



# Operating Budget Fiscal Year 2014-2015



City of San Angelo, Texas



Annual Operating Budget

City of San Angelo, Texas

Fiscal Year

October 1, 2014 through  
September 30, 2015

**THIS BUDGET WILL RAISE MORE TOTAL  
PROPERTY TAXES THAN LAST YEAR'S  
BUDGET BY \$2,805,876 (9.75%) AND OF  
THAT AMOUNT, \$481,892 IS TAX  
REVENUE TO BE RAISED FROM NEW  
PROPERTY ADDED TO THE TAX ROLL  
THIS YEAR**

# City of San Angelo

## Introduction & Overview

---

# City of San Angelo

## Table of Contents

---

### INTRODUCTION AND OVERVIEW

Distinguished Budget Presentation Award 2014 .....	i
Budget Message.....	ii
Short-term Priorities & Goals .....	1
Long-term Vision & Strategic Goals .....	2
Community Profile .....	5

### FINANCIAL STRUCTURE, POLICY, & PROCESS

Principal Officials & Staff.....	15
Map of Single Member Districts .....	16
Organizational Chart .....	20
Department/Fund Relationship .....	21
Accounting Statements.....	22
Fund Descriptions & Basis of Budgeting .....	23
Fund Structure .....	27
Financial Policies .....	28
Budget Process.....	31
Budget Calendar.....	33

### FINANCIAL SUMMARIES

Consolidated Financial Schedule.....	34
Budget Summary by Fund Type .....	35
Revenue and Long-term Trend Overview .....	36

General Fund Revenue.....	43
General Fund Revenue Graph.....	44
General Fund Expenditures.....	45
General Fund Expenditures by Department Graph .....	47
General Fund Expenditures by Category Graph.....	48
General Debt Service Fund.....	49
General Fund Equipment Replacement .....	50
General Fund Capital Projects Fund.....	51

Intergovernmental Fund .....	52
TIRZ.....	53
TIRZ Expenditures Graph.....	54
Community Development Block Grant .....	55
HOME Program .....	56
Designated Revenue Fund .....	57
Lake Nasworthy Trust .....	58

Texas Bank Sports Complex .....	59
Civic Events Fund.....	60
Civic Events Fund Revenue & Expenditure Graphs.....	61
Fort Concho .....	62

Fairmount Cemetery .....	63
State Office Buildings .....	64
Airport Operating Fund .....	65
Airport Operating Fund Revenue Graph .....	66
Airport PFC Fund .....	67
Airport Capital Fund .....	68
Solid Waste Enterprise Fund .....	69
Stormwater Fund .....	70
Water Enterprise Fund .....	71
Water Enterprise Fund Graphs .....	72
Water Debt Service Fund .....	73
Water Supply Capital Projects .....	74
Wastewater Enterprise Fund .....	75
Wastewater Enterprise Fund Graphs .....	76
Wastewater Debt Service Fund .....	77
Wastewater Capital Projects Fund .....	78
Vehicle Maintenance Internal Service Fund .....	79
Communications Internal Service Fund .....	80
Health Insurance Fund .....	81
Property/Casualty Insurance Fund .....	82
Workers' Compensation Insurance Fund .....	83
<b>CAPITAL &amp; DEBT</b>	
Capital Expenditures & Investments .....	84
Capital Improvement Plan Summary .....	91
Asset Capitalization Policy .....	94
Statement of Legal Debt Margin .....	96
Interest and Redemption Funds .....	97
Ratio of Net General Bonded Debt to Assessed Value .....	98
Summary of Debt Service Requirements to Maturity .....	99
Debt Service Requirements General Obligation Bonds .....	100
Debt Service Requirements Water Utility Bonds .....	101
Debt Service Requirements Wastewater Utility Bonds .....	102
Debt Service Requirements State Office Buildings .....	103
<b>DEPARTMENTAL INFORMATION</b>	
General Government Organizational Chart .....	104
City Council .....	105
City Manager .....	106
City Attorney's Office .....	108
City Clerk .....	111
Internal Audit .....	115
Public Information .....	117
Municipal Court .....	120
Emergency Management .....	124
Construction & Facilities Maintenance .....	126
Construction Management .....	129

Human Resources and Risk Management Organizational Chart .....	131
Human Resources.....	132
Health Insurance .....	134
Property & Casualty Insurance.....	136
Workers' Compensation.....	138
Crossing Guards.....	140
Finance Department Organizational Chart .....	142
Budget .....	143
Information Technology .....	145
Communications .....	147
Accounting.....	149
Billing & Receipts.....	151
Purchasing .....	153
Public Safety Organizational Chart.....	155
Police .....	156
Public Safety Communications.....	159
Fire.....	162
Fire Prevention .....	165
Planning and Development Services Organizational Chart.....	169
Development Services.....	170
Planning.....	173
GIS .....	179
Permits & Inspections .....	182
Engineering Services.....	185
Stormwater .....	189
Tax Increment Reinvestment Zone (TIRZ).....	191
Neighborhood & Family Services Organizational Chart.....	192
Community & Housing Support Services .....	193
Code Compliance.....	198
WIC.....	200
Operations Organizational Chart .....	202
Operations.....	203
Traffic Operations.....	205
Street Lighting .....	208
Street & Bridge .....	210
Solid Waste.....	212
Lake Operations .....	214
Vehicle Maintenance.....	216
Water & Wastewater Utilities Organizational Chart.....	218
Water Utilities Administration .....	219
Water Utilities Engineering .....	221
Water Capital.....	223
Water Conservation .....	224
Customer Service.....	226
Water Supply Contracts .....	229

Water Treatment.....	230
Water Quality Lab .....	232
Water Distribution.....	234
Utility Maintenance.....	236
Water Non-Departmental .....	238
Other Water Funds.....	239
Water Supply-Twin Buttes .....	240
Wastewater Collection .....	242
Wastewater Treatment.....	244
Wastewater Treatment – Airport.....	246
Wastewater Capital.....	247
Wastewater Non-Departmental.....	248
Other Wastewater Funds .....	249
Lake Nasworthy Trust Fund.....	250
Health Services Organizational Chart.....	251
Health Services Administration .....	252
Environmental Health .....	254
Animal Services .....	256
Nursing .....	258
Hazards.....	260
Parks & Recreation Organizational Chart.....	262
Parks .....	263
Recreation .....	265
Nutrition .....	268
Civic Events.....	270
Fairmount Cemetery .....	273
Fort Concho.....	275
State Office Buildings .....	277
Texas Bank Sports Complex.....	279
Other	
Metropolitan Planning Organization.....	281
San Angelo Regional Airport .....	284

**APPENDIX**

Ordinance Adopting the Budget .....	286
Ordinance Levying Taxes.....	295
Principal Taxpayers .....	298
Property Taxpayers .....	299
Property Tax Rate History Graph .....	300
Property Tax Levies .....	301
Property Tax Levies and Collections.....	302
Personnel Summary .....	303
Glossary.....	315
Index.....	320



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of San Angelo  
Texas**

For the Fiscal Year Beginning

**October 1, 2013**

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, 2013. 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 21, 2014

Honorable Mayor and City Council,

**Introduction**

I am pleased to submit the 2014-15 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 can be 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 generally exceed the available funding to pay for services.

When 2014-15 annual budget preparation began, 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, was our main concern. After budget preparation was underway, a large rain event provided some much needed relief by increasing our surface water supplies. Although the immediate pressure is lifted, a long-term solution is still San Angelo's major priority.

The total proposed expenditures for all funds for 2014-15 are \$145,625,382. This represents a 5.22% (\$7.2 million) increase over the previous year. The General Fund accounts for a \$4.2 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 improve city services, particularly by investing in the City Council priorities adopted in April 2014. Increased funding for each of the five priorities is proposed as follows:

- a) Water infrastructure and supply \$0\*;
- b) Street maintenance \$2,245,000;
- c) Salaries 2,541,778;
- d) Improved development process \$0\*;
- e) Police station \$0\*.

\*Although these items are proposed at \$0 in the operating budget before you, staff is working on other solutions such as changes in policies, fund balance, bond issuances, and more.

## Organizational Priorities for the 2014-15 Budget

Service Priorities – In April 2014 as budget preparation began, the City Council hosted a priority setting workshop. The result was the following five priorities and goals which were used to guide the budget preparation process:

*Water: Infrastructure and Long Term Water* – Decrease water loss by 13% in a 5 year period; Approve and implement a water conservation plan within 6 months; Seek a diversified long-term water supply within 10 years.

*Streets: Renewed Infrastructure* – Renewal of all city streets at 15% per year or 100% over 7 years.

*Salaries: Adjustment to Market* – Reach target salaries within a 3-year period (possibly 4) for all staff members.

*Improved Development Process* – Expedite projections-on-the-ground with consistency and accuracy surpassing timeliness of sister cities by “x%”; Educate those seeking approval on available options, find a reason to say “yes”; Improve customer service to a level nearing 100% satisfaction by those seeking services within a 6-month period (timeline not given by Council); Streamline all service requests from staff work to introduction and approval by board to final approval to Council by “x%”.

*Police Station: Replace with New or Refurbished* – Bond election after specifics are determined and if cost exceeds \$5 million.

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 2014-15, the tax rate was adopted at 0.776/\$100 valuation which is slightly (0.006/\$100) behind schedule of the goal. However, by leaving the tax rate at the same 0.776/\$100 valuation, the City will be able to address important items that have been under funded in prior fiscal years.

Employee Health Benefit Stabilization – The cost of health benefits has increased substantially in recent years. The budget for the employer contribution (all funds) for health benefit coverage in fiscal year 2014-15 is approximately \$6.8 million for both employees and retirees.

### 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’s three major funds are – 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.

Primary services provided through the General Fund include police, fire, streets, and more. Other services within the General Fund include planning, permits & inspections, code compliance, recreational opportunities, parks, and public information. The proposed General Fund budget for expenditures and transfers is \$65.3 million.

Of the priorities set forth by the Council in April, most of them impact services offered in the General Fund including street maintenance, salaries, improved development process, and the police station. As itemized above, both the improved development process and police station will be considered in future discussions outside this budget discussion such as changes in policies, fund balance, bond issuances, or others. The remaining items of street maintenance and salaries are recommended for action in this proposed budget.

Street Maintenance – One of the five priorities set forth by Council was increased maintenance for city streets. Although the City provides a wide range of street services, the level of service provided has not sustained an adequate quality of thoroughfares. It is necessary to increase the funding for street maintenance to make progress towards achieving Council’s goal of a 100% renewal of all city streets over seven years, or 15% per year. Adding \$2,245,000 to the street maintenance budget will make substantial progress towards this goal, accelerating the rate of maintenance from 8% per year (12 year cycle) to 12.5% per year (eight year cycle).

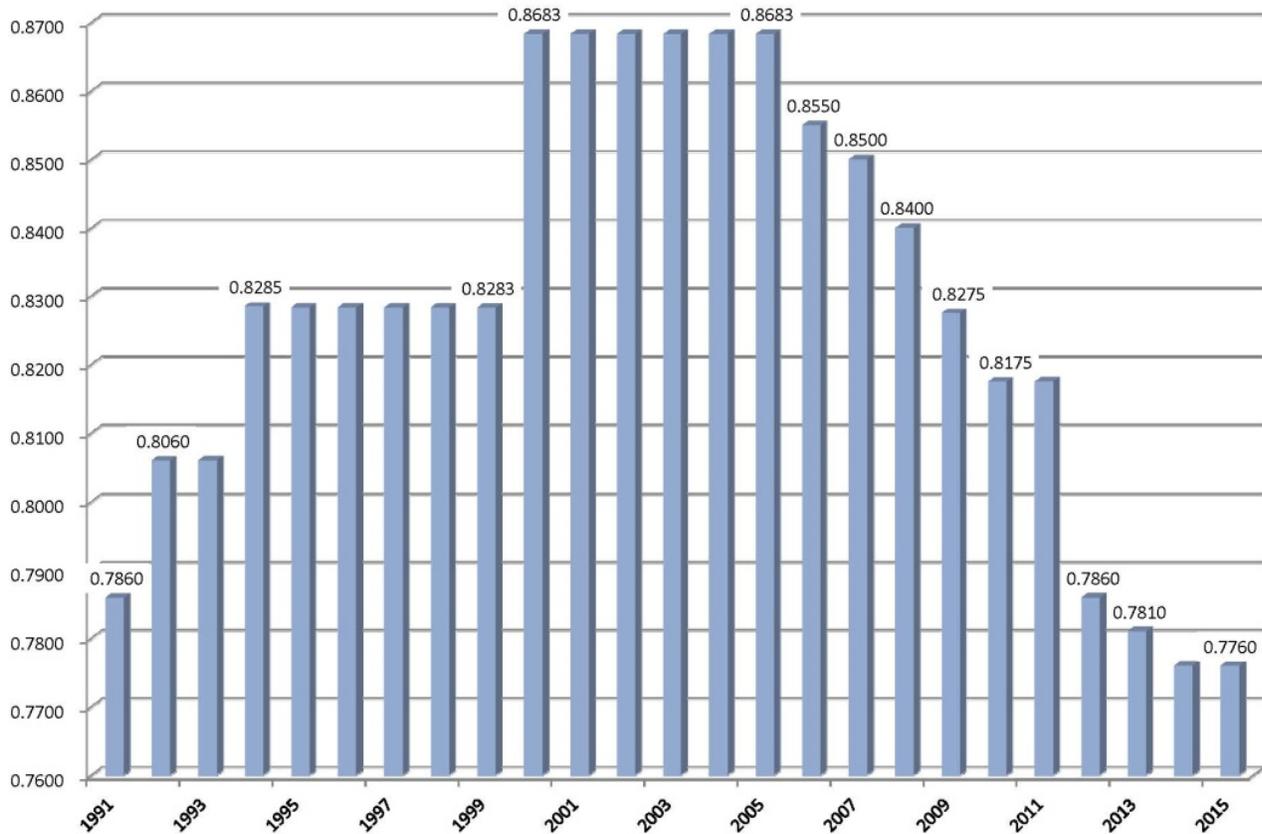
Salaries – In the priorities Council adopted this year, salaries were aimed to be adjusted to market. Staff was directed to reach target salaries within a four year period for all staff members. Early in the budget preparation process, Human Resources Director Lisa Marley recommended that a flat, across the board raise be given to all employees, excluding Police civil service who receive raises in a separate process. Funding was available to implement 5% pay increases for eligible employees.

Additionally, the civil service law enforcement officers (police officers) negotiate in a meet and confer process to receive salary increases and other benefits the officers recommend. During the meet and confer negotiations of 2014, the officers and City Council approved a three year agreement for civil service salary increases and other changes to benefit both the City and the police officers. The agreement sets a goal to achieve 95% of market, or peer cities, salary mid-point over the term of the contract for police officers, sergeants, and lieutenants. The proposed 2014-15 budget includes the first year of this three year agreement. The total salary and benefits cost for the meet and confer agreement in the 2014-15 budget year is \$678,495.

Finally, the proposed budget includes the final year of a multi-year implementation to correct issues in the fire civil service pay plan. The total salary and benefits cost for the fire civil service pay plan adjustments in the 2014-15 budget year is \$107,293.

Property Tax – Property tax is the largest source of revenue in the General Fund. The General Fund will receive just over \$29 million from this funding source during this current budget year. Additionally, over \$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. For fiscal year 2014-15, the City adopted and maintained the 2013-14 tax rate – the lowest rate since fiscal year 1990-91. The following chart illustrates the progress made toward a lower property tax rate.

## Property Tax Rates



The City continues to offer a 20% homestead exemption to qualified property owners 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 eligible property owners.

Public Safety Services – Public safety is a collection of major services provided through the General Fund. Public safety services include fire suppression, fire prevention, ambulance, police, and public safety communications (commonly referred to as dispatch).

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 \$3.4 million (primarily ambulance charges) while expenditures total approximately \$33.4 million. The revenue received from property tax, together with this public safety revenue, funds the cost of public safety services.

Other Services – The City’s General Fund also provides for a variety of other services including human resources, finance, health services, animal services, parks & recreation, code compliance, operations, and planning & development services. The cost of these services is funded by user fees, sales tax, interest earnings, and other miscellaneous revenues.

### **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.

The highest ranked priority set by the Council in April relates to water infrastructure and supply. Although there is no additional amount proposed in this operating budget, many projects are underway or being vetted to satisfy our community's water needs. Supply projects funded by debt will continue and infrastructure improvements will continue as capital funding allows.

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 \$23.2 million.

Water rates did not change in the proposed 2014-15 budget, however, research is under way to determine if a rate study is needed. A water rate study conducted by a qualified consultant will guide the funding process for treating additional water supplies, specifically the Hickory ground water source currently under development. Staff hopes to present rate study options to the Council by December 2014. Any action items resulting from this rate study will be presented to the Council for consideration together with any necessary budget amendments.

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 \$9.7 million.

Wastewater rates are proposed to stay the same for the 2014-15 fiscal year. Wastewater rates were increased eight (8) 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.

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

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

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 debt service cost is eight (8) cents on the property tax rate for fiscal year 2014-15.

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, rather it exists to provide direction and set goals for staff to achieve.

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>9/30/14 Estimated Actual</u>
General Fund	\$12.8 million	8.0 million
Water Fund	4.9 million	2.6 million
Wastewater Fund	2.0 million	3.6 million

Each fund's performance varied this fiscal year. For the General Fund, the estimated actual fund balance increased at the end of the 2013-14 fiscal year. The reason for this positive movement was primarily due to an economic upswing which positively impacted property tax and sales tax to achieve revenues in excess of 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. However through extreme management of expenses, the spread between the target fund balance and the estimated actual fund balance decreased slightly.

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 directly by the citizens who pay the taxes and fees for services.

Capital Improvement Plan – The City of San Angelo will continue the Capital Improvement Plan (CIP) process into fiscal year 2014-15. 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 planning 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.

### **Other Major Budget Items**

Solid Waste – 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 City of San Angelo adopted a new contract and implemented rate increases to fund current mandates and partially fund known future mandates thereby creating better performing financials.

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.

Staff's recommendation is to implement the benefits-received principle which holds that the persons who benefit from a service bear the burden of the cost. The annual user fee analysis will yield a comprehensive plan of action items.

Hotel Occupancy Tax – San Angelo is facing unprecedented growth in the local hotel industry. Due to increased production in the oil and gas industry in neighboring towns, San Angelo has become a hub for employees traveling between job sites. This revenue growth is not sustainable and is sure to subside in the near future. To manage the highly variable HOT revenue, the proposed budget is \$750,000 revenue in excess of expense. Should this revenue stream decline in the coming fiscal year, revenue estimates will still be an achievable amount.

The City of San Angelo levies a 7% local option on the state Hotel Occupancy Tax (HOT) and allocates these funds as allowed by state tax code. The 2014-15 budget maintains allocations as follows: 48% City of San Angelo Civic Events, \$795,000 Convention & Visitors Bureau, 5% San Angelo Cultural Affairs Council, \$50,000 City of San Angelo Texas Bank Sports Complex, and \$50,000 City of San Angelo Fort Concho. At fiscal year end, revenue in excess of expenditure will be examined and submitted to the Council for consideration of funding one-time projects. This ensures operating expenditures do not grow at the same staggering rate of revenue growth and that much needed improvements are made to eligible venues and/or programs.

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 2014-15 budget year. However, staff is continually researching new equipment and vehicles to maximize the value of the resources available to replace equipment in our aging fleet.

### Conclusion

The fiscal year 2014-15 budget is the product of a budgeting process that includes many hours of intensive work by staff. We have endeavored 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 of San Angelo

## Short-term Priorities & Goals

---

The City Council's goal setting workshop for the FY2014-15 budget year yielded five major priorities that served as a tool to steer budget discussions amongst staff and constituents. The five priorities that best address San Angelo's current needs are focused on infrastructure, development, and people.

### **Water**

Due to San Angelo's drought conditions, water has and will continue to be in the forefront of priorities for the community. Infrastructure enhancements are necessary to reduce water loss and leakage. The current goal is set to reduce water loss by 13% over a five year period by addressing infrastructure deficiencies.

To better manage the water we have, a water conservation plan is necessary. Council has asked that this be ready within six months. Planning ahead for the future, Council stated we should be seeking a diversified long-term water supply within ten years.

### **Streets**

The infrastructure connecting us as a community are City streets. Repairs and enhancements should be done on a consistent and pre-planned basis to ensure all streets remain in working condition. The Council goal is to renew 15% of City streets each year, with an end goal of treating 100% of the streets every seven years.

### **Police Station**

A new or refurbished Police Station has been requested by the Police Department and Council. Once the project plans are approved, per the goal setting exercise, a bond election will be held if the price exceeds \$5 million dollars.

### **Development Processes**

As San Angelo grows, it is important for our development processes to keep up with the speed of builders. With that in mind, the following goals were set to improve our development processes:

- Expedite projects-on-the-ground with consistency and accuracy, surpassing timelines of sister cities.
- Educate those seeking approval on available options and find a reason to say yes.
- Improve customer service to a level nearing 100% satisfaction by those seeking services within a six month period.
- Streamline all service requests: from staff work to introduction and approval by board to final approval to Council.

### **Salaries**

Council has made it a priority to compensate City employees at the market rate in an effort to attract and retain its workforce. The current goal is reaching target salaries for all staff members within a three (to four) year period.

# City of San Angelo

## Long-term Vision & Strategic Goals

---

---

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

---

City Council met September 27, 2007 to establish a long-term vision and strategic goals for the City of San Angelo. As a result, ten major priorities were established with desirable outcomes to measure success.

### **Neighborhood Vision**

Council determined that factors essential to developing successful neighborhoods are:

- fostering a sense of community
- adequate infrastructure
- appropriate and enforceable regulations to protect neighborhoods
- reinvestment in the neighborhood
- adequate amenities for each neighborhood
- Neighborhood Safety Programs based on:
  - Traffic controls
  - Police
  - Code enforcement

### **Commerce Vision**

A successful business climate for San Angelo will have the following:

- revitalized older commercial areas
  - primarily downtown
  - reduction in vacant and/or underutilized properties
- a streamlined development processes
  - solution-oriented staff attitude
  - centralized services
- consistent application of development regulations
  - consistent missions between Council and Boards
  - Council adopts ordinance, staff implements
  - public education
- compatible commercial and neighborhood districts

### **Industry Vision**

San Angelo's industry vision will successfully retain and attract industry when there are:

- more partnerships with institutions of higher learning (to attract and retain an educated workforce)
- trade schools for local industry needs
- industrial businesses at the airport
- alternative transportation modes
- strategic plans for industry recruitment
- available facilities for use that have appropriate infrastructure

### **Transportation Vision**

The following factors were deemed essential to a successful transportation system:

- citizens actively participate in traffic control methods
- way-finding is standardized and block numbers are consistently implemented
- traffic flow in and around ASU is addressed

- streets, alleys, and other paved surfaces are repaved at regular intervals
- alternate modes of transportation to/from town are available, including:
  - Mass Transit
  - Air
  - Rail
- traffic studies are conducted to evaluate traffic flow
- sidewalk and bicycle lanes are addressed in conjunction with roadway construction

### **Regional Transportation Vision**

The steps to a successful regional transportation system include:

- a partnership with Concho Valley Council of Governments to ensure development of passenger multi-modal facility
- advocating for increased rail service
- increased air passenger and freight service
- supporting the Ports to Plains initiative

### **Parks & Open Space Vision**

San Angelo's park system will be deemed successful with:

- increased unstructured recreational opportunities in lieu of programmed activities
- a pedestrian/bike network implemented between park facilities, activity centers, and downtown
- increased number of public restrooms
- public input on future recreation programs
- citizen involvement with maintenance of parkland
- parkland dedications required in residential development

### **Downtown Vision**

San Angelo's downtown and historic area should strive for the following:

- high occupancy rates for business and residential spaces
- increased private investment
- street-scaping more prevalent than other areas in the community
- increased code enforcement

- an overlay district with additional development guidelines to improve aesthetics
- incentives for developing properties/disincentives for holding vacant properties
- historic structure preservation
- increased demolition of structures
- addressing issues with absentee landlords

### **Infrastructure Vision**

The goals for San Angelo's infrastructure system are:

- dependable delivery of essential services
- striping all streets with thermal plastic material
- fully functional fire hydrants properly placed throughout the City
- accountable reporting of improvements through the Capital Improvement Program
- implementation of a long-term infrastructure maintenance schedule
- inclusion of technology development to Capital Improvement Project (CIP)
- maintain a Disaster Plan addressing events of catastrophic service failures

### **Community Appearance Vision**

Elements contributing to an attractive San Angelo are:

- clean residential and commercial neighborhoods
- way-finding street signage
- enforcement of commercial landscape ordinance
- unique development patterns (with a preference towards non-strip center layout)
- aggressive enforcement of dangerous building fines for commercial structures
- increased support of public art through financial incentives

### **Financial Vision**

Financial growth in the community will be evident as:

- property tax rates decline annually
- adequate reserve funds exist to support

- pay-as-you-go infrastructure improvements
- a replacement fund or rate stabilization program is established for equipment
- unused or underperforming City-owned properties are liquidated
- contracted services are reviewed annually

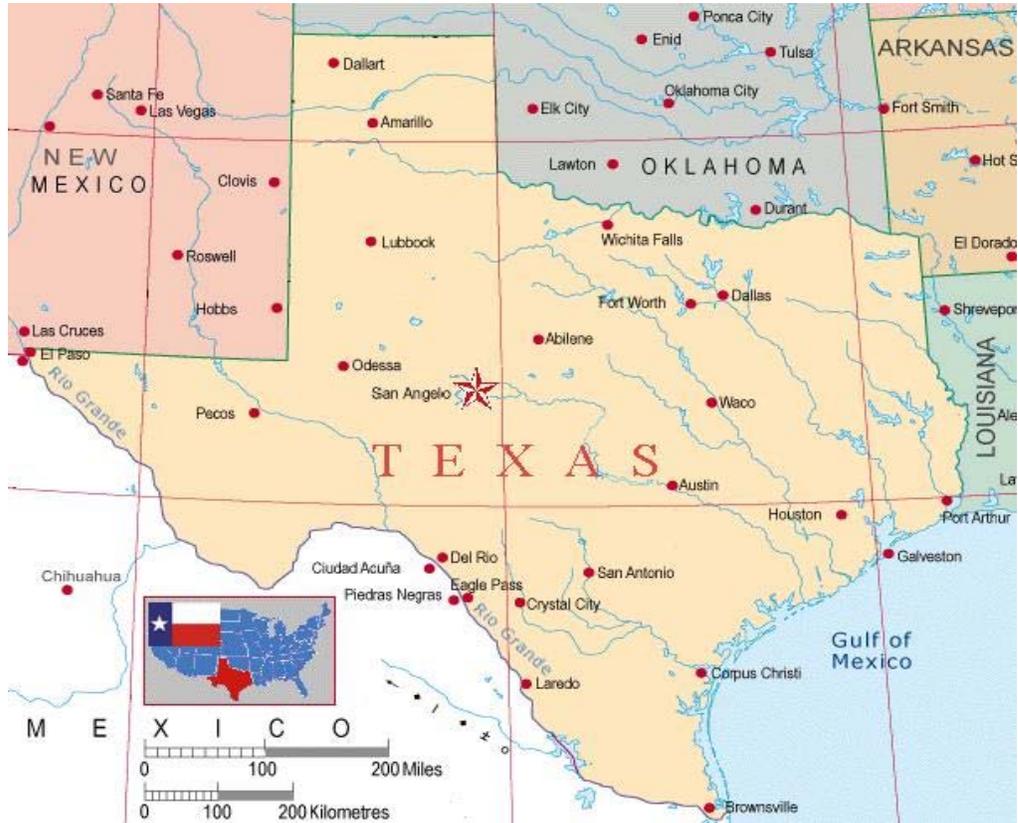
- to ensure highest and best use of public funds
- enterprise funds become 100% self-sufficient and secondary services are supported by user fees
- equity builds in property tax

# City of San Angelo Community Profile

---

## 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. The Santa Fe Railroad was followed by the Kansas City, Mexico and Orient Railroad 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.

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



*Historic Santa Fe-Orient Train Depot*

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 65.4 degrees. The City sees an average rainfall of 21.25 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 1,639 people per square mile. The median age was 32.8 years.

<b>Composition of Population – By Age</b>	
<b>17 years and younger</b>	24.3%
<b>18 – 24 years</b>	13.9%
<b>25 – 44 years</b>	24.9%
<b>45 – 64 years</b>	23.1%
<b>65 years and older</b>	13.8%

<b>Composition of Population – By Race</b>	
<b>White (including Hispanic and Latino)</b>	<b>80.4%</b>
<b>Other races</b>	<b>13.9%</b>
<b>African American</b>	<b>4.6%</b>
<b>Asian</b>	<b>1.1%</b>

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.

<b>Civilians Employed – By Year</b>	
<b>2009</b>	50,200
<b>2010</b>	51,100
<b>2011</b>	53,000
<b>2012</b>	54,800
<b>2013</b>	54,400
<b>2014</b>	54,900

## **Transportation**

San Angelo is served by the San Angelo Regional Airport which offers four to five daily flights to the Dallas-Fort Worth International Airport offered through American Eagle Airlines. The airport is currently undergoing a \$2.4 million renovation.

Intrastate and interstate bus service is provided by the Kerrville Bus Lines 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. Concho Coaches provides twice daily van service to the Midland-Odessa Airport.

The BNSF Railway serves the town; and the Texas Pacifico has a lease on a TxDOT rail line, formerly the Kansas City, Mexico and Orient Railroad, but it is in poor repair. San Angelo is the main rail yard for Texas Pacifico Transportation, Ltd. connecting the Mexico rail system to the main U.S. rail corridors in Fort Worth.

Intracity public transportation is provided by the Concho Valley Transit District with five fixed bus routes. Bus service runs from Monday through Saturday.

There are four taxicab companies that also offer service throughout the City and six rental car companies.

## **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 American Electric Power (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.



San Angelo Regional Airport

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 residential customers are:

Service Charges	2014 Prices
<b>Base Rate (1x week Trash &amp; 1x week Recycling)</b>	\$13.47
<b>Bulk Collections (4x year)</b>	\$0.50

<b>Out of Cycle Bulk Trip</b>	\$75.00
<b>Out of Cycle Bulk Price Per Cubic Yard</b>	\$25.00

San Angelo’s water supply is owned and operated by the City. Several lakes are the sources of San Angelo’s water. A 62-mile pipeline from the Hickory Aquifer to San Angelo was completed in 2013, with plans to complete the water treatment facility in the fall of 2014. The Hickory facility will allow for delivery of up to nine million gallons per day. As of October 2006, San Angelo’s maximum capacity of the water system is 42 million gallons per day. The average daily use is 12 million gallons with the highest recorded usage of 18 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
<b>5/8"</b>	\$19.12
<b>1"</b>	\$23.14
<b>1 ½"</b>	\$27.19
<b>2"</b>	\$35.86
<b>3"</b>	\$104.71

4"	\$130.73
6"	\$190.31
8"	\$257.97

6"	\$152.52
8"	\$204.98

The City of San Angelo has an activated sludge wastewater treatment facility. The wastewater treatment capacity is 13.7 million gallons per day. The current treatment averages 8.012 million gallons per day and the highest peak treatment was 10.866 million gallons per day. Costs of sanitary sewer treatment are as follows:

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

### Economy

San Angelo has consistently been named 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. CNN Money ranked San Angelo as one of the best cities to launch a small business in 2009. In 2010, Kiplinger's Personal Finance named San Angelo as one of the "Best Cities of the Next Decade". Forbes ranked San Angelo as the "Fourth Best City for Jobs" in the nation in 2013. In 2014, San Angelo was ranked as the twelfth fastest growing city in the country by WalletHub.com

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, and Hirschfeld Steel.

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.

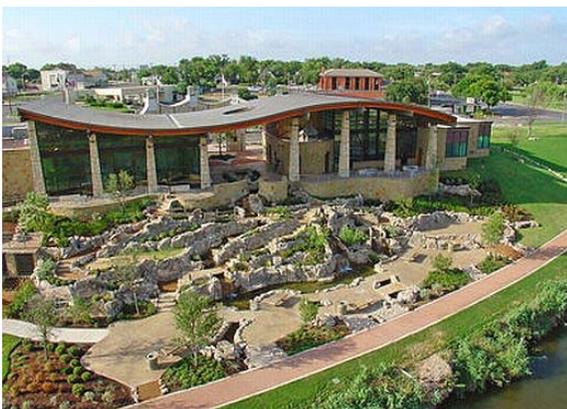
The food and beverage industry continues to grow with San Angelo's population. In addition to conventional national chain restaurants, San Angelo is home to many local businesses, to include food trucks and dinner cruises down Lake Nasworthy and Concho River.



*Cactus Hotel building*

Additionally, the oil industry continues to bring peripheral jobs to the area.

According to the United States Department of Labor, the civilian labor force for San Angelo is approximately 57,400. Of that amount, about 55,000 persons were employed as of August 2014. This means the local unemployment rate was 4.2%.



*San Angelo Visitors Center*

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.

Major Employers	Employees
<b>Goodfellow Air Force Base</b>	5,165
<b>Shannon Health System</b>	2,627
<b>San Angelo Independent School District</b>	2,041
<b>Angelo State University</b>	1,680
<b>San Angelo State Supported Living Center</b>	920

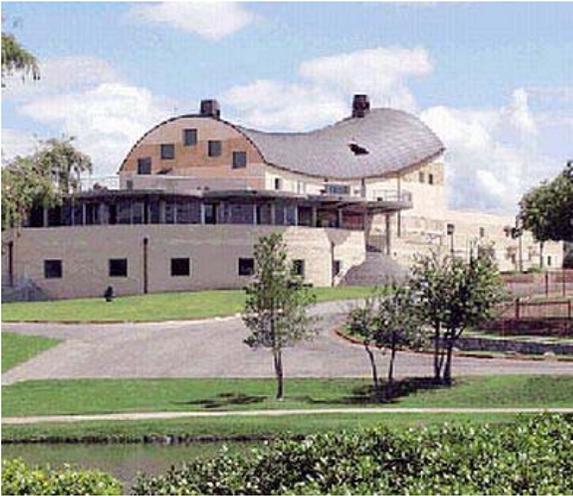
Another nearby city, Midland, is also highly dependent on the oil industry. Midland, a neighbor of Odessa, became the administrative center of the west Texas oil fields when oil was first discovered in the Permian Basin in 1923.

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 90,000 visitors a year, is accredited by the American Alliance of Museums, 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.



*San Angelo Museum of Fine Arts*

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 to the public during Art Walk.

San Angelo is home to many artists, including those associated with Historic Murals of San Angelo. These artists put our town's history on selected walls in the City's Historic City Center. Currently eleven murals are found throughout downtown representing early transportation (from stagecoach to trains and planes), early merchants (blacksmiths and period appropriate furniture selections), our sheep and mohair ranching industry, our original inhabitants (military members and Native American Indians), and one that honors San Angelo's most well-known author, Elmer Kelton.

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 overlooking the Concho River.

The City of San Angelo has hosted an annual festival, Riverfest, for the past two years. Riverfest features a 5k run, canoe/kayak races, paddle boats, a golf tournament, Water Lily and sculpture garden tours, and children's activities, including a petting zoo and bounce houses, all set in the newly renovated downtown Concho River park system.



*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 presented each winter.

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, using the only active Modular Theatre in the United States. 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 6,900 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 six 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. Park University's main campus is located in Parkville, Missouri and was established in 1875. Park University has 40 campus centers in 21 states

including an extensive online degree program. Park University is open to civilians and is one of the top providers of education courses for military members. The Associates degrees include Arts and Science. The online Bachelors degrees include: Business Administration, Economics, Management (including Health Care, Logistics, and Marketing), Criminal Justice Administration, Interdisciplinary Studies, Information and Computer Science, and Social Sciences. Master's Degrees include Business Administration, Communication and Leadership, Education and Teaching, Healthcare Administration and Public Affairs, among others. 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.



*Angelo State University Student Center*

### 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.



*Celebration Bridge*

### Private and Alternative Education

There are seven 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, Potter's Hand Christian School and TLC Academy, which is now a charter school.

### Parks and Recreation

The San Angelo City Park system was created in 1903. The City currently has over 40 parks with over 375 acres of developed land. The department maintains 25 playgrounds, 25 sports practice fields, 27 picnic areas, and a 33-acre municipal golf course. Love Municipal Pool draws large crowds each summer with its tube slides, beach entry, lap swimming area, and multiple play elements. The pool was originally constructed in 1938 but underwent a complete restoration (internal historic facilities and external pool area) in 2012.

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.

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.



*Fountains on the Concho River*

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.

Lake Nasworthy is also home to the annual drag boat races. The Showdown in San Angelo is the newest stop on the Lucas Oil Drag Boat Series. Boats line up for a sub-four second quarter mile race at speeds up to 250 miles per hour. In addition to boat races, guests can see boats up close, talk to drivers, and watch as crew members make last minute performance tuning tweaks.

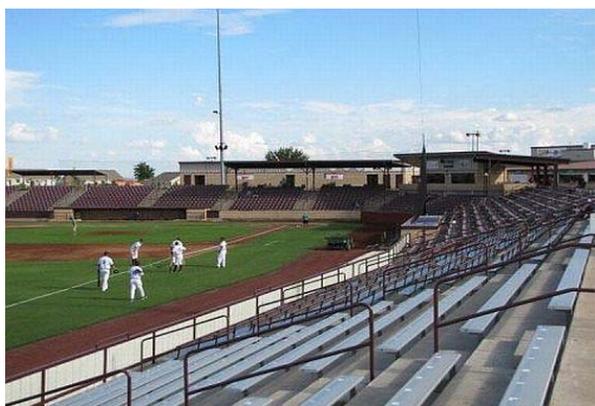
Historic Fort Concho, a National Historic Landmark, is maintained by the City of San Angelo. It was founded in 1867 by the United States Army to protect settlers and maintain vital trade routes. It

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 founded in 2012 as an expansion team and charter member of the Lone Star Football League, now Champions Indoor Football. Based in San Angelo, Texas, the Bandits play their home games at the Foster Communications Coliseum. They won the 2014 regular season title and went on to win the 2014 Lone Star Football League Championship Game.

The San Angelo Colts are an independent professional league baseball team and a member of United League Baseball. The first San Angelo professional team to use the Colts name was founded in 1922, though 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.



*San Angelo Colts at Foster Field*

The annual San Angelo Stock Show & Rodeo began in 1929, making it one of the longest running rodeos in the world. Held each February, it is nationally renowned within the rodeo circuit,

brings in top contestants, and ranks as one of the top ten rodeos in the nation for monetary prizes awarded to contestants. It includes a parade, carnival, concerts and many other events in addition to the main stock show and rodeo.



*San Angelo Stock Show & Rodeo*

Angelo State University (ASU), a member of the NCAA Division II Lone Star Conference, games are open to the public. The ASU Rams compete in baseball, basketball, cross country, football, golf, soccer, softball, track & field and volleyball. The school features some of the largest and newest facilities in its conference. ASU has won four National Championships in football, basketball, softball and track & field.

City of San Angelo

Financial Structure, Policy, and Process

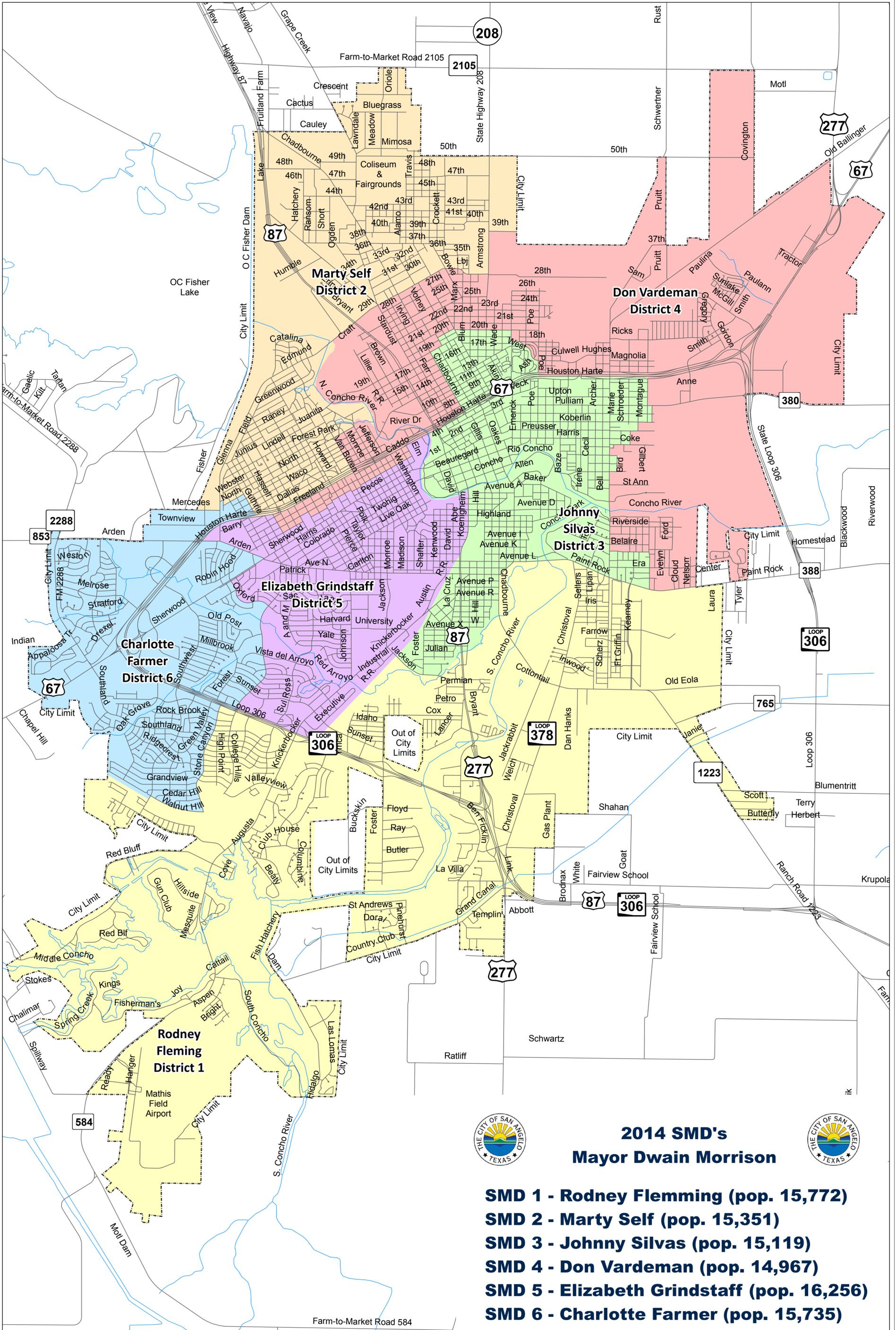
---

# City of San Angelo Principal Officials and Staff

---

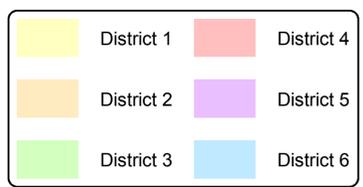


Pictured left to right are San Angelo City Council Members: Rodney Fleming, District 1; Marty Self, District 2; Johnny Silvas, District 3; Dwain Morrison, Mayor; Don Vardeman, District 4; Elizabeth Grindstaff, District 5; and, Charlotte Farmer, District 6.



**2014 SMD's**  
**Mayor Dwain Morrison**

- SMD 1 - Rodney Flemming (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 - Elizabeth Grindstaff (pop. 16,256)**
- SMD 6 - Charlotte Farmer (pop. 15,735)**



# Single Member Districts San Angelo, Texas



Author: COSA GIS Division  
 Path: K:\dept\_city\_clerk\smdwork\area\smd\_dp.mxd  
 Copyright City of San Angelo 1988 - 2013  
 Date: 5/20/2014





Daniel Valenzuela  
City Manager



Michael Dane  
Assistant City Manager/CFO



Rick Weise  
Assistant City Manager



Allen Gilbert  
Presiding Judge



Tim Vasquez  
Police Chief



Brian Dunn  
Fire Chief



Sandra Villarreal  
Director of Health Services



Carl White  
Director of Parks &  
Recreation



Alicia Ramirez  
City Clerk



Lysia H. Bowling  
City Attorney



Shane Kelton  
Director of Operations



Ricky Dickson  
Director of Water Utilities



Lisa Marley  
Director of Human Resources &  
Risk Management



Luis Elguezabal  
Airport Director



Patrick Howard  
Director of Planning &  
Development Services



Tina Bunnell  
Director of Finance



Robert Salas  
Director of Neighborhood &  
Family Services



Anthony Wilson  
Public Information Officer



Morgan Chegwiddden  
Budget Manager

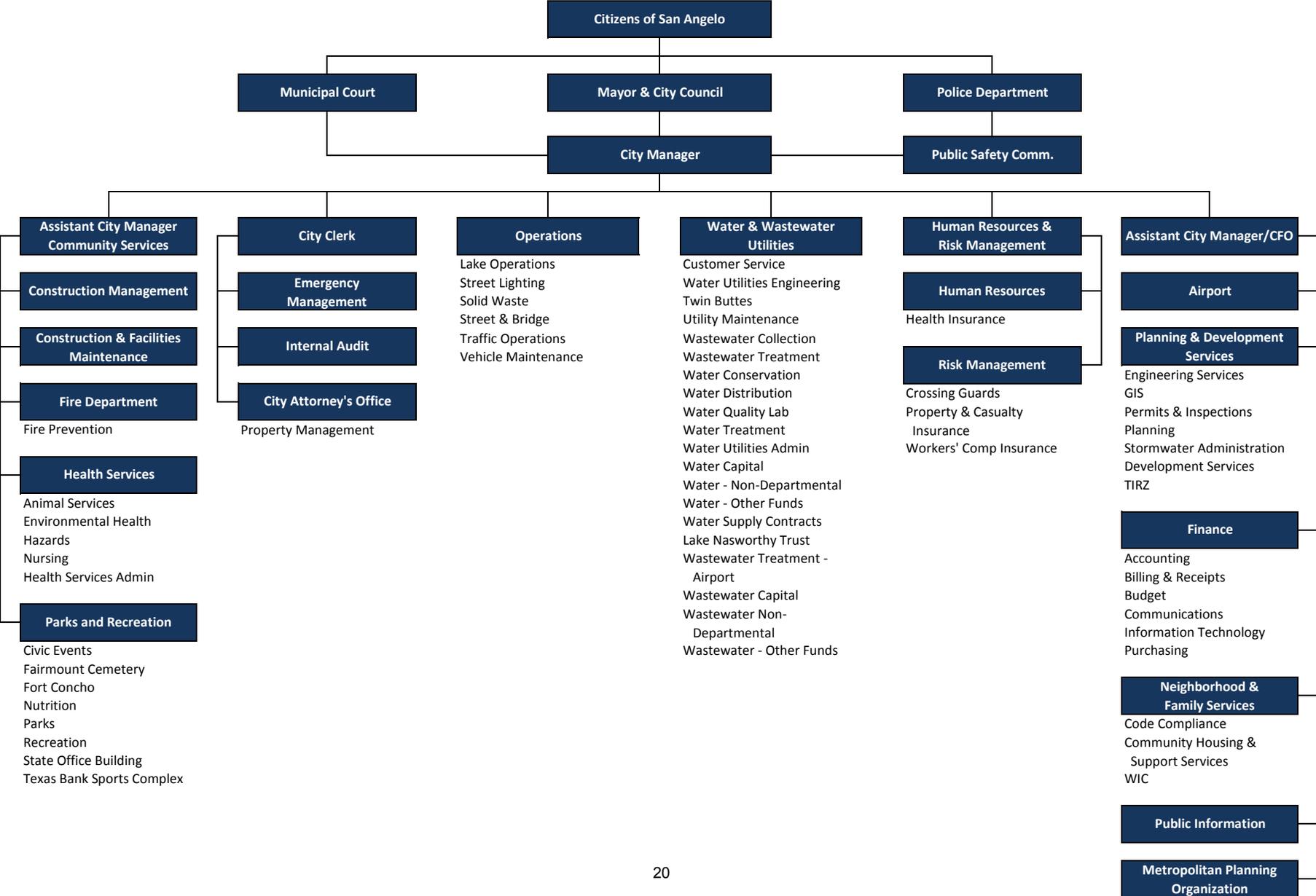


Jeremy Miller  
Budget Analyst, Sr.



Julia Antilley  
Budget Analyst, Sr.

# City of San Angelo Organizational Chart



# City of San Angelo

## Department/Fund Relationship

Governmental Funds		Fiduciary Funds	Proprietary Funds	
General	Special Revenue	Permanent Trust	Enterprise (All)	Internal Service
Accounting Animal Services Billing & Receipts Budget City Attorney City Clerk City Council City Manager Code Compliance Construction Management Development Services Admin Engineering Facilities Maintenance Fairmount Cemetery Fire Fire Prevention Fort Concho GIS Human Resources Information Technology Municipal Court Parks Permits & Inspections Planning & Development Services Police Department Property Management Public Information Public Safety Communications Purchasing Recreation Crossing Guards Street & Bridge Texas Bank Sports Complex Traffic Operations	Civic Events Emergency Management Environmental Health Hazards Community Housing & Support Services Nursing Nutrition WIC	Lake Nasworthy Trust	Airport Customer Service Lake Entrance Lake Operations Solid Waste State Office Building Stormwater Twin Buttes Utility Maintenance Wastewater Collection Wastewater Treatment Wastewater Treatment - Airport Wastewater Capital Wastewater - Non-Departmental Wastewater - Other Funds Water Conservation Water Distribution Water Engineering Water Quality Lab Water Treatment Water Utilities Admin Water Capital Water - Non-Departmental Water - Other Funds Water Supply Contracts	Communications Health Insurance Property/Casualty Insurance Vehicle Maintenance Workers' Compensation

# City of San Angelo

## Accounting Statements

---

### **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 (GAAP). 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, Permanent, Enterprise, and Internal Service Funds.

Budgetary control is maintained at the line item

level by the encumbered, appropriated, and expended, appropriated, and expended balances within any fund; however, any revision that increases the total budgeted expenditures must be approved by the City Council after required 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.

### **Cash Management**

Cash temporarily idle during the year is invested in compliance with the Texas Public Funds Investment Act. The City's investment policy aims to maximize interest yields while safeguarding investment principal. All deposits are insured by the Federal Deposit Insurance Corporation or are cross-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

## Fund Descriptions & Basis of Budgeting

---

The City of San Angelo, Texas is an incorporated home rule municipality, which operates under a City Manager/City Council 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 development, and general administrative services. The Governmental Accounting Standards Board (GASB) is the accepted standard-setting body for establishing governmental accounting and financial reporting principles for the City of San Angelo.

### **Reporting Entity**

The City of San Angelo operates under the City Manager/City Council form of government. The Council is comprised of a mayor and six, single-member district Councilpersons. Serving two-year terms, half the City Council and Mayor are elected in odd years, while the other half of the Council are elected in even years.

### **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 general ledger 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, fiduciary, and proprietary. Each category, in turn, is divided into

separate and distinct “fund types”.

*Governmental Funds* account for most of the City's **general fund** 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.

Both general funds and special revenue funds are budgeted using the modified accrual basis. Accounting records use the modified accrual basis throughout the year, however, they are modified to full accrual basis at year end.

*Fiduciary Funds* are used infrequently within the City, however, the Lake Nasworthy Trust Fund is an example of one permanent fiduciary fund that the City uses. All proceeds from land sales are retained in the trust and is dedicated for use on lake improvements and management. Money in the Lake Nasworthy Trust Fund can only be accessed by gaining citizen approval through a public hearing.

The **Lake Nasworthy Trust Fund** is budgeted on the full accrual basis. Accounting records are also maintained on the full accrual basis.

*Proprietary Funds* are business-like funds that either provide goods or services to the community for a fee or reimburse one fund for internal goods or services provided to one department by another.

**Enterprise Funds** and **Internal Service Funds** are budgeted on the full accrual basis. Accounting records are also maintained on the full accrual basis.

## **GOVERNMENTAL FUNDS**

Governmental funds can be categorized three ways, details on General Revenue, Capital Project, and Special Revenue Funds are below.

### **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.

**DEBT SERVICE FUND** - The general 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 currently working to adopt a debt policy.

**EQUIPMENT REPLACEMENT** - The equipment replacement fund is used to replace vehicles, trucks, and heavy equipment for general activities, such as police and parks maintenance.

The General Revenue Fund annual budget is on the modified accrual basis.

### **Capital Project 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.

### **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 HOUSING & SUPPORT SERVICES** - 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.

Project-length spending plans are prepared for the Community Development and HOME program funds.

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

**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 and maintenance. Fairmount Cemetery encompasses over 57 acres and is designated as a Texas Historic Landmark.

**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. Tom Green County, together with the City, contributes their portion of taxes collected on the incremental property increases within each TIRZ. These monies fund continued programs in each area.

The Special Revenue Fund annual budget is on the modified accrual basis.

## **FIDUCIARY FUNDS**

Details on the Fiduciary fund, Permanent Trust Fund are below.

## **Permanent Trust Fund**

LAKE NASWORTHY TRUST FUND – Accounts for income from the sale of lake lots, the income from rented lake property, and earned interest.

An annual budget, on the modified accrual basis, is adopted for the permanent trust fund.

## **PROPRIETARY FUNDS**

Proprietary funds can be categorized two ways, details on Enterprise and Internal Service Funds are below.

### **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, including water treatment and distribution.

WASTEWATER - Details operations of the wastewater (sewage) collection and treatment system.

STORMWATER - Accounts for the operations necessary to address federal mandates to manage pollution resulting from stormwater runoff to water sources.

SOLID WASTE - Details expenditures to operate the municipal landfill and trash & recycling 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.

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

and federal grants.

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 (currently closed awaiting renovations), Foster Communications Coliseum, Bill Aylor Sr. Memorial River Stage, El Paseo de Santa Angela Pavilion, and Pecan Creek Pavilion.

STATE OFFICE BUILDING - 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, and the Texas Workforce Building occupied by one agency.

Annual budgets, on a full accrual basis, are adopted for all enterprise funds. The budgeted revenues include loan principal collections, capital grants, developer capital contributions, and debt issue proceeds.

### **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 maintenance and upkeep expenses on City vehicles, as well as the sale of fuel to the local school district and other governmental agencies for their vehicles.

HEALTH INSURANCE - Details the expense of group insurance service to City employees, retirees and other participating organizations. The City is self-insured for health insurance.

PROPERTY AND CASUALTY INSURANCE - Itemizes general and automobile liability and property damage coverage for City property. The City is self-insured for property and casualty insurance.

WORKERS' COMPENSATION INSURANCE - Outlines workers' compensation coverage for City employees. The City is self-insured for workers' compensation insurance.

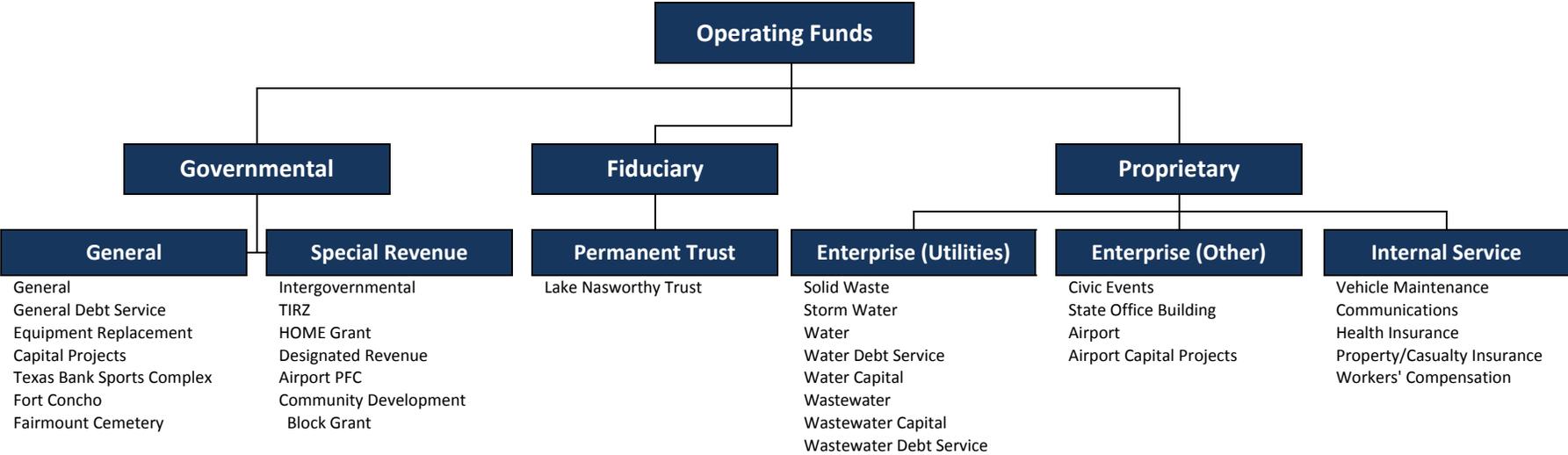
COMMUNICATIONS - Accounts for radio, cellphone, and Voice over Internet Protocol (VOIP) communication maintenance and service for City

divisions.

Annual budgets, on a full accrual basis, are adopted for the internal service funds.

# City of San Angelo Fund Structure

---



# City of San Angelo

## Financial Policies

---

### **BUDGET**

#### **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 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 twelve 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 2014-15, Council approved an amount for raises in the original budget.

### **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 2014-15 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 2014-15 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 abides by the Truth-in-Taxation process, which is prescribed in Texas law. The City conforms 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 fiscal year 2014-15 budget was adopted in September by ordinance.

---

---

## ***FUND BALANCE GOAL***

### **Goals**

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

General Fund, Water Operating Fund and Wastewater Operating Fund are targeted at seventy-five days of the following year's 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 previously):

- 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.

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 original year and prepare a projection of the year-end undesignated fund balances for consideration.

# City of San Angelo

## Budget Process

---

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

### **March**

#### **Budget Manual**

Budget staff prepares a budget manual with specific deadlines as a tool to complete the budget process. The packet 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 budget 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.

### **April**

#### **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.

#### **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 Staff Reviews**

The budget staff reviewers include City Manager's Office and finance staff. Each department director presents their budget to the reviewers for consideration. The reviewers analyze each budget and in a collaborative effort shape 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 reviewers. A copy is also uploaded to the City's website.

#### **Council Meetings**

City manager and budget 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 Budget Calendar

Action	Responsible Party	Timeframe						
		Mar.	Apr.	May	June	July	Aug.	Sept.
<b>Budget Planning</b>								
Budget Manuals Given to Dept. Directors	Budget Division	→						
Budget Training for Dept. Directors	Budget Division	→						
Revenue Projections	Department Directors		→					
Compensation Plan	Human Resources		→					
Expenditure Projections	Department Directors			→				
<b>Budget Preparation</b>								
Budget Staff Reviews	City Manager's Office/Budget Division				→			
Receive Certified Property Tax Roll	Tom Green County Tax Appraisal District					→		
Proposed Budget	Budget Division					→	→	→
Council Meetings to Discuss Budget and Special Work Sessions as Needed	Council/Citizens					→	→	→
Council Meetings with Public Hearings	Council/Citizens						→	→
<b>Budget Adoption</b>								
Tax Rate Adoption	Council							→
Budget Adoption	Council							→

City of San Angelo  
Financial Summaries

---

# City of San Angelo

## Consolidated Financial Schedule

### Revenue and Expenditures, Fiscal Year Ending September 30, 2015

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	\$8,234,022	\$65,035,240	\$255,000	\$73,524,262	\$62,370,184	\$2,915,283	\$65,285,467	\$4,773	\$8,238,795
105	General Debt Service	1,068,202	5,857,372	0	6,925,574	5,857,372	0	5,857,372	0	1,068,202
501	Equipment Replacement	121,145	55,653	1,201,373	1,378,171	1,257,026	0	1,257,026	0	121,145
502	Capital Projects	32,262	5,705	244,295	282,262	250,000	0	250,000	0	32,262
103	Intergovernmental	150,312	1,904,979	365,516	2,420,807	2,270,495	0	2,270,495	0	150,312
106	TIRZ	332,569	697,612	0	1,030,181	697,612	0	697,612	0	332,569
453	Community Development Block Grant	0	741,672	0	741,672	741,672	0	741,672	0	0
483	HOME Grant	0	357,956	0	357,956	357,956	0	357,956	0	0
601	Designated Revenue	3,983	27,000	0	30,983	27,000	0	27,000	0	3,983
640	Lake Nasworthy Trust	12,597,324	910,620	0	13,507,944	50,000	270,758	320,758	589,862	13,187,186
203	Texas Bank Sports Complex	(250,883)	140,000	704,102	593,219	844,102	0	844,102	0	(250,883)
410	Civic Events	1,103,602	3,047,231	0	4,150,833	2,197,231	100,000	2,297,231	750,000	1,853,602
420	Fort Concho	230,589	302,697	630,488	1,163,774	933,185	0	933,185	0	230,589
440	Fairmount Cemetery	(139,880)	350,700	58,619	269,439	409,319	0	409,319	0	(139,880)
201	State Office Building	216,809	1,225,278	0	1,442,087	935,278	290,000	1,225,278	0	216,809
220	Airport Operating	107,253	1,385,677	0	1,492,930	1,385,677	0	1,385,677	0	107,253
529	Airport PFC	835,261	272,533	0	1,107,794	272,533	0	272,533	0	835,261
531	Airport Capital Projects	40,966	0	0	40,966	0	0	0	0	40,966
230	Solid Waste Enterprise	(2,303,352)	6,568,160	0	4,264,808	5,185,962	255,000	5,440,962	1,127,198	(1,176,154)
240	Stormwater	1,528,159	2,603,643	95,000	4,226,802	2,698,643	0	2,698,643	0	1,528,159
260	Water Operating	2,585,459	22,857,356	481,505	25,924,320	17,817,936	5,350,967	23,168,903	169,958	2,755,417
261	Water Debt Service	222,544	1,500,821	6,908,630	8,631,995	8,409,451	0	8,409,451	0	222,544
512	Water / Supply Capital Projects	571,763	5,807,354	0	6,379,117	4,249,691	1,557,663	5,807,354	0	571,763
270	Wastewater Operating	3,596,283	9,728,434	0	13,324,717	5,692,576	4,035,858	9,728,434	0	3,596,283
271	Wastewater Debt Service	1,491,190	2,579	4,216,389	5,710,158	4,218,968	0	4,218,968	0	1,491,190
520	Wastewater Capital Projects	2,586,266	1,719,984	0	4,306,250	1,334,596	385,388	1,719,984	0	2,586,266
<b>Operating Totals</b>		<b>\$34,961,848</b>	<b>\$133,106,256</b>	<b>\$15,160,917</b>	<b>\$183,229,021</b>	<b>\$130,464,465</b>	<b>\$15,160,917</b>	<b>\$145,625,382</b>	<b>\$2,641,791</b>	<b>\$37,603,639</b>
301	Vehicle Maintenance	\$234,203	\$6,519,204	\$0	\$6,753,407	\$6,519,204	\$0	\$6,519,204	\$0	\$234,203
305	Communications	0	793,368	0	793,368	793,368	0	793,368	0	0
310	Health Insurance	751,191	8,356,519	0	9,107,710	8,356,519	0	8,356,519	0	751,191
320	Property/Casualty	747,274	660,440	0	1,407,714	660,440	0	660,440	0	747,274
330	Workers' Compensation	(45,705)	1,095,548	0	1,049,843	1,049,843	0	1,049,843	45,705	0
<b>Total Internal Service Funds</b>		<b>\$1,686,963</b>	<b>\$17,425,079</b>	<b>\$0</b>	<b>\$19,112,042</b>	<b>\$17,379,374</b>	<b>\$0</b>	<b>\$17,379,374</b>	<b>\$45,705</b>	<b>\$1,732,668</b>

# City of San Angelo

## Budget Summary by Fund Type

### FY 2014-15

<b>Funding Sources</b>	<b>General Fund*</b>	<b>Special Revenue</b>	<b>Other Funds</b>	<b>Expendable Trust</b>	<b>Debt Service</b>	<b>Enterprise Fund</b>	<b>Internal Service</b>	<b>Grand Total</b>
Property Taxes	29,212,956	697,612			3,294,720			33,205,288
Other Taxes	24,352,949		2,500,000					26,852,949
Licenses and Permits	771,625							771,625
Grants		2,745,729				0		2,745,729
Charges for Services	5,158,205	258,878	1,218,528	784,000		52,061,686	17,410,710	76,892,007
Fines & Forfeitures	2,597,197							2,597,197
Interest & Miscellaneous	265,866	27,000	20,100	126,620	3,845	106,733	14,369	564,533
Other Financing Sources	4,438,468	365,516	1,495,209		15,187,226	576,505		22,062,924
<b>Total Revenues &amp; Other Financing Sources</b>	<b>66,797,266</b>	<b>4,094,735</b>	<b>5,233,837</b>	<b>910,620</b>	<b>18,485,791</b>	<b>52,744,924</b>	<b>17,425,079</b>	<b>165,692,252</b>
Beginning Fund Balances	8,387,429	486,864	943,428	12,597,324	1,068,202	11,478,601	1,686,963	36,648,811
<b>Total Available Resources</b>	<b>75,184,695</b>	<b>4,581,599</b>	<b>6,177,265</b>	<b>13,507,944</b>	<b>19,553,993</b>	<b>64,223,525</b>	<b>19,112,042</b>	<b>202,341,063</b>
<b>Expenditures</b>								
General Government	5,373,456	156,925				1,658,210		7,188,591
Human Resources & Risk Mgt.	516,543						10,066,802	10,583,345
Administrative Svcs.	2,840,082						793,368	3,633,450
Community & Eco. Develop.	2,383,171	922,612						3,305,783
Neighborhood & Family Svcs.	425,069	2,101,767						2,526,836
Police & Fire	33,372,450	52,139						33,424,589
Operations	8,108,844					5,440,962	6,519,204	20,069,010
Parks & Rec	4,189,390	291,700	4,483,837			935,278		9,900,205
Health	1,020,636	432,092						1,452,728
Water & Wastewater				320,758		40,424,675		40,745,433
Stormwater						2,698,643		2,698,643
Debt Service					18,476,146	519,032		18,995,178
Other	8,312,852				9,645			8,322,497
<b>Total Expenditures</b>	<b>66,542,493</b>	<b>3,957,235</b>	<b>4,483,837</b>	<b>320,758</b>	<b>18,485,791</b>	<b>51,676,800</b>	<b>17,379,374</b>	<b>162,846,288</b>
Ending Fund Balances	8,642,202	624,364	1,693,428	13,187,186	1,068,202	12,546,725	1,732,668	39,494,775
<b>Total Fund Commitments &amp; Fund Balances</b>	<b>75,184,695</b>	<b>4,581,599</b>	<b>6,177,265</b>	<b>13,507,944</b>	<b>19,553,993</b>	<b>64,223,525</b>	<b>19,112,042</b>	<b>202,341,063</b>

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

# City of San Angelo

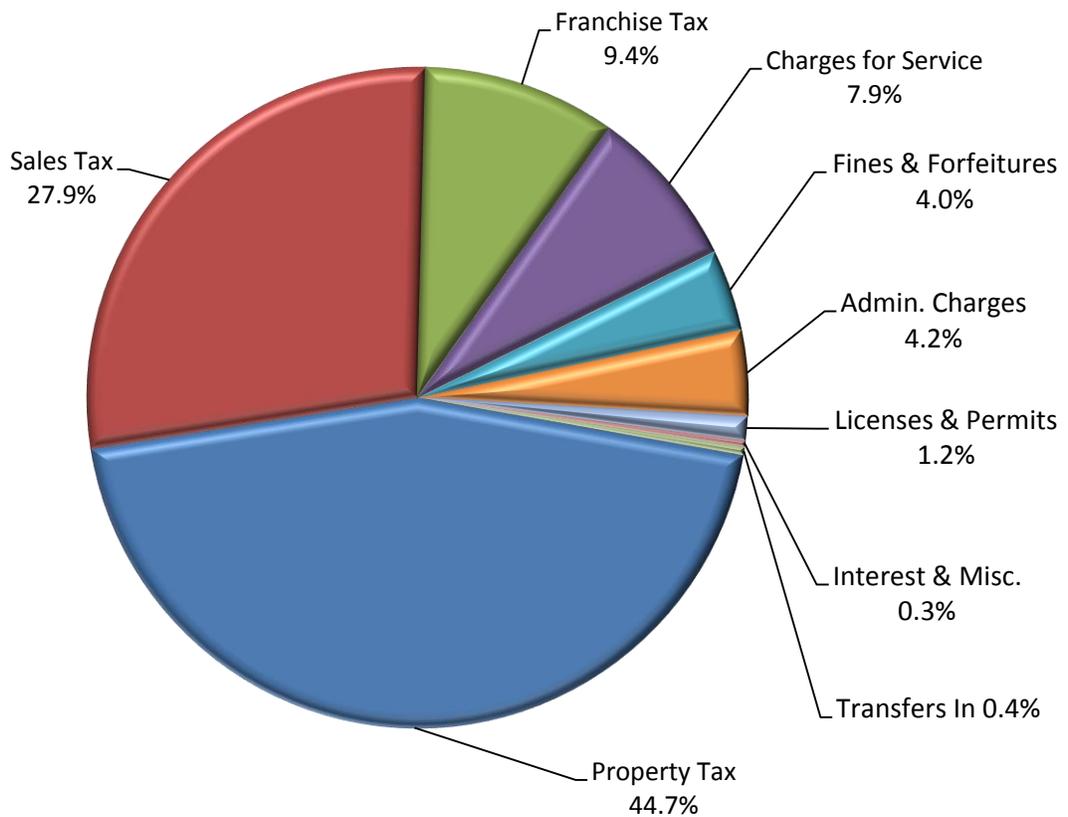
## Revenue and Long-term Trend Overview

---

This section of the budget book analyzes revenue sources and explains how revenue projections are calculated. Additionally, the long-term financial plans are outlined and multiyear projections are made for each major revenue source. The long-term financial impacts of each revenue source are explained in detail and tied to the Long-term Vision & Strategic Goals section of the book.

### City of San Angelo General Fund 2014-15 Revenues by Source

---



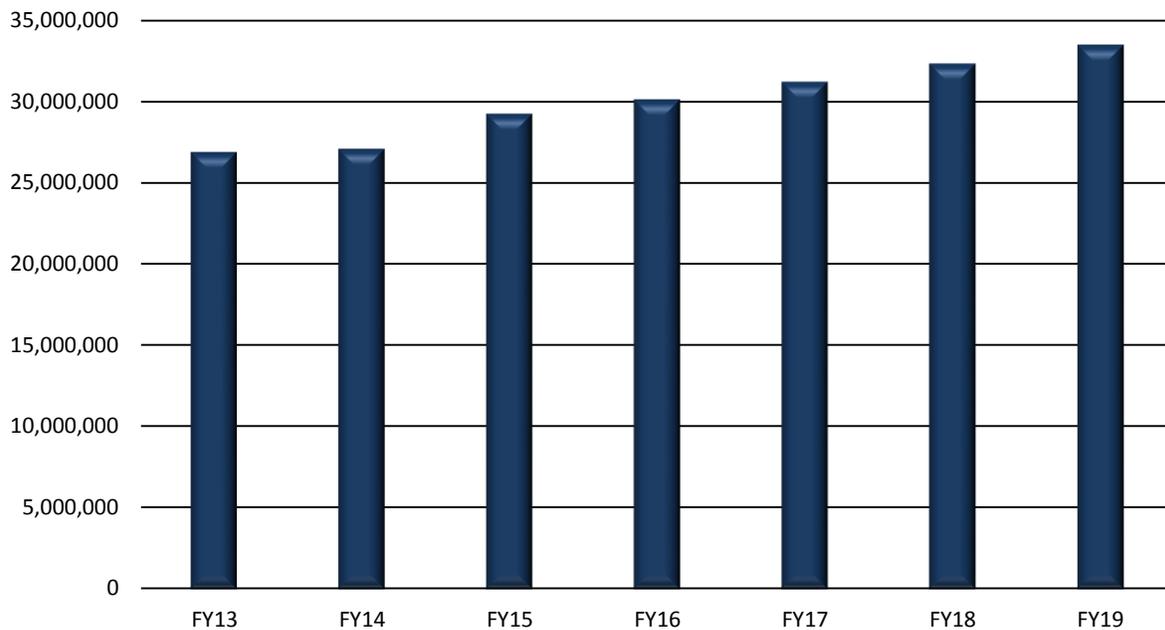
#### **General Fund**

The General Fund contains three major revenue sources: property tax, sales tax and franchise tax. These three taxes account for 82% of the total revenue collected in the General Fund.

# Property Tax

## Fiscal Years 2013 - 2019

---



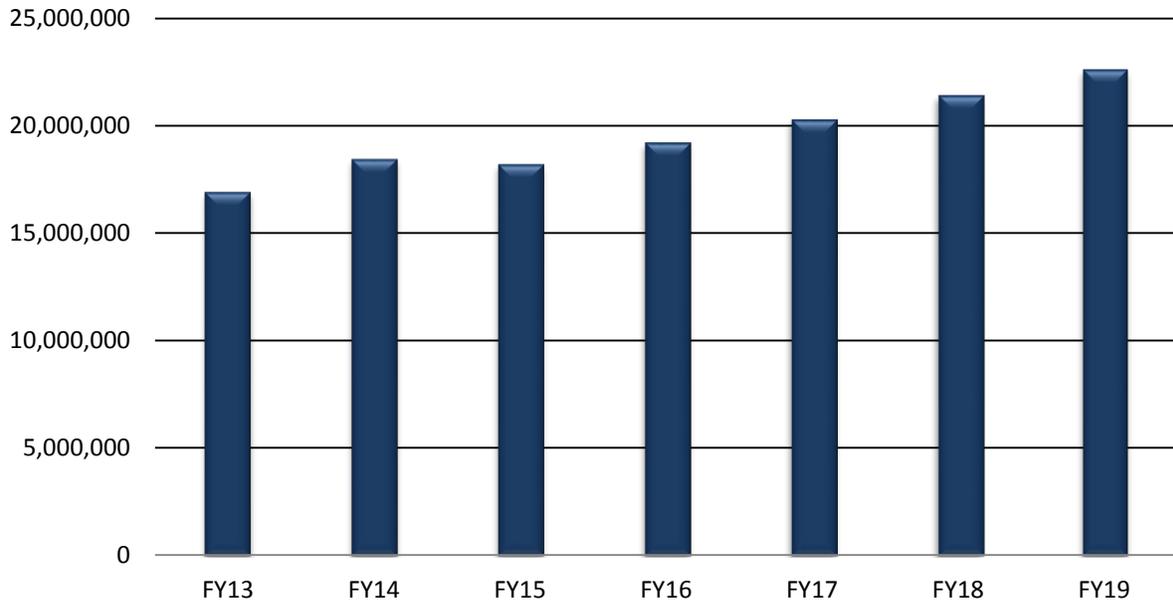
**Property Tax:** The property tax is the largest revenue source for the City’s General Fund. Property tax revenue is projected to grow 8.30% in the proposed budget. This may be considered an aggressive factor, however, certified property tax values support this projection. The growth in taxable value is primarily due to increased commercial and industrial growth, specifically the construction of new hotels and other service buildings to serve the increased petroleum industry traffic.

Property tax has grown a more reasonable 3.83% over the last five fiscal years, which is in line with long-term, sustainable growth. A growth factor of 3.59% has been applied to future years’ projections, which is the average percent increase of property tax receipts over the last 15 fiscal years. In conclusion, San Angelo’s growth is expected to level off to this more conservative amount over the next four years. For more information on San Angelo’s property tax, see supporting figures in the appendix.

An improvement in property tax revenue allows the City to provide a higher-level of services to constituents. The infrastructure and financial visions have been impacted most by the increase in property tax.

## Sales Tax Fiscal Years 2013 - 2019

---

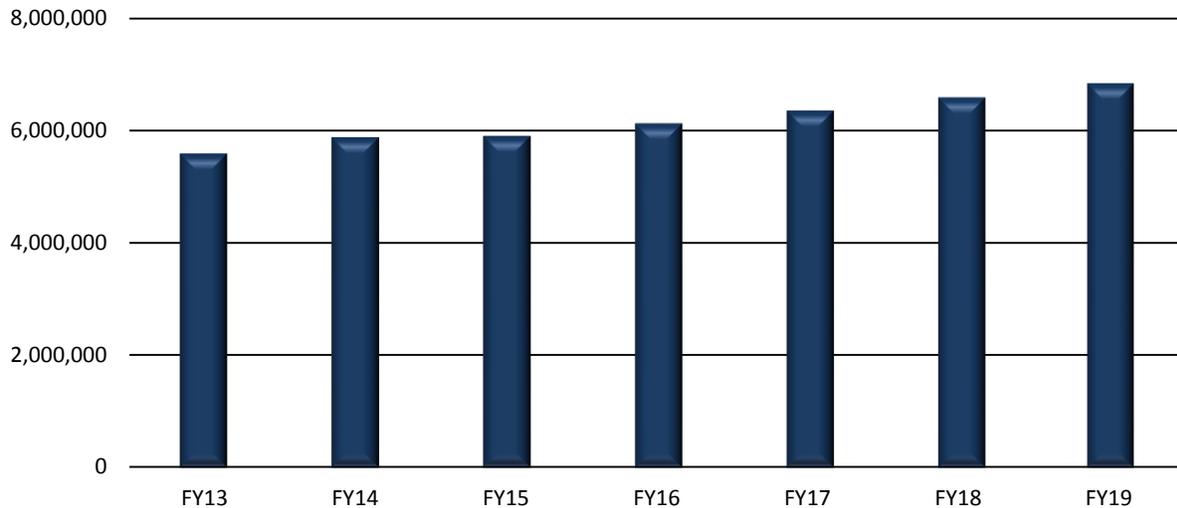


**Sales Tax:** The local option sales tax is the second largest revenue source for the General Fund. Over the last five fiscal years, sales tax revenue (including Bingo and Alcoholic Beverage taxes) has increased an average of 5.70%. Fiscal year 2014 receipts yielded an 8.99% increase from 2013, reflecting a substantial improvement in San Angelo’s economy. Since such considerable increases are not sustainable over time, the method of projecting revenue is recommended to be conservative when experiencing great volatility in growth. A growth factor of 5.57% has been applied to future years’ projections, which is the average percent increase of sales tax receipts over the last 15 fiscal years. In conclusion, this extrapolation of data shows a managed but continued strength of commerce in San Angelo.

The increased revenue from sales tax allows the City to provide a higher-level of services to constituents. The infrastructure and financial visions have been impacted most by the increase in sales tax.

## Franchise Tax Fiscal Years 2013 – 2019

---

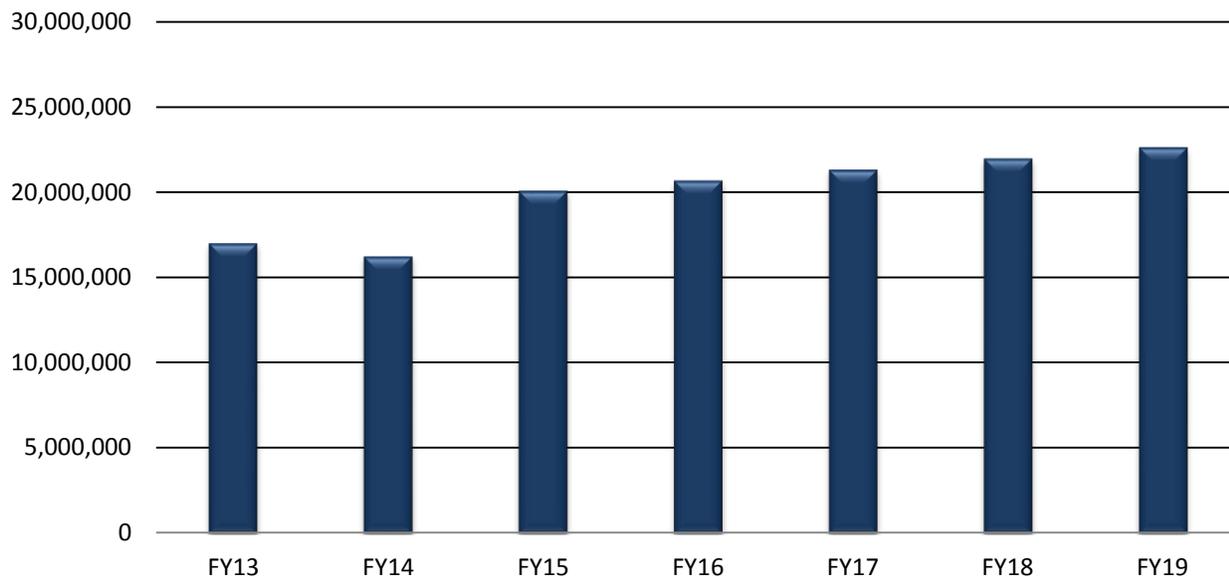


**Franchise Tax:** Franchise taxes make up 9.44% of total general fund revenue. Franchise tax is budgeted to correlate to known budgeted revenues such as refuse collection, wastewater and water, and is budgeted based on an average trend for unknown revenues such as telephone, electric, gas, and television. This revenue source has seen an average increase of 3.72% over the last five fiscal years. Franchise fees are based on a percentage of total sales of utilities. A growth factor of 4.30% has been applied to future years' projections, which is the average percent increase of franchise tax receipts over the last 15 fiscal years. In conclusion, San Angelo's franchise tax revenue is projected to continue supporting city services at this level.

The increased revenue from franchise tax allows the City to provide a higher-level of services to constituents. The infrastructure and financial visions have been impacted most by the increase in franchise tax.

## Water Sales Fiscal Years 2013 – 2019

---



### **Water Fund**

Water sales are the primary source of revenue for the Water Fund. They account for 86% of total Water Fund revenue for fiscal year 2015. Over the last five years, water sales have fluctuated greatly. This is primarily 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 increase resulted in a substantial budget increase in that year. A growth factor of 3.04% has been applied to future years' projections, which is the average percent increase of water sales receipts over the last 15 fiscal years. However, a rate study to be completed in Spring 2015 should serve to provide a better financial picture of the future of the water operating fund.

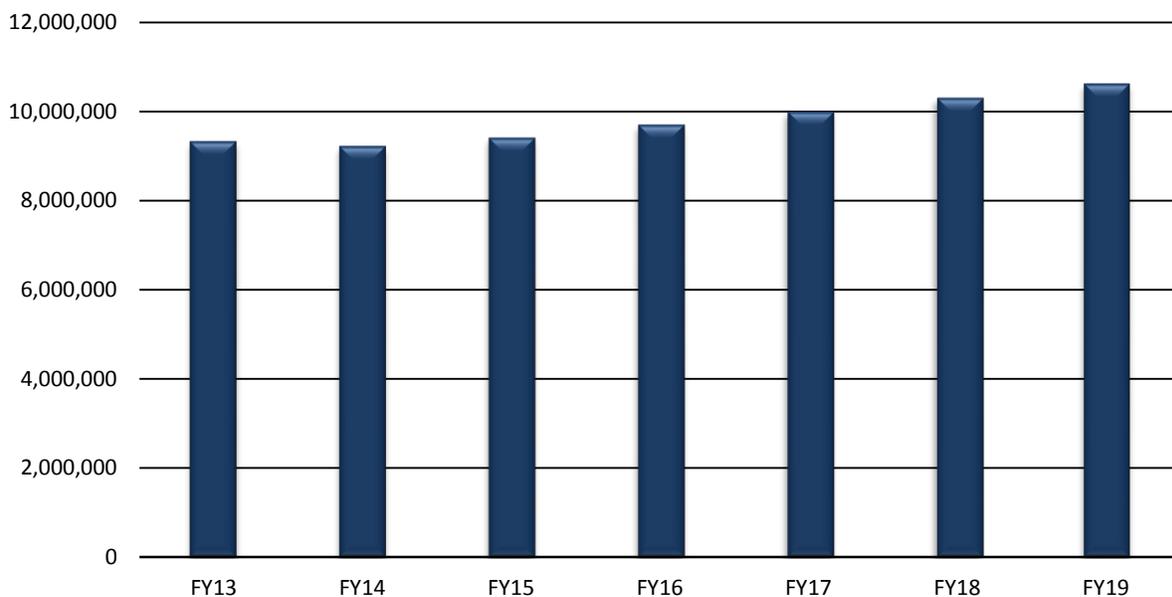
### **Water Supply Capital Projects Fund**

Like the Water Fund, water sales are the major source of revenue for the Water Supply Capital Projects Fund. Water sales account for 99.8% of total revenue for this fund. A portion of the water rate is dedicated for this fund. The remaining revenue stems from interest income.

The Water Fund is an enterprise fund that is largely self-sufficient. As water sales increase, the Water Fund becomes more able to fully support itself, freeing up General Fund revenue to be used on other citizen priorities.

## Wastewater Charges Fiscal Years 2013 – 2019

---



### **Wastewater Fund**

The primary source of revenue for the Wastewater Fund is sewer charges. This fee accounts for 96.7% of total wastewater revenues for fiscal year 2015. Sewer charge revenue has decreased since fiscal year 2011, however, no rate increases are recommended at this time. A growth factor of 3.07% has been applied, which is the average percent increase of sewer charges over the last 15 fiscal years. In conclusion, the Wastewater Fund is trending to grow in the coming years at a steady rate, despite the decrease in revenue that occurred earlier this decade. Wastewater Charges remain sufficient to provide service to utility customers.

The Wastewater Fund is an enterprise fund that is largely self-sufficient. As the number of utilities customers increase, this fund grows. In turn, the Wastewater fund becomes more self-sufficient and General Fund revenue is available to be used on other citizen priorities.

### **General Debt Service Fund**

This fund is used to repay the principal and interest on debt. For fiscal year 2015, \$0.08 of the property tax rate is designated to service debt payments for principal and interest. This year, 56.2% of total revenue collected comes from both current and delinquent property tax collections and 43.7% 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 98% 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 76.9%, interest income accounts for 13.9%, and Lake Lease income accounts for 9.2% of total revenue for fiscal year 2015. 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 Buildings Fund**

The major source of revenue for the State Office Buildings is rental income. This revenue source accounts for 99% of total revenue in fiscal year 2015. 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.

### **Stormwater Fund**

The primary source of revenue for the Stormwater Fund is the stormwater fee, at 96.3% of total revenue. The stormwater fee is levied on property owners to comply with federal and state mandates to manage pollutants created by stormwater.

### **Airport Operating Fund**

The Airport Operating Fund generates much of its revenue from leases and concessions. These revenue sources account for 92.9% of total revenue in fiscal year 2015. Activity in this fund is dependent on the strength of the aviation industry.

# City of San Angelo

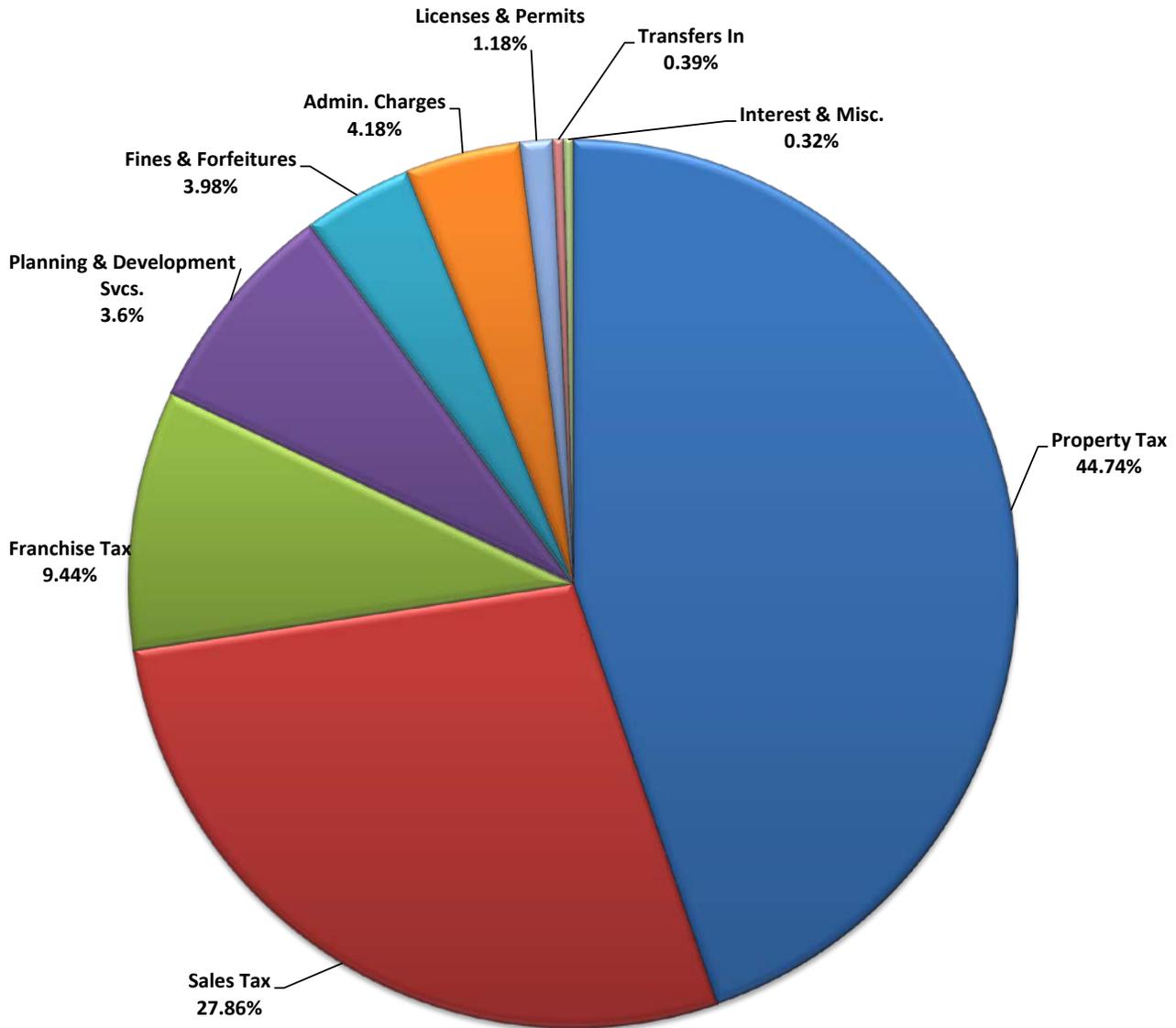
## General Fund

### Schedule of Revenues and Expenditures

Category	Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>101 REVENUES:</b>					
Taxes	Property Tax	26,856,504	26,788,671	29,212,956	\$2,424,285
	Sales Tax	16,911,748	16,256,430	18,192,717	1,936,287
	Franchise Tax	5,601,066	6,216,190	6,160,232	(55,958)
	<b>Total Taxes</b>	<b>49,369,318</b>	<b>49,261,291</b>	<b>53,565,905</b>	<b>4,304,614</b>
Licenses and Permits	Licenses	48,194	48,910	55,655	6,745
	Permits	655,486	611,870	715,970	104,100
	<b>Total Permits and Fees</b>	<b>703,680</b>	<b>660,780</b>	<b>771,625</b>	<b>110,845</b>
Charges for Services	Ambulance	2,370,941	3,046,516	2,970,000	(76,516)
	Recreation	777,417	731,872	737,145	5,273
	City Attorney	149,285	68,732	80,269	11,537
	Animal Services	123,441	129,697	128,061	(1,636)
	Public Safety	517,351	526,099	475,249	(50,850)
	Other	480,738	676,322	767,481	91,159
	<b>Total Charges for Service</b>	<b>4,419,173</b>	<b>5,179,238</b>	<b>5,158,205</b>	<b>(21,033)</b>
Fines and Forfeitures	Municipal Court	2,743,935	2,482,475	2,597,197	114,722
Other	Interest	25,871	40,265	48,617	8,352
	Miscellaneous	233,442	326,718	161,596	(165,122)
	<b>Total Other</b>	<b>259,313</b>	<b>366,983</b>	<b>210,213</b>	<b>(156,770)</b>
Transfers In		320,000	255,000	255,000	0
Administrative Charges		2,762,855	2,705,116	2,732,095	26,979
<b>Total General Fund Revenues</b>		<b>60,578,274</b>	<b>60,910,883</b>	<b>65,290,240</b>	<b>4,379,357</b>

# City of San Angelo General Fund Revenues Fiscal Year 2014-15

---



**Graph Description:**

The property tax, at a rate of 0.7760 per \$100 valuation, is the largest revenue source for the City of San Angelo. Property, sales and franchise taxes account for 82% of the General Fund's revenue. All other revenue sources combined total approximately 18% of General Fund Revenue.

# City of San Angelo

## General Fund

### Schedule of Revenues and Expenditures

Category	Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>101 EXPENDITURES:</b>					
General Government	City Council	104,554	123,543	121,543	(\$2,000)
	City Manager	663,883	624,784	650,456	25,672
	Internal Auditor	74	84,241	87,770	3,529
	City Attorney	614,590	681,212	706,057	24,845
	City Clerk	216,811	232,436	227,408	(5,028)
	Public Information	170,716	272,840	440,941	168,101
	Municipal Court	2,102,216	2,869,405	2,335,477	(533,928)
	Construction Management	109,065	201,483	197,000	(4,483)
	Facilities Maintenance	601,887	601,389	606,804	5,415
	Total General Government	4,583,796	5,691,333	5,373,456	(317,877)
Human Resources & Risk Management	Human Resources	353,937	370,135	389,419	19,284
	Crossing Guards	102,721	142,692	127,124	(15,568)
	Total Human Resources & Risk Management	456,658	512,827	516,543	3,716
Finance	Budget	308,441	384,159	1,037,115	652,956
	Accounting	440,330	486,256	488,453	2,197
	Billing & Receipts	566,072	583,785	633,813	50,028
	Information Technology	594,099	515,289	532,377	17,088
	Purchasing	133,274	142,838	148,324	5,486
	Total Finance	2,042,216	2,112,327	2,840,082	727,755
Development Corporation	Development Corporation	153,526	261,464	309,242	47,778
	Total Development Corporation	153,526	261,464	309,242	47,778
Planning & Development Services	Administration	109,390	242,518	298,712	56,194
	Engineering	465,151	520,046	461,615	(58,431)
	Planning	347,118	335,484	260,375	(75,109)
	GIS	239,165	275,484	285,765	10,281
	Permits & Inspections	725,928	737,021	767,462	30,441
	Total Planning & Development Services	1,886,752	2,110,553	2,073,929	(36,624)
Neighborhood & Family Services	Code Compliance	405,843	424,806	425,069	263
	Total Neighborhood & Family Services	405,843	424,806	425,069	263

# City of San Angelo

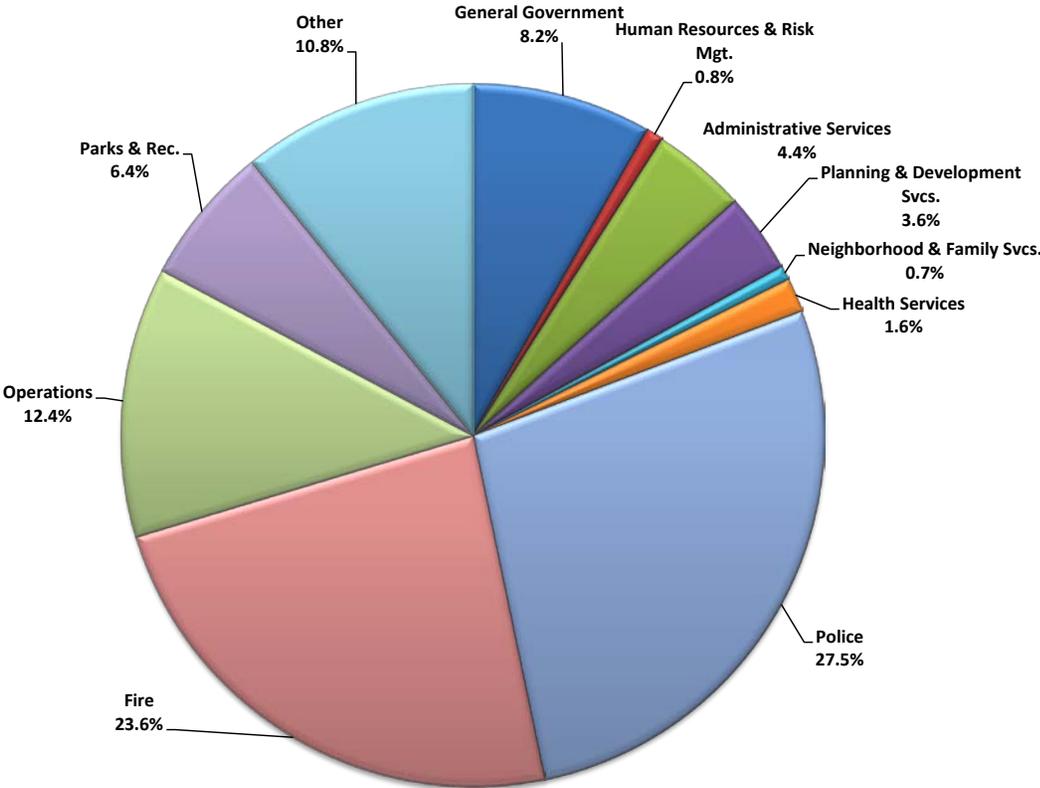
## General Fund

### Schedule of Revenues and Expenditures

Category	Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
Health Services	Health Administration	157,606	149,091	154,466	5,375
	Animal Services	749,499	773,015	810,747	37,732
	Social Service Contribution	55,423	55,423	55,423	0
	<b>Total Health Services</b>	<b>962,528</b>	<b>977,529</b>	<b>1,020,636</b>	<b>43,107</b>
Police	Police	15,891,603	15,264,995	16,267,567	1,002,572
	Traffic Safety	199,124	209,184	247,878	38,694
	DWI Step	37,646	39,222	39,222	0
	Public Safety Communications	1,140,964	1,367,031	1,399,253	32,222
	<b>Total Police</b>	<b>17,269,337</b>	<b>16,880,432</b>	<b>17,953,920</b>	<b>1,073,488</b>
Fire	Fire/Ambulance	13,834,663	14,677,630	14,732,977	55,347
	Fire Marshal	628,419	661,431	685,553	24,122
	<b>Total Fire</b>	<b>14,463,082</b>	<b>15,339,061</b>	<b>15,418,530</b>	<b>79,469</b>
Operations	Operations Admin	283,982	312,643	325,531	12,888
	Signal System	783,798	834,777	864,570	29,793
	Street and Bridge	3,412,803	3,532,242	5,799,914	2,267,672
	Street Lighting	1,134,335	1,118,829	1,118,829	0
	<b>Total Operations</b>	<b>5,614,918</b>	<b>5,798,491</b>	<b>8,108,844</b>	<b>2,310,353</b>
Parks & Recreation	Parks	2,337,039	2,647,286	3,039,699	392,413
	Water Lily Garden	90,275	92,721	95,039	2,318
	Recreation	952,159	1,193,937	1,054,652	(139,285)
	<b>Total Parks &amp; Recreation</b>	<b>3,379,473</b>	<b>3,933,944</b>	<b>4,189,390</b>	<b>255,446</b>
Other	Non-Departmental	2,929,488	4,135,861	4,140,543	4,682
	Transfers Out	4,334,137	4,180,116	2,915,283	(1,264,833)
	<b>Total Other</b>	<b>7,263,625</b>	<b>8,315,977</b>	<b>7,055,826</b>	<b>(1,260,151)</b>
	<b>Total General Fund Expenditures</b>	<b>\$58,328,228</b>	<b>\$62,097,280</b>	<b>\$65,285,467</b>	<b>\$3,188,187</b>
	Increase/(Decrease) in Fund Balance	2,250,046	(1,186,397)	4,773	<b>\$1,191,170</b>
	Beginning Fund Balance	7,170,373	9,420,419	8,234,022	(1,186,397)
	<b>Ending Fund Balance</b>	<b>\$9,420,419</b>	<b>\$8,234,022</b>	<b>\$8,238,795</b>	<b>\$4,773</b>

# City of San Angelo General Fund Expenditures by Department Fiscal Year 2014-15

---

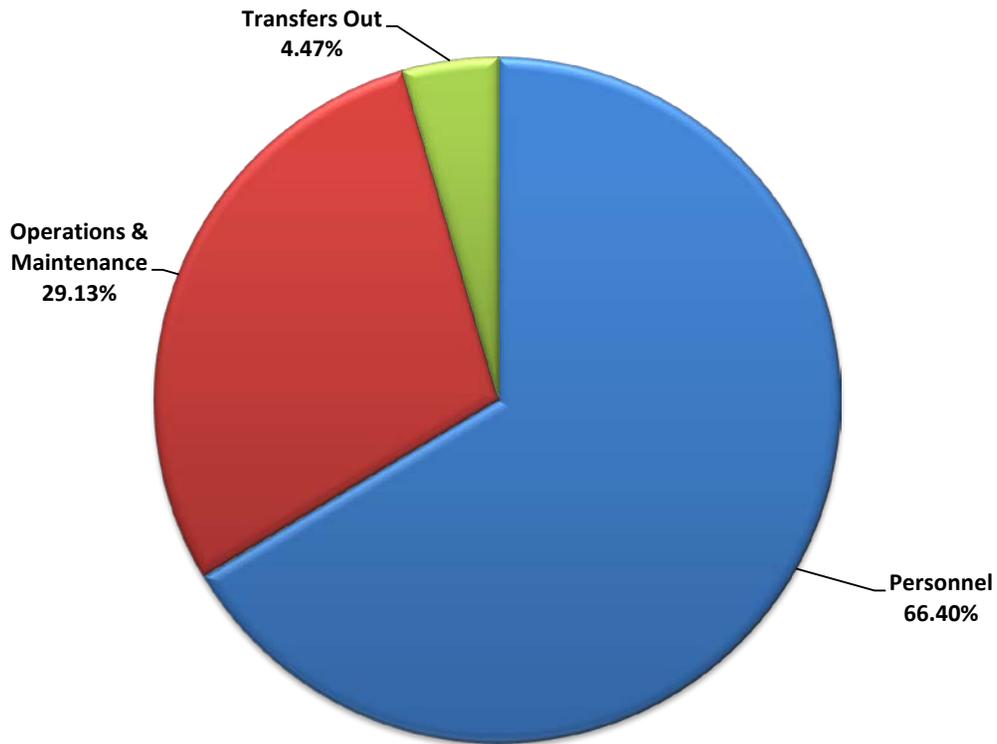


**Graph Description:**

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

# City of San Angelo General Fund Expenditures by Category, Fiscal Year 2014-15

---



**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 over one-quarter of General Fund expenses.

# City of San Angelo

## General Debt Service Fund

### Schedule of Revenues and Expense

---

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>105 REVENUES:</b>				
Current Taxes	2,973,074	2,965,455	3,254,720	289,265
Delinquent Taxes	51,239	40,000	40,000	0
Transfers In	2,566,488	2,562,207	2,562,207	0
Interest	657	800	445	(355)
<b>Total Revenues</b>	<b>\$5,591,458</b>	<b>\$5,568,462</b>	<b>\$5,857,372</b>	<b>\$288,910</b>
<b>105 EXPENSES:</b>				
Principal on Debt	9,250,428	3,211,324	3,045,384	(165,940)
Interest on Debt	1,991,069	2,347,138	2,802,343	455,205
Issue Costs	140,577	10,000	9,645	(355)
<b>Total Expenditures</b>	<b>\$11,382,074</b>	<b>\$5,568,462</b>	<b>\$5,857,372</b>	<b>\$288,910</b>
Excess/(Deficiency) of Revenues over Expenses	(5,790,616)	0	0	0
Beginning Fund Balance	6,858,818	1,068,202	1,068,202	0
<b>Ending Fund Balance</b>	<b>\$1,068,202</b>	<b>\$1,068,202</b>	<b>\$1,068,202</b>	<b>\$0</b>

# City of San Angelo

## General Fund Equipment Replacement

### Schedule of Revenues and Expenditures

---

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b><u>501 REVENUES:</u></b>				
Transfers In	1,201,373	1,185,118	1,201,373	16,255
Sale of Fixed Assets	88,644	85,000	55,000	(30,000)
Other	12,827	19,000	653	(18,347)
<b>Total Revenue</b>	<b>\$1,302,844</b>	<b>\$1,289,118</b>	<b>\$1,257,026</b>	<b>(\$32,092)</b>
<b><u>501 EXPENDITURES:</u></b>				
Vehicles & Equipment	991,187	1,525,965	1,257,026	(268,939)
<b>Total Expenditures</b>	<b>\$991,187</b>	<b>\$1,525,965</b>	<b>\$1,257,026</b>	<b>(\$268,939)</b>
Excess of Revenues over (under) Expenditures	311,657	(236,847)	0	236,847
Beginning Fund Balance	46,335	357,992	121,145	(236,847)
<b>Ending Fund Balance</b>	<b>\$357,992</b>	<b>\$121,145</b>	<b>\$121,145</b>	<b>\$0</b>

# City of San Angelo

## General Fund Capital Projects

### Schedule of Revenues and Expenditures

---

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>502 REVENUES:</b>				
Transfers In	1,753,119	1,753,119	244,295	(1,508,824)
Other Revenue	7,405	3,410	5,705	2,295
<b>Total Revenue</b>	<b>\$1,760,524</b>	<b>\$1,756,529</b>	<b>\$250,000</b>	<b>(\$1,506,529)</b>
<b>502 EXPENDITURES</b>				
City Hall Plaza Rehabilitation	31,043	83,861	0	(83,861)
Street Improvements	26,309	1,155,219	0	(1,155,219)
Stormwater Improvements	0	2,080,000	0	(2,080,000)
Aquatics Facility	3,274	74,433	0	(74,433)
Cemetery Improvements	0	316,000	0	(316,000)
Police Facility	0	0	0	0
Fire Machinery	0	500,000	250,000	(250,000)
Contingencies	0	1,190,529	0	(1,190,529)
<b>Total Expenditures</b>	<b>\$60,626</b>	<b>\$5,400,042</b>	<b>\$250,000</b>	<b>(\$5,150,042)</b>
Excess of Revenues over (under) Expenditures	1,699,898	(3,643,513)	0	3,643,513
Beginning Fund Balance	1,975,877	3,675,775	32,262	(3,643,513)
<b>Ending Fund Balance</b>	<b>\$3,675,775</b>	<b>\$32,262</b>	<b>\$32,262</b>	<b>\$0</b>

# City of San Angelo

## Intergovernmental Fund

### Schedule of Revenues and Expenditures

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>103 REVENUES:</b>				
Health Department Revenue	91,050	78,900	87,400	8,500
Health Department Grants	1,084,175	1,355,988	1,267,012	(88,976)
Transportation Grant	242,510	280,000	225,000	(55,000)
Nutrition Program Revenue	144,633	171,478	171,478	0
Police Grants	34,929	82,929	50,889	(32,040)
Parks Grants and Donations	566,519	217,301	0	(217,301)
Planning Grants and Donations	37,247	2,080	0	(2,080)
Emergency Management Grant	103,298	115,200	103,200	(12,000)
Fire Training Center Grant	0	1,200,000	0	(1,200,000)
Interest	1,101	0	0	0
Transfers In	273,704	294,937	365,516	70,579
<b>Total Revenue</b>	<b>2,579,166</b>	<b>3,798,813</b>	<b>2,270,495</b>	<b>(1,528,318)</b>
<b>103 EXPENDITURES:</b>				
Nursing	88,648	139,265	139,643	378
Environmental Health Services	38,447	74,676	51,000	(23,676)
RLSS/LPHS	148,907	166,034	119,433	(46,601)
Bioterrorism	79,832	111,933	122,016	10,083
1115 Waiver Funds	12,653	146,572	137,500	(9,072)
WIC	813,584	903,375	896,000	(7,375)
Social Services	93,768	194,055	106,139	(87,916)
Transportation Planning Grant	255,083	280,000	225,000	(55,000)
Nutrition	221,110	260,743	265,950	5,207
Police Grants	25,102	71,120	50,889	(20,231)
Parks	685,361	272,925	0	(272,925)
Down-town Façade	16,420	13,291	0	(13,291)
Emergency Management	142,782	141,259	156,925	15,666
City Hall Basement	0	0	0	0
Fire Training Center Grant	0	1,200,000	0	(1,200,000)
<b>Total Expenditures</b>	<b>2,621,697</b>	<b>3,975,248</b>	<b>2,270,495</b>	<b>(1,704,753)</b>
Excess /(Deficiency) of Revenue over Expenses	(42,531)	(176,435)	0	\$176,435
Beginning Fund Balance	369,278	326,747	150,312	(176,435)
<b>Ending Fund Balance</b>	<b>\$326,747</b>	<b>\$150,312</b>	<b>\$150,312</b>	<b>\$0</b>

# City of San Angelo

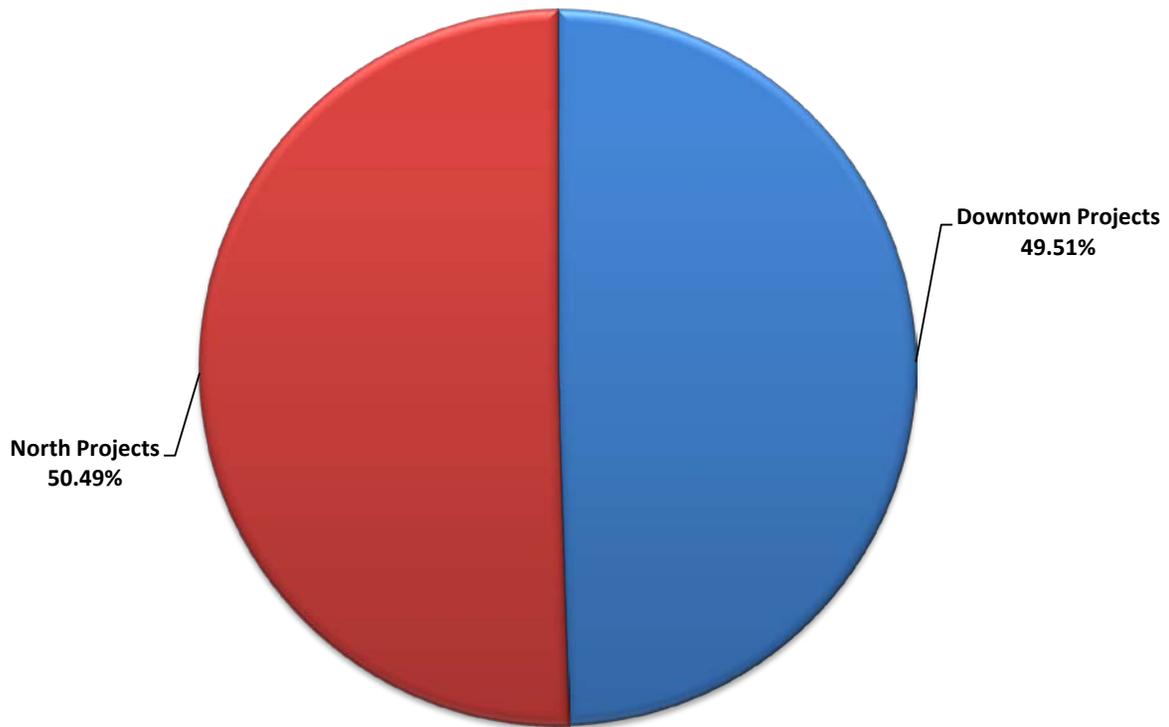
## TIRZ Fund

### Schedule of Revenues and Expense

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>106 REVENUES:</b>				
Downtown Property Tax	89,160	167,966	345,401	177,435
Reimbursed Expense	25,000	0	0	0
North Property Tax	0	273,286	352,211	78,925
New Freedom Grant	0	573,471	0	(573,471)
Interest	2,478	0	0	0
<b>Total Revenues</b>	<b>\$116,638</b>	<b>\$1,014,723</b>	<b>\$697,612</b>	<b>(\$317,111)</b>
<b>106 EXPENSES:</b>				
Downtown Projects	74,290	449,419	345,401	(104,018)
North Projects	318,478	290,912	352,211	61,299
New Freedom Grant	317,422	256,049	0	(256,049)
<b>Total Expenditures</b>	<b>\$710,190</b>	<b>\$996,380</b>	<b>\$697,612</b>	<b>(\$298,768)</b>
Excess/(Deficiency) of Revenues over Expenses	(593,552)	18,343	0	(18,343)
Beginning Fund Balance	907,778	314,226	332,569	18,343
<b>Ending Fund Balance</b>	<b>\$314,226</b>	<b>\$332,569</b>	<b>\$332,569</b>	<b>\$0</b>

# City of San Angelo TIRZ Expenditures, Fiscal Year 2014-15

---



**Graph Description:**

The purpose of this graph is to show that expenses for the TIRZ Fund are almost evenly split amongst North and Downtown Projects.

# City of San Angelo

## Community Development Block Grant

### Schedule of Revenues and Expenditures

---

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>453 REVENUES:</b>				
Grant Income	602,574	739,584	701,672	(37,912)
Rehab Loans	38,116	40,000	40,000	0
Miscellaneous	100,000	0	0	0
<b>Total Revenues</b>	<b>\$740,690</b>	<b>\$779,584</b>	<b>\$741,672</b>	<b>(\$37,912)</b>
<b>453 EXPENDITURES:</b>				
Administration	263,747	282,902	274,959	(7,943)
Debt Service	151,173	150,713	150,713	0
Public Service Projects	680,133	130,000	123,000	(7,000)
Rehab Grants and Loans	50,062	177,969	155,000	(22,969)
Code Enforcement	26,771	38,000	38,000	0
<b>Total Expenditures</b>	<b>\$1,171,886</b>	<b>\$779,584</b>	<b>\$741,672</b>	<b>(\$37,912)</b>
Excess of Revenues over/ (under) Expenditures	(431,196)	0	0	0
Beginning Fund Balance	431,196	0	0	0
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# City of San Angelo

## HOME Program

### Schedule of Revenues and Expenditures

---

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>483 REVENUES:</b>				
Grant Income	175,191	245,399	249,956	4,557
Rent	52,026	48,040	48,000	(40)
Loan Payments	5,411	22,000	30,000	8,000
Miscellaneous	50	30,000	30,000	0
<b>Total Revenues</b>	<b>\$232,678</b>	<b>\$345,439</b>	<b>\$357,956</b>	<b>\$12,517</b>
<b>483 EXPENDITURES:</b>				
Administration	52,070	72,812	75,360	2,548
Galilee CDC	93,303	90,000	90,000	0
MHMR Contribution	48,470	51,000	51,000	0
Homebuyers Assistance	114,853	115,000	125,000	10,000
Duplex Maintenance	8,748	16,627	16,596	(31)
<b>Total Expenditures</b>	<b>\$317,444</b>	<b>\$345,439</b>	<b>\$357,956</b>	<b>\$12,517</b>
Excess of Revenues over/ (under) Expenditures	(84,766)	0	0	0
Beginning Balance	0	0	0	0
<b>Ending Balance</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# City of San Angelo

## Designated Revenue Fund

### Schedule of Revenues and Expenditures

---

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>601 REVENUES:</b>				
Police Donations	9,845	5,600	1,250	(4,350)
Parks Donations	5,077	1,500	1,500	0
Recreation Donations	6,209	25,767	24,250	(1,517)
Other Donations	6,600	0	0	0
Interest	430	0	0	0
<b>Total Revenue</b>	<b>\$28,161</b>	<b>\$32,867</b>	<b>\$27,000</b>	<b>(\$5,867)</b>
<b>601 EXPENDITURES</b>				
Police Projects	15,508	67,965	1,250	(66,715)
Parks Projects	9,357	59,945	1,500	(58,445)
Recreation Projects	2,965	37,044	24,250	(12,794)
Other	197	59,473	0	(59,473)
<b>Total Expenditures</b>	<b>\$28,027</b>	<b>\$224,427</b>	<b>\$27,000</b>	<b>(\$197,427)</b>
Excess of Revenues over (under) Expenditures	134	(191,560)	0	191,560
Beginning Fund Balance	195,409	195,543	3,983	(191,560)
<b>Ending Fund Balance</b>	<b>\$195,543</b>	<b>\$3,983</b>	<b>\$3,983</b>	<b>\$0</b>

# City of San Angelo

## Lake Nasworthy Trust

### Schedule of Revenues and Expenditures

---

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>640 REVENUES:</b>				
Lot Sales	669,364	600,000	700,000	100,000
Lake Lease Income	6,141	19,000	84,000	65,000
Interest	60,799	105,000	126,620	21,620
<b>Total Revenues</b>	<b>\$736,304</b>	<b>\$724,000</b>	<b>\$910,620</b>	<b>\$186,620</b>
<b>640 EXPENDITURES:</b>				
Professional Services	12,162	50,000	50,000	0
Transfers Out	40,000	84,000	270,758	186,758
<b>Total Expenditures</b>	<b>\$52,162</b>	<b>\$134,000</b>	<b>\$320,758</b>	<b>\$186,758</b>
Excess of Revenues over/ (under) Expenditures	684,142	590,000	589,862	(138)
Beginning Fund Balance	11,323,182	12,007,324	12,597,324	590,000
<b>Ending Fund Balance</b>	<b>\$12,007,324</b>	<b>\$12,597,324</b>	<b>\$13,187,186</b>	<b>\$589,862</b>

# City of San Angelo

## Texas Bank Sports Complex Fund

### Schedule of Revenues and Expenses

---

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>203 REVENUES:</b>				
Program Fees	83,584	88,000	88,000	0
Dev Corp	100,000	50,000	0	(50,000)
Transfers In	350,000	606,229	704,102	97,873
Other Revenue	74,870	52,000	52,000	0
<b>Total Revenues</b>	<b>\$608,454</b>	<b>\$796,229</b>	<b>\$844,102</b>	<b>\$47,873</b>
<b>203 EXPENSES:</b>				
Personnel	285,461	342,726	337,433	(5,293)
Operations & Maintenance	543,077	278,503	506,669	228,166
Capital	0	175,000	0	(175,000)
<b>Total Expenses</b>	<b>\$828,538</b>	<b>\$796,229</b>	<b>\$844,102</b>	<b>\$47,873</b>
Excess/(Deficiency) of Revenues over Expenses	(220,084)	0	0	0
Beginning Fund Balance	(30,799)	(250,883)	(250,883)	0
<b>Ending Fund Balance</b>	<b>(\$250,883)</b>	<b>(\$250,883)</b>	<b>(\$250,883)</b>	<b>\$0</b>

# City of San Angelo

## Civic Events Fund

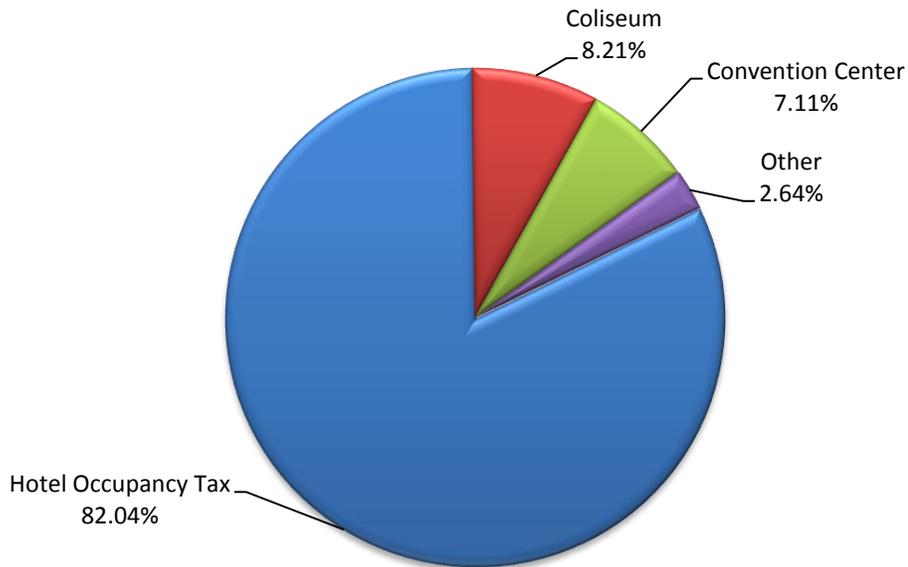
### Schedule of Revenues and Expenditures

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>410 REVENUES:</b>				
Hotel/Motel Tax	2,885,783	1,750,000	2,500,000	750,000
Coliseum Revenue	213,463	240,440	250,200	9,760
Auditorium Revenue	0	0	0	0
Convention Center Revenue	224,186	186,180	216,650	30,470
River Stage Revenue	6,177	13,000	9,000	(4,000)
Pavilion Revenue	9,245	6,240	8,500	2,260
Pecan Creek Revenue	4,866	4,000	5,800	1,800
Other	80,506	52,000	57,081	5,081
<b>Total Revenues</b>	<b>\$3,424,226</b>	<b>\$2,251,860</b>	<b>\$3,047,231</b>	<b>\$795,371</b>
<b>410 EXPENDITURES:</b>				
Personnel	605,747	632,309	701,133	68,824
Operations & Maintenance	1,063,006	1,451,618	1,496,098	44,480
Transfers Out	100,000	450,000	100,000	(350,000)
Capital	2,945	931,643	0	(931,643)
<b>Total Expenditures</b>	<b>\$1,771,698</b>	<b>\$3,465,570</b>	<b>\$2,297,231</b>	<b>(\$1,168,339)</b>
Excess of Revenues over/ (under) Expenditures	1,652,528	(1,213,710)	750,000	1,963,710
Beginning Fund Balance	664,784	2,317,312	1,103,602	(1,213,710)
<b>Ending Fund Balance</b>	<b>\$2,317,312</b>	<b>\$1,103,602</b>	<b>\$1,853,602</b>	<b>\$750,000</b>

The Fund Balance changed by over 10% due to a significant increase in anticipated Hotel Occupancy Tax income while maintaining a conservative expenditure budget.

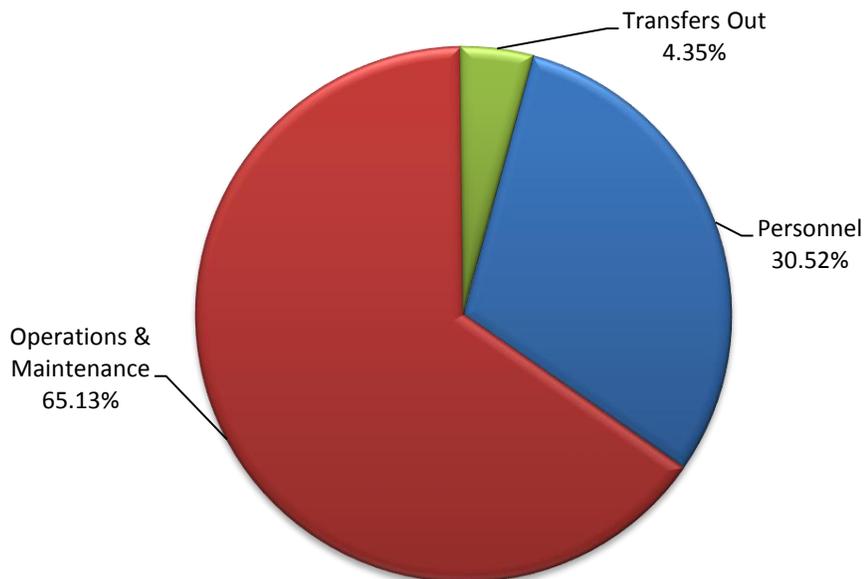
# City of San Angelo Civic Events Fund FY 2014-15 Revenues by Source

---



# City of San Angelo Civic Events Fund FY 2014-15 Expenditures by Category

---



# City of San Angelo

## Fort Concho

### Schedule of Revenues and Expenditures

---

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>420 REVENUES:</b>				
Sales & Donations	574,890	664,900	290,697	(374,203)
Transfers In	300,000	488,569	630,488	141,919
Other	12,418	8,000	12,000	4,000
<b>Total Revenues</b>	<b>\$887,308</b>	<b>\$1,161,469</b>	<b>\$933,185</b>	<b>(\$228,284)</b>
<b>420 EXPENDITURES:</b>				
Personnel	592,794	592,189	639,034	46,845
Operations & Maintenance	261,357	265,110	292,954	27,844
Capital	822	304,170	1,197	(302,973)
<b>Total Expenditures</b>	<b>\$854,973</b>	<b>\$1,161,469</b>	<b>\$933,185</b>	<b>(\$228,284)</b>
Excess of Revenues over/ (under) Expenditures	32,335	0	0	0
Beginning Fund Balance	198,254	230,589	230,589	0
<b>Ending Fund Balance</b>	<b>\$230,589</b>	<b>\$230,589</b>	<b>\$230,589</b>	<b>\$0</b>

# City of San Angelo

## Fairmount Cemetery

### Schedule of Revenues and Expenditures

---

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>440 REVENUES:</b>				
Charges for Service	306,896	270,800	292,600	21,800
Trust Income	43,434	50,000	50,000	0
Transfers In	16,732	38,597	58,619	20,022
Other Revenue	11,438	6,750	8,100	1,350
<b>Total Revenues</b>	<b>\$378,500</b>	<b>\$366,147</b>	<b>\$409,319</b>	<b>\$43,172</b>
<b>440 EXPENDITURES:</b>				
Personnel	228,087	240,114	239,198	(916)
Operations & Maintenance	149,806	109,778	170,121	60,343
Capital	0	16,255	0	(16,255)
<b>Total Expenditures</b>	<b>\$377,893</b>	<b>\$366,147</b>	<b>\$409,319</b>	<b>\$43,172</b>
Excess of Revenues over/ (under) Expenditures	607	0	0	0
Beginning Fund Balance	(140,487)	(139,880)	(139,880)	0
<b>Ending Fund Balance</b>	<b>(\$139,880)</b>	<b>(\$139,880)</b>	<b>(\$139,880)</b>	<b>\$0</b>

# City of San Angelo

## State Office Buildings

### Schedule of Revenues and Expenditures

---

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b><u>201 REVENUES:</u></b>				
Rental Income	1,191,160	1,215,958	1,224,448	8,490
Other Revenue	589	3,000	830	(2,170)
<b>Total Revenues</b>	<b>\$1,191,749</b>	<b>\$1,218,958</b>	<b>\$1,225,278</b>	<b>\$6,320</b>
<b><u>201 EXPENDITURES:</u></b>				
Personnel	107,166	110,964	120,138	9,174
Operations & Maintenance	660,572	846,701	815,140	(31,561)
Transfers Out	71,285	504,630	290,000	(214,630)
Capital	0	34,177	0	(34,177)
<b>Total Expenditures</b>	<b>\$839,023</b>	<b>\$1,496,472</b>	<b>\$1,225,278</b>	<b>(\$271,194)</b>
Excess of Revenues over/ (under) Expenditures	352,726	(277,514)	0	277,514
Beginning Fund Balance	141,597	494,323	216,809	(277,514)
<b>Ending Fund Balance</b>	<b>\$494,323</b>	<b>\$216,809</b>	<b>\$216,809</b>	<b>\$0</b>

# City of San Angelo

## Airport Operating Fund

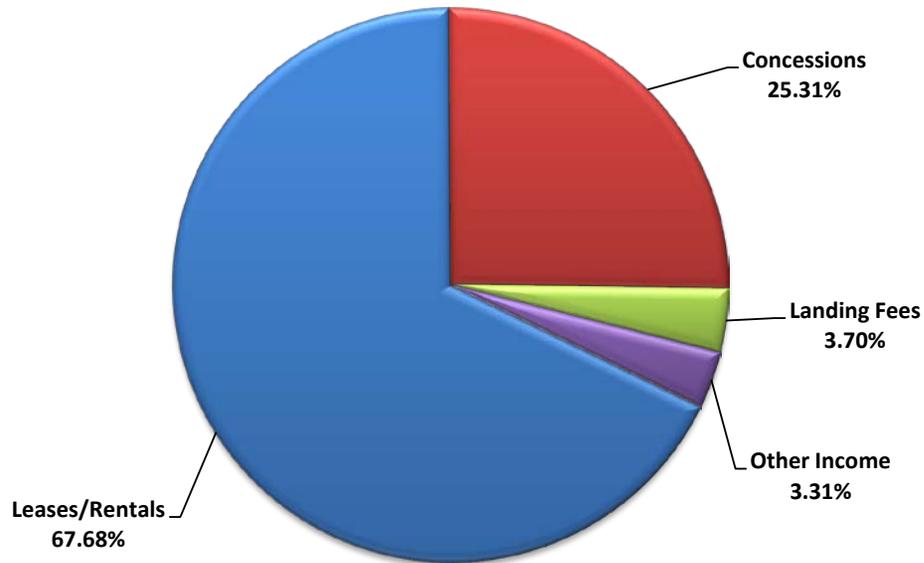
### Schedule of Revenues and Expenses

---

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b><u>220 REVENUES:</u></b>				
Leases/Rentals	984,423	1,050,358	937,885	(112,473)
Concessions	273,082	273,560	350,660	77,100
Landing Fees	24,297	40,061	51,279	11,218
Advertising	15,225	25,000	25,000	0
Interest	525	3,000	503	(2,497)
Grants		550,000	0	(550,000)
Other Income	12,332	17,000	20,350	3,350
<b>Total Revenues</b>	<b>\$1,309,884</b>	<b>\$1,958,979</b>	<b>\$1,385,677</b>	<b>(\$573,302)</b>
<b><u>220 EXPENSES:</u></b>				
Personnel	702,002	750,048	666,161	(83,887)
Operations & Maintenance	618,315	1,162,583	620,500	(542,083)
Capital	298,213	10,820	53,050	42,230
Debt Service	0	45,966	45,966	0
<b>Total Expenses</b>	<b>\$1,618,530</b>	<b>\$1,969,417</b>	<b>\$1,385,677</b>	<b>(\$583,740)</b>
Excess/(Deficiency) of Revenues over Expenses	(308,646)	(10,438)	0	10,438
Beginning Fund Balance	426,337	117,691	107,253	(10,438)
<b>Ending Fund Balance</b>	<b>\$117,691</b>	<b>\$107,253</b>	<b>\$107,253</b>	<b>\$0</b>

# City of San Angelo Airport Operating Fund FY 2014-15 Revenues by Source

---



**Graph Description:**

The graph above shows the majority of the City's Airport revenue comes from leases and rental income.

# City of San Angelo

## Airport PFC Fund

### Schedule of Revenues and Expenses

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b><u>529 REVENUES:</u></b>				
Passenger Facility Charges	247,321	256,500	270,000	13,500
Interest	2,697	0	2,533	2,533
<b>Total Revenues</b>	<b>\$250,018</b>	<b>\$256,500</b>	<b>\$272,533</b>	<b>\$16,033</b>
<b><u>529 EXPENSES:</u></b>				
Transfer to Capital Fund	287,490	271,143	272,533	1,390
<b>Total Expenses</b>	<b>\$287,490</b>	<b>\$271,143</b>	<b>\$272,533</b>	<b>\$1,390</b>
Excess/(Deficiency) of Revenues over Expenses	(37,472)	(14,643)	0	14,643
Beginning Fund Balance	887,376	849,904	835,261	(14,643)
<b>Ending Fund Balance</b>	<b>\$849,904</b>	<b>\$835,261</b>	<b>\$835,261</b>	<b>\$0</b>

# City of San Angelo

## Airport Capital Fund

### Schedule of Revenues and Expenses

---

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b><u>531 REVENUES:</u></b>				
Transfers In	171,233	63,171	0	(63,171)
Other	0	0	0	0
<b>Total Revenues</b>	<b>\$171,233</b>	<b>\$63,171</b>	<b>\$0</b>	<b>(\$63,171)</b>
<b><u>531 EXPENSES:</u></b>				
Capital Outlay	99,747	22,205	0	(22,205)
<b>Total Expenses</b>	<b>\$99,747</b>	<b>\$22,205</b>	<b>\$0</b>	<b>(\$22,205)</b>
Excess/(Deficiency) of Revenues over Expenses	71,486	40,966	0	(40,966)
Beginning Fund Balance	(71,486)	0	40,966	40,966
<b>Ending Fund Balance</b>	<b>\$0</b>	<b>\$40,966</b>	<b>\$40,966</b>	<b>\$0</b>

# City of San Angelo

## Solid Waste Enterprise Fund

### Schedule of Revenues and Expenditures

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>230 REVENUES:</b>				
Landfill Fees	1,701,515	2,000,390	5,635,594	3,635,204
Leases	73,010	100,330	597,566	497,236
Other	156,853	50,000	335,000	285,000
Interest	1,984	3,000	0	(3,000)
<b>Total Revenues</b>	<b>\$1,933,362</b>	<b>\$2,153,720</b>	<b>\$6,568,160</b>	<b>\$4,414,440</b>
<b>230 EXPENDITURES:</b>				
Personnel	0	0	95,000	95,000
Operations & Maintenance	661,832	1,490,014	4,719,980	3,229,966
Transfer to General Fund	320,000	255,000	255,000	0
Capital	462	0	32,000	32,000
Debt Service	342,838	343,706	338,982	(4,724)
<b>Total Expenditures</b>	<b>\$1,325,132</b>	<b>\$2,088,720</b>	<b>\$5,440,962</b>	<b>\$3,352,242</b>
Excess of Revenues over/ (under) Expenditures	608,230	65,000	1,127,198	1,062,198
Beginning Fund Balance	(2,976,582)	(2,368,352)	(2,303,352)	65,000
<b>Ending Fund Balance</b>	<b>(\$2,368,352)</b>	<b>(\$2,303,352)</b>	<b>(\$1,176,154)</b>	<b>\$1,127,198</b>

The Fund Balance changed by over 10% as a result of revenue received in a renegotiated solid waste collection and management contract.

# City of San Angelo

## Stormwater Fund

### Schedule of Revenues and Expenses

---

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>240 REVENUES:</b>				
Stormwater Fee	2,588,636	2,600,000	2,600,000	0
Transfers In	95,000	95,000	95,000	0
Other	4,821	3,000	3,643	643
<b>Total Revenues</b>	<b>\$2,688,457</b>	<b>\$2,698,000</b>	<b>\$2,698,643</b>	<b>\$643</b>
<b>240 EXPENSES:</b>				
Personnel	887,561	1,070,977	1,043,845	(27,132)
Operations & Maintenance	600,290	648,086	725,950	77,864
Capital	618,594	1,340,437	928,848	(411,589)
<b>Total Expenses</b>	<b>\$2,106,445</b>	<b>\$3,059,500</b>	<b>\$2,698,643</b>	<b>(\$360,857)</b>
Excess/(Deficiency) of Revenues over Expenses	582,012	(361,500)	0	361,500
Beginning Fund Balance	1,307,647	1,889,659	1,528,159	(361,500)
<b>Ending Fund Balance</b>	<b>\$1,889,659</b>	<b>\$1,528,159</b>	<b>\$1,528,159</b>	<b>\$0</b>

# City of San Angelo

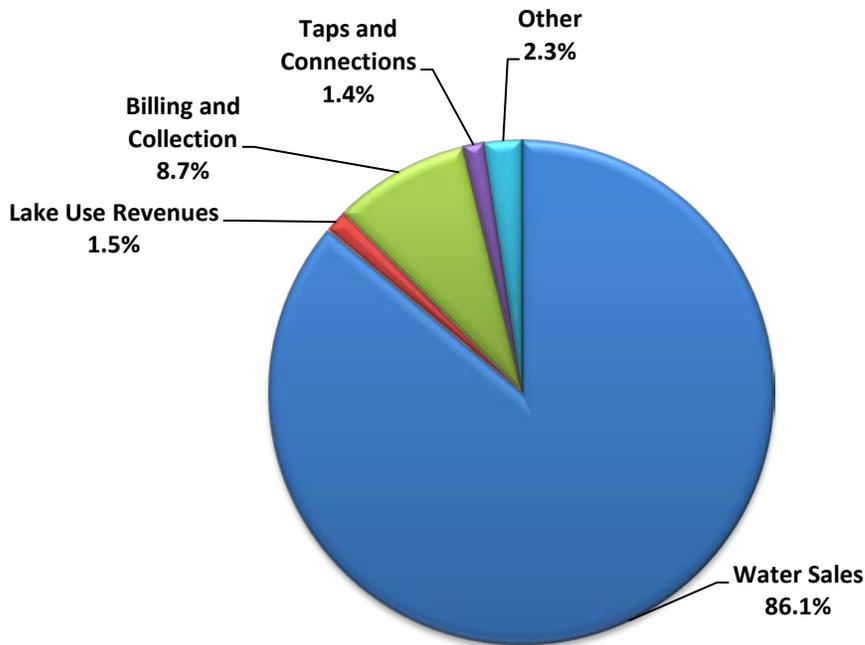
## Water Enterprise Fund

### Schedule of Revenues and Expenses

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>260 REVENUES:</b>				
Water Sales	16,557,984	20,093,067	20,093,067	0
Lake Use Revenues	839,072	365,848	343,816	(22,032)
Billing and Collection	1,916,516	1,885,000	2,023,840	138,840
Paving Cuts	21,329	20,000	20,000	0
Taps and Connections	299,695	350,000	325,000	(25,000)
Other Operating Revenue	(55,365)	64,000	39,000	(25,000)
Aid to Construction	1,403	1,500	1,500	0
Misc	52,033	10,500	0	(10,500)
Transfers In	169,890	288,780	481,505	192,725
Interest	9,638	13,000	11,133	(1,867)
<b>Total Revenues</b>	<b>\$19,812,195</b>	<b>\$23,091,695</b>	<b>\$23,338,861</b>	<b>\$247,166</b>
<b>260 EXPENSES:</b>				
Administration	5,137,131	5,107,791	5,013,512	(94,279)
Supply	2,020,365	4,979,521	4,318,782	(660,739)
Treatment	2,344,390	2,746,237	3,147,362	401,125
Distribution	3,424,014	3,929,636	4,089,898	160,262
Capital	372,192	793,413	1,248,382	454,969
Transfers Out	6,141,705	6,141,705	5,350,967	(790,738)
<b>Total Expenses</b>	<b>\$19,439,797</b>	<b>\$23,698,303</b>	<b>\$23,168,903</b>	<b>(\$529,400)</b>
Excess/(Deficiency) of Revenues over Expenses	372,398	(606,608)	169,958	(436,650)
Beginning Fund Balance	2,819,669	3,192,067	2,585,459	(606,608)
<b>Ending Fund Balance</b>	<b>\$3,192,067</b>	<b>\$2,585,459</b>	<b>\$2,755,417</b>	<b>\$169,958</b>

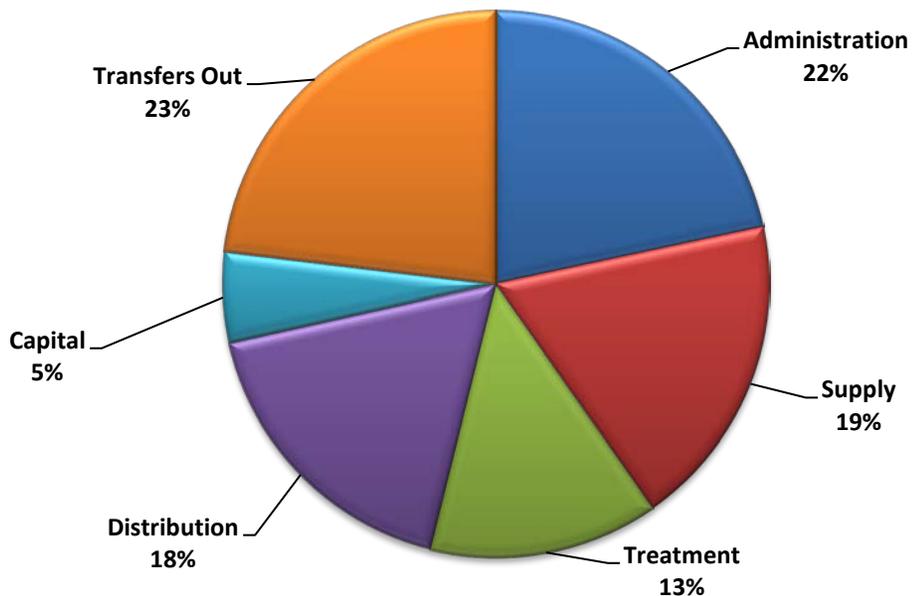
# City of San Angelo Water Enterprise Fund FY 2014-15 Revenues by Source

---



# City of San Angelo Water Enterprise Fund FY 2014-15 Expenditures by Category

---



# City of San Angelo

## Water Debt Service Fund

### Schedule of Revenues and Expenses

---

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>261 REVENUES:</b>				
Dev Corp	1,500,000	1,500,000	1,500,000	0
Transfers In	6,894,705	6,899,574	6,908,630	9,056
Other	888	1,700	821	(879)
<b>Total Revenues</b>	<b>\$8,395,593</b>	<b>\$8,401,274</b>	<b>\$8,409,451</b>	<b>\$8,177</b>
<b>261 EXPENDITURES:</b>				
Debt Service	1,568,378	8,401,274	8,409,451	8,177
<b>Total Expenses</b>	<b>\$1,568,378</b>	<b>\$8,401,274</b>	<b>\$8,409,451</b>	<b>\$8,177</b>
Excess/(Deficiency) of Revenues over Expenses	6,827,215	0	0	0
Beginning Fund Balance	(6,604,671)	222,544	222,544	0
<b>Ending Fund Balance</b>	<b>\$222,544</b>	<b>\$222,544</b>	<b>\$222,544</b>	<b>\$0</b>

# City of San Angelo

## Water Supply Capital Projects

### Schedule of Revenues and Expenses

---

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>512 REVENUES:</b>				
Water Sales	4,779,451	5,794,774	5,794,774	0
Grant Revenue	0	0	0	0
Interest	7,520	15,000	12,580	(2,420)
<b>Total Revenues</b>	<b>\$4,786,971</b>	<b>\$5,809,774</b>	<b>\$5,807,354</b>	<b>(\$2,420)</b>
<b>512 EXPENDITURES:</b>				
Capital Improvements	2,527,904	8,791,654	3,859,953	(4,931,701)
Franchise Fee	220,325	234,040	289,738	55,698
Transfers Out	753,000	757,869	1,557,663	799,794
Contract Services	381,015	100,000	100,000	0
<b>Total Expenses</b>	<b>\$3,882,244</b>	<b>\$9,883,563</b>	<b>\$5,807,354</b>	<b>(\$4,076,209)</b>
Excess/(Deficiency) of Revenues over Expenses	904,727	(4,073,789)	0	4,073,789
Beginning Fund Balance	3,740,825	4,645,552	571,763	(4,073,789)
<b>Ending Fund Balance</b>	<b>\$4,645,552</b>	<b>\$571,763</b>	<b>\$571,763</b>	<b>\$0</b>

# City of San Angelo

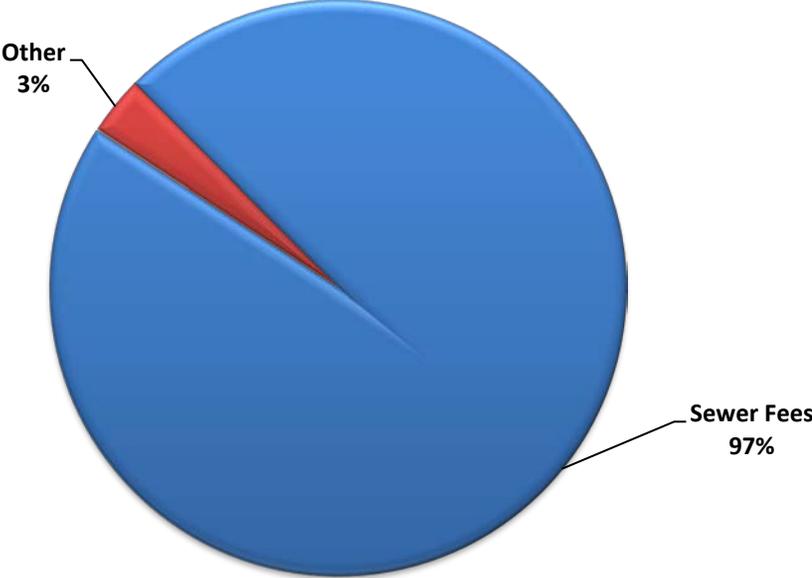
## Wastewater Enterprise Fund

### Schedule of Revenues and Expenses

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>270 REVENUES:</b>				
Wastewater Charges	9,328,886	9,600,000	9,408,000	(192,000)
Farm Use Revenues	206,006	202,274	200,257	(2,017)
Connections	16,930	15,000	15,000	0
Paving Cuts	15,285	20,000	20,000	0
Non-Refundable Aid	581	50,000	50,000	0
Miscellaneous	2,483	27,000	27,000	0
Interest	6,801	9,000	8,177	(823)
<b>Total Revenues</b>	<b>\$9,576,972</b>	<b>\$9,923,274</b>	<b>\$9,728,434</b>	<b>(\$194,840)</b>
<b>270 EXPENSES:</b>				
Wastewater Treatment	2,294,090	2,620,254	2,592,245	(28,009)
Wastewater Collection	1,280,266	1,456,954	1,403,197	(53,757)
Administration	1,432,410	1,244,610	1,524,456	279,846
Capital	101,338	231,975	172,678	(59,297)
Transfers Out	4,569,890	4,416,560	4,035,858	(380,702)
<b>Total Expenses</b>	<b>\$9,677,994</b>	<b>\$9,970,353</b>	<b>\$9,728,434</b>	<b>(\$241,919)</b>
Excess/(Deficiency) of Revenues over Expenses	(101,022)	(47,079)	0	47,079
Beginning Fund Balance	3,744,384	3,643,362	3,596,283	(47,079)
<b>Ending Fund Balance</b>	<b>\$3,643,362</b>	<b>\$3,596,283</b>	<b>\$3,596,283</b>	<b>\$0</b>

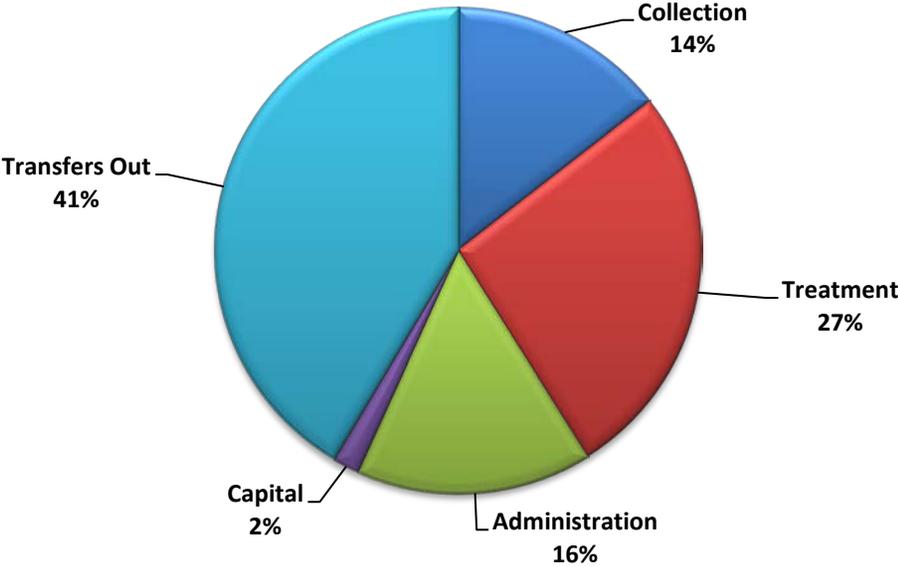
City of San Angelo  
Wastewater Revenue by Source  
FY 2014-15

---



City of San Angelo  
Wastewater Expenditures by Category  
FY 2014-15

---



# City of San Angelo

## Wastewater Debt Service Fund

### Schedule of Revenues and Expenses

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b><u>271 REVENUES:</u></b>				
Transfers In	4,271,304	4,202,784	4,216,389	13,605
Interest	2,979	5,000	2,579	(2,421)
<b>Total Revenues</b>	<b>\$4,274,283</b>	<b>\$4,207,784</b>	<b>\$4,218,968</b>	<b>\$11,184</b>
<b><u>271 EXPENDITURES:</u></b>				
Debt Service	1,509,077	4,207,784	4,218,968	11,184
<b>Total Expenses</b>	<b>\$1,509,077</b>	<b>\$4,207,784</b>	<b>\$4,218,968</b>	<b>\$11,184</b>
Excess/(Deficiency) of Revenues over Expenses	2,765,206	0	0	0
Beginning Fund Balance	(1,274,016)	1,491,190	1,491,190	0
<b>Ending Fund Balance</b>	<b>\$1,491,190</b>	<b>\$1,491,190</b>	<b>\$1,491,190</b>	<b>\$0</b>

# City of San Angelo

## Wastewater Capital Projects Fund

### Schedule of Revenues and Expenses

---

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>520 REVENUES:</b>				
Wastewater Charges	1,712,862	1,700,000	1,700,000	0
Interest	17,225	22,000	19,984	(2,016)
<b>Total Revenues</b>	<b>\$1,730,087</b>	<b>\$1,722,000</b>	<b>\$1,719,984</b>	<b>(\$2,016)</b>
<b>520 EXPENDITURES:</b>				
Capital Projects	2,380,242	5,297,727	1,266,596	(4,031,131)
Franchise Fee	85,647	68,000	68,000	0
Transfers Out	331,304	385,114	385,388	274
<b>Total Expenses</b>	<b>\$2,797,193</b>	<b>\$5,750,841</b>	<b>\$1,719,984</b>	<b>(\$4,030,857)</b>
Excess/(Deficiency) of Revenues over Expenses	(1,067,106)	(4,028,841)	0	4,028,841
Beginning Fund Balance	7,682,213	6,615,107	2,586,266	(4,028,841)
<b>Ending Fund Balance</b>	<b>\$6,615,107</b>	<b>\$2,586,266</b>	<b>\$2,586,266</b>	<b>\$0</b>

# City of San Angelo

## Vehicle Maintenance Internal Service Fund

### Schedule of Revenues and Expenses

---

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>301 REVENUES:</b>				
Gas and Oil	3,007,648	4,718,826	4,601,657	(117,169)
Material	694,232	750,000	862,500	112,500
Labor	936,041	911,796	911,088	(708)
Rent	120,000	120,000	120,000	0
Other Revenue	28,653	30,068	23,959	(6,109)
<b>Total Revenues</b>	<b>\$4,786,574</b>	<b>\$6,530,690</b>	<b>\$6,519,204</b>	<b>(\$11,486)</b>
<b>301 EXPENSES:</b>				
Personnel	887,197	840,401	896,030	55,629
Operations & Maintenance	3,775,279	5,851,062	5,591,710	(259,352)
Capital	47,683	54,227	31,464	(22,763)
<b>Total Expenses</b>	<b>\$4,710,159</b>	<b>\$6,745,690</b>	<b>\$6,519,204</b>	<b>(\$226,486)</b>
Excess/(Deficiency) of Revenues over Expenses	76,415	(215,000)	0	215,000
Beginning Fund Balance	372,788	449,203	234,203	(215,000)
<b>Ending Fund Balance</b>	<b>\$449,203</b>	<b>\$234,203</b>	<b>\$234,203</b>	<b>\$0</b>

# City of San Angelo

## Communications Internal Service Fund

### Schedule of Revenues and Expenses

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b><u>305 REVENUES:</u></b>				
Radio	180,529	163,264	163,743	479
Voice Over IP	259,155	306,472	304,567	(1,905)
Internet	66,060	57,019	57,029	10
Cell Phones	258,535	281,748	268,029	(13,719)
<b>Total Revenues</b>	<b>\$764,279</b>	<b>\$808,503</b>	<b>\$793,368</b>	<b>(\$15,135)</b>
<b><u>305 EXPENSES:</u></b>				
Radio	129,119	275,690	163,169	(112,521)
Voice Over IP	336,627	372,102	302,193	(69,909)
Internet	62,644	57,035	57,068	33
Cell Phones	230,969	281,951	270,938	(11,013)
Website	6,172	61,393	0	(61,393)
<b>Total Expenses</b>	<b>\$765,531</b>	<b>\$1,048,171</b>	<b>\$793,368</b>	<b>(\$254,803)</b>
Excess/(Deficiency) of Revenues over Expenses	(1,252)	(239,668)	0	239,668
Beginning Fund Balance	240,920	239,668	0	(239,668)
<b>Ending Fund Balance</b>	<b>\$239,668</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# City of San Angelo

## Health Insurance Fund

### Schedule of Revenues and Expense

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>310 REVENUES:</b>				
Clinic Revenue	122,259	109,600	104,400	(5,200)
Self Insurance Revenue	6,701,654	6,846,518	8,248,549	1,402,031
Interest	3,256	0	3,570	3,570
<b>Total Revenues</b>	<b>\$6,827,169</b>	<b>\$6,956,118</b>	<b>\$8,356,519</b>	<b>\$1,400,401</b>
<b>310 EXPENSES:</b>				
Personnel	98,401	113,166	120,240	7,074
Operations & Maintenance	1,078,618	1,502,454	1,573,586	71,132
Self Insurance Claims Liability	6,267,481	5,541,786	6,662,693	1,120,907
<b>Total Expenses</b>	<b>\$7,444,500</b>	<b>\$7,157,406</b>	<b>\$8,356,519</b>	<b>\$1,199,113</b>
Excess of Revenues over/ (under) Expenditures	(617,331)	(201,288)	0	201,288
Beginning Balance	1,569,810	952,479	751,191	(201,288)
<b>Ending Balance</b>	<b>\$952,479</b>	<b>\$751,191</b>	<b>\$751,191</b>	<b>\$0</b>

# City of San Angelo

## Property/Casualty Insurance Fund

### Schedule of Revenues and Expense

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>320 REVENUES:</b>				
Premium Contributions	471,008	550,866	475,388	(75,478)
Special Event Insurance	34,062	28,640	31,159	2,519
Insurance Proceeds	410,290	81,079	148,170	67,091
Interest	4,798	28,824	5,723	(23,101)
<b>Total Revenues</b>	<b>\$920,158</b>	<b>\$689,409</b>	<b>\$660,440</b>	<b>(\$28,969)</b>
<b>320 EXPENSES:</b>				
Claims	594,548	1,122,535	419,859	(702,676)
Insurance Premiums	62,825	118,699	118,699	0
Claims Management	31,396	128,399	120,382	(8,017)
Capital	0	1,500	1,500	0
<b>Total Expenses</b>	<b>\$688,769</b>	<b>\$1,371,133</b>	<b>\$660,440</b>	<b>(\$710,693)</b>
Excess of Revenues over/ (under) Expenditures	231,389	(681,724)	0	681,724
Beginning Fund Balance	1,197,609	1,428,998	747,274	(681,724)
<b>Ending Fund Balance</b>	<b>\$1,428,998</b>	<b>\$747,274</b>	<b>\$747,274</b>	<b>\$0</b>

# City of San Angelo

## Workers' Compensation Insurance Fund

### Schedule of Revenues and Expense

---

Description	FY13 Actual	FY14 Current Budget	FY15 Proposed Budget	Increase (Decrease) from FY14 Current
<b>330 REVENUES:</b>				
Premium Contributions	998,138	1,003,341	1,040,472	37,131
Insurance Proceeds	45,000	50,000	50,000	0
Interest	3,632	18,072	5,076	(12,996)
<b>Total Revenues</b>	<b>\$1,046,770</b>	<b>\$1,071,413</b>	<b>\$1,095,548</b>	<b>\$24,135</b>
<b>330 EXPENSES:</b>				
Personnel	361,121	306,969	331,531	24,562
Operations & Maintenance	38,783	52,931	74,917	21,986
Claims	813,101	536,044	520,076	(15,968)
Insurance Premiums	73,269	128,000	123,319	(4,681)
<b>Total Expenses</b>	<b>\$1,286,274</b>	<b>\$1,023,944</b>	<b>\$1,049,843</b>	<b>\$25,899</b>
Excess of Revenues over/ (under) Expenditures	(239,504)	47,469	45,705	(1,764)
Beginning Balance	146,330	(93,174)	(45,705)	47,469
<b>Ending Balance</b>	<b>(\$93,174)</b>	<b>(\$45,705)</b>	<b>\$0</b>	<b>\$45,705</b>

The Fund Balance changed by over 10% to rectify a negative fund balance from prior years.

City of San Angelo  
Capital & Debt

---

# City of San Angelo

## Capital Expenditures & Investments

---

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 FY2014-15 budget for routine capital expenditures was approved as follows (see table below).

Routine Capital Expenditures by Fund	FY15 Budget
General Fund	\$198,848
Intergovernmental Fund	51,795
Airport Fund	3,202
Solid Waste Fund	2,000
Water Funds	13,500
Vehicle Maintenance Fund	17,464
Communications Fund	86,128
Property/Casualty Fund	1,500
Fort Concho Fund	1,197
<b>Total Routine Expenditures</b>	<b>\$375,634</b>

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.

### 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 lives are reviewed in an effort to provide an equitable distribution of available funds citywide.

In addition to researching purchases, alternative solutions like equipment leases are also pursued. These options are necessary to provide safe and efficient equipment in the most fiscally efficient way possible.

Equipment replacement funding for fiscal year 2014-15 is budgeted as follows (see table on next page).

### Operating Budget Impact of Equipment Replacement Over a Five Year Period

Equipment replacement needs are evaluated each year to maximize the life of the equipment and to reduce maintenance and repairs costs associated with deteriorating items. Consideration for replacement begins at an established mileage and/or age depending on the classification of equipment. The evaluation considers fuel, maintenance, and repair costs associated with continuing use of the equipment compared to the cost of replacing that item with a new machine.

Equipment Replacement Expenditures by Fund	FY15 Budget
<b>General Fund</b>	\$1,567,026
<b>Airport Fund</b>	49,848
<b>Solid Waste</b>	30,000
<b>Stormwater Fund</b>	516,348
<b>Water Funds</b>	633,097
<b>Wastewater Funds</b>	123,501
<b>Vehicle Maintenance Fund</b>	14,000
<b>Total Equipment Replacement</b>	<b>\$2,933,820</b>

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 expensive maintenance and repairs. When outdated equipment is replaced, maintenance expenditures initially decrease.

For example, this year we will replace a 2009 Backhoe. New equipment of this type is purchased with a five year bumper to bumper extended warranty at an approximate cost of \$1,720. General maintenance for this equipment can cost up to \$9,000 (in parts alone) for the same five year time period.

To a lesser degree, gasoline usage also decreases when equipment is replaced. Generally new equipment, especially vehicles, realize fuel savings as technology and regulations push equipment of all types to be 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 2014-15 projects by funding source.

CIP Expenditures by Fund	FY15 Budget
General Fund	\$523,200
Stormwater Fund	411,000
Water Funds	4,469,238
Wastewater Funds	1,315,773
<b>Total CIP</b>	<b>\$6,719,211</b>

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.

**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.

2015-2019 Capital Improvement Plan					
Summary of Operating Impact					
	FY2015	FY2016	FY2017	FY2018	FY2019
<b>Operating Impact</b>	\$(54,750)	(21,750)	32,400	45,800	44,200

The CIP shows total estimated expenditures of \$311 million composed of 74 capital projects for fiscal year 2014-2015. Only 23 projects were funded in this budget with a capital cost of \$13,287,956 and an operating impact of \$(54,750). These projects are funded by general fund, TIRZ, stormwater fee, water rates, and wastewater charges.

FY2015 Capital Improvement and Operating Budget Impact	
<b>FY2015 Capital Projects Budget</b>	\$13,287,956
<b>Estimated FY2015 Operating Budget Impact</b>	(54,750)

<b>FY2015 Capital Improvement and Operating Budget Impact</b>			
<b>Capital Project</b>	<b>Source</b>	<b>Capital Cost</b>	<b>Budget Impact</b>
<b>Street &amp; Bridge</b>			
Transportation Enhancement	Grant/General Fund	\$235,071	0
Sidewalk Enhancement	Grant/TIRZ	\$343,885	
	<b>Subtotal</b>	<b>\$578,956</b>	<b>0</b>
<b>Traffic Operations</b>			
Replace School Zone and Crosswalk Equipment	Tom Green County Fee	\$18,000	(4,500)
	<b>Subtotal</b>	<b>\$18,000</b>	<b>(4,500)</b>
<b>Airport</b>			
Airport Terminal Renovation	FAA Grant/PFC/Type B Sales Tax	\$1,000,000	0
	<b>Subtotal</b>	<b>\$1,000,000</b>	<b>0</b>

FY2015 Capital Improvement and Operating Budget Impact			
Capital Project	Source	Capital Cost	Budget Impact
<b>Fort Concho</b>			
Heating & Cooling Unit Replacements	Donations/Hot Tax	\$55,000	5,000
Chase State Office Building Improvements	State Office Fund	\$55,000	(2,500)
Fort Concho Post Bandstand	Private Donations	\$25,000	250
Fort Concho Visitor Center Improvements	Type B Sales Tax	\$750,000	(10,000)
	<b>Subtotal</b>	<b>\$865,000</b>	<b>(7,250)</b>
<b>Stormwater</b>			
Red Arroyo Trail	Grant/Stormwater/ Type B Sales Tax	\$4,000,000	
	<b>Subtotal</b>	<b>\$4,000,000</b>	<b>0</b>
<b>Parks &amp; Recreation</b>			
Brentwood Park Renovation	Type B Sales Tax	\$275,000	0
Civic League Park Improvements	Grant/Donation	\$115,000	0
Middle Concho Boat Ramp	Grant/Trust Fund	\$471,000	0
	<b>Subtotal</b>	<b>\$861,000</b>	<b>0</b>
<b>Water &amp; Wastewater Utilities</b>			
Automated Meter Reading System	Water Funds	\$1,250,000	(44,000)
Clay Pipe Replacements	Water Funds	\$1,000,000	0
Water Treatment Plant Equipment	Water Funds	\$400,000	0

<b>FY2015 Capital Improvement and Operating Budget Impact</b>			
<b>Capital Project</b>	<b>Source</b>	<b>Capital Cost</b>	<b>Budget Impact</b>
Lift Station Improvements	Wastewater Funds	\$200,000	0
Transmission Line Valves Replacement	Water Funds	\$500,000	0
Water Main Replacements	Water Funds	\$1,300,000	0
Water Reclamation Plant Improvements	Wastewater Funds	\$200,000	0
Collector Main Replacements	Wastewater Funds	\$1,000,000	0
Avenue D Water Line Replacement	Water Funds	\$75,000	1,000
Fire Hydrant Replacement	Water Funds	\$40,000	0
	<b>Subtotal</b>	<b>\$5,965,000</b>	<b>(43,000)</b>
	<b>FY2015 Total Capital Projects Budget*</b>	<b>\$13,287,956</b>	<b>(54,750)</b>

\*The FY2014-15 adopted budget includes \$3,259,291 in capital funds issued in prior years' bond issues and other funding sources.

# City of San Angelo

## 2013-2018 Capital Improvement Plan

### Adopted by Resolution February 21, 2013

Division	Project Title	Proposed Funding Source	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	Total Project Costs
Street & Bridge	Mill & Overlay- Main Street	General Fund	185,000					185,000
Street & Bridge	Mill & Overlay - 14th Street	General Fund	403,000					403,000
Street & Bridge	Mill & Overlay - 19th Street	General Fund	378,000					378,000
Street & Bridge	Reconstruction of Bell St from Concho River to Old Ballinger Hwy	Undetermined	4,800,000					4,800,000
Street & Bridge	Reconstruction of Glenna Dr. from Houston Harte to Junius St	Undetermined				1,300,000		1,300,000
Street & Bridge	Reconstruction of Main St. from 19th St. to 26th St.	Undetermined					1,800,000	1,800,000
Street & Bridge	Reconstruction of MLK Blvd. from 25th St. to 29th St.	Undetermined			2,500,000			2,500,000
Street & Bridge	Reconstruction of Southwest Blvd from Sunset South to Railroad Tracks	Undetermined		6,500,000				6,500,000
Street & Bridge	Reconstruction of 29th St. from Bryant Blvd. to 2018 N. Chadbourne	Undetermined					2,500,000	2,500,000
Engineering Services	Sealcoat Program	General Fund	1,800,000	600,000	600,000	600,000	600,000	4,863,000
Stormwater	Storm Water Quality Improvements	Future Stormwater Utility Fee	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	29,300,000
Stormwater	Sunset Lake Improvements	Stormwater Utility Fee		700,000				700,000
Stormwater	Remediation of Drainage Ave P	General Fund	1,300,000					2,000,000
Water Utilities	Avenue D Water Line Replacement	Water Fund	75,000	25,000	25,000			125,000
Water Utilities	Automated Meter Reading System	Water CIP Fund	1,250,000	1,250,000				7,550,000
Water Utilities	Clay Pipe Replacements	Water CIP Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	73,997,896
Water Utilities	Collector Main Replacements	Wastewater CIP Fund	1,000,000	1,000,000	1,000,000	1,000,000		23,700,000
Water Utilities	Hickory Water Supply Development Phase I	Water Fund/Type B Sales Tax	37,000,000	30,000,000				120,000,000
Water Utilities	High Service Pump Station Rehab	Water CIP Fund						3,950,000
Water Utilities	Lift Station Improvements	Wastewater CIP Fund	200,000	200,000	200,000	200,000	200,000	1,720,000
Water Utilities	Nasworthy Dam Emergency Spillway	Water CIP Fund		2,000,000				2,000,000
Water Utilities	Nasworthy Dam Stop Log	Water CIP Fund			750,000			750,000
Water Utilities	Lake Nasworthy Gate Operators	Water CIP Fund	2,216,000					3,250,000
Water Utilities	Transmission Line Valves Replacement	Water CIP Fund	500,000	500,000	500,000			3,650,000
Water Utilities	Transmission Mains	Water CIP Fund	5,100,000	5,300,000	6,000,000	6,150,000		28,190,000
Water Utilities	Twin Buttes Eco-System Restoration	Water CIP Fund, Water Fund, State Soil & Water Board						1,000,000
Water Utilities	Water Billing & Customer Service Office Remodeling	Water CIP Fund	500,000					1,000,000
Water Utilities	Water Main Replacements	Water CIP Fund	1,300,000	1,300,000	1,300,000	1,300,000	1,300,000	52,761,509
Water Utilities	Water Reclamation Plant Improvements	Wastewater CIP Fund	200,000	200,000	200,000	200,000	200,000	1,800,000
Water Utilities	Water Treatment Plant Equipment Improvements	Water CIP Fund	200,000	400,000	200,000	200,000	200,000	2,200,000
Water Utilities	Wastewater Service to Existing Developed Areas	Wastewater CIP Fund						17,200,000

# City of San Angelo

## 2013-2018 Capital Improvement Plan

### Adopted by Resolution February 21, 2013

Division	Project Title	Proposed Funding Source	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	Total Project Costs
Traffic Operations	Replace School Zone and Crosswalk Equipment	Tom Green County Fee	18,000	18,000	18,000	18,000		158,000
Traffic Operations	Sign Reflectivity Upgrade	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>
Airport	Apron Joint Seal	FAA Grant,PFC Fund			54,900	555,555		610,455
Airport	Runway 3-21 Lights & Beacon	FAA Grant,PFC Fund						631,889
Airport	Airport Terminal Renovation	FAA Grant,PFC Fund,Type B Sales Tax	1,110,000	1,110,000	1,110,000	600,862		6,280,241
Emergency Management	EOC HVAC Replacement	Undetermined	500,000					500,000
Fire	Fire Station 4 Reconstruction	General Fund C.O.		2,580,000				2,580,000
Fire	Fire Training Facility	General Fund C.O., Federal Grant	1,400,000					2,600,000
Fort Concho	Chase State Office Building Improvements	State Office Building Fund	200,000	20,000	20,000	20,000	20,000	300,000
Police	Police Boat Storage Dock	Undetermined	75,000					75,000
Police	Mobile Command Center Storage Facility	Undetermined	60,000					60,000
Police	Police Department Administration Building	General Fund, General Fund C.O.	25,775,000					25,910,067
Civic Events	Auditorium Renovation	Type B Sales Tax		2,314,197				3,750,000
Civic Events	Fairgrounds Livestock Barn	Type B Sales Tax						1,000,000
Civic Events	Coliseum Improvements	Undetermined	60,000					60,000
Civic Events	Coliseum Roof	Undetermined	545,000					545,000
Civic Events	Convention Center Improvements	Undetermined	83,069					119,900
Fort Concho	Fort Concho Barracks 6 New Floor	Undetermined	15,000					15,000
Fort Concho	Heating & Cooling Unit Replacements Fort Concho	Undetermined	125,000	20,000	15,000			160,000
Fort Concho	Fort Concho Post Bandstand	Undetermined	25,000					25,000
Fort Concho	Fort Concho Visitor Center Improvements	Undetermined	100,000	750,000	250,000	400,000		1,500,000
Fort Concho	Fort Concho OQ1 Rear Room & Roof Repairs	Undetermined	75,000					75,000
Development Services	Wayfinding Phases I-III	Undetermined		100,000	100,000	100,000		300,000
MPO	Neighborhood Pedestrian Improvement Program	Transportation Grant, General Fund	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Real Estate/Legal	Santa Fe Train Depot Improvements	Undetermined	21,238	20,000	15,000	22,500	22,500	126,238
Real Estate/Legal	Spur Parking Garage	Undetermined	1,825,000					1,825,000
Parks	29th Street Complex	Type B Sales Tax		1,650,000				1,650,000
Recreation	Community Aquatics Facility	Type B Sales Tax, Donation						3,262,422
Recreation	Recreation Center Air Conditioning	Undetermined		500,000				500,000
Recreation	Youth Soccer Complex at Glenna St	Type B Sales Tax						270,000

# City of San Angelo

## 2013-2018 Capital Improvement Plan

### Adopted by Resolution February 21, 2013

Division	Project Title	Proposed Funding Source	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	Total Project Costs
Parks	Bradford Neighborhood & School Park	Type B Sales Tax						175,000
Parks	Brentwood Park Renovation	Type B Sales Tax		275,000				275,000
Parks	Brown Park Renovation	Type B Sales Tax			175,000			175,000
Parks	Central Control Irrigation	Type B Sales Tax						110,500
Parks	Civic League Park Improvements	Grant, Donation	115,000					115,000
Parks	Fairmount Cemetery Improvements Phase I	Donation, Undetermined		600,000				600,000
Parks	Hilltop Trail	Grant, Possible Trust Fund Funding	200,000					200,000
Parks	Middle Concho Boat Ramp	Grant, Possible Trust Fund Funding	471,000					471,000
Parks	Red Arroyo Trail	Grant, Type B Sales Tax, Stormwater Fund, Private Donation	400,000	400,000				4,000,000
Parks	Rio Vista Neighborhood Park Renovation	CDBG Funds, Type B Sales Tax, Donation						813,900
Parks	Rio Concho Community Park	Type B Sales Tax, Undetermined		85,000				650,000
Parks	Santa Rita Neighborhood Park Renovation	Type B Sales Tax, Donation				150,000		150,000
Parks	South Concho Boat Ramp	Grant, Possible Trust Fund Funding		438,600				438,600
Parks	Sunken Garden Park	Undetermined					275,000	275,000
Parks	Concho River Dredging, Bank Stabilization, & Trail Improvements	Type B Sales Tax, Grants, Stormwater Fund						15,436,647
Public Information	Public Information Equipment Replacement	Grant, Undetermined	19,874	4,668	5,378			47,856
Police	Public Communications Technology Upgrade	Undetermined, General Fund	120,000					517,000
Fire	Mobile Data Terminals	Undetermined	182,600					182,600
Information Technology	Server Upgrades	General Fund, Undetermined	25,000	25,000	25,000	25,000	25,000	250,000
Information Technology	IBM Power 7 Server	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>

# City of San Angelo

## Asset Capitalization Policy

---

The San Angelo City Council members convened September 16, 1997 and adopted a policy that would prescribe a minimum value and useful life for capitalization, and formalize an asset tracking and reporting policy. This policy has been in effect since that meeting, with no updates or revisions.

The City acquires property, buildings, and equipment to provide its citizenry with services. As such, this policy was created specifying that the City record, track, and report assets of significant value. Therefore it was mandated that proper accounting procedures record in detail all acquisitions, custodianship, and disposal of valuable items. The below guidelines specify the asset capitalization policy and the City's annual process.

### **Capital Asset Guidelines**

All purchases in excess of \$1,000, with a useful life of at least two years, shall be classified and reported as a capital asset. The cost to purchase, accumulated depreciation (as applicable), asset location, and disposition of the item are all required for a complete record.

#### **Capital Asset Examples:**

- Automobiles, trucks, tractors, trailers
- Machinery and heavy equipment
- Personal computers
- Office equipment
- Buildings
- Land

### **Non-Capital Asset Guidelines**

Tools, equipment, and other assets under \$1,000 in value, and/or with useful lives of under two years, shall be maintained on a separate list by each department.

#### **Non-Capital Asset Examples:**

- 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 purchased for less than \$1,000
- Any item with a useful life of under two years

### **Acquisition Guidelines**

Capital assets are classified as "Formal" by the City's Purchasing Policy and should be acquired in compliance with City policy. The appropriate capital outlay code should be used for each.

### **Inventory Procedures**

Additions to the fixed asset inventory shall be made by the Finance Department from records supplied by the acquiring department. All assets other than vehicles, equipment, and radios shall be given a distinctive, identifying number by the Finance Department. Vehicles, equipment, and radios shall be numbered by the Vehicle Maintenance Department and unique numbers sent to the Finance Department.

Departments shall notify the Finance Department when:

- An asset is permanently transferred from the department;
- An asset is sold; and/or,
- An asset is junked or disposed.

The Finance Department shall provide the appropriate forms to document such changes.

### **Annual Capital Asset Inventory**

Inventory will be coordinated by the Finance Department and conducted annually during the last quarter of the fiscal year. Finance will supply inventory lists with the current capital assets listed, a form to document any changes to the inventory lists (additions, deletions, or other corrections), and asset identification tags as needed.

Each department should conduct its own inventory to update erroneous asset descriptions or asset locations, and to update any missing or inaccurate identification tags (asset tags are required to be attached to each item unless it would be physically impossible to do so). Each department is also responsible for noting which assets have been transferred in/out, sold, junked, or donated.

Changes to department lists should be reviewed and approved by the department head and

Service Area Director prior to submission to Finance. Updated/approved change forms must be returned to Finance as soon as possible.

Finance, using the information provided by each department, shall make changes to the detailed capital asset records and reconcile the totals of the asset records to the general ledger values.

Once the inventory is reconciled, the depreciable assets will be depreciated subject to review by an independent auditor.

# City of San Angelo

## Statement of Legal Debt Margin

### 2014-15 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, 2014, is levying a debt service tax rate of 8 cents per \$100.00 of assessed valuation. This indicates a margin equal to 1/12.5 of the legally allowed tax rate the City of San Angelo can levy.

# City of San Angelo

## Interest and Redemption Funds

### Schedule of Requirements and Bonded Indebtedness

<u>FUND</u>	<u>BOND ISSUE</u>	<u>TOTAL AMOUNT OF ISSUE</u>	<u>AMOUNT OUTSTANDING 10/1/2014</u>	<u>PRINCIPAL REQUIREMENTS 2014-2015</u>	<u>INTEREST REQUIREMENTS 2014-2015</u>	<u>AMOUNT OUTSTANDING 9/30/2015</u>
General	Certificates of Obligation Series 2005	\$ 19,750,000	2,450,000	1,200,000	80,125	1,250,000
General	Certificates of Obligation Series 2006	\$ 2,500,000	645,000	315,000	23,981	330,000
Wastewater	General Obligation Refunding Bonds, Series 2007	\$ 9,420,000	6,670,000	945,000	276,801	5,725,000
Wastewater	Certificates of Obligation Series 2007A	\$ 19,030,000	14,250,000	815,000	660,850	13,435,000
General	Certificates of Obligation Series 2008	\$10,145,000	9,545,000	100,000	437,575	9,445,000
General	Certificates of Obligation Series 2009	\$ 14,600,000	13,175,000	645,000	577,151	12,530,000
General & State Office	General Obligation Refunding Bonds, Series 2009 (1)	\$ 4,605,000	1,020,000	335,000	32,438	685,000
State Office, Water, & Wastewater	General Obligation Refunding Bonds, Series 2011	\$ 28,030,000	22,315,000	2,405,000	819,975	19,910,000
General	Certificates of Obligation Series 2011	\$ 13,780,000	13,310,000	160,000	581,225	13,150,000
Water	Certificates of Obligation Series 2011B	\$ 120,000,000	102,800,000	5,725,000	1,125,967	97,075,000
General	General Obligation Refunding Bonds, Series 2012	\$ 6,095,000	5,820,000	80,000	122,900	5,740,000
			<b>192,000,000</b>	<b>12,725,000</b>	<b>4,738,988</b>	<b>179,275,000</b>

# City of San Angelo

## Ratio of Net General Bonded Debt to Assessed Value and Net Bonded Debt Per Capita, 2008 - 2015

---

FISCAL YEAR ENDED SEPTEMBER 30	ESTIMATED POPULATION*	NET ASSESSED VALUE	OUTSTANDING BONDED DEBT**	BALANCE IN REDEMPTION FUND	NET BONDED DEBT	RATIO OF NET BONDED DEBT TO ASSESSED VALUE	NET BONDED DEBT PER CAPITA
2008	91,214	3,021,635,534	10,000,000	619,796	9,380,204	0.31%	102.84
2009	91,624	3,184,314,975	29,260,000	617,573	28,642,427	0.90%	312.61
2010	93,200	3,395,947,646	46,735,000	(46,330)	46,781,330	1.38%	501.95
2011	93,657	3,601,540,205	44,910,000	192,748	44,717,252	1.24%	477.46
2012	94,116	3,761,109,048	183,315,000	386,356	182,928,644	4.86%	1943.66
2013	94,577	3,992,601,953	172,490,000	120,694	172,369,306	4.32%	1822.53
2014	95,040	4,013,536,336	166,695,000	2,069,168	164,625,832	4.10%	1732.17
2015	95,506	4,401,912,327	155,430,000	2,069,168	153,360,832	3.48%	1605.77

\* Estimated population is calculated for 2011-2015 using the multiplier 1.0049 provided by the Texas Demographer's office for Tom Green County. The 2010 population is an actual number from the Census.

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

# City of San Angelo

## Summary of Debt Service Requirements to Maturity

### September 30, 2015

---

<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>
2015	4,322,958	8,408,629	4,213,389	519,012	17,463,988
2016	4,310,933	8,406,914	4,212,898	502,282	17,433,027
2017	3,972,439	8,410,633	4,221,917	514,356	17,119,345
2018	3,967,639	8,612,428	4,201,387	171,572	16,953,026
2019	3,964,414	8,416,675	4,016,140	152,722	16,549,951
2020	3,959,948	8,422,792	4,018,923	153,058	16,554,721
2021	3,974,614	8,427,456	4,023,824	153,506	16,579,400
2022	3,968,668	7,589,825	2,195,419	72,154	13,826,066
2023	3,970,614	7,542,781	2,151,663	67,356	13,732,414
2024	3,974,241	6,847,020	1,474,056		12,295,317
2025	3,966,797	6,847,227	1,475,834		12,289,858
2026	2,532,125	6,846,991	1,473,628		10,852,744
2027	2,534,113	6,848,049	1,478,416		10,860,578
2028	2,526,538	6,850,935			9,377,473
2029	2,528,663	6,850,290			9,378,953
2030	1,311,663	6,849,070			8,160,733
2031	1,309,575	6,850,173			8,159,748
2032	1,307,888				1,307,888
2033	1,309,063				1,309,063
2034	1,311,419				1,311,419
2035	1,309,775				1,309,775
2036	1,310,400				1,310,400
	<u>\$63,644,487</u>	<u>\$129,027,888</u>	<u>\$39,157,494</u>	<u>\$2,306,018</u>	<u>\$234,135,887</u>

# City of San Angelo

## Debt Service Requirements - General Obligation Bonds

### September 30, 2015

FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
2015	2,500,000	1,822,958	4,322,958
2016	2,590,000	1,720,933	4,310,933
2017	2,335,000	1,637,439	3,972,439
2018	2,395,000	1,572,639	3,967,639
2019	2,460,000	1,504,414	3,964,414
2020	2,530,000	1,429,948	3,959,948
2021	2,640,000	1,334,614	3,974,614
2022	2,750,000	1,218,668	3,968,668
2023	2,880,000	1,090,614	3,970,614
2024	3,020,000	954,241	3,974,241
2025	3,155,000	811,797	3,966,797
2026	1,835,000	697,125	2,532,125
2027	1,920,000	614,113	2,534,113
2028	2,005,000	521,538	2,526,538
2029	2,110,000	418,663	2,528,663
2030	970,000	341,663	1,311,663
2031	1,015,000	294,575	1,309,575
2032	1,060,000	247,888	1,307,888
2033	1,110,000	199,063	1,309,063
2034	1,165,000	146,419	1,311,419
2035	1,220,000	89,775	1,309,775
2036	1,280,000	30,400	1,310,400
	<u>\$44,945,000</u>	<u>\$18,699,487</u>	<u>\$63,644,487</u>

# City of San Angelo

## Debt Service Requirements - Water Utility Bonds

### September 30, 2015

FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
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
	\$113,578,145	\$15,449,743	\$129,027,888

# City of San Angelo

## Debt Service Requirements

### Wastewater Utility Bonds

#### September 30, 2015

---

FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
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>\$31,408,050</u>	<u>\$7,749,444</u>	<u>\$39,157,494</u>

# City of San Angelo

## Debt Service Requirements

### State Office Buildings

### September 30, 2015

---

FISCAL YEAR ENDED SEPTEMBER 30	PRINCIPAL	INTEREST	TOTAL
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>\$2,068,805</u>	<u>\$237,213</u>	<u>\$2,306,018</u>

City of San Angelo  
Departmental Information

---

# City of San Angelo General Government

---



# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
General Fund	\$104,554	\$123,543	\$121,543
<b>Total Revenue</b>	<b>\$104,554</b>	<b>\$123,543</b>	<b>\$121,543</b>
<b>Expenditure</b>			
Personnel	\$3,506	\$3,878	\$3,878
Operations & Maintenance	101,048	119,665	117,665
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$104,554</b>	<b>\$123,543</b>	<b>\$121,543</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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 of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
General Fund	\$663,883	\$624,784	\$650,456
<b>Total Revenue</b>	<b>\$663,883</b>	<b>\$624,784</b>	<b>\$650,456</b>
<b>Expenditure</b>			
Personnel	\$615,609	\$582,327	\$608,799
Operations & Maintenance	48,274	41,201	41,657
Capital	0	1,256	0
<b>Total Expenditure</b>	<b>\$663,883</b>	<b>\$624,784</b>	<b>\$650,456</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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.

\*\* The appendix includes the Internal Auditor position count with City Manager, however that position is listed separately on the Internal Audit page in the Budget Detail section of this book.

# City of San Angelo

## 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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Facilitate a priority setting workshop for the City Council	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	FY13 Actual	FY14 Budget	FY15 Budget
Attend meetings with stakeholders	100%	100%	100%
Number of contacts with media personnel	44	45	46

# City of San Angelo

## City Attorney's Office

---

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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Legal Fees	\$149,285	\$68,732	\$80,269
General Fund	465,305	612,480	625,788
<b>Total Revenue</b>	<b>\$614,590</b>	<b>\$681,212</b>	<b>\$706,057</b>
<b>Expenditure</b>			
Personnel	\$566,806	\$607,024	\$631,869
Operations & Maintenance	47,784	70,188	74,188
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$614,590</b>	<b>\$681,212</b>	<b>\$706,057</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time	7	7	7
Part-Time	0	0	0
<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 of San Angelo

## City Attorney's Office

---

### 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	FY13 Actual	FY14 Budget	FY15 Budget
Number of cases prosecuted in Municipal Court	1,525	1,550	1,575
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	FY13 Actual	FY14 Budget	FY15 Budget
Number of cases utilizing outside counsel	5	5	5
Number of ordinance revisions and proposals	62	72	78
Number of contracts reviewed and written	268	278	288
Number of Public Information Requests reviewed/processed	180	200	220
Number of legal opinions provided	88	98	108
Legal Service Request Turnaround in Days	45	31	30
Number of Lake Lot Leases managed	N/A	355	355

# City of San Angelo

## City Attorney's Office

---

### 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of Tax Sale Lots	53	25	20
Number of Filing Fees Collected - Administrative	934	700	360
Number of Lien Recovery (Interest)	113	50	100
Number of Lien Releases	118	50	100
Number of collections cases handled for Risk Mgt and Lake Lot Leases	0	30	30

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
User fees	\$198	\$250	\$200
General Fund	216,613	232,186	227,208
<b>Total Revenue</b>	<b>\$216,811</b>	<b>\$232,436</b>	<b>\$227,408</b>
<b>Expenditure</b>			
Personnel	\$132,459	\$137,464	\$143,311
Operations & Maintenance	84,352	94,972	84,097
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$216,811</b>	<b>\$232,436</b>	<b>\$227,408</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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 of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Actual</b>	<b>FY15 Budget</b>
Percent of time minutes are ready for approval the following meeting and are approved without amendment(s)	95.00%	98.00%	99.00%
Cost per page of minutes produced	\$13.33	\$13.33	\$13.33
Number of pages of minutes	670	675	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	\$705.93	\$709.00	\$712.37
Total number of addendums to council meeting agendas	0	2	0
Cost per mayoral proclamation/recognition prepared	\$21.12	\$18.75	\$18.75
Number of mayoral proclamations/recognitions prepared	55	55	60

# City of San Angelo

## 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	FY13 Actual	FY14 Budget	FY15 Budget
Cost per board appointment	\$26.87	\$30.13	\$30.13
Total number of board appointments	59	55	60

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	FY13 Actual	FY14 Budget	FY15 Budget
Total cost per Election-General	\$25,000	\$22,000	\$27,000
Total cost per Election-Run-Off	\$24,000	\$0	\$25,000
Total cost per Election-Special	\$0	\$25,000	\$0
Total number of ballots cast-General	8,064	2,695	8,100
Total cost per ballot cast-General	\$3.10	\$8.16	\$3.33
Total number of ballots cast-Special	6,331	6,331	0
Total cost per ballot cast-Special	\$3.79	\$3.79	\$0.00
Total cost per voting precinct/polling location	\$2,750	\$1,500	\$1,500
Total registered voters	51,550	60,601	60,000
Percentage of registered voters who actually vote-General	15.64%	4.45%	13.50%

# City of San Angelo

## 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	FY13 Actual	FY14 Budget	FY15 Budget
Percent of time the City Code is updated within 90 days	100%	100%	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 Records Management boxes added to archives	100	250	350
Cost per box added to archives	\$7.65	\$7.87	\$8.10
Number of boxes destroyed	14	425	400
Cost per box destroyed	\$12.56	\$13.19	\$12.56
Number of boxes retrieved	25	25	25
Cost per box retrieved	\$0.55	\$0.55	\$0.55
Staff response time	5.5 days	5 days	2.5 days

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	FY13 Actual	FY14 Budget	FY15 Budget
Total number of Public Information Requests received	86	86	97
Percent of Public Information Requests answered within 10 business days	100%	100%	100%

# City of San Angelo

## Internal Audit

---

The Internal Audit division provides reviews of risks and controls, ensuring compliance for city grants and contracts. In addition to performing audits, additional services are provided to help the city achieve the highest effectiveness and efficiency with integrity. Internal Audit promotes compliance with laws, regulations, policies, procedures, rules and agreements through reviews and analysis of the city's services and activities.

<b>Budget Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
General Fund	\$74	\$84,241	\$87,770
Total Revenue	\$74	\$84,241	\$87,770
<b>Expenditure</b>			
Personnel	\$0	\$80,876	\$84,405
Operations & Maintenance	74	3,365	3,365
Capital	0	0	0
Total Expenditure	\$74	\$84,241	\$87,770

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time**	1	1	1
Part-Time	0	0	0
Total Personnel	1	1	1

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

\*\* The Internal Auditor position was previously recorded in City Manager's Office, and is included in the appendix under City Manager. Funds were not in this account for personnel expenses in FY13.

# City of San Angelo

## Internal Audit

---

### Goals, Objectives & Performance Measures

Activity: Internal Audit of risks and controls. Compliance management of grants and contracts

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

Goal: Perform Audits and provide other services to help City achieve the highest effectiveness and efficiency with integrity; promote compliance with laws, regulations, policies, procedures, rules and agreements through reviews and analyses of the City's services and activities

Objectives: Promote adequate systems of internal control, Improve operational efficiency and effectiveness, Advance contract and grant compliance, Optimize value received from City resources, Expand staff knowledge, skills, and abilities, Stay current on issues and trends affecting governments, Increase audit efficiency, Increase audit effectiveness.

<b>Performance Measures</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Percent of audit plans completed	new measure	new measure	95.00%
Number of audits completed	new measure	12	15
Number of advisory services completed	new measure	18	24
Number of recommendations made	new measure	22	30
Number of recommendations implemented	new measure	19	30

# City of San Angelo

## Public Information

---

Public Information informs the citizens of San Angelo of services provided by their City government and promotes events at City venues through SATV, the City website at [cosatx.us](http://cosatx.us), news releases, the mass media, and the City's social media sites.

<b>Budget Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
General Fund	\$170,716	\$272,840	\$440,941
Total Revenue	\$170,716	\$272,840	\$440,941
<b>Expenditure</b>			
Personnel	\$156,734	\$162,448	\$168,891
Operations & Maintenance	11,592	20,126	22,050
Capital	2,390	90,266	250,000
Total Expenditure	\$170,716	\$272,840	\$440,941

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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.

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of contributed pieces to the Standard-Times	75	95	100
Number of press releases	163	200	200
Number of page views on cosatx.us	2.34M	2.4M	2.5M
Number of YouTube views	401,441	450,000	500,000
Number of Facebook "likes"	7,605	8,000	12,000
Number of Twitter followers	1,365	1,500	2,500
Number of Tweets	3,722	5,000	7,000
Number of original programs on SATV	70	100	100

# City of San Angelo

## 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 speak about the organization and its work.

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

<b>Performance Measures</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of COSA University graduates	n/a	10	25
Number of internal training sessions led by Public Information	n/a	4	4

# City of San Angelo

## 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 Department of Public Safety; bond forfeitures; cases filed by the Animal Services division; collection of "bad checks"; criminal charges filed by the public; administrative hearings (juvenile warnings and inquests); three community service programs; collections on traffic and criminal charges; and vehicle impounds.

<b>Budget Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Fines and Fees	\$2,743,935	\$2,482,475	\$2,597,197
Deficit/(Surplus)	(641,719)	386,930	(261,720)
<b>Total Revenue</b>	<b>\$2,102,216</b>	<b>\$2,869,405</b>	<b>\$2,335,477</b>
<b>Expenditure</b>			
Personnel	\$1,725,573	\$1,843,005	\$1,924,357
Operations & Maintenance	376,643	1,026,400	411,120
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$2,102,216</b>	<b>\$2,869,405</b>	<b>\$2,335,477</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time**	31	31	30
Part-Time**	2	2	4
<b>Total Personnel</b>	<b>33</b>	<b>33</b>	<b>34</b>

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

\*\*Full time maintenance position converted into two part-time positions.

# City of San Angelo 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	FY13 Actual	FY14 Budget	FY15 Budget
Number of customers served	34,077	34,596	34,596
Number of credit card calls	4,975	5,292	5,292
Number at drive-up window	2,037	2,652	2,652
Average wait time per customer (in minutes)	5	10	10
Check charges filed	1,299	836	836
Number of individuals entering the court building	60,512	56,129	56,129
Mail Processing	4,184	4,140	4,140

Activity: Financial/Budgeting

Serves City Council's Vision: Financial Vision

Goal: Collections on traffic and criminal charges

Objectives: Hearings; Trials; Collections

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Traffic cases filed	20,731	21,530	21,530
Number of traffic cases closed	21,913	21,092	21,092
Parking cases filed	1,859	1,842	1,842
Parking cases closed	1,990	1,816	1,816
Criminal cases filed	7,485	5,512	5,512
Criminal cases closed	9,307	5,330	5,330

# City of San Angelo 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	FY13 Actual	FY14 Budget	FY15 Budget
Number of court hearings	6,408	5,334	5,334
Warrants issued	18,201	15,444	15,444
Warrants cleared	18,105	16,706	16,706
Warrants pending	4,416	4,064	4,064
Number of warrants sent to an outside collection agency	5,175	5,710	5,710

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	FY13 Actual	FY14 Budget	FY15 Budget
Number of people arrested and placed in jail	3,157	2,942	2,942
Number of people arrested and booked at court	883	740	740

# City of San Angelo 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	FY13 Actual	FY14 Budget	FY15 Budget
Number of graffiti removal locations	68	116	116

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: Hearings; Trials; Collections; Warrant Service

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of arraignments	1,695	1,630	1,630
Number of "Safe Housing" applications	340	600	600

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Grant Revenue	\$57,998	\$75,000	\$63,000
Rent	30,000	30,000	30,000
Reimbursed Expense	15,300	10,200	10,200
General Fund	39,484	31,851	53,725
<b>Total Revenue</b>	<b>\$142,782</b>	<b>\$147,051</b>	<b>\$156,925</b>
<b>Expenditure</b>			
Personnel	\$57,142	\$52,443	\$101,689
Operations & Maintenance	85,640	93,208	55,236
Capital	0	1,400	0
<b>Total Expenditure</b>	<b>\$142,782</b>	<b>\$147,051</b>	<b>\$156,925</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time**	2	1	1
Part-Time	0	0	0
<b>Total Personnel</b>	<b>2</b>	<b>1</b>	<b>1</b>

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

\*\*Position was eliminated due to staff reorganization.

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of updates to the Emergency Operation Plan annexes	6	6	7
Number of table top exercises	n/a	6	3
Number of functional full scale exercises	n/a	1	2
Number of personnel trained in NIMS700	n/a	22	50
Number of personnel trained in ICS 100	n/a	22	50
Number of personnel trained in ICS 200	n/a	22	25
Number of personnel trained in ICS 300	n/a	27	25
Number of personnel trained in ICS 400	n/a	24	25
Number of TDEM courses sponsored	n/a	7	14
Percentage of Completed NIMS training organization wide	n/a	95.00%	97.00%

# City of San Angelo

## Construction & Facilities Maintenance

---

The Construction and Facilities Maintenance 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Reimbursed Expenses	\$9,428	\$6,500	\$7,000
General Fund	601,887	594,889	606,804
<b>Total Revenue</b>	<b>\$601,887</b>	<b>\$601,389</b>	<b>\$606,804</b>
<b>Expenditure</b>			
Personnel	\$295,133	\$317,365	\$350,519
Operations & Maintenance	306,754	279,459	256,285
Capital	0	4,565	0
<b>Total Expenditure</b>	<b>\$601,887</b>	<b>\$601,389</b>	<b>\$606,804</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time**	6	6	7
Part-Time**	0	1	0
<b>Total Personnel</b>	<b>6</b>	<b>7</b>	<b>7</b>

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

\*\*The part-time Office Assistant position was eliminated in FY15 and an HVAC Specialist was added as a full-time employee.

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of electrical repairs (contractor)	13	11	12
Number of HVAC repairs (contractor)	4	5	8
Number of plumbing repairs (contractor)	5	7	8
Number of Glazier repairs (contractor)	12	10	9
Number of HVAC PM (56 units various facilities - filters and coil cleanings)	590	636	750
Number of Requests for Service	850	986	1,000
Number of water heater replacements	6	2	8
Number of door hardware repairs/replacements	1	6	8
Misc. Services- de-icing, construction repairs, meeting set-ups, grounds maintenance, council packet delivery, special requests	103	98	107
TDCJ inmate work crew oversight	20	21	23

# City of San Angelo

## Construction & Facilities Maintenance

---

### Goals, Objectives & Performance Measures

Activity: Contractor/Project Management

Serves City Council's Vision: Infrastructure Vision

Goal: Provide custodial services; Write bid specifications for City-wide maintenance services; Provide rapid response to work requests generated by the public and various COSA Departments

Objectives: Emergency response; TDCJ inmate project assistance; increase lifespan of COSA infrastructure

<b>Performance Measures</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of complaints addressed regarding the custodial contractor	18	45	16
Estimated costs savings or reductions by using TDCJ Inmate crews	\$52,386	\$48,236	\$60,000

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Reimbursed Expenses	\$0	\$0	\$0
Transfers In	124,990	173,615	197,000
General Fund	(16,243)	27,868	0
<b>Total Revenue</b>	<b>\$108,747</b>	<b>\$201,483</b>	<b>\$197,000</b>
<b>Expenditure</b>			
Personnel	\$104,250	\$108,855	\$114,345
Operations & Maintenance	4,497	7,520	7,006
Capital	0	85,108	75,649
<b>Total Expenditure</b>	<b>\$108,747</b>	<b>\$201,483</b>	<b>\$197,000</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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 of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of projects worked	11	9	8
Number of projects completed	5	2	8
Percent of projects completed on schedule	100%	100%	100%
Percent of projects completed within budget	100%	100%	100%

# City of San Angelo

## Human Resources and Risk Management

---



# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
General Fund	\$353,937	\$372,185	\$389,419
Total Revenue	\$353,937	\$372,185	\$389,419
<b>Expenditure</b>			
Personnel	\$279,505	\$285,213	\$294,497
Operations & Maintenance	74,432	84,922	94,922
Capital	0	2,050	0
Total Expenditure	\$353,937	\$372,185	\$389,419

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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 of San Angelo

## Human Resources

### Goals, Objectives & Performance Measures

Activity: Recruiting/Employment Services

Serves City Council's Vision: N/A

Goal: Consistently analyze recruitment methods to better determine the efficiency and accuracy of accomplishing staffing requirements while maintaining the integrity and competitive value of current positions.

Objectives: Recruitment, Department Excellence and Employee Satisfaction

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Average number of days to fill vacant positions (goal to reduce from 35 days to 30 days by 9/30/15)	35	35	30
Number of job fairs attended to promote city vacancies (goal 5 each fiscal year)	4	3	5
Number of job classifications/salary ranges reviewed each year to establish competitive wages across comparable cities	220	220	220
On time completion of citywide pay increases by fiscal year beginning	On time	On time	On time
Percent of errors in citywide fiscal year beginning (10/1/15) pay increases	4.00%	1.00%	0.00%

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Premiums	\$6,202,730	\$6,662,816	\$7,998,549
Other	624,439	293,302	357,970
Deficit/(Surplus)	617,331	201,288	0
Total Revenue	\$7,444,500	\$7,157,406	\$8,356,519
<b>Expenditure</b>			
Personnel	\$98,542	\$113,166	\$120,240
Operations & Maintenance	7,345,958	7,044,240	8,236,279
Capital	0	0	0
Total Expenditure	\$7,444,500	\$7,157,406	\$8,356,519

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time	1	1	1
Part-Time	0	0	0
Total Personnel	1	1	1

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

# City of San Angelo 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Top Diagnoses	Circulatory	Circulatory	Circulatory
Number of claims exceeding stop loss (> \$125,000)	5	2	2
Number of participants in a health & wellness program	95.00%	99.00%	100.00%

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Premiums	\$471,008	\$550,866	\$475,388
Other	449,150	138,543	185,052
Deficit/(Surplus)	(231,389)	681,724	0
Total Revenue	\$688,769	\$1,371,133	\$660,440
<b>Expenditure</b>			
Personnel	\$0	\$0	\$0
Operations & Maintenance	688,769	1,369,633	658,940
Capital	0	1,500	1,500
Total Expenditure	\$688,769	\$1,371,133	\$660,440

<b>Personnel Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
Total Personnel	0	0	0

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of general liability claims filed	38	47	40
Total costs of general liability claims	\$19,022	\$26,921	\$25,000
Average cost of general liability claims	\$501	\$573	\$625
Number of auto accidents involving City vehicles	126	115	110
Number of "at fault" City vehicle accidents	51	60	45
Total cost of auto claims	\$202,353	\$152,303	\$150,000
Average cost of all auto claims	\$1,606	\$1,324	\$1,364
Subrogation-Amount of recovered for damage to City Vehicles	\$117,388	\$73,945	\$54,108
Number of property claims reported	76	70	70
Total cost of property claims	\$207,845	\$47,941	\$50,000
Average cost of property claims	\$2,735	\$685	\$714
Subrogation-Amount recovered for damage to City property	\$103,121	\$45,000	\$94,062

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Premiums	\$998,138	\$1,003,341	\$1,040,472
Other	48,632	68,072	55,076
Deficit/(Surplus)	239,504	(47,469)	(45,705)
Total Revenue	\$1,286,274	\$1,023,944	\$1,049,843
<b>Expenditure</b>			
Personnel	\$361,121	\$314,794	\$331,531
Operations & Maintenance	925,153	709,150	718,312
Capital	0	0	0
Total Expenditure	\$1,286,274	\$1,023,944	\$1,049,843

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time	4	4	4
Part-Time	0	0	0
Total Personnel	4	4	4

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

# City of San Angelo

## Workers' Compensation

### Goals, Objectives & Performance Measures

Activity: Investigate, evaluate and determine compensability of workers compensation claims filed. Pay benefits in accordance with the Texas Workers Compensation Act.

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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of Workers Compensation claims reported	140	120	96
Total cost of Workers Compensation claims	\$562,584	\$305,000	\$300,000
Average cost per Workers Compensation claim	\$4,018	\$2,542	\$3,125
Amount reserved for Workers Compensation claims	\$562,584	\$304,920	\$300,000
Amount paid in indemnity benefits for Workers Compensation claims	\$45,120	\$95,000	\$75,000
Amount paid for medical services for Workers Compensation claims	\$308,839	\$210,000	\$200,000
Subrogation-Amount recovered from third parties for injuries sustained by City employees	\$0	\$50,000	\$50,000
Average number of Workers Compensation claims reported monthly	12	10	8
Average number of Workers Compensation claims finalized monthly	20	10	8

# City of San Angelo

## Crossing Guards

---

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

<b>Budget Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
User Fees	\$127,124	\$124,024	\$127,124
General Fund	(24,403)	18,668	0
<b>Total Revenue</b>	<b>\$102,721</b>	<b>\$142,692</b>	<b>\$127,124</b>
<b>Expenditure</b>			
Personnel	\$83,066	\$100,392	\$101,194
Operations & Maintenance	19,655	42,300	25,930
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$102,721</b>	<b>\$142,692</b>	<b>\$127,124</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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.

# City of San Angelo

## Crossing Guards

---

### Goals, Objectives & Performance Measures

Activity: School crossings

Serves City Council's Vision: Neighborhood Vision

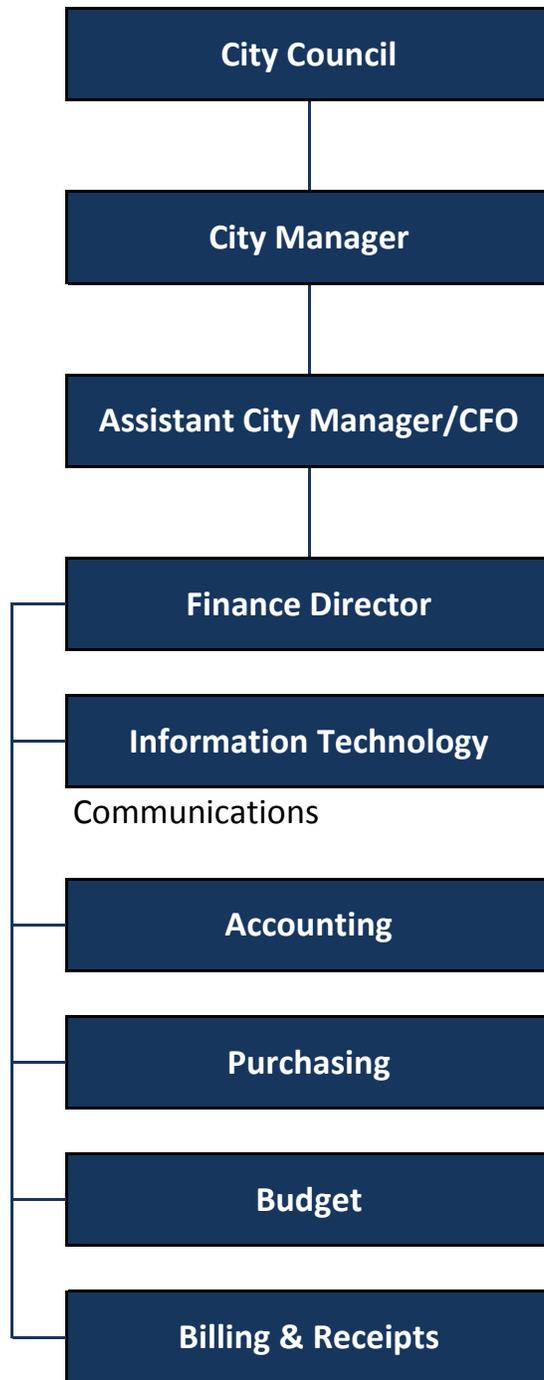
Goal: Provide effective and responsive child safety at designated school crossings

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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Designated school crossings staffed each day of school	25	25	25
Overall annual cost of program	\$116,280	\$124,024	\$127,124
Average hours per location	2.75	2.75	2.75
Average cost per location	\$4,651	\$4,961	\$5,085
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	1	1
Number of approved Crossing Guards	37	37	37

# City of San Angelo Finance Department

---



# City of San Angelo Budget

---

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 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
General Fund	\$308,441	\$383,125	\$1,037,115
Total Revenue	\$308,441	\$383,125	\$1,037,115
<b>Expenditure</b>			
Personnel	\$277,772	\$350,850	\$398,116
Operations & Maintenance	30,669	30,594	638,999
Capital	0	1,681	0
Total Expenditure	\$308,441	\$383,125	\$1,037,115

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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 of San Angelo Budget

---

## 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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Receive the Distinguished Budget Award	Yes	Yes	Yes
Actual General Fund Revenue received as a percentage of amount budgeted	102.50%	99.00%	99.00%
Average number of days to process a budget amendment	12	4	4

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.

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of public meetings	2	2	2
Submit CIP to City Council on time	Yes	Yes	Yes
Status reports	12	12	12

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
General Fund	\$594,099	\$515,288	\$532,377
Total Revenue	\$594,099	\$515,288	\$532,377
<b>Expenditure</b>			
Personnel	\$282,559	\$310,491	\$306,011
Operations & Maintenance	288,054	187,856	203,166
Capital	23,486	16,941	23,200
Total Expenditure	\$594,099	\$515,288	\$532,377

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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 of San Angelo 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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Percent of time wireless network is available	99.94%	95.00%	98.00%
Percent of time Data Center is available	99.93%	95.00%	98.00%
Percent of time the AS400 is available	88.40%	85.00%	90.00%
Percent of time Click to Gov is available	88.40%	85.00%	90.00%

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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of work orders completed	3,129	3,400	3,400

# City of San Angelo 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Charges for Service	\$583,750	\$645,239	\$629,625
Other	180,529	163,264	163,743
Deficit/(Surplus)	1,252	239,575	0
Total Revenue	\$765,531	\$1,048,078	\$793,368
<b>Expenditure</b>			
Personnel	\$202,002	\$215,234	\$225,335
Operations & Maintenance	535,308	550,713	481,905
Capital	28,221	282,131	86,128
Total Expenditure	\$765,531	\$1,048,078	\$793,368

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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.

# City of San Angelo Communications

---

## Goals, Objectives & Performance Measures

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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Percent of time VoIP phone system is available	99.00%	98.00%	98.00%
Number of PRI lines serviced	5	5	5
Average cost per PRI line	\$698	\$694	\$694
Number of analog lines serviced	143	143	143
Average cost per analog land line	\$32.00	\$32.00	\$32.00
Percent of time internet service is available	99.00%	99.00%	99.00%
Cost of internet service	\$25,050	\$32,000	\$41,000
Cost per megabit/second	\$2,505	\$2,505	\$1,500

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.

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of radios maintained	1,005	1,005	1,005
Number of radios damaged	77	80	85
Percentage of time radio system is available	100%	100%	100%

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
General Fund	\$440,330	\$486,256	\$488,453
Total Revenue	\$440,330	\$486,256	\$488,453
<b>Expenditure</b>			
Personnel	\$395,618	\$398,035	\$436,994
Operations & Maintenance	44,712	76,854	49,859
Capital	0	11,367	1,600
Total Expenditure	\$440,330	\$486,256	\$488,453

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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.

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Receive the Certificate of Achievement for Excellence in Financial Reporting	Yes	Yes	Yes
Number of days elapsing after month-end to close financial accounting period	15	10	9
Average number of days between system close and availability of the Blue Book	5	5	4
Number of paycheck/direct deposits processed	22,448	23,200	22,824
Number of Accounts Payable payments processed	13,680	13,250	13,465
Number of journal entries recorded	1,267	1,525	1,400

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
General Fund	\$566,072	\$583,785	\$633,813
Total Revenue	\$566,072	\$583,785	\$633,813
<b>Expenditure</b>			
Personnel	\$342,009	\$350,370	\$400,398
Operations & Maintenance	224,063	233,415	232,015
Capital	0	0	1,400
Total Expenditure	\$566,072	\$583,785	\$633,813

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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.

# City of San Angelo 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	FY13 Actual	FY14 Budget	FY15 Budget
Accounts Receivable Invoices and statements processed	17,116	16,000	16,427
Accounts Receivable customer payment transactions	10,045	9,153	9,565
Cash deposit transactions	20,904	22,858	21,892

Activity: Municipal Services Transactions

Serves City Council's Vision: Financial Vision

Goal: Maintain timely and accountable records of billing and receipts for the City's municipal services

Objectives: Provide billing for water, wastewater landfill and storm water services

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Municipal services statements processed and mailed	400,258	402,957	403,050
Municipal services payments processed	402,983	420,831	426,900
Customer accounts with exceptions - processed daily	new measure	65	81
Number of staff manual payment entries	new measure	154,395	149,763
Percent of adjustments processed prior to subsequent billing cycle	new measure	75.00%	78.00%

# City of San Angelo

## Purchasing

---

The Purchasing division provides 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Miscellaneous Revenue	\$11,010	\$20,800	\$13,150
General Fund	122,264	122,038	135,174
<b>Total Revenue</b>	<b>\$133,274</b>	<b>\$142,838</b>	<b>\$148,324</b>
<b>Expenditure</b>			
Personnel	\$122,148	\$128,366	\$133,852
Operations & Maintenance	11,126	14,472	14,472
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$133,274</b>	<b>\$142,838</b>	<b>\$148,324</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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 of San Angelo

## Purchasing

---

### Goals, Objectives & Performance Measures

Activity: Procurement

Serves City Council's Vision: N/A

Goal: Procure goods and services

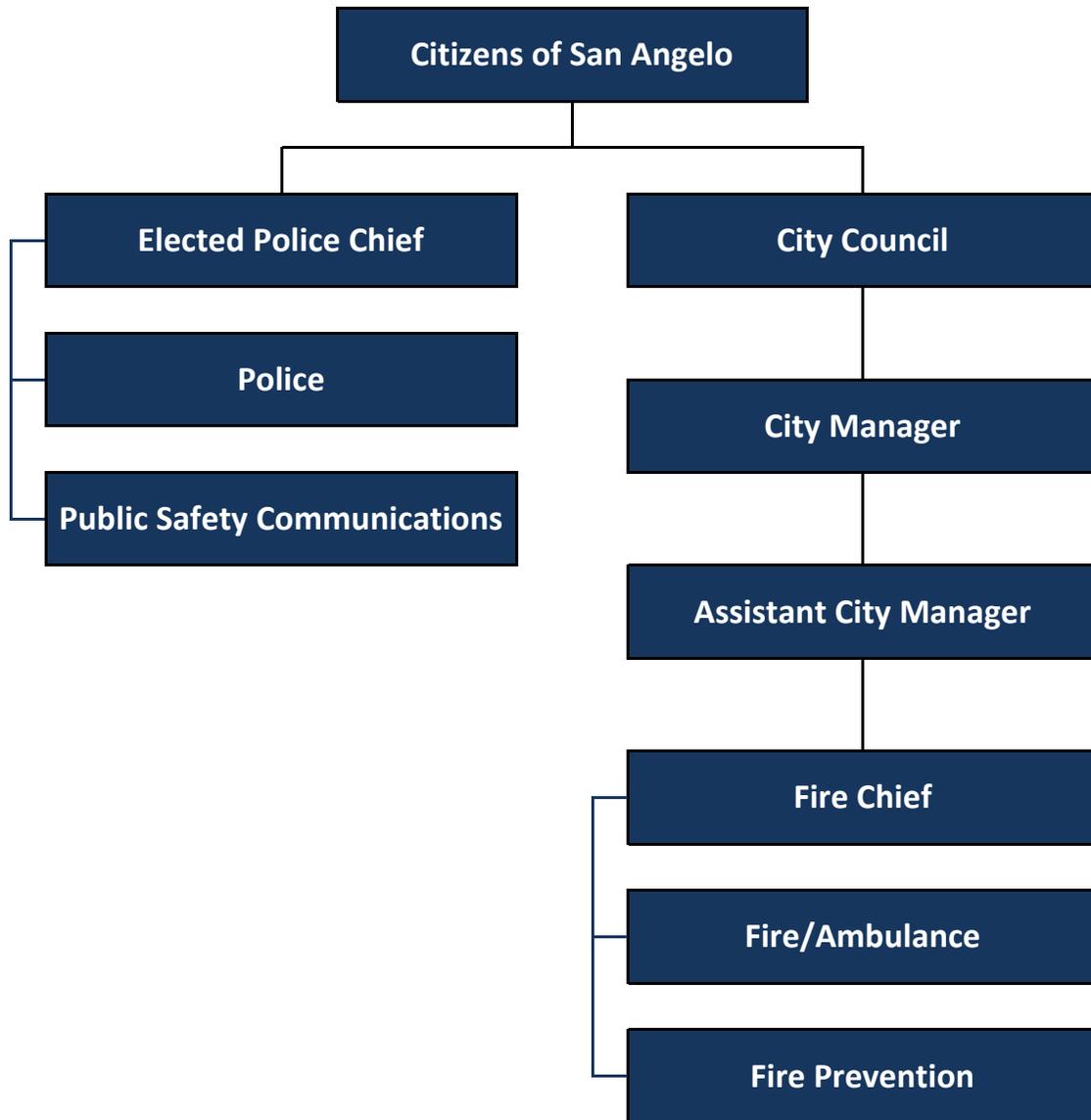
Objectives: Issue purchase orders; Work procurement request

<b>Performance Measures</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of purchase orders issued	4,983	4,455	4,250
Number of procurement card transactions	4,587	6,330	6,500
Total procurement card charges	\$785,000	\$1,176,000	\$1,250,000
Number of Procurement Requests	72	68	65

# City of San Angelo

## Public Safety

---



# City of San Angelo

## Police

---

The San Angelo Police Department improves the quality of life of our community by policing in a professional and courteous manner.

<b>Budget Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Alarm Fees	\$172,083	\$162,075	\$167,125
Other	73,202	91,200	98,000
General Fund	15,883,088	15,580,826	16,289,542
Total Revenue	\$16,128,373	\$15,834,101	\$16,554,667
<b>Expenditure</b>			
Personnel	\$14,323,773	\$14,202,425	\$14,630,585
Operations & Maintenance	1,699,017	1,587,539	1,879,478
Capital	105,583	44,137	44,604
Total Expenditure	\$16,128,373	\$15,834,101	\$16,554,667

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time**	196	199	199
Part-Time	0	0	0
Total Personnel	196	199	199

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

\*\*Three additional personnel were added in FY14.

# City of San Angelo

## 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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of calls for the K-9 division	225	230	234
Number of calls received for police services annually	53,892	55,000	56,000
Average response time in minutes to priority 1 calls	6.3	5	4
Number of hit and run accidents cleared by the traffic division	355	365	375

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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of calls for Crime Scene Investigation (CSI)	1,552	1,583	1,614
Number of reports created by CSI	1,244	1,268	1,320
Number of cases assigned to investigators	4,428	4,515	4,600
Number of polygraphs performed annually	107	110	115
Number of evidence items received annually	6,704	6,838	6,975
Value of property recovered	\$150,150	\$153,000	\$156,000

# City of San Angelo 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
False alarm fee collection	\$158,525	\$162,075	\$167,125
Average hours of training each officer receives at the training facility	60	62	64

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Reimbursed Expenses	\$0	\$0	\$0
General Fund	1,140,964	1,367,031	1,399,253
<b>Total Revenue</b>	<b>\$1,140,964</b>	<b>\$1,367,031</b>	<b>\$1,399,253</b>
<b>Expenditure</b>			
Personnel	\$907,073	\$1,109,889	\$1,134,686
Operations & Maintenance	206,183	247,938	252,818
Capital	27,708	9,204	11,749
<b>Total Expenditure</b>	<b>\$1,140,964</b>	<b>\$1,367,031</b>	<b>\$1,399,253</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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.

# City of San Angelo

## 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

<b>Performance Measures</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of 911 wireless calls received	54,759	55,000	55,500
Number of 911 wireline (landline) calls received	12,952	12,900	12,800
Average call processing for 911 emergency calls	1.02	1.02	1.02
Number of incoming/outgoing non-emergency calls	157,447	158,000	158,500
Average call processing time for non-emergency calls	1.08	1.08	1.08
Number of 911 recording request received	262	275	285

# City of San Angelo

## Public Safety Communications

---

### Goals, Objectives & Performance Measures

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

<b>Performance Measures</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of Police Department calls dispatched	101,456	102,000	103,000
Number of fire calls dispatched	7,618	7,650	7,700
Number of ambulance calls dispatched	10,056	10,500	10,500
Number of volunteer fire departments calls dispatched	806	850	850

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Ambulance Fees	\$2,358,379	\$3,040,000	\$2,970,000
Other	77,161	56,516	50,000
General Fund	11,399,123	11,640,835	11,712,977
<b>Total Revenue</b>	<b>\$13,834,663</b>	<b>\$14,737,351</b>	<b>\$14,732,977</b>
<b>Expenditure</b>			
Personnel	\$12,530,056	\$12,722,264	\$13,079,406
Operations & Maintenance	1,283,219	1,383,287	1,439,571
Capital	21,388	631,800	214,000
<b>Total Expenditure</b>	<b>\$13,834,663</b>	<b>\$14,737,351</b>	<b>\$14,732,977</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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.

# City of San Angelo

## 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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Average fire truck response time in minutes to incidents	4:58	4:00	4:30
Average ambulance response time in minutes to incidents	5:24	5:00	5:30
Average ambulance response time in minutes from dispatch to emergency facility	32:30	34:00	34:00
Percent of total calls which are medical or first responders	80.50%	85.00%	85.00%
Percent of responses outside the city limits	7.80%	10.00%	10.00%

Activity: Emergency preparation

Serves City Council's Vision: Neighborhood Vision

Goal: Provide the highest safety level to emergency responders

Objectives: Training and preventive inspections

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of continuing education hours by classified personnel	31,903	28,000	28,000
Number of hydrants inspected	0	0	0

# City of San Angelo

## Fire

---

### Goals, Objectives & Performance Measures

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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Percent of airpacks serviced and returned in 5 days	95	100	100
Number of facepieces tested annually	228	250	228
Number of airpacks tested annually	116	116	116
Number of times airpack cylinders are filled	1,459	1,500	1,400
Number of airpack repairs annually	65	50	50

<b>Additional Information</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Permit & Inspection Fees	\$53,375	\$99,000	\$68,000
Other	9,958	32,000	8,500
General Fund	565,086	530,431	609,053
<b>Total Revenue</b>	<b>\$628,419</b>	<b>\$661,431</b>	<b>\$685,553</b>
<b>Expenditure</b>			
Personnel	\$565,121	\$589,248	\$613,568
Operations & Maintenance	63,298	67,853	69,735
Capital	0	4,330	2,250
<b>Total Expenditure</b>	<b>\$628,419</b>	<b>\$661,431</b>	<b>\$685,553</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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.

# City of San Angelo

## 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	FY13 Actual	FY14 Budget	FY15 Budget
Number of licensed facilities inspected (facilities requiring state operational license - hospital, nursing home, MHMR home, foster homes, etc.)	333	250	250
Number of routine fire inspections or re-inspections	745	2,100	745
Number of educational facilities inspected	44	80	44
Number of complaints investigated	132	150	132
Inspections of occupancies requesting a Texas Alcoholic Beverage Commission permit	129	220	129
Average number of hours to complete plan reviews regarding fire protection systems (fire alarm, fire sprinkler, fixed extinguishing systems)	new measure	new measure	4
Average number of hours to complete plan reviews regarding building systems and fire protection systems	new measure	new measure	6
Average number of business days from the time plans are received until review is completed and returned	new measure	new measure	8
Number of plan reviews completed in year	253	120	450

# City of San Angelo

## Fire Prevention

---

### Goals, Objectives & Performance Measures

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	FY13 Actual	FY14 Budget	FY15 Budget
Number of letters mailed regarding dangerous buildings	182	175	175

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 public fire safety education

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of fire prevention presentations made (not K-12)	34	60	34
Number of children educated during Fire Prevention Week	2,400	7,000	2,400
Number of technical consultations relating to fire code	1,154	1,500	1,154

# City of San Angelo

## Fire Prevention

---

### Goals, Objectives & Performance Measures

Activity: Incident Reports

Serves City Council's Vision: Commerce Vision

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

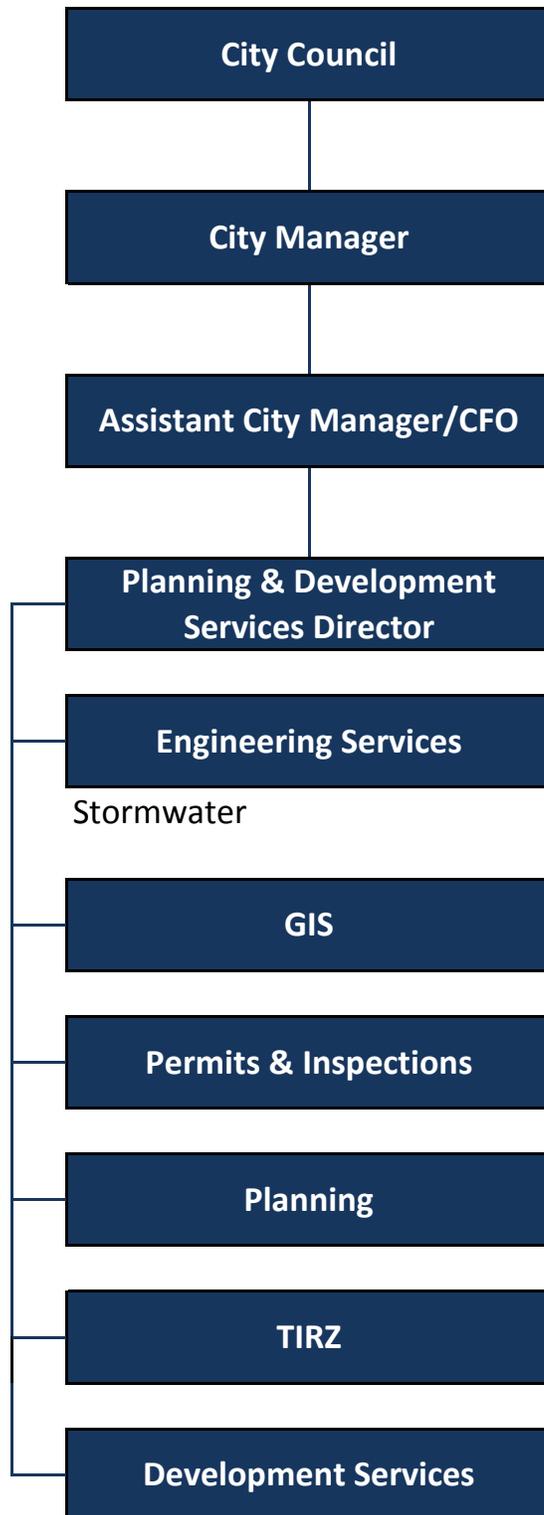
Objectives: Perform fire and arson investigations

<b>Performance Measures</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of incident reports reviewed for completeness and accuracy	1,925	1,600	1,600
Number of informational reports provided by request	102	90	90
Number of fire investigations conducted	187	50	50

# City of San Angelo

## Planning & Development Services

---



# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
General Fund	\$109,390	\$261,309	\$298,712
<b>Total Revenue</b>	<b>\$109,390</b>	<b>\$261,309</b>	<b>\$298,712</b>
<b>Expenditure</b>			
Personnel	\$103,549	\$227,353	\$290,610
Operations & Maintenance	5,841	33,956	8,102
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$109,390</b>	<b>\$261,309</b>	<b>\$298,712</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time**	4	4	3
Part-Time	0	0	0
<b>Total Personnel</b>	<b>4</b>	<b>4</b>	<b>3</b>

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

\*\*Development Services staff was reduced due to reorganization of staff.

# City of San Angelo

## Development Services

---

### Goals, Objectives & Performance Measures

Activity: Management

Serves City Council's Vision: N/A

Goal: Provide management, direction and oversight to five development services divisions

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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of communication & coordination meetings with division managers	22	15	22
Strategic planning sessions	0	0	1
Number of cross-training sessions among Development Services divisions	4	0	3

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	FY13 Actual	FY14 Budget	FY15 Budget
Number of citizen information pieces written	4	4	4

# City of San Angelo

## Development Services

---

### Goals, Objectives & Performance Measures

Activity: Coordination

Serves City Council's Vision: N/A

Goal: Work with other city agencies, development community, residents, and property owners to ensure timely, accurate, and efficient service delivery.

Objectives: Efficient service delivery; High-level city development

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Develop, compose, and make available by the end of FY15, a development handbook translating ordinance and code requirements into an easy-to-read publication	new measure	new measure	100% complete
Percent satisfaction rating with online plat and plan review tracking system, to be developed in FY15	new measure	new measure	90%
Percent of individuals who have recently finished projects or have gone through the DRC process, giving a rating of "satisfied" or higher	new measure	new measure	95%

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Zoning Fees	\$50,646	\$38,295	\$38,295
General Fund	296,472	300,839	222,080
<b>Total Revenue</b>	<b>\$347,118</b>	<b>\$339,134</b>	<b>\$260,375</b>
<b>Expenditure</b>			
Personnel	\$255,903	\$239,617	\$246,163
Operations & Maintenance	91,215	99,517	14,212
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$347,118</b>	<b>\$339,134</b>	<b>\$260,375</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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.

# City of San Angelo

## 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	FY13 Actual	FY14 Budget	FY15 Budget
Number of land use plan amendments	3	5	5
Number of neighborhood or small area plans conducted	0	0	1
Number of comprehensive plan action steps where measurable progress has been made from the total number of outstanding actions	4	5	9

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	FY13 Actual	FY14 Budget	FY15 Budget
Number of administrative subdivisions approved	25	33	35
Average number of days for administrative review of subdivisions	9.5	10.0	9.5
Number of subdivisions approved by Planning Commission	31	30	30

# City of San Angelo Planning

---

## Goals, Objectives & Performance Measures

Activity: Zoning Casework and 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: Zoning Violation Referrals; Rezoning Cases; Zoning Verification Letters; Site Plan Review Zoning Appeals

<b>Performance Measures</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of zoning violations referred	49	56	56
Number of zoning cases finalized by City Council	31	30	30
Number of miscellaneous requests finalized by council (annexation, street name changes, easement releases, & zoning licenses)	10	10	10
Number of abandonments finalized by City Council	5	5	5
Number of zoning verifications completed	76	75	75
Average number of business days for completion of zoning verifications	2.5	3	2
Percentage of appeals filed out of all cases worked	2.00%	3.25%	2.00%

# City of San Angelo 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	FY13 Actual	FY14 Budget	FY15 Budget
Number of educational presentations and discussion items prepared for boards and commissions	8	12	12
Number of community/neighborhood meetings held	1	3	3
Hours of staff group training	10	20	20

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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Percentage of proposed ordinance amendments adopted	new measure	100%	100%
Number of ordinance subjects researched by examining other Cities' codes	4	6	6

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Average satisfaction rating of board/commission members	4.50	4.5	4.6
Satisfaction with length of staff reports	4.33	4.5	4.6
Satisfaction with background given in staff reports	4.33	4.5	4.6
Satisfaction with analysis given in staff reports	4.33	4.5	4.6
Satisfaction with graphics given in staff reports	4.25	4.5	4.6
Satisfaction with length of staff presentations	4.25	4.5	4.6
Satisfaction with background given in staff presentations	4.25	4.5	4.6
Satisfaction with analysis given in staff presentations	4.25	4.5	4.6
Satisfaction with graphics given in staff presentations	4.25	4.5	4.6
Satisfaction with availability of staff outside of scheduled meetings	4.44	4.5	4.6
Satisfaction with approachability of staff outside of scheduled meetings	4.44	4.5	4.6
The overall level of staff support in your decision-making	4.44	4.5	4.6

\*all ratings are on a scale of 1-5, with 5 being highest

# City of San Angelo Planning

---

## Goals, Objectives & Performance Measures

Activity: Create and Implement a vision for the City

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

Goal: Create, administer, and implement policies and strategic plans to address current and future community needs, consistently enforce adopted policies and plans, administer all applicable land development and land entitlement codes and ordinances

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

<b>Performance Measures</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Percent of Planning Division recommendations accepted by Planning Commission and City Council	new measure	new measure	95.00%
Percent of appeals of administrative commission decisions	new measure	new measure	<5%
Number of new initiatives or actions implemented supporting adopted planning documents	new measure	new measure	10
Number of quarterly Ordinance Reviews held	new measure	new measure	4

# City of San Angelo

## GIS

---

The GIS division provides and maintains quality geospatial information to support the activities of the City of San Angelo. Efforts of the GIS division 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Map Sales & Other Fees	\$160	\$500	\$350
Reimbursable Expenses	0	0	0
General Fund	239,005	275,249	285,415
<b>Total Revenue</b>	<b>\$239,165</b>	<b>\$275,749</b>	<b>\$285,765</b>
<b>Expenditure</b>			
Personnel	\$217,238	\$233,832	\$243,848
Operations & Maintenance	20,259	33,101	30,821
Capital	1,668	8,816	11,096
<b>Total Expenditure</b>	<b>\$239,165</b>	<b>\$275,749</b>	<b>\$285,765</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time	4	4	4
Part-Time**	1	1	0
<b>Total Personnel</b>	<b>5</b>	<b>5</b>	<b>4</b>

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

\*\*The part-time 911 Address Coordinator position was moved to Permits & Inspections.

# City of San Angelo

## GIS

---

### Goals, Objectives & Performance Measures

Activity: GIS Servers and Databases

Serves City Council's Vision: N/A

Goal: Administer and Manages the Geographic Information system for the City organization and the City's public safety response system.

Objectives: Maintain 100% up time on servers, databases, and information

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
GIS servers managed	3	3	4
Number of system databases/tables managed	new measure	3,024	3,030
Number of 911 map roll outs	2	4	6
Number of feature datasets	27	29	30
Number of feature classes	374	399	405
Number of domains	158	173	180
Size (in GB) of datasets maintained in the SDE database for GIS	836	965	968

Activity: GIS Base Maps

Serves City Council's Vision: N/A

Goal: Provide and maintain accurate base maps on the City GIS system to assist with the decision making processes

Objectives: Deploy, centralize, maintain, and administer the City's base maps and database records.

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of edits on top three base map layers (streets, addresses, buildings)	572,895	556,680	560,000
Average number of business days to enter subdivisions	40	25	25
Average number of business days to enter zone changes	1.47	2.19	3.00
Number of square miles of data maintained in GIS (TGC)	1,540	1,540	1,540
Road miles maintained in GIS	1,932	1,935	1,938

# City of San Angelo

## GIS

---

### Goals, Objectives & Performance Measures

Activity: GIS Support Services

Serves City Council's Vision: N/A

Goal: Deploy centralized GIS information and provide GIS support to all city departments

Objectives: Print Maps; Provide online mapping service

<b>Performance Measures</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of online mapping hits	16,817	15,781	16,000
Number of requests received from City divisions	1,324	2,398	2,500
Number of maps printed	266	192	225

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Permit & Inspection Fees	\$592,575	\$530,475	\$593,975
Other	9,049	7,000	8,500
General Fund	124,304	201,196	164,987
<b>Total Revenue</b>	<b>\$725,928</b>	<b>\$738,671</b>	<b>\$767,462</b>
<b>Expenditure</b>			
Personnel	\$667,083	\$683,779	\$714,085
Operations & Maintenance	57,621	52,479	51,877
Capital	1,224	2,413	1,500
<b>Total Expenditure</b>	<b>\$725,928</b>	<b>\$738,671</b>	<b>\$767,462</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time	12	12	12
Part-Time**	0	0	1
<b>Total Personnel</b>	<b>12</b>	<b>12</b>	<b>13</b>

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

\*\*Part-time 911 Address Coordinator was moved to Permits & Inspections from GIS.

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of new commercial construction applications reviewed	157	100	150
Average number of working days for initial review of new commercial construction plans	10	10	15
Percentage of initial commercial building plan reviews completed within 21 working days	95.00%	95.00%	90.00%
Number of new single family construction permits issued	303	350	300
Total permits issued annually	8,190	8,600	8,400
Percentage of plan reviews approved with mistakes	5.00%	10.00%	10.00%

# City of San Angelo

## 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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Average number of walk-in customers served per day	24	30	40
Average number of legitimate complaints per month	1	3	3

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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of inspections performed	12,386	14,000	14,000

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Reimbursed Expenses	\$43,538	\$54,000	\$0
Other	170	1,100	1,100
General Fund	421,443	440,590	460,515
<b>Total Revenue</b>	<b>\$465,151</b>	<b>\$495,690</b>	<b>\$461,615</b>
<b>Expenditure</b>			
Personnel	\$434,947	\$451,844	\$430,539
Operations & Maintenance	30,204	28,846	31,076
Capital	0	15,000	0
<b>Total Expenditure</b>	<b>\$465,151</b>	<b>\$495,690</b>	<b>\$461,615</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time**	8	8	7
Part-Time	0	0	0
<b>Total Personnel</b>	<b>8</b>	<b>8</b>	<b>7</b>

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

\*\*Engineering Services staff was reduced due to reorganization of staff.

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Percent of projects designed on time	100%	100%	100%
Number of distributed project plans and specifications for bidding	2	2	4
Number of projects substantially complete	3	3	3
Dollar value of construction projects designed	\$4,262,986	\$5,551,000	\$7,169,000
Number of infrastructure construction projects inspected	3	1	4
Percent of projects that pass the one-year warranty inspection	50.00%	50.00%	100.00%
Percent of projects completed within budget	100%	100%	100%
Percent of projects managed by the Engineering Services division	100%	100%	100%
Dollar value of construction projects managed	\$4,262,986	\$5,551,000	\$11,169,000

# City of San Angelo

## Engineering Services

---

### Goals, Objectives & Performance Measures

Activity: Infrastructure Services

Serves City Council's Vision: Infrastructure Vision, Neighborhood Vision, Transportation 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: Floodplain Management; Management and Inspection of Subdivision Construction; Administration of Speed Hump Policy; Administration of Resident Only Parking Program

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of floodplain information requests received	30	40	50
Percent of Resident Only Parking applications approved	100%	100%	100%
Street area in need of seal coat maintenance	6 million sy	9 million sy	7 million sy
Percent of street area maintained by seal coat surface treatments	95.00%	96.00%	98.00%
Percent of subdivision construction projects that pass the one-year warranty	100%	100%	100%
Percent of speed humps installed by citizen request	0.00%	0.00%	10.00%

# City of San Angelo

## Engineering Services

---

### Goals, Objectives & Performance Measures

Activity: Fully integrated transportation system with infrastructure design review and well maintained streets

Serves City Council's Vision: Infrastructure Vision

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

Objectives: Transportation Management

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Develop a Pavement Management and Information System (PMIS) rating system to rate all streets within the City.			rate 98% of streets with PCI, develop a plan to have a PCI of 95 or higher on 75% of streets
Work with Operations Dept to bring a desired percentage of streets to an acceptable Pavement Condition Index (PCI) score	new measure	new measure	
Percentage of projects constructed within 5% of budget	new measure	new measure	100%
Percentage of projects bid at under 5% over budget	new measure	new measure	20%
Percentage of subdivision inspections completed within 24 hours of due date	new measure	new measure	100%

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Stormwater Fee	\$2,588,636	\$2,600,000	\$2,600,000
Other	99,821	98,000	98,643
Deficit/(Surplus)	(582,012)	361,500	0
<b>Total Revenue</b>	<b>\$2,106,445</b>	<b>\$3,059,500</b>	<b>\$2,698,643</b>
<b>Expenditure</b>			
Personnel	\$887,117	\$1,070,977	\$1,043,845
Operations & Maintenance	600,734	648,086	1,092,298
Capital	618,594	1,340,437	562,500
<b>Total Expenditure</b>	<b>\$2,106,445</b>	<b>\$3,059,500</b>	<b>\$2,698,643</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time**	22	21	22
Part-Time	0	0	0
<b>Total Personnel</b>	<b>22</b>	<b>21</b>	<b>22</b>

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

\*\*Stormwater staff counts have fluctuated due to reorganization of staff.

# City of San Angelo

## 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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Total number of miles of streets swept annually	6,500	6,770	6,780
Cost per mile for street sweeping	\$67.50	\$67.58	\$70.00
Annual cost of street sweeping	\$438,750	\$457,517	\$474,600
Total acres mowed annually	4,400	4,400	4,400
Total average cost per acre mowed	\$72.00	\$76.81	\$80.00
Total tons of street sweeping debris that is removed from designated areas and hauled to landfill	4,200	3,585	3,585
Total acreage of easement areas sprayed to prevent and/or eliminate unwanted weeds and grass in easement and drainage areas	20	20	15

Activity: Storm Drain Inspection and Maintenance

Serves City Council's Vision: Infrastructure Vision

Goal: Keep debris and unwanted matter from entering waterways

Objectives: Clean drains and inlets; Inspect drains

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Percentage of time that High Activity Drains and Inlets are cleaned within 48 hours after rain or storms	60%	75%	80%

# City of San Angelo

## Tax Increment Reinvestment Zone (TIRZ)

---

<b>Budget Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Property Tax	\$89,160	\$1,014,723	\$697,612
Other	2,478	0	0
Deficit/(Surplus)	618,552	(18,343)	0
Total Revenue	\$710,190	\$996,380	\$697,612
<b>Expenditure</b>			
Personnel	\$0	\$0	\$0
Operations & Maintenance	710,190	996,380	697,612
Capital	0	0	0
Total Expenditure	\$710,190	\$996,380	\$697,612

<b>Personnel Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
Total Personnel	0	0	0

# City of San Angelo

## Neighborhood & Family Services

---



# City of San Angelo

## Community & Housing Support 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Grant Revenue	\$602,574	\$739,584	\$701,672
Other	138,116	40,000	40,000
Deficit/(Surplus)	431,196	0	0
Total Revenue	\$1,171,886	\$779,584	\$741,672
<b>Expenditure</b>			
Personnel	\$463,074	\$261,727	\$238,609
Operations & Maintenance	708,615	498,857	503,063
Capital	197	19,000	0
Total Expenditure	\$1,171,886	\$779,584	\$741,672

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time**	6	5	4
Part-Time	0	0	0
Total Personnel	6	5	4

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

\*\*Personnel counts were reduced due to reorganization of staff.

# City of San Angelo

## Community & Housing Support 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	FY13 Actual	FY14 Budget	FY15 Budget
Number of home buyers assisted	18	13	20
Number of applicants	32	53	35
Average cost per household assisted	\$7,586	\$8,400	\$6,250
Percent of home buyers assisted who earn less than 60% median family income	28.00%	7.00%	30.00%

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	FY13 Actual	FY14 Budget	FY15 Budget
Number of eligible households/persons served	33	18	18
Average cost per renter assisted (monthly)	\$380	\$480	\$480

# City of San Angelo

## Community & Housing Support Services

---

### Goals, Objectives & Performance Measures

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	FY13 Actual	FY14 Budget	FY15 Budget
Number of households assisted	14	15	15
Average cost per owner assisted (monthly)	\$6,649	\$7,000	\$8,000

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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of households assisted	50	40	40
Cost per unit assisted	\$2,445	\$3,700	\$2,700

# City of San Angelo

## Community & Housing Support Services

---

### Goals, Objectives & Performance Measures

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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Cost per project	\$151,173	\$150,713	\$150,173

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	FY13 Actual	FY14 Budget	FY15 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	Yes	Yes	Yes
Anticipated number of compliance reviews	1	1	1
Percent of projects reviewed that are in compliance	100%	100%	100%

# City of San Angelo

## Community & Housing Support Services

---

### Goals, Objectives & Performance Measures

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

<b>Performance Measures</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Amount of repayment of federal dollars due to finding	\$0	\$0	\$0
Number of internal findings due to program noncompliance	0	0	0

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
License Fee	\$10,290	\$15,600	\$14,850
Reimbursed Expenses	84,418	182,500	83,000
General Fund	311,135	226,706	327,219
<b>Total Revenue</b>	<b>\$405,843</b>	<b>\$424,806</b>	<b>\$425,069</b>
<b>Expenditure</b>			
Personnel	\$350,668	\$385,691	\$380,848
Operations & Maintenance	55,175	39,115	44,221
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$405,843</b>	<b>\$424,806</b>	<b>\$425,069</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time	7	7	7
Part-Time**	2	2	0
<b>Total Personnel</b>	<b>9</b>	<b>9</b>	<b>7</b>

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

\*\*Code Compliance staff was reduced due to reorganization of staff.

# City of San Angelo

## 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/weeds, and junk vehicles

Objectives: Enforcement of city codes and zoning violations

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of violations processed	10,300	12,500	15,000
Number of properties processed per officer per day	12.50	10.00	15.00
Percentage of citizen complaints investigated within one working day	95%	90%	95%
Number of re-inspections performed on properties that are in violation	17,254	16,800	17,500
Number of code violation complaints from citizens	1,850	1,800	1,800
Number of zoning violations investigated	80	90	50

Activity: Case Management

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

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

Objectives: Enforcement of city codes and zoning violations

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Violation notifications sent to property owners	10,000	16,000	14,500
Average number of consecutive days a single case is worked	15	15	11
Number of code compliance court cases filed	250	250	462

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Grant Revenue	\$812,554	\$903,375	\$896,000
Deficit/(Surplus)	1,030	0	0
Total Revenue	\$813,584	\$903,375	\$896,000
<b>Expenditure</b>			
Personnel	\$626,445	\$667,496	\$626,252
Operations & Maintenance	173,763	226,034	247,748
Capital	13,167	9,845	22,000
Total Expenditure	\$813,375	\$903,375	\$896,000

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time**	14	14	15
Part-Time**	0	3	0
Total Personnel	14	17	15

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

\*\*WIC reorganization of staff is tied to grant funding.

# City of San Angelo

## 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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Percent of clients who receive clinic services during first year	99.00%	99.00%	99.00%
Percent of participants who have no health care provider who are referred by WIC Staff to health care	100%	100%	100%
Percent of families who receive nutrition education	95.00%	95.00%	96.00%
Percent of total pregnancies enrolled during first trimester for greatest health benefit to mother and developing offspring	40.00%	41.00%	44.00%
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 by local staff	>3	>3	>3
Percent of WIC mothers who initiate breastfeeding newborn	70.00%	70.00%	72.00%
Cost reimbursement rate per participant served benefits	\$14.69	\$14.69	\$15.00
Number of food benefit packages issued yearly	52,570	54,144	50,000
Number of staff training and education sessions	21	22	24
Percent of suspected child abuse cases reported to DFPS	100%	100%	100%

# City of San Angelo Operations

---



# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Reimbursed Expenses	\$764	\$0	\$0
General Fund	283,218	312,643	325,531
<b>Total Revenue</b>	<b>\$283,982</b>	<b>\$312,643</b>	<b>\$325,531</b>
<b>Expenditure</b>			
Personnel	\$271,771	\$292,429	\$305,317
Operations & Maintenance	11,468	20,214	20,214
Capital	743	0	0
<b>Total Expenditure</b>	<b>\$283,982</b>	<b>\$312,643</b>	<b>\$325,531</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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.

# City of San Angelo 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of divisions managed	6	6	6

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Reimbursed Expenses	\$2,631	\$62,100	\$62,100
General Fund	781,167	772,677	802,470
<b>Total Revenue</b>	<b>\$783,798</b>	<b>\$834,777</b>	<b>\$864,570</b>
<b>Expenditure</b>			
Personnel	\$517,624	\$527,461	\$532,917
Operations & Maintenance	249,810	247,316	271,653
Capital	16,364	60,000	60,000
<b>Total Expenditure</b>	<b>\$783,798</b>	<b>\$834,777</b>	<b>\$864,570</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time**	12	11	11
Part-Time	0	0	0
<b>Total Personnel</b>	<b>12</b>	<b>11</b>	<b>11</b>

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

\*\*Traffic Operations staff was reduced due to reorganization of staff.

# City of San Angelo

## 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	FY13 Actual	FY14 Budget	FY15 Budget
Number of signals maintained	118	118	118
Number of lamps & LEDs repaired or adjusted	250	360	360
Number of signal callouts	350	450	420
Number of school zone flashers and warning flashers maintained	91	91	92

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	FY13 Actual	FY14 Budget	FY15 Budget
Number of pavement reflectors installed/replaced on city streets	1,800	2,000	1,900
Gallons of paint used to stripe and mark streets	450	400	900
Linear feet of streets that are striped	120,000	110,000	230,000
Linear feet of thermoplastic pavement markings installed by city staff	15,000	2,000	2,500
Linear feet of road striping done by thermoplastic contractor	80,000	80,000	110,000

# City of San Angelo 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of signs installed	1,800	1,600	1,800
Sign poles upgraded	320	800	900
Number of regulatory signs replaced	200	250	250
Number of warning signs replaced	200	250	250
Number of guide signs replaced	400	420	450

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
General Fund	\$1,134,335	\$1,118,829	\$1,118,829
<b>Total Revenue</b>	<b>\$1,134,335</b>	<b>\$1,118,829</b>	<b>\$1,118,829</b>
<b>Expenditure</b>			
Personnel	\$0	\$0	\$0
Operations & Maintenance	1,134,335	1,118,829	1,118,829
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$1,134,335</b>	<b>\$1,118,829</b>	<b>\$1,118,829</b>

<b>Personnel Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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>

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Total Number of Street Lights	7,174	7,190	7,200

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Reimbursed Expenses	\$41,850	\$45,000	\$45,000
Other	(\$7,815)	\$0	\$0
General Fund	\$3,378,768	\$3,487,242	\$5,754,914
Total Revenue	\$3,412,803	\$3,532,242	\$5,799,914
<b>Expenditure</b>			
Personnel	\$1,110,514	\$1,173,677	\$1,206,664
Operations & Maintenance	\$2,292,277	\$2,353,565	\$4,526,250
Capital	\$10,012	\$5,000	\$67,000
Total Expenditure	\$3,412,803	\$3,532,242	\$5,799,914

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time	27	27	27
Part-Time	0	0	0
Total Personnel	27	27	27

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

# City of San Angelo

## 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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Linear feet of street cracks sealed	24,000	30,000	30,000
Number of pot holes patched	3,500	3,000	3,000
Linear feet of street shoulders repaired	1,000	800	800
Linear feet of streets repaired due to alligator cracking	20,000	20,000	22,000
Linear feet of alley repairs	25,000	20,000	20,000
Cost per square yard to seal coat streets	\$1.85	\$1.79	\$1.79
Number of curb and sidewalk replacements	40	40	40
Number of repairs to bridges and bridge railings	3	4	4

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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of structures demolished	13	13	13
Tons of soil hauled from Fairmount Cemetery	600	600	600

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
User Fees	\$1,774,525	\$2,196,220	\$6,233,160
Other	158,837	5,036,460	335,000
Deficit/(Surplus)	(608,230)	(5,079,634)	(1,127,198)
<b>Total Revenue</b>	<b>\$1,325,132</b>	<b>\$2,153,046</b>	<b>\$5,440,962</b>
<b>Expenditure</b>			
Personnel*	\$0	\$17,454	\$95,000
Operations & Maintenance	1,005,132	1,880,592	5,090,962
Transfer to General Fund	320,000	255,000	255,000
<b>Total Expenditure</b>	<b>\$1,325,132</b>	<b>\$2,153,046</b>	<b>\$5,440,962</b>

<b>Personnel Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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>

\*Although funding was identified for new staff, permission to hire for the position has not yet been granted.

# City of San Angelo

## Solid Waste

---

### Goals, Objectives & Performance Measures

Activity: Manage Solid Waste Collection and Disposal Contract

Serves City Council's Vision: Infrastructure Vision

Goal: Provide Solid Waste contract management

Objectives: Administer the contracts for operation of the City landfill; Collections and hauling; Landfill permit administration

<b>Performance Measures</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Ensure annual compliance with Solid Waste Collection and hauling service contract	new measure	new measure	Yes
Ensure annual compliance with Solid Waste landfill operations contract	new measure	new measure	Yes

# City of San Angelo

## Lake Operations

---

The Lake Operations division provides clean and appealing recreational facilities at lakes.

<b>Budget Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Misc.	\$287	\$0	\$0
Water Fund	513,661	1,147,489	691,023
<b>Total Revenue</b>	<b>\$513,948</b>	<b>\$1,147,489</b>	<b>\$691,023</b>
<b>Expenditure</b>			
Personnel	\$347,733	\$422,664	\$473,250
Operations & Maintenance	166,215	225,023	217,773
Capital	0	499,802	0
<b>Total Expenditure</b>	<b>\$513,948</b>	<b>\$1,147,489</b>	<b>\$691,023</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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.

# City of San Angelo

## 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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of buoys maintained or repaired	78	110	110
Number of boat docks repaired	30	258	30
Number of fishing benches maintained or repaired	40	35	20
Number of signs repaired or replaced	40	45	40
Amount of time removing trash and debris from Lake Nasworthy and Twin Buttes Lake (in hours)	4,968	5,020	5,000
Number of picnic tables repaired or repainted	150	80	75

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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of trees pruned or trimmed	1,800	2,500	2,300
Number of acres mowed	6,000	6,000	6,000
Cost per acre mowed	\$70.00	\$77.00	\$77.00

# City of San Angelo

## Vehicle Maintenance

---

The Vehicle Maintenance division maintains safe and dependable equipment for City divisions.

<b>Budget Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Sales	\$3,943,689	\$5,630,622	\$5,512,745
Other	842,885	900,068	1,006,459
Transfers In	0	0	0
Deficit/(Surplus)	(76,415)	215,000	0
<b>Total Revenue</b>	<b>\$4,710,159</b>	<b>\$6,745,690</b>	<b>\$6,519,204</b>
<b>Expenditure</b>			
Personnel	\$827,533	\$840,401	\$896,030
Operations & Maintenance	3,834,408	5,848,962	5,591,710
Capital	48,218	56,327	31,464
<b>Total Expenditure</b>	<b>\$4,710,159</b>	<b>\$6,745,690</b>	<b>\$6,519,204</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time**	17	17	18
Part-Time	0	0	0
<b>Total Personnel</b>	<b>17</b>	<b>17</b>	<b>18</b>

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

\*\*Vehicle Maintenance staff added an Administrative Assistant for FY15.

# City of San Angelo

## 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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of vehicles/machinery in the equipment fleet	727	727	725
Number of items sold at auction	53	60	60
Revenue generated from auction sales	\$88,643	\$55,000	\$85,000

Activity: Unscheduled Repairs

Serves City Council's Vision: N/A

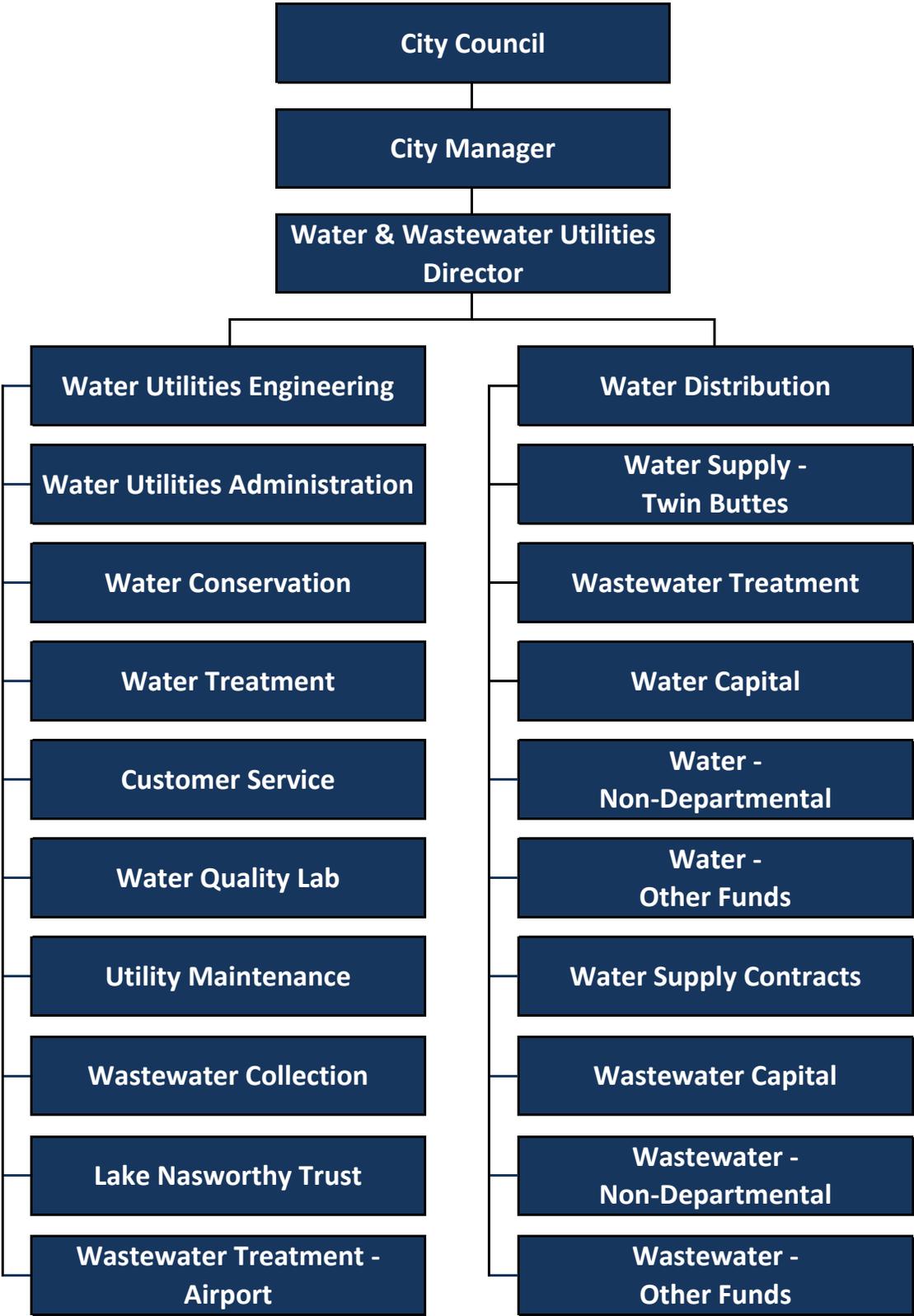
Goal: Maintain safe and dependable equipment

Objectives: Maintain city fleet

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of unscheduled repair jobs	8,642	8,880	8,700
Average number of days of vehicle down time during unscheduled repairs	8	5	5

# City of San Angelo Water & Wastewater Utilities

---



# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Water Fund	\$3,441,160	\$3,313,554	\$3,035,220
<b>Total Revenue</b>	<b>\$3,441,160</b>	<b>\$3,313,554</b>	<b>\$3,035,220</b>
<b>Expenditure</b>			
Personnel	\$465,236	\$332,668	\$348,003
Operations & Maintenance	537,073	448,056	248,500
Capital	0	0	0
Transfers Out	2,438,851	2,532,830	2,438,717
<b>Total Expenditure</b>	<b>\$3,441,160</b>	<b>\$3,313,554</b>	<b>\$3,035,220</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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.

# City of San Angelo

## Water Utilities Administration

---

Goals, Objectives & Performance Measures

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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of communication & coordination meetings with division manager	600	600	600

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Water Fund	\$561,092	\$702,632	\$790,606
<b>Total Revenue</b>	<b>\$561,092</b>	<b>\$702,632</b>	<b>\$790,606</b>
<b>Expenditure</b>			
Personnel	\$514,577	\$646,643	\$734,617
Operations & Maintenance	46,515	54,389	55,989
Capital	0	1,600	0
<b>Total Expenditure</b>	<b>\$561,092</b>	<b>\$702,632</b>	<b>\$790,606</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time	9	9	9
Part-Time	0	0	0
<b>Total Personnel</b>	<b>9</b>	<b>9</b>	<b>9</b>

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

# City of San Angelo

## 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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Engineering Design, Drafting and Contract Management cost as percentage of construction cost	1.88%	2.11%	2.84%
Construction Management cost as a percentage of construction cost	3.28%	3.69%	4.73%

Activity: Subdivision Utility Plans & Improvements

Serves City Council's Vision: Infrastructure Vision

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	FY13 Actual	FY14 Budget	FY15 Budget
Total number of Subdivision Utility Plans reviewed, accepted and inspected	15	16	17
Average number of man hours utilized in the Construction Management, Coordination and Inspection of subdivision utility improvements per project	140	150	170

# City of San Angelo

## Water Capital

---

The Water Capital cost center exists to fund routine capital expenditures in the water operating fund budget in excess of \$1000 such as machinery, vehicles, computers, new service, replacement fire hydrants, replacement meters, and line extensions for new customers.

<b>Budget Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Water Fund	\$372,192	\$793,413	\$1,248,382
Total Revenue	\$372,192	\$793,413	\$1,248,382
<b>Expenditure</b>			
Operations & Maintenance	\$0	\$0	\$0
Capital	372,192	793,413	1,248,382
Total Expenditure	\$372,192	\$793,413	\$1,248,382

<b>Personnel Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
Total Personnel	0	0	0

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Water Fund	\$39,112	\$135,625	\$108,763
<b>Total Revenue</b>	<b>\$39,112</b>	<b>\$135,625</b>	<b>\$108,763</b>
<b>Expenditure</b>			
Personnel	\$0	\$61,200	\$39,388
Operations & Maintenance	39,112	74,425	69,375
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$39,112</b>	<b>\$135,625</b>	<b>\$108,763</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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 of San Angelo

## Water Conservation

---

### Goals, Objectives & Performance Measures

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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of appearances on local television stations	16	16	16
Number of occurrences for billboard media advertising	52,560	0	0
Number of occurrences for television media advertising	300	300	1,800
Number of messages that appear on customer's water bills	299,000	325,000	397,000
Number of public speaking engagements	8	8	10
Number of promotional items given away	6,000	7,400	8,000

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Water Fund	\$559,834	\$682,604	\$729,723
<b>Total Revenue</b>	<b>\$559,834</b>	<b>\$682,604</b>	<b>\$729,723</b>
<b>Expenditure</b>			
Personnel	\$471,557	\$535,401	\$581,783
Operations & Maintenance	88,277	147,203	147,940
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$559,834</b>	<b>\$682,604</b>	<b>\$729,723</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time**	12	14	14
Part-Time	0	0	0
<b>Total Personnel</b>	<b>12</b>	<b>14</b>	<b>14</b>

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

\*\*Personnel counts were increased due to reorganization of staff.

# City of San Angelo

## 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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of phone calls received from customers	47,250	48,900	45,000
Number of walk-in customers assisted	22,000	25,500	22,000

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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of manual meter reads conducted	230,000	205,000	120,000
Number of electronic meter reads conducted	154,000	230,000	300,000
Percent of meter reads conducted accurately	99.50%	99.50%	99.50%

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of meter disconnects due to delinquency	3,400	4,500	2,500
Number of new taps processed	175	300	344
Number of meters connected	5,500	5,500	6,000

# City of San Angelo

## Water Supply Contracts

---

The Water Supply Contracts cost center exists to fund and track payments for the multiple agreements that provide water to the customers in San Angelo.

<b>Budget Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Water Fund	\$1,093,188	\$3,214,478	\$3,069,978
<b>Total Revenue</b>	<b>\$1,093,188</b>	<b>\$3,214,478</b>	<b>\$3,069,978</b>
<b>Expenditure</b>			
Personnel	\$0	\$0	\$0
Operations & Maintenance	1,093,188	3,214,478	3,069,978
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$1,093,188</b>	<b>\$3,214,478</b>	<b>\$3,069,978</b>

<b>Personnel Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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>

# City of San Angelo

## Water Treatment

---

The Water Treatment division treats and supplies safe drinking water to the customers of the City.

<b>Budget Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Water Fund	\$1,954,681	\$2,318,004	\$2,692,647
<b>Total Revenue</b>	<b>\$1,954,681</b>	<b>\$2,318,004</b>	<b>\$2,692,647</b>
<b>Expenditure</b>			
Personnel	\$627,696	\$614,768	\$644,411
Operations & Maintenance	1,326,985	1,703,236	2,048,236
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$1,954,681</b>	<b>\$2,318,004</b>	<b>\$2,692,647</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time	12	12	12
Part-Time	0	0	0
<b>Total Personnel</b>	<b>12</b>	<b>12</b>	<b>12</b>

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

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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	12.64 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	0.14	0.10	0.10
Annual average finished water chloramines disinfectant residual	3.55	3.50	3.50
Chemical treatment cost as a percentage of overall treatment cost	36.00%	47.00%	47.00%
Electrical cost as a percentage of overall treatment cost	9.75%	10.00%	10.00%
Number of after-hours calls handled	8,713	10,000	3,500
Volume of Lake Ivie water treated	12,847 AF	15,680 AF	17,000 AF

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Water Fund	\$389,709	\$428,233	\$454,715
<b>Total Revenue</b>	<b>\$389,709</b>	<b>\$428,233</b>	<b>\$454,715</b>
<b>Expenditure</b>			
Personnel	\$282,046	\$282,269	\$308,751
Operations & Maintenance	107,177	145,464	144,464
Capital	486	500	1,500
<b>Total Expenditure</b>	<b>\$389,709</b>	<b>\$428,233</b>	<b>\$454,715</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time	5	5	5
Part-Time	0	0	0
<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.

# City of San Angelo 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of Water Reclamation Facility analyses per test	8,700	8,700	8,700
Cost of Water Reclamation Facility analyses per test	\$17.00	\$17.00	\$17.00
Number of employee hours per Water Reclamation Facility analyses	1.03	1.03	1.03
Number of Water Treatment Plant analyses	4,100	5,200	5,300
Cost of Water Treatment Plant per test	\$13.50	\$12.00	\$12.00
Number of employee hours per Water Treatment Plant analyses	0.75	0.60	0.60
Number of Bacteriological presence-absence chromogenic substrate tests	1,250	1,286	1,286
Number of samples collected from industrial permittee discharges into the wastewater collection system	1,975	1,975	1,975
Number of backflow devices tracked	450	460	460
Number of pretreatment devices (grease traps) monitored and tracked	1,775	1,770	1,770

# City of San Angelo

## Water Distribution

---

The Water Distribution division provides potable water in adequate qualities to citizens and businesses of San Angelo.

<b>Budget Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Water Fund	\$2,499,695	\$2,947,691	\$2,978,012
<b>Total Revenue</b>	<b>\$2,499,695</b>	<b>\$2,947,691</b>	<b>\$2,978,012</b>
<b>Expenditure</b>			
Personnel <sup>1</sup>	\$1,263,816	\$1,627,379	\$1,666,700
Operations & Maintenance	1,234,930	1,320,312	1,311,312
Capital	949	0	0
<b>Total Expenditure</b>	<b>\$2,499,695</b>	<b>\$2,947,691</b>	<b>\$2,978,012</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time	38	36	36
Part-Time	0	0	0
<b>Total Personnel</b>	<b>38</b>	<b>36</b>	<b>36</b>

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

<sup>1</sup>Although staff count went down in FY14 and FY15, the budgeted amounts increased. This is due to budgeting at 100% and actual FY13 personnel expenses reflecting vacancies in Water Distribution.

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of valves repaired	14	14	14
Percentage of valves responded to within 24 hours needing repair or replacement	85.00%	85.00%	85.00%
Number of potable water service leaks repaired	277	250	225
Percentage of potable water service leaks repaired within 24 hours	90.00%	90.00%	90.00%
Number of water main leaks repaired	1,751	1,200	1,000
Number of fire hydrants repaired or replaced	31	50	40
Number of water meter leaks repaired	168	284	225
Number of new water taps and services installed	288	325	325
Number of services repaired or replaced	54	32	30
Work orders managed	4,750	4,750	4,750

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Water Fund	\$924,319	\$1,034,945	\$1,111,886
<b>Total Revenue</b>	<b>\$924,319</b>	<b>\$1,034,945</b>	<b>\$1,111,886</b>
<b>Expenditure</b>			
Personnel	\$794,911	\$899,367	\$974,308
Operations & Maintenance	129,408	131,078	133,078
Capital	0	4,500	4,500
<b>Total Expenditure</b>	<b>\$924,319</b>	<b>\$1,034,945</b>	<b>\$1,111,886</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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.

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of preventative maintenance, repair and miscellaneous work orders	690	820	870
Percentage of preventative maintenance work orders to total work orders	20.00%	37.00%	48.00%
Percentage of repair work orders to total work orders	76.00%	57.00%	50.00%
Percentage of miscellaneous work orders to total work orders	4.00%	6.00%	2.00%
Number of work orders scheduled for the Water Reclamation Facility	268	235	247
Number of work orders scheduled for Water Treatment	100	120	126
Number of work orders scheduled for the Lift Stations/Grinders	254	385	500
Number of miscellaneous work orders scheduled	28	49	17

# City of San Angelo

## Water Non-Departmental

---

The Water Non-Departmental cost center reports expenditures for administrative items such as liability insurance and transfer out to debt service.

<b>Budget Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Water Fund	\$6,677,638	\$6,141,705	\$5,700,167
Total Revenue	\$6,677,638	\$6,141,705	\$5,700,167
<b>Expenditure</b>			
Personnel*	\$400,130	\$158,588	\$208,200
Operations & Maintenance	6,277,508	5,983,117	5,491,967
Capital	0	0	0
Total Expenditure	\$6,677,638	\$6,141,705	\$5,700,167

<b>Personnel Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
Total Personnel	0	0	0

\*These personnel expenses are payroll related, such as Workers' Compensation Insurance, but do not tie to FTE positions.

# City of San Angelo

## Other Water Funds

---

This cost center serves to report funds that track financial activity for the Water Utilities other than the Water Operating Fund. Reported here are the Water Capital Project and Water Debt Service funds.

<b>Budget Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Other Water Funds	\$13,182,564	\$14,211,048	\$14,216,805
Deficit/(Surplus)	\$7,731,942	\$4,073,789	\$0
Total Revenue	\$5,450,622	\$18,284,837	\$14,216,805
<b>Expenditure</b>			
Personnel	\$0	\$0	\$0
Operations & Maintenance	\$2,922,718	\$9,493,183	\$10,356,852
Capital	\$2,527,904	\$8,791,654	\$3,859,953
Total Expenditure	\$5,450,622	\$18,284,837	\$14,216,805

<b>Personnel Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
Total Personnel	0	0	0

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Water Fund	\$311,275	\$183,953	\$188,868
<b>Total Revenue</b>	<b>\$311,275</b>	<b>\$183,953</b>	<b>\$188,868</b>
<b>Expenditure</b>			
Personnel	\$89,704	\$88,746	\$93,661
Operations & Maintenance	221,571	95,207	95,207
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$311,275</b>	<b>\$183,953</b>	<b>\$188,868</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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 of San Angelo

## 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.

Objectives: Tree trimming, stream flow measurements, grease flood gates; Measurement of O.B. Wells and Relief wells at Twin Buttes dam; check and keep clean toeddrains, spray weeds as needed, exercise flood gates as needed, mow dams as needed

<b>Performance Measures</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Percent of inspections that meet or exceed expectations	100%	100%	100%

# City of San Angelo

## Wastewater Collection

---

The Wastewater Collection Division provides for the collection of wastewater in the City of San Angelo.

<b>Budget Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Wastewater Fund	\$1,280,266	\$1,499,954	\$1,403,197
<b>Total Revenue</b>	<b>\$1,280,266</b>	<b>\$1,499,954</b>	<b>\$1,403,197</b>
<b>Expenditure</b>			
Personnel	\$646,673	\$750,585	\$802,683
Operations & Maintenance	633,593	749,369	600,514
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$1,280,266</b>	<b>\$1,499,954</b>	<b>\$1,403,197</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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.

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Linear footage of sewer mains inspected and cleaned	133,290	135,648	135,600
Number of sewer main stoppages repaired	358	544	400
Number of sewer taps installed for new service	71	80	80
Number of collapsed or broken sewer mains repaired	39	50	45
Number of work orders managed	1,600	1,600	1,600

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Wastewater Fund	\$2,293,694	\$2,613,754	\$2,587,245
<b>Total Revenue</b>	<b>\$2,293,694</b>	<b>\$2,613,754</b>	<b>\$2,587,245</b>
<b>Expenditure</b>			
Personnel	\$1,116,903	\$1,095,003	\$1,090,012
Operations & Maintenance	1,176,791	1,518,751	1,497,233
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$2,293,694</b>	<b>\$2,613,754</b>	<b>\$2,587,245</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time	21	21	21
Part-Time	0	0	0
<b>Total Personnel</b>	<b>21</b>	<b>21</b>	<b>21</b>

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

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Quantity of wastewater treated per employee per year	219.634 MG	205.384 MG	201 MG
Cost of wastewater treated	.73/1000 Gal	.73/1000 Gal	.78/1000 Gal
Chemical cost of wastewater	.04/1000 Gal	.05/1000 Gal	.06/1000 Gal
Electrical cost of wastewater	.15/1000 Gal	.18/1000 Gal	.19/1000 Gal
Plant performance determined by State of Texas regulatory agency	Pass	Pass	Pass
Average biochemical oxygen	13	16	15-20

# City of San Angelo

## Wastewater Treatment - Airport

---

The Wastewater Treatment – Airport division provides for the treatment of wastewater at San Angelo Regional Airport.

<b>Budget Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Wastewater Fund	\$396	\$6,500	\$5,000
<b>Total Revenue</b>	<b>\$396</b>	<b>\$6,500</b>	<b>\$5,000</b>
<b>Expenditure</b>			
Personnel	\$0	\$0	\$0
Operations & Maintenance	396	6,500	5,000
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$396</b>	<b>\$6,500</b>	<b>\$5,000</b>

<b>Personnel Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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>

# City of San Angelo

## Wastewater Capital

---

The Wastewater Capital cost center exists to track routine capital expenditures in the wastewater operating fund in excess of \$1000 such as machinery, vehicles, computers, and new services.

<b>Budget Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Wastewater Fund	\$101,338	\$1,067,975	\$172,678
<b>Total Revenue</b>	<b>\$101,338</b>	<b>\$1,067,975</b>	<b>\$172,678</b>
<b>Expenditure</b>			
Personnel	\$0	\$0	\$0
Operations & Maintenance	0	0	0
Capital	101,338	1,067,975	172,678
<b>Total Expenditure</b>	<b>\$101,338</b>	<b>\$1,067,975</b>	<b>\$172,678</b>

<b>Personnel Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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>

# City of San Angelo

## Wastewater Non-Departmental

---

The Wastewater Non-Departmental cost center reports expenditures for administrative items such as liability insurance and transfer out to debt service.

<b>Budget Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Wastewater Fund	\$6,002,300	\$4,732,170	\$5,641,384
<b>Total Revenue</b>	<b>\$6,002,300</b>	<b>\$4,732,170</b>	<b>\$5,641,384</b>
<b>Expenditure</b>			
Personnel*	\$108,387	\$48,000	\$54,720
Operations & Maintenance	5,893,913	4,684,170	5,586,664
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$6,002,300</b>	<b>\$4,732,170</b>	<b>\$5,641,384</b>

<b>Personnel Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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>

\*These personnel expenses are payroll related, such as Workers' Compensation Insurance, but do not tie to FTE positions.

# City of San Angelo

## Other Wastewater Funds

---

This cost center serves to report funds that track financial activity for wastewater utilities other than the Wastewater Operating Fund. Reported here are the Wastewater Capital Project and Wastewater Debt Service Funds.

<b>Budget Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Other Wastewater Funds	\$6,004,370	\$5,000,784	\$5,938,952
Deficit/(Surplus)	(1,698,100)	4,957,841	0
Total Revenue	\$4,306,270	\$9,958,625	\$5,938,952
<b>Expenditure</b>			
Personnel	\$0	\$0	\$0
Operations & Maintenance	2,034,781	5,238,078	4,672,356
Capital	2,271,489	4,720,547	1,266,596
Total Expenditure	\$4,306,270	\$9,958,625	\$5,938,952

<b>Personnel Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
Total Personnel	0	0	0

# City of San Angelo

## Lake Nasworthy Trust Fund

---

The Lake Nasworthy Trust Fund is a fiduciary fund used to track assets in the form of land that are held in a trustee capacity.

<b>Budget Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Sale of Land	\$669,364	\$600,000	\$700,000
Other	66,940	124,000	210,620
Deficit/(Surplus)	(684,142)	(590,000)	(589,862)
Total Revenue	\$52,162	\$134,000	\$320,758
<b>Expenditure</b>			
Operations & Maintenance	\$12,162	\$50,000	\$50,000
Capital	0	0	0
Transfers Out	40,000	84,000	270,758
Total Expenditure	\$52,162	\$134,000	\$320,758

<b>Personnel Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time	0	0	0
Part-Time	0	0	0
Total Personnel	0	0	0

# City of San Angelo Health Services

---



# City of San Angelo

## Health Services Administration

---

The Health Services Administration division provides administrative leadership for the Health Services division.

<b>Budget Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Rent	\$0	\$0	\$0
General Fund	157,606	149,091	154,466
<b>Total Revenue</b>	<b>\$157,606</b>	<b>\$149,091</b>	<b>\$154,466</b>
<b>Expenditure</b>			
Personnel	\$131,686	\$113,441	\$118,816
Operations & Maintenance	25,920	35,650	35,650
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$157,606</b>	<b>\$149,091</b>	<b>\$154,466</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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 of San Angelo

## 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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of annexes and plans reviewed and revised	4	4	4
Number of Public, Board, Director, Staff, Planning, Training Meetings attended	201	225	225
Number of responses to citizen complaints and appeals	116	110	110

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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of Activity and Financial Status Reports submitted to the Department of State Health Services	18	24	24
Number of local, state and/or federal grants applied for and/or researched	5	6	6
Number of purchase vouchers submitted to the Department of State Health Services	36	36	36

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Inspection Fees	\$53,243	\$51,000	\$51,000
Grant Revenue	147,311	166,034	119,433
Transfers In	(13,200)	23,676	3,240
Deficit/(Surplus)	0	0	0
<b>Total Revenue</b>	<b>\$187,354</b>	<b>\$240,710</b>	<b>\$173,673</b>
<b>Expenditure</b>			
Personnel	\$148,221	\$146,029	\$150,210
Operations & Maintenance	39,133	94,681	23,463
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$187,354</b>	<b>\$240,710</b>	<b>\$173,673</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time**	3	2	3
Part-Time**	0	1	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.

\*\*Personnel counts were adjusted due to grant restrictions.

# City of San Angelo

## 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

<b>Performance Measures</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of Public health nuisance complaints and investigations	90	75	75
Percentage of food establishments inspected based on TFER	80.00%	85.00%	90.00%
Number of routine food establishment inspections	1,533	1,600	1,600
Percent of all food service complaints initiated within 24 hours of notification	100%	100%	100%
Number of pre-inspections and walk-through	191	125	125
Number of temporary food establishment inspections performed	138	150	150
Number of Plan Reviews	42	45	45
Percent of inspections with grade of less than 30 demerits	99.90%	99.00%	99.00%
Number of foster home and day care inspections	54	50	50
Number of mobile unit inspections	12	15	20
Total number of annual permits issued	519	537	540

# City of San Angelo

## Animal Services

---

The Animal Services division provides citizens with protection in animal matters and provides animals refuge.

<b>Budget Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Shelter Fees	\$123,441	\$129,697	\$128,061
General Fund	626,058	643,318	682,686
<b>Total Revenue</b>	<b>\$749,499</b>	<b>\$773,015</b>	<b>\$810,747</b>
<b>Expenditure</b>			
Personnel	\$488,602	\$494,079	\$526,811
Operations & Maintenance	260,897	278,936	283,936
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$749,499</b>	<b>\$773,015</b>	<b>\$810,747</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time	12	12	12
Part-Time	0	0	0
<b>Total Personnel</b>	<b>12</b>	<b>12</b>	<b>12</b>

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

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of euthanizations performed	6,838	6,246	5,654
Cost of food at the shelter	\$19,052	\$20,150	\$26,305
Percent of animals adopted	14.00%	17.00%	20.00%
Percent of sheltered animals euthanized	76.00%	70.00%	65.00%
Percent of sheltered animals returned to owners	8.00%	11.00%	15.00%
Number of animals sheltered in a year	9,125	9,300	9,600
Number of Rabies Specimen tests done in a year	29	35	40

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Clinic Fees	\$37,807	\$27,900	\$36,400
Transfers In	100,000	100,000	103,243
Deficit/(Surplus)	(49,159)	11,365	0
<b>Total Revenue</b>	<b>\$88,648</b>	<b>\$139,265</b>	<b>\$139,643</b>
<b>Expenditure</b>			
Personnel	\$70,665	\$76,902	\$86,107
Operations & Maintenance	17,983	62,363	53,536
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$88,648</b>	<b>\$139,265</b>	<b>\$139,643</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time**	4	3	3
Part-Time	0	0	0
<b>Total Personnel</b>	<b>4</b>	<b>3</b>	<b>3</b>

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

\*\*Personnel was reduced due to staff reorganization.

# City of San Angelo

## 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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of adult immunizations	583	515	566
Number of immunizations administered to children	1,781	768	800
Number of immunization outreach encounter activities	16	20	25

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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of STD clients treated	199	406	410
Number of STD/HIV education & prevention encounters	795	500	600
Number of clients scheduled through STD Clinic	608	680	700
Number of Texas Reportable Conditions reported	111	120	120
Number of reported cases related to food borne illness	31	30	30
Number of TB tests	608	600	600
Percent of TB clients complete Latent TB Infection therapy	100%	100%	100%
Percent of TB cases complete therapy in 12 months	100%	100%	100%

# City of San Angelo

## Hazards

---

The Hazards Division provides public health emergency preparedness and response.

<b>Budget Summary</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Grant Revenue	\$69,186	\$99,079	\$99,079
Deficit/(Surplus)-MATCH	10,646	12,854	22,937
<b>Total Revenue</b>	<b>\$79,832</b>	<b>\$111,933</b>	<b>\$122,016</b>
<b>Expenditure</b>			
Personnel <sup>1</sup>	\$68,808	\$95,195	\$96,911
Operations & Maintenance	11,024	16,738	25,105
Capital	0	0	0
<b>Total Expenditure</b>	<b>\$79,832</b>	<b>\$111,933</b>	<b>\$122,016</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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.

\*\*Position was added to Hazards due to staff reorganization.

<sup>1</sup>In FY13 one position was organizationally located in Emergency Management but was paid out of the Hazards personnel budget.

# City of San Angelo

## Hazards

---

### 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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of emergency plans reviewed and revised	2	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	4	4	4
Number of target capabilities administered in the Hazards 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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Dollar amount of purchase vouchers submitted	\$76,543	\$92,000	\$99,079
Number of Activity & Financial Status Reports submitted	6	10	10

# City of San Angelo Parks & Recreation

---



# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Transfers In	\$258,454	\$263,622	\$268,895
Other	23,850	26,000	26,000
General Fund	2,054,735	2,357,664	2,744,804
<b>Total Revenue</b>	<b>\$2,337,039</b>	<b>\$2,647,286</b>	<b>\$3,039,699</b>
<b>Expenditure</b>			
Personnel	\$1,675,918	\$1,869,339	\$2,033,176
Operations & Maintenance	658,518	768,447	1,003,523
Capital	2,603	9,500	3,000
<b>Total Expenditure</b>	<b>\$2,337,039</b>	<b>\$2,647,286</b>	<b>\$3,039,699</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time	46	46	46
Part-Time	0	0	0
<b>Total Personnel</b>	<b>46</b>	<b>46</b>	<b>46</b>

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

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of monthly inspections	43	43	42
Number of parks serviced daily	43	43	42
Average number of days in a service cycle for class AA parks	10.18	9.00	9.00
Average number of days in a service cycle for the Landscape South Mowing Crew	16.01	14.00	14.00
Average number of days in a service cycle for the landscape North Mowing Crew	21.64	21.00	21.00
Average number of days in a service cycle for the for the Landscape Specialties Mowing Crew	10.36	9.00	9.00
Cost per acre for maintenance of parks and sports fields	\$5,146	\$5,660	\$6,226
Number of repair maintenance work orders completed	192	250	300
Average number of days in a service cycle for the Ball Field North Mowing Crew	14	14	14
Average number of days in a service cycle for the Ball Field South Mowing Crew	12	14	14
Average number of days in a service cycle for the landscape River Mowing Crew	23.70	23.70	23.70
Playgrounds maintained	20	20	19

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
User fees	\$500,059	\$446,800	\$446,800
General Fund	452,100	747,137	607,852
<b>Total Revenue</b>	<b>\$952,159</b>	<b>\$1,193,937</b>	<b>\$1,054,652</b>
<b>Expenditure</b>			
Personnel	\$493,022	\$543,279	\$537,016
Operations & Maintenance	454,365	534,413	442,217
Capital	4,772	116,245	75,419
<b>Total Expenditure</b>	<b>\$952,159</b>	<b>\$1,193,937</b>	<b>\$1,054,652</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time**	7	7	7
Part-Time	0	0	0
<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.

\*\*Recreation staff increased due to a staff reorganization.

# City of San Angelo 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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of participants in summer day camps	80	80	80
Number of parties hosted	126	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	1,200

Activity: Recreation Center Services

Serves City Council's Vision: Neighborhood Vision

Goal: Provide recreation opportunities through organized programs, facilities and areas

Objectives: Recreation programs

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of summer camp participants	n/a	42	45

# City of San Angelo 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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Combined number of participants for youth sports	n/a	1,900	1,900
Number of teams that participate in the pre-season youth basketball tournament	n/a	250	300
Total attendance at the Love Municipal Pool during public hours	n/a	40,600	40,000
Number of pool rental participants per season	n/a	20,500	22,000

Activity: Special

Serves City Council's Vision: N/A

Goal: Provide recreation opportunities through organized programs, facilities and areas

Objectives: Recreation programs

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of Date Night participants	2,100	2,100	2,100

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Grant Revenue	\$100,282	\$119,723	\$119,723
Other	44,351	51,755	51,755
General Fund	76,477	89,265	94,472
Total Revenue	\$221,110	\$260,743	\$265,950
<b>Expenditure</b>			
Personnel	\$117,465	\$145,090	\$150,997
Operations & Maintenance	103,645	114,653	114,953
Capital	0	1,000	0
Total Expenditure	\$221,110	\$260,743	\$265,950

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time	3	3	3
Part-Time	2	2	2
Total Personnel	5	5	5

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

# City of San Angelo

## 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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of noon meals prepared	36,945	41,000	41,500
Number of client intakes	625	675	650
Cost per meal prepared	\$6.49	\$5.91	\$5.91

Activity: Training and Certification

Serves City Council's Vision: Neighborhood Vision

Goal: Provide programs for adults 55 and older

Objectives: Provide nutrition education

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of nutritional health screenings completed	625	600	650
Retail food establishment inspection report	3	3	3
Texas Food Management Safety Certifications and Food Handlers Classes completed	4	4	4

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Hotel Occupancy Tax	\$2,881,827	\$1,750,000	\$2,500,000
Venue Revenue	538,443	501,860	544,150
Transfers In	0	0	0
Deficit/(Surplus)	(1,648,572)	1,213,710	(746,919)
Total Revenue	\$1,771,698	\$3,465,570	\$2,297,231
<b>Expenditure</b>			
Personnel	\$605,747	\$640,559	\$701,133
Operations & Maintenance	1,163,006	1,893,368	1,596,098
Capital	2,945	931,643	0
Total Expenditure	\$1,771,698	\$3,465,570	\$2,297,231

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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.

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Amount of in-kind support granted to local nonprofits conducting special events	\$14,411	\$17,500	\$20,000
Number of touring events booked	23	30	35
Number of events contracted by external customers	321	350	400
Number of events contracted by internal customers	94	80	80
Number of attendees of events (internal and external)	250,000	300,000	305,000
Percentage of calendar days when each of the 7 venues are in use	10.00%	12.00%	15.00%

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Percentage of events that draw out-of-town staff/attendees resulting in local hotel activity	57.00%	65.00%	70.00%
Amount of advertising/naming rights/sponsorship revenue generated	\$6,562	\$20,000	\$20,000
Average cost per square foot to maintain Civic Events facilities	\$41.00	\$35.00	\$30.00
Percentage of customer complaints resolved by staff	97.00%	100.00%	100.00%

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Cemetery Fees	\$361,768	\$327,550	\$350,700
General Fund	16,732	90,602	58,619
Deficit/(Surplus)	(607)	0	0
<b>Total Revenue</b>	<b>\$377,893</b>	<b>\$418,152</b>	<b>\$409,319</b>
<b>Expenditure</b>			
Personnel	\$228,087	\$240,114	\$239,198
Operations & Maintenance	149,806	161,783	170,121
Capital	0	16,255	0
<b>Total Expenditure</b>	<b>\$377,893</b>	<b>\$418,152</b>	<b>\$409,319</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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.

# City of San Angelo

## 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	FY13 Actual	FY14 Budget	FY15 Budget
Number of burial services	108	108	125
Number of burial lots sold	50	42	45

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 facility

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of acres mowed/trimmed annually	1,368	1,368	1,368

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Event Revenue	\$211,346	\$217,900	\$217,697
Rent	375,962	355,000	375,000
Transfers In	300,000	488,569	340,488
Deficit/(Surplus)	(32,335)	0	0
<b>Total Revenue</b>	<b>\$854,973</b>	<b>\$1,061,469</b>	<b>\$933,185</b>
<b>Expenditure</b>			
Personnel	\$592,794	\$592,189	\$639,034
Operations & Maintenance	261,357	265,110	292,954
Capital	822	204,170	1,197
<b>Total Expenditure</b>	<b>\$854,973</b>	<b>\$1,061,469</b>	<b>\$933,185</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time**	11	12	12
Part-Time	2	2	2
<b>Total Personnel</b>	<b>13</b>	<b>14</b>	<b>14</b>

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

\*\*A Curator of Collections position was added in FY14.

# City of San Angelo

## 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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Number of annual members	300	325	350
Revenue from annual memberships	\$47,375	\$50,000	\$55,000

# City of San Angelo

## State Office Buildings

---

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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Rent	\$1,191,160	\$1,215,958	\$1,224,448
Other	589	3,000	830
Deficit/(Surplus)	(352,726)	277,514	0
Total Revenue	\$839,023	\$1,496,472	\$1,225,278
<b>Expenditure</b>			
Personnel	\$107,166	\$110,964	\$120,138
Operations & Maintenance	731,857	1,351,418	1,105,140
Capital	0	34,090	0
Total Expenditure	\$839,023	\$1,496,472	\$1,225,278

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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.

# City of San Angelo

## State Office Buildings

---

### 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of tenants in lease agreements	13	13	13
Average annual percentage of available office space leased	98.00%	99.00%	100.00%

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Program Fees	\$63,514	\$116,000	\$116,000
Other	94,940	24,000	24,000
Transfers In	450,000	769,893	704,102
Deficit/(Surplus)	220,084	0	0
Total Revenue	\$828,538	\$909,893	\$844,102
<b>Expenditure</b>			
Personnel	\$285,461	\$342,726	\$337,433
Operations & Maintenance	543,077	392,167	506,669
Capital	0	175,000	0
Total Expenditure	\$828,538	\$909,893	\$844,102

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time**	10	9	9
Part-Time	0	0	0
Total Personnel	10	9	9

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

\*\*Personnel count reductions occurred due to staff reorganization.

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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	100.00%	100.00%	100.00%
Number of acres mowed annually	3,040	3,040	3,040
Average cost per acre mowed	\$2,750	\$3,025	\$3,328
Average number of days in bed maintenance/planting cycle	12	12	12
Average cost per occurrence of ball field infield maintenance	\$60.00	\$65.00	\$70.00

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Grant Revenue	\$242,510	\$280,000	\$225,000
General Fund	12,573	0	0
Total Revenue	\$255,083	\$280,000	\$225,000
<b>Expenditure</b>			
Personnel	\$18,630	\$188,130	\$0
Operations & Maintenance	227,840	90,959	223,555
Capital	8,613	911	1,445
Total Expenditure	\$255,083	\$280,000	\$225,000

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 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.

# City of San Angelo

## 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

Performance Measures	FY13 Actual	FY14 Budget	FY15 Budget
Present information/data to the MPO policy Board	8	10	11
Host & coordinate public meetings	4	8	10

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	FY13 Actual	FY14 Budget	FY15 Budget
Number of amendments to the Transportation Improvement Program	2	3	3
Number of amendments to the Metropolitan Transportation Plan	1	3	2
Number of amendments to the Unified Planning Work Program	0	2	0

# City of San Angelo 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Research grant opportunities	3	2	4

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
<b>Revenue</b>			
Grants	\$0	\$50,000	\$0
Leases and Rentals	915,461	960,830	824,089
Concessions	273,082	273,560	350,660
Other	121,341	674,589	210,928
Deficit/(Surplus)	308,646	10,438	0
<b>Total Revenue</b>	<b>\$1,618,530</b>	<b>\$1,969,417</b>	<b>\$1,385,677</b>
<b>Expenditure</b>			
Personnel <sup>1</sup>	\$702,002	\$750,048	\$666,161
Operations & Maintenance	618,315	1,211,699	666,466
Capital	298,213	7,670	53,050
<b>Total Expenditure</b>	<b>\$1,618,530</b>	<b>\$1,969,417</b>	<b>\$1,385,677</b>

<b>Personnel Summary*</b>	<b>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Full Time	14	14	13
Part-Time	0	0	0
<b>Total Personnel</b>	<b>14</b>	<b>14</b>	<b>13</b>

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

<sup>1</sup>Personnel expenditures jumped in FY14 due to a leave payoff and was reduced in FY15 due to a reduction of one maintenance worker.

# City of San Angelo

## 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>FY13 Actual</b>	<b>FY14 Budget</b>	<b>FY15 Budget</b>
Number of passengers	122,866	127,500	133,924
Number of aircraft operations	103,003	102,000	103,312
Passenger Facility Charges collected from commercial airlines	\$247,321	\$265,500	\$270,000
Fuel flowage (in gallons)	1,320,253	1,298,000	1,562,000

# City of San Angelo

## Appendix

---

**AN ORDINANCE OF THE CITY OF SAN ANGELO APPROVING AND ADOPTING THE BUDGET FOR THE FISCAL YEAR BEGINNING OCTOBER 1, 2014, AND ENDING SEPTEMBER 30, 2015; AUTHORIZING 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 2013-2014 FISCAL YEAR AND AMENDING THAT BUDGET ORDINANCE ACCORDINGLY; PROVIDING FOR LAPSE OF ALL UNENCUMBERED OR UNOBLIGATED FUNDS FOR THE PRIOR FISCAL YEAR AND FOR CARRY OVER OF ALL APPROPRIATIONS OF ENCUMBERED, OBLIGATED OR RESTRICTED FUNDS; 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, 2014, and ending September 30, 2015, 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, 2014, through September 30, 2015, (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 2014-2015 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 2013-2014, are hereby ratified and the Budget Ordinance for fiscal year 2013-2014, heretofore enacted by the City Council, be, and the same is hereby, amended to the extent of such transfers for all purposes.

SECTION 6. All unencumbered or unobligated funds for the prior fiscal year shall lapse at the end of the prior fiscal year. All appropriations for encumbered, obligated, or restricted funds shall carry over to the subsequent fiscal year and be considered committed in order to complete these transactions.

SECTION 7 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 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.

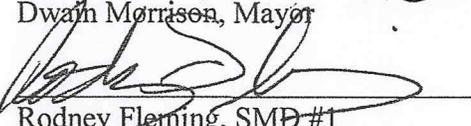
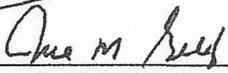
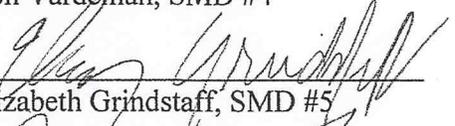
#2014-09-123

SECTION 8 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 documents related thereto.

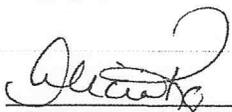
SECTION 9 The Budget as amended and adopted shall be filed with the City Clerk and posted on the City's website. The City Clerk is hereby directed to provide a certified copy of this budget ordinance and the Budget as amended, approved and adopted to the County Clerk of Tom Green County for recording after final passage and adoption hereof.

SECTION 10 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 21<sup>st</sup> day of August, 2014, and finally PASSED, APPROVED and ADOPTED on this the 2<sup>nd</sup> day of September, 2014.

<u>YES</u>	<u>NO</u>	CITY OF SAN ANGELO, TEXAS
<u>X</u>	_____	<u></u> Dwan Morrison, Mayor
<u>X</u>	_____	<u></u> Rodney Fleming, SMD #1
<u>✓</u>	_____	<u></u> Marty Self, SMD #2
<u>—</u>	<u>—</u>	<u>Not Present</u> Johnny Silvas, SMD #3
<u>X</u>	_____	<u></u> Don Vardeman, SMD #4
<u>X</u>	_____	<u></u> Elizabeth Grindstaff, SMD #5
<u>X</u>	_____	<u></u> Charlotte Farmer, SMD #6

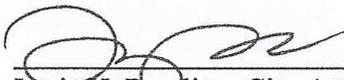
ATTEST:

  
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, 2014

(RE: Page 681)  
 September 2, 2014

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	\$7,972,558	\$65,065,240	\$255,000	\$73,292,798	\$62,432,151	\$2,883,316	\$65,315,467	\$4,773	\$7,977,331
105	General Debt Service	1,068,202	5,857,372	0	6,925,574	5,857,372	0	5,857,372	0	1,068,202
501	Equipment Replacement	121,145	55,653	1,201,373	1,378,171	1,257,026	0	1,257,026	0	121,145
502	Capital Projects	32,262	5,705	244,295	282,262	1,758,824	0	1,758,824	(1,508,824)	(1,476,562)
103	Intergovernmental	150,312	1,904,979	365,516	2,420,807	2,270,495	0	2,270,495	0	150,312
106	TIRZ	332,569	697,612	0	1,030,181	697,612	0	697,612	0	332,569
453	Community Development Block Grant	0	741,672	0	741,672	741,672	0	741,672	0	0
483	HOME Grant	0	357,956	0	357,956	357,956	0	357,956	0	0
601	Designated Revenue	3,983	27,000	0	30,983	27,000	0	27,000	0	3,983
640	Lake Nasworthy Trust	12,597,324	910,620	0	13,507,944	50,000	270,758	320,758	589,862	13,187,186
203	Texas Bank Sports Complex	(250,883)	140,000	704,102	593,219	844,102	0	844,102	0	(250,883)
410	Civic Events	1,103,602	3,047,231	0	4,150,833	2,297,231	100,000	2,397,231	650,000	1,753,602
420	Fort Concho	230,589	302,697	630,488	1,163,774	933,185	0	933,185	0	230,589
440	Fairmount Cemetery	(139,880)	350,700	26,652	237,472	377,352	0	377,352	0	(139,880)
201	State Office Building	216,809	1,225,278	0	1,442,087	935,278	290,000	1,225,278	0	216,809
220	Airport Operating	107,253	1,385,677	0	1,492,930	1,385,677	0	1,385,677	0	107,253
529	Airport PFC	835,261	272,533	0	1,107,794	272,533	0	272,533	0	835,261
531	Airport Capital Projects	40,966	0	0	40,966	0	0	0	0	40,966
230	Solid Waste Enterprise	(2,303,352)	6,568,160	0	4,264,808	5,185,962	255,000	5,440,962	1,127,198	(1,176,154)
240	Stormwater	1,528,159	2,603,643	95,000	4,226,802	2,698,643	0	2,698,643	0	1,528,159
260	Water Operating	2,585,459	22,857,356	481,505	25,924,320	17,817,936	5,350,967	23,168,903	169,958	2,755,417
261	Water Debt Service	222,544	1,500,821	6,908,630	8,631,995	8,409,451	0	8,409,451	0	222,544
512	Water / Supply Capital Projects	571,763	5,807,354	0	6,379,117	4,249,691	1,557,663	5,807,354	0	571,763
270	Wastewater Operating	3,596,283	9,728,434	0	13,324,717	5,692,576	4,035,858	9,728,434	0	3,596,283
271	Wastewater Debt Service	1,491,190	2,579	4,216,389	5,710,158	4,218,968	0	4,218,968	0	1,491,190
520	Wastewater Capital Projects	2,586,266	1,719,984	0	4,306,250	1,334,596	385,388	1,719,984	0	2,586,266
<b>Operating Totals</b>		<b>\$34,700,384</b>	<b>\$133,136,256</b>	<b>\$15,128,950</b>	<b>\$182,965,590</b>	<b>\$132,103,289</b>	<b>\$15,128,950</b>	<b>\$147,232,239</b>	<b>\$1,032,967</b>	<b>\$35,733,351</b>
301	Vehicle Maintenance	\$234,203	\$6,519,204	\$0	\$6,753,407	\$6,519,204	\$0	\$6,519,204	\$0	\$234,203
305	Communications	(15,407)	793,368	0	777,961	793,368	0	793,368	0	(15,407)
310	City Health	751,191	8,356,519	0	9,107,710	8,356,519	0	8,356,519	0	751,191
320	Property/Casualty	747,274	660,440	0	1,407,714	660,440	0	660,440	0	747,274
330	Workers' Compensation	(45,705)	1,095,548	0	1,049,843	1,059,579	0	1,059,579	35,969	(9,736)
<b>Total Internal Service Funds</b>		<b>\$1,671,556</b>	<b>\$17,425,079</b>	<b>\$0</b>	<b>\$19,096,635</b>	<b>\$17,389,110</b>	<b>\$0</b>	<b>\$17,389,110</b>	<b>\$35,969</b>	<b>\$1,707,525</b>

#2014-09-123  
 Page 731  
 Vol. 105



#2014-09-123  
Exhibit B  
(1 of 2)

**City of San Angelo Pay Plan**  
**FY 2014/15**

<u>Grade</u>	<u>Min</u>	<u>Mid</u>	<u>Max</u>
11	\$21,000	\$26,250	\$31,500
12	\$25,193	\$31,492	\$37,788
13	\$26,369	\$32,961	\$39,552
14	\$28,586	\$35,733	\$42,880
15	\$28,884	\$36,105	\$43,324
16	\$29,912	\$37,391	\$44,868
17	\$30,316	\$37,895	\$45,473
18	\$33,092	\$41,366	\$49,639
19	\$34,117	\$42,607	\$51,129
20	\$34,747	\$43,434	\$52,121
21	\$37,578	\$46,973	\$56,367
22	\$39,459	\$49,323	\$59,186
23	\$41,431	\$51,789	\$62,147
24	\$43,503	\$57,378	\$65,253
25	\$45,677	\$57,097	\$68,517
27	\$50,245	\$60,140	\$75,369
28	\$52,102	\$64,999	\$77,896
29	\$53,104	\$66,251	\$79,399
30	\$55,733	\$69,537	\$83,343
32	\$61,394	\$76,613	\$91,832
33	\$64,464	\$80,444	\$96,424
34	\$67,634	\$84,413	\$101,193
35	\$70,989	\$88,607	\$106,226
37	\$78,213	\$97,638	\$117,062
40	\$86,230	\$107,646	\$129,061
42	\$99,680	\$124,471	\$149,263
43	\$104,638	\$130,669	\$156,699
47	\$127,077	\$158,718	\$190,359
GR 32F	\$95,015		\$102,318
GR 32P	\$95,015		\$102,318
GR 30M	\$65,746		\$74,139
GR 29M	\$57,160		\$64,457
GR 27M	\$42,893		\$56,858
GR 27P	\$42,893		\$56,858

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

Effective 10/1/2014

	<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 10/1/2014

GR 24 Recruit	\$35,899
GR 26 Probationary FF	\$36,853
GR 27 Firefighter II	\$41,217
GR 28 Driver	\$48,963
GR 29 Lieutenant	\$56,324
GR 30 Captain	\$64,553
GR 31 Battalion Chief	\$74,142

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  
Hazards 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 USE AND SUPPORT OF THE MUNICIPAL GOVERNMENT OF THE CITY OF SAN ANGELO, TEXAS, FOR THE 2014-2015 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 next fiscal year by September 30, 2014; 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, 2014, and ending September 30, 2015, 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, 2014, and ending September 30, 2015, 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."

Section Two. The following taxes be and are hereby levied for the fiscal year 2014-2015, 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	<u>\$0.6960</u>
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, 2014, and if not paid as provided by law, shall immediately become delinquent on February 1, 2015.

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 2<sup>nd</sup> day of September, 2014, and APPROVED and ADOPTED on this the 16<sup>th</sup> day of September, 2014.

YES

NO

X

CITY OF SAN ANGELO, TEXAS



Dwain Morrison, Mayor

X



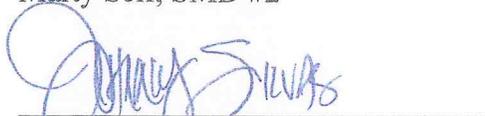
Rodney Fleming, SMD #1

X



Marty Self, SMD #2

X



Johnny Silvas, SMD #3

X



Don Vardeman, SMD #4

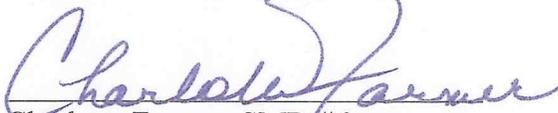
—

—

Absent

Elizabeth Grindstaff, SMD #5

X



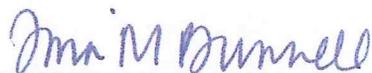
Charlotte Farmer, SMD #6

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

## Principal Taxpayers, 2014-15 Budget

---

<u>Name</u>	<u>Type of Property</u>	<u>Taxable Valuation</u>
1 Ethicon, Inc.	Manufacturing	\$62,744,599
2 Walmart	Retail	51,476,330
3 Hirschfeld Industries LP	Manufacturing	41,644,780
4 AEP Texas	Utility	35,939,320
5 Nabors Industries Ltd.	Petroleum Industry	34,650,400
6 San Angelo Community Medical Center	Hospital	31,329,360
7 Verizon Southwest, Inc.	Utility	22,138,070
8 Sunset Mall	Retail/ Real Estate	19,596,040
9 CT Cube LP, D/B/A West Central Wireless	Utility	17,821,000
10 Alexander Construction Company	Real Estate	16,546,220
	<b>TOTAL</b>	<b><u>\$333,886,119</u></b>

Valuation from the top ten principal taxpayers increased approximately 14.58% from FY2013-14.

# City of San Angelo

## Property Taxpayers, 2014-15 Budget

---

### Tax Base Distribution

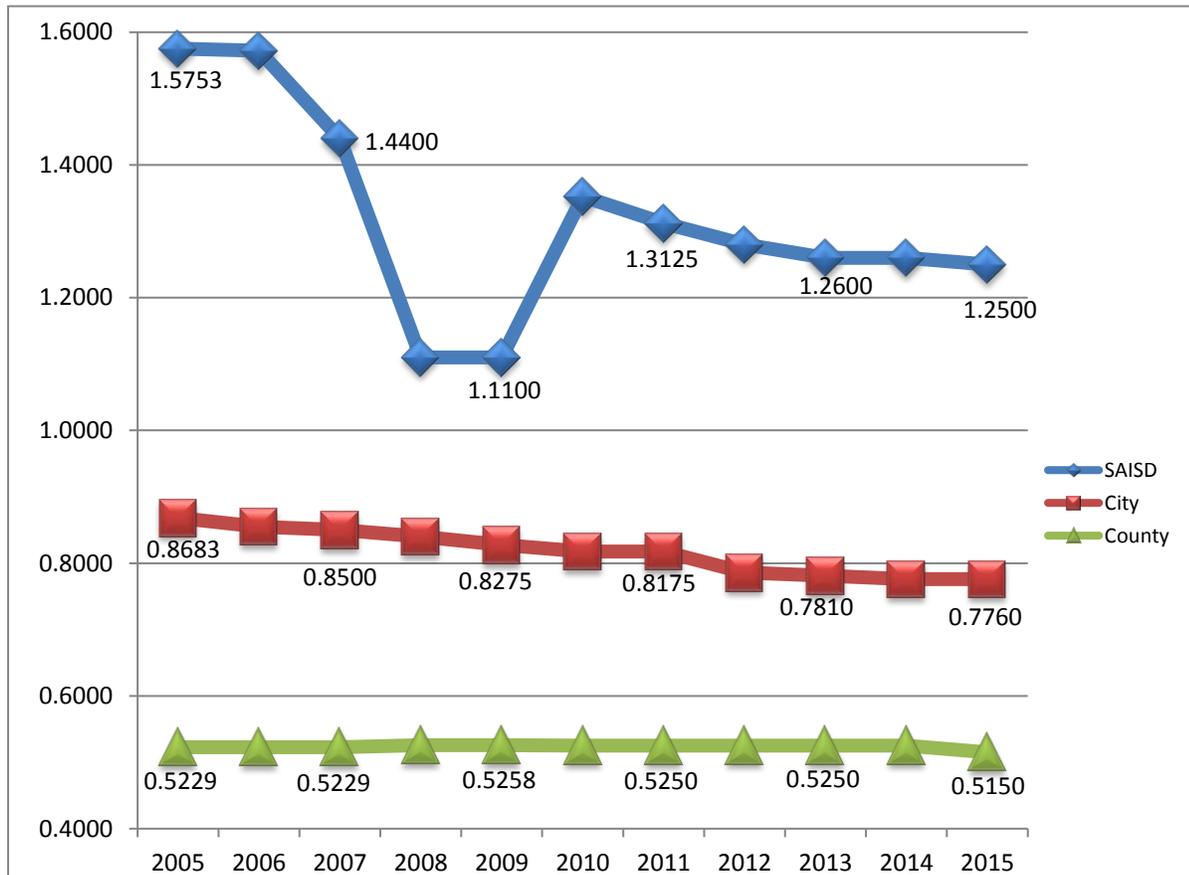
A comparison of the assessed valuation for the last two years by major property classifications.

<u>Property Type</u>	<u>2013-14 Budget</u>	<u>2014-15 Budget</u>
Real Property	\$ 3,822,897,116	\$ 4,194,153,112
Personal Property	704,088,330	762,652,660
<b>Total Values on Tax Roll</b>	<b>\$4,526,985,446</b>	<b>\$ 4,956,805,772</b>
Less Exemptions:		
Mandatory Homestead, Over 65, Disabled, & Disabled Veteran	(39,653,260)	(45,629,400)
Optional Homestead, Over 65, & Disabled	(449,826,317)	(482,825,273)
Freeport / Productivity	(15,191,169)	(17,826,031)
Pollution Control	(6,053,112)	(5,771,204)
Historical Abatement	(2,063,602)	(2,179,887)
Industrial Abatement	(661,650)	(661,650)
<b>Assessed Taxable Value</b>	<b>\$4,013,536,336</b>	<b>\$ 4,401,912,327</b>
Less Freeze Loss:		
Over 65 & Disable Veteran Value Loss	(136,940,117)	(169,700,962)
<b>Net Taxable Value Minus Freeze Value Credit</b>	<b>\$3,876,596,219</b>	<b>\$4,232,211,365</b>

Total Values on the Tax Roll increased 9.49%, Assessed Taxable Value increased 9.68%, and the Net Taxable Value Minus Freeze Value increased 9.17% from FY2014-15.

# City of San Angelo

## Property Tax Rate Historical View: School, City, and County 2005-2015



### 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 ten years. For fiscal year 2015, the City adopted and maintained the 2014 tax rate - the lowest tax rate since fiscal year 1991. The County's tax rate has remained relatively stable, but decreased by one cent from fiscal year 2014.

# City of San Angelo

## 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
2015	32,888,262	53,445,192	27,839,425

### 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.

# City of San Angelo

## Property Tax Levies and Collections, 2005-2015

---

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
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%	1,471,866	5.20%
2012	28,456,663	27,778,377	97.62%	580,447	28,358,824	99.66%	1,326,556	4.66%
2013	29,277,023	29,024,595	99.14%	492,170	29,516,766	100.82%	1,326,556	4.53%
2014	30,082,386	29,302,125	97.41%	482,097	29,784,222	99.01%	1,219,480	4.05%
2015	32,888,262	31,570,786	95.99%	541,825	32,112,611	97.64%	1,636,319	4.98%

# City of San Angelo Personnel Summary

	FY13 Budget	FY14 Budget	FY15 Budget
<b>CITY COUNCIL</b>			
Mayor (PT)	1	1	1
Councilmember (PT)	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>CITY ATTORNEY</b>			
City Attorney	1	1	1
Assistant City Attorney, Sr	1	1	1
Assistant City Attorney	0	1	1
City Prosecutor	1	0	0
Paralegal	2	1	1
Legal Assistant	1	0	0
Property Specialist	1	1	1
Real Estate Administrator	0	1	1
Office Assistant	0	1	1
	<u>7</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	5	5
Court Administrator	1	1	1
Court Supervisor	1	1	1
Court Clerk Supervisor	3	2	2
Deputy Court Clerk, Sr	8	8	8
Deputy Court Clerk	3	4	4
Deputy Court Clerk - Juvenile Safety	1	0	0
Juvenile Case Manager	2	1	1
Community Service Work Leader	2	2	2
Parking Officer	1	1	1
Building Maintenance Worker (PT)	1	1	2
Network Administrator	0	1	1
Juvenile Community Workers Supervisor (PT)	2	2	2
	<u>33</u>	<u>33</u>	<u>34</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>

	FY13 Budget	FY14 Budget	FY15 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/BIOTERRORISM</b>			
Emergency Management Coordinator	1	1	1
Office Assistant	1	0	0
	<u>2</u>	<u>1</u>	<u>1</u>
<b>HAZARDS</b>			
Emergency Management Planning Specialist	0	1	1
	<u>0</u>	<u>1</u>	<u>1</u>
<b>CONSTRUCTION &amp; FACILITIES MAINTENANCE</b>			
Construction & Facilities Manager	1	1	1
HVAC/Security Coordinator	0	0	1
Office Assistant (PT)	0	1	0
Building Maintenance Supervisor	1	1	1
Building Maintenance Worker	4	4	4
	<u>6</u>	<u>7</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>HEALTH INSURANCE</b>			
Benefits Representative	1	1	1
	<u>1</u>	<u>1</u>	<u>1</u>
<b>WORKERS' COMPENSATION</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/BUDGET</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>

	FY13 Budget	FY14 Budget	FY15 Budget
<b>PURCHASING</b>			
Purchasing Manager	1	1	1
Purchasing Specialist	1	1	1
	<u>2</u>	<u>2</u>	<u>2</u>
<b>INFORMATION TECHNOLOGY</b>			
Information Technology Manager	1	1	1
Network Analyst	1	1	1
Computer Support Specialist	2	2	2
Systems Analyst	1	1	1
	<u>5</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	20	20	20
Driver	56	52	51
Firefighter	68	72	73
Administrative Assistant	2	2	2
Executive Office Coordinator	1	1	1
Building Maintenance Tech	1	1	1
Bunker Gear Technician	1	1	1
Systems Analyst	1	1	1
	<u>169</u>	<u>169</u>	<u>169</u>

	FY13 Budget	FY14 Budget	FY15 Budget
<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>

<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	3	3	3
Office Assistant	2	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	1	1
Property Control Clerk	2	2	2
Records Supervisor	1	1	1
Records Clerk	7	8	8
Maintenance Supervisor	1	1	1
Maintenance Worker	2	2	2
Systems Analyst	1	2	2
Intelligence Specialist	0	2	2
Computer Support Specialist	2	0	0
	<u>196</u>	<u>199</u>	<u>199</u>

<b>DEVELOPMENT SERVICES</b>			
Director of Development Services	1	1	1
Planning & Development Administrator	0	0	1
Development Coordinator	1	1	0
Economic Development Coordinator	1	1	0
Administrative Assistant, Sr	1	1	1
	<u>4</u>	<u>4</u>	<u>3</u>

<b>GIS</b>			
GIS Manager	1	1	1
GIS Analyst, Sr	1	1	1
GIS Analyst	1	1	1
GIS Technician	1	1	1
911 Addressing Coordinator (PT)	1	1	0
	<u>5</u>	<u>5</u>	<u>4</u>

	FY13 Budget	FY14 Budget	FY15 Budget
<b>PERMITS &amp; INSPECTIONS</b>			
Building Official	1	1	1
Assistant Building Official	1	1	0
Plans Examiner, Sr	0	0	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
911 Addressing Coordinator (PT)	0	0	1
Office Assistant	1	1	1
	<u>12</u>	<u>12</u>	<u>13</u>
<b>PLANNING</b>			
Planning Manager	1	1	1
Planner, Sr	0	0	1
Planner	3	3	2
	<u>4</u>	<u>4</u>	<u>4</u>
<b>ENGINEERING SERVICES</b>			
City Engineer	1	1	1
Project Engineer	1	1	1
Project Coordinator	0	0	1
Drafting & Survey Supervisor	1	1	0
Survey Technician, Sr	1	1	1
Survey Technician	1	1	1
Construction Inspector, Sr	1	1	1
Construction Inspector	2	2	1
	<u>8</u>	<u>8</u>	<u>7</u>
<b>STORMWATER</b>			
Stormwater Superintendent	1	0	0
Stormwater Supervisor	1	1	1
Stormwater Inspector	1	0	1
Stormwater Engineer	1	1	1
Crew Leader	2	2	2
Code Compliance Officer	0	1	1
Heavy Equipment Operator	4	4	4
Light Equipment Operator	7	7	7
Maintenance Worker	5	5	5
	<u>22</u>	<u>21</u>	<u>22</u>
<b>FIRE PREVENTION</b>			
Fire Marshal	1	1	1
Fire Investigator	2	2	2
Fire Inspector	3	4	4
Building Inspector	1	0	0
Administrative Assistant	1	1	1
	<u>8</u>	<u>8</u>	<u>8</u>

	FY13 Budget	FY14 Budget	FY15 Budget
<b>COMMUNITY &amp; HOUSING SUPPORT SERVICES</b>			
Director Neighborhood & Family Services	1	1	1
Community Programs Supervisor	1	1	1
Community Development Coordinator	2	2	0
Construction Coordinator	0	0	1
Special Projects Coordinator	1	1	1
Community Development Assistant	1	0	0
	<u>6</u>	<u>5</u>	<u>4</u>
<b>CODE COMPLIANCE</b>			
Code Compliance Manager	1	1	1
Code Compliance Officer	5	5	5
Maintenance Worker (PT)	2	2	0
Administrative Assistant	1	1	1
	<u>9</u>	<u>9</u>	<u>7</u>
<b>WIC</b>			
WIC Program Manager	1	1	1
Registered Nurse	0	0	0
Licensed Vocational Nurse	2	2	2
Nutrition Education Coordinator	1	1	1
Nutritionist	1	1	1
WIC Certification Specialist	1	2	2
Social Services Assistant	5	4	5
Administrative Assistant	2	1	1
Administrative Coordinator	0	1	1
Peer Counselor Supervisor	1	1	1
Peer Counselors (PT)	0	1	0
Extra Help (PT)	0	2	0
	<u>14</u>	<u>17</u>	<u>15</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 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	3	3
	<u>12</u>	<u>11</u>	<u>11</u>

	FY13 Budget	FY14 Budget	FY15 Budget
<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
Administrative Assistant	0	0	1
Mechanic	7	7	6
Mechanic Apprentice	0	0	1
Mechanic II	0	0	1
Mechanic III	0	0	1
Inventory Control Technician	1	1	0
Equipment Service Technician	3	3	3
Communications Support Technician	1	1	0
Parts Representative	1	1	1
Parts Clerk	1	1	1
	<u>17</u>	<u>17</u>	<u>18</u>
<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	0
Sr. Engineering Design Technician	1	1	1
Engineer Coordinator	0	1	1
Project Engineer	3	2	3
Construction Inspector, Sr	0	0	1
Construction Inspector	3	3	2
	<u>9</u>	<u>9</u>	<u>9</u>

	FY13 Budget	FY14 Budget	FY15 Budget
<b>WATER CONSERVATION</b>			
Code Compliance Officer	1	1	1
	<u>1</u>	<u>1</u>	<u>1</u>
<b>WATER CUSTOMER SERVICE</b>			
Customer Service Manager	1	1	1
Customer Service Supervisor	1	1	1
Customer Service Representative, Sr	0	0	1
Customer Service Representative	4	5	4
Meter Service Supervisor	1	1	1
Meter Service Representative, Sr	0	1	1
Meter Service Representative	3	3	4
Meter Reader	2	2	1
	<u>12</u>	<u>14</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	1	1	1
Water Distribution Crew Leader	3	8	8
Water Distribution Technician	6	0	0
Heavy Equipment Operator	6	6	6
Light Equipment Operator	6	4	4
Administrative Assistant	1	1	1
Leak & Tap Supervisor	0	1	1
Meter Technician	1	1	1
Maintenance Worker	10	10	10
Office Assistant	1	1	1
	<u>38</u>	<u>36</u>	<u>36</u>
<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>

	FY13 Budget	FY14 Budget	FY15 Budget
<b>UTILITY MAINTENANCE</b>			
Utility Maintenance Superintendent	1	1	1
Utility Maintenance Supervisor	1	1	1
Utility Maintenance Technician	3	4	4
Electrical Supervisor	1	1	1
Utility Electrical Technician	1	0	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 Coordinator	1	1	1
Water Distribution Crew Leader	3	2	2
Wastewater Inflow/Infiltration Tech	1	1	1
Heavy Equipment Operator	5	6	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	0	0
Utility Maintenance Technician	0	1	1
W/WW Plant Operator, Sr (Cert A/B)	6	6	5
W/WW Plant Operator, (Cert A/B)	0	0	1
W/WW Plant Operator (Cert C/D)	6	6	7
Heavy Equipment Operator	3	3	2
	<u>21</u>	<u>21</u>	<u>21</u>
<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>

	FY13 Budget	FY14 Budget	FY15 Budget
<b>ANIMAL SERVICES</b>			
Animal Services Manager	1	1	1
Animal Services Officer	4	4	4
Animal Services Assistant	3	3	3
Administrative Assistant	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	0	0
	<u>4</u>	<u>3</u>	<u>3</u>
<b>PARKS</b>			
Director of Parks & Recreation	1	1	1
Deputy Parks Superintendent	0	1	1
Superintendent	1	1	1
Project Supervisor	1	1	1
Maintenance Supervisor	1	0	0
Sports Field Crew Leader	1	0	2
Landscape Crew Leader	3	3	4
Landscape Coordinator	0	0	1
Horticulture Crew Leader	0	0	1
Gardener, Sr	1	1	1
Gardener	2	2	3
Maintenance Worker, Sr	8	8	9
Maintenance Worker	22	22	10
Irrigation/Horticulture Coordinator	0	0	1
Irrigation Supervisor	0	1	1
Irrigation Technician, Sr	1	1	1
Irrigation Crew Leader	1	1	1
Welder, Sr	0	0	1
Welder	1	1	0
Parks Supervisor	0	0	1
Parks Crew Leader	0	0	2
Parks Project Coordinator	0	0	1
Parks Shop & Inventory Sr Technician	1	1	1
Administrative Assistant, Sr	1	1	1
	<u>46</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>

	FY13 Budget	FY14 Budget	FY15 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
Recreation Supervisor	1	1	2
Athletics/Aquatics Coordinator	2	2	0
Recreation Coordinator	0	1	2
Office Assistant	1	1	1
Custodian	1	1	1
Recreation Leader, Senior	1	0	0
	<u>7</u>	<u>7</u>	<u>7</u>
<b>NUTRITION</b>			
Recreation Supervisor	1	1	1
Lead Cook	1	1	1
Cook Helper	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>FORT CONCHO</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	0	1	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	2	2	2
Maintenance Worker	0	0	0
	<u>13</u>	<u>14</u>	<u>14</u>

	FY13 Budget	FY14 Budget	FY15 Budget
<b>TEXAS BANK SPORTS COMPLEX</b>			
Sports Field Coordinator	1	1	1
Sports Field Sr Maintenance Worker	2	2	1
Sports Field Maintenance Worker	4	3	2
Sports Field Supervisor	0	0	1
Sports Field Crew Leader	1	1	2
Irrigation Crew Leader	0	0	1
Irrigation Technician, Sr	1	1	1
Irrigation Technician	1	1	0
	<u>10</u>	<u>9</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	1	1
Transportation Planning Coordinator	1	1	1
Transportation Planning Analyst	1	1	1
Transportation Planning Technician	1	0	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 Manager	1	1	1
Maintenance Supervisor	1	1	1
Maintenance Technician	2	2	1
Administrative Assistant, Sr	1	1	1
Maintenance Worker	5	5	5
Police Officer	2	2	2
	<u>14</u>	<u>14</u>	<u>13</u>
FULL-TIME EMPLOYEES	919	918	917
PART-TIME EMPLOYEES	53	57	53
TOTAL EMPLOYEES	<u>972</u>	<u>975</u>	<u>970</u>

# City of San Angelo

## Glossary

---

**AF** – Acre-feet; unit of measure for water usage.

**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.

**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 the total estimated resources are equal to, or in excess of, anticipated 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 changes the original terms. A budget amendment must be approved by City Council, or their designee, if the total appropriation of any fund is increased or decreased, or if money is moved between funds.

**BUDGET CALENDAR** – A schedule 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, have a useful life of over three years, and require six months or more to complete.

**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.

**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 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.

**EPA** – Environmental Protection Agency; United States federal government agency whose mission is to protect human and environmental health.

**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.

**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.

**FTE** – Full Time Equivalent; Unit used to indicate the workload of an employed person in a way that makes workloads comparable across various contexts.

**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.

**GAAP** – Generally Acceptable Accounting Principles; The common set of accounting principles, standards and procedures that governments/companies use to compile their financial statements.

**GASB** – Governmental Accounting Standards Board; The source of GAAP used by State and Local governments in the United States.

**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 displays data linked to a location.

**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 18,000 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.

**HAZARDS** – An intergovernmental grant; Responsible for disaster planning and developing the capabilities and objectives work plan.

**HIV** – Human Immunodeficiency Virus; A sexually transmitted infection, can also be spread by contact with infected blood or from a mother to child during pregnancy, childbirth, or breastfeeding.

**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.

**MGD** – Million Gallons per Day; a measure of water flow.

**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.

**PT** – Part-time.

**PASSENGER FACILITY CHARGE (PFC)** – An additional fee charged to departing and connecting passengers at an airport used for airport improvements.

**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 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 a STD clinic.

**SINGLE MEMBER DISTRICT (SMD)** – An electoral system in which candidates run for a single seat from a geographic district.

**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 enforcing 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.

**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 wage compensation and medical benefits to employees injured in the course of employment.

# City of San Angelo

## Index

---

### A

Accounting, 149, 305  
    budget details, 149  
    personnel summary, 305  
Accounting Statements, 22  
Airport, 284; *see* San Angelo Regional Airport  
Animal Services, 256, 312  
    budget detail, 256  
    personnel summary, 312  
Appendix, 286-324  
Asset Capitalization Policy, 94

### B

Basis of Budgeting *see* Fund Descriptions & Basis of Budgeting  
Billing & Receipts, 151, 305  
    budget details, 151  
    personnel summary, 305  
Bioterrorism, *see* Hazards  
Budget, 143, 304  
    budget details, 143  
    personnel summary, 304  
Budget Calendar, 33  
Budget Detail, 104-285  
Budget Message, ii  
Budget Process, 31  
Budget Summary by Fund Type, 35  
Building Maintenance; *see* Facilities Maintenance

### C

Capital & Debt, 84-103  
Capital Expenditures & Investments, 84  
Capital Improvement Plan Summary, 91-93  
Cemetery; *see* Fairmount Cemetery  
City Attorney, 108, 303  
    budget detail, 108  
    personnel summary, 303  
City Clerk, 111, 303  
    Budget detail, 111  
    personnel summary, 303

City Council, 15, 105  
    budget detail, 105  
    personnel summary, 303  
    principal officials, 15  
City Manager, 17, 106  
    budget detail, 106  
    personnel summary, 303  
    principal officials, 17  
Civic Events Fund, 60-61, 270, 313  
    budget detail, 270  
    financial summary, 60  
    graphs, 61  
    personnel summary, 313  
Code Compliance, 198, 308  
    budget detail, 198  
    personnel summary, 308  
Communications, 80, 147, 305  
    budget detail, 147  
    financial summary, 80  
    personnel summary, 305  
Community Development Block Grant, 55; *see also* Neighborhood & Family Services  
Community & Housing Support Services, 193, 308;  
    *see also* Neighborhood & Family Services  
    budget detail, 193  
    personnel summary, 308  
Community Profile, 5  
Consolidated Financial Schedule, 34  
Construction & Facilities Maintenance, 126, 304  
    budget detail, 126  
    personnel summary, 304  
Construction Management, 129, 314  
    budget detail, 129  
    personnel summary, 314  
Crossing Guards, 140, 304  
    budget detail, 140  
    personnel summary, 304  
Customer Service, 226; *see also* Water Fund

### D

Debt Service Requirements General Obligation Bonds, 100

Debt Service Requirements State Office Building,  
103  
Debt Service Requirements Wastewater Utility  
Bonds, 102  
Debt Service Requirements Water Utility Bonds,  
101  
Department/Fund Relationships, 21  
Designated Revenue Fund, 57  
financial summary, 57  
Development Services, 170, 306  
budget detail, 170  
personnel summary, 306  
Distinguished Budget Presentation Award 2014, i

## E

Emergency Management, 124, 304  
budget detail, 124  
personnel summary, 304  
Employee & Retiree Health; *see* Health Insurance  
Fund  
Engineering Services, 185, 307  
budget detail, 185  
personnel summary, 307  
Environmental Health, 254, 311  
budget detail, 254  
personnel summary, 311  
Equipment Replacement Fund, 84; *see* General  
Fund Equipment Replacement

## F

Facilities Maintenance; *see* Construction &  
Facilities Maintenance  
Fairmount Cemetery, 63, 273, 313  
budget detail, 273  
financial summary, 63  
personnel summary, 313  
Finance Organizational Chart, 142  
Financial Policies, 28  
Financial Structure, Policy, & Process, 15-33  
Financial Summaries, 34-83  
Fire, 162, 305  
budget detail, 162  
personnel summary, 305  
Fire Prevention, 165, 307  
budget detail, 165  
personnel summary, 307  
Fort Concho, 62, 275, 313

budget detail, 275  
financial summary, 62  
personnel summary, 313  
Franchise Tax, 39  
revenue & long-term trend, 39  
Fund Balance Goal Policy, 30  
Fund Descriptions & Basis of Budgeting, 23  
Fund Structure, 27

## G

GAAP, 22  
GASB, 23  
General Debt Service, 49  
financial summary, 49  
General Fund, 36-39, 43-48  
financial summary, 43, 45-46  
graphs, 44, 47-48  
revenue & long-term trend, 36-39  
General Fund Capital Projects, 51  
financial summary, 51  
General Fund Equipment Replacement, 50  
financial summary, 50  
General Government Organizational Chart, 104  
General Interest & Redemption Fund, 97; *see*  
Interest & Redemption Fund  
General Obligation Bond, 100  
debt service, 100  
GIS, 179, 306  
budget detail, 179  
personnel summary, 306  
Glossary, 315

## H

Hazards, 260, 304  
budget detail, 260  
personnel summary, 304  
Health Insurance Fund, 81, 134, 304  
budget detail, 134  
financial summary, 81  
personnel summary, 304  
Health Services Administration, 252, 311  
budget detail, 252  
personnel summary, 311  
Health Services Organizational Chart, 251  
HOME Program, 56; *see also* Neighborhood &  
Family Services  
Human Resources, 132, 304

- budget detail, 132
- personnel summary, 304
- Human Resources & Risk Management Organizational Chart, 131

## I, J

- Index, 320
- Information Technology, 145, 305
  - budget detail, 145
  - personnel summary, 305
- Interest & Redemption Funds, 97
- Intergovernmental Fund, 52
  - financial summary, 52
- Internal Audit, 115
- Introduction & Overview, i-14

## K, L

- Lake Nasworthy Trust, 58, 250
  - budget detail, 250
  - financial summary, 58
- Lake Operations, 214, 309
  - budget detail, 214
  - personnel summary, 309
- Long-term Trend Overview *see* Revenue & Long-term Trend Overview
- Long-term Vision & Strategic Goals, 2

## M

- Major Employers, 10
- Map of Single Member Districts, 16
- Metropolitan Planning Organization, 281, 314
  - budget detail, 281
  - personnel summary, 314
- Municipal Court, 120, 303
  - budget detail, 120
  - personnel summary, 303

## N

- Neighborhood & Family Services Organizational Chart, 192
- Nursing, 258, 312
  - budget detail, 258
  - personnel summary, 312

- Nutrition, 268, 313
  - budget detail, 268
  - personnel summary, 313

## O

- Operations, 203, 308
  - budget detail, 203
  - personnel summary, 308
- Operations Organizational Chart, 202
- Ordinance Adopting the Budget, 286
- Ordinance Levying Taxes, 295
- Organizational Chart, 20
- Other Wastewater Funds, 249; *see also* Wastewater Funds
- Other Water Funds, 239; *see also* Water Funds

## P

- Parks, 263, 312
  - budget detail, 263
  - personnel summary, 312
- Parks & Recreation Organizational Chart, 262
- Permits & Inspections, 182, 307
  - budget detail, 182
  - personnel summary, 307
- Personnel Summary, 303-314
- Planning, 173, 307
  - budget detail, 173
  - personnel summary, 307
- Planning & Development Services Organizational Chart, 169
- Police, 156, 306
  - budget detail, 156
  - personnel summary, 306
- Principal Officials & Staff, 15, 17-19
- Principal Taxpayers, 298
- Property & Casualty Insurance, 82, 136
  - budget detail, 136
  - financial summary, 82
- Property Tax, 37
  - revenue & long-term trend, 37
- Property Tax Levies, 301
- Property Tax Levies & Collections, 302
- Property Tax Payers, 299
- Property Tax Rate Historical Graph, 300
- Public Information, 117, 304
  - budget detail, 117
  - personnel summary, 304

Public Safety Communications, 159, 306  
    budget detail, 159  
    personnel summary, 306  
Public Safety Organizational Chart, 155  
Purchasing, 153, 305  
    budget detail, 153  
    personnel summary, 305

## **Q, R**

Ratio of Net General Bonded Debt to Assessed Value, 98  
Recreation, 265, 313  
    budget detail, 265  
    personnel summary, 313  
Revenue & Long-term Trend Overview, 36-42

## **S**

Sales Tax, 38  
    revenue & long-term trend, 38  
San Angelo Regional Airport, 65-68, 284, 314  
    Airport Capital Fund financial summary, 68  
    Airport Operating Fund budget detail, 284  
    Airport Operating Fund financial summary, 65  
    Airport Operating Fund graph, 66  
    Airport personnel summary, 314  
    Airport PFC Fund financial summary, 67  
Sewer; *see* Wastewater Fund  
Short-term Priorities & Goals, 1  
Social Services; *see* Neighborhood & Family Services  
Solid Waste Enterprise Fund, 69, 212  
    budget detail, 212  
    financial summary, 69  
State Office Buildings, 64, 103, 277, 312  
    budget detail, 277  
    debt service requirement, 103  
    financial summary, 64  
    personnel summary, 312  
Statement of Legal Debt Margin, 96  
Stormwater Fund, 70, 189, 307  
    budget detail, 189  
    financial summary, 70  
    personnel summary, 307  
Street & Bridge, 210, 309  
    budget detail, 210  
    personnel summary, 309  
Street Lighting, 208

Summary of Debt Service Requirements to Maturity, 99

## **T, U, V**

Tax Increment Reinvestment Zone; *see* TIRZ  
Texas Bank Sports Complex, 59, 279, 314  
    budget detail, 279  
    financial summary, 59  
    personnel summary, 314  
TIRZ, 53-54, 191  
    budget detail, 191  
    expenditure graph, 54  
    financial summary, 53  
Traffic Operations, 205, 308  
    budget detail, 205  
    personnel summary, 308  
Twin Buttes *see* Water Supply – Twin Buttes  
Utility Maintenance, 236, 311; *see also* Water Fund  
    budget detail, 236  
    personnel summary, 311  
Vehicle Maintenance Internal Service Fund, 79, 216, 309  
    budget detail, 216  
    financial summary, 79  
    personnel summary, 309

## **W, X, Y, Z**

Wastewater Fund, 41, 75-78, 102, 242, 244, 246-249  
    financial summary, 75  
    graphs, 76  
    other wastewater funds, 249  
    wastewater capital budget detail, 247  
    wastewater capital projects financial summary, 78  
    wastewater charges, 41  
    wastewater collection budget detail, 242  
    wastewater collection personnel summary, 311  
    wastewater debt service fund financial summary, 77  
    wastewater non-departmental, 248  
    wastewater treatment-airport, 246  
    wastewater treatment budget detail, 244  
    wastewater treatment personnel summary, 311

- wastewater utility debt service, 102
- water & wastewater utilities organizational chart, 218
- Water Fund, 40, 71-74, 101, 218-219, 221, 223-224, 226, 229-230, 232, 234, 236, 238-240
  - financial summary, 71
  - graphs, 72
  - other water funds, 239
  - water & wastewater utilities organizational chart, 218
  - water capital budget detail, 223
  - water conservation budget detail, 224
  - water conservation personnel summary, 310
  - water customer service budget detail, 226
  - water customer service personnel summary, 310
  - water debt service financial summary, 73
  - water distribution budget detail, 234
  - water distribution personnel summary, 310
  - water non-departmental, 238
  - water quality lab budget detail, 232
  - water quality lab personnel summary, 310
  - water sales, 40
  - water supply capital financial summary, 74
  - water supply contracts budget detail, 229
  - water supply – Twin Buttes budget detail, 240
  - water supply – Twin Buttes personnel summary, 311
  - water treatment budget detail, 230
  - water treatment personnel summary, 310
  - water utilities administration budget detail, 219
  - water utilities administration personnel summary, 309
  - water utilities engineering budget detail, 221
  - water utilities engineering personnel summary, 309
  - water utility debt service, 101
  - water utility maintenance, 236
- WIC, 200, 308
  - budget detail, 200
  - personnel summary, 308
- Workers' Compensation Insurance Fund, 83, 138, 304
  - budget detail, 138
  - financial summary, 83
  - personnel summary, 304