Provide timely initial police services on a 24 hour basis incorporating a community policing philosophy with an emphasis on problem solving.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of time Patrol Officers' time that is				
Proactive	47%	43%	40%	40%
Reactive	53%	57%	60%	60%
Efficiency				
- Average response time on high priority calls.	5.88 mins	6.01 mins	6.00 mins	6.00 mins
- Average response time on low priority calls.	15.81 mins	16.46 mins	15.00 mins	15.00 mins
- Percentage of total accidents that are alcohol related.	2.56%	2.00%	2.00%	2.00%
Output				
- No. of high priority calls handled	4,844	4,398	4,500	4,500
- No. of low priority calls handled	45,190	33,223	40,000	40,000
- Total number of calls handled	50,034	56,388	57,000	58,000
- No. of DWI arrests	300	236	240	240
- No. of DUI arrests	46	75	75	75
- No. of problems addressed	128	60	50	50
- No. of problems resolved	68	17	25	25

Program Name: Special Enforcement Section

Service Level: Provide traffic safety services.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- No. of injuries at high accidents locations.	379	414	360	360
Output				
- No. of enforcement actions for high accident locations.	3,073	4,603	2,300	2,500
- No. of directed traffic patrols performed.	123	340	160	200

POLICE DEPARTMENT
CRIMINAL INVESTIGATION

Description & Budget Explanation:
The Criminal Investigation Division is responsible for the investigation of serious criminal offenses, including suspect, witness and victim interviews, documentation of crime scenes and evidence collection, monitoring and disrupting gang activity, and investigating illegal drug offenses. The Criminal Investigations Division also reviews and provides administrative oversight on all police reports taken by College Station Police Officers.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$805,091	$866,982	$958,340	$1,109,482
Position Summary	15	14	14	16

Program Name: Criminal Investigations

Service Level: To provide effective and efficient investigation of serious criminal offenses within a reasonable amount of time. To review all police offense and arrest reports for thoroughness and accuracy.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent satisfied on customer survey.	87%	85%	*90%	90%
- Percent cleared on follow-up cases.	99%	85%	75%	75%
- Percent cleared by arrest.	43%	45%	45%	45%
Efficiency				
- Percent assigned cases disposed of within 30 days.	74%	61%	75%	75%
Output				
- Number cases assigned.	1,810	1,970	2,200	2,400
- Number cases cleared.	1,487	1,667	1,650	1,800
- Number cases cleared by arrest.	643	510	743	810

*Survey will be conducted later in the year

POLICE DEPARTMENT
PROFESSIONAL STANDARDS

Description & Budget Explanation:
The Recruiting and Training Division recruits, selects and trains sworn and civilian employees. Additionally, the Division provides continuing training to employees.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$277,479	$256,798	$340,804	$343,402
Position Summary	3	4	4	4

Program Name: Recruiting & Training

Service Level: To provide continuing education and training for the enhancement of the professional skills of employees.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percentage of sworn employees that receive an average of 80 hours of in-service training each.	100%	100%	100%	100%
- Maintain a minimum 95% of authorized strength for sworn personnel	N/A	N/A	99%	95%
Efficiency				
- Average number of training hours provided per employee, including part-time employees and FTO Program.	160	163	162	160
Output				
- No. of in-house training hours	14,970	15,521	9,580	9,000
- No. of applicants processed	N/A	N/A	630	600
- No. of recruiting trips	N/A	N/A	10	6
- No. of outside training hours	5,510	8,959	12,768	8,000

POLICE DEPARTMENT
QUARTERMASTER

Description & Budget Explanation:
The Quartermaster Division is responsible for equipment, supplies, and maintenance purchased for the Police Department. The duties include the ordering and dispersal of supply and equipment items for use by all Department employees, and coordinating repairs for all the Department's facility and fleet needs.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$849,237	$756,138	$696,279	$743,757
Position Summary	1	1	1	1

Program Name: Quartermaster

Service Level: Provide equipment, supplies and maintenance for the Department.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- % satisfied on employee survey.	96%	100%	95%	95%
Efficiency				
- % of Supply requests filled within 5 working days.	98%	98%	95%	95%
Output				
- No. of supply requests filled within 5 working days.	804	684	700	700

POLICE DEPARTMENT
COMMUNICATIONS/JAIL

Description & Budget Explanation:
The Communications/Jail Division is responsible for police communications and dispatch, provides safe and secure detention operations, and provides report taking capabilities for low priority calls.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$1,054,716	$1,156,871	$1,144,810	$1,189,279
Position Summary	28	27	27	27

Program Name: Public Safety Communications

Service Level: Processing of Police, Fire, and EMS calls for service.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- % satisfied on Citizen Survey.	95.7%	94.4%	93.8%	75.0%
Efficiency				
- Percent of priority 1 police calls dispatched within 3 minutes.	99%	99%	96%	96%
- Percent of priority 1 fire calls dispatched within 1 minute.	98%	99%	96%	96%
Output				
- Phone calls processed monthly.	25,454	24,234	25,000	25,000
- Phone calls processed monthly (8am-5pm).	12,833	12,636	12,240	12,240
- 911 phone calls monthly	1,220	1,220	1,150	1,150
- Total police incidents monthly.	8,831	8,147	8,600	8,600
- Total fire incidents monthly.	364	379	382	382

Program Name: Jail

Service Level: Processing of prisoners allowing patrol officers to reduce transport and processing. time of prisoners; keeping an officer in service by taking low priority calls for service over the phone or in person.

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Length of time to process arrestees.	30 mins.	30 mins	30 mins	30 mins
Efficiency				
- Percent of priority 4 calls handled by Division.	6%	4%	10%	10%
Output				
- No. of reports taken by Division monthly.	148	127	137	150
- No. of prisoners processed monthly.	531	404	365	380

POLICE DEPARTMENT
SPECIAL SERVICES

Description & Budget Explanation:
The Special Services Division is responsible for coordination of the Tech-Prep Criminal Justice Program at A&M Consolidated High and both Middle Schools. The Division is also responsible for a number of programs that involve the community and the public school system, in crime prevention and safety education for our children. Additionally, the Division is responsible for animal control services in the City.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$611,766	$718,110	$713,084	$711,520
Position Summary	9	11	12	11

Program Name: Tech-Prep Criminal Justice Program

Service Level: Coordinate the Tech-Prep Criminal Justice Program at A&M Consolidated High and Middle Schools while establishing positive relationships with students, faculty, staff and mentoring At-Risk Students.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Annual faculty and staff survey approval rate.	95.6%	99%	95%	95%
Efficiency				
- Percentage of students enrolled receiving a passing (70%) grade.	94.3%	89%	95%	95%
Output				
- No. of students in Tech-Prep Criminal Justice Courses.	377	328	325	325
- No. of at-risk students helped with mentoring sessions.	721	965	800	800

Program Name: Drug Resistance Education (DARE)

Service Level: To provide a quality D.A.R.E. program to students in selected grades in the CSISD system, for the purpose of educating students of the consequences of substance use and abuse.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Annual faculty and staff survey approval rate.	100%	100%	95%	95%
Efficiency				
- Percentage of students in 5th grade D.A.R.E. program that scored at least 70% on final written exam.	91.4%	90%	95%	95%
Output				
- No. of students taught in the 5th Grade curriculum.	555	468	550	550

Program Name : Animal Control

Service Level: To provide adequate and professional animal control services to the citizens and visitors to the City of College Station.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of citizens satisfied with service	80.4%	72%	80%	80%
Efficiency				
- Percent of on-duty, animal calls responded to within 15 minutes.	71.7%	74%	75%	75%
Output				
- Calls for service per year	3,274	4,068	3,600	4,000
- No. of animals handled per year	1,623	1,696	1,600	1,800

POLICE DEPARTMENT
INFORMATION SERVICES

Description & Budget Services
The Information Services Division is responsible for processing and maintaining police records and evidence.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$325,443	$277,068	$301,350	$350,203
Position Summary	10	9	7	8

Program Name: Information Services

Service Level: Process and maintain accurate police records and evidence and provide for the effective and efficient retrieval, distribution, and storage of departmental records and evidence so that information requested by other divisions of the department, prosecutors, and the citizens is readily available.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent satisfied on annual customer survey.	95%	90%	90%	95%
- Percent of time that all incoming records/ evidence are processed correctly.	99%	99%	99%	99%
Efficiency				
- Percent of time reports and supplements received by 9 a.m. are processed by 3 p.m.	96%	94%	95%	95%
- Percent of time all citations are processed by 5 p.m. the day following the citation.	94%	94%	95%	95%
-				
Output				
- No. of reports processed annually.	13,304	13,728	14,462	15,040
- No. of Record Technicians used to process reports.	3.67	3.75	3	3
- No of citations processed annually.	44,237	36,878	42,050	43,732
- No. of Record Technicians used to process citations.	1	1.5	1	1
- No. of evidence/property items processed annually.	5,611	5,448	6,412	6,668
-				

FIRE DEPARTMENT
ADMINISTRATION

Description & Budget Explanation:
The Administration Division is responsible for the administrative oversight and administrative support of all divisions and operating units within the Fire Department.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$307,409	$457,199	$492,423	$364,294
Position Summary	4	5	5	4

*includes Emergency Management Coordinator

Program Name: Administration

Service Level: Provide comprehensive planning, operational oversight, and budget preparation and monitoring for all divisions and functions within the Fire Department.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Ensure other divisions within the Fire Department meet their performance measures.	N/A*	N/A*	85%	95%
Efficiency				
- The department operates within approved budget.	N/A*	N/A*	90%	95%
Output				
- Percent of policies reviewed/revised annually. annually.	95%	90%	100%	100%
- 1/4 shift meetings conducted.	N/A*	N/A*	90%	100%
- 1/4 news letters sent to all employees.	N/A*	N/A*	100%	100%

* New performance measures for FY03.

FIRE DEPARTMENT
FIRE SUPPRESSION

Description & Budget Explanation:
The Operations Division provides emergency response to fire and hazardous materials incidents. Safety surveys of structures in the community are also performed by this function to help ensure that fire protection systems will work properly during an emergency. Automatic and mutual aid agreements with neighboring entities allows more integrated fire and hazardous materials response to the community. EMS operations were previously accounted for by this cost center but are assigned a separate division in FY 00 for increased tracking capabilities.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$3,138,460	$4,110,508	$3,868,572	$4,161,232
Position Summary	50	54	56	59

Program Name: Fire Department Suppression

Service Level: Provide prompt, effective, and efficient response and mitigation for fire, rescue, and Haz-Mat emergencies.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of response time, which consists of dispatch to first arriving unit on scene (Response time consist of dispatch time*, turnout time, and drive time)				
>6	41%	39%	45%	39%
<6	59%	61%	55%	61%
<5	40%	42%	34%	42%
<4	22%	22%	16%	22%
<3	8%	10%	4%	10%
- Percent of time fire damage is confined to the room/structure of origin.	100%	100%	95%	95%
- Percent of time a stop loss*** on Haz-Mat incidents are achieved within 1 hour of on scene time.	99%	96%	96%	96%
Output				
- Total number of unit responses.	2,237	2,250	2,250	2,250
- Total number of incidents.	1,603	1,600	1,600	1,600

*Dispatch time is tracked in Police Department's Communication Service Level

***Stop loss is the point in time in which the spread of a material has been contained

****Response times have been negatively influenced by two major factors (1)The Spreading population base is further from our stations (2)Problems with the MDT automated status system

Service Level: Provide services which enhance the survivability of citizens, visitors and emergency response personnel in our community during fires and other emergencies.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Output				
- Total no. of station tours	61	100	125	100
- Percent of pre-scheduled station tours	54%	47%	65%	41%
- Percent of "walk-in" station tours	46%	53%	35%	59%
- Total no. of station tour visitors	741	722	600	600
- Staff hours committed to station tours	209	204	200	200
- Total no. of public education appearances	90	82	75	75
- Staff hours committed to public education appearances	0	0	500	500
- Total no. of EMS riders	157	177	300	300
- % of EMS riders who are city employees.	39%	6%	5%	5%
- % of EMS riders who are EMS trainees.	100%	98%	95%	95%
- Total hours committed by EMS riders.	2,791	4187	3500	3200

Program Name: Training

Service Level: Coordinate training, testing, and support necessary to provide prompt, effective and efficient response and mitigation for fire, rescue and Haz-Mat emergencies.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Required/actual continuing education hours:				
Fire	1200/2911	1780/4552	1200/2500	1200/2500
ARFF (Aircraft Rescue Fire Fighting)	140/792	120/559	140/250	140/250
Haz-Mat (Hazardous Materials)	500/600	168/1019	500/600	500/600
- No. of required/actual certifications maintained.	138/204	171/228	160/210	169/220
Efficiency				
- Cost per internal/external training hour	12.05/4.28	7.91/15.10	N/A	N/A
Output				
- No. of TXFIRS reports generated by CSFD	N/A	4000	4100	4100
- No. of total fire training hours	N/A	4000	4000	4200

**** This item will be part of a continous improvement program.

FIRE DEPARTMENT
FIRE PREVENTION/COMMUNITY ENHANCEMENT

Description & Budget Explanation:
The Fire Prevention/Community Enhancement Division does a number of things related to safety to prevent fires as well as investigative services to determine the cause and origin of fires. Also included in this function is the maintenance and enforcement of city ordinances relating to zoning, sanitation, drainage, nuisance abatement and parking related violations. Fire Prevention is involved in the development process through the inspection of new buildings to ensure compliance with the fire code. Public safety and education programs are provided to the citizens of College Station.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$586,917	$670,037	$697,868	$700,206
Position Summary	10	10	11	11

Program Name: Fire Prevention

Service Level: Provide prompt and thorough system acceptance tests and conduct building fire safety inspections to ensure code compliance.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of surveyed customers rating the fire new inspection service good to very good.	98%	98%	99%	98%
- Percent of time acceptance tests are conducted within 1 working day of requests.	95%	95%	99%	95%
- Percent of time new business final inspections are held within one working day of requests.	95%	99%	99%	98%
Efficiency				
- Time per inspection.	1 hour	1 hour	1 hour	1 hour
- No. of inspections per month per officer.	31	29		35
- Staff time cost per inspection.	$22	$24	$24	$24
- Per capita operating expenditures (for all Fire Prevention/Code Enforcement activities).*	$8.45	$8.95	$9.03	$9.14
Output				
- No. of visits per construction-renovation sites.	2 per week	2 per week	2 per week	2 per week
- Total # of construction-renovation sites.	966	1,000	1,000	1,000
- No. of systems tests conducted per year.	149	180	175	175
- No. of fire safety inspections of businesses.	1,128	900	1,200	1,200
- Major violation follow-up time.	1 day	1 day	1 day	1 day
- Minor violation follow-up time.	3 days	3 days	3 days	3 days

* Major violations are any problems that pose an immediate threat to life, property or the environment. (Locked exits, sprinkler systems out of service, dumping of hazardous materials, unauthorized burning)

Service Level: Determine fire cause and origin of all fires responses and location by occupancy of fire injuries/deaths.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of time fire cause and origin are determined when an investigator is called	99%	98%	98%	98%
- Haz-Mat and fire code compliance cases initiated within 24 hours	100%	100%	100%	100%
Efficiency				
- Avg. time spent per fire investigation	3 hours	3 hours	3 hours	3 hours

Service Level: Provide public safety education programs.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of class participants satisfied or very satisfied with public safety education programs.	99%	98%	98%	98%
- Percent of College Station Citizens receiving public safety education programs	**	**	25%	25%
Efficiency				
- Avg. time per class.	1 hour	1 hour	1 hour	1 hour
- Avg. cost per student for fire safety training.	$1.45	$1.05	$1.10	$1.10
Output				
- No. of participants in fire safety classes.	14,809	16,000	16,000	16,000
- No. of fire safety/code compliance classes.	260	200	300	200

Program Name: Community Enhancement (Code Enforcement)

Service Level: Ensure a healthy and safe community through the timely, proactive, and reactive enforcement of property standards, codes and ordinances.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of staff time spent on proactive code enforcement.	59%	40%	40%	40%
- Percent of calls investigated within 48 hours of call.	95%	95%	95%	95%
- Percent of cases resolved within 90 days.	99%	99%	99%	99%
- Percent of cases resolved by voluntary compliance.	99%	98%	98%	98%
- % of cases requiring administrative action.	1%	2%	2%	2%
Efficiency				
- No. of cases resolved per code employee.	2958	2966	2933	2933
- Cost per enforcement of parking violations.	$1.50	$1.10	$1.10	$1.10
Output				
- Total no. of community enhancement cases.	12,077	12,550	13,075	13,075
- No. of premise* cases resolved.	8,875	8,900	8,900	8,800
- No. of proactive cases.	6,074	6,000	6,200	6,200
- No. of cases taking 90 days or more.	26	100	100	100
- No. of cases resolved by voluntary compliance.	8,834	8,700	8,600	8,600
- No. of cases requiring administrative action.	41	200	200	200
- No. of Weeds & Grass cases.	2,346	2,100	2,000	2,000
- No. of Open storage cases.	1,238	1,200	1,200	1,200
- No. of sanitation related cases.	1,494	1,600	1,500	1,500
- No. of Junk/abandoned vehicle cases.	196	250	250	250
- No. of landscape and land-use zoning cases.	31	100	100	100
- No. of signs-handbills zoning cases.	3,134	2,500	2,700	2,700
- No. of PITY (parking in the yard) cases.	264	300	275	275
- No. of other code enforcement cases.	473	1,000	1,000	1,000
- No. of Code Cases Referred by PD or Dev SVS.	**	**	200	200
- No. of Joint cases with PD or Dev SVS.	**	**	50	50
- No. of public information contacts.	3,241	3,500	3,800	3,800
- Patrol fire lanes (days per week).	6	6	6	6
- No. of parking citations per year.	12,324	18,500	25,000	25,000

*Premise cases are nuisance issues like weeds and grass, junk vehicles, and litter. They also include zoning, sanitation and drainage ordinances. ** New

FIRE DEPARTMENT
EMERGENCY MEDICAL SERVICE

Description & Budget Explanation:
The Emergency Medical Service division provides emergency response to medically related emergency calls for assistance. Automatic and mutual aid agreements with neighboring entities allows more integrated EMS response to the community. EMS operations were previously accounted for by the Fire Suppression Division but is assigned a separate division in FY 00 to promote increased management capabilities of this critical service.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$1,760,105	$1,919,921	$1,970,050	$2,010,667
Position Summary	32	31	31	31

Program Name: Emergency Medical Services

Service Level: Provide timely response, prompt patient assessment, quality treatment, and transport.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of ALS response time, which consists of dispatch to first arriving unit on scene (Response time consist of dispatch time*, turnout time, and drive time)				
>6	35%	30%	35%	35%
<6	65%	70%	65%	65%
<5	46%	50%	44%	44%
<4	24%	29%	23%	23%
<3	8%	13%	4%	4%
- Percent of time patient's condition remained the same or improved during transport.	99%	97%	98%	98%
Output				
- No. of ALS/BLS responses.**	942/540	980/530	975/500	985/520
- Total no. of unit responses.	4,428	4,568	4,600	4,615
- Total no. of incidents.	2,704	2,554	2,550	2,565

*Dispatch time is tracked in Police Department's Communication Service Level.

**Advanced life support (ALS) treatment including the administration of medications, defibrillation/cardioversion (electric shocks to the heart), intravenous (IV) fluid therapy, advanced airway management, such as intubation, and blood pressure control with MAST (military anti-shock trousers). Basic life support (BLS) treatment including CPR, splitting, bandaging, spinal immobilization, and oxygen therapy.

Service Level: Coordinate training, medical direction, and support necessary to provide timely response, prompt patient assessment, quality treatment and transport.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Required/actual continuing education hours:				
EMT-Basic	20/39	20/42	20/20	20/20
EMT-Intermediate	30/39	30/42	30/30	30/30
EMT-Paramedic	40/39	40/42	40/40	40/40
- Percent of EMS patient reports reviewed for completeness, protocol compliance and safety adherence.	72%	18%	70%	50%
- No. of required/actual certifications maintained.	197/235	197/235	193/225	196/225
Efficiency				
- Cost per internal/external training hour.	9.43/4.98	15.17/8.54	N/A	N/A
Output				
- No. of EMS patient reports generated by CSFD.	3138	3,000	3,000	3,015
- No. of EMS training hours.	9169	5,000	4,500	4,500

** This item will be undergoing a continuous improvement evaluation

PUBLIC WORKS
ADMINISTRATION

Description & Budget Explanation:
The Administration Division serves as the primary customer contact point, and provides administrative support for the nine divisions of the Public Works Department.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$393,024	$509,950	$529,476	$565,738
Position Summary	6	7	7	7

Program Name: Administration

Service Level: Provide prompt and reliable service to our customers both internal and external.

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of internal customers satisfied on customer survey.	95%	95%	95%	95%
Efficiency				
- No. of output items per support staff.	4,900	3,500	3,600	3,600
Output				
- No. of purchase requests submitted annually.	1,700	1,200	1,500	1,500
- No. of work orders assigned annually.	14,500	13,000	13,500	13,500
- No. of quarterly reports annually.	4	4	4	4

PUBLIC WORKS
FACILITIES MAINTENANCE

Description & Budget Explanation:
The Facilities Maintenance Division is responsible for the maintenance of the City's office spaces and buildings.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$924,310	$961,010	$1,113,781	$1,138,266
Position Summary	6	6	7	7

Program Name: Facilities Maintenance

Service Level: Maintain clean, safe, and comfortable working environment for City employees, customers, and citizens.

Performance Measures	**FY 01 Actual**	**FY 02 Actual**	**FY 03 Estimate**	**FY 04 Approved**
Effectiveness				
- Percent satisfied on customer survey.	95%	90%	90%	90%
Efficiency				
- Average response time to emergency repairs.	1 Day	1 Day	1 Day	1 Day
- Ratio of emergency repair hours to total of all maintenance hours.	2%	1%	5%	3%
- Work orders per employee.	337	284	N/A	N/A
- Total direct dollar cost/square foot of all maintained facilities	$2.75	$2.75	$2.75	$2.75
- Custodial cost per square foot.	$1.20	$1.20	$1.20	$1.20
Output				
- No. of Work orders annually.	1,684	1,419	1,400	1,500
- Total No. of labor hours to Work orders.	8,920	8,034	8,700	8,500
- Labor hrs to preventative maintenance.	600	905	1,200	1,400
- No of labor hrs to maintenance projects.	1,960	2,131	1,400	1,500
- No of labor hours to emergency repairs.	172	141	150	175

PUBLIC WORKS
STREET MAINTENANCE

Description & Budget Explanation:
This Division is responsible for the repair and maintenance of City streets and the annual residential street rehabilitation program. The Streets Maintenance Division also provides barricades for special events such as bonfire, football games, parades, etc. and emergencies such as flooding, fires, ice storms and hazardous materials spills.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$2,098,089	$2,295,119	$2,148,605	$2,270,462
Position Summary	19	23	23	23

Program Name: Street Maintenance

Service Level: Provide regular maintenance and care of city streets.

Performance Measures		FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness					
- Percent of pavement greater than or equal to level "C" (random sample of pavement inventory)		95%	95%	95%	95%
- Percent of pavement greater than or equal to level "B" (random sample of pavement inventory)	*	N/A	N/A	N/A	N/A
- Percent of citizens satisfied with street condition		90%	95%	95%	95%
Efficiency					
- Cost per capita		$28.60	$28.50	$28.50	$28.50
- Cost per lane mile of sealcoat		$7,420	$76	$76	$76
- Cost per mile of overlay		$26,730	$26,980	$26,980	$26,980
Output					
- No. of street repair work orders		732	630	650	700
- No. of lane miles of street sealcoated		37	40.6	40	40
- No. of lane miles of street overlay		12.37	1.2	1.2	5

*New measure in FY '03

PUBLIC WORKS
TRAFFIC SIGNS AND MARKINGS

Description & Budget Explanation:
This division is responsible for the installation and maintenance of traffic signs and pavement markings.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$147,132	$142,342	$161,055	$215,777
Position Summary	2	2	2	3

Program Name: Traffic Signs and Markings

Service Level: Maintain, repair, and install street signs and pavement markings to provide safe and efficient movement of motorists, bicyclist, and pedestrian.

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Missing stop sign replacement time	1 hrs	1 hrs	1 hrs	1 hrs
- Replacement time for all other regulatory signs	96 hrs	96	72 hrs	72 hrs
Efficiency				
- Cost per work order	$143	$92	$100	$125
- No. of work orders per employee	962	756	800	800
Output				
- No. of work orders per year	758	1512	1600	1600
- No. of stop signs replaced	204	454	500	500

PUBLIC WORKS
TRAFFIC SIGNALS

Description & Budget Explanation:
The Traffic Division is responsible for the repair and maintenance of traffic signals.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$436,467	$460,322	$480,646	$530,160
Position Summary	5	5	5	5

Program Name: Traffic Signals

Service Level: Maintain and repair traffic signals and school warning devices to provide safe and efficient movement of vehicles and pedestrians.

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percentage of system available	100%	100%	100%	100%
Efficiency				
- Cost per work order	$185	$271	$275	$275
- Cost per intersection	$2,845	$2,915	$3,000	$3,000
- Total system downtime per year	6 hrs	0 hr	3 hr	3 hr
- Response time to after-hours calls	1 hr	1 hr	1 hr	1 hr
Output				
- No. of maintenance and repair work orders	1,804	1,651	1,700	1,700
- No. of signal bulbs replaced	103	1,886	1,500	1,500
- No. of signal heads replaced & repaired	3	13	15	15
- No. of operation hours per year	525,600	490,560	500,000	525,600

PUBLIC WORKS
ENGINEERING

Description & Budget Explanation:
Engineering is responsible for managing the capital improvement program and construction inspection of the infrastructure of private development. This includes projects such as street construction and rehabilitation, drainage projects, water and wastewater utilities, sidewalks and bikeways, and public facilities.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$642,054	$609,672	$735,683	$690,725
Position Summary	11	11	11	10

Program Name: Engineering

Service Level: Provide for effective and efficient use of Capital Improvement Funds, strategic issues; and management of department function.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of identified projects controlled by Engineering under contract	85%	89%	95%	95%
- Percent of CIP budget controlled by Engineering under contract	94%	98%	95%	95%
- Percent of budgeted capital projects designed and constructed within budget	100%	100%	100%	95%
Efficiency				
- Administrative cost per project	$13,873	$14,416	$17,126	$16,349
Output				
- No. of CIP projects planned.	46	45	43	44

PUBLIC WORKS
DRAINAGE MAINTENANCE

Description & Budget Explanation:
The Drainage Maintenance Division is responsible for the care and maintenance of the drainage ways throughout the City.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$283,017	$367,854	$353,727	$544,013
Position Summary	5	6	6	9

Program Name: Drainage Maintenance

Service Level: Provide a drainage maintenance program that keeps the storm carrying capacity of the system adequate in College Station.

Performance Measures	FY01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Cost per capita per year for flood damage to structures (target not to exceed $2.00)	$0.00	$0	$0	$0
- Right of way mowing program will maintain vegetation in 100% compliance with the City's weed ordinance.	N/A	N/A	50%	100%
Efficiency				
- Cost per mile of right way mowing	$108.00	$115.20	$118.00	$121.30
- Cost per mile of herbicide	$0.42	$0.88	$0.88	$0.88
- Cost per mile of creek cleaning	$77.90	$80.99	$80.99	$80.99
- Mow right of way on a 30 day cycle	N/A	N/A	45 days	30 days
Output				
- No. of miles of right way mowing	497	445	465	465
- No. of miles of herbicide	465	460	460	460
- No. of miles of creek cleaned	19	9	19	19

PUBLIC WORKS
SANITATION

Description & Budget Explanation:
The Sanitation Division is responsible for the collection of all municipal refuse, recycling and commercial refuse.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$3,704,146	$3,974,599	$3,963,532	$3,938,158
Revenue Summary	$4,148,414	$4,372,857	$4,678,100	$4,771,580
Position Summary	34.5	35.5	36.5	36.5

Program Name: Residential Collection

Service Level: Provide residential solid waste collection to College Station citizens.

Performance Measures	**FY01 Actual**	**FY 02 Actual**	**FY 03 Estimate**	**FY 04 Approved**
Effectiveness				
- Percent of missed collection reports per week	0.15%	0.16%	0.15%	1.00%
Efficiency				
- No. of labor hours per ton of household garbage	1.68	1.44	1.49	1.7
- No. of labor hours per ton of bulky waste	4.17	3.98	4.41	4.9
- No. of labor hours per ton of Clean Green	4.08	3.54	5.21	6.5
- Cost per ton of household garbage	$81.27	$72.58	$66.02	$80.00
- Cost per ton of bulky waste	$202.07	$201.27	$196.11	$240.00
- Cost per ton of Clean Green	$197.96	$178.75	$231.52	$320.00
- Residential monthly rate	$10.70	$10.70	$11.70	$11.70
Output				
- No. of household tons collected	9,045	10,558	10,500	11,000
- No. of bulky tons collected	4,007	4,194	4,200	4,300
- No. of Clean Green tons collected	2,562	2,958	2,500	2,500

Program Name: Residential Recycling

Service Level: Provide residential recycling collection to College Station citizens.

Performance Measures	FY01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of Residential Municipal Solid Waste (MSW) diverted annually	25.12%	27.47%	27.86%	22.00%
- Participation rate	N/A	N/A	N/A	N/A
- Lbs. Collected per household	13.22	12.1	11.7	15
Efficiency				
- Cost per ton, recycling	$212.39	$230.12	$216.85	$220.00
- Revenue per ton, recycling	$41.21	$25.72	$20.00	$20.00
- Net cost per ton, recycling (cost-revenues-avoided disposal costs)	$147.67	$181	$197	$200
Output				
- No. of tons collected, recycling	978	941	880	1,000
- Avoided landfill costs	$22,983.00	$22,113	$20,680	$23,500

Program Name: Commercial Collection

Service Level: Provide sanitation to College Station businesses and apartments.

Performance Measures	FY01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of missed collection reports	0.028%	0.067%	0.045%	1.000%
- Percent of customers satisfied with service	N/A	N/A	N/A	N/A
Efficiency				
- Labor-hours per ton	0.77	0.81	0.78	1.00
- Cost per ton	$37.25	$40.89	$34.82	$40.00
Output				
- No. of tons collected	31,376	32,364	33,418	35,000

PUBLIC WORKS
FLEET

Description & Budget Explanation:
The Fleet Services Division is responsible for the care and maintenance of all vehicles and equipment in the City fleet.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$1,253,123	$1,118,865	$1,104,480	$1,133,084
Position Summary	15	15	15	15

Program Name: Fleet Services

Service Level: Provide prompt, reliable maintenance service at cost effective rates.

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- % satisfied on customer service survey.	91%	92%	90%	95%
Efficiency				
- PM as a percentage of total work orders	N/A	N/A	N/A	67%
- Mechanic efficiency percentage.	72%	72%	72%	72%
Output				
- No. of vehicles per mechanic.	43	45	45	45
- No. of hours logged to work orders.	11,483	11,402	11,400	11,400
- Shop rate per hour.	$51.00	$52.00	$52.00	$52.00

BRAZOS VALLEY SOLID WASTE MANAGEMENT AGENCY
OPERATIONS

Description & Budget Explanation:
The Brazos Valley Solid Waste Management Agency is responsible for the operation of the Rock Prairie Road Landfill, a regional landfill serving the Cities of College Station and Bryan, Texas A&M University and the 19 surrounding counties.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$3,424,068	$4,497,736	$7,062,688	$6,488,035
Revenue Summary	$5,098,000	$5,924,208	$5,549,820	$4,936,000
Position Summary	26.5	26.5	25.5	25.5

Program Name: Operations

Service Level: Provide Landfill disposal services to the Cities of College Station and Bryan, Texas A&M University and the surrounding counties.

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- In compliance with TNRCC regulations.	YES	YES	YES	YES
Efficiency				
- No. of labor hours per ton of waste received at the landfill for disposal.	0.1904	0.1594	0.19	0.19
- Cost per ton of waste received at the landfill for disposal.	11.32	$16.60	$12.00	$12.00
Output				
- No. of tons diverted from landfill disposal to be reused or recycled. (i.e.. Clean concrete, white goods, clean soil)	25,000	30,000	5,000	5,000
- Landfill Density survey results (lbs. per CY)	1,400	1,202	1,225	1,225

ELECTRIC FUNDS
OPERATIONS

Description & Budget Explanation:
The Operations Division is responsible for the warehousing of supplies used in City operations, and the purchase and distribution of electric power to the customers of the electric utility.

	FY 01 Actual	FY 02 Actuals	FY 03 Estimate	FY 04 Approved
Budget Summary	$36,534,511	$39,694,498	$34,496,387	$36,498,985
Revenue Summary	$44,315,462	$45,826,060	$46,675,733	$48,354,700
Position Summary	59.5	59.5	59.5	59.5

Program Name: Electrical Division

Service Level: Provide reliable electric service to the citizens of College Station.

Performance Measures	FY 01 Actual	FY 02 Actuals	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Total % of time customer will be with power for the previous 12 months	99.99%	100.00%	99.99%	100.00%
- Avg. outage time in min. experienced per interruption (CAIDI)	33.26	30.00	20.00	18.00
- Avg. number of outages experienced per customer (SAIFI)	1.22	1.00	1.50	1.20
Output				
- Number of residential job orders consisting of temporary services installed and removed, conduit installation and service conductor	1,825	1,942	2,200	2,200
- Number of primary conductor in ft. installed	116,168	180,000	120,000	125,000
- Number of customer service job orders consisting of trouble calls, street and security light repairs, and customer concerns	2,079	2,144	2,300	2,300
- Number of commercial electric revenue meters tested	2,438	2,300	1,400	1,350
- Number of residential electric revenue meters tested	2,473	2,600	2,000	2,000
- Estimated average revenue savings	$100,933	$66,773	$40,000	$50,000

Service Level: Provide education and incentives to increase existing and new home efficiencies in College Station

Performance Measures	FY 01 Actual	FY 02 Actuals	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Number of certified Good Cents homes and high efficiency air conditioner replacements for fiscal year	318	320	268	265
- Annual kW. Avoided/reduced	668	617	530	524
- Cumulative avoided/reduced kW based on 10 yr. equipment lifespan	27,933	32,248	35,250	36,445
- Number of on-site energy audits performed on commercial and residential	129	112	112	110
- Annual estimated savings to customer	$147.24	$144.49	$148.21	$148.30

WATER FUND
WATER OPERATIONS

Description & Budget Explanation:
The Water Operations Division is responsible for the supply and delivery of water.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$3,162,647	$3,019,212	$3,595,577	$4,014,132
Revenue Summary	$9,899,321	$9,142,693	$9,437,663	$9,316,700
Position Summary	31	31	31	31

Program Name: Water Production & Distribution

Service Level: Provide reliable water service to the citizens of College Station.

Performance Measures:	FY 01 Actual	FY 02 Actuals	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Average customer outage duration in minutes for the previous 12 months.	*	22.8	20	20
- Average outage time in hours experiences per interruption.	*	2	2	2
- Average number of outages experienced per customer.	*	0.19	0.2	0.2
- Compliance with all regulatory requirements.	100%	100%	100%	100%
- Compliance with all water quality monitoring requirements.	100%	100%	100%	100%
Efficiency				
- Maintain O & M cost within +/- 10% of $0.92 per 1,000 gal.	$0.90	$1.00	$0.92	$0.92
- Percent of unaccounted water (Industry average of unaccounted water 10.1%)	7.80%	<10%	<10%	<10%
Output				
- Number of new services completed.	1,289	1,440	1,400	1,560
- Number of water meters tested.	893	950	1,000	1,025

*New for FY03

Service Level: Provide education and incentives to increase awareness of water and wastewater system, and reduce overall per capita consumption.

Performance Measures:	FY 01 Actual	FY 02 Actuals	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percentage of customers aware of annual Drinking Water Quality Report. (measured by customer survey)	N/A	N/A	60%	60%
- Annual per person (capita) water use per day.	140	149	148	148
- Avoided water and wastewater consumption through water conservation curriculum (million gallons	N/A	0.733	2.2	2.2
Output				
- Number of Drinking Water Quality Reports mailed to customers.	22,500	23,285	25,000	25,000
- Number of students trained in water conservation curriculum.	N/A	76	225	225
- Total number of customers contacted through all education programs.	5,162	6,000	7,000	7,000

WASTEWATER FUND
WASTEWATER OPERATIONS

Description & Budget Explanation:
The Wastewater Operations Division is responsible for the collection and treatment of wastewater in the City.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$2,687,809	$2,931,523	$3,466,337	$3,677,415
Revenue Summary	$7,365,272	$8,315,973	$8,957,000	$9,477,800
Position Summary	36	38	38	38

Program Name: Wastewater Collection & Treatment

Service Level: Provide reliable wastewater service to the citizens of College Station.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Average customer stoppage duration in minutes.	*	76	65	65
- Average number of stoppages experienced per customer.	*	0.015	0.01	0.01
- Compliance with all Regulatory requirements.	100%	100%	100%	100%
- Compliance with all water quality monitoring requirements.	100%	100%	100%	100%
- Compliance with all permit reporting requirements.	100%	100%	100%	100%
Efficiency				
- Maintain O & M cost (within +/- 10% of $1.38 /1,000 gal.)	$1.21	$1.19	$1.38	$1.38
Output				
- Number of new services completed.	1,139	1,400	1,400	1,540

*New for FY03

OFFICE OF TECHNOLOGY AND INFORMATION SERVICES
ADMINISTRATION

Description & Budget Explanation
The Administration Division is responsible for administrative support of the Office of Technology and Information Services. The Action Center, included in this division, serves as the initial contact for City-wide technology support.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$430,417	$429,544	$600,495	$540,779
Position Summary	6	6	5	5

Program Name: Office of Tech. and Info. Services Action Center

Service Level: Coordinate Administration, MIS/GIS, Communication service requests and provide administrative support to OTIS.

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent satisfied on internal service survey.	99%	96%	90%	90%
Efficiency				
- Communication requests per staff member. (3)	136	125	106	100
- MIS/GIS requests per staff member. (3)	863	1,077	1,050	1,000
- No. of requests resolved by Action Center. (3)	N/A	281	302	300
Output				
- No. of Communication requests processed.	407	376	320	300
- No. of MIS/GIS request processed.	2,590	3,232	3,148	3,000
- No. of requests resolved by Action Center.	N/A	843	904	900

OFFICE OF TECHNOLOGY AND INFORMATION SERVICES

E-Government

Description & Budget Explanation:
The E-Government Division is responsible for the city's Internet and Intranet sites.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary			$66,960	$135,578
Position Summary	0	0	1	1

Program Name: Communications

Service Level: Provide professional and helpful customer service to City staff and citizen's that require assistance or information from the City's Internet and/or Intranet sites.

Performance Measures	**FY 01 Actual**	**FY 02 Actual**	**FY 03 Estimate**	**FY 04 Approved**
Effectiveness				
- Percent satisfied on survey.	0%	0%	0%	85%
- Percent of trouble calls responded to within one business day.	0%	0%	0%	90%
- Percent of service calls responded				
- Additional online functions	0	0	0	5
Efficiency				
- No. of work orders per staff annually.	0	0	0	500
Output				
- Total number calls.	0	0	0	500

OFFICE OF TECHNOLOGY AND INFORMATION SERVICES
MANAGEMENT INFORMATION SERVICES

Description & Budget Explanation:
The Management Information Services Division is responsible for the maintenance of the City's microcomputers, mid range computers, networks, operating systems, application software, and networking software.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$1,637,780	$1,654,473	$1,728,988	$1,845,427
Position Summary	15	15	14	14

Program Name: Management Information Systems - MIS

Service Level: Provide professional and helpful customer service to city computer users in all City Departments.

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent satisfied on annual customer survey	87%	92%	80%	80%
- Problem resolution/repair of computer systems percent within one business day.	92%	94%	92%	91%
- No. of service/repair calls.	2,330	2,869	2,650	2,500
- Percent service calls for priority one applications closed within 4 hours.	100%	100%	99%	99%
- Non-Problem request for service	844	1815	1,700	1,000
Efficiency				
- Public Safety Dispatch System up-time 7 days/week, 24 hrs./day	100%	100%	99%	99%
- Midrange systems and wide area networks up-time, 5 days/week, 9 hrs./day	99%	100%	99%	99%
Output				
- No. of hrs. of up-time for Midrange systems/applications	52,469	53,459	53,150	54,576
- No. of hrs. of up-time for WAN Servers/applications	72,526	85,911	85,600	86,586

* Internal survey not done for this year

OFFICE OF TECHNOLOGY AND INFORMATION SERVICES
GEOGRAPHIC INFORMATION SYSTEMS

Description & Budget Explanation:
This Division is responsible for the development and maintenance of the Geographic Information System (GIS).

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$190,390	$211,778	$182,000	$188,628
Position Summary	2.5	2.5	2.5	2.5

Program Name: Geographic Information Service - GIS

Service Level: Design, implement, provide, and maintain up-to-date, geographically accurate and complete coverage's with associated attribute information for all City departments.

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent satisfied on internal survey.	92%	94%	85%	85%
Efficiency				
- Map requests completed within 2 work days.	N/A	N/A	95%	95%
Output				
- No. of maps produced.	1,925	1,875	1,540	1,800
Input				
- No. of mapping elements added or updated.	62	58	60	60

OFFICE OF TECHNOLOGY AND INFORMATION SERVICES
COMMUNICATION SERVICES

Description & Budget Explanation:
The Communication Services Division is responsible for maintaining the city's telecommunications infrastructure. This includes the telephone and radio systems of the City. These systems are crucial to areas including Public Safety, Public Utilities, and Public Works.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$573,052	$532,237	$567,608	$579,360
Position Summary	5	5	6	6

Program Name: Communications

Service Level: Provide professional and helpful customer service to City staff requiring phone, radio, and cable needs.

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of emergency work orders responded to within 2 hours.	100%	100%	98%	98%
- Percent of routine work orders responded to within one business day.	97%	99%	97%	95%
- Percent satisfied on survey.	85%	93%	85%	85%
Efficiency				
- No. of work orders per staff annually.	273	309	230	230
Output				
- Total number of work orders.	1,366	1,544	1,380	1,380

OFFICE OF TECHNOLOGY AND INFORMATION SERVICES
PRINT /MAIL

Description & Budget Explanation:
The Print/Mail Division is responsible for the delivery of interoffice and external mail received at City Hall and the 15 offsite locations. Print/Mail is also responsible for in-house printing needs, and sign making.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$365,195	$353,140	$331,997	$321,492
Position Summary	5	5	5	5

Program Name: Print/Mail

Service Level: Provide professional and helpful customer service to City staff requiring printing and design needs, mail guidance,and signs.

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- % satisfied on annual customer survey.	97%	95%	90%	90%
Efficiency				
- % of incoming mail delivered within 24 hrs.	100%	100%	99%	99%
- % of print work orders completed within 5 days.	96%	93%	90%	90%
- No. of annual print work orders per staff.	571	526	525	525
Output				
- No. of printing services work orders.	1,710	1,578	1,575	1,575
- No. pieces of outgoing mail (w/o utility bills).	230,601	214,722	220,000	220,000

OFFICE OF TECHNOLOGY AND INFORMATION SERVICES
UTILITY CUSTOMER SERVICE

Description & Budget Explanation:
The Utility Customer Service Division is responsible for connecting and disconnecting water and electric meter reading those meters and provide billing and collection services for the city to all customers of electric, water, sewer, sanitation and drainage services.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$1,403,995	$1,447,074	$1,642,652	$1,803,990
Position Summary	30.5	30.5	30.5	30.5

Program Name: Utility Customer Service

Service Level: Provide exceptional customer service to support the delivery of electric, water, sewer, sanitation, and drainage services to the citizens of College Station

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent satisfied with courtesy of personnel on citizen survey.	92.5%	96.2%	93.5%	90.0%
- Percent satisfied with knowlede of personnel on citizen survey.	88.1%	93.2%	85.2%	90.0%
Efficiency				
- No. of customers per day per walk-up employee.	77	80	71	72
- Annual number of processed bills per employee.	16,545	17,797	16,500	16,500
- Cost per bill.	$4.04	$4.05	$4.50	N/A
- Percent of bad debt expense annually.	0.30%	0.37%	0.5%	0.5%
Output				
- No. of incoming calls.	79,747	79,514	82,000	82,500
- No. of bills annually.	339,169	355,944	355,000	350,000
- No. of payments.	379,439	388,579	400,000	410,000
- No. of walk-up customers.	67,369	70,475	64,000	64,000
- No. of service orders.	78,411	79,975	75,000	75,000

Program Name: Meter Service

Service Level: Provide timely connection and disconnection of electric and water services.
Maintain service installations to ensure accurate recording of utility consumption
Obtain accurate and timely readings for all electric and water meters

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Same day service percentage.	99.99%	99.99%	99.99%	99.99%
- Read accuracy percentage.	99.96%	99.93%	99.90%	99.90%
Efficiency				
- No. of completed service orders per person.	24,175	24,029	26,000	26,000
- No. of completed routine checks of electric meters per person annually.	1,306	1,638	1,450	1,450
- No. of meters read daily, per person.	366	381	400	400
- Cost per meter read	$0.34	$0.30	$0.40	$0.40
Output				
- No. of service orders completed.	48,350	48,057	75,000	75,000
- No. of meters/readings checked out.	2,612	3,275	3,000	3,000
- No. of theft/tampering incidents discovered.	7	34	20	20
- No. of utility payments taken in the field.	1,445	1,435	1,450	1,450
- No. of meters read annually.	501,175	525,412	520,000	530,000
Input				
- No. of full-time technicians.	2	2	2	2
- No. of full-time meter readers.	5.5	6	6	6
- No. of full-time commercial meter readers.	1	1	1	1

FISCAL SERVICES
ADMINISTRATION

Description & Budget Explanation
The Fiscal Services Administration Division assists departments in delivering services through effective financial management. This activity is accomplished through the review of financial aspects of contracts, and administration of the finance, accounting, purchasing, risk management, and municipal court functions. Cash and debt management is also performed by this office.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$304,476	$322,217	$346,795	$377,752
Position Summary	3	3	3	3.5

Program Name: Fiscal Services - Information

Service Level: Provide accurate and timely information to the council and staff for use in planning, setting goals, and monitoring programs.

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Annual internal survey of satisfaction rate.	79%	88%	85%	90%
Efficiency				
- Percent of all contracts reviewed within 2 working days of receipt.	85%	86%	87%	90%
- Percent of reports completed within 20 working days of the end of the period.	75%	75%	100%	100%
Output				
- No. of contracts reviewed annually.	359	283	320	300
- No. of quarterly reports.	4	4	4	4

Program Name: Fiscal Services - Operations

Service Level: Administer cash and debt operations of City through management of cash flows, investments, and payments.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Efficiency				
- Percent of available cash invested.	99%	99%	99%	99%
Output				
- Provide monthly market-to-market report.	12	12	12	12
- Annual dollar amount of interest earned.	$6,414,297	$6,082,582	$3,700,000	$3,900,000

***An index created by using a constantly maturing treasury note with a weighted average maturity that approximated the weighted average maturity of the City's portfolio.**

FISCAL SERVICES
ACCOUNTING

Description & Budget Explanation:
The Accounting Division is responsible for processing, recording, and reporting all financial transactions of the City.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$613,895	$674,821	$740,464	$769,478
Position Summary	10.5	11.5	11	11

Program Name: Accounting

Service Level: Provide accurate and timely information to customers.

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Receive the Certificate of Achievement for Excellence in Financial Reporting from GFOA for the Comprehensive Annual Financial Report.	YES	YES	YES	YES
- Receive an unqualified audit opinion from external auditors.	YES	YES	YES	YES
- Satisfaction rate on annual customer survey.	93%	91%	90%	90%
Efficiency				
- Percent of month-end transactions recorded by the 10th business day of each month.	87%	96%	95%	95%
- Submit CAFR to GFOA by March 31	NO (A)	YES	YES	YES
- Complete financial statements by January 31	NO	NO	YES	YES
Output				
- No. of month-end transactions recorded by the 10th business day of each month.	425	266	250	250

(a) We were granted a 30 day extension.

Service Level: Process and record all financial transactions for the City in an accurate, efficient, and timely manner.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of vendor invoices paid within 30 days of invoice date.	93%	92%	95%	95%
- Receive an unqualified audit opinion from external auditors.	YES	YES	YES	YES
- Satisfaction rate on annual customer survey.	93%	91%	90%	90%
- Percent of completed general ledger reconciliations and updated within 30 days of the period close date.	81%	75%	90%	90%
- Ratio of correcting journal entry transactions to total journal entry transactions.	0.34%	0.40%	<1%	<1%
- Percent of billable EMS reports entered into billing system within 2 business days of report received.	N/A	N/A	90%	90%
Efficiency				
- Admin. cost per A/P transaction.	$3.03	$3.79	$4.71	$4.80
- Admin. cost per A/P check.	$6.54	$8.05	$10.10	$10.29
- Admin. cost per vendor invoice.	$4.52	$5.91	$4.56	$4.65
- Dollar cost per payroll check.	$3.18	$4.59	$1.27	$1.29
- Accounts receivable collection rate.	94%	87%	85%	85%
Dollar cost per billing transaction.	$2.33	$2.27	$6.34	$6.45
Dollar cost per cash receipts transaction.	$1.00	$0.63	$1.13	$1.15
Output				
- No. of A/P transactions.	47,342	41,160	30,000	30,000
- No. of journal entry transactions	281,916	339,662	428,000	428,000
- No. of correcting journal entry transactions	951	1,362	975	975
- No. of A/P checks.	21,913	19,382	14,000	14,000
- No. of vendor invoices paid.	31,731	26,393	31,000	31,000
- No. of payroll checks.	23,573	23,477	24,000	24,000
- Amounts collected.	$8,916,252	$8,684,488	$7,400,000	$7,500,000
- No. of billing transactions.	15,474	16,466	14,000	14,000
- No. of cash receipt transactions.	31,919	39,340	30,000	30,000
- No. of general ledger reconciliations.	599	614	400	400
- No. of billable EMS reports entered into the billing system.	N/A	N/A	1,800	1,800

Service Level: Effectively administer cash and treasury operations of the City through cash flow management and investing.

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Portfolio rate of return as a percentage of similarly weighted average maturity treasury notes.*	104%	100%	100%	100%
Efficiency				
- Percent of available cash invested.	99%	99%	99%	99%
Output				
- Annual dollar amount of investment income earned.	$ 6,414,297	$ 6,750,000	$ 3,750,000	$ 3,500,000

*An index created by using a constantly maturing treasury note with a weighted average maturity that approximates the weighted average maturity of the City's portfolio.

FISCAL SERVICES
PURCHASING

Description & Budget Explanation:
The Purchasing Division assists City departments in acquiring quality products and services in an efficient manner and at favorable prices. Purchasing also maintains open communication with City departments and vendors.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$238,304	$257,639	$294,961	$283,554
Position Summary	4.5	4.5	4.5	4

Program Name: Purchasing

Service Level: Acquire quality goods and services in a timely and efficient manner within legal parameters for continued City operations.

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Satisfaction percentage on annual survey of departments.	80%	83%	80%	80%
- Satisfaction percentage on annual vendor survey.	N/A	90%	N/A	90%
- Percent of total expenditures done through cooperative purchasing agreements.	6%	8%	8%	7%
- Percent of City's purchase transactions processed through field purchase orders and procurement cards.	94%	95%	94%	94%
- Percent of City's dollars handled through the purchasing department for commodities and services.	94%	89%	92%	92%
- Percent of total dollars utilizing blanket contracts.	14%	20%	15%	15%
- Percent of active suppliers accounting for 80% of City expenditures.*	20%	3%	10%	10%
Efficiency				
- Average cost per purchase order.	$207	$194	$225	$230
Output				
- Total dollar value of all City purchases.	$60,022,775	$49,638,186	$70,000,000	$55,000,000
- No. of cooperative agreements in which the City participates.	9	9	10	10
- No. of FPO's and procurement card transactions processed by departments.	18,625	26,407	25,000	25,000
- Dollar value of P.O.'s processed by Purchasing staff.	$56,236,239	$44,351,360	$55,000,000	$50,000,000
- No. of the following purchasing activities:**				
one-time bids	77	71	80	75
annual bids	23	37	35	30
formal contracts/agreements	212	198	225	220
- Total Number of active suppliers	2,618	2,353	2,500	2,500

* % of active suppliers accounting for 90% of City expenditures is being changed to 80%.

****The 77th Texas Legislature increased the competitive bidding limit to $25,000.**

Service Level: Effectively and efficiently manage and dispose of surplus assets to obtain the greatest value for the City.

Performance Measures:	FY 01 Actual	FY 02 Estimate	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percentage of all surplus disposed within 6 months of being identified as surplus.	100%	100%	100%	100%
Efficiency				
- Recovery Percentage on surplus property.	20%	25%	20%	20%
- % of original value of heavy equipment and vehicles recovered through disposal methods.	23%	19%	20%	20%
Output				
- Net amount received after expenses of disposition.	$465,283	$118,584	$225,000	$200,000

FISCAL SERVICES
RISK MANAGEMENT

Description & Budget Explanation:
The Risk Management Division is responsible for providing programs that minimize the City's exposure to physical and financial loss. The Division resolves claims filed against the City and has programs established to reduce potential claims to the City. These programs include safety classes and inspections.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$131,082	$157,310	$222,989	$256,544
Position Summary	2.5	2.5	3	3

Program Name: Claims

Service Level: To manage and process claims in the most cost effective manner providing maximum cost control to the City.

Performance Measures	**FY 01 Actual**	**FY 02 Actual**	**FY 03 Estimate**	**FY 04 Approved**
Effectiveness				
- Average cost paid per claim:				
Auto Physical Damage	*	*	*	(City)
Auto Liability Property Damage	*	*	*	(3rd Party)
Auto Liability Bodily injury	*	*	*	(3rd Party)
General Liability Property Damage	*	*	*	(3rd Party)
General Liability Bodily Injury	*	*	*	(3rd Party)
Workers Compensation Medical Only	*	*	*	(City)
Workers Compensation Lost Time	*	*	*	(City)
- Average subro claim collected:				
SUBRO	*	*	*	(City)
Efficiency				
- Net closing ratio:	*	*	*	100.0%
APD%	*	*	*	100.0%
ALPD%	*	*	*	80.0%
ALBI%	*	*	*	80.0%
GLBI%	*	*	*	80.0%
WCMO%	*	*	*	85.0%
WCLT%	*	*	*	85.0%
SUBRO%	*	*	*	100.0%
- Total P/C Fund Claim Payments.	*	*	*	$000,000
- Total W/C fund claim payments.	*	*	*	$000,000
- Total subrogation collected.	*	*	*	$000,000
Output				
- No. contracts reviewed.	*	*	*	(TBD)
- No. insurance certificates reviewed.	*	*	*	(TBD)
- No. CRC attended.	*	*	*	(TBD)
- No. training classes/materials provided.	*	*	*	(TBD)

* These are new performance measures that are being tracked in FY04. More information will be provided as historical information is captured.

FISCAL SERVICES
MUNICIPAL COURT

Description & Budget Explanation:
Municipal Court provides a competent court system with quality service through the utilization of effective and efficient operating procedures.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$594,841	$680,066	$728,766	$918,613
Revenue Summary	$1,796,203	$2,324,073	$2,411,500	$2,980,730
Position Summary	13.5	13.5	14	16

Program Name: Case Maintenance

Service Level: Provide quality service while providing the City with administration for cases filed for enforcement of Class C misdemeanors.

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Input				
- Total number of new cases.	N/A	41,607	43,000	45,000
Effectiveness				
- Percent of citizen survey respondents rating Court personnel as somewhat or very courteous.	91%	84%	93%	85%
- Percent of citizens survey respondents rating Court personnel as somewhat or very knowledgeable.	93%	93%	98%	85%
Efficiency				
- Percent of cases disposed.	N/A	67%	90%	90%
Output				
- No. of cases disposed.	N/A	27,697	$38,700	$40,500
- No. of non parking citations processed.	30,590	31,765	35,000	35,000
- No of parking citations processed.	13,407	9,842	15,000	15,000
- No. of failure to appear cases processed.	4,221	2,950	3,870	4,000
- No. of walk-in customers	30,000	17,000	20,000	20,000

Program Name: Case Information/Processing

Service Level: Provide public with accurate information regarding their dealings with the court.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of payments processed within 48 hours received through the mail.	98%	99%	100%	N/A
- Percent of bonds processed the same day received from the jail.	98%	98%	98%	N/A
- Percentage of pled cases processed at the front window and through correspondence.	N/A	89%	90%	N/A
- Percentage of pled cases processed in walk-in arraignment.	N/A	11%	10%	N/A
Efficiency				
- No. of payments processed by mail per worker hour.	9	9	10	N/A
- No. of bonds, received from the jail, processed per worker hour.	5	5	5	N/A
- Collection Rate	35%	81%	81%	N/A
Output				
- No. of bonds received from jail	1,652	1,012	1,500	1,600
- No. of pieces of mail received	24,131	18,717	25,000	27,000
- Amount Collected	$3,500,000	$3,725,236	$3,900,000	$4,000,000

Program Name: Hearing Process

Service Level: Maintain effective and efficient court procedures in order to earn a high level of public confidence.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of case paperwork prepared with notification to all parties ready at least 3 weeks prior to trial.	95%	95%	95%	95%
Output				
- No. of contested cases set.	5,573	2,864	3,200	3,200
- No. of summons issued.	941	1,051	750	750
- No. of subpoenas issued.	982	1,050	900	900

GENERAL GOVERNMENT
LEGAL

Description & Budget Explanation:
The Legal Department is responsible for providing legal services to the City Council and to the city staff. Legal advice as to the best position for the City, contract writing, and litigation are some of the activities performed by the legal staff. The City Attorney's Office actively enforces ordinances as directed by the City Council, acquires real estate for easements, and handles real estate transactions.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$550,919	$630,652	$662,468	$671,325
Position Summary	7.75	7.75	7.75	7.75

Program Name: Legal Department

Service Level: Provide in-house legal services to the City Council, staff, and boards and commissions; to maintain cost efficiencies in protecting the City from threatened or actual litigation; and effective preventative/proactive legal services.

GENERAL GOVERNMENT
CITY SECRETARY

Description & Budget Explanation:
The City Secretary's office maintains archival records for the City of College Station, including ordinances resolutions, council meeting packets, and council and committee agendas and minutes. The City Secretary's office is also responsible for records of cemetery ownership, birth and death certifications, and a vast array of other council related information. This office also presides over local elections. In addition, the City Secretary coordinates the membership of several boards and committees made up of College Station residents who volunteer their time to improve and maintain the College Station community.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$286,298	$296,573	$304,175	$358,509
Position Summary	4	4	4	4

Program Name: Council Support

Service Level: Provide coordination and timely administrative support to the Council and Mayor.

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Efficiency				
No. of Council meeting agendas prepared	50	45	40	40
- No. of Council events with meals provided	40	47	50	50
- No. of Mayor and Council appointments scheduled.	550	243	325	325

Program Name: Public Records and Information

Service Level: To maintain and provide public information in an efficient manner.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of customers satisfied on annual customer survey.	98%	98%	98%	98%
- Percent of Vital Statistics reported to State accurately.	99%	99%	99%	99%
Efficiency				
- Avg. time per death record request processed.	20 min	20min	20 min	20 min
- Avg. time per birth record request processed.	10 min	10min	10 min	10 min
- No. of birth and death records reported to				
- State Health Dept.	800	909	900	900
- No. of birth certificates from hospital.	966	655	700	700
- No. of birth certificate request processed	875	603	500	500
- No. of death certificate request processed.	2,000	1,959	2,000	2,000
- Median No. of days for open records request to be completed.	3	3	3	3
- No. of open records request received.	250	147	250	250
- No. of ordinances filed.	38	49	50	50
- Total No. of records processed.	2,988	2,659	2,750	2,750
- Avg. No. of public notices posted/month.	18	22	25	25

GENERAL GOVERNMENT
CITY MANAGER'S OFFICE

Description & Budget Explanation:
The City Manager's Office is responsible for the day to day administration of the City and for providing the City Council with recommendations on current and future issues. This is achieved by providing timely, complete and accurate information to the City Council. The City Manager's Office also involves providing the overall management philosophy and direction to the organization. The Community Relations Program is also part of the City Manager's Office. This program provides citizens with the opportunity to learn about and take part in their local government. Teen Courts, Citizens University, FRIENDS Mentors, and the Municipal Volunteer Program are some of the projects run by Community Relations.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$482,849	$549,190	$545,395	$662,961
Position Summary	6.5	6	5	6.5

Program Name: Administration

Service Level: Facilitate communication between the Council, citizens, and staff on City related matters.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Overall satisfaction with City services on Citizen Survey.	90%	91.5%	92%	95%
- Number of items removed from consent agenda for clarification.	>5%	5.6%	>3%	>5%
- Maintenance of City of College Station bond rating.	A1/A+	Aa1/AA-	Aa1/AA-	Aa1/AA-
Efficiency				
- Percent of Strategic Plan implementation plans completed on or before final milestone.	<5%	82%	100%	N/A
- Percent of Council packets that go out on time with all supporting documentation.	N/A	86%	100%	100%
Output				
- No. of meetings w/CSISD.	4	4	4	4
- No. of meetings with City of Bryan/Brazos Co.	12	12	12	12
- No. Of meetings with Chamber of Commerce/Econ Development Corp.	4	4	4	4
- No. of Monthly City Manager's Reports published.	12	12	12	12
- No. of Council Updates written.	24	22	24	24
- At least one retreat with Management Team annually.	YES	YES	YES	YES
- Review Strategic Plan w/City Council on semi-annual basis.	YES	YES	YES	YES

* **The first bond rating is from Moody's and the second bond rating is from Standard's & Poor's**

****Standard Response Time - depending upon type of complaint, average three to five business days.**

Program Name: Community Programs

Service Level: To provide programs that will encourage two-way communication and better understanding and involvement between city government and the community.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Maintain a 8% or less recidivism rate within one year of Teen Court completion.	13%	8%	9%	9%
- Maintain at least a 95% satisfaction rate with Citizen University.	100%	100%	100%	100%
Efficiency				
- Annual cost per Citizen University participant.	$90	$125	$111	$120
- Annual est. saving to city through use of volunteers.	$57,162	$60,000	55,000	60,000
Output				
- Annual # of Teen Court Completions	48	60	80	100
- Annual # of Citizen University students completing the program.	23	24	21	24

GENERAL GOVERNMENT
EMERGENCY MANAGEMENT

Description & Budget Explanation:
Emergency Manafgement is responsible for coordinating emergency and/or disaster training, mitigation, prepardness, planning, response and recovery for the City

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$127,267	$127,341	$90,771	$95,915
Position Summary	1	1	1	1

Program Name: Emergency Management

Service Level: Coordinate emergency and/or disaster training, mitigation, preparedness, planning, response and recovery for the city.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Compliance with State and Federal requirements for emergency management.	100%	95%	95%	N/A
Efficiency				
Per capita direct operating expense**	$40	N/A	N/A	$1.35
Output				
- Conduct EOC training activities annually	1	N/A	N/A	2
- City participation in annual Interjurisdictional ex	1	1	1	1
Participate in quarterly LEPC meetings.		N/A	N/A	4
- Review and/or Update of emergency plans annually.	100	98%	98%	98%
- Participate in monthly meetings with the Interjurisdictional EM Team.	N/A	12	12	10
- Conduct Public Education or Training activities.	N/A	4	4	4
- Conduct annual Emergency Management Academy.	1	1	1	1
- Request and coordinate DEM training courses for city personnel*.	1	1	1	1
- No. of personnel participating in training.	115	35	35	75

*Requesting courses from DEM may not result in courses being available locally
**Annual emergency management budget divided by current city population figure.

GENERAL GOVERNMENT
HUMAN RESOURCES

Description & Budget Explanation:
The Human Resources Department is responsible for helping hire and retain the most suitable candidate, within available resources, for each position, providing the City with a highly motivated, well trained and efficient staff. The areas of selection and recruitment, employment, benefits, compensation, training and development, and employee relations are all administered by Human Resources.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$358,754	$406,285	$429,317	$427,198
Position Summary	6	5.5	5.75	6

Program Name: Compensation and Benefits

Service Level: Provide a competitive, quality benefit and compensation plan.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of employees satisfied with how benefits are handled by Human Resources.	N/A	N/A	75%	80%
- Number of Wellness events	N/A	N/A	N/A	12
- Pay-related turnover rate.	3%	2%	2%	2%
- Number of skill increases.	340	250	250	200
- Number of competency/ performance increases.	95	335	370	370
- Number of employees receiving more than one skill increase.	79	100	36	30
- Exempt employee % from midpoint.	7%	7%	2%	2%
- Non-exempt employees % from midpoint.	11%	10%	9%	8%
- Percent of employees participating in Tuition Reimbursement.	5%	17%	2%	3%
- Percent of employees participating in Vision Reimbursement.	27%	N/A	7%	8%
Efficiency				
- Premium cost paid by City per employee	$416.00	$393.00	$454.00	$450.00
Output				
- Number of positions salary surveyed.	84	80	70	70
- Number of salary surveys responded to.	37	25	40	50
- Number of positions reviewed.	4	10	12	10

Program Name: Training/ Development

Service Level: Provide training and communication to city staff to develop quality service delivery.

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Satisfaction rate from training participants on core programs.	95%	95%	95%	95%
Efficiency				
- Total cost of in-house training per employee.	$52.43	$22.00	$46.00	$40.00
- Cost per employees participating.	$39.00	$20.00	$87.00	$80.00
- No. of development hours per program.	4	4	4	4
Output				
- Total contact training hours.	5,403	5,500	7,000	7,500
- No. of employees participating in training.	941	1,000	500	600
- Total training programs completed.	56	50	25	30

Program Name: Recruitment and Selection

Service Level: Provide an adequate number of applicants for a department filling an open position in a timely manner.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of open jobs requested posted within 24 hrs.	N/A	98%	99%	99%
- Percent of time completed applications are available on the closing day of the posted job.	N/A	99%	99%	99%
- Number of ads placed in local area.	N/A	50	32	40
- Number of ads placed outside local area.	N/A	15	6	15
- Annual turnover rate	12.62%	14%	12%	11%
- Satisfaction rate on internal survey.	N/A	N/A	N/A	85%
Efficiency				
- No. of applications received per posted position.	25	25	86	75
Output				
- No. of applications processed.	4,800	4,000	5,000	5,000
- No. of posted jobs that were tested.	42	25	10	10
- No. of promotional Police/Fire Tests conducted.	N/A	N/A	N/A	5
- No. of formal exit interviews conducted.	N/A	N/A	N/A	24

GENERAL GOVERNMENT
PUBLIC COMMUNICATIONS & MARKETING

Description & Budget Explanation:
The Public Communications & Marketing Division is responsible for providing information to the public and the media in a timely and accurate way and for providing assistance to departments on developing marketing strategies and campaigns. Additionally, this division is responsible for supporting and assisting with community relations events and activities.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$174,536	$203,422	$250,548	$558,559
Position Summary	2	2	2	3

Program Name: Public Information Function

Service Level: Provide factual, timely, and understandable information to College Station households and the local news media

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent satisfied on household survey	77%	77%	77%	80%
- Percent of media satisfied on survey	94%	85%	90%	90%
Efficiency				
- Avg. cost of providing public information per message	$0.024	$0.026	$0.280	$0.300
Output				
- Total number of messages sent	7,346,791	8,503,659	8,506,799	9,000,000

Program Name: Marketing/Advertising/Special Events Function

Service Level: Provide marketing, advertising, and special event support to all departments as requested

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent satisfied on departmental support survey	70%	88%	88%	88%
Efficiency				
- Avg. number of persons attending special events	172	133	153	175
Outputs				
- No. of marketing/advertising projects annually	58	965	1,012	1,100
- No. of special events annually	24	32	40	42
- No. of persons attending annually	2,745	3,455	4,000	4,400

GENERAL GOVERNMENT
OFFICE OF BUDGET AND STRATEGIC PLANNING

Description & Budget Explanation:
The Office of Budget and Strategic Planning is responsible for the preparation, monitoring and review of the annual budget. The budget activity involves working to ensure the overall policy goals of the City are reflected in the way funds are allocated and spent. The office also reviews expenditures to determine whether the overall policy goals were met. The office is also responsible for the City's Strategic Planning efforts. This involves working with the City Council and departments on a strategic planning effort to proactively plan for the future. The office is responsible for ongoing organizational review. The ongoing organizational review involves the development and monitoring of service levels and performance measures as well as the ongoing review and improvement of City processes.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$263,508	$281,181	$287,208	$307,377
Position Summary	4.5	4.5	4.5	4.5

Program Name: Budget Preparation, Monitoring and Review

Service Level: Prepare, monitor and review all aspects of the annual budget.

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of annual actual expenditures of budget.	87%	97%	95%	95%
- Percent of respondents satisfied or very satisfied with services provided by Budget Office.	92%	95%	91%	95%
Efficiency				
- Time per budget adjustment.	7 days	3 days	2 days	2 days
- Time per budget analysis project.	7 days	5 days	5 days	5 days
Output				
- No. of budget and contingency transfers processed.	22	66	45	40
- No. of budget amendments processed.	2	2	2	2
- No. of budget analysis reviews completed.	7	15	15	20

Program Name: Strategic Planning

Service Level: Coordinate organizational review functions to improve the performance of the organization.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of implementation plans completed on schedule.	70%	90%	90%	90%
Efficiency				
- Development Time per Department 5 year plan.	8 months	N/A	N/A	N/A
Output				
- Number of Department 5 year Plans complete.	0	1	1	1
- Number of Strategic Plan implementation plans.	75	81	52	63
- Strategic Plan Updates completed.	5	4	4	4

Program Name: Organization Review and Improvement

Service Level: Conduct organizational review functions to improve the performance of the organization.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of departments surveyed satisfied or very satisfied with organizational review.	88%	89%	N/A	N/A
- Pecent of departments satisfied or very satisfied with continuous improvement assistance provided by the Budget Office.	86%	90%	N/A	N/A
- Percent of organizational reviews conducted resulting in marked improvement in process.	N/A	N/A	N/A	N/A
Output				
- No. of organization reviews conducted.	0	0	1	3
- No. of process improvement teams.	7	5	0	0

GENERAL GOVERNMENT
COMMUNITY DEVELOPMENT

Description & Budget Explanation:

The Community Development Division is responsible for providing low cost housing and public assistance through the Community Development Block Grant and HOME Investment Partnership grant from the Department of Housing and Urban Development. Programs include housing rehabilitation; down payment assistance; public facility improvements; public service agency assistance; and general oversight.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$490,357	$571,760	$545,518	$598,294
Position Summary	9.5	8.5	8.5	8.5

Program Name: Revitalization of Eligible Areas and Properties

Service Level: Provide various technical and financial assistance to promote the revitalization of eligible areas and properties throughout the City.

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Number of projects benefiting Low/Moderate Income Families and/or neighborhoods	N/A	N/A	100%	9
Efficiency				
- Public Facility projects identified and funded for parks, streets, water, sewage, and infrastructure needs.	4	4	7	4
Output				
- Public facility projects completed	N/A	N/A	4	2

Program Name: Public Services

Service Level: Provide a variety of health and public services to low income residents through the funding of non-profit organizations.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of public agencies funded that deliver services within the terms and conditions their contract with the City.	100%	100%	100%	100%
Efficiency				
- Agencies/contracts monitored per staff.	8	13	11	11
- On-site monitoring visits.	10	13	11	11
- Reimbursement requests reviewed.	17	27	28	28
Output				
- Agencies/contracts completed in compliance with policies.	8	13	11	11

Program Name: Housing Assistance Programs

Service Level: Assist low and moderate income residents with the purchase, rehabilitation, replacement, or construction of residential property and to improve and increase the existing housing inventory within the city.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Applications received.*	12	8	15	10
- Applications eligible for owner-occupied rehab p	3	4	7	4
- Applications eligible for ORP programs	6	2	4	2
- Down payment assistance applications received.**	65	90	30	30
- Projects satisfying program requirements/ liens released				7
Efficiency				
- Owner-occupied Rehab program, Cost per unit.	$24,030	$0	$25,000	$23,300
- ORP program, Cost per unit.	$54,504	$54,797	$50,000	$54,069
- Demolition Program, cost per unit (resulting from ORP projects or stand-alone demo's).	$3,530	$4,800	$4,200	$4,800
- Down payment assistance program, Cost per unit.	$6,963	$8,310	$8,500	$7,495
- New construction	$70,000	$0	$70,000	$75,000
Lot acquisition, cost per unit	$12,500	$10,511	$12,500	$11,069
Output				
- Owner-occupied Units rehabilitated.	3	0	5	2
- Units replaced (ORP).	6	3	4	1
- Dilapidated structures demolished.	7	5	7	2
- Applicants receiving homebuyer (DAP) assistance.	12	25	24	15
- Individuals receiving homebuyer and/or credit counseling.	276	233	300	250
- New construction units developed.	0	1	4	2

*Applicant will first be considered for a rehab. If the project is not feasible as a Rehab., it will be considered for the ORP.

**Applicants not eligible or able to purchase received counseling and/or referral assistance.

PARKS AND LEISURE SERVICES

PARKS AND LEISURE SERVICES $17,444,316*

We will continue to promote a wide range of leisure, recreational and cultural arts opportunities.

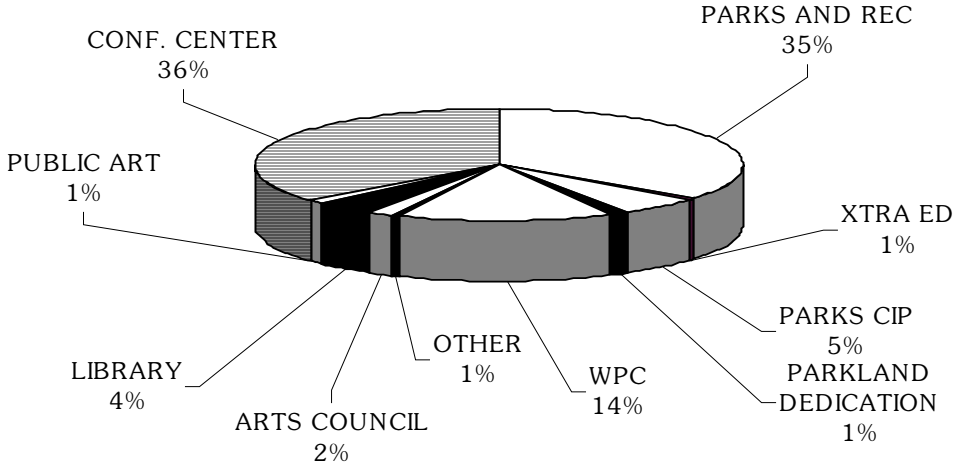
Strategic Plan Summary:

The parks and leisure services vision statement recognizes the need for a diversity of cultural and recreational opportunities for residents and visitors to College Station. The strategic plan addresses parks and leisure services through the following strategies:

- We will maintain an integrated parks system driven by connectivity.
- We will promote programs and facilities that target all age groups.
- We will promote cultural arts.
- We will pursue regional planning and development efforts.

** This is the gross total of the Parks and Leisure related budget items.*

APPROPRIATIONS – PARKS AND LEISURE SERVICES

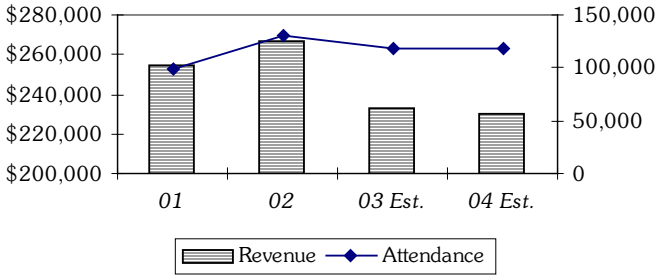


Parks and Recreation Department $6,407,522

The Parks and Recreation Department are responsible for the College Station Park facilities and recreation programs. Among the services provided are athletics, recreation and instruction programs for youth and adults in activities including softball, swimming and tennis.

Also provided are programs and special events at the Wolf Pen Creek Amphitheater and other park locations throughout the City. The Parks Department operates a number of special facilities including three City-owned swimming pools and the CSISD Natatorium.

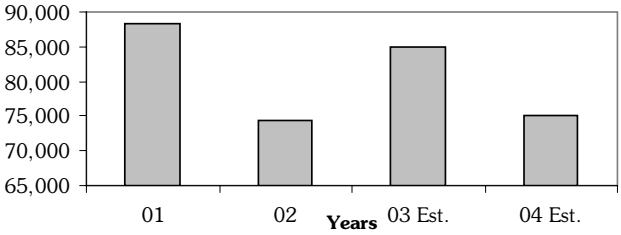
Pool Attendance vs. Revenue



The preceding graph illustrates the revenue generated by the pools and the leveling off of attendance due to facility capacity limitations.

The Conference Center is operated to provide meeting space for various groups and organizations. The Lincoln Center is a community center, which provides clean, safe, and attractive facilities for an assortment of activities including youth athletics, educational programming, and cultural events. The Lincoln Center also provides a meeting space for organizations in the community. The Xtra Education program provides citizens of all ages the opportunity to enhance their quality of life through various continuing education programs.

Conference Center Attendance



The preceding graph illustrates the number of Conference Center customers from 2000- 2004.

The Parks Operations Division maintains park facilities, including ballfields and pool sites, through regular mowing and maintenance projects. The Forestry Division, through horticultural and landscaping efforts, ensures that City property is maintained in an aesthetically pleasing manner. The City Cemetery is included in the property maintained by the Forestry Division.

Six service level adjustments (SLAs) have been approved for the Parks and Recreation FY 04 budget. There are two approved SLAs in the Parks Administration Division, which include $70,500 for signs for the Wolf Pen Creek District to identify trail entrances and vehicular gateway; and $9,500 for a large format copier to produce blueprints. Two service level adjustments are approved for the Recreation Division. The first, $19,950 will be used to provide funds for the increases in officiating fees. This cost will be offset in part by increases in user fees. The second SLA approved for the Recreation Division is in the amount of $25,130 for the City's 65th Birthday Celebration. In the Parks Operations Division, one service in the amount of $55,100 is recommended for the ongoing operations and maintenance costs associated with Lick Creek Park, which is under construction. This SLA will contract out the landscape maintenance of the City Hall/Fire Administration Complex and the Police Department/Cy Miller Park, and allow those Park resources to be shifted to Lick Creek Park.

Finally, $8,600 is approved for a vehicle upgrade in the Forestry Division.

Strategic Plan 2003-2004
In accordance with maintaining a high quality parks system, the Department of Parks and Recreation continues to strive to meet Council approved park maintenance standards. The goal is to achieve a ninety percent or higher rating on all major categories by FY 06. Existing staff and resources as well as ongoing SLAs continue to be used to meet this benchmark.

Parks Xtra Education $122,610
The Parks Xtra Education is a joint effort of the City of College Station and the College Station Independent School District to provide community-based education programs.

Parks Capital Projects $950,294
The most significant parks projects for FY 04 are improvements to the Lincoln Center. The FY 04 budget includes $623,000 to expand the Lincoln Center and $350,000 to add a covered basketball pavilion to the facilities. These projects are funded through the Community Development Block Grant Funds. These projects are part of the implementation of the Tarrow Park master plan, which the City Council approved earlier in 2003.

Parkland Dedication Capital Projects $258,000
Parkland dedication funds can be used for projects in neighborhood parks within the various park zones. The funds come from a dedication required as new development occurs in College Station. In FY 04, projects anticipated to use parkland dedication funds include $700,000 for Woodway Park development and $175,000 for a park in Zone 10.

4th of July Fireworks $20,000
$20,000 is included in the approved BVSWMA budget for the 4th of July fireworks display organized by the College Station Noon Lions Club.

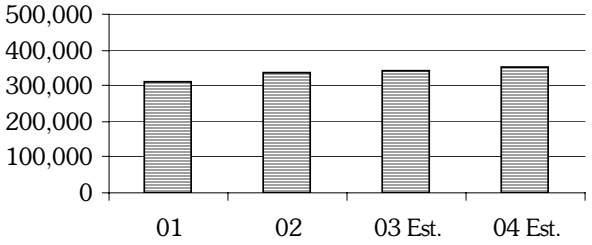
The Arts Council of Brazos Valley $300,000
The City of College Station provides funding to the Arts Council of Brazos Valley each year through proceeds from the Hotel/Motel Occupancy Tax Fund. The Arts Council uses these funds to offer the following programs and activities: 1) Texas Gallery and Store; 2) Art Classes at Art Space; 3) an Annual Grant Program to provide local non-profit organizations with financial support for arts-

related projects; 4) Scholarships; 5) Arts Education; 6) Arts & Culture newsletter and 7) Art in Public Places.

Public Art **$150,000**
$150,000 from the General Fund is included in the approved budget for representative public art in College Station.

Library Operations **$756,518**
Library services are provided in College Station through an agreement with the City of Bryan Library System, therefore allowing a branch of that library to operate in College Station. The library is planning to offer Sunday hours beginning in FY 04 within the existing budget allocation.

Library Circulation



The graph above shows circulation rates for the library from 2000-2004.

New Convention Center **$6,546,802**
In FY 04, the approved CIP budget of $12,108,750 is recommended for the construction of the Conference Center. An additional $670,000. Was budgeted in the Hotel Motel Fund for costs associated with the Conference Center project. Since this budget was prepared the proposed Conference Center project was halted and will not be constructed at the proposed site with the proposed partner. The City Council is currently considering options on this matter.

Wolf Pen Creek TIF District **$2,553,803**
This district generates revenues that can be utilized in the Wolf Pen Creek District. Funding is targeted for future Wolf Pen Creek projects. The Wolf Pen Creek trail project, which includes construction of a trail system in the Wolf Pen Creek area, will continue in FY 04.

Other

The Children's Museum of the Brazos Valley will receive funding of $30,000. The mission of the Children's Museum of the Brazos Valley is to provide a child-centered, hands-on, interactive environment for discovery and learning for children.

The African American National Heritage Society funding is set at $16,000. This organization was formulated to build and operate a museum in the Brazos Valley. The goal in establishing this museum is to cultivate a climate of awareness that promotes an understanding of the values of African Americans. Funding will be used to build the museum and to purchase associated equipment.

The George Bush Presidential Museum will receive the approved funding of $42,767. The George Bush Presidential Library is a federal agency geared to promote educational opportunities within the community. Funding will be used for an Educational Specialist position, which will help with the development of the Bush Library Troubadours; a group dedicated to literacy programs and community outreach services.

$50,000 has been approved for the Veteran's Park Memorial. The Brazos Valley Veterans Memorial is dedicated to honoring veterans who have served in the uniformed services of the United States, and to preserve through education the sacrifices made. The $50,000 will be used for the planning and design of Phase II, an educational pathway through the 12-acre site, where veterans of each war will be specifically honored in a community education endeavor.

The following pages in this section detail the service levels and performance measures for the operating divisions in the Park and Leisure Services Vision Statement. Also included are the budget and position summaries for each of the divisions.

PARKS AND RECREATION
ADMINISTRATION

Description & Budget Explanation:
The Administration Division provides design and administration for all approved Parks capital improvement projects and provides graphics support. The Division also serves as a primary customer contact point, and provides administrative assistance to other Departments and Divisions.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$613,300	$656,051	$604,169	$695,932
Position Summary	10	9.5	9.5	9.5

Program Name: Administration

Service Level: Provide departmental administration, customer service, pavilion rentals, program support, and design and administration for all approved capital projects, and graphic support.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percentage of CIP projects initiated within budget, specifications, and allotted time.	95%	86%	90%	90%
- Percentage of all drafting and graphic work orders completed satisfactorily.	95%	95%	95%	95%
- Percentage of satisfactory City Council cover sheets.	95%	95%	95%	95%
- Percentage overall satisfied with the Department on the annual Citizen Survey.	84.8%	87.0%	85.6%	85.0%
Efficiency				
No. of work orders per person (Parks - Planning/divided by 3).	75	72	70	70
Output				
- No. of work orders for assistance completed.	197	218	210	210
- No. of CIP projects completed.	14	14	15	8
- No. of CIP assistance projects. (Landscape design).	1	8	4	1
- No. of brochures/fliers produced.	84	115	80	80
- No. of pavilion rentals administered.	340	353	350	350
- No. of cost centers monitored.	22	22	22	22
- No. of Parks and Recreation Advisory Board meetings supported.	22	16	19	12
- Dollar amount administered in rental fees	$32,900	$36,127.50	$36,000	$36,000
- No. of City Council cover sheets produced.	25	21	10	10

Service Level: Provide adequate neighborhood and community park land for College Station Residents.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- The approved standard for neighborhood park land is 3.5 acres per 1,000*.	N/A	N/A	4.16	4.16
- The approved standard for commuity park land is 3.5 per 1,000*.	N/A	N/A	4.76	4.76
- Current estimated population for College Station provided by the Development Services Department.	N/A	N/A	70,425	69,612
Output	N/A			
- No. of acres of neighborhood and mini park land**.	N/A	N/A	248	248
- No. of acres of community park land**.	N/A	N/A	254	254

*Formula: Current population divided by 1,000 = **X**. Then take the current neighborhood/community park acreage (taken from the current park inventory) divided by **X** to effectiveness. Population figure is reduced by 10,000 students that are estimated to live on the Texas A&M Campus.

**Numbers taken from Recreation, Park, and Open Space Master Plan.

PARKS AND RECREATION
RECREATION

Description & Budget Explanation:
The Recreation Division has several programs that are all directly related to providing recreational, leisure and educational programs and opportunities.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$1,227,139	$945,403	$1,045,336	$1,092,732
Revenue Summary	$375,071	$267,817	$230,000	$230,000
Position Summary	16	13	13	13

Program Name: Athletics

Service Level: Provide athletic programs to meet the needs and desires of citizens of all ages, interest and skill levels; host high quality athletic events that will attract out-of-town visitors to our community & increase the economic prosperity of the local community through athletic events that will generate tourist dollars, assist organizations with planning and conducting athletic events that also attract tourist and generate economic growth in our community.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent satisfied on customer survey:	93%	96%	95%	95%
Adult Softball	N/A	N/A	95%	95%
Adult Flag Football	N/A	N/A	95%	95%
Girls Fastpitch Softball	N/A	N/A	95%	95%
Youth Basketball	N/A	N/A	95%	95%
Swim Team	N/A	N/A	95%	95%
Youth Flag Football	N/A	N/A	95%	95%
Adult Volleyball	N/A	N/A	95%	95%
Youth Volleyball	N/A	N/A	95%	95%
Swim Clinic	N/A	N/A	95%	95%
Efficiency				
- No. of adult participants City Leagues.	9,480	10,642	9,500	9,500
- No. of youth participants City Leagues.	1,887	2,684	2,100	2,100
- No. of participants for hosted tournaments & serviced events.	9,583	9,741	8,500	8,500
Output				
- Total revenue.	$271,325	$223,631	$205,000	$205,000
- No. City league athletic events.	22	20	20	20
- No. of assisted non-City league events.	3	3	3	3
- No. of assisted non-City leagues.	N/A	N/A	4	4
- No. of Participants in non-City leagues.	N/A	N/A	3,150	3,150
- No. of hotel room nights generated from. City league athletic events hosted.	7584	6353	10,000	10,000
- No. of hotel room nights generated from non-City league athletic events serviced/assisted.	590	726	1,500	800

Program Name: Senior

Service Level: To meet the needs and desires of the adult and senior populations in our community through continuing education programs, instructional and leisure activities that encourage positive mental, physical and social development of citizens.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percentage of satisfied customers on survey.	98%	100%	98%	98%
Efficiency				
- Total No. of Senior Citizen Programs Offered.	30	92	60	60
- Total No. of Senior Special Events Offered.	N/A	N/A	4	4
- Total No. of Senior Advisory Committee Meetings.	N/A	N/A	11	11
Output				
- Total No. of Senior Participants Served.	600	2,185	700	700
- Annual Promotions in Senior Marketing Materials.	N/A	N/A	4	4
Monthly promotions in the Golden Eagle.	N/A	N/A	12	12

Program Name: Programs and Special Events

Service Levels: Provide a variety of special events for the enjoyment of local citizens, and sponsor, co-sponsor and facilitate special events that will enhance local tourism, promote community pride, increase business revenues and increase hotel/motel sales tax revenues. Finally, provide and assist with programs that enhance the arts through encouragement, promotion, improvement, and application of the arts, including, but not limited to instrumental & vocal music, dance, drama, and other arts related, to the presentation, performance, execution and exhibition of these major art forms.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percentage satisfied on promoter survey.	N/A	N/A	92%	92%
Efficiency				
- No. of participants at WPC events.	20,473	48,800	30,000	30,000
- No. of participants, non WPC events.	*2,245	74,943	135,000	135,000
Output				
- Total programs and special events revenue.	$18,898	$22,217	$16,000	$16,000
- No. of events at WPC amphitheater.	15	20	20	20
- No. of City programs offered (non WPC).	9	34	8	8
- No. of assisted non city programs/events.	5	6	5	5

*Since there was no traffic counter utilized during the Christmas in the Park program, any participation number used for 'drive through' traffic would be an Actual

Program Name: Kids Klub

Service Levels: Utilizing school district facilities to make after-school care for children available for the citizens of College Station and provide the opportunity for the participants to experience activities that will result in positive cognitive, physical, social and emotional youth development.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent satisfied on cusomter survey (parents and Kids Klub participants).	96%	90%	95%	95%
- Percent satisfied on customer survey (Students/participants in Kids Klub).	96%	N/A	95%	N/A
Efficiency				
- No. of CSISD students served by Kids Klub.	732	N/A	700	675
- Maintain a counselor to student ratio of 1:12 Number of Counselors.	N/A	N/A	9	9
- Conduct monthly staff development meetings.				
- Prepare and distribute quarterly newsletters.	N/A	N/A	4	4

PARKS AND RECREATION
SPECIAL FACILITIES

Description & Budget Explanation:
The Special Facilities Division operates the pools, the Conference Center, the Lincoln Center, the EXIT Teen Center, Xtra Education, and Instructions.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$1,254,176	$1,705,878	$1,895,498	$1,658,477
Revenue Summary	$384,493	$533,290	$544,800	$572,000
Position Summary (FTEs)	41.5	45	38	49.62
Fulltime / Benefited	N/A	N/A	N/A	12
Seasonal employees	N/A	N/A	N/A	225

Program Name: Instruction

Service Level: To meet the needs and desires of the youth, adult and senior populations in our community through continuing education programs, instructional and leisure activities that encourage positive mental physical and social development of citizens

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percentage of satisfied customers on survey.	98%	98%	98%	98%
Efficiency				
- Total No. of Instructional Classes Offered	460	588	352	400
Percent Expenditures covered by revenue in Instructions.	***N/A	***N/A	55%	50%
Percent expenditure covered by revenue in Xtra Ed.	***N/A	***N/A	100	100
- Total No. of X-tra Ed. Classes Offered.	367	375	370	375
Output				
- Revenues from Xtra Education Classes	N/A	N/A	N/A	85,000
Revenues from Instructional activities	$117,838	$126,568	$120,500	$120,000
- Total no. of Instructional participants.	3,148	3,546	3,000	3,000
No. of Xtra Ed Catalogs distributed.	***N/A	N/A	100,000	100,000
- Total no. of Xtra Ed Participants.	2,819	2,951	2,800	2,800

*** New for FY03

FTE = seasonal temp $71,713 / 1050hrs / avg. hourly rate ($8.00) + 2 full-time = 6.85 FTEs

Number of seasonal employees supervised = 60

Program Name: Aquatics

Service Level: Provide the public with safe, clean, attractive, professional operation of three city owned pools and one school owned pool for a reasonable fee. Activities include open swim, adult lap swim, pool parties, rentals, as well as support of the swim instruction program, competitive swim program, and Texas Public Pool Council.

Performance Measure:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent satisfied on customer survey.	99%	98%	98%	98%
- Achieve a 80% or better on all National Pool & Waterpark Assoc. audits.	N/A***	N/A	80%	80%
Efficiency				
- Percentage of expenditures covered by revenues.	39%	37%	39%	10%
- Average annual cost per participant (as per AS400).	$5.38	$5.57	$5.01	$5.50
Output				
- Revenue.	$255,342	$266,966	$233,000	$233,000
- No. of customers.	119,329	130,113	119,000	119,000
- National Pool & Waterpark audits.	***N/A	N/A	3	3
- Conduct a minimum of 4 hours/ month/ guard staff safety training .	***N/A	N/A	3,000	3,000
- Guard staff licensed through Ellis & Assoc.	***N/A	N/A	100	100
- No. of rentals:	***N/A			
Theme Parties	***N/A	N/A	14	14
After Hours Parties	***N/A	N/A	224	225
Catered Pizza Parties	***N/A	N/A	84	80
Pavilion Parties	***N/A	N/A	184	200

*** New for FY03

FTE= Seasonal temp $286,986 / 1,850hrs / avg. hourly rate (6.97) + 2 full-time staff = 24.25 FTEs

Number of seasonal employees supervised = 115

Program Name: Conference Center

Service Level: Provide a clean, covenant meeting space and accommodations through excellent customer service, at a reasonable fee for local citizens and out-of-town clients. Needs that can be met include meeting planning, room setup, event clean up, equipment rentals catering service coordination.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percentage satisfied on customer survey.	100%	99%	98%	98%
Efficiency				
- Percentage of expenditures covered by revenues.	49%	43%	47%	43%
- Average No. of customers based on 360 days of operation.	245	206	236	206
Output				
- Total Revenue.	$130,374	$114,201	$104,000	$104,000
- No. of customers.	88,239	74,320	85,000	75,000
- No. of days the parking lot is overflowing.	N/A	79	70	70
- No. of advisory Committee meetings.	N/A***	N/A***	9	12
- Average number of rentals:				
Commercial	***N/A	N/A	447	447
Non-Commercial	***N/A	N/A	1,377	1,377
Political	***N/A	N/A	2	2
No charge City use	***N/A	N/A	273	273
No charge CSISD use	***N/A	N/A	4	4

*** New for FY 03

FTE= Seasonal temp $40,000 / 1,850 hours / avg. hourly rate (6.00)+ 3 full-time staff = 6.6 FTEs

Number of seasonal employees supervised = 12

Program Name: Lincoln Center

Service Level: Provide positive, drug-free environment where citizens and visitors can enjoy programming for a reasonable fee. Provide clean, safe, attractive facilities for an assortment of activities to include, but not limited to, youth athletics, educational programming, cultural events, and meeting rental space.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percentage satisfied on customer survey.	92%	90%	98%	98%
Efficiency				
- Cost per participant (Exp. vs Participation)	$3.91	$3.68	$4.33	$4.63
Percentage of expenditures covered by revenues.	***N/A	***N/A	5.50%	13.90%
- Staff to youth ratio.	***N/A	***N/A	1:10	1:10
Output				
- Revenue.	$7,500	$18,727	$15,000	$20,000
- No. of days open.	353	$354	357	357
- No. of athletic events.	N/A	90	60	75
- No. of cultural exchanges.	N/A	43	48	60
- No. of educational programs.	N/A	20	24	25
- No. of memberships sold	N/A	N/A	500	550
- No. of participants.	67,665	68,919	65,000	60,000

FTE=Seasonal temp $50,281 / 1,850 hours / avg. hourly rate (6.50)+3 full-time staff = 7.18 FTE's

Number of seasonal employees supervised = 18

Program Name: Recreation Youth

Service Level: Utilizing city-owned and operated teen centers, park facilities and resources, as well as school and privately owned facilities and resources, to provide and make easily accessible programs and activities for College Station's youth population that will create positive mental, physical and social youth development.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percentage satisfied on customer survey.	97%	83%	98%	99%
Efficiency				
- No. of Teen Center members.	146	149	165	180
- No. of participants served through leisure/rec. activities.	9,834	11,083	15,000	15,250
- No. of participants served through educational activities.	1,344	1,382	2,000	2,250
- Staff to youth ratio.	***N/A	***N/A	1 to 15	1 to 15
Output				
- No. of leisure/rec. activities provided.	157	349	320	340
- No. of educational programs provided.	96	142	170	185
- Revenue generated through fees to participants.	N/A	$6,827.64	$12,000	$10,000
- No. of participants.	N/A***	N/A***	$17,000	$17,500
- No. of memberships sold.	N/A***	N/A***	$165	$180
- No. of days Teen Center open.	271	296	270	280

*** New for FY03 Number of seasonal employees supervised = 20

FTE=Seasonal temp $53,041 / 1,850 hours / avg. hourly rate (7.65)+ 1 full time staff = 4.74 FTE's

PARKS AND RECREATION
OPERATIONS

Description & Budget Explanation:
The Operations Division is responsible for grounds maintenance, facilities repairs and replacements, and program support.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$1,399,263	$1,757,165	$1,862,403	$1,914,786
Position Summary	31	35	35	35

Program Name: Parks Operations

Service Level: Provide clean, safe and well-maintained leisure facilities and provide support for recreation programs and special events.

Performance Measures	FY01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent satisfied or very satisfied on annual citizens' survey.	91%	89%	90%	N/A
- Percent of overall park maintenance standards met.	N/A	81.0%	86.0%	87.0%
Efficiency				
- No. of acres per full-time employee.	15.4	16.9	15.2	16.2
- Cost per regularly maintained acre.	$3,236	$3,720	$3,921	$4,176
Output				
- No. of acres regularly maintained.	432.4	472.4	472.4	501.1
- No. of pavilions regularly maintained.	5	5	5	6
- No. of play courts regularly maintained.	29.5	32.5	32.5	34.5
- No. of athletic fields regularly maintained.	31	39	39	39
- No. of park lights regularly maintained.	705	951	962	978
- No. of parks mowed and trimmed.	30	32	32	34
- No.of play units inspected and maintained.	39	40	40	45
- No. of special event ceremonies supported.	N/A	N/A	32	32

PARKS AND RECREATION
FORESTRY

Description & Budget Explanation:
The Forestry Division is responsible for the maintenance of the Wolf Pen Creek Amphitheater, the College Station Cemetery, and the maintenance of municipal trees and landscaped areas.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$708,333	$835,686	$921,023	$1,045,595
Position Summary	12.5	14.5	14.5	14.5

Program Name: Wolf Pen Creek

Service Level: Provide safe, well maintained special use facility.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent satisfied on annual citizen survey.	91.3%	92.8%	93.2%	95.0%
Efficiency				
- Cost per acre (annually).	$3,019	$3,297	$3,000	$3,600
Output				
- No. of sq. ft. of turf area maintained.	487,781	496,000	496,000	496,000
- No. of sq. ft. of landscaped bed areas maintained.	26,000	20,000	20,000	20,000
- No. of acres on special-use facility park.	21	21	21	21

Program Name: Cemetery

Service Level: Provide grounds maintenance and customer service for municipal cemetery.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent satisfied on annual citizen survey. [1]	96.6%	98.2%	95.4%	95.0%
Efficiency				
- Dollar cost per acre.	$7,008	$7,437	$7,367	$7,499
Output				
- Avg. no. of spaces sold annually.	166	157	185	160
- Revenue generated from sold spaces. [2]	$71,000	$92,700	$111,000	$95,000
- Avg. no. of burials per year.	89	97	90	85
- Acres of cemetery care.	18.5	18.5	18.5	18.5

[1] New questions were developed for the FY03 questionaire. These should result in a more accurate reflection of customer satisfaction for this area

[2] All funds go to the Cemetery Endowment Fund

Program Name: Forestry

Service Level: Provide landscape and grounds maintenance operations for municipal buildings and park sites, and provide support for special events, programs, and activities.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent satisfied on annual citizen survey.	91.3%	92.8%	93.2%	95%
- Percentage of potential annual irrigation system checks completed. [3]	N/A	N/A	40%	60%
Output				
- No. of labor-hours on municipal tree care.	1,353	1,835	3,000	3,000
- No. of labor-hours on horticultural maintenance.	2,632	3,166	3,000	3,000
- No. of labor-hours on irrigation system checks, repairs, and improvements.	1,989	2,560	3,000	3,000
- No. of irrigation system checks completed. [3]	136	287	300	439
- No. of labor-hours on special events.	3,525	3,244	3,300	3,500
- No. of landscape sites maintained through private contracts. [4]	9	12	15	16
- No. of municipal trees planted.	N/A	N/A	250	100
- Make application for Tree City, USA designation	N/A	N/A	completed	1

[3] The Forestry Activity Center goal is to complete 60% of the monthly irrigation system checks for 61 systems. This would be 439 checks out of a potential 732 annual checks. These 61 systems are the ones the Activity Center has direct responsibility for. There are an additional 26 systems under landscape maintenance contracts that the Activity Center may have to respond to from time to time. The contracted sites are checked monthly.

[4] Anticipated additions for FY 04 are Fire 5 and WPC Trails (upper). (+ 1 site; +3 systems)

OFFICE OF TECHNOLOGY AND INFORMATION SERVICES
LIBRARY SERVICES

Description & Budget Explanation:
The Library is responsible for library services in Brazos County.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$621,768	$734,082	$711,153	$756,518
Position Summary	0	0	0	0

*The Library is operated through a contract with the City of Bryan, all Library staff are employed by the City of Bryan.

Program Name: Library Services

Service Level: Provide a helpful, friendly, customer oriented library service to Brazos County residents.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent satisfaction level of high or very high on citizen survey.	87.3%	87.9%	87.5%	87%
- Collection Turnover Rate.	5.19	5.33	5.23	5.22
Efficiency				
- Collection per staff.	3,400	3,575	3,662	3,775
- Library cost per capita	$10.70	$11.54	$9.74	$10.36
- Circulation per capita.	4.61	4.18	4.66	4.66
Output				
- Circulation.	313,666	338,388	340,000	350,000
- Collection size.	60,339	63,453	65,000	67,000
- Reference transactions.	17,906	10,800	10,800	10,800
- Number of Library visitors.	100,062	108,860	110,000	112,000

CULTURAL ARTS
ARTS COUNCIL OF BRAZOS VALLEY

Description & Budget Explanation:
The Arts Council of Brazos Valley conducts a continuing program of development, introductior presentation, encouragement, and promotion of the arts in College Station by increasing th availability, performance, execution and exhibition of all major art forms

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
College Station Budget Summary	$235,400	$260,400	$260,400	$300,000

Program Name: Annual Grant, Mini Grant and Scholarship Programs

Service Level: To provide funding for arts related activities or non-profit organizations and individuals.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- No. of organizations completing Grant evaluations.	25	25	27	27
- No. of people served by Arts Council of Brazos Valley.	147,000	147,000	147,000	147,000
- Increase in the number of scholarship requests.	100%	100%	100%	100%
- Percent increase in funding.	20%	20%	20%	20%
- Increase in C. Monroe scholarship.	$1,000	$1,000	$1,000	$1,000
- College Fine Arts scholarships.	$2,500	$2,500	$2,500	$2,500
Efficiency				
- Percent of requests funded by Annual Grant Program.	95%	95%	95%	100%
- Amount of funds provided by Mini Grant Program.	$1,000	$3,725	$1,500	$1,500
- Percent of requests funded by College Fine Arts Scholarship.	100%	100%	100%	100%
Output				
- No. of Carolyn Munroe Scholarships.	1	1	1	1
- No. of College Fine Arts scholarships	4	4	4	4
- No. of organizations receiving Annual Grants.	23	23	20	27
- Amount in Annual Grants.	$105,000	$105,000	$105,000	$105,000
- No. of Mini Grants approved.	5	5	5	5

Program Name: Programs (Local Color Gallery and Art classes)

Service Level: To provide educational, entertainment and exhibition programs and services in the visual and performing arts to the community

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Annual percentage increase in values	20%	20%	20%	20%
- No. of areas of service, procedures and quality rated HIGH.	N/A	N/A	N/A	N/A
Efficiency				
- Avg. sales per artist	$383	$477	$600	$600
- No. of visitors per day.	40	45	50	50
Output				
- No. of Gallery visitors.	3,500	7,000	7,000	7,000
- Amount in Local Color sales.	$26,800	$85,000	$12,000	$12,000

Program Name: Administrative and Information Services

Service Level: To provide information, administrative support, coordination and assistance to groups, organizations and individuals.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Annual percent increase of information requests.	N/A	N/A	20%	N/A
- Monthly circulation of artiFACTS.	$17,000	$16,500	$17,000	$17,000
Efficiency				
- No. of daily phone calls requesting information about programs and services.	75	100	75	100
- No. of artiFACTS newsletters	200,000	198,000	200,000	200,000
- Cost per newsletter.	$0.04	$0.04	$0.04	$0.04
- Amount of staff time needed to complete calendar.	8 hrs/week	8 hrs/wk	8 hrs/week	8 hrs/wk
- No. of activities on monthly calendar.	45	50	45	50
- No. of local and area media carriers receiving calendars.	60	60	60	60
- No. of Art Spots aired daily on KAMU-FM reaching approximately 25,000 per airing.	5	5	5	5
Output				
- No. of telephone requests for information	20,000	20,000	20,000	20,000
- No. of newsletters.	12	12	12	12
- No. of newsletters in circulation.	16,500	16,500	16,500	16,500
- No. of artFAX sent to hotels and motels	50	50	50	50
- No. of hotels and motels.	23	23	23	23
- No. of calendars.	12	12	12	12
- No. of activities promoted on calendars.	600	600	600	600
- No. of Art Spots recorded.	275	275	275	275
- No. of group promotional spots.	27	28	27	28
- No. of tickets sold.	8,000	8,000	8,000	8,000
- No. of organizations represented.	18	20	32	33

Embracing the Past

Exploring the Future

PLANNING AND DEVELOPMENT

PLANNING AND DEVELOPMENT $2,164,761*

We will continue to promote a well-planned community.

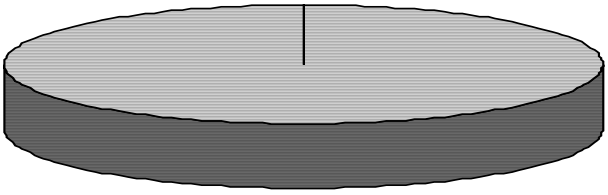
Strategic Plan Summary:

The strategic plan addresses the planning and development vision statement through the following strategies:

- We will continue to revise and guide the development process through the Unified Development Ordinance.
- We will continue to support an intermodal transportation action plan.
- We will generate an intermodal transportation action plan.
- We will promote well-planned neighborhoods.

* This is the gross total of the Planning and Development Vision Statement.

APPROPRIATIONS – PLANNING AND DEVELOPMENT



DEVELOPMENT SERVICES 100%

Development Services $2,164,761

The Development Services Department provides oversight for new development in the City. Development Services works to ensure that there is compliance with zoning, subdivision, drainage and other ordinances. This ensures the community develops in a manner consistent with the policies established by the City Council. The development process includes planning and construction functions as well as development coordination activities. Also involved in the development process are other areas such the Fire Department and the Public Utilities Department.

Strategic Plan 2003-2004

In FY 03, the Unified Development Ordinance was adopted. In FY 04, the Development Services staff will continue to revise and guide the development process through the Unified Development Ordinance.

Development Services has three approved service level adjustments (SLAs) for FY 04 in the amount $124,015. The first approved SLA requests funds for the purchase of TRANSCAD Software and the hiring of a part-time intern.

This software will analyze transportation impacts regarding thoroughfare and land use changes. The cost of this SLA is $17,511. The second approved SLA is for an additional plans examiner in the building division. In FY 03, commercial and residential building continues to remain strong in the City. Therefore, this additional position will allow plans to be reviewed in a timely manner. The cost of this SLA is $46,504. The third approved SLA, for $60,000, will fund the development of further annexation strategies.

Strategic Plan 2003-2004

In 2004, the City will continue to guide growth through planned annexation. In the FY 04 Approved Budget $60,000 is dedicated to the continuation of the Annexation Strategy set by Council in 2001. Phase I was completed in 2002. Phase II will examine and make recommendations for potential annexations in the FY 04 year.

DEVELOPMENT SERVICES
CUSTOMER SERVICE

Description & Budget Explanation:
The Development Services Administration function is responsible for providing administrative support to the planning, engineering, building, and development coordination. Development Management and Review is also included within this division which is responsible for processing, reviewing and coordinating all new public and private development within the City. Also, many of the implementation plans within the City Council's strategic plan are managed by Development Services.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$481,706	$740,536	$734,833	$818,927
Position Summary	12	12	13	13

Program Name: Administration

Service Level: Project development/implementation/management associated with the Council strategic issues; and management of department function.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of City Council implementation plans completed within scheduled milestones.	90%	95%	95%	95%
- Percent of Council, Boards & Commission agenda items completed within specified deadlines.	90%	95%	95%	95%
Output				
- Implementation plans led by department.	12	11	***9**	9
- Council, Board & Commission items.	350	311	300	300

**** Includes implementation plans with substantial involvement by Development Services***

Program Name: Development Management & Review

Service Level: Provide thorough and efficient review of zoning, development proposals, and project review. This includes support services to the department as well as the Planning and Zoning Commission, Zoning Board of Adjustment, and other related committees.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of development plans reviewed within 5 working days.	75%	96%	95%	90%
- Percent of staff participating in professional training.	83%	90%	90%	90%
- Percent of staff reports/cover sheets completed on time.	75%	96%	95%	85%
- Percent of pre-development meetings held within 10 working days of request.	96%	90%	95%	95%
Efficiency				
- Development cases processed per Staff Planner.	81	86	75	75
- Pre-development meetings conducted per Staff Planner.	38	51	40	40
- Staff reports/cover sheets prepared per Staff Planner.	25.3	42	30	30
Output				
- Development cases processed per year.	245	257	250	250
- Staff reports/cover sheets prepared annually.	76	126	120	120
- Pre-development meetings held.	114	136	125	125
- Board, Commission, and other committee meetings held.	56	53	50	50

Service Level: Process all permits and inspection requests in a timely manner.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of permits/development applications input within 1 hour.	90%	85%	80%	85%
- Percent of inspections input within 1 hour.	90%	85%	85%	90%
Efficiency				
- Permits processed per Cust. Serv. Rep.	1450	2449	2100	2000
- Inspections processed per Cust. Serv. Rep.	3100	5303	5300	5300
Output				
- Development related fee revenues.	$1.2 mil	$1.8 mil	$1.7 mil	$1.7 mil
- Permits processed.	4,500	6,728	5,300	5,300
- Inspections processed.	9,500	14,671	11,000	12,000

DEVELOPMENT SERVICES
BUILDING INSPECTION

Description & Budget Explanation:
The Building Inspection function is responsible for the building review and permitting process. Building permits are issued and buildings are inspected as construction occurs to ensure buildings are constructed to city code. The Building Division is also responsible for enforcing the property maintenance code.

	FY 01 Actual	FY02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$389,979	$406,829	$415,268	$454,690
Position Summary	7	7	7	8

Program Name: Building Division

Service Level: Perform thorough and efficient building plan review, inspection services and permit administration. Perform efficient administration of property maintenance code.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of commercial plans reviewed within 5 days.	N/A	65%	50%	*80%
- Percent of building inspected within one half day hours of request.	N/A	92%	95%	95%
Efficiency				
- Percent of single family permits reviewed within 5days	99%	97%	95%	*100%
- % of single family permits reviewed within 24 hrs.	90%	85%	20%	*90%
- No. of inspections per day per inspector.	10	15	15	15
Output				
- Multi-family and commercial plans reviewed.	160	N/A	180	180
- Annual inspections performed.	11,046	N/A	14,500	14,500
- No. of building inspections per inspector.	N/A	N/A	3625	3625
No. of substandard structures processed.	N/A	N/A	5	5

* FY '04 proposed performance measures are based on the assumption that the SLA for a plans examiner will be approved. Should the SLA not be approved, FY '04 performance measures will be substantially less.

DEVELOPMENT SERVICES
PLANNING - COMPREHENSIVE PLAN

Description & Budget Explanation:

The Long-Range and Neighborhood Planning function is responsible for maintaining, monitoring and implementing the City's comprehensive plan. This is done in part by reviewing zoning, platting and other development cases to ensure that development occurs in accordance with existing plans and policies. It is also done through the preparation of small area, neighborhood and special interest plans and by participating in regional transportation planning through the Metropolitan Planning Organization (MPO). The Division also reaches out to the community through the Neighborhood Services Program and through educational outreach efforts on the part of staff.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$647,138	$436,566	$463,804	$536,790
Position Summary	10.5	6.5	6.5	5.5*

Program Name: Pro-Active Long Range Planning

Service Level: Develop and administer a pro-active comprehensive planning program that includes participation in regional, city-wide, and small area planning.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of plans / studies / updates completed within budget.	128%	60%	100%	100%
- Percent of staff involved in educational outreach.	157%	76%	100%	100%
- Percent of staff involved in project support.	100%	100%	100%	100%
Efficiency				
- Plans / studies / updates completed per staff member.	1.4	0.9	1.8	1.5
- Educational Outreach contacts per staff member staff member.	2.6	1.9	2	2
- No. of projects supported per staff member.	3.8	2.4	2.5	1.8
Output				
- No. of plans / studies / updates.	6	6	10	8**
- Educational Outreach.	20	22	12	12
- Internal & External Project Support.	13	16	15	10
Input				
- No. of Staff.	5.5	8.5	5.5	5.5
- Professional training seminars attended.	1	14	8	6

*Jane, Ken, Lee, Trey, Nanette, Chris (1/2)

** Anticipated Projects: 3rd Transportation Summit, Revise/Simplify Land Use Plan, East side T-fare Update, Annexation(?), Land Use Map Update Automation, Comp Plan amendments thru development, Bike Plan education implementation, Land Use Policy Discussion, Greenways Plan Update Support, Community Indicators

DEVELOPMENT SERVICES
PLANNING - NEIGHBORHOOD

Description & Budget Explanation:
The Neighborhood Services Program is designed to foster communication between the City and residents for the purpose of promoting exceptional quality of life, sound development, and thriving neighborhoods. In support of this purpose staff provides professional leadership in maintaining and expanding the Neighborhood Partnership Program planning the Neighborhood Conference & Youth Vision event, administering the Gateway Grant Program, and participating in the plans, programs, and projects of Development Services' Comprehensive Planning, other City departments, community groups, local agencies, and neighborhoods as they relate to community outreach education, and service.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	NA	$137,579	$95,655	$97,505
Position Summary	0	3	2	2

Program Name: Neighborhood Services

Service Level: Develop and administer a neighborhood services program that includes participation in commuity events, an annual conference, neighborhood outreach and neighborhood association support.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent staff participating in outreach.	128%	90%	100%	100%
- Percent of community events completed in budget year.	157%	100%	100%	100%
- Percent of staff participating in n.hood support	100%	100%	100%	100%
Efficiency				
- Outreach per staff member.	N/A	N/A	4.8	7.5
- Events per staff member.	N/A	N/A	2	6
- Supported Associations per staff member.	N/A	N/A	9.6	13.5
Output				
- Community Outreach.	N/A	N/A	12	15
- Community Events.	N/A	N/A	5	12
- Associations Supported	N/A	N/A	24	27
Input				
- No. of Staff.	NA	NA	2***	2***
- Professional training seminars attended.	NA	NA	2	2

*$17, 370 - Historic Preservation Cost Center is not included in above figure
**does not include 1/2 time intern who supports development review
*** Staff Planner plus full time intern position

DEVELOPMENT SERVICES
ENGINEERING DEVELOPMENT

Description & Budget Explanation:
Engineering development is responsible for the development review process, which ensures that development meets the required engineering standards.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$195,510	$147,974	$233,041	$239,479
Position Summary	3	3	3	3

Program Name: Engineering

Service Level: Provide thorough and efficient plan review for development projects.

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of plans and reports reviewed in 5 days or less	86%	80%	75%	85%
- Percent of site plan/plats reviewed in 5 days or less	90%	80%	80%	90%
- Percent of staff reports/coversheets completed on time	99%	99%	99%	100%
Efficiency				
- Administrative cost per review	$366	N/A	N/A	N/A
- Administrative cost per site plan/plan review	$63	N/A	N/A	N/A

Embracing the Past

Exploring the Future

ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT $5,501,786*

We will continue to promote a strong and diverse economic environment.

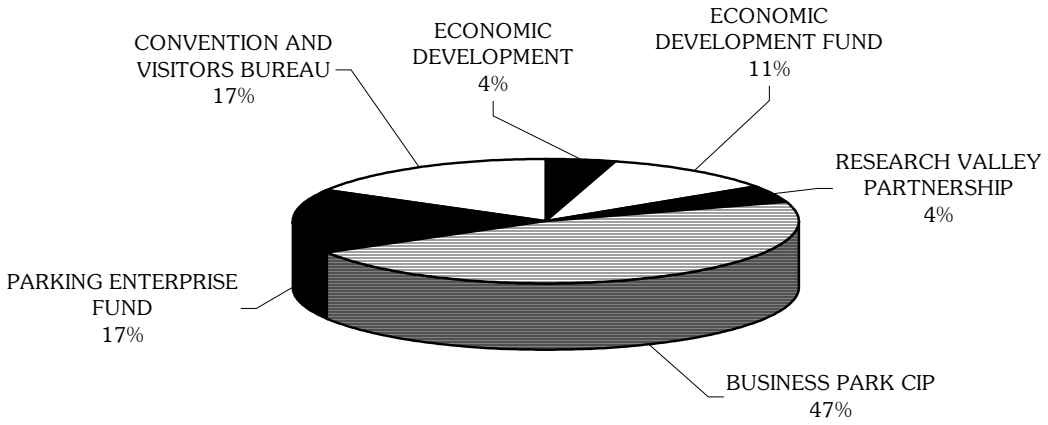
Strategic Plan Summary:

The strategic plan addresses the economic development vision statement through the following strategies:

- We will promote the development of strategic areas.
- We will continue to strengthen and diversify the tax and job base.
- We will promote tourism.
- We will promote revitalization and redevelopment.
- We will encourage and integrate the City's economic development efforts with the Research Valley Partnership.

* This is the gross total of the Economic Development Vision Statement

APPROPRIATIONS – ECONOMIC DEVELOPMENT



Economic Development Division Operations $245,251

The Economic Development Department is responsible for coordinating economic development activities in College Station. The department director serves as the staff liaison to the Economic Development Corporation.

The Economic Development FY 04 approved operating budget is $245,251. The approved budget includes one approved Service Level Adjustment (SLA) for $15,000. This SLA will provide funding for signs directing people to the Northgate District from various locations around the City.

Economic Development Incentive Fund $610,000

The Economic Development Fund is used to provide City resources for business attraction and retention. These funds will be available to provide economic development incentives to encourage targeted economic activities in College Station.

Research Valley Partnership $243,287

The Research Valley Partnership is a joint agency funded by the Cities of Bryan, College Station, and Brazos County. The RVP promotes the Brazos County region to economic development prospects.

Business Park CIP **$2,570,000**

In FY 04, there are two significant business park related projects. These include $2,320,000 for the construction of the Spring Creek Corporate - Campus Phase I and $415,000 for development of a new class B business center. An additional $250,000 is also included in the approved budget for costs associated with the existing business park. These costs include reimbursement for a fence being built, and funds for minor improvements in the existing business park facility.

Strategic Plan 2003-2004

Funds are included in the budget for the development of Phase I of a second class "A" business park. This business park will continue the recruitment of technology companies to the Research Valley.

Parking Enterprise Fund **$918,048**

The Parking Enterprise Fund accounts for the Parking operations of the City. This includes the parking lot, the parking garage, and on-street parking. The budget for FY 04 is $918,048, which includes a SLA in the amount of $14,250. This SLA will fund the purchase of digital cameras.

Convention and Visitors Bureau **$915,200**

The approved budget for the Bryan College Station Convention and Visitors Bureau is $915,200. In FY 03, the bureau became a separate organization, and a new Executive Director was hired.

The following pages in this section detail the service levels and performance measures for the operating divisions in the Economic Development Vision Statement. Also included are the budget and position summaries for each of the divisions.

GENERAL GOVERNMENT
ECONOMIC DEVELOPMENT

Description & Budget Explanation:
The Economic Development Division is responsible for coordinating the efforts to promote economic development and redevelopment activities in College Station. Economic development has been one of the key City Council issues in recent years.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$192,560	$209,467	$324,726	$245,251
Position Summary	2.5	2.5	2	2

Program Name: Economic Development- Retention, Attraction and Redevelopment

Service Level: Provide for economic development efforts to retain and attract businesses in and to College Station

Performance Measures	**FY 01 Actual**	**FY 02 Actual**	**FY 03 Estimate**	**FY 04 Approved**
Effectiveness				
- Percent of active City Council Strategic Issue objectives and milestones met within action plan time frames	95%	90%	90%	90%
Efficiency				
- Percent of information packets sent within 48 hours of request	98%	95%	95%	95%
- Percent of annual Economic Development Agreements with a payback of less than seven years	N/A	N/A	70%	75%
Output				
- No. of jobs created or retained through City economic development efforts (tourism/retail/com/special dev only)	150	100	200	100
- Net increase in capital investment (from new tourism/retail/ com/special dev only)	$8,000,000	$60,000,000	$10,000,000	$10,000,000
- Net increase in future sales, hotel/motel tax, property tax revenues (tourism/com/ special dev only)	$532,500 sales/HM tax $34,300 property tax	$400,000 H/M tax; $257,580 property tax	$260,000 h/m tax $47,000 property tax	$100,000 sales/HM Tax $40,000 property tax
- No. of economic development prospects (all categories)	17	15	10	15
- No. of economic development projects secured (all categories)	2	2	2	2
- No. of commercial and retail packets sent to prospects	35	40	132	40

Service Level: Provide for economic revitalization and redevelopment in targeted areas within College Station

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percent of City Council Strategic Issue objectives and milestones met within action plan time frames	100%	90%	90%	90%
Output				
- No. of Projects/Activities	N/A	N/A		2
- No. of Packets sent out	N/A	N/A		10
- No. of eco. redevelopment prospects	5	3	3	3

Service Level: Manage and coordinate development of CIP Projects.

Performance Measures	FY 01 Actual	FY 02 Estimate	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Percentage of projects completed within Budget Specifications and allotted time	N/A	N/A	75%	75%
Output				
- No. of capital projects managed	N/A	N/A	4	2

EMPLOYMENT/PROSPERITY
CONVENTION AND VISITORS BUREAU

Description & Budget Explanation:
The Bryan-College Station Convention and Visitor Bureau offers informational services, tour coordination, and assistance with transportation and meeting planning to visitors and convention attendees. The Convention and Visitor Bureau is funded through the Hotel/Motel Fund.

	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Budget Summary	$645,000	$668,000	$668,000	$915,200

Program Name: Convention and Visitors Bureau

Service Level: Provide an on-going tourism, marketing, sales and service effort to attract a maximum number of conventions, conferences and meetings that will use hotel rooms in our community; and provide quality services for conventions to generate repeat business and good referrals for new business.

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Amount of hotel occupancy tax collections	N/A	N/A	N/A	N/A
- Amount of direct expenditures from convention delegates	$16,355,918	$28,831,288	$16,197,500	$16,720,000
Efficiency				
- Avg. daily hotel room rates	$62	N/A	N/A	N/A
- Avg. hotel occupancy rate	68.0%	N/A	N/A	N/A
Output				
- No. of bureau initiated convention room nights booked for the future	62,362	64,756	32,000	62,000
- No. of delegates-conventions hosted	54,102	110,359	62,000	62,000
- No. of sales appointments by bureau staff	12,100	17,070	8,500	15,000
- No. of site inspections conducted by staff	26	55	55	55
- No. of group services provided for	203	193	150	225
- No. of room nights stayed by above groups	54,870	53,234	26,600	60,000
- No. of delegates	39,200	50,392	39,000	52,000
- No. of convention bids	78	62	30	75
- No. of conventions booked	210	203	155	220
- No. of convention articles	50	68	39	58

Service Level: Provide an on-going tourism, marketing, sales and service program to bring the maximum number of overnight visitors to our community.

Performance Measures	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Amount of direct tour and travel expenditures	$1,700,000	$2,461,900	$1,825,124	$1,905,650
- Monetary value of articles published	$90,000	$96,550	$16,025	$50,000
Output				
- No. of group tours hosted	300	317	164	170
- No. of tour and travel group room nights	450	413	171	180
- No. of articles published from hosted media	12	10	8	10
- No. of familiarization tours hosted	6	6	8	8
- No. of tourism inquiries as a result of trackable advertising	6,000	9,818	8,421	10,975
- No. of tourism inquiries as a result of non-trackable advertising	20,000	38,954	23,554	25,000

Program Name: Sporting Events Coordination

Service Level: Promote the interest, participation and acquisition of sporting events in College Station/Bryan

Performance Measures:	FY 01 Actual	FY 02 Actual	FY 03 Estimate	FY 04 Approved
Effectiveness				
- Annual percentage increase of sports events hosted/serviced.	11%	0%	15%	N/A
- Annual percentage increase in number of participants.	-7%	5%	15%	N/A
- Annual percentage increase in number of room nights generated.	24%	36%	15%	N/A
- Annual percentage increase in memberships	19%	11%	25%	N/A
- Annual percentage of return events.	37%	36%	15%	N/A
Efficiency				
- Average no. of days per sport event.	2.37	3.72	2.5	2.5
- No. of requests for assistance.	65	60	45	40
- Average no. of rooms per night per event.	491.26	570.4	500	500
- Average no. of participants per event.	441	452.16	450	688
Output				
- No. of sport events hosted/serviced.	50	50	50	50
- No. of room nights generated from Sport events hosted serviced.	21,124	22,308	19,000	19,000
- Community education workshops/seminars.	4	5	4	4
- No. or events posted to sports calendar/Community Calendar.	75	100	75	75
- No. of different sports serviced.	18	15	15	15
- No. of memberships.	63	71	65	65

GOVERNMENTAL FUNDS

GENERAL FUND

The General Fund is used to account for all activities typically considered governmental functions of the City. These include Public Safety, Public Works, Parks and Recreation, and Development Services. Also included are the primary support services for these areas such as Fiscal Services and the Office of Technology and Information Services. Also included in the General Fund are administrative services in the General Government Department.

The General Fund is prepared on the modified accrual basis of accounting. Under this basis revenues are recognized when they become measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred with the exception of several items. The full listing of these exceptions can be found in the Financial Policies on page F-1.

The General Fund is influenced by current policies and approved policy changes. The policies include inter-fund equity; maintaining a balance between revenues and expenditures; and maintaining the level of service currently provided as the city experiences residential and commercial growth.

The approved FY 04 General Fund revenues are $35,144,401. This is an increase over the FY 03 Budget of 3.79%. This increase is due to normal growth and inflationary factors and is distributed among the major revenue categories. The revenue estimates include increases in fines, and grant revenues related to approved service level adjustments.

Revenue projections are conservative estimates relative to historical trends and consider economic variables that affect the City's revenue stream. A table in *Appendix D* provides historical data on major revenue categories. Major revenue estimates and assumptions are explained below.

1. Property Taxes are projected to be $5,811,746 or 10% above the FY 03 revenue estimate. This increase is due to new property values on the tax roll, and to increases in value of existing property.

   The operation and maintenance portion of the tax rate is approved to be 19.21 cents per $100 assessed valuation. This is below the FY 03 operations and maintenance tax rate of 19.46 cents per $100 assessed valuation.

2. Sales Tax is projected to be $14,045,000 in FY 04, or 1.27% above the original FY 03 budget estimate. This is approximately 2% above the revised year end estimate. Estimated revenue is based on analysis of historical revenues, expected future retail sales and employment and personal income. The overall projection for sales tax growth is lower than it has been in recent years due in part to the slowing of economic growth locally. Sales tax makes up approximately 40% of overall General Fund revenues.

3. Mixed Drink and Franchise Taxes are projected to be $1,914,500 or 4.72% above the FY 03 budget. Franchise taxes include phone, cable, and natural gas. Natural gas and phone franchise revenues are expected to be higher than the original estimate in FY 03.

4. Permit Revenue for FY 04 is projected to increase by 2.86% over the FY 03 original budget estimate. Building continues to be strong in College Station, and the permit revenues continue to reflect this. In FY 04 permit revenues are projected to be lower than the FY 03 year end estimate.

5. Intergovernmental Revenues are projected to be lower than in FY 03. Several grants that had been available in the past have expired. Anticipated grant revenue includes funds for the selective traffic enforcement program. The City of College Station continues to apply for grants as opportunities arise.

6. Parks and Recreation revenues are projected to increase by less than 1% in FY 04 over the FY 03 original estimate. Parks revenues come primarily from service charges for various park and recreation activities. The parks and recreation fees were reviewed as part of the FY 04 budget process.

7. Other Service Charges include miscellaneous charges and fees from various departments within the general fund, primarily Development Services, Police, Fire and Municipal Court. These revenues are projected to be 23.68% above the FY 03 original budget estimate. Development fees were also reviewed as part of the FY 04 budget process.

8. Fines, Forfeits, and Penalties are principally ticket and court fines from the Municipal Court. These fines are generated primarily through traffic citations. Fines, forfeits, and penalties are projected to increase by approximately 50% in FY 04 over the original FY 03 estimate. This is due in part to growth, but primarily due to proposals to increase revenues by collecting more of the fines that are assessed. This is approved to be done by adding an additional Customer Service Representative, a Payment Compliance Officer, and utilizing collection services to increase revenue collection.

9. Miscellaneous Revenues include such items as miscellaneous rents and royalties, miscellaneous donations, collection service fees, sale of abandoned property, sale of fixed assets, etc. The FY 04 total is $428,100, or 53% higher than the original FY 03 budget estimate. This increase is due primarily to moving the rent revenues for the George Bush Drive Conference Center to the General Fund from the Hotel/Motel Fund.

10. Return on Investment (ROI) transfers from the enterprise funds are approved to be $6,640,395 for FY 04. This is a 2.31% above the FY 03 budget estimate.

11. Investment earnings are projected to be $251,900, or 28.84% below the original FY 03 budget estimate. Lower interest rates are the primary reason for lowering this revenue estimate.

Net Expenditures for FY 04 are approved to be $36,556,941, or 5.65% above the FY 03 revised budget. This increase is due to the approved service level adjustments that will allow the City to continue to provide core City services. A net total of approximately $2.59 million in approved service level adjustments are included in the General Fund portion of the approved budget.

These service level adjustments are discussed in detail in the executive summary and departmental summaries.

A total of 561.75 positions are included in the approved General Fund budget. This is an increase of 11.25 positions. The additional positions approved include:

- **3 Firefighters** – Phase 3 of Fire Station #5.
- **1 Police Criminal Investigation Division Sergeant** to improve the operations of the CID Division.
- **1 Plans Examiner** in the Building Office to improve customer service.
- **1 Media Specialist** to implement in house television capabilities.
- **1 Municipal Court Customer Service Representative, and 1 payment plan coordinator** to improve customer service and increase the fine collection rate.
- **Drainage crew (3 employees)** – These are funded from the drainage utility fund and will improve the level of service from the Drainage Maintenance operation.
- **0.25 Secretary** in Human Resources. This will create one full time secretary position.

A total of $640,000 is included in the approved budget for capital related projects. This includes $200,000 to overlay streets in the newly annexed areas. The approved budget also includes $300,000 for thoroughfare rehabilitation. The budget also proposes $100,000 to begin putting funds aside for the replacement of the aerial topographic maps of the City. $40,000 is approved for a park land purchase.

The approved budget also includes $413,781 for the enhancement of the City's retirement benefit, and a 1% across the board pay increase for all employees. The 1% across the board increase is being approved to offset the impact of the increased retirement benefit on employees. The market based pay plan is suspended in FY 04.

The approved General Fund Budget also includes funding for several outside agencies. The Brazos County Health District will receive $113,498 as included in the proposed budget.

The City Council added funding for the following agencies:

- The Children's Museum of the Brazos Valley $30,000
- Retired Senior Volunteer Program $5,000
- African American National Heritage Society $10,000
- Brazos Valley Veteran's Memorial $50,000 (Funded through Arts Council of Brazos Valley)
- Dispute Resolution Center $10,000
- Bryan-College Station Sister Cities $4,500
- George Bush Library and Museum $42,767 (Funded through Arts Council of Brazos Valley)

CITY OF COLLEGE STATION
GENERAL FUND
FUND SUMMARY

	FY 02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY 03 TO FY 04
BEGINNING BALANCE	$ 8,358,225	$ 8,742,078	$ 8,742,078	$ 8,343,854	$ 8,343,854	
REVENUES:						
AD VALOREM TAX	$ 4,555,346	$ 5,283,461	$ 5,325,461	$ 5,811,746	$ 5,811,746	10.00%
SALES TAX	13,413,911	13,869,500	13,769,500	14,045,000	14,045,000	1.27%
MIXED DRINK AND FRANCHISE	1,949,165	1,828,200	1,909,585	1,914,500	1,914,500	4.72%
LICENSES AND PERMITS	870,636	860,600	912,540	885,200	885,200	2.86%
INTERGOVERNMENTAL	414,767	496,095	392,432	187,300	228,115	(54.02%)
PARKS AND RECREATION	619,194	657,614	635,501	648,000	663,615	0.91%
OTHER CHARGES FOR SERVICES	1,220,573	1,136,570	1,350,183	1,405,700	1,405,700	23.68%
FINES, FORFEITS, AND PENALTIES	2,330,648	1,903,110	2,303,000	2,349,000	2,870,130	50.81%
INVESTMENT EARNINGS	468,664	354,000	276,900	251,900	251,900	(28.84%)
MISCELLANEOUS	362,864	280,050	308,927	428,100	428,100	52.87%
RETURN ON INVESTMENT	6,236,793	6,490,200	6,490,200	6,640,395	6,640,395	2.31%
TOTAL REVENUES	$ 32,442,561	$ 33,159,400	$ 33,674,229	$ 34,566,841	$ 35,144,401	5.99%
TOTAL FUNDS AVAILABLE	$ 40,800,786	$ 41,901,478	$ 42,416,307	$ 42,910,695	$ 43,488,255	3.79%
EXPENDITURES:						
POLICE	$ 8,843,085	$ 9,344,204	$ 9,137,728	$ 8,964,871	$ 9,231,753	(1.20%)
FIRE	6,360,340	7,331,778	7,270,849	6,883,878	7,236,399	(1.30%)
PUBLIC WORKS	5,346,269	5,583,938	5,522,973	5,576,576	5,955,141	6.65%
PARKS AND RECREATION	5,945,183	6,351,614	6,328,429	6,170,506	6,407,522	0.88%
LIBRARY	734,082	754,955	711,153	756,518	756,518	0.21%
DEVELOPMENT SERVICES	1,869,605	1,950,999	1,959,433	2,014,058	2,164,761	10.96%
OFFICE OF TECH. & INFO. SYS.	2,295,795	2,619,839	2,578,202	2,371,739	2,720,345	3.84%
FISCAL SERVICES	2,092,053	2,379,060	2,333,975	2,367,575	2,605,941	9.54%
GEN GOVT/ECON DEV/COMM DEV	3,258,999	3,531,515	3,468,453	3,497,850	3,925,389	11.15%
PAY AND BENEFIT PLAN ADJUSTMENTS	0	0	68,760	0	0	N/A
TOTAL OPERATING EXPEND.	$ 36,745,411	$ 39,847,902	$ 39,379,955	$ 38,603,571	$ 41,003,769	2.90%
GENERAL/ADMIN. TRANSFER	(5,875,967)	(6,091,904)	(6,000,000)	(5,602,011)	(5,784,593)	(5.04%)
PUBLIC AGENCY FUNDING	208,485	196,998	196,998	113,498	267,265	35.67%
OTHER	76,299	345,500	45,500	45,500	45,500	(86.83%)
SPECIAL PROJECTS	150,000	150,000	350,000	0	150,000	0.00%
DEBT AVOIDANCE	480,190	0	0	0	640,000	N/A
CONTINGENCY	0	154,047	100,000	235,000	235,000	52.55%
TOTAL NON OPERATING EXPEND.	$ 914,974	$ 846,545	$ 692,498	$ 393,998	$ 1,337,765	58.03%
TOTAL EXPENDITURES	$ 31,784,418	$ 34,602,543	$ 34,072,453	$ 33,395,558	$ 36,556,941	5.65%
INCREASE (DECREASE) IN FUND BALANCE	$ 658,143	$ (1,443,143)	$ (398,224)	$ 1,171,283	$ (1,412,540)	
GAAP ADJUSTMENTS	(274,290)					
ENDING FUND BALANCE	$ 8,742,078	$ 7,298,935	$ 8,343,854	$ 9,515,137	$ 6,931,314	

CITY OF COLLEGE STATION
GENERAL FUND DEPARTMENT
SUMMARY

EXPENDITURE BY DEPARTMENT

DEPARTMENT	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
POLICE DEPARTMENT	$ 8,843,085	$ 9,344,204	$ 9,137,728	$ 8,964,871	$ 9,231,753	(1.20%)
FIRE DEPARTMENT	6,360,340	7,331,778	7,270,849	6,883,878	7,236,399	(1.30%)
PUBLIC WORKS	5,346,269	5,583,938	5,522,973	5,576,576	5,955,141	6.65%
PARKS AND RECREATION	5,945,183	6,351,614	6,328,429	6,170,506	6,407,522	0.88%
LIBRARY	734,082	754,955	711,153	756,518	756,518	0.21%
DEVELOPMENT SERVICES	1,869,605	1,950,999	1,959,433	2,014,058	2,164,761	10.96%
OFFICE OF TECH & INFO SERVICES	2,295,795	2,619,839	2,578,202	2,371,739	2,720,345	3.84%
FISCAL SERVICES	2,092,053	2,379,060	2,333,975	2,367,575	2,605,941	9.54%
GENERAL GOVERNMENT	3,258,999	3,531,515	3,468,453	3,497,850	3,925,389	11.15%
GENERAL FUND TOTAL	$ 36,745,411	$ 39,847,902	$ 39,311,195	$ 38,603,571	$ 41,003,769	2.90%

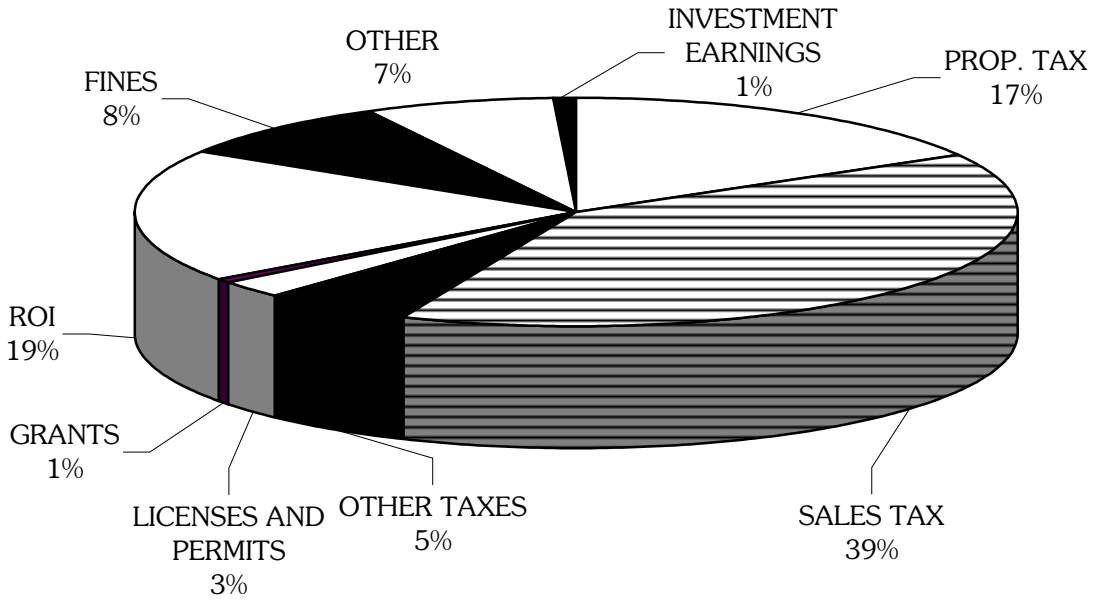
EXPENDITURE BY CLASSIFICATION

CATEGORY	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
SALARIES & BENEFITS	$ 26,019,599	$ 27,801,211	$ 27,556,537	$ 27,858,274	$ 28,853,360	3.78%
SUPPLIES	1,605,218	2,016,792	2,036,139	1,696,097	1,991,142	(1.27%)
MAINTENANCE	3,205,630	3,467,243	3,371,343	3,203,576	3,337,046	(3.76%)
PURCHASED SERVICES	5,440,302	5,964,605	5,766,406	5,642,624	6,154,632	3.19%
CAPITAL OUTLAY	474,662	598,051	580,770	203,000	667,589	11.63%
GENERAL FUND TOTAL	$ 36,745,411	$ 39,847,902	$ 39,311,195	$ 38,603,571	$ 41,003,769	2.90%

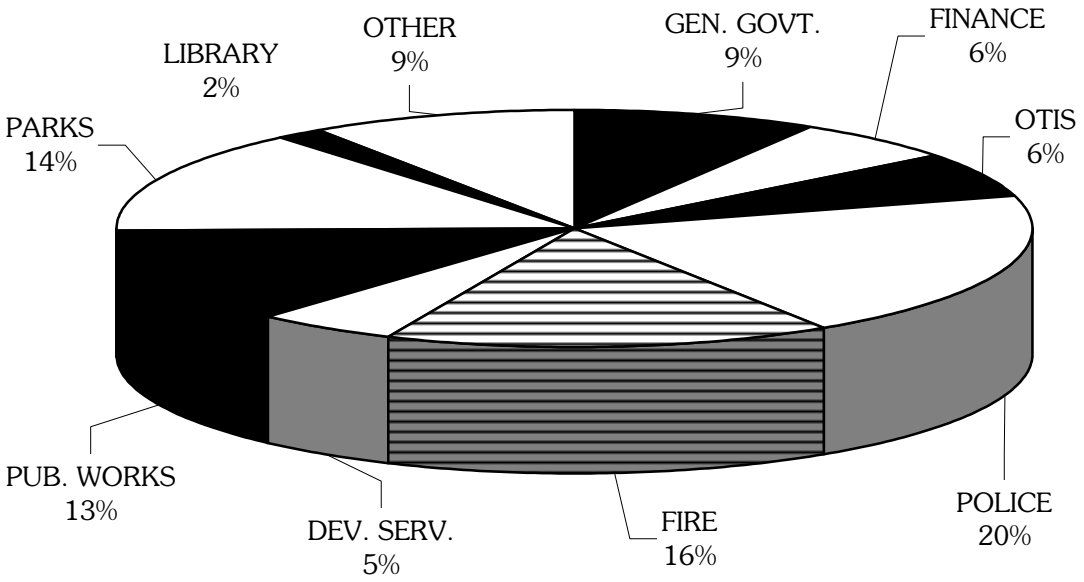
PERSONNEL SUMMARY BY DEPARTMENT

DEPARTMENT	ACTUAL FY 01	ACTUAL FY 02	REVISED BUDGET FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
POLICE DEPARTMENT	141.5	142.5	141.5	141.5	142.5	0.71%
FIRE DEPARTMENT	96.0	100.0	103.0	102.0	105.0	1.94%
PUBLIC WORKS	54.0	59.0	60.0	60.0	63.0	5.00%
PARKS AND RECREATION	111.0	117.0	116.5	116.5	116.5	0.00%
LIBRARY	0.0	0.0	0.0	0.0	0.0	N/A
DEVELOPMENT SERVICES	32.5	31.5	30.5	30.5	31.5	3.28%
OFFICE OF TECH & INFO SERVICES	23.5	23.5	22.5	22.5	22.5	0.00%
FISCAL SERVICES	34.0	35.0	35.5	35.5	37.5	5.63%
GENERAL GOVERNMENT	42.75	42.25	41.0	42.0	43.25	5.49%
GENERAL FUND TOTAL	535.25	550.75	550.50	550.50	561.75	2.04%

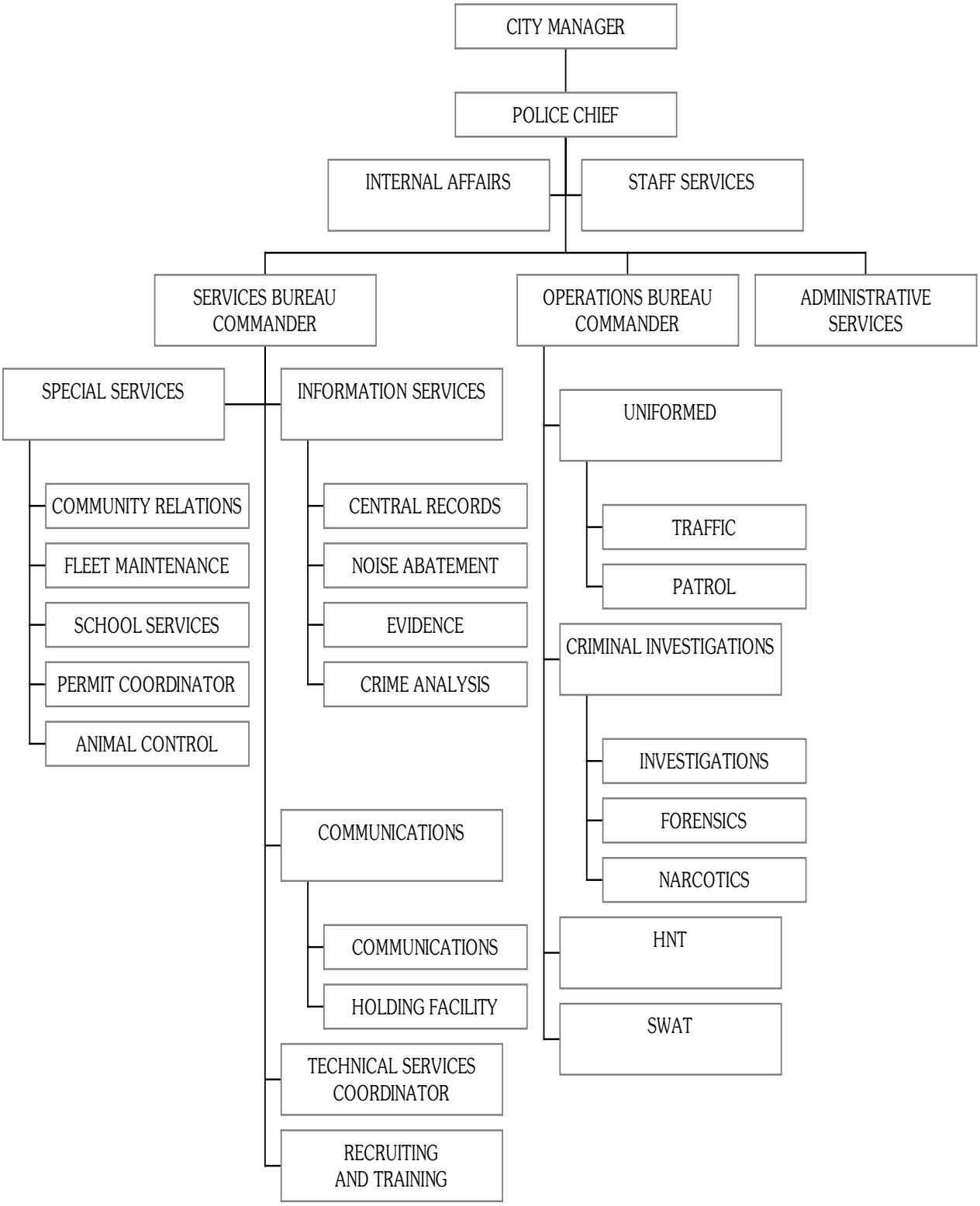
GENERAL FUND-REVENUES



GENERAL FUND - USES



POLICE DEPARTMENT



CITY OF COLLEGE STATION
POLICE DEPARTMENT
SUMMARY

EXPENDITURE BY DEPARTMENT

DIVISION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
POLICE ADMINISTRATION	$ 713,791	$ 798,416	$ 808,619	$ 699,013	$ 709,468	(11.14%)
UNIFORM PATROL	4,097,327	4,329,616	4,174,442	3,966,689	4,074,642	(5.89%)
CRIMINAL INVESTIGATION	866,982	907,785	958,340	996,255	1,109,482	22.22%
PROFESSIONAL STANDARDS	256,798	330,253	340,804	339,224	343,402	3.98%
QUARTERMASTER DIVISION	756,138	727,779	696,279	743,253	743,757	2.20%
COMMUNICATION/JAIL	1,156,871	1,196,259	1,144,810	1,172,485	1,189,279	(0.58%)
SPECIAL SERVICES	718,110	764,166	713,084	702,773	711,520	(6.89%)
INFORMATION SERVICES	277,068	289,930	301,350	345,179	350,203	20.79%
DEPARTMENT TOTAL	$ 8,843,085	$ 9,344,204	$ 9,137,728	$ 8,964,871	$ 9,231,753	-1.20%

EXPENDITURE BY CLASSIFICATION

CLASSIFICATION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
SALARIES & BENEFITS	$ 7,373,505	$ 7,881,195	$ 7,720,101	$ 7,607,393	$7,829,213	(0.66%)
SUPPLIES	253,154	327,575	321,009	257,133	274,405	(16.23%)
MAINTENANCE	347,755	353,568	332,937	324,460	330,130	(6.63%)
PURCHASED SERVICES	786,868	751,466	725,816	775,885	781,505	4.00%
CAPITAL OUTLAY	81,803	30,400	37,865	0	16,500	(45.72%)
DEPARTMENT TOTAL	$ 8,843,085	$ 9,344,204	$ 9,137,728	$ 8,964,871	$ 9,231,753	(1.20%)

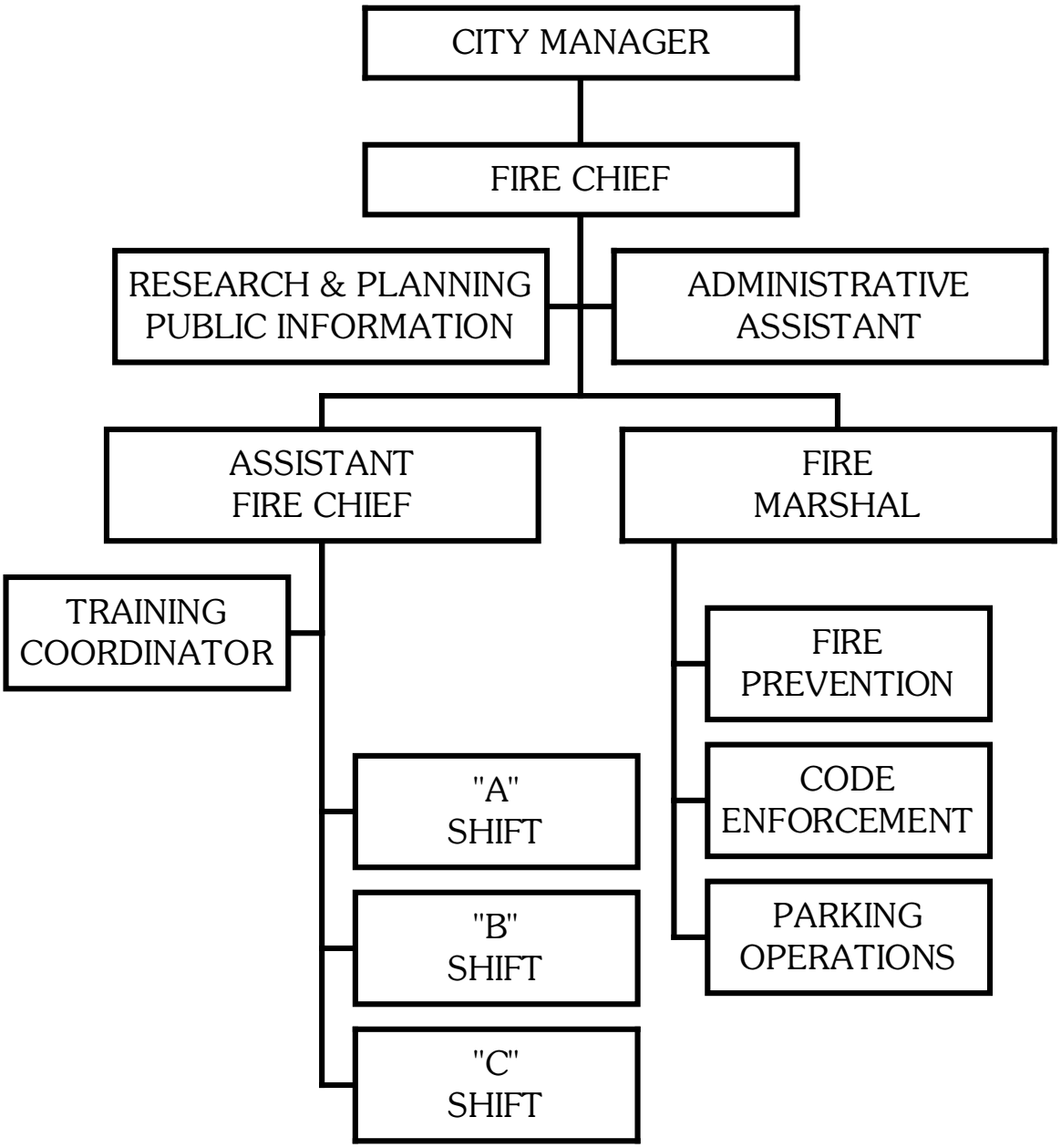
PERSONNEL SUMMARY BY DIVISION

DIVISION	ACTUAL FY 01	ACTUAL FY 02	REVISED BUDGET FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
POLICE ADMINISTRATION	8.0	9.0	10.0	9.0	9.0	(10.00%)
UNIFORM PATROL	67.5	67.5	67.5	66.5	66.5	(1.48%)
CRIMINAL INVESTIGATION	15.0	14.0	14.0	15.0	16.0	14.29%
PROFESSIONAL STANDARDS	3.0	4.0	3.0	4.0	4.0	33.33%
QUARTERMASTER DIVISION	1.0	1.0	1.0	1.0	1.0	0.00%
COMMUNICATION/JAIL	28.0	27.0	27.0	27.0	27.0	0.00%
SPECIAL SERVICES	9.0	11.0	12.0	11.0	11.0	(8.33%)
INFORMATION SERVICES	10.0	9.0	7.0	8.0	8.0	14.29%
DEPARTMENT TOTAL	141.5	142.5	141.5	141.5	142.5	0.71%

SERVICE LEVEL ADJUSTMENTS

UNIFORM PATROL	Patrol Bike Replacement and Maintenance	$ 8,605
	STEP Grant	45,060
CRIMINAL INVESTIGATIONS	CID Sergeant	99,784
POLICE TOTAL		**$ 153,449**

FIRE DEPARTMENT



CITY OF COLLEGE STATION
FIRE DEPARTMENT
SUMMARY

EXPENDITURE BY DIVISION

DIVISION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
FIRE ADMINISTRATION	$ 457,199	$ 469,717	$ 492,423	$ 352,703	$ 364,294	(22.44%)
FIRE SUPPRESSION	3,313,183	4,176,677	4,110,508	3,868,572	4,161,232	(0.37%)
FIRE PREVENTION	670,037	692,952	697,868	684,866	700,206	1.05%
EMER. MEDICAL SERV.	1,919,921	1,992,432	1,970,050	1,977,737	2,010,667	0.92%
DEPARTMENT TOTAL	$ 6,360,340	$ 7,331,778	$ 7,270,849	$ 6,883,878	$ 7,236,399	(1.30%)

EXPENDITURE BY CLASSIFICATION

CLASSIFICATION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
SALARIES & BENEFITS	$ 5,351,027	$ 5,817,762	$ 5,776,605	$ 5,859,252	$ 6,119,951	5.19%
SUPPLIES	271,565	509,518	497,004	326,143	378,773	(25.66%)
MAINTENANCE	217,907	267,532	259,198	230,674	231,774	(13.37%)
PURCHASED SERVICES	453,675	508,066	494,902	467,809	499,901	(1.61%)
CAPITAL OUTLAY	66,166	228,900	243,140	0	6,000	(97.38%)
DEPARTMENT TOTAL	$ 6,360,340	$ 7,331,778	$ 7,270,849	$ 6,883,878	$ 7,236,399	(1.30%)

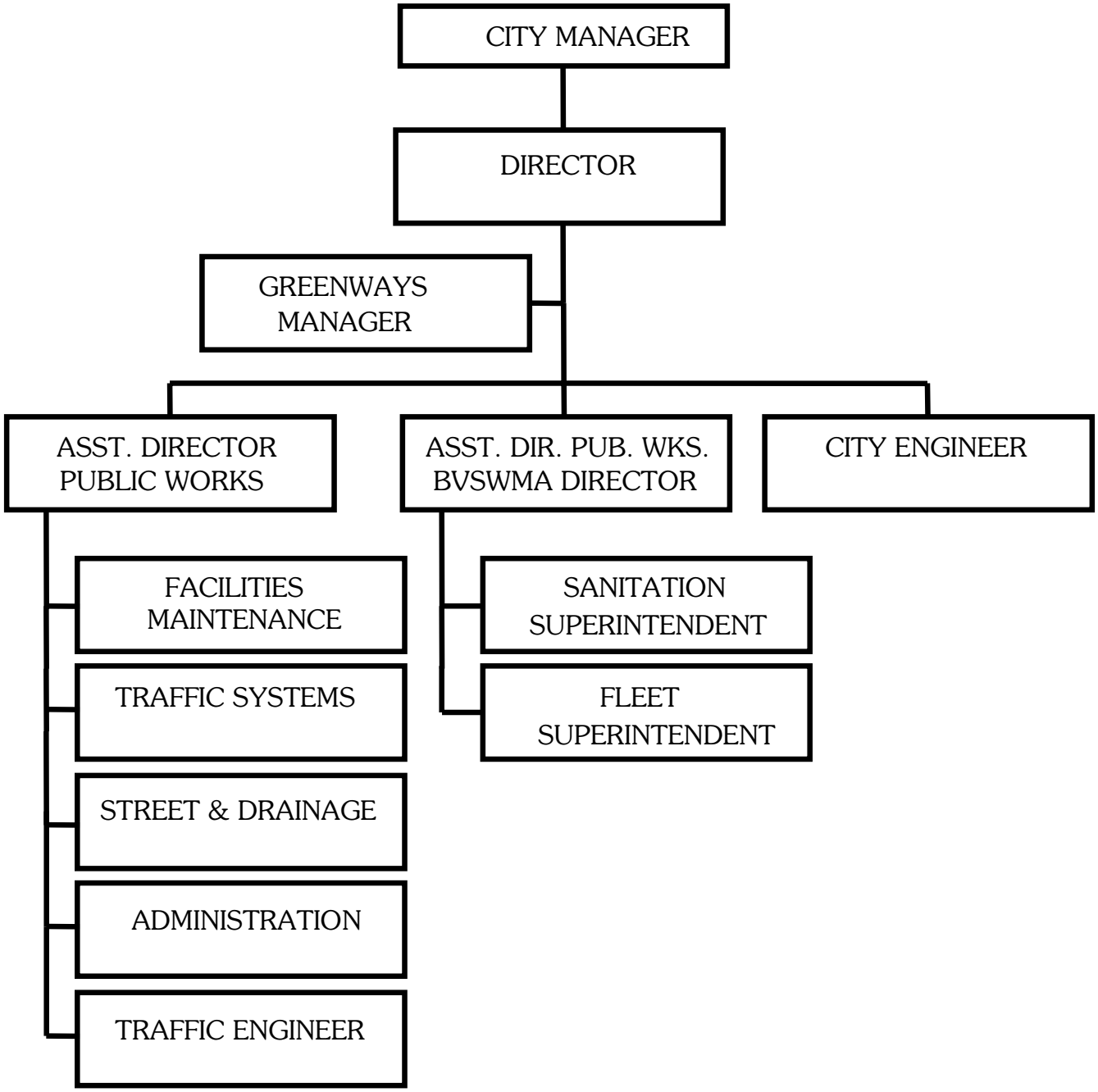
PERSONNEL SUMMARY BY DIVISION

DIVISION	ACTUAL FY 01	ACTUAL FY 02	REVISED BUDGET FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
FIRE ADMINISTRATION	4.0	5.0	5.0	4.0	4.0	(20.00%)
FIRE SUPPRESSION	50.0	54.0	56.0	56.0	59.0	5.36%
FIRE PREVENTION	10.0	10.0	11.0	11.0	11.0	0.00%
EMER. MEDICAL SERV.	32.0	31.0	31.0	31.0	31.0	0.00%
DEPARTMENT TOTAL	96.0	100.0	103.0	102.0	105.0	1.94%

SERVICE LEVEL ADJUSTMENTS

ADMINISTRATION	Employee recognition program	$ 7,500
PREVENTION	Digital cameras and printer	2,500
SUPPRESSION	Phase III of Fire Station 5	200,530
	Textbook training media	19,852
	Commercial washer extractor	6,300
ALL DIVISIONS	Maintenance SLA	29,000
FIRE TOTAL		**$ 265,682**

PUBLIC WORKS



CITY OF COLLEGE STATION
PUBLIC WORKS
DEPARTMENT SUMMARY

EXPENDITURE BY DIVISION

DIVISION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
PUBLIC WORKS ADMINISTRATION	$ 509,950	$ 514,873	$ 529,476	$ 538,156	$ 565,738	9.88%
FACILITIES MAINTENANCE	961,010	1,130,629	1,113,781	1,132,584	1,138,266	0.68%
STREETS MAINTENANCE	2,295,119	2,128,753	2,148,605	2,167,267	2,270,462	6.66%
DRAINAGE MAINTENANCE	367,854	415,799	353,727	376,639	544,013	30.84%
TRAFFIC SIGNS AND MARKINGS	142,342	161,559	161,055	213,978	215,777	33.56%
ENGINEERING	609,672	771,201	735,683	682,542	690,725	(10.44%)
TRAFFIC SIGNALS	460,322	461,124	480,646	465,410	530,160	14.97%
DEPARTMENT TOTAL	$ 5,346,269	$ 5,583,938	$ 5,522,973	$ 5,576,576	$ 5,955,141	6.65%

EXPENDITURE BY CLASSIFICATION

CLASSIFICATION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
SALARIES & BENEFITS	$ 2,555,677	$ 2,817,888	$ 2,793,537	$ 2,866,607	3,000,735	6.49%
SUPPLIES	177,691	181,268	198,268	182,224	194,324	7.20%
MAINTENANCE	1,692,464	1,693,658	1,674,892	1,661,262	1,761,462	4.00%
PURCHASED SERVICES	915,818	833,191	799,043	866,483	892,833	7.16%
CAPITAL OUTLAY	4,619	57,933	57,233	0	105,787	82.60%
DEPARTMENT TOTAL	$ 5,346,269	$ 5,583,938	$ 5,522,973	$ 5,576,576	$ 5,955,141	6.65%

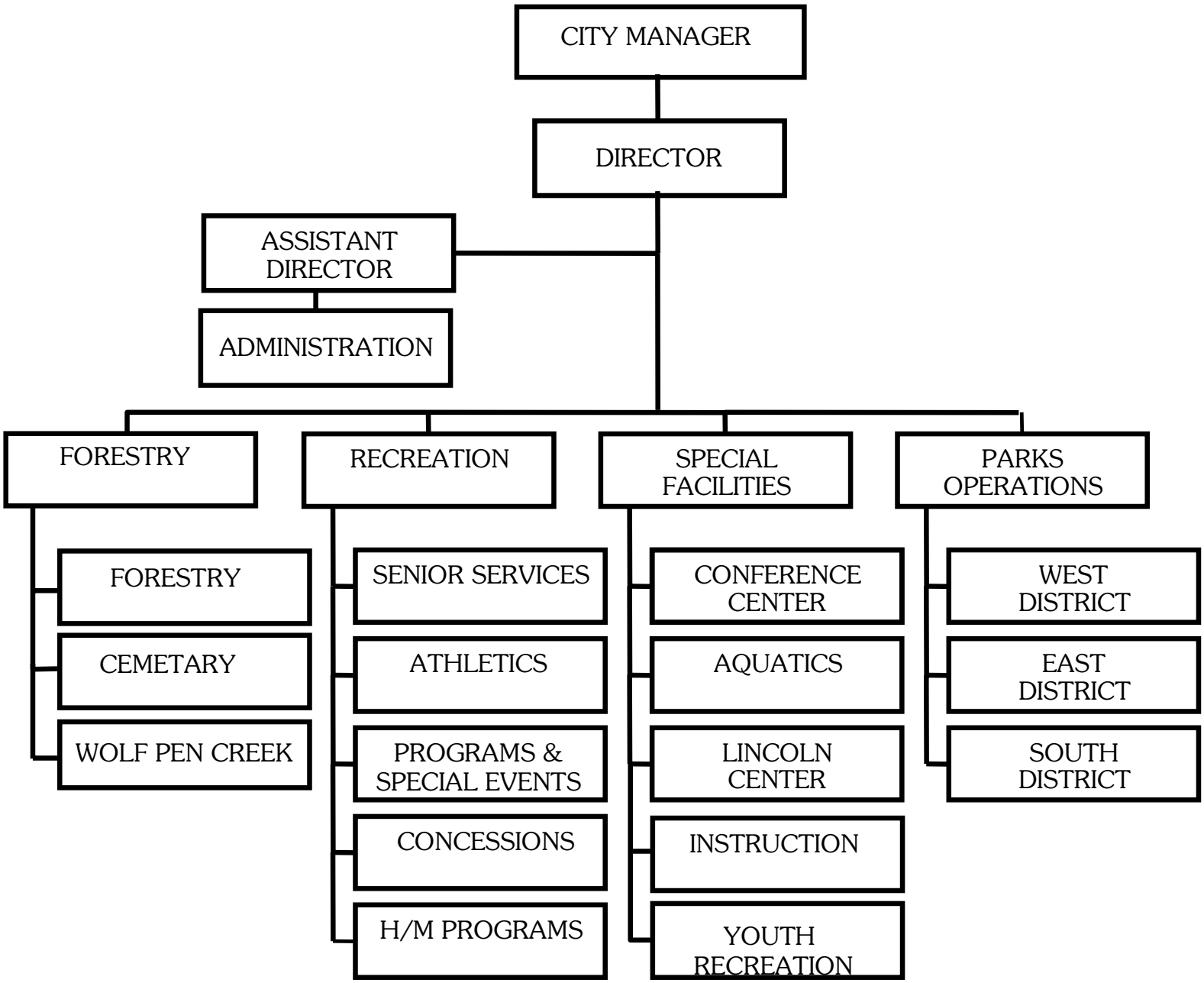
PERSONNEL SUMMARY BY DIVISION

DIVISION	ACTUAL FY 01	ACTUAL FY 02	REVISED BUDGET FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
PUBLIC WORKS ADMINISTRATION	6.0	7.0	7.0	7.0	7.0	0.00%
FACILITIES MAINTENANCE	6.0	6.0	7.0	7.0	7.0	0.00%
STREETS MAINTENANCE	19.0	23.0	22.0	22.0	22.0	0.00%
DRAINAGE MAINTENANCE	5.0	5.0	6.0	6.0	9.0	50.00%
TRAFFIC SIGNS AND MARKINGS	2.0	2.0	2.0	3.0	3.0	50.00%
ENGINEERING	11.0	11.0	11.0	10.0	10.0	(9.09%)
TRAFFIC SIGNALS	5.0	5.0	5.0	5.0	5.0	0.00%
DEPARTMENT TOTAL	54.0	59.0	60.0	60.0	63.0	5.00%

SERVICE LEVEL ADJUSTMENTS

ADMINISTRATION	"Safe Routes to School" consultant	$ 20,000
STREETS MAINTENANCE	Annexed streets maintenance	91,000
TRAFFIC SIGNALS	UPS @ six intersections	60,000
PUBLIC WORKS GENERAL FUND		**$ 171,000**
DRAINAGE MAINTENANCE		
	FTE Operator, 2 FTE Public Service Workers	$ 152,309
	Mosquito Abatement	11,500
PUBLIC WORKS DRAINAGE FUND		**$ 163,809**
PUBLIC WORKS TOTAL		**$ 334,809**

PARKS AND RECREATION



CITY OF COLLEGE STATION
PARKS & RECREATION DEPARTMENT
SUMMARY

EXPENDITURE BY DIVISION

DIVISION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
ADMINISTRATION	$ 656,051	$ 594,849	$ 604,169	$ 607,323	$ 695,932	16.99%
RECREATION	945,403	1,041,653	1,045,336	1,041,337	1,092,732	4.90%
SPECIAL FACILITIES	1,750,878	1,880,615	1,895,498	1,648,663	1,658,477	-11.81%
PARKS OPERATIONS	1,757,165	1,865,455	1,862,403	1,890,777	1,914,786	2.64%
FORESTRY	835,686	969,042	921,023	982,406	1,045,595	7.90%
DEPARTMENT TOTAL	$ 5,945,183	$ 6,351,614	$ 6,328,429	$ 6,170,506	$ 6,407,522	0.88%

EXPENDITURE BY CLASSIFICATION

CLASSIFICATION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
SALARIES & BENEFITS	$ 3,690,932	$ 3,897,878	$ 3,948,640	$ 3,976,795	4,029,961	3.39%
SUPPLIES	385,810	499,939	477,441	504,012	519,362	3.89%
MAINTENANCE	423,272	574,433	552,671	353,780	360,280	-37.28%
PURCHASED SERVICES	1,248,956	1,303,346	1,277,788	1,335,919	1,417,419	8.75%
CAPITAL OUTLAY	196,213	76,018	71,889	0	80,500	5.90%
DEPARTMENT TOTAL	$ 5,945,183	$ 6,351,614	$ 6,328,429	$ 6,170,506	$ 6,407,522	0.88%

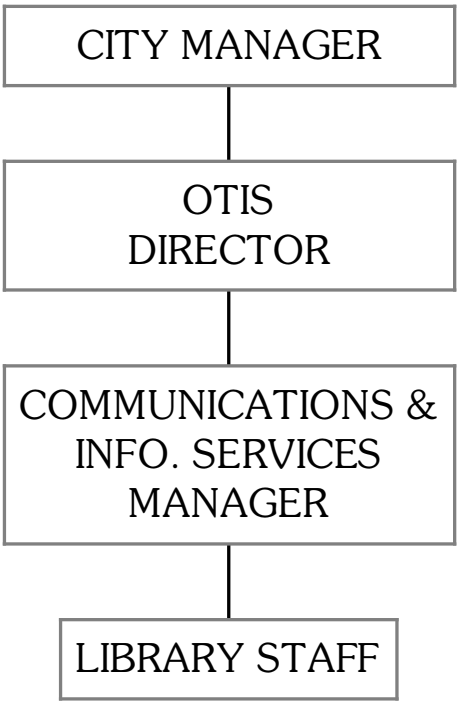
PERSONNEL SUMMARY BY DIVISION

DIVISION	ACTUAL FY 01	ACTUAL FY 02	REVISED BUDGET FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
ADMINISTRATION	10.0	9.5	9.5	9.5	9.5	0.00%
RECREATION	16.0	13.0	13.0	13.0	13.0	0.00%
SPECIAL FACILITIES	41.5	45.0	44.5	44.5	44.5	0.00%
PARKS OPERATIONS	31.0	35.0	35.0	35.0	35.0	0.00%
FORESTRY	12.5	14.5	14.5	14.5	14.5	0.00%
DEPARTMENT TOTAL	111.0	117.0	116.5	116.5	116.5	0.00%

SERVICE LEVEL ADJUSTMENTS

ADMINISTRATION	Large Format Copier	$ 9,500
	Wolf Pen Creek Signage	70,500
RECREATION	Officiating Fees	19,950
	65th Anniversary Celebration	25,130
OPERATIONS, FORESTRY	Lick Creek Phase I (Outsource maintenance of City Hall and Police facilities)	55,100
FORESTRY	Vehicle Upgrade	6,800
PARKS AND RECREATION TOTAL		**$ 186,980**

COLLEGE STATION LIBRARY



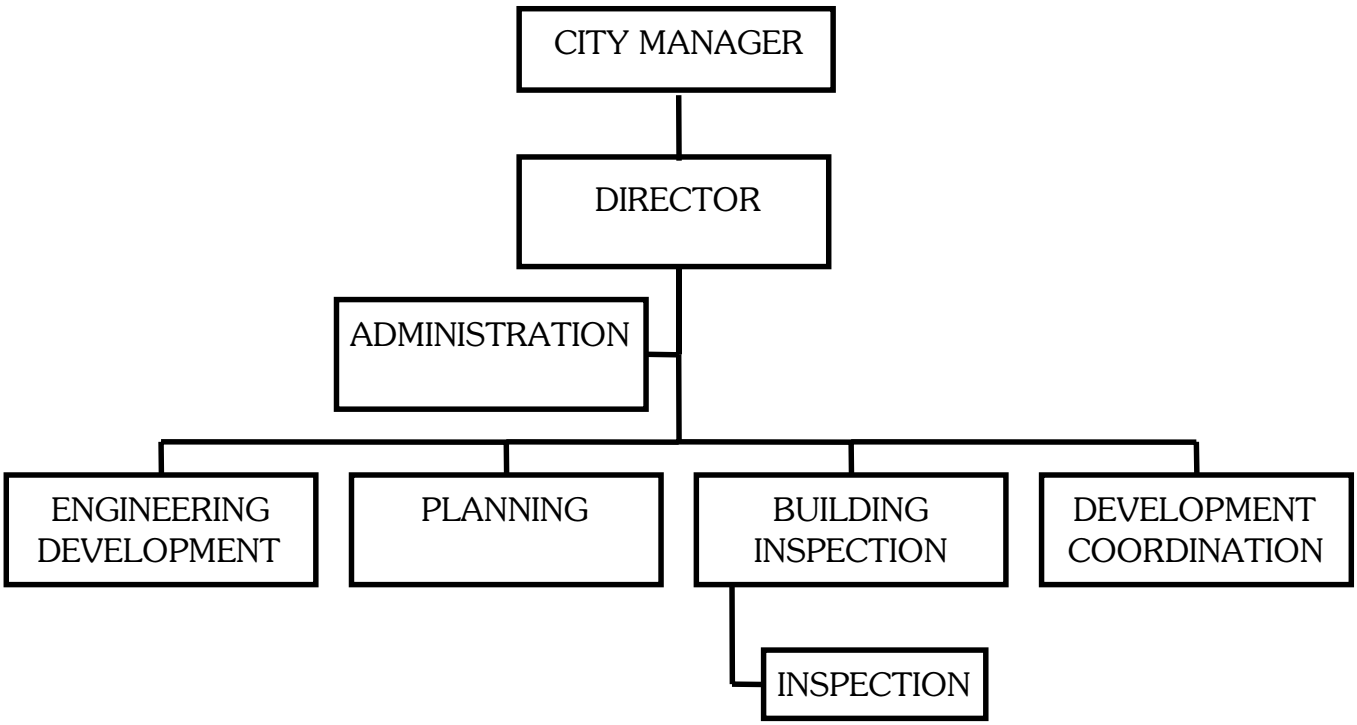
CITY OF COLLEGE STATION
LIBRARY
DIVISION SUMMARY

EXPENDITURE BY ACTIVITY						
DIVISION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
LIBRARY	$ 734,082	$ 754,955	$ 711,153	$ 756,518	$ 756,518	0.21%
DIVISION TOTAL	$ 734,082	$ 754,955	$ 711,153	$ 756,518	$ 756,518	0.21%

EXPENDITURE BY CLASSIFICATION						
CLASSIFICATION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
SALARIES & BENEFITS	$ 0	$ 0	$ 0	$ 0	$ 0	0.00%
SUPPLIES	318	350	1,567	350	350	0.00%
MAINTENANCE	5,605	5,882	5,882	6,900	6,900	17.31%
PURCHASED SERVICES	664,894	708,723	663,704	709,268	709,268	0.08%
CAPITAL OUTLAY	63,265	40,000	40,000	40,000	40,000	0.00%
DIVISION TOTAL	$ 734,082	$ 754,955	$ 711,153	$ 756,518	$ 756,518	0.21%

PERSONNEL SUMMARY BY ACTIVITY						
DIVISION	ACTUAL FY 02	ACTUAL FY 03	REVISED BUDGET FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
LIBRARY	0.0	0.0	0.0	0.0	0.0	0.00%
DIVISION TOTAL	0.0	0.0	0.0	0.0	0.0	0.00%

DEVELOPMENT SERVICES



CITY OF COLLEGE STATION
DEVELOPMENT SERVICES
DEPARTMENT SUMMARY

EXPENDITURE BY DIVISION

DIVISION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
ADMINISTRATION	$ 740,536	$ 753,780	$ 734,833	$ 808,333	$ 818,927	8.64%
ENGINEERING	147,974	215,875	233,041	235,841	239,479	10.93%
PLANNING	436,566	465,892	463,804	453,076	536,790	15.22%
BUILDING	406,829	402,870	415,268	402,808	454,690	12.86%
NEIGHBORHOOD SERVICES	137,579	95,212	95,655	96,630	97,505	2.41%
HISTORIC PRESERVATION	121	17,370	16,832	17,370	17,370	0.00%
DEPARTMENT TOTAL	$ 1,869,605	$ 1,950,999	$ 1,959,433	$ 2,014,058	$ 2,164,761	10.96%

EXPENDITURE BY CLASSIFICATION

CLASSIFICATION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
SALARIES & BENEFITS	$ 1,520,075	$ 1,647,809	$ 1,682,122	$ 1,724,668	$ 1,798,100	9.12%
SUPPLIES	88,068	48,380	41,560	60,391	75,962	57.01%
MAINTENANCE	45,674	40,089	40,636	43,522	43,522	8.56%
PURCHASED SERVICES	215,788	214,721	195,115	185,477	247,177	15.12%
CAPITAL OUTLAY	0	0	0	0	0	0.00%
DEPARTMENT TOTAL	$ 1,869,605	$ 1,950,999	$ 1,959,433	$ 2,014,058	$ 2,164,761	10.96%

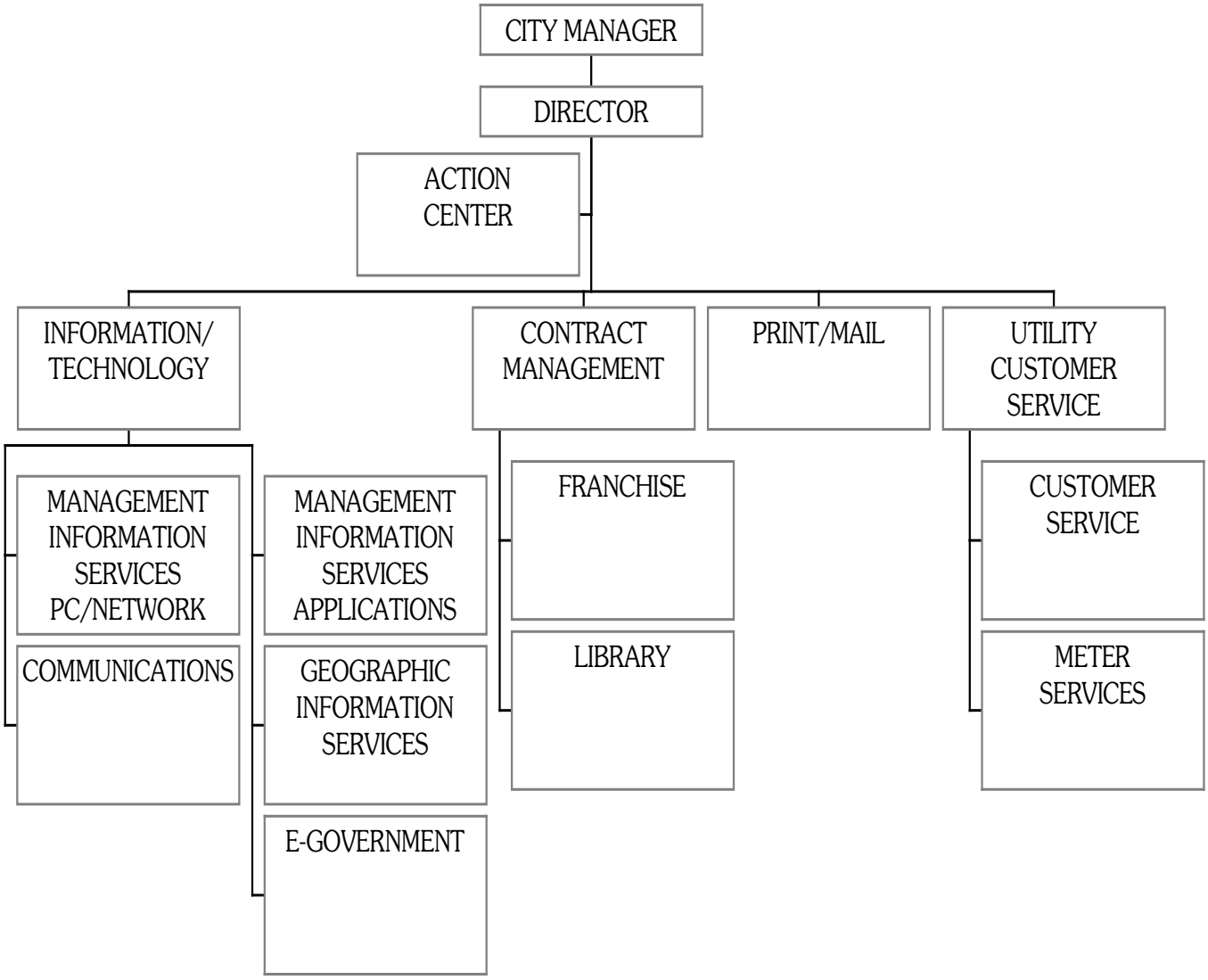
PERSONNEL SUMMARY BY DIVISION

DIVISION	ACTUAL FY 01	ACTUAL FY 02	REVISED BUDGET FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
ADMINISTRATION	12.0	12.0	12.0	13.0	13.0	8.33%
ENGINEERING	3.0	3.0	3.0	3.0	3.0	0.00%
PLANNING	10.5	6.5	6.5	5.5	5.5	(15.38%)
BUILDING	7.0	7.0	7.0	7.0	8.0	14.29%
NEIGHBORHOOD SERVICES	0.0	3.0	2.0	2.0	2.0	0.00%
HISTORIC PRESERVATION	0.0	0.0	0.0	0.0	0.0	0.00%
DEPARTMENT TOTAL	32.5	31.5	30.5	30.5	31.5	3.28%

SERVICE LEVEL ADJUSTMENTS

BUILDING INSPECTION	Hiring of a Plans Examiner	$ 46,504
PLANNING	Annexation-Cost Study	60,000
	TRANSCAD Software and Part-Time intern	17,511
DEVELOPMENT SERVICES TOTAL		**$ 124,015**

OFFICE OF TECHNOLOGY AND INFORMATION SERVICES



CITY OF COLLEGE STATION
OFFICE OF TECHNOLOGY AND INFORMATION SERVICES
DEPARTMENT SUMMARY

EXPENDITURE BY DIVISION

DIVISION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
OTIS ADMINISTRATION	$ 429,544	$ 600,543	$ 600,495	$ 378,600	$ 540,779	(9.95%)
E-GOVERNMENT	0	66,960	66,719	82,578	136,511	103.87%
GEOGRAPHIC INFO SERVICES	211,778	199,025	182,000	187,009	188,628	(5.22%)
MGMT INFO. SERVICES	1,654,473	1,753,311	1,728,988	1,723,552	1,854,427	5.77%
DEPARTMENT TOTAL	$ 2,295,795	$ 2,619,839	$ 2,578,202	$ 2,371,739	$ 2,720,345	3.84%

EXPENDITURE BY CLASSIFICATION

CLASSIFICATION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
SALARIES & BENEFITS	$ 1,340,804	$ 1,320,936	$ 1,288,774	$ 1,325,670	$ 1,346,477	1.93%
SUPPLIES	258,256	248,673	293,617	172,658	347,457	39.72%
MAINTENANCE	405,551	464,340	438,851	483,432	486,432	4.76%
PURCHASED SERVICES	228,588	424,890	440,117	226,979	326,979	(23.04%)
CAPITAL OUTLAY	62,596	161,000	116,843	163,000	213,000	32.30%
DEPARTMENT TOTAL	$ 2,295,795	$ 2,619,839	$ 2,578,202	$ 2,371,739	$ 2,720,345	3.84%

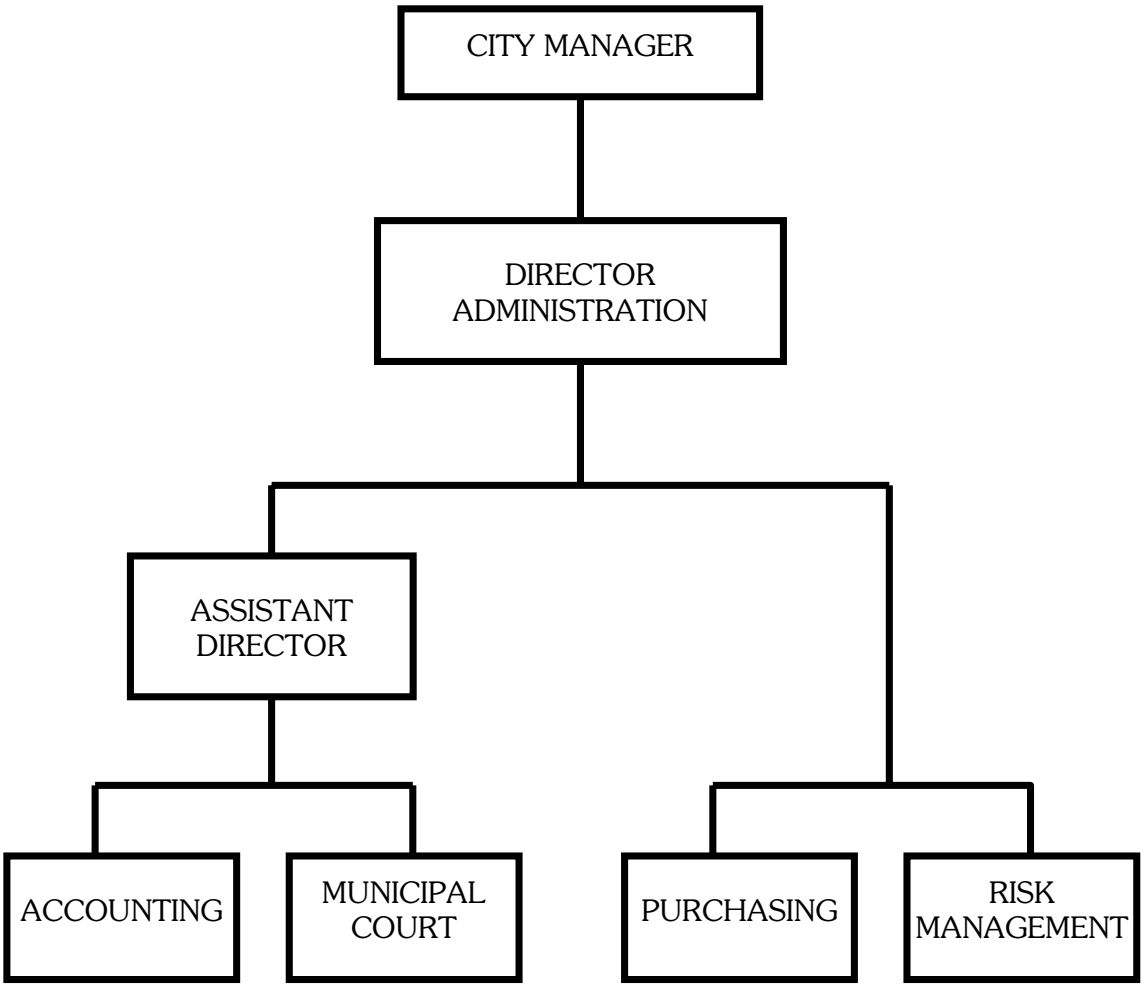
PERSONNEL SUMMARY BY DIVISION

DIVISION	ACTUAL FY 01	ACTUAL FY 02	REVISED BUDGET FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
OTIS ADMINISTRATION	6.0	6.0	5.0	5.0	5.0	0.00%
E-GOVERNMENT	0.0	0.0	1.0	1.0	1.0	0.00%
GEOGRAPHIC INFO SERVICES	2.5	2.5	2.5	2.5	2.5	0.00%
MGMT INFO SERVICES	15.0	15.0	14.0	14.0	14.0	0.00%
DEPARTMENT TOTAL	23.5	23.5	22.5	22.5	22.5	0.00%

SERVICE LEVEL ADJUSTMENTS

OTIS ADMINISTRATION	BTU Franchise	$ 100,000
	Uninterruptable Power Supply	57,191
E-GOVERNMENT	Citizen Contact Tracking Software	53,000
MANAGEMENT INFO SYS	Public Safety System Upgrade	53,853
	Upgrade to Microsoft Office XP Pro	60,000
	Software Maintenance	3,755
OTIS GENERAL FUND		**$ 327,799**

FISCAL SERVICES



CITY OF COLLEGE STATION
FISCAL SERVICES DEPARTMENT
SUMMARY

EXPENDITURE BY DIVISION

DIVISION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
FISCAL ADMINISTRATION	$ 322,217	$ 347,847	$ 346,795	$ 358,765	$ 377,752	8.60%
RISK MANAGEMENT	157,310	248,191	222,989	253,290	256,544	3.37%
ACCOUNTING	674,821	741,062	740,464	741,121	769,478	3.83%
PURCHASING	257,639	284,961	294,961	279,600	283,554	(0.49%)
MUNICIPAL COURT	680,066	756,999	728,766	734,799	918,613	21.35%
DEPARTMENT TOTAL	$ 2,092,053	$ 2,379,060	$ 2,333,975	$ 2,367,575	$ 2,605,941	9.54%

EXPENDITURE BY CLASSIFICATION

CLASSIFICATION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
SALARIES & BENEFITS	$ 1,580,301	$ 1,737,569	$ 1,693,500	$ 1,729,171	$ 1,856,721	6.86%
SUPPLIES	41,812	63,361	56,559	61,575	64,375	1.60%
MAINTENANCE	23,865	22,699	22,074	33,020	33,020	45.47%
PURCHASED SERVICES	446,075	555,431	551,842	543,809	651,825	17.35%
CAPITAL OUTLAY	0	0	10,000	0	0	0.00%
DEPARTMENT TOTAL	$ 2,092,053	$ 2,379,060	$ 2,333,975	$ 2,367,575	$ 2,605,941	9.54%

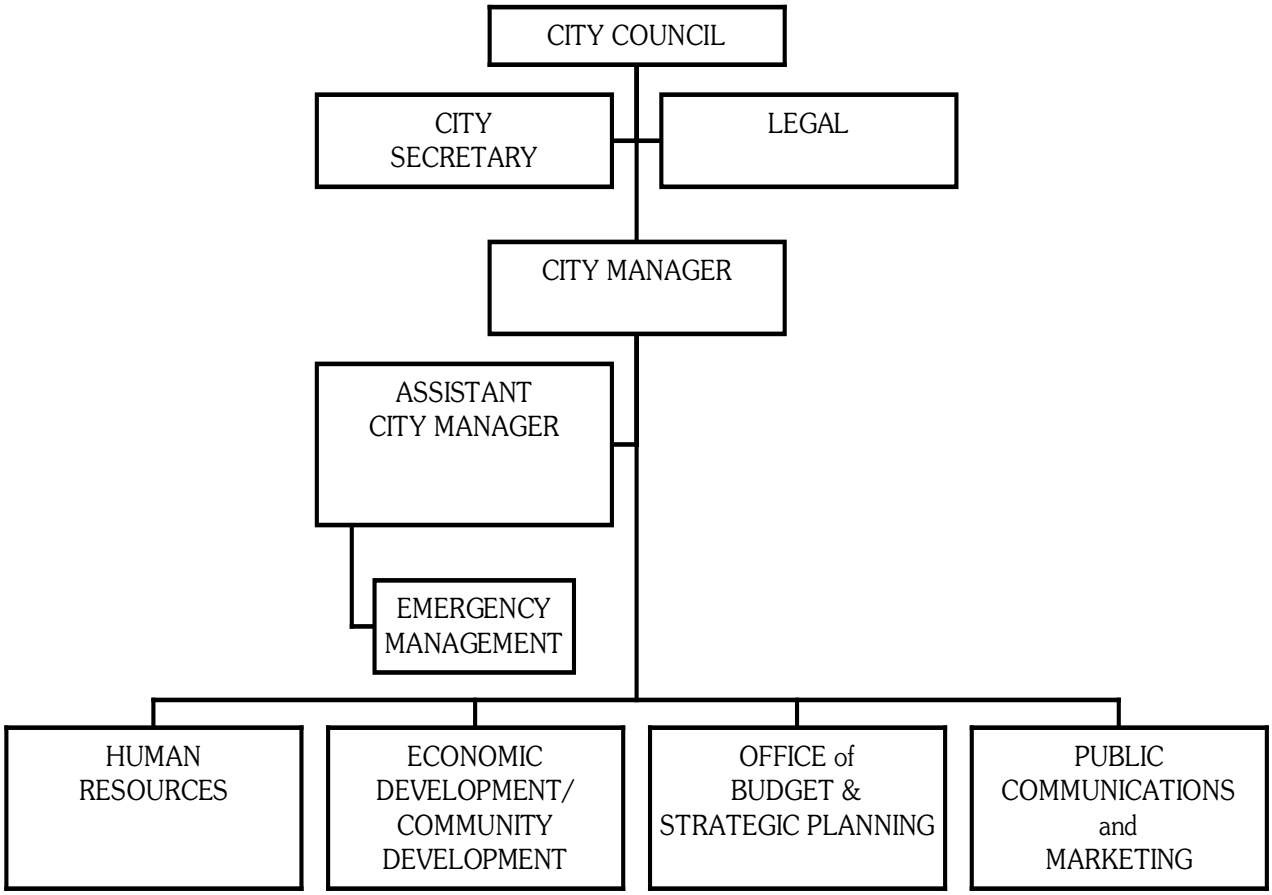
PERSONNEL SUMMARY BY DIVISION

DIVISION	ACTUAL FY 01	ACTUAL FY 02	REVISED BUDGET FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
FISCAL ADMINISTRATION	3.0	3.0	3.0	3.5	3.5	16.67%
RISK MANAGEMENT	2.5	2.5	3.0	3.0	3.0	0.00%
ACCOUNTING	10.5	11.5	11.0	11.0	11.0	0.00%
PURCHASING	4.5	4.5	4.5	4.0	4.0	-11.11%
MUNICIPAL COURT	13.5	13.5	14.0	14.0	16.0	14.29%
DEPARTMENT TOTAL	34.0	35.0	35.5	35.5	37.5	5.63%

SERVICE LEVEL ADJUSTMENTS:

ADMINISTRATION	BCAD Payment	$ 16,000
MUNICIPAL COURT	Collection Fees Contract	51,416
	Overtime to Serve Warrants	35,500
	One-Full Time Municipal Court Customer Service Reps	31,568
	Credit Card Fees	22,800
	Payment Plan Coordinator	34,152
ACCOUNTING	Inventory and valuation of non-utility infrastructure	20,000
FISCAL SERVICE TOTAL		$ 211,436

GENERAL GOVERNMENT



CITY OF COLLEGE STATION
GENERAL GOVERNMENT
DEPARTMENT SUMMARY

EXPENDITURE BY DIVISION

DIVISION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
CITY SEC./MAYOR COUNCIL	$ 296,573	$ 316,758	$ 304,175	$ 307,885	$ 358,509	13.18%
CITY MANAGER	549,190	531,373	545,395	535,641	543,485	2.28%
COMMUNITY PROGRAMS	110,469	124,101	119,098	110,997	119,476	-3.73%
LEGAL	630,652	651,948	662,468	661,735	671,325	2.97%
PUBLIC COMM./ MARKETING	203,422	255,242	250,548	253,054	558,559	118.84%
HUMAN RESOURCES	406,285	423,752	429,317	418,855	427,198	0.81%
EMERGENCY MANAGEMENT	0	0	0	91,958	95,915	N/A
BUDGET & STRATEGIC PLANNING	281,181	303,236	287,208	303,599	307,377	1.37%
COMMUNITY DEVELOPMENT	571,760	603,240	545,518	586,819	598,294	-0.82%
ECONOMIC DEVELOPMENT	209,467	321,865	324,726	227,307	245,251	-23.80%
DEPARTMENT TOTAL	$ 3,258,999	$ 3,531,515	$ 3,468,453	$ 3,497,850	$ 3,925,389	11.15%

EXPENDITURE BY CLASSIFICATION

CLASSIFICATION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
SALARIES & BENEFITS	$ 2,607,278	$ 2,680,174	$ 2,653,258	$ 2,768,718	$ 2,872,202	7.16%
SUPPLIES	128,544	137,728	149,114	131,611	136,134	(1.16%)
MAINTENANCE	43,537	45,042	44,202	66,526	83,526	85.44%
PURCHASED SERVICES	479,640	664,771	618,079	530,995	627,725	(5.57%)
CAPITAL OUTLAY	0	3,800	3,800	0	205,802	5315.84%
DEPARTMENT TOTAL	$ 3,258,999	$ 3,531,515	$ 3,468,453	$ 3,497,850	$ 3,925,389	11.15%

PERSONNEL SUMMARY BY DIVISION

DIVISION	ACTUAL FY 01	ACTUAL FY 02	REVISED BUDGET FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
CITY SEC./MAYOR COUNCIL	4.0	4.0	4.0	4.0	4.0	0.00%
CITY MANAGER	6.5	6.0	5.0	5.0	5.0	0.00%
COMMUNITY PROGRAMS	0.0	1.5	1.5	1.5	1.5	0.00%
LEGAL	7.75	7.75	7.75	7.75	7.75	0.00%
PUBLIC COMMUNICATIONS	2.0	2.0	2.0	2.0	3.0	50.00%
HUMAN RESOURCES	6.0	5.5	5.75	5.75	6.00	4.35%
EMERGENCY MANAGEMENT	0.0	0.0	0.0	1.0	1.0	N/A
BUDGET & STRATEGIC PLANNING	4.5	4.5	4.5	4.5	4.5	0.00%
COMMUNITY DEVELOPMENT	9.5	8.5	8.5	8.5	8.5	0.00%
ECONOMIC DEVELOPMENT	2.5	2.5	2.0	2.0	2.0	0.00%
DEPARTMENT TOTAL	42.75	42.25	41.00	42.00	43.25	5.49%

SERVICE LEVEL ADJUSTMENTS:

ECONOMIC DEVELOPMENT	Signage to Northgate	$ 15,000
CITY SECRETARY	Bond/Charter Election Cost	47,710
COMMUNITY DEVELOPMENT	Part-time Intern	3,773
PUBLIC COMMUNICATIONS/MARKETING	Media Specialist and television production equipment	198,442
	Update CS History Video	5,000
	Low Band Radio Broadcasting	95,000
HUMAN RESOURCES	Add. Salary & Benefits for upgrade to full-time secretary	2,802
COMMUNITY PROGRAMS	Decision Making for first-time offenders	7,020
EMERGENCY MANAGEMENT	Alert System	3,000
GENERAL GOVERNMENT TOTAL		**$ 377,747**

DEBT SERVICE FUND

The City's basic debt management policies are explained in the Financial Policy Statements, included in the appendix to this document. The City continues to review its debt management policies and to address the particular concerns and needs of the citizens. The City strives to issue debt only to meet capital needs.

This fund is prepared on the modified accrual basis of accounting. Under this basis revenues are recognized when they become measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred with the exception of several items. The full listing of these exceptions can be found in the Financial Policies on page F-1.

State law in Texas sets the maximum ad valorem tax rate for a home rule city, such as College Station, at $2.50 per $100 dollars valuation, including all obligations of the city. The City of College Station's approved ad valorem tax rate is 46.53 cents/$100 valuation.

Current policy is to maintain at least 8.33% of annual appropriated expenditures and any associated fees as the Debt Service Fund balance at fiscal year end. The fund is in compliance with that policy.

The most recent debt issues of the City of College Station have earned ratings* from Moody's and Standard & Poor's as follows:

Bond Type	Standard & Poor's	Moody's
General Obligation	AA-	Aa3
Utility Revenue	A+	A1
Certif. of Oblig.	AA-	Aa3

Revenues in the Debt Service Fund are anticipated to increase in FY 04 by 11% from the FY 03 revised budget, reflecting the increased taxable base in College Station. This also reflects the increase in transfers to pay for the debt service on the parking garage. The debt service portion of the ad valorem tax rate is approved to be 27.32 cents per $100 valuation for FY 04. The debt service portion of the tax rate is lower in FY 04 by 0.99 cents per $100 valuation.

In the fall of 1998, the citizens of College Station approved $24.24 million in future bond authorization for streets, traffic, fire stations, land acquisition, parks and drainage improvements. Current analysis of the debt requirements in the future shows that the City will have enough debt capacity to issue all of the authorized bonds without a tax increase. In FY 04, $855,000 will be issued. Those funds will be used as follows:

- $855,000 for Greenways projects.

A new bond authorization is planned for November 2003. If sucessful, this will provide additional general obligation bond authority for future capital projects.

It is also anticipated that the City will issue $3,150,000 of Certificates of Obligations. These Certificates are expected to be issued as follows:

- $3,150,000 for Business Park Development

Following the presentation of the 2003-2004 budget, the proposed conference center project was halted and will not be constructed at the proposed site with the proposed partner. The City Council is currently considering options. No certificates of obligation are projected to be issued for this project in FY 04.

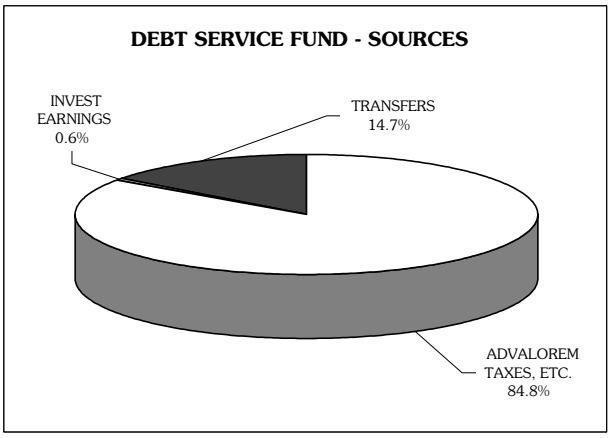
Each year an analysis is done to determine what resources are needed and if refunding and call options are available and in the best interest of the City. It is not anticipated that any bonds will be called in FY 04.

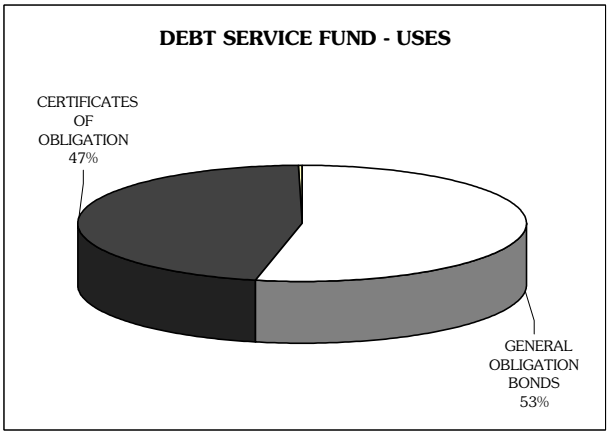
The following section contains a schedule of requirements and a summary of requirements for all General Obligation Bonds and Certificates of Obligation. The detailed information for each individual GOB and CO is found in *Appendix J*. The schedule of requirements and the individual detailed information for all Utility Revenue Bonds are also found in *Appendix J*.

* The ratings are standard ratings of Moody's and S&P. The highest rating available on S&P is AAA and the lowest "investment grade" debt issue is BBB. In contrast, Moody's highest rating is Aaa and the lowest "investment grading" is Bbb.

CITY OF COLLEGE STATION
DEBT SERVICE FUND
FUND SUMMARY

	FY 02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY 03 TO FY 04
BEGINNING BALANCE	$ 3,563,589	$ 2,350,689	$ 2,350,689	$ 1,636,229	$ 1,636,229	
REVENUES						
ADVALOREM TAXES, ETC.	$ 7,160,962	$ 7,689,713	$ 7,689,800	$ 8,220,773	8,220,773	7%
INVESTMENT EARNINGS	297,219	100,000	100,000	55,000	55,000	-45%
OTHER	1,013	0	0	0	0	N/A
TRANSFERS	753,672	958,500	958,500	912,609	1,423,624	49%
TOTAL REVENUES	$ 8,212,866	$ 8,748,213	$ 8,748,300	$ 9,188,382	$ 9,699,397	11%
TOTAL FUNDS AVAILABLE	$ 11,776,455	$ 11,098,902	$ 11,098,989	$ 10,824,611	$ 11,335,626	0%
EXPENDITURES AND TRANSFERS						
GENERAL OBLIGATION BONDS	$ 6,253,380	$ 5,336,193	$ 5,336,193	$ 4,943,837	$ 4,943,837	-7%
CERTIFICATES OF OBLIGATION	3,122,010	4,113,567	4,113,567	4,310,849	4,310,849	5%
AGENTS FEES, OTHER COSTS	8,753	6,000	13,000	13,000	13,000	117%
OTHER	0	8,998	0	0	0	-100%
TOTAL OPERATING EXPENSES AND TRANSFERS	$ 9,384,143	$ 9,464,758	$ 9,462,760	$ 9,267,686	$ 9,267,686	-2%
INCREASE (DECREASE) FUND BALANCE	$ (1,171,277)	$ (716,545)	$ (714,460)	$ (79,304)	$ 431,711	
GAAP ADJUSTMENT	$ (41,623)					
ENDING FUND BALANCE	$ 2,350,689	$ 1,634,144	$ 1,636,229	$ 1,556,925	$ 2,067,940	



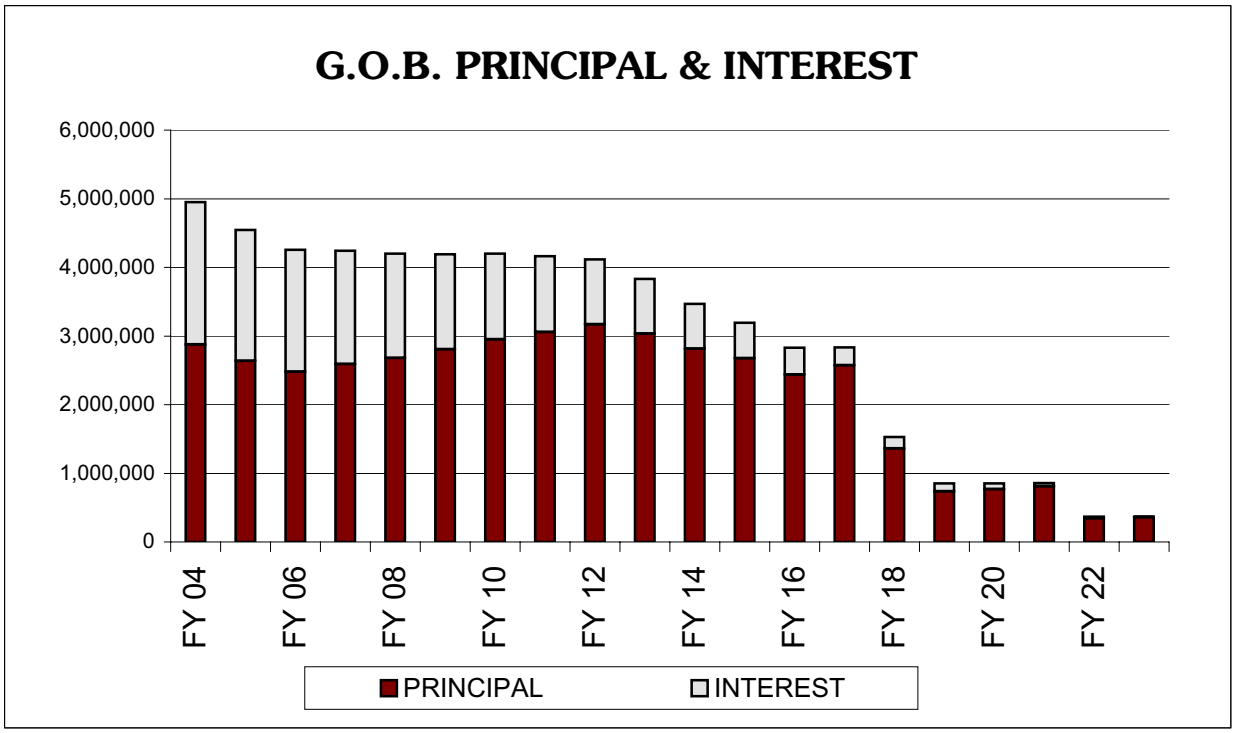


DEBT SERVICE
SUMMARY OF REQUIREMENTS
GENERAL OBLIGATION BONDS
ALL SERIES
FY 2003-2004

Issue	Principal	Interest	Total
G.O.B. Series 1991	0	42,500	42,500
G.O.B. Series 1994	300,000	159,500	459,500
G.O.B. Series 1995	300,000	163,425	463,425
G.O.B. Series 1996	1,100,000	248,278	1,348,278
G.O.B. Series 1998	265,000	257,769	522,769
G.O.B. Series 1999	275,000	234,950	509,950
G.O.B. Series 2000	310,000	367,830	677,830
G.O.B. Series 2001	130,000	117,470	247,470
G.O.B. Series 2002	195,000	280,355	475,355
G.O.B. Series 2003	0	203,824	203,824
TOTAL	$ 2,875,000	$ 2,075,900	$ 4,950,900

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
GENERAL OBLIGATION BONDS
ALL SERIES

FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL DUE EACH YEAR	OUTSTANDING AS OF OCTOBER 1
FY 04	2,875,000	2,075,900	4,950,900	43,170,000
FY 05	2,640,000	1,906,698	4,546,698	40,295,000
FY 06	2,480,000	1,774,298	4,254,298	37,655,000
FY 07	2,590,000	1,650,170	4,240,170	35,175,000
FY 08	2,680,000	1,522,355	4,202,355	32,585,000
FY 09	2,805,000	1,388,460	4,193,460	29,905,000
FY 10	2,950,000	1,248,254	4,198,254	27,100,000
FY 11	3,060,000	1,101,391	4,161,391	24,150,000
FY 12	3,170,000	948,465	4,118,465	21,090,000
FY 13	3,035,000	796,134	3,831,134	17,920,000
FY 14	2,815,000	652,158	3,467,158	14,885,000
FY 15	2,675,000	516,415	3,191,415	12,070,000
FY 16	2,440,000	390,282	2,830,282	9,395,000
FY 17	2,575,000	260,472	2,835,472	6,955,000
FY 18	1,360,000	169,488	1,529,488	4,380,000
FY 19	735,000	118,919	853,919	3,020,000
FY 20	770,000	84,556	854,556	2,285,000
FY 21	810,000	47,981	857,981	1,515,000
FY 22	345,000	21,966	366,966	705,000
FY 23	360,000	7,425	367,425	360,000

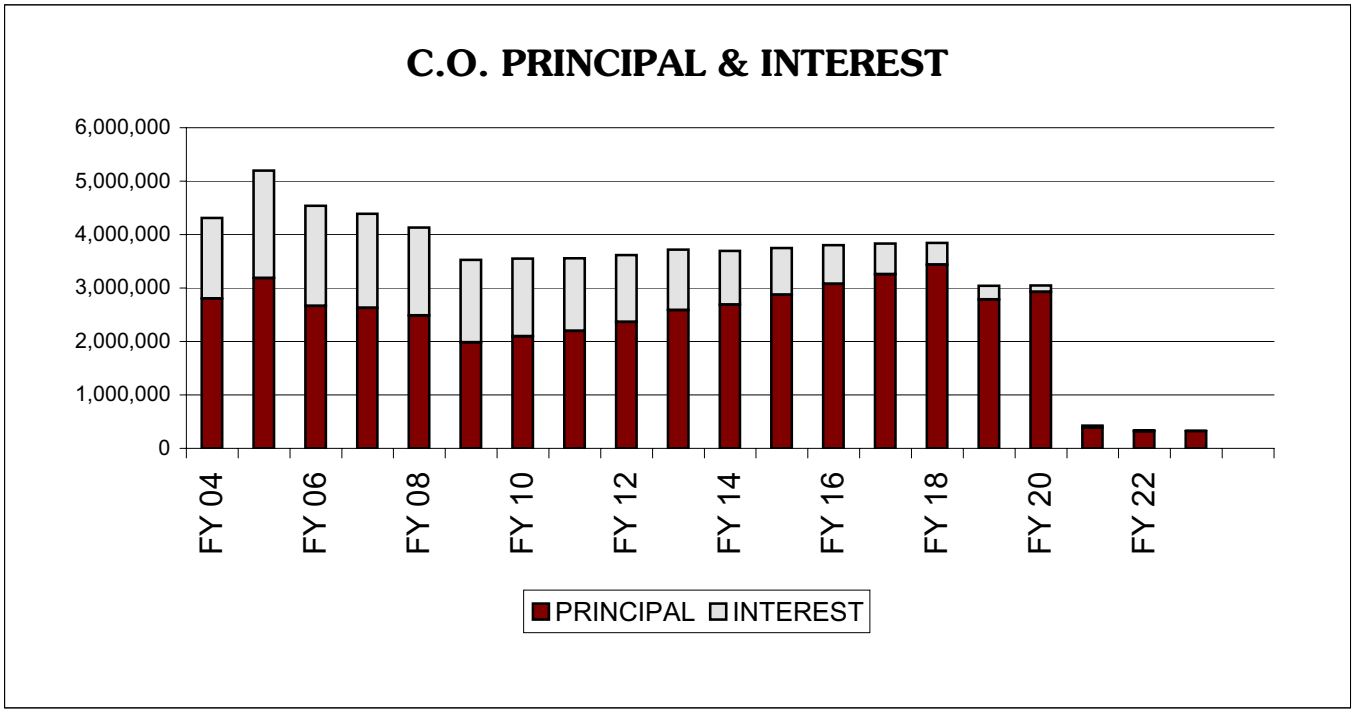


DEBT SERVICE
SUMMARY OF REQUIREMENTS
CERTIFICATES OF OBLIGATION
ALL SERIES
FY 2003-2004

ISSUE - PRINCIPAL	GENERAL DEBT ASSOCIATED	WPC TIF ASSOCIATED	EQUIP REPL ASSOCIATED	CONF. CENTER ASSOCIATED	TOTAL
C.O. Series 1998	235,000	0	0	0	235,000
C.O. Series 2000	340,000	0	0	0	340,000
C.O. Series 2000 A	560,000	0	0	0	560,000
C.O. Series 2001	455,000	0	0	0	455,000
C.O. Series 2002	464,070	400,000	160,930	0	1,025,000
C.O. Series 2003	0	0	190,000	0	190,000
C.O. Series 2003A	0	0	0	0	0
TOTAL PRINCIPAL	$ 2,054,070	$ 400,000	$ 350,930	$ 0	$ 2,805,000
ISSUE - INTEREST					
C.O. Series 1998	200,305	0	0	29,750	230,055
C.O. Series 2000	155,876	0	0	0	155,876
C.O. Series 2000 A	351,055	0	0	0	351,055
C.O. Series 2001	108,824	0	0	0	108,824
C.O. Series 2002	495,675	79,103	28,072	0	602,850
C.O. Series 2003	0	0	25,225	0	25,225
C.O. Series 2003A	32,435	0	0	0	32,435
TOTAL INTEREST	$ 1,344,170	$ 79,103	$ 53,297	$ 29,750	$ 1,506,320
TOTAL PAYMENT	$ 3,398,240	$ 479,103	$ 404,227	$ 29,750	$ 4,311,320

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
CERTIFICATES OF OBLIGATION
ALL SERIES

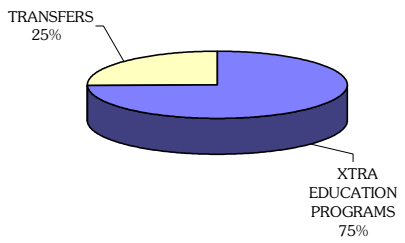
FISCAL YEAR	PRINCIPAL	INTEREST	TOTAL DUE ANNUALLY	PRINCIPAL OUTSTANDING AS OF OCTOBER 1
FY 04	2,805,000	1,506,321	4,311,321	32,525,000
FY 05	3,185,000	2,009,691	5,194,691	44,270,000
FY 06	2,665,000	1,875,656	4,540,656	41,085,000
FY 07	2,630,000	1,759,285	4,389,285	38,420,000
FY 08	2,485,000	1,648,031	4,133,031	35,790,000
FY 09	1,980,000	1,548,605	3,528,605	33,305,000
FY 10	2,095,000	1,455,516	3,550,516	31,325,000
FY 11	2,200,000	1,356,568	3,556,568	29,230,000
FY 12	2,365,000	1,250,090	3,615,090	27,030,000
FY 13	2,585,000	1,133,266	3,718,266	24,665,000
FY 14	2,690,000	1,007,253	3,697,253	22,080,000
FY 15	2,875,000	872,216	3,747,216	19,390,000
FY 16	3,075,000	726,531	3,801,531	16,515,000
FY 17	3,260,000	570,964	3,830,964	13,440,000
FY 18	3,435,000	407,609	3,842,609	10,180,000
FY 19	2,785,000	256,869	3,041,869	6,745,000
FY 20	2,930,000	117,547	3,047,547	3,960,000
FY 21	390,000	37,134	427,134	1,030,000
FY 22	315,000	21,450	336,450	640,000
FY 23	325,000	7,223	332,223	325,000



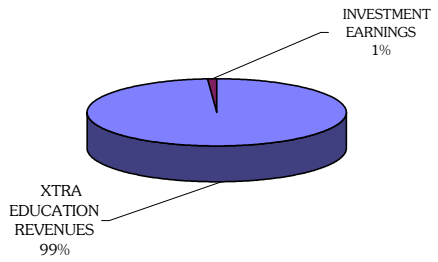
CITY OF COLLEGE STATION
PARKS XTRA EDUCATION
FUND SUMMARY

	FY 02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY 03 TO FY 04
BEGINNING FUND BALANCE	$ 62,734	$ 71,333	$ 71,333	$ 53,753	$ 53,753	
REVENUES						
XTRA EDUCATION REVENUES	$ 90,444	$ 82,400	$ 88,000	$ 92,000	$ 92,000	11.65%
INVESTMENT EARNINGS	2,986	5,200	1,800	920	920	(82.31%)
OTHER	0	0	0	0	0	0.00%
TOTAL REVENUES	$ 93,430	$ 87,600	$ 89,800	$ 92,920	$ 92,920	6.07%
TOTAL FUNDS AVAILABLE	156,164	$ 158,933	$ 161,133	$ 146,673	$ 146,673	(7.71%)
EXPENDITURES						
XTRA EDUCATION PROGRAMS	$ 57,454	$ 92,080	$ 76,790	$ 92,020	$ 92,020	(0.07%)
CONTINGENCY	0	0	0	0	0	N/A
TRANSFERS	26,735	30,590	30,590	31,062	31,062	1.54%
TOTAL EXPENDITURES	$ 84,189	$ 122,670	$ 107,380	$ 123,082	$ 123,082	0.34%
INCREASE (DECREASE) IN FUND BALANCE	$ 9,241	$ (35,070)	$ (17,580)	$ (30,162)	$ (30,162)	
GAAP ADJUSTMENT	$ (642)					
ENDING FUND BALANCE	$ 71,333	$ 36,263	$ 53,753	$ 23,591	$ 23,591	

PARKS XTRA EDUCATION FUND - USES



PARKS XTRA EDUCATION FUND - SOURCES



Established in FY 96, Parks Xtra Education is a joint effort of the City of College Station and the College Station Independent School District (CSISD) to provide community-based education programs.

This fund is prepared on the modified accrual basis of accounting. Under this basis revenues are recognized when they become measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred with the exception of several items. The full listing of these exceptions can be found in the Financial Policies on page F-1.

Registration fees provide the primary funding for the Parks Xtra Education Fund. Revenues are projected to be $92,920 in FY 04.

Program funding for FY 04 is $123,082. These funds include $92,020 to cover the cost of instructors, supplies, equipment, and various other program-related expenses. The remaining $31,062 is allocated for the payment of half the salary and benefits associated with the position responsible for administering the program.

CITY OF COLLEGE STATION
PARKS XTRA EDUCATION
DEPARTMENT SUMMARY

EXPENDITURE BY ACTIVITY

DIVISION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
PARKS XTRA EDUCATION	$ 57,454	$ 92,080	$ 92,080	$ 92,020	$ 92,020	(0.07%)
DIVISION TOTAL	$ 57,454	$ 92,080	$ 92,080	$ 92,020	$ 92,020	(0.07%)

EXPENDITURE BY CLASSIFICATION

CLASSIFICATION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
SALARIES & BENEFITS	$ 0	$ 8,000	$ 8,000	$ 0	$ 0	0.00%
SUPPLIES	6,689	13,480	13,480	13,480	13,480	0.00%
MAINTENANCE	0	0	0	0	0	0.00%
PURCHASED SERVICES	50,765	70,600	70,600	78,540	78,540	11.25%
CAPITAL OUTLAY	0	0	0	0	0	0.00%
DIVISION TOTAL	$ 57,454	$ 92,080	$ 92,080	$ 92,020	$ 92,020	(0.07%)

PERSONNEL SUMMARY BY ACTIVITY

DIVISION	ACTUAL FY 01	ACTUAL FY 02	REVISED BUDGET FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
PARKS XTRA EDUCATION	0.0	0.0	0.0	0.0	0.0	0.00%
DIVISION TOTAL	0.0	0.0	0.0	0.0	0.0	0.00%

ECONOMIC DEVELOPMENT FUND

This is the sixth year to include the Economic Development Fund in the budget document. The fund is utilized to account for funds that are to be used for business attraction and retention.

This fund is prepared on the modified accrual basis of accounting. Using this method, revenues are recognized when they become measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred with the exception of several items. The full listing of these exceptions can be found in the Financial Policies on page F-1.

Revenues for the Economic Development Fund will be collected from the Electric, Water, Wastewater, and Sanitation Funds. The contributions from these funds will total $360,000. Investment earnings of approximately $5,280 are also anticipated in FY 04. The Economic Development Funds' expenditures are comprised of "Cash Assistance" payments to various business prospects. This assistance is aimed at providing prospective businesses with start-up resources and provides existing businesses the opportunity to expand their operations.

$610,000 will be available for cash assistance in FY 04. Cash assistance in FY 04 will be allocated as follows:

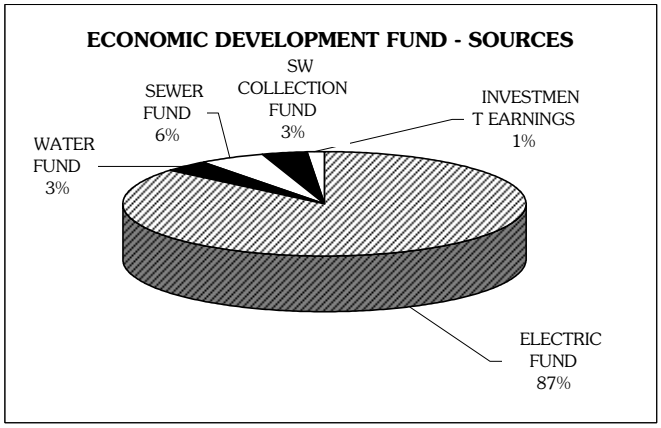
Economic Development Cash Assistance

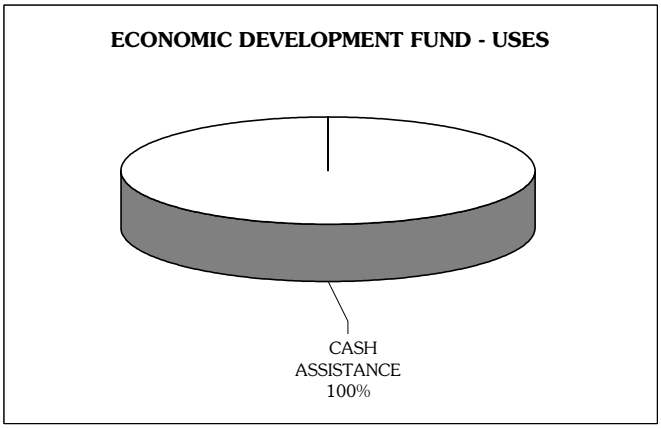
Organization	FY 03	FY 04
RVP Marketing	$50,000	$50,000
Home Depot	437,321	
UCS	120,000	60,000
Lynntech	50,000	
Northgate Arts Festival	10,000	
Lane Hospitality	200,000	
Other		500,000
Total	$867,321	$610,000

As can be seen from the table above, there is $500,000 estimated to be available for other economic development prospects and activities. If uncommitted at year-end, these funds will contribute to the fund balance carried over from year to year. This flexibility gives the City an opportunity to work with various new and current businesses to ensure that College Station has a diverse and vibrant economy.

CITY OF COLLEGE STATION
ECONOMIC DEVELOPMENT FUND
SUMMARY

	FY 02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY 03 TO FY 04
BEGINNING BALANCE	$ 713,123	$ 920,190	$ 920,190	$ 410,919	$ 410,919	
REVENUES						
OPERATING TRANSFERS						
ELECTRIC FUND	$ 214,900	$ 215,000	$ 315,000	$ 215,000	315,000	47%
WATER FUND	62,500	12,500	12,500	12,500	12,500	0%
SEWER FUND	10,000	10,000	20,000	10,000	20,000	100%
SW COLLECTION FUND	12,500	12,500	12,500	12,500	12,500	0%
INVESTMENT EARNINGS	36,444	16,920	18,350	5,280	5,280	-69%
OTHER	0	0	0	0	0	N/A
TOTAL REVENUES	$ 336,344	$ 266,920	$ 378,350	$ 255,280	$ 365,280	37%
TOTAL FUNDS AVAILABLE	$ 1,049,467	$ 1,187,110	$ 1,298,540	$ 666,199	$ 776,199	-35%
EXPENDITURES AND TRANSFERS						
CASH ASSISTANCE	$ 122,074	$ 962,209	$ 867,321	$ 500,000	$ 610,000	-37%
OTHER	0	0	20,300	0	0	N/A
TOTAL OPERATING EXPENSES AND TRANSFERS	$ 122,074	$ 962,209	$ 887,621	$ 500,000	$ 610,000	-37%
INCREASE (DECREASE) FUND BALANCE	$ 214,270	$ (695,289)	$ (509,271)	$ (244,720)	$ (244,720)	-65%
GAAP ADJUSTMENT	(7,203)					
ENDING FUND BALANCE	$ 920,190	$ 224,901	$ 410,919	$ 166,199	$ 166,199	





COURT SECURITY FEE FUND

In 1999, the State Legislature authorized a Court Security Fee for Municipal Court fines. This fee is paid by those who pay tickets at the College Station Municipal Court. This fee can be used to fund security projects to the Municipal Court.

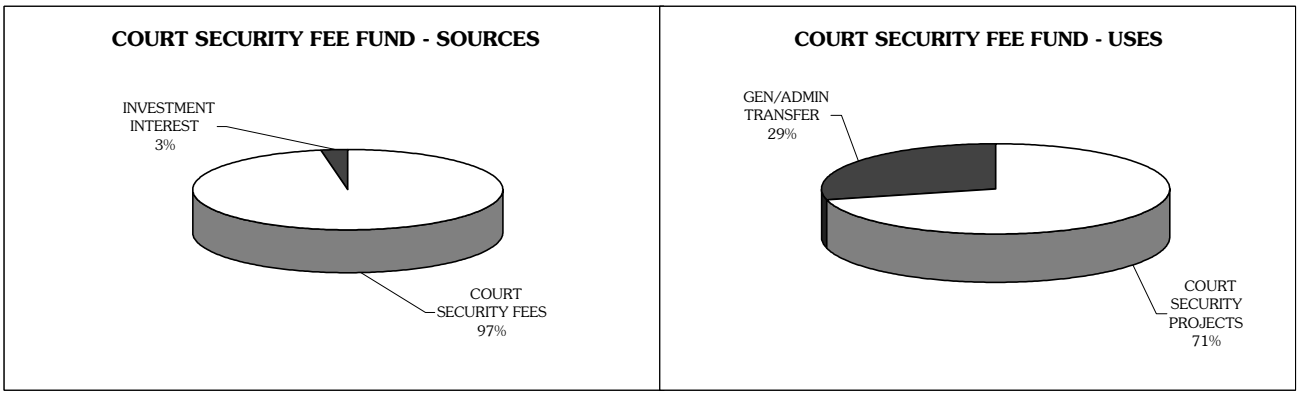
This fund is prepared using the modified accrual basis of accounting. This accounting method realizes revenues are when they become measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred with the exception of several items. The full listing of these exceptions can be found in the Financial Policies on page F-1.

Court Security Fee revenues are projected to be $76,480 in FY 04.

Expenditures of $168,548 are approved in FY 04. These expenditures include the salary and benefits associated with the bailiff position at the Municipal Court, as well as other security improvements to the court facility.

CITY OF COLLEGE STATION
COURT SECURITY FEE
FUND SUMMARY

	FY 02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY 03 TO FY 04
BEGINNING FUND BALANCE	$ 97,456	$ 126,790	$ 126,790	$ 113,900	$ 113,900	
REVENUES						
COURT SECURITY FEES	$ 57,487	$ 61,400	$ 73,000	$ 74,460	$ 74,460	21%
INVESTMENT INTEREST	5,175	3,600	3,560	2,020	2,020	-44%
OTHER	0	0	0	0	0	N/A
TOTAL REVENUES	$ 62,662	$ 65,000	$ 76,560	$ 76,480	$ 76,480	18%
EXPENDITURES						
COURT SECURITY PROJECTS	$ 0	$ 75,000	$ 20,000	$ 120,000	$ 120,000	60%
GEN/ADMIN TRANSFER	32,356	35,000	35,000	48,548	48,548	39%
TRANSFERS OUT	0	0	34,450	0	0	N/A
TOTAL EXPENDITURES	$ 32,356	$ 110,000	$ 89,450	$ 168,548	$ 168,548	53%
INCREASE (DECREASE) IN FUND BALANCE	$ 30,306	$ (45,000)	$ (12,890)	$ (92,068)	$ (92,068)	
GAAP ADJUSTMENT	$ (972)					
ENDING FUND BALANCE	$ 126,790	$ 81,790	$ 113,900	$ 21,832	$ 21,832	



COURT TECHNOLOGY FEE FUND

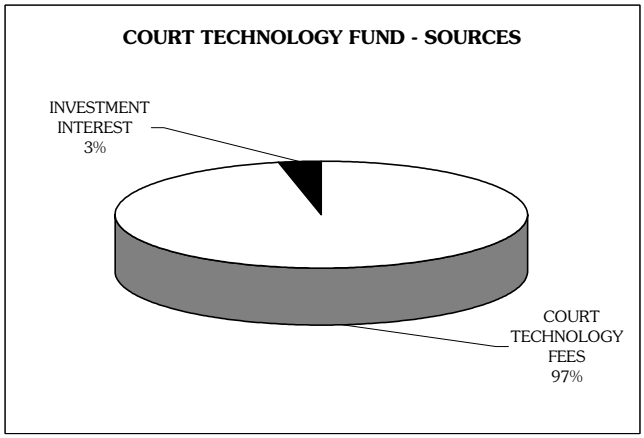
In 1999, the State Legislature authorized a Court Technology Fee for Municipal Court fines. Those who pay tickets at the College Station Municipal Court contribute to this fee. This fee can be used to fund technology projects at the Municipal Court facility. Projects could include enhancements and improvements to the Municipal Court computer systems and various other improvements that involve technology.

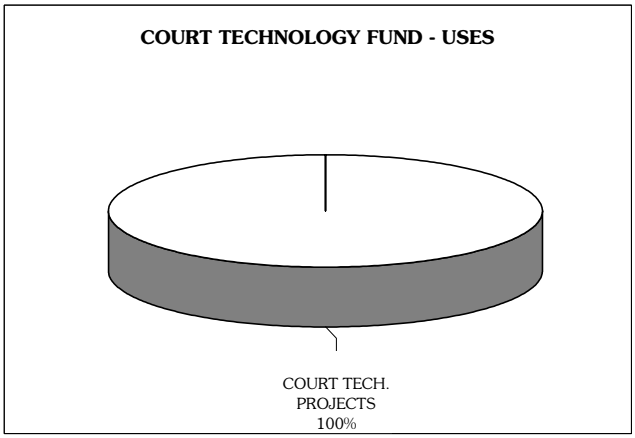
This fund is prepared using the modified accrual basis of accounting. This accounting method realizes revenue when they become measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred with the exception of several items. The full listing of these exceptions can be found in the Financial Policies on page F-1.

Court Technology Fee revenues are projected to be $103,460 in FY 04. $245,000 in budgeted expenditures is included in the approved FY 04 budget.

CITY OF COLLEGE STATION
COURT TECHNOLOGY
FUND SUMMARY

	FY 02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY 03 TO FY 04
BEGINNING FUND BALANCE	$ 103,253	$ 136,926	$ 136,926	$ 189,756	$ 189,756	
REVENUES						
COURT TECHNOLOGY FEES	$ 76,153	$ 78,200	$ 98,000	$ 99,960	$ 99,960	28%
INVESTMENT INTEREST	5,931	7,500	4,830	3,500	3,500	-53%
OTHER	0	0	0	0	0	N/A
TOTAL REVENUES	$ 82,084	$ 85,700	$ 102,830	$ 103,460	$ 103,460	21%
EXPENDITURES						
COURT TECHNOLOGY PROJECTS	$ 37,680	$ 100,000	$ 50,000	$ 245,000	$ 245,000	145%
TOTAL EXPENDITURES	$ 37,680	$ 100,000	$ 50,000	$ 245,000	$ 245,000	145%
INCREASE (DECREASE) IN FUND BALANCE	$ 44,404	$ (14,300)	$ 52,830	$ (141,540)	$ (141,540)	
GAAP ADJUSTMENT	$ (10,731)					
ENDING FUND BALANCE	$ 136,926	$ 122,626	$ 189,756	$ 48,216	$ 48,216	





POLICE SEIZURE FUND

This fund accounts for items received by the City through the Police Department as a result of criminal investigations. These funds are used for one time equipment and other purchases to assist in police activities.

This fund is prepared using the modified accrual basis of accounting. This accounting method recognizes revenues when they become measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred with the exception of several items. The full listing of these exceptions can be found in the Financial Policies on page F-1.

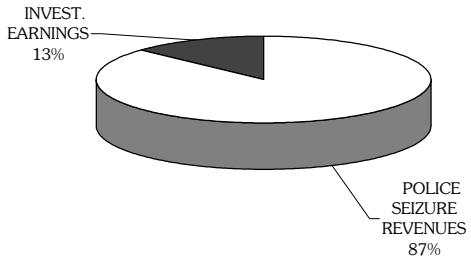
Police Seizure Fund revenues are estimated to be $3,110 in FY 04. Total funds available are expected to be $16,798.

Expenditures of $2,700 are budgeted for in FY 04. These expenditures are anticipated to be for items to assist in police activities.

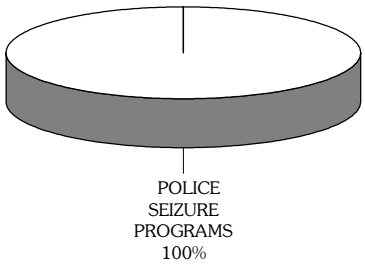
CITY OF COLLEGE STATION
POLICE SEIZURE
FUND SUMMARY

	FY 02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY 03 TO FY 04
BEGINNING FUND BALANCE	$ 22,255	$ 13,978	$ 13,978	$ 13,688	$ 13,688	
REVENUES						
POLICE SEIZURE REVENUES	$ 8,359	$ 6,000	$ 2,000	$ 2,700	$ 2,700	(55.00%)
INVESTMENT EARNINGS	957	700	410	410	410	(41.43%)
OTHER	0	0	0	0	0	N/A
TOTAL REVENUES	$ 9,316	$ 6,700	$ 2,410	$ 3,110	$ 3,110	(53.58%)
TOTAL FUNDS AVAILABLE	31,571	$ 20,678	$ 16,388	$ 16,798	$ 16,798	(18.76%)
EXPENDITURES						
POLICE SEIZURE PROGRAMS	$ 17,367	$ 3,500	$ 2,700	$ 2,700	$ 2,700	(22.86%)
CONTINGENCY	0	0	0	0	0	N/A
TRANSFERS	0	0	0	0	0	N/A
TOTAL EXPENDITURES	$ 17,367	$ 3,500	$ 2,700	$ 2,700	$ 2,700	(22.86%)
INCREASE (DECREASE) IN FUND BALANCE	$ (8,051)	$ 3,200	$ (290)	$ 410	$ 410	
GAAP ADJUSTMENT	$ (226)					
ENDING FUND BALANCE	$ 13,978	$ 17,178	$ 13,688	$ 14,098	$ 14,098	

POLICE SEIZURE FUND - SOURCES



POLICE SEIZURE FUND - USES



GENERAL GOVERNMENT
CAPITAL PROJECTS BUDGET

The City of College Station annually develops a five-year Capital Improvements Program. The CIP is then presented for City Council review as part of the annual budget process. The list consolidates all anticipated capital needs for which funding authorization exists. The program is also divided into several sections depending on the services provided and the funding source.

The City only has legal authority to issue general obligation debt after a successful citizen referendum. General Obligation (GO) debt is debt that obligates the City to repay the issue with ad valorem tax revenues. The City uses GO debt for the acquisition and development of parks and recreation facilities, rights-of-way acquisition, construction of arterial streets, reconstruction of major arterial streets, and for public buildings such as City offices, libraries, swimming pools and other general use facilities.

The 1998 November election granted the City authority to issue $24,240,000 in General Obligation debt. $4.79 million was issued FY 03. The proceeds from this debt issuance will fund the construction of fire station 5, the purchase of greenways, street rehabilitation, traffic enhancements, and land acquisition for the future city center and the extension of Longmire. The FY 04 Approved Budget includes $855,000 in General Obligation debt for Greenways projects.

The City has statutory authority, and City Council policy allows for the use of non-voter authorized debt instruments such as certificates of obligation and contract obligations (generally referred to as CO's). City Council policy allows the City to use such instruments for capital items such as the following:

- The purchase and replacement of major computer systems and other technology-based items that have useful lives of not more than ten years.
- The purchase and replacement of major equipment items such as fire fighting equipment. The City has however developed policies and procedures to provide almost all of this equipment without issuing debt.
- The purchase of land and development of land for economic development uses.

In FY 03, the City issued $780,000 in CO debt for various General Government capital projects. The bulk of this $780,000 will fund the construction of an intersection at future State Highway 40 and Greens Prairie Road. The FY 04 Budget includes issuing $15,050,000 in CO's. This includes $3.1 million for infrastructure costs associated with the development the Spring Creek Corporate Campus Phase I. C.O.'s in the amount of $11.9 million are also scheduled for the new conference center project.

Revenue bonds are issued when a capital asset will reside in one or more of the City's enterprise funds. Revenue bonds do not normally require voter approval.

The 1998 bond elections provided funding authorization for a wide range of capital projects. These projects included street extensions and reconstruction, traffic projects, as well as parks development and parkland acquisition. Improvements to Fire Station #2, along with a new fire station (Fire Station #5), were authorized. Funds were also authorized for the acquisition of land for a new cemetery site, City Center and to increase greenway /floodplain areas. The City will continue those remaining authorized projects in accordance with the five-year CIP plan.

The successful citizen referendum acknowledged that the approved projects would be accomplished without increasing the ad valorem tax rate for debt service. However, it was anticipated that the ad valorem tax rate would be increased to pay for Veteran's Park and Fire Station #5 operations. In FY 02, an ad valorem tax increase of 4.84 cents per $100 valuation was approved. Of this increase, 1.84 cents was required for operating and maintenance expenses associated with Veteran's Park and Fire Station #5. In FY 04, no increase in the ad valorem tax rate is approved.

A new 5 year general obligation bond election is scheduled for November 2003. If successful this election will provide additional general obligation bond authority for future projects important to the future of College Station.

STREETS, TRAFFIC, SIDEWALKS, AND TRAILS CAPITAL PROJECTS

Street Rehabilitation Projects

In FY 04, $1.2 million is approved for rehabilitation to streets in the Southside area. This is a multi-year effort to rehabilitate the infrastructure in older parts of College Station. Also in FY 04, $500,000 will fund various street rehabilitation projects. $200,000 of this amount will be used to overlay newly annexed streets, and $300,000 will be used to rehabilitate thoroughfare streets within the City.

Street Extension Projects

Street extension projects include $632,404 for completing the widening George Bush Dr. from Texas Avenue to Harvey Road. $722,000 is the anticipated project expense for phase II of the Jones Butler Road project. Additionally, the FY 04 Approved Budget

projects $2.2 million for the Longmire Drive extension project, $3.7 million toward the widening of Greens Prairie Road, and $3.4 to for the extension of Dartmouth Drive from Krenek Tap Road to FM 2818.

These street projects will help to address traffic issues that have been highlighted in the citizen survey and other feedback received from College Station citizens.

Street TxDOT Projects
It is anticipated that $580,000 will be used for Texas Avenue Widening Phase II streetscaping, and $175,000 for the George Bush Drive medians.

TxDOT timing on these projects will determine when these expenditures will be made. The City pays ten percent of right-of-way costs, and also pays for any enhancements, such as the application of any streetscaping desired in the project.

Traffic Projects
In FY 04, there is no approved new budget appropriation for traffic signal enhancements. However, $72,000 is projected to cover the cost of widening Holleman and the intersection of Holleman and Texas Avenue.

Sidewalks and Trails Projects
The City of College Station has worked over the years to ensure adequate transportation infrastructure for pedestrians and bicyclists. The City has an adopted sidewalk and bike loop plan. As new development occurs, sidewalks are an important aspect that must be considered. In FY 04, $75,000 for neighborhood capital improvements is approved. The Anderson sidewalk project and the Longmire sidewalk project are expected to be completed in FY 04.

PARKS CAPITAL PROJECTS
The most significant parks projects for FY 04 are improvements to the Lincoln Center. The FY 04 budget includes $623,000 to expand the Lincoln Center and $350,000 to add a covered multi use pavilion to the facilities. These projects are part of the implementation of Tarrow Park Master Plan which the City Council approved earlier in 2003.

PARKLAND DEDICATION CAPITAL PROJECTS
Parkland dedication funds can be used for projects in neighborhood parks within the various park zones. The funds come from a dedication required as new development occurs in College Station. In FY 04, projects anticipated to use parkland dedication funds include $700,000 for Woodway Park development, $175,000 for a park in Zone 5.

GENERAL GOVERNMENT AND CAPITAL EQUIPMENT CAPITAL PROJECTS
General government and capital equipment projects are planned assets that have value to more than one specific area of City operations. Two main divisions within this category are public facilities and technology projects. In FY 04, significant projects include: $1,255,780 for construction of Fire Station # 5; $917,000 to replace the City's phone system, $200,000 to complete the fiber loop, and $100,000 to begin setting aside funds for a topographic/aerial map. Other technology related projects approved for FY 04 include the completion of the replacement of the public safety computer system, as well as the addition of several other public safety technology projects. These include a police booking system, a police field reporting system, and a fire tone out system.

CONFERENCE CENTER CAPITAL PROJECTS
In FY 04, $12,108,750 was the anticipated Convention Center project expense. This project was to entail the construction of a conference center facility in conjunction with the development of a full service hotel. Additionally $1.1 million was projected to cover the cost of associated utility infrastructure.

Following the presentation of the proposed 2003-2004 budget, the proposed conference center project was halted and will not be constructed at the proposed site with the proposed partner. The City Council is currently considering options.

BUSINESS PARK PROJECTS
In FY 04, there are two significant business park related projects. These include $2,320,000 for the construction of the Spring Creek Corporate Campus Phase I and $415,000 for development of a new class B business center. An additional $250,000 is also included in the approved budget for costs associated with the existing business park. These include reimbursement for a fence being built, and funds for minor improvements in the existing business park facility.

ADDITIONAL O&M COSTS
The FY 04 budget includes a number of capital projects that have been recently completed and have added operations and maintenance expense. In particular, the City's general fund has been and will continue to be impacted by capital projects as they come online. The FY 04 Budget includes an additional $229,583 for operating costs associated with fire station #5, which is slated to come online in 2004. The budget also includes $55,100 in costs associated with the improvements to Lick Creek Park. An additional $53,853 will fund the additional maintenance costs associated with the new public safety computer system.

GENERAL GOVERNMENT
STREETS, TRAFFIC, SIDEWALKS, AND TRAILS CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

	PROJECT NUMBER	PROJECT BUDGET AMOUNT	ACTUAL FY 01-02	APPROVED FY 02-03 BUDGET APPROPRIATIONS	ESTIMATE FY 02-03
BEGINNING FUND BALANCE:			**12,214,522**	**21,818,544**	**21,818,544**
ADDITIONAL RESOURCES:					
GENERAL OBLIGATION BONDS			4,501,000	1,693,000	1,693,000
CERTIFICATES OF OBLIGATIONS			8,977,600	750,000	750,000
INTERGOVERNMENTAL			9,761	768,000	470,000
INTRAGOVERNMENTAL			1,254,447	0	148,000
INVESTMENT EARNINGS			702,874	300,000	600,000
OTHER			329,664	75,000	0
SUBTOTAL ADDITIONAL RESOURCES			$ 15,775,346	$ 3,586,000	$ 3,661,000
TOTAL RESOURCES AVAILABLE			$ 27,989,868	$ 25,479,544	$ 25,479,544
STREET REHABILITATION PROJECTS					
GRAHAM RD UPGRADE PH II	ST0001	1,718,000	1,221,267	0	235,167
2 TARROW ST. SOUTH	ST0002	464,000	6,065	0	417,084
* STREET REHAB.	ST0003	2,620,500	4,665	780,000	0
3 FIRST & MAPLE STREET REHAB	ST0201	789,250	52,855	0	50,000
DOMINIK ST REHAB	ST0216	75,000	24,248	0	780,000
SECOND STREET PLAZA	ST0030	675,000	575,947		67,982
WEST PARK (SOUTHSIDE)	ST0400	1,200,000	0	0	0
COLLEGE PARK/BREEZY HEIGHTS (SOUTHSIDE)		2,500,000	0	0	0
ANNEXATION OVERLAYS	ST0401	200,000	0	0	0
THOROUGHFARE REHABILITATIONS	ST0402	300,000	0	0	0
CLOSED PROJECTS			1,154,857		84,965
SUBTOTAL			$ 3,039,905	$ 780,000	$ 1,635,198
STREET EXTENSION PROJECTS					
* JONES-BUTLER RD PH II	ST0005	2,036,000	2,111	0	583,000
1 GEORGE BUSH E. WIDENING	ST9804	2,312,000	136,736	182,000	673,682
GEORGE BUSH EAST EXT.	ST9916	1,735,000	855,340	0	33,000
* ROCK PRAIRIE RD REALIGN	ST9923	832,000	639,373	0	9,844
* VICTORIA OP	ST9928	626,000	28,526	0	0
* BARRON ROAD ROW	ST0006	316,000	2,154	0	217,000
LONGMIRE EXT-BIRMINGHAM-GRAHAM	ST0007	455,000	19,905	0	200,308
* LONGMIRE EXT-GRAHAM-CYPRESS MEAD	ST0100	2,594,000	183,761	0	431,821
GREENS PRAIRIE RD. WIDENING	ST0214	4,369,000	121,593	0	500,000
DARTMOUTH EXTENSION PHASE II	ST0211	3,600,000	47,921	0	200,000
UNIVERSITY DR. WIDENING DSN	ST0213	250,000	0	0	1,000
BARRON ROAD INTERCHANGE	ST0212	675,000	0	0	100,000
GREENS PRAIRIE RD/ARRINGTON	ST0304	750,000	0	750,000	750,000
CLOSED PROJECTS			0	0	42
SUBTOTAL			$ 2,037,420	$ 932,000	$ 3,699,697
STREET TXDOT PROJECTS					
TX AVE STREETSCAPE PH II	ST9915	500,000	0	0	0
GEORGE BUSH DRIVE MEDIANS	ST0102	175,000	0	0	0
SUBTOTAL			$ 0	$ 0	$ 0

1 - George Bush Widening includes $600,000 thoroughfare funds and $890,000 GOB.

2 - Tarrow Street funding includes $272,000 from a grant.

3 - Funded through CDBG Funds.

* - Indicates projects funded through November 1998 G.O. Bond Authorization

GENERAL GOVERNMENT
STREETS, TRAFFIC, SIDEWALKS, AND TRAILS CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

APPROVED FY 03-04 BUDGET APPROPRIATION	PROJECTED FY 03-04	PROJECTED FY 04-05	PROJECTED FY 05-06	PROJECTED FY 06-07	PROJECTED FY 07-08	PROJECTED FY 08-09
18,441,308	**18,441,308**	**4,007,044**	**1,693,044**	**1,648,044**	**1,603,044**	**1,558,044**
0	0	0	0	0	0	0
0	0	1,200,000	0	0	0	0
0	0	0	0	0	0	0
1,366,395	1,366,395	1,000,000	0	0	0	0
270,000	270,000	120,000	30,000	30,000	30,000	30,000
0	0	0	0	0	0	0
$ 1,636,395	$ 1,636,395	$ 2,320,000	$ 30,000	$ 30,000	$ 30,000	$ 30,000
20,077,703.29	$ 20,077,703	$ 6,327,044	$ 1,723,044	$ 1,678,044	$ 1,633,044	$ 1,588,044
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	866,395	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
1,200,000	1,200,000	0	0	0	0	0
0	0	2,500,000	0	0	0	0
200,000	200,000	0	0	0	0	0
300,000	300,000	0	0	0	0	0
0	0	0	0	0	0	0
$ 1,700,000	$ 2,566,395	$ 2,500,000	$ 0	$ 0	$ 0	$ 0
0	722,000	722,000	0	0	0	0
0	632,404	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	150,000	447,000	0	0	0	0
0	200,000	0	0	0	0	0
0	8,100	0	0	0	0	0
0	2,173,760	0	0	0	0	0
0	3,747,000	0	0	0	0	0
0	3,352,000	0	0	0	0	0
0	246,000	0	0	0	0	0
0	575,000	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
$ 0	$ 11,806,264	$ 1,169,000	$ 0	$ 0	$ 0	$ 0
0	580,000	0	0	0	0	0
0	175,000	0	0	0	0	0
$ 0	$ 755,000	$ 0	$ 0	$ 0	$ 0	$ 0

GENERAL GOVERNMENT
STREETS, TRAFFIC, SIDEWALKS, AND TRAILS CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

	PROJECT NUMBER	PROJECT BUDGET AMOUNT	ACTUAL FY 01-02	APPROVED FY 02-03 BUDGET APPROPRIATIONS	ESTIMATE FY 02-03
TRAFFIC PROJECTS					
* TRAFFIC MGMT. IMPROVE.	ST0011	728,000	0	0	0
TRAFFIC SIGNAL ENHAN.	ST9511	3,463,229	0	538,000	57,711
HOLLEMAN WIDENING	ST0106	112,000	39,582	0	72,419
JOE ROUTE @ KIMBROUGH	ST0210	10,000	3,118	0	6,882
GB EAST DRIVE@DOMINIK	ST0205	100,000	17,267	0	92,733
GB EAST EAST @HOLLEMAN	ST0206	110,000	12,842	0	97,158
UNIVERSITY HOME DEPOT	ST0207	135,000	12,671	0	122,330
HWY 30/6 SIGNAL UPGRADE	ST0219	17,496	17,496	0	0
TEXAS AVENUE@MANUEL DRIVE	ST0017	100,000	11,225	0	88,775
FIRE PRE-EMPTION SYSTEM	ST9810	175,000	83,651	0	22,833
CLOSED PROJECTS			21,344	0	0
SUBTOTAL			$ 219,196	$ 538,000	$ 560,841
SIDEWALKS & TRAILS					
J&D MILLER PARK SIDEWALK/TRAIL	ST0200	29,250	62,230	0	0
NEIGHBORHOOD/STREETSCAPE	ST9802	54,800	0	0	0
BIKE LOOP	ST9409	1,348,000	941	0	0
MISC. BIKE TRAILS	ST9803	180,000	0	0	0
TAMU SIDEWALKS	ST9924	400,000	665	400,000	260,000
UNIVERSITY SIDEWALKS	CD1275	98,500	0	0	85,500
LONGMIRE SIDEWALKS	ST0204	207,000	0	0	75,000
ANDERSON SIDEWALKS	ST0203	150,000	779	0	100,000
NEIGHBORHOOD CIP	ST0012	ANNUAL	27,066	75,000	75,000
EMERALD FOREST HOA	ST0218				7,500
CLOSED PROJECTS			0	0	0
SUBTOTAL			$ 91,681	$ 475,000	$ 603,000
TRANSFER OUT			0	0	0
OTHER			25,291	0	0
DEAN INTERNATIONAL			318,675	360,000	270,000
DEBT ISSUANCE COSTS			78,000	19,500	19,500
GENERAL & ADMIN. CHARGES			260,000	250,000	250,000
TOTAL EXPENDITURES			$ 6,070,168	$ 3,354,500	$ 7,038,236
	GAAP		101,156		
ENDING FUND BALANCE:			$ 21,818,544	$ 22,125,044	$ 18,441,308

Notes:

* - Indicates projects funded through November 1998 G.O. Bond Authorization

GENERAL GOVERNMENT
STREETS, TRAFFIC, SIDEWALKS, AND TRAILS CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

APPROVED FY 03-04 BUDGET APPROPRIATION	PROJECTED FY 03-04	PROJECTED FY 04-05	PROJECTED FY 05-06	PROJECTED FY 06-07	PROJECTED FY 07-08	PROJECTED FY 08-09
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	72,000	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
$ 0	$ 72,000	$ 0	$ 0	$ 0	$ 0	$ 0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	460,000	0	0	0	0
0	0	180,000	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
49,000	132,000	0	0	0	0	0
0	50,000	0	0	0	0	0
75,000	75,000	75,000	75,000	75,000	75,000	75,000
0	0	0	0	0	0	0
0	0	0	0	0	0	0
$ 124,000	$ 257,000	$ 715,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000
0	0	0	0	0	0	0
0	0	0	0	0	0	0
264,000	264,000	0	0	0	0	0
0	0	0	0	0	0	0
350,000	350,000	250,000	0	0	0	0
$ 2,438,000	$ 16,070,659	$ 4,634,000	$ 75,000	$ 75,000	$ 75,000	$ 75,000
	0					
$ 17,639,703	$ 4,007,044	$ 1,693,044	$ 1,648,044	$ 1,603,044	$ 1,558,044	$ 1,513,044

GENERAL GOVERNMENT
PARKS PROJECTS
CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

	PROJECT NUMBER	PROJECT BUDGET AMOUNT	ACTUAL FY 01-02	APPROVED FY 02-03 BUDGET APPROPRIATION	ESTIMATE FY 02-03
BEGINNING FUND BALANCE:			$ 4,295,406	$ 757,978	$ 757,978
ADDITIONAL RESOURCES:					
GENERAL OBLIGATION BONDS			$ 0	$ 0	$ 0
CERTIFICATES OF OBLIGATIONS			129,000	0	0
INTERGOVERNMENTAL			0	80,000	80,000
INTRAGOVERNEMENTAL			89,000	0	0
INVESTMENT EARNINGS			74,057	10,000	25,000
OTHER			67,525	67,000	67,000
SUBTOTAL ADDITIONAL RESOURCES			$ 359,582	$ 172,000	$ 172,000
TOTAL RESOURCES AVAILABLE			$ 4,654,988	$ 929,978	$ 929,978
PARK PROJECTS					
BILLIE MADELEY PARK DEV.	PK9706	45,000	29,811	0	0
OAKS PARK IMPR.	PK0067	28,000	46,562	0	24,068
RAINTREE PARK IMPR.	PK0068	44,000	0	0	0
LICK CREEK DEVELOPMENT	PK0069	511,000	35,859	80,000	117,000
VETERANS ATHLETIC PARK DEV	PK9941	3,236,000	3,012,561	0	37,000
SOUTHWOOD PARK IMPR.	PK0076	156,000	0	119,000	69,000
CENTRAL PARK IMPR.	PK0101	17,000	0	0	17,000
THOMAS POOL IMPR.	PK0104	19,000	0	0	19,000
BEE CREEK LIGHTS	PK0303	118,000	0	0	33,000
COMMUNITY PARK ADD LAND PURCH.		40,000	0	0	0
* LINCOLN CENTER EXP	TBD	623,000	0	0	0
* LINC. CTR. COVERED BASKETBALL PAVILLION		350,000	0	0	0
FIELD REDEVELOPMENT	PK0300	24,000	0	34,400	24,000
CLOSED PROJECTS			716,316	0	0
DEBT ISSUANCE COST			900	0	0
GENERAL & ADMIN. CHARGES			55,000	20,000	20,000
TOTAL EXPENDITURES			$ 3,897,010	$ 253,400	$ 360,068
GAAP			0		
ENDING FUND BALANCE:			$ 757,978	$ 676,578	$ 569,910

* - FUNDED THROUGH COMMUNITY DEVELOPMENT BLOCK GRANT

GENERAL GOVERNMENT
PARKS PROJECTS
CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

APPROVED FY 03-04 APPROPRIATIONS	PROJECTED FY 03-04	PROJECTED FY 04-05	PROJECTED FY 05-06	PROJECTED FY 06-07	PROJECTED FY 07-08	PROJECTED FY 08-09
$ 569,910	$ 569,910	$ 24,910	$ 26,210	$ 27,210	$ 28,210	$ 29,210
$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
1,013,000	1,013,000	0	0	0	0	0
15,000	15,000	1,000	1,000	1,000	1,000	1,000
67,000	67,000	68,300	69,700	71,100	72,500	74,000
$ 1,095,000	$ 1,095,000	$ 69,300	$ 70,700	$ 72,100	$ 73,500	$ 75,000
$ 1,664,910	$ 1,664,910	$ 94,210	$ 96,910	$ 99,310	$ 101,710	$ 104,210
0	5,000	0	0	0	0	0
0	0	0	0	0	0	0
0	16,000	0	0	0	0	0
0	394,000	0	0	0	0	0
0	18,000	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	85,000	0	0	0	0	0
40,000	40,000	0	0	0	0	0
451,294	623,000	0	0	0	0	0
350,000	350,000	0	0	0	0	0
89,000	89,000	68,000	69,700	71,100	72,500	74,000
0	0	0	0	0	0	0
0	0	0	0	0	0	0
20,000	20,000	0	0	0	0	0
$ 950,294	$ 1,640,000	$ 68,000	$ 69,700	$ 71,100	$ 72,500	$ 74,000
$ 714,616	$ 24,910	$ 26,210	$ 27,210	$ 28,210	$ 29,210	$ 30,210

GENERAL GOVERNMENT
PARKLAND DEDICATION
CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

	PROJECT NUMBER	PROJECT BUDGET AMOUNT	ACTUAL FY 01-02	APPROVED FY 02-03 BUDGET APPROPRIATIONS	ESTIMATE FY 02-03
BEGINNING FUND BALANCE:			1,212,527	1,474,927	1,474,927
ADDITIONAL RESOURCES:					
CONTRIBUTIONS			$ 209,347	$ 50,000	$ 50,000
INVESTMENT EARNINGS			94,750	5,000	5,000
TRANSFERS IN			0	0	0
OTHER			0	0	0
SUBTOTAL ADDITIONAL RESOURCES			$ 304,097	$ 55,000	$ 55,000
TOTAL RESOURCES AVAILABLE			$ 1,516,624	$ 1,529,927	$ 1,529,927
PARKLAND DEDICATION FUND					
ZONE 1 PARK	PK0051	53,000	0	18,000	22,000
NORTHGATE LINEAR PARK	TBD	150,000	0	150,000	0
ZONE 2 PARK	PK0052	9,219	0	2,000	0
ZONE 3 (WOLF PEN CREEK)	PK0053	5,000	0	0	0
INTRGEN BENCHES	PK0212	8,162	8,162	0	0
BENCH REPLCMNT	PK0214	9,300	5,570	0	0
ZONE 4 PARK	PK0054	5,000	0	20,000	0
ZONE 5 PARK	TBD	76,842	0	170,000	0
EDELWEISS PARK	PK0216	18,000	0	0	18,000
INTRGEN BENCHES	TBD	25,000	0	25,000	25,000
SOUTHWOOD PLAYGROUND CVRS	TBD	22,000	0	0	22,000
SOUTHWOOD AP SIDEWALKS			0	0	12,000
ZONE 6 PARK	PK0056	51,000	336	88,000	0
SOUTH KNOLL JOGGING TRACK	TBD		0	0	8,000
BEE CREEK PARK BENCHES	TBD		0	0	12,000
ZONE 7 PARK	PK0057	400,202	0	0	0
WOODWAY PARK	PK9803	710,000	4,000	700,000	0
ZONE 8 PARK	PK0058	612	0	0	0
ZONE 9 PARK	PK0059	0	0	0	0
ZONE 10 PARK	PK0060	175,000	0	111,000	113,000
SHENANDOAH PARK		0	0	0	0
ZONE 11 PARK	PK0061	17,000	27,584	0	0
CLOSED PROJECTS			15,197	0	0
TRANSFER PROJECT			120,000		
GENERAL & ADMIN. CHARGES			15,000	5,000	5,000
TOTAL EXPENDITURES			$ 195,849	$ 1,289,000	$ 237,000
		GAAP	(701)		
ENDING FUND BALANCE:			$ 1,320,074	$ 240,927	$ 1,292,927

GENERAL GOVERNMENT
PARKLAND DEDICATION
CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

APPROVED FY03-04 BUDGET APPROPRIATIONS	PROJECTED FY 03-04	PROJECTED FY 04-05	PROJECTED FY 05-06	PROJECTED FY 06-07	PROJECTED FY 07-08	PROJECTED FY 08-09
1,292,927	1,292,927	39,927	40,927	41,927	42,927	45,927
$ 50,000	$ 50,000	$ 0	$ 0	$ 0	$ 0	$ 0
5,000	5,000	1,000	1,000	1,000	3,000	3,000
0	0	0	0	0	0	0
0	0	0	0	0	0	0
$ 55,000	$ 55,000	$ 1,000	$ 1,000	$ 1,000	$ 3,000	$ 3,000
$ 1,347,927	$ 1,347,927	$ 40,927	$ 41,927	$ 42,927	$ 45,927	$ 48,927
0	0	0	0	0	0	0
0	150,000	0	0	0	0	0
118,000	120,000	0	0	0	0	0
5,000	5,000	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	20,000	0	0	0	0	0
26,000	26,000	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
90,000	90,000	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	700,000	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	175,000	0	0	0	0	0
14,000	17,000	0	0	0	0	0
	0	0	0	0	0	0
5,000	5,000	0	0	0	0	0
$ 258,000	$ 1,308,000	$ 0	$ 0	$ 0	$ 0	$ 0
$ 1,089,927	$ 39,927	$ 40,927	$ 41,927	$ 42,927	$ 45,927	$ 48,927

GENERAL GOVERNMENT
FACILITIES AND TECHNOLOGY CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

	PROJECT NUMBER	PROJECT BUDGET AMOUNT	ACTUAL FY 01- 02	FY 02-03 BUDGET APPROPRIATIONS	TOTAL ESTIMATE FY 02-03
BEGINNING FUND BALANCE:			$ 4,466,043	$ 6,259,450	$ 6,259,450
ADDITIONAL RESOURCES:					
GENERAL OBLIGATION BONDS			$ 1,030,000	$ 2,097,000	$ 2,097,000
CERTIFICATES OF OBLIGATIONS			2,316,800	57,000	0
INTRAGOVERNMENTAL			12,231	0	113,071
CONTRIBUTIONS			0	0	0
INVESTMENT EARNINGS			218,820	75,000	150,000
OTHER			555	0	13,530
SUBTOTAL ADDITIONAL RESOURCES			$ 3,578,406	$ 2,229,000	$ 2,373,601
TOTAL RESOURCES AVAILABLE			$ 8,044,449	$ 8,488,450	$ 8,633,051
PUBLIC FACILITIES					
LIBRARY BOOK DONATIONS	GG9901	291,348	0	75,000	75,000
* CEMETERY LAND ACQUISITION	GG9905	275,000	0	0	275,000
* FIRE STATION # 5	GG0201	1,567,000	1,220	1,317,000	310,000
* CITY CENTER LAND ACQUISITION	GG0002	1,560,000	3,200	0	1,651,000
FIRE STATION #1 REHAB.	GG0103	677,000	93,522	0	601,000
1 MUNICIPAL COURT/FIRE ADMIN BUILDING	GG0100	3,233,069	820,610	113,069	2,396,153
CLOSED PROJECTS			257,963	0	0
SUBTOTAL			$ 1,176,515	$ 1,505,069	$ 5,308,153
TECHNOLOGY PROJECTS					
HUMAN RESOURCES MODULE	CO0021	$ 23,033	$ 0	$ 0	$ 23,030
PUBLIC SAFETY SYSTEM	CO0022	800,000	128,480	0	570,000
AFIX FINGERPRINT SOFTWARE	CO0023	25,060	0	0	0
POLICE BOOKING	TBD	141,000	0	0	0
POLICE FIELD REPORTING	TBD	100,000	0	0	0
FIRE TONE OUT SYSTEM	CO0401	50,000	0	0	0
RECORDS STORAGE	CO0024	326,000	23,066	57,000	50,000
HAND HELD METER READING REPLACEMENT	TBD	50,000	0	0	0
2 AS400 ENHANCEMENT	CO0100	175,000	7,654	0	0
PARD AUTOMATION	TBD	171,000	0	0	100,000
FIBER OPTIC LOOP	ME9701	400,000	179,056	0	150,000
PBX (PHONE SYSTEM) REPLACEMENT	TBD	917,000	0	0	0
AUTOMATED CUSTOMER SERVICE	CO0102	207,000	93,277	0	35,000
RADIO REPLACEMENT	TBD	3,400,000	0	0	0
MOBILE DATA TERMINAL REPLACEMENTS	TBD	222,000	0	0	0
ADDITIONAL TECHNOLOGY IMPR.	TBD	129,000	0	0	0
WEB SITE REDESIGN	TBD	60,000	0	0	60,000
2 ATM NETWORK REPLACEMENT	TBD	500,000	0	0	0
TOPOGRAPHIC/AERIAL MAPS	TBD	630,000	0	0	0
SUBTOTAL			$ 431,533	$ 57,000	$ 988,030
DEBT ISSUANCE COSTS			$ 19,200	$ 27,300	$ 20,000
TRANSFERS			89,000	0	0
OTHER			13,749	0	0
GENERAL & ADMIN. CHARGES			55,000	60,000	60,000
TOTAL EXPENDITURES			$ 1,784,997	$ 1,649,369	$ 6,376,183
GAAP ADJUSTMENT	GAAP		-$ 2		
ENDING FUND BALANCE:			$ 6,259,450	$ 6,839,081	$ 2,256,868

Notes:

* - Funded through November 1998 G.O. Bond Authorization

1 - Total project of $3,120,000 to be funded as follows: $1,800,000 Electric Fund, $700,000 Water Fund, $250,000 W W Fund and $370,000 Sanitation Fund.

2 - Proposed to be funded through the issuance of Certificates of Obligation.

GENERAL GOVERNMENT
FACILITIES AND TECHNOLOGY CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

APPROVED FY 03-04 BUDGET APPROPRIATIONS	PROJECTED FY 03-04	PROJECTED FY 04-05	PROJECTED FY 05-06	PROJECTED FY 06-07	PROJECTED FY 07-08	PROJECTED FY 08-09
$ 2,256,868	$ 2,256,868	$ 51,368	$ 368	$ 368	$ 3,368	$ 6,368
$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
0	0	700,000	0	0	200,000	0
1,017,000	1,017,000	415,000	3,720,000	72,000	0	0
0	0	0	0	0	0	0
90,000	90,000	10,000	20,000	3,000	3,000	3,000
0	0	0	0	0	0	0
$ 1,107,000	$ 1,107,000	$ 1,125,000	$ 3,740,000	$ 75,000	$ 203,000	$ 3,000
$ 3,363,868	$ 3,363,868	$ 1,176,368	$ 3,740,368	$ 75,368	$ 206,368	$ 9,368
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	1,255,780	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
$ -	$ 1,255,780	$ -	$ -	$ -	$ -	$ -
$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
0	100,000	0	0	0	0	0
0	0	0	0	0	0	0
0	141,000	0	0	0	0	0
0	100,000	0	0	0	0	0
0	50,000	0	0	0	0	0
50,000	50,000	41,000	0	0	0	0
0	0	50,000	0	0	0	0
0	0	200,000	0	0	200,000	0
0	71,000	0	0	0	0	0
100,000	200,000	0	0	0	0	0
917,000	917,000	0	0	0	0	0
0	78,000	0	0	0	0	0
0	0	100,000	3,300,000	0	0	0
0	0	0	155,000	72,000	0	0
0	129,000	0	0	0	0	0
0	0	0	0	0	0	0
0	0	500,000	0	0	0	0
100,000	100,000	265,000	265,000			
$ 1,167,000	$ 1,936,000	$ 1,156,000	$ 3,720,000	$ 72,000	$ 200,000	$ 0
$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
120,720	120,720	20,000	20,000	0	0	0
$ 1,287,720	$ 3,312,500	$ 1,176,000	$ 3,740,000	$ 72,000	$ 200,000	$ 0
$ 2,076,148	$ 51,368	$ 368	$ 368	$ 3,368	$ 6,368	$ 9,368

GENERAL GOVERNMENT
CONVENTION CENTER
CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

	PROJECT NUMBER	PROJECT BUDGET AMOUNT	ACTUAL FY 01-02	FY 02-03 BUDGET APPROPRIATIONS	ESTIMATE FY 02-03
BEGINNING FUND BALANCE:			$ 9,239,193	$ 8,817,029	$ 8,817,029
ADDITIONAL RESOURCES:					
CERTIFICATES OF OBLIGATION			$ 0	$ 11,400,000	$ 0
INTRAGOVERNMENTAL			0	1,100,000	600,000
INVESTMENT EARNINGS			329,134	400,000	300,000
SUBTOTAL ADDITIONAL RESOURCES			$ 329,134	$ 12,900,000	$ 900,000
TOTAL RESOURCES AVAILABLE			$ 9,568,327	$ 21,717,029	$ 9,717,029
PUBLIC FACILITIES					
1 CONFERENCE CNTR HWY 30/60	GG0005	18,000,000	338,434	2,803,038	914,000
2 HWY 30/60 INFRASTRUCTURE	GG0105	3,900,000	228,787	0	2,767,000
OTHER			6,549	0	0
DEBT SERVICE			127,529	230,000	230,000
GENERAL & ADMIN CHARGES			50,000	50,000	50,000
TOTAL EXPENDITURES			$ 751,299	$ 3,083,038	$ 3,961,000
GAAP			1		
ENDING FUND BALANCE:			$ 8,817,029	$ 18,633,991	$ 5,756,029

1 - Convention Center funded through $5,500,000 in C.O.s, $500,000 from the Electric Fund, & $600,000 from the Hotel Motel Fund.
2 - Hwy 30/60 Corridor development costs funded through $1,560,000 Electric Fund, $1,690,000 Water Fund, & $400,000 Wastewater Fund.

GENERAL GOVERNMENT
CONVENTION CENTER
CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

APPROVED FY 03-04 BUDGET APPROPRIATIONS	PROJECTED FY 03-04	PROJECTED FY 04-05	PROJECTED FY 05-06	PROJECTED FY 06-07	PROJECTED FY 07-08	PROJECTED FY 08-09
$ 5,756,029	$ 5,756,029	$ 4,893,189	$ 300,939	$ 306,939	$ 312,939	$ 318,939
$ 11,900,000	$ 11,900,000	$ 0	$ 0	$ 0	$ 0	$ 0
250,000	250,000	0	0	0	0	0
300,000	300,000	35,000	6,000	6,000	6,000	6,000
$ 12,450,000	$ 12,450,000	$ 35,000	$ 6,000	$ 6,000	$ 6,000	$ 6,000
$ 18,206,029	$ 18,206,029	$ 4,928,189	$ 306,939	$ 312,939	$ 318,939	$ 324,939
5,805,712	12,108,750	4,627,250	0	0	0	0
0	1,133,000	0	0	0	0	0
0	0	0	0	0	0	0
29,750	29,750	0	0	0	0	0
41,340	41,340	0	0	0	0	0
$ 5,876,802	$ 13,312,840	$ 4,627,250	$ 0	$ 0	$ 0	$ 0
$ 12,329,227	$ 4,893,189	$ 300,939	$ 306,939	$ 312,939	$ 318,939	$ 324,939

GENERAL GOVERNMENT
BUSINESS PARK
CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

	PROJECT NUMBER	PROJECT BUDGET AMOUNT	ACTUAL FY 01-02	FY 02-03 BUDGET APPROPRIATIONS	TOTAL ESTIMATE FY 02-03
BEGINNING FUND BALANCE:			$ 2,435,179	$ 2,309,264	$ 2,309,264
ADDITIONAL RESOURCES:					
CERTIFICATES OF OBLIGATIONS			$ 0	$ 3,150,000	$ 0
INTRAGOVERNMENTAL			0	0	0
INVESTMENT EARNINGS			84,138	150,000	70,000
OTHER			74	0	0
SUBTOTAL ADDITIONAL RESOURCES			$ 84,212	$ 3,300,000	$ 70,000
TOTAL RESOURCES AVAILABLE			$ 2,519,391	$ 5,609,264	$ 2,379,264
BUSINESS PARK FUND					
BUSINESS PARK PHASE II & III	GG9705	2,050,000	56,203	0	0
SPRING CREEK CORPORATE CAMPUS PHASE I	DE0001	2,729,000	83,424	225,000	409,000
NEW BUS CENTER B	DE0002	2,750,000	0	717,000	0
			0	0	0
			0	0	0
			0	0	0
OTHER			500	0	0
DEBT ISSUANCE COST				15,000	15,000
GENERAL & ADMIN CHARGES			70,000	50,000	50,000
TOTAL EXPENDITURES			$ 210,127	$ 1,007,000	$ 474,000
		GAAP			
ENDING FUND BALANCE:			$ 2,309,264	$ 4,602,264	$ 1,905,264

GENERAL GOVERNMENT
BUSINESS PARK
CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

APPROVED FY 03-04 BUDGET APPROPRIATIONS	PROJECTED FY 03-04	PROJECTED FY 04-05	PROJECTED FY 05-06	PROJECTED FY 06-07	PROJECTED FY 07-08	PROJECTED FY 08-09
$ 2,309,264	$ 1,905,264	$ 2,165,264	$ 360,264	$ 390,264	$ 420,264	$ 450,264
$ 3,150,000	$ 3,150,000	$ 500,000	$ 0	$ 0	$ 0	$ 0
0	0	0	0	0	0	0
100,000	100,000	30,000	30,000	30,000	30,000	0
0	0	0	0	0	0	0
$ 3,250,000	$ 3,250,000	$ 530,000	$ 30,000	$ 30,000	$ 30,000	$ 0
$ 5,559,264	$ 5,155,264	$ 2,695,264	$ 390,264	$ 420,264	$ 450,264	$ 450,264
250,000	250,000	0	0	0	0	0
2,320,000	2,320,000	0	0	0	0	0
0	415,000	2,335,000	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	5,000	0	0	0	0	0
0		0	0	0	0	0
0	0	0	0	0	0	0
$ 2,570,000	$ 2,990,000	$ 2,335,000	$ 0	$ 0	$ 0	$ 0
$ 2,989,264	$ 2,165,264	$ 360,264	$ 390,264	$ 420,264	$ 450,264	$ 450,264

Embracing the Past

Exploring the Future

ENTERPRISE FUNDS

COMBINED UTILITY FUNDS

The combined utility funds account for revenues and expenditures in all of the utility related funds in the City. These include Electric, Water, and Wastewater activities.

The Electric, Water and Wastewater Funds are prepared on the modified accrual basis where cash transactions are included in the budget presentation in lieu of non cash transactions such as depreciation. The focus is on the net change in working capital.

Electric Fund revenue is approved to be $48,354,700 and expenditures are approved at $44,943,565 in FY 04.

Water Fund revenue for FY 04 is estimated to be $9,316,700. This is 1.3% below the FY 03 year end estimate of $9,437,663. This slight decline is due to revenues received from the sale of the Park Place Water Tower property in FY 03. No additional revenues for the sale of City property is anticipated for FY 04.

Customer growth is projected to be 3% based on historical trends, overall economic indicators and population projections; however, weather conditions may impact water consumption.

There are no water rate changes approved in FY 04.

FY 04 operating expenditures in the Water Fund are projected to be approximately $5,000,895 or 7.5% above the FY 03 revised budget.

SLAs in the Water Division total $199,800 in the FY 04 Approved Budget. These SLA's include $72,800 for the equipment to assist with power interruptions and blackouts, $40,000 for protective coating on pump stations, $12,000 for chlorine covers, $25,000 for SCADA equipment, $5,000 to train technical personnel, and $45,000 to design a drainage structure.

The FY 04 approved non operating budget is $13,802,687 or an increase of 177% over the FY 03 revised budget. The large portion of this increase is the $10,400,000 included for capital projects. Existing resources in the Water Fund will be used for capital projects rather than debt.

Total Wastewater Fund revenue is projected to be $9,477,800. This is 11.24% higher than the FY 03 revised budget estimate.

Residential and commercial usage is projected to increase by 2% in FY 04. Additionally, a rate change to generate a 4% revenue is approved for FY 04. The rate change has been forecast for a number of years and is a result of the capital projects constructed in recent years including the expansion of the Lick Creek wastewater treatment plant.

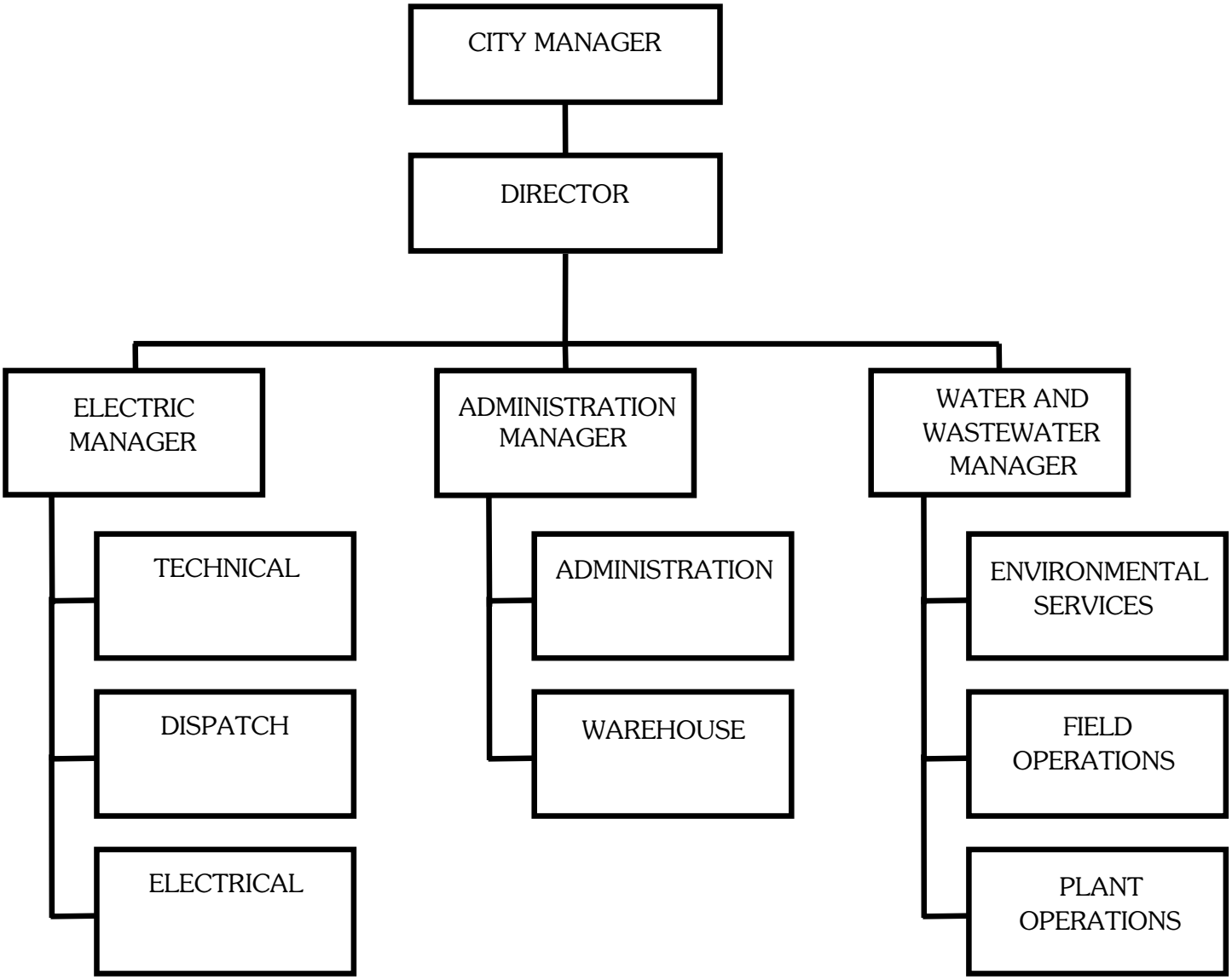
Wastewater Fund operating expenditures are projected to be $4,600,967 or a 4.7% increase over the FY 03 revised budget.

The approved budget includes $186,960 in SLAs for the Wastewater Division. These SLAs include $33,500 for TCEQ mandate permit renewals, $28,000 for maintenance of equipment to help deal with power interruptions and blackouts, $74,000 for additional equipment for the sewer television van, $32,750 for SCADA equipment, $5,000 for training for technical personnel. $13,710 is also included to replace uninterrupted power supply devices.

FY 04 Wastewater Fund nonoperating expenditures is approved to be $4,530,908 or 4.6% above the FY 03 revised budget.

Combined Utility Revenue Bonds are issued to provide for capital expansion and replacements for the various utility services. No utility revenues bonds are projected in FY 04 for water capital projects. $4,000,000 in utility revenue bonds are projected for wastewater capital projects in FY 04.

PUBLIC UTILITIES



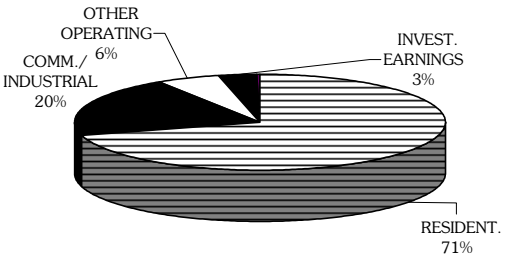
CITY OF COLLEGE STATION
ELECTRIC FUND
FUND SUMMARY

	FY 02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY 02 TO FY 03
REVENUES						
TOTAL REVENUES	$ 45,826,061	$ 47,759,000	$ 46,913,650	$ 48,354,700	$ 48,354,700	1.25%
TOTAL EXPENDITURES/TRANSFERS	$ 46,062,984	$ 44,948,170	$ 53,909,903	$ 44,460,244	$ 45,043,565	0.21%
INCREASE (DECREASE) IN WORKING CAPITAL	$ (236,923)	$ 2,810,830	$ (6,996,253)	$ 3,894,456	$ 3,311,135	
BEGINNING WORKING CAPITAL	$ 14,783,766	$ 14,546,843	$ 14,546,843	$ 7,550,590	$ 7,550,590	
ENDING WORKING CAPITAL	$ 14,546,843	$ 17,357,673	$ 7,550,590	$ 11,445,046	$ 10,861,725	

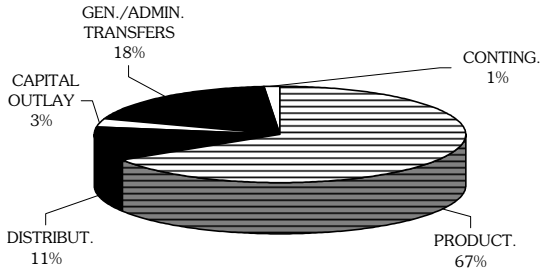
CITY OF COLLEGE STATION
WATER FUND
FUND SUMMARY

	FY 02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY 03 TO FY 04
REVENUES						
RESIDENTIAL	$ 6,242,414	$ 6,530,000	$ 6,450,000	$ 6,579,000	$ 6,579,000	0.75%
COMMERCIAL/INDUSTRIAL	1,888,223	1,957,000	1,850,000	1,887,000	1,887,000	(3.58%)
OTHER OPERATING	541,702	455,000	516,000	526,400	526,400	15.69%
INVESTMENT EARNINGS	426,223	550,000	300,000	306,000	306,000	(44.36%)
OTHER NONOPERATING	44,131	16,000	321,663	18,300	18,300	14.4%
TOTAL REVENUES	$ 9,142,693	$ 9,508,000	$ 9,437,663	$ 9,316,700	$ 9,316,700	(2.01%)
EXPENDITURES AND TRANSFERS						
PRODUCTION	$ 1,518,752	$ 3,142,431	$ 2,992,971	$ 3,087,272	$ 3,308,897	5.30%
DISTRIBUTION	1,500,460	559,733	601,606	562,489	562,489	0.49%
CAPITAL OUTLAY	0	0	181,646	142,746	142,746	N/A
ENVIRONMENTAL SERVICES	563,321	0	0	0	0	N/A
PAY PLAN/BENEFIT ADJUSTMENTS	0	0	4,214	0	0	N/A
NET GEN./ADMIN. TRANSFERS	873,643	885,270	885,270	880,486	916,763	3.56%
OTHER	6,599	0	0	0	0	N/A
CONTINGENCY	0	64,382	0	70,000	70,000	8.73%
TOTAL OPERATING EXPEND. AND TRANSFERS	$ 4,462,775	$ 4,651,816	$ 4,665,707	$ 4,742,993	$ 5,000,895	7.50%
NONOPERATING EXPENDITURES						
ECONOMIC DEVELOPMENT	$ 62,500	$ 12,500	$ 12,500	$ 12,500	$ 12,500	0.00%
DEBT SERVICE TRANSFER	2,054,563	2,525,390	2,285,390	2,490,947	2,490,947	(1.36%)
OTHER	0	65,882	0	0	0	(100.00%)
CAPITAL PROJECTS FUNDING	0	1,481,646	1,300,000	10,400,000	10,400,000	601.92%
EMPLOYEE BENEFITS TRANSFER	0	0	0	0	0	
RETURN ON INVESTMENT	861,300	893,200	893,200	899,240	899,240	0.68%
TOTAL NONOPERATING EXPEND.	$ 2,978,363	$ 4,978,618	$ 4,491,090	$ 13,802,687	$ 13,802,687	177.24%
TOTAL EXPENDITURES/TRANSFERS	$ 7,441,138	$ 9,630,434	$ 9,156,797	$ 18,545,680	$ 18,803,582	95.25%
INCREASE (DECREASE) IN WORKING CAPITAL	$ 1,701,555	$ (122,434)	$ 280,866	$ (9,228,980)	$ (9,486,882)	
BEGINNING WORKING CAPITAL	$ 9,416,256	$ 11,117,811	$ 11,117,811	$ 11,398,677	$ 11,398,677	
ENDING WORKING CAPITAL	$ 11,117,811	$ 10,995,377	$ 11,398,677	$ 2,169,697	$ 1,911,795	

WATER FUND - SOURCES



WATER FUND - USES



CITY OF COLLEGE STATION
WATER O&M
SUMMARY

EXPENDITURE BY ACTIVITY CENTER

ACTIVITY CENTER	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
PRODUCTION	$ 1,518,752	$ 3,331,097	$ 3,174,617	$ 3,230,018	$ 3,451,643	3.62%
DISTRIBUTION	1,500,460	559,733	601,606	562,489	562,489	0.49%
ENGINEERING SUPPORT	563,321	0	0	0	0	N/A
WATER FUND TOTAL	$ 3,582,533	$ 3,890,830	$ 3,776,223	$ 3,792,507	$ 4,014,132	3.17%

EXPENDITURE BY CLASSIFICATION

CLASSIFICATION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
SALARIES & BENEFITS	$ 1,420,511	$ 1,449,922	$ 1,462,203	$ 1,451,547	$ 1,473,372	1.62%
SUPPLIES	131,270	482,399	478,385	472,153	524,753	8.78%
MAINTENANCE	376,735	98,801	91,890	97,069	97,069	(1.75%)
PURCHASED SERVICES	1,454,937	1,678,062	1,562,099	1,628,992	1,739,192	3.64%
CAPITAL OUTLAY	199,080	181,646	181,646	142,746	179,746	(1.05%)
WATER FUND TOTAL	$ 3,582,533	$ 3,890,830	$ 3,776,223	$ 3,792,507	$ 4,014,132	3.17%

PERSONNEL SUMMARY BY ACTIVITY CENTER

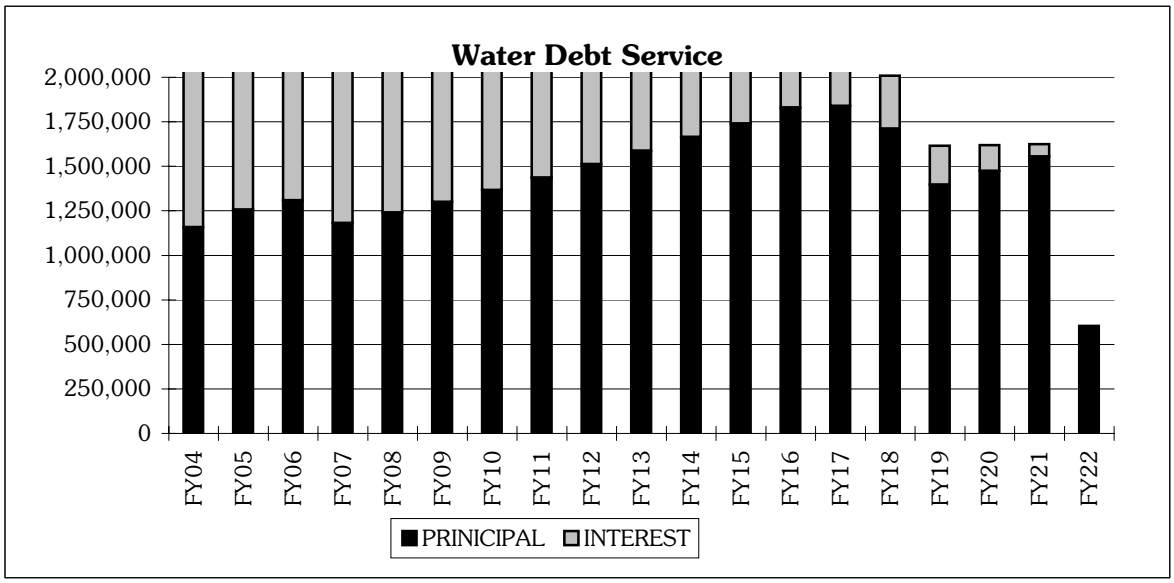
ACTIVITY CENTER	ACTUAL FY 01	ACTUAL FY 02	REVISED BUDGET FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
PRODUCTION	6.0	6.0	31.0	31.0	31.0	0.00%
DISTRIBUTION	15.0	15.0	0.0	0.0	0.0	0.00%
ENGINEERING SUPPORT	10.0	10.0	0.0	0.0	0.0	0.00%
WATER FUND TOTAL	31.0	31.0	31.0	31.0	31.0	0.00%

SERVICE LEVEL ADJUSTMENTS

WATER PRODUCTION	
Equipment for interuption/blackouts	$ 72,800
Protective Coating on Pump Station	40,000
Chlorine covers	12,000
SCADA equipment	25,000
Training for technical personnel	5,000
Design of drainage structure	45,000
WATER FUND	**$ 199,800**

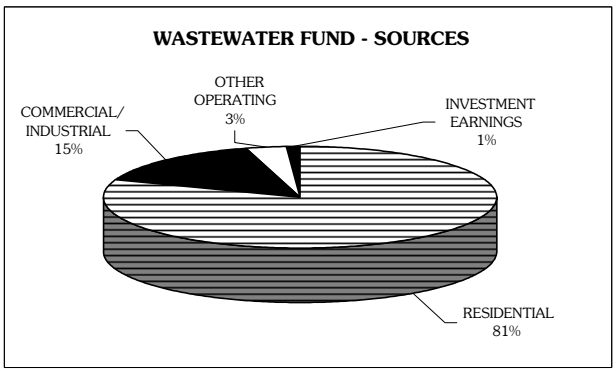
Debt Service Requirements
Water Fund
ALL SERIES

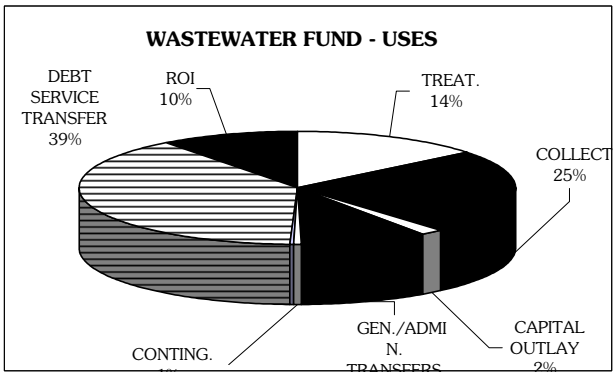
FISCAL YEAR	PRINICIPAL	INTEREST	FISCAL YEAR PAYMENT	PRINCIPAL OUTSTANDING OCT. 1
FY04	1,157,068	1,333,879	2,490,947	27,137,687
FY05	1,256,863	1,275,807	2,532,670	25,980,619
FY06	1,307,358	1,212,375	2,519,733	24,723,756
FY07	1,179,953	1,153,069	2,333,022	23,416,398
FY08	1,240,686	1,097,514	2,338,199	22,236,445
FY09	1,299,369	1,037,588	2,336,956	20,995,760
FY10	1,366,540	968,581	2,335,121	19,696,391
FY11	1,436,549	891,411	2,327,960	18,329,852
FY12	1,510,559	813,229	2,323,788	16,893,302
FY13	1,587,207	736,221	2,323,428	15,382,743
FY14	1,663,643	656,697	2,320,340	13,795,536
FY15	1,739,068	571,919	2,310,987	12,131,893
FY16	1,829,592	481,720	2,311,312	10,392,826
FY17	1,838,805	388,327	2,227,132	8,563,233
FY18	1,711,156	297,858	2,009,014	6,724,429
FY19	1,396,634	218,927	1,615,560	5,013,273
FY20	1,473,411	146,064	1,619,475	3,616,639
FY21	1,554,877	69,373	1,624,251	2,143,227
FY22	588,350	15,076	603,426	588,350



CITY OF COLLEGE STATION
WASTEWATER FUND
FUND SUMMARY

	FY 02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY 03 TO FY 04
REVENUES						
RESIDENTIAL	$ 6,718,484	$ 6,987,500	$ 7,192,000	$ 7,335,800	$ 7,623,500	9.10%
COMMERCIAL/INDUSTRIAL	1,121,061	1,157,500	1,350,000	1,377,000	1,431,000	23.63%
OTHER OPERATING	323,038	225,000	305,000	311,100	311,100	38.27%
INVESTMENT EARNINGS	127,455	150,000	100,000	102,000	102,000	(32.00%)
OTHER NONOPERATING	25,935	0	10,000	10,200	10,200	N/A
TOTAL REVENUES	$ 8,315,973	$ 8,520,000	$ 8,957,000	$ 9,136,100	$ 9,477,800	11.24%
EXPENDITURES AND TRANSFERS						
SEWER TREATMENT	$ 1,813,719	$ 1,204,653	$ 1,143,441	$ 1,143,441	$ 1,288,769	6.98%
SEWER COLLECTION	1,117,804	2,102,074	2,156,714	2,201,023	2,241,773	6.65%
CAPITAL OUTLAY	0	169,773	169,000	121,873	146,873	(13.49%)
PAY PLAN ADJUSTMENTS		0	0	0	0	N/A
NET GEN./ADMIN. TRANSFERS	746,025	857,053	857,053	858,342	863,552	0.76%
OTHER	2,289	0	0	0	0	N/A
CONTINGENCY	0	59,742	0	60,000	60,000	0.43%
TOTAL OPERATING EXPEND. AND TRANSFERS	$ 3,679,837	$ 4,393,295	$ 4,326,208	$ 4,384,679	$ 4,600,967	4.73%
NONOPERATING EXPENDITURES						
ECONOMIC DEVELOPMENT	$ 10,000	$ 10,000	$ 10,000	$ 10,000	$ 20,000	100.00%
DEBT SERVICE TRANSFER	3,166,265	3,509,108	3,509,108	3,571,608	3,571,608	1.78%
CAPITAL PROJECTS		0	0	0	0	
OTHER	0	1,800	0	0	0	(100.00%)
RETURN ON INVESTMENT	719,500	817,000	817,000	939,300	939,300	14.97%
	0					
TOTAL NONOPERATING EXPEND.	$ 3,895,765	$ 4,337,908	$ 4,336,108	$ 4,520,908	$ 4,530,908	4.45%
TOTAL EXPENDITURES/TRANSFERS	$ 7,575,602	$ 8,731,203	$ 8,662,316	$ 8,905,587	$ 9,131,875	4.59%
INCREASE (DECREASE) IN WORKING CAPITAL	$ 740,371	$ (211,203)	$ 294,684	$ 230,513	$ 345,925	
BEGINNING WORKING CAPITAL	$ 3,016,667	$ 3,757,038	$ 3,757,038	$ 4,051,722	$ 4,051,722	
ENDING WORKDING CAPITAL	$ 3,757,038	$ 3,545,835	$ 4,051,722	$ 4,282,235	$ 4,397,647	





CITY OF COLLEGE STATION
WASTEWATER O&M
SUMMARY

EXPENDITURE BY ACTIVITY CENTER

ACTIVITY	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED SLAS FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
TREATMENT	$ 1,813,719	$ 1,374,326	$ 1,312,045	$ 1,265,314	$ 121,210	$ 1,386,524	0.89%
COLLECTION	1,117,804	2,102,074	2,156,714	2,201,023	89,868	2,290,891	8.98%
WASTEWATER FUND TOTAL	$ 2,931,523	$ 3,476,400	$ 3,468,759	$ 3,466,337	$ 211,078	$ 3,677,415	5.78%

EXPENDITURE BY CLASSIFICATION

CLASSIFICATION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED SLAS FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
SALARIES & BENEFITS	$ 1,526,936	$ 1,570,687	$ 1,588,824	$ 1,616,481	$ 24,118	$ 1,640,599	4.45%
SUPPLIES	290,885	475,337	429,832	480,337	22,000	502,337	5.68%
MAINTENANCE	368,329	182,081	177,153	172,675	13,710	186,385	2.36%
PURCHASED SERVICES	722,573	1,078,622	1,103,277	1,074,971	151,250	1,226,221	13.68%
CAPITAL OUTLAY	22,800	169,673	169,673	121,873	0	121,873	(28.17%)
WASTEWATER FUND TOTAL	$ 2,931,523	$ 3,476,400	$ 3,468,759	$ 3,466,337	$ 211,078	$ 3,677,415	5.78%

PERSONNEL SUMMARY BY ACTIVITY CENTER

ACTIVITY	ACTUAL FY 01	ACTUAL FY 02	REVISED BUDGET FY 03	BASE BUDGET FY 04	APPROVED SLAS FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
TREATMENT	20.0	21.0	0.0	0.0	0.0	0.0	0.00%
COLLECTION	16.0	17.0	38.0	38.0	0.0	38.0	0.00%
WASTEWATER FUND TOTAL	36.0	38.0	38.0	38.0	0.0	38.0	0.00%

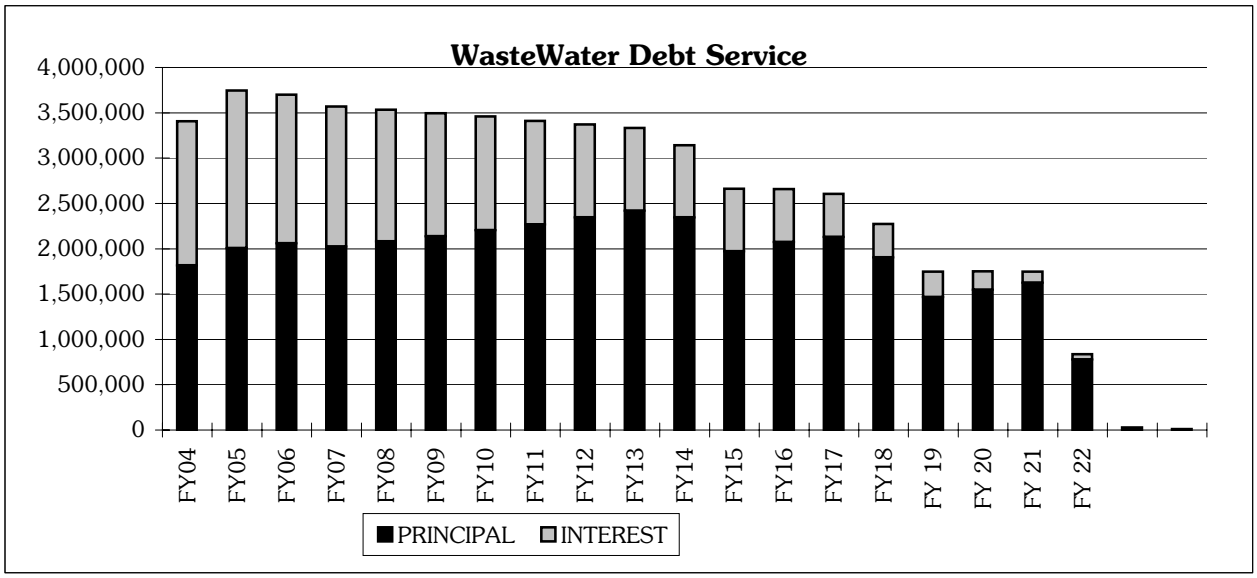
SERVICE LEVEL ADJUSTMENTS

TCEQ Mandate permit renewals	$ 33,500
Equipment maintenance for interuptions/blackouts	28,000
Equipment of the TV Sewer Van	74,000
SCADA Equipment	25,000
SCADA Workstation Computer	7,750
Training for Technical Personnel	5,000
Uninterupted Power Supply--replacement cost	13,710
WASTEWATER FUND	**$ 186,960**

* Collection cost center includes $121,873 budgeted in non-departmental account
* Collection cost center includes $47,800 in SLA's budgeted in non-departmental account

Debt Service Requirements
Wastewater
ALL SERIES

FISCAL YEAR	PRINCIPAL	INTEREST	FISCAL YEAR PAYMENT	PRINCIPAL OUTSTANDING OCT. 1
FY04	1,814,682	1,592,926	3,407,608	37,819,563
FY05	2,006,729	1,738,760	3,745,489	36,004,881
FY06	2,058,321	1,640,577	3,698,898	33,998,153
FY07	2,024,151	1,544,110	3,568,261	31,939,832
FY08	2,080,505	1,452,140	3,532,645	29,915,681
FY09	2,136,246	1,358,456	3,494,702	27,835,176
FY10	2,203,999	1,254,538	3,458,537	25,698,930
FY11	2,267,914	1,142,102	3,410,016	23,494,931
FY12	2,342,579	1,028,126	3,370,705	21,227,017
FY13	2,419,605	913,931	3,333,536	18,884,438
FY14	2,344,343	799,028	3,143,371	16,464,833
FY15	1,970,430	690,959	2,661,389	14,120,490
FY16	2,073,080	586,558	2,659,638	12,150,060
FY17	2,128,129	477,418	2,605,547	10,076,980
FY18	1,902,789	372,174	2,274,963	7,948,851
FY 19	1,464,823	284,099	1,748,921	6,046,062
FY 20	1,545,556	205,371	1,750,928	4,581,240
FY 21	1,625,765	122,612	1,748,377	3,035,683
FY 22	776,891	59,154	836,045	1,409,918
FY 23	307,339	28,761	336,101	633,028
FY 24	325,688	9,771	335,459	325,688



SANITATION FUND

The Sanitation Fund is an enterprise fund that accounts for the activities of collecting and disposing of residential and commercial refuse in the City. This service includes once a week residential collection, once a week bulky item pickup, once a week brush/yard clippings pick up, and once per week recycling pick up. The recycling program and Clean and Green activities are designed to help reduce the amount of solid waste deposited into the landfill. The Sanitation Fund also funds the street sweeping operations of the City.

This fund is prepared on the modified accrual basis where cash transactions are included in the budget presentation in lieu of non cash transactions such as depreciation. The focus is on the net change in working capital.

Revenues for the Sanitation Fund are budgeted at $4,771,580 in FY 04. This is an increase of approximately 2.66% over the FY 03 revised budget. The residential and commercial customer bases are expected to grow by 2% based on analysis of building permits and growth.

Operating expenditures for the Sanitation Fund in FY 04 are expected to increase 1.19% from the FY 03 revised budget.

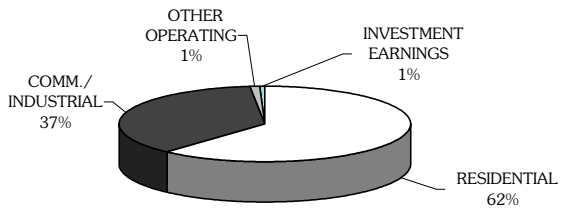
Non-operating expenditures in the Sanitation Fund are expected to rise 6.45% from the previous fiscal year.

The Sanitation Fund will continue to provide funding for Keep Brazos Beautiful, an outside agency dedicated to beautification and litter abatement. College Station's portion of Keep Brazos Beautiful's approved budget for FY 04 totals $65,000.

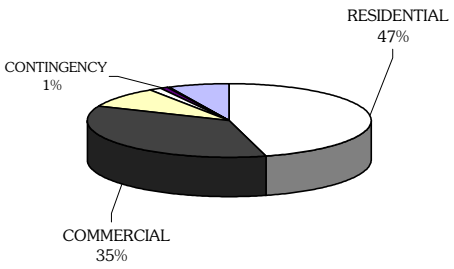
CITY OF COLLEGE STATION
SANITATION FUND
SUMMARY

	FY 02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY 03 TO FY 04
REVENUES						
RESIDENTIAL	$ 2,575,734	$ 2,817,060	$ 2,880,000	$ 2,937,600	$ 2,937,600	4.28%
COMMERCIAL/INDUSTRIAL	1,669,082	1,717,000	1,724,000	1,758,480	1,758,480	2.42%
OTHER OPERATING	50,253	53,000	43,800	44,700	44,700	(15.66%)
INVESTMENT EARNINGS	52,535	55,000	30,200	30,800	30,800	(44.00%)
OTHER NONOPERATING	25,253	6,000	100	0	0	(100.00%)
TOTAL REVENUES	$ 4,372,857	$ 4,648,060	$ 4,678,100	$ 4,771,580	$ 4,771,580	2.66%
EXPENDITURES AND TRANSFERS						
RESIDENTIAL	$ 2,088,480	$ 2,240,635	$ 2,236,377	$ 2,204,919	$ 2,218,916	(0.97%)
COMMERCIAL	1,886,119	1,700,628	1,701,728	1,713,003	1,719,243	1.09%
GENERAL & ADMIN. TRANSFERS	389,731	416,871	416,871	442,623	447,833	7.43%
OUTSIDE AGENCY FUNDING	15,000	40,000	15,000	65,000	65,000	62.50%
CONTINGENCY	0	49,743	0	50,000	50,000	0.52%
TOTAL OPERATING EXPEND. AND TRANSFERS	$ 4,379,330	$ 4,447,877	$ 4,369,976	$ 4,475,545	$ 4,500,992	1.19%
NONOPERATING EXPENDITURES						
ECONOMIC DEVELOPMENT	$ 12,500	$ 12,500	$ 12,500	$ 12,500	$ 12,500	0.00%
OTHER NON OPERATING	0	1,000	0	0	0	(100.00%)
RETURN ON INVESTMENT	294,200	310,000	310,000	331,855	331,855	7.05%
TOTAL NONOPERATING EXPENDITURES	$ 306,700	$ 323,500	$ 322,500	$ 344,355	$ 344,355	6.45%
TOTAL OPERATING AND NONOPERATING EXP & TRANSFERS	$ 4,686,030	$ 4,771,377	$ 4,692,476	$ 4,819,900	$ 4,845,347	1.55%
INCREASE (DECREASE) IN WORKING CAPITAL	$ (313,173)	$ (123,317)	$ (14,376)	$ (48,320)	$ (73,767)	
BEGINNING WORKING CAPITAL	$ 1,618,296	$ 1,305,123	$ 1,305,123	$ 1,290,747	$ 1,290,747	
ENDING WORKING CAPITAL	$ 1,305,123	$ 1,181,806	$ 1,290,747	$ 1,242,427	$ 1,216,980	

SANITATION FUND - SOURCES



SANITATION FUND - USES



CITY OF COLLEGE STATION
SANITATION
SUMMARY

EXPENDITURE BY ACTIVITY

ACTIVITY	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
RESIDENTIAL COLLECTION	$ 2,088,480	$ 2,240,635	$ 2,261,804	$ 2,204,919	$ 2,218,916	(0.97%)
COMMERCIAL COLLECTION	1,886,119	1,700,628	1,701,728	1,713,003	1,719,243	1.09%
DIVISION TOTAL	$ 3,974,599	$ 3,941,263	$ 3,963,532	$ 3,917,922	$ 3,938,159	(0.08%)

EXPENDITURE BY CLASSIFICATION

CLASSIFICATION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
SALARIES & BENEFITS	$ 1,281,090	$ 1,378,841	$ 1,378,841	$1,408,511	$1,428,748	3.62%
SUPPLIES	193,530	211,630	212,201	211,631	211,631	0.00%
MAINTENANCE	615,327	455,762	475,416	440,100	440,100	(3.44%)
PURCHASED SERVICES	1,884,652	1,853,030	1,855,074	1,857,680	1,857,680	0.25%
CAPITAL OUTLAY	0	42,000	42,000	0	0	(100.00%)
DIVISION TOTAL	$ 3,974,599	$ 3,941,263	$ 3,963,532	$ 3,917,922	$ 3,938,159	(0.08%)

PERSONNEL SUMMARY BY ACTIVITY

ACTIVITY	ACTUAL FY 00	ACTUAL FY 01	REVISED BUDGET FY 02	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
RESIDENTIAL COLLECTION	24.5	24.5	25.5	25.5	25.5	0.00%
COMMERCIAL COLLECTION	10.0	11.0	11.0	11.0	11.0	0.00%
DIVISION TOTAL	34.5	35.5	36.5	36.5	36.5	0.00%

PARKING ENTERPRISE FUND

The Parking Enterprise Fund was created to account for revenues and expenditures resulting from operation of the City's parking facilities. These revenues come from the Patricia Street parking lot, the College Main Parking Garage, and the metered on street parking in the Northgate area.

This fund is prepared on the modified accrual basis where cash transactions are included in the budget presentation in lieu of non cash transactions such as depreciation. The focus is on the net change in working capital.

Revenues from the Patricia Street parking lot fees, the parking garage, and the metered parking are projected to be $444,100 and parking fines are projected to be $94,500 in FY 04.

Expenditures related to the Patricia Street parking lot and the College Main Parking Garage are forecast to be $407,033. This includes a SLA in the amount of $14,250 for the purchase of citation computer and digital camera for parking enforcement officers.

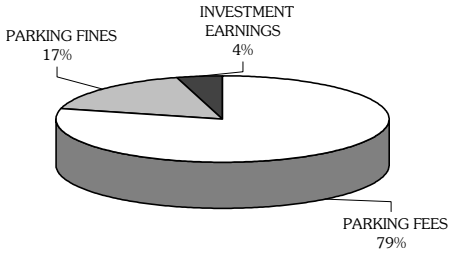
The debt service for the parking garage is approved to be paid out of the Parking Enterprise Fund in FY 04. The debt service payment is $511,015 in FY 04. In the last two years the debt service was paid for out of a different funding source.

Total expenditures in the Parking Enterprise Fund are approved to be $918,048.

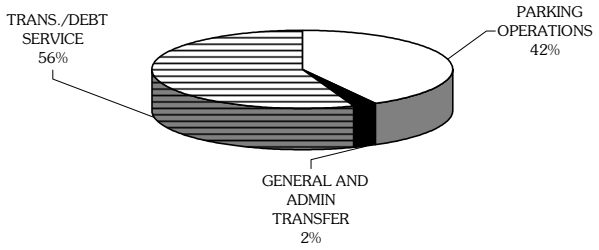
CITY OF COLLEGE STATION
PARKING ENTERPRISE
FUND SUMMARY

	FY 02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY 03 TO FY 04
BEGINNING FUND BALANCE	$ 1,108,810	$ 833,322	$ 833,322	$ 1,055,843	$ 1,055,843	
REVENUES						
PARKING FEES	$ 364,177	$ 374,000	$ 435,440	$ 444,100	$ 444,100	18.74%
PARKING FINES	87,884	82,000	92,600	94,500	94,500	15.24%
INVESTMENT EARNINGS	50,736	0	24,600	25,100	25,100	N/A
OTHER	76,646	0	0	0	0	N/A
TOTAL REVENUES	$ 579,443	$ 456,000	$ 552,640	$ 563,700	$ 563,700	23.62%
EXPENDITURES						
PARKING OPERATIONS	$ 408,861	$ 367,556	$ 330,119	$ 368,560	385,135	4.78%
GENERAL AND ADMIN TRANSFER	13,000	0	0	21,898	21,898	N/A
CAPITAL OUTLAY	114,376	0	0	0	0	N/A
TRANSFERS/DEBT SERVICE	225,000	0	0	0	511,015	N/A
CONTINGENCY	0	3	0	0	0	(100.00%)
TOTAL EXPENDITURES	$ 761,237	$ 367,559	$ 330,119	$ 390,458	$ 918,048	149.77%
GAAP ADJUSTMENT	$ (93,694)					
INCREASE (DECREASE) IN FUND BALANCE	$ (181,794)	$ 88,441	$ 222,521	$ 173,242	$ (354,348)	
ENDING FUND BALANCE	$ 833,322	$ 921,763	$ 1,055,843	$ 1,229,085	$ 701,495	

PARKING ENTERPRISE FUND - SOURCES



PARKING ENTERPRISE FUND - USES



CITY OF COLLEGE STATION
PARKING ENTERPRISE FUND
DIVISION SUMMARY

EXPENDITURE BY ACTIVITY

DIVISION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
PARKING	$ 408,860	$ 367,556	$ 329,751	$ 368,560	$ 385,135	4.78%
DIVISION TOTAL	$ 408,860	$ 367,556	$ 329,751	$ 368,560	$ 385,135	4.78%

EXPENDITURE BY CLASSIFICATION

CLASSIFICATION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
SALARIES & BENEFITS	$ 153,916	$ 222,519	$ 174,148	$ 224,027	$ 226,352	1.72%
SUPPLIES	35,935	18,738	23,726	18,738	31,688	69.11%
MAINTENANCE	3,772	11,668	11,305	15,702	17,002	45.71%
PURCHASED SERVICES	154,017	108,831	114,772	110,093	110,093	1.16%
CAPITAL OUTLAY	61,220	5,800	5,800	0	0	(100.00%)
DIVISION TOTAL	$ 408,860	$ 367,556	$ 329,751	$ 368,560	$ 385,135	4.78%

PERSONNEL SUMMARY BY ACTIVITY

DIVISION	ACTUAL FY 01	ACTUAL FY 02	REVISED BUDGET FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
PARKING	8.0	8.0	8.0	8.0	8.0	0.00%
DIVISION TOTAL	8.0	8.0	8.0	8.0	8.0	0.00%

SERVICE LEVEL ADJUSTMENTS

Digital Cameras	$14,250
PARKING ENTERPRISE TOTAL	**$14,250**

BRAZOS VALLEY SOLID WASTE MANAGEMENT AGENCY FUND

The Brazos Valley Solid Waste Management Agency (BVSWMA) is a joint action agency owned by the Cities of College Station and Bryan. The agency is responsible for providing solid waste disposal services within all appropriate guidelines and regulations. This joint agency has resulted in cost savings and increased efficiencies due to the deletion of duplicated services, planning and staffing and the economies of scale offered by a larger operation.

This fund is prepared on the modified accrual basis where cash transactions are included in the budget presentation in lieu of non-cash transactions such as depreciation. The focus is on the net change in working capital.

Base budget revenues for BVSWMA are projected to decrease by 15.53%. This decrease is due primarily to the loss of approximately $700,000 a year due to the decision of the City of Huntsville to no longer use the Rock Prairie Road Landfill. This decision was made by Huntsville for financial reasons, and they have indicated they would return to BVSWMA when the Grimes County landfill is operational. The impact of this revenue loss will be examined.

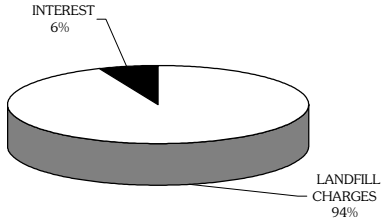
Approved expenditures for Landfill Operations are $5,141,277 reflects a 6.41% decrease from the FY 03 revised budget. These approved expenditures include two service level adjustments. The first, $600,000 will be used for the design and construction of approximately 70 acres of Pre-Subtitle D and Subtitle D Final Cover for the Rock Prairie Road Landfill. Funds from this SLA will also be used to provide an Active Gas Collection and Control System (GCCS). The second SLA, requests $1,100,000 the construction and oversight of Fill Sector 18 at the Rock Prairie Road Landfill.

The Administration budget is approved to be $1,346,758, which represents a 6.30% increase in expenditures from the FY 03 revised budget. Non-departmental expenses for the Approved FY 04 budget are estimated at $473,264, which represents an 8.88% increase from the FY 03 revised budget.

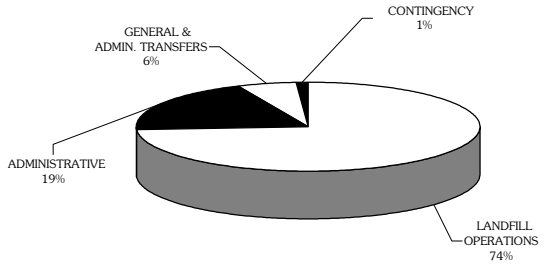
CITY OF COLLEGE STATION
BRAZOS VALLEY SOLID WASTE MANAGEMENT AGENCY (BVSWMA)
FUND SUMMARY

	FY 02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY 03 TO FY 04
REVENUES						
LANDFILL CHARGES	$ 5,396,413	$ 5,393,280	$ 5,221,600	$ 4,626,000	$ 4,626,000	(14.23%)
INTEREST	482,578	450,000	310,000	310,000	310,000	(31.11%)
OTHER	45,217	0	18,220	0	0	N/A
TOTAL REVENUES	$ 5,924,208	$ 5,843,280	$ 5,549,820	$ 4,936,000	$ 4,936,000	(15.53%)
EXPENDITURES AND TRANSFERS						
LANDFILL OPERATIONS	$ 2,951,262	$ 5,493,198	$ 5,614,314	$ 3,393,432	$ 5,141,277	(6.41%)
ADMINISTRATIVE	1,546,479	1,266,898	1,448,374	1,344,551	1,346,758	6.30%
PAY/BENEFIT ADJUSTMENTS	0	0	6,862	0	0	
EXPEND & TRANSFERS SUBTOTAL	$ 4,497,741	$ 6,760,096	$ 7,069,550	$ 4,737,983	$ 6,488,035	(4.02%)
DEPARTMENTAL - NON-OPERATING						
CONTRIBUTIONS	$ 0	$ 20,000	$ 20,000	$ 20,000	$ 20,000	0.00%
OTHER	0	0	0	0	0	N/A
DEPT. NON-OPERATING SUBTOTAL	$ 0	$ 20,000	$ 20,000	$ 20,000	$ 20,000	0.00%
NON-DEPARTMENTAL						
PRINCIPAL PAYMENTS		$ 0	$ 0	$ 0	$ 0	N/A
INTEREST PAYMENTS	0	0	0	0	0	N/A
GENERAL & ADMIN. TRANSFERS	334,893	348,148	348,148	387,064	388,264	N/A
CAPITAL OUTLAY	0	0	0	0	0	(100.00%)
CONTINGENCY	0	85,000	0	85,000	85,000	
MISCELLANEOUS	0	0	0	0	0	N/A
OTHER	0	1,500	1,500	0	0	(100.00%)
NON-DEPARTMENTAL SUBTOTAL	$ 334,893	$ 434,648	$ 349,648	$ 472,064	$ 473,264	8.88%
TOTAL OPERATING EXPENDITURES AND TRANSFERS	$ 4,832,634	$ 7,214,744	$ 7,439,198	$ 5,230,047	$ 6,981,299	(3.24%)
INCREASE (DECREASE) IN WORKING CAPITAL FROM OPERATIONS	$ 1,091,574	$ (1,371,464)	$ (1,889,378)	$ (294,047)	$ (2,045,299)	49.13%
GAAP ADJUSTMENT	$ 7,833					
BEGINNING WORKING CAPITAL	$ 9,916,691	$ 11,016,098	$ 11,016,098	$ 9,126,720	$ 9,126,720	
ENDING WORKING CAPITAL	$ 11,016,098	$ 9,644,634	$ 9,126,720	$ 8,832,673	$ 7,081,421	

BVSWMA FUND - SOURCES



BVSWMA-USES



CITY OF COLLEGE STATION
BRAZOS VALLEY SOLID WASTE MANAGEMENT AGENCY
DIVISION SUMMARY

EXPENDITURE BY DEPARTMENT

DIVISION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
LANDFILL OPERATIONS	$ 2,951,258	$ 5,493,198	$ 5,614,314	$ 3,393,432	$ 5,141,277	(6.41%)
ADMINISTRATION	1,546,478	1,266,898	1,448,374	1,344,551	1,346,758	6.30%
DEPARTMENT TOTAL	$ 4,497,736	$ 6,760,096	$ 7,062,688	$ 4,737,983	$ 6,488,035	(4.02%)

EXPENDITURE BY CLASSIFICATION

CLASSIFICATION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
SALARIES & BENEFITS	$ 1,127,370	$ 1,282,670	$ 1,252,019	$ 1,254,238	$ 1,269,290	(1.04%)
SUPPLIES	403,809	583,286	573,170	422,646	422,646	(27.54%)
MAINTENANCE	180,801	188,054	188,127	187,763	187,763	(0.15%)
PURCHASED SERVICES	2,462,812	4,614,586	4,635,215	2,803,336	4,503,336	(2.41%)
GENERAL CAPITAL	122,944	91,500	214,157	0	35,000	(61.75%)
PURCHASED SERVICES	200,000	0	200,000	70,000	70,000	N/A
DEPARTMENT TOTAL	$ 4,497,736	$ 6,760,096	$ 7,062,688	$ 4,737,983	$ 6,488,035	(4.02%)

PERSONNEL SUMMARY BY DIVISION

DIVISION	ACTUAL FY 01	ACTUAL FY 02	REVISED BUDGET FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
LANDFILL OPERATIONS	22.50	22.50	22.50	22.50	22.50	0.00%
ADMINISTRATION	4.00	4.00	3.00	3.00	3.00	(25.00%)
DEPARTMENT TOTAL	26.5	26.5	25.5	25.5	25.5	0.00%

SERVICE LEVEL ADJUSTMENTS

LANDFILL OPERATIONS	Rock Prairie Road Landfill Final Cover and Gas Recovery	$ 600,000
	Rock Prairie Road Landfill Fill Sector 18	1,100,000
	Landfill Generator	35,000
BVSWMA Total		**$ 1,735,000**

UTILITIES
CAPITAL PROJECTS BUDGET

The City of College Station develops and adopts a five year Capital Improvements Project List. The list is updated annually and is presented for City Council review as a part of the annual budget process. The list consolidates all anticipated capital needs for which funding authorization exists. The list is divided into several sections depending on the services provided and the funding source.

Revenue bonds are authorized to be issued any time there is a need for financing capital construction or acquisition and where the asset will reside in one or more of the City's enterprise funds. The City's enterprise funds include Electric, Water, Wastewater, and Solid Waste Collection. Generally, revenue bonds do not require voter approval. These bonds are repaid from the revenues generated by the utilities.

No revenue bonds are projected to be issued for any of the water capital improvement projects, however $4,000,000 is projected to be issued for wastewater capital improvement projects in FY 04.

Among the decisions and proposals that accompany capital project recommendations is an analysis of potential ongoing costs and any potential impact on utility rates that a project may have.

UTILITY CAPITAL PROJECTS

Electric Capital Projects

$5,530,000 is the approved expenditure amount for electric capital projects in FY 04. Additional information will be provided to the City Council as a competitive matter.

Water Capital Projects

In FY 04, $6,101,737 is the projected new appropriations for water capital projects, and total water capital project expenditures are projected to be $14,769,051. Included in the Approved FY 04 Budget is over $1 million for water line rehabilitation in the Southside area, $3.2 million for the parallel water line transmission project, and $462,900 on projects to provide water to newly annexed portions of the City. Additionally, $4,174,837 is the projected expense for water capital project to provide water service to City residents not currently using College Station water. The Water Capital Projects Fund also includes $305,000 to improve the security of the water supply and $530,000 to provide backup power generation to the water system.

The Approved FY 04 Budget also includes $10,400,000 in current revenues from operations are approved to fund water capital projects. No debt is projected for issuance in FY 04 for water capital projects.

Wastewater Capital Projects

In FY 04, $6,159,720 is the projected new appropriations for wastewater capital projects, and total wastewater capital project expenditures are projected to be $7,343,720. $1.5 million is included for the rehabilitation of wastewater infrastructure in the Southside area. Over $1 million is also included as projected expense for relocating and rehabilitating sewer line beneath Texas Avenue. This project is necessary because of the TxDoT widening of Texas Avenue, and will be done in conjunction with this project. As in the Water Division, the Wastewater Division includes $330,000 to improve security of wastewater facilities and $215,000 for backup power generation to operate the sewer system in the event of a power outage. $535,800 is included to provide sewer services to the newly annexed parts of town.

Drainage Capital Projects

The Approved FY 04 drainage capital projects budget includes $ 5,172,056 in improvement to the City's drainage system. The bulk of these expenditures will be for drainage channel improvements in the Bee Creek ($3 million) and Wolf Pen Creek ($1 million) areas of town.

ADDITIONAL O&M COSTS

The City of College Station strives to provide superior electric, water, and wastewater services to its citizens. Part of this effort includes maintaining a sound infrastructure that is technologically advanced. This requires continuous investment in the capital that makes up the infrastructure. These investments take place in the form of capital improvement projects. These projects may include rehabilitating or replacing old, deteriorating infrastructure; expanding facilities; and adding new facilities and infrastructure.

ELECTRIC SERVICE
CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

	REVISED BUDGET FY 02-03	ESTIMATE FY 02-03	APPROVED APPROPRIATIONS FY 03-04	PROJECTED FY 03-04
SUBTOTAL ADDITIONAL RESOURCES	$ 5,630,000	$ 5,730,000	$ 5,575,000	$ 5,575,000
TOTAL RESOURCES AVAILABLE	$ 7,282,634	$ 7,382,634	$ 7,420,634	$ 7,420,634
TOTAL EXPENDITURES	$ 5,537,000	$ 5,537,000	$ 5,530,000	$ 5,530,000
GAAP ADJUSTMENT				
ENDING FUND BALANCE:	$ 1,745,634	$ 1,845,634	$ 1,890,634	$ 1,890,634

ELECTRIC SERVICE
CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

PROJECTED FY 04-05	PROJECTED FY 05-06	PROJECTED FY 06-07	PROJECTED FY 07-08	PROJECTED FY08-09.
$ 8,635,000	$ 10,140,000	$ 7,490,000	$ 5,990,000	$ 6,075,000
$ 10,525,634	$ 15,311,634	$ 12,795,634	$ 9,107,634	$ 7,996,634
$ 5,354,000	$ 10,006,000	$ 9,678,000	$ 7,186,000	$ 7,954,000
$ 5,171,634	$ 5,305,634	$ 3,117,634	$ 1,921,634	$ 42,634

WATER SERVICE
CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

	PROJECT NUMBER	FY02-03 WORK REQUEST NUMBER	REVISED PROJECT BUDGET AMOUNT	ACTUAL FY 01-02	APPROVED FY 02-03 BUDGET APPROPRIATIONS	TOTAL ESTIMATE FY 02-03
BEGINNING FUND BALANCE:				$ 8,618,228	$ 8,544,589	$ 8,544,589
ADDITIONAL RESOURCES:						
UTILITY REVENUE BONDS				$ 7,427,150	$ 0	$ 0
INTEREST ON INVESTMENTS				453,166	175,000	370,000
TRANSFERS FROM OPERATIONS				0	1,300,000	1,300,000
OTHER				9,100	0	0
SUBTOTAL ADDITIONAL RESOURCES				$ 7,889,416	$ 1,475,000	$ 1,670,000
TOTAL RESOURCES AVAILABLE				$ 16,507,644	$ 5,876,403	$ 10,214,589
REHABILITATION PROJECTS:						
DISTRIBUTION SYSTEM REHAB	WT0201		ANNUAL	0	285,000	285,000
FIRST & MAPLE STREETS REHAB	WT0212	WF0351786	218,900	12,033	200,000	207,000
GEORGE BUSH E WIDENING	TBD	WF0390567	88,000	0	50,000	25,000
GREENS PRAIRIE WTR LINE LOWERING	-	WF0351806	230,000	0	0	230,000
TEXAS AVE. RELOCATION SOUTH	WT9804	WF0351282	950,000	0	0	430,000
SOUTHSIDE WATER REHAB A		WF0379021	115,000	0	0	115,000
WEST PARK	-	TBD	1,075,000	0	0	0
COLLEGE PARK/BREEZY HEIGHTS	-	TBD	1,270,000	0	0	0
SOUTH KNOLL	-	TBD	1,175,000	0	0	0
SOUTHWOOD 5-7	-	TBD	985,000	0	0	0
McCULLOCH	-	TBD	925,000	0	0	0
THE KNOLL	-	TBD	900,000	0	0	0
SOUTHSIDE WATER REHAB STUDY	WT0105	WF0360070	50,000	170	0	95,000
CLOSED PROJECTS				105,494		
SUBTOTAL				$ 117,697	$ 535,000	$ 1,387,000
PRODUCTION PROJECTS						
WELL #6 AND LINE	WT0004	WF0352591	2,963,000	$ 299,980	$ 0	$ 721,000
WELL #7	WT0106	WF0353607	2,064,000	187,836	0	78,000
WELL #7 COLLECTION LINE	WT0203	WF0353621	2,600,000	6,350	494,000	51,000
PARALLEL WELLFIELD COLL LINE PH I	WT0205	WF0353553	1,802,000	0	795,000	110,000
COOLING TOWERS EXPANSION	TBD	TBD	1,829,000	0	0	0
PARALLEL WATER TRANSMISSION	WT0005	WF0350259	8,273,000	2,858,658	0	685,000
WATER TRANSMISSION-SH21 - VILLA MARIA	WT0116	WF0352317	5,754,000	262,203	440,000	278,000
LAND ACQUISITION - WELLS & PUMP STATION	WT0206	TBD	1,250,000	0	300,000	0
DOWLING ROAD 10MG GST	WT0117	WF0353631	3,851,000	106,853	84,000	125,000
DOWLING ROAD PUMP STATION PIPING	TBD	TBD	1,332,000	0	130,000	0
WELLS 4 & 5 PUMP REPLACEMENTS	-	TBD	150,000	0	0	0
WATER PLANT SECURITY		TBD	305,000	0	0	0
EMERGENCY ELECTRIC POWER		TBD	780,000	0	0	0
CLOSED PROJECTS			651,000	511,304	0	0
SUBTOTAL				$ 4,233,184	$ 2,243,000	$ 2,048,000

WATER SERVICE
CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

APPROVED FY 04 BUDGET APPROPRIATIONS	PROJECTED FY 03-04	PROJECTED FY 04-05	PROJECTED FY 05-06	PROJECTED FY 06-07	PROJECTED FY 07-08	PROJECTED FY 08-09
$ 4,401,403	$ 4,401,403	$ 207,352	$ 234,352	$ 75,552	$ 112,752	$ 130,752
$ 0	$ 0	$ 9,300,000	$ 8,400,000	$ 7,600,000	$ 1,700,000	$ 4,100,000
175,000	175,000	225,000	125,000	75,000	50,000	50,000
10,400,000	10,400,000	1,000,000	1,000,000	500,000	500,000	500,000
0	0	0	0	0	0	0
$ 10,575,000	$ 10,575,000	$ 10,525,000	$ 9,525,000	$ 8,175,000	$ 2,250,000	$ 4,650,000
$ 14,976,403	$ 14,976,403	$ 10,732,352	$ 9,759,352	$ 8,250,552	$ 2,362,752	$ 4,780,752
285,000	285,000	285,000	285,000	285,000	285,000	285,000
0	0	0	0	0	0	0
38,000	63,000	0	0	0	0	0
0	0	0	0	0	0	0
0	470,000	0	0	0	0	0
0	0	0	0	0	0	0
1,075,000	1,075,000	0	0	0	0	0
0	0	1,270,000	0	0	0	0
0	0	0	1,175,000	0	0	0
0	0	0	0	985,000	0	0
0	0	0	0	0	1,120,000	0
0	0	0	0	0	0	900,000
0	0	0	0	0	0	0
$ 1,398,000	$ 1,893,000	$ 1,555,000	$ 1,460,000	$ 1,270,000	$ 1,405,000	$ 1,185,000
$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
0	106,000	470,000	1,276,000	0	0	0
0	109,000	789,000	1,670,000	0	0	0
0	215,000	1,477,000	0	0	0	0
0	0	0	52,000	1,777,000	0	0
0	3,277,000	1,274,000	0	0	0	0
75,000	75,000	790,000	1,574,000	3,847,000	0	0
0	0	200,000	400,000	371,000	279,000	0
95,000	95,000	1,280,000	2,244,000	0	0	0
80,000	80,000	1,252,000	0	0	0	0
150,000	150,000	0	0	0	0	0
305,000	305,000	0	0	0	0	0
530,000	530,000	240,000	0	0	298,000	0
$ 1,235,000	$ 4,942,000	$ 7,772,000	$ 7,216,000	$ 5,995,000	$ 577,000	$ 0

WATER SERVICE
CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

	PROJECT NUMBER	FY02-03 WORK REQUEST NUMBER	REVISED PROJECT BUDGET AMOUNT	ACTUAL FY 01-02	APPROVED FY 02-03 BUDGET APPROPRIATIONS	TOTAL ESTIMATE FY 02-03
DISTRIBUTION PROJECTS						
OVERSIZED LINES PARTICIPATION & PLANNING	WT0200		ANNUAL	$ 0	$ 75,000	$ 75,000
VICTORIA WATER OP	TBD	TBD	100,000	0	100,000	100,000
BARRON ROAD WATER OP	TBD	TBD	150,000	0	150,000	35,686
WESTSIDE WATER SERVICES	WT9703	WF0353641	3,087,000	48,938	0	80,000
WATER IMPACT FEE	WT9905	TBD	359,000	0	0	0
PARK PLACE ELEVATED WATER STORAGE	WT0012	WF0353817	3,679,000	2,531,140	0	586,000
WATER RECLAIM / IRRIGATION	WT0110	TBD	3,468,000	445	0	0
DARTMOUTH WATER EXTENSION PII	TBD	WF0350795	220,000	0	220,000	0
JONES-BUTLER WATER EXT PHII	TBD	TBD	17,000	0	17,000	3,000
ROCK PRAIRIE WATER EXT WELLBORN	-	WF0352094	2,403,823	168,599	0	481,000
ARRINGTON RD WATER MAIN WELLBORN	-	WF0379145	612,763	0	0	123,000
BARRON ROAD WELLBORN CUSTOMERS	-	WF0379197	2,044,845	0	0	409,000
LICK CREEK/ROCK PRAIRIE WELLBORN	-	WF0379226	157,406	0	0	31,000
CLOSED PROJECTS			0	725,742		
SUBTOTAL				$ 3,474,864	$ 562,000	$ 1,923,686
ANNEXATION PROJECTS						
WELLBORN RD N OF GANDY (AREA 1)	TBD		448,000	$ 0	$ 44,800	$ 44,800
GREENS PR. W. OF ARRINGTON (AREA 2)	TBD		347,000	0	34,700	34,700
NANTUCKET E. OF HARPER'S FERRY (AREA 3)	TBD		80,000	0	0	0
ROCK P RD S OF CARTER LAKE (AREA 5)	TBD		670,000	0	0	0
GREENS PR. RD CORRIDOR EAST (AREA 6)	TBD		612,000	0	0	0
				$ 0	$ 79,500	$ 79,500
GENERAL AND ADMINISTRATIVE				269,883	275,000	275,000
DEBT ISSUANCE COST				125	0	100,000
TOTAL EXPENDITURES			$ 58,554,837	$ 8,095,753	$ 3,694,500	$ 5,813,186
GAAP ADJUSTMENT				$ 132,698		
ENDING FUND BALANCE:				$ 8,544,589	$ 2,181,903	$ 4,401,403

WATER SERVICE
CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

APPROVED FY 04 BUDGET APPROPRIATIONS	PROJECTED FY 03-04	PROJECTED FY 04-05	PROJECTED FY 05-06	PROJECTED FY 06-07	PROJECTED FY 07-08	PROJECTED FY 08-09
$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000	$ 200,000
0	0	0	0	0	0	0
0	114,314	0	0	0	0	0
0	2,598,000	0	0	0	0	0
0	0	212,000	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	3,468,000
0	220,000	0	0	0	0	0
0	14,000	0	0	0	0	0
403,823	1,922,823	0	0	0	0	0
489,763	489,763	0	0	0	0	0
1,635,845	1,635,845	0	0	0	0	0
126,406	126,406	0	0	0	0	0
$ 2,855,837	$ 7,321,151	$ 412,000	$ 200,000	$ 200,000	$ 200,000	$ 3,668,000
$ 22,400	$ 22,400	$ 380,800	$ 0	$ 0	$ 0	$ 0
312,300	312,300	0	0	0	0	0
0	0	0	80,000	0	0	0
67,000	67,000	67,000	268,000	268,000	0	0
61,200	61,200	61,200	244,800	244,800	0	0
$ 462,900	$ 462,900	$ 509,000	$ 592,800	$ 512,800	$ 0	$ 0
150,000	150,000	150,000	150,000	125,000	50,000	75,000
0	0	100,000	65,000	35,000	0	0
$ 6,101,737	$ 14,769,051	$ 10,498,000	$ 9,683,800	$ 8,137,800	$ 2,232,000	$ 4,928,000
$ 8,874,666	$ 207,352	$ 234,352	$ 75,552	$ 112,752	$ 130,752	$ (147,248)

WASTEWATER SERVICE
CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

	PROJECT NUMBER	FY02-03 WORK REQUEST NUMBER	REVISED PROJECT BUDGET AMOUNT	ACTUAL FY 01-02	APPROVED FY 02-03 APPROPRIATIONS	TOTAL ESTIMATED FY 02-03
BEGINNING FUND BALANCE:				$ 9,375,458	$ 6,440,563	$ 6,440,563
ADDITIONAL RESOURCES:						
UTILITY REVENUE BONDS				$ 6,159,100	$ 0	$ 0
INTEREST ON INVESTMENTS				375,195	100,000	300,000
TRANSFERS FROM OPERATIONS					0	0
INTER GOVERNMENTAL				0	270,000	0
OTHER				12,130	0	0
SUBTOTAL ADDITIONAL RESOURCES				$ 6,546,425	$ 4,370,000	$ 300,000
TOTAL RESOURCES AVAILABLE				$ 15,921,883	$ 7,721,213	$ 6,740,563
REHABILITATION PROJECTS						
COLLECTION SYSTEM REHAB	SS0209		ANNUAL	13,074	$ 285,000	$ 205,000
CARTERS CREEK SCREW LIFT SYSTEM	TBD	WF0376687	1,292,280	0	286,000	290,400
FIRST & MAPLE STREETS REHAB	SS0212	WF0351778	81,300	4,011	75,000	77,000
HENSEL PARK LIFT STATION	SS0203	WF0354063	460,000	88,841	77,000	371,000
LIFT STATION #2 FORCEMAIN REALIGNMENT	-	TBD	300,000	0	0	0
HWY 30 TURNAROUND	SS0207	WF0350071	300,000	153,429	0	147,000
TEXAS AVE. RELOCATION SOUTH	SS0003	WF0351341	1,600,000	51,999	0	540,000
SOUTHSIDE SEWER UPGRADE A	-	WF0379101	80,000	0	0	80,000
WEST PARK	-	TBD	1,500,000	0	0	0
COLLEGE PARK/BREEZY HEIGHTS	-	TBD	880,000	0	0	0
SOUTH KNOLL	-	TBD	830,000	0	0	0
SOUTHWOOD 5-7	-	TBD	1,175,000	0	0	0
McCULLOCH	-	TBD	925,000	0	0	0
THE KNOLL		TBD	1,000,000	0	0	0
CLOSED PROJECTS				177,165		
SUBTOTAL				488,519	$ 723,000	$ 1,710,400
COLLECTION						
OVERSIZE PARTICIPATION & PLANNING	SS0200		ANNUAL	0	250,000	250,000
WESTSIDE SEWER SERVICE	SS9702	TBD	2,634,000	624,415	0	0
NORTHEAST TRUNK EXPAN. PHASE I	SS9805	WF0351744	530,000	0	0	300,000
DARTMOUTH PHII	TBD	WF0350773	50,000	0	50,000	0
JONES-BUTLER WASTEWATER EXTENSION	TBD	TBD	32,500	0	32,500	2,500
GEORGE BUSH DR EAST WIDENING	ST9804	WF0390568	12,000	0	0	0
STEEPLECHASE IMPACT FEE	-	WF0354517	1,000,000	0	0	6,550
LIFT STATION #1 GRAVITY LINE	-	TBD	120,000	0	0	0
LICK CREEK PARALLEL TRUNK LINE	-	TBD	3,000,000	0	0	0
MATERIAL STAGING STORAGE AREA - USC	-	TBD	70,000	0	0	0
CLOSED PROJECTS				1,724		0
SUBTOTAL				$ 626,139	$ 332,500	$ 559,050
TREATMENT						
LICK CREEK TRUNK & PLANT EXPANSION	SS9806	WF0355780	$ 10,813,000	$ 7,474,645	$ 0	$ 455,000
ODOR CONTROL	SS9810	WF0354125	1,554,000	187,636	0	62,000
SLUDGE PROCESSING IMPROVEMENTS	SS9904	WF0363214	1,823,000	0	0	0
CC PLANT DEMO & MAINT. BLDG	SS0204	TBD	250,000	0	150,000	100,000
WASTEWATER PLANT SECURITY	-	TBD	210,000	0	0	0
CCWWTP PAVEMENT/REPAIRS IMP	-	TBD	557,000	0	0	0
EMERGENCY ELECTRIC POWER		TBD	215,000	0	0	0
CLOSED PROJECTS	SS0105	-	651,000 [7]	400,087	0	0
SUBTOTAL				$ 8,062,368	$ 150,000	$ 617,000

WASTEWATER SERVICE
CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

APPROVED FY 04 BUDGET APPROPRIATIONS	PROJECTED FY 03-04	PROJECTED FY 04-05	PROJECTED FY 05-06	PROJECTED FY 06-07	PROJECTED FY 07-08	PROJECTED FY 08-09
$ 3,351,213	$ 3,351,213	$ 377,493	$ 249,233	$ 606,033	$ 352,233	$ 332,233
$ 4,000,000	$ 4,000,000	$ 6,300,000	$ 3,100,000	$ 3,800,000	$ 1,500,000	$ 1,500,000
100,000	100,000	50,000	25,000	25,000	10,000	10,000
0	0	0	0	0	0	0
270,000	270,000	0	0	0	0	0
0	0	0	0	0	0	0
$ 4,370,000	$ 4,370,000	$ 6,350,000	$ 3,125,000	$ 3,825,000	$ 1,510,000	$ 1,510,000
$ 7,721,213	$ 7,721,213	$ 6,727,493	$ 3,374,233	$ 4,431,033	$ 1,862,233	$ 1,842,233
$ 285,000	$ 285,000	$ 285,000	$ 285,000	$ 285,000	$ 285,000	$ 285,000
667,920	667,920	333,960	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
300,000	300,000	0	0	0	0	0
0	0	0	0	0	0	0
300,000	1,010,000	0	0	0	0	0
0	0	0	0	0	0	0
1,500,000	1,500,000	0	0	0	0	0
0	0	1,305,000	0	0	0	0
0	0	0	830,000	0	0	0
0	0	0	0	1,175,000	0	0
0	0	0	0	0	925,000	0
0	0	0	0	0	0	1,000,000
$ 3,052,920	$ 3,762,920	$ 1,923,960	$ 1,115,000	$ 1,460,000	$ 1,210,000	$ 1,285,000
250,000	250,000	250,000	250,000	250,000	250,000	250,000
0	0	1,978,000	0	0	0	0
0	0	0	0	0	0	0
0	50,000	0	0	0	0	0
0	30,000	0	0	0	0	0
0	12,000	0	0	0	0	0
1,000,000	1,000,000	0	0	0	0	0
35,000	35,000	85,000	0	0	0	0
0	0	0	1,250,000	1,750,000	0	0
77,000	77,000	0	0	0	0	0
$ 1,362,000	$ 1,454,000	$ 2,313,000	$ 1,500,000	$ 2,000,000	$ 250,000	$ 250,000
$ 0	$ 0	$ 0	$ 0	$ 0	$ 0	$ 0
0	0	0	0	0	0	0
234,000	466,000	1,269,000	0	0	0	0
0	150,000	0	0	0	0	0
210,000	210,000	0	0	0	0	0
330,000	330,000	227,000	0	0	0	0
215,000	215,000	0	0	0	0	0
0	0	0	0	0	0	0
$ 989,000	$ 1,371,000	$ 1,496,000	$ -	$ -	$ -	$ -

WASTEWATER SERVICE
CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

	PROJECT NUMBER	FY02-03 WORK REQUEST NUMBER	REVISED PROJECT BUDGET AMOUNT	ACTUAL FY 01-02	APPROVED FY 02-03 APPROPRIATIONS	TOTAL ESTIMATED FY 02-03
ANNEXATION PROJECTS						
WELLBORN RD N OF GANDY (AREA 1)	TBD		618,000	0	61,800	61,800
GREENS PR. W. OF ARRINGTON (AREA 2)	TBD		360,000	0	36,000	36,000
NANTUCKET E. OF HARPER'S FERRY (AREA 3)	TBD		201,000	0	20,100	20,100
ROCK P RD S OF CARTER LAKE (AREA 5)	TBD		207,000	0	0	0
GREENS PR. RD CORRIDOR EAST (AREA 6)	TBD		375,000	0	0	0
				$ -	$ 117,900	$ 117,900
CLOSED PROJECTS				252,720	0	0
GENERAL AND ADMINISTRATIVE				336,969	200,000	325,000
DEBT ISSUANCE COST				0	20,000	60,000
TOTAL EXPENDITURES			$ 34,413,800	$ 9,766,715	$ 1,543,400	$ 3,389,350
GAAP ADJUSTMENT				$ 285,395		
ENDING FUND BALANCE:				$ 6,440,563	$ 6,177,813	$ 3,351,213

WASTEWATER SERVICE
CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

APPROVED FY 04 BUDGET APPROPRIATIONS	PROJECTED FY 03-04	PROJECTED FY 04-05	PROJECTED FY 05-06	PROJECTED FY 06-07	PROJECTED FY 07-08	PROJECTED FY 08-09
30,900	30,900	525,300	0	0	0	0
324,000	324,000	0	0	0	0	0
180,900	180,900	0	0	0	0	0
0	0	0	20,700	186,300	0	0
0	0	0	37,500	337,500	0	0
$ 535,800	$ 535,800	$ 525,300	$ 58,200	$ 523,800	$ -	$ -
0	0	0	0	0	0	0
200,000	200,000	200,000	75,000	75,000	50,000	0
20,000	20,000	20,000	20,000	20,000	20,000	0
$ 6,159,720	$ 7,343,720	$ 6,478,260	$ 2,768,200	$ 4,078,800	$ 1,530,000	$ 1,535,000
$ 1,561,493	$ 377,493	$ 249,233	$ 606,033	$ 352,233	$ 332,233	$ 307,233

DRAINAGE UTILITY
CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

	PROJECT NUMBER	PROJECT BUDGET AMOUNT	ACTUAL FY 01-02	REVISED FY 02-03 BUDGET APPROPRIATIONS	ESTIMATE FY 02-03
BEGINNING FUND BALANCE:			$ 5,764,491	$ 6,560,593	$ 6,560,593
ADDITIONAL RESOURCES:					
UTILITY REVENUES			$ 982,760	$ 1,009,500	$ 1,021,000
INTEREST ON INVESTMENTS			232,168	150,000	170,000
BOND PROCEEDS			785,000	1,000,000	1,000,000
INTERGOVERNMENTAL			0	0	0
TRANSFERS IN			0	0	281,839
SUBTOTAL ADDITIONAL RESOURCES			$ 1,999,928	$ 2,159,500	$ 2,472,839
TOTAL RESOURCES AVAILABLE			$ 7,764,419	$ 8,720,093	$ 9,033,432
BEE CREEK (COMBINED)	SD9802	$ 2,500,000	$ 12,458	$ 500,000	$ 500,000
BEE CREEK PH. IV & V.	SD0001	1,400,000	21,394	0	100,000
WPC - TEXAS TO BYPASS	SD9901	3,000,000	71,211	0	100,000
GREENWAYS PROJECTS	SD9903	3,640,000	109,126	1,000,000	1,480,909
MINOR DRAINAGE IMPROVEMENTS	SD0002	ANNUAL	225,108	250,000	0
HALEY	TBD	50,000	0	0	50,000
SOUTHSIDE DRAINAGE IMPROVEMENTS		550,000	0	0	260,000
INSBRUCK DETENTION POND ACCESS	TBD	200,000	0	0	40,000
VAL VERDE VALLEY GUTTER	TBD	200,000	0	0	0
BEE CREEK (LANCELOT TO GUADALUPE)	TBD	200,000	0	0	0
WPC (REDMOND TERRACE)	TBD	680,000	0	0	0
BEE CREEK (GLADE TO LEMON TREE)	TBD	50,000	0	0	0
STORMWATER MAPPING	TBD	0	0	0	0
DRAINAGE/STORMWATER MASTERPLAN	SD0204		22,000	50,000	50,000
DRAINAGE MAINTENANCE		ANNUAL	350,000	410,748	353,727
DRAINAGE MAINTENANCE SLA's		ANNUAL	0	0	0
CLOSED PROJECTS			150,820	0	0
OTHER COSTS			8,360	0	
GENERAL & ADMIN.			192,146	220,000	220,000
DEBT ISSUANCE COSTS			5,400	10,000	10,000
TOTAL EXPENDITURES			$ 1,168,023	$ 2,440,748	$ 3,164,636
GAAP ADJUSTMENT			($35,803)		
ENDING FUND BALANCE:			$ 6,560,593	$ 6,279,345	$ 5,868,796

DRAINAGE UTILITY
CAPITAL IMPROVEMENT PROJECTS
FISCAL YEAR 2003-2004 THROUGH FISCAL YEAR 2008-2009

APPROVED FY 03-04 BUDGET APPROPRIATION	TOTAL PROJECTED FY 03-04	PROJECTED FY 04-05	PROJECTED FY 05-06	PROJECTED FY 06-07	PROJECT FY 07-08	PROJECT FY 08-09
$ 5,868,796	$ 5,868,796	$ 1,459,895	$ 5,938	$ 31,738	-$ 22,762	$ 136,838
$ 1,041,400	$ 1,041,400	$ 1,062,200	$ 1,094,100	$ 1,126,900	$ 1,160,700	$ 1,195,500
160,000	160,000	30,000	10,000	11,000	11,000	12,000
855,000	855,000	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
$ 2,056,400	$ 2,056,400	$ 1,092,200	$ 1,104,100	$ 1,137,900	$ 1,171,700	$ 1,207,500
$ 7,925,196	$ 7,925,196	$ 2,552,095	$ 1,110,038	$ 1,169,638	$ 1,148,938	$ 1,344,338
$ 0	$ 2,000,000	$ 0	$ 0	$ 0	$ 0	$ 0
0	1,000,000	0	0	0	0	0
0	1,000,000	0	0	0	0	0
0	882,056	882,057	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	290,000	0	0	0	0	0
160,000	160,000	0	0	0	0	0
0	0	0	0	200,000	0	0
200,000	200,000	0	0	0	0	0
0	0	680,000	0	0	0	0
0	0	0	0	0	50,000	0
0	50,000	50,000	50,000	50,000	0	0
0	50,000	0	0	0	0	0
376,639	376,639	387,900	399,500	411,500	423,800	436,500
163,809	163,809	263,200	345,800	247,900	255,300	263,000
0	0	0	0	0	0	0
					0	0
0	0	0	0	0	0	0
282,797	282,797	283,000	283,000	283,000	283,000	283,000
10,000	10,000	0	0	0	0	0
$ 1,193,245	$ 6,465,301	$ 2,546,157	$ 1,078,300	$ 1,192,400	$ 1,012,100	$ 982,500
$ 6,731,951	$ 1,459,895	$ 5,938	$ 31,738	$ (22,762)	$ 136,838	$ 361,838

Embracing the Past

Exploring the Future

SPECIAL REVENUE FUNDS

HOTEL/MOTEL FUND

The primary funding source for the Hotel/Motel Fund is the Hotel/Motel Tax, a consumption type tax authorized under state statute. This tax allows the City to collect up to its current tax rate of 7% on rental income of hotels and motels within the city limits. The uses of the funds derived from the tax are limited to 1) promotion of tourism, 2) promotion and support of the arts, and 3) directly attributable administrative costs.

This fund is prepared on the modified accrual basis of accounting. Under this basis, revenues are recognized when they become measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred with the exception of several items. The full listing of these exceptions can be found in the Financial Policies on page F-1.

Hotel/Motel tax revenue is projected to increase by 7.87% over the FY 03 revised budget to $2,173,500. Revenues are also received from ticket and concession sales at facilities such as Wolf Pen Creek.

The revenues previously received from the operation of the Conference Center on George Bush Drive have been moved to the General Fund. The expenditures for the George Bush Drive Conference Center have been moved to the General Fund in the FY 04 approved budget.

Expenditures and transfers in the Hotel/Motel Fund are projected to decrease by 22.99% over the FY 03 budget. The primary reason for this decrease is the move of the George Bush Drive Conference Center expenditures to the General Fund, and the removal of the $600,000 transfer for the new Conference Center project that was scheduled for FY 03.

The Arts Council approved budget for FY 04 is $300,000. The Arts Council request is below the 15% limit that can be spent on art programs out of the Hotel/Motel Fund. These funds are for the operations of the Arts Council.

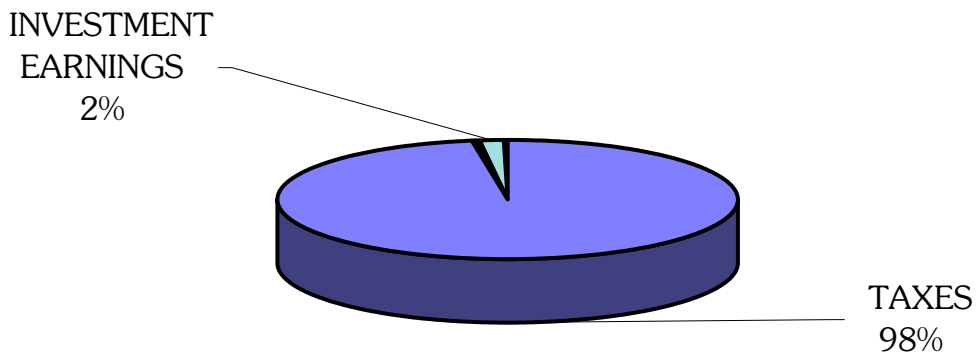
The Convention & Visitors Bureau approved budget is $915,200. This includes funds for the ongoing operations and maintenance of the Convention and Visitor Bureau. This also includes the funding that was previously given to the Brazos Valley Sports Foundation.

Funds for the future operation of the new conference center in the amount of $670,000 were also approved. However, since this budget was prepared the proposed conference center was halted and will not be constructed at the proposed site with the proposed partner. The City Council is currently considering options on this matter.

HOTEL/MOTEL FUND
FUND SUMMARY

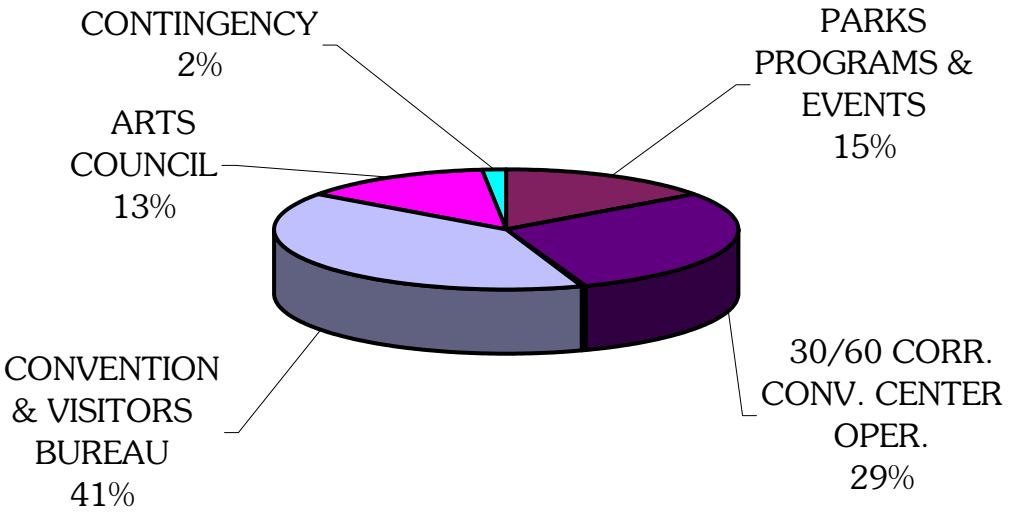
	FY 02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY03 TO FY 04
BEGINNING FUND BALANCE	$ 1,353,645	$ 1,454,422	$ 1,454,422	$ 851,346	$ 851,346	
REVENUES						
TAXES	$ 1,926,009	$ 2,015,000	$ 2,100,000	$ 2,173,500	$ 2,173,500	7.87%
TICKETS & CONCESSIONS	25,341	4,320	8,500	8,500	8,500	96.76%
RENTALS	114,668	114,800	105,000	3,000	3,000	(97.39%)
INVESTMENT EARNINGS	79,577	75,000	56,500	40,000	40,000	(46.67%)
OTHER	17,822	20,100	4,000	4,000	4,000	(80.10%)
TOTAL REVENUES	$ 2,163,417	$ 2,229,220	$ 2,274,000	$ 2,229,000	$ 2,229,000	(0.01%)
TOTAL FUNDS AVAILABLE	$ 3,517,062	$ 3,683,642	$ 3,728,422	$ 3,080,346	$ 3,080,346	(16.38%)
EXPENDITURES AND TRANSFERS						
CITY OPERATIONS						
CONFERENCE CENTER OPER.	$ 260,121	$ 280,116	$ 281,184	$ 0	$ 0	(100.00%)
PARKS PROGRAMS & EVENTS	306,176	458,047	445,292	343,433	343,433	(25.02%)
30/60 CORR. CONV. CENTER DEBT	148,052	0	0	0	0	N/A
30/60 CORR. CONV. CENTER CAPITAL	0	600,000	600,000	0	0	(100.00%)
30/60 CORR. CONV. CENTER OPER.	196,062	416,000	416,000	670,000	670,000	61.06%
ELECTRIC FUND DEBT SERVICE	0	40,000	0	0	0	(100.00%)
OTHER	11,829	6,200	6,200	6,200	6,200	0.00%
TOTAL CITY OPERATIONS	$ 922,240	$ 1,800,363	$ 1,748,676	$ 1,019,633	$ 1,019,633	(43.37%)
ORGANIZATIONS						
CONVENTION & VISITORS BUREAU	$ 668,000	$ 668,000	$ 668,000	$ 868,000	$ 915,200	37.01%
BRAZOS VALLEY SPORTS FOUND.	192,000	200,000	200,000	0	0	(100.00%)
ARTS COUNCIL	280,400	260,400	260,400	260,400	300,000	15.21%
BUSH LIBRARY COMMITTEE	0	0	0	0	0	N/A
TOTAL ORGANIZATIONS	$ 1,140,400	$ 1,128,400	$ 1,128,400	$ 1,128,400	$ 1,215,200	7.69%
CONTINGENCY	$ 0	$ 25,000	$ 0	$ 40,000	$ 40,000	60.00%
TOTAL OPERATING EXPENSES AND TRANSFERS	$ 2,062,640	$ 2,953,763	$ 2,877,076	$ 2,188,033	$ 2,274,833	(22.99%)
INCREASE (DECREASE) IN FUND BALANCE	$ 100,777	$ (724,543)	$ (603,076)	$ 40,967	$ (45,833)	
ENDING FUND BALANCE	$ 1,454,422	$ 729,879	$ 851,346	$ 892,313	$ 805,513	

HOTEL/MOTEL FUND-SOURCES



OTHER REVENUE SOURCES MAKE UP LESS THAN 1%

HOTEL/MOTEL FUND-USES



COMMUNITY DEVELOPMENT FUND

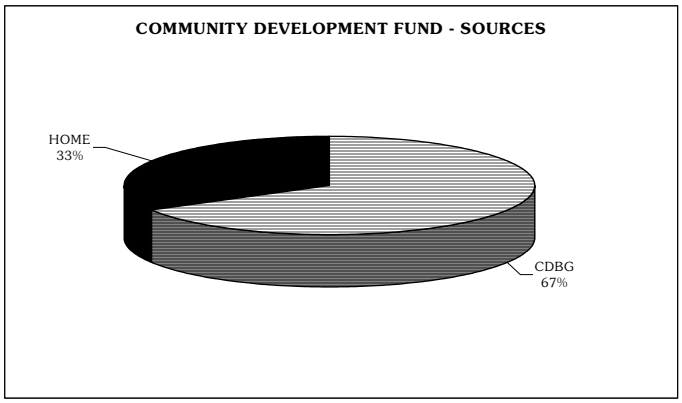
The Community Development Fund is used to account for grants received by the City for use in revitalizing low-income areas and addressing the needs of its low and moderate income citizens. This fund pays for the direct operating costs.

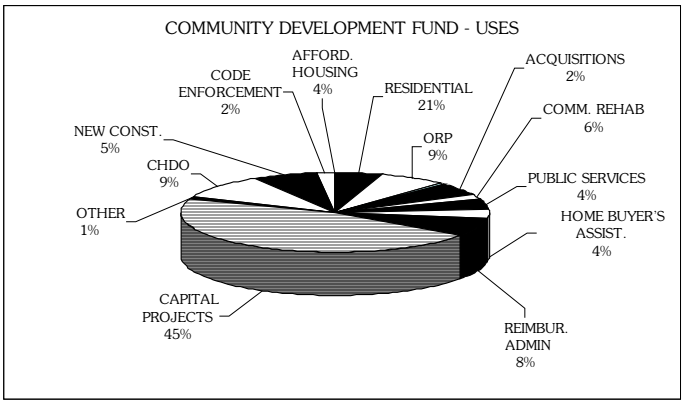
This fund is prepared on the modified accrual basis of accounting. Under this basis revenues are recognized when they become measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred with the exception of several items. The full listing of these exceptions can be found in the Financial Policies on page F-1.

The City has submitted an action plan to HUD for two grants for FY 04, the Community Development Block Grant (CDBG) and the Home Grant. The CDBG program is a federal entitlement program that provides the basic funding for general programs and administration. The grant allows administrators flexibility in the use of funds for a wide variety of eligible activities. The HOME grant is a yearly entitlement grant that can only be used for housing programs that assist Low/Moderate Income (LMI). The City currently uses this grant for owner-occupied rehabilitation assistance, down payment assistance, and the Optional Relocation Program. Fund are also approved for Tenant Based Rental Assistance (TBRA), Community Development Housing Organizations (CHDO) activities, and new construction. Both the CDBG and HOME allocations are based on a formula that includes criteria such as the age and condition of a community's housing stock, incidents of overcrowding, and the demographic characteristics of the city.

Community Development Funds are also used for capital projects in areas that qualify for these funds.

For FY 04, the City proposes approximately $4.6 million in total authorization from the federal government. This number is comprised of new authorization and remaining authorization from prior fiscal years. FY 04's grants include $3,069,732 in Community Development Block Grant funds, $1,523,340 in HOME Investment Partnership Grant funds, and $20,000 in program income.





CITY OF COLLEGE STATION
COMMUNITY DEVELOPMENT FUND SUMMARY

	FY 02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY 03 TO FY 04
BEGINNING FUND BALANCE	$ 872,856	$ 706,842	$ 706,842	$ 726,842	$ 726,842	
REVENUES						
GRANTS						
CDBG	$ 1,410,624	$ 2,418,262	$ 932,362	$ 3,069,732	$ 3,069,732	27%
HOME	728,917	1,636,420	457,244	1,523,340	1,523,340	-7%
PROGRAM INCOME	36,680	20,000	20,000	20,000	20,000	0%
LOAN REPAYMENTS	8,762	0	0	0	0	N/A
INTEREST ON LOANS	864	0	0	0	0	N/A
CEDAR CREEK PROCEEDS	0	0	0	0	0	N/A
OTHER	0	0	0	0	0	N/A
TOTAL REVENUES	$ 2,185,847	$ 4,074,682	$ 1,409,606	$ 4,613,072	$ 4,613,072	13%
TOTAL FUNDS AVAILABLE	$ 3,058,703	$ 4,781,524	$ 2,116,448	$ 5,339,914	$ 5,339,914	12%
EXPENDITURES AND TRANSFERS						
CDBG						
HOUSING ASSIST/REHAB	$ 8,624	$ 42,602	$ 24,889	$ 24,147	$ 24,147	-43%
OPTIONAL RELOCATION	55,819	49,865	34,327	40,957	40,957	-18%
CLEARANCE/DEMOLITION	0	30,000	1,460	28,540	28,540	-5%
ACQUISITIONS	29,722	64,704	42,057	240,000	240,000	271%
INTERIM ASSISTANCE	0	5,000	0	5,000	5,000	0%
COMMERCIAL REHABILITATION	253,164	72,520	0	72,520	72,520	0%
RENTAL REHAB	0	40,000	0	0	0	-100%
PUBLIC SERVICES	173,131	183,000	183,000	206,850	206,850	13%
EXTERNAL PUBLIC FACILITY	186,335	0	0	0	0	N/A
CODE ENFORCEMENT	37,865	102,369	89,143	83,970	83,970	-18%
REIMBURSED ADMIN	245,156	244,000	242,030	275,800	275,800	13%
CAPITAL OUTLAY	0	0	0	0	0	N/A
OTHER CURRENT EXPENDITURES	12,685	20,000	0	0	0	-100%
GENERAL GOVT PROJECTS	0	0	0	0	0	N/A
PUBLIC FACILITY PROJECTS	557,030	1,584,202	315,456	2,091,948	2,091,948	32%
TOTAL CDBG EXP.	$ 1,559,533	$ 2,438,262	$ 932,362	$ 3,069,732	$ 3,069,732	26%
HOME						
HOUSING ASSIST/REHAB	$ 270	$ 152,974	$ 97,713	$ 205,261	$ 205,261	34%
OPTIONAL RELOCATION	350,333	307,469	42,608	273,442	273,442	-11%
HOMEBUYER'S ASSISTANCE	0	242,061	82,144	162,585	162,585	-33%
CHDO/CHDO OPER. EXP.	7,690	384,975	85,000	343,932	343,932	-11%
NEW CONSTRUCTION	258,147	353,191	72,579	305,612	305,612	-13%
TENANT BASED RENTAL ASST.	17,250	50,000	7,800	42,200	42,200	-16%
CHDO OPERATING EXPENSES	100,583	86,350	10,000	114,336	114,336	32%
REIMBURSED ADMIN	58,055	59,400	59,400	75,972	75,972	28%
CAPITAL OUTLAY	0	0	0	0	0	N/A
TOTAL HOME EXP.	$ 792,328	$ 1,636,420	$ 457,244	$ 1,523,340	$ 1,523,340	-7%
CEDAR CREEK						
AFFORDABLE HOUSING	$ 0	$ 100,000	$ 0	$ 0	$ 0	-100%
TOTAL CEDAR CREEK EXP.	$ 0	$ 100,000	$ 0	$ 0	$ 0	-100%
TOTAL OPERATING EXPENSES AND TRANSFERS	$ 2,351,861	$ 4,174,682	$ 1,389,606	$ 4,593,072	$ 4,593,072	10%
EXPENDITURES UNDER (OVER) REVENUES	$ (166,014)	($100,000)	$20,000	$ 20,000	$ 20,000	
GAAP	$ 0					
ENDING FUND BALANCE	$ 706,842	$ 606,842	$ 726,842	$ 746,842	$ 746,842	

WOLF PEN CREEK
TAX INCREMENT FINANCING (TIF) FUND

The Wolf Pen Creek TIF Fund accounts for ad valorem tax and other revenues that are accrued to the WPC TIF District. The fund also accounts for expenditures on projects that take place in the district.

The TIF receives ad valorem taxes from the City, School District and County on the incremental increase in assessed valuation (captured value) over the base year (1989).

This fund is prepared on the modified accrual basis of accounting. Under this basis revenues are recognized when they become measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred with the exception of several items. The full listing of these exceptions can be found in the Financial Policies on page F-1.

The ad valorem revenue estimate of $693,000 is based on a captured value of about $40 million.

Short term debt in the amount of $2.3 million was issued in FY 02 in order to provide the resources to complete more of the projects in the Wolf Pen Creek District. The bonds will be paid back over the remaining life of the TIF. These funds will be used primarily for trails in the corridor. This approach will allow more Wolf Pen Creek projects to be completed in a shorter time frame.

In FY 04 expenditures totaling $2,553,803 are approved. These expenditures are for the capital projects in the Wolf Pen Creek area, as well as the debt service for the debt issued in 2002 for capital projects.

Funds remaining at the end of the year will be retained in the fund and programmed as specific projects are identified.

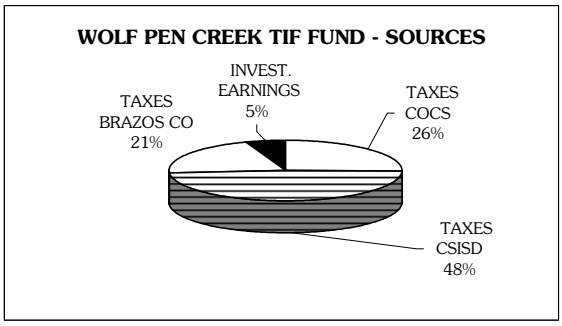
Key projects either underway or planned for these funds include the Wolf Pen Creek Lower Trails Phase 1 which was completed in 2003. Also included is the first phase of the upper trails project, and the construction of a parking lot project. Additional trail projects are also planned over the next several years. Other projects are also being reviewed.

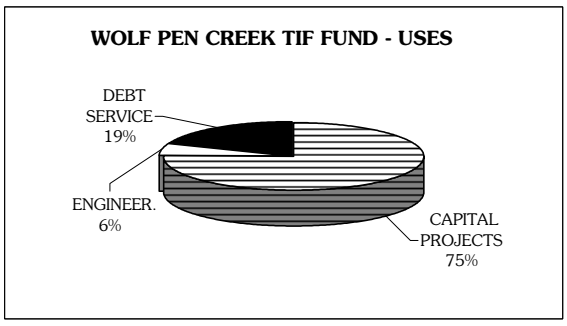
CITY OF COLLEGE STATION
WOLF PEN CREEK TIF
FUND SUMMARY

	FY02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY03 TO FY 04
BEGINNING BALANCE	$ 1,290,945	$ 3,231,563	$ 3,231,563	$ 2,284,863	$ 2,284,863	
REVENUES						
AD VALOREM TAXES COCS	$ 121,026	$ 146,000	$ 146,000	$ 185,987	$ 185,987	27.39%
AD VALOREM TAXES CSISD	215,216	245,000	245,000	353,000	353,000	44.08%
AD VALOREM TAXES BRAZOS CO	93,991	107,000	107,000	154,000	154,000	43.93%
INVESTMENT EARNINGS	102,250	60,000	65,000	40,000	40,000	(33.33%)
OTHER	0	0	0	0	0	
TRANSFERS	120,000	0	0	0	0	
PROCEEDS FROM LONG-TERM DEBT	2,316,800	0	0	0	0	N/A
TOTAL REVENUES	$ 2,969,283	$ 558,000	$ 563,000	$ 732,987	$ 732,987	31.36%
TOTAL FUNDS AVAILABLE	$ 4,260,228	$ 3,789,563	$ 3,794,563	$ 3,017,850	$ 3,017,850	(20.36%)
EXPENDITURES AND TRANSFERS						
CAPITAL PROJECTS	$ 511,147	$ 1,910,000	$ 1,016,500	$ 1,924,000	$ 1,924,000	0.73%
ENGINEERING (1)	0	0	0	150,000	150,000	N/A
TRANSFERS (BRIDGE)	505,000	0	0	0	0	N/A
DEBT SERVICE	0	492,500	492,500	479,103	479,103	
OTHER	12,518	700	700	700	700	0.00%
TOTAL OPERATING EXPENSES AND TRANSFERS	$ 1,028,665	$ 2,403,200	$ 1,509,700	$ 2,553,803	$ 2,553,803	6.27%
INCREASE (DECREASE) IN FUND BALANCE	$ 1,940,618	$ (1,845,200)	$ (946,700)	$ (1,820,816)	$ (1,820,816)	
ENDING FUND BALANCE	$ 3,231,563	$ 1,386,363	$ 2,284,863	$ 464,047	$ 464,047	

Notes:

1) Use $150,000 for design of projects during FY 04 and program balance of dollars available for projects in FY 05





WPC PROJECTS

CURRENT PROJECTS	TOTAL PROJECT
LOWER TRAILS PhASE 1	$ 1,430,000
UPPER TRAILS PHASE 1	1,948,000
PARKING LOT	70,000
TOTAL CURRENT PROJECTS	$ 3,448,000

CEMETERY PERPETUAL CARE FUND

The Cemetery Perpetual Care Fund accounts for sales of cemetery lots and other revenues that are accrued through the College Station Cemetery. The fund also accounts for expenditures on projects that take place in the Cemetery.

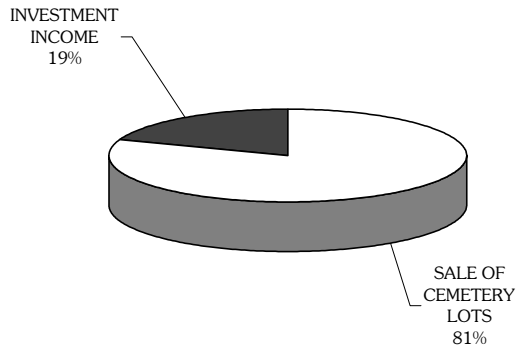
For FY 03, revenue earnings are estimated at $139,020. A service level adjustment for $55,500 comprises the only expenditure in this account for FY 04. This funding is approved to add landscaping to improve the aesthetics of the rear entrance to the Cemetery, and to increase the roadbed size to allow two-way traffic.

This fund is prepared on the modified accrual basis of accounting. Under this basis, revenues are recognized when they become measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred with the exception of several items. The full listing of these exceptions can be found in the Financial Policies on page F-1.

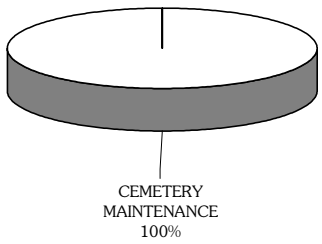
CITY OF COLLEGE STATION
CEMETERY PERPETUAL CARE
FUND SUMMARY

	FY02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY 03 TO FY 04
BEGINNING BALANCE	$ 635,563	$ 743,067	$ 743,067	$ 932,490	$ 932,490	
REVENUES						
SALE OF CEMETERY LOTS	$ 90,618	$ 0	$ 115,000	$ 117,300	$ 117,300	N/A
INVESTMENT INCOME	25,289	0	24,017	28,222	28,222	
OTHER	5,125	0	50,406	0	0	N/A
TOTAL REVENUES	$ 121,032	$ 0	$ 189,423	$ 145,522	$ 145,522	N/A
TOTAL FUNDS AVAILABLE	$ 756,595	$ 743,067	$ 932,490	$ 1,078,012	$ 1,078,012	45.08%
EXPENDITURES AND TRANSFERS						
CEMETERY MAINTENANCE	$ 6,094	$ 0	$ 0	$ 0	$ 55,500	N/A
OTHER	7,434	0	0	0	0	N/A
TOTAL OPERATING EXPENSES AND TRANSFERS	$ 13,528	$ 0	$ 0	$ 0	$ 55,500	N/A
INCREASE (DECREASE) IN FUND BALANCE	$ 107,504	$ 0	$ 189,423	$ 145,522	$ 145,522	
GAAP	$ 0					
ENDING FUND BALANCE	$ 743,067	$ 743,067	$ 932,490	$ 1,078,012	$ 1,078,012	

CEMETERY PERPETUAL CARE FUND - SOURCES



CEMETERY PERPETUAL CARE FUND - USES



Embracing the Past

Exploring the Future

INTERNAL SERVICE FUNDS

INTERNAL SERVICES FUND

The Internal Services Fund is a combination of the internal services of Communications, Fleet Services and Print/Mail within the City of College Station. In an effort to better control costs, the fund receives revenues based on the expected costs associated with the aforementioned services and uses them to pay for those specific services.

The Internal Services Fund is prepared on the modified accrual basis where cash transactions are included in the budget presentation in lieu of non-cash transactions such as depreciation. The focus is on the net change in working capital.

Estimates for annual funding levels have been developed using a number of techniques that forecast printing and mail costs, communications maintenance costs and fleet maintenance costs. The policies that were approved to set up the fund is as follows:

1. Specific charges will be assigned to each printing job based on number of pages, binding, stapling, folding, etc. This revenue will be used to pay for all labor, materials and overhead costs associated with internal printing.

2. Each department will be charged an annual mail-handling fee based on the costs associated with the collection, distribution and processing of mail within the City.

3. The copiers in City Hall (Fiscal Services and Human Resources) were moved into the Print/Mail Division. There will be a copy charge for every copy made on the copiers mentioned above. All other copiers will be expensed within the operating budgets of the departments using the copiers.

4. Annual communications maintenance charges will be prorated based on the number of phones and radios in each department. All other miscellaneous maintenance charges are forecast based on the number of work orders in the previous year. These charges will be used to pay for all expenses related to each specific function in the Communications Division.

5. Each department that has been assigned vehicles will be charged an annual maintenance fee to cover inspections and maintenance problems.

Base budget revenues for the fund reflect the above policies. The revenues are transferred from departmental budgets on a monthly basis to ensure that sufficient funds will be available to fund all expenses related to the specific functions.

Print/Mail Fund
The total approved revenues for FY 04 are $381,399, an increase of 0.97% over the FY 03 revised budget.

The FY 04 approved expenditures are $367,321, an increase of 1.13% over the FY 03 revised budget.

Communications Fund
Revenues in this fund are projected to decrease 1.24% from the revised budget of FY 03. This decrease is mainly attributable to the lack of transfers in FY 04.

Expenditure in this fund, are approved to increase by 0.12% to $679,360. The budget includes one service level adjustment in the amount of $18,951 for uninterruptable power supply replacement costs.

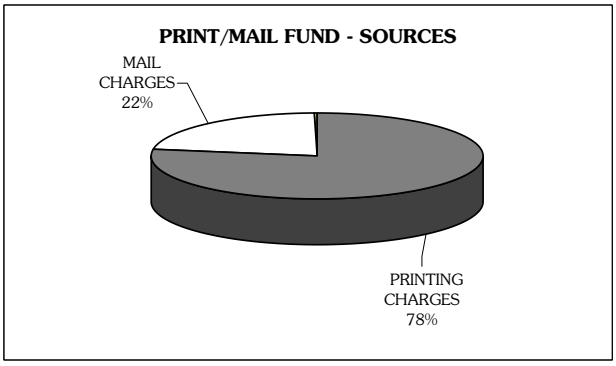
Fleet Fund
In FY 04, revenues in the Fleet Fund are projected to decrease by 4.94%. This decrease is due mainly to the reduction in fleet charges to Departments throughout the City's organization.

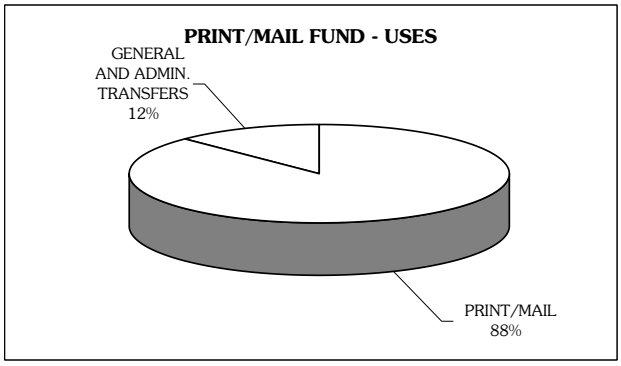
The FY 04 approved expenditures are $1,265,384, an increase of 0.88% from the previous fiscal year. This increase includes a SLA in the amount of $11,585 for hydraulic vehicle lifts.

CITY OF COLLEGE STATION
PRINT/MAIL FUND

FUND SUMMARY

	FY 02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY 03 TO FY 04
REVENUES						
PRINTING CHARGES	$ 297,799	$ 300,000	$ 290,000	$ 295,800	$ 295,800	(1.40%)
MAIL CHARGES	74,489	77,734	75,335	84,289	84,289	8.43%
COPIER CHARGES	0	0	0	0	0	N/A
OTHER FEES	0	0	0	0	0	N/A
INVESTMENT EARNINGS	(391)	0	1,390	1,310	1,310	N/A
TOTAL REVENUES	$ 371,897	$ 377,734	$ 366,725	$ 381,399	$ 381,399	0.97%
EXPENDITURES						
PRINT/MAIL	$ 335,228	$ 315,740	$ 332,052	$ 319,051	$ 321,492	1.82%
OPERATING EXPENSES	0	134	0	0	0	(100.00%)
GENERAL AND ADMIN. TRANS.	41,138	47,327	47,327	45,829	45,829	(3.17%)
TOTAL EXPENDITURES	$ 376,366	$ 363,201	$ 379,379	$ 364,880	$ 367,321	1.13%
GAAP ADJUSTMENT	$ (1,364)					
INCREASE (DECREASE) IN WORKING CAPITAL	$ (4,469)	$ 14,533	$ (12,654)	$ 16,519	$ 14,078	
BEGINNING WORKING CAPITAL	$ 44,907	$ 39,074	$ 39,074	$ 26,420	$ 26,420	
ENDING WORKING CAPITAL	$ 39,074	$ 53,607	$ 26,420	$ 42,939	$ 40,498	





CITY OF COLLEGE STATION
PRINT/MAIL
DIVISION SUMMARY

EXPENDITURE BY ACTIVITY

DIVISION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
PRINT/MAIL	$ 353,140	$ 315,540	$ 331,997	$ 319,051	$ 321,492	1.89%
DIVISION TOTAL	$ 353,140	$ 315,540	$ 331,997	$ 319,051	$ 321,492	1.89%

EXPENDITURE BY CLASSIFICATION

CLASSIFICATION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
SALARIES & BENEFITS	$ 183,690	$ 173,096	$ 188,524	$ 175,669	$ 178,110	2.90%
SUPPLIES	104,432	72,310	87,665	84,310	84,310	16.60%
MAINTENANCE	5,682	9,245	10,538	10,683	10,683	15.55%
PURCHASED SERVICES	46,740	60,889	45,270	48,389	48,389	(20.53%)
CAPITAL OUTLAY	12,596	0	0	0	0	N/A
DIVISION TOTAL	$ 353,140	$ 315,540	$ 331,997	$ 319,051	$ 321,492	1.89%

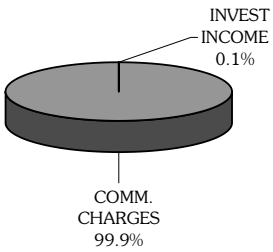
PERSONNEL SUMMARY BY ACTIVITY

DIVISION	ACTUAL FY 01	ACTUAL FY 02	REVISED BUDGET FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
PRINT/MAIL	5.0	5.0	5.0	5.0	5.0	0.00%
DIVISION TOTAL	5.0	5.0	5.0	5.0	5.0	0.00%

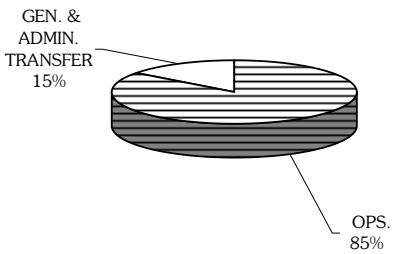
CITY OF COLLEGE STATION
COMMUNICATION FUND
FUND SUMMARY

	FY 02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY 03 TO FY 04
REVENUES						
COMMUNICATION CHARGES	$ 607,557	$ 658,600	$ 658,600	$ 700,100	$ 700,100	6.30%
TRANSFERS	0	50,800	50,800	0	0	(100.00%)
INVESTMENT INCOME	(4,108)	0	(1,200)	500	500	N/A
TOTAL REVENUES	$ 603,449	$ 709,400	$ 708,200	$ 700,600	$ 700,600	(1.24%)
EXPENDITURES						
OPERATIONS	$ 532,234	$ 593,565	$ 568,971	$ 555,414	$ 579,360	(2.39%)
OPERATING EXPENSES	0	0	0	0	0	N/A
GEN. & ADMIN. TRANSFERS	85,000	85,000	85,000	100,000	100,000	17.65%
TOTAL EXPENDITURES	$ 617,234	$ 678,565	$ 653,971	$ 655,414	$ 679,360	0.12%
GAAP ADJUSTMENT	$ 4,862					
INCREASE (DECREASE) IN WORKING CAPITAL	$ (13,785)	$ 30,835	$ 54,229	$ 45,186	$ 21,240	
BEGINNING WORKING CAPITAL	$ (59,860)	$ (68,783)	$ (68,783)	$ (14,554)	$ (14,554)	
ENDING WORKING CAPITAL	$ (68,783)	$ (37,948)	$ (14,554)	$ 30,632	$ 6,686	

COMMUNICATIONS FUND - SOURCES



COMMUNICATIONS FUND - USES



CITY OF COLLEGE STATION
COMMUNICATION SERVICES
DIVISION SUMMARY

EXPENDITURE BY ACTIVITY

DIVISION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
COMMUNICATION SERV.	$ 532,237	$ 593,550	$ 567,608	$ 555,414	$ 579,360	(2.39%)
DIVISION TOTAL	$ 532,237	$ 593,550	$ 567,608	$ 555,414	$ 579,360	(2.39%)

EXPENDITURE BY CLASSIFICATION

CLASSIFICATION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
SALARIES & BENEFITS	$ 281,262	$ 327,351	$ 315,066	$ 326,329	$ 331,324	1.21%
SUPPLIES	92,488	89,415	88,089	91,012	91,012	1.79%
MAINTENANCE	107,796	120,189	111,773	102,478	102,478	(14.74%)
PURCHASED SERVICES	50,691	56,595	52,680	35,595	54,546	(3.62%)
CAPITAL OUTLAY	0	0	0	0	0	0.00%
DIVISION TOTAL	$ 532,237	$ 593,550	$ 567,608	$ 555,414	$ 579,360	(2.39%)

PERSONNEL SUMMARY BY ACTIVITY

DIVISION	ACTUAL FY 01	ACTUAL FY 02	REVISED BUDGET FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
COMMUNICATION SERV	5.0	5.0	6.0	6.0	6.0	0.00%
DIVISION TOTAL	5.0	5.0	6.0	6.0	6.0	0.00%

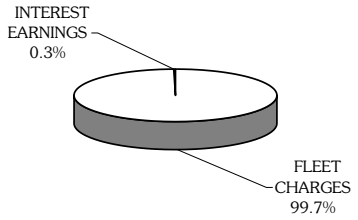
SERVICE LEVEL ADJUSTMENTS

Uninterruptable Power Supply - Replacement Costs	$ 18,951
COMMUNICATIONS TOTAL	$ 18,951

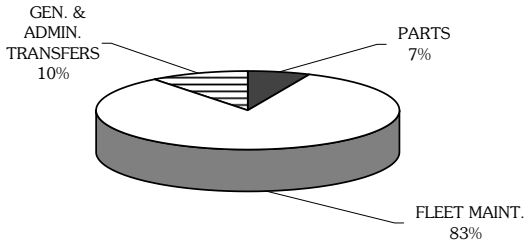
CITY OF COLLEGE STATION
FLEET MAINTENANCE FUND
FUND SUMMARY

	FY 02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY 03 TO FY 04
REVENUES						
FLEET CHARGES	$ 1,295,567	$ 1,333,000	$ 1,343,600	$ 1,265,000	$ 1,265,000	(5.10%)
INTEREST EARNINGS	(4,379)	1,200	1,600	3,300	3,300	175.00%
MISCELLANEOUS	858	0	0	0	0	N/A
TOTAL REVENUES	$ 1,292,046	$ 1,334,200	$ 1,345,200	$ 1,268,300	$ 1,268,300	(4.94%)
EXPENDITURES						
PARTS	$ 80,101	$ 82,241	$ 83,008	$ 83,319	$ 84,572	2.83%
FLEET MAINTENANCE	1,040,017	1,025,092	1,023,480	1,028,470	1,048,512	2.28%
GEN. & ADMIN. TRANSFERS	130,397	137,177	137,177	132,300	132,300	(3.56%)
PAY PLAN ADJUSTMENTS	0	0	0	0	0	N/A
OPERATING EXPENSES	65,683	700	700	0	0	(100.00%)
CONTINGENCY	0	9,080	0	0	0	(100.00%)
TOTAL EXPENDITURES	$ 1,316,198	$ 1,254,290	$ 1,244,365	$ 1,244,089	$ 1,265,384	0.88%
GAAP ADJUSTMENT	$ 14,416					
INCREASE (DECREASE) IN WORKING CAPITAL	$ (24,152)	$ 79,910	$ 100,835	$ 24,211	$ 2,916	
BEGINNING WORKING CAPITAL	$ 11,869	$ 2,133	$ 2,133	$ 102,968	$ 102,968	
ENDING WORKING CAPITAL	$ 2,133	$ 82,043	$ 102,968	$ 127,179	$ 105,884	

FLEET FUND - SOURCES



FLEET FUND - USES



CITY OF COLLEGE STATION
FLEET SERVICES
DEPARTMENT SUMMARY

EXPENDITURE BY DIVISION

DIVISION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
PARTS	$ 80,100	$ 82,241	$ 83,008	$ 83,376	$ 84,629	2.90%
ADMINISTRATION	1,038,765	1,025,092	1,021,472	1,028,413	1,048,455	2.28%
DEPARTMENT TOTAL	$ 1,118,865	$ 1,107,333	$ 1,104,480	$ 1,111,789	$ 1,133,084	2.33%

EXPENDITURE BY CLASSIFICATION

CLASSIFICATION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
SALARIES & BENEFITS	$ 591,057	$ 626,686	$ 625,689	$ 626,582	636,292	1.53%
SUPPLIES	454,322	410,476	407,949	410,467	410,467	0.00%
MAINTENANCE	20,585	27,216	26,197	28,150	28,150	3.43%
PURCHASED SERVICES	42,312	42,955	44,645	46,590	46,590	8.46%
GENERAL CAPITAL	10,589	0	0	0	11,585	N/A
OTHER PURCHASED SERVICES	0	0	0	0	0	N/A
DEPARTMENT TOTAL	$ 1,118,865	$ 1,107,333	$ 1,104,480	$ 1,111,789	$ 1,133,084	2.33%

PERSONNEL SUMMARY BY DIVISION

DIVISION	ACTUAL FY 01	ACTUAL FY 02	REVISED BUDGET FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
PARTS	2.0	2.0	2.0	2.0	2.0	0.00%
ADMINISTRATION	13.0	13.0	13.0	13.0	13.0	0.00%
DEPARTMENT TOTAL	15.0	15.0	15.0	15.0	15.0	0.00%

SERVICE LEVEL ADJUSTMENTS

FLEET SERVICES	Three Equipment Lifts	$ 11,585
FLEET TOTAL		**$ 11,585**

EQUIPMENT REPLACEMENT FUND

The Equipment Replacement Fund is an internal service fund that provides equipment and fleet replacements within the City of College Station. In an effort to better control costs, the fund receives rental charges from departments based on the economic life of their equipment and vehicles. The fund then purchases replacement scheduled and/or as conditions warrant.

This fund is prepared on the modified accrual basis where cash transactions are included in the budget presentation in lieu of non-cash transactions such as depreciation. The focus is on the net change in working capital.

Specific rental charges are based upon the estimated replacement price of the individual items. Specific approved replacement policies include the following:

1. All qualified existing fleet equipment will be replaced through the equipment replacement fund. Other equipment will be replaced through the budget process.

2. Each department will be charged an annual replacement fee based on the useful life and anticipated replacement cost of each vehicle assigned to that department. A team made up of representatives from user departments and Fiscal Services will review fleet replacement lists to ensure that the guidelines are being met and that funds are available to replace needed equipment.

3. Each department will be charged for the phone system based on the number of phones it is assigned. Charges for the 800 MHz radio system will be prorated in the same manner. These charges will continue after the interfund loan has been recovered in order to replace the phone and radio systems in the future.

4. The Police and Fire Department will be charged for the Mobile Data Terminal system being installed. These changes will ensure that the system can be replaced in the future.

5. Each department will be charged an annual copier replacement rental fee based upon the number of authorized copiers. Fiscal Services and Office of Technology and Information Services representatives will evaluate each department's copier needs on a case by case basis to determine whether the purchase or continual rental of a copier is the most efficient course of action. Replacement copiers will be purchased through the Equipment Replacement Fund. New (additions to the inventory) copiers will be funded through individual department's operating budget.

6. Other equipment, not specifically detailed above, will be handled in a similar manner. Representatives of affected departments will be responsible for meeting with Fiscal Services to determine if inclusion in the Equipment Replacement Fund is warranted.

Base budget revenues for the fund reflect the above policies. The revenues are automatically transferred from departmental budgets on a monthly basis to ensure that sufficient funds will be available to fund expenses related to the specific functions. The approved FY 04 total revenues are $2,422,060, 3.45% higher than the FY 03 revised budget.

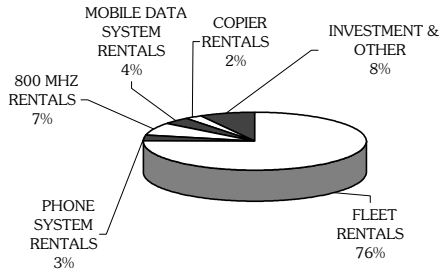
The approved equipment replacement budget also includes $917,000 for the replacement of the City telephone system. Funds have been placed in the replacement fund since 1994 when the phone system was last replaced.

The approved FY 04 total expenditures are $3,363,756, a 6.63% increase from the FY 03 revised budget.

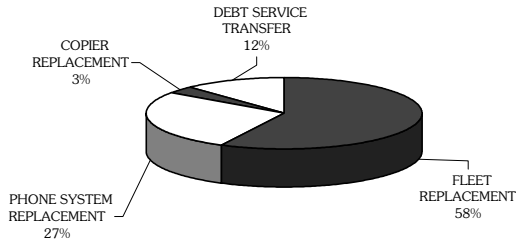
CITY OF COLLEGE STATION
EQUIPMENT REPLACEMENT

	FY 02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY 03 TO FY 04
BEGINNING WORKING CAPITAL	$ 4,464,732	$ 6,463,815	$ 6,463,815	$ 6,463,815	$ 6,609,413	
REVENUES						
FLEET RENTALS	$ 2,521,958	$ 1,729,345	$ 1,781,220	$ 1,822,410	1,822,410	5.38%
PHONE SYSTEM RENTALS	50,328	74,587	74,590	77,910	77,910	4.46%
800 MHZ RENTALS	181,820	152,914	152,910	171,940	171,940	12.44%
MOBILE DATA SYSTEM RENTALS	80,190	93,500	93,400	97,400	97,400	4.17%
COPIER RENTALS	46,797	55,855	55,860	54,480	54,480	(2.46%)
OTHER EQUIPMENT RENTALS	0	0	0	0	0	N/A
RESERVE FOR FUTURE VEHICLE PURCHASE	0	0	0	0	0	
INVESTMENT & OTHER	265,344	235,000	179,030	197,920	197,920	(15.78%)
CERTIFICATE OF OBLIGATION	0	0	958,902	0	0	
OTHER NONOPERATING	946,045	0	0	0	0	N/A
TOTAL REVENUES	$ 4,092,482	$ 2,341,201	$ 3,295,912	$ 2,422,060	$ 2,422,060	3.45%
EXPENDITURES						
FLEET REPLACEMENT	$ 1,954,146	$ 2,877,314	$ 2,877,314	$ 1,810,900	$ 1,931,400	(32.87%)
PHONE SYSTEM REPLACEMENT	0	0	0	0	917,000	N/A
800 MHZ SYSTEM REPLACEMENT	0	0	0	0	0	N/A
MOBILE DATA SYSTEM REPLACEMENT	9,704	0	0	0	0	N/A
COPIER REPLACEMENT	41,023	61,425	57,000	111,600	111,600	81.68%
OTHER EQUIPMENT REPLACEMENT	4,500	0	0	0	0	N/A
DEBT SERVICE TRANSFER	0	216,000	216,000	403,756	403,756	
DEBT ISSUANCE COST	0	0	0	0	0	
TOTAL NET EXPENDITURES	$ 2,009,373	$ 3,154,739	$ 3,150,314	$ 2,326,256	$ 3,363,756	6.63%
GAAP ADJUSTMENTS	$ (84,026)					
INCREASE (DECREASE) IN WORKING CAPITAL	$ 2,083,109	$ (813,538)	$ 145,598	$ 95,804	$ (941,696)	
ENDING WORKING CAPITAL	$ 6,463,815	$ 5,650,277	$ 6,609,413	$ 6,559,619	$ 5,667,717	

EQUIPMENT REPLACEMENT FUND - SOURCES



EQUIPMENT REPLACEMENT FUND - USES



Fleet and Equipment Replacement

Department	Vehicle #	Year	Fleet and Equipment Scheduled Replacements		Cost
Uniform Patrol	4185	2000	Patrol Car	$	30,000
Uniform Patrol	4177	2000	Patrol Car		30,000
Uniform Patrol	4178	2000	Patrol Car		30,000
Uniform Patrol	4179	2000	Patrol Car		30,000
Uniform Patrol	4180	2000	Patrol Car		30,000
Uniform Patrol	4181	2000	Patrol Car		30,000
Uniform Patrol	4182	2000	Patrol Car		30,000
Uniform Patrol	4184	2000	Patrol Car		30,000
Uniform Patrol	4183	2000	Patrol Car		30,000
CID	4208	1995	Jeep Wagon		17,500
CID	4207	1994	Cheverolet Lumina		17,500
Police Total				**$**	**305,000**
Suppression	5107	1993	Dodge Spirit		16,500
Prevention	5219	1994	Cheverolet 1/2 Ton Pick Up		17,500
Prevention	5213	1992	Ford Taurus Wagon		17,500
Fire Total				**$**	**51,500**
Facilities	1902	1990	Cheverolet 1/2 Pickup	$	17,500
Streets	3157	1999	Grasshopper Mower		10,000
Streets	3102	1990	JD Excavator		202,000
Streets	3107	1992	GMC Dump Truck		50,000
Traffic	3407	1998	Ford Expedition		26,000
Traffic	3405	1991	Ford Bucket Truck		70,000
Traffic	3408	1992	GMC 1/2 Ton Pick Up		20,500
Streets	3208	1998	721 D Grasshopper		7,700
Streets	3105	1991	GMC Dump Truck		50,000
Streets	3173	1991	Case Tractor		24,000
Fleet	3311	1990	Ford Service Truck		35,000
Drainage	3212	1998	Rhino Batwing Mower		12,500
Sanitation	7105	1993	Ford Pickup		17,500
Sanitation	7120	1998	Volvo Refuse Truck		155,000
Sanitation	7132	1998	Volvo Refuse Truck		155,000
Sanitation	7133	1998	Volvo Refuse Truck		155,000
Public Works Total				**$**	**1,007,700**
Operations	8325	1991	Dodge Ram Charger	$	23,000
Forestry	8407	1992	GMC 1/2 Ton Pick Up		17,500
Cemetery	8421	1997	Grasshopper Riding Mower		7,700
Parks Total				**$**	**48,200**
MIS	2601	1993	Ford Taurus Wagon	$	16,500
OTIS Total				**$**	**16,500**
Electric	9255	1989	Cheverolet Digger Derrick	$	122,000
Electric	9202	1991	GMC 1/2 Ton Pickup		17,500
Electric	9217	1981	Tension Puller		39,000
Electric	3	1986	Generator - East Bypass		25,000
Water	9401	1992	GMC 1/2 Ton Pickup		17,500
Wastewater	9567	1983	Case Tractor/Mower		40,000
Wastewater	9555	1990	GMC Van (TV Insp.)		121,000
Public Utilities Total				**$**	**382,000**
Total Replacement for the FY 04 Base Budget				**$**	**1,810,900**

Department	Fleet and Equipment Approved SLA's		Cost
Forestry	1 Ton Cargo Passenger Van*	$	6,000
Wastewater	TV Sewer Van*		74,000
Drainage	Pick up truck		22,500
Drainage	Tractor		18,000
Police CID	Sedan **		16,500
BVSWMA	Generator***		35,000
Total New Fleet and Equipment for the FY 04 Approved Budget		**$**	**172,000**

*Upgrade costs associated with replacing vehicle 8407 and 9555.
** This vehicle is budgeted in the Police Department Budget.
*** This equipment is budgeted in the BVSWMA Budget.

UTILITY CUSTOMER SERVICE FUND

The Utility Customer Service Fund is used to account for expenditures associated with meter services, billing, and collection for the City's Electric, Water, Wastewater, Sanitation and Drainage utilities.

This fund is prepared on the modified accrual basis where cash transactions are included in the budget presentation in lieu of non-cash transactions such as depreciation. The focus is on the net change in working capital.

Revenues in the Utility Customer Service Fund are received as service charges from the various enterprise funds. Revenues are projected to be $2,324,126.

FY 04 approved expenditures are $2,324,471 an increase of 0.41% from the FY 03 revised budget.

Utility Customer Service has three Service Level Adjustments (SLAs). The first SLA, $30,000, will provide funding for the credit card payment option for customers. The second approved SLA, $48,000, for the purchase of software to read bar code return pay stubs. Also approved in this SLA is the reduction of a part-time position due to the efficiency of this automatic billing function. The final approved SLA provides $4,091 in replacement funds for uninterruptable power supply.

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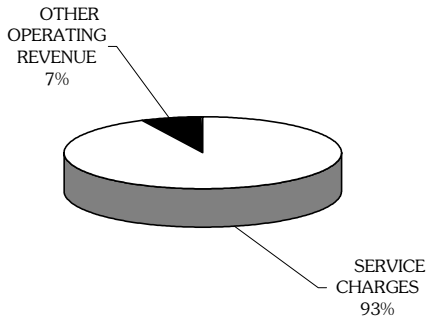
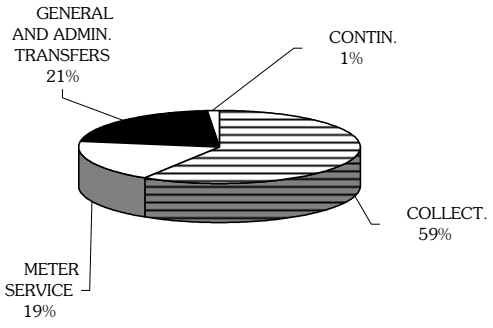
CITY OF COLLEGE STATION
UTILITY CUSTOMER SERVICE FUND
FUND SUMMARY

	FY 02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY 03 TO FY 04
REVENUES & SERVICE CHARGES						
SERVICE CHARGES	$ 1,995,200	$ 1,925,000	$ 1,925,000	$ 2,050,100	$ 2,155,326	11.96%
OTHER OPERATING REVENUE	162,260	180,250	160,000	164,800	164,800	-8.57%
INVESTMENT INCOME	6,244	5,000	3,500	4,000	4,000	-20.00%
NONOPERATING	514	0	120	0	0	N/A
TOTAL REVENUES	$ 2,164,218	$ 2,110,250	$ 2,088,620	$ 2,218,900	$ 2,324,126	10.14%
TOTAL FUNDS AVAILABLE	$ 2,232,671	$ 2,278,819	$ 2,257,189	$ 2,236,725	$ 2,341,951	2.77%
DEPT. EXPENDITURES						
COLLECTIONS	$ 1,057,427	$ 1,228,220	$ 1,181,791	$ 1,275,488	$ 1,371,869	11.70%
METER SERVICE	389,647	466,886	460,861	426,876	432,121	-7.45%
GENERAL AND ADMIN. TRANSFERS	595,487	596,712	596,712	486,881	490,481	-17.80%
CONTINGENCY	0	23,084	0	30,000	30,000	29.96%
EMPLOYEE BENEFITS TRANSFER	0	0	0	0	0	N/A
CAPITAL OUTLAY	0	0	0	0	0	N/A
TOTAL EXPENDITURES	$ 2,042,561	$ 2,314,902	$ 2,239,364	$ 2,219,245	$ 2,324,471	0.41%
GAAP ADJUSTMENT	$ (21,541)					
TOTAL EXPENDITURES INCREASE (DECREASE) IN FUND BALANCE	$ 121,657	$ (204,652)	$ (150,744)	$ (345)	$ (345)	
BEGINNING WORKING CAPITAL	$ 68,453	$ 168,569	$ 168,569	$ 17,825	$ 17,825	
ENDING WORKING CAPITAL	$ 168,569	$ (36,083)	$ 17,825	$ 17,480	$ 17,480	

UTILITY CUSTOMER SERVICE FUND - SOURCES



UTILITY CUSTOMER SERVICE FUND - USES



CITY OF COLLEGE STATION

UTILITY CUSTOMER SERVICE

SUMMARY

EXPENDITURE BY DIVISION

DIVISION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
BILLING COLLECTIONS	$ 1,057,426	$ 1,228,220	$ 1,181,791	$ 1,275,488	$ 1,371,869	11.70%
METER SERVICES	389,648	466,886	460,861	426,876	432,121	(7.45%)
UTILITY CUSTOMER SERVICE TOTAL	$ 1,447,074	$ 1,695,106	$ 1,642,652	$ 1,702,364	$ 1,803,990	6.42%

EXPENDITURE BY CLASSIFICATION

CLASSIFICATION	ACTUAL FY 02	REVISED BUDGET FY 03	ESTIMATED YEAR END FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
SALARIES & BENEFITS	$ 1,110,531	$ 1,179,848	$ 1,151,060	$ 1,241,995	$ 1,244,030	5.44%
SUPPLIES	55,089	64,390	61,612	64,500	68,591	6.52%
MAINTENANCE	36,537	46,791	46,622	46,050	53,050	13.38%
PURCHASED SERVICES	244,917	404,077	383,358	349,819	379,819	(6.00%)
CAPITAL OUTLAY	0	0	0	0	58,500	0.00%
UTILITY CUSTOMER SERVICE TOTAL	$ 1,447,074	$ 1,695,106	$ 1,642,652	$ 1,702,364	$ 1,803,990	6.42%

PERSONNEL SUMMARY BY DIVISION

DIVISION	ACTUAL FY 01	ACTUAL FY 02	REVISED BUDGET FY 03	BASE BUDGET FY 04	APPROVED BUDGET FY 04	% CHANGE IN BUDGET FROM FY 03 TO FY 04
BILLING COLLECTIONS	21.0	21	20.5	20.5	20.0	(2.44%)
METER SERVICES	9.5	9.5	10.0	10.0	10.0	0.00%
UTILITY CUSTOMER SERVICE TOTAL	30.5	30.5	30.5	30.5	30.0	(1.64%)

SERVICE LEVEL ADJUSTMENTS

BILLING COLLECTION	Credit Card Cost Adjustment	30,000
	Equip and Software to read Bar Codes	48,500
	Uninterruptable Power Supply	4,091
UTILITY CUSTOMER SERVICE FUND		**$ 82,591**

SELF INSURANCE FUND

The City of College Station is partially self-insured for property casualty and general liability, worker's compensation and unemployment compensation. The City participates in a PPO for employee and dependent health care. The City moved to the PPO in January 2003. This move was made as a result of the escalating health insurance costs seen in recent years.

Actuarially-based charges are made to each of the operating funds using relevant bases (i.e., health insurance is charged monthly per full-time participating employee, while unemployment and worker's compensation are charged as a percentage of gross salary). This method of funding allows the City to more accurately reflect the costs of claims against the various funds and to minimize potential risks.

These Funds are prepared on the modified accrual basis where cash transactions are included in the budget presentation in lieu of non-cash transactions such as depreciation. The focus is on the net change in working capital.

The City is making changes to the risk management program, which are designed to control costs in the Property Casualty Fund and the Workers Compensation Fund. Property casualty costs are anticipated to increase in the future as the cost of insurance increases. Changes being considered include increasing the deductibles for the City and implementing a proactive risk management and safety program in order to better control claims and therefore control costs. This effort includes implementing a citywide safety training program, as well as other revisions in the way risk is managed in the City.

Workers Compensation Fund

Approved premiums are based on the actual amounts received from the City's employees. Due to an increase in the number of employees and rate, premiums in this fund have increased 67% over the FY 03 adjusted budget.

Expenditures in this fund have increased 27% from the previous fiscal year to $510,645. The rising costs associated with claims and premiums largely contributed to this increase. The claim increases are a result of increased medical costs, and claims that were incurred in recent years.

Property and Casualty Fund

FY 04 approved revenues are based on the actual amounts assigned to the various operating activity centers. There will be an 11% increase over FY 03 for premiums and an overall decrease in revenues of 4%.

Expenditures in this fund are projected to decrease by 3% in FY 04 to $509,145. Much of this decrease can be attributed to a reduction in pay outs on premiums.

Employee Benefits Fund

In FY 03, efforts to create a reserve in the fund so that future cost increases can be moderated were successful. An increase in health insurance premiums was approved for FY 03, as part of the effort to address continued cost increase in health insurance costs. These changes will continue to move the Employee Benefits Fund to a position of being self-sufficient. If the rate of growth continues to increase in health care costs, then the employee benefits fund will have to be re evaluated to determine what additional changes will need to be recommended. These changes have included charging employees for a portion of their health insurance cost. Additional premium increases are included in the approved FY 04 budget. The City is also actively participating in an effort to determine if there are benefits to the City, Brazos County, and the City of Bryan jointly providing health insurance.

FY 04 expenditures are based on estimates of future claims, premiums, and other miscellaneous costs. Total approved expenditures are $4,506,437, an increase of 15% over the FY 03 revised budget. This increase is a result primarily of rising medical costs. Through education and training programs, efforts are being made to reduce the claims incurred. The City will continue to monitor claims to determine what additional plan changes need to be made.

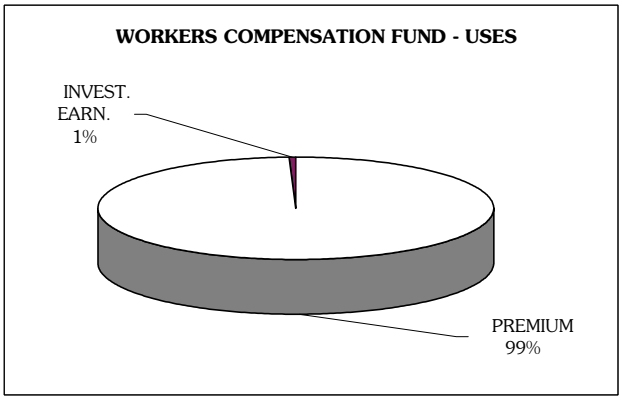
Unemployment Fund

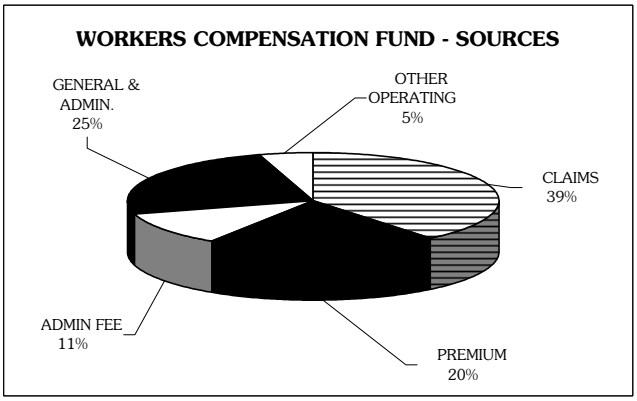
Revenues in this fund are collected much like the Workers Compensation Fund, based on employee collections. There is a 0.35% increase in expected FY 04 premiums over FY 03 budgeted revenues due to change in number of employees.

Expenditures in this fund are expected to be the same as the previous fiscal year, $25,000.

CITY OF COLLEGE STATION
WORKERS COMPENSATION FUND SUMMARY

	FY 02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY 03 TO FY 04
BEGINNING WORKING CAPITAL	$ 236,936	$ 235,835	$ 235,835	$ 63,645	$ 63,645	
REVENUES						
PREMIUMS	$ 308,934	$ 300,000	$ 318,000	$ 500,390	$ 500,390	66.80%
OTHER	0	22,500	0	0	0	(100.00%)
TRANSFERS	0	22,500	122,500	0	0	(100.00%)
INVESTMENT EARN.	13,542	15,000	3,300	3,000	3,000	(80.00%)
TOTAL REVENUES	$ 322,476	$ 360,000	$ 443,800	$ 503,390	$ 503,390	39.83%
TOTAL FUNDS AVAIL.	$ 559,412	$ 595,835	$ 679,635	$ 567,035	$ 567,035	(4.83%)
EXPENDITURES AND TRANSFERS						
CLAIMS	$ 172,707	$ 238,500	$ 310,000	$ 200,000	$ 200,000	(16.14%)
PREMIUMS	1,475	0	102,500	102,500	102,500	N/A
ADMINISTRATION FEE	85,996	7,500	47,500	57,500	57,500	666.67%
GENERAL & ADMIN.	70,564	131,990	131,990	126,645	126,645	(4.05%)
OTHER OPERATING	13,510	0	24,000	24,000	24,000	N/A
OTHER NON-OPER.	0	14,000	0	0	0	(100.00%)
TRANSFERS	0	0	0	0	0	N/A
CONTINGENCY	0	10,000	0	0	0	(100.00%)
TOTAL OPERATING EXPENSES AND TRANSFERS	$ 344,252	$ 401,990	$ 615,990	$ 510,645	$ 510,645	27.03%
GAAP ADJUSTMENTS	$ 20,675					
INCREASE (DECREASE) IN WORKING CAPITAL	$ (21,776)	$ (41,990)	$ (172,190)	$ (7,255)	$ (7,255)	
ENDING WORKING CAPITAL	$ 235,835	$ 193,845	$ 63,645	$ 56,390	$ 56,390	

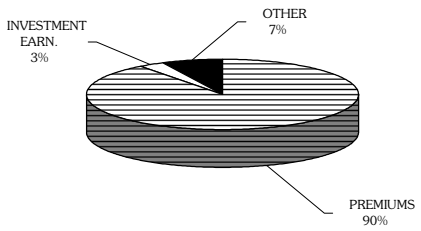




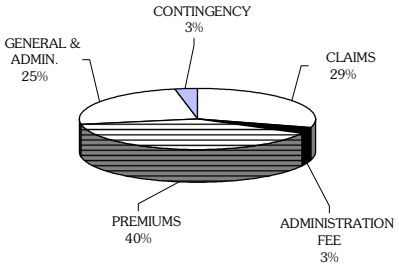
CITY OF COLLEGE STATION
PROPERTY CASUALTY FUND SUMMARY

	FY 02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 PROPOSED SLAS	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY 03 TO FY 04
BEGINNING WORKING CAPITAL	$ 582,299	$ 512,289	$ 512,289	$ 463,778	$ 463,778	$ 463,778	
REVENUES							
PREMIUMS	$ 418,997	$ 392,000	$ 392,000	$ 434,740	$ 0	$ 434,740	10.90%
INVESTMENT EARN.	20,145	20,000	10,500	14,100	0	14,100	(29.50%)
OTHER	106,967	92,500	42,500	35,000	0	35,000	(62.16%)
TOTAL REVENUES	$ 546,109	$ 504,500	$ 445,000	$ 483,840	$ 0	$ 483,840	(4.10%)
TOTAL FUNDS AVAIL.	$ 1,128,408	$ 1,016,789	$ 957,289	$ 947,618	$ 463,778	$ 947,618	(6.80%)
EXPENDITURES AND TRANSFERS							
CLAIMS	$ 272,657	$ 130,000	$ 180,000	$ 150,000	$ 0	$ 150,000	15.38%
ADMINISTRATION FEE	3,500	7,500	9,350	17,500	0	17,500	133.33%
PREMIUMS	236,529	227,700	158,670	200,000	0	200,000	(12.17%)
GENERAL & ADMIN.	70,563	131,991	131,991	126,645	0	126,645	(4.05%)
OTHER OPERATING						-	N/A
OTHER OPERATING	8,508	13,500	13,500	0	0	0	(100.00%)
OTHER NON-OPER.	0	0	0	0	0	0	N/A
CONTINGENCY	0	15,000	0	15,000	0	15,000	0.00%
TOTAL OPERATING EXPENSES AND TRANSFERS	$ 591,757	$ 525,691	$ 493,511	$ 509,145	$ 0	$ 509,145	(3.15%)
GAAP ADJUSTMENTS	$ (24,362)						
INCREASE (DECREASE) IN WORKING CAPITAL	$ (45,648)	$ (21,191)	$ (48,511)	$ (25,305)	$ 0	$ (25,305)	
ENDING WORKING CAPITAL	$ 512,289	$ 491,098	$ 463,778	$ 438,473	$ 463,778	$ 438,473	

PROPERTY CASUALTY FUND - SOURCES



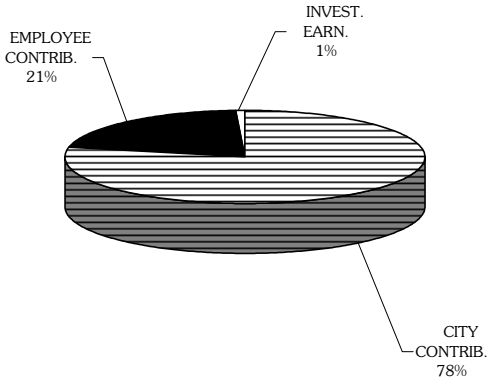
PROPERTY CASUALTY FUND - USES



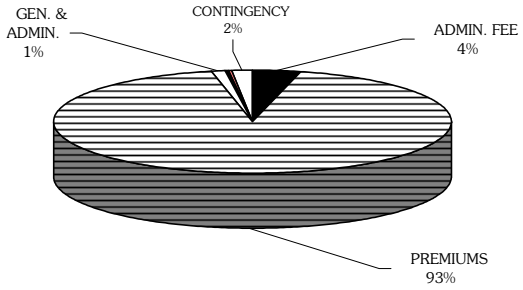
CITY OF COLLEGE STATION
EMPLOYEE BENEFITS FUND SUMMARY

	FY 02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY 03 TO FY 04
BEGINNING WORKING CAPITAL	137,910	$ 759,285	$ 759,285	$ 1,278,096	$ 1,278,096	
REVENUES						
CITY CONTRIBUTION	$ 3,038,585	$ 3,413,540	$ 3,295,656	$ 4,000,870	$ 4,000,870	17.21%
EMPLOYEE CONTRIB.	634,693	715,000	955,260	1,050,800	1,050,800	46.97%
COBRA	26,516	36,000	1,500	1,500	1,500	(95.83%)
INVESTMENT EARN.	35,054	45,000	30,220	46,540	46,540	3.42%
OTHER	0	450	0	0	0	(100.00%)
TOTAL REVENUES	$ 3,734,848	$ 4,209,990	$ 4,282,636	$ 5,099,710	$ 5,099,710	21.13%
TOTAL FUNDS AVAIL.	$ 3,872,758	$ 4,969,275	$ 5,041,921	$ 6,377,806	$ 6,377,806	28.34%
EXPENDITURES AND TRANSFERS						
CLAIMS	$ 1,071,639	$ 150,000	$ 9,525	$ 5,000	$ 5,000	(96.67%)
ADMINISTRATION FEE	129,737	174,000	47,000	174,000	174,000	0.00%
PREMIUMS	2,170,034	3,454,200	3,637,300	4,181,417	4,181,417	21.05%
GEN. & ADMIN.	345	54,949	54,900	49,520	49,520	(9.88%)
OTHER OPERATING	0	5,000	15,000	15,000	15,000	200.00%
OTHER NON-OPER.	392	1,500	100	1,500	1,500	0.00%
CONTINGENCY	0	80,000	0	80,000	80,000	0.00%
TOTAL OPERATING EXPENSES AND TRANSFERS	$ 3,372,147	$ 3,919,649	$ 3,763,825	$ 4,506,437	$ 4,506,437	14.97%
GAAP ADJUSTMENTS	$ 258,674					
INCREASE (DECREASE) IN WORKING CAPITAL	$ 362,701	$ 290,341	$ 518,811	$ 593,273	$ 593,273	
ENDING WORKING CAPITAL	$ 759,285	$ 1,049,626	$ 1,278,096	$ 1,871,369	$ 1,871,369	

EMPLOYEE BENEFITS FUND- SOURCES



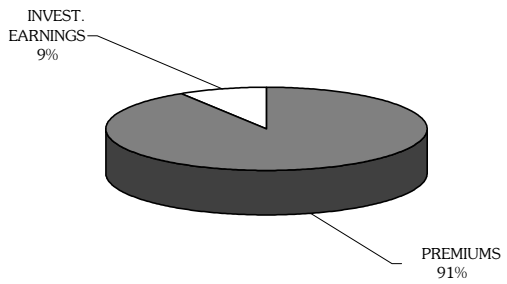
EMPLOYEE BENEFITS FUND - USES



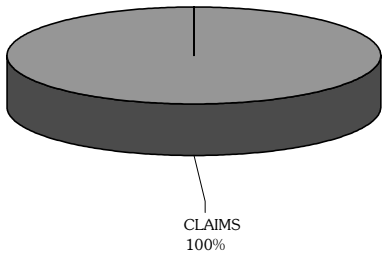
CITY OF COLLEGE STATION
UNEMPLOYMENT COMPENSATION FUND SUMMARY

	FY 02 ACTUAL	FY 03 REVISED BUDGET	FY 03 YEAR-END ESTIMATE	FY 04 BASE BUDGET	FY 04 APPROVED BUDGET	% CHANGE IN BUDGET FROM FY 03 TO FY 04
BEGINNING WORKING CAPITAL	$ 117,158	$ 112,631	$ 112,631	$ 91,011	$ 91,011	
REVENUES						
PREMIUMS	$ 0	$ 28,300	$ 0	$ 28,400	$ 28,400	0.35%
INVESTMENT EARN.	5,461	3,500	3,380	2,800	2,800	(20.00%)
TOTAL REVENUES	$ 5,461	$ 31,800	$ 3,380	$ 31,200	$ 31,200	(1.89%)
TOTAL FUNDS AVAIL.	$ 122,619	$ 144,431	$ 116,011	$ 122,211	$ 213,222	47.63%
EXPENDITURES AND TRANSFERS						
CLAIMS	$ 8,711	$ 25,000	$ 25,000	$ 25,000	$ 25,000	0.00%
ADMINISTRATION FEE	0	0	0	0	0	N/A
PREMIUMS	0	0	0	0	0	N/A
GENERAL & ADMINISTRATIVE	0	0	0	0	0	N/A
OTHER OPERATING	0	0	0	0	0	N/A
TOTAL OPERATING EXPENSES AND TRANSFERS	$ 8,711	$ 25,000	$ 25,000	$ 25,000	$ 25,000	0.00%
GAAP ADJUSTMENTS	$ (1,277)					
INCREASE (DECREASE) IN WORKING CAPITAL	$ (3,250)	$ 6,800	$ (21,620)	$ 6,200	$ 6,200	
ENDING WORKING CAPITAL	$ 112,631	$ 119,431	$ 91,011	$ 97,211	$ 97,211	

UNEMPLOYMENT FUND - SOURCES



UNEMPLOYMENT FUND - USES



APPENDICES

APPENDIX A

BUDGET ORDINANCES

ORDINANCE NO. 2658

AN ORDINANCE ADOPTING A BUDGET FOR THE 2003-04 FISCAL YEAR AND AUTHORIZING EXPENDITURES AS THEREIN PROVIDED.

WHEREAS, a proposed budget for the fiscal year October 1, 2003, to September 30, 2004, was prepared and presented to the City Council and a public hearing held thereon as prescribed by law and the Charter of the City of College Station, Texas, notice of said hearing having first been duly given; and

WHEREAS, the City Council has reviewed and amended the proposed budget and changes as approved by the City Council have been identified and their effect included in the budget; now, therefore,

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COLLEGE STATION, TEXAS:

PART 1: That the proposed budget as amended by the City Council of the City of College Station, which is made a part hereof to the same extent as if set forth at length herein, is hereby adopted and approved, a copy of which is on file in the Office of the City Secretary in College Station, Texas.

PART 2: That authorization is hereby granted for the expenditure of the same under the respective items contained in said budget with the approved fiscal procedures of the City.

PART 3: That the City Manager and his authorized and designated employees, at his discretion, be, and are hereby authorized to sign or release utility easements; to negotiate and sign documents related to the settlement of disputed assessments for paving, weed mowing, demolition, and other disputes based on legal questions of whether the assessments are enforceable or other extenuating circumstances; to sign contracts and documents authorizing the payment of funds and to expend public funds for expenditures that are $50,000 or less; to sign change orders authorizing the expenditure of funds pursuant to SECTION 252.048 of the TEXAS LOCAL GOVERNMENT CODE or as provided in the original contract document. The intent of this section is to provide the ability to conduct daily affairs of the City which involve numerous decisions of a routine nature.

PART 4: That the City Manager and his authorized and designated employees, at his discretion, be, and are hereby, authorized to provide for transfers of any unexpended or unencumbered appropriation balance within each of the various departments in the General Fund and within any other fund of the City in accordance with Section 60.4 of the Charter of the City of College Station and to authorize transfers of Contingent Appropriations within a fund up to an amount equal to expenditures that are $15,000 or less. The intent of this section is to

PART 5: That the City Council hereby approves the funding for the outside agencies and organizations in this budget and authorizes the City Manager and his authorized and designated employees, at his discretion, to sign contracts and documents authorizing the payment of funds, and to expend public expenditures that have been expressly approved and appropriated in this budget, as set out in Appendix G of the 2003-04 Fiscal Year Budget.

PART 6: That the City Council hereby approves the funding and the purchases that are made pursuant to interlocal agreements as provided by CHAPTER 271, SUBCHAPTERS (D) AND (F) of the TEXAS LOCAL GOVERNMENT CODE, in this budget and authorizes the City Manager and his authorized and designated employees, at his discretion, to sign contracts and documents authorizing the payment of funds, and to expend public funds that have been expressly designated, approved, and appropriated in this budget, as set out in the 2003-04 Fiscal Year Equipment Replacement Fund, and Attachment "A" to this Ordinance.

PART 7: That this ordinance shall become effective immediately after passage and approval.

PASSED AND APPROVED THIS 28th DAY OF AUGUST, 2003.

APPROVED:

Ron Silvia

RON SILVIA, Mayor

ATTEST:

Connie Hooks

CONNIE HOOKS, City Secretary

APPROVED:

E-Signed by Harvey Cargill
VERIFY authenticity with ApproveIt

City Attorney

v\i:\group\legal\ordinanc\budget.doc
8/27/03

ATTACHMENT "A"

Potential FY04 QISV or
Texas Department of Information Resources
Purchases

ITEM	Quantity	Estimated Unit Cost	Projected Total
Scheduled Replacement			
Replacement PCs	83	1,100	91,300
w/extended warranty			
Replacement Monitors	70	150	10,500
Replacement Printers	10	2,200	22,000
Replacement Laptops	35	2,100	73,500
Network Support Services (hours)	100	110	11,000
Replace 3 servers	3	15,500	46,500
Replace 2 servers	2	6,000	12,000
Server replacement parts (memory, hard drives, array controllers)			10,000
Upgrade WindowsNT server to Windows2000 server software	4	505	2,020
Subtotal - Scheduled Replacement			**208,300**
Service Level Adjustments			
SLA - Installation of Microsoft Office XP	187		60,000
SLA - SCADA server	1		10,000
SLA - desktop computer setups	5	2,435	12,175
includes:			
desktop PC, extended warranty,			
network card, added memory, monitor			
standard software			
SLA - desktop computer w/extended warranty, monitors	4	1,250	5,000
SLA - printers	3	2,200	6,600
Subtotal - Service Level Adjustments			**93,775**
Unscheduled Replacements/Additions			
Estimated Additional PC setups	10	2,100	21,000
not identified specifically in budget			
includes:			
Monitor, network card,			
extended warranty,			
added memory			
Estimated Standard desktop software	10	335	3,350
not identified specifically in budget			
includes:			
Microsoft Office XP			
Norton Antivirus			
Estimated Additional Printers	5	1,500	7,500
not identified specifically in budget			
Subtotal - Unscheduled			**31,850**

Replacements/Additions

Network Software on Master License Agreement (MLA)			
Border Manager	450	$5.21	$2,344.50
Groupwise	850	$17.19	$14,611.50
ZenWorks	550	$11.46	$6,303.00
Netware	890	$20.83	$18,538.70
Subtotal - Network Software on MLA			$41,797.70
IBM Hardware and Software Maintenance			
Hardware Maintenance			36,220
AS400 software support	1	3,425	3,425
OS400 subscription	1	7,940	7,940
Subtotal - IBM Hardware and Software Maintenance			47,585
GIS Software Maintenance			
ArcInfo 8.1/8.2 Concurrent use Primary	1	3,520	3,520
ArcInfo 8.1/8.2 Concurrent use Secondary	3	1,410	4,230
ArcGIS Survey Analyst concurrent use Primary	1	590	590
ArcGIS Survey Analyst concurrent use Secondary	1	240	240
ArcView 8.X concurrent use Primary	2	825	1,650
ArcView 8.X concurrent use Secondary	17	586	9,970
ArcView 8.X single use Primary	4	588	2,350
ArcView 8.X single use Secondary	27	352	9,500
ArcGIS Spatial Analyst concurrent use Primary	1	590	590
ArcGIS Spatial Analyst concurrent use Secondary	3	263	790
ArcGIS 3D Analyst concurrent use Primary	1	590	590
ArcGIS 3D Analyst concurrent use Secondary	2	235	470
ArcGIS Tracking Analyst concurrent use Primary	1	590	590
ArcIMS Standard Edition Server/CPU	1	1,760	1,760
ArcSDE 8 or SDE 3 Server w/2 CPU	1	3,520	3,520
Subtotal - GIS Software Maintenance			40,360
HTE Software Maintenance			
Applicant Tracking	1	3,000	3,000
Document Management Service	3	950	2,850
Asset Management	1	3,520	3,520
Fleet Management	1	6,880	6,880
GMBA (GM) (Gen. Ledger, Budget, accounts payable, extended reporting)	1	15,700	15,700
			0
Accounts Receivables	1	2,310	2,310
Purchasing/Inventory	1	9,240	9,240
Payroll/Personnel	1	6,930	6,930
Customer Information Services	1	17,100	17,100
Cash Receipts	1	4,780	4,780

Land Management	1	3,000	3,000
Contact Management	1	5,200	5,200
Contract Billing	1	2,370	2,370
Continuing Property Records	1	17,700	17,700
Planning/Zoning	1	8,980	8,980
Building Permits	1	5,200	5,200
Code Enforcement	1	3,000	3,000
GUI client licenses	50	158	7,900
QREP catalogs	16	250	4,000
Impromptu (Cognos) licenses	15	263	3,945
Looking Glass Viewer	11	291	3,201
Click2Gov Wireless - Core	1	625	625
Click2Gov Wireless - BP	1	900	900
QREP Web Reporting	1	675	675
HTEMODs Retrofit	14	100	1,400
Human Resources	1	2,650	2,650
Application Tracking (Web)	1	250	250
Human Resources Escrow Maintenance	1	750	750
Subtotal - HTE Software Maintenance			144,056

Public Safety Software Maintenance			
Telestaff	1	3,705	3,705
Webstaff	1	2,400	2,400
Subtotal - Public Safety Software Maintenance			6,105

ORDINANCE NO. 2669

AN ORDINANCE LEVYING THE AD VALOREM TAXES FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF COLLEGE STATION, TEXAS, AND PROVIDING FOR THE GENERAL DEBT SERVICE FUND FOR THE YEAR 2003-04 AND APPORTIONING EACH LEVY FOR THE SPECIFIC PURPOSES.

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF COLLEGE STATION, TEXAS:

SECTION 1. That there is hereby levied and there shall be collected for the use and support of the municipal government of the City of College Station, Texas, and to provide General Debt Service for the 2003-04 fiscal year upon all property, real, personal and mixed within the corporate limits of said city subject to taxation, a tax of forty-six and fifty three hundredths cents ($0.4653) on each one hundred dollar ($100.00) valuation of property, and said tax being so levied and apportioned to the specific purpose herein set forth:

1. For the maintenance and support of the general government (General Fund), nineteen and twenty one hundredths cents ($0.1921) on each one hundred dollar ($100.00) valuation of property; and

2. For the general obligation debt service (Debt Service Fund), twenty-seven and thirty-two hundredths cents ($0.2732) on each one hundred dollars ($100.00) valuation of property to be used for principal and interest payments on bonds and other obligations of the fund.

SECTION II. All moneys collected under this ordinance for the specific items therein named, shall be and the same are hereby appropriated and set apart for the specific purpose indicated in each item and the Assessor and Collector of Taxes and the Director of Fiscal Services shall keep these accounts so as to readily and distinctly show the amount collected, the amounts expended and the amount on hand at any time, belonging to such funds. It is hereby made the duty of the Tax Assessor and Collector to deliver a statement at the time of depositing any money, showing from what source such taxes were received and to what account (General Fund or General Debt Service Fund) the funds were deposited.

SECTION III. That this ordinance shall take effect and be in force from and after its passage.

PASSED AND APPROVED THIS 25th DAY OF SEPTEMBER, 2003.

APPROVED:

Ron Silvia, Mayor

ATTEST:

Connie Hooks, City Secretary

APPROVED:

Harvey Cargill Jr., City Attorney

APPENDIX B

SERVICE LEVEL ADJUSTMENTS

FY 04 RECOMMENDED

SERVICE LEVEL ADJUSTMENTS

	DEPARTMENT	DESCRIPTION	1-T COST	REOC. COST	TOTAL	SAVINGS/ REVENUES	NET TOTAL
1	PC & Mktg.	Media Specialist and Television Production Equip.	123,302	75,140	198,442	0	198,442
2	Economic Dev	Signage for Northgate District	15,000	0	15,000	0	15,000
3	Parks Administrtation	Wolf Pen Creek Signage	70,500	0	70,500	0	70,500
4	City Secretary Office	Bond Election/Charter Election Cost	47,710	0	47,710	0	47,710
5	PC & Mktg	Low Band Radio	95,000	0	95,000	0	95,000
6	Non Dept	Public Art	150,000	0	150,000	0	150,000
7	Streets Maintenance	Maintenance of Annexed Streets	0	91,000	91,000	0	91,000
8	Streets	Annexed street overlay 1 yr of 5	200,000	0	200,000	0	200,000
9	Streets	Thoroughfare Rehabilitations	300,000	0	300,000	0	300,000
10	PC & Mktg.	Video Update - Golden Memories	5,000	0	5,000	0	5,000
11	Patrol	Patrol Bike Replacement and Maintenance	4,323	4,282	8,605	0	8,605
12	Patrol	Comprehensive Traffic Control/Selective Traffic Enforcement Program Grant	45,060	0	45,060	33,795	11,265
13	CID	Criminal Investigation Division Sergeant	26,567	73,217	99,784	0	99,784
14	Planning Administration	Annexation	60,000	0	60,000	0	60,000
15	Recreation	City of College Station 65th Anniversary Celebration	25,130	0	25,130	0	25,130
16	MIS	Microsoft Office XP Software (Year 2 of 2)	60,000	0	60,000	15,000	45,000
		Strategic Plan Related SLAs Total	**1,227,592**	**243,639**	**1,471,231**	**48,795**	**1,422,436**
17	Fiscal Services	Appraisal District Fee Increase	0	16,000	16,000	0	16,000
18	Fire Suppression	Maintenance	0	29,000	29,000	0	29,000
	Emergency Medical						
	Prevention						
		Maintenance SLAs Total	**0**	**45,000**	**45,000**	**0**	**45,000**
19	Fire Suppression	Yr.3 Fire Station #5 Operations (3FTE)	19,380	181,150	200,530	0	200,530
20	Parks Operations	Lick Creek, Phase I (outsource City Hall and Police S	600	54,500	55,100	0	55,100
21	MIS	Public Safety System Software	0	105,190	105,190	51,337	53,853
		Capital Projects SLAs Total	**19,980**	**340,840**	**360,820**	**51,337**	**309,483**
22	Community	Part time Intern	0	3,773	3,773	3,773	0
23	Community Programs	Decision making for First Offenders Program	7,020	0	7,020	7,020	0
24	Municipal Court	Court Collection Fees	0	51,416	51,416	199,502	(148,086)
25	Municipal Court	Municipal Court Customer Service Representative	0	31,568	31,568	175,228	(143,660)
26	Municipal Court	Municipal Court Payment plan compliance coord.	0	34,152	34,152	90,000	(55,848)
27	Municipal Court	Credit Court fees incurred by Customers	2,800	20,000	22,800	0	22,800
28	Municipal Court	Overtime to serve Warrants	0	35,500	35,500	56,400	(20,900)
29	Human Resources	Secretary upgrade (0.75 to 1.0 FTE)	0	6,312	6,312	3,510	2,802
30	Accounting	Inventory and Valuation of Non-Utility Infrastructure	20,000	0	20,000	0	20,000
31	Fire Admin	Employee Recognition Program	0	7,500	7,500	0	7,500
32	Suppression	Textbook Training Media	18,852	1,000	19,852	0	19,852
33	Emergency Mgmt	Alert System	0	3,000	3,000	0	3,000
34	Suppression	Commercial Washer Extractor	6,000	300	6,300	0	6,300
35	Prevention	Digital cameras/Printer	2,750	250	3,000	500	2,500
36	Building Inspection	Plans Examiner (1 FTE)	3,160	43,344	46,504	0	46,504
37	Planning Administration	TransCAD Modeling Software/Intern	16,516	995	17,511	0	17,511
38	Public Works Admin	Safe Routes to School Grant consultant	20,000	0	20,000	0	20,000
39	Traffic Signal	Uninterruped Power Supply for Traffic Signals at 6 traffic intersections	60,000	0	60,000	0	60,000
40	Parks Administration	Large Format Copier	8,000	1,500	9,500	0	9,500
41	Operations	Vehicle Upgrade	6,000	800	6,800	0	6,800
42	Recreation	Athletic Officiating Costs	0	19,950	19,950	15,615	4,335
43	Otis Administration	Electrical Franchise Agreement with BTU	100,000	0	100,000	0	100,000
44	E-Government	Citizen contact Management Software	50,000	3,000	53,000	0	53,000
45	GIS	Topography aerial map (Partial Cost)	100,000	0	100,000	0	100,000
45	MIS	Maintenance Cost for Software	0	3,755	3,755	0	3,755
46	Parks Admin	Park Land Purchase - 2 acres off Rock Prairie Road	40,000	0	40,000	0	40,000
47	OTIS	Uniterruptable Power Supply - Replacement Costs	47,984	9,207	57,191	0	57,191
48	All Depts	Retired Benefit increase and 1% across the board	0	413,781	413,781	0	413,781
		Other Total	**509,082**	**691,103**	**1,200,185**	**551,548**	**648,637**
	FUND 001	**General Fund Total Recommended**	**1,756,654**	**1,320,582**	**3,077,236**	**651,680**	**2,425,556**

	DEPARTMENT	DESCRIPTION	1-T COST	REOC. COST	TOTAL	SAVINGS/ REVENUES	NET TOTAL
49	Prevention	Citation computers and digital cameras.	12,950	1,300	14,250	0	14,250
	FUND 202	**Parking Fund Total Recommended**	**12,950**	**1,300**	**14,250**	**0**	**14,250**
50	Electric Non-Departmental	Maintenance Tools	0	8,000	8,000	0	8,000
51	Administration	Advertising Program	0	170,000	170,000	0	170,000
52	Administration	Concrete storage pad 40'x80'x6"	25,000	0	25,000	0	25,000
53	Electric Non-Departmental	Underground Electrical Cable Puller	59,100	11,120	70,220	0	70,220
54	Electric Non-Departmental	High Potential Test Equipment	6,000		6,000	0	6,000
55	Electric Non-Departmental	Three phase electrical power monitors.	10,000	0	10,000	0	10,000
56	Warehouse	One Warehouse Assistant	0	31,875	31,875	0	31,875
57	CSU/Energy	Energy Conservation Public Awareness Programs	0	47,000	47,000	0	47,000
58	Electric	Uninterruptable Power Supply - Replacement Costs	6,215	1,052	7,267	0	7,267
	FUND-211	**Electric Fund Total Recommended**	**106,315**	**269,047**	**375,362**	**0**	**375,362**
59	Production	Maint/equipment for interruptions/blackouts	0	72,800	72,800	0	72,800
60	Production	Protective Coating on Pump Station Equip	40,000	0	40,000	0	40,000
61	Production	Chlorine Covers	12,000	0	12,000	0	12,000
62	Production	SCADA equipment.		25,000	25,000	0	25,000
63	Production	Training for technical personnel	0	5,000	5,000		5,000
64	Production	Engineering design of Drainage Structure	45,000	0	45,000	0	45,000
	FUND-212	**Water Fund Total Recommended**	**97,000**	**102,800**	**199,800**	**0**	**199,800**
65	Treatment	TCEQ Mandate permit renewals for CC & LC	33,500	0	33,500	0	33,500
66	Collection	Maint/Equipment for interuptions/blackouts		28,000	28,000	0	28,000
67	Treatment	Closed circuit television camera, sewer Van	74,000		74,000	0	74,000
68	Collection	SCADA Equipment	0	25,000	25,000	0	25,000
69	Collection	SCADA Workstation/Office computer	7,750		7,750	0	7,750
70	Collection	Training for Technical personnel		5,000	5,000	0	5,000
71	Treatment	Uninterruptable Power Supply - Replacement Costs	11,066	2,644	13,710	0	13,710
	FUND-213	**Wastewater Fund Total Recommended**	**126,316**	**60,644**	**186,960**	**0**	**186,960**
72	Billing Collection	Credit Card payment option for Customers		30,000	30,000	0	30,000
73	Billing Collection	Software to read stubs for payments	58,500	7,000	65,500	17,000	48,500
74	Billing Collection	Uninterruptable Power Supply - Replacement Costs	3,301	790	4,091	0	4,091
	FUND-226	**Utility Customer Service Fund Total Recommended**	**61,801**	**37,790**	**99,591**	**17,000**	**82,591**
75	Fleet	Replace Vehicle Lifts	11,585	0	11,585	0	11,585
	FUND-227	**Fleet Services Fund Total Recommended**	**11,585**	**0**	**11,585**	**0**	**11,585**
76	Communications	Uninterruptable Power Supply - Replacement Costs	15,385	3,566	18,951	0	18,951
	FUND-229	**Communications Fund Recommended**	**15,385**	**3,566**	**18,951**	**0**	**18,951**
77	Cemetery	Cemetery Rear Entrance Improvements	55,000	500	55,500	0	55,500
	FUND-351	**Cemetery Fund Total Recommended**	**55,000**	**500**	**55,500**	**0**	**55,500**
78	Drainage	FTE Operator, 2 FTE Public Service	51,787	100,522	152,309	0	152,309
79	Drainage	Mosquito Management Program	0	11,500	11,500	0	11,500
	FUND-912	**Drainage Total Recommended**	**51,787**	**112,022**	**163,809**	**0**	**163,809**

	DEPARTMENT	DESCRIPTION	1-T COST	REOC. COST	TOTAL	SAVINGS/ REVENUES	NET TOTAL
80	BVSWMA Operations	Rock Prairie Road Landfill Pre-Subtitle D and Subtitle D Cover	600,000	0	600,000	0	600,000
81	BVSWMA Operations	Rock Prairie Road Landfill Sector 18	1,100,000	0	1,100,000	0	1,100,000
	FUND-999	**BVSWMA Capital Projects SLAs Total**	**1,700,000**	**0**	**1,700,000**	**0**	**1,700,000**
82	Operations	Replacement Generator	35,000	0	35,000	0	35,000
	FUND-999	**BVSWMA Total Recommended**	**35,000**	**0**	**35,000**	**0**	**35,000**
		Total All Funds	**4,029,793**	**1,908,251**	**5,938,044**	**668,680**	**5,269,364**

FY 03 NOT RECOMMENDED

SERVICE LEVEL ADJUSTMENTS

	DEPARTMENT	DESCRIPTION	1-T COST	REOC. COST	TOTAL	SAVINGS/ REVENUES	NET TOTAL
1	Patrol	Patrol Officer	8,609	48,972	57,581	0	57,581
2	Comm/Jail	3 Communications Operators	0	111,768	111,768	0	111,768
3	Patrol	HNT trailer and truck	51,895	9,280	61,175	0	61,175
4	Prevention	Public Education Intern		8,958	8,958	0	8,958
5	Suppression	Technology upgrade package.	37,191	3,700	40,891	0	40,891
6	Planning Administration	FTE GIS Technician	0	19,466	19,466	0	19,466
7	Administration Planning	P & Z Food/Ice	0	4,550	4,550	0	4,550
8	Public Works Admin	Traffic Calming	0	1,400	1,400	0	1,400
9	Public Works Admin	Microstation design software	4,000	0	4,000	0	4,000
10	Public Works Admin	Traffic simulation Software	4,500	500	5,000	0	5,000
11	Maintenance/Rec-Athletics/Operations	Overtime Increases	0	13,183	13,183	0	13,183
13	Maintence	Equipment Rental	0	2,000	2,000	0	2,000
14	MIS	Network area storage	50,000	5,000	55,000	0	55,000
15	Library	New Library hours staffing Sunday Hours	0	69,400	69,400	0	69,400
16	E-Government	E-Government technician	16,000	49,301	65,301	0	65,301
17	Parks Operations	Urban Forest Management Plan Risk Management Program Delivery	8,000	0	8,000	0	8,000
18	Parks Operations	Urban Forest Management Plan Street Tree Inventory	20,000	0	20,000	0	20,000
	FUND-001	**General Fund Total**	**200,195**	**347,478**	**547,673**	**0**	**547,673**
19	Production/Distribution	Professional Consultant-Utility Master Planning/Asset Mgmt/Industry Best Practices	100,000	0	100,000	0	100,000
	FUND-212	**Water Fund Total**	**100,000**	**0**	**100,000**	**0**	**100,000**
20	Treatment/Collection	Professional Consultant-Utility Master Planning/Asset Mgmt/Industry Best Practices	100,000	0	100,000	0	100,000
	FUND-213	**Wastewater Fund Total**	**100,000**	**0**	**100,000**	**0**	**100,000**
21	Commercial	Multi Family Recycling Program	34,500	0	34,500	0	34,500
	FUND-214	**Sanitation Fund Total**	**34,500**	**0**	**34,500**	**0**	**34,500**
22	Print Mail	Additonal Staff/Tools	5,000	36,844	41,844	0	41,844
	FUND-228	**Print Mail Fund Total**	**5,000**	**36,844**	**41,844**	**0**	**41,844**
23	Drainage	Additional Operator and Equipment	55,896	43,250	99,146	0	99,146
24	Drainage	2 Drainage Inspectors	58,600	92,614	151,214	0	151,214
25	Drainage	Drainage Dumptruck	34,000	8,000	42,000	0	42,000
	FUND-912	**Drainage Fund Total**	**148,496**	**143,864**	**292,360**	**0**	**292,360**
26	Operations	Full Time Equipment Operator	0	35,270	35,270	0	35,270
	FUND-999	**BVSWMA Fund Total**	**0**	**35,270**	**35,270**	**0**	**35,270**
27	All Operating Funds		0	0	0	0	0
		ALL FUNDS	**0**	**0**	**0**	0	**0**
		Total All Funds	**588,191**	**563,456**	**1,151,647**	**0**	**1,151,647**

Embracing the Past

Exploring the Future

APPENDIX C

PERSONNEL SUMMARIES

PERSONNEL LIST

	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04
General Fund						
Police Department						
Administration Div.						
Police Chief	1.0	1.0	1.0	$ 92,159	$ 93,856	$ 99,459
Major	1.0	1.0	0.0	76,179	79,748	0
Assistant Chief	2.0	2.0	2.0	143,996	152,497	154,923
Secretary	2.0	2.0	2.0	45,823	48,511	47,706
Sergeant	1.0	0.0	1.0	47,071	0	49,969
Staff Assistant	1.0	1.0	1.0	32,641	34,376	34,800
Lieutenant	0.0	1.0	1.0	0	63,788	64,376
Criminal Intelligence Analyst	0.0	1.0	0.0	0	46,366	0
Tech. Svcs. Cord.	1.0	1.0	1.0	51,047	55,575	53,108
Total	9.0	10.0	9.0	$ 488,916	$ 574,718	$ 504,342
Uniform Patrol Div.						
Lieutenant	3.0	3.0	3.0	$ 172,190	$ 172,528	$ 174,621
Master Officer	10.0	13.0	12.0	442,387	577,316	523,792
Police Officer	36.0	31.0	24.0	1,268,522	1,205,413	819,952
* School Crossing Guard	2.5	2.5	2.5	37,425	36,200	36,470
Senior Officer	9.0	11.0	18.0	346,979	413,919	654,051
Sergeant	7.0	7.0	7.0	339,234	345,691	346,304
Total	67.5	67.5	66.5	$ 2,606,737	$ 2,751,068	$ 2,555,190
Criminal Investigation Div.						
Lieutenant	1.0	1.0	1.0	$ 58,918	$ 56,665	$ 57,542
Master Officer	6.0	5.0	8.0	263,764	180,963	355,670
Police Officer	1.0	3.0	0.0	34,492	107,618	0
Senior Officer	5.0	4.0	5.0	188,778	150,513	185,838
Sergeant	1.0	1.0	2.0	47,070	48,633	97,997
Total	14.0	14.0	16.0	$ 593,022	$ 544,392	$ 697,047
Professional Standards Div.						
Lieutenant	1.0	1.0	1.0	$ 54,093	$ 56,761	$ 55,802
Sergeant	1.0	2.0	2.0	50,174	101,989	103,542
Master Officer	1.0	0.0	1.0	45,630	0	42,196
Police Officer	1.0	0.0		35,486	0	0
Total	4.0	3.0	4.0	$ 185,383	$ 158,750	$ 201,540
Quartermaster Div.						
Quartermaster	1.0	1.0	1.0	$ 22,554	$ 24,033	$ 24,325
Total	1.0	1.0	1.0	$ 22,554	$ 24,033	$ 24,325
Communication/Jail Div.						
Communication Manager	1.0	1.0	1.0	$ 44,809	$ 47,483	$ 48,566
Communication Supervisor	3.0	3.0	3.0	127,190	141,011	138,660
Sr. Communications Operator	0.0	3.0	5.0	0	92,069	148,486
Communications Operator	16.0	13.0	11.0	463,337	357,271	294,521
Public Safety Officer	7.0	7.0	7.0	257,726	181,880	176,939
Total	27.0	27.0	27.0	$ 893,062	$ 819,714	$ 807,170
Special Services Div.						
Lieutenant	1.0	1.0	1.0	$ 58,217	$ 60,920	$ 61,648
Master Officer	6.0	5.0	4.0	218,098	228,291	175,949
Senior Officer	1.0	1.0	0.0	37,024	37,647	0
Sergeant	0.0	1.0	1.0	0	31,297	51,037
Police Officer	0.0	1.0	2.0	0	35,397	68,385
Animal Control Officer	3.0	3.0	3.0	63,361	68,226	64,970
Total	11.0	12.0	11.0	$ 376,700	$ 461,778	$ 421,990
Information Services Div.						
Lieutenant	1.0	0.0	0.0	$ 54,602	$ 0	$ 0
Information Services Manager	1.0	1.0	1.0	42,128	43,358	46,069
Evidence Technician	1.0	1.0	1.0	25,466	26,715	25,142
Records Technician	4.0	4.0	4.0	89,361	103,399	93,213
Criminal Intelligence Analyst	1.0	0.0	1.0	44,555	0	46,085
Permit Cord.	0.0	0.0	0.0	0	0	0
Police Assistant	1.0	1.0	1.0	25,265	31,476	31,867
Total	9.0	7.0	8.0	$ 281,377	$ 204,948	$ 242,375

**Denotes a temporary/seasonal position*

PERSONNEL LIST

	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04
Police						
Full Time Total	140.0	139.0	140.0			
Part-Time/Seasonal Total	2.5	2.5	2.5			
Department Totals	142.5	141.5	142.5	$ 5,447,751	$ 5,539,400	$ 5,453,979
General Fund						
Fire Department						
Fire Administration						
Fire Chief	1.0	1.0	1.0	$ 82,792	$ 87,667	$ 89,633
Planning and Research Cord.	1.0	1.0	1.0	48,201	49,839	49,944
Staff Assistant	1.0	1.0	1.0	32,499	33,480	23,884
Secretary	1.0	1.0	1.0	24,256	25,654	33,878
Total	4.0	4.0	4.0	$ 187,748	$ 196,640	$ 197,340
Emergency Management:						
Emergency Management Cord.	1.0	1.0	0.0	$ 42,991	$ 45,648	$ 0
Total	1.0	1.0	0.0	$ 42,991	$ 45,648	$ 0
Administration Div. Total	5.0	5.0	4.0	$ 230,739	$ 242,288	$ 197,340
Fire Suppression Div.						
Asst. Fire Chief	1.0	1.0	1.0	$ 68,871	$ 73,520	$ 74,760
Battalion Chief	3.0	3.0	3.0	169,696	176,768	178,880
Lieutenant	11.0	11.0	10.0	523,501	535,638	495,092
Fire Training Cord.	1.0	0.0	0.0	41,695	0	0
Apparatus Operator	9.0	10.0	11.0	379,685	428,545	481,952
Firefighter I	22.0	19.0	19.0	856,096	709,217	732,739
Firefighter II	3.0	6.0	5.0	91,784	201,471	173,644
Firefighter III	4.0	6.0	10.0	145,388	200,269	332,846
Total	54.0	56.0	59.0	$ 2,276,716	$ 2,325,427	$ 2,345,828
EMS Div.						
Apparatus Operator	3.0	5.0	5.0	$ 124,172	$ 208,410	$ 214,064
Fire/EMS Training Cord.	1.0	1.0	1.0	44,468	47,448	51,659
Firefighter I	21.0	22.0	20.0	867,084	825,464	764,652
Firefighter II	5.0	1.0	1.0	165,767	37,250	33,438
Firefighter III	0.0	1.0	3.0	0	32,788	86,927
Lieutenant- Fire	1.0	1.0	1.0	49,760	51,321	51,947
Total	31.0	31.0	31.0	$ 1,251,251	$ 1,202,682	$ 1,202,686
Fire Prevention Div.						
Fire Marshal	1.0	1.0	1.0	$ 65,442	$ 70,384	$ 72,262
Fire Prevention Officer	3.0	3.0	3.0	183,559	140,038	143,558
Code Enforcement Officer	3.0	4.0	4.0	87,537	115,790	121,015
Parking Enforcement Officer	2.0	2.0	2.0	41,242	43,461	44,123
Public Education Officer	1.0	1.0	1.0	42,768	44,949	45,484
Total	10.0	11.0	11.0	$ 420,548	$ 414,623	$ 426,443
Fire						
Full Time Total	100.0	103.0	105.0			
*Part-Time/Seasonal Total	0.0	0.0	0.0			
Department Totals	100.0	103.0	105.0	$ 4,179,254	$ 4,185,019	$ 4,189,362
General Fund						
Public Works Department						
Public Works Admin. Div.						
Director of Public Works	1.0	1.0	1.0	$ 85,905	$ 87,212	$ 93,374
Staff Assistant	2.0	2.0	2.0	60,521	63,079	63,545
Asst. Public Works Director	1.0	1.0	1.0	64,857	69,633	72,517
Greenways Program Manager	1.0	1.0	1.0	46,964	49,939	50,536
Assistant City Engineer	1.0	1.0	1.0	44,802	59,479	60,190
Customer Service Representative	1.0	1.0	1.0	24,219	25,526	25,623
Total	7.0	7.0	7.0	$ 327,268	$ 354,868	$ 365,786
Facilities Maintenance Div.						
Facility Maint. Superintendent	1.0	1.0	1.0	$ 53,044	$ 57,358	$ 58,063
Sr. Facility Maint. Technician	1.0	1.0	1.0	37,603	39,493	39,004
Facility Maint. Technician	4.0	5.0	5.0	128,770	161,936	164,421
Total	6.0	7.0	7.0	$ 219,417	$ 258,787	$ 261,488

**Denotes a temporary/seasonal position*

PERSONNEL LIST

	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04
Streets Maintenance Div.						
Street Superintendent	1.0	1.0	1.0	$ 56,911	$ 59,479	$ 60,190
Foreman	2.0	1.0	1.0	70,825	36,819	36,351
Crew Leader	1.0	1.0	1.0	374,324	30,749	30,358
Equipment Operator	15.0	15.0	15.0	28,408	376,723	385,232
Public Service Worker	4.0	4.0	4.0	75,568	76,368	76,200
Total	23.0	22.0	22.0	$ 606,036	$ 580,138	$ 588,331
Drainage Div.						
Foreman	0.0	1.0	1.0	$ 0	$ 36,819	$ 38,006
Equipment Operator	5.0	5.0	6.0	127,342	129,521	157,021
Public Service Worker	0.0	0.0	2.0	0	0	36,600
Total	5.0	6.0	9.0	$ 127,342	$ 166,340	$ 231,627
Traffic Div.						
Signs Technician	2.0	2.0	3.0	$ 50,932	$ 48,688	$ 87,072
Total	2.0	2.0	3.0	$ 50,932	$ 48,688	$ 87,072
Public Works Engineering						
City Engineer	1.0	1.0	1.0	$ 71,164	$ 73,516	$ 74,352
Assistant City Engineer	1.0	1.0	0.0	61,417	63,180	0
Graduate Civil Engineer	3.0	3.0	4.0	147,928	148,079	204,285
Engineering Technician	4.0	4.0	3.0	139,453	145,740	115,963
* Public Works Intern	0.5	0.5	0.5	3,853	987	994
* Engineering Aide	1.0	1.0	1.0	22,302	22,402	22,552
* Field Data Technician	0.5	0.5	0.5	10,203	9,865	9,931
Total	11.0	11.0	10.0	$ 456,320	$ 463,769	$ 428,077
Traffic Signal Systems						
Traffic Systems Superintendent	1.0	1.0	1.0	$ 57,419	$ 59,479	$ 60,190
Traffic Systems Foreman	1.0	1.0	1.0	45,366	46,607	47,455
Traffic Signal Technician	3.0	3.0	3.0	114,344	108,928	121,518
Total	5.0	5.0	5.0	$ 217,129	$ 215,014	$ 229,163
Public Works						
Full Time Total	57.0	58.0	0.0			
*Part-Time/Seasonal Total	2.0	2.0	0.0			
Department Totals	59.0	60.0	63.0	$ 2,004,444	$ 2,087,604	$ 2,191,544
General Fund						
Parks & Recreation Department						
Parks & Recreation Administration Div.						
Director of Parks & Rec.	1.0	1.0	1.0	$ 86,984	$ 89,281	$ 91,281
Asst. Director of Parks & Rec.	1.0	1.0	1.0	69,957	73,911	74,065
Sr. Parks Planner	1.0	1.0	1.0	50,272	52,779	53,299
Parks Planner	2.0	2.0	2.0	88,055	92,882	93,316
Staff Assistant	1.0	1.0	1.0	30,058	31,711	32,076
Sr. Secretary	1.0	1.0	1.0	24,261	25,590	25,895
Secretary	2.0	2.0	2.0	39,140	44,100	45,400
* Receptionist	0.5	0.5	0.5	3,695	1,805	1,770
Total	9.5	9.5	9.5	$ 392,422	$ 412,059	$ 417,101
Admin. Div. Total	9.5	9.5	9.5	$ 392,422	$ 412,059	$ 417,101
Recreation Div.						
Hotel/Motel Programs Activity Center						
* Special Events Workers	0.5	0.5	0.5	$ 2,610	$ 2,617	$ 2,617
Total	0.5	0.5	0.5	$ 2,610	$ 2,617	$ 2,617
Recreation Administration Activity Center						
Recreation Superintendent	1.0	1.0	1.0	$ 56,737	$ 55,569	$ 56,658
Recreation Supervisor	1.0	1.0	1.0	43,470	46,060	47,654
Temp/Seasonal	0.0	0.0	0.5	0	1,410	1,414
Total	2.0	2.0	2.5	$ 100,207	$ 103,038	$ 105,726

Denotes a temporary/seasonal position

PERSONNEL LIST

	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04
Recreation Athletics Activity Center						
Recreation Supervisor	2.0	2.0	2.0	$ 93,432	$ 96,116	$ 96,537
Asst. Recreation Supervisor	1.0	1.0	1.0	32,289	32,447	34,109
* Special Events Worker	3.0	3.0	3.0	56,811	56,967	56,967
Total	6.0	6.0	6.0	$ 182,532	$ 185,530	$ 187,612
Special Events Activity Center						
Recreation Supervisor	1.0	1.0	1.0	$ 47,445	$ 49,776	$ 49,871
* Recreation Assistant/ Special Events	1.5	1.5	1.5	9,865	13,272	13,272
Total	2.5	2.5	2.5	$ 57,310	$ 63,048	$ 63,142
Hotel/Motel Programs Activity Center						
* Special Events Workers	1.0	1.0	1.0	$ 23,612	$ 23,676	$ 23,676
Total	1.0	1.0	1.0	$ 23,612	$ 23,676	$ 23,676
Senior Services Activity Center						
Senior Services Cord.	0.5	0.5	0.5	$ 16,300	$ 19,395	$ 19,841
* Temp/Seasonal Workers	0.5	0.5	0.5	2,506	2,514	2,514
Total	1.0	1.0	1.0	$ 2,506	$ 21,909	$ 22,355
Recreation Div. Totals	13.0	13.0	13.5	$ 368,777	$ 399,818	$ 405,128
Special Facilities Div.:						
Special Facilities Administration Activity Center						
Recreation Superintendent	1.0	1.0	1.0	$ 54,227	$ 56,830	$ 57,470
Total	1.0	1.0	1.0	$ 54,227	$ 56,830	$ 57,470
Instruction Activity Center						
Recreation Supervisor	1.0	1.0	1.0	$ 47,353	$ 49,766	$ 49,466
Asst. Recreation Supervisor	1.0	1.0	1.0	32,736	28,230	34,611
* Tennis Leaders	0.5	0.5	0.5	12,947	12,983	12,983
* Water Safety Aides	2.0	2.0	2.0	33,902	33,995	33,996
* Swim Coach	2.0	2.0	2.0	24,666	24,734	24,734
Total	6.5	6.5	6.5	$ 151,604	$ 149,708	$ 155,791
Special Facilities Aquatic Activity Center						
Pools Supervisor	1.0	1.0	1.0	$ 47,445	$ 49,776	$ 49,860
Pool Technician	1.0	1.0	1.0	27,272	30,698	30,317
* Pool Manager/ Asst. Manager	6.0	6.0	6.0	104,004	104,289	103,717
* Lifeguards	10.0	10.0	10.0	160,860	161,301	161,200
* Other Pool Seasonal Employees	2.0	2.0	2.0	22,130	22,181	22,070
Total	20.0	20.0	20.0	$ 361,711	$ 368,245	$ 367,163
Special Facilities Conference Center Activity Center						
Conference Center Supervisor	1.0	1.0	1.0	$ 46,633	$ 49,070	$ 49,481
Assist. Conference Center Supervisor	1.0	1.0	1.0	27,353	30,701	30,877
Secretary	1.0	1.0	1.0	20,620	21,709	21,881
* Part-time Receptionist	1.0	1.0	1.0	9,681	7,019	7,016
* Building Attendant	2.5	2.5	2.5	34,495	27,576	27,734
Total	6.5	6.5	6.5	$ 138,782	$ 136,075	$ 136,989
Special Facilities Lincoln Center Activity Center						
Center Supervisor	1.0	1.0	1.0	$ 43,539	$ 45,848	$ 47,541
Center Assistant Supervisor	0.0	1.0	1.0	0	33,264	33,073
Building Attendant	1.0	0.0	0.0	19,097	0	0
Gym Attendant- Lincoln Center	0.5	0.0	0.0	12,671	237	0
Secretary	1.0	1.0	1.0	21,737	23,073	23,289
* Recreation Assistant	3.5	3.5	3.5	58,281	44,116	44,341
Total	7.0	6.5	6.5	$ 155,325	$ 146,538	$ 148,245

**Denotes a temporary/seasonal position*

PERSONNEL LIST

	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04
Youth Recreation						
Recreation Supervisor	1.0	1.0	1.0	$ 45,546	$ 43,385	$ 45,181
*Teen Center Staff Attendant	3.0	3.0	3.0	52,896	53,041	53,042
Total	4.0	4.0	4.0	$ 98,442	$ 96,426	$ 98,223
Special Fac. Div. Totals	45.0	44.5	44.5	$ 960,091	$ 953,821	$ 963,881
Parks Operations Div.:						
Operations Administration Activity Center						
Parks Superintendent	1.0	1.0	1.0	$ 53,138	$ 55,911	$ 56,659
Total	1.0	1.0	1.0	$ 53,138	$ 55,911	$ 56,659
East District Operations Activity Center						
Parks Operations Supervisor	1.0	1.0	1.0	$ 36,982	$ 40,146	$ 39,682
Parks Crew Leader	3.0	3.0	3.0	85,608	68,515	87,933
Light Equipment Operator	3.0	3.0	3.0	70,395	68,222	69,873
Grounds Worker	4.0	4.0	4.0	82,477	68,414	75,697
*Part-time Groundsworker	2.0	2.0	2.0	30,148	30,148	30,148
Total	13.0	13.0	13.0	$ 305,610	$ 275,445	$ 303,332
South District Operations Activity Center						
Parks Operations Supervisor	1.0	1.0	1.0	$ 38,714	$ 40,169	$ 39,682
Parks Crew Leader	2.0	2.0	2.0	57,241	59,342	60,235
Light Equipment Operator	2.0	2.0	2.0	45,383	47,417	46,826
Grounds Worker	4.0	4.0	4.0	79,081	84,469	84,099
*Part-time Groundsworker	1.0	1.0	1.0	14,378	14,418	14,387
Total	10.0	10.0	10.0	$ 234,797	$ 245,814	$ 245,229
West District Parks Operations Activity Center						
Parks Operations Supervisor	1.0	1.0	1.0	$ 38,085	$ 38,813	$ 39,682
Parks Crew Leader	2.0	2.0	2.0	54,585	59,376	60,633
Light Equipment Operator	2.0	2.0	2.0	45,817	45,918	48,251
Grounds Worker	5.0	5.0	5.0	98,985	106,398	106,412
*Part-time Groundsworker	1.0	1.0	1.0	14,378	14,379	14,379
Total	11.0	11.0	11.0	$ 251,850	$ 264,885	$ 269,357
Operations Div. Totals	35.0	35.0	35.0	$ 845,395	$ 842,055	$ 874,577
Forestry Div.:						
Wolf Pen Creek Activity Center						
*Maintenance Worker	0.5	0.5	0.0	$ 3,922	$ 3,933	$ 0
Total	0.5	0.5	0.0	$ 3,922	$ 3,933	$ 0
Cemetery Activity Center						
Cemetery Sexton	1.0	1.0	1.0	$ 41,678	$ 41,678	$ 41,148
Groundsworker	2.0	2.0	2.0	40,320	41,423	39,472
Total	3.0	3.0	3.0	$ 81,998	$ 83,101	$ 80,620
Forestry Activity Center						
Forestry Superintendent	1.0	1.0	1.0	$ 52,656	$ 55,517	$ 56,659
Forestry Supervisor	1.0	1.0	1.0	35,329	40,169	39,682
Horticulture Crew Leader	0.0	1.0	1.0	0	30,180	30,924
Forestry Crew Leader	0.0	1.0	1.0	0	30,180	30,924
Horticulture/Forestry Crew Leader	2.0	0.0	0.0	55,790	0	0
Forestry/Horticulture Worker	6.0	5.0	5.0	128,584	114,799	114,457
Irrigation Specialist	1.0	2.0	2.0	24,024	47,626	51,456
Total	11.0	11.0	11.0	$ 296,383	$ 318,471	$ 324,103
Forestry Div. Totals	14.5	14.5	14.0	$ 382,303	$ 405,505	$ 404,724
Parks & Recreation						
Full Time Total	73.0	72.5	73.0			
*Part-Time/Seasonal Total	44.0	44.0	43.5			
Department Totals	117.0	116.5	116.5	$ 2,948,988	$ 3,013,259	$ 3,065,410

**Denotes a temporary/seasonal position*

PERSONNEL LIST

	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04
General Fund						
Development Services Department						
Development Services Administration Div.						
Dir. of Development Services	1.0	1.0	1.0	$ 79,895	$ 82,020	$ 86,061
Asst. Dir. Development Services	0.0	0.0	1.0	0	0	70,769
Staff Planner	3.0	3.0	3.0	126,474	134,593	134,402
Staff Assistant	2.0	2.0	2.0	57,784	61,182	62,167
Customer Service Representative	3.0	3.0	3.0	72,600	74,873	63,759
Senior Customer Service Representative	0.0	0.0	1.0	0	0	32,895
Asst Dev. Review Manager	1.0	1.0	1.0	43,405	46,650	48,095
Development Review Manager	1.0	1.0	1.0	53,728	57,065	58,665
Secretary	1.0	1.0	0.0	21,054	22,967	0
Total	12.0	12.0	13.0	$ 454,940	$ 479,349	$ 556,812
Development Services Engineering Activity Center						
Assistant City Engineer- Dev.	1.0	1.0	1.0	$ 57,662	$ 59,770	$ 67,078
Graduate Civil Engineer	2.0	2.0	2.0	100,393	99,155	104,229
Total	3.0	3.0	3.0	$ 158,055	$ 158,925	$ 171,306
Planning Administration Activity Center						
City Planner	1.0	1.0	1.0	$ 70,945	$ 74,049	$ 74,343
Sr. Planner	2.0	2.0	2.0	106,561	111,937	108,378
Staff Planner	1.0	1.0	1.0	43,499	43,450	44,176
Transportation Planner	1.0	1.0	1.0	50,584	59,770	60,125
Land Database Technician	1.0	1.0	0.0	29,390	29,794	0
Part time GIS Technician	0.5	0.5	0.5	11,184	10,558	16,570
Total	6.5	6.5	5.5	$ 312,163	$ 329,558	$ 303,592
Neighborhood Services Activity Center						
Sr. Planner	1.0	0.0	0.0	$ 48,285	$ 0	$ 0
Staff Planner	1.0	1.0	1.0	39,919	41,561	42,221
*Planning Intern	1.0	1.0	1.0	17,668	17,668	17,668
Total	3.0	2.0	2.0	$ 105,872	$ 59,229	$ 59,889
Building Inspection Activity Center						
Building Official	1.0	1.0	1.0	$ 56,969	$ 59,770	$ 60,484
Plans Examiner	1.0	1.0	2.0	40,484	42,629	71,919
Combination Building Inspector	4.0	4.0	4.0	138,417	131,000	129,102
Staff Assistant	1.0	1.0	1.0	30,163	31,774	27,802
Total	7.0	7.0	8.0	$ 266,033	$ 265,173	$ 289,308
Development Services						
Full Time Total	30.5	29.5	30.5			
*Part-Time/Seasonal Total	1.0	1.0	1.0			
Department Totals	31.5	30.5	31.5	$ 1,297,063	$ 1,292,234	$ 1,380,907
General Fund						
Office of Technology and Information Services						
OTIS Administration Div.						
Director of OTIS	1.0	1.0	1.0	$ 85,769	$ 90,057	$ 88,603
Comm/Info Mgr.	1.0	1.0	1.0	65,484	68,112	68,257
Action Center Cord.	1.0	1.0	1.0	35,270	41,605	33,040
Action Center Representative	3.0	2.0	2.0	73,075	46,406	50,744
Total	6.0	5.0	5.0	$ 259,598	$ 246,180	$ 240,644
E-Government						
E-Government Cord.	0.0	1.0	1.0	$ 0	$ 41,000	$ 44,982
Total	0.0	1.0	1.0	$ 0	$ 41,000	$ 44,982
Geographic Information Services						
GIS Cord.	1.0	1.0	1.0	$ 50,432	$ 53,012	$ 50,555
GIS Technician	1.0	1.0	1.0	32,405	32,405	27,593
*GIS Intern	0.5	0.5	0.5	11,160	11,191	9,838
Total	2.5	2.5	2.5	$ 93,997	$ 96,607	$ 87,986

**Denotes a temporary/seasonal position*

PERSONNEL LIST

	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04
Management Information Systems Div.						
MIS Director/ Asst Dir of OTIS	1.0	0.0	0.0	$ 79,273	$ 0	$ 0
Sr. Systems Analysts	0.0	0.0	1.0	0	0	53,070
Systems Analyst	6.0	6.0	5.0	287,477	295,780	247,647
Systems Operator	1.0	1.0	1.0	30,218	31,284	31,050
Micro Computer Cord.	1.0	1.0	1.0	41,898	42,952	45,925
MicroComputer Specialist	4.0	4.0	4.0	151,120	155,254	158,727
Network Systems Analyst	2.0	2.0	2.0	100,459	102,915	103,625
Total	15.0	14.0	14.0	$ 690,445	$ 628,184	$ 640,044
Office of Tech. and Information Systems						
Full Time Total	23.0	22.0	22.0			
*Part-Time/Seasonal Total	0.5	0.5	0.5			
Department Totals	23.5	22.5	22.5	$ 1,044,040	$ 1,011,972	$ 1,013,656
General Fund						
Fiscal Services Department						
Fiscal Administration Div.						
Fiscal Services Director	1.0	1.0	1.0	$ 84,856	$ 88,938	$ 90,262
Staff Assistant	1.0	1.0	1.0	30,163	32,619	32,076
Secretary	1.0	1.0	1.0	20,692	21,865	21,685
Quality Document Reader	0.0	0.0	0.5	0	0	9,838
Total	3.0	3.0	3.5	$ 135,711	$ 143,422	$ 153,861
Risk Management Div.						
Risk Manager/Safety Coord.	1.0	1.0	1.0	$ 55,690	$ 60,490	$ 61,212
Safety and Training Cord.	0.0	1.0	1.0	0	48,853	48,349
Risk Analyst	1.0	1.0	1.0	44,128	45,966	47,417
Staff Assistant	0.5	0.0	0.0	14,048	0	0
Total	2.5	3.0	3.0	$ 113,866	$ 155,309	$ 155,844
Accounting Div.						
Asst Fiscal Svs Dir/Accounting Mgr	1.0	1.0	1.0	$ 67,099	$ 71,011	$ 72,208
Acct. Customer Service Supervisor	1.0	1.0	1.0	47,443	50,006	50,604
Staff Accountant	1.0	1.0	1.0	42,796	44,975	44,187
Investment Officer	1.0	1.0	1.0	44,569	46,844	47,403
Acct. Customer Service Rep.	5.0	4.0	4.0	115,957	83,134	89,525
Accounting Assistant	1.0	1.0	1.0	30,240	34,653	35,073
Staff Assistant	1.5	2.0	2.0	41,328	63,399	64,174
Total	11.5	11.0	11.0	$ 389,432	$ 394,023	$ 403,174
Purchasing Div.						
Purchasing Services Manager	1.0	1.0	1.0	$ 57,357	$ 59,480	$ 60,190
Sr. Buyer	1.0	0.0	1.0	50,434	50,434	51,627
Buyer	1.0	2.0	1.0	43,588	43,588	46,781
Purchasing Assistant	1.0	1.0	1.0	30,163	31,732	32,118
*Purchasing Intern	0.5	0.5	0.0	7,320	7,320	0
Total	4.5	4.5	4.0	$ 188,862	$ 192,553	$ 190,717
Municipal Court Div.						
Municipal Court Administrator	1.0	1.0	1.0	$ 52,190	$ 55,045	$ 55,973
Payment Compliance Officer	0.0	0.0	1.0	0	0	23,920
Court Customer Service Reps.	6.0	6.0	7.0	131,836	161,417	153,667
Lead Customer Service Reps.	3.0	2.0	2.0	52,266	55,253	55,856
Staff Assistant	1.0	2.0	2.0	28,095	58,218	58,789
Bailiff	1.0	1.5	1.5	21,143	38,652	33,417
Total	12.0	12.5	14.5	$ 285,530	$ 368,586	$ 381,623
Municipal Court Judges Div.						
Municipal Court Judge	1.0	1.0	1.0	$ 56,260	$ 61,654	$ 58,142
*Part-time Municipal Court Judge	0.5	0.5	0.5	10,008	10,063	10,035
Total	1.5	1.5	1.5	$ 66,268	$ 71,716	$ 68,177
Fiscal Services						
Full Time Total	34.0	34.5	37.0			
*Part-Time/Seasonal Total	1.0	1.0	0.5			
Department Totals	35.0	35.5	37.5	$ 1,179,669	$ 1,325,609	$ 1,354,529

**Denotes a temporary/seasonal position*

PERSONNEL LIST

	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04
General Fund						
General Government						
City Secretary Div.						
City Secretary	1.0	1.0	1.0	$ 53,146	$ 53,146	$ 57,414
Assistant City Secretary	1.0	1.0	1.0	31,284	32,222	32,600
Staff Assistant	1.0	1.0	1.0	25,680	27,296	27,614
Records Technician	1.0	1.0	1.0	23,665	25,078	22,984
Temp/Seasonal	0.0	0.0	0.0	310	310	310
Total	4.0	4.0	4.0	$ 134,085	$ 138,053	$ 140,922
City Manager Div.						
City Manager	1.0	1.0	1.0	$ 125,344	$ 131,611	$ 132,205
Assistant City Manager	1.0	1.0	1.0	105,288	121,082	120,873
Assistant to CM	1.0	1.0	1.0	44,780	42,035	46,204
Secretary	1.0	0.0	0.0	18,907	0	0
Staff Assistant	1.0	1.0	1.0	26,178	28,640	29,835
Land Agent	1.0	1.0	1.0	46,830	48,692	49,274
Total	6.0	5.0	5.0	$ 367,327	$ 372,059	$ 378,390
Community Programs						
Community Program Coor.	1.0	1.0	1.0	$ 51,851	$ 54,595	$ 55,247
Volunteer Cord.	0.5	0.5	0.5	16,072	15,353	15,158
Total	1.5	1.5	1.5	$ 67,923	$ 69,949	$ 70,405
Emergency Management:						
Emergency Management Cord.	0.0	0.0	1.0	$ 0	$ 0	$ 46,192
Total	0.0	0.0	1.0	$ 0	$ 0	$ 46,192
Legal Div.						
City Attorney	1.0	1.0	1.0	$ 97,267	$ 102,506	$ 107,778
First Asst. City Attorney	1.0	1.0	1.0	86,573	89,338	90,405
Senior Asst. City Attorney	1.0	1.0	1.0	52,021	71,767	74,035
Asst. City Attorney	2.0	2.0	2.0	98,576	103,064	98,938
Legal Assistant	1.0	1.0	1.0	29,690	31,682	33,417
Legal Assistant/Office Manager	1.0	1.0	1.0	41,605	41,923	43,369
Legal Clerk	0.75	0.75	0.75	13,715	14,490	14,661
Total	7.75	7.75	7.75	$ 419,447	$ 454,770	$ 462,603
Public Comm & Marketing Div.						
City Communications Director	1.0	1.0	1.0	$ 64,260	$ 66,743	$ 85,014
Public Comm. And Marketing Asst.	1.0	1.0	1.0	35,922	37,852	38,676
Media Specialist	0.0	0.0	1.0	0	0	38,000
Total	2.0	2.0	3.0	$ 100,182	$ 104,595	$ 161,689
Human Resources Div.						
Human Resources Director	1.0	1.0	1.0	$ 76,451	$ 79,982	$ 84,984
Asst. Human Resources Dir.	1.0	1.0	1.0	50,296	53,647	54,967
Human Resources Analyst	1.0	1.0	1.0	45,664	48,497	42,305
Benefits Cord.	1.0	1.0	1.0	42,957	45,600	38,881
Staff Assistant	1.0	1.0	1.0	26,230	29,429	30,065
Secretary	0.0	0.75	1.00	0	15,512	21,436
Receptionist	0.5	0.0	0.0	8,633	0	0
Total	5.50	5.75	6.0	$ 250,231	$ 272,666	$ 272,638
Economic Development Div.						
Director of Economic Dev.	1.0	1.0	1.0	$ 78,100	$ 81,729	$ 87,668
Asst. Economic Develop. Director	1.0	1.0	1.0	48,249	52,195	54,357
* Economic Development Intern	0.5	0.0	0.0	9,360	0	0
Total	2.5	2.0	2.0	$ 135,709	$ 133,924	$ 142,025

**Denotes a temporary/seasonal position*

PERSONNEL LIST

	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04
Community Development Div.						
CD Budget Analyst	1.0	1.0	1.0	$ 44,996	$ 47,802	$ 45,397
CD Project Specialist	1.0	1.0	1.0	38,088	37,561	38,320
Comm. Dev. Administrator	1.0	1.0	1.0	57,917	60,763	61,490
Staff Assistant	1.0	1.0	1.0	26,420	27,829	27,886
Housing Development Cord.	1.0	1.0	1.0	48,999	49,802	50,397
CD Housing Analyst	1.0	1.0	1.0	45,012	46,882	47,442
Housing Programs Cord.	1.0	1.0	1.0	48,999	49,802	50,397
CD Projects Cord.	1.0	1.0	1.0	49,032	51,548	50,251
*Part-time Receptionist	0.5	0.5	0.5	0	752	0
Total	8.5	8.5	8.5	$ 359,463	$ 372,743	$ 371,580
Office of Budget & Strategic Planning						
Budget & Strategic Planning Director	1.0	1.0	1.0	$ 63,664	$ 70,112	$ 75,207
Budget Assistant	1.0	1.0	1.0	26,216	27,190	25,288
Budget/Management Analyst	2.0	2.0	2.0	87,566	87,100	81,770
*Part Time - Intern	0.5	0.5	0.5	14,088	12,294	12,260
Total	4.5	4.5	4.5	$ 191,534	$ 196,695	$ 194,526
General Government						
Full Time Total	40.25	40.00	42.25			
*Part-Time/Seasonal Total	2.00	1.00	1.00			
Department Totals	42.25	41.00	43.25	$ 2,025,901	$ 2,115,453	$ 2,240,972
General Fund Position Totals						
Full Time Total	497.75	498.50	512.75			
Part-Time/Seasonal Total	53.00	52.00	49.00			
GENERAL FUND TOTALS	550.75	550.50	561.75	$20,127,110	$20,570,550	$20,890,358
Parking Enterprise Fund						
Fire Department						
Parking Lot Activity Center						
Parking Enforcement Officer	3.0	3.0	3.0	$ 57,880	$ 70,009	$ 64,970
Parking Supervisor	1.0	1.0	1.0	38,969	46,630	47,188
*Parking Attendants/PT	4.0	4.0	4.0	68,649	63,296	68,734
Total	8.0	8.0	8.0	$ 165,498	$ 179,935	$ 180,891
Parking Fund Position Totals						
Full Time Total	4.0	4.0	4.0			
Part-Time/Seasonal Total	4.0	4.0	4.0			
PARKING FUND TOTALS	8.0	8.0	8.0	$ 165,498	$ 179,935	$ 180,891
Electric Fund						
Public Utilities Department						
Operations Administration Div.						
Warehouse Operations Activity Center						
Warehouse Supervisor	1.0	1.0	1.0	$ 36,253	$ 41,477	$ 41,929
Warehouse Assistant	2.0	2.0	3.0	58,178	54,898	78,573
*Warehouse Clerk	0.5	0.5	0.5	7,746	8,396	7,796
*Facility Attendant	0.5	0.5	0.5	5,298	5,314	5,333
Total	4.0	4.0	5.0	$ 107,475	$ 110,085	$ 133,631
Administration Activity Center						
Director of Public Utilities	1.0	1.0	1.0	$ 110,731	$ 116,086	$ 117,459
Utilities Admin. Mgr.	1.0	1.0	1.0	52,786	55,054	56,972
Customer Service Rep	1.0	1.0	1.0	26,176	25,590	25,876
Senior Secretary	1.0	1.0	1.0	26,148	25,590	25,876
Secretary	2.0	2.0	2.0	49,787	46,809	47,335
Staff Assistant	1.0	1.0	1.0	31,342	31,753	32,115
*PUD Intern	0.5	0.5	0.5	6,973	6,992	6,973
Total	7.5	7.5	7.5	$ 303,943	$ 307,874	$ 312,606
Safety and Training						
Safety and Training Cord.	1.0	0.0	0.0	$ 37,284	$ 1,096	$ 0
Total	1.0	0.0	0.0	$ 37,284	$ 1,096	$ 0
Operations Adm. Div. Totals	12.5	11.5	12.5	$ 448,702	$ 419,055	$ 446,237

**Denotes a temporary/seasonal position*

PERSONNEL LIST

	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04
Electrical Transmission & Distribution Div.						
Asst. Dir. PUD/Div. Manager	1.0	1.0	1.0	$ 79,201	$ 81,559	$ 82,511
Electrical Trans/Dist Superintendent	1.0	1.0	1.0	65,512	68,690	67,469
Elec Trans/Dist Supervisor	1.0	1.0	1.0	47,193	49,581	50,165
Elec Trans/Dist Foreman	2.0	2.0	2.0	89,864	94,257	95,648
Line Technician	19.0	19.0	19.0	667,028	648,658	674,980
Elec. Planning/Projects Coord.	1.0	1.0	1.0	37,967	46,659	35,838
Work Order/Prop. Rec. Coord.	1.0	1.0	1.0	34,518	36,466	98,396
*Part-time Utility Technician	1.0	1.0	1.0	8,340	8,369	9,381
Metering/Substation Supervisor	2.0	2.0	2.0	88,521	92,206	93,754
Elec. Sub/ Metering Superintendent	1.0	1.0	1.0	65,512	65,617	66,383
Substation/Metering Elec. Technician	6.0	6.0	6.0	187,006	223,278	242,511
Utility Dispatch Ops Superint.	1.0	1.0	1.0	57,684	59,671	60,365
Public Utility Dispatcher	5.0	5.0	5.0	156,033	154,214	156,424
Utility Dispatch Ops Assistant	1.0	1.0	1.0	41,169	45,529	46,500
Mapping Cord.	1.0	1.0	1.0	34,612	34,612	37,996
Energy Auditor	1.0	1.0	1.0	30,834	32,405	33,576
Energy Cord.	1.0	1.0	1.0	44,338	49,469	50,046
Line Locator/ Inspector	1.0	1.0	1.0	36,402	37,880	39,630
Total	47.0	47.0	47.0	$ 1,771,734	$ 1,829,118	$ 1,941,573
Full Time Total	57.0	56.0	57.0			
Part-Time/Seasonal Total	2.5	2.5	2.5			
ELECTRIC FUND TOTALS	59.5	58.5	59.5	$ 2,220,436	$ 2,248,173	$ 2,387,810
Water Fund						
Water Production Activity Center						
Chief Water Production Operator	1.0	1.0	1.0	$ 36,908	$ 36,140	$ 38,307
Pump Station Operator	4.0	4.0	3.0	115,821	118,993	95,986
Engineer	1.0	1.0	1.0	49,810	53,011	56,170
Field Operations Superintendent	0.0	1.0	1.0	0	54,412	54,909
Crew Leader	0.0	5.0	6.0	0	159,309	225,217
Maint. Foreman	0.0	2.0	2.0	0	79,060	81,535
W/WW Systems Operator	0.0	7.0	7.0	0	189,118	184,956
Div. Manager - Water/WW	0.0	1.0	1.0	0	74,097	74,410
Environ. Compliance/Training Coord.	0.0	1.0	1.0	0	53,189	53,539
GIS Technician	0.0	2.0	2.0	0	64,851	69,869
Environmental Technician	0.0	4.0	4.0	0	127,065	125,287
Water Resource Cord.	0.0	1.0	1.0	0	45,381	45,817
*Part-time GIS Technician	0.0	1.0	1.0	0	10,544	10,515
Total	6.0	31.0	31.0	$ 202,539	$ 1,065,173	$ 1,116,519
Water Distribution Activity Center						
Field Operations Superintendent	1.0	0.0	0.0	$ 50,944	$ 0	$ 0
Crew Leader	5.0	0.0	0.0	171,606	0	0
Maint. Foreman	2.0	0.0	0.0	77,253	0	0
W/WW Systems Operator	7.0	0.0	0.0	178,087	0	0
Total	15.0	0.0	0.0	$ 477,890	$ 0	$ 0
Environmental Services Activity Center						
Div. Manager - Water/WW	1.0	0.0	0.0	$ 70,263	$ 0	$ 0
Environ. Compliance/Training Coord.	1.0	0.0	0.0	50,193	0	0
GIS Technician	2.0	0.0	0.0	64,453	0	0
Environmental Technician	2.0	0.0	0.0	63,803	0	0
Crew Leader	1.0	0.0	0.0	33,657	0	0
GPS Technician	1.0	0.0	0.0	32,044	0	0
Water Resource Cord.	1.0	0.0	0.0	42,650	0	0
*Part-time GIS Technician	1.0	0.0	0.0	10,515	0	0
Total	10.0	0.0	0.0	$ 367,578	$ 0	$ 0
Water Fund Position Totals						
Full Time Total	30.0	30.0	30.0			
Part-Time/Seasonal Total	1.0	1.0	1.0			
WATER FUND TOTALS	31.0	31.0	31.0	$ 1,048,007	$ 1,065,173	$ 1,116,519

**Denotes a temporary/seasonal position*

PERSONNEL LIST

	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04
Wastewater Fund						
Wastewater Treatment Activity Center						
Plant Operations Superintendent	1.0	0.0	0.0	$ 51,097	$ 0	$ 0
Chief WWTP Operator	1.0	0.0	0.0	43,567	0	0
System Analyst	1.0	0.0	0.0	46,157	0	0
SCADA Technician	1.0	0.0	0.0	32,969	0	0
WW Plant Operator	12.0	0.0	0.0	340,397	0	0
Electrical Technician	1.0	0.0	0.0	38,071	0	0
Elec. Technician I	1.0	0.0	0.0	32,634	0	0
Sr. Lab Technician	1.0	0.0	0.0	33,482	0	0
Lab Technician	2.0	0.0	0.0	51,462	0	0
Total	21.0	0.0	0.0	$ 669,836	$ 0	$ 0
Wastewater Collection Activity Center						
Plant Operations Superintendent	0.0	1.0	1.0	$ 51,097	$ 58,159	$ 58,283
Chief WWTP Operator	0.0	1.0	1.0	43,567	43,567	43,013
Systems Analyst	0.0	1.0	1.0	46,157	47,430	48,670
SCADA Technician	0.0	1.0	1.0	32,969	32,914	32,495
WW Plant Operator	0.0	12.0	12.0	340,397	365,497	370,564
Electrical Technician	0.0	1.0	1.0	38,071	36,267	35,806
Elec. Technician I	0.0	1.0	1.0	32,634	32,638	32,223
Sr. Lab Technician	0.0	1.0	1.0	33,482	34,102	33,669
Lab Technician	0.0	2.0	2.0	51,462	49,912	49,277
Maintenance Foreman	1.0	1.0	1.0	36,489	38,814	33,040
Crew Leader	4.0	4.0	4.0	126,151	125,881	125,917
W/WW Systems Operator	12.0	12.0	12.0	257,748	292,852	301,467
Total	17.0	38.0	38.0	$ 1,090,224	$ 1,158,033	$ 1,164,422
Wastewater Fund Position Totals						
Full Time Total	38.0	38.0	38.0			
Part-Time/Seasonal Total	0.0	0.0	0.0			
WASTEWATER FUND TOTALS	38.0	38.0	38.0	$ 1,760,060	$ 1,158,033	$ 1,164,422
Utilities Full-time Position Tot.	125.0	124.0	125.0			
PUBLIC UTILITIES DEPT. TOT.	128.5	127.5	128.5	$ 5,028,503	$ 4,471,378	$ 4,668,751
Sanitation Fund						
Residential Collection Activity Center						
Sanitation Superintendent	1.0	1.0	1.0	$ 51,878	$ 55,875	$ 58,189
Sanitation Foreman	1.0	1.0	1.0	34,662	35,142	38,006
Route Manager	16.0	17.0	17.0	413,715	461,578	463,045
Equipment Operator	2.0	2.0	2.0	48,986	49,233	47,580
Recycling Cord.	1.0	1.0	1.0	41,131	44,459	42,769
Customer Service Representative	1.0	1.0	1.0	24,645	25,526	25,665
* Part-time Graduate Intern	1.0	1.0	1.0	14,356	14,356	14,356
* Part-time Route Manager	1.5	1.5	1.5	19,666	19,667	19,667
Total	24.5	25.5	25.5	$ 649,039	$ 705,837	$ 709,277
Commercial Collection Activity Center						
Container Cord.	2.0	2.0	2.0	$ 55,558	$ 55,047	$ 56,171
Sanitation Foreman	1.0	1.0	1.0	37,979	36,819	38,006
Route Manager	8.0	8.0	8.0	234,862	199,960	206,853
Total	11.0	11.0	11.0	$ 328,399	$ 291,826	$ 301,029
Sanitation Fund Position Totals						
Full Time Total	33.0	34.0	34.0			
Part-Time/Seasonal Total	2.5	2.5	2.5			
SANITATION FUND TOTALS	35.5	36.5	36.5	$ 977,438	$ 997,663	$ 1,010,306
Utility Billing Fund						
Utility Billing Activity Center						
Utilities Office Manager	1.0	1.0	1.0	$ 60,117	$ 61,921	$ 62,384
Customer Service Supervisor	1.0	1.0	1.0	46,441	50,264	50,886
Utilities Analyst	1.0	1.0	1.0	43,697	47,278	49,025
Senior Customer Serv. Rep.	3.0	3.0	3.0	92,299	100,171	98,766
Customer Service Rep.	13.0	13.0	13.0	329,852	331,837	332,851
Part-time Cust. Serv. Rep.	2.0	1.5	1.0	32,954	22,279	23,245
Total	21.0	20.5	20.0	$ 605,360	$ 613,750	$ 617,156

**Denotes a temporary/seasonal position*

PERSONNEL LIST

	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04
Meter Services Activity Center						
Meter Services Supervisor	1.0	1.0	1.0	$ 41,968	$ 43,079	$ 39,600
Meter Services Technician	2.0	2.0	2.0	59,871	59,493	62,187
Meter Reading Cord.	1.0	1.0	1.0	32,690	33,672	26,296
Meter Services Field Rep.	5.0	6.0	6.0	89,211	120,735	122,740
Meter Services Field Rep- PT	0.5	0.0	0.0	9,868	169	0
Total	9.5	10.0	10.0	$ 233,608	$ 257,149	$ 250,824
Utility Billing Position Totals						
Full Time Total	28.0	29.0	29.0			
Part-Time/Seasonal Total	2.5	1.5	1.0			
UTILITY BILLING FUND TOTALS	30.5	30.5	30.0	$ 838,968	$ 870,899	$ 867,980
Fleet Maintenance Fund						
Fleet Services Parts Activity Center						
Assistant Buyer	1.0	1.0	1.0	$ 34,333	$ 35,357	$ 35,785
Warehouse Assistant	1.0	1.0	1.0	24,157	24,977	24,660
Total	2.0	2.0	2.0	$ 58,490	$ 60,334	$ 60,445
Fleet Services Admin. Activity Center						
Fleet Services Superintendent	1.0	1.0	1.0	$ 56,924	$ 59,562	$ 53,246
Customer Service Rep.	1.0	1.0	1.0	23,970	25,398	25,707
Shop Foreman	1.0	1.0	1.0	43,162	42,463	45,003
Mechanic	10.0	10.0	10.0	297,658	284,422	284,058
Total	13.0	13.0	13.0	$ 421,714	$ 411,845	$ 408,015
Fleet Fund Full-time Position Totals						
Full Time Total	15.0	15.0	15.0			
Part-Time/Seasonal Total	0.0	0.0	0.0			
FLEET FUND TOTALS	15.0	15.0	15.0	$ 480,204	$ 472,179	$ 468,460
Print Mail Fund						
Print Mail Activity Center						
Printing Cord.	1.0	1.0	1.0	$ 40,175	$ 41,605	$ 42,008
Printing Assistant	1.0	1.0	1.0	32,978	33,736	33,983
Printing/Graphics Tech.	1.0	1.0	1.0	30,408	31,774	32,160
Part-time Mail Clerk	0.5	0.5	0.5	10,483	9,337	9,627
*Print/Mail Aide	1.5	1.5	1.5	12,288	12,322	12,288
Total	5.0	5.0	5.0	$ 126,332	$ 128,775	$ 130,066
Print Mail Fund Full-time Position Totals						
Full Time Total	3.5	3.5	3.5			
Part-Time/Seasonal Total	1.5	1.5	1.5			
PRINT MAIL FUND TOTALS	5.0	5.0	5.0	$ 126,332	$ 128,775	$ 130,066
Communications Fund						
Communication Services Div.						
Wireless Cord.	1.0	1.0	0.0	$ 44,330	$ 44,331	$ 0
Network Systems Analyst	1.0	1.0	1.0	50,451	52,993	53,635
Communications Technician	3.0	4.0	5.0	117,227	147,033	187,347
Total	5.0	6.0	6.0	$ 212,008	$ 244,358	$ 240,983
Communications Full-time Position Totals						
Full Time Total	5.0	6.0	6.0			
Part-Time/Seasonal Total	0.0	0.0	0.0			
COMM. FUND TOT.	5.0	6.0	6.0	$ 212,008	$ 244,358	$ 240,983

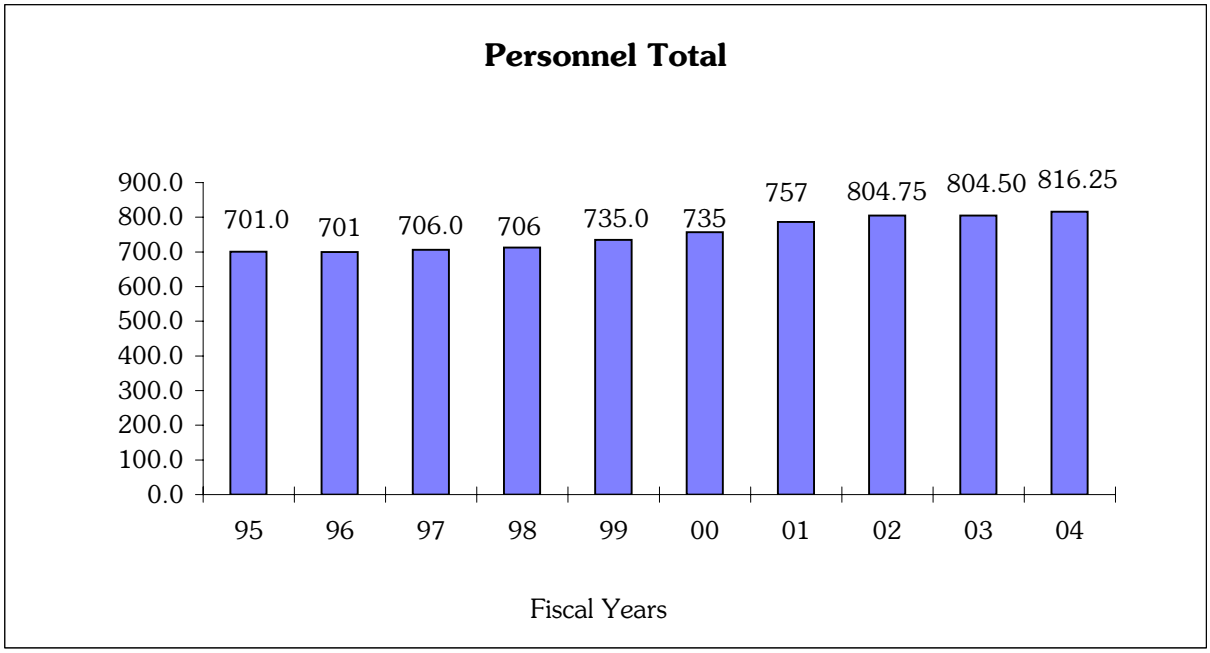
**Denotes a temporary/seasonal position*

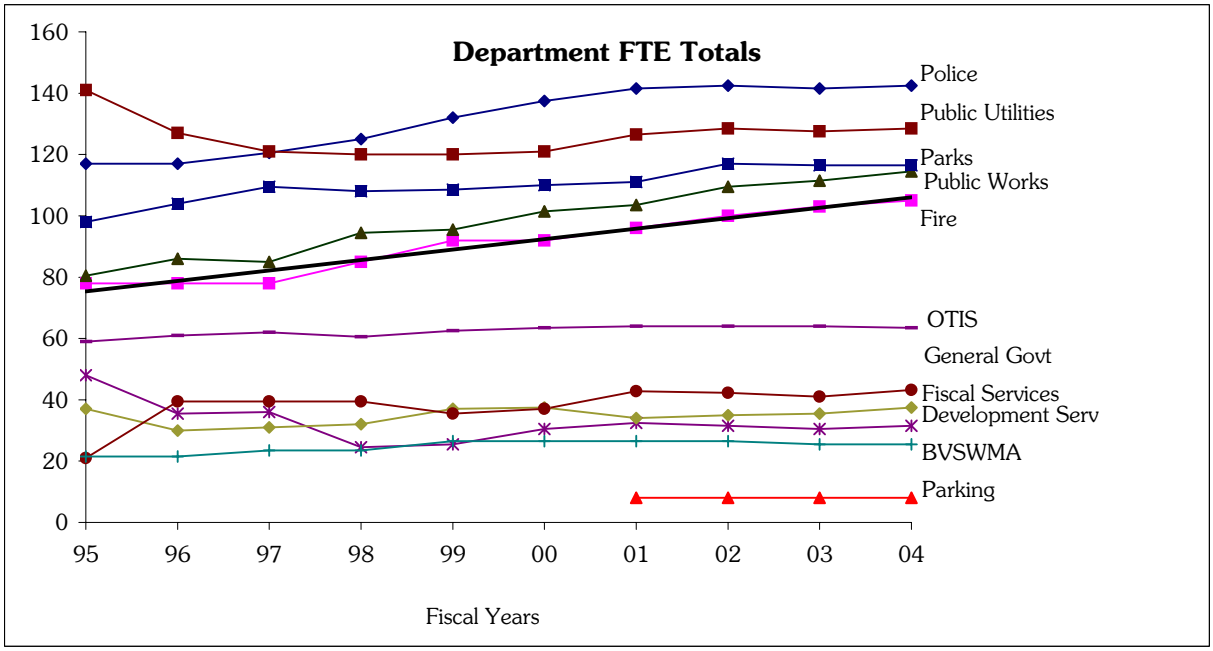
PERSONNEL LIST

	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04	Actual Budget FY 01-02	Approved Budget FY 02-03	Approved Budget FY 03-04
Brazos Valley Solid Waste Management Agency Fund						
Operations Activity Center						
Sanitary Landfill Manager	1.0	1.0	1.0	$ 56,926	$ 59,829	$ 53,219
Landfill Operations Supervisor	1.0	1.0	1.0	40,058	41,477	41,777
Landfill Crew Leader	2.0	2.0	2.0	59,779	57,764	66,257
Equipment Operator	11.0	10.0	10.0	257,010	259,694	265,993
Environmental Compliance Officer	1.0	1.0	1.0	43,425	46,909	38,862
Spotter	1.0	1.0	1.0	21,042	21,115	20,836
Secretary/Scale Operator	2.0	2.0	2.0	24,223	43,994	45,149
Mechanic	2.0	2.0	2.0	58,409	48,612	61,315
* Landfill Groundskeeper	0.5	0.5	0.5	7,652	7,674	15,070
* Part-time Equip. Operator III	0.5	0.5	0.5	7,674	7,674	15,070
* Field Service Person	0.5	0.5	0.5	7,674	7,695	15,070
Waste Screener	0.0	1.0	1.0	0	24,977	26,030
Total	22.5	22.5	22.5	$ 583,872	$ 627,414	$ 664,648
Administration Activity Center						
Asst Dir Public Works/BVSWMA	1.0	1.0	1.0	$ 71,364	$ 74,098	$ 74,978
Staff Assistant	1.0	1.0	1.0	30,748	31,327	31,427
Secretary - Full-time	1.0	0.0	0.0	21,662	0	0
* BVSWMA Intern	1.0	1.0	1.0	14,697	14,737	14,737
Total	4.0	3.0	3.0	$ 138,471	$ 120,161	$ 121,143
BVSWMA Fund Full-time Position Totals						
Full Time Total	24.0	23.0	23.0			
Part-Time/Seasonal Total	2.5	2.5	2.5			
BVSWMA Total	26.5	25.5	25.5	$ 722,343	$ 747,576	$ 785,790
All Funds Full-time Total	735.25	737.00	752.25			
ALL FUNDS TOTAL	804.75	804.50	816.25	$ 28,678,404	$ 28,683,313	$ 29,243,585

**Denotes a temporary/seasonal position*

Personnel History





The above graphs are based on Full-Time Equivalents (FTEs) which includes both temporary/seasonal and full-time regular positions.

Embracing the Past

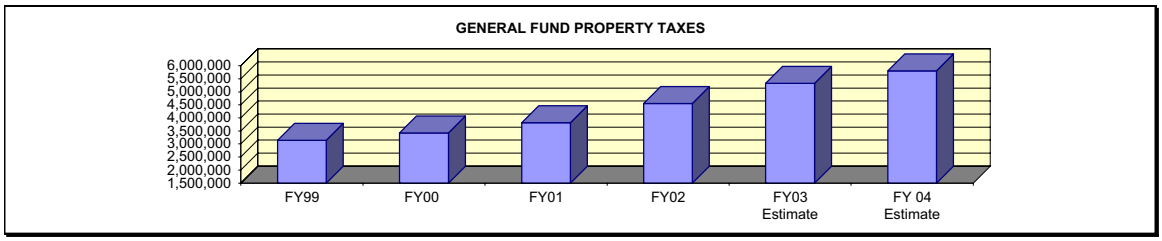
Exploring the Future

APPENDIX D

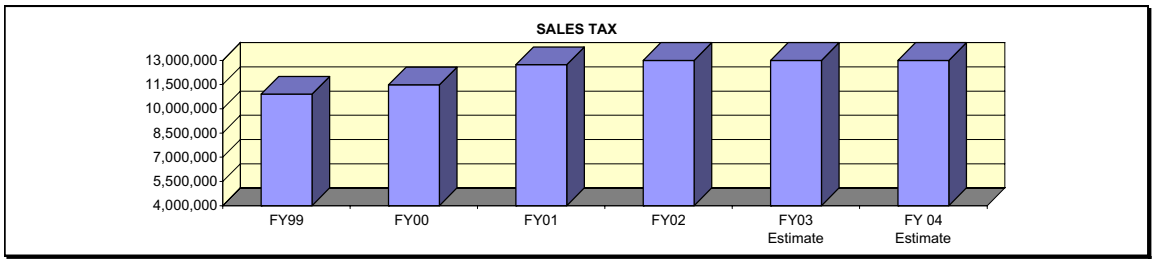
REVENUE HISTORY AND FY 04 BUDGET ESTIMATES

REVENUE HISTORY AND FY 04 ESTIMATES

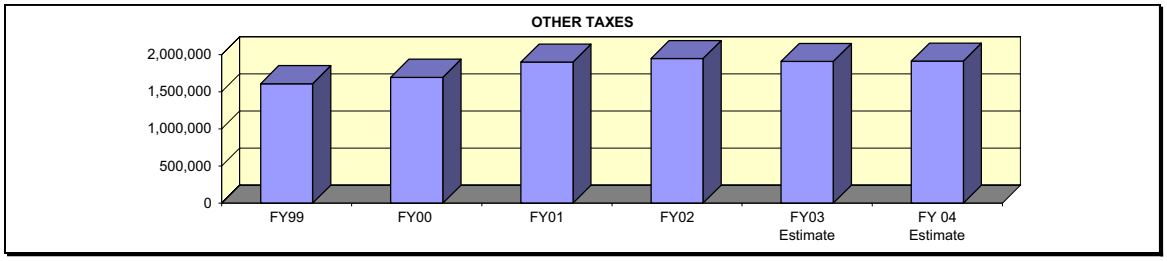
DESCRIPTION	FY00	FY01	FY02	Estimate FY03	Estimate FY 04
GENERAL FUND					
CURRENT TAXES	$ 3,381,936	$ 3,761,364	$ 4,489,864	$ 5,240,461	$ 5,741,746
DELINQ. TAX	18,528	28,205	36,567	55,000	40,000
PENALTY & INT.	20,256	23,598	28,915	30,000	30,000
AD VALOREM TAX	**3,420,720**	**3,813,167**	**4,555,345**	**5,325,461**	**5,811,746**



LOCAL SALES TAX	**$ 11,489,702**	**$ 12,733,403**	**$ 13,413,911**	**$ 13,769,500**	**$ 14,045,000**

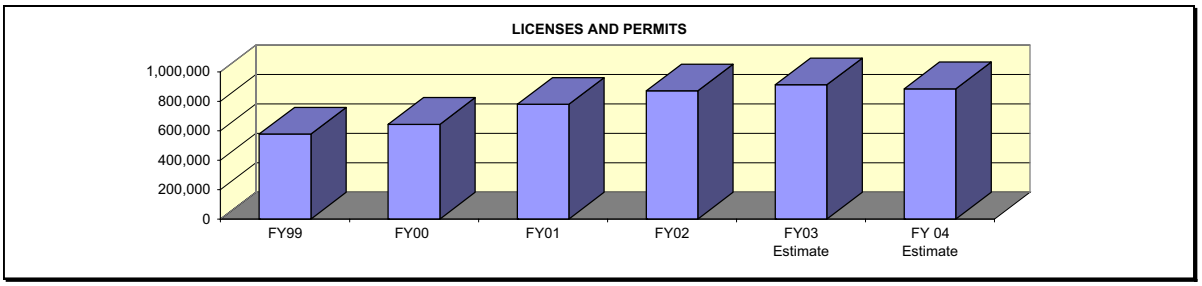


NONOPERATING REVENUE	**$ -**	**$ -**	**$ 1,512**	**$ -**	**$ -**
MIXED DRINK TAX	$ 172,842	$ 257,357	$ 234,924	$ 238,000	$ 242,800
BANK FRANSHISE	0	812	0	0	0
NAT. GAS FRANCHISE	105,359	130,207	188,124	215,000	215,000
CABLE FRANCHISE	332,051	434,971	470,720	415,000	415,000
PHONE FRANCHISE	1,055,029	1,044,986	1,015,328	1,010,000	1,010,000
OIL/GAS FRANCHISE	26,921	19,584	26,961	26,585	26,600
USE OF STREETS	4,376	14,063	13,108	5,000	5,100
OTHER TAXES	**1,696,578**	**1,901,980**	**1,949,165**	**1,909,585**	**1,914,500**

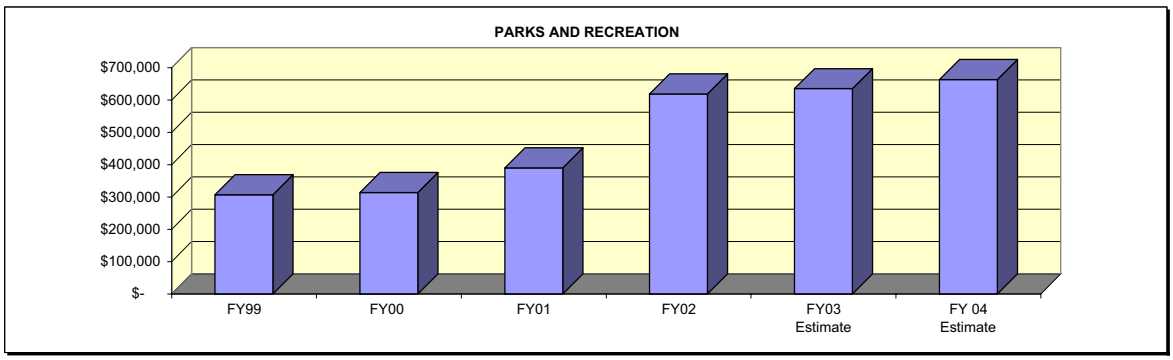


MIX DRINK LICENSE	$ 16,895	$ 25,532	$ 28,220	$ 29,000	$ 29,600
GAME MACHINES	2,310	615	660	700	700
BLDG. CONTRACTORS	17,904	13,986	14,961	15,000	15,300
ELEC. LICENSE	3,359	6,418	4,961	6,000	6,100
TAXI	0	130	0	0	0
ITIN. VENDOR	705	570	306	600	600
LAWN SPRINKLER	504	0	0	240	200
MECHANICAL	11,634	2,597	2,970	2,500	2,600
PLUMBING	1,415	2,313	1,880	2,100	2,100
GRAVE CLOSERS	75	0	0	0	0
AMBULANCE	600	867	1,000	500	500
WRECKER	4,120	5,570	4,865	4,800	4,900
MINERAL DRILLING	0	0	0	0	0
BUILDERS PERMITS	422,299	516,657	504,695	550,000	520,000
ELECTRICAL PERMITS	31,500	42,171	61,154	62,000	62,000
PLUMBING PERMITS	51,159	62,025	100,658	102,000	102,000
MECHANICAL PERMITS	13,874	27,436	54,147	50,000	50,000
STREET CUT PERMITS	3,300	2,950	4,300	3,000	3,000
IRRIGATION PERMITS	2,288	5,559	11,876	11,000	11,000
CHILD SAFETY PROGRAMS	60,004	63,666	73,888	73,000	74,500
BICYCLE PERMITS	25	0	0	0	0
LIVESTOCK	0	95	95	100	100
LICENSES & PERMITS	**643,970**	**779,157**	**870,635**	**912,540**	**885,200**

REVENUE HISTORY AND FY 04 ESTIMATES



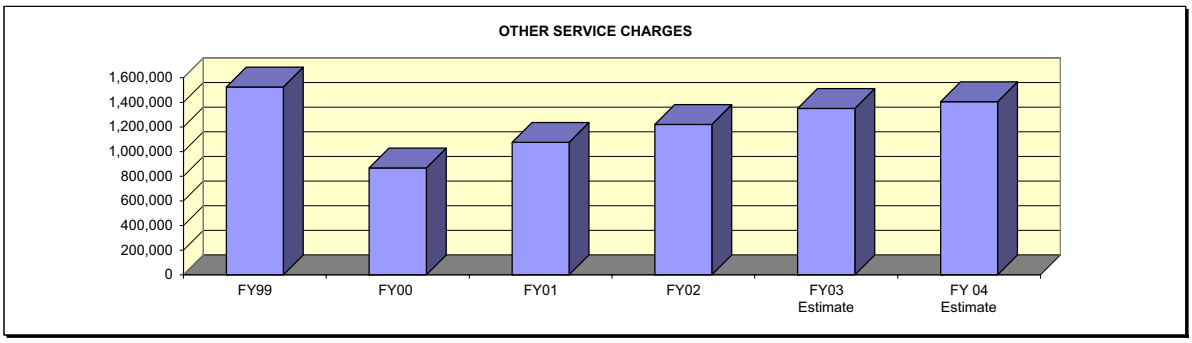
DESCRIPTION	FY00	FY01	FY02	Estimate FY03	Estimate FY 04
CONCESSIONS	$ -	$ -	$ 7,389	$ 7,400	$ 7,500
ADAMSON POOL	133,067	154,838	141,778	142,000	144,800
NATATORIUM	1,548	2,089	1,819	2,000	2,000
HALLARAN POOL	54,682	63,138	91,854	92,000	93,800
THOMAS POOL	14,824	18,380	14,643	15,000	15,300
SPORTS INST.: SWIM	66,110	73,479	79,143	80,000	81,600
SPORTS INST: SWIM TM	11,215	19,134	22,871	24,000	24,500
TENNIS PROGRAM	14,972	20,173	24,554	25,000	25,500
MISC SPORTS INST.	2,857	5,050	6,704	196,000	199,900
FITNESS RUN	100	60	(30)	0	0
TEEN CENTER	3,795	4,739	5,067	35,001	35,700
TEEN CENTER MEMBERS	275	624	580	600	600
TEEN CENTER MISC	0	1,465	1,180	500	500
LINCOLN CENTER PASSES	2,783	5,286	3,908	4,000	4,100
OTHER PARKS REVENUE (NT)	7,961	21,801	16,374	12,000	12,200
MISC PARKS	4	50	201,359	0	15,615
PARKS AND RECREATION	**$ 314,193**	**$ 390,306**	**$ 619,193**	**$ 635,501**	**$ 663,615**



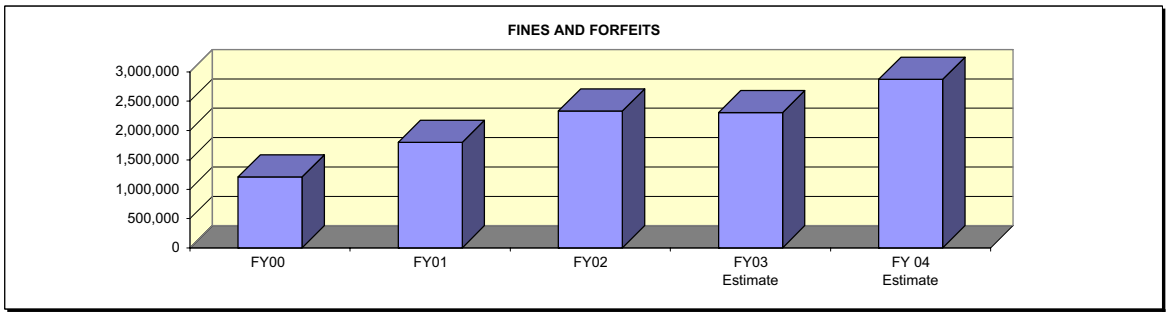
HAZARD MATERIALS RESP.	$ 0	$ 67	$ 0	$ 0	$ 0
FINGERPRINTING	4,396	3,222	3,152	3,200	3,300
POLICE REPORTS	8,750	14,539	10,373	10,500	10,700
RECORDS CHECKS	1,294	1,291	1,285	1,170	1,200
ARREST FEES	87,391	143,681	97,478	110,000	112,200
WARRANT SERVICE FEES	10,642	86,689	104,992	110,000	112,200
ESCORT SERVICES	15,972	30,458	31,214	29,400	30,000
FALSE ALARMS	25,950	22,923	23,750	18,000	18,400
ALARM FEES	0	0	0	0	0
RESTITUTION	12,197	(208)	4,424	1,000	1,000
OTHER	75,576	166,999	180,842	200,000	204,000
POLICE DEPARTMENT	**242,168**	**469,661**	**457,510**	**483,270**	**493,000**
EMS TRANSPORT	312,583	318,361	463,974	530,000	570,600
EMS BASIC TREATMENT	8,068	5,455	0	0	0
EMS ATHLETIC STANDBY	0	0	350	0	0
EMS REPORTS	81	175	173	400	400
HAZARD MATERIALS RESP.	2,883	4,607	0	3,163	3,200
AUTO HOOD TEST	750	680	480	500	500
AUTO FIRE ALARM	2,095	1,220	1,430	1,000	1,000
DAY CARE CENTERS	600	510	540	500	500
HEALTH CARE FACILITIES	200	100	50	20	0
NURSING HOMES	50	100	150	150	200
SPRINKLER/STANDPIPE	3,695	2,650	2,860	2,800	2,900
FUEL LINE LEAK	50	100	50	100	100
FUEL TANK LEAK	0	50	150	100	100
CODE ENFORCEMENT ADMIN FEE	1,200	2,394	5,760	5,800	5,900
MOWING FEE CHARGES	819	2,572	4,215	5000	5100
RESTITUTION	60	0	0	0	0
FIRE REPORTS	547	362	125	100	100
OTHER	7,997	1,183	0	100	100
FIRE DEPARTMENT	**341,678**	**340,519**	**480,306**	**549,733**	**590,700**

REVENUE HISTORY AND FY 04 ESTIMATES

DESCRIPTION	FY00	FY01	FY02	Estimate FY03	Estimate FY 04
STREET CUT REPAIRS	850	0	1,075	0	0
MISCELLANEOUS	150	925	0	0	0
PUBLIC WORKS	**1,000**	**925**	**1,075**	**0**	**0**
TIME PMT FEE/EFFICIENCY	2,737	1,042	0	0	0
TIME PMT/UNRESERVED	11,161	23,150	14,225	16,600	16,900
WARRANT SERVICE FEES	50,590	0	0	0	0
GENERAL ADMIN. FEES	52,213	75,508	44,952	80,000	81,600
TEEN COURT	459		1,484	1,900	1,900
COURT DISMISSAL FEES	18,605	14,220	8,157	10,000	10,200
MUNICIPAL COURT	**135,765**	**113,920**	**68,819**	**108,500**	**110,600**
LOT MOWING	(160)	0	0	0	0
GENERAL ADMIN. FEES	0	0	0	0	0
MAPS/PLANS/ORDINANCE	20	0	0	0	0
MISC. CHARGES	3,576	13,421	25,442	21,200	21,600
FILING FEES	49,955	58,438	116,326	120,000	122,400
XEROX/REPRO CHARGES	0	0	0	0	0
MISC PLANNING CHARGES	4,097	2,923	4,542	2,500	2,600
O&G PIPELINE ADMIN. FEES	62,453	60,313	52,551	51,340	51,000
MAPS/PLANS/ORDINANCES	1,386	1,051	541	1,000	1,000
MISC ENGINEERING	8,102	341	180	100	100
MISCELANEOIUS	5,000	0	60	40	0
DEVELOPMENT SERVICES	**134,429**	**136,487**	**199,641**	**196,180**	**198,700**
CERTIFICATE SEARCHES	10,978	12,739	12,169	12,000	12,200
FILING FEES	0	0	0	0	0
XEROX/REPRO CHARGES	1,308	333	1,052	500	500
GENERAL GOVT.	**12,286**	**13,072**	**13,221**	**12,500**	**12,700**
OTHER SERVICE CHARGES	**$ 867,326**	**$ 1,074,584**	**$ 1,220,572**	**$ 1,350,183**	**$ 1,405,700**

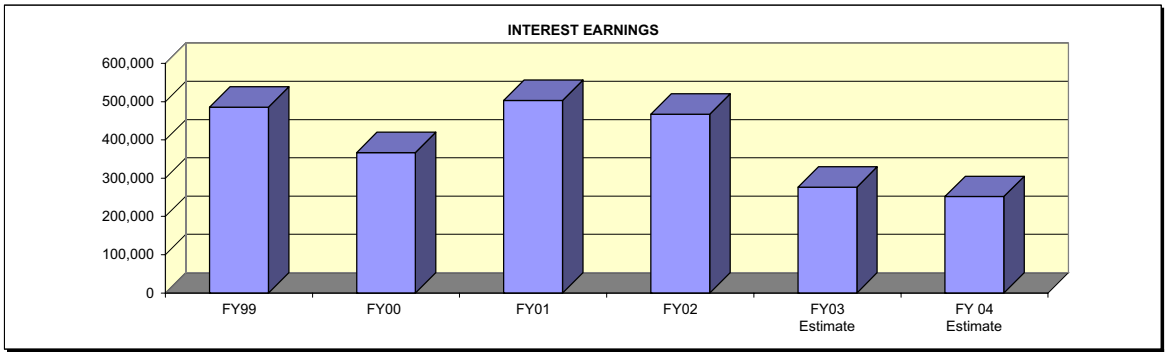


CHILD SAFETY	$ 104	$ 1,235	$ 3,557	$ 2,000	$ 2,000
CITY PARKING FINES	21,701	19,912	10,625	20,000	20,400
CITY PEDESTRIAN FINES	0	0	0	0	0
TRAFFIC FINES	49,868	70,267	42,713	54,000	55,100
OTHER MUN. COURT FINES	1,135,150	1,704,788	2,267,178	2,220,000	2,785,530
MISC. FINES AND PENALTIES	1,675	0	6,575	7,000	7,100
FINES/FORFEITS	**1,208,498**	**1,796,202**	**2,330,648**	**2,303,000**	**2,870,130**

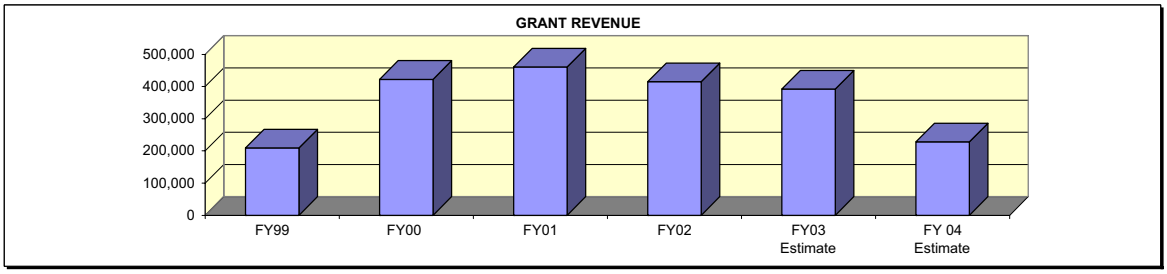


REVENUE HISTORY AND FY 04 ESTIMATES

DESCRIPTION	FY00	FY01	FY02	Estimate FY03	Estimate FY 04
BANK ACCOUNT INTEREST	$ 3,745	$ 2,852	$ 673	$ 400	$ 400
INTEREST ON INVESTMENTS	362,504	494,883	475,243	275,000	250,000
BVSWMA/ROLLER	0	0	0	0	0
OTHER	244	0	0	0	0
REALIZED GAIN/LOSS	553	5,868	(8,764)	1,500	1,500
TOTAL INTEREST	**367,046**	**503,603**	**467,152**	**276,900**	**251,900**



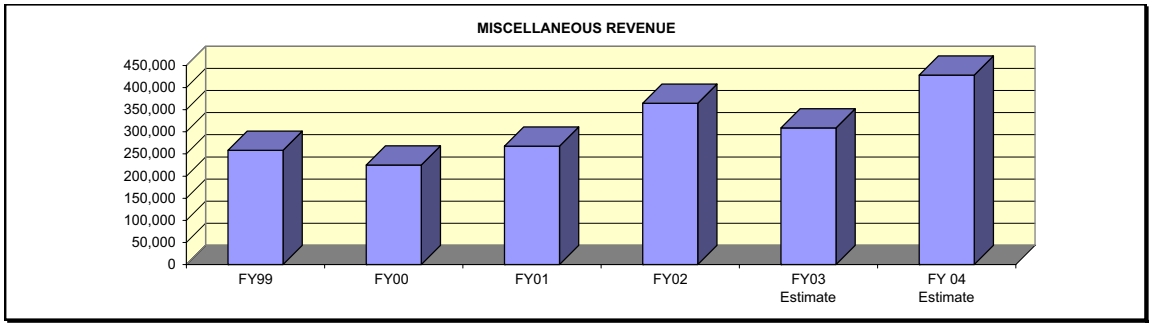
PARKS GRANT	$ 6,410	$ 0	$ 0	$ 10,000	$ 0
POLICE GRANTS	395,546	272,859	180,397	100,000	0
FED GRANT: PLANNING	0	0	0	0	0
FED GRANT: FIRE	0	0	0	90,132	0
STATE GRANT: PARKS	0	0	15,500	0	0
STATE GRANT: POLICE	3,814	1,817	5,110	5,000	0
OTHER INTERGOVERN. REV	16,794	186,219	213,760	187,300	228,115
INTER. GOV'T. REVENUE *	**422,564**	**460,895**	**414,767**	**392,432**	**228,115**



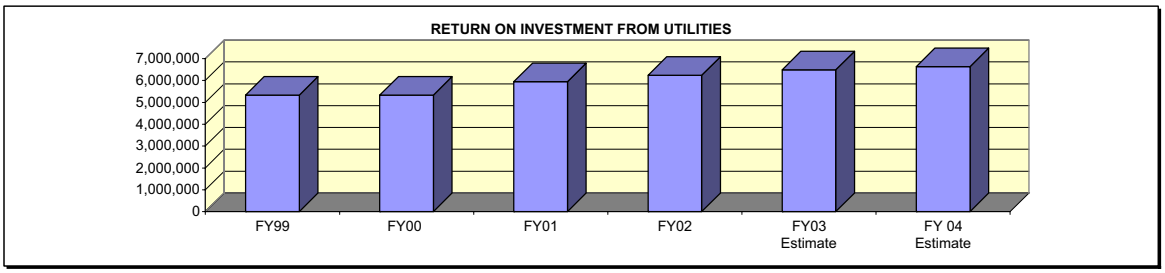
CAPITAL IMPRV. ASSESSMENT	$ 503	$ 350	$ 0	$ 0	$ 0
MINERAL ROYALTY INTERESTS	2,340	4,280	2,749	2,000	2,000
BALLFIELD RENTALS	2,802	0	9,805	10,000	10,200
LINCOLN RENTALS	4,786	0	11,480	12,700	13,000
PARK PAVILION RENTALS	18,855	0	22,673	20,000	20,400
TEEN CENTER RENTALS	294	0	0	0	0
MISC. RENTS AND ROYALTIES	26,516	83,407	67,017	60,000	61,200
CONFERENCE CENTER	0	0	0	0	120,000
ROLLER (PRINCIPAL)	0	0	0	0	0
CRIME PREVENTION	0	0	1,200	10,000	1,200
CO-SPONSORED EVENTS	50	0	14,115	16,000	16,300
MISC. DONATIONS	421	0	6,160	4,700	4,800
DAMAGE REIMBURSEMENT	15,555	3,807	7,700	5,000	5,100
OTHER REIMBURSED EXP.	4,602	0	25,103	0	2,000
CASH OVER/SHORT	422	69	951	250	300
COLLECTION SERVICE FEES	63,548	3,716	7,336	4,000	4,100
MUNICIPAL COURT COLLECTION	0	112,725	90,216	92,000	93,800
CRIMINAL INVEST. REVENUES	0	0	0	0	0
SALE OF ABANDONED Appr.	2,765	2,766	3,958	2,277	2,300
SALE OF CEMETERY LOTS	(23)	1,817	2,400	0	0
SALE OF SCRAP	612	3,497	0	0	0
OTHER	30,161	26,939	61,611	40,000	40,800
OTHER MISC REV NT	0	0	77	0	0
SALE OF FIXED ASSETS	51,082	24,328	30,106	30,000	30,600
MISCELLANEOUS	**225,291**	**267,701**	**364,656**	**308,927**	**428,100**

REVENUE HISTORY AND FY 04 ESTIMATES

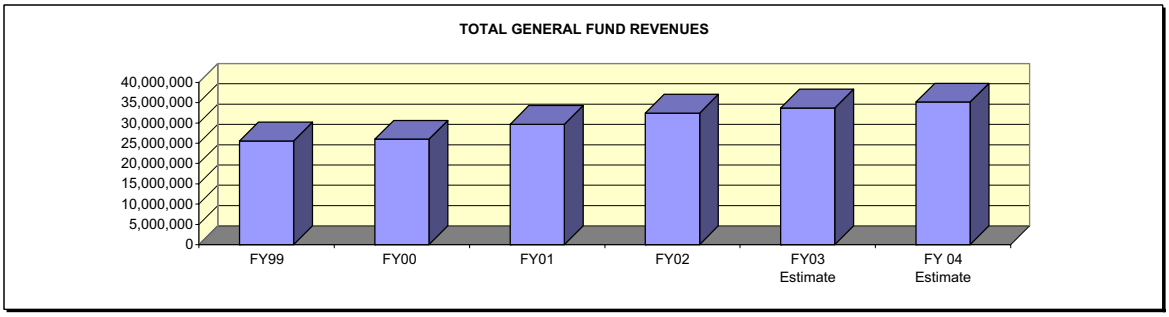
DESCRIPTION	FY00	FY01	FY02	Estimate FY03	Estimate FY 04



ROI: ELECTRIC	$ 3,773,500	$ 3,998,000	$ 4,360,000	$ 4,470,000	$ 4,470,000
ROI: WATER	726,000	925,000	861,300	893,200	899,240
ROI: SEWER	658,000	751,500	719,500	817,000	939,300
ROI: SOLID WST	176,475	273,000	294,200	310,000	331,855
RETURN ON INVESTMENT	**5,333,975**	**5,947,500**	**6,235,000**	**6,490,200**	**6,640,395**



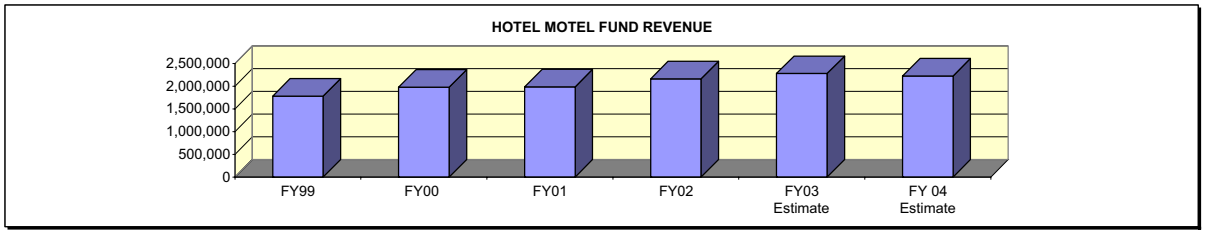
TOTAL GENERAL FUND:	**$25,989,863**	**$29,668,498**	**$32,442,557**	**$33,674,229**	**$35,144,401**



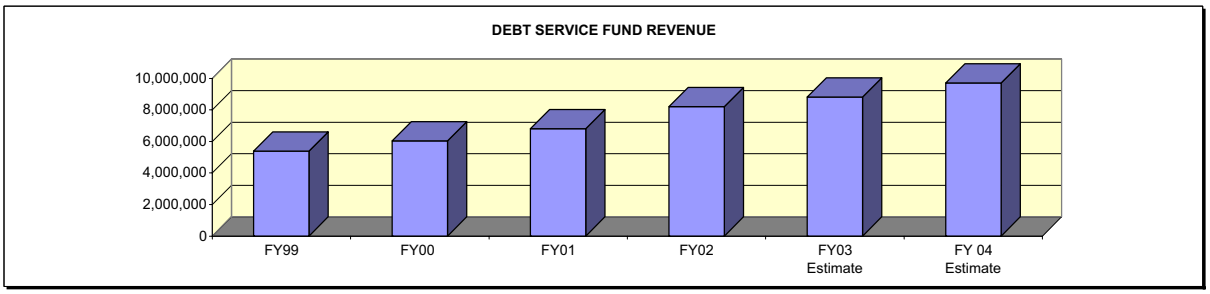
HOTEL/MOTEL FUND					
HOTEL/MOTEL TAX REV.	$ 1,749,521	$ 1,843,419	$ 1,926,009	$ 2,100,000	$ 2,173,500
PENALTY AND INTEREST	673	2,667	0	0	0
WPC CONCESSION (TAX)	7,026	46	0	0	0
WPC CONCESSION (NT)	4,930	3,974	13,218	8,500	8,500
WPC TICKETS (TAX)	(16,212)	0	0	0	0
WPCTICKETS (NT)	18,526	1,675	142	0	0
REIMBURSED EXPENSES	10,907	4,154	11,981	5,000	0
FINES AND FORFEITS	0	0	0	600	0
INTEREST	72,380	0	79,577	56,500	40,000
CONFERENCE CENTER	94,222	103,064	100,559	102,000	0
WPC AMPHITHEATER	0	2,225	4,526	3,000	3,000
BUILDINGS	0	0	0	0	0
EQUIPMENT ROYALTIES (TAX)	3,101	186	58	0	0
EQUIPMENT ROYALTIES (NT)	13,807	13,316	9,526	0	0
CASH OVER/SHORT	0	28	0	0	0
CO-SPONSORED EVENTS	0	0	5,000	0	0
HIST PRES PROJ.	870	176	563	200	0
OTHER	5,130	897	7,081	3,800	4,000
OTHER MISC REV TAXABLE	3,163	442	477	0	0
OTHER MISC REV NON TAXABLE	12,426	13,291	4,701	0	0
TOTAL HOTEL/MOTEL FUND	$1,980,470	$1,989,560	$2,163,417	$2,279,600	$2,229,000

REVENUE HISTORY AND FY 04 ESTIMATES

DESCRIPTION	FY00	FY01	FY02	Estimate FY03	Estimate FY 04

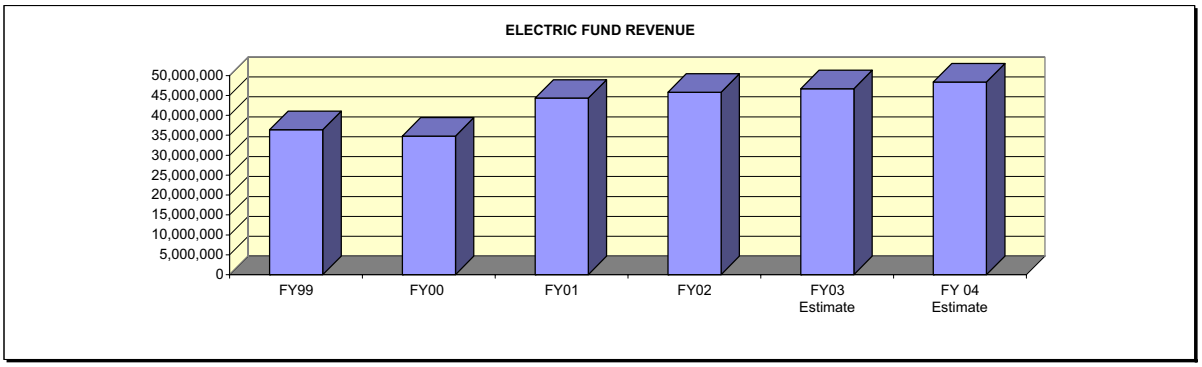


DEBT SERVICE FUND					
CURRENT TAXES	$ 5,068,391	$ 5,922,674	$ 7,080,923	$ 7,623,713	$ 8,165,773
DELINQUENT TAXES	36,137	34,682	44,184	75,000	30,000
PENALTY AND INTEREST	28,590	28,758	35,855	50,000	25,000
INTEREST ON INVESTMENTS	268,313	300,359	192,417	100,000	55,000
REALIZED GAIN/LOSS	0	3,843	(5,667)	0	0
INTEREST ON BONDS	0	32,911	110,469	0	0
BVSWMA/EQUIPMENT	0	0	0	0	0
LOAN/NOTE PAYMENTS	95,208	0	0	0	0
OTHER	264,569	0	1,013	0	0
HOTEL/MOTEL TRANSFERS	11,101	148,052	753,672	958,500	912,609
WPC TRANSFERS	253,468	330,000	0	0	0
NGATE GARAGE TRANSFERS	0	0	0	0	511,015
PROCEEDS - GO BONDS	0	0	0	0	0
PREMIUM ON BONDS	0	0	0	0	0
TOTAL DEBT SERVICE FUND	$6,025,777	$6,801,279	$8,212,866	$8,807,213	$9,699,397

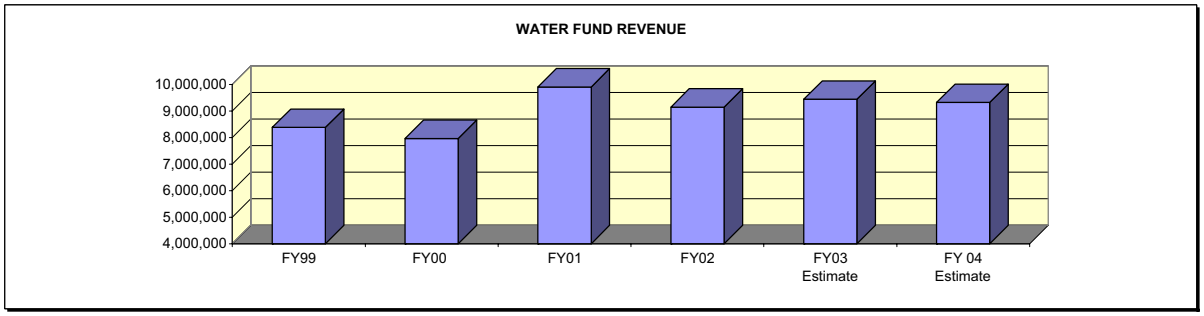


ELECTRIC FUND					
RESIDENTIAL SALES	17,961,821	24,000,101	24,898,704	25,646,000	26,415,000
RESIDENTIAL SALES (NT)	0	1,773	0	633	0
COMMERCIAL/INDUSTRIAL	13,632,910	17,887,214	19,061,777	19,370,000	20,222,400
SECURITY LIGHTS	54,374	56,150	59,362	62,000	63,200
OTHER ELECTRIC SALES	16,955	32,090	38,800	36,000	36,700
ELECTRIC ApprERTY RENTAL	50,724	51,998	33,653	53,000	54,100
FORF DISCOUNTS/PENALTIES	552,649	815,541	768,488	730,000	744,600
CONNECT FEES	173,152	185,769	204,895	206,000	210,100
MISC OPERATING REVENUES	846,973	4,464	4,595	32,000	32,600
INTEREST ON INVESTMENTS	1,357,740	1,147,430	603,994	400,000	408,000
REALIZED GAIN/LOSS	5,889	13,087	(10,645)	2,000	2,000
NET INCR/DCR IN FMV	0	(7,316)	0	0	0
RSVD INT: REV BOND I&S	0	0	0	0	0
GARAGE TRUCKS/CONTAINERS	7,225	-	0	0	0
NORTHGATE REVITAL.	13,320	-	0	0	0
STREET LIGHTING	0	0	0	150	200
DAMAGE REIMBURSEMENT	3,935	36,352	43,044	3,500	3,600
OTHER REIMBURSED EXPENSE	48,692	40	10,987	110,000	112,200
CUSTOMER DONATIONS	0	18,060	13,697	0	0
CASH OVER/SHORT	6,917	167	(79)	0	0
COLLECTION SERVICE FEES	23,316	7,111	3,694	0	0
MINERAL ROYALTY INTERESTS	378	281	146	0	0
LAND RENTALS/LEASES	500	0	0	0	0
SALE OF SCRAP	5,896	8,004	2,597	0	0
SALE OF SURPLUS Appr	236	5,970	6,395	9,450	9,600
MISC NONOPERATING REVENUE	32,791	51,176	81,956	15,000	40,400
TOTAL ELECTRIC FUND	**$ 34,796,393**	**$ 44,315,462**	**$ 45,826,060**	**$ 46,675,733**	**$ 48,354,700**

REVENUE HISTORY AND FY 04 ESTIMATES

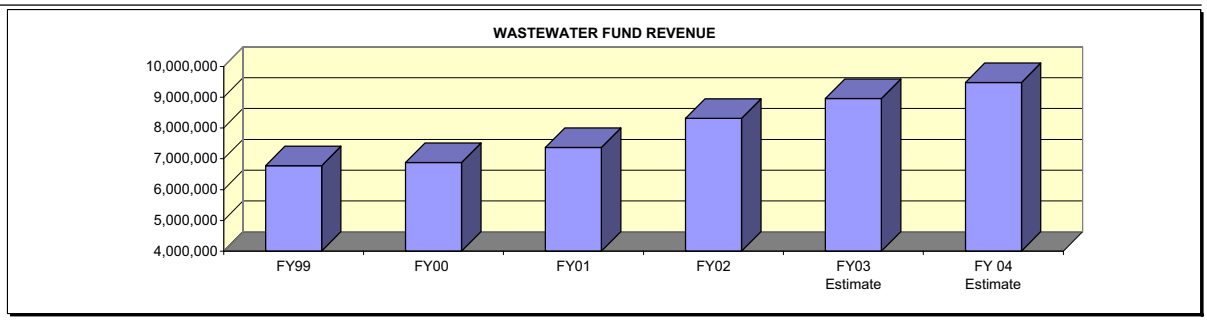


DESCRIPTION	FY00	FY01	FY02	Estimate FY03	Estimate FY 04
WATER FUND					
RESIDENTIAL	$ 4,630,827	$ 6,133,383	$ 6,242,414	$ 6,450,000	$ 6,579,000
COMMERCIAL	2,599,931	1,920,323	1,888,223	1,850,000	1,887,000
FORF DISCOUNTS/PENALTIES	44,765	0	0	0	0
CONNECT FEES	42,349	46,780	52,030	48,000	49,000
WATER TAPS	328,150	395,163	484,910	440,000	448,800
MISC OPERATING REVENUES	0	1,943	4,762	28,000	28,600
INTEREST ON INVESTMENTS	309,905	533,934	433,879	300,000	306,000
REALIZED GAIN / (LOSS)	722	6,532	(7,656)	0	0
DAMAGE REIMB.	1,269	28,318	9,604	7,000	7,100
SUBROGATION RECOVERED	6,994	0	0	0	0
OTHER REIMB.	817	0	23,641	200	200
LAND RENTALS/LEASES	0	300	0	0	0
SALE OF SCRAP	331	0	0	0	0
SALE OF SURPLUS ApprERTY	39	821,970	3,350	238,463	3,500
MISC NONOPERATING REVENUE	262	10,675	7,536	76,000	7,500
TOTAL WATER FUND	$7,966,361	$9,899,321	$9,142,693	$9,437,663	$9,316,700

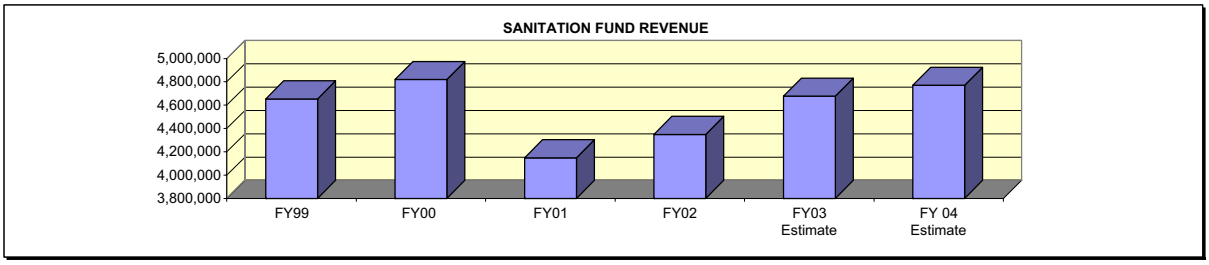


WASTEWATER FUND					
RESIDENTIAL	$ 5,502,738	$ 5,867,817	$ 6,718,484	$ 7,192,000	$ 7,623,500
COMMERCIAL	1,047,272	1,121,465	1,121,061	1,350,000	1,431,000
FORF DISCOUNTS/PENALTIES	46,826	0	0	0	0
SEWER TAPS	177,750	227,400	323,038	305,000	311,100
MISC OPERATING REVENUES	0	0	0	0	0
INTEREST ON INVESTMENTS	99,574	146,805	129,741	100,000	102,000
REALIZED GAIN/LOSS	193	1,752	(2,286)	0	0
RESRVD INT: REV BOND I&S	0	0	0	0	0
DAMAGE REIMBURSEMENT	0	0	0	0	0
SUBROGATION RECOVERED	4,223	0	0	0	0
SALE OF SCRAP	0	0	0	0	0
SALE OF SURPLUS ApprERTY	0	40	25,895	3,500	3,600
MISC. NONOPERATING REVENUE	0	(7)	40	6,500	6,600
TOTAL WASTEWATER FUND	$6,878,576	$7,365,272	$8,315,973	$8,957,000	$9,477,800

REVENUE HISTORY AND FY 04 ESTIMATES

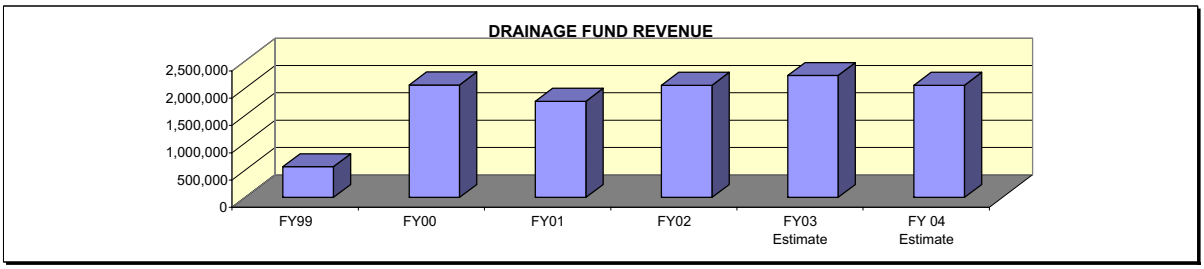


DESCRIPTION	FY00	FY01	FY02	Estimate FY03	Estimate FY 04
SANITATION FUND					
RESIDENTIAL	$ 2,198,481	$ 2,511,985	$ 2,575,734	$ 2,880,000	$ 2,937,600
COMMERCIAL	1,271,183	1,453,819	1,447,125	1,489,000	1,518,780
COMMERCIAL/NONTAXABLE	14,792	14,958	221,957	235,000	239,700
INFECTIOUS WASTE	595	0	0	0	0
STATE SURCHARGE	1,986	2,180	2,075	2,000	2,000
DEAD ANIMAL PICKUP	182	0	952	1,000	1,000
ROLLOFF RENTAL - TAXABLE	0	13,414	14,293	14,000	14,300
ROLLOFF RENTAL - NON-TAXABLE	0	2,824	1,632	1,800	1,800
MISC. FEES	5,507	5,330	4,516	4,700	4,800
MISC FEES (NT)	0	788	680	800	800
FORF DISCOUNTS/PENALTIES	25,109	0	0	0	0
OTHER OPRTNG: RECYCLING	15,336	40,308	24,201	17,500	17,900
MISC OPERATING REVENUES	2,438	645	1,903	500	500
INTEREST ON INVESTMENTS	159,347	96,842	53,522	30,000	30,600
REALIZED GAIN/LOSS	368	1,109	(986)	200	200
BVSWMA/ASSET TRANSFER	18,399	0	0	0	0
EARNINGS IN JOINT VENTURE	1,071,370	0	0	0	0
CASH OVER/SHORT	(29)	0	0	0	0
COLLECTION SERVICE FEES	575	1,547	1,354	1,500	1,500
SALE OF SCRAP	0	0	0	0	0
SALE OF SURPLUS ApprERTY	33,977	2,050	0	0	0
MISC. NONOPERATING REVENUE	392	615	40	100	100
GRANTS	0	0	0	0	0
TOTAL SANITATION FUND	$4,820,008	$4,148,414	$4,348,998	$4,678,100	$4,771,580



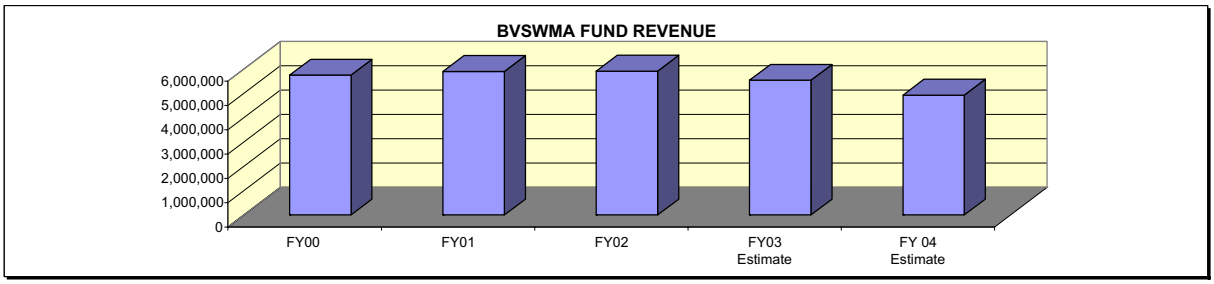
DRAINAGE FUND

RESIDENTIAL	$ 350,232	$ 736,546	$ 772,135	$ 827,000	$ 826,200
COMMERCIAL	99,785	201,080	209,538	211,000	215,200
INTEREST ON INVESTMENTS	178,357	323,539	294,359	170,000	160,000
REALIZED GAIN/(LOSS)	56	3,376	(5,073)	0	0
OTHER MISC REVENUE	0	0	0	6,700	0
PROCEEDS - GO BONDS	1,432,900	500,000	785,000	1,000,000	855,000
Transfer In	0	-	-	21,839	0
TOTAL DRAINAGE FUND	2,061,330	1,764,541	2,055,959	2,236,539	2,056,400



REVENUE HISTORY AND FY 04 ESTIMATES

DESCRIPTION	FY00	FY01	FY02	Estimate FY03	Estimate FY 04
BVSWMA FUND					
LANDFILL CHARGES	$ 5,284,324	$ 5,237,839	$ 5,396,098	$ 5,221,600	$ 4,626,000
INVESTMENT INCOME	0	0	17	0	0
INTEREST ON INVESTMENTS	426,078	514,034	491,338	310,000	310,000
REALIZED GAIN/ (LOSS)	(2,743)	6,039	(8,777)	0	0
DAMAGE REIMBURSEMENT	4,311	102,900	0	0	0
GRANTS	2,742	34,462	0	13,011	0
CASH OVER/SHORT	236	80	(5)	2,000	0
COLLECTION SERVICE FEES	0	0	700	0	0
MINERAL PERMITS	0	0	0	3,209	0
MINERAL LEASES	0	0	0	0	0
MINERAL ROYALTY INTERESTS	18,645	6,156	2,629	0	0
LAND RENTALS/LEASES	0	0	0	0	0
EQUIPMENT RENTAL	0	0	0	0	0
OTHER MISC. REVENUE	448	355	315	0	0
GAIN ON SALE OF PROPERTY	15,674	7,400	14,700	0	0
MINERAL FRANCHISE TAXES	0	0	0	0	0
MISC. NONOP. REVENUE	14,757	6,560	27,193	0	0
TOTAL BVSWMA FUND	5,764,472	5,915,825	5,924,208	5,549,820	4,936,000



APPENDIX E

CITY OF COLLEGE STATION CHARTER

ARTICLE V - THE BUDGET

ARTICLE V
THE BUDGET

Fiscal Year;

Section 45. The fiscal year of the City of College Station shall be determined by ordinance of the Council. Such fiscal year shall also constitute the budget and accounting year.

Preparation and Submission of Budget;

Section 46. The City Manager, between thirty (30) and ninety (90) days prior to the beginning of each fiscal year, shall submit to the City Council a approved budget which shall provide a complete financial plan for the fiscal year, and shall contain the following:

(1) A budget message, explanatory of the budget, which shall contain an outline of the approved financial policies of the city for the fiscal year, shall set forth the reasons for salient changes from the previous fiscal year in expenditure and revenue items and shall explain any major changes in financial policy.

(2) A consolidated statement of receipts and expenditures for all funds.

(3) An analysis of property valuations and the tax rate, which may be based on an estimated tax roll prepared by the Central Appraisal District, if the final roll has not been certified.

(4) All operating funds and resources in detail.

(5) Detailed estimates of expenditures shown separately for each activity. Such estimates of expenditures are to include an itemization of position showing the number of persons having each title and the total regular pay for each position.

(6) A revenue and expense statement for all types of bonds and other obligations of the city.

(7) A description of all outstanding bonds and other obligations of the city, showing as to each issue, the rate or rates of interest, the date of the issue, the maturity date or dates, the amount authorized, the amount issued, and the amount outstanding.

(8) A schedule of requirements for the principal and interest on each issue of bonds and other obligations of the city.

(9) A special funds section.

(10) The appropriation ordinance.

(11) The tax levying ordinance.

Anticipated Revenues Compared With Other Years in Budget;

Section 47. In preparing the budget the City Manager shall, in the form which he presents to the City Council, place in parallel columns opposite the several items of revenue the actual amount of each item for the last completed fiscal year, the estimated amount for the current fiscal year, and the approved amount for the ensuing fiscal year.

Approved Expenditures Compared With Other Years;

Section 48. The City Manager shall, in the preparation of the budget, place in parallel columns opposite the various items of expenditures the actual amount of such items of expenditures for the last completed fiscal year, the estimated for the current fiscal year, and the approved amount for the ensuing fiscal year.

Budget a Public Record;

Section 49. The budget and all supporting schedules shall be filed with the City Secretary when submitted to the City Council and shall be a public record for inspection by anyone. The City Manager shall cause copies to be made for distribution to all interested persons.

Notice of Public Hearing on Budget;

Section 50. At the meeting at which the budget is submitted, the city council shall fix the time and place of a public hearing on the budget and shall cause to be published a notice of the hearing setting forth the time and place thereof at least five (5) days before the date of the hearing.

Public Hearing on Budget;

Section 51. At the time and place set for a public hearing on the budget, or at any time and place to which such public hearing shall from time to time be adjourned, the City Council shall hold a public hearing on the budget submitted, and all

interested persons shall be given an opportunity to be heard for or against any item or the amount of any item therein contained.

Proceedings on Budget After Public Hearing Amending Or Supplementing Budget;

Section 52. After the conclusion of such public hearing, the City Council may insert new items or may increase or decrease the items of the budget, except items in approved expenditures fixed by law. Before inserting any additional item or increasing any item of appropriation which will increase the total budget by ten percent or more, it must cause to be published a notice setting forth the nature of the approved increases and fixing a place and time, not less than five (5) days after publication, at which the city council will hold a public hearing thereon.

Proceedings on Adoption of Budget;

Section 53. After such further hearing, the City Council may insert the additional item or items, and make the increase or increases, to the amount in each case indicated by the published notice, or to a lesser amount; but where it shall increase the total approved expenditures, it shall also provide for an increase in the total anticipated revenue to at least equal such total approved expenditures.

Vote Required for Adoption;

Section 54. The budget shall be adopted by the favorable vote of a majority of the members of the entire city council.

Date of Final Adoption; Failure to Adopt;

Section 55. The budget shall be finally adopted not later than the twenty-seventh day of the last month of the fiscal year. Should the City Council take no final action on or prior to such day, the budget as submitted by the City Manager shall be deemed to have been finally adopted.

Effective Date of Budget; Certification; Copies Made Available;

Section 56. Upon final adoption, the budget shall be in effect for the fiscal year. A copy of the budget, as finally adopted, shall be filed with the City Secretary, the County Clerk of Brazos County and the State Comptroller of Public Accounts at Austin. The final budget shall be printed, mimeographed or otherwise reproduced, and a reasonable number of copies shall be made available for the use of all officers, departments and agencies, and for the use of interested persons and civic organizations.

Budget Establishes Appropriations;

Section 57. From the effective date of the budget, the several amounts stated therein as approved expenditures shall be and become appropriated to the several objects and purposes therein named.

Budget Establishes Amount to be Raised by Property Tax;

Section 58. From the effective date of the budget, the amount stated therein as the amount to be raised by property tax shall constitute a determination of the amount of the levy for the purposes of the city in the corresponding tax year.

Contingent Appropriation;

Section 59. Provision shall be made in the annual budget and in the appropriation ordinance for a contingent appropriation in an amount not more than three (3) percent of the total budget expenditure, to be used in case of unforeseen items of expenditures. Such contingent appropriation shall be under the control of the City Manager and distributed by him, after approval by the City Council. Expenditures from this appropriation shall be made only in case of established emergencies and a detailed account of such expenditures shall be recorded and reported. The proceeds of the contingent appropriation shall be disbursed only by transfer to other departmental appropriation, the spending of which shall be charged to the departments or activities for which the appropriations are made.

Estimated Expenditures Shall Not Exceed Estimated Resources;

Section 60. The total estimated expenditures of the general fund and debt fund shall not exceed the total estimated resources of each fund. The classification of revenue and expenditure accounts shall conform as nearly as local conditions will permit to the uniform classification as promulgated by the Governmental Accounting Standards Board, or some other nationally accepted classification.

1. If during the fiscal year the City Manager certifies that there are available for appropriation revenues in excess of those estimated in the budget, the City Council, by ordinance, may make supplemental appropriations for the year up to the amount of such excess. Before approval, the council shall fix the time and place of a public hearing on the supplemental appropriation and shall cause to be published a notice in the official newspaper of the City of College Station of the hearing setting the time and place at least five (5) working days before the date of the hearing.

2. To meet a public emergency affecting life, health and property of the public peace, the city council may make emergency appropriations. Such appropriations may be made by emergency ordinance. To the extent that there are no available unappropriated revenues or a sufficient fund balance to meet such appropriations, the council may by such emergency ordinance authorize the issuance of emergency notes, which may be renewed from time to time, but the emergency notes and renewals of any such notes made during a fiscal year shall be paid not later than the last day of the fiscal year next succeeding that in which the emergency appropriation was made.

3. If at any time during the fiscal year it appears probable to the City Manager that the revenues or fund balances available will be insufficient to meet the amounts appropriated, he shall report to the city council without delay, indicating the estimated amount of the deficit, any remedial action taken by him and his recommendations as to any other steps to be taken. The council shall then take such further action as it deems necessary to prevent or reduce any deficit and for that purpose it may by ordinance reduce one or more appropriations.

4. The City Manager may at any time transfer any unencumbered appropriation balance or portion thereof between general classifications of expenditures within an office, department or agency. At the request of the City Manager, the City Council may by resolution transfer any unencumbered appropriation balance or portion thereof from one office, department or agency to another.

5. No appropriation for debt service may be reduced or transferred, and no appropriation may be reduced below any amount required by law to be appropriated or by more than the amount of the unencumbered balance thereof. The supplemental and emergency appropriations and reduction of transfer of appropriations authorized by this section may be made effective immediately upon adoption.

Emergency Appropriations;

Section 61. All appropriations shall lapse at the end of the fiscal year to the extent that they shall not have been expended or lawfully encumbered.

APPENDIX F

FISCAL AND BUDGETARY POLICY STATEMENTS

FISCAL AND BUDGETARY POLICY STATEMENTS

I. STATEMENT OF PURPOSE

The broader intent of the following Fiscal and Budgetary Policy Statements is to enable the City to achieve a long-term stable and positive financial condition. The watchwords of the City's financial management include integrity, prudent stewardship, planning, accountability, and full disclosure.

The more specific purpose is to provide guidelines to the Director of Fiscal Services otherwise known as the Director of Fiscal Services in planning and directing the City's day-to-day financial affairs and in developing recommendations to the City Manager and City Council.

The scope of these policies generally spans, among other issues, accounting, purchasing, auditing, financial reporting, internal controls, operating and capital budgeting, revenue management, cash and investment management, expenditure control, asset management, debt management, and planning concepts, in order to:

A. Present fairly and with full disclosure the financial position and results of the financial operations of the City in conformity with generally accepted accounting principles (GAAP), and

B. Determine and demonstrate compliance with finance related legal and contractual issues in accordance with provisions of the Texas Local Government Code and other pertinent legal documents and mandates.

The City Council will annually review and approve the Fiscal and Budgetary Policy Statements as part of the budget process.

II. OPERATING BUDGET

A. PREPARATION. Budgeting is an essential element of the financial planning, control, and evaluation process of municipal government. The "operating budget" is the City's annual financial operating plan. The budget includes all of the operating departments of the City, the debt service fund, all capital projects funds, and the internal service funds of the City. The budgets for the General Funds and Special Revenue Funds are prepared in the Office of Budget and Strategic Planning on a modified accrual basis. Under this basis revenues are recognized when they become measurable and available to finance expenditures of the current period. Expenditures are recognized when the related fund liability is incurred with the exception of: unmatured interest on long term debt which is recognized when due, and certain compensated absences and claims and judgments such as accrued vacation leave which are recognized when the obligations are expected to be liquidated with expendable resources.

The budgets for the Enterprise and Internal Service Funds are similarly prepared on the modified accrual basis where cash transactions are included in the budget presentation in lieu of non cash transactions such as depreciation. The focus is on the net change in working capital.

The budget is prepared with the cooperation of all City Departments, and is submitted to the City Manager who makes any necessary changes and transmits the document to the City Council. The budget shall be presented to the City Council no later than six weeks prior to fiscal year end, and shall be enacted by the City Council on or before the twenty-seventh day of the last month of the preceding fiscal year.

1. **APPROVED BUDGET**. A approved budget shall be prepared by the Manager with the participation of all of the City's Department Directors within the provisions of the City Charter.

   a. The budget shall include four basic segments for review and evaluation: (1) personnel costs, (2) base budget for operations and maintenance costs, (3) service level adjustments for increases or decreases to existing service levels, and (4) revenues.

   b. The budget review process shall include Council participation in the development of each of the four segments of the approved budget and a public hearing to allow for citizen participation in the budget preparation.

c. The budget process shall span sufficient time to address policy and fiscal issues by the Council.

d. A copy of the approved budget shall be filed with the City Secretary when it is submitted to the City Council in accordance with the provisions of the City Charter.

2. ADOPTION. Upon the presentation of a approved budget document to the Council, the Council shall call and publicize a public hearing. The Council will subsequently adopt by ordinance such budget as it may have been amended as the City's Annual Budget, effective for the fiscal year beginning October 1.

3. Budget Award. The operating budget will be submitted annually to the Government Finance Officers Association (GFOA) for evaluation and consideration for the Award for Distinguished Budget Presentation.

B. BALANCED BUDGET. The operating budget will be balanced with current revenues, exclusive of beginning resources, greater than or equal to current expenditures/expenses. Excess balances shall be used as capital funds or other non-recurring expenditures.

C. PLANNING. The budget process will be coordinated so as to identify major policy issues for City Council. The budget process will be a part of an overall strategic planning process for the City.

D. REPORTING. Periodic financial reports will be prepared to enable the Department Directors to assess their budgetary and operational performance and to enable the Office of Budget and Strategic Planning to monitor and control the budget as authorized by the City Manager. Summary financial reports will be presented to the City Council quarterly within thirty (30) working days after the end of each quarter. Such reports will be in a format appropriate to enable the City Council to understand the big picture budget status.

E. CONTROL. Operating expense control is addressed in Section IV.C. of these Policies.

F. CONTINGENT APPROPRIATION. Pursuant to Section 59 of the Charter of the City of College Station, the City will establish an adequate contingent appropriation in each of the operating funds. The expenditure for this appropriation shall be made only in cases of emergency, and a detailed account shall be recorded and reported. The proceeds shall be disbursed only by transfer to departmental appropriation. The transfer of this budget appropriation shall be under the control of the City Manager and may be distributed by him in amounts not exceeding $15,000 or such amount as shall be provided by Article 2368a V.T.C.S. as amended from time to time. Any transfer involving more than such amounts must be expressly approved in advance by the City Council.

All transfers from the contingent appropriation will be evaluated using the following criteria:

1. Is the request of such an emergency nature that it must be made immediately?

2. Why was the item not budgeted in the normal budget process?

3. Why can't the transfer be made within the division or department?

III. REVENUE MANAGEMENT.

A. OPTIMUM CHARACTERISTICS. The City will strive for the following optimum characteristics in its revenue system:

1. SIMPLICITY. The City, where possible and without sacrificing accuracy, will strive to keep the revenue system simple in order to reduce compliance costs for the taxpayer or service recipient. A corresponding decrease in the City's cost of collection and a reduction in avoidance to pay will thus result. The City will avoid nuisance taxes or charges as revenue sources.

2. CERTAINTY. A knowledge and understanding of revenue sources increases the reliability of the revenue system. The City will understand its revenue sources and enact consistent collection policies to provide assurances that the revenue base will materialize according to budgets and plans.

3. EQUITY. The City shall make every effort to maintain equity in its revenue system; i.e., the City shall seek to minimize or eliminate all

forms of subsidization between entities, funds, services, utilities, and customer classes.

4. **REVENUE ADEQUACY.** The City shall require that there be a balance in the revenue system; i.e., the revenue base will have the characteristic of fairness and neutrality as it applies to cost of service, willingness to pay, and ability to pay.

5. **ADMINISTRATION.** The benefits of a revenue source will exceed the cost of levying and collecting that revenue. The cost of collection will be reviewed annually for cost effectiveness as a part of the indirect cost and cost of service analysis. Where appropriate, the City will use the administrative processes of State or Federal collection agencies in order to reduce administrative costs.

6. **DIVERSIFICATION AND STABILITY.** A diversified revenue system with a stable source of income shall be maintained. This approach will help avoid instabilities in particular revenue sources due to factors such as fluctuations in the economy and variations in the weather. Stability is achieved by a balance between elastic and inelastic revenue sources.

B. OTHER CONSIDERATIONS. The following considerations and issues will guide the City in its revenue policies concerning specific sources of funds:

1. **COST/BENEFIT OF INCENTIVES FOR ECONOMIC DEVELOPMENT.** The City will use due caution in the analysis of any tax or fee incentives that are used to encourage development. Ideally, a cost/benefit (fiscal impact) analysis will be performed as part of such evaluation.

2. **NON-RECURRING REVENUES.** One-time or non-recurring revenues will not be used to finance ongoing operations. Non-recurring revenues should be used only for one-time expenditures such as long-lived capital needs. They will not be used for budget balancing purposes.

3. **PROPERTY TAX REVENUES.** All real and business personal property located within the City shall be valued at 100% of the fair market value for any given year based on the current appraisal supplied to the City by the Brazos County Appraisal District. Reappraisal and reassessment shall be done at a minimum of once every three years.

   A ninety-six and one half percent (96.5%) collection rate shall serve each year as a minimum goal for tax collections. The City Manager may, for budget and forecasting purposes, use up to the tax rate in effect for the current year's budget. This policy will require that the City Manager justify a tax rate that is different from the current tax rate. The justification will be based on City Council directions, needs arising from voter authorized bonds, or other extraordinary conditions as may arise from time to time.

4. **INVESTMENT INCOME.** Earnings from investment (both interest and capital gains) of available monies, whether pooled or not, will be distributed to the funds in accordance with the equity balance of the fund from which monies were provided to be invested.

5. **USER-BASED FEES AND SERVICE CHARGES.** For services associated with a user fee or charge, the direct and indirect costs of that service will be offset by a fee where possible. There will be a review of fees and charges no less than once every three years to ensure that fees provide adequate coverage of costs of services. User charges may be classified as "full cost recovery," partial cost recovery," and "minimal cost recovery," based upon City Council policy.

   a. Full fee support (80-100%) will be obtained from enterprise operations such as utilities, sanitation service, landfill, cemetery and licenses and permits.
   b. Partial fee support (50-80%) will be generated by charges for emergency medical services, miscellaneous licenses and fines, and all adults sports programs.
   c. Minimum fee support (0-50%) will be obtained from other parks, recreational, cultural, and youth programs and activities.

6. **ENTERPRISE FUND RATES.** The City will review and adopt utility rates as needed to generate revenues required to fully cover operating expenses, meet the legal restrictions of all applicable bond covenants, and provide for an adequate level of working capital.

Additionally, enterprise activity rates will include transfers to and receive credits from other funds as follows:

a. General and Administrative (G&A) Charges. G&A costs will be charged to all funds for services of general overhead, such as administration, finance, customer billing, personnel, data processing, engineering, legal counsel, and other costs as appropriate. The charges will be determined through an indirect cost allocation study following accepted practices and procedures.

b. Payment for Return on Investment. The intent of this transfer is to provide a benefit to the citizens for the ownership of the various utility operations they own. This transfer will be made in accordance with the following two methods, not to exceed 10% of the total estimated operating revenues for the Water and Wastewater Funds, 10.5% for the Electric fund, and 7.0% for the Sanitation Fund:

(1) *In-Lieu-of-Franchise-Fee.* In-lieu-of-franchise fee will be included as a part of the rate computation at 4% of gross sales consistent with the franchise rates charged to investor owned utilities franchised to operate within the City.

(2) *Return on Investment.* The Return on Investment will be calculated at 8% of total Fund Equity.

7. INTERGOVERNMENTAL REVENUES. Reliance on intergovernmental revenues (grants) will be eliminated or reduced. Any potential grants will be examined for matching and continuation of program requirements. These revenue sources should be used only for projects and programs where operating and maintenance costs that have been included in the financial forecast and their ultimate effect on operations and revenue requirements are anticipated.

8. REVENUE MONITORING. Revenues as they are received will be regularly compared to budgeted revenues and variances will be investigated. This process will be summarized in the appropriate budget report.

IV. EXPENDITURE CONTROL

A. APPROPRIATIONS. The point of budgetary control is at the department level in the General Fund and at the fund level in all other funds. When budget adjustments among Departments and/or funds are necessary, they must be approved by the City Council and must meet other requirements as outlined in the City Charter. Budget appropriation amendments at lower levels of control shall be made in accordance with the applicable administrative procedures.

B. AMENDMENTS TO THE BUDGET. In accordance with the City Charter, the budget may be amended after the following conditions are met:

1. The City Manager certifies that there are available revenues in excess of those estimated in the Budget.
2. The City Council holds a public hearing on the supplemental appropriation.
3. The City Council approves the supplemental appropriation.

C. CENTRAL CONTROL. Modifications within the operating categories (salaries, supplies, maintenance, services, capital etc.) can be made with the approval of the City Manager. Modifications to reserve categories and interdepartmental budget totals will be done only by City Council consent with formal briefing and council action.

D. PURCHASING. All City purchases and contracts shall conform to a competitive bidding process as set forth in Chapter 252 as amended from time to time in the Local Government Code of Texas. If the sealed competitive bidding requirement applies to the contract, the contract shall be submitted to the Council for approval. The purchase of goods or services by the City totaling $3,000 to $25,000 shall be awarded to the successful bidder through an informal bidding process culminating in the issuance of a purchase order when deemed appropriate.

Any payment for the purchase of goods or services by the City at a total cost of less than $3,000 may be approved by the applicable department in accordance with the department's internal control procedures.

E. PROMPT PAYMENT. All invoices approved for payment by the proper City authorities shall be paid within thirty (30) calendar days of receipt of goods or services or invoice date, whichever is later, in accordance with the provisions of Article 601f, Section 2 of the State of Texas Civil Statutes.

The Director of Fiscal Services shall establish and maintain proper procedures which will enable the City to take advantage of all purchase discounts, when possible, except in the instance where payments can be reasonably and legally delayed in order to maximize the City's investable cash.

F. RISK MANAGEMENT. The City will aggressively pursue every opportunity to provide for the Public's and City employees' safety and to manage its risks. The goal shall be to minimize the risk of loss of resources through liability claims with an emphasis on safety programs. All reasonable options will be investigated to finance risks. Such options may include risk transfer, insurance, and risk retention. Where risk is retained, reserves will be established based upon actuarial determinations and not be used for purposes other than for financing losses.

G. REPORTING. Summary reports will be prepared showing actual expenditures as compared to the original budget and prior year expenditures.

V. CAPITAL BUDGET AND PROGRAM

A. PREPARATION. The City's capital budget will include all capital projects funds and all capital resources. The budget will be prepared annually on a project basis. The capital budget will be prepared by the Office of Budget and Strategic Planning with the involvement of responsible departments.

B. CONTROL. All capital project expenditures must be appropriated in the capital budget. The Director of Fiscal Services must certify the availability of resources before any capital project contract is presented to the City Council for approval.

C. PROGRAM PLANNING. The capital budget will be taken from the capital improvements project plan for future years. The planning time frame for the capital improvements project plan should normally be five years, with a minimum of at least three years. The replacement and maintenance for capital items should also be projected for the next five years. Future maintenance and operational costs will be considered so that these costs can be included as appropriate in the annual budget.

D. FINANCING PROGRAMS. Where applicable, assessments, impact fees, pro-rata charges, or other fees should be used to fund capital projects which have a primary benefit to specific, identifiable property owners.

Recognizing that long-term debt is usually a more expensive financing method, alternative financing sources will be explored before debt is issued. When debt is issued, it will be used to acquire major assets with expected lives which equal or exceed the average life of the debt issue.

E. REPORTING. Periodic financial reports will be prepared to enable the Department Managers to manage their capital budgets and to enable the Office of Budget and Strategic Planning to monitor and control the capital budget as authorized by the City Manager. Summary capital project status reports will be presented to the City Council monthly.

VI. CAPITAL MAINTENANCE & REPLACEMENT

The City recognizes that deferred maintenance and not anticipating capital replacements increases future capital costs. In order to address these issues, the City Council has approved a number of policies to address these issues.

A. STREETS CAPITAL MAINTENANCE AND REPLACEMENT. It is the policy of the City to annually provide significant funding for the Streets Division within the Public Works Department to use for a residential street maintenance program.

B. BUILDING CAPITAL MAINTENANCE AND REPLACEMENT. It is the policy of the City to annually provide significant funding for major maintenance on its buildings such as roof air conditioning, flooring and other replacements.

C. PARKING LOTS AND INTERNAL ROADWAYS. It is the policy of the City to annually provide significant funding to pay for

major maintenance of parking lots and internal roadways.

D. TECHNOLOGY. It is the policy of the City to fund the maintenance and replacement of its computer network and personal computers. The funding for the computer network is 10%) of the original cost of the equipment and the software. Additionally, funding for integration solutions and upgrades to the mid range systems is $90,000 annually.

Major replacements for the computer systems including hardware and software will be anticipated for a five-year period and included with the capital projects lists presented in the annual budget.

E. FLEET REPLACEMENT. The City has a major investment in its fleet of cars, trucks, tractors, backhoes, and other equipment. The City will anticipate replacing existing equipment, as necessary and will establish charges that are assigned to departments to account for the cost of that replacement. The replacement fund may be used to provide funding for new equipment providing a charge to departments that recovers the initial investment and lost opportunity costs and maintains the ability of the fund to provide for replacement of all covered equipment.

F. RADIOS, COPIERS, OTHER EQUIPMENT, AND TELEPHONES. The City has a major investment in its radios, copiers, and telephone equipment. As a part of the on going infrastructure maintenance and replacement, the City has anticipated the useful life of such equipment and established a means of charging the cost of replacement of that equipment to the various departments in order to recognize the city's continuing need.

VII. ACCOUNTING, AUDITING, AND FINANCIAL REPORTING

A. ACCOUNTING. The City is solely responsible for the recording and reporting of its financial affairs, both internally and externally. The Director of Fiscal Services is the City's Chief Fiscal Officer and is responsible for establishing the structure for the City's Chart of Accounts and for assuring that procedures are in place to properly record financial transactions and report the City's financial position.

B. AUDITING.

1. **QUALIFICATIONS OF THE AUDITOR**. In conformance with the City's Charter and according to the provisions of Texas Local Government Code, Title 4, Chapter 103, the City will be audited annually by outside independent accountants ("auditor"). The auditor must be a CPA firm of regional reputation and must demonstrate that it has the breadth and depth of staff to conduct the City's audit in accordance with generally accepted auditing standards (GAAS) and contractual requirements. The auditor must be registered as a partnership or corporation of certified public accountants, holding a license under Article 41 a-1, Section 9, of the Civil Statutes of Texas, capable of demonstrating that it has sufficient staff which will enable it to conduct the City's audit in accordance with generally accepted auditing standards as required by the City Charter and applicable state and federal laws. The auditor's report on the City's financial statements will be completed and filed with the City Secretary within 120 days of the City's fiscal year end, and the auditor will jointly review the management letter with the City Council within 30 days of its receipt by the staff.

   In conjunction with their review, the Director of Fiscal Services shall respond in writing to the City Manager and City Council regarding the auditor's Management Letter, addressing the issues contained therein. The Council shall schedule its formal acceptance of the auditor's report upon the resolution of any issues resulting from the joint review.

2. **RESPONSIBILITY OF AUDITOR TO CITY COUNCIL**. The auditor is retained by and is accountable directly to the City Council and will have access to direct communication with the City Council if the City Staff is unresponsive to auditor recommendations or if the auditor considers such communication necessary to fulfill its legal and professional responsibilities.

3. **SELECTION OF AUDITOR**. The City will not require a periodic rotation of outside auditors, but will circulate requests for proposal for audit services at least every five years. Authorization for the City's annual

audit shall occur no less than 30 days prior to the end of the fiscal year.

C. FINANCIAL REPORTING.

1. **EXTERNAL REPORTING.** The City's auditors, the City shall prepare a written Comprehensive Annual Financial Report (CAFR) which shall be presented to the Council within 120 calendar days of the City's fiscal year end. Accuracy and timeliness of the CAFR are the responsibility of City staff. The CAFR shall be prepared in accordance with GAAP and shall be presented annually to the Government Finance Officer's Association (GFOA) for evaluation and consideration for the Certificate of Achievement for Excellence in Financial Reporting. If City staffing limitations preclude such timely reporting, the Director of Fiscal Services will inform the City Council of the delay and the reasons therefor.

2. **INTERNAL REPORTING.** The Fiscal Services Department will prepare internal financial reports, sufficient to plan, monitor, and control the City's financial affairs. Internal financial reporting objectives are addressed throughout these policies.

VIII. ASSET MANAGEMENT

A. INVESTMENTS. The Director of Fiscal Services shall promptly invest all City funds with the depository bank in accordance with the provisions of the current Bank Depository Agreement or in any negotiable instrument authorized by the City Council under the provisions of the Public Funds Investment Act of 1987 as amended, and in accordance with the City Council's approved Investment Policies.

An investment report will be provided to the City Council quarterly. This report shall provide both summary and detailed information on the City's investment portfolio.

B. CASH MANAGEMENT. The City's cash flow will be managed to maximize the cash available to invest. Such cash management will entail the centralization of cash collections, where feasible, including utility bills, building and related permits and licenses, fines, fees, and other collection offices as appropriate.

Periodic review of cash flow position will be performed to determine performance of cash management and conformance to investment policies. The underlying theme will be that idle cash will be invested with the intent to 1) safeguard assets, 2) maintain liquidity, and 3) maximize return. Where legally permitted, pooling of investments will be done.

C. FIXED ASSETS AND INVENTORY. These assets will be reasonably safeguarded and properly accounted for, and prudently insured.

A fixed asset of the City shall be defined as a purchased or otherwise acquired piece of equipment, vehicle, furniture, fixture, capital improvement, addition to existing capital investments, land, buildings or accessioned Library materials which has an original cost or value of at least $5,000 and a useful life of more than three years. All expenditures related to specific capital projects are exceptions to the rule. Assets owned by the electric utility will be capitalized in accordance with Federal Energy Regulatory Commission (FERD) guidelines. Furthermore, assets owned by either the water or wastewater utilities will be capitalized in accordance with the National Association of Regulatory Utility Commissioners (NARUC) guidelines.

The City's fixed assets shall be reasonably safeguarded and properly accounted for and sufficiently insured. Responsibility for the safeguarding of the City's fixed assets lies with the department director in whose department the fixed asset is assigned. The Fiscal Services Department shall maintain the permanent records of the City's fixed assets including description, cost, department of responsibility, date of acquisition, depreciation and expected useful life.

D. COMPUTER SYSTEM/DATA SECURITY. The City shall provide security of its computer/network system and data files through physical and logical security systems that will include, but not limited to, double back-to-back firewalls and a two-tier spam/virus protection system. The physical location of computer/network systems shall be in locations inaccessible to unauthorized personnel.

IX. DEBT MANAGEMENT

A. DEBT ISSUANCE. The City will issue debt only for the purpose of acquiring or constructing capital assets for the general benefit of its citizens and to allow it to fulfill its various missions as a city. Debt may be issued for the purposes of purchasing land or rights-of-way and/or improvements to land, for construction projects to provide for the general good, for capital equipment…

1. **GENERAL OBLIGATION BONDS (GO's).** GO's will be used only to fund capital assets of the general government and are not to be used to fund operating needs of the City. GO's are backed by the full faith and credit of the City as well as the ad valorem tax authority of the City, to the extent allowed by law. The term of a bond issue will not exceed the useful life of the asset(s) funded by the bond issue and will generally be limited to no more than twenty (20) years. General obligation bonds must be authorized by a vote of the citizens of the City of College Station.

2. **REVENUE BONDS (RB's).** RB'S will be issued to provide for the capital needs of any activities where the capital requirements are necessary for continuation or expansion of a service which produces a revenue and for which the asset may reasonably be expected to provide for a revenue stream to fund the debt service requirements. The term of the obligation should not exceed the useful life of the asset(s) to be funded by the bond issue and will generally be limited to no more than twenty (20) years.

3. **CERTIFICATES OF OBLIGATION, Contract Obligations, etc. (CO's**). CO's will be used in order to fund capital requirements that are not otherwise covered under either revenue bonds or general obligation bonds. Debt service for CO's may be either from general revenues or backed by a specific revenue stream or streams or by a combination of both. Generally CO's will be used to fund capital assets when GO's and RB's are not appropriate and when authorized under law. The term of the obligation may not exceed the useful life of the asset(s) to be funded by the proceeds of the debt issue and will generally be limited to no more than ten (10) years, but may extend to twenty (20) years when the asset is of a nature that its anticipated useful life exceeds 20 years.

B. METHOD OF ISSUANCE AND BIDDING PARAMETERS.

1. **METHOD OF SALE.** The City will use a competitive bidding process in the sale of bonds unless the nature of the issue warrants a negotiated bid. In situations where a competitive bidding process is not elected, the City will publicly present the reasons why, and the City will participate with the financial advisor in the selection of the underwriter or direct purchaser.

2. **BIDDING PARAMETERS.** The notice of sale will be carefully constructed so as to ensure the best possible bid for the City, in light of the existing market conditions and other prevailing factors.

C. ANALYSIS OF FINANCING ALTERNATIVES. Staff will explore alternatives to the issuance of debt for capital acquisitions and construction projects. These alternatives will include, but not be limited to, 1) grants in aid, 2) use of reserves, 3) use of current revenues, 4) contributions from developers and others, 5) leases, and 6) impact fees.

D. DISCLOSURE. Full disclosure of operating costs along with capital costs will be made to the bond rating agencies and other users of financial information. The City staff, with the assistance of financial advisors and bond counsel, will prepare the necessary materials for presentation to the rating agencies, will aid in the production of Preliminary Official Statements, and will take responsibility for the accuracy of all financial information released.

E. FEDERAL REQUIREMENTS. The City will maintain procedures to comply with arbitrage rebate and other Federal requirements.

F. DEBT STRUCTURING. The City will issue bonds for 20 years or less, not to exceed the life of the asset acquired.

The structure should approximate level annual debt service unless operational matters dictate otherwise or if market conditions indicate potential savings could result from modifying the level payment stream.

Consideration of market factors, such as the tax-exempt qualification, minimum tax alternative, and so forth will be given during the structuring of long-term debt instruments.

X. FINANCIAL CONDITIONS, RESERVES, AND STABILITY RATIOS

A. OPERATIONAL COVERAGE. (NO OPERATING DEFICITS). The City will maintain an operational coverage of 1.00, such that current operating revenues will at least equal or exceed current operating expenditures.

Deferrals, short-term loans, or one-time sources will be avoided as budget balancing techniques. Reserves will be used only for emergencies or non-recurring expenditures, except when balances can be reduced because their levels exceed guideline minimums as stated in Paragraph B, following.

B. OPERATING RESERVES/FUND BALANCES

1. The unobligated fund balance in the General Fund should be at least 15% of the annual budgeted General Fund expenses. This percentage is the equivalent of 55 days expenditures. An additional amount of up to 3.0% should be maintained for extraordinary items or contingencies. Cash and investments alone should be equivalent to 30 days of operating expenditures.

2. The working capital (current assets less current liabilities) in the enterprise funds should be maintained at 15% of total operating expenses or the equivalent of 55 days. Cash and Investments alone should be equivalent to 30 days of operations.

3. The Hotel/Motel Tax Fund fund balance should be at least 15% of the annual budgeted expenditures. -Adequate reserves are essential due to the nature of this revenue source and the reliance organizations have on this revenue source to maintain ongoing operations.

4. The Internal Service Funds will attain and retain fund balance/working capital balances appropriate for the fund.

   (a) Some funds such as Fleet Maintenance, Communications, Print-Mail and Utility Billing need only a minimal working capital balance in order to meet the needs of the fund.
   (b) Other funds-such as the various insurance funds where risk is retained by the City in a self-insurance mode, a reserve will be established based upon an actuarial determination. Such reserve will be used for no other purposes than for financing losses under the insurance program.
   (c) The Replacement Fund will have a working capital balance that will provide resources to replace covered equipment when it is necessary to be replaced. The funds will be replenished based on anticipated life of equipment and adjusted based on changes in the costs the covered equipment.

C. LIABILITIES AND RECEIVABLES. Procedures will be followed to maximize discounts and reduce penalties offered by creditors. Current liabilities will be paid within 30 days of the invoice date or on receipt of the goods or services, whichever is later. Accounts Receivable procedures will target collection for a maximum of 30 days from service, with any receivables aging past 90 days to go to a collection agency. The Director of Fiscal Services is authorized to write-off uncollectible accounts that are delinquent for more than 365 days, if the proper delinquency procedures have been followed.

D. CAPITAL AND DEBT SERVICE FUNDS.

1. Monies in the capital projects funds will be used within 36 months of receipt. Balances will be used to generate interest income to offset increases in construction costs or other associated costs. Capital project funds are intended to be expended.

2. Revenues in the General Debt Service Fund are stable, based on property tax revenues and transfers from other funds. Remaining balances are maintained to meet contingencies and to make certain that the next year's debt service payments may be met in a timely manner. The fund balance should not fall below $8^1/_3$% (one month) of average

budgeted expenditures (in line with IRS guidelines).

XI. INTERNAL CONTROLS

A. WRITTEN PROCEDURES. Wherever possible, written procedures will be established and maintained by the Director of Fiscal Services for all functions involving cash handling and/or accounting throughout the City. These procedures will embrace the general concepts of fiscal responsibility set forth in this policy statement.

B. DEPARTMENT DIRECTORS' RESPONSIBILITIES. Each department Director is responsible for ensuring that good internal controls are followed throughout his or her Department, that all Fiscal Services Department directives or internal controls are implemented, and that all independent auditor internal control recommendations are addressed. Departments will develop and periodically update written internal control procedures.

C. INTERNAL REVIEWS/AUDITS. The Accounting Division will complete a review/audit of any department or procedure as directed by the Director of Fiscal Services. Audits of petty cash and cash receipts will be randomly scheduled and conducted on an annual basis.

Embracing the Past

Exploring the Future

APPENDIX G

OUTSIDE AGENCY FUNDING

OUTSIDE AGENCY FUNDING

The City funds a number of outside agencies and organizations each fiscal year to provide services for the citizens of College Station. The amount of funding provided depends on the funds available. This year organizations and agencies are receiving funds from the General Fund, Community Development Fund, Hotel/Motel Fund, Electric Fund and Sanitation Fund.

Organizations submit requests for funding to the City during the budget process. They are asked to provide financial information including a budget showing revenues and expenditures, goals and objectives of the organization, and the projected uses of the funds being requested. Also submitted are service levels and performance measures.

Community Development eligible agencies go through a selection process through the Joint Relief Funding Committee. This committee is made up of members from College Station and Bryan and reviews all requests for Community Development Funds available for public agencies and makes recommendations to both cities on which agencies should receive funding.

The following is a summary of the agencies recommended for funding in FY 04. The General Fund approved agencies include the following: Brazos Animal Shelter, $53,392; the Brazos County Appraisal District, $149,000; and the Brazos County Health Distract, $113,498.

In the past a number of other agencies have also been funded through the General Fund. For the past three years the College Station members of the Joint Funding Relief Review Committee have reviewed these requests. Those recommendations were presented to the City Council.

The agencies funded by the City Council in the amount of $158,267 are listed below.

- Children's Museum of the Brazos Valley - $30,000
- George Bush Presidential Library and Museum - $42,767
- Retired Senior Volunteer Program - $5,000
- African American National Heritage Society - $16,000
- Brazos Valley Veteran's Memorial - $50,000
- Dispute Resolution Center-$10,000
- Bryan/CS Sister Cities-$4,500

The Joint Relief Funding Committee recommended the Community Development funded agencies. A total of $206,850 is approved for organizations listed on the following page.

Hotel/Motel funds are approved for 3 organizations. The Arts Council approved budget for FY 04 is $300,000. Another agency is the Bryan and College Station Convention & Visitors Bureau approved budget is $915,200.

The Research Valley Partnership, funded from the Electric Fund, is approved at $243,287, and an additional $50,000 from the Economic Development fund. The EDC is an organization to promote economic development in the area and is funded by the Cities of College Station and Bryan, and Brazos County.

Funding for Brazos Beautiful is approved to be $65,000. $15,000 is for the operations portion of the budget, $25,000 is for a beautification grant, and the remaining $25,000 is the reallocation of the FY 03 beautification grant that was not utilized. It is anticipated that a significant beautification project will be completed in FY 2004. This funding is approved to come from the Sanitation Fund. Brazos Beautiful promotes litter abatement and beautification programs.

$20,000 is approved in the Brazos Valley Solid Waste Management Agency fund budget for the Noon Lions Club - 4th of July fireworks.

CITY OF COLLEGE STATION
OUTSIDE AGENCY FUNDING

GENERAL FUND	FY 99 ACTUAL	FY 00 ACTUAL	FY 01 ACTUAL	FY 02 ACTUAL	FY 02-03 TOTAL ESTIMATE	FY 03-04 TOTAL APPROVED
RSVP	$ 5,000	$ 5,000	$5,000	$ 5,000	$ 5,000	$ 5,000
AFRICAN AMERICAN NATIONAL HERITAGE SOCIETY	0	0	0	0	34,000	16,000
BVCASA	25,000	25,000	25,000	0	0	0
BRAZOS ANIMAL SHELTER	45,623	45,700	52,346	53,392	53,392	53,392
BRAZOS BEAUTIFUL-FM2818 CREPE MYRTLES	0	50,000	0	0	0	0
BRAZOS COUNTY APPRAISAL DISTRICT	90,564	96,484	108,700	114,530	133,000	149,000
BRAZOS CO. HEALTH DISTRICT	85,500	89,775	113,498	113,498	113,498	113,498
BRAZOS COUNTY SR CITIZENS ASSOC.	0	3,300	0	0	0	0
DISPUTE RESOLUTION CENTER	0	2,500	5,000	10,000	10,000	10,000
VETERAN'S PARK MEMORIAL (Arts Council)	0	0	25,000	25,000	0	50,000
BUSH PRESIDENTIAL LIBRARY (Arts Council)	0	0	0	0	0	42,767
PUBLIC ART (Arts Council)	0	0	0	0	0	150,000
CHILDREN'S MUSEUM OF THE BRAZOS VALLEY	0	0	0	30,000	30,000	30,000
NOON LIONS CLUB - 4TH OF JULY	8,000	8,000	8,000	10,000	0	20,000
SISTER CITIES	9,000	9,000	9,000	4,500	4,500	4,500
	$ 268,687	$ 334,759	$ 351,544	$ 365,920	$ 383,390	$ 644,157
COMMUNITY DEVELOPMENT						
BLUEBONNET GIRL SCOUT COUNCIL	$ 0	$ 8,000	$ 0	$ 0	$ 0	$ 0
BRAZOS FOOD BANK	30,000	0	20,734	0	16,640	0
PRENATAL CLINIC	0	0	0	21,600	0	33,000
BVCAA DENTAL CLINIC	0	0	15,000	10,000	0	0
BVCASA	0	0	0	0	15,931	0
COLLEGE STATION DEPARTMENT PROGRAMS	42,688	43,000	55,008	66,540	69,222	75,460
ELDER AID	21,840	25,079	16,550	0	12,745	0
FAMILY MEDICINE CENTER	0	25,000	0	0	0	0
HEALTH FOR ALL	30,000	0	0	19,575	0	32,000
HOSPICE OF BRAZOS VALLEY	20,122	0	30,000	0	28,422	0
INTERFAITH OUTREACH	30,000	0	0	0	0	0
LITERACY VOLUNTEERS OF AMERICA	0	0	0	5,102	0	0
LULAC	0	0	0	0	20,000	0
SALVATION ARMY	0	15,000	0	0	0	0
SCOTTY'S HOUSE	0	24,680	0	23,000	0	16,148
TCM - THE BRIDGE	2,200	37,141	6,654	0	0	0
TCM - COMMUNITY SUPPORT	0	0	33,654	0	0	0
TCM - PHOEBE'S HOME	0	0	0	19,033	20,040	26,294
TCM - SHELTERING ARMS	0	0	0	19,200	0	0
VOICES FOR CHILDREN	0	0	0	0	0	23,948
	$ 176,850	$ 169,900	$ 177,600	$ 184,050	$ 183,000	$ 206,850
HOTEL/MOTEL FUND						
ARTS COUNCIL	$ 209,029	$ 245,400	$255,400	$ 260,400	$ 260,400	$ 300,000
CONVENTION AND VISITORS BUREAU	621,260	665,000	645,000	668,000	668,000	915,200
BRAZOS VALLEY SPORTS FOUNDATION	122,000	125,660	150,000	192,000	200,000	0
BUSH LIBRARY COMMITTEE	50,000	50,000	0	0	0	0
	$ 1,002,289	$ 1,086,060	$ 1,050,400	$ 1,120,400	$ 1,128,400	$ 1,215,200
ELECTRIC FUND						
RESEARCH VALLEY PARTNERSHIP	$ 170,000	$ 209,494	$ 246,167	$ 246,951	$ 243,287	$ 243,287
	$ 170,000	$ 209,494	$ 246,167	$ 246,951	$ 243,287	$ 243,287
SANITATION FUND						
BRAZOS BEAUTIFUL	$ 37,000	$ 37,000	$ 37,800	$ 15,000	$ 16,000	$ 65,000
	$ 37,000	$ 37,000	$ 37,800	$ 15,000	$ 16,000	$ 65,000
BVSWMA FUND						
NOON LIONS CLUB-4TH OF JULY	$ 0	$ 0	$ 0	$ 0	$ 20,000	$ 20,000
	$ 0	$ 0	$ 0	$ 0	$ 20,000	$ 20,000
ECONOMIC DEVELOPMENT FUND						
RESEARCH VALLEY PARTNERSHIP	$ 0	$ 0	$ 0	$ 0	$ 0	$ 50,000
	$ 0	$ 0	$ 0	$ 0	$ 0	$ 50,000
TOTAL AGENCY FUNDING	**$ 1,654,826**	**$ 1,837,213**	**$ 1,863,511**	**$ 1,932,321**	**$ 1,974,077**	**$ 2,444,494**

Embracing the Past

Exploring the Future

APPENDIX H

MISCELLANEOUS STATISTICAL DATA

CITY OF COLLEGE STATION, TEXAS

MISCELLANEOUS STATISTICAL AND DEMOGRAPHIC DATA
June 2003

Education:

Attendance centers	11
Number of classrooms	550
Number of teachers	600
Number of students	7,683

Elections:

Number of registered voters:	
Last municipal election.	43,313
Number of votes cast in:	
Last municipal election	1,878
Percentage of registered voters voting in:	
Last municipal election	4.34%

Population:

Actual Census Count	2000	67,890
	1990	52,456
	1980	37,296
	1970	17,676
	1960	11,396
	1950	7,925

SOURCE:

Education:	College Station Independent School District
Elections:	City Secretary's Office
Population:	Development Services

CITY OF COLLEGE STATION, TEXAS

CONSTRUCTION PERMITS
LAST TEN CALENDAR YEARS

	Residential Construction		Commercial Construction		Total	
Year	Number of Permits	Value	Number of Permits	Value	Number of Permits	Value
1992	475	31,503,185	153	11,648,580	628	43,151,765
1993	598	44,396,336	316	35,378,164	914	79,774,500
1994	614	74,312,947	346	21,336,839	960	95,649,786
1995	634	58,192,760	102	22,577,442	736	80,770,202
1996	656	58,501,690	131	20,856,558	787	79,358,248
1997	584	50,488,222	114	46,243,177	698	96,731,399
1998	691	83,593,022	320	59,342,043	1011	142,935,065
1999	1057	87,917,466	296	27,723,105	1353	115,640,571
2000	793	87,144,173	328	52,569,645	1121	139,713,818
2001	975	101,703,574	313	44,592,967	1288	146,296,541
2002	1236	108,107,385	278	38,726,688	1514	146,834,073
2003	477	54,950,217	84	22,237,971	561	77,188,188

* NOTE: 2003 data Jan. - May 2003
Residential Construction includes: Single family dwellings, Duplexes and Apartments as well as residential remodels, slabs, roofs, storage/accessory, and swimming pools.
Commercial Construction includes: Commercial new construction, slab, and remodel as well as Hotel/Motel/Inn, demolition and sign permits.

Source: The City of College Station, Development Services

CITY OF COLLEGE STATION
PRINCIPAL TAXPAYERS
July 2002

College Station- Top 10 Taxpayers	Type of Business		2002 Assessed Valuation	Percent of Total Assessed Valuation
C.B.L. & Associates	Retail Mall		$48,629,050	1.95%
W9/JP-M Real Estate Ltd.	Housing		39,372,000	1.58%
Verizon Communications, Inc.	Utility		35,913,250	1.44%
Alkosser/Weinberg	Housing		30,961,300	1.24%
College Station Hospital LP	Medical		25,402,560	1.02%
Melrose Apartments	Housing		21,799,500	0.88%
Wal-Mart/Sam's	Retail		21,412,710	0.86%
College Station Exchange, LP	Housing		18,800,000	0.76%
301 Church Aveneu, LP	Housing		17,000,000	0.68%
SHP-The Callaway House	Housing		16,243,520	0.65%
		Total	$275,533,890	11.07%

Top 5 Commercial Taxpayers	Type of Business		Assessed Valuation	Valuation
C.B.L. & Associates	Retail Mall		48,629,050	1.95%
College Station Hospital LP	Medical		25,402,560	1.02%
Wal-Mart/Sam's	Retail		20,806,570	0.84%
Lane College Station Limited	Retail		14,800,000	0.59%
H E Butt Grocery Company	Retail		11,031,265	0.44%
		Total	$120,669,445	4.85%

Top 5 Industrial Taxpayers	Type of Business		Assessed Valuation	Valuation
ARC/AMS	Retail		6,237,015	0.25%
O I Corporation	Retail		4,495,432	0.18%
Universal Computer Services, Inc.	Retail		3,658,044	0.15%
Red Oak Sportswear/GCS-CCC Realty	Retail		3,023,753	0.12%
Verizons Communication, INC.	Retail		2,234,520	0.09%
		Total	$19,648,764	0.79%

Source: Brazos County Appraisal District

CITY OF COLLEGE STATION, TEXAS

PRINCIPAL UTILITY CUSTOMERS
May 2003

Utility Customer	Type of Business	Oct. 01 to Sept. 02 KWH Consumption	Total Percent of KWH Consumed
CSISD	Schools	16,301,994	2.58
City of College Station	Municipality	14,989,349	2.37
CBL & Associates	Retail Mall	14,095,747	2.23
Wal-Mart	Retail	7,736,957	1.22
State Headquarters/TAMU	University	7,466,465	1.18
Krogers	Retail Grocery	7,356,640	1.16
Albertson's	Retail Grocery	7,258,669	1.15
College Station Medical	Hospital	6,901,757	1.09
Dealer Computer Services	Technical Support	5,187,600	0.82
Lane C/S Ltd	Hotel	4,975,200	0.79
TOTAL		92,270,378	15

Source: City of College Station Utility Billing Department

CITY OF COLLEGE STATION, TEXAS

MISCELLANEOUS STATISTICAL AND DEMOGRAPHIC DATA
June 2003

Date incorporated	October, 1938
Date first charter adopted	October, 1938
Date present charter adopted	May, 1992
Date of last charter amendment	May, 1998
Form of government	Council-Manager

Area in square miles

Year	Square Miles
1938	2.00
1940	2.51
1950	2.91
1960	6.34
1970	16.00
1980	24.01
1984	28.47
1994	32.55
1995	38.14
1996	40.69
2002	47.22

Miles of streets:	Paved	733 Lane Miles
	Unpaved	4.3 Lane Miles
Miles of sanitary sewer		249.5 Miles

Fire Protection:

Number of stations	4
Number of full-time employees	103

Police Protection:

Number of employees	141.5
Number of patrol units	25

One jail facility with a capacity of 20

CITY OF COLLEGE STATION, TEXAS

MISCELLANEOUS STATISTICAL AND DEMOGRAPHIC DATA
As of January 1, 2003

Recreation:	**Number of playgrounds**	**35**
	Number of basketball courts	**22**
	Number of swimming pools	**4**
	(Includes one CSISD-owned Natatorium)	
	Number of soccer fields	**19**
	Number of softball/baseball fields	**19**
	Number of tennis courts	**27**
	(Includes nine courts at the A&M Consol.HS, and four at Willowbranch Middleschool)	
	Number of picnic shelters	**16**
	Number of gyms	**1**
	Number of volleyball courts	**7**
	Number of nature trails	**4**
	Number of open play areas	**25**
	Number of picnic pavilions	**6**
	Number of jogging/walking trails	**20**

Park:

Facility	Acres
Anderson	8.94
Arboretum/Bee Creek	43.50
Billie Madeley	5.14
Brison	9.20
Brother's Pond	16.12
Castlegate	4.35
Cemetery	18.50
Central Park	47.20
Conference Center	2.30
Cy Miller	2.50
Eastgate	1.80
Edelweiss	12.30
Edelweiss Gartens	7.74
Emerald Forest	4.59
Gabbard	10.70
Georgie K. Fitch	11.30
Hensel (TAMU)	29.70
Jack and Dorothy Miller	10.00
Lemontree	15.40
Lick Creek	515.50
Lions	1.50
Longmire	4.16
Luther Jones	1.80

Facility	Acres
Merry Oaks	4.60
Oaks	7.50
Parkway	1.90
Pebble Creek	10.20
Raintree	13.00
Richard Carter	7.14
Sandstone	15.21
Shenandoah	12.10
Southeast Community	62.00
Southwest	4.78
Southwood Athletic Complex	44.70
Steeplechase	9.00
Thomas	16.10
University	10.20
Veterans Park & Athletic Complex	150.00
W.A. Tarrow (includes Lincoln)	21.26
Westfield	4.29
Windwood	1.37
Wolf Pen Creek	19.49
Woodcreek	6.60
Woodland Hills	3.21
Woodway	9.26

CITY OF COLLEGE STATION, TEXAS

MISCELLANEOUS STATISTICAL AND DEMOGRAPHIC DATA
June 2003

Utility Fund:	
Electric Users (Connections)	33,386
Water Users (Connections)	23,210
Average Electrical Consumption:	52,680,854 Kwh/mo.
Average Water Consumption:	262,541 MGW/Mo.
Number of Employees:	
Electric	58.5
Water	31
Sewer	38
Water Capacity:	
Number of Wells	6
Combined Capacity of Wells	19,000,000 GAL/day
Number of Ground Storage Tanks	2
Total capacity 8,000,000 GALS	
Number of Elevated Storage Tanks	2
Total capacity 5,000,000 GALS*	
Miles of Water Lines	302
Electric System:	
Maximum Demand	144.390 megawatts**
Number of Stations	4
Miles of Distribution Lines	349
Sanitation Fund:	
Number of users (units served)	28,399
Landfill size	119
Methodology	Curbside pickup using automated containers.

** Maximum demand for 2003 will not be reached until September

YEAR	UNIVERSITY ENROLLMENT
1988	39,163
1989	40,492
1990	41,131
1991	40,997
1992	41,092
1993	42,524
1994	42,018
1995	41,790
1996	41,892
1997	41,461
1998	42,635
1999	43,442
2000	44,026
2001	44,618
2002	45,083

PRIMARY LABOR FORCE FOR COLLEGE STATION
1990 - 2003

YEAR	TOTAL LABOR FORCE	NUMBER EMPLOYED	NUMBER UNEMPLOYED	PERCENT UNEMPLOYED
1990	24,567	23,190	1,377	5.6
1991	24,824	23,944	880	3.5
1992	25,561	24,777	784	3.1
1993	26,490	25,745	745	2.8
1994	27,378	26,611	767	2.8
1995	27,492	26,622	870	3.2
1996	27,465	26,751	714	2.6
1997	28,051	27,421	630	2.2
1998	29,371	28,846	525	1.8
1999	30,059	29,506	553	1.8
2000	30,538	30,051	487	1.6
2001	30,881	30,349	532	1.7
2002	31,941	31,315	626	2.0
2003	33,566	32,906	660	2.0

* NOTE: 2003 represents average labor force and employment through March.

SOURCE: Texas Workforce Commission
TAMU, Office of Institutional Studies and Planning

Embracing the Past

Exploring the Future

APPENDIX I

THE 2003-2004 STRATEGIC PLANNING AND BUDGET PROCESS

Strategic Planning and Budget Process Flowchart

February	Present Financial Forecast Review pay plan recommendations
	↓
May	FY03 Strategic Plan status report City Council Strategic Planning Retreat - Review Mission and Vision Statements - Identify and prioritize FY04 Strategic Plan strategies
	↓
June	Review Citizen Survey results
	↓
July	Present Proposed FY04 Strategic Plan to City Council Review and revise Proposed Strategic Plan Present Proposed Budget to City Council Review proposed Capital Improvement Program
August	↓
	Public Hearing on Proposed Budget
	↓
September	Council adoption of FY04 Strategic Plan Council adoption of FY04 Budget Council adoption of Tax Rate

APPENDIX J

SCHEDULE OF REQUIREMENTS FOR:

GENERAL OBLIGATION BONDS
CERTIFICATES OF OBLIGATION
UTILITY REVENUE BONDS

DEBT SERVICE

GENERAL OBLIGATION BONDS

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
General Obligation And Refunding Bond Series 1991
December 23, 1991 -- $4,625,000

Street Construction and Improvements - $2,750,000; Parks Construction and Improvements - $750,000
Refund Series 1991Public Property Finance Contractual Obligations - $1,125,000

PAYMENT DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH FISCAL YEAR	PRINCIPAL AMOUNT OUTSTANDING
2-15-04			21,250	21,250		
8-15-04			21,250	21,250	42,500	750,000
2-15-05			21,250	21,250		
8-15-05			21,250	21,250	42,500	750,000
2-15-06			21,250	21,250		
8-16-06			21,250	21,250	42,500	750,000
2-15-07			21,250	21,250		
8-15-07			21,250	21,250	42,500	750,000
2-15-08			21,250	21,250		
8-15-08			21,250	21,250	42,500	750,000
2-15-09			21,250	21,250		
8-15-09			21,250	21,250	42,500	750,000
2-15-10	250,000	6.00%	21,250	271,250		
8-15-10			13,750	13,750	285,000	500,000
2-15-11	250,000	5.50%	13,750	263,750		
8-15-11			6,875	6,875	270,625	250,000
2-15-12	250,000	5.50%	6,875	256,875	256,875	0

Effective Interest Rate: 5.95% **Moody's:** A-1
Net Interest Cost: $2,130,113 **S & P's:** A+

Paying Agent: Texas Commerce Bank, N.A.

Underwriting Group: Stephens, Inc.
First Southwest Company
Nations Bank
Eugene C. Palma
FSW Co.

Call Provisions: All Bonds maturing on or after February 15, 2005 are optional for redemption in whole or in part on February 15, 2004 or any date thereafter at par and accrued interest to the date fixed for redemption. If less than all of the Bonds are redeemed at any time, the particular Bonds to be redeemed shall be selected by the City in integral multiples of $8,000 within any one maturity.

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
General Obligation And Refunding Bond Series 1994
August 15, 1994 -- $6,250,000

Street Construction - $1,750,000; Parks (1990 Authorization) - $250,000
Oversize Bridge (1984 Authorization) - $500,000; Drainage Improvements - $350,000
Refund C.O. Series 1994 - $3,400,000

PAYMENT DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH FISCAL YEAR	PRINCIPAL AMOUNT OUTSTANDING
2-15-04	300,000	5.50%	83,875	383,875		
8-15-04			75,625	75,625	459,500	2,750,000
2-15-05	275,000	5.50%	75,625	350,625		
8-15-05			68,063	68,063	418,688	2,475,000
2-15-06	275,000	5.50%	68,063	343,063		
8-16-06			60,500	60,500	403,563	2,200,000
2-15-07	275,000	5.50%	60,500	335,500		
8-15-07			52,938	52,938	388,438	1,925,000
2-15-08	275,000	5.50%	52,938	327,938		
8-15-08			45,375	45,375	373,313	1,650,000
2-15-09	275,000	5.50%	45,375	320,375		
8-15-09			37,813	37,813	358,188	1,375,000
2-15-10	275,000	5.50%	37,813	312,813		
8-15-10			30,250	30,250	343,063	1,100,000
2-15-11	275,000	5.50%	30,250	305,250		
8-15-11			22,688	22,688	327,938	825,000
2-15-12	275,000	5.50%	22,688	297,688		
8-15-12			15,125	15,125	312,813	550,000
2-15-13	275,000	5.50%	15,125	290,125		
8-15-13			7,563	7,563	297,688	275,000
2-15-14	275,000	5.50%	7,563	282,563		
8-15-14			0	0	282,563	0

Effective Interest Rate: 5.95% **Moody's:** A-1
Net Interest Cost: $3,421,100 **S & P's:** A+

Paying Agent: Texas Commerce Bank, N.A.

Underwriting Group: Stephens, Inc.
First Southwest Company
Nations Bank
Eugene C. Palma
FSW Co.

Call Provisions: All Bonds maturing on or after February 15, 2005 are optional for redemption in whole or in part on February 15, 2004 or any date thereafter at par and accrued interest to the date fixed for redemption. If less than all of the Bonds are redeemed at anytime, the particular Bonds to be redeemed shall be selected by the City in integral multiples of $5,000 within any one maturity.

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
G.O.B 1995 SERIES
August 1, 1995 -- $4,700,000

Street Projects - $1,140,000; Northgate - $400,000; Traffic Signals - $420,000;
Misc. Drainage - $395,000; Library - $700,000; Fire Station Relocation - $935,000;
Park Development and Improvements - $280,000; Land Purchase - $430,000

PAYMENT DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH FISCAL YEAR	PRINCIPAL AMOUNT OUTSTANDING
2-15-04	300,000	6.00%	86,213	386,213		
8-15-04			77,213	77,213	463,425	2,950,000
2-15-05	300,000	5.10%	77,213	377,213		
8-15-05			69,563	69,563	446,775	2,650,000
2-15-06	300,000	5.25%	69,563	369,563		
8-16-06			61,688	61,688	431,250	2,350,000
2-15-07	300,000	5.25%	61,688	361,688		
8-15-07			53,813	53,813	415,500	2,050,000
2-15-08	300,000	5.25%	53,813	353,813		
8-15-08			45,938	45,938	399,750	1,750,000
2-15-09	350,000	5.25%	45,938	395,938		
8-15-09			36,750	36,750	432,688	1,400,000
2-15-10	350,000	5.25%	36,750	386,750		
8-15-10			27,563	27,563	414,313	1,050,000
2-15-11	350,000	5.25%	27,563	377,563		
8-15-11			18,375	18,375	395,938	700,000
2-15-12	350,000	5.25%	18,375	368,375		
8-15-12			9,188	9,188	377,563	350,000
2-15-13	350,000	5.25%	9,188	359,188		
8-15-13			0	0	359,188	0

Effective Interest Rate: 5.5334% **Moody's:** Aaa
Net Interest Cost: $2,795,038 **S & P's:** AAA

Paying Agent: Texas Commerce Bank National Association

Underwriting Group: Merrill Lynch, Pierce, Ferris & Smith, Inc.
Robert W. Baird & Co., Inc.
Raymond James & Associates, Inc.
DLS Securities
Service Asset Management

Call Provisions: All Bonds maturing on or after February 15, 2006 are optional for redemption in whole or in part on February 15, 2005 or any date thereafter at par and accrued interest to the date fixed for redemption. If less than all of the Bonds are redeemed at any time, the particular Bonds to be redeemed shall be selected by the City in integral multiples of $5,000 within any one maturity.

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
G.O.B and Refunding 1996 Series
Dec. 1, 1996 - $11,845,000

Streets, Sidewalks, and Traffic - $2,580,000; Drainage - $370,000; Library - $1,200,000; Park - $1,150,000; Refund Series 1987 - $3,795,000; Refund Series 1989 G.O. - $1,350,000; Refund Series 1991 G.O. - $1,425,000

PAYMENT DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH FISCAL YEAR	PRINCIPAL AMOUNT OUTSTANDING
2-16-04	1,100,000	4.70%	137,064	1,237,064		
8-15-04			111,214	111,214	1,348,278	4,295,000
2-15-05	640,000	4.80%	111,214	751,214		
8-15-05			95,854	95,854	847,068	3,655,000
2-15-06	420,000	4.90%	95,854	515,854		
8-15-06			85,564	85,564	601,418	3,235,000
2-15-07	450,000	5.05%	85,564	535,564		
8-15-07			74,201	74,201	609,765	2,785,000
2-15-08	460,000	5.05%	74,201	534,201		
8-15-08			62,586	62,586	596,788	2,325,000
2-15-09	465,000	5.15%	62,586	527,586		
8-15-09			50,613	50,613	578,199	1,860,000
2-15-10	270,000	5.25%	50,613	320,613		
8-15-10			43,525	43,525	364,138	1,590,000
2-15-11	285,000	5.35%	43,525	328,525		
8-15-11			35,901	35,901	364,426	1,305,000
2-15-12	300,000	5.45%	35,901	335,901		
8-15-12			27,726	27,726	363,628	1,005,000
2-15-13	315,000	5.50%	27,726	342,726		
8-15-13			19,064	19,064	361,790	690,000
2-15-14	335,000	5.50%	19,064	354,064		
8-15-14			9,851	9,851	363,915	355,000
2-15-15	355,000	5.55%	9,851	364,851		
8-15-15			0	0	364,851	0

Net Interest: $ 5,458,206 **Moody's:** Aaa
S & P's: AAA

Paying Agent: Texas Commerce Bank National Association

Call Provisions: The City reserves the right, at its option, to redeem Bonds having stated maturities on and after February 15, 2008 through and including february 15, 2015, in whole or in part in principal amounts of $5,000 or any integral multiple thereof, on February 15, 2007, or any date thereafter, at the par value thereof plus accrued interest to the date of redemption . The City reserves the right, at its option, to redeem the Term Bonds having a stated maturity date of February 15,2017 and subject to mandatory redemption as described herein, in whole or in part in principal amounts of $5,000 or any integral multiple thereof, on February 15, 1999, or any date thereafter, at the par value thereof plus accrued interest to the date of redemption.

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
G.O.B. 1998 SERIES
April 1, 1998 - $6,200,000

Streets, Sidewalks, and Traffic - $3,303,000; Drainage Improvements - $462,000; Library - $735,000; Land and Fire Station - $430,000; Parks - $1,270,000

PAYMENT DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH FISCAL YEAR	PRINCIPAL AMOUNT OUTSTANDING	YEARLY INTEREST AMOUNT
2-15-04	265,000	6.50%	133,191	398,191			
8-15-04			124,578	124,578	522,769	4,995,000	257,769
2-15-05	280,000	6.50%	124,578	404,578			
8-15-05			115,478	115,478	520,056	4,715,000	240,056
2-15-06	295,000	4.50%	115,478	410,478			
8-15-06			108,841	108,841	519,319	4,420,000	224,319
2-15-07	310,000	4.55%	108,841	418,841			
8-15-07			101,788	101,788	520,629	4,110,000	210,629
2-15-08	325,000	4.65%	101,788	426,788			
8-15-08			94,232	94,232	521,020	3,785,000	196,020
2-15-09	340,000	4.70%	94,232	434,232			
8-15-09			86,242	86,242	520,474	3,445,000	180,474
2-15-10	360,000	4.75%	86,242	446,242			
8-15-10			77,692	77,692	523,934	3,085,000	163,934
2-15-11	380,000	4.85%	77,692	457,692			
8-15-11			68,477	68,477	526,169	2,705,000	146,169
2-15-12	395,000	5.00%	68,477	463,477			
8-15-12			58,602	58,602	522,079	2,310,000	127,079
2-15-13	415,000	5.00%	58,602	473,602			
8-15-13			48,227	48,227	521,829	1,895,000	106,829
2-15-14	440,000	5.00%	48,227	488,227			
8-15-14			37,227	37,227	525,454	1,455,000	85,454
2-15-15	460,000	5.10%	37,227	497,227			
8-15-15			25,497	25,497	522,724	995,000	62,724
2-15-16	485,000	5.13%	25,497	510,497			
8-15-16			13,069	13,069	523,566	510,000	38,566
2-15-17	510,000	5.13%	13,069	523,069	523,069	0	
							13,069

Net Interest Cost: $ 3,694,415 **Moody's:** Aaa
S & P's: AAA

Paying Agent: Chase Bank of Texas

Call Provisions: The City reserves the right, at its option, to redeem Bonds having stated maturities on and after February 155, 2009, in whole or in part in principal amounts of $5,000 or any integral multiple thereof, on February 15, 2008, or any date thereafter, at the par value thereof plus accrued interest to the date of redemption.

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
G.O.B. SERIES 1999
APRIL 15, 1999 - PRINCIPAL - $6,230,000

Streets - $2,707,000; Thoroughfare and Sidewalk Improvements - $220,000;
Traffic Management - $540,000; Drainage - $1,458,000; City Facilities - $275,000;
Park Improvements - $930,000; Fire Station Improvements - $100,000

DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH YEAR	PRINCIPAL AMOUNT OUTSTANDING
						6,230,000
2-15-04	275,000	3.9000%	120,156	395,156		
8-15-04			114,794	114,794	509,950	5,060,000
2-15-05	290,000	4.0000%	114,794	404,794		
8-15-05			108,994	108,994	513,788	4,770,000
2-15-06	300,000	4.0000%	108,994	408,994		
8-15-06			102,994	102,994	511,988	4,470,000
2-15-07	320,000	4.1000%	102,994	422,994		
8-15-07			96,434	96,434	519,428	4,150,000
2-15-08	335,000	5.0000%	96,434	431,434		
8-15-08			88,059	88,059	519,493	3,815,000
2-15-09	350,000	5.4000%	88,059	438,059		
8-15-09			78,609	78,609	516,668	3,465,000
2-15-10	365,000	4.2500%	78,609	443,609		
8-15-10			70,853	70,853	514,461	3,100,000
2-15-11	385,000	4.3000%	70,853	455,853		
8-15-11			62,575	62,575	518,428	2,715,000
2-15-12	400,000	4.4000%	62,575	462,575		
8-15-12			53,775	53,775	516,350	2,315,000
2-15-13	420,000	4.5000%	53,775	473,775		
8-15-13			44,325	44,325	518,100	1,895,000
2-15-14	440,000	4.6000%	44,325	484,325		
8-15-14			34,205	34,205	518,530	1,455,000
2-15-15	460,000	4.6500%	34,205	494,205		
8-15-15			23,510	23,510	517,715	995,000
2-15-16	485,000	4.7000%	23,510	508,510		
8-15-16			12,113	12,113	520,623	510,000
2-15-17	510,000	4.7500%	12,113	522,113	522,113	0

Interest Cost: $ 3,027,827

Moody's: Aaa
S & P's: AAA

Paying Agent: Chase Bank of Texas

Call Provisions: The City reserves the right, at its option, to redeem Bonds having stated maturities on and after February 15, 2010, in whole or in part in principal amounts of $5,000 or any integral multiple thereof, on February 15, 2009, or any date thereafter, at the par value thereof plus accrued interest to the date of redemption.

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
G.O.B. SERIES 2000
April 13, 2000 - $8,460,000

Streets - $4,690,000; Traffic Management - $1,100,000
Parks - $1,570,000; Sidewalks and Bike Trails - $290,000; Fire Station 2 - $810,000

DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH YEAR	PRINCIPAL AMOUNT OUTSTANDING
						8,460,000
2-15-04	310,000	7.00%	189,340	499,340		
8-15-04			178,490	178,490	677,830	6,605,000
2-15-05	325,000	7.00%	178,490	503,490		
8-15-05			167,115	167,115	670,605	6,280,000
2-15-06	340,000	5.25%	167,115	507,115		
8-15-06			158,190	158,190	665,305	5,940,000
2-15-07	360,000	5.00%	158,190	518,190		
8-15-07			149,190	149,190	667,380	5,580,000
2-15-08	380,000	5.00%	149,190	529,190		
8-15-08			139,690	139,690	668,880	5,200,000
2-15-09	400,000	5.10%	139,690	539,690		
8-15-09			129,490	129,490	669,180	4,800,000
2-15-10	420,000	5.15%	129,490	549,490		
8-15-10			118,675	118,675	668,165	4,380,000
2-15-11	445,000	5.20%	118,675	563,675		
8-15-11			107,105	107,105	670,780	3,935,000
2-15-12	470,000	5.30%	107,105	577,105		
8-15-12			94,650	94,650	671,755	3,465,000
2-15-13	500,000	5.35%	94,650	594,650		
8-15-13			81,275	81,275	675,925	2,965,000
2-15-14	525,000	5.40%	81,275	606,275		
8-15-14			67,100	67,100	673,375	2,440,000
2-15-15	560,000	5.50%	67,100	627,100		
8-15-15			51,700	51,700	678,800	1,880,000
2-15-16	590,000	5.50%	51,700	641,700		
8-15-16			35,475	35,475	677,175	1,290,000
2-15-17	625,000	5.50%	35,475	660,475		
8-15-17			18,288	18,288	678,763	665,000
2-15-18	665,000	5.50%	18,288	683,288	683,288	0

Interest Cost: $ 4,642,079

Moody's: Aaa
S & P's: AAA

Paying Agent: Chase Bank of Texas

Call Provisions: The City reserves the right, at its option, to redeem Bonds having stated maturities on and after February 15, 2011, in whole or in part in principal amounts of $5,000 or any integral multiple thereof, on February 15, 2010, or any date thereafter, at the par value thereof plus accrued interest to the date of redemption.

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
G.O.B. SERIES 2001
August 1, 2001 - $4,140,000

Streets - $780,000; Traffic Management - $720,000
Parks - $2,140,000; Drainage - $500,000

DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH YEAR	PRINCIPAL AMOUNT OUTSTANDING
						4,140,000
2-15-04	130,000	3.50%	59,873	189,873		
8-15-04			57,598	57,598	247,470	2,545,000
2-15-05	140,000	4.00%	57,598	197,598		
8-15-05			54,798	54,798	252,395	2,405,000
2-15-06	145,000	4.00%	54,798	199,798		
8-15-06			51,898	51,898	251,695	2,260,000
2-15-07	155,000	4.00%	51,898	206,898		
8-15-07			48,798	48,798	255,695	2,105,000
2-15-08	165,000	4.00%	48,798	213,798		
8-15-08			45,498	45,498	259,295	1,940,000
2-15-09	170,000	4.10%	45,498	215,498		
8-15-09			42,013	42,013	257,510	1,770,000
2-15-10	180,000	4.60%	42,013	222,013		
8-15-10			37,873	37,873	259,885	1,590,000
2-15-11	190,000	5.50%	37,873	227,873		
8-15-11			32,648	32,648	260,520	1,400,000
2-15-12	205,000	4.40%	32,648	237,648		
8-15-12			28,138	28,138	265,785	1,195,000
2-15-13	215,000	4.50%	28,138	243,138		
8-15-13			23,300	23,300	266,438	980,000
2-15-14	225,000	4.63%	23,300	248,300		
8-15-14			18,097	18,097	266,397	755,000
2-15-15	240,000	4.75%	18,097	258,097		
8-15-15			12,397	12,397	270,494	515,000
2-15-16	250,000	4.75%	12,397	262,397		
8-15-16			6,459	6,459	268,856	265,000
2-15-17	265,000	4.88%	6,459	271,459	271,459	0

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
G.O.B. SERIES 2002
MARCH 1, 2002 - PRINCIPAL $6,445,000

Streets - $3,781,000; Traffic Management/Signals - $720,000; Fire Station 5 - $250,000
Parks - $129,000; Drainage - $785,000; and City Center Land - $780,000

DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH YEAR	PRINCIPAL AMOUNT OUTSTANDING
						6,445,000
2-15-04	195,000	6.25%	143,224	338,224		
8-15-04			137,131	137,131	475,355	5,555,000
2-15-05	210,000	6.25%	137,131	347,131		
8-15-05			130,568	130,568	477,699	5,345,000
2-15-06	220,000	6.25%	130,568	350,568		
8-15-06			123,693	123,693	474,261	5,125,000
2-15-07	230,000	4.50%	123,693	353,693		
8-15-07			118,518	118,518	472,211	4,895,000
2-15-08	245,000	4.25%	118,518	363,518		
8-15-08			113,312	113,312	476,830	4,650,000
2-15-09	255,000	4.25%	113,312	368,312		
8-15-09			107,893	107,893	476,205	4,395,000
2-15-10	270,000	4.40%	107,893	377,893		
8-15-10			101,953	101,953	479,846	4,125,000
2-15-11	285,000	4.50%	101,953	386,953		
8-15-11			95,541	95,541	482,494	3,840,000
2-15-12	300,000	4.63%	95,541	395,541		
8-15-12			88,603	88,603	484,144	3,540,000
2-15-13	315,000	4.88%	88,603	403,603		
8-15-13			80,925	80,925	484,528	3,225,000
2-15-14	335,000	5.00%	80,925	415,925		
8-15-14			72,550	72,550	488,475	2,890,000
2-15-15	350,000	5.00%	72,550	422,550		
8-15-15			63,800	63,800	486,350	2,540,000
2-15-16	370,000	5.00%	63,800	433,800		
8-15-16			54,550	54,550	488,350	2,170,000
2-15-17	390,000	5.00%	54,550	444,550		
8-15-17			44,800	44,800	489,350	1,780,000
2-15-18	410,000	5.00%	44,800	454,800		
8-15-18			34,550	34,550	489,350	1,370,000
2-15-19	435,000	5.00%	34,550	469,550		
8-15-19			23,675	23,675	493,225	935,000
2-15-20	455,000	5.00%	23,675	478,675		
8-15-20			12,300	12,300	490,975	480,000
2-15-21	480,000	5.13%	12,300	492,300		
8-15-21			-	0	492,300	0

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
G.O.B. SERIES 2003 - JULY 9, 2003
PRINCIPAL - $4,7900,000 AT 3.75% INTEREST

Streets - $973,000; Traffic Management - $720,000; City Facilities - $780,000
Fire Station 5 - $1,317,000; and Drainage - $1,000,000

DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH YEAR	PRINCIPAL AMOUNT OUTSTANDING
						4,790,000
2-15-04	0	0.000%	113,011	113,011		
8-15-04			90,813	90,813	203,823	4,790,000
2-15-05	180,000	5.000%	90,813	270,813		
8-15-05			86,313	86,313	357,125	4,610,000
2-15-06	185,000	5.000%	86,313	271,313		
8-15-06			81,688	81,688	353,000	4,425,000
2-15-07	190,000	5.000%	81,688	271,688		
8-15-07			76,938	76,938	348,625	4,235,000
2-15-08	195,000	4.500%	76,938	271,938		
8-15-08			72,550	72,550	344,488	4,040,000
2-15-09	200,000	3.250%	72,550	272,550		
8-15-09			69,300	69,300	341,850	3,840,000
2-15-10	210,000	3.000%	69,300	279,300		
8-15-10			66,150	66,150	345,450	3,630,000
2-15-11	215,000	3.000%	66,150	281,150		
8-15-11			62,925	62,925	344,075	3,415,000
2-15-12	225,000	3.000%	62,925	287,925		
8-15-12			59,550	59,550	347,475	3,190,000
2-15-13	230,000	3.000%	59,550	289,550		
8-15-13			56,100	56,100	345,650	2,960,000
2-15-14	240,000	3.125%	56,100	296,100		
8-15-14			52,350	52,350	348,450	2,720,000
2-15-15	250,000	3.375%	52,350	302,350		
8-15-15			48,131	48,131	350,481	2,470,000
2-15-16	260,000	3.500%	48,131	308,131		
8-15-16			43,581	43,581	351,713	2,210,000
2-15-17	275,000	3.625%	43,581	318,581		
8-15-17			38,597	38,597	357,178	1,935,000
2-15-18	285,000	3.750%	38,597	323,597		
8-15-18			33,253	33,253	356,850	1,650,000
2-15-19	300,000	3.875%	33,253	333,253		
8-15-19			27,441	27,441	360,694	1,350,000
2-15-20	315,000	4.000%	27,441	342,441		
8-15-20			21,141	21,141	363,581	1,035,000
2-15-21	330,000	4.000%	21,141	351,141		
8-15-21			14,541	14,541	365,681	705,000
2-15-22	345,000	4.125%	14,541	359,541		
8-15-22			7,425	7,425	366,966	360,000
2-15-23	360,000	4.125%	7,425	367,425		

Total Interest: $ 2,130,580

DEBT SERVICE
ESTIMATED SCHEDULE OF REQUIREMENTS
G.O.B. SERIES 2004 ESTIMATE
PRINCIPAL - $855,000 AT 4.5% INTEREST

Drainage - $855,000

DATE	ESTIMATED PRINCIPAL AMOUNT	ESTIMATED INTEREST RATE	ESTIMATED INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH YEAR	ESTIMATED PRINCIPAL AMOUNT OUTSTANDING
						855,000
2-15-05	25,000	4.50%	18,675	43,675		
8-15-05			18,675	18,675	62,350	830,000
2-15-06	30,000	4.50%	18,675	48,675		
8-15-06			18,000	18,000	66,675	800,000
2-15-07	30,000	4.50%	18,000	48,000		
8-15-07			17,325	17,325	65,325	770,000
2-15-08	30,000	4.50%	17,325	47,325		
8-15-08			16,650	16,650	63,975	740,000
2-15-09	30,000	4.50%	16,650	46,650		
8-15-09			15,975	15,975	62,625	710,000
2-15-10	35,000	4.50%	15,975	50,975		
8-15-10			15,188	15,188	66,163	675,000
2-15-11	35,000	4.50%	15,188	50,188		
8-15-11			14,400	14,400	64,588	640,000
2-15-12	35,000	4.50%	14,400	49,400		
8-15-12			13,613	13,613	63,013	605,000
2-15-13	40,000	4.50%	13,613	53,613		
8-15-13			12,713	12,713	66,325	565,000
2-15-14	40,000	4.50%	12,713	52,713		
8-15-14			11,813	11,813	64,525	525,000
2-15-15	40,000	4.50%	11,813	51,813		
8-15-15			10,913	10,913	62,725	485,000
2-15-16	45,000	4.50%	10,913	55,913		
8-15-16			9,900	9,900	65,813	440,000
2-15-17	45,000	4.50%	9,900	54,900		
8-15-17			8,888	8,888	63,788	395,000
2-15-18	50,000	4.50%	8,888	58,888		
8-15-18			7,763	7,763	66,650	345,000
2-15-19	50,000	4.50%	7,763	57,763		
8-15-19			6,638	6,638	64,400	295,000
2-15-20	55,000	4.50%	6,638	61,638		
8-15-20			5,400	5,400	67,038	240,000
2-15-21	55,000	4.50%	5,400	60,400		
8-15-21			4,163	4,163	64,563	185,000
2-15-22	60,000	4.50%	4,163	64,163		
8-15-22			2,813	2,813	66,975	125,000
2-15-23	60,000	4.50%	2,813	62,813		
8-15-23			1,463	1,463	64,275	65,000
2-15-24	65,000	4.50%	1,463	66,463		
8-15-24			0	0	66,463	0
2-15-25	0	4.50%	0	0	0	

DEBT SERVICE

CERTIFICATES OF OBLIGATION

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
Certificates Of Obligation, SERIES 1998
April 1, 1998, $5,500,000

Convention Center

PAYMENT DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH YEAR	PRINCIPAL AMOUNT OUTSTANDING
2/15/2004	235,000	7.30%	119,316	354,316		
8/15/2004			110,739	110,739	465,055	4,430,000
2/15/2005	250,000	4.55%	110,739	360,739		
8/15/2005			105,051	105,051	465,790	4,180,000
2/15/2006	260,000	4.60%	105,051	365,051		
8/15/2006			99,071	99,071	464,123	3,920,000
2/15/2007	275,000	4.70%	99,071	374,071		
8/15/2007			92,609	92,609	466,680	3,645,000
2/15/2008	290,000	4.80%	92,609	382,609		
8/15/2008			85,649	85,649	468,258	3,355,000
2/15/2009	300,000	4.90%	85,649	385,649		
8/15/2009			78,299	78,299	463,948	3,055,000
2/15/2010	320,000	5.00%	78,299	398,299		
8/15/2010			70,299	70,299	468,598	2,735,000
2/15/2011	335,000	5.05%	70,299	405,299		
8/15/2011			61,840	61,840	467,139	2,400,000
2/15/2012	350,000	5.10%	61,840	411,840		
8/15/2012			52,915	52,915	464,755	2,050,000
2/15/2013	370,000	5.10%	52,915	422,915		
8/15/2013			43,480	43,480	466,395	1,680,000
2/15/2014	390,000	5.15%	43,480	433,480		
8/15/2014			33,438	33,438	466,918	1,290,000
2/15/2015	410,000	5.15%	33,438	443,438		
8/15/2015			22,880	22,880	466,318	880,000
2/15/2016	430,000	5.20%	22,880	452,880		
8/15/2016			11,700	11,700	464,580	450,000
2/15/2017	450,000	5.20%	11,700	461,700	461,700	0

T.I.C.: 5.2202% **Moody's:** Aaa
Net Interest: $ 3,346,627 **S.&P.'s:** AAA

Paying Agent: First Interstate Bank of Texas, N.A., Houston

Call Provisions: The City reserves the right, at its option, to redeem Certificates having stated maturates on and after February 15, 2004, in whole or in part in principal amounts of $5,000 or any integral multiple thereof, on February 15, 2003, or any date thereafter, at the par value thereof plus accrued interest to the date of redemption.

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
Certificates of Obligation, Series 2000
April 13, 2000 - $4,050,000

Street Projects - $2,390,000; Park Projects - $726,000

Technology and Fiber Optic Projects - $348,000; Business Park - $250,000; Fire Station #2 - $210,000

Neighborhood CIP - $50,000; Debt Issuance - $76,000

PAYMENT DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH FISCAL YEAR	PRINCIPAL AMOUNT OUTSTANDING
2-15-04	340,000	6.00%	83,038	423,038		
8-15-04			72,838	72,838	495,876	2,765,000
2-15-05	345,000	5.00%	72,838	417,838		
8-15-05			64,213	64,213	482,051	2,420,000
2-15-06	130,000	5.00%	64,213	194,213		
8-15-06			60,963	60,963	255,176	2,290,000
2-15-07	140,000	5.00%	60,963	200,963		
8-15-07			57,463	57,463	258,426	2,150,000
2-15-08	145,000	5.00%	57,463	202,463		
8-15-08			53,838	53,838	256,301	2,005,000
2-15-09	155,000	5.10%	53,838	208,838		
8-15-09			49,886	49,886	258,724	1,850,000
2-15-10	165,000	5.13%	49,886	214,886		
8-15-10			45,658	45,658	260,543	1,685,000
2-15-11	170,000	5.20%	45,658	215,658		
8-15-11			41,238	41,238	256,895	1,515,000
2-15-12	180,000	5.30%	41,238	221,238		
8-15-12			36,468	36,468	257,705	1,335,000
2-15-13	190,000	5.35%	36,468	226,468		
8-15-13			31,385	31,385	257,853	1,145,000
2-15-14	205,000	5.40%	31,385	236,385		
8-15-14			25,850	25,850	262,235	940,000
2-15-15	215,000	5.50%	25,850	240,850		
8-15-15			19,938	19,938	260,788	725,000
2-15-16	230,000	5.50%	19,938	249,938		
8-15-16			13,613	13,613	263,550	495,000
2-15-17	240,000	5.50%	13,613	253,613		
8-15-17			7,013	7,013	260,625	255,000
2-15-18	255,000	5.50%	7,013	262,013	262,013	0

Net Interest: $ 1,932,554

Moody's: Aaa
S & P's: AAA

Paying Agent: Chase Bank of Texas

Call Provisions: The City reserves the right, at its option, to redeem Obligations having stated maturates on and after February 15, 2011, in whole or in part in principal amounts of $5,000 or any integral multiple thereof, on February 15, 2010, or any date thereafter, at the par value thereof plus accrued interest to the date of redemption.

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
Certificates of Obligation, Series 2000 A

Principal - $8,100,000

Northgate Parking Garage - $6,385,000; Land Acquisition - $1,600,000
Debt Issuance - $115,000

PAYMENT DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH FISCAL YEAR	PRINCIPAL AMOUNT OUTSTANDING
						8,100,000
2-15-04	560,000	5.70%	183,508	743,508		
8-15-04			167,548	167,548	911,055	6,205,000
2-15-05	590,000	6.75%	167,548	757,548		
8-15-05			147,635	147,635	905,183	5,615,000
2-15-06	250,000	6.75%	147,635	397,635		
8-15-06			139,198	139,198	536,833	5,365,000
2-15-07	265,000	4.75%	139,198	404,198		
8-15-07			132,904	132,904	537,101	5,100,000
2-15-08	280,000	4.75%	132,904	412,904		
8-15-08			126,254	126,254	539,158	4,820,000
2-15-09	290,000	4.80%	126,254	416,254		
8-15-09			119,294	119,294	535,548	4,530,000
2-15-10	310,000	4.85%	119,294	429,294		
8-15-10			111,776	111,776	541,070	4,220,000
2-15-11	325,000	4.90%	111,776	436,776		
8-15-11			103,814	103,814	540,590	3,895,000
2-15-12	340,000	5.00%	103,814	443,814		
8-15-12			95,314	95,314	539,128	3,555,000
2-15-13	360,000	5.10%	95,314	455,314		
8-15-13			86,134	86,134	541,448	3,195,000
2-15-14	380,000	5.20%	86,134	466,134		
8-15-14			76,254	76,254	542,388	2,815,000
2-15-15	405,000	5.25%	76,254	481,254		
8-15-15			65,623	65,623	546,876	2,410,000
2-15-16	425,000	5.30%	65,623	490,623		
8-15-16			54,360	54,360	544,983	1,985,000
2-15-17	455,000	5.40%	54,360	509,360		
8-15-17			42,075	42,075	551,435	1,530,000
2-15-18	480,000	5.50%	42,075	522,075		
8-15-18			28,875	28,875	550,950	1,050,000
2-15-19	510,000	5.50%	28,875	538,875		
8-15-19			14,850	14,850	553,725	540,000
2-15-20	540,000	5.50%	14,850	554,850	554,850	0

Interest: $ 4,141,330

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
Certificates of Obligation, Series 2001

August 2, 2001- $3,650,000

Technology and Fiber Optic Projects - $1,843,000; Business Park - $200,000
Veterans Park - $865,000; Neighborhood CIP - $75,000
2nd Street - $490,000; Debt Issuance - $52,000

PAYMENT DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH FISCAL YEAR	PRINCIPAL AMOUNT OUTSTANDING
2-15-04	455,000	3.50%	58,393	513,393		
8-15-04			50,431	50,431	563,824	2,275,000
2-15-05	485,000	4.00%	50,431	535,431		
8-15-05			40,731	40,731	576,161	1,790,000
2-15-06	465,000	4.38%	40,731	505,731		
8-15-06			30,559	30,559	536,289	1,325,000
2-15-07	60,000	4.00%	30,559	90,559		
8-15-07			29,359	29,359	119,918	1,265,000
2-15-08	65,000	4.00%	29,359	94,359		
8-15-08			28,059	28,059	122,418	1,200,000
2-15-09	70,000	4.10%	28,059	98,059		
8-15-09			26,624	26,624	124,683	1,130,000
2-15-10	75,000	4.20%	26,624	101,624		
8-15-10			25,049	25,049	126,673	1,055,000
2-15-11	80,000	4.30%	25,049	105,049		
8-15-11			23,329	23,329	128,378	975,000
2-15-12	85,000	4.40%	23,329	108,329		
8-15-12			21,459	21,459	129,788	890,000
2-15-13	90,000	4.50%	21,459	111,459		
8-15-13			19,434	19,434	130,893	800,000
2-15-14	95,000	4.63%	19,434	114,434		
8-15-14			17,237	17,237	131,671	705,000
2-15-15	100,000	4.75%	17,237	117,237		
8-15-15			14,862	14,862	132,099	605,000
2-15-16	105,000	4.75%	14,862	119,862		
8-15-16			12,368	12,368	132,230	500,000
2-15-17	115,000	4.88%	12,368	127,368		
8-15-17			9,565	9,565	136,933	385,000
2-15-18	120,000	4.90%	9,565	129,565		
8-15-18			6,625	6,625	136,190	265,000
2-15-19	130,000	5.00%	6,625	136,625		
8-15-19			3,375	3,375	140,000	135,000
2-15-20	135,000	5.00%	3,375	138,375		0

Net Interest: $ 965,724

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
Certificates of Obligation, Series 2002

March 1, 2002 - Principal $14,480,000

Equipment and Technology - $967,000;
City Facilities - $2,255,000; Wolf Pen Creek - $2,300,000
Street Projects - $8,891,000
Debt Issuance Cost $67,000

PAYMENT DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH FISCAL YEAR	PRINCIPAL AMOUNT OUTSTANDING
						14,480,000
2-15-04	1,025,000	5.50%	315,519	1,340,519		
8-15-04			287,331	287,331	1,627,850	12,455,000
2-15-05	1,045,000	4.25%	287,331	1,332,331		
8-15-05			265,125	265,125	1,597,456	11,410,000
2-15-06	1,070,000	4.25%	265,125	1,335,125		
8-15-06			242,388	242,388	1,577,513	10,340,000
2-15-07	1,100,000	4.25%	242,388	1,342,388		
8-15-07			219,013	219,013	1,561,400	9,240,000
2-15-08	880,000	4.25%	219,013	1,099,013		
8-15-08			200,313	200,313	1,299,325	8,360,000
2-15-09	515,000	4.25%	200,313	715,313		
8-15-09			189,369	189,369	904,681	7,845,000
2-15-10	540,000	4.25%	189,369	729,369		
8-15-10			177,894	177,894	907,263	7,305,000
2-15-11	570,000	4.38%	177,894	747,894		
8-15-11			165,425	165,425	913,319	6,735,000
2-15-12	600,000	4.50%	165,425	765,425		
8-15-12			151,925	151,925	917,350	6,135,000
2-15-13	635,000	4.63%	151,925	786,925		
8-15-13			137,241	137,241	924,166	5,500,000
2-15-14	665,000	4.75%	137,241	802,241		
8-15-14			121,447	121,447	923,688	4,835,000
2-15-15	705,000	5.00%	121,447	826,447		
8-15-15			103,822	103,822	930,269	4,130,000
2-15-16	740,000	5.00%	103,822	843,822		
8-15-16			85,322	85,322	929,144	3,390,000
2-15-17	780,000	5.00%	85,322	865,322		
8-15-17			65,822	65,822	931,144	2,610,000
2-15-18	825,000	5.00%	65,822	890,822		
8-15-18			45,197	45,197	936,019	1,785,000
2-15-19	870,000	5.00%	45,197	915,197		
8-15-19			23,447	23,447	938,644	915,000
2-15-20	915,000	5.13%	23,447	938,447		
8-15-20			0	0	938,447	0

Net Interest: $ 5,926,213

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
Certificates of Obligation, Series 2003

December 5, 2002 - Principal $1,000,000
Equipment $993,432
Debt Issuance Cost $6,568

PAYMENT DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH FISCAL YEAR	PRINCIPAL AMOUNT OUTSTANDING
2-15-04	190,000	2.500%	13,800	203,800		
8-15-04			11,425	11,425	215,225	810,000
2-15-05	195,000	2.500%	11,425	206,425		
8-15-05			8,988	8,988	215,413	615,000
2-15-06	200,000	2.500%	8,988	208,988		
8-15-06			6,488	6,488	215,475	415,000
2-15-07	205,000	3.000%	6,488	211,488		
8-15-07			3,413	3,413	214,900	210,000
2-15-08	210,000	3.250%	3,413	213,413		
8-15-08			0	0	213,413	0

Net Interest: $ 93,898

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
Certificates of Obligation, Series 2003 A

July 9, 2003 - Principal $780,000
Streets Project $750,000
Debt Issuance Cost $30,000

PAYMENT DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH FISCAL YEAR	PRINCIPAL AMOUNT OUTSTANDING
						780,000
2-15-04	0	0.000%	17,984	17,984		
8-15-04			14,451	14,451	32,435	780,000
2-15-05	30,000	3.350%	14,451	44,451		
8-15-05			13,949	13,949	58,400	750,000
2-15-06	30,000	3.500%	13,949	43,949		
8-15-06			13,424	13,424	57,373	720,000
2-15-07	30,000	3.500%	13,424	43,424		
8-15-07			12,899	12,899	56,323	690,000
2-15-08	30,000	3.500%	12,899	42,899		
8-15-08			12,374	12,374	55,273	660,000
2-15-09	35,000	3.500%	12,374	47,374		
8-15-09			11,761	11,761	59,135	625,000
2-15-10	35,000	3.300%	11,761	46,761		
8-15-10			11,184	11,184	57,945	590,000
2-15-11	35,000	2.900%	11,184	46,184		
8-15-11			10,676	10,676	56,860	555,000
2-15-12	35,000	3.000%	10,676	45,676		
8-15-12			10,151	10,151	55,828	520,000
2-15-13	40,000	3.200%	10,151	50,151		
8-15-13			9,511	9,511	59,663	480,000
2-15-14	40,000	3.400%	9,511	49,511		
8-15-14			8,831	8,831	58,343	440,000
2-15-15	40,000	3.600%	8,831	48,831		
8-15-15			8,111	8,111	56,943	400,000
2-15-16	40,000	3.700%	8,111	48,111		
8-15-16			7,371	7,371	55,483	360,000
2-15-17	45,000	3.900%	7,371	52,371		
8-15-17			6,494	6,494	58,865	315,000
2-15-18	45,000	4.000%	6,494	51,494		
8-15-18			5,594	5,594	57,088	270,000
2-15-19	50,000	4.000%	5,594	55,594		
8-15-19			4,594	4,594	60,188	220,000
2-15-20	50,000	4.150%	4,594	54,594		
8-15-20			3,556	3,556	58,150	170,000
2-15-21	55,000	4.150%	3,556	58,556		
8-15-21			2,415	2,415	60,971	115,000
2-15-22	55,000	4.200%	2,415	57,415		
8-15-22			1,260	1,260	58,675	60,000
2-15-23	60,000	4.200%	1,260	61,260	61,260	

Net Interest: $ 355,196

DEBT SERVICE
ESTIMATED SCHEDULE OF REQUIREMENTS
Certificates of Obligation, Series 2004 Estimate

Principal- $3,150,000
Business Center - $3,150,000;

PAYMENT DATE	ESTIMATE PRINCIPAL AMOUNT	ESTIMATE INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH FISCAL YEAR	ESTIMATE PRINCIPAL AMOUNT OUTSTANDING
						3,150,000
2-15-05	95,000	4.50%	70,875	165,875		
8-15-05			68,738	68,738	234,613	3,055,000
2-15-06	100,000	4.50%	68,738	168,738		
8-15-06			66,488	66,488	235,225	2,955,000
2-15-07	105,000	4.50%	66,488	171,488		
8-15-07			64,125	64,125	235,613	2,850,000
2-15-08	110,000	4.50%	64,125	174,125		
8-15-08			61,650	61,650	235,775	2,740,000
2-15-09	115,000	4.50%	61,650	176,650		
8-15-09			59,063	59,063	235,713	2,625,000
2-15-10	125,000	4.50%	59,063	184,063		
8-15-10			56,250	56,250	240,313	2,500,000
2-15-11	130,000	4.50%	56,250	186,250		
8-15-11			53,325	53,325	239,575	2,370,000
2-15-12	140,000	4.50%	53,325	193,325		
8-15-12			50,175	50,175	243,500	2,230,000
2-15-13	145,000	4.50%	50,175	195,175		
8-15-13			46,913	46,913	242,088	2,085,000
2-15-14	165,000	4.50%	46,913	211,913		
8-15-14			43,200	43,200	255,113	1,920,000
2-15-15	165,000	4.50%	43,200	208,200		
8-15-15			39,488	39,488	247,688	1,755,000
2-15-16	175,000	4.50%	39,488	214,488		
8-15-16			35,550	35,550	250,038	1,580,000
2-15-17	185,000	4.50%	35,550	220,550		
8-15-17			31,388	31,388	251,938	1,395,000
2-15-18	195,000	4.50%	31,388	226,388		
8-15-18			27,000	27,000	253,388	1,200,000
2-15-19	210,000	4.50%	27,000	237,000		
8-15-19			22,275	22,275	259,275	990,000
2-15-20	225,000	4.50%	22,275	247,275		
8-15-20			17,213	17,213	264,488	765,000
2-15-21	240,000	4.50%	17,213	257,213		
8-15-21			11,813	11,813	269,025	525,000
2-15-22	260,000	4.50%	11,813	271,813		
8-15-22			5,963	5,963	277,775	265,000
2-15-23	265,000	4.50%	5,963	270,963		
8-15-23			0	0	270,963	0

Net Interest: $ 1,592,100

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
Certificates of Obligation, Series 2004 A Estimate

Principal- $11,400,000
Conference Center - $11,400,000;

PAYMENT DATE	ESTIMATE PRINCIPAL AMOUNT	ESTIMATE INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH FISCAL YEAR	ESTIMATE PRINCIPAL AMOUNT OUTSTANDING
						11,400,000
2-15-05	150,000	4.50%	256,500	406,500		
8-15-05			253,125	253,125	659,625	11,250,000
2-15-06	160,000	4.50%	253,125	413,125		
8-15-06			249,525	249,525	662,650	11,090,000
2-15-07	450,000	4.50%	249,525	699,525		
8-15-07			239,400	239,400	938,925	10,640,000
2-15-08	475,000	4.50%	239,400	714,400		
8-15-08			228,713	228,713	943,113	10,165,000
2-15-09	500,000	4.50%	228,713	728,713		
8-15-09			217,463	217,463	946,175	9,665,000
2-15-10	525,000	4.50%	217,463	742,463		
8-15-10			205,650	205,650	948,113	9,140,000
2-15-11	555,000	4.50%	205,650	760,650		
8-15-11			193,163	193,163	953,813	8,585,000
2-15-12	635,000	4.50%	193,163	828,163		
8-15-12			178,875	178,875	1,007,038	7,950,000
2-15-13	755,000	4.50%	178,875	933,875		
8-15-13			161,888	161,888	1,095,763	7,195,000
2-15-14	750,000	4.50%	161,888	911,888		
8-15-14			145,013	145,013	1,056,900	6,445,000
2-15-15	835,000	4.50%	145,013	980,013		
8-15-15			126,225	126,225	1,106,238	5,610,000
2-15-16	930,000	4.50%	126,225	1,056,225		
8-15-16			105,300	105,300	1,161,525	4,680,000
2-15-17	990,000	4.50%	105,300	1,095,300		
8-15-17			83,025	83,025	1,178,325	3,690,000
2-15-18	1,515,000	4.50%	83,025	1,598,025		
8-15-18			48,938	48,938	1,646,963	2,175,000
2-15-19	1,015,000	4.50%	48,938	1,063,938		
8-15-19			26,100	26,100	1,090,038	1,160,000
2-15-20	1,065,000	4.50%	26,100	1,091,100		
8-15-20			2,138	2,138	1,093,238	95,000
2-15-21	95,000	4.50%	2,138	97,138		
8-15-21			0	0	97,138	0

Net Interest: $ 5,185,575

Embracing the Past

Exploring the Future

DEBT SERVICE

UTILITY REVENUE BONDS

DEBT SERVICE

SCHEDULE OF REQUIREMENTS

Utility Revenue Bonds - SERIES 1994

October 1, 1994, $16,500,000

Electric Projects $6,500,000; Wastewater Project $10,000,000

PAYMENT DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH YEAR	PRINCIPAL AMOUNT OUTSTANDING
2-1-04	825,000	5.50%	22,688	847,688		
8-1-04			0	0	847,688	0

Net Interest Cost: $9,757,825 **Moody's:** Aaa
Effective Interest Rate: 6.0140% **S & P's:** AAA

Paying Agent: Texas Commerce Bank, N.A.

Underwriting Group: Prudential Securities, Inc.

Call Provisions: All Bonds maturing on or after February 1, 2005 are optional for redemption in whole or in part on February 1, 2004 or any date thereafter at par and accrued interest to the date fixed for redemption. If less than all of the Bonds are redeemed at any time, the particular Bonds to be redeemed shall be selected by the City in integral multiples of $5,000 within any one maturity.

The bonds due in 2005-2014 were refunded by the Utility System Revenue Refunding Bonds, Series 2003.

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
Utility Revenue Bonds - SERIES 1995
August 1, 1995, $6,000,000

Electric Projects - $3,000,000; Water Projects - $1,800,000;
Wastewater Projects - $1,200,000

PAYMENT DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH YEAR	PRINCIPAL AMOUNT OUTSTANDING
2-1-04	300,000	6.25%	108,675	408,675		
8-1-04			99,300	99,300	507,975	3,600,000
2-1-05	300,000	6.25%	99,300	399,300		
8-1-05			89,925	89,925	489,225	3,300,000
2-1-06	300,000	5.25%	89,925	389,925		
8-1-06			82,050	82,050	471,975	3,000,000
2-1-07	300,000	5.30%	82,050	382,050		
8-1-07			74,100	74,100	456,150	2,700,000
2-1-08	300,000	5.40%	74,100	374,100		
8-1-08			66,000	66,000	440,100	2,400,000
2-1-09	300,000	5.50%	66,000	366,000		
8-1-09			57,750	57,750	423,750	2,100,000
2-1-10	300,000	5.50%	57,750	357,750		
8-1-10			49,500	49,500	407,250	1,800,000
2-1-11	300,000	5.50%	49,500	349,500		
8-1-11			41,250	41,250	390,750	1,500,000
2-1-12	300,000	5.50%	41,250	341,250		
8-1-12			33,000	33,000	374,250	1,200,000
2-1-13	300,000	5.50%	33,000	333,000		
8-1-13			24,750	24,750	357,750	900,000
2-1-14	300,000	5.50%	24,750	324,750		
8-1-14			16,500	16,500	341,250	600,000
2-1-15	300,000	5.50%	16,500	316,500		
8-1-15			8,250	8,250	324,750	300,000
2-1-16	300,000	5.50%	8,250	308,250	308,250	0

Net Interest Cost: $3,722,850 **Moody's:** Aaa
Effective Interest Rate: 5.64% **S & P's:** AAA

Paying Agent & Registrar: Texas Commerce National Bank National Association

Underwriting Group: Merrill Lynch, Pierce, Ferris & Smith, Inc.
Robert W. Baird & Co., Inc.
Raymond james & Associates, Inc.
DLS Securities
Service Asset Management

Call Provisions: All Bonds maturing on or after February 1, 2006 are optional for redemption in whole or in part on February 1, 2005 or any date thereafter at par and accrued interest to the date fixed for redemption. If less than all of the Bonds are redeemed at any time, the particular Bonds to be redeemed shall be selected by the City in integral multiples of $5,000 within any one maturity.

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
Utility Revenue Bonds - SERIES 1996
December 1, 1996, $10,110,000

Electric Projects - $3,700,000; Water Projects - $3,200,000;
Wastewater Projects - $500,000; Refunding (URB SERIES 1990, Years 2001 - 2006) - $2,710,000

PAYMENT DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH YEAR	PRINCIPAL AMOUNT OUTSTANDING
2-1-04	700,000	4.70%	189,555	889,555		
8-1-04			173,105	173,105	1,062,660	6,575,000
2-1-05	805,000	4.80%	173,105	978,105		
8-1-05			153,785	153,785	1,131,890	5,770,000
2-1-06	810,000	4.90%	153,785	963,785		
8-1-06			133,940	133,940	1,097,725	4,960,000
2-1-07	340,000	5.05%	133,940	473,940		
8-1-07			125,355	125,355	599,295	4,620,000
2-1-08	360,000	5.05%	125,355	485,355		
8-1-08			116,265	116,265	601,620	4,260,000
2-1-09	375,000	5.15%	116,265	491,265		
8-1-09			106,609	106,609	597,874	3,885,000
2-1-10	400,000	5.25%	106,609	506,609		
8-1-10			96,109	96,109	602,718	3,485,000
2-1-11	420,000	5.35%	96,109	516,109		
8-1-11			84,874	84,874	600,983	3,065,000
2-1-12	445,000	5.45%	84,874	529,874		
8-1-12			72,748	72,748	602,621	2,620,000
2-1-13	470,000	5.50%	72,748	542,748		
8-1-13			59,823	59,823	602,570	2,150,000
2-1-14	495,000	5.50%	59,823	554,823		
8-1-14			46,210	46,210	601,033	1,655,000
2-1-15	520,000	5.55%	46,210	566,210		
8-1-15			31,780	31,780	597,990	1,135,000
2-1-16	550,000	5.60%	31,780	581,780		
8-1-16			16,380	16,380	598,160	585,000
2-1-17	585,000	5.60%	16,380	601,380	617,760	0

Net Interest Cost: $ 5,702,533 **Moody's:** Aaa
S & P's: AAA

Paying Agent: Texas Commerce Bank National Association
Underwriters: Southwest Securities
Rauscher Pierce Refsnes, Inc.
Coastal Securities

Call Provisions: The City reserves the right, at its option, to redeem Bonds having stated maturities on and after February 1, 2008 through and including February 1, 2017, in whole or in part in principal amounts of $5,000 or any integral multiple thereof, on February 1, 2007, or any date thereafter, at the par value thereof plus accrued interest to the date of redemption.

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
Utility Revenue Bonds - SERIES 1998
April 1, 1998, $2,700,000

WasteWater Projects

PAYMENT DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH YEAR	PRINCIPAL AMOUNT OUTSTANDING
2-1-04	115,000	6.500%	58,533	173,533		
8-1-04			54,795	54,795	228,328	2,160,000
2-1-05	125,000	6.500%	54,795	179,795		
8-1-05			50,733	50,733	230,528	2,035,000
2-1-06	130,000	5.625%	50,733	180,733		
8-1-06			47,076	47,076	227,809	1,905,000
2-1-07	135,000	4.550%	47,076	182,076		
8-1-07			44,005	44,005	226,081	1,770,000
2-1-08	140,000	4.650%	44,005	184,005		
8-1-08			40,750	40,750	224,755	1,630,000
2-1-09	145,000	4.750%	40,750	185,750		
8-1-09			37,306	37,306	223,056	1,485,000
2-1-10	155,000	4.800%	37,306	192,306		
8-1-10			33,586	33,586	225,893	1,330,000
2-1-11	160,000	4.900%	33,586	193,586		
8-1-11			29,666	29,666	223,253	1,170,000
2-1-12	170,000	5.000%	29,666	199,666		
8-1-12			25,416	25,416	225,083	1,000,000
2-1-13	180,000	5.000%	25,416	205,416		
8-1-13			20,916	20,916	226,333	820,000
2-1-14	190,000	5.050%	20,916	210,916		
8-1-14			16,119	16,119	227,035	630,000
2-1-15	200,000	5.100%	16,119	216,119		
8-1-15			11,019	11,019	227,138	430,000
2-1-16	210,000	5.125%	11,019	221,019		
8-1-16			5,638	5,638	226,656	220,000
2-1-17	220,000	5.125%	5,638	225,638	225,638	0

Net Interest Cost: $ 1,610,150 **Moody's:** Aaa
S & P's: AAA

Paying Agent: Chase Bank of Texas National Association

Underwriting Group: First Southwest

Paying Agent: The City reserves the right, at its option, to redeem Bonds having stated maturities on and after February 1, 2009, in whole or in part in principal amounts of $5,000 or any integral multiple thereof, on February 1, 2008, or any date thereafter, at the par value thereof plus accrued interest to the date of redemption. If less than all the Bonds are to be redeemed, the City may select the maturities of Bonds to be redeemed. If less than all the Bonds of any maturity are to be redeemed, the Paying Agent/Registrar will determine by lot the Bonds, or portions thereof, within such maturity to be redeemed.

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
Utility Revenue Bonds - SERIES 2000
April 13, 2000 - $10,500,000

Water Projects - $4,500,000; Wastewater Projects - $6,000,000

DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH YEAR	PRINCIPAL AMOUNT OUTSTANDING
						10,500,000
2-15-04	425,000	7.00%	264,395	689,395		
8-15-04			249,520	249,520	938,915	9,100,000
2-15-05	445,000	7.00%	249,520	694,520		
8-15-05			233,945	233,945	928,465	8,655,000
2-15-06	470,000	7.00%	233,945	703,945		
8-15-06			217,495	217,495	921,440	8,185,000
2-15-07	495,000	5.00%	217,495	712,495		
8-15-07			205,120	205,120	917,615	7,690,000
2-15-08	525,000	5.00%	205,120	730,120		
8-15-08			191,995	191,995	922,115	7,165,000
2-15-09	550,000	5.10%	191,995	741,995		
8-15-09			177,970	177,970	919,965	6,615,000
2-15-10	580,000	5.10%	177,970	757,970		
8-15-10			163,180	163,180	921,150	6,035,000
2-15-11	615,000	5.20%	163,180	778,180		
8-15-11			147,190	147,190	925,370	5,420,000
2-15-12	650,000	5.25%	147,190	797,190		
8-15-12			130,128	130,128	927,318	4,770,000
2-15-13	685,000	5.30%	130,128	815,128		
8-15-13			111,975	111,975	927,103	4,085,000
2-15-14	725,000	5.40%	111,975	836,975		
8-15-14			92,400	92,400	929,375	3,360,000
2-15-15	770,000	5.50%	92,400	862,400		
8-15-15			71,225	71,225	933,625	2,590,000
2-15-16	815,000	5.50%	71,225	886,225		
8-15-16			48,813	48,813	935,038	1,775,000
2-15-17	865,000	5.50%	48,813	913,813		
8-15-17			25,025	25,025	938,838	910,000
2-15-18	910,000	5.50%	25,025	935,025	935,025	0

Net Interest Cost: $ 6,099,459 **Moody's:** Aaa
S & P's: AAA

Paying Agent: Chase Bank of Texas National Association

Underwriting Group: First Southwest

Call Provisions: The City reserves the right, at its option, to redeem Bonds having stated maturities on and after February 1, 2011, in whole or in part in principal amounts of $5,000 or any integral multiple thereof, on February 1, 2010, or any date thereafter, at the par value thereof plus accrued interest to the date of redemption. If less than all of the Bonds are to be redeemed, the City may select the maturities of Bonds to be redeemed. If less than all the Bonds of any maturity are to be redeemed, the Paying Agent/Registrar will determine by lot the Bonds, or portions thereof, within such maturity to be redeemed.

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
U.R.B. SERIES 2001
August 1, 2001 - PRINCIPAL $23,500,000

Water Projects $12,400,000, Wastewater Projects $11,100,000

DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH YEAR	PRINCIPAL AMOUNT OUTSTANDING
2-15-04	740,000	3.50%	530,431	1,270,431		
8-15-04			517,481	517,481	1,787,913	21,445,000
2-15-05	785,000	4.50%	517,481	1,302,481		
8-15-05			499,819	499,819	1,802,300	20,660,000
2-15-06	830,000	4.50%	499,819	1,329,819		
8-15-06			481,144	481,144	1,810,963	19,830,000
2-15-07	875,000	4.50%	481,144	1,356,144		
8-15-07			461,456	461,456	1,817,600	18,955,000
2-15-08	925,000	4.50%	461,456	1,386,456		
8-15-08			440,644	440,644	1,827,100	18,030,000
2-15-09	975,000	5.00%	440,644	1,415,644		
8-15-09			416,269	416,269	1,831,913	17,055,000
2-15-10	1,030,000	5.50%	416,269	1,446,269		
8-15-10			387,944	387,944	1,834,213	16,025,000
2-15-11	1,090,000	5.50%	387,944	1,477,944		
8-15-11			357,969	357,969	1,835,913	14,935,000
2-15-12	1,150,000	4.40%	357,969	1,507,969		
8-15-12			332,669	332,669	1,840,638	13,785,000
2-15-13	1,215,000	4.50%	332,669	1,547,669		
8-15-13			305,331	305,331	1,853,000	12,570,000
2-15-14	1,285,000	4.60%	305,331	1,590,331		
8-15-14			275,776	275,776	1,866,108	11,285,000
2-15-15	1,360,000	4.70%	275,776	1,635,776		
8-15-15			243,816	243,816	1,879,593	9,925,000
2-15-16	1,435,000	4.75%	243,816	1,678,816		
8-15-16			209,735	209,735	1,888,551	8,490,000
2-15-17	1,515,000	4.80%	209,735	1,724,735		
8-15-17			173,375	173,375	1,898,110	6,975,000
2-15-18	1,600,000	4.875%	173,375	1,773,375		
8-15-18			134,375	134,375	1,907,750	5,375,000
2-15-19	1,695,000	5.00%	134,375	1,829,375		
8-15-19			92,000	92,000	1,921,375	3,680,000
2-15-20	1,790,000	5.00%	92,000	1,882,000		
8-15-20			47,250	47,250	1,929,250	1,890,000
2-15-21	1,890,000	5.00%	47,250	1,937,250	1,937,250	0

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
U.R.B. SERIES 2002
March 1, 2002 - PRINCIPAL $18,215,000

Electric Projects $4,440,000; Water Projects $6,300,000, Wastewater Projects $10,000,000

DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH YEAR	PRINCIPAL AMOUNT OUTSTANDING
						18,215,000
2-15-04	555,000	4.00%	437,972	992,972		
8-15-04			426,872	426,872	1,419,843	17,130,000
2-15-05	585,000	4.00%	426,872	1,011,872		
8-15-05			415,172	415,172	1,427,043	16,545,000
2-15-06	620,000	4.00%	415,172	1,035,172		
8-15-06			402,772	402,772	1,437,943	15,925,000
2-15-07	650,000	4.00%	402,772	1,052,772		
8-15-07			389,772	389,772	1,442,543	15,275,000
2-15-08	685,000	4.00%	389,772	1,074,772		
8-15-08			376,072	376,072	1,450,843	14,590,000
2-15-09	725,000	4.13%	376,072	1,101,072		
8-15-09			361,118	361,118	1,462,190	13,865,000
2-15-10	765,000	6.00%	361,118	1,126,118		
8-15-10			338,168	338,168	1,464,287	13,100,000
2-15-11	805,000	6.00%	338,168	1,143,168		
8-15-11			314,018	314,018	1,457,187	12,295,000
2-15-12	850,000	6.00%	314,018	1,164,018		
8-15-12			288,518	288,518	1,452,537	11,445,000
2-15-13	895,000	4.67%	288,518	1,183,518		
8-15-13			267,620	267,620	1,451,139	10,550,000
2-15-14	940,000	4.77%	267,620	1,207,620		
8-15-14			245,201	245,201	1,452,821	9,610,000
2-15-15	995,000	4.88%	245,201	1,240,201		
8-15-15			220,923	220,923	1,461,124	8,615,000
2-15-16	1,045,000	4.98%	220,923	1,265,923		
8-15-16			194,903	194,903	1,460,826	7,570,000
2-15-17	1,100,000	5.08%	194,903	1,294,903		
8-15-17			166,963	166,963	1,461,865	6,470,000
2-15-18	1,160,000	5.13%	166,963	1,326,963		
8-15-18			137,209	137,209	1,464,171	5,310,000
2-15-19	1,225,000	5.19%	137,209	1,362,209		
8-15-19			105,420	105,420	1,467,629	4,085,000
2-15-20	1,290,000	5.24%	105,420	1,395,420		
8-15-20			71,622	71,622	1,467,042	2,795,000
2-15-21	1,360,000	5.13%	71,622	1,431,622		
8-15-21			36,772	36,772	1,468,394	1,435,000
2-15-22	1,435,000	5.13%	36,772	1,471,772	1,471,772	0
Total Interest	10,842,740					

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
U.R.B. SERIES 2003 A
JULY 9, 2003 - PRINCIPAL $4,850,000

Electric Projects $4,850,000

DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH YEAR	PRINCIPAL AMOUNT OUTSTANDING
						4,850,000
2-15-04			102,772	102,772		
8-15-04			88,091	88,091	190,863	4,850,000
2-15-05	185,000	3.000%	88,091	273,091		
8-15-05			85,316	85,316	358,406	4,665,000
2-15-06	190,000	2.500%	85,316	275,316		
8-15-06			82,941	82,941	358,256	4,475,000
2-15-07	195,000	2.500%	82,941	277,941		
8-15-07			80,503	80,503	358,444	4,280,000
2-15-08	200,000	2.500%	80,503	280,503		
8-15-08			78,003	78,003	358,506	4,080,000
2-15-09	205,000	3.500%	78,003	283,003		
8-15-09			74,416	74,416	357,419	3,875,000
2-15-10	210,000	4.000%	74,416	284,416		
8-15-10			70,216	70,216	354,631	3,665,000
2-15-11	220,000	4.000%	70,216	290,216		
8-15-11			65,816	65,816	356,031	3,445,000
2-15-12	225,000	4.000%	65,816	290,816		
8-15-12			61,316	61,316	352,131	3,220,000
2-15-13	235,000	4.000%	61,316	296,316		
8-15-13			56,616	56,616	352,931	2,985,000
2-15-14	245,000	3.125%	56,616	301,616		
8-15-14			52,788	52,788	354,403	2,740,000
2-15-15	255,000	3.250%	52,788	307,788		
8-15-15			48,644	48,644	356,431	2,485,000
2-15-16	265,000	3.500%	48,644	313,644		
8-15-16			44,006	44,006	357,650	2,220,000
2-15-17	275,000	3.625%	44,006	319,006		
8-15-17			39,022	39,022	358,028	1,945,000
2-15-18	290,000	3.750%	39,022	329,022		
8-15-18			33,584	33,584	362,606	1,655,000
2-15-19	300,000	3.875%	33,584	333,584		
8-15-19			27,772	27,772	361,356	1,355,000
2-15-20	315,000	4.000%	27,772	342,772		
8-15-20			21,472	21,472	364,244	1,040,000
2-15-21	330,000	4.000%	21,472	351,472		
8-15-21			14,872	14,872	366,344	710,000
2-15-22	345,000	4.125%	14,872	359,872		
8-15-22			7,756	7,756	367,628	365,000
2-15-23	365,000	4.250%	7,756	372,756	372,756	0
Interest:	2,169,066					

DEBT SERVICE
SCHEDULE OF REQUIREMENTS
U.R.B. SERIES 2003 REFUNDING
December 5, 2002 - PRINCIPAL $11,160,000
REFUNDING URB SERIES 1993 YEARS 2004-2013, AND URB SERIES 1994 YEARS 2005-2014

Electric Projects; Water Projects, Wastewater Projects

DATE	PRINCIPAL AMOUNT	INTEREST RATE	INTEREST AMOUNT	TOTAL DUE ON PAYMENT DATE	TOTAL DUE EACH YEAR	PRINCIPAL AMOUNT OUTSTANDING
2-1-04	365,000	4.00%	223,441	588,441		
8-1-04			216,141	216,141	804,581	10,795,000
2-1-05	1,180,000	4.00%	216,141	1,396,141		
8-1-05			192,541	192,541	1,588,681	9,615,000
2-1-06	1,170,000	4.00%	192,541	1,362,541		
8-1-06			169,141	169,141	1,531,681	8,445,000
2-1-07	1,155,000	4.50%	169,141	1,324,141		
8-1-07			143,153	143,153	1,467,294	7,290,000
2-1-08	1,140,000	3.50%	143,153	1,283,153		
8-1-08			123,203	123,203	1,406,356	6,150,000
2-1-09	1,120,000	3.75%	123,203	1,243,203		
8-1-09			102,203	102,203	1,345,406	5,030,000
2-1-10	1,100,000	4.00%	102,203	1,202,203		
8-1-10			80,203	80,203	1,282,406	3,930,000
2-1-11	1,075,000	4.00%	80,203	1,155,203		
8-1-11			58,703	58,703	1,213,906	2,855,000
2-1-12	1,055,000	4.00%	58,703	1,113,703		
8-1-12			37,603	37,603	1,151,306	1,800,000
2-1-13	1,035,000	4.13%	37,603	1,072,603		
8-1-13			16,256	16,256	1,088,859	765,000
2-1-14	765,000	4.25%	16,256	781,256	781,256	
Total Interest	2,799,655					

Embracing the Past

Exploring the Future

APPENDIX K

GENERAL & ADMINISTRATIVE TRANSFERS

GENERAL AND ADMINISTRATIVE TRANSFERS

The General and Administrative Transfers are used to reflect the cost of 2 types of activities.

The first is to recover the costs of administrative services to the areas which are using those services. For example, transfers are used to reflect the cost of services received from administrative activities in the General Fund, such as accounting, purchasing, technology, and human resources services.

Costs are allocated based on the results of an annual cost allocation plan done in the early part of the budget process.

The transfers are also used as a mechanism to recover the cost of projects that may be budgeted in an operating fund, but are being funded from a different source. For example, the Parks Department budgets for a number of activities that are funded from the Hotel/Motel Fund through the General and Administrative Transfer.

The following page includes the schedule for the General and Administrative Transfers for FY 04. Most of the transfers come into the General Fund from other operating funds receiving the services.

Just under $5.8 million is approved to be allocated to the General Fund from various other funds. This includes 462,134 for drainage maintenance activities from the Drainage Utility Fund. Also included is $667,804 for the Community Development administrative functions, and $343,433 for parks related projects funded out of the Hotel/Motel Fund. It also includes $182,582 related to approved service level adjustments in the General Fund that are approved to be funded in part by sources other than the General Fund.

$2.16 million is approved to be allocated to the Utility Billing Fund from the five utility funds. Funds are also transferred from the Water and Wastewater Funds to the Electric Fund for administrative services provided by the Electric Fund; and from the Wastewater Fund to the Water Fund.

FY 04 Approved General and Administrative Transfer Worksheet

	FY 03 Approved Budget	FY 04 Approved Base Budget	FY 04 Total Approved Budget
To General Fund:			
Community Development	$ 689,827	$ 664,031	$ 667,804
Parks Xtra Education	30,590	31,062	31,062
Hotel Motel	265,848	267,671	267,671
Wolf Pen Creek	77,199	75,762	75,762
Conf Center	276,936	0	0
Drainage Operations	410,748	462,134	625,943
Electric	665,884	582,421	588,421
Water	329,139	304,486	306,286
Wastewater	292,247	298,642	299,842
Sanitation	344,465	365,423	366,623
BVSWMA	348,148	387,064	388,264
Parking Enterprise	0	21,898	21,898
Utility Billing	595,212	486,881	490,481
Court Security Fund	30,327	48,548	48,548
Insurance Funds			
Empl. Benefits	54,949	49,520	49,520
Prop. Casualty	131,990	126,645	126,645
Worker's Comp	131,991	126,645	126,645
Fleet	137,177	134,043	134,043
Print/Mail	47,327	45,829	45,829
Communications	85,000	100,000	100,000
General Capital Projects			0
Street Projects	250,000	350,000	350,000
Parks Projects	20,000	20,000	20,000
General Government	60,000	120,720	120,720
Parks Escrow Projects	5,000	10,000	10,000
New Conference Center	50,000	41,340	41,340
Northgate Parking Garage	0	0	0
Business Park	50,000	0	0
Utility Capital Projects			0
Electric Projects	90,000	18,082	18,082
Water Projects	275,000	150,000	150,000
Wastewater Projects	200,000	140,852	140,852
Drainage	185,000	172,302	172,302
General Fund Total	$ 6,130,004	$ 5,602,001	$ 5,784,583
To Utility Customer Service:			
Electric	$ 1,132,658	$ 1,207,200	$ 1,269,929
Water	622,531	663,500	697,977
Wastewater	72,406	77,200	81,210
Drainage	25,000	25,000	25,000
Sanitation	72,406	77,200	81,210
Utility Customer Service	$ 1,925,000	$ 2,050,100	$ 2,155,326
To Electric Fund:			
Water	$ 213,000	$ 197,500	$ 197,500
Wastewater	213,000	197,500	197,500
Electric Fund Total	$ 426,000	$ 395,000	$ 395,000
To Water Fund:			
Wastewater	$ 279,400	$ 285,000	$ 285,000
Water Fund Total	$ 279,400	$ 285,000	$ 285,000
To Communications Fund:			
General	38,100	0	0
Electric	4,500	0	0
Water	1,500	0	0
Wastewater	1,800	0	0
Sanitation	1,000	0	0
BVSWMA	1,500	0	0
Utility Billing	1,500	0	0
Fleet	700	0	0
Print/Mail	200	0	0
Communications Fund Total	$ 50,800	$ 0	$ 0
Total All Funds	**$ 8,811,204**	**$ 8,332,101**	**$ 8,619,909**

Embracing the Past

Exploring the Future

APPENDIX L

FY 2003-2004 STRATEGIC PLAN STRATEGIES AND IMPLEMENTATION PLANS

FY 2003-04 STRATEGIC PLAN STRATEGIES & IMPLEMENTATION PLANS

Core Services Vision Statement
We will provide high quality customer focused basic city services at a reasonable cost.

Strategy #1 We will provide infrastructure with the capacity to meet current and projected projects.

Implementation Plans

a. Provide effective drainage programs
b. Provide effective electric, water, and wastewater services
c. Provide effective technology services
d. Provide effective Solid Waste / Landfill programs
e. Provide effective Cemetery services

Strategy #2 We will promote public safety and health.

Implementation Plans

a. Provide effective police protection
b. Improve interagency public safety coordination
c. Provide effective Fire / EMS services
d. Pursue effective emergency management services
e. Provide health services through the Brazos County Health Department
f. Provide animal control and adoption through the Brazos Animal Shelter

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Strategy #3 We will promote effective communication (interdepartmentally and the public)

Implementation Plans

a. Effectively utilize television
b. Implementation of City Marketing plan
c. E-Government implementation
d. Develop employee communication plan
e. Develop and implement alternate communication with Public
f. Review and improve advisory board communication

Strategy #4 We will rehabilitate infrastructure as needed.

Implementation Plans

a. Update older infrastructure
b. Implement Southside rehabilitation plan

Strategy #5 We will provide streets, traffic and transportation systems.

Implementation Plans

a. Provide effective street programs
b. Provide effective traffic programs
c. Provide effective regional transportation programs

Strategy #6 *We* will provide a workplace that fosters creative ideas for delivery of core services.

Implementation Plans

a. Provide effective training and development programs
b. Provide effective recognition systems
c. Provide effective performance evaluation systems
d. Promote creativity and innovation in service delivery

Parks and Leisure Services Vision Statement
We will continue to promote a wide range of leisure, recreational and cultural arts opportunities.

Strategy #1 We will maintain an integrated parks system driven by connectivity.

Implementation Plans

a. Continue implementation of Park Maintenance Standards
b. Implementation urban forestry management plan
c. Implement greenway/bikeway plans that foster connectivity

Strategy #2 We will promote programs and facilities that target all age groups

Implementation Plans

a. Continue efforts to make parks more intergenerational
b. Review leisure service programs
c. Pursue cooperative efforts with the City of Bryan on joint programming
d. Development of Veterans Park Phase 2
e. Develop new five-year Parks Capital Improvement Projects

Strategy #3 We will promote cultural arts.

Implementation Plans

a. Promote performing art
b. Promote public art
c. Library services improvement
d. Performing arts facilities development
e. Develop a museum

Strategy #4 We will pursue regional planning and development efforts

Implementation Plans

a. Implement regional planning and develop initiative

FY 2003-04 STRATEGIC PLAN STRATEGIES & IMPLEMENTATION PLANS

Planning and Development Vision Statement
We will continue to promote a well-planned community

Strategy #1 We will continue to revise and guide the development process through the Unified Development Ordinance (UDO)

Implementation Plans

a. Revise the technical standards for infrastructure construction
b. Revise the drainage ordinance (UDO Section 7.8)
c. Revise the Subdivison Regulations (UDO Article 8)
d. Update Park land dedication ordinance

Strategy #2 We will continue to support an intermodal transportation action plan.

Implementation Plans

a. Develop an intermodal transportation action plan

Strategy #3 We will continue to provide for a well planned community (we will promote well-planned neighborhoods)

Implementation Plans

a. Provide proactive code enforcement services
b. Provide Neighborhood Services
c. Guide growth through planned annexation
d. Update Greenway master plan
e. Small area planning

FY 2003-04 STRATEGIC PLAN STRATEGIES & IMPLEMENTATION PLANS

Economic Development Vision Statement
We will continue to promote a strong and diverse economic environment.

Strategy #1 We will promote the development of strategic areas

Implementation Plans

a. Promote commercial development in the Wolf Pen Entertainment district
b. Promote development in the Rock Prairie Road Commercial area
c. Promote development in Crescent Pointe (tax increment reinvestment one #15) and surrounding area

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Strategy #2 We will continue to strengthen and diversify the tax and job base.

Implementation Plans

a. Pursue development of a second class "A" business park for continued recruitment of Technology companies
b. Pursue update of the incentives guidelines

Strategy #3 We will promote tourism.

Implementation Plans

a. Support the operations of Brazos Valley Convention & Visitors Bureau
b. Continue development of Hotel / Conference Center and Corporate headquarters
c. Explore development / recruitment of a new venue

Strategy #4 We will promote revitalization and redevelopment

Implementation Plans

a. Promote redevelopment of targeted properties and areas
b. Target CDBG funds to infrastructure rehabilitation
c. Target CDBG and HOME funds for low-mod income housing projects and improvements
d. Proactive code enforcement

Strategy #5 We will encourage and integrate the city's economic development efforts with the Research Valley Partnership.

Implementation Plans

a. Monitor Research Valley Partnership-(RVP) performance and programs.
b. Incorporate Research Valley Partnership branding
c. Enhance marketing mechanisms utilized to target site location consultants, real estate professionals, and business executives.

APPENDIX M

FY 04 COMBINED FUND SUMMARY

Combined Summary by Fund Type

	FY 04 Governmental Funds	FY 04 Enterprise Funds	FY 04 Special Revenue Funds	FY 04 Internal Service Funds
Beginning Balance/ Working Capital	$ 41,278,405	$ 55,091,964	$ 4,795,541	$ 8,637,951
Revenues				
Taxes	$ 29,992,019	$ -	$ 2,966,487	$ -
Licenses and Permits	885,200	-	-	-
Intergovernmental	228,115	-	4,593,072	-
Charges for Services	2,228,315	74,915,180	128,800	6,724,655
Fines	3,044,550	94,500	-	-
Premiums	-	-	-	2,415,200
Investment Income	1,099,030	1,533,900	108,222	273,470
Other	480,800	1,226,900	24,000	201,300
Total Revenues	$ 37,958,029	$ 77,770,480	$ 7,820,581	$ 9,614,625
Total Funds Available	$ 79,236,434	$ 132,862,444	$ 12,616,122	$ 18,252,576
Expenditures/Expenses				
Operating				
Salaries and Benefits	$ 28,853,360	$ 9,128,862	$ -	$ 2,389,756
Supplies	2,004,622	2,335,570	-	654,380
Maintenance	3,337,046	1,174,925	-	194,361
Purchased Services	6,233,172	41,456,222	-	529,344
Capital	667,589	915,181	-	70,085
Total Operating Expend/Exp	$ 41,095,789	$ 55,010,760	$ -	$ 3,837,926
Non Departmental				
Community Development	$ -	$ -	$ 4,241,300	$ -
Reimbursed Administrative	(5,288,643)	3,861,660	351,772	944,775
Contributions	267,265	328,287	1,215,200	-
Claims	-	-	-	380,000
Premiums	-	-	-	4,483,917
Other	1,408,200	435,000	1,060,333	541,145
Capital Outlay	12,316,756	17,351,457	2,129,500	2,960,000
Debt Service	9,267,686	7,952,765	-	-
Total Non Departmental	$ 17,971,264	$ 29,929,169	$ 8,998,105	$ 9,309,837
Other Sources (Uses)				
Proceeds From Long Term Debt	$ 15,050,000	$ 8,720,000	$ -	$ -
Operating Transfers In	12,070,414	10,670,000	-	-
Operating Transfers Out	-	(17,911,410)	(479,103)	(403,756)
Total Other Sources (Uses)	$ 27,120,414	$ 1,478,590	$ (479,103)	$ (403,756)
Increase(Decrease) Fund Balance	$ 6,011,390	$ (5,690,859)	$ (1,656,627)	$ (3,936,894)
Fund Balance/Working Capital	$ 47,289,795	$ 49,401,105	$ 3,138,914	$ 4,701,057

APPENDIX N

GLOSSARY

GLOSSARY

A

Activity Center: The lowest level at which costs for operations are maintained.

Ad Valorem Tax: A tax based on the value of property.

Appropriation: A legal authorization granted by the Council to make or incur expenditures/expenses for specific purposes.

B

Budget: A plan, approved by the Council, of financial operation embodying an estimate of proposed expenditures/expenses for the fiscal year and the proposed means of funding these expenditure estimates.

BVSWMA: Brazos Valley Solid Waste Management Agency. BVSWMA was formed under a joint solid waste management agreement between the cities of College Station and Bryan to cooperatively operate a joint landfill facility for the proper disposal of solid waste for the two cities and outside customers.

C

Capital/Major Project Expenditure/Expense: An expenditure/expense that results in the acquisition or addition of a fixed asset or the improvement to an existing fixed asset.

Cash Basis: Method of accounting and budgeting that recognizes revenues when received and expenditures when paid.

Certificate of Obligation (C.O.): Long-term debt that is authorized by the City Council and does not require prior voter approval.

Certified Annual Financial Report (CAFR): The published results of the City's annual audit.

Charter of Accounts: A chart detailing the system of general ledger accounts.

City Council: The current elected officials of the City as set forth in the City's Charter.

City Manager: The individual appointed by the City Council who is responsible for the administration of City affairs.

Capital Improvement Program (CIP): A multi-year program of projects that address both repair and replacement of existing infrastructure as well as the development of new facilities to accommodate future growth.

Capital Outlay: A disbursement of money which results in the acquisition or addition to fixed assets.

Competitive bidding process: The process following State law requiring that for purchases of $15,000 or more, a city must advertise, solicit, and publicly open sealed bids from prospective vendors. After a review period, the Council then awards the bid to the successful bidder.

Contract Obligation Bonds: Long-term debt that places the assets purchased or constructed as a part of the security for the issue.

Current Expense: An obligation as a result of an incurred expenditure/expense due for payment within a twelve (12) month period.

Current Revenue: The revenues or resources of a City convertible to cash within a twelve (12) month period.

D

Debt Service: The annual amount of money necessary to pay the interest and principal (or sinking fund contribution) on outstanding debt.

Department: Separate branch of operation in the organization structure.

Division: Unit of a department.

E

Effectiveness Measure: Measure that demonstrates whether a program is accomplishing its intended results. These should show the impact of the program.

Efficiency Measure: This is a ratio of inputs to outputs. For example: cost per inspection, calls for service per officer.

Emergency: An unexpected occurrence, i.e., damaging weather conditions, that require the unplanned use of City funds.

Encumbrance: Obligation to expend appropriated monies as a result of a processed purchase order or a contract for purchases legally entered on behalf of the City.

Enterprise Funds: Funds that are used to represent the economic results of activities that are maintained similar to those of private business, where revenues are recorded when earned and expenses are recorded as resources are used.

Equity: See Fund Balance.

Expenditure/Expense: Decrease in net financial resources for the purpose of acquiring goods or services. The General Fund recognizes expenditures and the Proprietary Funds recognize expenses.

F

Fiscal year: 12 month budget period, generally extending from October 1st through the following September 30th.

Fixed Assets: Asset of a long-term nature which are intended to continue to be held or used, such as land, building, improvements other than buildings, machinery, and equipment.

FTE: Full Time Equivalent. A position that is equivalent to a full-time 40 hour work week. This is the method by which temporary/seasonal and part-time workers are accounted for.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves, and equities which are segregated for the purpose of carrying on specific activities or attaining certain objectives.

Fund Balance (Equity): The excess of fund assets over liabilities. Accumulated balances are the result of continual excess of revenues over expenditures/expenses. A negative fund balance is a deficit balance.

G

GAAP: See Generally Accepted Accounting Principles.

General and Administrative Costs: Costs associated with the administration of City services.

General Fund: The City fund used to account for all financial resource and expenditures of the City except those required to be accounted for in another fund.

General Ledger: The collection of accounts reflecting the financial position and results of operations for the City.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards of and guidelines to financial accounting and reporting as set forth by the Governmental Accounting Standards Board (GASB).

General Obligation Bonds: Bonds for whose payment the full faith and credit of the City has been pledged.

GFOA: Government Finance Officers Association of the United States and Canada.

Governmental Accounting Standards Board (GASB): The authoritative accounting and financial reporting standard-setting body of government agencies.

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.

I

Internal Service Funds: Generally accounted for similar to enterprise funds. These funds are used to account for enterprise types of activities for the benefit of city departments such as fleet maintenance, self insurance, and print/mail.

Implementation Plan: The specific actions that will be taken to implement a strategy within the City's strategic plan.

Investments: Securities held for the production of income, generally in the form of interest.

L

Line Item Budget: The presentation of the City's adopted budget in a format presenting each Department's approved expenditure/expense by specific account.

Long-Term Debt: Obligation of the City with a remaining maturity term of more that one (1) year.

M

Mission Statement: Purpose of the organization; why the organization exists and whom it benefits.

Modified Accrual Basis: The basis of accounting in which revenues are recognized when they become measurable and available to finance expenditures of the current period. Expenditures are recognized when the goods or services are received.

N

Net Working Capital: Current Assets less Current Liabilities in an enterprise or internal service fund.

Non-Recurring Revenues: Resources recognized by the City that are unique and occur only one time or without pattern.

O

Official Budget: The budget as adopted by the Council.

One-Time Revenues: See Non-Recurring Revenues.

Operating Budget: A plan, approved by the Council, of financial operations embodying an estimate of proposed expenditures/expenses for the fiscal year and the proposed means of financing them.

Output Measure: This is the quantity of work produced or generated.

P

Performance Measure: Tool to determine the levels of service are being provided by the organization.

Proprietary Funds: See Utility Funds.

R

Reserves: An account used to designate a portion of the fund balance (equity) as legally segregated for a specific future use.

Retained Earnings: The equity account reflecting the accumulated earnings of the Utility Funds.

Revenues (Resources): An increase in assets due to the performance of a service or the sale of goods. in the General Fund, revenues are recognized when earned, measurable, and reasonably assured to be received within 60 days.

Risk: The liability, either realized or potential, related to the City's daily operations.

S

Service Level: The current outcomes and services provided to citizens and customers by the City as approved in the annual budget.

Service Level Adjustment (SLA): Request for additional resources requiring a decision by management and council and justified on the basis of adding to or reducing services and/or performance improvements.

Sinking Fund: A fund which is accumulated through periodic contributions which must be placed in the sinking fund so that the total contributions plus their compounded earnings will be sufficient to redeem the sinking fund bonds when they mature.

Strategy: A policy choice that identifies purposes, policies, programs, actions, decisions, or resource allocations that define what path the City will take to move toward the visions and why that path has been chosen.

T

Tax Levy: The total amount of taxes imposed by the City on taxable property, as determined by

the Brazos County Appraisal District, within the City's corporate limits.

Transfers: A legally authorized funding transfer between fund in which one fund is responsible for the initial receipt and the other fund is responsible for the actual disbursement.

User-Based Fee/Charge: A monetary fee or charge placed upon the user of services of the City.

U

Utility Funds: The funds used to account for the operations of the City's electric, water, sanitary sewer, and solid waste disposal activities.

Undesignated Fund Balance: The portion of the fund balance that is unencumbered from any obligation of the City.

Utility Revenue Bond: Debt issued by the City and approved by the Council for which payment is secured by pledged utility revenue.

V

Vision Statements: Description of what the community should look like in the future. Based on the Council's values, they provide direction about the intended impact the organization should have on the community. Provide answers to the preamble, "As a result of our efforts, citizens will…"