



# Operating Budget Fiscal Year 2013-2014



City of  
San  
Angelo



Annual Operating Budget

City of San Angelo, Texas

Fiscal Year

October 1, 2013 through  
September 30, 2014

**THIS BUDGET WILL RAISE MORE TOTAL  
PROPERTY TAXES THAN LAST YEAR'S  
BUDGET BY \$526,345 (1.86%), AND OF  
THAT AMOUNT, \$328,722 IS TAX  
REVENUE TO BE RAISED FROM NEW  
PROPERTY ADDED TO THE TAX ROLL  
THIS YEAR**

# City of San Angelo

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of San Angelo  
Texas**

For the Fiscal Year Beginning

**October 1, 2012**

*Christopher P. Morrill*

President

*Jeffrey R. Emmer*

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of San Angelo, Texas for the Annual Budget beginning October 1, 2012. 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.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.



The City Of  
**San Angelo, Texas**  
P.O. Box 1751 - Zip 76902

August 20, 2013

Honorable Mayor and City Council,

### **Introduction**

I am pleased to submit the 2013-14 annual budget for the City of San Angelo, Texas. The City of San Angelo provides a wide variety of services for the citizens of San Angelo. Managing a City can be a difficult and unwieldy process because there are so many different services. Providing financing for all City services is just as difficult. Due to the wide variety of services provided to citizens and new requests and mandates received on a regular basis, service requests far exceed the available funding to pay for services.

When beginning the 2013-14 annual budget preparation, the City of San Angelo continued to face an unprecedented drought never before seen in history. Increased consideration to obtaining additional water supplies, other than surface supplies, has been our main concern. An underground water supply located 62 miles southeast of San Angelo was obtained in prior years and efforts kicked into high gear to access this aquifer. After the City obtained a low interest loan from the Texas Water Development Board to finance the approximately \$120 million dollar project, the pipeline and well field development was begun.

The total proposed expenditures for all funds for 2013-14 are \$138,028,195. This represents a 2.75% (\$3.7 million) increase over the previous year. The General Fund accounts for a \$1.4 million dollar increase to proposed expenditures. This increase is funded by increased property tax and sales tax due to positive economic growth. This increased revenue was used to maintain city services, particularly by investing in recruitment. Other increases include approximately \$465,000 in Police negotiated pay raises, a \$125,000 investment in the Fire Department pay plan, and a proposed \$812,000 for use in other employee pay raises.

### **Organizational Priorities for the 2013-14 Budget**

Service Priorities – City staff and City Council focused on priorities of services during budget preparations. The City has moved in the direction of budgeting based on service priorities in the past few years. All services provided fall into three tiers of service. The tier one priorities for the General Fund are public safety, operations, animal services, financial accountability and administrative services.

Water, wastewater, solid waste, and storm water functions are also high priorities; however, those services are within enterprise funds and are not supported by the General Fund.

*Efficiencies in Services* – Efficiencies in services provided will continue to be achieved by City management conducting an analysis of all departments this Fall 2013.

*Change in Services* – If the analysis this Fall causes a change in services that yields cost savings, those funds will be captured and available for other priorities.

*Elimination of Services* – From time to time, services become obsolete or inefficient to continue, however, no such changes are proposed in the 2013-14 budget.

Fund Balance – The fund balance is simply the arithmetic difference between assets and liabilities for each fund. Fund balances serve the purposes of stabilizing the City's functions and protecting citizens from dramatic tax and fee increases. The General Fund's fund balance is budgeted to increase by \$185,341 to allow for a "rainy day fund" to provide a financial cushion against unanticipated adverse economic circumstances.

Property Tax Rate Decrease – An ever-present objective for the budget is to avoid an increase in the property tax rate. In fiscal year 2006-07, City Council adopted a resolution aiming to lower the tax rate by 10 cents over the next 10 year years. For the coming fiscal year 2013-14, the tax rate was adopted at 0.776/\$100 valuation which is on track with this goal.

Employee Health Benefit Stabilization – The cost of health benefits has increased substantially over the last 13 years. Health coverage in fiscal year 2013-14 paid by the City (all funds) is approximately \$5.9 million for both employees and retirees. In fiscal year 2011-2012, the City went to an exclusive provider plan for its participants which generated substantial savings.

### **Long Term Financial Policies and Strategies**

The City of San Angelo's long term financial policies and strategies consist of four main areas: debt, fund balance, capital improvement plan, and consolidation of services.

Debt –The City's debt planning is based on the assumption that annual "general" (or tax supported) debt service amounts will be no more than the equivalent of ten (10) cents of the property tax rate. This practice is used to finance the capital needs of the City without adversely affecting the City's ability to pay for essential services. Water, wastewater and other non-general debt is reviewed before each debt issuance. The interest and sinking cost is eight (8) cents on the property tax rate for fiscal year 2013-14.

Fund Balance – The City's fund balance policy sets the goal for fund balance to be 75 days of operating expense for the General, Water, and Wastewater Funds. The policy is not designed to limit Council's authority.

Appropriate fund balances are essential for the following reasons: (1) protection for essential services and debt service requirements in the event of a revenue short fall; (2) protection from erratic, unpredictable expenses, such as electricity costs; and (3) ability to avoid debt at the start of the fiscal

year while the City waits for property tax collections to begin. In order to have 75 days operating balance for each fund, the appropriate balances would be as follows:

	<u>Appropriate Balance</u>	<u>9/30/13 Estimated Actual</u>
General Fund	\$12.2 million	7.8 million
Water Fund	5.2 million	2.8 million
Wastewater Fund	2.1 million	3.4 million

Each fund’s performance varied this fiscal year. For the General Fund, the spread between the appropriate target balance and the estimated actual fund balance slightly decreased at the end of the 2012-13 fiscal year. The reason for this positive movement was through a management of expenditures. Fiscal year 2012-13 expenses will be about \$1 million less than budget.

For the Water Fund, the progress towards achieving an appropriate fund balance was greatly hindered by the severe drought conditions of the last year. The spread between the target fund balance and the estimated actual fund balance increased because of this experience. Water sales will be about \$3 million short in fiscal year 2012-13.

The Wastewater Fund continues to hold an appropriate fund balance.

Fund balances help to reduce the risk of volatile revenue and operating expenditures. If a fund balance does not exist, sharp changes in fees and taxes may have to be implemented to mitigate revenue losses or expense increases. Without appropriate fund balances, this increased burden would be borne by the citizens who pay the taxes and fees for services.

Capital Projects – The City of San Angelo will continue the Capital Improvement Plan (CIP) process into fiscal year 2013-14. The annual CIP identifies the capital needs of the city over a five-year planning horizon in order to maintain a vision for the ensuing years. Capital projects are economic activities that lead to the acquisition, construction, or extension of the useful life of assets. In addition to the capital estimates, the operating impact of projects is determined to allow the City to budget properly for increased operating expenses as a result of completed capital projects.

The CIP does not appropriate funds, but rather functions as a budgeting tool, supporting the actual appropriations adopted in the budget. The CIP also allows City staff to more effectively budget operating expenditures each year to maintain completed projects and stabilize personnel demands. In essence, this plan will allow the City Council and staff to keep up with the growth of our community as well as take a long-range view of our future activities and responsibilities.

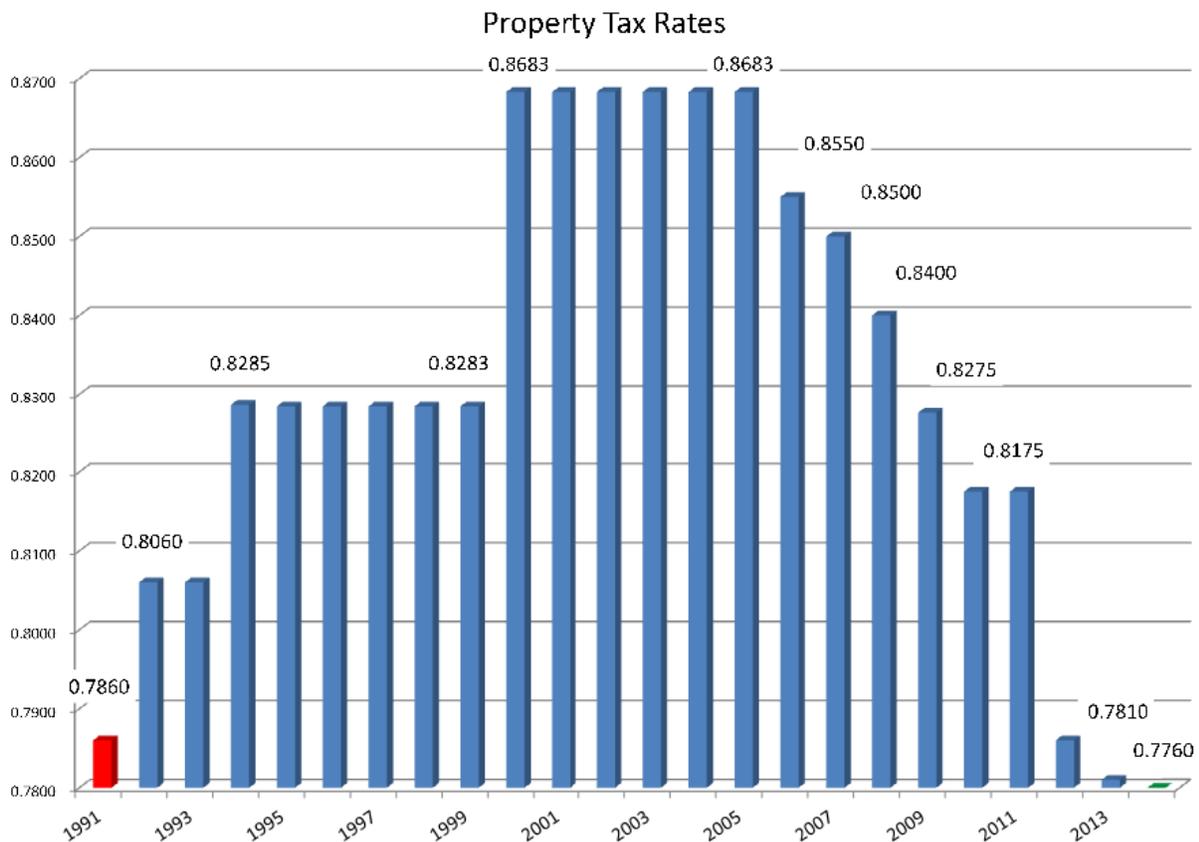
### **Three Major Funds**

The City of San Angelo utilizes fund accounting to manage and budget for different areas of service to the community. A fund is an accounting tool that allows the City to view a function as a separate business operation. The City has three major funds – the **General Fund**, the **Water Fund**, and the **Wastewater Fund**. There are a number of additional funds, but most of these additional funds support and are related to the three major funds.

## General Fund

The General Fund is complex because it includes a wide variety of direct services and support services. The primary revenues for the General Fund include property tax, sales tax, franchise fees, and user fees. Core services or tier one services provided through the General Fund include police, fire, streets, animal services, financial accountability and administration. Tier two services within the General Fund are those that help develop our community such as planning, permits & inspections, and code compliance to name a few. Tier three services include public services like recreational opportunities, parks, public health services, and public information. The proposed General Fund budget for expenditures and transfers is \$61 million.

Property Tax - Property tax is the largest source of revenue in the General Fund. The General Fund will receive about \$27 million from this funding source during this current budget year. Additionally, approximately \$3 million dollars of property tax collections will go to the General Debt Service Fund. The property tax rate for the City of San Angelo is \$0.7760 per hundred dollars of valuation. The rate for the 2013-14 budget was lowered by \$.05 per \$100 of valuation and is the lowest rate in the past twenty-three years. The following chart illustrates the progress made toward a lower property tax rate.



The City continues to offer a homestead exemption and a property tax freeze for property owners over the age of 65 or who are disabled. Both exemptions help to provide economic relief to property owners who reside in a homestead property.

Public Safety Services – Public safety is the highest priority service provided through the General Fund. Although other services exist like streets and parks, public safety remains the highest priority and responsibility of local government. Public safety services include fire protection, ambulance, police, and public safety communications (commonly referred to as dispatch).

The civil service law enforcement officers (police officers) negotiate with City Council in a meet and confer process to receive salary increases and other benefits the officers recommend as useful. During the meet and confer negotiations in the summer of 2009, the officers and City Council approved a four year agreement for civil service salary increases and other changes to benefit both the City and the police officers. The agreement included a total salary increase of 17.62% over the term of the contract for police officers, sergeants, and lieutenants. Due to negative economic experience, this contract was temporarily postponed for the fiscal year 2010-11. The proposed 2013-14 budget before you includes the final year of this four year agreement. The total salary and benefits cost for the meet and confer agreement in the 2013-14 budget year is \$465,138.

By the very nature of public safety services, these departments do not generate a substantial amount of revenue. In the current budget, public safety revenues total approximately \$3.6 million (primarily ambulance charges) while expenditures total approximately \$30.5 million. The revenue received from property tax, together with this public safety revenue, funds the cost of public safety services.

Street Services – Another high priority service offered by the City is street service. The City provides a wide range of street services including such items as street maintenance, street lights, traffic signs and signals, and alley maintenance.

The City does not have a tax or fee for service directly attached to the use of streets. An example of a direct tax or fee would be a gas tax since citizens with vehicles are the primary users of streets and right-of-ways, but Texas law does allow the City to assess a franchise fee on the utility companies that use City right-of-ways. Street and right-of-way services cost approximately \$5.7 million (without including the costs of major reconstruction projects). Franchise fee revenue is estimated at \$6.1 million.

Other Services – The City also provides a variety of other services. The divisions responsible for these services include health, animal services, nursing, parks, recreation, neighborhood & family services, community & economic development services, Fort Concho, Fairmount Cemetery and San Angelo Regional Airport.

The cost of these services and internal “support” functions is primarily covered by user fees, sales tax, interest earnings and other miscellaneous revenues. Many of these divisions reduced costs by reducing services through efficiencies, unfilled positions, and eliminating non-essential training and travel.

Administrative Costs – The City has a total of \$4.8 million in general government administrative costs. This amount includes the costs of City Council, city management, internal auditor, legal, city clerk, public information, municipal court, construction management, and facilities maintenance. This cost amounts to 7.9% of total General Fund operations.

### **Water and Wastewater Funds**

The Water and Wastewater Funds function as two separate utility enterprises. The fees charged by these funds are designed to cover the cost of the operations and capital needs in each fund respectively.

Water Enterprise Fund – The Water Fund is composed of a number of major services. These include funding for the supply of water, treatment of water, and distribution of water to businesses and residences throughout San Angelo. In addition, the Water Fund also bears some of the cost of maintaining park areas around our lakes and reservoirs, right-of-way maintenance, and policing services for lake areas. Water Fund expenditures and transfers are proposed at \$23 million.

Wastewater Enterprise Fund – The City’s wastewater utility consists of wastewater treatment and collection. The Wastewater Enterprise Fund budget for expenditures and transfers is proposed at \$9.9 million.

Wastewater rates did not change for the 2013-14 fiscal year. Wastewater rates were increased seven (7) years ago to provide funding for the debt service of the wastewater collector mains and pay-as-you-go projects such as clay pipe replacement and repairs to lift stations and at the treatment facilities.

### **Other Major Budget Items**

Street Maintenance – A major need in the 2013-14 budget is an increase in street maintenance activity. Last fiscal year, almost \$1.1 million was added to the street maintenance budget. More examination is necessary to ultimately budget for street maintenance at the optimum level. An ideal level of street maintenance activity would be seal coat application every seven (7) years.

Charges for Service – Generally, revenue can be divided into two major groups – taxes and non-tax sources. Non-tax sources include fees, charges, and fines. One of the primary concerns of management has been the equitable distribution of services balanced with the burden of financing those services. We considered implementing the benefits-received principle which holds that the persons who benefit from a service bear the burden of the cost. The City Council took action on changing the fees for the Planning division. Other fees like legal lien filing fee, parks and recreation events rentals, code compliance abatement fees, police burglar alarm fees, health permits, and others are available to be discussed with Council and management.

Solid Waste – The solid waste fund was self-sufficient for many years. However, in fiscal year 2009-10, increased federal and state mandates without coinciding rate increases caused the fund to perform poorly and dip into a negative fund balance. The current contract provides trash pickup and landfill operational service. The City of San Angelo has reviewed the current contract and implemented rate increases to fund current mandates and partially fund known future mandates.

Storm Water – The storm water fund was created in fiscal year 2009-10. The purpose of the storm water fund is to ensure compliance with federal regulations regarding cleanliness of storm water run-off. The fund does receive a transfer from the General Fund for services provided by the storm water crews that cannot be paid by storm water fees, specifically right-of-way mowing. The largest hurdle in this fund is balancing the need for large storm water quantity capital improvements with only partial funding from the storm water utility fee.

Equipment Replacement – Replacement of aging vehicles and heavy equipment is vital to providing services within San Angelo. The advantages of an equipment replacement program are: (1) employees spend more time working and less time transporting vehicles to the shop and waiting for repairs to be made; (2) maintenance costs are reduced; and (3) the response to citizen calls for service is more

dependable because employees are not battling run down vehicles and equipment. No major changes were made to the equipment replacement program in the 2013-14 budget year. However, staff is continually researching new equipment and vehicles to maximize the value of the resources available to replace equipment in our ever aging fleet.

Other Post-Employment Benefits – As a result of GASB 45, the City is required to fund other post-employment benefits anticipated to be provided to current and future retirees. The City’s unfunded liability is substantial. The budgeted amount to fully fund the liability on an annual basis is approximately \$2+ million. Funding solutions will be developed after City Council determines the level of benefits in the short and long term.

### **Conclusion**

The approved budget for 2013-14 is the product of a budgeting process that includes many hours of intensive work by staff. We have made every effort to ensure that this budget reflects the priorities and policies of the City Council and provides the citizens of San Angelo with quality products and services. We are confident that it will provide the necessary framework for another successful year for the City of San Angelo.

Respectfully Submitted,



Daniel Valenzuela  
City Manager

## City Council



Dwain Morrison, Mayor



Rodney Fleming, District 1



Don Vardeman, District 4



Marty Self, District 2



H.R. "Winkie" Wardlaw, District 5



Johnny Silvas, District 3

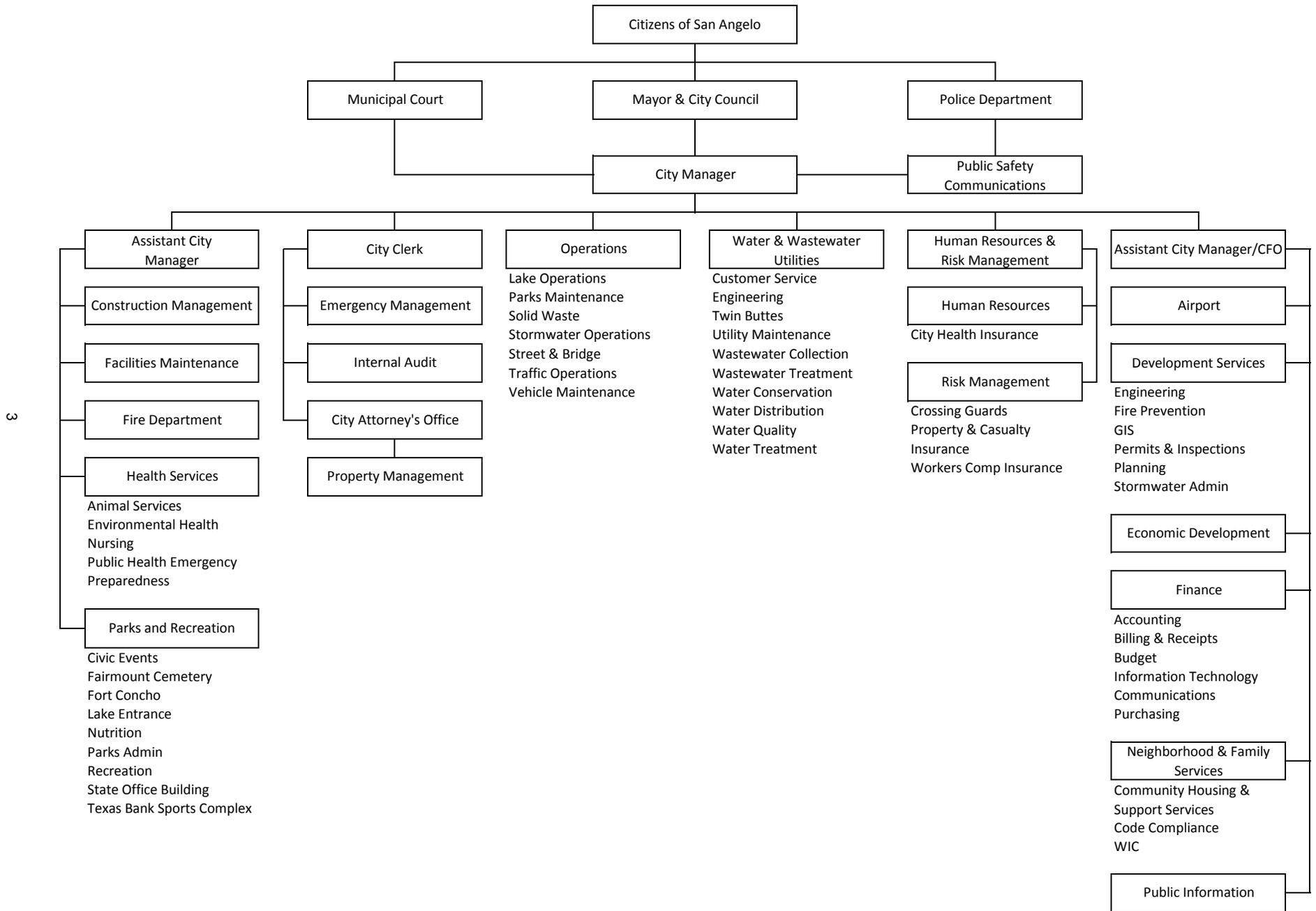


Charlotte Farmer, District 6

## City Staff

Daniel Valenzuela	City Manager
Rick Weise	Assistant City Manager
Michael Dane	Assistant City Manager/CFO
Tina Bunnell	Director of Finance
Tim Vasquez	Police Chief
Brian Dunn	Fire Chief
Shane Kelton	Director of Operations
Ricky Dickson	Director of Water Utilities
Lisa Marley	Director of Human Resources and Risk Management
Lysia Bowling	City Attorney
Alicia Ramirez	City Clerk
Robert Schneeman	Interim Director of Economic Development
A.J. Fawver	Interim Director of Development Services
Robert Salas	Director of Neighborhood & Family Services
Sandra Villarreal	Health Services Director
Carl White	Director of Parks and Recreation
Morgan Chegwidden	Budget Manager
Jeremy Miller	Budget Analyst Senior

# City of San Angelo Organizational Chart



# City of San Angelo

## Schedule of Divisions by Fund

General	Enterprise	Special Revenue	Internal Service
Accounting	Airport	Civic Events	Communications
Animal Services	Cemetery	Neighborhood & Family Services	Health Insurance
Billing & Receipts	Customer Service	Emergency Management	Risk Management
City Clerk	Lake Entrance	Environmental Health	Vehicle Maintenance
City Council	Lake Operations	Fort Concho	
City Manager	Solid Waste	Nursing	
Code Compliance	State Office Building	Nutrition	
Construction Management	Stormwater	Public Health Emergency Preparedness	
Development Services Admin	Twin Buttes	Texas Bank Sports Complex	
Engineering	Utility Maintenance	WIC	
Facilities Maintenance	Wastewater Collection		
Finance	Wastewater Treatment		
Fire	Water Conservation		
Fire Prevention	Water Distribution		
GIS	Water Engineering		
Golf Course	Water Quality Lab		
Human Resources	Water Treatment		
Information Technology			
Legal			
Municipal Court			
Parks			
Permits & Inspections			
Planning			
Police Department			
Property Management			
Public Information			
Public Safety Communications			
Purchasing			
Recreation			
School Crossing Guards			
Street & Bridge			
Traffic Operations			

City of San Angelo

City Council

Vision Statement



By the year 2027,  
San Angelo will be measurably  
the most desirable mid-sized city  
in the state of Texas

**City Council  
Vision Work Plan  
September 27, 2007**

**Neighborhood Vision**

San Angelo will have successful neighborhoods when...

- Foster sense of community
- Provide good infrastructure
- Establish appropriate regulations to protect neighborhoods
- Provide adequate amenities for all neighborhoods
- Ensure Neighborhood Safety Programs based on:
  - Traffic controls
  - Police
  - Code Enforcement
- Attract reinvestment
  - Incentives

**Commerce Vision**

San Angelo will have a successful business climate when...

- Revitalize older commercial areas
  - Downtown is primary revitalization focus
  - Reduce vacant and/or underutilized properties
- Streamline development processes
  - Solution-oriented staff attitude
  - Centralize services
- Consistent application of development regulations
  - Consistency of missions between Council and Boards
  - Council adopts ordinance, staff implements
  - Public education
- Compatibility of adjoining commercial and neighborhood districts

**Industry Vision**

San Angelo will successfully retain and attract industry when...

- Increase partnerships w/ institutions of higher learning to retain and attract an educated workforce
  - Job training for local industry needs
- Better coordination between all taxing entities
  - Incentives
  - Advocate citizen position on common issues
  - Look for partnership opportunities
- Utilize Airport as industrial park
- Cost of doing business
  - Taxation
  - Energy
- Capitalize on alternative transportation modes
- Develop strategic plan for industry recruitment
  - Match inventory of facilities with need
- Adequately maintain infrastructure
- Technology
- Transportation
- Buildings/venues

### **Transportation Vision**

San Angelo will have a successful transportation system when...

- Ensure citizen participation in traffic control methods
- Examine current policies regarding placement of traffic control devices
- Develop policy for way-finding
  - Standardization
  - Block numbers, etc.
- Address future traffic issues around growing nodes
  - ASU
- Improve maintenance of streets, alleys, etc.
- Convenient alternatives
  - Transit
  - Air
  - Rail
- Consider hiring of Traffic Engineer and/or citywide traffic study
- Develop sidewalks and bicycle facilities in conjunction with roadway Construction

### **Regional Transportation**

San Angelo will have a successful regional transportation system when...

- Partner with Concho Valley Council of Governments to ensure development of passenger multi-modal facility
- Advocate for increased rail service
- Increase air passenger and freight service
- Continue support for the Ports to Plains initiative

### **Parks and Open Space Vision**

San Angelo will have successful parks and open space when...

- Increase unstructured recreational opportunities in lieu of programmed activities
- Develop pedestrian/bike network between park facilities, activity centers, and downtown
- Increase availability of public restrooms
- Gain additional public input on future recreation programs offered
- Increase citizen involvement in the maintenance of parkland
- Examine parkland dedication as residential development requirement

### **Downtown Vision**

Downtown when be successful when...

- Occupancy rate is high
  - Business growth
  - Residential growth
- Increase private investment
- Highest level of street-scaping in community
- Increase code enforcement
- Rezone to approve the aesthetics
  - Create overlay district with additional development guidelines
- Incentive to develop/disincentive the holding of vacant property
  - Implement programs to address hazardous materials abatement
  - Investigate tax values
  - City of San Angelo Development Corporation

Staff taking a more active role in the revitalization effort

- Preserve historic structures
- Increase demolition program to include commercial structures
- Increase aggressiveness in dealing with absentee landlords
- Leverage additional funding sources

### **Infrastructure Vision**

San Angelo will have a quality infrastructure system when...

- Dependable delivery of essential services
- All streets are striped with thermal plastic material
- Fully functional fire hydrants properly placed throughout city
- Quarterly reports on Capital Improvement Program
- Long term maintenance schedule for infrastructure
- Add technology development to CIP
- Maintain Disaster Plans in events of catastrophic failures of services

### **Community Appearance Vision**

San Angelo will be an attractive community when...

- Cleaner neighborhoods, both residential and commercial
- Way-finding program
- Commercial landscape ordinance
- Avoid strip center development pattern
- Aggressive dangerous buildings program for commercial structures
- Support public art programs through financial incentives

### **Financial Vision**

San Angelo will have a financial growth when...

- Continue annual reduction of property tax rate
- Create and maintain adequate reserve fund to support pay-as-you-go infrastructure improvements
- Create a replacement fund or rate stabilization program for equipment
- Examine liquidation of unused or underperforming city-owned properties
- Review contracted services on annual basis to ensure highest and best use of public funds
- Core services come first
  - Public safety, water, wastewater, landfill, and operations
  - Secondary services are supported by user fees
- Equity in property tax



## **STRATEGIC PLANNING MEETING PRIORITIES**

(FEBRUARY 26, 2013)

### **1. Street maintenance / restoration / illustration**

- a. Evaluation
  - i. Assess condition
  - ii. Plan / prioritize
  - iii. Fund
  - iv. Build
  - v. Maintain
  - vi. Continue to repeat – i. through v.
- b. Street Condition Study
  - i. Obtain funding sources to assist with study, i.e. grants
  - ii. Group all streets and categorize/evaluate by useful life and level of work to be completed: New streets, sealcoat, mill & overlay, and total reconstruct.
  - iii. Based on comprehensive 7 year rotation plan, determine at which level to assign a street, including associated costs
  - iv. Base prioritization on assessed data and future use
  - v. Implement Comprehensive 7 Year Street Plan
    1. Plan will decrease overall CIP cost by 1/5
  - vi. Work closely with Street & Bridge Department to begin maintenance program

### **2. Stormwater infrastructure**

### **3. Reduce property tax rate**

- a. Transition subsidized projects to self funded
- b. Utilize additional funds to fund one time projects, i.e. streets, police center, underground stormwater infrastructure
- c. Steady government growth related to population
- d. Implemented 10 year goal to decrease property tax from 86.86% to 76%.
- e. Establish a goal to decrease property tax to 70% and out of the TML Top Ten highest property tax rate for cities over 50K population

#### **4. Revenue Retain/wage/maintain staffing**

- a. Impact of Cline Shale
  - i. Impact study conducted on Eagle Ford Shale (expands over 20 counties)
  - ii. Projecting increasing sales tax revenues and housing
  - iii. Potential to create 17k jobs within 7 years
  - iv. San Angelo experiencing increased inflationary factors
    - 1. Must insure organization is running efficiently and directing funds to the appropriate projects

#### **5. Manage organization growth**

- a. Steady government growth related to population
  - i. Organization growth where necessary, i.e. public safety

#### **6. Offset value increase with rate reduction**

- a. Per hotel/motel room

#### **7. Tourism: Onetime projects**

- a. Wayfinding
  - i. Establish and implement a uniform plan
  - ii. Utilize HOT to fund
- b. Ft. Concho
  - i. Established a virtual presentation and accomplish more for tourism, i.e. talking mule or buffalo soldier.
- c. Ft. Concho maintenance
  - i. Utilize HOT to fund infrastructure
- d. Coliseum Marquee signage
  - i. Utilize HOT to fund infrastructure
- e. Other occupancy tax projects
- f. Reserve / rate stabilization
  - i. Establish reserve funds for major projects, including Hotel Occupancy Tax
  - ii. Establish rate stabilization for known future projects to provide a smooth transition, i.e. landfill
- g. Grantee accountability
  - i. Establish and implement performance measurements, metrics, and benchmarks
  - ii. Consider long term imaging, incremental increases, image building, continually raising the bar
- h. Create/pursue an image/vision
- i. Exceptionalism at all levels

- j. Chamber partnership
  - i. Establish and implement performance measurements, metrics, and benchmarks
  - ii. Tangible results
  - iii. Implement a set fee vs. percentage allocation, thereby providing static funds that can be adjusted
- k. Recruit more events, i.e. drag boat races
- l. Revenue per room
  - i. Disclose anomalies
  - ii. Measure/track room rate increase impacts

## **8. Police Department Facility**

- a. Restart momentum
  - i. Establish a budget for facility
  - ii. Consider issuing bond
- b. Debt capacity update

## **9. Economic Development**

- a. What to incent?
  - i. Establish criteria on types of business to incentivize
    - 1. Consider preference points to qualify for incentive
  - ii. Put study in action
    - 1. Continue with discipline on the big study; key points into play
  - iii. Assist Chamber to complete marketing plan
    - 1. Tailor focus
- b. Provide support for local/small business
  - i. Business Resource Center
  - ii. Human Resources support
  - iii. Technical support
- c. Streamline Housing / building process
  - i. Expedite regulatory process
    - 1. Make the process quicker to accommodating the customer's needs, but still manage staff, i.e. working overtime
  - ii. Permit time objectives
  - iii. Targeted staffing increases
  - iv. Time studies/objectives
  - v. Productivity benchmarks
- d. Brownwood/3M Company Inquiry
- e. Short / long term goals
  - i. Provide assistance to local business to speed up the process
  - ii. Continue with strategic plan process
  - iii. Continue with Chamber's marketing plan; accountability
- f. Economic diversification
  - i. Build existing businesses to handle low or declining economic periods

## Sales tax equity – Online vs. Bricks & Mortar

- ii. Small business online sales
  - iii. Provide service via Business Resource Center
  - iv. Establish a national presence for local businesses
- g. Transportation
- i. Air service
  - ii. Regional road issues
  - iii. Ports to Plains
- h. Re-cap report of the various projects and studies
- i. Goal progress/ executive summary
    - 1. Dashboard view
    - 2. Requires self discipline to stay on top of these plans
      - a. Lake Nasworthy Study / Gateway Planning

# City of San Angelo Community Profile

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## Location

San Angelo is located in west central Texas and is approximately 200 miles northwest of Austin, 250 miles southwest of Dallas/Fort Worth and 300 miles south of Amarillo. San Angelo, the county seat of Tom Green County, covers 58.2 square miles.



## History

In 1867, Fort Concho was established as one of a series of new forts designed to protect the frontier from hostile threats. The Fort was home to cavalry, infantry, and the famous Black Cavalry, otherwise known as Buffalo Soldiers, by

Native Americans. The City still operates Fort Concho as a historic landmark and museum.

The village of Santa Angela was established outside the fort at the juncture of the North and South Concho rivers. The name changed to San Angelo in 1883 on the insistence of the United States Postal Service that the original name was

considered grammatically incorrect. It soon became a center for farmers and settlers in the area, as well as a fairly lawless area filled with brothels, saloons and gambling houses.

The town grew quickly in the 1880s after becoming the county seat and after the Santa Fe Railroad arrived in 1888 followed by the Kansas City, Mexico and Orient in 1909 which made it a central transportation hub for the region. The historic Santa Fe-Orient Train Depot and Museum is still maintained by the City.



*Historic Santa Fe-Orient Train Depot*

San Angelo saw further growth when a tuberculosis outbreak hit the United States in the early 1900s. Many felt the dry warm climate of San Angelo would benefit their health and came to the San Angelo for treatment.

In 1928, the City founded San Angelo College, one of the region's first institutes of higher education, as a result of a municipal election. San Angelo had been passed over by the Texas State Legislature as the home of what would become Texas Tech University. San Angelo College, one of the first municipal colleges, has grown to become Angelo State University.

The military returned to San Angelo during World War II with the founding of Goodfellow Air Force Base which was assigned to train pilots at the time.

San Angelo grew exponentially during the oil boom of the 1900s when vast amounts of oil were found in the area and the city became a regional hub of the oil and gas industry.



*San Angelo City Hall*

### **Geography**

San Angelo falls on the southwestern edge of the Edwards Plateau and the northeastern edge of the Chihuahuan desert at the juncture of the North and South Concho Rivers. The city has three lakes: Twin Buttes Reservoir, O.C. Fisher Reservoir and Lake Nasworthy. The Middle Concho River joined the South Concho several miles upstream, but the junction has been obscured by the Twin Buttes dam.

### **Climate**

San Angelo falls near the boundary between the subtropical semi-arid steppe and mid-latitude steppe climates. It is located at the region where Central Texas meets West Texas weather.

Temperatures occasionally reach the 100s in the summer but, because of low humidity, never reach a high heat index. In winter,

temperatures rarely drop below 30 degrees and though the region does experience snow and sleet, it occurs only several times a year.

San Angelo averages 251 days of sunshine a year and the average temperature is 64.9 degrees. The city sees an average rainfall of 20.45 inches.



*Pedestrian bridge over the Concho River*

### Population

As of the 2010 census, there were 93,200 people, 36,117 households and 22,910 families. The population was 48.7% male and 51.3% female. The population density was 1,601 people per square mile. The median age was 32.8 years.

Composition of Population – By Age	
<b>18 years and younger</b>	25.8%
<b>18 – 24 years</b>	13.8%
<b>25 – 44 years</b>	26.9%
<b>45 – 64 years</b>	19.6%
<b>65 years and older</b>	13.8%

The median income for a household in the city was \$38,777, and the median income for a

family was \$49,640. Males had a median income of \$33,257 versus \$26,750 for females. The per capita income for the city was \$20,970. About 13.9% of families and 17.4% of the population were below the poverty line, including 25.4% of those under age 18 and 10.5% of those age 65 or over.

Composition of Population – By Race	
<b>White</b>	83%
<b>African American</b>	5.4%
<b>Native American</b>	1.4%
<b>Asian</b>	1.7%
<b>Pacific Islander</b>	0.02%
<b>Other races</b>	11.3%
<b>Two or more races</b>	2.6%

### Transportation

San Angelo is served by the San Angelo Regional Airport which offers daily flights through American Eagle Airlines.

Intrastate and interstate bus service is provided by the Kerrville Bus Company and Sunset Stages from the downtown Union Bus Center, as Greyhound Bus providers. Both have regularly scheduled service to major cities in Texas and nationwide.

The BNSF Railway serves the town, and the Texas Pacifico has a lease on a TxDOT rail line, formerly the Kansas City, Texas and Orient Railroad, but it is in poor repair.

Intra-city public transportation is provided by the Concho Valley Transit District with five fixed

bus routes. Bus service runs from 6:30 a.m. to 6:30 p.m. on Monday through Saturday.



*San Angelo Regional Airport*

**Utilities**

Natural gas service is provided by Atmos Energy in San Angelo. Residential, commercial and industrial service is available.

Electrical line service is provided by AEP-Texas. San Angelo is currently served with 13 transmission lines – four with 69,000 volts, six with 138,000 volts and three with 345,000 volts. Under deregulation, San Angelo residents and businesses can select their own retail electric provider.

Verizon is the region’s principal provider of local telephone service and operates a 100% digital network. In addition to Verizon’s long-distance service, other long distance providers with POPs in San Angelo include AT&T, Sprint, Quest, Cable & Wireless and CTTC. In addition to standard copper and fiber-based services that provide a range of voice, video and data services, San Angelo residential and business customers can also obtain digital subscriber line (DSL) service, high-speed modem service, LMDS, wireless DSL and digital satellite service.

Suddenlink Communications serves San Angelo and is among the ten largest cable broadband companies in the United States supporting the information, communication and entertainment demands of approximately 1.3 million residential customers and thousands of commercial customers.

Refuse collection is provided by Republic Services, Inc., a private contractor who utilizes the City-owned landfill. Base rates for commercial business customers are:

Dumpster size	Once/week	Twice/week
<b>2 yd<sup>3</sup></b>	\$41.18	\$67.78
<b>4 yd<sup>3</sup></b>	\$66.06	\$101.24
<b>8 yd<sup>3</sup></b>	\$98.95	\$177.88

San Angelo’s water supply is owned and operated by the City. Several lakes are the sources of San Angelo’s water. As of October 2006, San Angelo’s maximum capacity of the water system is 55 million gallons per day. The average daily use is 14 million gallons with the highest recorded usage of 25 million gallons in a day. The current residential monthly cost of water is a base fee of \$19.12 plus:

Quantity	Cost per 1,000 gallons
<b>First 2,000 gallons</b>	\$2.32
<b>Next 3,000 gallons</b>	\$3.46
<b>Next 10,000 gallons</b>	\$4.07
<b>Next 50,000 gallons</b>	\$4.37
<b>Next 35,000 gallons</b>	\$4.52
<b>Over 100,000 gallons</b>	\$4.82

Industrial base rates are by meter size:

Water Meter Size	Base Rate
5/8"	\$19.12
1"	\$23.14
1 1/2"	\$27.19
2"	\$35.86
3"	\$104.71
4"	\$130.73
6"	\$190.31
8"	\$257.97

The City of San Angelo has an activated sludge wastewater treatment facility. The wastewater treatment capacity is 13.2 million gallons per day. The current treatment averages 9.21 million gallons per day and the highest peak treatment was 13 million gallons per day. Costs of sanitary sewer treatment are as follows:

Quantity	Cost per 1,000 gallons
<b>First 4,000 gallons (all users)</b>	\$19.81
<b>4,001+ gallons (residential)</b>	\$2.50
<b>4,001+ gallons (pre-treated for industrial and commercial purposes*)</b>	\$2.50

\*"Pre-treatment" effluent discharge standards for industrial waste are 250 mg/l for total

suspended solids, 275 mg/l BOD and 800 mg/l COD.

Any person contributing wastewater to the City's sanitary wastewater system will be billed for wastewater at the following monthly rates:

Water Meter Size	Base Rate
5/8"	\$19.81
1"	\$22.93
1 1/2"	\$26.08
2"	\$32.79
3"	\$86.16
4"	\$106.33
6"	\$152.52
8"	\$204.98

### Economy

San Angelo has consistently been ranked by many publications and rankings as one of the best small cities for business. It has been consistently ranked as one of the "Best Places for Business and Careers" by Forbes Magazine. In 2009, CNN Money ranked San Angelo as one of the best cities to launch a small business. In 2010, Kiplinger's Personal Finance named San Angelo as one of the "Best Cities of the Next Decade".

The telecommunications industry is a very strong employer in San Angelo. Sitel, a customer contact center company, has a call center in San Angelo. In addition, Verizon, DCS, (a debt recovery corporation), and Blue Cross each employ over 1,000 individuals locally.

San Angelo serves as the regional medical center for west central Texas. Shannon Medical Center and Community Medical Center employ over 3,000 in San Angelo and provide services to a large region of west central Texas.

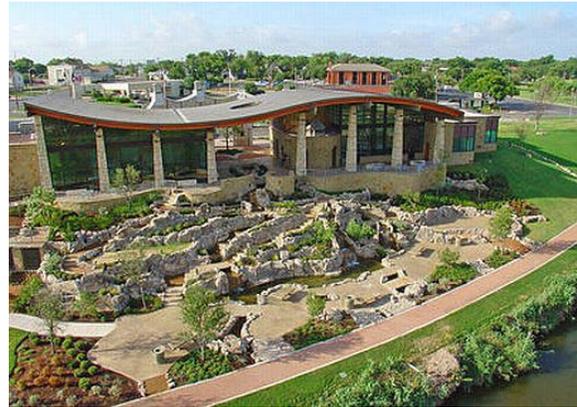
The manufacturing industry has seen hits in San Angelo since the 1990s, however, many large employers still remain, including Ethicon, a (division of Johnson & Johnson); Conner Steel; Hirschfeld Steel; and Martifer, a Portuguese conglomerate and wind-turbine tower manufacturing plant.



*Cactus Hotel building*

The agricultural industry in San Angelo remains strong. Producer's Livestock Auction is the nation's largest for sheep and lambs and is among the top five in the nation for cattle auctions. Though most agricultural work is done outside the city, thousands of employees work in the meat processing industry and many more work in agriculture supporting roles inside

the city. Two agricultural research centers are located in San Angelo – the Angelo State University Management Instruction and Research Center and the Texas A&M Texas AgriLife Research and Extension Center.



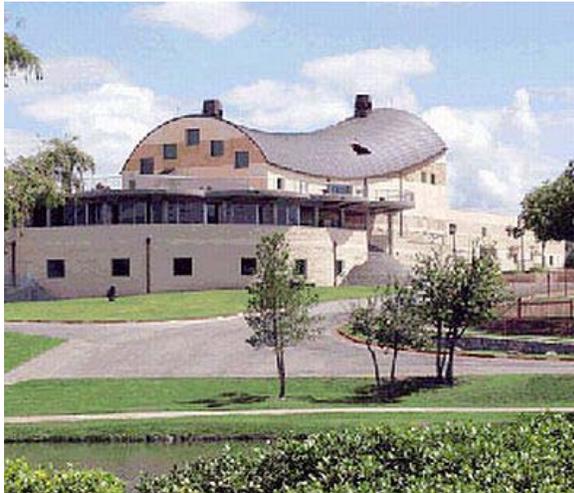
*San Angelo Visitors Center*

According to the United States Department of Labor, the civilian labor force for San Angelo is approximately 56,700. Of that amount, about 53,800 persons were employed as of August 2013. This means the local unemployment rate was 5.1%.

Unlike San Angelo, nearby Odessa's local economy is primarily driven by the area's oil industry. Odessa, located about 130 miles northwest of San Angelo, is taking steps to diversify regional industry to ensure the city's existence after oil is no longer abundant in the area. For example, a new wind farm has been constructed in northern Ector County and a new clean coal plant has been announced for a site about 16 miles southwest of Odessa. There are also plans for a nuclear power plant to be run in conjunction with the nuclear engineering department of University of Texas-Permian Basin.

Another nearby city, Midland, is also highly dependent on the oil industry. Midland, a neighbor of Odessa, became the administrative

center of the west Texas oil fields when oil was first discovered in the Permian Basin in 1923. Midland shares a similar characteristic with San Angelo in its regional telecommunication centers.



*San Angelo Museum of Fine Arts*

Abilene, a city located 90 miles northeast of San Angelo, is a commercial, retail, medical and transportation hub of a 19-county region. Retail is the top industry in Abilene followed by oil & gas and tourism.

### **Culture**

The San Angelo Museum of Fine Arts opened in 1999 in downtown San Angelo on the banks of the Concho River and was built with local limestone and end grain Texas mesquite. It brings in over 85,000 visitors a year and is home to the National Ceramic Competition.

The Chicken Farm Art Center, located in northwest San Angelo, was founded in 1971. It houses an eclectic group of 15 artists' studios.

Downtown San Angelo is home to various art galleries. The San Angelo Art Walk, held every third Thursday, includes a viewing of the various downtown art galleries. These include The Kendall Art Gallery, Ruiz Studio, Black Swan

Gallery, The Glass Prism, Bonnie Beesley Rug Gallery and the Wool 'n Cotton Shop as well as other public art venues. Free trolley service is available for the Art Walk.

The San Angelo Symphony was founded in 1949. It plays several events a year but the feature event is the July 3<sup>rd</sup> Pops Concert. Over 20,000 people regularly attend that performance at the Bill Aylor Sr. Memorial River Stage.

Angelo Civic Theater, the oldest civic theater in Texas, was founded in 1885 to raise funds for a town clock at the county courthouse. In 1969, a fire destroyed the school building that the theater was housed in so it produced its plays at various locations for 13 years until it purchased the 230 seat Parkway Theater in 1980. Each year, the theater presents five in-house plays as well as one traveling summer play to 15,000 people.

The San Angelo Civic Ballet was founded in 1983. The feature production is the annual Nutcracker production.



*Bill Aylor Sr. Memorial River Stage*

Angelo State University, through "The Arts at ASU", puts on six plays a year which are open to the general public. The plays range from dinner

theaters and Theater at the Round to conventional theater productions. It also features numerous concerts and recitals throughout the year and numerous displays in the Angelo State University Art Gallery. The public is encouraged to attend and actively supports all events.



*Tom Green County Courthouse*

## **Education**

### Higher Education

San Angelo is home to Angelo State University (ASU). The University, founded in 1928, has approximately 6,500 students from every county in Texas, 40 states and 24 countries. One of the nation's premier regional universities, it was featured in the Princeton Review Best 373. The only other universities listed in Texas were Texas A&M and the University of Texas. ASU offers almost 100 different undergraduate programs and 23 graduate programs including one doctoral program. The university is divided into five colleges – Business, Education, Liberal and Fine Arts, Nursing and Allied Health Sciences and Graduate Studies. It is now a member of the Texas Tech University System. This association began in 2007.

San Angelo has a branch of Howard College based in Big Spring, Texas. The San Angelo campus has more than 2,000 students. The two-year school prepares students academically

for transfer to a four-year university and concentrates in technical and occupational fields of study that lead to certificates and/or associate in applied science degrees.

San Angelo is home to a branch of Park University. It is located on the Goodfellow Air Force Base. The Goodfellow Campus Center has been providing higher education to the Concho Valley area since 1989 and was established in 1875. Park University's main campus is located in Parkville, Missouri. Park University has 43 campus centers in 21 states including an extensive online degree program. Park University is open to civilians and military members. The Associates degrees include: Management, Social Psychology and Criminal Justice. The Bachelors degrees include: Management, Management/Marketing, Management/Human Resources, Management/Computer Information Systems, Social Psychology and Criminal Justice. The classes are accelerated at eight week terms, which start five times during the year. With Park's online, evening and lunch-time courses, one can earn a college degree.



*Celebration Bridge*

San Angelo is also the home to American Commercial College, the oldest continuously-owned private career college in Texas (third oldest in America). It offers seven career certificate programs.

### Public Primary and Secondary Education

Almost all of San Angelo is in the San Angelo Independent School District. Small parts of San Angelo are served by the Wall Independent School District, located southeast of San Angelo, and the Grape Creek Independent School District, located northwest of San Angelo. There are three main high schools (Central, Central Freshmen Campus and Lake View), three middle schools and 21 elementary schools within the San Angelo city limits.

### Private and Alternative Education

There are six private schools in operation in the city, certified through the 12<sup>th</sup> grade, which include Angelo Catholic School, Cornerstone Christian School, Gateway Christian Academy, Trinity Lutheran School, Ambleside School of San Angelo and TLC Academy, which is now a charter school.



*Angelo State University Student Center*

### Parks and Recreation

The San Angelo City Park system was created in 1903. The city currently has 32 parks with over 375 acres of developed land. The department maintains the 25 playgrounds and 25 sports practice fields.

The crown jewels of the parks system are the parks that make up the ten miles of river

frontage on the Concho River winding through downtown and beyond. The parks feature many plazas, public art displays and numerous water features.



*Fountains on the Concho River*

The city is home to the International Water Lily Collection. Civic League Park hosts over 300 varieties of water lilies making it one of the largest collections in the world.

The City also provides several municipal parks on Lake Nasworthy, one of three lakes surrounding the city.

San Angelo is home to San Angelo State Park, a 7,677 acre park owned and maintained by the Texas Parks and Wildlife Department. It is located on the shores of the O.C. Fisher Reservoir. There are many activities available within the park including camping, picnicking and swimming as well as hiking, mountain biking and horseback riding on over 50 miles of developed trails. The park is home to the Official State of Texas Longhorn herd.

The San Angelo Nature Center, an educational center open to the public, is located at Lake Nasworthy. The center features many native and exotic animals including alligators, bobcats, prairie dogs, tortoises and 85 species of reptiles including 22 species of rattlesnakes.

Historic Fort Concho, a National Historic Landmark, is maintained by the City of San Angelo. It was founded in 1867 by the United States Army to protect settlers and maintain vital trade routes. It frequently experienced skirmishes with the then hostile Comanche tribe. Today, the restored site is home to several museums and is open to visitors Tuesday through Sunday. The largest event is Christmas at Old Fort Concho held the first weekend in December. This three day event includes shopping, living history, children's events and shows.

### Sports

The San Angelo Bandits are a professional indoor football team set to begin play in the Lone Star Football League for its 2013 season. Based in San Angelo, Texas, the Bandits play their home games at the Foster Communications Coliseum.



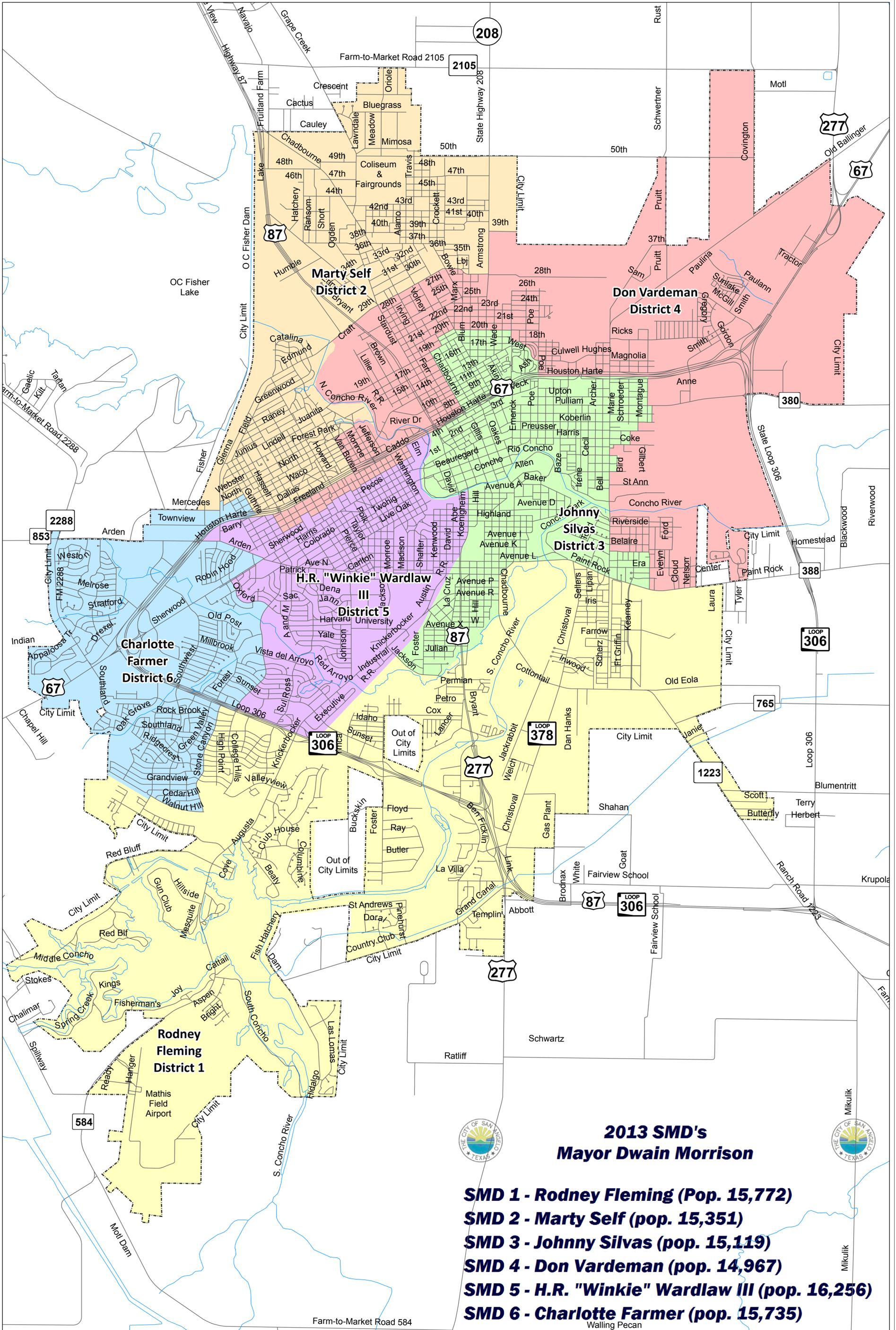
*San Angelo Colts at Foster Field*

The San Angelo Colts are a minor league baseball team and a member of United League Baseball. The first professional team to use the Colts name was founded in 1922. The current version of the team began in 2000. Their games are played at Foster Field, a facility that seats 4,200 and was built in 1999. Ticket prices range from \$6 to \$9 for adults.

The annual San Angelo Stock Show & Rodeo is held every year from February 18 to February 28. It began in 1929 making it one of the longest running rodeos in the world. It is nationally renowned within the rodeo circuit, brings in top contestants, and ranks as one of the top ten rodeos in the nation among monetary prizes awarded to contestants. It includes a parade, carnival and many other events in addition to the main stock show and rodeo.

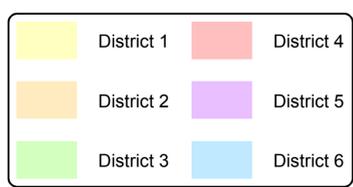


**Angelo State University**, a member of the NCAA Division II Lone Star Conference, games are open to the public. The school competes in baseball, basketball, cross country, football, golf, soccer, softball, track & field and volleyball. ASU has won four National Championships in football, basketball, softball and track & field.



**2013 SMD's**  
**Mayor Dwain Morrison**

- SMD 1 - Rodney Fleming (Pop. 15,772)**
- SMD 2 - Marty Self (pop. 15,351)**
- SMD 3 - Johnny Silvas (pop. 15,119)**
- SMD 4 - Don Vardeman (pop. 14,967)**
- SMD 5 - H.R. "Winkie" Wardlaw III (pop. 16,256)**
- SMD 6 - Charlotte Farmer (pop. 15,735)**



# Single Member Districts San Angelo, Texas



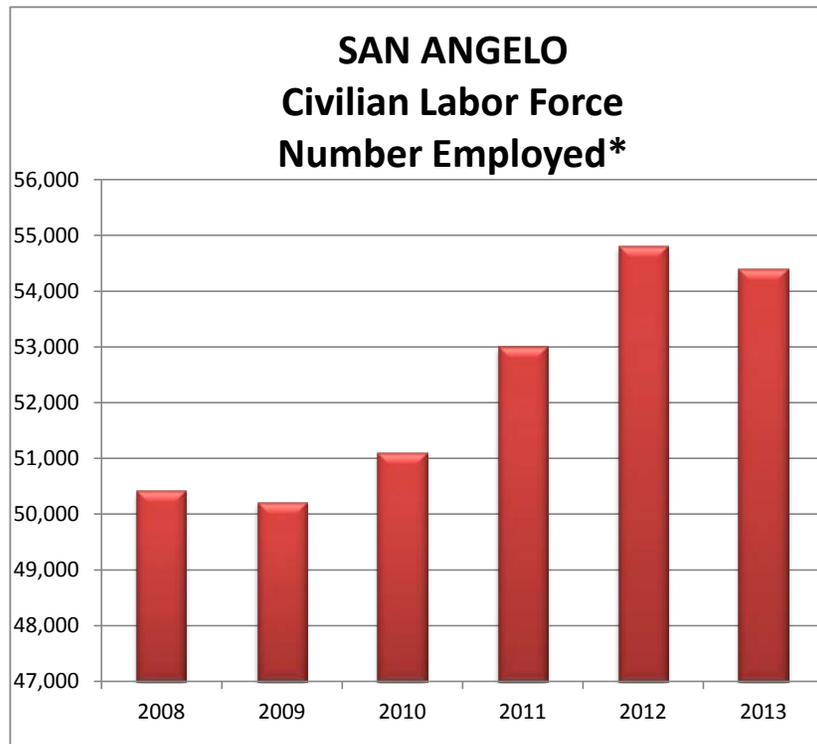
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 Date: 8/15/2013



**San Angelo, Texas  
Major Employers**

<u>Company</u>	<u>Industry</u>	<u>Estimated Employees</u>
Goodfellow Air Force Base	Military Training Center	5,165
Shannon Health System	Hospitals & Clinics	2,627
San Angelo ISD	Public School System	2,041
Angelo State University	University	1,680
San Angelo State Supported Living Ctr.	State School	920
City of San Angelo	Municipal Government	860
San Angelo Community Med. Ctr.	Hospital	845
Tom Green County	County Government	727
Sitel Inc.	Teleservicing	572
Ethicon (Johnson & Johnson)	Sutures/Needles	510

Source: San Angelo Chamber of Commerce



\*Source: Texas Workforce Commission

#2013-09-120

AN ORDINANCE OF THE CITY OF SAN ANGELO APPROVING AND ADOPTING THE BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2013, AND ENDING SEPTEMBER 30, 2014; ADOPTING EMPLOYEE COMPENSATION SCHEDULES; PROVIDING FOR THE GENERAL APPROPRIATION OF FUNDS; RESERVING UNTO THE CITY COUNCIL THE AUTHORITY TO TRANSFER APPROPRIATIONS BUDGETED; RATIFYING TRANSFERS OF APPROPRIATIONS OCCURRING IN THE 2012-2013 FISCAL YEAR AND AMENDING THAT BUDGET ORDINANCE ACCORDINGLY; RESERVING UNTO THE CITY COUNCIL THE POWER, ONLY AS PERMITTED BY LAW, TO AMEND OR MAKE CHANGES IN THE BUDGET FOR MUNICIPAL PURPOSES; PROVIDING AUTHORITY FOR THE CITY MANAGER OR HIS DESIGNEE TO MAKE CERTAIN ADJUSTMENTS FROM TIME TO TIME IN OR BETWEEN BUDGETED ALLOCATIONS; AUTHORIZING THE CITY MANAGER OR HIS DESIGNEE TO APPLY FOR CERTAIN GRANTS AND EXECUTE ANY RELATED DOCUMENTS; AND, PROVIDING FOR FILING OF THE BUDGET.

WHEREAS, a budget for the fiscal year beginning October 1, 2013, and ending September 30, 2014, has been proposed and submitted by the City Manager to the City Council as required by law; and,

WHEREAS, the proposed budget has been filed with the City Clerk and has been posted on the website for the City of San Angelo, for inspection by any person for more than fifteen (15) days immediately prior to the public hearing upon said budget and more than thirty (30) days prior to a tax levy for the fiscal year; and,

WHEREAS, proper notice of public hearing upon this budget has been posted and published in accordance with applicable law; and,

WHEREAS, the City Council has conducted the necessary public hearings as required by law; and,

WHEREAS, after a full and final consideration of the financial condition and estimated revenues and proposed expenditures as set forth in the budget as filed and amended, it is the consensus of opinion of the Council that the budget as filed and amended should be approved.

NOW THEREFORE, BE IT ORDAINED BY THE CITY OF SAN ANGELO, TEXAS, THAT:

SECTION 1 The facts and matters set forth in the preamble of this Ordinance are found to be true and correct.

SECTION 2 The proposed budget as filed with the City Clerk and as amended by the City Council, for the fiscal year October 1, 2013, through September 30, 2014, (hereinafter the "Budget") is hereby approved and adopted. A copy of the Budget, as amended, approved, and adopted, is attached hereto as **Exhibit "A"** and made a part hereof for all purposes.

SECTION 3 The Competitive Pay Plan Grade and Step Tables for Fire and Police Civil Service employees and the Salary Ranges for all other City employees set forth in the Budget are attached hereto as Exhibit "B" and made a part hereof for all purposes. Employee compensation schedules that are in accordance with the Competitive Pay Plan and Grade Step Tables for Fire and Police Civil Service employees and the Salary Ranges for all other City employees as set forth are hereby authorized.

SECTION 4 By virtue of the adoption of the Budget, there are hereby appropriated out of available cash funds and out of the general and special revenues of the City that will be received in the treasury during the course of the 2013-2014 fiscal year, the amounts set forth in the Budget for the purposes therein stated.

SECTION 5 The City Council reserves the authority to transfer appropriations budgeted from one account or activity to another within the objects covered by the Budget. All transfers of appropriations budgeted from one account or activity to another within the objects of the budget for the fiscal year 2012-2013, are hereby ratified and the Budget Ordinance for fiscal year 2012-2013, heretofore enacted by the City Council, be, and the same is hereby, amended to the extent of such transfers for all purposes.

SECTION 6 The expenditures of the City shall be made in accordance with the financial summaries included within the Budget approved by this ordinance provided however:

1. The City Council may, from time to time and as permitted by law, amend this ordinance to authorize changes that increase or decrease the total appropriation of any fund or otherwise make changes in the budget for municipal purposes.
2. The City Manager or his designee is authorized to approve changes that move budgeted amounts between accounts within a fund.
3. The City Manager is authorized to implement a "vacancy rate" which allows him to freeze budgeted payroll sums associated with unfilled positions.
4. The City Manager is authorized to approve budget amendments that reduce the total amount of budgeted revenues and expenditures in a fund. Under this authorization the reduction in budgeted expenditures must equal or exceed any reduction in budgeted revenues.

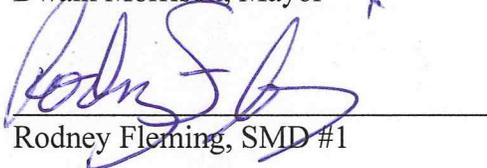
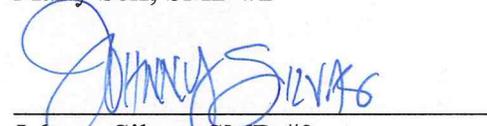
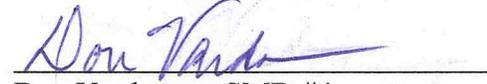
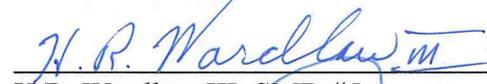
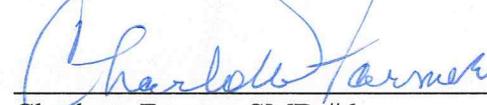
SECTION 7 Certain grants are identified in the Budget, and where possible estimated revenues and expenditures are included as listed on Exhibit "C", attached hereto and made a part hereof for all purposes. The City Manager or his designee is hereby authorized to apply for those grants and execute any related documents.

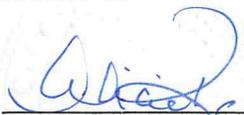
SECTION 8 The Budget as amended and adopted shall be filed with the City Clerk and posted on the City's website. The City Clerk is hereby directed to provide a certified copy of this

budget ordinance and the Budget as amended, approved and adopted to the County Clerk of Tom Green County for recording after final passage hereof.

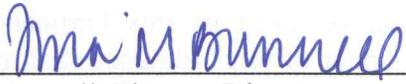
SECTION 9 Should any section, provision, clause, or word of this Ordinance be declared unconstitutional or invalid for any reason, the remainder of this ordinance shall not be affected thereby.

INTRODUCED on the 20<sup>th</sup> day of August, 2013, and finally PASSED, APPROVED and ADOPTED on this the 3<sup>rd</sup> day of Sept., 2013.

<u>YES</u>	<u>NO</u>	CITY OF SAN ANGELO, TEXAS
<u>X</u>	_____	 Dwain Morrison, Mayor
<u>X</u>	_____	 Rodney Fleming, SMD #1
<u>X</u>	_____	 Marty Self, SMD #2
<u>X</u>	_____	 Johnny Silvas, SMD #3
<u>X</u>	_____	 Don Vardeman, SMD #4
<u>X</u>	_____	 H.R. Wardlaw III, SMD #5
<u>X</u>	_____	 Charlotte Farmer, SMD #6

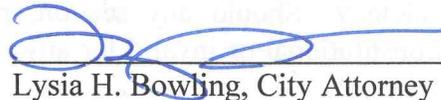
ATTEST:  
  
Alicia Ramirez, City Clerk

Approved as to Content



Tina Bunnell, Finance Director

Approved as to Form



Lysia H. Bowling, City Attorney

City of San Angelo  
Consolidated Statement of Funds  
Schedule of Revenues and Expenditures  
Fiscal Year Beginning October 1, 2013

September 03, 2013  
(RE: Page 754)

Fund No.	Fund Name	Beginning Balance	Operating Revenues	Transfers In	Amount Available	Operating Expenditures	Transfers Out	Total Expenditures	Rev Over/ (Under) Exp	Ending Balance
101	General	\$6,834,207	\$60,779,866	\$255,000	\$67,869,073	\$57,088,860	\$3,946,006	\$61,034,866	\$0	\$6,834,207
105	General Debt Service	390,527	5,568,462	0	5,958,989	5,568,462	0	5,568,462	0	390,527
501	Equipment Replacement	104,571	57,000	1,201,373	1,362,944	1,258,373	0	1,258,373	0	104,571
502	Capital Projects	28,266	3,410	1,753,119	1,784,795	1,756,529	0	1,756,529	0	28,266
103	Intergovernmental	204,729	1,873,630	273,892	2,352,251	2,147,522	0	2,147,522	0	204,729
106	TIRZ	285,601	441,252	0	726,853	441,252	0	441,252	0	285,601
453	Community Development Block Grant	0	779,584	0	779,584	779,584	0	779,584	0	0
483	HOME Grant	0	345,439	0	345,439	345,439	0	345,439	0	0
601	Designated Revenue	(1,071)	7,350	0	6,279	7,350	0	7,350	0	(1,071)
640	Lake Nasworthy Trust	12,041,182	724,000	0	12,765,182	50,000	84,000	134,000	590,000	12,631,182
202	Golf Course	(357,085)	0	0	(357,085)	0	0	0	0	(357,085)
203	Texas Bank Sports Complex	(30,799)	190,000	400,000	559,201	590,000	0	590,000	0	(30,799)
410	Civic Events	660,170	2,251,860	0	2,912,030	2,151,860	100,000	2,251,860	0	660,170
420	Fort Concho	74,371	572,900	300,000	947,271	872,900	0	872,900	0	74,371
29	440 Fairmount Cemetery	(206,895)	327,550	16,732	137,387	344,282	0	344,282	0	(206,895)
201	State Office Building	11,597	1,218,958	0	1,230,555	1,218,958	0	1,218,958	0	11,597
220	Airport Operating	151,365	1,458,979	0	1,610,344	1,458,979	0	1,458,979	0	151,365
529	Airport PFC	672,932	256,500	0	929,432	256,500	0	256,500	0	672,932
531	Airport Capital Projects	29,592	0	0	29,592	0	0	0	0	29,592
230	Solid Waste Enterprise	(2,681,834)	2,153,720	0	(528,114)	1,833,720	255,000	2,088,720	65,000	(2,616,834)
240	Stormwater	1,307,647	2,603,000	95,000	4,005,647	2,698,000	0	2,698,000	0	1,307,647
260	Water Operating	2,567,023	22,792,415	288,780	25,648,218	16,939,490	6,141,705	23,081,195	0	2,567,023
261	Water Debt Service	223,656	1,501,700	6,899,574	8,624,930	8,401,274	0	8,401,274	0	223,656
512	Water / Supply Capital Projects	1,412,709	5,809,774	0	7,222,483	5,051,905	757,869	5,809,774	0	1,412,709
270	Wastewater Operating	3,554,796	9,923,274	0	13,478,070	5,906,714	4,016,560	9,923,274	0	3,554,796
271	Wastewater Debt Service	1,424,961	5,000	4,202,784	5,632,745	4,207,784	0	4,207,784	0	1,424,961
520	Wastewater Capital Projects	974,175	1,722,000	0	2,696,175	1,336,886	385,114	1,722,000	0	974,175
<b>Operating Totals</b>		<b>\$29,676,393</b>	<b>\$123,367,623</b>	<b>\$15,686,254</b>	<b>\$168,730,270</b>	<b>\$122,712,623</b>	<b>\$15,686,254</b>	<b>\$138,398,877</b>	<b>\$655,000</b>	<b>\$30,331,393</b>
301	Vehicle Maintenance	\$344,843	\$6,530,690	\$0	\$6,875,533	\$6,530,690	\$0	\$6,530,690	\$0	\$344,843
305	Communications	174,653	808,503	0	983,156	808,503	0	808,503	0	174,653
310	City Health	1,228,342	6,772,416	0	8,000,758	6,772,416	0	6,772,416	0	1,228,342
320	Property/Casualty	781,408	689,409	0	1,470,817	689,409	0	689,409	0	781,408
330	Workers' Compensation	504,381	1,071,413	0	1,575,794	1,023,944	0	1,023,944	47,469	551,855
<b>Total Internal Service Funds</b>		<b>\$3,033,627</b>	<b>\$15,872,431</b>	<b>\$0</b>	<b>\$18,906,058</b>	<b>\$15,824,962</b>	<b>\$0</b>	<b>\$15,824,962</b>	<b>\$47,469</b>	<b>\$3,081,096</b>

Exhibit A (2 of 2)
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**CITY OF SAN ANGELO DEVELOPMENT CORPORATION  
SCHEDULE OF REVENUES AND EXPENDITURES  
FISCAL YEAR BEGINNING OCTOBER 1, 2013**

	<b>Proposed 2013-2014</b>
<hr/>	
<b>Revenue</b>	
Economic Development Revenue	2,374,940
Ballot Revenue	5,727,611
<b>Total Revenue</b>	<b>\$8,102,551</b>
<hr/>	
<b>Expenditures</b>	
Economic Development Projects	2,374,940
Ballot Projects	5,727,611
<b>Total Expenditures</b>	<b>\$8,102,551</b>
<hr/>	
<b>Revenue Over/(Under) Expenditures</b>	<b>0</b>
<hr/>	

	<b>2012-2013 FUND BALANCE DESIGNATED FOR EXISTING PROJECTS</b>	
Estimated Balance of Existing Projects		\$2,566,803

Exhibit B  
 (1 of 2)

**City of San Angelo**  
**Salary Ranges**  
**Effective 10-1-13**

<u>Grade</u>	<u>Min</u>	<u>Mid</u>	<u>Max</u>
47	\$120,536	\$150,670	\$180,804
43	\$99,165	\$123,957	\$148,747
42	\$94,443	\$118,054	\$141,665
38	\$77,699	\$97,123	\$116,548
37	\$73,999	\$92,499	\$110,998
35	\$67,119	\$83,898	\$100,678
34	\$63,923	\$79,903	\$95,884
33	\$62,705	\$78,382	\$94,059
32	\$57,980	\$72,475	\$86,969
30	\$52,589	\$65,736	\$78,884
29	\$50,085	\$62,606	\$75,128
28	\$49,131	\$61,414	\$73,697
27	\$45,428	\$56,786	\$68,143
26	\$44,563	\$55,703	\$66,845
25	\$42,441	\$53,052	\$63,662
24	\$40,420	\$50,526	\$60,630
23	\$38,496	\$48,120	\$57,744
22	\$36,663	\$45,828	\$54,993
21	\$34,916	\$43,645	\$52,374
20	\$32,285	\$40,357	\$48,428
19	\$31,670	\$39,588	\$47,506
18	\$30,747	\$38,435	\$46,122
17	\$28,168	\$35,210	\$42,252
16	\$27,793	\$34,741	\$41,689
15	\$26,838	\$33,547	\$40,255
14	\$26,561	\$33,201	\$39,842
13	\$23,793	\$29,743	\$35,692
12	\$23,408	\$29,260	\$35,111
10	\$19,821	\$24,776	\$29,731
9	\$19,315	\$24,144	\$28,973
8	\$18,517	\$23,146	\$27,775
7	\$17,635	\$22,044	\$26,452
6	\$16,588	\$20,264	\$23,939

**Non-Civil Service Public Safety**

<u>Grade</u>	<u>Min</u>	<u>Mid</u>	<u>Max</u>
GR 30M	\$61,195	\$65,068	\$68,941
GR 29M	\$53,528	\$56,919	\$60,310
GR 27M, GR 27A	\$36,947	\$45,195	\$53,442

City of San Angelo  
Civil Service Grade and Step Plan  
Police Department

Effective 10/1/2013														
		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>	<u>12</u>	<u>13</u>
GR 23 Recruit	\$35,194													
GR 26 Probationary PO	\$37,213													
GR 27 Police Officer		\$40,850	\$41,821	\$42,815	\$43,832	\$44,874	\$45,940	\$47,032	\$48,150	\$49,294	\$50,466	\$51,665	\$52,893	\$54,150
GR 29 Sergeant		\$54,438	\$55,262	\$56,098	\$56,947	\$57,809	\$58,683	\$59,571	\$60,473	\$61,388				
GR 30 Lieutenant		\$62,615	\$63,563	\$64,525	\$65,501	\$66,492	\$67,498	\$68,520	\$69,556	\$70,609				

City of San Angelo  
Civil Service Grade and Step Plan  
Fire Department

Effective 10/1/2013														
		<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>7</u>	<u>8</u>	<u>9</u>	<u>10</u>	<u>11</u>		
GR 24 Recruit	\$35,023													
GR 26 Probationary FF	\$35,954													
GR 27 FF II		\$37,454	\$38,021	\$38,575	\$39,158	\$39,712	\$40,310	\$40,893	\$41,505	\$42,146	\$42,758			
GR 28 Driver		\$48,340	\$49,082	\$49,791	\$50,533	\$51,290	\$52,046	\$52,803	\$53,607	\$54,410	\$55,213			
GR 29 Lieutenant		\$55,701	\$56,536	\$57,383	\$58,242	\$59,108	\$59,983	\$60,886	\$61,790	\$62,722	\$63,666			
GR 30 Captain		\$63,764	\$64,724	\$65,683	\$66,670	\$67,671	\$68,686	\$69,714	\$70,756					
GR 31 Battalion Chief		\$71,033	\$72,093	\$73,167	\$74,254	\$75,355	\$76,498							
GR 32 Asst Chief		\$90,000	\$91,350	\$92,720	\$94,111	\$95,523	\$96,956							
		<u>12</u>	<u>13</u>	<u>14</u>	<u>15</u>	<u>16</u>	<u>17</u>	<u>18</u>	<u>19</u>	<u>20</u>	<u>21</u>	<u>22</u>		
GR 27 FF II	\$43,399	\$44,040	\$44,683	\$45,352	\$46,023	\$46,692	\$47,392	\$48,107	\$48,805	\$49,534	\$50,278			
GR 28 Driver	\$56,015	\$56,865	\$57,712											

Exhibit C

City of San Angelo  
Budget Ordinance  
Exhibit C

City Council authorized application for the following grants:

1115 Healthcare Transformation Waiver  
Atmos Energy Grant  
Bureau of Justice Assistance Edward Byrne Memorial Local Justice Assistance Grant  
Community Development Block Grant  
Emergency Food and Shelter Program Grant  
Emergency Management Performance Grant  
Environmental Health Service and Bureau of Regional Local Health Operations Grant  
Federal Aviation Administration Grants - Entitlements and Discretionary  
FTA New Freedom Program  
Gang Initiative Grant  
HOME Grant  
Office of Justice Programs Bulletproof Vest Partnership  
Public Health Emergency Preparedness Grant  
San Angelo Cultural Affairs Council Grant  
State Events Trust Fund Grant  
Texas Department of Transportation Routine Airport Maintenance Program  
Texas Department of Transportation Click It or Ticket Grant  
Title III C-1 (Congregate Nutrition Services)  
Transit and Transportation Planning Grants - Federal and State  
Women, Infant, and Children Grant

AN ORDINANCE FIXING AND LEVYING AD VALOREM TAXES FOR THE CURRENT TAX YEAR FOR THE USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF SAN ANGELO, TEXAS, FOR THE 2013-2014 BUDGET YEAR; PROVIDING FOR THE ASSESSMENT AND COLLECTION THEREOF; PROVIDING WHEN THE TAX SHALL BECOME DUE; PROVIDING WHEN THE TAX SHALL BECOME DELINQUENT; PROVIDING FOR EXEMPTIONS; PROVIDING FOR SEVERABILITY; PROVIDING FOR PUBLICATION ON THE CITY OPERATED WEB SITE; AND, PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the City Charter for the City of San Angelo provides that the City Council at its first meeting in September of each year, or as soon thereafter as practicable, shall levy the annual tax for such year; and,

WHEREAS, Section 26.05 of the Texas Tax Code requires that the City of San Angelo, Texas, adopt a tax rate for the current tax year by September 30, 2013; and,

WHEREAS, the City Council finds that all public notices have been given and published as required by law for fixing and levying the ad valorem taxes; and,

WHEREAS, the City Council further finds that the taxes for the fiscal year beginning October 1, 2013, and ending September 30, 2014, hereinafter levied therefore are necessary to pay interest and maturities and create a sinking fund to discharge outstanding bonded indebtedness of the City; and,

WHEREAS, the City Council further finds that the tax for the fiscal year beginning October 1, 2013, and ending September 30, 2014, hereinafter levied for purposes of maintenance and operations must be levied to provide for the revenue requirements of the budget for the ensuing fiscal year:

NOW THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF SAN ANGELO, TEXAS THAT:

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

THE TAX RATE WILL EFFECTIVELY BE RAISED BY 4.75% PERCENT AND WILL RAISE TAXES FROM MAINTENANCE AND OPERATIONS ON A \$100,000 HOME BY APPROXIMATELY \$31.58.

Section Two: The following taxes be and are hereby levied for the fiscal year 2013-2014, upon each One Hundred Dollar (\$100) valuation of property subject to taxation in the City of San Angelo for said year:

To pay annual interest and maturities  
and create a sinking fund to discharge outstanding  
bonded indebtedness of the City of San Angelo \$0.0800

For the purposes of maintenance and operations in the  
General Fund \$0.6960

The total tax rate for the aforementioned purposes is: \$0.7760

Section Three: The taxes levied herein shall be assessed and proper record made thereof, as required by law by the officers performing the duties of assessor and collector of taxes for the City of San Angelo and their successors in office and said officers shall collect such taxes and remit the same required by law and this ordinance.

Section Four: All taxes levied and due under this ordinance, plus penalties and interest thereon, shall become a lien upon the property against which the tax is assessed, as provided by City Charter and State law, and the officers performing the duties of assessor and collector of taxes for the City of San Angelo and their successors in office, or their designee, are hereby authorized and empowered to enforce the collection of such taxes, penalties and interest according to the Constitution and laws of the State of Texas and the Charter and Ordinances of the City of San Angelo. Penalties and interest collected shall be paid to and credited to the General Fund of the City of San Angelo.

Section Five: Taxes levied under this ordinance shall be due on October 1, 2013, and if not paid as provided by law, shall immediately become delinquent on February 1, 2014.

Section Six: The City hereby affirms the adoption of the following exemptions from taxation of real property:

An individual may claim an exemption from taxation equal to twenty percent (20%) of the appraised value of his/her residence homestead, but not less than five thousand dollars (\$5,000) or the value of the homestead if said value is less than \$5,000.

Section Seven: Should any part, portion, or section of this ordinance be declared invalid, inoperative, or void for any reason by a court of competent jurisdiction, such decision, opinion or judgment shall in no way affect the remaining parts, portions or sections of this ordinance, which provisions shall be, remain and continue in full force and effect.

Section Eight: The City Manager or his designee shall cause a copy of this Ordinance, in its entirety, as passed, to be published on the web site operated by the City of San Angelo.

Section Nine: This ordinance shall become effective on the date Approved and Adopted.

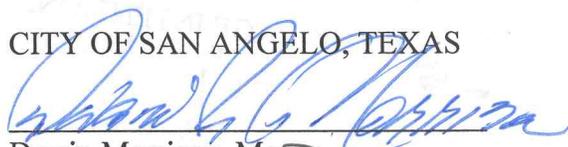
INTRODUCED on the 3<sup>rd</sup> day of September, 2013, and APPROVED and ADOPTED on this the 17<sup>th</sup> day of September, 2013.

YES

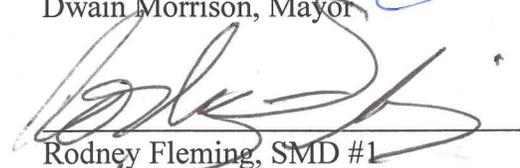
NO

X

CITY OF SAN ANGELO, TEXAS

  
Dwain Morrison, Mayor

X

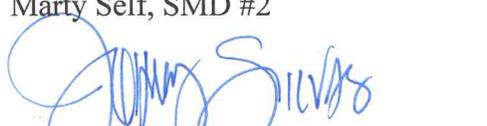
  
Rodney Fleming, SMD #1

X

  
Marty Self, SMD #2

*Self absent from vote*

X

  
Johnny Silvas, SMD #3

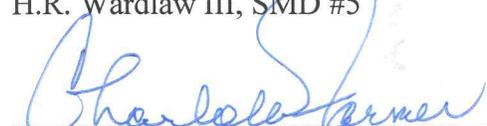
X

  
Don Vardeman, SMD #4

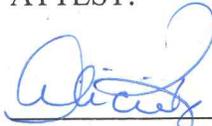
X

  
H.R. Wardlaw III, SMD #5

X

  
Charlotte Farmer, SMD #6

ATTEST:

  
Alicia Ramirez, City Clerk

Approved as to Content

  
Tina Bunnell, Finance Director

Approved as to Form

  
Lysia H. Bowling, City Attorney

# City of San Angelo

## Budget Preparation & Development Policy

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### **Budget Compliance**

The operating budget for the City of San Angelo is submitted in accordance with all applicable State laws. The budget for the City is based upon separate funds and sets forth the anticipated revenues and expenditures for the fiscal year. Budgets for capital project funds which are funded by means of a bond issue, are established at the time of issue of the bonds and amended as necessary.

### **Budget Calendar**

The City of San Angelo's budgetary process begins with the completion and distribution of the budget calendar to all divisions in March. The budget calendar provides specific due dates for items to be completed during the budget process.

### **Budget Formulation Guidelines**

While the City of San Angelo has not adopted formal policies for all of the following items, what follows describes the approach used in the past eleven years.

Balanced budget – A balanced budget is one in which the budgeted revenues are equal to or greater than the budgeted expenditures. The first proposed budget presented to Council will contain a balanced budget in each of the funds.

Detailed budget justifications – Within each fund's budget, each account is justified with line item detail. Divisions are required to provide detailed explanations of estimated revenues and anticipated expenses in every account. A critical review of the detailed justification reveals the validity, efficiency, and priority of

revenues and expenses. The detailed justifications help to establish a defensible budget to ensure services are provided to the citizens of San Angelo.

Debt load – Debt load for the General Fund is managed by borrowing only as much principal as revenue from ten cents of the property tax rate can repay. Debt loads for enterprise activities and other self supporting activities are managed by balancing needs (e.g., – need for a capital improvement) and revenues available (i.e. – how much, if any, rate increase will be needed to repay). A conservative approach to issuing debt has led to a relatively low debt level for the City.

Classification and Compensation Plan – The City of San Angelo adopted a plan to provide competitive compensation and benefits. The City's compensation study evaluated each position or position class against a benchmark. While salaries may lag behind those in the "I-35 corridor," this plan aims to make pay more competitive in the western part of the State.

### **Revenue Projection**

Revenue projections estimate amounts for all sources of funds that are made available for allocation in the new budget year. Projections are derived from trend analysis, economic outlook, and changes in regulations. Discussions are held with appropriate staff and other government agencies to ensure appropriate amounts are budgeted.

### **Expense Budget Packet**

Each division is given an expense budget packet, which must be completed and returned to the

Finance division by the date stated on the budget calendar. Budget packets contain instructions, budget preparation worksheets, division mission statements and performance measures. These items are used to prepare divisions' budgets and to update information in the final operating budget.

### **Proposed Expenditures**

Divisions are provided a target, which is the maximum amount of funding initially available for use. Divisions must prioritize needs to propose their budget. Scrutiny is used to improve the efficiency and effectiveness of city services. Any change in the proposed level of services will be disclosed and discussed with Council.

### **Pay Plan**

The Human Resources division prepares a pay plan for all city divisions based on the Classification and Compensation Plan. Then the Finance division calculates each division's projected salary and benefits. Divisions review a list of their employees' projected salaries to verify the data is accurate. For fiscal year 2013-14, Council approved an amount for raises in the original budget then later gave direction on how to disseminate those funds in a variety of pay raises.

### **Proposed Budget Filed**

The proposed budget is filed with the City Clerk and is available for public inspection no less than 15 days before the public hearing on the proposed budget as prescribed by state law. The proposed budget for fiscal year 2013-14 was filed in July, and the public hearing was held in August. The budget must also be filed before the tax levy is adopted. The tax levy was adopted in September.

### **Public Hearings and Approval of Proposed Budget**

The City Council holds a public hearing on the proposed budget in which any taxpayer is invited to attend and participate. Public notice of the date, time and location of the hearing is published in accordance to Texas Local Government Code §102.006.

The City Council also holds public hearings on the proposed property tax rate as required by law. The Truth-In-Taxation document prepared by the Texas Comptroller dictates when notices are required and the manner in which the notices are to be published. For fiscal year 2013-14 property tax rate, City staff together, with the Tom Green County Appraisal District, posted required notices on our website, on our local government channel SATV, and in the local news publication The Standard Times.

### **Changes in Budget**

The City Council is allowed by state law to make changes to the adopted budget for municipal purposes. The City Manager is authorized to transfer budgeted amounts during the fiscal year between divisions within a fund. The City Council is authorized to transfer budgeted amounts during the fiscal year between funds and increase/decrease expenditures and related revenue budgets.

### **Capital Purchases and Improvements**

City of San Angelo capital expenditures are planned and executed in one of three ways.

Routine capital needs are addressed in the annual budget of multiple funds.

Non-routine enterprise fund capital expenditures are funded in accordance with the Capital Improvement Plan (CIP). The CIP details the method of funding non-routine capital projects. Some projects will be budgeted in the annual budgets, and others will be funded through the issuance of debt. The CIP has

shifted the City from a situation where only regulatory requirements were a priority for expenditures to a more comprehensive review of the entire City's capital needs and prioritizing based on need and schedule of other capital projects.

Non-routine general and other capital needs historically were addressed via a "rollover" debt plan. Under a new plan developed in fiscal year 2008-09, the City restructured debt issues to fund larger general capital projects and to provide an annual funding stream for smaller general capital projects. This allows the City Council to address needs listed as priorities in the CIP in a more concentrated effort and allows staff to schedule other capital needs more consistently, including street reconstruction and the purchase of fire fighting apparatus. The amount borrowed is based on

the amount of debt that can be serviced by ten cents of the property tax rate (less existing debt service amounts).

### **Truth-in-Taxation**

The City of San Angelo will abide by the Truth-in-Taxation process, which is prescribed in Texas law. The City will conform to State Law by publishing notices and holding public hearings in the event of an effective tax increase.

### **Budget Adoption**

After notices are published and public hearings are conducted, the majority of council members must vote to approve the final budget for adoption. The budget was adopted in September by resolution.

# City of San Angelo

## Fund Balance Policy

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The objective of this policy is to establish target fund balance levels.

This policy sets the City's goal for fund balances. It is not designed to limit Council's authority. The City Council shall retain the authority to commit any amount of fund balances for services or purchases as it deems appropriate.

As part of the annual budget process, the Budget Division will estimate the surplus or deficit for the current year and prepare a projection of the year-end undesignated fund balances for consideration.

### Goals

General Fund, Water Operating Fund and Wastewater Operating Fund are targeted at seventy-five days of the following year's original budgeted expenditures

Capital, Capital Projects, Special Revenue, and Grant Funds fund balances are intended to be zero.

Capital and Capital Project Funds exist to track moneys spent on capital items. They normally have no operating purpose. Therefore, there is no regular need for fund balances.

Special Revenue and Grant Funds exist to track revenues and expenditures of moneys that are restricted to a particular use. Additionally, reimbursement type grant funds that do not have program income would be unable to accumulate a fund balance.

### Other Funds (not mentioned above)

- Funds in which budgeted expenditures are less than \$3,000,000 in the ensuing year are targeted at a zero fund balance.
- Funds in which budgeted expenditures are at least \$3,000,000 in the ensuing year are targeted at seventy-five days of the following year's expenditures.

# City of San Angelo

## Budget Process/Calendar

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### March

#### Budget Calendar

Budget staff prepares a budget calendar with specific deadlines as a tool to complete the budget process. This calendar is distributed to directors and managers.

#### Budget Kickoff & Training

Directors and managers attend budget kickoff which presents key economic data, local trends, and any changes in the preparation process. In addition, budget staff hosts annual training classes to educate new staff on the budget process. Though these classes are not mandatory, attendance is recommended.

#### Revenue Estimates

The budget division distributes revenue instructions to divisions. The packet's instructions and previous fiscal year data aid divisions in calculating their revenue estimates for the new fiscal year. Revenue projections are based on trend analyses, economic forecasting and changes in regulations for the new fiscal year. Divisions provide detailed justification for each revenue account. Marginal revenue increases are identified by budget staff and held to aid in funding City Manager's and City Council's goals for the coming budget year.

### April

#### Compensation Plan

The Human Resources and budget divisions prepare a compensation plan for the new budget year. Depending on the economic condition, raises may be calculated by the budget division.

### May

#### Expenditure Packets

Divisions receive an expenditure packet with the salaries and benefit report, expenditure target, mission, and performance measures. Divisions provide detailed justification of the expenditure amount for each account code to fund their operations. The expenditure budget preparation process includes an opportunity for divisions to request target increases. Target increases will be reviewed by budget staff and City Manager.

### June

#### Budget Review Committee

The budget review committee includes city manager's office and finance staff. Each department director presents their budget to the committee for consideration. The committee reviews each budget and in a collaborative effort shapes the proposed budget to ensure core services are supported.

### July

#### Proposed Budget

The proposed budget is submitted to Council and a copy is filed with the City Clerk after the reviews with the budget committee. A copy is also uploaded to the City's website.

#### Council Meetings

City manager and finance staff present the budget for Council discussion in open session at their regularly scheduled meetings or in budget workshops. Departments attend the meetings and provide Council with additional information as needed.

### Tax Roll

The chief appraiser from the Tom Green County Appraisal District distributes the certified tax roll. A notice of the effective and rollback tax rates is published in the local newspaper, on the City's website, and on SATV, the City's television channel. The certified tax roll assists city officials in computing the tax rate needed to balance the budget.

### **August**

#### Public Hearings

The City of San Angelo publishes a quarter page "Notice of Public Hearing on Tax Increase" in the local newspaper as required by state law if needed. The public hearings allow citizens to speak on the proposed budget and tax rates.

### **September**

#### Adopted Budget

After the public hearings, the City Council votes to adopt the proposed budget by ordinance. A

copy of the adopted budget is filed with the City Clerk and the County Clerk.

#### Amending the Budget

The City Council may amend appropriations in any fund. A budget amendment must pass with a majority vote from Council. The City Manager is authorized to approve transfers of allocated amounts between accounts within the same fund as delegated in the budget ordinance.

#### Adopted Tax Rate

The City Council adopts the ad valorem tax rate by ordinance. This ordinance levies a tax for the use and support of core services. Of course, the tax levy provides for the assessment and collection of the tax, states when the tax shall become delinquent, and provides for exemptions.

# City of San Angelo

## Accounting Statements

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### **Financial Information**

City management is responsible for establishing and maintaining adequate internal controls. These controls provide reasonable assurance that assets are safeguarded against loss from unauthorized use and accountability is maintained. Adequate controls ensure reliability of financial records when preparing financial statements according to generally accepted accounting principles. The concept of reasonable assurance recognizes that the cost of a control should not exceed the benefits likely to be derived, and the evaluation of costs and benefits requires estimates and judgment by management.

The City receives Federal, State and Local financial assistance which requires an adequate internal control structure to document compliance with all applicable laws and regulations related to these programs. This structure is subject to periodic review and evaluation by management.

### **Budgeting Controls**

Each year the City adopts operating budgets for the General, Special Revenue and Debt Service Funds. Budgets for the Proprietary Funds are adopted for efficient internal management.

Budgetary control is maintained at the line item level by the encumbered, appropriated and expended balances within any fund; however, any revision that increases the total budgeted expenditures must be approved by the City Council after public hearings.

City budgets are prepared on a modified accrual basis and accounting records are maintained on that basis throughout the fiscal year. Applicable accounting records are then adjusted to the full or modified accrual basis for year-end reporting purposes. The City's capital project budgets are maintained on a project length accounting basis rather than a fiscal year basis.

### **Cash Management**

Cash temporarily idle during the year is invested in compliance with the Texas Public Funds Investment Act. The City's investment policy is to maximize interest yields while safeguarding investment principal. All deposits are insured by the Federal Deposit Insurance Corporation or are collateralized. All collateral on deposits will be held in a third party bank in the City's name. All requirements for custody and collateralization are followed. The City's Investment Policy does not permit investment in derivatives or other speculative products.

# City of San Angelo

## Summary of Significant Accounting Policies

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The City of San Angelo, Texas is an incorporated home rule municipality, which operates under a council-manager form of government. The City provides services as authorized in its charter: public safety (police and fire), streets and bridges, sanitation, health services, water and wastewater utilities, recreation, education, public improvements, planning and zoning, and general administrative services. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles. The most significant City accounting policies are described below.

### **Reporting Entity**

The City is governed by an elected mayor and elected six-member council, with daily operations handled by an appointed city manager. The City Council is responsible for appointing members of the boards of various organizations, but the City's accountability for those organizations does not extend beyond making those appointments.

### **Basis of Presentation - Fund Accounting**

The City uses funds and account groups to report its financial position and results of its operations. Fund accounting demonstrates legal compliance and aids financial management by segregating transactions related to specific City functions or services.

A fund is a separate accounting entity with a self-balancing set of budget codes. An account group, on the other hand, is a financial reporting device that provides accountability for certain assets and liabilities that are not

recorded in a fund because they do not directly affect net expendable available financial resources. Funds are classified into three categories: governmental, proprietary and fiduciary. Each category, in turn, is divided into separate and distinct "fund types".

Governmental funds account for most of the City's general activities, including the collection and disbursement of earmarked monies (special revenue funds), the acquisition or construction of general fixed assets (capital projects funds), and the servicing of general long-term debt (debt service funds). The general fund is used to account for all activities of the City not accounted for in some other fund.

### **GENERAL REVENUE FUNDS**

General revenue funds account for monies collected through municipal taxes or fees that are not indicated for a specific purpose.

**GENERAL FUND** - The general fund is used to account for resources traditionally associated with government which are not required legally or by sound financial management to be accounted for in another fund.

**EQUIPMENT REPLACEMENT** - The equipment replacement fund is used to replace vehicles, trucks, and heavy equipment.

The annual budget is on the modified accrual basis, except for: recognizing ambulance service revenue on the cash received basis; and, accounting for the payment of capital lease as lease expenditures instead of debt service expenditures.

## **SPECIAL REVENUE FUNDS**

Special revenue funds account for designated monies that are legally restricted or otherwise designated for specified purposes.

**INTERGOVERNMENTAL** - Lists budgets for all federal and state grant programs operated by the City.

**COMMUNITY DEVELOPMENT** - Accounts for the disbursement of U. S. Department of Housing and Urban Development funds under the Community Development Block Grant and HOME Investment Partnerships programs.

**DESIGNATED REVENUE** - Itemizes the outlay of funds contributed by San Angelo citizens for special purposes.

**CIVIC EVENTS** - Details the expenditure of a portion of the hotel occupancy tax, rentals and concessions to maintain City venues. The City operates the following venues for community events and ticketed events: McNease Convention Center, City Auditorium, Foster Communications Coliseum, Bill Aylor Sr. Memorial River Stage, El Paseo de Santa Angela, the Farmers Market, Indoor Arena, and Pecan Creek Pavilion.

**FORT CONCHO** - Accounts for operations of the historic Fort Concho grounds and frontier era museum. The Fort Concho National Historic Landmark encompasses most of a former army post and includes 23 original and restored fort structures.

**FAIRMOUNT CEMETERY** - Outlines the Fairmount Cemetery's operations as directed by the City's Park Commission. Fairmount Cemetery encompasses over 57 acres and is designated as a Texas Historic Landmark.

Project-length spending plans are

prepared for the Community Development and HOME program funds.

An annual budget, developed primarily on the GAAP basis, is submitted for the Designated Revenue fund.

Non-GAAP budgets are adopted for the Civic Events, Fort Concho, Fairmount Cemetery and Intergovernmental funds.

**DEBT SERVICE FUND** - The debt service fund accounts for the accumulation of resources and the payment of general obligation bonds and certificates of obligation principal and interest. Resources are provided by an annual ad valorem tax levy and transfer of Type B sales tax proceeds from the Development Corporation. The City of San Angelo is working to adopt a debt policy.

**TIRZ** - The tax increment refinance zone (TIRZ) fund accounts for resources and expenditures of capital projects and services used to publicly finance needed structural improvements and enhanced infrastructure. These improvements occur within a defined area to promote the viability of existing businesses and attract new commercial enterprises to the area. The resources are provided from the incremental increase of ad valorem taxes on properties within the defined TIRZ area.

The annual budget is on the modified accrual basis except for the non recognition of revenues from property tax collections after the end of the fiscal year and recognizing investment income on the cash received basis.

## **CAPITAL PROJECTS FUNDS**

Capital projects funds account for the acquisition and construction of major capital assets other than those financed by proprietary

funds.

**CAPITAL IMPROVEMENTS** - Details authorized expenditures of proceeds of certificates of obligation and other projects executed on a "pay as you go" basis.

**AIRPORT CAPITAL IMPROVEMENT** - Accounts for construction of capital projects at the San Angelo Regional Airport with passenger facilities charges and federal grants.

### **ENTERPRISE FUNDS**

Enterprise funds account for operations that are financed and operated in a manner similar to private business enterprises. In these funds, the intent is for the costs of providing services to be financed primarily through user charges; or where management has decided that periodic evaluation of net income is appropriate for accountability purposes.

**WATER** - Itemizes operations of the water utility service. Additionally, lake recreation operations are listed in the water fund.

**WASTEWATER** - Details operations of the wastewater (sewage) collection and treatment system and leasing at the sewer farm.

**STORM WATER** - Accounts for the operations to address federal mandates to manage pollution resulting from storm water runoff to water sources.

**SOLID WASTE** - Details expenditures to operate the municipal landfill and trash collection services. Additionally, financial transactions to meet federal and state environmental concerns related to the landfill are recorded here.

**AIRPORT FUND** - Outlines operations of the San Angelo Regional Airport including commercial flights, hangar tenants, and private enterprise.

**STATE OFFICE BUILDING FUND** - Accounts for the operations of the Dr. Ralph B. Chase State Office Building, a facility leased primarily by the State of Texas to house all state offices in one location.

Annual budgets, on a primarily cash basis, are adopted for all enterprise funds. The budgeted revenues include loan principal collections, capital grants, developer capital contributions, and debt issue proceeds. The budgeted expenses omit depreciation and bad debts, but include capital outlay for fixed assets and debt principal retirement.

### **INTERNAL SERVICE FUNDS**

Internal service funds account for the financing of goods or services provided by one City division to other divisions or government agencies on a cost reimbursement basis.

**VEHICLE MAINTENANCE** - Accounts for fuel, oil and the maintenance and upkeep expenses on city, school district and other government agency vehicles.

**HEALTH INSURANCE** - Details the expense of group insurance service to city employees, retirees and other participating organizations.

**PROPERTY AND CASUALTY INSURANCE** - Itemizes general and automobile liability and property damage coverage for city property.

**WORKERS' COMPENSATION INSURANCE** - Outlines workers compensation coverage for city employees.

**COMMUNICATIONS** - Accounts for radio and Voice over Internet Protocol (VOIP) communication maintenance and service for city divisions.

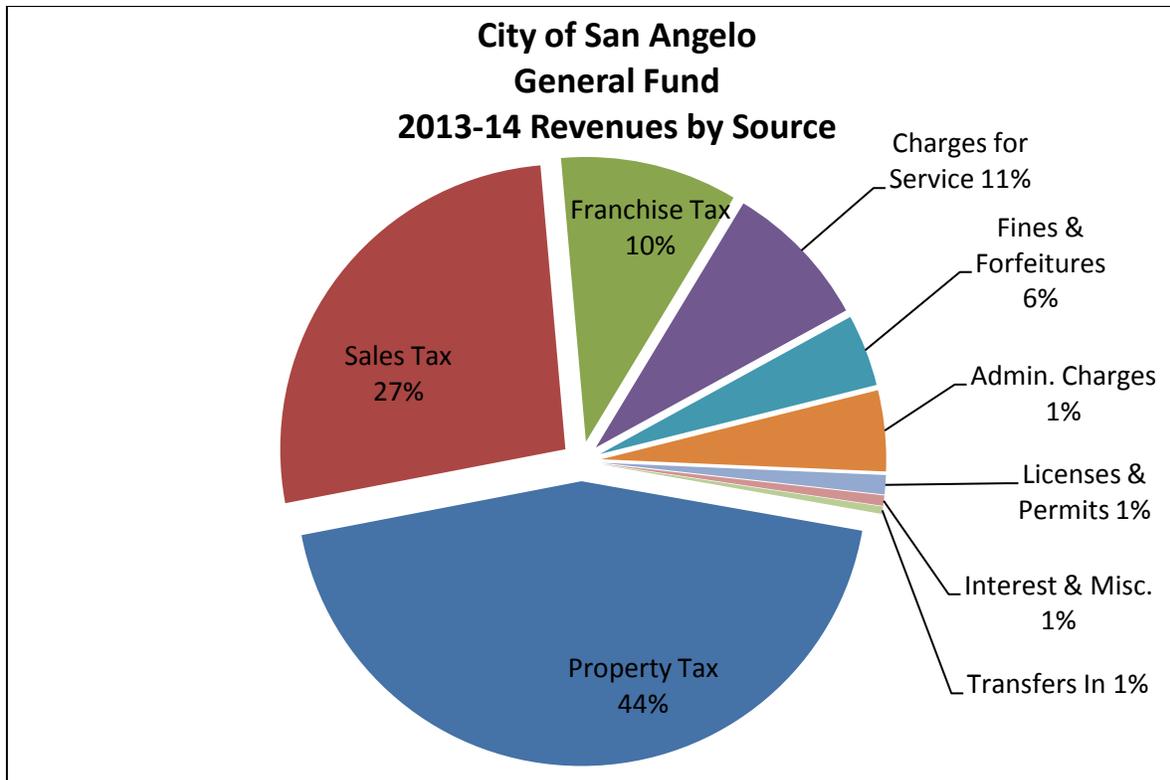
Annual budgets, on a primarily cash basis, are adopted for the internal service funds. Budgeted revenue

includes capital grants. Budgeted expenses omit depreciation, but include capital outlay for fixed assets.

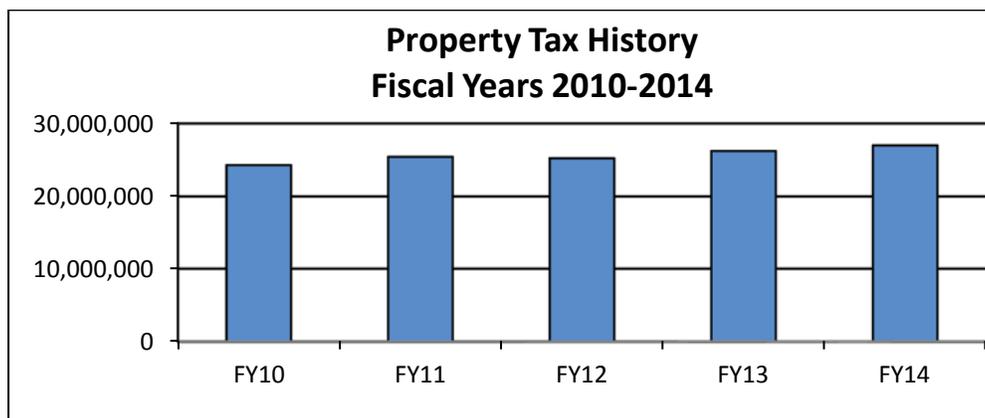
# City of San Angelo Revenue and Trend Overview

## General Fund

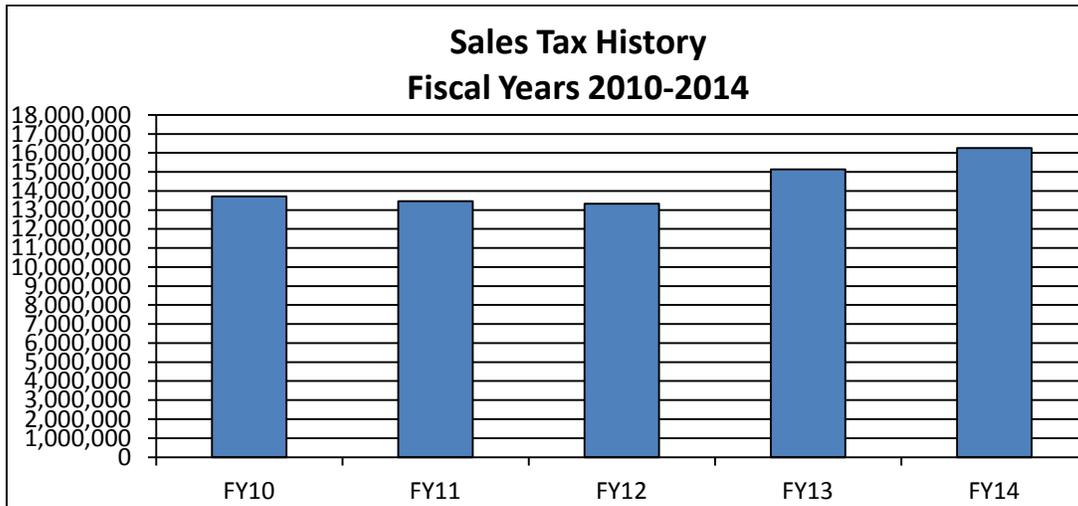
The General Fund contains three major revenue sources: property tax, sales tax and franchise tax. These three taxes account for 81% of the total revenue collected in the General Fund.



**Property Tax:** The property tax is the largest revenue source for the City. Property tax revenue has grown an average of 3.35% over the last five fiscal years.



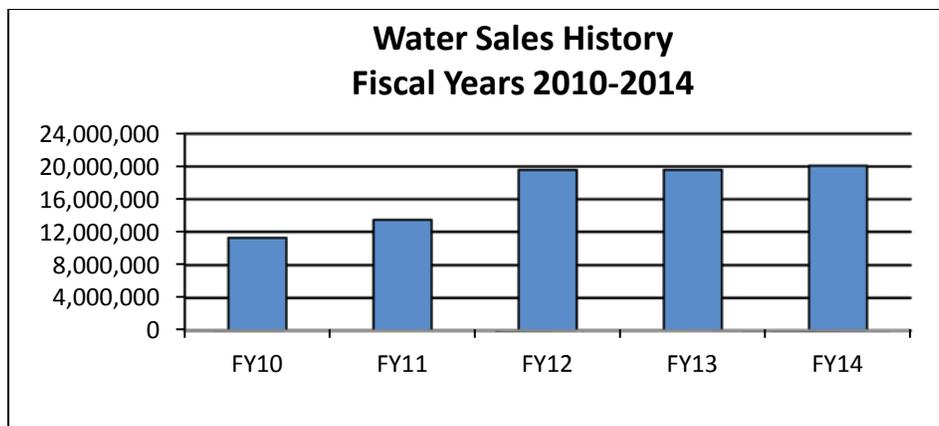
**Sales Tax:** The local option sales tax is the second largest revenue source for the General Fund. Over the last five fiscal years sales tax revenue has increased an average 3.68%. The 2014 budget contains an 8.51% increase from the 2013 actual receipts. The increase is based on a 12 month rolling average and local economic outlook. This method of projecting revenue is considered conservative when experiencing great volatility.



**Franchise Tax:** Franchise taxes make up 10% of total general fund revenues. Franchise tax is budgeted to match known revenues such as refuse collection, wastewater and water, and is budgeted based on an average for unknown revenues such as telephone, electric, gas, and television. This revenue source has seen an average increase of 8.80% over the last five fiscal years. Franchise fees are based on a percentage of total sales of utilities.

**Water Fund**

Water sales are the primary source of revenue for the Water Fund. They account for approximately 87% of total Water Fund revenue for fiscal year 2014. Over the last five years, water sales have fluctuated due to conservation awareness and watering restrictions imposed on consumers. Water rates were increased for fiscal year 2012 to fund the development of a new water supply. This resulted in a substantial budget increase in that year.

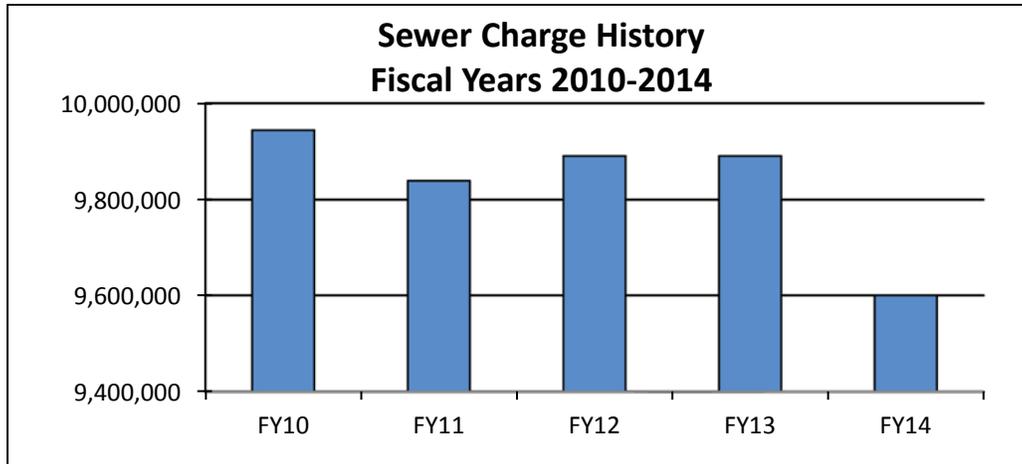


**Water Supply Capital Projects Fund**

Like the Water Fund, water sales are the major source of revenue for the Water Supply Capital Projects Fund. Water sales account for 99% of total revenue for this fund. A portion of the water rate is dedicated for this fund. The remaining revenue stems from grants and interest income.

**Wastewater Fund**

The primary source of revenue for the Wastewater Fund is sewer charges. This fee accounts for 97% of total revenues for fiscal year 2014. Sewer charges have decreased since fiscal year 2010.



**General Debt Service Fund**

This fund is used to repay the principal and interest on debt. For fiscal year 2014, \$.08 of the property tax rate is designated for this fund. This year, approximately 54% of total revenue collected comes from both current and delinquent property tax collections and 46% reflects transfers from the Development Corporation to service the debt for type B sales tax community development capital projects. The remaining revenue is interest. Debt requirements change from year to year and activity in this fund will vary accordingly.

**Vehicle Maintenance Fund**

The Vehicle Maintenance Fund is an internal service fund used to provide fleet and equipment maintenance to other operating funds. Sales of gas, oil, materials, and labor charges total 100% of revenue. Revenue in the Vehicle Maintenance Fund will only change to meet the cost of work conducted in future fiscal years.

**Lake Nasworthy Trust Fund**

Lot sales account for 83%, interest income accounts for 14%, and Lake Lease income accounts for 3% of total revenue for fiscal year 2014. As lot sales continue, Lake Lease income will decline and interest income will increase. This trend is expected to continue until all lake lots are sold.

### **State Office Building Fund**

The major source of revenue for the State Office Building is rental income. This revenue source accounts for 99% of total revenue in fiscal year 2014. Rental income is projected to increase after additional sections of the facility are finished out and entities associated with the State of Texas occupy the new space. Additionally, an escalation clause in the contracts will allow rental rates to increase to help cover increased facility maintenance costs.

### **Storm Water Fund**

The primary source of revenue for the Storm Water Fund is the storm water fee. The storm water fee is levied on property owners to comply with federal and state mandates to manage pollutants created by storm water. Fees will be adjusted annually based on a cost index similar to water and wastewater rates.

### **Airport Operating Fund**

The Airport Operating Fund generates much of its revenue from leases and concessions. These revenue sources account for 91% of total revenue in fiscal year 2014. Activity in this fund is dependent on the strength of the aviation industry.

**City of San Angelo, Texas  
Principal Taxpayers  
2013-14 Budget**

<u>NAME</u>	<u>TYPE OF PROPERTY</u>	<u>VALUATION</u>
1 Nabors Well Service	Petroleum Industry	\$48,406,720
2 Ethicon, Inc.	Manufacturing	46,541,433
3 Wal-mart, Inc.	Retail	39,250,600
4 AEP Texas North WTU	Utility	33,098,260
5 San Angelo Community Medical	Medical	31,113,990
6 Hirschfeld Energy Systems	Manufacturing	25,827,280
7 Verizon Southwest	Utility	20,104,720
8 Sunset Mall	Mall Real Estate	19,611,180
9 Sam's East Inc.	Retail	14,887,970
10 Atmos Energy Mid-Tex Division	Utility	12,546,970
<b>TOTAL</b>		<b>\$291,389,123</b>

Valuation from the top ten principal taxpayers decreased approximately 3.76% from FY2012-FY2013.

**Tax Base Distribution**

A comparison of the assessed valuation for the last two years by major property classifications.

<u>Property Type</u>	<u>2012-13 Budget</u>	<u>2013-14 Budget</u>
Real Property	\$3,795,729,527	\$ 3,822,897,116
Personal Property	642,017,001	704,088,330
<b>Total Gross Values</b>	<b>\$4,437,746,528</b>	<b>\$ 4,526,985,446</b>
Less Exemptions:		
Over 65, Disabled, & Disabled Veteran	(36,438,158)	(59,075,010)
Homestead	(484,249,855)	(449,826,317)
Freeport / Productivity	(18,310,186)	(15,191,169)
Pollution Control	(5,853,432)	(6,053,112)
Historical Abatement	(2,063,656)	(2,063,602)
Industrial Abatement	(661,650)	(661,650)
<b>Total Net Valuation</b>	<b>\$3,888,656,958</b>	<b>\$ 3,992,601,953</b>

Total Gross Values increased 2.01% and Total Net Valuation increased 2.67% from FY2012-2013.

**CITY OF SAN ANGELO, TEXAS  
Property Tax Rates**

<u>Budget Year</u>	<u>City</u>	<u>School</u>	<u>County</u>
2003	0.8683	1.5691	0.5236
2004	0.8683	1.5675	0.5229
2005	0.8683	1.5753	0.5229
2006	0.8550	1.5720	0.5229
2007	0.8500	1.4400	0.5229
2008	0.8400	1.1100	0.5258
2009	0.8275	1.1100	0.5258
2010	0.8175	1.3525	0.5250
2011	0.8175	1.3125	0.5250
2012	0.7860	1.2800	0.5250
2013	0.7810	1.2600	0.5250
2014	0.7760	1.2600	0.5250

**CITY OF SAN ANGELO, TEXAS  
Property Tax Levies**

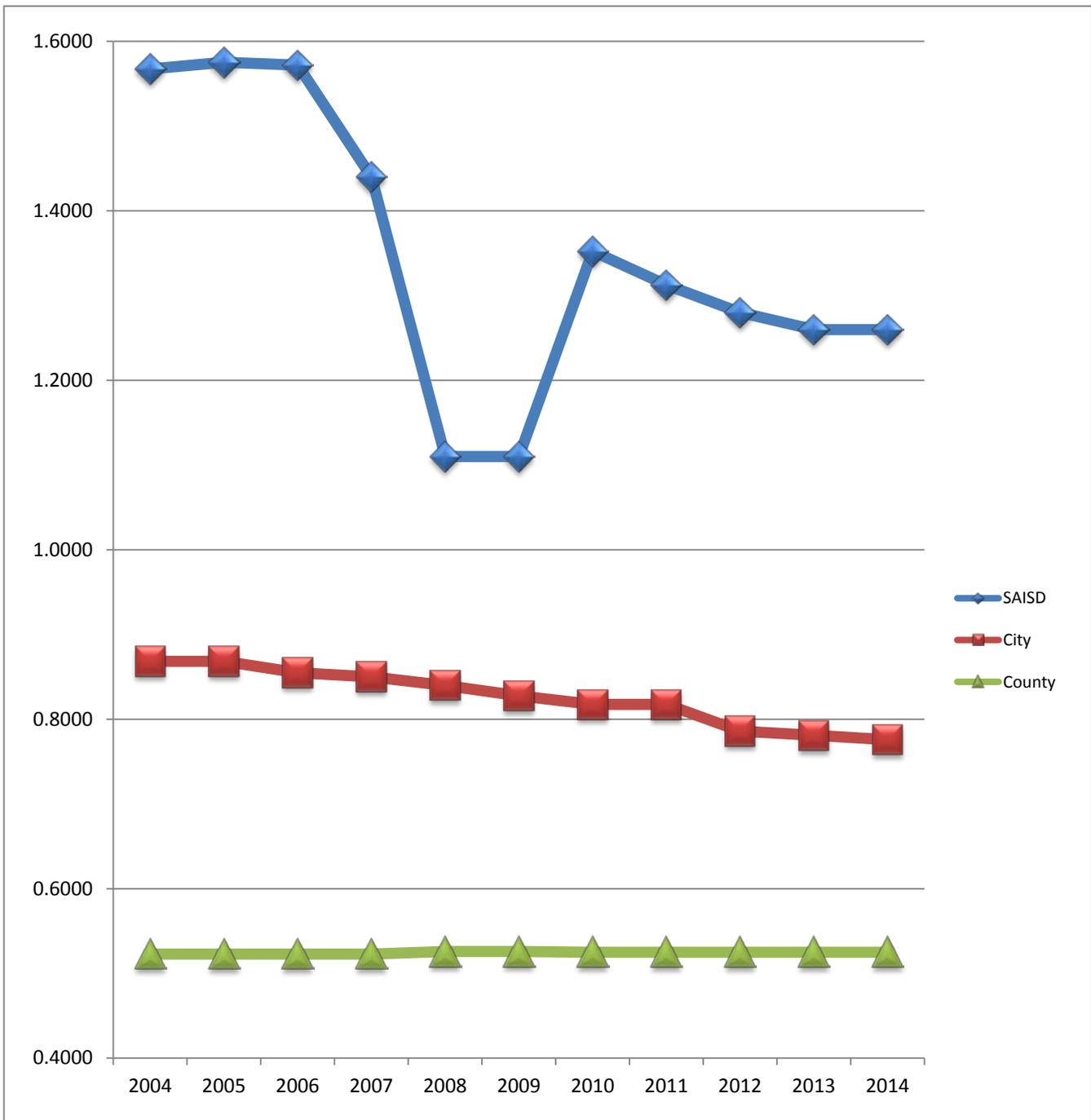
<u>Budget Year</u>	<u>City</u>	<u>School</u>	<u>County</u>
2003	19,871,350	31,447,985	14,212,023
2004	20,581,458	32,644,493	14,764,943
2005	21,514,793	34,330,526	15,469,211
2006	22,446,045	36,453,319	16,418,484
2007	24,353,960	36,978,864	18,031,946
2008	25,450,480	30,145,311	19,215,139
2009	26,714,703	30,163,362	20,466,990
2010	27,789,598	41,023,104	21,737,911
2011	28,319,334	40,528,140	22,832,502
2012	28,456,663	41,525,592	23,833,747
2013	29,277,023	46,332,392	24,693,990
2014	30,082,386	48,900,960	25,863,489

Tax Rates

The City of San Angelo has a Home Rule Charter with a maximum authorized tax rate of \$2.50 per \$100 valuation.

Tax Due Dates and Penalties

Tax statements are mailed by October 1 and are considered delinquent on February 1. Penalty and interest begin to accrue on that date.



**Graph Description:**

Above is a ten year history of property tax rates for San Angelo Independent School District, the City of San Angelo, and Tom Green County. The substantial rate decrease for SAISD in 2007 and 2008 directly related to changes in State law. The increase in the rate for SAISD in 2010 is a result of an election bond passing in 2009. SAISD decreased the property tax rate to 1.3125 in fiscal year 2011 in accordance with the bond repayment schedule.

The City tax rate has steadily decreased over the past 5 years. For fiscal year 2013, the City adopted the lowest tax rate since fiscal year 1991 of 0.7810. The County's tax rate remained the same.

**CITY OF SAN ANGELO, TEXAS**  
**Property Tax Levies and Collections**  
**2003-2013**

Fiscal Year Ended September 30	Total Tax Levy	Collection of Current Years Taxes	Percent of Levy Collected	Collection of Prior Years Taxes in Period	Total Collections	Ratio of Total Collections to Tax Levy	Accumulated Delinquent Taxes	Ratio of Delinquent Taxes to Levy
2003	19,871,350	19,269,712	96.97%	421,849	19,691,561	99.10%	1,189,261	5.98%
2004	20,581,458	20,121,679	97.77%	253,788	20,375,467	99.00%	1,199,242	5.83%
2005	21,514,793	21,102,395	98.08%	371,497	21,473,892	99.81%	1,540,948	7.16%
2006	22,446,045	21,986,729	97.95%	342,157	22,328,886	99.48%	1,116,773	4.98%
2007	24,353,960	24,003,858	98.56%	318,008	24,321,866	99.87%	1,036,492	4.26%
2008	25,450,480	24,896,126	97.82%	285,012	25,181,138	98.94%	1,106,848	4.35%
2009	26,714,703	25,785,652	96.52%	316,056	26,101,708	97.71%	1,431,875	5.36%
2010	27,789,598	26,646,040	95.88%	455,890	27,101,930	97.53%	1,425,711	5.13%
2011	28,319,334	27,414,232	96.80%	461,506	27,875,738	98.43%	1,918,070	6.77%
2012	28,456,663	27,778,377	97.62%	580,447	28,358,824	99.66%	1,317,709	4.63%
2013	30,082,386	28,343,813	94.22%	505,038	28,848,851	95.90%	1,326,556	4.41%

**CITY OF SAN ANGELO, TEXAS**  
**Ratio of Net General Bonded Debt to Assessed Value and**  
**Net Bonded Debt per Capita**  
**2008 - 2014**

<u>FISCAL YEAR ENDED SEPTEMBER 30</u>	<u>ESTIMATED POPULATION*</u>	<u>NET ASSESSED VALUE</u>	<u>OUTSTANDING BONDED DEBT**</u>	<u>BALANCE IN REDEMPTION FUND</u>	<u>NET BONDED DEBT</u>	<u>RATIO OF NET BONDED DEBT TO ASSESSED VALUE</u>	<u>NET BONDED DEBT PER CAPITA</u>
2008	91,214	3,021,635,534	26,056,802	619,796	25,437,006	0.84%	278.87
2009	91,624	3,184,314,975	25,711,177	617,573	25,093,604	0.79%	273.88
2010	93,200	3,395,947,646	25,367,302	(46,330)	25,413,632	0.75%	272.68
2011	93,619	3,601,540,205	24,286,767	192,789	24,093,978	0.67%	257.36
2012	94,041	3,761,109,048	23,309,334	386,133	22,923,201	0.61%	243.76
2013	94,464	3,888,656,958	22,280,277	120,694	22,159,583	0.57%	234.58
2014	94,889	3,992,601,953	21,211,376	120,694	21,090,682	0.53%	222.27

\* Estimated population is calculated using the multiplier 1.0045 provided by the City of San Angelo Planning Department supplemented by actual data available from the 2010 census.

\*\* Outstanding Bonded Debt does not include 1/2 Cent Sales Tax bonds.

**CITY OF SAN ANGELO , TEXAS**  
**Statement of Legal Debt Margin**  
**2013-14 BUDGET**

The general laws of the State of Texas do not prescribe any debt limit for Texas cities and the charter for the City of San Angelo does not prescribe any debt limit; consequently, a statement of legal debt margin is not presented in this report. The Attorney General of the State of Texas will normally allow a Texas city to issue general obligation debt to the extent the debt can be serviced by a tax rate of \$1.00 per \$100.00 of assessed valuation. The City of San Angelo, as of October 1, 2013, is levying a debt service tax rate of 8 cents per \$100.00 of assessed valuation. This indicates a margin equal to 12.5 times that currently levied.

**CITY OF SAN ANGELO, TEXAS**  
**Summary of Debt Service Requirements to Maturity**  
**September 30, 2013**

<u>FISCAL YEAR ENDED SEPTEMBER 30</u>	<u>GENERAL OBLIGATION</u>	<u>WATER UTILITY</u>	<u>WASTEWATER UTILITY</u>	<u>STATE OFFICE BUILDING</u>	<u>TOTAL</u>
2014	2,427,313	8,399,573	4,202,784	504,030	15,533,700
2015	1,764,032	8,408,629	4,213,389	519,012	14,905,062
2016	1,757,945	8,406,914	4,212,898	502,282	14,880,039
2017	2,698,826	8,410,633	4,221,917	514,356	15,845,732
2018	2,697,376	8,612,428	4,201,387	171,572	15,682,763
2019	2,698,288	8,416,675	4,016,140	152,722	15,283,825
2020	2,698,610	8,422,792	4,018,923	153,058	15,293,383
2021	1,221,745	8,427,456	4,023,824	153,506	13,826,531
2022	1,220,724	7,589,825	2,195,419	72,154	11,078,122
2023	1,222,214	7,542,781	2,151,663	67,356	10,984,014
2024	1,221,263	6,847,020	1,474,056		9,542,339
2025	1,220,725	6,847,227	1,475,834		9,543,786
2026	1,221,763	6,846,991	1,473,628		9,542,382
2027	1,221,650	6,848,049	1,478,416		9,548,115
2028	1,217,750	6,850,935			8,068,685
2029	1,219,750	6,850,290			8,070,040
2030		6,849,070			6,849,070
2031		6,850,173			6,850,173
	<u>\$27,729,974</u>	<u>\$137,427,461</u>	<u>\$43,360,278</u>	<u>\$2,810,048</u>	<u>\$211,327,761</u>

**CITY OF SAN ANGELO, TEXAS**  
**Debt Service Requirements - General Obligation Bonds**  
**September 30, 2013**

FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
2014	1,655,000	772,313	2,427,313
2015	1,040,000	724,032	1,764,032
2016	1,075,000	682,945	1,757,945
2017	2,065,000	633,826	2,698,826
2018	2,120,000	577,376	2,697,376
2019	2,180,000	518,288	2,698,288
2020	2,245,000	453,610	2,698,610
2021	820,000	401,745	1,221,745
2022	855,000	365,724	1,220,724
2023	895,000	327,214	1,222,214
2024	935,000	286,263	1,221,263
2025	980,000	240,725	1,220,725
2026	1,030,000	191,763	1,221,763
2027	1,080,000	141,650	1,221,650
2028	1,130,000	87,750	1,217,750
2029	1,190,000	29,750	1,219,750
	<u>\$21,295,000</u>	<u>\$6,434,974</u>	<u>\$27,729,974</u>

**CITY OF SAN ANGELO, TEXAS**  
**Debt Service Requirements - Water Utility Bonds**  
**September 30, 2013**

FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
2014	6,843,145	1,556,428	8,399,573
2015	6,886,615	1,522,014	8,408,629
2016	6,929,915	1,476,999	8,406,914
2017	6,980,630	1,430,003	8,410,633
2018	7,231,960	1,380,468	8,612,428
2019	7,094,645	1,322,030	8,416,675
2020	7,180,190	1,242,602	8,422,792
2021	7,290,225	1,137,231	8,427,456
2022	6,555,350	1,034,475	7,589,825
2023	6,598,615	944,166	7,542,781
2024	5,990,000	857,020	6,847,020
2025	6,075,000	772,227	6,847,227
2026	6,170,000	676,991	6,846,991
2027	6,275,000	573,049	6,848,049
2028	6,390,000	460,935	6,850,935
2029	6,510,000	340,290	6,850,290
2030	6,640,000	209,070	6,849,070
2031	6,780,000	70,173	6,850,173
	<u>\$120,421,290</u>	<u>\$17,006,171</u>	<u>\$137,427,461</u>

**CITY OF SAN ANGELO, TEXAS**  
**Debt Service Requirements - Waste Water Utility Bonds**  
**September 30, 2013**

FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
2014	2,773,050	1,429,734	4,202,784
2015	2,890,350	1,323,039	4,213,389
2016	3,012,350	1,200,548	4,212,898
2017	3,151,700	1,070,217	4,221,917
2018	3,261,400	939,987	4,201,387
2019	3,203,050	813,090	4,016,140
2020	3,342,100	676,823	4,018,923
2021	3,505,250	518,574	4,023,824
2022	1,806,500	388,919	2,195,419
2023	1,850,350	301,313	2,151,663
2024	1,250,000	224,056	1,474,056
2025	1,315,000	160,834	1,475,834
2026	1,375,000	98,628	1,473,628
2027	1,445,000	33,416	1,478,416
	<u>\$34,181,100</u>	<u>\$9,179,178</u>	<u>\$43,360,278</u>

**CITY OF SAN ANGELO, TEXAS**  
**Debt Service Requirements - State Office Building**  
**September 30, 2013**

FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
2014	418,805	85,225	504,030
2015	448,035	70,977	519,012
2016	447,735	54,547	502,282
2017	477,670	36,686	514,356
2018	146,640	24,932	171,572
2019	132,305	20,417	152,722
2020	137,710	15,348	153,058
2021	144,525	8,981	153,506
2022	68,150	4,004	72,154
2023	66,035	1,321	67,356
	<u>\$2,487,610</u>	<u>\$322,438</u>	<u>\$2,810,048</u>

**CITY OF SAN ANGELO, TEXAS**

**Interest and Redemption Funds  
Schedule of Requirements and Bonded Indebtedness**

8

<u>FUND</u>	<u>BOND ISSUE</u>	<u>TOTAL AMOUNT OF ISSUE</u>	<u>AMOUNT OUTSTANDING 10/1/2013</u>	<u>PRINCIPAL REQUIREMENTS 2013-2014</u>	<u>INTEREST REQUIREMENTS 2013-2014</u>	<u>AMOUNT OUTSTANDING 9/30/2014</u>
General	Certificates of Obligation Series 2006	\$ 2,500,000	950,000	305,000	38,706	645,000
Wastewater	General Obligation Refunding Bonds, Series 2007	\$ 9,420,000	7,575,000	905,000	316,113	6,670,000
Wastewater	Certificates of Obligation Series 2007A	\$ 19,030,000	15,030,000	780,000	694,744	14,250,000
General	Certificates of Obligation Series 2009	\$ 14,600,000	14,450,000	1,275,000	609,158	13,175,000
General & State Office	General Obligation Refunding Bonds, Series 2009 (1)	\$ 4,605,000	1,330,000	310,000	43,337	1,020,000
State Office, Water, & Wastewater	General Obligation Refunding Bonds, Series 2011	\$ 28,030,000	24,630,000	2,315,000	891,225	22,315,000
Water	Certificates of Obligation Series 2011B	\$ 120,000,000	108,525,000	5,725,000	1,125,967	102,800,000
	General Obligation Refunding Bonds, Series 2012	\$ 6,095,000	5,895,000	75,000	124,450	5,820,000
			<b>178,385,000</b>	<b>11,690,000</b>	<b>3,843,700</b>	<b>166,695,000</b>

**City of San Angelo**  
**Consolidated Statement of Funds**  
**Schedule of Revenues and Expenditures**  
**Fiscal Year Beginning October 1, 2013**

Fund No.	Fund Name	Beginning Balance	Operating Revenues	Transfers In	Amount Available	Operating Expenditures	Transfers Out	Total Expenditures	Rev Over/ (Under) Exp	Ending Balance
101	General	\$6,834,207	\$60,779,866	\$255,000	\$67,869,073	\$57,088,860	\$3,946,006	\$61,034,866	\$0	\$6,834,207
105	General Debt Service	390,527	5,568,462	0	5,958,989	5,568,462	0	5,568,462	0	390,527
501	Equipment Replacement	104,571	57,000	1,201,373	1,362,944	1,258,373	0	1,258,373	0	104,571
502	Capital Projects	28,266	3,410	1,753,119	1,784,795	1,756,529	0	1,756,529	0	28,266
103	Intergovernmental	204,729	1,873,630	273,892	2,352,251	2,147,522	0	2,147,522	0	204,729
106	TIRZ	285,601	441,252	0	726,853	441,252	0	441,252	0	285,601
453	Community Development Block Grant	0	779,584	0	779,584	779,584	0	779,584	0	0
483	HOME Grant	0	345,439	0	345,439	345,439	0	345,439	0	0
601	Designated Revenue	(1,071)	7,350	0	6,279	7,350	0	7,350	0	(1,071)
640	Lake Nasworthy Trust	12,041,182	724,000	0	12,765,182	50,000	84,000	134,000	590,000	12,631,182
202	Golf Course	(357,085)	0	0	(357,085)	0	0	0	0	(357,085)
203	Texas Bank Sports Complex	(30,799)	190,000	400,000	559,201	590,000	0	590,000	0	(30,799)
410	Civic Events	660,170	2,251,860	0	2,912,030	2,151,860	100,000	2,251,860	0	660,170
420	Fort Concho	74,371	572,900	300,000	947,271	872,900	0	872,900	0	74,371
440	Fairmount Cemetery	(206,895)	327,550	16,732	137,387	344,282	0	344,282	0	(206,895)
201	State Office Building	11,597	1,218,958	0	1,230,555	1,218,958	0	1,218,958	0	11,597
220	Airport Operating	151,365	1,458,979	0	1,610,344	1,458,979	0	1,458,979	0	151,365
529	Airport PFC	672,932	256,500	0	929,432	256,500	0	256,500	0	672,932
531	Airport Capital Projects	29,592	0	0	29,592	0	0	0	0	29,592
230	Solid Waste Enterprise	(2,681,834)	2,153,720	0	(528,114)	1,833,720	255,000	2,088,720	65,000	(2,616,834)
240	Stormwater	1,307,647	2,603,000	95,000	4,005,647	2,698,000	0	2,698,000	0	1,307,647
260	Water Operating	2,567,023	22,792,415	288,780	25,648,218	16,939,490	6,141,705	23,081,195	0	2,567,023
261	Water Debt Service	223,656	1,501,700	6,899,574	8,624,930	8,401,274	0	8,401,274	0	223,656
512	Water / Supply Capital Projects	1,412,709	5,809,774	0	7,222,483	5,051,905	757,869	5,809,774	0	1,412,709
270	Wastewater Operating	3,554,796	9,923,274	0	13,478,070	5,906,714	4,016,560	9,923,274	0	3,554,796
271	Wastewater Debt Service	1,424,961	5,000	4,202,784	5,632,745	4,207,784	0	4,207,784	0	1,424,961
520	Wastewater Capital Projects	974,175	1,722,000	0	2,696,175	1,336,886	385,114	1,722,000	0	974,175
<b>Operating Totals</b>		<b>\$29,676,393</b>	<b>\$123,367,623</b>	<b>\$15,686,254</b>	<b>\$168,730,270</b>	<b>\$122,712,623</b>	<b>\$15,686,254</b>	<b>\$138,398,877</b>	<b>\$655,000</b>	<b>\$30,331,393</b>
301	Vehicle Maintenance	\$344,843	\$6,530,690	\$0	\$6,875,533	\$6,530,690	\$0	\$6,530,690	\$0	\$344,843
305	Communications	174,653	808,503	0	983,156	808,503	0	808,503	0	174,653
310	City Health	1,228,342	6,772,416	0	8,000,758	6,772,416	0	6,772,416	0	1,228,342
320	Property/Casualty	781,408	689,409	0	1,470,817	689,409	0	689,409	0	781,408
330	Workers' Compensation	504,381	1,071,413	0	1,575,794	1,023,944	0	1,023,944	47,469	551,850
<b>Total Internal Service Funds</b>		<b>\$3,033,627</b>	<b>\$15,872,431</b>	<b>\$0</b>	<b>\$18,906,058</b>	<b>\$15,824,962</b>	<b>\$0</b>	<b>\$15,824,962</b>	<b>\$47,469</b>	<b>\$3,081,096</b>

**CITY OF SAN ANGELO  
BUDGET SUMMARY BY FUND TYPE  
FY 2013-2014**

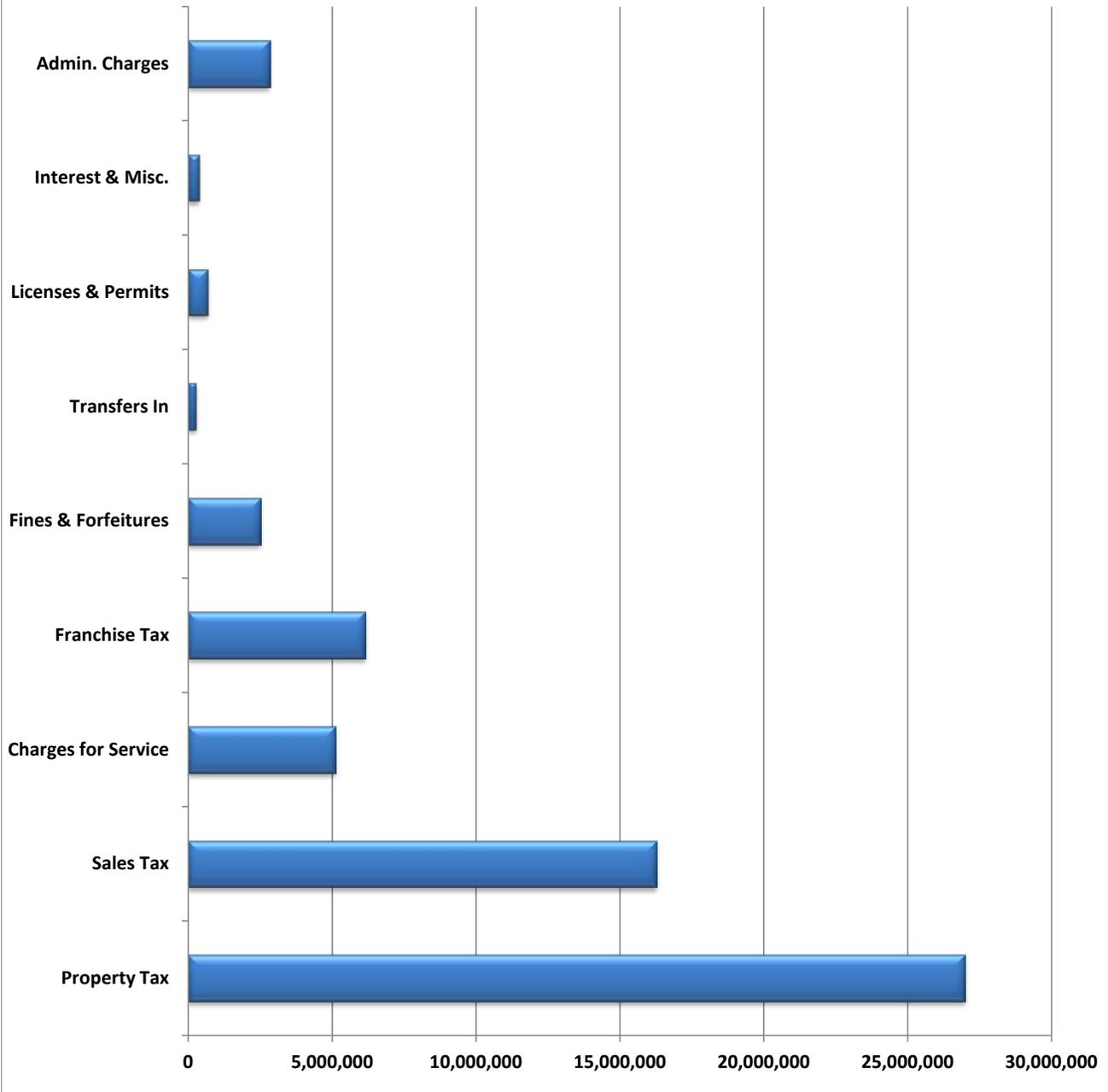
	General Fund*	Special Revenue	Other Funds	Expendable Trust	Debt Service	Enterprise Fund	Internal Service	Grand Total
<b>Funding Sources</b>								
Property Taxes	26,974,012	441,252			3,005,455			30,420,719
Other Taxes	22,384,278		1,750,000					24,134,278
Licenses and Permits	660,780							660,780
Grants		2,748,275				50,000		2,798,275
Charges for Services	5,112,722	250,378	1,454,160	619,000		47,773,620	15,825,535	71,035,415
Fines & Forfeitures	2,482,475							2,482,475
Interest & Miscellaneous	417,483	7,350	14,150	105,000	7,500	115,000	46,896	713,379
Other Financing Sources	6,018,018	273,892	840,732		15,164,565	383,780		22,680,987
<b>Total Revenues &amp; Other Financing Sources</b>	<b>64,049,768</b>	<b>3,721,147</b>	<b>4,059,042</b>	<b>724,000</b>	<b>18,177,520</b>	<b>48,322,400</b>	<b>15,872,431</b>	<b>154,926,308</b>
Beginning Fund Balances	6,609,959	489,259	496,847	12,041,182	390,527	9,648,619	3,033,627	32,710,020
<b>Total Available Resources</b>	<b>70,659,727</b>	<b>4,210,406</b>	<b>4,555,889</b>	<b>12,765,182</b>	<b>18,568,047</b>	<b>57,971,019</b>	<b>18,906,058</b>	<b>187,636,328</b>
<b>Expenditures</b>								
General Government	4,820,554	139,919				1,715,479		6,675,952
Human Resources & Risk Mgt.	491,637						8,485,769	8,977,406
Administrative Svcs.	2,088,990						808,503	2,897,493
Community & Eco. Develop.	2,922,357	621,252						3,543,609
Neighborhood & Family Svcs.	419,541	2,128,398						2,547,939
Police & Fire	30,571,995	11,765						30,583,760
Operations	7,423,240					2,088,720	6,530,690	16,042,650
Parks & Rec	3,673,880	412,493	4,059,042			714,328		8,859,743
Health	992,699	407,320						1,400,019
Water & Wastewater				134,000		40,536,243		40,670,243
Stormwater						2,698,000		2,698,000
Debt Service					18,167,520	504,630		18,672,150
Other	10,644,875				10,000			10,654,875
<b>Total Expenditures</b>	<b>64,049,768</b>	<b>3,721,147</b>	<b>4,059,042</b>	<b>134,000</b>	<b>18,177,520</b>	<b>48,257,400</b>	<b>15,824,962</b>	<b>154,223,839</b>
Ending Fund Balances	6,609,959	489,259	496,847	12,631,182	390,527	9,713,619	3,081,096	33,412,489
<b>Total Fund Commitments &amp; Fund Balances</b>	<b>70,659,727</b>	<b>4,210,406</b>	<b>4,555,889</b>	<b>12,765,182</b>	<b>18,568,047</b>	<b>57,971,019</b>	<b>18,906,058</b>	<b>187,636,328</b>

\*Note: includes General, Equipment Replacement, Capital Project, Solid Waste and Golf Course Funds

**City of San Angelo  
General Fund  
Schedule of Revenues and Expenditures**

Category	Descriptions	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>101 REVENUES:</u></b>					
Taxes	Property Tax	25,705,385	26,196,231	26,974,012	\$777,781
	Sales Tax	14,014,934	15,128,366	16,256,430	1,128,064
	Franchise Tax	5,713,907	6,206,106	6,127,848	(78,258)
	Total Taxes	45,434,226	47,530,703	49,358,290	1,827,587
Licenses and Permits	Licenses	40,550	47,382	48,910	1,528
	Permits	571,176	667,740	611,870	(55,870)
	Total Permits and Fees	611,726	715,122	660,780	(54,342)
Charges for Services	Ambulance	2,738,427	2,430,000	3,040,000	610,000
	Recreation	735,189	725,998	731,872	5,874
	Legal	(1,335)	193,659	68,732	(124,927)
	Animal Services	119,596	116,282	129,697	13,415
	Public Safety	697,965	592,290	526,099	(66,191)
	Other	527,728	485,765	616,322	130,557
	Total Charges for Service	4,817,570	4,543,994	5,112,722	568,728
Fines and Forfeitures	Municipal Court	2,973,323	2,843,780	2,482,475	(361,305)
Other	Interest	55,359	40,265	40,265	0
	Miscellaneous	697,125	319,422	320,218	796
	Total Other	752,484	359,687	360,483	796
Transfers In		320,000	320,000	255,000	(65,000)
Administrative Charges		2,316,417	2,798,235	2,805,116	6,881
<b>Total General Fund Revenues</b>		<b>57,225,746</b>	<b>59,111,521</b>	<b>61,034,866</b>	<b>1,988,345</b>

### City of San Angelo General Fund Revenues Fiscal Year 2013-2014



**Graph Description:**

The property tax is the largest revenue source for the City of San Angelo. Property, sales and franchise taxes account for 81% of the General Fund's revenue. All other revenue sources combined total approximately 19% of General Fund Revenue.

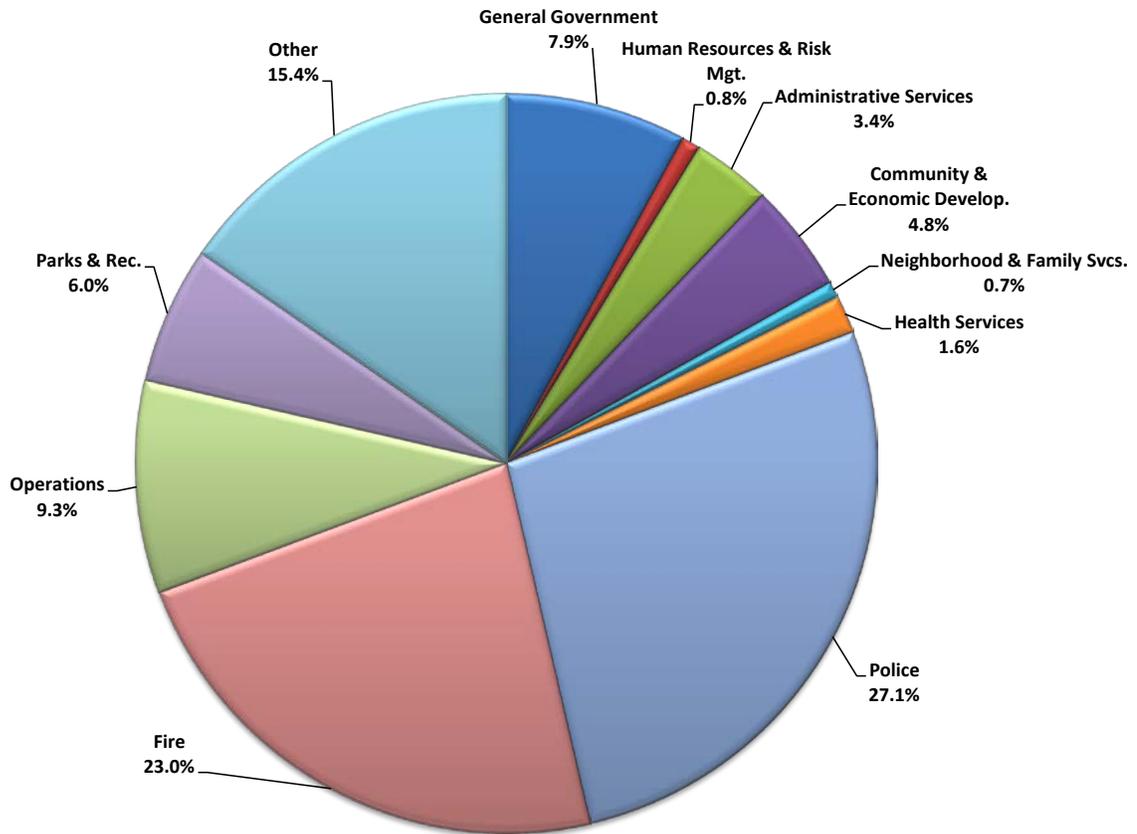
**City of San Angelo  
General Fund  
Schedule of Revenues and Expenditures**

Category	Descriptions	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>101 EXPENDITURES:</u></b>					
General Government	City Council	101,710	121,543	121,543	\$0
	City Manager	634,367	634,058	616,603	(17,455)
	Internal Auditor	0	0	83,362	83,362
	Legal	597,023	684,464	681,212	(3,252)
	City Clerk	298,815	236,615	220,782	(15,833)
	Public Information	160,956	162,693	182,628	19,935
	Municipal Court	2,158,840	2,788,189	2,160,273	(627,916)
	Construction Management	107,578	102,607	173,109	70,502
	Facilities Maintenance	580,901	604,480	581,042	(23,438)
	Total General Government	4,640,190	5,334,649	4,820,554	(514,095)
Human Resources & Risk Management	Human Resources	349,309	368,074	367,613	(461)
	Crossing Guards	118,527	116,280	124,024	7,744
	Total Human Resources & Risk Management	467,836	484,354	491,637	7,283
Finance	Finance	428,448	399,061	395,294	(3,767)
	Accounting	471,774	479,405	467,316	(12,089)
	Billing & Receipts	536,548	566,449	573,679	7,230
	Information Technology	516,719	522,387	511,455	(10,932)
	Purchasing	202,775	143,959	141,246	(2,713)
	Total Finance	2,156,264	2,111,261	2,088,990	(22,271)
Development Corporation	Development Corporation	256,793	258,257	261,464	3,207
	Total Development Corporation	256,793	258,257	261,464	3,207
Development Services	Administration	129,199	105,606	243,768	138,162
	Engineering	504,421	515,588	520,046	4,458
	Planning	258,671	409,401	252,782	(156,619)
	GIS	230,424	261,546	271,834	10,288
	Permits & Inspections	715,203	732,563	722,477	(10,086)
	Fire Marshal	633,660	656,475	649,986	(6,489)
	Total Development Services	2,985,164	3,197,693	2,660,893	(536,800)
Neighborhood & Family Services	Code Compliance	386,762	366,608	419,541	52,933
	Total Neighborhood & Family Services	386,762	366,608	419,541	52,933

**City of San Angelo  
General Fund  
Schedule of Revenues and Expenditures**

Category	Descriptions	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
Health Services	Health Administration	96,224	142,770	178,317	35,547
	Animal Services	736,665	758,554	758,959	405
	Social Service Contribution	55,423	55,423	55,423	0
	<b>Total Health Services</b>	<b>888,312</b>	<b>956,747</b>	<b>992,699</b>	<b>35,952</b>
Police	Police	15,753,410	15,029,804	15,088,560	58,756
	Traffic Safety	251,639	209,184	209,184	0
	DWI Step	37,321	39,222	39,222	0
	Public Safety Communications	1,094,042	1,257,061	1,226,687	(30,374)
	<b>Total Police</b>	<b>17,136,412</b>	<b>16,535,271</b>	<b>16,563,653</b>	<b>28,382</b>
Fire	Fire/Ambulance	13,629,676	13,421,065	14,008,342	587,277
	<b>Total Fire</b>	<b>13,629,676</b>	<b>13,421,065</b>	<b>14,008,342</b>	<b>587,277</b>
Operations	Operations Admin	323,480	330,865	310,482	(20,383)
	Signal System	831,175	786,717	767,611	(19,106)
	Street and Bridge	2,269,073	3,423,430	3,469,789	46,359
	Street Lighting	1,057,390	1,118,829	1,118,829	0
	<b>Total Operations</b>	<b>4,481,118</b>	<b>5,659,841</b>	<b>5,666,711</b>	<b>6,870</b>
Parks & Recreation	Parks	2,343,347	2,465,673	2,526,623	60,950
	Water Lily Garden	88,253	90,276	92,721	2,445
	Recreation	851,970	1,058,636	1,054,536	(4,100)
	<b>Total Parks &amp; Recreation</b>	<b>3,283,570</b>	<b>3,614,585</b>	<b>3,673,880</b>	<b>59,295</b>
Other	Non-Departmental	3,068,263	3,934,042	5,440,496	1,506,454
	Transfers Out	4,114,021	3,987,956	3,946,006	(41,950)
	<b>Total Other</b>	<b>7,182,284</b>	<b>7,921,998</b>	<b>9,386,502</b>	<b>1,464,504</b>
<b>Total General Fund Expenditures</b>		<b>\$57,237,588</b>	<b>\$59,604,072</b>	<b>\$61,034,866</b>	<b>\$1,430,794</b>
Increase/(Decrease) in Fund Balance		(11,842)	(492,551)	0	<b>\$492,551</b>
Beginning Fund Balance		7,338,600	7,326,758	6,834,207	(492,551)
<b>Ending Fund Balance</b>		<b>\$7,326,758</b>	<b>\$6,834,207</b>	<b>\$6,834,207</b>	<b>\$0</b>

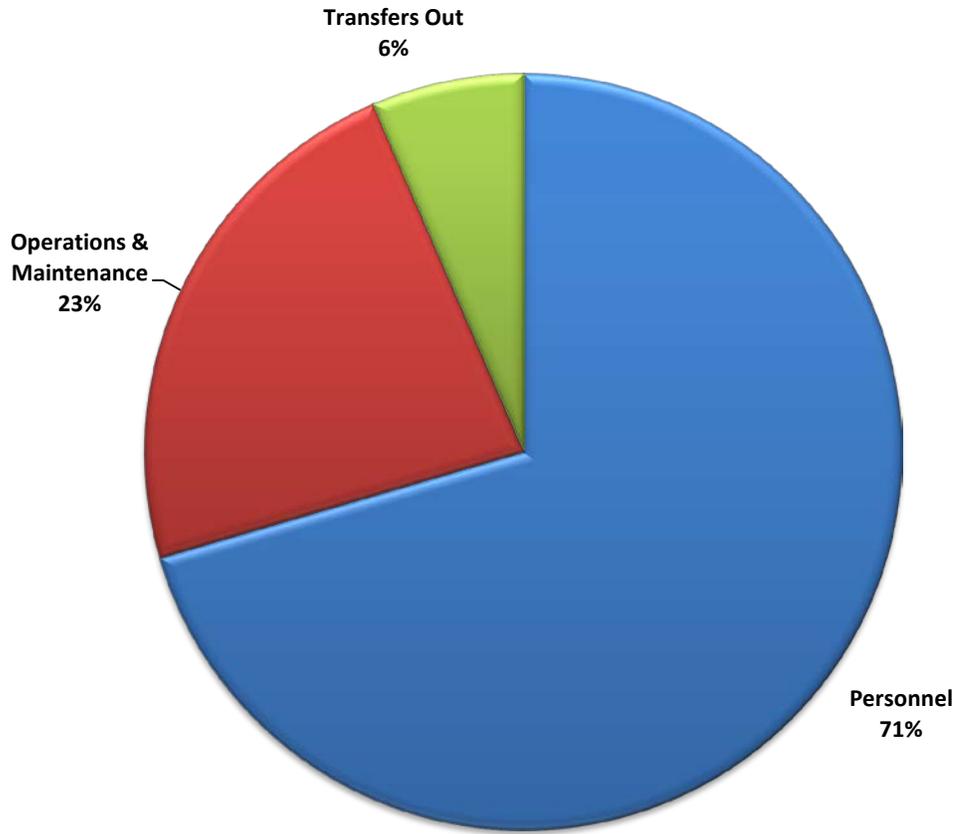
**City of San Angelo  
General Fund  
Expenditures by Department  
Fiscal Year 2013-2014**



**Graph Description:**

The graph above shows the City's commitment to provide a safe environment for its citizens by devoting 50% of authorized expenditures for the use of public safety.

**CITY OF SAN ANGELO  
General Fund Expenditures by Category  
Fiscal Year 2013-2014**



**Graph Description:**

The single largest General Fund expense for the City of San Angelo is personnel. This category consists of salary and benefits for employees. Operations & maintenance and transfers account for just under one quarter of General Fund expenses.

**City of San Angelo  
General Debt Service Fund  
Schedule of Revenues and Expense**

Description	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<u>105 REVENUES:</u>				
Current Taxes	2,816,551	2,892,555	2,965,455	72,900
Delinquent Taxes	63,421	52,000	40,000	(12,000)
Transfers In	2,852,869	2,848,187	2,562,207	(285,980)
Interest	1,219	1,000	800	(200)
<b>Total Revenues</b>	<b><u>\$5,734,060</u></b>	<b><u>\$5,793,742</u></b>	<b><u>\$5,568,462</u></b>	<b><u>(\$225,280)</u></b>
<u>105 EXPENSES:</u>				
Principal on Debt	3,220,181	3,610,428	3,211,324	(399,104)
Interest on Debt	2,303,080	2,174,143	2,347,138	172,995
Issue Costs	10,933	5,000	10,000	5,000
<b>Total Expenditures</b>	<b><u>\$5,534,194</u></b>	<b><u>\$5,789,571</u></b>	<b><u>\$5,568,462</u></b>	<b><u>(\$221,109)</u></b>
Excess/(Deficiency) of Revenues over Expenses	<u>199,866</u>	<u>4,171</u>	<u>0</u>	<u>(4,171)</u>
Beginning Fund Balance	<u>186,490</u>	<u>386,356</u>	<u>390,527</u>	<u>4,171</u>
<b>Ending Fund Balance</b>	<b><u>\$386,356</u></b>	<b><u>\$390,527</u></b>	<b><u>\$390,527</u></b>	<b><u>\$0</u></b>

**City of San Angelo  
General Fund Equipment Replacement  
Schedule of Revenues and Expenditures**

Descriptions	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>501 REVENUES:</u></b>				
Transfers In	1,201,373	1,201,373	1,201,373	0
Sale of Fixed Assets	120,074	55,000	55,000	0
Other	362	2,000	2,000	0
<b>Total Revenue</b>	<b>\$1,321,809</b>	<b>\$1,258,373</b>	<b>\$1,258,373</b>	<b>\$0</b>
<b><u>501 EXPENDITURES:</u></b>				
Vehicles & Equipment	1,259,765	1,295,023	1,258,373	(36,650)
<b>Total Expenditures</b>	<b>\$1,259,765</b>	<b>\$1,295,023</b>	<b>\$1,258,373</b>	<b>(\$36,650)</b>
Excess of Revenues over (under) Expenditures	62,044	(36,650)	0	36,650
Beginning Fund Balance	79,177	141,221	104,571	(36,650)
<b>Ending Fund Balance</b>	<b>\$141,221</b>	<b>\$104,571</b>	<b>\$104,571</b>	<b>\$0</b>

**City of San Angelo  
General Fund Capital Projects  
Schedule of Revenues and Expenditures**

Descriptions	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>502 REVENUES:</u></b>				
Transfers In	1,753,119	1,753,119	1,753,119	0
Other Revenue	7,210	3,410	3,410	0
City Hall Reimbursed Expenses	585,620	0	0	0
<b>Total Revenue</b>	<b>\$2,345,949</b>	<b>\$1,756,529</b>	<b>\$1,756,529</b>	<b>\$0</b>
<b><u>502 EXPENDITURES</u></b>				
City Hall Plaza Rehabilitation	736,029	137,521	0	(137,521)
Street Improvements	23,078	1,181,529	1,756,529	575,000
Stormwater Improvements	7	2,080,000	0	(2,080,000)
Aquatics Facility	176,280	77,707	0	(77,707)
Police Facility	18,805	0	0	0
Fire Machinery	0	250,000	0	(250,000)
<b>Total Expenditures</b>	<b>\$954,199</b>	<b>\$3,726,757</b>	<b>\$1,756,529</b>	<b>(\$1,970,228)</b>
Excess of Revenues over (under) Expenditures	1,391,750	(1,970,228)	0	1,970,228
Beginning Fund Balance	606,744	1,998,494	28,266	(1,970,228)
<b>Ending Fund Balance</b>	<b>\$1,998,494</b>	<b>\$28,266</b>	<b>\$28,266</b>	<b>\$0</b>

**City of San Angelo  
Intergovernmental Fund  
Schedule of Revenues and Expenditures**

	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>103 REVENUES:</u></b>				
Health Department Revenue	117,471	95,940	78,900	(17,040)
Health Department Grants	1,155,843	1,312,970	1,171,887	(141,083)
Transportation Grant	153,810	532,612	180,000	(352,612)
Nutrition Program Revenue	171,064	171,478	171,478	0
Police Grants	37,335	55,137	6,165	(48,972)
Parks Grants and Donations	274,419	1,329,598	150,000	(1,179,598)
Planning Grants and Donations	0	39,327	0	(39,327)
Emergency Management Grant	106,163	123,805	115,200	(8,605)
Historical Commission	10,000	0	0	0
City Hall Basement	0	24,978	0	(24,978)
Fire Training Center Grant	0	1,200,000	0	(1,200,000)
Interest	353	0	0	0
Transfers In	373,715	273,704	273,892	188
<b>Total Revenue</b>	<b>2,400,173</b>	<b>5,159,549</b>	<b>2,147,522</b>	<b>(3,012,027)</b>
<b><u>103 EXPENDITURES:</u></b>				
Nursing	255,656	111,000	127,900	16,900
Environmental Health Services	31,511	81,830	51,000	(30,830)
RLSS/LPHS	148,144	164,945	119,433	(45,512)
Bioterrorism	122,001	121,182	108,987	(12,195)
1115 Waiver Funds	0	36,637	0	(36,637)
WIC	914,835	913,110	903,375	(9,735)
Social Services	101,445	173,715	100,000	(73,715)
Transportation Planning Grant	154,462	532,612	180,000	(352,612)
Nutrition	261,368	260,743	260,743	0
Police Grants	38,023	44,790	6,165	(38,625)
Parks	677,364	1,038,052	150,000	(888,052)
Down-town Façade	13,328	29,711	0	(29,711)
Emergency Management	135,477	148,524	139,919	(8,605)
City Hall Basement	0	24,978	0	(24,978)
Fire Training Center Grant	0	1,200,000	0	(1,200,000)
<b>Total Expenditures</b>	<b>2,853,614</b>	<b>4,881,829</b>	<b>2,147,522</b>	<b>(2,734,307)</b>
Excess /(Deficiency) of Revenue over Expenses	(453,441)	277,720	0	(\$277,720)
Beginning Fund Balance	380,450	(72,991)	204,729	277,720
<b>Ending Fund Balance</b>	<b>(\$72,991)</b>	<b>\$204,729</b>	<b>\$204,729</b>	<b>\$0</b>

**City of San Angelo  
TIRZ FUND  
Schedule of Revenues and Expense**

Description	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<u>106 REVENUES:</u>				
Downtown Property Tax	132,085	134,085	167,966	33,881
North Property Tax	302,679	331,144	273,286	(57,858)
New Freedom Grant	0	573,471	0	(573,471)
Interest	2,773	0	0	0
<b>Total Revenues</b>	<b>\$437,537</b>	<b>\$1,038,700</b>	<b>\$441,252</b>	<b>(\$597,448)</b>
<u>106 EXPENSES:</u>				
Downtown Projects	57,458	432,821	167,966	(264,855)
North Projects	76,299	813,723	273,286	(540,437)
New Freedom Grant	0	573,471	0	(573,471)
<b>Total Expenditures</b>	<b>\$133,757</b>	<b>\$1,820,015</b>	<b>\$441,252</b>	<b>(\$1,378,763)</b>
Excess/(Deficiency) of Revenues over Expenses	303,780	(781,315)	0	781,315
Beginning Fund Balance	763,136	1,066,916	285,601	(781,315)
<b>Ending Fund Balance</b>	<b>\$1,066,916</b>	<b>\$285,601</b>	<b>\$285,601</b>	<b>\$0</b>

**City of San Angelo  
Community Development Block Grant  
Schedule of Revenues and Expenditures**

Description	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY12 Current
<b><u>453 REVENUES:</u></b>			
Grant Income	697,741	739,584	41,843
Rehab Loans	40,000	40,000	0
Transfers In	470,000	0	(470,000)
Miscellaneous	100,000	0	(100,000)
<b>Total Revenues</b>	<b><u>\$1,307,741</u></b>	<b><u>\$779,584</u></b>	<b><u>(\$528,157)</u></b>
<b><u>453 EXPENDITURES:</u></b>			
Administration	299,131	282,902	(16,229)
Debt Service	151,173	150,713	(460)
Public Service Projects	705,000	130,000	(575,000)
Rehab Grants and Loans	111,437	177,969	66,532
Code Enforcement	41,000	38,000	(3,000)
<b>Total Expenditures</b>	<b><u>\$1,307,741</u></b>	<b><u>\$779,584</u></b>	<b><u>(\$528,157)</u></b>
Excess of Revenues over/ (under) Expenditures	<u>0</u>	<u>0</u>	<u>0</u>
Beginning Fund Balance	<u>0</u>	<u>0</u>	<u>0</u>
<b>Ending Fund Balance</b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>	<b><u>\$0</u></b>

**City of San Angelo  
HOME Program  
Schedule of Revenues and Expenditures**

Description	FY12 Current Budget	FY13 Proposed Budget	Increase (Decrease) from FY12 Current
<b><u>483 REVENUES:</u></b>			
Grant Income	269,824	245,399	(24,425)
Rent	48,040	48,040	0
Loan Payments	22,000	22,000	0
Miscellaneous	10,000	30,000	20,000
<b>Total Revenues</b>	<b>\$349,864</b>	<b>\$345,439</b>	<b>(\$4,425)</b>
<b><u>483 EXPENDITURES:</u></b>			
Administration	74,646	72,812	(1,834)
Galilee CDC	93,303	90,000	(3,303)
MHMR Contribution	55,000	51,000	(4,000)
Tenant-Based Rental Assistance	0	0	0
Homebuyers Assistance	114,451	115,000	549
Neighborhood Revitalization	0	0	0
Low Income Housing Tax Credits	0	0	0
Duplex Maintenance	12,464	16,627	4,163
<b>Total Expenditures</b>	<b>\$349,864</b>	<b>\$345,439</b>	<b>(\$4,425)</b>
Excess of Revenues over/ (under) Expenditures	0	0	0
Beginning Balance	0	0	0
<b>Ending Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

**City of San Angelo  
Designated Revenue Fund  
Schedule of Revenues and Expenditures**

Descriptions	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>601 REVENUES:</u></b>				
Police Donations	11,202	5,600	5,600	0
Parks Donations	4,935	0	1,500	1,500
Recreation Donations	684	0	250	250
Other Donations	13,513	0	0	0
Interest	597	0	0	0
<b>Total Revenue</b>	<b>\$30,931</b>	<b>\$5,600</b>	<b>\$7,350</b>	<b>\$1,750</b>
<b><u>601 EXPENDITURES</u></b>				
Police Projects	15,025	73,484	5,600	(67,884)
Parks Projects	85,337	62,727	1,500	(61,227)
Recreation Projects	3,330	8,035	250	(7,785)
Other	6,255	52,773	0	(52,773)
<b>Total Expenditures</b>	<b>\$109,947</b>	<b>\$197,019</b>	<b>\$7,350</b>	<b>(\$189,669)</b>
Excess of Revenues over (under) Expenditures	(79,016)	(191,419)	0	191,419
Beginning Fund Balance	269,364	190,348	(1,071)	(191,419)
<b>Ending Fund Balance</b>	<b>\$190,348</b>	<b>(\$1,071)</b>	<b>(\$1,071)</b>	<b>\$0</b>

**City of San Angelo  
Lake Nasworthy Trust  
Schedule of Revenues and Expenditures**

Description	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>640 REVENUES:</u></b>				
Lot Sales	715,391	728,000	600,000	(128,000)
Lake Lease Income	31,083	19,000	19,000	0
Interest	89,274	105,000	105,000	0
<b>Total Revenues</b>	<b>\$835,748</b>	<b>\$852,000</b>	<b>\$724,000</b>	<b>(\$128,000)</b>
<b><u>640 EXPENDITURES:</u></b>				
Professional Services	14,234	50,000	50,000	0
Transfers Out	80,346	84,000	84,000	0
<b>Total Expenditures</b>	<b>\$94,580</b>	<b>\$134,000</b>	<b>\$134,000</b>	<b>\$0</b>
Excess of Revenues over/ (under) Expenditures	741,168	718,000	590,000	(128,000)
Beginning Fund Balance	10,582,014	11,323,182	12,041,182	718,000
<b>Ending Fund Balance</b>	<b>\$11,323,182</b>	<b>\$12,041,182</b>	<b>\$12,631,182</b>	<b>\$590,000</b>

**City of San Angelo  
Golf Course Fund  
Schedule of Revenues and Expenditures**

Description	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<u>202 REVENUES:</u>				
Golf Fees	0	0	0	0
General Fund Transfer	95,000	95,000	0	(95,000)
<b>Total Revenues</b>	<b>\$95,000</b>	<b>\$95,000</b>	<b>\$0</b>	<b>(\$95,000)</b>
<u>202 EXPENDITURES:</u>				
Personnel	0	0	0	0
Operating Expense	113,750	95,000	0	(95,000)
<b>Total Expenditures</b>	<b>\$113,750</b>	<b>\$95,000</b>	<b>\$0</b>	<b>(\$95,000)</b>
Excess of Revenues over/ (under) Expenditures	(18,750)	0	0	0
Beginning Fund Balance	(338,335)	(357,085)	(357,085)	0
<b>Ending Fund Balance</b>	<b>(\$357,085)</b>	<b>(\$357,085)</b>	<b>(\$357,085)</b>	<b>\$0</b>

**City of San Angelo  
Texas Bank Sports Complex Fund  
Schedule of Revenues and Expenses**

Descriptions	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>203 REVENUES:</u></b>				
Program Fees	130,353	111,000	116,000	5,000
Dev Corp	150,000	100,000	50,000	(50,000)
Transfers In	277,651	350,000	400,000	50,000
Other Revenue	26,641	24,000	24,000	0
<b>Total Revenues</b>	<b>\$584,645</b>	<b>\$585,000</b>	<b>\$590,000</b>	<b>\$5,000</b>
<b><u>203 EXPENSES:</u></b>				
Facilities Maintenance	635,073	489,720	492,220	2,500
Sports Programs	70,920	95,280	97,780	2,500
<b>Total Expenses</b>	<b>\$705,993</b>	<b>\$585,000</b>	<b>\$590,000</b>	<b>\$5,000</b>
Excess/(Deficiency) of Revenues over Expenses	(121,348)	0	0	0
Beginning Fund Balance	90,549	(30,799)	(30,799)	0
<b>Ending Fund Balance</b>	<b>(\$30,799)</b>	<b>(\$30,799)</b>	<b>(\$30,799)</b>	<b>\$0</b>

**City of San Angelo  
Civic Events Fund  
Schedule of Revenues and Expenditures**

Description	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>410 REVENUES:</u></b>				
Hotel/Motel Tax	2,237,409	1,575,000	1,750,000	175,000
Coliseum Revenue	207,423	230,000	240,440	10,440
Auditorium Revenue	0	0	0	0
Convention Center Revenue	213,737	162,240	186,180	23,940
River Stage Revenue	12,258	13,000	13,000	0
Pavilion Revenue	6,070	6,240	6,240	0
Pecan Creek Revenue	4,115	10,400	4,000	(6,400)
Other	48,127	45,000	52,000	7,000
<b>Total Revenues</b>	<b>\$2,729,139</b>	<b>\$2,041,880</b>	<b>\$2,251,860</b>	<b>\$209,980</b>
<b><u>410 EXPENDITURES:</u></b>				
Coliseum	190,843	215,578	195,100	(20,478)
Auditorium	0	0	0	0
Convention Center	117,844	148,970	143,925	(5,045)
River Stage	15,083	18,200	17,580	(620)
Pavilion	702	1,750	1,750	0
Administration	734,626	790,034	741,858	(48,176)
Visitor's Bureau	1,003,034	693,250	795,000	101,750
Arts Council	106,706	73,750	137,500	63,750
Transfers Out	0	100,000	100,000	0
Capital	0	9,898	119,147	109,249
<b>Total Expenditures</b>	<b>\$2,168,838</b>	<b>\$2,051,430</b>	<b>\$2,251,860</b>	<b>\$200,430</b>
Excess of Revenues over/ (under) Expenditures	560,301	(9,550)	0	9,550
Beginning Fund Balance	109,419	669,720	660,170	(9,550)
<b>Ending Fund Balance</b>	<b>\$669,720</b>	<b>\$660,170</b>	<b>\$660,170</b>	<b>\$0</b>

**City of San Angelo  
Fort Concho  
Schedule of Revenues and Expenditures**

Description	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>420 REVENUES:</u></b>				
Sales & Donations	506,619	555,250	564,750	9,500
Transfers In	301,431	300,000	300,000	0
Other	11,291	3,150	8,150	5,000
<b>Total Revenues</b>	<b>\$819,341</b>	<b>\$858,400</b>	<b>\$872,900</b>	<b>\$14,500</b>
<b><u>420 EXPENDITURES:</u></b>				
Personnel	574,219	578,833	578,620	(213)
Supplies and Maintenance	243,501	263,290	265,110	1,820
Capital Outlay	1,835	16,277	29,170	12,893
<b>Total Expenditures</b>	<b>\$819,555</b>	<b>\$858,400</b>	<b>\$872,900</b>	<b>\$14,500</b>
Excess of Revenues over/ (under) Expenditures	(214)	0	0	0
Beginning Fund Balance	74,585	74,371	74,371	0
<b>Ending Fund Balance</b>	<b>\$74,371</b>	<b>\$74,371</b>	<b>\$74,371</b>	<b>\$0</b>

**City of San Angelo  
Fairmount Cemetery  
Schedule of Revenues and Expenditures**

Description	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>440 REVENUES:</u></b>				
Charges for Service	272,984	274,950	271,550	(3,400)
Trust Income	42,138	50,000	50,000	0
Transfers In	16,732	16,732	16,732	0
Other Revenue	5,196	4,000	6,000	2,000
<b>Total Revenues</b>	<b>\$337,050</b>	<b>\$345,682</b>	<b>\$344,282</b>	<b>(\$1,400)</b>
<b><u>440 EXPENDITURES:</u></b>				
Personnel	234,533	226,619	234,504	7,885
Operating Expense	109,335	119,063	109,778	(9,285)
<b>Total Expenditures</b>	<b>\$343,868</b>	<b>\$345,682</b>	<b>\$344,282</b>	<b>(\$1,400)</b>
Excess of Revenues over/ (under) Expenditures	(6,818)	0	0	0
Beginning Fund Balance	(200,077)	(206,895)	(206,895)	0
<b>Ending Fund Balance</b>	<b>(\$206,895)</b>	<b>(\$206,895)</b>	<b>(\$206,895)</b>	<b>\$0</b>

**City of San Angelo  
State Office Building  
Schedule of Revenues and Expenditures**

Description	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>201 REVENUES:</u></b>				
Rental Income	1,161,034	1,190,752	1,215,958	25,206
Other Revenue	572	3,000	3,000	0
<b>Total Revenues</b>	<b>\$1,161,606</b>	<b>\$1,193,752</b>	<b>\$1,218,958</b>	<b>\$25,206</b>
<b><u>201 EXPENDITURES:</u></b>				
Personnel	105,642	107,588	108,666	1,078
Operating	776,263	935,539	570,937	(364,602)
Debt Principal	414,574	189,617	418,805	229,188
Debt Interest	101,990	90,008	85,225	(4,783)
Issue costs	0	1,000	600	(400)
Capital	0	0	34,725	34,725
<b>Total Expenditures</b>	<b>\$1,398,469</b>	<b>\$1,323,752</b>	<b>\$1,218,958</b>	<b>(\$104,794)</b>
Excess of Revenues over/ (under) Expenditures	(236,863)	(130,000)	0	130,000
Beginning Fund Balance	378,460	141,597	11,597	(130,000)
<b>Ending Fund Balance</b>	<b>\$141,597</b>	<b>\$11,597</b>	<b>\$11,597</b>	<b>\$0</b>

**City of San Angelo  
Airport Operating Fund  
Schedule of Revenues and Expenses**

Descriptions	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>220 REVENUES:</u></b>				
Leases/Rentals	1,121,604	1,150,350	1,050,358	(99,992)
Concessions	256,001	252,300	273,560	21,260
Landing Fees	29,742	34,773	40,061	5,288
Advertising	19,885	25,000	25,000	0
Interest	1,461	3,000	3,000	0
State Grant	0	50,000	50,000	0
Other Income	18,413	11,750	17,000	5,250
<b>Total Revenues</b>	<b>\$1,447,106</b>	<b>\$1,527,173</b>	<b>\$1,458,979</b>	<b>(\$68,194)</b>
<b><u>220 EXPENSES:</u></b>				
Personnel	635,391	690,060	740,015	49,955
Operations	535,108	613,370	571,745	(41,625)
Capital Outlay	156,158	369,696	18,200	(351,496)
Indirect Costs	70,567	83,053	83,053	0
Debt Service	45,966	45,966	45,966	0
<b>Total Expenses</b>	<b>\$1,443,190</b>	<b>\$1,802,145</b>	<b>\$1,458,979</b>	<b>(\$343,166)</b>
Excess/(Deficiency) of Revenues over Expenses	3,916	(274,972)	0	274,972
Beginning Fund Balance	422,421	426,337	151,365	(274,972)
<b>Ending Fund Balance</b>	<b>\$426,337</b>	<b>\$151,365</b>	<b>\$151,365</b>	<b>\$0</b>

**City of San Angelo  
Airport PFC Fund  
Schedule of Revenues and Expenses**

Descriptions	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>529 REVENUES:</u></b>				
Passenger Facility Charges	235,687	230,000	256,500	26,500
Interest	2,445	0	0	0
<b>Total Revenues</b>	<b>\$238,132</b>	<b>\$230,000</b>	<b>\$256,500</b>	<b>\$26,500</b>
<b><u>529 EXPENSES:</u></b>				
Transfer to Capital Fund	46,408	444,444	256,500	(187,944)
<b>Total Expenses</b>	<b>\$46,408</b>	<b>\$444,444</b>	<b>\$256,500</b>	<b>(\$187,944)</b>
Excess/(Deficiency) of Revenues over Expenses	191,724	(214,444)	0	214,444
Beginning Fund Balance	695,652	887,376	672,932	(214,444)
<b>Ending Fund Balance</b>	<b>\$887,376</b>	<b>\$672,932</b>	<b>\$672,932</b>	<b>\$0</b>

**City of San Angelo  
Airport Capital Fund  
Schedule of Revenues and Expenses**

Descriptions	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>531 REVENUES:</u></b>				
Transfers In	0	162,000	0	(162,000)
Other	96	0	0	0
<b>Total Revenues</b>	<b>\$96</b>	<b>\$162,000</b>	<b>\$0</b>	<b>(\$162,000)</b>
<b><u>531 EXPENSES:</u></b>				
Capital Outlay	126,935	60,922	0	(60,922)
<b>Total Expenses</b>	<b>\$126,935</b>	<b>\$60,922</b>	<b>\$0</b>	<b>(\$60,922)</b>
Excess/(Deficiency) of Revenues over Expenses	(126,839)	101,078	0	(101,078)
Beginning Fund Balance	55,353	(71,486)	29,592	101,078
<b>Ending Fund Balance</b>	<b>(\$71,486)</b>	<b>\$29,592</b>	<b>\$29,592</b>	<b>\$0</b>

**City of San Angelo  
Solid Waste Enterprise Fund  
Schedule of Revenues and Expenditures**

Description	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>230 REVENUES:</u></b>				
Landfill Fees	784,101	1,660,537	2,000,390	339,853
Leases	92,026	92,138	100,330	8,192
Other	44,337	50,000	50,000	0
Interest	2,511	3,000	3,000	0
<b>Total Revenues</b>	<b>\$922,975</b>	<b>\$1,805,675</b>	<b>\$2,153,720</b>	<b>\$348,045</b>
<b><u>230 EXPENDITURES:</u></b>				
Maintenance and Utilities	152,995	350,414	193,000	(157,414)
Inspection Fee	201,665	180,000	210,000	30,000
Professional Services	409,609	316,675	1,087,014	770,339
Capital	321	1,000	0	(1,000)
Misc	24	0	0	0
Debt Service	341,256	342,838	343,706	868
Transfers Out	320,000	320,000	255,000	(65,000)
<b>Total Expenditures</b>	<b>\$1,425,870</b>	<b>\$1,510,927</b>	<b>\$2,088,720</b>	<b>\$577,793</b>
Excess of Revenues over/ (under) Expenditures	(502,895)	294,748	65,000	(229,748)
Beginning Fund Balance	(2,473,687)	(2,976,582)	(2,681,834)	294,748
<b>Ending Fund Balance</b>	<b>(\$2,976,582)</b>	<b>(\$2,681,834)</b>	<b>(\$2,616,834)</b>	<b>\$65,000</b>

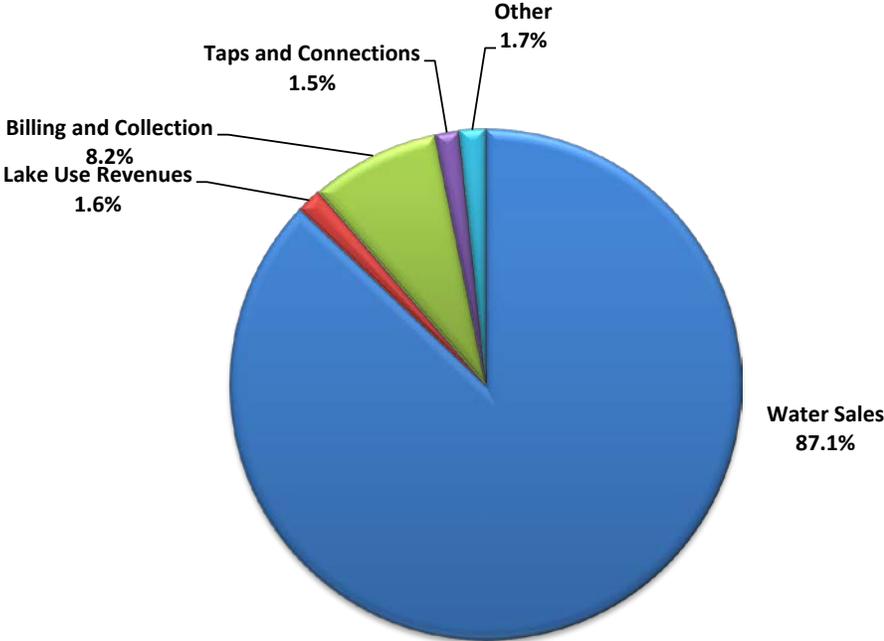
**City of San Angelo  
Stormwater Fund  
Schedule of Revenues and Expenses**

Descriptions	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>240 REVENUES:</u></b>				
Stormwater Fee	2,476,273	2,586,500	2,600,000	13,500
Transfers In	95,000	95,000	95,000	0
Other	1,374	0	3,000	3,000
	<hr/>			
<b>Total Revenues</b>	<b>\$2,572,647</b>	<b>\$2,681,500</b>	<b>\$2,698,000</b>	<b>\$16,500</b>
	<hr/>			
<b><u>240 EXPENSES:</u></b>				
Personnel	957,719	1,012,159	989,259	(22,900)
Operations	409,702	512,950	513,950	1,000
Capital	421,314	1,023,755	1,062,155	38,400
Indirect Costs	0	132,636	132,636	0
	<hr/>			
<b>Total Expenses</b>	<b>\$1,788,735</b>	<b>\$2,681,500</b>	<b>\$2,698,000</b>	<b>\$16,500</b>
	<hr/>			
Excess/(Deficiency) of Revenues over Expenses	783,912	0	0	0
	<hr/>			
Beginning Fund Balance	523,735	1,307,647	1,307,647	0
	<hr/>			
<b>Ending Fund Balance</b>	<b>\$1,307,647</b>	<b>\$1,307,647</b>	<b>\$1,307,647</b>	<b>\$0</b>
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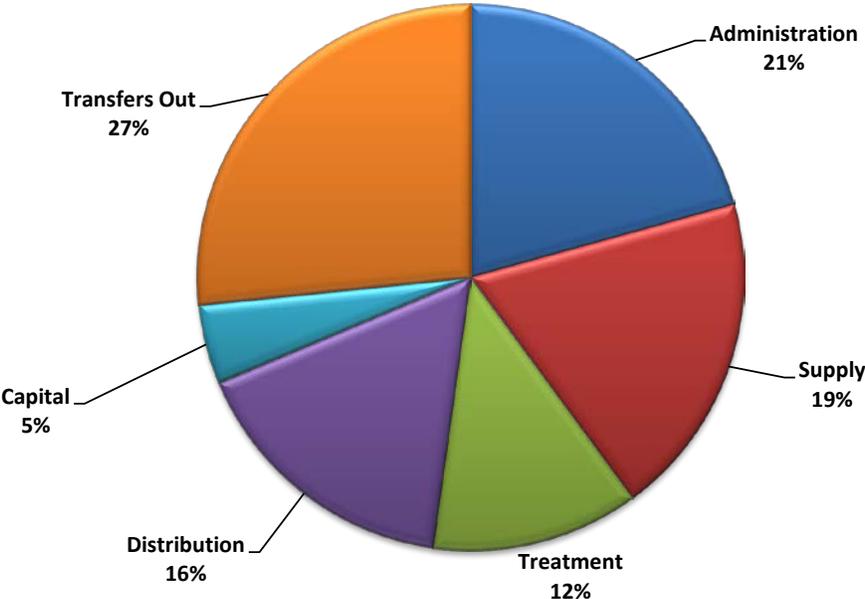
**City of San Angelo  
Water Enterprise Fund  
Schedule of Revenues and Expenses**

Descriptions	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>260 REVENUES:</u></b>				
Water Sales	19,358,315	20,376,000	20,093,067	(282,933)
Lake Use Revenues	353,609	386,546	365,848	(20,698)
Billing and Collection	2,033,313	1,850,000	1,885,000	35,000
Paving Cuts	34,890	17,500	20,000	2,500
Taps and Connections	311,630	395,000	350,000	(45,000)
Other Operating Revenue	42,303	78,664	64,000	(14,664)
Aid to Construction	1,658	2,000	1,500	(500)
Misc	42,326	200,000	0	(200,000)
Transfers In	210,236	282,890	288,780	5,890
Interest	13,309	30,000	13,000	(17,000)
<b>Total Revenues</b>	<b><u>\$22,401,589</u></b>	<b><u>\$23,618,600</u></b>	<b><u>\$23,081,195</u></b>	<b><u>(\$537,405)</u></b>
<b><u>260 EXPENSES:</u></b>				
Administration	4,636,613	5,615,693	4,777,364	(838,329)
Supply	4,245,670	5,499,249	4,435,829	(1,063,420)
Treatment	2,358,568	2,769,746	2,835,792	66,046
Distribution	3,651,059	4,089,590	3,802,766	(286,824)
Capital	903,901	1,458,098	1,087,739	(370,359)
Transfers Out	5,386,000	6,141,705	6,141,705	0
<b>Total Expenses</b>	<b><u>\$21,181,811</u></b>	<b><u>\$25,574,081</u></b>	<b><u>\$23,081,195</u></b>	<b><u>(\$2,492,886)</u></b>
Excess/(Deficiency) of Revenues over Expenses	1,219,778	(1,955,481)	0	(1,955,481)
Beginning Fund Balance	3,302,726	4,522,504	2,567,023	(1,955,481)
<b>Ending Fund Balance</b>	<b><u>\$4,522,504</u></b>	<b><u>\$2,567,023</u></b>	<b><u>\$2,567,023</u></b>	<b><u>\$0</u></b>

**CITY OF SAN ANGELO  
Water Enterprise Fund  
FY 2013-2014 Revenues by Source**



**CITY OF SAN ANGELO  
Water Enterprise Fund  
FY 2013-2014 Expenditures by Category**



**City of San Angelo  
Water Debt Service Fund  
Schedule of Revenues and Expenses**

Descriptions	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<u>261 REVENUES:</u>				
Dev Corp	1,500,000	0	1,500,000	1,500,000
Transfers In	6,889,895	6,889,895	6,899,574	9,679
Other	1,751	2,400	1,700	(700)
<b>Total Revenues</b>	<b>\$8,391,646</b>	<b>\$6,892,295</b>	<b>\$8,401,274</b>	<b>\$1,508,979</b>
<u>261 EXPENDITURES:</u>				
Debt Service	8,837,661	6,892,295	8,401,274	1,508,979
<b>Total Expenses</b>	<b>\$8,837,661</b>	<b>\$6,892,295</b>	<b>\$8,401,274</b>	<b>\$1,508,979</b>
Excess/(Deficiency) of Revenues over Expenses	(446,015)	0	0	0
Beginning Fund Balance	669,671	223,656	223,656	0
<b>Ending Fund Balance</b>	<b>\$223,656</b>	<b>\$223,656</b>	<b>\$223,656</b>	<b>\$0</b>

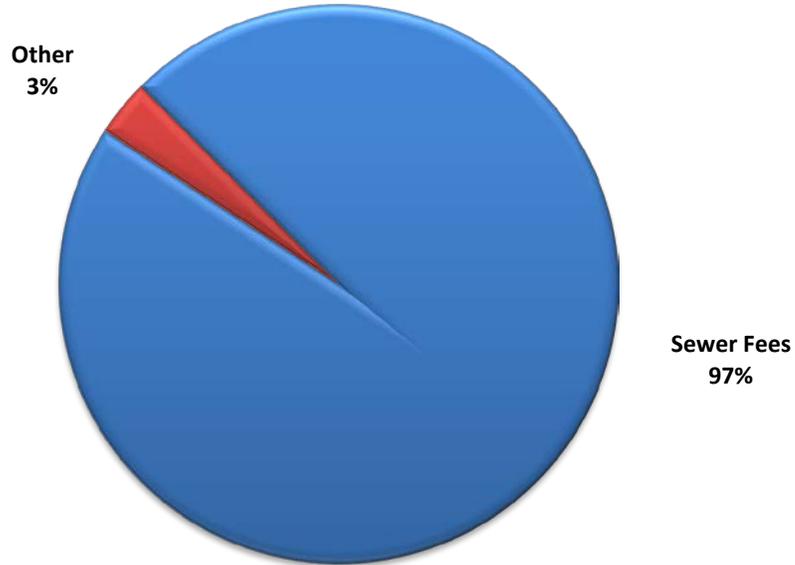
**City of San Angelo  
Water Supply Capital Projects  
Schedule of Revenues and Expenses**

Descriptions	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>512 REVENUES:</u></b>				
Water Sales	5,116,388	5,851,000	5,794,774	(56,226)
Grant Revenue	51,236	50,000	0	(50,000)
Interest	13,805	20,000	15,000	(5,000)
<b>Total Revenues</b>	<b>\$5,181,429</b>	<b>\$5,921,000</b>	<b>\$5,809,774</b>	<b>(\$111,226)</b>
<b><u>512 EXPENDITURES:</u></b>				
Capital Improvements	5,345,429	7,262,076	4,817,865	(2,444,211)
Franchise Fee	234,661	234,040	234,040	0
Transfers Out	1,503,895	753,000	757,869	4,869
<b>Total Expenses</b>	<b>\$7,083,985</b>	<b>\$8,249,116</b>	<b>\$5,809,774</b>	<b>(\$2,439,342)</b>
Excess/(Deficiency) of Revenues over Expenses	(1,902,556)	(2,328,116)	0	2,328,116
Beginning Fund Balance	5,643,381	3,740,825	1,412,709	(2,328,116)
<b>Ending Fund Balance</b>	<b>\$3,740,825</b>	<b>\$1,412,709</b>	<b>\$1,412,709</b>	<b>\$0</b>

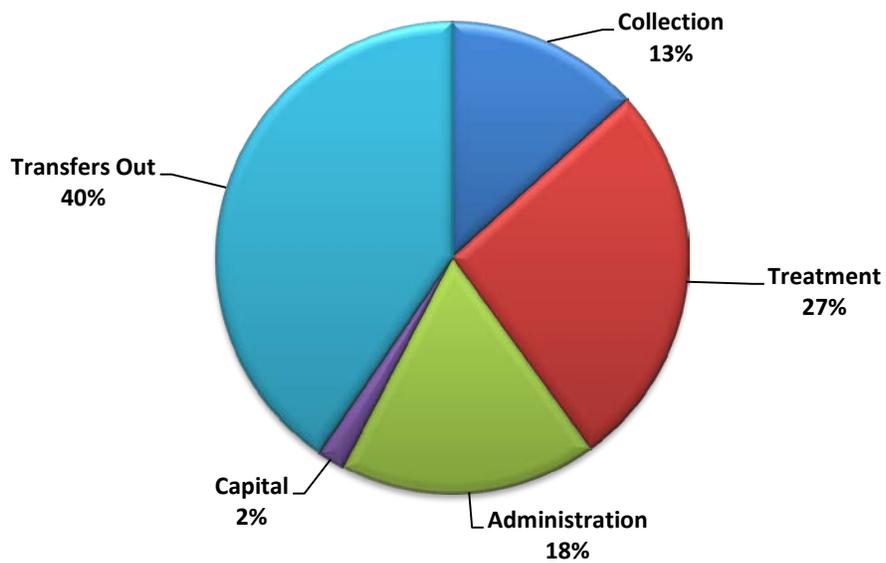
**City of San Angelo  
Wastewater Enterprise Fund  
Schedule of Revenues and Expenses**

Descriptions	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>270 REVENUES:</u></b>				
Wastewater Charges	8,804,496	9,890,000	9,600,000	(290,000)
Farm Use Revenues	205,337	207,437	202,274	(5,163)
Connections	13,373	15,000	15,000	0
Paving Cuts	22,695	20,000	20,000	0
Non-Refundable Aid	0	50,000	50,000	0
Miscellaneous	1,257	27,000	27,000	0
Interest	8,992	15,000	9,000	(6,000)
<b>Total Revenues</b>	<b><u>\$9,056,150</u></b>	<b><u>\$10,224,437</u></b>	<b><u>\$9,923,274</u></b>	<b><u>(\$301,163)</u></b>
<b><u>270 EXPENSES:</u></b>				
Wastewater Treatment	2,432,695	2,672,148	2,651,575	(20,573)
Wastewater Collection	1,238,763	1,437,563	1,320,797	(116,766)
Administration	1,666,746	1,789,910	1,744,610	(45,300)
Capital	283,416	444,514	189,732	(254,782)
Transfers Out	4,069,890	4,069,890	4,016,560	(53,330)
<b>Total Expenses</b>	<b><u>\$9,691,510</u></b>	<b><u>\$10,414,025</u></b>	<b><u>\$9,923,274</u></b>	<b><u>(\$490,751)</u></b>
Excess/(Deficiency) of Revenues over Expenses	(635,360)	(189,588)	0	189,588
Beginning Fund Balance	4,379,744	3,744,384	3,554,796	(189,588)
<b>Ending Fund Balance</b>	<b><u>\$3,744,384</u></b>	<b><u>\$3,554,796</u></b>	<b><u>\$3,554,796</u></b>	<b><u>\$0</u></b>

**CITY OF SAN ANGELO  
Wastewater Revenue by Source  
FY 2013-2014**



**CITY OF SAN ANGELO  
Wastewater Expenses by Category  
FY 2013-2014**



**City of San Angelo  
Wastewater Debt Service Fund  
Schedule of Revenues and Expenses**

Descriptions	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>271 REVENUES:</u></b>				
Transfers In	4,396,720	4,396,720	4,202,784	(193,936)
Interest	2,872	5,000	5,000	0
<b>Total Revenues</b>	<b><u>\$4,399,592</u></b>	<b><u>\$4,401,720</u></b>	<b><u>\$4,207,784</u></b>	<b><u>(\$193,936)</u></b>
<b><u>271 EXPENDITURES:</u></b>				
Debt Service	3,735,235	4,401,720	4,207,784	(193,936)
<b>Total Expenses</b>	<b><u>\$3,735,235</u></b>	<b><u>\$4,401,720</u></b>	<b><u>\$4,207,784</u></b>	<b><u>(\$193,936)</u></b>
Excess/(Deficiency) of Revenues over Expenses	664,357	0	0	0
Beginning Fund Balance	760,604	1,424,961	1,424,961	0
<b>Ending Fund Balance</b>	<b><u>\$1,424,961</u></b>	<b><u>\$1,424,961</u></b>	<b><u>\$1,424,961</u></b>	<b><u>\$0</u></b>

**City of San Angelo  
Wastewater Capital Projects Fund  
Schedule of Revenues and Expenses**

Descriptions	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>520 REVENUES:</u></b>				
Wastewater Charges	1,686,538	1,700,000	1,700,000	0
Interest	21,854	25,000	22,000	(3,000)
Other	6	0	0	
	<hr/>			
<b>Total Revenues</b>	<b>\$1,708,398</b>	<b>\$1,725,000</b>	<b>\$1,722,000</b>	<b>(\$3,000)</b>
<hr/>				
<b><u>520 EXPENDITURES:</u></b>				
Capital Projects	666,402	8,033,719	1,268,886	(6,764,833)
Franchise Fee	84,347	68,000	68,000	0
Transfers Out	456,720	331,304	385,114	53,810
	<hr/>			
<b>Total Expenses</b>	<b>\$1,207,469</b>	<b>\$8,433,023</b>	<b>\$1,722,000</b>	<b>(\$6,711,023)</b>
	<hr/>			
Excess/(Deficiency) of Revenues over Expenses	500,929	(6,708,023)	0	6,708,023
	<hr/>			
Beginning Fund Balance	7,181,269	7,682,198	974,175	(6,708,023)
	<hr/>			
<b>Ending Fund Balance</b>	<b>\$7,682,198</b>	<b>\$974,175</b>	<b>\$974,175</b>	<b>\$0</b>
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**City of San Angelo**  
**Vehicle Maintenance Internal Service Fund**  
**Schedule of Revenues and Expenses**

Descriptions	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>301 REVENUES:</u></b>				
Gas and Oil	3,035,028	4,607,447	4,718,826	111,379
Material	735,452	750,000	750,000	0
Labor	914,835	897,180	911,796	14,616
Rent	120,000	120,000	120,000	0
Other Revenue	34,408	32,405	30,068	(2,337)
<b>Total Revenues</b>	<b>\$4,839,723</b>	<b>\$6,407,032</b>	<b>\$6,530,690</b>	<b>\$123,658</b>
<b><u>301 EXPENSES:</u></b>				
Personnel	823,332	826,192	811,646	(14,546)
Supplies and Maintenance	3,914,297	5,517,340	5,672,810	155,470
Capital Outlay	62,043	92,790	46,234	(46,556)
<b>Total Expenses</b>	<b>\$4,799,672</b>	<b>\$6,436,322</b>	<b>\$6,530,690</b>	<b>\$94,368</b>
Excess/(Deficiency) of Revenues over Expenses	40,051	(29,290)	0	29,290
Beginning Fund Balance	334,082	374,133	344,843	(29,290)
<b>Ending Fund Balance</b>	<b>\$374,133</b>	<b>\$344,843</b>	<b>\$344,843</b>	<b>\$0</b>

**City of San Angelo  
Communications Internal Service Fund  
Schedule of Revenues and Expenses**

Descriptions	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>305 REVENUES:</u></b>				
Radio	180,099	161,594	163,264	1,670
Voice Over IP	402,083	402,669	306,472	(96,197)
Internet	50,267	55,401	57,019	1,618
Cell Phones	196,065	218,175	281,748	63,573
<b>Total Revenues</b>	<b>\$828,514</b>	<b>\$837,839</b>	<b>\$808,503</b>	<b>(\$29,336)</b>
<b><u>305 EXPENSES:</u></b>				
Radio	163,276	161,735	162,894	1,159
Voice Over IP	335,998	402,528	307,021	(95,507)
Internet	56,412	55,401	56,994	1,593
Cell Phones	208,986	218,175	281,594	63,419
Website	0	67,565	0	(67,565)
<b>Total Expenses</b>	<b>\$764,672</b>	<b>\$905,404</b>	<b>\$808,503</b>	<b>(\$96,901)</b>
Excess/(Deficiency) of Revenues over Expenses	63,842	(67,565)	0	67,565
Beginning Fund Balance	178,376	242,218	174,653	(67,565)
<b>Ending Fund Balance</b>	<b>\$242,218</b>	<b>\$174,653</b>	<b>\$174,653</b>	<b>\$0</b>

**City of San Angelo  
City Health Internal Service Fund  
Schedule of Revenues and Expense**

Description	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b>310 REVENUES:</b>				
Clinic Revenue	112,541	115,780	109,600	(6,180)
Self Insurance Revenue	6,970,830	6,784,626	6,662,816	(121,810)
Interest	5,053	0	0	0
<b>Total Revenues</b>	<b>\$7,088,424</b>	<b>\$6,900,406</b>	<b>\$6,772,416</b>	<b>(\$127,990)</b>
<b>310 EXPENSES:</b>				
Clinic Personnel	519	0	0	0
Clinic Operation Expense	488,936	496,926	506,692	9,766
Self Insurance Personnel	108,463	98,861	99,387	526
Self Insurance Operation Exp.	5,913,206	6,647,906	6,166,337	(481,569)
Pharmacy Personnel	0	0	0	0
Pharmacy Operation Expense	2	0	0	0
<b>Total Expenses</b>	<b>\$6,511,126</b>	<b>\$7,243,693</b>	<b>\$6,772,416</b>	<b>(\$471,277)</b>
Excess of Revenues over/ (under) Expenditures	577,298	(343,287)	0	343,287
Beginning Balance	994,331	1,571,629	1,228,342	(343,287)
<b>Ending Balance</b>	<b>\$1,571,629</b>	<b>\$1,228,342</b>	<b>\$1,228,342</b>	<b>\$0</b>

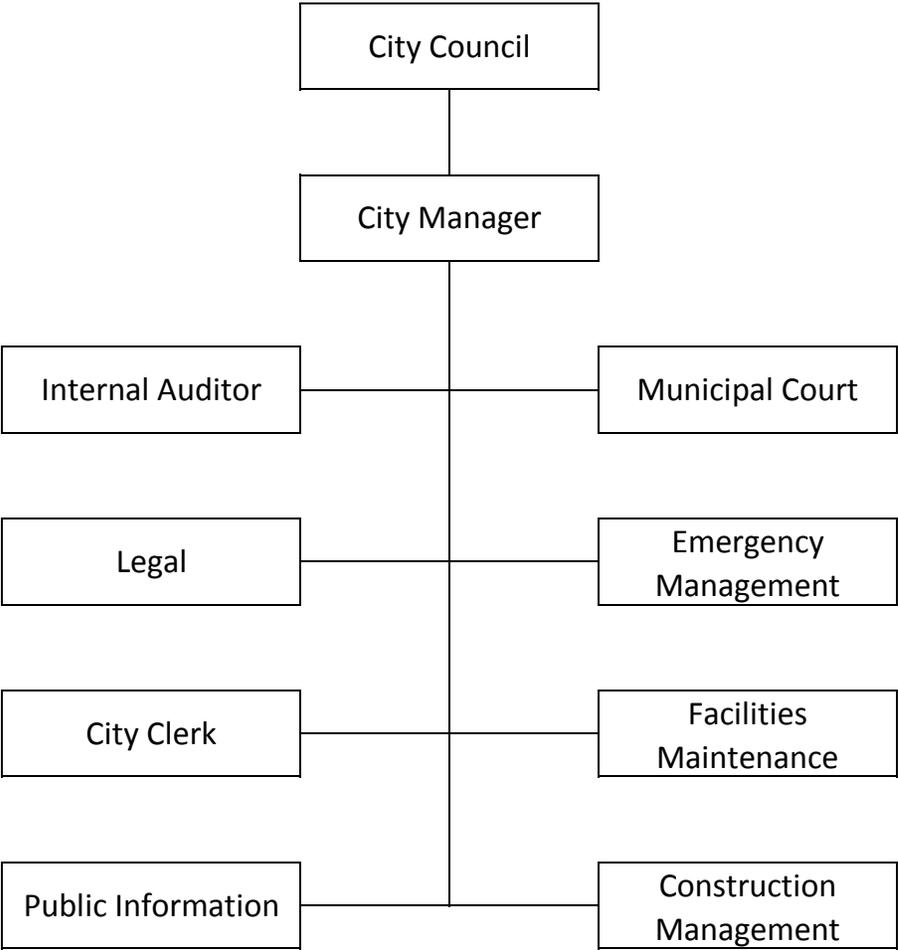
**City of San Angelo  
Property/Casualty Internal Service Fund  
Schedule of Revenues and Expense**

Description	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>320 REVENUES:</u></b>				
Premium Contributions	468,448	468,648	550,866	82,218
Special Event Insurance	28,464	35,000	28,640	(6,360)
Insurance Proceeds	48,715	85,889	81,079	(4,810)
Interest	5,856	63,421	28,824	(34,597)
<b>Total Revenues</b>	<b>\$551,483</b>	<b>\$652,958</b>	<b>\$689,409</b>	<b>\$36,451</b>
<b><u>320 EXPENSES:</u></b>				
Claims	692,080	222,303	251,545	29,242
Insurance Premiums	65,307	91,240	106,699	15,459
Claims Management	22,234	757,220	329,665	(427,555)
Capital	4,303	0	1,500	1,500
<b>Total Expenses</b>	<b>\$783,924</b>	<b>\$1,070,763</b>	<b>\$689,409</b>	<b>(\$381,354)</b>
Excess of Revenues over/ (under) Expenditures	(232,441)	(417,805)	0	417,805
Beginning Fund Balance	1,431,654	1,199,213	781,408	(417,805)
<b>Ending Fund Balance</b>	<b>\$1,199,213</b>	<b>\$781,408</b>	<b>\$781,408</b>	<b>\$0</b>

**City of San Angelo**  
**Workers Compensation Internal Service Fund**  
**Schedule of Revenues and Expense**

Description	FY12 Actual	FY13 Current Budget	FY14 Proposed Budget	Increase (Decrease) from FY13 Current
<b><u>330 REVENUES:</u></b>				
Premium Contributions	977,427	977,252	1,003,341	26,089
Insurance Proceeds	0	50,000	50,000	0
Interest	4,890	28,645	18,072	(10,573)
<b>Total Revenues</b>	<b>\$982,317</b>	<b>\$1,055,897</b>	<b>\$1,071,413</b>	<b>\$15,516</b>
<b><u>330 EXPENSES:</u></b>				
Personnel	300,751	297,856	362,027	64,171
Safety Incentive	0	0	220,000	220,000
Supplies and Maintenance	66,778	64,091	68,917	4,826
Claims	1,019,314	284,639	305,000	20,361
Insurance Premiums	52,742	54,315	68,000	13,685
Capital	1,603	0	0	0
<b>Total Expenses</b>	<b>\$1,441,188</b>	<b>\$700,901</b>	<b>\$1,023,944</b>	<b>\$323,043</b>
Excess of Revenues over/ (under) Expenditures	(458,871)	354,996	47,469	(307,527)
Beginning Balance	608,256	149,385	504,381	354,996
<b>Ending Balance</b>	<b>\$149,385</b>	<b>\$504,381</b>	<b>\$551,850</b>	<b>\$47,469</b>

**General Government**



## City Council

City Council's mission is to ensure the public safety, deliver quality services, operate with fiscal prudence, plan for orderly development, and serve the needs of the citizens

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
General Fund	\$101,710	\$121,543	\$121,543
<b>Total Revenue</b>	<b>\$101,710</b>	<b>\$121,543</b>	<b>\$121,543</b>
<b>Expenditure</b>			
Personnel	\$3,829	\$3,888	\$3,878
Operations & Maintenance	\$97,881	\$117,655	\$117,665
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$101,710</b>	<b>\$121,543</b>	<b>\$121,543</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	0	0	0
Part-Time	7	7	7
<b>Total Personnel</b>	<b>7</b>	<b>7</b>	<b>7</b>

\*Refer to the detailed personnel listing in the appendix for more information.

## City Manager

The City Manager’s office ensures prudent administration of public services and policies approved and directed by the City Council and provides an environment in which the citizens of San Angelo may live, prosper, and benefit from those services.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
General Fund	\$634,367	\$650,058	\$699,965
Total Revenue	\$634,367	\$650,058	\$699,965
<b>Expenditure</b>			
Personnel	\$567,218	\$596,603	\$655,203
Operations & Maintenance	\$67,149	\$53,455	\$44,762
Capital	\$0	\$0	\$0
Total Expenditure	\$634,367	\$650,058	\$699,965

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time**	4	4	5
Part-Time	0	0	0
Total Personnel	4	4	5

\*Refer to the detailed personnel listing in the appendix for more information.

\*\*1 Full time position was added due to the reorganization of Internal Audit function from the Finance Department

# City Manager

## Goals, Objectives & Performance Measures

Activity: City Management

Serves City Council's Vision: Serves all City Council Visions

Goal:  
Facilitate the achievement of organizational objectives

Objectives:  
Develop and propose a budget that contains an operating and financing plan that moves the organization toward established objectives.

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Prepare and propose a budget that facilitates achievement of organizational objectives	Yes	Yes	Yes

Activity: City Management

Serves City Council's Vision: Serves all City Council Visions

Goal:  
Citizen participation and relationship management

Objectives:  
Promote transparency, accountability, and citizen participation through stakeholder meetings, city media outlets, and other media interaction.

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Attend meetings with stakeholders	N/A	6	6
Release city video programs	N/A	6	6
# of contacts with media personnel	N/A	26	26

# City Manager

## Goals, Objectives & Performance Measures

Activity: City Management

Serves City Council's Vision: Serves all City Council Visions

Goal:  
Identify Community Priorities and develop specific organizational objectives

Objectives:  
Create organizational objectives for use in the development of a proposed budget

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Facilitate a priority setting workshop for the City Council	N/A	Yes	Yes

## Legal

The Legal division provides the City Council, City Manager and City departments with professional, effective and ethical legal assistance with regard to all matters related to the business and operations of the City of San Angelo. The City Attorney's Real Estate Division manages trustee properties and acquires and sells real estate, right-of-ways and easements.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Legal Fees	\$0	\$193,659	\$68,732
General Fund	\$598,358	\$490,605	\$612,480
<b>Total Revenue</b>	<b>\$598,358</b>	<b>\$684,264</b>	<b>\$681,212</b>
<b>Expenditure</b>			
Personnel	\$563,721	\$602,902	\$607,024
Operations & Maintenance	\$34,637	\$81,362	\$74,188
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$598,358</b>	<b>\$684,264</b>	<b>\$681,212</b>

<b>Personnel Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	6	7	7
Part-Time	0	0	0
<b>Total Personnel</b>	<b>6</b>	<b>7</b>	<b>7</b>

## Legal

### Goals, Objectives & Performance Measures

Activity: Litigation

Serves City Council's Vision: N/A

Goal:  
Provide professional, effective and ethical legal assistance

Objectives: Legal Research and Advice; Litigation

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of cases prosecuted in Municipal Court	1923	1950	1975
Total cases litigated	5	5	5

Activity: Legal Counsel

Serves City Council's Vision: N/A

Goal:  
Provide professional, effective and ethical legal assistance

Objectives:  
Legal Research and Advice; Litigation; Document Preparation

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of cases utilizing outside counsel	5	5	5
Number of ordinance revisions and proposals	60	66	72
Number of contracts reviewed and written	250	260	270
Number of Public Information Requests reviewed/processed	232	235	240
Number of legal opinions provided	78	85	90
Number of Lake Lot Leases managed	0	355	355

# Legal

## Goals, Objectives & Performance Measures

Activity: Collections

Serves City Council's Vision: Financial Vision

Goal:  
Provide professional, efficient and effective revenue generation

Objectives:  
Through collection process, generate revenue by methodically reviewing delinquent debts owed to the City and pursuing collection of such debt

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of Tax Sale Lots	40	40	25
Number of Filing Fees Collected - Administrative	0	1,500	700
Number of Lien Recovery (Interest)	0	50	50
Number of Lien Releases	0	50	50
Number of collections cases handled for Risk Mgt and Lake Lot Leases	22	25	30

## City Clerk

The City Clerk accurately compiles and maintains the legal record of the actions of the City Council to ensure the continuity of government; effectively directs the management and maintenance of all City records, from creation to disposition; ensures the preservation and accessibility of essential information; and equitably manages and conducts City elections to ensure the integrity of the voting process

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
User fees	\$80	\$150	\$250
General Fund	\$298,735	\$236,465	\$220,532
<b>Total Revenue</b>	<b>\$298,815</b>	<b>\$236,615</b>	<b>\$220,782</b>
<b>Expenditure</b>			
Personnel	\$137,748	\$139,518	\$136,685
Operations & Maintenance	\$153,412	\$97,097	\$84,097
Capital	\$7,655	\$0	\$0
<b>Total Expenditure</b>	<b>\$298,815</b>	<b>\$236,615</b>	<b>\$220,782</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	2	2	2
Part-Time	0	0	0
<b>Total Personnel</b>	<b>2</b>	<b>2</b>	<b>2</b>

\*Refer to the detailed personnel listing in the appendix for more information.

## City Clerk

### Goals, Objectives & Performance Measures

Activity: Administration of City Council Meetings

Serves City Council's Vision: N/A

Goal:  
Accurately compile and maintain the legal record of the actions of the City Council to ensure the continuity of government

Objectives:  
Record, publish and file Council action

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>
Percent of time minutes are ready for approval the following meeting and are approved without amendment(s)	85%	95%	95%
Cost per page of minutes produced	\$13.33	\$13.33	\$13.33
Number of pages of minutes	645	670	675
Total number of agendas prepared and posted within public meeting guidelines for City Council meetings	32	32	32
Cost to prepare one meeting agenda	\$685.09	\$705.93	\$709.00
Total number of addendums to council meeting agendas	2	0	0
Cost per mayoral proclamation/recognition prepared	\$21.12	\$21.12	\$21.12
Number of mayoral proclamations/recognitions prepared	55	55	60

# City Clerk

## Goals, Objectives & Performance Measures

Activity: Boards & Commissions

Serves City Council's Vision: N/A

Goal:  
Accurately compile and maintain the record of the actions of boards and commissions

Objectives:  
Record, publish and file board and commission action

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Cost per board appointment	\$26.87	\$26.87	\$26.90
Total number of board appointments	59	59	59*

\*This number may decrease due to the consolidation of various boards & commissions

Activity: City Elections

Serves City Council's Vision: N/A

Goal:  
Equitably manage and conduct City elections to ensure the integrity of the voting process

Objectives:  
Oversee elections

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Total cost per Election-General	\$24,731	\$25,000	\$35,000
Total cost per Election-Run-Off	\$0	\$34,000	\$0
Total cost per Election-Special	\$0	\$0	\$35,000
Total number of ballots cast	5406	12135	3500
Total cost per ballot cast	\$5.30	\$4.86	\$10.00
Total cost per voting precinct/polling location	\$5.27	\$4.95	no data
Total registered voters	49,162	48,988	48,988
Percentage of registered voters who actually vote	10.26%	16.51%	7.14%

## City Clerk

### Goals, Objectives & Performance Measures

Activity: Document Management

Serves City Council's Vision: N/A

Goal:  
Effectively direct the management and maintenance of all City records, from creation to disposition;  
Ensure the preservation and accessibility of essential information

Objectives:  
Codify documents; Retain documents in accordance with the State retention schedule

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Percent of time the City Code is updated within 90 days	100%	85%	100%
Percent of time that approved ordinances awaiting inclusion in City Code are posted on the City's website within 30 days	100%	100%	100%
Number of city-wide boxes added to archives	60	100	350
Cost per box added to archives	7.65	7.87	8.10
Number of boxes destroyed	14	400	400
Cost per box destroyed	12.56	13.49	12.56
Number of Boxes retrieved	382	341	350

Activity: Public Information Requests

Serves City Council's Vision: N/A

Goal:  
Ensure the preservation and accessibility of essential information

Objectives:  
Respond to public information requests

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Total number of Public Information Requests received	36	86	97
Percent of Public Information Requests answered within 10 business days	100	100	100

## Public Information

Public Information informs the citizens of San Angelo of services provided by their City government and promotes events at City venues through Channel 17, the City website, press releases and the City's social media sites.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
General Fund	\$160,956	\$162,693	\$182,628
Total Revenue	\$160,956	\$162,693	\$182,628
<b>Expenditure</b>			
Personnel	\$146,818	\$140,643	\$160,578
Operations & Maintenance	\$11,632	\$18,950	\$20,126
Capital	\$2,506	\$3,100	\$1,924
Total Expenditure	\$160,956	\$162,693	\$182,628

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	2	2	2
Part-Time	0	0	0
Total Personnel	2	2	2

\*Refer to the detailed personnel listing in the appendix for more information.

## Public Information

### Goals, Objectives & Performance Measures

Activity: Information Dissemination

Serves City Council's Vision: Neighborhood Vision

**Goal:**

Inform citizens about the work and workings of their municipal government, with an emphasis on issues of importance, impact and interest to them. This is accomplished through a wide range of mass communication avenues.

**Objectives:**

Disseminate information to the public via SATV, cosatx.us, Facebook, Twitter, YouTube, and the local media.

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of contributed pieces to the Standard-Times	N/A	75	95
Number of press releases	N/A	163	200
Number of page views on cosatx.us	N/A	2.34 M	2.4 M
Number of YouTube views	N/A	401441	450000
Number of Facebook "likes"	N/A	7605	8000
Number of Twitter followers	N/A	1365	1500
Number of Tweets	N/A	3722	5000
Number of original programs on SATV	N/A	70	100

## Public Information

### Goals, Objectives & Performance Measures

Activity: Perception Enhancement

Serves City Council's Vision: Neighborhood Vision

**Goal:**

Improve the City's perception among its citizens by equipping staff and community members to ably

**Objectives:**

Engage in community outreach and internal training to equip others to advocate for and represent them.

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of COSA University graduates	N/A	N/A	10
Number of internal training sessions led by Public Information	N/A	1	4

## Municipal Court

Municipal Court handles all of the following: traffic, criminal and juvenile charges filed by the San Angelo Police Department; environmental charges filed by the Code Compliance division; truancy cases filed by the San Angelo Independent School District; driver's license suspension hearings requested by State

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Fines and Fees	\$2,973,323	\$2,843,780	\$2,482,475
Deficit/(Surplus)	(\$814,483)	(\$55,591)	(\$322,202)
<b>Total Revenue</b>	<b>\$2,158,840</b>	<b>\$2,788,189</b>	<b>\$2,160,273</b>
<b>Expenditure</b>			
Personnel	\$1,680,015	\$1,746,078	\$1,758,729
Operations & Maintenance	\$478,825	\$1,042,111	\$401,544
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$2,158,840</b>	<b>\$2,788,189</b>	<b>\$2,160,273</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY4 Budget</b>
Full Time	33	31	31
Part-Time	2	2	2
<b>Total Personnel</b>	<b>35</b>	<b>33</b>	<b>33</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Municipal Court

## Goals, Objectives & Performance Measures

Activity: Customer Service

Serves City Council's Vision: N/A

Goal: Collections on traffic and criminal charges

Objectives: Collections

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of customers served	35,264	34,008	34,008
Number of credit card calls	5,785	5,194	5,194
Number at drive-up window	1,991	1,596	1,596
Average wait time per customer	5 min	5 min	5 min
Check charges filed	1,853	1,628	1,628
Number of individuals entering the court building	66,161	60,512	60,512
Mail Processing	5,081	4,204	4204

Activity: Financial/Budgeting

Serves City Council's Vision: Financial Vision

Goal: Collections on traffic and criminal charges

Objectives: Hearings; Trials; Collections

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Traffic cases filed	22,872	19,468	19,468
Number of traffic cases closed	29,684	22,812	22,812
Parking cases filed	1,800	1,108	1,108
Parking cases closed	1,938	1,484	1,484
Criminal cases filed	7,961	7,882	7,882
Criminal cases closed	11,539	10,988	10,988

# Municipal Court

## Goals, Objectives & Performance Measures

Activity: Case flow management

Serves City Council's Vision: N/A

Goal: To handle all of the following: traffic, criminal and juvenile charges filed by the SAPD; environmental charges filed by the Environmental Control Department; truancy cases filed by the SAISD; driver's license suspension hearings requested by the State Department of Public Safety; bond forfeitures; dog cases filed by Animal Control; collection of "bad checks"; criminal charges filed by the public; administrative hearing (juvenile warnings and inquests); collections on traffic and criminal charges; and vehicle impounds.

Objectives: Adult Adjudication; Juvenile Adjudication; Hearings; Trials; Collections; Warrant Service

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of court hearings	7,214	6,358	6,358
Warrants issued	17,733	17,288	17,288
Warrants cleared	18,551	18,858	18,858
Warrants pending	2,767	4,416	4,416
Number of warrants sent to an outside	4,556	2,508	2,508

Activity: Booking/Arrests

Serves City Council's Vision: N/A

Goal: To handle all of the following: traffic, criminal and juvenile charges filed by the SAPD; environmental charges filed by the Environmental Control Department; truancy cases filed by the SAISD; driver's license suspension hearings requested by the State Department of Public Safety; bond forfeitures; dog cases filed by Animal Control; collection of "bad checks"; criminal charges filed by the public; collections on traffic and criminal charges; and vehicle impounds.

Objectives: Hearings; Trials; Collections; Warrant Service

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of people arrested and placed in jail	1,241	1,290	1,290
Number of people arrested and booked at court	1,118	838	838

# Municipal Court

## Goals, Objectives & Performance Measures

Activity: Graffiti Eradication

Serves City Council's Vision: Community Appearance Vision

Goal: Remove graffiti through community service programs

Objectives: Community service

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of graffiti removal locations	137	70	70

Activity: Personnel

Serves City Council's Vision: N/A

Goal: To handle all of the following: traffic, criminal and juvenile charges filed by the SAPD; environmental charges filed by the Environmental Control Department; truancy cases filed by the SAISD; driver's license suspension hearings requested by the State Department of Public Safety; bond forfeitures; dog cases filed by Animal Control; collection of "bad checks"; criminal charges filed by the public; administrative hearing (juvenile warnings and inquests); three community service programs; collections on traffic and criminal charges; and vehicle impounds.

Objectives:

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of arraignments	1,524	1,614	1,614
Number of "Safe Housing" applications	429	382	382

## Emergency Management

Emergency Management provides comprehensive emergency management development and planning for the City of San Angelo and Tom Green County. This program strives to develop an overall mitigation, preparedness, response and recovery plan to cope with major emergencies and to coordinate an effective response to protect lives and property in the event of a disaster.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Grant Revenue	\$87,025	\$95,719	\$99,719
Rent	\$28,205	\$28,205	\$30,000
Reimbursed Expense	\$6,600	\$24,600	\$10,200
General Fund	\$13,647	\$0	\$0
<b>Total Revenue</b>	<b>\$135,477</b>	<b>\$148,524</b>	<b>\$139,919</b>
<b>Expenditure</b>			
Personnel	\$52,546	\$56,783	\$48,178
Operations & Maintenance	\$82,931	\$91,741	\$91,741
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$135,477</b>	<b>\$148,524</b>	<b>\$139,919</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	2	2	1
Part-Time	0	0	0
<b>Total Personnel</b>	<b>2</b>	<b>2</b>	<b>1</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Emergency Management

## Goals, Objectives & Performance Measures

Activity: Preparedness

Serves City Council's Vision: N/A

Goal: Provide comprehensive emergency management development and planning

Objectives: Coordinate response to disaster or threat of disaster; Enhance community awareness of emergency preparedness; Development and maintenance of disaster mitigation plan; Development and coordinating of recovery operations; Emergency warning for severe weather or other disasters.

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of updates to the Emergency Operation Plan annexes	4	3	5
Number of table top exercises	3	2	2
Number of functional full scale exercises	1	1	1
Number of personnel trained in NIMS700	94	33	50
Number of personnel trained in ICS 100	84	40	50
Number of personnel trained in ICS 200	11	25	25
Number of personnel trained in ICS 300	14	scheduled (June)	25
Number of personnel trained in ICS 400	13	scheduled (June)	25
Number of TDEM courses sponsored	4	2	2
Percentage of Completed NIMS training organization wide	100%	100%	100%

## Construction & Facilities Maintenance

The Construction and Facilities Maintenance (CFM) division provides maintenance and custodial services for the Employee Clinic, Utility Billing, City Hall, Community Development Building, Recreation/Senior Centers, Nature Center, Emergency Operations Center, Fort Concho, Animal Shelter, Railway Museum, CVCED, Fire Department and other buildings as required; provides support and logistics for other divisions as needed; responds to each service request as quickly and efficiently as possible; writes bid specifications for City-wide maintenance services.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Reimbursed Expenses	\$12,906	\$7,663	\$0
General Fund	\$567,995	\$602,182	\$581,042
<b>Total Revenue</b>	<b>\$580,901</b>	<b>\$609,845</b>	<b>\$581,042</b>
<b>Expenditure</b>			
Personnel	\$276,685	\$313,486	\$308,903
Operations & Maintenance	\$301,892	\$296,359	\$272,139
Capital	\$2,324	\$0	\$0
<b>Total Expenditure</b>	<b>\$580,901</b>	<b>\$609,845</b>	<b>\$581,042</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	6	6	7
Part-Time	0	0	0
<b>Total Personnel</b>	<b>6</b>	<b>6</b>	<b>7</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Construction & Facilities Maintenance

## Goals, Objectives & Performance Measures

Activity: Repairs

Serves City Council's Vision: Infrastructure Vision

Goal: Provide maintenance services; Provide support and logistics for other departments; Respond to service requests as quickly and efficiently as possible.

Objectives: Preventive maintenance; Emergency response and repairs.

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of electrical repairs	75	60	50
Number of HVAC repairs (contractor)	20	20	15
Number of HVAC PM (Filter replacement and coil cleanings)	500	500	600
Number of plumbing repairs	80	80	90
Number of water heater replacements	4	4	10
Number of door hardware repairs/replacements	35	35	25
Misc. Services- de-icing, construction repairs, meeting set-ups, grounds maintenance, council packet delivery	3	10	150
Major Demolition Projects	2	4	1

Activity: Contractor/Project management

Serves City Council's Vision: Infrastructure Vision

Goal: Provide custodial services; Write bid specifications for City-wide maintenance services

Objectives: Emergency response; TDCJ inmate project assistance

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of complaints addressed regarding the custodial contractor	12	10	10
Estimated costs savings or reductions by using TDCJ Inmate crews	\$32,000	\$16,000	\$10,000

## Construction Management

Construction Management provides the City with focused construction management services for new construction projects involving renovation, expansion, relocation and new construction. As a licensed architect, provide programming, space planning, facility assessments and full design services to the many departments of the municipal government to accommodate and facilitate their growth.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Reimbursed Expenses	\$0	\$0	\$0
Transfers In	\$70,148	\$90,100	\$173,615
General Fund	\$37,430	\$12,507	-\$506
<b>Total Revenue</b>	<b>\$107,578</b>	<b>\$102,607</b>	<b>\$173,109</b>
<b>Expenditure</b>			
Personnel	\$104,757	\$82,626	\$108,143
Operations & Maintenance	\$2,821	\$6,974	\$7,020
Capital	\$0	\$13,007	\$57,946
<b>Total Expenditure</b>	<b>\$107,578</b>	<b>\$102,607</b>	<b>\$173,109</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	1	1	1
Part-Time	0	0	0
<b>Total Personnel</b>	<b>1</b>	<b>1</b>	<b>1</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Construction Management

## Goals, Objectives & Performance Measures

Activity: Construction Management

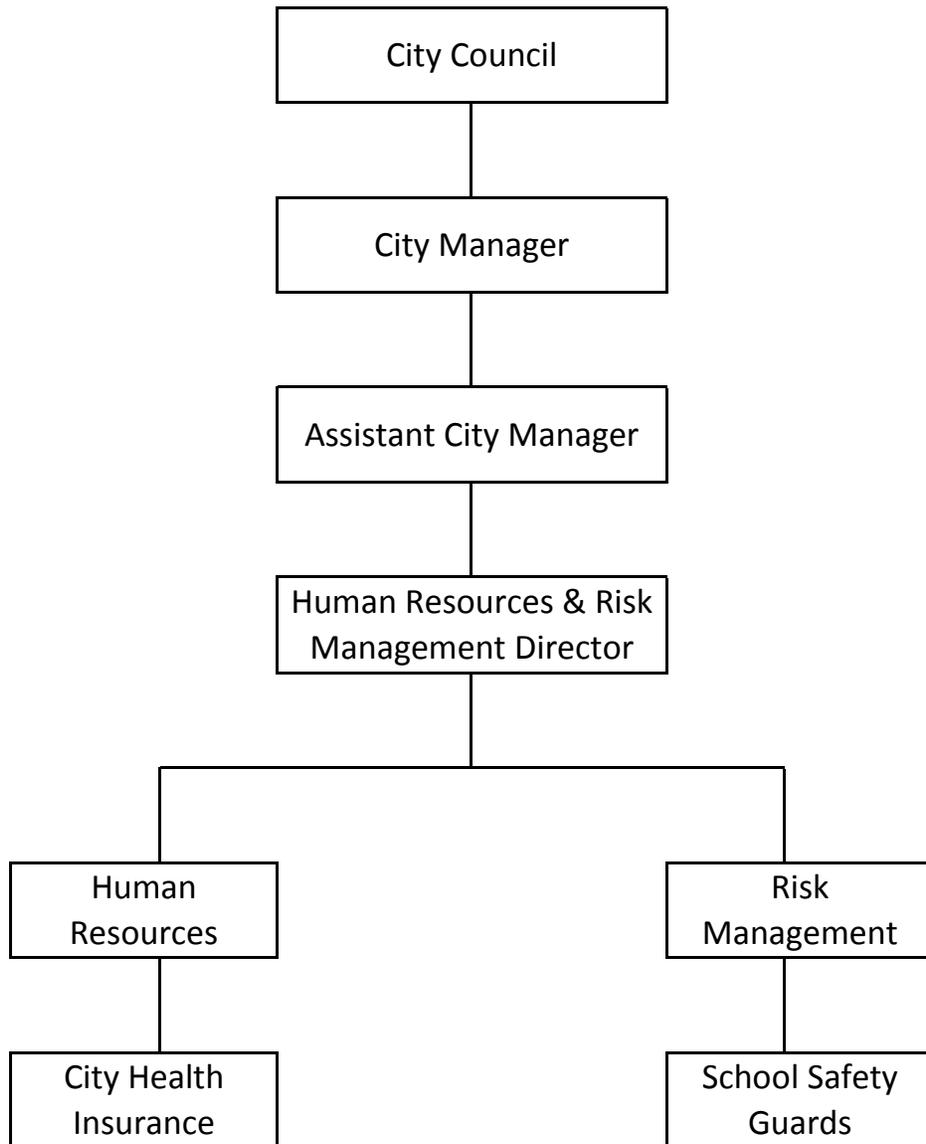
Serves City Council's Vision: Parks & Open Space Vision; Infrastructure Vision

Goal:  
Provide construction management services

Objectives:  
Construction management of projects; Architectural services.

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of projects worked	9	11	7
Number of projects completed	4	5	7
Percent of projects completed on schedule	100%	100%	100%
Percent of projects completed within budget	100%	100%	100%

## Human Resources and Risk Management



## Human Resources

The Human Resources Department provides direction in the following key areas of human resources management: employee relations, benefits, recruiting, classification/compensation, civil service and payroll. The department also ensures compliance with state and federal statutes involving personnel management.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
General Fund	\$349,309	\$368,074	\$367,613
Total Revenue	\$349,309	\$368,074	\$367,613
<b>Expenditure</b>			
Personnel	\$277,372	\$283,152	\$282,691
Operations & Maintenance	\$71,937	\$84,922	\$84,922
Capital	\$0	\$0	\$0
Total Expenditure	\$349,309	\$368,074	\$367,613

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	5	5	5
Part-Time	0	0	0
Total Personnel	5	5	5

\*Refer to the detailed personnel listing in the appendix for more information.

## City Health Insurance

The administration of the benefits and wellness program is a function of the Human Resources Department. Insurance contracts and health risk assessments are contracted with various vendors in order to provide the most optimum use of premium dollars of the City, employees and retirees.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Premiums	\$6,970,831	\$6,784,626	\$6,662,816
Other	\$117,594	\$115,780	\$109,600
Deficit/(Surplus)	(\$577,298)	\$141,999	\$0
<b>Total Revenue</b>	<b>\$6,511,127</b>	<b>\$7,042,405</b>	<b>\$6,772,416</b>
<b>Expenditure</b>			
Personnel	\$108,982	\$98,861	\$99,387
Operations & Maintenance	\$6,402,145	\$6,943,544	\$6,673,029
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$6,511,127</b>	<b>\$7,042,405</b>	<b>\$6,772,416</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	1	1	1
Part-Time	0	0	0
<b>Total Personnel</b>	<b>1</b>	<b>1</b>	<b>1</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# City Health Insurance

## Goals, Objectives & Performance Measures

Activity: Benefits

Serves City Council's Vision: N/A

Goal: Effectively administer the benefits and wellness programs.

Objectives: Negotiate contracts and provide benefits administration to employees and retirees for: group health, dental, life, accidental death and dismemberment policies, section 125 cafeteria plan, COBRA program, flexible spending and dependent care accounts.

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Top Diagnoses	Circulatory	Circulatory	Circulatory
Number of claims exceeding stop loss (> \$125,000)	2	2	2
Number of participants in a health & wellness program	27	770	800

## Property & Casualty Insurance

The Property and Casualty Insurance division effectively manages property, auto, and liability claims using prudent insurance and claims handling procedures; and reduces liability exposures by implementing training and managing safe practices.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Premiums	\$468,448	\$468,648	\$550,866
Other	\$212,292	\$429,310	\$138,543
Deficit/(Surplus)	\$232,441	\$427,805	\$0
Total Revenue	\$913,181	\$1,325,763	\$689,409
<b>Expenditure</b>			
Personnel	\$0	\$0	\$0
Operations & Maintenance	\$908,878	\$1,325,763	\$687,909
Capital	\$4,303	\$0	\$1,500
Total Expenditure	\$913,181	\$1,325,763	\$689,409

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
Total Personnel	0	0	0

\*Refer to the detailed personnel listing in the appendix for more information.

## Property & Casualty Insurance

### Goals, Objectives & Performance Measures

Activity: Investigate, evaluate and negotiate appropriate resolution of civil liability claims made against the City

Serves City Council's Vision: N/A

Goal: Effectively manage property, auto and liability claims using prudent insurance and claims handling procedures

Objectives: Risk management administration; Property/casualty claims handling

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of general liability claims filed	36	65	47
Total costs of general liability claims	\$37,547	\$22,059	\$26,921
Average cost of general liability claims	\$1,043	\$340	\$536
Number of auto accidents involving City vehicles	127	115	115
Number of "at fault" City vehicle accidents	no data	60	60
Total cost of auto claims	\$356,063	\$152,303	\$152,303
Average cost of all auto claims	\$2,804	\$1,324	\$1,324
Subrogation-Amount of recovered for damage to City Vehicles	\$67,058	\$73,945	\$73,945
Number of property claims reported	73	70	70
Total cost of property claims	\$98,646	\$47,941	\$47,941
Average cost of property claims	\$3,486	\$685	\$685
Subrogation-Amount recovered for damage to City property	\$149,862	\$44,430	\$45,000

## Workers Compensation

The Risk Management division administers the self-funded workers compensation program in a professional manner under the provisions of the Texas Workers Compensation Act; and magnifies the concept of safety in the workplace in order to have a healthy work force and to reduce claims cost.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Premiums	\$977,427	\$977,252	\$1,003,341
Other	\$4,890	\$78,645	68,072
Deficit/(Surplus)	\$458,871	(\$354,996)	(\$47,469)
<b>Total Revenue</b>	<b>\$1,441,188</b>	<b>\$700,901</b>	<b>\$1,023,944</b>
<b>Expenditure</b>			
Personnel	\$300,751	\$297,856	\$302,627
Operations & Maintenance	\$1,138,834	\$403,045	\$721,317
Capital	\$1,603	\$0	\$0
<b>Total Expenditure</b>	<b>\$1,441,188</b>	<b>\$700,901</b>	<b>\$1,023,944</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	3	3	3
Part-Time	1	1	1
<b>Total Personnel</b>	<b>4</b>	<b>4</b>	<b>4</b>

\*Refer to the detailed personnel listing in the appendix for more information.

## Workers Compensation

### Goals, Objectives & Performance Measures

Activity: Investigate, evaluate and determine compensability of workers compensation claims filed. Pay be

Serves City Council's Vision: N/A

Goal: Administer the self funded workers compensation program in a professional manner under the provisions of the Texas Workers Compensation Act. Effectively reduce the frequency and cost of workers compensation claims.

Objectives: Provide quality workers compensation claims handling services for city employees; Risk management administration

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of Workers Compensation claims reported	128	136	120
Total cost of Workers Compensation claims	\$431,361	\$285,800	\$305,000
Average cost per Workers Compensation claim	\$3,370	\$2,101	\$2,541
Amount reserved for Workers Compensation claims	\$515,486	\$285,800	\$305,000
Amount paid in indemnity benefits for Workers Compensation claims	\$55,039	\$85,000	\$95,000
Amount paid for medical services for Workers Compensation claims	\$372,088	\$200,800	\$210,000
Subrogation-Amount recovered from third parties for injuries sustained by City employees	\$1,159	\$50,000	\$50,000
Average number of Workers Compensation claims reported monthly	11	10	10
Average number of Workers Compensation claims finalized monthly	11	14	10

## Crossing Guards

Crossing Guards provide effective and responsive child safety at designated school crossings.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
User Fees	\$124,024	\$116,280	\$124,024
General Fund	-\$5,497	\$0	\$0
<b>Total Revenue</b>	<b>\$118,527</b>	<b>\$116,280</b>	<b>\$124,024</b>
<b>Expenditure</b>			
Personnel	\$100,107	\$93,450	\$101,194
Operations & Maintenance	\$18,420	\$22,830	\$22,830
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$118,527</b>	<b>\$116,280</b>	<b>\$124,024</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	0	0	0
Part-Time	37	37	37
<b>Total Personnel</b>	<b>37</b>	<b>37</b>	<b>37</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Crossing Guards

## Goals, Objectives & Performance Measures

Activity: School crossings

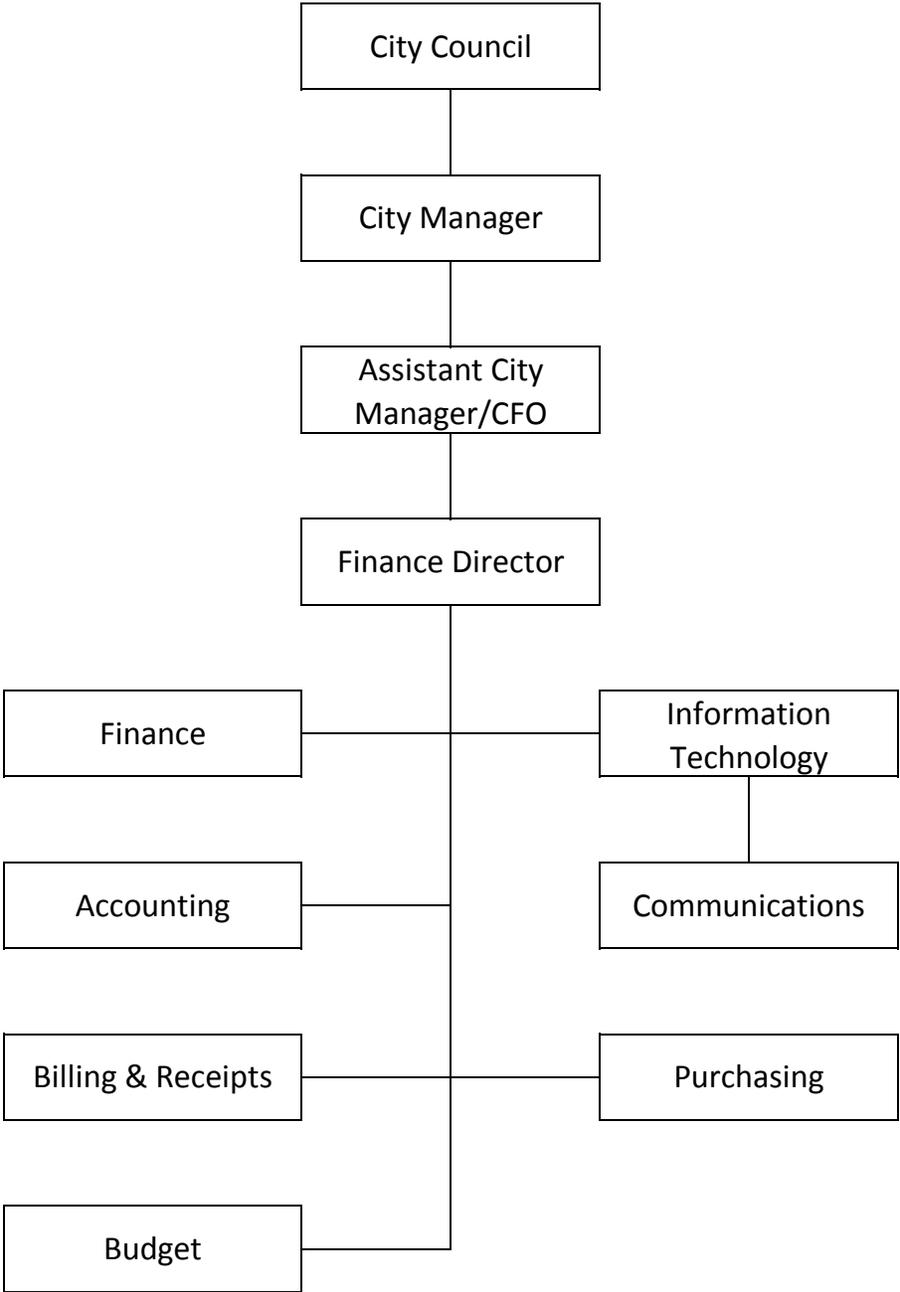
Serves City Council's Vision: Neighborhood Vision

Goal: Provide effective and responsive child safety at designated school crossings

Objectives: Provide a safe environment for children crossing City streets near schools; Provide for cross-walk maintenance; Provide for cross-walk signals.

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Designated school crossings staffed each day of school	25	25	25
Overall annual cost of program	\$114,195	\$116,280	\$116,280
Average hours per location	2.75	2.75	2.75
Average cost per location	\$4,568	\$4,651	\$4,651
Number of auto/pedestrian accidents	0	0	0
Number of reported injuries to children while crossing	0	0	0
Number of reported Crossing Guard injuries	0	2	1
Number of approved Crossing Guards	37	37	37

**Finance Department**



## Finance

The Finance department provides management, direction and oversight of six divisions including Accounting, Budget, Information Technology, Communications, Billing and Receipts, and Purchasing. This staff ensures that financial, technological, communication, procurement, and budgetary accountability and needs are met for the entire organization.

The Budget Division aims to control spending within our means, establish and maintain reserves, budget costs with all due transparency, and incorporate economic and long-term planning into the budget process.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
General Fund	\$428,448	\$395,111	\$395,294
Total Revenue	\$428,448	\$395,111	\$395,294
<b>Expenditure</b>			
Personnel	\$411,814	\$354,374	\$366,212
Operations & Maintenance	\$16,634	\$37,831	\$29,082
Capital	\$0	\$2,906	\$0
Total Expenditure	\$428,448	\$395,111	\$395,294

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time**	6	6	5
Part-Time	0	0	0
Total Personnel	6	6	5

\*Refer to the detailed personnel listing in the appendix for more information.

\*\* 1 Position was moved to City Managers office due to Reorganization

# Finance

## Goals, Objectives & Performance Measures

Activity: Budget Preparation and Management

Serves City Council's Vision: Financial Vision

Goal: To develop and monitor the City's budget to ensure City Council's vision is met to provide for both short-term and long-term planning

Objectives: Prepare the annual operating budget; Assist internal customers with budgeting

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Receive the Distinguished Budget Award	Yes	Yes	Yes
Actual General Fund Revenue received as a percentage of amount budgeted	95.00%	100.00%	99.00%
Average number of days to process a budget amendment	7	5	4
Total dollars monitored (in millions of dollars)	\$130	\$134	\$136

Activity: Capital Improvement Plan Preparation and Management

Serves City Council's Vision: Financial Vision; Infrastructure Vision

Goal: Incorporate long-term planning into the budget process

Objectives: Prepare the five-year capital improvement plan; Assist internal customers with capital project decision-making analysis.

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of public meetings	3	2	2
Submit CIP to City Council on time	Yes	Yes	Yes
Status reports	12	12	12

## Information Technology

The Information Technology division provides quality and economical mainframe computer and PC support services. This mission includes mainframe hardware and software support, new application software services to users and technical assistance. These activities are designed to ensure effective utilization of mainframe technology and information systems to enhance the delivery of City services.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
General Fund	\$516,719	\$522,387	\$511,455
<b>Total Revenue</b>	<b>\$516,719</b>	<b>\$522,387</b>	<b>\$511,455</b>
<b>Expenditure</b>			
Personnel	\$287,325	\$290,431	\$285,089
Operations & Maintenance	\$189,253	\$207,456	\$201,366
Capital	\$40,141	\$24,500	\$25,000
<b>Total Expenditure</b>	<b>\$516,719</b>	<b>\$522,387</b>	<b>\$511,455</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	6	5	5
Part-Time	0	0	0
<b>Total Personnel</b>	<b>6</b>	<b>5</b>	<b>5</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Information Technology

## Goals, Objectives & Performance Measures

Activity: Network Operation

Serves City Council's Vision: Infrastructure Vision

Goal: Provide quality and economical mainframe support services.

Objectives: Provide mainframe, peripheral and related operational support.

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Percent of time wireless network is available	99.530%	95%	95%
Percent of time Data Center is available	99.790%	95%	95%
Percent of time the AS400 is available	88.020%	85%	85%
Percent of time Click to Gov is available	88.010%	85%	85%

Activity: PC Support

Serves City Council's Vision: N/A

Goal: Provide quality and economical PC support services

Objectives: Provide software and hardware support services

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of work orders completed	3,828	3,400	3,400

## Communications

The Communications division provides quality and economical communication and support services. This mission includes radio programming of hardware, equipment installation, and end user support by providing 24 hour technical assistance. These activities are designed to ensure effective utilization of radio, video, VoIP phones and mobile data systems to enhance the delivery of City services.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Charges for Service	\$648,415	\$676,245	\$645,239
Other	\$180,537	\$161,594	\$163,264
Deficit/(Surplus)	(\$63,842)	\$67,565	\$0
<b>Total Revenue</b>	<b>\$765,110</b>	<b>\$905,404</b>	<b>\$808,503</b>
<b>Expenditure</b>			
Personnel	\$217,478	\$215,440	\$210,933
Operations & Maintenance	\$542,519	\$623,285	\$488,620
Capital	\$5,113	\$66,679	\$108,950
<b>Total Expenditure</b>	<b>\$765,110</b>	<b>\$905,404</b>	<b>\$808,503</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	3	3	3
Part-Time	0	0	0
<b>Total Personnel</b>	<b>3</b>	<b>3</b>	<b>3</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Communications

## Goals, Objectives & Performance Measures

Activity: Cell Phone Support

Serves City Council's Vision: N/A

Goal: Provide quality and economical communication and support services.

Objectives: Maintain cell phones; Add/Move/Changes; Process billing to departments.

<b>Performance Measures</b>	<b>FY11 Actual</b>	<b>FY12 Budget</b>	<b>FY13 Budget</b>
Number of cell phones used by city staff	275	303	315
Number of cell phones damaged	12	24	24

Activity: Telephone/Internet bundled operations

Serves City Council's Vision: N/A

Goal: Provide quality and economical communication and support services

Objectives: Maintain VOIP technology; Respond to telephone work order requests; Keep updated records for annual directory; Add/Move/Changes; Process billing to departments

<b>Performance Measures</b>	<b>FY11 Actual</b>	<b>FY12 Budget</b>	<b>FY13 Budget</b>
Percent of time VOIP phone system is available	99%	100%	98%
Number of PRI lines serviced	5	5	5
Average cost per PRI line	\$11,040	\$9,600	\$8,640
Number of analog lines serviced	170	140	143
Average cost per analog land line	\$30.50	\$32.00	\$32.00
Percent of time internet service is available	99%	99%	99%
Cost of internet service	\$25,000	\$25,050	\$41,028
Cost per megabit/second	\$2,500	\$2,505	\$2,505

# Communications

## Goals, Objectives & Performance Measures

Activity: Radio Operations

Serves City Council's Vision: N/A

Goal: Provide quality and economical communication and support services.

Objectives: Maintain cell phones; Add/Move/Changes; Process billing to departments.

<b>Performance Measures</b>	<b>FY11 Actual</b>	<b>FY12 Budget</b>	<b>FY13 Budget</b>
Number of radios maintained	995	1,005	1,005
Number of radios damaged	19	62	75
Percentage of time radio systems is available	100%	100%	100%

## Accounting

The Accounting division transacts the financial business of the City, provides for accurate and timely accounting, reports and documents those transactions, and safeguards and controls the financial assets of the City.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
General Fund	\$471,774	\$479,405	\$467,316
Total Revenue	\$471,774	\$479,405	\$467,316
<b>Expenditure</b>			
Personnel	\$408,450	\$411,217	\$418,489
Operations & Maintenance	\$63,324	\$66,188	\$48,827
Capital	\$0	\$2,000	\$0
Total Expenditure	\$471,774	\$479,405	\$467,316

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	7	7	7
Part-Time	0	0	0
Total Personnel	7	7	7

\*Refer to the detailed personnel listing in the appendix for more information.

# Accounting

## Goals, Objectives & Performance Measures

Activity: Transaction services

Serves City Council's Vision: N/A

Goal: Transact the financial business of the City; Provide accurate and timely accounting, reporting and documentation of those transactions

Objectives: General accounting and intra-departmental reporting; Comprehensive Annual Financial Report (CAFR); reporting; Cash management; Employee payroll

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of accounts payable checks processed each year	13,217	13,250	13,250
Number of check runs per year	52	52	52
Number of paycheck/direct deposits issued per year	23,180	23,180	23,200
Number of payrolls processed	24	24	24
Number of funds maintained	59	58	58
Number of journal entries processed	1514	1525	1525

## Billing & Receipts

The Billing and Receipts division serves the citizens and City of San Angelo through timely and accountable records of general accounts receivable, utility billing, cash receipts and by offering a variety of payment options.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Revenue			
General Fund			
Total Revenue	\$536,548	\$566,449	\$573,679
Expenditure			
Personnel	\$325,994	\$333,534	\$340,264
Operations & Maintenance	\$205,904	\$232,915	\$233,415
Capital	\$4,650	\$0	\$0
Total Expenditure	\$536,548	\$566,449	\$573,679

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	8	8	8
Part-Time	0	0	0
Total Personnel	8	8	8

\*Refer to the detailed personnel listing in the appendix for more information.

## Billing & Receipts

### Goals, Objectives & Performance Measures

Activity: Accounts Receivable & Other Transactions

Serves City Council's Vision: Financial Vision

Goal: Maintain timely and accountable records of general accounts receivable and cash receipts

Objectives: Accounts receivable review and oversight; Centralized cash office

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Accounts Receivable Invoices and statements processed	20,720	17,116	16,000
Accounts Receivable customer payment transactions	9,218	10,045	9,153
Cash deposit transactions	20,891	20,904	22,858

Activity: Utility Account Transactions

Serves City Council's Vision: Financial Vision

Goal: Maintain timely and accountable records of utility billing; Offer a variety of payment options

Objectives: Provide billing for water, wastewater and trash services

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Utility statements processed and mailed	405,707	400,258	402,957
Utility payments processed	358,766	351,981	357,004
Utility account payments processed via the internet	30,273	38,591	47,222
Utility account payments processed over-the-phone	1,526	7,494	11,669
Utility account payments processed in the cash office	131,985	122,184	100,173

## Purchasing

The Purchasing division provides to City divisions prices for equipment, materials, supplies and services by seeking competitive bids. Purchasing shall also assist divisions in their specification writing to secure fair and open competition and assure that responsible bidders are given fair opportunity to compete for the City's business.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Miscellaneous Revenue	\$0	\$11,000	\$20,800
General Fund	\$202,775	\$132,959	\$120,446
<b>Total Revenue</b>	<b>\$202,775</b>	<b>\$143,959</b>	<b>\$141,246</b>
<b>Expenditure</b>			
Personnel	\$129,436	\$129,187	\$126,774
Operations & Maintenance	\$73,339	\$14,772	\$14,472
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$202,775</b>	<b>\$143,959</b>	<b>\$141,246</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	3	2	2
Part-Time	0	0	0
<b>Total Personnel</b>	<b>3**</b>	<b>2</b>	<b>2</b>

\*Refer to the detailed personnel listing in the appendix for more information.

\*\*1 full time position moved to Real Estate Division in Legal Department

# Purchasing

## Goals, Objectives & Performance Measures

Activity: Procurement

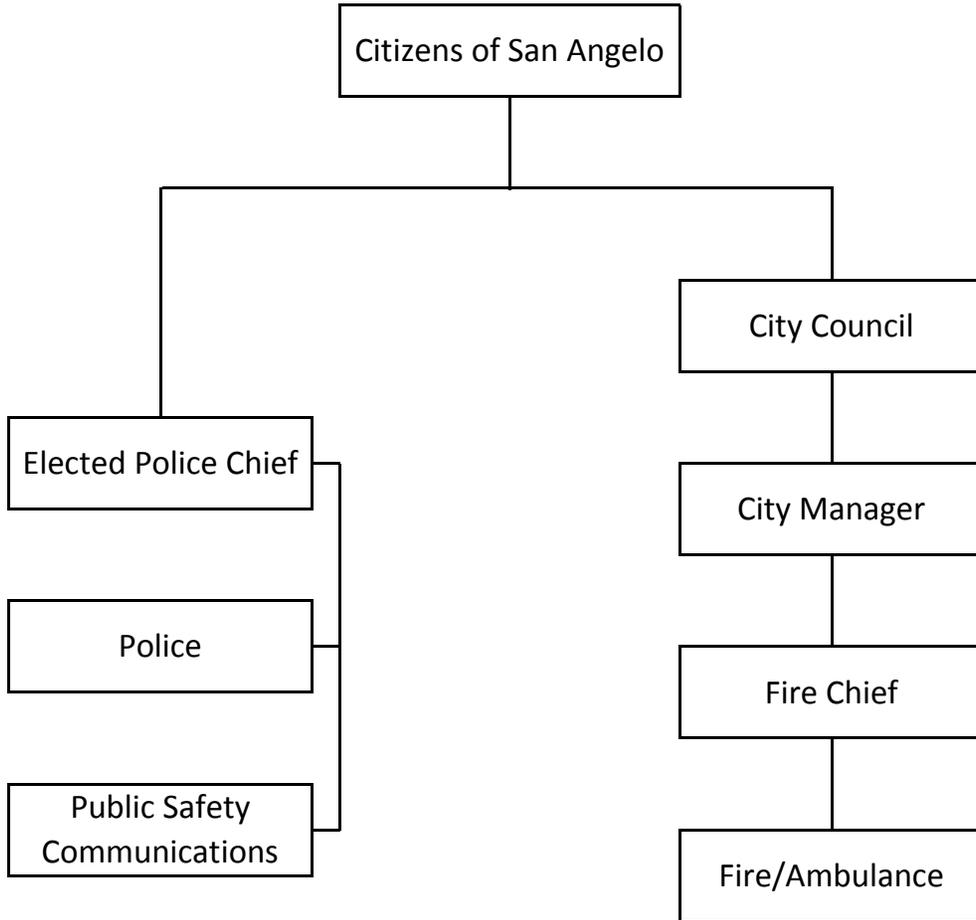
Serves City Council's Vision: N/A

Goal: Procure goods and services

Objectives: Issue purchase orders; Work procurement request

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of purchase orders issued	5,710	5,922	5,625
Number of procurement card transactions	3,803	3,776	4,000
Total procurement card charges	\$458,509	\$917,019	\$950,000
Number of Procurement Requests	70	68	68

# Public Safety



## Police

We, the men and women of the San Angelo Police Department, in partnership with the public, are committed to improving the quality of life in our community by policing in a professional and courteous manner.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Alarm Fees	\$158,525	\$231,010	\$162,075
Other	\$256,073	\$114,200	\$114,200
General Fund	\$15,338,812	\$14,909,329	\$14,810,785
<b>Total Revenue</b>	<b>\$15,753,410</b>	<b>\$15,254,539</b>	<b>\$15,087,060</b>
<b>Expenditure</b>			
Personnel	\$13,786,819	\$13,578,770	\$13,565,667
Operations & Maintenance	\$1,847,875	\$1,562,685	\$1,476,789
Capital	\$118,716	\$113,084	\$44,604
<b>Total Expenditure</b>	<b>\$15,753,410</b>	<b>\$15,254,539</b>	<b>\$15,087,060</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	199	196	199
Part-Time	0	0	0
<b>Total Personnel</b>	<b>199</b>	<b>196</b>	<b>199</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Police

## Goals, Objectives & Performance Measures

Activity: Patrol

Serves City Council's Vision: Neighborhood Vision

Goal: Improve the quality of life in our community by policing in a professional and courteous manner

Objectives: Uniform Patrol Services; Traffic Control/Investigation

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of calls for the K-9 division	268	300	325
Number of calls received for police services annually	50,347	52,000	54,000
Average response time in minutes to priority 1 calls	6.33	6	5.75
Number of hit and run accidents cleared by the traffic division	364	375	380

Activity: Investigation

Serves City Council's Vision: Neighborhood Vision

Goal: Improve the quality of life in our community by policing in a professional and courteous manner

Objectives: Criminal Investigation

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of calls for Crime Scene Investigation	1,529	1,560	1,590
Number of reports created by CSI	1,573	1,600	1,630
Number of cases assigned to investigators	3,036	3,100	3,150
Number of polygraphs performed annually	120	125	130
Number of evidence items received annually	5,969	6,000	6,200
Value of property recovered	\$151,740	\$152,000	\$153,000

# Police

## Goals, Objectives & Performance Measures

Activity: Administration

Serves City Council's Vision: Neighborhood Vision

Goal: Improve the quality of life in our community by policing in a professional and courteous manner

Objectives: Crime Prevention; Professional Standards/Internal Affairs

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
False alarm fee collection	\$158,525	\$231,010	\$158,050
Average hours of training each officer receives at the training facility	60	70	80

## Police Grants

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Grants	\$37,335	\$76,856	\$50,625
General Fund	\$688	(\$10,347)	\$0
Total Revenue	\$38,023	\$66,509	\$50,625
<b>Expenditure</b>			
Personnel	\$0	\$27,292	\$21,719
Operations & Maintenance	\$4,395	\$12,006	\$17,785
Capital	\$33,628	\$27,211	\$11,121
Total Expenditure	\$38,023	\$66,509	\$50,625

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
Total Personnel	0	0	0

\*Refer to the detailed personnel listing in the appendix for more information.

## Public Safety Communications

The Public Safety Communications division provides the vital communications link between the public and the public safety agencies that respond to emergencies. We provide quality communications for the San Angelo Police and Fire Departments and strive to improve service through technology, training, feedback, and teamwork.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Reimbursed Expenses	\$0	\$0	\$0
General Fund	\$1,094,042	\$1,257,061	\$1,226,687
<b>Total Revenue</b>	<b>\$1,094,042</b>	<b>\$1,257,061</b>	<b>\$1,226,687</b>
<b>Expenditure</b>			
Personnel	\$884,638	\$987,744	\$973,413
Operations & Maintenance	\$206,404	\$240,759	\$244,070
Capital	\$3,000	\$28,558	\$9,204
<b>Total Expenditure</b>	<b>\$1,094,042</b>	<b>\$1,257,061</b>	<b>\$1,226,687</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	25	25	25
Part-Time	0	0	0
<b>Total Personnel</b>	<b>25</b>	<b>25</b>	<b>25</b>

\*Refer to the detailed personnel listing in the appendix for more information.

## Public Safety Communications

### Goals, Objectives & Performance Measures

Activity: Call Processing

Serves City Council's Vision: Neighborhood Vision

Goal: Provide the vital communications link between the citizen in need and the public safety agencies

Objectives: Public Safety Answering Point for Tom Green County emergency calls

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of 911 wireless calls received	49,663	50,000	50,500
Number of 911 wireline (landline) calls received	11,069	11,500	12,000
Average call processing for 911 emergency calls	1:15	1:15	1:15
Number of incoming/outgoing non-emergency calls	141,924	142,500	143,000
Average call processing time for non-emergency calls	1:32	1:32	1:32
Number of 911 recording request received	230	250	260

Activity: Dispatching emergency services

Serves City Council's Vision: Neighborhood Vision

Goal: Provide the vital communications link between the citizen in need and the public safety agencies

Objectives: Dispatch San Angelo Police and Fire units within city limits; Dispatch volunteer fire departments for Tom Green County

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of Police Department calls dispatched	88,900	90,000	91,000
Number of fire calls dispatched	7,530	7,600	7,700
Number of ambulance calls dispatched	10,396	10,500	1,000
Number of volunteer fire departments calls dispatched	818	850	850

## Fire

The Fire department provides the community the highest level of fire safety and property conservation through extension of the Training, Emergency Medical Services, and Fire Suppression divisions.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Ambulance Fees	\$2,772,397	\$2,490,000	\$3,090,000
Other	\$11,113	\$0	\$0
General Fund	\$10,846,166	\$10,956,065	\$10,918,342
<b>Total Revenue</b>	<b>\$13,629,676</b>	<b>\$13,446,065</b>	<b>\$14,008,342</b>
<b>Expenditure</b>			
Personnel	\$12,342,301	\$12,117,494	\$12,404,771
Operations & Maintenance	\$1,273,766	\$1,304,888	\$1,389,571
Capital	\$13,609	\$23,683	\$214,000
<b>Total Expenditure</b>	<b>\$13,629,676</b>	<b>\$13,446,065</b>	<b>\$14,008,342</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	169	169	169
Part-Time	0	0	0
<b>Total Personnel</b>	<b>169</b>	<b>169</b>	<b>169</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Fire

## Goals, Objectives & Performance Measures

Activity: Emergency response

Serves City Council's Vision: Neighborhood Vision

Goal: Provide the community with the highest level of fire safety, emergency medical response and property conservation

Objectives: Emergency, fire and ambulance response

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Average fire truck response time in minutes to incidents	3:58	4:00	4:00
Average ambulance response time in minutes to incidents	5:31	5:00	5:45
Average ambulance response time in minutes from dispatch to emergency facility	33:26	28:50	34:00
Percent of total calls which are medical or first responders	86.3%	85.0%	85.0%
Percent of responses outside the city limits	10.0%	10.0%	10.0%

Activity: Air mask operations

Serves City Council's Vision: Neighborhood Vision

Goal: Provide the highest safety level to emergency responders

Objectives: Airpack and face piece safety

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Percent of airpacks serviced and returned in 5 days	100	100	100
Number of facepieces tested annually	231	263	250
Number of airpacks tested annually	116	116	116
Number of times airpack cylinders are filled	1,400	1,500	1,500
Number of airpack repairs annually	50	50	50

# Fire

## Goals, Objectives & Performance Measures

Activity: Emergency preparation

Serves City Council's Vision: Neighborhood Vision

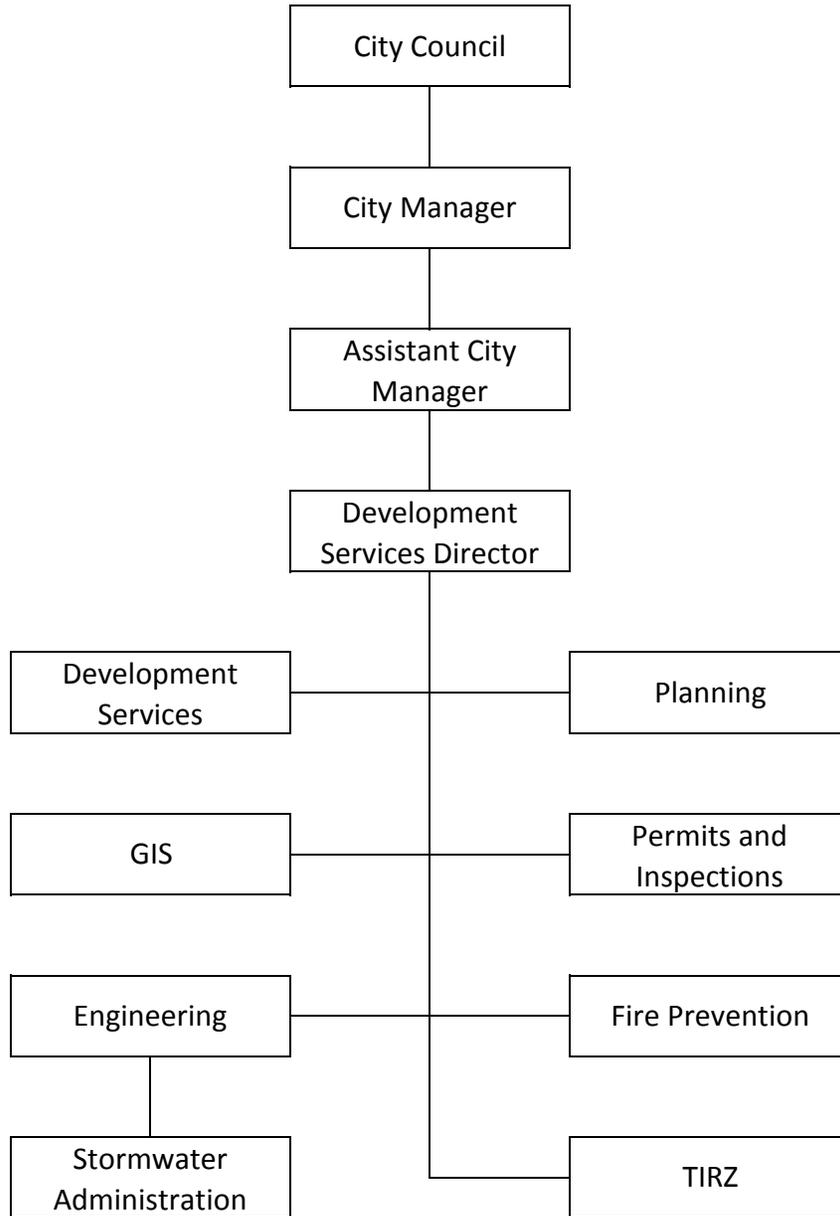
Goal: Provide the highest safety level to emergency responders

Objectives: Training and preventive inspections

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of continuing education hours by classified personnel	22519	28000	28000
Number of hydrants inspected	0	0	0

<b>Additional Information</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of fire stations	8	8	8
Number of ambulances	12	12	12
Number of ladder trucks	2	2	2
Number of fire trucks	11	11	11

## Development Services



## Development Services

The Community & Economic Development Administration division provides direction and oversight of five divisions including Engineering Services, Fire Prevention, GIS, Inspections & Permits, and Planning. In addition, Administration staff directly provides services for the City's economic development function including staff support for the City of San Angelo Development Corporation. Community & Economic Development Department staff ensures that residential & commercial areas are safe, well planned, and maintained adequately, and that San Angelo remains an attractive community in which to do business. Administration also handles departmental public relations, marketing & communication with stakeholders and the general public.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
General Fund	\$129,199	\$110,606	\$243,768
<b>Total Revenue</b>	<b>\$129,199</b>	<b>\$110,606</b>	<b>\$243,768</b>
<b>Expenditure</b>			
Personnel	\$124,997	\$103,446	\$235,666
Operations & Maintenance	\$4,202	\$7,160	\$8,102
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$129,199</b>	<b>\$110,606</b>	<b>\$243,768</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	3	3	3
Part-Time	0	0	0
<b>Total Personnel</b>	<b>3</b>	<b>3</b>	<b>3</b>

\*Refer to the detailed personnel listing in the appendix for more information.

## Development Services

### Goals, Objectives & Performance Measures

Activity: Management

Serves City Council's Vision: N/A

Goal: Provide management, direction and oversight to five Community & Economic Development divisions

Objectives: Management and oversight of division managers; Departmental mission, vision and goal adherence; Department cross-training

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of communication & coordination meetings with division managers	24	24	26
Strategic planning sessions	1	1	1
Number of cross-training sessions among Development Services divisions	6	6	8

Activity: Public Engagement

Serves City Council's Vision: Neighborhood Vision

Goal: Handle department public relations, marketing & communication with stakeholders & general public

Objectives: Public relations; Marketing programs and services; Communicating information regarding public initiatives

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Complete the Development Services Annual Report within 30 days of the end of the year	1	1	1
Number of citizen information pieces written	5	6	5
Number of Development Awards to businesses or individuals	7	7	10

## Planning

The Planning division provides current and future planning-oriented services to San Angelo and the greater development community through the application, maintenance, and composition of land and use standards, adopted plans, and professional advice which facilitates the growth of the local community in an orderly and sustainable manner, enhancing the quality of life, longevity and efficiency of San Angelo.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Zoning Fees	\$16,222	\$36,763	\$38,295
General Fund	\$242,449	\$372,638	\$214,487
<b>Total Revenue</b>	<b>\$258,671</b>	<b>\$409,401</b>	<b>\$252,782</b>
<b>Expenditure</b>			
Personnel	\$224,140	\$239,901	\$233,282
Operations & Maintenance	\$33,157	\$169,500	\$19,500
Capital	\$1,374	\$0	\$0
<b>Total Expenditure</b>	<b>\$258,671</b>	<b>\$409,401</b>	<b>\$252,782</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	4	4	4
Part-Time	0	0	0
<b>Total Personnel</b>	<b>4</b>	<b>4</b>	<b>4</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Planning

## Goals, Objectives & Performance Measures

Activity: Comprehensive Planning

Serves City Council's Vision: Commerce Vision, Community Appearance Vision, Downtown Vision

Goal: Apply, maintain and compose land and use standards, plans and professional advice

Objectives: Comprehensive Planning; Neighborhood and Small Area Land Use (SALU) Plans

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of land use plan amendments	no data	3	4
Number of neighborhood or small area plans conducted	no data	0	1
Number of comprehensive plan action steps on which measurable progress has been made from the total number of outstanding actions	6	10	13

Activity: Subdivision Administration

Serves City Council's Vision: Commerce Vision, Community Appearance Vision, Downtown Vision

Goal: Apply, maintain and compose land and use standards, plans and professional advice

Objectives: Comprehensive Planning; Subdivision Administration; Subdivision Review; Subdivision Approval

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of administrative subdivisions approved	14	18	22
Average number of days for administrative review of subdivisions	9.50	9.50	9.00
Number of subdivisions approved by Planning Commission	9	20	25

# Planning

## Goals, Objectives & Performance Measures

Activity: Zoning Casework and Administratio

Serves City Council's Vision: Commerce Vision, Community Appearance Vision, Downtown Vision

Goal: Apply, maintain and compose land and use standards, plans and professional advice

Objectives: Zoning Violation Referrals; Rezoning Cases; Zoning Verification Letters; Site Plan Review Zoning Appeals

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of zoning violations referred	38	45	50
Number of zoning cases finalized by City Council	19	21	28
Number of miscellaneous requests finalized by council (annexation, street name changes, easement releases, & zoning licenses)	7%	8%	10%
Number of abandonments finalized by City Council	6	4	4
Percentage of staff reports for Boards and Commissions completed by deadlines	88	90	92
Number of zoning verifications completed	24	17	27
Average number of business days for completion of zoning verifications	2.5	2.25	2
Number of site plans reviewed		32	
Percentage of appeals filed out of all cases worked	3.33%	2.00%	2.00%

# Planning

## Goals, Objectives & Performance Measures

Activity: Public Outreach and Education

Serves City Council's Vision: Community Vision, Commerce Vision, Community Appearance Vision

Goal: Facilitate the growth of the local community in an orderly and sustainable manner

Objectives: Educational Presentations; Community Meetings; Staff Training

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of educational presentations and discussion items prepared for boards and commissions	5	9	11
Number of community/neighborhood meetings held	0	1	3
Number of hours of group training for staff	4	8	4

Activity: Design Review

Serves City Council's Vision: Commerce Vision, Community Appearance Vision, Downtown Vision

Goal: Apply, maintain and compose land and use standards, plans and professional advice

Objectives: Urban Design Review; River Corridor Review; Historic Preservation Review; Historic Overlay Cases

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of Urban Design Reviews conducted	2	2	3
Number of River Corridor Commission reviews conducted	5	8	11
Number of Historic Preservation Commission reviews conducted	1	1	3
Average number of business days for Urban Design Reviews	5	4.5	4

# Planning

## Goals, Objectives & Performance Measures

Activity: Ordinance Maintenance, Research and Composition

Serves City Council's Vision: Commerce Vision, Community Appearance Vision, Downtown Vision

Goal: Apply, maintain and compose land and use standards, plans and professional advice

Objectives: Ordinance Composition; Ordinance Review; Ordinance Proposals; Ordinance Maintenance/Research

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Percentage of proposed ordinance amendments adopted	100%	100%	100%
Number of new proposed ordinance sections adopted by City Council	100	100	100
Number of ordinance subjects researched by examining other Cities' codes	3	6	10

# Planning

## Goals, Objectives & Performance Measures

Activity: Customer Service

Serves City Council's Vision: Commerce Vision, Community Appearance Vision, Downtown Vision

Goal: Apply, maintain and compose land and use standards, plans and professional advice

Objectives: Ordinance Composition; Ordinance Review; Ordinance Proposals; Ordinance Maintenance/Research

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of customer complaints	2	2	1
Average satisfaction rating of board/commission members	4.25/5	4.3/5	4.5/5
Length of staff reports	4.33	4.5	4.5
Background given in staff reports	4.33	4.5	4.5
Analysis given in staff reports	4.25	4.5	4.5
Graphics given in staff reports	4.25	4.5	4.5
Length of staff presentations	4.25	4.5	4.5
Background given in staff presentations	4.25	4.5	4.5
Analysis given in staff presentations	4.33	4.5	4.5
Graphics given in staff presentations	4.25	4.5	4.5
Availability of staff outside of scheduled meetings	4.44	4.5	4.5
Approachability of staff outside of scheduled meetings	4.44	4.5	4.5
The overall level of staff support in your decision-making	4.44	4.5	4.5

## GIS

The GIS division provides and maintains quality geospatial information to support the activities of the City of San Angelo. Efforts of the GIS allow for a higher level of service to its citizens and staff by assisting in the decision making and planning processes.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Map Sales & Other Fees	\$450	\$1,000	\$500
Reimbursable Expenses	\$0	\$0	\$0
General Fund	\$229,974	\$260,546	\$271,334
<b>Total Revenue</b>	<b>\$230,424</b>	<b>\$261,546</b>	<b>\$271,834</b>
<b>Expenditure</b>			
Personnel	\$205,778	\$233,925	\$229,917
Operations & Maintenance	\$23,375	\$25,953	\$34,317
Capital	\$1,271	\$1,668	\$7,600
<b>Total Expenditure</b>	<b>\$230,424</b>	<b>\$261,546</b>	<b>\$271,834</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	4	4	4
Part-Time	1	1	1
<b>Total Personnel</b>	<b>5</b>	<b>5</b>	<b>5</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# GIS

## Goals, Objectives & Performance Measures

Activity: GIS Base Maps

Serves City Council's Vision: N/A

Goal: Provide and maintain quality geospatial information

Objectives: Create maps and databases; Maintain maps and databases; GIS Server Administration

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Average number of business days to enter subdivisions	39.37 Bus. Days	25.32 Bus. Days	30 Bus. Days
Average number of business days to assign an address and enter into GIS	1.5 Bus. Days	1.46 Bus. Days	1.5 Bus. Days
Average number of business days to enter zone changes	15.59 Bus. Days	1.58 Bus. Days	3 Bus. Days
Number of square miles of data maintained in GIS (TGC)	1,540	1,540	1,540
Number of base map data sets maintained in SDE	308	374	380
Road miles maintained in GIS	836GB	965GB	1020GB
# of edits on top 3 base map layers (streets, addresses, buildings)	1588042	572895	600000

Activity: GIS Support Services

Serves City Council's Vision: N/A

Goal: Provide and maintain quality geospatial information

Objectives: Print Maps; Addressing for the City; Provide online mapping service

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of online mapping hits	11,654	12,846	13,200
Number of requests received from City divisions	771	1,050	1,200
Number of addresses assigned or verified and entered in GIS	1,038	1,250	1,300
Number of maps printed	341	317	325

## Permits & Inspections

The Permits and Inspections division provides the public with building permit and inspection services which protect life and property while exceeding customer expectations through excellent customer service, knowledgeable staff, prompt service delivery and public education.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Permit & Inspection Fees	\$514,335	\$577,349	\$513,000
Other	\$25,845	\$30,106	\$24,475
General Fund	\$175,023	\$125,108	\$185,002
Total Revenue	\$715,203	\$732,563	\$722,477
<b>Expenditure</b>			
Personnel	\$652,648	\$679,186	\$669,100
Operations & Maintenance	\$62,555	\$52,153	\$53,377
Capital	\$0	\$1,224	\$0
Total Expenditure	\$715,203	\$732,563	\$722,477

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	12	12	12
Part-Time	0	0	0
Total Personnel	12	12	12

\*Refer to the detailed personnel listing in the appendix for more information.

# Permits & Inspections

## Goals, Objectives & Performance Measures

Activity: Plan Reviews/Permit Issuance

Serves City Council's Vision: Commerce Vision

Goal: Provide building permit and inspection services which protect life and property

Objectives: Residential Permitting; Commercial Permitting; Ensure compliance with Building, Fire, Energy, Plumbing, Electrical & Mechanical Codes

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of new commercial construction applications reviewed	85	45	100
Average number of working days for initial review of new commercial construction plans	7	10	10
Percentage of initial commercial building plan reviews completed within 21 working days	90%	95%	95%
Number of new single family construction permits issued	207	250	350
Total permits issued annually	no data	8200	8600
Percentage of plan reviews approved with mistakes	5%	10%	10%

# Permits & Inspections

## Goals, Objectives & Performance Measures

Activity: Customer Services

Serves City Council's Vision: Commerce Vision

Goal: Exceed customer expectations through excellent customer service, knowledgeable staff, prompt service delivery and public education

Objectives: Customer Service

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Average number of walk-in customers served per day	27	25	30
Average number of legitimate complaints per month	25	25	25

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Activity: Inspection Services

Serves City Council's Vision: Commerce Vision

Goal: Provide building permit and inspection services which protect life and property

Objectives: Mechanical inspections; Electrical inspections; Building inspections; Plumbing inspections; Ensure compliance with Building, Fire, Energy, Plumbing, Electrical & Mechanical Codes

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of inspections performed	11,657	14,000	14,000

## Engineering Services

The Engineering Services division has the primary engineering responsibility for the City of San Angelo and provides for the professional engineering design, construction and management of the City's infrastructure including streets, sidewalks, drainage ways, street lights and traffic signals. Our mission is to provide professional services for the improvement and preservation of the City's infrastructure to enhance and preserve the quality of life for the citizens of San Angelo.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Reimbursed Expenses	\$193,318	\$54,000	\$54,000
Other	\$195	\$1,100	\$1,100
General Fund	\$310,908	\$460,488	\$464,946
<b>Total Revenue</b>	<b>\$504,421</b>	<b>\$515,588</b>	<b>\$520,046</b>
<b>Expenditure</b>			
Personnel	\$478,794	\$492,921	\$495,385
Operations & Maintenance	\$25,627	\$22,667	\$24,661
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$504,421</b>	<b>\$515,588</b>	<b>\$520,046</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	8	8	8
Part-Time	0	0	0
<b>Total Personnel</b>	<b>8</b>	<b>8</b>	<b>8</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Engineering Services

## Goals, Objectives & Performance Measures

Activity: Capital Projects designed on time

Serves City Council's Vision: Infrastructure Vision

Goal: Provide for the professional engineering design, construction and management of the City's infrastructure; Provide professional services for the improvement and preservation of the City's infrastructure

Objectives: Professional Engineering design, surveying, contract administration and inspection of infrastructure

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Percentage of projects designed on time	100	100	100
Number of distributed project plans and specifications for bidding	2	5	3
Number of projects substantially complete	2	3	5
Dollar value of construction projects designed	\$1,500,000	\$11,120,000	\$1,500,000
Number of infrastructure construction projects inspected	2	6	5
Percent of projects that pass the one-year warranty inspection	100	100	100
Percentage of projects that are completed within budget	100	100	100
Percentage of projects managed by the Engineering Services division	100	100	100
Dollar value of construction projects managed	\$1,500,000	\$7,120,787	\$1,500,000

## Stormwater

The Stormwater division improves the quality of stormwater runoff through effective maintenance of stormwater drainage features, street sweeping, right of way maintenance and approved methods of herbicide application.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Stormwater Fee	\$2,476,273	\$2,586,500	\$2,600,000
Other	\$96,374	\$95,000	\$98,000
Deficit/(Surplus)	(\$783,912)	\$0	\$0
Total Revenue	\$1,788,735	\$2,681,500	\$2,698,000
<b>Expenditure</b>			
Personnel	\$957,719	\$1,012,159	\$989,259
Operations & Maintenance	\$409,702	\$645,586	\$646,586
Capital	\$421,314	\$1,023,755	\$1,062,155
Total Expenditure	\$1,788,735	\$2,681,500	\$2,698,000

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	22	22	21
Part-Time	0	0	0
Total Personnel	22	22	21

\*Refer to the detailed personnel listing in the appendix for more information.

# Stormwater

## Goals, Objectives & Performance Measures

Activity: Easement and Right of Way Maintenance including Street Sweeping

Serves City Council's Vision: Infrastructure Vision, Community Appearance Vision

Goal: Clear debris and unwanted matter from easements, right of ways and streets

Objectives: Sweep streets; Trim and mow

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Total number of miles of streets swept annually	4,800	6,500	6,770
Cost per mile for street sweeping	\$64.27	\$67.50	\$67.58
Annual cost of street sweeping	\$308,486	\$438,750	\$457,512
Total acres mowed annually	4,400	4,400	4,400
Total average cost per acre mowed	\$68.50	\$72.00	\$76.81
Total tons of street sweeping debris that is removed from designated areas and hauled to landfill	4,200	4,200	3,585
Total acreage of easement areas sprayed to prevent and/or eliminate unwanted weeds and grass in easement and drainage areas	20	20	10

## Fire Prevention

The Fire Prevention division protects the lives and property of the citizens of San Angelo against the threat of fires, explosions and dangerous buildings through proactive education, investigation and enforcement of the code.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Permit & Inspection Fees	\$82,996	\$104,000	\$99,000
Other	\$34,558	\$32,000	\$32,000
General Fund	\$516,106	\$520,475	\$518,986
<b>Total Revenue</b>	<b>\$633,660</b>	<b>\$656,475</b>	<b>\$649,986</b>
<b>Expenditure</b>			
Personnel	\$549,558	\$579,130	\$577,041
Operations & Maintenance	\$84,102	\$77,345	\$72,945
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$633,660</b>	<b>\$656,475</b>	<b>\$649,986</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	8	8	8
Part-Time	0	0	0
<b>Total Personnel</b>	<b>8</b>	<b>8</b>	<b>8</b>

\*Refer to the detailed personnel listing in the appendix for more information.

## Fire Prevention

### Goals, Objectives & Performance Measures

Activity: Inspections and Permits

Serves City Council's Vision: Commerce Vision

Goal: Protect lives and property against threat of fires, explosions and dangerous buildings

Objectives: Identify all commercial buildings for inspections

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of licensed facilities inspected (facilities requiring state operational license - hospital, nursing home, MHMR home, foster homes, etc.)	253	250	250
Number of routine fire inspections or re-inspections	2,111	2,000	2,100
Number of educational facilities inspected	80	80	80
Number of complaints investigated	156	150	150
Inspections of occupancies requesting a Texas Alcoholic Beverage Commission permit	222	220	220
Average number of days plan reviews are completed	3	3	3
Number of days plan reviews completed in year	119	119	120

Activity: Dangerous Buildings

Serves City Council's Vision: Community Appearance Vision

Goal: Protect lives and property against threat of fires, explosions and dangerous buildings

Objectives: identify, revitalize, secure or eliminate substandard buildings

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of letters mailed regarding dangerous buildings	65	140	100
Number of letters mailed regarding boarded buildings	64	100	75

## Fire Prevention

### Goals, Objectives & Performance Measures

Activity: Education and Training

Serves City Council's Vision: Neighborhood Vision

Goal: Protect lives and property against threat of fires, explosions and dangerous buildings

Objectives: Conduct fire safety public education

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of fire prevention presentations made (not K-12)	59	100	60
Number of children educated during Fire Prevention Week	6,364	8,000	7,000
Number of technical consultations relating to fire code	1,549	1,500	1,500

Activity: Incident Reports

Serves City Council's Vision: Commerce Vision

Goal: Protect lives and property against threat of fires, explosions and dangerous buildings

Objectives: Perform fire and arson investigations

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of incident reports reviewed for completeness and accuracy	1,632	no data	1,600
Number of informational reports provided by request	100	80	90
Number of fire investigations conducted	39	60	50

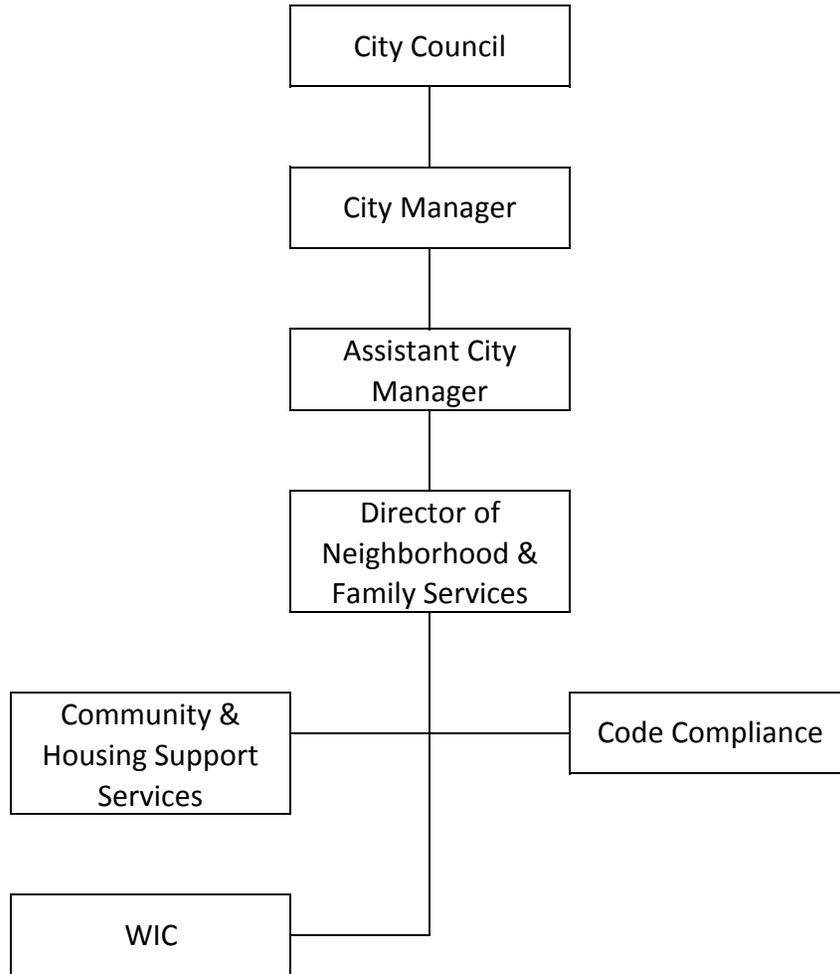
## Tax Increment Reinvestment Zone (TIRZ)

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Property Tax	\$434,764	\$465,229	\$441,252
Other	\$2,773	\$598,471	\$0
Deficit/(Surplus)	-\$303,780	\$781,315	\$0
<b>Total Revenue</b>	<b>\$133,757</b>	<b>\$1,845,015</b>	<b>\$441,252</b>
<b>Expenditure</b>			
Personnel	\$0	\$0	\$0
Operations & Maintenance	\$133,757	\$1,845,015	\$441,252
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$133,757</b>	<b>\$1,845,015</b>	<b>\$441,252</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
<b>Total Personnel</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*Refer to the detailed personnel listing in the appendix for more information.

## Neighborhood & Family Services



## Neighborhood & Family Services

To secure Community Development Block Grant and HOME Investment Partnerships grant funding from HUD for the City in order to enhance the facilities in the low income areas of the community and the lives of low income residents and provide funds for safe, sanitary and decent housing to qualified low income residents.

And to provide a complete range of social services to the citizens of San Angelo and Tom Green County. All services will be provided with respect for the client and in a courteous manner. COSA Family Support employees are expected to “go the second mile” to assure clients receive all necessary services for which they are eligible.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Grant Revenue	\$779,828	\$697,741	\$739,584
Other	\$42,661	\$610,000	\$40,000
Deficit/(Surplus)	\$164,426	\$0	\$0
Total Revenue	\$986,915	\$1,307,741	\$779,584
<b>Expenditure</b>			
Personnel	\$270,884	\$276,893	\$216,727
Operations & Maintenance	\$695,399	\$1,029,930	\$543,857
Capital	\$20,632	\$918	\$19,000
Total Expenditure	\$986,915	\$1,307,741	\$779,584

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	6	6	5
Part-Time	0	0	0
Total Personnel	6	6	5

\*Refer to the detailed personnel listing in the appendix for more information.

# Neighborhood & Family Services

## Goals, Objectives & Performance Measures

Activity: Home Buyer Assistance Program

Serves City Council's Vision: Neighborhood Vision, Community Appearance Vision

Goal: Secure grant funds to enhance the lives of low income residents and provide funds for safe, sanitary and decent housing to qualified low income residents

Objectives: Provide a concise and fair application/allocation process open to all agencies eligible for funding; Encourage citizen participation through newspaper advertising, public service announcements, neighborhood meetings and public hearings

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of home buyers assisted	24	15	13
Number of applicants	47	50	53
Average cost per household assisted	\$6,773	\$7,489	\$8,400
Percent of home buyers assisted who earn less than 60% median family income	9%	7%	7%

Activity: Tenant Based Rental Assistance

Serves City Council's Vision: Neighborhood Vision, Community Appearance Vision

Goal: Secure grant funds to enhance the lives of low income residents and provide funds for safe, sanitary and decent housing to qualified low income residents

Objectives: Provide a concise and fair application/allocation process open to all agencies eligible for funding; Encourage citizen participation through newspaper advertising, public service announcements, neighborhood meetings and public hearings

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of eligible households/persons served	21	18	18
Average cost per renter assisted (monthly)	\$2,852	\$3,000	\$3,000

## Neighborhood & Family Services

### Goals, Objectives & Performance Measures

Activity: Neighborhood Revitalization

Serves City Council's Vision: Neighborhood Vision, Community Appearance Vision

Goal: Secure grant funds to enhance the lives of low income residents and provide funds for safe, sanitary and decent housing to qualified low income residents

Objectives: Provide a concise and fair application/allocation process open to all agencies eligible for funding; Encourage citizen participation through newspaper advertising, public service announcements, neighborhood meetings and public hearings

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Cost per eligible household/persons served	106,100	0	0
Number of projects completed/Number of eligible households served	3	0	0

Activity: Owner Occupied Services-Rehabilitation

Serves City Council's Vision: Neighborhood Vision, Community Appearance Vision

Goal: Secure grant funds to enhance the lives of low income residents and provide funds for safe, sanitary and decent housing to qualified low income residents

Objectives: Provide a concise and fair application/allocation process open to all agencies eligible for funding; Encourage citizen participation through newspaper advertising, public service announcements, neighborhood meetings and public hearings

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of households assisted	41	20	15
Average cost per owner assisted (monthly)	\$6,027	\$5,500	\$5,000

# Neighborhood & Family Services

## Goals, Objectives & Performance Measures

Activity: Owner Occupied Services - Emergency Rehabilitation

Serves City Council's Vision: Neighborhood Vision, Community Appearance Vision

Goal: Secure grant funds to enhance the lives of low income residents and provide funds for safe, sanitary and decent housing to qualified low income residents

Objectives: Provide a concise and fair application/allocation process open to all agencies eligible for funding; Encourage citizen participation through newspaper advertising, public service announcements, neighborhood meetings and public hearings

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of households assisted	68	40	40
Cost per unit assisted	\$2,148	\$3,500	\$3,700

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Activity: Section 108 Debt Service

Serves City Council's Vision: Neighborhood Vision, Community Appearance Vision

Goal: Secure grant funds to enhance the lives of low income residents and provide funds for safe, sanitary and decent housing to qualified low income residents

Objectives: Provide a concise and fair application/allocation process open to all agencies eligible for funding; Encourage citizen participation through newspaper advertising, public service announcements, neighborhood meetings and public hearings

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Cost per project	\$150,037	\$151,173	\$150,713

# Neighborhood & Family Services

## Goals, Objectives & Performance Measures

Activity: Compliance

Serves City Council's Vision: Neighborhood Vision, Community Appearance Vision

Goal: Secure Community Development Block Grant and HOME Investment Partnerships grant funding from HUD

Objectives: Coordinate and manage the CDBG and HOME programs in accordance with Council allocations and HUD regulations in a professional manner for the benefit of the City

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of repayments of federal dollars due to findings related to completeness	0	0	0
No more than 1.5 times the annual CDBG allocation will be available July 31	√	√	√
Anticipated number of compliance reviews	1	1	1
Percent of projects reviewed that are in compliance	100%	100%	100%

Activity: Financial Monitoring/Budgeting

Serves City Council's Vision: Neighborhood Vision, Community Appearance Vision

Goal: Secure Community Development Block Grant and HOME Investment Partnerships grant funding from HUD

Objectives: Coordinate and manage the CDBG and HOME programs in accordance with Council allocations and HUD regulations in a professional manner for the benefit of the City

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Amount of repayment of federal dollars due to finding	0	0	0
Number of internal findings due to program noncompliance	0	0	0

## Code Compliance

The Code Compliance division enforces city codes regarding junk, unsightly matter, tall grass and weeds and junk vehicles; promotes and maintains safe, healthy and sanitary neighborhoods; combats the continuing problems associated with blight and property devaluation through innovative and proactive processes while maximizing efficiency; further explores policies and procedures aimed towards combating the continuing problems associated with blight as to hinder the potential growth, safety and health in our city. Combined efforts towards water conservation and enforcement of water violators.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
License Fee	\$10,331	\$15,600	\$15,600
Reimbursed Expenses	\$89,447	\$186,000	\$182,500
General Fund	\$286,984	\$165,958	\$221,441
Total Revenue	\$386,762	\$367,558	\$419,541
<b>Expenditure</b>			
Personnel	\$342,999	\$331,650	\$380,426
Operations & Maintenance	\$42,888	\$35,908	\$39,115
Capital	\$875	\$0	\$0
Total Expenditure	\$386,762	\$367,558	\$419,541

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	7	7	9
Part-Time	2	2	2
Total Personnel	9	9	11

\*Refer to the detailed personnel listing in the appendix for more information.

## Code Compliance

### Goals, Objectives & Performance Measures

Activity: Compliance Investigations

Serves City Council's Vision: Community Appearance Vision; Neighborhood Vision

Goal: Enforce city codes regarding junk, unsightly matter, tall grass and weeds and junk vehicles

Objectives: Enforcement of city codes and zoning violations

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of violations processed	12,262	10,300	12,500
Number of properties processed per officer per day	12.50	10	12.50
Percentage of citizen complaints investigated within one working day	95%	90%	95%
Number of re-inspections performed on properties that are in violation	17,257	14,700	16,800
Number of code violation complaints from citizens	1,635	1,850	1,800
Number of zoning violations investigated	75	80	90

Activity: Case Management

Serves City Council's Vision: Community Appearance Vision, Neighborhood Vision

Goal: Enforce city codes regarding junk, unsightly matter, tall grass and weeds and junk vehicles

Objectives: Enforcement of city codes and zoning violations

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Violation notifications sent to property owners	15,840	10,000	16,000
Average number of consecutive days in a single case is worked	15	15	12
Number of code compliance court cases filed	226	250	250

## WIC

WIC is a nutrition program that helps pregnant women, new mothers and young children eat well, learn about nutrition and stay healthy. Nutrition education and counseling, nutritious foods and help accessing health care are provided to low income women, infants and children under five years of age.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Grant Revenue	\$885,833	\$913,110	\$903,375
Deficit/(Surplus)	\$29,002	\$0	\$0
<b>Total Revenue</b>	<b>\$914,835</b>	<b>\$913,110</b>	<b>\$903,375</b>
<b>Expenditure</b>			
Personnel	\$661,439	\$640,953	\$652,556
Operations & Maintenance	\$239,445	\$250,464	\$240,974
Capital	\$13,951	\$21,693	\$9,845
<b>Total Expenditure</b>	<b>\$914,835</b>	<b>\$913,110</b>	<b>\$903,375</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	15	14	14
Part-Time	0	0	3
<b>Total Personnel</b>	<b>15</b>	<b>14</b>	<b>17</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# WIC

## Goals, Objectives & Performance Measures

Activity: Health and Nutrition Services

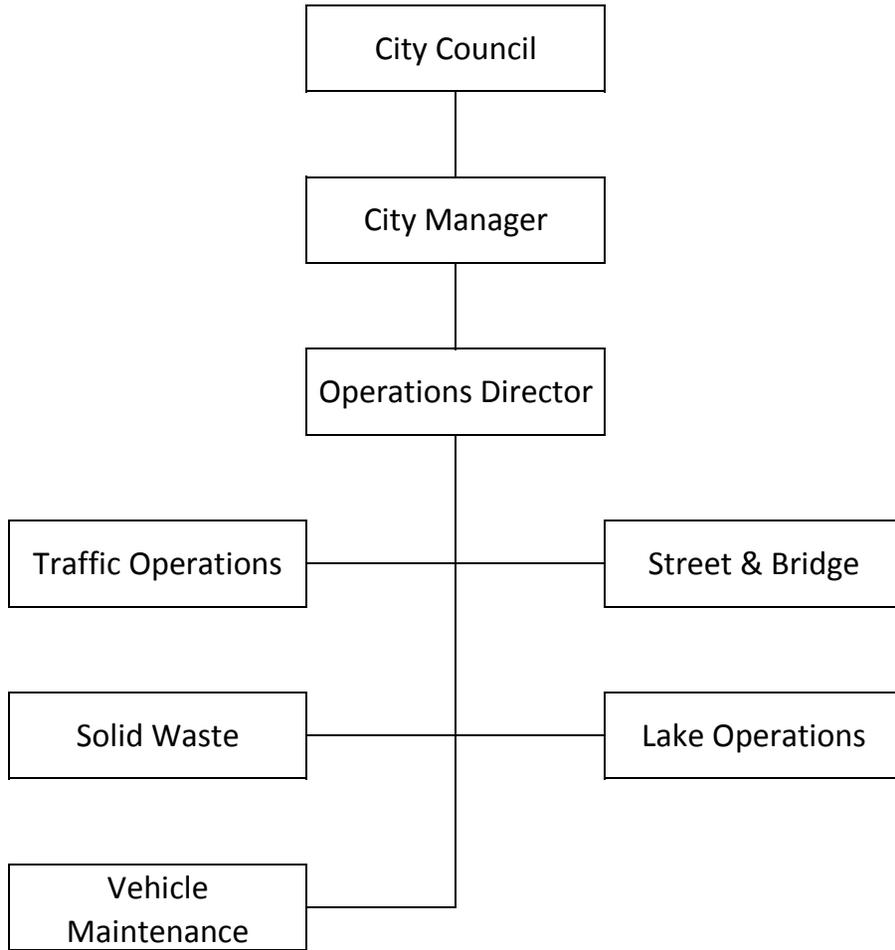
Serves City Council's Vision: N/A

Goal: Help pregnant women, new mothers, infants and young children less than five years of age, to eat well, learn about nutrition, stay healthy and prevent nutrition deficits, disorders and diseases.

Objectives: Nutrition Education; Food Benefits; Health Referrals; Breast Feeding Education and Promotion; Registered Dietitian Counseling; Obesity Prevention, Nutrition Related Illness Prevention

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Percent of clients who receive clinic services during first year	99%	99%	99%
Percent of participants who have no health care provider who are referred by WIC Staff to health care	99%	100%	100%
Percent of families who receive nutrition education	95%	95%	95%
Percent of total pregnancies enrolled during first trimester for greatest health benefit to mother and developing offspring	39%	40%	41%
Percent of sight and/or hearing impaired participants attaining program benefits using assistance of translators	100%	100%	100%
Number of Quality Assurance self audits conducted local staff	>3	>3	>3
Percent of WIC mothers who initiate breastfeeding newborn	69.5%	70%	70%
Cost reimbursement rate per participant served benefits	\$14.69	\$14.69	\$14.69
Number of food benefit packages issued yearly	51,570	52,570	54,144
Number of staff training and education sessions	20	21	22
Percent of suspected child abuse cases reported to DFPS	100%	100%	100%

# Operations



## Operations

The mission of the Department of Operations is to improve the quality of life for the citizens of San Angelo by providing effective street maintenance, traffic control, and landfill management and improve the quality of stormwater runoff through effective maintenance of drainage features, street cleaning and right of way maintenance. The Department provides for recreational activities within the City through park development and maintenance at area lakes through lake maintenance activities. The Department provides an economically and professionally operated fleet service center to ensure the safety of the citizens and employees of the City of San Angelo.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Reimbursed Expenses	\$0	\$0	\$0
General Fund	\$323,576	\$330,865	\$310,482
<b>Total Revenue</b>	<b>\$323,576</b>	<b>\$330,865</b>	<b>\$310,482</b>
<b>Expenditure</b>			
Personnel	\$308,701	\$310,651	\$290,268
Operations & Maintenance	\$14,875	\$19,014	\$20,214
Capital	\$0	\$1,200	\$0
<b>Total Expenditure</b>	<b>\$323,576</b>	<b>\$330,865</b>	<b>\$310,482</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	3	3	3
Part-Time	0	0	0
<b>Total Personnel</b>	<b>3</b>	<b>3</b>	<b>3</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Operations

## Goals, Objectives & Performance Measures

Activity: Administration

Serves City Council's Vision: Infrastructure Vision; Community Appearance Vision; Parks and Open Space Vision

Goal: Improve the quality of life for the citizens of San Angelo by providing effective public services

Objectives: Public Ways; Parks Development and Maintenance; ROW and Lake Maintenance; Solid Waste Collection/Disposal Contract; Stormwater; Fleet Maintenance; Traffic Operations; Building Demolition; Mosquito Control

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of divisions managed	7	7	7

## Traffic Operations

The Traffic Operations division aims to achieve efficient flow of vehicles and pedestrians at traffic control signals on streets and prevent accidents.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Reimbursed Expenses	\$9,253	\$2,000	\$2,100
General Fund	\$821,897	\$784,717	\$765,511
<b>Total Revenue</b>	<b>\$831,150</b>	<b>\$786,717</b>	<b>\$767,611</b>
<b>Expenditure</b>			
Personnel	\$578,142	\$522,577	\$520,295
Operations & Maintenance	\$253,008	\$247,740	\$247,316
Capital	\$0	\$16,400	\$0
<b>Total Expenditure</b>	<b>\$831,150</b>	<b>\$786,717</b>	<b>\$767,611</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	12	12	11
Part-Time	0	0	0
<b>Total Personnel</b>	<b>12</b>	<b>12</b>	<b>11</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Traffic Operations

## Goals, Objectives & Performance Measures

Activity: Signal Maintenance

Serves City Council's Vision: Infrastructure Vision, Transportation Vision

Goal: Achieve efficient flow of vehicles and pedestrians

Objectives: Install and maintain traffic control signals, warning flashers and school zone flashers

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of signals maintained	119	118	118
Number of lamps & LEDs repaired or adjusted	230	250	360
Number of signal callouts	385	350	300
Number of school zone flashers and warning flashers maintained	89	91	91

Activity: Pavement Markings

Serves City Council's Vision: Infrastructure Vision, Transportation Vision

Goal: Achieve efficient flow of vehicles and pedestrians, Prevent accidents

Objectives: Install and maintain pavement markers

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of pavement reflectors installed/replaced on city streets	1,500	1,800	2,000
Gallons of paint used to stripe and mark streets	850	450	400
Linear feet of streets that are striped	135,000	120,000	110,000
Linear feet of thermoplastic pavement markings installed by city staff	15,000	20,000	16,000
Linear feet of road striping done by thermoplastic contractor	104,000	80,000	80,000

# Traffic Operations

## Goals, Objectives & Performance Measures

Activity: Sign Maintenance

Serves City Council's Vision: Infrastructure Vision, Transportation Vision

Goal: Achieve efficient flow of vehicles and pedestrians, Prevent accidents

Objectives: Install and maintain traffic control signs, guide signs

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of signs installed	1,200	1,800	1,600
Sign poles upgraded	320	320	800
Number of regulatory signs replaced	210	210	500
Number of warning signs replaced	45	200	250
Number of guide signs replaced	420	400	400

## Street Lighting

The Street Lighting division provides pleasant and accurate lighting conditions for the convenience and safety of traffic, the discouragement of crime and the promotion of business and civic progress.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
General Fund	\$1,057,390	\$1,118,829	\$1,118,829
Total Revenue	\$1,057,390	\$1,118,829	\$1,118,829
<b>Expenditure</b>			
Personnel	\$0	\$0	\$0
Operations & Maintenance	\$1,057,390	\$1,118,829	\$1,118,829
Capital	\$0	\$0	\$0
Total Expenditure	\$1,057,390	\$1,118,829	\$1,118,829

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
Total Personnel	0	0	0

\*Refer to the detailed personnel listing in the appendix for more information.

# Street Lighting

## Goals, Objectives & Performance Measures

Activity: Illumination

Serves City Council's Vision: Infrastructure Vision, Community Appearance Vision

Goal: Provide illumination for the public

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Total Number of Street Lights	7,219	7,340	7,540

## Street & Bridge

The Street and Bridge division provides the citizens of San Angelo with a quality and convenient street system.

<b>Budget Summary</b>	<b>FY11 Actual</b>	<b>FY12 Budget</b>	<b>FY13 Budget</b>
<b>Revenue</b>			
Reimbursed Expenses	\$43,628	\$45,000	\$45,000
Other	\$0	\$0	\$0
General Fund	\$2,225,445	\$3,378,430	\$3,424,789
<b>Total Revenue</b>	<b>\$2,269,073</b>	<b>\$3,423,430</b>	<b>\$3,469,789</b>
<b>Expenditure</b>			
Personnel	\$1,072,570	\$1,060,680	\$1,121,539
Operations & Maintenance	\$1,193,444	\$2,351,250	\$2,348,250
Capital	\$3,059	\$11,500	\$0
<b>Total Expenditure</b>	<b>\$2,269,073</b>	<b>\$3,423,430</b>	<b>\$3,469,789</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	27	27	27
Part-Time	0	0	0
<b>Total Personnel</b>	<b>27</b>	<b>27</b>	<b>27</b>

\*Refer to the detailed personnel listing in the appendix for more information.

## Street & Bridge

### Goals, Objectives & Performance Measures

Activity: Street & Alley Maintenance

Serves City Council's Vision: Infrastructure Vision, Transportation Vision

Goal: Provide a quality and convenient street system

Objectives: Maintenance, seal coating and crack sealing

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Linear feet of streets crack sealed	4,000	24,000	35,000
Number of pot holes patched	3,500	3,500	3,500
Linear feet of street shoulders repaired	1,500	1,000	1,000
Linear feet of streets repaired due to alligator cracking	24,000	24,000	35,000
Linear feet of alley repairs	25,000	25,000	30,000
Cost per square yard to seal coat streets	\$1.70	\$1.85	\$1.95
Number of curb and sidewalk replacements	40	40	40
Number of repairs to bridges and bridge railings	6	3	6

Activity: Demolitions

Serves City Council's Vision: Community Appearance Vision

Goal: Support other City divisions

Objectives: Respond to requests for service from Fire Prevention, Fairmount Cemetery

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of structures demolished	50	20	25
Tons of soil hauled from Fairmount Cemetery	350	600	600

## Solid Waste

The Solid Waste division provides collection and disposal of residential and commercial municipal solid waste for the citizens of San Angelo.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
User Fees	\$784,101	\$1,660,537	\$2,000,390
Other	\$138,882	\$145,138	\$153,330
Deficit/(Surplus)	\$502,895	(\$294,748)	(\$65,000)
<b>Total Revenue</b>	<b>\$1,425,878</b>	<b>\$1,510,927</b>	<b>\$2,088,720</b>
<b>Expenditure</b>			
Personnel	\$0	\$0	\$0
Operations & Maintenance	\$1,105,878	\$1,190,927	\$1,833,720
Transfer to General Fund	\$320,000	\$320,000	\$255,000
<b>Total Expenditure</b>	<b>\$1,425,878</b>	<b>\$1,510,927</b>	<b>\$2,088,720</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
<b>Total Personnel</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Solid Waste

## Goals, Objectives & Performance Measures

Activity: Solid Waste Disposal

Serves City Council's Vision: Infrastructure Vision

Goal: Provide disposal of residential and commercial solid waste

Objectives: Administer the contract for operation of the City landfill; Spring clean up program; Landfill permit administration

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Total tons of materials disposed at landfill	151,508	160,941	170,000
Average cost per ton of material disposed at landfill	9.41	11.22	12.67

Activity: Citizen Free Dumping

Serves City Council's Vision: Neighborhood Vision, Community Appearance Vision

Goal: Provide disposal of residential and commercial solid waste

Objectives: Administer the contract for operation of the City landfill; Spring clean up program; Landfill permit administration

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Annual cost of monthly citizen free dumping	\$134,031	\$160,000	\$170,000

## Lake Operations

The Lake Operations division provides clean and appealing recreational facilities at lakes.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Misc.	\$3,957	\$0	\$0
Water Fund	\$632,283	\$1,142,511	\$0
<b>Total Revenue</b>	<b>\$636,240</b>	<b>\$1,142,511</b>	<b>\$635,790</b>
<b>Expenditure</b>			
Personnel	\$412,470	\$435,577	\$418,017
Operations & Maintenance	\$183,180	\$197,674	\$217,773
Capital	\$40,590	\$509,260	\$0
<b>Total Expenditure</b>	<b>\$636,240</b>	<b>\$1,142,511</b>	<b>\$635,790</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	11	11	11
Part-Time	0	0	0
<b>Total Personnel</b>	<b>11</b>	<b>11</b>	<b>11</b>

\*Refer to the detailed personnel listing in the appendix for more information.

## Lake Operations

### Goals, Objectives & Performance Measures

Activity: Lake & Park Maintenance

Serves City Council's Vision: Parks and Open Space Vision

Goal: Provide clean appealing recreational facilities at Lakes

Objectives: Mosquito control; Tree trimming; Mowing parks; Lake operations

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of buoys maintained or repaired	75	78	110
Number of boat docks repaired	30	30	25
Number of fishing benches maintained or repaired	40	40	35
Number of signs repaired or replaced	40	40	45
Amount of time removing trash and debris from Lake Nasworthy and Twin Buttes Lake	3,744	4,968	5,020
Number of picnic tables repaired or repainted	150	150	80

Activity: Landscape Maintenance

Serves City Council's Vision: Parks and Open Space Vision

Goal: Provide clean and appealing recreational facilities at lakes

Objectives: Mosquito control; Tree trimming; Mowing parks; Lake Operations

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of trees pruned or trimmed	2,000	1,800	2,500
Number of acres mowed	6,000	6,000	6,000
Cost per acre mowed	\$12	\$12	\$77

## Vehicle Maintenance

The Vehicle Maintenance division maintains safe and dependable equipment for City divisions.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Sales	\$3,949,863	\$5,504,627	\$5,630,622
Other	\$889,860	\$902,405	\$900,068
Transfers In	\$0	\$0	\$0
Deficit/(Surplus)	(\$40,051)	\$29,290	\$0
<b>Total Revenue</b>	<b>\$4,799,672</b>	<b>\$6,436,322</b>	<b>\$6,530,690</b>
<b>Expenditure</b>			
Personnel	\$823,332	\$826,192	\$811,646
Operations & Maintenance	\$3,914,297	\$5,512,852	\$5,672,810
Capital	\$62,043	\$97,278	\$46,234
<b>Total Expenditure</b>	<b>\$4,799,672</b>	<b>\$6,436,322</b>	<b>\$6,530,690</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	19	17	17
Part-Time	0	0	0
<b>Total Personnel</b>	<b>19</b>	<b>17</b>	<b>17</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Vehicle Maintenance

## Goals, Objectives & Performance Measures

Activity: Equipment Acquisition, Preparation and Liquidation

Serves City Council's Vision: N/A

Goal: Maintain safe and dependable equipment

Objectives: Purchase additional and replacement vehicles and equipment

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of vehicles/machinery in the equipment fleet	875	850	884
Number of items sold at auction	54	57	50
Revenue generated from auction sales	\$123,690	\$117,000	\$103,000

Activity: Unscheduled Repairs

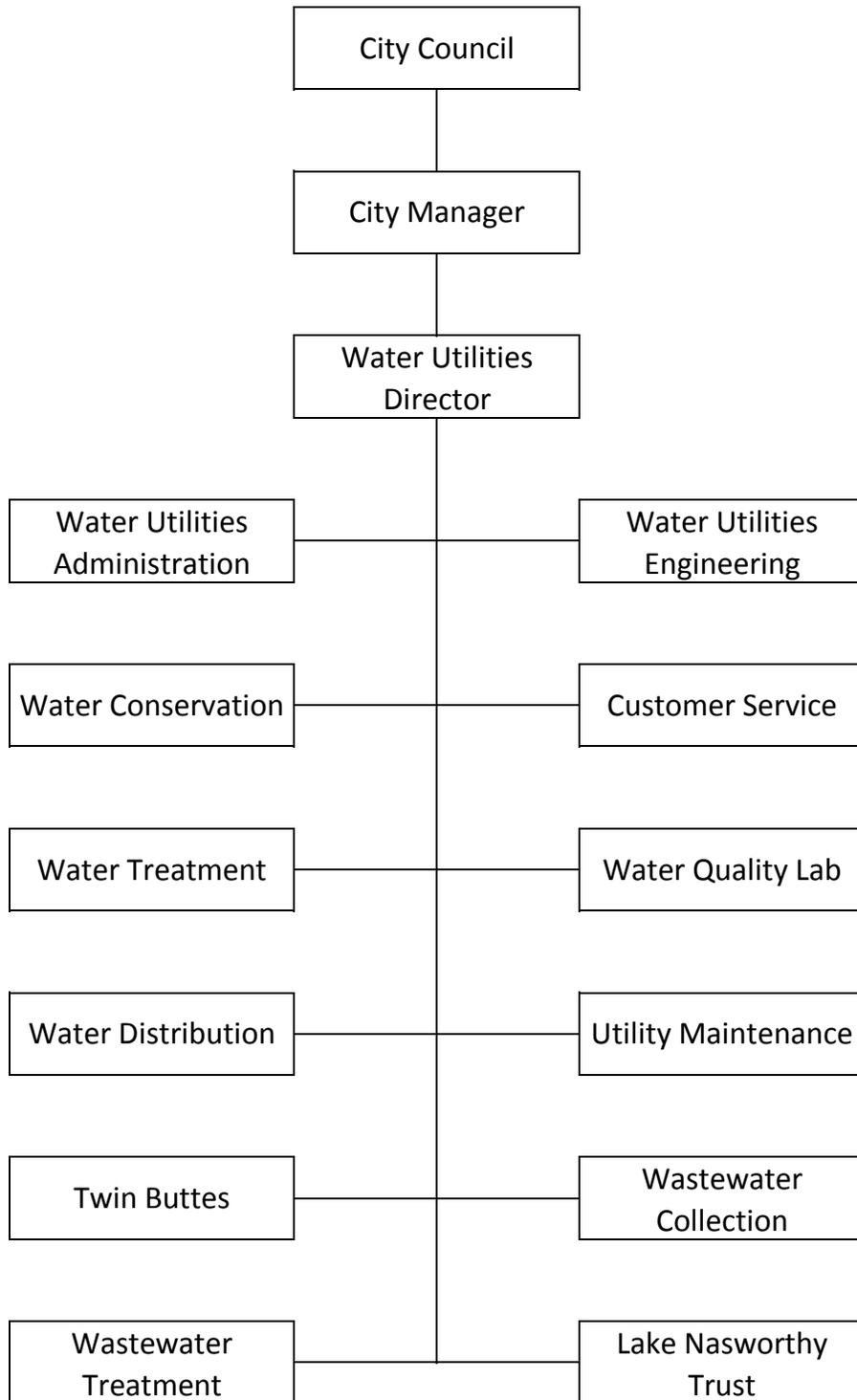
Serves City Council's Vision: N/A

Goal: Maintain safe and dependable equipment

Objectives: Maintain city fleet

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of unscheduled repair jobs	5,525	5,700	5,516
Average number of days of vehicle down time during unscheduled repairs	7	5	5

# Water Utilities



## Water Utilities Administration

The Water Utilities Administration division provides effective, efficient and value-minded administration and management of the City of San Angelo Water and Wastewater utilities.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Water Fund	\$3,052,604	\$3,764,167	\$3,111,775
Total Revenue	\$3,052,604	\$3,764,167	\$3,111,775
<b>Expenditure</b>			
Personnel	\$331,394	\$331,419	\$330,445
Operations & Maintenance	\$245,541	\$899,918	\$248,500
Capital	\$0	\$0	\$0
Transfers Out	\$2,475,669	\$2,532,830	\$2,532,830
Total Expenditure	\$3,052,604	\$3,764,167	\$3,111,775

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	3	3	3
Part-Time	0	0	0
Total Personnel	3	3	3

\*Refer to the detailed personnel listing in the appendix for more information.

# Water Utilities Administration

## Goals, Objectives & Performance Measures

Activity: Lake Lot Management

Serves City Council's Vision: Financial Vision

Goal: Provide effective, efficient and value-minded administration and management

Objectives: Provide fiscal management and administration; Manage city-owned lake properties

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of lake lots under lease agreement	220	212	202
Number of lake lots sold	7	8	10
Revenue from lease of lake lots	\$123,534	\$144,279	\$138,280
Revenue from sale of lake lots	\$504,003	\$607,176	\$760,000

Activity: Management

Serves City Council's Vision: N/A

Goal: Provide effective, efficient and value-minded administration and management

Objectives: Manage utility operations and engineering; Administer Capital Improvement Plan; Prepare, publish and distribute annual Consumer Confidence Report

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of communication & coordination meetings with division manager	600	600	600

## Water Utilities Engineering

The Water Utilities Engineering division provides engineering and construction management for the water and wastewater systems of the City.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Water Fund	\$643,643	\$829,385	\$711,146
<b>Total Revenue</b>	<b>\$643,643</b>	<b>\$829,385</b>	<b>\$711,146</b>
<b>Expenditure</b>			
Personnel	\$576,149	\$773,396	\$655,157
Operations & Maintenance	\$64,775	\$55,989	\$55,989
Capital	\$2,719	\$0	\$0
<b>Total Expenditure</b>	<b>\$643,643</b>	<b>\$829,385</b>	<b>\$711,146</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	7	9	9
Part-Time	0	0	0
<b>Total Personnel</b>	<b>7</b>	<b>9</b>	<b>9</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Water Utilities Engineering

## Goals, Objectives & Performance Measures

Activity: Water and Wastewater Capital Improvement Projects

Serves City Council's Vision: Infrastructure Vision

Goal: Provide engineering and construction management

Objectives: Capital Improvements Plan engineering design and construction management; Water and wastewater system engineering; Maintenance/production of utility system mapping and project data management

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Engineering Design, Drafting and Contract Management cost as percentage of construction cost	1.17%	1.88%	2.11%
Construction Management cost as a percentage of construction cost	3.84%	3.28%	3.69%

Activity: Subdivision Utility Plans & Improvements

Serves City Council's Vision: Infrastructure

Goal: Provide engineering and construction management

Objectives: Water and wastewater system engineering; Maintenance/production of utility system mapping and project data management; Subdivision water and wastewater utility plan development, review and construction inspection

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Total number of Subdivision Utility Plans reviewed, accepted and inspected	10	13	16
Average number of man hours utilized in the Construction Management, Coordination and Inspection of subdivision utility improvements per project	160	140	130

## Water Capital

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Water Fund	\$903,901	\$1,458,098	\$1,087,739
Total Revenue	\$903,901	\$1,458,098	\$1,087,739
<b>Expenditure</b>			
Operations & Maintenance	\$0	\$0	\$0
Capital	\$903,901	\$1,458,098	\$1,087,739
Total Expenditure	\$903,901	\$1,458,098	\$1,087,739

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
Total Personnel	0	0	0

\*Refer to the detailed personnel listing in the appendix for more information.

## Water Conservation

The Water Conservation division promotes water conservation to enhance efficient use of water thereby optimizing the city's water supply.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Water Fund	\$119,906	\$105,799	\$69,375
Total Revenue	\$119,906	\$105,799	\$69,375
<b>Expenditure</b>			
Personnel	\$66,717	\$41,479	\$0
Operations & Maintenance	\$53,189	\$64,320	\$69,375
Capital	\$0	\$0	\$0
Total Expenditure	\$119,906	\$105,799	\$69,375

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	1	1	0
Part-Time	0	0	0
Total Personnel	1	1	0

\*Refer to the detailed personnel listing in the appendix for more information.

# Water Conservation

## Goals, Objectives & Performance Measures

Activity: Violations sent

Serves City Council's Vision: N/A

Goal: Promote water conservation

Objectives: Follow up on reports of code violations; Patrolling to ensure compliance; Assisting homeowners and businesses with their sprinkler systems; Issuing citations

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Total number of violation notices sent	435	246	10
Number of 2nd or 3rd violation notices sent	22	0	0

Activity: Public Awareness

Serves City Council's Vision: Neighborhood Vision

Goal: Promote water conservation

Objectives: Public Service Announcements (PSA's) for radio, internet and television including Channel 17; "Use Water Wisely" summer and winter campaigns for billboards and transit buses; Promotional items (rain gauges, low flow showerheads, kid's rulers and coloring books, etc.); Appear on television news stations informing the public of current ordinance regulation and ways to conserve water; Public speaking at schools, civic events and organizations; Provide tours at the Bluffs Nature Walk

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of appearances on local television stations	12	16	16
Number of occurrences for billboard media advertising	52,560	0	0
Number of occurrences for television media advertising	250	275	300
Number of messages that appear on customer's water bills	297,000	299,000	325,000
Number of public speaking engagements	6	8	10
Number of promotional items given away	6,000	8,000	9,000

## Customer Service

The Customer Service division provides quality customer service both in person and through the telephone; offers payment options to accommodate the customer; sets up or disconnects requested service; and resolves issues in a timely manner.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Water Fund	\$532,076	\$623,754	\$594,480
Total Revenue	\$532,076	\$623,754	\$594,480
<b>Expenditure</b>			
Personnel	\$426,754	\$474,551	\$445,277
Operations & Maintenance	\$104,169	\$149,203	\$149,203
Capital	\$1,153	\$0	\$0
Total Expenditure	\$532,076	\$623,754	\$594,480

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	12	12	14
Part-Time	0	0	0
Total Personnel	12	12	14

\*Refer to the detailed personnel listing in the appendix for more information.

# Customer Service

## Goals, Objectives & Performance Measures

Activity: Customer Service

Serves City Council's Vision: N/A

Goal: Provide excellent customer service to water customers

Objectives: Assist water customers by phone and in person

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of phone calls received from customers	48,282	48,200	48,900
Number of walk-in customers assisted	23,597	24,000	25,500

Activity: Meter Reading

Serves City Council's Vision: N/A

Goal: Provide excellent customer service to water customers

Objectives: Read residential, commercial and sprinkler meters

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of manual meter reads conducted	429,648	431,000	433,000
Percent of meter reads conducted accurately	99.5%	99.5%	99.5%

# Customer Service

## Goals, Objectives & Performance Measures

Activity: Service Establishment/Disconnection

Serves City Council's Vision: N/A

Goal: Provide excellent customer service to water customers

Objectives: Establish and disconnect service

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of meter disconnects due to delinquency	2,472	2,017	1,800
Number of new taps processed	261	250	300
Number of meters connected	5,573	5,500	5,500

## Water Supply Contracts

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Water Fund	\$2,890,304	\$3,318,478	\$3,318,478
Total Revenue	\$2,890,304	\$3,318,478	\$3,318,478
<b>Expenditure</b>			
Personnel	\$0	\$0	\$0
Operations & Maintenance	\$2,890,304	\$3,318,478	\$3,318,478
Capital	\$0	\$0	\$0
Total Expenditure	\$2,890,304	\$3,318,478	\$3,318,478

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
Total Personnel	0	0	0

\*Refer to the detailed personnel listing in the appendix for more information.

## Water Treatment

The Water Treatment division treats and supplies safe drinking water to the customers of the city.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Water Fund	\$1,982,171	\$2,252,380	\$2,420,538
Total Revenue	\$1,982,171	\$2,252,380	\$2,420,538
<b>Expenditure</b>			
Personnel	\$592,871	\$593,353	\$617,302
Operations & Maintenance	\$1,386,341	\$1,659,027	\$1,803,236
Capital	\$2,959	\$0	\$0
Total Expenditure	\$1,982,171	\$2,252,380	\$2,420,538

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	12	12	12
Part-Time	0	0	0
Total Personnel	12	12	12

\*Refer to the detailed personnel listing in the appendix for more information.

# Water Treatment

## Goals, Objectives & Performance Measures

Activity: Water Treatment

Serves City Council's Vision: Infrastructure Vision

Goal: Treat and supply safe drinking water to the customers of the city

Objectives: Manage delivery of raw water to treatment plant; Treat water to TCEQ and EPA drinking water standards; File and maintain water quality reports with TCEQ; Operate pump stations for delivery of water into the distribution system; Receive and dispatch after-hours emergency calls for Water Utilities; calibrate and maintain turbidimeters and chlorine analyzers at water treatment plant and storage tanks; maintain grounds and structures at treatment plant and storage tanks

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of turbidity monitoring tests completed and reviewed	525,600	525,600	525,600
Average amount of raw water treated daily for consumption	13.7 MGD	13 MGD	13 MGD
Percentage of inspections by TCEQ that meet or exceed expectations	100%	100%	100%
Percentage of calendar days the water storage levels meet TCEQ requirements	100%	100%	100%
Annual average of turbidity results	0.11	0.10	0.10
Annual average finished water chloramines disinfectant residual	4.40	3.50	3.00
Chemical treatment cost as a percentage of overall treatment cost	33.6%	47.0%	30.0%
Electrical cost as a percentage of overall treatment cost	11.0%	11.0%	11.0%
Number of after-hours calls handled	8,988	9,500	9,500
Volume of Lake Ivie water treated	15,443	15,680	15,680

## Water Quality Lab

The Water Quality Lab provides laboratory services to the City in sampling, analyzing, evaluating, reporting and consulting on City water/wastewater quality and plant operational issues.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Water Fund	\$376,397	\$517,366	\$415,254
Total Revenue	\$376,397	\$517,366	\$415,254
<b>Expenditure</b>			
Personnel	\$261,229	\$271,402	\$269,290
Operations & Maintenance	\$113,426	\$245,464	\$145,464
Capital	\$1,742	\$500	\$500
Total Expenditure	\$376,397	\$517,366	\$415,254

<b>Personnel Summary*</b>	<b>FY11 Actual</b>	<b>FY12 Budget</b>	<b>FY13 Budget</b>
Full Time	5	5	5
Part-Time	0	0	0
Total Personnel	5	5	5

\*Refer to the detailed personnel listing in the appendix for more information.

# Water Quality Lab

## Goals, Objectives & Performance Measures

Activity: Testing and Analysis

Serves City Council's Vision: Infrastructure Vision

Goal: Sample, analyze, evaluate, report and consult on City water and wastewater quality

Objectives: Drinking water sampling; Wastewater sampling

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of Water Reclamation Facility analyses per test	8,700	8,700	5,200
Cost of Water Reclamation Facility analyses per test	\$17.00	\$17.00	\$15.40
Number of employee hours per Water Reclamation Facility analyses	1.03	1.03	0.40
Number of Water Treatment Plant analyses	4,100	4,100	8,200
Cost of Water Treatment Plant per test	\$13.50	\$13.50	\$14.63
Number of employee hours per Water Treatment Plant analysis	0.75	0.75	0.5
Number of Bacteriological presence-absence chromogenic substrate tests	1,225	1,250	1,300
Number of samples collected from industrial permittee discharges into the wastewater collection system	1,950	1,975	1,975
Number of backflow devices tracked	410	450	510
Number of pretreatment devices (grease traps) monitored and tracked	1,750	1,775	1,770

## Water Distribution

The Water Distribution division provides potable water in adequate qualities to citizens and businesses of San Angelo.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Water Fund	\$2,729,168	\$3,048,980	\$2,779,374
Total Revenue	\$2,729,168	\$3,048,980	\$2,779,374
<b>Expenditure</b>			
Personnel	\$1,413,021	\$1,527,904	\$1,468,062
Operations & Maintenance	\$1,316,147	\$1,520,126	\$1,311,312
Capital	\$0	\$950	\$0
Total Expenditure	\$2,729,168	\$3,048,980	\$2,779,374

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	39	38	36
Part-Time	0	0	0
Total Personnel	39	38	36

\*Refer to the detailed personnel listing in the appendix for more information.

# Water Distribution

## Goals, Objectives & Performance Measures

Activity: Water System Maintenance

Serves City Council's Vision: Infrastructure Vision

Goal: Provide potable water in adequate qualities

Objectives: Provide service connections; Repair service leaks and main leaks

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of valves repaired	30	30	30
Percentage of valves responded to within 24 hours needing repair or replacement	85%	85%	85%
Number of potable water service leaks repaired	150	167	160
Percentage of potable water service leaks repaired within 24 hours	90%	90%	90%
Number of water main leaks repaired	900	900	900
Number of fire hydrants repaired or replaced	850	825	825
Number of water meter leaks repaired	300	300	300
Number of new water taps and services installed	70	100	70
Number of services repaired or replaced	70	69	64
Number of work orders managed	2,400	2,400	2,400

## Utility Maintenance

The Water Utility Maintenance division provides maintenance and construction support to the water utilities treatment plants, pump stations, water supply facilities and distribution/collection systems.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Water Fund	\$921,891	\$1,040,610	\$1,023,392
<b>Total Revenue</b>	<b>\$921,891</b>	<b>\$1,040,610</b>	<b>\$1,023,392</b>
<b>Expenditure</b>			
Personnel	\$805,081	\$887,032	\$887,814
Operations & Maintenance	\$116,810	\$149,078	\$131,078
Capital	\$0	\$4,500	\$4,500
<b>Total Expenditure</b>	<b>\$921,891</b>	<b>\$1,040,610</b>	<b>\$1,023,392</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	20	20	20
Part-Time	0	0	0
<b>Total Personnel</b>	<b>20</b>	<b>20</b>	<b>20</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Utility Maintenance

## Goals, Objectives & Performance Measures

Activity: Maintenance/Repair Services

Serves City Council's Vision: Infrastructure Vision

Goal: Provide maintenance and construction support to the Water Utilities treatment plants, pump stations, water supply facilities and distribution/collection systems

Objectives: Maintenance of pumps, motors and mechanical equipment; Installation and repair of electrical and telemetry equipment; Construction of new facilities

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of preventative maintenance, repair and miscellaneous work orders	1,490	500	1,300
Percentage of preventative maintenance work orders to total work orders	51%	2%	50%
Percentage of repair work orders to total work orders	47%	98%	50%
Percentage of miscellaneous work orders to total work orders	2%	2%	2%
Number of work orders scheduled for the Water Reclamation Facility	621	75	400
Number of work orders scheduled for Water Treatment	321	30	300
Number of work orders scheduled for the Lift Stations/Grinders	412	134	500
Number of miscellaneous work orders scheduled	136	100	100

## Water Non-Departmental

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Water Fund	\$5,674,384	\$6,434,293	\$6,432,293
Total Revenue	\$5,674,384	\$6,434,293	\$6,432,293
<b>Expenditure</b>			
Personnel	\$157,972	\$158,588	\$158,588
Operations & Maintenance	\$5,516,412	\$6,275,705	\$6,273,705
Capital	\$0	\$0	\$0
Total Expenditure	\$5,674,384	\$6,434,293	\$6,432,293

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
Total Personnel	0	0	0

\*Refer to the detailed personnel listing in the appendix for more information.

## Other Water Funds

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Other Water Funds	\$13,573,075	\$12,813,295	\$14,211,048
Deficit/(Surplus)	\$1,971,865	\$2,328,116	\$0
Total Revenue	\$15,544,940	\$15,141,411	\$14,211,048
<b>Expenditure</b>			
Personnel	\$0	\$0	\$0
Operations & Maintenance	\$10,797,996	\$8,265,060	\$9,493,183
Capital	\$4,746,944	\$6,876,351	\$4,717,865
Total Expenditure	\$15,544,940	\$15,141,411	\$14,211,048

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
Total Personnel	0	0	0

\*Refer to the detailed personnel listing in the appendix for more information.

## Water Supply - Twin Buttes

The Twin Buttes Division of Water Utilities operates, monitors and maintains the water supplies impounded in the Twin Buttes and Lake Nasworthy reservoirs. This Division operates the release mechanisms on these structures under the direction of the Water Utilities Director in coordination and under the regulation of the TCEQ Water Master Program. This Division maintains the impounding structures under the guidance and regulations of the United States Bureau of Reclamation and the Texas Commission on Environmental Quality.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Water Fund	\$441,735	\$738,165	\$182,025
Total Revenue	\$441,735	\$738,165	\$182,025
<b>Expenditure</b>			
Personnel	\$85,964	\$86,480	\$86,818
Operations & Maintenance	\$355,771	\$651,685	\$95,207
Capital	\$0	\$0	\$0
Total Expenditure	\$441,735	\$738,165	\$182,025

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	2	2	2
Part-Time	0	0	0
Total Personnel	2	2	2

\*Refer to the detailed personnel listing in the appendix for more information.

# Water Supply - Twin Buttes

## Goals, Objectives & Performance Measures

Activity: Twin Buttes Dam Maintenance and Operations

Serves City Council's Vision: Water Supply

Goals: Provide for the safe impoundment and release of waters as required for flood protection and water supply as required under State and City direction.

Tree trimming, stream flow measurements, grease flood gates

Measurement of O.B. Wells and Relief wells at Twin Buttes dam, check and keep clean toedrain, spray weeds as needed, exercise flood gates as needed, mow dams as needed

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Percent of inspections that meet or exceed expectations	100%	100%	100%

## Wastewater Collection

The Wastewater Collection Division provides for the collection of wastewater in the City of San Angelo.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Wastewater Fund	\$1,238,763	\$1,457,563	\$1,320,797
<b>Total Revenue</b>	<b>\$1,238,763</b>	<b>\$1,457,563</b>	<b>\$1,320,797</b>
<b>Expenditure</b>			
Personnel	\$640,900	\$695,099	\$711,507
Operations & Maintenance	\$597,863	\$762,464	\$609,290
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$1,238,763</b>	<b>\$1,457,563</b>	<b>\$1,320,797</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	17	17	17
Part-Time	0	0	0
<b>Total Personnel</b>	<b>17</b>	<b>17</b>	<b>17</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Wastewater Collection

## Goals, Objectives & Performance Measures

Activity: Wastewater System Maintenance/Repair

Serves City Council's Vision: Infrastructure Vision

Goal: Provide for the collection of wastewater

Objectives: Collect wastewater; Transport wastewater; Provide service connections; Investigate sewage back up and odor complaints; Conduct inflow/infiltration investigations

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Linear footage of sewer mains inspected and cleaned	299,598	300,000	300,000
Number of sewer main stoppages repaired	400	400	400
Number of sewer taps installed for new service	75	80	80
Number of collapsed or broken sewer mains repaired	30	30	30
Number of work orders managed	1,600	1,600	1,600

## Wastewater Treatment

The Wastewater Treatment division provides for the treatment of wastewater from the City of San Angelo and beneficial reuse of the treated wastewater and Bio-solids.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Wastewater Fund	\$2,432,533	\$2,667,148	\$2,646,575
Total Revenue	\$2,432,533	\$2,667,148	\$2,646,575
<b>Expenditure</b>			
Personnel	\$1,054,723	\$1,099,196	\$1,126,324
Operations & Maintenance	\$1,376,641	\$1,567,952	\$1,520,251
Capital	\$1,169	\$0	\$0
Total Expenditure	\$2,432,533	\$2,667,148	\$2,646,575

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	21	21	21
Part-Time	0	0	0
Total Personnel	21	21	21

\*Refer to the detailed personnel listing in the appendix for more information.

## Wastewater Treatment

### Goals, Objectives & Performance Measures

Activity: Treatment of Wastewater

Serves City Council's Vision: Infrastructure Vision

Goal: Provide for the treatment of wastewater

Objectives: Treatment of wastewater to meet TCEQ environment standards for beneficial reuse

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Quantity of wastewater treated per employee per year	219,634 MG	204,000 MG	200,000 MG
Cost of wastewater treated	.73/1000 GAL	.78/1000 GAL	.79/1000 GAL
Chemical cost of wastewater treated	.04/1000 GAL	.04/1000 GAL	.04/1000 GAL
Electrical cost of wastewater treated	.15/1000 GAL	.16/1000 GAL	.17/1000 Gal
Plant performance determined by State of Texas regulatory agency inspection	Passed	Pass	Pass
Average biochemical oxygen demand	13	15-20	15-20

## Wastewater Treatment - Airport

The Wastewater Treatment – Airport division provides for the treatment of wastewater at San Angelo Regional Airport.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Wastewater Fund	\$160	\$5,000	\$5,000
<b>Total Revenue</b>	<b>\$160</b>	<b>\$5,000</b>	<b>\$5,000</b>
<b>Expenditure</b>			
Personnel	\$0	\$0	\$0
Operations & Maintenance	\$160	\$5,000	\$5,000
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$160</b>	<b>\$5,000</b>	<b>\$5,000</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
<b>Total Personnel</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*Refer to the detailed personnel listing in the appendix for more information.

## Wastewater Capital

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Wastewater Fund	\$283,416	\$424,514	\$189,732
<b>Total Revenue</b>	<b>\$283,416</b>	<b>\$424,514</b>	<b>\$189,732</b>
<b>Expenditure</b>			
Personnel	\$0	\$0	\$0
Operations & Maintenance	\$0	\$0	\$0
Capital	\$283,416	\$424,514	\$189,732
<b>Total Expenditure</b>	<b>\$283,416</b>	<b>\$424,514</b>	<b>\$189,732</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
<b>Total Personnel</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*Refer to the detailed personnel listing in the appendix for more information.

## Wastewater Non-Departmental

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Wastewater Fund	\$5,736,636	\$5,859,800	\$5,761,170
<b>Total Revenue</b>	<b>\$5,736,636</b>	<b>\$5,859,800</b>	<b>\$5,761,170</b>
<b>Expenditure</b>			
Personnel	\$54,485	\$48,000	\$48,000
Operations & Maintenance	\$5,682,151	\$5,811,800	\$5,713,170
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$5,736,636</b>	<b>\$5,859,800</b>	<b>\$5,761,170</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
<b>Total Personnel</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*Refer to the detailed personnel listing in the appendix for more information.

## Other Wastewater Funds

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Other Wastewater Funds	\$6,107,990	\$6,126,720	\$5,929,784
Deficit/(Surplus)	(\$1,165,286)	\$6,708,023	\$0
<b>Total Revenue</b>	<b>\$4,942,704</b>	<b>\$12,834,743</b>	<b>\$5,929,784</b>
<b>Expenditure</b>			
Personnel	\$0	\$0	\$0
Operations & Maintenance	\$4,314,952	\$5,469,957	\$4,660,898
Capital	\$627,752	\$7,364,786	\$1,268,886
<b>Total Expenditure</b>	<b>\$4,942,704</b>	<b>\$12,834,743</b>	<b>\$5,929,784</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
<b>Total Personnel</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*Refer to the detailed personnel listing in the appendix for more information.

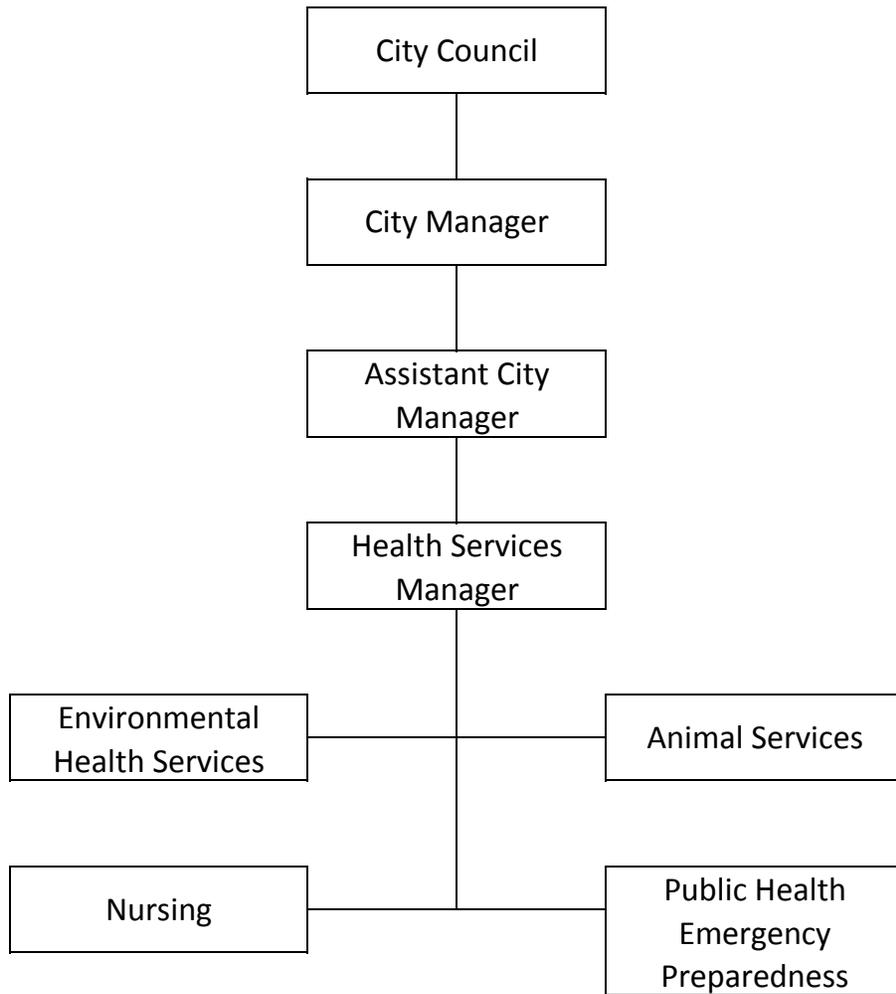
## Lake Nasworthy Trust Fund

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Sale of Land	\$715,391	\$728,000	\$600,000
Other	\$120,357	\$124,000	\$124,000
Deficit/(Surplus)	(\$741,168)	(\$718,000)	(\$590,000)
<b>Total Revenue</b>	<b>\$94,580</b>	<b>\$134,000</b>	<b>\$134,000</b>
<b>Expenditure</b>			
Operations & Maintenance	\$14,234	\$50,000	\$50,000
Capital	\$0	\$0	\$0
Transfers Out	\$80,346	\$84,000	\$84,000
<b>Total Expenditure</b>	<b>\$94,580</b>	<b>\$134,000</b>	<b>\$134,000</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
<b>Total Personnel</b>	<b>0</b>	<b>0</b>	<b>0</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Health Services



## Health Services Administration

The Health Services Administration division provides administrative leadership for the Health Services division.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Rent	\$0	\$0	\$0
General Fund	\$96,224	\$142,770	\$178,317
<b>Total Revenue</b>	<b>\$96,224</b>	<b>\$142,770</b>	<b>\$178,317</b>
<b>Expenditure</b>			
Personnel	\$61,635	\$106,672	\$142,667
Operations & Maintenance	\$34,589	\$36,098	\$35,650
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$96,224</b>	<b>\$142,770</b>	<b>\$178,317</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	0	1	1
Part-Time	0	0	0
<b>Total Personnel</b>	<b>0</b>	<b>1</b>	<b>1</b>

\*Refer to the detailed personnel listing in the appendix for more information.

## Health Services Administration

### Goals, Objectives & Performance Measures

Activity: Health Planning & Outreach

Serves City Council's Vision: Neighborhood Vision

Goal: Provide administration leadership

Objectives: Respond to citizen calls, appeals and action

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of annexes and plans reviewed and revised	2	4	4
Number of Public, Board, Director, Staff, Planning, Training Meetings attended	92	100	100
Number of responses to citizen complaints and appeals	106	100	100

Activity: Grant Management

Serves City Council's Vision: Financial Vision

Goal: Provide administration leadership

Objectives: Financial reporting to Department of State Health Services; Activity reporting to Department of State Health Services

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of Activity and Financial Status Reports submitted to the Department of State Health Services	4	4	4
Number of local, state and/or federal grants applied for and/or researched	6	6	6
Number of purchase vouchers submitted to the Department of State Health Services	24	36	36

## Environmental Health

The Environmental Health division protects the public's health by providing environmental health services within the City of San Angelo.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Inspection Fees	\$50,742	\$84,940	\$51,000
Grant Revenue	\$146,592	\$161,835	\$119,433
Transfers In	\$430	\$0	\$0
Deficit/(Surplus)	(\$18,109)	\$0	\$0
<b>Total Revenue</b>	<b>\$179,655</b>	<b>\$246,775</b>	<b>\$170,433</b>
<b>Expenditure</b>			
Personnel	\$173,580	\$187,054	\$148,871
Operations & Maintenance	\$6,075	\$59,721	\$21,562
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$179,655</b>	<b>\$246,775</b>	<b>\$170,433</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	4	3	3
Part-Time	0	0	0
<b>Total Personnel</b>	<b>3</b>	<b>3</b>	<b>3</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Environmental Health

## Goals, Objectives & Performance Measures

Activity: Public Health Investigations; Inspections and Permits

Serves City Council's Vision: Neighborhood Vision

Goal: Protect public's health

Objectives: Routine food service inspections; Food service complaint inspections; Food borne illness investigations; Pool investigations; Onsite sewage system complaints and corrective action; Public health nuisance complaint investigations; Foster home and day care inspections

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of Public health nuisance complaints and investigations	98	100	100
Percentage of food establishments inspected based on risk category	90%	90%	90%
Number of routine food establishment inspections	1,477	1,500	1,500
Percent of all food service complaints initiated within 24 hours of notification	99%	99%	99%
Number of pre-inspections and walk-through	74	75	75
Number of temporary food establishment inspections performed	107	100	100
Percent of routine food establishment permits and applications issued before expiration date	90%	90%	90%
Percent of inspections with grade of less than 30 demerits	100.0%	100.0%	100.0%
Number of foster home and day care inspections	22	22	22
Number of mobile unit inspections	16	18	18
Total number of annual permits issued	480	480	480

## Animal Services

The Animal Services division provides citizens with protection in animal matters and provides animals refuge.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Shelter Fees	\$119,596	\$116,282	\$129,697
General Fund	\$617,069	\$642,272	\$629,262
<b>Total Revenue</b>	<b>\$736,665</b>	<b>\$758,554</b>	<b>\$758,959</b>
<b>Expenditure</b>			
Personnel	\$452,093	\$479,618	\$480,023
Operations & Maintenance	\$280,100	\$278,936	\$278,936
Capital	\$4,472	\$0	\$0
<b>Total Expenditure</b>	<b>\$736,665</b>	<b>\$758,554</b>	<b>\$758,959</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	11	12	12
Part-Time	0	0	0
<b>Total Personnel</b>	<b>11</b>	<b>12</b>	<b>12</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Animal Services

## Goals, Objectives & Performance Measures

Activity: Control the animal population

Serves City Council's Vision: Neighborhood Vision

Goal: Provide citizen protection; Provide animals refuge

Objectives: Animal Impoundment

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of euthanizations performed	7,347	5,324	6,335
Cost of food at the shelter	\$17,444	\$20,210	\$23,150
Percent of animals adopted	14.00%	17.00%	15.00%
Percent of sheltered animals euthanized	78.00%	70.00%	70.00%
Percent of sheltered animals returned to owners	6.00%	9.00%	7.00%
Number of animals sheltered in a year	9,803	7,748	8,775
Number of Rabies Specimen test done in a year	32	30	31

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## Nursing

The Nursing division provides a range of services designated to promote healthy living through prevention, protection and intervention to the citizens of San Angelo and Tom Green County.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Clinic Fees	\$66,729	\$11,000	\$27,900
Transfers In	\$178,051	\$100,000	\$100,000
Deficit/(Surplus)	\$10,876	\$0	\$0
Total Revenue	\$255,656	\$111,000	\$127,900
<b>Expenditure</b>			
Personnel	\$193,836	\$90,445	\$76,902
Operations & Maintenance	\$61,820	\$20,555	\$50,998
Capital	\$0	\$0	\$0
Total Expenditure	\$255,656	\$111,000	\$127,900

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	5	4	3
Part-Time	0	0	0
Total Personnel	5	4	3

\*Refer to the detailed personnel listing in the appendix for more information.

## Nursing

### Goals, Objectives & Performance Measures

Activity: Immunization Education & Outreach

Serves City Council's Vision: Neighborhood Vision

Goal: Promote healthy living through prevention, protection and intervention

Objectives: Immunizations-Children and Adults; Public health education; Lab services

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of adult immunizations	1,837	667	334
Number of immunizations administered to children	3,535	1,004	502
Number of immunization outreach encounter activates	60	6	10

Activity: Disease Control

Serves City Council's Vision: Neighborhood Vision

Goal: Promote healthy living through prevention, protection and intervention

Objectives: Surveillance and investigation of communicable disease; lab services

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of STD clients treated	160	26	80
Number of STD/HIV education & prevention encounters	722	42	361
Number of clients scheduled through STD Clinic	766	50	383
Number of Texas Reportable Conditions reported	99	84	80
Number of reported cases related to food borne illness	47	24	30
Number of TB tests	725	322	363
Percent of TB clients completing Latent Tuberculosis Infection therapy	100%	100%	100%
Percent of TB cases completing therapy in 12 months	100%	100%	100%

## Public Health Emergency Preparedness

The Public Health Emergency Preparedness (PHEP) division provides public health emergency preparedness and response.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Grant Revenue	\$103,640	\$110,166	\$99,079
Deficit/(Surplus)-MATCH	\$809	\$0	\$0
Total Revenue	\$104,449	\$110,166	\$99,079
<b>Expenditure</b>			
Personnel	\$79,752	\$90,448	\$92,252
Operations & Maintenance	\$6,987	\$19,718	\$6,827
Capital	\$17,710	\$0	\$0
Total Expenditure	\$104,449	\$110,166	\$99,079

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	0	0	0
Part-Time	4	4	4
Total Personnel	4	4	4

\*Refer to the detailed personnel listing in the appendix for more information.

## Public Health Emergency Preparedness

### Goals, Objectives & Performance Measures

Activity: Emergency Planning & Response

Serves City Council's Vision: Neighborhood Vision

Goal: Provide public health emergency preparedness and response

Objectives: Coordinate with local, regional and state partners; Develop and maintain response plan

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of emergency plans reviewed and revised	3	4	4
Attend Local Emergency Planning Committee meetings	12	12	12
Participate in disasters, emergencies or exercises	4	4	4
Maintain and update the Public Health Information Network	1	1	1
Quarterly test of the ability to notify key partners and stakeholders	1	4	4
Number of target capabilities administered in the PHEP Capabilities & Objectives Work Plan	15	15	15

Activity: Grant Management

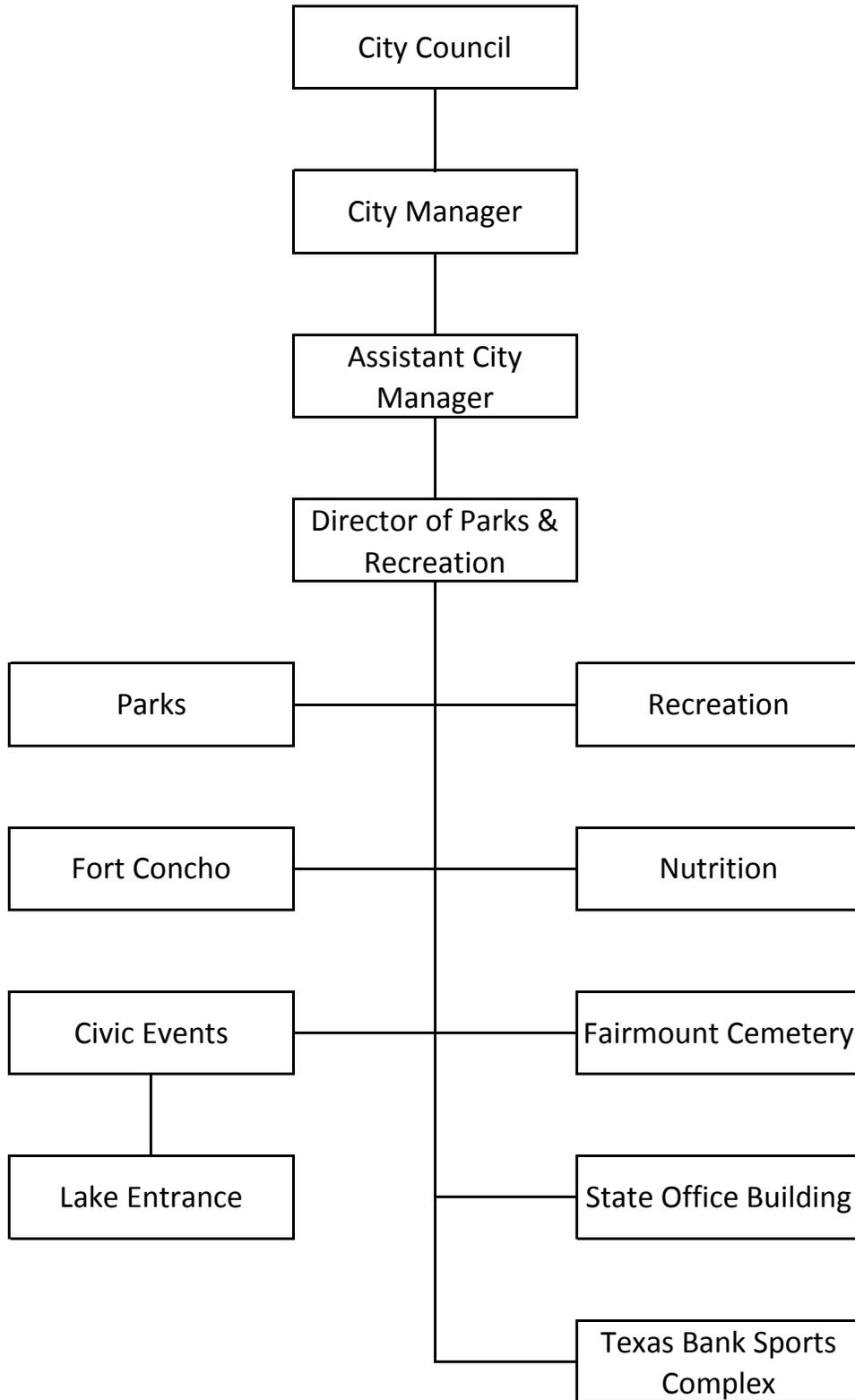
Serves City Council's Vision: Financial Vision

Goal: Provide public health emergency preparedness and response

Objectives: Financial reporting; Activity reporting

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Dollar amount of purchase vouchers submitted	\$103,640	\$99,000	\$99,000
Number of Activity & Financial Status Reports submitted	4	4	4

# Parks & Recreation



## Parks

The Parks department provides, develops and maintains a system of parks for public use and enjoyment subject to the limitations, conditions and descriptions prescribed in the three separate deeds to the lands and premises designated as the Santa Fe Parks and further described limitations conditions and descriptions set forth in the City Charter.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Transfers In	\$253,386	\$258,453	\$263,622
Other	\$18,765	\$33,675	\$26,000
General Fund	\$2,071,196	\$2,173,545	\$2,237,001
<b>Total Revenue</b>	<b>\$2,343,347</b>	<b>\$2,465,673</b>	<b>\$2,526,623</b>
<b>Expenditure</b>			
Personnel	\$1,619,374	\$1,763,826	\$1,755,176
Operations & Maintenance	\$722,732	\$698,847	\$768,447
Capital	\$1,241	\$3,000	\$3,000
<b>Total Expenditure</b>	<b>\$2,343,347</b>	<b>\$2,465,673</b>	<b>\$2,526,623</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	47	46	46
Part-Time	0	0	0
<b>Total Personnel</b>	<b>47</b>	<b>46</b>	<b>46</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Parks

## Goals, Objectives & Performance Measures

Activity: Maintain parks and sports fields

Serves City Council's Vision: Parks & Open Space Vision

Goal: Maintain system of parks for public use and enjoyment

Objectives: Maintain parks including grounds, structures and restrooms; Maintain sports fields

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of monthly inspections	42	44	44
Number of parks serviced daily	42	44	44
Average number of days in a service cycle for class AA parks	9	7	7
Average number of days in a service cycle for the Landscape South Mowing Crew	38.11	22	22
Average number of days in a service cycle for the landscape North Mowing Crew	25.1	25	25
Average number of days in a service cycle for the for the Landscape Specialties Mowing Crew	10.41	7	7
Cost per acre for maintenance of parks and sports fields	\$5,000	\$5,146	\$5,660
Number of repair maintenance work orders completed	174	200	200
Average number of days in a service cycle for the Ball Field North Mowing Crew	20.94	14	14
Average number of days in a service cycle for the Ball Field South Mowing Crew	9.1	14	14
Average number of days in a service cycle for the landscape River Mowing Crew	20.9	17	17
Number of playgrounds maintained	19	20	20

## Recreation

The Recreation division provides leisure services and opportunities by (1) providing recreation opportunities through organized programs, facilities and areas; (2) acquiring, developing and maintaining recreation areas and open spaces; (3) educating all citizens about the important role leisure can play in improving the quality of life; (4) serving the leisure needs of all citizens; and (5) providing such facilities, areas and services in the most cost-effective manner possible.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
User fees	\$463,343	\$444,870	\$446,800
General Fund	\$388,627	\$620,766	\$607,736
<b>Total Revenue</b>	<b>\$851,970</b>	<b>\$1,065,636</b>	<b>\$1,054,536</b>
<b>Expenditure</b>			
Personnel	\$460,974	\$530,317	\$513,948
Operations & Maintenance	\$390,996	\$515,319	\$457,579
Capital		\$20,000	\$82,509
<b>Total Expenditure</b>	<b>\$851,970</b>	<b>\$1,065,636</b>	<b>\$1,054,036</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	9	7	7
Part-Time	4	1	1
<b>Total Personnel</b>	<b>13</b>	<b>8</b>	<b>8</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Recreation

## Goals, Objectives & Performance Measures

Activity: Nature Center Services

Serves City Council's Vision: N/A

Goal: Provide recreation opportunities through organized programs, facilities and areas

Objectives: Recreational programs

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of participants in summer day camps	75	80	80
Number of parties hosted	116	126	126
Number of tours provided for education institutions and other organizations	130	140	140
Number of self-guided wildlife exhibit tours	1,200	1,220	1,220

Activity: Recreation Center Services

Serves City Council's Vision: Neighborhood Vision

Goal: Provide recreation opportunities through organized programs, facilities and areas

Objectives: Recreation programs

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of summer camp participants	800	850	850
Number of senior program participants	58,690	58,900	58,900

# Recreation

## Goals, Objectives & Performance Measures

Activity: Athletics/Aquatics

Serves City Council's Vision: Neighborhood Vision

Goal: Provide recreation opportunities through organized programs, facilities and areas

Objectives: Recreational programs

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Combined number of participants for youth sports	1,308	1,400	1,400
Number of teams that participate in the pre-season youth basketball tournament	21	28	30
Total attendance at the Municipal pool during public hours	27,583	28,000	28,000
Number of participants during pool rentals per season	2,000	2,500	2,500

Activity: Special

Serves City Council's Vision: N/A

Goal: Provide recreation opportunities through organized programs, facilities and areas

Objectives: Recreation programs

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of Date Night participants	2,100	2,100	2,100

## Water Lily Garden

The Water Lily Garden division provides an International Water Lily Collection through either contracted or City-employed services on an annual basis at the City-constructed water lily display pools at the Civic League Park.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
General Fund	\$88,253	\$90,276	\$92,721
Total Revenue	\$88,253	\$90,276	\$92,721
<b>Expenditure</b>			
Personnel	\$0	\$0	\$0
Operations & Maintenance	\$88,253	\$90,276	\$92,721
Capital	\$0	\$0	\$0
Total Expenditure	\$88,253	\$90,276	\$92,721

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
Total Personnel	0	0	0

\*Refer to the detailed personnel listing in the appendix for more information.

## Nutrition

The Senior Services division provides a comprehensive group of programs for adults 55 and older to help build a brighter future for them and their community, enabling them to live more independently with dignity.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Grant Revenue	\$119,362	\$119,723	\$119,723
Other	\$140,967	\$141,020	\$141,020
General Fund	\$1,039	\$0	\$0
<b>Total Revenue</b>	<b>\$261,368</b>	<b>\$260,743</b>	<b>\$260,743</b>
<b>Expenditure</b>			
Personnel	\$161,343	\$124,402	\$148,890
Operations & Maintenance	\$100,025	\$115,690	\$111,853
Capital	\$0	\$20,651	\$0
<b>Total Expenditure</b>	<b>\$261,368</b>	<b>\$260,743</b>	<b>\$260,743</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	3	3	3
Part-Time	2	2	2
<b>Total Personnel</b>	<b>5</b>	<b>5</b>	<b>5</b>

\*Refer to the detailed personnel listing in the appendix for more information.

## Nutrition

### Goals, Objectives & Performance Measures

Activity: Congregate Meals

Serves City Council's Vision: Neighborhood Vision

Goal: Provide programs for adults 55 and older

Objectives: Serve hot meals in a community setting; Prepare frozen meals for weekends

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of noon meals prepared	38,873	42,600	38,975
Number of client intakes	663	700	675
Cost per meal prepared	\$3.70	\$4.01	\$3.69

Activity: Training and Certification

Serves City Council's Vision: Neighborhood Vision

Goal: Provide programs for adults 55 and older

Objectives: Provide nutrition education

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of nutritional health screenings completed	663	700	675
Retail food establishment inspection report	3	3	3
Texas Food Management Safety Certifications and Food Handlers Classes completed	4	4	4

## Civic Events

The Civic Events division seeks to operate each of its venues in a manner that provides organizers and attendees of local events and touring shows a clean, comfortable, safe and well-maintained facility; exceptional customer service; fair market prices; and consistently enforced policies. These venues include Foster Communications Coliseum, City Auditorium, the McNease Convention Center, the Bill Aylor Sr. Memorial RiverStage, El Paseo de Santa Angela pavilions, the Indoor Arena and the Farmers Market pavilions.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Motel Occupancy Tax	\$2,237,409	\$1,575,000	\$1,750,000
Venue Revenue	\$491,730	\$466,880	\$501,860
Transfers In	\$0	\$0	\$0
Deficit/(Surplus)	(\$560,301)	\$9,550	\$0
Total Revenue	\$2,168,838	\$2,051,430	\$2,251,860
<b>Expenditure</b>			
Personnel	\$612,272	\$654,891	\$618,028
Operations & Maintenance	\$1,556,566	\$1,381,641	\$1,513,075
Capital	\$0	\$14,898	\$120,757
Total Expenditure	\$2,168,838	\$2,051,430	\$2,251,860

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	12	12	12
Part-Time	27	30	30
Total Personnel	39	42	42

\*Refer to the detailed personnel listing in the appendix for more information.

# Civic Events

## Goals, Objectives & Performance Measures

Activity: Event Booking & Sponsorship

Serves City Council's Vision: Neighborhood Vision

Goal: Provide organizers and attendees of local events and touring shows a clean, comfortable, safe and well-maintained facility; exceptional customer service; fair market prices; and consistently enforced policies

Objectives: Attract top-notch events that appeal to the community's varied interests; Negotiate reasonable terms for events and execute fair agreements that serve all parties' interests; Efficiently set-up and break-down for events; Provide all requested support services for events

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Amount of in-kind support granted to local nonprofits conducting special events	\$30,205	\$17,500	\$17,500
Number of touring events booked	28	28	40
Number of events contracted by external customers	228	250	300
Number of events contracted by internal customers	90	100	120
Number of attendees of events (internal and external)	197,360	220,000	250,000
Percentage of calendar days when each of the 8 venues are in use	3.50%	3.50%	4.00%

# Civic Events

## Goals, Objectives & Performance Measures

Activity: Venue Management

Serves City Council's Vision: Neighborhood Vision

Goal: Provide organizers and attendees of local events and touring shows a clean, comfortable, safe and well-maintained facility; exceptional customer service; fair market prices; and consistently enforced policies

Objectives: Provide a clean, well-maintained facility for a wide range of events throughout the year; Collect all revenue to which the taxpaying public is entitled

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Percentage of events that draw out-of-town staff/attendees resulting in local hotel activity	48%	55%	55%
Amount of advertising/naming rights/sponsorship revenue generated	\$21,000	\$15,000	\$20,000
Average cost per square foot to maintain Civic Events facilities	\$32.00	\$55.00	\$60.00
Percentage of customer complaints resolved by staff	6%	3%	6%

## Lake Entrance

The Lake Entrance division collects all required camping and entry fees for Spring Creek and Middle Concho parks at Lake Nasworthy.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Camping and Lake Fees	\$115,488	\$135,000	\$115,000
Reimbursed Expenses	\$0	\$4,164	\$0
Deficit/(Surplus)	(\$93,249)	(\$94,358)	(\$70,753)
<b>Total Revenue</b>	<b>\$22,239</b>	<b>\$44,806</b>	<b>\$44,247</b>
<b>Expenditure</b>			
Personnel	\$16,749	\$30,906	\$30,347
Operations & Maintenance	\$5,490	\$13,900	\$13,900
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$22,239</b>	<b>\$44,806</b>	<b>\$44,247</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	0	0	0
Part-Time	4	4	4
<b>Total Personnel</b>	<b>4</b>	<b>4</b>	<b>4</b>

\*Refer to the detailed personnel listing in the appendix for more information.

## Fairmount Cemetery

The Fairmount Cemetery division maintains and supports a 57 acre historic cemetery in accordance with state laws governing perpetual care cemeteries such as landscaping, preparation of grave sites and assisting funeral home personnel with graveside burial services; provides services to the public locating family burial plots, selection of burial space and completion of necessary documentation for interment.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Cemetery Fees	\$320,318	\$340,950	\$327,550
General Fund	\$16,732	\$16,732	\$16,732
Deficit/(Surplus)	\$6,818	(\$500)	\$0
<b>Total Revenue</b>	<b>\$343,868</b>	<b>\$357,182</b>	<b>\$344,282</b>
<b>Expenditure</b>			
Personnel	\$234,533	\$226,619	\$234,504
Operations & Maintenance	\$109,335	\$130,563	\$109,778
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$343,868</b>	<b>\$357,182</b>	<b>\$344,282</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	6	6	6
Part-Time	0	0	0
<b>Total Personnel</b>	<b>6</b>	<b>6</b>	<b>6</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Fairmount Cemetery

## Goals, Objectives & Performance Measures

Activity: Cemetery Administration

Serves City Council's Vision: N/A

Goal: Prepare grave sites; Assist with graveside burial services

Objectives: Provide cemetery facilities and services for the public; Provide burial spaces; Provide cemetery facility

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of burial services	101	128	118
Number of burial lots sold	54	39	42

Activity: Grounds Maintenance

Serves City Council's Vision: Parks and Open Space Vision

Goal: Maintain and support a 57 acre historic cemetery in accordance with state law

Objectives: Provide cemetery facilities and services for the public; Provide burial spaces; Provide cemetery

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of acres mowed/trimmed annually	513	513	513

## Fort Concho

Fort Concho serves a functional and educational purpose to the community; contributes to the city's tourism industry and provides programs, activities and events within a properly restored and maintained 40-acre/24-building historic site and museum; contributes to the general improvement and vibrancy of San Angelo's downtown and cultural center south of the Concho River.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Event Revenue	\$466,805	\$513,400	\$517,900
Rent	\$51,105	\$45,000	\$55,000
Transfers In	\$301,431	\$300,000	\$300,000
Deficit/(Surplus)	\$214	\$0	\$0
<b>Total Revenue</b>	<b>\$819,555</b>	<b>\$858,400</b>	<b>\$872,900</b>
<b>Expenditure</b>			
Personnel	\$574,219	\$578,833	\$578,620
Operations & Maintenance	\$243,501	\$272,467	\$265,110
Capital	\$1,835	\$7,100	\$29,170
<b>Total Expenditure</b>	<b>\$819,555</b>	<b>\$858,400</b>	<b>\$872,900</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	12	11	12
Part-Time	2	2	2
<b>Total Personnel</b>	<b>14</b>	<b>13</b>	<b>14</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Fort Concho

## Goals, Objectives & Performance Measures

Activity: Schedule events and programs

Serves City Council's Vision: Neighborhood Vision

Goal: Provide programs, activities and events within a properly restored and maintained 40-acre/24-building historic site and museum

Objectives: Provide Fort programs for the public including Christmas at Fort Concho, Frontier Days events, and the Danner Museum of Telephony

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of visitors and Christmas at Old Fort Concho	17,500	16,500	16,500
Number of participants & volunteers at Christmas at Old Fort Concho	1,000	1,000	1,000
Percentage of visitors, participants and volunteers and Christmas at Old Fort Concho from out-of-town	33%	34%	34%
Number of new displays or exhibits	3	3	3
Number of children's programs participants	4,000	4,000	4,500

Activity: Membership Packages

Serves City Council's Vision: N/A

Goal: Contribute to the general improvement and vibrancy of San Angelo's downtown and cultural center south of the Concho River

Objectives: Provide Fort facilities and buildings for the public

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of annual members	300	325	350
Revenue from annual memberships	\$47,375	\$50,000	\$55,000

## State Office Building

The State Office Building division assists the State of Texas in serving area citizens by providing an efficient central office location for various agencies with proper support space, work areas and parking.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Rent	\$1,161,034	\$1,190,752	\$1,215,958
Other	\$572	\$3,000	\$3,000
Deficit/(Surplus)	\$236,863	\$130,000	\$34,725
<b>Total Revenue</b>	<b>\$1,398,469</b>	<b>\$1,323,752</b>	<b>\$1,184,233</b>
<b>Expenditure</b>			
Personnel	\$105,642	\$107,588	\$108,666
Operations & Maintenance	\$1,292,827	\$1,216,164	\$1,075,567
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$1,398,469</b>	<b>\$1,323,752</b>	<b>\$1,184,233</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	2	2	2
Part-Time	0	0	0
<b>Total Personnel</b>	<b>2</b>	<b>2</b>	<b>2</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# State Office Building

## Goals, Objectives & Performance Measures

Activity: Facility Management

Serves City Council's Vision: Industry Vision

Goal: Provide an efficient central office location

Objectives: Provide/maintain office, support space and parking areas for state agencies; Contribute to the area's overall positive appearance and cooperate with ongoing programs and events at Fort Concho; Work with state agencies and plan for authorized future expansion of office space

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of tenants in lease agreements	13	13	13
Average annual percentage of available office space leased	98%	99%	100%

## Texas Bank Sports Complex

The Texas Bank Sports Complex provides leisure services and opportunities by (1) providing recreation opportunities through organized programs in safe facilities and areas; (2) acquiring, developing and maintaining recreation areas and open spaces; (3) educating all citizens about the important role leisure activities can play in improving the quality of life; (4) serving the leisure needs of all citizens; and (5) providing such areas and services in the most cost effective manner possible.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Program Fees	\$94,907	\$88,000	\$88,000
Other	\$62,087	\$47,000	\$52,000
Transfers In	\$427,651	\$450,000	\$450,000
Deficit/(Surplus)	\$121,348	\$0	\$0
<b>Total Revenue</b>	<b>\$705,993</b>	<b>\$585,000</b>	<b>\$590,000</b>
<b>Expenditure</b>			
Personnel	\$279,395	\$284,820	\$311,497
Operations & Maintenance	\$426,598	\$300,180	\$278,503
Capital	\$0	\$0	\$0
<b>Total Expenditure</b>	<b>\$705,993</b>	<b>\$585,000</b>	<b>\$590,000</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	9	10	9
Part-Time	0	0	0
<b>Total Personnel</b>	<b>9</b>	<b>10</b>	<b>9</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Texas Bank Sports Complex

## Goals, Objectives & Performance Measures

Activity: Facility Maintenance

Serves City Council's Vision: Parks and Open Space Vision

Goal: Provide leisure services and opportunities

Objectives: Maintain recreation areas

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Average number of days in a service cycle to mow the ball fields, parks and open space	7	7	7
Percentage of time the ball fields are prepared	100%	100%	100%
Number of acres mowed annually	3,040	3,040	3,040
Average cost per acre mowed	\$2,500	\$2,750	\$3,025
Average number of days in bed maintenance/planting cycle	12	12	12
Average cost per occurrence of ball field infield maintenance	\$55	\$60	\$65

## Metropolitan Planning Organization

Part of the overall planning mission is to provide assistance to the City Manager and City Council on matters affecting the physical and economic growth and development of San Angelo.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Grant Revenue	\$153,810	\$532,612	\$180,000
General Fund	\$652	\$0	\$0
<b>Total Revenue</b>	<b>\$154,462</b>	<b>\$532,612</b>	<b>\$180,000</b>
<b>Expenditure</b>			
Personnel	\$102,698	\$167,082	\$91,425
Operations & Maintenance	\$43,631	\$74,846	\$82,375
Capital	\$8,133	290,684	\$6,200
<b>Total Expenditure</b>	<b>\$154,462</b>	<b>\$532,612</b>	<b>\$180,000</b>

<b>Personnel Summary*</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Full Time	3	3	3
Part-Time	0	0	0
<b>Total Personnel</b>	<b>3</b>	<b>3</b>	<b>3</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# Metropolitan Planning Organization

## Goals, Objectives & Performance Measures

Activity: Public Outreach and Education

Serves City Council's Vision: Transportation Vision, Neighborhood Vision

Goal: Promote physical and economical growth and development

Objectives: Transportation planning for the City; General operations of the MPO; Data collection and analysis; Special projects and studies

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Present information/data to the MPO policy Board	2	2	2
Host & coordinate public meetings	2	6	8

Activity: Update plans and programs

Serves City Council's Vision: Transportation Vision, Community Appearance Vision

Goal: Promote physical and economical growth and development

Objectives: Transportation planning for the City; General operations of the MPO; Documentation and reports; Special projects and studies

Performance Measures	FY12 Actual	FY13 Budget	FY14 Budget
Number of amendments to the Transportation Improvement Program	4	2	3
Number of amendments to the Metropolitan Transportation Plan	2	2	2
Number of amendments to the Unified Planning Work Program	0	2	0

# Metropolitan Planning Organization

## Goals, Objectives & Performance Measures

Activity: Grants/Alternative Funding

Serves City Council's Vision: Transportation Vision, Financial Vision

Goal: Promote physical and economical growth and development

Objectives: General operations of the MPO; Financial management of the transportation grants;  
Documentation and reports; Special projects and studies

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Research grant opportunities	3	2	4

## San Angelo Regional Airport

The San Angelo Regional Airport aims to contribute to the economic vitality and quality of life in San Angelo, Tom Green County and the Concho Valley. We do this by providing high quality aviation services, facilities, and interaction with our customers. Our customers are the airfield tenants and users, neighbors, and the worldwide aviation community to which we may provide support.

<b>Budget Summary</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
<b>Revenue</b>			
Grants	\$0	\$50,000	\$50,000
Leases and Rentals	1,120,704	\$1,149,450	\$1,049,458
Concessions	\$256,001	\$252,300	\$273,560
Other	\$70,401	\$75,423	\$85,961
Deficit/(Surplus)	(\$3,916)	\$274,972	\$0
<b>Total Revenue</b>	<b>\$1,443,190</b>	<b>\$1,802,145</b>	<b>\$1,458,979</b>
<b>Expenditure</b>			
Personnel	\$635,391	\$690,060	\$740,015
Operations & Maintenance	\$651,641	\$743,589	\$697,696
Capital	\$156,158	\$368,496	\$21,268
<b>Total Expenditure</b>	<b>\$1,443,190</b>	<b>\$1,802,145</b>	<b>\$1,458,979</b>

<b>Personnel Summary*</b>	<b>FY11 Actual</b>	<b>FY12 Budget</b>	<b>FY13 Budget</b>
Full Time	15	14	14
Part-Time	0	0	0
<b>Total Personnel</b>	<b>15</b>	<b>14</b>	<b>14</b>

\*Refer to the detailed personnel listing in the appendix for more information.

# San Angelo Regional Airport

## Goals, Objectives & Performance Measures

Activity: Commercial

Serves City Council's Vision: Industry Vision

Goal: Provide high quality aviation services, facilities and interaction with our customers; Contribute to the economic vitality and quality of life

Objectives: Contribute to regional economic development through aviation facilities and services

<b>Performance Measures</b>	<b>FY12 Actual</b>	<b>FY13 Budget</b>	<b>FY14 Budget</b>
Number of passengers	111,556	127,500	127,500
Number of flights	106,141	102,000	102,000
Passenger Facility Charges collected form commercial airlines	235,687	230,000	265,000
Fuel gallons	1,086,771	1,130,000	1,298,000

# City of San Angelo

## Fixed Assets and Capital Improvement Plan

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The City of San Angelo categorizes capital expenditures three ways – 1) minor, routine capital expenditures included in a division’s budget; 2) equipment replacement; and 3) projects adopted in the capital improvement plan (CIP). The definition of each category is detailed below.

### 1) Routine Capital Expenditures

The FY2013-14 budget for routine capital expenditures was approved as follows (see table at right).

Minor, routine capital expenditures are included in each division’s budget. These purchases are purchases with a single acquisition cost in excess of \$1,000 and a useful life of more than two years.

These expenditures do not require additional personnel or operating costs. Nor do routine capital expenditures yield savings or generate revenue. The most common example of a routine capital expenditure is a computer purchase.

Fund	FY14 Budget
<b>General Fund</b>	\$80,332
<b>Intergovernmental Fund</b>	27,166
<b>State Office Bldg Fund</b>	34,725
<b>Airport Fund</b>	6,268
<b>Water Funds</b>	257,662
<b>Wastewater Funds</b>	50,000
<b>Vehicle Maintenance Fund</b>	33,234
<b>Communications Fund</b>	108,701
<b>Property/Casualty Fund</b>	1,500
<b>Civic Events Fund</b>	42,662
<b>Fort Concho Fund</b>	29,170
<b>Total Routine Expenditures</b>	\$671,420

### 2) Equipment Replacement

Equipment replacement is the scheduled purchase of vehicles and machinery such as police cars, ambulances, dump trucks, generators, etc. These are significant non-routine capital expenditures.

Items approaching or past their useful life are reviewed by the Equipment Replacement Committee annually. The committee was created four years ago to bring together the biggest users of capital equipment, like Police and Street & Bridge, in an effort to provide an equitable distribution of available funds.

The Equipment Replacement Committee does not just prioritize purchases. The members also research alternative solutions, like equipment leases. These options are necessary to provide safe and efficient equipment in the most fiscally efficient way possible.

Equipment replacement funding for fiscal year 2013-14 is budgeted as follows:

Fund	FY14 Budget
<b>General Fund</b>	\$1,508,373
<b>Airport Fund</b>	15,000
<b>Stormwater Fund</b>	350,300
<b>Water Funds</b>	584,577
<b>Wastewater Funds</b>	139,732
<b>Vehicle Maintenance Fund</b>	13,000
<b>Civic Events Fund</b>	59,098
<b>Total Equipment Replacement</b>	<b>\$2,670,080</b>

**Operating Budget Impact of Equipment Replacement Over a Five Year Period**

Generally equipment replacement purchases have a positive impact on the operating budget. Most of the City’s equipment is past its useful life and requires more maintenance and repairs.

When outdated equipment is replaced, maintenance expenditures decrease.

For example, this year we will replace a 1999 one-half ton pickup. New vehicles are purchased with a bumper to bumper warranty at an approximate cost of \$1,615. General maintenance for this truck costs about \$8,000 each year. When the truck is replaced, general maintenance will cost \$1,615 for three years instead of \$24,000 for the same time period.

To a lesser degree, gasoline usage also decreases when equipment is replaced. Generally new equipment is more fuel efficient.

**3) Capital Improvement Plan**

A CIP project typically has a useful life of at least three years, has a total estimated cost in excess of \$25,000 and requires six months or more to complete. The preparation of a five-year capital improvement plan is an integral part of the community’s strategic planning efforts.

In 2007, the City adopted the first five-year Capital Improvement Plan (CIP) to better reflect a comprehensive view of the City’s needs and activities. Historically, the City of San Angelo funded capital improvements at varying levels and projects were more often selected based on availability of funds instead of their priority in the organization’s vision. As a result, infrastructure has (or will in the near future) exceeded its useable life.

In December 2006, the City faced its largest non-weather related crisis in its history – the failure of a major water transmission main that impacted two-thirds of the community. This event prompted staff and City Council to research the most critical infrastructure needs.

The severity of these needs generated a philosophical shift in the City’s approach to maintaining its infrastructure.

The CIP is a planning tool and does not appropriate funds but rather supports the appropriations made through the budget process. Efficiencies are gained in the CIP process by giving advance notice of large expenditures.

All capital projects must be included in the annual CIP preparation process for approval by City Council. First, project managers submit projects to the Budget Manager. Budget staff holds public meetings to gather citizen opinion on the priority of projects and the consideration of additional projects. The CIP is finally presented to and approved by City Council. Once the CIP is approved, unfunded, high priority projects are considered for funding in the budget preparation process. Project managers may then execute the capital project when funded.

CIP projects have a wide range of funding sources including fund balance, debt instruments, grants and designated revenue. For example, all Airport projects are funded through federal and state grants with a match of local funds required of the City. On the other hand, the Concho River Dredging, Bank Stabilization and Trails Improvements project is funded through type B sales tax. The following chart is a summary of fiscal year 2013-14 projects by funding source.

A detailed list of projects with the source of funding is included later in this section.

Extenuating circumstances like natural disasters, new state or federal mandates, or a change in available funding can require

immediate changes in the Capital Improvement Plan. In urgent situations, these changes can be adopted at any time in the year with City Council approval.

Funding Source	FY14 Budget
<b>General Fund</b>	\$1,731,529
<b>TIRZ Fund</b>	374,833
<b>Stormwater Fund</b>	500,000
<b>Water Funds</b>	4,967,865
<b>Wastewater Funds</b>	1,268,886
<b>Total CIP</b>	\$8,843,113

**Excerpt from the City of San Angelo Charter**

SECTION 59A CAPITAL PROGRAM:

- A. Submission to City Council. The City Manager shall prepare and submit to the city council a multi-year capital program no later than five months before the final date for submission of the budget.
- B. Contents. The capital program shall include:
  - (1) A clear general summary of its contents;
  - (2) Identification of the long-term goals of the community;
  - (3) A list of all capital improvements and other capital expenditures which are proposed to be undertaken during the fiscal years next ensuing, with appropriate supporting information as to the necessity for each;

- (4) Cost estimates and recommended time schedules for each improvement or other capital expenditure;
- (5) Method of financing upon which each capital expenditure is to be reliant;
- (6) The estimated annual cost of operating and maintaining the facilities to be constructed or acquired;
- (7) A commentary on how the plan addresses the sustainability of the community and the region of which it is a part; and
- (8) Methods to measure outcomes and performance of the capital plan related to the long-term goals of the community, said methods shall be based on the best practices or methodology, including, but not limited to, methodology based upon the present value of all future cash flows of the above.

The above shall be revised and extended each year with regard to capital improvements still pending or in process of construction or acquisition.

C. Notice and Hearing. The City Council shall publish at an address or location on the internet where the citizens of San Angelo have ready access a copy of the capital program. The City Council shall also publish the time and place, not less than two weeks after such publication of the capital program, for a public hearing on the capital program.

D. Adoption. The City Council by resolution shall adopt the capital program with or without amendment after the public hearing and on or before adoption of the annual budget. This program or any portion thereof may be deleted, modified, or suspended during the course of a fiscal year by majority vote of the city council, based on events, changes in technology or other circumstances which justify such action.

**Operating Budget Impact of CIP Over a Five Year Period**

The following chart outlines the projected impact the CIP projects will have on the City operating budget. The estimates for the ongoing operating costs were adopted in the formal CIP.

2014-2018 Capital Improvement Plan					
Summary of Operating Impact					
	FY2014	FY2015	FY2016	FY2017	FY2018
<b>Operating Impact</b>	\$(44,000)	(45,000)	34,000	34,600	35,200

The CIP shows total estimated expenditures of \$487 million composed of 81 capital projects for fiscal year 2013-2014. Only 18 projects were funded in this budget with a capital cost of \$8,843,113

and an operating impact of \$(44,000). These projects are funded by general fund, TIRZ, storm water fee, water rates, and wastewater charges.

FY2014 Capital Improvement and Operating Budget Impact	
<b>FY2014 Capital Projects Budget</b>	\$8,843,113
<b>Estimated FY2014 Operating Budget Impact</b>	(44,000)

FY2014 Capital Improvement and Operating Budget Impact			
Capital Project	Source	Capital Cost	Budget Impact
<b>Development Services</b>			
Streetscape	TIRZ Fund	\$374,833	0
	<b>Subtotal</b>	<b>\$374,833</b>	<b>0</b>
<b>Fire</b>			
Fire Training Center	General Fund	\$200,000	0
	<b>Subtotal</b>	<b>\$200,000</b>	<b>0</b>
<b>Information Technology</b>			
Server Upgrades	General Fund	\$25,000	0
	<b>Subtotal</b>	<b>\$25,000</b>	<b>0</b>
<b>Parks &amp; Recreation</b>			
Fairmount Cemetery Columbaria	General Fund	\$316,000	0
	<b>Subtotal</b>	<b>\$316,000</b>	<b>0</b>
<b>Stormwater</b>			
Red Arroyo Trail	Stormwater Fund	\$500,000	0
	<b>Subtotal</b>	<b>\$500,000</b>	<b>0</b>

<b>FY2014 Capital Improvement and Operating Budget Impact</b>			
<b>Capital Project</b>	<b>Source</b>	<b>Capital Cost</b>	<b>Budget Impact</b>
<b>Water &amp; Wastewater Utilities</b>			
Automated Meter Reading System	Water Funds	\$1,500,000	(44,000)
Clay Pipe Replacements	Wastewater Funds	\$868,886	0
Water Plant Equipment	Water Funds	\$300,000	0
Lift Station Repairs	Wastewater Funds	\$200,000	0
Transmission Main & Line Valves Replacement	Water Funds	\$1,317,865	0
Water Main Replacements	Water Funds	\$1,350,000	0
Wastewater Plant Equipment	Wastewater Funds	\$200,000	0
Utility Billing Building Remodel	Water Funds	\$500,000	0
	<b>Subtotal</b>	<b>\$6,236,751</b>	<b>(44,000)</b>
<b>FY2014 Total Capital Projects Budget*</b>			
		<b>\$7,652,584</b>	<b>(44,000)</b>

\*The FY2014 General Fund adopted budget includes \$1,190,529 in capital funds not yet allocated to a specific project. A budget amendment will occur mid-year as directed by City Council.

**City of San Angelo**  
 2013-2018 Capital Improvement Plan  
 Adopted by Resolution February 21, 2013

Project Type Key: IN= Infrastructure; AP= Airport; COF= City Operation Facilities; CFP- Community Facilities & Parks; EN= Environmental Projects; EQ= Equipment; TG= Technology

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Project Type	Division	Project Title	Dedicated/Committed Funding	Proposed Funding Source	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	Total Project Costs
IN	Street & Bridge	Mill & Overlay- Main Street	Y	General Fund	185,000					185,000
IN	Street & Bridge	Mill & Overlay - 14th Street	Y	General Fund	403,000					403,000
IN	Street & Bridge	Mill & Overlay - 19th Street	Y	General Fund	378,000					378,000
IN	Street & Bridge	Reconstruction of Bell St from Concho River to Old Ballinger Hwy	N	Undetermined	4,800,000					4,800,000
IN	Street & Bridge	Reconstruction of Glenna Dr. from Houston Harte to Junius St	N	Undetermined				1,300,000		1,300,000
IN	Street & Bridge	Reconstruction of Main St. from 19th St. to 26th St.	N	Undetermined					1,800,000	1,800,000
IN	Street & Bridge	Reconstruction of MLK Blvd. from 25th St. to 29th St.	N	Undetermined			2,500,000			2,500,000
IN	Street & Bridge	Reconstruction of Southwest Blvd from Sunset South to Railroad Tracks	N	Undetermined		6,500,000				6,500,000
IN	Street & Bridge	Reconstruction of 29th St. from Bryant Blvd. to 2018 N. Chadbourne	N	Undetermined					2,500,000	2,500,000
IN	Engineering Services	Sealcoat Program	Y	General Fund	1,800,000	600,000	600,000	600,000	600,000	4,863,000
IN	Stormwater	Storm Water Quality Improvements	N	Future Stormwater Utility Fee	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	29,300,000
IN	Stormwater	Sunset Lake Improvements	Y	Stormwater Utility Fee		700,000				700,000
IN	Stormwater	Remediation of Drainage Ave P	Y	General Fund	1,300,000					2,000,000
IN	Water Utilities	Avenue D Water Line Replacement	Y	Water Fund	75,000	25,000	25,000			125,000
IN	Water Utilities	Automated Meter Reading System	Y	Water CIP Fund	1,250,000	1,250,000				7,550,000
IN	Water Utilities	Clay Pipe Replacements	Y	Water CIP Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	73,997,896
IN	Water Utilities	Collector Main Replacements	Y	Wastewater CIP Fund	1,000,000	1,000,000	1,000,000	1,000,000		23,700,000
IN	Water Utilities	Hickory Water Supply Development Phase I	Y	Water Fund/Type B Sales Tax	37,000,000	30,000,000				120,000,000
IN	Water Utilities	High Service Pump Station Rehab	Y	Water CIP Fund						3,950,000
IN	Water Utilities	Lift Station Improvements	Y	Wastewater CIP Fund	200,000	200,000	200,000	200,000	200,000	1,720,000
IN	Water Utilities	Nasworthy Dam Emergency Spillway	Y	Water CIP Fund		2,000,000				2,000,000
IN	Water Utilities	Nasworthy Dam Stop Log	Y	Water CIP Fund			750,000			750,000
IN	Water Utilities	Lake Nasworthy Gate Operators	Y	Water CIP Fund	2,216,000					3,250,000
IN	Water Utilities	Transmission Line Valves Replacement	Y	Water CIP Fund	500,000	500,000	500,000			3,650,000
IN	Water Utilities	Transmission Mains	Y	Water CIP Fund	5,100,000	5,300,000	6,000,000	6,150,000		28,190,000
IN	Water Utilities	Twin Buttes Eco-System Restoration	Y	Water CIP Fund, Water Fund, State Soil & Water Board						1,000,000
IN	Water Utilities	Water Billing & Customer Service Office Remodeling	Y	Water CIP Fund	500,000					1,000,000
IN	Water Utilities	Water Main Replacements	Y	Water CIP Fund	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	52,761,509
IN	Water Utilities	Water Reclamation Plant Improvements	Y	Wastewater CIP Fund	200,000	200,000	200,000	200,000	200,000	1,800,000
IN	Water Utilities	Water Treatment Plant Equipment Improvements	Y	Water CIP Fund	200,000	400,000	200,000	200,000	200,000	2,200,000
IN	Water Utilities	Wastewater Service to Existing Developed Areas	Y	Wastewater CIP Fund						17,200,000
IN	Traffic Operations	Replace School Zone and Crosswalk Equipment	Y	Tom Green County Fee	18,000	18,000	18,000	18,000		158,000
IN	Traffic Operations	Sign Reflectivity Upgrade	Y	General Fund	56,550	57,681	58,834	60,011	61,211	577,364
<b>Level 1 Infrastructure Projects Total</b>					<b>60,481,550</b>	<b>52,050,681</b>	<b>15,351,834</b>	<b>13,028,011</b>	<b>8,861,211</b>	<b>402,808,769</b>

**City of San Angelo**  
 2013-2018 Capital Improvement Plan  
 Adopted by Resolution February 21, 2013

Project Type Key: IN= Infrastructure; AP= Airport; COF= City Operation Facilities; CFP- Community Facilities & Parks; EN= Environmental Projects; EQ= Equipment; TG= Technology

Project Type	Division	Project Title	Dedicated/Committed Funding	Proposed Funding Source	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	Total Project Costs
AP	Airport	Apron Joint Seal	Y	FAA Grant,PFC Fund			54,900	555,555		610,455
AP	Airport	Runway 3-21 Lights & Beacon	Y	FAA Grant,PFC Fund						631,889
AP	Airport	Airport Terminal Renovation	Y	FAA Grant,PFC Fund,Type B Sales Tax	1,110,000	1,110,000	1,110,000	600,862		6,280,241
COF	Emergency Management	EOC HVAC Replacement	N	Undetermined	500,000					500,000
COF	Fire	Fire Station 4 Reconstruction	N	General Fund C.O.		2,580,000				2,580,000
COF	Fire	Fire Training Facility	N	General Fund C.O., Federal Grant	1,400,000					2,600,000
COF	Fort Concho	Chase State Office Building Improvements	Y	State Office Building Fund	200,000	20,000	20,000	20,000	20,000	300,000
COF	Police	Police Boat Storage Dock	N	Undetermined	75,000					75,000
COF	Police	Mobile Command Center Storage Facility	N	Undetermined	60,000					60,000
COF	Police	Police Department Administration Building	N	General Fund, General Fund C.O.	25,775,000					25,910,067
CFP	Civic Events	Auditorium Renovation	Y	Type B Sales Tax		2,314,197				3,750,000
CFP	Civic Events	Fairgrounds Livestock Barn	Y	Type B Sales Tax						1,000,000
CFP	Civic Events	Coliseum Improvements	N	Undetermined	60,000					60,000
CFP	Civic Events	Coliseum Roof	N	Undetermined	545,000					545,000
CFP	Civic Events	Convention Center Improvements	N	Undetermined	83,069					119,900
CFP	Fort Concho	Fort Concho Barracks 6 New Floor	N	Undetermined	15,000					15,000
CFP	Fort Concho	Heating & Cooling Unit Replacements Fort Concho	N	Undetermined	125,000	20,000	15,000			160,000
CFP	Fort Concho	Fort Concho Post Bandstand	N	Undetermined	25,000					25,000
CFP	Fort Concho	Fort Concho Visitor Center Improvements	N	Undetermined	100,000	750,000	250,000	400,000		1,500,000
CFP	Fort Concho	Fort Concho OQ1 Rear Room & Roof Repairs	N	Undetermined	75,000					75,000
CFP	Development Services	Wayfinding Phases I-III	N	Undetermined		100,000	100,000	100,000		300,000
CFP	MPO	Neighborhood Pedestrian Improvement Program	Y	Transportation Grant, General Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
CFP	Real Estate/Legal	Santa Fe Train Depot Improvements	N	Undetermined	21,238	20,000	15,000	22,500	22,500	126,238
CFP	Real Estate/Legal	Spur Parking Garage	N	Undetermined	1,825,000					1,825,000
CFP	Parks	29th Street Complex	Y	Type B Sales Tax		1,650,000				1,650,000
CFP	Recreation	Community Aquatics Facility	Y	Type B Sales Tax, Donation						3,262,422
CFP	Recreation	Recreation Center Air Conditioning	N	Undetermined		500,000				500,000
CFP	Recreation	Youth Soccer Complex at Glenna St	Y	Type B Sales Tax						270,000
CFP	Parks	Bradford Neighborhood & School Park	Y	Type B Sales Tax						175,000
CFP	Parks	Brentwood Park Renovation	Y	Type B Sales Tax		275,000				275,000
CFP	Parks	Brown Park Renovation	Y	Type B Sales Tax			175,000			175,000
CFP	Parks	Central Control Irrigation	Y	Type B Sales Tax						110,500
CFP	Parks	Civic League Park Improvements	Y	Grant, Donation	115,000					115,000
CFP	Parks	Fairmount Cemetery Improvements Phase I	N	Donation, Undetermined		600,000				600,000
CFP	Parks	Hilltop Trail	Y	Grant, Possible Trust Fund Funding	200,000					200,000
CFP	Parks	Middle Concho Boat Ramp	Y	Grant, Possible Trust Fund Funding	471,000					471,000
CFP	Parks	Red Arroyo Trail	Y	Grant, Type B Sales Tax, Stormwater Fund, Private Donation	400,000	400,000				4,000,000

**City of San Angelo**  
 2013-2018 Capital Improvement Plan  
 Adopted by Resolution February 21, 2013

Project Type Key: IN= Infrastructure; AP= Airport; COF= City Operation Facilities; CFP- Community Facilities & Parks; EN= Environmental Projects; EQ= Equipment; TG= Technology

Project Type	Division	Project Title	Dedicated/Committed Funding	Proposed Funding Source	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	Total Project Costs
CFP	Parks	Rio Vista Neighborhood Park Renovation	Y	CDBG Funds, Type B Sales Tax, Donation						813,900
CFP	Parks	Rio Concho Community Park	N	Type B Sales Tax, Undetermined		85,000				650,000
CFP	Parks	Santa Rita Neighborhood Park Renovation	Y	Type B Sales Tax, Donation				150,000		150,000
CFP	Parks	South Concho Boat Ramp	Y	Grant, Possible Trust Fund Funding		438,600				438,600
CFP	Parks	Sunken Garden Park	N	Undetermined					275,000	275,000
EN	Parks	Concho River Dredging, Bank Stabilization, & Trail Improvements	Y	Type B Sales Tax, Grants, Stormwater Fund						15,436,647
EQ	Public Information	Public Information Equipment Replacement	N	Grant, Undetermined	19,874	4,668	5,378			47,856
TG	Police	Public Communications Technology Upgrade	N	Undetermined, General Fund	120,000					517,000
TG	Fire	Mobile Data Terminals	N	Undetermined	182,600					182,600
TG	Information Technology	Server Upgrades	N	General Fund, Undetermined	25,000	25,000	25,000	25,000	25,000	250,000
TG	Information Technology	IBM Power 7 Server	N	General Fund, Undetermined	65,000					65,000
<b>Level 2 Other Projects Total</b>					<b>34,592,781</b>	<b>11,892,465</b>	<b>2,770,278</b>	<b>2,873,917</b>	<b>1,342,500</b>	<b>84,679,315</b>
<b>2013-2018 Capital Improvement Plan Level 1 &amp; 2 Projects Total</b>					<b>95,074,331</b>	<b>63,943,146</b>	<b>18,122,112</b>	<b>15,901,928</b>	<b>10,203,711</b>	<b>487,488,084</b>

A RESOLUTION ADOPTING AN ASSET CAPITALIZATION POLICY FOR THE CITY OF SAN ANGELO, TO PRESCRIBE A MINIMUM VALUE AND USEFUL LIFE FOR CAPITALIZATION, AND TO FORMALIZE AN ASSET TRACKING AND REPORTING POLICY

WHEREAS, the City acquires property, buildings, and equipment to be used for the provision of services to the citizens, and

WHEREAS, Section 33 of the City Charter mandates that "Accounting procedure shall be devised and maintained for the City adequate to record in detail all transactions affecting the acquisition, custodianship and disposition of anything of value...", and

WHEREAS, pursuant to Section 33, a policy should be established concerning the recording, tracking and reporting of assets of significant value to the City.

NOW, THEREFORE, BE IT RESOLVED THAT THE CITY'S ASSET CAPITALIZATION POLICY IS AS FOLLOWS:

Section One General Guidelines

All purchases for property, buildings and equipment with a single acquisition cost in excess of \$1,000 and a useful life of at least two (2) years shall be classified and reported as a capital asset of the City. Accurate records shall be maintained on the cost, accumulated depreciation (where applicable), location, and ultimate disposition of all capital assets.

Section Two Purchases to be classified as capital assets and purchases not to be classified as capital assets

A. Examples of purchases typically categorized as capital assets include:

- ◆ Automobiles, trucks, tractors, trailers
- ◆ Machinery and heavy equipment
- ◆ Personal computers
- ◆ Office equipment
- ◆ Buildings
- ◆ Land

- B. The following types of expenditures should not be considered as capitalized assets:
- ◆ Repairs to buildings or machinery
  - ◆ Replacement parts to capital assets that do not materially alter the usage or capability of a capital asset
  - ◆ Any item with a purchase value of less than \$1,000
- C. Expenditures for purchases of tools, equipment and other assets useful in the accomplishment of departmental goals and objectives which are less than \$1,000 in value and/or two years in useful life shall be maintained in a separate list by each department.
- ◆ Service Area Directors shall be responsible for administrative oversight of the preparation and maintenance of such lists.
  - ◆ Department Directors shall be responsible for ensuring the accuracy of the departmental tool, equipment and other asset list.

### Section Three Acquisition Guidelines

Capital purchases are classified as "Formal" by the City's Purchasing Policy and, as such, should be acquired in compliance with the purchasing policy as promulgated. In coding such acquisitions for payment, the appropriate capital outlay code should be used.

### Section Four Additions to Inventory

- A. Additions to the fixed asset inventory shall be made by the Finance Department from records supplied by the acquiring departments.
- B. Additions to the fixed asset inventory shall be assigned a distinctive identifying number by the respective parties:
1. all assets other than vehicles, equipment and radios shall be numbered by the Finance Department
  2. vehicles, equipment and radios shall be numbered by the Vehicle Maintenance Department and the information forwarded to Finance.

## Section Five Changes to Inventory

A. Departments with custody of capital assets shall notify Finance in writing of any of the following changes whenever they occur:

1. an asset is permanently transferred from the department
2. an asset is sold
3. an asset is junked or otherwise disposed.

B. The Finance Department shall provide forms for the documentation of the above mentioned changes.

## Section Six Annual Capital Asset Inventory

A. An annual inventory of capital assets shall be conducted during the last quarter of the City's fiscal year and shall be coordinated by the Finance Department.

B. The Finance department shall provide each department with:

1. a list of all capital assets currently in that department's custody,
2. forms necessary to document additions, deletions, and/or corrections to the inventory list,
3. asset identification tags, as required.

C. Each department shall conduct its' own inventory of capital assets with the following objectives in mind:

1. missing or inaccurate asset identifying tags,
2. erroneous asset descriptions,
3. outdated location information.

D. Each department shall report, using report forms supplied by Finance, to Finance the following changes to its' capital asset inventory:

1. assets transferred in or out,
2. assets sold,
3. assets junked,
4. assets donated.

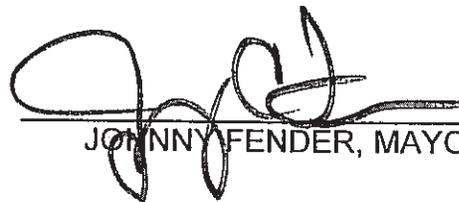
E. Changes to a department's capital asset list must be reviewed and approved by the department head and the appropriate Service Area Director prior to submission to Finance.

F. Asset tags are for identification purposes and should be attached to the corresponding asset, unless it would be physically impossible to do so.

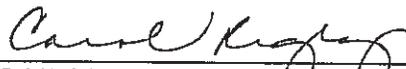
- G. The completed capital asset list and the approved change forms shall be submitted to Finance as soon as practicable.
- H. The Finance Department, using the information provided by the departments, shall make changes to the detailed capital asset records of the City and shall subsequently reconcile the totals of the capital asset records to the general ledger values.
- I. Upon completion of the reconciliation of the capital asset records and the general ledger the depreciable assets will be depreciated, subject to review by the independent auditor.

APPROVED and ADOPTED on this the 16th day of September, 1997.

THE CITY OF SAN ANGELO

  
\_\_\_\_\_  
JOHNNY FENDER, MAYOR

ATTEST:

  
\_\_\_\_\_  
CAROL RIGBY, CITY CLERK

	FY12 Budget	FY13 Budget	FY14 Budget
<b>CITY COUNCIL</b>			
Mayor	1	1	1
Councilmember	6	6	6
	<u>7</u>	<u>7</u>	<u>7</u>

<b>CITY MANAGER</b>			
City Manager	1	1	1
Internal Auditor	1	1	1
Assistant City Manager	2	2	2
Executive Office Coordinator	1	1	1
	<u>5</u>	<u>5</u>	<u>5</u>

<b>LEGAL</b>			
City Attorney	1	1	1
Assistant City Attorney, Sr	1	1	1
Assistant City Attorney	0	0	1
City Prosecutor	1	1	0
Paralegal	2	2	1
Legal Assistant, Sr	0	0	0
Legal Assistant	1	1	0
Property specialist	0	1	1
Real Estate Administrator	0	0	1
Office Assistant	0	0	1
	<u>6</u>	<u>7</u>	<u>7</u>

<b>MUNICIPAL COURT</b>			
Municipal Court Judge	1	1	1
Associate Municipal Court Judge	1	1	1
City Marshal	1	1	1
Deputy City Marshal, Sr	1	1	1
Deputy City Marshal	4	4	5
Court Administrator	1	1	1
Court Supervisor	0	1	1
Court Clerk Supervisors	3	3	2
Administrative Assistant, Sr	1	0	0
Deputy Court Clerks, Sr	9	8	8
Deputy Court Clerks	3	3	4
Deputy Court Clerk - Juvenile Safety	1	1	0
Juvenile Case Manager	2	2	1
Juvenile Case Manager/Certified	1	0	0
Community Service Work Leader	2	2	2
Parking Officer	1	1	1
Building Maintenance Worker	1	1	1
Network Analyst	0	0	1
Juvenile Community Workers Supervisor (PT)	2	2	2
	<u>35</u>	<u>33</u>	<u>33</u>

<b>CITY CLERK</b>			
City Clerk	1	1	1
Deputy City Clerk	1	1	1
	<u>2</u>	<u>2</u>	<u>2</u>

	FY12 Budget	FY13 Budget	FY14 Budget
<b>PUBLIC INFORMATION</b>			
Public Information Officer	1	1	1
Multimedia Coordinator	1	1	1
	<u>2</u>	<u>2</u>	<u>2</u>
<b>EMERGENCY MANAGEMENT</b>			
Emergency Management Coordinator	1	1	1
Office Assistant	1	1	0
	<u>2</u>	<u>2</u>	<u>1</u>
<b>CONSTRUCTION &amp; FACILITIES MAINTENANCE</b>			
Construction & Facilities Manager	1	1	1
Office Assistance	0	0	1
Building Maintenance Supervisor	1	1	1
Building Maintenance Worker	4	4	4
	<u>6</u>	<u>6</u>	<u>7</u>
<b>HUMAN RESOURCES</b>			
Director of Human Resources & Risk Management	1	1	1
Human Resources Manager	1	1	1
Human Resources Specialist	2	2	2
Human Resources Assistant	1	1	1
	<u>5</u>	<u>5</u>	<u>5</u>
<b>CITY HEALTH INSURANCE</b>			
Benefits Clerk	1	1	1
	<u>1</u>	<u>1</u>	<u>1</u>
<b>RISK MANAGEMENT</b>			
Risk Manager	1	1	1
Claims Analyst	1	1	1
Claims Technician	1	1	1
Safety Coordinator	1	1	1
	<u>4</u>	<u>4</u>	<u>4</u>
<b>CROSSING GUARDS</b>			
Safety Guard Supervisor (PT)	1	1	1
Safety Guard (PT)	36	36	36
	<u>37</u>	<u>37</u>	<u>37</u>
<b>FINANCE</b>			
Director of Finance	1	1	1
Budget Manager	1	1	1
Budget Analyst, Sr	2	2	2
Administrative Assistant, Sr.	1	1	1
	<u>5</u>	<u>5</u>	<u>5</u>
<b>PURCHASING</b>			
Purchasing Manager	1	1	1
Purchasing Specialist	2	1	1
	<u>3</u>	<u>2</u>	<u>2</u>

	FY12 Budget	FY13 Budget	FY14 Budget
<b>INFORMATION TECHNOLOGY</b>			
Information Technology Manager	1	1	1
Network Administrator	1	0	0
Network Analyst	1	1	1
Computer Support Specialist	2	2	2
Systems Analyst	1	1	1
	<u>6</u>	<u>5</u>	<u>5</u>
<b>COMMUNICATIONS</b>			
Communications Administrator	1	1	1
Communications Repair Tech	1	1	1
Administrative Assistant	1	1	1
	<u>3</u>	<u>3</u>	<u>3</u>
<b>ACCOUNTING</b>			
Chief Accountant	1	1	1
Cash & Debt Analyst	1	1	1
Accountant	2	2	2
Accounting Specialist	2	2	2
Payroll Specialist	1	1	1
	<u>7</u>	<u>7</u>	<u>7</u>
<b>BILLING &amp; RECEIPTS</b>			
Billing & Receipts Manager	1	1	1
Billing & Receipts Supervisor	1	1	1
Billing Clerk	1	1	1
Cashier, Sr	1	1	1
Cashier	2	2	2
Accounting Clerk	2	2	2
	<u>8</u>	<u>8</u>	<u>8</u>
<b>FIRE</b>			
Fire Chief	1	1	1
Assistant Fire Chief	2	2	2
Battalion Chief	4	4	4
Captain	12	12	12
Lieutenant	18	20	20
Driver	66	56	52
Firefighter	62	68	72
Administrative Assistant	2	2	2
Executive Office Coordinator	0	1	1
Building Maintenance Tech	0	1	1
Bunker Gear Technician	1	1	1
Systems Analyst	1	1	1
	<u>169</u>	<u>169</u>	<u>169</u>
<b>PUBLIC SAFETY COMMUNICATIONS</b>			
Emergency Services Dispatch Supervisor	3	3	3
Emergency Services Dispatcher	21	21	21
Network Administrator	1	1	1
	<u>25</u>	<u>25</u>	<u>25</u>

	FY12 Budget	FY13 Budget	FY14 Budget
<b>POLICE</b>			
Police Chief	1	1	1
Assistant Police Chief	3	3	3
Lieutenant	7	7	7
Sergeant	28	28	28
Police Officer	126	126	126
Executive Office Coordinator	1	1	1
Administrative Assistant	4	3	3
Office Assistant	3	2	2
Budget Analyst	1	1	1
Purchasing Technician	1	1	1
Alarm Coordinator	1	1	1
Statistics Clerk	1	1	1
Crime Scene Supervisor	1	1	1
Crime Scene Technician	3	3	3
Criminal Analysis Technician	1	1	1
Crime Stopper Coordinator	0	0	1
Property Control Clerk	2	2	2
Records Supervisor	1	1	1
Records Clerk	8	7	8
Maintenance Supervisor	1	1	1
Maintenance Worker	3	2	2
Systems Analyst	1	1	2
Intelligence Specialist	0	0	2
Computer Support Specialist	1	2	0
	<u>199</u>	<u>196</u>	<u>199</u>
<b>DEVELOPMENT SERVICES</b>			
Director of Development Services	1	1	1
Development Coordinator	1	1	1
Economic Development Coordinator	1	1	1
Administrative Assistant, Sr	1	1	1
	<u>4</u>	<u>4</u>	<u>4</u>
<b>GIS</b>			
GIS Manager	1	1	1
GIS Analyst, Sr	0	1	1
GIS Analyst	2	1	1
GIS Technician	1	1	1
911 Addressing Coordinator (PT)	1	1	1
	<u>5</u>	<u>5</u>	<u>5</u>
<b>PERMITS &amp; INSPECTIONS</b>			
Building Official	1	1	1
Assistant Building Official	1	1	1
Plans Examiner	1	1	1
Building Inspector, Principal	1	1	1
Building Inspector, Sr	3	3	3
Building Inspector	2	2	2
Permit Technician	2	2	2
Office Assistant	1	1	1
	<u>12</u>	<u>12</u>	<u>12</u>

	FY12 Budget	FY13 Budget	FY14 Budget
<b>PLANNING &amp; ZONING</b>			
Planning Manager	1	1	1
Planner	3	3	3
	<u>4</u>	<u>4</u>	<u>4</u>
<b>ENGINEERING</b>			
City Engineer	1	1	1
Project Engineer	1	1	1
Drafting & Survey Supervisor	1	1	1
Survey Technician, Sr	1	1	1
Survey Technician	1	1	1
Construction Inspector, Sr	0	1	1
Construction Inspector	3	2	2
	<u>8</u>	<u>8</u>	<u>8</u>
<b>STORMWATER</b>			
Stormwater Superintendent	1	1	0
Stormwater Supervisor	1	1	1
Stormwater Inspector	1	1	0
Stormwater Engineer	1	1	1
Crew Leader	2	2	2
Code Compliance Officer	0	0	1
Heavy Equipment Operator	4	4	4
Light Equipment Operator	7	7	7
Maintenance Worker	5	5	5
	<u>22</u>	<u>22</u>	<u>21</u>
<b>FIRE PREVENTION</b>			
Fire Marshal	1	1	1
Fire Investigator	2	2	2
Fire Inspector	3	3	4
Building Inspector	1	1	0
Administrative Assistant	1	1	1
	<u>8</u>	<u>8</u>	<u>8</u>
<b>NEIGHBORHOOD &amp; FAMILY SERVICES</b>			
Director Neighborhood & Family Services	1	1	1
Community Programs Supervisor	1	1	1
Community Development Coordinator	2	2	2
Special Projects Coordinator	1	1	1
Community Development Assistant	1	1	0
	<u>6</u>	<u>6</u>	<u>5</u>
<b>CODE COMPLIANCE</b>			
Code Compliance Manager	1	1	1
Code Compliance Officer	5	5	5
Maintenance Worker (PT)	0	2	2
Administrative Assistant	1	1	1
	<u>7</u>	<u>9</u>	<u>9</u>

	FY12 Budget	FY13 Budget	FY14 Budget
<b>WIC</b>			
WIC Program Manager	1	1	1
Registered Nurse	1	0	0
Licensed Vocational Nurse	3	2	2
Nutrition Education Coordinator	1	1	1
Nutritionist	0	1	1
WIC Certification Specialist	1	1	2
Social Services Assistant	5	5	4
Administrative Assistant	2	2	1
Administrative Coordinator	0	0	1
Peer Counselor Supervisor	1	1	1
Peer Counselors (PT)	0	0	1
Extra Help (PT)	0	0	2
	<u>15</u>	<u>14</u>	<u>17</u>
<b>OPERATIONS</b>			
Director of Operations	1	1	1
Assistant Director of Operations	1	1	1
Administrative Assistant, Sr	1	1	1
	<u>3</u>	<u>3</u>	<u>3</u>
<b>TRAFFIC OPERATIONS</b>			
Traffic Operations Superintendent	1	1	1
Traffic Signal Supervisor	1	1	1
Traffic Signal Mechanic	3	3	3
Traffic Signal Technician, Sr	1	1	1
Traffic Crew Leader	1	1	1
Traffic Support Technician	1	1	1
Traffic Control Maintenance Worker	4	4	3
	<u>12</u>	<u>12</u>	<u>11</u>
<b>STREET &amp; BRIDGE</b>			
Street & Bridge Superintendent	1	1	1
Street & Bridge Supervisor	1	1	1
Street & Bridge Crew Leader	3	3	3
Heavy Equipment Operator	11	11	11
Inventory Control Technician	1	1	1
Light Equipment Operator	7	7	7
Maintenance Worker	2	2	2
Administrative Assistant	1	1	1
	<u>27</u>	<u>27</u>	<u>27</u>
<b>VEHICLE MAINTENANCE</b>			
Equipment Maintenance Superintendent	1	1	1
Equipment Maintenance Supervisor	1	1	1
Equipment Maintenance Office Coordinator	1	1	1
Mechanic	8	7	7
Inventory Control Technician	1	1	1
Equipment Service Technician	3	3	3
Heavy Equipment Mechanic	1	0	0
Communications Support Technician	1	1	1
Parts Representative	1	1	1
Parts Clerk	1	1	1
	<u>19</u>	<u>17</u>	<u>17</u>

	FY12 Budget	FY13 Budget	FY14 Budget
<b>LAKE OPERATIONS</b>			
Lake Operations Superintendent	1	1	1
Lake Maintenance Supervisor	1	1	1
Maintenance Worker, Sr	2	2	2
Maintenance Worker	7	7	7
	<u>11</u>	<u>11</u>	<u>11</u>
<b>WATER UTILITIES ADMINISTRATION</b>			
Director of Water Utilities	1	1	1
Water Utilities Assistant Director	1	1	1
Administrative Assistant, Sr	1	1	1
	<u>3</u>	<u>3</u>	<u>3</u>
<b>WATER UTILITIES ENGINEERING</b>			
Water Utilities Engineering Manager	1	1	1
Construction Coordinator	1	1	1
Engineering Design Technician	2	1	1
Engineer Coordinator	0	0	1
Project Engineer	0	3	2
Construction Inspector	3	3	3
	<u>7</u>	<u>9</u>	<u>9</u>
<b>WATER CONSERVATION</b>			
Water Conservation Specialist	1	1	0
	<u>1</u>	<u>1</u>	<u>0</u>
<b>WATER CUSTOMER SERVICE</b>			
Customer Service Manager	0	1	1
Customer Service Supervisor	1	1	1
Customer Service Representative	3	4	5
Meter Service Supervisor	0	1	1
Meter Service Representative, Sr	1	0	1
Meter Service Representative	4	3	3
Meter Reader	3	2	2
	<u>12</u>	<u>12</u>	<u>14</u>
<b>WATER DISTRIBUTION</b>			
W/WW Dist/Coll Superintendent	1	1	1
W/WW Distribution Supervisor	1	1	1
Meter Shop/Warehouse Supervisor	1	1	1
Warehouse Supervisor	0	1	1
Water Distribution Crew Leader	3	3	8
Water Distribution Technician	6	6	0
Heavy Equipment Operator	6	6	6
Light Equipment Operator	7	6	4
Administrative Assistant	0	1	1
Leak & Tap Supervisor	0	0	1
Meter Technician	1	1	1
Inventory Control Technician	1	0	0
Maintenance Worker	10	10	10
Office Assistant	2	1	1
	<u>39</u>	<u>38</u>	<u>36</u>

	FY12 Budget	FY13 Budget	FY14 Budget
<b>WATER TREATMENT</b>			
Water Treatment Superintendent	1	1	1
Water Treatment Supervisor	1	1	1
W/WW Plant Operator, Sr (Cert. A/B)	2	2	2
W/WW Plant Operator (Cert. C/D)	7	7	7
Water Treatment Maintenance Supervisor	1	1	1
	<u>12</u>	<u>12</u>	<u>12</u>
<b>WATER QUALITY LAB</b>			
Water Quality Superintendent	1	1	1
Assistant Water Quality Superintendent	1	1	1
Water Quality Technician, Sr	1	1	1
Water Quality Technician	2	2	2
	<u>5</u>	<u>5</u>	<u>5</u>
<b>UTILITY MAINTENANCE</b>			
Utility Maintenance Superintendent	1	1	1
Utility Maintenance Supervisor	1	1	1
Utility Maintenance Technician	3	3	4
Electrical Supervisor	1	1	1
Utility Electrical Technician	1	1	0
Welder	2	2	2
Utility Maintenance Mechanic	8	8	8
I & C Specialist	2	2	2
Administrative Assistant	1	1	1
	<u>20</u>	<u>20</u>	<u>20</u>
<b>TWIN BUTTES</b>			
Dam Operator	1	1	1
Maintenance Worker, Sr	1	1	1
	<u>2</u>	<u>2</u>	<u>2</u>
<b>WASTEWATER COLLECTION</b>			
W/WW Projects Supervisor	1	1	1
Water Distribution Crew Leader	3	3	2
Wastewater Inflow/Infiltration Tech	1	1	1
Heavy Equipment Operator	5	5	6
Light Equipment Operator	3	3	3
Utility Maintenance Mechanic	1	1	1
Maintenance Worker	3	3	3
	<u>17</u>	<u>17</u>	<u>17</u>
<b>WASTEWATER TREATMENT</b>			
Water Reclamation Superintendent	1	1	1
Water Reclamation Supervisor	1	1	1
Wastewater Maintenance Supervisor	1	1	1
Biosolids Field Supervisor	1	1	1
WW Compost Field Supervisor	1	1	1
Utility Maintenance Mechanic	1	1	0
Utility Maintenance Technician	0	0	1
W/WW Plant Operator, Sr (Cert A/B)	6	6	6
W/WW Plant Operator (Cert C/D)	6	6	6
Heavy Equipment Operator	3	3	3
	<u>21</u>	<u>21</u>	<u>21</u>

	FY12 Budget	FY13 Budget	FY14 Budget
<b>HEALTH ADMINISTRATION</b>			
Health Services Director	1	1	1
	<u>1</u>	<u>1</u>	<u>1</u>
<b>ENVIRONMENTAL HEALTH SERVICES</b>			
Environmental Health Inspector	2	2	2
Administrative Assistant	1	1	1
	<u>3</u>	<u>3</u>	<u>3</u>
<b>ANIMAL SERVICES</b>			
Animal Services Manager	1	1	1
Animal Services Officer	5	4	4
Animal Services Assistant	2	3	3
Administrative Assistant, Sr	1	1	1
Shelter Assistant I	1	1	1
Shelter Assistant II	1	1	1
Shelter Assistant III	1	1	1
	<u>12</u>	<u>12</u>	<u>12</u>
<b>NURSING/IMMUNIZATION</b>			
Registered Nurse	1	1	1
Licensed Vocational Nurse	1	1	1
Nursing Manager	1	1	1
Administrative Assistant	1	1	0
Office Assistant	1	0	0
	<u>5</u>	<u>4</u>	<u>3</u>
<b>PARKS</b>			
Director of Parks & Recreation	1	1	1
Deputy Parks Superintendent	0	0	1
Superintendent	1	1	1
Project Supervisor	1	1	1
Maintenance Supervisor	1	1	0
Grounds Maintenance Crew Leader	1	1	0
Parks Crew Leader	3	3	3
Horticulturist	1	0	0
Gardener, Sr	1	1	1
Gardener	2	2	2
Maintenance Worker, Sr	7	8	8
Maintenance Worker	23	22	22
Irrigation Supervisor	0	0	1
Irrigation Technician, Sr	1	1	1
Irrigation Technician	1	1	1
Welder	1	1	1
Parks Shop & Inventory Worker	1	1	1
Administrative Assistant, Sr	1	1	1
	<u>47</u>	<u>46</u>	<u>46</u>
<b>STATE OFFICE BUILDING</b>			
Building Maintenance Supervisor	1	1	1
Building Maintenance Technician	1	1	1
	<u>2</u>	<u>2</u>	<u>2</u>

	FY12 Budget	FY13 Budget	FY14 Budget
<b>FAIRMOUNT CEMETERY</b>			
Office Supervisor	1	1	1
Office Assistant	1	1	1
Maintenance Worker, Sr	2	2	2
Maintenance Worker	2	2	2
	<u>6</u>	<u>6</u>	<u>6</u>
<b>RECREATION</b>			
Recreation Manager	1	1	1
Assistant Recreation Manager	1	0	0
Recreation Supervisor	1	1	1
Athletics/Aquatics Coordinator	2	2	2
Recreation Coordinator	1	0	1
Administrative Assistant	1	0	0
Office Assistant	1	1	1
Custodian	1	1	1
Recreation Leader, Senior	0	1	0
	<u>9</u>	<u>7</u>	<u>7</u>
<b>NUTRITION</b>			
Recreation Supervisor	1	1	1
Lead Cook	1	1	1
Cook Helper (PT)	1	1	1
Van Driver Kitchen Aide (PT)	1	1	1
Kitchen Aide (PT)	1	1	1
	<u>5</u>	<u>5</u>	<u>5</u>
<b>CIVIC EVENTS</b>			
Civic Events Manager	1	1	1
Business & Finance Analyst	1	1	1
Business & Finance Assistant	1	1	1
Civic Events Operations Supervisor	1	1	1
Event Service Representative, Sr	2	2	2
Event Service Representative	1	1	1
Event Service Worker	3	3	3
Building Maintenance Technician, Sr	1	1	1
Building Maintenance Technician	1	1	1
	<u>12</u>	<u>12</u>	<u>12</u>
<b>FT CONCHO/MUSEUM</b>			
Fort Concho Manager	1	1	1
Fort Concho Education Coordinator	1	1	1
Fort Concho Event Coordinator	1	1	1
Fort Concho Volunteer & Visitor Services Coordinator	1	1	1
Curator of Collections	1	0	1
Archivist	1	1	1
Museum Guide (PT)	2	2	2
Administrative Assistant	1	1	1
Animal Program Coordinator	1	1	1
Building Maintenance Supervisor	1	1	1
Building Maintenance Technician	1	1	1
Building Maintenance Worker	1	2	2
Maintenance Worker	1	0	0
	<u>14</u>	<u>13</u>	<u>14</u>

	FY12 Budget	FY13 Budget	FY14 Budget
<b>TEXAS BANK SPORTS COMPLEX</b>			
Sports Field Coordinator	1	1	1
Sports Field Sr Maintenance Worker	2	2	2
Sports Field Maintenance Worker	3	4	3
Sports Field Crew Leader	1	1	1
Irrigation Technician, Sr	1	1	1
Irrigation Technician	1	1	1
	<u>9</u>	<u>10</u>	<u>9</u>
<b>CONSTRUCTION MANAGEMENT</b>			
Construction Manager	1	1	1
	<u>1</u>	<u>1</u>	<u>1</u>
<b>METROPOLITAN PLANNING ORGANIZATION</b>			
MPO Director	0	0	1
Transportation Planning Coordinator	1	1	1
Transportation Planner	1	1	1
Transportation Planning Technician	1	1	0
	<u>3</u>	<u>3</u>	<u>3</u>
<b>AIRPORT</b>			
Airport Director	1	1	1
Business/Finance Analyst	1	1	1
Operations Coordinator	1	1	1
Maintenance Supervisor	1	1	1
Maintenance Technician	2	2	2
Administrative Assistant, Sr	1	1	1
Maintenance Worker	5	5	5
Police Officer	2	2	2
Custodian (PT)	1	0	0
	<u>15</u>	<u>14</u>	<u>14</u>
FULL-TIME EMPLOYEES	937	927	925
PART-TIME EMPLOYEES	46	45	48
TOTAL EMPLOYEES	<u>983</u>	<u>972</u>	<u>973</u>

# City of San Angelo

## Glossary

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**ACCRUAL BASIS** – A method of accounting in which revenues are recorded when measurable and earned, and expenses are recognized when a good or service is used.

**ACTIVITY** – A departmental effort that contributes to the accomplishment of specific identified program objectives.

**AD VALOREM** – A tax based on the value of real estate or personal property.

**AFB** – Air Force Base; Goodfellow Air Force Base is located in San Angelo.

**ASSESSED VALUATION** – A value established by the Tom Green County Appraisal District which approximates market value of real or personal property.

**BALANCED BUDGET** – A budget in which current revenues equal current expenditures.

**BOND** – A promise to repay borrowed money on a specific date, often ten or twenty years in the future. The bond may involve a promise to pay a specified dollar amount of interest at predetermined intervals.

**BUDGET** – A financial plan that forecasts revenues and expenditures for a specified period of time.

**BUDGET AMENDMENT** – A modification to the adopted budget that replaces the original terms. A budget amendment must be approved by city council if the total appropriation of any fund is increased.

**BUDGET CALENDAR** – A listing of particular tasks that must be completed in time for city council to adopt the budget before the start of the new fiscal year.

**CAPITAL EXPENDITURE** – Purchase or acquisition of any asset that has a cost of \$1,000 or more and a useful life of at least two years.

**CAPITAL IMPROVEMENT PLAN (CIP)** – A multi-year planning instrument separate from the annual budget that identifies all the capital improvements that are proposed to be undertaken during a five-year period.

**CAPITAL IMPROVEMENT PROJECT** – Economic activities that lead to the acquisition, construction or extension of useful life of capital assets that typically have a total estimated cost in excess of \$25,000 and require six months or more to complete.

**CID** – San Angelo Police Department's Criminal Investigation Division provides follow-up investigations for all major crimes including crimes against persons, crimes against property, narcotics, special operations and investigative support.

**CITY CHARTER** – The document of a home rule municipality which establishes the city's government structure and provides for the distribution of powers and duties among the various branches of government.

**CITY COUNCIL** – The current elected officials of the city as set forth in the city's charter.

**COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)** – Funds provided to the City of San Angelo by the U.S. Department of Housing and Urban Development (HUD) to develop viable urban communities by providing decent housing and a suitable living environment principally for persons of low and moderate income.

**COMPREHENSIVE ANNUAL FINANCIAL REPORT (CAFR)** – A set of government financial statements that provide detailed information on the financial position of the City as measured and reported by the financial activity of its various funds.

**COMPREHENSIVE ENERGY ASSISTANCE PROGRAM (CEAP)** – Grant provided to the City of San Angelo by the Texas Department of Housing & Community Affairs (TDHCA) to provide heating and cooling home energy assistance to low income households.

**CONCHO VALLEY COUNCIL OF GOVERNMENTS (CVCOG)** – A voluntary organization of local governments who foster a cooperative effort in resolving problems, policies, and plans that are common and regional.

**COSA** – City of San Angelo.

**CURRENT TAXES** – Taxes that are levied and are due within one year.

**DEBT SERVICE FUND** – Sometimes referred to as the sinking fund, it is used to account for the accumulation of monies needed for the payment of principal and interest on an obligation resulting from the issuance of bonds.

**DESIGNATED REVENUE FUND** – Fund is used to account for specific revenues that are legally restricted for a particular purpose.

**DIVISION** – An organizational unit within the city structure representing major functional categories of work.

**DOT** – Department of Transportation; see TxDOT.

**DWI** – Driving While Intoxicated; as in the San Angelo Police Department DWI Step program.

**EFFECTIVE TAX RATE** – The rate that will generate the same tax levy next year from the properties on this year's tax roll.

**EMERGENCY MEDICAL SERVICES (EMS)** – Out-of-hospital acute medical care and/or transportation to definitive care; the San Angelo Fire Department provides EMS service to the citizens of San Angelo.

**EMERGENCY OPERATIONS CENTER (EOC)** – The City of San Angelo activates the EOC for state-wide, regional or local incidents.

**ENCUMBRANCE** – Obligations in the form of purchase orders that are reserved until the obligations are paid or otherwise extinguished. Requisitions are considered pre-encumbrances.

**ENTERPRISE FUND** – A separate fund used to account for operations financed and operated in a manner similar to private business enterprises where the intent of the governing body is that the costs of providing goods or services to the general public be financed or recovered primarily through user charges.

**EXPENDITURE** – Monies spent on goods or services in accordance with budget appropriations.

**FEDERAL AVIATION ADMINISTRATION (FAA)** – An agency of the United States Department of Transportation with authority to regulate and

oversee all aspects of civil aviation in the U.S.; the San Angelo Regional Airport is certified by the FAA.

**FEMA** – Federal Emergency Management Administration; the City’s Emergency Management division is funded in part by FEMA grants.

**FISCAL YEAR (FY)** – A period of twelve months used for the recording of financial transactions. The City of San Angelo’s fiscal year begins October 1 and ends September 30.

**FRANCHISE FEE** – A fee paid by utility companies for the use of public right-of-ways. The fee is typically a percentage of the utility company’s gross revenues.

**FUND** – An independent fiscal and accounting entity with a self-balancing set of trial balance accounts recording cash and/or other assets together with all related liabilities for the purpose of conducting specific activities or attaining certain objectives.

**FUND BALANCE** – The difference between a fund’s current assets and its current liabilities.

**GENERAL FUND** – A fund used to account for all general purpose transactions of the city that do not require a special type of fund.

**GIS** – Geographic Information System; a system that captures, stores, analyzes, manages, and presents data that are linked to location(s).

**GO** – General Obligation; a municipal bond backed by the credit and “taxing power” of the issuing jurisdiction rather than the revenue from a given project.

**GOVERNMENT FINANCE OFFICERS ASSOCIATION (GFOA)** – A professional

association of approximately 17,000 state, provincial and local government finance officers in the United States and Canada; the City of San Angelo operating budget is prepared in accordance with GFOA best practices in public budgeting.

**GRANT** – An award of funding or materials by the federal government, state government or other organization for a specific activity with no expectation of repayment.

**HNT** – Hostage Negotiation Team; a police unit that handles hostage negotiations.

**HOMESTEAD** – A tax exemption on property taxes based on the home’s appraised value.

**HUD** – U.S. Department of Housing and Urban Development; a Cabinet department in the Executive branch of the United States federal government that develops and executes policies on housing and metropolises.

**HVAC** – The abbreviation for heating, ventilating and air conditioning systems used in building design and construction.

**INTEREST & SINKING (I&S) FUND** – The portion of the tax rate that pays annual interest and maturities to discharge outstanding bonded indebtedness.

**INTERFUND TRANSFER** – Budgeted transfers from a fund receiving revenue to the fund where the revenues are to be expended.

**INTERNAL SERVICE FUND** – A fund used to account for the financing of goods or services provided by one department to another department on a cost reimbursement basis.

**INVESTMENT** – Securities and real estate purchased and held for the production of

revenues in the form of interest, dividends, rentals and/or base payments.

**LEVY** – The city council authority to impose or collect taxes, special assessments or service charges.

**LONG-TERM DEBT** – Debt with a maturity of more than one year after the date of issuance.

**MAINTENANCE & OPERATIONS (M&O)** – The portion of the tax rate that is applied to the General Fund.

**MEMORANDUM OF UNDERSTANDING (MOU)** – A document describing a bilateral or multilateral agreement between parties.

**MGD** – Million Gallons per Day; a measure of water flow.

**MGR** – Job title “Manager”.

**MODIFIED ACCRUAL BASIS** – An accounting method that combines the cash and accrual methods since expenditures are immediately incurred as a liability while revenues are not recorded until they are received or are measurable and available for expenditure. Since this type of accounting is a conservative financial approach, it is recommended as the standard for most governmental funds.

**MPO** – Metropolitan Planning Organization; a federally-mandated and federally-funded transportation policy-making organization.

**NIMS** – National Incident Management System; a system used to coordinate emergency preparedness and incident management.

**OPERATING EXPENSE** – Expenditures such as custodial service, office supplies and travel made as a result of daily operations.

**ORDINANCE** – A formal legislative enactment by the city council of a municipality. If it is not in conflict with any higher form of law, such as a state statute or constitutional provision, it has the full force and effect of law within the boundaries of the municipality to which it applies.

**P-T** – Part-time.

**PASSENGER FACILITY CHARGE (PFC)** – An additional fee charged to departing and connecting passengers at an airport used for airport improvements.

**PAYMENT IN LIEU OF TAX (PILOT)** – Monies received for provision of city services to property located outside the municipal taxing district.

**PERFORMANCE MEASURES** – Statistical data that quantifies the results of programs and activities and provides target goals for the upcoming year. Measures can be one of the following types: productivity, results or efficiency.

**PROPERTY TAX** – A charge levied on real or personal property based on the property’s valuation multiplied by the tax rate.

**PUBLIC HEALTH EMERGENCY PREPAREDNESS (PHEP)** – responsible for disaster planning and developing the capabilities and objectives work plan.

**PUBLIC HEARING** – A meeting open to citizens regarding the proposed operating or capital budget allocations with the opportunity for citizens to voice their opinions on the proposed budget.

**REVENUE** – Income received by a government.

**RIGHT-OF-WAY (ROW)** – Land over which public roads/access are located.

**SAISD** – San Angelo Independent School District.

**SEXUALLY TRANSMITTED DISEASES (STD)** – Infections acquired by sexual contact; the City of San Angelo’s Nursing division operates an STD clinic.

**SINGLE MEMBER DISTRICT (SMD)** – An electoral system in which candidates run for a single seat from a geographic district.

**SWAT** – Special Weapon and Tactic; an elite paramilitary tactical unit in law enforcement departments that performs high-risk operations that fall outside the abilities of regular officers including hostage rescues.

**TAX BASE** – Total value of all real and personal property less exemptions.

**TAX LEVY** – The total amount to be raised by general property taxes for purposes specified in the tax levy ordinance.

**TAX RATE** – The amount of tax levied for each \$100 of assessed valuation. The tax rate is comprised of two components: the debt service rate and the maintenance and operations rate.

**TAXES** – Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

**TEXAS COMMISSION ON ENVIRONMENTAL QUALITY (TCEQ)** – The primary state agency charged with enforcement of environmental

regulations and with issuing air and water operating permits to businesses operating in Texas.

**TEXAS DEPARTMENT OF STATE HEALTH SERVICES** – A state agency with the goal of protecting the health of all Americans and providing essential human services.

**TLETS** – Texas Law Enforcement Telecommunications System.

**TREND ANALYSIS** – A comparative analysis of individual revenue performance over time.

**TUBERCULOSIS (TB)** – A potentially serious infectious disease that primarily affects the lungs; the City of San Angelo’s Nursing division operates a TB clinic.

**TxDOT** – Texas Department of Transportation; works cooperatively to provide safe, effective and efficient movement of people and goods.

**USER FEE** – A fee imposed on those who directly benefit from the service provided.

**VOIP** – Voice Over IP; a network that delivers voice communications.

**WIC** – Women Infant & Children; a Federal assistance program for healthcare and nutrition of low-income pregnant women, breastfeeding women, and infants and children under the age of five.

**WORKERS’ COMPENSATION (WC)** – A form of insurance that provides compensation medical care for employees who are injured in the course of employment.

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